



AGENDA

Committees on Human Resources

Friday, July 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=m7fe90721379fd5c593b62e9dad17f0c7>

Join by meeting number:

Meeting number: 2537 412 8247 Password: YNvJDw5fg57

Join by phone:

Dial in: 415-655-0001 Access Code: 2537 412 8247

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 and approval of meeting minutes – **Discussion/Action**
 - a. June 13, 2025
5. File No. 25-26/032: Freezing two Corporal positions and unfreezing two Correctional Officer positions in the Sheriff's Office – **Discussion/Action**
6. File No. 25-26/029: Amending Human Resources policy 209 – Performance Evaluation – **Discussion/Action**
7. Policy Revision Action Plan - **Discussion**
8. Future Agenda Items
9. Announcements
10. Adjourn

Prepared by: Samantha Kraegenbrink – Executive Office Administrator

PLEASE NOTE: Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through sign language, interpreters, remote access, or other auxiliary aids. Contact the clerk of the committee or Administration for assistance at (715) 839-5106. For additional information on ADA requests, contact the County ADA Coordinator at (715) 839-7335, (FAX) (715) 839-1669, TTY: use Relay (711) or by writing to the ADA Coordinator, Human Resources, Eau Claire County Courthouse, 721 Oxford Avenue, Eau Claire, WI 54703.



MINUTES
Committees on Human Resources
Friday, June 13, 2025, at 9:00 a.m.
Location: 721 Oxford Ave, Eau Claire, WI • Room 3312

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

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

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

Public Comment

Review and approval of meeting minutes from May 16, 2025 and May 20, 2025

Motion by Supervisor Sisk to approve minutes from May 16 and 20, 2025. No deletions, corrections, or additions. Minutes approved.

Proposed new policy: Policy 429 – Leaves – Military Call to Duty/USERRA

Dawn Edlin provided background. Motion by Supervisor Hoekstra. On a roll call vote; 5 aye, 0 no. Motion passes.

Human Resources Strategic Plan

Angela Eckman presented the 2025-2026 Human Resources Strategic Plan.

Performance Leave Bank Plan

Angela Eckman provided an updated fact sheet for PLB to present to the county board.

Vacancy Report

Provided to the committee in the agenda packet.

Future Agenda Items

- PLB Policy & Resolution
- Resolution for positions in the Sheriff's Office

The meeting was adjourned at 10:01 a.m.

Respectfully submitted by,

Samantha Kraegenbrink – Committee Clerk
Executive Office Administrator

Fact Sheet

File 25-26/032

Background:

The Sheriff's Office currently has 12 staff vacancies: 9 correctional officers and 3 corporals. As part of the 2025 budget, four correctional officer positions were frozen to help balance the 2025 budget.

Current Status:

Of the five correctional officer positions available to fill, three have conditional job offers accepted, and three additional candidates are in background checks. However, only two positions remain open.

Purpose of Resolution:

This resolution would unfreeze two of the four frozen correctional officer positions to meet current staffing needs in the jail. To maintain budget neutrality, it would also freeze two of the three currently-vacant corporal positions.

Fiscal Impact: Net savings of \$7,702.

Respectfully submitted,

Dave Riewestahl
Eau Claire County Sheriff

4 FREEZING TWO CORPORAL POSITIONS AND UNFREEZING TWO CORRECTIONAL
5 OFFICER POSITIONS IN THE SHERIFF’S OFFICE

6 WHEREAS, the current total number of vacancies within the Sheriff’s Office for
7 Correctional Officers and Corporals is 12,

8
9 WHEREAS, 9 of those 12 positions represent Correctional Officers, of which 4 were put
10 on hold in 2025 budget, 3 have conditional offers accepted by the candidate with 2 still vacant.

11
12 WHEREAS, 3 of those 12 positions represent the Corporal positions, which is an elevated
13 position within the jail created in 2023 to help provide an experienced Correctional Officer a career
14 pathway,

15
16 WHEREAS, based on the current interest and position qualification requirements of the
17 Corporal position as well as feedback from current staff on where the most critical areas of need,
18 it is believed that a better use of these vacancies would be spent on filling the Correctional Officer
19 role.

20
21 WHEREAS, this re-allocation of vacancies would result in a cost savings for the County
22 of \$7,702 since the Correctional Officer roles are at a lower compensation rate than the Corporals
23 at \$3,851 per position.

24
25 NOW THEREFORE BE IT RESOLVED the Eau Claire County Board of Supervisors
26 hereby freeze 2 currently vacant Corporal positions and unfreeze 2 Correctional Officer positions
27 that were previously put on hold in the 2025 budget.

