

2022

HUMAN RESOURCES

ANNUAL REPORT



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.

The following annual report outlines key contributions in 2022, goals and aspirations for 2023 (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 by:



Being good stewards
of public resources.



Promoting innovation,
adaptability, and committing to
continuous improvement.



Providing quality
customer service.



Empowering people to take
responsibility.



Cultivating partnerships.



Being a fulfilling and enjoyable
place to work.



"Larimer County is a fantastic employer! I have never worked anywhere that was so supportive of employees' lives outside of work. I never feel beholden to my job above all other things, and it is very satisfying that my life is truly in balance most of the time."

- EMPLOYEE SURVEY 2022



OUR VISION

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

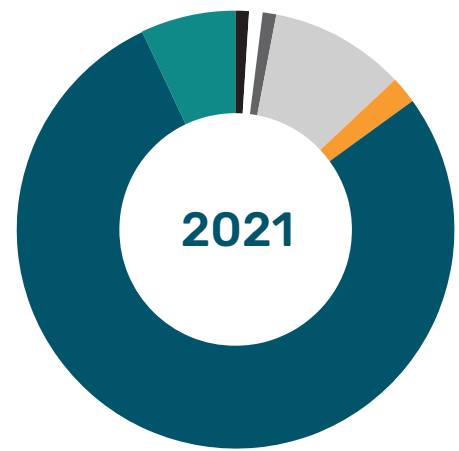
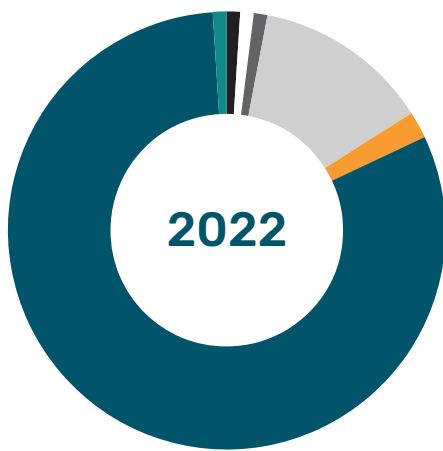
OUR MISSION

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.

