

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

Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	\$3,701,703	\$4,290,363	4,633,007	\$5,032,956	\$399,949
Operation Costs	\$572,006	\$349,840	892,381	\$1,066,601	\$174,220
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$0	\$6,690	\$0	\$0	\$ 0
Interdepartmental. Charges	\$177,569	(\$143,426)	(\$128,628)	(\$144,313)	(\$15,685)
Total Expenditures	\$4,451,278	\$4,503,467	\$5,396,760	\$5,955,244	\$558,484
Revenues					
Direct Revenue	\$6,000	\$1,561	\$6,000	\$6,000	\$ 0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$ 0
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$6,000	\$1,561	\$6,000	\$6,000	\$ 0
Tax Levy	\$4,445,278	\$4,501,906	\$5,390,760	\$5,949,244	\$558,484
Personnel					
Full-Time Pos. (FTE)	63.0	64.0	67.0	70.00	3.0
Seasonal/Hourly/Pool Pos.	0.0	0.0	0.0	0.0	0.0
Overtime \$	\$0	\$0	\$0	\$0	\$0

Department Mission:

The Department of Human Resources (DHR) is committed to making Milwaukee County a leading employer with a high performing, engaged workforce that meets and exceeds business objectives within a supportive, diverse and inclusive 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. DHR will also build management and leadership competency across the County through learning and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. DHR maintains a balance between employee and management rights and strives to build a culture of accountability for leaders and employees. DHR 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, Equity & Inclusion and Employee Engagement; Compensation & HR Information Systems; Employee Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits; and Retirement Plan Services.

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AGENCY NO. **114**

FUND: **General — 10001**

Major Changes in FY 2023

The Department of Human Resources (DHR) 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, and by diversifying the workforce and creating and nurturing an inclusive workplace culture. The 2023 budget includes elevating talent acquisition efforts as the County migrates to an active sourcing and ongoing recruitment model aimed at attracting diverse talent. DHR will also implement programs to continue to support efforts related to the County's brand recruitment, advertising, marketing and racial equity training and support for the workforce. DHR will also continue work to enhance employee engagement across Milwaukee County.

The 2023 budget adds funding for the following items:

- \$75,000 for a supplemental compensation study to propose a new recommended salary structure where most positions are moved from the step system to broad pay ranges.
- \$69,652 for recruiting professional services. While the County has made great strides in attempting to fill its many vacancies, more work is needed. These dollars help HR with continual recruiting of individuals that reflect the citizens served. These dollars help to create intentional inclusion.
- 1.0 FTE Diversity Recruiter is created to help address the County's collective goal of intentional inclusion. This position is added to aid in hiring qualified individuals of diverse backgrounds and create intentional inclusion.
- 2.0 FTE were created in File 22-606 to provide services to the Clerk of Circuit Court.

Strategic Program Area 1: Directors Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$491,714	\$433,851	\$422,300	\$427,562	\$5,262
Revenues	\$6,000	\$1,561	\$6,000	\$6,000	\$ 0
Tax Levy	\$485,714	\$432,290	\$416,300	\$421,562	\$5,262
FTE Positions	4.0	4.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
New Procedures Documented	1	2	5	4

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Employees surveyed as “Fully Engaged”	54%	N/A*	60%	N/A*

*Survey is a biannual survey and no data is available in off years.

Strategic Overview:

The Director’s Office develops and drives the overall long-term vision for Human Resources (HR), 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 and launching the County’s diversity and 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:

In 2022, a Workforce Data Analyst was hired. The Workforce Data Analyst 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 help drive racial equity Key Performance Indicators (KPIs). The position will assist with internal racial equity training by managing training data, evaluating training effectiveness, and working to create measurable outcomes for the County’s ongoing racial equity training initiatives.

Moving into 2023 and beyond, the Director’s Office continues the work to make Milwaukee County an employer of choice. The Director’s Office continues to play an important role in managing the Covid-19 pandemic and its impact on the workforce. Some operational changes continue to shift as the Department of Human Resources balances competing priorities related to the pandemic. The Director’s Office remains committed to helping Milwaukee County become the

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healthiest county in Wisconsin by achieving racial equity. The Director's Office is committed to strengthening diversity, equity and inclusion efforts by establishing network resource groups (NRGs), led by Milwaukee County employees. These resource groups will represent the diversity of County employees and create a space where employees feel a sense of belonging and can contribute to creating an equitable and inclusive work environment for all employees. A Diversity, Equity, and Inclusion Council will be established to help further Diversity, Equity, and Inclusion efforts countywide engaging employees as DEI "Champions" focused on policy, engagement, and education. The Director's Office will also work to transform the Talent Acquisition Team to best respond to the staffing needs within Milwaukee County. This transformation includes elevating additional training for the internal talent team and hiring managers with an emphasis on interviewing diverse candidates. With the deployment of the biennial all Employee Engagement Survey in the fall of 2022, 2023 will include the implementation of action plans to increase overall employee engagement and inclusion within Milwaukee County.

