

Budget by Fund

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
General	1,841,130	1,613,995	1,671,073	1,681,073	67,078
Other-Expenditures	-	-	-	-	-
TOTAL	\$ 1,841,130	\$ 1,613,995	\$ 1,671,073	\$ 1,681,073	\$ 67,078

Budget by Service

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
EMPLOYEE & LABOR RELATIONS	649,489	330,823	460,090	463,090	132,267
HR SERVICES	608,749	640,798	624,970	555,615	(85,183)
ORGANIZATIONAL & HEALTH DEVEL	582,892	642,374	586,013	662,368	19,994
TOTAL	\$ 1,841,130	\$ 1,613,995	\$ 1,671,073	\$ 1,681,073	\$ 67,078

Budget by Major

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
Revenue	(24,070)	(25,500)	(15,000)	(5,000)	20,500
Personnel	1,842,464	1,975,900	2,013,238	2,018,638	42,738
Non-Personnel	162,568	128,358	136,358	130,958	2,600
Agency Billings	(139,832)	(464,763)	(463,523)	(463,523)	1,240
TOTAL	\$ 1,841,130	\$ 1,613,995	\$ 1,671,073	\$ 1,681,073	\$ 67,078



Human Resources Department

Harper Donahue, IV, Director
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cityofmadison.com/human-resources

July 10, 2019

To: David Schmiedicke, Finance Director

From: Harper Donahue, IV, Human Resources Director

Subject: 2020 Operating Budget Request

The Human Resources Department is committed to supporting the citywide goal of maintaining an effective and efficient government by: recruiting a diverse workforce focused on quality and equity; building programs and cultivating relationships to develop our staff; and making investments to reward and retain the personnel that make it possible for our residents and guests to reach their full potential.

The 2020 Operating Budget Request for the Human Resources Department seeks to put forth a spending proposal consistent with the Mayor's directive to plan for a 2.5% increase or decrease in Cost to Continue funding, and indicative of Madison's shared values. In our proposal, we are submitting a series of requests, which will allow our department to track future expenses better and more accurately allocate costs to individual services provided by our department.

Our department's budget request consists of three service areas:

1) HR Services

Service Goal: Provide HR support to all City departments, assisting in workforce recruitment, implementation of organizational changes, and maintaining position control as directed by the City Personnel Board and the Finance Committee.

2) Employee & Labor Relations

Service Goal: To plan and implement the employee benefits program, administer the occupational accommodations program, oversee and support employees requesting Family Medical Leave and Disability Leave, coordinate investigations into grievances and complaints filed against employees, and represent the City during bargaining and "meet and confer" sessions with employee associations and unions.

3) Organizational & Health Development

Service Goal: To promote organizational development and performance excellence by creating opportunities for advancements to work culture and operations through employee training, process improvement, community outreach, and staff engagement programs.

July 10, 2019

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Development of Learning Management System Content

Beyond minor “Cost to Continue” allocation adjustments, the HR Department has a leadership role in the development of a citywide Learning Management System (LMS). In 2019, the City allocated substantial funding for the procurement of an LMS. Without additional funding for content development in 2020, the system will amount to little more than an expensive scheduling mechanism. Consequently, the HR Department has included a request of \$135,000 to develop core content for the initial rollout of the LMS. The content will include required training for City employees (i.e., New Employee Orientation and Onboarding, Prohibited Harassment and Discrimination Policy training, Appropriate Use of City Computers, Purchasing Policies and Procedures, etc.).

In time, the City will develop in-house resources to create a broad range of future training content for all departments. Development of eLearning processes, new staff, new skillsets, and new tools, will not be ready for the initial LMS launch. Every employee will benefit from having access to Orientation and Safety training modules on day one, and the City will reduce its liability and risk exposure as well. This will not be possible without the additional funding we have requested.

The HR Department believes the items in the attached proposal fully support Madison’s goals and will assist in making our City government more accountable, accessible, and effective for our residents, guests, and fellow staff members.

I look forward to meeting with you to discuss our proposal.

