



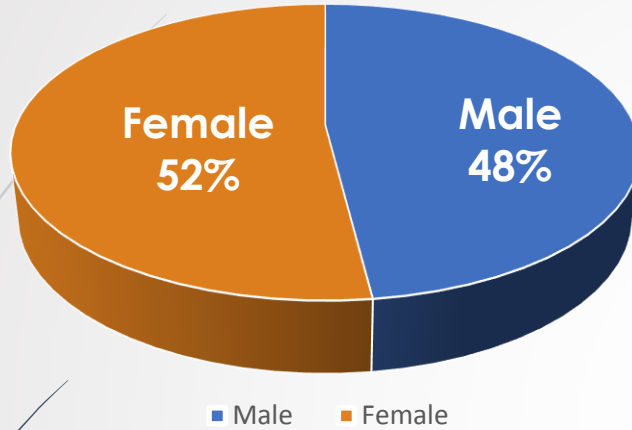
Milwaukee County 2017 HR Metrics

Department of Human Resources

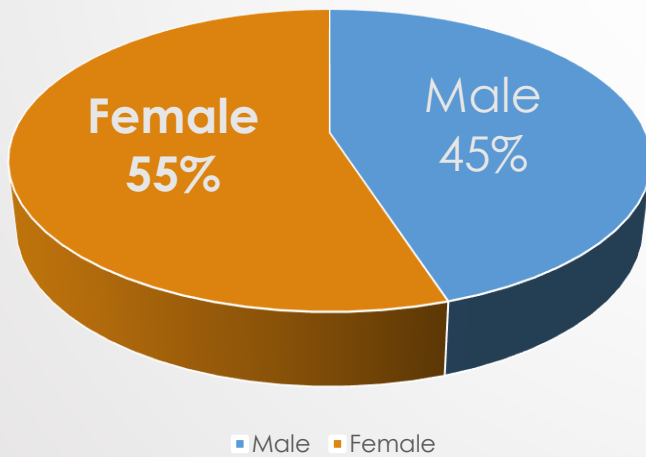
Employee Demographics – Overview as of 12/31/17

