



It's Right Here.

Village of Weston Plan for Administration Human Resources

*Ordinance Sec 2-303 (1) b
Report Date: 02/05/2018*



Sec 2-303 Plan of Administration

Plan Topics

- 1. Overview & Introductions*
- 2. Workplace environment*
- 3. Employee Culture*
- 4. Total Rewards Management*



SECTION 1: OVERVIEW & INTRODUCTION

Village of Weston

Sec 2-303 Plan of Administration

Village Administrator Daniel Guild

2/5/2018

Overview & Introduction

Section Topics

- A. Organization of Departments*
- B. Staffing Levels*
- C. Organization Chart*
- D. Employee Group Statistics*
- E. 2017 Employee Transitions*



Overview & Introduction

1A. Organization of Departments

- Traditionally, most Wisconsin Villages will provide services from 12 different departments.

<i>Administration</i>	<i>Assessment</i>	<i>Attorney</i>	<i>Board of Trustees</i>
<i>Clerks/CIO</i>	<i>Finance</i>	<i>Fire/EMS</i>	<i>Parks</i>
<i>PLACE</i>	<i>Police</i>	<i>Public Works</i>	<i>Technology</i>

Overview & Introduction

1A·Organization of Departments

- 4 departments outsourced, to third-party providers, under contract.

<i>Administration</i>	<i>Assessment</i>	<i>Attorney</i>	<i>Board of Trustees</i>
<i>Clerks/CIO</i>	<i>Finance</i>	<i>Fire/EMS</i>	<i>Parks</i>
<i>PLACE</i>	<i>Police</i>	<i>Public Works</i>	<i>Technology</i>

Overview & Introduction

1B-Staffing Levels

- *Part-time Employees*
 - ❖ *2 contractors (Attorney, Assessor)*
 - ❖ *2 part-time (Clerk's Office)*
 - ❖ *2 student interns*
 - ❖ *Election officials and poll workers*
 - ❖ *Seasonal recreation staff (aquatics, ice-rink)*
 - ❖ *36 Trustees, committee/commission members*



