

PERSONNEL COMMITTEE AGENDA

February 17, 2021, Following Finance
Virtual Meeting Held in Accordance with Public Act 254 of 2020
Zoom Virtual Meeting

Meeting ID: 399-700-0062 / Password: LCBOC

<https://zoom.us/j/3997000062?pwd=SUdLYVFFcmozWnFxbm0vcHRjWkVIZz09>

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PERSONNEL COMMITTEE

MEETING MINUTES

Livingston County

January 20, 2021, 8:30 am

Virtual Meeting Held in Accordance with Public Act 254 of 2020

Zoom Virtual Meeting

Meeting ID: 399-700-0062 / Password: LCBOC

<https://zoom.us/j/3997000062?pwd=SUdLYVFFcmozWnFxbm0vcHRjWkVIZz09>

Members Present

Douglas Helzerman, Carol S. Griffith, Mitchell Zajac

1. CALL MEETING TO ORDER

The meeting was called to order by Commissioner Helzerman at 9:10am

2. ROLL CALL

3. APPROVAL OF AGENDA

Motion to Approve the Agenda as presented.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

4. CALL TO THE PUBLIC

Meghan Reckling, Livingston County Foundation, announced she was present if anyone had any questions for her.

5. APPROVAL OF MINUTES

Minutes of Meeting Dated: December 16, 2020

Closed Meeting Minutes Dated: December 16, 2020

Motion to Approve Minutes as presented.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None
Motion Carried (3-0-0)

6. TABLED ITEMS FROM PREVIOUS MEETINGS

None

7. REPORTS

Commission Helzerman expressed his thanks for being selected as Chair for Personnel Committee. He also suggested discussions about commissioner wages be before the elections and prior to the candidate filing deadline. He also expressed an interest in system improvements for Board committee appointments.

8. RESOLUTIONS FOR CONSIDERATION

8.1 Drain Commission

Resolution to Approve the Change of Title for Two Drain Positions.

Motion to Approve the above Resolution.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;

Absent(0):None

Motion Carried (3-0-0)

8.2 Human Resources

Resolution Authorizing the Signing of the 2021 Administrative Services Agreement, Schedules, and Exhibits for Renewal Term January 2021 to December 2021 with Blue Cross Blue Shield of Michigan.

Motion to Approve the above Resolution and move to Finance.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote : YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;

Absent

(0):None

Motion Carried (3-0-0)

8.3 Board of Commissioners

Resolution Approving Appointments to Livingston County Boards and Committees.

Motion to Approve the above Resolution and move to Board of Commissioners.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote : YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;
Absent
(0):None
Motion Carried (3-0-0)

9. ADJOURNMENT

Motion to adjourn Meeting at 9:39 am

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;

Absent(0):None

Motion Carried (3-0-0)

Respectfully submitted by:

Recording Secretary

Pam Dinsmore

, Recording Secretary



Culture & Engagement Insights Executive Summary

Session objectives

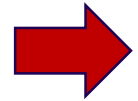
By the end of this session you will be able to

- Communicate summary survey results to employees
- Design ways to fuel Livingston County's strategy through an improved employee work experience and culture enhancements
- Identify high-leverage areas for improvement based on the survey results and recent entry into the Next Normal.

Agenda

- What's this survey about?
- What's happening in our culture?
- Which groups require targeted attention?
- What are the high-leverage areas for improvement in this Next Normal?

Agenda



- What's this survey about?
- What's happening in our culture?
- Which groups require targeted attention?
- What are the high-leverage areas for improvement in this Next Normal?

First things first. What's this survey about?

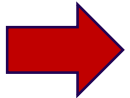
RESULTS ARE NOT...

RESULTS ARE...

First things first. What's this survey about?

RESULTS ARE NOT...	RESULTS ARE...
A measure of happiness or satisfaction	A measure of whether the environment exists for people to do their best work.
Merely a source of topics for the next Town Hall	Key data for the company's long-term strategy
Immediately or directly correlated with current performance	Long-term predictors of success
Necessarily an indictment of a low-scoring manager	A trigger to explore root cause (<i>challenging environment, uneven workload, inherited situation</i>)
Simply a pathway to Top Workplace status	Comparative analytics that can help shape culture and brand.

Agenda

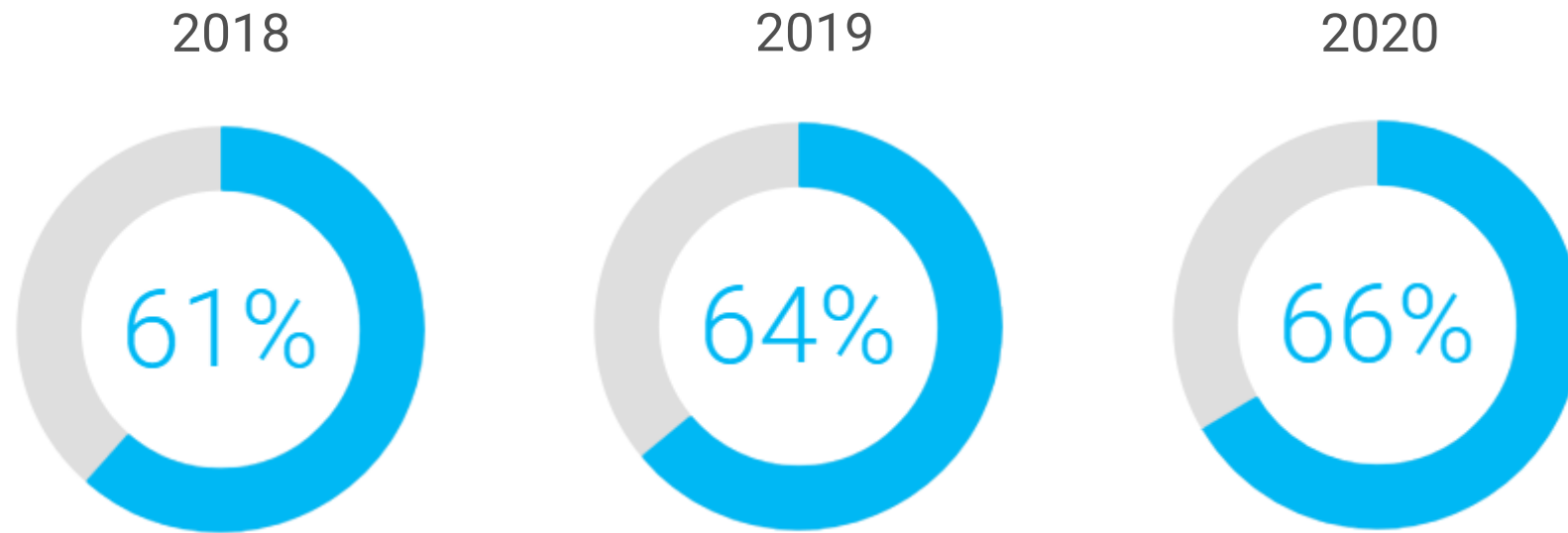
- What's this survey about?
-  • What's happening in our culture?
- Which groups require targeted attention?
- What are the high-leverage areas for improvement in this Next Normal?

Livingston County Response rate

Employee Engagement Survey
Stats – December, 2020.

Local Government: 21
organizations, including 9 Top
Workplaces, with between 300 and
1600 employees.

