

STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS

Audit Title: Milwaukee County Can Benefit from a Contemporary, Comprehensive Workforce Diversity Policy

File Number: 14-666

Audit Date: August 2014

Status Report Date: September 2015

Department: Human Resources

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	

<p>DHR management should build on its current efforts to develop a Diversity Committee mission statement by developing of a comprehensive Milwaukee County workforce diversity policy.</p>							Auditee:
<p>In developing an updated, contemporary workforce diversity policy for Milwaukee County, DHR management should address, at a minimum, the following issues identified in this report:</p>							<p>We reviewed the current EEO statement in the employee handbook, revised it, and also published it on the HR web site.</p>
<p>1. Proper classification of Milwaukee County's positions into appropriate EEO-4 job categories, based on consistent application of criteria established with meaningful input from operations management.</p>					X		<p>(1) EEO-4 codes are assigned to all positions in the HPW system. They were assigned and reviewed in 2014, and we are currently finalizing a final review of all codes to ensure integrity of the data.</p>
<p>2. Selection of appropriate criteria for evaluating underutilization of minority and women participation in the eight EEO-4 job categories in Milwaukee County's workforce. Three accepted methods were demonstrated in this audit. They are commonly referred to as the:</p> <ul style="list-style-type: none"> • Any Difference Rule; • One Whole Person Rule; and • 80% of Availability Rule. 					X		<p>(2) Through (5): This audit request suggests the development of a formal Affirmative Action Plan at Milwaukee County. There currently are no plans to develop an AAP, and there is no legal requirement to do so. In an effort to ensure we are continuing to support and encourage hiring a diverse workforce, however, we are developing a quarterly EEO reporting mechanism that will indicate women/minority utilization broken down by departments of at least 30 employees, for each EEO-4 job category. We believe this is a best-practice approach that allows for us to accurately monitor hiring and promotion activity at all levels, with respect to diversity. Rollout Sept. 2015.</p>

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3. Determination of the appropriate level at which workforce diversity goals should be established and achievement monitored. This could involve viewing the County workforce opportunities to establish meaningful workforce diversity goals across organizational units, rather than relying on traditional departmental structures, regardless of size or workforce composition, establishing individual goals.					X		(3) – (5) Per above, currently our primary focus is on ensuring we have clean data upon which to run reports, make plans, and develop targeted strategies. Once this is complete, we will be using our data to develop goals and continually build awareness, understanding and application of workforce diversity principles. August 2015 Response: Quarterly reporting mechanism described above is currently in use.
4. Establishment of a process for developing, refining and updating appropriate Relevant Labor Market data for use in establishing workforce diversity goals and monitoring achievement.					X		
5. Development of strategies flowing from the County's workforce diversity policy to promote operations management's awareness, understanding and application of Milwaukee County workforce diversity principles.					X		
DHR management should convene a workgroup, including staff from Human Resources, Payroll and Information Technology, to address EEO data collection, maintenance and reporting issues identified in this report.							Auditee: Our primary workgroup consists of the senior leadership team within Human Resources. We review progress on this initiative at our leadership meeting every other week. As needed, we will continue to reach out to/partner closely with Payroll or IT staff for additional support in this endeavor.

