

Agenda Summary Report (ASR)

Franklin County Board of Commissioners

DATE SUBMITTED: 4/16/2021	PREPARED BY: Carlee Nave
Meeting Date Requested: 4/27/2021	PRESENTED BY: Carlee Nave, HR Director
ITEM: (Select One) <input type="checkbox"/> Consent Agenda <input checked="" type="checkbox"/> Brought Before the Board Time needed: 20 minutes	
SUBJECT: Human Resources Presentation to Commissioners	
FISCAL IMPACT: n/a	
BACKGROUND: HR presentation to the Commissioners as requested by the Board.	
RECOMMENDATION: n/a	
COORDINATION: n/a	
ATTACHMENTS: (Documents you are submitting to the Board) <ol style="list-style-type: none">1. Presentation2. HR Annual Report as submitted for the 2021 budget workshops	
HANDLING / ROUTING: (Once document is fully executed it will be imported into Document Manager. Please list <u>name(s)</u> of parties that will need a pdf) n/a	

I certify the above information is accurate and complete.

Carlee Nave

Carlee Nave, HR Director



Franklin County Human Resources

April 27, 2021

Department Staffing/Budget

2015

- 685 – Human Resources (5 FTE)
 - Senior Deputy Prosecuting Attorney (HR/Labor Relations)
 - HR Director
 - HR Generalist
 - HR Coordinator
 - HR Office Assistant
- *Personnel Budget = \$417,979*
- *OTPS* Budget = \$22,522*
- *Total Budget = \$443,001*
- 590 – Civil Service (.3 FTE)
 - Civil Service Examiner
- *Personnel Budget = \$13,118*
- *Total Budget = \$16,868*

2021

- 685 – Human Resources (3 FTE)
 - HR Director
 - HR Generalist/Civil Service Examiner
 - HR Specialist
- *Personnel Budget = \$329,650*
- *OTPS Budget = \$67,702*
- *Total Budget = \$397,352*
- 590 – Civil Service (0 FTE)
 - *Personnel Budget = \$0*
 - *Total Budget = \$3,324*

*OTPS – Other than Personnel Services

Staff Development and Experience

- ▶ **HR Director – Carlee Nave, PHR, SHRM-CP** (in position since 2/1/2015, with County since 8/29/2014)
 - ▶ 22 years total management experience, 14 years in HR management
 - ▶ Professional in Human Resources (PHR) Certification from HRCI (HR Certification Institute) and SHRM-CP (Certified Professional) from SHRM (Society for Human Resources Management) – Each require 60 credits of continuing education every three years
 - ▶ In 2021, selected to join the County Development Institute Advisory Committee by WSAC (Washington State Association of Counties)
 - ▶ In progress: Certified Labor Relations Professional (CLRP) from NPELRA (National Public Employer Labor Relations Association), HR Ethics Certification from SHRM, and Certified Public Official (CPO)
- ▶ **HR Generalist/Civil Service Examiner – Eric Wyant, aPHR** (in position since 12/16/2016, with County since 2/25/2016)
 - ▶ 15 years total management experience, 7 years in HR management
 - ▶ Associate Professional in Human Resources (aPHR) Certification from HRCI – Requires 60 credits of continuing education every three years
 - ▶ In progress: PHR Certification from HRCI and HR Ethics Certification from SHRM
- ▶ **HR Specialist – Heather Flowers** (with County in position since 12/30/2019)
 - ▶ 8 years total HR experience, 3 years in HR leadership



Civil Service Commission

- ▶ RCW 41.14.010
- ▶ Merit system of employment for employees of the Sheriff's Office
 - ▶ New hire examination
 - ▶ Promotional examination
- ▶ 3-member Commission appointed by the BOCC to 6 year terms:
 - ▶ Terry Trulson
 - ▶ Michelle Andres
 - ▶ Lee Barrow
- ▶ Civil Service Examiner appointed by the Civil Service Commission
 - ▶ Eric Wyant, aPHR – HR Generalist/Civil Service Examiner
- ▶ Meet monthly
- ▶ Contract with Public Safety Testing for new hire testing support



