

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

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	\$4,214,405	\$4,633,156	\$4,325,891	\$4,311,938	(\$13,953)
Operation Costs	\$822,543	\$729,757	\$687,747	\$732,381	\$44,634
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$889	\$0	\$81,000	\$0	(\$81,000)
Interdepartmental. Charges	\$323,636	\$151,658	(\$129,333)	(\$129,827)	(\$ 494)
Total Expenditures	\$5,361,473	\$5,514,571	\$4,965,305	\$4,914,492	(\$50,813)
Revenues					
Direct Revenue	\$7,256	\$6,639	\$6,200	\$6,200	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$7,256	\$6,639	\$6,200	\$6,200	\$ 0
Tax Levy	\$5,354,217	\$5,507,932	\$4,959,105	\$4,908,292	(\$50,813)
Personnel					
Full-TimePos. (FTE)	58.0	62.0	63.0	64.0	1.0
Seasonal/Hourly/Pool \$	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$35,350	\$0	\$0	\$0	\$0

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. HR maintains the County's total rewards strategy which includes pay, career progression, benefits, retirement programs and employee wellbeing.

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.

HUMAN RESOURCES (1140) BUDGET

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Major Changes in FY 2021

There are no major changes in the 2021 Budget. 1.0 FTE Receptionist position is abolished and Retirement Plan Services FTEs increase by 2.0 FTE to reflect current year actions approved by the County Board in 2020 for a net increase of 1.0 FTE.

Strategic Program Area 1: Directors Office

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$486,488	\$428,857	\$292,118	\$267,065	(\$25,053)
Revenues	\$7,256	\$6,639	\$6,200	\$6,200	\$ 0
Tax Levy	\$479,232	\$422,218	\$285,918	\$260,865	(\$25,053)
FTE Positions	2.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Ratio of Countywide interview teams with racial and gender diversity.	No Data	No Data	15%	40%

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
New Procedures Documented	1	7	5	5

Strategic Overview:

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.

Strategic Implementation:

Expenditures decrease due to moving a portion of the Vacancy and Turnover adjustment from other program areas to the Director’s Office

The Director’s Office will focus on establishing interview panel criteria to help ensure interview teams across Milwaukee County are balanced by gender and race. In 2021, HR will continue documenting procedures to ensure that all internal and external processes can be examined with a racial equity lens.

Strategic Program Area 2: Compensation & HRIS

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$309,089	\$340,417	\$408,758	\$329,740	(\$79,018)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$309,089	\$340,417	\$408,758	\$329,740	(\$79,018)
FTE Positions	6.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Positions Reclassed/Reallocated	365	858	725	2,000
Position Action Forms Processed	3,446	3,389	3,000	3,000

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Unique Position Titles	980	979	970	920
Unique Salary Ranges	270	269	260	240

Strategic Overview:

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 within the budgeting constraints faced by Milwaukee County.

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.

Strategic Implementation:

Expenses decrease due to an increase in Vacancy and Turnover adjustments in 2021. The Compensation/HRIS Division will be working to implement a new HRIS system in 2021. In order to simplify the County's Compensation structure and provide more clear guidance to customers, the Compensation division will recommend consolidation of job titles and pay ranges in 2021.

Strategic Program Area 3: Employee Relations

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$1,084,726	\$1,181,150	\$1,235,599	\$1,112,274	(\$123,325)
Revenues	\$0	\$0	\$0	\$0.00	\$ 0
Tax Levy	\$1,084,726	\$1,181,150	\$1,235,599	\$1,112,274	(\$123,325)
FTE Positions	19.0	19.0	20.0	20.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Number of Employment Investigations	37	42	42	40

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Employees surveyed as "Fully Engaged"	No Data	7%	12%	17%
% of written charges for discharge submitted to PRB affirmed	No Data	No Data	90%	90%

Strategic Overview:

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.

Strategic Implementation:

The Division will assist all employees in developing a thorough understanding of Milwaukee County's employee relations policies and procedures through submissions to the County's Administrative Manual of Procedures. The Employee Relations Division will work to achieve a better workplace culture, increased employee engagement and a proactive approach to managing employees to improve business performance.

Strategic Program Area 4: HR Operations and Talent Acquisition

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$880,448	\$914,087	\$998,489	\$1,029,552	\$31,063
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$880,448	\$914,087	\$998,489	\$1,029,552	\$31,063
FTE Positions	8.0	10.0	10.0	9.0	(1.0)

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Job Requisitions	427	466	460	400
Applications Processed	32,330	32,185	30,000	40,000
New Employees Oriented	766	791	750	650
New Employee Orientation Sessions	26	26	26	12
Background Checks	1,562	1,473	1,700	1,200
Pre-Employment Health Screens/Drug Tests	554	735	650	550
Open Records Requests	274	331	425	400

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Cycle Time*	20.6 Days	17.6 Days	18 Days	17 Days
Racial Diversity in Manager Applicant Pools	No Data	29%	No Target	35%
Turnover Rate**	24.9%	29.0%	No Target	20%

*Time from manager requesting to fill position to applicant list provided to manager

**Non-Retirement separations divided by employee count

Strategic Overview:

