

RESOLUTION NO. 2020-172

RESOLUTION APPROVING THE SIX-YEAR WORKFORCE PLAN

WHEREAS, Darlene A. Kloepfel, County Executive, convened a Workforce Taskforce in January 2020 that included elected officials and county employees to determine how the County can become an employer of choice within the community; and

WHEREAS, the County Board recommendations from the strategic planning process, the needs and challenges reported by County Departments, suggestions to develop county personnel and research on the best human resource practices were reviewed; and

WHEREAS, the Workforce Taskforce has prepared a report outlining goals, needs, challenges and a proposed timeline for implementation of these recommendations over the next six years. The Workforce Taskforce recommends this report, "Six-Year Workforce Plan", to be adopted and approved by the Champaign County Board;

NOW, THEREFORE BE IT RESOLVED by the Champaign County Board that the Six-Year Workforce Plan, as recommended by the Workforce Taskforce, is hereby adopted and approved.

PRESENTED, ADOPTED, APPROVED, by the County Board this 18th day of June A.D. 2020.

Giraldo Rosales, Chair
Champaign County Board

Recorded
& Attest: _____
Aaron Ammons, County Clerk
and ex-officio Clerk of the
Champaign County Board
Date: _____

Approved: _____
Darlene A. Kloepfel, County Executive
Date: _____



OFFICE OF THE CHAMPAIGN COUNTY EXECUTIVE

1776 East Washington Street, Urbana, Illinois 61802-4581

Darlene A. Kloeppe, County Executive

MEMORANDUM

DATE: June 15, 2020
TO: Members of the Champaign County Board
Darlene Kloeppe, County Executive
FROM: Isak Griffiths, Deputy Director of Administration
RE: Six-year Workforce Plan

I. BACKGROUND:

In 2019, newly elected County Executive Darlene Kloeppe led a strategic planning project that evaluated the ongoing, current, and emerging needs of the county. Part of her commitment to the Board was, along with the existing Facilities Plan, to add long-term plans for Information Technology (IT) and Human Resources (HR) that would continue to update and develop the administrative support for County government operations. Following several weeks of committee work, the IT Plan was adopted by the Board in December 2019.

Darlene then convened a workforce taskforce that included elected officials and county employees, with representation from Brookens, the Courthouse, and the Sheriff's office, and that had over 35 years of combined county experience. The taskforce was asked to identify what the County needs to have and to do in order to become an employer of choice in the community. A six-year workforce plan that aligns with the values, vision, mission, and strategic plan initiatives of the County most relevant initiatives for HR are:

GOAL 1 - Operate a high performing, open, transparent county government
(Internal administration)

- Compile a list of all county services, noting mandated services
- Develop strategies for retention of workforce and continuity of leadership
- Diversify county workforce
- Improve communications with public and within county workforce

Goal 3 - Promote a safe, healthy, just community
(Promoting workforce excellence in the community)

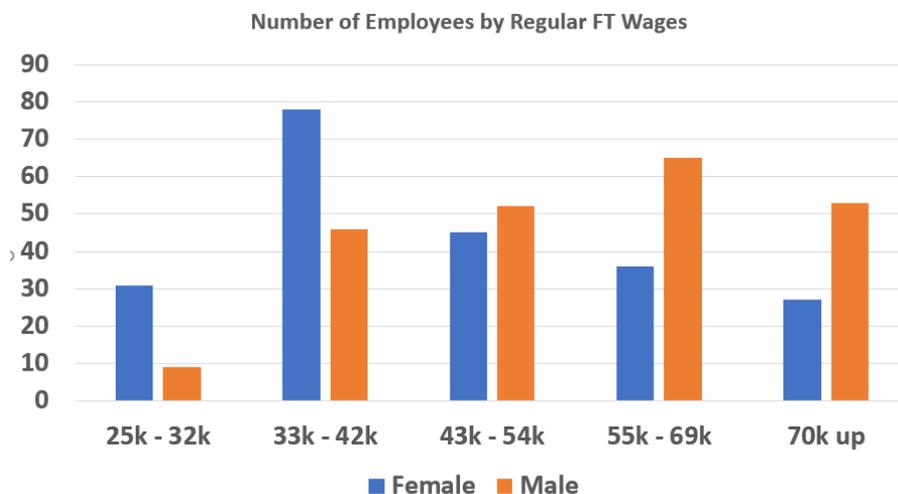
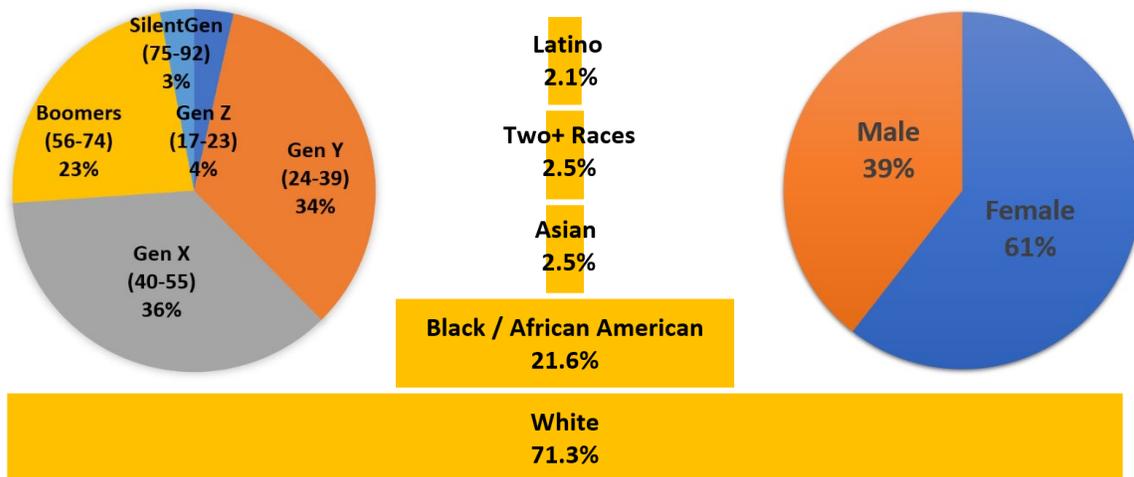
- Support intergovernmental agreements for implementation of Racial Justice Task Force recommendations
- Support economic development for disadvantaged communities

