

HUMAN RESOURCES



ANNUAL REPORT 2021

City of Fitchburg

Email: hr@fitchburgwi.gov

Tel: 608.270.4200

5520 Lacy Rd. Fitchburg, WI 53711



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The mission of the Fitchburg Human Resources Department is to recruit, develop and retain a diverse, talented and engaged workforce to support the City in moving forward.

WELCOME

2021, THE YEAR OF LEADERSHIP CHANGE

In 2021, the City of Fitchburg found a vacancy early on for City Administrator. Shortly thereafter, the vacancy of our Chief of Police. We then ended the year with a Planning Director vacancy. One of the most exciting tasks for a Human Resources department is recruitment and selection of new leaders. With high level recruitments, there are many steps and stakeholders involved in the hiring processes. We sent out community and staff surveys, held interviews, community panel presentations, public receptions, City tours, and spent countless hours of deliberations in selecting our new City leaders. As we embark on a new year with a new City Administrator, Chief of Police and Planning Director, we look forward to seeing where these three new leaders take us!

As we move into 2022, I'd like HR to focus on the concept of transformational leadership which is a leadership style that can inspire positive changes in others. How can we inspire new leadership concepts, motivate and energize our leaders and share resources and network with each other more? I'd like to explore how we can mentor and grow together as leaders. Maybe it's through the sharing of some strong leadership books and TED talks, or just coming together every month to talk about challenges and brainstorming together on different ways we can solve problems. This is something that can happen at all levels in an organization! Every City employee is a leader and has an aspect of leadership in their role.

Thank you for taking the time to review our Annual Report. I invite you to join me in looking for ways we can inspire others. Let's come together and transform ourselves from good to great!

"Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline." - Jim Collins (Good to Great)



Sarah Olson, SHRM - SCP, 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. She received her SHRM -SCP (Society for Human Resource Management Senior Certified Professional) certification in August of 2020.

YEAR IN REVIEW

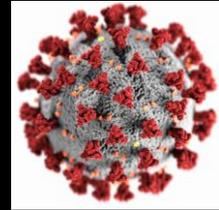
Highlights of the year include:



Hiring of our City Administrator, Chief of Police and Planning Director



Creation of a 360 degree performance evaluation system for all department heads



Continuation of COVID guidance to all staff

Hiring of our City Administrator, Chief of Police and Planning Director

In 2021, we started the year with a City Administrator vacancy. Our City Administrator oversees City operations and is a key position in the organization. The process entailed using the Equitable Hiring Tool with a group of stakeholders, sending out a community survey, holding panel interviews, community panel presentations, City tour and City reception for the public to attend. Our former Chief of Police, Chad Brecklin, was promoted to our City Administrator which then left a vacancy for Police Chief.

When hiring for a new Chief of Police, HR must work closely with the Police & Fire Commission (PFC) who has the hiring authority. Typically, the PFC meets twelve (12) times per year. In 2021, the PFC met twenty-six (26) times, primarily for the purposes of planning and deliberating on the Chief of Police vacancy. Each step is very involved and public participation is paramount. In August of 2021, we welcomed Chief Alfonso Morales to the department.



Just before the year's end, we learned of a vacancy for our Planning Director. Much of our process for filling that role was duplicated from the City Administrator process and after interviews, community presentations, and City tour, we welcomed Deanna Schmidt to the Planning team.

Creation and Implementation of 360 Degree Feedback for Department Heads

Shortly into 2021, Mayor Richardson requested that Human Resources put together a 360 degree feedback program for all department heads. 360 degree feedback is a process in which performance feedback is gathered from an employee's subordinates, colleagues, external business partners and supervisor. 360 degree feedback includes a self-evaluation. This is a confidential and anonymous process and is used as a development tool.

A focus group of staff were pulled together for the creation of this new evaluation tool and 360 degree feedback was implemented in August of 2021. The focus group will meet again in February of 2022 to assess how the new program is going and to make any recommendations for changes.

Continuation of COVID guidance to all staff

2021 continued to be a very busy year for the pandemic. Several employees found themselves positive with COVID in 2021, (more so than in 2020) which presented challenges to operations and a number of employees being asked to quarantine and/or isolate due to symptoms. In addition, 2021 was the year the COVID vaccination rolled out and different quarantine protocol for different people based on one's vaccination status. Human Resources was contacted regularly through the year on everything from isolation guidance, to close contacts and safety protocol such as the need for an upgrade of masks to surgical and KN95.