Strategic Program Area 2: Compensation & HRIS

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$260,731	\$266,999	\$339,747	\$456,827	\$117,080
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$260,731	\$266,999	\$339,747	\$456,827	\$117,080
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Positions Reclassed/Reallocated	753	579	2,000	2,000
Position Action Forms Approved *	2,690	3,579	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 this and future reports.*

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Unique Position Titles	982	988	875	350
Unique Salary Ranges	292	259	250	100

Strategic Overview:

In support of Human Resources Total Rewards strategy, the Compensation and HRIS 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 the division is to administer equitable and market-appropriate compensation strategies that support a high-performing workforce within the parameters established by Milwaukee County Government. This division also manages employee data within the HRIS.

Strategic Implementation:

Expenses slightly increase due to an allotment put in place to further support ongoing compensation transformation efforts. In 2023, the Compensation/HRIS division will continue a compensation study that is expected to recommend moving the vast majority of County positions from a pay step system to a broad pay range system. 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 2023.

Strategic Program Area 3: Employee Relations

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,023,701	\$1,160,059	\$1,061,721	\$1,196,838	\$135,117
Revenues	\$0	\$0	\$0.00	\$0	\$ 0
Tax Levy	\$1,023,701	\$1,160,059	\$1,061,721	\$1,196,838	\$135,117
FTE Positions	19.0	20.0	20.0	21.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of Workplace Investigations completed by DHR staff	23	11	40	20

Strategic Overview:

The Employee Relations Division is committed to partnering with people leaders in the creation of a productive results-oriented working environment. The division provides leader coaching, employee counseling and performance management and enhancement tools to encourage and support individual and team development. The division develops, implements, and enforces employee-facing policies and promotes initiatives aimed to enhance the overall employment experience. The division is also responsible for establishing best practices in people management. These workplace enhancement activities mitigate employment-related risk for Milwaukee County and supports the development of an inclusive, equitable working environment that embodies Milwaukee County’s vision of becoming the healthiest county in Wisconsin.

Key functions include coaching people leaders on employee matters, conducting workplace investigations, consulting and providing support on the performance management process, including sharing equitable developmental tools and resources to people leaders. In collaboration with the Office of Corporation Counsel, the division seeks to mitigate legal risks, partnering with people leaders to address and resolve workplace conflicts and concerns. This division is also responsible for labor relations, including collective bargaining.

Strategic Implementation

The Employee Relations Division will continue its work to achieve a better workplace culture, improve employee relations, increase employee engagement and contribute to 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	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$679,912	\$740,965	\$1,181,446	\$1,392,449	\$211,003
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$679,912	\$740,965	\$1,181,446	\$1,392,449	\$211,003
FTE Positions	10.0	10.0	10.0	11.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Job Requisitions	389	598	400	400
Applications Processed	19,482	35,218	45,000	45,000
New Employees Oriented	554	612	700	805
Central New Employee Orientation Sessions*	6	0	0*	0
Background Checks	984	1,233	1,300	1,400
Pre-Employment Health Screens/Drug Tests	498	974	650	975
Open Records Request	254	284	300	300

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Cycle Time	14.6 Days	80.5 Days	75 Days	70 Days
Racial Diversity in Manager Applicant Pools	18%	29.8%	>35%	>35%
Turnover Rate**	28.9%	19%	<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 of full-time/part-time not including Contingent (Hourly, Temp, Seasonal, Intern) Staff.*

Strategic Overview:

Through strategic partnerships and collaboration with 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 the community and carry out the services provided by Milwaukee County. This effort includes sourcing candidates, attending recruitment events, posting job vacancies,

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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 onboarding module and process, which is a critical step in welcoming new employees. Other workforce operations include pre-employment activities, managing public inquiries, and processing and responding to Open Record Requests.

Strategic Implementation:

The Diversity Recruiter position created in 2022 has worked with internal stakeholders at Milwaukee County to define, engage and set-up sourcing and job posting relationships with 323 external diversity/affinity community partners. The Talent Acquisition (TA) function is migrating to a new model for the County, as a response to the workforce market challenges by shifting the emphasis to active sourcing for building candidate pools. This requires significant upskill training of staff, coaching/training of hiring managers, and a build out/consensus on robust measurements of performance for all stakeholders. A thorough process overhaul as well as eliminating ordinance/statutes that block the County's ability to be a competitive employer is key to pursuing future talent. The TA team has started to create formal workforce plans for all departments within the County, built around the strategic priorities. The TA & HR Operations teams went live with the new Dayforce platform and have been focused on optimization in 2022, defining and normalizing efficiencies like paperless new hire onboarding and mobile device job board access for managers/staff. In 2023 these teams will implement feature functionality from the platform's latest version updates that will promote internal mobility/career opportunities more directly to Milwaukee County staff.

