

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 2026 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 Services

Manages recruitment, classification and compensation, position studies, and provides strategic HR support and training for agencies and employees.

Employee and Labor Relations

Coordinates, labor relations, and occupational accommodations. Provides assistance to managers, supervisors, and employees related to supervision, performance management and conflict resolution.

Organizational Development

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

Benefits

Selects and administers City benefits and leave in conjunction with internal and external partners in a manner that is collaborative, sustainable, and equitable, for the organization and our employees.

Human Resources Administration

Supports the human resources function through budget and data management, infrastructure, resources, and strategic vision.

Human Resources Work Plan

Key HR goals and initiatives are identified in the following work plan, as identified and organized 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 2026 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Recruitment	Ensure position descriptions align to class specifications based on comp study
Recruitment	Develop and implement an evaluation process of skills
Recruitment	Create two added streamlined job applications and job posting to attract wider set of candidates for hourly positions and CG 21 positions
Recruitment	Develop an SOP to shift minimum qualifications to skills based hiring language over subsequent years
Classification/Compensation	Finalize a new process outline with process map for newly budgeted positions
Recruitment	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 including marketing updates
Classification/Compensation	Complete the classification compensation study and implementation plan for approval in 2027 budget process
Classification/Compensation	Complete training on the new position study process through Baker Tilly

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Accomplished in 2025:

- Sourced and hired diverse specialized and high-level managerial positions across City agencies including: Police Chief, CDA Housing Director, Metro Transit General Manager, City Clerk, Director of Transportation, Interim Independent Police Monitor
- Modified the Department/Division head hiring process to allow for more hiring manager involvement in the process
- Managed the hiring processes for Firefighter, Apparatus Engineer, Lieutenant and Division Chief all in same year
- Created/hired the first Fire & EMS Pathway Interns (Fire/EMS Apprentices)
- Participated in the Firefighter/EMT Interview Workshop – 2nd year
- Supported a record-breaking AASPIRE internship process – 509 applicants, 21 interns
- Completed MOUs with pipeline partners: Latino Workforce, Urban League, Operation Fresh Start
- Added GovernmentJobs for broader recruiting
- Joined Civic Match for recruiting federal employees
- Implemented TestGenius for remote employment testing
- Completed the classification and compensation study process with vendors and are working to implement findings in 2026
- Completed completely revamped Hiring Foundations for Hiring Managers and Creating an Equitable Hiring Process trainings with recordings
- Coordinated the Take your Child to Work Day with a variety of agency partners and built an SOP for implementation for future years and other host agencies
- Skills Based Hiring project started with framework developed and draft job postings developed to attract applicants with the skills needed to perform in respective occupations

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Employee and Labor Relations Work Plan

What We Do: Coordinates 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:

- 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.
- Implements occupational accommodations in a manner that is both legally compliant and geared toward ensuring employee and organizational wellbeing.
- Reinforce the use of organizational management strategies that are employee centered, empathetic, and equitable, while balancing operational needs.

ELR 2026 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
Labor Relations	Develop and implement Performance Management microtrainings for Mayor's Management Team
Labor Relations	Complete an Equity Analysis of bereavement leave process
Labor Relations	Complete planning process for potential new employee unions
Labor Relations	Provide enhanced training to supervisors and managers on feedback, goal setting, and performance discussions
Labor Relations	Complete bargaining with Police and Fire Unions
Labor Relations	Complete process improvements related the drug and alcohol testing APM and processes, including a an update of the APM
Labor Relations	Provide support for a rewrite of Military Leave APM

Accomplished in 2025:

- Updated & modernized FMLA letter templates to include pre-set options and drop down boxes for ease of use
- Implemented determination letters for clarity of leave allotment to employees, as well as added a direct email notification of determination to employees who may not check physical mail and to increase accessibility
- Implemented regular meetings with Metro to ensure complicated matters are handled with full collaboration from both City HR and the many facets of Metro
- Implemented regular meetings with 24/7 to ensure smooth communication and compliance is met
- Formed strong relationships with regular contacts around the City to ease communications regarding complex FMLA, wage insurance, and drug testing cases
- Formulated an FMLA tracking system for accurate record keeping and ease of access to information
- Transitioned full accommodations caseload from Tory to Leah.
- Developed accommodations case tracking systems to keep ELR colleagues appropriately updated.

