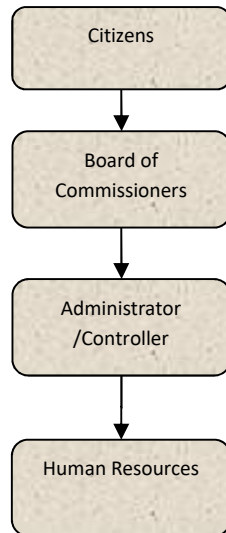


Human Resources



Activities

Administration, processing and records maintenance for wage and fully insured and self-insured benefits system

Policy and procedures development and interpretation

Labor relations and contract interpretation

Discipline/conflict/grievance resolution

Staffing: recruiting, job posting, testing, orientation, exit interviews, background checks, interviews

Administrative deferred compensation plans, workers' compensation, short and long term disability insurance programs, job performance evaluations and wage and incentive adjustments, employee recognition programs, Universal Credit Service program

Facilitate and administrate County Wellness program



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.

Strategic Plan Impact

Internal Service Agency

The Department of Human Resources – Strategic customer service to a County workforce of over 700 regular, seasonal/casual and volunteer staff, and 813 County retirees. 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).

2020 Human Resources Accomplishments – County General:

- Benefit Planning for the 2021 calendar year was completed. Health benefit coverage remained unchanged with a minimal cost increase of less than 1% across the board. Increased benefit options were provided to employees with the addition of Critical Illness Coverage and Accident coverage offered through UNUM. FSA/Dependent Care vendor was changed from Basic to Flores to increase customer service satisfaction among employees.
- Benefit enrollment was completed virtually for the first time to be compliant with COVID-19 restrictions. Zoom meetings and recorded videos were utilized.
- New hire benefit enrollment has evolved from paper enrollment forms to 100% online web-based enrollment. Process improvement to new hire benefit enrollment based upon input from new hires to avoid information overload on first few days of employment.

Human Resources

- Ensured compliance with the Paid Medical Leave Act and will revise union contracts to reflect our procedures.
- Worked with Health Department to develop COVID-19 Preparedness and Response plan along with Addendums to remain in compliance with Michigan Law and CDC. Worked with Health Department with developing Travel Policy. Developed procedures to be in Compliance with MIOSHA which includes required record keeping, postings, daily screens of employees. Developed Remote Work Policy in response to COVID-19.
- Daily review of the ever-changing laws and recommendations associated with COVID-19, State, Federal, MIOSHA, CDC, etc. to ensure County compliance.
- The Wellness Team saw many changes in regards to COVID safety and revamping many activities given remote employees. There were 245 employees, while remote, that participated in It's Your Life and COVID friendly activities.
- The Benefits Assistant position was eliminated with successful transition of duties.
- Increased visibility of Employee Assistance Program through Ulliance. Employee participation has grown throughout COVID. Weekly newsletters sent to employees with wellness tips and reminders that counseling is free of charge to employees and their families.
- Employee Recognition was done via certificate and gift card this year due to COVID-19 restrictions.
- HAP PPO Rebate refund was completed in August as required by law. 117 retirees, 84 actives, and 13 JCDOT.
- Retirees Served:
 - 557 County General Retirees, 136 Medical Care Retirees and 120 Jackson County Dept. of Transportation Retirees.
 - Number of County employees retiring in 2020: 10 (5 County General, 3 Medical Care Facility and 2 JCDOT).
 - Number entering the DROP: 19 (18 County General and 1 JCDOT)
 - Number leaving the DROP: 18 (14 County General and 14 JCDOT)
 - Number of refunds of pension contributions: 51 (48 Medical Care Facility, 2 County General and 1 JCDOT).
- Pension Coordination and Administration:
 - Continued scanning retiree files and placing hard copy in storage room to free up office space.
 - New staff training and worked through all COVID-19 developments, adapting to working remotely and Zoom meetings for the Pension Board.

