



OFFICIAL NOTICE AND AGENDA

of a meeting of a City Board, Commission, Department, Committee, Agency, Corporation, Quasi-Municipal, Corporation, or Sub-unit thereof.

Meeting of the:	Human Resources Committee
Date/Time:	Monday, October 11, 2021 at 4:30 PM
Location:	City Hall (407 Grant Street) – Council Chambers – 1 st Floor
Members:	Becky McElhaney (Chair), Dawn Herbst (Vice Chair), Lou Larson, Michael Martens, James Wadinski

AGENDA ITEMS FOR CONSIDERATION

- 1) Public comment on matters appearing on the agenda.
- 2) Approval of 9/13/2021 Minutes.
- 3) Human Resources Report for September.
- 4) Discussion and Possible Action Approving 2022 & 2023 Health, Dental, and Supplemental Insurance Plan Inclusion of CCIT.
- 5) Discussion and Possible Action Approving 2022 Benefit Design for City and CCIT Employees.
- 6) Discussion and possible action approving the update of the Policy for Employees with Symptoms or Exposure of Novel COVID-19 Flu (Coronavirus).
- 7) Discussion and possible action approving the creation and classification of an Administrative Captain position in the Wausau Police Department.
- 8) Discussion and Possible Action Approving Recruitment and Retention Initiatives.
- 9) Adjournment.

***Due to the COVID-19 pandemic, this meeting is being held in person and via teleconference. Members of the media and the public may attend in person, subject to the social distancing rules of maintaining at least 6 feet apart from other individuals, or by calling 1-408-418-9388. The Access Code is 2495 918 6320. Password: WausauHR**

Individuals appearing in person will either be seated in the Council Chambers or an overflow room, subject to the social distancing rules. Space will be available on a first come, first served basis. All public participants' phones will be muted during the meeting. Members of the public who do not wish to appear in person may view the meeting on the City of Wausau's YouTube Channel <http://www.tinyurl.com/WAAMedia>, live by cable TV, Channel 981, and a video is available in its entirety and can be accessed at <https://tinyurl.com/WausauCityCouncil>.

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 10/06/2021 at 12:00 PM

Questions regarding this agenda may be directed to the Human Resources Office at (715) 261-6630.

It is anticipated that each item listed on the agenda may be discussed, referred, or acted upon unless it is noted in the specific agenda item that no action is contemplated. It is possible that members of, and possibly a quorum of members of other committees of the Common Council of the City of Wausau may be in attendance at the above mentioned meeting to gather information. No action will be taken by any such group at the above mentioned meeting other than the committee specifically referred to in this notice.

"In accordance with the requirements of Title II of the Americans with Disabilities Act (ADA), the City of Wausau will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities. If you need assistance or reasonable accommodations in participating in this meeting or event due to a disability as defined under the ADA, please call Human Resources at (715) 261-6630 or the City's ADA Coordinator at (715) 261-6620 or e-mail clerk@ci.wausau.wi.us at least 48 hours prior to the scheduled meeting or event to request an accommodation."

Other Distribution: Alderpersons, Mayor, Department Heads, Union Presidents.

DRAFT

**CITY OF WAUSAU HUMAN RESOURCES COMMITTEE
MINUTES OF OPEN SESSION**

DATE/TIME: September 13, 2021 at 4:30 p.m.
LOCATION: City Hall (407 Grant Street) – Council Chambers
MEMBERS PRESENT: Dawn Herbst, Lou Larson, Michael Martens, Becky McElhaney, James Wadinski
MEMBERS ABSENT:
Also Present: Mayor Rosenberg, T. Vanderboom, Deb Ryan

Approval of the 8/09/21 Minutes.

Motion by Herbst to approve the minutes of the August 9, 2021 Human Resources Committee meeting. Second by Martens. All ayes. Motion passed 5-0.

Human Resources Report for August.

Wadinski asked what the Community Communications Assistant position was. Vanderboom explained it was the Mayor's assistant position, which has been retitled to Executive Assistant. No other questions were brought forward.

Discussion and Possible Action Amending the Biometric Screening Wellness Program.

Vanderboom said this item was brought forward at the last meeting. The vendor used by the City in past years was bought out by Aspirus and the cost doubled. The City's insurance broker was asked for options, and three are available: continue with Aspirus, choose another vendor that would fall within the current budget and try to schedule the screenings by the end of the year, or hold over the money and redesign the wellness program for next year. Vanderboom reminded the committee that the City has been offering the biometric screening program voluntarily to employees and that it has not been tied to premium rates due to the EEOC not having standards available to follow. Vanderboom said that the EEOC released standards earlier this year and then immediately withdrew them, so the amount of incentive the City can offer is still unknown.

Martens asked for the participation rate since the program stopped being an incentive. Vanderboom said she didn't know the exact percentage but that it was under 50% participation.

Motion by Wadinski to not offer biometric screening this year and consider a wellness program redesign for next year. Second by Herbst. Vanderboom said that she will bring forward and program redesign ideas to the committee. All ayes. Motion passed 5-0.

Discussion and Possible Action Approving Full Implementation of Option 3 of the 2019 Wage Study.

Vanderboom provided an overview of the options that were available to implement the wage study done in 2019 and the process the City has used to determine if it can partially or fully implement Option 3 during the next year. Vanderboom recommended fully implementing Option 3 in 2022 effective January 1, 2022.

Martens asked if this would help alleviate compression issues that the City has been dealing with. Vanderboom said that yes, fully implementing Option 3 will put all employees where they should be according to the wage study. Martens also asked if this will help with retention of current employees. Vanderboom said that this will affect employees who have been with the City for a longer period of time and more employees will be red-lined (at the maximum of the salary scale). Wadinski said that this will most likely be an ongoing discussion item since things are moving fast in private industry.

Motion by Wadinski to approve the full implementation of Option 3 of the 2019 wage study for 2022. Second by Larson. All ayes. Motion passed 5-0.

Discussion Regarding Recruitment and Retention Challenges.

Vanderboom said that the work market is unique at this time, as there are more job openings than workers, not only locally but nationally. Private industry is drastically adjusting wages in response to the market.

Vanderboom said that she would like to come back next month with some recommendations of what can be done to adjust to changing needs. Recruitment and retention data will be provided, a survey will be provided to employees asking for input on what they think our biggest recruitment and retention challenges are, and directors will be asked for input on challenges, needs, and suggestions to consider. Vanderboom said that all this information will be brought forward along with ideas for how to update recruitment and retention for the City during the current market.

Vanderboom asked if anyone had suggestions for data or questions. Wadinski asked if it would be possible to find out what the younger population would like or need for employment with the City or to stay with the City. Vanderboom said that she will see what she can do, but that her captive audience is current employees. Larson agreed that it would be good for Vanderboom to get whatever information she can to see what the City can come up with for ideas. McElhaney said that they would like to be aggressive with a timeline for information and changes, but reminded everyone that this is not just a City of Wausau issue, but a national issue. McElhaney also explained that wages may be reviewed but that the City has to be accountable to the taxpayers.

Herbst expressed her hope that a memo from Lindman will be considered regarding Public Works & Utilities staffing. McElhaney said that a meeting occurred with Lindman prior to the HR meeting to discuss his concerns.

Alder Ryan raised her hand to speak. McElhaney explained that no public comment was on the agenda and that she could not let Alder Ryan speak during the meeting. Attorney Jacobson said that the meeting could adjourn and the committee could listen to public comment after.

Adjournment.

Motion by Martens to adjourn. Second by Larson. Meeting is adjourned.

