



## COUNTY BOARD OF SUPERVISORS

### NOTICE OF MEETING

NOTE: UNDER THE KENOSHA COUNTY BOARD OF RULES OF PROCEDURE ANY REPORT, RESOLUTION, ORDINANCE OR MOTION APPEARING ON THIS AGENDA MAY BE AMENDED, WITHDRAWN, REMOVED FROM THE TABLE, RECONSIDERED OR RESCINDED IN WHOLE OR IN PART AT THIS OR AT FUTURE MEETINGS. NOTICE OF SUCH MOTIONS TO RECONSIDER OR RESCIND AT FUTURE MEETINGS SHALL BE GIVEN IN ACCORDANCE WITH SEC. 210(2) OF THE COUNTY BOARD RULES. FURTHERMORE, ANY MATTER DEEMED BY A MAJORITY OF THE BOARD TO BE GERMANE TO AN AGENDA ITEM MAY BE REFERRED TO THE PROPER COMMITTEE. ANY ITEM SCHEDULED FOR THE FIRST OF TWO READINGS IS SUBJECT TO A MOTION TO SUSPEND THE RULES IN ORDER TO PROCEED DIRECTLY TO DEBATE AND VOTE. ANY PERSON WHO DESIRES THE PRIVILEGE OF THE FLOOR PRIOR TO AN AGENDA ITEM BEING DISCUSSED SHOULD REQUEST A COUNTY BOARD SUPERVISOR TO CALL SUCH REQUEST TO THE ATTENTION OF THE BOARD CHAIRMAN.

**NOTICE IS HEREBY GIVEN** the **Committee of the Whole** of the Kenosha County Board of Supervisors will be held on Tuesday, the **17th day of April, 2018 at 6:30PM., in** the County Board Room located in the Administration Building. The following will be the agenda for said meeting:

- A. Call To Order By Chairwoman Breunig
- B. Pledge Of Allegiance
- C. Roll Call Of Supervisors
- D. Presentation Of The HR (Human Resources) Study And Possible Reorganization.

Documents:

[PERSONNEL REORGANIZATION MEMO.PDF](#)  
[HR REORG PROPOSAL 04-05-2018.PDF](#)  
[RES HUMAN RESOURCES REORG.PDF](#)

- E. Adjourn



# COUNTY OF KENOSHA

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## MEMO

DATE: April 9, 2018

TO: The Kenosha County Board of Supervisors

FROM: Robert J. Riedl  
Division Director of Human Resources

SUBJECT: Reorganization of Human Resources

*The Finance/Administration Committee will consider the proposal to reorganize the Division of Human Resources Thursday evening, 6:30 p.m., in the Committee Room.*

Over the past decade the economic growth of our region has been remarkable. Business parks from highway 142 south to the State line, expansion of established businesses and the prospect of a 10,000 employee business on our northern border has placed Kenosha as the center of commercial growth.

Under its current administration, Kenosha County has been a leader in preparing to respond to changes which affect its operations before they hit. Kenosha was the first County to respond to Act 10 establishing policies which eased the transition for its employees from representation to participation. As the last of the pre-Act 10 collective bargaining units were expiring, Kenosha County conducted a comprehensive wage and benefit market analysis assuring Kenosha County competes in the employment market from a position of strength. Other responses to our growing economy, though less global than the changes inspired by Act 10, have been no less important. The County Board has a well-deserved reputation for its support for these responses.

The growth of business in our County has impacted the local market for employees. Gone are the days when a call for job applicants in the Kenosha News would result in hundreds of responses. Employment opportunities are abundant. It is the proactive employers which attract applicants for its positions, not just because they pay well or have excellent benefits, but because they display interest and appreciation for their employees. Our robust employment market tests the creativity of the County's Human Resources staff. The total staff of five, the same as it has been for more than 20 years, has increased presence in the community by participating in job fairs and other recruiting exercises. The County has hosted employment open houses. The staff has work with the Sheriff to completely revamp the recruitment strategy for Corrections Officer which has been successful, not just in recruiting, but also reducing the detentions overtime cost.

These are proactive responses to recruitment resulting in 3,385 job applications received in the past 14 months; 403 new hires and 325 separations.

With the increased attention to recruitment, response to the needs of our divisions and current employees remains reactive. It is also important to remind the supervisors that Human Resources is responsible for risk management including Worker's Compensation, OSHA compliance and safety, HIPAA compliance, policies and procedures, contract negotiations with the Kenosha County Deputy Sheriff's Association, employee activities and courthouse security.

As the County sits at the doorstep of the influence of Foxconn, and considering the greater demands put on the Division of Human Resources since Act 10, County administration chose to take a "deep dive" into the division's operations so it is prepared for the demands of the future.