Best,

Harper Donahue, IV
Human Resources Director

CC: Greg Leifer, Employee and Labor Relations Manager
Mike Lipski, HR Services Manager
Alia Stevenson, Org Health & Development Manager

2020 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Employee & Labor Relations

SERVICE NUMBER:

162

SERVICE DESCRIPTION:

This service fulfills the City's obligations for contract negotiation, interpretation, and administration, works with Employee Associations in developing and implementing employee handbooks, administers the Family and Medical Leave Act (FMLA), disability leave and layoff, occupational accommodations, and the development and implementation of the employee benefits program.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>						
General-Net	\$628,356	\$700,659	\$649,489	\$330,823	\$460,090	\$463,090
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$628,356</i>	<i>\$700,659</i>	<i>\$649,489</i>	<i>\$330,823</i>	<i>\$460,090</i>	<i>\$463,090</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$625,340	\$671,958	\$640,020	\$639,791	\$761,058	\$761,058
Non-Personnel	\$990	\$26,675	\$7,444	\$26,675	\$34,675	\$37,675
Agency Billings	\$2,026	\$2,026	\$2,026	(\$335,643)	(\$335,643)	(\$335,643)
<i>Total</i>	<i>\$628,356</i>	<i>\$700,659</i>	<i>\$649,489</i>	<i>\$330,823</i>	<i>\$460,090</i>	<i>\$463,090</i>
FTEs		5.66		5.66	6.66	6.66

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

The staff administering the Employee and Labor Relations (ELR) service for the City are focused on ensuring City employment policies are transparent, equitable, and viewed as legitimate by staff, employee organizations, and community partners. ELR develops benefit plans to improve employee wellness and financial security while at the same time minimizing costs to the Madison community. Through union contract negotiations and an open "meet & confer" process with employee associations the ELR team strive to build and maintain positive relationships with all groups of employees who serve Madison's residents and visitors. ELR also administers the FMLA claims, occupational accommodations, drug and alcohol screening, and the investigation processes undertaken when complaints or grievances are filed against staff or city groups.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Employee Benefits Planning & Implementation	20%	Research, develop, and maintain, the employee benefits package for City staff. This includes insurance, retirement, and wellness programs.
Occupational Accommodations & Disability Leaves and...	25%	Administration of the Occupational Accommodations program as well as tracking

		employee leave and layoff processes due to disabilities.
Administration of Family Medical Leave Act (FMLA) re...	15%	Consult with employees on the FMLA process, review FMLA requests for eligibility, contact medical providers for required information, coordinate with employees and departments as staff resume their duties.
Negotiate / "Meet and Confer" with employee groups	30%	Negotiate with employee unions and work with employee associations to develop and implement employee handbooks and union contracts.
Coordination of investigations for grievances	10%	Review complaints and coordinate investigation of grievances filed against City employees. When necessary, work with attorney to negotiate separation agreements.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

The requested \$3000 is a redistribution of funds from other services (\$400 from HR Services - Office Supplies, \$2600 from Organizational & Health Development - Conferences and Training) rather than a requested increase in departmental funding. In past years the ELR service has received insufficient funding for both supplies (\$0 for office supplies and printing, \$0 for professional subscriptions and books) and services (\$3400 for Training and Conferences). This redistribution of funding will allow for more accurate accounting of expenses between the HR Department service areas.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
	Supplies	\$400	Funding for Office Supplies
	Purchased Servic...	\$2,600	Additional funding for Employee Training

Explain the assumptions behind the requested funding.

The proposed reallocation of funding should allow more accurate accounting of expenses generated through the Employee and Labor Relations service area.

What is the justification behind the proposed change?

Appropriate allocations of funding to the Employee & Labor Relations (ELR) service will allow more accurate tracking of expenses. The requested allocation is for \$200 to Office Supplies, \$200 to Books, and an additional \$2600 to Employee Training Expenses. Preliminary requests for ELR employee training in 2020 exceed \$5000.

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget? \$11,577

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

A 2.5% increase to this service would allow for HR to maintain payment of costs related to increased drug and alcohol screening. New regulations anticipated to take effect in December 2019 will require an estimated \$10,000 in additional testing costs.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

The entire amount of funding increase would be devoted to the purchase of medical services.

