

2023-2027 STRATEGIC PLAN



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PREPARED BY



CULTURE of Belonging

TABLE OF CONTENTS

1	INTRODUCTION	1
2	VISION, MISSION, GOALS	2
3	PLAN SECTIONS	3
5	GOALS, STRATEGIES, ACTIONS	4
6	ROADMAP	6
7	ACTIONS BY YEAR	7
9	APPENDIX 1: CITY VALUES	9
10	APPENDIX 2: COMMUNICATION PLAN	10
11	APPENDIX 3: SAMPLE POSTER	11
12	APPENDIX 4: METRICS WORKSHEET	12

INTRODUCTION

BACKGROUND

The Human Resources (HR) Department is the cornerstone of the City of Madison’s operations – attracting and retaining employees and developing them and the organization. Leading up to the development of this plan, HR completed substantial work and analysis:

- Identified strategic priorities on their website.
- Conducted interviews with departments.
- Identified an HR Service Model and assessed department and staff based on model competencies.
- Held workshop with staff to identify their superpowers.
- Analyzed workflows using the Job Quality and Equity Framework.
- Requested additional staffing to support City of Madison HR functions.
- Prioritized working in all aspects of the Employee Life Cycle.
- Received templates for work planning, including a work planning wheel.
- Identified 10 priorities for 2023.



After completing the activities above, HR Leadership identified the need to complete a strategic plan. The goal of this strategic plan is to prioritize essential projects by providing clear structure and creating a roadmap for the next five years. This will enhance collaboration with city agencies, maximize impact, improve practices to become more efficient, and best support the City of Madison. HR functions are traditionally legal and/or compliance based, with a large emphasis on hiring. These functions remain a critical part of HR’s work. However, this plan does not focus on day-to-day operations such as compliance, investigations, or posting jobs. Instead of highlighting the daily functions of HR’s work, this plan advances projects that will improve these HR functions as well as City work culture. When completed, these projects embody the City of Madison Vision: Inclusive, Innovative, and Thriving. The plan is a “living” document, which can be updated based on emerging issues, technologies, and funding. It will be reviewed annually when HR creates its annual work plan.

PLANNING PROCESS & METHODOLOGY

The Human Resources Department hired consultant Culture of Belonging to assist with completion of the strategic plan. The planning process steps include:

1. Human Resources Director and Performance Excellence Specialist met with consultant.
2. Consultant facilitated an all-staff discussion with a request for written feedback from staff.
3. Consultant reviewed the already completed work listed above and written staff feedback to create a plan draft.
4. Consultant met with the HR Leadership Team to review the draft and made updates.
5. Consultant met with all HR staff for feedback and made updates.
6. City leadership provided feedback and plan was finalized.
7. City staff and other stakeholders will provide ongoing feedback during the five-year plan.

VISION, MISSION, GOALS

2

MISSION & VISION

The first activity for this plan was to clarify HR's Vision and Mission as follows:

VISION

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

Next, HR's overall goals were identified:

1. **ATTRACT** a talented and diverse workforce.

2. **RETAIN** an engaged and diverse workforce where all employees feel they belong.

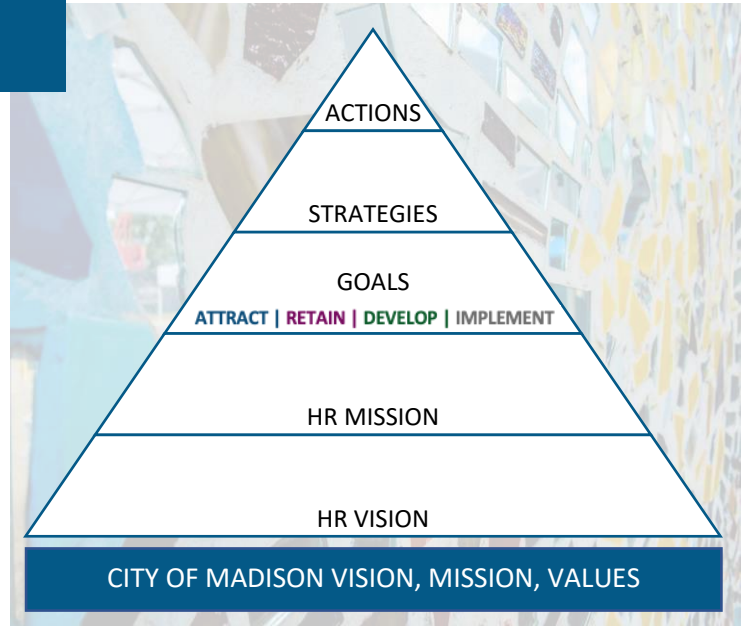
3. **DEVELOP** our employees and organization to be an inclusive and high performing City.

