




Milwaukee County
Department of Human Resources
INTER-OFFICE COMMUNICATION

Date: April 19, 2024

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

From: Margo Franklin, Chief Human Resources Officer 

Subject: Department of Human Resources 2023 Annual Report

File Type: Informational Report

This informational report provides a report on how the Department of Human Resources set and achieved its 2023 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 three (3) goals of your department/office in 2023? 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: Complete the Department of Human Resources Strategic Plan including a two (2) page summary outlining our focus areas and target goals through 2027.
 - Goal 2: Continued expansion and support of 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 3: Continued progress on the implementation of the Compensation Transformation Project

These three (3) goals align with the county’s racial equity strategy as they continue to support diversity, equity, and inclusion efforts across Milwaukee County.

2. To what extent were these goals accomplished in 2023? Please explain.
 - a. Goal 1: The DHR Strategic Plan is complete. The plan includes three focus areas: Employee Experience, Total Rewards and Leader/Manager Development and Support. The three (3) focus areas have ten (10) goals DHR will work on through 2027.

- b. Goal 2: Continued expansion and support of Milwaukee County's strategic focus areas 1A and 1B. This important work continues to expand touching several areas of Milwaukee County. Some of the 2023 accomplishments include:
- i. Led initial rollout of 6 Network Resource Groups (NRG), 300 participants.
 - ii. Partnered with Office of Equity on DEI Activity & Culture Census.
 - iii. Provided key support and leadership for equitable policy review.
 - iv. Began socializing defined racial equity terms.
 - v. Increased County presence at community events.
 - vi. Formed subgroups within DEI Council to address key needs of Milwaukee County workforce.
 - vii. Hosted three public speaking/storytelling workshops for Vision Day, 200 employees participated.
 - viii. Assisted with resolution to hang Progress Flag at all Milwaukee County buildings.
 - ix. Received funding in 2024 budget for DEI activities.

Ongoing work of this goal, and DHR support to the advancement of 1A and 1B, will be captured and embedded in DHR Strategic Plan.

- c. Goal 3: Continued progress on the implementation of the Compensation Transformation Project
- i. DHR has been working on the Compensation Transformation Project for almost two (2) years. This work involved sunsetting the former compensation structure, with over 290 compensation grades with restrictive steps, and implementing a new compensation structure, based on ranges, for all non-represented positions within Milwaukee County.
 - ii. In January 2023, as an interim step in Compensation Transformation Project, DHR eliminated the steps in current grades for non-represented jobs and established a minimum and a maximum using the current first and last step of each applicable grade. These grades will be administered as ranges without restrictive steps.
 - iii. Throughout 2023, DHR continued its partnership with the Newport Group compensation consultants to finalize an entirely new, stepless grade structure consisting of 51 initial ranges.
 - iv. With approval from the County Board to adopt the new structure, DHR migrated positions within the Business Support, Finance and Accounting and Medical Examiner departments/job families to the new compensation structure providing pay adjustments for some positions.
 - v. All remaining non-represented positions will be reviewed and assigned to range in the new structure on an iterative job family basis.

Ongoing work of this goal will be captured and embedded in the DHR

Strategic Plan under the Total Rewards Focus Area.

3. What factors *enabled* progress toward accomplishing these goals?
 - Expertise, knowledge, and passion from DHR employees who believe in this work and are committed to ensuring DHR can meet business objectives.
 - Support from Strategy, Budget, and Performance team members for providing support, guidance, resources and facilitated discussions to assist DHR with formalizing their strategic plan.
 - Broad organizational support committed to supporting and helping to move this work forward.
 - Internal and external support and expertise dedicated to advancing the compensation project.
 - Support of leadership, including the County Executive's Office and the County Board of Supervisors.
4. What factors *hindered* progress toward accomplishing these goals?
 - Limited funding for and resources to expand diversity, equity & inclusion initiatives to Milwaukee County employees.
 - Limited funding to make large sweeping investments to transforming compensation.
 - Turnover within DHR Division of Compensation that caused an implementation delay in the new compensation structure.
 - Departments considering the unilateral implementation of human resource related actions and programs that are the responsibility of DHR to implement and manage. These unilateral actions may contribute to employee confusion and impede DHR's ability to effectively implement countywide programs and services.
5. Aside from financial resources, what help does your department/office need in identifying and achieving your strategic goals?
 - Additional non-financial organizational investment including people, infrastructure, technology etc., would be helpful in our efforts to achieve our strategic goals.
6. What is the status of your department/office in developing its strategic plan?
 - DHR completed its strategic plan at the end of 2023.

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

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 Willie Johnson, Jr., Chair, Personnel Committee
Isaac Rowlett, Strategic Planning Director, SBP
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