

**CITY OF APPLETON 2019 BUDGET**

**HUMAN RESOURCES**

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# CITY OF APPLETON 2019 BUDGET HUMAN RESOURCES

## MISSION STATEMENT

To establish and maintain a high quality, competent and loyal workforce and to provide on-going support, training, and prompt and courteous service to all City departments, staff and the public.

## DISCUSSION OF SIGNIFICANT 2018 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 2018 are:

### General Administration:

- \*Updated medical insurance for Health Care Reform Act compliance
- \*Continued development of the Financial Wellness Team including branding, review of Deferred Compensation Plan/ investment fund lineup performance, and educating employees for retirement readiness
- \*Expanded health services at the Employee Connecting Care Clinic to include Health Coach and Physical Therapy services
- \*Completed annual Personal Health Risk Assessments for employees and spouse
- \*Updated the tables of organization, department staffing information and salary charts
- \*Began transition for implementation to Tyler Munis HR and Payroll systems
- \*Responded to several large open records requests
- \*Began review of the Post Employment Health Plan Benefit
- \*Updated several HR & Safety Policies
- \*Rolled out new approach for Dress expectations-Dress for your Day
- \*The Healthsmart Team offered multiple lunch n learn sessions such as Vitamins and Supplements, Food Diets, Mindfulness, and Will Planning
- \*The Healthsmart Team also launched a new fitness tracking program through MyInertia for all city employees
- \*The Healthsmart Team also promoted a Wellness Bingo challenge to keep employees motivated with fitness goals

### Employee & Labor Relations:

- \*Completed contract negotiations for a successor labor agreement for Valley Transit
- \*Assisted a number of employees with FMLA, worker's compensation, career development and a variety of employment related issues
- \*Updated the Pay for Performance system and processed the first year with the new system

### Recruitment:

- \*Completed staff transition from the retirement of the Recruitment Assistant
- \*Completed several recruitment processes
- \*Completed several internal promotion and lateral transfer processes
- \*Coordinated and assisted the Police and Fire Commissions with the selection of a successor Fire Chief
- \*Redeveloped the HR Facebook page and worked to promote job announcements through social media
- \*Worked with the Clerks office to utilize NEO.gov online application for election workers

### Staff Development & Training:

- \*Completed training for all general employees and supervisors
- \*Provided required training for all seasonal employees
- \*Completed new employee orientation sessions
- \*Completed new supervisor orientation sessions
- \*Implemented a new e-learning course using the CVMIC Kwik Course tool
- \*Expanded the use of online onboarding for new employees
- \*Began using an online offboarding tool for exiting employees
- \*Provided an Administrative Professionals Event to recognize our administrative professionals
- \*Completed three team development sessions for City departments
- \*Continued work with the Culture Team to implement new ways to enhance our workplace culture
- \*Completed the UW-Oshkosh Leadership Development Academy for Department Directors and began the program for the Deputy Directors

## CITY OF APPLETON 2019 BUDGET HUMAN RESOURCES

### MAJOR 2019 OBJECTIVES

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

**Human Resource Compliance and Administration:**

Continue review of the medical plan assuring compliance with the Health Care Act, industry trends and cost effectiveness  
 Administer the annual Personal Health Risk Assessments for all employees/spouses/retirees  
 Administer various wellness programs to educate employees and promote health and wellness  
 Maintain the City's compensation plan for non-union, part-time and seasonal employees  
 Promote the Connecting Care Clinic and new services  
 Promote programs to increase employee financial wellness and retirement readiness  
 Negotiate labor agreements (Police and Fire) and provide assistance to departments on labor issues  
 Continue to work toward assisting employees with retirement readiness  
 Review options regarding the Post Employment Health Plan

**Talent Acquisition and Retention:**

Fill vacant employee positions throughout the year  
 Continue to evaluate the use of testing and employment related assessments to best meet our needs  
 Review background procedure and evaluate alternatives

**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  
 Conduct seasonal employee training  
 Coordinate team and individual development opportunities for City employees  
 Manage and expand use of online onboarding system

### DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			% Change *
		2016	2017	Adopted 2018	Amended 2018	2019	
Unit	Title						
<b>Program Revenues</b>		\$ 111	\$ 71	\$ -	\$ -	\$ -	N/A
<b>Program Expenses</b>							
14010	HR Compliance	392,742	399,889	347,944	347,944	407,415	17.09%
14020	Talent Acquisition	188,072	201,746	200,867	200,867	204,972	2.04%
14040	Talent Management	146,023	162,507	157,592	157,592	170,729	8.34%
<b>TOTAL</b>		\$ 726,837	\$ 764,142	\$ 706,403	\$ 706,403	\$ 783,116	10.86%
<b>Expenses Comprised Of:</b>							
Personnel		640,044	669,790	607,088	607,088	674,382	11.08%
Administrative Expense		49,423	58,236	58,905	58,905	32,124	-45.46%
Supplies & Materials		5,349	4,311	5,000	5,000	5,000	0.00%
Purchased Services		31,358	30,794	34,610	34,610	70,810	104.59%
Utilities		663	1,011	800	800	800	0.00%
Repair & Maintenance		-	-	-	-	-	N/A
Capital Expenditures		-	-	-	-	-	N/A
<b>Full Time Equivalent Staff:</b>							
Personnel allocated to programs		6.15	6.15	6.15	6.15	6.15	

## CITY OF APPLETON 2019 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: "Prompt delivery of 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:**

The 2018 budget included a reduction in personnel expense in this program related to the expected retirement of the Risk Manager. Since that program is also staffed by Human Resource personnel, it was anticipated that they would be spending more time working on the Risk program during the time the Risk Manager position was vacant. The 2019 budget anticipates filling the Risk Manager position and, therefore, the reallocation of Human Resource staff back to this program.

Increase in the Subscriptions account is due to the WI Employment Law Letter that is paid every three years and is due in 2019.

#### PERFORMANCE INDICATORS

	Actual 2016	Actual 2017	Target 2018	Projected 2018	Target 2019
<b>Client Benefits/Impacts</b>					
Staff Retention					
Regular employees on staff < 1 year	41	48	50	50	50
Regular employees on staff 1-5 years	156	155	175	176	160
Regular employees on staff 6-10 years	99	95	100	93	100
Regular employees on staff 10+ years	330	330	305	317	320
Long-term management of Benefit Programs					
% of increase to medical premiums	3%	3.9%	10%	21.2%	10%
<b>Strategic Outcomes</b>					
Consistent and understandable employment policies and procedures					
Average leave hours used per employee					
Sick	9.6	8.0	9.0	8.5	8.0
FMLA	10.2	11.4	8.0	11.2	11.0
PTO (sick)	3.4	1.6	4.0	3.8	2.5
<b>Work Process Outputs</b>					
Policy Implementation - # of policies:					
Developed	0	1	0	0	0
Updated	5	14	10	13	10
Fringe Benefits					
# of contracts under negotiation	3	1	1	1	2
# of new fringe benefits	3	0	0	2	0
# of modified fringe benefits	2	6	2	0	1

**CITY OF APPLETON 2019 BUDGET  
HUMAN RESOURCES**

**Human Resources Compliance and Administration**

**Business Unit 14010**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
<b>Revenues</b>					
4801 Charges for Serv.- Nontax	\$ 111	\$ 71	\$ -	\$ -	\$ -
Total Revenue	\$ 111	\$ 71	\$ -	\$ -	\$ -
<b>Expenses</b>					
6101 Regular Salaries	\$ 280,725	\$ 285,217	\$ 242,997	\$ 242,997	\$ 287,312
6105 Overtime	(153)	339	-	-	-
6150 Fringes	93,758	102,825	86,837	86,837	102,373
6201 Training\Conferences	251	179	-	-	-
6206 Parking Permits	2,090	2,155	2,280	2,280	1,900
6301 Office Supplies	969	914	1,000	1,000	1,000
6302 Subscriptions	1,524	836	565	565	1,565
6303 Memberships & Licenses	195	479	390	390	390
6305 Awards & Recognition	-	-	92	92	92
6307 Food & Provisions	374	202	123	123	123
6320 Printing & Reproduction	5,168	3,717	4,500	4,500	4,500
6327 Miscellaneous Equipment	181	594	500	500	500
6404 Consulting Services	7,084	1,587	8,000	8,000	7,000
6413 Utilities	479	711	550	550	550
6599 Other Contracts/Obligations	97	134	110	110	110
Total Expense	\$ 392,742	\$ 399,889	\$ 347,944	\$ 347,944	\$ 407,415

**DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2019 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: "Prompt delivery of 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, 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

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

Increase to our consulting services account is due to the turnover in public safety positions needing pre-employment psychological evaluations. We don't see this trend changing into the new year.

