



2020

# HUMAN RESOURCES ANNUAL REPORT

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## NOTE FROM THE DIRECTOR

Larimer County's Vision sets the foundation for what we strive to achieve each day in HR. We are committed to contributing to the innovative community in which we live, work and play through our employees.



Our mission begins with three simple, but critical words, "we are committed." Each year we focus on goals which will ultimately contribute to the business of Larimer County, transform the work experience, and enhance our employment reputation. We focus on operational efficiency (continuous improvement), innovation, culture, and enterprise risk management. Whether we are implementing new technologies, redesigning and reimagining core processes, focusing on leadership and professional development, or launching new employee engagement opportunities we are listening, empowering, building trust and communication, as core to each of our deliverables.

2020 was a year of new experiences and challenges, not only for our department, but all County employees and our community. 2020 was the beginning of the COVID pandemic, and we played a significant role in supporting employees as they navigated their work and family responsibilities through an unprecedented pandemic.

The following annual report outlines key contributions in 2020, goals and aspirations for 2021 (and beyond), and highlights our performance measures and workforce demographics. The members of the Human Resources team will continue to focus on excellence and value in our services. We are committed to the success of Larimer County employees and services.

A handwritten signature in black ink, appearing to read "Bridget Paris".

Bridget Paris  
Human Resources Director

## LARIMER COUNTY GUIDING PRINCIPLES

Larimer County will add value to the lives of its citizens today and in the future by:



Being good stewards of public resources.



Promoting innovation & continuous improvement.



Providing quality customer service.



Empowering people to take responsibility.



Cultivating partnerships.



Being a fulfilling and enjoyable place to work.

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## OUR VISION:

The Human Resources Department will help Larimer County Government meet the needs of our community.



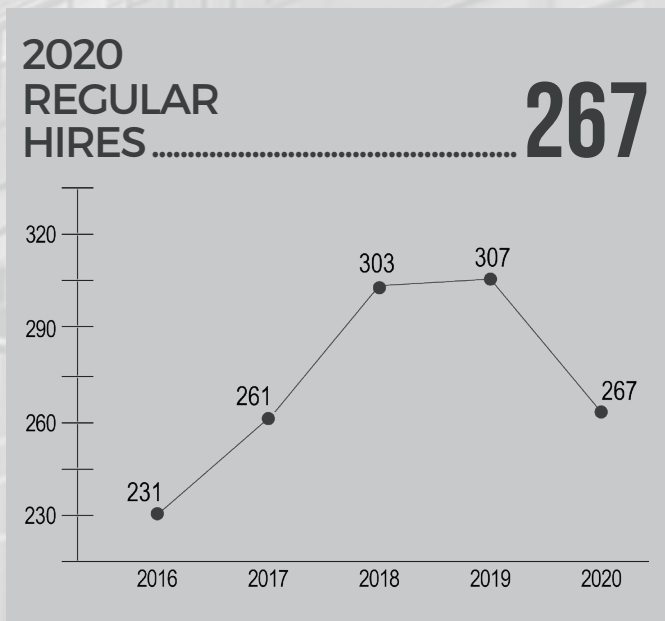
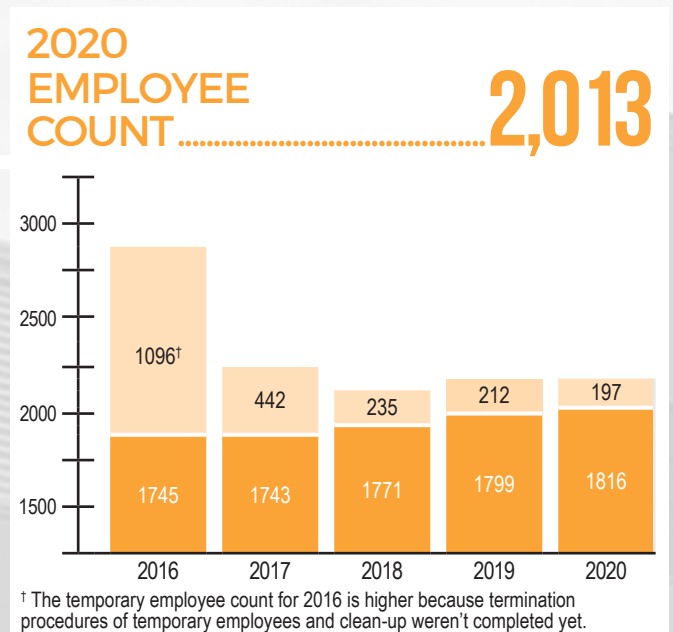
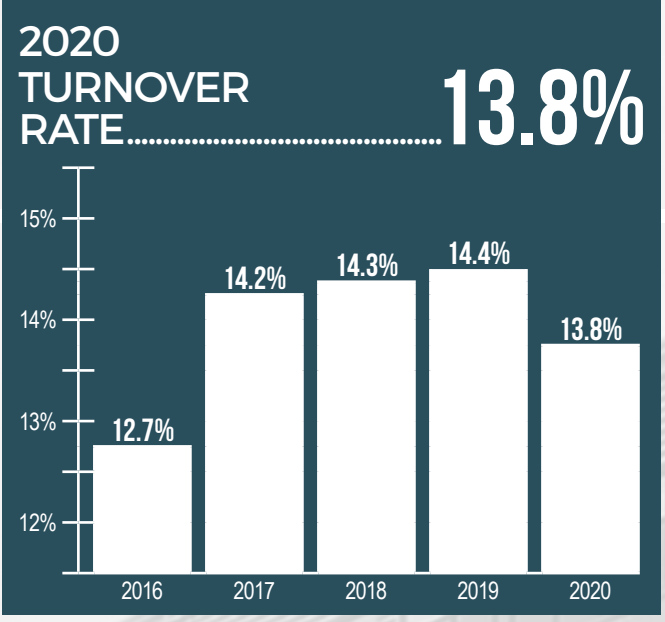
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## OUR MISSION:

We are committed to attracting, developing, maintaining, and retaining a talented workforce by:

- Actively listening to our employees.
- Providing timely and accurate services.
- Empowering customers to take responsibility through technology, training, and education.
- Modeling and encouraging a positive and healthy work environment.
- Embracing innovation and encouraging it throughout the organization.
- Being a trusted and impartial resource.
- Communicating respectfully, openly, and honestly.

