

B U D G E T S U M M A R Y

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	\$5,746,137	\$6,410,008	\$5,203,857	\$4,367,378	(\$836,479)
Operation Costs	\$442,710	\$605,033	\$814,072	\$920,545	\$106,473
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$672,972	\$796,348	\$864,879	\$119,592	(\$745,287)
Total Expenditures	\$6,861,819	\$7,811,390	\$6,882,808	\$5,407,515	(\$1,475,293)
Legacy/Healthcare/Pension	\$1,305,493	\$1,625,830	\$1,645,089	\$236,569	(\$1,408,520)
Revenues					
Direct Revenue	\$1,451,480	\$1,566,613	\$1,596,669	\$1,588,117	(\$8,552)
Intergov. Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,451,480	\$1,566,613	\$1,596,669	\$1,588,117	(\$8,552)
Tax Levy	\$5,410,340	\$6,244,777	\$5,286,139	\$3,819,398	(\$1,466,741)
Effective Tax Levy*	\$2,405,248	\$2,787,747	\$2,914,476	\$3,173,050	\$258,574
Personnel					
Full-Time Pos. (FTE)**	56.00	56.00	54.87	60.45	5.58
Seas/Hourly/Pool Pos.	0.00	0.00	0.00	0.00	0.00
Overtime \$	\$33,901	\$40,732	\$0	\$0	\$0

*The Effective Tax Levy excludes interdepartmental charges and fringe benefits.

** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.

Department Mission: Our overall vision is to help make Milwaukee County a leading employer with a high-performing, engaged workforce that meets and exceeds business objectives within a supportive and diverse workplace. 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.

Department Description: The Department of Human Resources consists of six (6) service areas which include the Director’s Office; Total Rewards; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of \$1,877,496. The increased vacancy and turnover for Human Resources is \$50,880. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

2018 Changes: One position of HR Analyst 3 is authorized but not funded in 2018 and may be filled if the department is able to identify funding from other vacant positions, unexpended funds, or revenues.

An expenditure reduction of \$37,686 is included in this department to avoid an increase of the countywide vehicle registration fee of \$30. This expenditure reduction shall be managed by the department to achieve a commensurate tax levy savings by seeking efficiencies to minimize the impact on the delivery of programs and services.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

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

What We Do: Activity				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Activity Data is not yet tracked for this service				

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Var
Expenditures	\$1,245,683	\$985,905	\$659,388	\$278,146	(\$381,242)
Revenues	\$5,420	\$6,720	\$6,200	\$200	(\$6,000)
Tax Levy	\$1,240,263	\$979,185	\$653,188	\$277,946	(\$375,246)
FTE Positions	4.00	4.00	1.75	1.82	0.07

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
<p>Overall County Engagement Score that meets or beats industry average (54%): 2016 Actual = 51% 2017 Goal = NA 2018 Goal = 54%</p> <p>Overall County Engagement Survey Participation Rate of at least 65%: 2016 Actual = 69% 2017 Goal = NA 2018 Goal = 75%</p> <p>All County Departments under the County Executive will develop at least 1 SMART goal and action plan as a result of the Engagement Survey. 2016 Actual: NA 2017 Goal = 100% 2018 Goal = 100%</p>				

Strategic Implementation: The Director’s Office develops and drives overall long-term vision for Human Resources, while ensuring effective execution of all HR service areas on a day-to-day basis. Other duties include administering human resources programs, leading key County initiatives, and developing & launching the County’s diversity & inclusion strategies and programming. 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.

HUMAN RESOURCES (1140) BUDGET

Department: **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				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Number of Compensation Requests	---	---	1,000	1,000
Number of Positions Analyzed	---	---	375	400
Recommended Compensation Adjustments	---	---	600	750

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2016 Var
Expenditures	\$755,730	\$710,959	\$607,579	\$405,156	(\$202,423)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$755,730	\$710,959	\$607,579	\$405,156	(\$202,423)
FTE Positions	6.00	6.00	5.45	6.00	0.55

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2016 Target	2017 Target
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. The division also reviews and recommends pay ranges for all new or modified positions. Compensation & HRIS work to ensure consistent practice for all aspects of positions including titles, content, descriptions, market competitive pay, internal equity, and compliance.

Strategic Program Area 3: Employee Relations

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Number of Employment Investigations	--	37	70	70

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2018 Var
Expenditures	\$1,850,875	\$1,965,074	\$1,635,096	\$1,174,093	(\$461,003)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,850,875	\$1,965,074	\$1,635,096	\$1,174,093	(\$461,003)
FTE Positions	18.00	18.00	17.32	19.00	1.68

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
Cycle Time	60 Days	98 Days	60 Days	45 Days

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. The Department is also responsible for establishing productive workplace relationships and open communication practices. These workplace enhancement activities mitigate employment-related risk for Milwaukee County and ultimately assist business units in achieving productive working relationships, and a results oriented culture.

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 collective bargaining.

