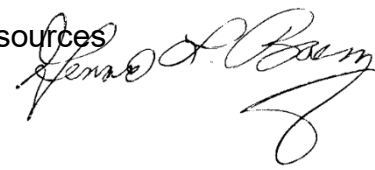


COUNTY OF MILWAUKEE
Inter-Office Communication

Date: April 22, 2026
To: Marcelia Nicholson-Bovell, Chairwoman, Milwaukee County Board of Supervisors
From: Genaro Baez, Director HR Operations/TA, Dept. of Human Resources
Subject: Department of Human Resources 2025 Annual Report
File Type: Informational Report



This informational report provides a report on how the Department of Human Resources set and achieved its 2025 goals.

POLICY

This report aligns to Chapter 108: Achieving Racial Equity & Health.

Milwaukee County Code of General Ordinances:	Chapter 108: Achieving Racial Equity & Health
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ALIGNMENT TO STRATEGIC PLAN

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

Alignment to the above strategic goals is articulated in responses to the questions below.

BODY

Please tell us about your progress on your Department/Office’s top goals in 2025. If any of your goals have changed, briefly explain why, how they are “SMARTIE” goals (specific, measurable, achievable, realistic, timely, inclusive, and equitable), and how they align to the county’s racial equity strategy.

1. What key factors *enabled* progress toward accomplishing these goals?

The Department of Human Resources (DHR) has worked hard to meet and exceed established goals as outlined in our strategic plan and 2025 scorecard. There are several factors that have enabled departmental progress:

- The DHR Talent Acquisition team increased attendance at community events, with a single event hosting in excess of 300 candidates, and broader utilization of the Hiring Event Model have resulted in a 63% increase in hires for 2025 over 2024, with diverse hires increasing 39%. The administering of the Hiring Event Model, along with expanded community presence at events, requires continued endorsement, communication and support by the administration, department leadership, and the County Board of Supervisors.
- The DHR Compensation team completed the Compensation Transformation Project. All eligible positions have transitioned to the new stepless compensation structure with a minimum and maximum salary range. This project marks a historic achievement for Milwaukee County and a defining investment in its workforce. Through a comprehensive redesign of the County's compensation framework, the project has accomplished the following:
 - Replaced outdated structures with a modern, flexible, and market-responsive system that strengthens fairness, transparency, and long-term sustainability.
 - Streamlined grades and standardized job families, titles, and level definitions now provide greater clarity and consistency across departments, supporting equitable pay practices and informed decision-making.
 - Leaders now have the flexibility to provide advancements in pay and employees can better understand how their position compares to other positions across the County.
 - Created compensation ranges grounded in best practice which will enhance the County's ability to attract and retain talent in a competitive labor market, while also clearly articulating career pathways promoting internal mobility and workforce development.
- The DHR Diversity, Equity, and Inclusion (DEI) team continued operationalizing Milwaukee County's DEI Roadmap, with an increased focus on helping employees understand "What is DEI, and what does this mean for me?" Through expanded engagement, the County strengthened its presence at community events and deepened connections with residents and partner organizations.
- In 2025, the DEI team successfully hosted the annual Into the Streets volunteer initiative, with more than 200 employees participating. County staff contributed over 15,000 hygiene items to Sojourner, demonstrating a strong commitment to supporting individuals and families impacted by domestic violence. Additionally, participation in Network Resource Groups (NRGs) increased by 10% since the initial launch, reflecting a growing sense of belonging and community among employees.
- The Learning & Development (L&D) team met with major departments and divisions to assess workforce needs and collaboratively plan, develop, and

deliver targeted training solutions. Key programs included the successful launch of the People Manager Transition Training program, totaling 112 training hours delivered to 844 participants, with an overall evaluation score of 8.49 out of 10.

- The L&D team also facilitated the Leadership Excellence (LEX) Series, achieving a 100% completion rate for all 27 participants, supported by 24 hours of staff-led facilitation. Additionally, 18 employees completed the Management Development Program, with 12 hours of content delivered by staff.
- Collectively, these efforts strengthened employee engagement, advanced skill development, and further aligned Milwaukee County's workforce with the organization's strategic priorities.

2. What key factors *hindered* progress toward accomplishing these goals?

The Department of Human Resources (DHR) continues to make progress, however, there were some factors that limited our progress towards accomplishing departmental goals:

- The Documented Onboarding Process initiative is currently in the planning phase. This project supports our broader attraction and retention goals and is scheduled to formally launch later this year. A current state assessment survey was conducted in 2025. This survey determined that 60% of Milwaukee County Departments and Offices had a documented new employee onboarding process. In 2026, the Department of Human Resources will distribute an onboarding framework to ensure that all Milwaukee County Departments and Offices use a documented new employee onboarding process.
- Limited and ongoing funding and resources to expand diversity, equity, including and belonging initiatives for Milwaukee County employees. This would include support for internal and external initiatives, Network Resource Groups (NRGs) and the Diversity, Equity and Inclusion (DEI) Council.
- Departments considering the unilateral implementation of human resources programs and related actions that are the responsibility of DHR to implement and manage. These actions may contribute to employee confusion and impede DHR's ability to effectively implement countywide programs and services, especially related to career paths programs.

3. If any goals are changing, please list those and briefly explain why. (Please put "N/A" if your goals will remain the same.)

There are not planned goal changes through 2027. One goal is complete. DHR will work with SBP to determine how to report out on this goal in subsequent years.

FISCAL EFFECT

The report is informational only and there is no fiscal impact.

VIRTUAL MEETING INVITES

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ATTACHMENTS:

DHR 2025 Annual Board Report Presentation

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
Janelle M. Jensen, Director Legislative Services, Office of the County Clerk
County Executive David Crowley
Mary Jo Meyers, Chief of Staff, Milwaukee County Executive's Office
Supervisor Patti Logsdon., Chair, Personnel Committee
Supervisor Shawn Rolland, Chair, Health Equity, Human Needs and Strategic Planning Committee
Isaac Rowlett, Strategic Planning Director, SBP
Steve Cady, Research & Policy Director, Office of the Comptroller
Jane Geyer, Research Analyst, Office of the Comptroller
Clarence H. Kinnard, Committee Coordinator, County Clerk
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