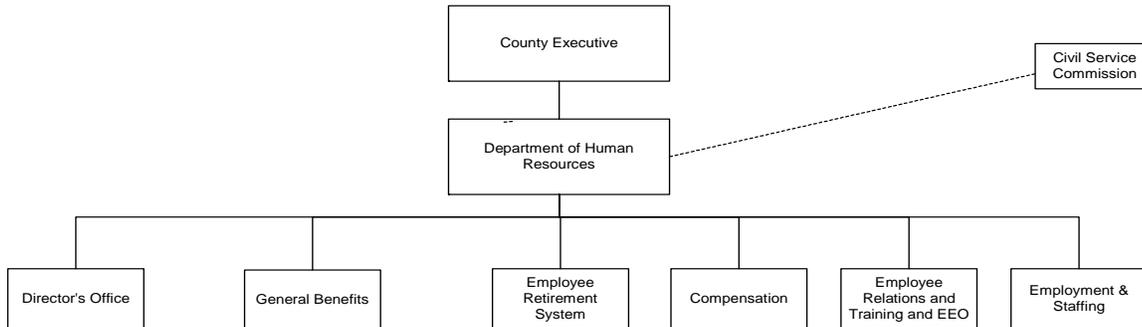


# HUMAN RESOURCES (1140)



## MISSION

The Department of Human Resources (DHR) will provide Milwaukee County government with an equitable and effective system for the recruitment, classification, compensation, development and retention of a talented, skilled and culturally diversified workforce. DHR will create eligible lists in a timely manner for vacant positions, administer the FMLA for County employees, and administer training and development programs as required by county ordinance. At all times, DHR will assure strict adherence to Civil Service Rules, State, Federal laws and County ordinances, regulations and policies related to human resources and affirmative action. The General Benefits section manages the benefits program that provides health benefits and the ERS section manages pension benefits for active Milwaukee County employees and retirees.

## Budget Summary

	2012	2011/2012 Change
<b>Expenditures</b>	<b>4,655,768</b>	<b>(246,000)</b>
<b>Revenue</b>	<b>1,375,209</b>	<b>(492,551)</b>
<b>Levy</b>	<b>3,280,559</b>	<b>246,551</b>
<b>FTE's</b>	<b>50.6</b>	<b>13.5</b>

## Major Programmatic Changes

- Consolidate General Benefits and Employee Retirement within the Department of Human Resources.
- Fully staff the Compensation and Employment & Staffing Units to ensure the maintenance of Milwaukee County's employment and classification systems.
- Reinstigate responsible supervision training for all supervisory and managerial staff as mandated by county ordinance.
- Centralize human resource field staff.

## OBJECTIVES

- DHR will continue its comprehensive web-based recruitment initiative to attract the most qualified and capable applicants to contribute to Milwaukee County's diversified workforce.
- DHR will fully utilize the Ceridian Recruitment System (CRS) to accelerate the application and selection processes, and to enhance recruitment capability, applicant tracking, and the employee self-service function.
- DHR will actively administer the countywide FMLA application process in conjunction with user departments.
- DHR will develop and administer a countywide supervisory development and training program.
- Develop and implement strategies to reduce the cost of health care provided to employees and retirees while maintaining high quality of care.

## ADOPTED 2012 BUDGET

DEPT: Human Resources

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- Continue to work with members of the Milwaukee County Employee Health Care Workgroup in identifying alternatives for cost-effective delivery of employee health care.
- Continued refinement of the V3 Pension System, Ceridian Benefits System, and associated processes will result in cost savings through greater efficiencies in system utilization, better financial controls, and increased automated processing. This will enable available staff to spend more time with clients providing pension counseling and assisting with ongoing benefits questions.
- Serve the Pension Board by efficiently administering pension benefits and provide proper management of services provided through the Employee Retirement System (ERS).
- Improve communication with active employees and retirees providing information regarding County benefit plans to encourage participants to be more efficient and effective consumers of healthcare.
- Improve operational efficiency and maintain or improve service levels through successful software and/or hardware installations and shared resources.
- Investigate, identify and recommend cost-effective means to fulfill civil service rules review duties identified in Chapter 33.

