

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	\$4,354,076	\$28,185
Operation Costs	\$822,543	\$729,757	\$687,747	\$739,528	\$51,781
Debt & Depreciation	\$0	\$	\$0	\$0	\$ 0
Capital Outlay	\$889	\$	\$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	\$4,963,777	(\$1,528)
Revenues					
Direct Revenue	\$7,256	\$6,639	\$6,200	\$6,200	\$ 0
Intergovernmental Revenue	\$0	\$	\$0	\$	\$ 0
Indirect Revenue	\$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	\$4,957,577	(\$1,528)
Personnel					
Full-Time Pos. (FTE)	57.5	57.5	58.9	63.0	4.1
Seasonal/Hourly/Pool Pos.	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.

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

UNIT NO. 1140

Department: **Human Resources**

FUND: **General — 0001**

Major Changes in FY 2021

Major maintenance and renovations to the front desk were suspended in 2020 due to the COVID-19 pandemic and funds were needed to assist with projected County budget shortfalls. One (1) full-time equivalency (FTE) of the Receptionist position is abolished in Talent Acquisition and HR Operations. One (1) FTE of Employee Engagement Coordinator in the Director's Office is unfunded. In Retirement Plan Services, two (2) FTE's were added in May of 2020 through County Board File 20-246, one (1) Retirement Information Systems Developer and one (1) Retirement Information Systems Compliance and Research Analyst. Pension Board contractual costs will be reduced to fund these positions in 2021. An abolish/create was also done in May of 2020 through County Board File 20-242 for Retirement Plan Services. One FTE of Communications Specialist was abolished to create one (1) FTE of Retirement Analyst. Additional administrative expenditures are also decreased for the 2021 budget.

Racial Equity

Applicant Pool for Leaders will reflect diversity of the community by 2025	Q4 2019 Baseline	2021 Baseline Goal	2025 Baseline goal
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Total applicants	2172	2500	3000
Avg. Diverse Applicant %	29%	35%	40%

Employee Leadership Excellence & Management Development program graduates will reflect diversity of the community by 2025	Q4 2019 Baseline	2021 Baseline Goal	2025 Baseline goal
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Percentage Female	54%	55%	60%
Percentage Minority	33%	35%	45%

Staff Engagement

Increase by 5% each the number of employees that report "fully engaged" on EE survey	Q4 2019 Baseline	At or above 2020 goal	At or above 2025 goal
Employees moderately engaged	22%	27%	20%
Employee fully engaged	7%	12%	40%
Employees under engaged	40%	30%	7%

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FUND: **General — 0001**

Total Rewards

Transform Milwaukee County Compensation structure for all positions	Q4 2019 baseline	2020 goal	At or above 2025 goal
# Unique Salary Schedules	201	Eliminate 20 grades as a result of consolidation/elimination	25 or fewer unique salary schedules (Outside of Represented employee schedules)
Review JEQ's by job titles	970	Eliminate 50 unique titles as a result of consolidation	All JEQ's are reviewed and revised or deemed obsolete

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	\$317,748	\$25,630
Revenues	\$7,256	\$6,639	\$6,200	\$6,200	\$ 0
Tax Levy	\$479,232	\$422,218	\$285,918	\$311,548	\$25,630
FTE Positions	1.5	1.5	0.3	3.0	2.7

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
All interview teams will be balanced by race and gender	0	0	15%	40%

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
To Be Determined	0	0	0	0

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:

One (1) full-time equivalency (FTE) of Employee Engagement Coordinator is unfunded in the 2021 budget. This reduction removes the dedicated resource to address specific needs related to focusing on employee engagement efforts.

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.

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	\$329,728	(\$79,030)
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$309,089	\$340,417	\$408,758	\$329,728	(\$79,030)
FTE Positions	6.0	6.0	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

**Includes Correctional Officers*

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
To Be Determined	0	0	0	0

Transform Milwaukee County Q4 2019 2020 goal At or above 2025 goal
 Compensation structure for all baseline positions

Unique Salary Schedules 201 Eliminate 20 grades as a result of consolidation/elimination of 25 or fewer unique salary schedules (Outside of Represented employee schedules)

Review JEQ's by job titles 970 Eliminate 50 unique titles as a result of consolidation All JEQ's are reviewed and revised or deemed obsolete

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.

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Strategic Implementation:

Compensation/HRIS is reducing professional services contracting. Support of the ongoing compensation transformation project will be supported with internal resources. The Compensation/HRIS Division will be working to implement and roll out a new HRIS system 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	18.6	19.0	0.4

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
To Be Determined	0	0	0	0

100% of all written charges for discharge submitted to Personnel Review Board (PRB) will be affirmed

Employee Group	Filed	Withdrawn	Reinstated	Affirmed	At or above 2020 goal	At or above 2025 goal
Classified Employees	68	3	1	64	90%	100%

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 Employee Relations division will continue to assist departments with maintaining productive workplace relationships. The Division will assist in developing a thorough understanding of Milwaukee County’s employee relations

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policies and 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.

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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	8.0	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
Central NEO 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 Request	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

TURNOVER RATE: Divide total terminations (not retirements) over period by average employee count

Turnover Rate	2018	2019	Q4 2019 Baseline	2021 Goal
Average Employee Count	3,484	3,585	3,585	NA
Terminations	869	1,043	1,043	900
Rate Percentage	24.90%	29.00%	29%	20%
Background Checks	1,567	1,473	1,473	1,300

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.

Strategic Implementation:

One (1) full-time equivalency (FTE) Receptionist position is abolished. 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; DHR Talent division has decreased the job advertisement spend also due to reduced hiring and creative posting methods leveraging social media platforms.

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

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%

Q4 2019 Baseline (new hires 2019) Below baseline At or above baseline, but below goal At or above 2020 goal At or above 2025 goal

Mandatory Training	93.22%	-1.78%	YTD MAY @ 89%	95%	>95%
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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.

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FUND: **General — 0001**

Strategic Implementation:

Learning and Development will continue mandatory training as well as offering professional development and leadership curricula geared at preparing internal talent for lateral and lattice movement within Milwaukee County.

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:

Wellness participation will increase by 2% annually:

- Work with health assessment vendor, Froedtert Workforce Health, to complete targeted outreach to employees who have not scheduled or completed a health assessment.
- Develop and distribute communication on the health assessment process through a variety of communication methods including Weekly What's Up, County Connect Page and Wellness Champion Emails.
- Distribute specific health assessment marketing materials to multiple county locations.

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Department: **Human Resources**

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FUND: **General — 0001**

Employee preventative health exams completion rate will increase by 3% annually for both medical and dental exams:

- Work with United Health Care and Delta Dental to complete targeted outreach to employees who have not scheduled or completed a health assessment throughout the year. Send reminders to those employees on a monthly basis reminding them about this free service.
- Develop and distribute communication on the importance of having yearly checkups through a variety of communication methods including Weekly What's Up, County Connect Page and direct mail from both the medical and dental administrators

Continue to develop Wellness communications and mindfulness presentations to address employee anxiety and mental anxiousness due to the COVID-19 Pandemic.

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	\$1,164,058	\$147,418
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,703,344	\$1,738,599	\$1,016,640	\$1,164,058	\$147,418
FTE Positions	13.0	13.0	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
Pension & Benefit Inceptions	323	208	330	330
Individual Member Counseling	233	215	255	250
Group Education Events & Sessions	3	7	11	8
Member Touches	N/A	11,070	12,000	13,000
% of Members that have participated in Member Satisfaction Surveying across one of four activities: (1) calls, (2) presentations, (3) individual counseling, (4) pension inceptions	N/A	% of members have completed a satisfaction survey for: Calls: 0%	75% of members have completed a satisfaction survey	75% of members have completed a satisfaction survey

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Average Turnaround time for Pension Estimates in calendar days (peer average is 12)	63	43	30	21
Percent of active members that attend a presentation (peer average is 12.4%)	11.4%	9.1%	5% (social distancing)	12%
Percent of Pension Inceptions completed by the month following Retirement Date	100%	99.5%	100%	100%

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Department: **Human Resources**

FUND: **General — 0001**

Percent of calls that are abandoned (peer average is 3.7%)	N/A	N/A	5%	3%
Total number of newsletters sent in a year	12	15	12	18

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 has requested two (2) additional full-time employees in 2020: a resource to complete coding and development and a resource to complete additional auditing and process improvements.

The 2021 and 2022 Strategic Plan will be developed by the RPS team in the fourth quarter of 2021. The four objective areas remain the same: benefits administration, financial governance, member services, and organizational learning and development. Specific initiatives and goals will be developed to complete the following:

- Pension Administration System Upgrade to improve the member experience, reduce mailing costs, limit reliance on outside contractors for reporting and querying, and transition some customer service requests to a virtual self-service environment with Artificial Intelligence

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FUND: **General — 0001**

- Streamline Pension Board operations to make Board meetings, education, and actions more efficient
- Enhance reporting capabilities across all areas of RPS operations by consistently tracking work and exploring what tools are available from service providers to make reporting more efficient
- Enhanced member communication and education through a variety of media to ensure members can make informed decisions about their retirement
- Comprehensive internal process documentation and publishing of retirement topics in the County's Administrative Manual of Operating Procedures
- Automate tasks and workflows to eliminate risk and improve efficiency
- Conducting regular team trainings, including cross-training, and team engagement activities