

**CITY OF APPLETON 2018 BUDGET**

**HUMAN RESOURCES**

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# CITY OF APPLETON 2018 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 2017 EVENTS

In terms of general administrative functions, we continued to plan and make changes to our medical insurance program to remain in compliance with the Health Care Reform Act as well as being prepared for any new changes made at the federal level. We successfully converted our 457(b) deferred compensation plan from Nationwide to Voya. We will continue to work with our advisor to serve as fiduciary for the plan, oversee investment decisions, and work with Voya to educate employees on this benefit. We continue to work with Appleton Area School District on the shared employee medical clinic. Due to overwhelming success of the clinic, we hired two more staff in May to handle the demand for services. The Health Smart team ran the annual health screening program for employees and spouses and continued to promote healthy living programs. An RFP process was also conducted for health screening services and a new provider was selected to conduct those services this Fall. The annual glance chart (tables of organization, department staffing information and salary charts) was also updated and distributed. We continue to electronically scan and index personnel files into the Metafile imaging system.

In the area of employee/labor relations, the department began union/management meetings with Valley Transit for the Teamster contract expiring December 31, 2017. Staff also met with a number of employees regarding FMLA, worker's compensation, career development and a variety of employment-related questions and concerns.

Since the new compensation study was finalized, we processed another year of pay-for-performance adjustments based on all non-union employee ratings in the performance evaluation system. The compensation team continues to meet to review the administration and performance of the evaluation system.

Recruitment activities continued to be heavy due to retirements and terminations. In particular, recruitment processes were completed for police officers, fire fighters, several positions at the Library, Public Works, Valley Transit and City Hall as well as several internal promotions/transfers City-wide. We continued to use Biddle testing which is integrated with our NEO.gov application system. We also worked with social media outlets to find new ways to reach potential candidates. With 60% of staff eligible to retire within the next 5-10 years, recruitment will continue to be a focus for our department.

In the area of staff development and training, the department completed training for all general employees and supervisors during 20 classes held throughout the year and provided required training to all seasonal employees during four seasonal classes. The staff also conducted three new employee orientation programs, along with two new supervisor orientations. Staff also implemented new e-learning courses using CVMIC's Kwik Course tool and continue to expand the use of online onboarding for new employees. In addition, the staff also facilitated two successful administrative professionals' recognition programs in April. One of the primary areas of focus in 2017 was the implementation of the City's talent management strategy, including City-wide and departmental workforce analysis, succession plans, individual stay interviews, group stay interviews, culture discussions and new City-wide leadership development program. We also began an executive development program for our director staff.

## CITY OF APPLETON 2018 BUDGET HUMAN RESOURCES

### MAJOR 2018 OBJECTIVES

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

**Administration:**

Continue work on the health insurance program to stay in compliance with the Health Care Act and industry trends for all employee benefits  
Administer the annual employee/spouse/retiree health screenings along with various wellness programs to educate employees  
Maintain the City's non-represented compensation plan  
Promote the new medical clinic to all employees and dependents  
Promote programs to increase employee financial wellness and retirement readiness  
Negotiate labor agreements and provide assistance to departments on labor issues  
Continue work on deferred compensation and plan services

**Recruitment 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  
Continue to investigate new social media tools to promote City positions

**Staff Training 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 *
Unit	Title	2015	2016	Adopted 2017	Amended 2017	2018	
<b>Program Revenues</b>		\$ -	\$ 111	\$ -	\$ -	\$ -	N/A
<b>Program Expenses</b>							
14010	Administration	372,574	392,742	387,223	390,314	347,944	-10.14%
14020	Recruitment	186,852	188,072	193,110	193,966	200,867	4.02%
14040	Staff Development	147,755	146,023	154,802	155,297	157,592	1.80%
<b>TOTAL</b>		\$ 707,181	\$ 726,837	\$ 735,135	\$ 739,577	\$ 706,403	-3.91%
<b>Expenses Comprised Of:</b>							
Personnel		623,473	640,044	641,640	646,082	607,088	-5.38%
Administrative Expense		47,926	49,423	55,535	55,535	58,905	6.07%
Supplies & Materials		4,564	5,349	4,550	4,550	5,000	9.89%
Purchased Services		30,560	31,358	32,610	32,610	34,610	6.13%
Utilities		658	663	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	

