

**RESOLUTION
ROCK COUNTY BOARD OF SUPERVISORS**

Annette Mikula
INITIATED BY



Annette Mikula
DRAFTED BY

County Board Staff Committee
SUBMITTED BY

June 7, 2019
DATE DRAFTED

**Accepting a Workforce Advancement Training (WAT) Grant and
Amending the Human Resource Department's Budget**

1 **WHEREAS**, the Human Resources Office has been awarded a \$16,150 Workforce Advancement Training
2 Grant; and,

3
4 **WHEREAS**, the Workforce Advancement Training Grant is a program administered by the State of
5 Wisconsin through the Wisconsin Technical College System; and,

6
7 **WHEREAS**, the purpose of the program is to promote increased investment in the development of
8 incumbent workers, improve Wisconsin businesses' productivity and competitiveness, augment the
9 state's economic base, support career pathways and expand technical college training services to
10 businesses and industry. Grants are awarded to upgrade the skills and productivity of employees of
11 established businesses operating in Wisconsin, with the additional objective of supporting regional
12 workforce and economic development efforts. Training under these grants focus on occupational skills,
13 but can include a combination of occupational, academic and employability topics or courses.; and,

14
15 **WHEREAS**, Rock County has identified a need to provide additional leadership training to lead workers
16 and supervisors and currently has limited training dollars available for supervisor training programs; and,

17
18 **WHEREAS**, the WAT grant will create a opportunities to provide advanced training to a cohort of lead
19 workers and supervisors from Rock County; and,

20
21 **WHEREAS**, the grant covers Wisconsin State fiscal year 2020, which encompasses Rock County fiscal
22 year 2019 and 2020. Portions of the grant dollars will be spent in 2019 with the balance as of December
23 31, 2019 being carried over into 2020.

24
25 **NOW, THEREFORE, BE IT RESOLVED** by the Rock County Board of Supervisors duly assembled
26 this 11th day of July, 2019 to approve and authorize the acceptance of \$16,150 of WAT
27 grant funds.

28
29 **BE IT FURTHER RESOLVED** that the 2019 Human Resources Department budget be amended as
30 follows:

Account/ Description	Budget 01/01/19	Increase (Decrease)	Amended Budget
Source of Funds			
08-1420-2019-42100 State Aid	\$0	\$16,150	\$16,150
Use of Funds			
08-1420-2019-64200 Training Expenses	\$0	\$14,550	\$14,550
08-1420-2019-67130 Equipment	\$0	\$1,600	\$1,600

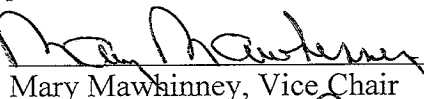
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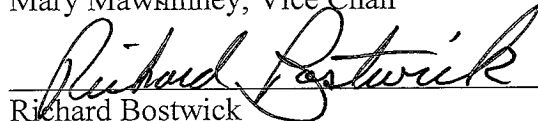
Accepting Workforce Advancement Training Grant and Amending the Human Resource Department's Budget
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Respectfully submitted,


COUNTY BOARD STAFF COMMITTEE

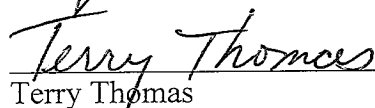

Russell Podzilni, Chair

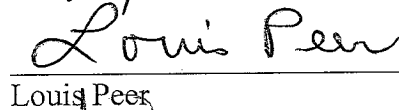

Mary Mawhinney, Vice Chair

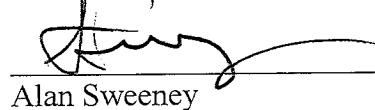

Richard Bostwick

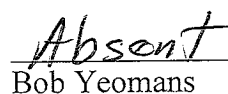

Henry Brill


Betty Jo Bussie


Terry Thomas

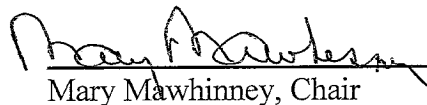

Louis Peer


Alan Sweeney


Bob Yeomans

FINANCE COMMITTEE ENDORSEMENT

Reviewed and approved on a vote of 5-0

 7.11.19
Mary Mawhinney, Chair Date

ADMINISTRATIVE NOTE:

Recommended


Josh Smith
County Administrator

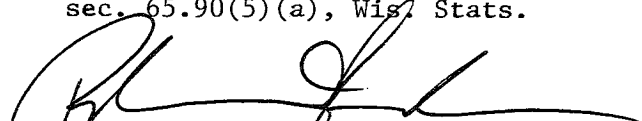
FISCAL NOTE:

Human Resources has been awarded \$16,150 in state funds to provide workforce training. The grant requires a 50% County match, or \$8,075, which is currently available in the Human Resources budget. Therefore, no additional County funds are required.


