

2023

HUMAN RESOURCES

ANNUAL REPORT



NOTE FROM THE HR DIRECTOR



Larimer County's Vision sets the foundation for what we strive to achieve daily in Human Resources.

We are committed to contributing to the innovative community where 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 that 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.

This annual report presents a comprehensive overview of our key contributions in 2023, our goals for 2024 and beyond, and a detailed analysis of our performance measures and workforce demographics. The Human Resources team remains steadfast in our commitment to excellence and value in our services. We are unwavering in our dedication to the success of Larimer County employees and services.

Bridget Paris
Human Resources Director

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 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.



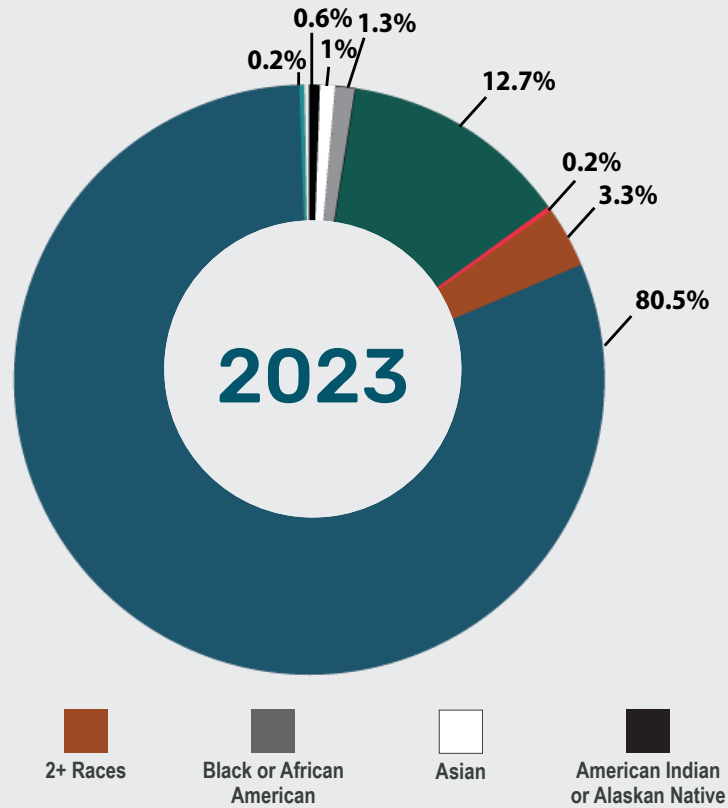
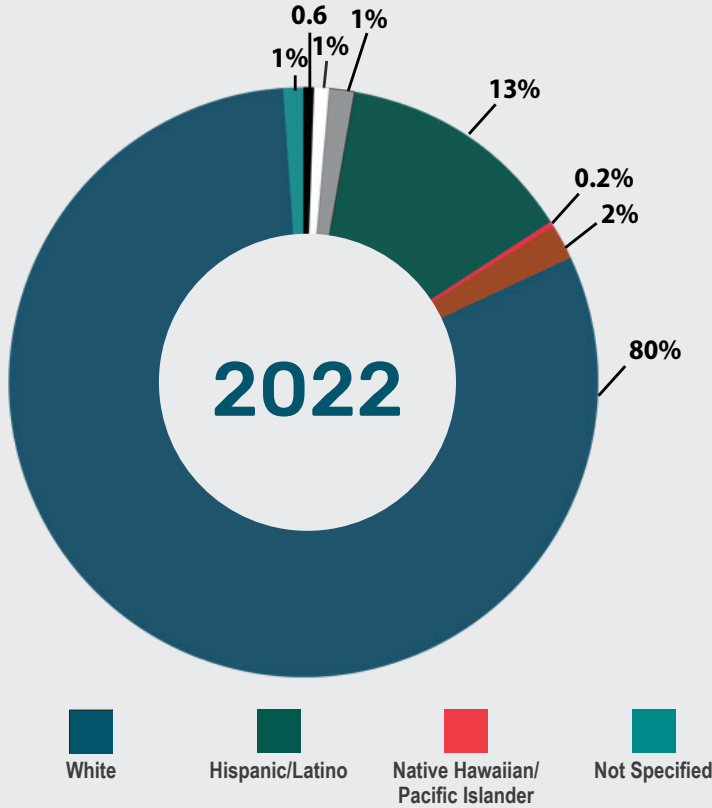
Cultivating partnerships.



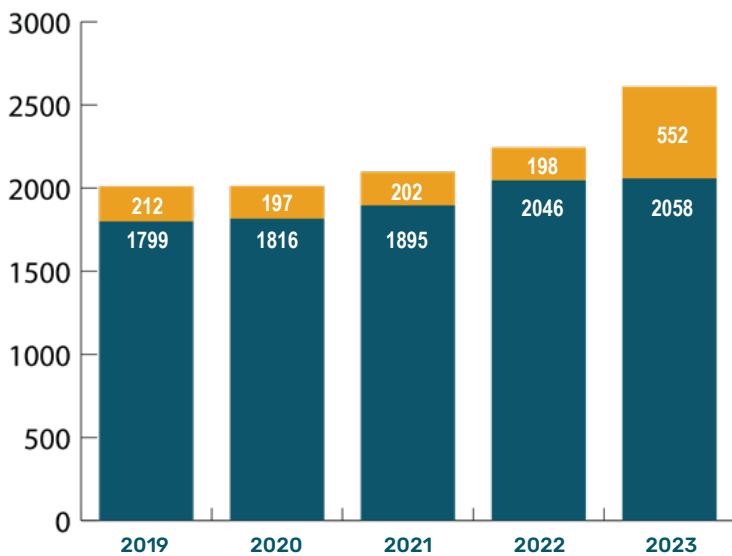
Being a fulfilling and enjoyable place to work.

