




Department of Human Resources

INTER-OFFICE COMMUNICATION

Date: April 22, 2022

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Margo Franklin, Chief Human Resources Officer 

Subject: Department of Human Resources 2021 Annual Report

File Type: Informational Report

This informational report provides a report on how the Department of Human Resources set and achieved its 2021 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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BACKGROUND

[File 22-104](#) amends Chapter 108 to require that “annually, by April 30 of each year or sooner, each Milwaukee County department leader and/or their designee(s) shall provide a written and oral report outlining their year-end results to a Milwaukee County Board of Supervisors committee. The reports shall, at a minimum:

- (a) Indicate the year-end goals the department set in the prior year
- (b) Share the rationale and relevance of the department’s performance metrics (i.e. explaining why they are “SMART” goals (specific, measurable, achievable, realistic, timely, and extending) and how they align to the county’s racial equity strategy, if applicable)
- (c) Report the department’s year-end results relating to the goals it had set, and
- (d) Provide a thorough analysis clearly articulating why goals were significantly exceeded, met, or not met.
- (e) Explain the department’s progress in creating a departmental-level strategic plan that aligns to the countywide strategic plan and provide an update about future plans to revise and enhance the departmental-level plan in the year ahead.”

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 objectives is articulated in response to the questions below.

BODY

1. What were the top 3 goals of your department/office 2021? Please explain why they are “SMARTIE” goals (specific, measurable, achievable, realistic, timely, inclusive, and equitable) and how they align to the county’s racial equity strategy.
 - Goal 1: Serve as the Project Manager for Milwaukee County’s strategic focus area “Create Intentional Inclusion”:
 - 1A – Reflect the full diversity of the County at every level of County Government.
 - 1B – Create and nurture an inclusive culture across the County Government.
 - Goal 2: Complete analysis of the 2020 Employee Engagement Survey results and provide results summary reports to Department and Division leaders from across the County.
 - Goal 3: Increase employee engagement and ensure we are providing a safe working environment by assisting in the Vaccin8 Program aimed at encouraging Milwaukee County employees to receive their initial COVID-19 vaccination shot(s).

These goals align with the county’s racial equity strategy as they continue to support diversity and inclusion efforts across Milwaukee County.

2. To what extent were these goals accomplished in 2021? Please explain.
 - a. Goal 1: The work of the 1A and 1B is ongoing. In 2021, Human Resources accomplished the following:
 - i. Crafted guidance regarding personal pronoun usage in e-mail signatures.

- ii. Developed Maturity Model and Benchmarks to assess where Milwaukee County is on Diversity, Equity and Inclusion (DEI) journey.
 - iii. Reviewed and developed tentative plans for Employee Resource Groups and a DEI Advisory Board, to engage employees in Diversity & Inclusion (D&I) work countywide.
 - iv. Developed Key Performance Indicators to evaluate D&I program and initiative effectiveness.
 - v. Provided perspective to the vaccine mandate planning relative to vaccine hesitancy for people of color.
 - vi. Launch of a DEI Resource Library, which has lists of books, podcasts, videos, documentaries, reports and studies, and children/young adult books.
 - vii. Provided perspective to the build out of the Strategy Dashboard along with leadership on the compilation of workforce data.
 - viii. Drafted guidance regarding gender affirmation process for Human Resources professionals and manager/directors.
 - ix. Provided guidance on diversity & inclusion issues within the workforce and served as a strategic thought partner to Human Resources Business Partners.
- b. Goal 2: In 2021, Human Resources accomplished the following towards engagement:
- i. Added a position of Employee Engagement Program Manager in to focus primarily on employee engagement.
 - ii. Completed analysis of 2020 Employee Engagement Survey results and provided over 90 results summary reports to Department and Division leaders from across the County.
 - iii. Engagement Survey results indicated that more than 75% of employees take great pride in working for the County.
 - iv. Developed and implemented Employee Engagement Survey action planning process including resources and other supporting materials.
 - v. Monitored and tracked Departmental action planning progress – 17 Departments developed and implemented 25 action plans to improve employee engagement.
 - vi. Delivered presentation of 2020 Employee Engagement and Racial Equity Survey results during Vision Week 2021.
 - vii. Provided overview summary of 2020 results to Cabinet and Leadership Forum meeting.

- viii. Conducted 18 County-wide employee focus groups to improve inclusion, engagement, retention and to make Milwaukee County an “Employer of Choice.”
 - ix. Presented Focus Group summary report at Leadership Forum.
 - x. Leading process to use Focus Group findings to improve engagement and inclusion.
 - xi. Began planning for the implementation of the 2022 employee engagement survey.
 - c. Goal 3: HR assisted in the development and implementation of an employee COVID-19 vaccination incentive program.
 - i. Developed, launched and managed Covid-19 vaccination (Vaccine8) incentive program that recognized and provided additional paid time off for over 2,000 County employees.
 - ii. Provided perspective to the vaccine mandate planning relative to vaccine hesitancy for people of color.
 - iii. Active Human Resource participation and support of the County's overall COVID-19 mitigation programs.
 - iv. Ongoing analysis and communication of employee vaccination data and information.
3. What factors *enabled* progress toward accomplishing these goals?
- Expertise, knowledge and passion from Human Resources two (2) recently added Program Managers in Diversity & Inclusion and Employee Engagement.
 - Support from and Human Resource participation on cross-functional COVID-19 workgroup.
 - Allocation of Federal Government COVID-19 relief funds to support vaccination incentive programs and other mitigation efforts.
4. What factors *hindered* progress toward accomplishing these goals?
- Lack of funding and resources for external vendor training materials along with the absence of dedicated resources to coordinate internal racial equity training for the workforce.
 - Lack of funding and resources to expand diversity, equity & inclusion initiatives to County employees.
 - Lack of mechanisms and methods for diversity & inclusion data assessment.
 - Lack of dedicated candidate sourcing for diverse talent.
 - Limited ability to systematically collect and analyze other indicators of Employee Engagement including turnover, absenteeism, corrective actions, and other leading and lagging workplace indicators.

- Delayed delivery of the 2020 Employee Engagement Survey due to ongoing Covid-19 pandemic priorities and technology limitations.
- Opportunity to improve leaders' knowledge, skills and abilities to understand and improve employee engagement and inclusion.
- Limited organizational accountability levers to improve employee engagement and inclusion.
- Hesitancy/fear of receiving the vaccine due to newness of the vaccine, mixed messaging from news sources, misinformation from social media and historical mistrust of Federal Government health care programs, among others.

5. What is the status of your department/office in developing its strategic plan?

The Department of Human Resources will go through a formal strategic planning process to develop its plan later this year.

FISCAL EFFECT

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

VIRTUAL MEETING INVITES

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PREPARED BY:

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APPROVED BY:

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ATTACHMENTS:

None

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Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk
David Crowley, County Executive
Mary Jo Meyers, Chief of Staff, Milwaukee County Executive's Office
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