

**CITY OF APPLETON 2023 BUDGET**

**HUMAN RESOURCES**

**Human Resources Director: Jay M. Ratchman**

**Deputy Director of Human Resources: Kim M. Kamp**

# CITY OF APPLETON 2023 BUDGET HUMAN RESOURCES

## MISSION STATEMENT

The Human Resource Department will attract, develop, and retain a high-performing, diverse workforce and foster an environment where employees can use their talents to thrive.

## DISCUSSION OF SIGNIFICANT 2022 EVENTS

The Human Resources staff continued to support and provide service to City departments, staff, and the public through innovative programs and enhancements. Some examples of accomplishments in 2022 are:

### General Administration:

- Completed an RFP and selected Baker Tilly as a partner to complete our compensation plan review. Completed a full study with employee participation.
- Planning for final compensation study recommendations and potential implementation options.
- Continued to train/develop two new staff members within HR. An HR Generalist and Administrative Assistant joined us in the latter part of 2021 and both are settling into their new roles.
- Hired and trained a new Benefits Coordinator. This was a great success due to the one month over hire that was authorized.
- Continued development of the Financial Wellness Team including branding and review of deferred compensation plan/ investment fund lineup performance. During 2022 we added a retiree member to this team.
- Continued relationship with UMR & CVS/Caremark, allowing us to continue to obtain significant rebates as part of this cooperative.
- Continued health services at the employee Connecting Care Clinic, invested in additional physical therapy equipment and explored the need for mental health services at this facility.
- Continued transition in Tyler Munis for HR and Payroll systems.
- Updated a variety of HR and safety policies.
- Continued work by the Healthsmart Team including sponsoring wellness programs and fitness tracking challenges through myInertia. Planning has also begun for biometric health screenings for fall 2022.
- Continued with transition to Mid-America for post-employment health plan (PEHP) administrator.
- Conducted an employee benefit survey and actively looked at ways we can make the improvements that employees value.

### Employee and Labor Relations:

- Opened negotiations with the Fire union.
- Assisted with COVID-19 leaves of absence, FMLA leaves of absence, worker's compensation, wage compression issues, internal compensation equity issues, career development, and a variety of employment related matters.
- Managed the unemployment compensation program (monitoring claims, responding to the State of Wisconsin, contesting claims when appropriate).

### Talent Acquisition and Retention:

- Completed recruitment processes for internal promotions, lateral transfers, and recruitment from the outside.
- Coordinated and assisted the Police and Fire Commissions with the selection of police officers, firefighters and Police Chief hiring process.
- Completed hiring for Health Officer and Public Works Director positions.
- Continued efforts to increase our reach on Facebook and other social media.
- Successfully used Microsoft Teams, Zoom, and Audio bridge tools to keep our recruitment process moving forward when we were in periods of limited contact due to COVID-19.
- Worked with the Parks, Recreation and Facilities Management Department to increase efficiencies for seasonal recruitment.
- Assisted the Clerk's office in hiring of election workers.
- Developing a dashboard to show diversity, equity and inclusion data for existing employees and recruitment processes.

### Talent Management and Development:

- Coordinated required new-hire paperwork and training for seasonal staff via onboarding portal.
- Provided required training virtually for general employees and supervisors.
- Facilitated new employee online orientation training through the onboarding tool.
- Conducted new supervisor orientation training.
- Built offboarding tool to provide guidance and education to exiting retirees and employees.
- Provided recognition for administrative professionals.
- Implemented the THRIVE Leadership Academy for current and upcoming City leaders.
- Facilitated EQi assessments and individual/team development.
- Facilitated Hogan assessment with the City leadership team.
- Offered multiple sessions of online resiliency training.
- Developed and delivered four quarterly financial wellness newsletters to employees and retirees.

## CITY OF APPLETON 2023 BUDGET HUMAN RESOURCES

### MAJOR 2023 OBJECTIVES

To provide departmental support meeting the City's organizational needs in the areas of:

Human Resources Compliance and Administration:

- Continue review of the medical plan assuring compliance with the Health Care Act, industry trends, and cost effectiveness.
- Evaluate and administer the annual personal health risk assessments or other health/wellness driven plans for all employees/spouses/retirees.
- Administer various wellness programs to educate employees and promote health and wellness.
- Plan for implementation of the compensation study for non-union, part-time and seasonal employees.
- Promote the Connecting Care Clinic and services.
- Promote programs to increase employee financial wellness and retirement readiness.
- Negotiation of the Fire contract.
- Provide assistance on labor contract interpretations and handle grievances.
- Monitor unemployment reports and work with Attorney's Office on unique claims.