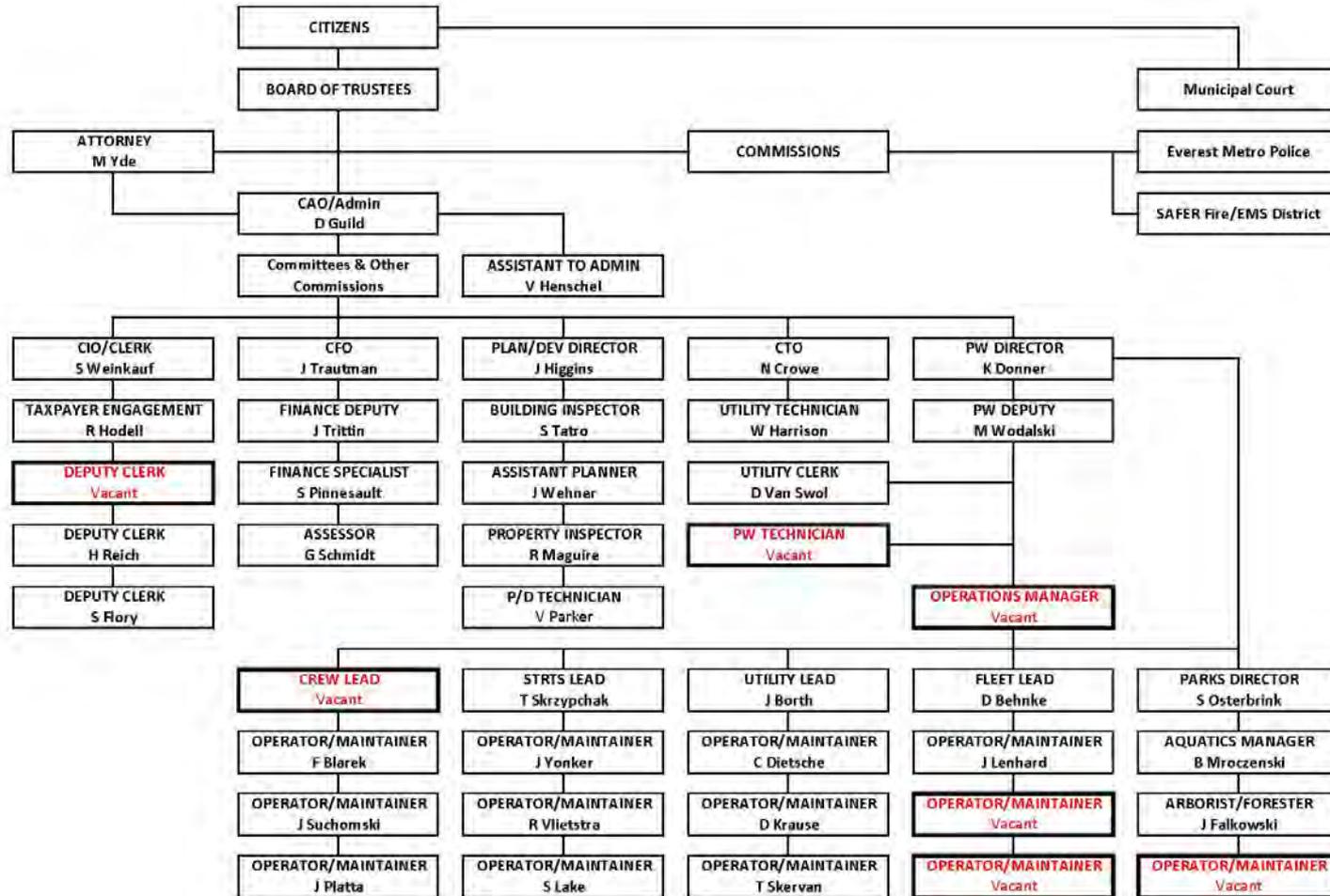
Overview & Introduction

1B-Staffing Levels

- Of the remaining 7 departments, the Village currently has 35 Full-time Employees.
 - Administration - 2 FTEs
 - Finance - 3 FTEs
 - Clerks - 4 FTEs
 - PLACE - 5 FTEs
 - Public Works - 20 FTEs
 - Engineering - 2 FTEs
 - Parks - 3 FTEs
 - Streets - 9 FTEs
 - Utilities - 6 FTE
 - Technology - 1 FTE

Overview & Introduction

1C-Organization Chart: 2/5/18



Overview & Introduction

1C-Organization Chart: 2/5/18

- 8 unfilled positions on organization chart
 - 4 Administrative; 4 crew members

- _____, Deputy Clerk (search, in-progress)
- _____, Development Assistant (no-action)
- _____, PW Operator/Maintainer (posted)
- _____, Utility Clerk (anticipated)

Overview & Introduction

1D·Employee Statistics

- *23 men; 12 women*
- *5 with advanced degrees in their field.*
- *415 years of experience with the Village.*
 - *30 - 39 YOS - 1*
 - *20 - 29 YOS - 6*
 - *10 - 19 YOS - 14*
 - *00 - 09 YOS - 16*



TD·Employee Statistics

Years of Experience w Village

- *Approximately 40% of workforce, which is 14 FTEs, have less than 5 years experience working for the Village.*



Overview & Introduction

TE-Employee Transitions in 2017

Departures

- *John Jacobs, Finance Director*
- *Dave Krause, Utility Operator*
- *Donna Stroik, Deputy Finance Director*
- *Rhonda Christiansen, Deputy Clerk*



Overview & Introduction

TE-Employee Transitions in 2017

Promotions & New Arrivals

- *Victoria Henschel, Assistant to Administrator*
- *Jessica Trautman, Finance Director*
- *Will Harrison, Utility Technician*
- *Dave Krause, Utility Operator*
- *Jenna Trittin, Deputy Finance Director*
- *Sara Pinsonneault, Finance Specialist*



SECTION 2: WORKPLACE ENVIRONMENT

Village of Weston

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2/5/2018

Section 2 Workplace Environment

What is it like working for Village?