Human Resources

- HR-Payroll:
 - All departments now submitting timesheet reports electronically.
 - Supported all COVID-19 initiatives from a payroll standpoint, including Work Share programs, furloughs, hazard pay, unemployment insurance issues and workers' compensation payroll related issues.
 - Launched Time Sheets online for all Seasonal Parks employees (excluding fair week employees).
- Implemented a generic HR email account and distributed notification and instructions to all employees upon initiation of COVID-19 related remote work process.
- HR processes were significantly modified throughout all employment related activity to mitigate the risk of any team member becoming unavailable due to COVID-19 related illness. An internal HR shared folder was developed to house all employment related activity from new hires to terminating employees and used as a key tool in successfully processing payroll while working remotely on a full or intermittent basis. Shared data sheets were developed to track employees on leave (medical, furlough, workshare, WC, etc.) to maintain continuity within all areas of HR and support inquiries relevant to COVID-19 related financial burdens. The HR team worked with all departments to reduce interoffice mail and accept photocopies and scanned images via email and text from candidates and existing employees relevant to all documents required.
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- Cross trained Benefit Administrator in BS&A maintenance of hires, terms and payroll. Dept. reorganization and elimination of this position transitioned benefit related activity to the HR Specialist instead (originally HR Analyst). The HR Specialist also cross-trained in payroll to establish a back-up for this process.
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- Revised exit checklist to current activity and ensure "eligible for rehire" is recorded in BS&A if separated employee is eligible.

Human Resources

- Tracked recruiting process and monitored for improvement opportunities (time to post, time to fill, and turnover reasons). With the exception of minimal departmental or internal only postings, expanded search area by posting all open positions on Indeed, published in the Jackson Blazer, shared with MI Works and local HR professionals which improved candidate pool and supported diversity in recruitment efforts. Incorporated skills testing into Indeed postings to provide hiring managers with comparable baseline skill data of candidates. HR Director closely monitored hard to fill positions and worked with hiring managers on candidate screening, interviewing, compensation flexibility, and employment offers. Also worked closely with multiple departments on revisions to job descriptions and reorganization plans to support changes with departmental requirements.
- Consolidated HR activity reporting to enhance departmental awareness and support improved HR services. All HR staff began using a shared spreadsheet to capture/report this information
- Developed training for other departmental administrative staff to improve understanding of key HR/Payroll activities they perform (e.g. Payroll coding, overtime entry, etc.) No formal training implemented due to COVID-19 restrictions and activity. Several individual zoom meetings were held on an as needed basis to assist administrative staff with processes. In addition to answering individual questions, responded to inquiries with links to where the information is found on both the intranet and internet to improve utilization of the information available.

2020 JCDOT HUMAN RESOURCES ACCOMPLISHMENTS:

- Updated the Competency Assessment Committee (CAC) files with the employee's personnel files to ensure proper certification and hourly rate records. Completed a process to notify employees of certification and hourly rate changes. This included notifications to supervisors for proper equipment training and operations.
- Finished updates to employee EEO records in our payroll/HRIS program, Cogitate, for all future electronic submission reports to the County HR team.
- Continued to maintain and update CDL/physical expiration compliance. Sent out monthly notifications to employees. Completed the annual review of driving records for all CDL employees.
- Worked with the Federal Motor Carrier Safety Administration to register JCDOT in the Drug and Alcohol Clearinghouse to meet required compliance by 1/6/2020. Submitted annual report, which included collecting authorizations from all current CDL holders to ensure compliance by 12/31/2020.
- Reviewed and updated interview questions for committees to utilize.

