

HUMAN RESOURCES

2024 Annual Report



Executive Summary

Dear #TeamCity and valued stakeholders,

This annual report is a part of our continued effort to embody the type of communication necessary in any organization to allow for high levels of accountability and transparency. The report seeks to highlight what we have accomplished compared to the [City of Madison Human Resources Strategic Plan](#); to provide a deepened understanding of Human Resources operations Citywide; and to provide up to date data on the state of our workforce.

In the second year of our strategic plan, we accomplished a number of significant improvements, which included developing our Talent Management Strategy to enhance the employee experience and increase opportunities for growth. This strategy was developed after an intensive Talent Management initiative with Bloomberg Harvard's City Leadership Initiative. Other key highlights of the work we completed as a part of our second year of our strategic plan include:

- Finalized requirements and RFP for Human Resources Management (HRM) software
- Initiated a Citywide Compensation study and worked through the initial phases of that process
- Developed new marketing tools including social media
- Completed Results Madison process and established key performance indicators
- Implemented changes in Personnel Rules to increase efficiency, flexibility, and effectiveness
- Redesigned onboarding process in alignment with Society of Human Resource (SHRM) 4C model
- Revised and implemented new employee check-in process and related tools
- Developed and implemented Partner Pipeline Program with workforce development partners

These are just a portion of our efforts in 2024. We are excited to share some of the outcomes with you here, as well as to provide insight on some of our next steps. Thank you for all you do in your own role to make the City of Madison inclusive, innovative, and thriving.

Best,
Erin

Erin Hillson (she/her/hers)
Director of Human Resources



Executive Summary

Our outcomes in 2024 related to **recruitment** and **retention** are intended to serve as a baseline for our goals related to our five-year strategic plan. Key highlights in this report include:

Recruitment:



In 2024 over 2023...

- **26% increase** in total applicants.
- **52% increase** in applicants per recruitment from 31 in 2023 to 47.2 in 2024



In 2024, the City's hiring of women and other marginalized gender identities **increased from 36% to 37.7%**, with 2.7% responding to the question as preferred not to answer or not answering the question on the application.



Even with a significant increase in applicants, our **time to fill dropped approximately 10 days from 81.6 to 71.6 days**. This is a 12% decrease of our overall time to fill and is also significantly less than the previous four year average of 78.25 days.

**Time-to-fill is the time between when HR receives a request from an agency to fill a position until the position is filled.*

Retention:



Overall Permanent Employee retention for 2024 was ~92.1%.

Retention has been stable over the past three years, fluctuating by +/- 0.5% over that time period.



The retention rate of BIPOC employees improved by 0.5% in 2024; however, it still stands at ~89%. This warrants continued observation, as the group has seen a **decrease of approximately 3%** since 2021.



Annual permanent employee turnover has **remained reasonably stable**, around 10% since 2021.

The percentage of **new hires who terminate employment within the first year** decreased by 5% in 2023/2024, breaking a three year upward trend. The City still has work to do as 1 out of 4 newly hired permanent employees leaves before their 1st anniversary date.

Termination includes employees who leave employment for a variety of reasons including retirement, resignation, involuntary dismissal, layoff, etc.

Highlights from the Employee Pulse Survey:



Nearly 80% of respondents to the latest Employee Pulse Survey either **agreed or strongly agreed** with the statement “I feel I belong on my team.”



Improvements to employee morale continue to be challenging. While 27% report morale in their department is “poor”, and 27% report it is fair, 46% report it as “excellent” or “good.”



Less than 20% of responding employees reported that they were unsatisfied with their “Work/Life Balance.” This is an overall improvement of 15-20% over 2023 surveys.



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

Data Related to Learning and Development Include:



Our team organized over 130 courses in 2024, which is an **increase of over 23%**.



Unique attendees **increased slightly** from **947 unique attendees** to **958 unique attendees**.

The **overall consistent attendee level** demonstrates a **consistent effort and interest among our employees** in City-offered learning opportunities.



Success rates of these courses are shown by a **99% response rating** that attendees **could apply what they learned to their present job**.

99%+ of respondents indicated that the courses were **well-organized** and **easy to follow**.



83% of respondents felt the **length of time** dedicated to the course was **just right**, suggesting we need to continue to ensure correct time is provided for courses.

92% of respondents thought the **pace of the course was just right**.

In summary, what we are experiencing related to recruitment and retention is an overall increase in applicants for City positions and relative stability in the Citywide rate of employee turnover and retention.

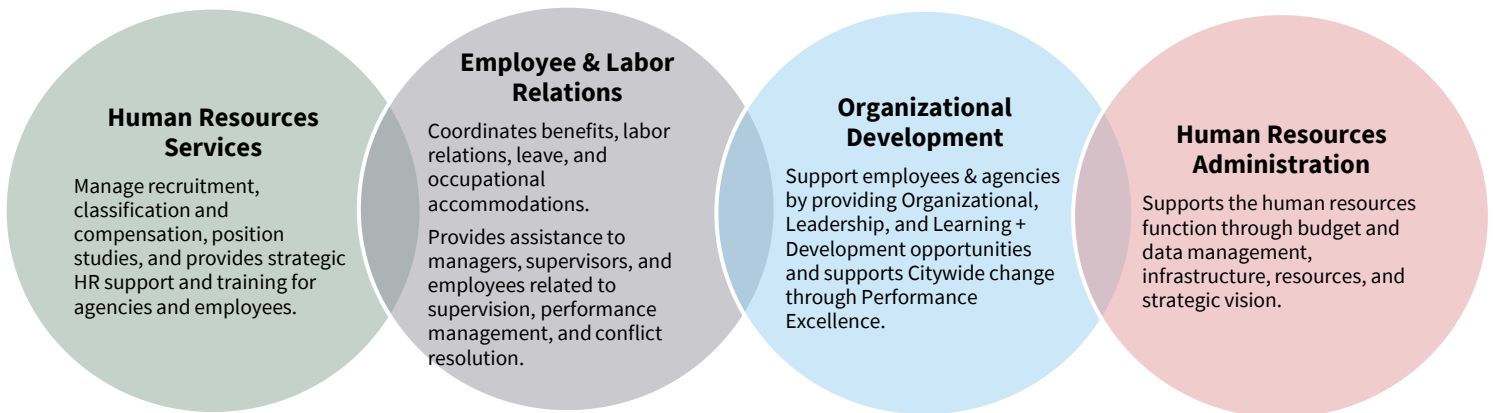
In 2025, we aim to complete the Citywide Compensation Study, begin intensive implementation of our Talent Management Strategy, and complete the purchase of a robust Human Resources Management system, which will improve the efficiency of our employee onboarding processes and streamline the development and delivery of training to staff throughout the City. These three projects will provide the foundation for HR to continue to build a positive employee experience with aim to increase job quality and overall retention across the organization. As we continue to do so, we welcome input into our services, processes, or improvements we can make.

