HUMAN RESOURCES

ANNUAL REPORT 2019

City of Fitchburg

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THE CITY OF Fitchburg HUMAN RESOURCES

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WELCOME

Creating the Ultimate Employee Experience

In 2019, after a couple of years of steady turnover, it was clear that employee retention was at the top of our focus this year. We have very talented staff who do an exceptional job in their role. You see them out and about at all times of the day providing services to our community. From our team Public Works who leave a holiday gathering to plow the streets, a Detective who leaves a family birthday party to investigate a recent incident, to a City Assessor who is here on the weekend to meet deadlines. It's across all departments you see the hard work, long hours and motivation to give the public the best customer service possible. This is where the focus shifted for us to the concept of providing the "ultimate employee experience". How could Human Resources do this? What does that even mean?

The average full-time person will spend 90,000 hours at work over a lifetime. How do we take care of our employees when they are here? Do we celebrate their achievements and give recognition? Do we offer up creative spaces? Do we focus on holistic wellness? Do we have fun at work?

We started making little changes that were met with a tremendous amount of support from Pat, the City Administrator and Mayor Richardson. We started sharing the personal stories of our employees on our social media, we were able to transform a vacant office into a creative think space, we were able to bring onsite biometric screening and onsite yoga to the workplace and even gathered together with hammers to help build a Habitat for Humanity house in Fitchburg.

We are just at the beginning of this quest to create the ultimate employee experience and realize to do so, we also need the input of the employees that make up the City of Fitchburg. As we head into 2020, Human Resources looks forward to sending all staff a HR climate survey to gather ideas from the talent from within.

Thank you for taking the time to review our Annual Report. I invite you to join me in looking for ways you can contribute to the ultimate employee experience, whether in your department, or organization. At all levels and positions, we can make a difference. "If you're going to live, leave a legacy. Make a mark on the world that can't be erased."-Maya Angelou

Sarah Olson, Human Resources Manager

ABOUT THE DEPARTMENT

Human Resources coordinates personnel activities for a staff of over 180 regular full-time and part-time employees, as many as 60 seasonal employees and over 50 paid-on call firefighters. Key areas of responsibility include:

- Recruitment, Selection and Hiring
- Benefits, Compensation and Job Classification
- Policy Development
- Collective Bargaining
- Legal Compliance and Reporting

ABOUT US

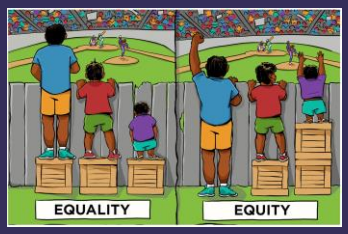
Amy Tracy began her tenure with the City in 2012 as a Human Resources Specialist. Prior to joining the City, she spent several years as an Independent Consultant specializing in Recruitment and Project Management. Amy has over six years' experience as a Recruiter in the health care field. Her solid work experience combined with an educational background in Marketing, makes Amy a skilled HR professional who takes great pride in helping the City hire and retain a diverse and talented workforce.

Sarah Olson returned to the City of Fitchburg in August of 2018 as the Human Resources Manager. Sarah worked as the Human Resources Assistant in 2010 for the City of Fitchburg. In 2012, Sarah left Fitchburg for the City of Madison where she worked for over six years as the HR Business Partner for seven different agencies. She specialized in recruitment, classification studies, HR consultation, and training. Prior to the public sector, Sarah has been in Human Resources since 2005 and has a degree in Human Resources Management from UW-Whitewater.

YEAR IN REVIEW

Highlights of the year include:

Filling 87 vacancies including 2 (two) Department Head positions and 2 (two) Police Command Staff



Equity, Diversity and Inclusion Initiatives

Employee Engagement and Wellness Initiatives

Recruitment and Selection

2019 was an exceptionally busy year in recruitment. By July of 2019, Human Resources had made 55 hires, (which was the *total* in 2018 alone). By year's end, Human Resources hired 87 new employees. This year we had two Department Head vacancies, (City Clerk and Director of Public Works). Rather than utilize GovHR who we had partnered with to help us with last year's Director of Public Works and HR Manager, we decided to take on the recruitment process for these positions internally to save on consulting costs. For the Director of Public Works, we made a hire in July 2019 with the position being vacant for only three months.

This year was also a big time of change for the Police department. Our command staff turned over by 50% requiring extensive HR support. While the recruitments for the Deputy Police Chief and Lieutenant were internal, we went through quite a different recruitment process than in previous years by introducing a 360 degree feedback survey, community panel presentation, and white paper to the hiring steps. Not only did we use this process for command staff but we also had a Detective vacancy and two Police Sergeants that utilized similar components. In addition, we held three Police Officer recruitments in 2019 instead of the typical one to two recruitments that are traditionally held annually.

Equity, Diversity and Inclusion Efforts

Human Resources looked for ways to expand outreach and share news of our openings in 2019. Human Resources attended numerous events including the Urban League Government Job fair, the Job Extravaganza at Elver Park, held a Verona High School job fair for our seasonal positions, FutureQuest 2019, Aldo Leopold School Resource Fair and participated in a couple of FACTv's programs to highlight recruitment including the Descubriendo Contigo show. We continued to look for different venues to post our positions that would reach a larger and more diverse audience.

