

Department of Human Resources



MILWAUKEE
COUNTY

Department Purpose

- The purpose of the Department of Human Resources (DHR) is to ensure Milwaukee County can successfully achieve the strategic plan through its employees. DHR implements and sustains activities, programs and procedures that manage the staffing, compensation, benefits and performance of all Milwaukee County employees while maintaining organizational compliance with all applicable employment laws and regulations.
- In alignment with the strategic plan, DHR's recruitment, hiring, training, engagement and performance management practices are intentionally designed to create an inclusive workplace reflective of the constituents that Milwaukee County serves.



Strategic Focus Area Alignment

■ Create Intentional Inclusion

- DHR talent acquisition programs will be developed to strengthen racial and gender diversity representation of Milwaukee County employees at all levels of the organization. Talent leadership will partner with the respective leadership teams for each department/agency within Milwaukee County for the creation of Diversity Workforce Plans.
- Systematically evaluating and improving Employee Engagement provides the framework and foundation to creating a culture of inclusion within Milwaukee County.

■ Bridge the Gap

- DHR selection programs will be updated to remove unconscious biases, creating organic opportunities to hire, promote and develop a more inclusive workforce. Talent and Learning & Development teams will create training aides for people managers on inclusive recruitment practices.
- Retirement Plan Services will streamline the retirement process to make it easier to understand and navigate for employees.

■ Invest in Equity

- DHR's 2022 Compensation Transformation project efforts will enhance equity with respect to more accurately and more consistently priced jobs, internally and externally.
- Retirement Plan Services provides education to the Pension Board based on needs identified in skills assessment to ensure trustees have the knowledge needed to make sound investment and governance decisions.

2021 Successes

The Department of Human Resources had the following successes and outcomes that advanced the County's vision of *"By achieving racial equity, Milwaukee is the healthiest county in Wisconsin"*:

- Diversity & Inclusion (D&I) Program Manager
 - Serve as the Project Manager for Milwaukee County's strategic focus area Create Intentional Inclusion:
 - 1A – Reflect the full diversity of the County at every level of County Government
 - 1B – Create and nurture an inclusive culture across the County Government
 - Crafted guidance regarding personal pronoun usage in e-mail signatures.
 - Developed Maturity Model and Benchmarks to assess where Milwaukee County is on D&I journey.
 - Reviewed and developed tentative plans for Employee Resource Groups and a DEI Advisory Board, to engage employees in D&I work countywide.
- Developed, launched and managed Covid-19 vaccination incentive program that recognized and provided additional paid time off for over 2,000 County employees.



2021 Successes

- Completed analysis of 2020 Employee Engagement Survey results and provided over 90 results summary reports to Department and Division leaders from across the County.
- Engagement Survey results indicated that more than 75% of employees take great pride in working for the County.
- Renovation of the front desk/lobby space to provide better ADA access, confidentiality, security and safety for both employees and visitors.
- New Employee Orientation (NEO) site within *County Connect*. This NEO site will include a “Welcome” video from the County Executive and provide resources that promote inclusion and guide new hires throughout their onboarding experience.
- Redesign and delivery of the Management Development Program (MDP). Cohorts demographics: 52% female & 40% BIPOC represented.
- Developed and implemented new Wellness Program that encourages preventative care and makes it easier for employees to qualify for the wellness incentive.
- Currently implementing a new pension administration system that is more user-friendly.
- Reduced the risk of pension errors: Enhanced policy/procedure documentation, updated calculation tools, and implemented fixes to the calculator.



Challenges

- Advancing the Compensation Transformation Project will require the drive for consolidation and standardization of job grades and job titles.
- Resource and funding allocations for the multi-year Compensation Transformation Project.
- Highly competitive market with numerous negative factors impacting retaining and attracting talent, including a nationwide labor shortage resulting in a few record high job openings over consecutive months.
- Lack of funding and resources for external vendor training materials along with the absence of dedicated resources to coordinate internal racial equity training for the workforce.
- Limited ability to track workforce metrics, training effectiveness and key performance indicators.
- Lack of dedicated candidate sourcing for diverse talent.
- Budgetary restrictions that limit Retirement Plan Services the opportunity to further develop education for and provide services to members.

