

Hamilton County Human Resources

2010 Annual Report



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Letter from the Director



Gary Berger
Human Resources Director

I am pleased to provide this 2010 Hamilton County Human Resources Department Annual Report. We make this document available each year in an effort to make public the many areas of responsibility we have and the levels of activity and services provided.

Our primary scope of responsibility is providing all human resources services to the departments reporting directly to the Board of County Commissioners. However, we also provide numerous services in varying levels to all County agencies/departments. For example, we provide full human resources services to the Department of Job and Family Services, and we oversee the human resources function for the County Engineer. Full and/or partial scope of services are provided to all County agencies/departments for such areas as employee benefits, training, Workers' Compensation and Risk Management, compensation and classification, labor and employee relations, and staffing.

Beginning in 2011, we will assume full responsibility for managing the human resources function for the Hamilton County Juvenile Court.

Our department is committed to high standards of performance and customer service. Please take the opportunity to learn more about us by visiting our web page located at www.hamiltoncountyohio.gov I hope you enjoy reading about our 2010 accomplishments.

Sincerely,

A handwritten signature in black ink that reads "Gary E. Berger". The signature is written in a cursive style with a large initial "G" and "B".

Gary E. Berger
Director
Hamilton County
Human Resources

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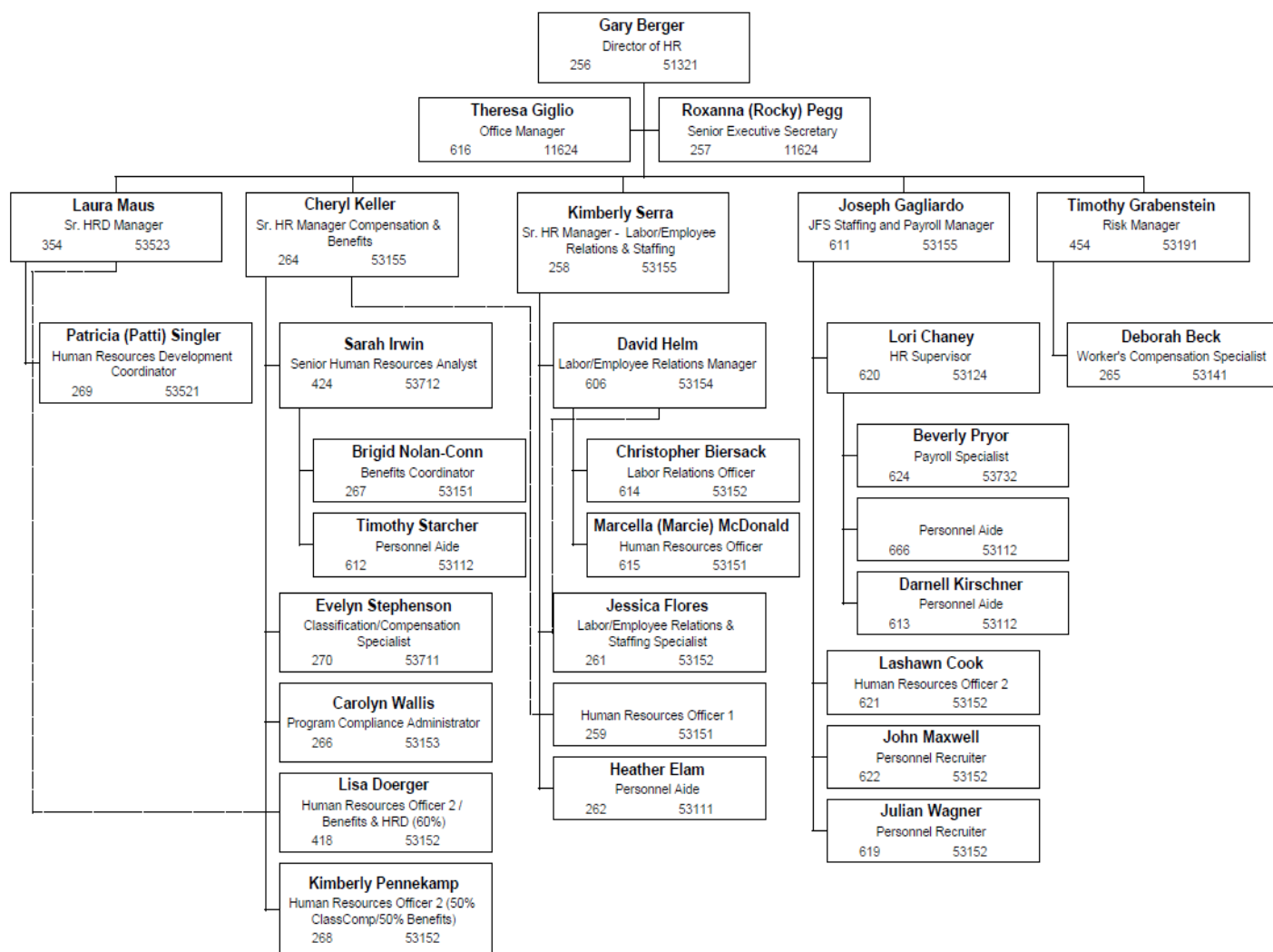
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Department Structure

As authorized by ORC 124.14, Human Resources is responsible for state civil service reporting requirements for 28 of the 33 county departments, covering approximately 4500 of the 4750 county employees.

The Hamilton County Human Resources Department, a division under the Board of County Commissioners, provides a wide variety of services to all county departments, such as:

- ◆ Administration of group insurance benefits for all county employees.
- ◆ Employee relations, staffing, and payroll processing for all departments under the Board of County Commissioners.
- ◆ Human resource training and development.
- ◆ Negotiation and administration of 6 collective bargaining agreements covering employees in departments under the Board of Commissioners, as well as 6 other collective bargaining agreements covering employees of the Sheriff's office.
- ◆ Risk management and workers' compensation administration.



Competency-Based Curriculum Competencies

1. Demonstrate professionalism
2. Successfully complete tasks and assignments
3. Provide good service to customers
4. Contribute to a fair, legal, ethical, and safe workplace environment
5. Communicate clearly and effectively
6. Collaborate and build teamwork
7. Innovate
8. Develop self and others
9. Manage projects
10. Make sound decisions
11. Lead effectively (Includes leading change.)
12. Think and plan strategically
13. Demonstrate responsibility with finances and resources

Notable 2010 Projects

◆ Competency-Based Curriculum

Implemented a competency-based curriculum, which divides all HRD offerings (including classroom sessions, e-learning sessions, and Learning Center resources) into categories aligned with competencies that employees can develop. The competency-based curriculum:

- Enables County leaders to more systematically implement succession planning. Leaders can identify which competencies are needed within specific positions.
- Enables managers and employees to align employee development planning with the competencies needed for the career track the employees wish to pursue.
- Enables employees to focus their development strategies on the competencies which are aligned with their career goals.

◆ E-learning Program Expansion

Implemented an expanded e-learning program using a new vendor: MindLeaders.

- Offers over 350 courses and videos on a variety of subjects.
- Employees completed over 700 e-learning courses in 2010 and accessed over 1,000 course lessons.
- Successfully used to develop and provide “Attendance Management” training for Job and Family Services. This e-learning course enabled over 650 employees to complete the class within 6 weeks, without leaving their work stations. This enabled the training to be completed with minimal disruption to the workload and to JFS customers.

◆ New/Tailored Training Courses

Created the new “Attendance Management” course.

