

**Board of County Commissioners - Staff Report**

Meeting Date: December 6, 2016
Submitting Dept.: Human Resources

Presenter: Julianne Fries, Director of HR
Subject: Request for Additional Personnel

Statement / Purpose:

Consideration of additional full-time position within the Human Resources Department.

Background / Description (Pros & Cons):

This request was originally submitted to the Board of County Commissioners during the FY2017 Budget request process. At that time the Commissioners decided to hold off on fully funding this position and moved \$50,000 into reserves for future consideration.

An indicator of HR's service capacity or organizational efficiency is the HR Ratio or HR staff to all employees; 1 HR staff for each 75-100 employees. Teton County averages 285 full-time employees, plus another 100 part-time and seasonal employees. At our current staffing level, the Director spends the majority of time performing transactional and tactical work; putting out fires and urgent needs as they arise. The HR Assistant is task based – paper administration, basic help desk support to employees, and data entry and maintenance on the HR Information System. The pace and workload prevent the Director from planning and offering long-term solutions to ensure Teton County attracts, develops, maintains and retains a high performing workforce. This proposed new position would perform professional level work as an HR Generalist and provide relief to the HR Director by assisting the director in the following functional areas:

1. Assist in benefits administration, including claims resolution, approving invoices and communicating benefits to employees;
2. Assist in drafting personnel policies and procedures;
3. Assist in conducting recruitment efforts, and conducting and developing an improved new-employee orientation program that taps participation from key agencies and departments;
4. Handle exit interviews;
5. Plan and coordinate on-going employee events;
6. Assist in developing HR reports and tracking key metrics for reporting;
7. Assist in the development of a comprehensive Risk/Safety management program which would track, education, and manage Workers' Comp claims and target safety training needs.

As a mid-level HR professional, the experience required is between three to five years in the HR field.

If approved, this position will allow the Director to focus on important initiatives that better support our employees' interests, such as:

- Completion of a comprehensive re-write of the employee handbook (draft developed-needs final review and editing from HR then it will go through vetting and review by all Dept. Directors & Elected Officials, before final presentation to BCC)
- Completion of comprehensive Policy and Procedure manual (currently developed on an sporadic, urgent needs basis)
- Ongoing regular employee trainings based on strategic identification of organizational needs and objectives (this has fallen off due to HR's focus shifting to policy development)
- Facilitating employee committees, such as 'Rewards & Recognition Committee' and a Benefits Committee (These projects requires a thoughtful planning and implementation process; upon establishment, HR facilitates regular meetings with clear goals/objectives in place)
- Conducting employee surveys (benefits, employee engagement, training needs assessment, etc.)
- Developing a Risk/Safety program (significant increase to workers' comp claims incurred over the past two years – formal training programs are lacking based on trend data)
- Regular, proactive employee communications to boost engagement and information sharing
- Strategic development of Leadership training program



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For HR to be effective, we must plan and implement these projects and initiatives, rather than operate in a constant reactive state attempting to accomplish and keep up with the day-to-day tasks. Maintaining the status quo only diminishes the level of service provided by HR to the organization. The current demands and needs of the organization continues to exceed the resources of the HR department.

Stakeholder Analysis & Involvement:

County workforce, division managers, department directors and elected officials.

Fiscal Impact:

Estimated that mid-year costs to support hiring of this position (salary and benefits) are \$40,400.

Staff Impact:

This position would allow HR to address key initiatives that provide more emphasis on employee engagement as well as training needs; allowing HR to be more effective at balancing the organizational needs and interest with the employees' needs and interest. It would support the Director by off-loading professional level work to this person so that projects, policies, and solutions are delivered in a more proactive and timely manner.

Legal Review:

none

Staff Input / Recommendation:

Staff recommends approving this request.

Attachments:

none

Suggested Motion:

I move to approve the additional FTE request for the HR department.