

JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT

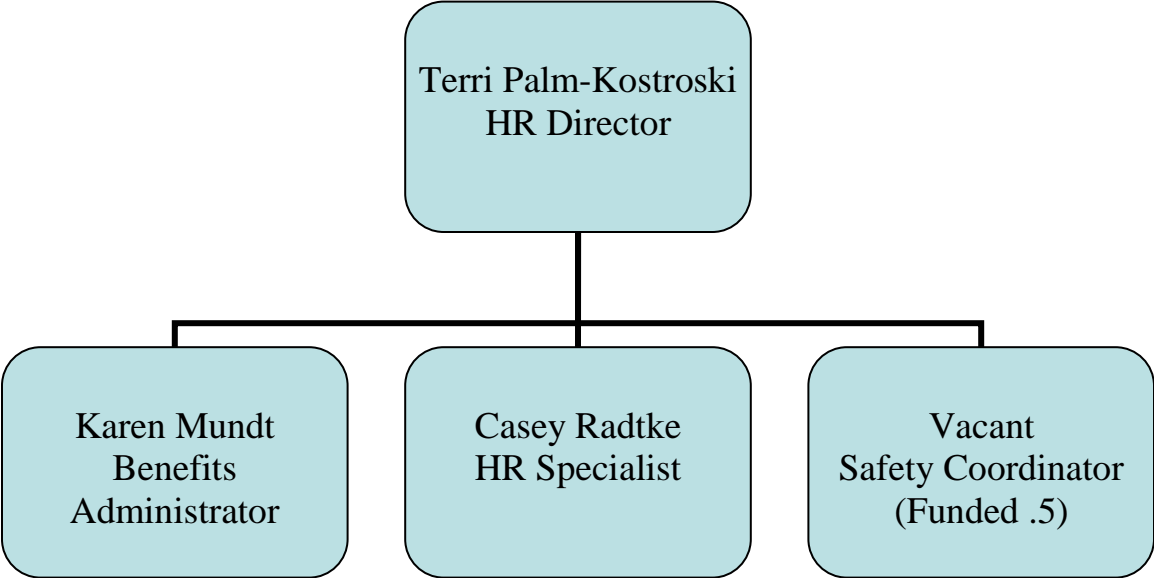


2018 Annual Report

Welcome to the Human Resources Annual Report; a snapshot of Human Resources' activities from 2018. Each area of Human Resources is represented on the following pages: Recruitment and Retention, Compensation and Benefits, Training and Professional Development, Safety and Health, Employment Law, Employee and Labor Relations, and Accomplishments and Goals. 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.

Four employees (3.5 FTE) provide HR services to the County's 689 employees and elected officials. In addition, Tammie Jaeger, Administrative Secretary, provides assistance whenever possible.

