

HR AGENCY OVERVIEW

COMMON COUNCIL

September 10, 2024



CITY OF MADISON
HUMAN RESOURCES DEPARTMENT



WHO WE ARE



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

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.



HR SERVICE AREAS



HR Services:

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

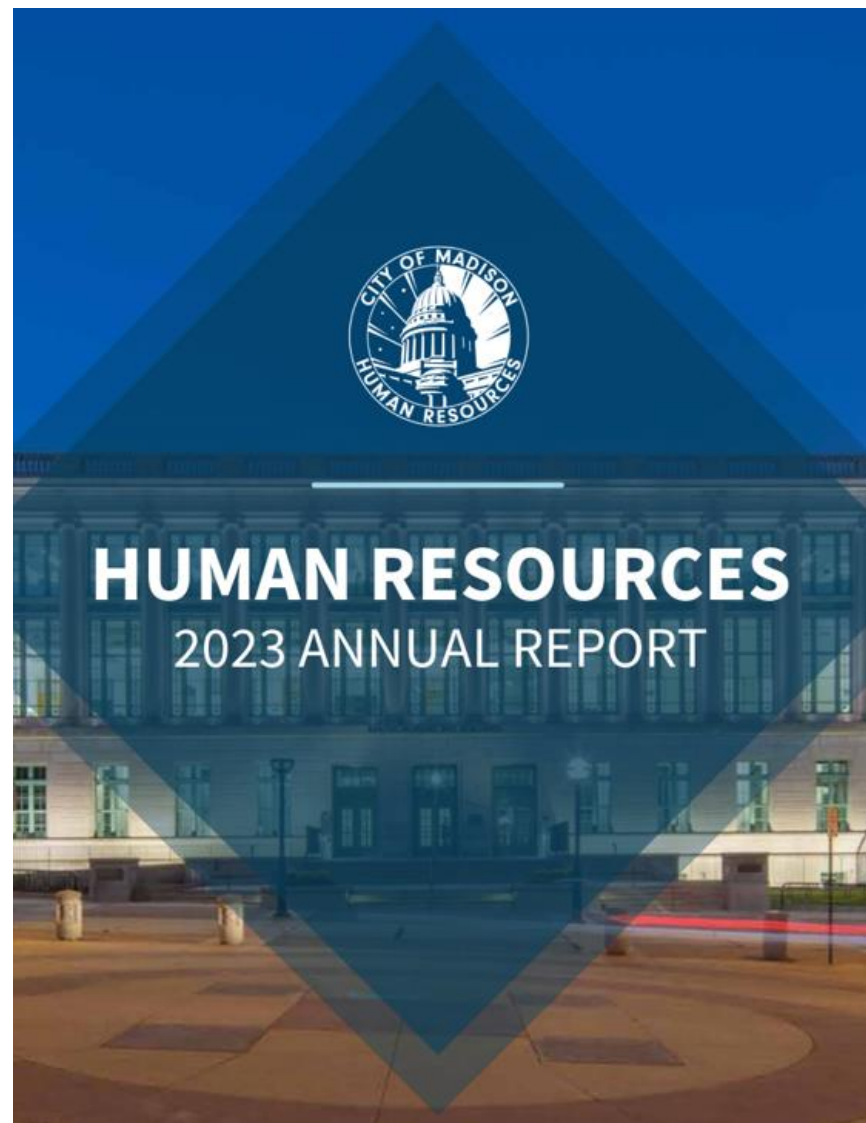
Organizational Development:

- We support employees and agencies to function better within the organizational context and improve the organization by providing Leadership, Learning and Dev. opportunities, Performance Excellence support, and Organizational capacity building.

Employee and Labor Relations:

- We coordinate benefits, labor relations, leave, and occupational accommodations. Provides assistance to managers, supervisors, and employees related to supervision, performance management and conflict resolution.

WHAT WE DO



2023 ANNUAL REPORT

5-YEAR STRATEGIC PLAN



2023 EFFORTS



Planned for purchase of **Human Resources Management software**, to complete Request for Proposals 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 and communication plan

Updated and modernized Personnel Rules, through fellowship with RFA by evaluating barriers to job quality

Created an annual **leadership gathering**, new **mentorship program**, **360-degree evaluation for Executives** and **affinity group support**

2024 EFFORTS

Completed requirements development for **Human Resources Management software**, RFP to be completed in late 2024

Classification and Compensation Study process completed with final report expected in 2025.

Developed new **marking tools and social media guide** to support Hiring Managers, Recruiter, and HR Analysts in recruitment

Developing and completing **Partner Pipeline program** in accordance with new Personnel Rules

Developing **skills-based hiring process** and marketing tools to comport with newly developed **Talent Management Framework**

Completed **mentorship program, 360-degree evaluations for Executives, and Check-in process** review and modifications

Developing **#TeamCity survey** in collaboration with Affinity Groups and City leadership for release in 2025



LEADERSHIP, LEARNING & DEVELOPMENT



Related to courses, **98%** of respondents felt they could apply what they learned to their jobs

98% of respondents rated new Values Based Leadership courses as overall good or excellent

