

Department of Human Resources

2025 Annual Report to the Milwaukee County
Board of Supervisors



DHR Strategic Plan



The Department of Human Resources' mission is to "make Milwaukee County a leading employer with a high-performing, engaged workforce that meets and exceeds business objectives within a supportive, diverse and inclusive workplace." The department endeavors to build management and leadership competency across Milwaukee County to ensure people managers and leaders have both the skills and the tools necessary to effectively lead employees to success. Human Resources maintains Milwaukee County's "total rewards" strategy, which includes pay, career progression, benefits, retirement programs and employee well-being.

The department's values align to those of Milwaukee County as well as one additional value:

- **Inclusion:** We actively seek diverse perspectives when making decisions.
- **Influence:** We collectively use our power to positively impact our community.
- **Integrity:** We do the right thing even when no one is looking.
- **In-gagement:** We foster an inclusive work environment, creating a space of belonging where all employees feel valued and empowered to fully contribute as their authentic selves.

While Human Resources plays a role in advancing Milwaukee County's strategic plan overall, **we most directly advance the strategic goals highlighted in teal below:**

MILWAUKEE COUNTY GOALS

Create Intentional Inclusion	Bridge The Gap	Invest in Equity
<p>1A Reflect the full diversity of Milwaukee County at every level of county government.</p>	<p>2A Determine what, where and how we deliver services based on the resolution of health disparities.</p>	<p>3A Invest "upstream" to address root causes of health disparities.</p>
<p>1B Create and nurture an inclusive culture across Milwaukee County.</p>	<p>2B Break down silos across Milwaukee County government to maximize access and quality of services offered.</p>	<p>3B Enhance Milwaukee County's fiscal health and sustainability.</p>
<p>1C Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.</p>	<p>2C Apply a racial equity lens to all decisions.</p>	<p>3C Dismantle barriers to diverse and inclusive communities.</p>

Specifically, Human Resources delivers on its mission by advancing 10 overall goals, each of which align to one or more of Milwaukee County's overall strategic goals. The table below shows the alignment between the department's goals and Milwaukee County's goals. It also explains how we will know when we are successful at achieving our goals.

Department of Human Resources Focus Areas	Milwaukee County Goal Alignment	2027 Goals	We Will Know We're Successful When We Have:
<p>Employee Experience: Candidate attraction, recruitment, selection and hiring</p>	<p>1A: Diverse Workforce 1B: Inclusive Culture</p>	<ul style="list-style-type: none"> • Attract the right candidates and set them up for success to help advance Milwaukee County's strategic priorities. • Systematically ensure Milwaukee County's workforce represents the diversity of ideas, culture, and thinking represented in Milwaukee County • Ensure all new employees receive proper orientation to Milwaukee County. • Improve the job evaluation questionnaire (JEQ) process. 	<ul style="list-style-type: none"> • Candidate pools that reflect the full diversity of Milwaukee County. • Fully implemented an inclusive recruitment pipeline, with internal and external partners, for all Milwaukee County positions. • Shifted our hiring approach to "screen in" versus "screen out."
<p>Total Rewards: Attractive benefit offerings, competitive wages and encouraging employee development and workplace advancement.</p>		<ul style="list-style-type: none"> • Fully update Milwaukee County's compensation structure and implement pay for performance framework. • Implement career lattice and ladder structure to easily demonstrate employee growth and movement within Milwaukee County. • Implement succession planning process with an annual review of key positions and competencies. 	<ul style="list-style-type: none"> • Pay alignment for all positions within the County. • Fully implemented a performance management process that allows pay for performance and high potential employee identification and review. • An inclusive employee engagement model incorporating recognition, mentorship and other cross-functional partnerships for professional development. • Increased internal mobility, especially for management positions.
<p>Leader development and support: Improve the management and leadership competencies of people managers across Milwaukee County</p>		<ul style="list-style-type: none"> • Improve and update policies/procedures to drive consistent leadership practices and build a culture of employee high performance. • Improve employee retention. • Implement professional and career development programs in alignment with Milwaukee County's needs. 	<ul style="list-style-type: none"> • Implemented "management entry" requirements for all people managers within Milwaukee County. • Created people manager and leader competencies to be used during interview and evaluations. • Implemented regular 360-degree people manager and leader performance evaluations/assessments. • Reduced vacancy and turnover and increased retention for employees in their first year of employment.

To learn more about Milwaukee County's journey toward racial equity, please visit [county.milwaukee.gov/Vision](https://www.county.milwaukee.gov/Vision).

