



AGENDA

Eau Claire County
Committee on Human Resources

Date: October 15, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

Dial In: 1-415-655-0001

Access Code: 2591 772 6774

Meeting Access:

<https://eauclairecounty.webex.com/eauclairecounty/j.php?MTID=m939207b69d8c3e3af97fe75c7f7c1102>

Meeting password: WBfiN343cKS

**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 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
3. Public Comment
4. Approval of Minutes – **Discussion/Action**
 - a. September 10, 2021
 - b. September 17, 2021
 - c. September 29, 2021
5. File No. 21-22/065: Resolution authorizing to create one part-time (0.5 FTE) Fiscal Associate IV position in the Sheriff’s Office, West Central Drug Taskforce Division - **Discussion/Action**
6. Policy 425: Paid Time Off Updates – **Discussion/Action**
7. Policy 105: Separation from Employment – **Discussion/Action**
8. Policy 403: Holidays & Leaves Around Holidays – **Discussion/Action**
9. Quarterly Report – **Discussion**

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 839-6745 (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



AGENDA

Eau Claire County
Committee on Human Resources

Date: October 15, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

10. Committee on Human Resources Amendments to the County Budget –
Discussion/Action
11. Historical Data on Approved Positions - **Discussion**
12. Future Policy/Process Updates
 - a. Employee Status Definitions
 - b. Timekeeping Policy
13. Next Meeting Topics
 - a. File No. 21-22/044: Resolution authorizing a change to the employee policy manual; Policy 521, creating a shift differential for Highway Department Employees required to work overnight on state highway projects – **Discussion**
14. Adjourn

Prepared by: Samantha Kraegenbrink

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MINUTES

Eau Claire County
Committee on Human Resources

Date: September 10, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

Present: Mark Beckfield, Katherine Schneider, Judy Gatlin, Nick Smiar (ex-officio), Stella Pagonis (8:32 a.m.), Kevin Stelljes (8:36 a.m.)

Others: Samantha Kraegenbrink – Committee Clerk, Jessica Rubin, Dawn Edlin, Eric Huse, Norb Kirk, Sara Bronstad, Erika Frueh, Charity Zich, Katelynn Eslinger, Sonja Leenhouts, Autumn Schneider, Kathryn Schauf, Susan Schaffer, Linda Struck, Glenda Lyons, Rod Eslinger, Matt Theisen, Rod Eslinger, Greg Dachel, Megan Brasch, Jessica Rubin, Amy Weiss

Public: Colleen Bates – County Board Supervisor

Chair Beckfield called the meeting to order at 8:30 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 make comment.

Supervisor Schneider motioned to approve the minutes from August 20, 2021 as presented. Supervisor Gatlin seconded. Minutes were approved.

Airport Director Charity Zich provided background on File No. 21-22/050: Resolution authorizing to abolish one part-time (0.5 FTE) Maintenance Technician and to create one full-time (1.0 FTE) Maintenance Technician. The Committee discussed the resolution. Motion by Supervisor Gatlin. All in favor, motion passes.

Jessica Rubin provided information and background on the exempt and non-exempt employee classification and the following policies. The committee discussed at lengths the pros and cons of the removal of exempt non-supervisory.

1. Policy 423: Meals and Break Periods
2. Policy 425: Paid Time Off
3. Policy 503: Overtime and Compensatory Time
4. Policy 509: Timekeeping
5. Policy 511: Training and Development

Motion by Supervisor Schneider to approve all of the above policies. All in favor, motion passes.

Jessica Rubin provided a thorough walk through of Policy 425: Paid Time Off Updates. After lengthy discussion, the Committee provided feedback to the policy. It is the request that Human Resources team rework the policy with the recommendations and return the item to a future meeting.



MINUTES

Eau Claire County
Committee on Human Resources

Date: September 10, 2021

Time: 8:30 a.m.

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Policy 105: Separation from Employment is referred to the next meeting.

Jessica Rubin provided a brief introduction to the next meeting topic, positions. The committee discussed to gain clarification on what is asked of them for the next meeting that will focus on positions for the 2022 budget.

The meeting was adjourned at 10:20 a.m.

Respectfully submitted by,

Samantha Kraegenbrink
Assistant to the County Administrator



MINUTES

Eau Claire County

Joint Meeting: Committee on Human Resources
and Finance & Budget

Date: September 17, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

Present for Committee on Human Resources: Mark Beckfield, Judy Gatlin, Nick Smiar (ex-officio), Stella Pagonis, Kevin Stelljes, Katherine Schneider

Present for Committee on Finance & Budget: Gerald Wilkie, Robin Leary, Nick Smiar (ex-officio), Stella Pagonis, Steve Chilson, Jim Dunning

Others: Samantha Kraegenbrink – Committee Clerk (HR), Amy Weiss – Committee Clerk (FB), Kathryn Schauf, Charity Zich, Dave Riewestahl, Kelli Weiss, Linda Struck, Norb Kirk, Susan Schaffer, Jen Coyne, Cory Schalinske, Greg Dachel, Carilyn Imbery, Dawn Edlin, Brian Trowbridge, Sara Bronstad, Judge Long, Matt Theisen, Katelynn Eslinger, Megan Brasch, Tina Pommier, Jeneise Briggs, Rod Eslinger, Tim Sullivan, Lisa Riley, Autumn Schneider, Jen Johnson, Jessica Rubin, Vickie Gardner, Diane Cable, Luke Fedie, Betsy Henck, Kathy Welke, Linda O'Mara,

Public: Present, Supervisor Dane Zook, Supervisor Colleen Bates,

Call to Order and Confirmation of Meeting Notice

Chair Beckfield called the meeting to order for the Committee on Human Resources. Chair Pagonis called the meeting to order for the Committee on Finance & Budget.

Roll Call

Samantha Kraegenbrink called the roll for each committee respectively and is listed above under present.

Public Comment

No members of the public wished to make comment.

Review Position Changes for 2022 Budget

The committees discussed the code and the procedure for bringing the recommendation of the Committee on Human Resources to the County Board.

The following departments have requested position(s) changes for the 2022 budget.

Human Resources

Human Resources: Abolish Assistant Human Resources Director with the understanding there will be a request to have the position recreated for the 2023 budget. Motion by Supervisor Schneider to accept recommendations presented, seconded by Supervisor Gatlin. Motion fails 2 yes (Gatlin, Schneider), 3 no (Beckfield, Stelljes, Pagonis). Supervisor Pagonis motions to accept the creation of the Generalist position and to abolish the Assistant HR Director, seconded by Supervisor Stelljes. 3 yes (Beckfield, Stelljes, Pagonis) 2 no (Gatlin, Schneider).



MINUTES

Eau Claire County

Joint Meeting: Committee on Human Resources
and Finance & Budget

Date: September 17, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

Finance & Budget recommendation: Abolish Assistant Human Resources Director with the understanding there will be a request to have the position recreated for the 2023 budget.

Corporation Counsel

Human Resources: Supervisor Gatlin motions to accept recommendation as presented, seconded by Supervisor Schneider. All in favor.

Finance & Budget recommendation: To accept as presented.

