

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Recommended Budget	2023/2024 Variance
Expenditures					
Personnel Costs	4,290,363	4,719,843	5,032,956	5,515,728	482,772
Operations Costs	349,840	560,418	1,066,601	1,339,242	272,641
Debt & Depreciation	0	0	0	0	0
Capital Outlay	6,690	31,000	0	0	0
Interdepartmental Charges	(143,426)	(137,511)	(144,313)	(146,863)	(2,550)
Total Expenditures	\$4,503,467	\$5,173,751	\$5,955,244	\$6,708,107	\$752,863
Revenues					
Other Direct Revenue	1,561	6,000	6,000	6,000	0
Indirect Revenue	0	0	0	0	0
Total Revenues	\$1,561	\$6,000	\$6,000	\$6,000	\$0
Tax Levy	\$4,501,906	\$5,167,751	\$5,949,244	\$6,702,107	\$752,863
Personnel					
Full Time Pos (FTE)	64.00	67.00	70.00	72.00	2.00
Overtime \$	10,563	29,499	0	0	0
Seasonal/Hourly/Pool	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 also builds 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 (DHR) consists of seven (7) service areas: the Director’s Office, including Diversity, Equity & Inclusion and Employee Engagement; Compensation & HR Information Systems; Employee/Labor Relations; Talent Acquisition & HR Operations; Learning & Development; Benefits and Retirement Plan Services.

Major Changes

- 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, diversifying the workforce, and creating and nurturing an inclusive workplace culture. The 2024 budget includes continued efforts to elevate 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 brand recruitment, advertising, marketing and racial equity training and support for the workforce. DHR will also continue important work related to fully migrating all jobs into the new salary structure and consolidating and streamlining position titles.

- In 2024 Human resources will add a Diversity, Equity, and Inclusion (DEI) Director and a Retirement Plan Services (RPS) Deputy Director. Furthering the Counties commitment to diversity and inclusion the Director is added to manage and increase the momentum already created by helping to bring in new diverse talent as well as ensure there are equitable decision when it comes to talent acquisition and career ladders specific to minorities. The RPS deputy Director is added to help manage the RPS system. Given a new sales tax implemented with Wisconsin Act 12 starting in 2025, the County is required to close its pension system and move all new employees as of January 1, 2025, to the Wisconsin Retirement System. In order to help manage the array of different tasks including, different IRS filings, legacy pensioners, ordinance updates, the RPS Deputy Director is added to help close the Milwaukee County Pension system.

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Aurora Medical Group	2022-2024 PSC for medical screening and assessment services for Human Resources administration for Milwaukee County.	\$765,000

Strategic Program Area: Director’s Office

Service Provision: Mandated

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	433,851	669,304	427,562	798,449	370,887
Revenues	1,561	6,000	6,000	6,000	0
Tax Levy	432,290	663,304	421,562	792,449	370,887
Full Time Pos (FTE)	3.00	5.00	5.00	6.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
New Procedures Documented	2	4	4	4

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Employees Surveyed Biannually as Fully Engaged	N/A	55%	N/A	60%

Strategic Overview:

The Director’s Office develops and drives the overall long-term vision for the Department of Human Resources (DHR), while ensuring effective execution of all DHR service delivery areas. Functional duties include administering human resources programs, leading key Milwaukee County workforce 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, including overall workforce planning and talent management. In addition, the Director’s Office is responsible for the HR staff’s achievement of goals, professional development, and overall service to Milwaukee County.

Strategic Implementation:

Moving into 2024 and beyond, the Director’s Office continues the work to improve the overall employee experience and to make Milwaukee County an employer of choice. Milwaukee County has conducted a biennial all employee survey since 2016 and is planning to do so again in 2024. The Director’s Office remains committed to helping Milwaukee County become the healthiest county in Wisconsin by achieving racial equity. The Director’s Office is committed to strengthening diversity, equity and inclusion efforts with the establishment of the Network Resource Groups (NRGs), led by Milwaukee County employees. These resource groups 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. The focus of 2024 will be the Employee Engagement and Access portion of the "Diversity, Equity, and Inclusion Roadmap" (DEI). This work will include the growth of the NRGs and rolling out of engagement activities with NRG’s including educational opportunities, speakers, and volunteer opportunities. A focus area includes increasing volunteerism within Milwaukee County’s entire workforce by connecting employees to the organizations within our region. There are also plans to develop career exploration and pipelining planning to help create equitable opportunities for existing employees to explore career advancement and the paths within Milwaukee County.

The Director’s Office will continue efforts to transform the Talent Acquisition Team. There is continued work to implement a formal process for interviewing diverse candidates and continue training for working with diverse teams.

Additional Program Details:

In 2024, the Director's Office adds a Diversity, Equity, and Inclusion Director. As the County continues to focus on areas of improvement relating to diversity, equity, and inclusion, Human Resources will do the same and double down by creating this position for 2024.

