

EAU CLAIRE COUNTY BOARD OF SUPERVISORS
MEETING NOTICE/AGENDA

COMMITTEE: Committee on Human Resources
DATE: Friday, August 14, 2015 **TIME:** 1:30 PM
PLACE: Eau Claire County Courthouse, Room 3312
721 Oxford Avenue, Eau Claire, WI

REASON FOR MEETING: REGULAR

1. Call to Order and Certify Compliance with Open Meetings Law.
2. Review and approve minutes of June 9, June 22, June 30, and July 10, 2015 meetings.
3. Human Resources – Consideration and discussion of the proposed 2016 Human Resources department budget.
4. Human Resources – Consideration and discussion of extending the deadline for the Affirmative Action Plan.
5. Human Resources – Discussion of the job classification and market adjustment procedures.
6. Set meeting dates.

COPIES TO:

County Clerk J. Loomis

County Administrator K. Schauf

Corporation Counsel K. Zehms

Committee on Human Resources: K. Clark/S. Miller/M. Beckfield/M. Olson/M. Conlin

Human Resources Department

DATE NOTICE POSTED AND SENT: 08/11/2015

PREPARED BY: Heather Murray, Human Resources Department

PLEASE NOTE: Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through sign language, interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-4710, (FAX) 839-1669 or 839-4735, tty: use Relay (711) or by writing to the ADA Coordinator, Human Resources, Eau Claire County Courthouse, 721 Oxford Avenue, Eau Claire, WI 54703.

**COMMITTEE ON HUMAN RESOURCES, FINANCE AND BUDGET COMMITTEE,
ADMINISTRATION COMMITTEE**

Tuesday, June 9, 2015

4:30 p.m. County Board Room

Location: Eau Claire County Courthouse
721 Oxford Avenue
Eau Claire, WI 54703

MINUTES

Members Present: Committee on Human Resources: Mike Conlin, Mark Beckfield, Kathy Clark, Sue Miller, Mark Olson

Members Present: Finance and Budget Committee: Stella Pagonis, Jim Dunning, Mike Conlin, Robin Leary, Nick Smiar

Members Present: Administration Committee: Gregg Moore, Colleen Bates, Kathy Clark, John Manydeeds, Jerry Wilkie

Staff Present: Heather Murray, Keith Zehms, Scott Rasmussen, Amanda Twitchell

Others Present: Dr. Victoria McGrath, Frank Draxler, Kaycee Olson, Tamara Hanson, Tom Wirth, Stephanie Campbell, Lori Longhurst, Julie Niemann, Lance Gurney, Peter Strand, Dave Hayden, Debbie Carlson, Laura Yohn

Chairs Kathleen Clark, Gregg Moore and Stella Pagonis called the meeting to order at 4:32 p.m.

Human Resources: Classification and Compensation Study Review and Implementation/Resolution 15-16/022/Recommendation to County Board of Supervisors/Approval-Denial/Direction to Staff.

Motion by Mike Conlin seconded by John Manydeeds to hold a joint committee meeting again in three (3) weeks to take action on the Classification and Compensation Study. Staff are directed to provide additional information to the three (3) Committees prior to the next scheduled joint meeting:

1. Number of employees in each step throughout the wage schedule.
2. A description of how it was determined where positions were placed on the wage schedule.
3. Costing information to give some consideration to length of services
 - a. Providing one extra step to employees who have been in their position for five (5) to ten (10) years.
 - b. Providing two extra steps to employees who have been in their current position for ten (10) to fifteen (15) years.
 - c. Provide three extra steps to employees who have been in their current position for fifteen (15) or more years.

Committee on Human Resources: Motion carried 5 to 0.

Finance and Budget Committee: Motion carried 5 to 0.

Administration Committee: Motion carried 5 to 0.

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**COMMITTEE ON HUMAN RESOURCES, FINANCE AND BUDGET COMMITTEE,
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Tuesday, June 9, 2015

Page 2 of Agenda

Set Meeting Dates.

The next meeting is scheduled for June 30, 2015 at 4:30 p.m.

Adjourn

Chairperson Gregg Moore adjourned the meeting at 6:31 p.m.

