



MEMORANDUM

To: City of Menasha Personnel Committee

From: Peggy Steeno, Director of Administrative Services

Date: March 16, 2015

RE: Formal Creation of the Administrative Services Department / Transition of Human Resources to the Administrative Services Department / Authorization of a Human Resources Coordinator Position

BACKGROUND

As a result of the Springsted Study/Report that was completed in early 2013, and the Council/Mayoral decision to hire an Administrative Services Director in mid-2013, the process to create an Administrative Services Department was initiated.

Since that decision was made, the City has completed a number of the steps in the process, some with slight variations, as noted in the attached 'How to create an Administrative Services Department' Memo from the City Attorney to the Personnel committee in April of 2013, including the following:

- An Administrative Services Director was hired and began employment with the City on 9/30/2013;
- The duties of the Staff Accountant position were adjusted and the Financial Manager position was created in January of 2014;
- The Administrative Services Director assumed responsibility for the payroll function over the course of the 2014 calendar year, including payroll budgeting; and
- The Administrative Services Director, in conjunction with the IT Steering Committee and the Common Council, created an Information Technology (IT) Plan that was implemented in early 2014, and continues in 2015.

With the above steps completed, and operating successfully, there are a few additional elements of the plan that still need to be executed, including the following:

- The formal creation of the Administrative Services Department;
- The transition of the human resources function to the Administrative Services Department; and
- The replacement of the Human Resources Specialist position with a Human Resources Coordinator position in the table of organization.

ANALYSIS

Formal Creation of the Administrative Services Department: This action would formally create the Administrative Services Department that was initiated in mid-2013, and continues to evolve over time. The attached draft organizational chart of the proposed department details the four (4) functions of the department: Information Technology, Finance, Human Resources, and Assessor, and illustrates the existing and requested staffing/resources in each area.

Hiring of a Human Resources Coordinator: With the upcoming retirement of the temporary Human Resource Specialist, in June of 2015, a replacement position, Human Resources Coordinator, is being requested at this time. The change of position is needed to assist the department in achieving many new goals, as well as completing the existing duties, as outlined below:

- Existing – Recruitment/hiring function;
- Existing – Benefit management;
- Existing – Wellness initiative;
- Existing – City training programs;
- New – Human resource planning for the future including professional development planning, performance management, and succession planning;
- New – Maintaining the City’s Personnel Policy Handbook, which covers all non-represented employees;
- New – Citywide personnel related communications;
- New - Payroll oversight and back-up;
- New - Maintaining position descriptions of all authorized City positions; and
- New – assisting with strategic planning, contract negotiations, and discipline.

The education, experience, and necessary skills for the proposed position include:

- Bachelor’s degree in Human Resources or a related field;
- Three to five years’ experience in human resources management;
- Government human resources experience preferred;
- Knowledge of human resources and payroll laws;
- Possess numbers/accounting insight;
- Effective communicator / strong interpersonal skills;
- Excellent organizational skills & ability to prioritize;
- Discrete / confidentiality required;
- Excellent computer skills;
- Problem solver; and
- Initiative / do what it takes attitude.

In analyzing the proposed position, and the appropriate salary for this exempt, non-represented position, consideration was given to both external equity, how the position relates to similar positions in comparable Wisconsin communities, taking into account both size and geographic comparables, and internal equity, where the position fits within the organization. As a result of the analysis, the HR Coordinator position and paygrade are being recommended as detailed below:

	<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum (25 Yrs.)</u>
(Existing) HR Specialist	21	\$45,349	\$50,399	\$55,449
<i>(Proposed) HR Coordinator</i>	15	\$55,550	\$61,711	\$67,872

Also, in conjunction with the Springsted Study/Report, the combination of City HR functions and Utility HR functions is currently being evaluated. There is interest on the part of the Utility Commission as well as the Mayor to work together on this endeavor; however the details have not been worked out as of this time. Updates will be provided as they are available, and Utility staff will be invited to participate in the hiring process.

FISCAL IMPACT

The fiscal impact of the requested actions includes the following: the difference in salary between the new and existing positions, as noted above; the difference in benefits, as will be determined when the hiring takes place; and the remodeling that will occur in the Finance Office to accommodate the two additional positions being housed in this area. Overall, the increased costs in 2015 for this initiative are currently estimated at \$6,687 to \$10,220, and the annual increase in 2016 is estimated at \$9,375 to \$16,440. The 2015 increased costs are able to be absorbed into the Personnel Division Budget due to expected positive variances in the following accounts: legal services, medical services, and management services; a short staffing vacancy; and a delayed start of benefits for the newly hired employee. In addition, any potential contribution from the Utility for shared services is not yet factored in.

RECOMMENDATION

Staff recommends approval of the creation of the Administrative Services Department, the transfer of the human resources function to the Administrative Services Department, and the replacement of the HR Specialist position with the Human Resource Coordinator position at the salary range listed above.



MEMORANDUM

April 11, 2013

TO: PERSONNEL COMMITTEE

FROM: PAMELA A. CAPTAIN, City Attorney/Personnel Director

RE: HOW TO CREATE AN ADMINISTRATIVE SERVICES DEPARTMENT

PURPOSE OF THE CHANGE: To create a higher level of integration between financial and administrative services within the City of Menasha.

Moving towards creating an administrative services department will take time. One of the first steps is to hire an administrative services director. This person will fill the mission critical comptroller/treasurer position. It is not an additional position. Over time, various duties will be shifted and positions restructured. When the Administrative Services Department is finished being put together, it is anticipated that approximately 50% of the comptroller/treasurer duties will be performed by the Administrative Services Director with the remaining 50% of the position duties focused on management (of finance, IT and human resources), forecasting and financial planning. This will require that approximately 50% of the remaining comptroller/treasurer duties will have to move to the remaining members of the department.

The city has a staff accountant position which position will need to be adjusted to take on additional higher level accounting/treasurer duties. The position level will likely be that of treasurer/deputy comptroller. Work will need to flow out to other employees in the administrative services department. There are currently two account clerk positions. With the addition of the payroll clerk position moving from personnel to finance, there will be three positions under the treasurer/deputy comptroller position. With the shifting of these positions a third person moves to the finance end of the administrative services department allowing the work to be better distributed. Additional training for current employees will be necessary and will be offered.

Once the administrative services director is in place and the finance part of the department is functioning to the satisfaction of the director, Information Technology will be the next area on which to focus. Springsted informs us that changes are necessary as it relates to the city's IT structure. An overall IT strategy is lacking. The Administrative Services Director will fill a current void as it relates to developing an overall IT strategy. The Administrative Services Director will further discussion and planning to determine what, if any, additional changes should occur as it relates to IT services.

The final piece in creating an Administrative Services Department is to move human resources functions. In order to complete this piece, Springsted suggests working with the utilities to share some of the human resources functions, including the creation of a Human Resources Manager. This will require discussion and planning by and between the city and the utility to determine the best way to meet both our needs.

The recommendation from Springsted Incorporated to create an Administrative Services Department represents a plan for the future for the City of Menasha. This is a change to the way the City of Menasha has been doing business. As with any change there are steps that need to be taken before the change is completely effectuated. Change is a process that occurs over time. We determine the time over which this change process occurs. There will be questions that come up as we move through the process of change. That is expected and it is also a necessary element to making a change. We may decide to make an adjustment to our plan along the way. There is no requirement that once we start heading towards making a change that we must continue on the same path towards it.

