TO: Theodore Lipscomb, Chairman, Board of Supervisors
        Luigi Schmitt, Chairman, Personnel Committee
        Peggy West, Chairwoman, Finance & Audit Committee

FROM: Kerry Mitchell, Chief Human Resources Officer KM
        Rick Ceschin, Director of Talent Acquisition & HR Operations
        Luis Padilla, Director of Employee Relations

DATE: January 4, 2017

SUBJECT: **Request: 2017 New Positions**

Background

The Department of Human Resources requested additional positions in 2017 related to Diversity & Inclusion and Employment functions. The County Board placed the funding for these positions in contingency, and requested that departments come back to the Finance & Audit Committee to request them again. In addition, the Board removed funding for positions in our Employee Relations and Employment functions, for which we are seeking re-funding. Below is a summary of the positions and re-funding Human Resources is seeking to add in 2017.

Employment Division

The Employment Division of HR handles job requisitions, job posting, candidate review and scoring per Civil Service, and recruiting. In 2016, the division assisted in hiring 697 new full-time employees with a staff of four, including a manager. Instead of having the capacity to provide full employment and recruitment services for applicants and departments, the hiring volume requires our Employment Division to devote its time simply to processing hiring requests.

The lack of employment staffing results in delayed hiring, a lack of targeted recruiting, and the inability to properly consult with departments to meet the hiring needs of the County.

In the 2017 requested budget, the benchmarking data below were provided to the Finance and Audit Committee, outlining the significant difference between Milwaukee County and other employers with respect to the Employment function.

June, 2016	Milwaukee County	Government Sector Average	National Average
Employment Budget as a % of total HR Budget	10.3%	17%	20%
Average # Requisitions per Recruiter	184	51	40
% New Hire Departures (First 6 Months)	24.8%	14%	36%
Time to Fill - # Days from Posting to Fill	122	NA	41
# Days Between Posting to Start of Candidate Screening	23	NA	9

Our goal is to establish a fuller-service Employment function, which will accomplish the following:

1. Provide a strategic community recruitment presence with better ability to connect with job seekers, both in-person and through enhanced social media activity.
2. Complete more robust reviews of candidates before they are submitted to managers for review.
3. Reduce turnover by working with departments to better analyze and evaluate candidates for merit and fitness.
4. Better follow-up with candidates and departments on hiring statuses.
5. Shorter time to fill vacancies.

Position request
To accomplish these goals, HR is renewing the request submitted in the 2017 Recommended Budget for the following positions:

- One FTE Recruiter
- One FTE Recruiting Representative
- Restored Funding for one unfunded HR Analyst

Employee Relations Division
The HR Partner position is a key strategic partner, providing full service support to DHHS, which includes Disability Services, Housing, and Delinquency & Court Services, employing approximately 300 employees. This position works collaboratively with leadership and supports staff in the areas of employee relations, employment, performance management, compensation, policy, and training and development. This position further provides guidance on policies, County ordinances, Civil Service Rules, and more, to ensure compliance while mitigating the risk to Milwaukee County and to DHHS.

The HR Partner also serves as an employee advocate, a mediator and a critical link in communication at the County – someone that employees can approach with questions, concerns and suggestions, a bridge between managers and employees, addressing employee inquiries, clarifying policy interpretation and guiding managers to ensure fairness and equal treatment of DHHS employees.

HR Partners also ensure that managers are consistent in enforcement of policy in issuing corrective action. HR Partner's communicate County initiatives and address employee inquiries. A department without a Human Resource Business Partner will struggle to maintain County uniformity. A Business Partner creates consistency and helps a department remain "plugged in" to the County mission. HR Partners manage culture change. Eliminating this position deprives employees of an essential service.

Position Request
To accomplish these goals, HR is renewing the request in the 2017 Recommended Budget for the following position:

- Restored funding for one unfunded HR Generalist. (Note: this position was inadvertently unfunded in the 2016 budget due to a budget worksheet error).

