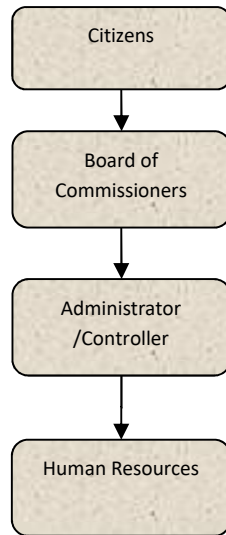


Human Resources



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 830 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, Leadership Infrastructure for Tomorrow Team (LIFT), 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).

2021 Human Resources Accomplishments – County General:

- Benefit Planning for the 2022 calendar year was completed. Health benefit coverage remained unchanged with a 0% cost increase for the Blue Care Network HMO plan and a 10% increase cost for the Blue Cross/Blue Shield PPO (high deductible plan).
- Process improvements with COBRA, Accordware reporting, and 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 replacing hard copies in benefit files. Process improvement with WC going from paper tracking to online tracking and data collection.

Human Resources

- The County's Human Resource Department conducted eleven (11) Benefit Open Enrollment meetings via multiple formats, allowing employees and retirees to select their preferred modality (i.e. in-person, virtual meetings via zoom, or pre-recorded meetings with electronic informational materials).
- The Human Resource Department worked with the Marsh McLennan Agency in the development of two new open enrollment benefit meetings: 1) Decoding Medical Terminology and 2) Deciding Between Medical Plans (how to pick a plan that is best for you: HMO vs PPO). All open enrollment benefit meetings were recorded and placed on the County's intranet site.
- New hire benefit enrollment has evolved from paper enrollment forms to 100% online web-based enrollment and requires all employees and retirees to update plan selections on an annual basis.
- Strategic benefit planning for 2022-2024 in support of contract negotiations and budget constraints, worked with MMA consultants focusing on the 2022 renewal process and wellness initiatives.
- Negotiate eleven (11) collective bargaining agreements that expired on December 31, 2021. In preparation for CBA negotiations, the Human Resource team met on numerous occasions starting in August of 2021 to review all CBA language. The result was a comprehensive overhaul and proposal of multiple language changes in an effort to add clarity and consistency between the County's CBA's.
- Reformatting was also proposed to relocate legacy components to a consolidated area at the end of all CBA's to mitigate confusion for employees and new hires for which legacy information would not apply.
- CBA language revisions were presented to the appropriate Elected Officials and Department Heads having supervisory responsibility for each of the bargaining unit(s). The HR Department sought their additional input and ensure buy-in of any County proposed changes prior to presenting to the Union negotiating teams. Eleven (11) CBA Negotiations began in early October 2021.
- Three (3) of the eleven (11) CBA's have been ratified and finalized (Assistant Prosecutors Association, Michigan Nurses Association, and the Jackson County Attorney, Referee, and Magistrates Association). The remaining eight (8) CBA's have been in active negotiations with favorable movement pertaining to proposed language changes but disagreement over economic/financials. Additional hurdles include moving to bi-weekly PT accrual, overtime mandates, step progression and internal transfer/promotion restrictions based on disciplinary action.
- The Human Resource Department worked with Morgan Stanley in obtaining RFP's to consolidate the County's Defined Contribution Plan, 401(a), 457 plan, and the RHS plans to a single record keeping provider and a single financial manager.

Human Resources

Informational packets were presented to each bargaining unit committee with favorable responses. Implementation plans are in process and targeting for August of 2022.

