

## Work Planning – 2023 End of Year Summary

### Background:

In 2023, Human Resources Organizational Development continued to invest in agencies citywide to standardize the discipline of work planning practices.

### Round One Work-Planning Cohort:

Together with our third-party consultants at Boldly & Co. we wrapped up quarter one check-ins with the four agencies we trained in late 2022. Those agencies included Attorney's Office, Common Council Office, Human Resources, and Traffic Engineering.



Our work together in quarter one ensures agencies are:

1. Communicating their top 10 agency goals with those who stand to be impacted
2. Developing check-in mechanisms to ensure accountability and progress throughout the year
3. Planning for the following quarter(s)

After the first quarter of the year, agencies must self-sustain the work planning process for the rest of the year. Three of the four agencies completed a one-year follow-up evaluation in November 2023. This told us that anywhere from seven to ten of the top 10 agency goals were complete at the time of the survey. Agencies stated intent to continue setting up top 10 goals and work planning into 2024.

### Round Two Work-Planning Cohort:

In December 2023, we continued our journey to train all agencies citywide on a standard work planning basics. Six more agencies joined the second year of our day-long workshop. Those agencies included Employee Assistance Program, Engineering, Finance, Information Technology, Library, and Parks. All attendees who completed the course indicated they can apply what they learned to their work. Qualitative responses to the evaluation indicate benefits to time spent together as a management team.

### Long-Term Organizational Issues to Attend To:

Across the two years of implementing the work planning course, several critical organizational issues arose that would be helpful to resolve in the long term. These include:

1. Planning and reacting to Council
2. Planning and reacting to adhocacy
3. Operating without a citywide strategic plan
4. Need for improved communications citywide and within agencies
5. Interagency relationships and collaborations for project purposes
6. Staffing: turnover and lack of redundancy

Organizational Development is committed to working with leadership citywide to find meaningful paths forward to address the known challenges that could support the work planning practices in the future.

## Want to Learn More about Work Planning?

Connect with Performance Excellence Specialist, Kara Kratowicz at [KKratowicz@cityofmadison.com](mailto:KKratowicz@cityofmadison.com) to learn more or get involved.