

JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT



2015 Annual Report

The Jefferson County Human Resources Department is pleased to provide the 2015 Human Resources Annual Report and the opportunity to share an overview of the department's programs, initiatives and accomplishments. The Human Resources Department strives to provide the highest level of public service and reflects this through focusing on our objective to be a customer service focused Team dedicated to being a resource to staff, managers, Board Supervisors and citizens of Jefferson County.

The Human Resources Department experienced a lot of transition in 2015. Tonia Mindemann, Human Resources Specialist, accepted a position as Assistant Human Resources Director in Dodge County and resigned in November. Ellen Braatz, Benefits Administrator, graciously extended her retirement date and eventually did retire later in November.

On October 26, 2015, Casey Radtke was hired as a full-time Human Resources Coordinator. Casey has her Bachelor's degree in Human Resources Management and over seven years in account analyst functions, which translates wonderfully into duties surrounding Human Resources analyst duties. Casey ensures timekeeping data is accurate and follows federal and state regulations and union contract language, coordinates the recruitment and selection process, and manages the employee appraisal program. She is also taking on responsibilities managing the Federal, State and County leave programs, developing employee and management training programs and backing up the Benefits Administrator in her absence.

On November 2, 2015, Karen Mundt joined our team as the County's new Benefits Administrator. Karen has her Master's in Business Administration Management with a Human Resources emphasis and over 10 years' experience at Cooperative Educational Services Agency in a variety of Human Resources and Fiscal positions. Karen is responsible for managing the employee benefit programs for employees and retirees and is designated as the County's HIPAA Privacy Officer. She is also taking on additional duties including developing researching and analyzing current and new voluntary benefits that would enhance the County's benefit package with little or no cost to the County and creating an on-boarding orientation program aimed at continuous improvement and involvement after the hire actually occurs. The Human Resources Department, and the County, was fortunate to hire two well-qualified individuals who were able to make the transition seamless.

Other accomplishments/goals that time and efforts were dedicated to include:

- **Developed a county-wide "safety in the workplace" policy, proving a place of employment free recognized hazards in order to have the safest of possible working conditions.** All employees are accountable to maintain a safe work environment and report any unsafe conditions. Purchased and had installed 14 Automated External Defibrillators (AEDs), 8 First-Aid cabinets and 7 First-Aid kits throughout county facilities. Provided mandatory training on Hazcom Global Harmonized System and Safety Data Sheets as well as other training on Lock-out/Tag-out and Confined Spaces.
- **Completed the third stage of an on-line application process.** With the assistance of MIS, candidates are tracked in regards to who were interviewed, offered and accepted positions. The appropriate letter is then sent via email, or printed and mailed if no email address is provided. With over 2200 applications received in 2015, this saved the County over \$1100 in postage alone.

- **Recommended revisions to the Personnel Ordinance, updating over 12 sections.**
- **Provided training courses on Supervisor Responsibility and other Employment Law issues**, including two opportunities to attend a live seminar on “Investigating Employee Matters” and “A Year in the Life of an Employee Medical Issue”.
- **Provided a Benefits Fair for all County Employees in October**, including arranging for our Health Department to be a provider with the major HMOs in Jefferson County’s State Health Insurance Program in order to administer flu shots. There were 102 employees who attended the fair and 80 employees who received the flu shot!
- **Scheduled two biometric screenings and Health Risk Assessments for Jefferson County and the City of Jefferson employees.** Over 165 employees and family members completed a test that measures blood pressure, body mass index, cholesterol and glucose levels as well as a questionnaire that asks about health history and lifestyle choices. Employees and family members who participated received \$150 taxable incentive pay through their State Health plan.
- **Began entering data for electronic position descriptions and performance evaluations that accesses one data base and eliminates duplicate of entry.** As the Human Resources Department completes updating over 220 job descriptions, data is be entered into a system that both job descriptions and performance evaluations can automatically be created/distributed.

The remainder of this report highlights information on the “normal and regular” functions of the HR Department, including Recruitment and Retention, Compensation and Benefits, Training and Development, Safety and Health, Employment Law, Employee and Labor Relations, and specific goals for 2016.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Terri M Palm".

