

Sauk County, Wisconsin
Personnel Department (Human Resources) Annual Report

Mission 2018: To lead Sauk County government's innovative human resource system by recruiting and retaining a talented, diverse workforce to ensure excellent service to the employees, and other members served. As well as to provide human resources related guidance, services and consultation to all departments.

The Personnel Department as directed by the Sauk County Board of Supervisors, will advocate for the fair and equitable treatment of employees and applicants through adherence to employment-related laws, statutes, policies and procedures pertaining to the administration of Sauk County.

Departmental Program Summary and Highlights:

The responsibilities of the Personnel Department include the following programmatic areas:

Benefits Administration: Manages the health insurance plan, all voluntary benefits, Section 125 Administration (flexible spending), Consolidated Omnibus Budget Reconciliation Act (COBRA), Family Medical Leave Act (FMLA), Health Insurance Portability and Accountability Act (HIPAA), life insurance, unemployment, maintenance of benefits related plan documents, medical files, and Employee Assistance Program (EAP).

General Personnel Operations: Provides general guidance in all areas of human resource management including policy development, disciplinary matters, classification and compensation, Fair Labor Standards Act (FLSA) compliance, employee relations and counseling, personnel records/file maintenance, investigations, performance management system, employee wellness, and other areas of employment related regulatory compliance.

Recruitment and Selection: Coordinates the recruitment and selection process for most positions. This includes advertisements for employment, offer letters, employment testing, administers background/pre-employment checks/verifications and position description creation and maintenance.

Employee and Labor Relations: Negotiations of labor agreements with existing collective bargaining units, provides interpretation and preparation of collective bargaining agreements, investigation and resolution of employee grievances, and general resources for employees.

Employee Safety and Risk Management: Mitigation of risk through effective safety education and training, risk management consultation and claims administration including workers compensation, property and liability insurances.

Training and Development: Develops and conducts relevant training for employee development. This also includes the areas of new employee orientation and onboarding.

Highlights for 2018:

The Personnel Department continues to realign duties and cross train staff in all functional areas. Specific efforts have been made regarding the transformation from a traditional human resources department to an internal strategic business partner.

Other notable activities for 2018 as follows:

A new health insurance provider, Quartz was implemented for 2018. This was the first year of a new multi-year contract with the health insurance carrier. Health insurance premiums were maintained at a reasonable level of 5.77% in 2018, far below the statewide and national average increase of 10%. Plan design changes were implemented as a cost containment mechanism, with the addition of deductibles for single and family coverage. Various components of the Affordable Care Act (ACA), including reporting requirements, are static for 2018.

However, uncertainty remains with the additional reporting aspects of the ACA and potential impact for large employers.

The Employee Health/Wellness Fair was continued for 2018, with an overwhelmingly positive response and increased employee participation. Wellness programming was also expanded to include additional voluntary biometric screenings, several wellness challenges, lunch and learns, and training for employees. An internal wellness team was developed, comprised of members of several departments to garner additional interest and focus on program development. There continue to be additional focus on employee wellness programming in forthcoming years.

Employee requests for FMLA continued to increase into 2018. The number of requests generated greater amounts of documentation and coordination with other benefits, as well as additional compliance and other legal complexities. FMLA certifications and claims processing continues to be outsourced to a third party vendor, significantly reducing affiliated legal liabilities. However, the process still requires significant time for staff internally.

The Personnel Ordinance was comprehensively revised for the first time in a number of years. The Employee Handbook Policies and Procedures document was also revised to reflect a number of important changes. Several related reporting requirements generated additional compliance issues. More specifically, the bi-annual EEO-4 reporting, Civil Rights Compliance Reporting and the annual reporting of workers compensation claims, injuries, and illnesses. Reporting requirements at the federal level continues to be more complex and labor intensive.

The risk management and safety related responsibilities added to the department consist of risk management, safety, workers compensation and liability/property insurance. We continuously evaluate and develop policies and programs to ensure employees work in a safe environment and creation of a safety conscious culture. The services are intended to enhance a safe and healthy environment for our employees. We will continue to evaluate all programmatic areas for effectiveness into the following calendar year.

The number of recruitments continued to rise in comparison with prior years. The number of overall applicants for entry-level positions remained constant. However, applicants for professional level positions decreased. The changing economy and workforce composition prompted reevaluation of recruitment efforts and programs to measure effectiveness. This has been accomplished through reviewing avenues that allow for utilization of more services with less funding (electronic job postings, job line, on-line and web applications, etc.). We will evaluate compensation practices, retention and recruitment while remaining cognizant of the current fiscal situation

Employee grievances continue to decrease with the remaining unions, with no requests for grievance arbitration in 2018. There were also no general employee grievances for the calendar year. We continue to work on the development of improved internal employee relations processes and practices. As well as the focus on maintaining a productive and engaged workforce.

