

# JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT



## 2023 Annual Report

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We present the 2023 Annual Report of the Jefferson County Human Resources Department. This report highlights our efforts and achievements, focusing on maintaining a safe, inclusive, and efficient workplace that fosters employee engagement, supports diversity, and promotes organizational success. HR plays a pivotal role in acquiring top talent, attracting individuals who align with the County's mission and values. It fosters professional growth through targeted training programs and ensures fair, consistent performance evaluations. Additionally, HR upholds ethical standards and legal compliance, managing employee relations and resolving conflicts with professionalism. Ultimately, HR serves as a strategic partner, working behind the scenes to optimize the County's workforce, enhance operational effectiveness, and contribute to achieving organizational objectives.

The Human Resources team for 2023 consisted of Jessica Tucker, Benefits Administrator; Jess Olszewski, HR Coordinator; Jennifer Robinson, Recruitment/Retention Specialist; and Terri Palm-Kostroski, Director. Additionally, Tammie Jaeger, Administrative Secretary, provided vital support.

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**RECRUITMENT AND RETENTION** – Human Resources played an active role in recruitment, interviewing, and onboarding in 2023, supporting the County's talent acquisition goals. Key highlights include:

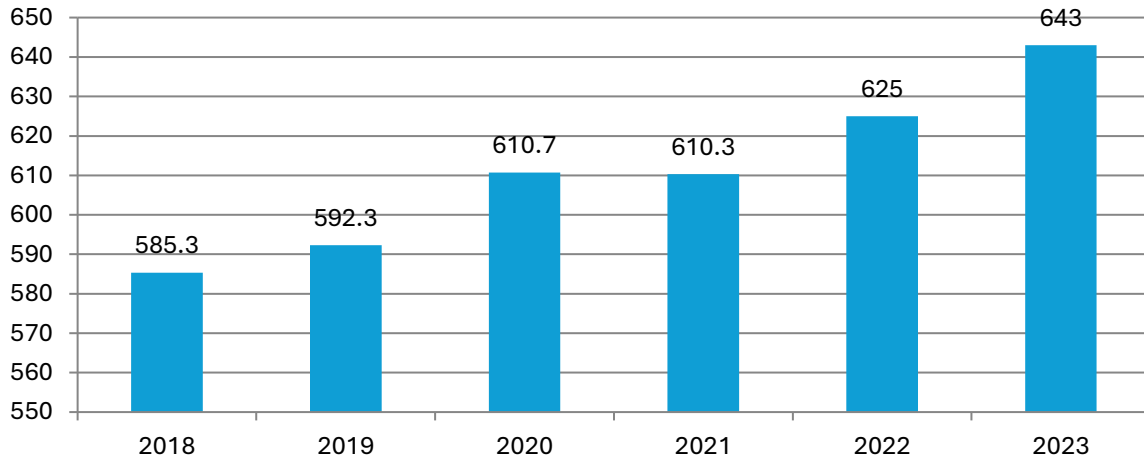
- Posted 105 job advertisements, attracting 1,534 applicants, with an increase in overall recruitment efforts.
- Conducted 54 New Employee Orientations for 133 new hires and rehires.
- Processed 60 employment verifications.
- Reviewed 530 performance evaluations to ensure comprehensive employee development.

This focused approach helped the County navigate a competitive job market, securing top talent and supporting employee growth.

