

## **AGENDA**

Eau Claire County

Joint: Committee on Human Resources and Committee on Finance & Budget

**Date:** Friday, September 11, 2020

**Time:** 8:30 a.m.

**Location:** Remote Meeting via Webex Events

**Dial In:** 1-415-655-0001

**Access Code:** 145 544 1650

*\*please remain muted when not speaking*

*For those wishing to make public comment, you must e-mail Samantha Kraegenbrink at [samantha.kraegenbrink@co.eau-claire.wi.us](mailto:samantha.kraegenbrink@co.eau-claire.wi.us) at least 30 minutes prior to the start of the meeting. You will be called on during the public session to make your comments.*

1. Call to Order and Confirmation of Meeting Notice
2. Roll Call of Committees
3. Public Comment
4. HR Budget Review – **Discussion/Action**
5. Adjournment of the Finance & Budget Committee - **Action**
6. Motion to adjourn into Closed Session pursuant to Wisconsin Statutes 19.85 (1)(e) for the purposes of discussions related to future bargaining sessions. - **Action**

To wit: Bargaining relative to the Wisconsin Professional Police Association Law Enforcement Employee Relations Division of the Sheriff's Department Non-Supervisory Unit of Eau Claire County

7. Approval of Minutes – **Discussion/Action**
  - a. August 14, 2020
  - b. August 25, 2020
8. **File No. 20-21/072:** Ordinance – To amend section 2.09.005 A. of the Code: Legal Holidays; to amend section 2.09.010 A. of the Code: Business Hours – **Discussion/Action**

Prepared by: Samantha Kraegenbrink

Please note: Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through sign language, interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-6945 (FAX) 839-1669 or (TDD) 839-4735 or by writing to the ADA Coordinator, Human Resources Department, Eau Claire County Courthouse, 721 Oxford Ave., Eau Claire, Wisconsin 54703

9. Position changes for the 2021 budget – **Discussion/Action**

10. Adjourn

Prepared by: Samantha Kraegenbrink

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# HUMAN RESOURCES

## DEPARTMENT MISSION

To support the total operation in meeting its goal through its most valuable resource - it's people.

## STRATEGIC DIRECTION AND PRIORITY ISSUES

**Cross-training and Succession Planning.** Trends influencing succession planning and cross-training include: an aging workforce, the tightening of the labor market, a shortage of qualified candidates, the demand for training and development, and the evolution of HR policies and practices. The public sector has unique challenges to cross-training and succession planning due to scarce resources and budget constraints. The strategies involved with these critical programs are long-term solutions and require a significant amount of time and focus.

**Evolution of the Work Environment.** Technology continues to allow for innovative and creative solutions in how and when our work is achieved. Shifting our focus from a task-oriented to that of a skill-based workforce allows the organization to be more agile. Providing flexibility in where and when we get our work done is a key factor in recruiting and retaining talent within our workforce.

## TRENDS AND ISSUES ON THE HORIZON

**Demographic changes.** Population changes will have a mounting impact on many aspects of employment and HR practices. These changes include the aging workforce, different generations working together, the nature of family and parental roles, and increased cultural diversity.

**Cost Effective Health Insurance.** The cost of health insurance continues to increase, requiring creative solutions to contain cost for the employee and the employer. Benefits will continue to be reviewed to align with the organization's long-term strategic goals.

**Virtual Training Opportunities.** The COVID pandemic has forced employers to find alternatives to in-person and on-site trainings. We will continue to research and assess cost-effective and engaging training opportunities that accommodate for a remote work environment.

