

TO: Personnel Board

FROM: Michael Lipski, Human Resources

DATE: November 6, 2014

SUBJECT: Organizational Health and Development Manager

In the 2015 Operating Budget for the City of Madison, the Human Resources Department requested and received a new Organizational Health and Development Manager position. The Executive Budget description indicates that the new Organizational Health and Development unit will combine the existing Training and Development; Employee Assistance; and Wellness initiatives into one unit. Under the existing structure, EAP and Organizational Development are separate units with separate budgets, missions, and goals. Wellness falls under EAP as a small percentage of an EAP Specialist's position description. The City-wide Employee Engagement initiative was added in 2013 without any additional budget or staffing considerations. Given the current staff makeup and work load the only area where Employee Engagement could be incorporated was in the Employee Relations unit.

Each of these areas provides training, coaching, management consultation, and individual employee development services. Having three separate units with closely related focuses, yet different leadership is not ideal. We believe that by bringing these three areas together, we can provide better service delivery through a more cooperative, focused, and coordinated approach to overall organizational effectiveness.

The Organizational Health and Development Manager will be responsible for

...highly responsible professional and managerial work in ensuring the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development, Wellness, and Employee Assistance Programs. The OHD unit oversees the City's employee engagement initiatives, coordinates internal and external training for employees, facilitates planning initiatives, provides CISM/Peer Support services and training for agencies, develops and delivers wellness initiatives for employees, and provides confidential assistance to City employees, families, partners, or anyone of significance to the employee, whose personal problems affect, or have the potential to affect, personal well-being and/or job performance. Under the general supervision of the Human Resources Director, the incumbent provides consultation at all levels of the organization and exercises a high degree of independent judgment and discretion establishing and achieving program goals.

The OHD Manager will have responsibility for ensuring that efforts relating to employee development, currently under Organizational Development and Training, and employee wellness, currently part of Employee Assistance, are coordinated and that the City is providing a comprehensive response to employee development and wellness needs. The position will also manage the City's engagement efforts, coordinating with the City's Racial Equity and Social Justice team and other entities as required. The Manager will have high-level oversight over the City's entire training and development program, to ensure training aligns with the engagement and equity efforts, and is coordinated with employee wellness efforts. The Manager will directly supervise 2 Organizational Development/Training professionals in Range 12, an EAP Coordinator currently in Range 10, and a Program Assistant 1.

The 2015 Operating Budget contains funding for the Organizational Health and Development position at a level equal to CG18, Range 15. After reviewing the responsibilities associated with this position, I agree that placement in Range 15 is appropriate. The City Risk Manager was recently reclassified to Range 15 based on City-wide responsibility for overseeing the risk program and related considerations. The Risk Manager is also taking on responsibility for the City's audit program, and will be supervising an Accountant 4 who will be conducting the audits. The Community Development Grants Manager in the Community Development Division supervises and manages a professional staff ranging from CG18, R06-R12 which oversees and administers the distribution of grants to various entities in the City. The Principal Engineer 1 and Principal Planner in Range 15 also oversee professional staff ranging up to CG18, R12, similar to the Organizational Health and Development Manager. Because these positions all require high-level professional expertise and supervisory responsibility over high-level professional staff, it is appropriate to place the Organizational Health and Development Manager in Range 15.

We have prepared the necessary Ordinance and Resolution to implement this recommendation.

Attachments

Compensation Group/Range	2014 Annual Minimum (Step 1)	2014 Annual Maximum (Step 5)	2014 Annual Maximum +12% longevity
18/15	75,944	91,439	102,414

cc: Brad Wirtz—HR Director