LARIMER COUNTY WORKFORCE DEMOGRAPHICS

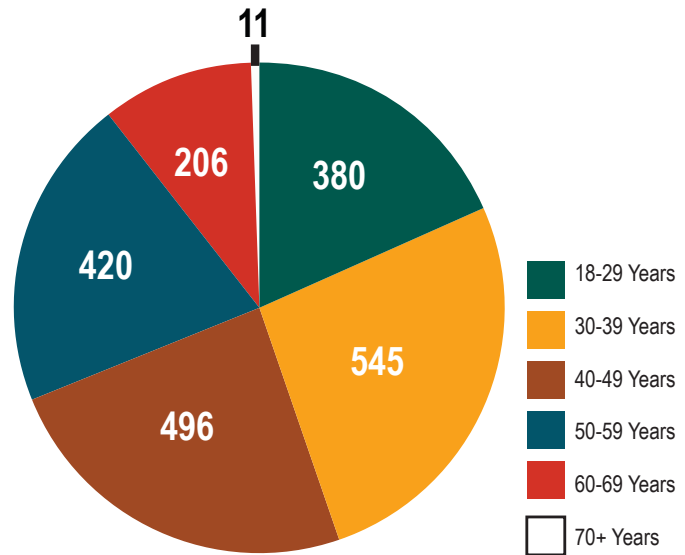
WORKFORCE BY ETHNICITY



EMPLOYEE COUNT Regular/Limited Term vs. Temporary



2023 WORKFORCE BY AGE



2023 EMPLOYEE AVERAGES



AVERAGE SALARY
\$78,235.63



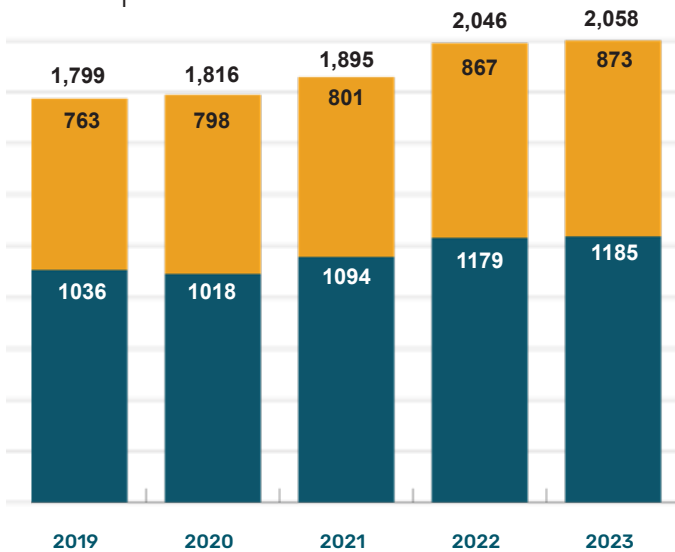
AVERAGE TENURE
7.99



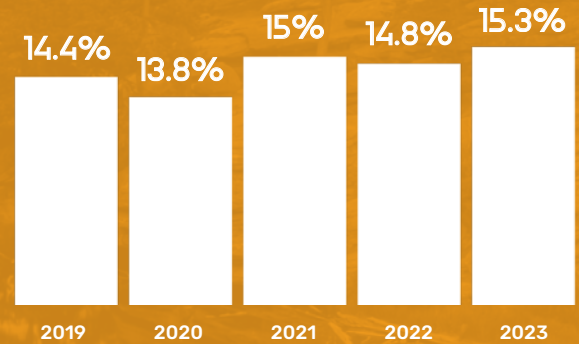
AVERAGE AGE
42.79

WORKFORCE BY GENDER

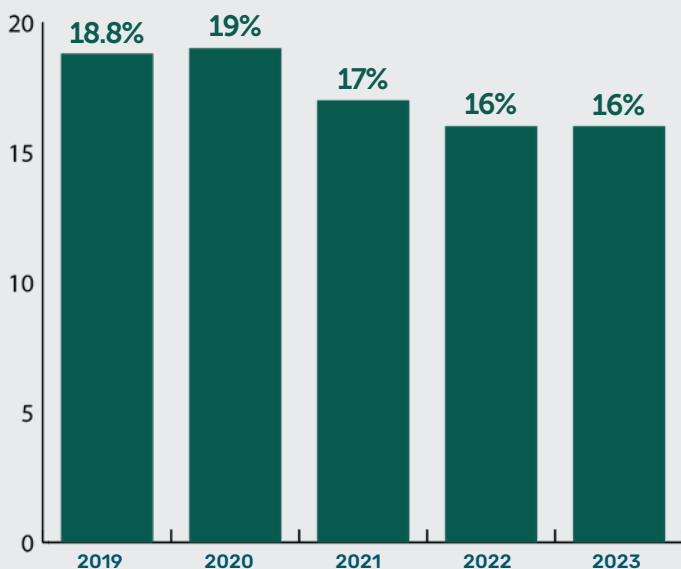
WOMEN | MEN



TURNOVER RATE

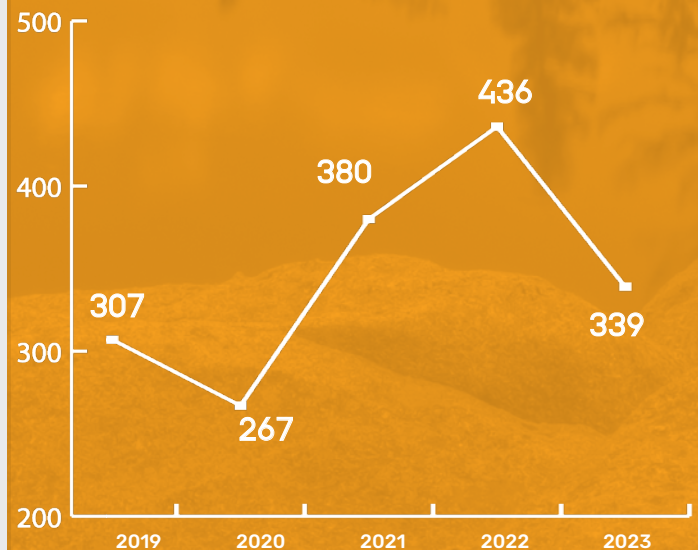


EMPLOYEES ELIGIBLE TO RETIRE IN THE NEXT 5-10 YEARS



Employees who turn 65 years old over the next few years and will be eligible to retire.

REGULAR HIRES



BENEFITS

ACCOMPLISHMENTS

- Benefits Orientation now fully recorded and offered on a self-serve, on-demand video basis. Employees can now watch this with their family members from home if needed, and break it up to view (or review) what sections are most important to them.