Talent Acquisition and Retention:

- Fill vacant employee positions throughout the year.
- Continue to use a variety of means to interview candidates (e.g. in-person and virtual).
- Continue to evaluate the use of testing and employment related assessments to best meet our needs.
- Review background procedures and evaluate alternatives.
- Increase social media impact and continue to market HR on all social media platforms.
- Monitor and explore ways to improve our diversity outreach.
- Share and highlight our DEI statistics with internal and external audiences.

Talent Management and Development:

- Continue to implement City-wide talent management strategy, including updates and implementation of succession plans, individual development plans and City-wide leadership development programs.
- Continue to create and facilitate required general employee and supervisory training sessions.
- Continue development and implementation of e-learning programs.
- Conduct new employee orientation sessions.
- Facilitate new supervisor orientation sessions.
- Conduct seasonal employee training programs.
- Coordinate team and individual development opportunities for City employees.
- Manage and expand use of online onboarding and offboarding systems.
- Coordinate and facilitate organizational culture initiatives.
- Expand use of EQi or other leadership development tools.
- Research the development of a new aspiring leaders program to help prepare employees to move into supervisory roles.

### DEPARTMENT BUDGET SUMMARY

| Programs                           |                    | Actual            |                   | Budget            |                   |                   | %            |
|------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Unit                               | Title              | 2020              | 2021              | Adopted 2022      | Amended 2022      | 2023              | Change *     |
| <b>Program Revenues</b>            |                    | \$ -              | \$ 106            | \$ -              | \$ -              | \$ -              | N/A          |
| <b>Program Expenses</b>            |                    |                   |                   |                   |                   |                   |              |
| 14010                              | HR Compliance      | 361,218           | 349,127           | 394,193           | 394,193           | 410,913           | 4.24%        |
| 14020                              | Talent Acquisition | 162,827           | 149,269           | 193,527           | 228,527           | 180,388           | -6.79%       |
| 14040                              | Talent Management  | 147,757           | 178,312           | 169,477           | 169,477           | 181,823           | 7.28%        |
| <b>TOTAL</b>                       |                    | <b>\$ 671,802</b> | <b>\$ 676,708</b> | <b>\$ 757,197</b> | <b>\$ 792,197</b> | <b>\$ 773,124</b> | <b>2.10%</b> |
| <b>Expenses Comprised Of:</b>      |                    |                   |                   |                   |                   |                   |              |
| Personnel                          |                    | 609,576           | 589,760           | 647,958           | 647,958           | 667,855           | 3.07%        |
| Training & Travel                  |                    | 11,261            | 17,126            | 26,310            | 26,310            | 25,990            | -1.22%       |
| Supplies & Materials               |                    | 3,909             | 7,708             | 10,429            | 10,429            | 15,779            | 51.30%       |
| Purchased Services                 |                    | 47,056            | 62,114            | 72,500            | 107,500           | 63,500            | -12.41%      |
| <b>Full Time Equivalent Staff:</b> |                    |                   |                   |                   |                   |                   |              |
| Personnel allocated to programs    |                    | 6.15              | 6.15              | 6.15              | 6.15              | 6.15              |              |

\* % change from prior year adopted budget  
Human Resources.xls

# CITY OF APPLETON 2023 BUDGET

## HUMAN RESOURCES

Human Resources Compliance and Administration

Business Unit 14010

### PROGRAM MISSION

For the benefit of managers and employees, so that the City may attract and retain talented and dedicated staff who will be fairly and equitably compensated and supervised, we will develop and administer policies and procedures, maintain compensation schedules reflective of the market, conduct labor contract negotiations, resolve grievances, and assist with employee-related issues.

### PROGRAM NARRATIVE

#### Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", and #5: "Promote an environment that is respectful and inclusive."

#### Objectives:

- Develop, implement, maintain and distribute policies and procedures applicable to City employees
- Review policies and procedures
- Serve as a resource for other agencies seeking employment and statistical data
- Administer various policies and programs to comply with state and federal legislation
- Administer fringe benefit programs and voluntary fringe benefit programs
- Counsel employees on benefit related issues and conduct organizational benefit reviews
- Coordinate and administer the employee compensation and classification system
- Administer the performance and goal evaluation system
- Educate employees on health insurance costs and issues
- Maintain employment records
- Negotiate labor union contracts, address employee issues and handle grievances as they occur
- Investigate complaints and follow through to resolution
- Provide intervention and conflict resolution services
- Assist and advise employees on employment related issues
- Provide contract interpretation and training
- Coordinate and participate in grievance and interest arbitrations

#### Major Changes in Revenue, Expenditures or Programs:

No major changes.

