AGENDA
Committees on Human Resources
Friday, March 14, 2025, at 9:00 a.m.
Location: 721 Oxford Ave, Eau Claire, WI • Room 3312

Join from the meeting link:
https://eauclairecounty.webex.com/eauclairecounty/j.php?MTID=m968f672a2da30c931aa0b6c3fac16ad3
Join by meeting number:
Meeting number: 2534 577 0359 Password: YNvJDw5fg57
Join by phone:
Dial in: 415-655-0001 Access Code: 2534 577 0359

For those wishing to make public comment, you can submit your request to speak and/or written comment to Samantha Kraegenbrink at samantha.kraegenbrink@eauclairecounty.gov at least 60 minutes prior to the start of the meeting.

1. Call to Order and Confirmation of Meeting Notice

2. Roll call

3. Public Comment

4. Review of meeting minutes for February 14, 2025 – **Discussion/Action**

5. Understanding of Diversity, Equity, and Inclusion and impacts from the federal government – **Discussion**

6. Remote Working – **Discussion**

7. 4th Quarter Report Scorecard- **Information/Discussion**

8. Exit Evaluation Analysis Presentation- **Information/Discussion**

9. Health Insurance Progress Updates – **Information/Discussion**

10. Vacancy Report – **Discussion**

11. Future Agenda Items-
    a. HR Effectiveness Survey Results

12. Announcements

13. Adjournment

Present: Cory Sisk, Jim Schumacher, Larry Hoekstra, Heather DeLuka, Allen Myren

Others: Samantha Kraegenbrink – Committee Clerk, Kathryn Schauf, Sharon McIlquham Angela Eckman, Bethany Bremer, Janet Quinn, Bryan Bessa, Dave Riewestahl (remote), Dawn Edlin (remote), Sonja Leenhouts (remote), Vickie Gardner (remote)

Public: Connie Russell (County Board Supervisor)

Call to Order and Confirmation of Meeting Notice

Chair Myren called the meeting to order at 9:00 a.m. and confirmed meeting notice.

Roll call

Indicated above.

Public Comment

None.

Review of meeting minutes for January 10, 2025

Motion by Supervisor Hoekstra. No deletions, corrections, or additions. All in favor, motion passed.

File No. 24-25/110: Amending Human Resources Policy 425 – Paid Time Off

Motion by Supervisor Sisk.

Supervisor Sisk motions to amend the resolution to remove "and County Board Supervisors" on line 21. On a roll call vote, all in favor. (Aye: Supervisors DeLuka, Hoekstra, Myren, Sisk, Schumacher.)

Supervisor Hoekstra motions to amend the resolution to reword on line 21 to read: "Employee shall receive 4 hours of bereavement leave time to attend, during business hours, the funeral or visitation of a current County Board Supervisor or employee at the discretion of the Department Head." On a roll call vote (Aye: Supervisors DeLuka, Hoekstra, Myren, Schumacher. Nay: Supervisor Sisk.)

On the resolution as amended, motion passes on a roll call vote (Aye: Supervisors DeLuka, Hoekstra, Myren, Sisk, and Schumacher.)

File No. 24-25/111: Amending Human Resources Policy 509 – Timekeeping

Motion by Supervisor Sisk. Motion passes on a roll call vote (Aye: Supervisors DeLuka, Hoekstra, Myren, Sisk, and Schumacher.)

File No. 24-25/112: Amending Human Resources Policy 403 – Holiday Pay

Motion by Supervisor Sisk. Motion passes on a roll call vote (Aye: Supervisors DeLuka, Hoekstra, Myren, Sisk, and Schumacher.)

Health Insurance Progress Update

Angela Eckman provided an overview and advised the progress updates of self-funding health insurance will be a static agenda item.

Vacancy Report

A vacancy report was provided in the agenda packet. The committee was given the opportunity to discuss and ask questions.

Future Agenda Items

- Understanding of DEI and how the federal government my impact
- Remote working

The meeting was adjourned at 10:17 a.m.

Respectfully submitted by,

Samantha Kraegenbrink – Committee Clerk
Executive Office Administrator

2024 QUARTER- 4TH |

SELECTED PERFORMANCE MEASURES

- **Position Control**
  - Filled 13 Positions
  - 26 Employees Turnover
    - ♣ 1 Involuntary
    - ♣ 17 Voluntary (2 Retirements, 1 Relocation, 14 new career opportunities)
    - ♣ 8 seasonals
- **Exit Interviews**
  - 8 Exit Evaluations conducted in person *(31% response rate)*
    - ♣ DHS < 7 years with ECC – Left for career change/growth
    - ♣ Highway < 1 years with ECC – Left for career change/growth
    - ♣ Clerk of Courts < 7 years with ECC – Left for Career change/growth
    - ♣ District Attorney < 5 years with ECC - Left for career change/growth
    - ♣ Corp Counsel < 3 Years – Left for career change/growth
    - ♣ District Attorney < 1 years – Seeking better management relationship
    - ♣ Highway < 1 years – Seeking career change/growth
    - ♣ Planning & Development < 1 years – Position eliminate/lack of funding
- **Health Plan Updates**
  - 2024 Enrollment #'s (496 Employee's (EE) or 1739 Members)
    - ♣ *SimplyOne*- (51 EEs or 176 Members = 10%)
      - EE only= 45%
      - EE+1= 14%
      - Family= 41%
    - ♣ *Premier*- (445 EEs or 1563 Members = 90%)
      - EE only= 35%
      - EE+1= 21%
      - Family= 44%
  - 2025 Enrollment #'s (481 EE's or 1,610 Members)
    - ♣ *SimplyOne- (*258 EEs or 908 Members = 54%)
      - EE only= 38%
      - EE+ 1= 14%
      - Family= 48%
    - ♣ *Premier- (*223 EEs or 702 Members = 46%)
      - EE only= 38%
      - EE+ 1= 28%
      - Family= 34%

- **Training/Coaching Activity-**
  - 10 Trainings conducted
  - 15 Coaching sessions conducted
  - 507 Direct Employee quarterly check-ins

- o 91 Manager quarterly check-ins

- **Engagement Activities-**
  - o Halloween Trunk or Treat
  - o Halloween Costume Contest
  - o Gratitude Bingo
  - o National Take a Hike Day
  - o Hot Cocoa Bar
  - o Door Decorating Contest
  - o Holiday Spirit Week
- **Policy Approvals-**
  - o Policy 601: Benefits – Health, Dental, Vision Ins, & Cobra (October
  - o Policy 603: Benefits - Other
- **FMLA # of claims**
  - o Q2 (April – June)
    - ♣ Newly Requested – 39
    - ♣ Newly Approved – 37
    - ♣ Closed – 28
  - o Q3 (July-Sept)
    - ♣ Newly Requested – 28
    - ♣ Newly Approved – 27
    - ♣ Closed – 22
  - o Q4 (October - December) -Change Announced beginning of October
    - ♣ Newly Requested – 26
    - ♣ Newly Approved – 31
    - ♣ Closed – 32

SUMMARY OF CURRENT ACTIVITIES

- The Compensation Committee, consisting of Administration, Corporation Counsel, Finance & HR are currently in the discovery phase of researching information related to the 2026 Health Insurance Strategy. This includes evaluating the option of going to self-funding. We've created a timeline that we will be sending to all employees that includes gathering their input.
- HR has sent out the annual Effectiveness Survey to Managers and ALL employees to help understand HR's performance in the areas of Communication, Benefits, Recruitment, Training, Policy, Engagement & overall Customer Service. Results will be shared at the next meeting.
- HR completed a Strategic Planning session with the Jail and work on providing both short and long-term deliverables to help improve retention and culture.