Rebecca McElhaney
Human Resources Committee, Chair

**HR PERFORMANCE REPORT****Core Services*****Classification & Compensation*****Open Reclassification Requests**

Current Job Position	Current Salary Range	Requested Job Position	Requested Salary Range	Request Date

Completed Reclassification Requests

Original Job Position/Salary Range	Requested Job Position/Salary Range	Approved Job Position/Salary Range	Request Date	Council Approval Date
Building Maintenance Coordinator	SG 14, \$55,514 - \$83,270	Facilities Manager SG 14, \$55,514 - \$83,270	1/11/21	1/12/21
Stockroom Specialist	SG 19 \$40,934.40-\$57,304	Parts Specialist SG 19, \$40,934.40-\$57,304	5/1/2021	
Public Relations Specialist	SG 15 \$52,832-\$79,227.20	Community Relation Manager SG 15, \$52,832-\$79,227.20	6/1/2021	Denied by HR Committee

Employee Benefits**Family Medical Leave (YTD)**

Requests Received	Approved	Pending	Denied/Canceled
64	53	3	8

FMLA Denial Reasons

Paperwork not returned	Insufficient years of service/hours	Condition does not qualify	Canceled
5	2		1

Workers Compensation (YTD)

Number of Claims	Lost Time	Medical Only
22	5	17

**HR PERFORMANCE REPORT**

Recordable (YTD)

Department	Nature	Medical/Indemnity	Open/Closed	Date of Injury
Fire	Back Strain	Indemnity	Open	01/26/21
Fire	Dislocated knee	Indemnity	Closed	02/09/21
Fire	Back Strain	Indemnity	Closed	03/22/21
DPW	Broken Wrist	Medical	Closed	03/26/21
Fire	Privacy Case	Medical	Closed	04/03/21
DPW	Broken Finger	Medical	Open	04/16/21
Police	Leg Sprain	Medical	Closed	04/25/21
Police	Hand sprain	Medical	Closed	05/19/21
Police	Concussion	Medical	Open	06/10/21
Police	Knee strain	Medical	Closed	06/27/21
Police	Burn/cut	Medical	Closed	06/30/21
DPW	Back	Indemnity	Open	01/18/21
DPW	Foreign Body - Eye	Medical	Closed	07/01/21
Police	K-9 bite	Medical	Closed	07/27/21
DPW	Ankle Sprain	Medical	Open	08/20/21
Police	Privacy Case	Medical	Open	08/21/21
Police	Shoulder Strain	Medical	Open	08/12/21
Police	Hand Strain	Medical	Open	08/26/21
Police	Cat scratches	Medical	Open	08/28/21
DPW	Leg Strain	Medical	Open	09/07/21
Fire	Back Strain	Indemnity	Open	09/13/21
Police	Leg Contusion	Medical	Open	09/21/21

Open Cases from previous years

Police	Privacy Case	Medical	Open	09/06/20
Police	Back	Indemnity	Reopen	12/12/19
CDA	Knee	Indemnity	Reopen	11/22/19
DPW	Multiple body parts	Indemnity	Open	09/13/19
Metro	Knees	Indemnity	Reopened	09/01/17
DPW	Multiple body parts	Indemnity	Reopened	02/07/17

**HR PERFORMANCE REPORT***Employee and Labor Relations*

Grievances (YTD)

Number of Grievances	Open Grievances	Closed Grievances	ATU (Metro) Grievances	WPPA (Police) Grievances	WFA (Fire) Grievances
2	1	1	2		

Open Grievances

Employee Name	Union	Issue	Date Filed	Status

Closed Grievances

Employee Name	Union	Issue	Date Filed	Status
Roger Yauch	ATU	Scheduling	7/5/2021	Denied at Step 2
Justin Fisher	ATU	Termination	6/28/2021	Arbitration denied due to untimeliness

Recruitment & Selection

New Hires

Employee Name	Department	Job Title	Hire Date
Jacob Heil	Metro Ride	Bus Operator I	1/21
Gina Vang	Water	Administrative Assistant II	2/15
Edwin Zoborowski	Water	Plant Operations Technician	2/22
Mark Brener	Sewer	Sewer Maintainer	2/26
Emily Ley	Finance	Assistant Finance Director	3/01
Basil Smith	Public Works	Street Maintainer	3/22
Leo Gau	Public Works	Facilities Manager	3/29
Joseph Niewolny	Wastewater	Plant Maintenance Mechanic	4/12
Stephanie Luisier	Mayor's Office	Community Communications Assistant	4/26
Cong Lor	Police	Police Officer	5/21
Ryan Montalo	Police	Police Officer	5/21
Hunter Stark	Police	Police Officer	5/21

**HR PERFORMANCE REPORT**

Employee Name	Department	Job Title	Hire Date
Samuel Wessel	Community Development	Assistant Planner	5/24
Nathan Clark	Fire	Firefighter/Paramedic	6/04
Collin Elertson	Fire	Firefighter/Paramedic	6/04
James Truckey	Fire	Firefighter/Paramedic	6/04
Julie Crull	Metro Ride	Administrative Assistant III	6/14
Maitong Yang	Finance	Accountant	6/28
Kenneth Engen	Wastewater	Sewer Maintainer	7/6
Ethan Bares	Police	Community Communications Specialist	7/12
Mitchell Pempek	Water	Water Distribution Maintainer	7/19
Tanner Bemke	Fire	Firefighter/Paramedic	8/09
Elizabeth Brodek	Community Development	Development Director	8/11
Bryanna Woldt	Assessment	Property Appraiser	8/23
Heath Kavajecz	Public Works	Equipment Services Mechanic	9/07

Separations YTD

Total Number of Separations	Resignations	Retirements	Terminations
32	19	10	3

Promotions/Transfers

Employee Name	Old Job Position	New Job Position	Previous Incumbent	Effective Date
Brad Ludwig	Engineer	Firefighter, Inspector	Shahn Kariger	1/11
Rebecca Bliven	Administrative Assistant III	Transit Operations Supervisor	Megan Newman	3/08
James Marchel	Bus Operator I	Bus Operator II	Duane Flegner	3/08
Dustin Kraege	Fleet Supervisor	Public Works Superintendent	Ric Mohelnitzky	4/22
Floyd Smith	Water Distribution Maintainer	Water Maintainer/Relief Operator	New Position	5/13
Solomon King	Sr. Equipment Services Mechanic	Fleet Supervisor	Dustin Kraege	5/24
Robert Barteck	Deputy Fire Chief	Fire Chief	Tracey Kujawa	6/08
Kevin Koester	Senior Equipment Operator	Public Works Supervisor	Jason Quade	7/26



HR PERFORMANCE REPORT

Employee Name	Old Job Position	New Job Position	Previous Incumbent	Effective Date
Jean Frankel	Administrative Assistant II	Executive Assistant	Stephanie Luisier	8/09
Andrew Eberhardy	Bus Operator I	Bus Operator II	Robert Kurkowski	8/23
Nicole Holzem	Bus Operator I	Bus Operator II	Edward Hintz	9/06
Shane Woller	Engineer	Lieutenant	Christopher Barber	9/07
Chad Eberle	Engineer	Lieutenant	Timothy Bingham	9/10
Timothy Bingham	Lieutenant	Battalion Chief	Jeremy Kopp	9/10
Jeremy Kopp	Battalion Chief	Deputy Fire Chief	Robert Barteck	9/13
Mitchell Harris	Equipment Operator	Parts Specialist	Pamela Bric	9/13
Jerrod Christensen	Firefighter/Paramedic	Engineer	Shane Woller	9/17
Mark Koepke	Firefighter/Paramedic	Engineer	Chad Eberle	9/21
Jeremiah Buettner	Equipment Operator	Senior Equipment Operator	Kevin Koester	9/27

Active Recruitments

Job Title	# of Vacancies	Date Vacant	Status
Administrative Assistant II – Police	1	8/09	In Process
Administrative Assistant II – Muni. Court	1	8/13	In Process
Bus Operator I	7	2020	On-going Recruitment
City Clerk	1	8/06	In Process
Economic Development Manager	1	5/21	In Process
Equipment Services Mechanic	3	10/02, 11/20, 4/30	In Process
Firefighter/Paramedic	4	4/01	In Process
Plant Maintenance Mechanic	1	4/23	In Process
Police Officer	0	n/a	In Process for Eligibility List
Property Appraiser	1	New Position	In Process
Sewer Maintainer	1	9/3	Application Deadline 10/12
Street Maintainer	2	1/04, 8/05	Application Deadline 10/10
Wastewater Plant Operations Technician	1	4/23	In Process

Vacant Positions (Not Being Recruited)