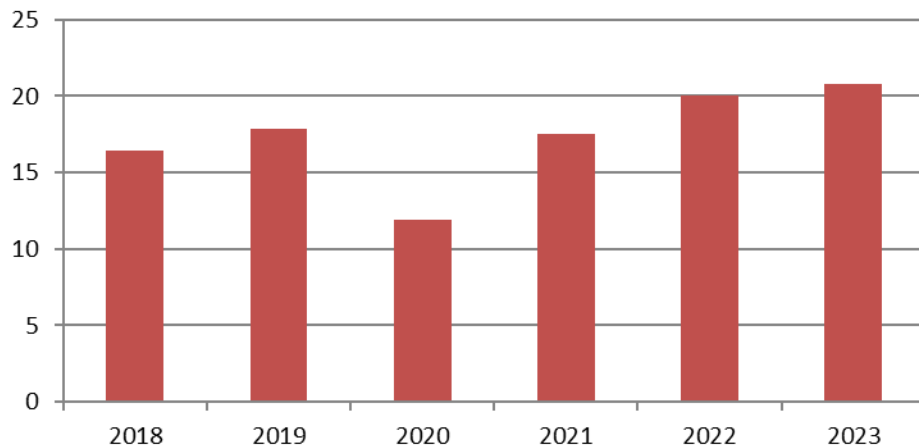
<b>Personnel Changes</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
New Hires	94	105	131	160	120
Recalled from Layoff/Seasonal Rehires	7	8	16	33	13
Terminations/resignations	85	70	118	137	141
Promotions	16	11	34	17	8
Voluntary Demotions	1	0	2	4	2
Involuntary Transfers/Demotions	0	0	0	0	0
Turnover (Terms/average # employees)	<b>14.77%</b>	<b>11.9%</b>	<b>17.5%</b>	<b>20.0%</b>	<b>20.8%</b>
Number of employees (December 31)	<b>580</b>	<b>598</b>	<b>679**</b>	<b>692</b>	<b>660</b>

\*\*COVID and Committee member impact. Turnover adjusted for Committee members appropriately.

## Comparison Total Funded Positions



## Turnover



**COMPENSATION AND BENEFITS** - Human Resources oversees and administers a comprehensive benefits program, including Health and Dental insurance, Health Savings Accounts, the Wisconsin Retirement System, and various voluntary plans like life and disability insurance. In 2023:

### 1. BENEFITS FAIR

- Organized the Sixteenth Annual Benefits Fair with provider representatives and a flu clinic.

### 2. LIFEMATTERS (EAP)

- New client utilization was up from 1.8% in 2022 to 2.3% in 2023.
- 21 employees and/or family members and 2 managers/supervisors/HR staff accessed Life Matters services in 2023, including 2 **Critical Response Meetings**.

### 3. RECLASSIFICATIONS

- In 2023 there were **18** requests for reclassifications, similar to the 18 requests in 2022.

#### 4. STEP INCREASES

- **395** employees received pay “step” increases, **15** employees who received 1 or more extra step(s).
- Computed **160** longevity payments, for a total of **\$44,940.17**.
- **2** employees received Contingency pay or increase in Contingency pay

#### 5. SALARY SURVEYS

- Participated in **3** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

#### 6. DEFERRED COMPENSATION

- Arranged for **4** on-site, 1:1 meetings for employees to meet with a representative from Deferred Compensation provider, OneAmerica.

#### 7. HEALTH and DENTAL INSURANCE

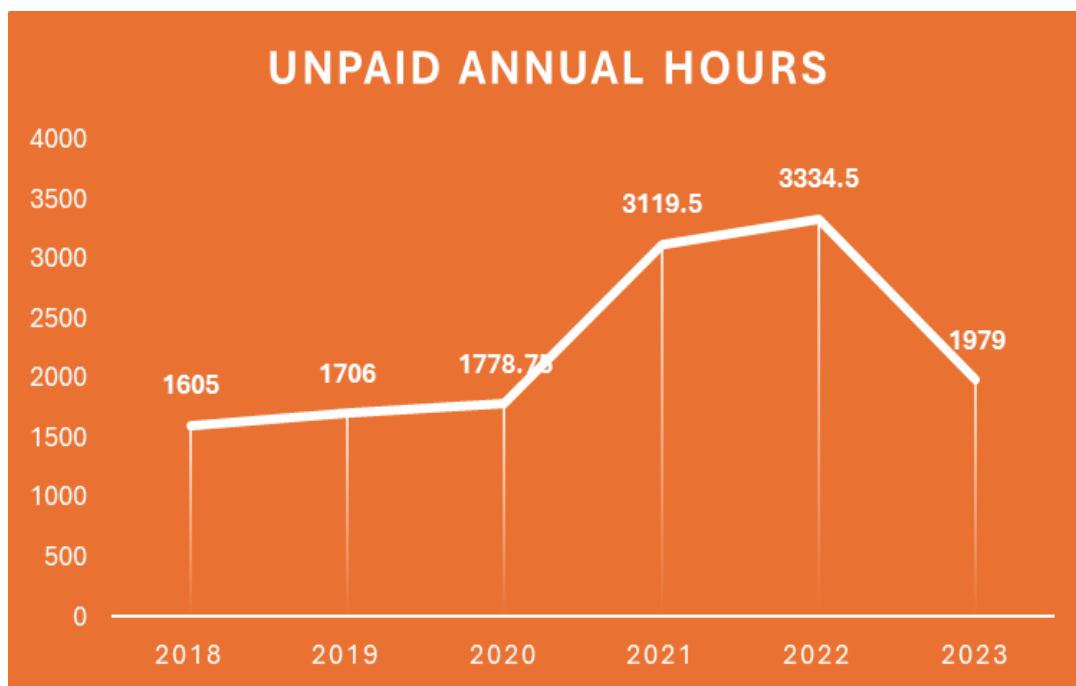
- Completed **512** Health and Dental insurance related transactions for employees and family members qualifying events, including selection of another plan design change, and transactions for H.S.A. enrollments/changes