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

**CITY OF APPLETON 2018 BUDGET  
HUMAN RESOURCES**

**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:**

Decrease in salary and fringe benefits due to costs being transferred to the Risk Management Fund for staff time spent performing risk management duties during an anticipated vacancy in the Risk Manager position in 2018. The six month period will allow the H/R Department to evaluate potential long-term options for this position.

**PERFORMANCE INDICATORS**

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Target 2017</u>	<u>Projected 2017</u>	<u>Target 2018</u>
<b>Client Benefits/Impacts</b>					
Staff Retention					
Regular employees on staff < 1 year	46	41	50	40	50
Regular employees on staff 1-5 years	117	156	150	160	175
Regular employees on staff 6-10 years	101	99	100	100	100
Regular employees on staff 10+ years	339	330	334	330	305
Long-term management of Benefit Programs					
% of increase to medical premiums	3%	3.5%	5%	5%	10%
<b>Strategic Outcomes</b>					
Consistent and understandable employment policies and procedures					
Average leave hours used per employee					
Sick	9.8	9.6	9.0	9.0	9.0
FMLA	6.3	10.2	7.0	10.0	8.0
PTO (sick)	4.4	3.4	4.5	4.5	4.0
<b>Work Process Outputs</b>					
Policy Implementation - # of policies:					
Developed	1	0	0	0	0
Updated	12	5	10	10	10
Fringe Benefits					
# of contracts under negotiation	0	3	0	1	1
# of new fringe benefits	2	3	0	0	0
# of modified fringe benefits	2	2	2	2	2

**CITY OF APPLETON 2018 BUDGET  
HUMAN RESOURCES**

**Administration**

**Business Unit 14010**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2015	2016	Adopted 2017	Amended 2017	2018
<b>Revenues</b>					
4801 Charges for Serv.- Nontax	\$ -	\$ 111	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 111	\$ -	\$ -	\$ -
<b>Expenses</b>					
6101 Regular Salaries	\$ 272,903	\$ 280,725	\$ 276,987	\$ 279,678	\$ 242,997
6105 Overtime	403	(153)	-	-	-
6150 Fringes	86,986	93,758	92,576	92,976	86,837
6201 Training\Conferences	-	251	-	-	-
6206 Parking Permits	1,974	2,090	2,280	2,280	2,280
6301 Office Supplies	713	969	1,000	1,000	1,000
6302 Subscriptions	974	1,524	565	565	565
6303 Memberships & Licenses	780	195	390	390	390
6305 Awards & Recognition	104	-	92	92	92
6307 Food & Provisions	262	374	123	123	123
6320 Printing & Reproduction	4,564	5,168	4,050	4,050	4,500
6327 Miscellaneous Equipment	-	181	500	500	500
6404 Consulting Services	2,301	7,084	8,000	8,000	8,000
6413 Utilities	476	479	550	550	550
6599 Other Contracts/Obligations	134	97	110	110	110
Total Expense	\$ 372,574	\$ 392,742	\$ 387,223	\$ 390,314	\$ 347,944

**DETAILED SUMMARY OF 2018 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2018 BUDGET  
HUMAN RESOURCES**

**Recruitment and Selection**

**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, enter Equal Employment Opportunity (EEO) information 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 tests 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
- Use NEO.gov system for all volunteer processes to streamline and ensure all backgrounds are completed

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

- Decrease in memberships due to SHRM national membership being paid every other year.
- Increase on food/provisions due to high current and anticipated recruitment processes and expenses relating to 60 percent of the City's workforce retiring within the next five to ten years.
- Increase to consulting services due to expected increase in vendor charges in 2018.