EMPLOYEE RECOGNITION

RETIREMENTS

In 2021, the City celebrated the retirement of three (3) employees:

1. Phil Manion, Utility Supervisor
2. Gary Eisenzimmer, Police Officer
3. Jim Sandlin, Public Works Maintenance Worker

PROMOTIONS AND TRANSFERS

In 2021, we had one (1) promotion and one (1) transfer.

Chad Brecklin	Promoted to City Administrator
Andy Shackleton	Transferred to the Water Utility

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. Unfortunately, due to the pandemic, the annual luncheon was canceled. With the great help of FACTv, we were able to celebrate milestone anniversaries and accomplishments in the 2021 year in review [video](#).

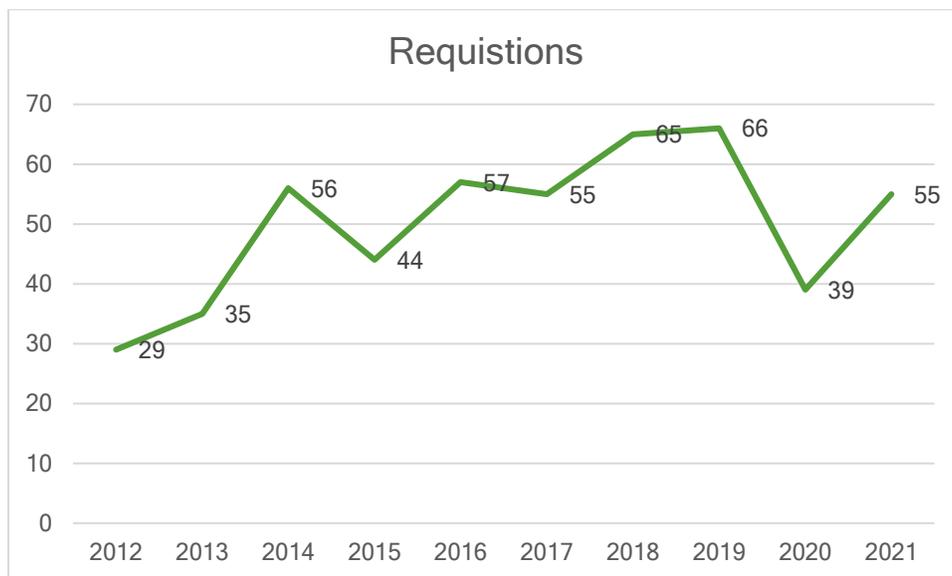
Congratulations to the following employees recognizing a milestone anniversary!

Employee	Years	Department
Grossen, Chad E.	25	Fire
Thain, Virginia L.	25	Police
Wissink, Jeffrey	25	Police
Staszak, Norbert	20	Public Works
Mahal, Michael J.	20	Public Works
Schlimgen, Lawrence A.	20	Building Maintenance
Berman, Jeff	20	Fire
Folkers, Sarah A.	15	Senior Center
Sanford, Todd T.	15	Public Works
Hauge, Kimberly J.	15	Finance
Dorn, Adam J.	15	Fire
Endl, Scott T.	15	Parks
Buri, Jr, Michael A.	10	Police
Hansen, Philip G.	10	Library
Saylor, Erin B.	10	Library
Powers, Timothy L.	10	Library
Riek, Dale	10	Building Maintenance
Wakeman, Eric	10	Fire
Walker, Craig	10	Police
Cole, Chad	10	FACTv
Hinojos, Juan R.	5	Police
Saffold, Jeremy A.	5	Police
Healy, Anna M.	5	Forestry
Pulvermacher, Joseph J.	5	Fire
Foster, Jennifer N.	5	Library
Wallander, Judith L.	5	Police
Mercer, Amy J.	5	Assessing
Howard, Stanley L.	5	IT
Marsh, Victor W.	5	Police
Zisman, Valerie A.	5	Legal
Roder, Dustin M.	5	Fire
Topel, Madeline A.	5	Police
Kersten, Eric A.	5	IT
Bogucki, Katie M.	5	Court
Uselmann, Dena M.	5	Public Works
Dorn, Dakota	5	Public Works

