

2021

# HUMAN RESOURCES ANNUAL REPORT



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## NOTE FROM THE HR DIRECTOR



Larimer County's Vision sets the foundation for what we strive to achieve each day in Human Resources. We are committed to contributing to the innovative community in which we live, work and play through our employees.

Our mission begins with three simple, but critical words, "we are committed." Each year we focus on goals which will ultimately contribute to the business of Larimer County, transform the work experience, and enhance our employment reputation. We focus on operational efficiency (continuous improvement), innovation, culture, and enterprise risk management. Whether we are implementing new technologies, redesigning and reimagining core processes, focusing on leadership and professional development, or launching new employee engagement opportunities we are listening, empowering, building trust and communication, as core to each of our deliverables.

2021 continued our year of the COVID pandemic, not only for our department, but all County employees and our community. Learning to address employees needs during a pandemic and to continue to create progress with our own initiatives proved to be a great effort. HR employees persevered through, and were able to accomplish many goals.

The following annual report outlines key contributions in 2021, goals and aspirations for 2022 (and beyond), and highlights our performance measures and workforce demographics. The members of the Human Resources team will continue to focus on excellence and value in our services. We are committed to the success of Larimer County employees and services.

Bridget Paris  
Human Resources Director



## LARIMER COUNTY GUIDING PRINCIPLES

Larimer County will add value to the lives of its citizens today and in the future.



Being good stewards  
of public resources.



**PROMOTING  
INNOVATION,  
ADAPTABILITY,  
AND COMMITTING  
TO CONTINUOUS  
IMPROVEMENT.**



Providing quality  
customer service.



Empowering people to  
take responsibility.



The Human Resources Department will help Larimer County Government meet the needs of our community.

## OUR MISSION:

We are committed to attracting, developing, maintaining, and retaining a talented workforce by:

- Actively listening to our employees.
- Providing timely and accurate services.
- Empowering customers to take responsibility through technology, training, and education.
- Modeling and encouraging a positive and healthy work environment.
- Embracing innovation and encouraging it throughout the organization.
- Being a trusted and impartial resource.
- Communicating respectfully, openly, and honestly.

the future by:



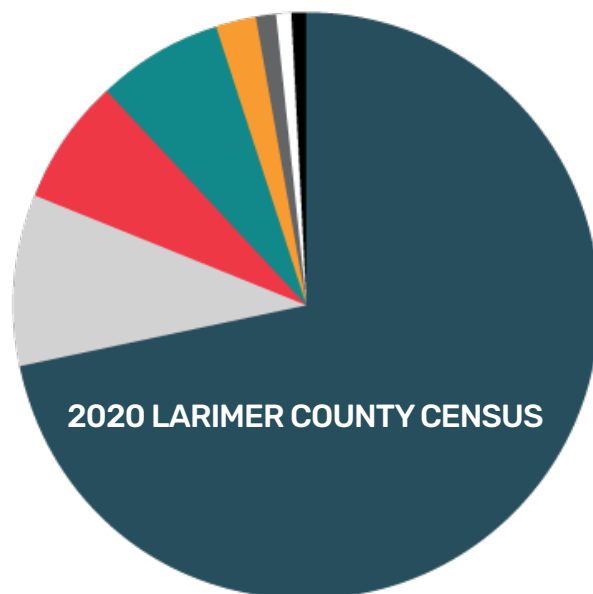
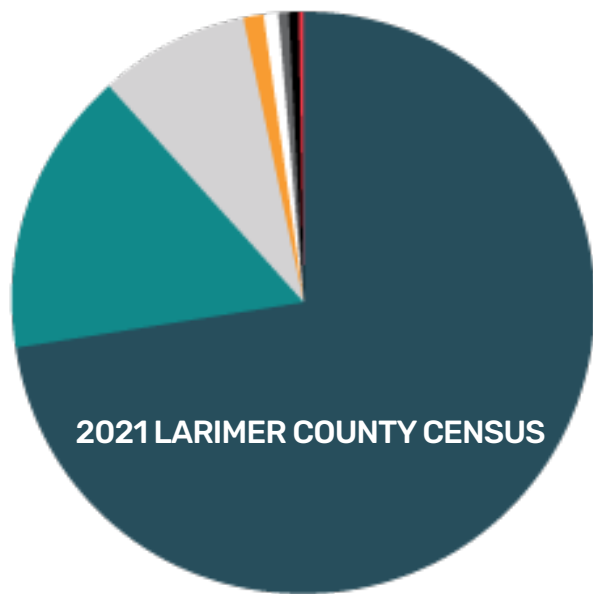
Cultivating  
partnerships.



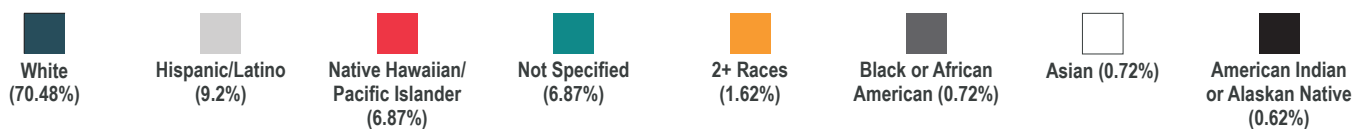
Being a fulfilling and  
enjoyable place to  
work.

