



OUTAGAMIE COUNTY EXECUTIVE  
Thomas M. Nelson  
320 South Walnut St.  
Appleton, WI 54911  
920.832.1684  
thomas.nelson@outagamie.org

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March 26, 2024

To the Honorable Outagamie County Board of Supervisors

Ladies & Gentlemen:

Due to the sudden vacancy of the Outagamie County Human Resources Director position, extensive interviews of highly qualified candidates have taken place over the last several weeks. With the assistance of the County Board Vice Chair Dan Gabrielson, Leg/Audit and Human Resources Committee Chair Cathy Spears, Corporation Counsel Director Kyle Sargent, and Executive Operations Anne Van, it is with extreme pleasure that I nominate Valarie Wunderlich for appointment as Human Resources Director.

Valarie comes highly recommended by former President of Northeast Wisconsin Technical College (NWTC) Jeff Rafn and current President of NWTC Kristen Raney along with a wealth of experience. While Valarie has an impressive resume her passion for people, culture, diversity in hiring and being an employer of choice is paramount.

Please find supporting documents enclosed for your reference. Your support in confirming this appointment is appreciated. Thank you.



Sincerely,

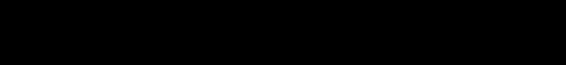
Thomas Nelson

**Outagamie County Application for Executive Appointment**

Name: Valarie Wunderlich

Address: 

Home Phone:  Work Phone: ( ) \_\_\_\_\_ Cell Phone: 

E-Mail Address: 

Would you like agendas and minutes emailed to you? Yes  No

Do you want your email address given to the general public? Yes  No

Present Employer/Position:

Previous Employer/Position: Northeast Wisconsin Technical College (NWTC)  
Vice President of Talent & Culture

Educational Background: Bachelors in Computer Science  
from Lakeland College

Present and Previous Public Service Involvement: (other commissions, committees and years of involvement) NWTC - 12 years 9 mos.

Comments:

Signature: Valarie Wunderlich

Date Submitted: 3/22/2024

**OUTAGAMIE COUNTY DISCLOSURE**  
**IN COMPLIANCE WITH RESOLUTION 46—1974 AND ORDINANCE C-2010-11**  
**AND CHAPTER 2, SECTION 2-424 – 2-426 OF THE OUTAGAMIE COUNTY**  
**CODE OF ORDINANCES**

The purpose of this Disclosure Statement is to make full disclosure of all potential or actual conflicts of interest. Conflicts of interest occur when the personal interests, financial or otherwise, of a person actually or potentially interfere with the person's professional obligations to and/or the best interests of Outagamie County.

NAME (LAST) <u>Wunderlich</u>	(FIRST) <u>Valarie</u>	(MIDDLE) <u>L</u>	DAYTIME TELEPHONE NUMBER [REDACTED]
MAILING ADDRESS STREET [REDACTED]	CITY [REDACTED]	STATE [REDACTED]	ZIP CODE [REDACTED]

POSITION OR CAPACITY WITH OUTAGAMIE COUNTY (now held or seeking):  
HR Director

PRINCIPAL EMPLOYER(S) NAME  
 ADDRESS

SOURCE OF INCOME IN EXCESS OF \$1,200 PER YEAR (List all sources or anticipated in excess of \$1,200/year). List any interest in any business, contract, lease or item of value, the nature and extent of such interest, holding or employment which may involve a conflict of interest or potential conflict or ethics problem in conducting county business.  
not applicable

I, Valarie Wunderlich currently serving or will be serving Outagamie County in the capacity of HR Director certify that I anticipate no income from any other source to be in conflict with the county ethics code nor do I have any holdings not disclosed which would be in conflict or a potential conflict of interest or violation of the Outagamie County Code of Ordinances, Chapter 2, Section 2-424 – Section 2-426, Resolution 46—1974 and Ordinance C-2010-11.

Valarie Wunderlich  
 Signature

Subscribed and sworn to before me this 22<sup>nd</sup> day of March, 2024.

Donley Chang  
 Notary Public  
 Commission Expires: 01/30/2026



# VALARIE L. WUNDERLICH



February 29, 2024

Dear Hiring Manager:

I am writing to express my strong interest in the Human Resources Director position at Outagamie County. With over two decades of diverse experiences spanning retail, paper, non-profit, higher education and printing industries, I bring a wealth of expertise in human resources leadership and strategic management.

## **Team Leadership:**

In my most recent role as Vice President of Talent & Culture at Northeast Wisconsin Technical College (NWTC), I have led the implementation of an Equity in Hiring strategy, creating a more inclusive recruitment onboarding process. My skills in planning, developing, organizing, implementing, directing, and evaluating the human resource function have contributed to the College's focus on attracting, retaining, and developing talent crucial for student success.