**HR PERFORMANCE REPORT**

Job Title	Number of Vacancies	Date Vacant	Status

Handbook Modifications

Section Modified	Modification	Date
2.01 Employee Conduct and Work Rules & 2.04 Personal Appearance	Granted an additional 10 minute paid break when possible to employees whose work stations don't allow for the removal of a face covering.	8/3/20
2.06 Solicitation	The City may raffle off up to 2 days of vacation based on participation in the United Way campaign. (Note: Union employees are not eligible for this incentive without an MOU).	8/4/20
5.15 Standby Pay	One additional employee per division may be added to the Standby schedule when necessary. This exception should last no more than 3 months, but may be extended at the recommendation of the Department Director with approval by Finance and Human Resources.	8/24/20
5.02 Compensation Plan Administration	Update maximum base-building Discretionary Performance Incentive from 4% to 4.5%, to align with current pay step structure.	10/1/20
8.03 Personal Holidays	Clarify current practice that personal holidays must be used in the calendar year they are received	10/13/20

Human Resource Committee Packet

October 11, 2021

Agenda Item
Discussion and possible action approving 2022 & 2023 Health, Dental, and Supplemental Insurance Plan inclusion of CCIT.
Background
The City of Wausau Approved CCIT staff to be included on the City's insurance plan for one year 2021. USI Insurance Services evaluated the impact of CCIT inclusion, and determined that including CCIT employees had no impact on the City's renewal rates. The staff recommends for a two year inclusion of CCIT for 2022 and 2023. It is likely the City will go to market for 2024, at which time there will be re-evaluation to include CCIT.
Fiscal Impact
None.
Staff Recommendation
Approve CCIT inclusion in the City of Wausau insurance plans for two years (2022 and 2023).
Staff contact: Toni Vanderboom (715-261-6634)

Human Resource Committee Packet

October 11, 2021

Agenda Item
Discussion and possible action approving 2022 benefit design for City and CCIT employees.
Background
As part of total compensation, the City of Wausau provides employees the opportunity to participate in a group Health, Dental, Vision and Life Insurance programs. Consistent with the employee handbook at 7.03, 7.04 and 7.05 respectively, employees contribute 12% of the health insurance premium, 50% of the dental insurance and 100% of the vision, life insurance premiums. In 2020, the City changed health insurance vendors from Anthem to WEA Trust, which offered a competitive rate for the City in 2020 and 2021. This year the City went to market, with the assistance of USI Insurance Services, staff has successfully outlined a plan resulting in a projected increase of 7.33% with a dual plan. This increase is intended to cover the anticipated plan cost increases. The City would change vendors from WEA Trust to Security Health Plan with a maximum guarantee renewal of 9.5% for 2023 and remain with its current vendors for dental, vision, and change to Mutual of Omaha for other insurances. <u>Overview of Proposed Design Changes:</u> 1. Minimum increase to health insurance premiums. While staff and USI Insurance Services worked diligently, the attached documents reflect an approximately 7.33% increase in insurance premiums. This increase will cover projected cost increases. A. Dual plans will be offered for employees to select a narrow network or a broad network. B. Plan design change of co-insurance from 10% to 20% until Out of Pocket Maximum is obtained. C. No Maximum out of pocket per prescription unless Out of Pocket Maximum is obtained. D. No vision benefit unless employee selects SimplyOne narrow network, where the employee will receive eyewear discounts. 2. No change to dental, vision, LTD insurance. 3. Plan and vendor change and with increase coverage for accident and critical injury to Mutual of Omaha. 4. Adjust the HSA contribution limits to align with IRS regulations. The IRS has adjusted the HSA contribution limits for 2022 to \$3650 for single and \$7300 for family. 5. FSA contribution limits have not been released, but will adjust accordingly to IRS regulations. The City will keep plan design with carry-over funds. Included, please find a projection of the 2022 Health Coverage Plan, as well as the equivalent information for the current 2021 Health Coverage Plan.

Human Resource Committee Packet

October 11, 2021

Fiscal Impact
7.33% (\$356,574.31) increase in premiums.
Staff Recommendation
Approve benefit design as presented.
Staff contact: Toni Vanderboom (715-261-6634)

City of Wausau

HEALTH COVERAGE PLANS

Carrier						
	2021 Trust Preferred		2022 Premier HMO (Broad Network)		2022 Simply One HMO (Marshfield Only)	
Provider Network/Plan Type	In-Network	Out-of-Network	In-Network	Out-of-Network	In-Network	Out-of-Network
Deductible						
Single	\$1,650	\$3,300	\$1,650		\$1,650	
Family	\$3,300	\$6,600	\$3,300		\$3,300	
	If Employee contributes to the HSA, City will match the contribution annually up to \$600 Employee /\$1,200 Family. The City's payments will be made bi-monthly to the HSA account.		If Employee contributes to the HSA, City will match the contribution annually up to \$600 Employee /\$1,200 Family. The City's payments will be made semi-monthly to the HSA account.		If Employee contributes to the HSA, City will match the contribution annually up to \$600 Employee /\$1,200 Family. The City's payments will be made semi-monthly to the HSA account.	
Coinsurance	90%	70%	80%		80%	
Out-of-Pocket Max	<i>Includes Deductible</i>	<i>Includes Deductible</i>	<i>Includes Deductible</i>		<i>Includes Deductible</i>	
Single	\$2,650	\$5,300	\$2,650		\$2,650	
Family	\$5,300	\$10,600	\$5,300		\$5,300	
Lifetime Maximum	Unlimited	Unlimited	Unlimited		Unlimited	
Office Visits						
Primary Care	Deductible then \$30 copay		Deductible then \$30 copay then 80%		Deductible then \$30 copay then 80%	
Specialist	Deductible then \$60 copay		Deductible then \$60 copay then 80%		Deductible then \$60 copay then 80%	
Routine/Preventive Care	100% Coverage	Ded, 70% Coins	100% Coverage		100% Coverage	
Inpatient Hospital Services	Ded, 90% Coins	Ded, 70% Coins	Ded, 80% Coins		Ded, 80% Coins	
Outpatient Hospital Services	Ded, 90% Coins	Ded, 70% Coins	Ded, 80% Coins		Ded, 80% Coins	
Urgent Care	Deductible then \$100 copay		Deductible then \$100 copay then 80%		Deductible then \$100 copay then 80%	
Emergency Room	Deductible then \$200 copay		Deductible then \$200 copay then 80%		Deductible then \$200 copay then 80%	
Prescription Drugs	<i>After Deductible is Met</i>	<i>After Deductible is Met</i>	<i>After Deductible is Met</i>		<i>After Deductible is Met</i>	
Preventive therapeutic drugs from list covered at 100% Generic/Preferred Brand/Brand Name/Specialty	\$0/\$10/\$30/\$60	\$0/\$10/\$30/\$60	\$10/ \$30/\$60 /25% No Max		\$10/ \$30/\$60 /25% No Max	
Mail Order Drugs	<i>Mail Order Discount</i>					
Vision			No Vision Benefit		30% off eyewear ath Marshfield Clinic Optical	
Rates per month	WEA Trust Preferred		Premier HMO		Simply One HMO	
Employee Cost	\$77.94		\$84.50		\$67.30	
Family Cost	\$240.04		\$260.24		\$207.30	
Rates per month Employer	WEA Trust Preferred		Premier HMO		Simply One HMO	
Single Cost	\$571.50		\$619.59		\$493.56	
Family Cost	\$1,760.24		\$1,908.36		\$1,540.15	
Total Cost for Single	\$649.44		\$704.09		\$560.86	
Total Cost for Family	\$2,000.28		\$2,168.60		\$1,727.45	

Human Resource Committee Packet

October 11, 2021

Agenda Item
Discussion and possible action approving the update of the Policy for Employees with Symptoms or Exposure of Novel COVID-19 Flu (Coronavirus).
Background
The City of Wausau continues to update the Covid policy to adapt to changing conditions and protect staff and the public. The attached Covid policy has been revised to: 1. Allow managers/supervisors to request vaccination status from a worker to ensure the worker is following quarantine and isolation recommendations. 2. Require employees to provide vaccination status (as above) and proof of vaccination or be subject to disciplinary action. 3. Explain that proof of vaccine will be kept in the employee's medical file.
Fiscal Impact
None.
Staff Recommendation
Approving the updated policy gives managers the ability to confirm vaccination status and provide direct guidance and meets department director needs.
Staff contact: Toni Vanderboom (715-261-6634)

CITY OF WAUSAU
POLICY FOR EMPLOYEES WITH SYMPTOMS OR EXPOSURE OF NOVEL COVID-19 FLU (CORONAVIRUS)

Effective: March 18, 2020

Revised: ~~October 11~~August 25, 2021

Employees are strongly recommended to follow the recommendations of health authorities regarding preventing the spread of Covid-19. Information can be found at the [CDC website](#), [Wisconsin DHS website](#), and on the [Marathon County Health Department Covid website](#). Each employee has a critical role in protecting themselves, their families, their co-workers, and the public.