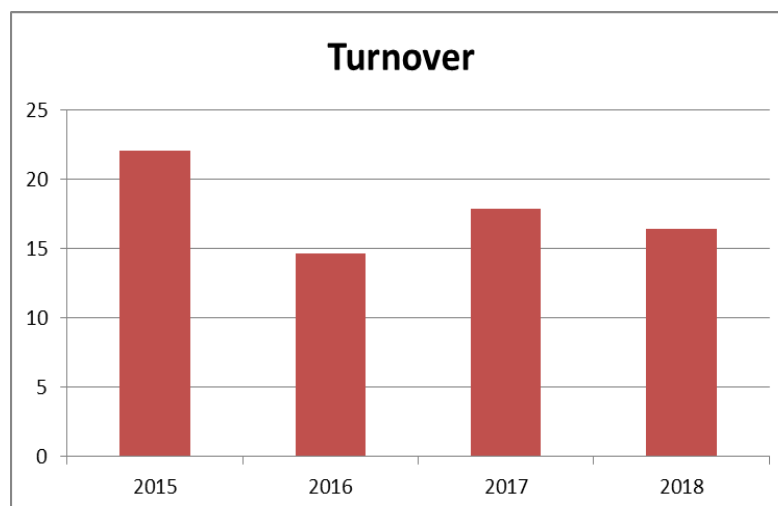
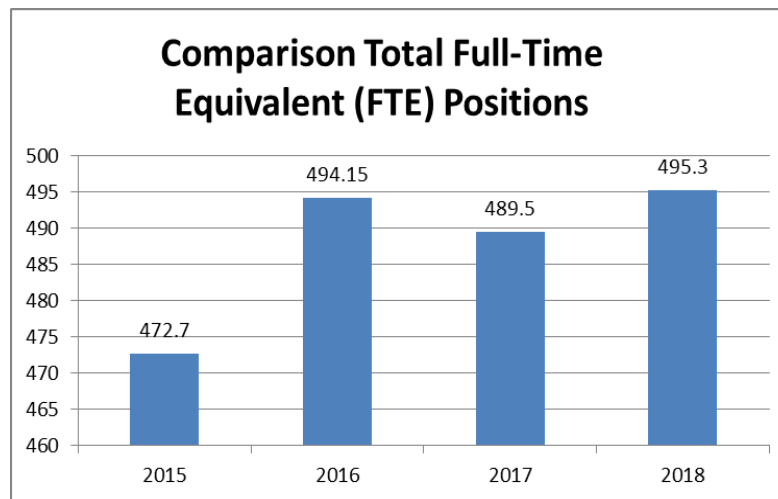
Human Resources



RECRUITMENT AND RETENTION - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. In 2018, this included:

- Prepared and placed **75** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts, resulting in **1,598 applicants**.
- Approximately **49** New Employee Orientation sessions were conducted
- **88** employees attended new employee orientation
- **93** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **72** Written Employment verifications were completed
- Reviewed **545** performance evaluations

Personnel Changes	2015	2016	2017	2018
New Hires	95	97	95	88
Recalled from Layoff/Seasonal Rehires	15	15	14	15
Terminations/resignations	122	103	101	93
Promotions	4	5	9	10
Voluntary Demotions	2	1	2	2
Involuntary Transfers/Demotions	1	2	3	1
Turnover (Terms/average # employees)	22.04%	14.65%	17.84%	16.40%
Number of employees (December 31)	549	569	563	571



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 **ELEVENTH** 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 from 3.3% to 2.9%
- **15** employees and/or family members and **1** managers/supervisors/HR staff accessed LifeMatters services

2. RECLASSIFICATIONS

- In 2018, all positions except deputies and detectives were evaluated with the Classification and Compensation study, covering over **225** positions.

3. STEP INCREASES

- **341** employees received pay “step” increases
- Computed **270** longevity payments, for a total of **\$74,400.46**
- **10** employees received Contingency pay or increase in Contingency pay

4. SALARY SURVEYS

- Participated in **6** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

5. DEFERRED COMPENSATION

- Coordinated **12** on-site meetings with Nationwide and Wisconsin Deferred Compensation, the County’s two deferred compensation administrators