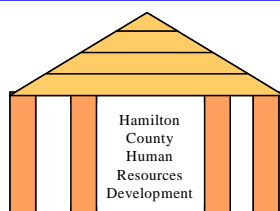
- Enhances Hamilton County’s ability to comply with Fair Labor Standards Act and Family Medical Leave Act regulations.
- Enables managers and employees to better understand rights, responsibilities, and procedures regarding absences.

Piloted a new “Disciplinary Procedures” course.

- Enables managers to better understand how progressive discipline works and best practices for using progressive discipline to affect the behavior or performance changes necessary.

“Professional Customer Service” training initiative successfully completed.

- Tailored the course to meet JFS’ specific needs.
- Recruited three JFS leaders to serve as Adjunct Instructors.
- Provided training for over 700 JFS employees and supervisors within the year.



HRD served employees from 19 Appointing Authorities in 2010. They include:

Board of County Commissioners
Board of Elections
Clerk of Courts
Common Pleas Court
Coroner
Court of Appeals
Developmental Disabilities Services
Domestic Relations Court
Emergency Management Agency
Engineer
Juvenile Court
Law Library
Municipal Court
Prosecutor
Public Health
Recorder
River City Correctional Center
Sheriff
Soil and Water Conservation District

HRD Initiatives Continued in 2010

Continued the cooperative effort which allows Council on Aging (COA) employees to participate in Hamilton County HRD's "Leadership for Results" program.

- In 2010, COA had a total of 167 participants in sessions. (The same employee may attend multiple sessions, so this number represents the number of COA employees in sessions, but not the number of different employees.)
- This cooperative effort generates revenue for Hamilton County, while enabling COA employees to attend "Leadership for Results" sessions at a lower cost than if they attended public seminars with the same content.

Provided CPR Challenge training for almost 300 Sheriff's Corrections Officers in August, including training sessions on second and third shifts.

- Enabled the Sheriff's office to complete the training at no cost to the Sheriffs and with no overtime required.

Published ten editions of the "Hello Hamilton County" newsletter, promoting good things happening within Hamilton County organizations.

Adjunct Instructor Program

Continued to successfully use the Adjunct Instructor approach, in which employees from a variety of Hamilton County organizations facilitate HRD classes in addition to their regular duties.

- Seven different appointing authorities donated the services of Adjunct Instructors in 2010. They included:
 - o Board of County Commissioners
 - o Clerk of Courts
 - o Juvenile Court
 - o Public Health
 - o Recorder
 - o Sheriff
 - o Treasurer
- Recruited three new Adjunct Instructors for the JFS "Professional Customer Service" course.
- Recruited and trained five new Adjunct Instructors for the "Leadership for Results" Program. All five successfully completed a four-day Achieve Global Certification Seminar.

HRD Staff Awards

- ♦ Patti Singler, HRD Coordinator, was honored as a Hamilton County Employee of the Year in the Administrative Professional category.
- ♦ Lisa Doerger, Human Resources Officer 2, was honored by the American Society for Public Administration with their Public Administrator of the Year "Early Careerist" award.

New Adjunct Instructors in 2010

Professional Customer Service

Karen Evans - Job & Family Services
Melissa Moll - Job & Family Services
Kevin Brewer - Job & Family Services

Leadership for Results

Mary Jenkins - Law Library
David Knox - Juvenile Court, Hillcrest
Melissa Moll - Job & Family Services
Shari Street - Job & Family Services
Julian Wagner - Human Resources

Performance Objectives:

HRD offers classes in 2010 of which at least 75% of the classes are attended at a minimum of 80% of the ideal participant capacity. HRD achieved 80% of the ideal participant capacity in 79% of classes in 2010.

Offer development activities in 2010 that provide participants with skills they can use on the job.

HRD achieved this objective. 96.6% of class participants reported that they would use learned skills on the job. 95% of follow-up survey respondents indicated that they had used the skills six weeks after completing classes.

Meet County needs responsively in 2010 by offering new learning opportunities within one year when/if HRD identifies a new need.

HRD achieved this objective. HRD offered three new initiatives in less than one year after identifying the need: Attendance Management and Professional Customer Service for Job & Family Services, and Disciplinary Procedures.

Instructor-Led Class Offerings

2010 saw an increase in the number of class sessions, as well as in the number of class participants. This increase was due to HRD's additional training initiatives for Job & Family Services employees (mandatory Attendance Management and Professional Customer Service training) and due to 2009's reduced training schedule for the development of HRD's new LMS database. The overall number of class sessions and class participants has decreased from 2008 to 2010 expectedly with the reductions in staff in 2008 and 2009.

Group Learning	2008	2009	2010	2010 Change
Class Sessions (Meetings of a course)	282	167	219	+52
Participants Completed	4,045	1,854	2,805	+951

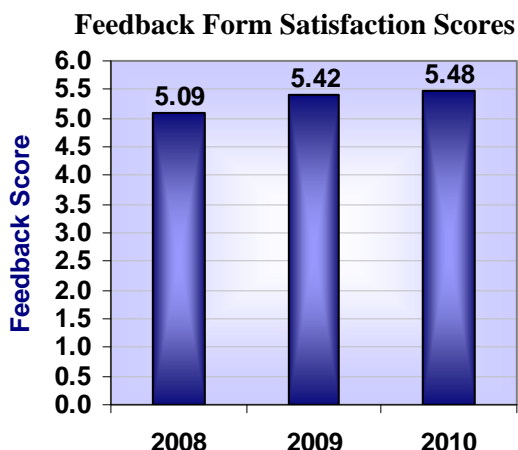
E- Learning Usage

The Hamilton County e-learning program provides instruction on how to use PC software programs such as Microsoft Word and Excel. Employees can access lessons from any PC that has internet access, and lessons are available 24 hours a day, seven days a week. E-Learning usage increased in 2010, with a much higher number of participants and hours of training. This trend is due to the first ever mandatory e-learning course "Attendance Management" for Job & Family Service employees.

E-Learning Usage	2008	2009	2010	2010 Change
Number of Participants	99	141	738	+597
Hours of Training	427	706	1180	+474

Participant Feedback

In 2010, participant feedback indicated that participants were happy with the content and quality of courses they attended, participants planned to use the skills learned on the job, and the majority of participants who responded to follow-up surveys had successfully used skills on the job as soon as six weeks after completing courses.



Planned Skill-Use on the Job

In 2010, 96.6% of the participants surveyed upon completion of classes said they would use the skills learned on their job.

Actual Skill-Use on the Job

Skill Use Surveys that class participants completed six weeks after attending classes indicated that 95% of the respondents had actually used their skills on the job, and 100% of those who had used the skills said using the skills went OK or well.

Performance Objective:

Provide employees and managers support and direction in the interpretation, implementation, and enforcement of applicable legislation, collective bargaining agreements, and County Commissioner's personnel policies and procedures.

Notable 2010 Projects

- ◆ The HR Department continued to provide functional supervision of the Engineer's HR staff and to provide oversight when necessary of their general HR and employee relations functions.
- ◆ 2010 was a busy year for labor negotiations. 2010 and 2011 wage reopeners were negotiated with the Sheriff's Enforcement Officers, the Sheriff's Enforcement Supervisors, the Sheriff's Corrections Officers, the Sheriff's Corrections Supervisors, and a first time agreement was negotiated with The Benevolent Employees of The Hamilton County Sheriff, although a contract was not reached in 2010. Lastly, a new unit was certified in the Planning and Development Department after an election in December.
- ◆ In 2010 major revisions were made to the County Personnel Department Administrative Regulations in order to comply with legal changes and to improve procedures.
- ◆ The Labor Relations/Staffing division finalized the merger of several databases that housed discipline and grievance data separately for BOCC departments and the Job and Family Services Department. The merger and redesign of these databases has greatly enhanced tracking and reporting capabilities.

