AGENDA
Committees on Human Resources
Friday, April 11, 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 March 14, 2025 – **Discussion/Action**

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

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

7. Vacancy Report – **Discussion**

8. Future Agenda Items

9. Announcements

10. Adjournment

Present: Larry Hoekstra, Heather DeLuka, Cory Sisk (remote)

Others: Samantha Kraegenbrink – Committee Clerk, Sonja Leenhouts (remote), Brittany Buhrow (remote), Jason Szymanski, Sharon McIlquham, Angela Eckman, Bethany Bremer, Janet Quinn, Dawn Edlin, Vickie Gardner (remote), Angie Weideman (remote), Kathryn Schauf (remote), Bryan Bessa

Public: Present

Call to Order and Confirmation of Meeting Notice

Vice-chair Supervisor Hoekstra called the meeting to order at 9:07 a.m. and confirmed the meeting notice.

Roll call

Indicated above.

Public Comment

None.

Review of meeting minutes for February 14, 2025

Motion by Supervisor DeLuka. One minor grammatical correction was made. No further deletions, additions, or corrections. All in favor, motion passes.

Understanding of Diversity, Equity, and Inclusion and impacts from the federal government

Corporation Counsel gave a brief update.

Remote Working

The committee discussed how remote working operates at the County.

4th Quarter Report Scorecard

Director Angela Eckman presented the Human Resources quarter 4 report.

Exit Evaluation Analysis Presentation

Moved to the next meeting.

Health Insurance Progress Updates

Moved to the next meeting.

Vacancy Report

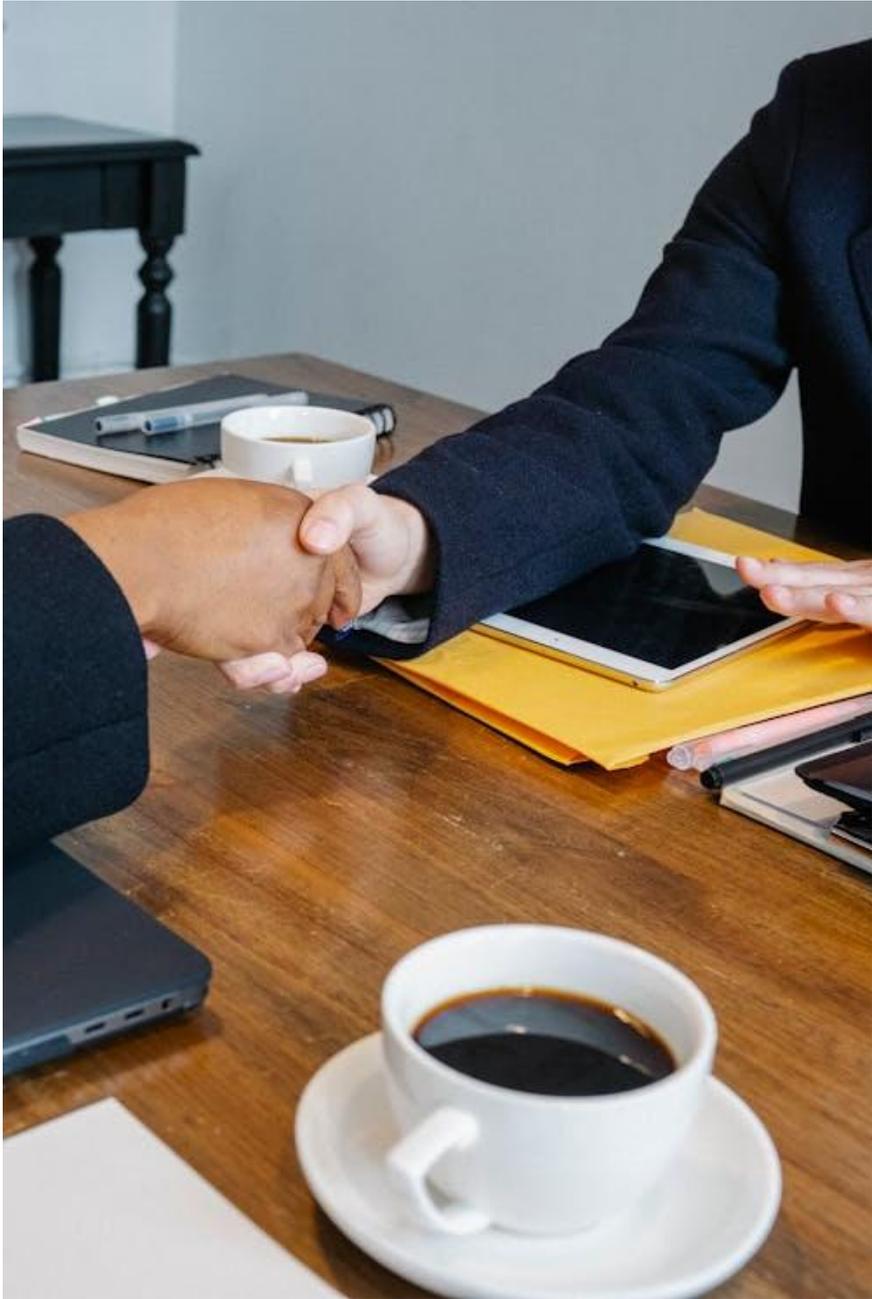Provided to the committee.