The taskforce researched comparative data, identified specific challenges, identified specific needs, developed a schedule for meeting those needs along with defining success, and began the work of meeting those needs, including collecting resources, developing training itineraries, and more.

According to estimated 2019 census data (attached), 44.4% of people over 24 years of age in Champaign County have at least a bachelor’s degree, yet 20% of the County lives in poverty and the median and per capita incomes are below the federal and state levels. Data compiled by the Champaign County Regional Planning Commission (RPC) shows that 17.4% of the population speaks a language other than English at home, and that the county overall continues to have a substantial gender-based wage gap. According to the Champaign County Economic Development Corporation (EDC), we are the 6th largest employer in Champaign County, larger than FedEx, OSF HealthCare and Parkland College, and the Urbana School District.

(<https://ccrpc.org/news/2019/language-diversity-in-champaign-county-champaign-and-urbana/>; <https://ccrpc.org/data/gender-wage-gap/>; <https://ccrpc.org/data/page/2/?tag=champaign-county-community-indicators>; <https://champaigncountyedc.org/area-facts/directories-reports>)

Summary of demographics of Champaign County employees:



II. REPORT, PART A — NEEDS & CHALLENGES

The taskforce began with a review of the County Board recommendations from the strategic planning process and comments from subsequent County Board meetings, the needs and challenges reported by departments during the 2020 budgeting process, the county-wide experience of the task force, county improvement suggestions given to Darlene during her campaign and research on current HR best practices. The taskforce summarized the data into core categories (attached). Many of the identified challenges can be further summarized as:

- Nearly all personnel-related processes are manual, differ from department to department, and are based on processes that were last documented anywhere from 10 to 30 years ago.
- None of the current systems have robust or flexible options for tracking or reporting.
- Training and professional development is fully decentralized and very inconsistent.
- There is not a common repository of tools, best practices, current resources, etc.
- County government and its services and processes are broad, varied, and complex.
- Many positions have maintained unreasonable workloads since the 2008 reductions.
- Compensation has not remained competitive.

It has historically been difficult for employees and supervisors to learn about the county, to learn how to do the job, to improve processes, to implement change, and to identify and measure the impacts of change. It has been increasingly difficult to recruit great candidates, and sometimes even harder to keep them.

Many of the identified needs can be further summarized as:

- A hire-to-retain human capital management (HCM) system that can standardize and automate process, improve and automate reporting, streamline budgeting processes, track compliance, facilitate communication and identify trends across the county.
- Current and robust resources, toolkits, and training for staff at all levels, and especially for newer supervisors.
- Ability to attract great employees, develop their skills and talents, provide career progression opportunities, and offer a competitive compensation package to keep them.
- Focus on succession planning to minimize the impact of turnover.

Champaign County, as an employer, needs an efficient and highly skilled workforce that is diverse and representative, culturally aware and responsive, well-trained, highly engaged, fairly compensated, and committed to the work of the County; and, our employees deserve to know they are valued.

Adoption of this six-year workforce plan will prioritize the work of the county and funding through the county's annual budget process. Because most of the work of the plan is performed by County staff, successful implementation of the entire plan will depend on the ongoing commitment of the County Board to fund positions to conduct and facilitate the work of the plan. The timeline is built around the budgeted capacity of Administrative Services.

III. REPORT, PART B — WORKFORCE PLAN OVERVIEW

Budget and scheduling constraints may require that this plan be adjusted accordingly. The plan is expected to be an evolving document.

2020 Low-hanging fruit – what training and tools can be established fairly quickly, and what needs to be put in place to sustain and maintain them. For example:

Employee Assistance Program (EAP) – Administration fully rolled out a low-cost EAP that provides counseling, consulting for supervisors and managers, and self-education tools for nutrition, timesaving & organization, caring for disabled relatives, money management, diversity and inclusion, and more. Administration has begun a conversation with CDP about partnership opportunities.

Compliance – Review of legal requirements for employers resulted in establishing monthly training for department heads and supervisors, and annual training for all employees. Training provided so far includes FMLA/ADA, worker's compensation, fraud, ethics, sexual harassment prevention and reasonable suspicion of drug/alcohol abuse. Many curricula topics are now available in on-line formats for review and new employee training.

Toolkits – Forms and resources being used by several county offices have been compiled into toolkits for all county employees and supervisors. This led to creating a monthly new hire orientation and outlining a curriculum for new supervisor training.