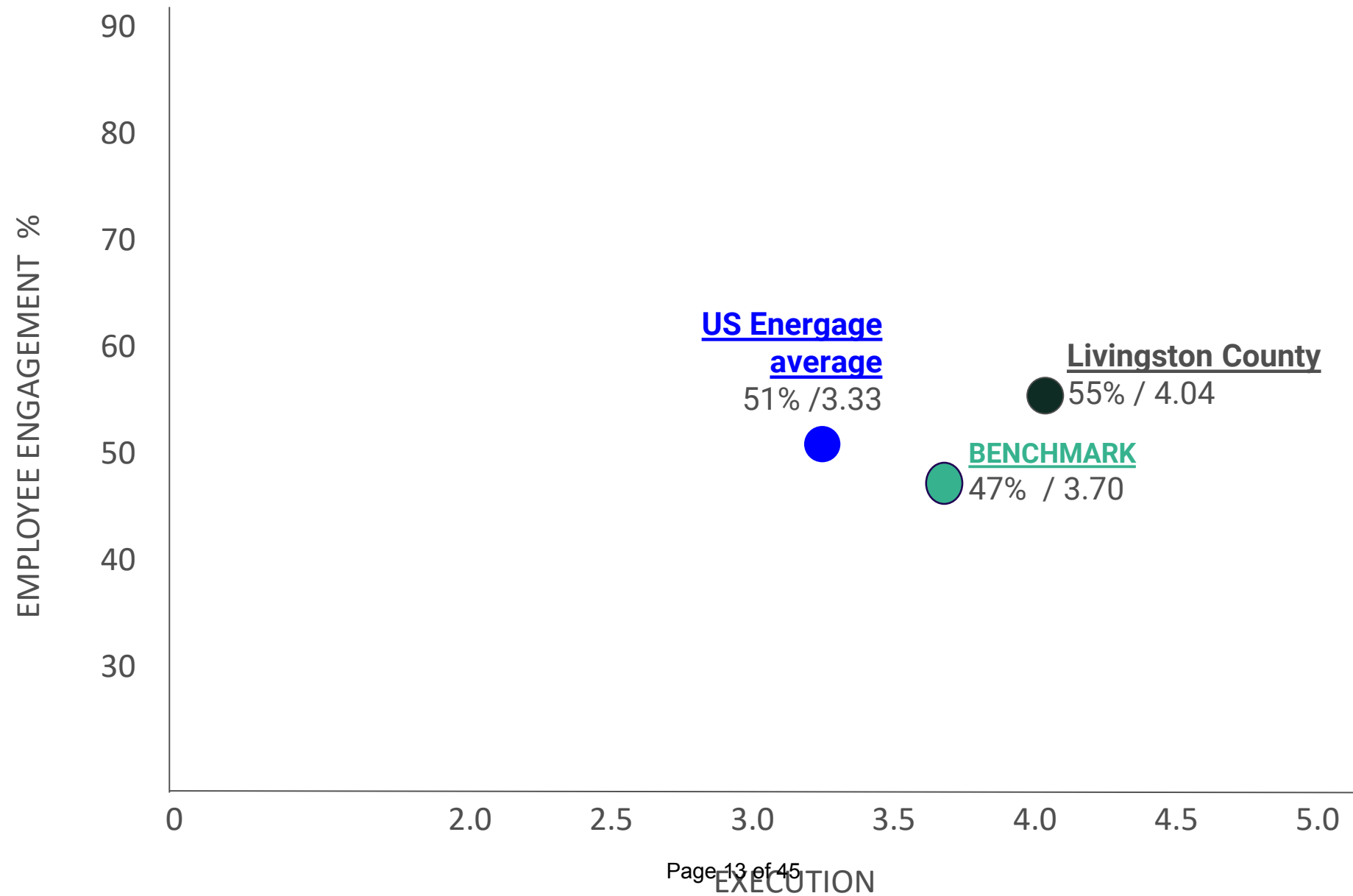
Your response rate was higher
than the average of 60% that we
see from organizations similar to
yours.



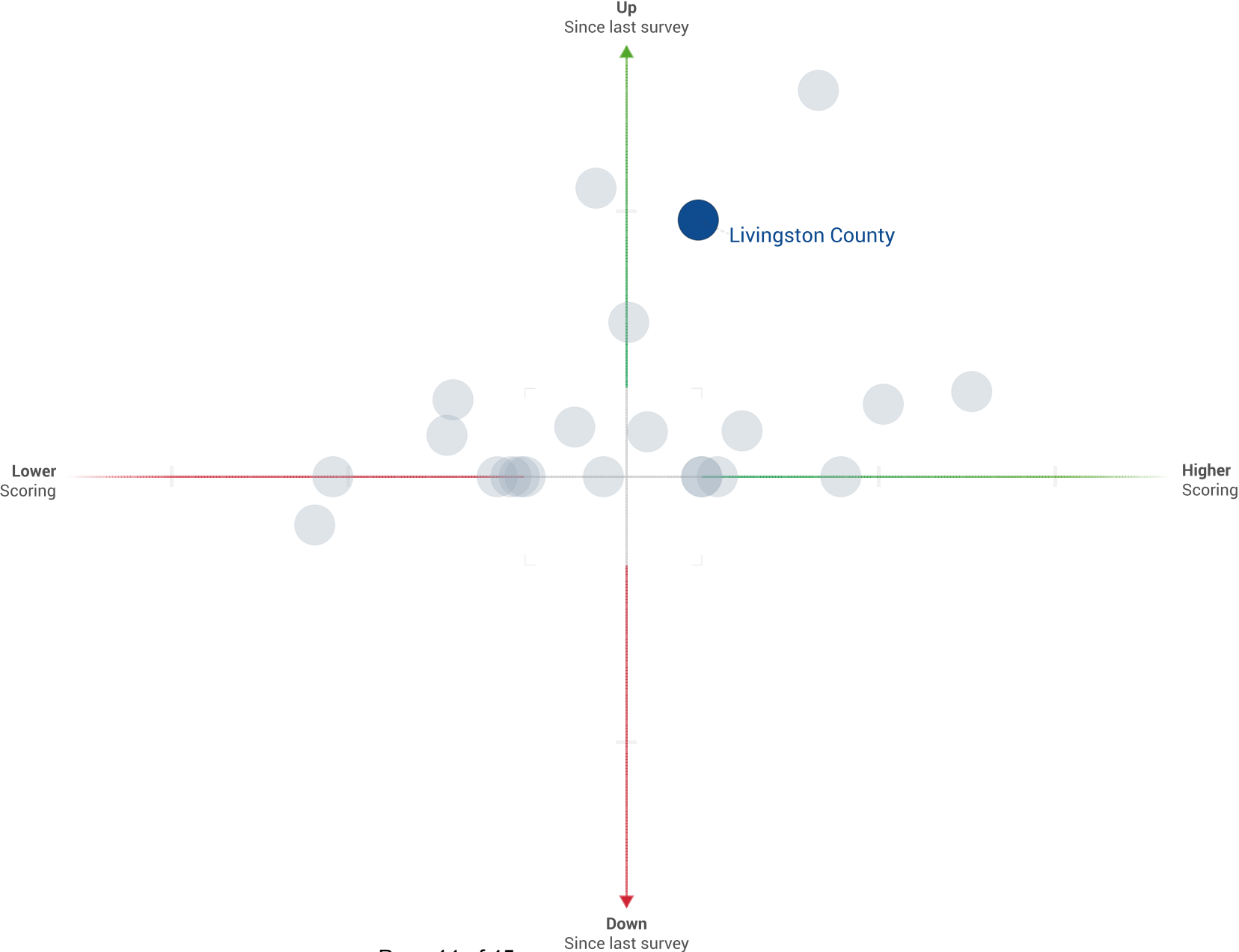
A positive indication that employees

- Want their voice to be heard
- Trust the senior leaders will do something with the results.