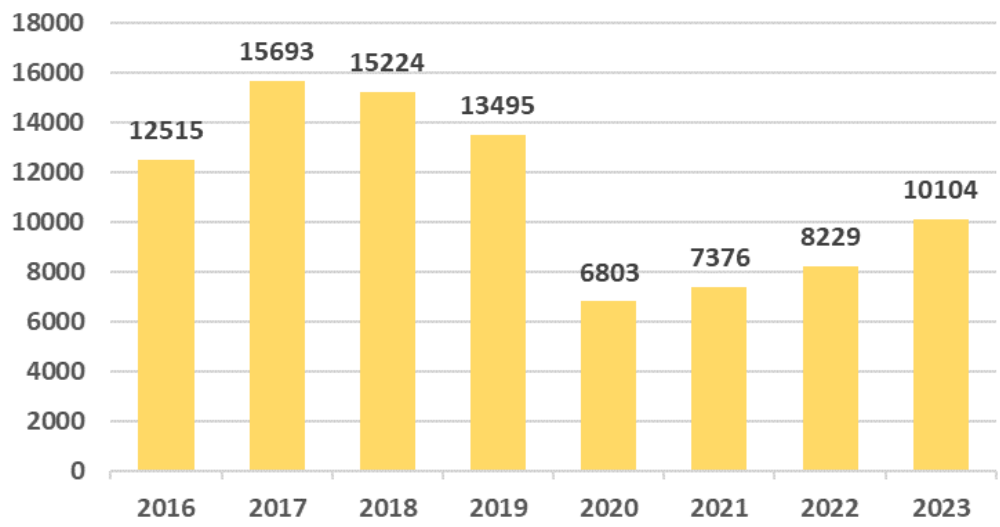
100% of participants rated the new 2023 Leadership Gathering as successful at promoting a sense of unity across departments

103 different professional development courses created through Organizational Development