Introduction

This report is segmented by our four goals in Human Resources to:

- 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.

Human Resources has 20 permanent employees and 1 hourly employee, and an annual operating budget of approximately \$2.1 million dollars. The [Human Resources Team](#) charged with these responsibilities is divided into four units:



These units work together to recruit and retain a workforce of approximately 2,989 permanent and 980 hourly employees across 30 agencies. What follows is a summary of the strategies used to improve services in Human Resources in 2024, as well as the outcomes and data related to our work.

In 2024, HR saw a significant increase in the number of applications received. While the number of recruitments actually went down, the applicants per recruitment went up almost fifty percent and the total applications increased by 26% percent.

Our HR Services team is tasked with all aspects of recruitment, including attracting candidates, screening for qualifications, completing background checks, and providing support for City hiring managers as they interview and hire qualified applicants. The [hiring process](#) includes multiple steps, which are detailed in our supervisor resources.

1

Recruitment Data

Since 2020, the City of Madison has posted an average of 259 jobs per year and has received an average of 9,042 applications per year. In 2024, there were a total of 12,696 applications received across 269 positions. This is a **26% increase in applicants** for City jobs in 2024 from 2023.

↑
26%
Applicants

Applicants Per Job Posting

	2020	2021	2022	2023	2024
Total Applications Received	6,803	7,376	8,229	10,104	12,696
Posted Jobs	153	247	304	326	269
Applications Per Job Posting	44.5	29.9	27.1	31.0	47.2

This data represents an increase in volume of workload for HR Services staff, as well as for the hiring agency and for any subject matter experts involved in the hiring process. A job is posted when turnover occurs, or a new position is created in an agency. The date a requisition is released in NeoGov marks the start of the clock on “time to fill” the position.

From 2020 to 2024, permanent full-time positions were open for applicants to apply for an average of 14.2 days before HR screened for minimum qualifications. Then, either a subject matter expert panel reviewed and scored applications, or the applicant completed another form of job testing to create an eligible list for interview(s). After interview(s), a job offer was made. The date a new hire personnel action is processed by the HR Analyst in NeoGov marks the end of the clock on “time to fill” the position. The hiring process took on average 71.6 days from start to finish for permanent full-time staff, which is a decrease of approximately 12%.

↓
12%
Decrease in Time it Takes to Fill a Job

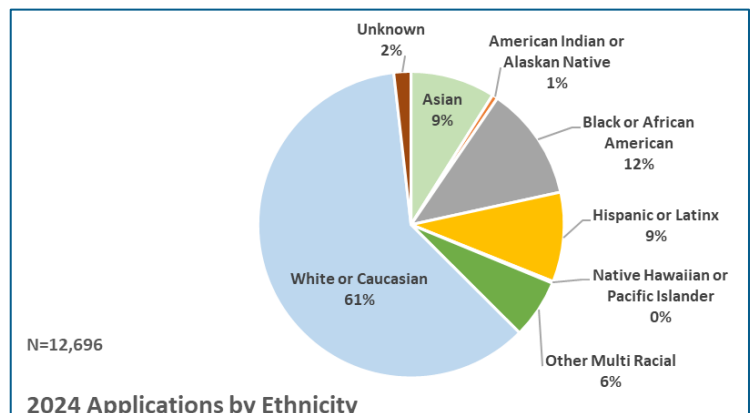
It should be noted that while Human Resources has a goal in 2025 of reducing time to fill positions below 70 days, some reductions in total time to fill may not show up in future data since we do not include efficiencies like reuse of eligible lists across similar position types in time to fill calculations. Further, while Human Resources has a goal of reducing the number of days required to fill positions, the increase of application volume will continue to have a counter-balancing effect on the length of recruitment due to increases in screening and testing time.

Understanding Hiring Process Data by Race and Gender



According to 2020 US Census data, the White population makes up approximately 70% of Madison residents. Thus, it is not surprising that White applicants accounted for 61% of the total job applications received in 2024. Examining our hiring process by

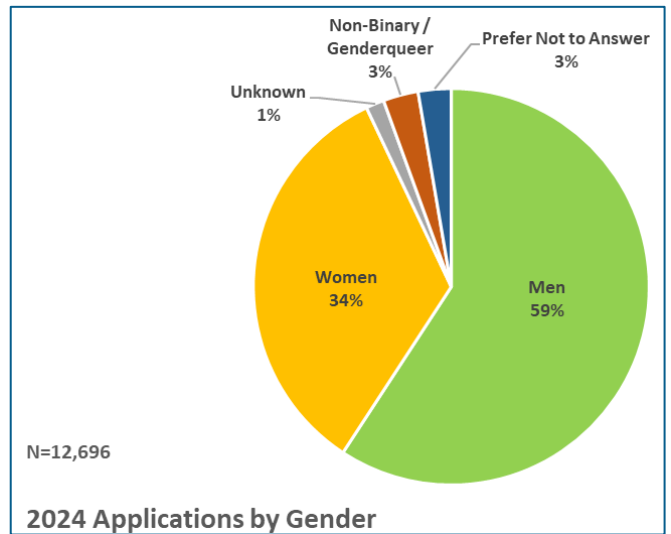
looking at the total number of White applicants advancing versus the number of BIPOC candidates advancing may present an incomplete view. The graphs on the following page display the percentage of BIPOC applicants who were referred for an interview versus the percentage of White applicants who were referred. The numbers are very similar, and over the past five years the percentage of BIPOC applicant referrals trails White referrals by less than 4%. Over the past five years, hiring data shows comparable