### DEPARTMENTAL PROGRAM DESCRIPTION

The **Director's Office** administers human resources programs, assigns projects, assists County departments in identifying resources for training and staff development, prepares the Affirmative Action report, receives employee complaints related to Title VII, submits the annual departmental budget, presents all department recommendations to the Civil Service Commission and the Personnel Committee of the County Board, serves as staff to the Personnel Committee, analyzes and reports on legislation affecting the human resource function in Milwaukee County, directs the implementation of the automated Human Resources Information System (HRIS), including CRS, and provides analysis, recommendations, and implementation of new approaches to human resource/human capital administration. The Director of Human Resources serves as secretary of the Civil Service Commission.

**Employee Relations and Training & Equal Opportunity** is responsible for the mandated filing of EE04 and EE01 reports for affirmative action. Additionally this office conducts the mandated training of responsible supervision classes and other training that has broad application to all County workplaces such as diversity, sexual harassment, etc. This office serves as the receiver of any Title VII claims or complaints. The County diversity committees are coordinated through this office.

The **Compensation Unit** studies requests for salary reallocations, changes in compensation policies and practices, and estimates the fiscal impact of these actions. This unit also maintains the classification system, performs job analyses, maintains salary provisions mandated by labor contracts or County Ordinances, implements provisions of the Executive Compensation Plan, and prepares recommendations to County Ordinances reflecting various compensation related policies such as the Federal Labor Standards Act (FLSA).

**Employment and Staffing** develops, administers, and monitors employee selection processes for all positions in the Milwaukee County Classified Service and, upon request, for positions in the unclassified service. This effort includes the assessment of job specifications and minimum qualifications, the development and administration of applicant examinations, and the certification of qualified candidates to department heads and appointing authorities. This section is responsible for activities recruiting employees to the Milwaukee County Classified Service, as well as the maintenance of appropriate records, applicant tracking and reports.

**Employee Retirement Services (ERS)** operates two retirement plans: ERS for regular County employees and OBRA for irregular part-time employees. The ERS operation provides customer services to employees that include individual retirement interviews, benefit calculations, eligibility determination, payment generation, community resources information and support services referrals. ERS transitions County employees into retirement status and provides ongoing support for over 7,300 retirees. ERS, at the direction of the pension board,

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manages an investment portfolio of approximately \$1.7 billion and disburses annual pension payments of approximately \$150 million.

**General Benefits** provides 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. General Benefits provides customer service support to over 20,000 active employees, retirees, and covered dependents. General Benefits is also responsible for benefit plan design, monitoring and forecasting plan costs, managing relationships with plan vendors, and reviewing, soliciting, and awarding benefit plan contracts.

## 2012 BUDGET

### ***Approach and Priorities***

- Increase service levels to user departments.
- Fully staff and maintain the Compensation and Employment & Staffing Units.
- Develop and maintain countywide supervisory training program.
- Coordinate more efficient use of county resources.

### ***Programmatic Impacts***

- The Compensation and Employment & Staffing Units will be fully staffed, allowing DHR to respond in timely manner to requests from departments regarding filling vacancies, changes in compensation, job analyses and comparison studies.
- Reinstigate responsible supervision training for all supervisory and managerial staff as mandated by county ordinance.
- Consolidate General Benefits and Employee Retirement System functions within the Department of Human Resources.
- Centralize Human Resource field staff.

### ***Budget Highlights***

#### **Human Resources**

##### ***Human Resources Consolidation***

**\$111,788**

In 2012, the Department of Administrative Services – Employee Benefits Division is consolidated within the Department of Human Resources. As a result of this consolidation, 1.0 FTE Deputy Director HR is created for a salary and fringe benefits cost of \$111,788. This consolidation is expected to improve efficiencies within these functional areas.

##### ***Personnel Changes***

**\$160,552**

In 2012, the following positions are created 2.0 FTE Human Resources Analyst 3 (\$167,972), 1.0 FTE HR Compensation Manager (\$109,046), and 1.0 FTE Management Assistant HR (\$57,660) for a salary and fringe benefit cost of \$334,678. This cost is partially offset by abolishing 1.0 FTE HR Manager-Compliance (\$109,046) and 1.0 FTE Admin Specialist (\$65,080) for a savings of \$174,126. This results in a net levy cost of \$160,552.