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- Successfully co-managed the second year of the City's INSPIRE program and hosted a student job shadow.
- Hired and onboarded two new team members in accommodations and FMLA
- Added two new positions to the HR team under ELR to assist with better HR communication and functions in Police and Metro
- Negotiated and agreed on Teamsters contract
- Collaborated with Metro CAO to reboot FMLA complex case meetings
- Supported over 18 complex investigations
- Supported DCR in backfill for 3-5 processes
- Enhanced the Employee Check In training with Learning and Development Specialist
- Eliminating 10 day suspension step during Meet and Confer
- Settled approximately 75 grievances at Metro Transit
- Continued extensive training of ELR Specialist on FMLA, Accommodations and Leave knowledge
- Created structure around the successful return to work process in cooperation with EAP, including a developed SOP

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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 2026 Work Plan:

Service Area	Work plan Strategies and Initiatives
Leadership Development	• Round Five of 360 Survey for Agency Heads and Executive Team Development • Management Development Program Pilot implementation • Mentorship Program continuation • One on one coaching and support • Annual Leadership Gathering and Quarterly follow up gatherings
Performance Excellence	• #TeamCity Survey Results and Action Planning • Performance Excellence Leadership Team planning and support • Customer Service Framework development citywide • Completing the fifth round of agency work planning training

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	• Results Madison change management support • Change Management Community of Practice continuation • Serving as the UniverCity Alliance Project Liaison
Learning & Development	• Human Resources Management: Enterprise-Wide Project Management, Onboard Module and Learn Module • Learning Partners Program: All City Courses and Facilitator capacity building • Public Works Onboarding and Train the Trainer Program implementation • Organizational Development Toolkit additions • Learning and Development Framework
Organization Consultation & Capacity Building	• Talent Management Strategy Implementation • HRM Change Management • HR Internal Communication Strategy Implementation • Completing the Web Accessibility Project • Gender Inclusive Workplace new learning opportunities development • Communications Pathway development • Digital Inclusion and Language Access Program • Round Four of Executive Team Development • Affinity Group Support • Agency specific consultations

Accomplishments in 2025

- Implemented fourth year of Mentorship Program Cohort (Mentorship Program)
- Completed 360 Feedback Survey and debriefs for Agency Directors and Executive Team Development Program participants
- Finalized Management Competencies and completed analysis for Q1 2026 pilot program launch
- Provided 25 organizational development consultations to 18 different agencies
- Led the development and launch of 2025 #TeamCity Survey
- Completed 2 UniverCity Alliance projects and 9 fall intakes all leading to increased capacity for city projects
- Built robust Learning Partners Hub and new Leadership Development EmployeeNet site
- Supported 45 different course offerings (129 separate sessions), ensuring successful completion of facilitation of learning opportunities for our workforce.
- Provided 8 Team Trainings to 6 agencies
- Continued Implementation Talent Management Strategy: launched organization wide, supported the building of four career pathways, improved the Employee Check-In tool, defined Leadership Roles and all KSA's,
- Developed and launched Gender Inclusive Workplace new supervisor resource
- Selection and approval of HRM including development of core team and steering team, project timeline and initial Change Management.

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Benefits

What We Do: We select and administer City employee benefits and leave in conjunction with a variety of internal and external partners in a manner that is collaborative, legally compliant, sustainable, and equitable for the organization and our employees.