# LARIMERCOUNTY WORKFORCE DEMOGRAPHICS

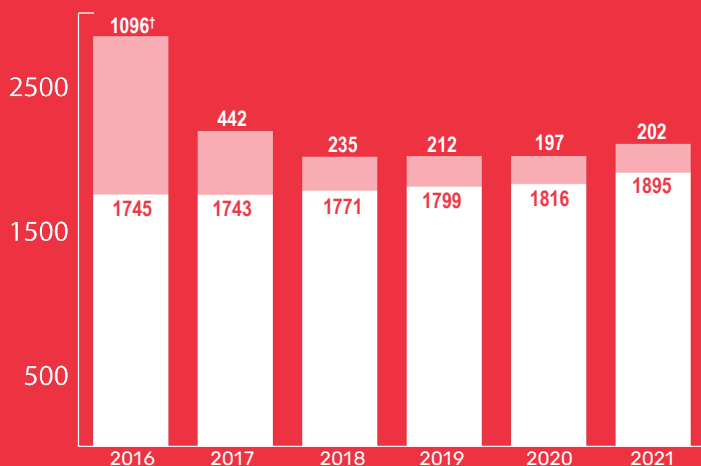
## 2021 WORKFORCE BY ETHNICITY



### 2021 LARIMER COUNTY WORKFORCE

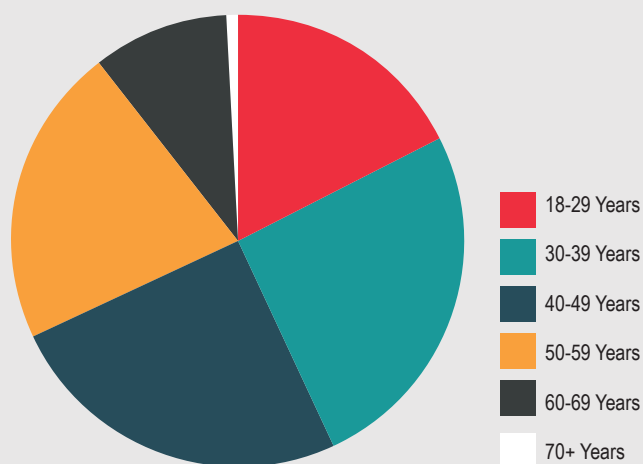


## EMPLOYEE COUNT



† The temporary employee count for 2016 is higher because termination procedures of temporary employees and clean-up weren't completed yet.

