



# **GREENE COUNTY HUMAN RESOURCES DEPARTMENT**

## **2015 ANNUAL REPORT**

**Prepared by  
Karen MacIntosh-Frering, M.A., SHRM-CP, PHR  
Human Resources Director**

**March 31, 2016**

## GREENE COUNTY HUMAN RESOURCES DEPARTMENT

Date: March 31, 2016

To: Shaun Groden, County Administrator

Cc: Greene County Legislators

From: Karen MacIntosh-Frering  
Human Resources Director

*KMF*

Re: 2015 ANNUAL REPORT

The Affordable Care Act (ACA) was never more central to the focus of the Greene County Human Resources Department (HR) than in 2015. In many ways, it felt like the culmination of everything employers were expected to achieve up to this point under the law. As an Applicable Large Employer (50+ full-time or FT equivalent employees) the County would now have annual reporting responsibilities concerning what health insurance options are offered to our full-time staff and their dependents, and whether the plans meet certain standards for coverage and affordability. If not, the County might have to pay a penalty to the IRS.

Aside from the ACA, HR executed many diverse and interesting tasks in the areas of **staffing and employment, compensation and benefits, labor and employee relations, and training and staff development**. Our department of three is extremely proud of what was able to be achieved and is pleased to present this summary of activities and accomplishments for FY2015.

**HR MISSION STATEMENT:** To provide the highest quality personnel services to our employees and customers, while promoting effective and efficient government.

### STAFFING AND EMPLOYMENT

#### Personnel Changes

HR continued to be busy with personnel changes in 2015, including new hires, rehires, retirements, resignations, terminations, and other job changes such as promotions, transfers, and modifications in status. HR worked closely with department heads and the Civil Service Department to post, advertise, and fill vacancies in accordance with NYS Civil Service Law, Greene County Civil Service Rules and Regulations, and applicable provisions of the union contracts and County policies and procedures.

HR also monitored job vacancies that arose during the year in terms of whether the positions might be able to be filled by a laid off employee. In such situations, recall letters were mailed pursuant to the provisions of the applicable union contracts. The recall lists must continue to be monitored for up to four years following layoff. Only two employees remained on the recall lists in 2015 out of an original 26 people laid off across all employee groups since 2011. (Note: Not all employees laid off are subject to recall.)

In terms of filling vacancies, we are required to post within an agency or on a county-wide basis first, or to refer to an existing eligibles list generated by Civil Service examination. Job announcements are sent to the departments for posting in accordance with Civil Service Rules and applicable union contract

language, and placed on the Greene County website. When, and if, the search for candidates requires external advertising, we utilize as many free or low-cost alternatives as possible, before consulting with a department head about more pricey options.

**New** in 2015, was our participation in a Virtual Career Fair sponsored by the New York State Department of Labor. The Career Fair was a free opportunity to connect with local job seekers, share information with them about Greene County as a prospective employer, and to provide greater exposure to our current job openings.

### **Reclassifications, Reallocations, Promotional Opportunities**

HR participated in evaluating the reclassification request of a Department Head for one employee. The request was granted by the Reclassification/Reallocation Committee simultaneous with the adoption of a new title and job description by the Civil Service Commission. A request for reallocation by a group of employees was denied by the Reclassification/Reallocation Committee. The Committee is comprised of the Commissioner of Civil Service, HR Director and a Department Head appointed by the County Administrator annually on a rotating basis.

The HR Director also worked with Department Heads and Civil Service on staffing planning. These efforts led to the creation of several new titles, some of which provided promotional opportunities for a number of staff. The HR Director evaluated all newly created bargaining unit titles and assigned grades accordingly. Promotion exams for some existing titles were ordered by a couple of Department Heads based upon the needs of those departments. In addition, promotion exams were ordered by the Civil Service Department at the request of Department Heads filling vacancies.

### **Application for Examination or Employment**

The Human Resources and Civil Service Departments worked together to revamp the Greene County Application for Examination or Employment, with technical assistance provided by the County Administrator's Office.