- Revised language in all eleven (11) CBA's to reflect new State of Michigan PMLA regulation requirements.
- 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.
- Worked with Health Department in modifying COVID-19 Preparedness and Response plan addendums to ensure compliance with MDHHS, MIOSHA, governor mandates, and CDC recommendations. Worked with Health Department in modifying Travel Policy as regulations transitioned. Modified procedures and record keeping requirements to remain compliant with MIOSHA regulations.
- Daily review of the ever-changing laws and recommendations associated with COVID-19, State, Federal, MIOSHA, CDC, etc. to ensure County compliance.
- Increased visibility of Employee Assistance Program through Ulliance.
- Employee Recognition was completed via certificate and gift card due to COVID-19 restrictions. It's your life Wellness program had 188 participants in 2021.
- Information regarding Ulliance/EAP services was added to orientation materials in early 2021 and added to our FMLA/Disability documents distributed to employees by the Standard. Also worked with the Standard to have initial disability documents sent to employees following a request for leave/disability (i.e. both electronically and via postal service).
- The Human Resource Department launched an online testing platform through "eskill" which is primarily used for typing/data entry and administrative skills, but has an extensive library of content and the opportunity to build our own skill tests.
- The Human Resource team began utilizing the Michigan Secretary of State's new "online services" platform "SOS e-cars", which helped streamline the county's record checks and information access processes.
- The County Human Resource Team obtained access to JCDOT's Cogitate payroll system allowing for greater support, collaboration, and validation of payroll and HRIS system changes between JCDOT and County General.
- Cleaned-up BS&A user information by working with IT to remove duplicate users due to name changes and remove terminated employees.
- Implemented improvements to the new employee onboarding process:
 - 1. Returned to in-house orientation meetings in September
 - 2. Implemented office rearrangement which included relocation of HR conference room to support group orientation and other meetings
 - 3. Purchased IPADS for use in orientation with new hires

Human Resources

- 4. Transitioned orientation responsibility from HR Manager to HR Analyst
- 5. HR Analyst developed power-point presentation of orientation content for use in conjunction with new TV/video presentation equipment
- Upon request, the Human Resource Department provided investigational services to the Prosecuting Attorney's Office and the 12th District Court. The department provided comprehensive findings and recommendations related to a Sexual Harassment and Workplace Violence complaint(s).
- Modify exit interview questionnaire with a rating scale to provide measurable data on favorable metrics and improvement opportunities.
- Conducted numerous Union grievances hearings and successfully negotiated resolutions ranging from over-time issues, casual employees work hours, holiday pay while on administrative leave, discipline and conduct, and starting wage rates.
- Completed federally required Form 300 workers compensation reporting, bi-annual DOL federally required EEO-4 reporting.
- Human Resource team holds weekly staff meetings ensuring communication across functional areas to prevent issues falling through the cracks and to identify continuous improvement opportunities. The Human Resource team has started process of developing and documenting standardize process maps that will allow for a continuity of services in the event the primary employee is not available.
- Hired new Human Resources Analyst and conducting cross training related to benefit administration while Human Resource Benefit Administrator was on leave. Also obtained cross training in payroll processing and assisted with payroll processing when the County's Human Resource Payroll Supervisor was on a PTO leave.
- Retirees Served:
 - 573 County General Retirees, 136 Medical Care Retirees and 121 Jackson County Dept. of Transportation Retirees.
 - Number of County employees retiring in 2021: 11 (7 County General, 4 Medical Care Facility and 0 JCDOT).
 - Number entering the DROP: 16 (12 County General and 4 JCDOT)
 - Number leaving the DROP: 27 (22 County General and 5 JCDOT)
 - Number of refunds of pension contributions: 48 (47 Medical Care Facility, 1 County General and 0 JCDOT).
- Active JCERS members served:
 - 154 County General, 203 Medical Care, 43 Jackson County Dept. of Transportation
 - Number of Terminations in 2021: 91 (3 County General, 87 Medical Care, 1 Jackson County Dept. of Transportation)

Human Resources

- Pension Coordination and Administration:
 - Another year with new staff training and working through COVID-19 developments, and transitioning back to work in office and in person meetings for the Pension Board.
 - Completed the Annual Signature Audit of Retirees with only 3 retirees failing to comply.
- HR-Payroll:
 - Retiree Cash in Lieu of Health Insurance benefits to a separate payroll, which allowed payroll reports to be true to active employees performing services.
 - Continued to work through changing COVID-19 impacts from a payroll standpoint; Workers Comp payroll related issues, Short Term Disability, Hazard Pay for Home Care workers, 1st Quarter paid COVID leave impacts.
 - Processed 26 bi-weekly payrolls with a total of 16,909 paychecks; 12 Retiree Cash in Lieu payrolls with a total of 1,151 paychecks; 13 special payrolls with 16 paychecks; 1 Fair payroll with a total of 115 paychecks. Total Gross pay processed of \$31,205,250.32.
- 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. Also worked closely with multiple departments on revisions to job descriptions and reorganization plans to support changes with departmental requirements.