RECRUITMENT, SELECTION AND HIRING

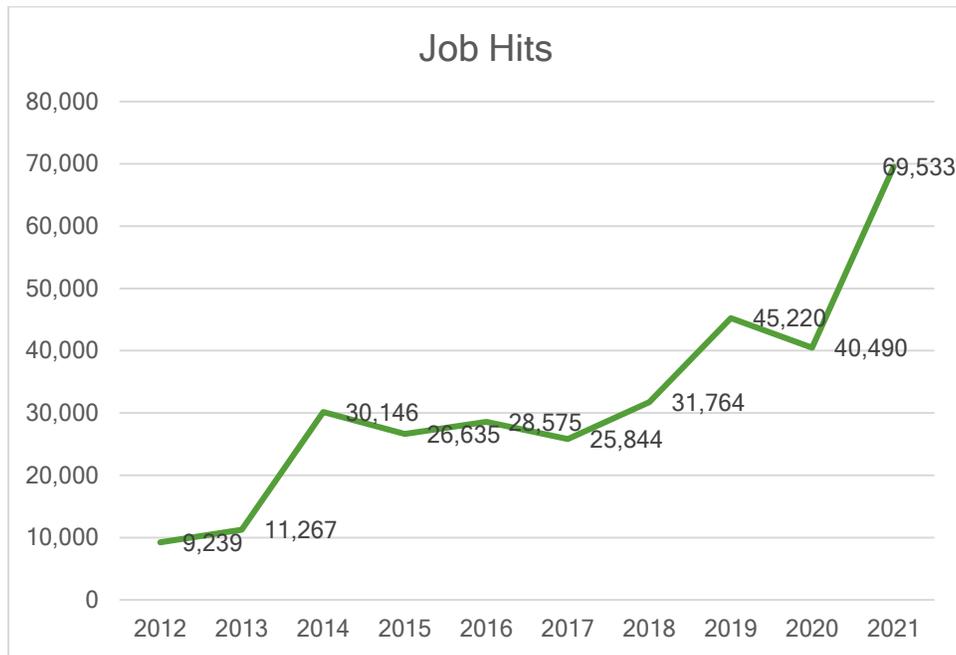
RECRUITMENT PROCESS

Each time an opening exists, a requisition is created to fill the position. 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. We had a sharp decrease in number of requisitions in 2020 due to the lack of turnover. By 2021, we were just above our 10 year average number of annual requisitions. On average we have 50 requisitions every year to fill.



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. This statistic is very interesting because we saw a massive increase in the amount of traffic to our job openings with the most job hits ever in 2021, although we did not see a corresponding increase in total number of applications.



RECRUITMENT ADVERTISEMENT SOURCES

Application Source by Ethnicity

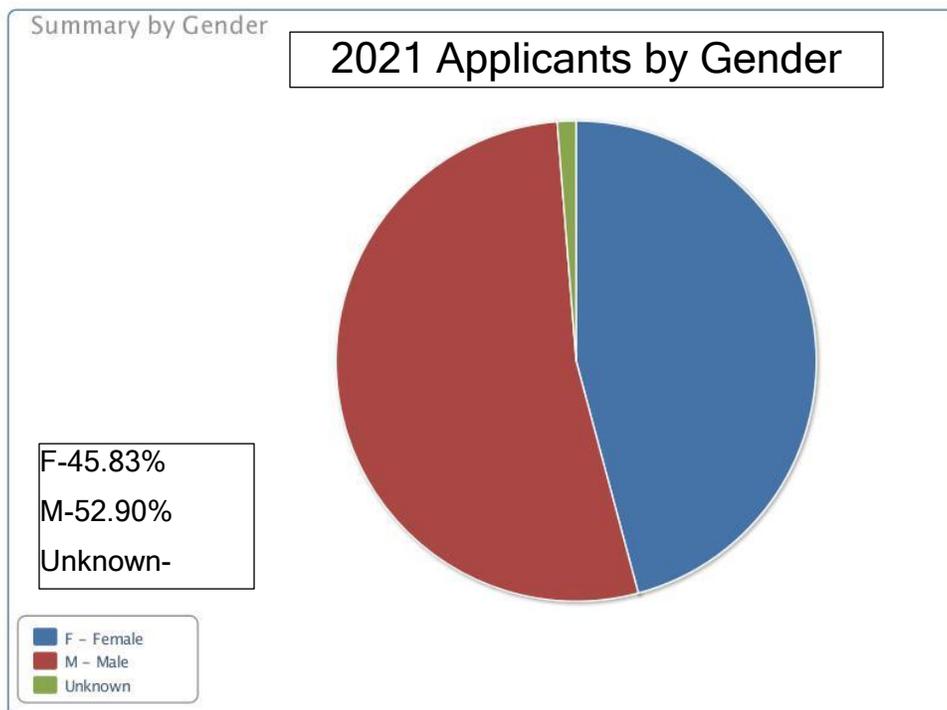
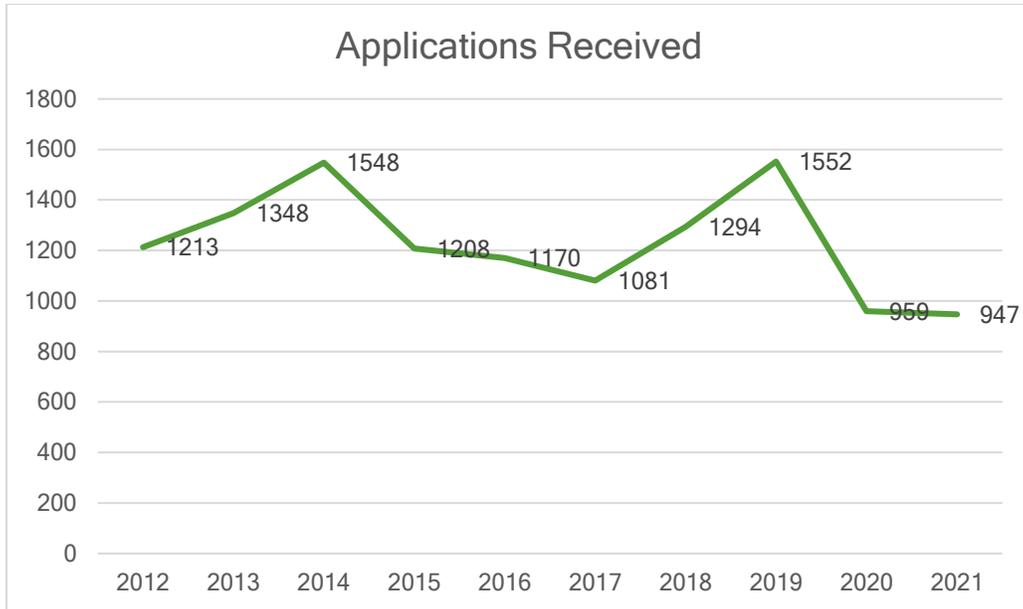
For all applications received between 01/01/21 and 12/31/21

