

**JEFFERSON COUNTY  
HUMAN RESOURCES DEPARTMENT**



**2007 Annual Report**



**The Jefferson County Human Resources Department** is pleased to provide the 2007 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 Human Resources Team dedicated to providing excellent human resource support to staff, departments, Board Supervisors and citizens of Jefferson County.

Our departmental goals supporting that objective include:

- Align Human Resources to work collaboratively with other departments and Administration
- Attract, staff, and retain the best talent
- Improve HR-related processes, policies and procedures
- Provide excellent customer service to staff

This report highlights information on Recruitment and Retention, Compensation and Benefits, Training and Development, Employment Law, Employee and Labor Relations, and specific goals for 2008.

Significant accomplishments throughout this past year include:

- Participated in the settlement of six union contracts for 2006-2007
- Provided a training course on "Supervisory Responsibility" by Boardman Law Firm for Jefferson County Managers, covering two ½ day sessions
- Initiated an Employee Health and Wellness team to explore possible programs for County employees
- Developed a New Supervisor Training packet for employees new to the role of employee supervision
- Initiated a Recruitment tracking program, with the goal of increasing applicant responses at a lower cost

Over the next year, the Jefferson County Department of Human Resources will continue to assess and improve our internal systems and processes to meet our ongoing objectives of attracting, retaining and motivating talented staff, developing and enhancing employees' skill sets, and monitoring costs associated with running programs that contribute to these successes.

Respectfully Submitted,



Terri M Palm-Kostroski  
Human Resources Director

**PERSONNEL SUMMARY** – The Human Resources Department staff includes Terri Palm-Kostroski, Human Resources Director, Ellen Braatz, Benefits Administrator, and Linda Heikkinen, Human Resources Associate. In addition, Tammie Jaeger, Administrative Assistant assists whenever possible, which includes working with the County’s FMLA program.

The Human Resources Department serves over 850 employees, retirees 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. This includes a variety of activities:

- Preparing job postings and advertising
- Conducting Application screening and background checks
- Administering written and skills testing
- Preparing for new employee orientations
- Completing employment verifications
- Coordinating performance evaluations on ALL employees
- Conducting exit interviews

<b>Personnel Changes</b>	<b>2006</b>	<b>2007</b>
New Hires	93	102
Recalled from Layoff	0	2
Terminations/resignations	124	114
Promotions	7	3
Voluntary Transfers	23	26
Involuntary Transfers or employees bumped due to another employee laid off	2	6
Lay-offs	0	5*
Turnover (Terms/average # employees)	<b>15.88%</b>	<b>14.80%</b>

- Prepared and placed **41** employment advertisements, in addition to ads for ongoing recruiting efforts
- Approximately **55** New Employee Orientation sessions were conducted
- **17** 360°-performance evaluations completed, in addition to managing annual evaluations completed on each employee
- **102** employees attended new employee orientation
- **105** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **50** Written Employment verifications were completed
- Administered pre-employment testing to **263** applicants
- **775** employees on 1/1/07; **653.75** Full-Time Equivalent (FTE)
- **765** employees on 12/31/07; **650.55** FTE

\*No employees were displaced due to the layoff process in 2007.

**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, Deferred Compensation, 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.

**1. LIFEMATTERS (EAP)**

- Utilization was down from 7.7% to 5.0%, comparable to the 5.0% national average
- 0% Family/Relationships; 25% Mental Health, 13% Occupational (work-related issues), 6% Substance Abuse; 56% Work/Life issues
- 5 calls from Supervisors for access to the BusinessMatters Services

**2. RECLASSIFICATIONS**

- 25 requests (affecting 43 employees) processed
- 13 requests were successful (21 employees affected)

**3. STEP INCREASES**

- 295 employees received pay “step” increases, in addition to the annual adjustment made to all employees at the beginning of the year.
- Computed 527 longevity payments, for a total of **\$113,363.42**

**4. SALARY SURVEYS**

- Participated in 10 Salary surveys and EEO (Equal Employment Opportunity) reporting requests

**5. DEFERRED COMPENSATION**

- Coordinated 3 on-site meetings and seminars with Nationwide, the County’s deferred compensation administrator

**6. HEALTH and DENTAL INSURANCE**

- Coordinated 5 on-site meetings with WPS, the County’s Health/Dental insurance administrator
- Enrolled approximately 44 employees and their families in Health and Dental insurance

**7. WISCONSIN RETIREMENT**

- Enrolled 54 employees into the Wisconsin Retirement System

**8. ACCRUED BENEFITS**

- **30,764.01 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$723,739.27**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **49.2 hours PER** eligible employee ...or **6.15 days**.