# LARIMER COUNTY WORKFORCE

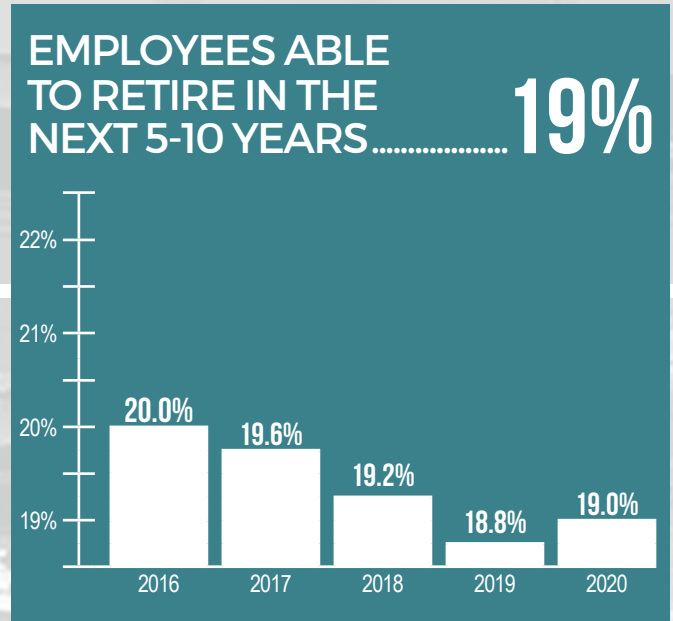


“ During COVID, my HR generalist was empathetic and informative when I was concerned about childcare (school closure) and returning to work. I have been with the county for almost 10 years and was impressed with the professionalism and kindness I received. Thank you!

2020 HR Department Survey Response

“ Larimer County is a good employer and seems to always keep the employee's best interest in focus, and tries hard to find a good balance for all of us.

2020 Employee Survey Response



# DEMOGRAPHICS

## 2020 EMPLOYEE AVERAGES

AVERAGE SALARY

 **\$65,799**

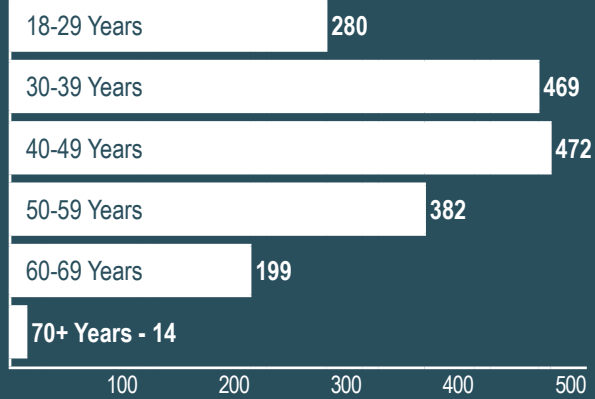
AVERAGE TENURE

 **8.86 YRS**

AVERAGE AGE

 **43.92 YRS**

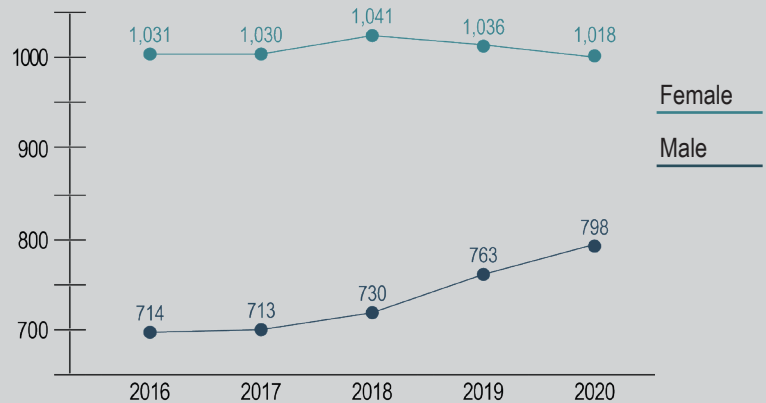
### 2020 WORKFORCE BY AGE



“ I love working for Larimer county and very much appreciate all the resources that Larimer County provides to employees. I think the County does a great job of responsibly managing its resources and providing for its residents.

*2020 Employee Survey Response*

### WORKFORCE BY GENDER

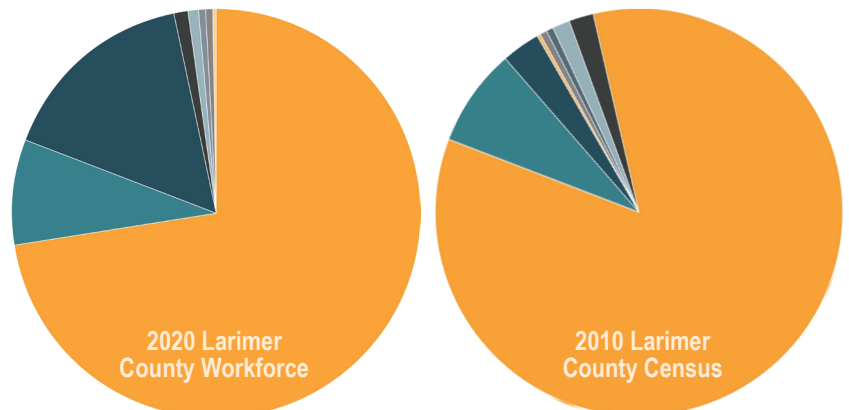


“ In general, Larimer County has the best interests of its employees at heart. They also care greatly about providing a high level of service to the citizens of the county.