Personnel Budgets – Move employees to living wage. Incorporate no-cost/low-cost personnel changes into 2021 budgets, such as hiring a structural engineer rather than contracting for services.

Human Capital Management – If the County Board approves the ERP/HCM software proposal, the rest of 2020 will focus on beginning the implementation of the ERP/HCM.

2021 Automation / Expertise / Compensation Review

Election impact – Historically, the county's highest turnover periods follow presidential election cycles. If this trend is repeated following the 2020 elections, the tools implemented in 2020 should help the county better manage this impact, and help us identify what needs to be further improved before the mid-cycle 2022 elections.

Automation – The ERP/HCM implementation will require a substantial amount of time and energy from staff in all county offices for 18 months. The toolkit items will be used as templates for automating baseline processes and forms, although the ERP/HCM also will allow flexibility desired by different departments. It will be a challenge for the county to let go of the older systems and the manual processes, but doing so will free up staff time to focus on succession planning, staff development and other needed changes.

Expertise – Train employees on the core functionalities of the ERP/HCM. Build on the core tools and processes to develop and implement additional training and tools for

supervisors and department heads that will build the skills of the county's workforce. Use ERP/HCM analytics to help supervisors be more intentional with recruitment/retention and how to reach internal employment goals.

Compensation – Move employees to living wage. Initiate a comprehensive review of positions, wages, salary administration, and total compensation packages in time to begin to implement these improvements with the 2022 budget cycle and renewing bargaining unit contracts. Review and update personnel processes and procedures.

2022 Process Improvement / Diversity & Inclusion / Retention

Process improvement – The ERP/HCM will have features and processes that do not currently exist. For example, the Sheriff and Highway Engineer will have the ability to track incident-reporting trends, employees will be able to manage their own benefit enrollment updates, and supervisors will be able to receive automated guidance through the disciplinary process. Administration will provide additional training on use of these features. Celebrate completion of ERP/HCM implementation.

Diversity and inclusion – By centralizing hiring data of all county offices, the HCM will allow the county to determine the impact of changes in the recruiting, hiring, and onboarding processes, as well as automate and track offboarding processes. After establishing data baselines, officials can plan goals for the county regarding recruiting, hiring, and attrition. Through contracted services the county can leverage negotiated CDAP partnership and PLAs to further diversify county work.

Recruitment/retention – Continue implementing recommendations from the comprehensive compensation review for the 2023 budget.

2023 Assess Progress / Partnerships / Management Development

Assess progress – 2023 will be the first opportunity to assess the trending data to measure progress toward recruitment/retention goals over time and to establish further improvements. Further county-wide training will likely be needed.

Management Development – Pilot restorative leadership within one county team. Develop and adapt training and tools for future rollouts of restorative leadership.

2024 Comprehensive Compensation / Management Development / Training Partnerships

Recruitment/Retention – Continue implementing recommendations from the comprehensive compensation review. At this point, key elements should be in place. Develop training partnerships with, Urbana, Parkland, RPC, and others to develop county staff and the county's employment pool.

Management Development – Roll out restorative leadership.

There will be budgetary and scheduling constraints that will push some items out, and natural opportunities will allow other items to be accomplished sooner. This plan includes a built-in period of time to catch up and clean up, as well as time for honest reflection and to plan what's needed next. Review and set new HR goals.

IV. OTHER CONSIDERATIONS – QUESTIONS FOR BOARD MEMBERS

- What would you move up as capacity and opportunity allow?
- What would you delay?
- PLAs – what do you think we should start with since we have fewer construction projects right now?
- At some point, would the County Board consider incentives for retirements to reduce some of the higher wages and to create space for career progression?
- Would you be interested in participating in any of the project-based or task-oriented workgroups? (Training for supervisors? Board orientation? Other?)
- Do you have recommendations for outside expertise that could and would donate their time to participate in any of the project-based or task-oriented workgroups?

IV. REQUESTED ACTION

The taskforce recommends to the County Board adoption of the *Six-Year Workforce Plan*.

2020 - 2025 Champaign County Workforce Plan

Vision Our vision is to be a recognized leader in local government where every official and employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity to serve the citizens of Champaign County.

Mission The Champaign County Board is committed to the citizens of Champaign County by providing services in a cost-effective and responsible manner; which services are required by state and federal mandates, and additional services as prioritized by the County Board in response to local and community priorities.

Workforce Taskforce Charter: Identify what the County needs to become an employer of choice and develop a plan to accomplish those needs. Considerations include:

- Help employees empower themselves to be excellent, efficient, ethical and engaged
- Help supervisors empower themselves to be great employees, fair and equitable supervisors, and able to protect the interests of the County
- Help department head empower themselves and their teams to effectively accomplish the work of the County, to minimize liability to the County, and to help improve the quality of life for the people of Champaign County
- Recruit, attract, hire, mentor, train, promote, retain, and retire the best talent available
- Establish, promote, and maintain best practices throughout the County
- Help ensure the County is operating in a fiscally responsible manor

Summary

Year	1	Low-hanging Fruit: <i>Training, toolkits, compliance, procurement</i>	2020	Presidential election year
Year	2	Automation / Expertise / Compensation Review: <i>More training, automation of processes and compliance, initiate compensation review</i>	2021	
Year	3	Process Improvement / Diversity & Inclusion / Retention: <i>Total compensation work, deepening depth and breadth of staff skills with a focus on diversity and inclusion</i>	2022	Election year
Year	4	Assess Progress / Partnerships / Management Development: <i>Deep dive into CDAP & PLAs, pilot for restorative leadership</i>	2023	
Year	5	Compensation / Management Development / Partnerships: <i>Roll out restorative leadership; update processes & procedures; develop training partnerships</i>	2024	Presidential election year
Year	6	Re-assess	2025	

Timing Budgeting and scheduling constraints may require adjustments over time; this is expected to be an evolving plan.