We continued to review our job postings, specifically the qualifications through an equity lens. In addition, we found the need for education on interviewing best practices including bias training. Human Resources put together a one-page Interviewing Best Practices information sheet to be shared with each panelist prior to interviewing that discusses biases in detail among other important things to remember when interviewing.

In order to move the City forward with helping to make our workforce representative of the community in which we serve, a new competency was added to all management positions called "Building and Sustaining an Inclusive and Diverse Workforce". Managers are evaluated annually on their ability to demonstrate a commitment to embrace new methods/processes that aim to promote diversity, to look for ways to include various diverse viewpoints in decision making and taking in active role in learning racial equity and social justice principles and practices, (among other behavior indicators). Lastly, all City staff received onsite Diversity training provided by CVMIC, (Cities and Villages Mutual Insurance Company).

Employee Engagement and Retention

In 2019, Human Resources started to focus on employee retention looking for free to low cost ways to recognize staff as well as other ways we could contribute to employee engagement levels. A number of initiatives were implemented that focused on employee health and wellness including: onsite biometric screening, lunchtime yoga, mindfulness, early to mid-life retirement planning and a Habitat for Humanity volunteer event, (to name a few). In addition, to recognize staff, a new City Facebook feature was created called "Hearts of Fitch" which takes a moment to highlight different employees by sharing their story. We also for the first time recognized our seasonal and limited term employees at the annual employee luncheon

presenting employees with a Certificate of Achievement if they were celebrating a milestone anniversary. Historically, we only recognized the anniversaries of our permanent staff. We also took a vacant City Hall office and transformed it into the Think Space Lounge, a special place for employees to go during breaks/lunches with soft lighting and inspirational books/quotes. By late fall of 2019, Human Resources had a period of time with zero job postings.

EMPLOYEE RECOGNITION

RETIREMENTS

In 2019, the City celebrated the retirement of five (5) employees:

1. Police Sergeant Thomas Schmit for 36 years of service;
2. Deputy Police Chief Don Bates for 33 years of service;
3. Andy Brandl, Career Firefighter for 25 years of service;
4. Jon Engelhart, Career Firefighter for 13 years of service; and
5. Gus Vander Wegen, Senior Project Engineer for 11 years of service.

PROMOTIONS AND TRANSFERS

In 2018, we only had five (5) promotions whereas this year twelve (12) City employees promoted to higher level positions. In a promotional process, employees have to apply and go through the recruitment process to be selected.

Kiana Brown	Promoted to FT Police Telecommunicator
Michael Buri Jr.	Promoted to Police Sergeant
Kristin Garvey	Promoted to Outreach Librarian
Edward Hartwick	Promoted to Police Lieutenant
Matt Laha	Promoted to Deputy Police Chief
Cesar Lopez	Promoted to Police Sergeant
Lisa McNabola	Promoted to Associate Planner
Amy Mercer	Promoted to City Assessor
Tracy Oldenburg	Promoted to City Clerk
Jordan Trundle	Promoted to Detective
Jesus Villagomez	Promoted to Career Firefighter
Scott Westphal	Promoted to Career Firefighter

SERVICE AWARDS

Every fall, the Human Resources Department coordinates an employee luncheon to honor the accomplishments of all City staff. Part of the program is recognizing employees that celebrated a milestone anniversary during the year. This year, FACTv also prepared a video to highlight 2019. Thank you to all of our staff that continue to provide exceptional service to the City of Fitchburg.

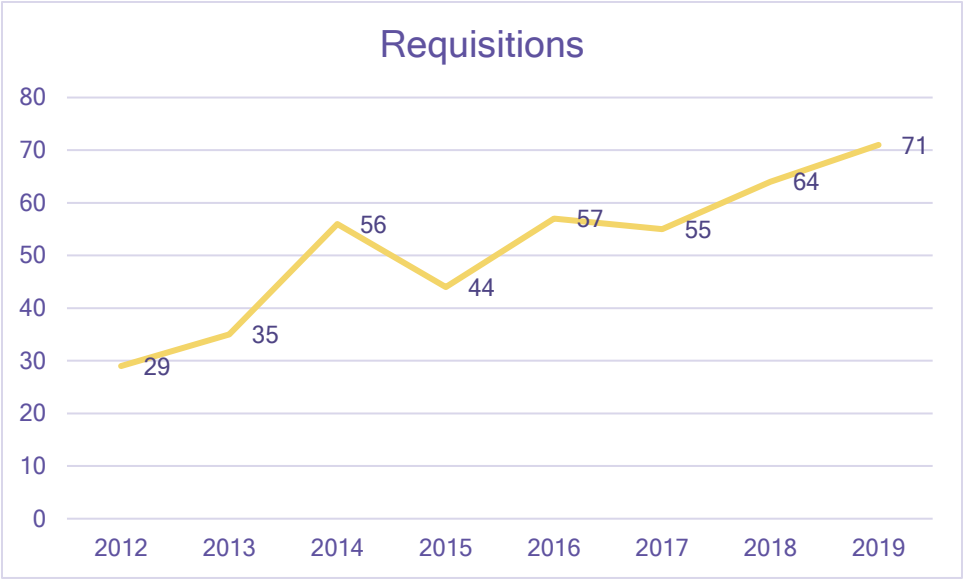
Years	Employee	Position
20	David Berman	Fire Lieutenant - Career
20	Chad Brecklin	Police Chief
20	Tracy Foss	Senior Project Engineer
15	Amy Jordan	Case Manager
15	Cesar Lopez	Police Sergeant
15	Kari Miller	Accounting Manager
15	Matt Prough	IT Director
15	Dwight Shelton	Fire Lieutenant - Paid-On Call
10	Ronald Buchholz	Gym Attendant
10	Edward Hartwick	Police Lieutenant
10	Kevin Kelm	Paid-On Call Firefighter
10	Jason Marthe	Police Sergeant
10	Lonnie Tracy	Public Works Maintenance Worker
10	Bradley Way	Paid-On Call Firefighter
10	Robert Wipperfurth	Public Works Maintenance Worker/Mechanic
5	Yesenia Arce	Receptionist
5	Claire Aschenbrenner	Police Officer
5	Misty Dodge	Finance Director
5	Clint Dretske	Police Officer