Additional projects included collaboration with internal and external resources to provide supervisory training including performance management, wellness, interview techniques, progressive discipline, FMLA administration, preventing workplace violence (active shooter) and other various safety related trainings. The performance appraisal process and new employee onboarding process was also revamped. Lastly, an internal policy was implemented with incorporation of the anonymous complaint system managed through a third party vendor.

2018 GOALS REVIEW

| OBJECTIVE | | WAS THIS OBJECTIVE REACHED IN 2018? | |
|---|---|---|---|
| | | Yes or No | |
| Maintain or reduce health insurance costs; goal of 10% or less for annual increase (national average). | | Yes – 5.77% | |
| Minimal or zero interest arbitration hearings. | | Yes | |
| Continue to restructure internal operations and WC/Safety/Risk | | Yes | |
| Personnel Ordinance and policy updates. | | Yes | |
| Comprehensive I-9 audit and internal audit. | | Yes | |
| Continued implementation and restructure of classification and compensation plan, position description updated. | | Yes | |
| Wellness related biometrics programming in conjunction with health insurance provider. | | Yes | |
| OUTPUT MEASURES | | | |
| DESCRIPTION | 2016 ACTUAL | 2017 ACTUAL | 2018 ACTUAL |
| Employee Assistance Program (EAP) Helpline Requests | 63 Helpline calls 17 assessments | 77 Helpline calls 16 assessments | 83 Helpline calls 16 assessments |
| Recruitment and Selection (combined HCC statistics beginning 2017) | 49 recruitments 2105 applications 28 postings | 86 recruitments 2180 applications 17 postings | 123 recruitments 2839 applicants 23 postings |
| Recruitment and Selection (Health Care Center) | 125 applications 41 recruitments | See notation above | |
| Benefits Administration (leave of absence coordination) | 355 applications 93 COBRA docs | 420 applications 156 COBRA docs | 388 applications 195 COBRA docs |
| New Employee Orientations | 73 | 60 | 74 |
| Health Insurance Enrollees (EE's) | 531 | 518 | 510 |
| Section 125 participants | 192 | 222 | 239 |
| Lighthouse utilization (new for 2018) | | | 4 |
| Labor Relations | 1 contract negotiation, 2 Step three hearings; 0 grievance arbitration hearings; 1 side letters | 1 contract negotiation, 0 Step three hearings; 0 grievance arbitration hearings; 0 side letters | 1 contract negotiation, 0 Step three hearings; 0 grievance arbitration hearings; 1 side letter (12 hour shifts) |
| Classification and Compensation* *Classification and Compensation Analysis completed in 2014-2015. | 625 performance appraisals 13 internal promotions 1 elim/create 9 reclass vacant position 6 reclass budget process 9 title changes 2 PPE created 2 positions created | 625 performance appraisals 11 internal promotions 1 elim/create 9 reclass vacant position 49 reclass budget process 10 positions created budget 1 positions create 1 LTE extension | 610 performance appraisals 9 internal promotions 8 reclass vacant position 20 reclass budget process 8 positions created budget 1 project positions created 5 LTE extension |
| Recordable Incident Rate (WC) | 1.69 | 4.5 | 4.58 |
| Lost Workday Cases (WC) | 5 | 2.5 | 11 |
| WC Claims Reported | 33 | 50 | 25 |
| Property/Liability Claims Reported | 9 | 7 | 21 |
| Overall Turnover and Retention Rate new for 2017 | | 17% Turnover 83% Retention | 18% Turnover 82% Retention |
| Trainings (Wellness, Safety, HR), new for 2017 | | 12 | 12 15 |
| Employee Onboarding Presentations (Admin, HR, MIS, ALICE, Safety)– new for 2017 | | 12 | 12 |

OUTCOME AND EFFICIENCY MEASURES

| DESCRIPTION | 2016 ACTUAL | 2017 ACTUAL | 2018 ACTUAL |
|---|------------------------|------------------------|------------------------|
| Labor Relations/Negotiations – Settle open contracts at a fair, equitable and reasonable level within fiscal constraints. | 2.00% (average) | 2.0% (average) | 2.25% (average) |
| Benefits Administration – Annual health insurance premium increase. | 3.0% | 2.0% | 5.77% |
| Continued implementation of on-line application systems and processes. | 75% | 100% | 100% |
| Change in Section 125 Administration, resulting in significant savings. | \$7500 | \$9000 | \$9000 |
| Wellness/Biometric/HRA Completion (screening currently not part of health insurance plan for rates reduction)* | 73% | 73% | 25%* |