



SHEBOYGAN COUNTY

Human Resources Department
508 New York Avenue
Sheboygan, WI 53081-4126

February 28, 2017

Adam Payne, County Administrator
Honorable Members of the Sheboygan County Board

I am pleased to submit the 2016 Annual Report for the Human Resources Department, and am proud to share with you our overall accomplishments in alignment with 'Making People a Priority'.

The Human Resources Department's primary focus in 2016 revolved around the following essential employee initiatives: Employee Benefits, Wellness, Safety, Recognition, Professional Development Training and Recruitment.

Benefit plan design enhancements included engaging in a partnership with the Wisconsin County Association Group Health Trust to provide oversight and funding for the InHealth Clinic, Medical Insurance Claims and Wellness Programming. As a result of this change from being self-insured, the County realized a savings to the Health Insurance Reserves of over \$1,000,000. In addition, the In Health Clinic return on investment reached over \$400,000. The County also sponsored several wellness events throughout the year while engaging employees from across the organization.

Safety remained a primary emphasis. The Courthouse Security Ad Hoc Committee prepared a recommendation report to the County Administrator reflecting a One Secured Entrance. Following, the County Board approved the recommendation with work to begin in 2017. Safety tours of County work facilities and Active Threat Drills were delivered in collaboration with the Sheriff's Department, in addition an all employee Civilian Response to Active Shooter Events (CRASE) video was provided with the focus primarily on 'preparedness' for an active threat.

As it relates to people management, the 'Making a Difference' Employee Recognition Program allowed for the celebration of 273 employees being acknowledged! In addition, Professional Development was also key to our success. Interviewing, Succession Planning, Performance Reviews, Coaching, Feedback, Diversity, Mindfulness, Communication and Engagement were a few of the courses offered to the management team. As well, we introduced several new recruitment initiatives which proved essential in selecting and hiring the best employees.

The Human Resources Department continues to strive to be a strong strategic business partner within Sheboygan County. Thank you for your ongoing support, as we are prepared and look forward to offering additional and enhanced resources in 2017 and beyond.

Respectfully Submitted,

Jean M. Gallimore
Human Resources Director

Mission Statement and Summary of Responsibilities

The Sheboygan County Human Resources Department creates an environment which promotes positive employee relations, provides quality customer services for employees, and fosters an overall inclusive and engaging work environment.

The responsibilities of the Human Resources Department include:

- **Policies**
 - Develop and implement county-wide human resources policies
 - Manage vacation, holiday, sick, FMLA, and leave of absence policies
- **Employee Relations**
 - Advise supervisors, managers and department heads regarding employee discipline
 - Assist with internal investigations
- **Employee Benefits**
 - Administer health, dental, vision, life insurance, retirement, deferred compensation and long-term disability programs and maintain plan documents
 - Consider and recommend changes for improvement
 - Manage workers' compensation claims
 - Oversee Employee Assistance Program (EAP)
- **Position Administration**
 - Assist departments with table of organization changes
 - Maintain current job descriptions
 - Manage employee performance evaluation process
- **Labor Relations**
 - Negotiation of agreement with collective bargaining unit
 - Investigation and resolution of union grievances
 - Represent the County's position before arbitrators
 - Distribute, monitor and interpret collective bargaining agreement
- **Employee Selection and Recruitment**
 - Prepare and manage open position notices
 - Advertise for open positions when requested
 - Coordinate recruitment and selection efforts
 - Administer pre-employment background checks, substance testing and physical exams
 - Onboard new employees to county employment
- **Human Resources Records**
 - Maintain official human resources and medical files for all employees
 - Comply with Federal and State privacy laws, including HIPAA (Health Insurance Portability and Accountability Act)
- **Equal Opportunity**
 - Ensure compliance with Federal and State equal employment opportunity laws
 - Monitor compliance with ADA guidelines
 - Prepare and submit County EEO/Affirmative Action plan
- **Training**
 - Develop and deliver on-going county-wide professional development management training programs
 - Develop and maintain Succession Plan Program for leadership positions
- **Lead employee Safety, Wellness and Recognition Initiatives**
 - Coordinate county wide safety and wellness programs
 - Manage county wide Fitness and Recognition programs
- **Salary Administration**
 - Ensure that approved salary schedules are in effect
 - Manage pay for performance, steps and longevity pay programs
 - Develop compensation proposals for non-union employees