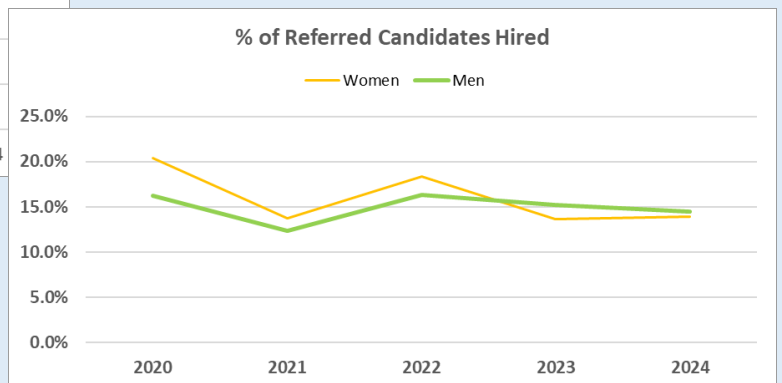
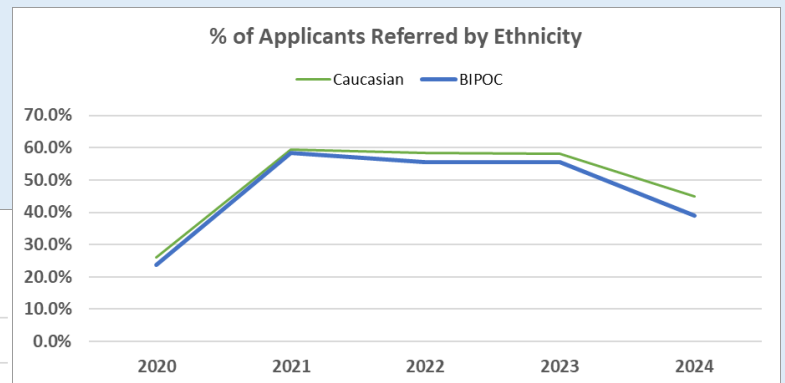
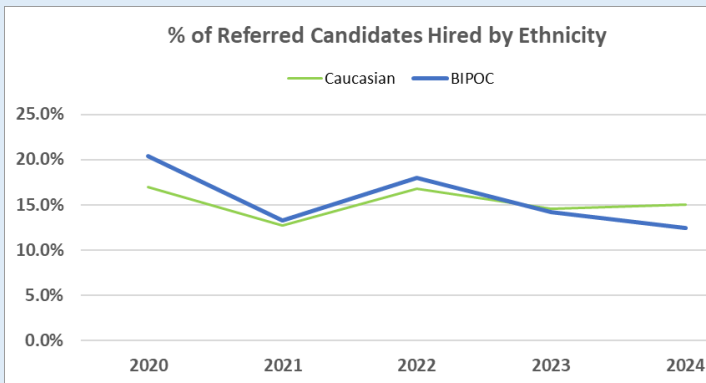
results. Of the BIPOC candidates referred for interview, just under 15% were hired. Outcomes for White referred applicants were within 0.5% of the BIPOC results. City of Madison new hires represent the community at large.

Examining our hiring process through a gender-based lens produces similar results. Men accounted for 59% of all the applications received in 2024. However, over the past five years the percentage of applications referred for interviews were nearly identical: 48.5% of applications submitted by Women and 48.3% of applications submitted by Men were referred for interview. Inspecting the data on referred candidates to hires shows that over the past five years the percentage of referred Women who were hired (15.3%) exceeds the percentage of Men (14.8%) by half a percent.

Applicant reporting of alternative genders is also increasing. The selection of non-binary/genderqueer was not available in 2019. Since then, the percentage has risen to approximately 3% of applicants in 2024. The percentage of applicants who “prefer not to answer” has also steadily risen and now represents roughly 2.7% of the 2024 applicants.



Race and Gender Hiring Data Trends:



As presented in the chart below, reviewing the applicant data from 2019-2024 we can clearly see that four years after COVID, recruitment has finally returned to levels expected before the pandemic. As can be seen in the 2024 data, the ethnic diversity of applicants has clearly expanded over pre-pandemic levels as applicants who identify as Asian have more than doubled and now make up nearly 9% of candidates. Hispanic responses also increased substantially, accounting for 9.5% of applicants while job seekers identifying as White or Black both decreased from 2019 to 2024.

Employment Applications by Ethnicity:

	2019	2020	2021	2022	2023	2024
Ethnicity	# of Applications	# of Applications	# of Applications	# of Applications	# of Applications	# of Applications
Asian	534	365	364	329	419	1,136
American Indian or Alaskan Native	153	60	80	50	66	76
Black or African American	1,910	765	824	1,008	1,322	1,529
Hispanic or Latinx	832	412	481	637	807	1,202
Native Hawaiian or Pacific Islander	27	6	20	32	27	24
Other Multi Racial	651	328	307	454	606	790
White or Caucasian	9,166	4,759	5,174	5,619	6,693	7,709
Unknown	222	108	126	100	164	230
Total	13,495	6,803	7,376	8,229	10,104	12,696

2024 Recruitment Strategies

Strategies related to attracting and retaining a talented and diverse workforce are not just about implementing new tools and innovations, but also about addressing policies that were barriers to efficient, effective, and employee-centered processes. To enhance recruitment in 2024, we also spent a lot of time on outreach, attending 36 career fairs and hiring events, with contacts with potential applicants totaling approximately 4,187 people.



Partner Pipeline Program

In 2024 the Human Resources Services team created a [Partnership Pipeline Program](#). The purpose of this Pipeline Program is to establish collaborative relationships between The City of Madison and our employment program partners, to create a pipeline to employment from diverse community groups located in Madison and throughout Dane County.

Being a partner with the City gives partner organizations and their participants a chance to contribute to the improvement of local infrastructure, services, and quality of life for residents. This can lead to a strong sense of fulfillment and pride for new employees of the City and the partner organizations. These partnerships lead to opportunities to apply for City jobs open only to City of Madison employees and help build our base of great recruits for our variety of positions.

Implementation of Personnel Rules

In March of 2024, after work through several collaborative work teams, we adopted updated Personnel Rules and implemented changes to the hiring process, classification, and all other functions covered by the Personnel Rules. Examples of these changes included:

- Ability to use trainee positions more readily, especially for chronically difficult to fill positions and as career development opportunities.
- Ability to use similar eligible lists to fill positions where the positions are very similar, reducing overall time to fill some positions.
- Ability to rehire former employees into previous positions through competitive processes that allow for reinstatement of service benefits.
- Providing a period of review for the employee and supervisor to submit corrections to the position study memo.
- Requiring notice in job postings of the ability to access accommodations in the application process.

