



# SHEBOYGAN COUNTY

**Jean M. Gallimore**

*Human Resources*

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February 1, 2019

Honorable Members of the Sheboygan County Board and County Administrator Adam Payne,

I am pleased to submit the 2019 Annual Report for the Human Resources Department.

In 2018, the primary focus remained on “People as a Priority” to include the following essential employee initiatives: Employee Benefits and Wellness, Recruitment and Retention, People Management and Employee Relations, Professional Development Training, Recognition, and Safety.

The County continues to realize a significant savings as a result of the strong partnership with the Wisconsin County Association Group Health Trust to provide oversight and funding for the InHealth Clinic, Medical Insurance and Prescription Claims, as well as Wellness Programming. As a result, the overall estimated savings to the Health Insurance Reserves in 2018 is \$1,164,334. The County also sponsored several employee wellness challenges throughout the year which encouraged employees from across the organization to live well and be well.

Employee recruitment and retention efforts were accelerated, with unemployment at a record low, and the need to address the County’s critical need to attract and retain talented staff.

People Management and Employee Relations remained key themes to our overall success. The ‘You Make a Difference’ Employee Recognition Program acknowledged 519 employees! In addition, 107 Service Awards were celebrated. Professional development management training was offered throughout the year to remain focused on continuous leadership learning opportunities.

Safety initiatives continued to be in the forefront. The Courthouse Security Committee strategically led the charge, with the support of the County Board, to move forward with implementing the ‘One Secured Entrance’ to include established Policies and Procedures.

The Human Resources Department takes pride in offering a variety of professional programs and services to our valued and diverse group of employees. We are appreciative for your ongoing support, as we are prepared and look forward to offering additional value added resources in 2019.

Respectfully Submitted,

Jean M. Gallimore  
Human Resources Director

## **Mission Statement and Summary of Responsibilities**

In support of the County's Mission, Vision and Guiding Principles the Human Resources Team is dedicated to the highest quality of confidential customer service delivered with a sense of warmth, friendliness and individual pride.

The Human Resources team offers an environment to include an attitude of teamwork and quality in our day-to-day operations. In addition, an atmosphere that fosters challenges, and positivity, as well as opportunities that demonstrate thoughtful execution, a caring attitude and a sense of personal accountability in promoting ethical and legal conduct. We will do this by:

- Ensuring the human resources department staff are given the tools, training and motivation to operate in the most efficient and effective manner.
- Recruiting and promoting the best qualified candidates while retaining our valued employees by: assuring effective leadership qualities in our managers; providing competitive wage, pay for performance and benefit plans, as well as innovative wellness and safety initiatives; offering technical, interpersonal and career development training and coaching so as to promote individual success and increase overall value to the County.
- Inspiring and encouraging a high level of employee morale through effective communication, ongoing feedback and recognition.
- Establishing, administering and effectively communicating sound policies, practices and position descriptions that treat employees with dignity, respect and equality while maintaining compliance with employment and labor laws, county directives and labor agreements.

We are committed to promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the key business drivers, its management, employees and constituents. We will achieve this through the County's most valuable resource – 'People a Priority'.

## **Goals and Objectives Achieved in 2018**

- Budget: Prepared responsible 2018 Human Resources while working within established budget parameters.
- Strategic Planning: Employee Benefits: Assumed Leadership role in providing result based recommendations to the County Administrator and Human Resources Committee for implementation in 2019.
- Vacation: Implemented a modified benefit with a primary focus on recruitment and retention.
- Compensation: Chaired the Compensation Committee which led to collaborative discussions and recommendations resulting in Pay for Performance enhancement opportunities at the initial period, anniversary date and annually thereafter. Provided first annual Compensation and Benefit Statements to employees.

