



City of
New Braunfels

FY23 Annual People Report

Prepared By:
Human Resources



Fiscal Year 2023 at a Glance:

13.29%
FT Turnover Rate

111 Total FT New Hires

89 Total FT Separations

103 Total Promotions

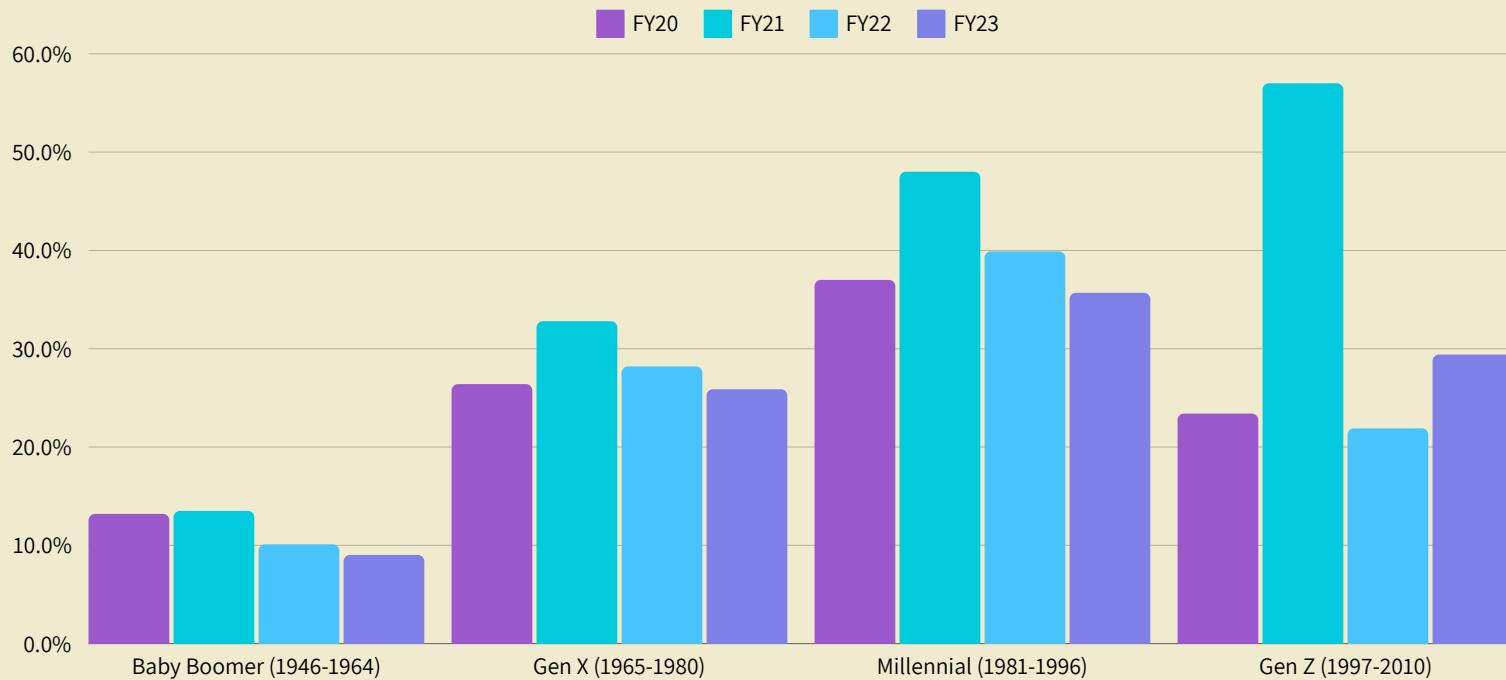
677 Average FT Team Members



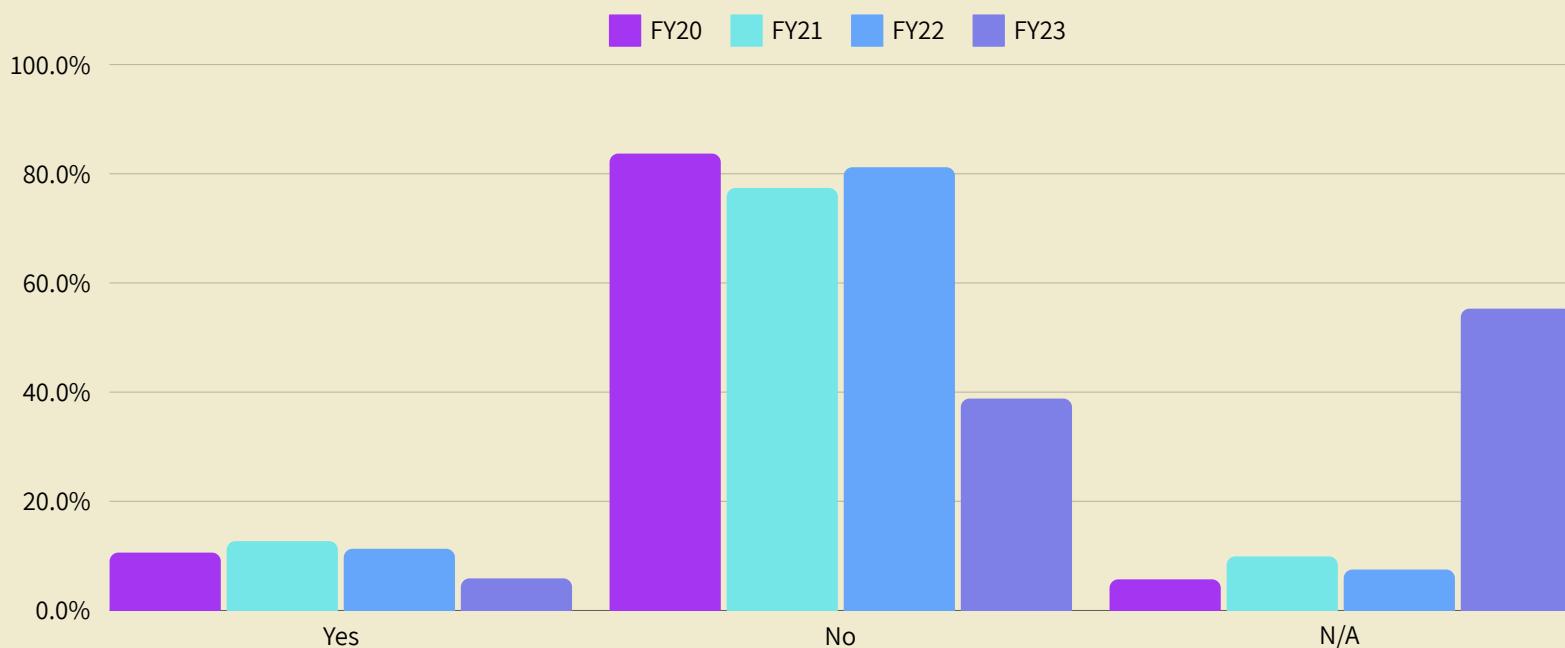


Environmental Data

Generation



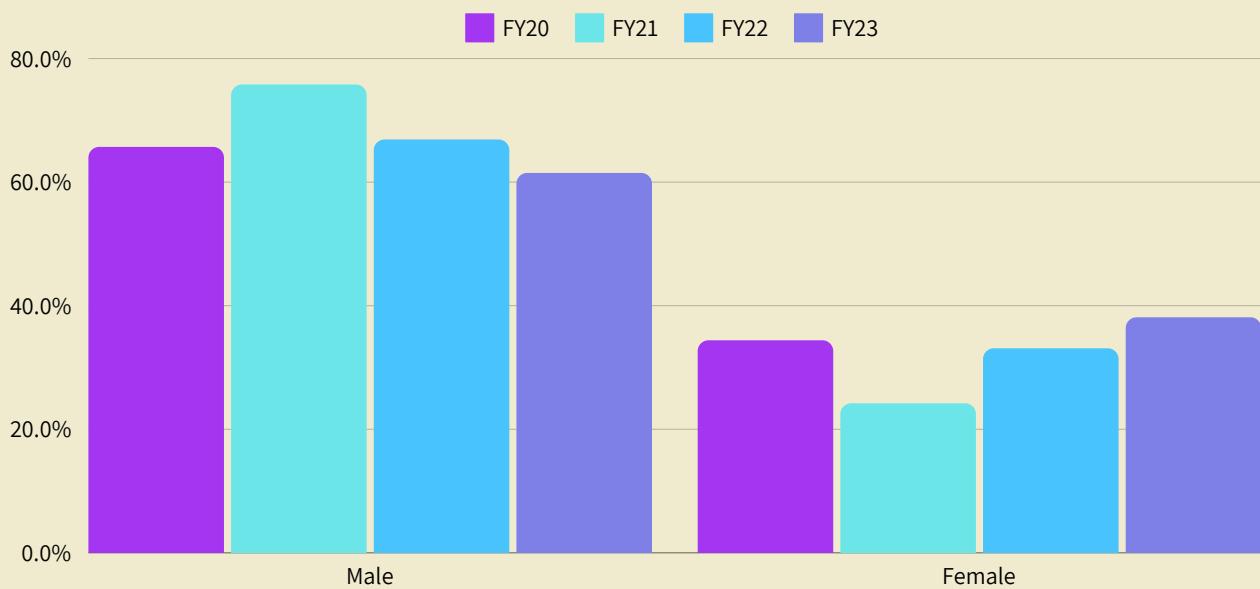
Veteran Status



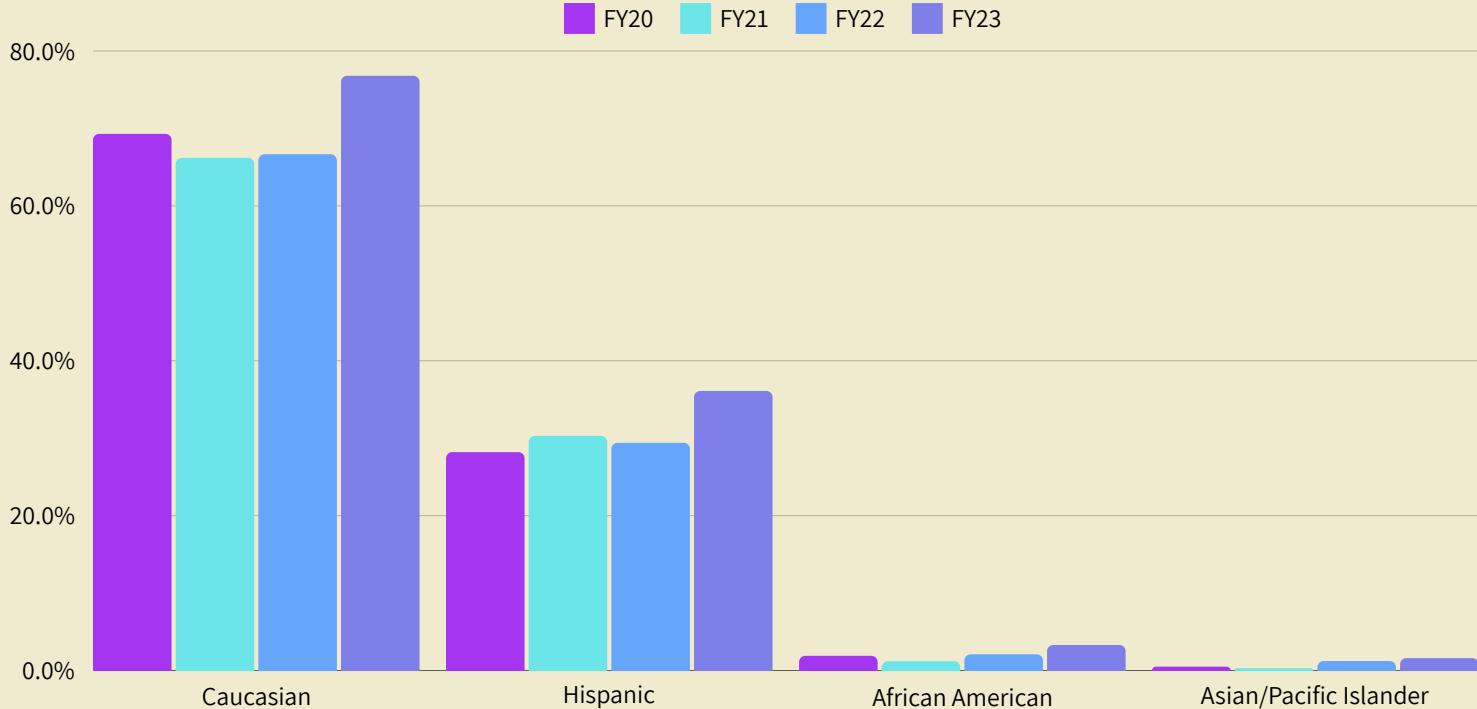


