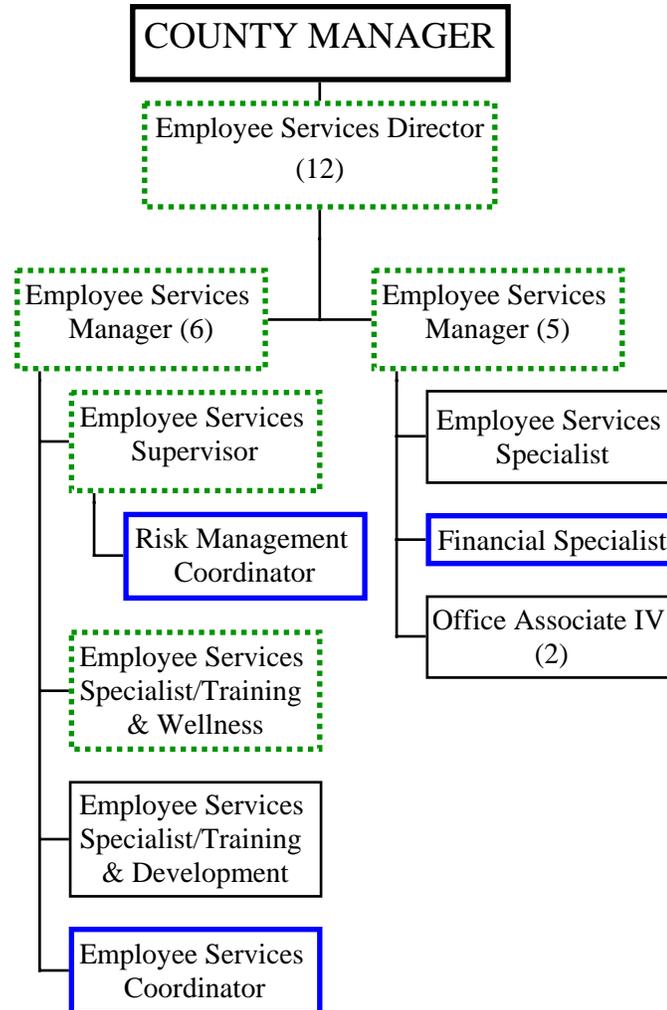


Office of Employee Services Organization Chart Proposed Fiscal Year 2008



Legend:

() Current number of full-time positions

Funding Sources:



General Fund



Employee Group Benefits Fund



General Fund (50%), Employee Group Benefits Fund (50%)

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Office of Employee Services



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Department Highlights ***Office of Employee Services***

The Office of Employee Services will continue to offer programs which are important and beneficial to both employees and the county. Highlights of some of these programs include:

- Instituting the “Lake county BCC University” which offers a wide variety of employee and supervisory development programs, such as Effective Presentation Skills (already a big hit!)
- Introducing the employee Wellness Incentive Program which rewards employees for making positive choices toward their health, and offering programs on topics such as smoking cessation, osteoporosis, breast and prostate cancer, diabetes and more.
- Holding the employee Wellness and Safety Expo which provides employees with a means to obtain valuable health and safety information and participation in numerous health screenings.
- Comprehensive management of the County’s Workers’ Compensation, Property & Liability and Drug Free Workplace Programs.

These programs are a fundamental piece in having a productive, healthy, safe and satisfied workforce.

The Office will also further enhance the professional and thorough manner in which it processes and handles all personnel matters. For example, the recruiting process has been further streamlined and automated as well as made more user-friendly and efficient for both hiring departments and for applicants.

This year was a busy year for the office. Major accomplishments included conducting and implementing a comprehensive pay and classification study for all county employees; designing and putting into operation the automated HR function through MUNIS; and implementing the change to Blue Cross Blue shield as the County’s health care provider.

The Office is updating, revising, and where necessary, initiating new employment policies and procedures. Both new and revised policies and procedures will provide employees and supervisors a better framework within which to conduct County work efforts.

This next year promises to provide many opportunities for the Office of Employee Services to provide outstanding service to employees and the County. Goals include making employee’s payroll data available to them via the web with MUNIS Self-Service, developing an internship program, and developing recruiting relationships with local high schools, technical centers, and colleges. Additional goals include the design and implementation of a new performance management system, the automation of the annual insurance open enrollment process and the design and beginning establishment of a cafeteria-style benefits election process.