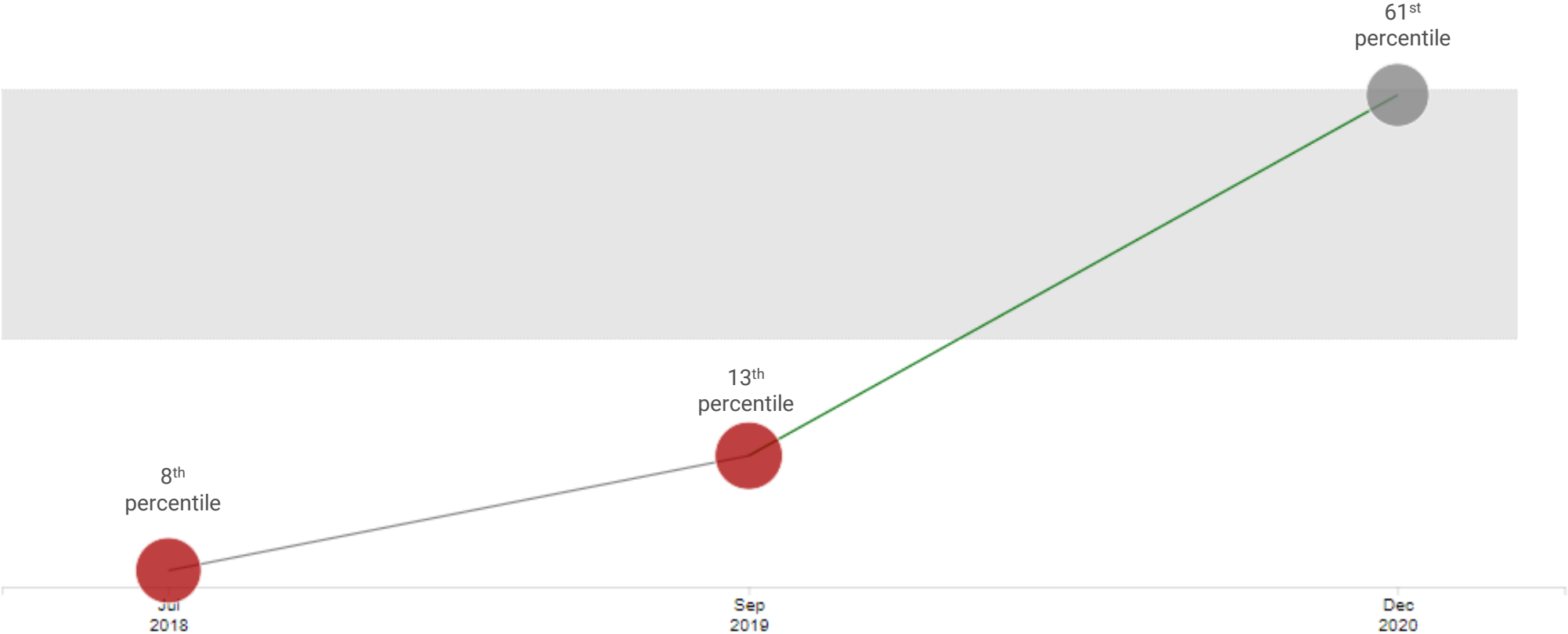
ENGAGEMENT AND EXECUTION

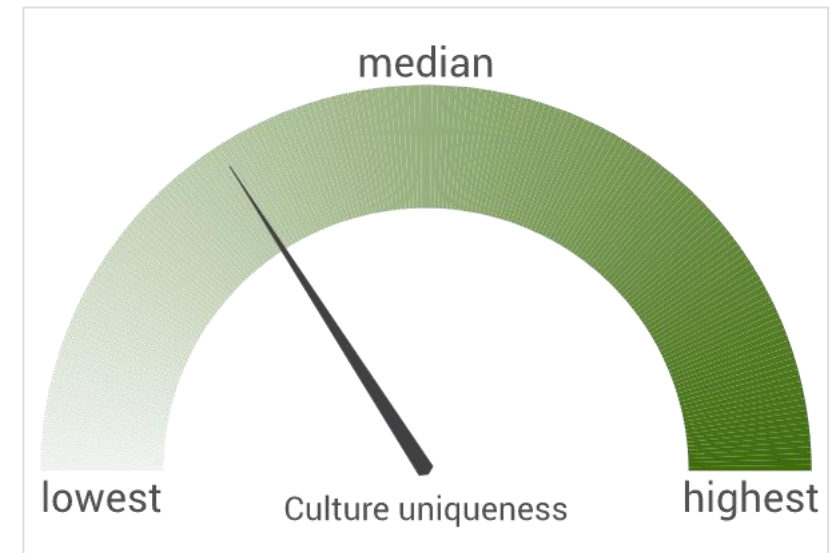
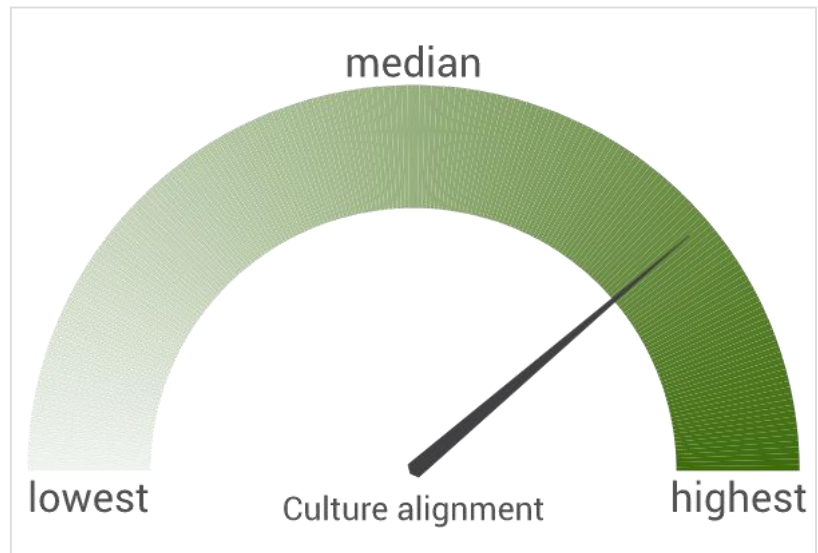


Overall, Livingston County scored in the 61st percentile compared to similar local governments.



Here are Livingston County Big Picture scores from the previous surveys.





“What three words describe our culture?”



What three words describe our culture?

Livingston County culture is less often described as...

These words were used more often at the benchmark organizations than at Livingston County.