Environmental Data

Gender



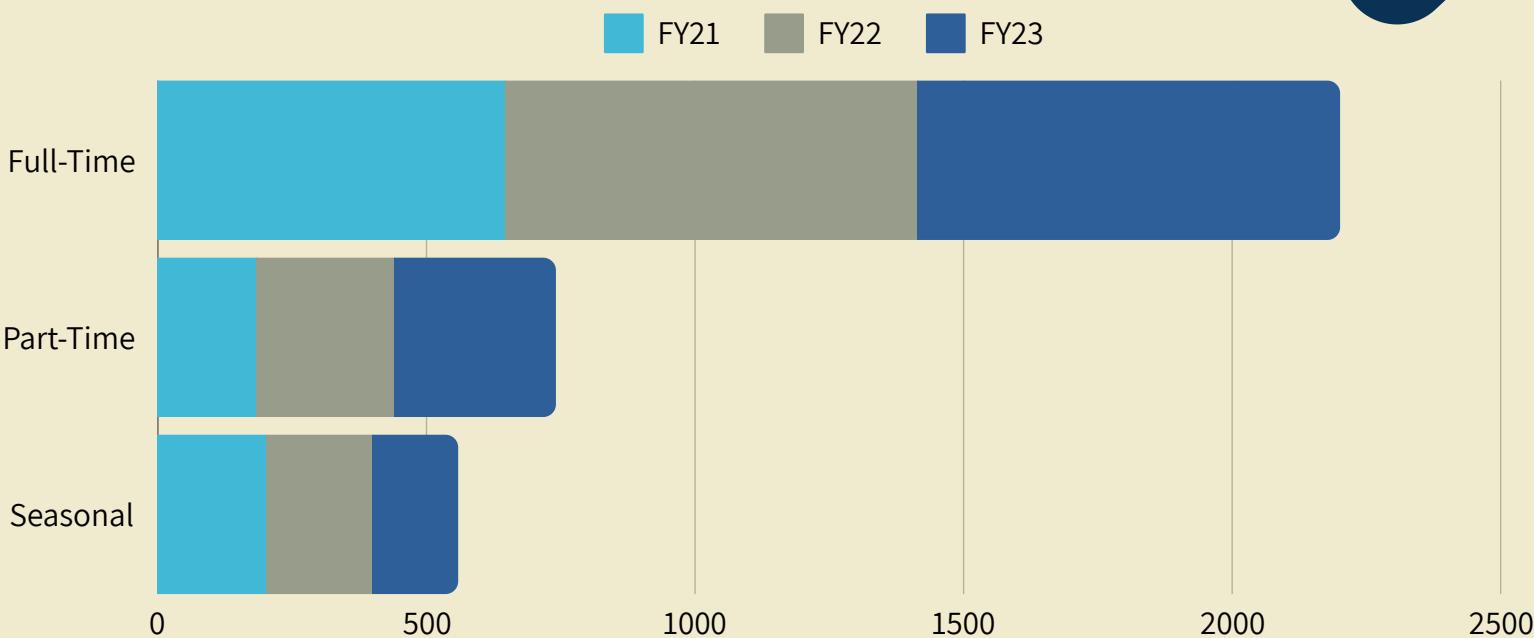
Ethnicity





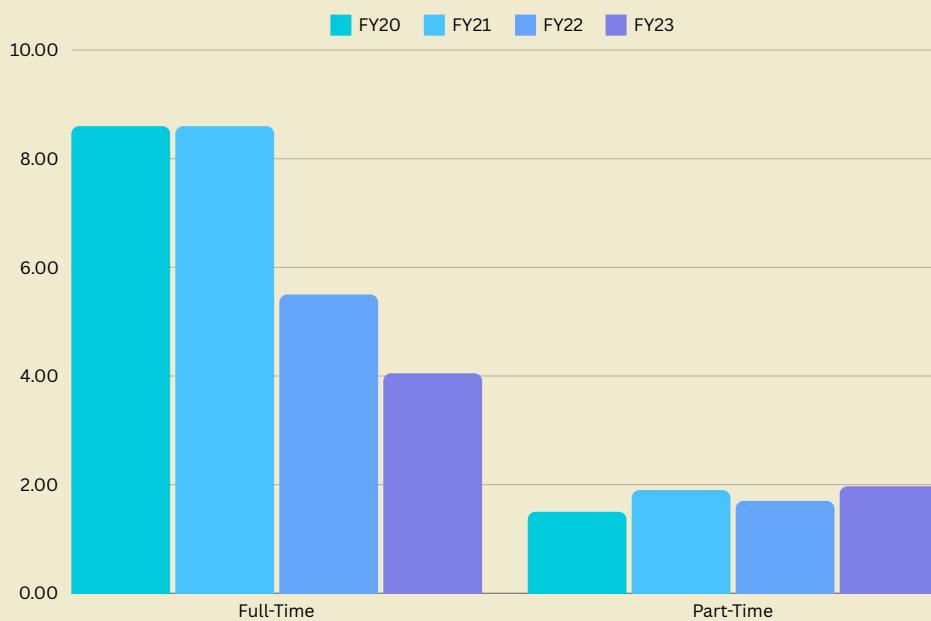
Our Team

Total Team Members by Type:

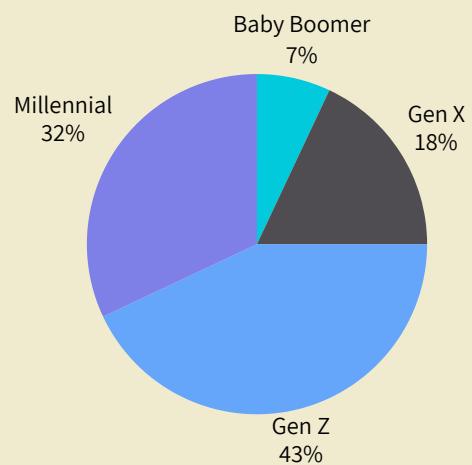


Turnover

Team Member Tenure



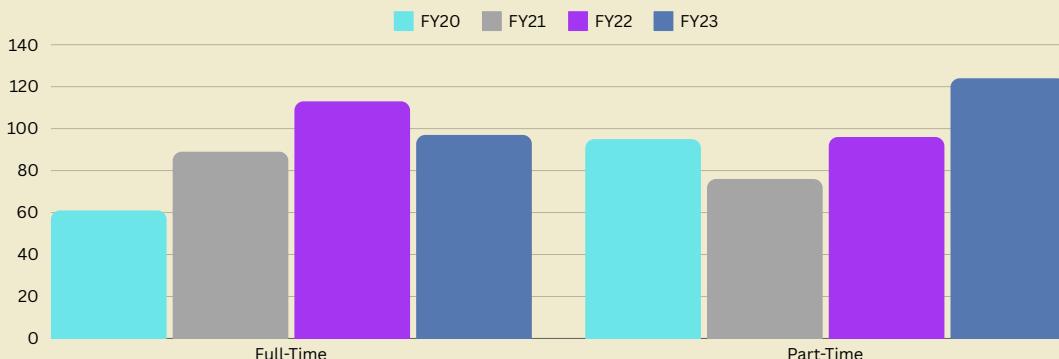
Generational Turnover



Turnover Rate: Full-Time: 13.29%

*According to the BLS, the average turnover rate for the Public Sector in 2023 is 20.2%.