<u>Future Agenda Items</u>

       a.   HR Effectiveness Survey Results
       b.   HR Technology
       c.   Exit Evaluation Presentation
       d.   Health Insurance Progress Update

The meeting was adjourned at 9:56 a.m.

Respectfully submitted by,

Samantha Kraegenbrink – Committee Clerk
Executive Office Administrator

Eau Claire
COUNTY

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 **HOW** employees are exiting the organization and **WHY**

Termination Data (2024)

1. Resigned 81%

2. Retired 8%

3. Discharged 11%
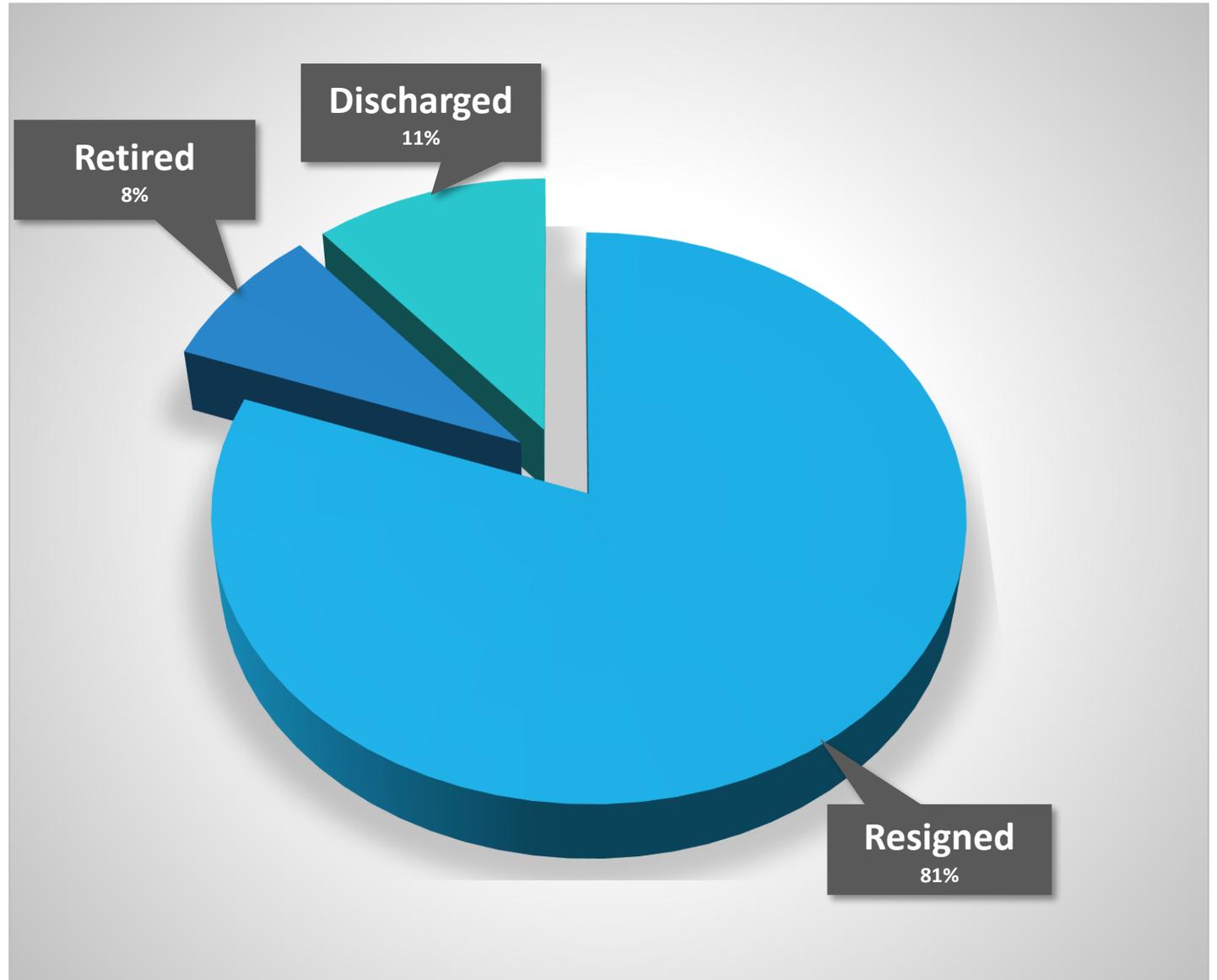
Turnover by Department

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%)
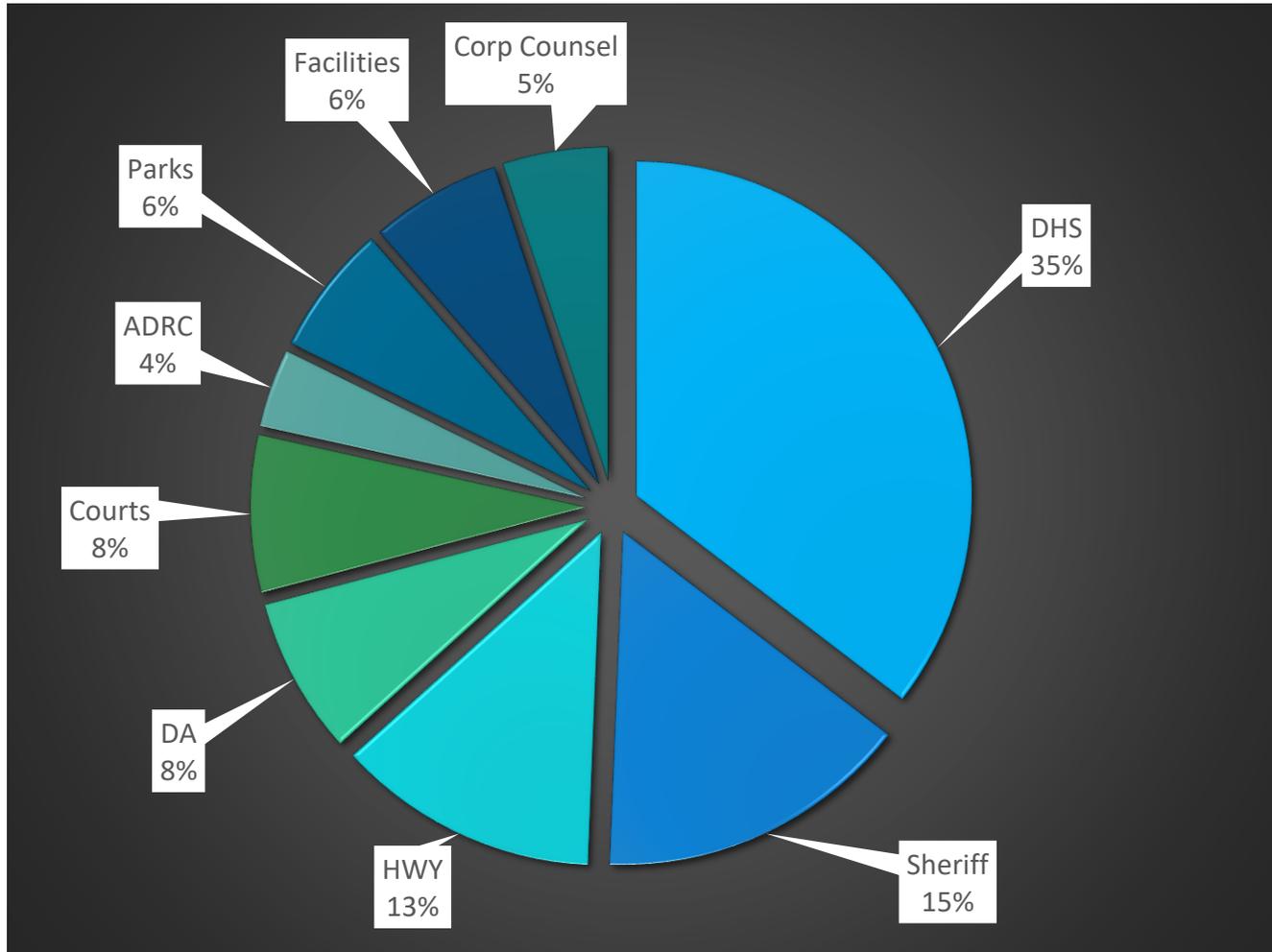
KEY TAKEAWAYS