Performance Objective:

Assist managers with carrying out corrective actions in a consistent, fair, and legal manner.

<i>At a Glance ...</i> Employee Relations Functions				
	2008	2009	2010	Change from 2009 to 2010
<i>Disciplinary Actions</i>	135	117	111	▽
<i>Bargaining Unit Grievances</i>	29	44	23	▽
<i>Non Bargaining Unit Grievances</i>	0	0	1	↑
<i>State Personnel Board of Review Appeals</i>	37	65	8	▽
<i>Fitness for Duty Exams</i>	3	2	3	↑
<i>Disability Separations</i>	3	1	1	No Chg
<i>Job Abolishments</i>	199	326	32	▽

*All data in this chart reflects work performed on behalf of BOCC & JFS only.

Labor and Employee Relations

Performance Objective:

Negotiate workable and enforceable contracts that reward employee performance and allow the County to live within its finances.

Collective Bargaining Agreements

A total of 784 employees were covered by six collective bargaining agreements under the Board of County Commissioners. There were an additional 731 collective bargaining unit employees in the Sheriff's Office represented by six units.

Collective Bargaining: Negotiated wage reopeners for 2010 and/or 2011 with the Sheriff's Corrections Officers, Corrections Supervisors, Enforcement Officers, Enforcement Supervisors, and the BOCC Communications Officers. New contract provisions were implemented for JFS employees represented by AFSCME. A first time agreement was negotiated over a six month period with a new unit at the Sheriff's Office (Benevolent Employees of the Hamilton County Sheriff). Lastly, a new group of employees in the Planning & Development Department were organized and certified after an election in December of 2010. That new group is represented by AFSCME, Ohio Council 8.

Management continued efforts to promote positive labor relations and held regular labor/management committee meetings with Greater Cincinnati Building and Trades

Expiration Date	Employer	BU Description	Union	# of Members
NEW UNIT	Sheriff	Non-Management Employees	Benevolent Employees of Hamilton County Sheriff	136
3/31/2011	County Facilities	Building Trades	Cincinnati Building Trades Council	16
4/30/2011	County Facilities	Facilities Maintenance Workers HVAC Technicians	IUOE Local #20	21
9/30/2011	County Facilities	Maintenance Repair Wkrs 1&2	IUOE Local #20	18
10/29/2011	Job & Family Services	Security Officers	Teamsters Local #100	0
11/30/2011	Sheriff	Corrections Officers	FOP/OLC	276
12/21/2011	Sheriff	Corrections Supervisors	Hamilton County Deputy Sheriffs Supervisors Association	29
12/31/2011	Sheriff	Enforcement Officers	FOP/OLC	250
12/31/2011	Sheriff	Enforcement Supervisors	FOP/OLC	32
5/9/2012	Job & Family Services	Non-Supervisory	AFSCME Council 8 Local #1768	656
8/31/2012	Sheriff	Laundry/Maintenance/Information Clerks	FOP/OLC	8
12/31/2012	Communications Center	Communications Officers	FOP/OLC	62
TOTAL MEMBERS				1504

Unemployment Compensation

Claims filed in 2010 dropped by 61% due to the large number of county-wide layoffs in 2009. 37% of claims filed received payment in 2010.

<i>At a Glance...</i> Unemployment Compensation			
	2008	2009	2010
Claims Received	277	580	224
Claims Paid	162	440	83
Total Amount Paid	\$237,235	\$255,880	\$350,033

Performance Objectives:

Ensure Hamilton County maintains adequate staffing levels so County services can be performed efficiently and effectively.

Ensures Hamilton County is recruiting and hiring the most qualified individuals into vacant positions.

Recruitment and Hiring

The Staffing Division of HR is responsible for filling vacant positions for all Departments under the jurisdiction of the Board of Commissioners. Other county agencies periodically request assistance in posting and screening for their vacant positions as well.

Over the course of the year, more than 3,500 applications were received either electronically via the online application, in-person, by mail or by fax. Of the 3,500, over to 3,100 of them were for the 98 job posting vacancies that were screened and processed by HR Staffing Specialists.

2010 unfolded as a lean budget year for departments under the Board of Commissioners. As a result recruitment and hiring of new staff saw decreases, as shown in this chart.

The graph to the right depicts the annual turnover rate for the departments under the jurisdiction of the BOCC, including JFS. The turnover rates in 2008 and 2009 were driven up due to layoffs. With a significant reduction in the number of layoffs in 2010, the turnover rate has dropped.

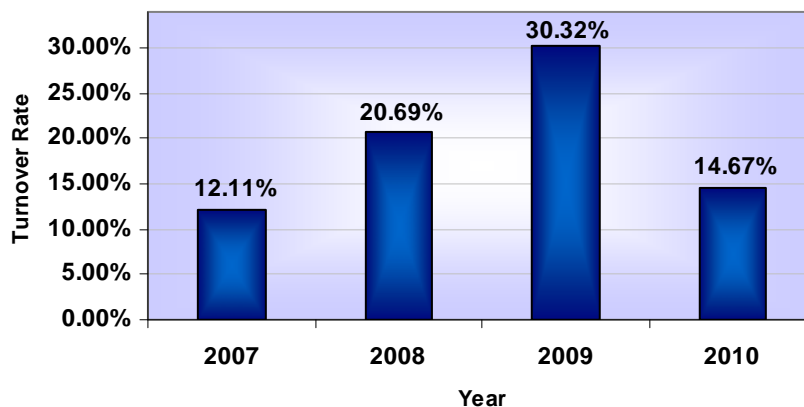
Hamilton County Board of County Commissioner Departments

Administration (including Budget, Purchasing, Administrator and Commissioners' staff)	28
Communications Center	82
County Facilities	95
Dog Warden	1
Environmental Services.....	55
Human Resources.....	28
Job and Family Services.....	761
Paul Brown Stadium.....	29
Planning and Development (including Public Works, Building Inspections, Community Development, Regional Planning and Rural Zoning)	83
TOTAL EMPLOYEES	1162

At a Glance..... Staffing Functions

	2008	2009	2010	Comparison between 2009 and 2010
<i>Criminal Checks: Local Sheriff</i>	195	69	76	↑
<i>BCI/FBI</i>	278	94	42	▽
<i>In/Out of State</i>	687	302	73	▽
<i>Exit Interviews (excludes layoffs)</i>	220	171	126	▽
<i>Job Fairs Attended</i>	26	20	16	▽
<i>Job Posting Vacancies Screened</i>	367	126	98	▽
<i>New Hires / Rehires / Recalls Processed</i>	199	81	70	▽
<i>Layoffs Administered</i>	199	326	32	▽

Staff Turnover Statistics



Performance Objective:

Ensure Hamilton County's employees required to have a Commercial Drivers' License (CDL) are maintaining a safe working environment.

CDL Drug and Alcohol Testing

Federal law requires that all employees who hold a Commercial Driver's License (CDL) and perform safety sensitive duties as a part of their job be required to submit to random drug and/or alcohol testing.

Human Resources is responsible for managing the federally mandated CDL Drug and Alcohol Testing Program for the Board of County Commissioners. The County has 145 employees from 5 different departments that hold a CDL license, therefore making them subject to the program requirements. All random tests are coordinated through HR's CDL Coordinator.

