



Leadership, Partnership, Stewardship

Wake County Business Plans *FY 2007 - 2009*

Human Resources

WAKE COUNTY HUMAN RESOURCES

Statement of Purpose

The Human Resources department envisions Wake County as an employer of choice, one that provides a positive work environment and values the knowledge, talents, skills and abilities of employees as they work towards accomplishing the County's mission. Wake County employees are the organization's most valuable resource. Human Resources offers innovative solutions to workplace issues to optimize the workforce and support the County's goals and objectives.

Focus Areas

Human Resources has expertise in the following four areas: 1) Benefits & Wellness, 2) Employee Relations, 3) Recruitment & Compensation, and 4) Training & Organizational Development, Employee Recognition and Appreciation. It utilizes this expertise to accomplish the following objectives:

- Enhance the County's ability to attract and retain a highly skilled, diverse, and marketable workforce.
- Create employee "ambassadors" to the county, by promoting a feeling of pride, commitment, and enthusiasm among all Wake County employees.
- Enhance the talents and increase the skills and knowledge of all employees to support the County's mission and goals.
- Support the efforts of managers and supervisors in providing a positive and productive work environment with an emphasis on equity, fairness, and a pay-for-performance system.

Desired Outcomes

- Wake County is the workplace of choice in the metropolitan area.
- Consistency across the organization with regard to human resource issues.
- The workforce reflects the diversity in the community it serves.
- All employees are treated with respect and dignity.
- All employees understand the County's pay-for-performance system.
- Human Resources is an integral part of every department's operations.
- We expect to have a new HRIS system and are supporting the County's "e-Wake" project, which has an initial focus on Finance before HR begins.
- We desire to be supported by the organization, in a way that enables us to focus on long-term strategic needs (e.g. Wellness/Health Care) as well as short-term.

Departmental Status

- We expect to have a new HRIS system that will be integrated with Finance and Budget, and we are actively involved in the County's "e-Wake" project, while

working with other departments, IS, and CGI, BrassRing, and Meridian consultants to make it all happen. This will require additional backfill resources, in order for us to fully support a successful project implementation.

- We desire to be supported by the organization, in a way that enables us to focus on long-term strategic needs (e.g. Wellness/Health Care) as well as short-term. We are actively involved in the county's Health Care core team, which is pursuing additional consulting expertise through Towers-Perrin that will benefit the County in both short and long term outcomes.
- We have made progress with regard to the consistency of action concerning the classification, recruitment and compensation of positions, and developed documented policies and procedures regarding salary administration (e.g. County Manager approval above 10 per cent).
- The second Annual One-Third Market Survey was completed this year, with results implemented in August of 2006. This process will ensure that our salaries are competitive relative to our market.
- Wake County successfully finds sufficient candidates to fill vacant positions, and this calendar year (2006) we will process approximately 28,500 applications, which is a 40% increase over 2003 when we processed over 20,000 applications.
- The employee orientation program now reviews Wake County's Guiding Principles of Leadership and other training information, along with benefit information with new employees. These activities begin acculturating employees to Wake County's mission and values, and ensure they develop personal accountability and responsibility for making informed benefits choices to meet their particular needs and situations.
- Employees manually submit some benefit changes to the department, which are then keyed into the system. Technology is available that could allow employees to make changes in those areas where they have a discretionary choice, and we hope to leverage such technology with the "e-Wake" project. We did deploy an online enrollment approach for this year's (effective January 1st, 2007) open enrollment on life insurance; AD&D; STD and LTD benefit elections. This ensured a paper-less, user-friendly framework, which was more efficient for all.
- The Human Resources department has made significantly proactive gains to be more readily used as a first-line resource for consultation on issues of classification, compensation, employee relations, professional development, recruitment and retention. Poor personnel management decisions are a potential problem that can consistently be avoided by consulting the Human Resources department, and implementing HR recommendations.
- Also worth noting is that fact that we have several HR staff members who have professional HR certifications. Our Human Resources Department has two PHR (Society of Human Resource Management - SHRM) certified employees; two SPHR (Senior Professional Human Resources - SHRM) certified employees; one Certified Compensation Professional (World at Work); and two Master Trainers - Development Dimensions International (DDI) Certified. We are extremely proud of these professional accomplishments and acknowledge the "credibility" and expertise it lends to our operation.

Staffing

According to recent surveys such as the annual HR Department Benchmarks and Analysis report produced by the Bureau of National Affairs (BNA), Inc. in collaboration with the Society for Human Resource Management (SHRM), the typical/median ratio of human resources staff to total headcount is 1 HR staff for every 109 employees. With 3,654 full time equivalent employees, Wake County would need 33.5 HR employees to meet the average ratio. Human Resources is currently staffed at 22 FTE's. In addition, there are approximately 570 temporary employees beyond this who also utilize HR services in all all areas, creating additional demands and workload on staff.

The table below shows a staffing comparison to eight large jurisdictions in North Carolina. Total FTE's for each jurisdiction represent full time equivalents, a number that is usually smaller than the employee head counts, due to part-time employees.

Wake County has the lowest Human Resources cost per overall FTE's. Wake County's cost per Human Resources employee is also the lowest of these jurisdictions:

FY 2007 Adopted Budgets

JURISDICTION	HR Budget	HR FTEs	TOTAL FTEs	HR FTEs per 1000 ee	HR Budget per HR FTE	HR Budget/per TOTAL FTE
Charlotte	\$3,299,770	32.5	6,450	5.04	\$101,531	\$512
Greensboro	\$2,199,552	22.0	3,124	7.04	\$99,980	\$704
Raleigh	\$2,829,532	22.0	3,582	6.14	\$128,615	\$790
Winston/Salem	\$1,538,340	11.0	2,335	4.71	\$139,849	\$659
Durham Co.	\$1,487,304	17.0	1,862	9.13	\$87,488	\$799
Forsyth Co.	\$961,303	12.0	1,909	6.29	\$80,109	\$504
Guilford Co.	\$1,309,857	16.0	2,517	6.36	\$81,866	\$520
Mecklenburg Co.	\$2,933,756	26.5	5,043	5.25	\$110,708	\$582
Wake Co.	\$1,551,678	22.0	3,654	6.02	\$70,531	\$425

In addition to our strong fiscal stewardship, we are very proud of our many diverse Human Resources achievements this past year, and here is a summary of just some of those major accomplishments:

- HR completed the second "one-third" market salary survey with BOC approval for changes made on July 17th, 2006. This ensured our salaries continue to be competitive and market-driven, while making appropriate adjustments within our compensation framework. We have identified the classifications to be used in our next one-third survey, and expect to distribute the survey in January 2007.
- HR received and processed 29,823 employment applications in FY06, the most ever received, demonstrating that Wake County employment is eagerly sought by many. We successfully implemented the second Annual Wake

County Career Fair with over hundreds of candidates and citizens attending to learn more about County functions and employment opportunities.