6. HEALTH and DENTAL INSURANCE

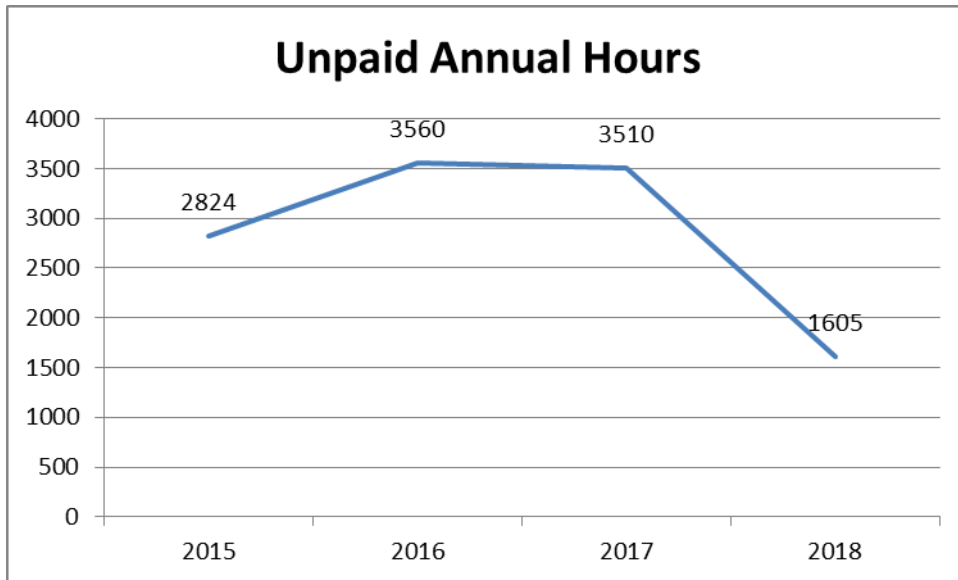
- Completed **119** Health and Dental insurance related transactions for employees and family members qualifying events and another **482** transactions for active and retired employees switching to Dean Health

7. WISCONSIN RETIREMENT

- Enrolled **46** employees into the Wisconsin Retirement System

8. ACCRUED BENEFITS

- **442 employees used 21,627.37 hours of sick time** used that was NOT covered under FMLA, costing the County approximately **\$669,034**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **45.25** hours PER eligible employee...or slightly more than **5 1/2** days. This is a slight decrease of **900 hours, or almost 0.5 FTE from 2017. Although a decrease, it is still higher than 2016.**
- In addition, there was **1,605.25 hours of unpaid leave** NOT contributed to voluntary furlough, FMLA or military leave! **This is a significant DECREASE from 2017 of over 1900 hours!**



TRAINING AND PROFESSIONAL DEVELOPMENT.

Schedule & Location:

