

CITY OF MADISON

Innovative, Inclusive, Thriving

Our **Mission** is to provide the highest quality of service for the common good of our residents and visitors.

Our Values



Equity



Civic
Engagement



Well-Being



Shared
Prosperity



Stewardship

Human Resources 2025 Work Plan

People choose to work at the City of Madison to make a difference, and stay because they belong.

Mission

We attract, retain, and develop a diverse and engaged workforce to create an inclusive and high performing organization.

Goals

City Human Resources goals are to:

- **Attract a talented and diverse workforce.**
- **Retain an engaged and diverse workforce where all employees feel they belong.**
- **Develop our employees and organization to be an inclusive and high performing City.**
- Implement innovative and progressive Human Resources practices.

Human Resources Structure



Human Resources Work Plan

Key HR Goals and Initiatives are identified in the following work plan, as identified by each work unit.

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Human Resources Services Work Plan

What We Do: Manage recruitments, classification and compensation, position studies, and provide strategic HR support and training for agencies and employees.

Long Term Strategic Goals:

- Partner with diverse community groups throughout Madison and the surrounding area to attract a diverse workforce which reflects the community.
- Actively participate on all agency management teams and provide support, coaching, and consultation on HR-related issues to supervisors and managers.
- Recruit a diverse pool of well qualified candidates for each agency hiring process.
- Develop and oversee an equitable, flexible, and innovative civil service system, which includes recruitment, classification, and compensation.
- Support successful implementation of the agency's Equitable Workforce Plan.
- Model and promote a culture of wellness and inclusion throughout the City.

HRS 2025 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Hiring	Adopt and sign partner agreements for all Partner Pipeline organizations, including implementation of new posting process
Hiring	Implement new testing process focused on skill's based hiring best practices.
Hiring	Create streamlined job application and job posting to attract wider set of candidates.
Hiring	Evaluate and explore testing options to improve selection process to determine candidates with the most relevant competencies to the position.
Classification/Compensation	Develop simplified and streamlined work flow with Finance budget team for position changes within agency annual budgeted levels.
Strategic HR Support	Release updated Equitable Hire Plan with improved training.
Strategic HR Support	Expand live training to allow for more participation. Revive and revamp applicant support training.
Partnerships/Outreach	Expand application support and interview prep sessions to partner agencies. Update 'Navigating the City's Hiring Process' and convert to webpages.
Hiring	Complete full skills-based hiring modifications and provide Hiring Manager trainings to support new processes and tools

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Accomplished in 2024:

- Adopted Personnel Rules and implement changes to the hiring process, including updates to hiring managers, employee associations, and impacted staff.
- Implemented Authorized Administrative Adjustments for improved efficiency to modify positions within an agency's approved budget. Reduction in items that require legislative approval.
- Created Pipeline opportunities into City positions, including development of trainee and apprenticeship programs. Trainee programs included: Elevator Code Enforcement Officer Trainee, Cross Connection Control Inspector Trainee, Electrician Trainee, Fleet Technician Trainee, Apprenticeships included: Fire & EMS Pathway Interns (Fire/EMS Apprentices)
- Collaborative outreach with DCR's community connector for La Movida live radio interview to Spanish speaking community about how to navigate the City's hiring process.
- Recording breaking AASPIRE internship program with 20 new hires and 2 returning interns.
- Established Instagram and Facebook pages for Careers. Hired an AASPIRE intern who created templates and toolkits for social media postings. Recognized by City Comms Director and appointed Talent Acquisition Specialist with permission to post on City of Madison social media accounts. Including employee testimonials online and within job postings.
- Integrating Test Genius cloud-based testing in process which will allow for remote testing and improve accessibility for testing options.
- Sourced and hired diverse specialized and high-level managerial positions across City agencies including: Planning Division Director, Library Director, Mayor's City Communications Manager, Transit Chief Operating Officer, Transit Chief Administrative Officer,
- Reduce reliance on hourly positions and provide full time benefits opportunities for employment - Clerk LTE Municipal Clerks for the elections
- Participated in and presented at inaugural Firefighter/EMT Interview Workshop; well received by attendees
- Finalized contract and scope of work with Baker Tilly for the City's Compensation Plan Study. Launched the study citywide, and coordinated employee informational meetings with consultants.
- Equitable Hiring tool has been revised to an Equitable Hiring Plan and will be relaunched in early 2025 with on demand trainings.
- Conducted over 250 recruitments to date while short staffed with only 3 HR Analysts, resulting in over 660 hires.
- 27 Position Studies completed; 20 Authorized Administrative Adjustment Actions.
- 37 outreach events, will hit over 40 by end of the year; this includes 13 job fairs (on average one per month).

