

EAU CLAIRE COUNTY
MEETING NOTICE/AGENDA
AMENDED

COMMITTEE: Committee on Human Resources
DATE: Friday, July 8, 2016 **TIME:** 1:30 PM
PLACE: Eau Claire County Courthouse, Room 3312
721 Oxford Avenue, Eau Claire, WI

REASON FOR MEETING: REGULAR

1. Call to Order and Certify Compliance with Open Meetings Law
2. Review and approve minutes of the June 10, 2016 meeting.
3. Referral / Ordinance / File #16-17/006 / "To Create Chapter 2.95 of the Code: Living Wage"
/Report Back to County Board / Discussion – Action
4. Human Resources – Consideration, discussion, and recommendation of the following Eau Claire County policies:
 - a. Policy 509 – Timekeeping
 - b. Policy 423 – Meals and Breaks
 - c. Policy 511 – Training and Development
 - d. Policy 503 – Overtime and Compensatory Time
5. Finance –Review and Discussion- 2016 Wellness Update
6. Human Resources- Consideration and discussion of Resolution 16-17/028 reclassifying one (.73 FTE) Human Resources Assistant to Administrative Associate IV
7. Human Resources- Information and Discussion 2017 Human Resources Strategic Priorities (Public Sector Employee Engagement)
8. Adjourn

COPIES TO:

County Clerk J. Loomis
County Administrator K. Schauf
Corporation Counsel K. Zehms
Committee on Human Resources: K. Clark/S. Miller/M. Beckfield/J.Gatlin/M. Conlin

Human Resources Department

DATE NOTICE POSTED AND SENT:
PREPARED BY: Jill Mangus, Human Resources Department

PLEASE NOTE: *Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through sign language, interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-4710, (FAX) 839-1669 or 839-4735, tty: use Relay (711) or by writing to the ADA Coordinator, Human Resources, Eau Claire County Courthouse, 721 Oxford Avenue, Eau Claire, WI 54703.*

COMMITTEE ON HUMAN RESOURCES

Friday, June 10, 2016, 1:30 p.m., Room 1301/1302

Location: Eau Claire County Courthouse
721 Oxford Avenue, Eau Claire, WI 54703

MINUTES

Members Present: Kathleen Clark, Mark Beckfield, Mike Conlin, Sue Miller, Judith Gatlin

Staff Present: Kathryn Schauf, Jamie Gower, Jill Mangus

Other Staff Present: Diane Cable, Scott Rasmussen, Jennifer Owen, Keith Zehms, Frank Draxler,
Amy Sires

Jon Johnson arrived at 2:06 p.m.

Members of the Public: Jack Connell, Eleanor Wolf, Jim Dunning, Steve Carlson, Myron Buchholz,
Jason Endres, Gerald Wilkie, Colleen Bates, Jeremy Gragert

Chair Kathleen Clark called the meeting to order and certified compliance with Open Meetings Law at 1:30 p.m.

Review and approve minutes of the May 13, 2016 meeting:

Motion Mike Conlin to approve minutes of the May 13, 2016 meeting as written. Motion carried 5 -0.

Report on the Living Wage Ordinance, requesting an extension for discussion purposes pursuant to Eau Claire County Code 2.04.160 C/Information/Discussion/Action:

Motion Mike Conlin to approve an extension of up to 60 days. Motion carried 3 for and 2 against.

The Committee on Human Resources is asking for additional time (up to 60 days) to receive information on the impact of the Living Wage Ordinance and need sufficient time to review before action can take place.

The following Living Wage Survey information was also provided by Diane Cable, Human Services Director.

Summary of Living Wage Survey Pertaining to Department of Human Services Contracts June 2016

In response to the Living Wage Ordinance proposal, the Department of Human Services distributed a survey to thirty one providers who contract with the Department. Twenty six of the thirty one providers would need to comply with the Living Wage Ordinance, if passed. Of the 31 surveys distributed, 10 were returned. Of the 10 returned surveys, 6 would be required to comply with the LWO, if enacted.

The general response to the returned surveys reflected that providers would continue to contract with Eau Claire County if the fiscal impact of the Living Wage Ordinance was fully funded.

General Cost / Benefit Analysis

(Summary reflects the 6 responses)

The respondents indicate support of a Living Wage Ordinance, **if fully funded**. Responses reflect that operations would be significantly impacted if they were not fully funded and would be significantly impacted if they were not able to contract with Eau Claire County. In addition noted, that without fully funding the LWO would impact those being served, staff, and the community. The responses to the benefit of the enactment of the LWO related to a positive impact to retention and recruitment, providing for a more stable environment for service delivery, which can lead to enhanced and improved outcomes.

From the responses, the number of staff providing contracted services is 196 employees and their overall count of employees below \$12.84 is 1282 staff. Some of the respondents identified a current wage of \$8.50/hr and \$10.00/hr. To estimate the cost impact on our current contracts we applied the percentage of difference between the current wage and \$12.84, (\$8.50: 51.1% change and \$10.00: 28.4% change) and applied the percentage increase to a couple of the contract amounts of some of the providers who responded:

Contract Amount	51.1% cost increase/ Total with LWO	28.4% increase/ Total with LWO
\$584,717	\$269,432/ \$854,149	\$149,864/ \$734,581
1,619,343	\$358,172 / \$1,977,515	\$ 643,939 / \$2,263,282

Respondents indicated a range increase from \$28,000 to \$2,900,000 was needed to fully fund the LWO. All identified that the cost would not just apply to the contracted staff but they would need to attend to the internal equity and compression issues.

As noted, the benefits of the enactment would include retention and recruitment of staff in an area that often experiences high turnover. We know that consistency of staff is imperative for positive and healthy outcomes of the service being delivered.

Summary of responses:

Question 1 & 2: Number and Percent of Employees who are below minimum wage:

# Total Staff below \$12.84	# Staff for ECC contract below \$12.84	% of all Staff below \$12.84	% of staff for ECC contract below \$12.84
363	25	36%	30%
192	97	76%	39%
216	17	90%	90%
440	17	78%	81%
33	33	87%	87%
38	7	58%	11%

Totals:			
1282	196	36-90%	11-90%

Question 3: Will the LWO increase employee retention or attraction?