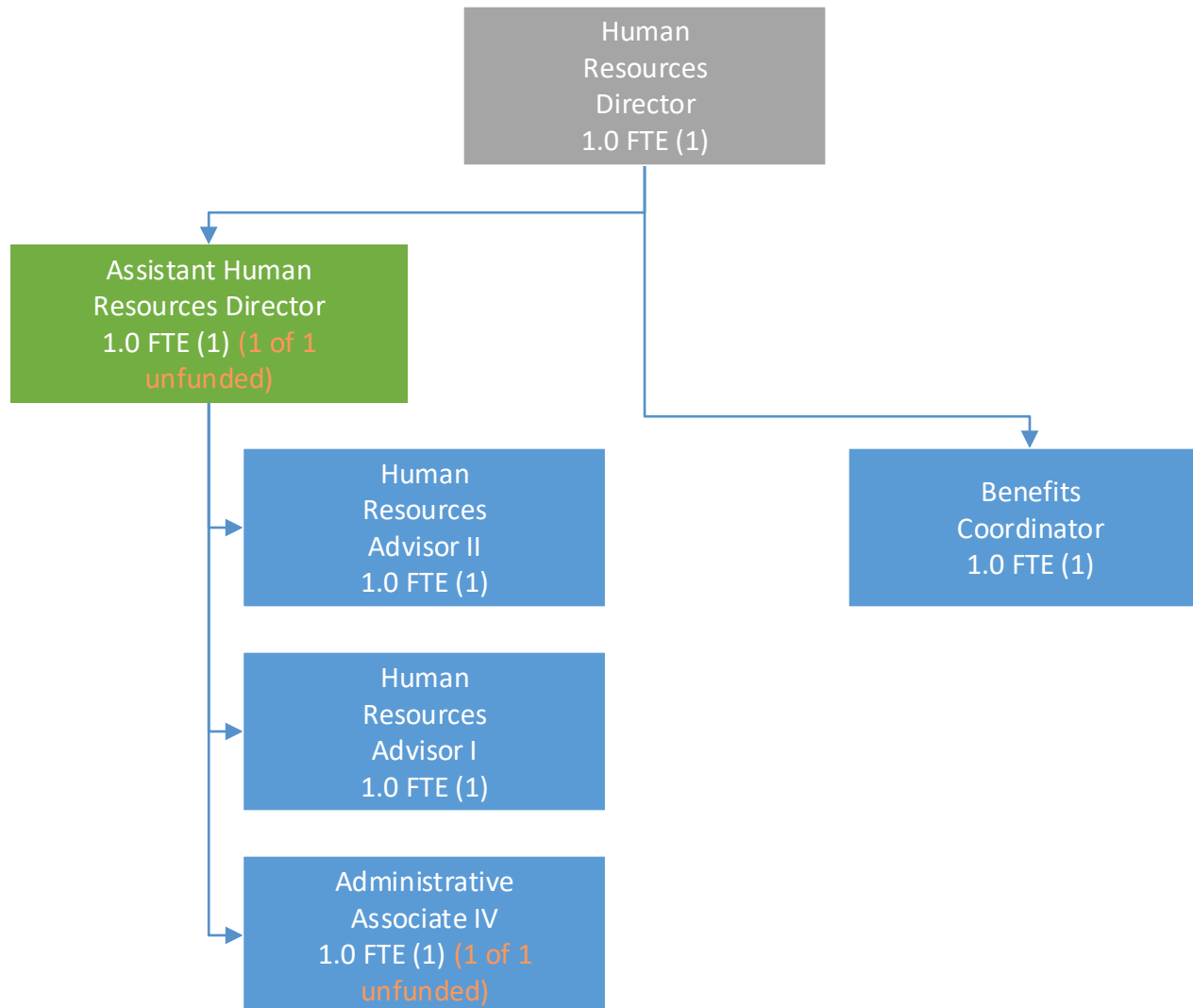
## OPERATIONAL CHANGES FOR 2021 BUDGET

- Revised Benefits Position
- Remote Work
- Equity, Diversity, Inclusion, & Social Justice Initiatives
- Cross-training HR Staff

## POTENTIAL RISKS

- Staffing Challenges
- Training Opportunities
- Programming Initiatives
- Benefits, Compensation, and Pay Structure

# Human Resources



Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
FTE	4.00	3.75	4.25	4.25	4.73	4.73	6.00	6.00	6.00	6.00	6.00

## Recruitment and Selection

This program involves recruitment and selection functions designed to identify and secure the best quality candidates to fill vacant positions. HR promotes open competition, provides equal employment opportunity, and ensures non-discrimination to facilitate fair and equitable representation of all persons in the county.

