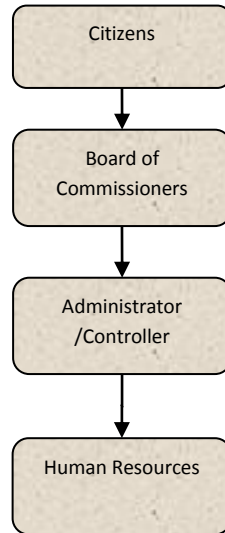




Human Resources



Mission Statement

Acting as strategic partners with all Jackson County departments, help attract, retain, and motivate our most valuable asset, our employees. To provide outstanding customer service to both our internal and external customers by promoting, facilitating and enhancing safe, healthy, and positive working conditions, amicable resolution of differences, and a consistent, cooperative and inoffensive work environment. Strategically align Human Resources services with Jackson County's Mission, Vision and its Values centered on Quality, Integrity, Community, Teamwork, Efficiency and Accountability.



Activities

Strategic customer service to a County workforce of over 700 regular, seasonal/casual and volunteer staff, and 782 County retirees. Strategic planning for employee/retiree benefits plans; federal health care reform compliance and tracking; staffing services including recruiting, job posting, testing, orientation, exit interviews, background checks, and interviews. Participation in the County's strategic workforce initiatives including the Administrator's Leadership Team, the High Performance Organization Coordinating Council (HPO CC), Strategic Implementation Team (SIT), Continuous Process Improvement (CPI) Team, Improved Work Environment (IWE) Team and Wellness Team. Administration and records maintenance for compensation, official personnel files and employee benefits systems, as well as policy and procedures development and interpretation. Labor relations, negotiations and contract interpretation for eleven (11) County Unions/Associations, as well as Discipline/Conflict/Grievance resolutions, arbitration preparation and on-going employee relations.

Administer deferred compensation plans, workers' compensation, property and liability insurance, short and long-term disability insurance programs, job performance evaluations and compensation system administration, employee recognition programs, Universal Credit Service program. Defined Benefit pension plan administration and coordination.

Facilitate and administer the County Wellness program and Respond to Freedom of Information Act (FOIA) requests.

Strategic Plan Impact

Internal Service Agency

The Department of Human Resources – The associated Human Resources functions and services provide the strategic and operational information and statistics that County leadership uses to make decisions and allocate resources to accomplish the strategic plan. Human Resources is a vital, strategic participant in the Administrator's Leadership Team, the HPO CC Team, the Improved Work Environment Team (IWE) and Continuous Process Improvement (CPI) initiatives that help to guide policy and operational improvements for the County, all with the focus of becoming a High Performance Organization (HPO).



2018 Accomplishments

- Completed labor negotiations with the remaining 5 groups not settled at the end of 2017. Contracts were ratified and approved; revisions made to the respective collective bargaining agreements; agreements printed and distributed.
- Completed the implementation of HAP for those collective bargaining units that were not ratified at the end of 2017.
 - Completed staggered open enrollment periods for those units.
 - Continued the ongoing weekly/biweekly calls with HAP and JHN to address problems, concerns, etc.
- Implemented the restructured Reward Your Health (RYH) Program for all full and part-time employees and spouses.
 - Provided ongoing communication to RYH participants regarding program.
 - Addressed issues with program as they occurred; included those issues in weekly/biweekly HAP calls.
 - Evaluated 2018 RYH Program in order to improve and address issues; planned changes accordingly to improve the 2019 RYH program.
 - 343 employees and spouses participated in the 2018 RYH program.
- Planned for 2019 benefit year reviewing current benefit offerings and vendors; determining if strategic benefit plan changes should be made or modified for active employees and pre-65 retirees.
- Completed revisions to the Union Employee Handbook of Personnel Policies and Procedures; Printed and distributed in September, 2018.
- Continued the process of revising job descriptions using the completed job analysis questionnaires from the classification and compensation study; all complete with exception of one department.
- FOIA Coordinator responded to 271 requests for information in 2018.
- The Wellness Team held 19 programs/activities throughout 2018 for employees. Over 400 employees participated in at least one program/activity.
- Identified CivicPlus HR as the solution for county performance management system. Started implementation process with early 2019 roll out. Conducted training sessions of software for all elected officials, department heads, managers and supervisors in November, 2018.
- Continued to champion LIFT 2.0 training sessions to further develop our potential leaders, with a goal of 5 per year.
- Provided Leadership and all staff training on Sexual Harassment Awareness and Prevention and Working Together with Respect.
- Opened electronic time sheets to all remaining county employees (except seasonal).
- Implemented absence management training for department leadership for improved utilization of services through The Standard. Training included summary of FMLA versus disability, software utilization, and understanding of language in FMLA and disability correspondence generated by The Standard and general leave