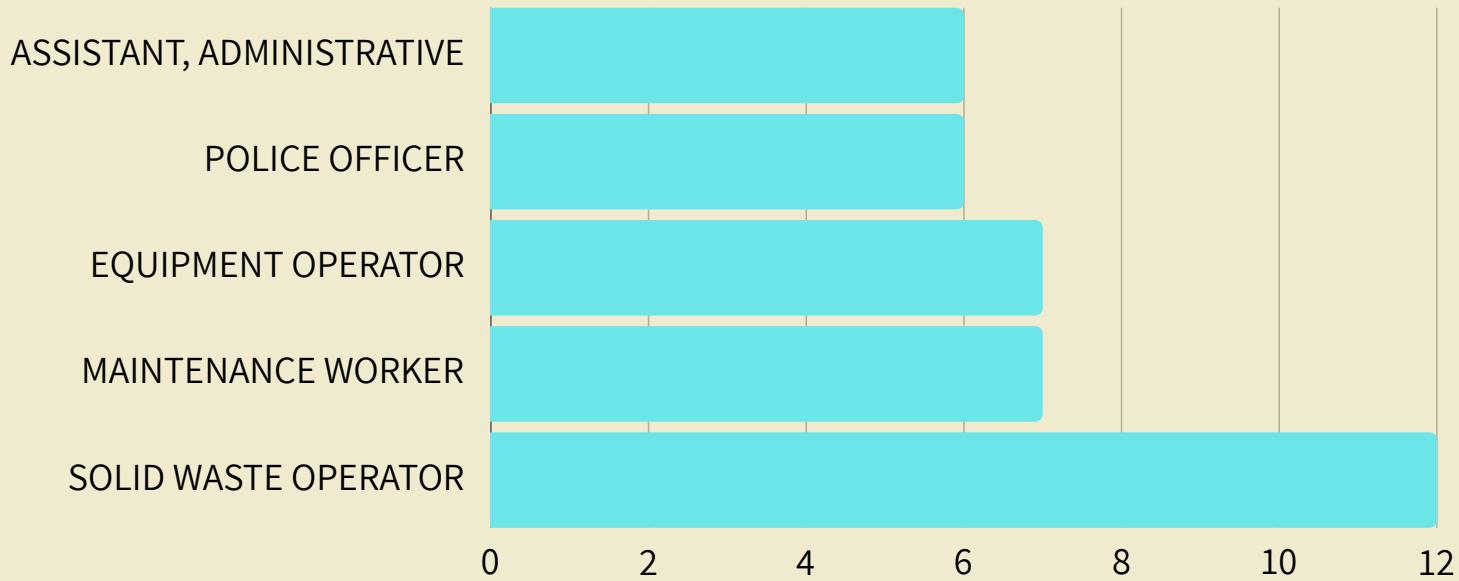
Total Separations



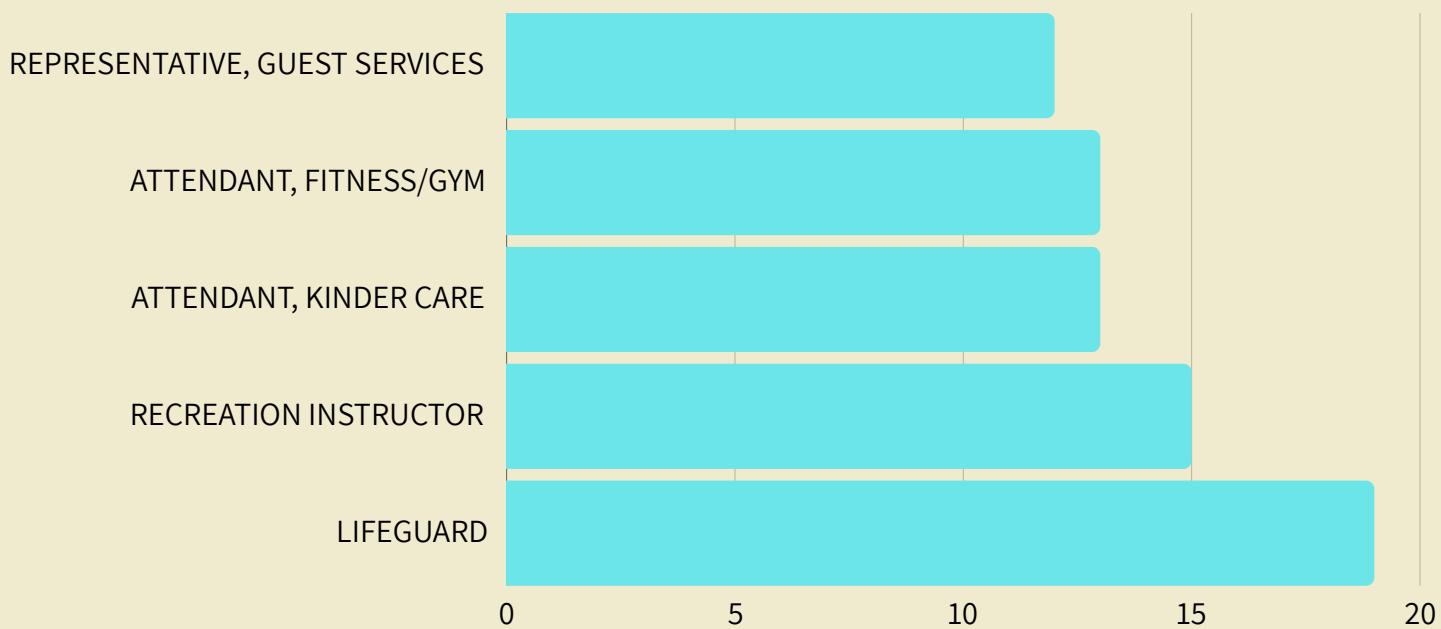


Separation Data

Full-Time Positions with the Highest Turnover

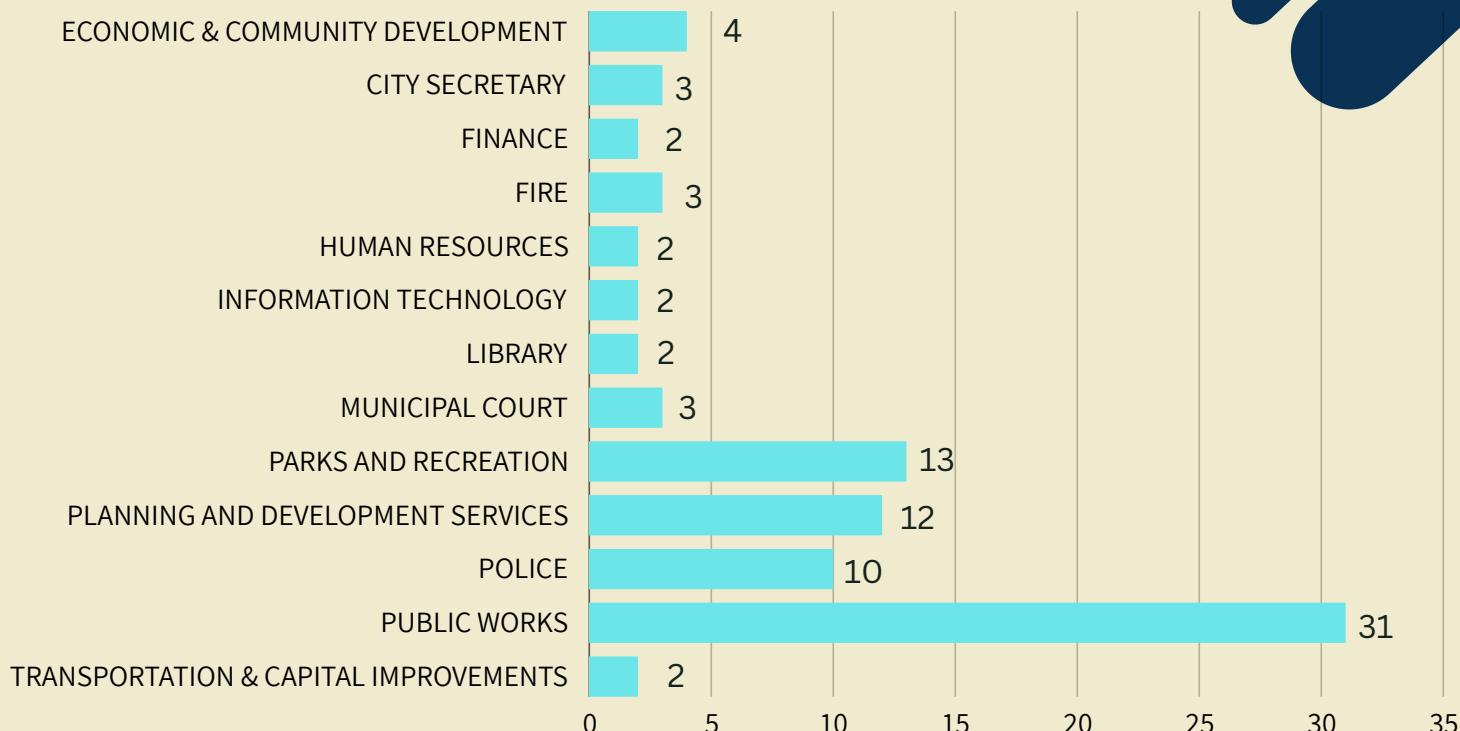


PT/PTR Positions with the Highest Turnover

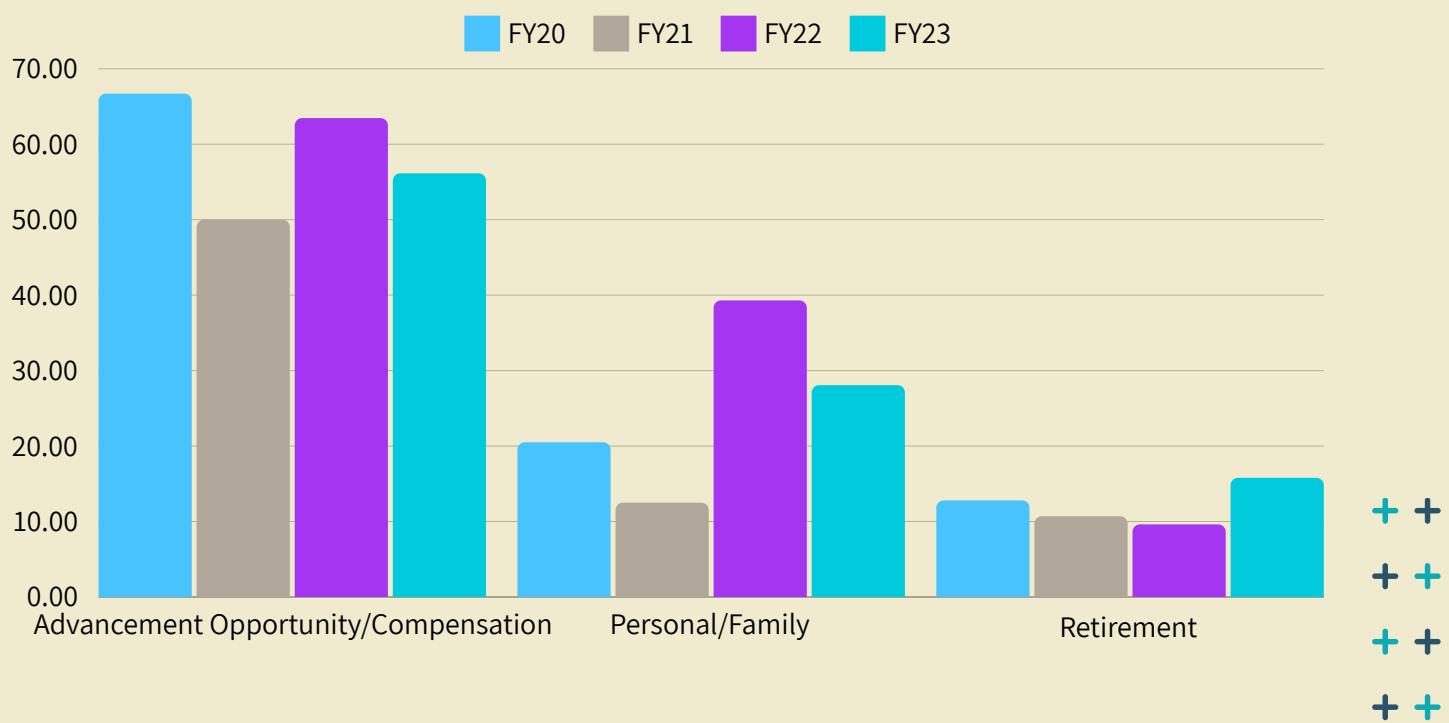


Separation Data

Separation by Department:



Separation Reason:



Recruitment & Onboarding



Hiring Source:

- CoNB Website: 45%
- Indeed: 28%
- Word of Mouth: 7%