LEOFF I Disability Board

- ▶ RCW 41.26.110
- ▶ Administer requests for medical and dental treatment for Franklin County members of the LEOFF I pension system
- ▶ 5-member Board prescribed by statute
 - ▶ Commissioner Rocky Mullen – Legislative Body Representative
 - ▶ Mesa Mayor Patti Bailie – City or Town Mayoral Representative
 - ▶ Mike Harris FCFD #3 – Firefighter Representative
 - ▶ Mike Bumpaous – Law Enforcement Representative
 - ▶ Debora Smith – Franklin County Citizen
- ▶ Meet quarterly
 - ▶ HR provides clerk of the board support for the meetings
- ▶ Reimbursements for the six LEOFF I retirees are processed by HR in accordance with the Disability Board Rules and Regulations



Labor Relations

- ▶ Approximately 64% of full-time positions are union positions
- ▶ Bargaining Units at Franklin County:
 - ▶ Appraisers (AFSCME)
 - ▶ Corrections (Teamsters)
 - ▶ Corrections Lieutenants (Teamsters)
 - ▶ Corrections Maintenance Technicians (Teamsters)
 - ▶ Courthouse (AFSCME)
 - ▶ Deputies (FOP)
 - ▶ Roads (AFSCME)
 - ▶ Sheriff's Support Specialists (USW)
 - ▶ Bailiffs (Bi-County - Teamsters)
 - ▶ Juvenile Detention (Bi-County – Teamsters)
 - ▶ Juvenile Clerical (Bi-County – Guild)
- ▶ Contract with The Wesley Group for labor relations support/legal representation for Franklin County direct units



Recruiting/Staffing Management

- ▶ Support provided for all positions:
 - ▶ Job Announcements
 - ▶ Posting/Distribution
 - ▶ Advertising
 - ▶ Job Offer Letter templates
 - ▶ Background checks (all except FCSO)
 - ▶ New hire on-boarding
- ▶ Support provided upon request:
 - ▶ Phone screen/interview guides
 - ▶ Participation on interview panels



Compensation

- ▶ County-wide market-based compensation study implemented in 2019
- ▶ Compensation review requests
 - ▶ New and existing positions
 - ▶ Job Description review
 - ▶ Market-based compensation review/recommendation
- ▶ Comparable entity compensation analysis for labor negotiations



Employee Benefits

- ▶ Retirement – Department of Retirement Systems
 - ▶ RCW 41.26, 41.37, and 41.40
 - ▶ Annual position eligibility review
- ▶ Required benefits offerings
 - ▶ Affordable Care Act (ACA) annual eligibility review
- ▶ Voluntary benefits offerings
- ▶ Benefits Committee
- ▶ Contract with Conover Insurance for benefits consultation support and broker services



Workers' Compensation

- ▶ Claims Administration
- ▶ Light Duty analysis
 - ▶ Stay at Work Reimbursement
 - ▶ \$18,077 in 2020
 - ▶ \$8,071 so far in 2021
- ▶ Participation in FC Safety Committee
 - ▶ Special projects
- ▶ Contract with Association of Washington Cities (AWC) for claims management and safety resource support
 - ▶ Possible future membership in AWC Retro Pool



Compliance

- ▶ Changing leave landscape = increased complexity
- ▶ COVID-19 brought additional/new leave types and requirements
 - ▶ Management of 104 FFCRA leave cases for 80 employees in 2020
 - ▶ Required reporting to BFHD
- ▶ New legislation
 - ▶ Monitoring of federal legislation and trends
 - ▶ State legislation
 - ▶ Provide input on bills through WSAC
 - ▶ Send out summary and County impact of bills to all EO/DH following each session



And so much more...