Would the changes include an increase to permanent staffing levels for this service? No If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

There would be no direct impact to the City residents or visitors as a result of this change. Indirect impacts would include a possible increase in safety at City worksites.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

Should the department have to reduce funding in the Employee & Labor Relations (ELR) service area by approximately \$11,577 the funding should come from our hourly wage allocation. We have been granted \$18,500 in hourly wages and we would be most able to adapt to reduced funding in that budget line. The ELR supply budget is already at \$0 and an \$11,577 reduction in the services budget would equate to a greater than 40% reduction in the funding available for purchased services. This reduction would result in the need to allocate funding from elsewhere to continue the drug and alcohol testing program which is currently estimated to cost \$20,000. In December 2019 new regulations are expected which will require additional drug and alcohol screening, these regulations are anticipated to increase testing costs by \$10,000.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

If a reduction is required, the entire amount of funding should be taken from the hourly wages budget line. If the Employee & Labor Relations service budget is to be reduced by \$11,577 we would propose modifying the current policy to have individual departments bear the cost of drug and alcohol testing for their employees. This would match the current policy for conducting background checks on new employees.

Would the changes include a decrease to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

The primary impact of a reduction in hourly wages would be reduced administrative services provided by the department. This would be most acutely felt at the Human Resources front desk which would not be able to be staffed on a full-time basis. This would create additional wait times to see HR staff and increase confusion for citizens seeking assistance from the HR department.

2020 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

HR Services

SERVICE NUMBER:

161

SERVICE DESCRIPTION:

This service provides strategic Human Resources (HR) support to departments throughout the City in order to assist departments in achieving departmental goals by developing and implementing recruitment and selection strategies, assisting in the implementation of organizational changes, including the classification and reclassification of employees and positions, working with the Personnel Board, and providing general human resources support.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>						
General-Net	\$658,663	\$584,040	\$608,749	\$640,798	\$624,970	\$561,015
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$658,663</i>	<i>\$584,040</i>	<i>\$608,749</i>	<i>\$640,798</i>	<i>\$624,970</i>	<i>\$561,015</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$752,898	\$670,439	\$686,957	\$729,946	\$712,878	\$649,323
Non-Personnel	\$101,552	\$99,341	\$95,390	\$59,433	\$59,433	\$59,033
Agency Billings	(\$195,787)	(\$185,740)	(\$173,599)	(\$148,581)	(\$147,341)	(\$147,341)
<i>Total</i>	<i>\$658,663</i>	<i>\$584,040</i>	<i>\$608,749</i>	<i>\$640,798</i>	<i>\$624,970</i>	<i>\$561,015</i>
FTEs		5.68		6.68	6.68	5.68

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

HR Services is a key element of Effective Government. The staff allocated to HR Services provide assistance to all City departments throughout the year as they require the replacement or addition of new staff to achieve their program goals. HR Services provides subject matter expertise in the hiring process, including: developing and reviewing position descriptions and employment exams, advertising open positions, reviewing employment applications, referring qualified applicants, and notifying applicants as they proceed through the hiring process. During the past three years the department has processed an average of more than 14,000 applications and filled more than 700 positions per year.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Workforce Recruitment	75	Developing and implementing strategies to recruit and select diverse and appropriately skilled new staff members.
Implementation of Organizational Change	15	Assist City departments with modifications to their staffing structure through reclassifications, internal

promotions, and development of new employment exams and position descriptions.

Maintain Position Control

10

Assist the Personnel Board and Finance Committee with answers to inquiries and maintain control of positions allocated throughout the year, ensuring departments do not recruit for positions which have not been approved by Finance or the Personnel Board.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

There are no direct service level impacts related to the decrease in cost. The majority of the proposed decrease is due to anticipated staff reallocation and reclassifications. The reclassifications will move two staff at the Human Resource Analyst 1 (HRA-1) level to the Human Resource Analyst 2 (HRA-2) class and the reallocation will move Siera Garcia to the Organizational Health & Development (OHD) service area. It has been standard procedure to re-class the HRA-1 employees after they have been with the department for two years. A change to this standard may result in additional attrition, leading to a decrease in productivity as new staff will need to be hired and trained. Ms. Garcia's duties focus on training coordination and are more appropriately allocated to OHD. An additional \$400 should be moved from the HR Services "Office Supply" budget line to the Employee & Labor Relations service area budget.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text" value="(\$55,038)"/>	Reallocation of funding for Siera Garcia's position and necessary increase in funding to re-class two Human Resource Analyst 1's to Human Resource Analyst 2's.
Benefits	<input type="text"/>	<input type="text" value="(\$13,917)"/>	Anticipated employee benefits expense from modifications mentioned above.
Total		<input type="text" value="(\$68,955)"/>	

Explain the assumptions behind the allocation change.

