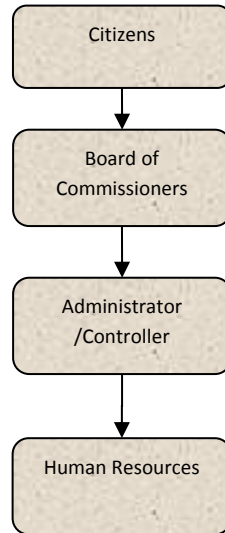




Human Resources



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.



Human Resources

Activities

Strategic customer service to a County workforce of 700+ regular, seasonal/casual and volunteer staff, and 780+ 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 HPO Coordinating Council (HPO CC), Strategic Implementation Team, Continuous Process Improvement Team, Improved Work Environment 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 and continuous process improvement initiatives that help to guide policy and operational improvements for the County, all with the focus of becoming a high performance organization (HPO).



2017 Accomplishments

- Began labor negotiations in June with the 11 collective bargaining units.
 - By year end had concluded 6 and had received approval from the Board of Commissioners.
 - 5 remaining groups were in process at year end.
 - For the 6 concluded, revisions were begun on the respective collective bargaining agreements to prepare for printing and distribution.
- Worked with county benefits attorney to restate the Group Health Plan document, incorporating significant changes related to the change in health insurance plans and provider.
 - Restatement was approved by the Board of Commissioners in December.
- Planned and began implementation of change over to Health Alliance Plan (HAP) group health plan benefits for all eligible active employees and pre-65 retirees for 2018 effective date.
 - In conjunction with agent/consultant Marsh McLennan (MMA) and HAP developed a communication plan and calendar of activities to address HAP implementation and timelines.
 - Planned, scheduled and held multiple open enrollment meetings for employees and pre-65 retirees.
 - Scheduled and attended special meetings between HAP and the various bargaining units to review plan design and answer questions/concerns of unit members.
 - Over a period of months participated in weekly conference calls with HAP, MMA, and Jackson Health Network (JHN) to review implementation progress and address issues/concerns related to implementation.
- As part of the HAP transition, restructured the former It's Your Life (IYL) Program and renamed to Reward Your Health.
 - Developed the structure of the reward program and planned communication for program introduction to employees.
 - Over a period of months participated in weekly conference calls with HAP, MMA, JHN and IYL to review program implementation and design and address issues/concerns related to both.
- Continued the process of revising all job descriptions using the completed job analysis questionnaires from the County classification and compensation study.
- The Wellness Team Coordinator facilitated the Wellness Program in the administration of over 17 Wellness programs/events in 2017. Over 330 employees participated in the various programs/events throughout the year.
- Freedom of Information Act (FOIA) requests: County FOIA Coordinator responded to 283 FOIA requests in 2017.
- Implemented the transition of FMLA administration from in-house to The Standard.
 - FMLA leave requests initiated by employee directly to The Standard.

Human Resources

- Initial download of retiree benefits data undertaken by Accordware to house within BenXpress. BenXpress will stand as the one place all retiree benefits information data will be housed.
 - Began manual verification and testing of downloaded information.
- Retirees served:
 - 534 County General Retirees, 138 Medical Care Retirees and 110 Jackson County Dept. of Transportation Retirees.
 - Number of County Employees Retiring in 2017: 22 (16 County General, 4 Medical Care Facility and 2 JCDOT).
 - Number entering the DROP: 17 (16 County General, 1 Medical Care Facility).
 - Number leaving the DROP: 16
 - Number of refunds of pension contributions: 65
- Launched Employee Self Service for Timesheet entry with HR and IT
- Reviewed all unions for compensation study impact of table modification for the 2018-2020 CBAs and implemented bi-weekly compensation reviews to ensure consistent application of the compensation study as approved.
- Updated BS&A records to include emergency contacts, EEO coding modifications, adding termination dates to over 200 historical records for accurate record purge, and miscellaneous employee information to existing records.
- Launched Absence Management System with The Standard including departmental access to email updates from The Standard.

2018 Human Resources Projects

- Successful conclusion of labor negotiations with the remaining 5 groups not settled at the end of 2017. Once complete (ratified and approved), revisions made to the respective collective bargaining agreements; printed and distributed.
- Continued the implementation of HAP for those collective bargaining units that were not ratified at the end of 2017.
 - Continued staggered open enrollment periods for those units as they ratified.
 - Continued to schedule and attend special meetings between the collective bargaining unit members and HAP as requested.
 - Continued the ongoing weekly/biweekly implementation calls with HAP and JHN to address problems, concerns, etc.
- Implementation of the restructured Reward Your Health (RYH) Program for all full and part-time employees and spouses.
 - Ongoing weekly and/or bi-weekly implementation calls with relevant stakeholders (HAP, JHN, IYL, and County HR) to address program issues/concerns.
 - Ongoing communication to RYH participants regarding program.
 - Planning for implementation of the 2019 program to address concerns/issues from the 2018 program.