								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										

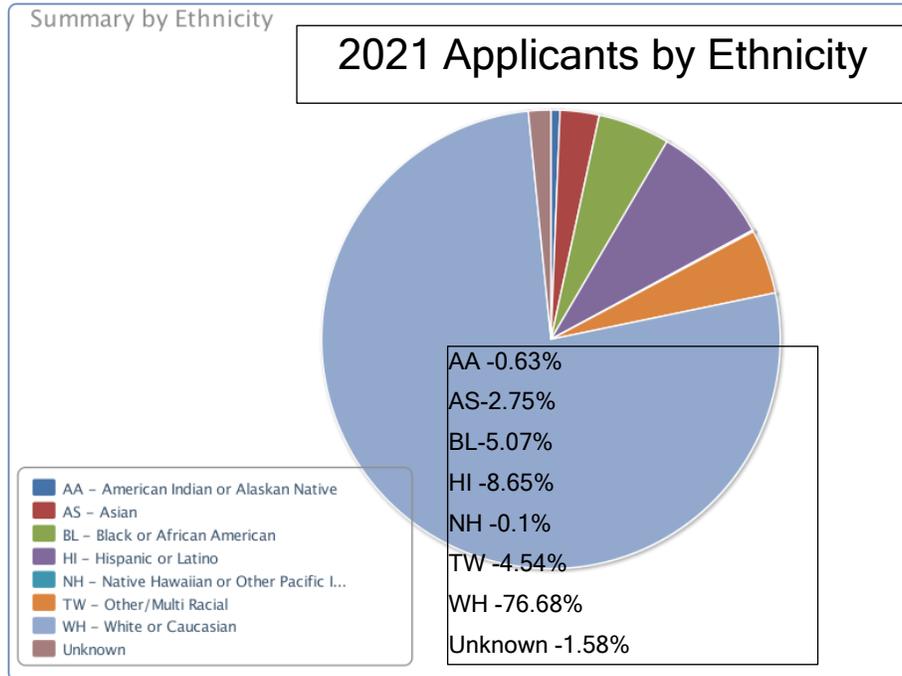
source	AA	AS	BL	HI	NH	TW	WH	Unknown	total	total %
Bulletin board*	0	0	0	0	0	0	7	0	7	0.74
City of Fitchburg website	5	8	13	25	0	11	173	4	239	25.24
College Job Center	0	0	0	0	0	0	0	0	0	0.00
Craigslist	0	0	0	0	0	0	0	0	0	0.00
Edgewood College	0	0	0	0	0	0	0	0	0	0.00
Facebook	0	0	2	1	0	1	14	0	18	1.90
Indeed	1	8	24	33	0	21	319	7	413	43.61
Internet website	0	0	0	0	0	0	0	0	0	0.00
Job Fair	0	0	0	0	0	1	4	0	5	0.53
Job Interest Card	0	0	0	0	0	2	4	0	6	0.63
LinkedIn	0	1	3	2	0	2	22	0	30	3.17
Local Newspaper*	0	0	0	1	0	0	0	0	1	0.11
Other	0	0	0	0	0	0	0	0	0	0.00
Outreach Event*	0	0	0	0	0	0	1	0	1	0.11
Professional Organization Website*	0	3	2	3	0	0	53	3	64	6.76
Technical School Job Board (TechConnect)	0	1	0	1	0	0	1	0	3	0.32
UW System (BuckyNet or Handshake)	0	0	0	0	0	0	30	0	30	3.17
Word of Mouth (Family, friends, employee, etc.)	0	5	4	16	1	5	98	1	130	13.73
Unknown	0	0	0	0	0	0	0	0	0	0.00
Totals	6	26	48	82	1	43	726	15	947	100.00
	0.63	2.75	5.07	8.66	0.11	4.54	76.66	1.58	100.00	