## 2021 WORKFORCE BY AGE



# 2021 EMPLOYEE AVERAGES



AVERAGE SALARY

\$68,939



AVERAGE TENURE

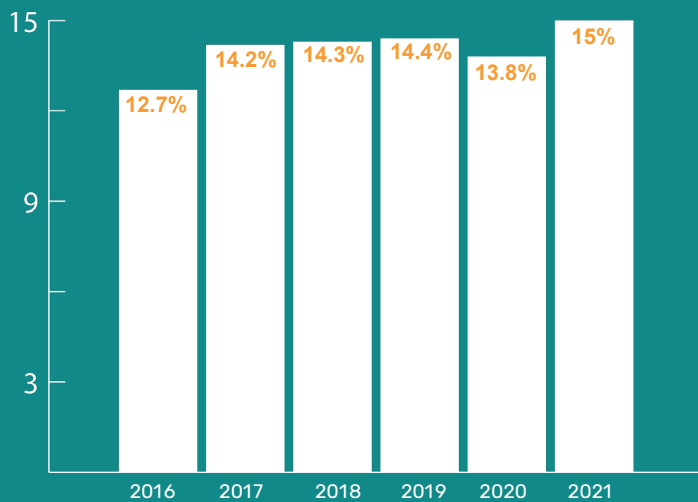
8.2



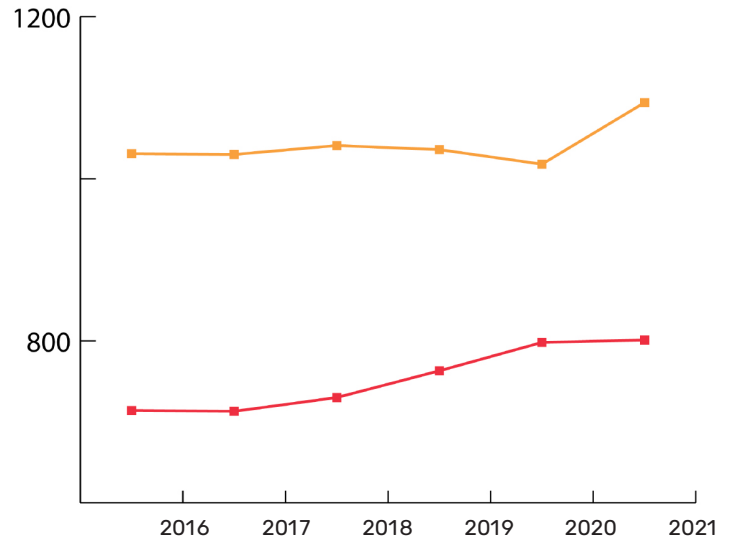
AVERAGE AGE

43.1

## TURNOVER RATE

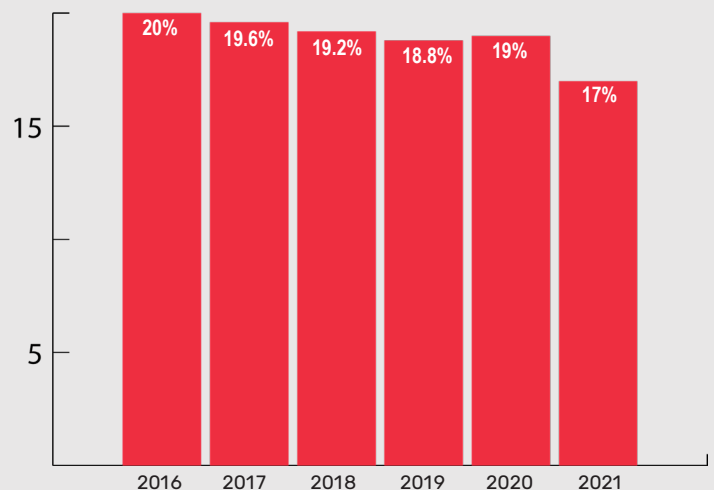


## WORKFORCE BY GENDER

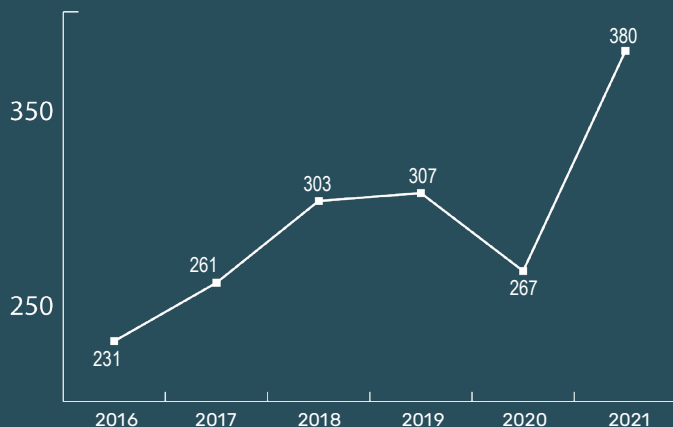


“ Every time I contact Human Resources, the staff is knowledgeable and diligent in getting me the solution and/or guiding me in the correct direction.”

## EMPLOYEES ELIGIBLE TO RETIRE IN THE NEXT 5-10 YEARS



## REGULAR HIRES



“ These PEOPLE rock with quick responses and precise emails!”

## 2021 ACCOMPLISHMENTS:

- Open Enrollment was completed at 100%, meaning ALL employees completed their open enrollment by either enrolling or waiving benefits. Due to COVID, we conducted this process entirely electronically.
- We were able to hold medical rates flat at 0% for 2022. We also had a medical premium holiday for employees in December 2021.
- We added the \$0 Knee Arthroscopy pilot program with Healthcare Blue Book and Meritain for 1/1/21. We have seen excellent utilization and expanded this to include other musculoskeletal procedures and "green" providers for 1/1/22.

## 2022 GOALS:

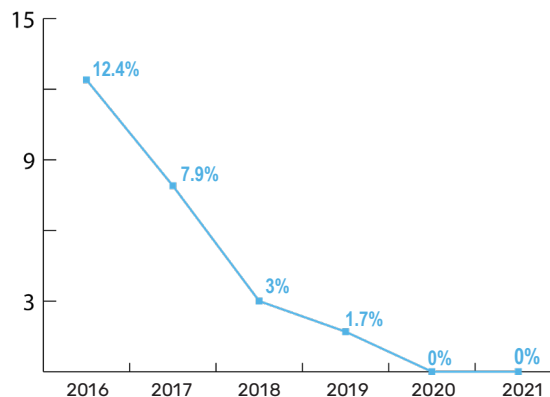
- To further expand staff educational resources to help employees learn about Larimer County benefits.
- Establish additional direct contracting opportunities with local healthcare providers to add access to Larimer County health plan-covered members for behavioral health services.
- Maintain or increase utilization of FREE medical benefit vendor resources, such as Virta (diabetes management), Hello Heart (hypertension management), Healthcare Bluebook, and 2nd MD (second opinion medical service).

## BENEFITS STAFF:

- Jennifer Whitener, *Benefits Manager*
- Rachel Sporleder, *Benefits Team Lead*
- Kathy Harris, *Benefits Specialist*
- Kelly Wachtman, *Benefits Technician*
- Andrea Bilderback, *Health Promotion & Outreach Specialist*