4. **IMPLEMENT** innovative and progressive Human Resources practices.

PLAN SECTIONS

This plan is made up of the following sections, each defined below. In addition to these sections, HR will use a work plan template each year to expand on each action item to identify due dates and relevant metrics.

Through this plan’s implementation, new and improved processes and outcomes will be jointly identified with HR and its partners, especially employees and departments that will be impacted. To this end, metrics and communication appendices are included at the end of this document.



SECTION	DEFINITION
ACTIONS	Actions are specific activities accomplished each year to positively impact a strategy, which moves HR towards meeting the goals. These are projects that go above and beyond daily operations.
STRATEGIES	Strategies are the targeted high-level outcomes in each goal area.
GOALS	Goals enable HR to meet the mission. They are: <ol style="list-style-type: none"> 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.
HR MISSION	The Mission is the guiding framework of everyday activities that will ensure the vision is met over time. HR’s Mission is: We attract, retain, and develop a diverse and engaged workforce to create an inclusive and high performing organization.
HR VISION	HR’s Vision is the future that we imagine if the Mission is demonstrated each day. HR’s Vision is: People choose to work at the City of Madison to make a difference and stay because they belong.
CITY OF MADISON VISION, MISSION, VALUES	The City of Madison Vision, Mission, and Values are the foundation of this plan. These can be found in Appendix 1.

GOALS, STRATEGIES, ACTIONS

1. ATTRACT a talented and diverse workforce.

A. Develop and oversee an equitable, flexible, and innovative civil service system, which includes recruitment, classification, and compensation.

1. Hire a Talent Acquisition Specialist and create a recruitment strategy guide.
2. Rewrite Personnel Rules in partnership with Results for America fellowship.
3. Complete the Compensation Study.
4. Modernize the Position Study Process.
5. Implement recruitment guide including customizable outreach plan with marketing materials.
6. Implement Compensation Study results.
7. Create a process to ensure all position descriptions are updated annually.
8. Enhance and implement a variety of clearly defined career pathways.
9. Create succession planning and promotion standards achievable through career pathways.

B. Deepen partnerships with diverse community groups throughout Madison and the surrounding area to attract a diverse workforce which reflects the community.

1. Connect with community partners and create a referral process to City employment.
2. Create and define apprenticeship and trainee programs.

2. RETAIN an engaged and diverse workforce where all employees feel they belong.

A. Provide innovative and sustainable employee benefits that attract and retain high quality employees.

1. Create standards for flexible workplaces and flexible scheduling

B. Develop and deliver an effective onboarding experience.

1. Develop comprehensive onboarding plan with necessary software implementation.

C. Create a performance management system that is trauma informed, employee centered, and equitable.

1. Evaluate annual employee performance check in process and tie to career pathways.
2. Full implementation of 360 review process.

D. Support employees by providing resources for workplace accommodations, retirement, leave, benefits, wellness, and a healthy workplace culture.

1. Rewrite the Wage and Life Insurance Plan.
2. Partner with IT and filed agencies to secure communication channels for all employees.
3. Develop employee wellness program.

E. Partner with Labor Unions, Employee Associations, and other employee groups to ensure policies and practices are fair, equitable, and maximize employee wellbeing.

1. Conduct an employee feedback/engagement survey. Share the results with departments and the organization.

3. DEVELOP our employees and organization to be an inclusive and high performing City.

A. Provide access to learning and development opportunities for all staff.

1. Update APM 2-10, ensuring training and development access for all employees regardless of position type, location, or classification.
2. Create and implement a Talent Development Program.
3. Create a phased implementation plan for the Learning Management System.

B. Develop inclusive and empowering leadership.

1. Deepen, develop, and implement feedback mechanisms for Department/Division Heads, supervisors and managers, and non-positional leaders. This will include 360 surveys and adjustments to the Executive check-in process.
2. Develop a phased implementation approach for intersectional, relationship-based supervisor and leadership development programs.
3. Identify key supervisor and leader competencies in alignment with City values, including equity and inclusion. Incorporate into hiring processes (e.g., interview questions), performance management, and development plans.
4. Create career and learning pathways while addressing barriers, inequities, and underrepresentation in leadership. Map and track required trainings in this pathway.

C. Provide a framework and resources to reinforce best organizational practices in change management, continuous improvement, strategic planning, and Performance Excellence.