To learn more about the Department of Human Resources, please visit [county.milwaukee.gov/EN/Human-Resources](https://www.county.milwaukee.gov/EN/Human-Resources).



Milwaukee County's workforce reflects the diversity of Milwaukee County residents (as of January 2026)

Goal 1

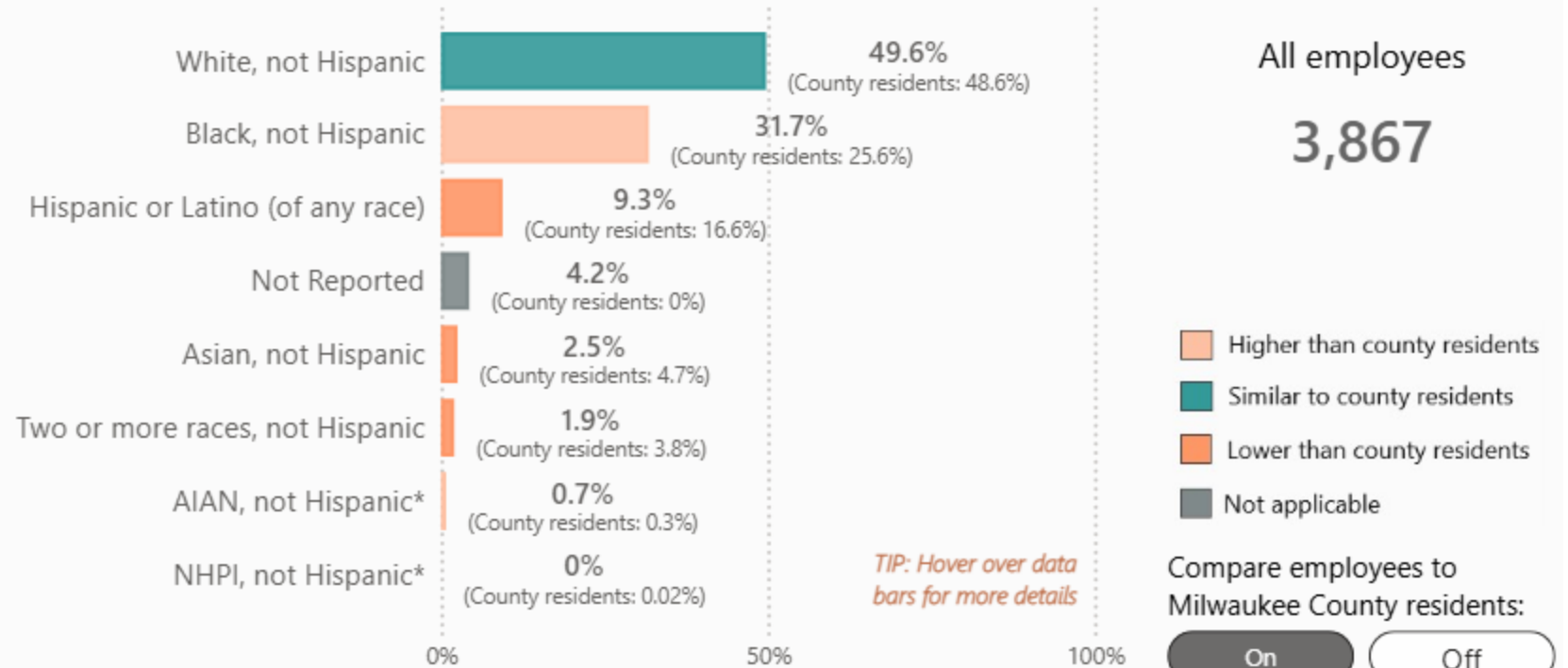
Milwaukee County's workforce reflects the diversity of Milwaukee County residents. We aim to have a workforce that reflects the diverse ideas, culture and thinking of Milwaukee County.

We track two (2) areas:

- Racial/Ethnic Diversity

1. How similar are Milwaukee County employees to Milwaukee County residents?

Percent of Milwaukee County employees and residents by race and ethnicity



AIAN = American Indian/Alaska Native

NHPI = Native Hawaiian or Other Pacific Islander

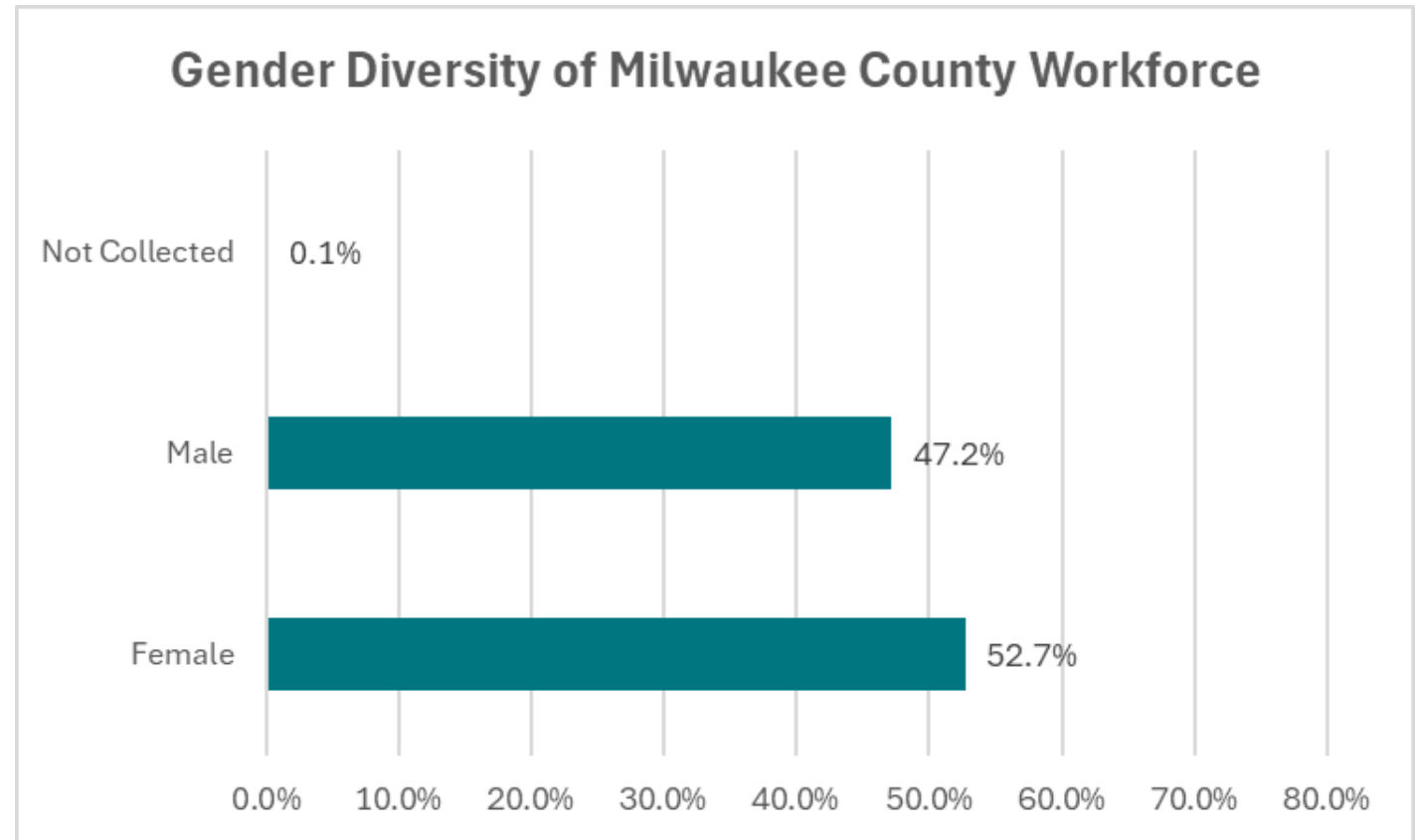
Goal 1 *(continued)*

Milwaukee County's workforce reflects the diversity of Milwaukee County residents. We aim to have a workforce that reflects the diverse ideas, culture and thinking of Milwaukee County.

We track two (2) areas:

- Gender Diversity

Milwaukee County's workforce reflects the diversity of Milwaukee County residents (as of January 2026)