I'm proud to work here.

*2020 Employee Survey Response*

### 2020 WORKFORCE BY ETHNICITY



 White (65.47%)	 Not Specified (14.36%)	 Asian (0.75%)	 Black or African American (0.54%)
 Hispanic or Latino (7.5%)	 2+ Races (0.99%)	 American Indian or Alaskan Native (0.49%)	 Native Hawaiian or Pacific Islander (0.09%)

\* Percentages shown belong to Larimer County's Workforce.

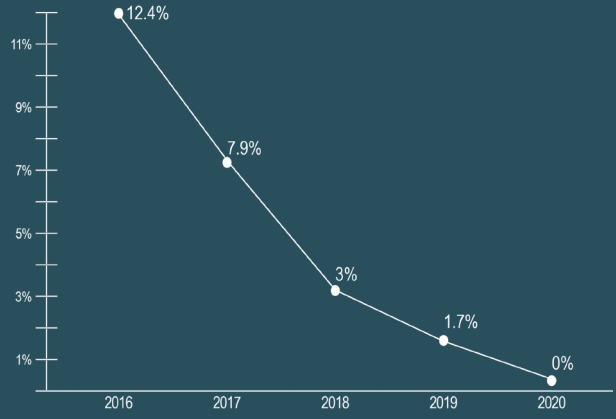
## 2020 ACCOMPLISHMENTS:

- Created a savings of \$800k to employees, and nearly \$8 million in savings to the County through active management of the employee medical, dental and Rx plans. Active management included education to employees regarding choosing high quality low cost care with Healthcare Bluebook and use of the Care Coordinator at the clinic, department specific support for health promotion, increased services through the clinic, financial oversight and management of the plan, and direct contracting with providers.
- Open Enrollment was completed at 100%, meaning ALL employees completed their enrollment either enrolling or waiving benefits. Due to COVID this process was completed entirely electronically.
- Enhanced behavioral health support for employees by adding two additional behavioral health counselors to the Employee Clinic (available to all employees, not just those on the medical plan), contracted for crisis mobile response in both Larimer and Weld County, and established Crisis Intervention Services of up to 5 days of residential support for all employees.
- Increased the focus on employee well-being for musculoskeletal by with Colorado in Motion for onsite and virtual physical therapy services.

# BENEFITS

►►► Designs and implements an employee benefit package that employees value and contribute to their satisfaction at work. The benefits package includes benefits to support all aspects of the employees well being, including health, both physical and mental, and financial. The team supports employees with enrollment, education and utilization of employee benefits.

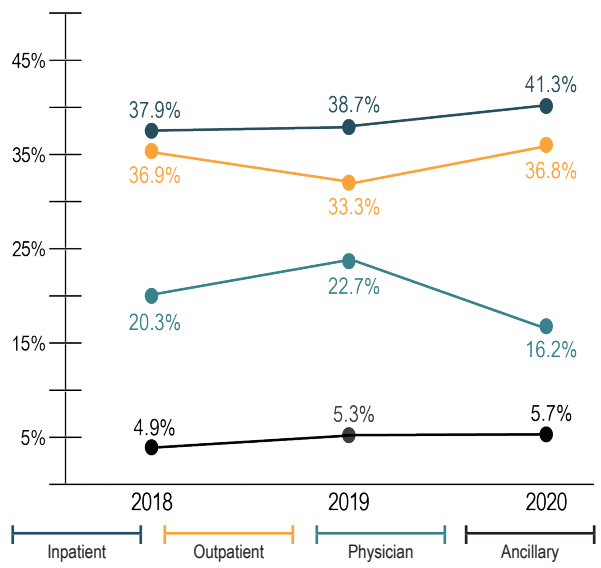
### HEALTHCARE PREMIUM COST INCREASE



### WHY DOES THIS MATTER?

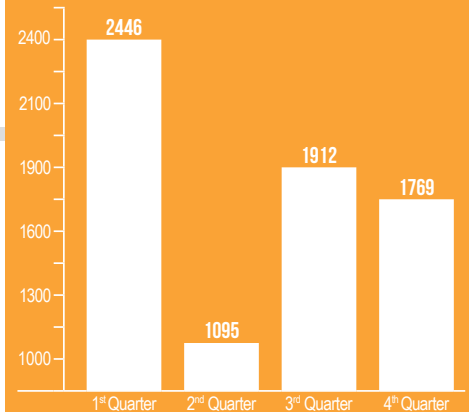
Larimer County is a self-funded health plan. That means that what we contribute as premiums is what is directly used to pay for our medical and pharmacy claims. The more claims we have, the more we must collect in premiums OR by altering our plan designs to cover this cost.

### CLAIMS PAID BY PLACE OF SERVICE



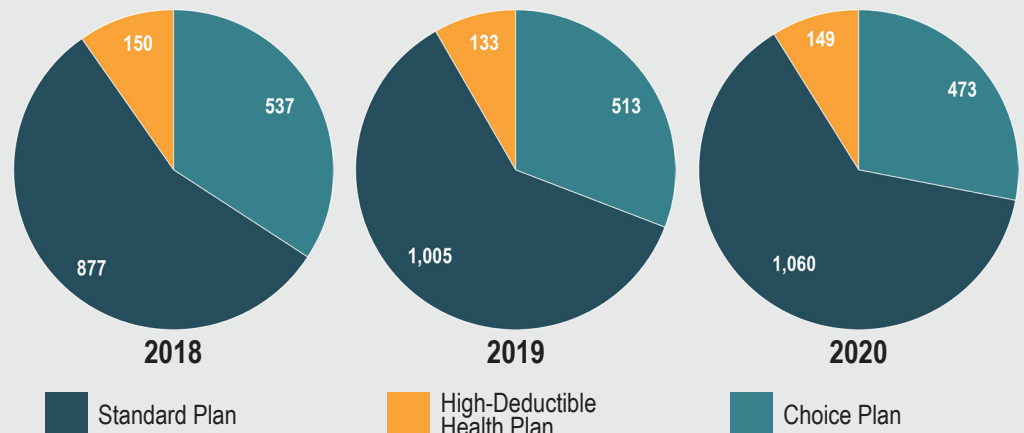
### HEALTHCARE BLUEBOOK UTILIZATION IN 2020

Employees continued to frequently access and use the Healthcare Blue Book tool during 2020.