### **Background Checks, Physicals and Drug Screens**

Background checks continued to be ordered on all prospective new hires receiving a conditional offer of employment. All background checks ordered by the HR Department are conducted by the Greene County Sheriff's Office.

### **License Event Notification Service (LENS)**

HR continued to administer the LENS Program through the NYS DMV. LENS is a data service that gathers information daily from the DMV's driver's license file and reports any new information to us (e.g., suspensions, expirations, renewals, etc.). As a result, we are able to monitor the NYS license records of CDL holders and other employees that drive for the County in the course of their work. This service is free to government agencies and helps reduce the County's insurance rates.

### **Employment Eligibility Verification (I-9)**

Completion of mandated I-9 Forms is part of the new hire process used to document verification of the identity and employment authorization of each new employee (both citizen and non-citizen) hired after November 6, 1986, to work in the United States.

### **New World Systems Logos Payroll System (NWS)**

One of HR's primary stated and accomplished goals for 2015, involved setting-up the parameters in the personnel/payroll system (NWS) for ACA reporting. As an Applicable Large Employer (ALE) under the Affordable Care Act, Greene County is responsible for reporting health plan affordability and coverage information to employees and the IRS annually on IRS prescribed forms. Since the County's health insurance plans are defined as fully insured plans, the NWS had to be set-up so that 1095-C

forms would be able to be generated for each individual during year-end processing, along with a report to the IRS. The insurance carriers would be responsible for providing the individual and IRS with data indicating who had coverage and for which months of the year.

HR achieved the desired outcome by reviewing the relevant ACA system applications changes provided by the New World Systems Corp. and setting-up the necessary reporting configurations. Once this portion of the task was completed, the HR Director reviewed the history and coverage status of every single employee that was active on the payroll for any portion of 2015, as well as any retiree participating in the active employee health insurance plan for any portion of the year (total 700+ individuals). Every individual's reporting screen was then coded, accordingly. This coding enables the system to track Offer and Coverage information for each individual for 1095-C reporting and produces the data needed for the IRS. The reporting screens will continually be updated by HR staff whenever employment status and/or health insurance coverage changes for individual employees.

Also in keeping with the **Departmental goals for 2015**, HR staff members continued to enhance their proficiency with the County's windows-based personnel/payroll system.

#### **EEO-4 Report**

In accordance with Title VII of the Civil Rights Act of 1964, the Equal Employment Opportunity Commission (EEOC) requires biennial reports in odd-numbered years from public employers which indicate the composition of their work forces by sex and by race/ethnic category. The reporting agencies provide information on their employment totals, and employee job category and salary by sex and race/ethnic group, as of June 30<sup>th</sup> of the survey year. HR generated the data necessary to complete the survey instrument on-line, then submitted it to the Federal Government electronically well in advance of the September 30th deadline.

#### **Employee Performance Appraisals**

HR continued to send out quarterly reminders and to monitor the completion of employee performance appraisals by department managers and supervisors, with a particular emphasis on probationary period evaluations.

#### **Exit interviews**

HR continued to provide to employees the opportunity to complete an Exit Interview upon retirement or voluntary separation from Greene County employment. The completed questionnaires are reviewed on an annual basis.

#### **NYSAC Salary Survey**

HR completed the annual salary survey administered by the NYS Association of Counties.

#### **Cost Allocation Plan**

HR compiled employment data needed by the consultant preparing the County's Annual Cost Allocation Plan.

#### **Freedom of Information Law (FOIL) Requests**

HR collected data for the County Attorney in response to a number of Freedom of Information Law (FOIL) requests received during the year.

#### **Administrative Manual**

HR continued to be actively involved in contributing proposed updates to the Greene County Administrative Manual. In 2015, our proposals resulted in amendments to the Appointment Procedure, General Office Processing, and Workers' Compensation sections of the Manual.

