# HUMAN RESOURCES

## 2023 ANNUAL REPORT

# Executive Summary

Erin Hillson (she/her/hers)
Director of Human Resources

Dear #TeamCity and valued stakeholders,

In implementing our City of Madison Human Resources Strategic Plan, we are ensuring accountability to the plan through the release of an annual report. The report seeks to highlight what we have accomplished compared to the plan; to provide a deepened understanding of Human Resources operations Citywide; and to provide up to date data on the state of our workforce.

We focused our first year of our strategic plan on developing a strategic framework and building capacity to implement the plan and improve processes, as well as to respond to concerns we heard across the organization.  The work we completed as a part of the first year included:

- Planned for purchase of Human Resources Management software, to be completed in late 2024
- Used a collaborative process to develop an RFP and hire an organization to complete a Citywide compensation study
- Developed new recruitment tools and processes, and hired a new Talent Acquisition Specialist
- Developed and implemented a customer service framework and survey
- Within a fellowship with Results for America, identified policy-related barriers to job quality in our Personnel Rules, and updated and modernized those rules
- Developed and began implementation of a new communication plan
- Created new leadership development resources, including a leadership gathering in December, to introduce values-based leadership practices and behaviors
- Introduced a new mentorship program
- Began 360-degree evaluations for executive leadership

# Executive Summary

Our outcomes in 2023 related to **recruitment** and **retention** are intended to serve as a baseline for our goals related to our five-year strategic plan. Key highlights in this report include:

## Recruitment:

**Applicants** ↑

In 2023 over 2022…
**23% increase** in total applicants.
**15% increase** in applicants per recruitment.

**BIPOC & Women** ↑

On average, **increases in BIPOC, women, non-binary, and genderqueer applicants** per recruitment (see pages 7 and 8 for more details).

**Time-to-Fill** →

Even with a significant increase in applicants, our 'time-to-fill'* from initial request **stayed relatively constant** (81.6 days), with less than a four-day increase over the previous three-year average (77.8 days).

*Time-to-fill is the time between when HR receives a request from an agency to fill a position until the position is filled.*

## Retention:

**Retention** →

Overall Permanent Employee retention for 2023 was ~92%.
**Retention has been stable** over the past three years, fluctuating by +/- 0.5% over that time period.

**BIPOC Retention** ↓

The retention rate of BIPOC employees stands at ~88%.
This warrants continued observation, as the group has seen a **decrease by more than 3%** since 2021.

**1st Year Turnover** ↑

Annual permanent employee turnover has **remained reasonably stable**, at around 10% since 2021.
However, the percentage of **terminations occuring within the first year of employment has increased significantly** during the past three years.

*Footnote: Termination includes employees who leave employment for a variety of reasons including retirement, resignation, involuntary dismissal, layoff, etc.*

## Highlights from the 2023 Pulse Surveys:

**(Strongly) Agree** ✓

More than 75% of 2023 Pulse Survey respondents either **agreed or strongly agreed** with the statement "I feel I belong on my team."

**Employee Check-Ins**

Use of **Employee Check-Ins** is increasing.
In the first quarter of 2023, **40% of respondents** reported **never having a conversation about their career goals with their superivsor**.  By the fourth quarter of 2023, the percentage had fallen **below 35%.**

**Work/Life Balance**

Employee satisfaction with their **work/life balance declined quarterly in 2023**. However, the annual rate (60%) of respondents who described themselves as either "satisfied" or "very satisfied" with work life balance did not show a significant change from 2022 to 2023.

**Experiences**

Responses around **communication, employee development, and recognition** indicate substantial differences in the perception of the work environment continue for "office staff" and "field staff."

## Data Related to Learning and Development Include:

**Course Offerings**

Our team organized over 100 courses in 2023, which is an **increase of over 25%.**

**Attendees**

Course attendees **increased** from **580 unique attendees** to **947 unique attendees**. The **increase of 63%** demonstrates a **significant improvement in employee interest** in City-offered learning opportunities.

**Feedback**

Success rates of these courses are shown by a **98% response rating** that attendees **could apply what they learned to their present job**.
**99% of respondents** indicated that the courses were **well-organized** and **easy to follow**.

**Pace & Timing**

**84% of respondents** felt the **length of time** dedicated to the course was **just right,** suggesting we need to continue to ensure correct time is provided for courses.
**93% of respondents** thought the **pace of the course was just right**.

In summary, what we are experiencing related to recruitment and retention is an overall increase in applicants for City positions and relative stability in the Citywide rate of employee turnover and retention.
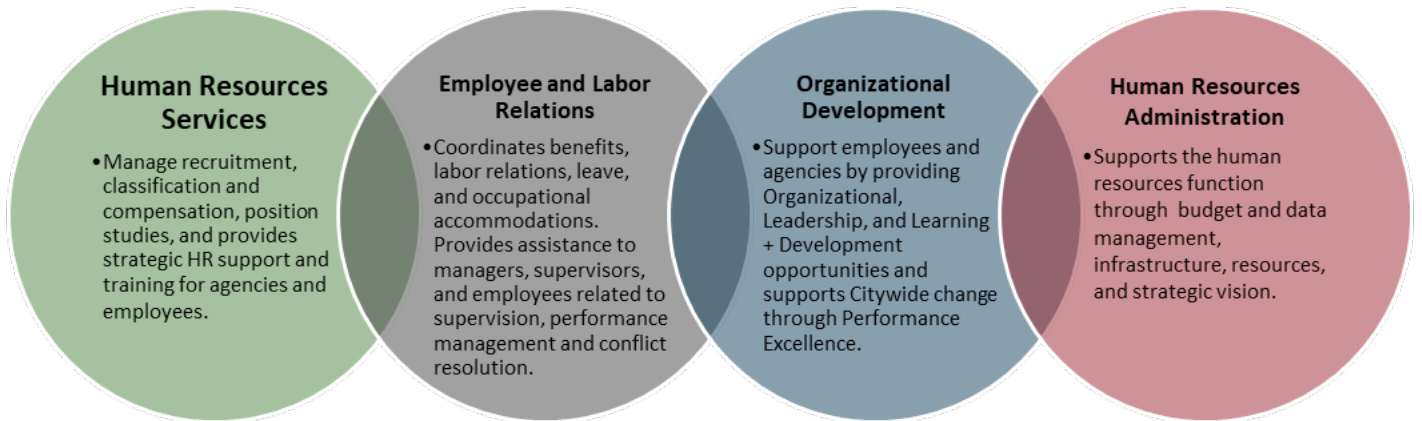
In 2025, we aim to complete the Citywide Compensation Study and complete the purchase of a robust Human Resources Management system, which will improve the efficiency of our employee onboarding processes and streamline the development and delivery of training to staff throughout the City.  Both projects will allow the HR Department to continue to build a positive employee experience with aim to increase job quality and overall retention across the organization.  As we continue to do so, we welcome input into our services, processes, or improvements we can make.