- Wellness Rate Program Criteria Redone - with Catapult no longer being an option, we have transitioned to encourage staff to complete their screening at the Wellness Clinic, which will give some the opportunity to engage with the clinic staff when they haven't in the past.

GOALS

- Drive as many biometric screenings to the Wellness Clinic as possible.
- Develop a new weight management program in partnership with the new Registered Dietician/Health Coach at the Wellness Clinic.
- Continue to educate and engage staff through live webinars with regard to healthcare in Northern Colorado.

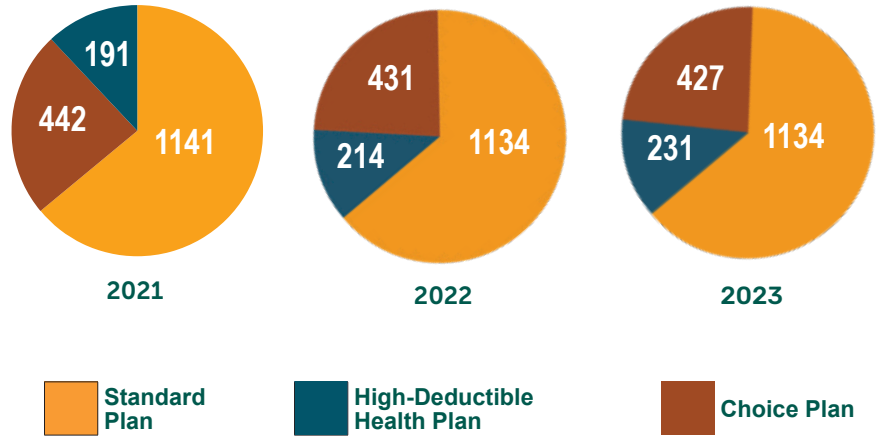
BENEFITS STAFF

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

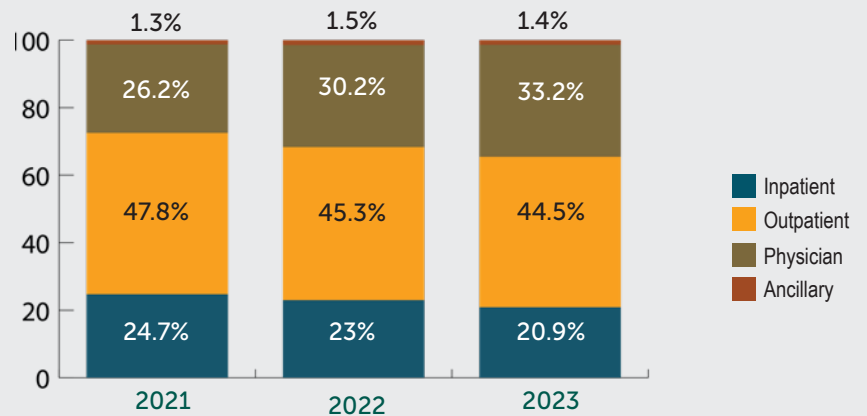
“I appreciate the amazing health benefits that Larimer County offers as well as extra benefits, such as Nectar as well as the support to telework and have flexible work schedules.”