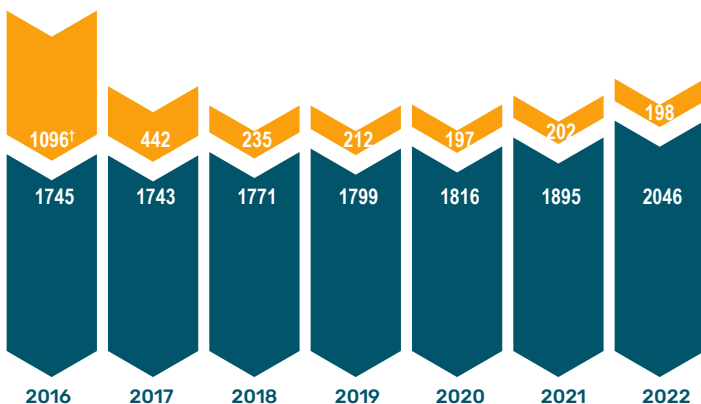
LARIMER COUNTY WORKFORCE DEMOGRAPHICS

WORKFORCE BY ETHNICITY



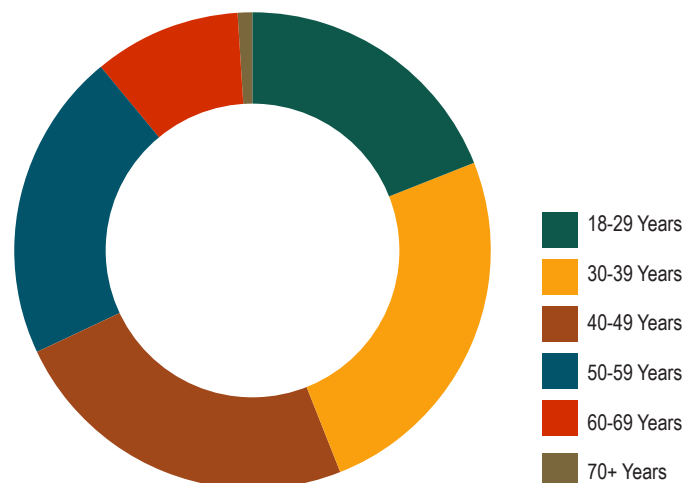
EMPLOYEE COUNT

Temporary Regular



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

2022 WORKFORCE BY AGE



2022 EMPLOYEE AVERAGES



AVERAGE SALARY

\$72,419.90



AVERAGE TENURE

7.87

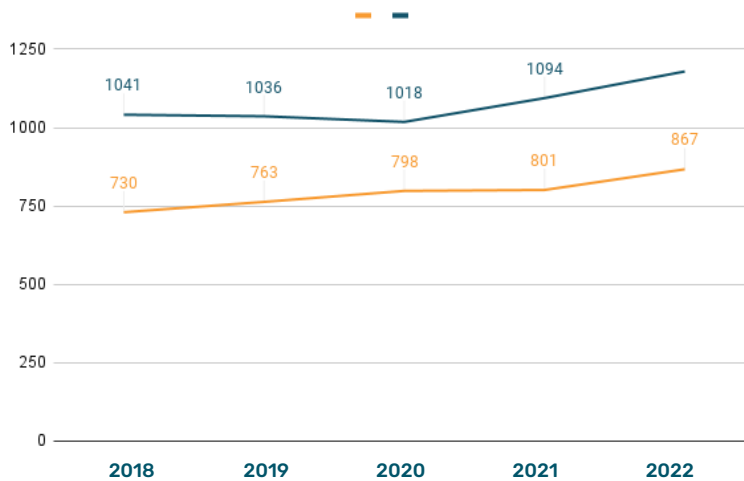


AVERAGE AGE

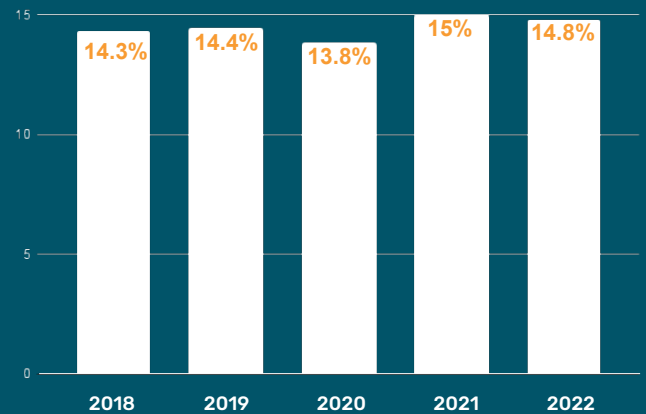
42.73

WORKFORCE BY GENDER

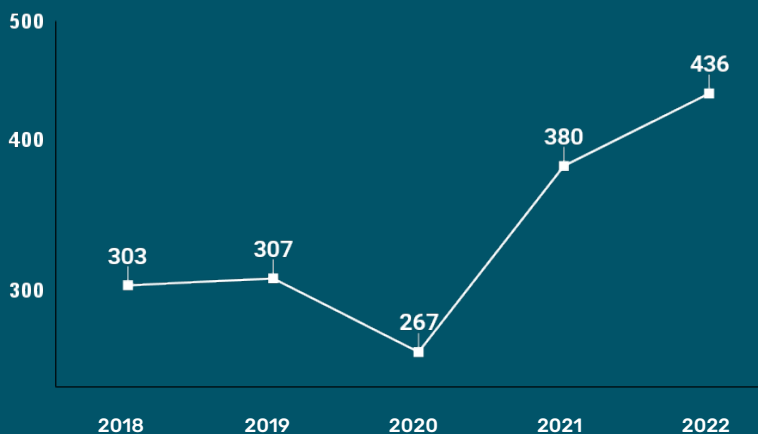
WOMEN | MEN



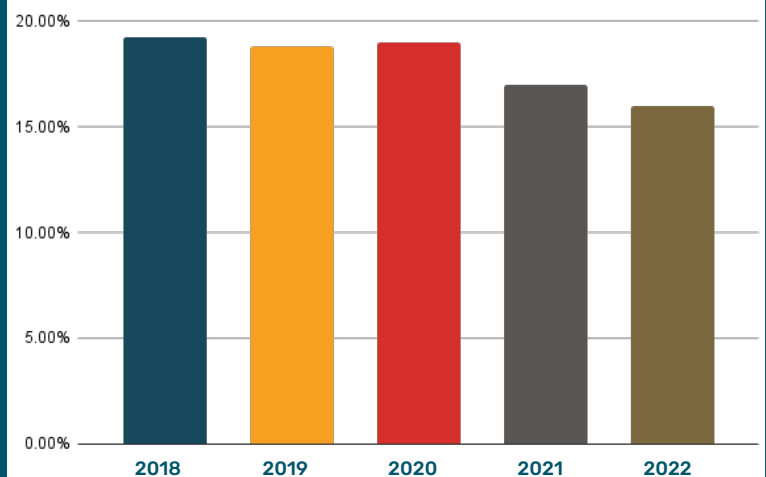
TURNOVER RATE



REGULAR HIRES



EMPLOYEES ELIGIBLE TO RETIRE IN THE NEXT 5-10 YEARS



BENEFITS

2022 ACCOMPLISHMENTS

- Staff education - we created a video library of short, easy to understand benefit topics for public access to help employees learn about Larimer County benefits. We also had a successful Nectar points campaign for a Benefits website scavenger hunt that aided in this process.
- We established a direct contract with Family Care Center, a behavioral health care provider, that is opening three locations in the area. They're providing our members prioritized access for scheduling, and collaborating on department specific programming as well.
- We added coverage for Regenexx, which is a low-cost alternative to surgery for certain musculoskeletal procedures.
- We have increased utilization of free medical benefit vendor resources such as Healthcare Bluebook and Hello Heart, but need to continue to market this better as we did not get the utilization increase that we had targeted for 2nd MD.