# Introduction

This report is segmented by our four goals in Human Resources to:

**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.

Human Resources has 20 permanent employees and 1 hourly employee, and an annual operating budget of approximately $2.1 million dollars. The Human Resources Team charged with these responsibilities is divided into four units:



**Human Resources Services**
- Manage recruitment, classification and compensation, position studies, and provides strategic HR support and training for agencies and employees.

**Employee and Labor Relations**
- Coordinates benefits, labor relations, leave, and occupational accommodations. Provides assistance to managers, supervisors, and employees related to supervision, performance management and conflict resolution.

**Organizational Development**
- Support employees and agencies by providing Organizational, Leadership, and Learning + Development opportunities and supports Citywide change through Performance Excellence.

**Human Resources Administration**
- Supports the human resources function through budget and data management, infrastructure, resources, and strategic vision.

These units work together to recruit and retain a workforce of approximately 2980 permanent and 620 hourly employees across 30 agencies. What follows is a summary of the strategies used to improve services in Human Resources in 2023, as well as the outcomes and data related to our work.

In 2023, HR saw a significant increase in the number of applications received, both due to increased recruitments and in terms of applicants per recruitment. Our HR Services team is tasked with all aspects of recruitment, including attracting candidates, screening for qualifications, completing background checks, and providing support for City hiring managers as they interview and hire qualified applicants. The hiring process includes multiple steps, which are detailed in our supervisor resources.

Since 2020, the City of Madison has posted an average of 258 jobs per year and has received an average of 8,128 applications per year. In 2023, there were a total of 10,104 applications received across 326 positions. This is a **23% increase in applicants** for City jobs in 2023.

↑ **23%**
**Applicants**

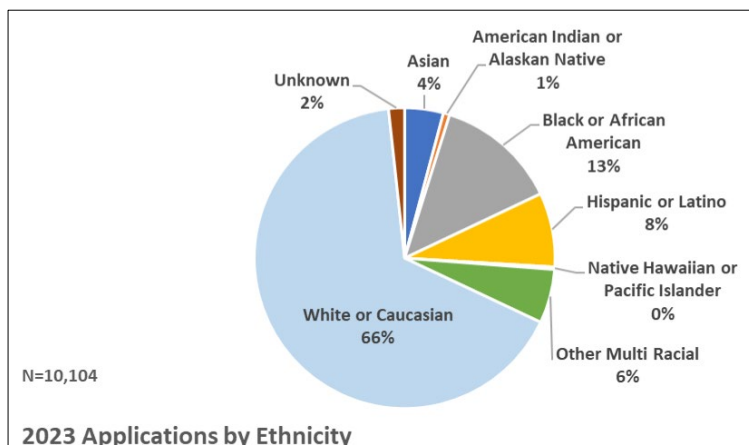| Applicants Per Job Posting | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Total Applications Received** | 13495 | 6803 | 7376 | 8229 | 10104 |
| **Posted Jobs** | 225 | 153 | 247 | 304 | 326 |
| **Applications Per Job Posting** | 60.0 | 44.5 | 29.9 | 27.1 | 31.0 |

This data represents an increase in volume of workload for HR Services staff, as well as for the hiring agency and for any subject matter experts involved in the hiring process. A job is posted when turnover occurs, or a new position is created in an agency and a requisition to fill the position is submitted by the hiring manager to HR. The date a requisition is released in NeoGov marks the start of the clock on "time to fill" the position.

From 2020 to 2023, permanent full-time positions were open for applicants to apply for an average of 14.5 days before HR screened for minimum qualifications. Then, either a subject matter expert panel reviewed and scored applications, or the applicant completed another form of job testing to create an eligible list for interview(s). After interview(s), a job offer was made. The date a new hire is entered into NeoGov marks the end of the clock on "time to fill" the position. The hiring process took on average 83.8 days from start to finish for permanent full-time staff.

**Job Postings Stay Open 14.5 Days**

It should be noted that while Human Resources has a goal in 2024 of reducing time to fill positions, some reductions in total time to fill may not show up in future data since we do not include efficiencies like reuse of job postings across similar position types in time to fill calculations. Further, while Human Resources has a goal of reducing the number of days required to fill positions, increases in applicants for positions will continue to have a counter-balancing effect on the length of recruitment due to increases in screening and testing time.
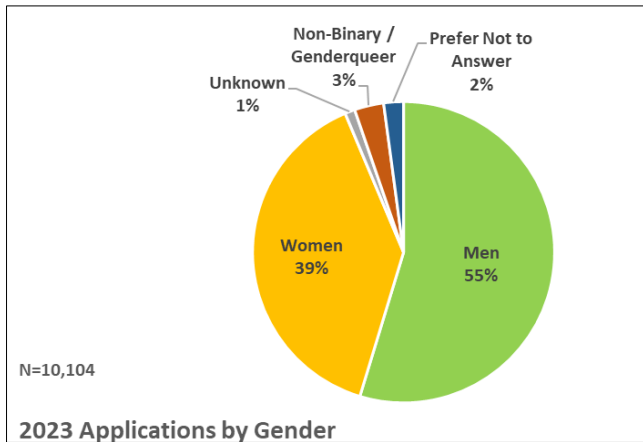
## Understanding Hiring Process Data by Race and Gender