Increase to our membership account is for a Senior Professional in Human Resources (SPHR) certification fee that is paid every other year and is due again in 2019.

**PERFORMANCE INDICATORS**

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
<b>Client Benefits/Impacts</b>					
Timely, effective assistance to departments in filling vacancies					
% of Program Managers who reported being satisfied or very satisfied	New Measure	—————>	100%	100%	100%
<b>Strategic Outcomes</b>					
City operates more efficiently					
# of open positions throughout year (includes transfers & promotions)	78	133	75	100	120
# staff turnover	86	85	75	72	80
<b>Work Process Outputs</b>					
Candidate recruitment					
# of positions posted internally	21	17	20	20	20
# of positions advertised externally	49	74	55	55	70
# of telephone interviews	34	38	25	25	35
# of face to face interviews	537	405	475	475	475
# of candidates tested	140	230	200	200	220

**CITY OF APPLETON 2019 BUDGET  
HUMAN RESOURCES**

**Talent Acquisition and Retention**

**Business Unit 14020**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Expenses					
6101 Regular Salaries	\$ 108,411	\$ 111,359	\$ 111,223	\$ 111,223	\$ 106,642
6105 Overtime	52	31	-	-	-
6150 Fringes	45,461	50,057	47,689	47,689	49,676
6201 Training\Conferences	473	-	-	-	-
6205 Employee Recruitment	9,668	9,810	13,500	13,500	13,500
6303 Memberships & Licenses	55	254	205	205	404
6307 Food & Provisions	(409)	862	1,500	1,500	1,500
6404 Consulting Services	18,188	22,747	18,500	18,500	25,000
6412 Advertising	5,989	6,326	8,000	8,000	8,000
6413 Utilities	184	300	250	250	250
Total Expense	<u>\$ 188,072</u>	<u>\$ 201,746</u>	<u>\$ 200,867</u>	<u>\$ 200,867</u>	<u>\$ 204,972</u>

**DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000**

Consulting Services

Pre-employment physicals	\$ 9,500
Pre-employment psychologicals	13,000
Pre-employment polygraphs	2,500
	<u>\$ 25,000</u>

**CITY OF APPLETON 2019 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: "Prompt delivery of 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 for all employees
- Coordinate and conduct supervisory training
- Maintain City-wide training/tracking database
- Create and manage e-learning courses
- Facilitate staff and team development
- Deliver organizational development training
- Conduct new employee orientation training
- 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 and individual development plans and programs
- Continue to implement online NEO.gov performance evaluation system
- Continue to expand use of online onboarding and offboarding system
- Coordinate and facilitate organizational culture discussions

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

In the 2018 budget, costs related to training for all City employees was included in the Training/Conferences account. In the 2019 budget, these costs have been segregated into separate accounts to more accurately reflect the activity. The Training/Conferences account includes amounts related to Human Resources staff training and conferences. The Consulting Services account is reflective of the trainers that present the topics covered during the training sessions. The Food & Provisions account has increased to include amounts for City staff training. The Other Obligations account includes amounts for room rental costs related to staff training.

The increase in the overall training budget reflects an increase in participation of City staff in the Talent Management Program.