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Employee and Labor Relations Work Plan

What We Do: Coordinates benefits, labor relations, leave, and occupational accommodations. Provides assistance to managers, supervisors, and employees related to supervision, performance management and conflict resolution.

Long Term Strategic Goals:

- Provide innovative, sustainable, and attractive employee benefits that attract and retain talented employees.
- Implement leave benefits and occupational accommodations in a manner that is both legally compliant and geared toward ensuring employee and organizational wellbeing.
- Partner with Labor Unions, Employee Associations, and other employee groups to ensure policies and practices are fair, equitable, and maximize employee wellbeing.
- Partner with agency leaders to manage performance in a manner that is trauma informed, and creates an organization that is welcoming and inclusive for all employees.
- Reinforce the use of organizational management strategies that are employee centered, empathetic, and equitable, while balancing operational needs.

ELR 2025 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Accommodations	Move agency accommodations and leave personnel, effectively onboard them, and complete planning for permanent relocation if appropriate
Benefits	ETF Health Registration system roll-out
Accommodations	Create structure around successful return to work process in cooperation with EAP, including developed SOP
Benefits	Equity Analysis of bereavement leave process
Labor Relations	Complete planning process for potential new employee unions
Benefits	Complete data review related to APM 2-52
Benefits	Wage and Life Insurance contract as well as policy rewrite and RFP implementation
Accommodations	Develop and implement flexible workplace standards
Labor Relations	Continue digitization of paper-based forms
Labor Relations	Complete bargaining with Police, Fire, and Metro Transit
Benefits	Complete process improvement on retirement process, including forms, meeting, and website updates
Leave	Finalize the Paid Parental Leave guide for employees
Labor Relations	Modify training related to check-in process in alignment with performance management modifications
Labor Relations	Process improvements related drug and alcohol testing APM and processes

Accomplished in 2024:

- Online Open Enrollment process implemented
- Life and Wage Insurance Equity Analysis
- Paid Parental Leave Equity Analysis and recommendations development.
- Life and Wage Insurance Agent RFPd, contracted, and hired.

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- Hired new Benefits Supervisor after Benefits Analyst retirement.
- Meet & Confer completion without many bumps along the way.
- Successfully agreed to extend the fire contract and the AMFS contract.
- BRT launch with consultation from LR - managing two worksites.
- Streamlining and standardizing the Alcohol and Drug testing practice
- Built relationship with a new SAP
- Removed SAP after many complaints from employees
- Rolled out new PIP process in conjunction with HR Services
- Standardized notice of accommodation with written letters, built template
- Standardized Fitness for Duty Request process
- Completed development and implementation of learning event related to accessibility of technology

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HR-Organizational Development Work Plan

What We Do: To meet the Human Resources mission, the Organizational Development unit works with key stakeholders to increase organizational health and effectiveness. Our goal is to provide support to agencies and staff in developing a healthy, high-performing, self-renewing organization that leads and manages change. Our service areas focus on:

- **Learning and Development:** Developing and delivering a series of annual courses that consistently move the organization closer to meeting long-term objectives through individual and organizational competency building.
- **Leadership Development:** Developing leaders at each level through differentiated, practical development that is responsive to the intersection of people's identities, specifically race, gender, sexuality, and disability.
- **Performance Excellence:** Providing a framework and resources to reinforce best organizational practices in change management, continuous improvement, strategic planning, and Performance Excellence.
- **Organizational Consultation and Capacity Building:** Improving organizational effectiveness through providing agency consultation by aligning collective skills, expertise, processes, and people to meet HR and City of Madison Mission.

Long Term Strategic Goals:

- Develop and deliver a learning and development framework, policy, and standards to ensure high quality, effective, and innovative employee development opportunities.
- Develop and deliver a series of annual courses that consistently move the organization closer to long term objectives through individual and organizational competency building.
- Provide tools for a learning culture for leaders & accelerate the creation of strategic leadership networks across departments.
- Develop leaders at each level through differentiated, practical development that is responsive to the intersection of people's identities, specifically race, gender, sexuality, and disability.
- Provide a framework and resources to reinforce best organizational practices in change management, continuous improvement, strategic planning, and Performance Excellence.
- Provide Human Resources and agency support to provide an exceptional employee experience.
- Consistently enhance organizational effectiveness through agency and workgroup assessment and consultation.

