

# NOTICE OF MEETING



## *CITY OF BRANSON*

### HUMAN RESOURCES COMMITTEE

*Committee Meeting – February 12, 2016 – 10:30 a.m.*  
Municipal Courtroom – Branson City Hall – 110 W. Maddux

### AGENDA

- 1) Call to Order.
- 2) Roll Call.
- 3) Acknowledgment of January 15, 2016 Minutes.
- 4) Discussion of Previous Human Resources Committee Items.
- 5) Update on Safety from the City's Safety Officer.
- 6) Update on Succession Planning.
- 7) Discussion on Conducting a Salary Survey and Employee Compensation Plan goals for the RFQ process.
- 8) Human Resources Director's Report.
- 9) Adjourn.

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*Where Values are the Difference*

**FEBRUARY: LEADERSHIP**

Exhibiting a positive example in leading others toward achievement.

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For more information please visit [www.bransonmo.gov](http://www.bransonmo.gov) or contact:

Lisa Westfall, City Clerk, 417-337-8522

Posted: February 11, 2016

At: \_\_\_\_\_ By: \_\_\_\_\_

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# MINUTES

HUMAN RESOURCES COMMITTEE  
CITY OF BRANSON, MISSOURI  
January 15, 2016

## 1) Call to Order

The Human Resources Committee met in the Municipal Court Room of City Hall, Friday, January 15, 2016 at 10:30 a.m. The meeting was called to order by Mayor Karen Best.

## 2) Roll Call

Committee Members present were Mayor Karen Best, Alderman Bob Simmons, Alderman Rick Todd, and City Administrator, Bill Malinen.

Also present: Jan Fischer, Gina Stech, Bob Smither, Kathy Olson, and Kimberly Cooper.

## 3) Acknowledgement December 11, 2015 minutes.

The minutes of the December 11, 2015 meeting were acknowledged on a motion by Rick Todd, seconded by Bob Simmons. Motion approved by a 4 to 0 count.

## 4) Discussion of previous Human Resource Committee items.

HR Director, Jan Fischer updated the Committee on previous topics that have been discussed during the HR Committee Meetings. Mayor Best asked that an Emergency Succession Plan be brought to the next meeting outlining the emergency successors for each Department Head and the City Administrator.

## 5) Discussion of 2015 Turnover Data. [5-Year Turnover]

Jan Fischer presented the turnover data he had calculated to the Committee. The turnover rate appeared to be down across most departments for the 2015 year. The committee discussed the information and asked that Jan present the industry standards for all departments to be presented with the information in the future.

## 6) Discussion of the Health, Life, and Dental Insurance Broker Bid process. [Selection Criteria Final].

Jan Fischer presented the score sheets for how each of the Brokers were scored according to the selection criteria that was agreed upon by the Human Resources Committee before the City went out for the bid. According to the numbers that Jan had presented, the top scoring Broker was Bukaty Companies. However, the score was only 2% higher than the City's current broker, Ollis/Akers/Arney. Jan recommended continuing with the current broker despite Bukaty's higher score due to the long standing relationship of over 20 years with Ollis/Akers/Arney as the City's broker for Health Insurance. Based on the information that was provided to the Committee, Rick Todd motioned to recommend Ollis/Akers/Arney to the Board. The motion was seconded by Bob Simmons and approved on a 4-0 count.

## 7) Human Resources Director's Report.

Jan Fischer announced that Kim Cooper and Gina Stech had worked diligently the last several months as the department went through some major changes during open enrollment and wanted to acknowledge them both as doing a good job. Jan introduced Bob Smither to the Committee as the new Human Resources Risk Coordinator and Kathy Olson as the new Assistant Human Resources Director. Jan Fischer shared with the Committee the goals of the Human Resources Department to include risk management, a comprehensive plan of action to address the 2015 employee survey results, succession planning, training, employee recognition, and policy updates.

## 8) Adjourn.

A motion to Adjourn was made by Rick Todd, seconded by Bob Simmons. Motion approved by a 4 to 0 count.

## **PREVIOUS ITEMS DISCUSSED AT HUMAN RESOURCES COMMITTEE**

- 1) Discussion of Risk Management Framework.
- 2) Discussion of Paid Time Off Policy.