- Uncertain
- Possibly both, but would need to adjust for internal equity and compression issues. If the compression issue is not addressed, it could impact retention and attraction of employees
- Assume greater employee retention
- May attract new employees as a result of higher wages, however, may not be financially feasible
- Without funds to support, would be unable to retain staff and would be faced with reducing services and workforce
- If it was affordable, yes

Question 4: Cost/Benefit to the Organization

- Uncertain. Cost to organization would be about 28-30k annually
- \$55,000 annually would be the immediate impact. Does not include cost to attend to wage compression
- Ability to support would be tied directly to being compensated at a level to support increase
- At the projected living wage of 130%, all costs, including fringe benefits would be over 2 million dollars. See very little benefit with the exception for the potential for less employee turnover
- With the anticipated 5% increase each year the expense for wages alone would be \$1,650,000 for the ECC area and \$125,000 for the ECC Human Services contracts. Our business and industry cannot support this due to the funding cuts that have occurred since 2009.
- Unsure

Question 5: Assuming you continue to contract and LWO enacted, what will be the total 2017 increased salary cost to your organization

- An additional \$85.46 per hour worked
- \$28-30,000
- \$55,000
- Increase would need to be equitable across the organization. At \$8.50/hr at 13,000 hrs/week would come to \$2,933,840 annually. Does not take into account the progression of increase. Supports increased wages for employees, but someone will need to cover this increased expense
- \$816,000 (wages & benefits)
- Eau Claire area: \$808,000, Eau Claire contracts with Human Services: \$63,000

Question 6: How will you adjust for any costs

- Reduce number of people served and employees. Unable to absorb without funding from Eau Claire County
- Discontinue offering benefits to employees the first year. Following years would lead to reduction and elimination of staff. This may result in need for MCO's to find new placements for over 200 residents. Higher wages may help with retention/recruiting however, offering health insurance to staff has been a great hiring and retention tool.
- Would have to pass cost on to ECC
- MCO's would not allow that kind of increase and our organization does not have enough clients that are just County clients
- Either the amount of the level of service would decrease or reduction/elimination of staff
- Rate Increase for contract or layoff of staff
- Would need to pass increased cost to all other contract agencies

Question 7: Would you continue to contract with ECC

- Would renegotiate contract. Services for the Comprehensive Community Services program would not be impacted
- Would continue contracting but without funding increase would need to re-evaluate the type and level of services provided
- If LWO enacted, could not afford to contract
- Unless ECC fully funds this increase in operation expenses, would not continue to contract.
- I could not
- Consider discontinuing to contract with ECC, however, would anticipate to start to lose staff to other organizations, causing inadequate staffing to provide the State mandated service level. The loss revenue from the County would match the increase in wages if we were to maintain our contract. So, likely to continue to contract

Question 8: Will this cause you to change hiring pattern

- Yes, due to having less services to provide without the contract
- Would not change
- No
- Not sure
- Hire more part-time staff
- No

Question 9: Other Opportunities or challenges if LWO adopted

- This should be a funded mandate. Requiring a certain wage needs to be supported by the organization making the request. The \$12.84 is nearly 10% higher than Dane Counties (?) living wage of \$11.69

- This change would create compression for smaller roles that are not under the county contract. As a non-profit we cannot absorb. Have already taken steps to address wages at \$10.15/hr (internal minimum)
- If the rate per client was increased to match the pay of staff, that would be great.
- This would be financially devastating to all service providers unless the County is willing to pay a significant premium to see this fully enacted. Have received no budget increase in the last 6 years and have experienced a revenue reduction since implementation of ACA

Motion Mike to approve the extension as amended. Motion carried 3 for and 2 against.

Human Resources: Consideration, discussion, and recommendation of the following Eau Claire County policies:

- a. Policy 517 – Out of Title Work
Motion Mark Beckfield to approve the policy changes. Motion carried 5-0.
- b. Policy 423 – Meal and Break
Motion Mike Conlin to approve the policy changes. Motion carried 5-0.
- c. Policy 521 – On Call Pay
Motion Judy Gatlin to approve the policy changes. Motion carried 5-0, forwarded to the County Board for approval.

Human Resources: 2015 Skills Gap Update:

The Human Resources Director provided a general update regarding the Skills Gap trend in the Chippewa Valley.

Adjourn.

Kathleen Clark declared the meeting adjourned at 2:37 pm.

Respectfully submitted,

Jill Mangus
Committee Clerk

Summary of Living Wage Survey- UPDATE
Pertaining to Department of Human Services Contracts
June 24 2016
Diane Cable – Director, DHS

In response to the Living Wage Ordinance proposal, the Department of Human Services distributed a survey to thirty one providers who contract with the Department. Eighteen of the thirty one providers would need to comply with the Living Wage Ordinance, if passed. Of the thirty one surveys distributed, sixteen were returned, and two replied declining to complete the survey. Of the sixteen returned surveys, eleven would fit the criteria to comply with the proposed Living Wage Ordinance.

- 31 surveys distributed
- 16 returned
- 2 declined to participate
- Out of the 16 returned surveys, 11 fit the criteria to comply with the Living Wage Ordinance

Surveys were not sent to agencies that we contract for child alternate care placements and providers who provide waiver and autism services. These services involve rates set by the State.

The general response to the returned surveys reflected that providers would continue to contract with Eau Claire County *if* the fiscal impact of the Living Wage Ordinance was fully funded.

General Cost / Benefit Analysis

The respondents indicate support of a Living Wage Ordinance (LWO), **if fully funded**. Responses reflect that operations would be significantly impacted if they were not fully funded and would be significantly impacted if they were not able to contract with Eau Claire County. In addition responses noted that without fully funding the increased costs, the LWO would impact those being served, staff, and the community. The responses to the benefit of the enactment of the LWO related to a positive impact to retention and recruitment, providing for a more stable environment for service delivery, which can lead to enhanced and improved outcomes.

Projected Fiscal Impact:

Our fiscal impact is an estimate based from the responses received and reflects only the 11 providers who responded and would be required to comply with an enacted LWO.

Respondents indicated a range increase of \$10,000 to \$2,900,000 was needed to fully fund the LWO. All identified that their cost increase would not just apply to the contracted staff serving the Eau Claire county contract, but they would need to attend to the internal equity and compression issues of their organization.

Fiscal Impact

Nine of the eleven responding providers indicated a fiscal impact to their contract. The chart below is the combined total contract cost, reflecting the identified increases noted by the nine providers. The current 2016 combined contract costs for these nine providers is \$3,193,372.

This analysis represents the original LWO proposal (5% increase over 5 years) and the proposed amendment of 3.75% increase over 5 years.

Projected New Combined Contract Cost

	2017	2018	2019	2020	2021
5% increase	4,092,840	4,297,482	4,512,356	4,737,974	4,974,872
3.75% increase	3,786,696	3,928,696	4,076,022	4,228,873	4,387,456

Projected Increased Cost to DHS

	2017	2018	2019	2020	2021
5% increase	899,468	1,104,110	1,318,984	1,544,602	1,781,500
3.75% increase	593,324	735,324	882,650	1,035,501	1,194,084

The analysis assumes we contract at the 2016 service level and does not take into account the ability to offset any increases through program revenues. Some of these costs would be offset by allowed program revenues. In addition, three providers indicated that the implementation of the LWO would not have a fiscal impact. The 2016 contract total for these three providers is not reflected in the figures above and totals: \$741,244.

Potential and assumed benefit:

Respondents noted that enactment would have a positive impact on employee retention and recruitment in an area that experiences frequent staff turnover. We know that consistency of staff is imperative for positive and healthy outcomes of individuals, families, children, youth and the community. In addition, a living wage brings stability to families and individuals with the rippling effect of improving and meeting basic and social needs of individuals. When individuals are not stressed and not in crisis to meet basic and social needs they are physically and mentally healthier. A living wage ordinance could have a positive impact of reducing the number of individuals applying for financial and need based programs and assistance. An individual's health and wellbeing has a correlation to stability of individuals, families, and healthier communities.