1. Create and implement City-wide project management standards.
2. Create process so all agencies have a strategic plan that feeds into annual work plans.
3. Ensure all agencies have standard operating procedures.
4. Create City-wide process improvement standards.
5. Create City-wide change management standards.

4. IMPLEMENT innovative and progressive Human Resources practices.

A. Foster valuable partnerships with City agencies, elected officials, employees, employee associations, labor unions, employee/affinity groups and the community.

1. Create stakeholder engagement plan including customer survey, focus groups, etc.
2. Create and implement customer service satisfaction survey.

B. 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. Effectively frame and evaluate decisions and priorities by using qualitative and quantitative data and racial equity principles and practices in collaboration with Finance and Information Technology.

1. Collaborate with relevant City departments to review existing processes for maintaining data and administering benefits; implement system improvements to ensure complete and accurate data.
2. Identify metrics for all HR 2023-2027 Strategic Plan actions, strategies, and goals in partnership with Results for America.
3. Consolidate employee facing surveys with standardized action plans for all survey data to cultivate inclusive workplaces.
4. Evaluate the 2023-2027 Strategic Plan Outcomes, including stakeholder feedback.
5. Create an HR Dashboard.
6. Pilot predictive analytics.

C. Provide departmental staff with direction and vision for the future role of Human Resources, and its staff, within the City management structure.

1. Complete a Strategic Plan for 2023-2027.
2. Complete an internal communication plan for HR staff.
3. Create and implement customer service delivery standards & needed HR competencies.
4. Develop and document a cross training plan for all HR staff.
5. Determine staffing growth plan for Human Resources (administration, benefits supervisor, enterprise system support, talent management).
6. Complete a 2028-2033 Strategic Plan.

ROADMAP



For maximum impact and clarity, actions will be organized by a specific focus each year:

 **2023-YEAR 1: STRATEGIC FOUNDATIONS**

Strategic Foundations are the core practices and standards that should be in place before implementing future projects. Without these foundations future actions may not be as successful.

 **2024-YEAR 2: EMPLOYEE EXPERIENCE & ONBOARDING**

There are multiple facets of the employee experience that will be focused on in year two. Onboarding is a critical part of the employee experience that sets the tone for an employee’s life cycle. In addition to onboarding, year two will focus on workplace culture to ensure all employees feel they belong.

 **2025-YEAR 3: CAREER PATHWAYS & EMPLOYEE DEVELOPMENT**

Ensuring City employees have access to career development and growth will be the focus in year three. This will include development of specific career pathways and implementation of learning plans.

 **2026-YEAR 4: ORGANIZATIONAL EXCELLENCE**



Implementation of organization-wide standards will be the focus of year four. The goal will be for all departments to implement certain practices such as a standard process improvement framework, creating standard operating procedures, and implementing work plans.




 **2027-YEAR 5: PLANNING FOR THE FUTURE**

Human Resources will evaluate this plan and design their next five-year strategic plan in year five.

ACTIONS BY YEAR

The table below organizes the actions that have been prioritized for each year. Given the dynamic nature of Human Resources work, there may be changes and/or additions to this plan during annual work planning activities taken on by the department.

	GOAL 1: ATTRACT	GOAL 2: RETAIN	GOAL 3: DEVELOP	GOAL 4: IMPLEMENT
 2023-YEAR 1 STRATEGIC FOUNDATIONS	<p>Hire a Talent Acquisition Specialist and create a recruitment strategy guide. <i>(1A.1)</i></p> <p>Rewrite Personnel Rules in partnership with Results for America fellowship. <i>(1A.2)</i></p> <p>Complete the initial design and contracting of the Compensation Study. <i>(1A.3)</i></p> <p>Modernize the Position Study Process. <i>(1A.4)</i></p>	<p>Develop comprehensive onboarding plan with necessary software implementation purchase. <i>(2B.1)</i></p> <p>Rewrite the Wage and Life Insurance Plan. <i>(2D.1)</i></p>	<p>Deepen, develop, and implement feedback mechanisms for Department/Division Heads, supervisors and managers, and non-positional leaders. This will include 360 surveys and adjustments to the Executive check-in process. <i>(3B.1)</i></p> <p>Develop a phased implementation approach for intersectional, relationship-based supervisor and leadership development programs. <i>(3B.2)</i></p>	<p>Identify metrics for all HR 2023-2027 Strategic Plan actions, strategies, and goals in partnership with Results for America. <i>(4B.2)</i></p> <p>Complete a Strategic Plan for 2023-2027. <i>(4C.1)</i></p> <p>Complete an internal communication plan for HR staff. <i>(4C.2)</i></p> <p>Create and implement customer service delivery standards & needed HR competencies. <i>(4C.3)</i></p> <p>Develop and document a cross training plan for all HR staff. <i>(4C.4)</i></p>
 2024-YEAR 2 EMPLOYEE EXPERIENCE & ONBOARDING	<p>Implement recruitment guide including customizable outreach plan with marketing materials. <i>(1A.5)</i></p> <p>Implement Compensation Study results. <i>(1A.6)</i></p> <p>Create a process to ensure all position descriptions are updated annually. <i>(1A.7)</i></p> <p>Connect with community partners and create a referral process to City employment. <i>(1B.1)</i></p>	<p>Create standards for flexible workplaces and flexible scheduling. <i>(2A.1)</i></p> <p>Partner with IT and field agencies to establish communication channels for all employees. <i>(2D.2)</i></p>	<p>Create a phased implementation plan for the Learning Management System. <i>(3A.3)</i></p>	<p>Create and implement customer service satisfaction survey. <i>(4A.2)</i></p> <p>Consolidate employee facing surveys with standardized action plans for all survey data to cultivate inclusive workplaces. <i>(4B.3)</i></p> <p>Determine staffing growth plan for Human Resources (administration, benefits supervisor, enterprise system support, talent management). <i>(4C.5)</i></p>