**PERFORMANCE INDICATORS**

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Target 2017</u>	<u>Projected 2017</u>	<u>Target 2018</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%
<b>Strategic Outcomes</b>					
City operates more efficiently					
# of open positions throughout year (includes transfers & promotions)	71	78	75	75	75
# staff turnover	59	86	60	60	75
<b>Work Process Outputs</b>					
Candidate recruitment					
# of positions posted internally	16	21	20	20	20
# of positions advertised externally	57	49	60	60	55
# of telephone interviews	12	34	25	25	25
# of face to face interviews	434	537	435	435	475
# of candidates tested	271	140	250	250	200

**CITY OF APPLETON 2018 BUDGET  
HUMAN RESOURCES**

**Recruitment and Selection**

**Business Unit 14020**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2015	2016	Adopted 2017	Amended 2017	2018
Expenses					
6101 Regular Salaries	\$ 105,522	\$ 108,411	\$ 108,301	\$ 109,046	\$ 111,223
6105 Overtime	9	52	-	-	-
6150 Fringes	41,925	45,461	45,124	45,235	47,689
6201 Training\Conferences	-	473	-	-	-
6205 Employee Recruitment	10,086	9,668	13,500	13,500	13,500
6303 Memberships & Licenses	55	55	535	535	205
6307 Food & Provisions	1,197	(409)	900	900	1,500
6404 Consulting Services	20,763	18,188	16,500	16,500	18,500
6412 Advertising	7,112	5,989	8,000	8,000	8,000
6413 Utilities	183	184	250	250	250
Total Expense	<u>\$ 186,852</u>	<u>\$ 188,072</u>	<u>\$ 193,110</u>	<u>\$ 193,966</u>	<u>\$ 200,867</u>

**DETAILED SUMMARY OF 2018 PROPOSED EXPENDITURES > \$15,000**

Consulting Services

Pre-employment physicals	\$ 9,500
Pre-employment psychologicals	9,000
	<u>\$ 18,500</u>

**CITY OF APPLETON 2018 BUDGET  
HUMAN RESOURCES**

**Staff Development & Training**

**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 productivity.

**PROGRAM NARRATIVE**

**Link to City Goals:**

Implements Key Strategies #1: "Prompt delivery of excellent services", #3: "Recognize and grow everyone's talents" 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
- Coordinate online training registration
- Facilitate staff and team development
- Deliver organizational development training
- Conduct new employee orientation
- Conduct new supervisor orientation
- Coordinate and conduct seasonal training
- Facilitate City-wide talent management strategy, including workforce analysis and planning
- Coordinate and facilitate leadership and individual development plans and programs
- Continue to implement online NEO.gov performance evaluation system and online onboarding system

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

The increase in the overall training budget is because of the continued focus on talent development and engagement because our workforce continues to age, with 60% of our employees being retirement-eligible within the next 10 years. The additional money for City-wide training will be used to continue the implementation of the City's leadership development program, along with support for individual and team development plans.

**PERFORMANCE INDICATORS**

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Target 2017</u>	<u>Projected 2017</u>	<u>Target 2018</u>
<b>Client Benefits/Impacts</b>					
Timely, resourceful training provided					
% employees reported very satisfied	71%	72%	70%	70%	70%
% employees reported satisfied	29%	28%	30%	30%	30%
% employees reported not satisfied	0%	0%	0%	0%	0%
<b>Strategic Outcomes</b>					
% of employees trained on required topics	99%	99%	100%	100%	100%
<b>Work Process Outputs</b>					
Training programs conducted					
Number of training topics covered at required classes	24	27	25	25	25
Avg. number participants per session	26	25	25	25	25