- ▶ Employee Relations
 - ▶ Investigations
 - ▶ Support and guidance
- ▶ Organizational Development – support for succession planning and needs assessment
- ▶ ONESolution system development
- ▶ Policy updates
- ▶ 2019 - Development and implementation of a plan to change the timing of our payroll and fix a decades-old compliance issue
- ▶ 2018 – Complete overhaul of HR section of County website, including Disability Board and Civil Service Commission pages to be more informative and user friendly for the public



**FRANKLIN COUNTY HUMAN RESOURCES
ANNUAL REPORT
JULY 2019 – JUNE 2020**

The Franklin County Human Resources Department serves the citizens of Franklin County by providing the leaders and employees of the County with the support, education, knowledge, and enthusiasm needed to be successful and mitigate risk in functional areas such as:

- Labor Relations
- Employee Relations & Discipline
- Recruiting/Staffing Management
- Policies and Procedures
- Benefits
- Employment Law Compliance
- Civil Service
- LEOFF 1 Disability Board
- Compensation
- Leave of Absence/Accommodation
- Worker's Compensation
- Organizational Development
- HR/Payroll Software Development and Maintenance

We provide exceptional customer service and counsel in these functional areas by promoting an environment that is characterized by:

- Open Communication
- Transparency
- Expertise
- Integrity
- Accountability
- Sensitivity
- Continuous Improvement

The Human Resources Department provides this service with three full-time employees (HR Director, HR Generalist, and HR Specialist) in partnership with contracted services for labor negotiations and disputes, Workers' Compensation claims management, and benefits consulting.

Labor Relations

Collective Bargaining Agreements open for 2020 (4 Franklin County and 1 Bi-County):

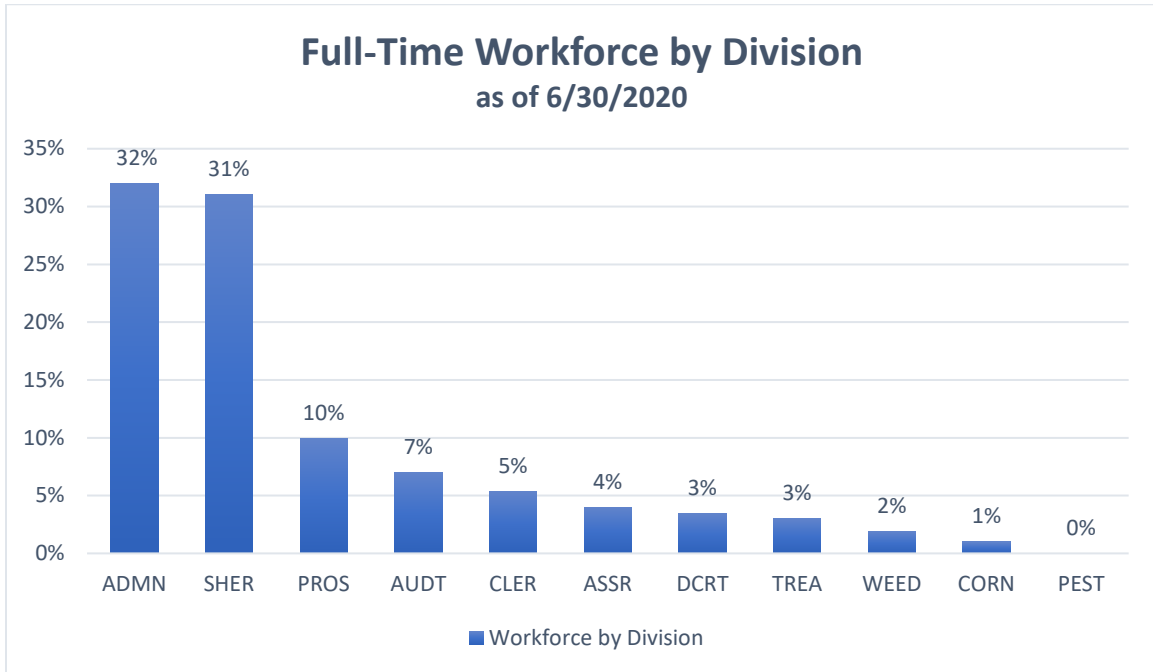
- Appraisers – Wages & Benefits Opener
- Local 874-CH (Courthouse) – Wage Opener
- Local 874 (Roads) – Wage Opener
- Sheriff's Support Specialists - Wage Opener
- Bailiffs (Bi-County) – Benefits Opener

Bargaining activity was relatively light for 2020 as it was limited to various re-openers, as indicated above. Negotiations were brief and productive with a good partnership between the County and the labor groups.

