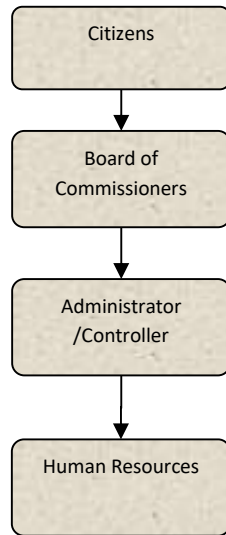


# Human Resources

Human Resources



## Activities

Administration, processing and records maintenance for wage and fully insured and self-insured benefits system

Policy and procedures development and interpretation

Labor relations and contract interpretation

Discipline/conflict/grievance resolution/Investigations

Staffing: recruiting, job posting, testing, orientation, exit interviews, background checks, interviews

Administrative deferred compensation plans, workers' compensation, short and long term disability insurance programs, job performance evaluations and wage and incentive adjustments, employee recognition programs, Universal Credit Service program

Facilitate and administrate County Wellness program



## Mission Statement

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Acting as strategic partners with all Jackson County departments, help attract, retain, and motivate our most valuable asset, our employees. To provide outstanding customer service to both our internal and external customers by promoting, facilitating and enhancing safe, healthy, and positive working conditions, amicable resolution of differences, and a consistent, cooperative and inoffensive work environment. Strategically align Human Resources services with Jackson County's Mission, Vision and its Values centered on Quality, Integrity, Community, Teamwork, Efficiency and Accountability.

### Strategic Plan Impact

#### **Internal Service Agency**

**The Department of Human Resources** – Strategic customer service to a County workforce of over 700 regular, seasonal/casual and volunteer staff, and 846 County retirees. The associated Human Resources functions and services provide the strategic and operational information and statistics that County leadership uses to make decisions and allocate resources to accomplish the strategic plan. Human Resources is a vital, strategic participant in the Administrator's Management and Leadership Teams, the HPO CC Team, the Improved Work Environment Team (IWE), Safety and Wellness Teams, Leadership Infrastructure for Tomorrow Team (LIFT), Strategic Key Performance Areas Teams, and Continuous Process Improvement (CPI) initiatives that help to guide policy and operational improvements for the County - all with the focus of becoming a High Performance Organization (HPO).

### 2024 Human Resources Accomplishments – County General:

- Begun developing process maps for benefit administration to assist with inter-department training and back-up support.
- Completed strategic benefit planning for 2025, went to bid for all carriers and explored options of moving to self-funded insurance.
- Benefit Open Enrollment Meetings
  - We held 6 benefit open enrollment meetings for active employees and 3 benefit open enrollment meetings for retirees.
  - The County's insurance provider, Priority Health, was present and provided a detailed overview of all benefit offerings for the county's medical and prescription drug plans.
  - Explored additional benefit program offerings.

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- Worked with the County's IT Department in the restructuring and design of the Human Resource web page; ensuring accurate and useful information can be obtained online.
- Conducted an RFP and secured new benefit legal counsel, Warner Norcross and Judd, to ensure the County remains compliant with all state and federal regulations.
- Completed OnBase scanning project transitioning all medical insurance files into our OnBase platform that ensures easy access and backup for all personnel files.
- Transitioned wellness incentives to cash payments processing through the County's payroll system to ensure compliance with IRS regulations on taxation.
- Employee Recognition dinner was held on March 20th of 2024 using the Jackson Tower Ballroom.
  - 30 award recipients and 72 people in attendance.
  - There were 67 employees that earned a years of service award for 2024.
- The Jackson County Wellness Program continues to be successful and saw increased participation numbers in 2024. (what were the numbers)? continuing to grow.
  - We held 10 in-person events (De-escalation Training, Depression and Suicide Prevention, Recognition Dinner, Safety Day Training, Treasure Walk, Social Security Preparation, Estate Planning). We had 1,111 total participants take part in wellness programming in 2024.
  - We had 278 employees take part in the employee physical incentive program.
- Transitioned federally required Affordable Care Act tracking to our benefit software system, BenExpress for all seasonal employees.
- Restructured onboarding to include all casual employees in our full day orientation and enhanced training to include login to email, new intranet/Employee Hub, and BS&A Online for employee TS entry and pay stub retrieval.
- Sustained 100% paperless/electronic record creation/storage upon hire of all part time, full time, casual, intern, and seasonal, employees hired in 2024.
- Supported Fair and Election Worker hiring processes through on-site support to improve efficiency and ensure compliance with the Federal I-9 and all new hire/rehire paperwork prior workers starting.
- Updated BS&A pay codes and job class set-up to help track differences between seasonal, temporary, and casual employees, as well as developing new codes to allow for reporting on multiple shift operations.
- In preparation for Phase II launch of the OnBase digital platform:
  - Utilized casual administrative support to audit scanned employment records to ensure accurate indexing and maintenance of employment records.
  - Updated multiple data tables within BS&A (job class, position management, departments, etc.) to support file feed of BS&A data into the OnBase platform. This improved electronic form structure to enable auto-fill and drop-down options to improve efficiency for departmental users and reduce errors of