- 2023 Employee Survey

ENROLLMENT NUMBERS BY PLAN

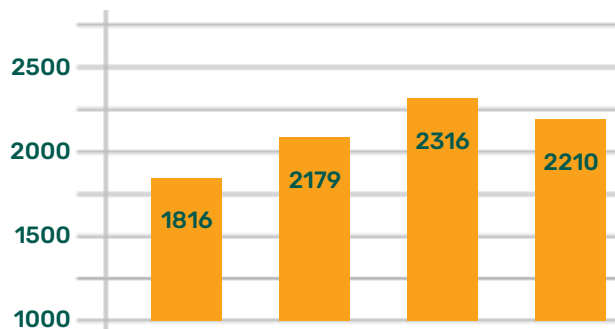


CLAIMS PAID BY PLACE OF SERVICE



HEALTHCARE BLUEBOOK UTILIZATION IN 2023

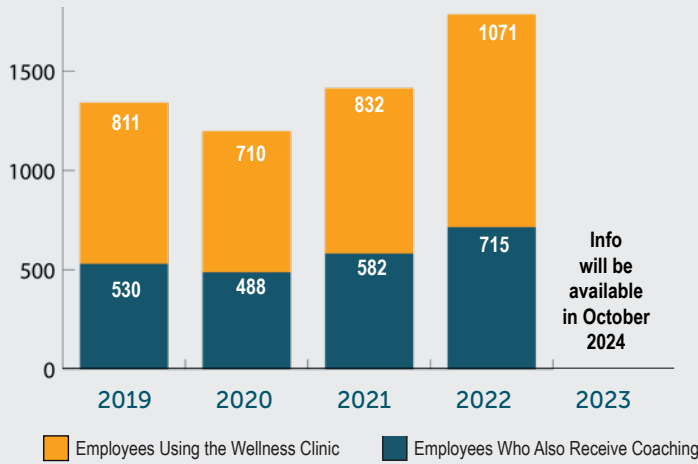
Employees continued to frequently access and use the Healthcare Blue Book tool during 2023.



\$14,845

Over **\$14,845** in rewards (cash back) for using high quality/low-cost (green) providers for their healthcare services was earned by County employees.

WELLNESS CLINIC UTILIZATION



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.

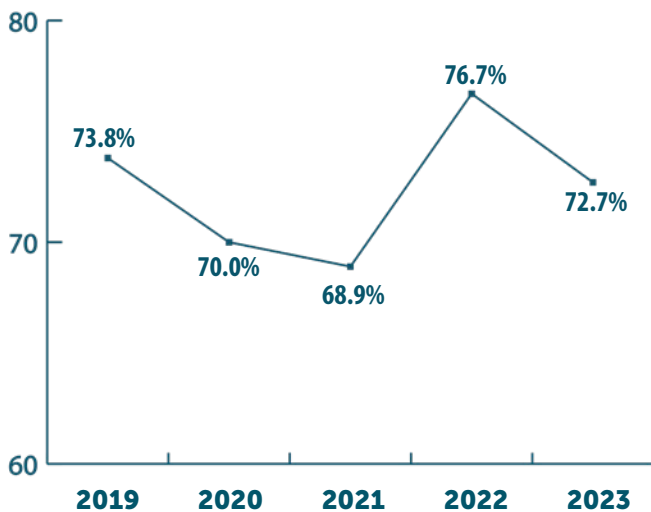
HEALTHCARE PREMIUM COST INCREASE

YEAR	COST
2019	1.7%
2020	0%
2021	0%
2022	3%
2023	0%

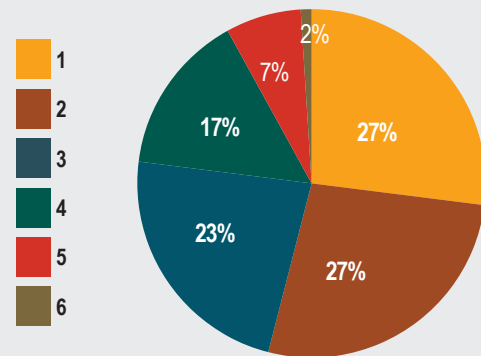
WHY DOES THIS MATTER?

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.

EMPLOYEES WHO EARNED THE WELLNESS RATE



*2022 BIOMETRIC RISK FACTORS PER EMPLOYEE

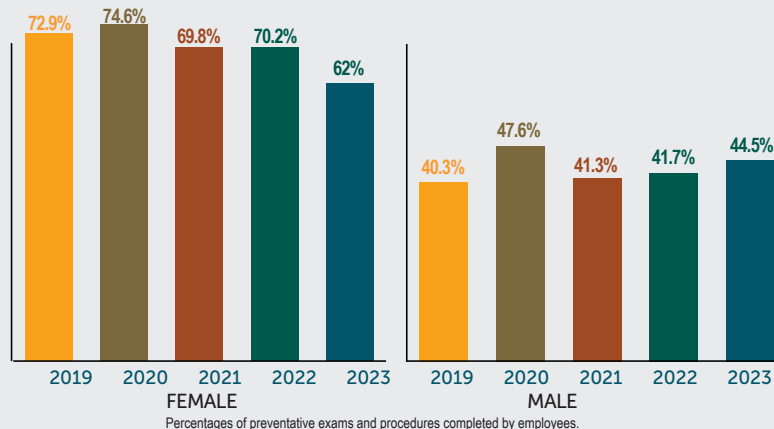


From the Biometric screenings we identified the average number of risk factors per employee.