Facilities

Human Resources: Supervisor Pagonis motions to approve as presented, seconded by Supervisor Gatlin. All in favor.

Finance

Human Resources: Supervisor Schneider motions to approve as presented, seconded by Supervisor Gatlin. All in favor.

Information Systems

Human Resources: Supervisor Schneider motions to approve as presented. All in favor.

Planning & Development

Human Resources: Supervisor Schneider motions to approve the abolishment of the Admin Specialist III position and to create the EM assistant position as presented. All in favor. Supervisor Stelljes motions to approve change in FTE Administrative Specialist II and Surveyor. All in favor.

District Attorney

Clerk of Courts and Circuit Court

Human Resources: Motion by Supervisor Pagonis. All in favor.

Sheriff

Human Resources: Supervisor Gatlin motions to approve as presented. Supervisor Stelljes amends the motion to include (fund) the Detective Position. 3 yes (Beckfield, Pagonis, Stelljes) 2 no (Gatlin, Schneider). Back to motion as amended to fund the Detective position; 3 yes (Beckfield, Pagonis, Stelljes) 2 no (Gatlin, Schneider).



MINUTES

Eau Claire County

Joint Meeting: Committee on Human Resources
and Finance & Budget

Date: September 17, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

Airport

Human Resources: Motion by Supervisor Stelljes. All in favor.

Highway

Human Resources: Supervisor Pagonis motions to approve as presented. All in favor.

ADRC

Human Resources: Supervisor Schneider motions to approve as presented. All in favor.

Human Services

Human Resources: Request to have more information and convene another meeting.

Finance & Budget: Request to have more information and convene another meeting.

Adjourn

The meeting was adjourned at 12:13 p.m.

Respectfully submitted by,

Samantha Kraegenbrink, Assistant to the County Administrator



MINUTES

Eau Claire County

Joint Meeting: Committee on Human Resources
and Finance & Budget

Date: September 29, 2021

Time: 8:30 a.m.

Location: Remote Meeting via Webex

Present (Committee on HR): Mark Beckfield, Katherine Schneider, Kevin Stelljes, Stella Pagonis, Judy Gatlin

Present (Committee on FB): Gerald Wilkie, Steve Chilson, Jim Dunning, Stella Pagonis, Robin Leary

Others: Samantha Kraegenbrink, Kathryn Schauf, Norb Kirk, Diane Cable, Ron Schmidt, Terri Bohl, Jen Coyne, Tammy Stelter, Sara Bronstad, Vickie Gardner, Jessica Rubin, Dawn Edlin, Luke Fedie, Autumn Schneider, Carilyn Imbery, Cinthia Wiebusch, Jess Buckli, Kathy Welke, Kerry Swoboda, Nancy Huberty, Stephanie Hirsch, Rob Fadness, Hannah Keller, Amy Weiss

Public: Colleen Bates - County Board Supervisor, Missy Christopherson – County Board Supervisor, Ryan Patterson – Leader Telegram, others present

Call to Order and Confirmation of Meeting Notice

Chair Beckfield called the meeting to order for the Committee on Human Resources at 8:30 a.m.

Chair Pagonis called the meeting to order for the Committee on Finance and Budget at 8:30 a.m. and confirmed meeting notice.

Roll Call of Committees

Roll call was taken by the clerk of the Committee on Human Resources for each committee and is listed above under present.

Public Comment

None.

Review Position Changes for 2022 Budget

Director Diane Cable along with various managers and supervisors shared a presentation regarding requested position changes for the Department of Human Services.

Motion by Supervisor Schneider to approve the request of positions as presented in Administrator Schauf's recommended budget. 2 yes, 2 no, 1 absent. Motion fails, positions are not supported by the Committee on Human Resources.

Adjourn

The committees were adjourned at 10:38 a.m.

Respectfully submitted by,

Samantha Kraegenbrink – Assistant to the County Administrator

FACT SHEET

TO FILE NO. 21-22/065

Background

The Fiscal Associate IV position within the Sheriff’s Office is being created to perform fiscal and administrative support duties including the increased amount and changes in grant writing. This position will take on tasks and fiscal responsibilities currently being performed and analyzed by the Task Force Supervisor. This will allow for improved focus, time, engagement and leadership for the supervisor out in the field and within his role. Due to the increase in number of grants this position will be responsible for maximizing the value of the grants and other allocated funds, manage the timelines/due dates, ensure we are in compliance of all audits/policies and perform extensive reporting among other administrative duties. This position will be fully funded by grant funds with plans to combine both part-time positions in this office to one (1) full-time position in the future. This position will NOT be funded by levy dollars. The Fiscal Associate IV job description was also reviewed and updated to reflect essential functions being performed.

Request

Sheriff’s Department is requesting the following position modifications:

- 1. Create a .5 FTE Fiscal Associate IV-Grade H, Step 3

Fiscal Impact:

Paygrade and Step: H-3

Note: Grant dollars cover the expenditure, so there is no impact to the levy

Effective Dates Action Taken	1/1/2022	
	2021 - Q4	2022 - Full Year
Position Title	FTE - Position Title - Pay Grade I	FTE - Position Title - Pay Grade
Salary for FY 2020 (Hours/year * pay rate)	\$ 5,435	\$ 22,287
FICA (7.65%)	416	1,705
WRS Employer (6.75%)	367	1,504
TOTAL COST	\$ 6,218	\$ 25,497

Respectfully Submitted,

Katrina Ranallo
Administrative Services Division Manager

4 AUTHORIZING TO CREATE ONE PART-TIME (.50 FTE) FISCAL ASSOCIATE IV POSITION IN
5 THE SHERIFF'S OFFICE, WEST CENTRAL DRUG TASK FORCE DIVISION

6 WHEREAS, the Eau Claire County Code of General Ordinances requires that all regular positions or
7 changes therein be submitted to the Board for authorization; and

8
9 WHEREAS, at its regularly scheduled meetings, the Committee on Judiciary and Law and the
10 Committee on Human Resources respectively approved the request from the Sheriff's Department to create
11 one part time .50 PTE Fiscal Associate IV in the West Central Drug Task Force Division; and

12
13 WHEREAS, this position has immediate impact in the final quarter of the year of \$6218 and for 2022
14 and annual cost of \$25,497;

15
16 NOW, THEREFORE BE IT RESOLVED that the Eau Claire County Board of Supervisors hereby
17 approves to create one part-time (.50 FTE) Fiscal Associate IV (Grade H) position in the Sheriff's Office,
18 West Central Drug Task Force Division.

19
20 ADOPTED:

21 I hereby certify that the foregoing correctly
22 represents the action taken by the
23 undersigned Committee on
24 October ____, 2021 by a vote of ____
25 for, and ____ against.

26
27
28
29 _____
30 Gerald Wilkie, Chair
31 Committee on Judiciary & Law

32
33
34 I hereby certify that the foregoing correctly
35 represents the action taken by the
36 undersigned Committee on
37 October ____, 2021 by a vote of ____
38 for, and ____ against.

