

WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE
Developed - April 2007

INSTRUCTIONS: For each program, list the Scheduled Review Date, the Department, the Department Mission Statement and the Program Title at the top of the page, and answer the following questions for each program. The overall response for each program should be no greater than two (2) pages in length.

SCHEDULED REVIEW DATE: July 30, 2007

DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: LABOR RELATIONS

1. Describe the program, its purpose and goals.

This Program is conducted in accordance with Wis. Stats. 111.70. There are seven (7) bargaining units covering employees in twenty-three (23) County Departments. The Program consists of negotiating collective bargaining agreements (cba's), administering the cba's for the duration of the term and processing grievances. The goal of this Program is to develop and maintain a positive Labor/Management (L/M) relationship.

2. Who is the program intended to serve? How many are served?

This Program is intended to serve all seven (7) certified bargaining units covering approximately 806 employees.

3. Are the program benefits long-lasting and essential to the service populations?

The Program benefits are definitely long-lasting in maintaining a positive L/M relationship. Labor contracts have been negotiated for three (3) year terms and therefore must be negotiated with long-term fiscal considerations in mind.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This Program directly supports the wages, hours and conditions of employment for employees in twenty-three (23) County Departments.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This Program is administered in accordance with Wis. Stats. 111.70 and both the Department of Human Resources and County government can be more effective and efficient when there are cba's in place which control the day-to-day wages, hours and conditions of employment for County employees.

6. How do you determine/measure if this program has been effectively provided and implemented?

The measurement for this Program can be determined by the successful negotiations of cba's and in the day-to-day administration of cba's.

7. Could the county cost-effectively subcontract this program?

No

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

This is the number one Program in the Department because it controls the wages, hours and conditions of employment for over 800 County employees.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

There are no current alternatives to this Program in the community. This Program could be contracted out to either a Labor Relations Consultant or Law Firm at considerably higher cost.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

The County would be in violation of State law if this Program were eliminated.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

This Program is extremely cost-effective since it governs the wages, hours and conditions of employment for about 75% of County employees.

12. Is this program currently duplicated by another county department or provider in the community?

No

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

The efficiencies of this Program could be improved with more supervisory training in the area of the disciplining of employees.

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DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: PAYROLL PROCESSING

1. Describe the program, its purpose and goals.

The purpose of Payroll Processing is to ensure that all payrolls are processed timely and accurately. All discrepancies are resolved prior to the completion of a payroll. Deductions are done properly and recorded as well as the maintaining of paid time off records. The goal of payroll is to have a commitment to quality and a fundamental understanding of the processes.

2. Who is the program intended to serve? How many are served?

The program serves all Winnebago County employees. During the first half of June, we processed wages for 1,414 employees. This includes County Board Supervisors, full-time, part-time, seasonal and temporary employees.

3. Are the program benefits long-lasting and essential to the service populations?

The payroll is essential to the work force of the County.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program directly relates to all departments of the County.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Pay issues can affect employees, for good or bad, in terms of production. Errors in payroll can make it very difficult to manage any department.

6. How do you determine/measure if this program has been effectively provided and implemented?

We believe that the payroll has been effective by virtue of the lack of complaints from either departments or employees.

7. Could the county cost-effectively subcontract this program?

We do not believe that the payroll should be subcontracted. We did review subcontracting a few years ago and discovered that most of the work involved with payroll is done before you send it out for processing. We still would have to maintain all the records that we do now.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

Payroll Processing was ranked second among the eleven programs in Human Resources because of its affect on all County departments, second only to Labor Relations. Both of these programs are important to all County employees.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

No

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

There would be legal issues and liability if we fail to pay someone.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

It is difficult to measure the impact and effectiveness in terms of cost.

12. Is this program currently duplicated by another county department or provider in the community?

No

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

We have been very pro-active in searching for better ways to process payroll. Use of technology is one way to reduce errors and that has been our goal. We have implemented many processes that have reduced the use of paper, postage etc. This is demonstrated in the payroll-reporting program.

