

# Human Resources

## Human Resource Mission

The Human Resources department looks to support the total operation in meeting its goal through its most important resource – its PEOPLE. The department’s mission is anchored to these values through seven (7) core objectives:

1. Commit to doing and acting openly, equitably, and consistently in our pursuit of uncompromising quality.
2. Increase participation in company and community activities while seeking knowledge, enthusiasm and an improved quality of life for ourselves, co-workers and the community.
3. Respect team member values that may be different from our own.
4. Create an atmosphere that fosters challenges, fun and safety.
5. Develop an attitude of teamwork and quality in our day-to-day operations.
6. Communicate in a candid and fair manner with the diverse workforce from whom our company derives its strength.
7. Accept responsibility for promoting ethical and legal conduct in personal and business practices.

## Eau Claire County Total Reward Strategy



## 2018 Accomplishments

### Full Technology Implementation

In 2018 the Human Resources department was successful in deploying technology that enhanced employees’ and their families’ access and streamlined transactional work to reduce errors and processing time. At the 2019 Eau Claire County wide training the Human Resources team launched a single-sheet user guide which outlined all the technology resources employees have to meet their various needs during and outside of work. A copy of that handout has been attached to this report.

### **Executed Innovative Recruitment Strategies**

The market for top talent continues to challenge employers to create and design innovative strategies to attract high quality talent. In 2018 Human Resources staff continued our focus on community outreach and recruitment by developing a social media presence (FaceBook and Instagram), strengthening our school contacts and hosting our first ever County wide recruitment fair.

The open house was an exceptional collaborative effort across all departments and continues with our strategic initiative of inviting the community to learn more about employment opportunities within our organization. The open house included representatives from various departments including Child Support, Sheriff's Office, Finance, Planning & Development, Register of Deeds, Human Services, County Clerk, ADRC, Human Resources, and Facilities. Through the social media campaign, we were able to reach over 4,000 people, thirty-eight (38) people attending, and seven (7) applicants indicated their referral source was because of the job fair.

### **Benefit Administration**

In conjunction with Eau Claire County's Total Reward Strategy and the commitment to act as good stewards of the county's resources, the decision to pursue a request for proposal (RFP) for health and wellness was made. M3, ECC's benefit consultant facilitated health insurance requests for proposals. M3 was a crucial partner in this RFP process. M3 is highly specialized in the health insurance industry, an industry with an enormous amount of dynamic moving pieces. In addition to negotiating health insurance; M3 brings a conduit of expertise into the health insurance field via communications, compliance and options.

As a result of the professional reputation and success in the industry, they were able to bring strategic carrier partners to the table. Below is a summary of the number and types of responses received through this proposal:

Insurance Type	Intent to Quote	Actual Quotes Received
Full Insured	9	4
Self Insured	7	3

At the completion of the RFP process, M3 executed a complex analysis of received proposals and provided the ECC selection team with an overall summary of the top proposals for consideration. This process provided ECC the chance to compare and contrast several plans. The selection team invited the top three prospects onsite to provide presentations.

The selection team secured a contract with health carrier, WEA Trust, at a county-wide renewal of 4.43% with a not to exceed in 2020 of 10.5% and 13.5% for 2021. The county also began its partnership with the Mayo Clinic Health System in a corporate wellness initiative that would provide a population health study.

## Alignment with Strategic Plan

The Human Resources team continues to work on providing an enhanced Human Resource services model. This model is anchored to the department mission, the Total Reward Strategy, the County values, strategic priorities and goals which all contribute to building a strong employee culture.

As the human resources team looks toward the strategic plan there are three priorities that aligned with the work that was accomplished in 2018. Those include staff, technology and communication.

*Technology* continues to be an initiative that the human resources team embraces. Our employee population is comprised of a diverse population and that diversity results in a variety of needs and interests. It is this departments commitment to provide a variety of technology platforms to meet employees and their families where they are at with the ultimate goal to provide them with access to their information as timely and efficiently as possible.