2021 JCDOT HUMAN RESOURCES ACCOMPLISHMENTS:

- Maintained employee's personnel records with their proper equipment training, bids, and certification changes when approved by the Competency Assessment Committee (CAC). Worked with our HRIS provider, Cogitate, to add a certification tracking feature within the system to assist with these pay changes.
- Ran our bi-annual EEO report using the data previously setup in Cogitate.
- Continued our monthly notification process to employees to ensure compliance of CDL/Physical expirations. Completed our annual review of driving records with the State of Michigan for all CDL employees. Completed our annual report within the Drug and Alcohol Clearinghouse for all CDL employees to ensure compliance with the Federal Motor Carrier Safety Administration.
- Created a corrective action process for supervisors of the operations team to document and work with employees who have disciplinary issues.

Human Resources

- Continued cross training efforts for all members of the administrative services team. The team met monthly to train on specific administrative services (HR, payroll, accounts payable, accounts receivable, and customer service).
- The JCDOT onboarding triad developed an outline for new hire's first day, along with essential trainings as they related to their position. The outline was used with a group of new hires at the end of 2021 and valuable feedback was received to make improvements of our future sessions. In addition, the triad developed a pulse survey for new employees that will be used to around their 6-month check-in.
- Revised non-union and union new hire checklists to ensure the proper information has been collected from employees. In addition, revised exit interview paperwork to include helpful transition details (PTO/compensatory payout total, final insurance payment, etc.)
- Continued to coordinate with the Jackson Area Career Center's Work Based Learning program to enhance our recruiting efforts. We hired 3 additional mechanic students for 2021 and maintained employment for an additional year with our prior students (1 mechanic and 2 visual communication students).
- Followed and implemented Michigan directives regarding COVID. Continued to track employee leave time as it related to our COVID policy.
- Revised our recordkeeping and tracking process for property damage and workplace injuries to ensure safety and compliance measures are met.
- The Jackson County Road Workers Association transitioned to the Operating Engineers 324 Union. Made updates to personnel documents and payroll records with their information to ensure proper working relationship.

2021 HUMAN RESOURCES PROJECTS – COUNTY GENERAL:

- Negotiate and bring eight (8) collective bargaining agreements for Jackson County BOC approval.
- Continued development of process workflow maps to assist with inter-department training and back- up support.
- Re-launch County Mojo team and identify new quarterly meetings that will integrate with a newly developed electronic requisition to on-boarding process through the On-Base system.
- Updating the onboarding process to include an "HR Day" where employees complete new hire orientation, benefit orientation and specialized training sessions.
- Strategic benefit planning for 2023, going to bid for all carriers and exploring option of moving to self-funded insurance.
- Revitalize and restructure the 2022 Wellness Program "4 Pillars to Discover Wellness". A survey was distributed to employees to gauge interests/desires for the direction of our program changes. The partnership with its Your Life has dissolved allowing for a more robust program with the intent to be more inclusive for our employees and increase employee participation.

Human Resources

- Hosting employee years of service recognition dinner in June or July of 2022. Exploring the possibility of hosting the event in house, rather than at the Manor House.
- Implementation of the consolidation of our existing DC plans (401a, 457, RHS) to one plan document and having MissionSquare function as the sole record keeper and Morgan Stanley function as the sole Financial Advisor for all plans. Holding on-site informational meetings for effected employees.
- Human Resource Intranet redesign; ensuring accurate and useful information can be obtained online.
- Explore additional benefit offerings for employees.
- Update both Union and Non-Union Handbooks after ratification of all expired CBA's.
- Co-facilitate safety team with emphasis on prevention and on-site response/investigation and corrective action. Work with facilities department in identifying an outside provider to perform monthly workplace safety audits and recommendations. Safety committee will review all safety related injuries reports and work with departments on corrective action plans to prevent similar situations.
- Re-engage the Summer Youth Program initiative through MIWORKS.
- 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.
- 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 or OnBase to improve planning and staffing/recruitment plans.
- Modify status changes in OnBase to include data that supports set up in BS&A, Civic Plus, and leave reporting.
- Develop supervisory training relevant to HR processes, BS&A access, and new OnBase system and processes.
- 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.).
- Work with Information Systems to launch new HR OnBase Systems:
 - New Hire and Employee form access
 - Casual/Seasonal Hire Process
 - Requisitions through to hire
 - Employee changes

