

Human Resources

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	1,921,041	2,081,158	1,851,119	2,095,920	2,251,145	2,251,145
Total	\$ 1,921,041	\$ 2,081,158	\$ 1,851,119	\$ 2,095,920	\$ 2,251,145	\$ 2,251,145

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Employee & Labor						824,190
Relations	<i>Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.</i>					
HR Services						350,978
Organizational Development						1,075,978
Total	\$ 1,921,041	\$ 2,081,158	\$ 1,851,119	\$ 2,095,920	\$ 2,251,145	\$ 2,251,145

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(25)	-	-	-	-	-
Other Finance Source	-	-	(36,604)	-	-	-
Total	\$ (25)	\$ -	\$ (36,604)	\$ -	\$ -	\$ -

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,707,128	1,874,395	1,712,510	1,943,994	2,073,627	2,073,627
Benefits	571,256	503,864	467,666	528,221	574,680	574,680
Supplies	29,194	18,950	61,848	18,950	18,950	18,950
Purchased Services	175,837	242,951	197,271	253,151	254,951	254,951
Debt Othr Financing	7,212	-	7,428	-	-	-
Inter Depart Charges	108,464	71,253	71,253	70,599	77,535	77,535
Inter Depart Billing	(678,025)	(630,255)	(630,253)	(718,995)	(748,598)	(748,598)
Total	\$ 1,921,066	\$ 2,081,158	\$ 1,887,723	\$ 2,095,920	\$ 2,251,145	\$ 2,251,145



Human Resources Department

Erin Hillson, Director
Madison Municipal Building, Suite 261
215 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4615 | Fax: (608) 267-1115
hr@cityofmadison.com
cityofmadison.com/human-resources

July 23, 2024

TO: Mayor Satya Rhodes-Conway
FROM: Erin Hillson, Director of Human Resources
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Human Resources Department supports the city-wide goal of sustaining an effective and efficient government by meeting the four following objectives:

1. Attract a talented and diverse workforce.
2. Retain an engaged and diverse workforce where all employees feel they belong.
3. Develop our employees and organization to be an inclusive and high performing City.
4. Implement innovative and progressive Human Resources practice.

Beginning in 2023 we implemented our first long-term strategic plan which lays out strategies we will continue to build on in each of the next three years. While applying a 1% budget reduction this year, we will be able to meet goals that include: evaluating requirements for a Human Resources Management system for more effective orientation, onboarding, and professional development of current employees; completing an RFP for wage and life insurance agent; launching a compensation study with our vendor, Baker Tilly; designing targeted recruitment toolkits; implementing our Recruitment Strategy Guide, completing our Personnel Rules rewrite; evaluating our 360 process and mentorship programs; implementing new executive team development processes; developing pipelines to employment with community partners; and design of a new employee focused survey.

Granted the funding requested in this proposal, during 2024 the Human Resources Department will complete selection of a robust and transformative Human Resources Management system; complete the city-wide compensation and classification study; create a phased implementation plan for the Citywide compensation studies; and continue to build on internal career pathways.

The Human Resources Department provides City agencies with crucial support in three service areas:

- The **HR Services** unit partners with agencies in the workforce recruitment process and manages the City's classification and compensation systems, including oversight of the position study process and assistance in implementing organizational changes. Additionally, this unit works closely with the City's Personnel Board and maintains the City's Position Control Program.
- The **Employee & Labor Relations** unit plans and implements the Employee Benefits Program, administers the Occupational Accommodations Program, oversees and supports employees

requesting Family Medical Leave and Disability Leave, coordinates investigations of grievances and complaints, as well as represents the City during bargaining and “Meet and Confer” sessions with employee associations and unions. Additionally, this unit serves as an advisor to managers and supervisors in areas of conflict resolution and performance management.

- Finally, the **Organizational Development** unit promotes organizational development and performance excellence by collaborating with city agencies to create opportunities for advancements to work culture and operations, improve operational efficiency and support staff to achieve shared goals. This unit focuses on employee training, Leadership Development, process improvement, building organizational capacity, and performance excellence.

99% Budget for General, Library, and Fleet Funds

In 2024, we have been successful managing to a 99% budget through careful monitoring of our discretionary learning and development funding and through salary savings. We anticipate continuing to use salary savings to manage to the 99% budget, holding off on some purchases related to conferences and training or consultants until we are able to ensure we hit our 99% target through salary savings. If we have to use training and conference budget for salary savings it will certainly impact the quality of services our employees experience from our Organizational Development Team and will limit availability of low cost staff development options.