OUTPUTS	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>YTD 2020*</u>
Applications reviewed	4,038	3,515	3,443	1,383
Positions filled	126	68	124	57
Number of Community Outreach/Job Fairs attended	New Metrics	6	11	0
Number of Management / Supervisor Level Recruitments		10	15	6

\*YTD indicates Jan-Aug Results

OUTCOMES	<u>Benchmark</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>YTD 2020*</u>
90% of new hires complete their introductory period.	90%	98%	99%	92%	97%
90% of candidates extended an offer of employment accepted employment	90%	New Metric	97%	92%	93%
90% of new hires are meeting expectations or better by the end of their introductory period.	90%		100%	100%	100%
65% of job applicants meet the required qualifications of the position.	65%	New Metric		78%	78%
60% of new employees enrolled in the benefits package	60%	New Metric			

\*YTD indicates Jan-Jun Results

## Records Management and Classification

This program consists of the activities that are involved in maintaining the compensation system, including job description and job classification methods and systems, designed to provide a means for correct wage placement and categorization. In addition, the program involves the work that goes into record keeping and personnel data management to ensure compliance with local, state, and federal requirements.

OUTPUTS	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>YTD 2020*</u>
Number of classification reviews performed	20	8	8	7
Number of requests for family medical leave	145	103	65	34
Number of hours of Family Medical Leave Used	New Metric		14,048	6,652

\*YTD indicates Jan-Jun Results

OUTCOMES	<u>Benchmark</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>YTD 2020*</u>
80% of orientation survey respondents indicated their job description accurately describes the work they are performing.	80%	New Metric	100%	100%	88.00%
75% of employees will be paid at market level for the position they are in.	75%	New Metric			

50% of former employees indicate they were "somewhat satisfied" or better with their salary while working for Eau Claire County.	50%	New Metric	76%	82%
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\*YTD indicates Jan-Aug Results

## Support & Development

This program involves the work that goes into maintaining employer-employee relationships that contribute to satisfactory employee productivity, motivation and morale. The Support and Development program includes employee relations activities that focus on preventing and resolving problems involving employees that arise out of or affect work situations. In addition, this program functions to develop and provide training and development opportunities.

OUTPUTS	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>YTD 2020*</u>
Average length of service/retention period for all employees (in years)	9.31	9.16	8.44	8.50
Number of disciplines processed:	7	6	27	3
Number of committee-approved policies & procedures developed/revised:	13	9		
Number of employees recognized:	137	106	171	128
Number of employees nominated for recognition:	New Metric		80	36
Number of requests for disability accommodations:	9	4	4	5
Number of employee training and development opportunities offered:	15	28		
Number of benefit program learning opportunities offered	26	21	Source of Data Unknown	
Number of leave requests facilitated (personal, disabled veteran, etc.)	50	31	14	15
Number of internal promotions/transfers	29	31	36	22
Employee Assistance Program (utilization and helpline use)	183	104	157	YTD Data Unavailable
Number of exit interviews:	27	13	25	22
Number of resignations or terminations	76	32	86 (or 65 non-retir.)	35 (24 non-retire)
Average cost of benefits as a % of salary	New Metric	27%	3.90%	3.89%
Average training and development costs per employee	New Metric	\$31.33	Source of Data Unknown	
Average performance rating of all employees	New Metric	3.96/5	3.95/5	3.92/5
Average age at Retirement	New Metric		64	63

\*YTD indicates Jan-Jun Results

<b>OUTCOMES</b>	<b><u>Benchmark</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>YTD 2020*</u></b>
90% of new employees meeting expectations will continue employment with Eau Claire County beyond their 1 year anniversary date	90%	New Metric			98%
90% of new employees indicated their welcome letter contained the necessary information to facilitate a smooth transition with the HR onboarding process.	90%	New Metric			90%
85% of Managers and Supervisors complete employee performance evaluations within 60 days of the due date.	85%	New Metric	55%		
85% of employees are "meeting expectations" or better in the annual evaluation.	85%	New Metric			93%
80% of survey respondents indicated that the orientation program was 'somewhat beneficial' or 'absolutely beneficial' in building a foundation of knowledge about Eau Claire County employment.	80%	New Metric	100%	100%	100%
80% of survey respondents indicated that the training was "somewhat" or "absolutely applicable" to their job.	80%	85%	70%	Not Tracking	
90% of eligible employees participated in the wellness program	90%	94%	94%	Not Tracking	
42% of wellness program participants reported they were 'satisfied' with the program.	42%	New Metric			
80% of the time quarterly metrics will be provided to department heads		New Metric	75%	Source of Data Unknown	

\*YTD indicates Jan-Jun Results



## Human Resources

### Overview of Revenues and Expenditures

Revenues	2019	2020	2020	2021	%
	Actual	Adjusted Budget	Estimate	Request	Change
01-Tax Levy	\$710,045	\$600,747	\$600,747	\$581,840	-3%
<b>Total Revenues:</b>	<b>\$710,045</b>	<b>\$600,747</b>	<b>\$600,747</b>	<b>\$581,840</b>	<b>-3%</b>