CDL DRUG and ALCOHOL TESTING	
Pre-Employment	2
Post-Accident	0
Random Drug	79
Random Alcohol	15
Other	0
Return to Duty	0
Follow-Up	0
TOTAL TESTS	96

PCSAO HR/ Safety Committee

In order to best meet the staffing needs at Job and Family Services, two HR staff members continued their membership in the Public Children's Services Association of Ohio (PCSAO) Human Resources/Safety Committee. The PCSAO is a membership driven association serving Ohio's 88 County Public Children's Services Agencies through the support of program excellence and sound public policy for safe children, stable families and supportive communities. HR staff from Children's Services agencies statewide meet bi-monthly in Columbus and correspond via email to discuss issues affecting organizations from a Human Resources perspective

Performance Objective:

Produce and maintain an accurate and timely bi-weekly payroll for approximately 850 Job and Family Services employees, as well as verifying and processing the payroll data submitted for the 425+ employees in the remaining BOCC departments.

Payroll

The Payroll Unit is charged with responsibility for producing an accurate and timely biweekly payroll for approximately 850 Job and Family Services employees, along with verifying and processing payroll for 425+ employees remaining in the BOCC departments. The Payroll Unit worked closely with the Auditor to process and verify the biweekly payroll for the employees. 2010 was the first year for the conversion to the new Paycor system. Utilization of this new system allowed employees the capability of seeing their paystubs online as well as their end of the year W2 information.



In 2010, the Payroll Unit continued to process severance payouts as a result of budget cuts resulting in a further reduction in staff. The Early Retirement Incentive Program for Job and Family Service employees was also managed by the Payroll Unit. This program, ending in March 2010, saved Hamilton County taxpayers approximately \$3.5 million.

Payroll staff continued to manage the county leave donation program for BOCC employees, monitor leave of absence requests, process time/attendance adjustments, issue supplemental pay checks and complete wage/employment verifications.

Notable 2010 Projects

With the mindset of saving county resources and meeting stringent budget constraints in 2010, all divisions of HR were involved in lengthy, ongoing projects focused on meeting those goals.

In 2010, Hamilton County switched to a self-funded insurance plan which saved nearly \$3 million dollars from the projected 2010 expenses.

◆ **Implementation of Paycor System**

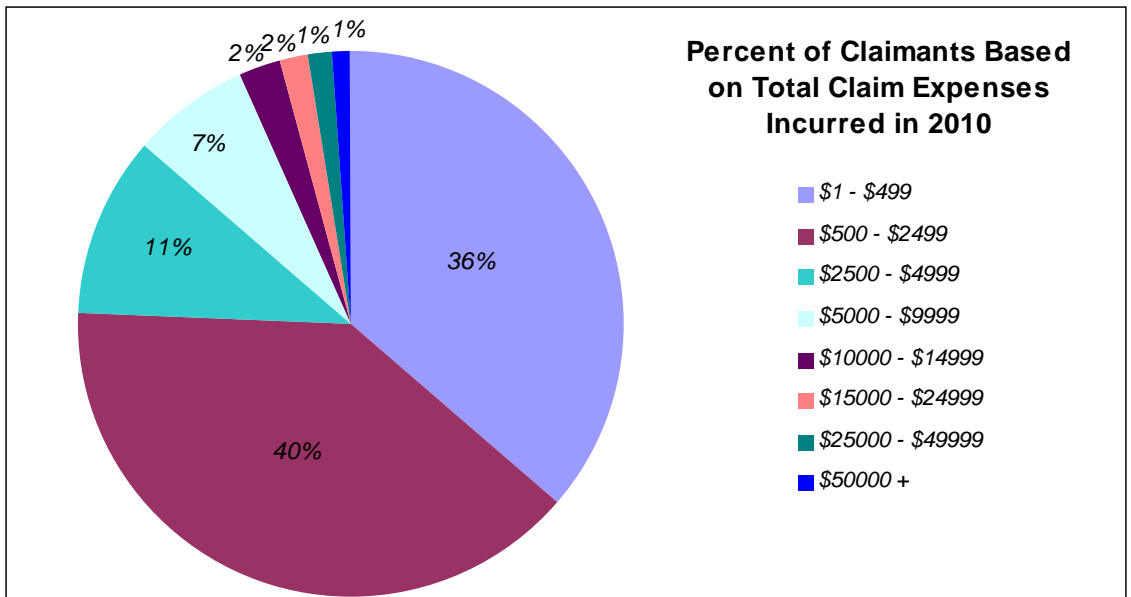
In late 2009, the Human Resources department began working alongside the County Auditor’s office towards the implementation of a new payroll system, which includes HRIS related functionality. The Paycor system was implemented with the first pay of 2010, and has been used to track employee changes and employee benefit related information since that time. In 2010, the HR department worked with all County departments to implement the County’s first “employee self-service” application through Paycor, granting access to all County employees. As a result, employees can now view their payroll check stubs and benefit election information from any computer. For the first time, we were also able to manage the 2011 Benefits Open Enrollment process via the HR Performer System. The online open enrollment process provided significant efficiency in our processes.

In 2011 we will be expanding our usage of the HR Performer System to continue to improve efficiency to include: new hires will begin making their benefit elections via the system, eliminating the need for a slow paper process, monitoring of employee attendance (e.g. sick and vacation usage) via the system for all BOCC employees, time and attendance information more readily available to employees and managers, since they will be able to view their current balances via the employee self-service functionality at their convenience and on their bi-weekly check stub.

◆ **Self-Insured Medical Plan**

In 2010, Hamilton County switched from a fully-insured medical plan to a self-funded insurance plan. The transition from fully-insured to self-insured required significant changes in the workload for the Benefits Division. The division had to begin closely monitoring claims related expenses/fees as well as employee payroll contributions to assure adequate funding for the medical plan. Human Resources also assumed responsibility for making the applicable plan payments, which were previously paid by the Auditor’s office. The department successfully projected the program expenses and ended the year and ended the year with nearly \$3 million dollars being added to the fund balance which is about 8% of total expenses. In 2010, the County averaged a weekly claim cost expense of \$564,000 with weekly pharmacy expenses running \$93,000 on average, for a total weekly expense of \$657,000.

This chart shows, for example, that 36% of the claimants in 2010 had total claim costs of less than \$500. It also shows that 1% of the claimants had total claims costs of greater than \$50,000.



Performance Objective:

Provide a comprehensive and competitive employee benefits program (Freedom of Choice) that is within the County's fiscal parameters.

Changes to medical plans in 2010 included:

—The spousal surcharge was increased from \$10 per pay to \$35 per pay.

—Employee contributions were increased for the HMO and PPO.

As seen in both charts, medical and dental enrollment was down across the board. This was due to the overall reduced number of employees in Hamilton County.