HUMAN RESOURCES (1140) BUDGETDepartment: **Human Resources**UNIT NO. **1140**FUND: **General — 0001****Strategic Program Area 4: Talent Acquisition and HR Operations****Service Provision: Administrative****Strategic Outcome: Attracting and Retaining a High-Performing Workforce**

What We Do: Activity			
Activity	2016 Actual	2017 Budget	2018 Budget
Job Requisitions	469	575	585
Applications Processed	19,983	18,000	17,500
New Employees Oriented	697	680	700
Central NEO Sessions	26	26	26
Background Checks	385	700	1800
Pre-Employment Health Screens/Drug Tests	450	700	275

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2018 Var
Expenditures	\$881,700	\$1,243,345	\$1,009,216	\$797,832	(\$211,384)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$881,700	\$1,243,345	\$1,009,216	\$797,832	(\$211,384)
FTE Positions	7.00	7.00	7.35	8.00	0.65

How Well We Do It: Performance Measures				
Performance Measure	2016 Budget	2016 Actual	2017 Budget	2018 Budget
Cycle Time	60 Days	98 Days	60 Days	45 Days

Strategic Implementation: The Talent Acquisition division administers and monitors the recruitment process at Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and distributing qualified candidates to department heads and hiring managers. The Talent Acquisition area is focused on creating and building a comprehensive outreach plan that will develop and secure the best possible high performing talent to serve our community.

The Division also provides coordinated pre-employment activities, such as applicant drug testing, physical screens and background assessments. Additionally, this strategic area also coordinates the centralized New Employee Orientation program. 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.

HUMAN RESOURCES (1140) BUDGET

Department: **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				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Training Sessions Completed – Instructor Led	--	110	270	150
Training Sessions Completed - Online	--	10,568	130	12,000
Training Participants – Instructor Led	--	947	1,150	1,000
Training Participants - Online	--	2476	4,200	2,600

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2016 Var
Expenditures	\$269,322	\$564,198	\$649,527	\$560,867	(\$88,660)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$269,322	\$564,198	\$649,527	\$560,867	(\$88,660)
FTE Positions	3.00	3.00	4.00	4.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2015 Actual	2016 Target	2017 Target
Participant skill deployment using Kirkpatrick model assessment methodology for Levels 1, 2 and 3.				

Strategic Implementation: Learning & Development is committed to sustaining a learning environment at Milwaukee County that creates career growth, engagement and opportunity by encouraging employees and leaders to develop their skills and abilities. This department also leads Milwaukee County’s diversity efforts by 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 a variety of learning opportunities announced through the use of multiple internal media outlets. A more structured employee development approach is available through the Leadership Excellence and Management Development programs. The Leadership Excellence Program through its nomination process targets mid-level leaders and the Management Development Program supports intermediate skill development to front-line supervisors. The Learning & Development Department manages the Learning Management System (LMS), now called the Employee Development Center (EDC). This tool serves as the central repository for employee learning services and applicant tracking throughout Milwaukee County.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: **Administrative**

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

What We Do: Activity				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Life Status Events Processed	--	865	800	850
Customer Service Calls	--	6006	7,000	7250
Customer Service Emails	--	1260	400	1250

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2018 Var
Expenditures	\$654,284	\$787,167	\$731,534	\$603,504	(\$128,030)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$654,284	\$787,167	\$731,534	\$603,504	(\$128,030)
FTE Positions	5.00	5.00	6.00	6.00	0

How Well We Do It: Performance Measures				
Performance Measure	2016 Budget	2016 Actual	2017 Budget	2018 Budget
Wellness Participation	70%	N/A	65%	68%
Response to initial Benefit inquiries within 1 business day	95%	N/A	95%	96%

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 - Employee 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.

HUMAN RESOURCES (1140) BUDGET

Department: **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				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Number of retirees receiving benefits	--	8,165	8,279	8,300
Retirements Processed	--	291	300	300
Process out Deceased Members	--	278	300	300
Customer Service Calls*	--	10,000	12,000	14,000
Customer Service Emails*	--	4,000	4,500	5,000
Research Legal Issues / Compliance*	--	75	53	100
Open Records Request Responses*	--	30	6	75

*Numbers are approximate

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2017/2016 Var
Expenditures	\$1,204,226	\$1,554,742	\$1,590,469	\$1,587,917	(\$2,552)
Revenues	\$1,446,060	\$1,559,893	\$1,590,469	\$1,587,917	(\$2,552)
Tax Levy	(\$241,834)	(\$5,151)	\$0	\$0	\$0
FTE Positions	13.00	13.00	13.00	13.00	0.00

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
Performance Measures have not yet been created for this Program Area				

Strategic Implementation: The Retirement Plan Services Division serves as the Plan Administrator for the ERS and OBRA pension plans. This division also provides recordkeeping and administrative services. Our service model features trustee services to a 10-member Pension Board, recordkeeping and monitoring of all participant accounts, and compliance and regulatory services through an actuary and technical specialists. We work directly with plan participants to calculate benefits and conduct individual retirement sessions to provide retirement information, respond to questions, and handle paperwork for participants electing to begin receiving benefits. We deliver monthly benefit payments by electronic transfer and handle all tax reporting.