Employees, regardless of vaccination status, should continue to self-monitor for Covid [symptoms](#). Not everyone who has COVID-19 suffers from all of the symptoms, and some individuals experience mild or moderate symptoms. Employees are in the best position to know how they typically feel and whether the symptoms they are experiencing are due to other factors such as seasonal allergies, loss of sleep, or other reasons.

Employees suffering from Covid symptoms should stay home, follow established call-in procedures, and contact their medical provider. Notify your supervisor if you, or someone with whom you have been in [close contact](#), are being tested or have tested positive for Covid-19. ~~Your supervisor will contact Human Resources to determine what workplace restrictions will apply.~~ Employees ~~will be asked their vaccination status by their supervisor to ensure employees~~ are ~~required to follow~~[ing](#) quarantine and isolation recommendations of health authorities, ~~and vaccinated employees may be required to provide proof of vaccination to their supervisor or Human Resources.~~ [All copies of proof of vaccination shall be sent to the Human Resources Department for inclusion in the employee's medical file. Employees who fail to disclose vaccination status and/or proof of vaccination may be subject to discipline.](#)

~~Your supervisor will contact Human Resources to determine what workplace restrictions will apply.~~ The City, in conjunction with the Human Resources Department, may continue to [Exclude from Employment](#) an employee who is subject to quarantine or isolation according to the CDC, Wisconsin Department of Health Services, Marathon County Health Department, or a medical professional.

The City of Wausau continues to respond to the COVID-19 challenge. The health and wellbeing of our employees and the citizens of Wausau are of utmost importance to the City. The content of this policy may be revised by Human Resources staff and placed into effect immediately as procedures and public health recommendations change, with approval from the Mayor and/or Council as appropriate and in a timely manner. The Human Resources Department continues to

monitor progress of federal legislation governing COVID-19 responses, and will continue to update this policy as needed.

Expiring Safety Measures and Benefits

As we return to normal work, several previous safety measures and benefits have expired or are scheduled to expire shortly:

- Emergency Paid Sick Leave and Emergency Responder Paid Sick Leave benefits to expired on July 1, 2021.
- Normal vacation maximum limits returned on July 1, 2021. Any vacation time over the maximum will remain in the employee vacation bank until October 31, 2021 but employees will not accrue additional vacation time until the balance is below the maximum.
- Alternate work schedules have expired.
- Telework assignments remain available to City employees, but departments should ensure that telework arrangements do not result in a reduction of services to external or internal customers. All Departments should have in-person representatives available during normal business hours.
- Business travel restrictions have been removed. Employees are still expected to follow [post-travel guidance according to the CDC](#).
- After July 1, 2021 Covid-related absences are longer be exempt from Perfect Attendance leave impact.

Human Resource Committee Packet

January 11, 2021

Agenda Item
Discussion and possible action approving the creation and classification of an Administrative Captain position in the Wausau Police Department
Background
The Wausau Police Department has arranged their budget in 2021 to fund an Administrative Captain position. This position will be responsible for supervising the Community Resource Unit, Special Investigations Unit, CART, Animal Control, Parking Control and the Community Service Officers, or 17.5 FTE in the chain of command. In addition to supervisory responsibilities, the Administrative Captain position will be responsible for accreditation, recruitment, field training, departmental training, grant management, fleet management, and special events. Attached is the draft of the job description for the position. The Human Resources Department has evaluated the new responsibilities under the Decision Band Matrix and recommends the Administrative Captain position be classified as Salary Grade 11 (\$65,654-\$98,480), equivalent to the other Police Captain positions.
Fiscal Impact
Considering compression with represented positions, the City should prepare to fund this position to the maximum level if necessary. The Police Department reports that in the 2021 budget planning process, they reduced a number of budget categories in their operational budget and moved it to salary in anticipation of this request.
Staff Recommendation
Staff contact: Matt Barnes (715-261-7807) and Toni Vanderboom (715-261-6634)



Wausau Police Department

515 Grand Ave

Wausau, WI 54403

Ph. 715-261-7800

August 2, 2021

To: City of Wausau Human Resources Committee

Re: Administrative Captain Position

Since 2019, the Wausau Police Department executive team has been discussing the need for an Administrative Captain position. Our current structure consists of our Chief, Deputy Chief, Patrol Captain and Investigations Captain. Attached is our current organizational chart as well as the new organizational chart should we be approved for the Administrative Captain position. The fiscal impact of this request is net zero dollars. We plan to reduce the number of patrol officers by one to create the Administrative Captain position. In our 2020 budget goals and during the 2020 budget planning, we reduced budget in several areas and moved it to salary in anticipation of this request.

In the last 20 years, the following things have added complexity to our organization:

1. Increased sworn staffing levels from 63 to 79
2. Community Resource Unit
3. Victim Resource Unit
4. Crisis Assessment Response Team
5. Digital Forensics Unit
6. Humane Officer Program
7. Increased School Resource Officer program from 2 to 4
8. Increased Use of Technology (Squad computers, cell phones, body/squad cameras, Dragon Naturally Speaking, etc)
9. Entrenched involvement in Neighborhood Groups
10. Achieved and Maintained WILEAG Accreditation
11. Increased CSO program from 2 to 12
12. Community Communications Unit – Social Media (includes development of videographer position)
13. Increase in Community Events
14. Drug Drop Box

Benjamin Bliven
Chief

Matthew Barnes
Deputy Chief

Todd Baeten
Patrol Captain

Benjamin Graham
Detective Captain



Wausau Police Department

515 Grand Ave

Wausau, WI 54403

Ph. 715-261-7800

During those 20 years, our executive team has continued to add more responsibilities in order to manage the additional staff, programs, grants, and work volume. As you evaluate this Administration Captain position, you will see the following changes to work responsibilities:

1. The Administrative Captain will supervise the Community Resource Unit, Special Investigations Unit, CART, Animal Control, Parking Control and the Community Service Officers.
2. The Administrative Captain (in addition to taking on the aforementioned supervisory responsibilities) will be responsible for the following:
 - a. Accreditation
 - b. Recruitment
 - c. Field Training
 - d. Departmental Training
 - e. Grant Management
 - f. Fleet Management
 - g. Special Events

In conclusion, this request for an Administrative Captain position makes us more efficient and better able to manage the workload of our Captains. The span of control as well as the task responsibilities of our Captains exceeded maximum capacity several years ago. We continue to strive for excellence which results in new programs, grants, and people to supervise. The Administrative Captain position creates the capacity to adequately handle these responsibilities.

Thank You,

Benjamin K. Bliven
Chief of Police
Wausau Police Department
715-261-7802
Benjamin.Bliven@ci.wausau.wi.us

Benjamin Bliven
Chief

Matthew Barnes
Deputy Chief

Todd Baeten
Patrol Captain

Benjamin Graham
Detective Captain



JOB DESCRIPTION

Police Captain - Administration

Job Title:	Captain - Administration	Reports To:	Deputy Chief of Police
Department:	Police	FLSA Status:	Exempt
Division:	Administration	EEO Code:	2-Professionals
Salary Grade:	5	Occupational Code:	
Employee Group:	General Employee	Training Category:	B-Supervisors & Managers
Created:		Last Revision:	October 2020

This description is not an announcement of a position opening. To view current openings please visit www.ci.wausau.wi.us. The following statements are intended to describe, in broad terms, the general functions and responsibility levels characteristic of positions assigned to this classification. They should not be viewed as an exhaustive list of the specific duties and prerequisites applicable to individual positions that have been so classified.

Purpose of the Position

The purpose of this position is to manage the Administrative Bureau for the City of Wausau Police Department.