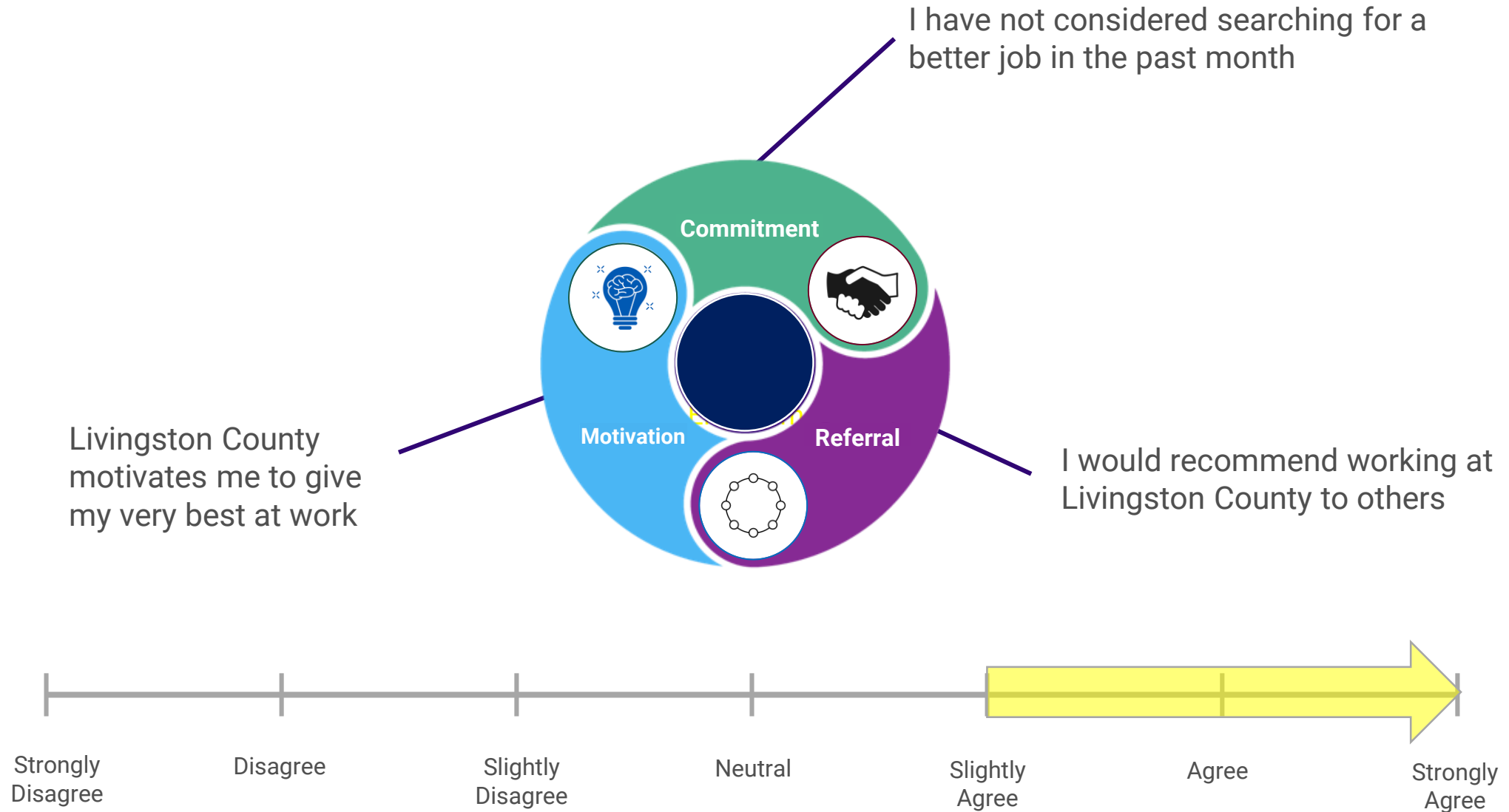
Having positive, generic words here is fine, especially if you're happy with the prior word cloud. You should only be concerned if one of your core values or another important aspect of your culture appears here.

What to ask

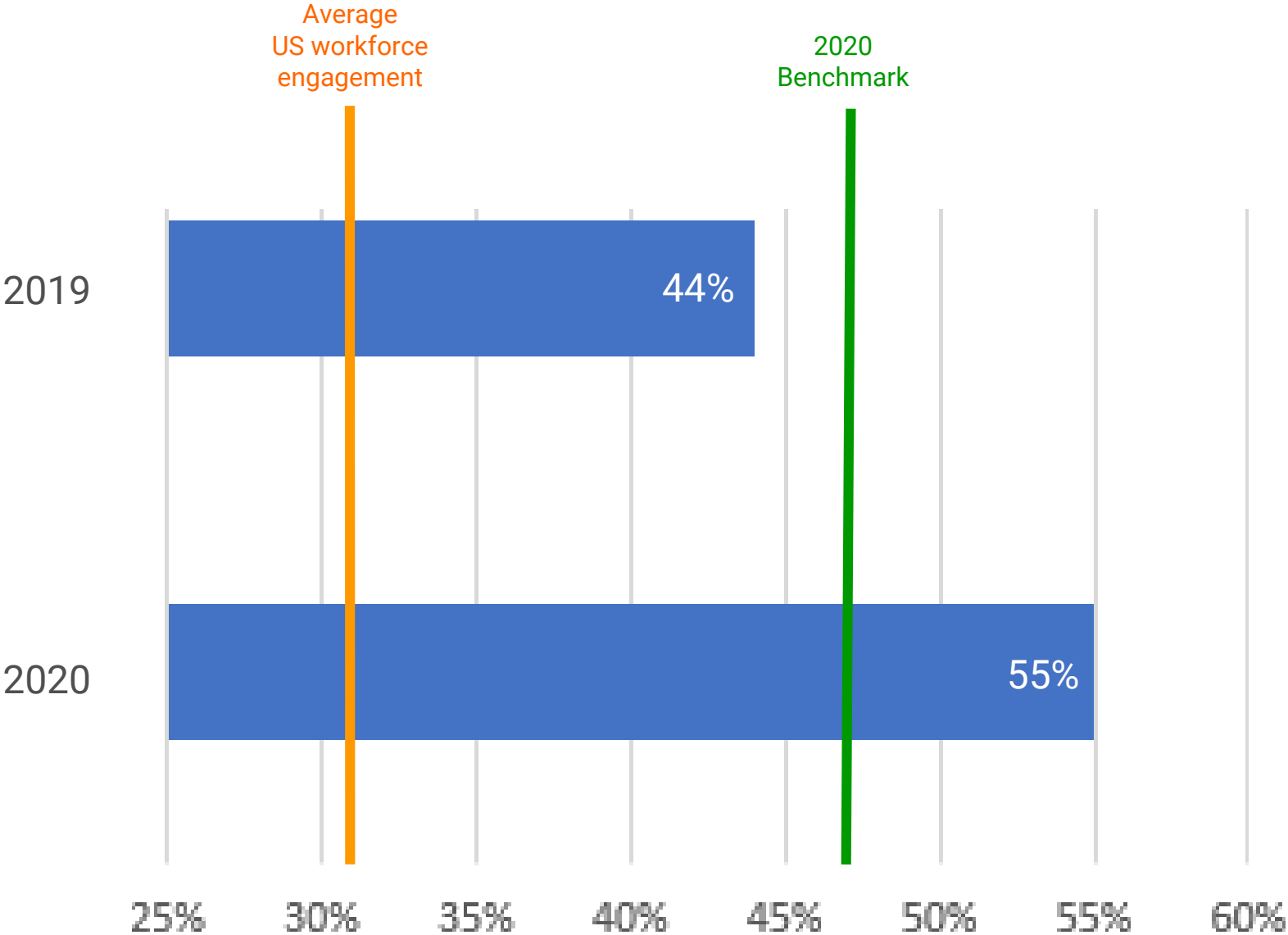
Do we want any of the green words to become a core part of our culture?



