

Executive Recruitment for

WAUSAU, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for a Human Resources Director on behalf of the City of Wausau, Wisconsin. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by February 20, 2017 with cover letter, resume, and contact information for five professional references. To apply on-line visit www.govhrusa.com/current-positions/recruitment or to apply via mail send the required information to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Wausau is an Equal Opportunity Employer.

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HUMAN RESOURCES DIRECTOR



EXECUTIVE SUMMARY

Human Resources Director, Wausau, WI (pop. 39,160).

Progressive, mature, full-service city with a lively downtown, Wausau is 95 miles northwest of Green Bay in Marathon County. Located on the shores of the Wisconsin River, Wausau is a friendly community known for its beautiful neighborhoods, vibrant corporations, dining and shopping opportunities, and abundant year-round recreational activities.

The City is seeking a collaborative and accessible human resources professional to manage a comprehensive range of personnel services for a workforce of more than 350 full, part-time and seasonal employees. The Director manages a departmental budget of \$385,000 and two full-time professionals in delivering a full range of services including the City's classification and compensation system, employee benefits, labor relations, recruitment and selection, risk management, safety programs, training and development. The Director is appointed by and reports to the Mayor. The City is governed by a Mayor and 11 City Council members.

The City is seeking an energetic, ethical and experienced leader with strong technical and interpersonal skills. A commitment to high professional standards is required. The ideal candidate must have an inclusive managerial style, as well as clear, concise, and open communication skills. The preferred candidate will possess a passion for public service and have government HR experience; is adept at combining a hands-on management style with confident professionalism, and has an ability to work with employees, elected officials and other stakeholders. A record of problem solving, decisiveness and approachability is required.

A Bachelor's degree in human resources, business, public administration or related field is required. SPHR or SHRM-SCP credentials are a plus; a Master's degree is highly desired. Ten years of progressively responsible human resources experience, with some of that experience in the public sector, or any equivalent combination of education and experience is desired. Local government administrative or management experience, with an emphasis in HR, will also be considered. Starting salary (midpoint): \$90,000 +/- DOQ.

COMMUNITY BACKGROUND

The City of Wausau (population 39,160) is located 95 miles northwest of the City of Green Bay in Marathon County. Wausau's history and development is directly tied to the Wisconsin River, which runs through it. Early in the City's history, the river served as a means of transportation, first for Native Americans and later for the explorers who came to the area. It then became a highway to float logs down as well as a source of power to run the saw mills for the logging industry.

The town was originally known as Big Bull Falls and formed in 1845. Marathon County was formed in 1850 and Big Bull Falls name changed to Wausau. In 1872, Wausau became a City under a new charter issued by the State of Wisconsin. In 1873, the first Mayoral elections were held and August Kickbush was elected Wausau's first mayor.

The landscape in Wausau changed significantly over the years due to fires and floods in the mid to late 1800s. In 1864, the great fire of Wausau occurred, with the town being saved by a bucket brigade formed by residents from the river to the fire. In 1874, the railroad came to Wausau and lumber rafting on the river ended.



In 1885, the first City Hall was built, followed by the telephone company in 1889. In 1906, electric street cars came to Wausau and the Marathon paper mill was built in 1909. By 1920, Wisconsin had gone from first to twentieth in lumber production in the United States.

In 1954, the first television station hit the air waves in Wausau (WSAU). In 1961, Highway 51, a four lane divided highway opened. In 2002, Governor McCallum announced that Wausau was accepted in the Main Street Program. The City entered into several private-public partnerships which changed the cityscape to include four, 10-story buildings, improved the tax base and increased employment in the community.

Today, Wausau is a bustling, family-friendly city with a vital commercial and retail district. The City's geographic location provides excellent transportation access and year round sports and recreational activities. Snow skiing, fishing, boating, kayaking and other special events like the World Ice Fishing Championships and The Wisconsin Woodchucks baseball all are home to Wausau.



Wausau Events, a local non-profit organization designed to bring community events to Wausau, sponsors activities such as the Celebrate Summer Series, Gallery Night, Family Fun Series, Concerts on the Square, Marketplace, Chalkfest, Hot Air Balloon Rally, Big Bull Falls Blues Festival, Thrillville, and the Holiday Parade.

Other annual events held in Wausau are the International Canoe and Kayak Whitewater Races, Badger State Winter Games, the Wisconsin Valley Fair, Children's Festival, Gus Macker, Jaycees 4th of July Celebration, Art in the Park, Festival of Arts, Birds in Art, and Festival of Trees.