##### ***Centralization of HR Field Staff***

**(\$0)**

In 2010, Human Resources staff were budgeted and deployed throughout various departments and are now budgeted and allocated centrally within the new Department of Human Resources and cross-charged to their respective field departments. This is a technical change and has no levy impact. The table on the following page reflects the 15.0 FTE of HR Staff that will be transferred into HR:

**ADOPTED 2012 BUDGET**

**DEPT: Human Resources**

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<b>Org</b>	<b>Org Name</b>	<b>Title Code</b>	<b>Pos Desc.</b>	<b>FTE</b>
8231	Health and Human Services	00076610	Hum Res Mgr DSS	(1.00)
8231	Health and Human Services	00000019	Mgmt Asst- HR*	(1.00)
<b>DHHS</b>				
6300	Behavioral Health Division	00000019	Mgmt Asst- HR	(1.00)
6300	Behavioral Health Division	00006980	HR Coord MHD	(1.00)
<b>BHD</b>				
7990	Family Care	00065850	Human Res Coord Aging	(1.00)
<b>Family Care</b>				
2432	Child Support Services	00065830	HR Coord CSE	(1.00)
<b>CSS</b>				
9559	Zoo	00000019	Mgmt Asst- HR	(1.00)
9559	Zoo	00005750	HR Coord Zoo	(1.00)
<b>Zoo</b>				
5801	DTPW- Director's Office	00000019	Mgmt Asst- HR	(1.00)
5801	DTPW- Director's Office	00005735	HR Coord TPW	(1.00)
<b>DTPW</b>				
4002	Sheriff	00000019	Mgmt Asst- HR**	(1.00)
4311	Sheriff	00006580	HR Coord Sheriff	(1.00)
<b>Sheriff</b>				
9020	Parks	00005740	HR Coord	(1.00)
9020	Parks	00040402	Parks Operations Analyst 2 NR	(1.00)
9020	Parks	00000032	Clerical Spec HR (nr)	(1.00)
<b>Parks</b>				
<b>TOTAL</b>				<b>(15.00)</b>

**Reduction in Professional Services** **(\$36,000)**  
 The department has reduced professional service expenditures by a total of \$36,000. This reduction is due to a decrease in several consulting contracts (i.e. HR Consulting, FLSA, and the Medical Review Officer contract for drug testing), test scoring services, and the elimination of temporary compensation help, and bringing the services in-house.

**ERS/Health Benefits**

**Consolidation of General Benefits and Employee Retirement System** **\$0**  
 In his efforts to curtail the rising costs of the County's benefit plans, and in order to provide sound financial oversight over general benefits and the Employee Retirement System, the County Board Chairman, with support of the County Board, vigorously sought to create a new division of employee benefits with additional oversight by the Department of Audit and County Controller. This vision came to fruition in the 2007 Adopted Budget through the creation of the Employee Benefits Division in the Department of Administrative Services. Since the division has been created, it has been successful at limiting year-over-year increases in general healthcare benefits and at finding cost-effective ways to administer the ERS.

**ADOPTED 2012 BUDGET**

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As the County continues to evolve its human resource practices, it is critical that areas of focus within human resources, such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training, be consolidated within one, cohesive department - the new Department of Human Resources, which will report directly to the County Executive. The reorganization of the Employee Benefits Division within the new department is done with the original vision still at the forefront, but with newly added objectives of creating a strategic and comprehensive approach to managing people and the workplace culture and environment. The Department of Audit and Controller will still provide ongoing audits and fiscal support, while the Health Benefits Manager and Employee Retirement System Manager continue to provide a focused approach on benefits and the ERS.

***Dependent Eligibility Audit*** **\$0**  
DAS – Employee Benefits will conduct dependent eligibility audit to verify that enrolled dependents satisfy the County’s criteria for coverage. All potential savings from this program will be reflected in organization 1950 - Non-Departmental Fringe Benefits through avoided health care claims experience.

***Actuary Review of ERS Administrative Cost Amortization*** **\$0**  
Administrative costs related to the administration of the Employee’s Retirement System (ERS) are currently amortized over a ten-year period and paid as part of the annual pension contribution. In addition to staff related costs, this includes major capital expenses such as the implementation of the Vitech V3 pension recordkeeping system. In 2012, the actuary for the pension plan shall provide information to the County as to the “best practices” for the handling of these expenses and the impact on the fund (including future employer/employee required contributions) if the amortization period was shortened or eliminated.

***Staffing Reorganization*** **(\$452,818)**  
Based on a review of staffing needs, the 2012 Budget continues the reorganization of management roles and responsibilities within General Benefits and ERS. In General Benefits, the following positions are abolished: 1.0 FTE Dir of Employee Benefits (\$136,512), 1.0 FTE Admin Specialist EE Benefits (\$61,564), 1.0 FTE Health Care Benefits Coord (\$87,242) and 1.0 FTE Employee Benefits Manager (\$94,874) is created. In ERS, the following positions are abolished: 2.0 FTE Clerical Asst 2 NR (\$103,248), 1.0 FTE Admin Spec – Human Res (\$65,074) and 1.0 FTE Retirement System Coordinator (\$94,052). In total, this reorganization will result in a savings of \$452,818.