RESPONSES TO SURVEY QUESTIONS

Question 1 & 2: Number and Percent of Employees who are below minimum wage:

Total # Staff below \$12.84	# Staff for ECC Contract below \$12.84	% of all Staff below \$12.84	% of staff for ECC contract below \$12.84
Info not provided	Info not provided	80%	Info not provided
300	10	Info not provided	3%
3	0	Less than 1%	N/A
34	8	48%	38%
216	17	90%	90%
192	97	76%	39%
440	17	78%	81%
363	25	36%	30%
0	0	0	0
0	0	0	0
38	7	11%	58%
TOTALS			
1,586	181	Less than 1% to 90%	3% to 90%

Question 3: Will the LWO increase employee retention or attraction?

- Uncertain
- Possibly both, but would need to adjust for internal equity and compression issues. If the compression issue is not addressed, it could impact retention and attraction of employees
- Assume greater employee retention
- May attract new employees as a result of higher wages, however, may not be financially feasible
- Without funds to support, would be unable to retain staff and would be faced with reducing services and workforce
- If it was affordable, yes
- Do not believe the enactment would increase employee retention
- Yes
- No
- No, it will lessen availability of benefits (Social Security Disability)
- Potentially

Question 4: Cost/Benefit to the Organization

- Uncertain. Cost to organization would be about 28-30k annually
- \$55,000 annually would be the immediate impact. Does not include cost to attend to wage compression

- Ability to support would be tied directly to being compensated at a level to support increase
- At the projected living wage of 130%, all costs, including fringe benefits would be over 2 million dollars. See very little benefit with the exception for the potential for less employee turnover
- With the anticipated 5% increase each year the expense for wages alone would be \$1,650,000 for the ECC area and \$125,000 for the ECC Human Services contracts. Our business and industry cannot support this due to the funding cuts that have occurred since 2009.
- Unsure
- Although contracts represent a portion of our income and our mission and vision does extend to the quality of life for employees, we continue to carry a burden on Medicaid reimbursement for daily care that is an average loss of \$55.89 a day in Wisconsin Long Term Care. Until this reimbursement equals cost of care there is no benefit
- Employees will hopefully stay with us longer and this would attract more good candidates when recruiting
- No effect
- It will turn out that less individuals will receive services

Question 5: Assuming you continue to contract and LWO enacted, what will be the total 2017 increased salary cost to your organization

- An additional \$85.46 per hour worked
- \$28-30,000
- \$55,000
- Increase would need to be equitable across the organization. At \$8.50/hr at 13,000 hrs/week would come to \$2,933,840 annually. Does not take into account the progression of increase. Supports increased wages for employees, but someone will need to cover this increased expense
- \$816,000 (wages & benefits)
- Eau Claire area: \$808,000, Eau Claire contracts with Human Services: \$63,000
- Estimated increase in 2017 would be \$70,000
- Approximately \$10,000
- 63% increase for wages

Question 6: How will you adjust for any costs

- Reduce number of people served and employees. Unable to absorb without funding from Eau Claire County
- Discontinue offering benefits to employees the first year. Following years would lead to reduction and elimination of staff. This may result in need for MCO's to find new placements for over 200 residents. Higher wages may help with retention/recruiting however, offering health insurance to staff has been a great hiring and retention tool.

- Would have to pass cost on to ECC
- MCO's would not allow that kind of increase and our organization does not have enough clients that are just County clients
- Either the amount of the level of service would decrease or reduction/elimination of staff
- Rate Increase for contract or layoff of staff
- Would need to pass increased cost to all other contract agencies
- Possibilities: pass on increase through contracts, reduction of full-time to part-time staff
- Should not be a problem
- Would need to work with DHS to determine how much service could be provided

Question 7: Would you continue to contract with ECC

- Would renegotiate contract. Services for the Comprehensive Community Services program would not be impacted
- Would continue contracting but without funding increase would need to re-evaluate the type and level of services provided
- If LWO enacted, could not afford to contract
- Unless ECC fully funds this increase in operation expenses, would not continue to contract.
- I could not
- Consider discontinuing to contract with ECC, however, would anticipate to start to lose staff to other organizations, causing inadequate staffing to provide the State mandated service level. The loss revenue from the County would match the increase in wages if we were to maintain our contract. So, likely to continue to contract
- Review and decide at budget time
- Yes
- Yes
- Yes, but concerned about the impact to services

Question 8: Will this cause you to change hiring pattern

- Yes, due to having less services to provide without the contract
- Would not change
- No
- Not sure
- Hire more part-time staff
- No
- No
- Yes, it will
- No
- No
- No

Question 9: Other Opportunities or challenges if LWO adopted

- This should be a funded mandate. Requiring a certain wage needs to be supported by the organization making the request. The \$12.84 is nearly 10% higher than Dane Counties (?) living wage of \$11.69
- This change would create compression for smaller roles that are not under the county contract. As a non-profit we cannot absorb. Have already taken steps to address wages at \$10.15/hr (internal minimum)
- If the rate per client was increased to match the pay of staff, that would be great.
- This would be financially devastating to all service providers unless the County is willing to pay a significant premium to see this fully enacted. Have received no budget increase in the last 6 years and have experienced a revenue reduction since implementation of ACA Enactment of LWO would include retention and recruitment of staff in an area that often experiences high turnover.
- Although some wages may be below the proposed LWO rate, they provide good benefits. We know that consistency of staff is imperative for positive and healthy outcomes of the service being delivered.
- The challenges of low State funding and Medicaid reimbursement rates, prevent being able to provide a higher, more competitive wage
- Enacted, could not stay in business long-term, unless there is an extensive increase in rate offered by Family Care, the MCO's, and Counties. Potentially devastating to residential providers.
- Believe this proposed ordinance is on target with today's workforce. Enactment would support the need to pay a more competitive wage for all staff. In favor of proposed ordinance
- This would affect all employees, not just those who provide the contract service
- Fairness to other employees performing the same functions on non-county work

EAU CLAIRE COUNTY BOARD OF SUPERVISORS

AMENDMENT NO. 1

TO FILE NO. 16-17/006

OFFERED BY NICK SMIAR

AMEND THE ORDINANCE, AMENDMENT AS FOLLOWS:

1. On page 2, line 6, insert "f. Child alternate care contracts."
2. On page 2, line 6, insert "g. Child contracts that are administered through the State TPA (Third Party Administrator)."
3. On page 2, lines 45-49, strike
 1. 110%, as of January 1, 2017
 2. 115%, as of January 1, 2018
 3. 120%, as of January 1, 2019
 4. 125%, as of January 1, 2020
 5. 130%, as of January 1, 2021",insert
 1. 100%, as of January 1, 2017
 2. 103.75%, as of January 1, 2018
 3. 107.5%, as of January 1, 2019
 4. 111.25%, as of January 1, 2020
 5. 115%, as of January 1, 2021."

I certify that the foregoing correctly represents the action taken by the undersigned committee on June 27, 2016 by a vote of 6 for, 2 against.

Colleen A. Bates, Chair
Human Services Board

EAU CLAIRE COUNTY BOARD OF SUPERVISORS

AMENDMENT NO. 2

TO FILE NO. 16-17/006

OFFERED BY COMMITTEE ON FINANCE & BUDGET

AMEND THE ORDINANCE, AMENDMENT AS FOLLOWS:

1. On page 1, lines 24 and 26, after “recipients of” insert, "economic development".
2. On page 2, line 16, after “contributions from, insert, “the.”
3. On page 3, line 10, after “recipient of” insert, “economic development”.
4. On page 4, line 2, 27, and 30 after “recipients of” or “recipient of” insert, “economic development.”
5. On page 5, line 3, strike “[through a vote carrying two thirds of all seats on the county board]”.