- Other: 20%



Total Job Postings: 159

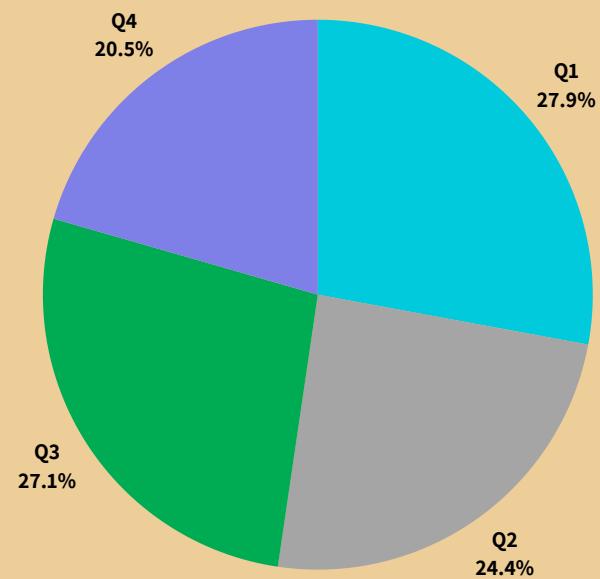
New Hires: 285

(not including seasonals)

New Hires by Quarter:

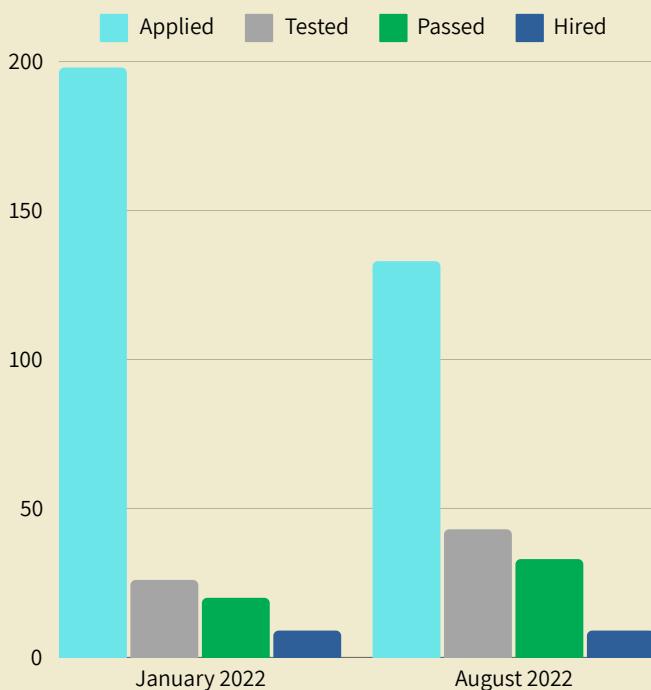


51 FT and PT/PTR team members hired this FY separated with an average tenure of 100 days or less



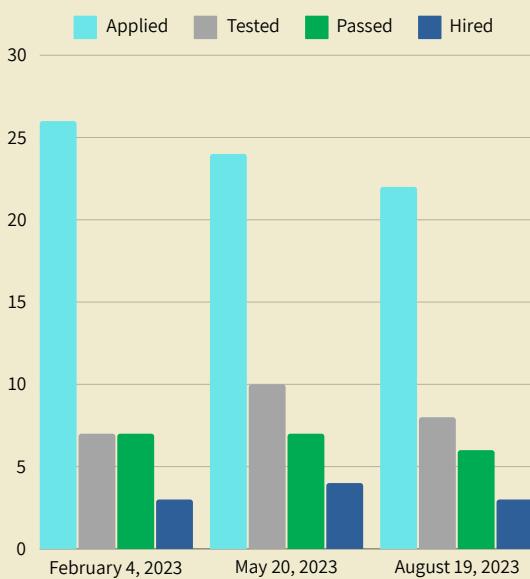
Police & Fire Testing

Firefighter Testing:

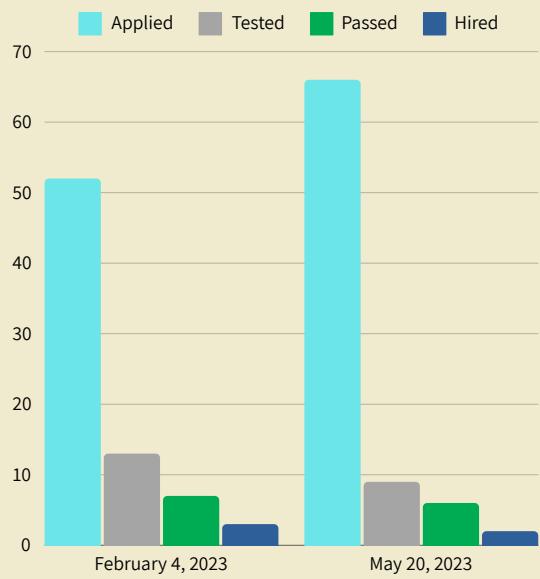


Police Testing:

Officer Certified:

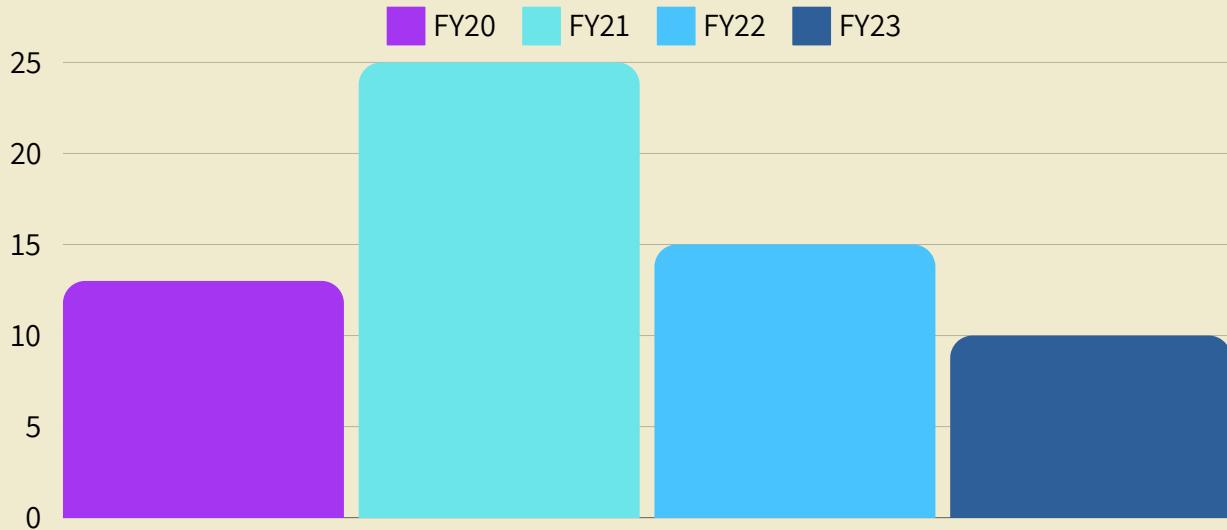


Officer Non-Certified:



Retirement

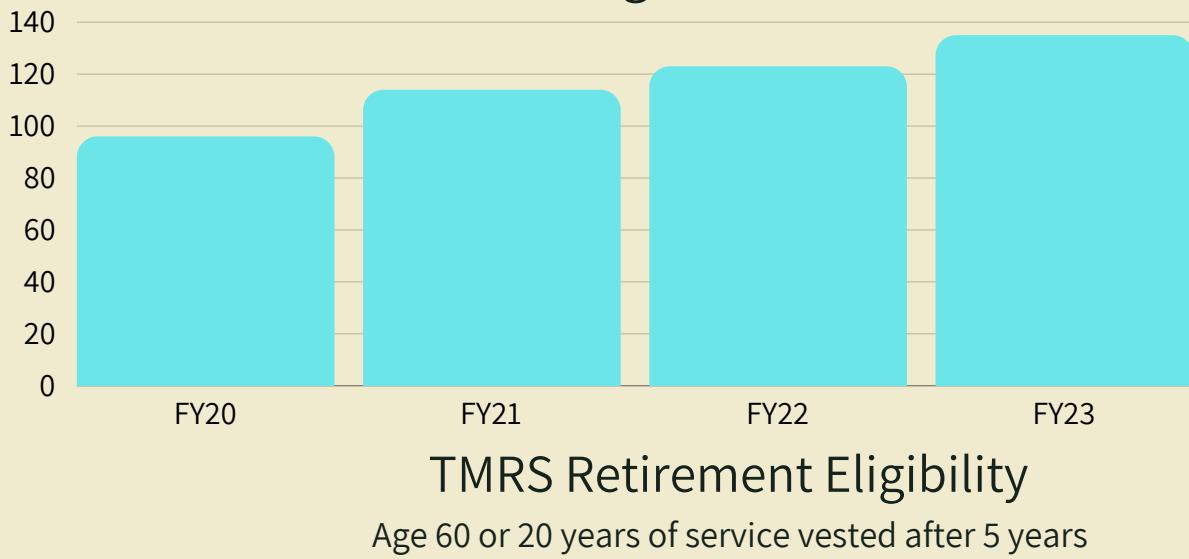
Team Member Retirements:



57
Average
Retirement Age

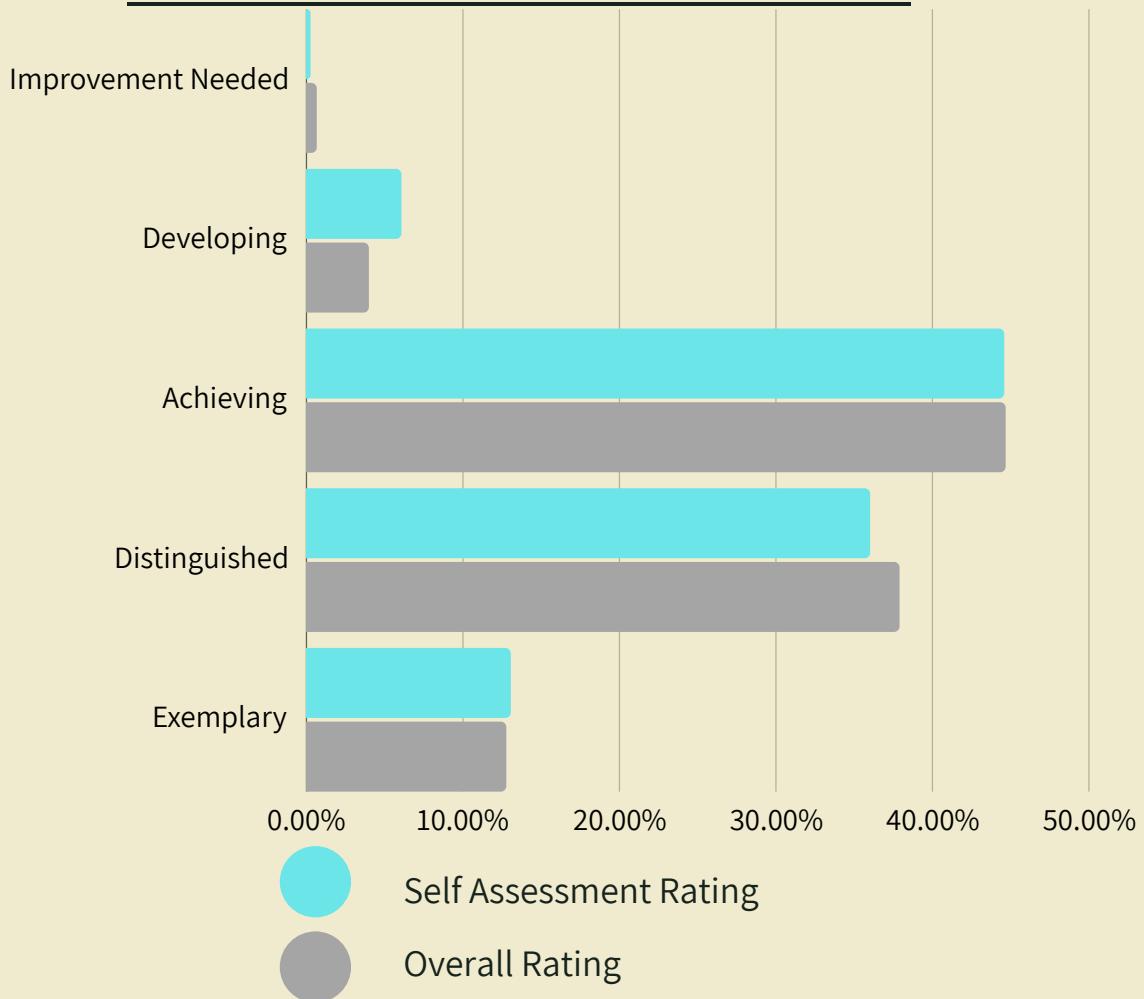


Team Members Eligible to Retire:



Development Data

October 1, 2021 - September 30, 2022
Performance Evaluation Review Period:

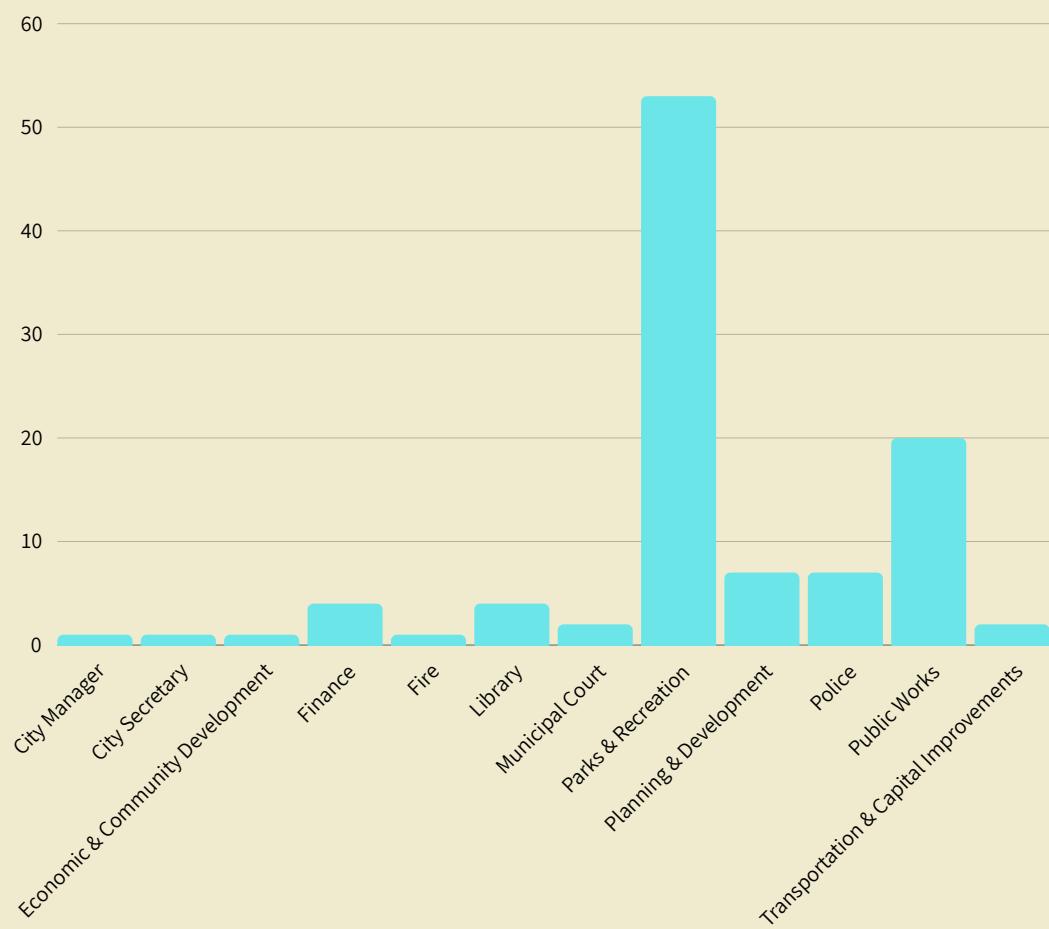


The City's Performance Management Philosophy is to grow and develop all employees at all levels, continually cultivating the human potential to achieve shared success. The philosophy also includes the belief that every City employee is a leader, regardless of their position title. This philosophy requires shared responsibility and involvement from every team member and their supervisor/manager/director.