- *Capacity.*
- *Cross-Training.*
- *Multi-teaming.*
- *“Nut-Island Effect”*
- *Post Act 10 compensation culture.*
- *Post Act 10 labor environment.*
- *Safety/security conscious.*
- *Wellness and work-life balance.*



The screenshot displays the Officevibe interface for 'Village of Weston'. A central 'FEEDBACK CONVERSATION' window is open, showing a question and several responses. The question is 'What's on your mind?' asked by Officevibe on Jan 12, 2018. The first response, from a user with a profile picture, discusses frustrations with meetings and collaboration, suggesting project management software to reduce meeting time. The second response, from Keith Donner on Jan 12, 2018, discusses organizational culture and the conflict between immediacy and consistency. The third response, from Daniel Guild on Feb 4, 2018, thanks the user for their comment and mentions sharing the observation at a meeting. On the right side of the interface, there is a section for 'CONVERSATION LABELS' with options like 'Important' (checked), 'Follow-up', 'Idea', and 'Label #4' through 'Label #6'. The background shows a sidebar with navigation options like 'Home', 'Reports', 'Feedback', 'Surveys', 'Custom Polls', 'Improve', 'Manage', 'Admin', 'Help', and 'Replied', and a main content area with a list of feedback items.



Village of Weston

You reached 100% of your quota

UPGRADE NOW

- [Home](#)
- [Reports](#)
- [Feedback](#)
- [Surveys](#)
- [Custom Polls](#)
- [Custom Polls](#)
- [Employee](#)
- [Manage](#)
- [Admin](#)
- [Help](#)
- [Contact](#)
- [Daniel Guild](#)

Employee Feedback - Surveys

Village of Weston

FEEDBACK CONVERSATION

In your opinion, how can your peers optimize the quality of the work they do?

Officevibe asked this question on Jan 24, 2018

I think we could do a better job of just focusing on one project at a time or at the very least a small quantity of projects at a time. We're a group that over commits ourselves and we end up trying to be all things to everyone. I believe this leads to projects taking longer than planned and wasted effort as we try to remember where we left off on something. Perhaps due to our shortcoming in staffing, this is just the way things are until we have others to help.

From my time in school, from a trades perspective, this was referred to as relearning. The goal of any project was to minimize the amount of time staff spent relearning, whether it was a new skill, a skill they hadn't used in a while, or just trying to get caught back up to where they once were. With the crew, we've been pushing to minimize job changes during the day and I've been working with them to emphasize that when we start something residents expect us to finish it in a timely manner. In the Dean era, he would receive a call about X and immediately direct the crew to take care of X, even though they were already working on Y. This would then lead to complaints from residents at Y because we up and left without completing work. We've been working on eliminating that thought process with the operations staff, but I see it still impacting our office staff. We're quick to help out, but don't realize the impact that leaves on the project we were working on.

Michael Wodalski · Jan 24, 2018

Thanks for your comment, Michael. This type of feedback is very helpful. If you don't mind, I am planning on sharing this observation at the next HR committee meeting.