39
40
41 _____
42 Mark Beckfield, Chair
43 Committee on Human Resources
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48

POLICY 425 PAID TIME OFF (PTO)

1. **Purpose.** To provide employees with a flexible means of utilizing paid leave time for planned and unplanned absences. Paid Time Off (PTO) can be utilized for any purpose, subject only to necessary request and approval procedures consistent with County and department policies.
2. **Eligibility.** Regular status employees working at least 20 hours per week (.50 FTE) are eligible for the benefits documented herein. Part-time employees working less than 20 hours per week (.50 FTE), temporary part-time employees and seasonal employees as defined in Eau Claire County Policy 001 Definitions are not eligible.
3. **Definitions.**
 - 3.1 Paid Time Off (PTO). A benefit plan which consolidates all leave benefits into a single “account” of paid leave, for which the employee is responsible for managing.
 - 3.2 Extended Leave Bank (ELB). A bank which may be utilized for absences due to medical necessity for the employee or the employee’s immediate family, or for qualified FMLA absences, of more than ~~three (3) consecutive days~~ 24 consecutively scheduled hours.
 - ~~3.23.3~~ Benefit Time. Refers to both PTO and ELB time.
 - ~~3.33.4~~ Family Medical Leave Act (FMLA). Provides time off for various medical and military purposes as defined by State and Federal law.
 - ~~3.43.5~~ Planned PTO. Requested and approved prior to the date for which the employee is requesting leave.
 - ~~3.53.6~~ Unplanned PTO. Requested or reported on the date the employee will not be reporting to work.
 - ~~3.63.7~~ Post-Employment Health Plan (PEHP)/Health Trust Account. An employee benefit to help pre-fund the future cost of health care expenses.
 - ~~3.73.8~~ Creditable Employment. Years of service with the County working in a regular full- or part-time position beginning with the Employee’s anniversary date as defined by Eau Claire County Policy 001 – Definitions and ending with the date of separation ~~as defined by Eau Claire County Policy 001 – Definitions~~. Employment

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Revised Date: ~~April 2017~~ July 2021

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in a seasonal or temporary ~~part-time~~ position is not considered creditable employment for purposes of PTO.

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Revised Date: ~~April 2017~~[July 2021](#)

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4. Accrual.

4.1 All full-time employees hired into regular status positions will begin employment with a PTO balance of 40 hours.

4.1.1 Part-time employees who are eligible to earn and use PTO will begin employment with a pro-rated number of hours, equivalent to one week.

Example: A .73 FTE employee will begin employment with 29.2 hours of PTO (40 hours*.73 FTE = 29.2 hours)

~~3.9.4.2~~ Eligible Full-time ~~non-exempt and exempt non-supervisory~~ employees will accrue PTO according to the following accrual rates:

Length of Service	Hours Per Pay Period	Days Per Year	Maximum Accrual Hours
0 – 5 th Anniversary	6.4 hours	20.80 days	500 hours
5 – 10 th Anniversary	8.0 hours	26.00 days	500 hours
10 – 15 th Anniversary	9.5 hours	30.88 days	500 hours
After 15 th Anniversary	11 hours	35.75 days	500 hours

~~3.9.1.1~~ Part-time employees working at least 20 hours per week (.50 FTE) will earn PTO accruals based on the full-time non-exempt and exempt non-supervisory PTO accrual schedule at a prorated amount based on their percentage of full-time equivalency (FTE).

Example: A .73 FTE employee who has been employed for 4 years would earn 4.7 hours of PTO per pay period. (.73FTE*6.4 hours = 4.7 hours per pay period)

~~3.9.11.1.1~~ Part-time employees may accrue up to a maximum of 200 hours PTO hours.

Commented [SB1]: Moved

4.3 Exempt supervisory employees will accrue PTO according to the following accrual rates:

Length of Service	Hours Per Pay Period	Days Per Year	Maximum Accrual Hours
0 – 5 th Anniversary	8.0 hours	26.00 days	500 hours
5 – 10 th Anniversary	9.5 hours	30.88 days	500 hours
10 – 15 th Anniversary	11 hours	35.75 days	500 hours
After 15 th Anniversary	12.5 hours	40.63 days	500 hours

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4.4 Part-time employees working at least 20 hours per week (.50 FTE) will earn PTO accruals based on the ~~full-time non-exempt and exempt non-supervisory~~ PTO accrual schedule in Section 4.2 at a prorated amount based on their percentage of full-time equivalency (FTE).

Example: A .73 FTE employee who has been employed for 4 years would earn 4.7 hours of PTO per pay period. (.73FTE*6.4 hours = 4.7 hours per pay period)

4.4.1 Part-time employees may accrue up to a maximum of 200 hours PTO hours.

Commented [SB2]: Moved

~~3.104.4~~ PTO will not accrue during unpaid leaves ~~including or~~ worker's compensation leave.

~~PTO cannot be taken before it has been earned and cannot be taken in excess of a part-time employee's normally scheduled hours.~~

Commented [SB3]: Moved

~~3.11~~ Temporary part-time and seasonal employees will not accrue nor be given PTO leave.

3.124.5 Part-time employees who transfer into a full-time position or whose hours are increased to full-time will be placed on the PTO accrual schedule based on their ~~length of creditable service in regular~~ employment with Eau Claire County. ~~The employee's current PTO balance will transfer with the employee.~~

4.5. Minimum Usage Requirements.

4.15.1 Unless otherwise outlined in department work rules, ~~non-exempt~~ employees will use PTO in increments rounded to the nearest tenth of an hour as outlined in Policy 509, Timekeeping.

5.6. Planned PTO.

5.16.1 Employees must request Planned PTO as far in advance as practicable and must be approved in advance by the Department Head or designee, but not less than 24 hours in advance. Individual departments may require more advance notice for scheduled absences. Employees will follow ~~written~~ department procedures for requesting PTO. PTO requests may be denied based on the needs of the department and the scheduled time off of other department employees.

5.26.2 Department Heads or designees may approve planned PTO requests of less than 24 hours' notice on a case by case basis.

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6.7. Unplanned PTO.

~~6.17.1~~ Employees must report the use of Unplanned PTO at least one (1) hour prior to the start of the employee's scheduled shift, or as soon as practicable in cases of emergency or development of illness during the employee's work shift. Individual departments may require more advance notice for unscheduled absences. Employees will follow ~~written~~ department procedures for requesting PTO.

7.8. Medical Certification/Returning to Work After Medical Absence. Absence due to Illness or Medical Necessity

~~8.1~~ ~~The employer may require verification of illness.~~ Employees who are ill should not report to work. Department Heads or supervisors will assess the health of an employee and, if the employee is deemed to be "too sick to work", the Department Head or supervisor can send the employee home and will notify HR. If this occurs, the employee will be required to supplement the missed time according to Policy 509, Timekeeping.

Commented [SB4]: Moved

~~7.1~~

~~8.2~~ If the absence qualifies as FMLA, Eau Claire County Policy 411, Leaves – Family, Medical, & Military will apply. The appropriate medical certification form(s) will be required.

Commented [SB5]: moved

~~7.28.3~~ After a medical absence, a physician's statement may be required to be submitted to Human Resources on the employee's first day back to work, ~~indicating the nature of the illness or medical condition and~~ attesting to the employee's ability to return to work and safely perform the essential functions of the job with or without reasonable accommodation.