Indeed continues to be our best recruitment source across all ethnicities. Our second most popular method of hearing of our openings is the City of Fitchburg website. Word of mouth also continues to be a good advertisement source.

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 2021. We had less applications received in the last two years in comparison to other years even though we had met our average number of job openings in 2021. This trend shows that less people are applying for our openings.



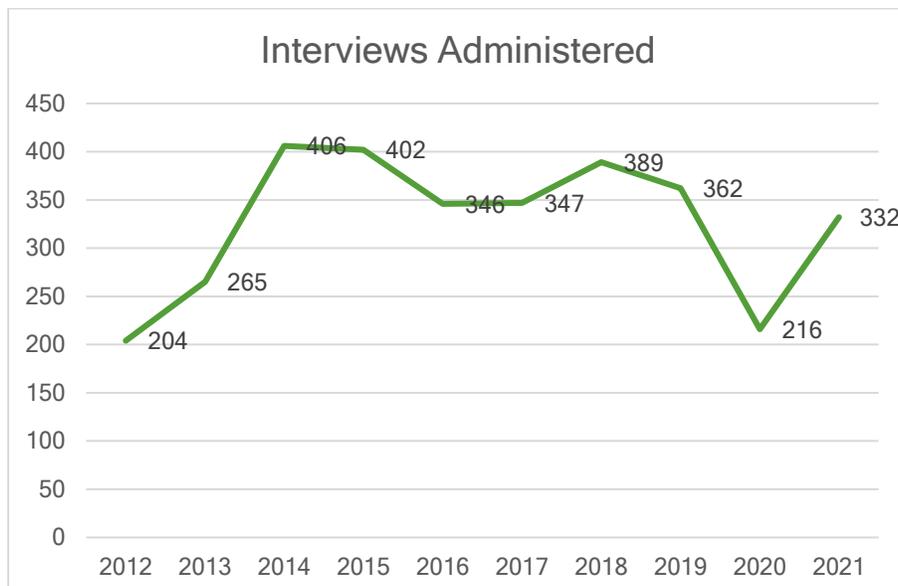
In comparison with 2020, we did see a decrease in the number of female applicants by 13%, although we saw an increase of female applicants from 2019 by 5.62%.



We had an increase in our numbers of Hispanic or Latino, and American Indian or Alaskan Native applicants in 2021 from 2020 by 1.77% total.

INTERVIEWS

Human Resources held 332 interviews for City departments. In 2020 and 2021, many of these interviews were set up to be completed virtually to keep everyone safe. 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.

<u>Job Title</u>	<u>Hits</u>	<u>Percent of Total</u>
Library Assistant I	5159	7.4%
Administrative Assistant -Library	3456	5.0%
CC/Recreation Coordinator	3250	4.7%
Entry-Level Police Officer	3098	4.5%
Accounting Clerk II - Billing & AP	3092	4.4%
Receptionist	2886	4.2%
City Administrator	2313	3.3%