Respectfully submitted,

Amanda Twitchell
Acting Committee Clerk

COMMITTEE ON HUMAN RESOURCES

Monday, June 22, 2015, 1:30 p.m., Room 3312

Location: Eau Claire County Courthouse
721 Oxford Avenue
Eau Claire, WI 54703

MINUTES

Members Present: Kathleen Clark, Sue Miller, Mark Olson, Mark Beckfield, Mike Conlin

Staff Present: Heather Murray, Keith Zehms, Jenalee Grabowski

Chair Kathleen Clark called the meeting to order at 1:30 p.m.

Human Resources: Review of Classification and Compensation Study/Information-Discussion/Direction to Staff. (pp. 2-12)

The Human Resources Committee reviewed the Classification and Compensation Study proposal.

Motion Sue Miller to support the Classification and Compensation study proposal. Motion failed 3 to 2.

Set Meeting Dates.

The next meeting is scheduled for July 10, 2015 at 1:30p.m.

Adjourn.

Motion Mark Beckfield to adjourn at 3:15 p.m. Motion carried 5 to 0.

Respectfully submitted,

Jenalee Grabowski
Committee Clerk

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**COMMITTEE ON HUMAN RESOURCES, FINANCE AND BUDGET COMMITTEE,
ADMINISTRATION COMMITTEE**

Tuesday, June 30, 2015

4:30 p.m. County Board Room

Location: Eau Claire County Courthouse
721 Oxford Avenue
Eau Claire, WI 54703

MINUTES

Members Present: Committee on Human Resources: Mike Conlin, Mark Beckfield, Kathy Clark, Sue Miller, Mark Olson

Members Present: Finance and Budget Committee: Stella Pagonis, Jim Dunning, Mike Conlin, Robin Leary

Members Present: Administration Committee: Gregg Moore, Colleen Bates, Kathy Clark, John Manydeeds, Jerry Wilkie

Members Absent: Finance and Budget Committee: Nick Smiar

Staff Present: Heather Murray, Keith Zehms, Scott Rasmussen, Amanda Twitchell

Others Present: Dr. Victoria McGrath (via conference call), Tom Hurly, Ron Hon, Karen Tuura, Kim Loewenhagen, Amy Sires, Peter Strand, Sue Wayne, Susan Schaffer, Dianne Hughes, Eleanor Wolf, Marie Selvig, Tammy Hanson, Kaycee Olson

Chairs Kathleen Clark, Gregg Moore and Stella Pagonis called the meeting to order at 4:38 p.m.

Human Resources: Classification and Compensation Study Review and Implementation/Resolution 15-16/022/Recommendation to County Board of Supervisors/Approval-Denial/Direction to Staff.

Motion by Colleen Bates to adopt the McGrath Human Resources Group Classification and Compensation plan.

Motion by Mark Olson to amend the compensation plan by moving the Huber Compliance Officer, Correctional Officer, Electronic Monitoring Officer, Classification Officer and Juvenile Detention Worker from paygrade (L) to paygrade (J).

Committee vote on the amendment:

Administration Committee: Motion failed 5 to 0.

Finance and Budget Committee: Motion failed 2 to 2.

Committee on Human Resources: Motion carried 3 to 2.

Motion Jim Dunning to amend the compensation plan by moving the Huber Compliance Officer, Correctional Officer, Electronic Monitoring Officer, Classification Officer and Juvenile Detention Worker from paygrade (L) to paygrade (K).

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**COMMITTEE ON HUMAN RESOURCES, FINANCE AND BUDGET COMMITTEE,
ADMINISTRATION COMMITTEE**

Tuesday, June 30, 2015

Page 2 of Agenda

Committee vote on the amendment:

Administration Committee: Motion carried 4 to 1.

Finance and Budget Committee: Motion carried 4 to 0.

Committee on Human Resources: Motion carried 3 to 2.

Motion Mark Olson to amend the compensation plan by moving the Sergeant position in paygrade (Q) to paygrade (P).

Mark Olson withdraw motion to amend the compensation plan by moving the Sergeant position in paygrade (Q) to paygrade (P).

Motion Robin Leary to amend the compensation plan by placing current employees with the title of Legal Specialist II or Judicial Assistant in paygrade (H) on the salary schedule according to years of service in the position as follows; zero (0) to five (5) years will be placed on step six (6); six (6) to ten (10) years will be placed on step seven (7); and more than ten (10) years will be place on step eight (8)

Committee vote on the amendment:

Administration Committee: Motion carried 5 to 0.

