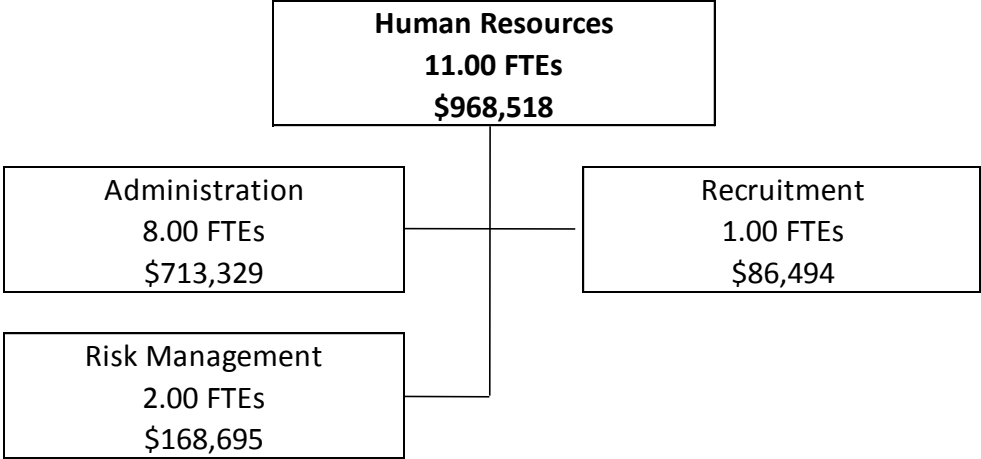


Catawba County Government



Human Resources

Reinventing Department

Organizations: 150050 - 150200

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Indirect Cost	\$117,170	\$118,689	\$127,480	\$127,480	7.4%
Local	7,020	0	0	0	0%
General Fund	828,390	780,070	834,448	841,038	7.8%
Total	\$952,580	\$898,759	\$961,928	\$968,518	7.8%
Expenses					
Personal Services	\$768,374	\$792,213	\$856,296	\$862,886	8.9%
Supplies & Operations	184,206	106,546	105,632	105,632	-0.9%
Total	\$952,580	\$898,759	\$961,928	\$968,518	7.8%
Expenses by Division					
Administration	\$723,454	\$656,509	\$708,481	\$713,329	8.7%
Recruitment	78,352	81,836	85,926	86,494	5.7%
Risk Management	150,774	160,414	167,521	168,695	5.2%
Total	\$952,580	\$898,759	\$961,928	\$968,518	7.8%
Employees					
Permanent	11.00	11.00	11.00	11.00	0.0%
Hourly	0.25	0.25	0.25	0.25	0.0%
Total	11.25	11.25	11.25	11.25	0.0%

Fiscal Year 2014/15 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
20	20	0	100%

Budget Highlights

Human Resources' approved budget increased by \$69,759 (7.8 percent) from the current year's approved budget. The increase is attributed to performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amount to \$30,831), normal operating increases totaled 4.3 percent. Because Human Resources is a reinventing department, the focus is on outcomes for budgeting purposes.

Performance Measurement

Fiscal Year 2016/17

In Fiscal Year 2016/17, Human Resources (HR) will continue to focus on providing quality comprehensive benefits to County employees, recruiting a qualified and diverse workforce that reflects the community, and promoting County employee wellness. Human Resources will continue to educate new and existing employees on the County's benefits package, to include medical, dental, and retirement benefits. To

enhance organizational development, the department will coordinate a refreshed supervisory/leadership training. The department, to continuously improve the recruitment process, will continue to encourage employee engagement groups that align with the organizational philosophy. HR will continue to promote a culture of wellness by collaborating with Department Heads to create and assist in implementing department specific wellness programs. Human Resources and Emergency Medical Services will partner on a multi-year outcome aimed at reducing the number, cost, and severity of EMS work related musculoskeletal claims.

Fiscal Year 2015/16

At mid-year Human Resources was on target to achieve or had already achieved 100 percent (19 of 19) of its Fiscal Year 2015/16 outcomes. During the first half of the year HR educated 100 percent of the County's new employees (72) on County benefits and how to use those benefits in 9 orientation sessions. Human Resources' education efforts do not end at orientation. During the current year the department has delivered two presentations on the North Carolina Retirement System, Catawba County retiree health insurance options, and supplemental retirement programs (e.g. 401K Plan).