Essential Duties and Responsibilities

1. Directs and manages subordinates within the Administrative Bureau to assure proper performance of duties and adherence to established rules, regulations, policies and guidelines.
2. Maintains discipline and morale within the Administrative Bureau.
3. Directs and manages the process of Accreditation.
4. Directs and manages the recruitment process as set forth by the Police and Fire Commission.
5. Directs and manages the Field Training Program.
6. Develops and manages annual departmental training.
7. Procures and manages grant funding.
8. Fleet management.
9. Supervision of Administrative Lieutenants who manage the Community Resource Unit, Central Wisconsin Narcotics Task Force, Community Service Officers, Humane Officer, Parking Control, CART, and others as assigned.
10. Approves and coordinates planning for special events.
11. Performs duties of the Chief of Police in his/her absence.
12. Performs the duties of the Administrative Lieutenant(s) in his/her absence.
13. On-call on a rotating basis with Command Staff.
14. Coordinates and allocates resources and personnel.
15. Schedules training for assigned subordinates.
16. Acts upon all personnel leave requests for subordinates.
17. Plans and recommends administrative budget. Purchases budgeted equipment and supplies.
18. Represents the Department and Bureau at meetings. Prepares and gives presentations to city officials, civic groups, students, etc. regarding department activities.
19. Implements directives, orders and policies from Chief of Police and Deputy Chief to subordinates.
20. Conducts internal investigations.
21. Maintains knowledge of current Department policies and procedures, crime investigation principles and techniques, criminal law and ordinances.
22. Participates in ongoing training.

Additional Duties and Responsibilities

- Additional duties as assigned.

Education and Experience Requirements

The applicant must be off probation and have four years experience as a Lieutenant (or its equivalent), or be off probation and have two years experience as a Lieutenant (or its equivalent) and possessing a bachelor's degree.

Knowledge, Skills and Abilities

Basic Level – MS PowerPoint

Intermediate – Excel

Intermediate Level - Word

Proficient use of complex software systems specific to departmental functions.

- Ability to decide the time, place and sequence of operations within an organizational framework, as well as the ability to oversee their execution. Ability to analyze and categorize data and information using established criteria, in order to determine consequences and to identify and select alternatives.
- Ability to manage and direct a group of workers, including the ability to provide counseling and mediation. Ability to persuade, convince and train others. Ability to advise and interpret regarding the application of policies, procedures and standards to specific situations.
- Ability to utilize a variety of advisory data and information such as officer incident reports, investigator reports, crime lab results, medical reports, other agency reports, finger print cards, disposition reports, probation and criminal records, motor vehicle records, juvenile referral forms, financial records, coroner's reports, personnel records, warrants, a variety of law enforcement forms, legal documents, technical operating manuals, statutes, procedures, guidelines and non-routine correspondence.
- Ability to communicate orally and in writing with citizens, Department personnel, other law enforcement agency personnel, attorneys, news media representatives and vendor representatives.
- Ability to calculate percentages, fractions, decimals, volumes and ratios. Ability to interpret basic descriptive statistical reports.
- Judgment and Situational Reasoning Ability
- Ability to use functional reasoning in performing influence functions such as supervising, managing, leading, teaching, directing and controlling.
- Ability to exercise the judgment, decisiveness and creativity required in situations involving the direction, control and planning of an entire program or multiple programs.
- Ability to operate, maneuver and/or steer equipment and machinery requiring simple but continuous adjustments, such as police vehicles, computer terminal, camera, video tape camera, tape recorders, photocopier, fax machine, police radio, typewriter, telephone, firearms and restraint devices.
- Ability to coordinate eyes, hands, feet and limbs in performing semi-skilled movements such as data entry and assembling.
- Ability to exert moderate physical effort in sedentary to light work, typically involving some combination of climbing and balancing, stooping, kneeling, crouching, crawling, lifting, carrying, pushing, and pulling. Ability to exert sufficient physical force necessary to restrain or subdue individuals.
- Ability to recognize and identify degrees of similarities or differences between characteristics of colors, forms, sounds, tastes, odors and textures associated with job-related objects, materials and tasks.

Physical and Working Environment

Ability to work under mildly unsafe and uncomfortable conditions where exposure to environmental factors such as temperature variations, violence, noise, disease and/or dust can cause discomfort and where there is a risk of injury.

Moderate exposure to environmental conditions that impact physical comfort such as poor ventilation and temperature extremes. May require specialized clothing or use of common personal protective equipment. Damage to clothing possible. Frequent travel.

Close mental and visual attention is continuously required. Moderate physical demands typically found in trades work with moderate exposure to workplace hazards. Requires regular lifting, bending, twisting, turning, and use of power equipment.

Acknowledgement

All requirements of the described position are subject to change over time. The employee may be required to perform other duties as requested by the City.

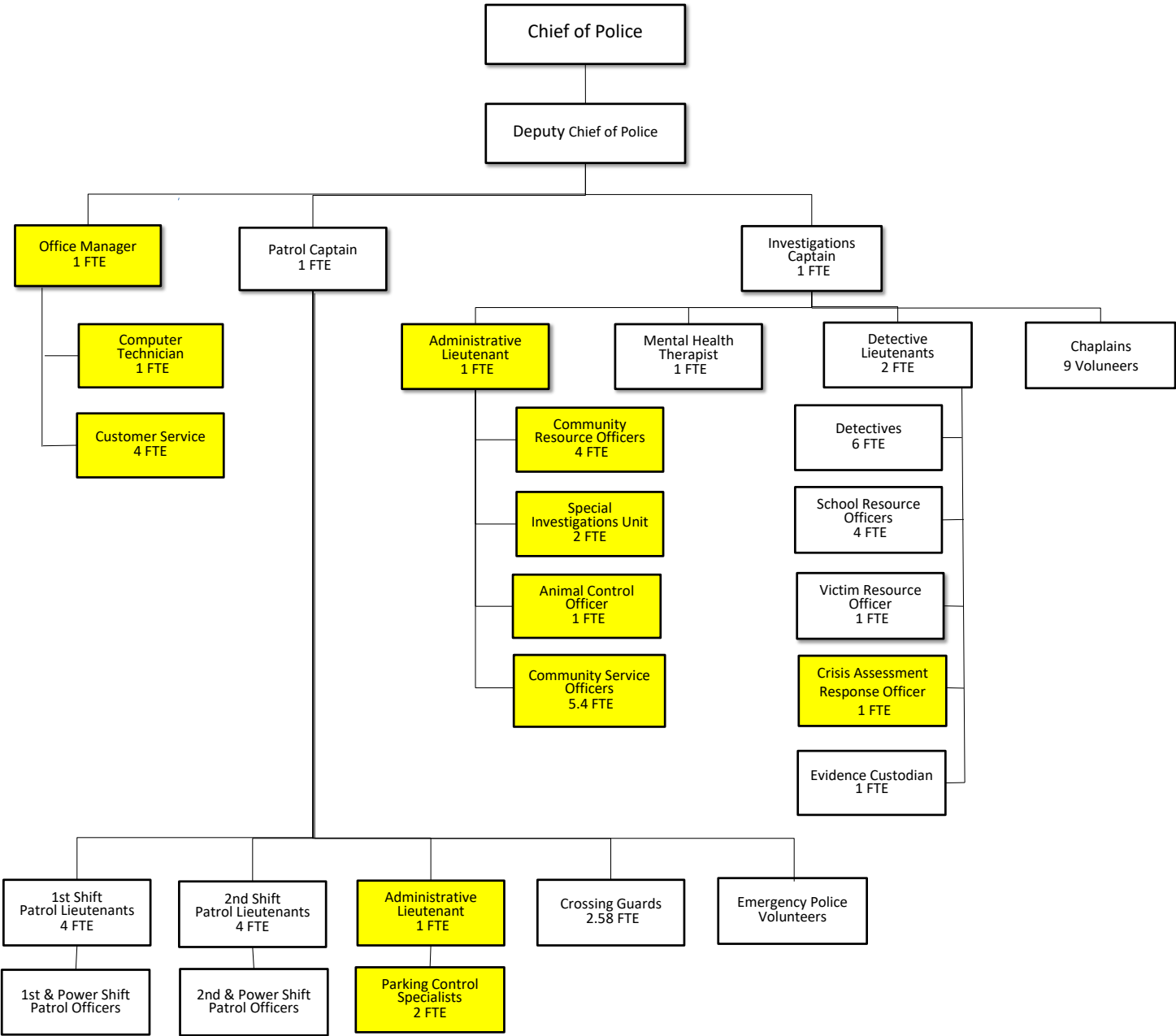
Signature of Department Director: _____ Date: _____

I acknowledge that this job description is neither an employment contract nor a legal document. I have received, read, and understand the expectations for the successful performance of this job.