#### 8. WISCONSIN RETIREMENT

- Enrolled **98** employees into the Wisconsin Retirement System

#### 9. ACCRUED BENEFITS

- **482 employees used 24,902.5 hours of sick time** used that was NOT covered under FMLA, costing the County approximately **\$891,082.80**, inclusive of WRS/FICA in 2022. This doesn't include lost productivity or overtime. This is almost **12.0 FTE**, compared to 12.5 FTE in 2022.
- In addition, there was **1,979.0 hours of unpaid leave in 2023** NOT contributed to voluntary furlough, FMLA or military leave! **This is a SIGNIFICANT DECREASE with the previous year.**

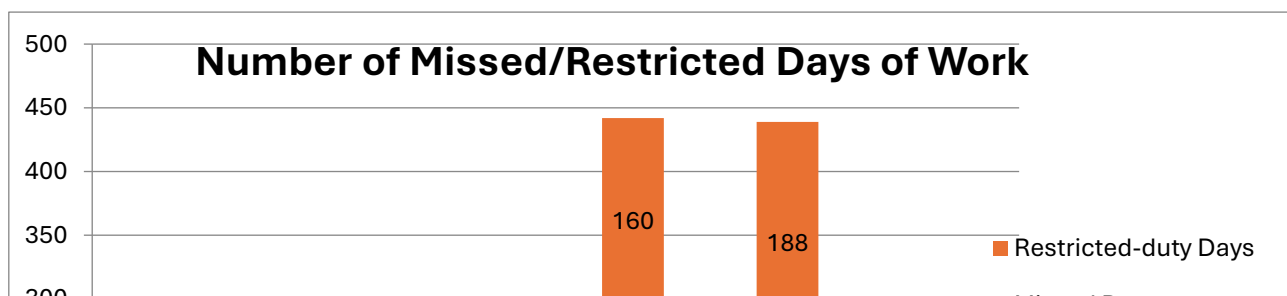
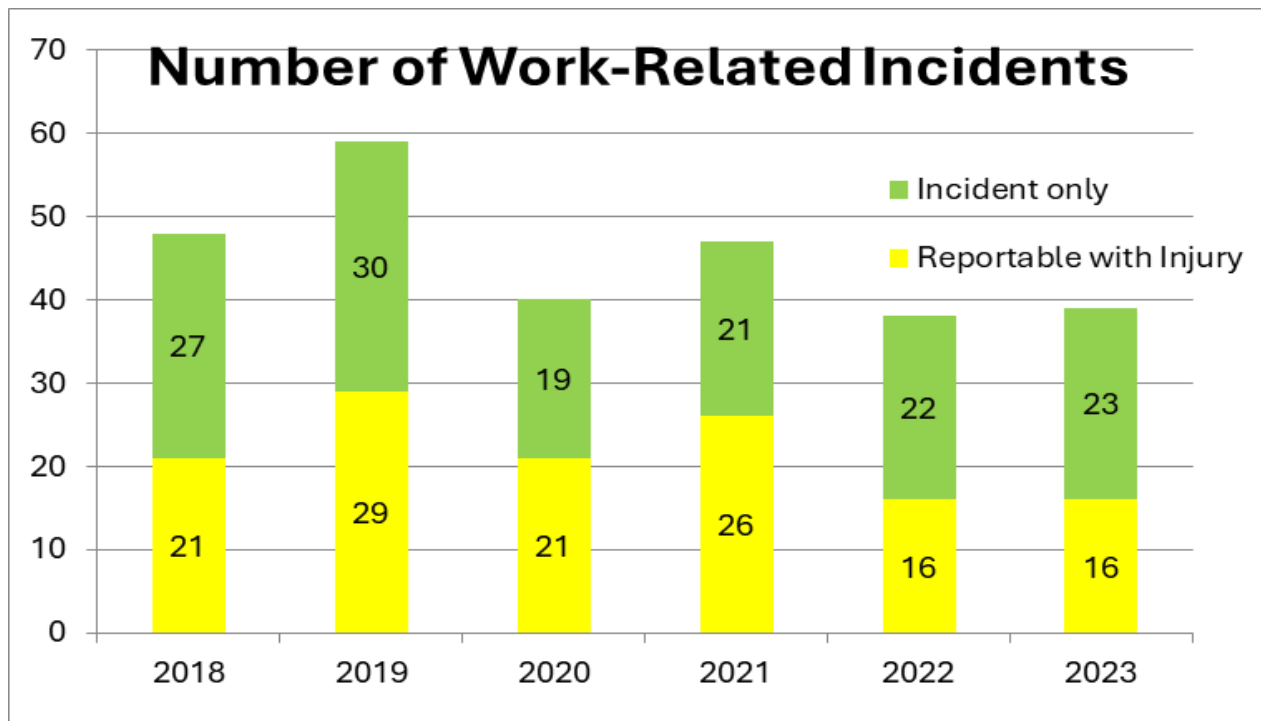


