

Sauk County, Wisconsin

Personnel Department Annual Report

2016 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 employees and members of the public. 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:

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

Benefits Administration: Manages all aspects of the 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, Employee Assistance Program (EAP) and the new employee onboarding process.

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, personnel records/file maintenance, investigations, performance management system, Americans with Disabilities Act (ADA) employment compliance, Equal Employment Opportunity (EEO)/Affirmative Action (AA)/Civil Rights compliance, training and other employment related regulatory compliance.

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

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 resources for employees.

Risk Management: Mitigation of risk through effective safety education and training, risk management consultation and claims administration (workers compensation, property and liability). This area is new for the department beginning August of 2016.

Changes / Accomplishments Achieved in 2016:

Overall, 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. Staffing levels reviewed in 2015 and an additional FTE was added for 2016.

Notable activities for 2016 as follows:

The risk management and safety related responsibilities were added to the department in August of 2016 due to the retirement of the EMBS Director. New areas of responsibility include risk management, safety, workers compensation and liability/property insurance. 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.

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 to be competitive with the market.

This is the second year of a multi-year contract with the health insurance carrier Group Health Cooperative (GHC) through 2017. Health insurance premiums were maintained at a reasonable level of 3.0% in 2016, far below the statewide and national average increase of 10%. Employee participation with the Biometric Screenings/Health Risk Assessments (HRA) was incorporated into the overall plan design. All employee groups continue to 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 2016. 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 2016. 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 continued to rise 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 (electronic job postings, job line, on-line and 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.

Employee grievances continue to decrease, with zero requests for grievance arbitration in 2016. We continue to develop internal employee relations and development. As a result, there were also no non-represented employee grievances in 2016. Continued focus will need to be placed on maintaining a productive and engaged workforce.

Additional projects included collaboration with internal and external resources to provide supervisory training including 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 revised.

2016 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2016?
	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 – 3.0%

2016 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2016?
	Yes or No (If no, please provide comment)
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 implementation and restructure of classification/compensation issues, position descriptions.	Yes
Wellness related programming HRA (Health Risk Assessments) in conjunction with health insurance provider.	Yes
Restructure of WC/Safety/Risk	No (partial completion in 2016)

OUTPUT MEASURES			
DESCRIPTION	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL
Employee Assistance Program (EAP) Helpline Requests	54 Helpline calls 18 assessments	64 Helpline calls 19 assessments	63 Helpline calls 17 assessments
Recruitment and Selection (General County)	1473 applications 43 recruitments 19 postings	2149 applications 64 recruitments 7 postings	2105 applications 49 recruitments 28 postings
Recruitment and Selection (Health Care Center)	68 applications 5 recruitments 7 postings	125 applications 41 recruitments 15 postings	145 applications 5 recruitments
Benefits Administration (leave of absence coordination)	429 applications 95 COBRA docs 89 claims denied	419 applications 85 COBRA docs 83 claims denied	355 applications 93 COBRA docs 50 claims denied
New Employee Orientations	29	41	73
Health Insurance Enrollees (Employees Only)	513	519	531
Section 125 participants	226	189	192
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.	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 2LTE extensions 2 PPE extensions 3 positions created	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 6 positions created budget

OUTCOME AND EFFICIENCY MEASURES

DESCRIPTION	2014 ACTUAL	2015 ACTUAL	2016 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.	5.11%	-8.0%	3.0%
Continued implementation of on-line application systems and processes.	50%	75%	100%

2016 GOALS REVIEW

OBJECTIVE		WAS THIS OBJECTIVE REACHED IN 2016?	
		Yes or No (If no, please provide comment)	
Change in Section 125 Administration, resulting in significant savings.	\$7500	\$9000	\$9000
Wellness/Biometric/HRA Completion (new for 2015 plan year)	n/a	73%	75%