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Advancement Opportunity

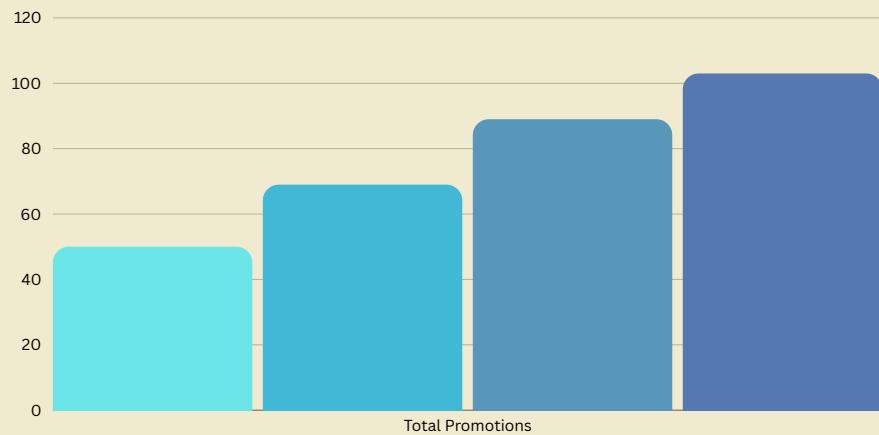
Team Member Promotions:



38
PT/PTR

65
Full-Time

Team Member Promotions:



Learning & Development

Expanding Our Learning!

Several new online trainings were added to Thinkific the City's Online Training Library. This included:

- Open Enrollment
- 2023 NB VOICE How To Guide
- 2023 NB VOICE Supervisor Training
- R.I.S.E. for Supervisors: Performance Management, Purchasing, Budgeting, Safety, IT, Hiring Processes, and more!
- R.I.S.E. for Administrative Positions: Taking Initiative & Decision Making, Persuasion & Communication, Email Etiquette, Accounts Payable, and more!

43

Forty-three trainings were offered City-wide or to targeted groups. Topics included: active listening, Excel (all levels), delegation, coaching, managing change, inclusivity, PowerPoint, OneNote, performance management/feedback, harassment prevention, civility, and more! In total, all L&D programs had **1,147 attendees** throughout the year.



9

Nine sessions of the New Braunfels Leadership Academy developed **15 leaders** across the City. Five projects were completed: dress code update, certification pay update, OneSite update, local business spotlight, and the POISED Public Speaking Program.

8

The inaugural eight sessions of the LEAP (Leading Effectively & Achieving Progress) program kicked off in Summer 2023, developing **24 City leaders** in topics such as interpersonal relationships, building highly functional teams, community engagement, managing change, and more! The program will run twice annually.



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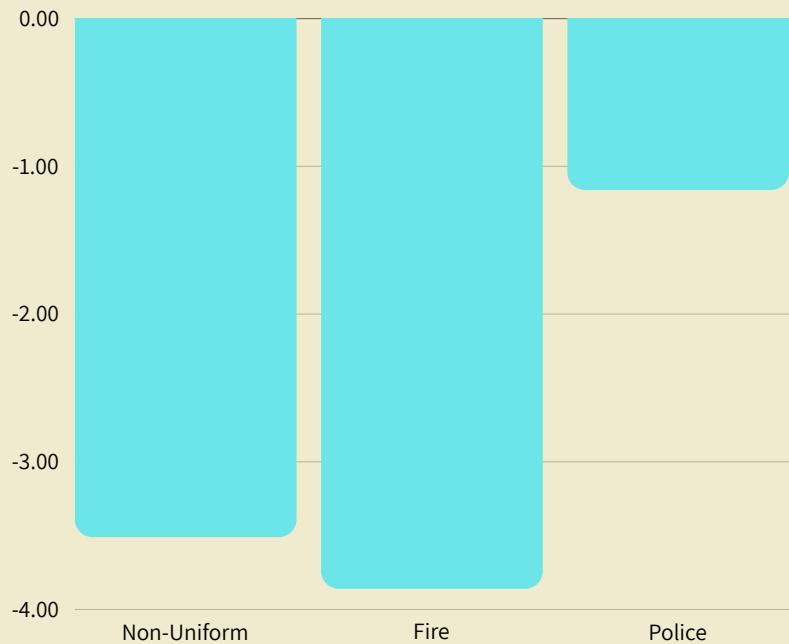
The inaugural Public Safety Servant Leadership Summit for Fire and Police leaders kicked off, developing **28 leaders** (half from each department). The program partnered with Strategic Government Resources (SGR) and covered topics of servant leadership, such as developing a heart set, mindset, and toolset of a first responder servant leader.



Compensation

FY2023 Market Study Results:

Percentage Behind Market



Total Funding for Compensation Adjustments:

\$3.7 million

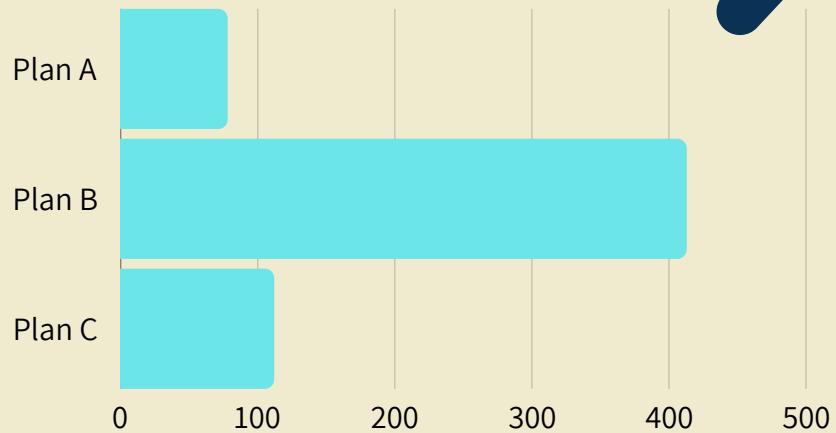
Compensation Summary:

- Non-Uniform team members received a Market Adjustment + 3% COLA (not to exceed 10%)
- Uniform team members received a Market Adjustment + 2.5% COLA + Annual Step Increase
- Police Officers working evening/night shifts will now receive a Shift Differential

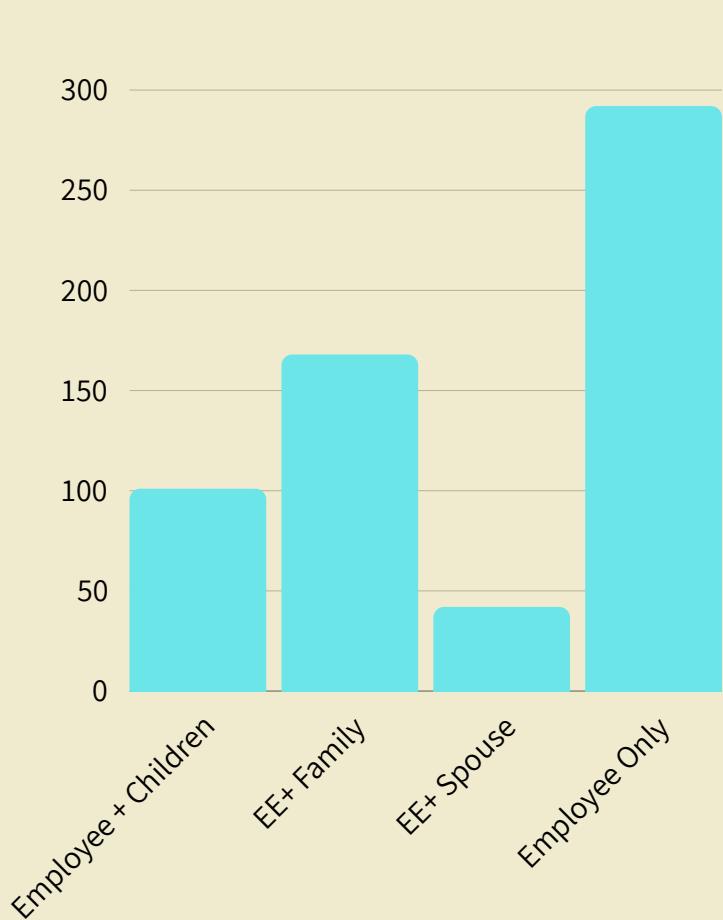
Average Adjustment History



Total Rewards



- Retiree Participation: 22 Retirees
- Deferred Compensation (457B): 226 team members
- FSA/HSA: 250 team members
- Tuition Reimbursement: 15 team members