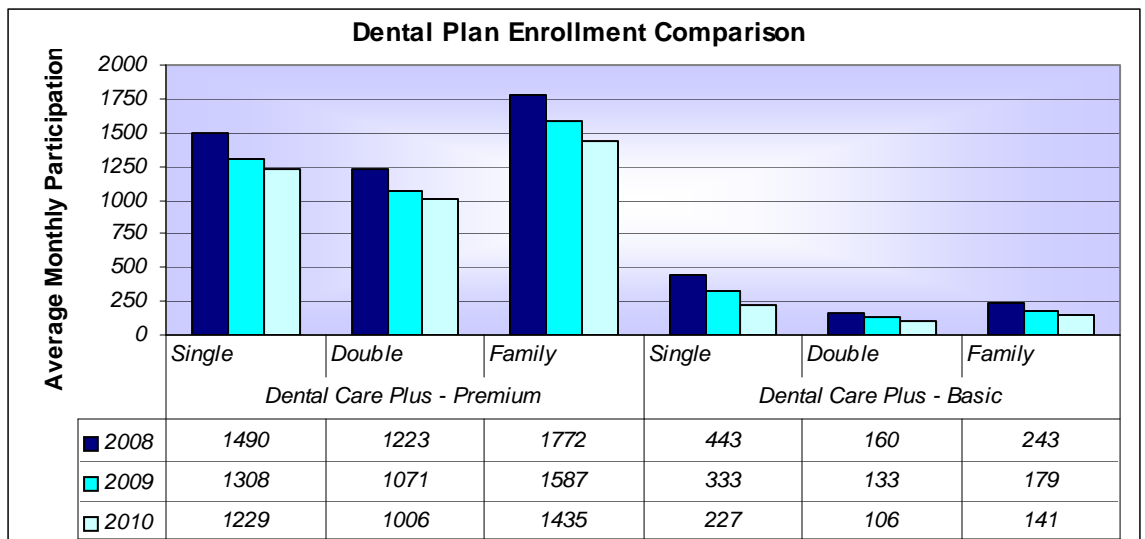
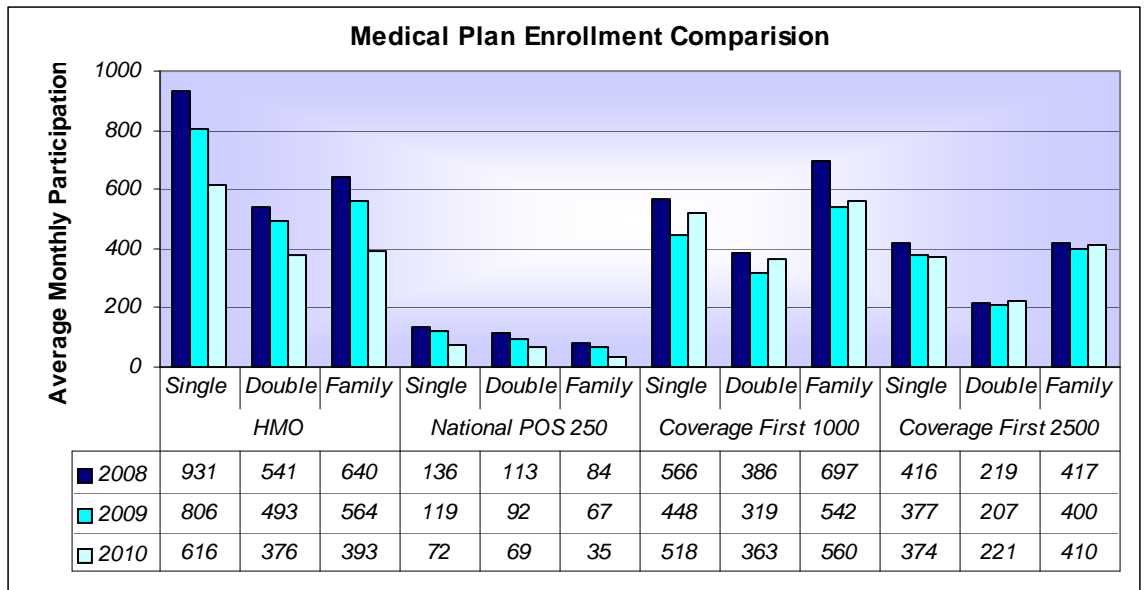
Freedom of Choice

The Compensation and Benefits Division processed 125 new enrollments into the Freedom of Choice plan during 2010. In addition to enrollments, 290 changes in coverage were processed, 200 information changes, and 985 terminations. This represented a total of 1,600 transactions which was less than the 1836 processed in 2009. In addition, 735 problems or inquiries regarding employee enrollment/deductions were resolved, which was an increase over 637 problems resolved in 2009.

Medical and Dental Plans

Hamilton County continued to offer medical plans through Humana's SmartSuite. SmartSuite provided four different medical plan options to meet different needs of employees. The County funded 87% of the Coverage First 1000 Plan. Employees had the option to "buy down" to Coverage First 2500 or to "buy up" to a PPO or HMO option.

Two dental plans were offered through Dental Care Plus. There was no increase in rates either for the employer or the employee for 2010.



Performance Objective:

Manage requests for leave in compliance with the Family Medical Leave Act.

Family Medical Leave (FML)

The Family Medical Leave program was administered by Compensation and Benefits staff for all employees under the Board of County Commissioners. In 2010 there were 556 requests for FML, of which 437 were approved. Of the 119 claims not approved, 6 were actual denials for not meeting all of the FMLA criteria and the others were closed due to information not being returned.

COBRA

The Compensation and Benefits Division was responsible for notifying each new employee under the Board of County Commissioners of the COBRA rights when they were hired. In 2010, 5 general notices and 36 qualifying event notices were sent to employees. If the individual elected to continue coverage under COBRA, the Division was responsible for their continued benefit plan enrollment.

Life Insurance

Hamilton County provided life insurance at no cost to eligible employees in the amount of their annual salary. This insurance was provided through Dearborn National Life. Employees were enrolled at the time of hire and could make changes to beneficiaries at any time. In 2010, there were 6 Dearborn National death claims totaling \$210,500.00. Employees may also purchase supplemental life insurance for themselves, their spouse, and their dependent children through The Hartford Life Insurance Company. In 2010, 1500+ employees participated in the plan and there were 7 Hartford death claims totaling \$232,500.00.

Performance Objective:

Manage COBRA obligations in compliance with Federal legislation.

Long-Term Disability

In 2010, 49 employees filed a long-term disability claim application. This was an increase of 17% from 2009 when 42 applications were filed. Long-term Disability rates were reduced through the 2011 renewal process.

Flexible Spending Accounts

Completing its third year in 2010, Chard Snyder provided administration of the dependent care and health care flexible spending accounts. 80 employees participated in the Dependent Care account and submitted 474 reimbursement requests totaling \$256,246.73. 951 employees participated in the Health Care account and submitted 8,106 reimbursement requests totaling \$1,201,383.85.

Performance Objective:

Administer SmartCommuter as provided by the FTEA of 1998 and the Taxpayer Relief Act of 1997.

SmartCommuter - Transportation Reimbursement Program

The SmartCommuter program, administered by Chard Snyder, allows employees to set aside pre-tax dollars (up to plan limits), via payroll deduction, to pay for certain parking, mass transit or van pooling expenses related to the employment. In 2010, 296 participants submitted 2,246 parking reimbursement requests totaling \$1,643,008.84. 51 participants submitted 255 mass transit reimbursement requests totaling \$20,648.80.



Leave Donation Program

Human Resources notifies all County departments participating in the County Commissioners' Leave Donation Program whenever an employee wants their Request for Leave Donation publicized county-wide. Human Resources received and posted 37 Leave Donation Requests for county employees in 2010.

Performance Objective:

Administer an employee recognition program (STAR) to enhance employee morale and assist in retaining employees.

STAR Program (Service Time Achievement Recognition)

The STAR program recognizes employees for their years of dedicated service to the County. Employees receive a lapel pin that recognizes service milestones of five, ten, fifteen, twenty, twenty-five, thirty, thirty-five and forty years of service. In 2010, 219 employees were recognized with lapel pins. Employees achieving a milestone of twenty-five years of service or more may elect to be recognized by the Board of County Commissioners at one of their meetings. Eleven agencies outside the BOCC remain participants.

