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	$5,581,227	$5,982,709	$6,472,005	$489,296
Operation Costs	$284,245	$256,846	$582,426	$1,043,877	$461,451
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$543,074	$716,893	$600,348	$817,896	$217,548
Total Expenditures	**$6,537,603**	**$6,554,966**	**$7,165,483**	**$8,333,778**	**$1,168,295**
Legacy Healthcare/Pension	*$1,193,227*	*$1,019,059*	*$1,343,267*	*$1,570,925*	*$227,658*
Revenues					
Direct Revenue	$1,427,062	$1,359,344	$1,452,260	$1,575,120	$122,860
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,427,062**	**$1,359,344**	**$1,452,260**	**$1,575,120**	**$122,860**
Tax Levy	**$5,110,541**	**$5,195,621**	**$5,713,223**	**$6,758,658**	**$1,045,435**
Personnel					
Full-Time Pos. (FTE)	57	56	57	58	1
Seas/Hourly/Pool Pos.	0.5	0.5	0	0	0
Overtime $	$5,076	$46,135	$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". HR will build a total rewards environment at Milwaukee County to enhance service, quality and efficiency, while attracting and retaining top talent. Building a high-performing workforce includes developing programs and practices for competitive compensation, maintaining cost-effective yet competitive employee and retiree benefit plans, fostering diversity and inclusion, encouraging a healthy work-life balance, promoting continued career development, improving internal communications, and rewarding 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; Compensation & HRIS (Human Resources Information Systems); Employee Relations; Talent Acquisition & HR Operations; Learning & Development and Diversity; Benefits & HR Metrics; Retirement Plan Services.

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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	**2014 Actual**	**2015 Budget**	**2016 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	$2,761,771	$953,803	$965,819	$12,016
Revenues	$6,200	$18,952	$6,200	$6,200	$0
Tax Levy	$1,024,957	$2,742,819	$947,603	$959,619	$12,016
FTE Positions	4.5	4.5	4	2	(2)

How Well We Do It: Performance Measures			
Performance Measure	**2014 Actual**	**2015 Budget**	**2016 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 to develop 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.

The 2016 Budget reflects transfer of two positions to Talent Acquisitions & HR Operations to better reflect needs of the division. $25,000 is included in the budget for the 360 Degree Feedback Program that aims at improving manager capacity and performance.

Strategic Program Area 2: Compensation & HRIS

Service Provision: **Administrative**

Strategic Outcome: **Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Item	**2014 Actual**	**2015 Budget**	**2016 Budget**
Number of Compensation Requests	1,100	1,200	1,000
Number of positions analyzed	1,131	300	350
Recommended compensation adjustments	151	193	515

How We Do It: Program Budget Summary					
Category	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016/2015 Var**
Expenditures	$468,159	$497,126	$656,950	$758,737	$101,787
Revenues	$0	$0	$0	$0	$0
Tax Levy	$468,159	$497,126	$656,950	$758,737	$101,787
FTE Positions	4	4	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	**2014 Actual**	**2015 Budget**	**2016 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. The goal of this division 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 and reviews and recommends pay ranges for all new or modified positions. Compensation & HRIS also works to ensure consistent practice for all aspects of positions including titles, content, descriptions, market competitive pay, internal equity, and compliance.

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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	**2014 Actual**	**2015 Budget**	**2016 Budget**
Number of grievances	27	45	15
Number of employment investigations	95	30	70

How We Do It: Program Budget Summary					
Category	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016/2015 Var**
Expenditures	$1,964,225	$630,378	$1,988,080	$2,175,157	$187,077
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,964,225	$630,378	$1,988,080	$2,175,157	$187,077
FTE Positions	21	20	19	20	1

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**
Respond to all employee issues within 24 hours	n/a	n/a	n/a	100%

Strategic Implementation:
The Employee Relations Division is committed to maintaining productive workplace relationships and 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.

The 2016 Budget reflects addition of one HR Generalist and $80,000 for the creation of an employee engagement strategy that will help the County identify strengths and opportunities for development of the organization and its workforce.

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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	**2014 Actual**	**2015 Budget**	**2016 Budget**
Job Requisitions	462	450	450
Applications Processed	13,164	11,463	12,000
New Employees Oriented	0	0	680
Central NEO Sessions	0	0	26
Background Checks	0	0	700
Pre-Employment Health Screens	0	0	700

How We Do It: Program Budget Summary					
Category	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016/2015 Var**
Expenditures	$748,027	$705,361	$1,111,534	$1,218,196	$106,662
Revenues	$0	$0	$0	$0	$0
Tax Levy	$748,027	$705,361	$1,111,534	$1,218,196	$106,662
FTE Positions	7	7	7	7	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**
Cycle Time	n/a	162 days	90 Days	60 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. 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.