Employee Assistance Program Engagement

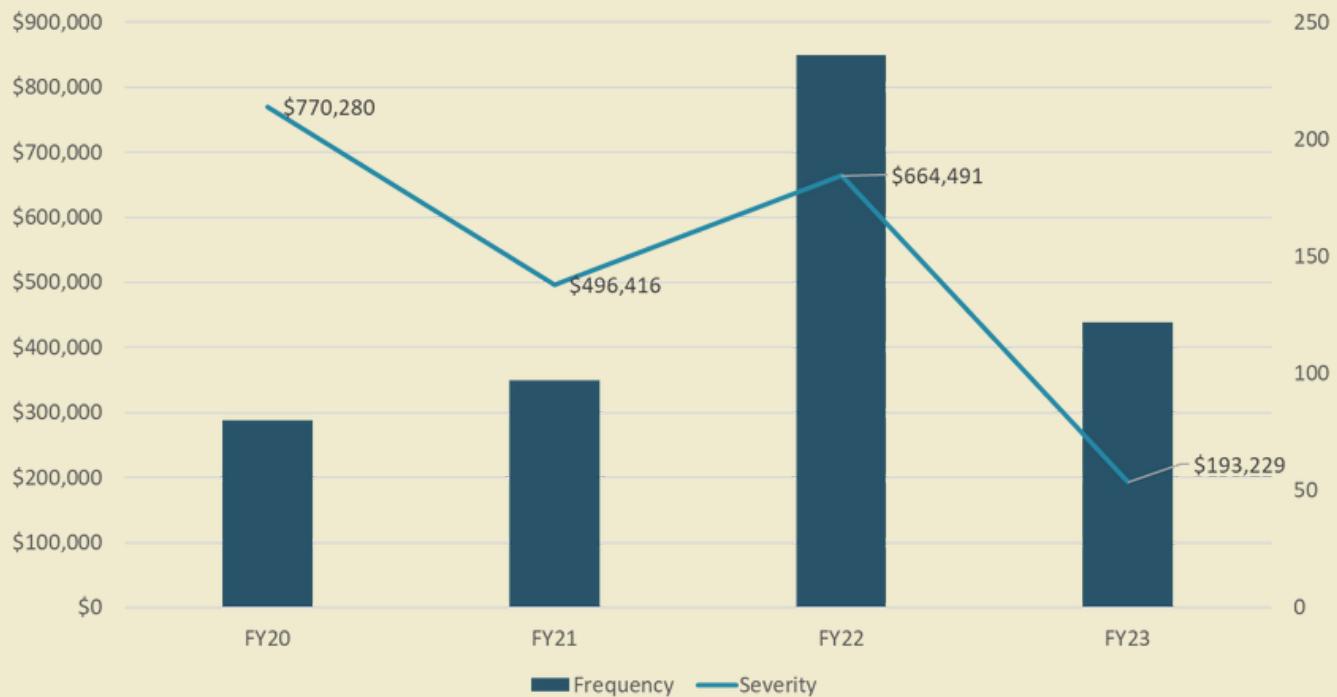
Top 5 Presenting Reasons	Prior	Current	Norm
Anxiety/Worry	20%	33%	26%
Depression	0%	25%	14%
Family Issues	0%	17%	7%
Marital / Primary Relationship	0%	13%	10%
Emotional	20%	4%	8%

Newest Policy Utilization:

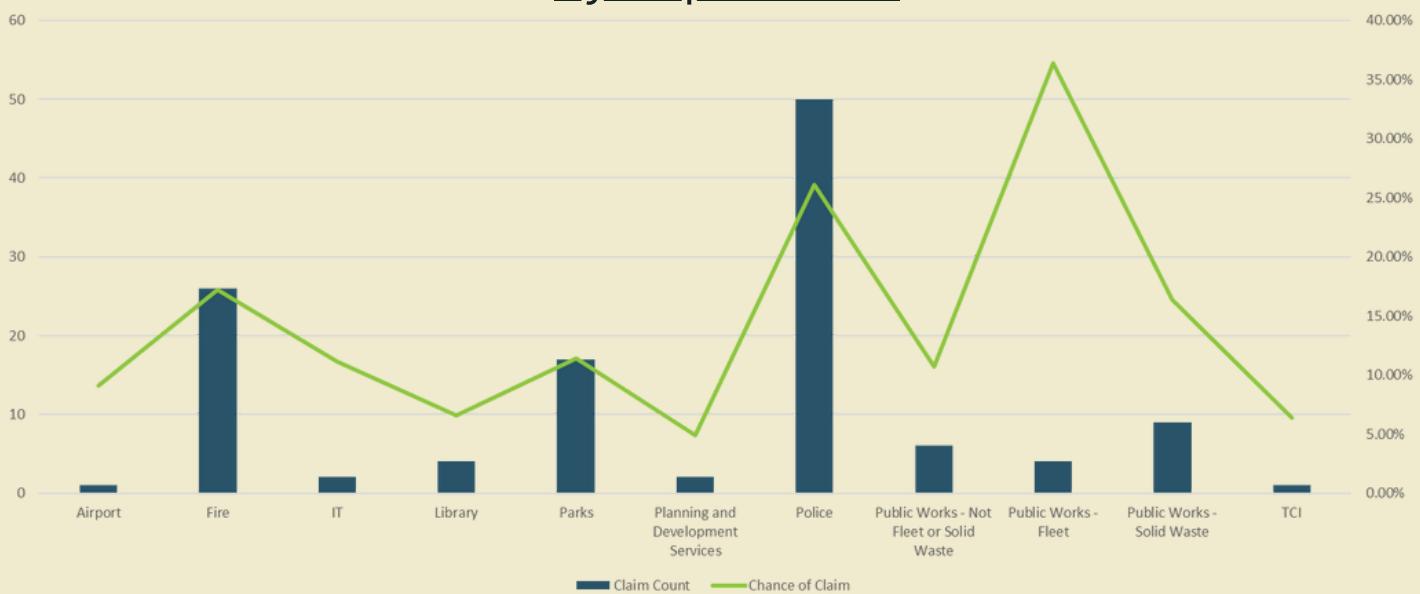
- VTO Used: 353.45 Hours
- Paid Parental Leave: 2,447 Hours Used

Workers Compensation

Workers Compensation Severity & Frequency by Fiscal Year



Workers Compensation Severity & Frequency by Department

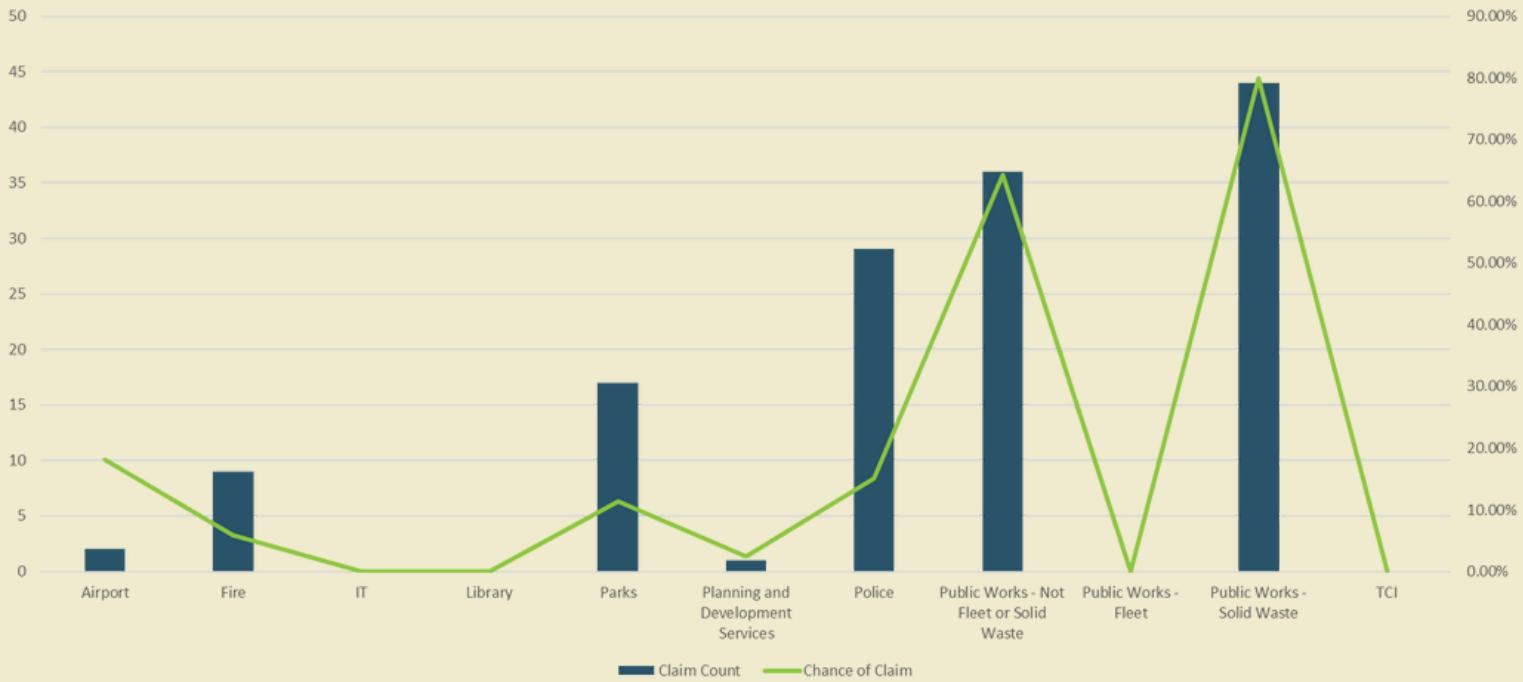


Property & Casualty

Property & Casualty Severity & Frequency by FY



Property & Casualty Severity & Frequency by Department



Key Themes

- Gen Z Separations doubled since last FY.
- The Gen Z team member population continues to increase within our organization.