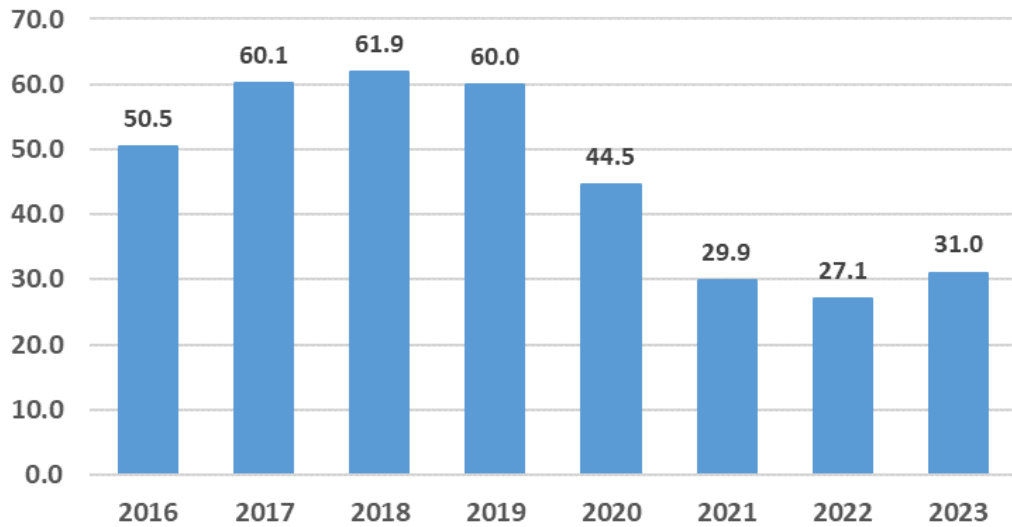


2023 HIRING DATA

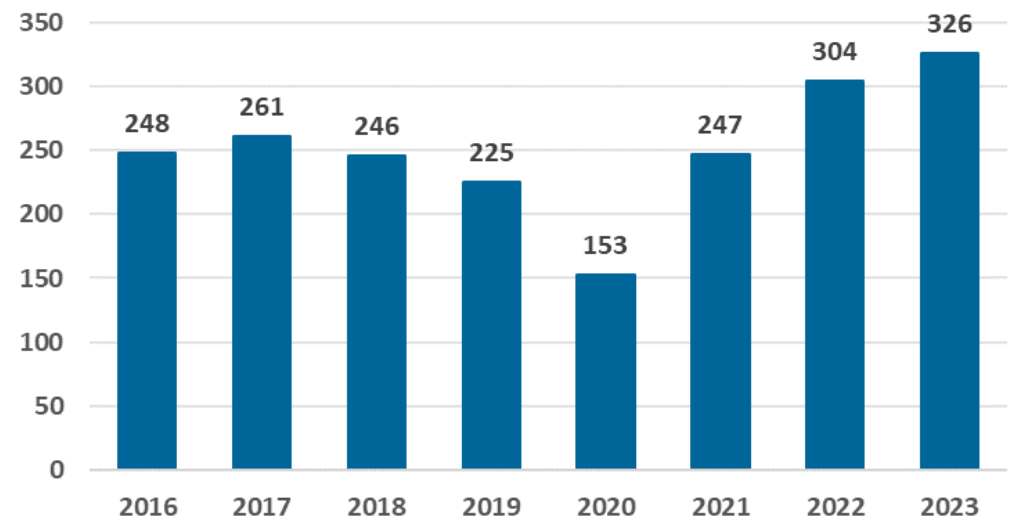
APPLICATIONS
RECEIVED



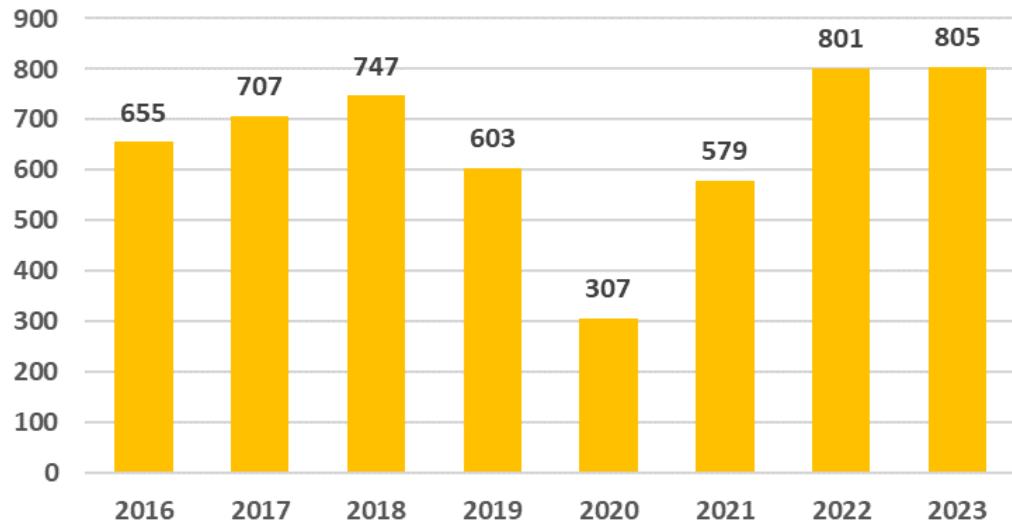
APPLICATIONS
PER POSTING



NUMBER OF
JOB POSTINGS