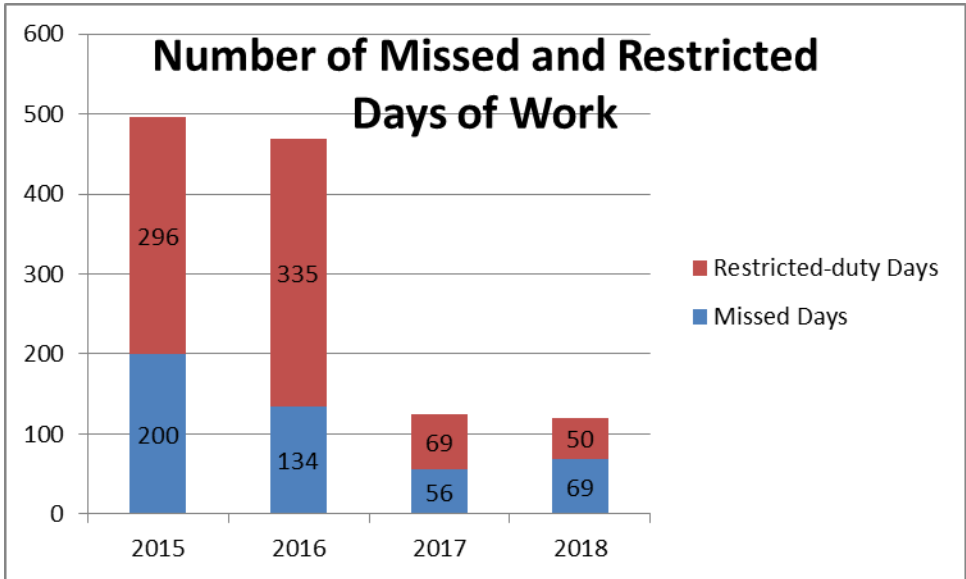
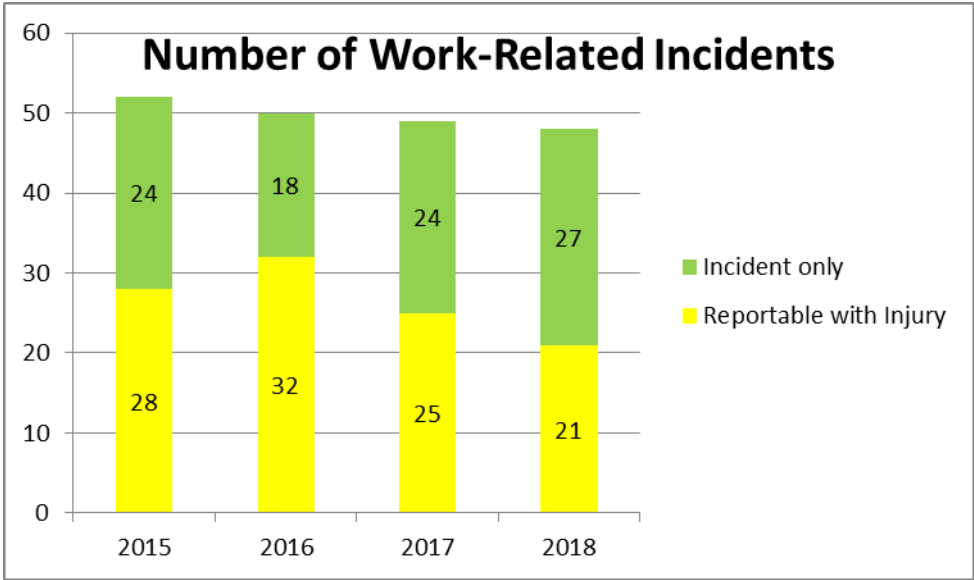
- **Quarterly webinars** – WMMIC continues to present about twenty 30-minute webinars each quarter on a variety of topics, including *Safety and Environment, Human Resources, Corrections, Law Enforcement and Management*.
- **April 11, 2018. “Workplace Bullying”** sponsored by NPELRA for 19 supervisors and HR staff.
- **August 13, 2018 – “Humor or Harassment?” and “Accountable Openness, Building Trust”**. A full-day presentation by Attorney Bob Gregg, Boardman Law Firm attended by 18 supervisors, HR staff and other interested employees.
- **August 29, 2018 – “Top Errors for New Supervisors”**. Webinar by NPELRA, attended by 7 supervisors.
- **October 31, 2017 – “#TimesUP – Effectively Managing Employees, including their Off-duty Conduct in the #MeToo Era”**. A full-day presentation by Attorney Kyle Gulya to 10 supervisors.

SAFETY and HEALTH

1. **The Safety Coordinator position was a full-time position shared equally with Walworth County. This position became vacant June, 2018 and shortly thereafter, Walworth County terminated the shared-position agreement. Position has remained vacant. Many preventative items are not being managed.**
2. **Conducted Severe Weather Drills in April, 2018.** Coordinated Severe Weather drills for all county employees. Following the drills, a team comprised of staff from each facility met to discuss how process could be improved in preparedness for a real emergency.
3. **Provided Blood Borne Pathogens, CPR and AED training for 48 employees** in April, 2018.

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 **7** reasonable accommodations for employees.
- **COBRA.** Complied with **63** 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).**
 - **116** employees used their protected rights under Federal and/or State FMLA.
 - **18,927.93 hours** of protected FMLA leave was used, or about **9.1 FTE**.
- **Harassment and Discrimination laws.** Investigated **10** 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 **2** investigations regarding concerns of breaches or privacy, of which both were not found to be a violation.
- Attended **0 unemployment** hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
 - **3** employees were on Military leave at some point in 2018.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
 - Received **48 First Report of Injury** forms and managed **21 Reportable claims**.
 - **69 days** of missed work involving **5** cases of employees
 - **50** 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. Human Resources also recognizes employees for their dedication and hard-work they provide to the County.