- 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%

Pie chart labels: Betters Hours & Flexibility 3%; Other 3%; More Money/Better Benefits 10%; Relationship with Manager 20%; Career Change/Growth 47%; Relocation 17%
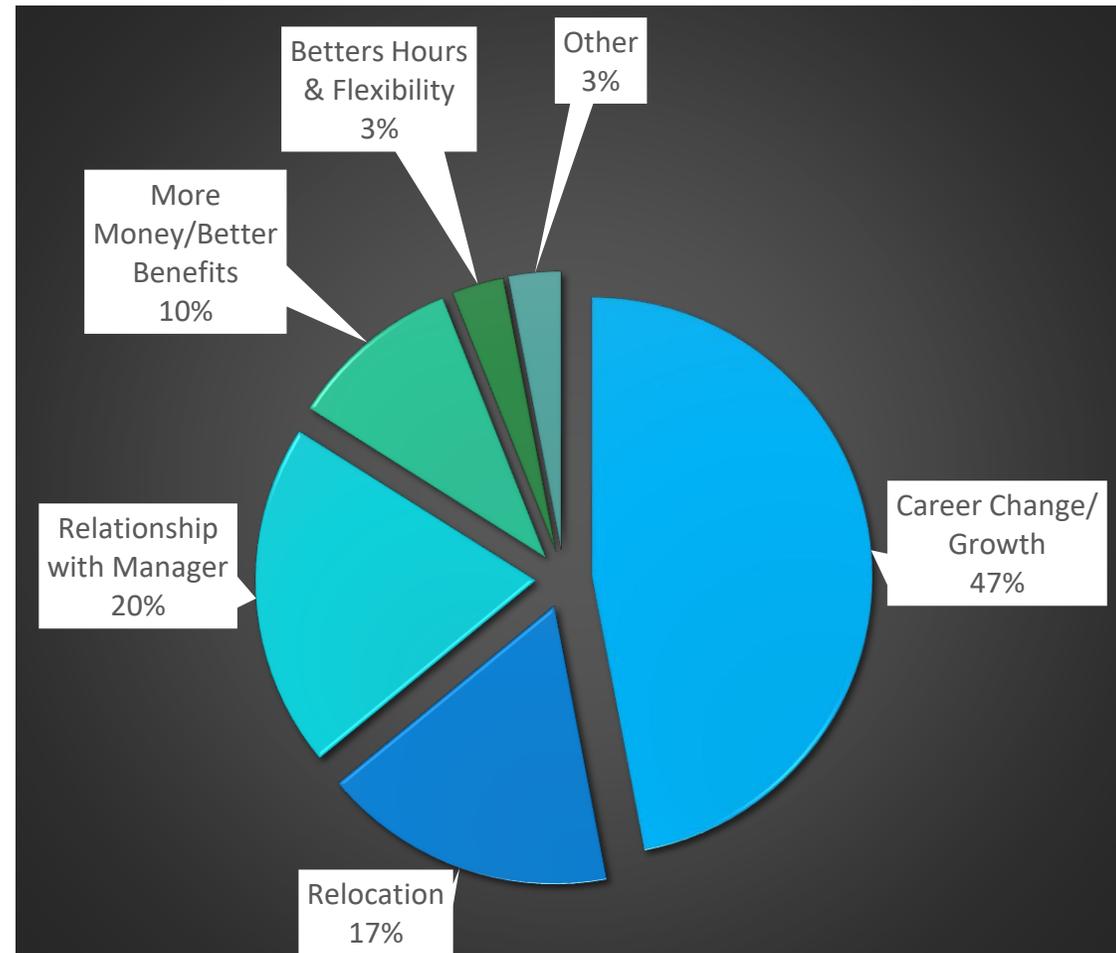
KEY TAKEAWAYS-