Expenditures	2019	2020	2020	2021	%
	Actual	Adjusted Budget	Estimate	Request	Change
01-Regular Wages	\$371,385	\$327,951	\$273,602	\$280,394	-15%
02-OT Wages	\$15	-	-	-	
03-Payroll Benefits	\$218,060	\$150,356	\$110,852	\$115,149	-23%
04-Contracted Services	\$2,500	\$75,051	\$68,325	\$136,664	82%
05-Supplies & Expenses	\$26,256	\$40,389	\$20,460	\$38,480	-5%
09-Equipment	\$261	\$7,000	\$4,600	\$11,153	59%
<b>Total Expenditures:</b>	<b>\$618,478</b>	<b>\$600,747</b>	<b>\$477,839</b>	<b>\$581,840</b>	<b>-3%</b>

<b>Net Surplus/(Deficit)- Human Resources</b>	<b>\$91,567</b>	<b>\$0</b>	<b>\$122,908</b>	<b>\$0</b>	
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## Revenue Assumptions

	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Revenue Source</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Request</b>
County Tax Levy	\$710,045	\$600,747	\$600,747	\$581,840
<b>TOTAL</b>	<b>\$710,045</b>	<b>\$600,747</b>	<b>\$600,747</b>	<b>\$581,840</b>

## Budget Analysis

	<b>2020 Adjusted Budget</b>	<b>City of EC Contracted Position</b>	<b>Vacant Positions on Hold</b>	<b>Cost to Continue Operations in 2021</b>	<b>2021 Requested Budget</b>
<b>01-Tax Levy</b>	\$600,747	\$58,000	(\$184,703)	\$107,796	\$581,840
<b>Total Revenues</b>	<b>\$600,747</b>	<b>\$58,000</b>	<b>(\$184,703)</b>	<b>\$107,796</b>	<b>\$581,840</b>

<b>01-Regular Wages</b>	\$327,951		(\$113,402)	\$65,845	\$280,394
<b>03-Payroll Benefits</b>	\$150,356		(\$71,301)	\$36,094	\$115,149
<b>04-Contracted Services</b>	\$75,051	\$58,000		\$3,613	\$136,664
<b>05-Supplies &amp; Expenses</b>	\$40,389			(\$1,909)	\$38,480
<b>09-Equipment</b>	\$7,000			\$4,153	\$11,153
<b>Total Expenditures</b>	<b>\$600,747</b>	<b>\$58,000</b>	<b>(\$184,703)</b>	<b>\$107,796</b>	<b>\$581,840</b>

## **MINUTES**

Eau Claire County

Committee on Human Resources

**Date:** Friday, August 14, 2020

**Time:** 8:30 a.m.

**Location:** Remote Meeting via Webex Events

Present: Mark Beckfield, Kevin Stelljes, Judy Gatlin, Katherine Schneider

Others: Samantha Kraegenbrink – Clerk, Katelynn Eslinger, Kathryn Schauf, Sara Bronstad, Jessica Rubin, Kristin Schmidt – M3

Chair Beckfield called the meeting to order at 8:34 a.m. and confirmed meeting notice.

Verbal roll call was taken by the Clerk and is noted above under present.

No members of the public wished to provide any comments.

The committee reviewed the meeting minutes from July 10, 2020 and July 13, 2020. Supervisor Schneider motioned to approve as presented; seconded by Supervisor Gatlin. All in favor, minutes were approved as presented.

Jessica Rubin provided updates from the Human Resources Department. A survey went out to employees for school aged parents to provide insight/suggestions as the school year begins. Looking at health insurance; looking as though there will be changes while trying to mitigate the high costs. Supervisor Schneider requests that an update be provided at a future meeting of what percent take advantage of the unemployment on furlough days.

Jessica Rubin presented the Human Resources quarterly reports. The presentation will be provided to the committee after the meeting. The committee also requests trend data vs. snapshot data.

Kristin Schmidt from M3 was in attendance to provide a review of the Difference Card benefit.