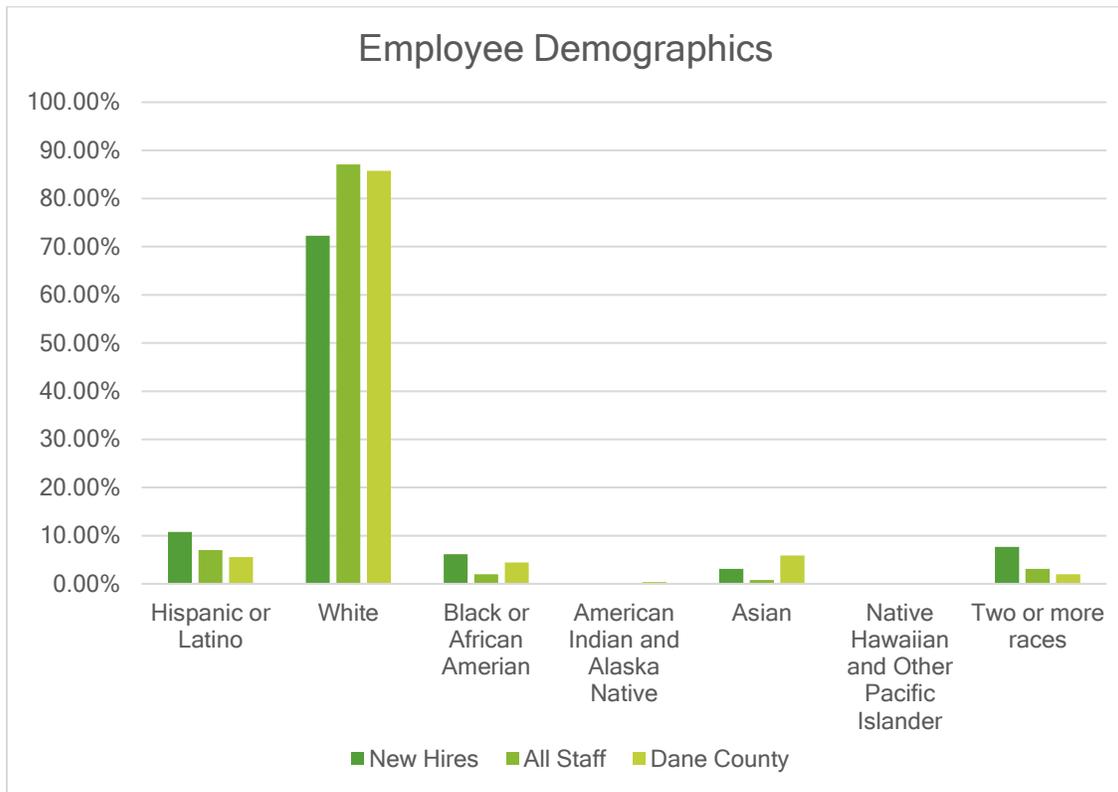
HIRING STATISTICS

We hired 65 individuals in 2021. This includes individuals across all departments, regular full and part-time staff, seasonal employees, and paid on-call Firefighters.



EMPLOYEE DEMOGRAPHICS AND WORKFORCE AVAILABILITY

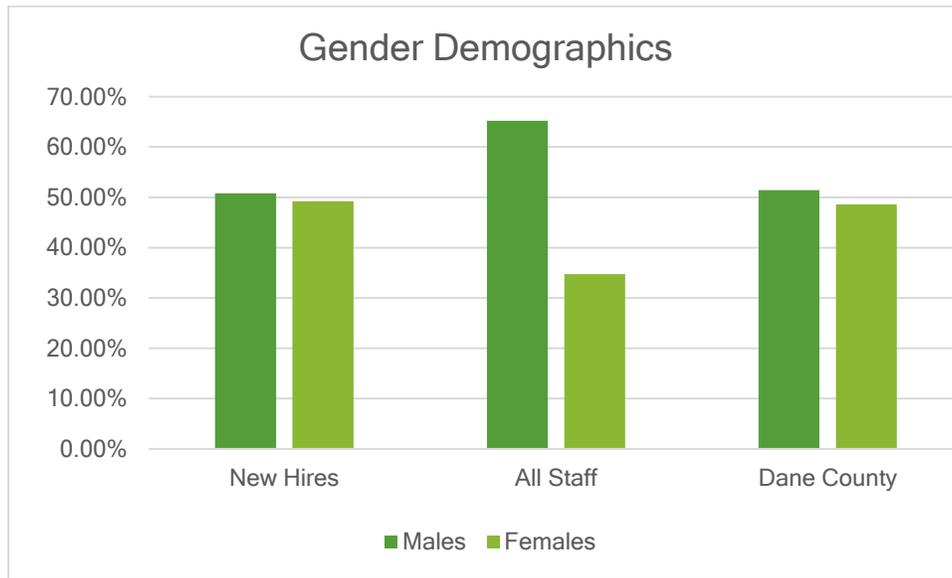
The charts below show the demographics of employees hired by the City in 2021 compared to the availability of those in the Dane County workforce in 2021 per the State of Wisconsin Department of Workforce Development Affirmative Action chart: <https://jobcenterofwisconsin.com/wisconomy/query>. Graphs include employees as of December 31, 2021.