- 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%)
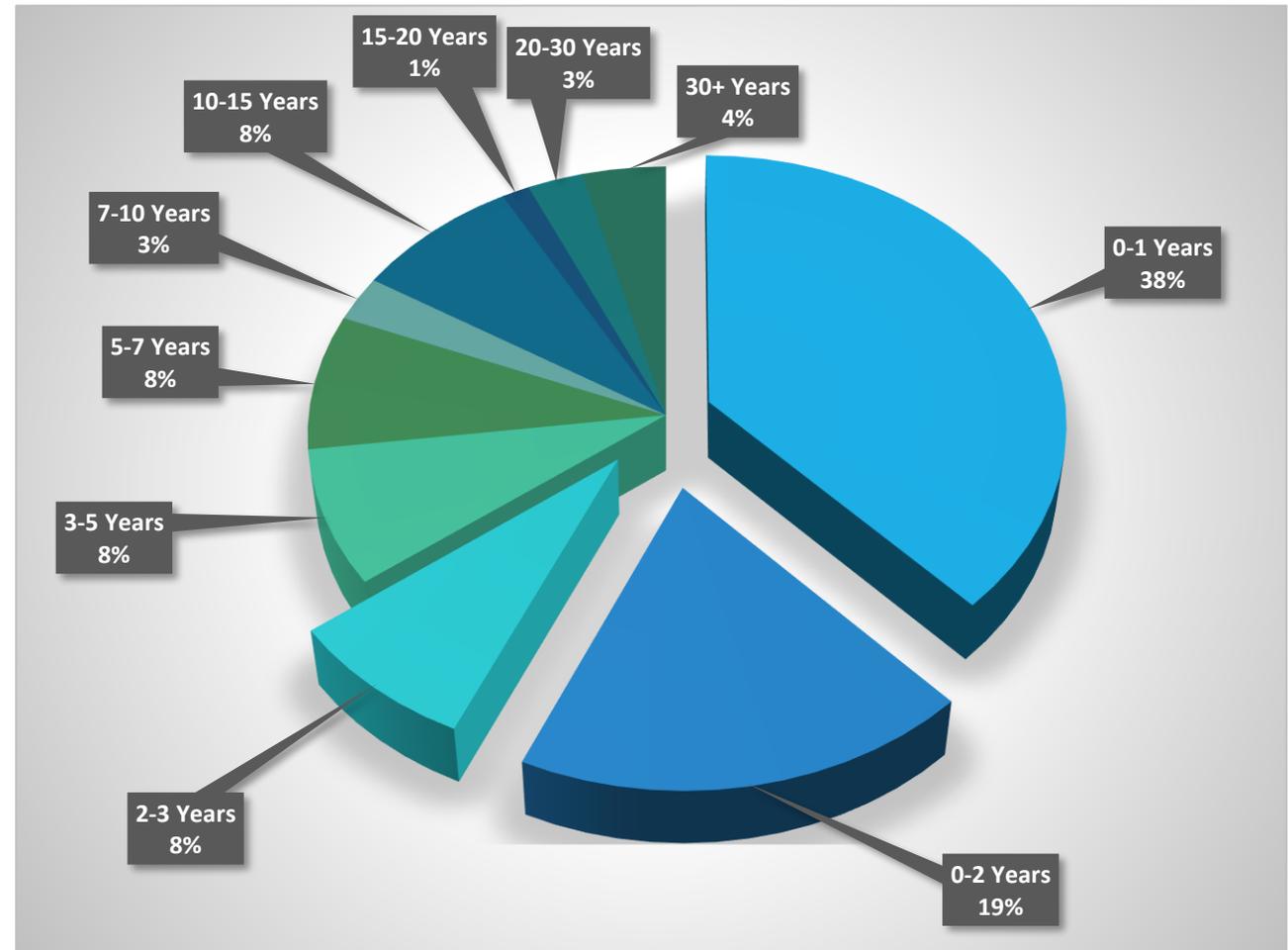
KEY TAKEAWAYS