ISSUES ON THE HORIZON AND SIGNIFICANT TRENDS

- **Inflation rates**- based on the initial findings by the Social Security Administration as well as SHRM (Society of Human Resource Managers), percent increases are anticipated to come in for 2026 around 2.3-2.6%. However, the BLS (Bureau of Labor Statistics) is watching numbers closely as the potential impact from the recent tariffs could potentially impact these numbers in the coming months.
- **Change Fatigue-** Statistics show that 73% of employees are experiencing change fatigue, not only in organizational changes, but also in economic, political and technological fronts.
- **HR Technology**- Reports indicate that over half (55%) of HR leaders say that their current software is not able to keep up with many of latest reporting needs from a local, state and federal standpoint. This results in numerous inefficiencies and increased margin for error due to the need to calculate or process things manually.

## STRATEGIC INITIATIVES (GREEN / AMBER / RED)

- **Strategic Initiative**: Enhance employee experience
- **Key Initiative/Action Items**: Work through a comprehensive Workflow plan with Finance & IS to assess the current opportunities to streamline and be more efficient in our candidate and employee experiences.
    - ο 2026- HR's current recruiting and onboarding platform contract, Neogov, is set to expire at the end of 2025 so HR will need an alternative solution for that workflow- GREEN
- **Key Initiative/Action Items**: Exit Evaluation
    - ο Understand current and future trends related to our turnover numbers and complete a strategic plan to respond to those opportunities. Ideally, this would be an automated process that could be used by HR as well as supervisors to understand our needs - AMBER
    - ο Once the above process is more streamlined, look into incorporating "STAY" interviews for more proactive understanding for employees who are looking to exit the organization

GOALS FOR NEXT QUARTER

- Review HR Effectiveness Survey results and create a Strategic Plan for HR to work on for the next year
- Complete the 3rd quarter checkins for employees and leaders
- Finalize the workflow project with HR, Finance & IS to create a 3-5 year plan for technology needs
- Work on sending out the Employee Value perception survey, used to help in determining the County's compensation package.

Eau Claire
C O U N T Y
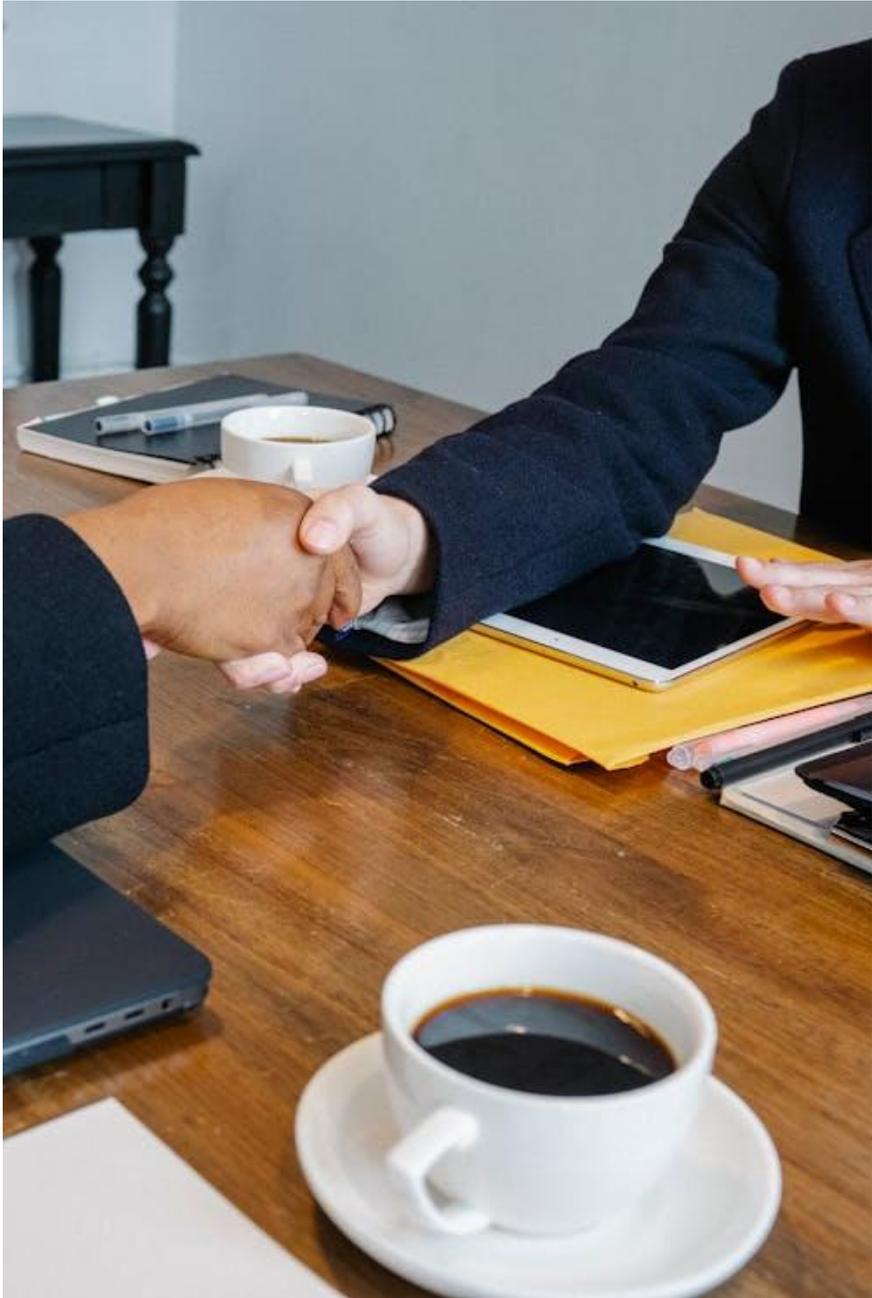
Exit Interviews Analysis

Why are Exit Interviews Important?