2018 Human Resources Projects (continued)

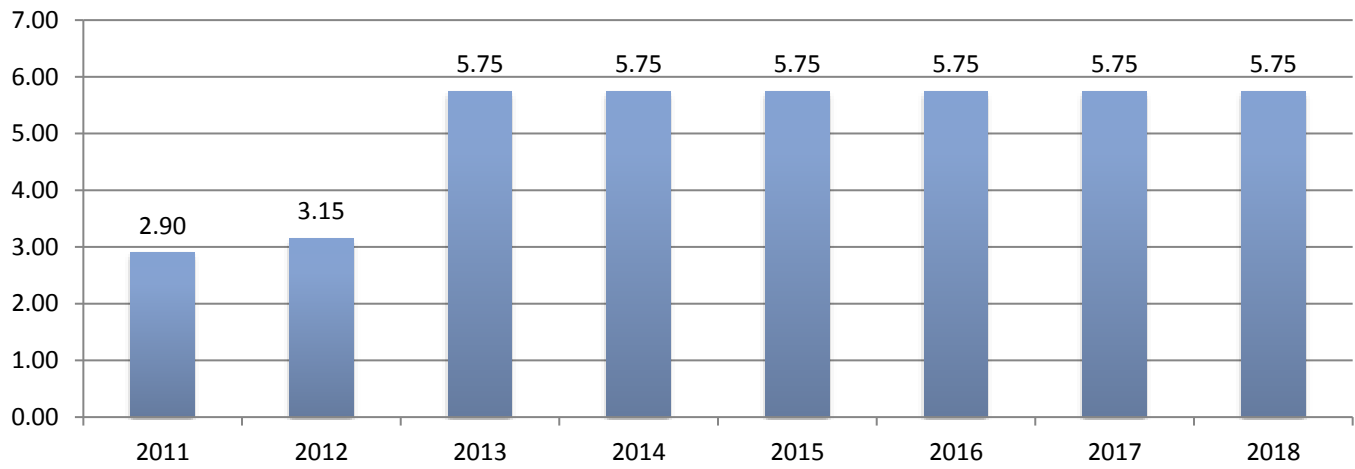
- Planning for 2019 benefit year, reviewing current benefit offerings and vendors; determining if strategic benefit plan changes should be made or modified for active employees and pre-65 retirees.
- Completion of final verification and testing of retiree benefits data within BenXpress.
- Complete revisions to the Union handbook of personnel policies and procedures; print and distribute.
- Completion of the process of revising job descriptions using the completed job analysis questionnaires from the classification and compensation study.
- FOIA Coordinator is on pace to respond to approximately 300 requests for information in 2018.
- The Wellness Team plans to hold approximately 17 programs/events throughout 2018 for employees.
- Continued to Champion a Performance Management sub-committee in researching, planning and development of a new performance management system. This is being accomplished with the collaboration of the Improved Work Environment Team, HPOCC and DH/EO. CivicPlus HR subscription identified as solution with a target implementation date of January, 2019.
- Continue to champion LIFT 2.0 training sessions – 5 sessions per year.
- Provide Leadership and all Staff training on “Sexual Harassment Awareness and Prevention”.
- Pension Coordination staff working to put new organizational system in place which will improve efficiency in locating retiree documents.
- Open Electronic TS to all County employees (Excluding Seasonal).
Completed: HR, IT, Administration.
- Implement absence management training for department leadership for improved utilization of services through The Standard. Training includes summary of FMLA versus disability, software utilization, and understanding of language in FMLA & disability correspondence generated by The Standard and general leave administration (TS entry, etc.). Implement bi-weekly conference call between HR, departments and The Standard to assist with leave/disability administration.
- Serve as corporate sponsor for MiWorks 2018 Summer Youth program.
- Initiate 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.).
- Modify casual and seasonal employee hiring packets to improve accuracy of documents submitted by departments.