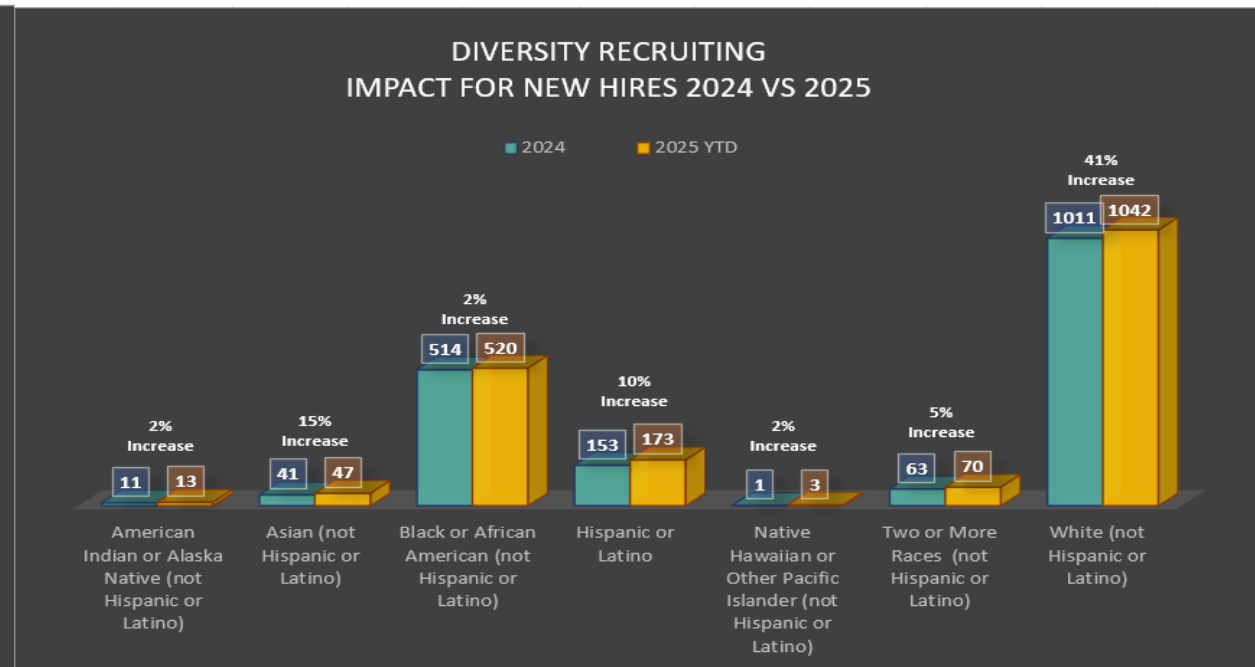
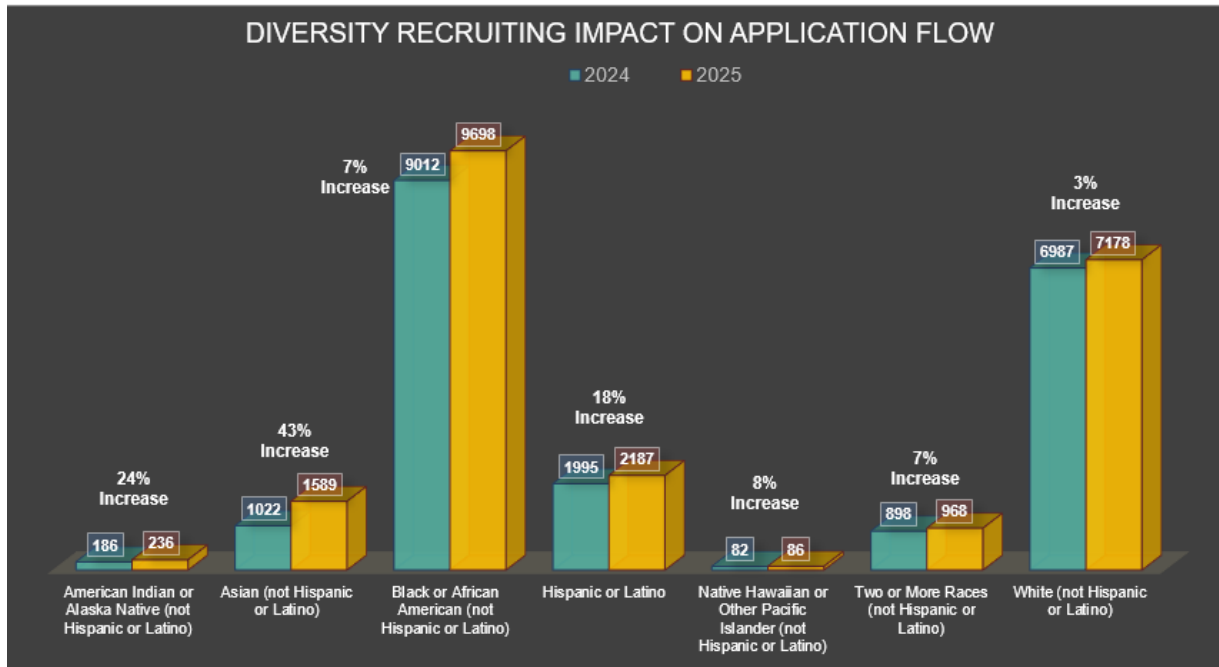
Goal 1