IMPROVE EMPLOYEE RETENTION

Exit interviews can uncover the reasons why employees are leaving, enabling organizations to address underlying issues and implement strategies to retain top talent.

DRIVE STRATEGIC DECISION-MAKING

The insights gained from exit interviews can inform workforce planning, training initiatives, and other strategic decisions to create a more engaged and productive workforce.

ENHANCE WORKPLACE CULTURE

Feedback from exit interviews can help identify areas for improvement in the organization's culture, work environment, and management practices, allowing for meaningful changes.
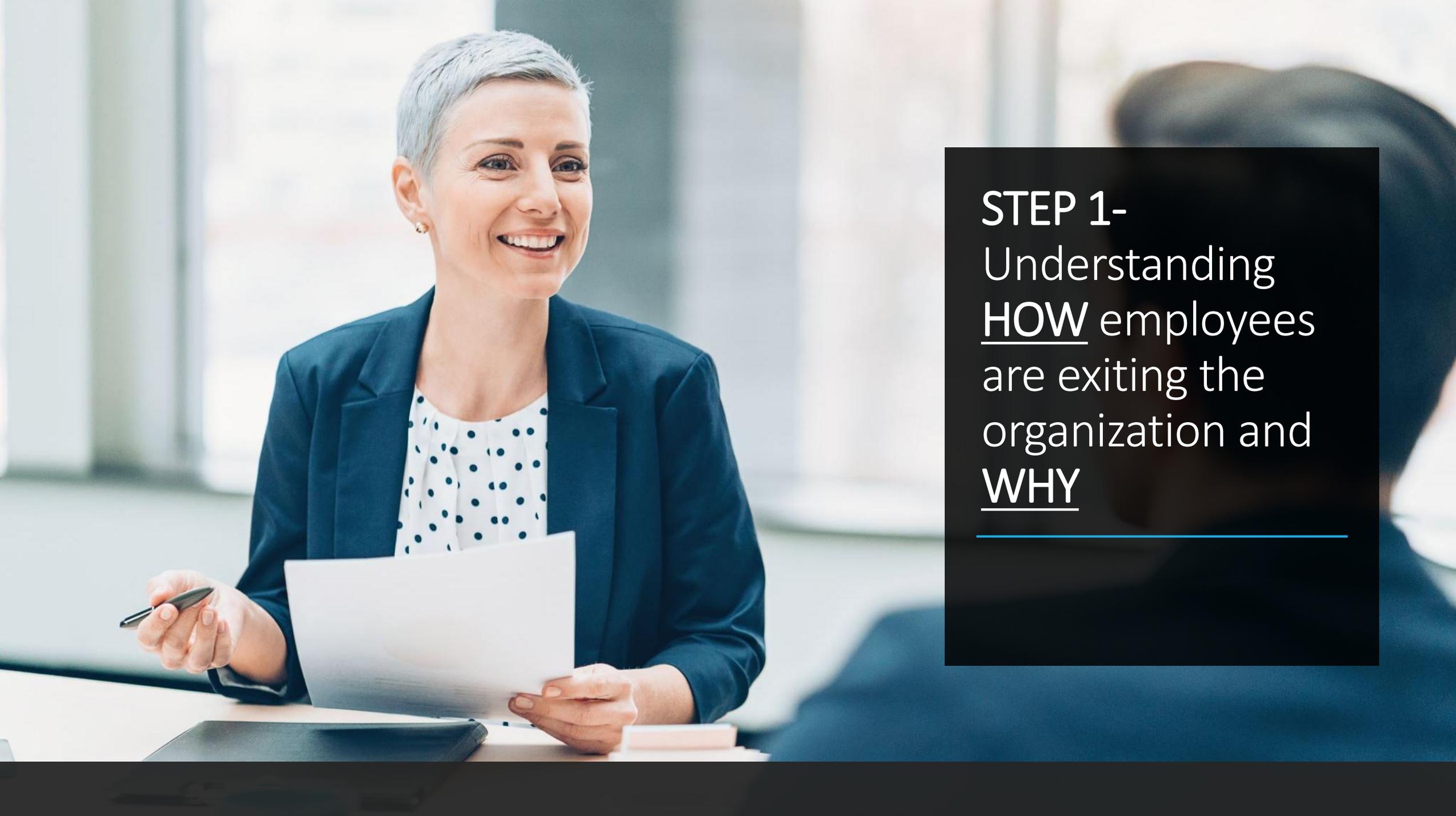
STEP 1- Understanding <u>HOW</u> employees are exiting the organization and <u>WHY</u>

Termination Data (2024)