5	Gustavo Gonzalez Jr.	Police Officer
5	Tegan Karow	Adult Services Manager
5	Tyler Oakey	Shelver
5	Lisa Sanford	Executive Assistant
5	Eric Wakeman	Paid-On Call Firefighter
5	Kelly Witt	Youth Services Librarian

RECRUITMENT, SELECTION AND HIRING

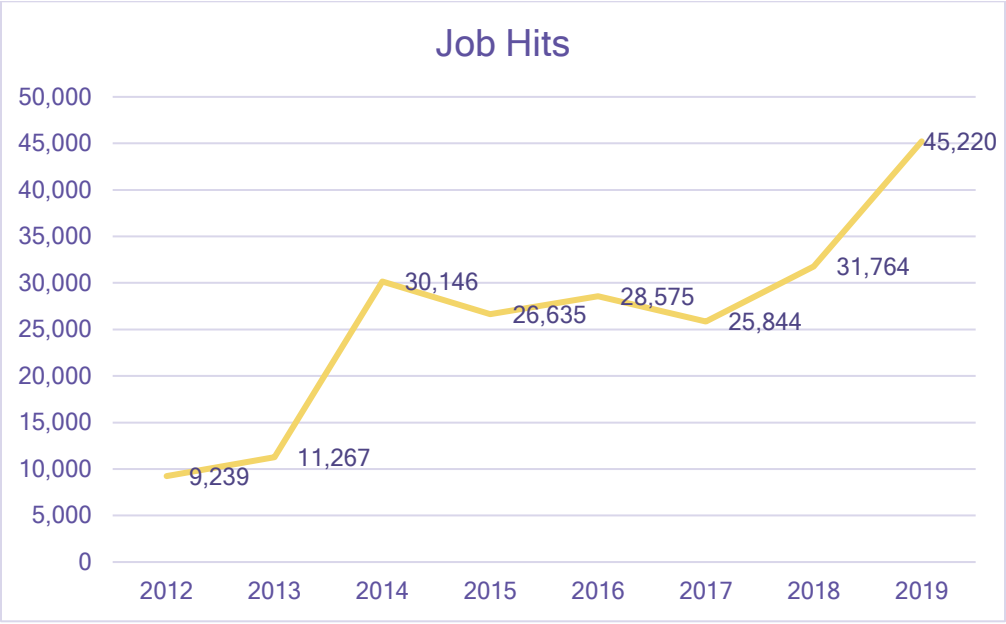
RECRUITMENT PROCESS

Each time an opening exists, a requisition is created to fill the position. Please note that we may hire multiple people on one requisition, (example of Police Officer), hence why we had more hires than requisitions. Each requisition is unique to the position and initiates a discussion with the hiring manager and Human Resources regarding a recruitment timeline, advertisement sources, minimum qualifications, and selection of the interview panel.



JOB HITS

One way to assess the effectiveness of recruitment efforts is to monitor the number of job "hits". This number indicates how many times people come to the City's website to view a particular job. This number is of particular importance as it helps determine if the sources utilized for advertisements are driving traffic to the City's web page.