## **Employee Relations:**

My experience at NWTC as the Director of Total Rewards involved negotiating and implementing a comprehensive Wellness program, managing system enhancements for better user experiences, and researching and implementing retiree health changes. I have successfully worked with department heads, fostering a positive employee relations environment and contributing to the overall well-being of the workforce.

## **Strategic Planning:**

As part of my responsibilities, I continually assessed benefit programs and practices against comparable companies, industries and markets. I advised on the impact of long-range planning, ensuring alignment with organizational goals and compliance with industry trends and employment legislation.

## **Operational Management:**

Throughout my career, I have developed and maintained effective human resource information systems, managed regular reviews and administration of wage and salary programs, and created competitive policies and programs for the effective management of people resources. My role as Director of HR Operations at EAA involved managing benefits, employee relations, organizational development, HRIS, compensation, payroll and regulatory compliance.

My proven track record includes successful transitions of HR/payroll systems, negotiating with unions and third-party administrators, and implementing cost-effective benefit programs. I am skilled in developing and implementing policies and procedures, contributing to organizational compliance and effectiveness.

I am excited about the opportunity to bring my skills, experiences, and passion for HR leadership to Outagamie County. My commitment to ethical conduct, proactive approaches, and a customer-focused team mindset align with your organization's values.

Thank you for considering my application. I look forward to the opportunity to discuss how my extensive background can contribute to the success of Outagamie County.

Sincerely,

*Valarie L. Wunderlich*

# VALARIE L. WUNDERLICH

## BACKGROUND SUMMARY

**HUMAN RESOURCES LEADER** with over twenty years' of diverse experiences spanning retail, paper, non-profit, higher education, and printing industries. Recognized for ethical conduct, proactive approach, and customer-focused team mindset. A collaborative team player with exceptional communication, conflict resolution and mentoring abilities.

Demonstrated experience in:

- Benefits/Wellness
- Recruiting
- Organization Development
- Compensation
- Employee Relations
- HRIS
- Payroll
- Policies & Procedures
- ERISA/FMLA/HIPAA/PPACA

## EMPLOYMENT HISTORY

**Northeast Wisconsin Technical College (NWTC), Green Bay, WI** **May, 2011 to February, 2024**  
Secondary educational institution with 675 benefit eligible employees and approximately 1000 part-time staff and faculty. NWTC serves 42,000 students annually offering close to 200 diploma and certificate programs.

### **Vice President, Talent & Culture (October, 2022 to February, 2024)**

Provide inspirational leadership to drive the College's focus on attracting, retaining, developing, and strategically allocating talent crucial for the success of all students at the College. Champion a vision for inclusive culture, fostering a holistic perspective of employees.

- Led the implementation of an Equity in Hiring strategy to create an inclusive recruitment and onboarding process which has increased diversity amongst staff and faculty.
- Managed the implementation team converting HR systems from PeopleSoft to Workday HCM over a 1-year period creating process efficiencies and ensuring data integrity throughout the process.
- Collaborate with executive and senior leadership on organizational development initiatives providing crucial support during budget planning processes.

### **Director, Total Rewards (May, 2011 to October, 2022)**

Responsible for strategic direction and management of the benefit, wellness, and compensation programs. Provided oversight of HR systems and payroll. Served as Title IX Deputy Coordinator.

- Transformed the compensation structure from a points-based system to a market-based compensation structure while maintaining consistent above average cultural survey scores.
- Collaborated with Dean of Corporate Training to create a bonus program for Sales Consultants based on sales and margin targets.
- Completed several Request for Proposal (RFP) processes, one of which was for Pharmacy Benefit Manager (PBM) which reduced overall pharmacy expenses to the College by \$300,000 in the first year.
- Negotiated, communicated, and implemented a comprehensive Wellness program including a well-rounded on-site clinic while experiencing no increases to our health plan rates for 7 years and no significant plan design changes during that time. Also provided Premium Holidays each of the 7 years with no increase.
- Created a culture of Health & Wellness, with an improved overall health of our population by 2.7 points with an average score of 84.1 which is 7.7 points higher than the national average.
- Managed several system enhancements creating a better user experience and efficiencies within the Total Rewards department.
- Researched and implemented retiree health changes lowering the OPEB liability by 14% while maintaining the same dollar value benefit for future retirees.
- Created and implemented a well-rounded recognition program incorporating College values with an average of 1,250 employee to employee recognitions and 150 leader to employee recognitions per month.

**EAA, Oshkosh, WI** **February, 2007 to May, 2011**  
Non-profit aviation enthusiast organization with 225 year-round employees and over 165,000 members world-wide.

**Director of HR Operations**

Responsible for managing benefits, employee relations, organizational development, HRIS, compensation, payroll and regulatory compliance; also involved with recruiting.