28
29 ADOPTED:

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31
32 **Committee on Judiciary & Law Enforcement**

33 AYE NAY ABSTAIN ABSENT

34	Loralee Clark	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	John Folstad	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	Brett Geboy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
37	Allen Myren	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	Gerald Wilkie	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

39
40 Dated this 24 day of June, 2025.

41 ATTEST:

42 
43 _____
44 Samantha Kraegenbrink – Acting Committee Clerk

1 **Committee on Human Resources**

2 **AYE** **NAY** **ABSTAIN** **ABSENT**

3 Heather DeLuka

4 Larry Hoekstra

5 Allen Myren

6 Cory Sisk

7 Jim Schumacher

8
9 Dated this _____ day of _____, 2025.

10 ATTEST:

11
12 _____
13 Samantha Kraegenbrink – Committee Clerk
14
15
16

17 **Committee on Finance & Budget**

18 **AYE** **NAY** **ABSTAIN** **ABSENT**

19 Jim Dunning

20 Stella Pagonis

21 Jim Schumacher

22 Bob Swanson

23 Dane Zook

24
25 Dated this _____ day of _____, 2025.

26 ATTEST:

27
28 _____
29 Erika Gullerud – Interim Committee Clerk
30 Resolution 25-26/032
31
32



Human Resources Department

Amended Proposal Information- 6/12/2025 07/09/2025:

FINANCIAL IMPACT CONCLUSIONS:

HR conducted further analysis on the direct and indirect costs associated with implementation a Performance Leave Bank and has reached the following assumptions.

Based on last year's numbers, there were 139 employees who would've qualified for the additional incentive.

Of those 139 employees, 72 were classified under positions that were exempt status or salary based. It is assumed that employees under this classification would flex their time to meet necessary deliverables, resulting in no direct costs being assumed.

Of the 67 employees remaining, HR contacted each department head directly asking them to determine both the direct and indirect costs of possible OT costs resulting in the need to backfill positions, potential revenue loss associated with decreased production as well as consideration of any added delays to service deliverables and were left with 19 employees (13.6% of overall top performers) with direct and indirect cost implications.

For this analysis, HR will refer to the high end of any ranges provided by Dept Heads and use the full OT rate at the full 40 hours proposed. This final cost analysis came to **\$26,724 or \$1,406.50/employee.**

This assumption is based on last year's performance data, which represented 21% of the total workforce receiving an evaluation of 3.5 or higher. With any additional incentive, it is common to see an increase in utilization and HR would expect an increase of 10% each year over the next couple of years. This assumption would equate to roughly 153 total employees in the upcoming year, representing 23% of the total workforce in 2025-2026 & 168 total employees in 2026-2027 or 25%.

The final cost assumptions would be as follows:

2025- **\$26,724**

2026- 153 employees x 13.6%= 21 employees X (\$1,406.50+ 2.5% inflation) = **\$30,275**

2027- 168 employees x 13.6%= 23 employees X (\$1,441.66 + 2.5% inflation) = **\$33,987.**

PARTICIPATION ASSUMPTIONS:

In researching the top performers in organizations, HR found the following data:

- The % of top performers in an organization typically ranges between 5-20% of the workforce and broken down as follows:



Human Resources Department

- Top 5%- Elite/ high impact talent
- Top 10%- High performers who deliver consistently exceptional results
- Top 15-20%- Above average performers who exceed expectation regularly
- Factors that influence this percentage are:
 - Performance rating systems
 - Company size and structure
 - Industry Norms and Talent Strategy
- In government organizations, the percentage of employees classified as top performers is more broadly defined due to structure and policy differences
 - Top 5-10%- Top performers defined as outstanding, primarily in leadership roles
 - Top 15-25%- Highly effective- consistently strong with high impact performance

PROPOSED CEILING- Based on this analysis, HR would assume Eau Claire County to reach no greater than 25% of the workforce earning an additional incentive. If this threshold is exceeded, then HR will modify the award based on the schedule below.

25% of workforce recognized as top performers= 40 hours will be the incentive

26-28%= the incentive will be reduced by 1 day or 32 hours of total award

29-30%= the incentive will be reduced by 2 days or 24 hours of total award

31-32%= the incentive will be reduced by 3 days or 16 hours of total award

33-34%= the incentive will be reduced by 4 days or 8 hours of total award

35%= no award

PROGRAM MANAGEMENT- This proposal also further incentivizes both employees and supervisors to complete the required goal setting, check ins and performance discussions on a more regular basis. This has been an area of opportunity for the County in years prior and HR has already seen a decrease in active participation going from 100% participation in October 2024 down to 70% in April 2025 with the employee check-ins. This incentive would also allow us to hold employees and supervisors accountable, including those employees managed by elected officials or non-County employees. Participation will allow us to be more proactive with employees and decrease turnover.