Strategic Program Area 5: Learning & Development

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$337,893	\$374,166	\$690,027	\$703,879	\$13,852
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$337,893	\$374,166	\$690,027	\$703,879	\$13,852
FTE Positions	4.0	4.0	4.0	5.0	1.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Training Sessions Completed – Instructor Led	47	65	80	92
Training Sessions Completed – Online	31,954 (mandatory)	23,497 (mandatory)	28,000	31,000
	1,814 (non-mandatory)	3,097 (non-mandatory)		
Training Participants – Instructor Led	736	1,170	800	1,500
Training Participants – Online	41,156	44,812	65,900	82,500
Racial Diversity – Leadership Excellence / Management Development Programs (MDP)	MDP 1 79% Female 21% Minority	51% Female 40% Minority	55% Female 35% Minority	51% Female 40% Minority

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Overall Program Satisfaction Management Development Program	Course 92.5%	Course 94% Instructor 90%	>94%	>94%
Mandatory Training Compliance	86% year end	95%	>94%	>94%

** Content from Leadership Excellence is continuously offered to Milwaukee County staff and people managers as part of an Organizational Development focus, giving the County's workforce the opportunity to upskill and enhance their careers.*

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

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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.

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 the Office of Equity (then known as Office on African American Affairs) was transferred to this program area. 1.0 FTE Training and Development Specialist position was created and \$100k in contractual costs were transferred in from the Office of Equity to continue racial equity training for the workforce. In 2023 L&D will work with each department’s leadership team to suggest/build out specific upskill/developmental programs for their staff predicated on the MDP format. For racial equity training, there will be an overall review focused on eliminating redundancy of content, consolidation of vendors and a more disciplined structure of progression. Training support will also be geared at building racial equity capacity and support for Milwaukee County managers and employees.

Strategic Program Area 6: Benefits and HR Metrics

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$468,112	\$507,724	\$512,269	\$534,501	\$22,232
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$468,112	\$507,724	\$512,269	\$534,501	\$22,232
FTE Positions	6.0	6.0	6.0	6.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Life Status Events Processed	2,126	2,518	1,600	1,700
Customer Service Calls	7,318	5,122	7,500	4,500
Customer Service Emails	4,080	6,021	2,800	3,900

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Wellness Participation	58%	64%	58%	60%
Response to initial Benefit inquiries within 1 business day	100%	99%	98%	98%

Strategic Overview:

The Benefits 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 County continues to strive to keep benefits affordable and aligned with Market Trends. This will help in retaining and recruiting exceptional employees. The Benefits Division added short-term and long-term disability plans in 2022. The division also implemented Milwaukee County's first Paid Parental Leave Program. These additional benefits help further the goal of being the healthiest county in Wisconsin.

Strategic Implementation:

Milwaukee County is home to more than 950,000 residents and is the hub of the 37th largest regional economy in the United States. The County's vision is by achieving racial equity, Milwaukee will be the healthiest county in Wisconsin. Recognizing that many of the employees live, work, and play in Milwaukee County, the County is working to build policies, practices and a culture that ensures race no longer predicts health outcomes and outcomes for everyone to

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improve. To further support the County's vision, in 2023, the goal is to open three (3) on-site health care clinics, within Milwaukee County facilities, for Milwaukee County employees to utilize. The Benefits Division received a grant from the American Rescue Plan Act (ARPA) to implement the clinics. The funds provided through the ARPA will cover upfront cost related to clinic implementation, management, and staffing.

Strategic Program Area 7: Retirement Plan Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$1,189,215	\$1,019,703	\$1,189,250	\$1,225,170	\$35,920
Revenues	\$0	\$0	\$0	\$0	\$ 0
Tax Levy	\$1,189,215	\$1,019,703	\$1,189,250	\$1,225,170	\$35,920
FTE Positions	15.0	14.0	17.0	17.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of retirees receiving benefits	7,942	7,891	8,125	8,125
New retirees receiving benefits	163	216	300	300
Individual Member Counseling	190	227	250	250
Group Education Events & Sessions	3	13	8	12
Member Contacts	11,512	15,235	13,000	15,000
% of Active Members attending a presentation	3.3%	14.6%	15.0%	18.0%

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Turnaround time for Pension Estimates (Peer average = 12 days)	71 days	90 days	15 business days	15 business days
% of calls answered and completed (Peer average = 96.3%)	No Data	91.12%	98%	98%

Strategic Overview:

Retirement Plan Services Division (RPS) administers Milwaukee County’s two defined benefit pension plans under the direction 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.
- 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 two-year 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.

In the fourth quarter of 2022, the 2023-2024 strategic plan will be prepared by the RPS team and submitted to the Pension Board for review.