



HR Transformation 2012-2016

MILWAUKEE COUNTY

2016

Overview

- ▶ History of Human Resources at the County
- ▶ Major Strides
- ▶ Next Steps/Key Initiatives



Walking in the Door (2012)...

Lack of support for employees and managers

- Employee training function had been defunct for 10 years
- Departments had control of HR staff – including investigations and discipline
- No Compensation leadership/strategy for over 10 years
- Lack of focus on people; HR was solely transactional
- Post-Act 10: limited investment in employees
 - Lack of employee support
 - Lack of goals and performance evaluations/feedback
 - Heavy use of employee suspensions; minimal guidance/counseling to correct
 - Limited to no employee communication

Walking in the Door (2012)...

Service breakdowns to the County

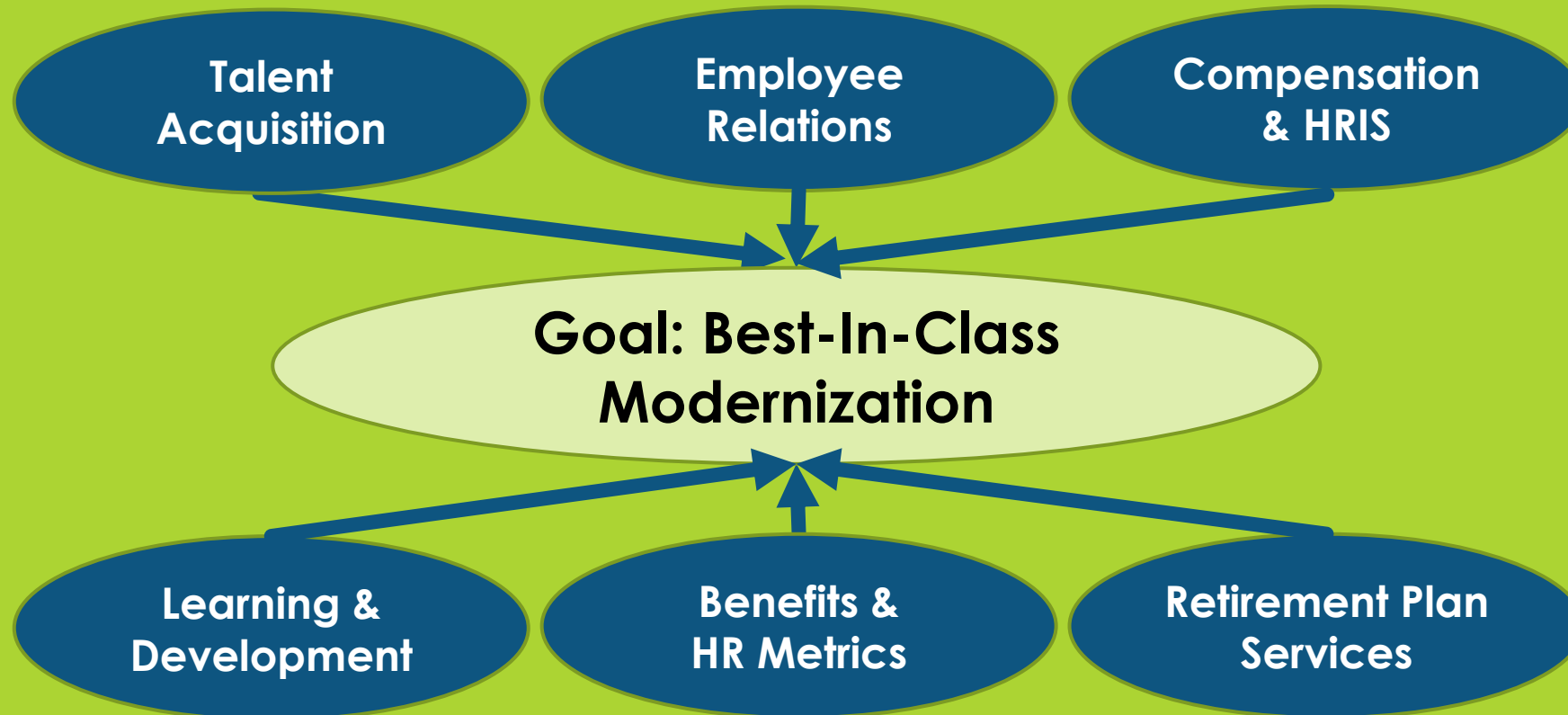
- ▶ HR Systems: old and highly customized, not fully supported, significant data integrity issues
- ▶ Undocumented processes: “We’ve always done it this way.”
- ▶ Limited understanding of HR as a service function, or as a business partner
- ▶ No performance management strategies or tools
 - No HR vision, mission, core values
 - No HR goals

Step 1: Built a Foundation

- ▶ Established a vision, mission, core values and operating principles
- ▶ Developed individual and team goals
- ▶ Created team and individual accountability
- ▶ Connected HR employees to the services provided by the County



Step 2: Built The Team



Key Accomplishments



2012 – 2016: Employee Development Snapshot

- ▶ Designed and facilitated more than 30 classroom training sessions for employees and managers to build skill, knowledge and career growth
- ▶ Designed and launched Management Development Program, to improve management skills and build accountability
- ▶ Launched Leadership Excellence Program, targeting the development of mid- to senior-level leaders
- ▶ Piloted LEAD with two groups of DOT employees who are interested in getting into management
- ▶ Facilitated first-time Customer Service and Harassment Awareness training programs
- ▶ Taught programs designed to help employees and managers improve their writing skills
- ▶ Implemented a learning management system, providing hundreds of online learning courses to employees and managers

2012 - 2016

Built services for employees and managers

- ▶ Employee career development
- ▶ Improved management performance
- ▶ New management accountabilities
- ▶ Eliminated employee suspensions
- ▶ Increased employee-manager trust

2012 – 2016 (continued)

Better service to the County

- ▶ Reduced time to fill jobs by 50%.
- ▶ Launched a first-time centralized New Employee Onboarding program, reducing 6-month turnover by 44%.
- ▶ Enhanced quality of services provided
- ▶ Improved working relationships
- ▶ Enhanced work productivity
- ▶ Better work environment

Benefits: Past 4 Years

Action Item	Estimated Long-Term Reduction in OPEB Liability
Eliminate HMO Option	\$100 million
Dependent Eligibility Audit	\$1,000,000/year
Revised Medicare coordination method for all health plans	\$150 - \$250 million
Converted retiree prescription plan to EGWP	\$30 - \$60 million
Medicare Advantage rollout	\$60 - \$90 million
Executed a collaborative Pharmacy Benefit Manager RFP	\$100 - \$150 million
Restructured dental programs	\$2,000,000
Launched first-time wellness program; awarded Well Workplace designation from WELCOA	

...so what?

Benefits

- ▶ Improved financial sustainability for the County
- ▶ Ability to invest in other employee benefits (e.g. tuition reimbursement, Wellness)
- ▶ Decreased OPEB liability by \$650 million
- ▶ Greater ability to continue provided services Countywide

Retirement Plan Services

- ▶ Significant operational improvements
- ▶ Successfully implemented numerous process improvements
- ▶ Shifted towards enhanced customer service focus
- ▶ Launched targeted employee training
- ▶ Established *total transparency* as critically important



what's
next?

- ▶ Total HR System Replacement (ERP)
- ▶ Enhanced HR Metrics
- ▶ Employee Development Center Integration
- ▶ Enhanced Talent Management/Succession Planning Programs
- ▶ Diversity & Inclusion Strategy
- ▶ Employee Engagement Initiative