Costs In most cases, the primary cost is staff time and energy or built into other county costs. However the tasks will only be completed if the county designates the resources -- including staffing -- and continues to prioritize workforce development.

hrs	only cost is staffing and prioritizing efforts
#k	estimated cost, in thousands
•	work and or costs continue
erp	cost included in the ERP system
n/c	no significant cost
tbd	additional research needed to estimate cost

Goal 1	Operate a high performing, open, transparent county government	2020	2021	2022	2023	2024	2025	Diversity	Teamwork	Resp. to Public	Justice	Quality of Life
1 Compile a list of all county services, noting mandated services												
	• Identify list of county office mandates and descriptions	n/c							♦	♦		
	• Update list to include office of the County Executive	hrs							♦	♦		
	• Identify and implement appropriate job screening/readiness tools				hrs	•	•		♦	♦		
	• Total compensation re-evaluation and implementation (see notes below)		hrs	hrs	hrs			♦	♦	♦		♦
5 Improve communications with public and within county workforce												
	• Procure hire-to-rotate HCM	erp	•	•	•	•	•		♦	♦		♦
	• Implement hire-to-rotate HCM	hrs	hrs	hrs	•	•	•		♦	♦		♦
	• Celebrate successful ERP/HCM implementation			hrs					♦			♦
	• Automate compliance-related processes		hrs	hrs	•	•	•		♦	♦		♦
	• Automate onboarding and offboarding processes		hrs	hrs	•	•	•		♦	♦		♦
	• Automate training scheduling and tracking		hrs	hrs	•	•	•		♦	♦		♦
	• Add county-wide incentives for bilingual service in the budget		10k	•	•	•	•	♦		♦		♦
	• Provide introductory language instruction for service staff			tbd	•	•	•	♦	♦	♦		♦
	• Incorporate interpreter/translation certification			tbd	•	•	•	♦		♦		♦
	• Add county-wide incentives for interpretation/translation in the budget			5k	•	•	•	♦		♦		♦
	• Total compensation re-evaluation and implementation (see notes below)		hrs	hrs	hrs			♦	♦	♦		♦
2 Develop strategies for retention of workforce and continuity of leadership												
	• Establish Employee Assistance Program (EAP)	10k	•	•	•	•	•					♦
	• Employee toolkit	hrs	•	•	•	•	•		♦	♦		♦
	• New hire orientation	hrs	•	•	•	•	•		♦	♦	♦	♦
	• Supervisor orientation		hrs	•	•	•	•		♦	♦	♦	♦
	• Supervisor toolkit	hrs	•	•	•	•	•		♦	♦	♦	♦
	• Establish annual training schedules (employees & supervisors)	hrs	•	•	•	•	•	♦	♦	♦	♦	♦
	• Establish annual Sexual Harassment Prevention training	hrs	•	•	•	•	•	♦	♦	♦	♦	♦
	• Mentoring program for new hires and new supervisors		hrs	•	•	•	•	♦	♦	♦		♦
	• Toolkits for department heads and elected officials		hrs	hrs	•	•	•	♦	♦	♦	♦	♦
	• Total compensation re-evaluation and implementation (see notes below)		30-50k	hrs	hrs			♦	♦	♦		♦
	• Research training and professional development options		hrs	hrs	•	•	•		♦			♦
	• Re-research affordable replacement for lynda.com (see note)			tbd	•	•	•		♦	♦		♦
	• Update Work Comp and FMLA processes; train supervisors	hrs	•	•	•	•	•	♦	♦	♦	♦	♦
	• Policy development and maintenance	•	•	•	•	•	•	♦	♦	♦	♦	♦
	• Develop and implement employee surveys and response methods			hrs	hrs	•	•	♦	♦	♦		♦
	• Introduce a restorative process for employee development				hrs	•	•	♦	♦	♦		♦
	• Train and mentor one department in restorative management				hrs	hrs	•	♦	♦	♦		♦
	• Expand restorative practices to other offices and departments					hrs	•	♦	♦	♦		♦
	• Re-assess and take the time to let the changes settle in						hrs	♦	♦	♦		♦

Goal 3	Promote a safe, healthy, just community	2020	2021	2022	2023	2024	2025	Diversity	Teamwork	Resp. to Public	Justice	Quality of Life
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4 Diversify county workforce

• Annual diversity training for all employees (see notes)	hrs	•	•	•	•	•	•	♦	♦	♦	♦	♦
• Clarify statutes on limitations regarding the hiring people with criminal convictions to do the work of the county	hrs		•	•	•	•	•	♦	♦	♦	♦	♦
• Establish public list of hiring options regarding convictions and job eligibility for county jobs	hrs		•	•	•	•	•	♦	♦	♦	♦	♦
• Targeted, annual diversity training for supervisors (see notes)	hrs	•	•	•	•	•	•	♦	♦	♦	♦	♦
• Establish data and reporting baselines in the HCM (and automate)			hrs	•	•	•	•	♦		♦		♦
• Set measurable goals for diversity (after HCM is in place)			hrs	•	•	•	•	♦	♦	♦		♦
• Total compensation re-evaluation and implementation (see notes below)	hrs	hrs	hrs					♦	♦	♦		♦