***Increase Professional Services*** **\$20,000**  
Due to the lean staff model resulting from the staff reorganization, additional funds of \$10,000 were budgeted in professional services to allow for temporary staff to maintain current levels of service during peak activity periods. An additional \$10,000 was allocated to professional services to accommodate programming changes to the active and retiree benefits systems resulting from potential legislative or County policy changes.

***Sick Leave Payout Expense*** **(\$66,118)**  
Reduce sick leave payout by \$66,118.

***Reduce Overtime Expense*** **(\$16,240)**  
Overtime expense is reduced by \$16,240 due to the inclusion of temporary staff support in Professional Services.

***ERS / V3 Co-Development*** **\$0**  
ERS will implement and refine a co-development process aimed at reducing ongoing reprogramming and maintenance fees incurred under the Vitech pension system. Due to revenue offsets in ERS, savings from this effort are realized in the annual ERS funding request.

**ADOPTED 2012 BUDGET**

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**Employee Relations & Equal Opportunity**

**Personnel Changes**

**\$87,242**

In addition, the department is creating 1.0 FTE Employee Development Coordinator for a salary and fringe benefit cost of \$87,242. This position will assist the Employee Relations and training section with developing and conducting county-wide training on various subjects, including Ethics and Supervision.

<b>BUDGET SUMMARY</b>				
<b>Account Summary</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2011/2012 Change</b>
Personal Services (w/o EFB)	\$ 1,807,700	\$ 2,192,113	\$ 3,101,734	\$ 909,621
Employee Fringe Benefits (EFB)	1,460,480	1,574,029	1,891,224	317,195
Services	128,087	220,800	237,018	16,218
Commodities	33,249	41,350	42,900	1,550
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	814,628	873,476	661,834	(211,642)
Abatements	0	0	(1,278,942)	(1,278,942)
<b>Total Expenditures</b>	<b>\$ 4,244,144</b>	<b>\$ 4,901,768</b>	<b>\$ 4,655,768</b>	<b>\$ (246,000)</b>
Direct Revenue	1,311,814	1,867,760	1,375,209	(492,551)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
<b>Total Revenue</b>	<b>\$ 1,311,814</b>	<b>\$ 1,867,760</b>	<b>\$ 1,375,209</b>	<b>\$ (492,551)</b>
<b>Direct Total Tax Levy</b>	<b>2,932,330</b>	<b>3,034,008</b>	<b>3,280,559</b>	<b>246,551</b>

NOTE: 2010 Actual and 2011 Budget are restated to reflect that DAS – Employee Benefits is now located in the newly created Department of Human Resources, and is included in the Budget Summary Table above.

<b>PERSONNEL SUMMARY</b>				
	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2011/2012 Change</b>
<b>Position Equivalent (Funded)*</b>	<b>35.4</b>	<b>37.1</b>	<b>50.6</b>	<b>13.5</b>
<b>% of Gross Wages Funded</b>	<b>97.4</b>	<b>95.7</b>	<b>98.9</b>	<b>3.1</b>
<b>Overtime (Dollars)</b>	<b>\$ 1,141</b>	<b>\$ 18,240</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Overtime (Equivalent to Position)</b>	<b>0.0</b>	<b>0.3</b>	<b>0.0</b>	<b>(0.3)</b>

\* For 2010 Actuals, the Position Equivalent is the budgeted amount.

NOTE: 2010 Actual and 2011 Budget are restated to reflect that DAS – Employee Benefits is now located in the newly created Department of Human Resources, and is included in the Personnel Summary Table above.