These updates have resulted in an overall decrease in time-to-fill positions, as well as an overall decrease in failed recruitments, due to the ability to use alternative resolutions if a recruitment process would otherwise be deemed failed.

Marketing and Social Media Recruitment Enhancements

Our recruiting team also created new social media tools with the help of an AASPIRE intern in 2024, and creation of a social media guide and multiple online new resources. In addition to now posting on governmentjobs.com, the City is using a variety of new social media platforms along with employee and benefit highlights to raise awareness about the benefits of City work.

These improvements are aligned with a two-year increase in applicants for City positions, with 2025 being on track to be another record-breaking year. Examples of these highlights and social media improvements are included below:



Enhanced Use of Trainee Positions

The team has also been hard at work enhancing our use of trainee and apprenticeship programs. Some of our popular trainee programs included: Elevator Code Enforcement Officer Trainee, Cross Connection Control Inspector Trainee, Electrician Trainee, and Fleet Technician Trainee. Some of our Apprenticeships included: Fire & EMS Pathway Interns (Fire/EMS Apprentices). These trainees and apprenticeships can work on their own or in tandem with the Partner Pipeline Program.

In IT, a great example of a success included the use of one of the Centro Hispano Partner Pipeline Programs to bring Carlos Donaire into an internship with City of Madison IT. Once here, Carlos thrived in his new position and worked through a trainee program to be hired into a permanent position as an Information Technology Specialist.



Human Resources Team Changes

Meet the Rest
of Team HR



Former Position

Current Position



Tory Larson
(she/her/hers)

Occupational
Accommodations
Specialist

**Benefits
Supervisor**



Brittney Hayes
(she/her/hers)

FMLA Program
Coordinator

HR Analyst

New!



Andie Hopkins
(she/her/hers)

New to #TeamCity!

**Learning +
Development
Specialist**



Sharon Harnish
(she/her/hers)

Metro Transit
Administrative
Assistant

**Leave & Benefits
Assistant**

Coming
Soon!



Brittany Brown
(she/her/hers)

MPD

**FMLA Program
Coordinator**

Coming
Soon!



Leah Reinardy
(she/her/hers)

New to #TeamCity!

**Occupational
Accommodations
Specialist**

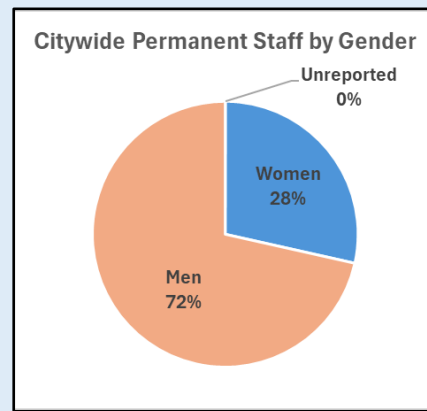
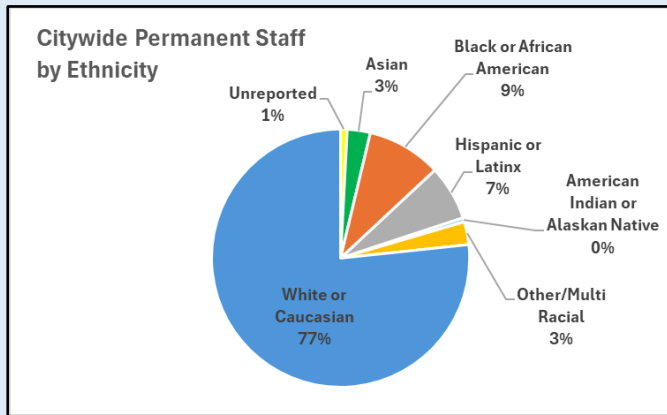
2

Retain an Engaged and Diverse Workforce Where All Employees Feel They Belong

Efforts to improve employee retention and job satisfaction are heavily intertwined with our efforts to improve the overall organization.

Workforce Data

In January of 2025 the City had 3,745 employees in hourly, elected, and permanent positions, with 2,989 permanent staff. Demographics by race and gender are included in the charts below for permanent staff.



Data pulled January 20, 2025

Our Retention and Turnover

An Employee Retention Rate can be described simply as the count of those employees remaining at the end of the year divided by the number of employees who were present at the beginning of the year.



Overall Permanent Employee retention for 2024 was ~92%. **Retention has been stable** over the past three years, fluctuating by +/- 0.5% over that time.



The retention rate of BIPOC employees improved by 0.5% in 2024; however, it still stands at ~89%. This warrants continued observation, as the group has seen a **decrease of approximately 3%** since 2021.



Annual permanent employee turnover has **remained reasonably stable**, around 10% since 2021. The percentage of **new hires who terminate employment within the first year** decreased by 5% in 2023/2024, breaking a three year upward trend. The City still has work to do as 1 out of 4 newly hired permanent employees leaves before their 1st anniversary date.

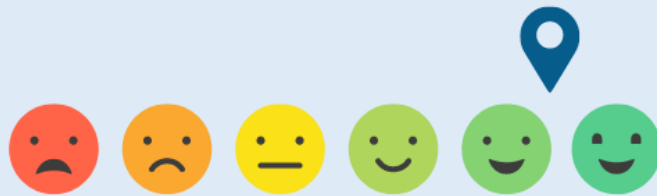
The term termination includes employees who leave employment for a variety of reasons including retirement, resignation, discharge, layoff, etc.

Job Satisfaction and Retention Strategies

Retention Related Data

Data related to retention is highly linked to data around job satisfaction. Job satisfaction has traditionally been measured both through pulse surveys and through exit surveys. In 2025, we will begin use of an all-employee survey and action process, as articulated below. In the meantime...

Communication and belonging continue to be areas with glowing agreement between employees:



80% Responding to the statement “I feel I belong on my team...”, nearly 80% of employees responding reported agreement with the statement.

73% Of employees thought their supervisor or manager kept them **well informed**.

68% Of respondents **agreed** that they were “**given clear goals & objectives**”.

Overall, a substantial majority of responding employees felt satisfied with their work life balance, as less than 20% of employees described themselves as unsatisfied with their work life balance. However, employee morale continues to be somewhat lackluster, as roughly 54% of employees responding reported that morale in their department was either “fair” or “poor.”

