



Milwaukee County
Department of Human Resources

TO: Supervisor Willie Johnson, Jr., Co-Chair of Finance, Personnel & Audit Committee
Supervisor David Cullen, Co-Chair of Finance, Personnel and Audit Committee

FROM: Kerry Mitchell, Director of Human Resources *Kerry Mitchell*

DATE: November 26, 2012

SUBJECT: Total Compensation Update at Milwaukee County

Background

As directed in the 2011 Adopted Budget, the Department of Audit coordinated an evaluation of total employee compensation to identify the total compensation of County employees and to compare the compensation with other public and private sector employers in the community with particular attention to the County's ability to attract and retain the workforce needed to provide key services. The Department of Audit presented findings in December 2011 and the Department of Human Resources (DHR) presented a status report in July 2012.

At the July 2012 meeting of the Committee on Finance, Personnel and Audit, DHR indicated that a report outlining the Department's future strategy with regard to Total Compensation would be provided to the Finance, Personnel and Audit Committee in December 2012.

Defining Total Compensation

A Total Compensation, or Total Rewards, philosophy translates an organization's vision, strategy and values into a framework that guides the design and decision-making with regard to 5 key areas: compensation, benefits, work-life balance, career development, and recognition. At Milwaukee County, our mission statement drives our service to the public, and in Human Resources we believe the most effective way to serve the people of Milwaukee County is through attracting and retaining qualified staff and building a culture that values high performance. Ultimately, building an engaged workforce will dramatically enhance our ability to be good stewards of taxpayer dollars, while providing efficient, high-quality services to those we serve. The five components of Total Rewards are key to attracting, retaining and engaging our employees. Below is a summary of our efforts in 2012 to improve in these areas.

Action Item Summary

Compensation

- Hired Compensation Manager 7/2/2012.
- Hired Compensation Analyst (internal promotion) 9/24/2012.

- Re-designed Compensation Specialist role to ensure alignment of duties and resources 10/01/2012.
- Partnered with the Comptroller's Office (Payroll) to more effectively manage HR component of Ceridian.
- Partnered with DAS on recommending merit and equity budget for 2013.
- Developed a 4-phase plan for 2013 to review all positions across the County consisting of Job Analysis, Evaluation and Pricing (see attached). The results of this project will include:
 - ✓ New standardized job descriptions
 - ✓ FLSA compliance
 - ✓ Appropriate Classifications (job groups/titling)
 - ✓ Equitable, understandable, legally defensible and externally competitive pay system
 - ✓ EEO compliance (equal & fair pay)
- Requested budget dollars for 2013 for market data resources.
- Requested a Compensation Analyst and a Metrics & Reporting Analyst position in the 2013 budget (note: These positions were not approved by the Board. We will do our best to remain as close as possible to our project timeline, given we don't have the staff we were hoping to have to complete it.).
- Requested employee pay increases in the 2013 budget, in order to align with cost of living adjustments.

Benefits

- Improved the long-term sustainability of benefits programs through improved administration and design changes, including, but not limited to:
 - ✓ Dependent Auditing
 - ✓ Medicare Coordination Methods
 - ✓ EGWP prescription plans
 - ✓ Employee Pension Contributions
 - ✓ Reduced Pension Multipliers
- Designed a 2013 plan that both met the budget objective and ensured a health plan in-line with the competitive market.
- Initiated partnership with Compensation to assess the total value of the County benefits package, including post retirement benefits to more accurately analyze total compensation. Ongoing project throughout 2013.

Work-Life Balance

- No work or focus has been made in this area to date, although efforts listed below under Career Development will tie into this topic.

Career Development

- Hired an Employee Development Specialist (trainer).
- Developed a pilot management training program to be launched in 2013.
- Obtained learning software that may be deployed County-wide for the benefit of all employees.

Recognition

Requested an employee performance recognition award program in the 2013 budget, in order to begin the process of tying a component of compensation to performance to encourage high performance, efficiency and service (note: although this item was not approved by the Board, we will continue to seek out no-cost or low-cost alternatives to recognize employee accomplishments).