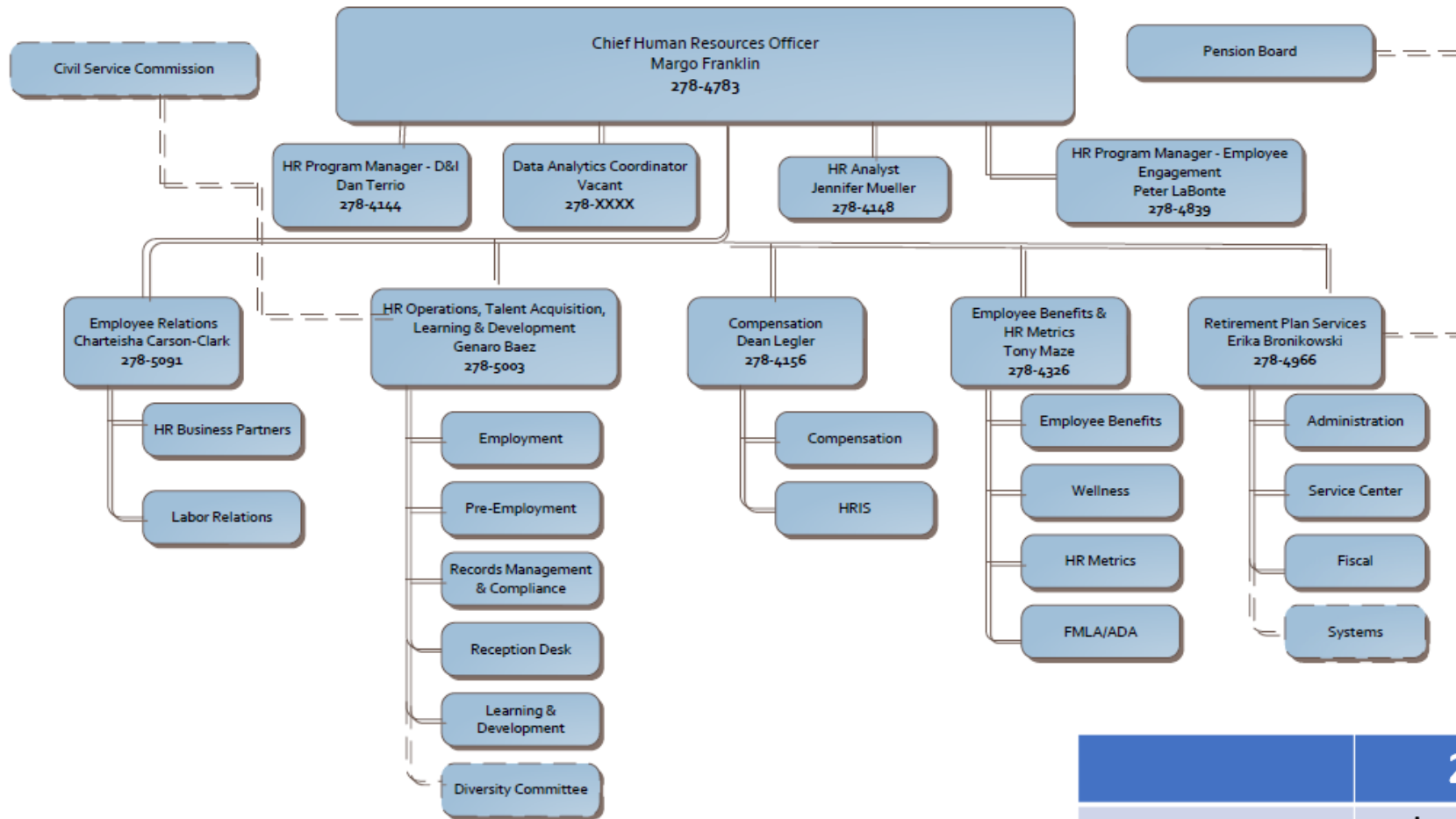


Changes in 2022

- Launch Dayforce based Performance Management module improving the efficiency and effectiveness of the overall Performance Management process.
- Conduct County-wide Employee Engagement Survey to continue to accelerate employee engagement improvements and reinforce a culture of inclusion at Milwaukee County.
- Create three (3.0) new FTEs in the Director's Office, Talent Acquisition and Learning and Development Strategic Program areas.
- Include additional contractual support to fund diverse recruitment initiatives, advertising, and marketing and inclusion programs.
- V10 Upgrade and Implantation to support retirees receiving medical benefits through the County.
- Introduce Short-Term and Long-Term Disability Plans for Milwaukee County employees.
- Implement Employee Resource Groups and D&I Advisory Council for further employee engagement.
- Revise the sourcing, interviewing and hiring process to make it more equitable and inclusive.
- Craft HR policies and procedures to assist employees that identify as Transgender or Non-Binary.



Department of Human Resources at a Glance



Department	FTE's
Director's Office	5
Employee Relations	19
Employee Benefits	6
HR Operations	15
Compensation/HRIS	5
Retirement Plan Services	17
Total DHR	67

	2021	2022	Variance
Expenditures	\$4,914,492	\$5,396,760	\$482,268
Revenue	\$6,200	\$6,000	(\$200)
Tax Levy	\$4,908,292	\$5,390,760	\$482,468

Closing

The Department of Human Resources is committed to becoming an “Employer of Choice” with a high-performing, engaged workforce that meets and exceeds business objectives. Our department believes in fostering an inclusive environment where varying employee perspectives are valued and respected and supports attaining our strategic mission and vision to make Milwaukee County the healthiest county in Wisconsin.





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