

# Sauk County, Wisconsin

## Personnel Department Annual Report

**2012 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, 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

**Labor/Employee Relations:** Negotiations of agreements with five existing collective bargaining units, provides interpretation and preparation of collective bargaining agreements, investigation /resolution of union 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 2012:**

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.

Health insurance premiums, a significant expense for the County, increased by 6.4% in 2012, far below the statewide and national average increase of 10%. Employee health insurance contributions were increased beginning in 2012 for most groups. Additional plan design changes were negotiated into all collective bargaining agreements. Significant changes are anticipated for health insurance plans overall due to the Affordable Care Act (ACA).

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 2012, 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 2012. The number of requests generated an increased amount of documentation and

coordination with other benefits, as well as 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 also increased. 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.

The past year was unprecedented with regard to the collective bargaining process and changes to the law (Budget Repair Bill). Four of the six collective bargaining agreements were settled through December 31, 2013. One group decertified, while another retained interest arbitration rights. There was one interest arbitration hearing conducted in 2012. 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 2012, with two proceeding to grievance arbitration. There were no non-represented employee grievances in 2012. We will 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, ethics, FMLA administration and Sexual Harassment. A quarterly new employee orientation program was developed in conjunction with the Safety/Risk Manager.

### 2012 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2012?
	Yes or No (If no, please provide comment)
Maintain or reduce health insurance costs; goal of 10% or less for annual increase (national average).	Yes -6.4%
Minimal or zero interest arbitration hearings.	No - one interest arbitration hearing (Sworn Unit, Sheriff's Department)
Continue to restructure department.	Yes
Personnel Ordinance and policy updates.	Yes
Comprehensive I-9 audit.	Yes
Monitor and address policy related issues pertinent to Budget Repair Bill.	Yes

<b>OUTPUT MEASURES</b>			
<b>DESCRIPTION</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>
Employee Assistance Program (EAP) Helpline Requests	81	54 Helpline calls 20 assessments	56 Helpline calls 18 assessments
Recruitment and Selection (General County)	923 applications 31 recruitments 18 postings	899 applications 51 recruitments 54 postings	2120 applications 63 recruitments 54 postings
Recruitment and Selection (Health Care Center)	75 applications 6 recruitments 10 postings	68 applications 5 recruitments 7 postings	75 applications 10 recruitments 15 postings
Benefits Administration (leave of absence coordination)	286 applications 113 COBRA docs	327 applications 131 COBRA docs 45 claims denied	389 applications 115 COBRA docs 96 claims denied
New Employee Orientations	35	41	23
Health Insurance Enrollees (Employees)	569	515	509
Section 125 participants	67	163	179
Labor Relations	11 Step three hearings; 2 grievance arbitration hearings; 6 side letters; 0 interest arbitration.	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.
Classification and Compensation	315 performance appraisals 31.5 position eliminations 1 project position created 2 reclassifications 2 LTE extensions 2 PPE extensions	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

**OUTCOME AND EFFICIENCY MEASURES**

<b>DESCRIPTION</b>	<b>2010 ACTUAL</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>
Labor Relations/Negotiations – Settle open contracts at a fair, equitable and reasonable level within fiscal constraints.	2.25% (average)	2.00% (average)	2.00% (average)
Benefits Administration – Annual health insurance premium increase.	2.9%	-7.0%	6.4%
Change in Section 125 Administration, resulting in significant savings for 2012.	\$9,450	\$7500	\$9000