

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	\$5,581,227	\$5,982,709	\$6,342,873	\$360,164
Operation Costs	\$284,245	\$256,846	\$582,426	\$855,539	\$273,113
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$543,074	\$716,893	\$600,348	\$821,013	\$220,665
Total Expenditures	\$6,537,603	\$6,554,966	\$7,165,483	\$8,019,425	\$853,942
<i>Legacy Healthcare/Pension</i>	<i>\$1,193,227</i>	<i>\$1,019,059</i>	<i>\$1,343,267</i>	<i>\$1,551,741</i>	<i>\$208,474</i>
Revenues					
Direct Revenue	\$1,427,062	\$1,359,344	\$1,452,260	\$1,566,093	\$113,833
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	\$1,566,093	\$113,833
Tax Levy					
Tax Levy	\$5,110,541	\$5,195,621	\$5,713,223	\$6,453,332	\$740,109
Personnel					
Full-Time Pos. (FTE)	57	56	57	57	0
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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$852,907	(\$100,896)
Revenues	\$6,200	\$18,952	\$6,200	\$6,200	\$0
Tax Levy	\$1,024,957	\$2,742,819	\$947,603	\$846,707	(\$100,896)
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.

It is requested that Human Resources provide the Office of the Sheriff with a list of qualified candidates for the Correctional Officer 1 position no later than February 1, 2016. The Office of the Sheriff has a number of funded, but unfilled, Correctional Officer 1 positions and filling these positions will help reduce the heavy reliance on overtime at the jail.

The Director of Human Resources is requested to publish and report to the County Board by the April 2016 meeting cycle written information regarding performance metric related discipline policies implemented by HR and departmental managers. This shall include any incentives for good performance and disincentives for poor performance. HR shall also develop metrics for reporting to the County Board, in aggregate, information on performance metric related discipline measures involving suspensions without pay.

In addition, HR is requested to regularly report to the County Board the progress on the processing of disability retirement claims until the backlog of claims are eliminated. The backlog is anticipated to be ameliorated by the addition of a new outside medical adviser.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$755,032	\$98,082
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$468,159	\$497,126	\$656,950	\$755,032	\$98,082
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.

The County maintains employee position control in separate systems; one maintained by Human Resources and one that is maintained by the Department of Administrative Services-Performance, Strategy, and Budget (DAS-PSB) to budget salary appropriations. Since the two systems do not have an automated interface, the data is different in each system. To provide transparency to the public as to the type and number of positions that each department is authorized, it is the policy that all departmental narratives shall contain a personnel table listing of the type and number of positions authorized. Each year the personnel tables shall be updated to reflect proposed position actions and changes approved outside of the annual budget process.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

For 2016, departments are authorized only the positions that are included in the personnel tables. Any other positions not included in the personnel tables are hereby abolished and may not be filled. Understandably, there may be some employees filling positions that are not included in the positions shown in the personnel tables due to the failure to reconcile the two systems. It is the policy of Milwaukee County that any employee filling a position, as of November 9, 2015, who is not included in the adopted personnel tables shall not be displaced before April 1, 2016. This will provide Human Resources and the affected department an opportunity to request the authorization of a position by the County Board.

The Department of Human Resources, in conjunction with DAS-PSB, is requested to furnish a report to the County Board no later than the March 2016 cycle as to the procedures that will be used to ensure position control is maintained for the separate systems provided by each department.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$1,997,350	\$9,270
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,964,225	\$630,378	\$1,988,080	\$1,997,350	\$9,270
FTE Positions	21	20	19	19	0

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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$1,213,550	\$102,016
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$748,027	\$705,361	\$1,111,534	\$1,213,550	\$102,016
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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$770,786	\$419,181
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$266,778	\$1,159	\$351,605	\$770,786	\$419,181
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 Assistance Program (Program) for employee job-related educational advancement. It is the policy of Milwaukee County that the Program will include the following elements:

PROGRAM:

- Eligible employees are able to receive tuition reimbursement upon proof of paid tuition, prior to course completion; however, if the employee chooses to receive reimbursement prior to course completion they must present documentation of course completion to Human Resources within six weeks of the end of the course.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140

FUND: General - 0001

- Human Resources shall pursue repayment from all employees who separate from Milwaukee County within a year after reimbursement, but may provide fairly accessible repayment plans as authorized by the HR Director.

ELIGIBILITY:

- All employees not subject to Wis. Stat. § 59.10(2)(c)4 who have worked for the County for at least one year and were compensated for the equivalent of at least 1,700 hours in the 12 months preceding a request for assistance are eligible for the Program.
- Eligible employees may utilize up to \$1,500 of assistance each calendar year, except for employees with five or more years of Milwaukee County employment who have an annualized base salary rate less than \$75,000, who may utilize up to \$2,500 of assistance each calendar year.
- Competing requests for participation shall be ordered by priority first by the date the request is received by Human Resources, second by rate of pay (lowest first), and third by seniority (senior first).

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$869,907	\$212,456
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$638,395	\$625,551	\$657,451	\$869,907	\$212,456
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

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

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	\$1,559,893	\$113,833
Revenues	\$1,420,862	\$1,340,392	\$1,446,060	\$1,559,893	\$113,833
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.