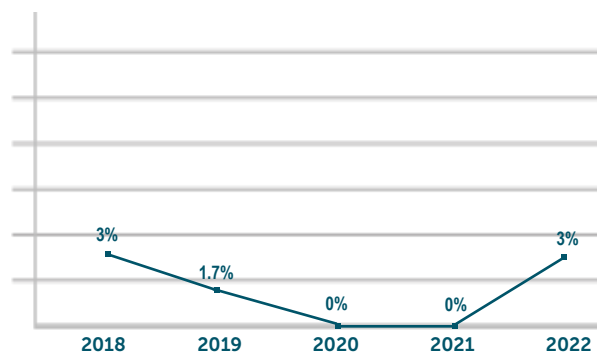
2023 GOALS

- New Hire Benefit Orientation - we are transitioning this to a required video series in Absorb for new hires to watch, that will include quizzes and online materials. The goal is to increase retention of our benefits offered to staff and their families and to create internal efficiencies for the Benefits team.
- 2024 Wellness Program Re-Development - we are redesigning the wellness program for 2024 and plan to educate staff on the final design in Spring 2023.
- Clinic Staffing / Offerings - evaluate and determine what expansions can be done with the Wellness Clinic.

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*

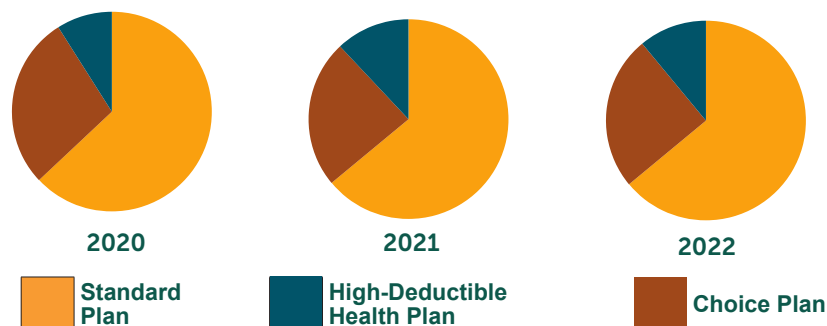
HEALTHCARE PREMIUM COST INCREASE



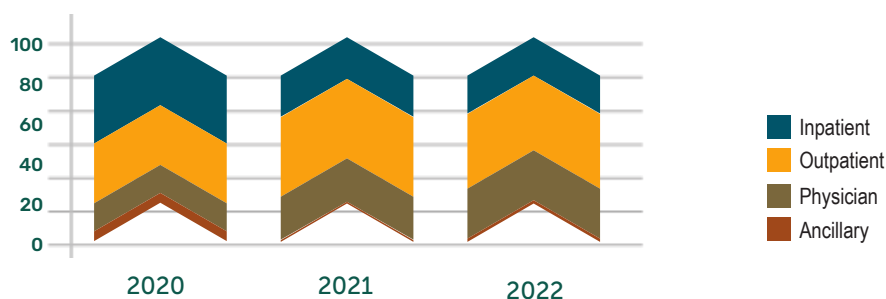
WHY DOES THIS MATTER?

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

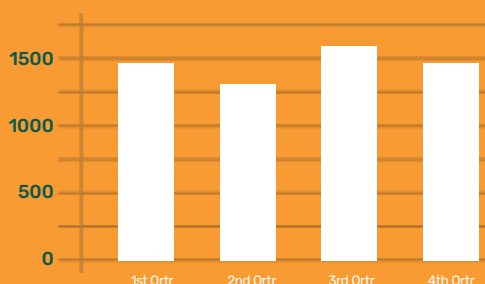


CLAIMS PAID BY PLACE OF SERVICE



HEALTHCARE BLUEBOOK UTILIZATION IN 2022

Employees continued to frequently access and use the Healthcare Blue Book tool during 2022.