# Human Resources

- department-initiated documents (ie: submitting a requisition for a position that is not BOC or CBA approved, lists the wrong Union, pay grade, rate, etc.).
- Worked with individual departments and IT to establish departmental access needs and mitigate processing errors at launch. Developed process workflow maps and step by step instructions to assist with inter-department training and back-up support.
- Created template and tested electronic “Employee Requisition” form and workflow with HR & IT
- Created template and tested electronic “Request for Hire & Background Check” form and workflow with HR & IT, then tested with select departments before official launch
- Consolidated three (3) forms to one (1) by working with IT and Facilities to incorporate the IT and Facilities requests for new employee set-up into HR’s “Request for Hire & Background Check” form.
- Ensured access to Human Resource Electronic forms on the County’s internet/Employee Hub
- Created and introduced standard “Reference Check Authorization” form for use by all departments to ensure legal compliance and release of information from professional references and past supervisors.
- Initiated Phase II of the OnBase digital platform launch through implementation of electronic forms and processes for employment requisitions, hiring, and onboarding:
  - Scheduled “Introduction to OnBase Workflow” & “Hiring Process” training sessions with all County Departments beginning December 2024, completing 6 of 14 session in December with the remaining scheduled in Q1 of 2025. Training included:
    - Step-by-step instructions and timelines required to perform background screening, onboarding and employee set-up for IT systems, Facilities access, payroll set-up and benefit enrollment
    - Review of legal requirements that pertain to interviewing, reference checks, job offers, background screening and the timing of the same
    - Introduction to the OnBase platform, workflow, electronic forms, employment records, communication and tracking features.
  - Developed and implemented “Time Off Request” form for use in 2025 with State of Michigan Mandated ESTA requirements
- Created a new identification field in BS&A for separated employees to identify favorable rehire practices and support hiring managers with re-employment decisions.
- Continue standardization of Job Classes and Positions to ensure BS&A tables match active job titles per approved job descriptions, are set up with current general ledger information from Finance, improve record initiation, maintenance, and efficiency.

## Human Resources

- Continue weekly staff meetings, ensuring communication across functional areas to prevent issues falling through the cracks, identify continuous improvement opportunities, and foster an environment of teamwork and support.
- Completed federal and state required injury/illness reporting requirements for 2024 through proper tracking of injury/illness data on MIOSHA/OSHA Form 300 “*Log of Work-Related Injuries and Illnesses*”, timely posting of Form 300A “*Summary of Work-Related Injuries and Illnesses*” at all 26 County locations in Q1 of 2025, and submitting detailed 2024 data through the new Federal online reporting tool “ITA” (*Injury Tracking Application*) per MIOSHA/OSHA reporting requirements
- Submitted injury/illness data for requested demographic group to the Bureau of Labor Statistics.
- Continued safety team in partnership with Facilities with representation from nearly all departments and buildings. Performed in-house safety walk-throughs of County buildings with corrective action assigned to representatives of facilities and affected department.
- Solicited 3<sup>rd</sup> party safety inspection to identify high-risk areas and worked with Facilities and Safety Team to initiate corrective action.
- Participated in County wide Emergency Action Plan development to promote effective protection and response planning
- Responded to MIOSHA inspection due to an injury of a Seasonal Park’s employee that resulted in zero findings or fines.
- Worked with The ASU Group during their software conversion of claim processing to ensure accurate reporting and coding of claims.
- Prepared wage forecast analysis for multiple departments and Finance to support Budget processes
- Prepared multiple wage forecast reports in preparation for negotiations with all 10 unions due to CBA expiration dates of 12/31/2024 (excludes JCDOT/IUOE)
- Monitor laws and recommendations associated with State, Federal, MIOSHA, CDC, etc. to ensure County compliance.
- Support Departmental training requests and needs through ThinkHR online training platform at no cost to the County or Departments.
- Upon request, the Human Resource Department provided investigational services to the Youth Center, Friend of the Court, and the Public Defender. The department provided comprehensive findings and recommendations related to issues such as Sexual Harassment and Code of Conduct violation complaint(s).
- Conducted numerous Union grievance hearings and successfully negotiated resolutions ranging from over-time issues, discipline and conduct, and paid time-off.
- Hired Human Resource Analyst to fulfill staffing needs of department.

