

Sauk County, Wisconsin Personnel Department Annual Report

Mission 2017: 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 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, 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, employee relations and counseling, 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 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: Negotiation 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.

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. This was the first full year of programmatic responsibility for the department.

Highlights for 2017:

The Personnel Department continues efforts 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.

Notable activities for 2017 as follows:

The risk management and safety related responsibilities were added to the department beginning in August of 2016. 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, not by tenure. The current system will require annual evaluation to maintain competitiveness with the current market.

This was the final year of the multi-year contract with the health insurance carrier, Group Health Cooperative (GHC). Health insurance premiums were maintained at a reasonable level of 2.0% in 2017, far below the statewide and national average increase of 9%. Continued employee participation with the biometric screenings was incorporated into the overall plan design. 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, are static for 2017. However, uncertainty remains with the additional reporting aspects of the ACA and potential impact for large employers. We entered into a new contractual relationship with a new health insurance provider, Quartz for the years of 2018, 2019, and 2020.

The continued transition was made to a new Section 125 administrator, providing employees with expanded plan options. The Employee Health/Wellness Fair was continued in 2017, with an overwhelmingly positive response. Wellness programming was also expanded to include additional voluntary biometric screenings, wellness challenges, and training for employees. There will be additional focus on employee wellness programming in forthcoming years.

Employee requests for FMLA continued to increase into 2017. 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 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 2017. There were 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.

For calendar year 2017, we also had several reporting requirements that generated additional compliance issues. More specifically, the bi-annual EEO-4 reporting, Civil Rights Compliance Reporting and the yearly report of workers compensation claims of injuries and illnesses. Reporting requirements at the federal level continues to be more complex and labor intensive.

Additional projects included collaboration with internal and external resources to provide supervisory training including performance management, wellness, 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, internal employees policies were updated and the incorporation of the anonymous complaint system managed through a third party vendor.

2017 GOALS REVIEW

OBJECTIVE	WAS THIS OBJECTIVE REACHED IN 2017?		
	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 – 2.0%		
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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL
Employee Assistance Program (EAP) Helpline Requests	64 Helpline calls 19 assessments	63 Helpline calls 17 assessments	77 Helpline calls 16 assessments
Recruitment and Selection (combined HCC statistics beginning 2017)	64 recruitments 2149 applications 7 postings	49 recruitments 2105 applications 28 postings	86 recruitments 2180 applicants 17 postings
Recruitment and Selection (Health Care Center)	125 applications 41 recruitments	145 applications 5 recruitments	See above
Benefits Administration (leave of absence coordination)	419 applications 85 COBRA docs	355 applications 93 COBRA docs	420 applications 156 COBRA docs
New Employee Orientations	41	73	60
Health Insurance Enrollees	519	531	518
Section 125 participants	189	192	222
Records Requests (new for 2017)			20
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; 0 side letters
Classification and Compensation* *Classification and Compensation Analysis completed in 2014-2015.	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	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
Recordable Incident Rate (WC)	3.39	1.69	4.5
Lost Workday Cases (WC)	.94	5	2.5
WC Claims Reported	39	33	50
Property/Liability Claims Reported	5	9	7
Overall Turnover and Retention Rate new for 2017			17% Turnover 83% Retention
Trainings (Wellness, Safety, HR), new for 2017			12
Employee Onboarding Presentations (Admin, HR, MIS, ALICE, Safety)– new for 2017			6

OUTCOME AND EFFICIENCY MEASURES

DESCRIPTION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL
Labor Relations/Negotiations – Settle open contracts at a fair, equitable and reasonable level within fiscal constraints.	2.00% (average)	1.25% (average)	1.50% (average)
Benefits Administration – Annual health insurance premium increase.	-8.0%	3.0%	2.0%
Continued implementation of on-line application systems and processes.	50%	75%	100%
Change in Section 125 Administration, resulting in significant savings.	\$7500	\$9000	\$9000
Wellness/Biometric/HRA Completion (new for 2015 plan year)	73%	73%	75%