The 2024 Director's Office budget also includes \$170,000 for various initiatives that will help the County meet its strategic goals. \$100,000 is for an Employee Engagement survey. This survey has taken place for the last eight years and allows County leaders to not only engage employees, but also to gauge the overall moral. Results from the survey are then tied into policy and decisions that would then increase or decrease various performance indicators. An additional \$70,000 is added for Diversity, Equity, and Inclusion initiatives. As Milwaukee County strives to be an employer of choice and works towards its goals of becoming the healthiest County in the state by achieving racial equity, diversity, equity and inclusion are critical. These dollars would further enhance such initiatives and help reach the goal.

*The Employee Engagement Survey is a biannual survey, and no data is available in odd numbered years.

Strategic Program Area: Compensation & HRIS

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	266,999	281,151	456,827	614,483	157,656
Tax Levy	266,999	281,151	456,827	614,483	157,656
Full Time Pos (FTE)	5.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Position Action Forms Approved	3,579	2,465	3,000	3,000
Positions Reclassed/Reallocated	579	355	2,000	175

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Unique Position Titles	988	1,000	350	700
Unique Salary Ranges	259	221	100	65

Strategic Overview:

In support of Human Resources Total Rewards strategy, the Compensation 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.

Strategic Implementation:

In 2024, the Compensation Division will continue a compensation study. This study will identify a new pay structure, introduced in 2023, and continue the migration of all non-represented positions into the new structure, which consist of broader pay ranges. To simplify the County’s compensation structure and provide more clear guidance to customers, the Compensation Division will further work to consolidate job titles, which currently exceeds 1,000 unique job titles. The goal of this work is to create a compensation structure that is easy to manage, easy to understand and reduces the number of unique job titles within Milwaukee County.

Strategic Program Area: Employee Relations

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,160,059	1,249,691	1,196,838	1,459,035	262,197
Tax Levy	1,160,059	1,249,691	1,196,838	1,459,035	262,197
Full Time Pos (FTE)	20.00	19.00	21.00	21.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Number of Workplace Investigations completed by DHR staff	11	18	20	20

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Turnover Rate - Non Retirement Separations divided by Full-Time FTE Count	19%	21%	20%	20%

Strategic Overview:

The Employee Relations Division is committed to partnering with people leaders to create and support a productive workplace 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: 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:

Over the last year, the Employee Relations Division supported and collaborated with the Director’s Office to configure, launch and implement electronic 2023 performance evaluations in Dayforce. This approach to recording and tracking performance evaluations is more efficient and creates greater alignment across Milwaukee County in evaluating employee performance. This transition from a paper-based performance evaluation system to an electronic one, provides leaders a snapshot of their employees’ performance across division and/or department.

In 2024, the Employee Relations Division will have a greater focus on updating policies and documenting its processes. They have begun reviewing the roles within the Employee Relations Division to ensure clarity, avoid function duplication and support alignment with Milwaukee County business needs and areas of strategic focus. 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 workplace productivity and business performance.

Additional Program Details:

*For Turnover, the percentage is non-retirement separations divided by employee count of full/part-time staff not including contingent (hourly, temporary, seasonal, intern) staff. The 2022 Actual percentage is as of June 1, 2023. It is based on a 12-month look back to June 1, 2022 (Dayforce).

Strategic Program Area: Talent Acquisition and HR Operations

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	740,965	891,478	1,392,449	1,333,363	(59,086)
Revenues	0	0	0	0	0
Tax Levy	740,965	891,478	1,392,449	1,333,363	(59,086)
Full Time Pos (FTE)	9.00	10.00	11.00	11.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Applications Processed	35,218	41,682	45,000	43,000
Background Checks	1,233	1,381	1,400	1,400
Job Requisitions	598	1,875	400	500
New Employees Oriented	612	925	805	1,000
Open Records Request	284	284	300	300
Pre-Employment Health Screens/Drug Tests	974	1,136	975	1,200

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Cycle Time (in Days)	81	153	75	125
Racial Diversity in Manager Applicant Pools (Minimum Percentage of Target Numbers)	29.8%	42.6%	35.0%	45.0%

Strategic Overview:

Through strategic partnerships and collaborations 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, 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 preemployment activities, managing public inquiries, and processing and responding to open records requests.

Strategic Implementation:

In 2024 Talent Acquisition will continue to help the County and community reach its goal of "becoming the healthiest County in Wisconsin, by achieving racial equity" by focusing on finding and hiring a wide and diverse population of individuals. 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 ordinances/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.

Additional Program Details:

In 2024 \$25,000 in one-time short-term expense is added in order to help the Sheriff's office with hiring Correctional Officers (COs). The dollars aim to increase the hiring practices in order to bolster staffing. As of September of 2023, the Sheriff's office had a 40% vacancy rate for COs. It is the intent to increase CO staffing in the Sheriff's office so not only the employees, but the occupants can stay safe.