- administration (TS entry, etc.). As needed, held bi-weekly conference calls between HR, department and The Standard to assist with leave/disability administration.
- Served as corporate sponsor for MiWorks 2018 Summer Youth program. Hosted a participant that worked in the HR Department.
 - Initiated historical record purge of HR documents to bring in compliance with required storage and record retention policies (medical files, I-9's, terminated employee medical files, post-employment profiles, seasonal employee files, updating electronic records in BS&A, etc.).
 - Worked with the County benefits attorney to restate the Section 125 Cafeteria Plan document, incorporating several amendments outlining plan changes since prior restatement.
 - Presented restatement to Board of Commissioners in December; adopted accordingly.
 - Retirees Served:
 - 537 County General Retirees, 135 Medical Care Retirees and 110 Jackson County Dept. of Transportation Retirees.
 - Number of County employees retiring in 2018: 17 (10 County General and 7 Medical Care Facility).
 - Number entering the DROP: 20 (15 County General and 5 Jackson County Department of Transportation).
 - Number leaving the DROP: 16
 - Number of refunds of pension contributions: 87 (82 Medical Care Facility, 4 County General and 1 Jackson County Department of Transportation)
 - Pension Coordination and Administration:
 - Developed with Finance improved financial tracking and monitoring – set up system cross checks of financials.
 - New method created for saving files needed for monthly agendas.
 - New method for tracking income and expense with monthly reconciliation.
 - Created detailed Board meeting minute report for easy access to minutes to address any inquiries or issues that may arise.
 - Reorganized member files for ease of access by pension staff.

2019 HUMAN RESOURCES PROJECTS

- Printed and distributed Restated Section 125 Cafeteria Plan to all benefits eligible employees.
- Implemented new performance management tool, CivicPlus HR. Went live February, 2019. Will continue to monitor throughout the year to address issues, look for potential modifications, additional training needs, etc.
- Conducted training (February, 2019) for all elected officials, department heads, managers and supervisors on Managing Performance & Coaching for High Level Performance.