RECRUITMENT ADVERTISEMENT SOURCES

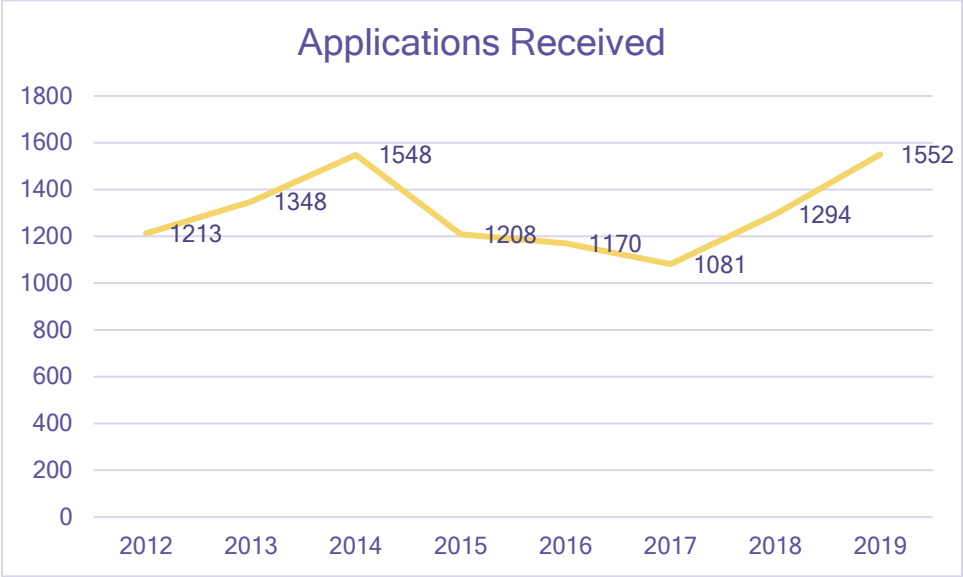
Application Source by Ethnicity

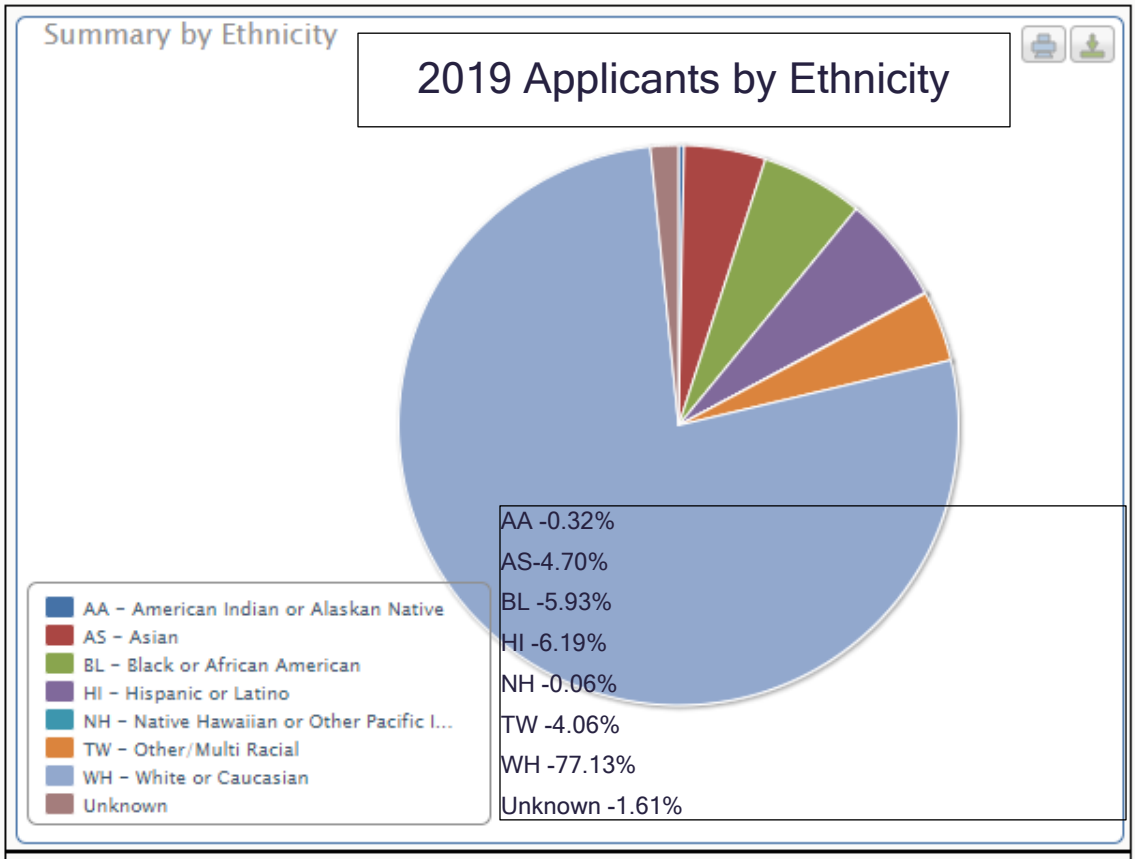
For all applications received between 01/01/19 and 12/31/19