# Human Resources

- Daily review of the ever-changing laws and recommendations associated with State, Federal, MIOSHA, CDC, etc. to ensure County compliance.
- Continue weekly staff meetings, ensuring communication across functional areas to prevent issues falling through the cracks, identify continuous improvement opportunities, and foster an environment of teamwork and support.
- Assisted a numerous employees with leave of absence requests for Family Medical Leave, Short Term Disability and unpaid leaves of absence.
- Human Resource team holds weekly staff meetings ensuring communication across functional areas to prevent issues falling through the cracks and to identify continuous improvement opportunities.
- The Retirement System conducted a formal Request for Information (RFI) process to evaluate and identify the most qualified Custodian for the County's retirement plan. This process included a comprehensive review of potential providers, the establishment of performance-based evaluation criteria, and a comparative analysis of service offerings, technological capabilities, and cost structures to ensure alignment with the County's long-term goals and fiduciary responsibilities.
  - Based on the comprehensive evaluation conducted during the Request for Information (RFI) process, the County has selected a new Custodian to manage its retirement plan. This decision reflects our commitment to enhancing the administration and oversight of the plan, ensuring that it aligns with the highest standards of service and fiduciary responsibility.
  - Converted 824 retiree records into a new banking platform.
  - Completed a comprehensive validation and audit process to ensure the accurate transfer of all data, payments, and deductions prior to authorizing the new custodian bank to process the initial disbursements.
  - Provided oversight of the asset transfer process from the former custodian to the newly appointed custodian, ensuring accuracy, compliance, and continuity of operations throughout the transition.
  - Requested updated federal W-4P forms from all retirees as part of the compliance requirements for the transition to the new custodian.
  - Processed over 575 W-4P forms submitted by retirees during the conversion process. The updated form prompted a number of follow-up adjustments due to unintentional changes in withholding amounts based on the new IRS format.
  - Retrieved and submitted applicable state W-4P forms from retiree files for individuals with no prior state tax withholding.
  - Challenged the new custodian's initial application of state taxes on retirees who, based on their year of birth, should have been exempt. Successfully ensured that the new custodian aligned with the prior custodian's handling of state tax exemptions.

# Human Resources

- Retirees Served:
  - 589 County General Retirees, 134 Medical Care Retirees and 123 Jackson County Dept. of Transportation Retirees.
  - Number of County employees retiring in 2024: 25 (15 County General, 3 Medical Care Facility and 7 JCDOT).
  - Number entering the DROP: 9 (7 County General, 1 Medical Care Facility and 1 JCDOT)
  - Number leaving the DROP: 13 (8 County General and 5 JCDOT)
  - Number of refunds of pension contributions: 17 (16 Medical Care Facility, 0 County General and 1 JCDOT).
- Active JCERS members served:
  - 95 County General, 294 Medical Care (they've begun hiring directly instead of using temporary workers, and 29 Jackson County Dept. of Transportation
  - Number of Terminations in 2024: 99 (1 County General, 96 Medical Care, 2 Jackson County Dept. of Transportation
- Pension Coordination and Administration:
  - Pension assistant continues to lead the Annual Signature Audit of Retirees, accomplishing contact with all but 4 retirees.
  - Successfully implemented and transitioned to a new custodian web-based platform, including the development and execution of updated internal processes to ensure accurate and efficient workflow within the new system.  
HR-Payroll:
    - Processed 26 bi-weekly payrolls with a total of 17,730 paychecks; 12 Retiree Cash in Lieu payrolls with a total of 1,470 paychecks; 7 special payrolls with 8 paychecks; 1 Fair payroll with a total of 84 paychecks; 3 Elections payrolls with a total of 106 paychecks issues. Total Gross pay processed of \$35,256,771.54.
    - Process \$13,924,078.62 in payroll deduction/expenses
    - Prepare and process 1141 W2 records
    - Report Monthly employment statistics to Bureau of Labor Statistics
    - Review hours for 95 employees on annual PTO accrual. Perform pro-rated calculation for 10 employees.
    - Process changes from annual to bi-weekly accrual for 24 employees voluntarily electing to switch PTO accrual.
    - Continue to assist employees and new hires understand the bi-weekly accrual process and provide them with spreadsheet tool to assist in PTO management.
    - Completed timesheet set up groups that display program names for Health Department and require notes for overtime entries. Continue working on adding new program GL's as needed.

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- In response to the need for more precise time tracking across various operational areas, a dedicated timesheet setup was implemented specifically for the Parks department. This enhancement replaces the generic "Seasonal" label with distinct program names (e.g., Campgrounds, Events, Grounds Maintenance) for each General Ledger (GL) code. This change ensures that employees working across multiple areas can accurately record their hours based on the specific functions they are performing. By introducing program-specific categories, the system enhances clarity and minimizes errors, supporting more efficient payroll processing and better alignment with departmental cost allocation. Employees were provided with clear guidance on the updated process, contributing to a smoother and more accurate timesheet submission experience.
  - A new process was implemented during payroll to generate a report of comp-time balances, allowing for a comprehensive review of employee accruals. This report ensures adherence to maximum allowable rollover limits and compliance with established utilization procedures. By proactively monitoring comp-time balances, this initiative effectively mitigates the risk of non-compliance, ensures accurate tracking of earned time off, and supports operational efficiency in managing employee leave.
  - A new paycode was established for Wellness and IWE (Incentive for Wellness Engagement) cash payments to be processed through payroll. This setup ensures full compliance with IRS regulations regarding taxable incentives. By incorporating these payments into the payroll system, the process is streamlined, guaranteeing accurate reporting and tax withholding while maintaining adherence to federal guidelines.
  - Developed new and revised existing "How-To" tutorials to assist employees in navigating payroll systems, including locating information and processing payroll reports and entries. Distributed materials to ensure consistent understanding and ease of use across departments.
  - Remained current on legal developments and initiated research on the forthcoming 2025 Earned Sick Time Act (ESTA) provisions to ensure organizational preparedness and compliance.
  - Pulled two sets of FOIA data requests related to payroll and positions within the county.
  - Processed payroll data to support 2025 Workers' Compensation insurance projections and successfully completed the annual payroll audit for the 2023 Workers' Compensation policy.
- Strategic Outcomes:
    - Positions Posted: 281 (196 external, 15 internal only; 70 repost or extension requests). These numbers reflect BS&A posting counts only. The majority of postings are published to BS&A and Indeed. Some positions are published to Handshake and professional job boards. Therefore, the actual postings