~~7.3~~ ~~A physician's statement will be required for unplanned absences after five consecutive days of illness and will be required prior to returning to work.~~

~~7.3.18.3.1~~ Any work restrictions must be stated clearly upon the employee's return to work. Employees who have been asked to provide such a statement may not be allowed to return to work until they comply with this provision. PTO may be denied for any employee required to provide a doctor's statement until such a statement is provided.

~~8.4~~ The County has the right to ~~obtain~~ arrange a second medical opinion to determine the validity of an employee's worker's compensation or illness claim, or to obtain information related to restrictions or an employee's ability to work

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at its own expense. The County will arrange and pay for an appropriate medical evaluation when it has been required by the County.

8.9.

~~8.11.1~~ If the absence qualifies as FMLA, Eau Claire County Policy 411, Leaves – Family, Medical, & Military will apply. The appropriate medical certification form(s) will be required.

Commented [SB6]: moved

9.10. Unpaid Leave.

10.1 ~~With the exception of qualified FMLA leave~~ Generally, unpaid leave may not be taken until such time that the PTO account has been exhausted, ~~as well as the ELB account,~~ if an employee would be eligible to use the ELB, ~~unpaid leave may not be taken until such time that the PTO account and the ELB have been exhausted.~~

10.2 In the event of a temporary reduction in hours as scheduled by the County, an employee may take unpaid time if that employee's total balance of PTO and ELB hours is 40 hours or less.

~~9.4~~10.3 ~~–If an employee's PTO balance is exhausted, At no point will an employee's PTO balance be allowed to fall below zero. Should this happen, the employee will revert to unpaid time, and if this occurs without the prior authorization~~s of the Department Head ~~and the director~~, the employee may be subject to corrective or disciplinary action.

10.11. FMLA.

11.1 ~~State of Wisconsin FMLA,~~ employee may substitute accrued paid leave time or ~~choose to take unpaid leave;~~ Eau Claire County offers two weeks of paid leave without requiring the use of benefit time during approved Wisconsin FMLA. Leave will be paid at an employee's normal rate for normally scheduled hours. Remaining leave may be taken unpaid or supplemented with accrued benefit time.

~~10.11.2~~ Federal FMLA, ~~e~~Employees may be required to use all accrued paid leave time before receiving leave without pay.

~~11.~~ Job-Related Injury or Illness.

~~11.1~~ Employees are expected to adhere to the policies and procedures outlined in Eau Claire County Policy 715, Illness/Injuries.

~~12.~~ Payment Upon Separation. ~~Regular e~~Employees who leave the employ of the county in good standing ~~and through providing adequate~~ upon giving notice ~~as defined in Policy 105~~ or employees separated by the county for other than disciplinary or performance

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reasons will receive payment for unused PTO as outlined below. ~~The employee must work their resignation notice period, unless they had pre-approved PTO taken prior. Employee must work their last day of employment.~~

13.12.

13.112.1 Regular full-time employees hired on or before November 3, 2013 who leave their position in good standing will be eligible for PTO/ELB separation pay as follows:

13.1.112.1.1 Less than 10 years of employment. For an employee with less than 10 years of creditable employment in a regular position the employer will pay the total accumulated amount of PTO and ELB into the post-employment health plan as provided in 12.1.5 to a maximum of 180 hours at the employee's rate of pay at separation

13.1.212.1.2 10 years of employment. For an employee with 10 years or more of creditable employment in a regular position the employer will pay the total accumulated amount of PTO and ELB to a maximum of 480 hours with the first 200 hours paid in cash and the remainder into the post-employment health plan as provided in 12.1.5 at the employee's rate of pay at separation.

13.1.312.1.3 20 years of employment. For an employee with 20 years or more of creditable employment in a regular position the employer will pay the total accumulated amount of PTO and ELB to a maximum of 640 hours with the first 200 hours paid in cash and the remainder into the post-employment health plan as provided in 12.1.5 at the employee's rate of pay at separation.

13.1.412.1.4 20 years of employment and 50 years of age or retiring. For an employee with 20 years or more of creditable employment in a regular position, and 50 years of age or retiring, the employer will pay the total accumulated amount of PTO and ELB to a maximum of 1,000 hours with the first 200 hours paid in cash and the remainder into the post-employment health plan as provided in 12.1.5 at the employee's rate of pay at separation.

13.1.512.1.5 Election of Form of Benefit. Within thirty (30) days of receiving written notice of an employee's termination, the employer will elect the form in which the terminating employee will receive the Benefit. The Benefit can only be paid in one of the two forms outlined below. In making the election, the employer will consider several established factors including the terminating employee's access to other health

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insurance coverage, the value of the terminating employee's unused accumulated sick leave and extra retirement pay, and the ability of the terminating employee to demonstrate the need for coverage. The employer will notify the terminating employee in writing of the election made by the employer.

~~13.1.5.1~~ 12.1.5.1 PRIME Trust, or the Medical Plan Trust.

~~13.1.5.2~~ 12.1.5.2 Retirement Plan Trust and or 457 (b).

12.2 Regular full-time employees hired after November 3, 2013 who leave their position in good standing will be eligible for PTO separation pay as follows:

12.2.1 Less than one year of employment. For an employee with less than one year of creditable employment in a regular position, any benefit time is forfeited there will be no payment of PTO.

~~13.1.6~~ **12.2.2** More thanAt least one but less than three years of employment. For an employee with more thanat least one but less than 3three years of creditable employment in a regular position the employer will pay the total accumulated amount of PTO to a maximum of 80 hours in cash at the employee's rate of pay at separation.

~~13.1.7~~ **12.2.3** More than three but less than 10 years of employment. For an employee with more than three but less than 10 years of creditable employment in a regular position the employer will pay the total accumulated amount of PTO to a maximum of 150 hours in cash at the employee's rate of pay at separation.

~~12.2.4~~ **12.2.4** 10 years of employment. For an employee with 10 years or more of creditable employment in a regular position the employer will pay the total accumulated amount of PTO to a maximum of 350 hours with the first 200 hours paid in cash and the remainder into the post-employment health plan as provided in 12.2.4 at the employee's rate of pay at separation.

~~12.2.5~~ **12.2.5** 20 years of employment. For an employee with 20 years or more of creditable employment in a regular position the employer will pay the total accumulated amount of PTO to a maximum of 500 hours with the first 200 hours paid in cash and the remainder into the post-employment health plan as provided in 12.2.4 at the employee's rate of pay at separation.

POLICY 425 PAID TIME OFF (PTO)

Effective Date: November 3, 2013

Revised Date: ~~April 2017~~ July 2021

Eau Claire County
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13.1.412.2.4 Election of Form of Benefit. Within thirty (30) days of receiving written notice of an employee's termination, the employer will elect the form in which the terminating employee will receive the Benefit. The Benefit can only be paid in one of the two forms outlined below. In making the election, the employer will consider several established factors including the terminating employee's access to other health insurance coverage, the value of the terminating employee's unused accumulated sick leave and extra retirement pay, and the ability of the terminating employee to demonstrate the need for coverage. The employer will notify the terminating employee in writing of the election made by the employer.