2023 Applications by Ethnicity
N=10,104

Unknown 2%
Asian 4%
American Indian or Alaskan Native 1%
Black or African American 13%
Hispanic or Latino 8%
Native Hawaiian or Pacific Islander 0%
Other Multi Racial 6%
White or Caucasian 66%

According to US Census data, Caucasians make up approximately 70% of Madison residents. Thus, it is not surprising that White/Caucasian applicants accounted for 66% of the total job applications received in 2023. Examining our hiring process by looking at the total number of White applicants advancing versus the number of BIPOC candidates advancing may present an incomplete view. The graphs on the following page display the percentage of BIPOC applicants who were referred for an interview versus the percentage of White/Caucasian applicants who were referred. The numbers are very similar, and over the past five years the percentage of BIPOC applicant referrals trails White/Caucasian referrals by less than 1%. Over the past five years, hiring data shows comparable results. Of the White/Caucasian candidates who were referred for interview, slightly over 17% were hired.
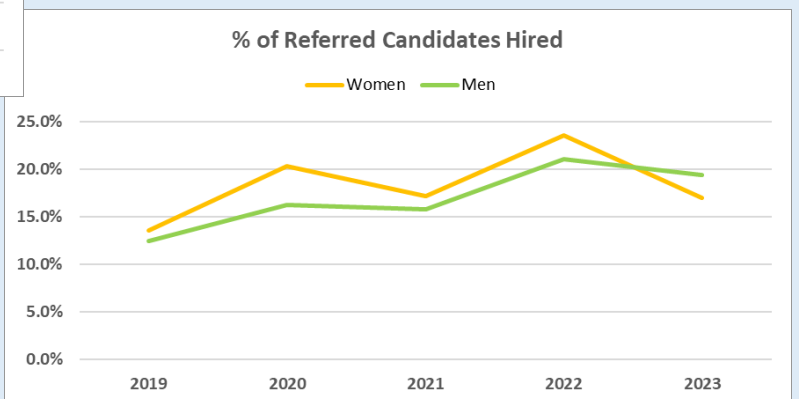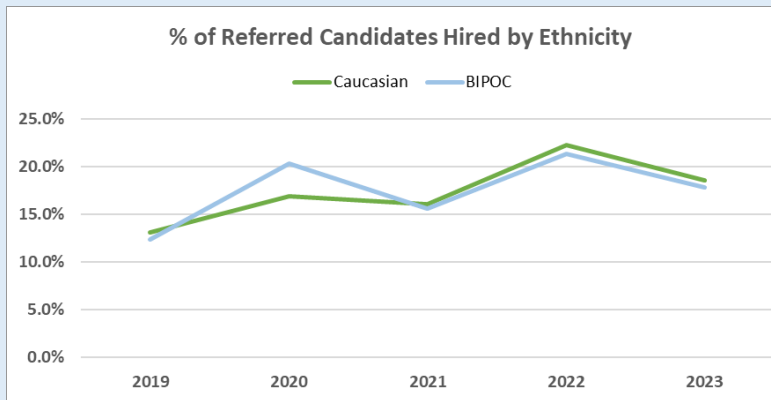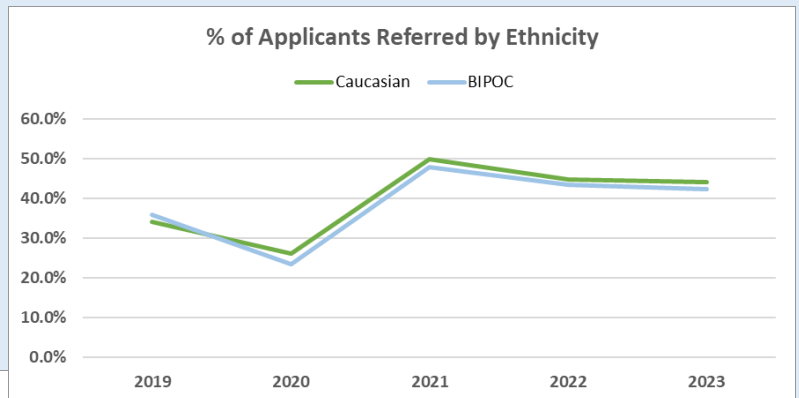
Of the BIPOC candidates referred for interview, just under 17% were hired. City of Madison new hires represent the community at large.



**2023 Applications by Gender**

N=10,104

Men 55%
Women 39%
Unknown 1%
Non-Binary / Genderqueer 3%
Prefer Not to Answer 2%

Examining our hiring process through a gender-based lens produces similar results. Men accounted for almost 55% of all the applications received in 2023. However, over the past five years the percentage of applications submitted by Men that were referred for interview is just under 40%. The percentage of applications submitted by Women that were referred for interview is slightly lower at about 38.5%. Inspecting the data on referred candidates to hires shows that over the past five years the percentage of referred women who were hired (17.7%) exceeds the percentage of men (16.9%) by more than half a percent.

Applicant use of alternative genders is also increasing. The selection of non-binary/genderqueer was not available in 2019, but since then, the percentage has steadily risen to 3.1% of applicants in 2023. The percentage of applicants who "prefer not to answer" has also steadily risen and now represents more than 2% of the 2023 applicants.