Human Resources

- Worked with operations and the admin team to review new hire needs to revitalize the JCDOT onboarding process. Reviewed the option to create videos and trainings to highlight our core values, policies, and procedures for new hires. Developed a triad committee to work on this project.
- Worked on recruiting efforts. 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. One of our JCDOT employees was a selected spokesperson for the promotional materials.
- Due to COVID, eliminated printing of bi-weekly pay stubs by setting up an email feature within our HRIS system. Implemented all employee email addresses, worked with IT to ensure smooth transition, and completed employee training/setup.
- Worked with the administrative team to ensure proper processes took place to add or remove employees from critical JCDOT systems. Worked with IT and our administrative management analyst to ensure proper retrieval and setup of county property when employees are hired or leave.
- Worked with supervisors to meet deadlines with the performance management tool, CivicPlus HR. Coordinated reminders and follow-up emails for the deadlines.
- Moved all employees to our electronic timekeeping system, *PFA TimeWorks*, or known as "Kiosk". Provided proper training and resources to assist with accurate timecard records.
- Implemented a new project tool called, "Basecamp". Trained and assisted employees on using the tool.
- Coordinated with the Jackson Area Career Center to hire students for work-based career opportunities in additional fields. We hired our first mechanic student in December, 2020 in addition to two more visual communication students.
- Loaded all employee photos in our HRIS system for proper employee identification.
- Implemented G2G Cloud Solutions through Oakland County after collaborating with IT to accept credit card payments for services, such as retiree health payments, invoices, and drive-way permits. All team members were trained through G2G Cloud Solutions and we were able to roll out the implementation to the public in November, 2020. Team revamped the JCDOT website to accept electronic payments.
- Followed and implemented Michigan directives regarding COVID. Since the JCDOT team did not qualify for the Emergency Relief Paid Sick Leave policy, we developed a training option for association employees who were unable to work remotely to complete training (up to 80 hours) while quarantined. This option was implemented in November and remained in effect through the 2020 year end. In addition, developed COVID related tracking methods for employees utilizing the training option and contract tracing. Added payroll and accounting codes for COVID expenses into our HRIS to track reimbursement/data purposes.

2021 HUMAN RESOURCES PROJECTS – COUNTY GENERAL:

- Negotiate eleven (11) collective bargaining agreements that expire 12/31/21 – 3 year agreements.
- Defined Contribution and Voluntary 457 Plan consolidation working with Morgan Stanley.
- Update both Union and Non-Union Handbooks.
- Process improvements with COBRA, Accordware reporting, benefit enrollments. Process improvement to upload Salary Changes to Accordware quarterly to replace manual entry. Continue working to determine viability of having file feeds from Accordware to payroll system for benefit deductions. Continue working towards electronic files/record keeping to replace hard copies in benefit files. Process improvement with WC going from paper tracking to online tracking and data collection.
- Revise language in CBA's to reflect PMLA processes in place.
- Updates to 125 Plan regarding FSA, Dependent Care Federally allowable changes.
- Update IYL and Wellness program to remain compliant with laws and to remain COVID-19 friendly. Continued updating as COVID-19 evolves.
- Increase involvement in Safety Committee and continue EAP visibility for Ulliance services.
- Strategic benefit planning for 2022-2024 in support of contract negotiations and budget constraints, working with MMA consultants with focus on the 2022 renewal process and wellness initiatives.
- Post-pandemic, re-engage the Summer Youth Program initiative.
- Review SOS reporting criteria and investigate housing information in BS&A instead of spreadsheet (export file for reporting as required).
- Secure new pre-employment skills testing platform.
- Research the feasibility of importing JCDOT employee information into BS&A for improved tracking/reporting of County employee information; does not include processing payroll.
- Redesign HR intranet pages to improve accessibility for employees.
- Clean-up BS&A user information by working with IT to remove duplicate users due to name changes and remove terminated employees.
- Update job class listing to include point factor range, pay grade, reporting structure for BS&A, Civic Plus, pre-employment screening requirements and budgeted positions. Edit job classes to match positions as listed on job descriptions.
- Implement position management feature within BS&A HR module to improve planning and monitoring of manning plan for all departments.