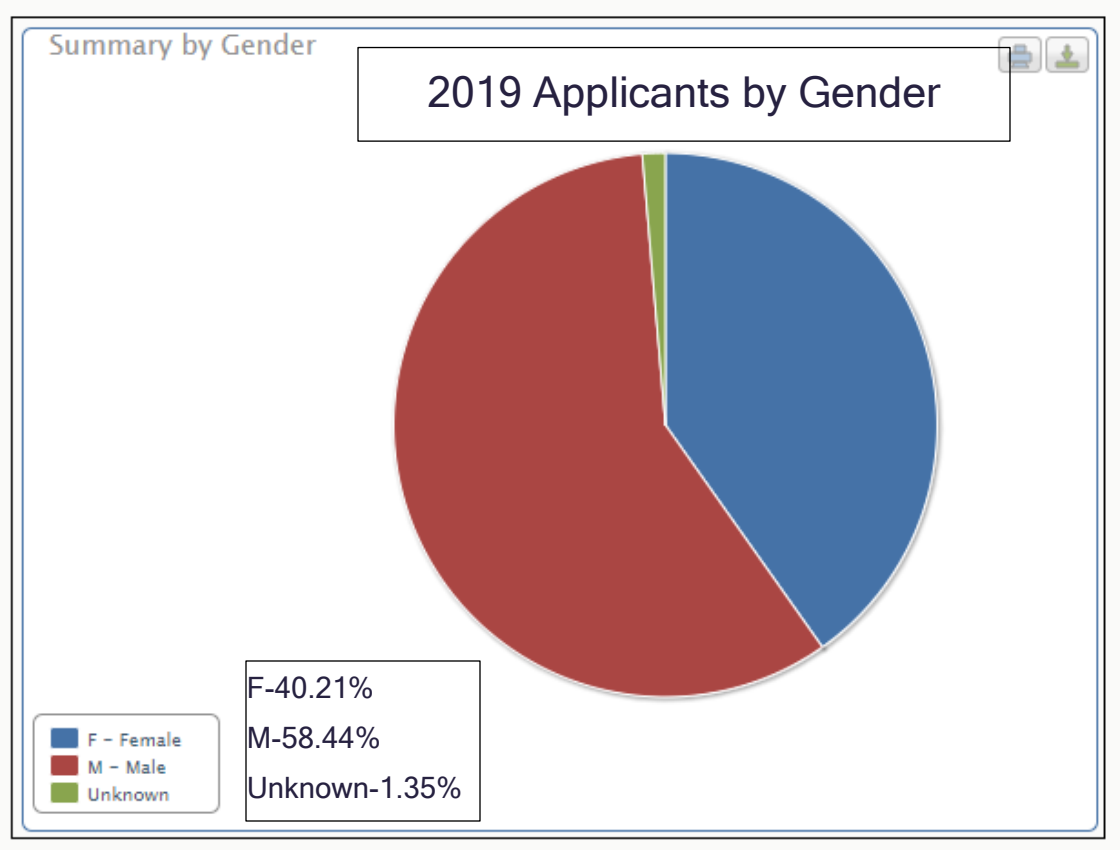
Heading Key
AA = American Indian or Alaskan Native
AS = Asian
BL = Black or African American
HI = Hispanic or Latino
NH = Native Hawaiian or Other Pacific Islander
TW = Other/Multi Racial
WH = White or Caucasian

Source	AA	AS	BL	HI	NH	TW	WH	Unknown	Total	Total %
Bulletin board*	0	0	0	0	0	3	8	0	**11**	0.71
City of Fitchburg website	3	17	21	36	0	14	324	7	**422**	27.19
College Job Center	0	0	0	0	0	0	0	0	**0**	**0.00**
Craigslist	0	0	0	0	0	0	1	0	**1**	0.06
Edgewood College	0	0	0	0	0	0	4	0	**4**	0.26
Facebook	0	1	2	9	0	1	45	0	**58**	3.74
Indeed	2	30	49	30	1	24	495	9	**640**	41.24
Internet website	0	0	0	0	0	0	0	0	**0**	**0.00**
Job Fair	0	0	5	0	0	0	4	0	**9**	0.58
Job Interest Card	0	0	0	1	0	0	13	0	**14**	0.90
LinkedIn	0	1	0	0	0	3	26	0	**30**	1.93
Local Newspaper*	0	0	0	0	0	0	0	0	**0**	**0.00**
Other	0	0	0	0	0	0	0	0	**0**	**0.00**
Outreach Event*	0	2	1	0	0	1	0	0	**4**	0.26
Professional Organization Website*	0	5	1	6	0	7	88	0	**107**	6.89
Technical School Job Board (TechConnect)	0	3	0	1	0	1	10	0	**15**	0.97
UW System (BuckyNet or Handshake)	0	2	2	3	0	2	49	3	**61**	3.93
Word of Mouth (Family, friends, employee, etc.)	0	12	11	10	0	7	130	6	**176**	11.34
Unknown	0	0	0	0	0	0	0	0	**0**	**0.00**
Totals	**5**	**73**	**92**	**96**	**1**	**63**	**1197**	**25**	**1552**	**100.00**
	0.32	**4.70**	**5.93**	**6.19**	**0.06**	**4.06**	**77.13**	**1.61**	**100.00**	

HR will typically begin receiving applications within a couple of hours of the posting first appearing on the City's website and other advertisement sources. The chart below shows the number of applications received in past years through 2019.

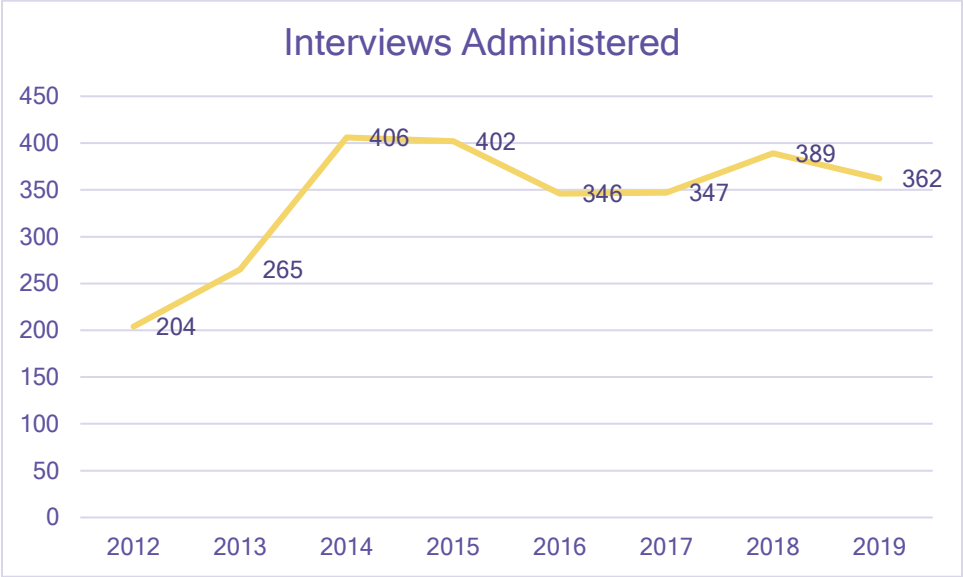

Applications Received
1800
1600
1400
1200
1000
800
600
400
200
0
1213
1348
1548
1208
1170
1081
1294
1552
2012
2013
2014
2015
2016
2017
2018
2019