# Race and Gender Hiring Data Trends:



**% of Applicants Referred by Ethnicity**
— Caucasian — BIPOC



**% of Referred Candidates Hired by Ethnicity**
— Caucasian — BIPOC



**% of Referred Candidates Hired**
— Women — Men

| Employment Applications by Ethnicity | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Ethnicity** | # of Applications | # of Applications | # of Applications | # of Applications | # of Applications |
| **Asian** | 534 | 365 | 364 | 329 | 420 |
| **American Indian or Alaskan Native** | 153 | 60 | 80 | 50 | 69 |
| **Black or African American** | 1910 | 765 | 824 | 1008 | 1326 |
| **Hispanic or Latino** | 832 | 412 | 481 | 637 | 806 |
| **Native Hawaiian or Pacific Islander** | 27 | 6 | 20 | 32 | 27 |
| **Other Multi Racial** | 651 | 328 | 307 | 454 | 587 |
| **White or Caucasian** | 9166 | 4759 | 5174 | 5619 | 6695 |
| **Unknown** | 222 | 108 | 126 | 100 | 174 |
| **Total** | **13495** | **6803** | **7376** | **8229** | **10104** |

## 2023 Recruitment Strategies

Strategies related to attracting and retaining a talented and diverse workforce were not just about implementing new tools and innovations, but also about addressing policies that were barriers to efficient, effective, and employee-centered processes.

## Results for America Fellowship

In September 2022, Results for America (RFA) awarded the City of Madison Human Resources (HR) Management Team with a fellowship to improve job quality within HR practices. RFA helps government leaders harness the power of evidence and data to fund solutions that work to accelerate economic mobility and improve lives.  This effort was intended to enhance recruitment and retention outcomes through addressing policy-related barriers to our goals.

City HR's 2023 efforts on this project sought to modernize our organization's Personnel Rules. A legal analysis by the University of Wisconsin – Madison Law and Entrepreneurship Clinic helped the City understand that those rules, first documented in 1970, had largely remained unchanged over time. Notable exceptions include modifications in 2008 and those made in 20212 after Wisconsin Act 10 eliminated collective bargaining rights for certain municipal employee groups.

As part of the kickoff of our fellowship project, HR led a racial equity analysis of one portion of the rules – the Position Study Process. This analysis incorporated perspectives from 18 staff members citywide along with survey and interview findings regarding the experiences of those who recently went through a position study. The top-level recommendations from the analysis include:

1. Improve HR customer service experience with the position study process.
2. Improve communication both internal to Agencies and between Human Resources and the Agency requesting a position study.
3. Develop pre-recorded training materials that can be accessed on demand.
4. Modify section 4.B.3. of the City's Personnel Rules, Administrative Procedure Memoranda 2-4, and associated class change worksheets to include the improvements suggested in the analysis.

With these recommendations in hand, HR formed another staff team of 18 members citywide with representatives from multiple unions, associations, and staff levels across the enterprise. This team broke into four sub-teams to

tackle detailed review, analysis, and making recommendations to modernize the Personnel Rules. Modernization of the Personnel Rules was foundationally about creating quality jobs in an equitable way while improving those rules and related practices to make them more flexible, accessible, transparent, and efficient for our applicants, employees, and hiring managers.  We also made the language gender-neutral.

**City Personnel Rules Overhauled After 50+ Years!**

Examples of rule changes include:
1. Externally offering opportunities for current City of Madison partner programs to be applicants for Citywide job postings, with the aim to bring more quality applicants into the organization and improve partnerships across the community
2. Internally sharing candidate pools across departments when positions of the same classification are posted in an effort to reduce the time to fill a position
3. Allowing HR to approve double fills of up to 90 days, with run-out periods explicitly not considered as double fill in order to support agencies with the impacts of succession planning and turnover

The Personnel Board approved all changes proposed by the staff team in February 2024, with Common Council adopting the changes thereafter in March. HR staff continue to monitor the impacts of the implementation of these changes within the organization.

## Recruitment Strategy Guide Development

In 2023, the City hired a Talent Acquisition Specialist to enhance recruitment efforts and improve both outcomes related to applicants per position and the diversity of our workforce. Our Specialist led a collaborative effort to develop a Recruitment Strategy Guide and related recruitment tools to improve our outcomes. Our enhanced efforts in 2023 included:

**36**
Attendance at **36 career fairs.**

**2,400**
Career fairs had **more than 2,400 potential contacts**. *(For those events who record attendance).*

**New social media outreach** and **specialized recruitment communications.**

**New targeted recruitment strategies** and **sourcing candidates** who may not be actively looking for new positions.

**Enhanced partnerships** with career and skills development community organizations.

**New recruitment planning tools**, including a streamlined and easy-to-use **Talent Acquisition Plan**.

**JAVIAN DAYNE**
(he/him/his)

**Talent Acquisition Specialist**

*I help recruit applicants, conduct job classification research, help with job screening and represent the City at job fairs throughout the state.*

**JUAN ORTIZ**
(he/him/his)

**HR Admin Clerk - Bilingual**

*I provide admin support for the HR Services and help guide callers to proper resources for assistance.*

**OTIS HARRIS, JR.**
(he/him/his)

**HR Business Analyst**

*I help with recruitment strategies, assist applicants, conduct position studies, and provide strategic assistance to departments/divisions.*

**KURT ROSE**
(he/him/his)

**Employee & Labor Relations Manager**

*I negotiate and administer labor contracts, manage Benefits, Occupational Accommodations, and Employee & Labor Relations divisions.*

**JAY WINSTON**
(she/her/hers)

**Leadership Development Specialist**

*I help improve supervisor & leadership effectiveness, lead supervisory courses, the Mentorship Program, and The Supervisory Collective.*

**JUSTIN MARTIN**
(he/him/his)

**Learning + Development Specialist**

*I help improve Learning & Development programs for employees, develop courses with Learning Partners, and lead the Train the Trainer program.*

*Meet the Rest of Team HR*

# Retain an Engaged and Diverse Workforce Where All Employees Feel They Belong

Efforts to improve employee retention and job satisfaction are heavily intertwined with our efforts to improve the overall organization.