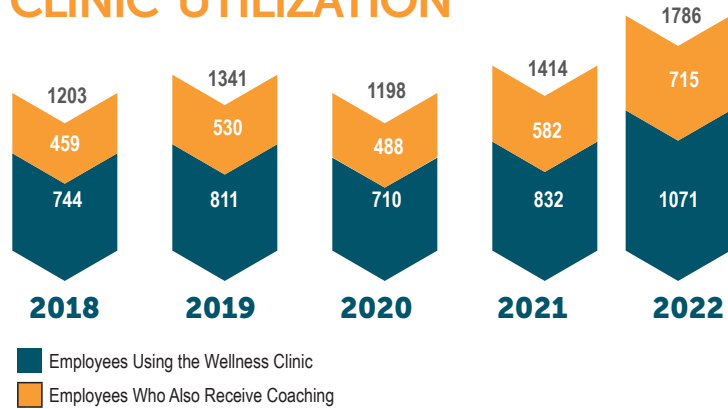
\$13,250

Over \$13,250 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.

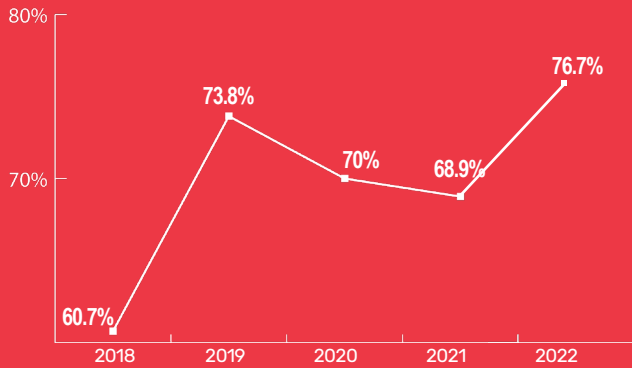
CLINIC UTILIZATION



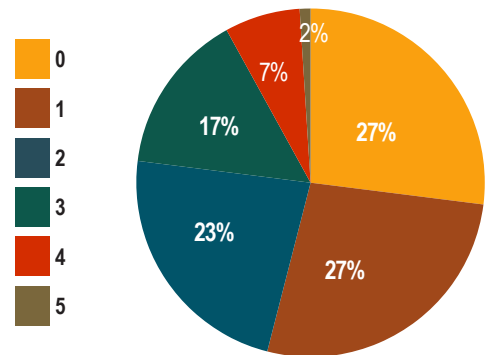
"I think Larimer County is a great place to work. I appreciate the clinic and using clinic leave for appointments!"

- EMPLOYEE SURVEY 2022

EMPLOYEES ELIGIBLE FOR THE WELLNESS RATE



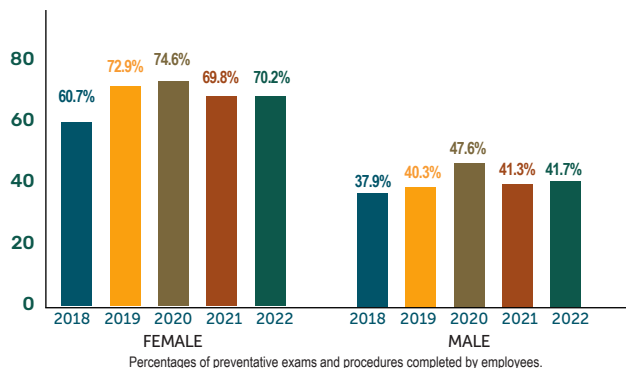
BIOMETRIC RISK FACTORS PER EMPLOYEE



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

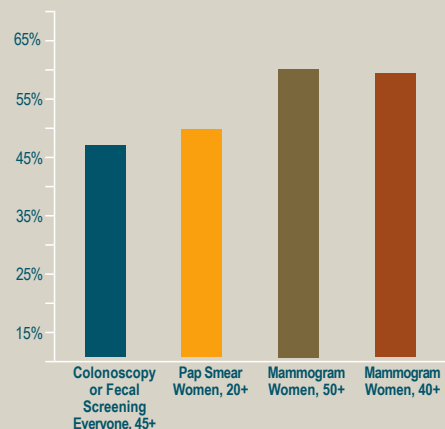
PREVENTATIVE CARE

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.



EMPLOYEE RELATIONS

2022 ACCOMPLISHMENTS

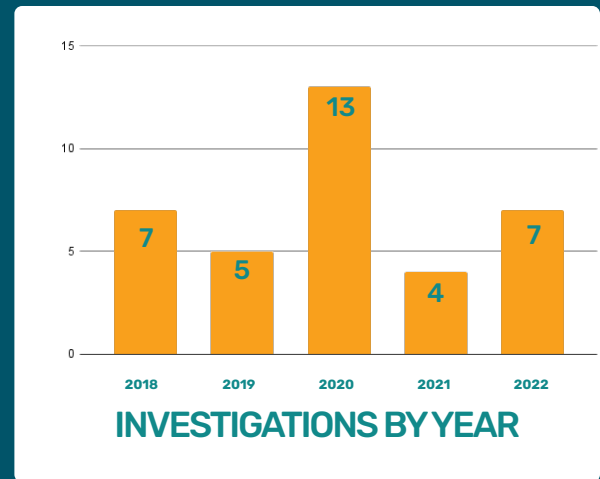
- Successfully piloted Bronze level leadership program, created Silver level
- Completed pay equity review and made adjustments
- Recruiting increased communication with Hiring Managers, including launching a Hiring Manager Survey and newsletter