During the current year, Human Resources met with various department heads to review department statistics and share recruitment and retention strategies. HR continues to promote diversity by encouraging departments to participate in hiring summer interns of diverse backgrounds. Human Resources provided refresher training to the Library supervisors on recruitment and hiring processes. Additionally, HR organized a new outdoor sports/activities group that went on a hike at Riverbend Park and will continue meeting for similar activities as part of an effort to retain employees.

Human Resources continued to aggressively pursue the development and implementation of wellness programs, initiatives, and incentives. The programs offered during the current year were Work Weight Watchers, on-site exercise classes (Zumba, Yoga, and Aerobics), nutrition counseling, development of individualized health improvement plans, and the "Holiday Maintain Don't Gain" weight challenge. All of these programs address at least one of the County's top health priorities: fitness, nutrition, and weight management.

Fiscal Year 2014/15

Human Resources successfully achieved 20 out of 20 outcomes in Fiscal Year 2014/15.

Recruitment

In FY2014/15, all outcomes related to recruitment, including launch of a new, fresher webpage that highlights internships and aspects of the organization that may appeal to young professionals, were achieved. Also, 95 percent of departments now use supplemental questions as part of the initial application process as a screening tool aimed at developing a more qualified applicant pool. Finally, a Young Professionals Group was developed based on new employee feedback as a way of fostering a sense of community and belonging among the County's younger employees.

Pay and Classification

All pay and classification outcomes were achieved, including the processing of all reclassification requests within 2.2 days and the completion and approval of the pay study involving 409 employees.

Benefits

The Benefits outcomes were all achieved, including achievement of an average 4.8/5.0 evaluation score for the Benefits orientation by 116 new hires. Furthermore, 81 percent of respondents to the County Manager's New Employee questionnaire felt adequate benefit information was provided in orientation, exceeding the department's 80 percent goal.

Organizational Development

Every Organizational Development outcome was achieved. Seven employees were prepared for future leadership roles through participation in the year-long Leadership Academy. The annual supervisory training provided 21 employees with the opportunity to enhance their supervisory skills. Two sessions of the "Brand Called You" were completed, aimed at improving employees' knowledge of themselves in order to improve performance. Knowledge was increased by 100% of survey respondents for the annual retirement benefits session. Finally, employees broadened their knowledge of the Hmong people through diversity awareness activities in March.

Wellness

Each of the Wellness outcomes was achieved. Nearly half (49 percent) of employees in the high risk group (as determined based on biometric data) participated in Weight Watchers, Gym Membership Discounts, FitKIK, Exercise Classes, or Nutrition Counseling. The Employee Health Clinic (EHC) received 728 more visits between Fiscal Year 2013/14 and 2014/15, or an 87 percent increase. Operation of the EHC generated 15 percent savings based on the cost to operate the EHC compared to the true cost of services if provided directly through a Primary Care Provider and estimated sick leave pay.

Self-Insurance

The Self-Insurance Fund was adequately funded through the year, and health and dental claims were tracked monthly, analyzed, and shared with the County Manager.

Risk Management

Every outcome in Risk Management was achieved. The number of OSHA recordable injuries per 100 FTE was 3.4 compared to the State goal of less than 5. There were sixteen at-fault accidents from which recommendations were made to the respective department heads about corrective actions and suggested training. Finally, the department completed its development of a tracking mechanism for musculoskeletal claims in EMS. 66 percent of the musculoskeletal injuries over the last four years within EMS were back injuries related to lifting, pushing, and pulling. An additional 24% were shoulder, arm, wrist, and knee injuries.

