

**STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS**

**Audit Title:** Milwaukee County Can Benefit from a Contemporary, Comprehensive Workforce Diversity Policy

**File Number:** 14-666

**Audit Date:** August 2014      **Status Report Date:** March 2015      **Department:** Human Resources

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	
	<p>DHR management should build on its current efforts to develop a Diversity Committee mission statement by developing of a comprehensive Milwaukee County workforce diversity policy.</p> <p>In developing an updated, contemporary workforce diversity policy for Milwaukee County, DHR management should address, at a minimum, the following issues identified in this report:</p> <ol style="list-style-type: none"> <li>Proper classification of Milwaukee County's positions into appropriate EEO-4 job categories, based on consistent application of criteria established with meaningful input from operations management.</li> <li>Selection of appropriate criteria for evaluating underutilization of minority and women participation in the eight EEO-4 job categories in Milwaukee County's workforce. Three accepted methods were demonstrated in this audit. They are commonly referred to as the:                             <ul style="list-style-type: none"> <li>Any Difference Rule;</li> <li>One Whole Person Rule; and</li> <li>80% of Availability Rule.</li> </ul> </li> </ol>					X	

**STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS**

**Audit Title:** Milwaukee County Can Benefit from a Contemporary, Comprehensive Workforce Diversity Policy

**File Number:** 14-666

**Audit Date:** August 2014      **Status Report Date:** March 2015      **Department:** Human Resources

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	
3. Determination of the appropriate level at which workforce diversity goals should be established and achievement monitored. This could involve viewing the County workforce opportunities to establish meaningful workforce diversity goals across organizational units, rather than relying on traditional departmental structures, regardless of size or workforce composition, establishing individual goals.						X	<p><b>Auditee:</b></p> <p>(3) – (5) Per above, currently our primary focus is on ensuring we have clean data upon which to run reports, make plans, and develop targeted strategies. Once this is complete, we will be using our data to develop goals and continually build awareness, understanding and application of workforce diversity principles.</p>
4. Establishment of a process for developing, refining and updating appropriate Relevant Labor Market data for use in establishing workforce diversity goals and monitoring achievement.						X	
5. Development of strategies flowing from the County's workforce diversity policy to promote operations management's awareness, understanding and application of Milwaukee County workforce diversity principles.						X	
DHR management should convene a workgroup, including staff from Human Resources, Payroll and Information Technology, to address EEO data collection, maintenance and reporting issues identified in this report.							

**STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS**

**Audit Title:** Milwaukee County Can Benefit from a Contemporary, Comprehensive Workforce Diversity Policy

**File Number:** 14-666

**Audit Date:** August 2014

**Status Report Date:** March 2015

**Department:** Human Resources

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	
	<p>EEO data collection, maintenance and reporting problems surfaced during the County's conversion from its predecessor payroll system, Genesys, to its current Human Resource Information System, Ceridian. Exacerbating these problems were significant staff turnover in key management positions in such areas as Information Technology, Payroll, and Human Resources. A workgroup comprising management from each of those areas should, at a minimum:</p> <p>6. Re-examine the County's process for collecting, maintaining and reporting EEO data with the express purpose of complying with applicable EEO-4 reporting requirements.</p> <p>7. Ensure compatibility between racial/ethnicity source documents (e.g., 7-category EEO-1 vs. 5-category EEO-4 classification systems). This will also require updating if/when a pending EEOC reporting change is finalized.</p> <p>8. Ensure compatibility of data fields and drop-down menus (e.g., current job groups, a sub-set of HPW's EEO-4 job categories, consist of EEO-1 classifications).</p> <p>9. Ensure that, if EEO-1 data is determined to be useful for compensation</p>						
							<p><b>X</b></p> <p><b>X</b></p> <p><b>X</b></p> <p><b>X</b></p>

**STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS**

**Audit Title:** Milwaukee County Can Benefit from a Contemporary, Comprehensive Workforce Diversity Policy

**File Number:** 14-666

**Audit Date:** August 2014

**Status Report Date:** March 2015

**Department:** Human Resources

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	
<p>benchmarking purposes, there is an automated cross-walk that avoids duplicate classification of positions and produces valid, consistent results when queried.</p> <p><b>DHR management should work with management at General Mitchell International Airport to devise a specific strategy to emphasize a commitment to increasing the diversity of the GMIA workforce, in both minority and female categories of employees.</b></p> <p><b>In developing such a strategy, particular attention should be paid to:</b></p> <p>10. Working in a manner consistent with, and in harmony with, the efforts undertaken on a Countywide basis in recommendation No. 5.</p> <p>11. Maintaining and retaining additional detail documenting steps within the hiring process at GMIA (e.g., who was contacted for an interview, questions asked during interviews, etc.).</p> <p>12. Assigning responsibility at DHR for monitoring GMIA promotions and terminations for racial/ethnicity and gender disparities, and to discuss the results of such monitoring with GMIA management on an annual basis.</p>							<p>(10) – (12)</p> <p>We will be working with the new Airport Director in reviewing workforce diversity and developing new strategies to attract, retain, develop and retain diverse talent at the Airport. Over the past 12 months, HR has been closely engaged in the interviewing and selection process, to ensure behavioral-based interviews are conducted and hiring decisions are made in a consistent manner.</p> <p>HR is designing a new leadership development program for employees who desire to move into supervisory/management roles. The program is being piloted across DOT, and will be open to all employees who express an interest who are in good standing. Employees will self-identify for the program, and those who make it through the entire program will receive preference as part of the hiring process for management positions within DOT. It is our hope that this program will create a stronger flow of promotional candidates of diverse backgrounds, including race and gender diversity. The program will be launched in August 2015. Eventually we hope to roll the program out Countywide.</p>