# BENEFITS

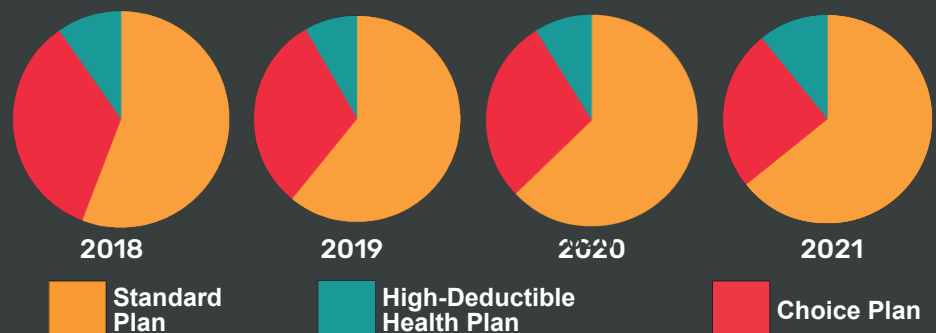
## HEALTHCARE PREMIUM COST INCREASE



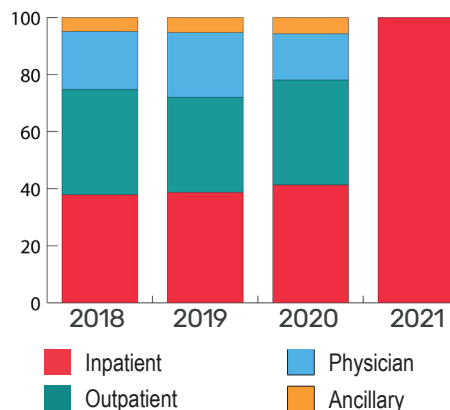
### WHY DOES THIS MATTER?

Larimer County is a self-funded health plan. That means our premium contributions pay our medical and pharmacy claims. Therefore, the more claims we have, the more we must collect in premiums OR by altering our plan designs to cover this cost.

## ENROLLMENT NUMBERS BY PLAN

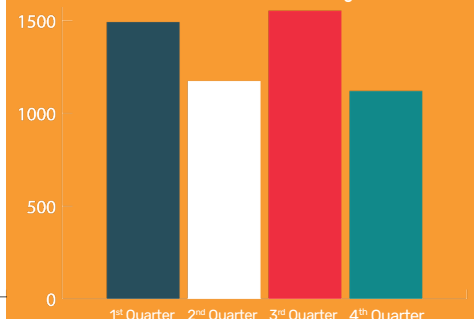


## CLAIMS PAID BY PLACE OF SERVICE



## HEALTHCARE BLUEBOOK UTILIZATION IN 2021

Employees continued to frequently access and use the Healthcare Blue Book tool during 2021.

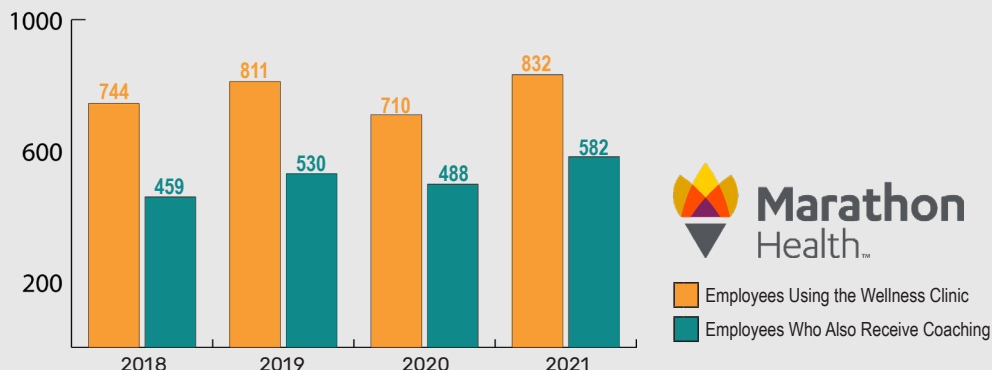


Over **\$12,575** in rewards (cash back) for using high quality/low-cost (green) providers for their healthcare services was earned by County employees.

## WELLNESS CLINIC

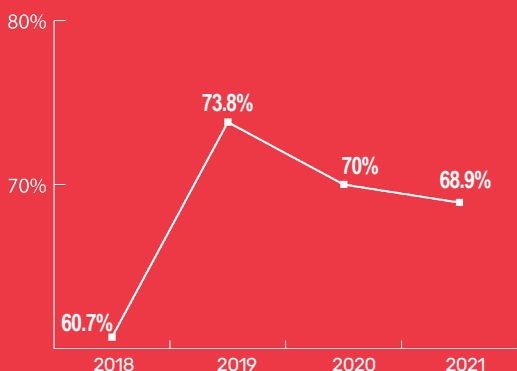
Another strategy to mitigate healthcare costs has been our investment in the on-site Wellness Clinic that is available to those enrolled in the medical plan. We believe it is critical to have independent, objective staff serving our employees who aren't tied to a particular health system. We also have full oversight regarding the services being offered, and the quality level of care we expect our patients to receive.

## CLINIC UTILIZATION

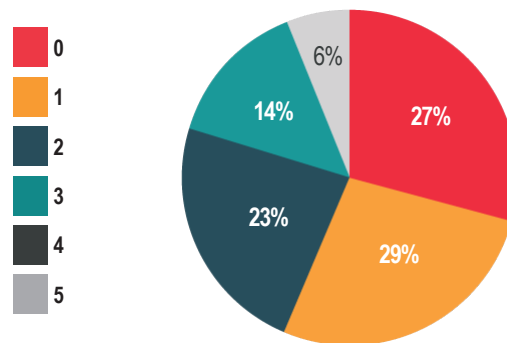


“The Benefits staff has been helpful and timely with their responses to my questions.”