\$ Over \$12,575 in rewards (cash back) for using high quality/low-cost (green) providers for their healthcare services was earned by County employees.

### ENROLLMENT NUMBERS BY PLAN



## WELLNESS CLINIC

Another strategy to mitigate healthcare costs has been our investment in the on-site Wellness Clinic that is available to those enrolled in the medical plan. We believe it is critical to have independent, objective staff serving our employees who aren't tied to a particular health system. We also have full oversight regarding the services being offered, and the quality level of care we expect our patients to receive.



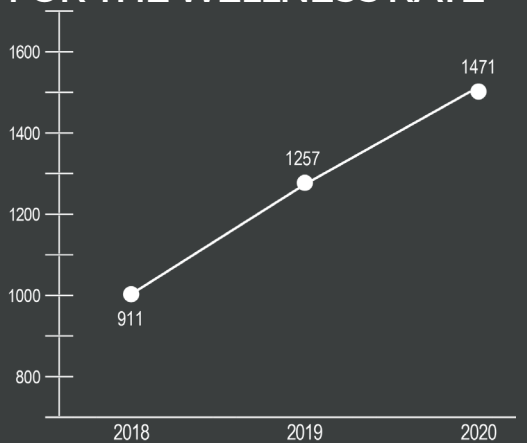
## CLINIC UTILIZATION



## 2021 GOALS:

- Clinic Expansion. Complete the construction of the expansion of the clinic to include additional private offices for behavioral health counseling, offices for additional contracted onsite services like massage therapy, as well as, the added space for physical therapy.
- Continue to document internal operating procedures, and evaluate allocation of responsibilities to the team to create additional efficiency and cross-training in the benefits team.
- Complete the initial work in implementing employer sponsored child care, including identification of a facility and vendor, as well as, internal logistics and operating requirements.

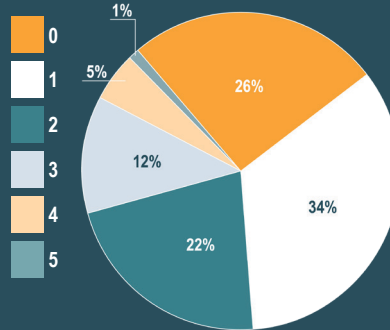
## EMPLOYEES ELIGIBLE FOR THE WELLNESS RATE



“ I feel very fortunate to work for an organization that obviously makes it a priority to keep and retain staff with a constant attempt to get high quality insurance and the other benefits that we enjoy. Thank you!

2020 HR Department Survey Response

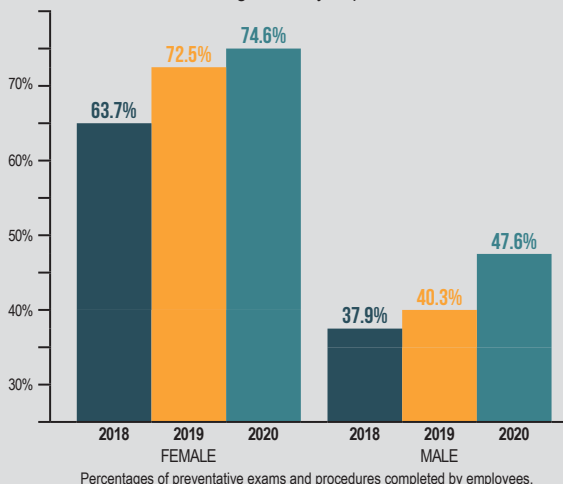
## BIOMETRIC RISK FACTORS



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

## PREVENTATIVE CARE

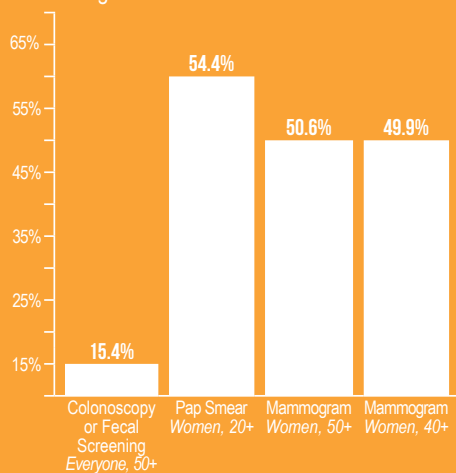
Preventive care matters. Early detection is critical when it comes to identifying serious illnesses, and we want to encourage the use of preventive care services since it is free to do so on our medical plans. We will continue to find and provide preventive care screening opportunities with local healthcare providers to remove barriers to receiving this very important care.



Percentages of preventative exams and procedures completed by employees.

## CANCER SCREENINGS COMPLETED

Routine preventative screenings can discover potentially costly medical conditions before they result in high dollar claims.



## BENEFITS STAFF:

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

## 2020 Accomplishments:

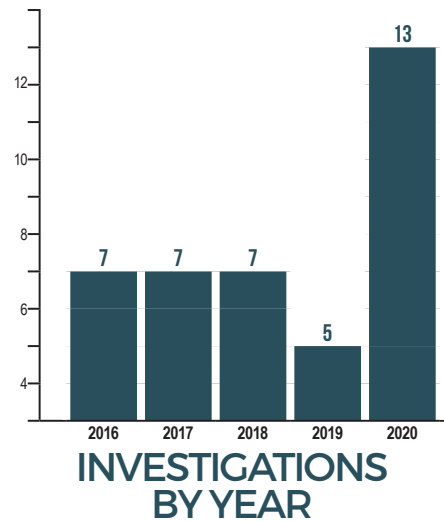
- Completing the Request For Quote and selecting for Performance Management.
- Managing the COVID case management.
- Adding an Inclusion Admin position and beginning the work to improve inclusion at Larimer County.

