

MINUTES
PERSONNEL COMMITTEE

Monday, February 23, 2015

City Hall, Room 400

5:30 p.m.

Members Present: Ald. Andy Nicholson, Ald. Guy Zima, Ald. Thomas Sladek, Ald. Thomas DeWane

Others Present: Ald. Tim DeWane, Ald. Jerry Wiezbiskie, Ald. Joe Moore, Ald. David Nennig, Lynn Boland, Tom Molitor, Steve Grenier, David Litton, Jim Mueller, Rick Jensen, Coleen Hinz, Melanie Falk, and others.

1. Roll Call.

2. Adoption of the Agenda.

A motion to adopt the agenda was made by Ald. Zima, seconded by Ald. DeWane. Motion carried unanimously.

3. Approval of the minutes from the January 28, 2015 meeting.

A motion to approve the minutes from the January 28, 2015 meeting was made by Ald. DeWane, seconded by Ald. Sladek. Motion carried unanimously.

4. Request to fill the following replacement positions and all subsequent vacancies resulting from internal transfers.

a. Tractor Operator (Street) – Public Works

A motion to approve the request to fill the Tractor Operator (Street) position in Public Works and all subsequent vacancies resulting from internal transfers was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

b. Sewer Laborer – Public Works

A motion to approve the request to fill the Sewer Laborer position in Public Works and all subsequent vacancies resulting from internal transfers was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

c. Clerk Typist III – Public Works

A motion to approve the request to fill the Clerk Typist III position in Public Works and all subsequent vacancies resulting from internal transfers was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

5. Request by Human resources to approve out-of-state travel for Peggy Barden to attend the Tyler Connect 2015 Conference, May 3-6, 2015 in Atlanta, Georgia.

Director Boland stated this is a request to allow one of our Human Resources Generalists to attend the Tyler Munis conference in Atlanta. Ms. Barden has been very involved in the implementation of the new enterprise system. There are a number of functions the City is continuing to work on and due to her involvement and at the request of some of the finance staff we feel this would provide a good opportunity, not only for her but also for the City to expand our usage of Tyler Munis. A couple of members of the finance team will also be attending this conference. The estimated cost for registration, travel and hotel is approximately \$2,000.

Ald. DeWane heard this system doesn't work properly. Employees have to submit wrong time cards. If they work on weekends, they have to put in time on different days to make it work. It's not functioning well, and we didn't look ahead of time knowing how our City works to understand that this might not have been a good program.

Director Boland feels the new system is working. There is always a transition period when moving to a new system and changes from the way people used to do things. Director Boland just heard today there may be some issues with a few employees who work on weekends and flex their work schedule because they work 7-day operations. Director Boland stated she discussed this issue with Ms. Barden earlier today and we are looking at different set-up options for these employees.

Ald. Zima inquired when the Tyler Munis product was approved. Director Boland believes it was approved a couple of years ago and money was set aside for the purchase. The actual purchase was made in 2014. This product includes the financials for the City that went live last year. Ald. Zima asked about the cost of the program. Director Boland estimated the cost between \$1.5 and \$2.5 million, but would need to check on the exact cost. Ald. Zima questioned if the company provided on-site training. Director Boland stated Tyler Munis has provided on-site training. This request is to attend the annual conference for all their users. It will provide an opportunity to network with other organizations to see how they have utilized the system. The Tyler Munis system is solely for public sector, so it's only used by cities, counties and some schools. This is an opportunity to participate and learn from other public sector employers. Ald. Zima asked if there are problems with the program. Director Boland stated that Ald. DeWane has raised concerns about the time entry portion for payroll. Ald. Zima asked what this software does for the City. Director Boland explained this software is used for the City's financials, including income, expense and budgeting and payroll processing. The system went live on October 1, 2014 for the financials and January 1, 2015 for payroll. Ald. Zima asked if this includes TIF.

Director Grenier stated this system handles all accounts payable, account receivable, and payroll. The Tyler Munis software replaced the SB Client software that was used for financials and the ADP/Timesaver system for payroll processing.

Ald. Zima inquired if any member of the committee recalls the cost of the software. Ald. Sladek remembers approving the purchase but does not recall the cost of the software. Ald. Sladek stated this is a very big software change. While working in the private sector, we converted to one of these comprehensive enterprise resource planning softwares, and it was one of the most difficult things he saw the organization deal with. These are extraordinarily complicated softwares that are designed to house virtually all the functions of an enterprise. Ald. Sladek said it sounds like the City is just rolling it out now and is not surprised that during the rollout period there are some glitches. My experience is there will be glitches that will need to be fixed as they occur.