Number of Employees Recognized for Years of Service

Year of Service	2007	2008	2009	2010
5 years	56	105	61	64
10 years	45	50	65	64
15 years	42	30	48	30
20 years	28	49	46	40
25 years	22	20	23	18
30 years	19	20	13	3
35 years	2	2	0	0
40 years	1	0	0	0
Total Pins	215	276	256	219

2010 Employees of the Year

Natrasha Christian-Beasley

Leadership Award

Ken Edgell

Professional Achievement Award

Thomas Sanders

Innovation Award

Karen Evans

Customer Service Excellence Award

Patti Singler

Administrative/Clerical Support Award

Christopher Noble

Extra Mile Award

John Schwind

County Hero

Employee of the Year and County Hero Awards

Every year, the BOCC invites and encourages employees to participate in the Employee of the Year and County Hero Awards programs. These two programs give employees the opportunity to nominate and recognize a coworker or any other County employee who has excelled in his or her service to the people of Hamilton County. Citizens are also encouraged to submit nominations of County employees. There are seven award categories to ensure diversity in the program so all levels of employees have an opportunity to be nominated.

Each employee was honored and recognized for their dedicated public service at a County Commissioners' Meeting and again during the National Public Service Recognition Week celebration at Fountain Square. Hamilton County is fortunate to have such outstanding employees!

Mobile Mammography

The Mobile Mammography Program is an onsite screening program that brings the service to employees so it is convenient for them. Since the inception of the program in 2000, over 1,800 individuals have received screenings. There were 221 women screened at 7 scheduled sites in 2010. This resulted in 161 with normal findings, 22 that needed additional views performed, and 0 that needed a 6-month follow-up. Two participants were recommended to have a biopsy. Hamilton County is proud to be a part of this important early detection

Flu Shot Program

In 2010, there were 1,407 seasonal flu shots provided through our program to our employees and/or their family members during the County's annual flu shot program held in the fall. In order to accommodate employees' schedules and work locations, these shots were administered at 27 county sites.

Performance Objective:

Provide meaningful programs that reward employees for using their expertise, experience and creativity towards new and innovative ideas.

Fresh Ideas

The Hamilton County BOCC created the Fresh Ideas Program to help motivate and encourage individual employees to share, think of, and implement innovative ideas that contribute to cost savings/revenue, improved processes, customer service, safety or operations. In return, employees whose ideas are implemented are recognized and rewarded with various incentives, including cash, one day paid leave, free parking, tickets to various Cincinnati events, or certificates to local restaurants.

The number of Fresh Ideas submitted in 2010 was down compared to previous years. A total of 11 ideas were submitted by BOCC and Job and Family Services employees, of which 4 were implemented:



- ◆ 7 Intangible (Idea would save \$0—\$199)
4 were approved for implementation
- ◆ 4 Tangible (Idea would save over \$200)
0 were approved for implementation.

Fresh Ideas empowers employees by encouraging them to share their ideas, and then recognizing and rewarding employees for their efforts. As a result, Hamilton County is working smarter, more efficiently, effectively and safely – all with the help of its most important asset – our employees!

Project Gain

The Hamilton County Board of County Commissioners adopted a Project Gain Program in 2005. Project Gain provides a means to reward eligible county employee groups (individuals or groups) for contributions to the efficient operation of county government, above and beyond the normal scope of duties. The program compensates employees by sharing the enhanced revenues and cost savings with them.

The program has been very successful since its inception. In 2010, two programs were submitted. Of the two, one which was submitted by the Job and Family Services Department, was approved, implemented and justified, generating a savings of \$126,000.

The other program was submitted by employees of County Facilities. Although it was a great idea and the employees are pursuing it anyway, it did not meet the program guidelines.

The total Project Gain savings for 2010 - \$126,000.



Charitable Campaigns

As permitted in Personnel Policy Section 6.8, Human Resources staff coordinated fundraising campaigns for three non-profit organizations: Fine Arts Fund, United Way, and Community Shares. The efficient use of interdepartmental communication attributed to the success of all three campaigns. County employees showed their support by contributing more than \$66,000 to these deserving organizations in 2010.

Performance Objective:

Maintain accurate position descriptions for all positions under the Board of County Commissioners.

Assure FLSA and civil service status of positions are accurately maintained.

Classification Plan Changes

Constant maintenance is needed in order to assure the Classification Plan remains current and accurate. As positions are changed and responsibilities are shifted, the classification plan is amended. A total of 152 classifications were revised, added, or deleted from the classification plan in 2010, up from 148 in 2009. Human Resources creates and changes all classifications for the 33 agencies participating in the Hamilton County Classification Plan.

Position Description Maintenance

The Compensation and Benefits Division writes and revises all position descriptions for jobs under the BOCC. A total of 160 position descriptions were revised in 2010, down from 230 in 2009. In addition, 39 position descriptions were submitted by participating agencies for review and verification of appropriate classification assignment.

Position Audits

Six position audits were performed in 2010 as requested by either the employee or the supervisor, up from two in 2009. This includes BOCC departments and agencies participating in the County Human Resources Department.

In-Range Pay Adjustments

In-Range Pay Adjustments (IRPAs) allow for an employee to be advanced within his/her assigned salary range, outside of the scope of the established merit schedule, according to situations defined within the policy. The Compensation and Benefits Division is responsible for reviewing department head recommendations for concurrence and/or revised recommendations submitted to the County Human Resources Director. Four IRPA's were processed in 2010, up from 1 in 2009.

Pay Grade Assignments/Reclassification Requests

As jobs evolve, so do the duties and responsibilities an employee performs. Compensation and Benefits reviews those duties and responsibilities to determine whether the employee is properly classified or assignment to another classification is appropriate. There were 9 Pay Grade Assignment/Reviews, up from 8 in 2009; and 25 Reclassification Requests, up from 9 in 2009.

Table of Organization Change Forms Processed

There were a total of 1848 Table of Organization changes processed in 2010, down from 3240 in 2009, due to a reduced number of layoffs and reorganization at Job and Family Services in 2010. The Table of Organization Electronic Change Form Process is the method used to add, change, or delete information on the table of organization. The form, completed

and submitted online by the person requesting the change, moves through a notification and approval process hierarchy. Administration, Fiscal, and Human Resources, all part of the approval hierarchy, can approve or deny the request. Each change form submitted is automatically recorded in a database.

Performance Objective:

Respond efficiently and effectively to employee and manager requests to conduct position audits.

<i>At a Glance...</i> Classification and Compensation			
	2008	2009	2010
Class Plan Changes	79	148	152
Position Description (PD) Changes	359	230	160
PD Reviews for CPD Reporting Agencies	76	45	39
Position Audits	25	2	6
In-Range Pay Adjustments	3	1	4
Pay Grade Assignments/Reviews	34	8	9
Reclassification Requests	31	9	25
Table of Organization Changes	793	3240	1848

Sick Leave Reporting

Performance Objective:

Serve as the official record keeper of employment information for BOCC departments and maintain accurate reports.