Goal 3	Promote a safe, healthy, just community	2020	2021	2022	2023	2024	2025	Diversity	Teamwork	Resp. to Public	Justice	Quality of Life
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**1 Support intergovernmental agreements for implementation of Racial Justice Task Force recommendations
& 2 Support economic development for disadvantaged communities**

• Research options and implications of CDAP partnership	hrs	hrs						♦	♦	♦		♦
• Establish partnership with CDAP		hrs	•	•	•	•	•	♦	♦	♦		♦
• Establish first PLA via CDAP partnership			hrs	•	•	•	•	♦	♦	♦		♦
• Research and establish additional PLAs				hrs	hrs	•	•	♦	♦	♦		♦
• Develop training partnerships with Urbana, Parkland, RPC					hrs	•	•	♦	♦	♦		♦

Goal 5	Maintain safe and accurate county records and perform county administrative, governance, election and taxing functions for county residents	2020	2021	2022	2023	2024	2025	Diversity	Teamwork	Resp. to Public	Justice	Quality of Life
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1 Develop strategies for declining state financial support

• Update process for recommending payroll budget changes	hrs	hrs	•	•	•	•	•		♦	♦		
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- **Annual Training:** Sexual Harassment Prevention, Harassment & Discrimination, Diversity, Ethics, Fraud, Whistleblowing, ADA
- **Example Diversity Training Topics:** Cross-generational management, Unconscious bias, Microaggression, Civil Rights, Respect and inclusion, etc.
- **Lynda.com, linkedin.com, Udemy, etc:** Currently, the predominant model for online training is a per-user subscription base regardless of consumption. The only way to afford this model is to have a limited number of licenses, and then identify which small subset of county employees are granted access, regardless of the use (or lack of use) of those licenses. Online training providers are not currently offering a consumption based model of pricing that would make training and professional development equally available to all employees. We will keep monitoring options, as well as looking for other partnerships.
- **Timing:** With the pending implementation of an ERP/HCM system, some elements cannot begin until that process is nearing completion, largely due to staff capacity.
- **Total compensation re-evaluation**
 - Although several positions were re-evaluated in 2013, the majority of county positions and their descriptions were last assessed in 2008–2009, along with establishing the current Salary Administration Guidelines used by the County Board for personnel budget considerations. The county's salary administration process along with other compensation considerations need to be fully and professionally reassessed and updated.
 - This assessment needs to include
 - Benefits of the implemented ERP/HCM solution
 - FSLA assessment of all positions
 - Comprehensive assessment of positions, wages, and ranges
 - Define and establish career progression within the county
 - Establish a long-term strategy for wage increases and employment / career progression opportunities
 - Consideration of other employment benefits, including increased access to training and professional development
 - Research best-in-class bargaining agreements
- **Specific cost calculations**
 - The EAP is \$1.65 per person per month; rounding the staffing up to 500 people in the general county, that is \$9,900 per year, or 10k
 - Some but not all staff who can provide direct service at the counter in languages other than English receive additional compensation of .50 per hour. If the County had 20 people in these positions, it would be \$9,750 per year, or 10k
 - Interpretation and translation are specific skills, especially when the language has industry-specific concepts and lingo. Because there are legal and financial liabilities created when forms and instructions are not correct, it might be in the county's best interest have these skills on staff. Interpretation and translation are both fields of study with separate training and certification tracks. If the county were to employ interpreters and translators, the County could provide these services without contracting out. If we had 5 employees and paid them 1.50 for the skill and certification, that would be an increased cost of \$4,875, of 5k. The actual incentive required would depend on the service, such as translating forms or web pages versus interpretation in court.
 - The County Executive is considering bringing in objective outside assistance to provide the initial comprehensive review, and to provide an implementation plan for the county. Depending on the firm and the scope, we estimate 30k to 50k.
 - TBD amounts will have three major parts: (1) Whether elected officials agree to fund these items in their departments, (2) what the competitive rates are for the services at that time, and (3) the Board's intent and ability for funding at that time.
 - Adoption of this six-year workforce plan will prioritize the work of the county and funding through the county's annual budget process. Because most of the work of the plan is performed by County staff, successful implementation of the entire plan will depend on the ongoing commitment of the County Board to fund positions to conduct and facilitate the work of the plan. For now, the current timeline is built around the budgeted capacity of Administrative Services.