Finance and Budget Committee: Motion carried 4 to 0.

Committee on Human Resources: Motion carried 5 to 0.

Motion Colleen Bates to adopt the McGrath Human Resources Group Classification and Compensation plan with an amendment to move the Huber Compliance Officer, Correctional Officer, Electronic Monitoring Officer, Classification Officer and Juvenile Detention Worker from paygrade (L) to paygrade (K). and an amendment to place current employees with the title of Legal Specialist II or Judicial Assistant in paygrade (H) on the salary schedule according to years of service in the position as follows; zero (0) to five (5) years will be placed on step six (6); six (6) to ten (10) years will be placed on step seven (7); and more than ten (10) years will be place on step eight (8).

Administration Committee: Motion carried 5 to 0.

Finance and Budget Committee: Motion carried 4 to 0.

Committee on Human Resources: Motion carried 5 to 0.

Adjourn

Chairperson Gregg Moore adjourned the meeting at 5:57 p.m.

Respectfully submitted,

Amanda Twitchell
Acting Committee Clerk

COMMITTEE ON HUMAN RESOURCES

Friday, July 10, 2015, 1:30 p.m., Room 3312

Location: Eau Claire County Courthouse
721 Oxford Avenue, Eau Claire, WI 54703

MINUTES

Members Present: Kathleen Clark, Mark Beckfield, Mike Conlin

Members Absent: Sue Miller, Mark Olson

Staff Present: Heather Murray, Kathryn Schauf, Keith Zehms, Jenalee Grabowski

Others Present: Scott Rasmussen, Janet Loomis

Chair Kathleen Clark called the meeting to order at 1:58 p.m.

Parks and Forest: Update on Parks and Forest 2015 Amended Position Request/Information-Discussion. (p. 2)

Human Resources Director, Heather Murray, provided an update on the Parks and Forest 2015 Amended Position Request. This request was approved effective May 1, 2015 pending a further review of position duties. The position duties were reviewed and the increase in FTE was implemented in June, 2015.

County Clerk: Request to Change the Title of One 1.0 FTE Office Associate 3 to Chief Deputy County Clerk/Direction to Staff/Information-Discussion. (pp. 3-4)

Motion Mark Beckfield to approve the title change of one (1) 1.0 FTE Office Associate 3 position to Chief Deputy County Clerk and to be included in the 2015 Classification and Compensation Study proposal. Motion carried 3 to 0.

Human Resources: Classification and Compensation Study Update/Direction to Staff/Information-Discussion. (p. 5)

Human Resources Director, Heather Murray, provided an update on the classification and compensation study. Finance Director, Scott Rasmussen, provided updated costing information based on the June 30, 2015 Joint Committee meeting.

Human Resources: 2016 New Position Request Guidelines/Direction to Staff/Information-Discussion. (p. 6)

Committee on Human Resources discussed potential guidelines for 2016 New Position Requests and recommended those guidelines as an addition to the implementation process of the Classification and Compensation Study pending County Board action.

Set Meeting Dates.

The next meeting is scheduled for August 14, 2015 at 1:30p.m.

Adjourn.

Motion Mike Conlin to adjourn at 3:34 p.m. Motion carried 3 to 0.

Respectfully submitted,

Jenalee Grabowski
Committee Clerk

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Human Resources Department

Mission: To provide leadership and guidance in the development, implementation, and equitable administration of policies and practices, which add value to Eau Claire County and its employees, elected officials and department heads. The Human Resources Department strives for improved employee welfare, empowerment, growth, and retention, while assuring compliance with County policies, labor contracts, and all other federal and state personnel management regulations.

Programs & Services

The Human Resources (HR) Department functions as a strategic partner, charged with the overall responsibility for developing, managing, and supporting its initiatives related to attracting, retaining, and developing qualified individuals necessary to successfully support the vision, goals, and objectives of Eau Claire County.

Human Resources is committed to its service areas of expertise, which are divided into three broad categories that cover the major HR functions as follows:

Recruitment and Retention:

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 workforce.

Records Management and Job Classification:

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.