The strategic plan for 2018-2020 includes the county's commitment to their largest and most valuable asset; its *staff*. There are several components that fall into staffing: benefits, compensation, succession planning, and employee morale. Since the implementation of the 2015 classification and compensation program the county has been unable to fund the necessary market adjustments to keep its structure current with market evolution. This has resulted in Eau Claire County staff being under market value; specifically, the county had 69% of its workforce who were at step 6 or less; with step 6 being identified as the market.

In 2018, Human Resources staff took a new approach to addressing the disparity in the compensation scale. In conjunction with Eau Claire County's (ECC's) Total Reward Strategy leadership, from ECC wanted to create a program that would provide an opportunity for management to recognize staff for performance that is consistently exceptional. The proposal was voted down in both policy and funding in the fall of 2018.

From the foundational work that had been initiated in 2016 and 2017 Human Resource staff continued their commitment to develop an accessible, modern, and effective *communication* system continued. Recognizing that a "one-size fits all" communication vehicle would not meet employees and their families, the team continued to look for creative and efficient communication vehicles. In addition to the communication methods of weekly email updates, town-hall question and answer sessions, presentations and participation at various department meetings staff added "office hours". The office hours provide employees and their family members the opportunity to stop in and ask human resources staff a variety of questions from benefits to medical leaves to policy and work environment questions. Participation from staff has continued to grow and Human Resources staff look forward to the opportunity to offer these sessions in 2019.

## 2019 Future Opportunities

In 2019 the human resources team has identified the following important areas of focus in order to develop a comprehensive approach to managing talent across the life cycle of an employee. These initiatives include:

- Continuing to partner with the County Administrator, Leadership and the County Board by to address the point that the county's *total compensation* has not kept pace with comparable positions in the respective labor markets.
- Creating a *New Supervisor Orientation Program*. 58% of the current leaders at Eau Claire County were promoted from within (this is great!). To continue our commitment to promoting internal staff the county will need to create the programming to support leaders as they transition into these new roles.
- Formalizing a *Supervisor Training Program* which will help to develop and foster recruitment and retention
- *Onboarding* – the goal to orient and train new employees with the desired outcome to lead to higher employee engagement and greater retention rates.
- *Work. With Purpose campaign* - the goal of creating community awareness of ECC as a potential employer and building employee morale.
- *Benefits* and Overall *employee wellness* – continued rising costs in healthcare and
- Creating a *Diversity and Inclusion Committee* - Eau Claire County is committed to creating a work environment that fosters a wide range of perspectives, experiences, cultures, and traditions to ensure our work culture and programs develop and embrace our employees who impact our community every day.

#1 Recruitment and Selection	Budget \$213,003	Levy \$213,003		FTE's 1.73
This program involves recruitment and selection functions designed to identify and secure the best quality candidates to fill vacant positions. HR promotes open competition, provides equal employment opportunity, and ensures non-discrimination to facilitate fair and equitable representation of all persons in the county.				
<b>OUTPUTS</b>				
	<i>(YTD column = Jan-Jul results)</i>			
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Advertisements:	64	65	62	88
Applications reviewed:	5062	4470	4038	5335
Positions filled:	92	104	126	121
# of Community Outreach/Job Fairs attended	New Metrics			13
# of Management Level Recruitments				14
% of Job Offers Accepted				93%

<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
To recruit, select, and appoint the best qualified persons for Eau Claire County government positions.	90% of new hires complete their introductory period.	90%	93%	98%	95%
	90% of candidates extended an offer of employment accepted employment	90%	New Metric		93%
	90% of new hires are meeting expectations or better by the end of their introductory period.	90%	New Metric		99%
To facilitate fair and equitable representation in order to prevent non-discrimination of all persons in the Eau Claire County government workforce.	100% of external job advertisements are placed with minority organizations.	100%	100%	100%	100%
To provide qualified applications to departments in a timely manner in order to assist them in filling vacancies.	95% of outside recruitments will have applications screened and referred to departments as identified by the position recruitment strategy	95%	93%	99%	100%
Provide a variety of employee benefits that meet the personal needs of employees and continues to attract an evolving workforce.	60% of employees enrolled in the benefits package reported they were satisfied with the variety of employee benefits.	60%	New Metric	67%	Reported every 2 years