The most pronounced differences in employee experience continue to be influenced by whether staff worked in an office or in the field:

- Asked if “Supervisors in my department take time to encourage and assist employees to help them reach their career goals,” 45% of employees identified as field staff expressed agreement, whereas 70% of office staff agreed with the statement.
- Employee check-ins and discussions between supervisors and employees regarding career goals continue to be items of interest. Responding to the question “How frequently do you have conversations about your career goals with your supervisor?”, 27% of office staff reported they “never” have these conversations, while 47% of field staff reported “never” having these conversations. Overall, the percentage of respondents reporting that they never had these conversations remained roughly the same between 2023 and the latest survey.
- When asked to “rate communication among all staff in your workgroup,” more than half of field employees responded that communication was “fair” or “poor.” In comparison, 71% of office staff felt that communication was either “good” or “excellent.”
- Half of field staff either “agreed” or “strongly agreed” with the statement that “Supervisors in my department adequately recognize employee contributions”; however, 72% of office staff expressed agreement.
- The gulf in employee experience is evident reviewing data from employees responding to the question “Ideas and suggestions for improvement are encouraged by my supervisor”: 78% of office staff responded in agreement with the statement. Only 46% of responses from field staff reported agreement.

Despite these differences, 75% of respondents reported that they were somewhat or very likely to “recommend working for the City of Madison.”

Talent Management Strategy Development

Talent Management is considered all of the intentional ways an organization brings employees into the organization, develops employees and their workforce, makes sure employees are high-performing, retains employees, and aligns their skill and potential with organizational needs.

In 2024, City Human Resources completed a Harvard Bloomberg Leadership initiative to ensure we were using evidence-based practices as we developed an equitable Talent Management Strategy that provided clear career growth opportunities. We have developed a Talent Management strategy to meet the following goals:

- Hire 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 organization
- Implement innovative and progressive practices

We identified the following **seven components**.

1. [Recruitment & Selection](#)
2. [Onboarding](#)
3. [Goal Alignment & Development Planning](#)
4. [Performance Management](#)
5. [Growth & Career Pathways](#)
6. [Recognition & Belonging](#)
7. [Succession/Workforce Planning](#)



This Talent Management Strategy seeks to ensure all components of talent management are working together to provide employees with line-of-sight opportunities for advancement, alignment of performance and goals with the organization, and frequent and proactive recognition of their work. It also works to allow the organization to be more adept at active workforce development planning, measurement, and accountability – which ultimately furthers our goals of positive recruitment and retention outcomes and effective services for our community.

Employee Survey

In 2024, our focus on the employee experience had our agency working with a variety of stakeholders to prepare the organization for an all employee survey. While we currently conduct exit surveys, pulse surveys, and specific topic surveys (like benefits), it is critical for the organization to understand what impacts the employee experience and to have good data to strategize around actions that might benefit employees.

Together with representatives from Affinity Groups citywide, our survey is under development. In late summer 2025, the survey will be deployed. Each agency will be responsible and accountable to develop action items in response to the survey. Our survey and agency actions aim to provide the City with concrete strategies to improve organizational retention.

Human Resources Management Software



Working in partnership with the Information Technology Department, we issued a Request for Proposals (RFP) during the summer of 2023 seeking a consultant to assist in gathering requirements for the Human Resource Management (HRM) software RFP and to manage the implementation of the chosen software. The project was awarded to a team from Moss Adams in late 2023.

In 2024, that team began working with Human Resources and others from across the City to build requirements for our HRM. Those requirements were completed and a Request for Proposals is currently in the evaluation phase. We are expecting to work with stakeholders across the City to begin implementing the HRM in 2026 with the ultimate goal to automate and streamline core HR processes, improve the employee experience, and provide data-driven insights for better decision-making throughout the employee lifecycle.

Compensation Study

In 2024, City HR led a Request for Proposals for a vendor to complete a comprehensive City Compensation and Classification study. The City selected a steering team comprised of Finance and Human Resources staff, Employee Association representatives, and staff from across the organization. This study began in earnest in May of 2024, and is composed of five phases including:

- Project Initiation
- Position Review
- Market Assessment
- Pay Plan Development
- Project Completion



By the end of 2024, the Market Assessment phase of the plan was underway, and the plan is currently in the Pay Plan Development phase. This study is expected to be completed in June of 2025, with recommendations to Council for a multi-year implementation plan in the 2026 budget.

3

Develop our Employees and Organization to be an Inclusive and High-Performing City

In 2024, HR-OD led over 20 projects and initiatives to provide opportunities for staff and organizational growth and development. Our efforts focused on providing support to staff and agencies to develop an organization that is healthy, high-performing, self-renewing, and able to lead and manage change. We continue to collaborate across #TeamCity to impact the **top three organizational wide challenges** which were identified during our [2023 Annual Leadership Gathering](#) and continue to be true:

- Workload Management and Balance/Burnout
- Navigating Change/Change Management
- Holding Feedback Conversations

Second Annual Leadership Gathering

The 2024 gathering focused on **Balanced Leadership: Mastering Workload While Sustaining Employee Well-Being** and was attended by 106 staff representing 30 of 32 agencies. This is a **39% increase** in attendance from the 2023 gathering. The gathering aimed to foster a collaborative environment where leaders across #TeamCity can:

- **Share insights** and **learn** from each other.
- Build relationships in a way that **breaks down departmental silos** and **strengthens** the City's collective efforts.
- Identify actionable strategies for **enhancing leadership** practices while sustaining **employee wellbeing**.

Activities included a keynote address on preventing burnout and strategies to manage outside stressors and a generative AI policy bot demonstration that allowed participants to generate evidence-based strategies to address workload management and employee wellbeing. Participants then plotted strategies on a feasibility impact matrix.

Participants feedback included:

- **86% of respondents** rated the gathering **successful in promoting a sense of unity among leaders across different departments.**
- **88% of respondents** rated the gathering **successful in promoting cross-departmental collaboration among participants.**
- **80% of respondents** rated the gathering **successful in strengthening collective efforts.**



Mentorship Program

Recommendations from the [2023 Pilot Program](#) were implemented with great success in 2024. A total of 23 staff participated, with 100% of participants agreeing the program was effective in fostering mutual trust and respect – underscoring its success in building positive interpersonal relationships.