## COMPENSATION AND BENEFITS

### Patient Protection and Affordable Care Act a/k/a the Affordable Care Act a/k/a Obamacare

One of the foremost on-going and declared goals of the HR Department for 2015 was to continue to try and meet all mandates and deadlines as set forth by the Affordable Care Act (ACA), as well as monitor any amendments. The HR Department was successful in doing so. The most significant of these focused on matters related to enforcement of the Employer Shared Responsibility provisions, in addition to the Employer Information Reporting provisions. Essentially, the federal government is seeking to find out through this reporting whether the County is providing affordable, minimum essential coverage that provides minimum value (as defined by the ACA) to its full-time employees and their dependents. If not, the County might owe an employer shared responsibility payment to the IRS.

It seems worth noting that all work with regard to ACA compliance, up to and including the present, has been managed internally, rather than by contracting with a third-party administrator. The Greene County HR Department has been the lead agency for getting the job done since the federal statute was enacted in March 2010. The following specific actions were among those taken in 2015:

- 1) Based on the County's experience in 2014, which was considered to be a "test period," the timeframe for the County's Standard Measurement Period (SMP) was modified for 2015, as were the Administrative and Stability Periods in relation to that. The SMP is a period of time designated by Greene County to determine if an on-going employee meets the ACA definition of a "fulltime" employee. An on-going employee is one that has been employed for at least one full Standard Measurement Period.
- 2) Conducted an hours analysis of all on-going part-time and per diem workers during the Administrative Period. Notified two employees that they were eligible for health insurance, although neither enrolled as they had other coverage.
- 3) Maintained a spreadsheet of all newly hired, variable hour part-time and per diem employees in order to track the Initial, Administrative and Standard Measurement Periods used to monitor their health insurance eligibility. An Initial Measurement Period (IMP) is an established timeframe used to determine whether a *NEW* variable-hour employee meets the ACA definition of a "fulltime" employee based on the average number of hours worked. The IMP for Greene County is a 6-month period beginning the first day of the month after employment begins. The applicable Administrative and Stability Periods run in tandem with the IMP.
- 4) Ran IMP reports on a monthly basis, as applicable, to ascertain which variable hour workers worked an average of 30+ hours per week or 130 per month during their IMP. Sent out letters to each individual being monitored re: whether or not they were determined to be health insurance eligible,
- 5) Conducted "Affordability" calculations for each of the health plans currently being offered by the County, as well as any proposed plan under consideration.
- 6) Researched the current reporting requirements, reviewed the IRS forms, and studied the IRS Offer and Coverage Codes in order to ensure our coding selections were the most appropriate for each individual's circumstances and that our end product would be as accurate as possible.
- 7) One of the primary stated goals of HR for 2015 was to assist the County with ACA reporting set-up in the *New World System*. In the end, HR actually performed the entire reporting set-up in the County's personnel/payroll system over a period of several months. The County had been waiting for its personnel-payroll system vendor to deliver an updated program release that would enable employee records to be coded in such a way that accurate 1095-C forms would be able to be generated by the County Treasurer's Office for each individual at tax time, along with data for the IRS.

## **Health Insurance**

HR administered the following health plan changes that became effective on January 1, 2015:

1) **Medicare Advantage Plan (MAP)**: Based on a review of Medicare Advantage Plan premium rate quotes for 2015 collected by the County's Insurance Broker, plans were made in the Fall 2014 to switch carriers effective the first of the year. The switch not only saved \$15 per member, per month over the 2014 rate, but helped avoid a substantial 2015 rate increase announced by the then current insurance provider. While data transfer was completed prior to the start of the new year, HR continued to work with the new carrier well into February 2015, verifying enrollment, addressing questions and problems, and interfacing with health plan members.

2) **Deductible Plan (PPO/EPO)**: In accordance with a Collective Bargaining Agreement ratified by Greene County and the Greene County Deputies Association, HR completed transition of the deputies from the non-deductible to the deductible plan by the end of January 2015. This was the first union to move to the \$400/\$800 deductible plan being advocated by the County for all its employees. The plan includes a \$1000/\$2000 out-of-pocket maximum, higher doctor visit and prescription co-pays, and a mandatory mail order component for maintenance medications.