Most predictors see a future of increased populations living in new housing developments with related infrastructure. New businesses will support Foxconn. The arrival of thousands of new workers will impact Kenosha County. More roads will need to be built, maintained and plowed. Increased populations requires more social and health services. The demands on law enforcement and other emergency services are apparent. Wages and benefits made available to Kenosha County employees must be measured more frequently and changed as necessary.

Mr. Brad Foley from HR Value Partners was hired eight months ago to evaluate the human resources operation and make suggestions to improve its efficiencies. Mr. Foley interviewed the human resources staff, County administration and 20 department and division heads. He also analyzed the County's human resources management systems. County leaders acknowledged responsiveness of the current HR team but identified a need for more proactivity. The department's need a more present and available HR team to manage today's employee.

Mr. Foley concluded that modern-day demands of employee recruitment and relations has grown beyond the capacities of the County's five person staff. Best practices call for one HR professional for every 100 employees. Mr. Foley's reorganization reduces the current one to 200 employee ratio to one to 147 employees by adding two HR professionals to the current team. Mr. Foley compensates for the current reactive nature of internal responses by embedding each of four HR professionals in the Public Safety Building, Brookside Care Center, Kenosha County Center and the Job Center. Each HR professional is responsible for day-to-day management of the human resources needs for the divisions and department connected to the building. The HR director will remain in the Administration Building and be available for Courthouse matters.

In addition, each HR professional will have a subject matter expertise in one of the following: risk management, compensation and benefits, recruiting and onboarding and performance management/succession planning. The proposed schedule is three working days at their assigned buildings and two days as a team in the administration building. Although the schedule is

flexible as a team cadence is established. An illustrated representation of his proposal is include with this document.

This is a model frequently seen in private sector HR offices. While this model is uncommon among public sector employers, Kenosha County is the center of economic growth and needs to, once again, lead with an innovative approach to the recruitment challenge.

A cost analysis is also included with this document. The initial implementation will be funded with surplus funds from the 2017 budget. In 2019, the levy impact is approximately \$31,000.

The addition of two generalists to the HR team is an absolute necessity in a growing, competitive employment market. The County has long been a preferred employer in our area. We must compete on a level playing field with the same advantages as those who are also recruiting qualified individuals. The proposed changes are cost effective and strategically situated to enhance our recruitment and retention strategies.

# KENOSHA COUNTY HUMAN RESOURCES REORGANIZATION PROPOSAL 2018

## Allocation methodology

- 1) Generalists(4) / HR Director positions- 60% directly charged to Tier based on assignment (split further by Tier FTE head count allocation).
- 2) Remaining 40% + Interdepartmental admin positions spread countywide based FTE head count.

## Tier Assignment

Position	Tier Assigned	Description
Director of Human Resources	Other	Balance of County Divisions not specifically defined below, excluding Interdepartmental Divisions (BUs).
Generalist 1	Sheriff	All Sheriff Divisions.
Generalist 2	Brookside/Willowbrook	Brookside and Willowbrook Divisions (BUs).
Generalist 3	Human Services	All Human Services Divisions, including BU 15250, excluding Brookside and Willowbrook.
Generalist 4	Public Works	All Public Works Divisions, including BU 15200.
Human Resources Specialist	Interdepartmental	Human Resources, including Health and Worker's Compensation Insurance (BUs).
Human Resources Assistant		

## Wages

Position	2018 Budgeted Rate	Proposed Rate	Rate Change	
Director of Human Resources	52.64	64.66	12.02	
Generalist 1	45.78	45.78 *	-	
Generalist 2	35.83	40.71 **	4.88	
Generalist 3	-	40.71 **	40.71	New Position
Generalist 4	-	40.71 **	40.71	New Position
Human Resources Specialist	32.27	32.27	-	
Human Resources Assistant	30.16	30.16	-	

### Assumptions

- \* Incumbent rate to remain at \$45.78 for Generalist position.
- \*\* Generalist base salary at \$85,000 (\$40.71 @ 2088 hrs).