Sherry Oja
Finance Director

LEGAL NOTE:

The County Board is authorized to accept grant funds pursuant to sec. 59.52(19), Wis. Stats. As an amendment to the adopted 2019 County Budget, this Resolution requires a 2/3 vote of the entire membership of the County Board pursuant to sec. 65.90(5)(a), Wis. Stats.


Richard Greenlee
Corporation Counsel

Executive Summary

The State of Wisconsin offers Workforce Advancement Training (WAT) Grants through the Wisconsin Technical Colleges System. The WAT grants are designed to promote increased development of incumbent workers, improve Wisconsin businesses' productivity and competitiveness, augment the state's economic base, support career pathways and expand technical college training services to business and industry. Grants are awarded to upgrade the skills and productivity of employees of established businesses operating in Wisconsin, with the additional objective of supporting regional workforce and economic development efforts. Training under these grants focus on occupational skills, but can include a combination of occupational, academic, and employability topics or courses.

The Human Resources Department was awarded a \$16,150 grant from the Workforce Advancement Training Program.

Rock County will partner with Blackhawk Technical College (BTC) to develop and deliver a comprehensive training program to build critical skills in County lead workers and supervisors. In 2017, Rock County partnered with BTC to develop a small leadership series that was targeted at new supervisors. The County conducted three of these programs in 2017 and 2018 and is looking to expand with more advanced training enhance the leadership skills of lead workers and supervisors within the County, and to attempt to reduce turnover.

Rock County is currently not equipped to provide the desired training internally; however, BTC is in a position to deliver a comprehensive training program that incorporates both the soft skills and hard skills that lead workers and supervisors need to be successful and to help improve employee retention. The County evaluated priorities and determined that there is a need for advanced training for new supervisors. In addition, there is a desire to create a new program providing an investment in lead workers who would then be better positioned to promote into a future leadership role.

Rock County is not alone in the challenges of recruitment and retention of staff. Rock County has limited growth in terms of new full time equivalencies (FTE) and the majority of the 220 annual new hires comes from turnover, with about 20% as a result of retirements. The average employee in Rock County is 45 years old and has 10.86 years of service. The average supervisor is 48 years old and has 12.9 years of service. Rock County is experiencing an aging of the workforce, and 25% of the workforce and 25% of the supervisors are currently of eligible retirement age. Rock County has approximately 200 supervisors from first level up through Department Heads and Elected Officials.

In addition, several departments and divisions have lead workers currently directing the work flow of a team of employees, and targeted for promotion to serve in a supervisory capacity. Lead workers struggle when promoted to supervisory positions as they lack leadership training. Rock County will be losing a significant portion of the institutional knowledge in the next 10 years as a result of retirements. Rock County believes strongly in creating advancement opportunities for staff, and a majority of the supervisory and lead worker hires are from promotional opportunities. This makes it especially important to upgrade the leadership skills of these employees. In looking at succession planning, Rock County needs to position itself better to promote and grow our internal talent, and help current employees be set up for success when promotional opportunities arise. There is no current supervisor-in-training program, and this is a gap we are hoping to fulfill with one segment of this grant opportunity.

Annually, Rock County conducts an employee engagement survey. There is a section of the survey that focuses on career development and clearly shows that the County must improve opportunities for career development. The scores are based on a 5 point scale with 5 being the desirable. The County strives to achieve at least a 3.5 in each category. The overall career development score in 2018 was 3.14. This can be broken down to a 3.16 for opportunities for professional growth, 2.98 in opportunities for career advancement, and 3.29 in the County invests in training and education, which are all below the target of at least a 3.5. These new training opportunities being offered through this grant will enhance the ability to provide leadership training and career advancement opportunities for staff.

Next year, 15 lead workers and 20 supervisor positions will complete advanced leadership training; 20 supervisors who have not participated in past leadership training opportunities will receive basic leadership training. In total, 55 Lead and Supervisor positions will apply newly attained leadership skills in their daily work, positively impacting overall organization productivity, engagement, and retention.