- 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
<u>historical
trends</u>

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

Year	Rate
2020	12.4
2021	13.8
2022	16.5
2023	12.8
2024	11.1
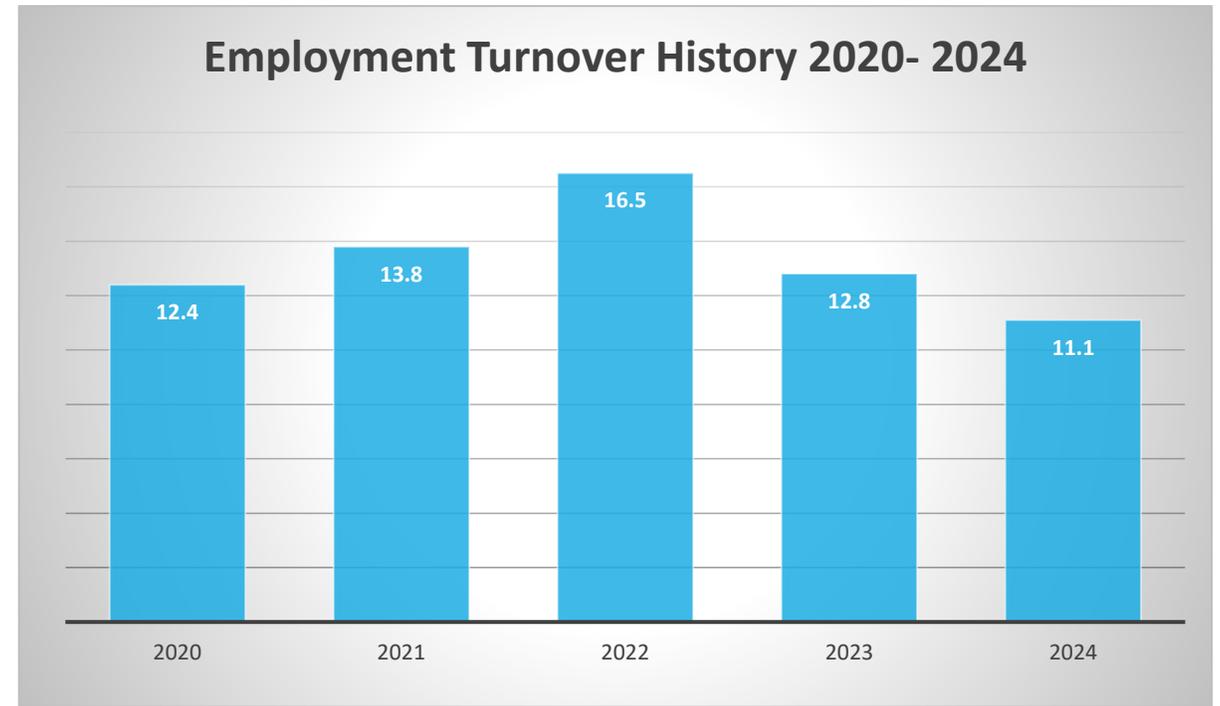
KEY TAKEAWAYS-
- 2022 was the highest turnover rate for all employers as it was deemed the "COVID recovery year" where there was an influx in employee movement.
- ECC's turnover rate as an organization is consistent between 11-13%
- Nationally, public sector or government entities have a turnover rate between 3.4- 5.9%