1. Resigned 81%
2. Retired 8%
3. Discharged 11%
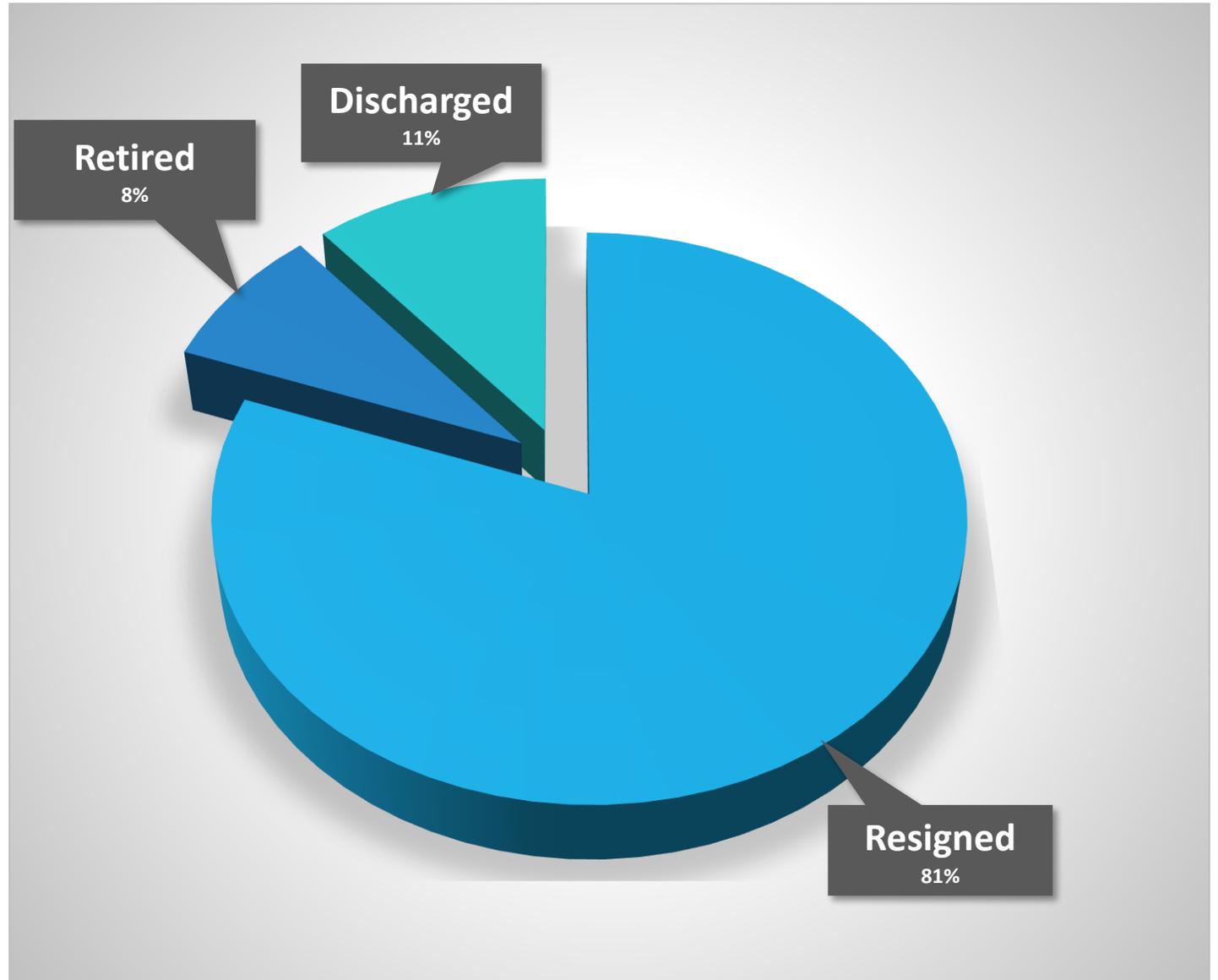
Turnover by Department

DHS: 28 Employees (11%)

Sheriff: 12 Employees (9%) ↓ *from 15% in 2023*

Highway: 10 Employees (15%)

District Attorney: 6 Employees (32%)

Clerk of Courts: 6 Employees (27%)

ADRC: 3 Employees (10%)

Parks & Forest: 2 Employees (20%)

Facilities: 2 Employees (13%)

Corp Counsel: 2 Employees (9%)

Planning & Development: 1 Employee (5%)
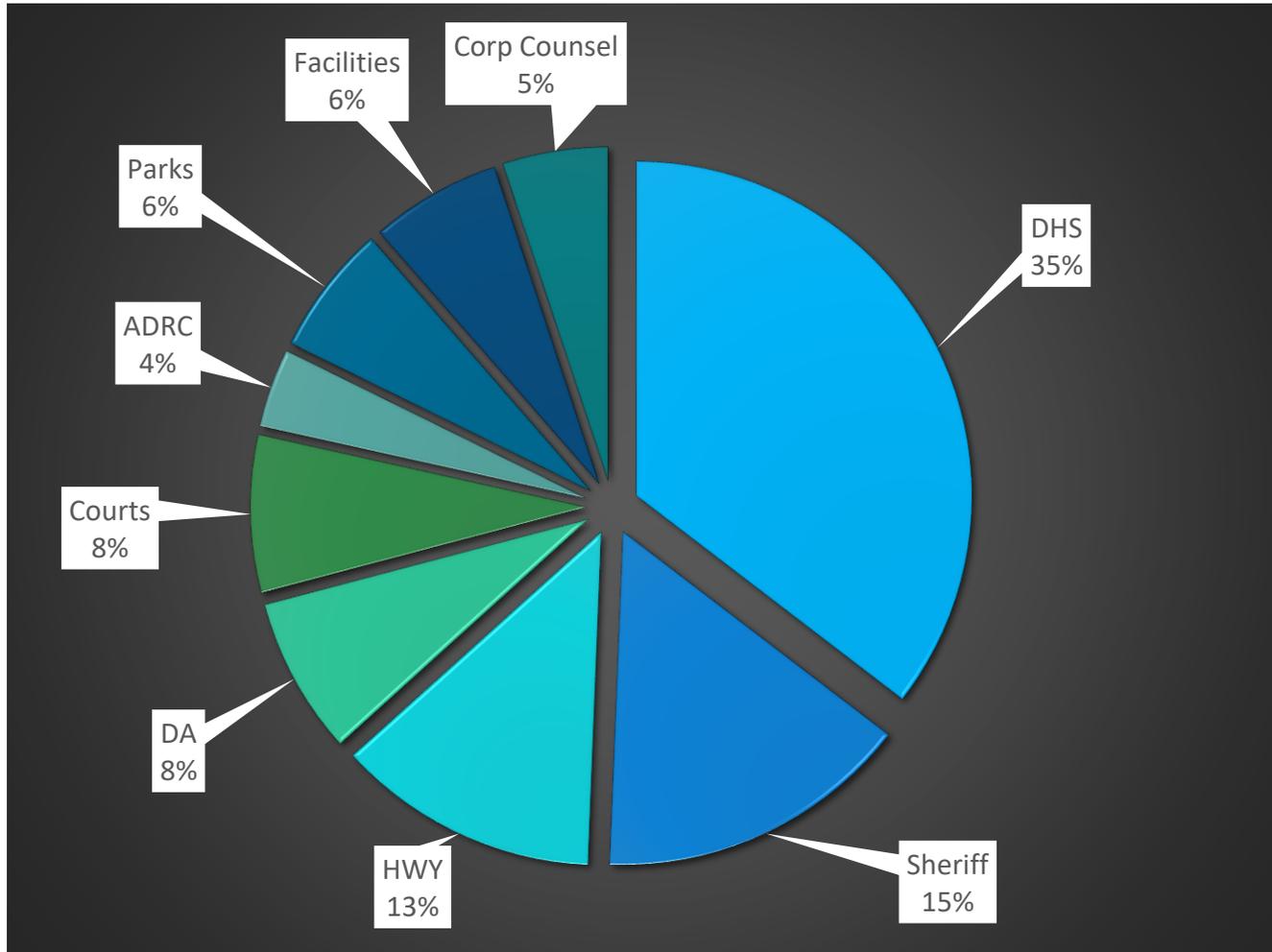
KEY TAKEAWAYS

- Total terminations for 2024 = 72
- Focusing on those departments with turnover %'s that exceed the County avg of 11-13%
- Sheriff's office turnover rate has decreased by 6% since 2023

Reasons for Leaving (2024)