## Workforce Data

Our workforce is comprised of 3623 employees in hourly, elected, and permanent positions, with 2980 permanent staff. Demographics by race and gender are included in the charts below for permanent staff.
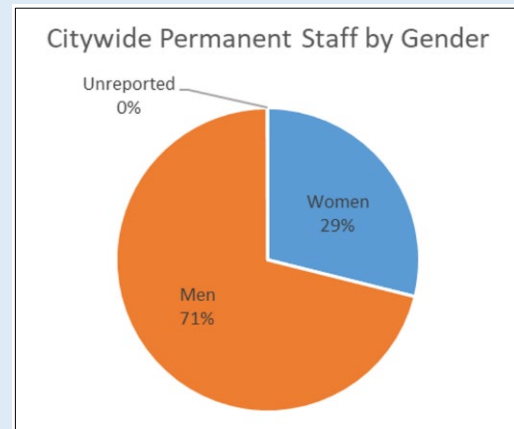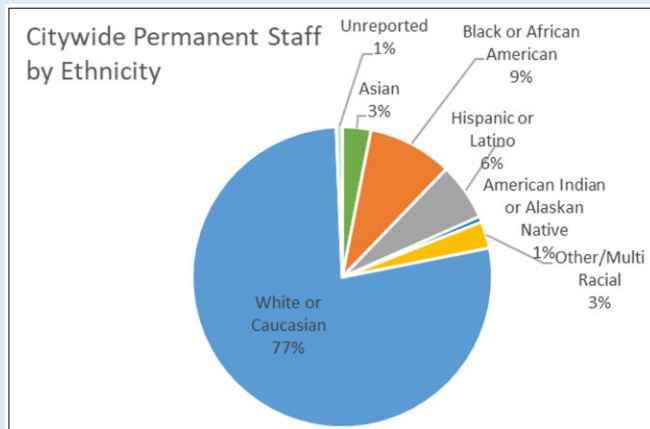


*Data pulled January 26, 2024*

## Our Retention and Turnover

An Employee Retention Rate can be described simply as the count of those employees remaining at the end of the year divided by the number of employees who were present at the beginning of the year.

**Retention**

Overall Permanent Employee retention for 2023 was ~92%.
**Retention has been stable** over the past three years, fluctuating by +/- 0.5% over that time period.

**BIPOC Retention**

The retention rate of BIPOC employees stands at ~88%.
This warrants continued observation, as the group has seen a **decrease by more than 3%** since 2021.

**1st Year Turnover**

Annual permanent employee turnover has **remained reasonably stable**, around 10% since 2021.
However, the percentage of **terminations occuring within the first year of employment has increased significantly** during the past three years. From 13% in 2020 to 31% in 2022. Data for 2023 hires is not yet complete.

*FOOTNOTE: The term termination includes employees who leave employment for a variety of reasons including retirement, resignation, discharge, layoff, etc.*

# Job Satisfaction and Retention Strategies

## Pulse Survey Findings

In 2023 the HR department distributed approximately 2100 "Pulse Surveys" to employees across the City. Detailed information about four themes in the responses received – expressions of employee belonging, the effects of the Citywide Employee Check-In process, differences in responses from field staff and office staff, and the need to further examine Work/Life Balance – is presented below.

Based on more than 780 pulse survey responses collected in 2023, respondents have consistently agreed that they feel they belong. In each survey, **more than 75% of respondents either agreed or strongly agreed with the statement "I feel I belong on my team."**

**75% Belonging**

The effects of the Citywide Employee Check-in process, which was launched in 2021, were reflected in the 2023 survey results, as the percentage of respondents reporting that they had never had a conversation about their career goals with their supervisor continued to fall.  This percentage decreased from 40% in the first quarter to just under 35% in the 4th quarter.  In comparison, in the 4th quarter of 2021 46% of respondents reported they had never had a conversation about career goals with their supervisor.

Employees' responses to our pulse survey questions were impacted by whether they worked in an office or in the field:

- When asked if "Supervisors in my department take time to encourage and assist employees to help them reach their career goals," less than 45% of employees identified as field staff expressed agreement, whereas more than 60% of office staff agreed with the statement.
- Less than 45% of field staff responding to a question on whether supervisors in their department adequately recognized employee contributions agreed with the statement.  Approximately 68% of office staff agreed with the same statement.
- When asked about the "availability of opportunities for employees to develop knowledge and skills," roughly 55% of respondents who worked in an office environment reported that the availability was either good or excellent.  Approximately 35% of field staff felt the opportunities were good or excellent.
- Field staff were also less positive about their experience when asked if someone had discussed their progress with them in the past 6 months.  Roughly 43% of field staff agreed that someone had talked to them about their progress, compared to nearly 70% of office staff who reported agreement with the statement.

**8% Work/Life Balance**

Work/Life Balance is often cited as a means of increasing employee productivity, reducing sick leave usage, and simultaneously reducing employee turnover (HBR, October 2022).  Based on employee responses to the question of "How satisfied are you with your current work/life balance?," this is an area the City should continue to watch and investigate. While the annual rate of employees from responding satisfied with work/life balance did not see a statistically significant change from 2022 to 2023 (annually about 60%), from the 4th quarter of 2022 to the 4th quarter of 2023, the percentage of employees responding that they were satisfied with their balance decreased incrementally from 64% to 56%.

## Employee MAC/WIC Survey Response

In June 2023, the Multicultural Affairs Committee (MAC) and Women's Initiative Committee (WIC) released the results of their most recent Workplace Climate Report. Key themes included the need to address concerns regarding inclusion, harassment, and discrimination, and the importance of the role of supervisors in creating a welcoming

climate. In partnership, MAC/WIC identified Human Resources and Civil Rights as key agencies to lead implementation of recommendations from this report. Specifically, HR is working to:

- Partner with the Department of Civil Rights to develop and recommend hiring tools for evaluating candidates on their knowledge and skill in cultivating inclusive workspaces.
- Continue developing and promoting tools to support departments and supervisors, such as employee onboarding, Employee Check-ins, and off-boarding.
- Provide and support learning and development opportunities that center inclusion and belonging.

