

# Sauk County, Wisconsin

## Personnel Department Annual Report

**2015 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, maintenance of benefits related 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 2015:**

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; staffing levels reviewed in 2015, additional FTE added for 2016.

Implementation continues with additional aspects of the Classification and Compensation Analysis for most employee groups (managerial, professional, technical, administrative, clerical and general). The County Board adopted the implementation method that moved employees within the respective structure that provided a wage increase. The goal of the analysis was to update the current classification and compensation system, in conjunction with the performance appraisal system.

We entered into a multi-year contract with a new health insurance carrier Group Health Cooperative (GHC) through 2017. Due to that transition, health insurance premiums were maintained at a reasonable level of -8.0% in 2015, far below the statewide and national average increase of 11%. Employee participation with the Health Risk Assessments (HRA) was incorporated into the overall plan design. All employee groups contribute 12% for health insurance premiums. Plan design changes including increases

in copays for pharmaceuticals and emergency room visits were implemented. Various components of the Affordable Care Act (ACA), including reporting requirements were implemented in 2015. However, some 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 2015, with an overwhelmingly positive response. Wellness programming was also expanded to include additional voluntary biometric screening and health risk assessments for employees. There will be continued focus on employee wellness programming will be forthcoming in future years.

Employee requests for FMLA and general leave of absence requests continued to increase in 2015. 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.

The number of recruitments increased 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 to a completely 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. One of the six union groups recertified, 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, the number of represented employee grievances continues to decrease, with zero requests for grievance arbitration. We continue to develop internal employee relations. As a result there were no also no non-represented employee grievances in 2015. 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.

### 2015 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2015?
	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 – -8.0%
Minimal or zero interest arbitration hearings.	Yes
Continue to restructure department.	Yes
Personnel Ordinance and policy updates.	Yes

## 2015 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2015?
	Yes or No (If no, please provide comment)
Comprehensive I-9 audit and file audit.	Yes
Continued implementation and restructure of classification/compensation issues, position descriptions.	Yes
Wellness related programming HRA (Health Risk Assessments) in conjunction with health insurance provider.	Yes

OUTPUT MEASURES			
DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL
Employee Assistance Program (EAP) Helpline Requests	59 Helpline calls 20 assessments	54 Helpline calls 18 assessments	64 Helpline calls 19 assessments
Recruitment and Selection (General County)	1731 applications 38 recruitments 26 postings	1473 applications 43 recruitments 19 postings	2149 applications 64 recruitments 7 postings
Recruitment and Selection (Health Care Center)	68 applications 5 recruitments 7 postings	125 applications 41 recruitments 15 postings	142 applications 14 recruitments 5 postings
Benefits Administration (leave of absence coordination)	394 applications 131 COBRA docs 87 claims denied	429 applications 95 COBRA docs 89 claims denied	419 applications 85 COBRA docs 83 claims denied
New Employee Orientations	26	29	41
Health Insurance Enrollees (Employees Only)	517	513	519
Section 125 participants	212	226	189
Labor Relations	2 Step three hearings; 2 grievance arbitration hearings; 2 side letters; 1 interest arbitration.	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
Classification and Compensation*  *Classification and Compensation Analysis completed in 2014-2015.	250 performance appraisals 8 market adjustments 5 internal promotions 3 elim/create 7 LTE extensions 4 PPE created 3 PPE extensions 5 internal promotions	600 performance appraisals 5 internal promotions 3 elim/create 7 LTE extensions 4 PPE created 3 PPE extensions 5 internal promotions	625 performance appraisals 16 internal promotions 2 elim/create 4 reclass vacant position 2 LTE extensions 2 PPE created 3 positions created

## OUTCOME AND EFFICIENCY MEASURES

DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL
Labor Relations/Negotiations – Settle open contracts at a fair, equitable and reasonable level within fiscal constraints.	2.00% (average)	2.00% (average)	1.25% (average)
Benefits Administration – Annual health insurance premium increase.	3.69	5.11%	-8.0%
Continued implementation of on-line application systems and processes.	50%	75%	100%
Change in Section 125 Administration, resulting in significant savings.	\$9,450	\$7500	\$9000
Wellness/Biometric/HRA Completion (new for 2015 plan year)	n/a	n/a	73%