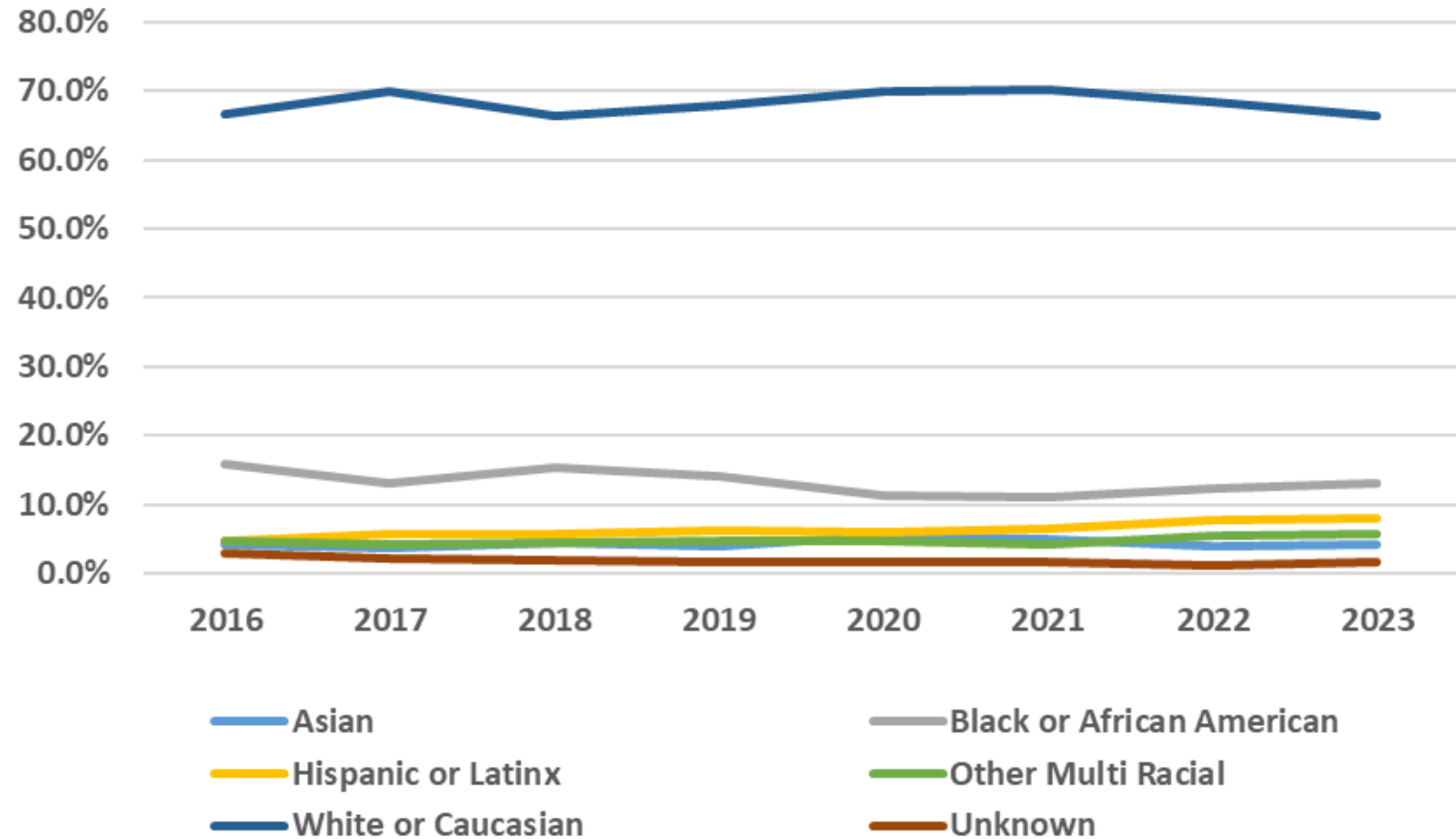


NUMBER OF
HIRES



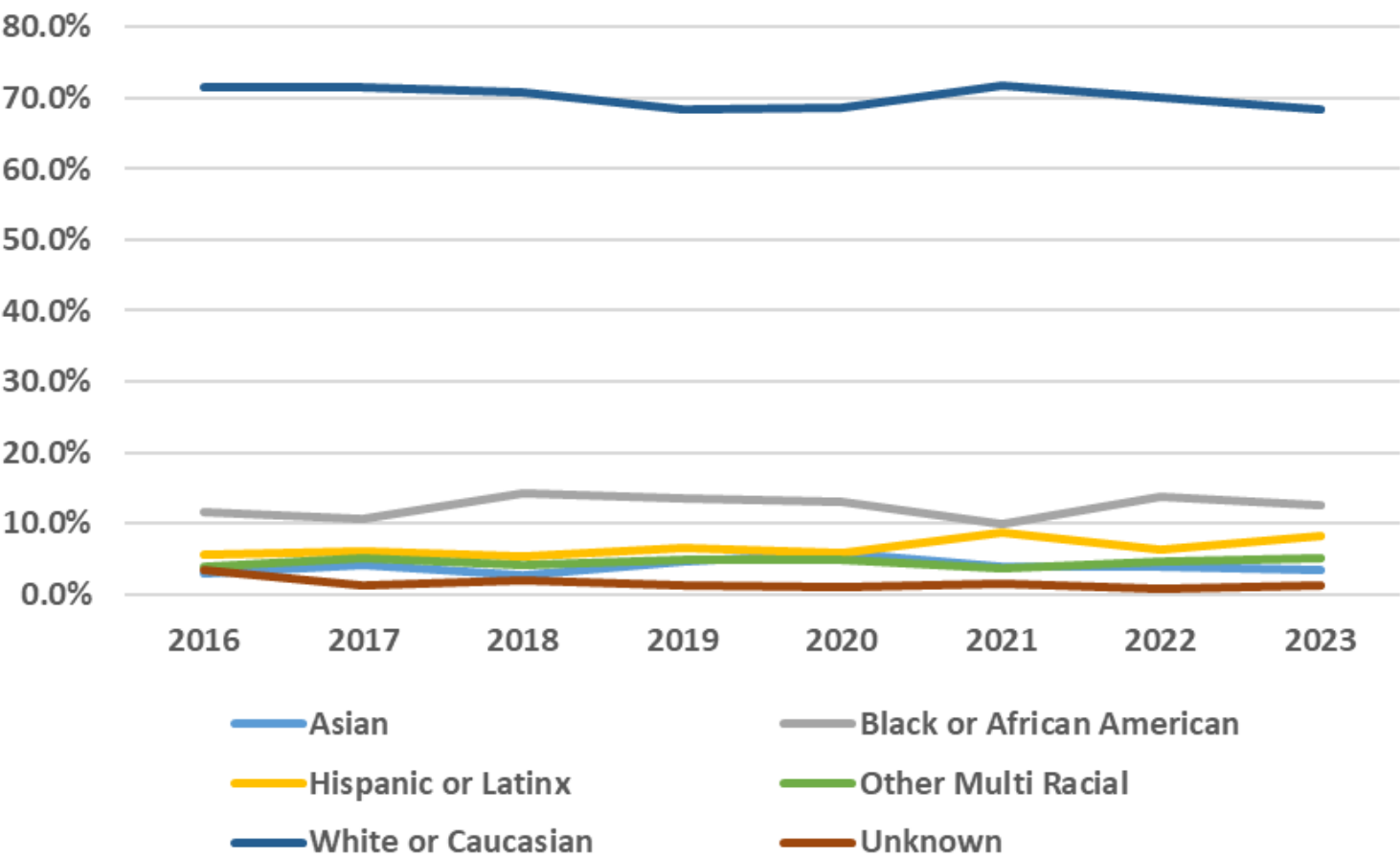


PERCENT OF APPLICANTS BY RACE / ETHNICITY



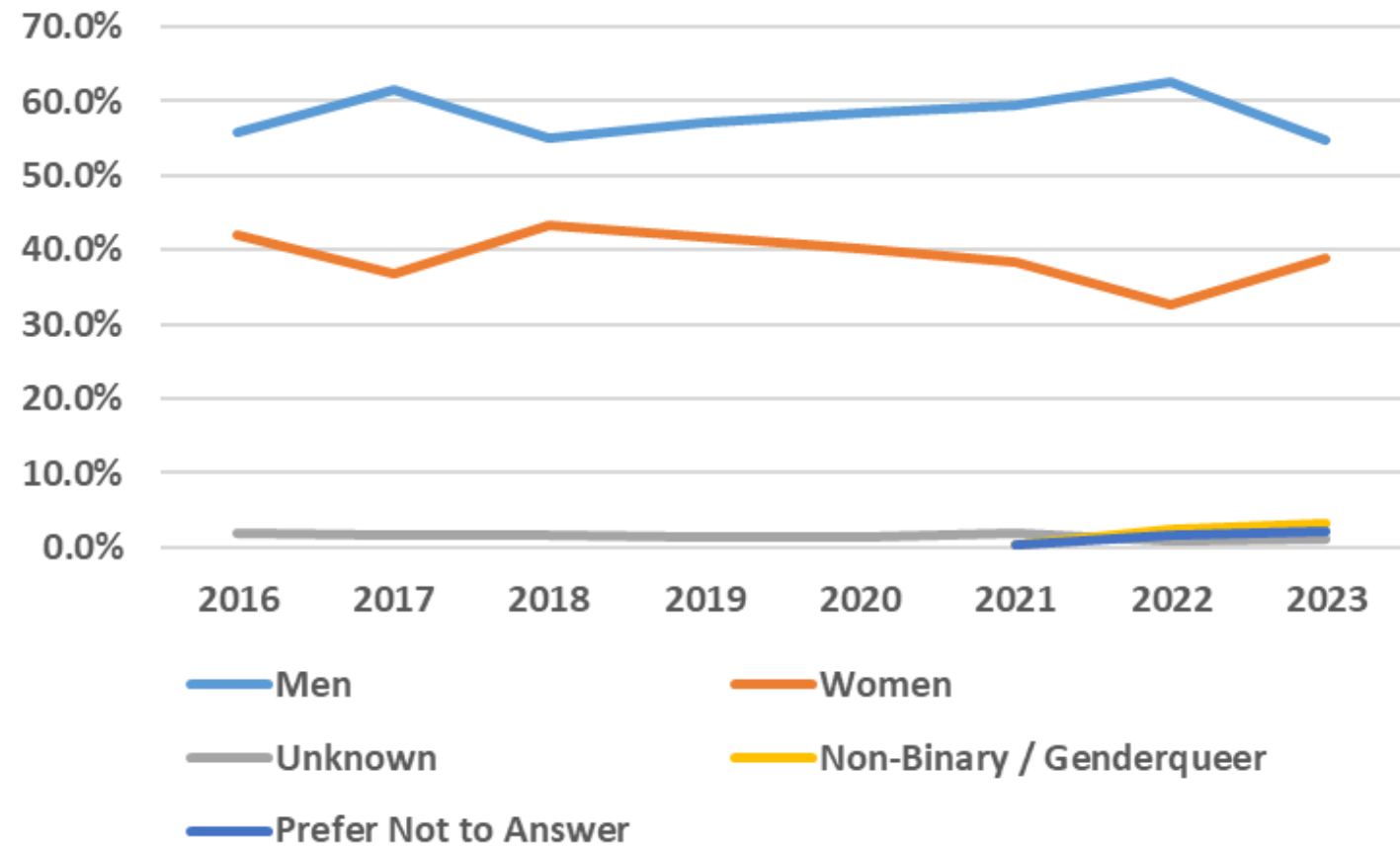


PERCENT HIRED BY RACE/ETHNICITY