Human Resources

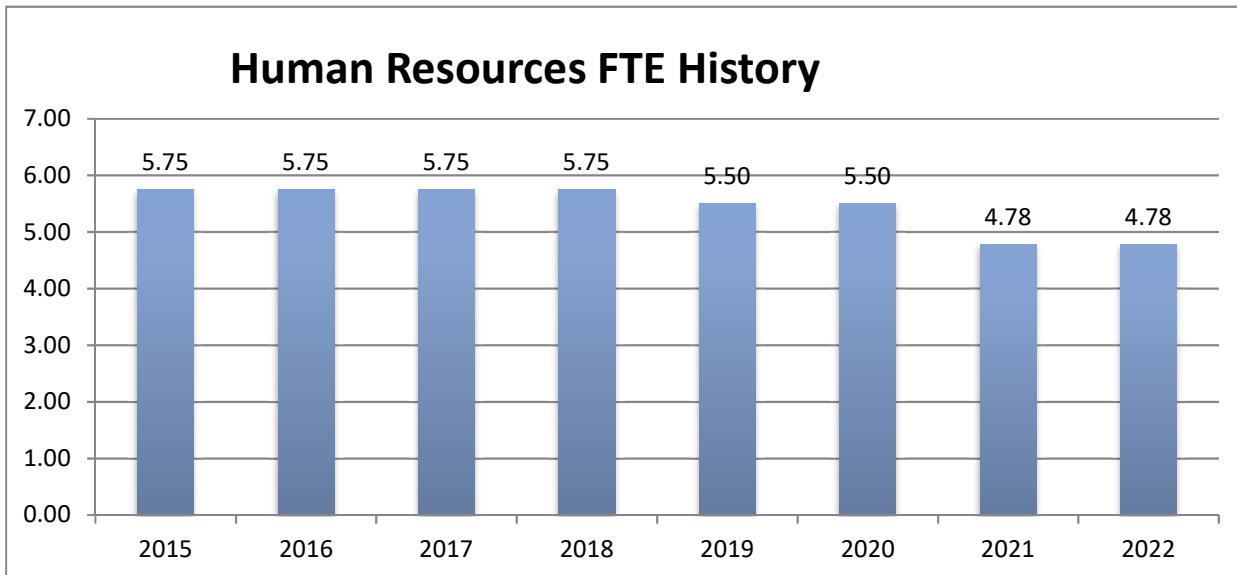
- Modify status changes to include data that supports set up in BS&A, Civic Plus, and leave reporting.
- Modify exit interview questionnaire with a rating scale to provide measurable data on favorable metrics and improvement opportunities.
- Develop supervisory training relevant to HR processes and BS&A access.
- Provide leave management training for administrative and supervisory staff
- Improve onboarding process with follow-up session with new hires 30-60 days post-employment to address questions/concerns and improve awareness of employee resources (intranet, internet, EAP, JobSTAR, wellness, etc.).

2021 JCDOT HUMAN RESOURCES PROJECTS

- Work with the Competency Assessment Committee (CAC) to establish minimum training guidelines for newer equipment purchased over the last few years. In addition, work with the committee to evaluate and update equipment training guidelines for the rest of the fleet so they align with safety protocols and measures. Working to put together training evaluations for new and current certifications.
- Run the bi-annual EEO report. Planning to utilize the information setup in our HRIS for the first JCDOT electronic submission of this report.
- Continue to maintain and update CDL/physical expiration compliance by sending out monthly notifications to employees. Complete the annual review of driving records for all CDL employees. Complete the annual report of drug and alcohol compliance thru the Federal Motor Carrier Safety Administration for CDL compliance.
- Schedule the annual supervisor training for reasonable suspicion. Due to COVID and in-person guidelines, 2020 training was not held and new supervisors/foremen need to complete the training for compliance.
- Work to finalize outstanding JCDOT job description revisions.
- Move personnel records to an electronic filing system, potential use of OnBase. In addition, working with IT to implement a “workflow” process for HR/payroll and accounts payable.
- Continue to meet with the triad committee to revitalize our current JCDOT onboarding process. Working on pre-hire, day 1, week 1, 30 days, 60 days, and 1 year checklists for the admin team first, then preparing for other positions within other divisions on our team.
- Continue to work on recruiting efforts for JCDOT.
- Working with Cogitate to get a mobile phone application going for time card entry and review of payroll checks outside of emails. Target for completion is June, 2021. In addition, still working on an employee portal option to review W-2's, make personnel updates, and address changes.
- Working with our administrative management analyst to continue our efforts for proper retrieval of county property when employees leave or are hired in.