Committee on Finance & Budget

Dated: _____

KRZ/yk

Fiscal Note for the Living Wage Ordinance

The fiscal impact of the proposed Living Wage Ordinance has been independently analyzed in three specific areas. They are:

- Impact on Human Services Contracts
- Impact on Other County Contracts
- Impact on County Wage Schedule

The specifics of each are discussed individually below.

Impact on Human Services Contracts

Human Services staff distributed surveys to thirty-one (31) providers who contract with the department. Specific details regarding the survey are contained in DHS Director Diane Cable's summary document dated 6/24/16. Based on the survey responses, for the years 2017-2021, DHS staff is estimating total increased costs to the department of \$4.44 million. This estimate is based on the amended ordinance using a sliding poverty level scale of 100%-115% over those five years. For comparison, the original proposed sliding poverty level scale of 115%-130% would have resulted in increased departmental costs of nearly \$5.84 million.

Impact on Other County Contracts

Purchasing Department staff distributed surveys to thirty (30) who contract with Eau Claire County for services. Sixteen (16) of those firms responded with five (5) of them indicating that they would be affected by the Living Wage Ordinance, with an estimated increase in costs to the county of \$211,583 for 2018. No additional information was provided for additional years.

Impact on County Wage Schedule

The fiscal impact of the amended ordinance using the sliding poverty level scale of 100%-115% was prepared and presented by the county's finance director at the 6/23/16 Finance & Budget meeting. To summarize, based on the projections identified in the analyses, only the first two steps of pay grade "A" in 2021 would appear to be potentially negatively impacted by the amended ordinance. Even at the high end of the estimate, pay grade "A" could be adjusted minimally to comply with the ordinance, and at the low end, variations on estimates may not necessitate any adjustment. Worst-case estimated total fiscal impact is less than \$5,000.

SUPPLEMENTAL FREQUENTLY ASKED QUESTIONS

35. If there are two contracts with the same service provider, but one is with a government entity are both contracts covered by the LWO?

Only the contract with the service provider is covered by the LWO. For example: special transportation services are provided to Eau Claire county residents through the ADRC, one contract is directly with the service provider Abby Vans and the other is with the City of Eau Claire. The contract with the service provider is covered by the LWO; however the contract with the City is not because it is a government entity.

36. Does the LWO apply to companies with multiple locations, but less than 20 employees located in Eau Claire?

Yes. All employees must be counted, however, only those employees providing services through the contract for Eau Claire County are covered by the LWO rate.

37. What does the phrase “business entity dominant in its field of operation” mean?

This means a business entity providing as least 51% of the type of service the county is contracting for.

38. What is the potential direct salary cost for Eau Claire County Employees?

There is no impact if the LWO is not adopted. However, if adopted it depends which version of the LWO is adopted.

Version 1: Original Ordinance

- 110% of the poverty level as of January 1, 2017
- 115% of the poverty level as of January 1, 2018
- 120% of the poverty level as of January 1, 2019
- 125% of the poverty level as of January 1, 2020
- 130% of the poverty level as of January 1, 2021

The projected cost for Eau Claire County Employee wages & benefits if the entire wage grid were adjusted would be a total of \$5.2 million from 2018 through 2021.

Version 2: Amendment No. 1

- 100% of the poverty level as of January 1, 2017
- 103.75% of the poverty level as of January 1, 2018
- 107.5% of the poverty level as of January 1, 2019
- 111.25% of the poverty level as of January 1, 2020
- 115% of the poverty level as of January 1, 2021

The projected cost for Eau Claire County Employee wages & benefits if the entire wage grid were adjusted would be less than \$10,000 only in 2021.

Additionally if the following two scenarios were implemented the costs would be as presented:

Version 3: Cost Option (for comparison purposes)

100% of the poverty level as of January 1, 2017
102.5% of the poverty level as of January 1, 2018
105% of the poverty level as of January 1, 2019
107.5% of the poverty level as of January 1, 2020
110% of the poverty level as of January 1, 2021

There would be no projected cost increase for Eau Claire County Employee wages & benefits since all salary grades remain in compliance under this scenario.

Version 4: 100% of the poverty level in each of the years, the percentage would not change.

There would be no projected cost increase for Eau Claire County Employee wages & benefits since all salary grades remain in compliance under this scenario.

The detailed cost analysis is available on-line at: Cost Option Version 1 – 4 (based on poverty scale): <http://www.co.eau-claire.wi.us/government/county-board/pending-legislation>.

39. What is the anticipated cost to contract for services?

Increased costs based on the initial proposal from the survey results in Human Services Dept. are \$5.84 million over the years 2017-2021 based on the original resolution (i.e.115%-130% sliding scale), and is reduced to \$4.44 million under the amended resolution (100%-115% scale). The Purchasing Department surveys estimate an additional increase of \$211,583 to other county contracts for just 2018. (This estimate includes the ADRC contracts).

The costs are professional best estimates based on information provided by vendors, assuming that service levels would remain the same.

40. Will adoption of the LWO result in savings for the county?

None that staff are able to identify.

41. Will adoption of the LWO increase employee retention or attraction for service providers?

See answers to Summary of Living Wage Survey (Department of Human Services); Survey Question 3 found on County website at: <http://www.co.eau-claire.wi.us/government/county-board/pending-legislation>.

42. Of the potential number of services providers, how many companies have more than 20 employees?

Staff do not have that information. This would be information that would be incorporated in the initial assessment that would be conducted for each contract for service.

43. If adopted how will the County pay for the LWO?

That decision will be made by the county board as part of the 2017 budget process. The potential exists that service levels would / could be adjusted as part of the implementation.

44. What is the cost to administer the LWO?

The LWO anticipates that the county would collect information from vendors upon contract award through a self-reporting mechanism. Yearly, after the award of the initial contract the county would send out self-reporting forms to vendors subject to the LWO to verify compliance.

45. How many providers and citizens will be impacted?

Based on the information the County has received 5 Human Services providers, 4 ADRC providers and 1 general services provider will be impacted. There is no data or information indicating how many citizens will be directly impacted.

46. Should it be enacted concurrently with the City due to similar or shared functions?

That is a policy decision to be made by the County Board, and the City.

47. Will adoption of the LWO cause some employees to have hours or benefits reduced?

See answers to Summary of Living Wage Survey (Department of Human Services); Survey Question 6 and question 8 found on County website at: <http://www.co.eau-claire.wi.us/government/county-board/pending-legislation>

**Summary of Living Wage Survey
 Pertaining to Eau Claire County Contracts (Non-DHS Contracts)
 June 2016**

- 30 firms or vendors that provide services to EC County were included in a survey created to estimate the fiscal impact of the proposed Living Wage Ordinance.
- 16 firms responded to the survey or phone calls.
- 5 firms - of those that responded, would be affected by the proposed LWO.
- **\$211,583** - Is the estimated increase cost to EC County for these 5 firms for 2018. (note that some firms current contract spans through 2017.)