The net reduction in allocation for the HR Services area includes the reallocation of funding to Organizational Health & Development for Siera Garcia's position and the anticipated additional salary and benefit amounts resulting from reclassification of two Human Resource Analysts.

What is the justification behind the allocation change?

HR services area is currently fully staffed and is anticipated to remain that way through 2020. The duties and responsibilities assigned to Siera Garcia's Program Assistant position are more accurately allocated to Organizational Health & Development and the personnel funding for that position should be moved there. \$7000 (\$5400 salaries / \$1600 benefits) should be allocated to HR Services for the reclassification of two HR Analysts during 2020.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the proposed change?

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

Adding an additional \$14K to the HR Services budget would allow the department to address issues with outreach to potential employees. The funds could be used to upgrade our LinkedIn business account. This will allow our recruiting staff low cost outreach capabilities and direct access to individuals both within the city and throughout the country who may be looking for positions in the public sector. We would likely also use the funding to procure additional design software to standardize our employee onboarding training presentations available through the Learning Management System.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

We would seek an increase in: 54-Purchased Services, line 54335 System & Software \$13,000; and in 53-Supplies, line 53210 Work Supplies \$1,025.

Would the changes include an increase to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

Through LinkedIn, City residents and visitors may experience additional outreach when the City posts announcements to fill vacant positions. We will also be able to tailor our outreach to individuals listed on LinkedIn, who are living nearby, and who appear to have the skills we are looking for. This should increase the quality of the talent pools that HR provides various departments and increase the efficiency at which HR is able to fill vacant positions.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

To absorb a 2.5% decrease in funding for HR Services the department would need to reduce its expenditures on advertising open positions, office supplies & equipment, work supplies, and employee training.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

Purchased Service spending would be reduced by \$8100 (Telephone expense -\$3100, Communication Device Repair -\$3000, Advertising expense -\$1000, Conference & Training, -\$1000). Supplies funding would be reduced by \$5925 (Office Supply expense -\$1800, Work Supply expense -\$2500, Copy & Printing Supply expense -\$1625).

Would the changes include a decrease to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

It is likely that city residents would see less outreach from the HR department. HR Services would attend fewer Career Fairs and Job events. The department would also curtail advertising in specialty publications and on specialty websites, which may lead to the submittal of fewer applications for employment from qualified individuals living within and outside the Madison area. Finally, a decrease in training expenditures may lead to degradation of staff skills and lost opportunities to gain knowledge and insights, which may be conveyed during training classes or conferences.

2020 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Organizational and Health Development (OHD)

SERVICE NUMBER:

163

SERVICE DESCRIPTION:

This service ensures the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development and Wellness Programs, oversees the City's employee engagement initiatives, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>						
General-Net	\$574,749	\$637,027	\$582,892	\$642,374	\$586,013	\$656,968
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$574,749</i>	<i>\$637,027</i>	<i>\$582,892</i>	<i>\$642,374</i>	<i>\$586,013</i>	<i>\$656,968</i>
<i>Budget by Major</i>						
Revenue	(\$36,235)	(\$25,500)	(\$24,070)	(\$25,500)	(\$15,000)	(\$5,000)
Personnel	\$535,321	\$588,536	\$515,487	\$606,163	\$539,302	\$608,257
Non-Personnel	\$43,922	\$42,250	\$59,734	\$42,250	\$42,250	\$34,250
Agency Billings	\$31,741	\$31,741	\$31,741	\$19,461	\$19,461	\$19,461
<i>Total</i>	<i>\$574,749</i>	<i>\$637,027</i>	<i>\$582,892</i>	<i>\$642,374</i>	<i>\$586,013</i>	<i>\$656,968</i>
FTEs		5.66		5.66	4.66	5.66

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

OD provides learning and growth opportunities, facilitates cultural change through interventions and initiatives, promotes strategic thinking, and forges partnerships both within government and with the community. Through each of these core activities OD maintains a central roll in providing our residents and visitors with an accessible government, run by qualified and well trained staff who are accountable and focused on providing efficient services with equitable, long term benefits, for the entire community.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Employee & Leadership Development	30	Provide employees with tools, comprehensive learning and development opportunities, and education at every point in their career. Offer support, development, and consultation for elected officials and leaders at every level of the organization. Provide career counseling to support internal recruitment and engagement with the City's workforce. Provide talent management and leadership development to meet organizational needs.