## MEMORANDUM

**TO:** Human Resources Committee Members  
**FROM:** Jan Fischer, Human Resources Director  
**DATE:** February 10, 2016  
**SUBJECT:** Compensation Philosophy, work in progress

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With respect to the Human Resources Department plan to contract a salary study in 2016, it was deemed prudent to determine the Human Resources Committee's philosophy or direction how to perform this study.

Included in the packet is a sheet for determining the committee's priorities for how the City should view compensation and another sheet on how the vendor who performs the study should be selected.

From these two works in progress, the HR team will publish a Request for Proposal that best meets the City's needs.

**Employee Compensation Philosophy**

**Non-negotiable**

	Yes	No
1. The City will be a pay leader/pay follower/in the middle payer with regard to regional municipalities/local employers/like municipalities' comparative wages	_____	_____
2. Must be in line with legal requirements with respect to compensation and benefits	_____	_____
3. Compensation must fall within the City's budget constraints	_____	_____
4. Compensation will be based on the requirements of the position	_____	_____
5. Compensation will be influenced by the position's:	_____	_____
- Responsibility		
- Working conditions		
- Education/experience/certification required to do the job		
- Market conditions		
- Step plan for Police and Fire departments		
6. Compensation increases will be based on:	_____	_____
- Designated cost of living increases		
- Increased responsibilities		
- Performance evaluation scores in line with the merit pay plan		
7. Other benefits are considered in determining overall compensations	_____	_____
- Medical/Dental		
- Time off		
- Retirement (LAGERS, 457, 401(a), etc.)		
8. Addresses transfers, promotions and demotions.	_____	_____
9. Simple to understand, with logical progressions that reflect the above items.	_____	_____

**Negotiable**

	Weight 1-10		Score 0-5		Total
1. Pay is affected by responsibility/Impact to the organization	10	x	_____	=	_____
2. Medical insurance should be at ACA (9 1/2% of income) affordability levels of income or less.	10	x	_____	=	_____
3. Compensation should include rewarding superior achievement	9	x	_____	=	_____
4. Compensation plan should maintain current level of LAGERS retirement contribution	9	x	_____	=	_____
5. Pay is affected by experience/Qualifications when beginning the job	8	x	_____	=	_____
6. Any compensation plan should help in retaining quality employees	8	x	_____	=	_____
7. Longevity should be a factor in pay based on loyal service	7	x	_____	=	_____
8. Market conditions should influence pay levels	7	x	_____	=	_____
9. Time off should be commensurate with employee tenure.	6	x	_____	=	_____
10. Compensation levels should help in attracting quality employees	6	x	_____	=	_____
11. There should be more compensation for more hazardous working conditions	6	x	_____	=	_____
12. Compensation consideration should include maintaining current medical benefits	5	x	_____	=	_____
13. Additional pay for certification/education acquired after beginning employment	5	x	_____	=	_____
14. Cost of living increases should parallel the CPI within X%.	5	x	_____	=	_____
15.		x	_____	=	_____
16.		x	_____	=	_____
			<b>Grand Total</b>		<u>0</u>

**From Employee Survey of what is most important**

	1	2	3	4	Rating
1. Pay or compensation	135	25	14	6	1.39
2. Medical/Dental/Supplemental insurance	24	76	52	28	2.47
3. Available paid time off (vacation, sick, holiday, etc.)	7	44	63	66	3.04
4. Retirement (LAGERS, 457, etc.)	14	35	51	80	3.09

**Survey Firm Requirements**

**Non-negotiable**

	Yes	No
1. Will adhere closely to the City's compensation philosophy.	_____	_____
2. Legally and functionally capable of doing the job.	_____	_____
3. Must have experience preparing compensation structures for municipalities.	_____	_____
4. Must logically address all aspects of compensation and at all levels	_____	_____
5. Must address all positions with a comparable "desk audit."	_____	_____
6. Able to complete the study by October, 2016.	_____	_____
7. Evidence of outstanding customer service.	_____	_____