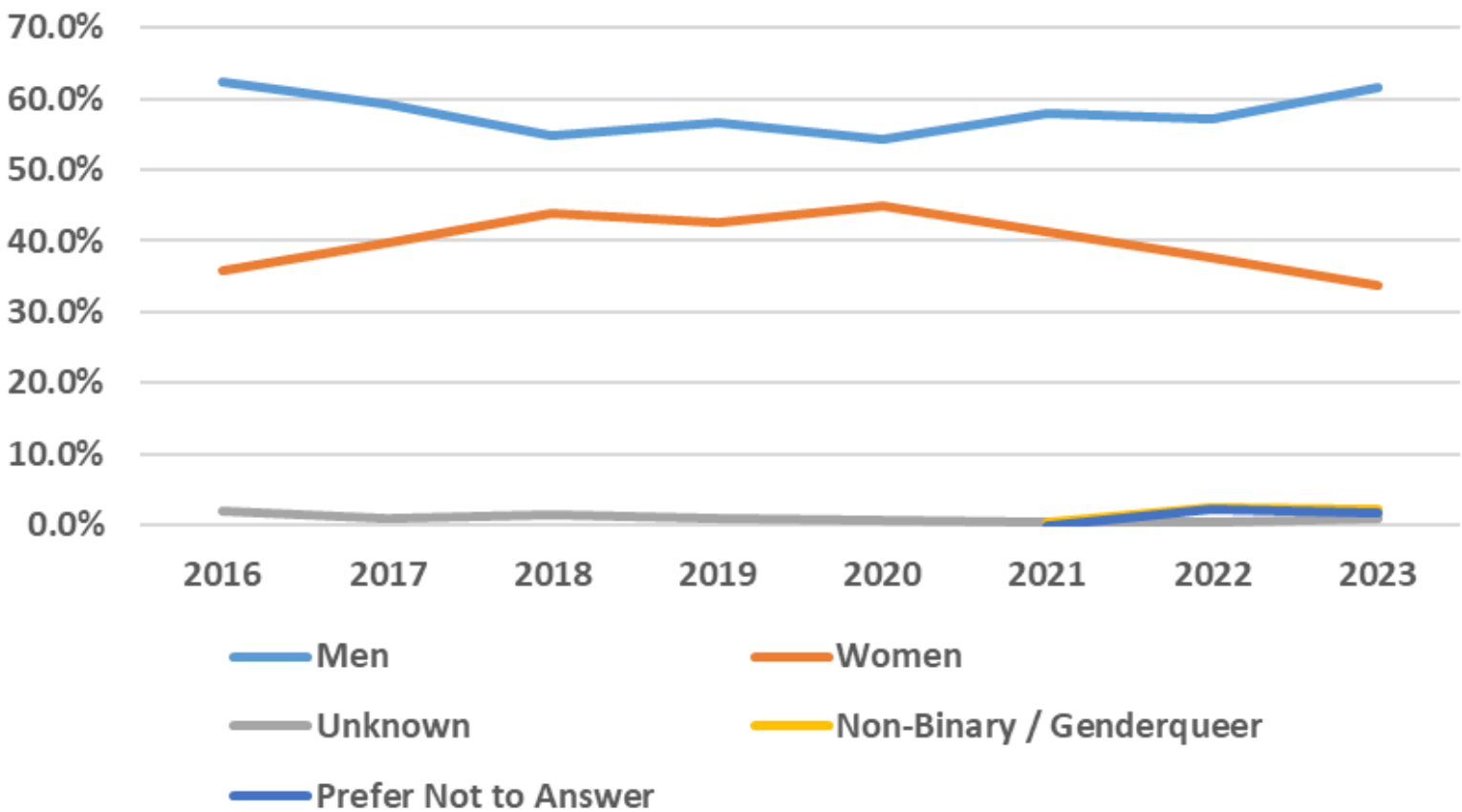


PERCENT OF APPLICANTS BY GENDER





PERCENT HIRED BY GENDER



Data Extracted from Neogov January 2024

Summary of Hiring Data



In 2023 over 2022...

23% increase in total applicants.

15% increase in applicants per recruitment.



On average, increases in BIPOC, women, non-binary, and genderqueer applicants per recruitment



Even with a 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).