The impact of the Purchasing Department to implement and enforce the proposed LWO for non-DHS contract would be minimal. However, this would add additional Purchasing Department staff time for DHS contract due to the larger amount of impacted contracts and the size of the contracts.

Summary of fiscal impact:

INCREASE IN 2017 OR 2018 CONTRACT	ABBY VANS	SACRED HEART HOSPITAL	FALL CREEK VALLEY CARE	ARAMARK	ISS FACILITY SERVICES
QUESTION#1	2018 30% increase	32% increase	200% increase	?	2018 \$3,342 2019 \$3,293
QUESTION#6	\$67,000 (2018)estimate	\$80,000 estimate	\$53,000 +	?	\$11,583
				Only one p-t employee under living wage	

REPORT TO THE COMMITTEE ON HUMAN RESOURCES

Action Required

Meeting Date: July 8, 2016		Information-Discussion	
Agenda Item No.		Direction to Staff	
Department: Human Resources	X	Approval-Denial	
Subject: Update to the Eau Claire County Policy Manual: <ul style="list-style-type: none"> • No. 509 Timekeeping • No. 423 Meals and Breaks • No. 511 Training and Development • No. 503 Compensatory and Overtime 		Requires Recommendation to:	
		County Board	
		Other:	
		Form:	
		Resolution	
Prepared by: J. Gower			Report
Reviewed by:		Other Action:	

Human Resources is recommending the following revisions to the Eau Claire County Policy Manual. The policies with the requested changes are included in the agenda packet:

Policy 509 – Timekeeping

The director is requesting approval to make improvements to the timekeeping practices. These improvements will benefit Eau Claire County as these changes will align more closely with the definition of exemption status as it pertains to the Federal Labor Standards Act. There is no fiscal impact to this change.

Policy 423 – Meals and Breaks Periods

The director is requesting approval to make these changes in connection with the proposed changes for Policy 509-Timekeeping. There is no fiscal impact to this change.

Policy 511 – Training and Development

The director is requesting approval to align this policy with consistent timekeeping practices when attending a conference or training session. There is no fiscal impact to this change.

Policy 503 – Overtime and Compensatory Time

. The director is requesting deletion of the reference to the appendices. The information on this appendix is listed in multiple locations including the job description and in reports within the Alio HR/Payroll Information System. In the spirit of efficiency the goal is to remove the duplication. There is no fiscal impact to this change.

The Committee is asked to review and approve these updated policies.

POLICY 423 MEALS AND BREAK PERIODS

1. **Purpose.** To provide employees with regular meal and break periods throughout the normal workday. Department Heads and exempt supervisory staff are exempt from this policy and will take meal breaks as they fit within their schedule.
2. Meal Periods.
 - ~~2.1~~ Absent Department Head (or designee) approval, meal periods ~~Meal periods~~ are required and must be scheduled midway in an eight-hour workday within the designated meal period.
 - The designated meal period for all business offices should normally occur during the period of 11 a.m. to 2 p.m.
 - The duration of meal periods are determined at the time the employee's work schedule is set. A meal period is not considered part of paid work time and is not included in reporting the number of hours worked.
 - Employees must cooperatively arrange meals periods so that service is not disrupted.
 - Employees scheduled to work six hours or less are exempt from the required meal periods.
 - ~~2.12.6~~ Employees may work through a meal period to make up lost work time or in order to leave work early with supervisor approval. Employees scheduled to work six hours or less are not required to take a meal period.
 - ~~2.21.1~~ The designated meal period for all business offices should normally occur during the period of 11 a.m. to 2 p.m.
 - ~~2.32.7~~ Meal periods are normally one hour, but exceptions may occur in departments required to provide shift coverage or where one-half hour lunch periods are available. Meal periods must not be less than one-half hour in length.
 - ~~2.42.8~~ Meal periods will not be included in hours worked, except when the job requires that the employee remain on duty or is attending an off-site training that is at least six (6) hours in duration as outlined in Policy 511 Training and Development.-

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POLICY 423 LEAVES – MEALS AND BREAK PERIODS

Effective Date: January 1, 2012
Revised Date: July 2012, July 2016

Eau Claire County
Employee Policy Manual

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~~2.5 — Employees who work more than six hours in a given day are required to take the scheduled meal period.~~

~~2.6 — Employees are not allowed to work through the meal period to make up lost work time or in order to leave work early without supervisor approval.~~

3. Break Periods.

3.1 Employees may leave their workstation for a break period of no more than fifteen (15) minutes duration during each half of an eight-hour work shift, except when the job requires that the employee remain on duty.

3.2 Employees who miss a break period may not take an extended meal period, arrive at work later than the normal starting time, or leave work before the normal quitting time.

3.3 Unused break periods cannot be accumulated for use at a later date.

4. Scheduling Meal and Break Periods.

4.1 Department Heads or their designees are responsible for scheduling meal and break periods to ensure that adequate staff coverage is provided.

POLICY 423 LEAVES – MEALS AND BREAK PERIODS

Effective Date: January 1, 2012

Revised Date: July 2012, July 2016

Eau Claire County
Employee Policy Manual

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POLICY 423 LEAVES – MEALS AND BREAK PERIODS

Effective Date: January 1, 2012

Revised Date: July 2012, July 2016

Eau Claire County
Employee Policy Manual

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POLICY 503 OVERTIME AND COMPENSATORY TIME

1. **Purpose.** To provide a consistent system for distributing overtime in compliance with the overtime-pay provisions of the Fair Labor Standards Act (FLSA).
2. Definitions.
 - 2.1 Each position is designated as either “Non-exempt” or “Exempt” from the federal Fair Labor Standards Act and state wage and hour laws. Employees should contact their supervisor if they are unsure of their position’s designation.
 - 2.1.1 Non-Exempt. Positions that are paid on an hourly basis and are entitled to overtime pay for hours worked in excess of 40 hours per week.
 - 2.1.2 Exempt. Positions that are generally paid on a salary basis and are excluded from specific provisions of federal and state wage and hour laws and are not eligible for overtime pay.
3. Overtime.
 - 3.1 Non-exempt employees may receive pay for overtime hours. This will be paid at time and one half the hourly rate of pay for any hours worked in excess of 40 hours per week.
 - 3.2 Employees in the Sergeant, Civilian Jail Sergeant, or Correctional Officer positions may receive pay for overtime hours. This will be paid at time and one half the hourly rate of pay for any hours worked in excess of their normally scheduled hours per pay period.
 - 3.3 Paid benefit time (paid time off, extended leave bank, nonproductive holiday hours, etc.) will not be considered as hours worked for purposes of determining overtime hours and pay.
 - 3.4 Employees on conference, convention or seminar leave may be eligible for overtime for hours exceeding their normal workweek schedule resulting from travel time.
4. Compensatory Time Eligibility.
 - 4.1 Non-exempt employees may elect to earn and use compensatory time. Compensatory time will be earned at time and one half.