- Team member promotions continue to increase. The continued focus on stratifications allows for more internal growth. 14 more team members were promoted this year over last FY.

- The total Full-Time separations decreased from 113 in FY22 to 97 in FY23.
- The Full-Time turnover rate decreased by 1.95% from last FY.



- Solid Waste Operator continues to be the position with the highest turnover rate.

- The Separation reason regarding compensation and lack of growth opportunities decreased by 5.36% since last FY.

- Full-Time average tenure decreased by 1 year (5.5 to 4.05) since last FY.

FY23 Accomplishments:

- Changed medical providers to BCBS, kept plan design and team member premiums the same. The change of medical provider resulted in credits to the organization of \$350,000.
- Consolidated team member voluntary benefit options to reduce carrier confusion.
- Updated Dental plan options to preferred provider networks to enhance team member benefits.
- Added an IRA option for team member retirement planning.
- Hosted 11 Wellness Seminars and 2 Wellness Challenges.
- Hosted free on-site hearing screenings.
- Coordinated the Health & Lifestyle Expo with 30 vendors.
- Facilitated the first Public Safety Servant Leadership Summit.
- Launched I-Spy internal team member recognition program.
- Facilitated the inaugural sessions of LEAP and NB Connect.
- Completed the 2nd biennial engagement survey.
- Completed the FY23 Market Study resulting in increases for all Full-time, Part-Time and Part-Time Regular team members.
- Facilitated online promotional testing for Fire & Police.
- Hosted 9 Defensive Driving courses.
- Hosted 2 Active Shooter & Stop the Bleed trainings.
- Created a safety incentive program for the Solid Waste division.
- Hosted or attended 11 Job Fairs/Hiring events – including hosting the 1st annual City-wide job fair.

Looking forward:

- Successfully host internal & external career skills workshops.
- Facilitate a Civil Service 101 Workshop for internal team members.
- Expand the Safety incentive program as well as maintain & educate team members on the safety section of our website.
- Host an opportunity for Hiring Managers to develop their recruitment and interview skills.
- Successfully begin ERP Implementation.
- Continue our focus on claim mitigation by providing resources, education, and innovative policy creation.
- Complete the file transfer from paper to electronic records.

Human Resources
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humanresources@newbraunfels.gov



CITY OF NEW BRAUNFELS

HUMAN RESOURCES



Parks & Recreation

- Maintenance Worker I → Equipment Operator I, II

Airport

- Airport Maintenance Technician I,II,III

Library

- Library Assistant I, II, III
- Technical Services Specialist I, II, III
- Youth Services Specialist I, II, III
- Librarian I, II, III

Finance

- Accounting Technician I, II
- Budget Analyst → Senior Budget Analyst



CAREER DEVELOPMENT

STRATIFICATION: GROWTH
OPPORTUNITIES FOR TEAM MEMBERS,
A VACANCY IS NOT REQUIRED FOR
PROMOTION

Public Works:

- Container Maintenance Worker I, II, III
- Maintenance Worker I → Equipment Operator I, II
- Refuse Collector I, II, III
- Solid Waste Operator I, II, III
- Welder/Fabricator I, II, III
- Fleet Technician I, II, III
- Traffic Signal Technician I,II

Various

- Administrative Associate → Assistant → Senior Assistant

Planning & Development Services

- Code Enforcement Officer I, II
- Health Specialist I, II

Human Resources

- HR Generalist → Senior HR Generalist

Parks & Recreation

- Kinder Care Attendant → Lead Kinder Care Attendant
- Guest Services Representative → Lead Guest Services Representative
- Foreman → Senior Foreman
- Assistant Guest Services Supervisor → Guest Services Supervisor
- Assistant Aquatics Supervisor → Aquatics Supervisor
- Assistant Athletic/Fitness Supervisor → Athletic/Fitness Supervisor
- Assistant Recreation Supervisor → Recreation Supervisor
- Assistant Golf Professional → Golf Professional
- Assistant Park Ranger Superintendent → Park Ranger Superintendent
- Assistant Recreation Center Manager → Recreation Center Manager

Municipal Court

- Deputy Court Clerk → Senior Deputy Court Clerk

Transportation & Capital Improvements

- Assistant Project Manager → Project Manager
- Graduate Engineer → Engineer → Assistant City Engineer

Civic Center

- Event Attendant → Lead Event Attendant



Public Works:

- Crew Leader → Foreman
- Lead SWO → Foreman
- Fleet Technician III → Lead Fleet Technician
- Construction Inspector → Senior Construction Inspector

Planning & Development Services

- Code Enforcement Officer II → Senior Code Enforcement Officer
- Building Inspector → Senior Building Inspector → Chief Building Inspector
- Health Specialist II → Senior Health Specialist
- Animal Rescue & Welfare Officer → Senior Animal Rescue & Welfare Officer
- Assistant Planner → Planner → Senior Planner
- Plans Examiner → Senior Plans Examiner

Police

- Records Clerk → Lead Records Clerk → Records Supervisor
- Emergency Dispatcher → Senior Emergency Dispatcher → 911 Center Supervisor

CAREER DEVELOPMENT

LEVELING: GROWTH OPPORTUNITIES FOR TEAM MEMBERS THAT REQUIRES A VACANCY OR RECLASSIFICATION

Leadership Continuum for Supervisors



New Hire Online Trainings

FMLA, Constitutional Carry, Ethics, Harassment, City Email, and Fire Alarm Safety
Must be completed within 30 days of hire or promotion to FT/PTR role.



R.I.S.E. for Supervisors Online Trainings

Budgeting, Purchasing, Travel Requests and Accounts Payable, IT, Hiring Processes & Employment Law, NB VOICE, Safety & Risk Management, Performance Management
Must be completed within 60 days of hire or promotion to supervisory role.

Recommended Program Sequence



Human Resources (HR)-Led Training Opportunities

The HR Team regularly hosts several trainings each month on a variety of topics (both technical skills and soft skills). These trainings are open to all team members and require advance registration. The latest training schedule can be found on the HR Linktree at <https://linktr.ee/NewBraunfelsHR>



L.E.A.P. Program for Supervisors

Training series for City leaders on topics such as interpersonal skills, leading effective teams, communication, managing change, and more.



Two sessions offered per year (Summer & Winter). Participants are chosen to participate by Department Directors and become eligible upon hire or promotion to a supervisory role.

*Goal is to complete within 2-3 years of beginning supervisory role.

By 2025, this will be a prerequisite for supervisors applying for NBLA.*

Public Safety Servant Leadership Summit

Training series for leaders in Fire & Police Departments to learn how to apply servant leadership practices in their daily roles.

One session offered per year. Participants are chosen to participate by Fire & Police Chiefs and become eligible upon hire or promotion to a supervisory role.

20-30 participants (half from each department) selected for each session.



New Braunfels Leadership Academy

Six-month leadership development program for all levels of City team members, focusing on internal leadership growth, teamwork, and a community project benefitting the City.

Preference given to those who have completed LEAP, the Public Safety Servant Leadership Summit, or equivalent departmental leadership opportunities for non-supervisory roles.

Approximately 15 participants chosen from applicant pool by CMO each year. Must be with the City for at least one year before acceptance.



Executive Leadership Development Opportunities

Leading, Educating, & Developing (LEAD) Program at the University of Virginia



LEAD is a dynamic and engaging one-week residential leadership development program designed for local government department heads, supervisors, and rising stars.

1-2 Directors and ADs chosen to participate each year.

Leadership New Braunfels



Leadership New Braunfels is an 8-month series of one-day sessions covering topics such as government, education, social needs, and leadership. It is facilitated by the New Braunfels Chamber of Commerce and requires support from City Management to participate.

Recommended Development Opportunities

NB Connect

NB Connect is a year-long program where participants rotate through each City department for 1:1 learning and connection with that department's daily tasks and operations. It is a great relationship-building opportunity.

12 participants are chosen by CMO each year. Applicants must be past their 6-month probationary period.

P.O.I.S.E.D. Public Speaking Program

P.O.I.S.E.D. is a public speaking professional development program and a closed Toastmasters chapter for the City of New Braunfels. Participants learn skills and techniques around presentation and public speaking skills.

Applications are accepted on a rolling basis and filled when vacancies occur. Must be approved by CMO to participate.

NB V.O.I.C.E. Committee

The NB V.O.I.C.E. Committee supports the performance evaluation process through continuous improvement and feedback.

Impact Committee

The Impact Committee serves as the voice of each department or division in the planning and executing of Impact Committee activities and functions, including employee appreciation events.

Insight Discovery Team

The Insight Discovery Team strives to make the City of New Braunfels an Employer of Choice through research and implementation of strategies to attract and retain team members.

A Program/Committee Interest Form is available on the HR Form Library on the OneSite. Complete the form to stay informed on vacancies.



Required for all Supervisors



Required for Uniform Supervisors



Assistant Directors & Directors Only

Leadership Continuum for Team Members

New Hire Online Trainings



FMLA, Constitutional Carry, Ethics, Harassment, City Email, and Fire Alarm Safety

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Departmental Leadership Opportunities

If interested in additional leadership opportunities, connect with your department's leaders to see if there are any internal leadership opportunities in your department. These internal opportunities, such as committees or project leads, can be a great way to apply learning.

New Braunfels Leadership Academy

Six-month leadership development program for all levels of City team members, focusing on internal leadership growth, teamwork, and a community project benefitting the City.

Preference given to those who have completed at least 2 HR-Led Trainings and/or departmental leadership opportunities in the year prior to applying for NBLA.

Approximately 15 Full-Time Team Members chosen from applicant pool by CMO each year. Must be with the City for at least one year before acceptance.

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Required for all Team Members