Department Summary				
All Funds				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
General Fund	\$ 890,774	\$ 1,066,532	\$ 1,090,103	2.21%
Property and Casualty Fund	\$ 1,879,673	\$ 6,381,756	\$ 8,111,329	27.10%
Employee Group Benefits Fund	\$ 8,509,389	\$ 10,549,639	\$ 13,731,936	30.16%
Department Total	\$ 11,279,836	\$ 17,997,927	\$ 22,933,368	27.42%
<i>Full-Time Positions</i>	9	11	11	

The specifics for each of the funds above are detailed on individual pages following this summary.

General Fund				
Department Summary				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Revenues</i>				
Wellness and Safety	\$ 378,057	\$ 417,117	\$ 451,446	8.23%
Revenues	\$ 378,057	\$ 417,117	\$ 451,446	8.23%
<i>Expenditures</i>				
Employee Services	\$ 465,646	\$ 542,629	\$ 555,539	2.38%
Labor and Employee Relations	\$ 89,259	\$ 68,969	\$ 65,543	-4.97%
Training and Development	\$ 10,593	\$ 37,817	\$ 17,575	-53.53%
Wellness and Safety	\$ 325,275	\$ 417,117	\$ 451,446	8.23%
Expenditures	\$ 890,774	\$ 1,066,532	\$ 1,090,103	2.21%
<i>Full-Time Positions</i>	9	11	11	

The specifics for each of the cost centers above are detailed on individual pages following this summary.

General Fund				
Wellness and Safety				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Revenues</i>				
Other Sources	\$ 378,057	\$ 417,117	\$ 451,446	8.23%
Revenues	\$ 378,057	\$ 417,117	\$ 451,446	8.23%
<i>Expenditures</i>				
Personal Services	\$ 292,470	\$ 357,661	\$ 408,616	14.25%
Operating Expenses	\$ 18,633	\$ 59,456	\$ 42,830	-27.96%
Capital Outlay	\$ 14,172	\$ -	\$ -	-
Expenditures	\$ 325,275	\$ 417,117	\$ 451,446	8.23%
<i>Full-Time Positions</i>	4	5.5	5.5	

Significant Budget Changes

Revenues

- Equal transfers from the Property and Casualty Fund and the Health Insurance Fund contribute towards 100% of Wellness and Safety's expenses.

Expenditures

- Operating Expenses decreased to eliminate the expense of flu shots that are made available to County employees. The shots are now covered under the County's Blue Cross and Blue Shield health insurance.
- Due to budget reductions, overtime for the division (\$2,000), travel and per diem (\$1,250), and Books, Publications, and Dues (\$3,750) were removed from the FY 2008 Baseline budget.

General Fund				
Employee Services				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Expenditures</i>				
Personal Services	\$ 364,229	\$ 426,849	\$ 456,113	6.86%
Operating Expenses	\$ 100,096	\$ 115,780	\$ 99,426	-14.13%
Capital Outlay	\$ 1,321	\$ -	\$ -	-
Expenditures	\$ 465,646	\$ 542,629	\$ 555,539	2.38%
<i>Full-Time Positions</i>	5	5.5	5.5	

Significant Budget Changes

Expenditures

- There are no significant changes to the Employee Services budget.
- Due to budget reductions, overtime for the division (\$500), temporary labor (\$2,000), reprographic services (\$2,751), catering of the employee holiday luncheon (\$4,000), and Books, Publications, and Dues (\$7,308) were removed from the FY 2008 Baseline budget.

General Fund				
Labor and Employee Relations				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Expenditures</i>				
Personal Services	\$ 8,806	\$ 20,000	\$ 17,000	-15.00%
Operating Expenses	\$ 80,454	\$ 48,969	\$ 48,543	-0.87%
Expenditures	\$ 89,259	\$ 68,969	\$ 65,543	-4.97%
<i>Full-Time Positions</i>	0	0	0	

Significant Budget Changes

Expenditures

- Personal Services in the Labor and Employee Relations cost center is for Unemployment Compensation. The amount budgeted has been reduced based on historical trends.
- Based on budget reductions, holiday food certificates (\$6,000) that were distributed to employees in the fall have been removed from the FY 2008 Baseline budget.