Summary by Ethnicity
2019 Applicants by Ethnicity
AA - American Indian or Alaskan Native
AS - Asian
BL - Black or African American
HI - Hispanic or Latino
NH - Native Hawaiian or Other Pacific I...
TW - Other/Multi Racial
WH - White or Caucasian
Unknown
AA -0.32%
AS-4.70%
BL -5.93%
HI -6.19%
NH -0.06%
TW -4.06%
WH -77.13%
Unknown -1.61%



INTERVIEWS

Human Resources held 362 interviews for City departments. Coordination of interviews involves setting up interview dates, sending out correspondence to candidates, reviewing proposed interview questions, and setting up second interviews if needed.



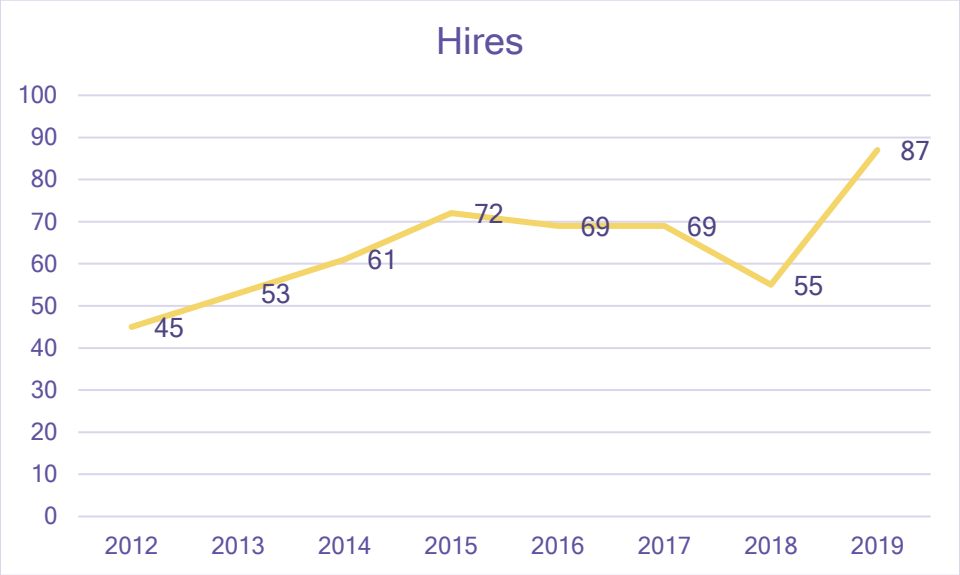
MOST POPULAR JOB POSTINGS

The following list shows the jobs with the highest hits during the year and their respective percentage of the total.

Job Title	Hits	Percent of Total
Community Center/Recreation Coordinator	2729	6.0%
Career Firefighter	2318	5.1%
Library Administrative Assistant	2082	4.6%
Entry - Level Police Officer	1955	4.3%
Sustainability Specialist	1927	4.3%
City Clerk	1811	4.0%
Deputy City Clerk	1776	3.9%

HIRING STATISTICS

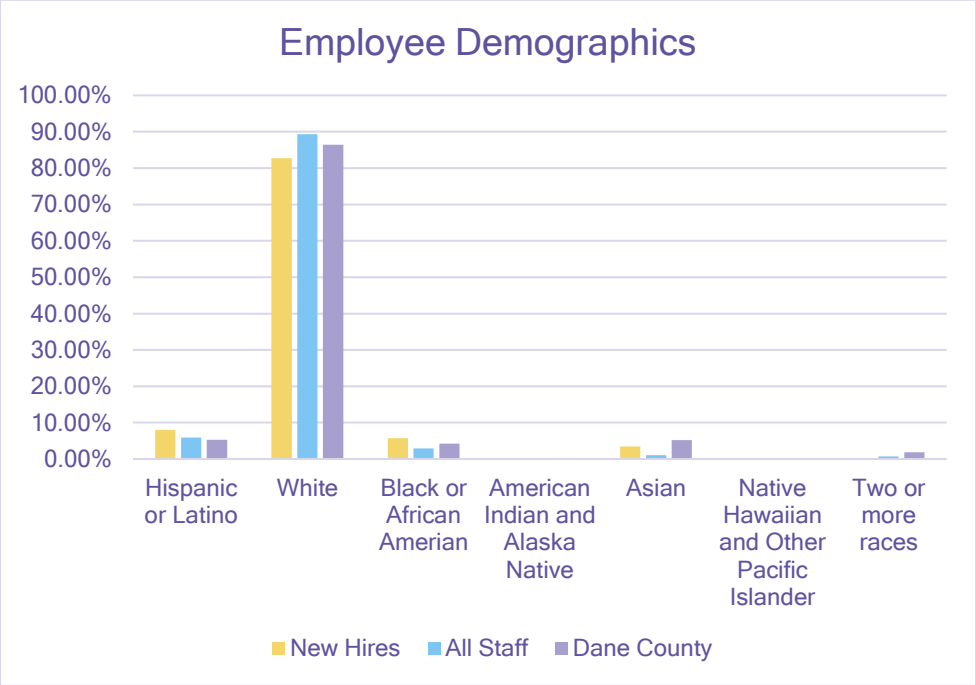
We hired 87 individuals in 2019. This includes individuals across all departments, regular full and part-time staff, seasonal employees, and paid on-call Firefighters.