Diversity & Inclusion

Milwaukee County currently has a Diversity Committee that meets quarterly and plans events that essentially get people working together, of all backgrounds. These events are designed to raise awareness or educate employees and the community about diverse groups, or to help others in the community (such as the Thanksgiving Basket Drive). The Diversity Committee is run by the Learning & Development Manager in Human Resources.

Milwaukee County appears to be in its infancy with respect to understanding and embracing the concept of diversity & inclusion. Many individuals have limited understanding of diversity and inclusion, focused mostly on race, and having a "fair" representation of different races in various positions across the County. In fact, there is so much emphasis on race differences, that many have lost sight of the many other areas of diversity, such as age, sexual orientation, level of education, disability, and other factors. Once diversity is viewed in terms of not just race and gender, it is much easier for employees to understand its importance as a business issue.

Generally, employees and managers don't fully understand the difference between diversity and inclusion. Focusing on diversity typically means that an organization works to expand the number of individuals from various groups – more women, Hispanics, etc. – and to ensure those individuals are appropriately represented in all functions and at all levels. This is an important focus, but on its own is insufficient in meeting an organization's desire to expand its overall effectiveness.

In order to truly ensure that expanding the range of differences enhances our performance and productivity, we need to focus on inclusion. This means that we need to ensure we not only attract a diverse group of employees, but that we provide them challenging tasks, real authority within their span of control, and the support to grow and develop. This approach to including all employees, in whatever ways possible, in the important work of our business is what stimulates people to stretch their skills and increase their capacity to contribute to the organization. It's what enables organizations to get the best return on their investment in people.

What We Should Do: We need to make the business case for inclusion. This will help employees and leaders understand that diversity and inclusion programs are not only the right thing to do, but they have a positive effect on the bottom line, and the services we provide across the greater Milwaukee area. The services we provide will improve, because all of us who provide these services will be more empowered to expand our skills and think creatively about how we can best serve.

Also, leaders must accept diversity and inclusion as their personal responsibility. Diversity and inclusion is not just about feel-good HR programs. Just like any other programs or initiatives critical to the organization's success, senior leaders need to take a hands-on approach to diversity and inclusion as a business imperative.

Diversity & Inclusion Program Manager

If approved, this position would be responsible for partnering with County leaders in developing and establishing this function. These are examples of the responsibilities included in this role:

- Work with senior leaders to develop a strategy to instill diversity and inclusion into our culture.

- Collaborate with others to support our supplier diversity efforts, which develop and build strong business relationships with certified minority- and women-owned business enterprises.
- Collaborate with the Office of African American Affairs in planning volunteer and community programs designed to enrich and revitalize our community, and engage employees in these programs.
- Create behavioral standards, diversity metrics, and hold leaders accountable for results
- Train employees at all levels on topics like unconscious bias, structural bias, and self-rater bias.
- Integrate diversity and inclusion strategies in recruitment, performance management, leadership assessment, and training.
- Create employee networks, such as Employee Resource Groups.
- Hold the County accountable to compete in external award programs to win and compete in this important area
- Create an internal and externally visible scorecard to measure progress in all areas. Such scorecards include metrics for recruiting, promotion rates, compensation levels, participation in coaching programs, turnover, participation in ERGs, supplier diversity, and more.

Summary
The Department of Human Resources requests the creation of three positions and the restoration of funding for two positions that were previously identified in the 2017 Recommended Budget. Concurrent with this request, the Department requests a fund transfer from the Appropriation for Contingencies to fully fund the position actions.

Position Requested	Estimated 2017 Cost
Recruiter	$93,844
Recruiting Representative	$69,047
HR Analyst (restore funding)	$69,047
HR Generalist (restore funding)	$97,471
Diversity and Inclusion Program Manager	$105,973
Total (includes fringe)	$435,382

CC: Chris Abele, County Executive
       Raisa Koltun, Chief of Staff to the County Executive
       Kelly Bablitch, Chief of Staff to the Chairman
       Steve Cady, Research & Policy Director
       Mike Blickhahn, Director of Compensation & HRIS