

== NOTICE OF MEETING ==



HUMAN RESOURCES COMMITTEE

Wednesday, January 16, 2019 – 9:30 a.m.
Fishbowl – Branson City Hall – 110 W. Maddux

AGENDA

- 1) Call to Order.
- 2) Roll Call.
- 3) Acknowledgment of December 5, 2018 Minutes.
- 4) Discussion of New Hires/Promotions/Reclassifications.
- 5) Review of Wellness Appeals.
- 6) Turnover Report.
- 7) Police and Fire Department Salary Restructuring.
- 8) Update from the City Risk Manager.
- 9) Human Resources Director's Report.
- 10) Adjourn.

Where Values are the Difference

JANUARY – Vision

Planning for the future and encouraging growth.

MINUTES

HUMAN RESOURCES COMMITTEE

CITY OF BRANSON, MISSOURI

December 5, 2018

1) Call to Order

The Human Resources Committee met in the Fishbowl of City Hall, Wednesday, December 5, 2018. The meeting was called to order by Mayor Karen Best at 9:32 am.

2) Roll Call

Committee Members present: Mayor Karen Best, City Administrator Stan Dobbins, Alderman Kevin McConnell, and Community Member Bryson Allen.

Also present: Human Resources Director Jan Fischer, Risk Manager Bob Smither, Senior Human Resources Generalist Kimberly Cooper, Human Resources Generalist Jamie Patrick, and Human Resources Clerk Gina Stech; also present Traci Henderson from Finance, Chena Simmons from Administration, and Melody Pettit Communications Manager.

3) Acknowledgement of October 17, 2018 minutes.

The minutes of the October 17, 2018 meeting were acknowledged.

Motion to approve: Stan Dobbins; Second: Alderman Kevin McConnell; Vote: 4 Yes, 0 No, 0 Abstain.

4) Discussion of New Hires/Promotions/Reclassifications.

Update given by Human Resources Director Jan Fischer.

5) Review of Wellness Appeals.

Discussion led by Jan Fischer.

Motion: Recommend approving Wellness Appeal #WA101818: Stan Dobbins, Second: Kevin McConnell; Vote: 0 yes, 4 No, 0 Abstain.

Motion: Recommend approving Wellness Appeal #WA102218: Stan Dobbins, Second: Bryson Allen; Vote: 4 Yes, 0 No, 0 Abstain.

Motion: Recommend approving Wellness Appeal #WA102318: Kevin McConnell, Second: Bryson Allen; 0 No, 4 Yes, 0 Abstain.

Motion: Recommend approving Wellness Appeal #WA112118 if employee can provide documentation of doctor and optometrist visits: Bryson Allen, Second: Kevin McConnell; Vote 4 Yes, 0 No, 0 Abstain.

Motion: Recommend approving Wellness Appeal #WA113018: Bryson Allen, Second: Stan Dobbins; Vote: 0 Yes, 4 No, 0 Abstain.

6) Update from City's Safety Team.

Update given by Bob Smither. Frequencies of work comp injuries are trending down last few years and will reduce work comp rate after we have consecutive 3 year history of reduced accidents included in the work comp review/audit. Safety team is overseeing upcoming cold weather training and crane training. Bob and a supervisor from each of Utilities and Public Works Departments is attending a trench disasters and safety training held by Common-ground Alliance today, Wednesday, December 5, 2018 in Springfield. Bob reminded everyone that the City Employee Christmas Dinner is this Friday, December 7th weather permitting; Convention Center is available Friday, December 14th if we wish to reschedule but needs decided by noon December 6th.

MINUTES

HUMAN RESOURCES COMMITTEE

CITY OF BRANSON, MISSOURI

December 5, 2018

7) Human Resources Director's Report.

Update given by Jan Fischer. Update on search for applicant tracking software – HR department has gone thru previews on several programs and has one more demonstration this afternoon. Bryson commented that he really recommends what Big Cedar uses which is being considered, AquireTM. American Fidelity will be here 12th, 13th, 14th, and 18th and will have SRA forms for all employees to sign off on for 2019 deductions to keep City in compliance for Section 125 pre-tax deductions.

8) Adjourn.

A motion to adjourn was made.

Motion: Bryson Allen; Second: Kevin McConnell; Vote: 4 Yes, 0 No, 0 Abstain.

Time Adjourned: 10:32 am.

Promotions and Transfers

Name	Date of Change	Position	Department	Promotion or Transfer
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Hires

Name	Date of Hire	Position	Department	Rehire or New Hire
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Vincent Robertson	12/10/18	Sign Shop Technician	Public Works	New Hire
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Emilee Norris	01/02/19	Community Support Officer	Police	New Hire
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Wayne Hansen	01/04/19	Police Officer Trainee	Police	New Hire
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HUMAN RESOURCES

EMPLOYMENT | SAFETY | RISK MANAGEMENT

TO: Human Resources Committee Members
FROM: Jan Fischer, Human Resources Director
DATE: January 16, 2019
SUBJECT: Public Safety Compensation Restructure

As part of the City's agreement with the IAFF, there was a commitment to review the current pay structure within the Fire Department. Currently, the compensation structure (pay scale) has 21 steps, which includes the entry level step.