**CITY OF APPLETON 2018 BUDGET  
HUMAN RESOURCES**

**Staff Development & Training**

**Business Unit 14040**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2015	2016	Adopted 2017	Amended 2017	2018
Expenses					
6101 Regular Salaries	\$ 83,870	\$ 81,243	\$ 84,578	\$ 85,009	\$ 86,659
6105 Overtime	30	209	-	-	-
6150 Fringes	31,825	30,337	34,074	34,138	31,683
6201 Training\Conferences	31,397	33,260	35,400	35,400	38,500
6303 Memberships & Licenses	229	254	250	250	250
6307 Food & Provisions	154	720	500	500	500
6404 Consulting Services	250	-	-	-	-
Total Expense	<u>\$ 147,755</u>	<u>\$ 146,023</u>	<u>\$ 154,802</u>	<u>\$ 155,297</u>	<u>\$ 157,592</u>

**DETAILED SUMMARY OF 2018 PROPOSED EXPENDITURES > \$15,000**

Training and Conferences

HR professional/technical training	\$ 27,500
City-wide training	11,000
	<u>\$ 38,500</u>

Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Adopted Budget	2017 Amended Budget	2018 Requested Budget	2018 Adopted Budget
<b>REVENUES</b>							
Charges for Services	0	111	7	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>111</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENSES BY LINE ITEM</b>							
Regular Salaries	404,801	404,221	291,379	469,866	473,733	481,372	440,879
Overtime	442	108	180	0	0	0	0
Sick Pay	1,783	3,789	2,722	0	0	0	0
Vacation Pay	55,712	62,370	49,206	0	0	0	0
Fringes	160,735	169,556	117,878	171,774	172,349	176,821	166,209
<b>Salaries &amp; Fringe Benefits</b>	<b>623,473</b>	<b>640,044</b>	<b>461,365</b>	<b>641,640</b>	<b>646,082</b>	<b>658,193</b>	<b>607,088</b>
Training & Conferences	31,397	33,984	32,656	35,400	35,400	38,500	38,500
Employee Recruitment	10,086	9,668	5,956	13,500	13,500	13,500	13,500
Parking Permits	1,974	2,090	2,155	2,280	2,280	2,280	2,280
Office Supplies	713	969	587	1,000	1,000	1,000	1,000
Subscriptions	974	1,524	537	565	565	565	565
Memberships & Licenses	1,064	504	733	1,175	1,175	845	845
Awards & Recognition	104	0	0	92	92	92	92
Food & Provisions	1,614	684	1,464	1,523	1,523	2,123	2,123
<b>Administrative Expense</b>	<b>47,926</b>	<b>49,423</b>	<b>44,088</b>	<b>55,535</b>	<b>55,535</b>	<b>58,905</b>	<b>58,905</b>
Printing & Reproduction	4,564	5,168	2,706	4,050	4,050	4,500	4,500
Miscellaneous Equipment	0	181	594	500	500	500	500
<b>Supplies &amp; Materials</b>	<b>4,564</b>	<b>5,349</b>	<b>3,300</b>	<b>4,550</b>	<b>4,550</b>	<b>5,000</b>	<b>5,000</b>
Consulting Services	23,314	25,272	17,148	24,500	24,500	26,500	26,500
Advertising	7,112	5,989	4,138	8,000	8,000	8,000	8,000
Other Contracts/Obligations	134	97	134	110	110	110	110
<b>Purchased Services</b>	<b>30,560</b>	<b>31,358</b>	<b>21,420</b>	<b>32,610</b>	<b>32,610</b>	<b>34,610</b>	<b>34,610</b>
Telephone	658	663	895	800	800	800	800
<b>Utilities</b>	<b>658</b>	<b>663</b>	<b>895</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>
Repair & Maintenance	0	0	0	0	0	0	0
<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>707,181</b>	<b>726,837</b>	<b>531,068</b>	<b>735,135</b>	<b>739,577</b>	<b>757,508</b>	<b>706,403</b>