All Topics Population Age and Sex Race and Hispani United States

	07/01/2019	07/01/2019	07/01/2019	06/30/2019	
	U.S.A.	Illinois	Champaign County	Champaign County	
Population estimates, July 1, 2019, (V2019)	328,239,523	12,671,821	209,689	940	
PEOPLE					
Population					
Population estimates, July 1, 2019, (V2019)	328,239,523	12,671,821	209,689	940	
Age and Sex					
Persons under 5 years, percent	6.10%	6.00%	5.50%		
Persons under 18 years, percent	22.40%	22.40%	18.80%		
Persons 65 years and over, percent	16.00%	15.60%	12.80%		
Sex/Gender					
	U.S.A.	Illinois	Champaign County	Champaign County	total 940
Female persons, percent	50.80%	50.90%	50.20%	60.53%	569
Male persons, percent	49.20%	49.10%	49.80%	39.47%	371
					940
Race and Hispanic Origin					
	U.S.A.	Illinois	Champaign County	Champaign County	total 940
White alone, percent	76.50%	76.90%	72.00%	70.85%	666
Black or African American alone, percent(a)	13.40%	14.60%	13.60%	21.49%	202
American Indian and Alaska Native alone, percent(c)	1.30%	0.60%	0.40%	0.21%	2
Asian alone, percent(a)	5.90%	5.90%	11.10%	2.45%	23
Native Hawaiian and Other Pacific Islander alone, p	0.20%	0.10%	0.10%		
Two or More Races, percent	2.70%	2.00%	2.90%	2.45%	23
Hispanic or Latino, percent(b)	18.30%	17.40%	6.10%	2.13%	20
White alone, not Hispanic or Latino, percent	60.40%	61.00%	66.80%		940 TOTAL
			100.10%		4 DID NOT REPORT
Population Characteristics					
	07/01/2019	07/01/2019	07/01/2019		
	U.S.A.	Illinois	Champaign County		
Veterans, 2014-2018	18,611,432	595,185	9,257		
Veterans, 2014-2018	5.67%	4.70%	4.41%		
Foreign born persons, percent, 2014-2018	13.50%	14.00%	12.00%		
Education					
High school graduate or higher, percent of persons	87.70%	88.90%	95.10%		
Bachelor's degree or higher, percent of persons age	31.50%	34.10%	44.40%		
Health					
With a disability, under age 65 years, percent, 2014	8.60%	7.10%	5.90%		
Persons without health insurance, under age 65 ye	10.00%	8.10%	6.20%		
Economy					
In civilian labor force, total, percent of population a	62.90%	65.10%	62.30%		
In civilian labor force, female, percent of populatio	58.20%	60.30%	59.40%		
Total retail sales per capita, 2012(c)	\$13,443	\$12,942	\$12,164		
Transportation					
Mean travel time to work (minutes), workers age 1	26.6	29	17.8		
Income & Poverty					
Median household income (in 2018 dollars), 2014-2	\$60,293	\$63,575	\$51,692		
Per capita income in past 12 months (in 2018 dollar	\$32,621	\$34,463	\$29,683		
Persons in poverty, percent	11.80%	12.10%	19.20%		
GEOGRAPHY					
Population per square mile, 2010	87.4	231.1	201.8		
Land area in square miles, 2010	3,531,905.43	55,518.93	996.27		
FIPS Code	0	17	17019		

High Turnover Rates in Champaign County

Position	Average Service Length (Years)
ACCOUNT CLERK	0.22587269
ACCOUNTANT	0.465434634
ADMINISTRATIVE LEGAL SECRETARY	0.161533196
ANIMAL CONTROL WARDEN	0.599133014
ASST PUBLIC DEFENDER	0.878241691
ASST STATE'S ATTORNEY	1.524298426
CASE MANAGER	0.251882272
CLERK	1.639972621
CLERK-PT	0.19028063
COMPLIANCE COORDINATOR	0.884325804
COUNTY ADMINISTRATOR	1.618069815
COUNTY BOARD MEMBER	1.32019165
COURT CLERK	1.889117043
COURT SECURITY OFFICER	0.199863107
COURT SERVICES OFFICER	1.223175102
CUSTODIAN - PT	1.316906229
DEPUTY CORONER	1.420944559
DEPUTY COUNTY ADMINISTRATOR OF FINANCE	1.503080082
DEPUTY SHERIFF/CORRECTIONS	1.147433265
DEPUTY SHERIFF/PATROL	0.400821355
DESKTOP SUPPORT TECHNICIAN	0.829568789
DIRECTOR OF EMA	1.062286105
KENNEL WORKER	0.934976044
LAW CLERK	0.788501027
LEGAL CLERK	0.985626283
LEGAL CLERK RECORDS (671)	1.063198722
LEGAL SECRETARY	0.515058179
MAINTENANCE WORKER	1.131644992
MASTER CONTROL OFFICER	1.036732831
MASTER CONTROL OFFICER - PT	0.546076784
PARALEGAL	0.021902806
SKILLED TRADES	0.219028063
SOCIAL MARKETER - AIG	1.516769336
SR ENGINEER	1.347022587
SR MAINTENANCE WORKER	1.00752909
SUPERVISOR OF TRAINING	0.547570157
TECHNICAL ASSISTANCE COORDINATOR-AIG	1.522245038
TEMPORARY EMPLOYEE	0.716585006
TEMPORARY EMPLOYEE - TAX SALE AUTO FUND	1.58384668
VICTIM WITNESS ADVOCATE	1.544147844
VISITATION CLERK	0.260095825
VISITATION CLERK - PART TIME	0.777549624
Grand Total	0.829774398

Termination Cause	Reason of Leaving	Count of term reason
Job Ended		87 11.54%
Layoff		1 0.13%
Never Started		5 0.66%
None		6 0.80%
Reinstatement		1 0.13%
Resignation		517 68.57%
Retirement		124 16.45%
Term Ended		13 1.72%
Grand Total		754 100.00%