## 2018/2019 Budgetary Impact

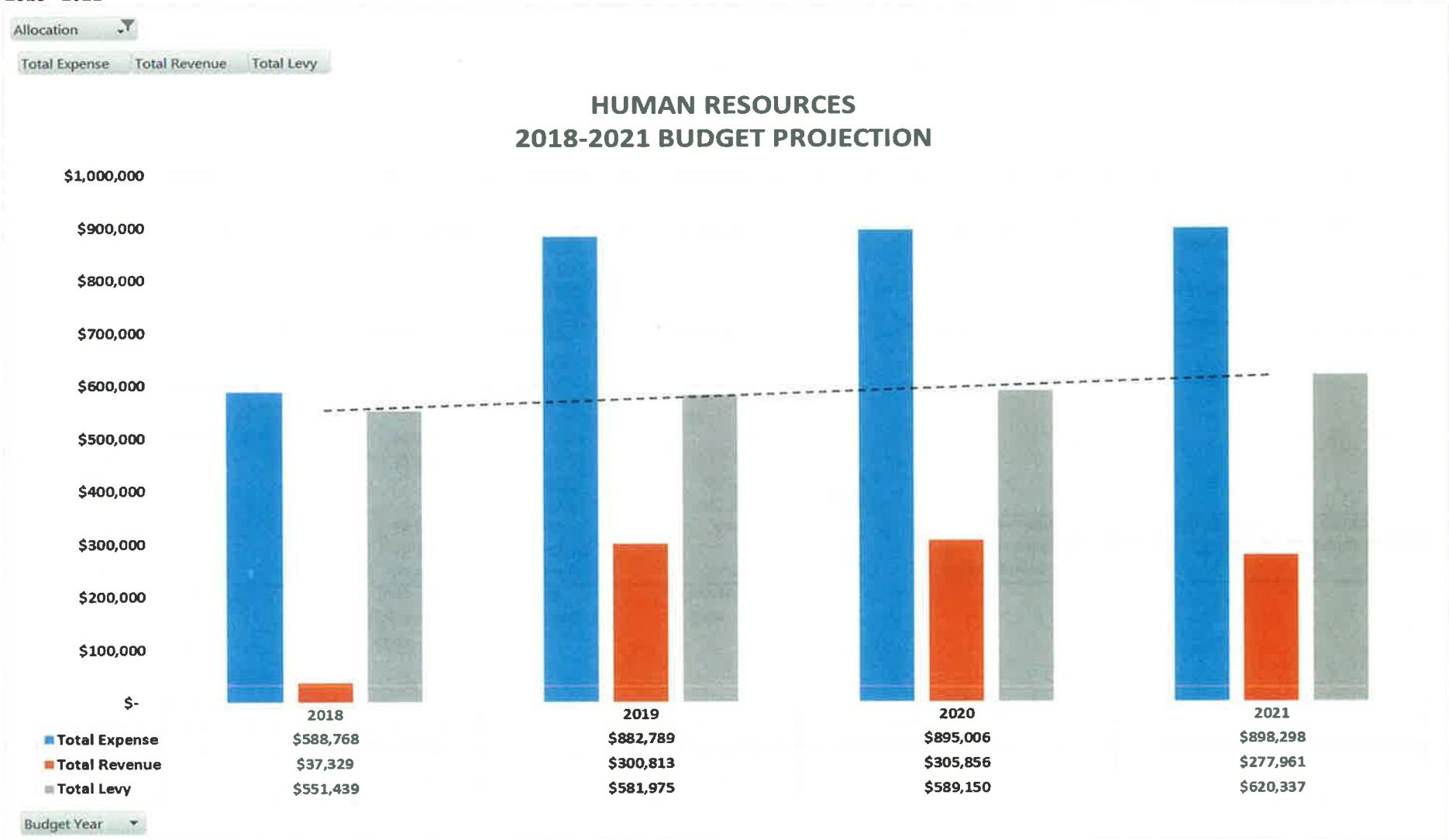
Position	Months Active	2018 Revised Budget	2019 Projected Budget	****
Director of Human Resources (current)	6 *	74,943	-	
Director of Human Resources (new)	8 **	119,080	182,859	
Generalist 1	12	133,260	133,260	
Generalist 2	12	120,717	123,377	
Generalist 3	3 ***	30,179	123,377	
Generalist 4	3 ***	30,179	123,377	
Human Resources Specialist	12	100,659	100,659	
Human Resources Assistant	12	95,881	95,881	
Proposed Budget		704,899	882,789	
2018 Budget		588,768	588,768	
Increase		\$ 116,131	\$ 294,021	

### Assumptions

- \* Current Division Director end date of July (6 months).
- \*\* New Division Director start date of May (8 months).
- \*\*\* Generalist 3 and 4 start date of October (3 months).
- \*\*\*\*\* All Employees to receive rate increases in 2019.