2023 GOALS

- Successfully pilot Silver level of the leadership program
- Roll out Department Head dashboards for Workforce Analytics to Department Heads
- Make improvements to DOT hiring process in Recruiting

EMPLOYEE RELATIONS STAFF

- Christine Kuehnast, *Employee Relations Manager*
- Nicole Berg, *Inclusion Administrator*
- Sarah Witherell, *Senior HR Generalist*
- Eileen Brittingham, *Senior HR Generalist*
- Lisa Wempen, *Senior HR Generalist*
- Evan Scott, *HR Generalist*
- Marcy Hamilton, *Application Support Specialist*
- Erin Schmidt, *Leave Specialist*

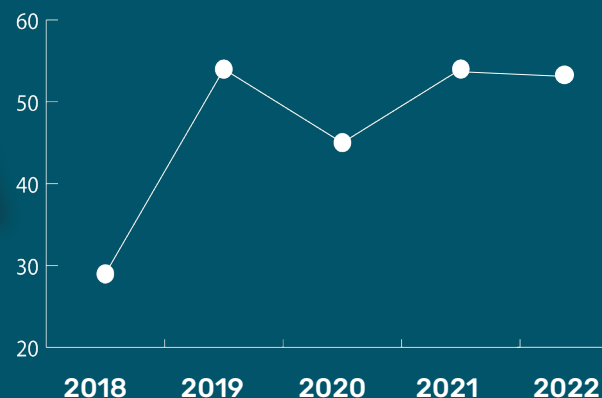


NEW BABIES

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

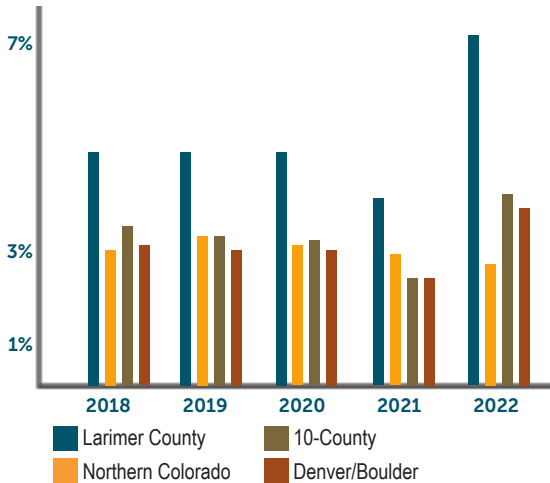


"I appreciate the flexibility and remote work opportunities for the past years. It has created a better work/life balance which makes me want to stay employed with Larimer County." - EMPLOYEE SURVEY 2022

COMPENSATION & CLASSIFICATION

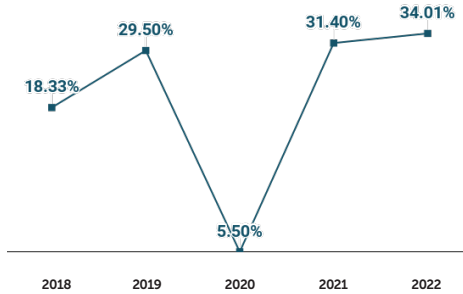
►►► Perform analysis of workforce changes and labor market trends to organize and define different types of work and to determine employee compensation.

HISTORICAL PAY INCREASE COMPARISON



PERCENTAGE OF JOB DESCRIPTIONS UPDATED

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



2022 ACCOMPLISHMENTS

- Began department compensation reviews
- Began pay equity reviews

2023 Goals:

- Continue pay equity reviews



"Larimer County is great. I really appreciate inflation based increases in the upcoming new year!"

- EMPLOYEE SURVEY 2022

2022 ACCOMPLISHMENTS

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

2023 Goals:

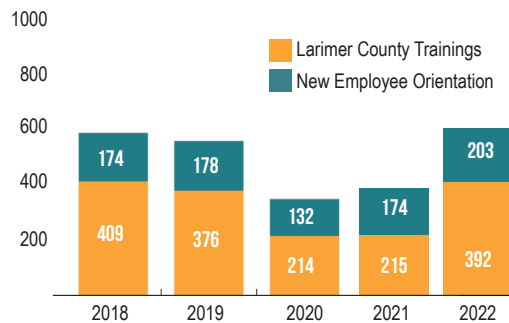
- Implement updated training plan-make changes that were identified in the survey.



"My department encourages utilizing training opportunities and getting to know the job functions of other departments we work with on a daily basis."