Additionally, HR committed to aligning the recommendations from the MAC/WIC survey with the HR Strategic Plan in order to promote accountability and ownership of the results and provide recommendations across the organization.

## Human Resources Management Software

Working in partnership with the Information Technology Department, we issued a request for proposal (RFP) during the summer of 2023 seeking a consultant to assist in gathering requirements for the Human Resource Management software RFP and to manage the implementation of the chosen software.  The project was awarded to a team from Moss Adams in late 2023.  It is expected that the requirements gathering will be completed during the spring of 2024 and an RFP for the software platform should be issued during the summer of 2024.  The implementation portion of the project is likely to be completed well into 2025.

## Compensation Study

In the 2023 budget, the City of Madison Common Council approved funding for a citywide compensation study to review the integrity of our internal compensation structure while also comparing City wages to external comparable organizations (e.g. other cities and regional businesses doing similar work).

Human Resources led the development of a request for proposal for this work. Ultimately, Baker Tilly was awarded the contract. Work under this contract will take place in 2024 with results expected by December.

# 3 Develop our Employees and Organization to be an Inclusive and High-Performing City

In 2023, HR led multiple strategies and projects to provide opportunities for staff and organizational growth and development. Our efforts focused on providing support to staff and agencies to develop an organization that is healthy, high-performing, self-renewing, and able to lead and manage change, and included implementing a new mentorship program, launching a 360-degree evaluation process for executives, creating a change management community of practice, and supporting Affinity Groups in partnership with the Department of Civil Rights.

## Leadership Development

In 2023, we developed programming to address the needs of leadership development that were identified from our 2022 needs assessment.  Our Leadership Development strategies included:

Top areas of need across departments were identified as…

**Workload Management and Balance/Burnout**

**Navigating Change/Change Management**

**Holding Feedback Conversations**

Values-Based Leadership (VBL) Principles and Behaviors were discussed and…

| | |
|---|---|
| **100%** | Of respondents rated the exercises as having **successfully facilitated buy-in of the VBL Principles and Behaviors.** |
| **95%** | Of respondents rated the exercises as having **successfully contributed to creating acceptance of the VBL Principles and Behaviors.** |
| **98%** | Of respondents rated themselves as **ready to actively use the VBL Principles and Behaviors.** |
| **100%** | Of respondents rated the gathering **successful in promoting a sense of unity across departments.** |
| **97%** | Of respondents rated the gathering **successful in strengthening collective efforts.** |
| **98%** | Of respondents rated the gathering **successful in breaking down silos.** |
| **95%** | Of respondents rated the gathering **successful in promoting cross-departmental collaboration.** |

## APM 2-52 Update

In 2023, HR led a multi-agency staff effort to update APM 2-52 and its accompanying resources supporting a Gender Inclusive Workplace, while also implementing training and other related strategies toward our vision of an inclusive workplace and an inclusive Madison.  For a full list of accomplishments, please read through our Gender Inclusive Workplace 2023 end of year summary. Highlights include:

**60 of 77 (78%)** City of Madison single-use restrooms are now **gender-neutral** (and labeled as such).

A **Gender-Inclusive Workplace webpage** for all-staff was **launched**, and a total of **five all-staff communications were sent**.

**Four informational sessions** were presented to **over 100 City Staff.**

**Gender-neutral language updates** were completed from **OCA, HR, Engineering, and IT**

A total of **14 courses were offered.**
- Gender-Inclusive Language (4)
- LGBTQ+ Part 1 (3)
- LGBTQ+ Part 2 (2)
- Supervisors Building a Gender-Inclusive Workplace (3)

**99%** of respondents reported that they **could apply what they learned in the courses to their work.**

**94%** of respondents reported that the **overall rating of the course was good or excellent.**

**223 total participants attended courses**, representing 6% of all City of Madison full-time employees, and all agencies had at least one participant in each training.

## Mentorship Program

A six-month Mentorship Pilot Program for 20 staff was completed in the fall of 2023. 80% of participants reported they were satisfied with their mentoring relationship. Recommendations from the pilot will be implemented in the 2024 Mentorship program, and include:

**80% Satisfaction**

- Mentees and mentors will have separate orientations before a combined in-person kickoff mixer. Mentee focus will be on ownership of their development journey. Mentor focus will be on sharing best practices to ensure a successful mentoring relationship.
- The Program Manager will facilitate workshops for mentors and mentees to support the application of the provided resources. E.g.: skill assessment and networking ABCs.

## Completion of Evaluation of Executive Check-In Process

We will be implementing the following recommendations in 2024:
- Make modifications to the Executive Check-in questions to ensure relevance and applicability.

- Improve data representation to provide a comprehensive view of agency performance, challenges, and achievements.
- Clearly define organizational ownership and support of the Executive Check-in process.

## Successful (Re-)Launch of Leadership Development Courses

Leadership courses included two re-launched offerings: Values-Based Leadership and Involving People in Decisions That Impact Them – as well as and a new course, You've Been Promoted.  Participants' feedback included:
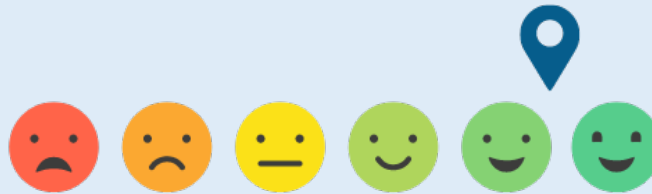
**100%** Of respondents could **apply what they learned to their job.**

**98%** Of respondents **rated the courses overall as good or excellent.**

## Performance Excellence

The Performance Excellence Leadership Team began a 5-year strategic planning process, which will be completed in 2024 and will cover the period 2024-2028.  In addition, significant PE initiatives include:

- Organization-wide work planning sessions and follow-up consultations were provided for 5 agencies (Employee Assistance Program, Information Technology, Engineering, Parks, Finance). In 2022, we also provided work planning sessions for 4 agencies (Attorney's Office, Council Office, Human Resources, and Traffic Engineering).  A total of 29% of agencies have completed work-planning training so far, which continues into 2024 with our goal to support training organization-wide by the end of our Strategic Plan Year, 2027.
- Change Management Community of Practice supported 10 staff members citywide to go through PROSCI change management training. Staff continued their learning in the quarterly community of practice. Participating agencies and their projects of focus included:
    - **Civil Rights:** Racial Equity and Social Justice Initiative, Neighborhood Resource Teams, Affirmative Action review and approval process
    - **Common Council:** Alder onboarding, Board/Committee/Commission reorganization
    - **Human Resources:** Results Madison, Human Resources Management System, onboarding
    - **Information Technology:** Microsoft 365 implementation
    - **Metro Transit:** Route redesign and Bus Rapid Transit
    - **Streets Division:** Salt route changes

## Learning + Development

We have seen all around improvement in 2023, offering a total of 103 course sessions and having a larger impact than in the previous year. More detailed information on our professional development outcomes in 2023 are included in our end of year report.

|  | 2022 | 2023 | Change |
|---|---|---|---|
| **Attendances** | 1,717 | 1,957 | Increase of 14% |
| **Unique Attendees** | 580 | 947 (25% of FTE) | Increase of 63% |
| **Attendance Rate** | 67% | 73% | Increased by 6% |
| **No-Show Rate** | 33% | 27% | Decreased by 6% |
| **Survey Response Rate** | 31% | 41% | Increased by 10% |
| **Different Course (Topic) Offerings** | 36 | 41 | Increase of 14% |
| **Total Course Sessions** | 81 | 103 | Increase of 27% |

## Course Feedback:

**98%** Of respondents **could apply what they learned to their job.**

**99%** Of respondents thought that the **courses were organized and easy to follow.**

**95%** Of respondents thought that the **subject matter of the courses was just right.**

**93%** Of respondents thought that the **pace of the courses were just right.**

**84%** Of respondents thought that the **time for the courses were just right.**

**94%** Of respondents rated the **courses overall as good or excellent.**

## Organization Consultation and Capacity Building

Our Organizational Development Team also provided services to build organizational capacity, including:

- Running an Executive Team Development pilot for three agencies involving 23 staff members. Agencies served include Metro, Parks and CDA.
- Providing over 15 organizational wide consultations on various topics, including Culture, Change Management, Onboarding, Organizational structure, and Operations.

# 4 Implement Innovative & Progressive Human Resources Practices

In terms of implementing innovative and progressive Human Resources practices, HR completed a tremendous amount of foundational work in 2023 to establish standard operating procedures and uniform operations to improve our overall customer service.

## Strategic Plan

Our new 5-Year Strategic Plan is broken down into annual focus areas, including strategic foundations (2023), employee experience and onboarding (2024), career pathways and employee development (2025), organizational excellence (2026), and planning for the future (2027).

## Customer Service Framework

In 2023, we developed a Human Resources Customer Service Framework, which highlights our approach, the attitude we embody toward our work, the actions we take to align with our attitude and approach, and the accountability tools we use to ensure we are meeting our high expectations.  In 2025, we will be delighted to share our inaugural customer service data from 2024, as well as the goals we establish based on our first year of customer service surveying.

## Internal Communication Strategy

Supporting our customer service plan means ensuring high quality communication.  To improve our communications, we developed and are following an HR Internal Communications Strategy that provides internal guidance and expectations around standard Human Resources communications.

## Next Steps

2024 will bring the first results from our customer service survey and will continue our work to enhance employee onboarding through development, purchase, and implementation of a new Human Resources Management System.  That system is tentatively slated to go live in 2025, and will bring new opportunities for better onboarding, employee data tracking, and professional development opportunities.

Our 2024 workplan embeds the strategies developed as a part of our 5 to 7-year workplan, and also includes wrapping up our Results for America Fellowship work, completing the Citywide Compensation Study, and completing the purchase of a new Human Resources Management System aimed at improving our onboarding, learning and development, and document retention practices. We will also be taking the first steps in design of Citywide surveys to be implemented in 2025, to create a continuous feedback loop and to better understand employee needs going forward.

# Appendix

## Hiring Data

| Total Online Applications Received | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Applications** | 13495 | 6803 | 7376 | 8229 | 10104 |

| Employment Applications by Ethnicity | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Ethnicity** | # of Applications | # of Applications | # of Applications | # of Applications | # of Applications |
| **Asian** | 534 | 365 | 364 | 329 | 420 |
| **Am. Indian /Alaskan Native** | 153 | 60 | 80 | 50 | 69 |
| **Black or African American** | 1910 | 765 | 824 | 1008 | 1326 |
| **Hispanic or Latino** | 832 | 412 | 481 | 637 | 806 |
| **Native Hawaiian or PI (Pacific Islander)** | 27 | 6 | 20 | 32 | 27 |
| **Other Multi Racial** | 651 | 328 | 307 | 454 | 587 |
| **White or Caucasian** | 9166 | 4759 | 5174 | 5619 | 6695 |
| **Unknown** | 222 | 108 | 126 | 100 | 174 |
| **Total** | **13495** | **6803** | **7376** | **8229** | **10104** |

| Employment Applications by Gender | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Gender** | # of Applications | # of Applications | # of Applications | # of Applications | # of Applications |
| **Men** | 7697 | 3972 | 4328 | 5151 | 5525 |
| **Women** | 5626 | 2722 | 2793 | 2681 | 3940 |
| **Unknown** | 172 | 70 | 105 | 76 | 108 |
| **Non-Binary / Genderqueer** | - | 22 | 81 | 190 | 317 |
| **Prefer Not to Answer** | - | 17 | 69 | 131 | 214 |
| **Total** | **13495** | **6803** | **7376** | **8229** | **10104** |