## 2021 Goals:

- Successfully implement the new Performance Management software
- Begin discussions with departments regarding education requirements for positions.
- Implement inclusion strategies identified by Goal 3, Objective 2 team, the Inclusion Advisory Council, and the Inclusion Administrator.

# EMPLOYEE RELATIONS

▶▶▶ Create and establish a framework of support for employees, including employee development, recognitions, employee programs, compensation, classification, and performance management. Facilitate and strengthen the relationships between managers and employees and provide support to re-mediate problems that surface between them.



## EMPLOYEE RELATIONS STAFF:

- **Christine Kuehnast**, *Employee Relations Manager*
- **Nicole Berg**, *Inclusion Administrator*
- **Jennifer Zwiefka**, *Senior HR Generalist*
- **Eileen Brittingham**, *Senior HR Generalist*
- **Lisa Wempen**, *HR Generalist*
- **Marcy Hamilton**, *Application Support Technician*
- **Erin Schmidt**, *Leave Specialist*

“The work of this department is so critical to our success and is always so appreciated. Sometimes staff are spread awfully thin, and we wonder how they can add one more thing to their plate. The HR Generalists are invaluable.”

*2020 HR Department Survey Responses*

## STATE OF COLORADO SHINING STAR OF DISABILITY EMPLOYMENT AWARD

In November 2020, the Board of Larimer County Commissioners recognized Larimer County Inclusion Administrator, Nicole Berg, for receiving the annual State of Colorado Division of Vocational Rehabilitation Shining Star of Disability Employment Award. Larimer County was recognized by the state in one of only four categories, the large employer category.

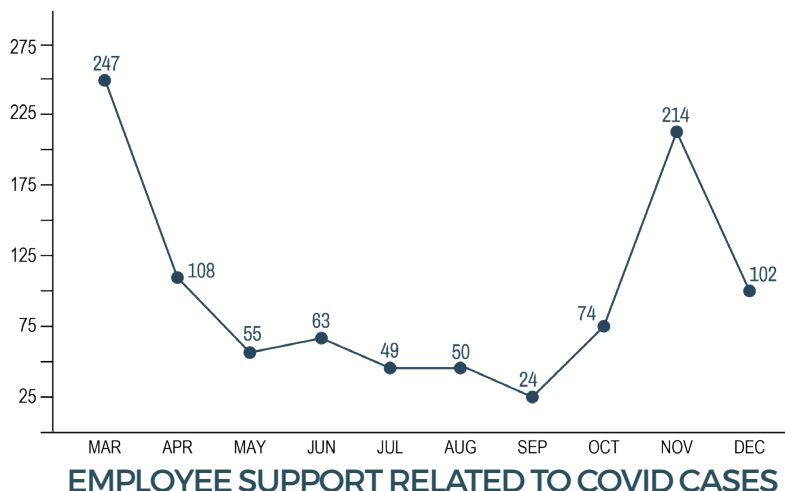
Berg was also chosen to speak last month about hiring individuals with disabilities at the Colorado Department of Labor Division of Vocational Rehabilitation's Employer Week, in recognition of October as National Disability Employment Month.

Larimer County has learned to tailor employment opportunities for those with disabilities through job coaching, preparing for interviews, and ensuring a good fit for job candidates. Larimer County plans to continue its work toward inclusion and hiring people with disabilities to bring their talents to the workplace. For more information, [click here](#).



## COVID-19

2020 presented some new and unheard of challenges for the Employee Relations team. COVID-19, a global pandemic, forced Larimer County employees into remote work situations and health concerns. The Employee Relations team faced the challenge head-on and in addition to their usual duties, they managed a heavy COVID-19 caseload and contact tracing.

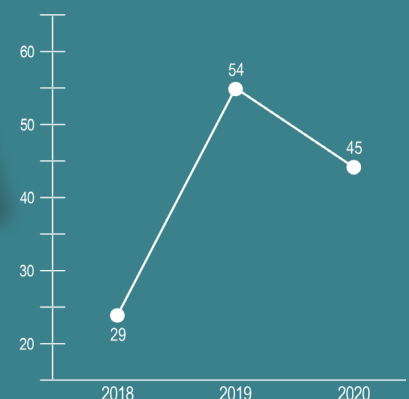


## NEW BABIES

In August of 2018, our Leave Specialist began sending Larimer County baby onesies to new arrivals. It's our way of welcoming new additions to the Larimer County family.



## ONESIES DISTRIBUTION

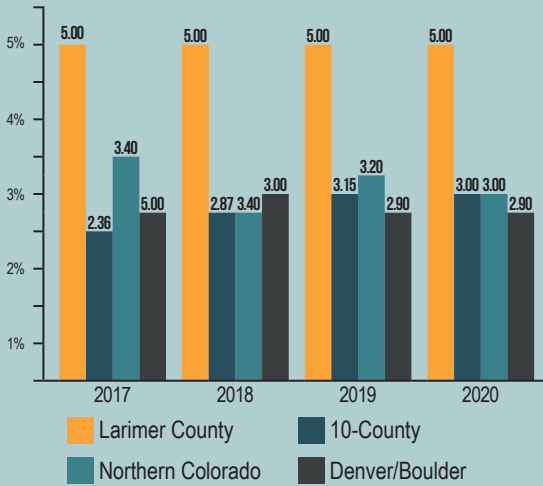




# COMPENSATION & CLASSIFICATION

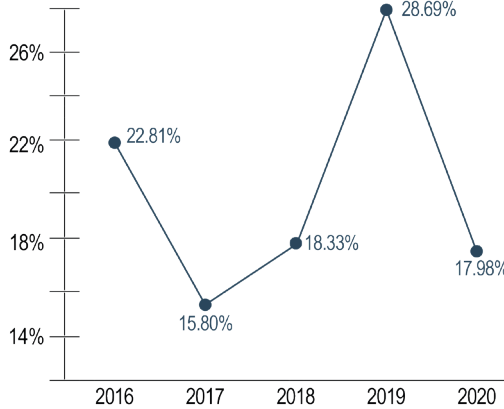
▶▶▶ Perform analysis of workforce changes and labor market trends to organize and define different types of work and to determine employee compensation.