Terri M Palm-Kostroski
Human Resources Director

PERSONNEL SUMMARY - The Human Resources Department staff includes: Terri Palm-Kostroski, Human Resources Director; Karen Mundt, Benefits Administrator; Casey Radtke, Human Resources Coordinator and Kim Eggers, Safety Coordinator. In addition, Tammie Jaeger, Administrative Secretary, provides assistance whenever possible.

In 2015 the Human Resources Department served **666** employees and elected officials annually in a variety of functions, summarized in the following sections:

RECRUITMENT AND RETENTION - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. In 2014, this included:

- Prepared and placed **92** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts, resulting in **2,242 applicants**.
- Approximately **55** New Employee Orientation sessions were conducted
- **4** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **95** employees attended new employee orientation
- **110** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **69** Written Employment verifications were completed
- Administered pre-employment testing to **181** applicants
- Reviewed **494** performance evaluations

Personnel Changes	2013	2014	2015
New Hires	66	98	95
Recalled from Layoff/Seasonal Rehires	0	0	15
Terminations/resignations	82	94	122
Promotions	5	3	4
Voluntary Demotions	6	1	2
Involuntary Transfers/Demotions or employees bumped due to another employee laid off	1	1	1
Lay-offs resulting in loss of job	0	2	0
Turnover (Terms/average # employees)	15.14%	17.01%	22.04%
Number of employees (December 31)	547	558	549
Full-time Equivalent (FTE)	470.2	477.62	472.70

COMPENSATION AND BENEFITS - Human Resources also plans, directs, evaluates and explains the employee benefits program, including Health and Dental insurance, the Wisconsin Retirement System, Voluntary Life and Disability Insurance plans, two Deferred Compensation plans, Section 125b plan, as well as vacation, sick and holiday accruals; researches, evaluates and recommends new benefits, including implementation of new benefits; acts as liaison or plan administrator with various insurance carriers and fosters effective relationships with client representatives. The Human Resources Department coordinated the **EIGHTH** annual Benefits Fair with representatives from a majority of our benefit providers. With the cooperation of the Health Department, a flu clinic was also set up during the benefits fair for employees.

1. LIFEMATTERS (EAP)

- Utilization was up from 2.2% to 3.6%
- **14** employees and/or family members and **6** managers/supervisors/HR staff accessed LifeMatters services

2. RECLASSIFICATIONS

- **11** requests (affecting **13** employees) processed
- **6** requests were successful (**6** employees affected)

3. STEP INCREASES

- **331** employees received pay “step” increases.
- Computed **311** longevity payments, for a total of **\$82,437.50**
- **27** employees received Contingency pay or increase in Contingency pay

4. SALARY SURVEYS

- Participated in **8** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

5. DEFERRED COMPENSATION

- Coordinated **11** on-site meetings with Nationwide and Wisconsin Deferred Compensation, the County’s two deferred compensation administrators

6. HEALTH and DENTAL INSURANCE

- Completed **169** Health and Dental insurance related transactions for employees and family members

7. WISCONSIN RETIREMENT

- Enrolled **47** employees into the Wisconsin Retirement System.

8. ACCRUED BENEFITS

- **21,624.30 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$629,492**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **46.15 hours PER** eligible employee...or nearly **5 3/4 days**. In addition, there was **2,824.25 hours of unpaid leave** NOT contributed to voluntary furlough, FMLA or military leave! **THIS EQUATES TO 11.75 FTEs and slightly exceeds 2014 figures.**

TRAINING AND DEVELOPMENT.

Schedule & Location:

- **Quarterly webinars** – WMMIC continues to present about twenty 30-minute webinars each quarter on a variety of topics, including *Safety and Environment, Human Resources, Corrections, Law Enforcement and Management*.
- **February, 2015 – “Retirement and WRS Benefits”**. A 90-minute presentation attended by 4 employees.
- **August 11, 2015 – “Investigating Employee Matters”**. A half-day presentation by Attorney Bob Gregg, Boardman Law Firm attended by 8 supervisors.
- **October 28, 2015 – “A Year in the Life of an Employee’s Medical Issue”**. A full-day presentation by Attorney Kyle Guyla to 3 supervisors.