Long Term Strategic Objectives:

- Provide innovative, sustainable, and attractive employee benefits that attract and retain talented employees.
- Implement leave benefits in a manner that is both legally compliant and geared toward ensuring employee and organizational wellbeing.
- Provide an initial onboarding experience for new employees that creates a sense of belonging in the organization, and a strong awareness of the benefits of City employment.
- Facilitate employee onboarding and enrollment in benefits in a manner that increases new employee belonging and engagement

Benefits 2026 Work Plan:

Service Area	Work Plan Strategies and Initiatives
HRM	Develop a white paper for e-verify
HRM	Benefits and Onboarding module preparation: Collaborate with HRM Team and relevant City departments to review existing processes for maintaining data and administering benefits*; implement system improvements to ensure complete and accurate data
Benefits	Implement an RFP for Wage and Life Insurance
Administration	Restructure Benefits unit to ensure strong alignment with HR goals and priorities
Equity	Continue to explore and implement APM 2-52 related demographic changes
Benefits	Work with ETF to roll out new benefits enrollment system
Retirement	Develop notice template and timeline to agencies related to employee retirements
Retirement	Redevelop retirement series
Retirement	Update website and handouts for retirement benefits
Benefits	Implement at least a one-week grace period for Flex Spending
Benefits	Roll-out new flex spending parking benefits
Policy	Complete policy changes and guidance for PPL

Accomplished in 2025:

- Supported accommodations and leave through coverage and training during the staffing transition
- Supported the beginning phases of the HR restructuring by redeveloping how the Benefits Team completes their work
- Worked with the HR Director to revise the PAR contract with our wage and life insurance vendor
- Updated our life insurance policy by creating clarity around crossing guard coverage and premium holidays. Also worked to improve our life insurance policy structure by increasing dependent coverage payout options and expanding the definition of dependent child coverage to an overall age 26

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- Collaborated with our agent and leadership to develop and implement an employee survey related to our wage and life insurance benefit and over 800 employees provided survey responses
- Updated information in our general, Police, and Fire orientations. Worked with the Council Office to restructure Alder Orientation to better meet Alder needs. Also simplified the orientation packet structure and added an auditing packet creation tool
- Updated the Open Enrollment process by creating more accessible open enrollment packets, restructuring our website, created an FAQ resource, and expanded the resource fair to include benefits that have not been traditionally included in the fair. Our benefits webpage ended up being accessed 3,513 times and our FAQ webpage was accessed 371 times
- Worked with Organizational Development to link free training provided from our vendors on retirement and financial wellness topics. Also redeveloped the retirement training offered by restructuring the HR piece of the presentation and by having our 457-vendor presenter focus on not only the distribution at retirement but also focus on the financial planning
- Continued to support work related to equity and APM 2-52 by continuing to research whether government changes are impacting the data project and through advocacy of a preferred name field in the HRM process.
- Collaborated with GET and an outside vendor to create a draft revision of our Paid Parental Leave guidance
- Provided transition support in relation to MPPOA's transition to Mission Square for their post-retirement health benefit needs
- Increased accessibility in relation to several benefit/orientation forms
- Hourly staff worked successfully with IT to learn how to and transition benefit forms from Knowledge Lake to SharePoint. Hourly staff also worked to support life insurance related data collection and to assist the Administrative Team with personnel records
- Created consistency regarding communicated due dates for benefits orientation paperwork and created consistency with our benefit providers regarding benefits at retirement and when benefits start proceeding first Monday of the month holidays

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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.
- Provide Administration of the Human Resources Management system.

HR Administration 2025 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Data	Determine hierarchy of roles, esp. re: access to confidential and/or medical data, re: Neogov Security Roles
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 allow for tie-in to
Data	Complete third annual Human Resources report.
Policy	Complete Military Leave Policy rewrite
Technology	Begin migration of existing p-files to e-forms

Accomplished in 2025:

- Implemented and analyzed the first customer service surveys.
- Finalized annual HR Metrics through the Results Madison process and strategic planning process.
- Completed a data dashboard and compiled data to use in the Executive Check-In process.
- Completed development of the RFP for NeoGov and established a work-team to begin implementation

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- Completed the second annual HR Department Annual Report with standardized metrics and communication
- Co-developed action plan related to employee surveys in preparation for 2025 survey process
- Completed initial planning for a women in infrastructure program
- Gathered input and data, developed, and finalized a five-year growth plan for the Human Resources Department.
- Developed a significant number of process maps to support implementation of the Human Resources Management system and vendor