The concern from Labor's perspective is, that with moving up one step per year, it takes entirely too long to reach the top of the current pay scale. Considering we have a number of employees in the Fire Department with more than 20 years' service, most these individuals are at step 12 or lower on the scale. It "feels" like step 21 is unattainable, so why have that many at all?

In the agreement process with the IAFF, City Administrator Stan Dobbins spoke to reviewing the pay structures, but he insisted that any resulting change be for all employees and not just the Fire Department. To that end, only the Fire and Police Departments are on the step matrix pay plan, which prescribes annual increases of 2.05% until the maximum is reached for each classification. All other employees are on a variable performance based system (up to 3% for 2019) whereby reaching the top of the pay scale could occur in far less time.

If other employees reach the top of the pay scale more quickly, why not convert Fire and Police to the same system? The answer is based primarily on culture, and the fact that much of what these departments do are based on non-regular, unforeseeable activities. For example, it wouldn't be appropriate to base these employees' pay raises based on performance as in the number of fire calls answered or the number of traffic citations issued. These actions play important parts in their roles, but the frequency or ability to perform them can vary drastically from one shift to another or one time of year to another. The step system is an "industry" standard for both Fire and Police departments and is more of a pass/fail system in overall performance that is widely accepted in these fields.

In preparation for this review, it is important that we first have a compensation philosophy to guide us to an eventual outcome. Outside of simply shortening the length of time to reaching the top of the pay scale, we have an opportunity to address and correct multiple issues.

Part of that philosophy would include:

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EMPLOYMENT | SAFETY | RISK MANAGEMENT

1. Drawing equivalencies in compensation between positions within departments under the public safety realm. Specifically,
 - a. Firefighter equates to Police Officer I
 - b. Fire Engineer equates to Police Officer II
 - c. Come to agreement on the correlations between the roles of Fire Captain (and above) and Police Sergeant (and above)
2. With respect to item 1 above, note that Firefighters work 2,912 hours annually which includes 156 hours of built-in overtime. It's also important to note that with the City, we pay overtime on vacation hours. The Police Department works 2,080 hours annually, and averages about 1.5 hours per week, or 78 hours a year, of overtime. All this considered, when making equivalencies between positions, we should be looking at total estimated annual compensation and not simply hourly wages.
3. Again with respect to item 1 above, we will want to look at changing the FLSA status of the Battalion Chief because the Police Sergeant is non-exempt.
4. Ensure compensation for all other non-administrative roles (those currently on the step plan, whether current positions or planned), can be equitably addressed.
5. Beyond having increases in pay being based solely on time, to a large extent they should also be based on job-specific significant milestones in education, training, certifications and other credentials (such criteria are yet to be determined) that an employee gains or achieves during his or her career.
6. An employee should be able to maximize his or her compensation after 15 years in a public safety position with the City. These jobs are, to a large extent, physically demanding and draining. The number 15 is a reasonable compromise between the current pay scale maximum and the IAFF original proposal. Plus, it also affords an employee the opportunity to realistically work at the maximum of the pay range for multiple years which can enhance the LAGERS retirement benefit.
7. Placement at a step number in the new pay plan should not be equated with years of service. An employee with 20 years may be at step 15, or the top of the pay scale. Also (not specific to the pay structure), returning employees should not be penalized egregiously for leaving. For example, if an employee leaves service with the City and then returns, he or she should not necessarily have to "start over" at the bottom of the pay scale.
8. The highest wage of the pay scale should be similar to the current pay scale. Obviously with an overall truncated matrix, the intermediary – and likely the introductory – steps will be higher.

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9. The construct of any pay scale should allow for easily adding a flat dollar amount to the base for future pay increases. For example, under our current plan, if you have 35 firefighters and you provide annual increases of 2%, that amount varies based on tenure, position, etc. You would have to look at each employee's pay to determine how that 2% would cost the department. That kind of differentiation should already be accounted for in the scale itself; you should be able to provide an increase and everyone would get the same flat amount for a "cost of living" adjustment. As an example, when adding \$500 to the base pay for a COLA for 35 employees (with a properly constructed pay scale), this increase should be applied equally to all employees, and, in this example, the total of all increases should cost the department \$17,500. This would be easier to budget and account for than a percentage of pay for each employee at different and varying rates of pay.
10. Any construct needs to be mindful of other non-public safety roles with the City, and needs to understand the impact of costs for employee benefits.
11. Ensure rules are in place to prevent compensation compression. An equitable set of guidelines will need to be established to transition employees to a new pay plan as part of any restructuring. This will need to include promotions, demotions, transfers and job additions.