| Ethnicity of Referred Applicants | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| | # Referred | # Referred | # Referred | # Referred | # Referred |
| **Asian** | 203 | 78 | 129 | 170 | 147 |
| **Am. Indian /Alaskan Native** | 60 | 13 | 34 | 21 | 30 |
| **Black or African American** | 700 | 174 | 373 | 442 | 550 |
| **Hispanic or Latino** | 272 | 105 | 278 | 261 | 374 |
| **Native Hawaiian or PI** | 9 | 0 | 8 | 8 | 12 |
| **Other Multi Racial** | 231 | 87 | 173 | 188 | 261 |
| **White or Caucasian** | 3138 | 1244 | 2581 | 2523 | 2953 |
| **Unknown** | 64 | 28 | 37 | 48 | 68 |
| **Total** | **4677** | **1729** | **3613** | **3661** | **4395** |

| Referred Applicants by Gender | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Gender** | # Referred | # Referred | # Referred | # Referred | # Referred |
| **Men** | 2745 | 1027 | 2121 | 2175 | 2545 |
| **Women** | 1879 | 677 | 1387 | 1283 | 1597 |
| **Unknown** | 53 | 18 | 29 | 38 | 33 |
| **Non-Binary / Genderqueer** | - | 3 | 38 | 88 | 121 |
| **Prefer Not to Answer** | - | 4 | 38 | 77 | 99 |
| **Total** | **4677** | **1729** | **3613** | **3661** | **4395** |

| Ethnicity of Hires | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| | **# Hired** | **# Hired** | **# Hired** | **# Hired** | **# Hired** |
| Asian | 28 | 18 | 22 | 31 | 27 |
| Am. Indian /Alaskan Native | 4 | 2 | 3 | 3 | 6 |
| Black or African American | 82 | 40 | 58 | 111 | 102 |
| Hispanic or Latino | 39 | 18 | 51 | 51 | 67 |
| Native Hawaiian or PI | 0 | 0 | 0 | 0 | 2 |
| Other Multi Racial | 30 | 15 | 21 | 37 | 41 |
| White or Caucasian | 413 | 211 | 416 | 562 | 550 |
| Unknown | 7 | 3 | 8 | 6 | 10 |
| **Total** | **603** | **307** | **579** | **801** | **805** |

| Hires by Gender | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| | **# Hired** | **# Hired** | **# Hired** | **# Hired** | **# Hired** |
| Men | 342 | 167 | 336 | 458 | 495 |
| Women | 256 | 138 | 239 | 302 | 271 |
| Unknown | 5 | 2 | 2 | 4 | 7 |
| Non-Binary / Genderqueer | - | 0 | 2 | 20 | 18 |
| Prefer Not to Answer | - | 0 | 0 | 17 | 14 |
| **Total** | **603** | **307** | **579** | **801** | **805** |

## Termination Data

| Permanent Staff Termination Actions by Year and Longevity | | | | | | |
|---|---|---|---|---|---|---|
| | **Year** | | | | | |
| **Longevity** | **2019** | **2020** | **2021** | **2022** | **2023** | **Grand Total** |
| Less than 1 year | 29 | 20 | 39 | 81 | 121 | **290** |
| 1-3 years | 21 | 25 | 26 | 24 | 33 | **129** |
| 3 to 5 years | 26 | 8 | 23 | 16 | 12 | **85** |
| 5 to 10 years | 29 | 26 | 42 | 31 | 28 | **156** |
| 10 to 15 years | 9 | 14 | 21 | 22 | 22 | **88** |
| 15 to 20 years | 16 | 27 | 13 | 17 | 12 | **85** |
| 20 to 25 years | 27 | 22 | 31 | 41 | 18 | **139** |
| 25 to 30 years | 23 | 18 | 28 | 22 | 30 | **121** |
| 30 to 35 years | 23 | 23 | 21 | 16 | 13 | **96** |
| More than 35 years | 13 | 9 | 9 | 11 | 4 | **46** |
| Unknown | 0 | 1 | 0 | 1 | 0 | **2** |
| **Grand Total** | **216** | **193** | **253** | **282** | **293** | **1237** |

| Permanent Staff Termination Actions by Year and Ethnicity % of Yearly Total | | | | | | |
|---|---|---|---|---|---|---|
| | **Year** | | | | | |
| **Ethnicity** | **2019** | **2020** | **2021** | **2022** | **2023** | **Grand Total** |
| Asian | 1.9% | 1.6% | 2.4% | 4.6% | 5.8% | 3.5% |
| Black or African American | 16.2% | 8.8% | 13.4% | 18.8% | 21.2% | 16.2% |
| Hispanic or Latino | 5.6% | 2.1% | 2.4% | 7.1% | 6.1% | 4.9% |
| American Indian or Alaskan Native | 0.5% | 0.5% | 1.2% | 0.4% | 1.0% | 0.7% |
| Other Multi Racial | 2.8% | 1.6% | 3.2% | 3.2% | 4.8% | 3.2% |
| Unknown | 0.0% | 0.0% | 1.6% | 1.1% | 1.4% | 0.9% |
| White or Caucasian | 73.1% | 85.5% | 75.9% | 64.9% | 59.7% | 70.6% |
| **Grand Total** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |

| Permanent Staff Termination Actions by Year and Gender % of Yearly Total | | | | | | |
|---|---|---|---|---|---|---|
| | Year | | | | | |
| Gender | 2019 | 2020 | 2021 | 2022 | 2023 | Grand Total |
| Unreported | 0.0% | 0.0% | 0.0% | 0.0% | 0.3% | 0.1% |
| Women | 43.5% | 37.3% | 33.6% | 35.8% | 37.9% | 37.4% |
| Men | 56.5% | 62.7% | 66.4% | 64.2% | 61.8% | 62.5% |
| Grand Total | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

*From MUNIS Actions History Termination data for 2019-2023. Data may differ from actual events due to duplicated and inaccurate Personnel Action entries.*