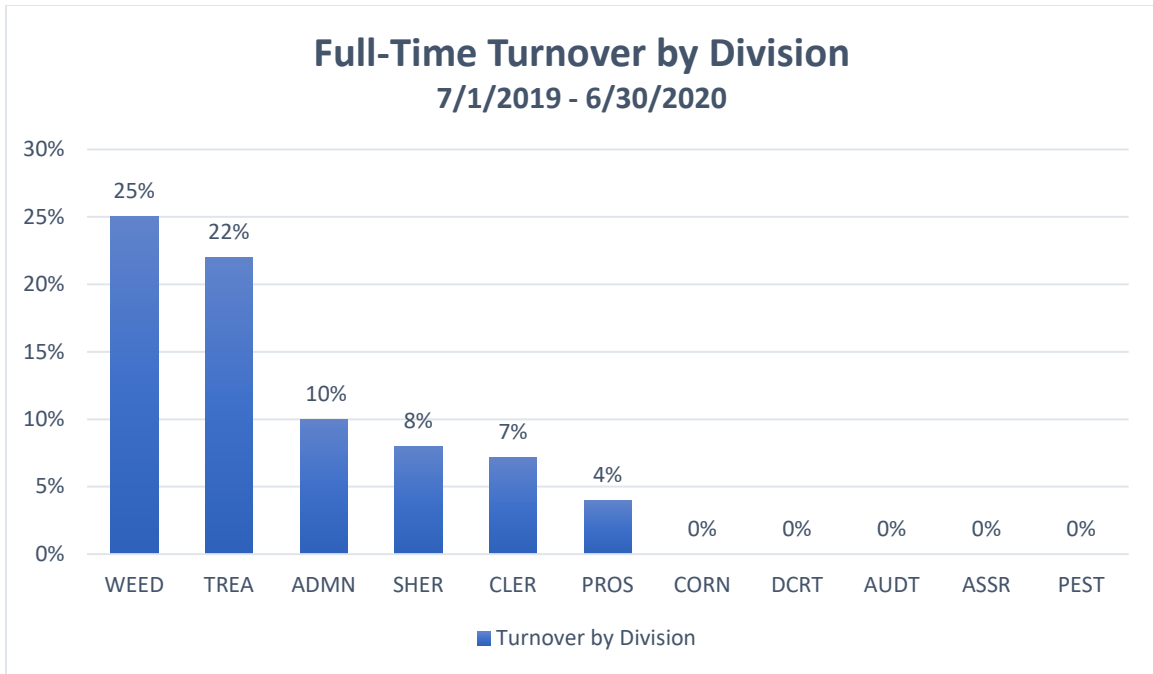
We had one grievance arbitration for the Sheriff's Office and two additional grievances filed during this period, though due to the pandemic, the arbitration dates have not been confirmed.

Recruiting/Staffing Management

The County employs 265 FT employees:



The total employee turnover rate for the County was 8% during the reporting period, with FT employee turnover at 7%. This is equivalent to 25 employee separations, 20 full time and 5 temporary/seasonal/on-call. We hired 25 new employees, 17 full time and 8 temporary/seasonal/on-call employees. The turnover rate was down significantly from 15% during the prior period. Reasons for this decline can be largely attributed to the positive retention effects of the implementation of the County-wide Compensation Study that was full implemented during this period.



For non-Civil Service positions, the average time to fill vacant positions was 38 days, down significantly from 63 days in the prior period. Time to fill for Civil Service positions is not tracked due to the many variables affecting the timeline of the extensive background process completed by the Franklin County Sheriff’s Office for those positions.