- HR conducted numerous participant information sessions throughout the year to review all employee benefit programs. This was done during new employee orientation sessions; during special enrollment informational meetings on Health Care and Flexible Spending; and at enrollment time for the many options of supplemental life insurance coverage, accidental death & dismemberment, and short-term disability programs, which provide maximum choice to our employees. This year's open enrollments were successfully completed using an online, paperless process, which was more efficient for all involved. HR conducted a highly successful Wellness & Benefits Fair, with over 900 employees in attendance. This event focused on educating our employees to be healthier which reduces absenteeism in the workplace.
- HR coordinated the 2006 "Garland H. Jones Excellence in Public Service Awards" luncheon, which was held in May 2006 at Historic OakView County Park. Winners for the five categories were presented – Administrative Support Staff; Manager, Supervisor, Team Leader; Professional or Technical; Trades and Service Maintenance; and, Team. A \$500 award was given to the winner of each category. The winning Team split the award. In addition to the monetary award, a trophy was given to the winners. All nominated employees were recognized and given framed certificates.
- HR coordinated the quarterly "Caring, Serving, and Respecting Customers" Awards Program with 12 winners presented to the Commissioners at a Board of Commissioners Meeting and presented with their awards. HR also orchestrated a Holiday Event with music and refreshments. A dessert reception was held in the NC Museum of Art. Electronic invitations were sent to employees. Hard Copy invitations were sent to Retirees. Over 1,262 people attended this festive event, hosted by our County Commissioners.
- HR enhanced service delivery to the citizens by offering skill-building opportunities to employees. HR training received 2229 registrations for 64 training workshops, yielding 175 training dates/times/opportunities; conducted 11 special retreats; implemented Leadership Program curriculum with the inclusion of Ground Rules into core programs – IM and Leadership: Everyone's Role; conducted Unlocking the Mystery of Wake County programs.
- HR coordinated several successful blood drives, resulting in Wake County receiving recognition while being designated as a member of the American Red Cross Top 10 for the tri-county area.
- HR proactively engaged employees; supervisors and managers in a variety of sessions, such as "Meet the Manager" sessions; Extended Management

Team (EMT) meetings; new employee orientations; and others. HR conducted six employee relations “road shows” during FY06 aimed at enhancing leadership skills in resolving workplace conflicts, and ensuring all employees are treated with respect and dignity.

Service Areas and Prioritization

Human Resources services are offered in four main areas: Benefits & Wellness; Employee Relations; Recruitment & Compensation; and Training & Organization Development and Employee Recognition/Appreciation. Half of the staff is allocated to the recruitment and compensation service area. The remaining staff is divided among the other three service areas and the director. Each service area has a lead/supervisor responsible for its activities. The business plan will be organized in sections; one for each service area. Each section will identify specific objectives, the current status of the area, an analysis of demand for services from that area, strategies to meet demand and objectives, and finally performance measures to track achievements in the plan. We also prioritized our Human Resources services as shown in the chart below:

	HUMAN RESOURCES SERVICES (Prioritized)
1	Recruitment and Diversity
2	Compensation
3	Benefits
4	Policies and Procedures
5	Performance Development Mgmt System/PDMS
6	Employee Relations
7	Records Maintenance
8	Training & Organizational Development
9	Conferences w/ Employees & Supervisors/Mgrs.
10	Recognition & Employee Appreciation
11	Projects (includes Budget preparation)
12	Reception Services
13	Wellness (Includes Flu Shots)

Human Resources services were ranked using additional criteria including number of clients served; cost; organizational impact; customer type; remaining competitive in attracting & retaining talent for Wake County; and the benefits and value of our services.

We further grouped our services into three program areas as part of the County’s service prioritization initiative. A “program” is defined as a collection of services grouped together because of common outcomes, goals, and customers served, or resources used. This effort involved all of our HR Department team members, with these results:

PROGRAM:	DEPT:	DESCRIPTION:
Employee Compensation & Benefits	Human Resources	<p>The program designs, implements, and administers compensation and benefits plans for employees in a way that reinforces the County’s performance-based culture, helping employees to strive to be the best workers they can be.</p> <p>By ensuring competitive, market-based compensation and accurate classifications, the County will retain and develop our human resources in a way that results in workforce stability and continuous improvement in service levels.</p> <p>In addition, benefits services provide appropriate coverage (e.g., Health Care; Dental; Life Insurance; Short-term/Long-term Disability; 401K/457 benefits and protection) for employees’ families; former employees; disabled retirees; retirees; and survivors.</p> <p>This program is important to citizens and enhances their quality of life by ensuring we provide competitive compensation and benefits services that attract, retain, and develop our human resources in a way that ensures the County provides high quality services to all citizens.</p>
Recruitment & Diversity	Human Resources	<p>The program provides recruitment, referral, record keeping, and employment verification services to all County departments. It ensures that hiring managers can conduct sound interviews and that employees are hired as a result of a fair, open, and competitive process. The program makes Wake County an equal opportunity employer that values diversity at all levels of the workplace.</p> <p>Human Resources received, processed, and screened more than 26,000 employment applications in FY05 through a variety of sourcing methods including career fairs in partnership with diverse organizations and universities; on-line web-based employment application process; FAX; and hard copy/paper employment application submissions from interested candidates.</p> <p>Proper enforcement of the County’s personnel policies and employment procedures ensures that the best candidate is selected for each job, providing the highest quality of services to the citizens. This program also directly relates to the BOC goal of citizen awareness by advertising and communicating employment opportunities to the public.</p>

PROGRAM:	DEPT:	DESCRIPTION:
Work Environment Stewardship	Human Resources	<p>The program designs and implements corporate-wide training programs that foster a work environment aligned with the County's objectives. It provides a mechanism for all Wake County employees to receive feedback on their performance and advice on how to improve their contribution to the organization.</p> <p>The program monitors and enhances the relations between employees, supervisors, and managers, while seeking ways to improve how people work together to achieve the organization's goals and objectives. The program strives to maintain consistency in the application of policies and procedures thereby creating an environment that promotes fairness and maximizes the contribution of each employee.</p> <p>The program also recognizes and celebrates the hard work, excellent customer service, and significant contributions made by employees throughout the County, thereby motivating the workforce to provide high quality services to citizens. Since customer satisfaction is linked to employee satisfaction, the program strives to optimize the quality of the work environment.</p>

Additionally, three of our HR team members participated in the countywide staff's ranking of all programs as part of this initiative.