13.1.4.112.2.4.1 PRIME Trust, or the Medical Plan Trust.

13.1.4.212.2.4.2 Retirement Plan Trust and or 457 (b).

13.212.3 Regular part-time employees who leave their position in good standing will be eligible for PTO separation pay as follows:

Length of Service	% of payout at time of separation	Maximum Payout Hours
0 – 1st Anniversary	0	0 hours
1st – 3rd Anniversary	20%	40 hours
0 – 3rd Anniversary	0	0 hours
3 rd – 5 th Anniversary	25%	50 hours
5 th - 10 th Anniversary	50%	100 hours
10 th -15 th Anniversary	75%	150 hours
After 15 years	100%	200 hours

13.312.4 Employees separated for disciplinary or performance reasons, or fail to provide ~~an adequate notice a two-week notice (30 days for supervisory and department head positions)~~ of intent to ~~terminate separate, including working during the full notice period in accordance with Policy 105 Separation from Employment,~~ or fail to work their resignation notice and last day of ~~employment~~ will receive no separation benefit.

14.13. Conversion.

14.1 ~~When an employee with vacation leave and sick leave is transferring into a position with PTO accrual, the employee's total balance of vacation and sick will be converted to PTO, hour for hour up to 280 hours. Any hours in excess of 280 will be converted hour for hour into an ELB account. Effective November 3,~~

POLICY 425 PAID TIME OFF (PTO)

Effective Date: November 3, 2013

Revised Date: ~~April 2017~~ July 2021

Eau Claire County
Employee Policy Manual

~~2013, all accumulated vacation leave, sick leave, and floating holidays will be converted as follows:~~

~~14.1.1~~ If an employee has accumulated less than 280 hours combined vacation leave, sick leave, and floating holidays, all hours will be converted hour for hour to a PTO account.

~~14.1.2~~ If an employee has accumulated more than 280 hours combined vacation leave, sick leave, and floating holidays, 280 hours will be converted hour for hour to a PTO account and the balance will be converted hour for hour to an ELB.

~~14.1.3~~ If an employee does not have an ELB established at the point of conversion, an ELB cannot be created in the future. In addition, employees who establish an ELB cannot convert hours from the PTO account to the ELB in the future.

~~14.2~~ Low Sick Leave Usage Incentive. Upon conversion, employees will not receive a low usage sick leave incentive payment.

15.14. PTO Service Credit at Hire.

~~14.1~~ In accordance with Section 4.1, eligible employees will begin employment with a PTO balance equivalent to one week.

~~15.14.2~~ A Department Head may recommend to the Human Resource Director that a new hire be given credit for length of service for employment experience directly related to the position ~~for~~ which the employee is being ~~appointed~~ hired or to match the current leave accrual provided by the ~~employee's most recent employer~~. The recommendation must be in writing and based on the Department Head's assessment of the employee's qualifications beyond the minimum requirements, recruitment considerations, or length of similar service ~~accrual provided by the employee's~~ with a previous employer.

~~15.214.3~~ The length of service credit plus the employee's subsequent actual length of service with the County will be the basis for future accrual determinations. No additional length of service credit shall be granted after initial ~~appointment~~ hire to the County.

16.15. Extended Leave Bank.

~~15.1~~ An employee who is sick uses their PTO account for the missed time. Any time a single occurrence illness/injury results in the loss of more than ~~three days'~~

POLICY 425 PAID TIME OFF (PTO)

Effective Date: November 3, 2013

Revised Date: ~~April 2017~~ July 2021

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~~time~~24 consecutively scheduled work hours, an employee with an ELB is eligible to use time from that bank. When that option is selected by the employee, they may choose for the deduction to revert back to the first day, so that the first ~~three days~~24 hours are deducted from the ELB (not the PTO account), plus the additional missed days. This should be documented as ELB on the employee timesheet.

~~16.1.115.1.1~~ To utilize the ELB, the employee may be asked to submit documentation from a physician to verify illness or injury.

~~15.1.2~~ The County reserves the right to have a second medical opinion at its own expense.

Commented [SB7]: Moved

~~16.1.215.1.3~~ The ELB may be used for a single occurrence illness/injury results in the loss of more than ~~three days'~~24 hours' time to care for an immediate family member.

~~16.21.1~~ The County reserves the right to have a second medical opinion at its own expense.

Commented [SB8]: Moved

17.16. Death While An Active Employee.

~~17.116.1~~ All accumulated unused PTO and ELB for which the employee may have otherwise been eligible will be transferred to the Post Employment Health Plan (PEHP)/Health Trust Account as defined in Eau Claire County Policy 603.

~~17.1.116.1.1~~ If there is not a surviving qualified family member as defined in the Post Employment Health Plan policy, payment will be made to a deferred compensation plan.

18.17. Restrictions.

~~PTO and the ELB are for the personal use of the employee only. Should the PTO balance fall below "0", the employee will only receive compensation for hours actually worked. Should this happen, the employee may be subject to corrective or disciplinary action.~~

~~18.117.1~~ An employee cannot be paid for time at work and receive PTO pay ~~at-for~~ the same time.

~~17.2~~ PTO cannot be taken in excess of an employee's normally scheduled hours.

~~18.217.3~~ PTO cannot be used before it is earned or in the same payroll period in which it is earned.

POLICY 425 PAID TIME OFF (PTO)

Effective Date: November 3, 2013

Revised Date: ~~April 2017~~July 2021

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~~17.4~~ ~~Employees voluntarily separating from employment cannot use PTO during the notice period required by Policy 105 Separation from Employment unless pre-approved authorized by the Human Resources Director prior to the resignation. Employees must work their last day of employment.~~

~~18.3~~ ~~Employees who are ill should not report to work. Department Heads or supervisors have the right to judiciously assess the health of an employee and, if the employee is deemed to be "too sick to work", the Department Head or supervisor can send the employee home.~~

~~18.4~~17.5 Upon written request, the County may allow employees to use accrued paid time during the initial three (3) day waiting period for worker's compensation benefits.

~~18.4~~17.5.1 Following the initial three (3) day waiting period, employees may not supplement workers' compensation benefits by utilizing accrued paid time or any other means available to them through the County benefit program. Employees will receive benefits as outlined by, and in accordance with the Wisconsin Workers' Compensation Act.

~~18.5~~ ~~PTO and the ELB may not be used to supplement income received from a county disability insurance plan.~~

POLICY 425 PAID TIME OFF (PTO)

Effective Date: November 3, 2013

Revised Date: ~~April 2017~~July 2021

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POLICY 425 PAID TIME OFF (PTO)
Effective Date: November 3, 2013
Revised Date: ~~April 2017~~ [July 2021](#)

Eau Claire County
Employee Policy Manual

POLICY 105 SEPARATION FROM EMPLOYMENT

1. Purpose. To define the expectations of separating employment with Eau Claire County.

2. Policy Definitions.

“Separation” means the end of an employment relationship between an employee and Eau Claire County. Separation from employment includes but is not limited to resignation, retirement, reduction in workforce, failure to return from approved leave, discharge from employment, or employee’s inability to complete the essential functions of their job with or without reasonable accommodation disability. Such employment separations may be voluntary or involuntary.