Policies and Procedures

Updating County policies is an ongoing process and we are committed to continuing to update our policies as well as developing a review process for policies to ensure they stay up to date and compliant. This year HR led or participated in the adoption/update of several County policies, including an update of the Family and Medical Leave Policy to reflect the changing landscape of protected leave at the state and federal levels. Policies include:

Benefits Administration Policy – UPDATE (2018) – January 2020

Family and Medical Leave Policy – UPDATE (2016) – June 2020

Inclement Weather and Emergency Closure Policy – UPDATE (2004) – November 2019

Tuition Reimbursement Policy – UPDATE (1994) - September 2019

Whistleblower Policy – UPDATE (1994) – March 2020

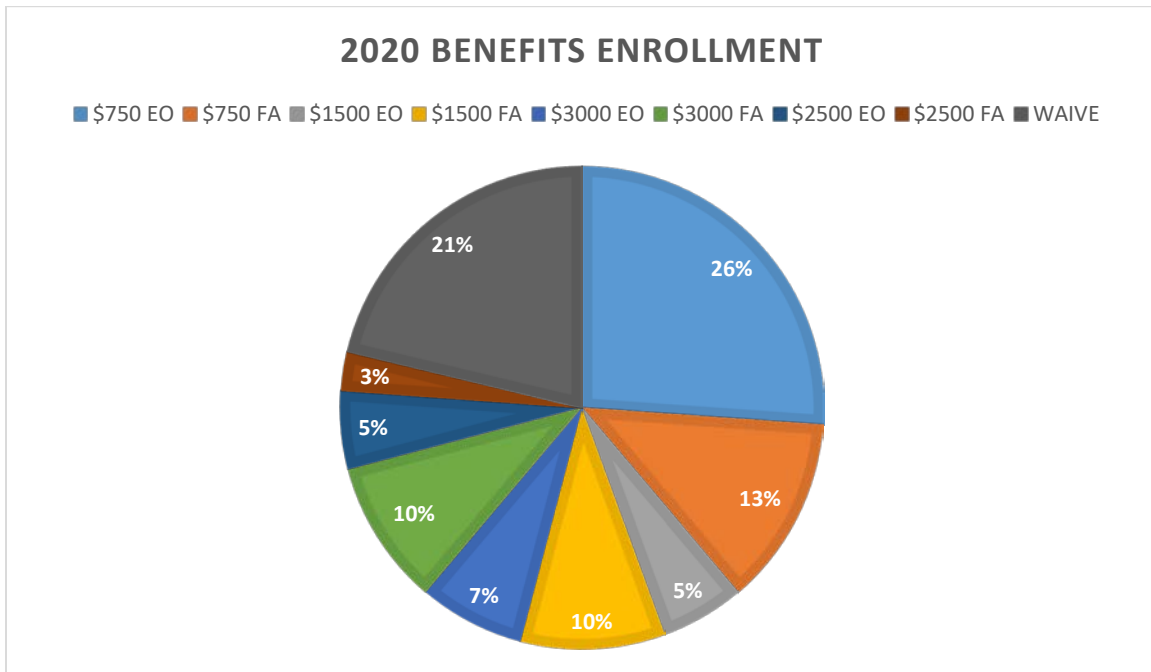
Benefits

We worked with our benefits consultant, Conover Insurance, to facilitate Benefits Committee meetings throughout the year, highlighting plan performance and benefits. In preparation for the 2020 plan year, we put out a call to all employees to attend the August Committee meeting to see if they would like to join for the new plan year. The Benefits Committee worked hard during the renewal process with record participation and engagement, asking thoughtful questions and soliciting feedback from their representative groups. After recommending a change to a 2-tier rate structure the prior year, and after reviewing a year's worth of data the Committee recommended staying with a 2-tier rate structure and adding a prescription deductible for non-generic medications, and the Board accepted their recommendation. Since the outbreak of COVID-19, the Benefits Committee has continued to meet monthly through telephonic meetings, reviewing claims data presented by Conover Insurance.