Through strategic partnerships and collaboration with our Hiring Managers, the Talent and Operations teams identifies, engages, supports and onboards the needed talent to envision Milwaukee County's mission of public service. 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

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Implementation:

1.0 FTE Receptionist is abolished in 2021. Additional expenditures decrease due to a reduction in professional services contracting, medical service fees and advertising. DHR Learning and Development division will in-source subject matter experts (SME) for the management development program (MDP) vs. contracting with outside vendors; DHR Operations division will decrease spend for Occupational Health Screen (pre-employment & annual) due to reduced hiring;

Expenditures for job advertisements decrease in 2021. There are several concurrent initiatives promoting internal mobility which results in fewer vacant positions being recruited externally. Additionally, HR is increasing posting on social media platforms, larger job aggregators and affinity posting sites, which decreases the overall need for job advertisement spending.

Strategic Program Area 5: Learning, Development, and Diversity

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$560,867	\$455,407	\$513,449	\$510,793	(\$2,656)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$560,867	\$455,407	\$513,449	\$510,793	(\$2,656)
FTE Positions	4.0	4.0	4.0	4.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Training Sessions Completed – Instructor Led	66	68	41	73
Training Sessions Completed – Online	26,874	27,412	25,224	27,242
Training Participants – Instructor Led	1,122	1,295	820	885
Training Participants – Online	38,281	39,727	59,205	63,940
Racial Diversity – Leadership Excellence / Management Development Programs	No Data	33%	No Target	35%

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Overall Program Satisfaction Leadership Excellence	90.4%	89%	94%	>94%
Overall Program Satisfaction Management Development Program	90.2%	92.5%	94%	>94%
Mandatory Training Compliance	No Data	93.2%	95%	95%

Strategic Overview:

Through strategic partnerships and collaboration, Learning & Development identifies, develops, supports and delivers high quality learning while fostering a work environment of employee engagement and excellence. 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

Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$423,506	\$456,033	\$500,252	\$499,624	(\$ 628)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$423,506	\$456,033	\$500,252	\$499,624	(\$ 628)
FTE Positions	6.0	6.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Life Status Events Processed	1,304	2,087	1,000	1,500
Customer Service Calls	7,228	7,719	7,500	7,500
Customer Service Emails	2,050	2,872	2,000	2,600

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Wellness Participation	67%	61%	65%	70%
Response to initial Benefit inquiries within 1 business day	96%	98%	96%	98%

Strategic Overview:

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.

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 7: Retirement Plan Services

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$1,703,344	\$1,738,599	\$1,016,640	\$1,165,444	\$148,804
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,703,344	\$1,738,599	\$1,016,640	\$1,165,444	\$148,804
FTE Positions	13.0	15.0	15.0	17.0	2.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Number of retirees receiving benefits	8,037	8,001	8,125	8,125
New retirees receiving benefits	323	208	330	330
Individual Member Counseling	233	215	255	250
Group Education Events & Sessions	3	7	11	8
Member Contacts	N/A	11,070	12,000	13,000
% of Active Members attending a presentation	11.4%	9.1%	5.0%	12.0%

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Turnaround time for Pension Estimates (Peer average = 12 days)	63 days	43 days	30 days	21 days
% of calls answered and completed (Peer average = 96.3%)	No Data	No Data	95%	97%

Strategic Overview:

The Retirement Plan Services Division (“RPS”) administers Milwaukee County’s two defined benefit pension plans under the supervision of the 10 member Milwaukee County Pension Board. The two pension systems are The Employees’ Retirement System (“ERS”) and The Omnibus Budget Reconciliation Act 1990 Retirement System (“OBRA”).

In order to serve the needs of the 20,000 members of ERS and OBRA, the RPS team includes an information technology and systems function, a customer service function, a fiscal function, an auditing function, and a communications function.

The team has the following responsibilities:

- Pension plan recordkeeping and administration
- Issuing payments such as: pension contribution withdrawals and monthly pension payments
- Member communication and education, including individual retirement counseling, group education sessions, and newsletter circulation
- Customer service support by phone, walk-in, fax, email, and mail
- Perform pension benefit calculations and initiate pension payments
- Compliance reporting, internal auditing, and policy/procedure documentation
- Individual member accounting and investment accounting
- Financial and tax reporting
- Maintaining a pension administration system that houses data, stores electronic images, records customer service contacts, completes benefit calculations
- Maintaining a member self-service site for active and retired members to collect forms and complete calculations
- Pension Board trustee and meeting support
- Engaging technical experts to provide actuarial and investment consulting services, as well as pension benchmarking, governance, compliance, and legal/regulatory services

Strategic Implementation:

RPS is completing a 2019–2020 two-year strategic plan, that seeks to achieve objectives in benefits administration, financial governance, member services, and organizational learning and development. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

To assist with the completion of the 2019-2020 strategic plan and support operational improvements in 2021, RPS includes an increase of 2.0 FTE, - one compliance analyst and one developer.

The 2021 and 2022 Strategic Plan will be developed by the RPS team in the fourth quarter of 2021 based around four objective areas: benefits administration, financial governance, member services, and organizational learning and development.