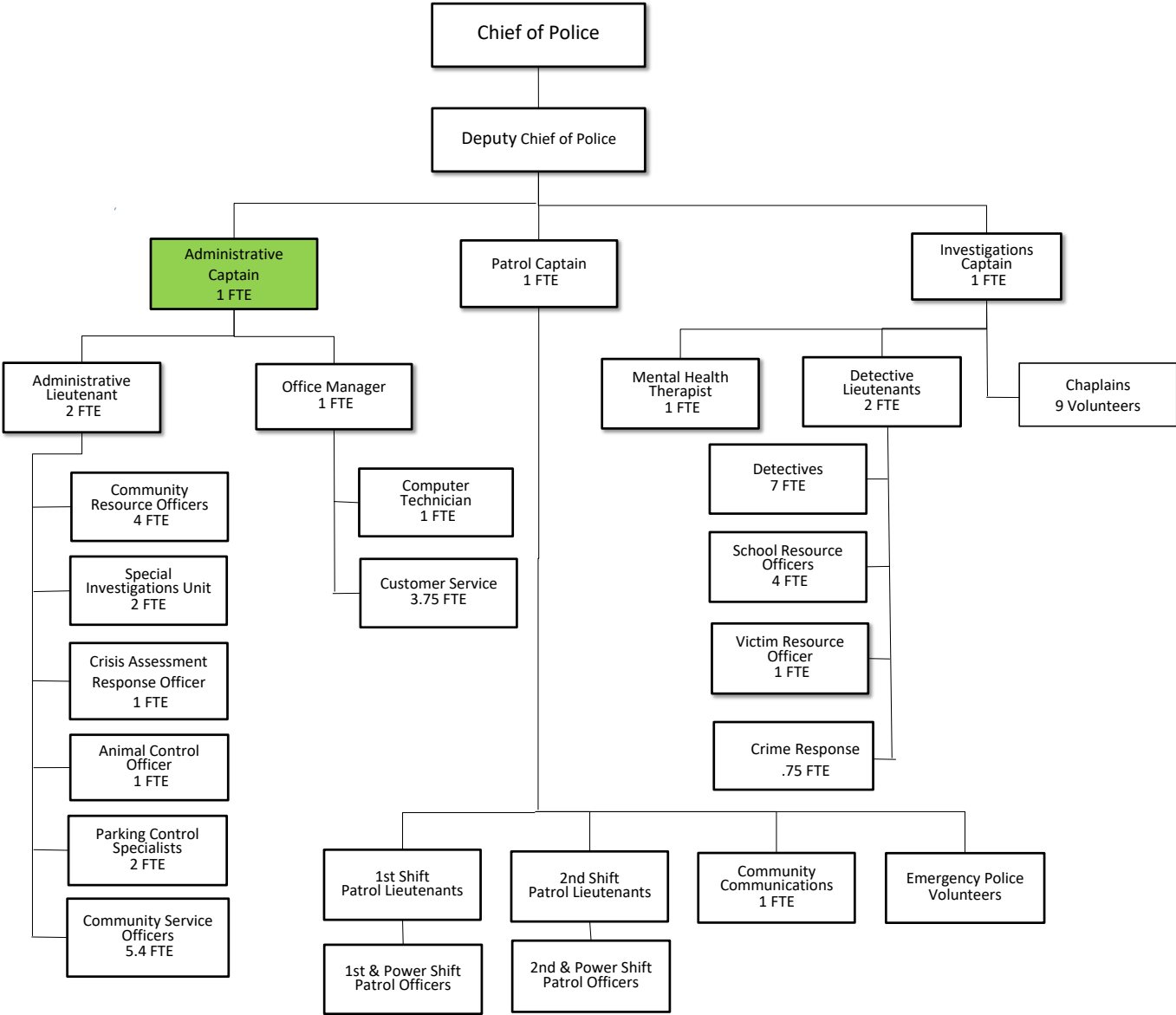
Printed Name: _____ Signature: _____ Date: _____

The City of Wausau is an Equal Opportunity Employer. In compliance with the American with Disabilities Act, the City will provide reasonable accommodations to qualified individuals and encourages both prospective and current employees to discuss potential accommodations with the employer.

City of Wausau - Police Department 2021 Organizational Chart



City of Wausau - Police Department 2022 Organizational Chart





HUMAN RESOURCES DEPARTMENT

MEMORANDUM

TO: Human Resources Committee
FROM: Toni Vanderboom, Human Resources Director
DATE: Monday, October 4, 2021
RE: City of Wausau Recruitment and Retention

The current job market is extremely competitive, and Department Directors are concerned with maintaining staffing levels and securing new hires to fill current and upcoming vacancies. Private companies are raising salaries, and most employers are struggling fill vacancies.

Current Staffing/Turnover Status

First, HR investigated the City's current staffing situation.

The City currently has the following positions vacant:

Position	# of Vacancies as of 10/1	Status
City Clerk	1	Final Interviews scheduled for 10/8
Property Appraiser	1	Candidate in pre-employment process
Municipal Court Administrative Assistant II	1	Offer extended to candidate; waiting for decision after candidate meets with department
Police Department Administrative Assistant II	1	Candidate has been selected – need to extend offer.
Economic Development Manager	1	Candidate in pre-employment process
Firefighter/Paramedic	4	2 candidates in pre-employment process (1 should be hired this month), new recruitment has been posted to close 10/31
Bus Operator I	7	Continuous Recruitment
Senior Equipment Services Mechanic	1	Held open by department due to no current employees ready to promote
Equipment Services Mechanic	2	1 candidate will be hired on 10/11, next recruitment closes 10/15
Equipment Operator	2	No recruitment has been conducted to fill – this will be internal promotion.
Street Maintainer	3	Recruitment closes 10/10
Water Plant Operations Technician	1	No hire from last recruitment – will be reposted in October

Wastewater Plant Operations Technician	1	Interviews scheduled week of 10/4
Sewer Maintainer	1	Recruitment closes 10/12

The City has failed to fill its vacancies in the positions of Bus Operator, Firefighter, and Equipment Services Mechanic in 2021. The Community Communications Specialist is creating recruitment videos for these high priority positions to assist in social media recruitment efforts. The videos for firefighter and mechanic are available on the Fire department and City's Facebook pages. Only Equipment Services Mechanic has been eligible for the hiring bonus, as the other two positions are represented by unions.

The City's turnover rate over the last 11 years is:

TURNOVER TOTAL BY YEAR				
YEAR	RETIRED	QUIT	TERMINATED	TOTAL
2010	13	7	2	22
2011	11	3	3	17
2012	12	5	0	17
2013	6	9	1	16
2014	17	11	3	31
2015	16	16	1	33
2016	19	13	4	36
2017	13	10	5	28
2018	7	16	0	24
2019	14	14	2	30
2020	13	19	5	37
2021 (ytd)	8	20	2	31

The City's overall turnover rate increased in 2014, and remained steady since that increase. There hasn't been a significant increase in turnover in 2020 and 2021. However, the lack of a marked increase does not mean that the City would not benefit from an effort to increase employee retention. We have experienced resignations in the double digits since 2014, and the City would benefit from a reduction of that number.

There are two ways to identify positions with the most turnover:

1. Most resignations. The positions with the most resignations in the last five years are Police Officer (10), Street Maintainer (9), Bus Operator (7), Firefighter (6), Administrative Assistant II (5), Property Appraiser (4), and Sewer Maintainer (4). However, these positions are also the most populous, meaning the more individuals in the positions the more likely they are to have higher numbers.
2. Turnover rate. To calculate turnover rate, the number of vacancies is divided by the number of employees in that job title. Under this calculation, the positions with the highest turnover rates in the last five years are City Clerk (200%) and Street Maintainer (113%). One challenge with this method of calculation is that a resignation in a job that has one incumbent will be calculated at 100%, even though that position does not truly experience significant turnover.