## HISTORICAL PAY INCREASE COMPARISON



## PERCENTAGE OF JOB DESCRIPTIONS UPDATED

Having correct and accurate job descriptions helps ensure equity across the County.



### 2020 Accomplishments:

- Completed classification system update. Reviewed current compensation system to determine whether it is still the best fit for the County. Implement new compensation survey use and uploaded into Compensation Database to utilize more data sources and better data.

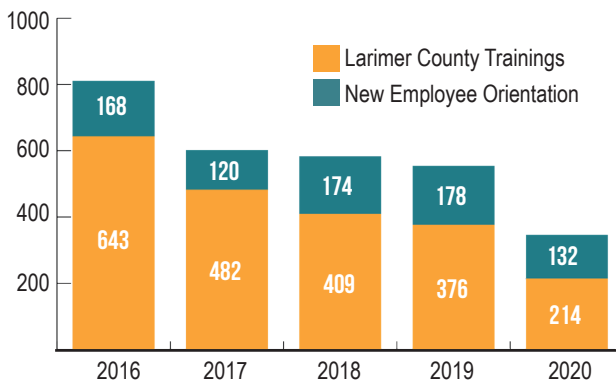
### 2021 Goals:

- Implement compensation and classification changes.
- Create a plan to do 33% of whole department compensation reviews for equity and fairness.

# TRAINING

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

## TRAINING PARTICIPANTS



## LinkedIn Learning

- Hours of Viewed Content: 1,794
- Employees that Viewed Content: 395
- Videos Viewed: 643
- Completed Courses: 1,716



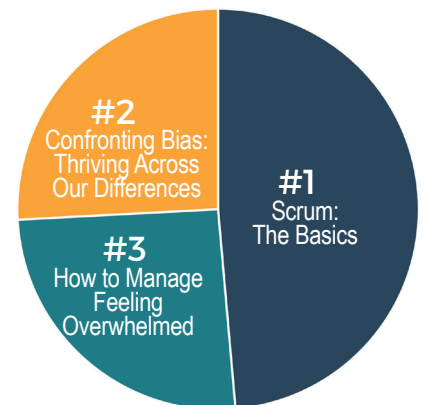
### TOP CLASSES IN 2020



.... it is amazing what we as employees enjoy through HR --- the benefits, the programs, the training program, the mental, emotional, financial classes etc.

It is overwhelming how well we are treated as employees.

*2020 Employee Survey Response*



### TOP LINKED-IN CLASSES

### 2020 Accomplishments:

- Update Training program based on survey feedback to better meet staff needs in professional development.

### 2021 Goals:

- Implement updated training plan-make changes that were identified in the survey.

## 2020 Accomplishments:

- Tracking emergency leaves
- Mobile App Rollout
- FRAN Structure applied to UKG

## 2021 Goals:

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

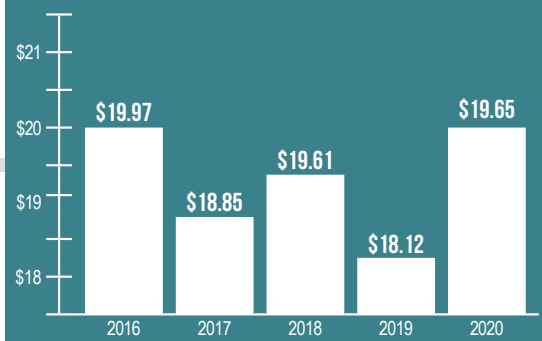
## Payroll Staff:

- Amy O'Donnell, *Payroll Manager*
- Brenda Haarmann, *Payroll Specialist Lead*
- Tommie Anne Ruble, *Payroll Specialist*

# PAYROLL

- ▶▶▶ Initiate and maintain employment and pay records, calculate each employee's paycheck, and issue paychecks.

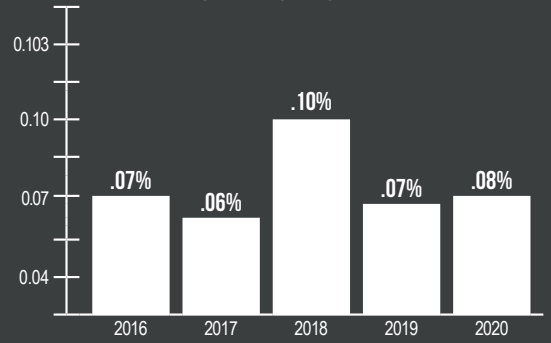
## COST PER PAYCHECK



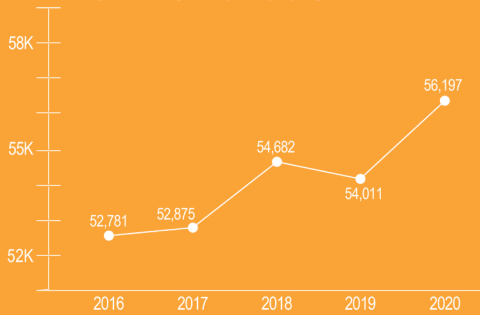
### WHY DOES THIS MATTER?

The number of manual checks issued reflects the accuracy of our Payroll department. The lower the number of manual checks, the higher the accuracy.