Turnover Rate Trends in January & February

2020

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

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

2021

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

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

2022

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

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

2023

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

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

2024

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

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

2025

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

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

Employment Turnover History 2020 - 2025
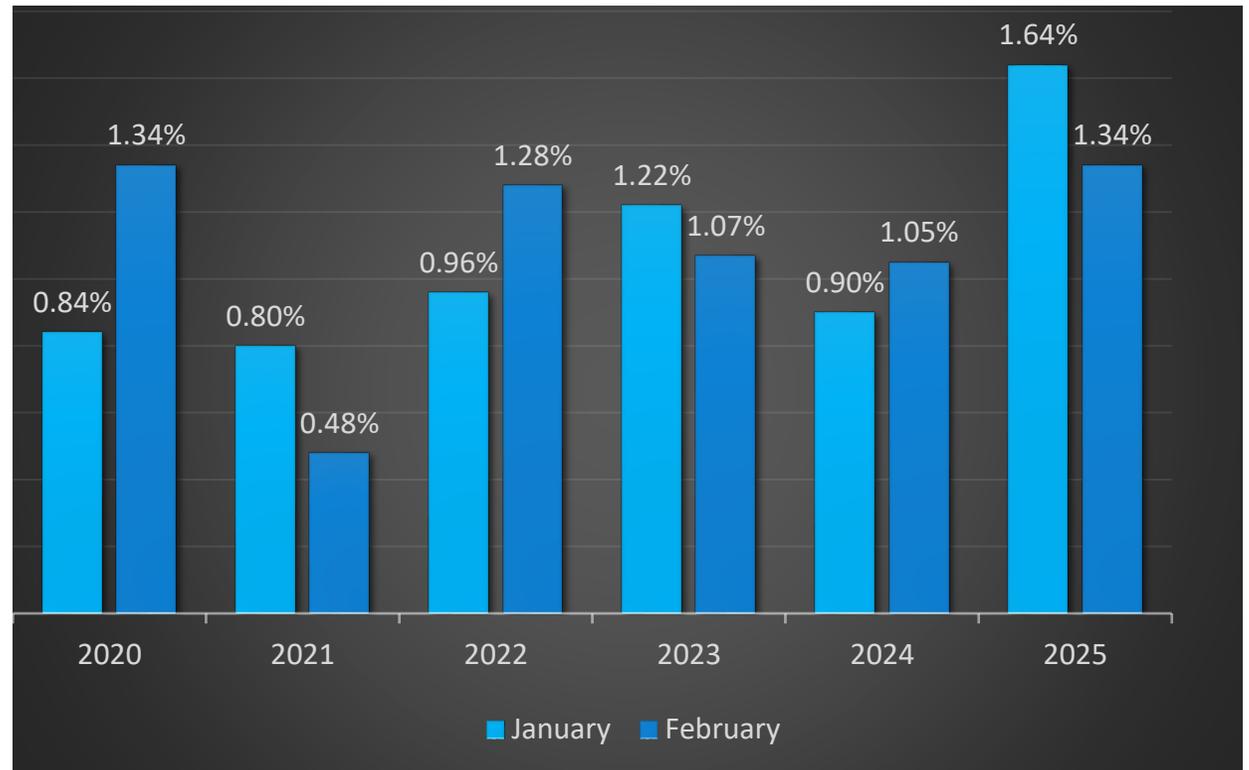
KEY TAKEAWAYS-

