



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 788 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 Management and Leadership Teams, the High Performance Organization Coordinating Council (HPO CC), Strategic Key Performance Areas Teams (Jackson Strategic Plan 2025), Continuous Process Improvement (CPI) engagement, Improved Work Environment (IWE) Team, Safety and Wellness Teams.

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)



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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.

Administer the County Wellness Program and act as Lead Facilitator of the County Wellness Team.

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 Management and Leadership Teams, the HPO CC Team, the Improved Work Environment Team (IWE), Safety and Wellness Teams, Strategic Key Performance Areas Teams, 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).

2019 Human Resources Accomplishments – County General:

- Completed the benefits planning for the 2020 benefit year. Selected new group health plan vendor and began the process for the transition and implementation from HAP to BCBS/BCN for all benefits eligible active employees and pre-65 retirees.
- In conjunction with the 2020 benefits change to BCBS/BCN, prepared required amendments for the Group Health Plan and the Section 125 Cafeteria Plan documents. Presented to the Board of Commissioners for approval in December 2019.
- Addressed retiree health eligibility language issue in the non-union handbook and collective bargaining agreements regarding employee's covered under the defined contribution plan but not eligible for the Retiree Health Savings plan (so called gap employees). Revised language in the non-union handbook and reprinted as needed.
- Planned the 2020 It's Your Life Program, without the HAP Reward Your Health tie-in. Determined process for employees to access the IStrive website and opportunities to earn the incentive.



- The Wellness Team had a very successful year:
 - Held over 20 activities/programs for employees to participate in.
 - 269 employees participated in Reward Your Health.
 - 370 employees participated in at least one Wise & Well activity.
 - 182 employees participated in at least 4 Wise & Well activities and earned rewards.
- Served as corporate sponsor for 2nd year for the 2019 MiWORKS Summer Youth Program
 - Improved orientation and paperwork collection process
 - Had 100% of students on direct deposit
 - Increased participation from 16 in 2018 (11 external, 3 JCDOT, 1 Parks, 1 HR) to 28 in 2019 (24 external, 3 JCDOT, 1 Parks).
- Because of participation in the Summer Youth Program, MiWORKS nominated us for the Jackson Chamber of Commerce Reach HIRE award. HR completed the required nomination response including all County initiatives for employee recruiting, empowerment and development programs along with community involvement activities. We were recognized as the award recipient at the 111th Annual Meeting in January 2020.
- Launched active Performance Management review process with CivicPlus HR for all departments with the exception of the Sheriff's Dept. and post-launch, Circuit Court.
- BS&A Utilization and HR/Payroll transaction improvement:
 - Conducted a gap analysis of departments not utilizing TS online.
 - Met with Health Dept., Dept. On Aging, Animal Shelter and Airport to coordinate implementation of TS online and implemented.
 - Met with Finance and Health Dept. to streamline TS processing.
 - Worked with District Court, Youth Center and FOC to implement TimeClocks Plus timekeeping system allowing file import to BS&A TS instead of individual timesheet entry for those departments.
 - Loaded all employee pictures to the HR module for employee identification.
 - Audited all active employee records and updated "status change" history in BS&A records to improve electronic employment records.
- Office reorganization in conjunction with department reorganization phases I and II:
 - Reorganized office "common" area to eliminate congestion and more centralized copy/print area and office supply storage.
 - Moved payroll/pension office from center of main hallway to corner and moved pension Administrative Assistant to area outside new location. Removed excess file cabinets from common area.
 - Created comfortable seating area and table surface for retirees.
 - Created waiting/seating area outside conference room for candidates, hires, employees coming in to the office for meetings so they no longer have to stand in the hallway to wait.
- Initiated OnBase implementation process with IT to begin in 2020.



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- Launched JobSTAR program for employees.
- Modified New Hire Orientation checklists to include new policies and list of required forms to improve process.
- Created “Seasonal/Casual Handbook” to include updated policies, forms and updated checklists, which decreased missed paperwork for hires.
- Developed spreadsheet of common Union information for use with 2020 negotiations, reference for new supervisors/managers and BS&A system monitoring.
- Transitioned County FOIA Coordinator responsibilities from the Human Resources Administrator’s Office.
- Began the transition process for the administration of property and liability insurance through MMRMA from the Human Resources Office to the County Administrator’s Office.
- Retirees Served:
 - 542 County General Retirees, 134 Medical Care Retirees and 112 Jackson County Dept. of Transportation Retirees.
 - Number of County employees retiring in 2019: 17 (8 County General, 7 Medical Care Facility and 2 JCDOT).
 - Number entering the DROP: 20 (15 County General and 5 Jackson County Department of Transportation).
 - Number leaving the DROP: 12.
 - Number of refunds of pension contributions: 80 (75 Medical Care Facility, 2 County General and 3 JCDOT).
- Pension Coordination and Administration:
 - Continued to develop with Finance improved financial tracking and monitoring – set up system cross checks of financials.
 - Conducted mass cleanup of storage room following the records retention policy.
 - Started scanning retiree files and placing hard copy in storage room to free up office space.
 - Reviewed approximately 40 DROP files to correct interest calculation before members retire and took to Pension Board for approval.
 - Reorganized member files for ease of access by pension staff.
 - In alignment with Human Resources, participated in the office space re-organization to provide better contact with retirees on the HR floor.