# Human Resources

published is nearly doubled for BS&A postings and repost/extension requests. Indeed postings are automatically published for 30 days with only 60% requiring reposting/extensions: 356 (314 & 42) to accurately reflect the number of postings completed (avg. of 7 per week).

- NH Orientations: 48 (1 group session per week including Casual hires)
- Other Key Indicators:
  - WC Injuries/Illness: 65 (includes medical treatment of non-recordable incidents per MIOSHA standards)
- Employment activity:
  - New Hires Processed: 425
    - 83 Full time
    - 24 Part time
    - 44 Casual
    - 2 Intern
    - 212 seasonal
    - 60 Election Workers
  - Terminations Processed: 407
    - 80 Full time
    - 18 Part time
    - 35 Casual
    - 0 temporary
    - 212 seasonal
    - 60 Election Workers
    - 2 Elected Official
  - Existing employee rate changes: 331
    - 126 Step/wage increases
    - 154 Misc. employee changes reclassification, position upgrades, internal moves (PT to FT, FT to PT, PT or FT to Casual, promotions/job awards, temporary changes).
    - 51-General Ledger changes
    - Does not include annual rate changes for ALL part-time and full-time employees
- Successfully implemented new rate tables for 10 bargaining units and the non-union workforce, ensuring annual increases were implemented according to CBA's and BOC approval for all County employees.
- Successfully negotiated and ratified CBA's with DCPA, APA, ARMA, and AFSCME
- In early 2025 we successfully reached CBA ratification with IUOE and MNA bargaining units.

# Human Resources

## **2024 JCDOT HUMAN RESOURCES ACCOMPLISHMENTS:**

- A comprehensive compensation study was completed, gathering salary data from similar organizations and road departments. Additionally, completed multiple key HR statistical metrics to aide in the preparation for collective bargaining with the Operating Engineers Local 324 Union before the expiration on December 31, 2024.
  - Contract negotiations were held but not settled before the end of 2024.
  - A new job classification, wage, and training structure was proposed and discussed with the Union. Different ideas and strategies were vetted and assisted with landing on a tentative agreement.
- Throughout the year, guidance and support was provided to leadership and supervisors in assisting with the proper corrective action and resolving various personnel issues.
  - A total of 15 investigative, meditative, and disciplinary services were provided for both non-union and union employees involving concerns with immoral conduct, misuse of funds, insubordination, code of conduct violations, sexual harassment, hostile or threatening work environment, discrimination, and safety related hazards. Comprehensive findings and recommendations to address the concerns were advised.
  - Completed 4 interactive ADA accommodation processes. Continued monitoring efforts throughout the year
  - Supported fact finding and record details related to a lawsuit and complied with 2 EEOC complaints to aide with the resolution of the claims.
  - A total of 4 grievances were submitted regarding discipline procedures, nepotism, and overtime but all led to successful resolutions.
- The organizational chart was updated in response to retirements and resignations for all divisions within the JCDOT team. Two new job descriptions were created for the engineering division, while existing engineering roles were revised to reflect structural changes within the department. Changes to the administrative services team were made to assist with financial support and records. Operational needs were reviewed at the garage level and changes were recommended at the end of the year to properly align with the evolving needs of the workforce.
- Continued a successful partnership with the Jackson Area Career Center and hired 1 co-op student and 3 interested potential students for co-op positions completed job shadows.
- Provided and completed multiple job shadowing opportunities with local school students to promote positions in engineering, HR, and fleet maintenance. Participated in two local career fairs for seasonal and internship positions.
- Updated employee personnel records with collecting signatures on policy updates such as motor vehicle policy and fuel procedures. Will work in 2025 to collect signatures from employees that have disclosed secondary employment per the policy.