Pictured is our new Records Clerk, Police Telecommunicator and 6 (six) new Police Officers.

EMPLOYEE DEMOGRAPHICS AND WORKFORCE AVAILABILITY

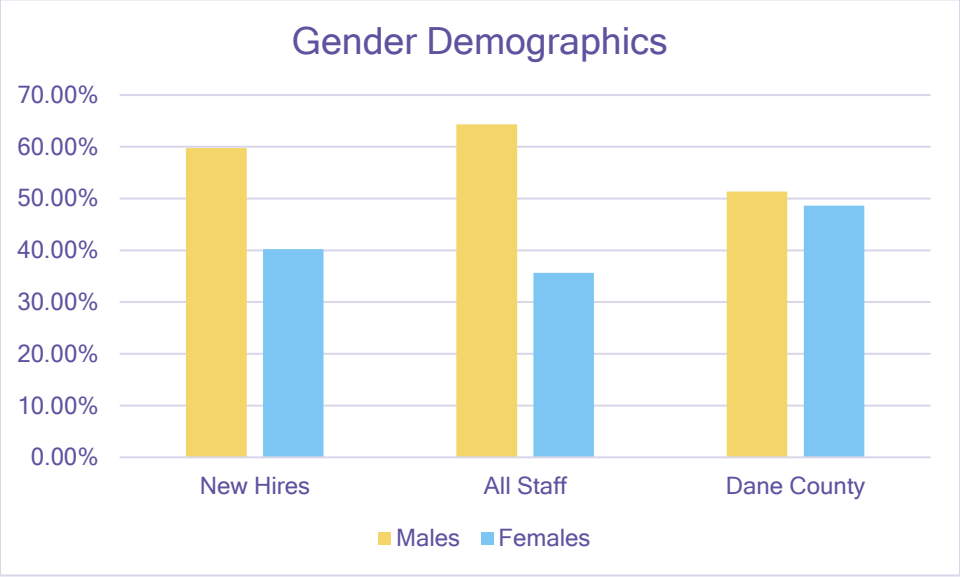
The charts below show the demographics of employees hired by the City in 2019 compared to the availability of those in the Dane County workforce in 2019 per the State of Wisconsin Department of Workforce Development Affirmative Action chart: https://jobcenterofwisconsin.com/wisconomy/query. Graphs include employees as of December 31, 2019.



2019	Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races
New Hires	8.05%	82.76%	5.75%	0.00%	3.45%	0.00%	0.00%
All Staff	5.88%	89.34%	2.94%	0.00%	1.10%	0.00%	0.74%
Dane County	5.28%	86.43%	4.24%	0.29%	5.21%	0.05%	1.87%

If you look at a comparison of 2018 and 2019, you'll see the City hired more new staff who identified as Hispanic or Latino, Black or African American and Asian. Diversifying our workforce to be representative of the community in which we serve is one of the HR work plan goals.

2018	Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races
New Hires	5.45%	87.27%	1.82%	0.00%	1.82%	0.00%	3.64%
All Staff	3.73%	91.79%	1.87%	0.00%	1.87%	0.00%	0.75%
Dane County	5.11%	86.65%	4.20%	0.28%	5.13%	0.04%	1.79%



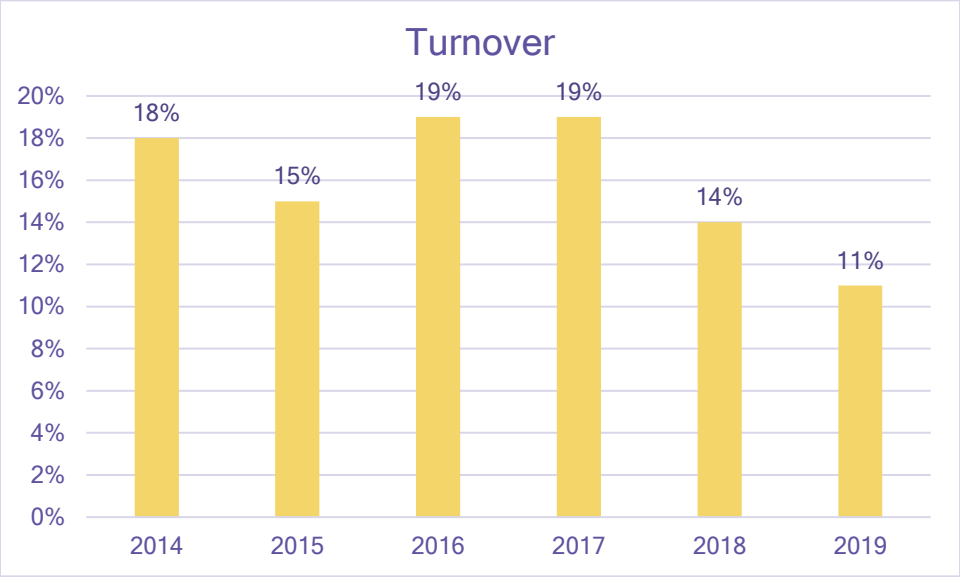
2019	Males	Females
New Hires	59.77%	40.23%
All Staff	64.34%	35.66%
Dane County	51.35%	48.65%

