

**JEFFERSON COUNTY
HUMAN RESOURCES
DEPARTMENT**



2008 Annual Report

The Jefferson County Human Resources Department is pleased to provide the 2008 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 continue to 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 2009.

Significant accomplishments throughout this past year include:

- Participated in the settlement of six union contracts for 2008-2010
- Successfully enrolled 624 initial active employees into the State Health Insurance Plan
- Began administering COBRA Dental benefits, previously administered through a Third Party Administrator
- Provided training courses on Supervisor Responsibility and other Employment Law Issues
- Fostered good management-employee relationships during the 2009 budget process which resulted in the layoff of several County employees

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
- Fulfilling applicant tracking requirements under EEO/AA guidelines
- Conducting Application screening, background checks and notification letters
- Administering written and skills testing
- Conducting employee orientations
- Completing employment verifications
- Coordinating performance evaluations on ALL employees
- Conducting exit interviews

Personnel Changes	2006	2007	2008
New Hires	93	102	125
Recalled from Layoff	0	2	0
Terminations/resignations	124	114	129
Promotions	7	3	11
Voluntary Transfers	23	26	32
Involuntary Transfers or employees bumped due to another employee laid off	2	6	3
Lay-offs	0	5	9
Turnover (Terms/average # employees)	15.88%	14.80%	17.90%

- Prepared and placed **89** employment advertisements, in addition to ads for ongoing recruiting efforts
- Approximately **60** New Employee Orientation sessions were conducted
- **22** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **125** employees attended new employee orientation
- **128** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **56** Written Employment verifications were completed
- Administered pre-employment testing to **170** applicants
- **765** employees on 1/1/08; **650.55** Full-Time Equivalent (FTE)
- **775** employees on 12/31/08; **655.50** FTE

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 up from 5.0% to **7.3%**, above the 5.0% national average
- 11% Family/Relationships; 42% Mental Health, 5% Occupational (work-related issues), 16% Substance Abuse; 26% Work/Life issues
- 9 calls from Supervisors for access to the BusinessMatters Services

2. RECLASSIFICATIONS

- 5 requests (affecting 7 employees) processed
- 4 requests were successful (6 employees affected)

3. STEP INCREASES

- 321 employees received pay “step” increases, in addition to the annual adjustment made to all employees at the beginning of the year.
- Computed 481 longevity payments, for a total of **\$110,057.50**

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 4 on-site meetings with WPS, the County’s Health/Dental insurance administrator
- Facilitated a Health Insurance Fair at the fairgrounds, with vendors from the State Health Plan present to answer employee’s questions
- In addition to the 624 enrollments into the new State plan, enrolled approximately 58 employees and their families into the self-funded Health and Dental insurance

7. WISCONSIN RETIREMENT

- Enrolled 68 employees into the Wisconsin Retirement System

8. ACCRUED BENEFITS

- **31,365.75 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$761,708.46**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **49.63 hours PER** eligible employee ...or **6.20 days**.

TRAINING AND DEVELOPMENT

- **May, 2008 - Harassment training** for Countryside employees. Six sessions covering over 200 employees
- **May 27, 2008, “Managing Change, Simple Solutions for your Supervisors”**, an audio conference presented to 12 supervisors and managers
- **September 22-23, 2008, “Employment Law Training For Supervisors”**, presented by Constangy, Brooks and Smith, LLP to 48 Managers and Supervisors
- **October 3 and October 7, 2008, Harassment, Family Medical Leave Act (FMLA), training and status of budgetary cuts** discussed with 143 employees
- **November 11, 2009 – “The Top Things Every Public Sector Supervisor Should (or Should Not) Do To Effectively manage Personnel!”**, presented by the Wisconsin Public Employer Labor Relations Association, attended by 11 supervisors and managers
- **December 11, 2008 - “Supervisory Responsibility, Part II”**, presented by Bob Gregg, Boardman Law Firm, to 54 Managers and Supervisors

EMPLOYMENT LAW

- **Americans with Disability Act.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in 3 reasonable accommodations for employees
- **COBRA.** Complied with 86 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.**
 - 183 employees used their protected rights under Federal and/or State Family Medical Leave Acts (FMLA)
 - 29,126.62 hours of protected FMLA leave was used, about 14 FTE!
- **Harassment and Discrimination laws.** Investigated 4 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 765 required notices regarding Privacy policy revisions.
- Attended 1 unemployment hearing.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
 - 5 employees were on Military leave at some point in 2008, consisting of 3336 hours
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent workers compensation fraud
 - Received and managed 85 First Report of Injury forms
 - 265 days employees did not work
 - 756 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), also taking a lead in investigations of grievances and complaints.

- Negotiations continued into 2008 with the settlement of the six AFSCME union contracts and 1 LAW contract, covering 2008-2010.
- 5 union grievances received
- 3 grievance arbitrations filed
- 17 changes to the Personnel Ordinance Handbook

GOALS FOR 2009

1. Stay informed and involved in the Strategic Planning for the County. The mission and vision set in the Strategic Planning process will direct our department in future goals and objectives. Knowing how to change internal resources and policies will help facilitate the County's objectives overall.
2. Increase education and resources for employees to improve on safety at work. Worker's compensation injuries, while fewer in 2008, appear to be more serious as indicated by the number of light duty days that nearly tripled since last year. An evaluation will be conducted to determine where our focus will best be served.
3. Improve efficiency of KRONOS time-keeping system by empowering managers and employees to be responsible for timeliness and accuracy of time entries. As one of the goals outlined in the operational study conducted in 2008, the HR department has started, and will continue to move forward with the objective to streamline and automate employee time-keeping processes.
4. Continue to build employee relationships and foster an environment of trust. Recognizing that this is a broad goal, there are steps that the HR department has done that work toward this goal. Sharing information timely, being honest but empathetic in difficult conversations, being fair and consistent, listening and exploring all possibilities before coming to a conclusion are all examples of conscious efforts made. In return, employees feel comfortable coming to our department with concerns and working together to resolve issues before they become too large. The number of complaints or concerns that were received grew in 2008, BUT the number of grievances declined.
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.