- 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.
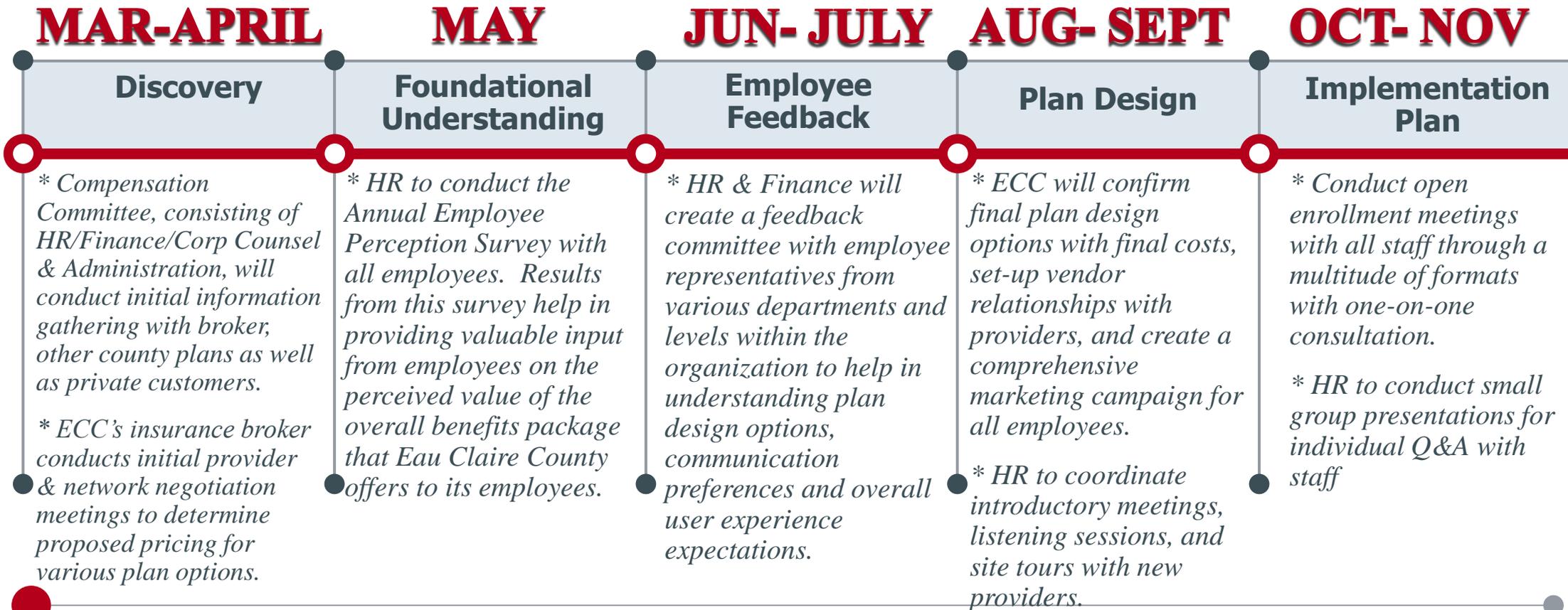
ECC's Strategic Plan on Health Insurance

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 4.11.25

Sheriff Office

Total Vacancies: 20 (16 Full-time 1.0FTE, 4 on hold 2025 Budget)

Positions:

Correction officers: 10 vacancies (6 Full-time 1.0FTE) 4 on hold with 2025 Budget

Interviews: 4/9/2025

Lieutenant: 1 vacancy, on hold recruiting in January 2025

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

Patrol Deputy: 5 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 0.41FTE)

Positions:

Options Counselor: 1 vacancy (1 Full-time 1.0FTE)
Recruitment: Closed 4/9/2025

Meal Site Worker: 1 Vacancy (1 Part-time 0.41FTE)
Recruitment: working on rate recommendation for conditional offer

Administration:

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

Positions:

County Administrator: 1 vacancy (1 Full-time 1.0FTE)
Recruitment: TBD

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 vacancy (1 Full-time 1.0FTE)
Start Date: 5/12/2025

Criminal Trial Prosecutor LTE- On hold due to grand funding

Finance:
Positions

Internal Control Specialist: 1 vacancy (1 Full-time 1.0FTE)
Recruitment: not backfilling currently per department

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

Positions:
Heavy Equipment Operator: 2 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: 1 candidate waiting for pre-employment results

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: 1 vacancy (Full-time 1.0FTE)
    Recruitment: posting closes 4/9/2025

Forester: 1 vacancy (0.19FTE)
    Recruitment: waiting for pre-employment results

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: interviews 4/10/25

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: 1 Vacancy working on approval for moving forward with offer

 CCS Mental Health Professionals: 2 vacancies (Full-time, 1.0FTE) New position 2025
        Recruitment: posted continuously until filled; 1 vacancy waiting on background results

 CCS Service Facilitator: 5 vacancies (Full-time 1.0FTE)
        Recruitment: Start dates 4 of the vacancies 5/5/25

 Juvenile Detention Worker: 3 Vacancies (1 Full-time FTE 1.0, 2 Part-time 0.5FTE)
        Recruitment: waiting on pre-employment/background items

 YA Social Worker: 1 Vacancy (Full-time, 1.0FTE)
        Recruitment: working on rate recommendation for conditional offer

Crisis Resource Specialist: 1 vacancy (Full-time, 1.0FTE)
        Recruitment: working on rate recommendation for conditional offer

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

CPS Ongoing Social Worker: 2 vacancies (Full-time, 1.0FTE)
        Recruitment: working on setting up interviews

Economic Support Specialist: 2 vacancies (Full-time, 1.0FTE)
     Recruitment: Interviews 4/14; working on rate recommendation for 1 vacancy