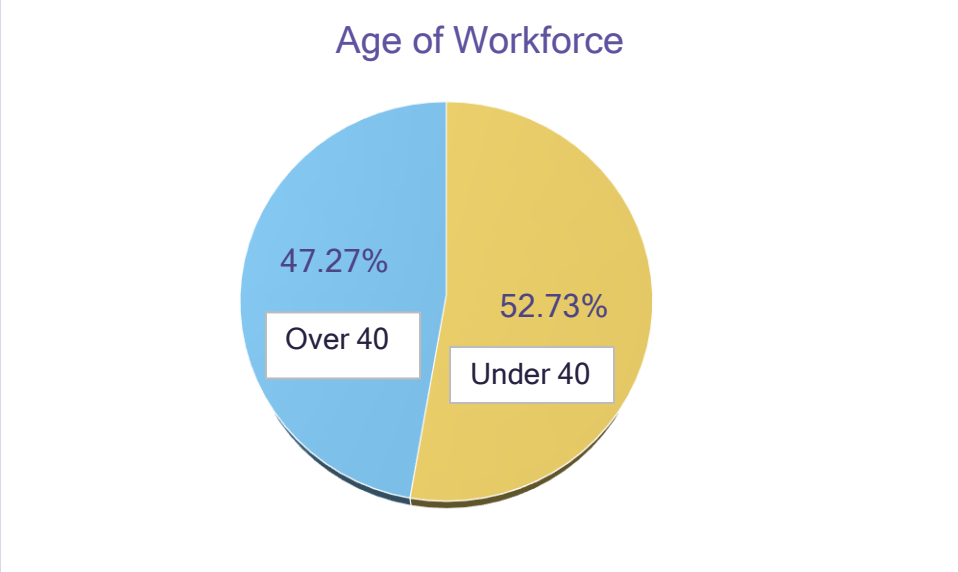
The City hired less employees who identified as female in 2019 but our department head management team continues to be over 50% female and one of two department head vacancies in 2019 was filled by a woman.

2018	Males	Females
New Hires	43.64%	56.36%
All Staff	63.81%	36.19%
Dane County	51.44%	48.56%

TURNOVER

30 regular full and part-time employees (including paid-on call firefighters), separated during 2019. With an average of 272 staff, this results in an 11% turnover rate for the year. The Assessing Department had the highest turnover rate at 50% with two of four staff departing. Interestingly, while turnover felt higher than usual in 2019, it was actually a year with the lowest amount of departures in comparison to recent years. Three of the departures were employees who identified as Asian and the remainder 27 identified as white. 11 of the 30 identified as female.





BENEFITS, COMPENSATION AND JOB CLASSIFICATION

Human Resources is responsible for the management of the City's compensation and benefits package. This includes managing employees' progression on the various pay plans through processing cost of living adjustments and merit increases, determining eligibility for benefits and maintaining proper salary classification for all positions.

BENEFIT ADMINISTRATION

Human Resources meets with new hires on their first day to give a thorough orientation to our benefit offerings, enroll employees into their chosen benefits and reconcile and pay monthly benefit bills. Every fall is the opportunity for Open Enrollment which is a period of time in

which employees can drop, add or make changes to their health, dental, vision and flexible spending accounts.

COLLECTIVE BARGAINING

In December 2019, we successfully ratified the Fire Contract which was effective 1/1/2019 through 1/1/2021. Both the Fire and Police contract will expire 12/31/21 so we will begin contract negotiations again mid-year of 2021.

WORKERS COMPENSATION BENEFITS AND THE CITY'S SAFETY TEAM

One key area of responsibility is Worker's Compensation, specifically claims analysis and management. How well the City manages the worker's compensation claims and worker safety initiatives is reflected in the modification factor.

A modification factor is a factor applied to the policy premium for a risk to reflect variation from the experience of the average risk of a similar type. From the risk's own past experience, the experience modification rate is determined by comparing actual losses to expected losses. This comparison of future losses results in a premium reduction (credit) or a premium increase (debit).

Plan Year	2012	2013	2014	2015	2016	2017	2018	2019
Modification Factor	1.08	0.77	0.88	0.79	0.68	0.57	0.78	0.86

In 2019, HR spearheaded the creation of a City Safety Team with an employee from each department coming together to review ways to make the workplace safer. Initiatives accomplished in 2019 include but are not limited to:

- Ice cleats pilot for employees;
- Slip/trip/fall, lifting techniques and workplace ergonomics training for all staff;
- AED & CPR training for all staff;
- Panic Button install at Senior Center; and
- Workers compensation forms update.

Are you looking for additional data, measures and outcomes? Please don't hesitate to reach out. Thank you!

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