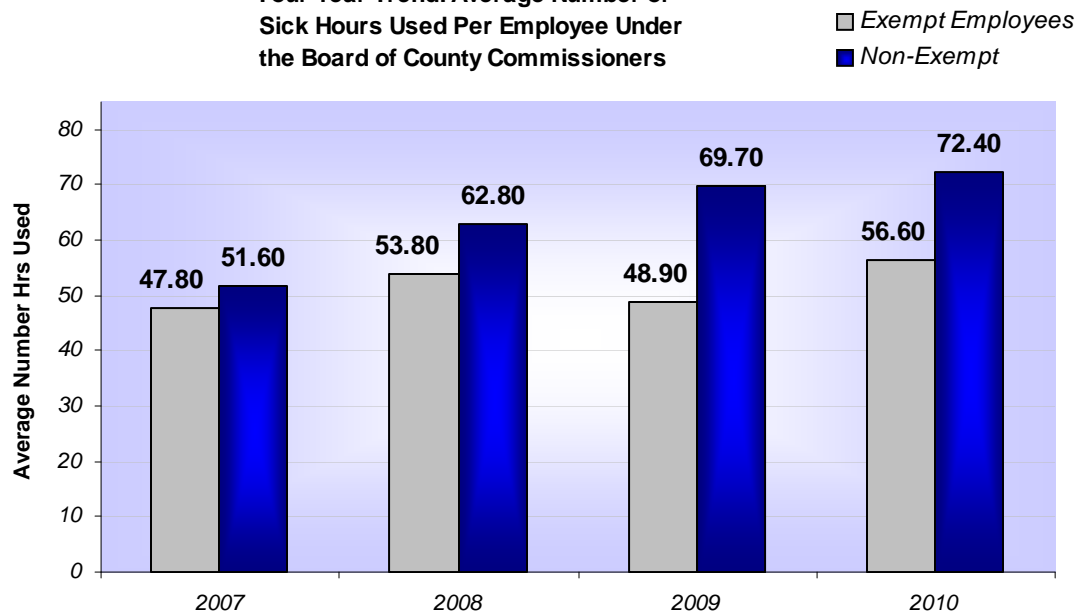
The top graph identifies the average number of sick leave hours used per employee per year, from 2007 through 2010.

Typically, FLSA exempt employees use fewer sick hours than non-exempt employees.

The graph to the right depicts the ADJUSTED average number of sick hours used by employees under the BOCC.

This average excludes "Extenuating Circumstances" for sick leave usage, such as Family Medical Leave (FML), workers' compensation related leave, and bereavement.

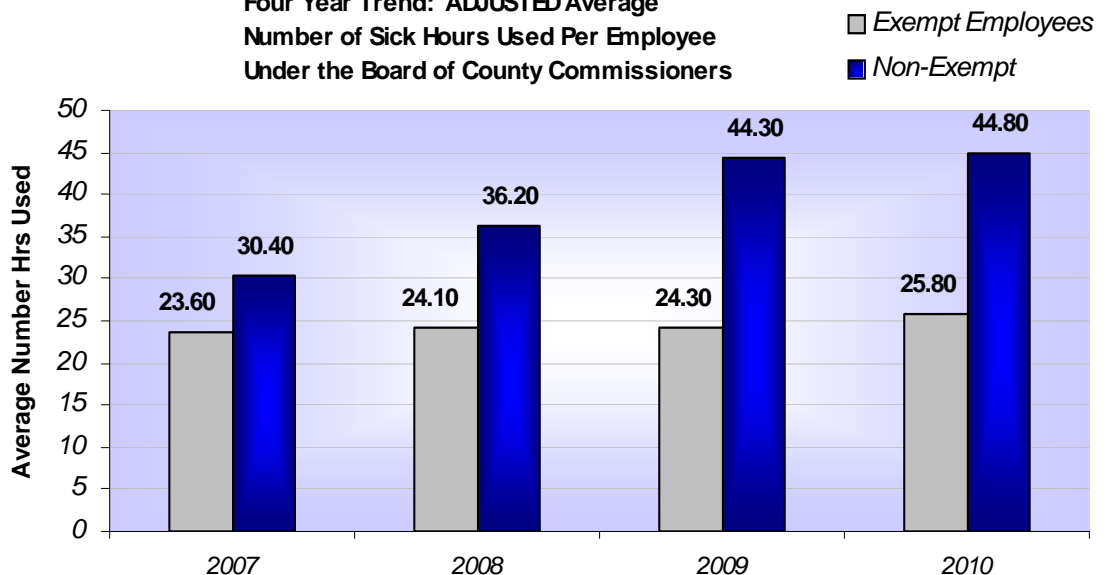
Four Year Trend: Average Number of Sick Hours Used Per Employee Under the Board of County Commissioners



Both charts display a trend increase in sick leave usage by FLSA Non-Exempt employees (whether or not the "extenuating circumstances" are excluded, usage is up). Sick leave usage by FLSA Exempt staff has remained relatively constant for the past four years.

Factors that may be at the cause of this increase include: increased customer contact causing more frequent exposure to communicable illnesses, increased work loads caused by less staff leading to employee stress and morale related issues.

Four Year Trend: ADJUSTED Average Number of Sick Hours Used Per Employee Under the Board of County Commissioners



NOTE: The ADJUSTED average excludes sick hours used for FML, workers' comp and bereavement.

Performance Objective:

The Workers' Compensation program advocates an interactive partnership to promote a healing process focused on realistic recovery leading to successful return to work.

Retro Rating Status

The Ohio Bureau of Workers' Compensation granted Hamilton County retro rated status for the policy year 2010, reducing the estimated premium payable in 2011 by \$3,473,802.00

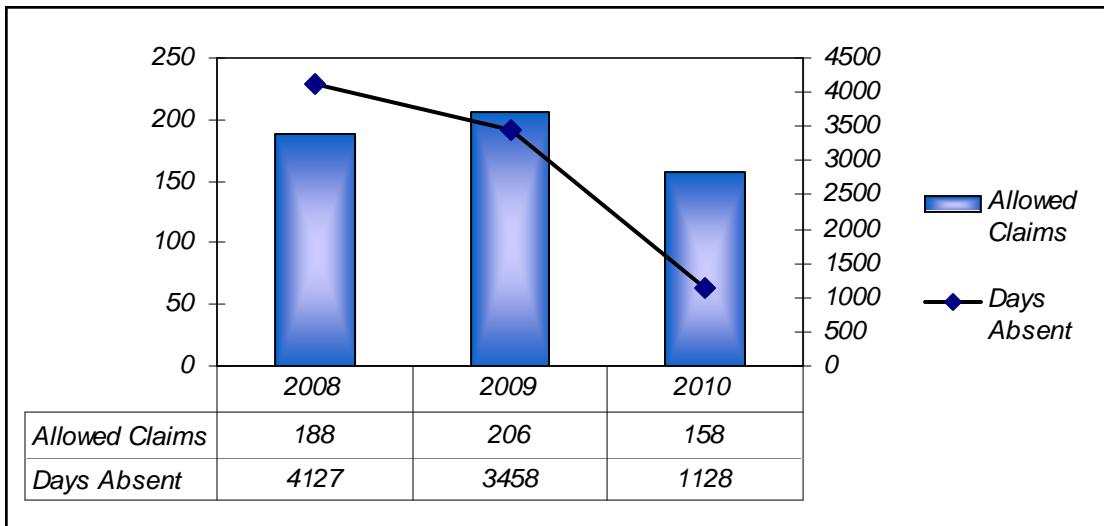
Best Practices

The Ohio Bureau of Workers' Compensation recognized the Hamilton County workers' compensation program as a presenter and panel member at three sessions of the *Forum for Public Employers*.

Decrease Lost-time Days

The goal to decrease lost time days promotes safety awareness and makes employees more cognizant of the workers' compensation process. In 2010, there was a reduction of 2,330 total days absent from the number of days absent in 2009 and 2,999 fewer lost days from 2008.