Human Resources

- Incident/Injury Reporting
- Upload of active and terminated employee files
- Development and utilization of monthly/quarterly HR metrics reports to drive process improvement
 - Turnover rate
 - Overtime
 - Casual Hours
 - Duration to fill vacant positions
 - Departmental Incident/Injury, leave and disability stats
 - Grievance/Investigations
- Development of HR Compliance Calendar to ensure all federal and state regulatory reports are completed.
- BS&A Software clean-up and maintenance
 - Job Class clean-up: Modify positions to correspond with approved job descriptions
 - Improved tracking of EE changes
 - Modify “location” criteria to buildings to improve WC reporting and emergency management
 - Investigate pay code changes to assist with shift management/reporting
 - Ensure compliance with CBA’s for leave bank maximums
 - Improve recording of separating employees for eligibility as rehire
- Implement interactive training/testing to new employee orientation to ensure employees can demonstrate knowledge of key County Policies.
- Implement HR & Payroll process training hosted directly by HR for new supervisory and administrative staff.

2021 JCDOT HUMAN RESOURCES PROJECTS

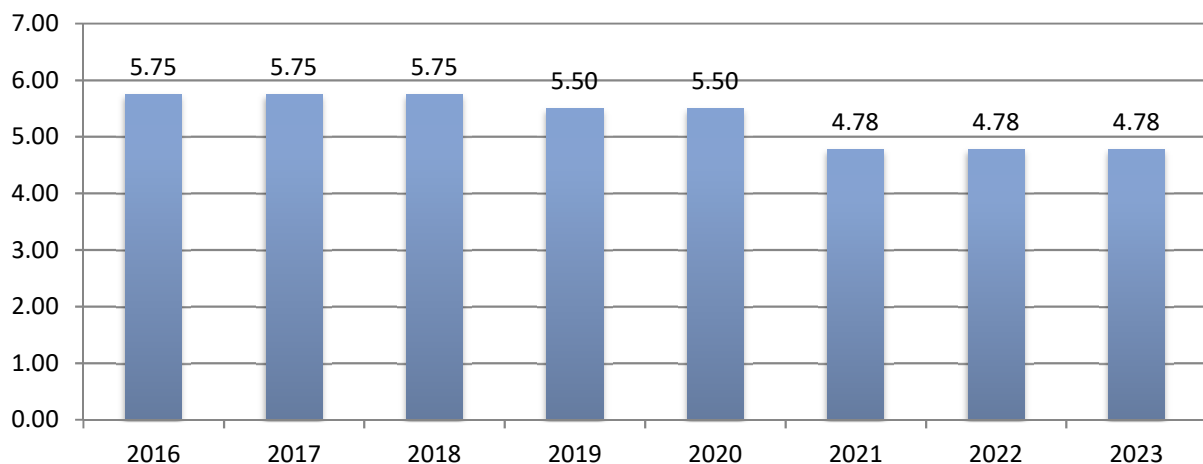
- Working with our HRIS provider, Cogitate, to write a report that will allow us to pull employee payroll data by divisions to meet compliance for annual workers compensation reporting.
- Establishing minimum training guidelines with the CAC for newer equipment purchased. In addition, work with the committee to evaluate and update training guidelines and evaluations for current inventory to better align with safety protocols and measures.
- Begin adding employee certification credentials into the new tracking system setup by Cogitate. This new system will eventually replace our current spreadsheet for accuracy and a cleaner reporting to pay changes.
- Continue to maintain and update CDL/physical expiration compliance by sending out monthly notifications to employees. Complete the annual review of driving records

Human Resources

with the State of Michigan for all CDL employees. Complete the annual report within the Drug and Alcohol Clearinghouse for CDL compliance.

