

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Budget Summary

Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Variance
Expenditures					
Personnel Costs	\$5,710,284	\$5,581,225	\$5,982,709	\$6,101,269	\$118,560
Operation Costs	\$284,245	\$256,839	\$582,426	\$492,274	(\$90,152)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$543,074	\$716,888	\$600,348	\$711,634	\$111,286
Total Expenditures	\$6,537,603	\$6,554,952	\$7,165,483	\$7,305,177	\$139,694
<i>Legacy Healthcare/Pension</i>	<i>\$1,193,227</i>	<i>\$1,019,059</i>	<i>\$1,343,267</i>	<i>\$1,522,306</i>	<i>\$179,039</i>
Revenues					
Direct Revenue	\$1,427,062	\$1,359,343	\$1,452,260	\$1,591,954	\$139,694
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,427,062	\$1,359,343	\$1,452,260	\$1,591,954	\$139,694
Tax Levy					
Tax Levy	\$5,110,541	\$5,195,609	\$5,713,223	\$5,713,223	\$0
Personnel					
Full-Time Pos. (FTE)		56	57	57	0
Seas/Hourly/Pool Pos.		0.5	0	0	0
Overtime \$		\$5,076	\$12,072	\$0	(\$12,072)

Department Mission: The Department of Human Resources (HR) will provide Milwaukee County with quality HR services to attract, develop, motivate and retain a high-performing workforce within a supportive, customer service-driven work environment. HR will focus on building a fully engaged workforce, striving for Milwaukee County to be regarded as an “employer of choice.” We will build a total rewards environment at Milwaukee County to enhance service, quality and efficiency, while attracting and retaining top talent. Our overall vision is to build a high-performing workforce. This includes developing programs and practices that establish competitive compensation practices, cost-effective yet competitive employee and retiree benefits plans, encourage a healthy work-life balance, support career development, improve internal communications, and reward employees for their results and service. HR will also build management and leadership competency across the County through learning and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. HR maintains an appropriate balance between employee and management rights, and strives to build a culture of accountability for leaders and employees. At all times, HR will assure adherence to Federal, State and Local laws, regulations and policies related to human resources and EEO.

Department Description: The Department of Human Resources consists of seven (7) service areas which include the Director’s Office; Employee Benefits & HR Metrics; Retirement Plan Services; Compensation & HRIS; Employment; Learning &, Development and Diversity; Employee Relations.

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Strategic Program Area 1: Director’s Office

Service Provision: Mandated

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$1,031,157	\$2,761,769	\$953,803	\$852,235	(\$101,568)
Revenues	\$6,200	\$18,952	\$6,200	\$6,200	\$0
Tax Levy	\$1,024,957	\$2,742,817	\$947,603	\$846,035	(\$101,568)
FTE Positions		4.5	3	2	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area.				

Strategic Implementation: The Director’s Office develops and drives overall long-term vision for Human Resources, while ensuring effective departmental execution on a day-to-day basis in addition to administering human resources programs, leading key County initiatives, and assisting County departments in identifying strategies for training and staff development. This office partners with executive leaders on developing human capital solutions for Milwaukee County, including overall workforce planning and talent management. In addition, this office is responsible for the HR staff’s achievement of goals, professional development, and overall service to the County.

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Strategic Program Area 2: Compensation & HRIS

Service Provision: Administrative

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Compensation Requests	N/A	N/A	TBD
Number of positions reviewed in Job Analysis project	531	3,635	TBD
Recommended compensation adjustments	74	231 YTD	TBD

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$468,159	\$497,124	\$656,950	\$763,100	\$106,150
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$468,159	\$497,124	\$656,950	\$763,100	\$106,150
FTE Positions		4	5	6	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area.				

Strategic Implementation: As part of HR’s Total Rewards strategy, this division is responsible for developing, managing, and administering competitive, equitable, and innovative compensation programs designed to attract, engage, and retain employees. Our ultimate goal is to create equitable and market-appropriate compensation strategies that help to build a high-performing work environment across Milwaukee County. This division also manages HR Systems and confidential employee data for Milwaukee County. The Compensation Division continues to review and recommend pay ranges for all new or modified positions County-wide. They also work to ensure consistency of practice for all aspects of a positions countywide, including, but not limited to, titles, content, descriptions, market competitive pay, internal equity, and compliance.

The Department of Human Resources (HR) continues its work on rolling out the new countywide pay ranges structure introduced in 2014. All positions are currently evaluated on the old grade and step system along with placement on a new range. This process will be managed in this manner until the new pay range structure is approved and implemented.

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As we implement the new pay structure and other advancements in HR systems, including using the system to track performance reviews and employee corrective action, increased oversight of data integrity and timely reporting become much more critical.