Conclusion

All of these components are critically important when considering Total Rewards, and the degree to which the County will be able to attract and retain talent. However, one of our most significant accomplishments in the second half of 2012 was staffing a Compensation division for the first time in 5 years. We hired experienced talent onto our Human Resources team to collaborate on developing our strategy and plan moving into 2013.

Rolling out the job evaluation project in 2013 will take significant effort and collaboration across all departments to ensure an accurate analysis is completed. Once our data is fully updated, consistent and accurate, it is then that we can participate effectively in market surveys and correct some of the issues we anecdotally believe exist. We will also be able to thoroughly analyze EEO data from a compensation perspective. While this initiative will take some time, I am eager for Milwaukee County to be positioned competitively from a total compensation perspective, and to participate fully in compensation review on an ongoing basis.

cc: Chris Abele, County Executive, Milwaukee County
Amber Moreen, Chief of Staff, Milwaukee County Executive's Office
Rick Ceschin, Deputy Human Resources Director
Katrina Evans, Compensation Manager
Jerry Heer, Director of Audits

Milwaukee County
Department of Human Resources / Division of Compensation
2013 Compensation Strategy

DRAFT

- **Define Compensation Strategy**
- **Define Compensation Philosophy**
- **Define Relevant Labor Market/Pay Position**
- **Define Job Analysis/Evaluation Process**
- **Define Compensation Structure**
- **Internal Equity**
- **Determine Where Labor Dollars Should be Allocated**
- **Redefine Compensation Programs, Policies and Procedures**
- **Review Compensation Program Effectiveness**

Milwaukee County
Department of Human Resources / Division of Compensation
2013 Compensation Strategy

Define Compensation Strategy:

- Develop and maintain compensation programs directed toward attracting, retaining and rewarding a highly qualified and diverse workforce.
- Set pay at levels competitive with external comparison labor markets and internal equity.

Define Compensation Philosophy:

- To attract, motivate and retain competent talent.
- Pay equitably and fair.

Define Relevant Labor Market/Pay Position:

- State of Wisconsin and the Greater Milwaukee Area (Milwaukee County); public and private
- Direct Labor Market; Public/Government Entities
- Indirect Labor Market; Private Sector
- Equitable & fair pay in relation to other external organizations.

Define Job Analysis/Evaluation Process:

- Identify and determine in detail the job duties, requirements and relative importance of these duties for each Milwaukee County job
- Ensure each Milwaukee County's departmental organizational chart is created/updated
- Ensure job descriptions are created/updated and in standardized format
- Create Job Families
- Ensure compliance of FLSA exemption status rules.

Define Compensation Structure:

- Develop and maintain competitive compensation with the market while providing employees with more clarity about career progression and opportunities.
- Equitable and fair pay levels in comparison to other jobs in Milwaukee County and in the relevant labor market.

Internal Equity:

- Minimize or eliminate pay disparity in order to achieve maximum employee motivation

2013 Job Analysis & Evaluation Project Planner

Project/Event: Milwaukee County – All Jobs -Analysis/Evaluation

Project Owner/Manager: Katrina Evans, Manager of Compensation

PHASE 1

PHASE 2

PHASE 3

PHASE 4

Start Date End Date

Start Date End Date

Start Date End Date

Start Date End Date

~Departments~

Step 1 - Department Head submits 2013 Department Organizational Chart to HRCompensation.

01.07.2013

02.15.2013

04.01.2013

05.10.2013

07.01.2013

08.09.2013

09.30.2013

11.08.2013

Step 2 - Departments complete and submit JEQs for each job to HRCompensation.

~Compensation~

Step 3 Compensation reviews departments' organizational charts and JEQs; reviews and assigns FLSA exemption status; ranks, classifies and prices jobs; creates formal job descriptions; completes findings & recommendation summary.

01.14.2013

03.15.2013

04.08.2013

06.14.2013

07.15.2013

09.13.2013

10.07.2013

12.06.2013

~Findings/Recommendations~

Step 4 - Findings and recommendations shared w/ Department Head/Directors.

03.18.2013

03.29.2013

06.17.2013

06.28.2013

09.16.2013

09.27.2013

12.09.2013

12.20.2013

January 2013

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February 2013

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April 2013

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August 2013

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September 2013

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October 2013

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November 2013

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December 2013

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