## EMPLOYEES ELIGIBLE FOR THE WELLNESS RATE



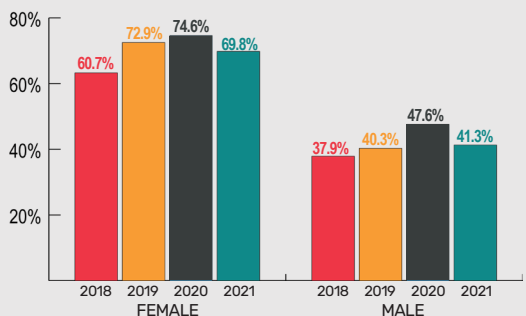
## BIOMETRIC RISK FACTORS



From the Biometric screenings we identified the average number of risk factors per employee.

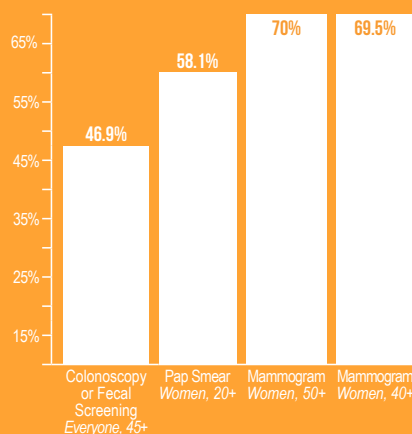
## PREVENTATIVE CARE

Preventive care matters. Early detection is critical when it comes to identifying serious illnesses, and we want to encourage the use of preventive care services since it is free to do so on our medical plans. We will continue to find and provide preventive care screening opportunities with local healthcare providers to remove barriers to receiving this very important care.



## CANCER SCREENINGS COMPLETED

Routine preventative screenings can discover potentially costly medical conditions before they result in high dollar claims.



## 2021 Accomplishments:

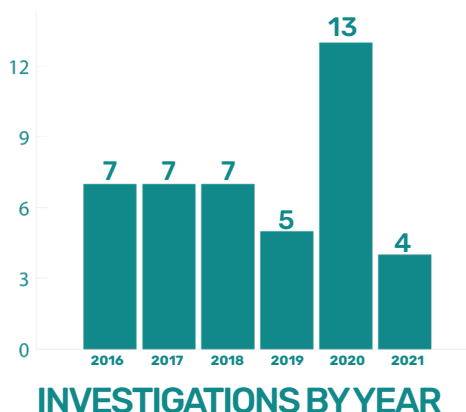
- Implemented NeoGov for recruiting and performance evaluations
- Accomplished several goals on Affirmative Action plan
- Started Inclusion Advisory Council

## 2022 Goals:

- Increase communication and training for Hiring Managers
- Develop pilot for Bronze Level Leadership
- Review pay equity

# EMPLOYEE RELATIONS

▶▶▶ Create and establish a framework of support for employees, including employee development, recognitions, employee programs, compensation, classification, and performance management. Facilitate and strengthen the relationships between managers and employees and provide support to re-mediate problems that surface between them.



## EMPLOYEE RELATIONS STAFF:

- Christine Kuehnast, *Employee Relations Manager*
- Nicole Berg, *Inclusion Administrator*
- Jennifer Zwiefka, *Senior HR Generalist*
- Eileen Brittingham, *Senior HR Generalist*
- Lisa Wempen, *HR Generalist*
- Marcy Hamilton, *Application Support Technician*
- Erin Schmidt, *Leave Specialist*

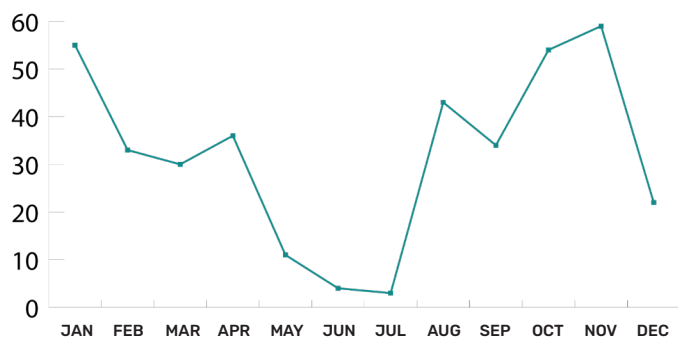
**“ All of my interactions with HR staff have been very positive. I appreciate the work they do and the help and support they have provided with anything I have needed. Thank you!**

2021 HR Department Survey Responses

## COVID-19

The COVID-19 global pandemic carried over into 2021, and the Larimer County Employee Relations team continued the challenges of the COVID-19 caseload and contact tracing in the midst of remote work and unique employment situations.