By the fall 2015, the County and UPSEU settled a contract that also included moving its members to the deductible plan. HR worked with the carrier to process the change, updated coverage information in the personnel/payroll system, and provided members with plan information, in order to ensure a smooth start-up on January 1, 2016.

Note: Prior to January 1, 2015, the only employees on the deductible plan had been managerial and confidential staff, and elected officials.)

## **Dental, Vision and Life Insurance**

HR staff continued to administer the dental and vision plans for Greene County, including transition of managerial/confidential group members to an amended dental plan. HR also participated in a review of quotes obtained by our broker from a variety of carriers for the provision of dental and vision products. In the end, there were no provider changes planned for the coming year and the premium for the vision plan was actually reduced for the same level of benefits. The dental rates were holding firm for another year, except for the management/confidential group which realized an increase in premium cost consistent with an increase in benefit level.

HR also worked with the carrier and broker to introduce managerial/confidential group members to and register them for a Life Insurance benefit scheduled to become effective January 1, 2016.

## **Open Enrollment**

HR coordinated an Employee Benefits Fair during the annual Health Insurance Open Enrollment Period providing employees the opportunity to meet with representatives from the County's benefits providers. HR processed all enrollment changes made during Open Enrollment for a 1/1 start date.

## **Medicare Management**

In 2015, HR continued to monitor when retirees and their benefit-eligible dependents become qualified for Medicare Part B. This was important to know in the past because the County's health care costs were discounted as Medicare became primary. It was also important for purposes of Medicare subsidy reimbursement. It remained important in 2015 in order to appropriately transfer Medicare eligible retirees to the County's Medicare Advantage Plan.

Coincident with implementation of the Medicare Advantage Plan, the County forfeited its ability to apply for Medicare subsidy reimbursement from 2014 forward. Fortunately, subsidy reimbursement

applications had already been submitted for 2012 and 2013, therefore, Greene County could anticipate reimbursement for those years, payable in 2014 and 2015, respectively. In 2015, Greene County received a total of **\$213,481.79** in Medicare subsidy reimbursement for 2013. The County will not see any additional reimbursement going forward.

### **Creditable Coverage Notices**

HR sent compliance letters to all Medicare eligible actively working individuals and their dependents, Medicare eligible COBRA individuals and their dependents, Medicare eligible disabled individuals and their dependents, and retirees and dependents covered by the Greene County Prescription Drug Plan, informing them that the Greene County Health Insurance prescription drug plan is a creditable plan so they do not need to join a Medicare Prescription Drug Plan.

The HR Department also fulfilled the Online Disclosure to CMS (Centers for Medicare & Medicaid Services) by completing the second disclosure requirement.

### **Health Insurance Buyout**

HR continued to process applications and maintain records for the Health Insurance Buyout for employees providing proof of alternative health care coverage.

### **Flexible Spending Plan (FSA)**

HR also continued to administer the FSA in 2015, and participated in a review of quotes obtained by the County's Insurance Broker from a number of service providers. Enrollment in the plan remained steady at just over 100 participants. The County reconfirmed its decision not to participate in the rollover.

### **COBRA Administration**

HR routinely extends health, dental and vision insurance coverage under the Consolidated Omnibus Budget Reconciliation Act (COBRA) to covered employees and their family members when there is a "qualifying event" that would result in a loss of coverage under an employer's plan (e.g., resignation, loss of dependent care status, divorce, death, etc.). The COBRA amount is equal to the full cost of the monthly insurance premiums.

### **Medicaid and Family Health Plus Premium Assistance Programs**

HR updated and sent a notice to all departments for posting regarding potential eligibility of employees for a program available through New York State that can help those who are struggling to pay their premiums. NYS uses funds from its Medicaid or Family Health Plus programs to help people who are eligible for employer-sponsored health coverage, but need assistance in covering the cost of their health premiums. This premium assistance program became effective for local government employees on September 1, 2010, although it is unlikely many, if any, of our staff would meet the eligibility requirements.