- EMPLOYEE SURVEY 2022

TRAINING PARTICIPANTS



TOP CLASSES IN 2022

#1
Crucial Conversations

#2
Coaching Skills for Leaders

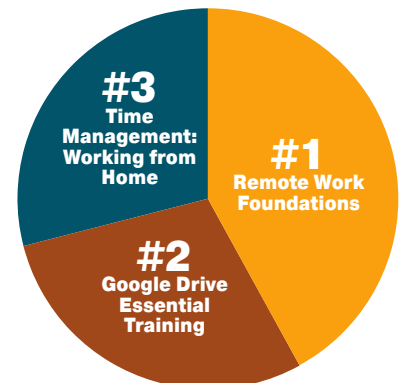
#3
Unbusy: How to Cultivate Renewal as a Way of Life

TRAINING

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

LinkedIn Learning

- 2,441 Hours of Viewed Content
- 679 Employees Viewed Content
- 53,859 Videos Viewed
- 2,387 Completed Courses



TOP LINKED-IN CLASSES

PAYROLL

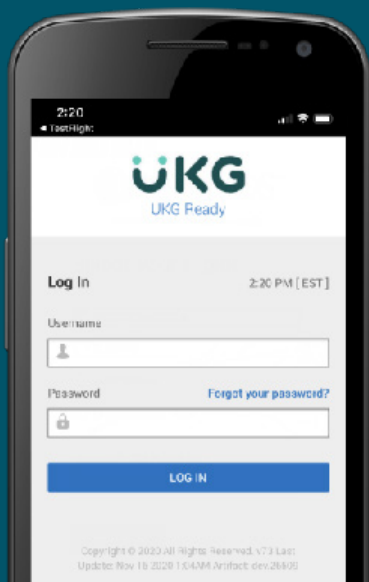
2022 ACCOMPLISHMENTS

- Trained two new team members
- Enhanced Payroll Rep Guides

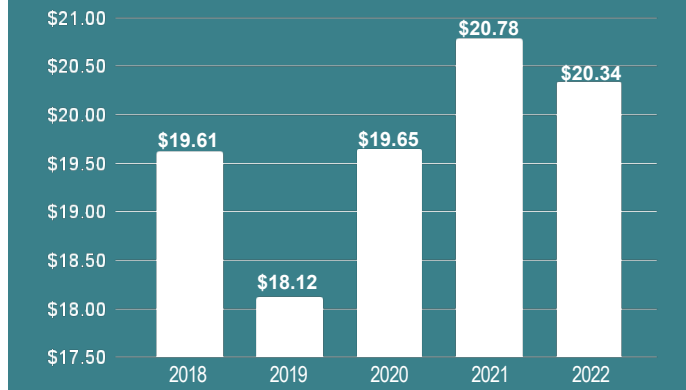
2023 GOALS

PAYROLL STAFF

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



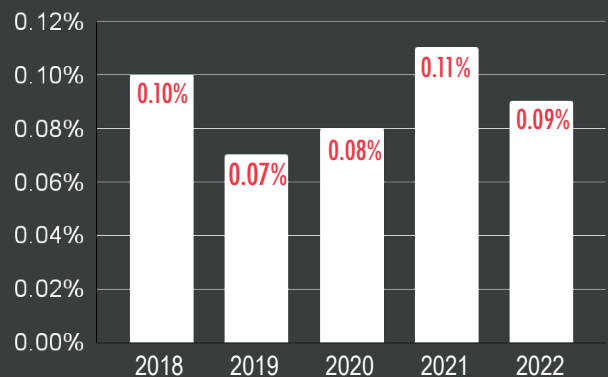
COST PER PAYCHECK



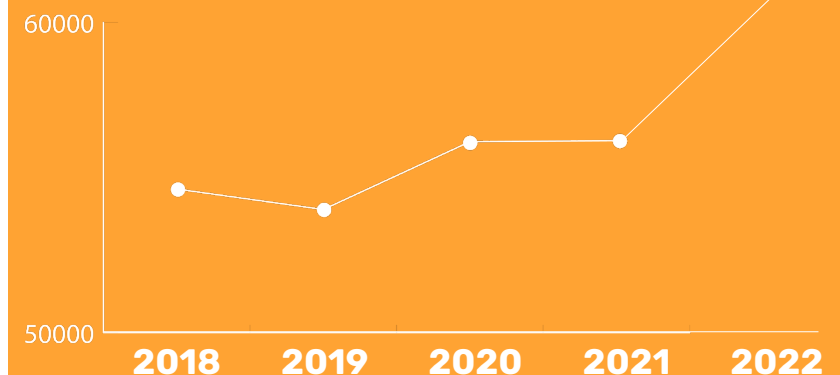
WHY DOES THIS MATTER?