Ald. Zima asked if there are yearly maintenance fees. Director Boland believes there are annual maintenance fees but would need to check on the cost. Ald. Zima stated something that big and expensive should have as much on-site training an employer needs to make the system work. Ald. Zima asked what role Ms. Barden has with this system. Director Boland stated Ms. Barden is an HR Generalist who has been working on setting up the tables and classifications in the system. It's not programming the system, but similar to programming. Ms. Barden is one of the individuals working behind the scenes getting the information into the system so the City can utilize and take advantage of the various functions the system offers. Ald. Zima thought all staff should be trained on the software.

Director Grenier stated with enterprise softwares, the software is very big and over arching. Underneath that, there is the need to develop and maintain databases to get the software tailored to our particular institution. Ms. Barden would be attending training on the development and maintenance of these individual databases that Human Resources needs to make the HR portion of the program work the way we want it to work here at the City. Companies that write massive legacy software like this that is used by multiple jurisdictions, can't write something that is tailor made for the City of Green Bay. These companies write software that is large in scope and the individual users have the ability to tailor the systems to their needs.

Ald. Zima feels that training should be provided here and if the City is having problems with the system, then Tyler Munis should come here and provide training. Sending one person to Atlanta for a three day conference won't cut the mustard. Director Boland stated there has been a lot of on-site training provided by Tyler Munis, approximately 3-days a week for the last six months. Ald. Zima asked who received this training. Director Boland stated there were employees from Finance, Information Technology and Human Resources in the training sessions. These employees were involved in setting up the system and inputting the data. The department heads often ask for reports but rely on other to produce those reports. These employees are putting together the information that goes into these systems.

They are wiring and programming the systems, so individuals in each of these departments have had training on the financials and some on the HR and Payroll portions. There will be more coming as the City takes advantage of the programs that are available in the system. The base system is up and running and the City is running payroll and financials, but there are other components in the system that are still being developed. Director Boland stated that as Ald. DeWane indicated there is one department we need to review the system set-up in order to ensure that it is functioning appropriately.

Ald. Zima asked how many people in the room are trained in the program.

Manager Jensen said there have been problems, but staff is working together and can contact the help desk at Tyler for support when needed. In addition, Tyler Munis periodically sends individuals to provide training, so it's an ongoing learning process. Manager Jensen stated the annual conference is a national conference of multiple Tyler Munis customers who share information, it's a meeting of the minds and the objective is to learn from each other and to give Tyler insight into where to go to make enhancements to their systems. Improvements and enhancements that come out of these sessions that are adopted for one customer are free to all customers.

Ald. Zima asked if Ms. Barden should be the one attending this conference. Director Boland stated there are other individuals who will be going to the conference, including the Payroll Manager, Assistant Finance Director and a representative from IT. These individuals asked if Ms. Barden could attend because they felt it would be a good opportunity with everything she has done in the programming of this system.

Ald. Zima wondered why two or three people aren't enough to bring back information. Director Boland replied those individuals don't have the HR perspective on the information going into the system which is why they suggested Ms. Barden attend the conference.

Ald. Zima asked about holding the item for two weeks.

Ald. DeWane stated he approached Director Cramer and asked how everything was working and she indicated there were a few kinks. Ald. DeWane said he dug further and found out that time cards are being rigged to accept different days. For a company our size, we aren't ready if we don't understand this at all, and have a lot of concerns to put that much money into and still have to send all these people to learn how to do it. Director Boland stated the conference is not base training, but rather to enhance our skills on what the program can do. There are a lot of opportunities to do other things with this information. Part of this is learning from other jurisdictions in how they are utilizing the software.

Ald. Moore looked up the minutes from the August 2013 meeting, and the recommendation was to award the Enterprise Resource Planning software to Tyler

Munis and Rec Trac for a 5-year cost of \$1,622,000. The money was put aside for implementation of the project in 2011 and 2012 and the software maintenance was to be budgeted in the IT budget in years three through five.

A motion to approve the request for out-of-state travel for Peggy Barden to attend the Tyler Connect 2015 Conference, May 3-5 in Atlanta, Georgia was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

6. Presentation and review of the City's Safety Program and request by Human Resources to approve Personnel Policy, Chapter 31, Employee Safety Recognition Program – Safety Spot Award.

Director Boland introduced Safety Manager, Coleen Hinz to give a presentation on the City Safety program and an overview of the Safety Spot Award program the City would like to implement.