Support and Development:

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. Human Resources provides advice to supervisors and employees on how to correct poor performance and employee misconduct. Information is also provided to employees in order to promote a better understanding of management's goals and policies. Supervisors and employees are advised of applicable regulations, legislation, and collective bargaining agreements. Employees are also advised about their grievance and appeal rights and discrimination and whistleblower protections.

In addition, this program functions to develop and provide training and development opportunities that will enhance employees' knowledge and skills, as well as other performance-enhancing systems that will assist with reviewing and assessing employee development needs.

Overview of Expenditures and Revenues

	2014 Actual	2015 Budget	2015 Estimate	2016 Request	2016 Recommended	% Change
Expenditures:						
Personnel	\$ 383,682	\$ 389,493	\$ 379,873	\$ 435,831	\$ -	
Services & Supplies	93,792	68,828	87,498	22,490	-	
Equipment		-	-	-	-	
Total Expenditures	\$ 477,474	\$ 458,321	\$ 467,371	\$ 458,321	\$ -	-100.00%
Revenues:						
Federal/State Grants	\$ -	\$ -	\$ -	\$ -	\$ -	
Charges & Fees	-	-	-	-	-	
Miscellaneous	-	-	-	-	-	
Fund Balance Applied	-	-	-	-	-	
Property Tax Levy	477,474	458,321	467,371	458,321	-	-100.00%
Total Revenues	\$ 477,474	\$ 458,321	\$ 467,371	\$ 458,321	\$ -	

Summary of Requested Addbacks

Description	Department Requested	Administrator Recommendation	F & B Committee Recommendation
Professional Services	\$47,720	\$0	\$0
Physicals	\$3,500	\$0	\$0
Training/Conferences	\$3,000	\$0	\$0
Countywide Training	\$2,800	\$0	\$0
Recognition	\$1,500	\$0	\$0
Totals	\$58,520	\$0	\$0

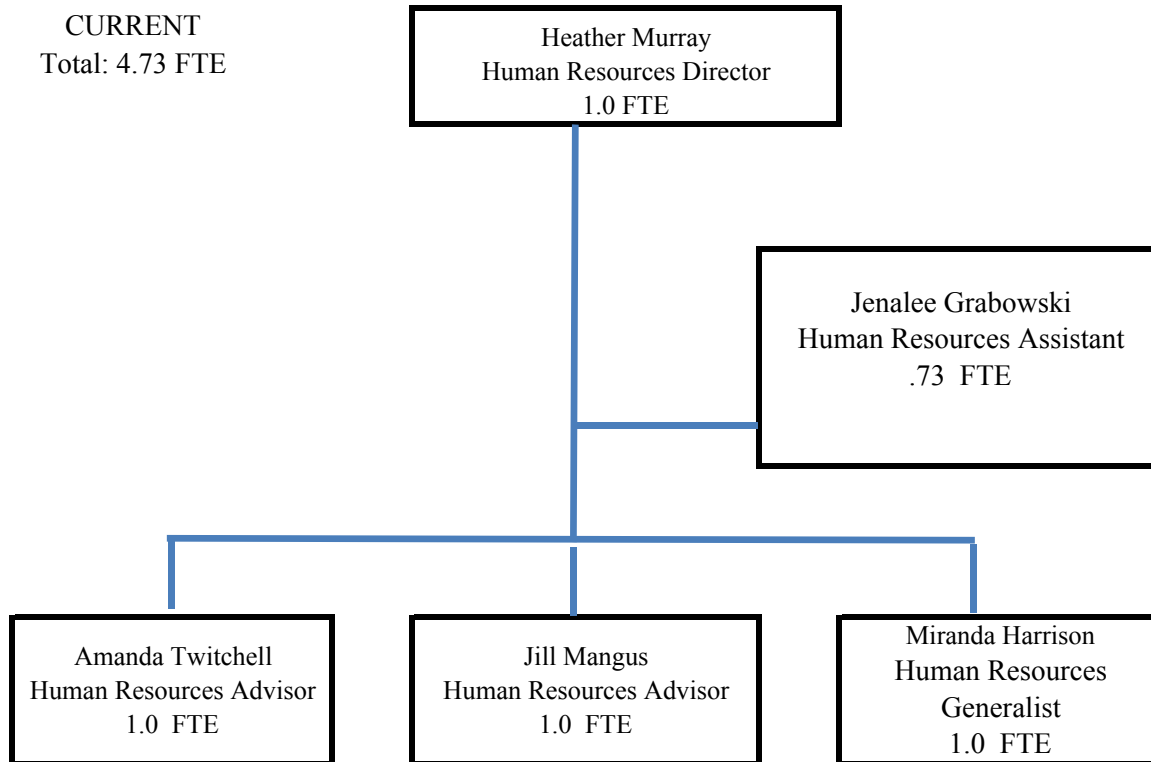
A breakdown of those add-backs in priority order are as follows:

