



MILWAUKEE COUNTY

DEPARTMENT OF HUMAN RESOURCES 2023-2027 STRATEGIC PLAN

The Department of Human Resources' mission is to "make Milwaukee County a leading employer with a high-performing, engaged workforce that meets and exceeds business objectives within a supportive, diverse and inclusive workplace." The department endeavors to build management and leadership competency across Milwaukee County to ensure people managers and leaders have both the skills and the tools necessary to effectively lead employees to success. Human Resources maintains Milwaukee County's "total rewards" strategy, which includes pay, career progression, benefits, retirement programs and employee well-being.

The department's values align to those of Milwaukee County as well as one additional value:

- **Inclusion:** We actively seek diverse perspectives when making decisions.
- **Influence:** We collectively use our power to positively impact our community.
- **Integrity:** We do the right thing even when no one is looking.
- **In-gagement:** We foster an inclusive work environment, creating a space of belonging where all employees feel valued and empowered to fully contribute as their authentic selves.

While Human Resources plays a role in advancing Milwaukee County's strategic plan overall, **we most directly advance the strategic goals highlighted in teal below:**

MILWAUKEE COUNTY GOALS

Create Intentional Inclusion

1A

Reflect the full diversity of Milwaukee County at every level of county government.

1B

Create and nurture an inclusive culture across Milwaukee County.

1C

Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.

Bridge The Gap

2A

Determine what, where and how we deliver services based on the resolution of health disparities.

2B

Break down silos across Milwaukee County government to maximize access and quality of services offered.

2C

Apply a racial equity lens to all decisions.

Invest in Equity

3A

Invest "upstream" to address root causes of health disparities.

3B

Enhance Milwaukee County's fiscal health and sustainability.

3C

Dismantle barriers to diverse and inclusive communities.

Specifically, Human Resources delivers on its mission by advancing 10 overall goals, each of which align to one or more of Milwaukee County’s overall strategic goals. The table below shows the alignment between the department’s goals and Milwaukee County’s goals. It also explains how we will know when we are successful at achieving our goals.

Department of Human Resources Focus Areas	Milwaukee County Goal Alignment	2027 Goals	We Will Know We’re Successful When We Have:
<p>Employee Experience: Candidate attraction, recruitment, selection and hiring</p>	<p>1A: Diverse Workforce 1B: Inclusive Culture</p>	<ul style="list-style-type: none"> • Attract the right candidates and set them up for success to help advance Milwaukee County’s strategic priorities. • Systematically ensure Milwaukee County’s workforce represents the diversity of ideas, culture, and thinking represented in Milwaukee County • Ensure all new employees receive proper orientation to Milwaukee County. • Improve the job evaluation questionnaire (JEQ) process. 	<ul style="list-style-type: none"> • Candidate pools that reflect the full diversity of Milwaukee County. • Fully implemented an inclusive recruitment pipeline, with internal and external partners, for all Milwaukee County positions. • Shifted our hiring approach to “screen in” versus “screen out.”
<p>Total Rewards: Attractive benefit offerings, competitive wages and encouraging employee development and workplace advancement.</p>		<ul style="list-style-type: none"> • Fully update Milwaukee County’s compensation structure and implement pay for performance framework. • Implement career lattice and ladder structure to easily demonstrate employee growth and movement within Milwaukee County. • Implement succession planning process with an annual review of key positions and competencies. 	<ul style="list-style-type: none"> • Pay alignment for all positions within the County. • Fully implemented a performance management process that allows pay for performance and high potential employee identification and review. • An inclusive employee engagement model incorporating recognition, mentorship and other cross-functional partnerships for professional development. • Increased internal mobility, especially for management positions.
<p>Leader development and support: Improve the management and leadership competencies of people managers across Milwaukee County</p>		<ul style="list-style-type: none"> • Improve and update policies/procedures to drive consistent leadership practices and build a culture of employee high performance. • Improve employee retention. • Implement professional and career development programs in alignment with Milwaukee County’s needs. 	<ul style="list-style-type: none"> • Implemented “management entry” requirements for all people managers within Milwaukee County. • Created people manager and leader competencies to be used during interview and evaluations. • Implemented regular 360-degree people manager and leader performance evaluations/assessments. • Reduced vacancy and turnover and increased retention for employees in their first year of employment.

To learn more about Milwaukee County’s journey toward racial equity, please visit [county.milwaukee.gov/Vision](https://www.county.milwaukee.gov/Vision).

To learn more about the Department of Human Resources, please visit [county.milwaukee.gov/EN/Human-Resources](https://www.county.milwaukee.gov/EN/Human-Resources).