Ms. Hinz explained in the last two years more effort has been focused on training and communication with the City of Green Bay safety program. In 2014, the City adopted the City Safety Manual. Ms. Hinz is currently in the process of meeting with all departments in groups of 12-15 employees along with their supervisors to deliver the manual. There are a few departments left to meet with but approximately 70% of the employees have received the manual so far. Ms. Hinz explained the safety and health matrix that has been developed for DPW, Parks, and Water Utility. The matrix outlines every job title and the basic safety training and frequency that needs to be completed by employees holding that job. Ms. Hinz has also been working on job safety analysis which outlines tasks for a particular job, identifies the hazards and the control mechanisms to eliminate or reduce those safety hazards. Safety goals have been set with DPW, Forestry and Parks. There is increased training and communication with regards to injury, injury prevention and job knowledge. Results show a reduction in medically treated injuries between 2013 and 2104 for DPW down 60%, Parks down 50%, Forestry down 50%, and the Inspection department had zero medically treated injuries in 2014. Overall the City is down 21% in medically treated injuries compared to 2013. Ms. Hinz reviewed the worker's compensation numbers which also showed a reduction in 2014.

Ms. Hinz then gave a brief overview of the Employee Recognition Program – Safety Spot Award. This program is designed to recognize the field employees in Forestry, Parks and DPW when they go above and beyond in the area of safety. Each safety spot award will be a \$25 gift card. The total expense of the program will not exceed \$2,000 and the program will be reviewed in six months to see how well the program is working.

A motion to approve Personnel Policy, Chapter 31, Employee Safety Recognition Program – Safety Spot Award was made by Ald. DeWane and seconded by Ald. Sladek for discussion.

At 6:00 p.m. Ald. Nicholson left to attend the Planning Commission meeting and returned at 6:10 p.m.

Ald. Sladek asked for an example of the type of behavior this program will recognize. Ms. Hinz stated for example, two weeks ago, one of the Forestry Workers who is a certified arborist went to DPW and trained eighteen of the DPW Street employees on chain saw safety. The Forestry Worker has knowledge in this area and was very well received by the DPW employees. He did a power point presentation and answered questions.

Ald. Sladek likes the program and stated in his experience a safety program has to include some sort of positive recognition. Ald. Sladek supports the program, and requests the committee is provided a review in six months.

It has been moved and seconded to approve this program up to \$2,000 with a report back to the committee following an evaluation of the program in six months. Motion carried 3-0.

7. Request by the Fire Chief to approve eligibility for pass through overtime for Assistant Fire Chief and Division Fire Chiefs.

Director Boland explained the Fire Chief is requesting the same provision on overtime that is provided to the Police Captains be extended to the Assistant Fire Chief and the 2 Division Fire Chiefs. These positions would not be eligible for overtime pay except for those events reimbursed by the Green Bay Packers or other special events where the funding for the supervisors is paid directly by the special event sponsor and not the City as determined by the Fire Chief.

A motion to approve the request for eligibility for pass through overtime for Assistant Fire Chief and Division Fire Chiefs was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

8. Request by Ald. Moore for a review of the Hook & Ladder Program for expansion and review of the fee structure and expansion to all City hospitals.

Ald. Moore explained there was a grievance on this program that went to arbitration and the arbitrator decided this program fell within the duties of the Fire Department. The Hook & Ladder Program was set up as a pilot program at one hospital. Ald. Moore is requesting to review the program for expansion to all City hospitals and determine a fee structure that provides revenue which offsets the cost. If that's not feasible, then we should discontinue the program.

Ald. DeWane agrees that the program should be opened up to all City hospitals and the City should recoup all costs associated with the program. Ald. Moore thought the actual cost was around \$104 per call and the City was previously charging \$50 per call.

Ald. Zima thought a relatively small number of calls were completed during the pilot program. Chief Litton said 23-calls were completed over an 8-month period during the pilot program with positive responses from all the patients. Chief Litton met with representatives from Prevea and Bellin earlier today. Aurora has indicated they would not be interested in the program going forward. Dr. Johnson, who is the Chief Medical Officer for Prevea, is also the Chief Medical Officer for the City's paramedics. When the pilot program was instituted, Dr. Johnson made it clear the program had to be offered to all hospitals in order for him to give approval under his license. Chief Litton explained the program is in the preliminary stages and he is working with Dr. Johnson and representatives from the other hospitals to determine interest in the program and how it can be expanded. The Chief anticipates having an update on the program in approximately 6-weeks. The department wants to ensure the program is done right, the fees are appropriate and the program is offered to the entire community.