COST OF TURNOVER- According to LinkedIn, the cost of turnover can vary from 1/3 up to one half of any employee's annualized salary. The average rate of pay for Eau Claire County is **\$32.75/hr**, making the cost of turnover somewhere between **\$22,706- \$34,060 for ONE employee**. Last year, the County turned over 72 employees, of which 81% were voluntary.

- With the above financials, the cost investment we are requesting is roughly equivalent to the turnover cost associated with ONE County Employee.



Human Resources Department

COST SAVINGS REALIZED TO HELP OFFSET REQUEST- In late 2023 and 2024, HR made a policy revision to the PTO Policy that prevented employees, with less than 3 years of service with the County to be able to be paid out on their PTO balances. This was to encourage employees to stay longer while simultaneously promoting a healthy work/life balance. Since this revision was enacted, HR has saved \$105,397.27 from 2024 & \$87,968.91 thus far in 2025 that would've otherwise been paid out to employees as separation payouts.

IS GIVING-PAID TIME OFF THE RIGHT INCENTIVE? - According to last month's annual Employee Perception Survey, out of 10 benefits offered, employees rated PTO as being most important, ranking above health insurance. See results below on a 1-10 scale with 10 being most important.

PTO- **9.72**

Health Insurance- 9.47

Prescription Coverage- 8.73

Dental Insurance- 8.3

Flexible Spending Accounts- 8.15

Vision- 7.25

This kind of incentive would be more sustainable year over year through years of fiscal uncertainty, could be a motivator for incenting top performers and would be an added benefit that employees could plan for. This kind of incentive could also be adaptability should the County wish to expand upon this program in the future and serve as a competitive advantage over other Counties as Eau Claire County would be the first to implement a performance incentive strategy of this kind.

Our proposed changes to this policy would take effect after next year's performance evaluation cycle concluded in July 2026 and awarded to eligible employees in August 2026.

Fiscal Impact: 2025- **\$26,724**, 2026 -**\$30,275**, 2027- **\$33,987**.

Respectfully submitted by,
Angela Eckman, Director of Human Resources

POLICY 209 PERFORMANCE EVALUATIONS

1. Purpose. To improve employee performance, strengthen supervisor-employee relationships, and recognize employee accomplishments and good work. Employee performance evaluations will be considered in decisions affecting placement, employment, salary adjustment, promotions, transfers, corrective action or discipline, reemployment, and training.

2. Definitions.

- 2.1 Merit Increases.** A wage/salary increase that is earned by the employee based on their performance and distributed on an annual basis at the start of the first pay period each July. Merit increases are not guaranteed every year and amounts, and availability are determined by the County budget.
- 2.2 Performance Evaluations.** An evaluation given to the employee by the supervisor to assess employees' work performance and effectiveness; to provide a means of constructive feedback for improvement and continued employee development.
- 2.3 Unsatisfactory Performer.** An employee who has received an overall score on their performance evaluation of less than 1.5 from their supervisor.
- 2.4 Performance Leave Bank.** A designated time off bank, separate from other earned time, and deposited as a result of an employee's exemplary performance.
- 2.5 Employee Check-ins.** A dedicated time, established by HR, where supervisors are required to meet with their direct employees throughout the year.
- 2.6 Nepotism.** An employee's spouse, mother, father, son, daughter, sister, brother, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, father-in-law, aunt, uncle, niece, nephew, stepchild, stepparent, grandchild and grandparent.
- 2.7 Goal Setting.** A collaborative process between an employee and their supervisor to discuss, establish, and document specific, measurable, achievable, relevant, and time-bound (SMART) objectives. This process aims to align employee performance with organizational goals, enhance job satisfaction, and facilitate professional development. The agreed-upon goals will be recorded in the performance management system and monitored regularly to ensure progress and provide support as needed.

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POLICY 209 PERFORMANCE EVALUATIONS

Effective Date: January 1, 2012

Revised Date:

Eau Claire County
Employee Policy Manual

4.2.8 Self-Evaluation. A process in which employees assess their own job performance and effectiveness. Self-evaluations provide an opportunity for employees to reflect on their achievements, identify areas for improvement, and communicate their perspectives to their supervisors. This process fosters a sense of ownership and accountability in employees and allows for more meaningful discussions during performance evaluations.

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2.3. Policy.

3.1 It is the policy of Eau Claire County to administer an Employee Performance Evaluation Program that will help to assess employees' work performance and effectiveness; to provide a means to suggest constructive action for improvement and suggest action for employee development; and to provide positive feedback in areas of excellence.

4. Nepotism.

4.1 To avoid situations that create potential or perceived favoritism, or conflict of interest, the County prohibits having an employee supervise a person to whom they are "related" as defined above. Any upline supervision of one or more layers of reporting separation needs to be brought to the attention of HR with final approval by the HR Director.