Ideally, all three of these measures would be equal in the chart above. In 2021, we had an increase in new hires that identified as Hispanic or Latino, Black or African American and Two or more races.

	Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races
2021							
New Hires	10.77%	72.31%	6.15%	0.00%	3.08%	0.00%	7.69%
All Staff	7.03%	87.11%	1.95%	0.00%	0.78%	0.00%	3.13%
Dane County	5.52%	85.74%	4.44%	0.39%	5.89%	0.04%	2.00%
2020							
New Hires	5.56%	80.56%	2.78%	0.00%	5.56%	0.00%	5.56%
All Staff	5.18%	89.64%	2.79%	0.00%	0.80%	0.00%	1.59%
Dane County	5.27%	86.01%	4.30%	0.34%	5.57%	0.03%	2.05%

	Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races
2019 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%

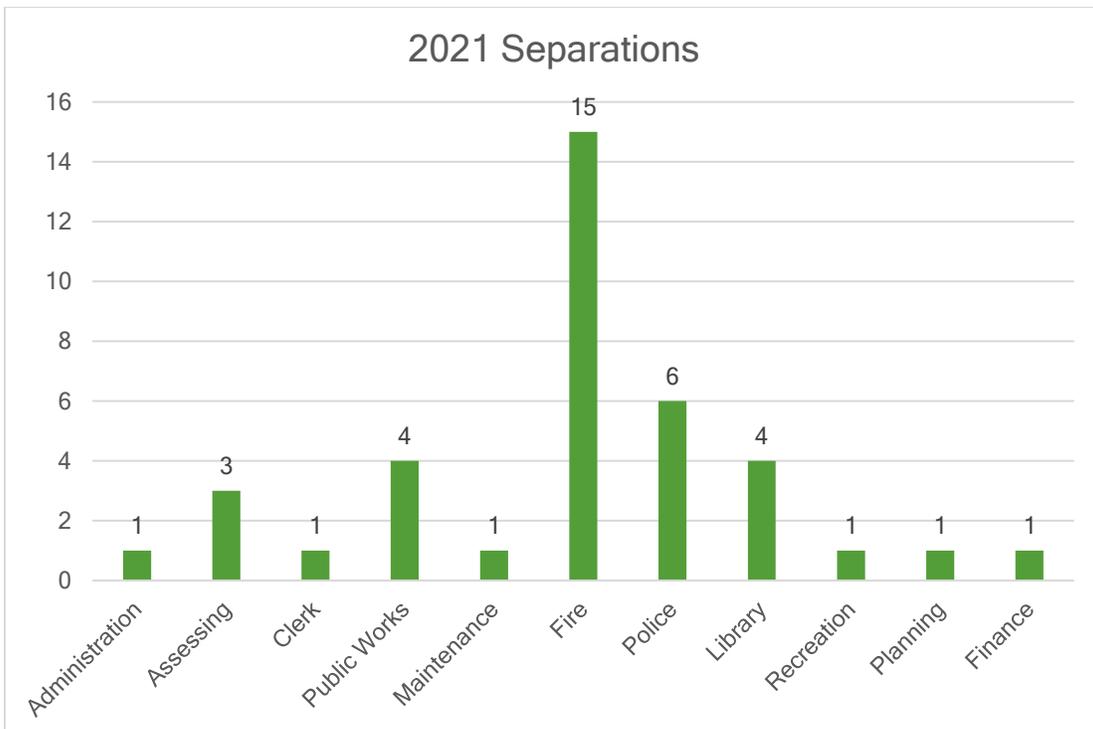
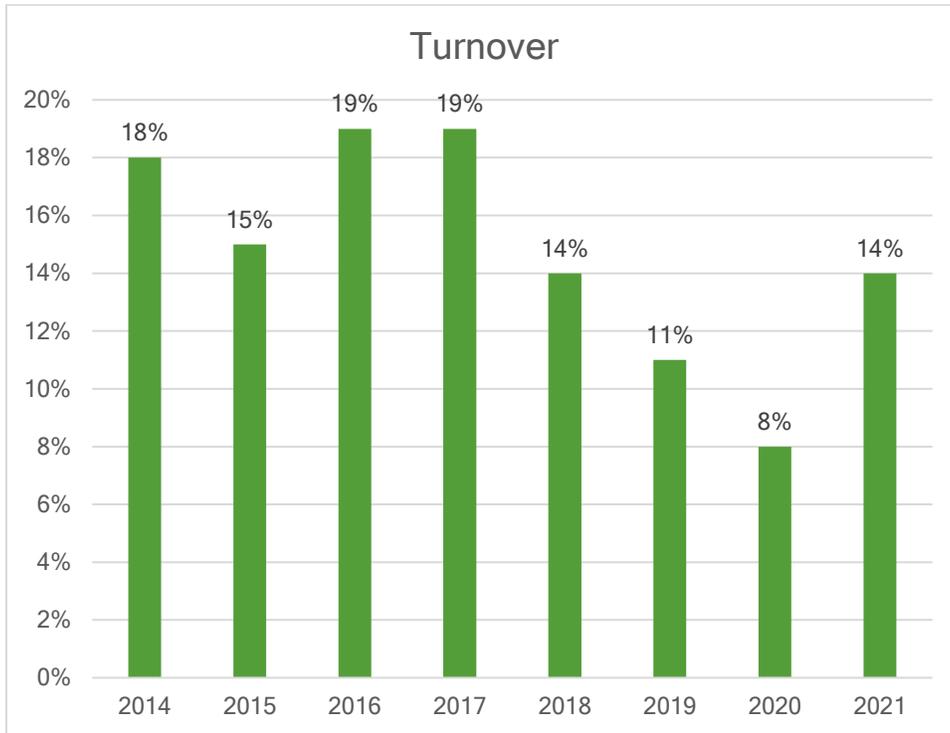