General Fund				
Training and Development				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Expenditures</i>				
Operating Expenses	\$ 10,593	\$ 37,817	\$ 17,575	-53.53%
Expenditures	\$ 10,593	\$ 37,817	\$ 17,575	-53.53%
<i>Full-Time Positions</i>	0	0	0	

Significant Budget Changes

Background

- The Training and Development cost center provides for the County-wide tuition reimbursement program, the Toastmaster club, and New Hire Orientation.

Expenditures

- Due to budget reductions, reprographic charges (\$4,575), Other Current Charges and Obligations (\$1,500), which provided snacks and giveaways at training, and Toastmaster membership start-up fees (\$2,000) were removed from the FY 2008 Baseline budget.

Property and Casualty Fund				
Fund Summary				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Revenues</i>				
Charges for Services	\$ 2,169,184	\$ 2,829,301	\$ 2,977,509	5.24%
Miscellaneous Revenues	\$ 244,316	\$ 40,000	\$ 50,000	25.00%
Beginning Fund Balance	\$ -	\$ 3,514,455	\$ 5,092,570	44.90%
5% Statutory Receipts	\$ -	\$ (2,000)	\$ (8,750)	337.50%
Revenues	\$ 2,413,500	\$ 6,381,756	\$ 8,111,329	27.10%
<i>Expenditures</i>				
Operating Expenses	\$ 1,690,644	\$ 2,589,000	\$ 2,348,000	-9.31%
Transfers	\$ 189,029	\$ 208,559	\$ 225,723	8.23%
Reserves	\$ -	\$ 3,584,197	\$ 5,537,606	54.50%
Expenditures	\$ 1,879,673	\$ 6,381,756	\$ 8,111,329	27.10%
<i>Full-Time Positions</i>	0	0	0	

Significant Budget Changes

Revenues

- This fund is used to support the Workers' Compensation and Property and Liability Insurance.
- Charges for Services include insurance contributions for Property and Liability that are pre-determined by Employee Services and are budgeted accordingly by each BCC department, the Clerk of Court, the Tax Collector and the Property Appraiser. In addition, Workers' Compensation insurance contributions are included in this account.
- Miscellaneous Revenues include interest income.

Expenditures

- There is a 9.31% decrease in Operating Expenses. Attorney legal fees, Workers' Compensation and Property and Liability claims were all budgeted less than previous years. The FY 2008 budget is based on historical trends.
- The transfer from this fund to the General Fund covers 50% of the expenses associated with the Wellness and Safety program. The remaining 50% of the Wellness and Safety transfer is funded from Employee Group Benefits Fund.

Employee Group Benefits Fund				
Fund Summary				
	2006 Actual	2007 Adopted	2008 Baseline	% Change
<i>Revenues</i>				
Charges for Services	\$ 8,142,926	\$ 9,664,800	\$ 11,413,525	18.09%
Miscellaneous Revenues	\$ 657,790	\$ 40,000	\$ 100,000	150.00%
Beginning Fund Balance	\$ -	\$ 846,839	\$ 2,223,411	162.55%
5% Statutory Receipts	\$ -	\$ (2,000)	\$ (5,000)	150.00%
Revenues	\$ 8,800,715	\$ 10,549,639	\$ 13,731,936	30.16%
<i>Expenditures</i>				
Operating Expenses	\$ 8,320,361	\$ 8,840,298	\$ 10,720,415	21.27%
Transfers	\$ 189,028	\$ 208,558	\$ 225,723	8.23%
Reserves	\$ -	\$ 1,500,783	\$ 2,785,798	85.62%
Expenditures	\$ 8,509,389	\$ 10,549,639	\$ 13,731,936	30.16%
<i>Full-Time Positions</i>	0	0	0	

Significant Budget Changes

Background

- This fund is used to support the County's self-insured Group Benefits Fund. Blue Cross and Blue Shield of Florida administers medical and pharmacy benefits to employees.

Revenues

- Charges for Services includes employer and employee contributions to the County's self funded insurance plan. FY 2007 included Employer contributions of \$9,500 per employee. FY 2008 includes \$10,925 per authorized employee for a net increase of 15%.
- Miscellaneous Revenues include interest income and reinsurance reimbursements. Reimbursements are included in actuals but are not budgeted.
- The Beginning Fund Balance increased due to the lower than expected medical and pharmacy claims.