### **Americans with Disabilities Act (ADA)**

As co-ADA Coordinators, the HR Director and County Attorney processed two requests for accommodation in 2015, which is 60% less than the previous year.

### **Medical Leave and Disability**

HR processed a total of 57 new requests for leave under the Family Medical Leave Act (FMLA) in 2015, which was an increase of almost 9% from the previous year. A total of 55 applications were approved for FMLA leave. Two were disqualified because the applicants did not meet the eligibility requirements (i.e., had not worked for Greene County for at least 12 months and/or had not worked at least 1250 hours in the previous 12 months). The majority of employees used FMLA leave for their own serious health condition. The length of the leaves averaged 5 weeks. HR processed the paperwork for 16 employees on approved medical leave who also filed for short-term disability (up 2% from 2014). Twenty-one of the

55 leaves were granted on an intermittent basis which is a decline of 2% over 2014. There were no requests for FMLA Military Family Leave in 2015. (Note: Unrelated to FMLA, HR processed leaves for the same employee called to military service twice during the year.)

### **Retirement: New York State Voluntary Defined Contribution Program**

The HR Department continued to offer this alternative to membership in the NYS Employees Retirement System to all eligible new hires. (General eligibility: Non-union employees hired on or after 7/1/13 that make \$75,000 or more and are not already enrolled in the NYSERS.) Defined contribution plans are retirement savings vehicles that provide benefits "defined" by employer and employee contributions to the plan and the investment earnings on those contributions. Participants are responsible for managing the investments in their account. Their retirement benefits are based on the success of their investments. This is different from the NYSERS which is a defined benefit plan that provides a fixed and predictable lifetime monthly income at retirement.

### **FLSA Exemptions**

The HR Director met with other key County players to examine the possible impact of the U.S. Department of Labor's proposed changes to the Fair Labor Standards Act (FLSA) overtime exemption regulations.

### **Unemployment Claims**

HR assisted in processing all claims for unemployment insurance benefits in 2015.

### **Workers' Compensation**

HR continued to guide claimants and department representatives through the Workers' Compensation process, transmit paperwork to the County's third-party administrator, and follow-up as needed. In January 2015, HR completed the SH900 and SH900.1 forms for 2014, distributed them to County departments in compliance with posting mandates, and sent copies to the NYS Department of Labor. HR also maintained records of all existing and new work-related injuries and illnesses that occurred throughout the 2015 calendar year. In 2015, Greene County experienced 0 deaths, 4 cases of missed work, 0 job transfer or restriction cases, and 16 other reportable cases. This was the result of 20 total incidents, representing a 37% decrease from 2014.

### **Compliance Postings**

HR conducted its annual audit of federal and state employment posting mandates and distributed new and updated postings to all departments.

### **Employee Wellness**

HR continued to be an active participant on the Wellness Committee, along with the County Administrator and representatives from Greene County Public Health, our insurance carrier, the Healthy Weight initiative, and the County's Insurance Broker.

The *Go Greene for Wellness Team* began the year with a Wellness Interest Survey and, from there, planned activities based upon the trends identified. A variety of wellness programs were marketed throughout the year including, a *Lunch and Learn* program on the benefits of exercise for reducing one's Rx needs, several worksite walking and weight loss/maintenance programs, and fitness classes available at no cost to insurance plan members and their dependents. The Committee was also key in introducing healthy vending machine options at two pilot locations (Mental Health and 911), as well as initiating a "Take the Stairs" campaign at the 411 Main Street Building. Ideas for encouraging employees to have an annual physical remained on the agenda at year's end.

### **Blood Borne Pathogens**

HR continued to have a presence on the Blood Borne Pathogens Committee.

## **Blood Drive**

HR coordinated an employee blood drive at the Catskill Office Building in July.

## **LABOR AND EMPLOYEE RELATIONS**

### **Labor Contract Negotiations**

The HR Director continued to be an active participant on the management team in union contract negotiations, including assisting with development of the County's proposals and analyzing the proposals of each union. Another primary task for HR involved the preparation of employee data sheets for each bargaining unit, including hire and longevity dates, leave time accrued and taken, health insurance enrollment information, etc.