Terminations by Cause with Resignations Highlighted, Table 2

- According to these tables, Champaign County suffers from short service lengths for skilled and unskilled positions alike
- Champaign sees a large amount of staff leaving due to resignations
- This suggests that certain positions are used as stepping stones for future employment
- We focused on the five positions with a significantly high number of resignations: Legal Clerk, Assistant Public Defenders, Deputy Sheriff of Corrections, Court Services Officer, and Master Control Officer

A list of Average Service Length by position, Table 1

Position	Average Wage	Money Spent on Onboarding	Cost of Rehiring Annually
COURT SERVICES OFFICER	\$ 23.87	\$ 3,819.43	\$ 50,368.71
LEGAL SECRETARY	\$ 16.46	\$ 2,633.92	\$ 34,734.82
MASTER CONTROL OFFICER - PT	\$ 16.17	\$ 2,587.38	\$ 30,739.02
DEPUTY SHERIFF/CORRECTIONS	\$ 23.85	\$ 3,815.48	\$ 53,416.69
ASST PUBLIC DEFENDER	\$ 29.32	\$ 4,691.07	\$ 61,863.44
Total Cost		\$	231,122.68

Cost of Rehiring and Onboarding, Table 3

- We first found an estimation for the amount that Champaign County spends on rehiring and training for the five positions by using the current average wages Champaign County pays and the assumption that onboarding takes one month on average
- By assuming that productivity is lost through onboarding, the cost of rehiring was estimated by adding one month of training to annual salaries

Position	Average Wage in Illinois	Average Hours per Year	Cost of Matching Salary Annually
COURT SERVICES OFFICER **	\$ 23.87	1950	\$ 46,549.29
LEGAL SECRETARY	\$ 24.36	1950	\$ 47,504.00
MASTER CONTROL OFFICER - PT	\$ 22.89	1741	\$ 39,842.00
DEPUTY SHERIFF/CORRECTIONS **	\$ 23.85	2080	\$ 49,601.21
ASST PUBLIC DEFENDER	\$ 31.50	1950	\$ 61,425.00
Total Cost		\$	244,921.49

Cost of Matching Illinois Average Wage, Table 4

- We then found the cost of matching average state wages in each position and calculated the annual salary of each position
- Two positions, court services officer and deputy sheriff of corrections, were already paid above state average so their previous wages were used
- The total cost of matching the state average for each position is about \$31,346.08 more than Champaign County currently pays

Findings

- Champaign County currently spends about \$17,547.27 on training following resignations for the five positions
- In order to better retain employees, Champaign County would most likely have to pay higher wages
- Unfortunately, paying higher wages does not promise Champaign County lower turnover rates and there is no guarantee that any difference will be found by paying the state average in wages
- It is difficult to say whether offering other benefits would help, as many benefits are decided through union negotiations
- Champaign County could explore cutting training costs, though the numbers provided are more estimation than exact
- The county could also explore outsourcing positions that can be fulfilled by private companies, though for positions like public defenders, this might not be an option
- Ultimately, if Champaign County wants to better recruit and retain employees it might have to be prepared to spend more on wages and benefits

Summary of Workforce Needs Assessment

Who We Are / How we Do Business

- diversity and inclusion as a norm
- representative workforce
- multilingual services and support
- affirmative action
- priority on succession, continuity, sustainability, and redundancy
- clear expectations and policies
- reasonable workloads
- educating the community
 - what is the county
 - what do we do for the community
 - what kinds of jobs we have
- branded tools for profession look and feel
- timekeeping
- responsibilities to the public / public service

Policies: Current, Relevant, Useful, Enforceable

- best practices
- general personnel policies
- sexual harassment (prevention) policies
- harassment / bullying policies

Research / Information Needed

- national workforce trends
- local workforce development
- best practices from award-winning counties with great staff (and other entities)
 - workforce models
 - salary administration models
 - hiring practices
 - diversity and inclusion

Change Management

- navigating differences in elected offices
- how to best engage the unions
- how to encourage staff to recommend change
- change management and implementation
- sustaining changes

Recruitment / Retention / Employer of Choice

- identify actual qualifications needed
- benefit package
- job sharing
- incentives for bilingual service
- incentives for education
- promotion paths / career ladders
 - consider time, education, and skill
- more flexible schedules
- business / office hours
- finding qualified candidates
 - hiring at higher levels
 - basic skills assessments
 - background checks(s)
 - language fluency assessment (incl ASL)

Salary Administration

- wage assignment
- position descriptions
- position categorization
- position qualifications
- exempt vs nonexempt status
- wage scales
- wage compression
- competitive wages
- incentives for staying in county employ
- incentives for hiring at higher levels (pay, vacation, other benefits)

Staff Development

- onboarding
- offboarding and exit interviews
- on the job training
- professional development
- hard skills development
- soft skills development
- leadership development

Supervisor Development

- how to interview / hire / term / fire
- how to discipline
- robust set of templates for tools and forms
- ongoing training and support
- maybe centralization of support (e.g., FMLA/ADA, termination information)
- mentoring program

Buckets, as they were revised on 01/22/2020 (cont.)