2019 JCDOT HUMAN RESOURCES ACCOMPLISHMENTS:

- Worked with supervisors and non-union employees to train and utilize the performance management tool, CivicPlus HR. In addition, supervisors used the newly designed JCDOT professional development plan (PDP) to assist with performance metrics and establishing employee goals.
- Worked with our payroll software company, Cogitate, to implement the electronic reporting for bi-annually EEO records.



- Worked with the Standard and our payroll software company, Cogitate, to implement electronic reporting for our FMLA, STD, & LTD employee payroll records.
 - Started a process to keep track of, and maintain, employee CDL and physical expiration dates. Completed the annual review of driving records for all CDL employees to ensure compliance.
 - Completed a department reorganization plan for our operations and engineering team due to workloads, performance measures, and retirements/resignations. In addition, restructured administrative duties after resignations.
 - Implemented JobSTAR at JCDOT for employees to utilize.
 - Assisted with the implementation of our annual employee safety day. Scheduled Bloodborne Pathogens, Sexual Harassment, and proper PPE training for all employees during the event.
 - Scheduled the Workplace Path training course for our employees to attend. This training provides tools and strategies to cope with stress, which may affect their work performance.
 - Reviewed our current new hire documentation and started drafting new onboarding paperwork, including checklist, payroll timeline, helpful hints, employee IT account, access emails, etc. Worked with the administrative team to design an internal process for the onboarding/exit procedures for employees.
 - Started moving non-union employees to our electronic timekeeping system, *PFA TimeWorks*, or known as “Kiosk”. Worked on training presentations with handouts for our association employees and all new hires. Worked with IT to ensure Kiosks are ready for association employees.
 - Completed loading records in Cogitate with employee photos to improve employee recognition and security for employment related functions.
 - Created a detailed FTE tracking chart to ensure the JCDOT FTE count.
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- Collaborated with the Jackson Area Career Center to hire two co-op students from the Visual Communications Program for our sign shop and communications division. In addition, we held a field trip for potential students interested in becoming a mechanic to work with us next school year.

2020 HUMAN RESOURCES PROJECTS – COUNTY GENERAL:

In response to COVID 19, Human Resources (HR) has been a driving force for the implementation of new laws as well as for the protection of employees. Human Resources has been working on the following:

- Followed and implemented Michigan Directives regarding COVID-19 as they related to Jackson County Employees. Telework employed as much as possible for the

safety of employees while closing non-essential services to the public. New telework policy drafted, subject to review prior to formal implementation.

- Families First Corona Virus Response Act was signed into law on 3/18/20. This greatly affected County Government policies. Therefore, to comply with the Federal mandates, HR developed and implemented the Emergency Relief Paid Sick Leave Policy as well as the Emergency Family Medical Leave on April 1, 2020. This included exemptions enumerated departments. This Act is in effect through 2020-year end.
- The Act required development of new policy and procedure as well as forms and notices. The Act continually is evolving requiring ongoing monitoring and adjustment in policy as necessary.
- The Act affected benefit programs such as our Flexible Spending Account – Section 125 Cafeteria Plan. Employees are kept up to date with changes to benefits such as the deadline for 2019 FSA accounts being moved to July 15, 2020. HR continues to work with BCBS, Basic, Ulliance, etc., in an effort to provide seamless coverage and inclusion of all things COVID-19 for our employees.
- Worker’s Compensation (WC) has also seen changes as it relates to COVID-19. HR continues to work with Eagle Claims Administrator to ensure the compliance and safety of our employees. WC is only applicable if there has been a workplace exposure followed by a positive test by that exposed employee. Otherwise, alternative leaves are necessary for that employee.
- Develop COVID-19 related tracking methods.

- It’s Your Life (IYL) and Jackson County Wellness programs have required modification in light of COVID-19. Ongoing modifications are necessary while continuing to promote the health and wellness of County employees. Information, such as dealing with stress, anxiety, exercise, etc., has been shared with employees through email on a continual basis. IYL deadlines and activities are being modified in conjunction with Henry Ford Allegiance Health.

2020 HUMAN RESOURCES PROJECTS – COUNTY GENERAL (continued)

- Completing the implementation/transition to the new group health plans with BCBS/BCN for all benefits eligible active employees and pre-65 retirees.
- Printed and distributed the SMM’s for the amendments to the Group Health Plan and Section 125 Cafeteria Plan documents approved in December 2019.