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- Constant review of the ever-changing laws and recommendations associated to ensure both union and non-union compliance.
  - Provided numerous related reports or data related requests in collaboration with County General HR to ensure accurate data and compliance for things such as FIOA, ACA tracking, Morgan Stanley, etc.
  - Sent monthly notifications to all CDL holders reminding them of their license and physical expiration dates.
  - Annual driving record review was completed with the State of Michigan for all CDL employees and the required annual report for compliance with the Federal Motor Carrier Safety Administration was submitted to the Drug and Alcohol Clearinghouse.
  - Completed annual employee training for sexual harassment, workplace violence, hazardous communications, and discrimination through a digital platform.
  - Completed annual Title VI compliance report for MDOT.
- Monthly CAC meetings were managed and facilitated to ensure compliance with the CBA. Notifications were processed to inform employees of approval or denial of any committee decision. Meeting agendas, minutes, guidelines, and forms were created and maintained.
  - In collaboration with the CAC committee and the Safety Manager, training checklists were created for newly certified individuals on equipment. These checklists were created to ensure consistency with training offered, that training met both state and federal safety regulations, and enhancing the overall safety and compliance of JCDOT operation. The roll-out of the checklists were put on hold due to contract negotiations and the review of the CAC committee moving forward.
- Personnel and payroll records were maintained throughout 2024 for both non-union and union employees, incorporating changes related to annual step increases, PTO accrual rate increases, position changes or promotions, retirement or resignations, benefit changes, and Competency Assessment Committee (CAC) approved changes such as equipment training, certifications, and employee bids.
  - Payroll continued seamlessly, with 25 bi-weekly payrolls processed, totaling \$7,123,268.16 in gross earnings.
  - Prepared and processed 141 W2 records.
  - Prepared employees for a pay date change from Thursdays to Fridays. Communications went out to all staff at the end of 2024 and transition is expected to happen at the first of 2025.
  - Tracking of employer-provided mileage for payroll tax deductions as well as wellness perks were processed through payroll, following County policies.
  - Oversee, track, and maintain retiree records for insurance purposes, which includes life event changes, deduction amounts, and/or opt-out payments. Collaborate with County General HR on records for retirees.

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- Provided assistance to a number of employees with leave of absence requests related to disability, FMLA, and unpaid time, retirement/resignation exit interviews/procedures, and workman's compensation claims.
- Began creating generalized SOP's for union operation staff to assist with the onboarding process.
- The rollout of iPads to all union employees was finalized in the earlier months of 2024. This effort was aligned with the deployment of Fleetio (fleet maintenance program) at the end of 2023. The iPads enable improved communication, better database usage, and access to training materials, all contributing to the future of a more efficient and paperless workflow. More usage and training with iPads will be expected in 2025.
- Worked with IT and Cogitate to move from the existing payroll and timecard computer based platform to a web-based timecard and mobile phone app through Cogitate. The integration of payroll records and mobile usage data was fully set up in preparation for the upcoming rollout, with training materials designed, and training scheduled for all staff at the end of 2024. All employees completed the training and the web-based phone application was successfully implemented.
- In partnership with IT, JCDOT began transitioning personnel records to an electronic format through OnBase. A series of meetings were held to design the workflow process, form structures, and document titles for scanning and filing purposes. The process was put on hold after discovering the proposed workflow process being implemented was not going to improve administrative efficiency. Due to this, JCDOT will collaborate further with County General Departments (HR & IT) in 2025 to better align the structure to merge records.
- At the end of 2024, prepared files and records in Cogitate to prepare for a disability provider change for the beginning of 2025.
- In an effort to increase employee engagement, recruitment, and retention, held our first ever construction carnival. The event was coordinated and managed by the JCDOT leadership team and open to family and friends of staff. The event had close to 200 individuals attend and was well received.

## **2025 HUMAN RESOURCES PROJECTS – COUNTY GENERAL:**

- Continued development of process workflow maps to assist with inter-department training and back- up support.
- Look to update BS&A paycodes to help track differences between seasonal, temporary, and casual employees, as well as developing new codes to allow for reporting on multiple shift operations. Still continuing to work on further updates to this.
- Re-launch County Mojo team and identify new quarterly meetings that will integrate with a newly developed electronic requisition to on-boarding process through the On-Base system.

# Human Resources

- Strategic benefit planning for 2026, going to bid for all carriers and exploring option of moving to self-funded insurance in 2027 (Currently have a two-year rate guarantee with Blue Cross/Blue Shield of Michigan).
- Conduct 2025 Open Enrollment Meetings for the 2026 Benefit Year.
- Medical insurance transition for active employees and pre-65 retirees from Priority Health to Blue Cross/Blue Shield (reduction of current medical care premium costs by 6.5%)
  - Saving the County over 500K annually.
- Medical insurance transition for post-65 retirees, transitioning from a Medicare Part-F Supplement provided by United American to a Humana Medicare Advantage Plan w/prescription coverage.
  - Saving the County over 500K annually.
  - Provide education and informational sessions to retirees regarding new program and the differences on how an Advantage Plan operates differently than a Medical Supplement Plan. New plan has the same out of pocket maximum of \$1,000 to ensure retirees maximum out of pocket did not change.
- Conducted RFP and BOC approved transitioned of the County's Leave and Disability Administrator from Absencepro/Mutual of Omaha to MetLife.
- Jackson County HSA contributions moving to quarterly disbursement schedule to assist employees in reaching their total contribution amount at a faster rate.
- Hosted the employee years of service recognition dinner on April 2nd of 2025 using the Jackson Tower Ballroom.
- Exploring options to extend Wellness Events
  - Spring Into Weight Loss Competition
  - Monthly challenges targeting areas of overall health and wellness.
  - Exploring option of offering virtual educational seminars for those employees who cannot attend in-person wellness events.
- Explore additional benefit offerings for employees.
- Exploring options of submitting full census data to BenExpress to update demographic information on a bi-weekly basis to ensure accuracy of systems for both Jackson Proper and JCDOT.
- Beginning the process of updating all retiree/retiree spouse demographic information in BenExpress to correctly identify which department the retiree worked in while an active employee with the County. The system currently categorizes all retiree department filed as "retired".
- Working with our benefit legal counsel in updating all Jackson County Summary Plan Documents.
- Continue to co-facilitate safety team with emphasis on prevention and on-site response/investigation and corrective action. Safety committee will review safety related injuries and work with departments on corrective action plans to prevent similar situations.