If we combine these two methods of calculating turnover, I would identify the following positions as experiencing high turnover in the last 5 years (in no order of importance):

- Street Maintainer
- Property Appraiser
- Bus Operator
- Sewer Maintainer
- City Clerk
- Equipment Services Mechanic

The Human Resources Department conducts exit interviews with all employees who voluntarily resign from City employment. In the last three years (2019-2021), the most common resignation reasons given in the exit interview are:

Relocated: 12
Money/Benefits/Hours: 9
Hired by NCHC, County, CCIT: 8
Environment/Job Fit: 6
Management: 3
Returned to old job: 2
Job Location (found work nearer to home): 2

When considering the reasons listed above, the most common reason is beyond our control or influence (relocation). However, the next most common issues are pay/benefits and culture (environment, job fit and management). We have the opportunity to improve these two areas, which will likely improve the City's overall rate of retention.

Staff Feedback

The Human Resources department conducted a recruitment and retention survey of current staff. The intention was to identify the areas of most import to our employees, so our resources can be focused in that direction for the most impact. Employees were asked the following questions:

Why did you choose your current job?
Why did you leave your last job?
When considering a new job, what is most important to you?
What are the top three issues that cause you to look for a different job?
What do you think the City is currently doing well?
What do you think the City could improve upon?
Do you see yourself working here in a year?
What do you like best about the City of Wausau as a place to live?

Some of the responses were contradictory. For example, the City's benefits and culture were top responses both as something the City is doing well and something that needs to be improved upon. Pay, benefits and management/environment/culture were consistently identified as the items most important to employees.

When considering a new job, what is most important to you?	
Pay	98
Benefit	66
Management/Environment	45

What are the top three issues that cause you to look for a different job?	
Pay	110
Management/Environment	88
Benefit	57

What do you think the City could improve upon?	
Pay	81
Benefits	35
Culture	22

Pay, benefits and culture are wide topics. When discussing pay, employees roughly equally mentioned the pay rate itself (i.e. salary range and comparison to market) and the amount of time it takes to move through the pay scale. When discussing benefits, employees mentioned vacation/time off amounts, flexibility, and insurance costs.

The Human Resources Department has submitted a supplemental budget for a culture survey, which will assist in getting a wider picture of the current culture including areas of success and needed improvement.

The Human Resources Department also spoke to each Department Director about their recruitment and retention needs. Specifically, I asked directors what items they thought were impeding recruitment and retention, and what solutions they would like implemented.

Some Department Directors highlighted the areas that employees also mentioned, including a concern that salaries are too low or not aligned with market, the time it takes to advance through the salary scale, and the lack of a recent or annual cost of living increase. One director identified a need for more training funds; this wasn't a need for an across the board increase, as another department cited generous training funds as a reason for current success.

One department director noted that Council actions and political stress can also have an impact on recruitment and retention. The public discussion on recruitment and retention is likely to be emotional and is certainly critically important to staff. Emotionally laden terms like "the wage they deserve" versus the unemotional term "market wage" can have an impact on employee retention, especially if the City isn't able to afford all the initiatives we might wish.

Current Improvement Efforts

It is important to note that the City has already made significant efforts to improve the employment experience and improve recruitment and retention:

- Hiring bonus up to \$2,000 for difficult to fill positions.
- Able to negotiate starting vacation accrual amounts for high-level and difficult to fill positions.
- Removed waiting period to use vacation and personal holidays and shortened vacation accrual schedule.
- Currently developing recruitment videos for the most-needed positions (Mechanic, Bus Operator and Firefighter). Recruitment videos for other positions and informational videos about each department will follow.
- Added incentives (mechanic incentive up to \$1.90/hour, tool allowance of \$500, Battalion Chief Paramedic incentive of 2%) and increased incentives (boot allowance increased to \$125).
- Revamped Utility Mechanic incentive (redefined to allow more employee participation and increased amount to \$0.75/\$1.50).
- Added holiday (New Year's Eve).
- Tuition reimbursement program funded in 2020 and 2021.
- Increase of shift differential from \$0.45/\$0.60 to \$1.45/\$1.60.
- 2022 recommendation to fully implement wage study.
- 2022 cost of living increase recommendation

Prospective Changes

Insurance costs

One item frequently highlighted in the staff survey was the cost of the City's health insurance. Many employees mentioned dissatisfaction that health insurance is no longer fully funded by the City. However, Act 10 requires employees fund a portion of their insurance costs which makes a fully funded insurance program impossible. The City has the ability to charge a higher portion of insurance costs back to the employee, but has opted not to do that. Beyond this shared funding burden, health insurance costs are driven by the health of our employees and dependents. Healthier employees result in lower insurance costs. The City regularly takes its insurance coverage to market, looking for the most competitive rate for the best coverage. We will continue to evaluate the possible return to self-insured status, which may become possible as expensive members leave the plan.

Paid Time Off Benefits

HOLIDAYS

The City recently increased its number of paid holidays with the addition of New Year's Eve. No negative feedback was received from employees or directors regarding the number of holidays.

VACATION

The City revamped its vacation policy in 2017, removing the waiting period to use vacation time and reducing the amount of time required to advance to 3 weeks' vacation accrual and 4 weeks' vacation accrual. The Human Resources Department consulted with local municipalities of Stevens Point, Marshfield and Wisconsin Rapids, and both Wisconsin Rapids and Marshfield are currently considering adjusting similar changes to their vacation policies.

Possible changes to the City's vacation plan include:

1. Allowing new hires to borrow up to half (1 week for regular FTE) of their vacation allowances in the first six months of hire. New hires would be able to use this vacation accrual and personal holidays immediately after hire, without waiting for the time to accrue. An employee who separates before the time is earned would be required to repay the City for any unaccrued time used.
2. Start employees at 3 weeks of vacation accrual, and adjust the vacation schedule accordingly.
3. Reduce the amount of time for an employee to advance to 3, 4 and 5 weeks of vacation accrual.

PERSONAL HOLIDAYS

As an alternative to increasing vacation time, the Council could consider an increase to personal holidays. Personal holidays do not carry over from year to year, but they also would not be required to be repaid if a new employee separates.

SICK LEAVE

The City offers a generous sick leave policy to employees. Some survey respondents expressed dissatisfaction that sick leave accrues at a faster basis than vacation; however, vacation time increases with seniority and sick leave accrual remains static regardless of seniority. Some respondents preferred a PTO (combined sick leave and vacation time); this would allow employees more time off for vacation, but could leave employees without sufficient balances in the case of an extended medical absence. Generally, a switch to PTO is considered a reduction in benefits. A switch to PTO would also likely trigger a design change to the Post-Employment Health Plan (PEHP) program.

PEHP

This did not come up as either the employee or director feedback, but the City could consider a redesign of the PEHP program:

1. Extend the benefit to new hires.
2. Deposit a set amount into employee accounts, allowing for expanded use of PEHP benefits upon retirement.

Cost of Living Increases

The Employee Handbook instructs the Human Resources Director to consider market adjustments to the salary scales on an annual basis. There is a mistaken impression that this process hasn't been followed.

To correct that misconception:

- In 2017, the Common Council approved a cost of living increase of 2% (employees received a 2% increase and the salary ranges were increased by 2%) and was in the process of selecting a wage study vendor.
- In 2018, the City was in the process of completing the wage study and the Common Council approved a 2% across the board increase.
- In 2019, the wage study was implemented. Employees received a wage study implementation increase as identified by the vendor and funded by the Common Council, and also received a step increase of at least 1.5%.

- In 2020, funding was dedicated to a partial implementation of Option 3 of the wage study. Employees who were identified for an Option 3 increase of the wage study were granted an additional step increase on January 1.
- In 2021, funding was again dedicated to a partial implementation of Option 3 of the wage study. Employees who were identified for an Option 3 increase of the wage study were granted an additional step increase on January 1. The City was concerned about the pandemic's impact on shared revenue from the state.
- In 2022, the Human Resources Committee has approved full implementation of Option 3 of the wage study (this item still needs Finance and Council approval). The working budget also includes a 2% cost of living increase, which would adjust all current employee pay and the salary sales up by 2%.

