

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General – 0001

**Budget Summary**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
<b>Expenditures</b>					
<b>Personnel Costs</b>	\$6,410,008	\$5,035,440	\$4,367,378	\$4,877,497	\$510,119
<b>Operation Costs</b>	\$605,033	\$727,780	\$920,545	\$828,439	(\$92,106)
<b>Debt &amp; Depreciation</b>	\$0	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>Interdept. Charges</b>	\$796,348	\$900,754	\$119,593	\$165,429	\$45,836
<b>Total Expenditures</b>	<b>\$7,811,390</b>	<b>\$6,663,975</b>	<b>\$5,407,515</b>	<b>\$5,871,365</b>	<b>\$463,850</b>
<b>Revenues</b>					
<b>Direct Revenue</b>	\$1,315,912	\$1,684,168	\$1,588,117	\$1,891,242	\$303,125
<b>Intergov. Revenue</b>	\$0	\$0	\$0	\$0	\$0
<b>Indirect Revenue</b>	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,315,912</b>	<b>\$1,684,168</b>	<b>\$1,588,117</b>	<b>\$1,891,242</b>	<b>\$303,125</b>
<b>Tax Levy</b>	<b>\$6,495,477</b>	<b>\$4,979,807</b>	<b>\$3,819,398</b>	<b>\$3,980,123</b>	<b>\$160,725</b>
<b>Effective Tax Levy*</b>	<b>\$3,038,447</b>	<b>\$2,703,538</b>	<b>\$3,173,050</b>	<b>\$3,207,719</b>	<b>\$35,669</b>
<b>Personnel</b>					
<b>Full-Time Pos. (FTE)**</b>	56.0	54.9	57.5	59.4	1.9
<b>Seas/Hourly/Pool Pos.</b>	0.0	0.0	0.0	0.0	0.0
<b>Overtime \$</b>	\$40,732	\$76,150	\$0	\$0	\$0

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

\*\* The 2019 Budget FTEs include Vacancy & Turnover & Overtime.

**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 seven (7) service areas which include the Director’s Office; Total Rewards; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

**2019 Changes:** One position of Recruitment Rep is authorized and funded in 2019. Two new positions in Employee Retirement Services were approved in March 2018 by County Board file 18-138. Those positions are also authorized and funded in 2019.

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**Strategic Program Area 1: Directors Office**

**Service Provision: Mandated**

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

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Activity Data is tracked by each division				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$985,905	\$769,510	\$278,146	\$388,148	\$110,002
Revenues	\$6,720	\$6,864	\$200	\$6,200	\$6,000
Tax Levy	\$979,185	\$762,646	\$277,946	\$381,948	\$104,002
FTE Positions	4.0	1.8	1.5	0.4	(1.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures are tracked by each division				

**Strategic Implementation:** The Director’s Office develops and drives the 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. FTEs decrease due to an increase in vacancy and turnover adjustment. Expenditures increase due to an increased allocation of equity and merit salary increases.

FTE’s decrease due to an increase in vacancy and turnover.

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**Strategic Program Area 2: Compensation & HRIS**

**Service Provision: Administrative**

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

<b>What We Do: Activity</b>			
<b>Activity</b>	<b>2017 Actual</b>	<b>2018 Target</b>	<b>2019 Target</b>
Positions Reclassed/Reallocated	96	150	175
Position Action Forms Processed	3,400	2,600	2,600

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2019/2018 Variance</b>
<b>Expenditures</b>	\$710,959	\$411,445	\$405,156	\$402,046	(\$3,110)
<b>Revenues</b>	\$0	\$0	\$0	\$0	\$0
<b>Tax Levy</b>	\$710,959	\$411,445	\$405,156	\$402,046	(\$3,110)
<b>FTE Positions</b>	6.0	6.0	6.0	5.0	(1.0)

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Target</b>	<b>2019 Target</b>
Performance Measures have not yet been created for this Program Area				

**Strategic Implementation:** In support of HR’s Total Rewards strategy, this division is responsible for developing, managing, and administering competitive, equitable, and innovative and consistent compensation programs designed to attract, engage, and retain employees. The goal of this division is to administer equitable and market-appropriate compensation strategies that support a high-performing work environment across Milwaukee County within the parameters established by Milwaukee County Government. This division also manages employee data within HR Systems.

1 FTE is moved to HR Operations and Talent Acquisition program area.

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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				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Employment Investigations	37	48	70	70

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$1,969,479	\$1,568,688	\$1,174,093	\$1,206,629	\$32,536
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,969,479	\$1,568,689	\$1,174,093	\$1,206,629	\$32,536
FTE Positions	18.0	17.3	19.0	19.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this program area				

**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 conflicts or concerns, collaborating with Corporation Counsel on legal matters, and connecting employees and managers to a wide array of HR services. This area is also responsible for collective bargaining.

There are no major changes to this program area in 2019.