		Build capacity across organizations to achieve City goals.
Organizational Development	30	Build organizational effectiveness through strategic planning, process improvement, equity, and people-centered operations. Provide creative consulting and improvement interventions to foster work culture change. Support Performance Excellence and management strategies that promote high employee input and allow for agencies to meet organizational goals and improve service delivery to best serve City of Madison residents.
Outreach & Communication	20	Ensure common understanding of opportunities and services available through HR and OD. Develop community and organizational partnerships with key stakeholders. Utilize diverse and innovative marketing tools.
Engagement & Equity	15	Through Performance Excellence we ensure that the public is engaged and satisfied with City services by providing a Community Voice Survey. Support citywide equitable workforce planning and goals. Facilitate diverse community engagement efforts that inspire and connect our residents to City government. Support effective use of RESJI tools and training. Support AASPIRE and/or Wanda Fullmore interns each summer.
Wellness	5	Support all aspects of employee well-being through programmatic efforts. Evaluate current services to ensure we maximize resources to benefit of employee wellness resources through healthcare partner and other organizational collaborations.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

Through the proposed increases OD will be able to launch the Learning Management System with core training courses which will be valuable to all City employees. We will also be able to focus our future organizational development sessions on areas of greatest need to City departments rather than attempting to create sessions which meet some City needs while also appealing to attendees from outside organizations. Finally, the requested modifications will allow the HR department to track service level expenditures more efficiently and allocate funds to the areas where expenses are actually generated.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	\$55,038	Allocate Siera Garcia's position from Employee & Labor Relations to Organizational Health & Development service area.
Benefits	<input type="text"/>	\$13,917	Estimated benefit expenses for Siera Garcia's position.
<i>Total</i>			

\$68,955

Explain the assumptions behind the allocation change.

This includes the full year step increase for Garcia's position as well as an estimated amount for benefits at 23% of the yearly salary.

What is the justification behind the allocation change?

Siera Garcia functions as the training coordinator for sessions administered by the Human Resources Department, these tasks are more appropriately assigned to the Organizational Health & Development service area rather than the Employee & Labor Relations area.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
General-Net	Revenue	\$10,000	HR ORG DEV MISC CHRG SERVICE

Explain the assumptions behind the change to budgeted revenue.

Recent changes to City policies regarding intergovernmental charges for training have significantly impacted the ability of the HR Department to generate revenue from course offerings.

What is the justification behind the proposed change?

Under a policy where all HR developed training is free to all City employees, and all departments, requiring significant revenue generation by Organizational & Health Development (OD) serves to increase the amount of externally focused, revenue generating, training events rather than directing our energy toward training and development opportunities for City staff. The recent Employee Voice Survey indicated City staff would like more development opportunities, by further reducing the revenue requirement OD will be able to create additional "City Specific" training courses which would not be marketable to a customer base outside City service. A \$5000 revenue goal will ensure that outward facing events, like the Women's Leadership Series, continue without placing additional impediments on the organization's ability to provide needed training for City staff.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

Costs
12 hours of course content* x \$10,000/hr = \$120,000.00
Course authoring software** (initial set-up + licenses + support) = \$1800 – \$5000

*based on eLearning industry cost estimate for "low engagement" level content development
"According the table of time estimates in the article, an hour of e-learning featuring moderate interactivity and limited animations requires anywhere from 90 to 240 hours to develop. If you were to assume an average hourly labor cost of \$65, you wind up with a cost of \$5,850 to \$15,600. My own experience with costs on this type of content is that the truth tends to be squarely in the middle - around \$10,000 per produced hour for "moderate" level content." (Cobb, <https://reviewmylms.com/cost-to-create-e-learning>; also Chapman, https://www.slideshare.net/bchapman_utah/how-long-does-it-take-to-create-learning)

** based on July 2019 rates for leading authoring software: Adobe Captivate and Articulate Storyline 360

What is the justification behind the proposed change?