Critical Items over the next three years / horizon issues:

We have two very critical items that we want to accomplish over the next three years, which ties directly into our horizon issues:

First, we want to ensure the successful implementation of an integrated Finance/Human Resources/Budget system for Wake County, now known as the "e-Wake" project. We have already invested significant time and resources over this past year, including the County's selection of CGI as the service provider, finalizing the contract, and beginning the implementation phases with an initial focus on Finance and the Meridian Learning Management (LMS) system. This multi-year effort will require continued time and energy by HR team members directly involved in the implementation, and by others (including temporary employees/contractors for backfilling) to ensure regular ongoing HR workload demands are met in all service areas.

The second critical item is to develop both short and long term strategies regarding Wake County's health care programs. We are currently participating in the Wake County Core Health Care team, which includes cross-departmental representation throughout the organization.

To address the challenge of escalating costs, the County has taken significant action by becoming self-insured for healthcare, dental care, and workers compensation. The next step is to have a long-term strategic approach for health care for Wake County employees, family members and retirees. The completion of three objectives is instrumental in developing a sustainable health care strategy:

- To create a focus on claims analysis and data management to better predict Wake County's health care costs.
- To foster greater employee understanding concerning the impact cost, value and risk have on health care. Moreover, to motivate employees to improve their health, as well as to provide them the capabilities to do so.
- To improve employee health by reducing behavior-based risks and better managing chronic health conditions.

The Core Health Care team began the process by reviewing the County's current plan and future options. After several meetings, the Team concluded outside assistance was necessary to guide staff through the complex issues and options surrounding the healthcare insurance industry as well as provide accurate claims analysis and financial projections.

In January 2006 the County released an RFP for Health Care Benefits and Consulting Services to 28 vendors, 12 of which responded by February 2006. After careful review, the Team invited the four vendors to present proposals. After thoroughly evaluating and discussing the presentations, the Team determined Towers Perrin to be the firm best suited to provide the necessary services. On June 19, 2006 the Board of Commissioners authorized the County to enter into a multi-year contract with Towers Perrin.

Towers Perrin is a global professional services firm with 72 years of consulting experience. It boasts more than 5,000 employees in 70 offices worldwide. Current clients include the City of Charlotte, Bank of America, First Citizens Bank, New Hanover Regional Medical Center and Guilford County Government.

Through our collaboration and partnership with Towers Perrin, we have already made positive gains in plan design modification, securing a more cost effective stop-loss insurer, and surveying all employees and retirees to obtain their feedback on many elements of their thoughts on health care and related benefit programs.

The remainder of this business plan will consider the four service areas previously mentioned: 1) Benefits & Wellness, 2) Employee Relations, 3) Recruitment & Compensation, and 4) Training & Organizational Development, Employee Recognition and Appreciation. Each section will identify specific objectives, the current status of the area, an analysis of demand for services from that area, strategies to meet demand and objectives, and finally performance measures to track achievements in our plan.

BENEFITS & WELLNESS

Objectives

The Benefits staff is responsible for educating employees about our benefit program and for planning, managing, and administering the Wake County benefits program. The benefits program, as an integral part of the compensation package, contributes to the overall goal of the County being an employer of choice. It carries out this mission by pursuing the following objectives:

- Service to employees is efficient and courteous with well-designed and accessible enrollment procedures, instructions, and benefit explanations.
- Wake County provides the best possible benefits package at affordable prices.
- Health care insurance is affordable and employees receive continuous and consistent high quality health care services. We believe that the consumption of medical services must be price sensitive as well as driven by quality.
- Employees lead healthy life-styles and participate in County-sponsored and other wellness activities.
- Employees are smart health care consumers. To be “smart” consumers information about price and quality must be available to the consumer.

Status Report

The County currently offers health and dental insurance, basic and supplemental life insurance, short term and long-term disability insurance and long-term care insurance. In addition, all benefits eligible employees participate in a 401k plan and the Local Governmental Employees’ Retirement System. Employees also have the opportunity to participate in a 457 supplemental retirement plan and in flexible reimbursement accounts for medical and dependent care expenses. We have an effective employee assistance program, and a wellness program. In 2004 we added options to our supplemental life and short-term disability programs to provide maximum choice to our employees. We also continuously meet with sales representatives to learn about other available benefit options in the market place.

The most serious benefit concern for the next three to five years is the cost of health insurance. All employers are facing this concern and there is no immediate solution on the horizon. Affordability is an issue for our employees as well as the County. Those who purchase dependent coverage are at or very close to the limit that can be described as affordable. Thus cost is an issue for employees just as it is for the County. This cost is also affecting recruitment as prospective (and new) employees react negatively to the premium. We do not have an immediate solution to what is becoming a health care cost crisis for all employers and employees. Three years ago we designed and implemented a choice in health care options for employees, with cost sharing for those who elected the premium plan. We continue to look for cost effective

changes that can be made and are following the experience of others who have implemented consumer driven plans to determine if this might be a useful strategy for Wake County. On the other hand, all of our data indicate that the design of our medical plan is cost effective compared to the experience of other plans and there are no immediate changes suggested by analysis of our actual recent experience. Our plan is not out of control. But this does not mean that there is nothing we can do in terms of plan design for cost control. Certainly deductibles, particularly large deductible plans will impact the total costs of our plan. Beginning August 1, 2005, we decided to use the self-funding option to take advantage of any cost savings available through this financial option.

Demand Analysis

County employees expect and appreciate the insurance programs that the County provides. There are complaints about the premium costs for dependents' coverage, but no obvious concern about the equally increasing costs to the County for the employees' premiums. The benefits service area receives a range of 600 to 900 calls per month. These calls are tracked by category. Staff also deals directly with employees seeking benefits and retirement counseling in person. Retirement assistance has increased greatly over the last six months. Staff members also enter benefit related data into the payroll system (Genesys) and conduct new employee benefit orientations twice a month. Current staff is barely adequate to handle current workload demands.

Strategies

The following approaches over the next three years can achieve the stated objectives:

- Offer the new Roth feature of the NC 401(k) plan to County employees
- Offer a new voluntary insurance product that provides indemnity benefit for selected critical illnesses.
- Continue our self-insured financial arrangement for health and dental insurance.
- Make benefit information, enrollment and change forms available to all employees through a web-based employee portal.
- Build a profile of our benefit package by showing how our employees and potential candidates value each benefit in the package.
- Share and work with the County Core Health Insurance team to educate employees about health care costs and to develop a cost effective affordable health insurance plan for the future. In this endeavor we will also employ consultants to provide advice, and actuarial services. The output will be a direction and a plan for the next five years for health insurance. If we move to a consumer driven plan we will also look for an efficient and capable administrator to provide claims services along with the HRA or HSA services.