- Designed, developed and implemented all benefit programs ensuring EAA is offering a competitive package. Since 2007 have re-negotiated contracts, changed appropriate vendors, implemented benefit changes and introduced a comprehensive wellness program reducing overall company expenses for the health plan by 18% without increasing employee expenses.
- Led Wellness Committee to educate and encourage our employees and their family members to lead a healthy lifestyle with the goal of lowering healthcare costs and reducing absenteeism and presenteeism.
- Wrote, implemented and educated employees on policies, procedures and programs through all employee meetings, written communications, training seminars and education fairs.
- Researched and updated all HR documents and policies to ensure EAA is in compliance.
- Strategic partner with Executive team and Directors to develop short and long-term structure, retention and succession goals.
- Counseled leaders and employees on employee relations issues.
- Partnered with management in development of complete and accurate job descriptions.
- Market priced positions and complete salary surveys to ensure internal/external pay equity.
- Updated HRIS system; create custom reports and metrics; and audit system for accuracy to streamline processes.
- Implemented and managed performance review plan.

**SHOPKO STORES, Green Bay, WI**

**January, 2002 to February, 2007**

Retail organization with over 26,000 employees located in 26 states and annual sales exceeding \$3 billion.

**Benefits Manager**

Manage benefit programs, data entry/audit functions and the HR Connect Call Center which researches and/or answers questions regarding Benefits, Compensation, Payroll, Human Resources Policies/Compliance and Employment Verifications.

- Researched and recommended benefit program design changes to senior management.
- Analyzed, created, implemented and communicated company benefit programs, policies, processes and procedures.
- Implemented Third Party Administrator changes including the Request for Proposal (RFP) process and negotiating with potential vendors.
- Counseled management on benefit programs, policies and legislation.
- Led Retirement Committee and Claim Appeal Committee meetings.
- Trained, mentored, and managed a department consisting of 12 employees in the following areas: Benefits team, HR Connect Call Center team and Data Entry/audit team.
- Audited HRIS systems to ensure accuracy and compliance.
- Educated employees on benefit programs through written and oral communications such as New Hire Orientations, Educational Presentations, Newsletter articles and payroll stuffers.

**RR DONNELLEY (f/k/a Banta Corporation), Menasha, WI**

**January, 2000 to August, 2001**

International market leader in printing, supply-chain management and healthcare products with over 7,000 employees and annual sales exceeding \$1 billion.

**Employee Relations/HRIS**

Responsible for employee relations, salaried recruitment, FMLA, Worker's Compensation, Affirmative Action, HRIS, various federal compliance reports, company sponsored special events and compensation.

- Graded positions and researched/implemented salary surveys ensuring internal/external pay equity for US and Ireland locations.
- Managed executive compensation program.
- Recruited for director level positions and below for the corporate office.



- Facilitated policy development and HRIS training for multiple Banta companies ensuring corporate-wide accuracy, credible policies and tracking systems.
- Crafted process ensuring timely, accurate and descriptive, competency-based job descriptions.
- Coached management and employees through employee relations issues.
- Migrated multiple HR systems to a common HRIS system.

**GEORGIA-PACIFIC /SCA** (f/k/a Wisconsin Tissue), Menasha, WI **July, 1996 to April, 2000**  
Multi-million dollar paper company manufacturing tissue products for the away-from-home market in North America.

**Human Resources Specialist**

Responsible for benefit/compensation administration, HR/Payroll conversions and Information Technology recruitment. Key institutional team member that transitioned Wisconsin Tissue to Georgia-Pacific.

- Compiled severance materials, due diligence data, pension and benefit information ensuring a smooth transition throughout the Wisconsin Tissue acquisition.
- Transitioned HR/payroll systems with 100% accuracy.
- Received “Key Employee” retention bonus.

**Compensation and Benefits Administrator**

Responsible for administration and analysis of plan design, renewals and compliance for all benefit plans including medical, dental, life, STD/LTD, 401(k) and pension for both unionized and non-unionized facilities.

- Managed enhanced retirement programs for union and salaried employees, reducing long-term FTE costs.
- Developed company best practices and policy improvements ensuring consistent company standards.
- Received several performance awards.
- Assisted with the Affirmative Action plan development.
- Partnered with Information Systems creating the Human Resources intranet page enhancing employee communication.