Recommendations implemented in 2024 included:

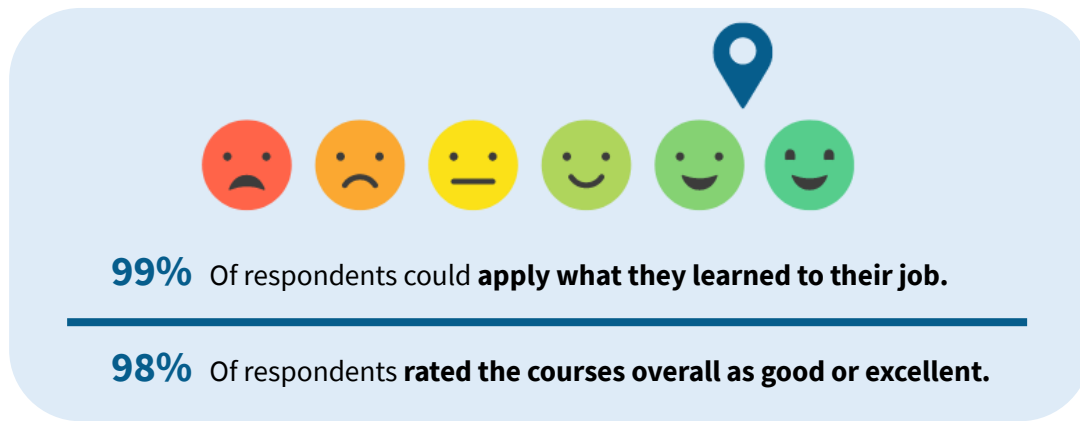
- Separate orientations for mentees and mentors before a combined in-person kickoff mixer. Mentee focus was on ownership of their development journey. Mentor focus was on sharing best practices to ensure a successful mentoring relationship.
- The Program Manager facilitated workshops for mentors and mentees to support the application of the provided resources. E.g.: skill assessment and networking ABCs.

Implementation of Executive Check-In and 360 Survey Process Improvements

- Made modifications to the Executive Check-In questions to ensure relevance and applicability.
- Improved data representation to provide a comprehensive view of agency performance, challenges, and achievements.
- Clearly defined organizational ownership and support of the Executive Check-In process.
- Developed 360 FAQs and an internal timeline clearly outlining processes.
- Launched the updated 360 tool to the Mayor’s Management Team.

Successful Leadership Development Courses

Leadership courses facilitated by OD in 2024 included: Values-Based Leadership 1 and 2, Involving People in Decisions That Impact Them, Supervisor Orientation, and Next Level Leadership for Emerging and Current People Leaders. Participants’ feedback included:



Agency Work Planning

Round three of Agency Work planning continued as we train agencies citywide on work planning basics. Six more agencies joined the third year of our day-long workshop. This included Civil Rights, Fleet, the Mayor’s Sustainability Office, Monona Terrace, the Office of the Independent Police Monitor, and Streets & Urban Forestry. Attendees left with a concrete action plan for 2025 Quarter 1 goals and will check in with HR-OD and Boldly & Co. on managing to the work plan.

- Nine agencies completed follow-up evaluation in December 2024. Lessons learned indicate setting 10 goals to encompass the top efforts of each agency is challenging.
- Evaluation data tells us that anywhere from five to ten of each agency’s top goals were complete. We saw an overall 80% goal completion rate. Data suggests discipline sticks best with accountability; however, no agency specifically indicated that ongoing consultation would help them stay on track. Some indicated the work planning process “helped us achieve more” while others noted leadership transitions, operating budget outlook, Federal funding schedules, and multi-year goal setting decreased the agency’s ability to complete all goals.

Sixteen agencies have completed the workshop within the last three years. Remaining agencies are assigned, with the goal to train the final cohort in 2027.

Results Madison

As change managers for [Results Madison](#) implementation, HR-OD continues to support people in our organization to align city services to the outcomes that matter most to Madison residents. Finance Budget and Accounting teams

completed the first major milestone for Results Madison in 2024, rebuilding the financial chart of accounts with new services to better budget for priorities. All agencies citywide were engaged in this process. Simultaneously, the Data Team facilitated several data engagements citywide, ensuring agencies in the effective use of data to support decision making. HR-OD coordinates the Steering Team ongoing, ensuring progress on project milestones.

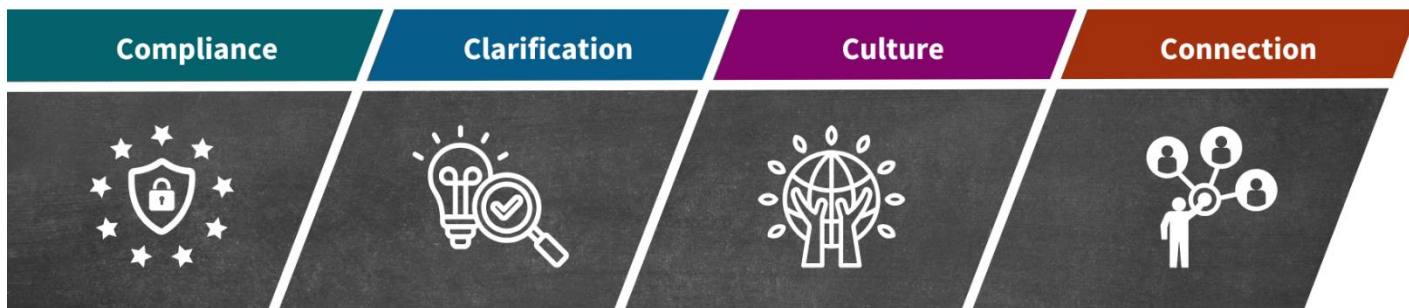
Change Management Community of Practice

We continued year two collaboration with the 2023 cohort of staff to tackle pressing organizational challenges while adding new staff from two agencies for a total of eight agencies. Together, we worked on improving our personal and organizational skills in the application of PROSCI’s change management methodologies. We asked each participating agency to identify at least one priority change they could apply their learnings to and discuss in the community of practice. The team of 14 met quarterly to discuss lessons in change management, apply concepts to our priority projects, and problem-solve as a group.

Onboarding

In 2024, we created a multi-agency team with 17 different agencies to develop a structure for a future organization-wide onboarding program that aligns with career pathway development. Taking into account feedback and input from the multi-agency team, a core team of HR staff reviewed, updated, and expanded the [new permanent hire onboarding guidelines and resources](#).