The County's need to gain control over health care costs by updating and modifying its health insurance program County-wide remained a central focus of negotiations. A continued push for all eligible members of the Greene County workforce to get onboard with the proposed deductible plan was a large part of that.

**AFSCME:** The parties ended 2014 at impasse and were in mediation by March 2015 for the contract period beginning January 1, 2015. Bargaining unit members made it clear they had no interest in adopting the County's proposed \$400/\$800 deductible insurance plan, and contract talks remained at a standstill for the remainder of the year.

**Corrections Unit:** Negotiations with the Corrections Unit began in November 2013 for the contract term commencing January 1, 2014. Although the parties have not convened since December 2013, bargaining unit members were given the opportunity in 2014 to meet with a representative from the County's insurance carrier to learn about the proposed deductible plan. Negotiations were later placed on hold pending the outcome of a Petition by the Corrections Officers to switch union representation.

**CSEA General Unit:** Negotiations activity that originated in May 2013 for the 2013-2015 Contract term, continued into 2015. Just prior to the start of the year, a Fact Finder's Report had been issued and the Chairman of the Greene County Legislature had delivered his recommendations on the Report to County Legislators. Early in 2015, the County and the Union discussed several alternative proposals, but continued to be unable to agree on a package. This led to the Legislature imposing a Contract for 2013 for wages only (0%). The negotiators went back to the table and, by October, had signed a Memorandum of Agreement. Unfortunately, the proposed Contract was voted down by a large proportion of the membership. By December, the County had declared impasse once more.

**Deputy Sheriff's Association:** No activity. The Collective Bargaining Agreement with the Deputies is good through December 2016.

**Nurse's Union:** The County and the then existing nurse's union started meeting in May 2011 for the contract term commencing January 1, 2011. Negotiations were unproductive and the County filed a Declaration of Impasse in January 2012. Negotiations were later placed on hold pending the outcome of a Petition by the nurses to switch union representation. The United Public Service Employees Union (UPSEU) took over the Unit beginning in June 2015 and negotiations with the nurses began anew. By November, the parties had executed a Memorandum of Agreement, and a new Contract was ratified by the membership and the County Legislature, soon thereafter. Included was a move by members to the PPO and EPO deductible plans.

**Teamsters:** Following another attempt at mediation in January, the parties were finally able to come to agreement on a Contract for the term commencing January 1, 2013 through December 31.

2016. The willingness of bargaining unit members to move from the Teamsters Health and Hospital Fund Supreme to the less costly Select insurance plan, greatly facilitated a meeting of the minds. The Teamsters represent employees at the Solid Waste Management Department.

### **Grievances, Improper Practices, Labor-Management Agreements**

The HR Director was present at most of the second step grievance meetings at the request of the County Administrator. Grievances were withdrawn by two of the grievants. Two were upheld by the County Administrator and four others sustained. One was able to be resolved through Labor-Management meetings. The last is awaiting arbitration.

A decision by a Judge that the subject of an Improper Practice charge (pre-2014) was not arbitrable, was overturned. The County's Motion for Leave to the Court of Appeals was later denied. By year's end, the IP was being prepared for Arbitration by both sides. Meanwhile, an IP filed by a union on a separate matter is still awaiting a Public Employment Relations Board (PERB) hearing.

The HR Director coordinated labor-management meetings concerning two department-specific policy development issues. The respective parties were successful in executing a Memorandum of Understanding on one of the items. The other was rejected by the union.

### **Disciplinary Actions**

The HR Director assisted Department Heads in processing 12 new or continuing disciplinary actions in 2015 which had the following results. This represents 25% fewer actions than in 2014.