- Complete the transition of the administration of the County liability and property insurance through MMRMA to the County Administrator's Office.
- Continue working with the County benefits attorney to draft clarifying language for all collective bargaining agreements concerning "gap" employees. Will address issue during 2020 negotiation process.
Prepare for 2020 contract negotiations with all bargaining units. Will begin negotiation process approximately mid-year. Finalize 2020 contract negotiations by 12/1/2020. All contracts expire 12/31/2020.
- Generate business card sized reference cards (wallet cards) for employees with key benefit contact information and brief guide for processing changes.
- Update departmental voicemail and standardize out of office messages to improve efficiency.
- Implement OnBase through launch of onboarding process (from requisition to hire which includes IT and facilities requirements).
- Items with initiation of OnBase through "workflow" processes and forms:
 - a. Improve utilization of BS&A online as a resource for employees by loading frequently used forms to the site (tax withholding, direct deposit, etc.).
 - b. Electronic Signatures
 - c. Requisition and exiting process
- Continue work to remove obsolete codes in BS&A.
- Reduce incoming interoffice mail and duplicate paperwork through improved use of scan, fax and online services.
- Improve date of hire benefit awareness by adding to "HR/general orientation": Wellness and EAP information.
- Cross train Benefit Administrator in BS&A maintenance of hires, terms and payroll.

- Implement use of shared payroll transaction folder to improve efficiency, reduce similar stored items between HR members, reduce paperwork and have a better tracking method of employee change documents.
- Launch TS online for all Seasonal Parks employees (excluding fair week employees).
- Revise exit checklist to current activity and ensure "eligible for rehire" is recorded in BS&A if separated employee is eligible.
- Revise incident report to improve incident information collection for safety and recordkeeping improvement.
- Track recruiting process and monitor for improvement opportunities (time to post, time to fill, and turnover reasons).
- Consolidate HR activity reporting to enhance departmental awareness and support improved HR services.



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- Review SOS reporting criteria and investigate housing information in BS&A instead of spreadsheet (export file for reporting as required).
- Review UIA reporting to transfer from mail/fax to electronic response of claims.
- Develop training for other departmental admin. staff to improve understanding of key HR/payroll activities they perform: Payroll coding, overtime entry, etc.
- Continue Pension file scanning and file retention project.
- Continue training of Pension Administrative Assistant.

2020 JCDOT HUMAN RESOURCES PROJECTS

- Updating the Competency Assessment Committee (CAC) files with the employee's personnel files to ensure proper certification and hourly rate records. Completing a process to notify employees of certification and hourly rate changes. This also includes notifications to supervisors for proper equipment training and operations.
- Finish updating employee EEO records, and continue to maintain in our payroll software program, Cogitate, for all future electronic submission reports to the County HR team.
- Continue to maintain and update CDL/Physical expiration compliance. Send out monthly notifications to employees. Complete the annual review of driving records for all CDL employees.
- Schedule the annual supervisor training for reasonable suspicion.
- Finalize outstanding JCDOT job description revisions.
- Move personnel records to an electronic filing system – potential use of OnBase.
- Working with the operations and other divisions to review new hire needs to revitalize our current JCDOT onboarding process. Looking into the option to create videos, and trainings to highlight our core values, policies, and procedures for new hires.
- Continue to improve our recruiting efforts with JCDOT. We attended our first job fair in February for the 2020 engineering intern program. In addition, worked with the County Road Association (CRA)'s Public Relations committee to find spokespeople for a recruiting campaign aimed at CDL drivers and operations workers.
- Working with Cogitate to come up with an employee portal to review W-2's, payroll checks, and update address changes.
- Working with the administrative team to ensure proper processes take place to add or remove employees from critical JCDOT systems. Working with IT and our administrative management analyst to ensure the proper retrieval of county property when employees leave and the proper setup of county property when employees are hired.
- Continue to work with supervisors to ensure they are meeting deadlines with the performance management tool, CivicPlus HR. Reviewing the option to expand the performance management tool to association employees who hold a master status.



- Started moving union employees to our electronic timekeeping system, *PFA TimeWorks*, or known as “Kiosk”. All non-union employees are live with Kiosk. Training all employees throughout this process.
- Starting to use a new project tool called, “Basecamp”.
- Planning to expand the work-based career opportunities through the Jackson Area Career Center to hire students that relate to our career fields (mechanics, welding, marketing, etc.).

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Strategic Outcomes

Indicator	2016	2017	2018	2019	2020	2021
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
Vacant Position Postings	113	121	160	151	140	130
New Hire Employee Orientations	85	75	110	108	100	90
Labor Contracts Negotiated	0	6	5	0	11	0

Other Key Indicators

Indicator	2016	2017	2018	2019	2020	2021
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
Worker's Comp Recordable Injuries/Illness	21	23	21	14	20	15
It's Your Life Wellness Participants	230	191	343	370	385	400