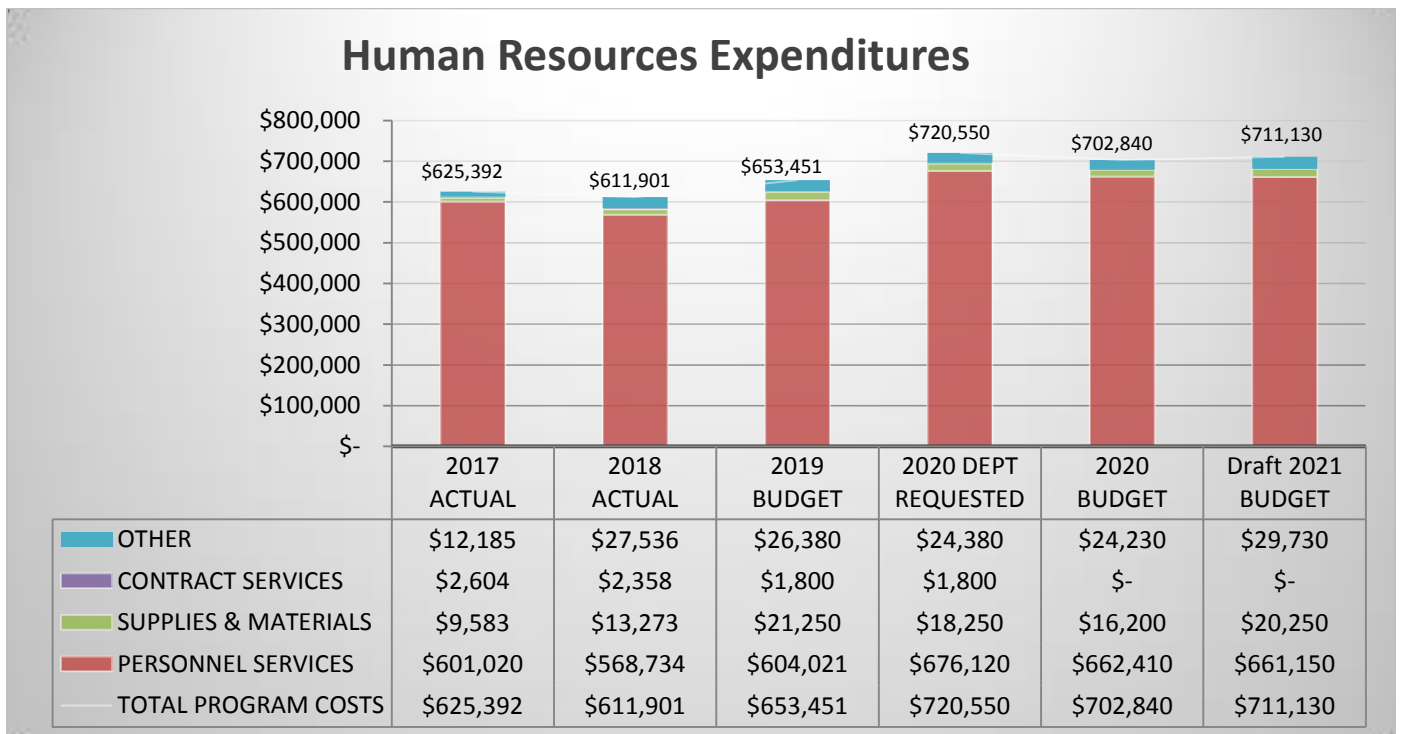
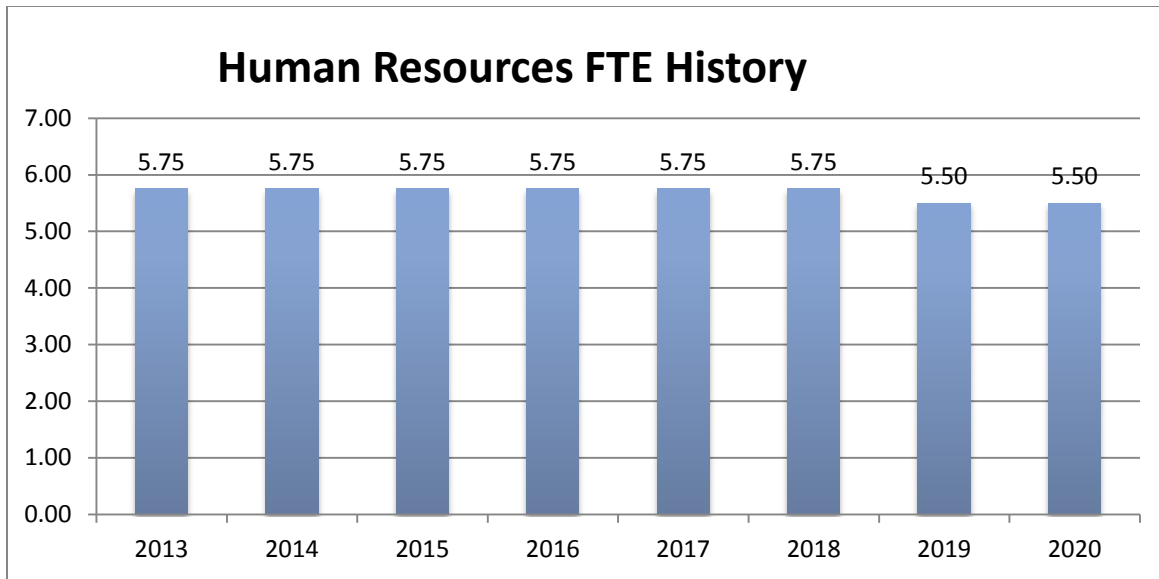