The new guidelines follow a [Society for Human Resources Management \(SHRM\) Four-C Onboarding Model](#) to ensure new employees have the knowledge, skills, and abilities to be effective in their roles and feel a sense of belonging at #TeamCity. These guidelines outline consistent (and customizable) overall onboarding processes for each new hire’s first year in their role, beyond the completion of onboarding reports.



Gender-Inclusive Workplace

The operations team, in collaboration with the resource team, developed Sex and Gender Data Recommendations which have been approved by Mayor, DCR, and HR.

Three different courses were provided for all city staff in 2024 for a total of 13 course sessions attended by 178 staff representing 27 different agencies. Courses included:

- Gender-Inclusive Language
- Creating a Gender-Inclusive Workplace 101
- Supervisors Building a Gender-Inclusive Workplace

Participants' feedback:

- **100% of respondents** reported that they **could apply what they learned in the course(s) to their work**. *Increased from 2023.*
- **96% of respondents** reported that the **overall rating** of the course was **good or excellent**. *Increased from 2023.*



Learning + Development

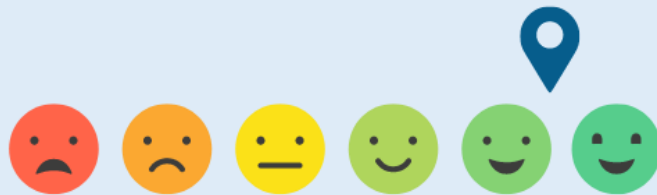
HR-OD developed 18 new organizational resources and ready to use [toolkit items](#), resources, and one-page learning guides.

Working with our 32 learning partners, we have seen all around improvement in our 2024 courses, offering a total of 139 course sessions. More detailed information on our professional development outcomes in 2024 are included in our [end of year report](#).

Yearly Course Data

	2022	2023	2024	Change
Attendances	1,717	1,957	1,806	Decrease of 7%
Unique Attendees	580	947 (25% of FTE)	958 (26% of FTE)	Increase of 1.1%
Attendance Rate	67%	73%	64%	Decrease by 9%
No-Show Rate	33%	27%	28%	Increase by 1%
Survey Response Rate	31%	41%	48%	Increased by 7%
Different Course (Topic) Offerings	36	41	42	Increase of 2%
Total Course Sessions	81	103	139	Increase of 26%

Course Feedback



99% Of respondents could **apply what they learned to their job**.

99%+ Of respondents thought the courses were **organized & easy to follow**.

95% Of respondents thought the **subject matter of the course(s) was just right**.

92% Of respondents thought the **pace of the course(s) was just right**.

83% Of respondents thought the **time for the course(s) was just right**.

96% Of respondents rated the **course(s) overall as good or excellent**.

Organization Consultation and Capacity Building

Our Organizational Development Team also provided services to build organizational capacity, including:

- Round two **Executive Team Development** for three agencies involving 29 staff members. Agencies included DCR, HR, and Traffic Engineering.
- Provided **over 15 organization-wide consultations** to 8 different agencies on various topics including Strategic Planning, Culture, Leadership Development, Change Management, Onboarding, Organizational Structure, Training Plans, and Operations.
 - **100% of survey respondents** reported being **very satisfied with the following**:
 - Outcome of the consultation
 - Goals/purpose of project being achieved
 - Communication from the HR-OD team
 - Level of customer service provided
- Provided **7 team trainings** in collaboration with internal facilitators and external vendors on various topics including: Values-Based Leadership, Creating Collaborative Relationships, Giving and Receiving Feedback, and Involving People in Decisions that Impact Them.
- **Implementation of HR Communications Strategy**, ensuring:
 - Every HR project/program/initiative had a communication plan
 - The launch of the quarterly HR newsletter
 - Monitoring progress on survey satisfaction rates, communication channel effectiveness, and adherence to communication review processes



You can access additional 2024 End of Year Reports for a deeper dive into these areas on our [Organizational Development Reports webpage](#).

4

Implement Innovative & Progressive Human Resources Practices

In terms of implementing innovative and progressive Human Resources practices, HR completed a tremendous amount of foundational work in 2023 to establish standard operating procedures and uniform operations to improve our overall customer service. We continued those efforts in 2024 through completing an internal growth plan, implementing our Customer Service and Internal Communication Strategies, and completing the strategies we developed in our Strategic Plan in 2023.

Strategic Plan

Our [5-Year Strategic Plan](#) is broken down into annual focus areas, including strategic foundations (2023), employee experience and onboarding (2024), career pathways and employee development (2025), organizational excellence (2026), and planning for the future (2027).



In the second year of our plan, 2024, we focused on the employee experience through standardizing our onboarding processes and templates (see goal 3 in this report) and aligning those processes with the Society for Human Resource Management’s 4C model of onboarding. We also began development of an all-employee survey in partnership with the City’s affinity groups and developed an affinity group support structure in partnership with the Department of Human Resources. Finally, we began steps necessary for the work we are doing in 2025 on career pathways and employee development opportunities.

Customer Service Framework

In the fall of 2023, the Human Resources Department began collecting customer feedback data as a part of our [customer service framework](#) and accountability methods. Each HR staff person is required to include in their email signature a link to our customer service survey to ensure we are getting anonymous feedback about the services we provide, and to create a better understanding of where we need to improve processes.



In 2024 the Department received the following survey results:



While this is an exceptional customer satisfaction rate, our aim is to continue to improve and to demonstrate high commitment to our customers with empathetic and knowledgeable responses and a 1-2 business day response rate.

Internal Communication Strategy

Supporting our customer service plan means ensuring high quality communication. To improve our communications, we developed and are following an [HR Internal Communications Strategy](#) that provides internal guidance and expectations around standard Human Resources communications.

This included a shift in 2024 to a [quarterly newsletter](#) we issue four times per year that includes updates from all of our three major functional areas, rather than just benefits. In addition to ensuring frequent communication to ensure organizational clarity on our efforts, we have also developed and are following internal communication standards to create strong alignment between efforts throughout the Talent Management lifecycle, including development, performance management, hiring, succession planning, and others.