# KENOSHA COUNTY HUMAN RESOURCES REORGANIZATION PROPOSAL 2018

Human Resources Division  
2018 - 2021



Change from Yr Prior	2019	2020	2021
Total Expense	+ 294,021	+ 12,217	+ 3,292
Total Revenue	+ 263,484	+ 5,043	- 27,895
Total Levy	+ 30,537	+ 7,174	+ 31,187

# Kenosha County Board of Supervisors

RESOLUTION NO. \_\_\_\_\_

Subject: <b>Resolution Regarding the Reorganization of the Division of Human Resources</b>			
Original <input checked="" type="checkbox"/>	Corrected <input type="checkbox"/>	2nd Correction <input type="checkbox"/>	Resubmitted <input type="checkbox"/>
Date Submitted: <b>April 5, 2018</b>		Date Resubmitted:	
Submitted By: <b>Division of Human Resources</b>			
Fiscal Note Attached <input type="checkbox"/>		Legal Note Attached <input type="checkbox"/>	
Prepared By: <b>Robert J. Riedl</b>		Signature:	

**WHEREAS**, Kenosha County has engaged HR Value Partners to evaluate and make recommendations for the improved performance and efficiency of the Kenosha County Division of Human Resources; and

**WHEREAS**, HR Value Partners has recommended a reorganization which includes two HR generalists be added to the Human Resources Staff, and

**WHEREAS**, the Finance/Administration Committee has considered the recommendations of HR Value Partners;

**NOW, THEREFORE, BE IT RESOLVED**, that the Kenosha County Board of Supervisors adopts the HR Value Partners Human Resources reorganization proposal (attached hereto); and

**BE IT FURTHER RESOLVED**, that the administration is instructed and authorized to take those steps necessary to carry out the intent of this resolution and implement the HR Value Partners Human Resources reorganization proposal.

**Finance/Administration Committee:**

Aye    No    Abstain

☐    ☐    ☐

\_\_\_\_\_  
Terry Rose, Chairman

☐    ☐    ☐

\_\_\_\_\_  
Ron Frederick, Vice Chairman

<div><div></div><div>Daniel Esposito</div></div>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<div><div></div><div>Jeff Gentz</div></div>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<div><div></div><div>Ed Kubicki</div></div>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<div><div></div><div>Rick Dodge</div></div>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<div><div></div><div>Greg Retzlaff</div></div>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





*Kenosha County*

**HR Future State**

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April 5, 2018

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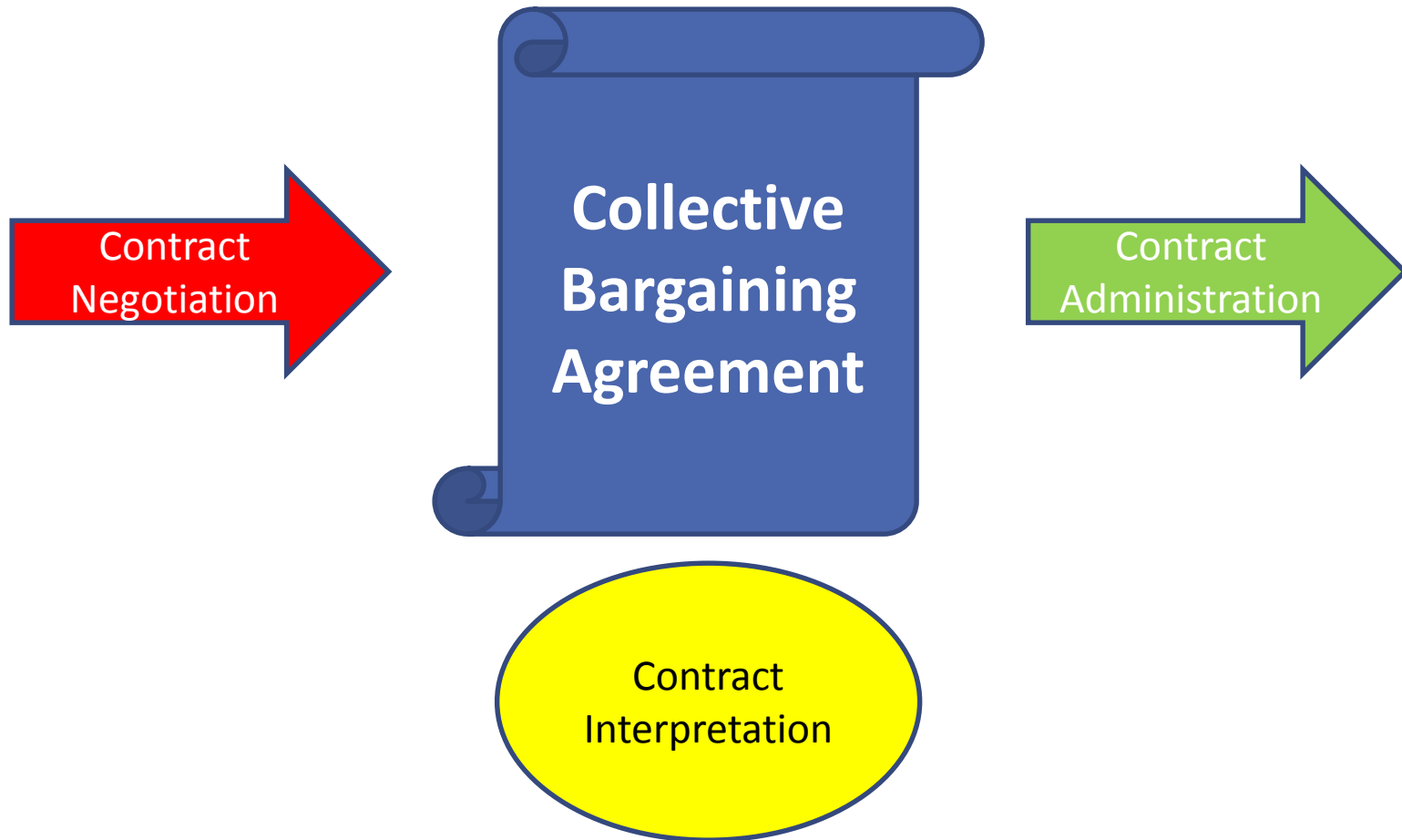