1. Career Change & Growth - 47%

2. Relationship with Manager- 20%

3. Relocation- 17%

4. More Money/ Better Benefits- 10%

5. Better Hours & Flexibility- 3%

6. Other- 3%
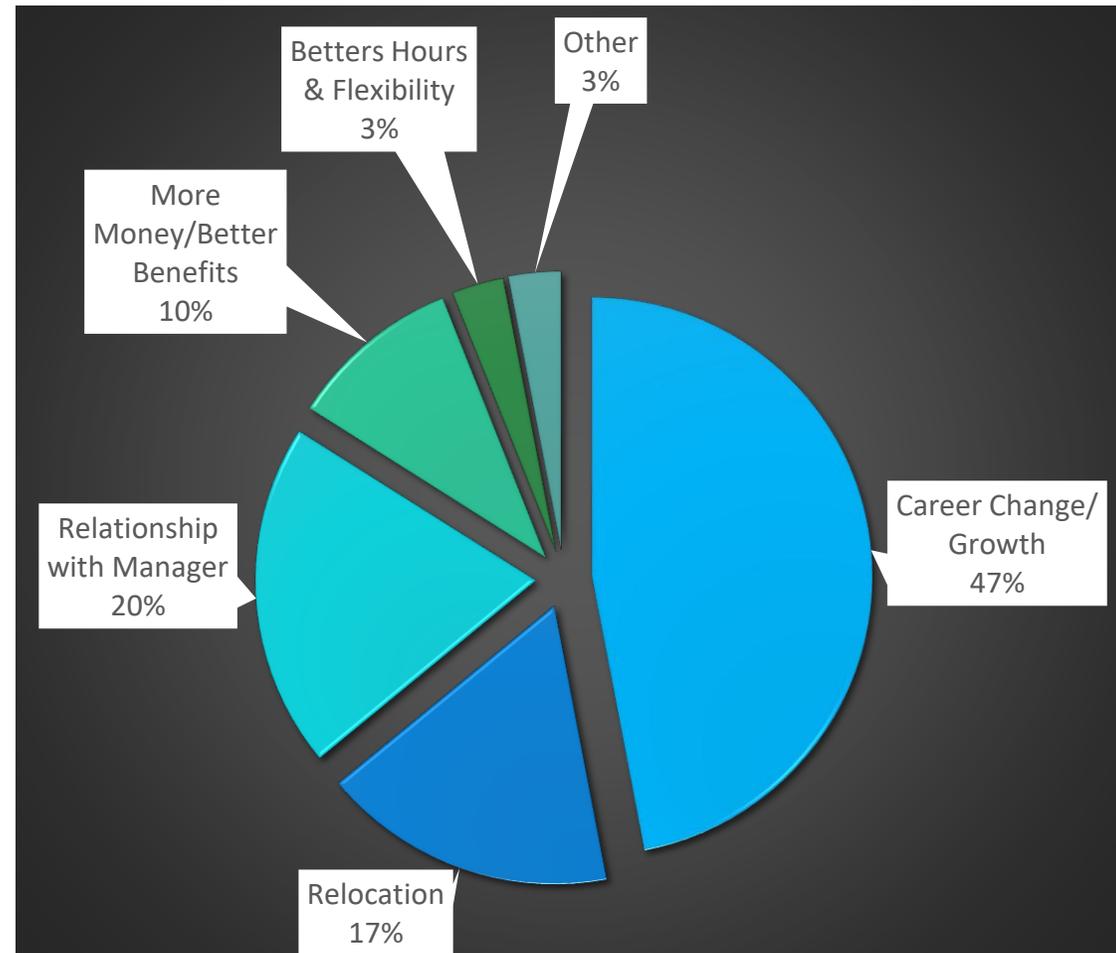
KEY TAKEAWAYS-
- Career Growth is the primary reason for leaving- employees don't feel like they can see the long-term future with ECC
- Goal Setting & Quarterly Checkins are especially important for this reason
- HR gets a 25% response rate on Exit Evaluation, however, that's increased to 31% just in the last quarter

STEP 2-
Understanding
WHEN employees
are exiting the
organization

Years of Service Breakdown

1. 0-1 Years (38%)
2. 1-2 Years (19%)
3. 2-3 Years (8%)
4. 3-5 Years (8%)
5. 5-7 Years (8%)
6. 7-10 Years (3%)
7. 10-15 Years (8%)
8. 15-20 Years (1%)
9. 20-30 Years (3%)
10. 30+Years (4%)
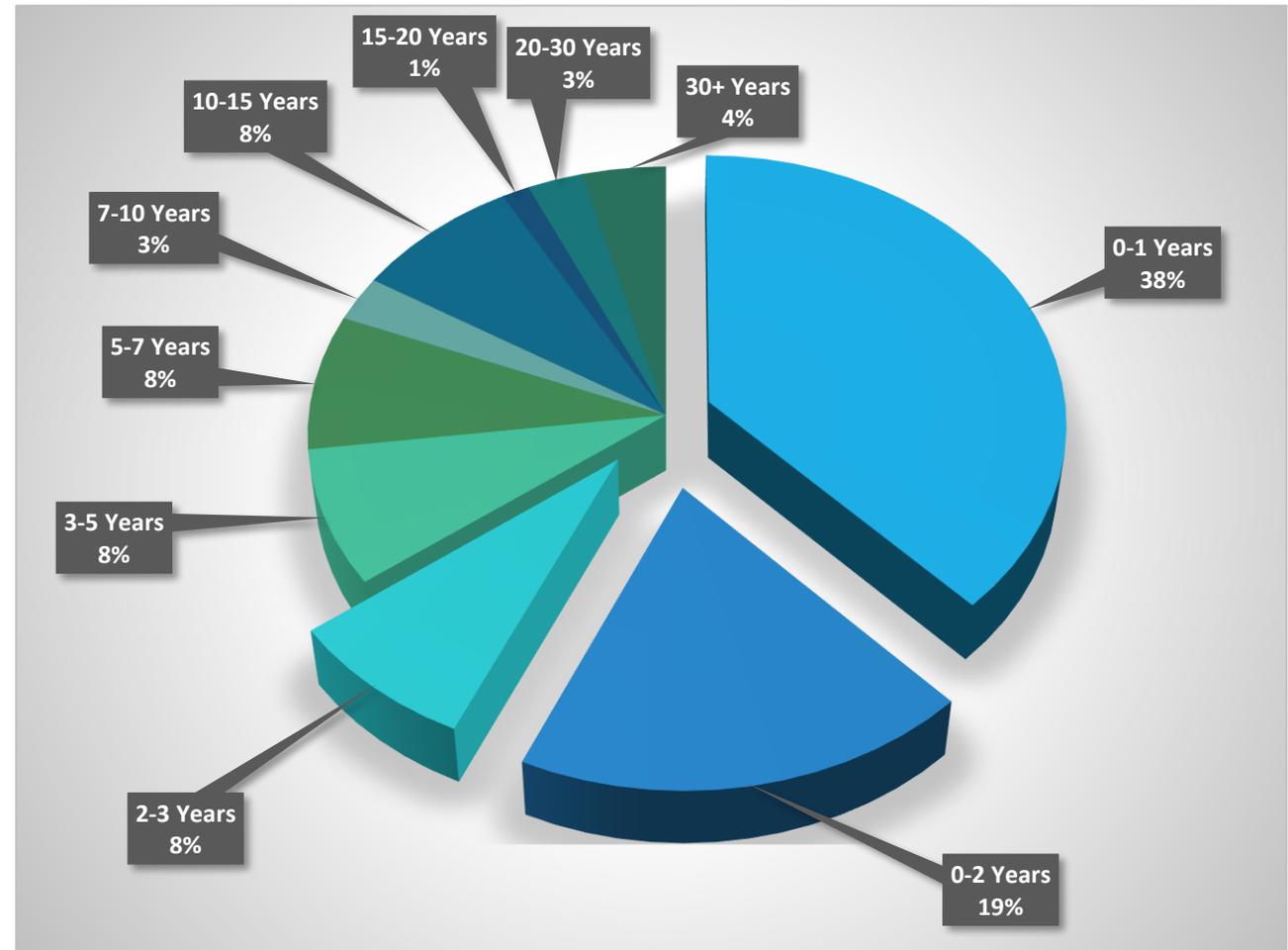
KEY TAKEAWAYS
- 57% were employed with the County less than 2 years.
- 73% were employed with the County less than 5 years.
- HR needs to focus on incentivizing long-term career planning