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



PAYCHECKS ISSUED



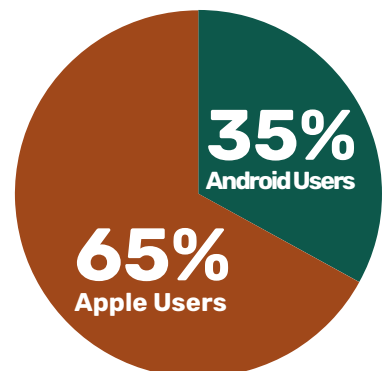
UKG MOBILE APP

37%

Employees Used the UltiPro Mobile App in 2022

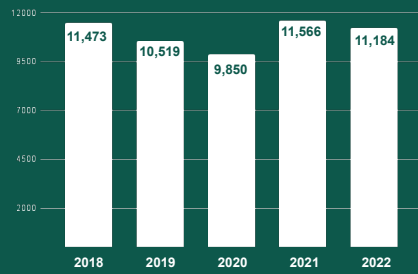
TOP 3 FEATURES

- #1 - Timesheet
- #2 - Pay Hub
- #3 - Pay Details



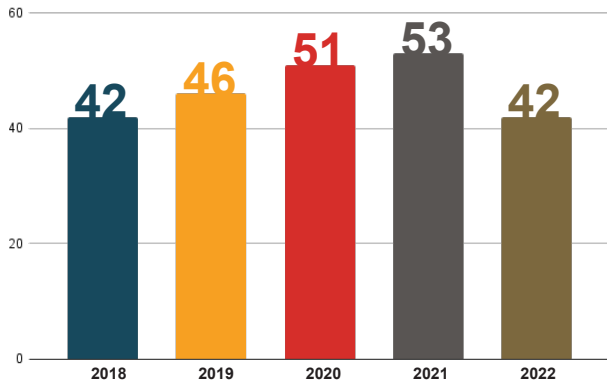
NUMBER OF APPLICANTS BY YEAR

Year	Number of Applicants
2018	11,473
2019	10,519
2020	9,850
2021	11,566
2022	11,184



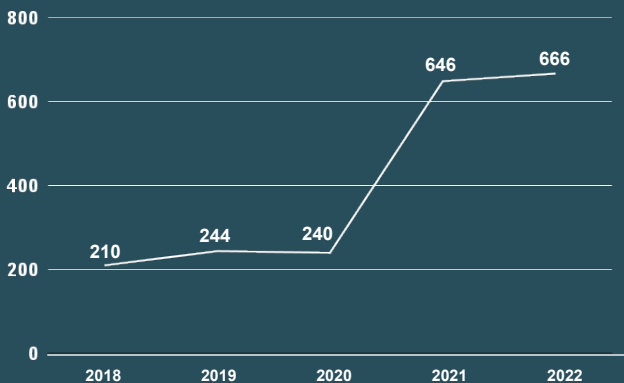
A bar chart showing the percentage of respondents who believe the world is heading in the right direction from 2018 to 2022. The y-axis represents the percentage, ranging from 0 to 60 in increments of 20. The x-axis lists the years. The bars are colored: 2018 (dark blue), 2019 (orange), 2020 (red), 2021 (dark grey), and 2022 (olive green). The values are: 42% in 2018, 46% in 2019, 51% in 2020, 53% in 2021, and 42% in 2022.

Year	Percentage
2018	42
2019	46
2020	51
2021	53
2022	42



JOB POSTINGS PER YEAR

Year	Job Postings
2018	210
2019	244
2020	240
2021	646
2022	666



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.

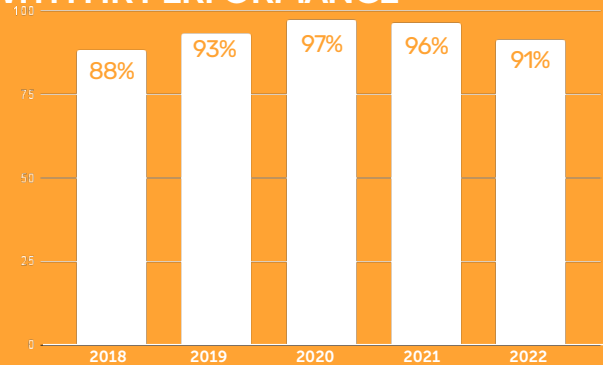
TECHNICIANS

ADMIN SERVICES

ADMINISTRATIVE STAFF

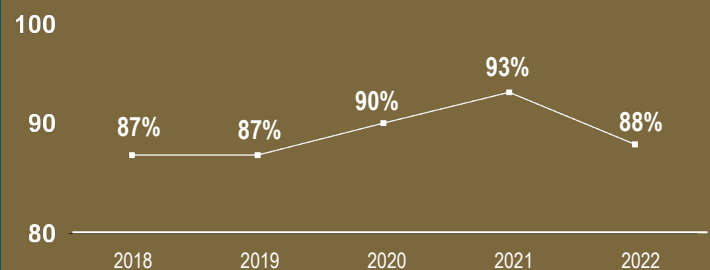
- Nick Cole, *Accounting Manager*
- Katie Lewis, *Business Operations Coordinator*
- Valerie Douglas, *Administrative Specialist II*
- Judy Shimkus, *Application Support Specialist*
- Jennifer Glover, *Communications Coordinator*
- JoLynn Mills, *Communications Specialist*
- Betty Henson, *Human Resources Clerk*
- Alycia Tucker, *Human Resources Clerk*