**Negotiable**

	Weight 1-10		Score 0-5	=	Total
1. Able to provide clear, relevant and logical instruments that fit Branson's future needs.	10	x	_____	=	_____
2. Report examples reflecting City of Branson compensation philosophy.	10	x	_____	=	_____
3. Able to provide evidence of best in class compensation models that fit Branson	9	x	_____	=	_____
4. Price of the services.	9	x	_____	=	_____
5. Able to complete the study by early.	8	x	_____	=	_____
6. Must provide at least five written references by past clients.	8	x	_____	=	_____
7. Able to divide field work and office work to meet City expectations.	8	x	_____	=	_____
8. Able to provide value added services at no additional cost.	7	x	_____	=	_____
9. Firm has been in business for more than 10 years.	7	x	_____	=	_____
10. Ability to meet with multiple departments simultaneously.	7	x	_____	=	_____
11. Able to keep staff disruptions to a minimum.	6	x	_____	=	_____
12. Able to work on-site with City staff.	5	x	_____	=	_____
13. Ease of understanding the compensation model.	5	x	_____	=	_____
14. Able to provide value added services at cost.	4	x	_____	=	_____
15.		x	_____	=	_____
16.		x	_____	=	_____
			<b>Grand Total</b>		<u>0</u>

**From Employee Survey of what is most important**

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## MEMORANDUM

**TO:** Human Resources Committee Members  
**FROM:** Jan Fischer, Human Resources Director  
**DATE:** February 10, 2016  
**SUBJECT:** Succession Planning, work in progress

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In response to the Mayor's request to begin identifying successors for leadership roles within the City of Branson – with specific focus on the City Administrator's role – the accompanying two documents begin to outline that work in meeting that request.

In the first document, an Excel spreadsheet, we identify the tool used in gathering information for departmental leadership roles and each person's likelihood for retirement, readiness level (on a separate evaluation tool), time in his or her current role, and then the department head's determination of the criticality of the role. This has been distributed to all departments.

However, in a cursory review of the City Administrator's role, an organizational design gap was identified because there was no clear incumbent at the Director level who had clear working knowledge – for a long-term interim coverage of the City Administrator role – of the four primary focus areas of service provided by the City.

In the initial discussion with the City Administrator, until a long-term plan is identified, a stop-gap emergency coverage for the City Administrator's role could be selecting representatives from each of the "grouped" departments to handle the day-to-day issues if needed (see handout titled "Emergency").

