

Results for America – 2023 End of Year Summary

Background:

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.



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 those rules. These were first documented in 1970 and remained largely unchanged over time. Notable exceptions include modifications made after Wisconsin Act 10 eliminated public bargaining rights for certain municipal employee groups.

Racial Equity Analysis of the Position Study Process:

As part of the kickoff of our fellowship project, HR led a [racial equity analysis of one part of the rules – the position study process](#). This analysis incorporated perspectives from 18 staff members citywide along with interview findings on 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 for on-demand access
4. Change 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. These members represented various 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 were about creating quality jobs in a fair way while improving those rules and related practices to make them more flexible, accessible, transparent, and efficient for our applicants, employees, and hiring managers.

Examples of Rule Changes:

1. Externally offering opportunities for current City of Madison partner programs to be applicants for Citywide job postings with aim to bring more quality applicants into the organization and improve partnerships across the community
2. Internally sharing candidate pools across job types of the same classification to reduce time to fill a position
3. Allowing HR to approve double fills of up to 90 days, with run-out period explicitly not considered as double fill to support agencies with the impacts of turnover and succession planning

The Personnel Board approved all changes proposed by the staff team in February 2024. Common Council adopted changes thereafter in March 2024. HR staff continue to track the impacts of the implementation of these rule changes within the organization. Here's a [Summary of all Major Changes from the Personnel Rules Rewrite](#).

Want to Learn More About RFA?

Connect with Performance Excellence Specialist, Kara Kratowicz at KKratowicz@cityofmadison.com to learn more or get involved.

Learn more about [Results for America](#).