### EMPLOYEE SUPPORT RELATED TO COVID CASES



**“ Appreciated all the information passed along during Covid**

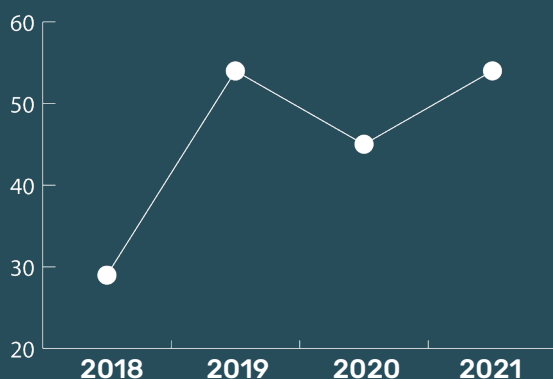
2021 HR Department Survey Responses

## NEW BABIES

In August of 2018, our Leave Specialist began sending Larimer County baby onesies to new arrivals. It's our way of welcoming new additions to the Larimer County family.



### Onesies Distribution

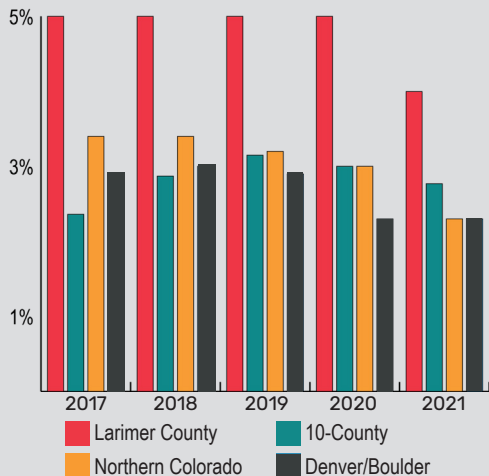




# COMPENSATION & CLASSIFICATION

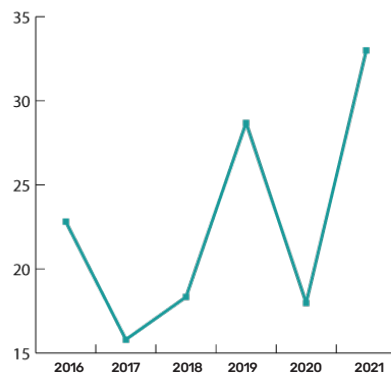
►►► Perform analysis of workforce changes and labor market trends to organize and define different types of work and to determine employee compensation.

## HISTORICAL PAY INCREASE COMPARISON



## PERCENTAGE OF JOB DESCRIPTIONS UPDATED

Having correct and accurate job descriptions helps ensure equity across the County.



### 2021 Accomplishments:

- Began department compensation reviews
- Began pay equity reviews

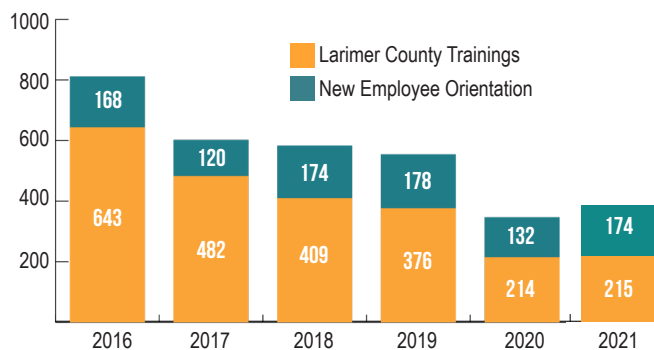
### 2022 Goals:

- Continue pay equity reviews

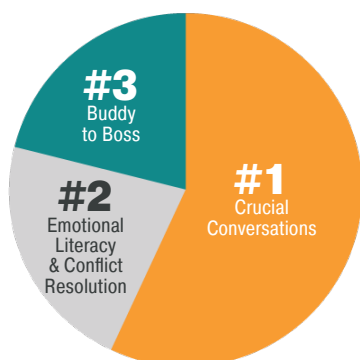
# TRAINING

►►► Identify and deliver various training programs to enhance employee skills, as well as acquire new knowledge and skills.

## TRAINING PARTICIPANTS



### TOP LINKED-IN CLASSES



### TOP CLASSES IN 2021

## LinkedIn Learning

- Hours of Viewed Content: 2,392
- Employees that Viewed Content: 728
- Videos Viewed: 53,091
- Completed Courses: 2,632

### 2021 Accomplishments:

- Update training program based on survey feedback to better meet staff needs in professional development.

### 2022 Goals:

- Implement updated training plan-make changes that were identified in the survey.

## 2021 Accomplishments:

- Tracking emergency leaves
- Mobile App Rollout
- FRAN Structure applied to UKG

## 2022 Goals:

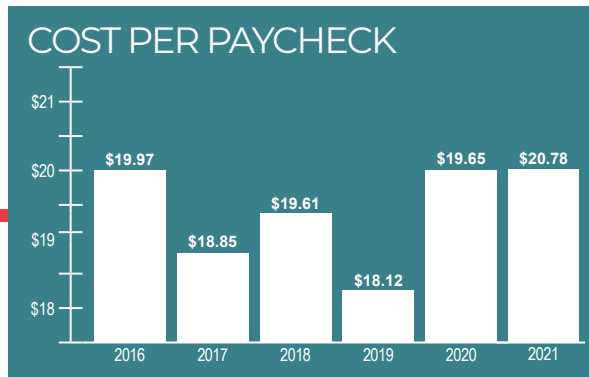
- Virtual Training for Managers
- Cross Training for Team Members
- Enhance Guides for Employees

