

Ottawa County Human Resources

2017 Annual Report

TALENT DEVELOPMENT



Training rebranded to Talent Development to match the current program and needs of the county. This not only included a new name and logo, but led to a more focused and responsive training program.

New e-learning opportunities were developed that are hosted in the learning management system, TOPYX, purchased in 2016. This allows learners to take the course as it fits their needs and timeframe. Examples included FMLA and Bloodborne Pathogen Training. For the first time, a blended learning course was offered- Spanish for Law Enforcement. This course had e-learning and classroom content.

As a follow-up to Disney Way, the Customer Service Excellence: The Ottawa Way was launched. This course is specific to Ottawa County and its customer service value.

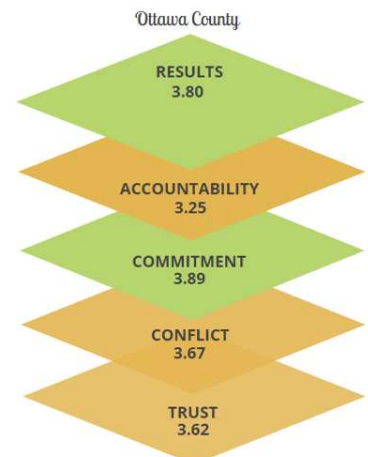
- 111 training sessions
- 321 hours of instruction (20% increase from 2016)
- 1,812 training attendees
- 12 leadership trainings
- 282 DiSC and 53 KOLBE profiles generated
- \$85,869 in tuition reimbursement (21% decrease from 2016 and decline since 2013)

SPOTLIGHT: LEADERSHIP COHORTS

In June 2017, the Cohort began a two-year curriculum using 'The Five Behaviors of a Cohesive Team'. This framework uses five behaviors to create highly functioning teams, in response to issues identified during customer service trainings.



An all-staff survey provided baseline data, on a scale of 0-5. The results for all employees showed room for improvement in the areas of accountability, conflict, and trust.



EMPLOYEE RELATIONS



Bargaining: December marked the end of seven three-year contracts. New contracts were negotiated before the beginning of 2018, for three years. All contracts include the County Health Alliance, salary increases, and a few minor changes.

Awards Banquet: 139 employees were honored at the banquet in October, two of them being 40-year recipients. Twenty retirees were honored for their service.

Payroll: The average payroll was \$1.9 million, totaling \$51.3 million in 2017. This is an increase of 3.2% from 2016.

Performance Management: 62 disciplines were issued, which is near the average.

SPOTLIGHT: COUNTY HEALTH ALLIANCE

In response to the rising cost of health insurance, the County Health Alliance (CHA) was negotiated. This alliance is a collaboration of union representatives, employees, and management. The CHA will propose changes to the county health plan, in order to limit the annual cost increase of the plan.

The county will pay the first 3% of the cost increase. The percent increase beyond 3% will be split between employees and the county. For example, a 7% health insurance cost increase would leave the county paying 5% and employees paying 2%.

BENEFITS



91% of benefited employees enrolled in the health plan are on the High Deductible Health Plan, which is one of three county-sponsored plans. There was a 1% increase in enrollment from 2016 to 2017. This plan is the most cost effective for the county. 24 injuries were incurred, resulting in 282 days away from work. This is an estimated 3,260 lost hours of the 1.66 million hours worked.

82% of employees with a MERS Defined Contribution elected to contribute enough to receive the full county match of 6%.

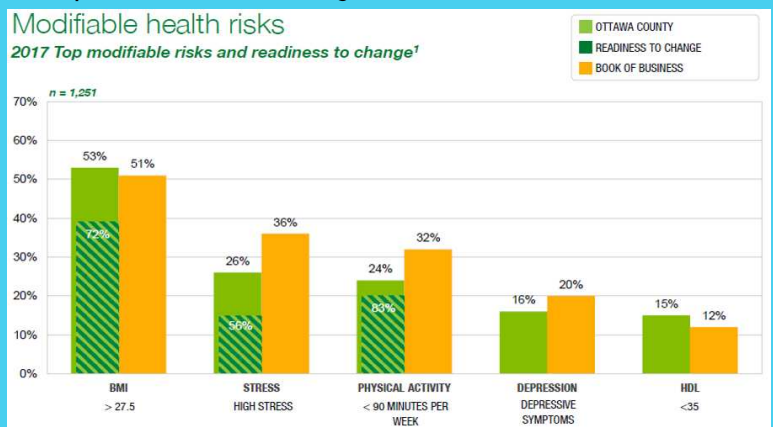
60% of employees contribute to a 457 plan. 93% of employees elected Empower Retirement as their plan administrator, compared to 7% for PERT.

HEALTH MANAGEMENT



91% of members were compliant with the Health Management Plan. 9% have to pay a disincentive in 2018 or had planned on not electing health insurance in 2018.

The top modifiable health risk is BMI. 50% of members are at low risk, 31% at medium risk, and 19% are considered high risk.



There has been a favorable change in blood pressure, tobacco use, and triglycerides. There has been unfavorable change in BMI and cholesterol.

Four health-focused videos were produced and are available on the Employee Portal. Topics include success stories and health coaching.



The Employee Portal contains information on the Health Management Plan, benefits, Open Enrollment, and more. It is the source for forms, guides, policies, and more for employees and their families. The Portal continues to see increased use year-to-year.

SPOTLIGHT: APPLICANT TRACKING SYSTEM

NeoGov was purchased in 2017 to replace the current applicant tracking system. NeoGov provides applicants with a better experience, allows for increased tracking and reporting capabilities, better analytics, and an electronic onboarding experience. 1,500 other public sector entities use NeoGov. All of the job postings are housed on governmentjobs.com, which allows for better marketing of job opportunities. View the new experience at miottawa.org/apply.

EMPLOYMENT



There has been a large increase in the number of applications received. The unemployment rate is currently 4.7%, leading to having many unqualified candidates applying for positions. Turnover is average for the organization and industry at 13% in 2017. Millennials, on average, remain in their position for two to three years, leading to increased turnover.

One in three employees are eligible to retire in the next five years. Human Resources is preparing for the high amounts of turnover by building relationships with community partners, improving the applicant experience, developing internal talent, and finding innovative ways to build a talent pipeline bursting with qualified candidates passionate about working for Ottawa County.

- 5,463 applications (42% increase)
- 178 new hires
- 69 internal promotions
- 151 left employment (13% turnover)



EMPLOYEE ASSISTANCE PROGRAM



The county partnered with Pine Rest for employee assistance program (EAP) services, beginning in 2017. The EAP provides five free visits per issue to employees and their household members, a 24/7 hotline, web-based resources, and elder care and legal consultation. The EAP provides the county with 30 on-site trainings and critical incident response services. The renewed EAP led to 185 contacts by employees and other eligible individuals. This is a dramatic increase from the previous vendor who had an average of 31 contacts per year.

Presentations about Ottawa County's successful EAP were given at the Michigan Municipal Executives Winter Institute and MACAO.



Ottawa County
Where You Belong.

The activities and programs of this department are brought to you by the members of the Ottawa County Board of Commissioners: Francisco C. Garcia, Joe Baumann, Donald G. Disselkoen, Allen Dannenberg, Mike P. Haverdink, Kelly Kuiper, James Holtvluwer, Greg J. DeJong, Philip D. Kuyers, Roger A. Bergman, and Matthew Fenske