



County of Frederick

Paula A. Nofsinger
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TO: Human Resources Committee and Board of Supervisors
FROM: Paula Nofsinger, HR Director *[Signature]*
DATE: January 24, 2012
SUBJECT: HR Committee Agenda

The HR Committee will meet in the First Floor Conference Room at 107 North Kent Street on Friday, February 3, 2012, at 8:00a.m. The agenda for the meeting is as follows:

1. The establishment of set times for monthly HR Committee meetings.
2. The review and approval of a draft HR Committee Charter.
3. The review of the County's HR priorities for calendar year 2012.

Frederick County Board of Supervisor's

Human Resources Committee Charter

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I. Organization

There shall be a committee of the Board of Supervisors ("Board") of Frederick County, Virginia ("County") known as the Human Resources Committee ("Committee"). The Committee shall be comprised of three (3) members of the Board of Supervisors who will be appointed by the Chairman of the Board, with one appointed as Chair, and three (3) citizen members as appointed by the Chairman of the Board. This Charter shall govern the Committee with regard to its duties and responsibilities. The goal of the Committee shall be to promote programs, policies, and practices that attract and retain qualified employees.

II. Purpose

The primary function of the Committee is to assist the Board in fulfilling its oversight responsibilities by reviewing and evaluating the human resources programs, policies, and procedures of the County. The Committee's primary duties and responsibilities are as follows:

- To serve as an independent and objective party to monitor the human resources programs and policies of the County.
- To review and appraise the County's efforts to attract and retain a qualified and productive employee workforce.

The Committee will primarily fulfill these responsibilities by carrying out the activities enumerated in Section IV of this Charter.

III. Meetings

The Committee shall meet at least twelve (12) times annually or more or less frequently as circumstances dictate. The Chairman of the Board, the Chair of the Committee, or a majority of the Committee members may call or cancel meetings of the Committee. The Chair of the Committee shall prepare or approve an agenda in advance of each meeting. The County Administrator and the Director or Directors with the responsibilities for human resources shall be invited to all meetings. Other management officials and counsel to the Board may be invited as necessary. With the exception of Directors, the Chair may excuse any non-Committee members from attendance at any meeting or portion of any meeting.

IV. Responsibilities

The Committee shall have the following duties and responsibilities:

A. Human Resources

1. Review and advise the Board of Supervisors and senior management of the County with respect to human resources initiatives, policies and procedures, including activities relating to recruiting, retention and training of employees, as well as employee relations in general.

2. Establish, review, and recommend the County's compensation strategy to ensure that rewards are commensurate with County success and the creation of value for its employees, and that the strategy supports the achievement of the County's objectives. Review and recommend salary grade structures and guidelines, incentive plans, and merit plans, including the cumulative effect of awards made pursuant to such plans. Report the results of the review and any recommended action by the Committee to the Board of Supervisors for final approval.

3. Review the unclassified compensation plans to ensure that the County attracts, retains and rewards qualified Directors and other key employees, and that their interests are aligned with the long-term interests of the County. Report the results of such review to the Board of Supervisors.

4. Review and approve the major benefit plans and programs of the County to ensure that they support the County's objectives. Report the results of such review and any recommended action by the Committee to the Board of Supervisors.

5. Obtain advice and assistance from internal or external accounting, legal or other consultants to provide advice to the Committee on matters under its purview, including an annual independent review of the County's compensation and benefit plans and programs. The Committee shall recommend to the Board the fees and terms of engagement of those rendering external advice to the Committee.

6. Review annually the County's results and compliance with employee grievances and equal opportunity claims, and report the results of such review to the Board of Supervisors.

B. Other Duties Related to Review, Reports and Improvement Procedures

1. Review and reassess annually the adequacy of this Charter, and conduct an annual self-assessment of this Committee's performance.

2. Prepare minutes of all meetings of the Committee, and report to the Board on the matters discussed at each Committee meeting, as appropriate.

3. Perform any other activities consistent with this Charter, the County's goals, objectives and governing law, as the Committee or the Board deems necessary or appropriate.



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TO: Human Resources Committee and Board of Supervisors

FROM: Paula Nofsinger, HR Director *P. Nofsinger*

DATE: January 24, 2012

SUBJECT: Human Resources Strategic Initiatives CY2012

Frederick County offers to its employees and eligible retirees' substantial programs and benefits that yield considerable operating costs and liabilities. The County's largest costs are with healthcare coverage and we realize that these costs are going to increase in the future. In an attempt to take a proactive approach in addressing these future increases, the County will begin a comprehensive review of our Human Resource Programs with the goal of implementing changes over the next 6 months to a year.

The first priority in the review will be to attempt to implement a comprehensive Wellness Program which will reduce the County's healthcare costs by rewarding positive health initiatives among employees (i.e. smoking cessation; weight reduction; annual check ups, etc). We have already reviewed our recent healthcare plan history with respect to high dollar claims, reoccurring diagnosis, and high drug utilization. We have also collected an employee survey with the results being provided to our Anthem representatives. Anthem Wellness Experts will present a proposal to the County's leadership in the next couple of weeks for a comprehensive, results-oriented program to be considered.

The second priority will be to do a complete review and update of the County's Human Resource Policy Manual. Many of the policies and procedures which govern how we operate are antiquated and cumbersome. This will give us the opportunity to develop consistency with policy application, to clarify grey areas, and to modernize the policies to meet our current requirements and regulations. All of the County's Department Directors will have an opportunity to participate in the review, the appropriate updates will be reviewed by our County Attorney, and then they will be presented to this committee for review and recommendation to the Board of Supervisors for approval. This committee will begin reviewing policy updates with its next scheduled meeting.

The third priority is to complete a review of our paid leave programs. Currently, the County offers traditional programs that administer leave benefits separately, vacation time and sick leave. We will be looking at migrating to a Paid Time Off (PTO) program that administers leave collectively. Since PTO does not differentiate between types of leave, it allows the employee to manage how they want to utilize their leave. These programs provide greater flexibility and can be easily set up to reward dependable and dedicated employees. Again, all of the County's Directors will participate in the development of the PTO program and those discussions will begin mid-year.

Finally, the last strategic initiative is to continue building on our automation efforts. Currently, we have an electronic timekeeping and leave tracking system. With assistance from our IT department, our continued efforts will entail automating our annual open enrollment process, automating our annual performance review process, and utilizing the timekeeping system to drive our payroll for our semi-monthly pay periods. The goal is to reduce the flow of paper ultimately eliminating the significant administrative costs associated with these processes.

My intent is to keep this committee and the Board of Supervisors updated each month on the progress of these priorities. As stated above, we will begin review of some policies with our next meeting and any other updates will be presented, as appropriate.

Thank you for your support and please contact me directly with any questions.