Expenditures

- The increase in Operating Expenses is a product of rising medical and pharmacy claim costs as well as the increase in administration costs.
- The transfer from the Property and Casualty Fund to the General Fund covers 50% of the expenses associated with the Wellness and Safety program. The remaining 50% of the Wellness and Safety transfer is funded from the Employee Group Benefits Fund. The FY 2008 Budget reflects Reserves as 25% of claims. The actuarial recommends a reserve between 15-25%.

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Wellness and Safety

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Workers' Compensation and Property & Liability claims received:				
Number of incident reports	290	92	158	240
Number of claims paid	121	48	80	100

1. What was used to determine the FY 2008 projection?

Injury/Illness reports, Property Damage Incident reports and monthly Claims reports

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe): Supervisors will be required to conduct more in-depth investigations and document corrective actions on claims in order to prevent reoccurring incidents. Employee Services may conduct in-depth investigations on certain claims if more information is required. Develop and present safety programs designed to reduce claims.

More resources (please describe):

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Wellness and Safety

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Wellness Incentive Program:				
Number of activities	N/A	82	100	150
Amt of Incentive paid out	N/A	\$0	\$8,000	\$15,000

1. What was used to determine the FY 2008 projection?

Health insurance claims activity, FY 2006 actual counts, National Wellness celebrations, anticipated growth of employee interest

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe):

More resources (please describe): Additional funds for FY 2008 to carry out planned wellness educational programs for employees. It is anticipated that more employees will join the Wellness Incentive Program that initially rolled out in FY 2006.

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Wellness and Safety

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Safety Action Team (SAT) Meetings :				
Number meeting held	11	4	7	11
Number of participants in the meetings	128	57	110	185

1. What was used to determine the FY 2008 projection?

Number of meetings held/anticipated and number of participants at each meeting. Meetings are generally held once per month.

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe): The Agenda, Property Damage & Injury/Illness Reports, Meetings Minutes and Action Items Forms are electronic rather than hard copy, with documentation placed on Employee Services' intranet page.

More resources (please describe):

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Wellness and Safety

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Safety Topics Presented: Number of safety topics developed, presented, coordinated or coached	39	18	25	50
Number of participants in the presentations	350	550	500	1,500
Number of unit safety training hours	350	550	500	1,500

1. What was used to determine the FY 2008 projection?

The employee needs/interest safety questionnaire, the property damage report activity, the injury and illness report activity.

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe):

More resources (please describe):

Other (please describe): Future safety programs developed, presented, coordinated and/or coached.

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Wellness and Safety

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Wellness activities, events and screenings:				
Number of activities	3	3	10	12
Number of participants	272	272	300	400

1. What was used to determine the FY 2008 projection?

Health insurance claims activity, FY 2006 actual counts, National Wellness celebrations, anticipated growth of employee interest

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe):

More resources (please describe): Additional funds for FY 2008 to carry out planned wellness educational programs for employees. It is anticipated that more employees will join the Wellness Incentive Program that initially rolled out in FY 2006.

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Wellness and Safety

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Wellness education classes:				
Number of classes	15	10	29	29
Number of participants	97	198	268	300
Number of wellness education hours	154	198	268	300

1. What was used to determine the FY 2008 projection?

Health insurance claims activity, FY 2006 actual counts, National Wellness celebrations, anticipated growth of employee interest

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe):

More resources (please describe): Additional funds for FY 2008 to carry out planned wellness educational programs for employees. It is anticipated that more employees will join the Wellness Incentive Program that initially rolled out in FY 2006.

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Training and Development

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Development and implementation of the following: supervisory skills orientation program, team training for supervisor team meetings, teamwork topics offered for employees.				
Number of sessions offered	N/A	1	4	7
Number of participants	N/A	36	220	350
Number of unit training hours	N/A	18	450	650

1. What was used to determine the FY 2008 projection?

Population of supervisory/management level positions, natural trend in employee attrition and retirement projections and the need to train new supervisory personnel to compensate, the Training & Development position approved in FY 2007, team training for supervisor team meetings and teamwork offered for employees is included in the budget.

2. What will be the best way to accommodate the FY 2008 projection?

- More efficient process (please describe):*
- More resources (please describe):*
- Other (please describe):* Current resources should be sufficient to conduct the program.