# CITY OF APPLETON 2023 BUDGET

## HUMAN RESOURCES

**Human Resources Compliance and Administration**

**Business Unit 14010**

**PROGRAM BUDGET SUMMARY**

| Description                        | Actual            |                   | Budget            |                   |                   |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                    | 2020              | 2021              | Adopted 2022      | Amended 2022      | 2023              |
| Revenues                           |                   |                   |                   |                   |                   |
| 480100 General Charges for Service | \$ -              | \$ 106            | \$ -              | \$ -              | \$ -              |
| Total Revenue                      | <u>\$ -</u>       | <u>\$ 106</u>     | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       |
| Expenses                           |                   |                   |                   |                   |                   |
| 610100 Regular Salaries            | \$ 270,970        | \$ 252,282        | \$ 280,932        | \$ 280,932        | \$ 298,957        |
| 610500 Overtime Wages              | 768               | 599               | -                 | -                 | -                 |
| 615000 Fringes                     | 82,120            | 83,243            | 98,716            | 98,716            | 98,131            |
| 620100 Training/Conferences        | 185               | 76                | 110               | 110               | 110               |
| 620200 Mileage Reimbursement       | -                 | 9                 | -                 | -                 | -                 |
| 620600 Parking Permits             | 2,154             | 2,152             | 2,200             | 2,200             | 2,880             |
| 630100 Office Supplies             | 451               | 819               | 1,000             | 1,000             | 1,000             |
| 630300 Memberships & Licenses      | 420               | 420               | 420               | 420               | 420               |
| 630500 Awards & Recognition        | 109               | 496               | 92                | 92                | 92                |
| 630700 Food & Provisions           | 191               | 361               | 123               | 123               | 123               |
| 631500 Books & Library Materials   | -                 | 92                | -                 | -                 | -                 |
| 632001 City Copy Charges           | 1,807             | 2,130             | 4,300             | 4,300             | 3,000             |
| 632002 Outside Printing            | 30                | 506               | 200               | 200               | 400               |
| 632700 Miscellaneous Equipment     | 137               | 21                | 500               | 500               | 200               |
| 640400 Consulting Services         | 1,250             | 5,391             | 5,000             | 5,000             | 5,000             |
| 641307 Telephone                   | 476               | 468               | 500               | 500               | 500               |
| 659900 Other Contracts/Obligation  | 150               | 62                | 100               | 100               | 100               |
| Total Expense                      | <u>\$ 361,218</u> | <u>\$ 349,127</u> | <u>\$ 394,193</u> | <u>\$ 394,193</u> | <u>\$ 410,913</u> |

**DETAILED SUMMARY OF 2023 PROPOSED EXPENDITURES > \$15,000**

None

# CITY OF APPLETON 2023 BUDGET

## HUMAN RESOURCES

Talent Acquisition and Retention

Business Unit 14020

### PROGRAM MISSION

For the benefit of the program managers, so that the City will have a qualified, diverse staff, we will research, recruit and recommend appropriate candidates.

### PROGRAM NARRATIVE

#### Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", and #5: "Promote an environment that is respectful and inclusive."

#### Objectives:

- Review and make recommendations on the filling of vacancies, reorganizations and other staffing changes
- Review and update job descriptions and post or advertise vacant positions
- Receive and screen applications
- Administer selection process including: corresponding with applicants, maintaining recruitment data, testing, interviewing, performing background and reference checks, coordinating travel arrangements, medical, psychological, and physical agility testing and documenting employment offers
- Maintain statistical data on applicant files
- Process all recruitment for seasonal employees
- Outline and document all hiring processes and continue to explore online job posting opportunities
- Evaluate the use of testing and employment related assessments and background procedures
- Use NEO.gov system for all volunteer processes to streamline and ensure all background checks are completed
- Build qualified applicant pools that are representative of the community