POLICY 503 OVERTIME AND COMPENSATORY TIME

Effective Date: January 1, 2012

Revised Date: October 2014

Eau Claire County
Employee Policy Manual

- 4.2 Non-supervisory exempt employees may elect to earn and use compensatory time. Compensatory time will be earned on the basis of one hour compensatory time for one hour worked outside a 40-hour work week.
- 4.3 Department heads and exempt supervisory employees are not eligible for compensatory time.
 - 4.3.1 Employees in the following positions will choose to either earn compensatory time on the basis of one hour compensatory time for one hour worked outside a 40 hour work week to a maximum of 40 hours or receive compensation on the basis of one hour paid for one hour worked outside a 40 hour work week: Shop Superintendent, Highway Supervisor, Airport Supervisor, and Maintenance Supervisor.
 - 4.3.1.1 Once the maximum accrual amount has been met, employees will be paid for any time worked outside a 40 hour work week at a rate of one hour time for one hour worked.
 - 4.3.2 Employees in the Sergeant, Civilian Jail Sergeant, or Correctional Officer positions will earn compensatory time on the basis of time and one half hours compensatory time for one hour worked for hours worked beyond their regularly scheduled hours within a pay period to a maximum of 85 hours annually.
 - 4.3.2.1 Once the maximum accrual amount has been met, employees will be paid for any time worked for hours worked beyond their regularly scheduled hours within a pay period at a rate of time and one half time for one hour worked.
 - 4.3.2.2 Compensatory time balances valuing \$50 or more at the end of a calendar year will be paid out in January of the following year and placed into the Post Employment Health Plan (PEHP).

5. Compensatory Time Accrual.

- 5.1 Paid benefit time (paid time off, extended leave bank, nonproductive holiday hours, etc.) will not be considered as hours worked for purposes of determining compensatory hours.
- 5.2 Employees on conference, convention or seminar leave may be eligible for compensatory time for hours exceeding their normal workweek schedule resulting from travel time.

POLICY 503 OVERTIME AND COMPENSATORY TIME

Effective Date: January 1, 2012

Revised Date: October 2014

Eau Claire County
Employee Policy Manual

- 5.3 Compensatory time may be accumulated to a maximum of 40 hours.
- 5.4 Compensatory time balances will be paid out when an employee is promoted, changes positions, or changes departments.
- 5.5 The Airport Maintenance Supervisor and employees in the Highway Department who have earned compensatory time but have a balance as of April 15 will have the balance paid out in the first full pay period in May.

6. Compensatory Time Approval and Usage.

- 6.1 The employee's supervisor will have the sole right to approve or deny overtime and compensatory time requests. Except in emergencies, all overtime and compensatory time must be approved in advance by management.
- 6.2 Employees with 30 hours or more of a compensatory time balance must take compensatory benefit time before using other leave benefits.

~~7. Appendices.~~

~~7.1 Listing of Position Titles and Exemption Status (Appendix 503 A)~~

Comment [JG1]: This information is included on the job description and listed in ALIO. A report can be generated at any time based on request.

POLICY 503 OVERTIME AND COMPENSATORY TIME

Effective Date: January 1, 2012

Revised Date: October 2014

Eau Claire County
Employee Policy Manual

POLICY 509 TIMEKEEPING

1. Purpose. To provide time reporting requirements for all employees of Eau Claire County.
2. Policy.
 - 2.1 This policy provides each department the information needed to accurately record and submit their time sheets.
3. Scope.
 - 3.1 This policy and procedure applies to all employees of Eau Claire County.
4. Definitions.
 - 4.1 Authorized Hours are work hours that a supervisor assigns to complete a task.
 - 4.2 “Compensatory Time” means those hours worked in excess of the normal workweek which may be used as time off from a regular work schedule in accordance with specified guidelines.
 - 4.3 Exempt refers to employees that are covered under the Fair Labor Standards Act (FLSA) and exempt from FLSA overtime rules and pay provisions as defined by the Department of Labor Wage and Hour Division.
 - 4.4 Non-Exempt refers to employees that are covered under the Fair Labor Standards Act (FLSA) and subject to FLSA overtime rules and pay provisions as defined by the Department of Labor Wage and Hour Division.
 - 4.5 Overtime is defined as authorized hours worked by an hourly or nonexempt employee in excess of 40 hours in a workweek and should be recorded to the nearest tenth of an hour.
 - 4.6 Work Hour is any hour of the day that is worked and authorized to be worked and should be recorded to the nearest tenth of an hour.
5. Procedure ~~for non-exempt and exempt (non-supervisory) timesheets-~~
 - 5.1 The pay period covers fourteen consecutive days beginning on a Sunday and ending on the second Saturday. The usual pay period is 80 hours.

POLICY 509 TIMEKEEPING

Effective Date: January 1, 2012

Revised Date:

Eau Claire County
Employee Policy Manual

- 5.2 All non-exempt and exempt (non-supervisory) employees are required to complete their timekeeping records on a daily basis by signing in on arrival and signing out on departure.
- 5.3 Time sheets for non-exempt employees and exempt (non-supervisory) must show all time worked and absence from work with appropriate codes (hours worked, paid time off, extended leave bank, and so forth) that were incurred for the pay period. Employees will mark their time sheets in tenths for the purpose of computing regular hours as follows.

0 – 5 minutes	.0	30 – 35 minutes	.5
6 – 11 minutes	.1	36 – 41 minutes	.6
12 – 17 minutes	.2	42 – 47 minutes	.7
18 – 23 minutes	.3	48 – 53 minutes	.8
24 – 29 minutes	.4	54 – 59 minutes	.9

- 5.4 Time sheets should not be completed in advance.

~~5.5 — Employees on official business outside the normal work schedule should note it on their timekeeping records. (Submission of appropriate documentation is necessary).~~

~~5.6 — Time sheets for each two week pay period must be completed accurately and submitted to the approving supervisor by all employees.~~

~~5.7 — Supervisors will review time records for accuracy and completeness and verify overtime entries prior to submission for data input, sign the timesheet in ink and forward to Payroll.~~

6. Overtime and Compensatory Time.

- 6.1 Overtime and compensatory time earned must be approved in advance by the supervisor to whom the employee reports; if not, an employee is not authorized to work the overtime or compensatory time.
- 6.2 All overtime or compensatory time earned must be clearly noted on the time sheet.
- 6.3 When an employee transfers to a different position, any compensatory time balance is paid at the time of the transfer.
- 6.4 Working unauthorized overtime or compensatory time will subject employees to disciplinary action.

POLICY 509 TIMEKEEPING

Effective Date: January 1, 2012

Revised Date:

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7. Time Worked.

~~7.1~~ All non-exempt employees are expected to record all hours worked to the nearest tenth of an hour.

~~7.2~~7.1 The following provisions are included as time worked.

~~7.2.1~~7.1.1 Work Away From Premises or at Home. A non-exempt employee is not permitted to perform work away from the premises, job site, or at home, unless approved in advance in writing by his or her department head and the director. If approved, work performed off the premises, job site, or at home by a non-exempt employee will be counted as time worked, unless such time is de minimis.

~~7.2.2~~7.1.2 Break Time. Authorized rest periods of 15 minutes or less are counted as time worked.

~~7.2.3~~7.1.3 Travel/Training Time. Travel and training time is to be considered and included in actual time worked and should be charged to the Training time code. Time begins when departing for work destination if other than to Courthouse or other County offices. Time ends when employee arrives at Courthouse or regular County office.