STATE OF OUR WORKFORCE

STATE AND NATIONAL JOB DATA



1.9 jobs for every
job seeker in the State
of Wisconsin

988k vacancies in
state/local government –
only **316k** hires

Nearly **50%** of people
are considering leaving
their jobs in the near
future

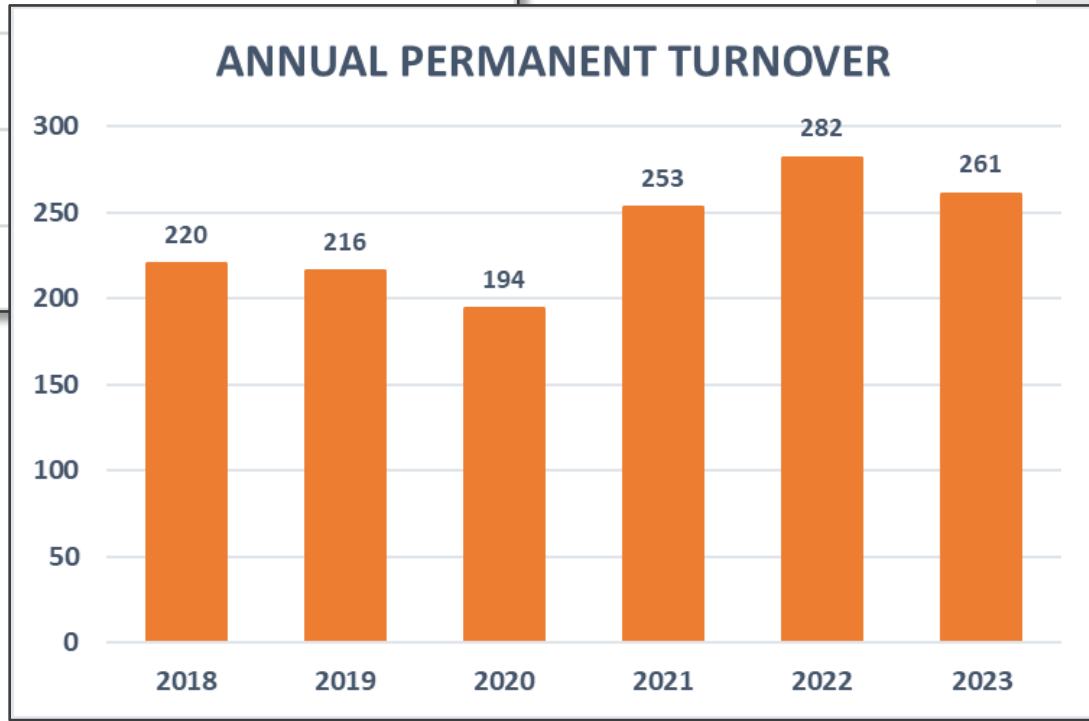
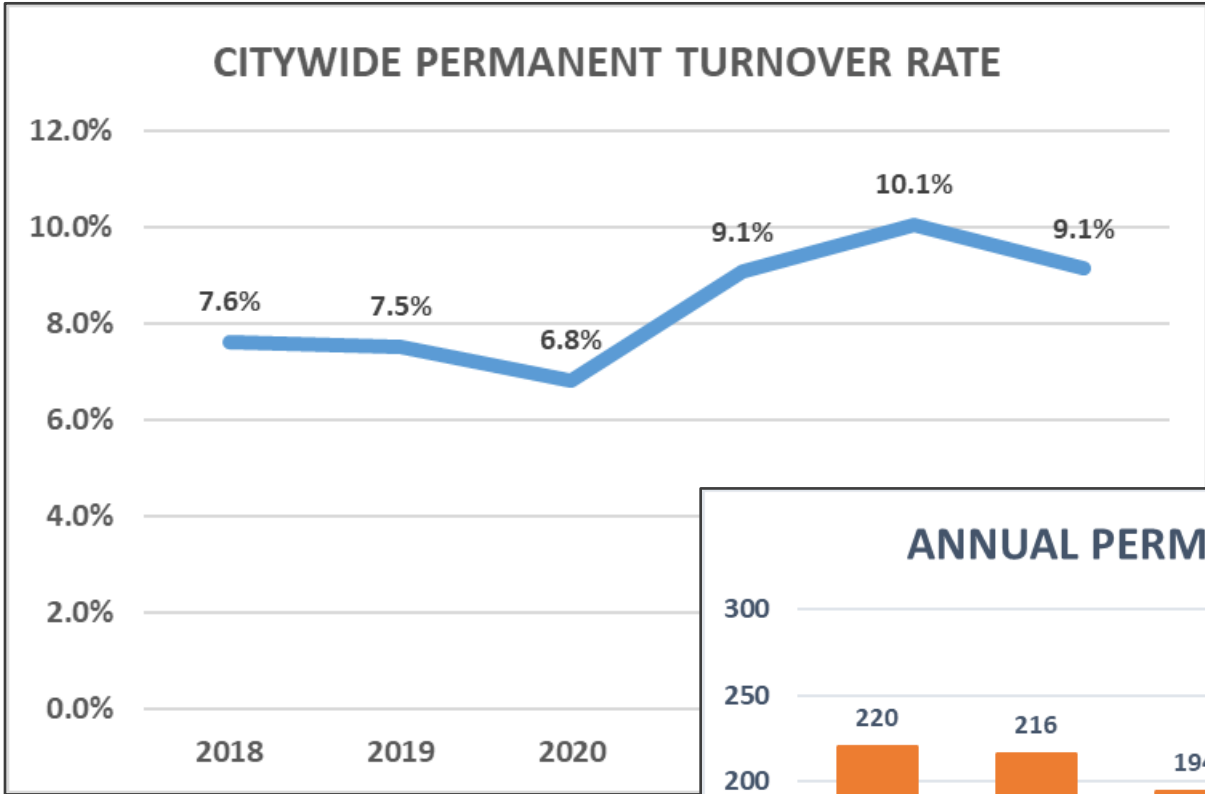
77% agree the increase
in people voluntarily
leaving has put a strain on
their own workload



Source: State of Employee Engagement, Bob Lavigna, UKG, April, 2024, <https://www.bls.gov/news.release/jolts.totz.htm>
<https://indianacapitalchronicle.com/2024/06/28/the-number-of-job-openings-has-declined-sharply-in-every-state/>



PERMANENT TURNOVER



Data Extracted from Munis January 2024, Permanent Full/Part-time Employees Only

OUR RETENTION



Overall Permanent Employee retention for 2023 was ~91%. Retention has been stable over the past three years, fluctuating by +/- 0.5% over that time period.



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



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

CITY WORKFORCE DATA

2982 Permanent City of
Madison employees

Approximately **111**
retirements per year

Almost **18%** of the
workforce is currently
retirement eligible
(age 55 or higher)

Nearly **32%** of the
workforce is nearing
retirement eligibility or is
retirement eligible (age
50 or higher)

Women make up **29%**
of Permanent staff
77% of Permanent
staff is White/Caucasian