- Perform a financial analysis on the long-term impact of the current retiree health coverage. Determine the recruiting value of the current benefit and examine alternatives for our current program.
- Consider partnering with other employers, participating in an employer purchasing coalition.
- Hire medical providers to give care on site, and other activities that might reduce employee health care utilization rates.
- Provide health care information to employees that would make them more cost conscious consumers of health care services and products.
- Implement a countywide program that rewards employees for participating in behaviors that promote good health.
- Implement a pre-tax arrangement or reimbursement accounts for transportation and parking expenses.
- Promote health and wellness information that is available to employees on line with United Health Care.

OUTCOME MEASURES

	<u>Actual 2004-2005</u>	<u>Actual 2005-2006</u>	<u>Projected 2006-2007</u>
Percentage of employees participating in benefits information sessions indicate that they have a better understanding of their benefits	99%	99%	99%
Number of benefits related workshops	32	45	60
Number of wellness activities & initiatives	2	6	12
Number of flu shots administered (actual)	N/A	964	1000
Number of employees participating in pre-tax reimbursement programs (flex accounts)	600	700	850

Resource Requirements

The current staff of 3 FTE’s can pursue some of the strategies outlined above over the next three years. However, this staff of three will find it difficult to begin many new initiatives. To communicate new health insurance strategies designed by the Core Health Insurance Team, we must plan to partner with various members of the Core Team. We will need the assistance of Team members to hold meetings, make presentations, and to provide necessary information to employees.

In order to plan and implement various strategies having to do with wellness, disease management, and medical consumerism, we suggest a new position (or positions) of “Health Educator and Patient Advocate” may be needed in the future for Wake County. Key to the success of a consumer driven health insurance plan (which the Core Health Insurance Team appears ready to recommend) is a wellness and education program that provides and encourages activities and incentives to become and remain well.

Further, the effort must be made to teach and assist employees in becoming rational “economic” consumers of medical services.

Individual(s) in the role of “Health Educator and Patient Advocate” would be responsible for developing and administering the County’s Wellness Program and for making health and medical consumer information available to employees. This resource would also serve as the patient advocate to provide assistance, advice, and information for participants who need to purchase major medical services. This patient advocate would work with the Benefits Manager, the Core Health Insurance Team, and our consultants, Towers Perrin. Customers will be employees, retirees, and their covered dependents.

While we recognize such a role would be beneficial for Wake County and instrumental to our long-term health care strategy’s success, we are not formally submitting any expansion request at this time, knowing that the Core Health Care team continues to refine details of the strategy and the necessary infrastructure resources to support it. If and when this need becomes a reality, we would respectfully participate with the Core team to help define the role in greater detail.

EMPLOYEE RELATIONS

Objectives

The Employee Relations' service area is principally concerned with improving the work environment so that line employees, supervisors and managers work effectively together to achieve the organization's goals and objectives. A highly functioning organization displays the following characteristics:

- HR policy is consistently developed, implemented, and interpreted.
- Management displays high standards of professional behavior in the workplace that is modeled by staff.
- Employees are treated with respect, fairness and concern for their professional development.
- Employees understand and respect the policy that deals with harassment (sexual or otherwise) and discrimination in the workplace.
- Managers and supervisors understand and utilize policies and practices that deal effectively with performance and conduct problems, discipline and grievances.
- Managers seek out coaching and are open to discussions about options and approaches.
- Employees feel comfortable bringing concerns to ER to discuss.

In addition, Employee Relations is responsible for the successful management of several programs and for the appropriate investigation of harassment and demonstrates achievement in the following ways:

- Employee Relations' staff provides meaningful information to management through the Exit Interview Process regarding the reasons why employees terminate their employment with Wake County as well as the employee's suggestions for improvement.
- Employee Relations' staff facilitates accurate, thorough and timely investigations of grievances and incidents of discrimination, and investigates harassment, as appropriate.
- Employee Relations' staff effectively administers the Commercial Driver's License (CDL) random and follow-up drug testing/education program and the Unemployment Compensation program.

Status Report

During FY06, Employee Relations has continued to make progress in terms of an organizational approach to discipline using the following strategies:

- work with managers/supervisors before they take action on any employee issue [as noted in the "Outcome Measures" section, 76% of employees and 89% of managers/supervisors sought our assistance prior to dealing with an issue during FY06 (see chart under "Outcome Measures")]. This represents a 16% increase

for employees and a 19% increase for managers/supervisors over the previous FY;

- maintain a strong collaboration with legal and other key departments
- continue to offer and increase management training initiatives; and
- maintain consistent and open communications with the County Manager and his Deputy.

With regard to the unemployment compensation program, during FY05 we were not satisfied with the level of service provided by our vendor and negotiated with them for financial concessions in the amount of over \$12,000. In addition, we formed a committee comprised of employees from several key departments to assist with the RFP and evaluation process to bid the unemployment business. The vendor selection decision was unanimous and the Employee Relations Manager negotiated with the selected vendor, resulting in a 13% reduction in the quoted price on the RFP response and a 22% decrease over the previous annual fee.

During FY06, Employee Relations has collaborated on workplace violence issues (co-facilitating training with Risk Management and General Services); has provided mediation services at department head request; and has provided intensive assistance in areas across the County that are experiencing persistent morale and retention issues.

In addition, during this past year it became apparent that there was a need in the organization for more in-depth training regarding the Family Medical Leave Act (FMLA). The approach to FMLA has not been consistent across the County and the penalties for non-compliance with this law are quite substantial. In the interest of protecting the County from litigation and any resulting damages and penalties, Laurie Turner of the Employee Relations' staff has initiated a collaborative effort with Shelley Eason in the County Attorney's Office to provide intensive FMLA training to department heads and their immediate reports. This training has been very well received and the ongoing plan is to move steadily down in the organization with this program. The training is requiring a significant time commitment from ER staff; however, the pay-off is huge.

Demand Analysis

People recognize the value of an organization that acts consistently when dealing with its employees' problems. As a result, demand for the services in this area has continued to grow, presenting an excellent opportunity for the County to improve its Employee Relations by providing a coordinated and consistent approach to workplace issues.

The following is an accounting of the increased demand for our services:

- Requests for consultation increased by 17% this FY and by 62% since FY2004, the last time we added to our staffing (see chart below).