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Strategic Program Area 3: Employee Relations

Service Provision: Administrative

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of grievances	37	45	45
Number of employment investigations	32	30	30

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$1,964,225	\$630,376	\$1,988,080	\$1,784,603	(\$203,477)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,964,225	\$630,376	\$1,988,080	\$1,784,603	(\$203,477)
FTE Positions		20	19	20	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Respond to all employee issues within 24 hours	N/A	N/A	100%	Respond to all employee issues within 24 hours

Strategic Implementation: The Employee Relations Division is committed to maintaining productive workplace relationships; improving the overall work environment by developing performance management tools, delivering training, and providing coaching and counselling to both employees and management staff; mitigating employment-related risk for Milwaukee County; and ultimately assisting business units in achieving results. This is accomplished by balancing the needs of employees with the responsibilities of management to effectively lead teams to successful outcomes. Key functions include coaching managers on employee matters, conducting investigations, providing developmental tools and resources to employees and managers, consulting on employee and manager performance management, addressing workplace conflict or concerns, developing best practices regarding hiring methodologies and interviewing techniques, collaborating with Corporation Counsel on legal matters, and connecting employees and managers with a wide array of HR services. This area is also responsible for all labor negotiations and required Federal EEO reporting.

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Strategic Program Area 4: Talent Acquisition & HR Operations

Service Provision: Administrative

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Job Requisitions	450	467	450
Applications Processed	45,136	47,000	45,000

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$748,027	\$705,360	\$1,111,534	\$1,230,166	\$118,632
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$748,027	\$705,360	\$1,111,534	\$1,230,166	\$118,632
FTE Positions		7	7	8	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Cycle Time	N/A	N/A	N/A	45 days

Strategic Implementation: The Talent Acquisition division develops, administers, and monitors the recruitment and selection process at Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant tests, and distributing qualified candidates to department heads and hiring managers. Ultimately, the Talent Acquisition area is focused on building a high-performing organization through seeking the best possible talent to serve our community.

The Division also provides coordinated pre-employment activities, such as applicant drug testing, physical screens and background assessments, and coordinates our centralized New Employee Orientation program. In addition, other operational functions are managed by this Division, including greeting and assisting walk-in customers, processing Unemployment Compensation claims, and responding to Open Record Requests.

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Strategic Program Area 5: Learning & Development and Diversity

Service Provision: Administrative

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Training Sessions	213 (3 programs)	200 (11 programs)	220
Training Participants	2,993	1,600	2,500

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$266,778	\$1,157	\$351,605	\$394,956	\$43,351
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$266,778	\$1,157	\$351,605	\$394,956	\$43,351
FTE Positions		3	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area				

Strategic Implementation: In an effort to help build a high-performing, engaged workforce, Learning & Development is committed to sustaining a learning environment at Milwaukee County that encourages employees and leaders to develop their skills and abilities, and paving the way for career growth and opportunity at Milwaukee County. Learning & Development is responsible for designing, acquiring and administering employee and management training and development programs, including a broad training applications to all Milwaukee County employees (such as Harassment Awareness, New Supervisor training, Customer Service training, Coaching Skills, Personality Style Inventory, etc.).

In 2016, Learning & Development will continue to offer the Leadership Excellence program targeting mid-level leaders, and will provide additional development opportunities for front-line supervisors through the Management Development Program. This initiative focuses on engaging selected high-potential employees and engaging them in highly experiential learning sessions. The Learning & Development Division will also manage Milwaukee County's first Learning Management System (LMS), launched in 2015. This cloud-based system will serve as the central repository for the announcement, registration, tracking and approval for learning throughout Milwaukee County. The LMS will also include a wide variety of online learning programs for employees to participate in, as well as certification tracking. It will provide employees an avenue for career/professional development planning.

From a Diversity perspective, this Division also leads Milwaukee County's diversity efforts, striving to honor inclusion, as well as advocating for education, awareness, acceptance, and outreach in the workplace and community. The Milwaukee County Diversity Committee is composed of department teams representing the many functional areas throughout Milwaukee County. Currently, there are approximately forty-five individual members on the committee roster.

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Strategic Program Area 6: Benefits & HR Metrics

Service Provision: Administrative

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Life Status Events Processed	NA	950	950
Customer Service Calls	NA	5,500	5,500
Customer Service Emails	NA	500	500

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$638,395	\$625,549	\$657,451	\$694,363	\$36,912
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$638,395	\$625,549	\$657,451	\$694,363	\$36,912
FTE Positions		5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Wellness Participation	N/A	N/A	63%	70%
Response to initial Benefit inquiries within 1 business day	N/A	N/A	NA	95%

Strategic Implementation: The Benefits & HR Metrics Division is responsible for providing administration, enrollment, and ongoing employee support for all non-pension benefit plans including, but not limited to, active and retiree medical and life insurance, dental, supplemental disability, and wellness. The Benefits division develops plan design and benefit options, makes recommendations as a part of the County's overall Total Rewards strategy, executes ongoing audits to maintain the integrity of the enrollment data and ensures compliance with all regulations governing benefit plans. The fiscal impact of the activities of the Employee Benefits Division is generally observed in organization 1950 Fringe Benefits. The division also executed a number of key contracts in 2014, which were implemented in 2015, including Wellness, Medical, Pharmacy, and FSA administration. The fiscal impact of these contracts is reflected in organization 1950 Fringe Benefits.