*2023 information is not yet available

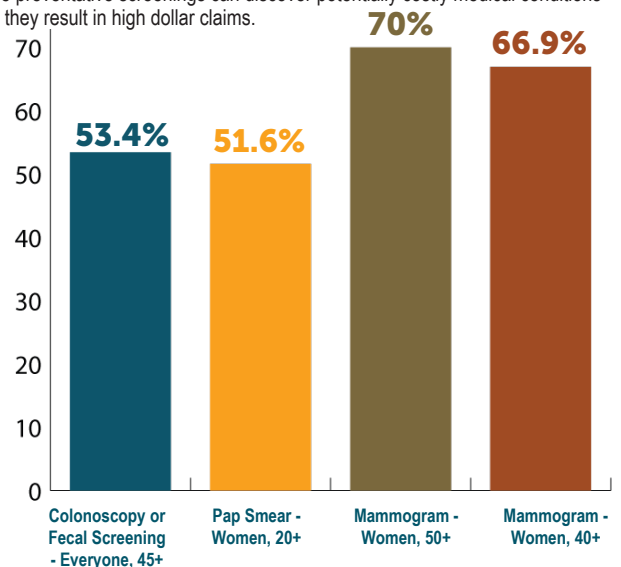
PREVENTATIVE CARE

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

2023 ACCOMPLISHMENTS

- Finalized Workforce Analytics department heads dashboards for rollout.
- Updated Sick Leave without Pay form to be Medical Leave form, and made it a Logiform.
- Removed goals from Perform and deleted evals more than 6 months overdue.

2024 GOALS

- Increase the usage of Journal Entries in Perform.
- Orient all interested department heads to Workforce Analytics dashboards and collect feedback.
- Run Gold Level pilot of Leadership Development Program, and review program as a whole based on feedback.

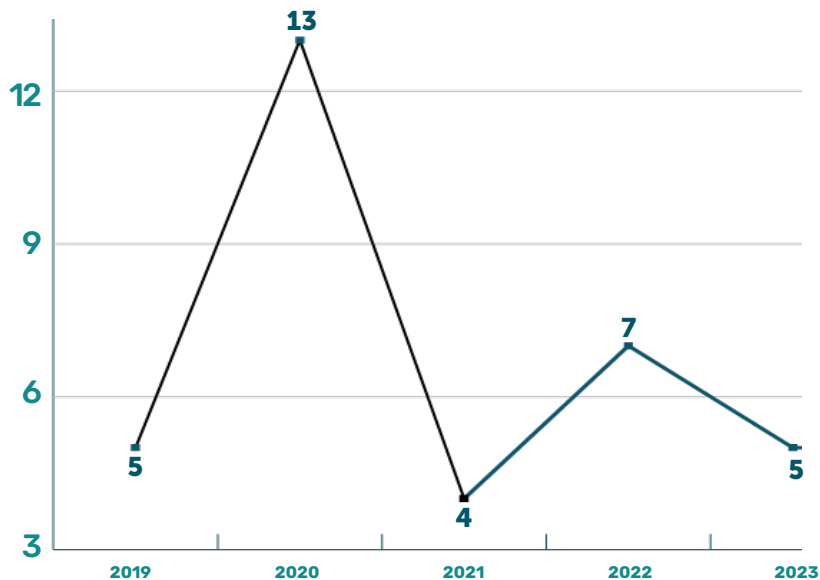
EMPLOYEE RELATIONS STAFF

- **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

“When interacting with employees of other counties in Colorado, I feel very lucky (in several ways) to work for Larimer County.”

2023 Employee Survey

INVESTIGATIONS BY YEAR



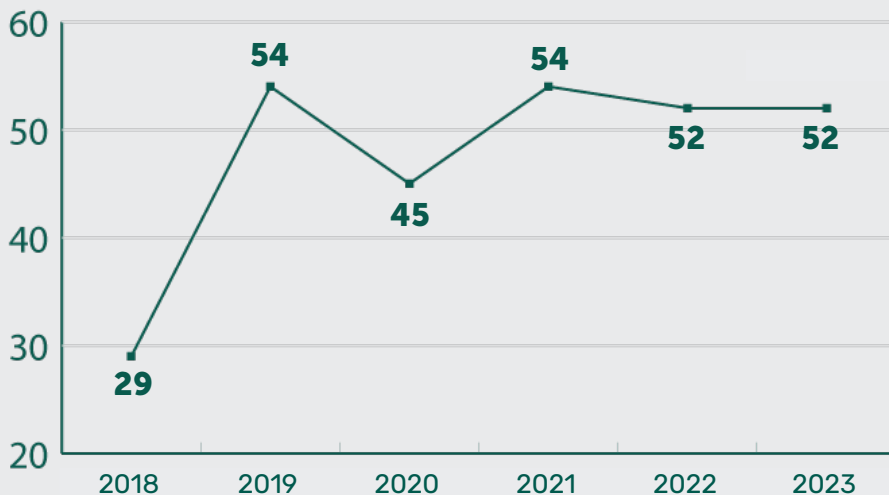
Investigations help us make sure we're fulfilling our legal compliance obligations. When a report of misconduct is made, we have a legal obligation to investigate and take reasonable steps to stop any harassing or discriminatory behavior. Investigations also demonstrate that we support our employees and we take these allegations seriously. We want a work environment that is inclusive and welcoming to everyone, and investigations help us eliminate behaviors that make people feel not included, uncomfortable, or afraid to come to work.

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.