HR hosted our 3rd Annual Benefits Fair to kick-off the open enrollment period in November. Employee and vendor feedback was positive and we will look at ways to incorporate the positive aspects of this event for employees this year, in the COVID-19 environment.

2020 Enrollment Data (Open enrollment):

220 employees covering 467 total members on the medical plan. 57 employees waive County medical coverage. Employees can waive medical coverage only with proof of other qualifying group coverage.



The County also transitioned the final employee group from separate leave banks to Paid Time Off (PTO).

Employment Law Compliance

By the end of October 2019, the County had solved our decades old non-compliant payroll timing issue for employees paid on a semi-monthly basis. All Franklin County employees are now paid on a bi-weekly basis, fully in arrears.

January 2020 harkened in the ability for employees to take leave under the WA Paid Family Leave program that began collecting premiums in 2019. With the rulemaking still in progress at the beginning of the year, we worked closely with managers to ensure consistency within offices and across the County. We also worked with employees to navigate their leave complexities as the state was overwhelmed with applications.

The Washington State Legislature was busy again this year, passing over 20 employment related laws. HR followed the session closely and at the end of the session in April 2020, sent out a summary of each bill, along with the impact to the County, to all Elected Officials and Department Heads.

The COVID-19 pandemic created more legislative compliant challenges, specifically the federal Families First Coronavirus Response Act (FFCRA) introduced new leave types for employees. HR continues to spend a significant amount of time and energy to understand the law and how the leave types interact with existing state and County leave banks. We have worked closely with Elected Officials and Department Heads as they have navigated through complex leave issues, discovering that every employee situation is nuanced and unique.

Civil Service

This year through HR's role in providing administrative support to the Civil Service Commission, the Commission updated their rules to reflect statutory changes which increased the number of names the Sheriff's Office can consider for employment, along with making administrative changes to streamline the rules. We also worked with the Commission, Sheriff's Office, and vendors to ensure adequate applicant pools during the COVID-19 outbreak which has halted traditional recruitment. Through this work, we assisted with the hiring of five Sheriff's Deputies (including one lateral hire, and three transfers from Corrections), five Corrections Deputies (including four females), one Sheriff's Support Specialist, and one Commissary/Visitation Clerk.

LEOFF I Disability Board

As part of our role in providing administrative support to the LEOFF I Disability Board, HR processed 105 payments on behalf of Franklin County's six LEOFF I retirees. We also facilitated the first comprehensive update of the Disability Board Rules and Regulations since 1987, adopted in September 2019, and updated this year to reflect statutory updates enacted by the legislature.

Compensation

In November 2019, we completed the implementation of the County-wide market-based compensation study. The last County-wide compensation study was implemented in 2009. This process was necessary to realign our positions internally as well as to better reflect the contemporary market conditions.

HR completed nine compensation reviews during this period for four different offices.

Leave of Absence/Accommodation

With Washington Paid Family Medical Leave (PFML) benefits beginning in January 2020, updating documentation to assist employees and managers with navigating this new leave benefit as well as existing leave benefits. We have administered 28 leave case, including 7 taken as PFML. We have also continued to spend countless hours in trainings, researching the law, and following developments with the state rule-making to ensure the County is compliant with this benefit's administration.

As the COVID-19 outbreak has unfolded, HR has spent an immeasurable amount of time monitoring and reviewing updates to CDC and Benton Franklin Heath District guidance as it relates to employee leave, including benefits expanded as part of the Families First Coronavirus Response Act (FFCRA). We have administered leave for 31 employees as it relates to COVID-19.