Next Steps

In 2025, we are completing two very long-term projects that have been on our annual workplans since the advent of our Strategic Plan: our Citywide Classification and Compensation Study, and the RFP for the Human Resources Management System. In addition to tackling implementation of the compensation study with development and approval of a multi-year plan, and full implementation of the HRM, we are slated to complete all of the following in 2025:

- Finalize and begin implementation of Talent Management Strategy including communication of related strategies to larger workforce.
- Complete a skill-based hiring revision including a new job posting, new EHP, new application, new testing, and new tools for managers.
- Build skill-based leadership competencies and related KSAs to enhance leadership recruitment, assessment, and development.
- Develop an accessible onboarding structure that focuses on culture of the organization, and implement as component of HRM/HRIS.
- Develop a Women in Infrastructure Career Pathway including supervisory support, culture support, and pipelines with external partners.
- Complete survey design for an internal voice of the customer survey; complete survey and action planning process Citywide
- Select and implement new wage and life insurance plans after RFP completion, and implement changes to PPL leave from 2024 analysis

Appendix

Hiring Data

Total Online Applications Received

Totals	2020	2021	2022	2023	2024
Applications	6,803	7,376	8,229	10,104	12,696

Employment Applications by Ethnicity

Ethnicity	2020	2021	2022	2023	2024
	# of Applications	# of Applications	# of Applications	# of Applications	# of Applications
Asian	365	364	329	419	1136
American Indian or Alaskan Native	60	80	50	66	76
Black or African American	765	824	1,008	1,322	1,529
Hispanic or Latino	412	481	637	807	1,202
Native Hawaiian or Pacific Islander	6	20	32	27	24
Other Multi Racial	328	307	454	606	790
White or Caucasian	4,759	5,174	5,619	6,693	7,709
Unknown	108	126	100	164	230
Total	6,803	7,376	8,229	10,104	12,696

Employment Applications by Gender

Gender	2020	2021	2022	2023	2024
	# of Applications	# of Applications	# of Applications	# of Applications	# of Applications
Men	3,972	4,328	5,151	5,518	7,519
Women	2,722	2,793	2,681	3,942	4,282
Unknown	70	105	76	91	189
Non-Binary / Genderqueer	22	81	190	319	364
Prefer Not to Answer	17	69	131	234	342
Total	6,803	7,376	8,229	10,104	12,696

Ethnicity of Referred Applicants

Ethnicity	2020	2021	2022	2023	2024
	# Referred	# Referred	# Referred	# Referred	# Referred
Asian	78	153	219	184	301
American Indian or Alaskan Native	13	41	27	40	38
Black or African American	174	469	584	737	662
Hispanic or Latino	105	331	318	492	511
Native Hawaiian or Pacific Islander	0	8	14	14	14
Other Multi Racial	87	210	234	339	331
White or Caucasian	1,244	3,074	3,283	3,898	3,463
Unknown	28	43	57	78	79
Total	1,729	4,329	4,736	5,782	5,399

Referred Applicants by Gender

Gender	2020	2021	2022	2023	2024
	# Referred	# Referred	# Referred	# Referred	# Referred
Men	1,027	2,566	2,769	3,382	3,118
Women	677	1,638	1,686	2,068	1,867
Unknown	18	35	45	42	62
Non-Binary / Genderqueer	3	57	127	165	193
Prefer Not to Answer	4	33	109	125	159

Total	1,729	4,329	4,736	5,782	5,399
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Ethnicity of Hires

Ethnicity	2020	2021	2022	2023	2024
	# Hired	# Hired	# Hired	# Hired	# Hired
Asian	18	20	35	27	21
American Indian or Alaskan Native	2	3	3	6	2
Black or African American	40	62	122	114	94
Hispanic or Latino	18	55	52	68	71
Native Hawaiian or Pacific Islander	0	0	1	2	2
Other Multi Racial	15	21	38	40	41
White or Caucasian	211	391	551	568	520
Unknown	3	5	4	10	12
Total	307	557	806	835	763

Hires by Gender

Gender	2020	2021	2022	2023	2024
	# Hired	# Hired	# Hired	# Hired	# Hired
Men	167	316	452	513	451
Women	138	225	309	282	259
Unknown	2	1	5	8	8
Non-Binary / Genderqueer	0	11	22	19	29
Prefer Not to Answer	0	4	18	13	16
Total	307	557	806	835	763

Termination Data

Permanent Staff Termination Actions by Year and Longevity

Longevity / Year	2020	2021	2022	2023	2024	Grand Total
Less than 1 year	20	39	81	121	63	324
1-3 years	25	26	24	33	40	148
3 to 5 years	8	23	16	12	11	70
5 to 10 years	26	42	31	28	49	176
10 to 15 years	14	21	22	22	21	100
15 to 20 years	27	13	17	12	20	89
20 to 25 years	22	31	41	18	16	128
25 to 30 years	18	28	22	30	32	130
30 to 35 years	23	21	16	13	15	88
More than 35 years	9	9	11	4	2	35
Unknown	1	0	1	0	0	2
Grand Total	193	253	282	293	269	1,290

Permanent Staff Termination Actions by Year and Ethnicity (% of Yearly Total)

Ethnicity / Year	2020	2021	2022	2023	2024	Grand Total
Asian	1.6%	2.4%	4.6%	5.8%	4.8%	4.0%
Black or African American	8.8%	13.4%	18.8%	21.2%	18.6%	16.7%
Hispanic or Latino	2.1%	2.4%	7.1%	6.1%	5.6%	4.9%
American Indian or Alaskan Native	0.5%	1.2%	0.4%	1.0%	0.4%	0.7%
Other Multi Racial	1.6%	3.2%	3.2%	4.8%	3.0%	3.3%
Unknown	0.0%	1.6%	1.1%	1.4%	0.4%	0.9%
White or Caucasian	85.5%	75.9%	64.9%	59.7%	67.3%	69.5%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Permanent Staff Termination Actions by Year and Gender (% of Yearly Total)

Gender / Year	2020	2021	2022	2023	2024	Grand Total
Unreported	0.0%	0.0%	0.0%	0.3%	0.0%	0.1%
Women	37.3%	33.6%	35.8%	37.9%	35.7%	36.0%
Men	62.7%	66.4%	64.2%	61.8%	64.3%	63.9%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

From MUNIS Actions History Termination data for 2020-2024. Data may differ from actual events due to duplicated and inaccurate Personnel Action entries.