Goal 1 *(continued)*

- Diverse Candidate Applicant Flow 2024 v 2025
- New Hires 2024 v 2025

Increase in Diverse Candidates Applicant Flow



Goal 2

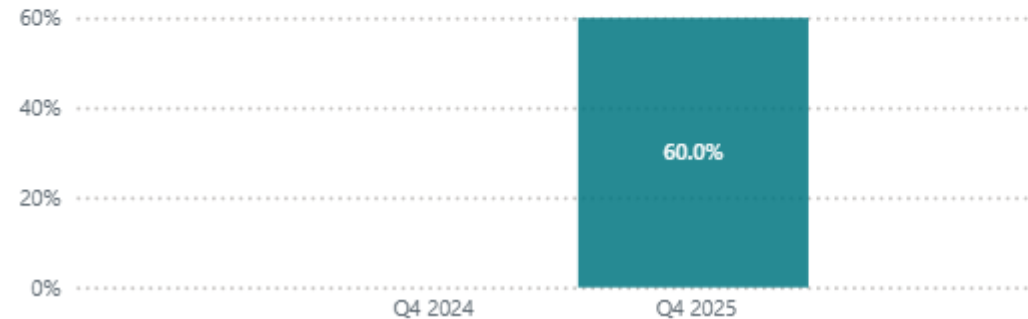
A current state assessment survey was conducted in 2025. This survey determined that 60% of Milwaukee County Departments and Offices had a documented new employee onboarding process. In 2026, the Department of Human Resources will distribute an onboarding framework to ensure that all Milwaukee County Departments and Offices use a documented new employee onboarding process.

An onboarding process sets the tone for workplace culture, reinforces county's mission and vision and ensure new employees have the tools the need to succeed.

Achieve 100% of departments with a documented onboarding process by December 31, 2027

Each bar shows the total count from the very beginning through that quarter. Numbers keep building up across all years.

Metric status ● Historical data ● On track



Current metric status:
On track

Goal 3

Milwaukee County achieved a 6% internal promotion rate in 2025. While this rate is below the 10% goal, it represents a favorable increase over 2024's internal promotion rate of 5.9%.

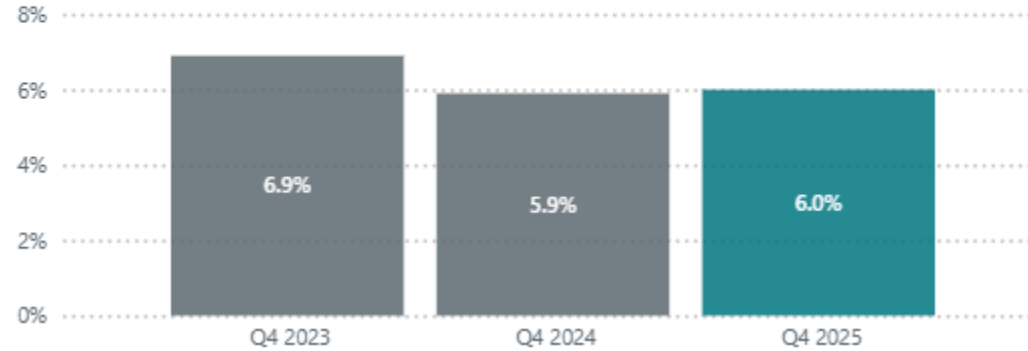
Tracking internal promotion rates helps us understand how employees are advancing from within Milwaukee County.

Career progression and advancement opportunities were identified as a priority in the 2024 Employee Engagement Survey. Monitoring and reporting on promotions allows us to check progress on meaningful growth opportunities and highlights are commitment to developing internal talent.

Increase internal promotion rate to 10% by December 31, 2027

Each bar shows only what happened during that specific quarter or year.

Metric status ● Historical data ● On track



Current metric status:

On track

Goal 4

Milwaukee County achieved a full-time employee retention rate of 88% in 2025. This represents 1.2% percentage point increase over 2024's retention rate of 86.8%.

Employee retention helps us understand how well we are supporting and engaging our workforce. By monitoring employee retention, we can identify trends and implement strategies that foster a positive work environment.