STEP 3-
Understanding
historical
trends

Turnover Rates by Years

2020

Number of Separation	71
Average # of Employees	596
Turnover Rate	**11.9%**

2021

Number of Separation	79
Average # of Employees	625
Turnover Rate	**12.6%**

2022

Number of Separation	96
Average # of Employees	625
Turnover Rate	**15.4%**

2023

Number of Separation	74
Average # of Employees	656
Turnover Rate	**11.3%**

2024

Number of Separation	72
Average # of Employees	666
Turnover Rate	**10.8%**

Employment Turnover History 2020 - 2024

Employment Turnover History 2020- 2024

2020: 12.4
2021: 13.8
2022: 16.5
2023: 12.8
2024: 11.1
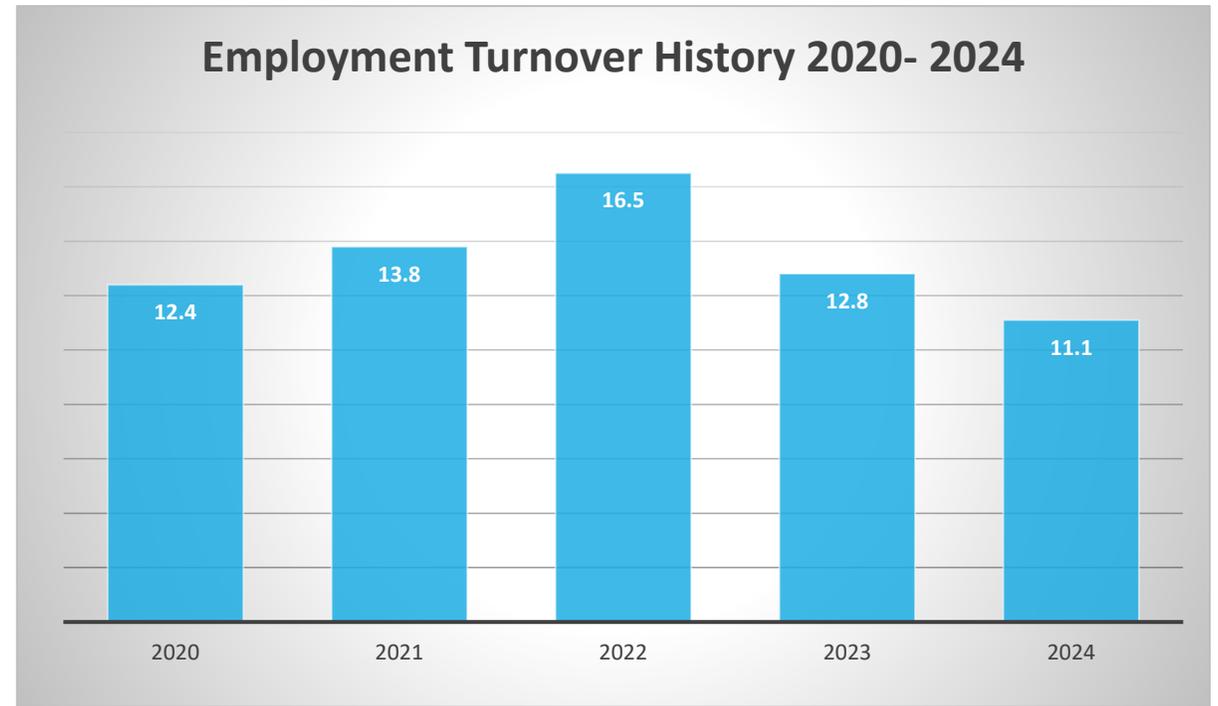
KEY TAKEAWAYS-

- 2022 was the highest turnover rate for all employers as it was deemed the "COVID recovery year" where there was an influx in employee movement.
- ECC's turnover rate as an organization is consistent between 11-13%
- Nationally, public sector or government entities have a turnover rate between 3.4- 5.9%