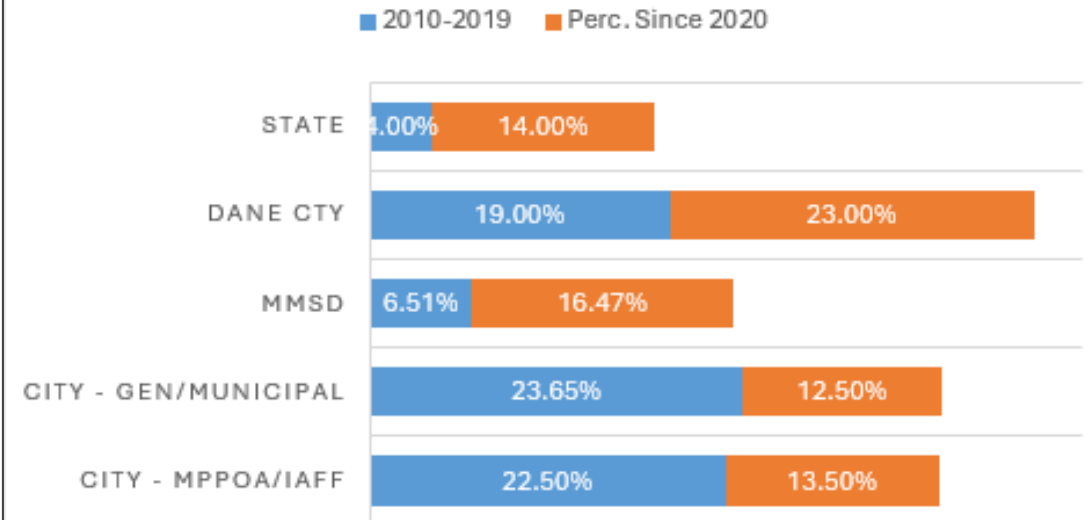


COMPENSATION

WAGE INCREASES SINCE 2019



WAGE INCREASES SINCE ACT 10



COMPENSATION EXAMPLE



Jordan

- Hired in 2009 as Parking Officer at **\$42,622**
- Pays no health or pension
- If she did not have additional 11.6% benefit costs added, and wages adjusted with CPI, real wage today would be **\$62,430**

Avg CPI since Jane was hired* **2.41**



Shannon

- Hired in 2024 same position at **\$60,204**
- Pays health and pension, real wage **\$53,220**

Average Wage Increase in same time-period* including new benefit costs= **1.67**





OUR WELL-BEING AND BELONGING



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



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 supervisor. By the fourth quarter of 2023, the percentage had fallen below 35%.



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.



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

CITY SURVEY RESPONSES

60% of employees filling out exit surveys indicated they found their job fulfilling

60% of pulse survey respondents indicated they agree their supervisors provide adequate recognition

64% of pulse survey respondents indicated they were given clear goals and objectives for their roles

66% of employees filling out exit surveys agreed or strongly agreed their job was causing them stress which negatively affected them



IMPACTS OF REDUCTION

IMPACTS OF WORKFORCE REDUCTIONS



79% of layoff survivors say their motivation at work declined since the layoff.

66% report feeling overworked after workforce reductions

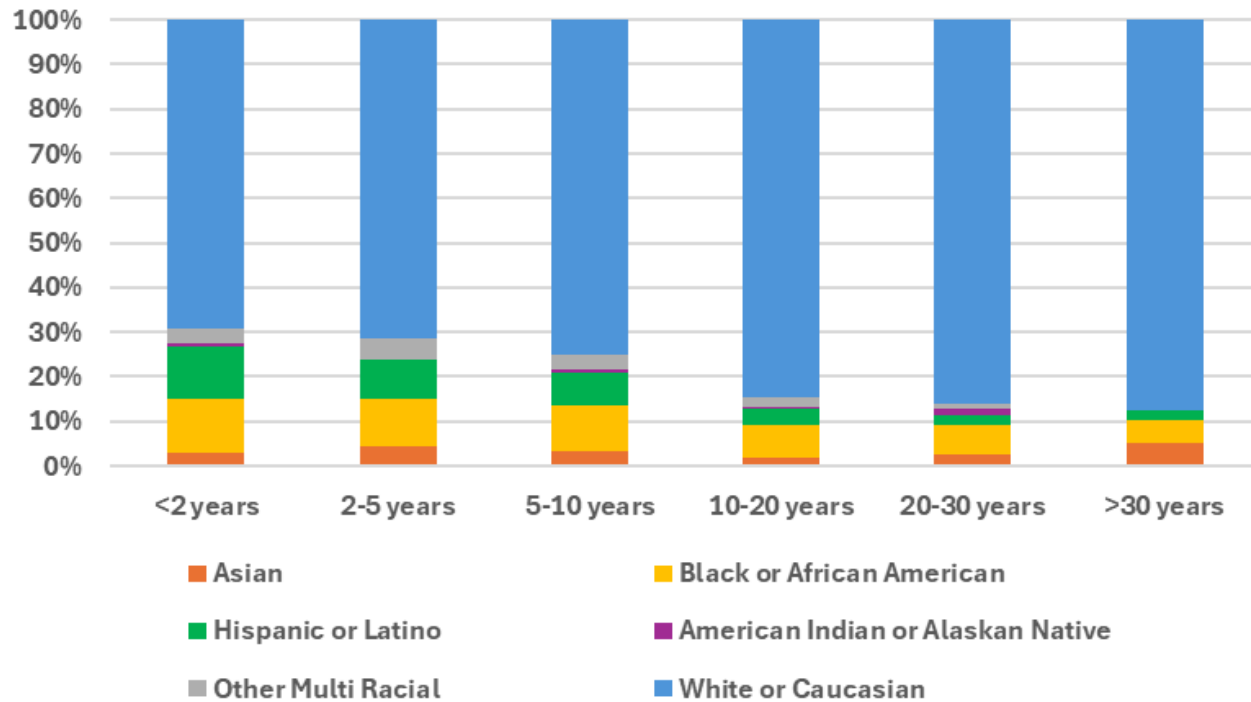
Medical studies have shown that the trauma of unemployment causes disease.

One study shows being laid off ranks 7th among stressful life experiences

The psychological and financial pressure of being laid off can increase the risk of suicide by 1.3 to 3 times.

DISPROPORTIONATE LAYOFF IMPACTS

Percentage of Tenure Group by Ethnicity



QUESTIONS?



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