## PAYROLL ERRORS RESULTING IN PAPER CHECKS



## PAYCHECKS ISSUED



I mainly work with the payroll dept and they are always very prompt and thorough when in responding to my questions and inquiries.

*2020 HR Department Survey Response*

Take Action While On the Go with UltiPro's Mobile App

view now



Ultimate SOFTWARE

## ULTIPRO\* MOBILE APP LAUNCH

\*Ultipro was purchased by Kronos and became UKG in the fall of 2020.

### PAY HUB

View pay details like pay statements, withholding forms, Model My Pay, view direct deposit accounts, and more.

### PROFILE

View and edit personal information

### TIME MANAGEMENT

View, edit, and submit time sheets, request time off, view leave balances and time off history.

### COMMUNICATION

Stay informed about County news and announcements.

### BENEFITS

View current benefit elections and costs.

### MANAGERS

The app makes it easy for managers to respond to employee requests.

**41%** Employees Used the UltiPro Mobile App in 2020

**TOP 3 FEATURES**

- #1 Pay Hub
- #2 Time Management
- #3 Pay Details

## 2020 Accomplishments:

- Successfully implemented a new applicant tracking system, NEOGov.
- Implemented a standard process for hiring/selection County Wide.
- Began facilitating New Employee Orientation.

## 2021 Goals:

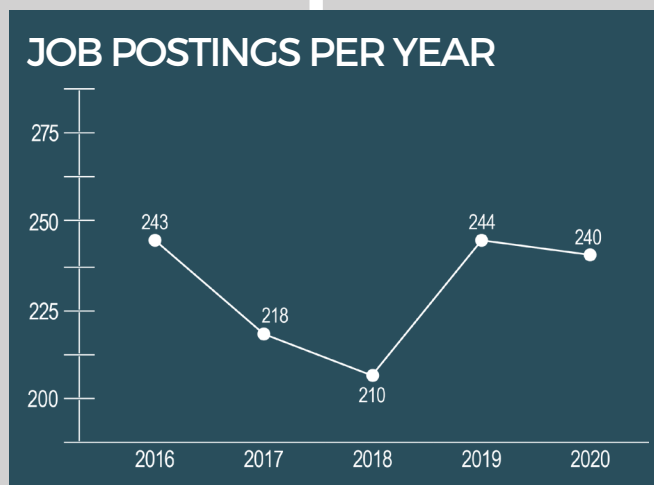
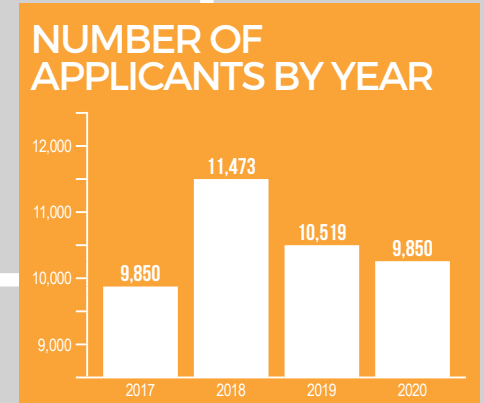
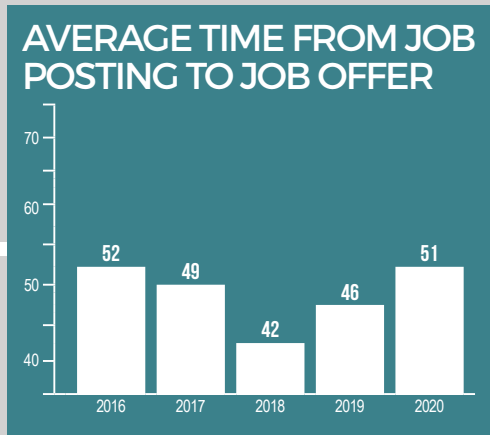
- Create custom Onboarding for at least three Departments or Offices.
- Transfer onboarding documents to UKG Core.

## Recruiting Staff:

- Jessica Villasenor, *Human Resources Coordinator*
- Katie Chew, *HR Technician*
- Sara Rice, *HR Technician*

# RECRUITING

▶▶▶ Find and hire people (internally and externally) to fill job openings within the organization; identify job requirements; attract or source qualified candidates; screen and select finalists; and negotiate the terms of employment.

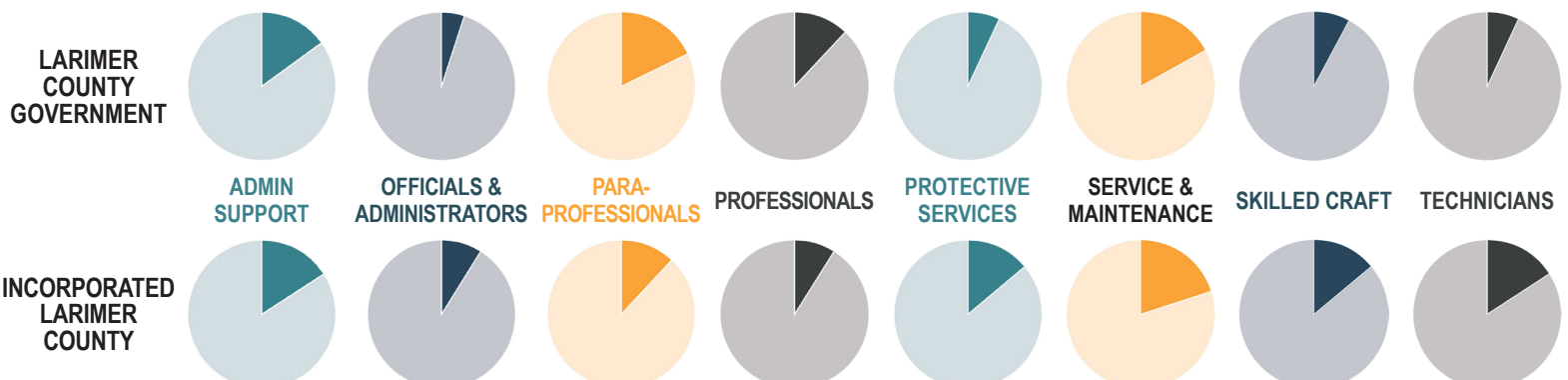


“ Our HR department continues to do a good job recruiting qualified personnel, and they regularly provide assistance with testing and interviews.