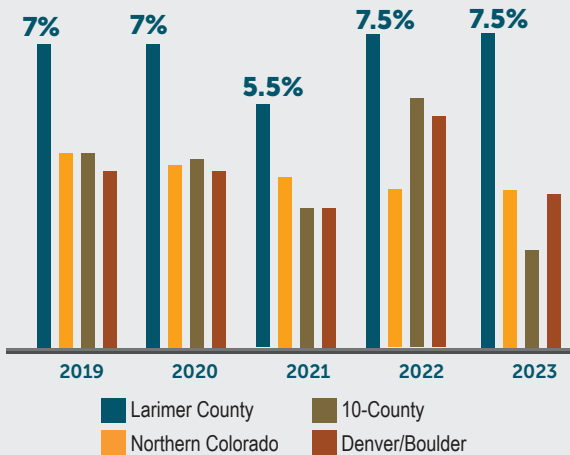
Onesies Distribution



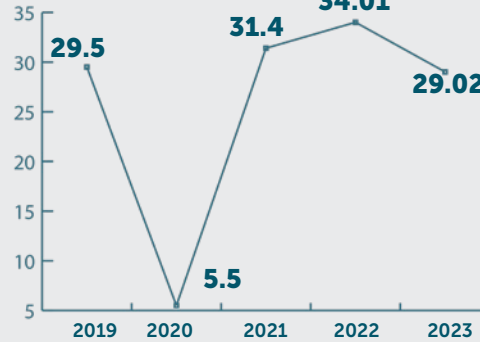
COMPENSATION & CLASSIFICATION

▶▶▶ 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.

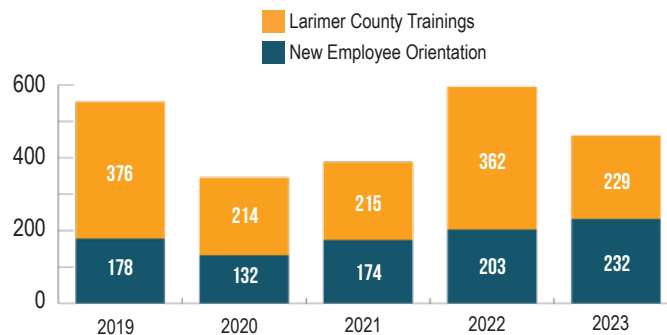
“I really enjoy working for the County and think that overall the county tries to be competitive with the jobs and compensation provided.”

- 2023 Employee Survey

TRAINING

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

TRAINING PARTICIPANTS



LinkedIn Learning

- 1,500 Hours of Viewed Content
- 648 Employees Viewed Content
- 32,148 Videos Viewed
- 1,355 Completed Courses

TOP CLASSES IN 2023

- #1**
Avoiding the Drama Triangle
- #2**
Conflict Management
- #3**
Crucial Conversations



TOP LINKED-IN CLASSES

“Our skills are appreciated by management and we are well equipped to succeed.”

- 2023 Employee Survey

PAYROLL

2023

ACCOMPLISHMENTS

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

2024 GOALS

- Hire and train 2 team members to get ready for implementation.

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

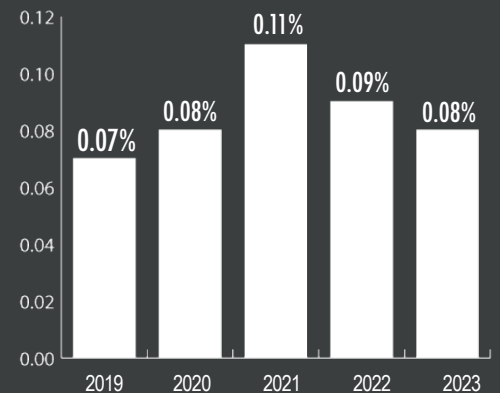
COST PER PAYCHECK



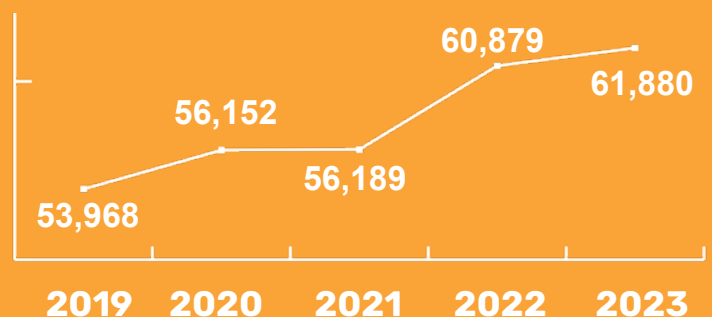
WHY IT MATTERS?