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- Work on re-establishing annual fire/tornado evacuation drills
- Work with the County's Emergency Management Department and the IT Department on the development of building Emergency Preparedness Plans and system backups.
- Re-engage the Summer Youth Program initiative through MIWORKS.
- Initiate Phase III of OnBase implementation:
  - Work with JCDOT to import their employee information into BS&A for improved tracking/reporting of County employee information and streamline file feed to OnBase platform; does not include processing payroll.
  - Provide support to JCDOT for OnBase utilization including file.
  - Modify status changes in OnBase to include data that supports set up in BS&A and leave reporting.
  - Create additional electronic forms, workflow, process maps and instructions:
    - Employee Status Change
    - Internal Candidate/Vacant Position Interest
    - Employee initiated change requests (name, DD, tax withholding, etc.)
    - Performance Reviews
    - Coaching/Counseling and disciplinary documents
    - Generic document submission
    - Incident Reporting – work related injury/illness and near miss incidents
    - Safety Boot Reimbursement Request
    - Exit Interview Questionnaire
    - Exit Checklist
    - Written offer letter with embedded link to consent/release form and departmental notification
  - Scan all injury/illness and workers' comp records from paper forms to electronic OnBase system.
  - Begin removal and merger of departmental employee files to HR/OnBase
    - All Tower Building Departments
    - JCDOT
    - Dispatch
    - Animal Shelter
    - Dept on Aging
    - Health Dept.
    - Develop plan for remaining departments to complete in Q1 of 2026
- Update job class listing to include point factor range, pay grade, reporting structure for BS&A, pre-employment screening requirements and budgeted positions. Edit job classes to match positions as listed on job descriptions.

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- Develop background screening requirement template for all positions to ensure consistency and compliance with existing positions
- Continue work on implementing position management feature within BS&A HR module or OnBase to improve planning and staffing/recruitment plans.
- Improve onboarding process by hosting follow-up session with new hires 30-60 days post-employment to address questions/concerns and improve awareness of employee resources (intranet, internet, EAP, wellness, etc.).
- Finalize HR Analyst work instructions, process maps, and user guides for BS&A
- Develop HR & Payroll process training hosted by HR for new supervisory and administrative staff to include process maps and reference documents relevant to HR processes for hiring activity, BS&A modules, and OnBase systems. Add as required onboarding process for these positions.
- Develop and utilization of monthly/quarterly HR metrics to drive process improvement
  - Turnover rate
  - Overtime
  - Casual Hours
  - Time to fill vacant positions
  - Departmental Incident/Injury, leave and disability stats
  - Grievance/Investigations
- Utilize HR Compliance Calendar to ensure all federal and state regulatory reports are completed a minimum of one (1) week prior to due dates.
- BS&A Software clean-up and maintenance
  - Continue Job Class and Position clean-up: Modify positions to correspond with approved job descriptions
  - Improved tracking of EE changes to improve accuracy of turnover data for departments
- Complete negotiations and CBA agreements for the five (5) remaining POAM/COAM bargaining units.
- Update both Union and Non-Union Handbooks after ratification of all expired CBA's.

## **2025 JCDOT HUMAN RESOURCES PROJECTS**

- In coordination with County General HR and Cogitate, JCDOT will update payroll files to make a change from the current disability provider (Mutual of Omaha) to a new disability provider, MetLife.
- Will focus on a series of key initiatives to streamline operations and enhance efficiency within the department. Will work to ratify and complete the Local 324 Collective Bargaining Agreement (CBA). Following the ratification, will work to integrate structure changes into the payroll system, making updates to reflect the