“Good Standing” means adequate notice of voluntary separation was provided as described in Section 3, or employment was ended by Eau Claire County for reasons not related to discipline or performance. Employees separating in good standing are eligible for payment of their PTO benefits, as defined in Policy 425, and eligible for rehire.

2.3. Notice of Voluntary Separation.

2.13.1 If a~~An~~ employee who decides to terminate their employment with the County, will provide at least two weeks’ advance written notice ~~should be provided, with the exception of retirement, which requires 30 days’ advance notice.~~

2.23.2 Department heads and supervisors who decide to terminate their employment with the County, will provide at least 30 days’ advance written notice, ~~and will be effective upon receipt by the appointing authority or upon the date specified.~~

2.33.3 If an employee fails to give the required notice, the employee will be considered to have resigned not in good standing, unless the ~~d~~Director determines that acceptable reasons for a shorter notice period exist.

3.4. Separation Procedures.

4.1 Upon any separation from employment, compensation and benefits which have been earned and accrued will be credited pursuant to ~~law~~ county policy or applicable statute.

4.2 Resigning employees will be invited to complete an exit interview with Human Resources.

3.14.3 The Human Resources Department will assist employees with questions on the discontinuance of benefits. ~~should make an appointment with the payroll staff and contact Human Resources for an exit interview.~~

POLICY 105 SEPARATION FROM EMPLOYMENT

Effective Date: January 1, 2012

Revised Date: ~~March 20, 2015~~ July-September 2021

Eau Claire County
Employee Policy Manual

4.4 Benefit time may not be used during the notice period as described in Section 2 unless the time is approved by the Director. Employees must work their last day of employment.

4.5. Reduction in Workforce.

4.15.1 The Employer retains the right to lay off employees, in whole or in part, regardless of their previous length of employment.

5.6. Return of County Equipment.

5.16.1 Prior to separation from employment, County equipment that was assigned to the employee must be returned to the County. Such equipment includes, but is not limited to identification/key card, keys, ~~Tape Recorders, Laptop Computers, Calculators, Radio, Phone/Pager, phones, and laptops.~~

6.7. Notice of Resignation.

6.17.1 When an employee resigns, a written notice of resignation must be provided to their supervisor ~~or department head. The supervisor is responsible to forward the notice to Human Resources within one working day, which will be forwarded within one working day to Human Resources.~~

6.27.2 The notice of resignation will contain:

- The employee's full name;
- The accurate position title and department;
- Type of separation: resignation or retirement
- The ~~current~~ date of the employee submitted the letter;
- ~~The effective date of the resignation; and~~
- ~~The date of the last day to be worked, with a request to use benefit time if this date is different from the resignation date.~~
 - ~~Depending on operational needs, department heads may approve a resignation date of no more than two (2) weeks after the employee's last day to be worked.~~

7.8. Last Day of Employment.

7.18.1 Last day ~~worked-paid~~ will be officially recorded as the last day of employment. In most cases be considered the last day of employment. The County reserves the right to determine the last day of employment.

POLICY 105 SEPARATION FROM EMPLOYMENT

Effective Date: January 1, 2012

Revised Date: ~~March 20, 2015~~ July-September 2021

Eau Claire County
Employee Policy Manual

POLICY 403 HOLIDAYS & LEAVES AROUND HOLIDAYS

1. **Purpose.** To identify employee holidays and to establish a consistent procedure for scheduling and payment.
2. **Holidays Observed.** The following holidays will be observed:-

New Year's Day	Labor Day	Christmas Day
Martin Luther King, Jr. Day	Thanksgiving Day	Spring Holiday (Friday before Easter)
Memorial Day	Day after Thanksgiving	New Year's Eve Day
Independence Day	Christmas Eve Day	

3. Eligibility.

- 3.1 Regular ~~status~~full-time employees are eligible to receive compensation for holidays. ~~In order to receive holiday pay, employees must work the day before and the day after each holiday with the exception of normal days off or excused absences.~~ Employees who call in sick immediately before or after a holiday may be required to furnish a physician's certification of illness in order to receive holiday or paid time off pay.
- 3.2 Employees returning from an unpaid leave of absence will not receive holiday pay until returning to their normal work schedule for one full pay period prior to the holiday.

Commented [SB1]: Two days paid in pay period is practice and written in section 6.1

4. Compensation.

~~4.1 Employees working less than 40 hours/week, but meeting the definition of regular full-time employees, will receive fulltime holiday pay.~~

4.1 Employees meeting the definition of full-time will receive 8 hours of holiday pay for observed holidays.

4.2

4.3

Highway, Parks and Forest, and Airport employees will receive 10 hours of holiday pay for any observed holiday falling during the time-frame they are normally scheduled to work four-~~(4)~~ 10-hour days per week.

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4.4 Part-time employees working at least 20 hours per week (.50 FTE) will receive a pro-rated amount of holiday pay for observed holidays, based on an 8-hour holiday.

POLICY 403 HOLIDAYS & LEAVES AROUND HOLIDAYS

Effective Date: November 6, 2013

Revised Date: September 2014, January 1, 2019, March 2019, May 2019
Manual

Eau Claire County
Employee Policy

Example: A .73 FTE employee will receive 5.84 hours of holiday pay on an observed holiday.
(.73FTE*8 hours = 5.84 hours)

POLICY 403 HOLIDAYS & LEAVES AROUND HOLIDAYS

Effective Date: November 6, 2013

Revised Date: September 2014, January 1, 2019, March 2019, May 2019
Manual

Eau Claire County
Employee Policy

5. Work on Holiday

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~~4.35.1~~ In cases where a ~~full-time~~ non-exempt employee is required to work on an observed holiday due to unforeseeable circumstances or ~~required to work on a holiday~~ as part of their normal work schedule, the employee will receive pay for the holiday and pay at time and one half the hourly rate for all hours worked.

~~5.1.1~~ In cases where a non-exempt employee is required to work on both the observed and actual holiday, the employee will receive pay for the observed holiday and pay at time and one half the hourly rate for all hours worked on the actual holiday.

~~5.1.2~~ In cases where a non-exempt employee is required to work on the actual holiday but not the observed, the employee will receive pay for the observed holiday and pay at time and one half the hourly rate for all hours worked on the actual holiday.

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~~4.3.1~~ In cases where a part time non-exempt employee is required to work on a holiday due to unforeseeable circumstances or ~~required to work on a holiday as part of their normal work schedule~~, the employee will receive pay at time and one half the hourly rate for all hours worked.

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~~4.4~~ Supervisory Sergeants required to work on a holiday due to unforeseeable circumstances or ~~required to work on a holiday as part of their normal work schedule~~, the employee will receive pay for the holiday and pay at time and one half the hourly rate for all hours worked.

Commented [SB2]: Supervisory sergeants are full-time non-exempt (5.1)

5.6. Paid and Unpaid Leaves Around Holidays.

~~5.16.1~~ Unpaid leave time is defined in Policy 425, ~~should not be granted unless all accrued paid time off and extended leave bank (if applicable as defined in Policy 425) is exhausted.~~ Holidays falling within any unpaid period of absence, will generally be without pay.

