



COUNTY OF KENOSHA

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.