Goals and Objectives Achieved in 2016

1. **Budgets:** Prepared responsible 2017 Human Resources and County wide Employee Benefit budgets while working within established budget parameters.
2. **Strategic Benefit Committee:** Leadership role in providing result based recommendations to the County Administrator and Human Resources Committee for implementation in 2017.
3. **Human Resources Metrics:** Developed and communicated to County Administrator including Pay-for-Performance and Turnover measurements.
4. **Professional Development Management Training:** Emphasis was on People Management 'Making People a Priority' including courses on the following; Emotional Intelligence, Stress Management, Mindfulness, Communication and Performance Management by way of on line Biz Library resources as well as in classroom offerings.
5. **Courthouse Security Ad-Hoc Committee:** Co-Chaired Committee and provided recommendations to the County Administrator in June, 2016 for a One Secured Entrance.
6. **Succession Planning:** Enhanced initiative by securing a written plan for key management positions by way of integrating into the Performance Evaluation tool.
7. **Employee Recognition Program:** Re-branded the "You Make a Difference" program to include a new look, and alternate gift options.
8. **AFSCME, Local 2427 Contract Conclusion:** Worked with Rocky Knoll Administrator to provide a smooth transition for contracted employees to the County's Human Resources Policies by year end 2016.
9. **Wellness Initiatives:** The Wellness Committee met quarterly and offered several events for the employees. The focus continues to be on educating employees to take ownership for their own health. The county continued to offer fitness memberships at the Y.M.C.A. and Planet Fitness to employees and their families who are on our health plan which proved successful. As of December 2016 the County has 124 employees participating. The InHealth Clinic continues to be an integral component of the county's wellness mission. I am pleased to report our relationship remains strong with our clinic partners – the Sheboygan Area School District and the City of Sheboygan. The Clinic continues to realize savings to our Health Care Reserves of approximately \$400,000/year.
10. **Safety remained front of mind in terms of further preparing employees for unexpected emergencies.** In collaboration with the Sheriff's Department, CRASE (Civilian Response to Active Shooter Events) Training was available to all employees in 2016, and Active Threat Drills were delivered to County Work locations.

Budget

2016 budgetary results for the department show the Human Resources Department operated within the adopted budget of \$520,491. There was a positive variance for the year of over \$14,000. The variance reflects funds that were budgeted and not utilized within Exam Fees, Advertising, Seminars and Training, as well as the Employee Health Insurance for benefit coverage wherein Human Resource employees declined coverage in 2016.

The 2017 Human Resources budget of \$560,545. allows for continued programs and services for Sheboygan County employees to include ongoing professional development training, an all employee engagement survey, and additional resources to address and enhance safety, wellness, and recognition initiatives.

Issues and Challenges Ahead

Health Care

The Human Resources Department, along with Associated Benefits and Risk Consulting (ABRC) and Wisconsin Counties Association Group Health Trust, continue to monitor the industry and regulations in conjunction with the Affordable Care Act in 2017 and beyond, as the benefit field is ever changing and the cost of health care is continually on the rise. The Strategic Benefits Planning Committee will once again be challenged to collaboratively discuss and recommend plan design refinements to the Human Resources Committee for the coming year, while balancing the needs of the employees and the cost to the county.

Collective Bargaining

The labor agreement with the WPPA, Deputies and Detectives Association is up for renewal as of December 31, 2017. We will look to begin negotiations in the third quarter of 2017. The County will continue to encourage all employees to engage our management team to discuss any concerns, ideas or suggestions they might have as we strive to be an all-inclusive employer of choice.

Turnover

2016 New Hires – 174

2016 Employee Terminations – 142

Overall Turnover – 18%

Understanding where applicants look to seek employment will continue to be a main emphasis within our recruitment efforts to include enhancements within LinkedIn, Facebook, and other social media avenues. Attracting and retaining the best and brightest employees is essential as we encounter a workforce of millennials as well as an aging workforce.

Pay for Performance and Coaching

Continued and ongoing management training will be required as the county's culture fully transitions to a true Pay for Performance environment wherein managers realize and apply a diverse set of skills which align with successful coaching and leadership competencies.

Goals and Objectives for 2017

Budgets: Prepare a responsible 2018 HR Department and Employee Benefit budget working within established budget guidelines.

Professional Development Training: Provide continued on-line resources, as well as sponsor the annual all management learning event.

Employee Engagement Survey: Develop and deliver an all employee survey to include manager training on the concept, as well as ensure all staff follow through meetings so as to communicate results and develop action plans.

Benefits: Lead Strategic Benefit Planning Committee to continue attention on plan design, costs and scorecard initiative. Address future growth needs of the InHealth Clinic to include potential additional services. Engage in RFP for management of the InHealth Clinic.

Online Benefit Open Enrollment: Research on-line Open Enrollment - paperless initiative.

Safety: Help oversee, with Emergency Management Director, the Courthouse Security improvements. Ensure all departments receive the noted necessary approved tools to prepare for a potential Active Threat. Complete all remaining Active Threat Drills at County work locations.

Wellness: Introduce quarterly employee challenges, and support efforts to attain national Well Workplace designation from the Wellness Council of America (WELCOA), as well as support the business community's effort to secure a "Sheboygan Well County" designation.

JD Edwards Human Resources Module implementation.

Contract Negotiations: Lead WPPA negotiations in fall 2017.

Succession Planning: Develop a master resource as a reference to include all key positions.