There are 14 elementary schools, two high schools, two middle schools and one early childhood center in the Wausau School District. The city also has one technical

school – Northcentral Technical College, one two-year university – University of Wisconsin-Marathon County, and seven parochial schools.

Wausau's neighborhoods provide a wide variety of housing stock. These diverse neighborhoods, combined with excellent schools and an engaged citizenry, provide the foundation for a high quality of life for Wausau's residents.

WAUSAU AT A GLANCE

Population: 39,160

Households: 18,330

Equalized Assessed Value: \$2.6 billion

Land Area: 18 square miles

Median Home Value: \$114,300

Median Household Income: \$41,757

CITY GOVERNMENT

The City of Wausau is a progressive, dynamic, full-service municipal organization. The City is governed by a Mayor who is elected at large, together with 11 Alderpersons, one from each of the 11 districts covering the City. Council meetings are held on the 2nd and 4th Tuesdays of each month. The Human Resources Director is appointed by and reports to the Mayor.

The City has more than 350 full, part-time and seasonal employees. There are 11 departments reporting to the Mayor and City Council including Police, Fire, Public Works, Assessor, Community Development, Customer Service, Human Resources, City Attorney, Parks, Airport and Transit. The City's total FY 2017 budget for all funds is approximately \$96 million.

The City's Mission Statement is:

In response to our citizens, we will provide services in the most effective and efficient manner in order to promote and enhance our living environment. Plan and encourage positive growth. Promote a positive community image by encouraging citizen involvement and civic pride.

The City's Core Values include:

- **Professionalism** – *We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.*
- **Accountability** – *We accept responsibility and take ownership for our actions.*
- **Integrity** – *We act ethically, honestly, and lead by example by having our actions reflect our word.*
- **Respect** – *We choose to treat everyone the way we would like to be treated.*

HUMAN RESOURCES DEPARTMENT

The mission of the City of Wausau's Human Resources Department is to enhance current and future organizational effectiveness by increasing employees' abilities to maximize performance. Its focus is to serve the City by facilitating collaborative change in a mission-driven culture that aims to provide services in the most effective and efficient manner. This is accomplished by administering consistent programs, policies, and practices while ensuring citywide compliance with human resource laws and regulations.

The Human Resources Department is responsible for developing and managing a comprehensive human resources program for approximately 350 full, part-time and seasonal employees that serve the City of Wausau. The Department advises the City Council, Mayor, Department Heads, supervisors, and employees on issues of compensation, labor relations, benefits, training and development, recruitment and selection, safety, and workers compensation.

The Director manages a departmental budget of \$385,000 and two full-time professionals – an HR Analyst and an HR Assistant – in delivering a full range of services including the City's classification and compensation system, employee benefits, labor relations, recruitment and selection, risk management, safety programs, training and development.

OPPORTUNITIES AND CHALLENGES

The Human Resources Director is a key member of the City's management team, so developing and maintaining relationships with the Mayor, elected officials, department heads, and all levels of employees, both union and non-

union employees alike, is paramount. Proven communication, interpersonal and human relations skills, and the ability to interact with a wide variety of people possessing various attitudes and positions are all important and desirable qualities for the next Director.

The Human Resources Department is fully capable to support the employee population in Wausau. The new Director will have the opportunity to establish a vision for the delivery of contemporary human resources services and make assignments that will utilize staff strengths and provide the best level of service for the City and its human resources stakeholders.



The new Director will be expected to establish the Human Resources Department as a strategic partner within the organization and to utilize the available resources and talent to position the department to become a recognized and valuable asset for all stakeholders in the City. The next Human Resources Director for the City of Wausau can expect to be involved in the following:

- Work closely with the current staff in the Human Resources Department to review their workload, understand their duties, and provide leadership in a fast-paced, multi-project environment that requires attention to detail and the discipline to finish projects, while simultaneously keeping an eye on the big picture.
- Certain City departments have experienced recent turnover and do not anticipate any immediate additional changes, while other parts of the workforce are aging and present a need for succession planning, as the City of Wausau is no different than many municipal organizations of its size. The next Director can expect to work with department heads in planning for their future workforce needs.