Ald. Zima asked who pays for the calls. Chief Litton replied the hospital pays for the calls. Ald. Zima then asked if the hospital bills the client. Chief Litton responded no. Bellin was given a grant from a patient to be used for this type of program and the grant money is still available. Ald. Zima asked if this would be written into the contracts. Chief Litton stated it will be written into the contract and an appropriate fee will be determined. This program will not be a huge profit center, but rather a service to the community. Ald. Zima inquired about the liability to the City. Chief Litton explained the procedures paramedics follow on the calls. Any potential issues are reported back to the hospital for a case worker to follow-up. Chief Litton indicated this type of program is expanding throughout the country. Ald. Zima asked how many of the 23 patients the Fire Department called on, went back to the hospital. Chief Litton replied there were two readmissions that were totally unrelated to the original medical issue. The general feedback from the patients was overwhelmingly positive regarding their interaction with the paramedics.

Ald. Nicholson inquired about the current status of the program. Chief Litton stated the program is still suspended. The program will not be instituted until the details of the program have been determined and the department feels they can deliver on the program. Ald. Nicholson indicated the original Hook & Ladder program did not have Council approval. Aurora has this type of program and questioned if the City should have the fire fighters do what the hospitals should be doing. Ald. Nicholson feels the hospitals should care for their patients rather than the fire department.

Ald. Moore feels the Hook & Ladder program is another service the City can offer to the community at no cost to the taxpayer.

A motion to receive and place on file the review of the Hook & Ladder program for expansion and review of the fee structure and expansion to all City hospitals was made by Ald. DeWane and seconded by Ald. Nicholson. Motion carried unanimously.

9. Monthly report on the progress of the traffic unit within the Green Bay Police Department with possible action.

Chief Molitor reviewed the report for the committee. The number of traffic citations issued in 2014 was in line with the number of traffic citations issued when the former traffic unit was in place. Ald. Nicholson asked if the report can be broken down by the type of citations issued. The original request was in regards to speeding throughout the City. Chief Molitor did not recall the request only referring to speeding citations. Ald. Nicholson asked if the Chief could provide a report on the number of speeding citations for 2014. Chief Molitor will prepare a report for the next meeting.

A motion to receive and place on file the monthly report on the progress of the traffic unit within the Green Bay Police Department was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

10. Discussion with possible action on the Engineering Division Classification and Salary Study.

Director Boland reviewed the information on the Engineering Division Classification and Compensation Study that was presented by Carlson Dettman Consultants to the committee in February. The recommendation by Carlson Dettman included all classifications in the Engineering Division and would establish a new salary schedule with step increases to the control point. The control point is mathematically calculated as the market rate for those positions. Following the control point, a merit range is being recommended to a maximum of 115% of the control point. Director Boland then provided an overview of the recommended implementation plan and the costs involved. If the study is implemented as proposed each employee would be eligible for a minimum \$1,000 step, merit increase or lump sum payment with an estimated initial cost of \$48,269 for 2015. If the employees were brought to the control point without merit the initial cost is estimated to be \$140,000 and only 18 of the 26 employees would be eligible for increases.

Director Boland continued by saying an alternative approach is to establish a pay structure that does not have a merit range but includes steps to 110% of the control point. Under this plan, an employee would be eligible for step increases in 18-month intervals once they reached the control point.

Director Boland stated the turnover in the Engineering Division since 2013 has been 50%, which is pretty high for the public sector. These numbers include the techs and other support staff in addition to the engineers. A number of employees left due to salary and career advancement, while others left due to retirement or to pursue other positions.

Ald. DeWane looked at other jurisdictions to see what they are doing. Ald. DeWane is unsure about implementing a merit based system and feels the step system will keep employees on pace for increases. A number of engineering projects are stalled, and feels a plan should be implemented as soon as possible.

Ald. Zima asked for clarification on the turnover report as to whether these were separate positions. Director Boland replied the turnover could have been in the same position. Sometimes a position is filled, then the employee leaves and then that employees leaves. Ald. Zima asked which communities were used for the market comparison. Director Boland said the Cities of Appleton, Eau Claire, Janesville, Kenosha, LaCrosse, Madison, Oshkosh, Racine, Sheboygan, Waukesa, West Allis; Brown County and the Wisconsin DOT. Private sector data was also used from Bureau of Labor Statistics Green Bay, the American Society of Civil Engineers and Towers Watson.

