

Ottawa County Human Resources

2018 Annual Report

TALENT DEVELOPMENT



The Emerging Leaders program is designed to prepare a pool of leaders who aspire to move into supervisory roles in Ottawa County. Emerging Leaders provides a comprehensive approach to support each participant's personal and professional development. In 2018, 20 participants completed the year-long program. 20% of the graduates were promoted within three months of graduation.

Crucial Conversations was offered to supervisors in 2018. This course taught skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics. There were 50 employees trained in 2018 and 95% of participants said the skills learned are very/extremely important to the success of Ottawa County.

- 42% of employees attended a development opportunity
- 90 training sessions were conducted
- 126 DiSC and 65 KOLBE profiles generated
- \$78,427 in tuition reimbursement (declining 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. This wrapped up in 2018.



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.

88% of participants applied Cohort information to their work in a way that made a difference.



EMPLOYEE RELATIONS



Bargaining: Three-year contracts began in 2018 and will expire at the end of year 2020. No grievances were filed in 2018.

Awards Banquet: 131 employees were honored at the banquet in October, eight of them being 30-year recipients. Fifteen retirees were honored for their service.

Payroll: The average payroll was \$2.0 million, totaling \$52.3 million in 2018. This is an increase of 1.99% from 2017.

Performance Management: 71 disciplines were issued, which is near the average.

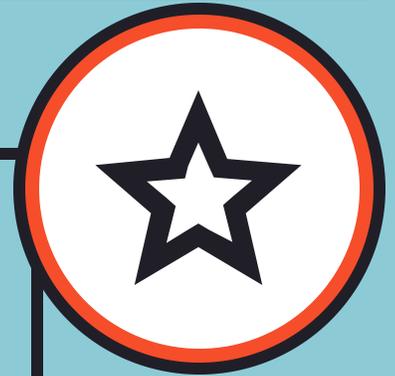
SPOTLIGHT: Supplemental Benefits

In August of 2018, Human Resources introduced new benefits to employees: Aflac and MetLife supplemental insurance. These benefits are employee paid through payroll deduction, but the plans are administered by Ottawa County. The Plans had an effective date of October 1, 2018. 21% of eligible employees elected an Aflac plan and 35% elected supplemental life insurance.

Aflac:
Critical Illness
Accident Insurance
Hospital Indemnity

MetLife:
Life insurance that supplements current MetLife offerings for employees and their families

BENEFITS



96% 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 5% increase in enrollment from 2017 to 2018. This plan is the most cost effective for the county. 15 injuries were incurred, resulting in 18 days away from work. This is an estimated 180 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%.

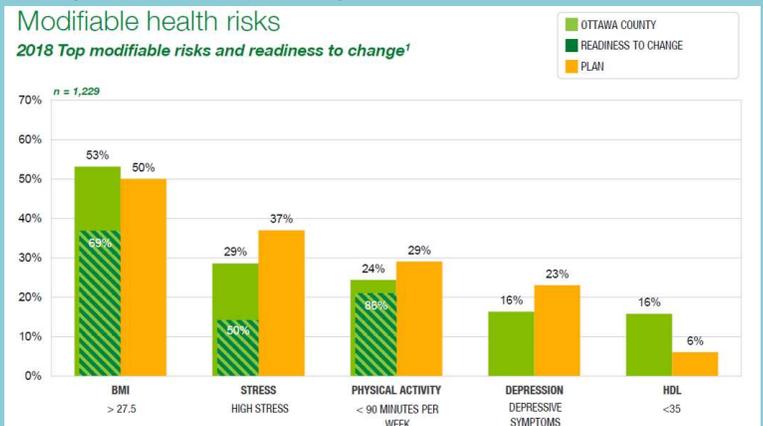
59% of employees contribute to a 457 plan. 93% of employees elected Empower Retirement as their plan administrator, compared to 7% for PERT.



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 2019.

The top modifiable health risk is BMI. 51% of members are at low risk (2% decrease), 29% at medium risk (same), and 20% are considered high risk (2% increase).



While there has not been much favorable change from last year, participants are lower risk than plan average for stress, physical activity, and depression and show a high readiness to change.

Gallagher released a white paper that studied the Health Management Plan from 2012 to 2016. In 2016 alone, there was a 12% point improvement in health leading to a savings of \$3 million.



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: HireReach

HireReach is an initiative by Talent 2020 designed to help West Michigan employers meet talent demands using an evidence-based selection process. Evidence-based selection is a fair, objective, data-driven strategy that helps organizations make better hiring decisions. It's proven to improve quality of hire, reduce first-year turnover, and increase workforce diversity. Human Resources will begin a pilot program in 2019.



EMPLOYMENT



The unemployment rate is currently 4.0%, leading to having many unqualified candidates applying for positions. Turnover was 15% in 2018, which is higher than 2017 but average for the previous five years (industry standard is 19%). There were 1,156 active employees as of December 31 with 76% having benefits.

A new applicant experience was launched in February 2018. Applicants now apply through NeoGov which provides an excellent user interface and better reporting/tracking mechanisms. NeoGov has a feature that allows candidates to self-schedule interviews, which was previously time-consuming for HR staff. The NeoGov onboarding feature allows new hires to fill out and review forms electronically.

- 5,661 applications (3.5% increase)
- 167 new hires
- 76 internal promotions
- 177 left employment (15% 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 on-site trainings and critical incident response services. In 2018, 166 contacts were made and 16 EAP courses were held for employees to attend.



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, Doug R. Zylstra, Allen Dannenberg, Randall J. Meppelink, Kyle J. Terpstra, James Holtvluwer, Greg J. DeJong, Philip D. Kuyers, Roger A. Bergman, and Matthew Fenske.