SAFETY and HEALTH

1. **Developed an on-line Safety Folder** that can be accessed by all employees on the County’s network. The folder contains Safety Data Sheets, Safety Forms, Power Point presentations and over 60 “5-minute” Safety Toolbox Talks.
2. **Purchased 14 AEDs, 8 First Aid Cabinets, 7 First Aid Kits and spill decks and containers.** Ensures equipment is functioning properly, cabinets/kits are stocked with necessary supplies and employees are using storage containers according to regulation.
3. **Safety Statement for Personnel Ordinance** adopted by County Board, formalizing a Safety in the Workplace culture.
4. **Hazard Communication Policy/Global Harmonized System:** Worked with all departments to create a master list of active chemicals used by Jefferson County. Obtaining Material Safety Data Sheets and Safety Data Sheets (SDS) for all chemicals. In process of gathering SDS and making available electronically for all employees.
5. **Safety Audits** of all departments. Identified opportunities for improvement as related to chemical storage, management and spill containment, personal protective equipment, and provided recommendations to all departments, best practice ideas for equipment and machine pre-use inspections and documented specialized training for equipment.

EMPLOYMENT LAW

- **Americans with Disability Act and Americans with Disability Act Amendments.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in **18** reasonable accommodations for employees.
- **COBRA.** Complied with **66** Cobra notifications.
- **Fair Labor Standards Act (FLSA).** The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. There is proposed legislation that would affect how overtime is currently being paid to 9 positions, affecting 12 employees. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA).**
 - **109** employees used their protected rights under Federal and/or State FMLA.
 - **15,064.25 hours** of protected FMLA leave was used, or about **7.25 FTE**.
- **Harassment and Discrimination laws.** Investigated **7** harassment/unfair practice complaints.
- **HIPAA (Health Information Portability and Accountability Act.** Ensure compliance with new regulations as it pertains to employee's health, dental, and the LifeMatters (Employee Assistance Program). Conducted **4** concerns of breaches that were all unfounded.
- Attended **1 unemployment** hearing.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
 - **3** employees were on Military leave at some point in 2015.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
 - Received **52 First Report of Injury** forms and managed **28 Reportable claims**.
 - **200 days** of missed work involving **19** cases of employees
 - **296** days of light duty or restricted duty.

EMPLOYEE AND LABOR RELATIONS - Human Resources participates in labor negotiations with Jefferson County's Law Enforcement Union also taking a lead in investigations of grievances and complaints.

- **2** grievances received
- **0** grievance arbitrations filed.
- **36** disciplinary investigations completed
- **12** changes to the Personnel Ordinance Handbook

GOALS FOR 2016

1. **Assist in the selection and implementation of Enterprise Resources Planning (ERP) software.** The ERP will provide a real-time, integration of business procedures, including Finance, Human Resources and Purchasing. Human Resources will review current processes and participate in the implementation, with a goal to decrease duplication, increase efficiencies and allow additional time and resources to complete other goals.
2. **Complete electronic position descriptions and performance evaluations that accesses one data base and eliminates duplicate of entry.** Complete and/or update all job descriptions on-line.
3. **Continue to grow a countywide culture that includes safety and remain compliant with current and new Safety Regulations.** This will include enhancing an on-going training program for new and current employees, creating and coordinating a countywide safety committee, completing County's MSDS/SDS program electronically managed, developing written severe weather and evacuation protocol for each facility and updating and training on the Jefferson County Emergency Procedures Flipchart (includes active shooter, bomb threats, elevator emergency, employee/public injury or illness, fire, hostage situation, mail handling, power outage, shelter-on-place and workplace threats).
4. **Develop a new supervisor orientation program.** One of the greatest challenges of new supervisors is to know and understand the County's specific policies. Human Resources will work on coordinating a training program and presentations to develop skills crucial in leadership and successful management.
5. **Continue to support the Employee Recognition team and develop a program recognizing employee achievements and promoting a positive workplace.**
6. **Develop an Employee Recruitment and Retention policy.** One of the growing challenges Jefferson County is retaining staff who can find similar jobs in neighboring counties, and often for higher salaries. The County's turnover was up 5% in 2015, which is expensive. Targeting areas of high turnover will save the County not only in money in the long run, but also in a higher level of performance with retention of experienced workers.