What goes into "Engagement"



Big Picture - Employee Engagement



We measure engagement as the percentage of employees who are:

- Highly motivated
- Committed to staying with your organization
- Willing to highly recommend your organization to others

Livingston County Employee Engagement

Employee engagement

This chart shows the employee engagement levels for Livingston County.

To protect confidentiality, only Departments with 30 or more responders are shown



Deeply disengaged employees answered strongly negatively to at least one of the engagement statements

Disengaged employees answered neutral or lower on at least one of the engagement statements (% excludes deeply disengaged)

Engaged employees answered slightly positively or higher to all three engagement statements (% excludes enthusiastically engaged).

Enthusiastically engaged employees answered strongly positively to all three engagement statements.

The three most important survey variables

The charts on the following slides show the three most important variables for your survey results: score, change, and importance.

These are the same variables that are used for identifying focus areas at the end of the presentation.

1. Score

2. Change

3. Importance

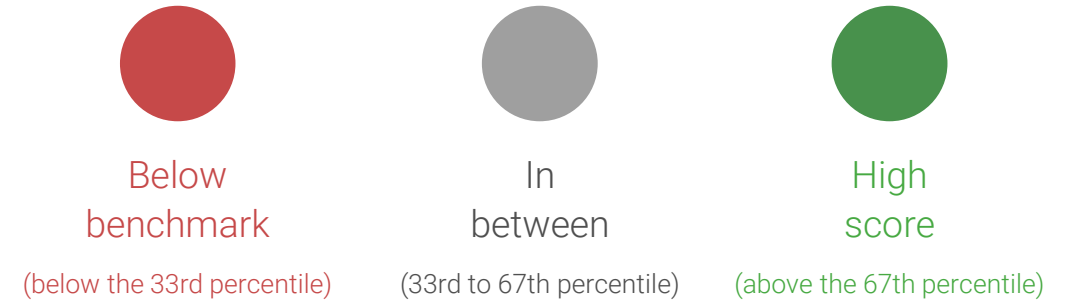
The three most important survey variables

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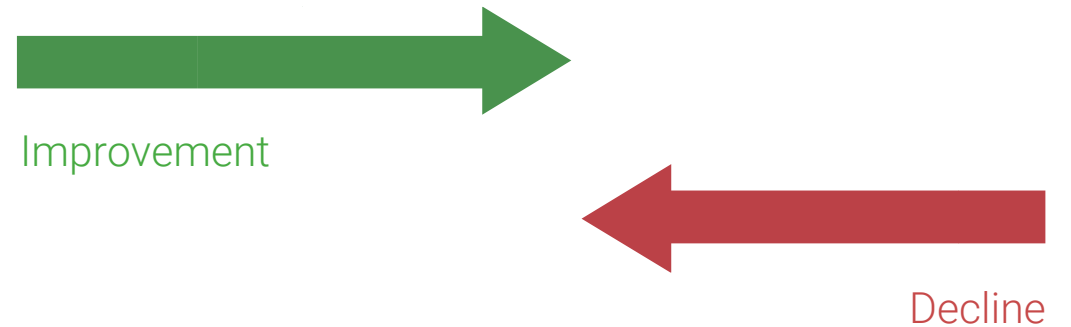
1. Score

How responses compared to specific expectations for each responder. Percentiles are based on overall scores of others in your benchmark.



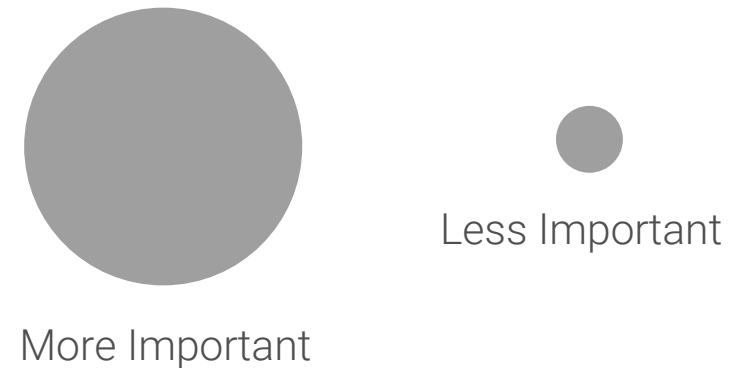
2. Change

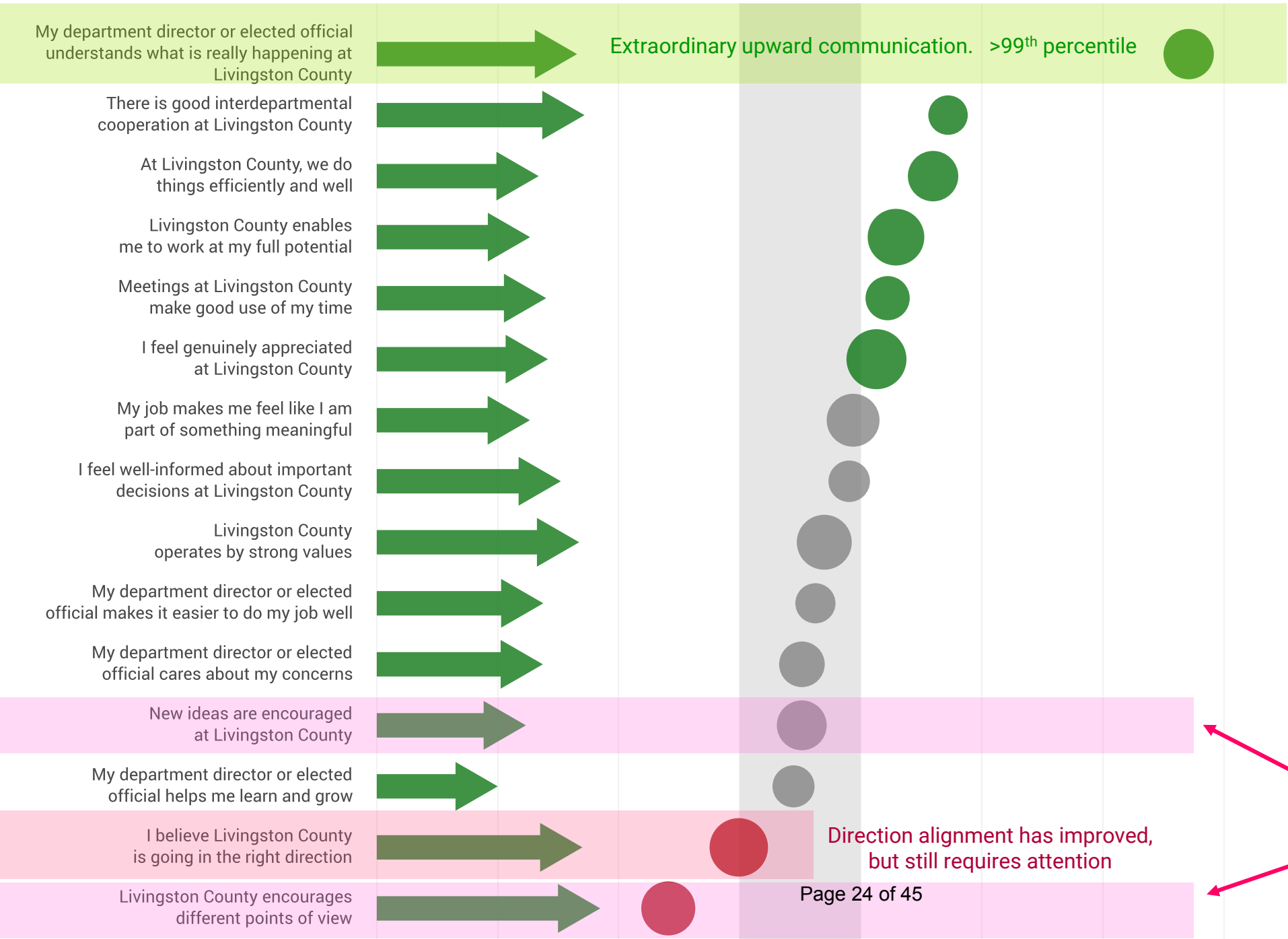
How this year's responses differed from last year's.