8. Time Not Worked.

8.1 Per the Fair Labor Standards Act, Eau Claire County does **not** count the following provisions as time worked.

8.1.1 Paid/Unpaid Leave. Approved paid absences, including but not limited to paid time off, extended leave bank, holiday leave, Family Medical Leave Act leave, military leave, jury and witness duty, and time off for voting are not counted as time worked.

8.1.2 Meal Periods. Uninterrupted time off for lunch or dinner is not counted as time worked.

8.1.3 All meal periods, paid or unpaid, should be noted accordingly on the time sheet.

POLICY 509 TIMEKEEPING

Effective Date: January 1, 2012

Revised Date:

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9. Responsibilities.

9.1 Employee Responsibilities. All employees when completing their time sheet will adhere to the following procedures.

9.1.1 Record correct overtime and benefit codes.

9.1.2 Maintain an honest and accurate daily record of hours worked and the correct time codes recorded on the time sheet. All absences from work schedules should be appropriately recorded and coded. Entries should be made daily.

9.1.3 Obtain approval for any overtime or compensatory time earned in the pay period.

9.1.4 Sign and submit the completed time sheet to the supervisor in the time period required for approval.

9.2 Supervisor Responsibilities. Each supervisor is responsible for.

9.2.1 Ensuring that employees reporting to him or her have the correct codes.

9.2.2 Ensuring that all employees maintain accurate time sheets.

9.2.3 Providing approval for overtime or compensatory time.

9.2.4 Approval of time sheets and submission to Payroll by noon on Monday following the completion of the pay period.

10. Timesheets for Department Heads and Exempt Supervisory Staff.

10.1 Department Heads and exempt supervisory staff are expected to ~~document time worked accurately on their time sheet and account for work~~ a minimum of 8040 hours worked per week pay period. Timesheets will only indicate full day absences and must be completed and signed each pay period. Work schedules may be adjusted according to operational needs of the department/work unit.

10.1.1 The workweeks of Department Heads and exempt supervisor staff will vary based on workload. It is acknowledged that a ~~40~~80 hours of work pay period ~~hour workweek~~ is a rarity and often exceeds 80 hours.

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10.1.2 In recognition of the excess hours in a work week, Department Heads and exempt supervisory employees may take time off when the workload of the office permits. It is not the intent of this provision to allow time off on an hour for hour basis. ~~A description of work activities performed for time worked prior to 8 a.m. or after 5 p.m. should be noted in the "explanation" section of the time sheet.~~

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10.1.2 All full day absences should be noted on the time sheet as accrued benefit time taken. ~~(i.e. if absent six hours, two hours of accrued benefit time must be used and accounted for on the time sheet).~~

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10.1.3 It is expected that department heads and exempt supervisory employees will use this flexibility judiciously and responsibly. This flexibility is not to be used as a means of avoiding the usage of PTO.

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10.1.3.1 This flexibility is a privilege and any abuses of this flexibility may result in discipline.

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10.2 Exception. The following position titles will not be required to account for absent time of more than four (4) hours utilizing accrued benefit time: Sergeant, Airport Supervisor, Maintenance Supervisor, Highway Supervisor, and Shop Superintendent.

10.2.1 Due to the unpredictable nature of the scheduling for these positions, it is expected that work schedules be adjusted according to operational needs of the department/work unit.

11. Improper Deductions from Exempt Employees' Salaries.

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11.1 If an employee believes that an improper deduction has been made from their salary, they should immediately report it to the Human Resources Department.

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POLICY 509 TIMEKEEPING

Effective Date: January 1, 2012

Revised Date:

Eau Claire County
Employee Policy Manual

POLICY 511 TRAINING AND DEVELOPMENT

1. **Purpose.** To provide organized training programs for the purpose of increasing the knowledge, proficiency, ability and skills of Eau Claire County employees.
2. Definitions.
 - 2.1 Required training. Training that employees and volunteers must attend.
 - 2.2 Optional training. Training that is offered through Eau Claire County, but is not required by law or Eau Claire County policy.
3. Training ~~Day~~.
 - 3.1 Organized training programs that are conducted on-site, off-site, or on the Internet, regardless of duration.
4. Scheduling.
 - 4.1 Department Head and, where designated, immediate supervisor approval is required to attend optional training events.
 - 4.2 Work schedules will be determined in advance of the training event.
5. Training and Professional Development Day.
 - 5.1 With approval of the County Board of Supervisors, the Courthouse and the Agriculture & Resource Center will be closed on Martin Luther King, Jr. Day in January to provide an opportunity for mandated and non-mandated training and other in-service programs.
 - 5.1.1 Administrative staff in those departments whose operations are not closed for business are required to attend the Training and Professional Development Day.
 - 5.2 Unless prior approved by the director, all full-time employees will be required to attend.
 - 5.3 Flexible schedules will not be permitted. All employees required to attend will work a standard 8 a.m. to 5 p.m. work day with a one (1) hour unpaid meal break.

POLICY 511 TRAINING AND DEVELOPMENT

Effective Date: January 1, 2012

Revised Date: November 2014

Eau Claire County
Employee Policy Manual

6. Recording Training Hours.

~~6.1~~ All educational job-related training is to be recorded in the "Absent Hours" section of the timesheet with code "T" for Training. Include the description and location of the training in the "Explanation" section of the timesheet. ~~Attach a copy of the agenda for the training attended.~~

~~6.1~~ ~~6.2~~ Department Head and Exempt Supervisory staff should refer to Policy 509-Timekeeping for further instruction.

7. Travel.

7.1 When travel is required, travel time will be noted as such on the time sheet.

8. Lunches.

~~8.1~~—Employees who are attending an off-site training which is directly related to the performance of job duties and is at least six (6) hours in duration will receive a paid lunch break not to exceed one (1) hour. will take an unpaid meal period as outlined in Policy 423 Meal and Break Periods.

8.1

~~8.2~~—When directly related to the session(s) on the agenda listed on the agenda, include the lunchtime on the time sheet and attach a copy of the agenda showing the lunch hour training to the timesheet.

~~8.3~~—Lunch hours will be taken and office work will not be done during this period unless approved in advance by the supervisor.

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POLICY 511 TRAINING AND DEVELOPMENT

Effective Date: January 1, 2012

Revised Date: November 2014

Eau Claire County
Employee Policy Manual

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POLICY 511 TRAINING AND DEVELOPMENT

Effective Date: January 1, 2012

Revised Date: November 2014

Eau Claire County
Employee Policy Manual

REPORT TO THE COMMITTEE ON HUMAN RESOURCES

Action Required

Meeting Date: July 8, 2016		Information-Discussion	
Agenda Item No. 6 - 16/17-028		Direction to Staff	
Department: Human Resources	X	Approval-Denial	
Subject: Reallocation of one (1) 0.73 FTE Human Resources Assistant position and create one (1) 0.73 FTE Administrative Associate IV position	X	Requires Recommendation to:	
	X	County Board	
Bargaining Unit Involved: Non-Rep Employees		Other:	
		Form:	Ordinance
		X	Resolution 16/17-028
Prepared by: J. Gower			Report
Reviewed by: J.Mangus		Other Action:	

Human Resources is requesting to delete one (1) 0.73 FTE Human Resources Assistant (HRA) position and create one (1) 0.73 FTE Administrative Associate IV position.