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**Strategic Program Area 4: HR Operations and Talent Acquisition**

**Service Provision: Administrative**

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

<b>What We Do: Activity</b>			
<b>Activity</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>
Job Requisitions	373	585	644
Applications Processed	23,049	17,500	25,354
New Employees Oriented	738	700	740
Central NEO Sessions	26	26	26
Background Checks	1,389	1,800	1,980
Pre-Employment Health Screens/Drug Tests	559	500	670
Open Records Request	114	240	400

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2018/2019 Variance</b>
<b>Expenditures</b>	\$1,243,345	\$1,063,670	\$797,832	\$994,196	\$196,364
<b>Revenues</b>	\$0	\$0	\$0	\$0	\$0
<b>Tax Levy</b>	\$1,243,345	\$1,063,670	\$797,832	\$994,196	\$196,364
<b>FTE Positions</b>	7.0	7.4	8.0	10.0	2.0

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2017 Budget</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>
Cycle Time	60 Days	77 Days	45 Days	45 Days

**Strategic Implementation:** The Talent Acquisition team is focused on creating and building a comprehensive outreach plan that will develop relationships with and secure for hire the best possible talent to serve our community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies, assessing applicant qualifications, developing and administering applicant performance tests, and providing qualified candidates to department heads and hiring managers. The HR Operations team provides key strategic functions that serve the Workforce of Milwaukee County. HR Operations coordinates and proctors the New Employee Orientation program, a critical step in getting our new talent off to the right start. Other workforce operations include pre-employment activities, managing the public and County staff walk-ins, processing Unemployment Compensation claims, and responding to Open Record Requests.

Expenditures increase due to an increase of 2.0 FTEs; the funding of one Recruitment Representative and 1 FTE moving from the Compensation and HRIS program area.

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**Strategic Program Area 5: Learning, Development, and Diversity**

**Service Provision:** Administrative

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

<b>What We Do: Activity</b>				
<b>Activity</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Target</b>	<b>2019 Target</b>
Training Sessions Completed – Instructor Led	110	59	65	71
Training Sessions Completed - Online	10,568	6,827	16,500	18,150
Training Participants – Instructor Led	947	932	876	850
Training Participants - Online	2,476	7,475	17,200	19,275

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2018/2019 Variance</b>
<b>Expenditures</b>	\$564,198	\$581,950	\$560,867	\$507,568	(\$53,299)
<b>Revenues</b>	\$0	\$0	\$0	\$0	\$0
<b>Tax Levy</b>	\$564,198	\$581,950	\$560,867	\$507,568	(\$53,299)
<b>FTE Positions</b>	3.0	4.0	4.0	4.0	0.0

<b>How Well We Do It: Performance Measures</b>			
<b>Performance Measure</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Target</b>
Overall Program Satisfaction Leadership Excellence	93.4%	90.4%	94%
Overall Program Satisfaction Management Development Program	95.2%	90.2%	94%

**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 area 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.

This area develops, coordinates and facilitates a variety of employee learning opportunities, through online learning, classroom sessions, certification programs, and ad hoc training opportunities. This team administers the Learning Management system, which maintains hundreds of learning sessions available to employees.

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**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	2016 Actual	2017 Target	2017 Actual	2018 Target	2019 Target
Life Status Events Processed	865	800	1,138	850	800
Customer Service Calls	6,006	7,000	8,299	7,250	8,000
Customer Service Emails	1,260	1,000	3,239	1,250	3,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Var
Expenditures	\$787,167	\$590,848	\$603,504	\$487,736	(\$115,768)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$787,167	\$590,848	\$603,504	\$487,736	(\$115,768)
FTE Positions	5.0	6.0	6.0	6.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Wellness Participation	70%	69%	75%	75%
Response to initial Benefit inquiries within 1 business day	95%	95%	96%	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.

Expenditures decrease due to a reduction in professional services contracting.

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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				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of retirees receiving benefits	8,165	8,179	8,300	8,300
Retirements Processed	291	246	300	300
Process out Deceased Members	278	281	300	300
Customer Service Calls*	10,000	NA	14,000	14,000
Customer Service Emails*	4,000	NA	5,000	5,000
Research Legal Issues / Compliance*	75	85	100	75
Open Records Request Responses*	30	NA	75	75

\*Numbers are approximate

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variances
<b>Expenditures</b>	\$1,554,742	\$1,677,304	\$1,587,917	\$1,885,042	\$297,125
<b>Revenues</b>	\$1,1,309,192	\$1,677,304	\$1,587,917	\$1,885,042	\$297,125
<b>Tax Levy</b>	\$245,549	\$0	\$0	\$0	\$0
<b>FTE Positions</b>	13.0	13.0	13.0	15.0	2.0

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, member services and education, 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 manage documentation 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 and salary levels.



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Retirement Plan Services will continue developing opportunities to improve operational effectiveness. The goal is to enhance member services through continuous process improvement and fully leveraging the benefits of a hosted pension system. Savings from these efforts are realized in the annual Retirement Plan Services' funding request.

Two FTE's were added in March of 2018 through County Board File 18-138, one Senior Pension Research and one Compliance Analyst.