Jessica Rubin provided details on Policy 101 – Recruitment and Selection. The committee discussed the policy change. Supervisor Schneider requests and amendment to remove the affirmative action plan; seconded by Supervisor Gatlin. Strike the Eau Claire County Affirmative Action Plan in 1. Purpose following regulations. All in favor on the amendment brought forth. The committee continued discussion on the policy as amended. Supervisor Schneider motions to approve Policy 101 as amended;

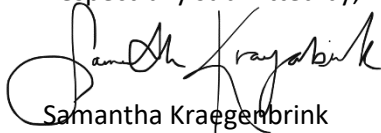
Supervisor Gatlin seconded the motion. All in favor; policy approved as amended.

The committee discussed Policy 823 – Telecommuting Policy Updates. Jessica Rubin provided further explanation of the proposed policy changes. Supervisor Schneider motions to add elder/or in front of the work dependent in all instances. 1 for, 4 against, amendment fails. No further discussion. Supervisor Stelljes motions to approve as presented; all in favor. Policy 823 is approved.

For future agenda, Supervisor Gatlin would like to have specific examples of efficiencies of telecommuting work at a future meeting and discussion on how employee clocks in and out for their workday. Samantha will send out a doodle poll for bargaining review with Corporation Counsel.

The meeting was adjourned at 9:53 a.m.

Respectfully submitted by,

  
Samantha Kraegerbrink  
Committee Clerk

## **MINUTES**

Eau Claire County

Committee on Human Resources

**Date:** Tuesday, August 25, 2020

**Time:** 3:30 p.m.

**Location:** Remote Meeting via Webex Events

Present: Judy Gatlin, Mark Beckfield, Kevin Stelljes, Stella Pagonis, Katherine Schneider

Others: Samantha Kraegenbrink – Committee Clerk, Jessica Rubin, Norb Kirk, Tim Sullivan, Richard Eaton

Chair Beckfield called the meeting to order at 3:37 p.m. and confirmed meeting notice.

Verbal roll call was taken by the Clerk and is noted above under present.

Motion by Supervisor Gatlin; seconded by Supervisor Schneider at 3:39 p.m. to adjourn into Closed Session pursuant to Wisconsin Statutes 19.85 (1)(e) for the purposes of discussions related to future bargaining sessions.

The committee moved into open session at 4:27 p.m.

The next meeting will be on September 11, 2020 at 8:30 p.m.

The meeting was adjourned at 4:29 p.m.

Respectfully submitted by,



Samantha Kraegenbrink – Committee Clerk

**Fact Sheet**  
**Policy 403 Holidays and Leaves around Holidays**

**Background**

Eau Claire County is committed to making equity, diversity, inclusion, and social justice initiatives a strategic priority. While we continue to make forward movement, it is critical to ensure employees feel valued, respected, and included. Leveraging diversity throughout our workforce is imperative to bringing about innovative ideas, positive change, and an environment which fosters trust and collaboration.

Since 2009, Eau Claire County has provided an annual training day which takes place on Martin Luther King Jr. Day. The training occurs off-site and the Government Center is closed to the public. Human Resources has received valuable feedback from our workforce on the effectiveness of this event and we continue to develop the long-term strategic plan that will better meet our training and development needs.

Martin Luther King Jr. Day was declared a federal holiday in November of 1983, though recognizing it as such did not begin until 1986. Even then, the holiday did not become nationally recognized until 2000. In honor of the civil rights hero, federal government closes their doors and provides their workers with a paid holiday. Martin Luther King Jr. Day is celebrated annually on the third Monday in January.

Human Resources is proposing that our organization observe Martin Luther King Jr. Day as a paid holiday. In doing so, we are putting our priorities into action and demonstrating our commitment to shifting our organization's culture for the better. Additionally, this change would align with the county's commitment to improving organizational practices, policies, and programs; actively supporting our philosophy of helping employees achieve success.

From a fiscal standpoint, the impact would only be the overtime paid out because of work done on the holiday. The fiscal impact of this request is estimated to be \$19,000.

Respectfully Submitted,



Jessica Rubin  
Human Resources Director

2  
3 TO AMEND SECTION 2.09.005 A. OF THE CODE: LEGAL HOLIDAYS; TO AMEND  
4 SECTION 2.09.010 A. OF THE CODE: BUSINESS HOURS

5  
6 The County Board of Supervisors of the County of Eau Claire does ordain as follows:

7  
8 SECTION 1. That Subsection A. of Section 2.09.005 of the code be amended as  
9 follows:

10  
11 A. "Legal holidays" mean the days designated by the board or commonly celebrated  
12 in the state of Wisconsin as New Year's Day, Martin Luther King Day, Friday before Easter,  
13 Memorial Day, Independence Day, Labor Day, Thanksgiving Day, the day after Thanksgiving,  
14 Christmas Eve Day, Christmas Day and New Year's Eve Day.