## TRAINING AND PROFESSIONAL DEVELOPMENT.

1. **Wisconsin Local Government Leadership Academy (LGLA).** The **Local Government Leadership Academy** is a collaborative effort between the Wisconsin Counties Association, Leadership Wisconsin, and UW-Madison Division of Extension. The LGLA program is focused on four primary skills of being an effective local government leader: relationship-building, communication, decision-making and vision. Each of these four topics is grounded in the idea that we lead in service of the community and “we can accomplish more together than we can alone” (Max DePree). **5 leaders and future leaders attended.**
2. **MATC Foundational Leadership Development Training.** An 8-week course for 24 hours of leadership development to strengthen core interpersonal skills, enhance abilities to manage individual performance and decision-making skills, and effectively manage change and encourage innovation. **Attended by 7 employees/supervisors.**

## SAFETY and HEALTH

- **The Safety Officer/Risk Manager position remained vacant in 2023.**
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
  - Received **39 First Report of Injury** forms and managed **16 Reportable claims**
  - **50 days of missed work** involving **2** employees.
  - **146 days of light duty** or restricted duty involving **1** employee.



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## **EMPLOYMENT LAW**

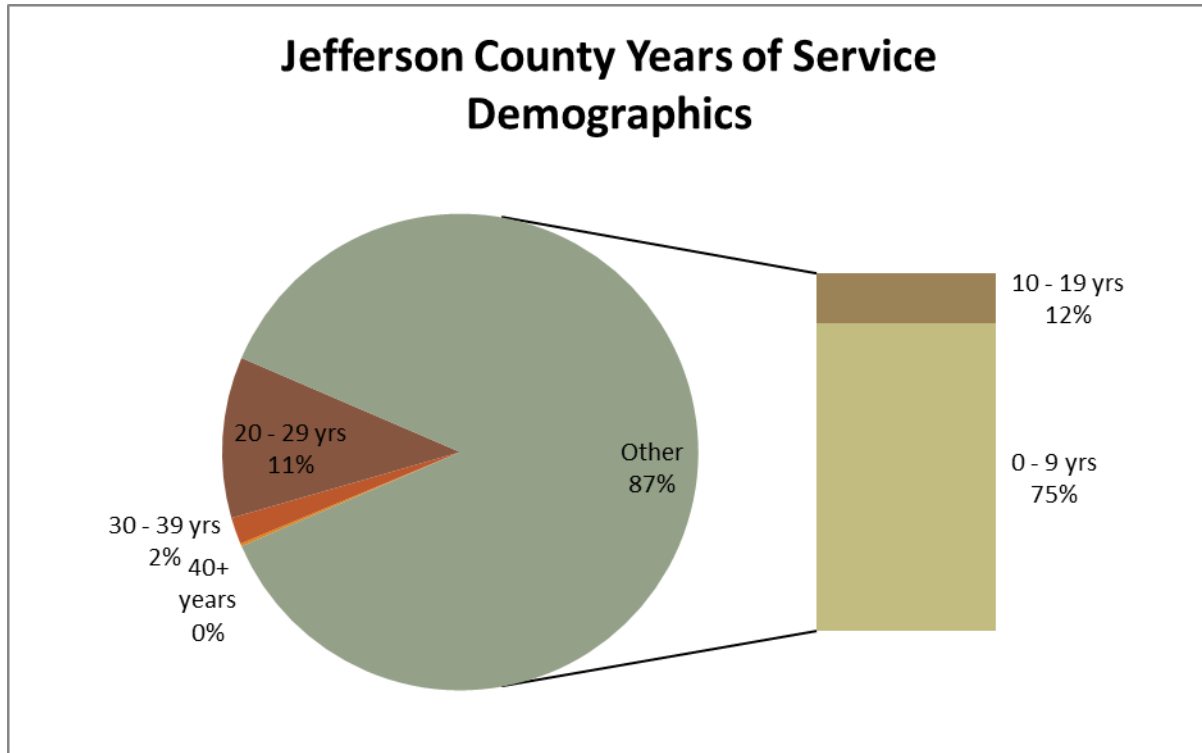
- **Americans with Disability Act and Americans with Disability Act Amendments.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in **4** reasonable accommodations for employees.
- **COBRA.** Complied with **80** Cobra notifications.
- **Fair Labor Standards Act (FLSA).** The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA).**
  - **106** employees used their protected rights under Federal and/or State FMLA
  - **15,420.93** of protected FMLA leave was used, consistent with 2021
- **Harassment and Discrimination laws.** Investigated **12** harassment/unfair practice complaints
- **HIPAA (Health Information Portability and Accountability Act).** Ensure compliance with new regulations as it pertains to employee's health, dental, and the LifeMatters (Employee Assistance Program). Conducted **1** investigations regarding concerns of breaches or privacy, of which both were not found to be a violation.
- Attended **0 unemployment** hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