**PERFORMANCE INDICATORS**

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
<b>Client Benefits/Impacts</b>					
Timely, resourceful training provided					
% employees reported very satisfied	72%	72%	70%	74%	70%
% employees reported satisfied	28%	25%	30%	26%	30%
% employees reported not satisfied	0%	3%	0%	0%	0%
<b>Strategic Outcomes</b>					
% of employees trained on required topics	99%	96%	100%	98%	99%
<b>Work Process Outputs</b>					
Training programs conducted					
Number of training topics covered at required classes	27	26	25	31	26
Avg. number participants per session	25	29	25	25	27

**CITY OF APPLETON 2019 BUDGET  
HUMAN RESOURCES**

**Talent Management and Development**

**Business Unit 14040**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Expenses					
6101 Regular Salaries	\$ 81,243	\$ 86,216	\$ 86,659	\$ 86,659	\$ 89,916
6105 Overtime	209	178	-	-	-
6150 Fringes	30,337	33,568	31,683	31,683	38,463
6201 Training\Conferences	33,260	41,130	38,500	38,500	9,000
6303 Memberships & Licenses	254	-	250	250	250
6307 Food & Provisions	720	1,415	500	500	2,400
6404 Consulting Services	-	-	-	-	30,000
6599 Other Obligations	-	-	-	-	700
<b>Total Expense</b>	<b>\$ 146,023</b>	<b>\$ 162,507</b>	<b>\$ 157,592</b>	<b>\$ 157,592</b>	<b>\$ 170,729</b>

**DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000**

**Consulting Services**

Aspiring leaders program	\$ 6,000
Customer Service Training	1,500
Culture	2,000
Employer Branding	1,000
Mentoring Program	2,000
Organizational development	2,000
E-Learning/Onboarding	1,500
Leadership Development	10,000
Talent Management Program	4,000
<b>Total</b>	<b>\$ 30,000</b>

City of Appleton  
2019 Budget  
Revenue and Expense Summary

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
<b>REVENUES</b>							
Charges for Services	111	71	244	0	0	0	0
<b>TOTAL REVENUES</b>	<b>111</b>	<b>71</b>	<b>244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENSES BY LINE ITEM</b>							
Regular Salaries	404,221	413,996	274,020	440,879	440,879	483,870	483,870
Overtime	108	549	910	0	0	0	0
Sick Pay	3,789	3,261	304	0	0	0	0
Vacation Pay	62,370	65,534	36,507	0	0	0	0
Fringes	169,556	186,450	110,148	166,209	166,209	182,778	190,512
<b>Salaries &amp; Fringe Benefits</b>	<b>640,044</b>	<b>669,790</b>	<b>421,889</b>	<b>607,088</b>	<b>607,088</b>	<b>666,648</b>	<b>674,382</b>
Training & Conferences	33,984	41,309	6,117	38,500	38,500	9,000	9,000
Employee Recruitment	9,668	9,810	14,404	13,500	13,500	13,500	13,500
Parking Permits	2,090	2,155	2,050	2,280	2,280	1,900	1,900
Office Supplies	969	914	784	1,000	1,000	1,000	1,000
Subscriptions	1,524	836	790	565	565	1,565	1,565
Memberships & Licenses	504	733	879	845	845	1,044	1,044
Awards & Recognition	0	0	40	92	92	92	92
Food & Provisions	684	2,479	2,575	2,123	2,123	4,023	4,023
<b>Administrative Expense</b>	<b>49,423</b>	<b>58,236</b>	<b>27,639</b>	<b>58,905</b>	<b>58,905</b>	<b>32,124</b>	<b>32,124</b>
Printing & Reproduction	5,168	3,717	3,837	4,500	4,500	4,500	4,500
Miscellaneous Equipment	181	594	0	500	500	500	500
<b>Supplies &amp; Materials</b>	<b>5,349</b>	<b>4,311</b>	<b>3,837</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Consulting Services	25,272	24,334	31,239	26,500	26,500	59,500	62,000
Advertising	5,989	6,326	4,270	8,000	8,000	8,000	8,000
Other Contracts/Obligations	97	134	623	110	110	810	810
<b>Purchased Services</b>	<b>31,358</b>	<b>30,794</b>	<b>36,132</b>	<b>34,610</b>	<b>34,610</b>	<b>68,310</b>	<b>70,810</b>
Telephone	663	1,011	347	800	800	800	800
<b>Utilities</b>	<b>663</b>	<b>1,011</b>	<b>347</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>
<b>Repair &amp; Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSES</b>	<b>726,837</b>	<b>764,142</b>	<b>489,844</b>	<b>706,403</b>	<b>706,403</b>	<b>772,882</b>	<b>783,116</b>