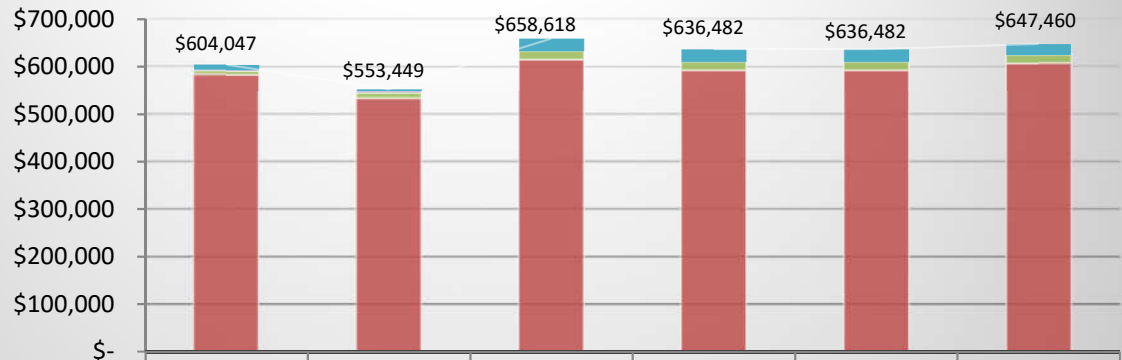
- Due to leadership role changes this past year, it was determined to schedule reasonable suspicion training for new management in 2022. Will be scheduling this training for new supervisor and foremen.
- Work with new supervisors to train on relevant HR processes and procedures.
- Review and finalize outstanding JCDOT job descriptions. Update the current organization chart with recent status changes due to retirements, resignations, etc.
- Meet monthly with the JCDOT onboarding triad to continue the development of material for our onboarding process. Supervisors will use the new employee pulse survey to check-in with new hires at their 6-month mark. Our hope is to build strong working relationships, trust, and gather feedback on our strengths and weaknesses.
- Still working with Cogitate to get the mobile phone feature for time card entry and the review of paystubs. The new estimated completion date with Cogitate is the first of May. In addition, still working with them to create an employee portal to review W-2's, make personnel updates, and address changes. In the meantime, employees will be sent manual forms to make personnel and address changes this year. Once received, updates to employee data will be made in our payroll system.
- Coordinating with the Jackson Area Career Center to continue future services for work-based career opportunities.
- Meet monthly with the administrative services team for cross training efforts (HR, payroll, accounts payable, accounts receivable, and customer service).
- Continue to follow and implement Michigan directives regarding COVID. Continue to track employee leave time as it relates to COVID.
- Update the JCDOT Non-Union Handbook.

Human Resources FTE History



Human Resources

Human Resources Expenditures



	2020 ACTUAL	2021 ACTUAL	2022 AMENDED BUDGET	2023 DEPT REQUESTED	2023 BUDGET	Draft 2024 BUDGET
OTHER	\$10,871	\$5,103	\$26,230	\$26,230	\$26,230	\$23,230
CONTRACT SERVICES	\$1,929	\$4,365	\$-	\$-	\$-	\$-
SUPPLIES & MATERIALS	\$7,831	\$11,434	\$17,500	\$17,500	\$17,500	\$17,500
PERSONNEL SERVICES	\$583,416	\$532,547	\$614,888	\$592,752	\$592,752	\$606,730
TOTAL PROGRAM COSTS	\$604,047	\$553,449	\$658,618	\$636,482	\$636,482	\$647,460

Human Resources Revenues



	2020 ACTUAL	2021 ACTUAL	2022 AMENDED BUDGET	2023 DEPT REQUESTED	2023 BUDGET	Draft 2024 BUDGET
OTHER	\$87,060	\$86,340	\$80,000	\$86,000	\$86,000	\$86,000
CHARGES/FEES	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL PROGRAM REVENUE	\$87,060	\$86,340	\$80,000	\$86,000	\$86,000	\$86,000

Human Resources

Strategic Outcomes

Indicator	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
Vacant Position Postings	121	160	151	129	174	100
New Hire Employee Orientations	75	110	108	115	87	90
Labor Contracts Negotiated	6	5	0	11	11 (3 ratified)	0

Other Key Indicators

Indicator	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
Worker's Comp Recordable Injuries/Illness	23	21	14	22	62	15
Wellness Participants	191	343	370	245	300	400

JCDOT Strategic Outcomes

Indicator	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>	2023 <u>Target</u>
Vacant Position Postings (includes internal union postings)	N/A	N/A	25	20	32	20	15
Vacant Equipment Bid/Training Postings (internal only)	N/A	N/A	66	70	78	70	65
New Hire Employee Orientations	N/A	N/A	67 FT: 11 Interns: 19 Seasonals: 37	62 FT: 8 Interns: 18 Seasonals: 36	39 FT: 12 Interns: 7 Seasonals: 20	20 FT: 7 Interns: 3 Seasonals: 10	18 FT: 5 Interns: 3 Seasonals: 10
Labor Contracts Negotiated	1	0	0	1	0	1	0