- Restore Funding for Professional Services. Levy Impact: \$47,720. This includes services such as our Employee Assistance Program, Applicant Tracking System, Performance Evaluation System, Family Medical Leave Administration and Affirmative Action Consulting Services.
- Restore funding for Physicals. Levy Impact: \$3,500. This includes expenses for seasonal employee pre-employment physicals.
- Restore funding for Training/Conferences. Levy Impact \$3,000. This includes expenses for staff training on changing labor and employment laws.
- Restore funding for Countywide Training. Levy Impact: \$2,800. Expenses for this program include the costs for presenters, copy costs, etc.

- Reinstatement of Employee Recognition Program. Levy Impact: \$1,500. Expenses for this program include the costs of the gifts given to employees who reach milestone anniversaries for length of service with the County.

Staffing/Organizational Chart

CURRENT
Total: 4.73 FTE



Program Financials

2016 Requested Program/Service	Recruitment and Retention Priority 1	Records Mgmt Job Classification Priority 2	Support and Development Priority 3		Totals
Expenditures:					
Personnel	\$ 161,257	\$ 82,808	\$ 191,766	\$ -	\$ 435,831
Service & Supplies	\$ 19,154	\$ 1,006	\$ 2,330	\$ -	\$ 22,490
Equipment	-	-	-	-	\$ -
Total Expenditures	\$ 180,411	\$ 83,814	\$ 194,096	\$ -	\$ 458,321
Revenues:					
Federal/State Grants	-	-	-	-	\$ -
Charges & Fees	-	-	-	-	\$ -
Miscellaneous	-	-	-	-	\$ -
Fund Balance Applied	-	-	-	-	\$ -
Property Tax Levy	180,411	83,814	194,096	-	\$ 458,321
Total Revenues	180,411	83,814	194,096	-	\$ 458,321
Mandated Service?	Yes	Yes	Yes		
Committee Priority					

2015 Approved Program/Service	Recruitment and Retention Priority 1	Records Mgmt Job Classification Priority 2	Support and Development Priority 3		Totals
Expenditures:					
Personnel	\$ 144,112	\$ 74,004	\$ 171,377	\$ -	\$ 389,493
Service & Supplies	36,197	8,575	24,056	\$ -	\$ 68,828
Equipment	-	-	-	-	\$ -
Total Expenditures	\$ 180,309	\$ 82,578	\$ 195,433	\$ -	\$ 458,321
Revenues:					
Federal/State Grants	-	-	-	-	\$ -
Charges & Fees	-	-	-	-	\$ -
Miscellaneous	-	-	-	-	\$ -
Fund Balance Applied	-	-	-	-	\$ -
Property Tax Levy	180,309	82,578	195,433	-	\$ 458,321
Total Revenues	180,309	82,578	195,433	-	\$ 458,321
Mandated Service?	Yes	Yes	Yes		
Committee Priority					

#1 Recruitment and Retention		Budget 180,411	Levy 180,411		FTE's 1.74
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.					
OUTPUTS					
		<i>(YTD column = Jan-Jul results)</i>			
		<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>YTD 2015</u>
Job requisitions:		138	128	111	65
Internal notices:		64	52	50	30
Advertisements:		51	54	56	40
Applications reviewed:		6023	5763	5684	2188
Best qualified applications forwarded to department:		2673	2881	1178	749
Positions filled:		133	121	106	53
<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2013</u>	<u>2014</u>	<u>YTD2015</u>
To recruit, select, and appoint the best qualified persons for Eau Claire County government positions.	90% of new hires complete their probationary period.	90%	100%	100%	100%
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 within 3 business days of the external closing date.	95%	97%	100%	100%
#2 Records Management and Classification		Budget 83,814	Levy 83,814		FTE's 0.90
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.					
OUTPUTS					
		<i>(YTD column = Jan-Jul results)</i>			
		<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>YTD2015</u>
Number of job descriptions created and/or updated:		42	172	200	23
Number of classification reviews performed:		1	0	1	195
Number of personnel files maintained:		634	654	682	735
Number of public records requests received:		3	2	7	3
Number of internal requests to view personnel records filed:		24	21	25	5
Number of requests for family medical leave:		104	150	126	48

