



OFFICE OF THE COUNTY EXECUTIVE

DAVID CROWLEY

MILWAUKEE COUNTY EXECUTIVE

Date: May 13, 2025

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors From:
David Crowley, County Executive

Subject: Reappointment of Margo Franklin as Chief Human Resources Officer

Pursuant to Wisconsin Statute Sec. 59.17(2) and subject to confirmation of your Honorable Body, I am pleased to reappoint Mrs. Margo Franklin to the position of Chief Human Resources Officer for Milwaukee County. The appointment length is four years, at which point it will be again subject to your confirmation.

Margo Franklin has served Milwaukee County for the past six (6) years. She began her employment in 2018 as the Director of Employee and Labor Relations. She was appointed to Chief Human Resources Officer in 2020. As Milwaukee County's Chief Human Resources Officer, Margo has worked hard to reinvigorate Milwaukee County's workforce, particularly in the face of nationwide staffing difficulties and the COVID-19 pandemic. On staffing challenges, Margo understands that Milwaukee County's workforce must reflect the diversity of the community that she serves. In 2023 Margo Franklin was nominated and won the Milwaukee Business Journal's HR Professional C-Suite award.

During her appointment, Margo has been laser-focused on shaping the organization of Milwaukee County to reflect the County's three (3) strategic focus areas: Creating Intentional Inclusion, Bridging the Gap, and Investing in Equity. Margo developed talent acquisition programs to create intentional inclusion by strengthening racial and gender diversity representation of employees at all levels of the organization and has bridged the gap by creating innovative programs to ensure people managers have the tools to remove unconscious biases and create intentional, inclusive recruitment practices. Finally, Margo has led the county's compensation transformation project to invest in equity and ensure that compensation within the county is equitable and competitive.

Some accomplishments as Chief Human Resources Officer include:

- Since 2021, added several positions to DHR specifically related to the advancement of the County's vision of becoming the healthiest County in Wisconsin. These positions include two (2) Diversity Recruiters, Workforce Data Analytics Coordinator, Director of Diversity, Equity and Inclusion, Employee Engagement Program Manager and a Racial Equity Training Coordinator.
- Partnered with the County Executive Office to ensure women and people of color were considered for Cabinet-level positions.
- Finalized the Diversity, Equity and Inclusion strategic roadmap and successfully implemented six (6) Network Resource Groups (NRGs), which attracted participation from 300 Milwaukee County and Transit employees. Network Resource Groups are a first for Milwaukee County.
- Completed Phase one (1) and Phase two (2) of the Compensation Transformation Project. These phases included the migration from over 200 salary ranges to a simplified stepless salary structure of 51 initial salary ranges, for all non-represented employees within Milwaukee County. A review and transformation of this magnitude hasn't occurred at the County in almost two (2) decades.
- Returned to In-Person Large-Scale Education Session on Financial Wellness/Retirement for Employees (last one completed was Spring 2019) and returned to In-Person Annual Pension Board meeting (last one completed was Spring 2019).



OFFICE OF THE COUNTY EXECUTIVE

DAVID CROWLEY

MILWAUKEE COUNTY EXECUTIVE

- Made pension board meetings more accessible: held first hybrid meeting and partnered with Office for Persons with Disabilities to make website and meeting agendas more accessible.
- Implemented new federal tax withholding calculation for retiree payments (a new form was required for those not compliant with the new schedules and the new tax table calculation needed to be built into our system to ensure 8,000 retirees/survivors had taxes withheld correctly).
- Response to 2023 WI Act 12: informed and educated team, coordinated communications to active employees, retired employees, survivors, affected employees. Implemented provisions that apply to ERS: new interest rate, new auditors, new amortization period.
- Developed a DHR Strategic Plan aligned to the County's vision and strategic priorities.
- In addition to creating positions directly related to advancing the County's vision, DHR developed and implemented the HR Generalist position to develop a broader career ladder/path within DHR, and to provide support to client groups and DHR. This position will serve as a catalyst to building career ladder/paths across Milwaukee County. Career ladders/paths are aligned with the DHR Strategic Plan.
- In 2022, added HR Manager and HR Management Assistant positions within DHR supporting Combined Courts, aligning Courts with other Milwaukee Departments for centralized HR partnership.
- Created lead positions in both Retirement Plan Services and Talent Acquisition divisions to help move employees to a path of taking on more of a leadership role.
- Launched the Hiring Manger Toolkit to help leaders in the recruiting process and best practices. It provides leaders with recruiting best practices from interviewing, sourcing, creating an equitable process, civil service overview and interview guide samples.
- Year over year increases in hiring since 2021. YTD to date shows a 65% increase in hires versus 2022 and a 36% increase in diverse hires YTD versus 2022.
- Due to an increased emphasis on external partnering, Milwaukee County DHR was recognized in the community for two (2) awards from UMOs and Wisconsin Chinese Chambers of Commerce.
- Improved the presentation of New Employee Orientation (NEO), focusing on an inclusive experience and doubled the number of days NEO is available for new hires. In addition, applied an equity lens to for candidates by extending the timeframe to complete Drug Screenings.
- Levered workforce systems and automation to better manage employee performance. In 2022, performance evaluations moved from a paper process to an electronic process via Dayforce.
- DHR Learning & Development training offerings increased each year since 2021. Management Development/Leadership programs were equitably focused to include women and people of color. L&D has completed approximately 77 training sessions and 185.5 training hours for 2023. DHR had 61 sessions and 112 hours in 2022 L&D has completed approximately 77 training sessions and 185.5 training hours for 2023.
- Implementation of New Benefits Administrator in Dayforce. 2023 was the first time the Annual Open Enrollment is administered via Dayforce.
- Implementation of new Wellness Administrator WebMD.
- Extended benefit offerings with the implementation of Paid Parental Leave, Short-term and Long-term and increases to paid time off for County employees.
- Creation of pronouns usage in emails and gender affirmation policy to the Milwaukee County Employee Handbook.
- Implementation of three (3) New Onsite Health Clinics to open in 2024.
- In 2022, Milwaukee County conducted its most inclusive employee engagement survey, providing the opportunity, for the first time, for all employee segments to provide feedback on their employee experience. The results of the survey were shared with all County leaders, Elected Officials and employees. Dozens of customized reports were compiled to help leaders in identifying the areas of greatest opportunity. This work continues as Milwaukee County works to become an employer of choice.



OFFICE OF THE COUNTY EXECUTIVE

DAVID CROWLEY

MILWAUKEE COUNTY EXECUTIVE

- The latest Milwaukee County employee engagement survey results, in which more than three-quarters of Milwaukee County employees report taking great pride in working for the County, despite the typical difficulties of public sector employment.
- In 2021, DHR renovated the front desk/lobby space to provide better ADA access, confidentiality, security and safety for both employees and visitors.

These accomplishments truly speak for themselves, and I know that Mrs. Franklin's dedication to Milwaukee County will continue to guide and lead the Department of Human Resources for the next four years.

Thank you for giving this reappointment your consideration.

Sincerely,

David Crowley
Milwaukee County Executive