<b>#2 Records Management and Classification</b>		<b>Budget</b>	<b>Levy</b>		<b>FTE's</b>
		<b>\$219,028</b>	<b>\$219,028</b>		<b>2.00</b>
This program consists of the activities that are involved in maintaining the compensation system, including job description and job classification methods and systems, designed to provide a means for correct wage placement and categorization. In addition, the program involves the work that goes into record keeping and personnel data management to ensure compliance with local, state, and federal requirements.					
<b>OUTPUTS</b>					
<i>(YTD column = Jan-Jul results)</i>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Number of job descriptions created and/or updated:		33	29	41	47
Number of classification reviews performed:		160	2	20	10
Number of personnel files maintained:		735	1,278	1,382	1,532
Number of requests for family medical leave:		119	112	145	174
Number of Federally Mandated Reports filed		New Metric		2	1
Affirmative Action: Females as a percentage of workforce					56%
Affirmative Action: Percentage of employees who have a disability (self disclosure)		New Metrics			0.02%
Affirmative Action: Percentage of employees who are a protected veteran (self disclosure)					0.01%

<b>Performance Goal</b>	<b>Outcome Measures</b>	<b>Benchmark</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
To provide accurate and consistent descriptions of duties, responsibilities, and qualifications in order to clearly articulate employee expectations.	80% of orientation survey respondents that their job description accurately describes the work they are performing.	80%	New Metric		97%

<b>#3 Support &amp; Development</b>		<b>Budget</b>	<b>Levy</b>		<b>FTE's</b>
		<b>\$278,014</b>	<b>\$278,014</b>		<b>2.27</b>
This program involves the work that goes into maintaining employer-employee relationships that contribute to satisfactory employee productivity, motivation and morale. The Support and Development program includes employee relations activities that focus on preventing and resolving problems involving employees that arise out of or affect work situations. In addition, this program functions to develop and provide training and development opportunities.					
<b>OUTPUTS</b>					
<i>(YTD column = Jan-Jul results)</i>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>

Average length of service/retention period for all employees (in years)	New Metric		9.31	8.90
Number of personnel issues assisted with:	New Metric			39
Number of disciplines processed:	9	19	7	10
Number of committee-approved policies & procedures developed/revised:	12	13	13	16
Number of large group orientations:	0	0	12	12
Number of new hire individual orientations:	82	66	68	43
Number of employees recognized:	131	140	137	205
Number of requests for disability accommodations:	7	7	7	5
Number of requests for progressive duty return to work	n/a	n/a	69	48
Number of employee training and development opportunities offered:	1	5	15	35
Number of benefit program learning opportunities offered	New Metric		26	67
Number of leave requests facilitated (personal, disabled veteran, etc.)	New Metric		50	80
Employee Assistance Program (utilization and helpline use)	n/a	169	172	183
Number of exit interviews:	4	40	27	14
Number of resignations or terminations	61	64	76	89
Number of HR information communication/updates sent to departments				21
Average cost of benefits as a % of salary	New Metric			30.29%
Average training and development costs per employee				\$31.33
Average performance rating of all employees				3.94/5