OD 2025 Work Plan:

Service Area	Work plan Strategies and Initiatives
Leadership Development	<ul style="list-style-type: none">• Round Four 360 Survey for Agency Heads• Executive Team Development 360s• Management Development Program Phase 1: Organizational Competency Analysis and Pilot• Mentorship Program continuation
Performance Excellence	<ul style="list-style-type: none">• Round Four Agency Work planning• Results Madison Change Management• Change Management Community of Practice• Team Change Management Training• Performance Excellence Leadership Team

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Learning & Development	<ul style="list-style-type: none">• Human Resources Management – Learning Management System Implementation Planning• Learning Partners Program• Organizational Development Toolkit additions• Performance Management Training for Supervisors & Managers
Organization Consultation & Capacity Building	<ul style="list-style-type: none">• Talent Management Strategy Implementation• HR Internal Communication Strategy Implementation• Gender Inclusive Workplace• Round Three of Executive Team Development• Affinity Group Support• Agency specific consultations

Accomplishments in 2024

- 2024 Mentorship Program Cohort (Mentorship Program)
- 360 Feedback Survey Relaunch
- Leadership Pathways and Management Competencies
- Parking restructure change management
- Performance Excellence 5-year plan approved!
- Six UniverCity Alliance project intakes all leading to increased capacity for city projects
- Change management community of practice
- Developed new/improved Learning Partner resources including course development process and course building toolkit
- Built robust tool kit for all staff with over 9 new items and 6 new templates
- Collaborated with OD & Team HR members to design and finalize multiple reports and course/program materials
- Supported over 100 courses and counting, ensuring successful completion of facilitation of learning opportunities for our workforce.
- Customer De-Escalation Training collaboration with Metro
- Implementation of Internal Communications Strategy, including supporting the coordination and publishing of our new Quarterly Newsletters!
- Talent Management Strategy initial development
- Gender Inclusive Workplace Sex and Gender data collecting recommendations
- Onboarding Structure initial development including new tools

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Human Resources Administration

What We Do: Support the human resources function through budget and data management, infrastructure, resources, and strategic vision.

Long Term Strategic Objectives:

- Employee Data Governance Policies and Practices that ensure employee privacy is ensured, compliance with legal requirements , and efficiency is maximized.
- Manage the Human Resources Budget in a way that balances employee and organizational needs and necessary services with sustainability and effective stewardship of City resources.
- Support the Human resources function through information and data gathering, records collection and management, resource identification, budget management, and consultation with senior staff across the City.
- Provide departmental staff with direction and vision for the future role of Human Resources, and its staff, within the City management structure.

HR Administration 2025 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Data	Develop Human Resources Dashboard and compile annual data for at a glance reports
Performance Excellence	Develop process for evaluating agency requests for new positions in collaboration with Finance
Recruitment and Retention	Complete compensation study including disparities analysis and implementation plan
Data	Standardize internal Citywide survey cadence and action planning
Performance Excellence	Human Resources Management System software acquisition and implementation
Performance Excellence	Work with Performance Excellence Team to complete customer service model implementation Citywid3e
Data	Re-evaluate pulse survey distribution methods, contents, and action planning to increase impacts and outcomes related to pulse surveys
Data	Complete second annual Human Resources report.
Recruitment and Retention	Complete release of Talent Management Strategy and related items
Technology	Completing initial phase implementation of the Human Resources Management System including developing and defining data governance

Accomplished in 2024:

- Developed and implemented the first customer service surveys.
- Finalized annual HR Metrics through the Results Madison process.
- Completed a data dashboard and compiled data to use in the Executive Check-In process.
- Completed development of the RFP
- Completed the first annual HR Department Annual Report with standardized metrics.

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- Developed series of employee communications related to layoff process and potential for budgetary cuts related to referendum.
- Co-developed action plan related to employee surveys in preparation for 2025 survey process.
- Implemented first three phases of compensation study, with outcomes scheduled for disbursement in the 2nd or 3rd quarter of 2025.
- Gathered input and data, developed, and finalized a five-year growth plan for the Human Resources Department.
- Completed emergency planning process related to staffing of emergency shelter.