In the long term, we are hopeful that some of the investments we are currently making in our HR Management System will provide a high long-term return on investments.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

Our 5% budget reduction requires a \$112,557 reduction in our operating budget. After evaluating the services that are most critical to the department, including how those service needs are met within our current staffing model, we have decided to reduce services in the following ways:

1. Elimination of one 100% Human Resources Analyst in HR Services which would save approximately \$93,374. Our HR Services Unit has four staff currently dedicated to recruitment, strategic HR partnerships, and classification. With the city-wide compensation study being completed this year, we would pair this reduction with elimination of classification studies for the next 3-years, outside of classification of new positions and reclassifications that occur within Administrative Adjustment parameters. This 3-year service elimination would be in alignment with our Personnel Rules which prohibit additional position studies for a period of 3-years after a position study is completed, except with extenuating circumstances. Given that this service elimination would not be completely accounted for through elimination of this service, we would anticipate some impact to hiring activities and timelines associated with hiring, as we would be losing 25% of staffing related to the Analyst role.
2. Elimination of \$19,200 from Conferences & Training budget. This would include eliminating the following programs and trainings:
 - a. Support of four agencies to participate in Executive Team Development (\$10,000)
 - b. HR annual team planning retreat (\$3,500)
 - c. 360 survey question modifications and continued requirement of past years participating agencies in Executive Team Development to pay for 360 survey participation. (\$2,355)
 - d. Sunsetting How To Run Effective Meeting live instructor led training, and eliminate additional consultant provided trainings (\$3,345)

Eliminating the Executive Team Development program could impact overall organization effectiveness and efficiency while having immediate impacts on executive team's ability to work together to drive change and execute strategy during a very challenging time for staff and the organization. It's a critical element in staff, agency, and our organization's success. Investing in executive team development:

- Increases collaboration
- Improves culture and performance
- Reduces silos and support alignment with goals and priorities

The three agencies (24 total leaders) participating in 2023 Executive Team Development reported that the program:

- increased the leadership team's ability to work together effectively to drive change and execute strategy
- increased their level of self-awareness as a leader
- improved their growth and development
- provided them with new tools and practices to improve their leadership abilities/effectiveness.

We have also heard from leaders that participating in this program has had a positive impact upon successful completion of Agency Work Planning and Results Madison Data Engagement.

Eliminating the funding for the HR annual team planning retreat would reduce the ability of Team HR to collectively review prior years accomplishments and challenges while also planning for 2026.

Eliminating the 360 Survey funding requires that we ensure full modification of the survey questions this year, and eliminates the ability for us to make ongoing modifications. It also requires agencies to fund the entire cost of 360 surveys used within their agencies.

Sunsetting How To Run Effective Meeting live instructor led training and would have low impact as participation in 2024 as of July 9, 2024, was 8 staff. We also have this as an on demand recorded version for staff. However, this particular training only reduces the budget by \$700, and we will need to reduce instructor led training by a total of \$3,345.

Reallocations and Other Changes (if applicable)

We are proposing no new staffing reallocations for our 2025 budget.

2025 Operating Budget Service Budget Proposal Form

Part 1. Identifying Information

Select your Agency:	Human Resources
Enter your Service:	Employee & Labor Relations
Please provide an updated Service Description below.	
No change needed	
<i>Updated Service Description:</i> Click or tap here to enter text.	
Please provide updated Activities Performed by Service.	
No change needed.	
<i>Updated Activities Performed by Service:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

If the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of Major Changes of \$10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?</p> <p>Click or tap here to enter text.</p>			
<p>Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>			
<p>Part 3. Personnel Changes</p>			
<p>All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. If you are not submitting personnel changes, skip this section.</p>			
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes</p> <p><input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>			
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input checked="" type="checkbox"/> No – No reclassifications</p> <p><input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i></p> <p>Click or tap here to enter text.</p>			
<p># of FTEs: Does your proposal change the total number of FTE positions?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs</p> <p><input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p> <p><i>*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary and benefits must be considered when computing the cost of the change.</i></p> <p><i>If yes, provide the position classification and briefly describe the change:</i></p> <p>Click or tap here to enter text.</p>			
<p>Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?</p> <p>Click or tap here to enter text.</p>			
<p>Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?</p>			

Click or tap here to enter text.

2025 Operating Budget Service Budget Proposal Form

Part 1. Identifying Information

Select your Agency:	Human Resources
Enter your Service:	Organizational Development
Please provide an updated Service Description below. No change needed	
<i>Updated Service Description:</i> Click or tap here to enter text.	
Please provide updated Activities Performed by Service. No change needed.	
<i>Updated Activities Performed by Service:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.

- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

If the proposed changes are a technical correction to the agency’s base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of Major Changes of \$10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select		Enter \$.	.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Human Resources

5% Minimum Target **112,557**

Total Amount Identified 112,574

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount (\$)
161 - HR SERVICES	HR Services partners with agencies citywide managing the classification, compensation, position control, and workforce recruitment process. The unit also administers the position study process and assists in implementing organizational changes.	HR Services works closely with most City agencies and departments, its staff represents the first contact many job applicants have with the City of Madison and they continue to be a resource for employees who are seeking reclassification or transition into other job duties through the position study process.	Reduced staffing in the HR Services unit would reduce staff available to manage hiring or layoff processes. It may lead to increased time-to-hire and would significantly impact the HR Department's ability to process position studies. It would also reduce HR's ability to assist with organizational changes in other City agencies or departments.	1 FTE - HR Analyst	\$ 93,374
163 - ORGANIZATIONAL & HEALTH DEVEL	Organizational Development creates opportunities for advancements to work culture and operations. The unit focuses on employee training, leadership development, process improvement, performance excellence, and building organizational capacity.	Employees and managers throughout the City benefit from the services of the Organizational Development unit.	A reduction of approximately \$19,200 will lead to the cancellation of Executive Team development programs, internal HR training activities, and a reduction in training available to employees throughout the City.	None	\$19,200