Tools Needed

- human capital management system
- hr portal
- hr toolkit
- tech training / replacement for Lynda
- calendar of trainings and meetings
- archive of training resources
- who to contract for which employee issues (including updated HR email lists) (including, HR, SAO, OKGC, IPMG, work-comp, etc)
- training reminders (like OMA/FOIA)

Misc. Training Notes and Thoughts

- designated / scheduled training times for the county and/or teams
- free / affordable trainings from outside the county (microsoft, jano, etc.)
- county provided training
- courses at UIUC or Parkland
- training by county subject matter experts
- ongoing training (active shooter, fmila, workers comp, harassment, fraud, diversity, cultural humility, intro to the county, county policies, ada, professionalism, etc.)
- general lists of office responsibilities
- how to direct people with questions to the right department or office

Training for Dept Heads / Elected Officials (and their deputies)

- oaths
- bonds
- required training
- sec of state registrations
- memberships (e.g., IACO)
- general lists of office responsibilities
- establishing attendance and comp rules
- mentoring program
- list of governing bodies for elected officials

Toolkit Thoughts Mentioned So Far

- hiring
 - position announcements
 - offer letters
 - letters of agreement for temporary help
 - regret letters
- prehire
 - instructions / expectations / please bring...
 - documentation of degree / cert / license
- onboarding
 - clear expectations
 - policies
 - training
 - policy receipts
 - checklists (documents, systems, ojt, training)
 - acronyms
- personnel file contents
- personnel file management
- performance management
- annual review / maybe multiple templates
- fmila/ada
- discipline
 - disciplinary letters
 - performance improvement plans
- time away
 - time off requests
- termination
 - exit interviews
 - retirement
 - termination acceptance letters
 - involuntary termination letters
- volunteers
 - personnel processing
 - expectations

NEW HIRES	
In-Person	<p>Welcome to the county: <i>org; hierarchy; primary duties; contacts</i></p> <p>Who we are; what we expect <i>professionalism, personal responsibility, ada, policies, expectations, diversity/inclusion work comp, foia, oma, reviews, fmla, fraud, attire, phone use, social media, civility, media/public comments</i></p> <p>Setting up your personnel file <i>job desc, 24, benefits, time away, holidays payroll schedule, schedule, your contact info your IT access to various systems, hire letters, other expectations, goals, review template, reviews/feedback, discipline</i></p> <p>Systems/processes intro <i>logins, training, forms, eap, timekeeping intranet, public website</i></p> <p>What to get from your department <i>annual review, ojt checklist</i></p> <p>Safety & Facilities <i>IDs, parking, maps of facilities, equipment, access to facilities, weather, active shooter, password creation/protection, keys, opening or locking facilities, CCs, other assets</i></p> <p>Sustainability & Continuity <i>document, document, document</i></p> <p>Harassment / bullying / civility training</p>

Toolkits, Etc.	<ul style="list-style-type: none"> - tech training / instead of Lynda/LinkedIn - training and resources for systems - leadership training / professional development - personal responsibility for professional development - benefits information - all policies - county versus policy (eval, policy, ojt)
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NEWLY PROMOTED SUPERVISORS
<p>same orientation as employees, and:</p> <p><u>Risk Management</u></p> <ul style="list-style-type: none"> - supervision 101, and how supervision is different from non-sup. employment - new responsibilities: <i>professionalism, personal responsibility, ada, policies, expectations, diversity/inclusion work comp, foia, oma, reviews, fmla, fraud</i> - hiring and firing - reviews and employee improvement - discipline and grievances - working with unions & union employees - working with elected officials - having difficult conversations - reasonable suspicion - mental health of self and staff - finding/getting a mentor <p><u>Change Management</u></p> <ul style="list-style-type: none"> - navigating differences in elected offices - how to best engage the unions - how to encourage staff to recommend change - change management and implementation - sustaining changes

Short-list of New Hire Orientation Topics

- Welcome, and a general introduction to the county
- Who we are as an employer, and what you can expect from us
- What it means to be a public servant, and what we expect from you
- OJT, sustainability, continuity, and quality of work
- Setting up your personnel file and your professional development plan
- Intro to general county systems and county assets
- Safety, facilities, and county assets
- Training on harassment / bullying / civility

New Hire Orientation Agenda

8am - 9am	Sexual Harassment Prevention	<ul style="list-style-type: none"> state mandated training, open to pretty much anyone in the county
9:15 - 9:45	Intro / Welcome to the County	<ul style="list-style-type: none"> org chart / county structure offices / roles contacts terms / acronyms / glossaries ADA accommodations for staff
9:45 - 10:30	Welcome to Public Service	<ul style="list-style-type: none"> OMA / FOIA confidentiality and privacy nondiscrimination / diversity / inclusion harassment / bullying use of email and social media public records / record destruction ADA compliant service
10:30 - 12:00	County Employ Expectations	<ul style="list-style-type: none"> workers come FMLA professionalism civility time and attendance policies labor contracts personnel reviews OJT hire checklists continuity and sustainability phone etiquette payroll dates, holidays, etc. maintaining your employment file
1:00 - 2:00	Safety / Facilities / County Assets	<ul style="list-style-type: none"> Sheriff and EMA interaction with staff building safety / access active shooter safety drills and emergency plans inclement weather buildings office hours ADA facilities compliance (e.g., lactation) parking county use of IDs AEDs
2:15 - 3:30	Systems / Processes	<ul style="list-style-type: none"> Kronos intranet / website / online resources / forms / finding info like ordinances/resolutions Jano EAP training systems (Mindflash, NEOGOV) time away use of locally saved files password security forms
3:30 - 4:30	AFSCME Orientation	<ul style="list-style-type: none"> just for AFSCME staff