- **0** grievances received
- **0** grievance arbitrations filed.
- **25** disciplinary investigations completed
- **6** changes to the Personnel Ordinance Handbook
- Distributed **578 Birthday Cupcakes** and **66 Years-of-Service recognitions**
- Organized a "Cookie Thank you" for each employee in honor of National Employee Recognition Day on March 2
- Organized a "Spring Fling" potluck for all Courthouse, Sheriff and IT staff on March 20
- Coordinated Employee Luncheon on August 9, with over 240 employees attending
- Coordinated Employee Brewer game on September 7 with over 55 employees attending
- Coordinated Halloween Costume 'contest' on October 31, 2018
- Recognized and honored 34 employees and county board members for their service on Veteran's Day.
- Coordinated "Ugly Sweater Day" and employee potluck at the Courthouse, in conjunction with a visit from Santa Claus and caroling from daycare children
- Coordinated group Fireside tickets for employees and family for "Little Mermaid", "Grease" and "Elf"



ACCOMPLISHMENTS AND GOALS:

In 2018, there were many milestone accomplishments in both Human Resources and Safety. Many of these were continuing projects that will took efforts in 2018 to accomplish and may be continuing in 2019.

1. **Complete the development of and training in the Human Resources modules of the new Enterprise Resources Planning (ERP) software.** The ERP will provide a real-time, integration of business procedures, including Finance, Human Resources and Purchasing. It is a goal to use the system to run position control for 2019 budgeting purposes and to create a training manual for both managers and other end-users for quick, easy reference. ***In 2018, between the efforts of Finance and Human Resources, parallel testing for payrolls was completed and successful.***

GOAL: In 2019, all payrolls will be completed in Munis. A written manual or guidelines will be developed for users. Also, in 2019, a parallel position control for 2020 budgeting purposes will be completed with the ability to run budget forecasting completely with Munis for the 2021 budget.

2. **Implement the AlertSense Mass Notification System.** This system will require uploading employee data, including information the County currently does not obtain, such as personal emails. Once all data is loaded, groups will be established and notifications can be sent to all employees (i.e. notification of a Tornado or reminder of the Benefits Fair) or to individual groups (i.e. Calling out Highway workers or the Sheriff's Dive Team). ***In 2018 all employees were entered into the County's internal mass notification system. The system was tested in April with the annual Severe Weather drills conducted in Wisconsin.***

GOAL: In 2019, Mass Notification system will be further utilized by organizing all employees into groups (i.e. departments, locations, divisions, specialty units, etc.). Additional administrators will be added for the groups created, allowing a manager to notify only their employees of emergencies (i.e. notifying public health nurses of an outbreak) or other needed information (i.e. reminder of departmental meeting).

3. **Continue to coordinate and move along discussions with other municipalities, possibly recommending a Consortium as an option to health insurance rising costs and maintaining a high level benefit.** Foremost will be monitoring the State Health plan proposed changes and proactively determining other viable options than the State Plan. Discussions will include an Employee Focus Group and continuing education with Committees and all employees. ***Throughout 2018, Human Resources continued to coordinate meetings with potential members of the consortium, as well as worked with the consultant to receive quotes from potential health insurance vendors. In September, 2018, the County Board of Supervisors approved withdrawing from the State Health Insurance Plan, electing Dean Health for a four-year contract and forming an intergovernmental agreement for health insurance and other benefit purposes. Effective January 1, 2019, the change formally was implemented.***

GOAL: In 2019 Human Resources will continue to coordinate meetings with the intergovernmental group and consultant with the purpose of obtaining other group savings for benefits other than health insurance.

4. **Review all Personnel Ordinances within the Personnel Ordinance Handbook.** It has been 10 years since the *entire* personnel ordinance was reviewed. What worked well a decade ago doesn't necessarily hold true today. The goal is develop a team consisting of employees from different departments throughout the County to assist in reviewing the ordinances, providing feedback, and analyzing potential changes. The result will be a recommendation in regards to content and format. ***Goal was not obtained in 2018.***

GOAL: Review all Personnel Ordinances within the Personnel Ordinance Handbook. In 2019 Human Resources will work with a consultant to review our current personnel policies and ordinance, determine what new policies should be included and what the best practices to implement are. A recommendation to the County Board will be presented prior to the April, 2020 Board meeting.