2

Employee Gender Mix

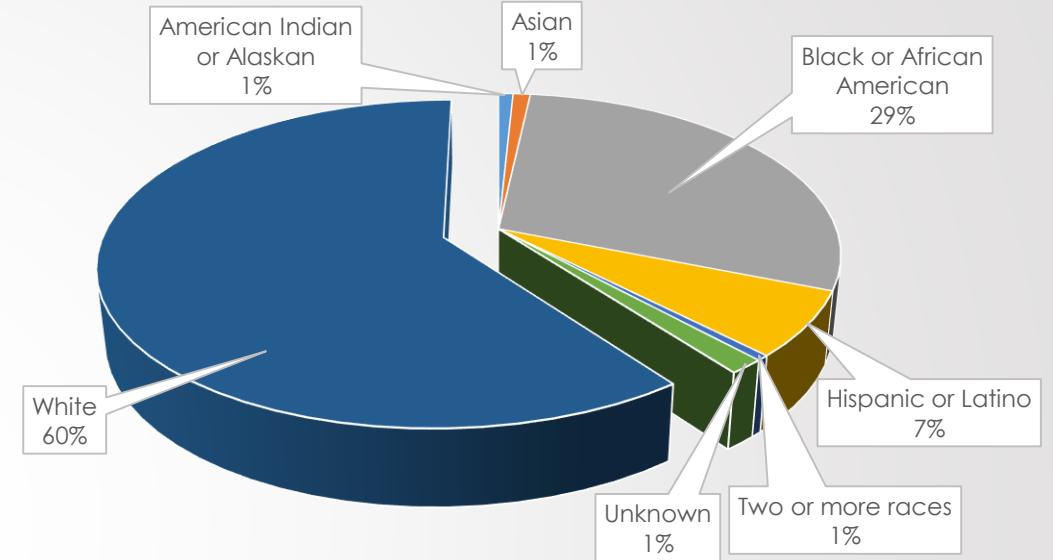


Milwaukee County Population by Gender

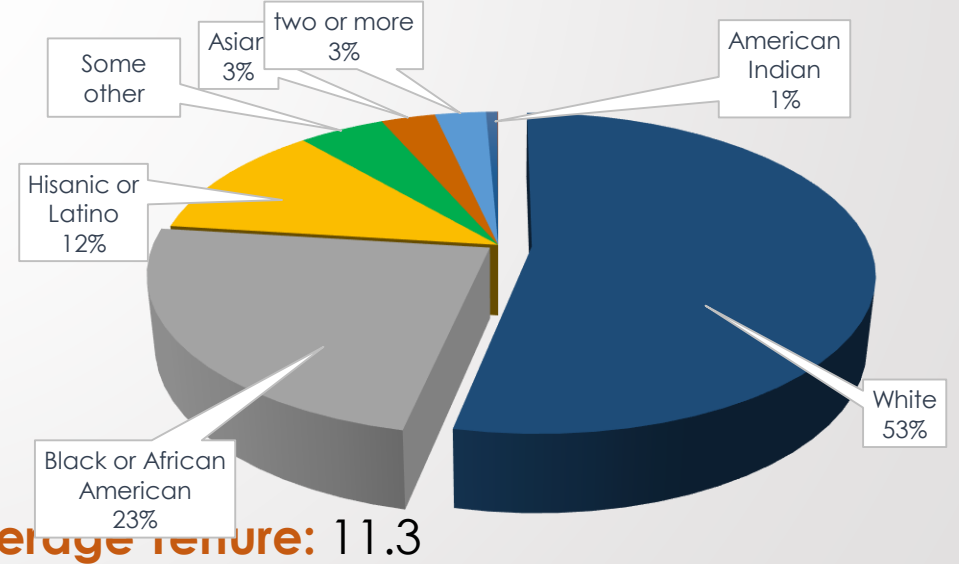


Average age: 45.3

Employees by Race/Ethnic Origin



Milwaukee County Population by Race



Average tenure: 11.3

Employee Demographics – Gender

3

Bureau of Labor Statistics

<https://www.bls.gov/cps/cpsaat11.htm>

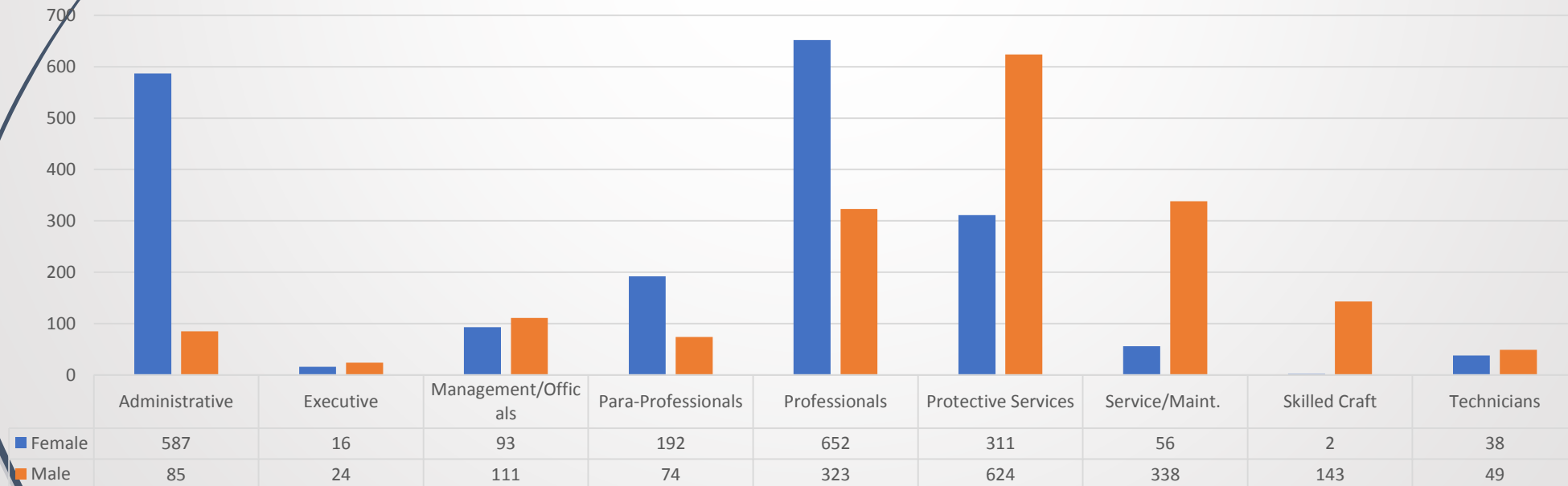
Milwaukee County Data

National Data

	Totals	% Female	% Male	% Female	% Male
Administrative	672	87%	13%	72%	28%
Executive	40	30%	70%	28%	72%
Management/Officials	204	44%	56%	40%	60%
Para-Professionals	266	72%	28%	52%	49%
Professionals	975	67%	33%	57%	43%
Protective Services	935	33%	67%	22%	88%
Service/Maint.	394	14%	86%	22%	78%
Skilled Craft	145	1%	99%	4%	96%
Technicians	87	44%	56%	75%	25%