HUMAN RESOURCES

Benefits

Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

Outcomes

1. Educate 100 percent of new benefited employees on available County benefits and how to use the benefits, while providing a forum to discuss employee expectations by conducting orientations at least once a month. Success will be measured by achieving a score of 4.5 or higher for the content/quality of the program on evaluations given after each orientation session.
2. To ensure new employees have received adequate and thorough benefit information during the orientation process, a follow-up Employee Orientation question will be included in the County Manager's New Employee questionnaire. Success will be measured by at least 80 percent of participants agreeing that adequate benefit information was provided during orientation.
3. Educate employees about their retirement benefits through an annual Retirement Educational Program. The presentation will include information on the NC Retirement System, Catawba County retiree health insurance options, and the use of supplemental retirement programs to enhance retirement. Success of the program will be measured by at least 92 percent of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.
4. To ensure the County's health plan offerings remain effective for the County and employees, monthly analysis will be conducted in the areas of health and dental claims versus revenues and plan performance. This analysis will be shared with the County Manager on a monthly basis. Human Resources will use the information to make recommendations in areas such as changes in plan design, insurance policy carriers, and/or claim reduction strategies.

Organizational Development

Statement of Purpose

Enable management and employees to expand their knowledge, skills, and abilities in order to enhance the work environment and prepare for work-related opportunities.

Outcomes

1. To enhance the County workforce's efficiency, Human Resources will offer at least one skills development program for targeted enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their work-related knowledge, skills, and abilities.
2. To enhance diversity awareness in the workplace, Human Resources will offer at least three different diversity programs for general enrollment to County employees. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic.
3. To promote professional development for team leaders, employees seeking opportunities for upward mobility and current supervisors, the Human Resources Department will coordinate and implement a year-long, front-line leadership program. At least two classes within the curriculum will be offered as a refresher program for current supervisors not enrolled in the year-long program. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have increased their overall knowledge of leadership principles.
4. To ensure the County has employees equipped for future leadership roles, the County will coordinate and implement a year-long advanced leadership academy for employees identified as emerging leaders in County government. Selection/Oversight committee will meet individually with each Leadership Academy participant halfway through the program and prior to the end of the program to determine student progress and provide guidance/feedback to facilitate the success of each student. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have increased their overall knowledge of leadership principles.
5. To foster ongoing leadership development, HR will work with past graduates of Leadership Academy to determine what activities the department is providing them or will provide them to continue to develop and apply their leadership skills. Success will be measured by showing that 40% of past graduates have been engaged in additional leadership development activities within the organization or in the community.

Recruitment, Pay and Classification

Statement of Purpose

Recruit and retain a qualified and diverse workforce by implementing strategies that promote Catawba County as a progressive and competitive employer.

Outcomes

1. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with all Department Heads and the County Manager's Office to review department statistics and share recruitment and retention goals and ideas. The use of interns will be further explored, with the goal of at least 3 departments agreeing to hire summer interns through available funding streams.
2. To sustain and enhance employee retention, inclusion and morale, Human Resources will coordinate and/or support at least three events to encourage and facilitate common interests within employee engagement groups (ie., groups interested in common activities such as healthy cooking, outdoor sports/activities, volunteerism, etc.). Activities will be aligned with the County's organizational philosophy.
3. Provide County departments with flexibility to meet changes in available funding, demand for services, and State and Federal mandates by processing 95 percent of position reclassification requests and resulting pay inequities within four working days after receipt of all relevant information from the department.
4. To help with recruitment of qualified employees and to retain current employees, Human Resources will maintain a competitive pay plan by conducting an annual pay and classification study on at least one-third of the County's positions. Success will be determined by ensuring positions are classified correctly and pay ranges are approximately 100 percent of our competitive market.

Risk Management

Statement of Purpose

Promote safety, health, and security of County employees through education, training, and prevention of injuries and accidents.