We did see an increase in female hires in 2021 in comparison to the last two years.

Year	Males	Females
2021 New Hires	50.77%	49.23%
2021 All Staff	65.23%	34.77%
2021 Dane County	51.43%	48.57%
2020 New Hires	58.33%	41.67%
2020 All Staff	64.14%	35.86%
2020 Dane County	51.37%	48.63%
2019 New Hires	59.77%	40.23%
2019 All Staff	64.34%	35.66%
2019 Dane County	51.35%	48.65%

TURNOVER

39 regular full and part-time employees (including paid-on call firefighters), separated during 2021. This results in a 14% turnover rate for the year. The Assessing Department had the highest turnover rate at 75% with three of four staff departing. Of the total departures, four identified as people of color, (2 Asian, 1 Hispanic and 1 Black). 13 of the 38 identified as female.



BENEFITS, JOB CLASSIFICATION, COLLECTIVE BARGAINING, AND WORKERS COMPENSATION

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. Human Resources is also responsible for assisting with the collective bargaining process and managing workers compensation required documentation and reporting.

BENEFIT ADMINISTRATION

Human Resources meets with new hires on their first day to give a thorough orientation to our benefit offerings and enroll employees into their chosen benefits. HR is also responsible for the reconciliation of the 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.

JOB CLASSIFICATION

The City had four position studies that included two reclassification studies of the Media Production Assistant and the Law Enforcement Data Analyst. The other two position studies were to create a brand new classification of Administrative Clerk and GIS Coordinator.

COLLECTIVE BARGAINING

In fall of 2021, we began negotiations for our Wisconsin Professional Police Association (WPPA) and International Association of Firefighters (IAFF) bargaining contracts. Both contracts were set to expire on December 31, 2021. In December, we successfully ratified the WPPA contract for the next three (3) years. We are currently in the middle of negotiations with Fire.

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). The goal is to have a mod factor rate of under 1.

Plan Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Modification										
Factor	1.08	0.77	0.88	0.79	0.68	0.57	0.78	0.86	0.85	0.85

The City's Safety Team comprised of an employee from each department continues to look for ways to keep our workplace safe.

2022 PROJECTS IN PROGRESS

This year, Human Resources will be focusing efforts on the following four big projects:

- Market update of the City's Pay Plan including the seasonal/LTE pay plan;
- Facilitating a focus group to update the City's mission, vision and core values;
- Performance Evaluation Update following new core values along with refresher training for all supervisors/managers;
- Exploring the feasibility of a Paid Parental Leave Policy & Procedure with a 2023 implementation.

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

Thank you!

Sarah Olson, HR Manager

sarah.olson@fitchburgwi.gov, 608-270-4211

Amy Tracy, HR Specialist

amy.tracy@fitchburgwi.gov, 608-270-4216