



# SHEBOYGAN COUNTY

**Penny Elsner**  
*Human Resources*

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February 1, 2020

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 2019, 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 a strong partnership with the Wisconsin County Association Group Health Trust providing oversight and funding for the InHealth Clinic, Medical Insurance and Prescription Claims, as well as Wellness Programming. With that partnership, the County sponsored several employee wellness challenges as well as had the opportunity to participate within the Group Health Trusts challenges throughout the year, which encouraged employees from across the organization to live well and be well.

Employee recruitment and retention efforts continue to be a top priority 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 521 employees. In addition, 110 Service Awards were celebrated. Professional development management training was offered throughout the year to remain focused on continuous leadership learning opportunities.

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 2020.

Respectfully Submitted,

Penny Elsner

## **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 a variety of benefit options, 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 2019**

- Budget: Prepared responsible 2019 Human Resources while working within established budget parameters.
- Strategic Planning: Employee Benefits: Collectively provided result based recommendations to the County Administrator and Human Resources Committee for implementation in 2020.
- Compensation: Collaboratively worked with departments who had compression issues and brought most of those to favorably closure with both Liaison and Human Resources Committee approval.

- Wellness: The second year of the ‘Champion You’ Program, which further promotes employee ownership of their health proved successful with 296 employees achieving rewards for their wellness initiatives. Fitness Center participation remains strong with 153 employees enrolled.
- Human Resource Metrics: Maintained the formalized Metrics to share annual human resource measurables with the County Administrator and Human Resource Committee.
- Professional Development Management Training: The fifth annual Professional Development Training ‘The Importance of a Collaborative Culture’ for all Department Heads, and ‘Team Collaboration’ for all management was well attended and received. In addition, Motivation training was offered to a number of departments, as well as ‘Embracing Change’ through the All Employee Summit.
- 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, developed recruitment flyers and utilized billboards to more effectively showcase Sheboygan County as an employer. Social media accounts enhanced and continue to 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 ups with certain departments and status report provided to those department heads.

## Budget

	2019 Budget	2019 Results	Variance
Revenues	\$662,919	\$663,031	\$ 112
Expenses	\$662,919	\$678,851	- \$15,932

The Human Resources Department had a negative variance of \$15,932 for 2019. This was primarily due to employee turnover within the Human Resources Department and the accrual payouts.

Human Resources was successful in achieving the 2020 budget target; although, two rescews for a total of \$46,000 were requested and approved for recruitment efforts and a shared position with the County Administrator Office, allowing the Human Resources Coordinator position to become full time.

## Issues and Challenges Ahead

Health Care: The Human Resources Department along with the Sheboygan County Purchasing

Agent will engage in a Request for Proposal (RFP) process for the employee benefit's consultant 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 2021, 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.

**2019 Employee Turnover:**

2019 New Hires – 103

2019 Employee Separations – 137

Overall Turnover – 15.9%

**Goals and Objectives for 2020**

Budgets: Prepare responsible 2021 Human Resource and Employee Benefit budgets working within established guidelines.

Recruitment: Continued focus on attracting and retaining top talent. Implement the Onboarding Module of the Applicant Tracking Program in order to more effectively manage the over 140 positions and over 2,100 applicants annually.

Professional Development Training: Coordinate the sixth annual all management training event with a focused topic to be determined in collaboration with the County Administrator and Human Resources Director.

Employee Engagement Survey: Continue to 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 the employee benefits consultant services.

Compensation and Employee Pay for Performance: Re-evaluate Pay for Performance Criteria and Performance Evaluation Form and provide recommendations to County Administrator.