~~6.1.1~~ ~~Full or part-time regular~~ Otherwise eligible employees, who take excused unpaid leave immediately before and/or after a holiday, will not be paid for that holiday unless the employee uses at least two days of paid leave time during the pay period in which a holiday occurs.

~~5.1.16.2~~ Active employees who are on an unpaid leave due to lack of work will receive holiday pay.

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POLICY 403 HOLIDAYS & LEAVES AROUND HOLIDAYS

Effective Date: November 6, 2013

Revised Date: September 2014, January 1, 2019, March 2019, May 2019
Manual

Eau Claire County
Employee Policy

6.7. Holidays Falling on a Weekend.

7.1 Whenever any of the observed holidays falls on a Saturday, the preceding Friday will be observed as the holiday, and when falling on a Sunday, the succeeding Monday will be observed as the holiday.

6.17.2 When Christmas Eve and New Year's Eve falls on Friday and Christmas Day and New Year's Day on Saturday, the proceeding Thursday and Friday will be observed as the holiday. When the holidays fall ~~Christmas Eve falls~~ on Sunday and ~~Christmas Day on~~ Monday, ~~the following~~ Monday and the following Tuesday will be observed as the holiday.

POLICY 403 HOLIDAYS & LEAVES AROUND HOLIDAYS

Effective Date: November 6, 2013

Revised Date: September 2014, January 1, 2019, March 2019, May 2019

Manual

Eau Claire County

Employee Policy

Human Resources

SELECTED PERFORMANCE MEASURES	
Number of Recruitments	45
Applications Reviewed	499
Applicant Sources	48% Indeed and Government Jobs.com 2.5% Wilenet 20% Eau Claire County Website 2% Facebook 8% Employee Referrals 1% College Job Board or Faculty 7.5% Other 1% LinkedIn 5% Jobs Center of WI 1% Job Interest Card 2.5% Internal Applications
Applicant to Hire Ratio	4%
New Hires	22
Transfers/Promotions	12
Number of Separations	35
Exit Interviews	Face to Face: 0 Online: 9
Turnover Rate Organization Wide	5.45%
Average Time to Fill	91.4 days from vacancy to hire
Cost per Hire	Future
Total Number of Interviews	121
Number of Active Employees	642
Number of Vacancies	51 EOQ
Percentage of Employees Enrolled in HI	73%
Total Hours of PTO Taken	33,691.83 PTO - 1,195.35 vacation
Total Hours of PTO Available	135,717.28 (PTO at end of quarter + PTO taken) - 4,640.05 hours of vacation
Number of Job Descriptions Reviewed	Future
Number of Job Descriptions Reclassified	0
Number of Leaves (FMLA, Military, Personal)	37 active in quarter
Number of Wellness Challenges	3 (Hydration, Nutrition, Kiio)
Average Age of Workforce	43.57 (Generation Z, 4.4%; Millennial, 41.1%; Generation X, 37.5%; Baby Boomer, 16.7%; Silent, .3%)
Average Years of Service	8.14 (includes seasonal employees and temp)

TRENDING ANALYSIS NARRATIVE

Eau Claire County employs approximately 1% of the County's total population, with 642 active employees across the 23 departments. Our workforce has a median income of \$55,307, which is 6% higher than the median household income for residents within the County. Our employees make up > 0.7% of the total population of Eau Claire County.

There was a total of 45 recruitments across the organization for Q3. This is an increase from last quarter of 21 and an increase of 5 recruitments from a year ago. The increases are mostly due to what data is being included regarding a certain point in time. Previously, only those recruitments that were opened and began accepting applications were included in that quarter's reporting. Most recently, we have begun including any recruitment that is currently active within the quarter. This better demonstrates the totality of the active recruitments and not just those that are new to the quarter.

Although our application rate has not recovered from COVID, it is moving closer to normal. We had an increase of 84 applications from last quarter and a decrease of 109 applications from a year ago. The higher number of applicants in Q3 of 2020 can be attributed to the unemployment rate at the onset of the pandemic – with the requirement for claimants of unemployment to submit applications for open positions in order to receive their benefit. Later in 2020, the Families First Coronavirus Relief Act removed the requirement to submit applications to receive unemployment benefits. It is also likely that last year's number of applicants can be associated with the temporary closure of small business and folks seeking new employment opportunities due to unemployment or under-employment.

In reviewing our applicant sources, 76% of our applicants come from Indeed, our County website, and employee referrals. Of the applications that are received, in Q3 we experienced a 4% applicant to hire ratio. Part time positions are generally more difficult to fill than full-time due to the lack of benefits with those positions. However, part time employment may be more desirable for some individuals who are not in need of health insurance, or who may have a more flexible personal schedule.

The organization's average time to fill a vacancy is 91.4 days, or just over 3 months from vacancy to hire. Some of this is intentional by the department if the position does not need to be filled immediately. Many factors determine the length of time to fill. Already noted is the department's decision on when to move forward with filling the vacancy, but also the complexity of the position (educational and experience requirements), whether a position was/is on the bridge plan, pre-employment appointments, backgrounds, waiting lists, etc.

The average turnover rate organization wide for Q3 almost doubled from Q2, which was 2.88% Quarter 3 of this year we also experienced an increase of 1.56% compared to last year at this time. The lower turnover rate in 2020 can be attributed to the pandemic and the workforce remaining stable, with lower turnover rates and the uncertainty of what COVID might mean for gainful employment opportunities.

To put our organization's turnover rate into perspective, the American region that has the highest rate of turnover as of 2020 was the Midwest with 58.8%. The industry with the lowest rate of employee turnover is lowest in the local and state government sector at 23.5%. Our Q3 turnover rate of 5.45% is more than 75% lower than the national average in the public sector. For those departments that experienced turnover in Q3, those rates are below. Keep in mind that these figures include all seasonal and temporary positions (highlighted below).

Turnover Rate by Department

Airport	9.09%
Corporation Counsel	8.33%
District Attorney	11.76%
Facilities	8.33%
Highway Department	8.96%
Human Resources	20.00%
Human Services	3.70%
Information Systems	7.14%
Parks & Forest	34.78%
Planning & Development	4.55%
Sheriff	2.50%

This reported turnover rate is for Quarter 3; the calculation is Separations in the quarter divided by Active employees in the quarter. In determining the annual turnover rate, as in our annual Performance Metrics, each quarter's turnover rate is added together and reported as the sum. The calculation is Separations in the year divided by Active employees in the year.

Currently there are 51 vacancies across the organization. In Q3 the organization experienced 22 new hires, 35 separations, and 12 transfers and/or promotions. The number of separations does not include those who had movement internally. That means, from last quarter there has been a 67% decrease in new hires, a 51% increase in separations, and a 67% increase in transfers and/or promotions.

At this time last year, the organization had 10 new hires, 22 separations, 9 transfers and/or promotions. Again, it is likely that we can attribute the 63% fewer separations last year, compared to this year, with the uncertainty that the pandemic brought to our workforce. With fewer separations and several positions on the bridge plan last year, it is reasonable to expect the 45% increase in new hires for this quarter this year.

