2024 Staffing Assessment

Presentation to the Committee of the Whole

THE CITY OF
EST 1885
KAUKAUNA
WISCONSIN

January 6, 2025

Staffing Assessment Process

Phase 1: Department Review and Analysis

Purpose: To review the core services/duties of the department

Key questions for analysis:

- What are the core services/duties that your department needs to provide?
  - Can you meet these core requirements with existing staff?
  - If not, why?

- Are there core duties you believe you should be doing but you are not currently?

- Who is your "customer"?

Phase 1: Department Review and Analysis Continued

- What are some non-core activities that your department is currently doing?
- What are some non-core activities that your department is not currently doing that you would like to provide?
- What are some duties or activities you wish your department could stop doing?
- Each department head will complete for their applicable departments.
- A group meeting will be held to review each department's answers.

Phase 2: Current staff review

Purpose: review current staff delineation of duties and key duty processes.

Key questions for analysis:

- What are existing staff currently doing? Don't just consider the "what" but include the "how" i.e. their processes, procedures, tools, etc.

- How could current staff alignment be adjusted to better meet core duties?

- What technology could be utilized to better help support current staff and core functions?

- Tools to complete this: job analysis questionnaire

Phase 3: Staffing Requests

- Purpose: to propose a new position to the department and provide substantiation for the request.

Steps:

- Gather your job analysis' from phase 2

- Complete job proposal questionnaire (similar to a job analysis, but outlines how you will structure the position being requested).

- Complete and submit the personnel request form.

How will staffing request be reviewed?

1. Department head will complete the personnel request form and attach supporting documentation.
2. Mayor, HR Director, Finance Director, and submitting department head will complete a scorecard (more info shared below). The average of the Mayor, Finance Director and HR Director will determine overall score assigned to the request. Department Head's score will be listed in requests and any significant differences can be assessed.
3. Placement on people operations plan will be determined by the position score in item 2.
4. The POP plan reviewed annually and approved by Finance and Personnel committee as part of the overall budget approval process.

How will staffing request be reviewed?

1. Department Operational impact

2. Urgency to core operations

3. Degree to which creative solutions have already been exhausted.

4. Impact to public health and safety

5. Flexibility of operations

6. Impact to budget and fiscal responsibility

7. Impact to strategic plan

8. Return on Investment (ROI) – how much additional productivity vs. cost will be gained with the additional staff member.

The on Going Process

1. Complete phase 1 and phase 2 every 5 years

2. If staffing requests arise outside of this cycle, departments will complete phases 1-3 individually and will submit documentation as part of their personnel request form? It will be determined if the request qualifies and where it fits on the overall staffing plan.

People and Operational Plan

Purpose of the People and Operational Plan (POP)

1. It fosters thoughtful discussions, ensuring requested funds are carefully considered, efficiently allocated, and aligned with organizational priorities and long-term goals.
2. The plan enhances visibility into future budgetary and operational requests for both the council and the public.
3. The plan serves as a starting point for conversations and strategic planning to address departmental needs.
4. Ensures the group can prepare for future changes.
5. Offer the council insights into anticipated budget impacts.

How we will use the POP

- The group will revisit the plan multiple times throughout the year to refine and adapt it to evolving organizational requirements.

- As circumstances shift within departments, the plan can be updated to reflect those changes.

- Items moving into the first year of implementation will be discussed during the budget cycle to collaboratively determine how they fit within existing financial constraints.

- Any new request/need that exceeds **$5,000** or spanning **more than one budget** cycle will be incorporated into the plan for thoughtful, long-term planning. Furthermore, if an item doesn't fit into the budget, it will be placed on the POP plan.

Current POP plan

- https://cityofkaukauna.sharepoint.com/:x:/s/BudgetpreparationandTimeline/EYKmQ5iSqG5NnWxOfTdWmp4BrKknXvZHAYGZajjb3mihXA?e=QrWwYK

Annual Workshop

Phase 2 breakout Session Discussion items

- Many great ideas were generated during the Phase 2 working session, where all departments:
  - Engaged in breakout discussions to identify pain points and propose strategies for improving efficiency and city operations.
  - Collaborated across departments, including both:
    - Departments that frequently collaborate.
    - Departments that seldom interact, fostering fresh ideas and innovative approaches.

Organizing the Ideas and Suggestions

- With potential monetary impacts have been:
  - Integrated into the POP to ensure alignment with budgetary priorities and operational goals.
  - For initiatives without a proposed implementation date, these Items have been scheduled for the final year of the People Plan as placeholders.

- Items without monetary impacts:
  - Have not been included in the People Plan.
  - Remain on the list for **future consideration** as circumstances and priorities evolve.

Ongoing Work Sessions

By capturing and incorporating these insights, the plan demonstrates:

- A commitment to continuous improvement.

- A shared vision for enhancing city services and operations through collaboration across departments.

- Will help continue to formulate the POP plan items

Workshop Format

- Workshop Cadence
  - Meet once a year to start

- Workshop Layout
  - Report on any Wins that were inspired by the list
  - Review current list of ideas
  - Update list as appliable
  - Discuss the desire of implementing items from the list
  - Put together a subgroup to manage it

Recommendation for the 2025 Budget funding

2025 Earmarked Funds

- The 2025 budget has $510,000 earmarked funds for staffing requests in Phase 3

- The total estimated cost for all requested positions, including applicable benefits, amounts to $1.3 million.

- There were mini working session with each area that a request

- Followed by a larger discussion with the review committee

Review Committee

- Review committee included:
  - Mayor, Anthony Penterman
  - Council President John Moore
  - Human Resources Director, Elisa Hodge
  - Finance Director, William Van Rossum

  - During these meetings, the committee
    - Conducted thorough discussions.
    - Engaged in a question-and-answer process.
    - Explored alternatives and addressed any unmentioned considerations.

Requested Positions

2025

- (6) Firefighter/Paramedics
- Public Service Coordinator - Library
- Human Resources Intern (450 hours)
- Additional Full-time Building Inspector
- Police Officer
- Assistant Library Director
- Laborer/Park and Facilities Foreman
- Social Media Specialist

Recommended Positions

2025

- Library Restructure
- 3 Fire Department Positions
- Human Resources Temporary Intern
- Police Department Plus one

Thoughts behind Recommendation

- Evaluated risks of not proceeding with the positions, operational impact, and cost-effectiveness.

- Recommendations align with earmarked funds for 2025 but consider staggered hiring.

- Total estimated costs exceed 2025 earmarked funds if all roles start on January 1, 2025.

- Staggered hiring ensures the 2025 budget remains within allocated funds.

- Additional funding of $60,000 will be required in the 2026 budget to maintain the roles if all positions are filled in 2025.

Support Material and Resources

Materials

- Phase 1 Summary
- Phase 2 Summary
- Phase 3 Staffing Request Support
- Workshop List of Ideas
- People and Operational Plan

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THANK YOU