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<p>EEO data collection, maintenance and reporting problems surfaced during the County's conversion from its predecessor payroll system, Genesys, to its current Human Resource Information System, Ceridian. Exacerbating these problems were significant staff turnover in key management positions in such areas as Information Technology, Payroll, and Human Resources. A workgroup comprising management from each of those areas should, at a minimum:</p>							
<p>6. Re-examine the County's process for collecting, maintaining and reporting EEO data with the express purpose of complying with applicable EEO-4 reporting requirements.</p>					X		<p>(6) We are preparing to launch a centralized New Employee Onboarding program, which will centralize the collection of EEO data, creating consistency in how it is obtained. Our current estimated rollout, barring logistical challenges, is May 2015.</p>
<p>7. Ensure compatibility between racial/ethnicity source documents (e.g., 7-category EEO-1 vs. 5-category EEO-4 classification systems). This will also require updating if/when a pending EEOC reporting change is finalized.</p>					X		<p>August 2015 Response: Centralized New Employee Orientation sessions started on June 8, 2015 and will continue to occur bi-weekly. EEO data is now collected formally on-site with the involvement of the newly hired employee.</p>
<p>8. Ensure compatibility of data fields and drop-down menus (e.g., current job groups, a sub-set of HPW's EEO-4 job categories, consist of EEO-1 classifications).</p>					X		<p>(7) and (8): We are finalizing the standardization of all source documentation and systems. We created a standardized, electronic Personnel Action Form (PAF) that will replace the ETCHR paper form. We discovered that there were 15 different versions of the ETCHR form being utilized in different departments, so we believe that the PAF will ensure much greater data integrity with respect to our EEO data (and all employee data).</p>

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9. Ensure that, if EEO-1 data is determined to be useful for compensation benchmarking purposes, there is an automated cross-walk that avoids duplicate classification of positions and produces valid, consistent results when queried.					X		<p>In addition, we are centralizing all data entry into the HPW system, and are collaborating with Payroll to eliminate system data entry access for most of those currently touching the system. We are piloting centralized data entry with BHD and Parks throughout March 2015 and will continue to roll out the centralizing countywide throughout 2015.</p> <p>August 2015 Response: See response following (9).</p> <p>(9) We have determined that the EEO-4 classification should be utilized across the board. At this time, our systems are being aligned with EEO-4 categories, rather than EEO-1.</p> <p>August 2015 Response: Per above, we are using data to monitor diversity across all departments with 30 or more employees, and have included these measures in quarterly metrics updates to the administration. The initial results of these measures were also reported to the FP&A and TPW committees. Benchmarks include diversity data from Milwaukee County's applicant tracking system, Milwaukee County US Census Bureau data, and annual data from the Bureau of Labor Statistics. The goal is to continually build awareness, understanding and application of workforce diversity principles, and to identify departments where additional focus may be required.</p>

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<p>DHR management should work with management at General Mitchell International Airport to devise a specific strategy to emphasize a commitment to increasing the diversity of the GMIA workforce, in both minority and female categories of employees.</p>							Auditee:
<p>In developing such a strategy, particular attention should be paid to:</p>							
<p>10. Working in a manner consistent with, and in harmony with, the efforts undertaken on a Countywide basis in recommendation No. 5.</p>					X		<p>(10) – (12) We will be working with the new Airport Director in reviewing workforce diversity and developing new strategies to attract, retain, develop and retain diverse talent at the Airport. Over the past 12 months, HR has been closely engaged in the interviewing and selection process, to ensure behavioral-based interviews are conducted and hiring decisions are made in a consistent manner.</p>
<p>11. Maintaining and retaining additional detail documenting steps within the hiring process at GMIA (e.g., who was contacted for an interview, questions asked during interviews, etc.).</p>						X	<p>HR is designing a new leadership development program for employees who desire to move into supervisory/management roles. The program is being piloted across DOT, and will be open to all employees who express an interest who are in good standing. Employees will self-identify for the program, and those who make it through the entire program will receive preference as part of the hiring process for management positions within DOT. It is our hope that this program will create a stronger flow of promotional candidates of diverse backgrounds, including race and gender diversity. The program will be launched in August 2015. Eventually we hope to roll the program out Countywide.</p>
<p>12. Assigning responsibility at DHR for monitoring GMIA promotions and terminations for racial/ethnicity and gender disparities, and to discuss the results of such monitoring with GMIA management on an annual basis.</p>						X	

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							<p>August 2015 Response: HR facilitated and secured a consultant to present Cultural Competence/Diversity training to all DOT management and Employees. Possible expansion of training to other County areas.</p> <p>Developing an employee program at DOT as pilot project that allows employees to declare their interest in becoming a supervisor at Milwaukee County to train and prepare employees interested in becoming future leaders with Milwaukee County.</p>