



## Introduction

The Organizational Development Division of Human Resources works with key stakeholders to increase organizational health and effectiveness. Our goal is to provide support to agencies and staff in developing a healthy, high-performing, self-renewing organization that leads and manages change. This document provides a summary of 2022 accomplishments, stakeholder feedback, and plans for 2023.

## 2022 Accomplishments:

### Leadership Development

- Supported leaders and supervisors with **Values-Based Leadership** offerings
- **Management Skills Webinars**
- **Supervisor Network, Supervisor Orientation** and an improved website with **on-demand resources**

### Performance Excellence

- Earning a fellowship from Results for America to **rewrite personnel rules**
- Results Madison **Change Management Plan**
- Organization wide **work planning**
- **Continuous improvement** program design and implementation
- **Mayor’s Management Team support**

### Learning and Development

- **36 unique course offerings** for City employees. Of these, OD designed, built, and delivered 8 courses
- Approximately **30%** of City employees **attended one or more courses**
- Reconstructed the **Learning Partners program** and process for a more effective partnership with internal City of Madison course facilitators

### Organization Consultation and Capacity Building

- Led the **Gender Inclusive Workplace Project implementation** and developed organization wide **Affinity Groups Guidance Document**
- Led the **analysis of onboarding process** for new City employees and contributed to direction of future improvements
- Provided consultation on **17 projects** varying from **1-24 months**, with an average length of **7.4 months**
  - *Examples of projects: change management to support re-organization and addressing workplace climate within agencies*

## Stakeholder Feedback:

In an effort to gain insights into how OD can better collaborate to meet staff and agency needs, OD staff conducted 25 stakeholder analysis meetings with City agencies. Meetings were attended by 30 agencies and an estimated 193 staff. In total, we heard about more than 60 items which agencies view as goals, challenges, change initiatives, and future collaboration opportunities with OD. Listed below are the most commonly shared items from multiple agencies.

### *Over 30% of agencies identified the following themes:*

- Onboarding
- Communication
- Training
- Culture
- Project Management
- Supervisors
- Career Pathways
- Staff Retention
- Change Management
- Continuous Improvement

### *Some specific items were identified repeatedly by multiple agencies, including:*

- Onboarding New Employees
- Communication Skills
- Employee Check-In Process
- Supervisor Development
- Systems Improvement / Standard Processes
- Career Pathways and Talent Development
- More variety in Organizational Development Offerings

**2023 Plans:** HR is using the data gathered from our stakeholders to guide our 2023 annual planning, five year strategic plan development and for future annual planning.

## *Leadership Development*

- Implement leadership programs, including CG 21 360 reviews and pilot mentorship program
- Supervisor development and orientation

## *Performance Excellence*

- Participate in rewriting personnel rules with the help of Results for America fellowship
- Lead the Results Madison Change Management Plan
- Provide Change Management support

## *Learning and Development*

- Support the training and implementation of software systems: Microsoft365, SharePoint online, and Team Dynamix
- Expand and support course offerings for City employees

## *Organization Consultation and Capacity Building*

- Secure Onboarding software
- Improve employee check in process
- Lead Gender Inclusive Workplace Project implementation and provide Affinity Group support
- Develop internal communication strategy and plan