Timeframe	Number of Contacts	Monthly Averages
FY 2002-03	1539	128
FY 2003-04	1949	162
FY 2004-05	2691	224
FY 2005-06	3159	263

- Grievance submissions increased 32%
- Unemployment claims increased by 21% and
- Unemployment hearings increased 83%

There have been several requests for conflict resolution and mediation over the past fiscal year and we have not been able to provide that service on a consistent basis with current staffing. This is unfortunate, since dealing with conflict early produces more opportunity for positive outcomes. The longer issues that could respond well to mediation linger, the less likely it is that the employees involved will be able to resolve differences and work together positively for joint outcomes.

With regard to the submission of grievances and EEOC claims, we have seen a substantial increase. We are dealing with more issues concerning long-term employees that have not been previously addressed. This does require more time from a consulting perspective and necessitates going back to basics (coaching/coaching with a bridge to discipline/written warnings, etc.) in order to provide the employee with the opportunity for improvement. This situation can also produce additional concerns including behavior and conduct issues, grievances and escalations because the employee feels like they are being “picked on” or “singled out,” since years of the same performance or behavior has not resulted in any discussions, coaching or discipline prior to the present.

In addition, unemployment claims and hearings increased in number and have also increased in complexity, often involving multiple hearing dates and many contacts with the TPA and County supervision. In addition, the ESC has reduced the number of days an employer has to respond to the initial claim from 15 days to 10 days. Since we must often track down a supervisor and/or payroll representative for information, especially on temps or part-time employees, the new ESC timeframe creates an issue for us when our first priority must be to respond to our customers, workplace violence, sexual harassment, disciplinary actions or other issues of high-level importance.

We do continue to try to meet with new key employees when they come to work for Wake County in order to build relationships between them and ER and to offer them the opportunity to know immediately the types of support and consulting services available to them as supervisors/managers. The “Road Trip” concept remains an effective strategy for us in terms of making connections. Regretfully, we have been unable to schedule any “Road Trips” since July 2006.

We continue to perform follow-up as appropriate and as we are able. We would like for this to occur more consistently, since we believe that following up can prevent issues

from falling through cracks and protect the County from potential liability. However, work prioritization does sometimes require a difficult decision regarding what will be placed on the “back burner.”

Strategies

In Employee Relations, we continue to follow the strategies set out in our original business plan, since we believe that they are still the key to forging positive business outcomes. The bullets below indicate those strategies and the sub-bullets will reflect progress to date.

- Fulfill the normal expectations of the Employee Relations service area [coaching/consulting/training; policy implementation; management of grievances & sexual harassment investigations and resolution; management of CDL/unemployment/exit interview programs] with courteous and prompt attention to customers. Develop relationships based on trust and respect with County staff and management.
 - All calls are returned within 24 hours.
 - We continue to provide ongoing training for supervisors/managers to assist them in building skills toward proactive supervision. The following sessions are offered a minimum of twice/year:
 - “Unemployment Compensation and You: A Supervisor’s Overview.”
 - “Survival for Supervisors”
 - In addition, we offer “Gender Differences: How to Prevent Sexual Harassment in the Workplace” for all employees.
 - We continue our collaboration with the Public Information Office and communicate policy information in Insights regularly.
 - Proactively manage the Unemployment Compensation program (details are noted in “Demand Analysis.”)
 - The ER team conducts a minimum of 6 “Road Trips” (attendance at manager/supervisor staff meetings) per year in order to build relationships and learn the business needs of our customers.
 - During FY06, ER conducted 6 “Road Trips.” However, as noted in the “Demand Analysis” section of this plan, we have been unable to schedule any further “Road Trips” since July.
 - The philosophy of Employee Relations is to always try to make things better; to provide support and encouragement to managerial, supervisory, and employee customers; and to assist them in taking appropriate steps to address issues in a positive and productive manner.
 - As a result of building relationships, the ER Manager has been invited to serve on organizational and departmental committees, work directly with program leadership to improve workplace morale and respect, discuss organizational policy and to provide mediation of workplace issues. Mediation is something we would like to offer as a service to all of our customers, as appropriate. It is a very effective tool in improving

workplace relationships, in particular between employees and supervisors and can prevent issues that arise from those poor relationships [Note: most issues do arise from ineffective communications, generally a result of strained relationships].

- Ask for and receive the support and endorsement of the County Manager. The Employee Relations Manager should meet with the County Manager on a quarterly basis.
 - The Employee Relations Manager meets regularly with the County Manager and the Deputy County Manager in order to stay connected with the vision of the organization as well as to gain support for continuing organizational improvements.
 - The Employee Relations Manager attends most “Meet the Manager” sessions in order to keep in touch with organizational issues.
 - The Employee Relations Manager has formed a liaison with the Wake County Quality Assurance Manager and has worked closely with the County Manager and department heads to follow-up on and to try to prevent workplace fraud.
- Identify the key players in the management structure in the organization and influential employees in the workforce. Ask those identified to spearhead workplace improvement initiatives. Encourage mentoring among managers.
 - The Employee Relations Manager meets with keys players in the management structure (department heads and other high-level managers) in order to provide support and encouragement for modeling behaviors for their teams as well as for their peers.
 - When new leadership enters the organization or when internal candidates are promoted into key positions, the ER Manager makes a point to go to them to introduce our services and to offer support for their success in the organization.
- Management recognizes the authority and expertise vested in the Human Resource department. The County Manager holds department heads responsible to uphold County personnel policies.
 - The County Manager and the Deputy County Manager have been consistently supportive of ER initiatives and concerns.
 - The County Manager and the Deputy County Manager consistently refer managers, supervisors and employees to ER for assistance.
 - The County Manager and the Deputy County Manager seek advice and expertise, as appropriate, from ER.
- Inform the County Manager when there is a discrepancy between the personnel policies and current departmental or organizational activities. Clearly explain the issues involved and the potential consequences of deviating from policy.
- Advise managers and supervisors to appropriately discuss organizational policies with their employees and professionally handle performance issues and discipline.
 - Most of our time in ER is focused on one-on-one meetings or phone discussions to assist managers and supervisors in dealing with