  - **6** employees were on Military leave at some point in 2023.

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**EMPLOYEE AND LABOR RELATIONS** - Human Resources participates in labor negotiations with Jefferson County's Law Enforcement Union also taking a lead in investigations of grievances and complaints. Human Resources also recognizes employees for their dedication and hard-work they provide to the County.

- **1** grievance received
- **0** grievance arbitrations filed.

- **30** disciplinary investigations completed in 2023
- **1** change to the Personnel Ordinance Handbook
- Employee-recognition luncheon was held at the Fairgrounds, serving over **0** meals.
- Recognized and honored **41** employees and county board members for their service on Veteran's Day.



## **GOALS AND ACCOMPLISHMENTS**

### **1. Increase the County's ability to recruit and retain highly qualified employees:**

- Conduct job analysis audits to provide clear job expectations aligned with the County's strategic plan.
- Implement the Employee Referral Incentive Program to leverage employee networks for recruitment.
- Develop a comprehensive onboarding and in-boarding process that holds supervisors accountable.
- Conduct periodic wage surveys and implement the Market-Response Compensation Management Program (MRCM) to maintain competitive pay structures.

### **2. Enhance workplace safety and reduce injuries:**

- Focus on educating employees about injury prevention and near-miss reporting.
- Establish the Risk Manager/Safety Officer position to proactively address workplace safety concerns.

### **3. Strengthen leadership development:**

- Develop a mix of leadership initiatives, including mentoring, e-learning, and developmental assignments, to build leadership capacity.
- Provide opportunities for professional growth through leadership programs like the NACo High Performance Leadership and the Wisconsin Local Government Leadership Academy.

**4. Improve employee benefits and satisfaction:**

- Research, implement, and expand voluntary benefits, such as the introduction of a vision plan and a short-term disability plan.
- Facilitate the transition to the State Health Plan and introduce an opt-out program.

**5. Foster a positive workplace culture:**

- Focus on diversity, equity, and inclusion by implementing bilingual pay policies.
- Continue to celebrate safety and employee success, promoting a motivated and engaged workforce.



# JUST FOR FUN!