<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2013</u>	<u>2014</u>	<u>YTD2015</u>
To provide accurate and consistent descriptions of duties, responsibilities, and qualifications in order to clearly articulate employee expectations.	33% of all job descriptions are reviewed and updated annually.	33%	57%	100%	12%
To ensure that applicable classification systems are administered for job titles within Eau Claire County government in order to ensure fair and competitive compensation.	20% of all existing non-represented positions are reviewed for job reclassification annually.	20%	0%	0%	100%
To submit the EE0-4 report to the U.S. Equal Employment Opportunity Commission no later than September 30 of every odd year.	100% of the time the EE0-4 report will be submitted to the U.S. Equal Employment Opportunity Commission no later than September 30 of every odd year.	100%	100%	N/A	N/A
To provide the updated Affirmative Action Plan to the Committee on Human Resources by November of each year.	100% of the time the update to the Affirmative Action Plan will be provided to the Committee on Human Resources no later than the November meeting.	100%	0%	100%	N/A
To update the Civil Rights Compliance Plan every three years and submit it to the State within established deadlines.	100% of the time the Civil Rights Compliance Plan will be updated every three years.	100%	N/A	100%	N/A
	100% of the time the Civil Rights Compliance Plan will be submitted to the State within established deadlines.	100%	N/A	100%	N/A
To provide current, up to date records for retrieval in order to ensure that authorized persons entitled to the information receive it in a timely manner.	90% of internal written requests to view personnel records will be responded to within 2 working days.	90%	78%	100%	100%
	90% of requests for copies of complete personnel files are made available within 3 business days.	90%	100%	100%	100%
	90% of public records requests are responded to within 5 working days.	90%	100%	57%	68%
	90% of public records are made available within 45 working days.	90%	100%	100%	50%
#3 Support & Development		Budget 194,096	Levy 194,096		FTE's 2.09
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.					

OUTPUTS

<i>(YTD column = Jan-Jul results)</i>	2012	2013	2014	YTD2015
Number of investigations performed:	8	12	14	11
Number of disciplines processed:	18	13	14	3
Number of committee-approved policies & procedures developed/revised:	13	19	8	7
Number of large group orientations:	2	1	2	N/A
Number of new hire individual orientations:	78	89	84	53
Number of employees recognized:	107	171	142	76
Number of requests for disability accommodations:	5	2	4	3
Number of HR sponsored training and development opportunities offered:	2	1	2	1
Number of exit interviews:	10	8	8	0
Number of resignations or terminations:	102	73	47	43

<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2013</u>	<u>2014</u>	<u>YTD2015</u>
To provide timely advice, technical assistance and counseling assistance to staff and management in human resources issues and complaint.	90% of formal investigations will be completed within 30 days.	90%	78%	85%	48%
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.	100% of department requesting assistance with employee evaluations will receive assistance.	100%	100%	100%	100%
To provide an orientation system that assists new employees with building a foundation of knowledge about Eau Claire County employment.	95% of all new hires are orientated with the first 3 days.	95%	100%	100%	100%
	90% of large group orientation survey respondents agreed that the orientation session assisted them with learning about Eau Claire County employment.	90%	88%	94%	N/A
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.				
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%	82%	81%	81%
Totals		Budget 458,321	Levy 458,321		FTE's 4.73

Challenges

Human Resources is facing some of the same challenges other departments are, which is determining how to administer its programs at or exceeding its performance standards, while faced with constrained resources to cover the cost to continue the programs. In order to achieve the same levy funding as 2015, services and activities were considered in program priority order, with majority of the impact placed on the lowest priority program, Support and Development. The following illustrates the impacts of these budget reductions:

Elimination of Professional Services. Elimination of Professional services includes the Employee Assistance Program, Applicant Tracking System, Performance Evaluation System, Family Medical Leave Administration and Affirmative Action Consulting Services. These eliminations will require that recruitment, performance evaluations and Family Medical Leave administration become a manual process. This will result in a reduction in response times in relation to recruitment and employee performance evaluation timelines, for example. Please note these were added for major process improvements, without these services the result will be either an increase in staff or a decrease in services provided. An increase in staff cost would be much higher than \$47,720.