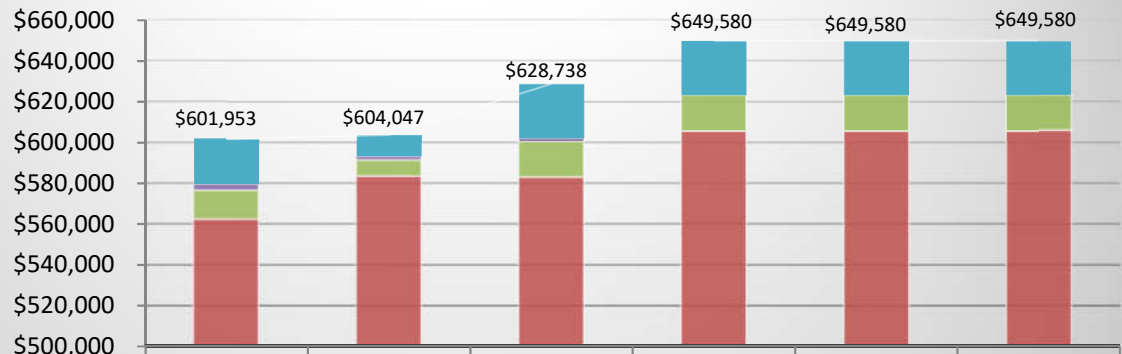
Human Resources

- Coordinating with the Jackson Area Career Center to involve students from the Agriscience classroom to develop a *roadside beautification program*. Planning to continue our services to hire additional students for work-based career opportunities.
- Working on cross training efforts for all members of the administrative services team. Meeting monthly to train on specific administrative services (HR, payroll, accounts payable, accounts receivable, technology, and customer service).
- Working on updating and removing obsolete project and payroll codes for the 2021 summer season.
- Working with the operations division to revise current workplace injury and incident forms for proper recordkeeping and to improve safety measures.
- Continue to follow and implement Michigan directives regarding COVID. Extend the training option for association employees who can't work remotely to complete training (up to 80 hours) while quarantined. This will remain in effect until the County does not extend the Emergency Relief Paid Sick Leave policy. Continue to track COVID expenses and employee leave time.



Human Resources

Human Resources Expenditures



	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2022 Dept Requested	2022 BUDGET	2023 DRAFT BUDGET
OTHER	\$22,493	\$10,871	\$26,230	\$26,230	\$26,230	\$26,230
CONTRACT SERVICES	\$2,832	\$1,929	\$2,000	\$-	\$-	\$-
SUPPLIES & MATERIALS	\$14,133	\$7,831	\$17,500	\$17,500	\$17,500	\$17,500
PERSONNEL SERVICES	\$562,495	\$583,416	\$583,008	\$605,850	\$605,850	\$605,850
TOTAL PROGRAM COSTS	\$601,953	\$604,047	\$628,738	\$649,580	\$649,580	\$649,580

Human Resources Revenues



	2019 ACTUAL	2020 ACTUAL	2021 BUDGET	2022 Dept Requested	2022 BUDGET	2023 DRAFT BUDGET
OTHER	\$78,716	\$87,060	\$80,000	\$80,000	\$80,000	\$80,000
CHARGES/FEES	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL PROGRAM REVENUE	\$78,716	\$87,060	\$80,000	\$80,000	\$80,000	\$80,000

Human Resources

Strategic Outcomes

	2017	2018	2019	2020	2021	2022
Indicator	Actual	Actual	Actual	Actual	Target	Target
Vacant Position Postings	121	160	151	129	115	100
New Hire Employee Orientations	75	110	108	115	100	90
Labor Contracts Negotiated	6	5	0	11	11	0

Other Key Indicators

	2017	2018	2019	2020	2021	2022
Indicator	Actual	Actual	Actual	Actual	Target	Target
Worker's Comp Recordable Injuries/Illness	23	21	14	22	15	15
It's Your Life Wellness Participants	191	343	370	245	300	375