An infusion of start-up dollars is needed for the development of up to 12 hours of course content to meet our goals at the LMS launch. Examples of training that would be included in this one-time start-up cost: Orientation and City Onboarding, Rules of Conduct, Prohibited Harassment and/or Discrimination Policy, Appropriate Use of City Computers; Operations trainings for shared services such as Purchasing Policies and Procedures, Authorized Expenditures, utilization of the ESS system; Workplace Health and Safety sessions, and required Risk Management/Safety trainings for specific job classes/roles.

Production of these courses along with industry standard authoring software would likely require \$125-\$150,000. These expenses are based on the eLearning industry cost estimates described in the previous question. The HR Department does not currently have capacity or the expertise to meet the development demands or quality standards in a way that mirrors our organizational values. This investment represents pennies per employee (not to mention the Board/Committee/Commission members, volunteers, and members of the public who may leverage the system for training) per instructional design hour.

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

With a modest increase in funding for 2020, we would use the additional authorization to provide more training opportunities to our ever growing customer base, and continue to build the OD brand both within the City and with the community. \$16,549 will not give us the ability to optimize use of the Learning Management System (LMS), therefore we would seek to hire an outside consultant to provide selected materials which could be used with existing training courses or function as a "proof of concept" for subsequent training to be made available via the LMS system.

OD is requesting an additional \$135,000 beyond the target amount for the LMS with reasoning as follows:

An infusion of start-up dollars is needed for the development of up to 12 hours of course content to meet our goals at the LMS launch. Examples of training that would be included in this one-time start-up cost: Orientation and City Onboarding, Rules of Conduct, Prohibited Harassment and/or Discrimination Policy, Appropriate Use of City Computers; Operations trainings for shared services such as Purchasing Policies and Procedures, Authorized Expenditures, utilization of the ESS system; Workplace Health and Safety sessions, and required Risk Management/Safety trainings for specific job classes/roles.

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Costs:

12 hours of course content* x \$10,000/hr = \$120,000.00

Course authoring software** (initial set-up + licenses + support) = \$1800 – \$5000

*based on eLearning industry cost estimate for "low engagement" level content development
"According the table of time estimates in the article, an hour of e-learning featuring moderate interactivity and limited animations requires anywhere from 90 to 240 hours to develop. If you were to assume an average hourly labor cost of \$65, you wind up with a cost of \$5,850 to \$15,600. My own experience with costs on this type of content is that the truth tends to be squarely in the middle - around \$10,000 per produced hour for "moderate" level content." (Cobb, <https://reviewmylms.com/cost-to-create-e-learning>; also Chapman, https://www.slideshare.net/bchapman_utah/how-long-does-it-take-to-create-learning)

** based on July 2019 rates for leading authoring software: Adobe Captivate and Articulate Storyline 360

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

The entire amount should go toward Purchased Services, specifically consulting services for the LMS "proof of concept".

Would the changes include an increase to permanent staffing levels for this service? No If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

With the ability to fully utilize the LMS we would provide equitable learning opportunities to our employees, and have the ability to train them on improving the services they provide the general public. The LMS would also provide a fast track to ensuring our employees receive Compliance training and Risk Management/Safety training thus shrinking the high financial liability we currently have.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

OD would make significant cuts to training. In particular, training sessions that require an investment of financial resources would be substantially impacted including: Excel Training, Women's Leadership Series, Leadership Development Program, Leadership Conference, and the Supervisor Development Program. This would be in direct conflict with the information obtained through the City of Madison employee survey, which indicated staff need enhanced employee development opportunities including: continual learning and development, opportunities to expand knowledge and skills, and opportunities to develop a career path.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

The \$16,549 decrease would come from the OD Conferences and Training budget line within the Purchased Services category. This equates to a greater than 50% reduction to the budget line.

Would the changes include a decrease to permanent staffing levels for this service? No If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

A substantial decrease in funding would effectively eliminate Human Resources' ability to provide learning and development opportunities to members of the community that take part in our trainings. Removing training opportunities after employees explicitly ask for more opportunities could have adverse impacts on employee morale and service delivery to the public.