#### Major Changes in Revenue, Expenditures or Programs:

No major changes

**CITY OF APPLETON 2023 BUDGET  
HUMAN RESOURCES**

**Talent Acquisition and Retention**

**Business Unit 14020**

**PROGRAM BUDGET SUMMARY**

| Description                   | Actual            |                   | Budget            |                   |                   |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                               | 2020              | 2021              | Adopted 2022      | Amended 2022      | 2023              |
| Expenses                      |                   |                   |                   |                   |                   |
| 610100 Regular Salaries       | \$ 92,369         | \$ 77,038         | \$ 98,353         | \$ 98,353         | \$ 107,364        |
| 610500 Overtime Wages         | 366               | 22                | -                 | -                 | -                 |
| 615000 Fringes                | 35,555            | 31,392            | 47,769            | 47,769            | 36,119            |
| 620100 Training/Conferences   | 176               | 74                | -                 | -                 | -                 |
| 620200 Mileage Reimbursement  | -                 | 6                 | -                 | -                 | -                 |
| 620500 Employee Recruitment   | 7,705             | 13,621            | 15,000            | 15,000            | 14,000            |
| 630300 Memberships & Licenses | 55                | 230               | 205               | 205               | 205               |
| 630700 Food & Provisions      | 474               | 947               | 1,000             | 1,000             | 500               |
| 640400 Consulting Services    | 18,701            | 18,764            | 25,000            | 60,000            | 22,000            |
| 641200 Advertising            | 7,247             | 7,003             | 6,000             | 6,000             | -                 |
| 641307 Telephone              | 179               | 172               | 200               | 200               | 200               |
| Total Expense                 | <u>\$ 162,827</u> | <u>\$ 149,269</u> | <u>\$ 193,527</u> | <u>\$ 228,527</u> | <u>\$ 180,388</u> |

**DETAILED SUMMARY OF 2023 PROPOSED EXPENDITURES > \$15,000**

Consulting Services

|                                      |                  |
|--------------------------------------|------------------|
| Pre-employment physical testing      | \$ 10,450        |
| Pre-employment psychological testing | 8,800            |
| Personnel Evaluation, Inc            | 2,750            |
|                                      | <u>\$ 22,000</u> |

# CITY OF APPLETON 2023 BUDGET

## HUMAN RESOURCES

**Talent Management and Development**

**Business Unit 14040**

### PROGRAM MISSION

For the benefit of City staff and the community, we will provide training to meet strategic goals and educational opportunities for staff to enhance employees' skills, to fulfill legally mandated training requirements, and to increase employee engagement and development.

### PROGRAM NARRATIVE

#### Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", #5: "Promote an environment that is respectful and inclusive", and #6: "Create opportunities and learn from successes and failures".

#### Objectives:

- Coordinate and conduct required general employee training classes for all employees
- Coordinate and facilitate supervisory training
- Maintain City-wide training/tracking database
- Create and manage e-learning courses
- Facilitate staff and team development sessions
- Deliver organizational development training
- Conduct new employee orientation program
- Conduct new supervisor orientation training
- Coordinate and conduct seasonal training
- Facilitate City-wide talent management strategy, including workforce analysis and succession plans
- Coordinate and facilitate leadership programs, including individual development plans and mentoring program
- Continue to implement online NEO.gov performance evaluation system
- Continue to expand use of online onboarding and offboarding systems
- Coordinate and facilitate organizational culture discussions and action plans
- Manage and expand use of leadership development tools (i.e. EQi, Hogan)
- Coordinate and implement 360 assessment tool for the Leadership Team
- Offer new THRIVE 2.0 program for continued leadership development

#### Major Changes in Revenue, Expenditures or Programs:

No major changes



**CITY OF APPLETON 2023 BUDGET**

**HUMAN RESOURCES**

**Talent Management and Development**

**Business Unit 14040**

**PROGRAM BUDGET SUMMARY**

| Description                       | Actual            |                   | Budget            |                   |                   |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                   | 2020              | 2021              | Adopted 2022      | Amended 2022      | 2023              |
| Expenses                          |                   |                   |                   |                   |                   |
| 610100 Regular Salaries           | \$ 95,053         | \$ 108,416        | \$ 92,118         | \$ 92,118         | \$ 96,858         |
| 610500 Overtime Wages             | 580               | 196               | -                 | -                 | -                 |
| 615000 Fringes                    | 31,795            | 36,567            | 30,070            | 30,070            | 30,426            |
| 620100 Training/Conferences       | 1,042             | 1,149             | 9,000             | 9,000             | 9,000             |
| 620200 Mileage Reimbursement      | -                 | 45                | -                 | -                 | -                 |
| 630300 Memberships & Licenses     | 73                | -                 | 289               | 289               | 289               |
| 630700 Food & Provisions          | 162               | 1,686             | 2,300             | 2,300             | 9,550             |
| 640400 Consulting Services        | 19,000            | 30,253            | 35,000            | 35,000            | 35,000            |
| 659900 Other Contracts/Obligation | 52                | -                 | 700               | 700               | 700               |
| Total Expense                     | <u>\$ 147,757</u> | <u>\$ 178,312</u> | <u>\$ 169,477</u> | <u>\$ 169,477</u> | <u>\$ 181,823</u> |