Section	Section Title	Slide No.
1	Review of Current State	
2	County Leadership Feedback	
3	HR Structure	
4	Summary and Commitment	
5	Questions/Comments	

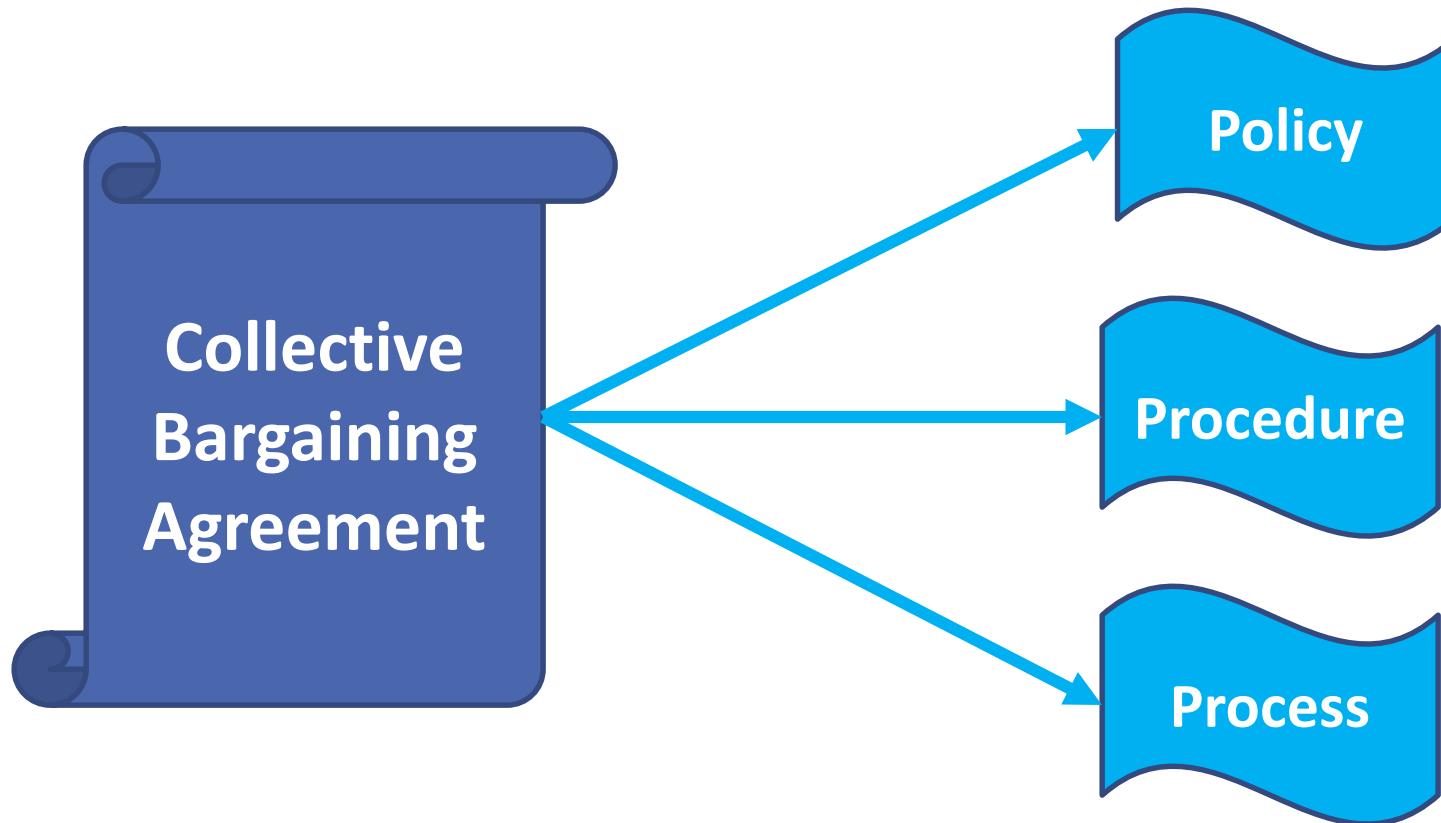


# Review of Current State

# Primary HR Concerns, Pre Act 10



# Act 10



# Current State





# County Leadership Feedback

# Leadership Feedback

- HR gets high marks for responding when called upon
- The future of the county requires HR to be more proactive
- Particularly with regard to:
  - Attracting talent (Employer of Choice)
  - Consistent employee experience
  - Onboarding/Orientation
  - Performance management
  - Staffing recommendations
  - Etc.
- Leadership recognizes that the current structure and staffing level simply will not support this