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DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: BENEFITS ADMINISTRATION

1. Describe the program, its purpose and goals.

Human Resources administers the County's employee benefit programs, including WRS, health, dental, life, as well as long-term disability, deferred compensation, Section 125 plan, and the Employee Assistance Program. For the health insurance program, we do use an outside broker to assist in making decisions but the others are managed in house.

The goal is to have benefit packages that treat employees fairly while complying with the collective bargaining agreements.

2. Who is the program intended to serve? How many are served?

Benefits Administration is intended to serve all County employees. The approximate number of County employees is 1500.

3. Are the program benefits long-lasting and essential to the service populations?

The program is essential to all County departments. The 2006 budget for employee benefits is over 18.6 million dollars.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

Benefits Administration directly affects all County programs that involve County employee services. It is an internal function.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Consistent and efficient administration of the benefit programs adds to an efficient running of County departments. Making appropriate decisions regarding changes in benefit programs can be cost saving to department budgets.

6. How do you determine/measure if this program has been effectively provided and implemented?

The number of complaints/problems received from employees measures effectiveness of programs. As we have very few complaints, it would seem that the programs are effective.

By the use of a broker for health insurance, we have tried a number of ideas to try to keep the cost of health insurance down. We have also begun a wellness program to help employees become healthier which can lead to a reduction in claims.

7. Could the county cost-effectively subcontract this program?

Most of the programs covered by Benefits Administration could not be effectively subcontracted. We have contracted with a broker for a number of years to assist with decisions on health insurance as to plan design, consulting/education with employees. We administer the COBRA health insurance continuation in house. This has saved administrative fees from a third party vendor. We also handle the enrollment of employees for all of the programs in house.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

Benefits Administration is ranked third of the eleven Human Resources programs. This ranking shows how important it is to have effective benefits in order to attract and keep employees.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

No, it would cost the taxpayers more to pay outside vendors to handle all the benefit programs.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

The County has agreed through collective bargaining to provide the benefit programs.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

It is difficult to put a dollar figure on the impact of these programs but it is safe to say that the cost of outside vendors would dramatically increase the cost of the programs and thereby increasing the total budget.

12. Is this program currently duplicated by another county department or provider in the community?

No

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

We try to partner with some outside vendors and brokers/consultants in order to receive the best premium for our benefit dollars. Associated Financial Group is one partner that we use for the health insurance. They have assisted in making some key decisions in trying to reduce costs.

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SCHEDULED REVIEW DATE: July 30, 2007

DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: SALARY ADMINISTRATION

1. Describe the program, its purpose and goals.

This Program establishes the wage schedules for all County employees through either the collective bargaining process or implementation of the Administrative Salary Plan (ASP) and Unclassified Salary Schedule (USS). The goal of this Program is to continue to establish equitable and competitive wages for all employees.

2. Who is the program intended to serve? How many are served?

All County employees are served by this Program.

3. Are the program benefits long-lasting and essential to the service populations?

Wage schedules generally are for one (1) year durations. The ASP and USS are reviewed annually to make sure wages paid are competitive to maintain a high quality work force

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This Program directly supports all County Departments by implementing wage rates for all employees.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This Program increases the effectiveness of all employees when wages are competitive and employee turnover is limited.

6. How do you determine/measure if this program has been effectively provided and implemented?

When new salaries/wages are implemented in a timely manner after adoption of collective bargaining agreements or the ASP and USS.

7. Could the county cost-effectively subcontract this program?

No

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

This Program is ranked number four in the Department because of its long-term impact and constant maintenance as wage rates change periodically.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

There are no alternatives. Consultants could provide this Program at a significantly higher cost.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

County employees would not receive wage increases periodically and the entire work force would eventually quit.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

This Program is cost effective since only several employees in the Department of Human Resources serve to administer a Program that impacts all County employees.

12. Is this program currently duplicated by another county department or provider in the community?

No.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

There could be long-term efficiencies but it would cost a considerable amount of County resources to implement a more automated payroll system than what currently is in place.