- performance issues, coaching and discipline while maintaining employee dignity and morale.
- At department request or as a result of ER initiative, we have attended various department meetings in order to increase knowledge of policies that address current issues in that particular area (among current initiatives is the FMLA training).
- ER presents a section on Discipline and Grievances to every Interaction Management class.
- ER presents a general policy class for supervisors, entitled “Survival for Supervisors” as well as a workshop on unemployment, entitled “Unemployment Compensation and You: A Supervisor’s Overview.”
- An increasing amount of our time is spent empowering and educating employees, who come to us with concerns.
 - We discuss options, approach and circle of control with employees who are having difficulty with supervisors and/or co-workers.
 - Employees are encouraged to accept and cope or dare to change by taking appropriate action to work through their issues; by accepting responsibility for their role; by making smart choices; and by building positive relationships.
- Detect unproductive and dysfunctional management patterns. Intervene with specific coaching and counseling targeted at the business units experiencing the greatest number of difficulties.
 - ER staff currently connects with previous employees who have made positive or negative comments regarding their management on exit interview forms, in order to better understand the issues. We then follow up with the appropriate departmental management by providing that data prior to forwarding the exit interviews to the County Manager’s office.
 - During FY06, the Employee Relations Manager was asked to work with a specific area in the County that has been prone to poor morale and high turnover. This work has been ongoing throughout the year and is continuing in FY07. Improvement is being noted; however, these types of issues do not respond to “quick fixes” or easy resolutions, since a rebuilding of trust is required before the “real work” can begin. It requires a commitment over time to develop trust and turn negative energy in a positive direction.
- Maximize site visits to departments. Stress face-to-face contact with managers.
 - Fully half of our interactions are face-to-face. We always offer to travel to the manager/supervisor in order to make it more convenient and comfortable for them.
- Learn what outcomes are important to managers; proactively build the relationships; provide training on a formal and an informal basis and challenge managers to continuously improve their work environment.
 - ER conducted six (6) “Road Trips” during FY06.
 - ER offers “Survival for Supervisors” at least twice each year.
 - ER offers “Gender Differences in the Workplace: How to Prevent Sexual Harassment” twice each year. This workshop is open to all employees.

- ER offers “Unemployment Compensation and You: A Supervisor’s Overview” twice each year.
- ER provides special training on request for departments/divisions.

Employee Relations for the Future

Pending increased staffing in Employee Relations, we would like to introduce a more comprehensive employee feedback opportunity than our current use of exit interviews allows.

This would allow an opportunity for every regular employee who terminates employment with Wake County, whether voluntary or otherwise, to meet with an Employee Relations’ staff member. Advantages would include:

- An opportunity to gain feedback and perspective regarding any improvements our organization could make toward becoming a workplace of choice;
- An opportunity to hear about any employee concerns regarding employment with and/or termination from Wake County and give feedback to the supervisor;
- An opportunity for venting and redirection to occur with the potential benefit of preempting grievances and/or litigation and increasing our positive image and reputation as an employer in the community.

ER would also like to begin tracking and analyzing metrics on all terminations. This would allow us to identify turnover rates and reasons for leaving the County. Currently, ER is not staffed to perform these measures.

We would also like to be able to offer more training opportunities than we can with current staffing. We regularly have waitlists for our “Survival for Supervisors” class and would like to be able to reach more supervisors/ managers. The evaluations consistently indicate that this workshop would be beneficial to all supervisors; many evaluations indicate it should be mandatory for supervisors. While we support the County Manager’s position on not making these workshops mandatory, we would like to accommodate our customers.

Follow up is an important step in the coaching/consulting process. As stated previously, this is a priority for us, but must be sacrificed at times to meet other demands. We will continue to increase our efforts to provide this necessary service to our customers.

In addition, our business grew in all areas during FY06:

- Our consultations increased by 17% (a total of 62% over 2 years and since we added any staff)
- Our grievances increased by 32%
- Our unemployment claims increased by 21% and our unemployment hearings increased by 83%

Outcome Measures

Outcome Measure	Actual FY06	Projected FY 07	Projected FY08
Percentage of employees who seek our advice prior to addressing an issue	76%	77%	78%
Percentage of supervisors/managers who seek our advice prior to addressing and issue	89%	89%	90%
Percentage of non-discrimination grievances resolved at department level	57%	60%	60%

Resource Requirements

An analysis of current workloads and the effort required to meet current demand, reveals that there are not only insufficient resources to add any initiatives listed under the “Employee Relations for the Future” section, but not enough to complete the initiatives currently part of our core business. The following table breaks down the demand and the resources required to accomplish the work in each area:

Work Load Demand	FTE's
Coaching/Consulting/Training	2.00
Policy Implementation	.50
Grievance & Sexual Harassment	.70
CDL/ Unemployment/Exit Interviews	.70
Administrative/Clerical	.55
Total demand	4.45
Current Staffing Level	2.50
Deficit	<1.95>

We find ourselves in a “good news, bad news” situation.

- The “good news” regarding the coaching/consulting/training increase is that the demand for these services continues to increase; the “bad news” is that the demand for our coaching, consulting and training continues to increase. Overall, of course, this is truly “good news,” since we do want managers and supervisors to consult with us prior to taking action on employee issues and we do want to be proactive in offering training. This would allow ER to meet one of our critical objectives: for managers and supervisors to understand and utilize policies and

- practices that deal effectively with performance problems, discipline and grievances. This, in turn, helps to position the County as an employer of choice.
- The “good news” regarding the increase in grievances is that people are coming to us with their issues rather than taking them to court. Use of the internal process allows the County to learn about the issues in the workplace and gives us an opportunity to resolve those issues without incurring the substantial costs associated with court cases and possible awards plus penalties and damages. The “bad news” is of course the time demand on staff and the need to be very precise about how these matters are being handled.

We definitely need more resources in the area of Employee Relations. Working additional hours as we have done over the past two years has reached its saturation point and is no longer a viable option. To that end we have conducted internal brainstorming discussions within ER and with the HR Leadership Team to identify the best resolution for everyone. Using teamwork, creativity and collaboration as our focus, we have decided to offer an opportunity to other HR staff member(s) who have achieved some mastery in their own areas and who are interested in building on those skills and obtaining broader HR experience. The team member(s) would assist ER by:

- responding to unemployment claims and acting as the interface between the TPA and County supervisors regarding hearings;
- scheduling the required CDL drug testing and training and handling the billing;
- coordinating the grievance hearings and performing the administrative functions that are connected with that process; and
- coordinating the exit interview process

At this time, this solution provides a win-win-win opportunity for ER, HR, the employee(s) who are gaining marketable skills, and the County. Therefore, we will not be requesting additional FTEs at this time.

RECRUITMENT AND COMPENSATION

Purpose & Objectives

Recruitment & Compensation (R&C) is the largest division of the Human Resources Department, managing key functions of human resources for the County. The division provides recruitment services for all departments of Wake County government with the exception of the Sheriffs Office and Register of Deeds Office, maintains the County classification and compensation framework, and manages all employee and position records. The R&C staff strives to:

- Maintain and continue to improve service delivery in recruitment, referral, position classification, compensation, human resources/payroll system maintenance, record keeping and employment verification.
- Decrease the number of instances in which the decisions of HR concerning classification and compensation decisions are appealed to County Management.
- End the practice of pre-selection of employees, ensuring that employees are hired as result of a competitive process.
- Strengthen the relationship of Human Resources with department management and employees.
- Promote Wake County as an Employer of Choice, focusing on equal employment opportunity and the diversity of our workforce.
- Embrace and utilize technology for the betterment of our operations and service to our customers (i.e. e-Wake Project).