Turnover Rate Trends in January & February

2020

Number of Separation	5
Average # of Employees	596
Turnover Rate	**.84%**

2021

Number of Separation	5
Average # of Employees	625
Turnover Rate	**.80%**

2022

Number of Separation	6
Average # of Employees	625
Turnover Rate	**.96%**

2023

Number of Separation	8
Average # of Employees	656
Turnover Rate	**1.22%**

2024

Number of Separation	6
Average # of Employees	666
Turnover Rate	**.90%**

2025

Number of Separation	11
Average # of Employees	670
Turnover Rate	**1.64%**

Number of Separation	8
Average # of Employees	596
Turnover Rate	**1.34%**

Number of Separation	3
Average # of Employees	625
Turnover Rate	**.48%**

Number of Separation	8
Average # of Employees	625
Turnover Rate	**1.28%**

Number of Separation	7
Average # of Employees	656
Turnover Rate	**1.07%**

Number of Separation	7
Average # of Employees	666
Turnover Rate	**1.05%**

Number of Separation	9
Average # of Employees	670
Turnover Rate	**1.34%**

Employment Turnover History 2020 - 2025
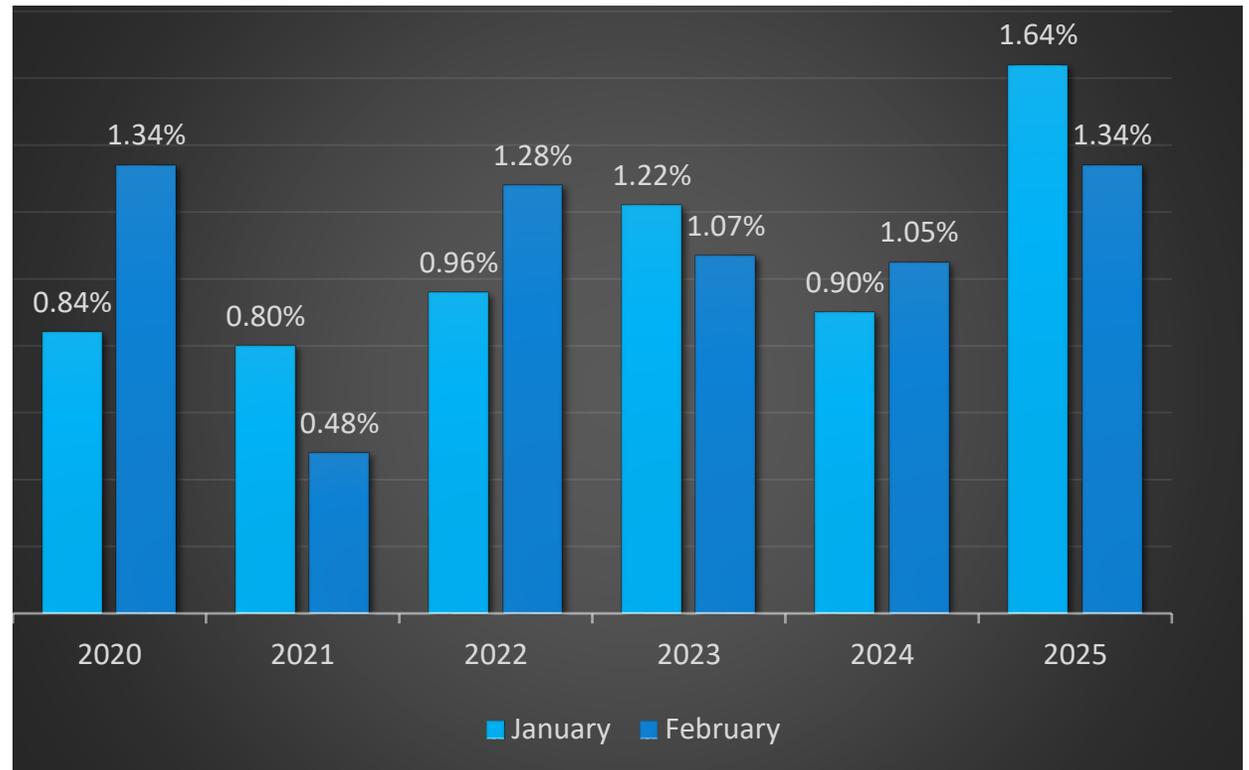
KEY TAKEAWAYS-

- This information can be important to reference as they are often early indicators of the year since January is generally the highest turnover month.
- ECC anticipates the turnover rate in 2025 to be the highest it has been in the last 5 years.
    - This was identified as a key trend, nationally, to watch and is a result of the economic uncertainty
    - This is also common for the first and second year following a change in performance management philosophy within an organization

STEP 4-
Establishing an
Action Plan for
Improvement

SHORT TERM GOALS- (< 6 months)

- ✓ Modify the current exit evaluation form to include focused questions on the most valuable information we are looking to learn

- ✓ Inform and remind all managers and supervisors to encourage employees to complete this valuable step to help increase our response rate.

- ✓ Work closely with those departments with higher turnover rates and create intentional efforts to focus on.

LONG TERM GOALS- (6 mos.- 2 yrs)

- ✓ Create a system where information could be shared with supervisors and upline managers for future development needs and goal setting.

- ✓ Research ways to standardize the exit evaluation process. This is currently done manually and takes a substantial time investment from HR personnel.

- ✓ Once this process gets more streamlined, look to add "stay interviews" for more proactive responses.
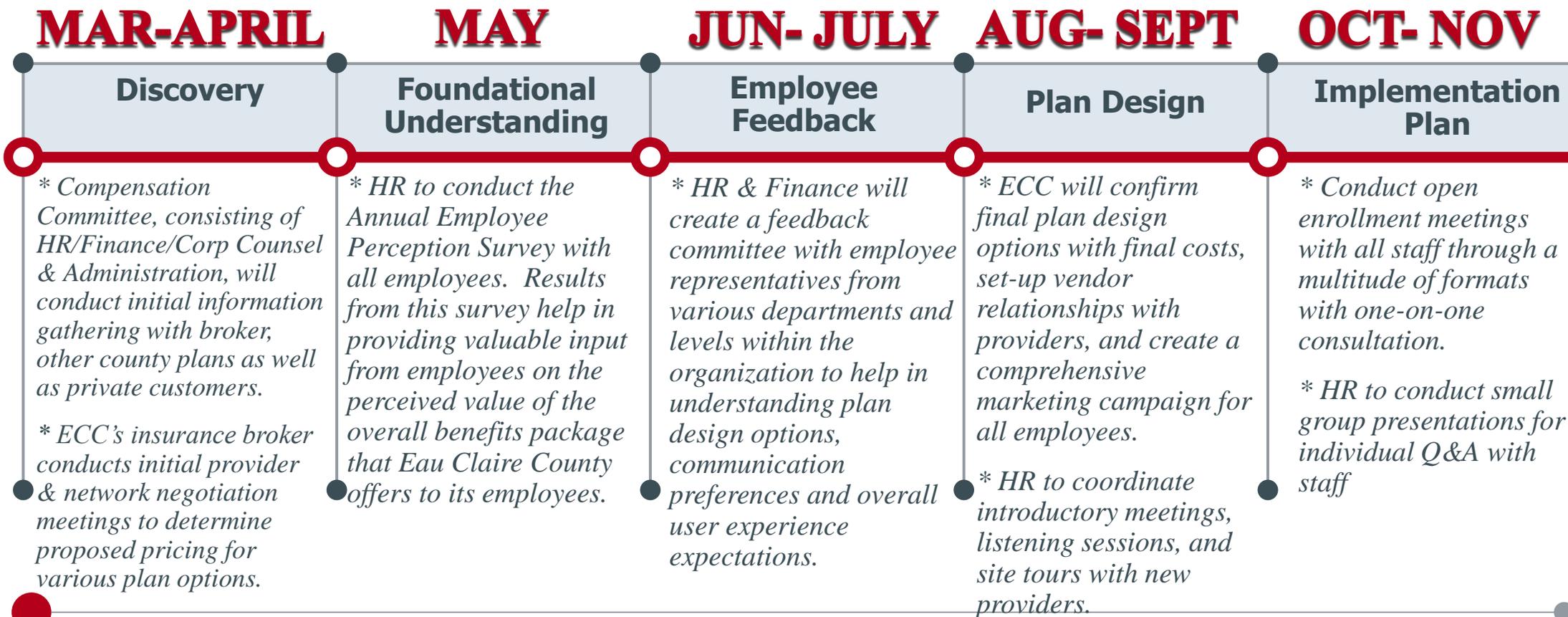
ECC's Strategic Plan on Health Insurance