	GOAL 1: ATTRACT	GOAL 2: RETAIN	GOAL 3: DEVELOP	GOAL 4: HR PRACTICES
 2025-YEAR 3 CAREER PATHWAYS & EMPLOYEE DEVELOPMENT	<p>Create and define apprenticeship and trainee programs. (1B.2)</p>	<p>Evaluate annual employee performance check in process and tie to career pathways. (2C.1)</p> <p>Full evaluation and implementation of 360 review process. (2C.2)</p>	<p>Update APM 2-10, ensuring training and development access for all employees regardless of position type, location, or classification. (3A.1)</p> <p>Create and implement a Talent Development Program. (3A.2)</p> <p>Identify key supervisor and leader capabilities in alignment with City values, including equity and inclusion. Incorporate into hiring processes (e.g., interview questions), performance management, and development plans. (3B.3)</p> <p>Create career and learning pathways while addressing barriers, inequities, and underrepresentation in leadership. Map and track required trainings in this pathway. (3B.4)</p>	
 2026-YEAR 4 ORGANIZATIONAL EXCELLENCE	<p>Enhance and implement a variety of clearly defined career pathways. (1A.8)</p> <p>Create succession planning and promotion standards achievable through career pathways. (1A.9)</p>	<p>Develop employee wellness program. (2D.3)</p> <p>Conduct an employee feedback/engagement survey. Share the results with departments and the organization. (2E.1)</p>	<p>Create and implement City-wide project management standards. (3C.1)</p> <p>Create process so all agencies have a strategic plan that feeds into annual work plans. (3C.2)</p> <p>Ensure all agencies have standard operating procedures. (3C.3)</p>	<p>Create stakeholder engagement plan including customer survey, focus groups, etc. (4A.1)</p> <p>Collaborate with relevant City departments to review existing processes for maintaining data and administering benefits; implement system improvements to ensure complete and accurate data. (4B.1)</p> <p>Create an HR Dashboard. (4B.5)</p>
 2027-YEAR 5 PLANNING FOR THE FUTURE			<p>Create City-wide process improvement standards. (3C.4)</p> <p>Create City-wide change management standards. (3C.5)</p>	<p>B.4 Evaluate the 2023-2027 Strategic Plan outcomes, including stakeholder feedback. (4B.4)</p> <p>Pilot predictive analytics. (4B.6)</p> <p>Complete a 2028-2033 Strategic Plan. (4C.6)</p>

APPENDIX 1: CITY VISION, MISSION, VALUES & SERVICE PROMISE



OUR MISSION is to provide the highest quality service for the common good of our residents and visitors.



OUR VALUES



Equity

We are committed to fairness, justice, and equal outcomes for all.



Civic Engagement

We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.



Well-Being

We are committed to creating a community where all can thrive and feel safe.



Shared Prosperity

We are dedicated to creating a community where all are able to achieve economic success and social mobility.



Stewardship

We will care for our natural, economic, fiscal, and social resources.



OUR SERVICE PROMISE

I have the highest expectations for myself and my fellow employees. Every day, I will:

- Serve coworkers and members of the public in a kind and friendly manner.
- Listen actively and communicate clearly.
- Involve those who are impacted before making decisions.
- Collaborate with others to learn, improve, and solve problems.
- Treat everyone as they would like to be treated.