15  
16 SECTION 2. That Subsection A. of Section 2.09.010 of the code be amended to read:

17  
18 A. All county offices, inclusive of elective and appointive offices, agencies and  
19 departments, except the highway department, shall be open to the general public during usual  
20 business hours, which shall be defined as being the hours of 8:00 a.m. to 4:30 p.m., Monday  
21 through Friday of each week with the express exception of legal holidays, ~~and the Eau Claire  
22 County Government Center for Martin Luther King Day for employee training.~~ However, the  
23 Register of Deeds office cut-off time for recording documents shall be 4:00 p.m. Said hours  
24 shall be computed in accord with Wis. Stat. §§ 175.09 and 175.095.

25  
26 ENACTED:

27 I hereby certify that the foregoing  
28 correctly represents the action of  
29 the Committee on Human Resources  
30 on September \_\_\_\_\_, 2020, by a vote of  
31 \_\_\_\_\_ for, and \_\_\_\_\_ against.

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36 Mark Beckfield, Chair  
37 Committee on Human Resources  
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Eau Claire County  
Position Changes  
2021 Budget

Department	Action	Position Title	FTE	Start Date	Cost	Tax Levy	State/Fed/ Community Aid	Public Charges/Fees	Comments
<b>Position Changes</b>									
Administration/ Risk Management	Abolish	Administrative Operations Manager	(1.00)						Position Responsibilities would be split between Assistant to the County Admin, Risk Manager and Facilities Director
					\$ (147,603)	\$ (147,603)	\$ -	\$ -	
Administration/ County Board	Abolish	Administrative Specialist III	(1.00)		(59,544)	(59,544)			
Administration/ County Board	Create	Assistant to the County Administrator	1.00		73,699	73,699			
Risk Management	Abolish	Risk Analyst	(1.00)		(96,104)	(96,104)			
Risk Management	Create	Risk Manager	1.00		114,850	114,850			
Facilities	Change	Facilities Director	-		3,724	3,724			Increase Pay Grade to U, Step 1. No change to FTE
ADRC	Abolish	ADRC Manager	(1.00)		(104,839)	(56,613)	(48,226)		
ADRC	Create	Options Counselor	1.00	7/1/2021	46,425	6,069	40,356		1.0FTE is the Position Total and is on Hold Vacant list for the other .5 of the position. Hiring 7/1/2021
ADRC	Increase	Cook	0.27		11,320		11,320		Added .27 to existing .73 cook position with Relief funds for 2021
ADRC	Abolish	Cook	(1.00)		(65,412)			(65,412)	Group Health Pilot Elimination; Included in GH pilot savings on Budget Analysis
ADRC	Abolish	Cook	(0.73)		(29,022)			(29,022)	Group Health Pilot Elimination; Included in GH pilot savings on Budget Analysis
ADRC	Abolish	Meal Delivery Worker	(0.36)		(11,773)			(11,773)	Group Health Pilot Elimination; Included in GH pilot savings on Budget Analysis
DHS	Create	CCS Service Facilitator	4.00		371,120		371,120		
DHS	Create	CLTS Social Worker	4.00		371,120		371,120		
DHS	Abolish	Administrative Specialist I	(2.00)		(143,037)	(52,437)	(88,111)	(2,489)	
<b>Total Position Changes</b>			<b>3.18</b>		<b>\$ 334,923</b>	<b>\$ (213,959)</b>	<b>\$ 657,678</b>	<b>\$ (108,696)</b>	
<b>Bridge Plan Changes</b>									
Clerk of Courts		Legal Specialist II	1.00	Fall 2020	75,540	75,540			
County Clerk		Administrative Associate III	1.00	Fall 2020	17,902	17,902			Resolution 20-21/068
Finance		Fiscal Associate III	1.00	Fall 2020	73,696	73,696			Resolution 20-21/069
Sheriff		Balliff	1.00	7/1/2021	51,003	51,003			held vacant after vacancy in October 2020
<b>Total Bridge Plan Positions Filled</b>			<b>4.00</b>		<b>\$ 218,141</b>	<b>\$ 218,141</b>	<b>\$ -</b>	<b>\$ -</b>	