## Payroll Staff:

- Amy O'Donnell, *Payroll Manager*
- Brenda Haarmann, *Payroll Specialist Lead*
- Tommie Anne Ruble, *Payroll Specialist*

# PAYROLL

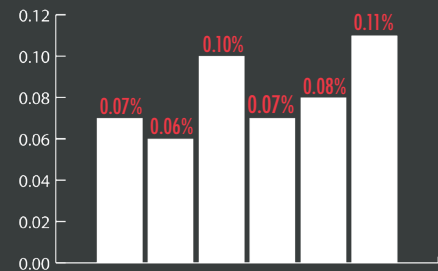
- ▶▶▶ Initiate and maintain employment and pay records, calculate each employee's paycheck, and issue paychecks.



### WHY DOES THIS MATTER?

The number of manual checks issued reflects the accuracy of our Payroll department. The lower the number of manual checks, the higher the accuracy.

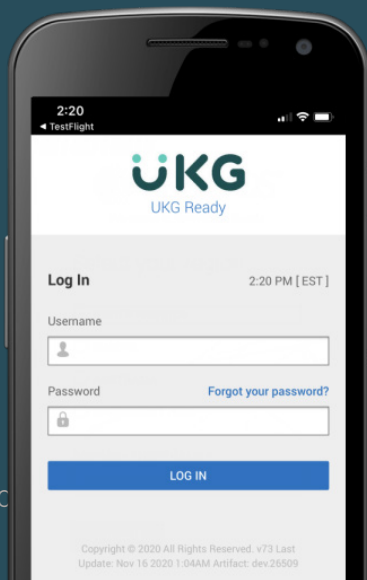
### PAYROLL ERRORS RESULTING IN PAPER CHECKS



Had a problem with OT pay and it was taken care of within hours of my question!

2021 HR Department Survey Response

### PAYCHECKS ISSUED

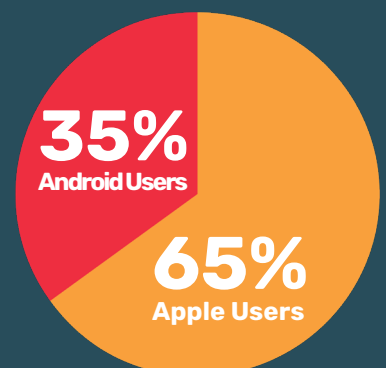


## UKG MOBILE APP LAUNCH

39% Employees Used the UltiPro Mobile App in 2021

### TOP 3 FEATURES

- #1 - Timesheet/Time Management
- #2 - Pay Hub
- #3 - Pay Details



## 2021 Accomplishments:

- Recruiting overhaul: NEOGOV, created training guides and training for hiring managers and departments. Created an entire Hiring Manager Packet to walk through all steps of hiring in NEOGOV. Focused on compliance and consistency for process from applicant to payroll system. Interview overhaul. Interview questions update, interview training guide and presentation.
- Updated and implemented Recruiting Policy and Procedure
- Updated recruiting website: added training materials, Hiring Manager Packet, Interview guides and questions, NeoGov replace iCIMS

## 2022 Goals:

- Overall increase communication and training for Hiring Managers
- Improving the New Hire experience (communication, videos)
- Increase staff work-life balance

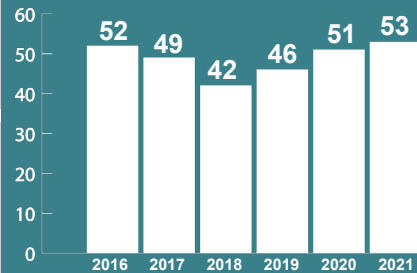
## Recruiting Staff:

- Jessica Villaseñor, *Human Resources Coordinator*
- Katie Chew, *HR Technician*
- Sara Rice, *HR Technician*

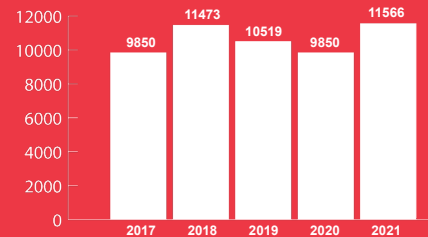
# RECRUITING

►►► Find and hire people (internally and externally) to fill job openings within the organization; identify job requirements; attract or source qualified candidates;

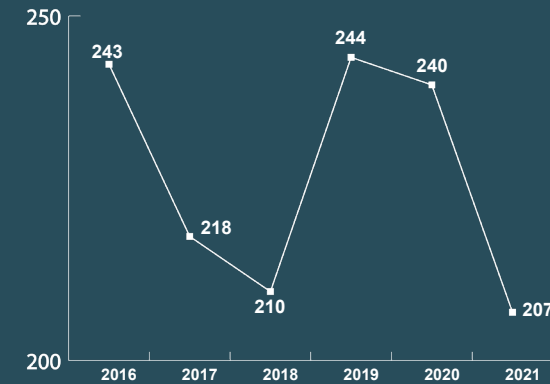
## AVERAGE TIME FROM JOB POSTING TO JOB OFFER



## NUMBER OF APPLICANTS BY YEAR



## JOB POSTINGS PER YEAR



“They are always on top of things, and if they can’t find an answer, they always get back to you in a timely manner.”