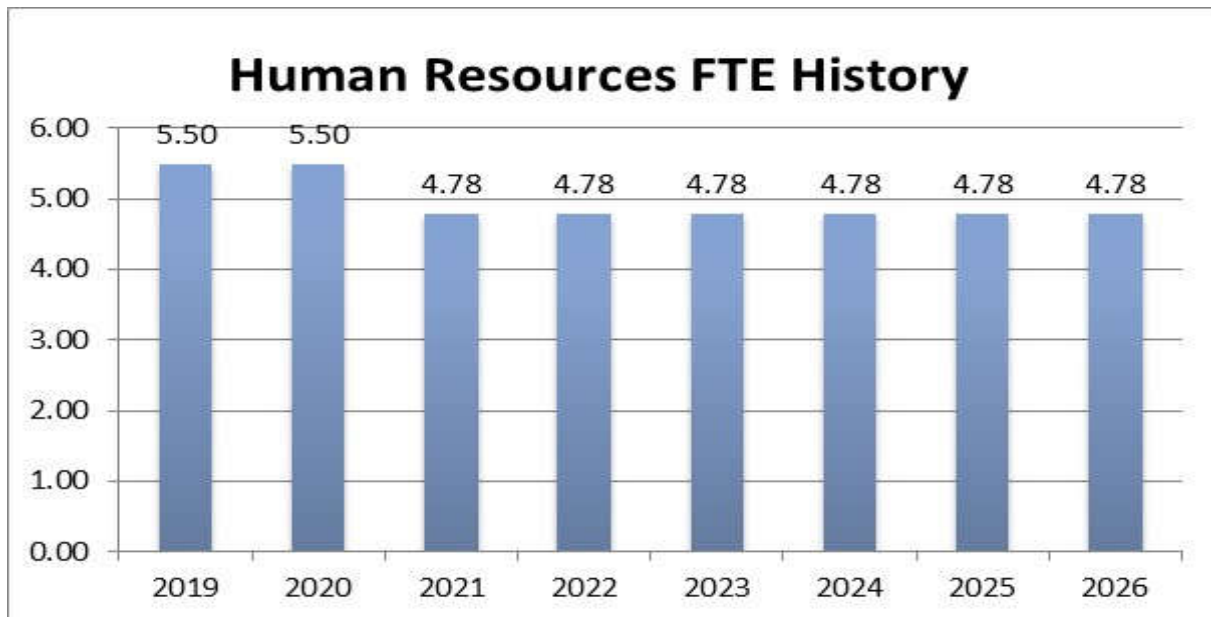
# Human Resources

revised compensation scales. Communication efforts will ensure that all employees are informed of their new wage rates and understand the wage structure.

- Upon ratification, meetings are expected with managers and supervisors to work through continued past practice and prior language concerns regarding overtime issues, new structure, and any other CBA changes for union employees.
- As part of the organizational restructuring, employee job titles and records will be updated to align with the new structure. Job descriptions and tracking spreadsheets will be revised to reflect these changes, and all employee records will be adjusted accordingly. The internal posting and promotion processes will be revised.
  - Coordinate new photo badges, along with photographs, for all staff due to job title changes.
- The CAC structure will be removed, and in-house training programs and procedures for staff will be introduced. Tracking platforms will be revised and new training checklists will be developed and incorporated based on previous designs. A new employee form will be designed and a paid time bank will be added to our payroll system for the approval and leave process for external training approvals as defined within the new CBA.
  - Continuing efforts to work with the Safety Manager and Directors of Operations on position SOP's and MIOSHA and OSHA training safety requirements. Work to schedule employees in any necessary and required training sessions to ensure compliance.
- Maintain ongoing engagement with the Local 324 union to address any concerns and ensure smooth transitions in light of the structural changes. Regular meetings will be held to discuss the implementation of the new CBA, job structure, and any other issues that arise, with a focus on fostering positive relationships between union leadership and JCDOT management.
- With recent law changes, will ensure compliance to meet Earned Sick Time (ESTA) guidelines by updating its internal processes. In collaboration with County General HR, will design a form to track ESTA and any other time-off requests. Payroll banks and cap limits will be changed to reflect the new procedures. All employees will be notified of the changes and procedures to be compliant.
- With the new mobile web-based phone application that was rolled out in 2024, will work with Cogitate to implement the new punch-in/punch-out feature within the application. This change will eliminate the physical timecard punching stations and streamline the payroll process to improve overall efficiency. Employees will be trained on how to use the new digital time feature to ensure smooth adoption across the department.
- The transition to a digital personnel file system will continue in 2025 with County General HR and IT, with a focus on scanning physical files into the OnBase platform. This move will facilitate easier management and retrieval of employee records and to continue the efforts of moving towards one team. Staff will also receive training on how to access and manage these digital forms, improving overall record-keeping processes.

