

# Citywide Goal #1: Effective Government



OUTCOMES SUMMIT  
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## Why is this Goal important?

- Focus on both efficiency and effectiveness in the programs and services the City offers, while striving to develop a diverse workforce that reflects the city population as a whole.
- Residents should find value in what the City has to offer. By improving the processes of City projects and programs, we hope to obtain a high level of satisfaction for both internal and external “customers” of the City.
- Some key outcomes include broadening access to City Hall, increasing opportunity for input in the legislative process, and rethinking the structure of government as our City becomes larger, more complex and increasingly diverse.
- **Equity Statement:** An effective government works to eliminate disparities that people of color and people of low income face in accessing government information, services, and participating in decision making.

## Common Themes Discussed

- Leading and managing are two very different but important skills.
- Efficient government does not necessarily mean effective government.
- Sustaining programs on an ongoing basis is vitally important for consistently achieving the best outcomes for our residents.
- Streamlining the structure of government, including the size of the Council compared with other communities of similar size (e.g., Madison Common Council is 3 to 4 times larger than the average size legislative body for comparison communities)
- Developing and implementing a strategic vision is critical to achieving all outcomes identified in this process.
- Regularly evaluate how we operate.
- Allow employees to make decisions on their own based on a shared set of core values, with adequate public input and discussion.
- Effectiveness of city government is directly impacted by our interactions and relationships with one another. Relationships drive effectiveness -- between managers and staff, executive and legislative, the public and city services and between city agencies.

## How will we know we are successful in achieving this Goal?

### Outcome 1: Effective, Streamlined City Processes

*Why This Outcome Matters:* The City should continuously try to improve the levels of internal and external satisfaction. Time to complete a process is important to both City employees and the public they serve.

- Indicator: 1) Time Saved, 2) # of Process Improvement Projects Implemented, 3) Level of Internal and external satisfaction

#### Contributing Issues

Positive	Negative
Culture of efficiency and effectiveness	City ordinances
Interest in dialogue and active communication between and among individuals; increase opportunity for adding voices to the democratic process through variety of channels, particularly for communities of color and low income communities.	Levels of review
IT Systems and City Website	State laws
More access to services	Public / Internal satisfaction not tracked (Ensure we are reaching communities of color and low income communities)
	Costs may increase due to adding satellite offices and staff, cultural change
	Cultural change for staff and elected officials; size of Council

# How will we know we are successful in achieving this Goal?

**Outcome 2: Develop a diverse workforce that effectively serves an increasingly diverse population.**

*Why This Outcome Matters:* The demographics of city employees should match those of the City at large to provide the best service to all.

Indicator: 1) Self-reported racial demographics of City employees in all functions and job levels match the racial demographics of the city population. 2) Internal/external customer service survey 3) Demographics of all managers.

Reported EEO Race	Count of EEO Race	City employees currently	City population 2010	Difference
AMERICAN INDIAN	32	0.90%	0.04%	0.86%
ASIAN	91	2.56%	7.40%	-4.84%
BLACK	304	8.57%	7.30%	1.27%
HISPANIC	128	3.61%	6.80%	-3.19%
OTHER RACE	64	1.80%	3.10%	-1.30%
UNKNOWN	15	0.42%		0.42%
WHITE	2914	82.13%	78.90%	3.23%
<b>Grand Total</b>	<b>3548</b>	<b>100.00%</b>	<b>103.54%</b>	

Data Source: U.S. Census and City of Madison Finance Department, Payroll Division

## Current demographics of City of Madison Employees

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	77	24	31.17%	43.90%	No	-12.73%	5	6.49%	6.20%	Yes	0.29%
2 - Professionals	449	199	44.32%	53.80%	No	-9.48%	57	12.69%	9.80%	Yes	2.89%
3 - Technicians	143	30	20.98%	50.80%	No	-29.82%	12	8.39%	10.80%	No	-2.41%
4 - Protective Workers	952	217	22.79%	28.10%	No	-5.31%	185	19.43%	8.10%	Yes	11.33%
5 - Paraprofessionals	183	134	73.22%	57.90%	Yes	15.32%	31	16.94%	9.00%	Yes	7.94%
6 - Administrative Support	509	342	67.19%	62.00%	Yes	5.19%	87	17.09%	8.20%	Yes	8.89%
7 - Skilled Craft Workers	477	49	10.27%	6.30%	Yes	3.97%	49	10.27%	5.90%	Yes	4.37%
8 - Service Maintenance	612	108	17.65%	43.30%	No	-25.65%	166	27.12%	13.40%	Yes	13.72%
<b>TOTAL</b>	<b>3402</b>	<b>1103</b>					<b>592</b>				

## Contributing Issues

Positive	Negative
Community engagement	Not embracing 'citizenship;' we have more focus on providing services than encouraging people to have ownership in their government
Population is becoming more diverse	Need another way to seek community input besides attending meetings
Recruitment strategies	Can diversity be seen within the City?
Workplace culture	Workplace Culture (seniority)
Equity analysis of HR hiring process	
Retention-onboarding/mentorship/career ladders	

### Partners

All City agencies, especially Human Resources and Civil Rights  
 All City employees  
 Common Council  
 Government Alliance on Race and Equity  
 Community at large  
 Madison Municipal School District  
 Madison Technical College  
 Community organizations that serve communities under-represented in city employment  
 Former City of Madison interns

### What Works

Using equitable hiring tools and racial equity and social justice [impact analysis](#)  
 Clear (not coded) language in job descriptions  
 Removal of unnecessary educational requirements for jobs (e.g. a college degree for a job that does not require that level of academic skill)

Money for public information/relations  
 Fostering and developing leadership (training, benefits for employees)  
 Tracking employee demographics over time  
[Public Sector Jobs: Opportunities for Advancing Racial Equity](#) (Government Alliance on Race and Equity)