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SCHEDULED REVIEW DATE: July 31, 2007

DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: RECRUITMENT

- 1. Describe the program, its purpose and goals.** The Human Resources Department oversees the entire recruitment process from vacancy announcements to hiring. This includes recruitment, advertisements, application processing, interviews and testing. Having Human Resources so intimately involved in this process, compared to many private-sector organizations, ensures consistency, fairness and conformity with applicable law and labor agreements. Human Resources also conducts reference and criminal-background checks on successful applicants and orients new employees to Winnebago County employment.
- 2. Who is the program intended to serve? How many are served?** The Recruitment function directly serves all County departments and helps ensure that the taxpayers have qualified employees performing important government functions.
- 3. Are the program benefits long-lasting and essential to the service populations?** To ensure high-quality public service, it is vital that recruitment and selection are performed carefully with an eye to long-term excellence and stability in the County's workforce. Winnebago County enjoys low employee turnover compared to many other area employers. This provides an opportunity to give decades of consistent, reliable service to the public.
- 4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** As stated in Items #1 and #2, Recruitment directly supports all County departments by ensuring high-quality, consistent and legally compliant methods of developing the County's workforce.
- 5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Selecting the best-qualified candidates for County jobs allows Winnebago County to ensure continuity of services to the taxpayers and greater efficiency through long-term and experienced employees.
- 6. How do you determine/measure if this program has been effectively provided and implemented?** By documented employee performance, as shown on performance evaluations; comments from supervisors/managers; public and Human Resources observation of employees as they work. In addition, the effectiveness is demonstrated by our cadre of experienced service-oriented employees
- 7. Could the county cost-effectively subcontract this program?** The goal of the Recruitment function is to provide efficient, effective and dedicated employees on a consistent basis. Subcontractors never would have the opportunity to learn the ins and outs of the County

organization in the same manner as long-term Human Resources employees who have direct relationships with other County employees, managers and department heads.

8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** Recruitment is ranked fifth of the eleven Human Resources programs.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** See above, especially Item #7.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Were the Recruitment function not performed at all, retirements and other turnover would lead to unfilled positions. As a result, County government service to taxpayers would eventually cease. Were the function performed by individual departments, the lack of consistent central management could increase Winnebago County's legal liability. Compliance with Equal-opportunity laws, labor agreements, other legal requirements and other vital personnel-management expectations likely would suffer. As for subcontracting, please see the previous sentences and Item #7.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** It is difficult to cost-measure the effectiveness of the Recruitment functions, as costs are not quantified beyond direct expenses. However, low turnover, the absence of Equal-opportunity and other claims related to the function reflects careful, experienced and successful administration by the Department of Human Resources.
12. **Is this program currently duplicated by another county department or provider in the community?** No.
13. **What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).** We continually review our policies and methods to increase the efficiency of the Recruitment function. For example, all vacancy notices are sent electronically to more than 40 web sites and other places where qualified candidates are likely to see them – in most cases, at little or no cost. This is in contrast to previously hand-stuffing dozens of envelopes with job announcements and sending them by costly and slow U.S. Mail. In addition, we have increased our use of free job-announcement web sites, rather than merely hoping qualified candidates will see our expensive paid advertisements in traditional but increasingly ineffective sources.

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DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: PAYROLL REPORTING

1. Describe the program, its purpose and goals.

The purpose of Payroll Reporting is to provide all reports to the various entities. This includes Federal, State and Internal Revenue requirements as well as reports to individual employees. These would include wage reporting, pension, health, life, deferred compensation, flexible benefits, etc. Payroll Reporting also maintains the Table of Organization, position count and the Master Hay Plan document.

2. Who is the program intended to serve? How many are served?

It is intended to serve the employees of the County. It serves approximately 1500 employees.

3. Are the program benefits long-lasting and essential to the service populations?

Payroll Reports are essential to all the employees.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

Payroll Reporting directly supports all the programs in Human Resources. Payroll reporting also indirectly supports Finance through the labor distribution reports, Table of Organization, and maintaining the position count for the budget.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

The intergovernmental relationship with Finance is essential to the budget process. Payroll Reporting must be accurate and timely for reporting FICA/Medicare, Federal and State income taxes as well as for employees w-2 information.