The Human Resources Department will continue to make annual recommendations in this area, but a public method may help avoid future misconceptions that this task is not being met. These recommendations can continue to be made directly the Finance Department, or they can be made to this Committee, the Finance Committee, or as a supplemental request in every budget process.

Retention Bonus

Unlike a cost of living increase, a lump sum bonus is a non-recurring expense and can be funded by a one-time budget source like the ARPA funds or carryover funds. The City of Wauwatosa approved a lump sum increase for employees of 3%, and the City of Marshfield approved a retention bonus for their Street department after experience a high rate of turnover in that area.

The City can consider either a flat rate bonus, which would have a greater impact on employees in a lower salary scale, or a % bonus under which higher paid employees would receive a larger bonus.

Hiring Bonus

The City has currently approved a hiring bonus of up to \$2,000 for difficult to fill positions. This bonus is currently being reduced by tax (candidates receive a bonus of \$2,000 and then that amount is taxed). This amount could be increased, it could be adjusted so that the employee's take-home amount after taxes is \$2,000, and it could be extended to all/more positions.

Salary Range Adjustments

Perhaps the most common recommended change was consideration of the salary range: increasing salaries and shortening the time it takes employees to advance through the salary scale.

Salary Study

The Common Council has established a 5 year cycle for a full review of market data for all city jobs. The last salary study was implemented in 2019, so according to the established schedule the City will implement the next study in 2024. If this timeline is followed, an RFP for a vendor will be issued in 2022, the study will be completed in 2023, and the adjustments will be implemented in 2024. This timeline gives the City two years to set aside funding for the costs of the study (\$80,000 for the last study) and funding implementation of the study (\$500,000 for full implementation of the last study).

Instead of a full redesign of our salary structure, I recommend the next salary study be focused on a market analysis. Under this plan, the study will compare our positions to the current market, but not redesign which jobs are considered equivalent and exist in the same salary range. (These adjustments

can continue to be made via the reclassification process, although for workflow purposes I recommend establishing a biannual reclassification schedule limiting reclassifications to consideration at the February and August HR Committee meetings.) I would also recommend a custom study, which would allow the City to identify which employers we would like to compare to instead of relying upon published studies, which cannot be adjusted for our specific needs. A custom study will likely result in an increased cost and timeline.

This Committee could consider advancing the timeline for the salary study. This would ensure that the adjustments being made to the salary scales are consistent with current market conditions. However, the timeline for any changes would be impacted (6-12 months minimum should be expected for a realistic timeline for a salary study). The City also hasn't had a chance to build up a funding source, so funding would need to be secured in the 2022 budget or by budget modifications to the current budget. Finally, the Human Resources and Finance staff anticipate being incredibly strained implementing the new ERP system, and adding another large project is unlikely to be realistic at our current staffing levels.

Salary Ranges

The City could also consider adjusting the salary ranges without conducting a salary study. The proposed 2% cost of living increase will adjust the salary ranges and current pay accordingly. The following adjustments can be considered:

1. Shorten the salary ranges.

The current salary range represents a 20-25% range above and below market values. If an employee is hired at the minimum salary, it will take 16-20 years to reach the maximum salary. This timeline accounts for longevity increases, allowing employees to continue to experience pay increases long into their tenure with the City. Employees may be hired anywhere in the salary range, based upon their education and experience; starting salaries above midpoint require mayoral approval. Many departments have expressed an unwillingness to hire employees at a salary above that of current employees, regardless of experience and education.

The City will need to determine whether this adjustment will be made across all salary ranges or only for identified jobs. Making this adjustment across the board will increase the expense for this change, but shortening the salary range for particular positions is likely to have a negative morale impact on the positions that are not adjusted. The Human Resources Department contacted the wage study vendor for guidance on the impact of shortening the time to advance through the salary ranges for selected positions. The vendor responded, "If the City desires to reduce progression time for a section of jobs, we would recommend only decreasing time to midpoint. Essentially, some positions might reach midpoint (fully competent rate) quicker than some other positions in the same range, but they are then held at that midpoint until they reach the time required for the rest of the positions to progress past midpoint." The vendor also noted that if this change is not made across the board, internal inequities may occur and jobs must be selected on a defensible basis to ensure no adverse impact occurs.

2. Establish recruitment steps to hire candidates at an adjusted starting salary.

If the City wishes to address recruitment but not retention, we can establish either permanent or temporary recruitment salaries. These recruitment "steps" could be used to start new employees at a higher rate within the existing salary structures, without adjusting the ranges themselves or current employee salaries.

3. Establish attainment steps.

The recent Fleet Study recommended creating a process that allowed Mechanic positions to advance faster through the salary ranges. The Department of Public Works and the Human Resources Department have been working together with the wage study vendor to meet this goal. The vendor recently recommended, instead of creating separate positions based on job responsibilities and duties, that zones could be established in the salary range for levels of expertise. This same approach could be implemented across the board to all positions, or limited to positions based on need.

Internship/Training Opportunities

As the job market changes, the City may need to adjust its expectations for entry-level positions in particular. Currently, only the positions of Water Maintainer and Bus Operator are willing to accept candidates with no higher education or experience requirements; they accept individuals who are willing to learn and provide the necessary training. As we start to struggle to fill positions, the City may need to pivot and begin hiring candidates for training. For example, since 2020:

- 48 Street Maintainer candidates have been rejected for not holding a CDL
- 45 Sewer Maintainer candidates have been rejected for the same reason.

With a CDL training program and a willingness to hire inexperienced candidates, it is likely that our vacancies in those positions would be filled.

The Fire Department is currently investigating the possibility of internship programs with NCTC and Midstate College.

Prioritize Changes

I recommend a multi-pronged approach to addressing the City's recruitment and retention concerns:

- As I mentioned earlier, the Human Resource has included a supplemental request in the 2022 budget for a culture survey. This is the first step in identifying and improving the City's employment culture.
- Increasing the amount of paid time off will aid in both recruitment and retention, and have minimal budget impact depending on the implementation. I have two recommendations in this area:
 - Allow new hires to borrow up to half of their vacation allotment in their first year. This will allow full time new hires to take one week of paid vacation in their first year. An employee who separates before earning the used paid time off will be required to pay the City back for any unaccrued vacation time used.
 - Increase either vacation amounts or paid holidays. Increasing floating holidays should be budget neutral as long as the time off does not incur overtime for coverage, as this time is not eligible to be paid out upon separation, but would apply across the board to all employees. Increasing vacation time accruals will have a fiscal impact as this time is paid out if proper notice is given, but allows the City to target additional time off for employees who have not yet had an opportunity to accrue much vacation time.
- The labor market, especially in the private market, is extremely competitive. An adjustment to the City's pay, whether permanent or temporary, across the board or targeted, should be seriously considered. The Council will need to decide which measures should be implemented

immediately (requiring amendment to the current budget) and which should be considered in the upcoming budget process.

- Staff recommendation for consideration of immediate implementation:
 - Temporarily remove Steps 1 and 2 from the salary scale. This will aid in retention and recruitment. This temporary solution would be reconsidered as part of the 2024 wage study. Any employee currently occupying those steps would be moved to Step 3.
- Staff recommendations for consideration in the 2022 budget process:
 - Allow employees below midpoint to receive two increases annually (every 6 months). This will halve the amount of time employees need to reach midpoint, but also reduce the budgetary impact of the change. This adjustment should aid the City in both recruitment and retention.
 - Establish training and internship programs, and review entry-level positions for removal of education and experience requirements.
 - Grant a lump sum increase to employees who do not receive an increase under the recommendation above. This lump sum increase would not be base building, and because it is a one-time increase a non-recurring budget source could be used to fund this item. This adjustment would aid in retention.
- The City is currently rejecting large number of candidates for lack of experience or training. The City should rethink its hiring practices and establish robust training and development programs. The days when the City had hundreds of candidates with previous experience and education are behind us, and based on current population trends I do not anticipate this to change. With a training program in place, entry level positions could and should be adjusted to allow the hiring of candidates with an interest and willingness to learn, but no previous experience or training.