The 2016 Budget reflects transfer of two positions from the Director's Office and defunding of two positions to better reflect needs of the division.

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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	**2014 Actual**	**2015 Budget**	**2016 Budget**
Training Sessions	230	220	230
Training Participants	1,772	2,500	3,000

How We Do It: Program Budget Summary					
Category	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016/2015 Var**
Expenditures	$266,778	$1,159	$351,605	$773,052	$421,447
Revenues	$0	$0	$0	$0	$0
Tax Levy	$266,778	$1,159	$351,605	$773,052	$421,447
FTE Positions	3	3	3	4	1

How Well We Do It: Performance Measures			
Performance Measure	**2014 Actual**	**2015 Budget**	**2016 Budget**
Performance Measures have not yet been created for this Program Area			

Strategic Implementation:
Learning & Development is committed to sustaining a learning environment at Milwaukee County that encourages employees and leaders to develop their skills and abilities, creating career growth and opportunity at Milwaukee County. 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.

Learning & Development offers the Leadership Excellence program which targets mid-level leaders and provides additional development opportunities for front-line supervisors through the Management Development Program. The Learning & Development Division manages the Learning Management System (LMS), which serves as the central repository for the announcement, registration, tracking and approval for learning throughout Milwaukee County. LMS includes certification tracking and a wide variety of online learning programs for employees to participate in.

The 2016 Budget adds one LMS Training Specialist position to develop, deliver and coordinate the LMS training content and $300,000 for the Tuition Reimbursement Program for employee job-related educational advancement.

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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	**2014 Actual**	**2015 Budget**	**2016 Budget**
Life Status Events Processed	N/A	950	800
Customer Service Calls	N/A	5,500	7,000
Customer Service Emails	N/A	500	400

How We Do It: Program Budget Summary					
Category	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016/2015 Var**
Expenditures	$638,395	$625,551	$657,451	$873,897	$216,446
Revenues	$0	$0	$0	$0	$0
Tax Levy	$638,395	$625,551	$657,451	$873,897	$216,446
FTE Positions	5	5	5	6	1

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**
Wellness Participation	N/A	N/A	70%	65%
Response to initial Benefit inquiries within 1 business day	N/A	N/A	95%	95%

Strategic Implementation:
The Benefits & HR Metrics Division is responsible for administration, enrollment, and ongoing employee support for all non-pension benefit plans including, 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 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.

The 2016 Budget includes transfer of Family and Medical Leave Act (FMLA) administration to the Benefits & HR Metrics Division from Risk Management in order to reduce high levels of FMLA usage and improve responsiveness to County employees. An RFP for these services was awarded in 2015, for implementation

January 1, 2016 at a budget amount of $96,798. The 2016 Budget reflects transfer of one position from Office for Persons with Disabilities (OPD) to assist this program.

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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	**2014 Actual**	**2015 Budget**	**2016 Budget**
Number of retirees receiving benefits	8,034	8,150	8,200
Retirements Processed	265	276	275
Process out Deceased Members	288	269	225
Customer Service Calls	1,215	10,000	12,000
Customer Service Emails	512	3,500	4,500
Research Legal Issues / Compliance	85	110	75
Open Records Request Responses	14	20	30

How We Do It: Program Budget Summary					
Category	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016/2015 Var**
Expenditures	$1,420,862	$1,333,619	$1,446,060	$1,568,920	$122,860
Revenues	$1,420,862	$1,340,392	$1,446,060	$1,568,920	$122,860
Tax Levy	$0	($6,773)	$0	$0	$0
FTE Positions	13	13	13	13	0

How Well We Do It: Performance Measures				
Performance Measure	**2014 Budget**	**2014 Actual**	**2015 Budget**	**2016 Budget**
Pension fund rate of return	8%	5.2%	8%	8%

Strategic Implementation:
The Retirement Plan Services Division is responsible for transitioning active members to retirement. This includes 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 communication plans to ensure all members have the information and resources they need to make decisions. This program area does not receive direct tax levy. Administrative for Retirement Plan Services are included in the Org 1950 – Employee Fringe Benefits budget where they are allocated to departments based on their share of countywide staffing levels. It is estimated that 15.5% of these costs are offset by revenue. The remaining 84.5% or $1,325,738 represents tax levy allocated to departments.

Retirement Plan Services will continue to develop opportunities to improve operational effectiveness with the goal of reducing 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.