5. Merit Incentives.

5.1 Length of Service Qualification.

5.1.1 Employees must be working for the County for at least 6 months prior to the end of the evaluation period to qualify for a merit incentive. (Employees starting after January 1st of the current evaluation year would not qualify.)

2.1.15.1.2 All employees qualifying for a performance evaluation must receive an overall score of 1.5 or higher to be eligible for any merit increase.

3.6. Unsatisfactory Performance Action

6.1. Any employee receiving an overall performance evaluation rating score of 1.5 or lower will be put on a Corrective Action Plan. Supervisors will need to work with Human Resources to complete the plan prior to the next performance evaluation cycle starting.

4.7. Performance Leave Bank (PLB)-

4.7.1 Incentive Eligibility- the amount of benefit time allotted to each eligible employee will be determined based on an overall County performance score.

POLICY 209 PERFORMANCE EVALUATIONS

Effective Date: January 1, 2012

Revised Date:

Eau Claire County
Employee Policy Manual

This score is calculated through the Performance Management system and determined annually. If the total workforce achieving an overall rating score of 3.5 or higher is 25% or less, each eligible employee will be awarded 40 hours. If the percentage exceeds 25%, the time awarded will be reduced.

26-28%= incentive will be reduced by 1 day or 32 hours of total award

29-30%= incentive will be reduced by 2 days or 24 hours of total award

31-32%= incentive will be reduced by 3 days or 16 hours of total award

33-34%= incentive will be reduced by 4 days or 8 hours of total award

35%= no award

7.2 All employees qualifying for a performance evaluation must receive an overall score of 3.5 or higher and meet the following criteria.

Part-time employees working at least 20 hours per week (.50 FTE) will earn a prorated amount based on their percentage of full-time equivalency (FTE).

Example: An eligible .73 FTE employee would earn 29.2 hours.
(.73 FTE*40 hours = 29.2 hours)

7.2.2 Employees must have worked for Eau Claire County at least one year before the start of the evaluation cycle to be eligible for PLB. (Employees starting after July of the current cycle will not be eligible.)

7.2.3 Employees must have successfully completed all established check-ins and self-evaluations by the deadline provided by HR. Any delays to completion will have to receive advanced approval from the HR Director to maintain eligibility.

7.2.4 All PLB time will be deposited in August and will need to be utilized before the end of the fiscal year (June). Any remaining time will be forfeited. It cannot be rolled over.

7.2.5 PLB time cannot be used as a separation benefit at the time of termination.

7.2.6 PLB time will not be included in the calculation of PTO maximum accrual and is treated as a separate benefit bank.

7.2.7 All PLB time must follow standard time off request policies.

4.2

5. Scope.

5.1 All employees of Eau Claire County, regardless of their employment status, are covered by this policy. Elected Officials are not included in this policy.

POLICY 209 PERFORMANCE EVALUATIONS

Effective Date: January 1, 2012

Revised Date:

Eau Claire County
Employee Policy Manual

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~~6. Frequency of Evaluations:~~

~~6.1 In general, employees' performance will be formally reviewed on an annual basis.~~

POLICY 209 PERFORMANCE EVALUATIONS

Effective Date: January 1, 2012

Revised Date:

Eau Claire County
Employee Policy Manual

4 - AMENDING HUMAN RESOURCES POLICY 209 – Performance Evaluation

5 WHEREAS, Policy 209 – Performance Evaluations provides additional definitions and
6 employee/supervisor expectations related to the annual performance evaluation process.

7
8 WHEREAS, employees have expressed discontentment with the recent implementation of a
9 merit/pay-for-performance model with no added incentive for top performers.

10
11 WHEREAS, Human Resources researched incentive alternatives that would be sustainable
12 through various financial climates as well as could be adaptable for future growth.

13
14 WHEREAS, Human Resource would like to introduce a Performance Leave Bank that would
15 further incentivize and reward top performers with additional paid time off through a structured
16 review system.

17
18 NOW THEREFORE BE IT RESOLVED the Eau Claire County Board of Supervisors
19 hereby approve the proposed changes to Policy 209 – Performance Evaluation, which is attached
20 to this resolution with an implementation date of July 2025.

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22
23 ADOPTED:

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26 **Committee on Human Resources**

		<u>AYE</u>	<u>NAY</u>	<u>ABSTAIN</u>	<u>ABSENT</u>
27					
28	Heather DeLuka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Larry Hoekstra	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Allen Myren	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	Cory Sisk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	Jim Schumacher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33
34 Dated this _____ day of _____, 2025.

35 ATTEST:

36
37
38 _____
39 Samantha Kraegenbrink – Committee Clerk

40 AE