Ald. Zima suggests bringing the positions with high turnover to the market rate immediately or over a two-year period.

A motion to refer to staff to identify the positions with high turnover and the greatest disparity and come back with a recommendation to bring those salaries up-to-date was made by Ald. Zima. Ald. DeWane seconded the motion for discussion.

Ald. Sladek supports bringing the wages the City pays up to market for all engineering personnel, not just the positions with high turnover. Ald. Sladek's concern is implementing a merit pay system and asked Director Grenier how he would administer a merit pay system to his employees.

Director Grenier stated more often than not, meets expectations or satisfactory is going to be the answer. Part of problem is this will require a paradigm shift on behalf of the employees that meets expectations is not a bad thing. If the intent of a merit based program is to truly recognize those employees who perform above and beyond, then employees will have to perform above and beyond to qualify for the merit pay. Those who simply do their job and do it correctly don't qualify for merit based pay and shouldn't be penalized, rather they should be recognized for doing what they do. Ald. Sladek asked how employees get feedback today and if they have a sense as to how they stack up to their peers. Director Boland stated reviews are only completed for employees in the step system. Those employees have reviews at the probationary year and until they reach the maximum of their pay schedule. Ald. Sladek asked if those reviews are similar to the proposed system. Director Boland responded yes. Ald. Sladek inquired if the supervisor were ready to undertake this type of system. Director Grenier explained his supervisory staff has some experience conducting this type of review since the reviews were implemented for the step increases. In looking at how a merit based system would work going forward, my staff began developing criteria and forwarding it for review by Human Resources. Director Boland commented the entry level employees are

currently being reviewed whereas under a merit based system the more senior level employees will also be reviewed.

Ald. Sladek stated his greatest concern with a merit-based system is conducting the performance reviews and whether the City is ready to take this on.

A motion to bring the employees up to market at a cost of approximately \$140,000 over a two year period was made by Ald. DeWane.

Ald. Zima withdrew his motion.

Under discussion, it was determined the funds would come from contingency in 2015 and from the Public Works Department budget in 2016.

Ald. Zima seconded Ald. DeWane's motion.

Director Boland stated salary ranges were proposed and if all employees are brought to the control point as the motion states, new employees and those with less experience will be brought to the control point. Director Boland suggested placing new employees appropriately on the salary schedule up to the market rate.

A motion to refer to staff to calculate the appropriate placement of new employees and those with less experience was made by Ald. Zima.

Director Boland asked the committee to consider merit increases or some other type of pay plan beyond the control point to help deal with retention.

There was no second on Ald. Zima's motion.

The motion on the floor, to bring all employees up to market at a cost of approximately \$140,000 over a two year period was made by Ald. DeWane. Motion carried unanimously.

11. Request by Ald. Zima to approve contracting for an attorney to advise the Council on any issue at a contract salary of \$30,000 per year.

Attorney Mueller contacted the League of Municipalities on January 29 and indicated they would provide a response in 30-days.

A motion to hold the request by Ald. Zima for 30-days was made by Ald. DeWane and seconded by Ald. Sladek. Motion carried unanimously.

12. Update and discussion on Bus Mechanic labor negotiations.

A motion to convene in closed session was made by Ald. Zima and seconded by Ald. DeWane. Ald. Zima read the closed session language. Motion carried on roll call vote 4-0.

Reporting out of closed session, a motion to have staff proceed as discussed in closed session was made by Ald. Sladek and seconded by Ald. DeWane. Motion carried unanimously.

13. Report of Routine Personnel Actions for regular employees.

A motion to receive and place on file the report of Routine Personnel Actions was made by Ald. Zima and seconded by Ald. DeWane. Motion carried unanimously.

14. Scheduling of Personnel and Finance Committee meetings.

A motion to receive and place on file scheduling of Personnel and Finance Committee meetings was made by Ald. DeWane and seconded by Ald. Zima.

Ald. Sladek stated that meetings have been moved a lot in the past months. The standard meeting day for this committee is Tuesday, but if that's not a good day, then maybe the committee should select another day. Parks and I&S meet on Wednesday. Attorney Mueller indicated Personnel and Finance have always met on Tuesday.

The next meeting was tentatively discussed being held on Monday, March 9, but Chairman Nicholson will be in touch with the committee members to determine the final date.

Motion carried unanimously.

There being no further business, a motion to adjourn was made by Ald. DeWane and seconded by Ald. Sladek at 7:33 p.m. Motion carried unanimously.

Respectfully submitted,
Peggy Barden
Recording Secretary