3. Importance

How much of a relative impact. For survey statements, it represents how much the statement drives engagement. For groups, it represents responder count.





Survey statements

This chart shows the survey statements sorted by score from most positive on the top to most negative on the bottom.

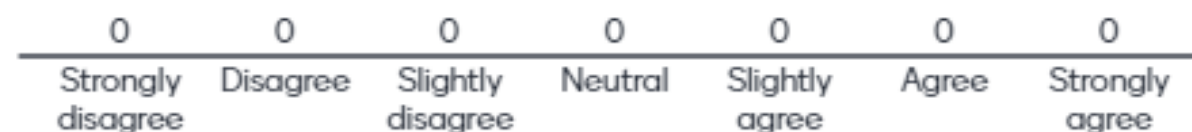
Scores in the green to right of the gray box are above the 67th percentile.

Scores shown in red to the left of the gray box are below the 33rd percentile.

Direction alignment has improved, but still requires attention

Innovation could be the next focus to enhance the employee experience, improve culture, and contribute to the public good

The summary chart feels like an accurate reflection of the past year here at Livingston County



Go to www.menti.com and use the code 54 33 15

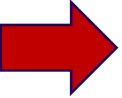
Online poll

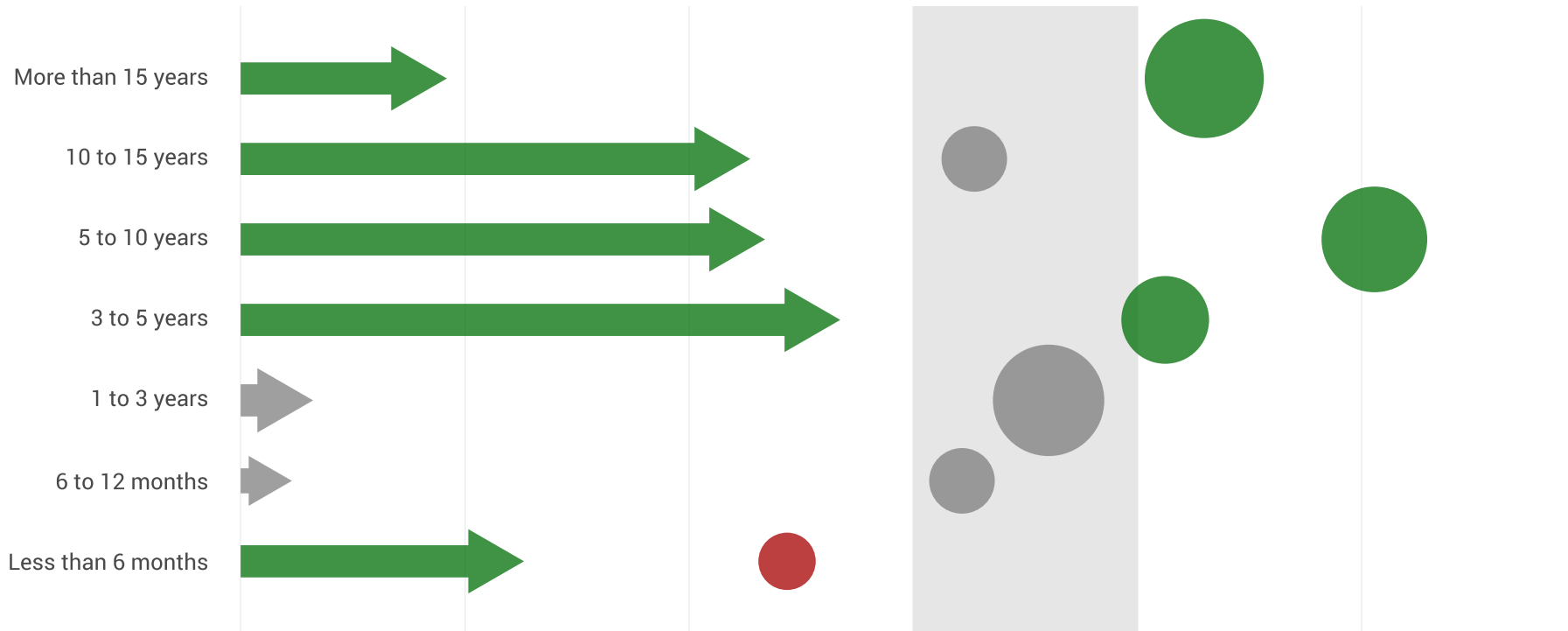
My gut reaction to our scores is



Online poll

Agenda

- What's this survey about?
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- What are the high-leverage areas for improvement in this Next Normal?

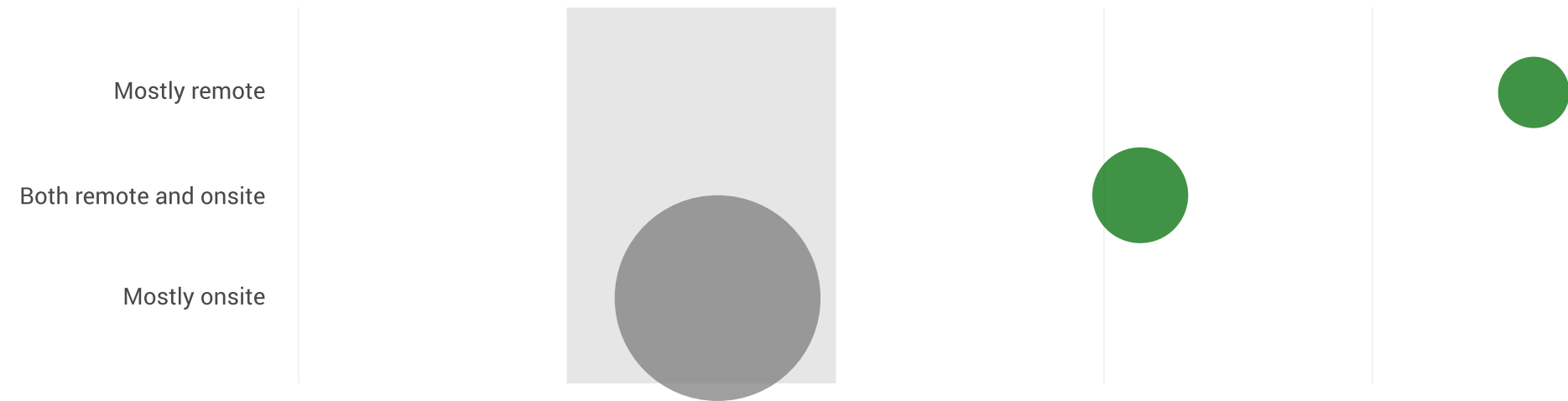


Tenure

This chart shows the Tenure sorted by score from most senior on the top to the least senior on the bottom.

