



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Department of Human Resources (DHR)

Please note: each response field below has a 2,500 character limit.

STRATEGIC OBJECTIVE CATEGORY 1: DIVERSE & INCLUSIVE WORKFORCE

What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?

HR has included the Racial Equity (RE) Ambassadors in its internal interview process. In addition, HR worked with departments to further encourage the use of RE Ambassadors on their interview panels. HR provided one on one interviewing training to RE Ambassadors who have assisted in their department's interviews. All HR managers have also completed Racial Equity Training. HR provides support to departments posting job openings. HR utilizes a group marking approach. The Talent Acquisition team engages specific affinity groups to promote and network Milwaukee County careers, particularly High Skilled roles and Management opportunities. Some examples include: National Association of African Americans in Human Resources (NAAHR), Hispanic Professionals of Great Milwaukee (HPGM), Military Officers Association of America (MOAA), County Executive Abele's Latinx Roundtable, Office of Veteran Employment Services (OVES).

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How do you use professional development and advancement opportunities to advance equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?

HR offers a variety of professional development services employees can participate in to advance equity and promotional opportunity within Milwaukee County. HR has implemented an "internal only" lead posting period for all promotional roles in order to ensure mobility opportunities are shared with the internal team first. For programs that serve the entire enterprise, the Learning and Development team offers Leadership Excellence (LEX) and the Management Development Program (MDP) to prepare aspiring leaders for promotional opportunities within Milwaukee County. Total # = 361
Male 46% - Female 54%
White 67% - Non-white 33%

The Director of HR Operations, Talent and Learning and Development has met with, presented and secured buy-in with DAS Director to use these program's alumni list as the sourcing basis for promotional opportunities. HR will be recommending this process for full County adoption.

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STRATEGIC OBJECTIVE CATEGORY 2: PEOPLE-FOCUSED DESIGN

How and when have service users, particularly users of color, and other key stakeholders been engaged to inform decisions about your requested budget (Who was involved, what was the forum, what were the results)?

HR has HR Business Partners, HR Recruitment Analyst and a Diversity and Inclusion Program Manager with regular contact and interactions with employees within Milwaukee County. The decisions made to the HR budget take into account the networking and interactions these groups have had with employees to ensure a continuation of the same level of service delivery to the clients.

What are the multi-lingual needs of your department's service users? How do you use your budget to meet these language needs?

Milwaukee County does have a contract with Certified Languages International, LLC. This firm provides over-the-phone interpreting services and/or video remote interpreting services and/or document translation services. HR has access to this firm for customers or employees in need of lingual services. HR also employs several bi-lingual employees to translate for visitors, customers and employees.

STRATEGIC OBJECTIVE CATEGORY 3: EMPLOYEE PERSPECTIVE

Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?

This year, HR did not have a lot of discretionary budget available for discussion. Larger cuts were directly tied to unfunding positions and postponing a maintenance remodel. In the past, HR has solicited input from employees. HR has a past practice of gathering information from our team, most recently using feedback from the Engagement Survey, to determine what items to focus on during the year and where to allocate resources. HR created workgroups and frontline employees took the lead to create and recommend programs leadership would consider and implement.

STRATEGIC OBJECTIVE CATEGORY 4: IMPROVED PERFORMANCE & EQUITABLE PRACTICE

Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)

HR does collect and report on workforce data. HR shares workforce data with departments, especially those who are under-represented in race or gender. As a department, HR employs a diverse workforce and exceeds representation within the ranks of leadership.

What are the positive or negative racial equity implications of your proposed budget changes? For reference departments may refer to the “Form 1 – Major Changes” tab of your Supplemental Forms 2021 spreadsheet. Any change with identified impacts should be described.

N?A

What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?

a. What analysis did you do to determine the expected benefits and potential unintended consequences?

The biggest unintended consequence will be the lack of a dedicated resource to address specific needs related to building better race relationships within Milwaukee County. HR had to unfund the Employee Engagement Program Manager position to meet the budgetary requirement. This role of the Employee Engagement Program Manager is to design and implement programs that promote engagement and inclusive people practices. Since HR will no longer have this position, it will take longer to incorporate programs and services critical to advancing a workplace culture of inclusivity.

b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?

HR does have a structure in place to assist the client groups. HR will continue to utilize our HR Business Partners and our Diversity and Inclusion Program Manager to provide support to leaders and employees. Albeit not the ideal situation, especially considering the absence of a specific skills set, HR will do its best to help Milwaukee County implement programs and services aimed at building better working relationships.