CITY OF
MADISON

APPENDIX 2: COMMUNICATION PLAN

	HR Management Team	HR Staff	Mayor	City Department Heads	Common Council Members	Current City Employees with Email	Current City Employees without Email	Community & Future Employees
Vision				Presentation & Email	Email	Email	Poster/Flier	Website
Mission				Presentation & Email	Email	Email	Poster/Flier	Website
Year Goals				Presentation & Email	Email	Email	Poster/Flier	Website
Strategies				Presentation & Email	Email			
Actions				Presentation & Email	Email			
Full Strategic Plan with Appendices	Meeting, Shared Drive	Presentation, Email, & Shared Drive	Presentation & Email					
Communication Plan	Meeting, Shared Drive							
Work Plan - Template	Meeting, Shared Drive	Presentation, Email, & Shared Drive						
Work Plan - Completed	Meeting, Shared Drive	Presentation, Email, & Shared Drive						
HR Strategic Plan Tracker	Meeting, Shared Drive							
Completed HR Metrics Worksheet	Meeting, Shared Drive	Presentation, Email, & Shared Drive	Presentation & Email					Employeeenet
Quarterly Updates	Meeting, Shared Drive	Presentation, Email, & Shared Drive	Presentation & Email					
Annual Update	Meeting, Shared Drive	Presentation, Email, & Shared Drive	Presentation & Email	Presentation & Email	Email	Email	Poster/Flier & Website	Website

APPENDIX 3: SAMPLE POSTER



CITY OF MADISON HUMAN RESOURCES STRATEGIC PLAN 2023-2027

VISION: 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.

2023-YEAR 1: STRATEGIC FOUNDATIONS

Strategic Foundations are the core practices and standards that should be in place before implementing future projects. Without these foundations future actions may not be as successful.

2024-YEAR 2: EMPLOYEE EXPERIENCE & ONBOARDING

There are multiple facets of the employee experience that will be focused on in year two. Onboarding is a critical part of the employee experience that will set the tone for an employee's life cycle. In addition to onboarding, year two will focus on workplace culture efforts to ensure employees feel that they belong will be the focus.

2025-YEAR 3: CAREER PATHWAYS & EMPLOYEE DEVELOPMENT

Ensuring City employees have access to career development and growth will be the focus in year three. This will include development of specific career pathways and implementation of learning plans.

2026-YEAR 4: ORGANIZATIONAL EXCELLENCE

Implementation of organization-wide standards will be the focus of year four. The goal will be for all departments to share certain ways of doing business such as having standard operating procedures and work plans.

2027-YEAR 5: PLANNING FOR THE FUTURE

Human Resources will design their next five-year strategic plan in year five.

APPENDIX 4: METRICS WORKSHEET

Goal	Goal Metric(s)	Strategy	Strategy Metric(s)
Goal 1: Attract a talented and diverse workforce.		1A. Develop and oversee an equitable, flexible, and innovative civil service system, which includes recruitment, classification, and compensation.	
		1B. Partner with diverse community groups throughout Madison and the surrounding area to attract a diverse workforce which reflects the community.	
Goal 2: Retain an engaged and diverse workforce where all employees feel they belong.		2A. Provide innovative, sustainable, and attractive employee benefits that attract and retain high quality employees.	
		2B. Develop and deliver an effective onboarding experience.	
		2C. Create a performance management system that is trauma informed, employee centered, and equitable.	
		2D. Support employees by providing resources for workplace accommodations, retirement, leave, benefits, wellness, and a healthy workplace culture.	
		2E. Partner with Labor Unions, Employee Associations, and other employee groups to ensure policies and practices are fair, equitable, and maximize employee wellbeing.	
Goal 3: Develop our employees and organization to be an inclusive and high performing City.		3A. Provide access to learning and development opportunities for all staff.	
		3B. Develop inclusive and empowering leadership.	
		3C. Provide a framework and resources to reinforce best organizational practices in change management, continuous improvement, strategic planning, and Performance Excellence.	
Goal 4: Implement innovative and progressive Human Resources practices.		4A. Foster valuable partnerships with City agencies, elected officials, employees, employee associations, labor unions, employee/affinity groups and the community.	
		4B. Support the Human resources function through information and data gathering, records collection and management, data management, resource identification, budget management, and consultation with senior staff across the City. Effectively frame and evaluate decisions and priorities by using qualitative and quantitative data and racial equity principles and practices. Identify and implement system improvements to create efficiencies in data collection and analysis to inform decisions.	
		4C. Provide departmental staff with direction and vision for the future role of Human Resources, and its staff, within the City management structure.	