Scores in the **green** to right of the gray box are above the 67th .

Scores shown in **red** to the left of the gray box are below the 33rd .



Remote

This chart shows the Remote category sorted by score from most senior on the top to the least senior on the bottom.

Scores in the **green** to right of the gray box are above the 67th .

Scores shown in **red** to the left of the gray box are below the 33rd .

Not a caregiver

Caregiver



Caregiver

This chart shows the Caregiver demographic sorted by score from most senior on the top to the least senior on the bottom.

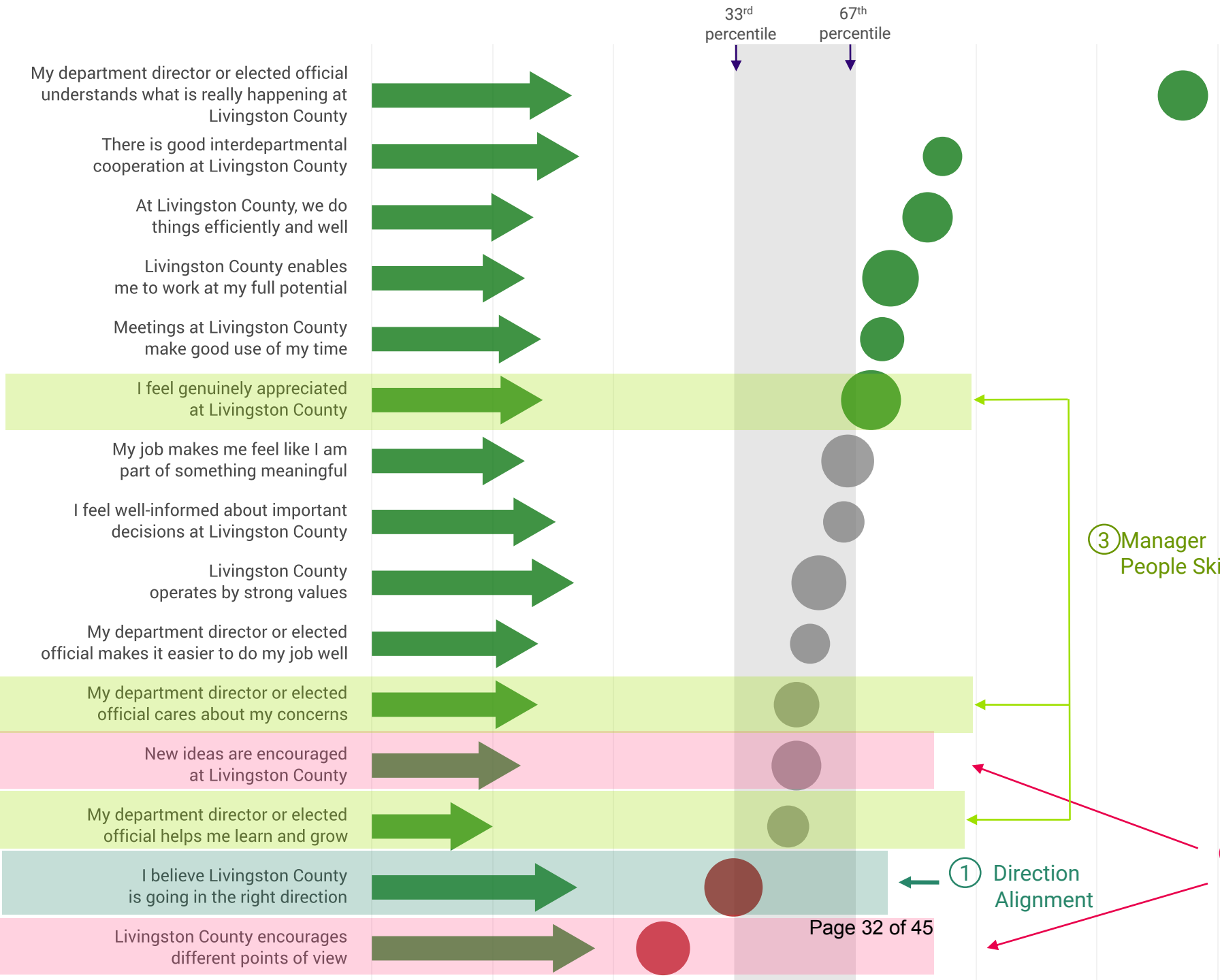
Scores in the **green** to right of the gray box are above the 67th .

Scores shown in **red** to the left of the gray box are below the 33rd .

Additional lens for your 2020 survey results



Pandemic
Culture
Levers



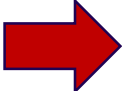
Pandemic Culture Levers

Recent research by behavioral economist Dan Ariely's Irrational Capital group and Energage on Energage's Top Workplaces during the pandemic revealed the three highest impact factors for leaders to positively shape culture during the Covid outbreak. In order of descending importance they are:

1. Direction alignment
2. Inclusive innovation
3. Manager people skills.

The chart on the left shows Livingston County's scores on these important pandemic culture-shaping factors

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- What's this survey about?
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High-leverage actions -- Summary

Foundation first steps

- Thank you to all employees
- Celebrate and attempt to replicate high-scoring groups
- Infographic in the next Town Hall