**EDUCATION**

**B.S.** Computer Science, Minor Business Administration, Lakeland College, Sheboygan, Wisconsin  
MBA Candidate, Lakeland College, Sheboygan, Wisconsin (8 classes remaining)

**VOLUNTEER / BOARD PARTICIPATION**

Jackie Nitschke Center - Board Member, Executive Committee Member since 2013  
District Mutual Insurance – Board Member and Treasurer since 2021  
National Cooperative Rx – Board Member (2015-2021)

**PROFESSIONAL DEVELOPMENT**

Employment Law for Wisconsin Employers • The Total Employment Interview • FMLA  
Negotiating for the Non-Negotiator • Team Building Train-the-Trainer • CPR & Medical Response Training  
Sexual Harassment Train-the-Trainer • Behavioral Management • Foundations of Leadership  
Organization Development Certified Professional - ODCP (currently attending)

**COMPUTER TRAINING**

- |                                |              |                |
|--------------------------------|--------------|----------------|
| • MS Office Suite              | • Workday    | • Visual Basic |
| • PeopleSoft                   | • Ceridian   | • C++          |
| • Advanced Query-Writing Tools | • JD Edwards | • COBOL        |
| • Greentree                    | • SAP        | • Visio        |



HUMAN RESOURCES DEPARTMENT  
320 SOUTH WALNUT STREET, APPLETON WI 54911  
PHONE (920) 832-1668 FAX (920) 832-1534  
[HRMail@outagamie.org](mailto:HRMail@outagamie.org)

3/22/2024

Valarie Wunderlich

Dear Valarie,

Congratulations on your selection for a full-time Human Resources Director position at Outagamie County in Human Resources . We are pleased to have you joining our staff and hope you are equally excited about this opportunity. Please review ALL of the following:

This job is contingent upon successful completion of the following marked items:

- POPE SCREEN
- BACKGROUND CHECK
- PRE-EMPLOYMENT DRUG TEST
- BID-CAREGIVER CHECK
- FINGERPRINTING
- DEPARTMENT OF TRANSPORTATION BACKGROUND CHECK
- SHERIFF PRE-EMPLOYMENT TESTING
- BOARD OF SUPERVIORS APPROVAL OF COUNTY EXECUTIVE APPOINTMENT

- **WAGE:** We are pleased to confirm the verbal offer of \$65.48 per hour (2024 base pay). Within our 2024 Exempt Compensation Wage Schedule you will be Grade 190, Step 6. Direct Deposit of employee payroll is required for all new employees. The account may be at any financial institution in the United States.
  - You are paid BI-Weekly
- **HIRE DATE:** Monday, April 08, 2024
- **ORIENTATION INFORMATION:** Please report on Monday, April 8, 2024 in the Meeting Room #1 on the 3rd Floor at [320 S Walnut St, Appleton, WI 54911] at **8:00 AM until approximately 11:00 AM.**
  - Please plan to arrive early.
  - Parking is available in the large lot in front of the County Administration building.
  - All visitors must enter through the secured entrance and proceed through security so please allow extra time. Follow the signs to New Hire Orientation in the County Administration Building.

Documentation that establishes both your identity and your eligibility to work in the United States in order to complete the required I-9 Form are attached to the offer. Please see the attached document.

After orientation, please report to the Human Resources Department

- **BENEFITS:** You are Full-Time Benefit Eligible
  - Benefits that may be available are: Health, Dental, Vision, and Retirement. Employee may be eligible for other benefits. Health, Dental, Vision starts the first of the month following one full month of employment.
- **VACATION:** You will be receiving 3 weeks of vacation upon hire.

- **ONBOARDING:** You should have received an email invite to our Onboarding Platform to assist you in completing the required pre-employment documents electronically. **These documents must be completed by April 1, 2024** through the NEOGOV Onboarding website or your start date may be delayed. Please begin working on this as soon as possible.

Pursuant to Wisconsin Law, Employees that will be working 1200 hours annually or more will be considered a participating employee for the Wisconsin Retirement System. This will become effective immediately upon hire. The 2024 Employee required pre-tax contribution rate for general employees is 6.9% per paycheck.

Your employment with Outagamie County is at will. This means your employment is for an indefinite period of time and it is subject to termination by you or Outagamie County with or without cause, with or without notice, and at any time. Nothing in this policy or any other policy of Outagamie County shall be interpreted to be in conflict with or to eliminate or modify in any way, the at-will employment status of Outagamie County employees.

I have read and accept the above offer. I agree and understand that I have been provided a copy of the Outagamie County Employee Handbook. It is my responsibility to review the handbook and adhere to the policies and procedures of Outagamie County.

Please sign and return a copy of this offer letter to Anne Van-Executive Operations and Public Relations by Sunday, March 24, 2024.

I hope that your employment with us will be a long and rewarding one that will be of mutual benefit to both you and Outagamie County.



Valarie Wunderlich



Date

Sincerely,

Anne Van

Anne Van  
Executive Operations

Enclosures:      Neogov Onboarding Tips and Tricks  
                         1-9 Acceptable Documents  
                         Employee Handbook  
                         2024 Benefits (documents)

cc:

**OUTAGAMIE COUNTY VALUES:**

**INVESTED IN SERVING - BETTER TOGETHER - CREATE PROGRESS - SUPPORT THROUGH COMPASSION**