**ADOPTED 2012 BUDGET**

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Job Title/Classification	Title Code	Action	Personnel Changes		Section	Cost of Positions (Salary Only)
			# of Positions	Total FTE		
Employee Development Coord	Z0065	Create	1	1.00	Empl Relations	\$ 58,104
Total Employee Relations			1	1.00		\$ 58,104
<b><u>Compensation</u></b>						
Mgmt Asst - HR	00000019	Create	1	1.00	Compensation	\$ 34,168
Total Compensation			1	1.00		\$ 34,168
<b><u>ERS</u></b>						
Clerical Asst 2 NR	00000017	Abolish	(2)	(2.00)	ERS	\$ (58,546)
Admin Spec - Human Res NR	00000072	Abolish	(1)	(1.00)	ERS	\$ (43,350)
Retirement System Coordinator	00012255	Abolish	(1)	(1.00)	ERS	\$ (63,610)
Clerical Spec HR	00000032	Transfer In	2	2.00	ERS	\$ 74,497
Admin Spec - Retirement	00000096	Transfer In	5	5.00	ERS	\$ 207,122
Fiscal Officer - ERS	00004700	Transfer In	1	1.00	ERS	\$ 64,819
Fiscal Officer Asst	00004705	Transfer In	1	1.00	ERS	\$ 55,466
Pension Info Systems Spec	00004885	Transfer In	1	1.00	ERS	\$ 54,752
ERS Coordinator	00005661	Transfer In	1	1.00	ERS	\$ 63,610
Exdir1 - Retirement Sys Mgr	00080074	Transfer In	1	1.00	ERS	\$ 89,598
Sr Exec Asst DHR	00004199	Transfer Out	(1)	(0.25)	ERS	\$ (11,026)
Total ERS			7	7.75		\$ 433,332
<b><u>Health Benefits</u></b>						
Dir of Employee Benefits	00089075	Abolish	(1)	(1.00)	Health Benefits	\$ (97,976)
Admin Specialist EE Benefits	00000085	Abolish	(1)	(1.00)	Health Benefits	\$ (37,324)
Health Care Benefits Coord	00004894	Abolish	(1)	(1.00)	Health Benefits	\$ (58,104)
Employee Benefits Manager	Z0060	Create	1	1.00	Health Benefits	\$ 96,446
Business Manager	00002746	Transfer In	1	1.00	Health Benefits	\$ 67,352
Human Res Analyst 2	00005760	Transfer In	2	2.00	Health Benefits	\$ 92,678
Fin Analyst Employee BE	00009415	Transfer In	1	1.00	Health Benefits	\$ 91,213
Sr Exec Asst DHR	00004199	Transfer Out	(1)	(0.25)	Health Benefits	\$ (11,026)
Total Health Benefits			1	1.75		\$ 143,259

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<b>Personnel Changes</b>						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Section	Cost of Positions (Salary Only)
<b><u>Human Resources</u></b>						
Admin Spec HR NR	00000072	Abolish	(1)	(1.00)	HR	\$ (40,162)
HR Manager Compliance	00076330	Abolish	(1)	(1.00)	HR	\$ (75,740)
Management Asst HR	00000019	Create	1	1.00	HR	\$ 34,168
ExDir2 Deputy Dir HR	Z0063	Create	1	1.00	HR	\$ 77,974
Human Resources Analyst 3	00005765	Create	2	2.00	HR	\$ 110,932
HR Manager Compensation	00076632	Create	1	1.00	HR	\$ 75,740
Sr Exec Asst DHR	00004199	Transfer-In	1	0.50	HR	\$ 22,052
Hum Res Mgr DSS	00076610	Transfer-In	1	1.00	HR	\$ 85,288
Mgmt Asst-HR	00000019	Transfer-In	1	1.00	HR	\$ 37,366
Mgmt Asst-HR	00000019	Transfer-In	1	1.00	HR	\$ 43,818
HR Coord MHD	00006980	Transfer-In	1	1.00	HR	\$ 69,390
Human Res Coord Aging	00065850	Transfer-In	1	1.00	HR	\$ 67,254
HR Coord CSE	00065830	Transfer-In	1	1.00	HR	\$ 69,390
Mgmt Asst - HR	00000019	Transfer-In	1	1.00	HR	\$ 43,818
HR Coord Zoo	00005750	Transfer-In	1	1.00	HR	\$ 69,390
Mgmt Asst - HR	00000019	Transfer-In	1	1.00	HR	\$ 39,174
HR Coord TPW	00005735	Transfer-In	1	1.00	HR	\$ 69,390
Mgmt Asst - HR	00000019	Transfer-In	1	1.00	HR	\$ 43,400
HR Coord Sheriff	00006580	Transfer-In	1	1.00	HR	\$ 69,390
HR Coord	00005740	Transfer-In	1	1.00	HR	\$ 58,104
Parks Operations Analyst 2 NR	00040402	Transfer-In	1	1.00	HR	\$ 50,818
Clerical Spec HR	00000032	Transfer-In	1	1.00	HR	\$ 31,563
Total HR			19	18.50		\$ 1,052,517
Total Human Resources						\$1,721,380

*All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."*