Status Report

Since the first version of the Human Resources Business Plan in 2002, the R&C Division has made significant accomplishments. We recruited and hired talented and hard-working staff that has remained stable; we have not had turnover in professional staff since February 2002 and had remained stable in our support unit since January of 2004 until the departure of an HR Technician in September of 2006. This alone is significant considering past retention issues of R&C. The coupling of new management in May of 2002, a talented stable staff, and work process improvements has made all the difference in this area of Human Resources. With the basics mastered, we look forward to doing more (i.e. actively participating in even more selection processes) and “dreaming” bigger (i.e. Annual Wake County Career Fair).

We have three staff members that hold certifications from the Society of Human Resource Management and the World at Work organization. While these are individual accomplishments, we acknowledge the “credibility” it lends to our operation.

With all the progress made, R&C continues to face challenges in several areas:

- R&C will be stretched with the onset of the implementation of the Brass Ring product and HR Advantage. The HR Consultant that serves as the Recruitment Lead will be working on the e-Wake Team full-time, thus, leaving a considerable

workload undone. We plan to recruit for a temporary employee to fill this need. This will be a difficult-to-fill position given that it is temporary. Additionally, our Administrative Services Coordinator I position will be working on the e-Wake Team as well, leaving another gap; existing staff will need to absorb this work.

- Applicant interest continues to grow: from 9,781 applications in the year 2000 to a projected 28,500 in 2006. The number of applications received (and screened) continues to grow with no end in sight. We are hopeful to gain much needed assistance with the continued volume and efficiency with the implementation of the Brass Ring product.
- R&C staff continues to manually key applicant data into Genesys. Valuable time is wasted and the accuracy of the data is compromised. We are hopeful that implementation of Brass Ring and HR Advantage will change this dramatically.
- The human resource/payroll representative function has been decentralized throughout the organization. The information and assistance provided is prone to error, requiring rework by the central R&C staff. The decentralization also creates a situation where managers are consulting with clerical level positions about recruitment, classification, and compensation issues instead of using the professional level HR Consultant staff.
- The County needs to continue focusing on diversifying the workforce.

Demand Analysis

	CY 2000	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006*
Classification Actions	241	280	349	424	211	621	464
Recruitments	693	558	696	649	501	622	564
Applications Received	9,781	12,274	15,138	20,311	23,655	29,856	27,091
<i>Applications Screened</i>	<i>1,802</i>	<i>2,284</i>	<i>9,993</i>	20,311	23,655	29,856	27,091
FTE Count	8.0	8.0	9.5	9.5	10.5	10.5	10.5
Total ACTION count	12,517	15,396	26,176	41,695	48,061	60,955	55,210
ACTIONS per FTE	1,564	1,925	2,755	4,389	4,577	5,389	5,258

**All data current through 11/30/06; it is projected that we will receive and screen 28,500 applications by the end of 2006.*

Note that as of July 2002, the service area began screening all applications, including those for Human Services positions. Therefore, starting in 2003, the number of applications screened and applications received became a uniform number. As the data clearly shows, the number of applications received has almost tripled over the past six years. The number of classification actions is considerably lower for calendar year

2004; this data point is misleading. Due to our comprehensive classification and compensation study, we far exceeded any of the totals listed above in our demand analysis. However, the actions that implemented the study results were entered via data upload and not keyed individually.

Strategies

- Continuously build knowledge base and remain current with HR trends by attending appropriate training and developing best practices with regard to recruitment and classification/compensation.
- Coach staff on how to be approachable, helpful, informative, responsive and pleasant in their interactions with departments and monitor success.
- Encourage and direct consultant staff to have direct contact with hiring managers through site visits with work groups and by attending program management meetings.
- Volunteer to help managers with the interview/selection process (developing interview questions, participating in an interview panel, etc.)
- Train managers on recruitment and selection processes via Interaction Management, presenting the Hiring 101 Workshop.
- Train the decentralized Human Resource/Payroll representatives to improve their use of forms and tools, as well as to understand which issues need to be referred to the central Human Resources office.
- Promote diversity efforts by attending career fairs offered by traditionally minority colleges/universities and advertise in non-mainstream publications.
- Promote Wake County as an Employer of Choice in the Triangle via the Annual Wake County Career Fair.
- Advertise employment opportunities and the benefits package on an on-going basis via advertising in newspapers, magazines, professional journals, websites, list serves, career fairs, etc.
- Explore recruitment strategies that will bring bilingual and diverse professional staff to Wake County government.
- Redesign work process around the human resource/payroll representative role and transfer support positions to Human Resources.
- Use the e-Wake Project as a catalyst for work process changes and position redesign.

OUTCOME MEASURES

	Actual 01-02	Actual 02-03	Actual 03-04	Actual 04-05	Actual 05-06
Average number of days for referral	1.1	2.5	.97	.94	.98
Number of bilingual candidates	-	342	435	708	707

Number of employee & position actions	3,155	3,917	3,882	3,603	5,582
Career Fairs attended	6	11	18	21	17
Applications received	9,099	19,943	21,715	26,059	29,823
Number of vacancies recruited for	540	796	764	613	690

Areas of Emphasis

- Incremental reduction of instances in which our recommendations and the action taken by departments are appealed
 - **In 2006, no classification appeals were made to County Management.**
 - **No appeals were made as a result of the Second Annual One-Third Market Survey.**
- Continue to exceed service delivery standards of 2-4 day referrals and 5-day classification turnarounds
 - **In 2006, we have continued to offer department less than a 24-hour turnaround on applicant referrals.**
- Consultants are contacted before special needs and non-routine recruitment begins
 - **Working with Budget & Management, notifications are made to better serve departments regarding new positions and unusual recruitments (i.e. Compliance position in ES).**
- Positions are filled with a single recruitment
 - **66.5% of recruitments were filled with a single recruitment in FY 05-06.**
- Both the R&C Manager and the Consultant Team are involved in a minimum of three selection processes each beyond applicant referral
 - **We made great strides in this area, meeting our goal of serving hiring managers beyond applicant referral, making a positive impact on eighteen separate selection processes in 2006.**

Resource Requirements

- Continued funding of training for staff
- Funds to back-fill positions used for the e-Wake Team and/or funds necessary to make salary adjustments to recognize additional duties and responsibilities of department and e-Wake Team staff
- An additional FTE for R&C if trends continue and/or if additional services are required of the Division

TRAINING & ORGANIZATIONAL DEVELOPMENT AND EMPLOYEE RECOGNITION/APPRECIATION PROGRAMS

Objectives

The Training/Organizational Development and Employee Recognition/Appreciation Division is responsible for developing and administering two distinct service areas:

A.) A corporate wide training program that is in alignment with the County's vision, mission, and values.