You (Daniel Guild) · Feb 4, 2018

CONVERSATION LABELS

- Important
- Follow-up
- Idea
- Label #4
- Label #5
- Label #6



SECTION 3: EMPLOYEE CULTURE

Village of Weston

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2/5/2018

Section 3: Employee Culture

Culture Development

- *Employee culture is built on foundations of strong relationships.*
- *Strong relationships are built on trust.*
- *Trust is built on a positive combination of confidence and experience.*
- *Confidence and experience happen slowly over a period of time.*



Section 3: Employee Culture Culture Development · Restated

- *+ Time*
- *+ Confidence & experience*
- *+ Trust*
- *= Strong relationships*



Section 3: Employee Culture

Culture Development

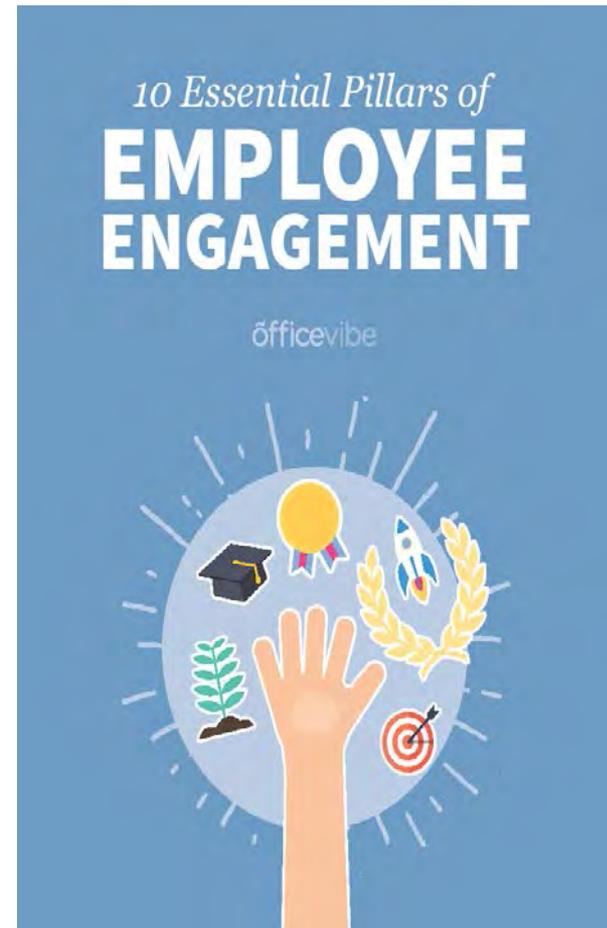
- Discussion Question - How can we create a vibrant employee culture built on strong relationships here at the Village of Weston?
- Answer?
 - 10 Pillars of Employee Engagement



Section 3: Employee Culture

10 Pillars of Employee Engagement

1. Recognition
2. Feedback
3. Relationship w Colleagues
4. Relationship w Managers
5. Satisfaction
6. Company Alignment
7. Employee Happiness
8. Employee Wellness
9. Personal Growth
10. Ambassadorship



SECTION 4: FY2018 WORK PROJECTS

Village of Weston

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2/5/2018

Fy2018 Work Projects for HR

Major Policy Projects

- *Pay-for-performance.*
- *Health Care costs.*
- *Rewards-based wellness program.*
- *Crisis Response Plan.*



Fy2018 Work Projects for HR Minor Policy Projects

- *Constable*
- *Director reward*
- *Location Incentives*
- *Longevity reward*
- *NEOGOV*



Fy2018 Work Projects for HR Handbook Adjustments

- *Applicability of Employee Handbook to elected/appointed officials.*
- *Anti-bullying policy.*
- *Clarity of language between Employee Handbook section 4.13 versus Municipal Code 2.303 Functions and Duties.*
- *Employer-based actions re: Mental Health.*
- *Mileage reimbursement rate.*
- *Recording device policy.*



SECTION 5: TOTAL REWARDS MNGMNT

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5. Total Rewards Management Compensation Proposal

- Median Y.O.S. = 12
- 2017 C/R = 96%
- 2018 C/R = 98%
- Median Salary = \$51,480
- Median Adjustment = \$771.60
- Total Cost of Adjustments to Wage Rate = 26,614
- Total Longevity expense = \$6,550
- Total D-Rewards expense = \$1,000
- Total Cost of Rewards = \$34,164
- 2018 Compensation Cost = 1,984,684