2021 HR Department Survey

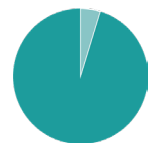
## AFFIRMATIVE ACTION BY THE NUMBERS: MINORITY AND EQUAL EMPLOYMENT OPPORTUNITY JOB CODES

As we continue to work on inclusion at the County, recruiting a diverse workforce remains a priority for Larimer County. Occupational Groups identified with less representation will be addressed through recruiting strategies and the County’s Affirmative Action Plan. A similar or bigger size pie slice tells us that we’re meeting the mark in that EEO job code; pies that are smaller give us room to improve.

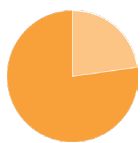
LARIMER  
COUNTY  
GOVERNMENT



ADMIN  
SUPPORT



OFFICIALS &  
ADMINISTRATORS



PARA-  
PROFESSIONALS



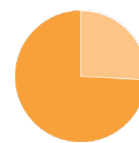
PROFESSIONALS



PROTECTIVE  
SERVICES



SERVICE &  
MAINTENANCE

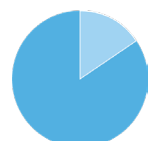
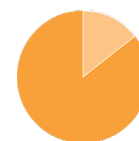
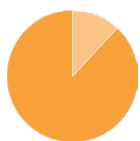


SKILLED CRAFT



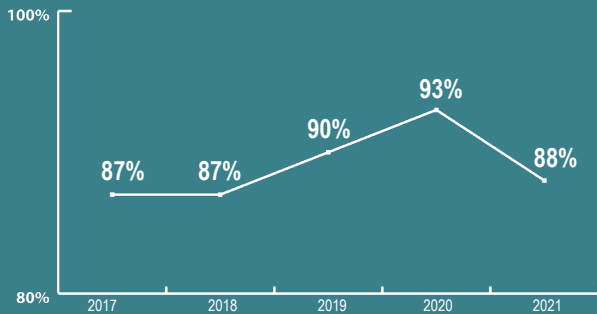
TECHNICIANS

INCORPORATED  
LARIMER  
COUNTY



# ADMIN SERVICES

## EMPLOYEES BELIEVE INFORMATION IS EASILY ACCESSIBLE

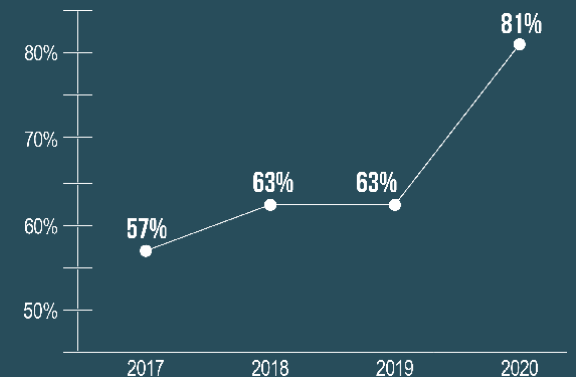


\*In 2020 we used a new survey tool. 97% includes neutral scores too.

**Sometimes the things HR has to explain are complicated, but they do it in several different ways and make it much easier to understand."**

2021 HR Department Survey Response

## AVERAGE OPEN RATE FOR HR COMMUNICATION



## HUMAN RESOURCES PROGRAMS

The Innovation Awards Program is an annual award. Applications for innovative updates and ideas are submitted, then voted on by leadership teams.

The Tuition Reimbursement Program is to provide tuition assistance through a non-taxable reimbursement program administered by the HR Department.

The Second Language program is to encourage and recognize employees who use a second language to serve the customers of Larimer County.

The Remote Work Program allows employees to work at a worksite other than a County office or other County location for all or part of their work week.

The Lead by Design program is a specific training designed to identify upcoming leaders and build their skills and confidence in taking on new roles throughout Larimer County.

Every month, the Employee of the Month committee reads through nominations to choose one employee as the Larimer County Employee of the Month.

We look forward to celebrating our long-term employees and their milestone anniversaries. Every quarter we recognize employees for their 5, 10, 15, 20, 25 and 30+ year anniversaries.

### Administrative Staff

- Nicholas Cole, Business Operations Manager
- Katie Lewis, Business Operations Coordinator
- Valerie Douglas, Administrative Assistant II
- Judy Shimkus, Application Support Specialist
- Jennifer Glover, Communication & Media Specialist
- Betty Henson, Human Resources Clerk

## WEBSITE STATISTICS

### TOP 3 PAGES IN 2021

- Careers (27.97%)
- Benefits (13.18%)
- Job descriptions (8.9%)

### VISITORS

- 2017: 110,584
- 2018: 60,499
- 2019: 60,053
- 2020: 76,529
- 2021: 92,448

### PAGE VIEWS:

- 2017: 969,892
- 2018: 310,121
- 2019: 289,803
- 2020: 314,786
- 2021: 351,290