Designing a high-quality plan with flexible options at an affordable price

Discussion & Communications Timeline- 2025

MAR-APRIL	MAY	JUN- JULY	AUG- SEPT	OCT- NOV
Discovery	**Foundational Understanding**	**Employee Feedback**	**Plan Design**	**Implementation Plan**
* Compensation Committee, consisting of HR/Finance/Corp Counsel & Administration, will conduct initial information gathering with broker, other county plans as well as private customers. * ECC's insurance broker conducts initial provider & network negotiation meetings to determine proposed pricing for various plan options.	* HR to conduct the Annual Employee Perception Survey with all employees. Results from this survey help in providing valuable input from employees on the perceived value of the overall benefits package that Eau Claire County offers to its employees.	* HR & Finance will create a feedback committee with employee representatives from various departments and levels within the organization to help in understanding plan design options, communication preferences and overall user experience expectations.	* ECC will confirm final plan design options with final costs, set-up vendor relationships with providers, and create a comprehensive marketing campaign for all employees. * HR to coordinate introductory meetings, listening sessions, and site tours with new providers.	* Conduct open enrollment meetings with all staff through a multitude of formats with one-on-one consultation. * HR to conduct small group presentations for individual Q&A with staff

HEALTH INSURANCE STRATEGIC JOURNEY- 2025

Vacancy Breakdown 3.12. 2025

Sheriff Office

Total Vacancies: 17 (13 Full-time 1.0FTE, 4 on hold 2025 Budget)

Positions:

Correction officers: 7 vacancies (3 Full-time 1.0FTE) 4 on hold with 2025 Budget

Interviews: 2/12/25- 5 candidates

Lieutenant: 1 vacancy, on hold recruiting in January 2025

Corporal: 3 vacancies (Full-time 1.0FTE)
Recruitment: Need to repost

Patrol Deputy: 1 vacancy (Full-time 1.0FTE)

Transfer Date/Start dates internal candidate: 4 candidates in 2025

Bailiff: 1 vacancy position (Full-time 1.0FTE)

Transfer Date Internal Candidate: TBD

ADRC:
Total Vacancies: 2 vacancies (1 Full-time 1.0FTE, 1 Part-time 0.6FTE)

Positions:

Cook: 2 vacancies (1 Full-time 1.0FTE, 1 Part-time 0.6FTE)
Recruitment: waiting on pre-employment tests

Clerk of Courts:
Total Vacancies: 1 vacancy (1 Full-time 1.0FTE)

Positions:

Deputy Court Clerks: 1 vacancy
Recruitment: position opened continuously

District Attorney:
Total Vacancies: 1 Vacancy (Full-time 1.0FTE)

Positions

Legal Analyst: 1 vacancies (1 Full-time 1.0FTE)
Start Date: 5/12/2025

Highway:
Total Vacancies: 8 vacancies (5 Full-time 1.0 FTE, 3 on hold 2025 budget)

     Positions:
Heavy Equipment Operator: 3 vacancies (Full-time 1.0FTE), 2 FTEs on hold with 2025 Budget
     Recruitment: interviews 3/17, 3/19, and 3/24

Mechanic: 2 vacancies (Full-time 1.0FTE) 1 On Hold with 2025 Budget
     Recruitment: position closes 3/21/25

Highway Maintenance Supervisor: 2 vacancies (Full-time 1.0FTE)
     Recruitment: recruiting for 1 vacancy position closes 3/24/25

Engineering Technician: 1 vacancy (Full-time 1.0FTE)
     Recruitment: opened continuously

Parks & Forest
Total Vacancies: 2 (1 Full-time 1.0FTE, 1- 0.19FTE)

     Positions
Maintenance Tech- Lead: 1 vacancy (Full-time 1.0FTE)
     Interviews: 3/11/2025

Forester: 1 vacancy (0.19FTE)
Interviews: 3/12/2025

Planning & Development
Total Vacancies: 3 Vacancies (2 Full-time 1.0FTE, 1 Full-time 1.0FTE on hold with 2025 Budget)

     Positions
Environmental Engineer: 1 vacancy (Full-time 1.0FTE) on hold with 2025 budget

GIS Specialist: 1 vacancy (Full-time 1.0FTE)
     Recruitment: waiting for approval from Department Head on Requisition

Assistant County Surveyor: 1 vacancy (Full-time 1.0FTE)
     Recruitment: waiting for a response from Department Head on recruitment questions

Human Services:

Total Vacancies: 23 vacancies (15 Full-time 1.0FTE, 3 0.5FTE, 5 on hold 2025 Budget)

Positions:

Operations Supervisor: 1 vacancy (Full-time 1.0FTE), On hold 2025 budget

Crisis Social Worker: 2 Vacancy (Full-time 1.0FTE) On hold 2025 Budget

CPS Social Worker: 1 Vacancy (Full-time 1.0FTE) On hold 2025 Budget

Fiscal Associate: 2 vacancies (1 Full-time 1.0FTE), 1 On hold 2025 budget
Recruitment: waiting for response from department with recruitment questions on 1 vacancy

CCS Mental Health Professionals: 2 vacancies (Full-time, 1.0FTE) New position 2025
        Recruitment: posted continuously until filled

Initial Assessment Social Worker: 1 vacancy (Full-time, 1.0FTE)
        Recruitment: 1 candidate waiting for verbal acceptance

CCS Service Facilitator: 4 vacancies (Full-time 1.0FTE)
        Recruitment: interviews 3/18,3/20, 3/24, 3/25

Juvenile Detention Worker: 4 Vacancies (2 Full-time FTE 1.0, 2 Part-time 0.5FTE)
        Recruitment: interviews 3/14/25; 2 candidates waiting on rate recommendation/acceptance

YA Social Worker: 1 Vacancy (Full-time, 1.0FTE)
        Recruitment: opened continuously until filled

Resource Specialist: 1 vacancy (Full-time, 1.0FTE) 1 in CSP, 1 in Crisis
        Recruitment: position closes 3/19/2025

Case Manager- Birth to Three: 1 Vacancy (Part-time 0.5FTE)
        Recruitment: on hold per the department

CPS Ongoing Social Worker: 1 vacancy (Full-time, 1.0FTE)
        Recruitment: posting closes 3/12/2025

Economic Support Specialist: 2 vacancies (Full-time, 1.0FTE)
        Recruitment: position closes 3/19/2025