

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General – 0001

Budget Summary

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance
Expenditures					
Personnel Costs	\$5,035,440	\$4,214,405	\$4,879,036	\$4,930,746	\$51,710
Operation Costs	\$727,780	\$822,543	\$826,900	\$680,600	(\$146,300)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$889	\$0	\$81,000	\$81,000
Interdept. Charges	\$900,754	\$323,636	\$165,429	\$173,023	\$7,594
Total Expenditures	\$6,663,975	\$5,361,473	\$5,871,365	\$5,865,369	(\$59,557)
Revenues					
Direct Revenue	\$1,684,168	\$1,595,173	\$1,891,242	\$1,944,803	\$53,561
Intergov. Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,684,168	\$1,595,173	\$1,891,242	\$1,944,803	\$53,561
Tax Levy	\$4,979,807	\$3,766,301	\$3,980,123	\$3,920,566	(\$59,557)
Effective Tax Levy*	\$2,703,538	\$2,211,266	\$3,207,719	\$3,127,936	(\$79,783)
Personnel					
Full-Time Pos. (FTE)**	54.9	57.5	59.4	59.3	(0.1)
Seas/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$76,150	\$35,350	\$0	\$0	\$0

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

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

Department Mission: We are determined to 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 division initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. HR maintains a 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; Compensation & HRIS; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

2020 Changes:

Strategic Program Area 1: Directors Office – One position of Diversity & Inclusion Manager is fully funded in 2020. Human Resources reallocated budgeted funds to make necessary modifications to our service counter and

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reception area so that Human Resources will be compliant with the Americans with Disability Act (ADA). The modifications will also include kiosks that will provide privacy for visitors when completing confidential paperwork. Human Resources will be administering the biannual Employee Engagement Survey in early spring 2020.

Strategic Program Area 3: Employee Relations - Two positions of HR Manager in Employee Relations were created through reclassification and abolish/create of two HR Business Partners in July 2019 by County Board files 19-9 & 19-595. Those positions are also authorized and funded in 2020.

Strategic Program Area 1: Directors Office

Service Provision: Mandated

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity				
Activity	2017 Actual	2018 Actual	2019 Target	2020 Target
Activity Data is tracked by each division				

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance
Expenditures	\$769,510	\$486,488	\$388,148	\$270,219	(\$117,929)
Revenues	\$6,864	\$7,256	\$6,200	\$6,200	\$0
Tax Levy	\$762,646	\$479,232	\$381,948	\$264,019	(\$117,929)
FTE Positions	1.8	1.5	0.4	0.3	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

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Strategic Program Area 2: Compensation & HRIS

Service Provision: Administrative

Strategic Outcome: Attracting and Retaining a High-Performing Workforce

What We Do: Activity			
Activity	2018 Actual	2019 Target	2020 Target
Positions Reclassed/Reallocated	365	175	200
Position Action Forms Processed	3,446	2,600	3,250

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance
Expenditures	\$411,445	\$309,089	\$402,046	\$408,758	\$6,712
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$411,445	\$309,089	\$402,046	\$408,758	\$6,712
FTE Positions	6.0	6.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
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, hire, and retain employees. The goal of this division is to administer equitable and market-appropriate compensation strategies that support a high-performing workforce across Milwaukee County within the parameters established by Milwaukee County Government. This division also manages employee data within HR Systems.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

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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	2017 Actual	2018 Actual	2019 Target	2020 Target
Number of Employment Investigations	48	37	70	63

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance
Expenditures	\$1,568,688	\$1,084,218	\$1,206,629	\$1,235,599	\$28,970
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,568,689	\$1,084,218	\$1,206,629	\$1,235,599	\$28,970
FTE Positions	17.3	19.0	19.0	19.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 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.

To strengthen our strategic human resources support to Milwaukee County, the Division of Employee Relations is being restructured. The previous organizational structure was completely flat. By restructuring the division, we can foster a more collective and collaborative approach to providing employee and labor relations support to all departments. The Human Resources Manager will manage and lead Human Resources Business Partners and Human Resources Management Assistants. Further, the new hierarchy will create a career path to leadership for human resources employees interested in building a career with Milwaukee County allowing us to attract and retain top talent.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

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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

What We Do: Activity			
Activity	2018 Actual	2019 Budget	2020 Budget
Job Requisitions	427	644	460
Applications Processed	32,330	25,354	30,000
New Employees Oriented	766	740	750
Central NEO Sessions	26	26	26
Background Checks	1,562	1,980	1,700
Pre-Employment Health Screens/Drug Tests	554	670	650
Open Records Request	274	400 (YTD-174)	425

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance
Expenditures	\$1,063,670	\$880,448	\$994,196	\$998,489	\$4,293
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,063,670	\$880,448	\$994,196	\$998,489	\$4,293
FTE Positions	7.4	8.0	10.0	10.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2018 Budget	2018 Actual	2019 Budget	2020 Budget
Cycle Time	45 Days	20.6 Days	21 Days	18 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, which is a critical step in onboarding new employees. Other workforce operations include pre-employment activities, managing the public and County staff walk-ins, processing, and responding to Open Record Requests.

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				
Activity	2017 Actual	2018 Actual	2019 Target	2020 Target
Training Sessions Completed – Instructor Led	59	66	71	41
Training Sessions Completed - Online	6,827	26,874	18,150	177
Training Participants – Instructor Led	932	1,122	850	920
Training Participants - Online	7,475	38,281	19,275	27,581

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2019 Budget	2019/2020 Variance
Expenditures	\$581,950	\$560,867	\$507,568	\$513,449	\$5,881
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$581,950	\$560,867	\$507,568	\$513,449	\$5,881
FTE Positions	4.0	4.0	4.0	4.0	0.0

How Well We Do It: Performance Measures			
Performance Measure	2018 Actual	2019 Actual	2020 Target
Overall Program Satisfaction Leadership Excellence	90.4%	86%	94%
Overall Program Satisfaction Management Development Program	90.2%	91%	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 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.

HUMAN RESOURCES (1140) BUDGET

DEPT: 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	2017 Actual	2018 Actual	2018 Actual	2019 Target	2020 Target
Life Status Events Processed	1,138	850	1,304	800	1,000
Customer Service Calls	8,299	7,250	7,228	8,000	7,500
Customer Service Emails	3,239	1,250	2,050	3,000	2,000

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019/2020 Var
Expenditures	\$590,848	\$423,506	\$487,736	\$500,252	\$12,516
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$590,848	\$423,506	\$487,736	\$500,252	\$12,516
FTE Positions	6.0	6.0	6.0	6.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Wellness Participation	69%	67%	75%	75%
Response to initial Benefit inquiries within 1 business day	95%	96%	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.

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
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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	2017 Actual	2018 Actual	2019 Target	2020 Target
Number of retirees receiving benefits	8,179	8,037	8,100	8,125
Pension & Benefit Inceptions	246	323	330	330
Individual Member Counseling	NA	233	245	255
Group Education Events & Sessions	3	3	8	11
Member Touches	NA	NA	12,000	12,000
% of Members that have participated in Member Satisfaction Surveying across one of four activities: (1) calls, (2) presentations, (3) individual counseling, (4) pension inceptions	NA	NA	50% of members have completed a satisfaction survey	75% of members have completed a satisfaction survey
Compliance and Policy: Document four (4) member service and four (4) fiscal processes	NA	NA	8	8
Income Replacement at Retirement: % of ERS members that are projected to replace 75% of current income in retirement	NA	NA	50%	60%
Fiscal Updates to Pension Board	12	12	12	12
Produces the ERS annual report	1	1	1	1
Maintains ERS Accounting systems and closes financial system on an annual basis	1	1	1	1
Completes retiree and beneficiary disbursements	12	12	12	12
Issue 1099-R and 1099-MISC	1	1	1	1

*Numbers are approximate

How We Do It: Program Budget Summary					
Category	2017 Actual	2017 Actual	2019 Budget	2020 Budget	2018/2019 Variances
Expenditures	\$1,677,304	\$1,703,344	\$1,885,042	\$1,938,603	\$53,561
Revenues	\$1,677,304	\$1,587,917	\$1,885,042	\$1,938,603	\$53,561
Tax Levy	\$0	\$115,427	\$0	\$0	\$0
FTE Positions	13.0	13.0	15.0	15.0	0.0

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
 FUND: General – 0001

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
Performance Measures have not yet been created for this program area				

Strategic Implementation: The Retirement Plan Services Division administers the Milwaukee County Employees' Retirement System and the OBRA retirement plan, supporting the 10-member Milwaukee County Pension Board, conducting operations, and carrying out pension plan recordkeeping and administration. Retirement Plan Services serves more than 15,000 active and retired members, which includes ongoing member communication and education, stakeholder engagement, and monthly pension and survivor payments to over 8,000 retirees and beneficiaries. On an annual basis, Retirement Plan Services conducts more than 200 individual retirement counseling sessions, educates hundreds of active members at pre-retirement and general retirement readiness presentations, and handles an average of 30 member inquiries per day. Retirement Plan Services has an in-house compliance and policy practice, project management office, and fiscal operation that is responsible for individual member accounting, investment accounting, financial and tax reporting, and other fiscal activities. Retirement Plan Services maintains a pension administration system with an in-house co-development team that performs system enhancements and ongoing maintenance. We also engage technical experts to provide actuarial and investment consulting services, as well as pension benchmarking, governance, compliance, and regulatory services.

Retirement Plan Services has two-year strategic plan for the 2019 and 2020 fiscal years that seeks to achieve pension plan objectives of benefits administration, financial governance, member services, and organizational learning and development. This program area does not receive direct tax levy.

Retirement Plan Services will continue developing opportunities to improve operational effectiveness. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

Retirement Plan Services is facilitating the delivery of recommendations from a pension governance audit conducted in the latter half of 2018.