- Wellness: First year roll out of the ‘Champion You’ Program which further promoted employee ownership of their health. The program was successful, allowing for 295 employees to achieve rewards for their wellness initiatives. Fitness Center participation remains strong with 159 employees enrolled.
- Human Resource Metrics: Enhanced and maintained the formalized Metrics to share annual human resource measurables with the County Administrator and Human Resource Committee.
- Professional Development Management Training: The fourth annual Professional Development Training ‘The Power of Accountability’ for all Department Heads, and ‘Building Trust and Respect through the Myers-Briggs’ for all management was well attended and received. In addition, Retention, Communication, Coaching, and Motivation training was offered to all management, as well as ‘New Manager/Supervisory’ and ‘Team Building’.
- Safety: Successful implementation of the ‘One Secured Entrance’ for the Courthouse, as well as the employee policies and procedures. In addition, created and maintained a County-wide Photo Directory by department for a reference as to overall safety measures.
- Succession Plan: Updated County-wide Succession Plan.
- Employee Recognition: The enhanced Service Award and Retirement Award Programs continue to be a success.
- Recruitment: Focused on innovative recruitment resources, attended several job fairs, hosted a job fair, and developed recruitment flyers to more effectively showcase Sheboygan County as an employer. Social media accounts enhanced and prove to be an effective resource.
- Wellness Initiatives: In collaboration with the County’s InHealth Clinic partners, The Sheboygan Area School District and the City of Sheboygan, the InHealth Clinic continues to be an integral component of the county’s wellness mission.
- Employee Engagement: Survey follow up with each department and status report provided to County Administrator.

## Budget

	<b>2018 Budget</b>	<b>2018 Results</b>	<b>Variance</b>
Revenues	\$592,091	\$592,297	\$ 206
Expenses	\$592,091	\$583,084	\$9,007

Overall, the Human Resources Department had a positive variance of \$9,213 for 2018. This was primarily due to lower costs in wages as one of the part time Human Resources Coordinators temporarily assisted in the County Clerk’s office.

Human Resources was successful in achieving the 2019 budget target; although, a rescue for \$37,000 was requested and approved for an Applicant Tracking System.

## **Issues and Challenges Ahead**

Health Care: The Human Resources Department along with Associated Benefits and Risk Consulting (ABRC) will engage in a Request for Proposal (RFP) process for the employee benefit's medical provider and In-Health Clinic services. The Strategic Benefits Planning Committee will continue to work collaboratively, discuss and recommend plan design refinements to the County Administrator and Human Resources Committee for 2020, while balancing the needs of the employees and the County.

Recruitment/Retention: Attracting and retaining top talent continues to be one of the most important human resource initiatives. The highest turnover positions within the County include Certified Nursing Assistants (CNA) at Rocky Knoll, Correction Officers (CO) and Dispatchers. Proactively promoting the means applicants use to seek employment will continue to be a main emphasis. In addition, there is as much of a need to focus on not only attracting, but also retaining the best and brightest employees as we encounter a workforce of millennials as well as an aging workforce. It will be imperative that we continue to refine employee programs and services, as well as remain competitive with compensation and benefit packages.

### **2018 Employee Turnover:**

2018 New Hires – 135

2018 Employee Separations – 138

Overall Turnover – 16%

## **Goals and Objectives for 2019**

Budgets: Prepare responsible 2020 Human Resource and Employee Benefit budgets working within established guidelines.

Recruitment: Continued focus on attracting and retaining top talent. Implement Applicant Tracking Program in order to more effectively manage the over 140 positions and 2,000 applicants annually.

Professional Development Training: Introduce an online learning resource via Leading Edge to all employees. Coordinate the fifth annual all management training event with a focus on Change. Deliver the third annual All Employee Summit.

Employee Engagement Survey: Facilitate department specific follow up surveys.

Benefits: Lead Strategic Benefit Planning Committee to continue focus on plan design and costs. Engage in RFP process for medical and employee clinic services.

Compensation and Employee Pay for Performance: Re-evaluate Pay for Performance Criteria and Performance Evaluation Form and provide recommendations to County Administrator. Survey counties as to pay and benefits for County Board Supervisors and Constitutional Officers, and recommend changes to the County Board Chairman and County Administrator.