Strategic Program Area: Learning & Development and Diversity

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	374,166	475,575	703,879	714,648	10,769
Tax Levy	374,166	475,575	703,879	714,648	10,769
Full Time Pos (FTE)	4.00	5.00	5.00	5.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Racial Diversity – Leadership Excellence / Management Development Programs (MDP) - Female	51%	63%	51%	65%
Racial Diversity – Leadership Excellence / Management Development Programs (MDP) - Minority	40%	37%	40%	40%
Training Participants – Instructor Led	1,170	1,143	1,500	1,223
Training Participants – Online	44,812	46,266	82,500	49,504
Training Sessions Completed - Online - Mandatory	23,497	43,291	31,000	34,500
Training Sessions Completed – Instructor Led	65	61	92	65
Training Sessions Completed – Online - Non-Mandatory	3,097	2,026	2,000	2,168

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Mandatory Training Compliance (minimum Percentage of Target Numbers)	95%	90%	94%	92%
Overall Program Satisfaction Management Development Program - Course (Minimum Percentage of Target Numbers)	94%	90%	94%	94%
Overall Program Satisfaction Management Development Program - Instructor	90%	93%	94%	94%

Strategic Overview:

Through strategic partnerships and collaboration, Learning & Development and Diversity (LDD) identifies, develops, supports, and delivers high-quality learning while fostering a work environment of employee engagement, equity, and excellence. LDD 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 LDD 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, certificate programs, and ad hoc training opportunities. This team administers the Learning Management System (LMS), which maintains hundreds of learning sessions available to employees.

Strategic Implementation:

L&D will work with each department's leadership team throughout 2024 to suggest/build out specific upskill/developmental programs for their staff predicated on modules that comprise the Management Development Program (MDP) and Leadership Excellence (LEx) programs. 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, transparency, and support for Milwaukee County managers and employees.

Strategic Program Area: Benefits and HR Metrics

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	507,724	554,099	534,501	546,518	12,017
Tax Levy	507,724	554,099	534,501	546,518	12,017
Full Time Pos (FTE)	6.00	6.00	6.00	6.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Customer Service Calls	5,122	4,074	4,500	4,000
Customer Service Emails	6,021	7,087	3,900	4,500
Life Status Events Processed	2,518	2,388	1,700	1,800

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Response to Initial Benefit Inquiries within 1 Business Day	99%	99%	98%	98%
Wellness Participation	64%	62%	60%	65%

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 is in the process of adding three (3) on-site health clinics which are scheduled to open January 1, 2024. These new clinics will help add a no-cost option to employees seeking additional health care services. In addition to the clinics, the Benefits Team will be transitioning to Dayforce for benefits administration and adding a new wellness provider, WebMD. All of these services are scheduled to go live on January 1, 2024. These additional benefits help further the goal of being the healthiest county in Wisconsin.

Strategic Implementation:

Milwaukee 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 for its employees and residents.

Strategic Program Area: Retirement Plan Services

Service Provision: Administrative

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,019,703	1,052,453	1,243,188	1,241,611	(1,577)
Tax Levy	1,019,703	1,052,453	1,243,188	1,241,611	(1,577)
Full Time Pos (FTE)	17.00	17.00	17.00	18.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Group Education Events & Sessions	13	23	12	25
Individual Member Counseling	227	287	250	300
Member Contacts	15,235	17,839	15,000	20,000
New Retirees Receiving Benefits	216	212	300	250
Number of Retirees Receiving Benefits	7,891	7,906	8,125	8,000
Percent of Active Members Attending a Presentation	14.6%	22.5%	18.0%	25.0%

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Percent of Calls Answered and Completed (Peer average = 96.3%)	91.1%	91.6%	98.0%	98.0%
Turnaround Time for Pension Estimates (in Days) Peer average = 12 days	90	201	15	15

Strategic Overview:

Retirement Plan Services (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: pension contribution withdrawals and monthly pension payments.
- Member communication and education (ie retirement counseling)
- 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
- Maintain a member self-service site for active and retired members
- Pension Board trustee and meeting support.

- Engage technical experts to provide actuarial and investment consulting services

Strategic Implementation:

RPS is completing a 2023-2024 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 2023-2024 two-year strategic plan include finalizing the full complement of team policies and procedures, streamlining operations through automation and self-service enhancements, improving reporting to stakeholders and the Pension Board, and increasing the accessibility of information for our members to encourage positive retirement outcomes.

Additional Program Details:

The 2024 budget adds a Deputy Retirement Plan Services Director. Due to approved Wisconsin Act 12 which adds significant sales tax resources and requires Milwaukee County to close its pension system. Based on the legislation Milwaukee County, as of January 1 2025, will transition all new employees to the Wisconsin Retirement System, thus closing the Milwaukee County pension. Due to the increased workload, IRS filings, legacy pensioners, and required ordinance changes, Human Resources adds this position for 2024.