2018 Human Resources Projects (continued)

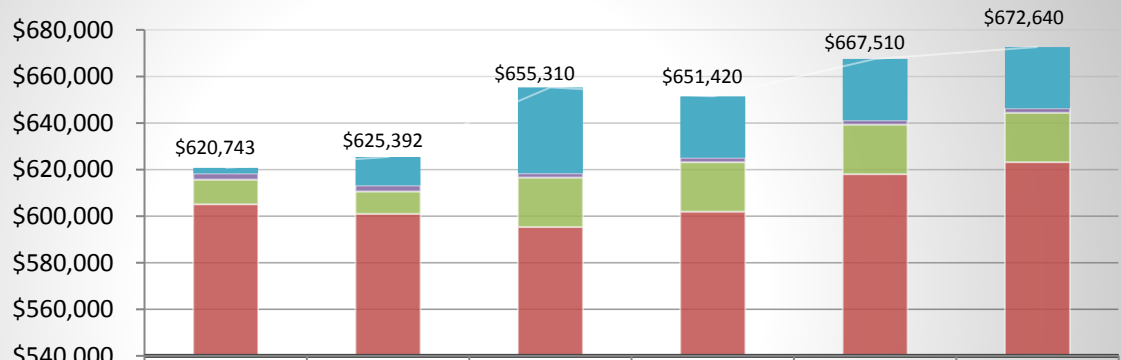
- Begin loading employee BS&A record with photo ID from facilities to improve employee recognition and security for employment related functions.
- Update post-employment profile document for compliance with new EEOC reporting requirements and the County's new wellness program which includes spouses.
- Explore unitization 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.
- Implement monthly HR related training to improve departmental understanding and administration of basic HR/payroll policy, practices and requirements and improve utilization of current operating systems (BS&A, supervisory access through The Standard, HR resources on the County intranet and internet, etc.).



Human Resources FTE History



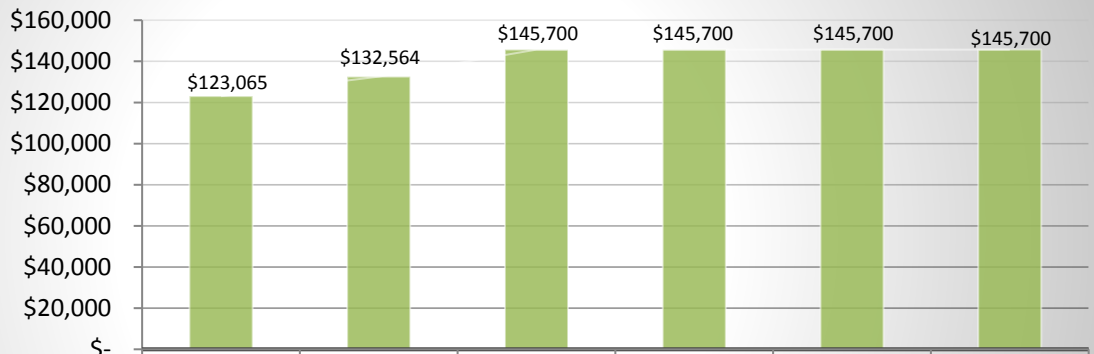
Human Resources Expenditures



	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 DEPT REQUESTED	2019 BUDGET	Draft 2020 BUDGET
OTHER	\$2,433	\$12,185	\$36,880	\$26,380	\$26,380	\$26,380
CONTRACT SERVICES	\$2,579	\$2,604	\$1,800	\$1,800	\$1,800	\$1,800
SUPPLIES & MATERIALS	\$10,584	\$9,583	\$21,250	\$21,250	\$21,250	\$21,250
PERSONNEL SERVICES	\$605,147	\$601,020	\$595,380	\$601,990	\$618,080	\$623,210
TOTAL PROGRAM COSTS	\$620,743	\$625,392	\$655,310	\$651,420	\$667,510	\$672,640

Human Resources

Human Resources Revenues



	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 DEPT REQUESTED	2019 BUDGET	Draft 2020 BUDGET
OTHER	\$122,950	\$132,564	\$145,700	\$145,700	\$145,700	\$145,700
CHARGES/FEES	\$115	\$-	\$-	\$-	\$-	\$-
TOTAL PROGRAM REVENUE	\$123,065	\$132,564	\$145,700	\$145,700	\$145,700	\$145,700

Strategic Outcomes

Indicator	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target	2020 Target
Vacant Position Postings	85	113	121	100	90	80
New Hire Employee Orientations	105	85	75	85	75	65
Labor Contracts Negotiated	10	0	6	5	0	0

Other Key Indicators

Indicator	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target	2020 Target
Worker's Comp Recordable Injuries/Illness	23	21	23	20	20	20
It's Your Life Wellness Participants	207	230	191	340	340	340