The HR metrics area is responsible for developing and analyzing HR data to support County leaders in identifying and planning for potential issues and making strategic decisions.

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Strategic Program Area 7: Retirement Plan Services

Service Provision: Administrative

Strategic Outcome: Attracting and retaining a high-performing workforce.

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of retirees receiving benefits	7,928	7,998	8,150
Retirements Processed	352	286	276
Process out Deceased Members	275	235	269
Customer Service Calls	6832	7283	10,000
Customer Service Emails	1720	4300	3500
Research Legal Issues / Compliance	147	82	110
Respond to Open Records Requests	16	9	20

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
Expenditures	\$1,420,862	\$1,333,617	\$1,446,060	\$1,585,754	\$139,694
Revenues	\$1,420,862	\$1,340,391	\$1,446,060	\$1,585,754	\$139,694
Tax Levy	\$0	(\$6,774)	\$0	\$0	\$0
FTE Positions		13	13	13	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Pension fund rate of return	N/A	15.2%	8%	TBD

Strategic Implementation: The Retirement Plan Services Division is responsible for transitioning active members to retirement. This includes professionally delivering consistent and accurate information when conducting individual retirement sessions, performing benefit calculations, determining eligibility, generating payments, and supporting service referrals. Retirement Plan Services develops and implements communications plans to ensure all members have the information and resources they need to make informed decisions. This service utilizes no tax levy as the expenditures are funded with Employee Retirement System (ERS) revenue.

Retirement Plan Services will continue to develop opportunities to streamline processes that improve operational effectiveness, and will continue to utilize a team of developers to reduce ongoing reprogramming and maintenance costs associated with a hosted pension system. Due to revenue offsets in ERS, savings from this and other streamlining efforts are realized in the annual Retirement Plan Services' funding request.

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Human Resources Budgeted Positions				
Title Code	2015 Budget	2016 Budget	2016/2015 Variance	Explanation
Analyst Compensation	2	2	0	
Analyst Financial Retirement	0	1	1	
Analyst Info System Retirement	0	1	1	
Assistant Compensation/HRIS	2	1	-1	
Assistant Employment	0	1	1	
Assistant Human Resources	1	1	0	
Assistant Training & Developme	0	1	1	
Asst Administrative HR	0	1	1	
Asst Compensation/HRIS Lead	0	1	1	
Chief Human Resources Officer	1	1	0	
Clerical Spec HR - ERS (NR)	1	1	0	
Clerical Spec HR (NR)	1	2	1	
Coordinator Wellness	1	1	0	
Director Benefits	1	1	0	
Director Compensation HRIS	1	0	-1	
Director Compensation/HRIS	0	1	1	
Director Employee Relations	1	1	0	
Director HR Operations	0	1	1	
Director Retirement Plan Serv	0	1	1	
Employee Develop Coord	1	1	0	
ERS Coord	1	1	0	
Exdir1-Retirementsystemgr	1	0	-1	
Exdir2-Dep Dir Human Re	1	0	-1	
Fiscal Officer Assistant	1	0	-1	
Fiscal Officer-Ers	1	0	-1	
Generalist Human Resources	1	3	2	
Human Res Analyst 1	2	0	-2	
Human Res Analyst 1 - Bil/Span	1	0	-1	
Human Res Analyst 2 - Emp Ben	2	2	0	
Human Res Analyst 3	1	3	2	
Human Res Analyst 3 - Bil/Span	0	1	1	
Human Res Coord Aging	1	0	-1	
Human Res Coord CSE	1	1	0	
Human Res Coord MHD	1	1	0	
Human Res Coord Parks	1	1	0	
Human Res Coord Sheriff	1	1	0	
Human Res Coord TPW	1	1	0	
Human Res Coord Zoo	1	1	0	
Human Res Mgr DSS	1	0	-1	

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Human Res Spec	1	0	-1	
Manager Benefits	1	1	0	
Manager Employment	1	1	0	
Manager Human Resources	0	1	1	
Manager Training Development	1	1	0	
Mgmt Asst - Human Res	5	5	0	
Office Supp Asst 2	1	0	-1	
Office Supp Asst 2 NR	1	0	-1	
Overtime	0.2	0	-0.2	
Receptionist	1	1	0	
Retirement Info System Spec	1	0	-1	
Specialist Compensation	1	0	-1	
Specialist Compensation/HRIS	0	1	1	
Specialist Retirement	5	0	-5	
Sr Analyst Financial Retirement	0	1	1	
Sr Analyst Pension	1	1	0	
Sr Assistant Executive	0	1	1	
Sr Executive Assistant	1	0	-1	
Sr Generalist Human Resources	1	2	1	
Sr Specialist EmployeeRelation	1	0	-1	
Sr Specialist Retirement	0	4	4	
Training Development Assistant	1	0	-1	
Vacancy & Turnover	-2	-5.8	-3.8	
TOTAL	55.2	51.2	-4	