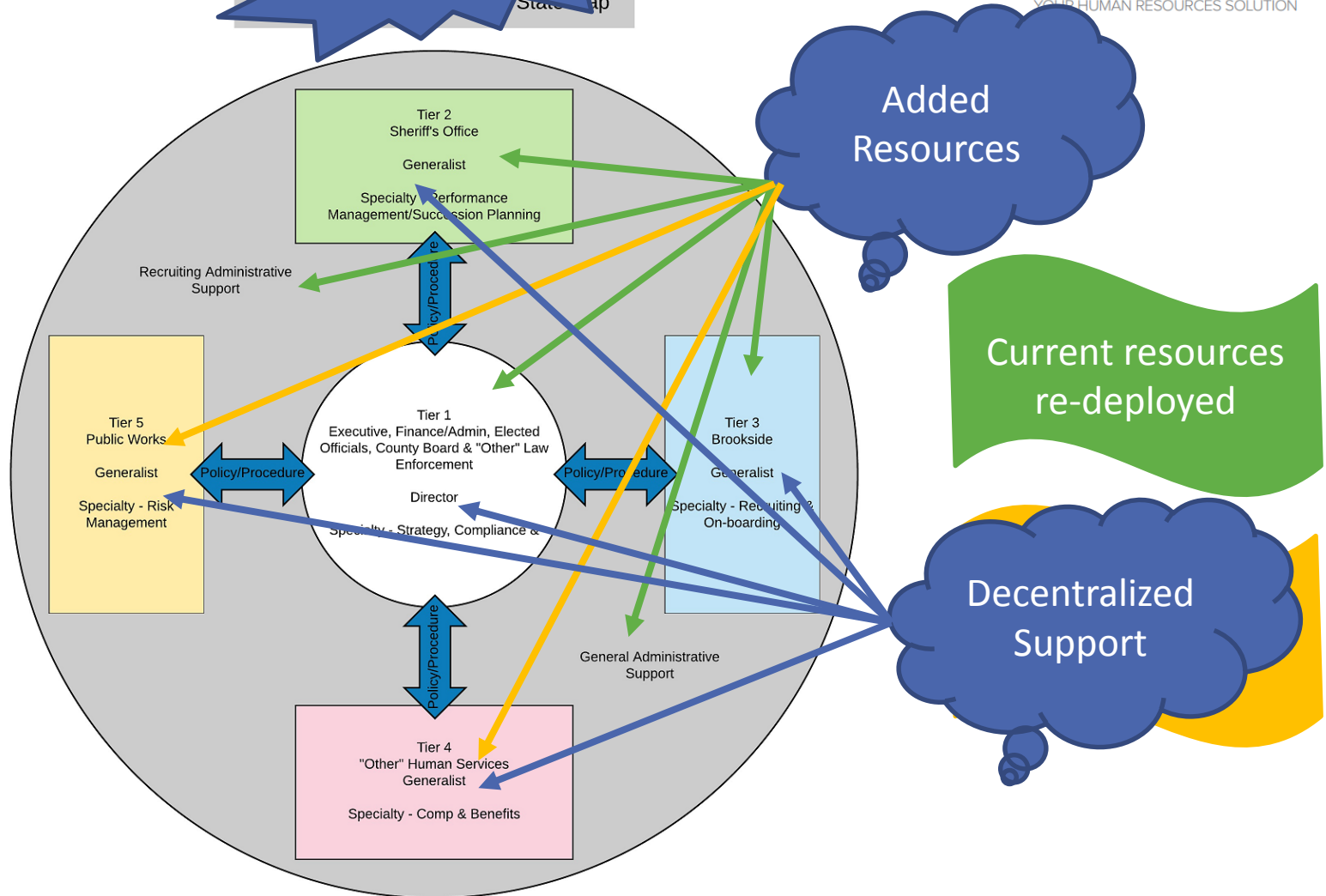
# HR Structure

# Future State

## Future State Foundations



**HR VALUE PARTNERS, LLC**  
YOUR HUMAN RESOURCES SOLUTION



# Decentralized Support



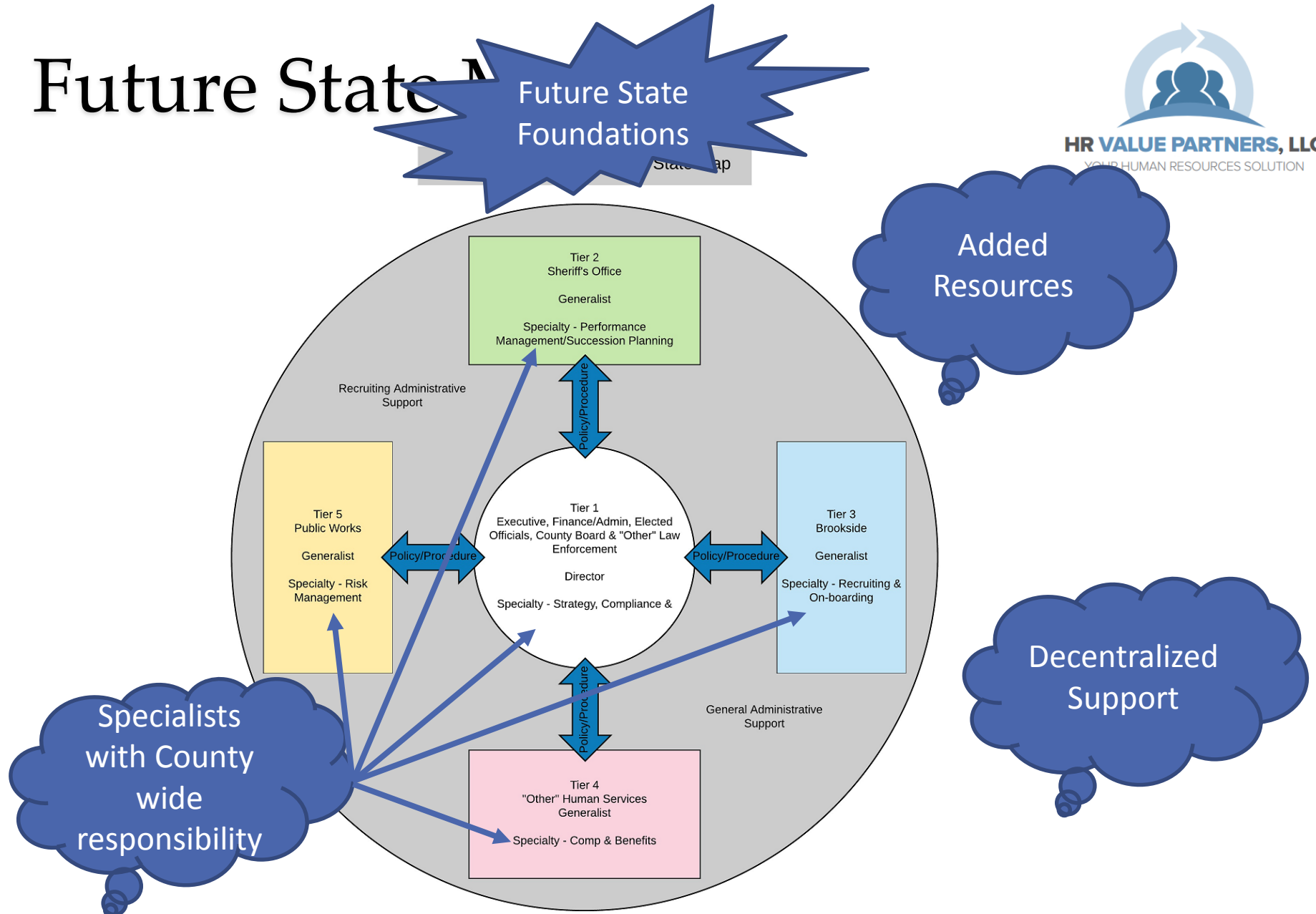
- Each tier has unique challenges/needs
- Matrix reporting structure (solid line to HRD, dotted line to Tier leadership)
- Each generalist charged with
  - Representing needs of their tier to the central HR function
  - Handling all aspects of HR for their tier (recruiting, onboarding/orientation, performance management, disciplinary action, comp/benefits, etc.)