- \* Loss of 2 vacation days
- \* Stipulation of Settlement – Unpaid suspension reduced from 60 to 30 days
- \* Stipulation of Settlement – Loss of 60 hours of vacation accruals
- \* Stipulation of Settlement - Letter of Reprimand and loss of 50 hours of vacation accruals
- \* Stipulation of Settlement – Payout of accrued sick time
- \* Stipulation of Settlement – 6-month Last Chance Agreement
- \* Stipulation of Settlement – Demotion, no promotions for 2 yrs., and Last Chance Agreement
- \* Stipulation of Settlement – Demotion, loss of seniority for 2 yrs., and Last Chance Agreement
- \* Stipulation of Settlement – Resignation in lieu of termination
- \* Arbitration Award - Letter of Reprimand removed from personnel file after a year of good behavior
- \* Awaiting Arbitration – 2

### **Workplace Investigations**

Aside from the disciplinary matters, the HR Director participated in three other workplace investigations.

### **Management Team Support**

The HR Director continued to be regularly engaged with department heads and supervisors in a consultation and support role regarding staffing and employee relations matters.

### **Employee Awards**

HR produced the annual employee awards event on behalf of the Legislature in collaboration with the County Administrator's Office. Pins and certificates were conferred within the departments and a ceremony was held prior to a Legislature meeting to honor the Chairman's Award Winners and Employee of the Year.

### **Total Rewards**

The department was fortunate to be able to tap into the talents of an HR intern to, among other things, help research *Total Rewards* strategies and whether they may have any applicability in County

Government. It was one of the department's stated 2015 goals to research this topic. Total Rewards includes all the elements employees perceive to be of value from working for an organization that assist in attracting, motivating and retaining them. While it seems that public entities may have a variety of built-in barriers to forging successful strategies, the Total Rewards concept seems worth further attention, as time permits.

### STAFF TRAINING AND DEVELOPMENT

In accordance with one of our stated 2015 departmental goals, HR developed and administered a survey to pinpoint supervisory training needs across all Greene County worksites and set a training plan in motion.

Upon assessing the survey results, the HR Director conferred with a representative from the Office of Community Services at Columbia-Greene Community College to review the findings, discuss possible training solutions, and initiate a plan of action. A training consultant provided by the College was able to customize a supervisory skills training program for Greene County based upon our expressed needs and desires, and to launch the 4-part program later in the year. The overall response of supervisors to the initial offering of *Decision Making and Leadership Training for Supervisors*, was very positive. An added bonus was that Workforce Grant funds were able to be used to cover the cost of developing and delivering the program. Hopefully, this will continue to be the case going forward.

In addition, HR coordinated the following workshops in 2015, and continued to administer a database to track employee participation in County-sponsored compliance (i.e., Workplace Violence) and other training:

**Discrimination and Harassment Prevention in the Workplace:** Classes were held for all levels of staff on this topic.

**Performance Appraisals:** The HR Director conducted department level review sessions for supervisory staff on the performance appraisal process.

**Wellness Classes:** HR continued to assist the Wellness Committee in scheduling and promoting a variety of health and fitness training opportunities for County employees and their dependents.

### PLANS FOR THE NEAR FUTURE

In addition to continually improving our service to Greene County's employees, retirees and members of the public who seek our assistance, the Human Resources Department has set the following goals for 2016:

1. **Affordable Care Act:** Continue to keep abreast of amendments to the ACA and to remain compliant, paying particular attention to clarifications or modifications made to the reporting requirements (i.e., IRS codes, etc.). Make necessary adjustments to correct any and all reporting errors or omissions. Keep records current by updating the County's database as employment status and/or health insurance coverage changes occur.
2. **HR Staff Transition:** Upon retirement of a key player in January 2016, to bring the HR Department's succession plan to a successful conclusion by assimilating a new staff member into the agency and her new position, and transitioning an existing staff member into a different and more responsible role.

3. **New World System:** To provide training to our new hire on use of the personnel/payroll system and to bring her to a level of proficiency where she is able to easily navigate the system, set-up new hire screens and manage employment changes independently. On a departmental basis, to continue to expand our utilization of the many features available to us through the NWS.
4. **Supervisory Training:** To continue offering skills training for supervisory staff
5. **HR Forms:** To review all HR forms and update, as needed.