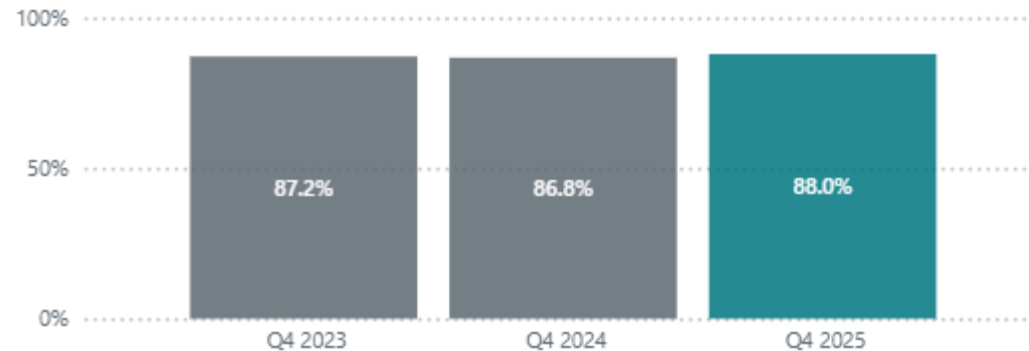
High retention rates are often indicators of high employee satisfaction and engagement, effective leadership and a healthy workplace culture.

Retention Calculation Formula = (Number of original employees remaining) ÷ (total number of employees) = (percentage of retention)

Increase full-time employee retention rate to 90% by December 31, 2027

Each bar shows only what happened during that specific quarter or year.

Metric status ● Historical data ● On track



Current metric status:
On track

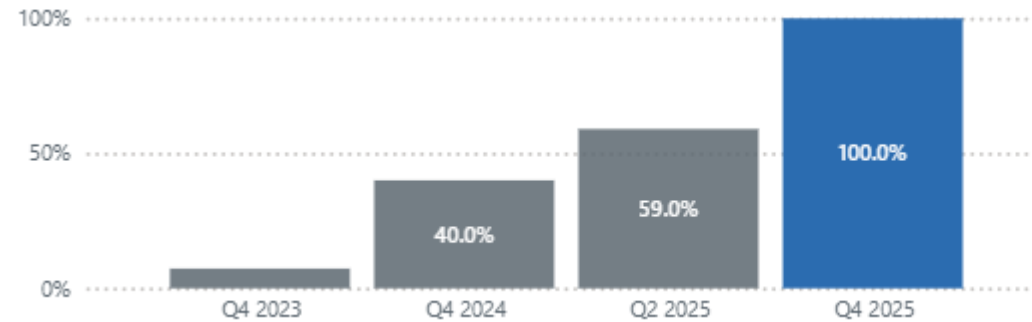
Goal 5

The Compensation Transformation Project is complete. In 2025, the Department of Human Resources completed the alignment of all eligible Milwaukee County job families to the new compensation structure.

Align 100% of job families to the new compensation structure by December 31, 2027

Each bar shows the total count from the very beginning through that quarter. Numbers keep building up across all years.

Metric status ● Completed ● Historical data



Current metric status:

Completed

Other highlights from 2025

- Achieved record attendance for a hiring event—over 300 candidates
- Increases in applicants hired, requisitions filled, job offers sent and diverse hires from 2024
- Continued operationalizing of Diversity, Equity, and Inclusion Roadmap
- Held Into the Streets Volunteer Initiative, 200+ employee participated
 - More than 15,000 hygiene items donated to Sojourner
- 10% increase in NRG enrollment since initial launch
- Introduced Milwaukee County Culture Statement
- Successfully launched the People Manager Transition Training program
- Total Training Hours: 112 Total Participants: 844
 - Overall Evaluation score: 8.49/10
- Successfully Hosted the Leadership Excellence and the Management Development Program
- Improved Internal Controls for Pension Operations
- Increased Accessibility of Pension Information



Looking forward to 2026

- Expand and Strengthen the Talent Pipeline
- Increase overall applicant pool by 10%
- Strengthen our employee brand through social media and digital marketing
- Merge L&D and DEI into one division
- Revamp the County career page for improved engagement
- Create standardized template responses for the career inbox
- Implement a 60-day new hire survey to gather feedback
- Provide additional self-service resources to ERS members to reduce call volumes: micro-learning video clips, add pension contribution balance information to DSS, add basic estimates to annual pension statements
- Complete functional upgrade of V3locity Pension Administration System
- Expand updating videos on how to use Dayforce ATS to enhance learning and engagement
- Launch a Talent Acquisition Scorecard to measure impact and performance
- Implement 2026 Employee Engagement Survey





**MILWAUKEE
COUNTY**