5. **Support the goals of the Safety Coordinator in developing a culture of safety awareness.** This includes continuing with post-accident assessments, regular training, developing written severe weather and evacuation protocol for each facility and practicing said protocols, 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) and completing required and optional Blood Borne Pathogen, AED and CPR training. ***In 2018, Blood Borne Pathogen, AED and CPR training was provided to over 45 employees, focusing on safety-sensitive staff. In June, 2018, Kim Eggers resigned his position. Shortly thereafter, Walworth County notified Jefferson County that they were terminating our agreement to share the Safety Coordinator position. Position has not been filled since June, 2018.***

GOAL: In 2019, Human Resources will develop a plan for filling the Safety Coordinator position, looking at other alternatives to assist in funding, and present with the 2020 budget at the latest.

6. **Continue a training program that focuses on succession planning, professional development, leadership/management training, mandatory requirements and orientation.** Training should include formal and informal processes, with an evolution to have a formalized schedule for succeeding years with a way to monitor the changing needs of staff and evaluating the strengths and opportunities of the program. Offer various professional training opportunities throughout the year, including an opportunity for staff in general. Develop/Provide EPL modules for managers and employees according to best practices. ***In 2018 and so far in 2019, the County has received notice of several department heads resignations. Succession planning efforts have been successful in several of these instances. However, a formal plan was not accomplished in 2018.***

GOAL: In 2019, various professional training opportunities will continue to be offered throughout the year, including an opportunity for staff in general. Also, will develop/provide Employment Practices Liability (EPL) modules for managers and employees according to best practices.

7. **Continue efforts, working with Administration, of maintaining and enhancing an employee recognition program.** Develop a program recognizing employee achievements and promoting a positive workplace. *A few of the recognitions provided in 2018 are listed previously in this report: A thank you to Tammie Jaeger for her time and assistance with this.*

GOAL: *Continue efforts of maintaining and enhancing an employee recognition program, including a program for employees going well beyond the expectation of their position.*

8. **Implement priority budgeting for the HR/Safety functions for 2019 and expand on for future years.** This process takes place informally and the goal is to document the practice so it can be referred to throughout the year and for future goals. *This goal was minimally met as Human Resources prepared the 2019 budget, focusing on priorities established by the Board and County Administrator. In 2018 all departments started a formal priority-based budgeting (PBB) process, which is still in process at the time of this report.*

GOAL: *Utilize the data from the PBB to establish goals and budget for 2020.*

9. **Implement recommended and approved classification and compensation plan.** Options for implementation will need to be evaluated, working with the Employee Focus Group and management team. Identify other areas, including benefits, which can enhance a total compensation plan. *A new classification and compensation plan was conducted in 2018 and implemented January 6, 2019.*

10. **Continue with the Onboarding Lean Project.** Re-analyze hiring process and effectiveness following changes already made and move forward with developing a program for all new hires that will increase their awareness of all county functions and the mission of Jefferson County. *This was not achieved in 2018.*

GOAL: *Continue with the Onboarding Lean Project. Re-analyze hiring process and effectiveness following changes already made and move forward with developing a program for all new hires that will increase their awareness of all county functions and the mission of Jefferson County.*

11. **NEW: Review current Deferred Compensation Plans.** Both Nationwide and Wisconsin Deferred Compensation plans need to be evaluated, and re-evaluated every three to five years, to determine the effectiveness and actual cost of each plan. In addition, financial educational opportunities will be provided to employees and their spouse/significant others to assist in retirement planning on an individual basis.

Respectfully Submitted,



Terri M Palm-Kostroski
Human Resources Director