Outcomes

1. To limit the number of automotive accidents involving County vehicles, Risk Management will identify all at-fault accidents and make the following recommendations to Department Heads:
 - a. After the first at-fault accident, require employee to repeat the County Defensive Driving class or have the Supervisor or Training Officer ride- along with the employee to observe employee's driving skills.
 - b. After a second at-fault accident by the same employee, a Corrective Action Plan or disciplinary action will be recommended for employee.
 - c. In addition, analysis will be conducted at least twice a year on vehicle accidents and reports will be shared with the Human Resources Director, County Manager, and each Department Head to discuss concerns, further actions, and options for improvement.
2. Limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:
 - d. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures.
 - e. Meeting regularly with the Safety Committee to address training needs, fire, tornado and lock down drills, security issues, and building safety inspections.
 - f. Meeting regularly with the Accident Review Committee to review work safety policies, workers compensation and property and liability claims, and high risk drivers.
 - g. Holding an annual Safety Retreat which will educate departments on the County's current status regarding safety, security, and legal issues as well as market trends in these areas. Success of the Retreat will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their safety-related knowledge, skills and abilities.
 - h. Providing at least four training programs to address safety, health, and security awareness of our County. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic.
 - i. Providing an annual report to the Human Resources Director and Department Heads on the number and types of injuries occurring during the year and recommendations on how to improve safety and/or security.
3. Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over Fiscal Years 2014/15, 2015/16 and 2016/17. Risk Management will prepare a report analyzing the effect the training, education and equipment purchased had in reducing the number, cost and severity of musculoskeletal claims over the last 3 years and highlight the initiatives that should be continued and/or expanded.

Wellness

Statement of Purpose

Promote wellness among County workforce through offering wellness programs and providing education and events on various health topics during the year.

Outcomes

1. To improve the overall health of employees, Human Resources, in conjunction with the Employee Health Connection, will develop or promote specific wellness programs, services, initiatives, and incentives designed to improve or maintain employees' overall health. Specifically, HR will offer at least four programs to help employees address these health priorities identified through our aggregate biometric screening during FY 2016/17. Success will be measured by monitoring biometric improvements of employees participating in these programs.
2. To provide a cost effective and convenient healthcare option for employees, employee and County savings will exceed the cost to operate the Employee Health Clinic by at least 15 percent in the following areas:
 - a. Number of employee sick leave hours saved and an average associated cost.
 - b. Savings from conducting in-house Workers Compensation evaluations.
 - c. Savings from performing all recruitment and retention related medical testing through our Clinic.
 - d. Savings generated from employee usage of the Employee Health Clinic as opposed to their Primary Care Physician.
3. HR will work with the Employee Health Connection (EHC) and the County's health insurance provider to achieve a health insurance trend that is at least 25% lower than the County's comparable industry trend. This will be accomplished by:
 - a. Offering services through the EHC at lower costs than the allowable insurance claim cost.
 - b. Provide education to employees on the appropriate use and cost of medical services provided through various providers such as EHC, Primary Care Providers, Retail Clinics, Urgent Care, and Emergency Rooms.
 - c. Provide education to employees on the importance of proper prescription management and how to obtain the best prices for their prescriptions.
4. Increase financial wellness among employees by offering at least two informational sessions designed to educate employees on the benefit of saving for retirement. Success of the program will be measured by increasing the number of employees contributing to an optional retirement savings program by 20%.

Human Resources/Emergency Services
2014-2017 Cross Department/Multi-Year Outcome

Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over the next 3 years.

- **Year 1 (FY 2014/15)**
 - Data related to reportable and non-reportable OSHA musculoskeletal injuries over a three year period was gathered and analyzed to determine an 8.5 per 100 FTE injury rate, \$69 cost per FTE without indemnity, and 21.9 days average out of work as a result of the injury. 2/3 of the musculoskeletal injuries related to the back from lifting, pushing, and pulling. The other 1/3 of injuries were shoulder, arm, wrist and knee injuries.
 - A Fit Responder refresher course was held to review correct procedures for lifting, transferring, etc. Additionally, stair chairs and flexible transport stretchers were purchases to alleviate musculoskeletal strain and injury.

- **Year 2 (FY 2015/16)**
 - The recordable accident rate is now 8.0 per 100 FTE injury rate with a cost of \$57 per FTE without indemnity. Additionally, the number of days out of work is down to 21.
 - EMS continues to review the correct procedures at monthly skills training. Furthermore, they continue exploring other training and equipment needs that may assist in safer procedures and reduced injuries. This includes implemented a Post Offer Pre-Employment fit-for-duty screening for all new applicants for EMT/Paramedic positions. This screening process will be evaluated along with injury data to determine its effect on the data collected going forward.

- **Year 3 (FY 2016/17)**
 - Prepare a report analyzing the effect the training, education and equipment purchased had in reducing the number, cost and severity of musculoskeletal claims, highlighting the initiatives that should be continued and/or expanded.