Departments that have the highest number of total lost work days, based on a Claim Activity Report with Lost Days Information, are contacted, site visits are scheduled, and further assessments are made looking at individual claims for patterns that suggest possible needs such as training, improvements in safety measures, and re-education opportunities.



Disability Management

The workers' compensation program provides insight through discussions of disability management. Individual claims that become problematic, involve complicated medical or labor issues can be addressed by meeting with Department Heads and Personnel Officers. This allows collaboration, brainstorming, and options that provide Hamilton County and the injured worker occasion to better understand their course of action.

Safety Council

The Greater Cincinnati Safety Council (GCSC) returned \$32,097.56 in 2010 recognizing a participation in the GCSC rebate program.

Insurance Program Renewals

Obtained property insurance on Hamilton County's real and personal property, including an additional \$10 million in flood coverage, at a premium 2.2% less than in 2009 for a savings of \$20,000.

Obtained Sports Stadia Liability insurance program with a 31% reduction in premium from 2009. This reduction in premium saves Hamilton County \$133,000 in premiums.

Performance Objective:

Assure that the BOCC Policy Manual remains a useful tool for employees and managers.

NEW POLICIES:

Section 2.6 Americans with Disabilities Act (ADA): This is a new policy consistent with our past practice to assure compliance with the ADA.

Section 5.12 Fringe Benefit Taxation – Uniforms: A new policy to assure compliance with I.R.S. rules on the possible taxation of certain employer provided uniforms.

REVISED POLICIES

Section 2.4 Probationary Period: Section B. added stating unclassified positions have no probationary period and section C. clarifies the probationary period of seasonal positions.

Section 3.3 Workweek and Work Scheduling: Being amended with new paragraphs E., F., and G. Congress has amended the Fair Labor Standards Act for employers of our size to require “reasonable break times” for nursing mothers.

Section 3.4 Emergency Scheduling: New Section I. Employee Reporting Procedures during a Declared Weather Emergency was added outlining procedures during a Level 1, Level 2, or Level 3 weather emergency.

Section 3.6 Top Management and Other Salaried Positions: Updated definition of “top management” positions in Section A.

Section 4.8 and SOP Leave Donation: In Section C. compensatory time was removed as it does not meet the definition in the ORC of paid time that can be donated.

Section 5.2 Group Health Insurance Benefits: Clarification in Section H. of the exceptions to the 90 day waiting period, specifically, relating to the effective date after recall from layoff.

Section 5.4 Workers’ Compensation Policy: Policy updated to reflect changes made by the Ohio Bureau of Workers’ Compensation in the workers’ compensation program.

Section 5.5 Employee Assistance Program: Language in Paragraph I. describing time away from work has been removed.

Section 6.1 Fair Employment Rights and Responsibilities: Section B.3. updated with a reference to the New Policy Section 2.6 Americans with Disabilities Act (ADA).

Section 7.0 Employee Discipline: In Section B. the references to 3 day and 10 day were changed to 24 hours and 80 hours.

SOP Section 8.0 Travel: Mileage rate changed to .50 and note inserted in Section A.3. that JFS employees must submit reimbursements within 60 days of the date of travel, not 120 days.

The General Fund budget includes all salary related expenses, as well as other expenditures and capital equipment. The CPD's general fund budget remained fairly constant from 2002-2007. Beginning in 2008, the General Fund budget included the JFS Human Resources staff and the related expenditures. This merger nearly doubled the HR budget initially, however, the budget has been trimmed by approximately \$700,000 in just the last two years.

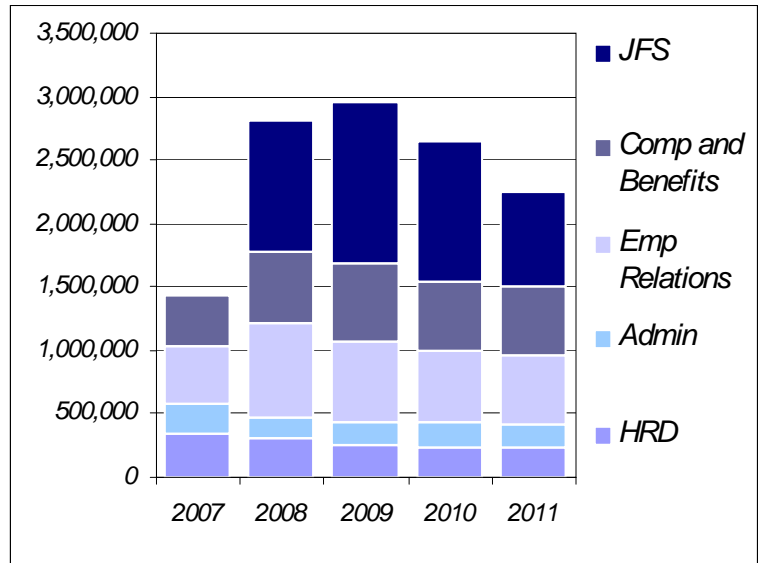
Since 2008 the HR department total general fund budget has continued to decrease. From 2010 to 2011 budget the HR department saw a decrease in the general fund budget of more than 2%, and is more than \$100,000 (or 7%) lower than it was almost 10 years ago. The total HR budget is almost \$400,000 less in 2011 than it was in 2010. Part of this can be attributed to further attrition in the department, as well as the ability to allocate staff to the Medical Self-Insurance fund.

Additionally, the HR department general fund budget is offset through the Indirect Cost Plan. 62% of the 2010 HR budget was reimbursed to the general fund through the indirect cost plan for the services HR provides for the department of Job and Family Services. 2010 was the first year for the reimbursement.

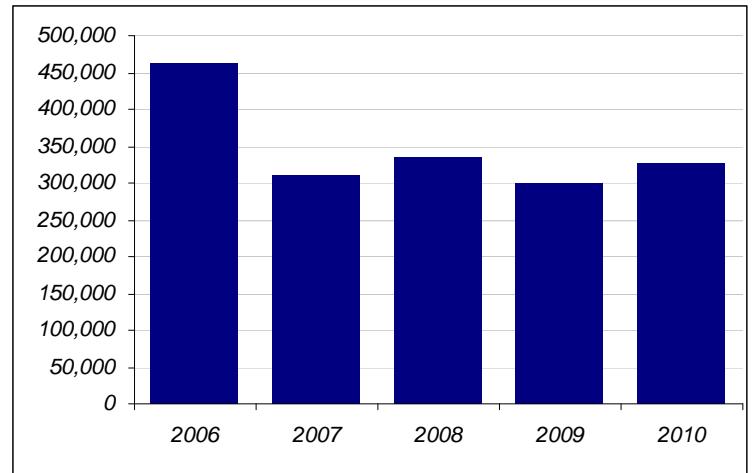
This chart at the left "Other Expenditure" shows the HR department's actual expenses over the most recent five year period. These other expenditures have remained fairly consistent, hovering around \$320,000 annually for the most recent four year period, after falling significantly 5 years ago. There was a slight increase (approximately \$27,000) from 2010 to 2011 in actual expenditures. This increase can be attributed to the department's replacement of all computer workstations and upgraded software in 2010 for the first time in six years. Although there was this increase in actual expenses in this past year, the department remained under budget in 2010, spending only 84% of the allocated "other expenditure" funds.

The Human Resources Department has also continued to "right-size" the HR department as the County population has decreased. HR has seen a 23% reduction in FTE Count since 2009, the year we merged with JFS HR.

Total County Personnel General Fund Budget



Other Expenditure—Actual Expenses



Budgeted FTE Count

