



City of Madison

Government Services Recovery Team
A Funding and Recovery Team

January 25, 2022

RE: Initiatives Inventory

Today we celebrate progress on our efforts to make it simpler and clearer for you as managers to understand and relate the collective work of the City's initiatives and to engage your staff.

Purpose

This memo serves as an introduction to the Initiatives Inventory. The Initiatives Inventory is a set of citywide efforts that break down silos and work together to meet the needs of our staff and residents. For the sake of clarity, we define an initiative as work involving two or more City agencies. Creation of the Initiatives Inventory is a first step to track and align citywide efforts aimed at creating shared outcomes for Madison staff and residents.

Background

In 2020, the Government Services Recovery Team ("the Team") formed as part of the Funding and Recovery structure. The Team borrowed employees from the Performance Excellence (PE) Transition Team and added new members. The Team works to advance PE priorities across our organization as we respond to and recover from the COVID-19 pandemic. This includes but is not limited to advancing the work of other groups (e.g. Line of Sight) that formed when the City established PE.

For context, we must acknowledge we have over 30 distinct agencies, over 100 services that operate within those agencies which are implemented by nearly 3,000 city staff who also coordinate citywide initiatives, mostly in addition to their full time jobs. This is a lot! The work of the Initiatives Inventory tries to make understanding these efforts more manageable as we simplify and align the work we do into something that adds value to your agency and our community. Shout out to all the people who contributed!

Performance Excellence and the Initiatives Inventory

As an organization that seeks to operate with excellence, we strive to collectively understand the citywide initiatives that exist to help us meet our Vision and Mission as well as how they define and accomplish our goals. To do so, a sub-group of the Team formed and discussed the associated work occurring in two phases: (1) document each initiative, its purpose within the organization, and key people leading the work; then, (2) Bring these things from the margins into the center. This means simplify by mapping the work of the initiatives to create efficiencies. This will include developing a shared understanding of how to streamline the work (e.g. goalsetting, tracking progress for accountability, and communication to celebrate accomplishments). This memo highlights the outcomes of phase one.

Initiatives Inventory: What did we learn and how can you use it now?

Twelve initiatives were identified as part of the Team’s phase one efforts and lives on [Employeeenet](#).

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| 1. Data Governance | 7. Performance Excellence |
| 2. Imagine Madison Comprehensive Plan | 8. Racial Equity and Social Justice Initiative |
| 3. Innovation Team | 9. Recovery Steering Committee |
| 4. Latinx Community Engagement Team (LCET) | 10. Results Madison |
| 5. Multicultural Affairs Committee (MAC) | 11. Sustainability Team |
| 6. Neighborhood Resource Teams (NRT) | 12. Women's Initiative Committee (WIC) |

The Initiatives Inventory is envisioned to be used immediately in the following ways:

1. *Work Planning:* As agencies plan their work for the next year, managers may consult this inventory to give you a head start in designing work plans in alignment with City values and other organizational efforts.
2. *Onboarding:* City staff can be introduced to the organization with knowledge of the citywide efforts noted in the Initiatives Inventory
3. *Employee Check-ins and Employee Development:* City managers and staff can use the Initiatives Inventory when conducting the annual employee check-in and may consider outreach to initiatives leads for inclusion in these efforts as a means for staff development

Phase Two Next Steps

Strategic planning for PE is underway as part of the Human Resources – Organizational Development unit’s efforts to create a strategic plan for 2022-2024. As part of this effort, we will prioritize phase two of the Initiatives Inventory during these years. Phase two seeks to bring these citywide initiatives from the margins into the center; simplifying by mapping the work of the initiatives to create efficiencies. This will include developing a shared understanding of how to streamline the work (e.g. goalsetting, tracking progress for accountability, and communication to celebrate accomplishments). If you or your agency staff are interested in participating in phase two, the work of Government Services, or PE more broadly, please reach out to Kara Kratowicz, Performance Excellence Specialist (kkratowicz@cityofmadison.com)