Whenever there is a position vacancy, departments are asked to review current operations to determine if there are more efficient methods for the delivery of services.

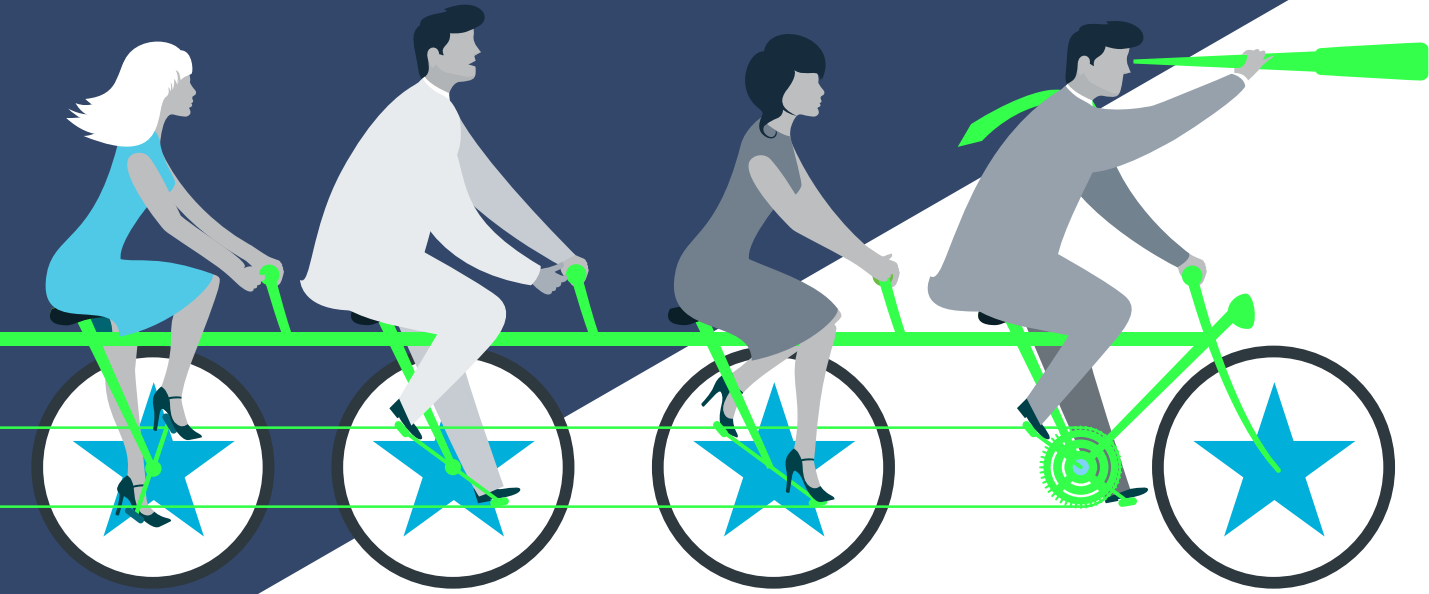
Upon reviewing the department's human resource knowledge base, workflow and operations the proposed change will provide the department, the community, and internal customers with a model that allows for continued high levels of service.

The approximate fiscal impact, for 2017, of these changes will result in a net savings of \$4,800.

Approved		Denied	
Effective			
Referred to County Board on			
Signed			

			WRS	Life	
Name	Salary	FICA	Employer	Insurance	Total
		7.65%	6.60%		
2017 Full year (.73 FTE)					
HR Assistant 6 months step 1	\$14,435	\$1,104	\$953	\$20	\$16,512
HR Assistant 6 months step 2	\$14,726	\$1,127	\$972	\$20	\$16,845
Total					\$33,357
Administrative Associate IV 6 months step 1	\$12,357	\$945	\$816	\$20	\$14,138
Administrative Associate IV 6 months step 1	\$12,603	\$964	\$832	\$20	\$14,419
Total					\$28,557
Net Savings					(\$4,800)

The Committee is asked to review this request and make recommendation to the County Board of Supervisors



Three Tips for Driving Employee Engagement in the Public Sector

Frequent and abrupt leadership changes, a complex bureaucracy, and limits on financial incentives – it’s no wonder that Deloitte’s “Best Places to Work in Federal Government” 2015 report found public sector workers were 18% less satisfied and mission-committed than their private sector counterparts.¹ Contributing factors include ineffective leaders, employees’ skills not being matched to agency goals, a disconnect between advancement and compensation, and a lack of meaningful performance reviews.

So what can public organizations do to improve their work environment? Check out these simple strategies that can help agencies build an engaged, mission-oriented workforce:



1. Give HR the tools they need for success

Employee portals that feature personal profiles can help you discover what your team values, both personally and professionally. Performance-based reviews have the same effect; just make them frequent and meaningful. However, just 59% of public sector employees feel they’re constructive.² Provide next steps for career mapping, training initiatives, and aligning worker and agency goals.

Also, increase engagement through collaborative learning, where employees become both the teacher and the student. In addition, leveraging social networking technologies helps employees share critical, hard-earned knowledge in a cost-effective way.



2. Prioritize employee development & skills/mission matches

Public sector leaders need to be skilled, explicit in organizational strategies, and have excellent communication and interpersonal abilities to maximize their team’s productivity. Employees under this type of leadership believe they have the right skills to make significant contributions. Unfortunately, attaining this has proven challenging in the public sector, with just 75% of workers feeling like their skills are matched to the mission.³ Ensuring a skills/mission match also increases talent mobility – workers can move into roles that are more aligned with their capabilities. HR can work with staff to place them in positions where their capabilities (and passions) are best-suited for the mission, even if that means shuffling the talent deck or providing additional training.



3. Create a fun environment

Establishing a relaxing work environment is critical to driving engagement, but stakeholders will first need employees to indicate what that means. Worker profiles and performance-related meetings are big steps in discovering what they value. Any changes you make should be free or low cost. Proven successes include offering flex-time and other work-life balance initiatives; “summer hours,” where employees can leave early on certain days, are universally loved! However, work-life balance is enjoyed by less than 60% of public sector workers. Changing the workplace experience makes the office feel less like ‘work’ and allows employees to feel comfortable being themselves, and ultimately, helps them enjoy their jobs more.

Making small changes to the office makes working feel less like an administrative nightmare and more like a place where employees’ passion for change can be realized. This leads to a big increase in engagement and retention rates.

Further drive engagement with these quick morale boosters!



- Prioritize clear communication on agency decisions
- Make success transparent and agency-wide
- Embrace talent-building technologies

Driving engagement in the public sector workforce is critical to agency success, and is easily attainable with the right approach. Start by giving your HR team the requisite performance management tools. Next, ensure your workers’ skills are matched to their mission. Providing training and talent mobility can help deliver on this. Last, make your workplace fun. Employees give more discretionary effort when going to the office doesn’t feel like work.

Learn more about how to increase engagement and productivity in your workforce.

csod.com/federal-government

¹ <http://bestplacestowork.org/BPTW/rankings/missions>

^{2, 3, 4} <http://bestplacestowork.org/BPTW/rankings/governmentwide>