EMPLOYEES SATISFIED WITH HR PERFORMANCE

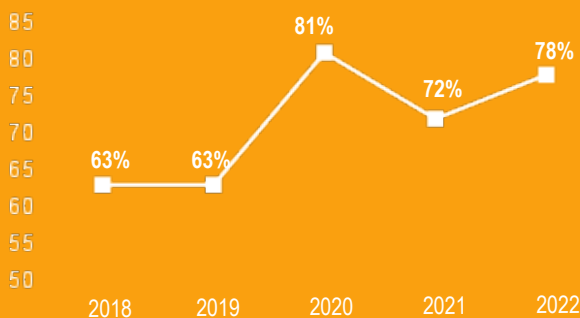


*In 2020 we used a new survey tool. 97% includes neutral scores.

EMPLOYEES BELIEVE INFORMATION IS EASILY ACCESSIBLE



AVERAGE OPEN RATE FOR HR COMMUNICATION



WEBSITE STATISTICS

TOP 3 PAGES IN 2022

- Careers (21.81%)
- Benefits (17.69%)
- Job descriptions (9.26%)

VISITORS

- 2018: 60,499
- 2019: 60,053
- 2020: 76,529
- 2021: 92,448
- 2022: 86,528

PAGE VIEWS:

- 2018: 310,121
- 2019: 289,803
- 2020: 314,786
- 2021: 351,290
- 2022: 340,280

HUMAN RESOURCES PROGRAMS

INNOVATION AWARDS	TUITION REIMBURSEMENT PROGRAM	2ND LANGUAGE COMPENSATION	REMOTE WORK	LEAD BY DESIGN	EMPLOYEE OF THE MONTH	LONGEVITY
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.
Runs January - April	Ongoing	Ongoing	Ongoing	Runs April - October	Ongoing	Ongoing

EMPLOYEE RECOGNITION

NECTAR

AVERAGE CORE VALUES RECOGNIZED

#ADAPTABILITY - 10%

#INCLUSIVE - 3%

#COLLABORATIVE - 17%

#GOODSTEWARDS - 6.7%

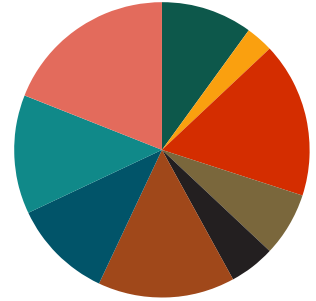
#INNOVATIONIMPROVEMENT - 5.3%

#CUSTOMERSERVICE - 15.4%

#EMPOWERINGPEOPLE - 10.5%

#CULTIVATINGPARTNERSHIPS - 12.5%

#ENJOYABLEPLACE - 19.6%



SHOUT-OUTS GIVEN:

37,028

TOP 3 PARTICIPATING DEPTS.

- COMMUNITY DEVELOPMENT
- FINANCE
- HUMAN RESOURCES

\$40,000+
REDEEMED POINTS
IN 2022

EMPLOYEE OF THE MONTH WINNERS

JANUARY

ANDREA MAXWELL

FEBRUARY

NEILLA STRAIGHT

MARCH

STEPHEN NISWENDER

APRIL

ANGELA PRIEST

MAY

AMY OROZCO LIERA

JUNE

CARI BROWN

JULY

MATT LEMKE

AUGUST

VIOLETTA MORALES

SEPTEMBER

JENNA CIFALA

OCTOBER

STEVE TOMAJCZYK

NOVEMBER

EMILY KANE

DECEMBER

KARI VALDEZ

INNOVATION AWARDS

2022 WINNERS

GRAND PRIZE

LEDES - Law Enforcement Digital Evidence System

Cassie Lallak, Paulina Bennett, Kyle Teramoto, Brant Gluth, Ray Daniel, Haley Neufeld, Pat Abernathy, Jeff Fehringer, Sahar Habib, Sarah Melocco

RUNNER-UP

Delinquent Mobile Home Tax Engagement Tracking

Todd Sims, Royce Simpson

RUNNER-UP

eBond Project (Electronic Bond Application)

Derik Stalls, Raymond Daniel, Paige Hammer, Emily Humphrey, Nathan Kumm, Cassie Lallak, Sarah Melocco, Mark Olson, Angela Priest, Joe Schreurs, Linette Schweizer, Erica Wagner

NUMBER OF APPLICATIONS