Reduction in Physicals. A reduction in pre-employment physicals would eliminate seasonal employee pre-employment physicals. Pre-employment physicals are an important part of the operation and it is not recommended we move in the direction of eliminating them.

Elimination of Training/Conferences. Elimination of Training/Conferences will impact Human Resources' ability to remain informed of the changing employment laws and implement changes to current policies and procedures in order to remain compliant as well as identifying, developing, and revising new countywide policies.

Elimination of the Countywide Training Program. Each year there is both mandated and non-mandated training offered to employees. Topics such as Civil Rights, non-harassment, safety and security, and confidentiality are covered to keep employees aware of their rights and responsibilities. Eliminating this funding will cause a decrease in efficiency and effectiveness in providing these and other training opportunities to employees. Human Resources will still have to provide these trainings regularly. This will cause disruptions to various department operations as we require employees to attend these trainings.

Elimination of the Employee Recognition Program. There will no longer be years of service awards provided to employees in recognition for their service and dedication to Eau Claire County. The effects of this may cause employees to feel under-appreciated, in turn contributing to lowering employee morale.

As the Human Resources Department looks forward to the challenges of fiscal year 2016, we are aware of the importance of meeting the needs of our customers. Not unlike all other County departments, Human Resources must consider how to continue on its path to become a higher quality service provider, while reducing its available resources. In fiscal year 2016, Human Resources will need to consider the following:

Labor and Employment Laws/Employment Policies and Procedures. Human Resources continues to face the challenges of maintaining compliance with the many labor and employment laws, such as the Federal and State Family Medical Leave Acts, the Americans with Disabilities Act Amendments Act (ADAAA), the Genetic Information Nondiscrimination Act (GINA), Health Care Reform, etc. While these laws are existing, they continually change or new case law occurs. Human Resources must consistently stay informed of these changing laws and implement changes to current policies and procedures in order to remain compliant with these laws. To meet the needs of changes as they occur, the Eau Claire County Policy Manual will continually require revisions as well as identifying and developing new countywide policies.

One policy and procedure review currently underway is a Job Classification and

Talent Management. As we continue to see the Baby Boomer generation enter retirement age, Human Resources anticipates valuable knowledge and resources leaving the workforce. In anticipation of this movement, Human Resources must work toward identifying jobs that are too critical to the organization to be left vacant and developing strategic plans to broaden succession planning. This planning is critical to the mission and success of the County and aids in identifying potential gaps and knowledge transfer needs so we can provide learning opportunities to assist in easing these transitions, and develop strategies for managing changing operations.

Employee Relations Activities. As a service department, Human Resources has spent the last several years promoting and improving its services and increasing the availability and visibility of the department. Human Resources strives to maintain a high level of services to all staff.

Ongoing efforts to review both the recruitment and hiring (onboarding) process and improve the experience for applicants/new employees occur regularly. One effort currently underway to assist in improving the new hire process is the acquisition of an onboarding system which will allow new employees access to the information needed to be completed upon hire such as new hire forms, benefits information, and policy review verification. Human Resources will continue the onboarding development to expand to individual departments. This will cut down on costs such as printing and duplicating policy manuals, work rules, forms, and other information which can be accessed electronically.

Position Management. As part of the ongoing strategic planning of the County, Human Resources is looking for accurate position management information. In an effort to make this process more efficient and effective, Human Resources will examine the current Human Resources Information System (HRIS) product and begin utilizing available functionality. Human Resources will seek to identify features and functionality that can replace the current manual tracking processes and improve efficiency which will also enhance information available for decision-making. Examples of features and functionality should include position control and reporting, employee and location reporting, and department/division reporting.