- Continue the project started in 2018 of the historical record purge of HR documents to bring in compliance with required storage and record retention policies (medical files, I-9's, terminated employee medical files, post-employment profiles, seasonal employee file purge, update electronic records in BS&A, etc.).
- As in 2018, will serve as a corporate sponsor for MiWorks 2019 Summer Youth Program.
- Planning for 2020 benefit year, reviewing current benefit offerings and vendors; determining if strategic benefit plan changes should be made or modified for active employees and pre-65 retirees.
- Continue review and assessment of the Reward Your Health program. Address new or ongoing issues/concerns; make recommendations for revisions for 2020 program year.
- Submitted department reorganization plan to Board of Commissioners in preparation of retirement of two HR staff at the end of 2019 and early 2020. Approval received for first phases in February, 2019. Will allow for smooth transition process and enhance HR capabilities.
- Finalize last of the outstanding job description revisions from the classification and compensation study job analysis questionnaires.
- Late in the year begin the transfer process of the FOIA Coordinator responsibilities from HR to the County Administrator's office. Work with the new designated FOIA Coordinator to assure a smooth transition and to serve as a resource to that individual as they take over that roll.
- Develop an HR Compliance Calendar: This will be a schedule with the timing of all critical reporting requirements, internal reporting/processing activities (such as benefit review/enrollment, etc.) and major HR projects to be reviewed and adopted annually.
- BS&A Utilization and HR/payroll transaction improvement. Utilize a comprehensive CPI approach to formally review individual departmental processes and utilization of all BS&A programs (timesheets, payroll & HR).
- Review all vendor/benefit provider information and generate an updated reference list of providers, plan numbers, and applicable contacts for both the provider and HR.
- Generate business card sized reference cards for employees with key benefit contact information and brief guide for processing changes and online timesheet entry.
- In alignment with the HR reorganization plan, work with Facilities to rearrange office locations of payroll, the pension administrative assistant, secondary conference room and common area.
- Update the departmental voicemail and standardize our out of office messages to improve efficiency with routing employees and others to the correct member of the HR team for assistance.
- Research and standardize documents that are approved for electronic signatures and compliant with our record requirements.
- Improve the utilization of BS&A online as a resource for employees by loading frequently used forms to the site (tax withholding, direct deposit, etc.).



Human Resources

- Complete loading employee BS&A records with photo ID from facilities to improve employee recognition and security for employment related functions.
- Explore utilization of OnBase software to streamline HR related functions for employee documents including: W2's, employment status changes, new hire onboarding/exiting, tracking of equipment issued to new hires and collected at termination, performance reviews, disciplinary actions and incident/injury reports.
- Improve the requisition process to improve communication of posting criteria.
- Work with IT and Facilities to improve the termination process as it pertains to employee removal from critical systems and retrieval of County property.





Human Resources Revenues



	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2020 DEPT REQUESTED	2020 BUDGET	Draft 2021 BUDGET
OTHER	\$132,564	\$124,231	\$145,700	\$124,000	\$124,000	\$124,000
CHARGES/FEES	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL PROGRAM REVENUE	\$132,564	\$124,231	\$145,700	\$124,000	\$124,000	\$124,000

Strategic Outcomes

Indicator	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Target	Target	Target
Vacant Position Postings	113	121	160	150	140	130
New Hire Employee Orientations	85	75	110	105	100	90
Labor Contracts Negotiated	0	6	5	0	0	11

Other Key Indicators

Indicator	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Target	Target	Target
Worker's Comp Recordable Injuries/Illness	21	23	21	20	17	15
It's Your Life Wellness Participants	230	191	343	370	380	390