6. How do you determine/measure if this program has been effectively provided and implemented?

This program is difficult to measure. However, based on the fact of very few complaints from employees or fines from either the Federal or State level, this program has been effective.

7. Could the county cost-effectively subcontract this program?

No

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

This program was ranked sixth among the eleven programs in Human Resources.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

No

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

The County is required to complete many reports as a result of Federal and State mandates. If the County is late with reports, the County would be subject to fines.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

This program cannot be measured.

12. Is this program currently duplicated by another county department or provider in the community?

No

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

We have tried to reduce costs in this area by better use of technology. We have begun to work with our providers to do many reports "on line". We were one of the first in the State to complete the monthly life insurance billing on line. We also have been enrolling employees in the Wisconsin Retirement System on line for about two years. At this time, we do not enroll employees in the health programs electronically but we do enroll the employees in the dental program. Again, any process that is done on line saves time, paper and postage.

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DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: WORKERS COMPENSATION

1. Describe the program, its purpose and goals.

The Workers Compensation program is a mandatory program that ensures that employees that are injured in the course of performing their duties are compensated for lost time and ensures the timely payment of all medical and other related expenses. The Human Resources Department coordinates the timely completion of employee accident reports and required state reports, investigates questionable claims as needed and works with the third party administrator and legal counsel on claim handling strategies. The Human Resources Department works closely with the injured employee's Supervisor to ensure the injured employee is able to return to work, in a limited or full duty capacity, as soon as possible.

2. Who is the program intended to serve? How many are served?

The program directly affects all injured employees and their departments and indirectly affects all recipients of County Services.

3. Are the program benefits long-lasting and essential to the service populations?

The program is essential to all injured employees and their departments to ensure they are able to return to full duty as quickly as possible.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program is related to the safety program in that injuries are reviewed/investigated to determine what changes, if any, can be made to prevent another employee from getting injured.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

The goal of this program is to have an injured employee return to work as quickly as possible. This will help with staffing in the injured employee's department to ensure the needs of the public are being met.

6. How do you determine/measure if this program has been effectively provided and implemented?

This is difficult to measure as the severity of each injury varies.

7. Could the county cost-effectively subcontract this program?

The claims handling/management, bill review, payment of claims and legal consultation has been contracted out. Other aspects of this program cannot easily be contracted out.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

This program is ranked number 7 in the department. This program covers all employees, but only a small percentage of employees are affected by it on an annual basis. Employees are typically unaware of the program unless they have been injured on the job.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

No, except the portions of the program that have been contracted out.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

The County is legally required to provide employees with worker compensation benefits when they are injured in the performance of their job.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

It is difficult to measure program impact and effectiveness, as some years there are more injuries or more catastrophic injuries than other years. Medical expenses make up a large portion of the program expenses. We have seen a reduction in the number of claims per year, however the medical expenses continue to rise. We work with a bill review company that allows us to save approximately 10-15% of these medical expenses to help control these program expenses.

12. Is this program currently duplicated by another county department or provider in the community?

No, except the portions of the program that are contracted out.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

We continually look for ways to be more efficient with the Workers Compensation program. This is demonstrated by recently changing the contract with the third party administrator to handle all workers compensation claims rather than just larger or more difficult cases. We

also continue to look to new technology that will allow us to complete state-required forms more efficiently.

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PROGRAM: BUDGETS

1. Describe the program, its purpose and goals.

The goal of the Budget is to assist departments in preparing annual labor costs, staffing documentation and reviewing new position requests.

2. Who is the program intended to serve? How many are served?

The program is intended to serve all departments of Winnebago County

3. Are the program benefits long-lasting and essential to the service populations?

Proper budgeting would be essential to maintaining the current tax levy.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

Budget directly supports all departments of the County.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Good decisions regarding the items in the budget would be an efficient use of tax dollars.

6. How do you determine/measure if this program has been effectively provided and implemented?

By correctly determining annual budget costs and staying within the budget amount would indicate that the department has been effective in budgeting.

7. Could the county cost-effectively subcontract this program?

No

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

This program is ranked eighth out of the eleven program in Human Resources.

- 9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?**

No

- 10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?**

The County would not be able to establish a tax levy without budgeting.