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



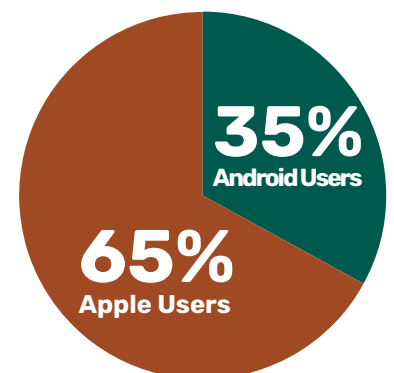
PAYCHECKS ISSUED

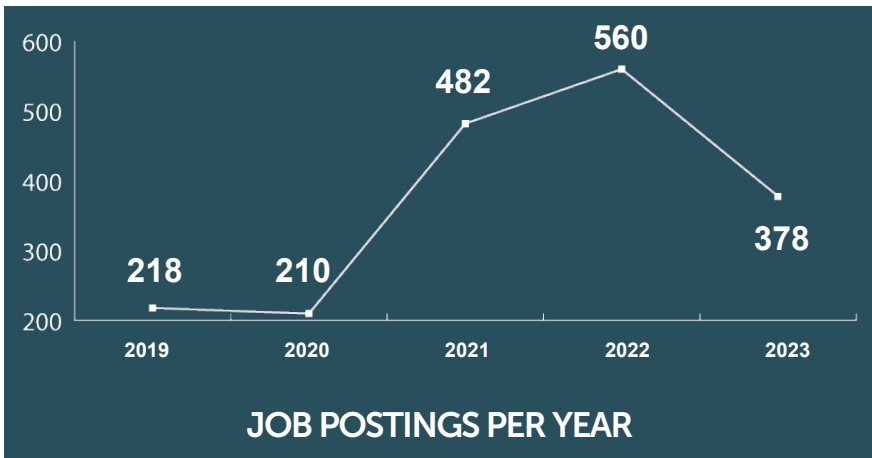
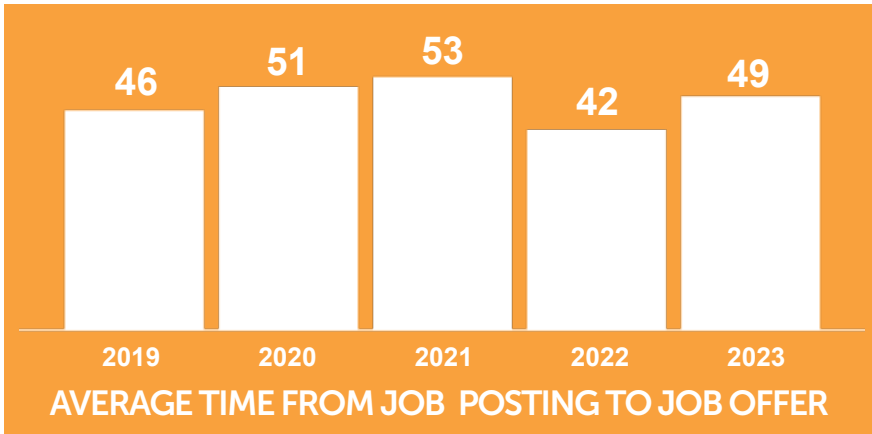
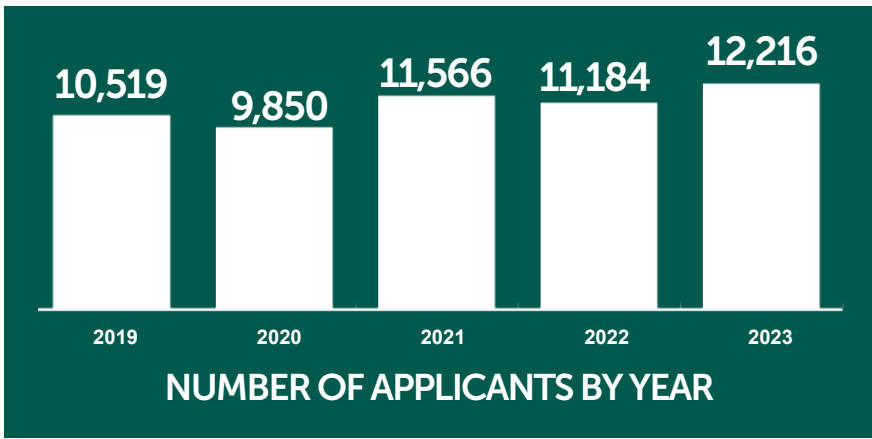


UKG MOBILE APP

37% Employees Used the UltiPro Mobile App in 2023

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





RECRUITING

2023 ACCOMPLISHMENTS

- Recruiting overhaul including, 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.
- Recruiting Policy and Procedure update and implementation
- Recruiting Website Update. Updated all information on the website and added training materials. Hiring Manager Packet, Interview guides and questions, NeoGov replace iCIMS

2024 GOALS

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

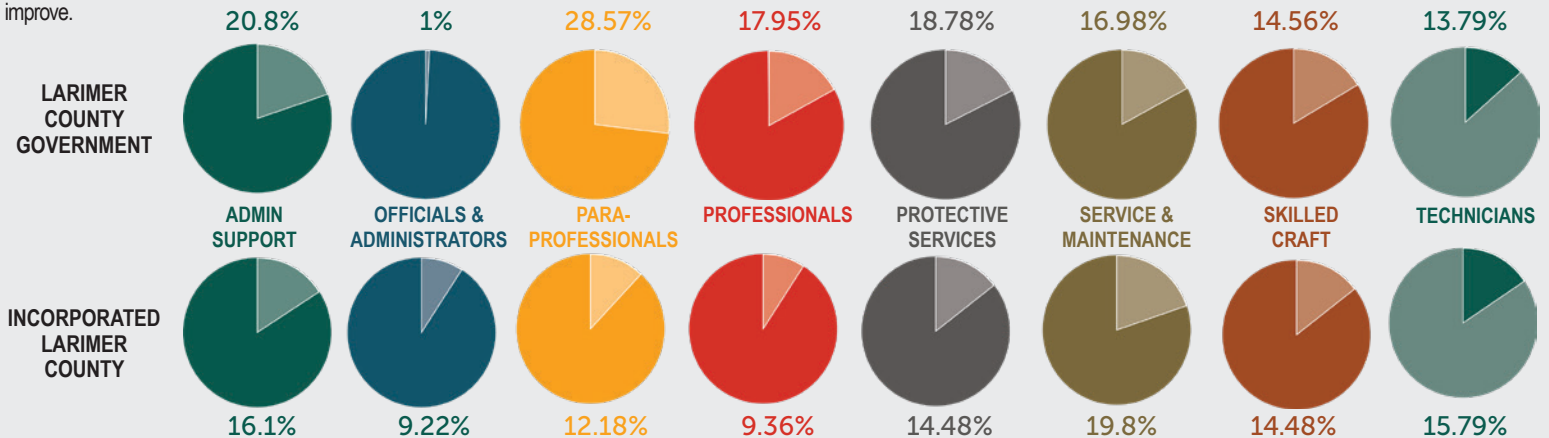
RECRUITING STAFF

- Jessica Villasenor, *Human Resources Coordinator*
- Annie Bell, *HR Technician*
- Alycia Tucker, *HR Technician*

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.