<b>#3 Support &amp; Development Continued...</b>		<b>Budget</b> \$278,014	<b>Levy</b> \$278,014		<b>FTE's</b> 2.27
<b>Performance Goal</b>	<b>Outcome Measures</b>	<b>Benchmark</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
To provide timely advice, technical assistance and counseling assistance to staff and management in human resources issues.	90% of requests for assistance will be initiated within five (5) business days.	90%	New Metric		90%
To provide an efficient and fair system for evaluating employee performance in order to improve employee performance, strengthen supervisor-employee relationships, and recognize employee accomplishments and good work.	85% of Managers and Supervisors complete employee performance evaluations within 60 days of the due date.	85%	New Metric		70%
To provide an orientation system that assists new employees with building a foundation of knowledge about Eau Claire County employment.	80% of survey respondents indicated that the orientation program was 'somewhat beneficial' or 'absolutely beneficial' in building a foundation of knowledge about Eau Claire County employment.	80%	New Metric		100%
To provide a recognition system that recognizes and rewards the dedicated service of Eau Claire County employees.	100% of recognition awards are distributed to department heads within 30 days of the milestone anniversary date.	100%	100%	100%	99%
To provide additional learning opportunities for employees within their area of assigned duties.	80% of survey respondents indicated that the training was "somewhat" or "absolutely applicable" to their job.	80%	81%	85%	70%
To maintain and support a wellness program that encourages employees and spouses to participate by offering a wide variety of initiatives that involve all segments of the population.	90% of eligible employees participated in the wellness program  42% of wellness program participants reported they were 'satisfied' with the program.	90%	New Metric		96%
To provide real-time data and analysis to review trends for recruitment and retention strategies	80% of the time quarterly metrics will be provided to department heads	80%	New Metric		54.20%
			New Metric		75%
<b>Totals</b>		<b>Budget</b> <b>\$710,045</b>	<b>Levy</b> <b>\$710,045</b>		<b>FTE's</b> <b>6.00</b>

# EAU CLAIRE COUNTY

## HR Technology Guide



Work. With Purpose

Icon	Resource	Web Address	Purpose	Login Information	My Login Info	Troubleshooting	Who has access?
	NeoGov Perform	secure.neogov.com	Complete, view, and sign performance evaluations.	*Username: Full county email address Password: Set by user		Sara Bronstad (715-839-6945) or Jill Mangus (715-839-7335)	All employees of Eau Claire County
	NeoGov Onboard	secure.neogov.com	Complete New Hire paperwork, view benefits information, other training resources.	*Username: Full county email address Password: Set by user		Sara Bronstad (715-839-6945) or Jill Mangus (715-839-7335)	All employees of Eau Claire County
	NeoGov OHC	secure.neogov.com	"Online Hiring Center". Submit position requisitions and review applications.	*Username: Full county email address Password: Set by user		Sara Bronstad (715-839-6945) or Jill Mangus (715-839-7335)	Hiring Managers
	Employee Service Portal	eccesp/ESP/Login.aspx	Review paystubs, deductions, and leave balances.	Username: First Initial Last Name Password: Set by user		IS Department	All employees of Eau Claire County while using a County computer (VPN)
	NetTime	Shortcut on Desktop or App	Timekeeping and PTO requests.	Client ID: EauCC Login ID: Full county email address Password: Set by user		Supervisor or Finance (715-839-6194)	All employees (excluding Highway)
	Extranet	www.co.eau-claire.wi.us	Online bulletin board. View upcoming events and various resources.	Username: Full county email address Password: Set by user		IS Department	All employees of Eau Claire County
	GovernmentJobs.com	GovernmentJobs.com	Apply for Internal Vacancies.	Account created by user		GovernmentJobs.com (855-524-5627)	All employees of Eau Claire County, temporary employees and interns
	FMLA Source	www.FMLASource.com	Request and update FMLA Leave and track FMLA Hours.	Account created by user		FMLA Source (877-462-3652)	All employees of Eau Claire County
	REALiving	EAP.REALiving.com	Employee Assistance Services related to personal and professional development.	Username: ECounty Password: ECCOemployee		REALiving (1-877-256-9302)	All employees of Eau Claire County
	Ready Enroll	standard.benselect.com	Enroll in benefits when eligible.	Username: SSN <u>or</u> Employee ID # Password: Last 4 of SSN <u>and</u> last 2 of birth year		Amy Sires (715-839-2959)	All employees of Eau Claire County
	ManageWell	managewell.com	Wellness portal for challenge and participation tracking.	Account created by user		Joni Gilles (enhanceyourhealth.ecc@mayo.edu or 715-838-1447)	All employees. Spouses on health plan.

For more information, please contact your HR Partner or call 715-839-4710