Of the 19 exit interview invitations that were sent out, 9 were returned. All 9 individuals opted to respond electronically, as opposed to having an in-person or virtual face-to-face meeting. This is a decrease of 2 completed exit interviews for the same number of invites that were sent in Q3 of 2020. Prior to 2021, face-to-face/in-person meetings vs. online or telephonic meetings were not tracked.

On Indeed alone, a simple search will net over 8300 jobs within 50 miles of Eau Claire. Our unemployment rate of 3.5% is lower than the state rate of 3.9%. Finding workers to fill essential roles is increasingly challenging given the availability of childcare, public health concerns related to contracting and/or spreading COVID, seasonality of school reopenings, and even federal aid potentially dissuading some of the unemployed population from returning to work. Other factors include population changes, imbalances in the labor pool, accelerated retirements, and a widening skills gap. When the unemployment rate is too low (typically 5% or lower) slack and wage inflation occur. Slack in the labor market refers to jobs that are added but are not productive enough to cover the costs of salary, benefits, and equipment. Wage inflation occurs when there are less people available for work, requiring employers to raise wages due to the increased demand for labor. With less people available for work wages need to be increased in order to find and keep employees. Also, a tight labor market can mean organizations need to settle for workers who may have a lower skill level, reducing the productivity that would otherwise be occurring.

The good news is that we know what is important to finding and keeping good employees!

Good Leadership that Promotes Workplace Growth

Investing in Our Employees

Creating a Positive Work Environment

Note: For future reports, it may make more sense to track some of these metrics annually, as opposed to quarterly since there can be quite a bit of variation from one quarter to the next (i.e.: outliers such as seasonal hires/separations, etc.)

Sources:

[Eau Claire County | Home \(eau-claire.wi.us\)](http://eau-claire.wi.us)

[2021-County-Fact-Book.pdf \(forward-analytics.net\)](#)

[2020 Annual Averages - Absences from work of employed full-time wage and salary workers by occupation and industry \(bls.gov\)](https://www.bls.gov/news.release/jolts.t16.htm)

<https://www.bls.gov/news.release/jolts.t16.htm>

<https://www.zippia.com/advice/employee-turnover-statistics/>

SUMMARY OF CURRENT ACTIVITIES

- Exempt Timekeeping Training Developed and Sent Out to Affected Employees
- Reference Check Training for Managers Developed
- Supervisor Training Course List Being Developed
- Open Enrollment - Postcards, Links to Virtual Meetings, Updated Benefits Guide
- Non-Discrimination Testing for EBC

- Finalized Contracts with WEA, EBC, Alethias, & EAP Provider(s)
- ACA Data Reporting
- Virtual Medical Clinic Set Up Planning

ISSUES ON THE HORIZON AND SIGNIFICANT TRENDS

- Eau Claire County's Total Rewards & Salary Metrix
- Continued monitoring of the impact of COVID on the County's workforce
- Recruitment and Retention Challenges
- Flexible Work Environments & Scheduling
- Communication thru Technology (Less Emails)
- Diversity in Hiring
- Action Against Workplace Harassment
- Employer Preference for Soft-Skills
- Artificial Intelligence - Recruitment Process
- Upskilling & Grooming the Workforce
- Data-Driven Workforce Planning
- Predictive Analytics
- Employee Well-being & Mental Health
- Stricter Data Privacy Regulations
- Pay Transparency & Wage Growth
- Meaningful Training Programs
- Workplace Culture

CURRENT COLLABORATIONS (INTERNAL AND EXTERNAL)

- County/City of Eau Claire - Equity, Diversity, & Inclusion Coordinator
- County/City of Eau Claire - Public Health Department
- Health & Wellness 2022 planning (JA Counter, WEA Trust, Alethias, EAP, Virtual Clinic)
- Exploring Career Fair Opportunities
- Collaboration with all departments across the organization

GOALS FOR NEXT QUARTER

- Continue to Create and Roll Out Learn Training Courses
- Open Enrollment Completion
- EEO-4 Reporting
- Year End Reporting
- Begin Recruitment for Generalist (Pending Board Approval)

Department	Approved	Requested	Approved	Requested	Approved	Requested	Approved	Requested	Approved	Requested	Approved	Requested	Approved	Requested	Approved	Requested	Total FTE	Since 2014	Since 2014	Requested
Administration	-0.23		0		0		0		-0.38		3.7		-1		-5.7		3	-3.61	-57%	0
Aging and Disability Resource Center	1.43		-1.21		0		2.49		6.38		-0.73		-0.5		-2.19		28.66	5.67	23%	-0.48
Airport	0	0	0	0	0	0	0	0	0	0	0	0	0	0.4	0.4		6.4	0.4	7%	0.5
Circuit Court	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	0		5	-1	-20%	1
Clerk of Court	1	-1	-1	0	0	0	0	0	0	0	0	0	0	0	0		20	0	0%	1
Corporation Counsel	0		0.5		0		0		0.5		0		0		0		22	1	5%	1
County Clerk	0		0		0		0		0		0		0		0		3.5	0	0%	0
Criminal Justice Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		4.87	4.87	100%	0
District Attorney	0	0.98	0.98	0.73	0.73	0.45	0.45	0	0	0	0	0.54	0.54	0	0		15.46	2.7	21%	-0.15
Extension	0		-0.29		0		-0.2		0		-0.66		0		0		1.6	-1.15	-42%	0
Facilities	0	0	0	0	0	0	0	0	0	-2	-3	0	0	0	0		12	-3	-20%	0.5
Finance	0	0	0	0	0	-0.65	-1	-2.73	-2.73	2	2	0	-0.5	0	0		7.5	-2.23	-23%	0.5
Highway	1		-2		0		0.73		1.27		0		0.5		0		64.5	1.5	2%	0
Human Resources	0	0.75	0.48	0	0	1.27	1.27	0	0	0	0	0	0	0	0		6	1.75	41%	0
Human Services + Children's Court	3.33		-2.47		1		17.27		21*		27		0		6		229.33	73.13	46%	11.83
Information Systems	0.5		-0.07		0		0.77		0.5		-1		0		0		11.5	0.7	6%	0
Parks and Forest	0	1.25	1.28	0	0	0.19	0.19	0	0	0	0	-1	-1	0	0		9.19	0.47	5%	0
Planning and Development	0		2.54		0		-2.57		0		0		-1		0.4		19.93	-0.63	-3%	0.07
Register In Probate/Clerk of Juvenile Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		4	0	0%	0
Register of Deeds	0	0	-0.37	0	0	0	0	0.37	0.37	0	0	0	0	0	0		4	0	0%	0
Sheriff	0		0		0		1		1		2		4.5		0		117.5	8.5	4%	4
Treasurer	0	-0.25	-0.25	0	0	0	0	0	0	0	0	0	0	0	0		3.75	-0.25	-6%	0
Veterans Services	-0.07		0.27		0		0		0		1		0		0		3	0.2	7%	0

*From 154.83 to 196.33; 20.5 was Juvenile Detention moved into DHS. DHS and JDC is combined in this report, so the increase in DHS is not reflected