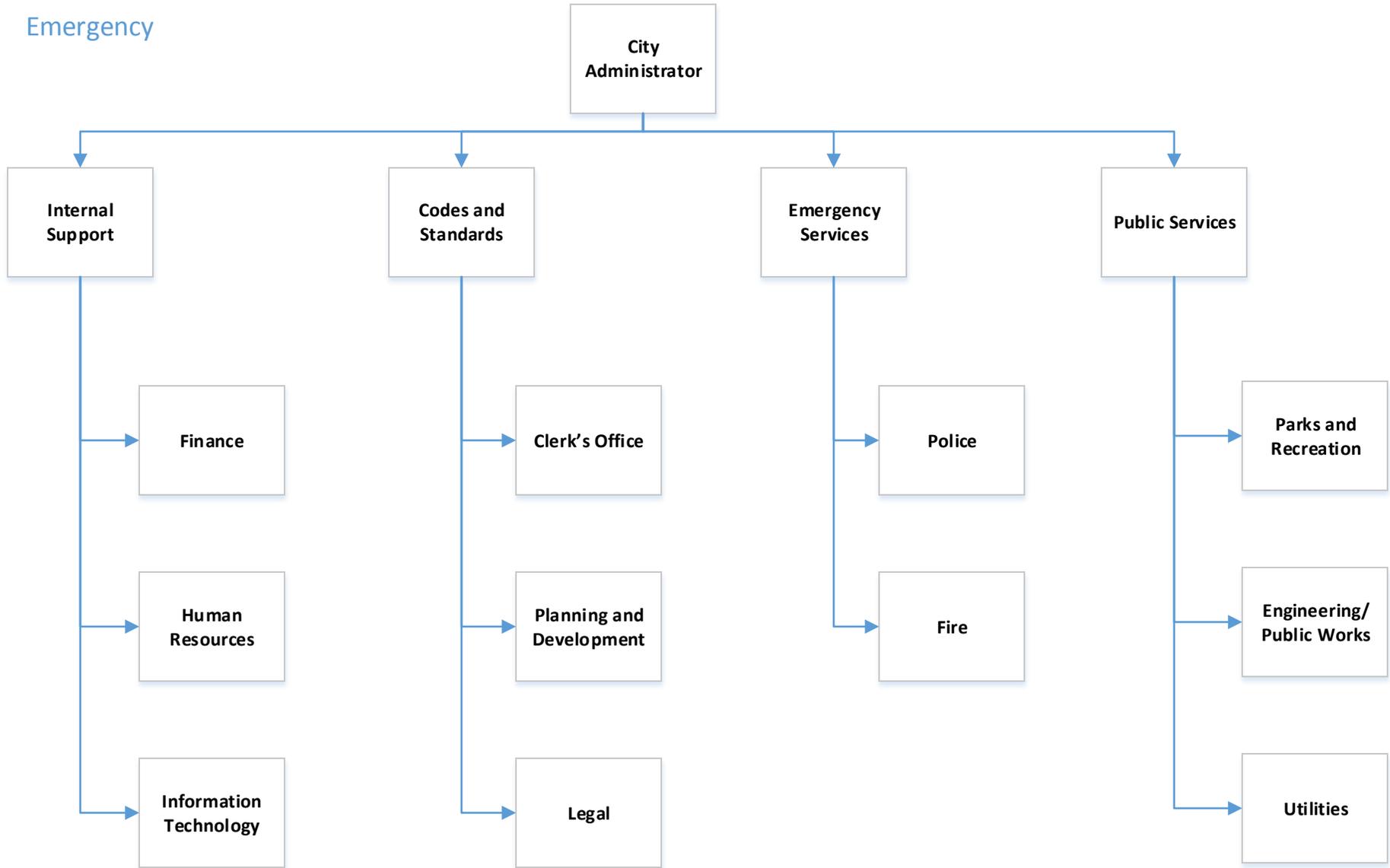
One possible long-term organizational design remedy is add a level for reporting for internal functions to an Assistant City Administrator. This would address two things: it gives a clear option for successor in the event the City Administrator role is vacant for a long period of time; and it provides relief to the City Administrator in reducing the number of direct reports.

This is a work in progress with the City Administrator and is open to input and dialog with various stakeholders.

City Administrator

Department Head	Direct Reports	Title	Likely Successor	Likelihood of Retirement	Readiness Level	Time in Position (months)	Criticality of Position	Keys
<b>Bill Malinen</b>		<b>City Administrator</b>						
	Lisa Westfall	City Clerk				131	<b>Likelihood of Retirement</b>	
	William Duston	City Attorney				122	<b>Immanent</b>	0
	David Miller	City Engineer/PW Director				306	<b>1 to 2 years</b>	1
	Jamie Rouch	Finance Director				50	<b>3 to 6 years</b>	2
	Ted Martin	Fire Chief				57	<b>7 to 9 years</b>	3
	Jan Fischer	HR Director	Kathy Olson	3		21	<b>10+ years</b>	4
	Chad Forster	IT Director				37		
	Cindy Shook	Parks Director				179	<b>Readiness Level</b>	
	Joel Hornickel	Planning Director				21	<b>Ready now</b>	1
	Kent Crutcher	Police Chief				54	<b>Ready now, with help</b>	2
	Mike Ray	Utilities Director				73	<b>Ready now, with help</b>	3
	Vicki McFarland	Asst to City Administrator				278	<b>Ready in less than 1 year</b>	4
							<b>Ready in 1-2 years</b>	5
							<b>Ready in 1-2 years</b>	6
							<b>Ready in 2+ years</b>	7
			Averages	3.00	#DIV/0!	110.75		
							<b>Criticality of Position</b>	
							<b>High</b>	3
							<b>Medium</b>	2
							<b>Low</b>	1

Emergency



Plan 1

