

**JEFFERSON COUNTY
HUMAN RESOURCES
DEPARTMENT**



2012 Annual Report

The Jefferson County Human Resources Department is pleased to provide the 2012 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.

In early spring, 2012, Jefferson County began a year-long process in completing a Classification and Compensation Study. The goal of the County was to update the classification and compensation system utilizing accepted practices in the management and design of compensation systems in accordance with applicable federal and state laws. In doing so, the objectives of the County were:

- *To attract and retain qualified workers who are paid equitable salaries*
- *To provide fair salaries for all workers, including the ability to recognize job performance as a part of the pay plan*
- *To enable the County to maintain a competitive position with other comparable counties and private companies within the same geographic area*
- *To provide a compensation plan easy to understand and administer*
- *To simplify the number of classifications and pay systems throughout the County*
- *To establish practices and policies to continue to meet the aforementioned objectives in future years*

This study affected more than 400 employees in management, professional, technical, administrative, clerical and general labor classifications. Following on the heels of implementation of Acts 10 and 32 in 2011, this was another major change for employees. Constant communication was provided with employees, department heads and Board Supervisor, not only keeping this an open-process, but contributing to the overall adoption and implementation. In February, 2013, the Human Resources Committee heard the final review requests, just about one year after the process began. A continued challenge throughout 2013 will be the gradual implementation of the plan and operating under two pay plans until all employees are moved into the new system. Although administratively demanding, I believe in the long run it was the most economical and fair method to all employees.

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

- Revisions to Personnel Ordinance, updating over 36 ordinances
- Continued to work with MIS to develop an on-line timekeeping program. This procedure allows employees to enter exceptions (vacation, sick, missed punch, etc.) on-line. The manager then approves or rejects the exception, and the time is then uploaded to our KRONOS timekeeping system. This helps our office by cutting down on paperwork and data entry and also gives the employee and manager the ability to see the individual's actual time-entry for the pay period, as well as viewing "live" accrual banks.
- Provided training courses on Supervisor Responsibility and other Employment Law issues.

- Provided a Benefits Fair for all County Employees in October, including arranging for our Health Department to be a provider with the two major HMOs in Jefferson County's State Health Insurance Program in order to administer flu shots.
- Completed the first stage of an on-line application process. Candidates can now complete an application electronically, allowing for easy tracking and fulfilling reporting requirements.

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, Employment Law, Employee and Labor Relations, and specific goals for 2013.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Terri M Palm". The signature is written in black ink and is positioned above the typed name and title.

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 Tonia Mindemann, Human Resources Specialist. In addition, Tammie Jaeger, Administrative Assistant, provides assistance whenever possible.

In 2012 the Human Resources Department served over 625 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 2011, this included:

- Prepared and placed **53** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts
- Approximately **60** New Employee Orientation sessions were conducted
- **7** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **89** employees attended new employee orientation
- **88** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **93** Written Employment verifications were completed
- Administered pre-employment testing to **114** applicants
- Reviewed **468** performance evaluations

Personnel Changes	2010	2011	2012
New Hires	79	55	89
Recalled from Layoff	2	0	0
Terminations/resignations	289 (104 w/o CSH)	75	81
Promotions	6	8	6
Voluntary Transfers	6	16	10
Involuntary Transfers or employees bumped due to another employee laid off	7	1	0
Lay-offs resulting in loss of job	3	1	2
Turnover (Terms/average # employees)	45.73%	14.15%	15.24%
Turnover not considering the sale of CSH	15.05%	14.15%	15.24%
Number of employees (December 31)	533	527	536
Full-time Equivalentents (FTE)	460.1	457.9	459.2

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. The Human Resources Department coordinated the FIFTH 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 down slightly from 2.4% to 2.0%
- **9** employees and/or family members and **2** managers/supervisors/HR staff accessed LifeMatters services, while an additional **37** employees used the self-help tools on the Empathia website

2. RECLASSIFICATIONS

- **Due to the Classification and Compensation study, all reclassification requests were held and conducted at the time of the study**

3. STEP INCREASES

- **178** employees received pay “step” increases, in addition to the annual adjustment made to all employees at the beginning of the year.
- Computed **434** longevity payments, for a total of **\$106,2332.75**
- **18** employees received Contingency pay or increase in Contingency pay

4. SALARY SURVEYS

- Participated in **2** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

5. DEFERRED COMPENSATION

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

6. HEALTH and DENTAL INSURANCE

- Completed **304** Health and Dental insurance related transactions for employees and family members

7. WISCONSIN RETIREMENT

- Enrolled **43** employees into the Wisconsin Retirement System

8. ACCRUED BENEFITS

- **19,915.46 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$539,609.16**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **43.29** hours PER eligible employee...or nearly **5 1/2** days.

TRAINING AND DEVELOPMENT.

Schedule & Location:

- **August 9, 2012 – “Essentials of Supervising”.** A presentation was given to 21 supervisors and managers covering a variety of supervisory topics. Attorney Bob Gregg, Boardman Law Firm, made this presentation at Aurora Health Clinic in Oconomowoc.
- **December 4, 2012 – “Conducting Investigations in a New World”.** Attorney Kyle Guyla presented to 3 supervisors who took advantage of this free training in Madison, offered by our Liability insurance carrier, WMMIC.

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 **3** reasonable accommodations for employees.
- **COBRA.** Complied with **75** 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 (FMLA).**
 - **102** employees used their protected rights under Federal and/or State FMLA.
 - **12,411.36 hours** of protected FMLA leave was used, about **6.0FTE!**
- **Harassment and Discrimination laws.** Investigated **3** 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).
- Attended **1 unemployment** hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
 - **5** employees were on Military leave at some point in 2012, consisting of **2010** hours.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
 - Received and managed **19 Reportable** First Report of Injury forms.
 - **111** days employees did not work.
 - **159** 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.

- 1 grievance received
- 1 grievance arbitrations filed. All settled either prior to or in mediation process
- 8 disciplinary investigations completed
- 36 changes to the Personnel Ordinance Handbook

GOALS FOR 2013

1. Complete Implementation of the Classification and Compensation Study. Implementation of the plan is gradual, based on hire dates for employees who were previously at the top of the pay grade. Therefore, we will be operating off two separate pay plans through 2013. In addition, we will continue to work at updating over 220 job descriptions and performance evaluations.
2. Affordable Care Act. There are several timelines and, consequently, decisions that the County will need to make in 2013 regarding the implementation of the Health Care Reform. Continued communication and education will be important to ensure Committees, Board and employees understand the new regulations.
3. Complete the second stage of an on-line application process. There is much more to the recruitment process than running an ad, interviewing candidates and making an offer. The reporting requirements alone can consume nearly 3 hours per week of staff time. With the assistance of MIS, we hope to complete the second stage of an on-line application process, which will make it easier for supervisors to review applications and save on paper filing.
4. Instill a Countywide safety plan. Departments currently work independently, often duplicating efforts, to ensure safety requirements are fulfilled. In 2013, the Human Resources department hopes to conduct a mini-safety audit which will outline and prioritize goals to ensure the County is in compliance with safety protocol, to ensure the county has required written plans, and to ensure the safety of all employees.
5. Work with the Search Committee and the Search Consultant in recruitment of the County Administrator position. With the notice of retirement from our former County Administrator, the Human Resources Department will assist the Search Committee and Search Consultant in every way possible to ensure the process runs as smoothly and efficiently as possible.
6. Assist in negotiation of a contract with Law Enforcement. The current union contract with the deputies and detectives expires December 31, 2013. Negotiations are likely to start mid-year with the goal to have a fair and equitable contract in place for 2014.