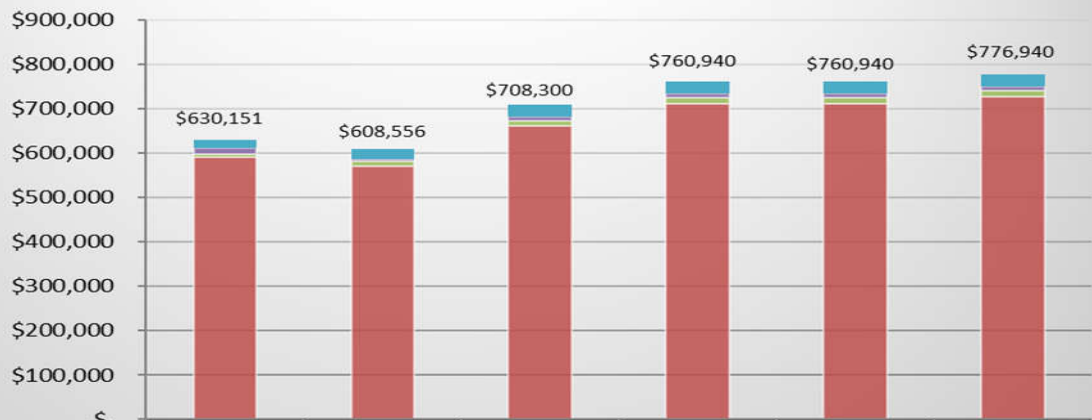
# Human Resources

- Apart of the scanning process, will plan to complete any required audit of physical records and documentation for employees in collaboration with County General HR.
- Will enhance the use of iPads into daily workflows among employees to utilize the devices for checking emails, completing electronic forms being implemented with County General, and accessing other essential work materials or applications. Employees will be allocated specific time during their workday to engage with their iPads, promoting better communication and digital engagement.
- Working to update JCDOT letterhead and email signatures for all staff to reflect consistency and professionalism for all employees. Apart of this initiative, the JCDOT HR and Administrative Services team will be working with IT to update and maintain the Department's landing page and incorporate a new application linked to our customer service platform, QAlert. This application will allow County residents, employees, vendors, etc. to report complaints in a timely fashion without having to contact our office during business hours. The website and application changes are intended to assist with increased communication efforts and response times for complaints.
- Will continue to prioritize employee engagement and retention in 2025. In collaboration with our safety manager, developing an in-house employee recognition program related to safety contributions and achievements to the organization. Additionally, continuing efforts to host a once-year event similar to the construction carnival to promote and recognize the work of our staff.
- Working to introduce a more comprehensive annual performance structure to track and develop all non-union staff. This will include pre-goal setting meetings and the annual feedback session. Additionally, work to develop a leadership academy for superintendents and mid managers.



# Human Resources

## Human Resources Expenditures



	2023 ACTUAL	2024 ACTUAL	2025 AMENDED BUDGET	2026 DEPT REQUESTED	2026 BUDGET	Draft 2027 BUDGET
OTHER	\$20,117	\$23,346	\$26,450	\$26,450	\$26,450	\$26,450
CONTRACT SERVICES	\$11,988	\$3,012	\$9,500	\$10,400	\$10,400	\$10,400
SUPPLIES & MATERIALS	\$8,407	\$11,383	\$12,000	\$14,000	\$14,000	\$14,000
PERSONNEL SERVICES	\$589,639	\$570,815	\$660,350	\$710,090	\$710,090	\$726,090
<b>TOTAL PROGRAM COSTS</b>	<b>\$630,151</b>	<b>\$608,556</b>	<b>\$708,300</b>	<b>\$760,940</b>	<b>\$760,940</b>	<b>\$776,940</b>

## Human Resources Revenues



	2023 ACTUAL	2024 ACTUAL	2025 AMENDED BUDGET	2026 DEPT REQUESTED	2026 BUDGET	Draft 2027 BUDGET
OTHER	\$103,843	\$110,924	\$103,000	\$111,000	\$111,000	\$111,000
<b>TOTAL PROGRAM REVENUE</b>	<b>\$103,843</b>	<b>\$110,924</b>	<b>\$103,000</b>	<b>\$111,000</b>	<b>\$111,000</b>	<b>\$111,000</b>

# Human Resources

## Strategic Outcomes

Indicator	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Actual</u>	2025 <u>Target</u>	2026 <u>Target</u>
Vacant Position Postings	160	151	129	174	231	294	281	100	100
New Hire Employee Orientations	110	108	115	87	64	64		46	46
New Hire Benefit Orientation	N/A	N/A	N/A	N/A	N/A	N/A	107	30	30
Labor Contracts Negotiated	5	0	11	11 (3 ratified)	8 (7 ratified)	1 (1 ratified)	11 (4 ratified)	7 (2 ratified in early 2025)	11

## Other Key Indicators

Indicator	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Actual</u>	2025 <u>Target</u>	2026 <u>Target</u>
Worker's Comp Recordable Injuries/Illness	21	14	22	62	54	59		25	25
Wellness Participants	343	370	245	300	1,358	1285	1,111	1,300	1,400

# Human Resources

JCDOT Strategic Outcomes								
Indicator	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Vacant Position Postings (includes internal union postings)	25	20	32	36	38	40	30	25
Vacant Equipment Bid/Training Postings (internal only)	66	70	78	54	74	91	30	25
New Hire Employee Orientations	67 FT: 11 Interns: 19 Seasonals: 37	<b>62</b> FT: 8 Interns: 18 Seasonals: 36	<b>39</b> FT: 12 Interns: 7 Seasonals: 20	<b>26</b> FT: 10 Interns: 4 Seasonals: 12	<b>28</b> FT: 22 Interns: 4 Seasonals: 2	<b>30</b> FT: 19 Interns: 5 Seasonals: 6	<b>30</b> FT: 20 Interns: 5 Seasonals: 5	<b>20</b> FT: 10 Interns: 5 Seasonals: 5
Labor Contracts Negotiated	0	1	0	1	0	1	1(ratified)	0