**DETAILED SUMMARY OF 2023 PROPOSED EXPENDITURES > \$15,000**

Consulting Services

|                                       |                  |
|---------------------------------------|------------------|
| General Employee Training/Development | \$ 6,500         |
| Organizational Development            | 5,000            |
| Supervisor/Leadership Development     | 22,000           |
| Administrative Professionals Event    | 1,500            |
|                                       | <u>\$ 35,000</u> |

**CITY OF APPLETON 2023 BUDGET  
HUMAN RESOURCES**

|                                    | 2020<br>ACTUAL | 2021<br>ACTUAL | 2022<br>YTD ACTUAL | 2022<br>ORIG BUD | 2022<br>REVISED BUD | 2023<br>BUDGET |
|------------------------------------|----------------|----------------|--------------------|------------------|---------------------|----------------|
| Charges for Services               |                |                |                    |                  |                     |                |
| 480100 General Charges for Service | -              | 106            | -                  | -                | -                   | -              |
| TOTAL PROGRAM REVENUES             | -              | 106            | -                  | -                | -                   | -              |
| Salaries                           |                |                |                    |                  |                     |                |
| 610100 Regular Salaries            | 458,393        | 437,739        | 171,500            | 471,403          | 471,403             | 503,179        |
| 610500 Overtime Wages              | 1,714          | 818            | 1,016              | -                | -                   | -              |
| 615000 Fringes                     | 149,469        | 151,203        | 55,778             | 176,555          | 176,555             | 164,676        |
| TOTAL PERSONNEL                    | 609,576        | 589,760        | 228,294            | 647,958          | 647,958             | 667,855        |
| Training~Travel                    |                |                |                    |                  |                     |                |
| 620100 Training/Conferences        | 1,403          | 1,299          | 2,681              | 9,110            | 9,110               | 9,110          |
| 620200 Mileage Reimbursement       | -              | 54             | 114                | -                | -                   | -              |
| 620500 Employee Recruitment        | 7,704          | 13,621         | 2,353              | 15,000           | 15,000              | 14,000         |
| 620600 Parking Permits             | 2,154          | 2,152          | 2,434              | 2,200            | 2,200               | 2,880          |
| TOTAL TRAINING / TRAVEL            | 11,261         | 17,126         | 7,582              | 26,310           | 26,310              | 25,990         |
| Supplies                           |                |                |                    |                  |                     |                |
| 630100 Office Supplies             | 451            | 819            | 213                | 1,000            | 1,000               | 1,000          |
| 630200 Subscriptions               | -              | -              | -                  | -                | -                   | -              |
| 630300 Memberships & Licenses      | 548            | 650            | 319                | 914              | 914                 | 914            |
| 630500 Awards & Recognition        | 109            | 496            | -                  | 92               | 92                  | 92             |
| 630700 Food & Provisions           | 827            | 2,994          | 961                | 3,423            | 3,423               | 10,173         |
| 631500 Books & Library Materials   | -              | 92             | -                  | -                | -                   | -              |
| 632001 City Copy Charges           | 1,807          | 2,130          | 759                | 4,300            | 4,300               | 3,000          |
| 632002 Outside Printing            | 30             | 506            | 30                 | 200              | 200                 | 400            |
| 632700 Miscellaneous Equipment     | 137            | 21             | -                  | 500              | 500                 | 200            |
| TOTAL SUPPLIES                     | 3,909          | 7,708          | 2,282              | 10,429           | 10,429              | 15,779         |
| Purchased Services                 |                |                |                    |                  |                     |                |
| 640400 Consulting Services         | 38,952         | 54,408         | 37,859             | 65,000           | 100,000             | 62,000         |
| 641200 Advertising                 | 7,247          | 7,003          | 2,057              | 6,000            | 6,000               | -              |
| 641307 Telephone                   | 655            | 641            | 271                | 700              | 700                 | 700            |
| 659900 Other Contracts/Obligation  | 202            | 62             | 124                | 800              | 800                 | 800            |
| TOTAL PURCHASED SVCS               | 47,056         | 62,114         | 40,311             | 72,500           | 107,500             | 63,500         |
| TOTAL EXPENSE                      | 671,802        | 676,708        | 278,469            | 757,197          | 792,197             | 773,124        |