- 11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)**

The impact is effective use of tax dollars.

- 12. Is this program currently duplicated by another county department or provider in the community?**

While each department prepares an individual budget, Human Resources assists with documentation of labor costs, and staffing issues.

- 13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).**

Through better utilization of the technology that we have, we are able to better track positions and wage costs.

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DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: TRAINING

- 1. Describe the program, its purpose and goals.** Our training effort has two main components: 1) Mandatory Harassment and other Discrimination Training and 2) General Employee Training.

Harassment and Discrimination Training. Following landmark U.S. Supreme Court rulings and nationally prominent cases of sexual harassment and other forms of discrimination, smart employers – including Winnebago County – have developed effective training programs and complaint procedures. Training sessions are conducted in-house for all employees. The goal is to ensure that employees are aware of their rights to be free from harassment and other discrimination. This contributes to labor peace and helps prevent lawsuits and punitive action by the state and federal governments. Equal Employment policies are mandated by the state and federal governments. Violations could jeopardize vital grants and other funding streams.

General Employee Training. This includes supervisory training (called Supervisory Roundtables) and general-employee sessions on a variety of subjects including performance evaluation, the disciplinary process, administering the labor agreements and employee handbooks, motivating employees (developed in-house) and providing excellent customer service. To cope with today's reality, other topics have included workplace safety, how domestic violence can impact the workplace, drug recognition and effects, and conflict resolution. Mandatory Health Insurance Portability and Accountability Act (HIPAA) training also is conducted in-house for all employees.

- 2. Who is the program intended to serve? How many are served?** The programs serve all county employees and, by extension, taxpayers who come to them for service. Our training program serves approximately 1,500 employees – including part-time, temporary and seasonal employees.
- 3. Are the program benefits long-lasting and essential to the service populations?** It is vital for all of our employees to be trained, not only in their basic job skills but also in enhancements, as mentioned above, that equip them to add value for the taxpayers.
- 4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** The training is directly related to the County's mission, as it gives our employees tools and education in the most effective ways to serve internal (other employees/departments) and external (public/taxpayers) customers. Harassment and other discrimination training helps ensure that employees are able to perform their duties discrimination- and harassment-free and helps prevent lawsuits and other government actions against the County.
- 5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Please see responses above. Well-trained employees are more efficient, productive and satisfied. In addition, informing employees of their legal rights and responsibilities lets them know that the County cares about preserving their dignity, and it helps prevent expensive and embarrassing lawsuits and other government actions.

6. **How do you determine/measure if this program has been effectively provided and implemented?** General and enhanced training: Employee performance, as shown on performance evaluations; comments from supervisors/managers; public and Human Resources observation of employees as they work. Harassment and other discrimination training: Low number of complaints and other actions and no lawsuits, as well as meaningful ongoing questions from employees about appropriate behavior or comments in the workplace.
7. **Could the county cost-effectively subcontract this program?** Not likely. Two trusted local sources – a technical college and a labor-relations law firm – would cost an estimated \$19,000 and \$18,000 respectively to conduct all-employee training sessions. This would be *per session and per topic*. Other sources likely would cost much less but still would be cumulatively much more expensive than in-house. Currently, most training is provided or facilitated by a salaried Human Resources employee as part of his duties. We have, however, contracted for some specialized small-group training. In addition, having most training performed in-house allows Human Resources to instantly tailor sessions to recent developments among employees that likely would be unknown to a contracted trainer – especially harassment/discrimination and HIPAA.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** Training is ranked ninth of the eleven Human Resources programs.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, and other governmental units)?** See above, especially Item 7. Outagamie County, Fond du Lac County, the city of Appleton and other regional governments have explored the idea of ‘lending’ one another’s in-house trainers as well as offering regional training on selected topics.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Eliminating harassment and other discrimination training, as well as HIPAA training, would expose the County to serious legal liability. Merely *providing* effective, in-person training provides the County with a defense against claims. Eliminating this training would immediately strip the County of that protection. Eliminating general employee training would risk leaving employees bereft of important skills, reducing job satisfaction (possibly increasing disruptive turnover), and causing job-performance performance and customer-service levels to drop.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** See above for cost alternatives compared to having training conducted in-house by a salaried employee as part of his duties. In addition, the employee who has training responsibility has conducted sessions for other public and private employers, bringing revenue to the County. (He also has conducted harassment investigations for other employers, generating revenue.)
12. **Is this program currently duplicated by another county department or provider in the community?** No.
13. **What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying ‘sacred cows’ etc.)? (Note – this question will not be scored).** Human Resources already works in partnership with other County departments. But: Increasing the use of electronic document processing might save additional paper and copier costs as well as time, since there would be less of it wasted on physically taking documents from place to place or waiting for them to arrive via inter-departmental mail.

WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE
Developed - April 2007

INSTRUCTIONS: For each program, list the Scheduled Review Date, the Department, the Department Mission Statement and the Program Title at the top of the page, and answer the following questions for each program. The overall response for each program should be no greater than two (2) pages in length.

SCHEDULED REVIEW DATE: July 30, 2007

DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: ORGANIZATIONAL STUDIES

- 1. Describe the program, its purpose and goals.** This vital effort comprises two components:
1) Organizational Studies and 2) Position Evaluation.

Organizational Studies. These are performed to assess the effectiveness of various departments and positions by evaluating specific jobs and organizational functions. This differs from the Hay Job Classification work that will be mentioned separately in this document. Time-intensive and very detailed organizational studies are conducted to determine the need for increasing, eliminating or changing the nature of specific positions, staffing levels or work activities. These efforts have given the Human Resources Department and, in some cases, the County Executive, a clearer window into organizational performance. This work includes time studies, activity logs, direct employee observations, employee interviews, client follow-ups and examination of records and documents. The result is a comprehensive report that Human Resources and/or the County Executive can use to make decisions about the future of the County organization.

Position Evaluation. Using the respected Hay method, proposed, new and existing positions are periodically evaluated to determine their appropriate ranking relative to other jobs. This scientific method helps ensure internal and external equity by determining where these positions should be located on the pay schedule. Under the Hay method, positions are assessed based on the following criteria: Problem Solving, Know How and Accountability.

- 2. Who is the program intended to serve? How many are served?** Both efforts serve all County employees, the County organization and taxpayers for the reasons given in Item #1. They also ensure that the organization operates as efficiently as possible, and often allow Human Resources and other decision makers to take a fresh look at County operations. Position evaluations also help ensure that Winnebago County is in compliance with the federal Equal Pay Act, which mandates fair and equitable compensation for all employees, regardless of gender, race or other characteristics.
- 3. Are the program benefits long-lasting and essential to the service populations?**
Yes. See Items #1 and #2, above.
- 4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** These activities support the entire County organization, as noted above.
- 5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Please see above.

- 6. How do you determine/measure if this program has been effectively provided and implemented?** The most obvious way to determine effectiveness of Organizational Studies, at least in the case of problems, is to examine whether recommendations have been implemented by the department/division in question, and whether the implementation has led to the forecast improvement to the organization. As for Hay/Position Evaluations, effectiveness can be measured by looking at the pay and pay ranges of similar positions within the County organization and within other public employers' structures.
- 7. Could the county cost-effectively subcontract this program?** Cost-effectively, no. Winnebago County has salaried, in-house expertise in Organizational Studies and Position Evaluations. Having these functions contracted to non-County employees likely would be cost-prohibitive in the current fiscal environment. In addition, outsourcing would waste thousands of dollars already spent by Winnebago County's taxpayers to develop this talent. Hay Associates trained select Human Resources Department employees (Ron Montgomery and Peg Raugh, as well as two others who no longer are with the County) in 2000. Cost: \$20,000. This was intended to be a long-term investment. After the training, the Human Resources Department revamped the County's pay structure and continues to evaluate positions as needed. Having this done by contracted firms likely would have a price tag similar to the 2000 effort. In addition, having in-house staff who are familiar with the County organization and its people is invaluable in determining the need for various projects and outcomes.
- 8. State the numerical ranking of this program compared to all programs in your department and briefly explain.** Organizational Studies (including Position Evaluations) is ranked tenth of the eleven Human Resources programs.
- 9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** No.
- 10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Eventually the County would be stuck with an inequitable, outdated pay structure. This would leave the County exposed to legal liability under the Fair Pay Act and other legislation. In addition, the County would be bereft of an effective method of evaluating its workforce, departments, divisions and activities. Outsourcing these important functions would rob the County of the knowledge of in-house staff who deeply know the organization.
- 11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)** See above.
- 12. Is this program currently duplicated by another county department or provider in the community?** No.
- 13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).** The system as it currently exists is designed to allow the County to ensure equity and efficiency in its workforce, and it does so effectively.

WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE
Developed - April 2007

INSTRUCTIONS: For each program, list the Scheduled Review Date, the Department, the Department Mission Statement and the Program Title at the top of the page, and answer the following questions for each program. The overall response for each program should be no greater than two (2) pages in length.

SCHEDULED REVIEW DATE: July 30, 2007

DEPARTMENT: Human Resources

DEPARTMENT MISSION STATEMENT:

To provide a full range human resources, payroll, safety and labor relation services to the entirety of the county organization in a cost-effective manner.

PROGRAM: SAFETY

1. Describe the program, its purpose and goals.

The Safety program's purpose is to study, assess, and educate County employees in accordance with various Federal, State, and local safety regulations. These include but are not limited to, Occupational Health and Safety Administration (OSHA), Department of Commerce, and the National Fire Protection Association (NFPA).

The goal is to remain in compliance with safety regulations as it relates to employees and their job duties, as well as to provide direction and education regarding safe work practices.

2. Who is the program intended to serve? How many are served?

This program is intended to serve all county employees and users of County buildings and facilities.

3. Are the program benefits long-lasting and essential to the service populations?

The program is essential in order to adhere to regulations set forth by the aforementioned organizations, in turn, reduces and/or avoids accidents, injury, and property damage.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program directly affects all employees with respects to safety issues, concerns, and requirements. It also supports all departments by assessing, training, and monitoring safety requirements as they pertain to work being done throughout the various departments. Ranging from individual ergonomic assessments of workstations, develop and training on emergency procedure, to specific lockout/tagout, confined space, and other safety topics.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This program coordinates, through assessment, similar department needs to alleviate unnecessary policies, procedures, training, and record keeping. In effect streamlining safety efforts between six outlying departments, Airport, Facilities and Property Management, Highway, Parks, Park View Health Center, and Solid Waste.

6. How do you determine/measure if this program has been effectively provided and implemented?

Effectiveness is assessed using record keeping, audits, loss history, and workers compensation reports.

7. Could the county cost-effectively subcontract this program?

No, training alone would cost between \$250-300 per hour for the basics of any program. This would not include onsite specific training, assessment, troubleshooting, and/or coordination with other departments. Including all aspects would be extremely costly to the County.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

11 of 11, I believe it was rated as indicated because half my time is allocated to this program. I also administer the County Insurance program and Family Medical Leave.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

No, as each department is unique in ways and similar in others. To coordinate both proves to be a very specialized task and no one outside organization would be effective in coordinating both aspects.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

Federal, State, and Local organizations that monitor regulations would certainly survey, audit, or inspect records for compliance and potentially impose legal action or monetary fines. Also, there would be the increased risk of unsafe work practice, poor safety attitudes, and liability issues of damage to property or bodily injury for either employees as well as members of the public.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The impact and effectiveness far outweigh the cost.

The best comparison would be the following:

A few years ago we hired a firm to do partial work on several of the programs, which took less than a few weeks, at a cost of \$10,000. This did not include the annual training, audits, or record keeping for these programs. NOTE: The Department of Commerce mandated This work.

12. Is this program currently duplicated by another county department or provider in the community?

No.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

This program is very efficient, as it was developed to streamline the safety needs of the other County departments. Time and resource efficiency could be improved by obtaining a better record-keeping system, as it is cumbersome to administer. Time and resources to develop on-line training would improve efficiency in training a new employee as well as a transferring employee.