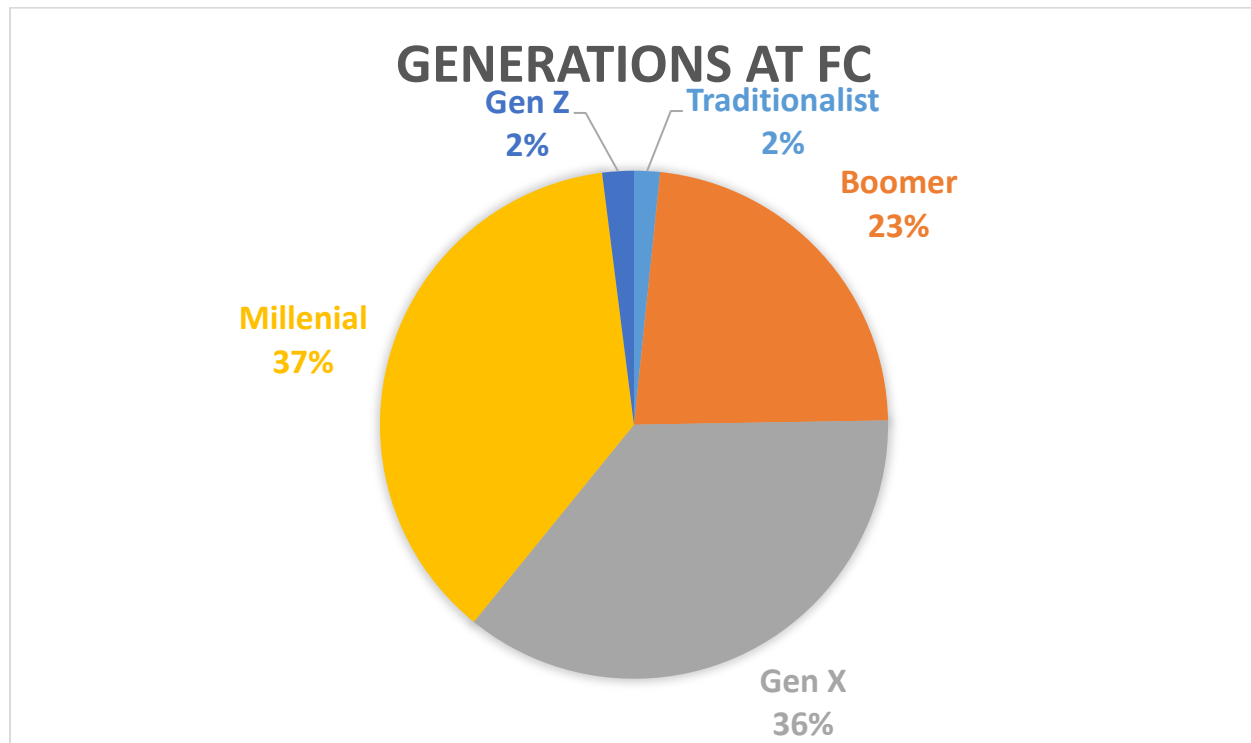
Workers' Compensation

HR administered eleven new and nine ongoing Workers' Compensation claims during this time period, in partnership with our claims administrator, Association of Washington Cities (AWC). We have also been actively involved in the safety committee and have offered safety resources to departments as requested, or as applicable. Our partnership with AWC affords us the opportunity for a variety of free/low cost training and resources so we pass that information along to departments as it becomes available.

Prior to the COVID-19 pandemic, we began working with AWC to plan for a comprehensive safety review in order to determine safety priorities for the County and available resources to support, in partnership with the Safety Captain and Risk Manager. That work was delayed with the pandemic, but we are still assessing how best to complete that work in a remote environment.

Organizational Development

One of the most challenging issues facing organizations today is the presence of five generations in the workforce. Generations of the Franklin County employee population break down as follows:



These numbers mirror the averages nationally in the workforce, and are consistent with the prior reporting period. This data continues to demonstrate that we have a great opportunity to foster mentoring relationships and a necessity to focus on succession planning to facilitate transfer of knowledge in order to avoid disruption of County services as retirements occur.

HR/Payroll Software Development and Maintenance

In addition to the continued optimization of system processes, data clean-up, HR worked with internal partners in Information Services to roll out Code Red emergency notification in Employee Online where employees can opt to receive voice and/or text notifications in the event of an emergency or closure or delay due to weather. HR has continued to work with our partners in the accounting division of the Auditor's Office to test and prepare for the upgrade to ONESolution, scheduled to take place late Summer 2020.