**TRAINING AND DEVELOPMENT.** The awareness of the value of providing training and educational opportunities for employees continues to increase.

- **May, 2007 - Harassment training** for Countryside employees. Six sessions covering over 190 employees
- **May 1, 2007 – “Seven Questions to Use when Disciplining and Terminating”**, presented to 20 supervisors and managers
- **July, 2007 – “New Supervisors and Six Biggest Mistakes”**, presented to 10 supervisors and managers
- **July 10, 2007 – “Dealing with Difficult People”**, presented to 12 supervisors and managers
- **July 19, 2007 – “Navigating the Uncertainty of Change”**, presented by NEAS, Inc, for 18 employees
- **August 16, 2007 – “Turning Good Managers into Great Leaders”** presented to 16 managers, supervisors and lead workers.
- **September 24 and 26, 2007 - “Supervisory Responsibility”**, presented by Bob Gregg, Boardman Law Firm, to 55 Managers and Supervisors

## **EMPLOYMENT LAW**

- **Americans with Disability Act.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Investigated **1** complaint from an applicant.
- **COBRA.** Complied with **93** 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. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act**
  - **168** employees used their protected rights under Federal and/or State Family Medical Leave Acts (FMLA)
  - **24,033.25 hours** of protected FMLA leave was used, nearly 11.5 FTE
- **Harassment and Discrimination laws.** Investigated **2** harassment complaints.
- **HIPAA (Health Information Portability and Accountability Act.** Ensure compliance with new regulations as it pertains to employee’s health, dental, long-term care insurances and the LifeMatters (Employee Assistance Program). Sent out **780** required notices regarding Privacy policy revisions.
- Attended **1 unemployment** hearing
- **Uniformed Services Employment and Reemployment Rights Act (USERRA)**
  - **6** employees were on Military leave at some point in 2007, consisting of **36470.5** hours
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent workers compensation fraud.
  - Received and managed **64** First Report of Injury forms
  - **487** days employees did not work
  - **252** days of light duty or restricted duty

**EMPLOYEE AND LABOR RELATIONS.** Human Resources participates in labor negotiations with Jefferson County's 7 unions (6 AFSCME groups and 1 LAW). In addition, Human Resources has taken a much more active role in grievance investigations and settlements.

- Negotiations continued into 2007 with the settlement of the six AFSCME union contracts, covering 2006 – 2007.
- 7 union grievances received
- 2 grievance arbitrations
- 15 changes to the Personnel Ordinance Handbook

### **GOALS FOR 2008**

1. Operational study implementation. An in-depth review of the Courthouse Timekeeping process is needed, with possible implementation of changes resulting in a reduction of effort of staff and reassignment of tasks to meet the department's objectives.
2. Implementation of the Wisconsin Public Employers' Group Health Plan. Effective January 1, 2009, the County will switch to the State Health Plan for eligible employees. To make the transition as easy as possible, communication, education and assistance in understanding and enrolling the plan is vital, and will be continuous throughout the year.
3. Coordinate and facilitate a Wellness program. The Employee Health and Wellness Team will continue, focusing on initiating programs to meet the objective of improving the awareness of health and wellness in County employees.
4. Settlement of Union contracts. Earlier in 2008, the six AFSCME union contracts were settled through 12/31/2010. Contracts are in the process of being revised, and training sessions held on changes as appropriate. Negotiations with the Law Enforcement union will continue in 2008, with the goal of a voluntary settlement.
5. Continue additional training opportunities for staff (minimum of five topics annually). In addition to continuing to provide training opportunities, there is a need to encourage, motivate or convince different levels of supervisors to attend and promote these training sessions.
6. Revision of Personnel Policies. In addition to policy changes needed to conform to current practice or County procedural changes, updates will be needed as mandated by changes in employment law regulations, such as the Family Medical Leave Act (FMLA).