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Training and Development

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Development and implementation of the following: supervisory briefings/training sessions and other training applicable to all employees (not including team/teamwork training)				
Number of sessions offered	N/A	2	5	8
Number of participants	N/A	65	500	700
Number of unit training hours	N/A	150	500	700

1. What was used to determine the FY 2008 projection?

Population of supervisory level staff (including managers and directors), number of anticipated sessions (at least quarterly or additional when necessary), anticipated topics and the necessity/urgency to communicate information to the supervisory staff, inclusion of topics and classes for non-supervisory personnel, consideration of on-line training options for selected topics for employees.

2. What will be the best way to accommodate the FY 2008 projection?

- More efficient process (please describe):*
- More resources (please describe):*
- Other (please describe):* Current resources should be sufficient to conduct the program.

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Employee Services

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Workforce Recruitment Initiatives :				
Number of job postings	245	109	170	160
Number of individuals applying for positions	5,361	3,420	6,205	6,000
Number of job applications received	13,137	7,727	14,500	13,800
Number of new employees recruited	223	140	200	175

1. What was used to determine the FY 2008 projection?
 The number of new employees hired each year by the County and the trend in employee attrition and retirement projections.

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe):

More resources (please describe):

Other (please describe): Continue with existing process. Use existing resources to expand recruitment programs for hard to fill jobs. Decrease turnover of new hires by training County staff on the selection process and criteria.

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Employee Group Benefits

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Additions and changes made to employee insurance elections during new employee processing and annual open enrollment	450	124	500	575

1. What was used to determine the FY 2008 projection?

The trend of new employees hired each year by the County, anticipated growth of the County employee population, potential changes to County insurance plan(s) along with the documents and enrollment paperwork needed if and when changes are made to the current insurance plan(s).

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe): Streamline the type and amount of information necessary from the employee, utilize more efficient ways of processing paperwork (pre-printed multi-part forms to alleviate the copying process), re-designing the forms to make them more "user-friendly" for the employee, Finance/Payroll and the Department of Employee Services.

More resources (please describe):

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Employee Group Benefits

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Employee benefit briefings conducted for new employees and during the annual open enrollment period				
Number of briefings	47	21	50	49
Number of participants	211	125	385	330

1. What was used to determine the FY 2008 projection?
 The trend of new employees hired each year by the County, anticipated growth of the County employee population and potential changes to the County insurance plan(s).

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe): More comprehensive benefits education, streamline the enrollment/change process and utilize user-friendly documents/forms to assist in reducing the learning curve in understanding the changes in benefits offered, and opening up new employee briefings to current employees as a refresher.

More resources (please describe):

Other (please describe):

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Employee Group Benefits

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Retirement, Disability and FMLA (Family Medical Leave) customer contacts	77	57	90	140

1. What was used to determine the FY 2008 projection?

- The number of appointments held with employees inquiring about the DROP program, regular retirement, long-term disability and retirement educational programs offered (FRS & Deferred Compensation)
- The number of applications processed for the DROP program, regular retirement, long-term disability and FRS disability
- The number of participants attending retirement-related educational initiatives
- The number of employees counseled, applying and/or are placed on Family Medical Leave

2. What will be the best way to accommodate the FY 2008 projection?

- More efficient process (please describe):* FMLA files with related documents and forms prepared in advance of inquiry, staff working more closely with FRS and Clerk Payroll to ensure applications and necessary requirements are processed properly and timely, anticipate the scheduling of an educational program on FRS to better inform employees on the DROP program and the retirement process.
- More resources (please describe):*
- Other (please describe):*

Workload Measurement



Department Name: Office of Employee Services

Division and/or Section Name: Employee Group Benefits

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
Integration of new employees in to the County through New Employee Orientation (NEO)				
Number of programs offered	10	4	8	12
Number of employees oriented	189	123	250	360
Number of unit training hours	1,228	799	1,625	2,340

1. What was used to determine the FY 2008 projection?
 The trend of new employees hired each year by the County and anticipated growth of the County employee population.

2. What will be the best way to accommodate the FY 2008 projection?

More efficient process (please describe): The New Employee Orientation program provides employees with a full day of valuable information pertaining to their employment with Lake County. Topics covered include the County's vision, mission and values; harassment prevention; employment policies and procedures; legal discussion on ethics and public employment; Sunshine Law and records retention requirements; and employee safety and wellness programs.

More resources (please describe):

Other (please describe):