- Several years ago the City instituted a performance evaluation system for non-union personnel, a system containing a pay-for-performance element. Yet, the merit pay component had not been implemented, and oversight of the evaluation system has lagged, resulting in inconsistent administration of the system. The next Director can expect to undertake a comprehensive review of the performance evaluation and merit programs.
- The City is planning a classification and compensation review for its non-union personnel positions, and has recently requested proposals from consultants for this undertaking. The next Director will spearhead this project, with execution of the study's findings anticipated in 2018.
- City department heads should be able to rely on solid, consistent and technically-grounded advice on a variety of personnel matters, such as discipline, workplace behavior, meritorious or poor performance issues and conflict resolution. The next Director needs to be skilled at guiding the management team on appropriately dealing with a variety of circumstances not uncommon in a workforce of more than 350, with that guidance rooted in a contemporary understanding of public sector labor law, rules and standards. Likewise, the City's elected officials should feel confident that the City's personnel system is being administered in a fair, firm and equitable manner.
- The City has three labor unions – Police, Fire and Transit – with collective bargaining agreements expiring in the current and upcoming calendar year. The new Director can anticipate being involved in the negotiations of those new contracts.



DESIRED QUALIFICATIONS CRITERIA

The City of Wausau is seeking proven and innovative candidates committed to excellence in the field of human resources. Candidates will be expected to demonstrate leadership within their department as well as within their organization. The following factors of education, experience, and demeanor have been identified as necessary and/or desirable for the Human Resources Director to succeed in this position. The starting salary (midpoint) is \$90,000 +/- DOQ with excellent benefits.

Education and Experience

- A Bachelor's degree in human resources, business, public administration or related field is required. SPHR or SHRM-SCP credentials are a plus; a Master's degree is highly desired. Ten years of progressively responsible human resources experience, with some of that experience in the public sector, or any equivalent combination of education and experience is desired. Local government administrative or management experience, with an emphasis in HR, will also be considered.
- Have extensive experience in directing activities involving policy development and interpretation, labor-management relations, personnel selection and testing, position classification and compensation plan administration, records management, employee benefits, health and safety, and employee training and development.
- Exhibit a sincere willingness to adhere to the City's core values including citizen/customer service, credibility, cooperation and collaboration, and commitment and dedication.
- Have the ability to act as a coach and mentor to staff, assessing their skills and abilities and providing them with the professional development they need to effectively perform their duties.
- Have the ability to interpret and ensure compliance with applicable Federal, State and local policies, rules, laws and regulations.
- Have extensive experience in delivering written and oral presentations to employees and stakeholders at all levels of the organization, including elected officials.
- Have the ability to be an advocate for employees when appropriate and within the context of balancing the needs of the organization with the needs of an individual.

- Have a proven track record of delegating to staff and fostering an attitude of teamwork and creativity in problem solving, while ultimately being accountable for the quality and effectiveness of overall departmental performance.
- Possess the ability to strategically establish priorities while understanding when to focus on larger, big picture projects and when smaller efforts need attention.
- Have superior skills in developing trust and effective partnerships with the Mayor and City Council, Department Heads, supervisors, employees and other stakeholders.
- Have proven superior communication, interpersonal and human relations skills, and adeptness at interacting with people possessing a wide variety of attitudes and in a wide variety of situations.

Management Style/ Personal Traits

- Have complete personal and professional integrity and trustworthiness, inspiring the confidence of appointed and elected officials, subordinates, and the general public.
 - Project a genuinely friendly, approachable style that encourages collaboration and the development of effective working relationships.
 - Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members. Have the ability to remain accountable for departmental activities without unnecessary micromanagement of staff.
 - Have the leadership skills necessary to implement change where appropriate, bringing others along in the process, ensuring that the change is accepted as much as possible.
 - Have the maturity and self-confidence to firmly and diplomatically present professional views, concerns, and implications of proposed policy actions that may be under consideration by the City Council, while also being committed to carrying out final decisions in a timely, professional, and impartial manner.
- Exhibit a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.
 - Demonstrate commitment to encouraging creativity, responsibility and accountability in an environment that values a collaborative approach and embraces a setting where employees feel valued.
 - Be open to making a long-term commitment to the organization.
 - Demonstrate genuine concern about the well-being of employees and involvement of staff members.
 - Demonstrate flexible, adaptable and facilitative style with the ability to function effectively in a dynamic, demanding, team-oriented, professional environment marked by extremely high expectation levels.
 - Be a technical manager who can provide accurate advice and who can review the current department and make an assessment as to which policies, procedures and practices need to be developed and/or updated to ensure that the department is in compliance with all of the applicable rules, regulations and statutes.
 - Be a forward thinking manager who has the demonstrated ability to foresee and plan for emerging trends in human resources.
 - Demonstrate commitment to the regular pursuit of professional and self-development opportunities.
 - Be “easily accessible” and approachable to all within the organization and other stakeholders. Be a good listener.
 - Demonstrate a sense of humor when appropriate and genuinely enjoy public service.