B.) Programs designed by employees to express appreciation and recognition for the hard work, excellent customer service, and contributions made by County employees.

A. Training and Organizational Development Service Area

The Training and Organizational Development Service Area contributes to the management's goal of being an employer of choice through a County wide course offering that matches the County's espoused values: stewardship, leadership and personal accountability, customer service, openness and inclusion, and employee development. The following are the desired results of the varied training curriculum available to employees:

- A recognizable corporate culture that reflects a unified message and a consistent leadership approach.
- Wake County employees are ambassadors to the community and exemplify the organization's values.
- High performing employees are retained by providing and encouraging employee development opportunities.

Status Report and Demand Analysis

The following is a chart that shows the numbers of workshop offerings and registrations, etc., over the years.

Fiscal Year	Number of Workshops	Number of Training Topics/half day sessions	Employees Registered	Employees Completed	Number of Retreats
2000/2001	32	66	2023	1156	15
2001/2002	57	95	2428	1405	10
2002/2003	55	95	1830	1044	26
2003/2004	58	136	1886	984	15
2004/2005	56	178	1630	913	13
2005/2006	64	175	2229	1042	11

Surveys and workshops with managers, supervisors and line staff indicate the following are expectations of the Training and Organizational Development Service Area:

- A formalized leadership development program for all employees, regardless of position.
- A program that expresses concerns and strategies common to all departments, neutralizing the divisions caused by differing perspectives, terminology and concepts.

The Wake County Training Consortium was created as a mechanism to meet these expectations by delivering high quality workshops that provide opportunities for County employees to develop and enhance their capacity to demonstrate and promote the County's Values and Guiding Principles of Leadership.

Strategies

Through the Training Consortium:

- Offer more leadership development opportunities for employees who are in all levels of the organization.
- Offer "Leadership: Everyone's Role" a minimum of 4 times within the fiscal year.
- Offer more management development opportunities for supervisors to improve their skills.
- Broaden the perspective of managers so they think more long term and identify with organizational issues and concerns, rather than looking at the immediate need of their individual area.
- Continue to build knowledge about the organization and its policies among employees by conducting "Wake County Government: Unlocking the Mystery" workshop 6 times a year.
- Conduct electronic follow-up surveys/assessments with all participants to see if they have been able to utilize the skills learned in the workshop, and if not, why.

RESULTS

- The Training Consortium began with 40 interested people. Active membership is currently 8 people. The primary reason given for withdrawing from the Consortium is lack of time to participate.
- Leadership: Everyone's Role was conducted two times.
- "Unlocking the Mystery: Wake County Government" was conducted twice.
- All Department Heads, the County Manager and the Deputy County Manager delivered training sessions to County employees.
- 10 workshops, or parts of workshops, were delivered by Training Consortium members.

OUTCOME MEASURES

	Actual 2005-06	Projected 2006-07	Projected 2007-08
Percent of employees participating in training indicate they have a better understanding of the “The Guiding Principles of Leadership” and correlate at least one principle to the workshop in which they participate.	95%	95%	95%
Number of training opportunities through the Training Consortium	10	10	20
Number of management skill development opportunities	16	20	20
Rating average for training sessions (4 pt. Scale)	3.62	3.5	3.5
Post Training Consortium workshop quality levels equal to or above Pre-Training Consortium quality levels. (Evaluations are different so comparison cannot be made.)	NA	NA	95%

B. Employee Recognition and Appreciation Service Area

Through the efforts of the members of the CHEER, the “Caring, Serving, and Respecting Customers”, and the Garland H. Jones Excellence in Public Service Awards committees, appreciation and recognition is expressed to employees and excellent customer service is rewarded by providing recognition to employees for outstanding work outside the normal scope of the job.

Status Report

The 2006 “Garland H. Jones Excellence in Public Service Awards” luncheon was held in May at Historic Oak View County Park. Winners for the five categories were presented – Administrative Support Staff; Manager, Supervisor, Team Leader; Professional or Technical; Trades and Service Maintenance; and, Team. A \$500 award was given to the winner of each category. The winning Team split the award. In addition to the monetary award, a trophy was given to the winners. All nominated employees were recognized and given framed certificates.

The CHEER committee was active throughout the year. To show appreciation, coupon books were distributed to all county employees during the November/December holiday season. In April 2006, athletic gym bags and water bottles were given to staff, along with popcorn, drinks, and candy bars.

The “Caring, Serving, And Respecting Customers” Committee reviewed nominations quarterly. During the year, 12 County Employees were selected as winners of the award and recognized before the County Commissioners.

Demand Analysis

Fiscal Year	Holiday Event RSVP's Total	Holiday Event RSVP's from EE's/Retirees	Holiday Event Estimated Attendees	CHEER Employee Apprec. Week Employees	CHEER Employee Apprec. Week Temps	CHEER Employees Received 1 Coupon Book	CHEER Temps Received 1 Coupon Book	Excellence Reception/Luncheon Attendees
2000/2001	1631	400/31	1200	2,958 1 Bag	384 1 Bag	3071	588	NA
2001/2002	1788	450/35	1400	3194 1 Folder	516 1 Folder	3100	480	NA
2002/2003	1773	475/50	800	3100 Received 2 Movie Vouchers	514 Received 2 Movie Vouchers	3100	486	NA
2003/2004	1894	564/55	800	3330 Received 2 Movie Vouchers	587 2 movie vouchers	3237	517	150
2004/2005	1400	450/50	1100	3500 tumblers, lunch bags	500 tumblers, lunch bags	3299	509	350
2005/2006	2081	486/85	1262	3491 gym bags/water bottles	648 gym bags/water bottles	3514	606	478

Strategies

- Continue current appreciation programs.
- Offer an appreciation event during the holiday season on behalf of the County Commissioners.
- Improve marketing and advertising of the Garland H. Jones Excellence in Public Service Awards.

Outcome Measures

	<u>Actual 2005-2006</u>	<u>Projected 2006-2007</u>	<u>Projected 2007/2008</u>
Number of participants in recognition programs			
-Customer Service Recognition Award	12	10	10
-Holiday Reception (employees/total)	486/1262	500/1500	500/1500
-CHEER	4150/2 events	4250/2 events	4300/2 events