Retirement Plan Services develops and implements communication plans to ensure all members have the information and resources they need to make educated and informed decisions. This program area does not receive direct tax levy. Administration for Retirement Plan Services are included in the Org 1950 – Employee Fringe Benefits budget where they are allocated to some 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 \$1.3m represents tax levy allocated to departments.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Retirement Plan Services will continue developing opportunities to improve operational effectiveness. The goal is to reduce ongoing reprogramming and maintenance costs associated with a hosted pension system. Savings from these efforts are realized in the annual Retirement Plan Services' funding request.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Human Resources Budgeted Positions				
Position Title	2017 Budget	2018 Budget	Variance	Explanation
Analyst Compensation	2.00	0.00	(2.00)	Current Year Action
Analyst Retirement	4.00	4.00	0.00	
AnalystFinancialRetirement	1.00	1.00	0.00	
AnalystInfoSystemRetirement	1.00	1.00	0.00	
Assistant Administrative HR	1.00	1.00	0.00	
Assistant Training & Developm-	1.00	0.00	(1.00)	Current Year Action
AssistantCompensation/HRIS	1.00	1.00	0.00	
AssistantEmployment	1.00	1.00	0.00	
ChiefHumanResourcesOfficer	1.00	1.00	0.00	
Clerical Spec HR - ERS (NR)	1.00	1.00	0.00	
Clerical Spec HR (NR)	2.00	2.00	0.00	
CoordinatorEmployeeTraining	0.00	1.00	1.00	Current Year Action
CoordinatorLMSTraining-	1.00	1.00	0.00	
CoordinatorPre-Employment	1.00	1.00	0.00	
CoordinatorWellness	1.00	1.00	0.00	
Director Benefits	1.00	0.00	(1.00)	Current Year Action
Director Retirement Plan Svcs	1.00	1.00	0.00	
DirectorCompensation/HRIS	1.00	1.00	0.00	
DirectorEmployeeRelations	1.00	1.00	0.00	
DirectorHROpsandTalAcq	1.00	1.00	0.00	
DirectorTotalRewards	0.00	1.00	1.00	Current Year Action
Employee Develop Coord	1.00	0.00	(1.00)	Current Year Action
Generalist Human Resources	0.00	4.00	4.00	Current Year Action
Human Res Analyst 1	2.00	0.00	(2.00)	Current Year Action
HumanResAnalyst1NM	0.00	2.00	2.00	Current Year Action
Human Res Analyst 1 - Bil/Span	1.00	0.00	(1.00)	Current Year Action
Human Res Analyst 2 - Bil/Span	0.00	1.00	1.00	Current Year Action
Human Res Coord CSE	1.00	0.00	(1.00)	Current Year Action
Human Res Coord Sheriff	1.00	0.00	(1.00)	Current Year Action
HumanResAnalyst2-EmpBen	2.00	2.00	0.00	
HumanResBusinessPartner	7.00	6.00	(1.00)	Underfill
LeadAssistantCompensation/HR	1.00	1.00	0.00	

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Position Title	2017 Budget	2018 Budget	Variance	Explanation
LeadCompensationAnalyst	0.00	1.00	1.00	Current Year Action
Manager Benefits-	1.00	0.00	(1.00)	Current Year Action
ManagerBenefitsandHRIS	0.00	1.00	1.00	Current Year Action -
ManagerHumanResources	1.00	1.00	0.00	
ManagerProgramLeaveADACompl	1.00	1.00	0.00	
ManagerRecruitment	1.00	1.00	0.00	
ManagerRetirementServices	1.00	1.00	0.00	
ManagerTrainingDevelopment-	1.00	1.00	0.00	
Mgmt Asst - Human Res	6.00	6.00	0.00	
Receptionist-	1.00	1.00	0.00	
SpecialistDevelandTraining	0.00	1.00	1.00	Current Year Action
SpecialistHRSystems/Comp	1.00	2.00	1.00	Current Year Action
SrAnalystFinancialRetiremnt-	1.00	1.00	0.00	
SrAnalystPension-	1.00	1.00	0.00	
SrAssistantExecutive-	1.00	1.00	0.00	
Full Time Total	57.00	61.00	4.00	
Part Time Total	0.00	0.00	0.00	
TOTAL	57.00	61.00	4.00	

Human Resources Authorized Unfunded Positions

Position Title	2017 Budget	2018 Budget	Variance	Explanation
HR Analyst 3	0.00	1.00	1.00	Create
Coordinator Diversity and Inclusion	0.00	1.00	1.00	Create
Outward Facing Recruiter	0.00	1.00	1.00	Create
Recruitment Rep	0.00	1.00	1.00	Create