

# Sauk County, Wisconsin

## Personnel Department Annual Report

**2013 Mission:** To lead Sauk County government's innovative human resource system by recruiting and retaining a talented, diverse workforce to ensure the best service to the public. As well as provide human resources guidance 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:**

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

**Benefits Administration:** Administers health insurance plan, all voluntary benefits, Section 125 Administration, Consolidated Omnibus Budget Reconciliation Act (COBRA), Family Medical Leave Act (FMLA), Health Insurance Portability and Accountability Act (HIPAA), life insurance, unemployment, maintain benefits plan documents, medical files, employee wellness and new employee orientations.

**General Personnel Administration:** Provides general guidance in the area of human resource management including personnel policy development, disciplinary matters, classification and compensation, Fair Labor Standards Act (FLSA) compliance, personnel records/files, investigations, performance appraisal system, Americans with Disabilities Act (ADA) employment compliance, Equal Employment Opportunity (EEO)/Affirmative Action (AA)/Civil Rights compliance, Employee Assistance Plan (EAP), training and other employment related regulatory compliance

**Employee/Labor Relations:** Negotiation of labor agreements with existing collective bargaining units, provides interpretation and preparation of collective bargaining agreements, investigation /resolution of employee grievances and general employee relations.

**Recruitment and Selection:** Manages recruitment and selection process for represented and non-represented positions, advertisements for employment, offer letters, employment testing, administers background/pre-employment checks/verifications and position description creation and maintenance.

### **Changes / Accomplishments Achieved in 2013:**

The Personnel Department continues to realign duties and cross train staff in all functional areas. Specific efforts have also been made regarding the transformation from a traditional human resources department to an internal strategic business partner. Approximately five full time equivalents (FTE) have been eliminated from the budget since 2002.

In late summer we initiated the process to complete a classification and compensation analysis for most employee groups (managerial, professional, technical, administrative, clerical and general). The goal of the analysis is to update the current classification and compensation system, in conjunction with the performance appraisal system. Once adopted by the County Board, it is anticipated the new plan will be implemented gradually until employees are moved to one compensation system.

Health insurance premiums, a significant expense for the County, increased by 3.69% in 2013, far below the statewide and national average increase of 10%. Employee health insurance contributions were increased beginning in 2012 for most groups. Plan design changes including increases in copays for pharmaceuticals and emergency room visits were implemented. Several components of the Affordable Care Act (ACA) were implemented in 2013. However, uncertainty remains with the additional implementation aspects of the ACA and the potential impact for large employers.

The transition was made to a new voluntary short term disability provider and Section 125 administrator, providing employees with expanded policy options. The Employee Health/Wellness Fair was continued in 2013, with an overwhelmingly positive response. Continued focus on employee wellness programming will be forthcoming in future years.

The continuing pattern of increased employee FMLA and general leave of absence requests dramatically increased in 2013. 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 processing continues to be outsourced to a third party vendor, significantly reducing affiliated legal liabilities. However, the process continues to require a significant amount of staff time internally.

Recruitments increased significantly in comparison with prior years. The number of overall applicants for entry level positions remained constant. The changing economy and workforce composition prompted the Personnel Department to reevaluate its efforts and programs to measure their effectiveness. This has been accomplished through reviewing avenues that allow for utilization of more services with less funding (Internet job postings, job line, electronic applications, web applications, etc.). The transition was made in 2011 to a paperless employment application environment. We will continue to evaluate compensation practices, retention and recruitment while remaining cognizant of the current fiscal situation.

There continues to be challenges with regard to the collective bargaining process and affiliated implications as a result of the Budget Repair Bill. Four of the six collective bargaining agreements were settled through December 31, 2013. One group decertified, while another unit retained interest arbitration rights. The County will continue to be fiscally responsible, keeping in mind future economic conditions, while being fair and equitable to employees. Consequently, we expect significant challenges in future budget years with regard to employee compensation/benefit issues.

Overall, there was a decrease in the number of represented employee grievances in 2013, with two proceeding to grievance arbitration. We continue to develop internal employee relations. As a result there were no non-represented employee grievances in 2013. We continue to monitor and address any employee relations issues as related to the Budget Repair Bill. Additional focus will need to be placed on maintaining a productive and engaged workforce.

Additional projects included collaboration with third party individuals to provide supervisory training including progressive discipline, FMLA administration, preventing workplace violence (active shooter) and alcohol/drug reasonable suspicion. A quarterly new employee orientation program was developed in conjunction with the Safety/Risk Manager.

### 2013 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2013?
	Yes or No (If no, please provide comment)
Maintain or reduce health insurance costs; goal of 11% or less for annual increase (national average).	Yes – 3.69%
Minimal or zero interest arbitration hearings.	Yes
Continue to restructure department.	Yes
Personnel Ordinance and policy updates.	Yes
Comprehensive I-9 audit and file audit.	Yes
Continued to monitor and address policy related issues pertinent to Budget Repair Bill.	Yes

<b>OUTPUT MEASURES</b>			
<b>DESCRIPTION</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 ACTUAL</b>
Employee Assistance Program (EAP) Helpline Requests	54 Helpline calls 20 assessments	56 Helpline calls 18 assessments	59 Helpline calls 20 assessments
Recruitment and Selection (General County)	899 applications 51 recruitments 54 postings	2120 applications 63 recruitments 54 postings	1731 applications 38 recruitments 26 postings
Recruitment and Selection (Health Care Center)	75 applications 6 recruitments 10 postings	68 applications 5 recruitments 7 postings	125 applications 41 recruitments 15 postings
Benefits Administration (leave of absence coordination)	327 applications 131 COBRA docs 45 claims denied	389 applications 115 COBRA docs 96 claims denied	394 applications 131 COBRA docs 87 claims denied
New Employee Orientations	41	23	26
Health Insurance Enrollees (Employees)	515	509	517
Section 125 participants	163	179	212
Labor Relations	3 Step three hearings; 2 grievance arbitration hearings; 2 side letters; 0 interest arbitration.	2 Step three hearings; 2 grievance arbitration hearings; 2 side letters; 1 interest arbitration.	2 Step three hearings; 0 grievance arbitration hearings; 1 side letters
Classification and Compensation	300 performance appraisals 8 position eliminations 1 project position created 2 reclassifications 2 LTE extensions 2 PPE extensions	290 performance appraisals 2 market adjustments 5 internal promotions 1 elim/create 4 LTE extensions 10 PPE created 3 PPE extensions	250 performance appraisals 8 market adjustments 5 internal promotions 3 elim/create 7 LTE extensions 4 PPE created 3 PPE extensions 5 internal promotions

**OUTCOME AND EFFICIENCY MEASURES**

<b>DESCRIPTION</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 ACTUAL</b>
Labor Relations/Negotiations – Settle open contracts at a fair, equitable and reasonable level within fiscal constraints.	2.00% (average)	2.00% (average)	2.00% (average)
Benefits Administration – Annual health insurance premium increase.	-7.0%	6.4%	3.69%
Continued implementation of on-line application systems and processes.	50%	75%	100%
Change in Section 125 Administration, resulting in significant savings for 2012.	\$9,450	\$7500	\$9000