# Future State

## Future State Foundations



**HR VALUE PARTNERS, LLC**  
YOUR HUMAN RESOURCES SOLUTION



# Future State Foundations



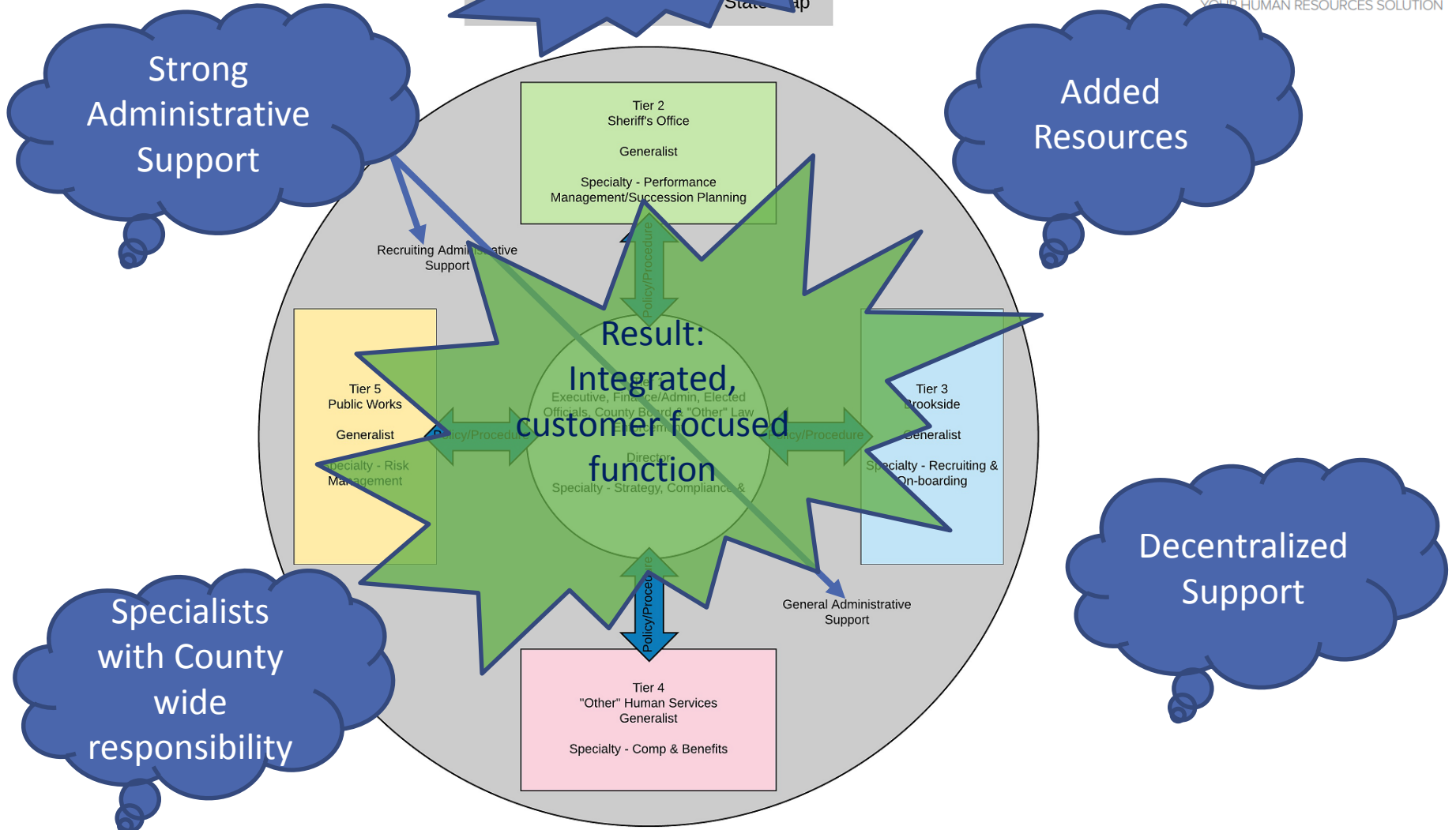
- Specialists with a County wide focus
  - Each generalist will have an area of specialty which they will champion County wide
    - Strategy, Compliance
    - Performance Management & Succession Planning
    - Recruiting & Onboarding
    - Compensation & Benefits
    - Loss Prevention/Risk Management
  - Specialist works with all generalists to develop policies/procedures which reflect needs of every tier

# Future State

## Future State Foundations



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# Questions/Feedback



Thank you