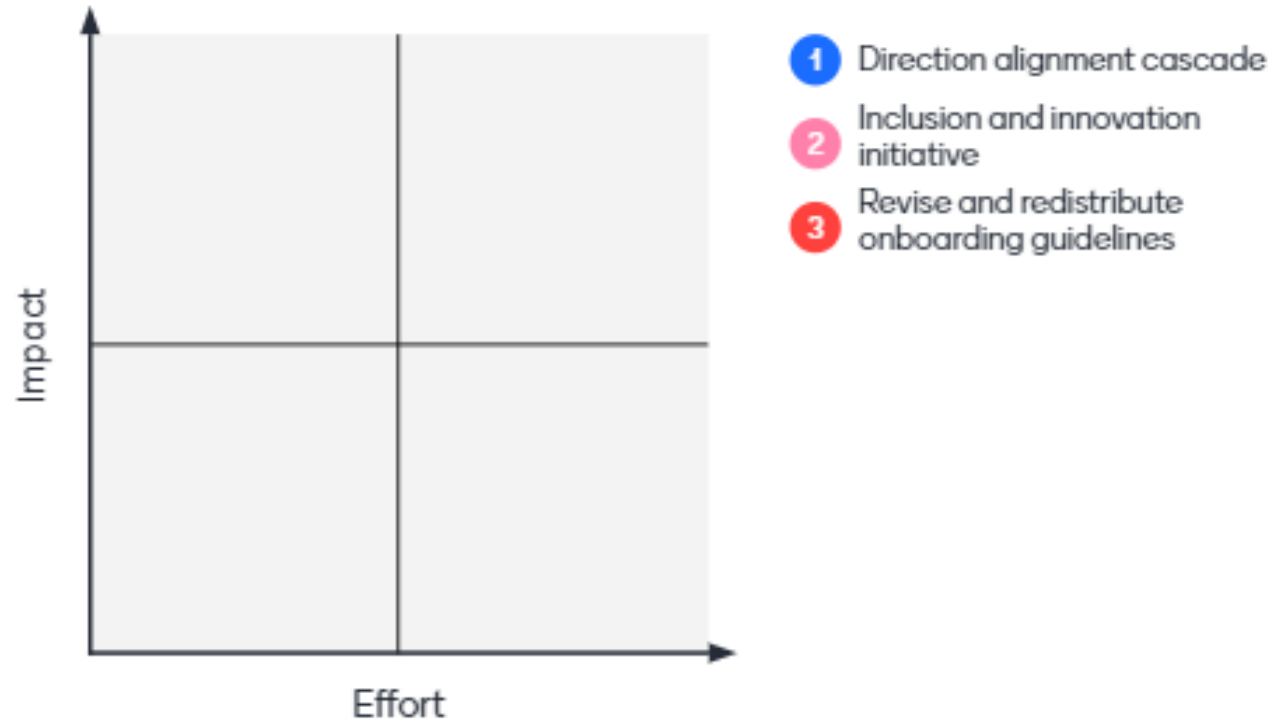
Systemic, organization-wide

- Initiate a direction alignment cascade from the top of the organization
- Combine inclusion and innovation efforts into an initiative and pilot an area of need
- Recap existing HR onboarding guidelines for departments, invite improvements from departments and recently onboarded employees, then distribute to all departments

Local

- Conduct local action planning and formulate recommendations (60-90 minute kick-off)

Improvement Opportunity Assessment



Online poll

Appendix

- Additional lens – background
- Additional survey information

Culture Levers during the Pandemic

Background on Irrational Capital, LLC

Energage's partner in the research on the financial impact of culture factors during a pandemic

Irrational Capital LLC is a Philadelphia area-based asset manager. The firm seeks to research, quantify and monetize statistically significant links between human behavior and market performance through systematic investment strategies.

Led by renowned behavioral economist Dan Ariely, Ph.D., Irrational Capital was founded in 2017 to develop investment opportunities based on quantifying the nuanced relationship between employers and employees. Ariely, together with business partner David van Adelsberg and a highly skilled team, believe they have discovered an investable **correlation between behavioral factors and the market performance of public companies.**

Irrational Capital understands a substantial portion of a typical company's value is based on intangible factors which comprise an organization's culture (such as trust, engagement, pride, alignment, equality and others) – that are not captured by accounting principles or traditional investment metrics. Additionally, Irrational Capital asserts that the lack of measurement tools for these intangible assets may represent a new opportunity for investment selection. As a result, Irrational Capital has developed a rigorous method for identifying and quantifying aspects of corporate culture and their influence on long-term value creation.

Ariely said, "Investing in understanding and properly motivating human capital is one of the best drivers of growth. Our work has uncovered what we call the 'Human Capital Factor,' which appears to be a predictor of value as evidenced by stock performance. We are extremely excited to partner with ValueAct, a firm that shares our belief in the importance of corporate culture's impact on enduring value."

We realize you might already have a plan in mind. We can help.

There are a few key things that we recommend for every organization:

- **Thank your employees.** They put time into providing thoughtful feedback.
- **Discuss your survey results.** This step is best done at the department level. This helps employees know and feel that they were heard.
- **Take action.** Identify tangible, visible actions you can take that will have impact on your organization

Energage can help. Energage has helped thousands of organizations build intentional cultures. From action tracking to consulting, we can discuss the best methods for implementing a plan that uncovers the most important and actionable sections of your survey results.

This report uses the most advanced employee survey analytics available.

Our patented analytics system studies your results to find out what really matters — and where you can make the most impact. This report is designed to start impactful conversations, making it easier to accomplish your organization's goals, mission and purpose.

[Watch a guided walkthrough of this report →](#)

What is individualized benchmarking?

Individualized benchmarking is when employee responses from one organization are compared individually to those of another. This comparison between allows us to accurately determine if the response is notable.

For example, a newly hired part-time employee may slightly agree that they believe their organization is going in the right direction. Her interpretation of “slightly agree” might be very different from a long-tenured executive also slightly agreeing.

Energage uses individualized benchmarking to capture nuances between similar types of employees in comparable organizations.



14 years of culture research

8 patents granted

**60,000
organizations
surveyed**

**20,000,000
employee
voices**

450,000,000 data points

ABOUT ENERGAGE

Making the world a better place to work together.

Our passion and purpose is to make the world a better place to work together. Founded in 2006, Energage™ is the fastest growing major employee survey company in the country. This year alone, more than three million employees in over 8,000 organizations will participate in the Top Workplaces™ campaign – a program we conduct in partnership with more than 50 prestigious media partners across the United States.

This report was generated using a survey insight reporting system and method covered by U.S. patent #10,055,701 as well as one or more pending U.S. and global patent applications.



Energage is a founding B Corporation member, a coalition of organizations that are leading a global movement to redefine success in business by offering a positive vision of a better way to do business.

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

Resolution Approving the EMS Department to Increase the Starting Rate of Pay of the newly hired Part Time Billing Specialist to Step 3 – Emergency Medical Services

WHEREAS, the Emergency Medical Services department was fortunate to have a former EMS employee accept the part-time Billing Specialist position; and

WHEREAS, this employee returns to the EMS department after only a one year separation, and returns with 17 years of experience, so the normal training curve will be very minimal; and

WHEREAS, the EMS Director wishes to start this employee at step 3 because of her vast experience and knowledge of the position; and

WHEREAS, County policy related to Classification and Compensation Administrative Guidelines requires that granting a starting rate of pay above the one year step must be approved by the Personnel Committee; and

WHEREAS, funding for same is available in the EMS department budget, as this was part of a restructure with a reduction in level.

THEREFORE BE IT RESOLVED that pursuant to the Classification and Compensation Administrative Guidelines, the Livingston County Personnel Committee hereby authorizes the EMS department to increase the starting rate of pay to step 3 for the newly hired part-time Billing Specialist effective at date of hire, February 8, 2021.

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#

#

**MOVED:
SECONDED:
CARRIED:**

David Feldpausch
Director



Amy Chapman
Deputy Director

1911 Tooley Rd * Howell, MI 48855
Business (517) 546-6220 * Fax (517) 546-6788 * Emergency 911
www.livgov.com

Memorandum

To: Livingston County Board of Commissioners
Fr: David Feldpausch, EMS Director
Date: 01/25/2021
Re: Resolution to increase the step for returning EMS employee

After the approval of our latest restructure the EMS department was fortunate enough to have two former EMS employees apply for the part time Billing Specialist position. One of them being former Finance Manager Janine Dunning. Janine worked for the EMS department for 18 years and upon her separation was overseeing the billing operations for the department.

Janine has a tremendous amount of history and knowledge about our billing system and practices. While there have been many significant changes in the past year I have little doubt that she will very quickly become our most productive biller based on her past performance.

Her acceptance of the position was not contingent on the step increase but the office manager and I feel that she is deserving of step three based on her many years of experience and knowledge of our current billing system.

I welcome any questions you may have regarding this matter and look forward to discussing it with you at the meeting.

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

Resolution Approving Appointments to the Livingston County Board of Public Works - Board of Commissioners

WHEREAS, the terms of representatives on the Livingston County Board of Public Works have expired; and

WHEREAS, the following reappointments have been recommended:

Board of Public Works

Arthur McCleer Term expires 12.31.2022
Michael Arens Term expires 12.31.2022
Terry Wilson Term expires 12.31.2022

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby approve the above referenced appointments and expiration dates.

#

MOVED:
SECONDED:
CARRIED: