

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

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$4,633,156	\$3,701,703	\$4,311,938	4,633,007	\$321,069
Operation Costs	\$729,757	\$572,006	\$732,381	892,381	\$160,000
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$0	\$0	\$0	\$ 0
Interdepartmental. Charges	\$151,658	\$177,569	(\$129,827)	(\$128,628)	\$1,199
Total Expenditures	\$5,514,571	\$4,451,278	\$4,914,492	\$5,396,760	\$482,268
Revenues					
Direct Revenue	\$6,639	\$6,000	\$6,200	\$6,000	(\$ 200)
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$6,639	\$6,000	\$6,200	\$6,000	(\$ 200)
Tax Levy	\$5,507,932	\$4,445,278	\$4,908,292	\$5,390,760	\$482,468
Personnel					
Full-Time Pos. (FTE)	62.0	63.0	64.0	67.0	3.0
Seasonal/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$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. Human Resources (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: the Director’s Office, including Diversity and Inclusion and Employee Engagement; Compensation & HRIS; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits & HR Metrics; Retirement Plan Services.

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Department: **Human Resources**

UNIT NO. **1140**

FUND: **General — 0001**

Major Changes in FY 2022

The Department of Human Resources (HR) is the lead agency responsible for one of Milwaukee County's strategic focus areas: Creating Intentional Inclusion. This work includes reflecting the County's full diversity at every level of County government by diversifying the workforce and creating and nurturing an inclusive workplace culture. The 2022 budget creates 3.0 new FTEs and includes additional contractual support to fund diverse recruitment initiatives, advertising, and marketing and inclusion programs

Strategic Program Area 1: Directors Office

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$428,857	\$491,714	\$267,065	\$422,300	\$155,235
Revenues	\$6,639	\$6,000	\$6,200	\$6,000	(\$ 200)
Tax Levy	\$422,218	\$485,714	\$260,865	\$416,300	\$155,435
FTE Positions	0.4	4.0	3.0	5.0	2.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Ratio of Countywide interview teams with racial and gender diversity	No Data	No Data	40%	25%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
New Procedures Documented	7	1	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, developing and implementing strategies to improve employee engagement, 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:

1.0 FTE Employee Engagement Coordinator is transferred in from program area 4 and 1.0 FTE Data Analytics Coordinator is created. The Data Analytics Coordinator is responsible for analyzing current processes to help establish and maintain current workforce data. The position will also be responsible for ensuring accuracy of the workforce data and will be a dedicated workforce analyst to help drive racial equity Key Performance Indicators (KPIs). The position will assist with internal Racial Equity (RE) training by managing the training data, evaluating training effectiveness, and working to create measurable outcomes for the County’s RE training.

The Director’s Office will work to move the County’s diversity and inclusion strategic initiatives forward. Due to operational changes because of the Covid-19 pandemic, the Director’s Office shift 2021 targets to 2022. The Director’s Office will continue to focus on establishing interview panel criteria to help ensure interview teams across Milwaukee County are balanced by gender and race. In 2022, HR will continue documenting procedures to ensure that all internal and external processes can be examined with a racial equity lens. The Director’s Office is also planning to deploy the biennial Employee Engagement Survey, continuing the traditional two-year cadence of this effort.

Strategic Program Area 2: Compensation & HRIS

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$340,417	\$260,731	\$329,740	\$339,747	\$10,007
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$340,417	\$260,731	\$329,740	\$339,747	\$10,007
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Positions Reclassed/Reallocated	858	753	2,000	2,000
Position Action Forms Processed*	3,389	2,690	3,000	3,000

**New HRIS System utilizes an in-system workflow which has resulted in the sunset of the use of Position Action Forms. This metric will be referred to as Position Actions Approved in future reports.*

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Unique Position Titles	979	982	920	875
Unique Salary Ranges	269	292	240	250

Strategic Overview:

In support of HR’s Total Rewards strategy, this division is responsible for developing, managing, and administering competitive, equitable, 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 slightly increase due to an allotment put in place to further support ongoing compensation transformation efforts. In 2022, the Compensation/HRIS Division will continue a compensation study to help align the County’s pay grades, steps and titles. \$2.5M is included in Org 1972 – Wage and Benefit Modification for midyear salary adjustments based on the results of a compensation study. In order to simplify the County’s Compensation structure and provide more clear guidance to customers, the Compensation division will further work to consolidate job titles and reduce the number of pay ranges in 2022.

Strategic Program Area 3: Employee Relations

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,181,170	\$1,023,701	\$1,112,274	\$1,061,721	\$50,553
Revenues	\$0	\$0	\$0.00	\$0	\$ 0
Tax Levy	\$1,181,170	\$1,023,701	\$1,112,274	\$1,061,721	\$50,553
FTE Positions	19.0	20.0	20.0	19.0	(1.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Employment Investigations	42	23	40	40

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Employees surveyed as “Fully Engaged”	29%	54%	60%	60%

*2020 Data is the percentage of employees who rated employee engagement questions as “agree or strongly agree”. The 2019 survey was completed by a previous vendor with slightly different questions so it is not a 1-to-1 comparison

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 counseling to both employees and management staff. The Division is also responsible for establishing best practices in people management. 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 equitable 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

1.0 FTE Employee Engagement Coordinator is transferred to Program Area 1 – HR Administration.

Strategic Program Area 4: HR Operations and Talent Acquisition

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$914,087	\$679,912	\$1,029,552	\$1,181,446	\$151,894
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$914,087	\$679,912	\$1,029,552	\$1,181,446	\$151,894
FTE Positions	10.0	10.0	9.0	10.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Job Requisitions	466	389	400	400
Applications Processed	32,185	19,482	40,000	45,000
New Employees Oriented	791	554	650	700
Central New Employee Orientation Sessions*	26	6	0*	0*
Background Checks	1,473	984	1,200	1300
Pre-Employment Health Screens/Drug Tests	735	498	550	650
Open Records Request	331	254	400	300

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2021 Target
Cycle Time	17.6 Days	14.6 Days	17 Days	10 Days
Racial Diversity in Manager Applicant Pools	29%	18%	35%	>35%
Turnover Rate**	29.0%	28.9%	20%	<20%

*Central NEO Sessions: Due to both the COVID-19 pandemic's restrictions and 3rd Quarter implementation of an Onboarding module in the Dayforce platform, Central NEO sessions have shifted to a virtual format. HR workgroups are evaluating the best path forward for future new employee orientation.

**Non-Retirement separations divided by employee count

Strategic Overview:

Through strategic partnerships and collaboration with our Hiring Managers, the Talent and Operations team 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 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 diverse, 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-

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employment activities, managing the public and County staff walk-ins, and processing and responding to Open Record Requests.

Strategic Implementation:

1.0 FTE Diversity Recruiter position is created in 2022 to have an exclusive focus on external diversity recruitment efforts. A Diversity Recruiter is engaged in 'active recruitment and sourcing' seeking out candidates from diverse backgrounds. This position will build relationships with outside organizations to develop diverse talent pipelines, conduct diverse sourcing and support the overall goals of workforce diversity and inclusion. The Diversity Recruiter also partners with departments to create and execute strategic recruitment plans aimed at attracting and retaining a diverse workforce. An additional allocation of \$60k is included in 2022 to provide more resources for advertising positions to diverse communities.

The focus on attracting talent for the recruitment function at Milwaukee County has HR having an increased posting presence on social media platforms inclusive of a Facebook page dedicated to our jobs, more frequency on larger job aggregators and affinity posting sites, all resulting in more viral distribution of our jobs and decreased job advertisement spending. Starting in 2021 and continuing in 2022, DHR Talent Acquisition will conduct in-person meetings with the respective leadership teams for each department/agency within the County for the creation and tracking of formal Workforce Plans, built via diversity, equity and inclusion lens, inclusive of key performance indicators (KPI) and metrics for the purpose of executive leadership/County Board reporting. DHR TA & HR Operations teams will go-live with the new Dayforce platform in 2021 and focus on optimization in 2022, defining and normalizing efficiencies like paperless new hire onboarding and mobile device job board access for managers/staff.

Strategic Program Area 5: Learning, Development, and Diversity

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$455,407	\$337,893	\$510,793	\$690,027	\$179,234
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$455,407	\$337,893	\$510,793	\$690,027	\$179,234
FTE Positions	4.0	4.0	4.0	5.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Training Sessions Completed – Instructor Led	68	47	73	80
Training Sessions Completed – Online	27,412	31,954 (mandatory) 1,814 (non-mandatory)	27,242	28,000
Training Participants – Instructor Led	1,295	736	885	800
Training Participants – Online	39,727	41,156	63,940	65,900
Racial Diversity – Leadership Excellence / Management Development Programs (MDP)	33%	MDP 1 79% Female 21% Minority	35%	55% Female 35% Minority

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Overall Program Satisfaction Leadership Excellence	89%	Course 95% Instructor 95%	>94%	>94%
Overall Program Satisfaction Management Development Program	92.5%	Course 92.5% Instructor 96%	>94%	>94%
Mandatory Training Compliance	93.2%	86% year end	95%	>94%

Strategic Overview:

Through strategic partnerships and collaboration, Learning & Development (L&D) identifies, develops, supports, and delivers high quality learning while fostering a work environment of employee engagement, equity, and excellence. L&D 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. The goal is to standardize L&D as a strategic partner and key “go to” resource that enables positive organizational change and the development, retention, and engagement of employees across the County.

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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.

Strategic Implementation:

In 2022, the racial equity training function that was previously located in Org 1090 Office of Equity (then known as Office on African American Affairs) is transferred to this program area. 1.0 FTE Training and Development Specialist position is created and \$100k in contractual costs are transferred in from the Office of Equity.

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FUND: General — 0001

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$456,033	\$468,112	\$499,624	\$512,269	\$12,645
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$456,033	\$468,112	\$499,624	\$512,269	\$12,645
FTE Positions	6.0	6.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Life Status Events Processed	2,087	2,126	1,500	1,600
Customer Service Calls	7,719	7,318	7,500	7,500
Customer Service Emails	2,872	4,080	2,600	2,800

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Wellness Participation	61%	58%	56%	58%
Response to initial Benefit inquiries within 1 business day	98%	100%	98%	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 2022.

Strategic Program Area 7: Retirement Plan Services

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$1,738,599	\$1,189,215	\$1,165,444	\$1,189,250	\$23,806
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,738,599	\$1,189,215	\$1,165,444	\$1,189,250	\$23,806
FTE Positions	15.0	14.0	17.0	17.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of retirees receiving benefits	8,001	7,942	8,125	8,125
New retirees receiving benefits	208	163	330	300
Individual Member Counseling	215	190	250	250
Group Education Events & Sessions	7	3	8	8
Member Contacts	11,070	11,512	13,000	13,000
% of Active Members attending a presentation	9.1%	3.3%	12.0%	15.0%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Turnaround time for Pension Estimates (Peer average = 12 days)	43 days	71 days	21 days	15 business days
% of calls answered and completed (Peer average = 96.3%)	No Data	No Data*	97%	98%

*

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.
 - Issue payments such as: pension contribution withdrawals and monthly pension payments.
 - Member communication and education, including individual retirement counseling, group education sessions, and newsletter circulation.

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- 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.
- Maintain a pension administration system that houses data, stores electronic images, records customer service contacts, completes benefit calculations.
- Maintain a member self-service site for active and retired members to collect forms and complete calculations.
- Pension Board trustee and meeting support.
- Engage 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 2021-2022 two-year strategic plan, which seeks to achieve objectives in benefits administration, financial governance, member services, and organizational learning and development. The goals in each of these areas will enhance operations by improving reporting, increasing automation to reduce risk/enhance efficiency, and improving the customer experience. The strategic plan and annual pension administration benchmarking inform business improvement projects and constitute a roadmap towards becoming a high-performing public pension plan.

The major goals in the 2021-2022 Strategic Plan include a pension administration system upgrade, increased use of surveying, offering additional self-service options to members, policy/procedure documentation, and improving digital records through data cleanup and digitization of paper records.

Due to the operational changes required because of the COVID pandemic, the team's 2020 goals and day-to-day tasks were impacted. Goals originally slated for 2020 have been transferred to the 2021-2022 Strategic Plan.