*2020 HR Department Survey Responses*

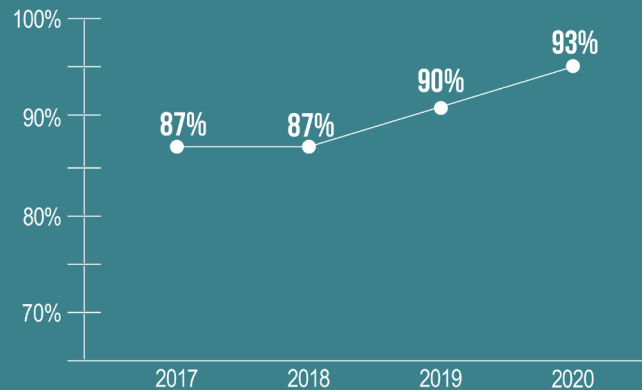
## AFFIRMATIVE ACTION BY THE NUMBERS: MINORITY AND EQUAL EMPLOYMENT OPPORTUNITY JOB CODES

As we continue to work on inclusion at the County, recruiting a diverse workforce remains a priority for Larimer County. Occupational Groups identified with less representation will be addressed through recruiting strategies and the County's Affirmative Action Plan. A similar or bigger size pie slice tells us that we're meeting the mark in that EEO job code; pies that are smaller give us room to improve.

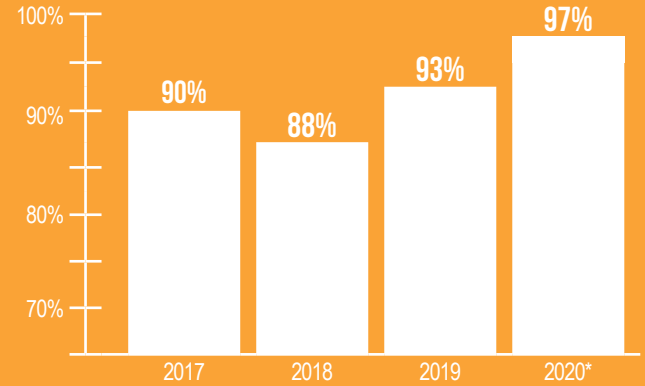


# ADMIN SERVICES

## EMPLOYEES BELIEVE INFORMATION IS EASILY ACCESSIBLE



## EMPLOYEES SATISFIED WITH HR PERFORMANCE

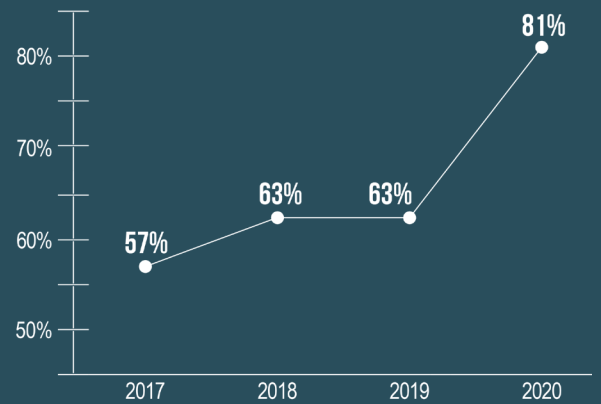


\*In 2020 we used a new survey tool. 97% includes neutral scores too.

“ Even in the midst of COVID-19, I’ve been really impressed with their responsiveness. I would’ve expected a drop in service, given the huge increase of issues HR had to deal with, but that didn’t occur.”

2020 HR Department Survey Response

## AVERAGE OPEN RATE FOR HR COMMUNICATION



## HUMAN RESOURCES PROGRAMS

INNOVATION AWARDS	TUITION REIMBURSEMENT PROGRAM	2ND LANGUAGE COMPENSATION	REMOTE WORK	LEAD BY DESIGN	EMPLOYEE OF THE MONTH	LONGEVITY
The Innovation Awards Program is an annual award. Applications for innovative updates and ideas are submitted, then voted on by leadership teams.	The Tuition Reimbursement Program is to provide tuition assistance through a non-taxable reimbursement program administered by the HR Department.	The Second Language program is to encourage and recognize employees who use a second language to serve the customers of Larimer County.	The Remote Work Program allows employees to work at a worksite other than a County office or other County location for all or part of their work week.	The Lead by Design program is a specific training designed to identify upcoming leaders and build their skills and confidence in taking on new roles throughout Larimer County.	Every month, the Employee of the Month committee reads through nominations to choose one employee as the Larimer County Employee of the Month.	We look forward to celebrating our long-term employees and their milestone anniversaries. Every quarter we recognize employees for their 5, 10, 15, 20, 25 and 30+ year anniversaries.
Runs January - April	Ongoing	Ongoing	Ongoing	Runs April - October	Ongoing	Ongoing

## Administrative Staff:

- Nicholas Cole, *Business Operations Manager*
- Katie Lewis, *Business Operations Coordinator*
- Valerie Douglas, *Administrative Assistant II*
- Judy Shimkus, *Application Support Specialist*
- Jennifer Glover, *Communication & Media Specialist*
- Betty Henson, *Human Resources Clerk*

## WEBSITE STATISTICS

### TOP 3 PAGES IN 2020

- Careers (45.6%)
- Benefits (26.3%)
- Employee Relations (12.6%)

### VISITORS

- 2017: 110,584
- 2018: 60,499
- 2019: 60,053
- 2020: 76,529

### PAGE VIEWS:

- 2017: 969,892
- 2018: 310,121
- 2019: 289,803
- 2020: 314,786