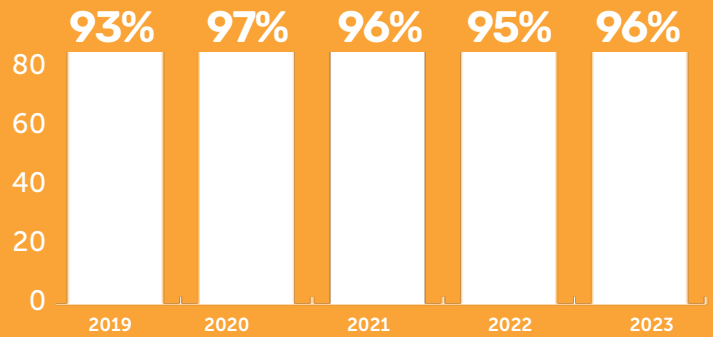


ADMIN SERVICES

ADMINISTRATIVE STAFF

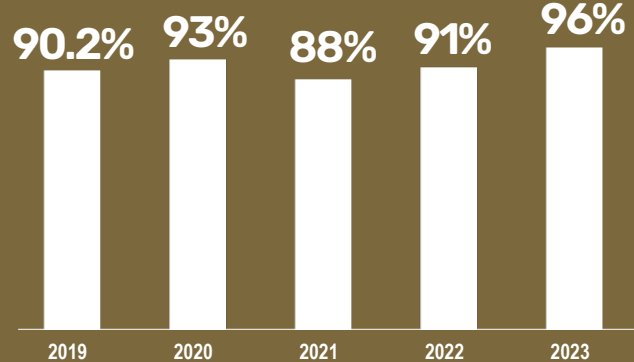
- **Nick Cole**
Accounting Manager
- **Katie Lewis**
Business Operations Coordinator
- **Valerie Douglas**
Administrative Specialist II
- **Judy Shimkus**
Application Support Specialist
- **Jennifer Glover**
Communications Coordinator
- **JoLynn Mills**
Communications Specialist
- **Betty Henson**
Human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

EMPLOYEES SATISFIED WITH HR PERFORMANCE



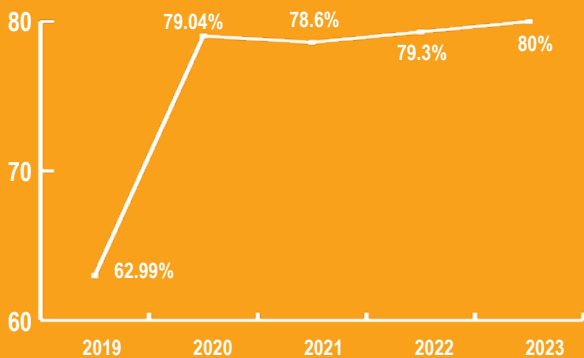
Beginning in 2020, we moved to a new survey tool from Survey Monkey. These scores include a neutral rating score, too.

EMPLOYEES BELIEVE HR INFORMATION EASILY ACCESSIBLE*



* HR information includes anything from County policies, benefits and payroll information, available programs, and training opportunities.

AVERAGE OPEN RATE FOR HR COMMUNICATION



HR WEBSITE STATISTICS

2023 TOP HR PAGES:

- Careers (29%)
- Benefits (25%)
- Job Descriptions (9%)

VISITORS:

- 2019: 60,053
- 2020: 76,529
- 2021: 92,448
- 2022: 86,528
- 2023: 121,005

PAGE VIEWS:

- 2019: 289,803
- 2020: 314,786
- 2021: 351,290
- 2022: 340,280
- 2023: 410,402

HUMAN RESOURCES PROGRAMS

INNOVATION AWARDS

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

Runs January - April

TUITION REIMBURSEMENT PROGRAM

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

Ongoing

2ND LANGUAGE COMPENSATION

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

Ongoing

REMOTE WORK

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.

Ongoing

EMPLOYEE OF THE MONTH

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

Ongoing

LONGEVITY

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.

Ongoing

SHOUT-OUTS GIVEN:

36,219

NECTAR
EMPLOYEE RECOGNITION

TOP 3 PARTICIPATING DEPTS.

- COMMUNITY DEVELOPMENT
- BEHAVIORAL HEALTH
- FINANCE

EMPLOYEE PARTICIPATION

65%

MANAGEMENT PARTICIPATION

75%

AVERAGE CORE VALUES RECOGNIZED

- INCLUSIVE - 4.7%
- ADAPTABLE - 12.4%
- COLLABORATIVE - 20.3%
- GOOD STEWARDS - 4.6%
- ENJOYABLE PLACE - 19.6%
- CUSTOMER SERVICE - 13.3%
- EMPOWERING PEOPLE - 9.8%
- INNOVATION IMPROVEMENT - 3.6%
- CULTIVATING PARTNERSHIPS - 11.8%



716,786+
REDEEMED POINTS
IN 2023