Grand Total 3718

Milwaukee County Workforce by Gender

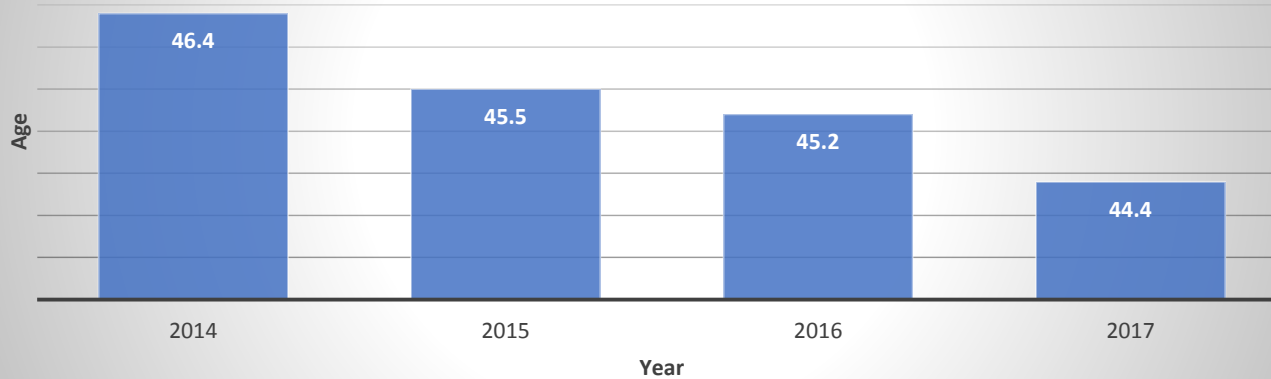


***As of
12/31/2017**

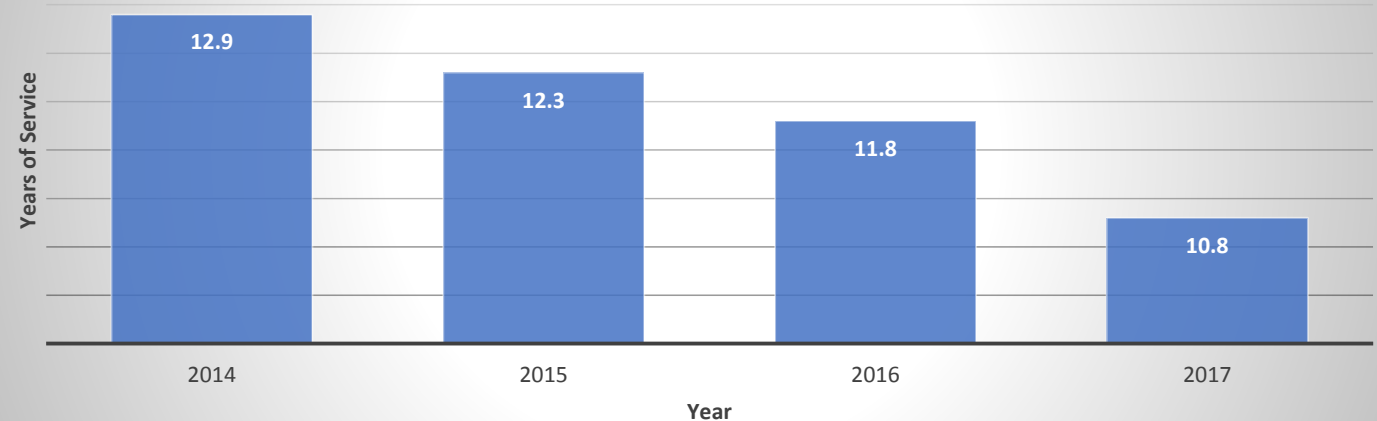
Employee Age and Tenure Demographics

4

Average Employee Age by Year

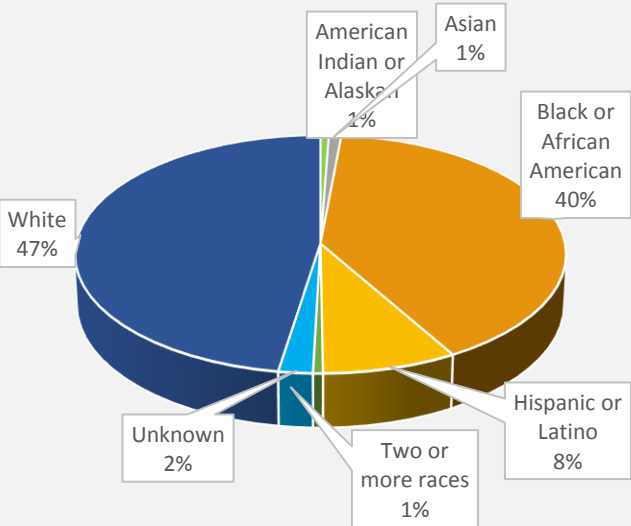


Average Employee Tenure by Year

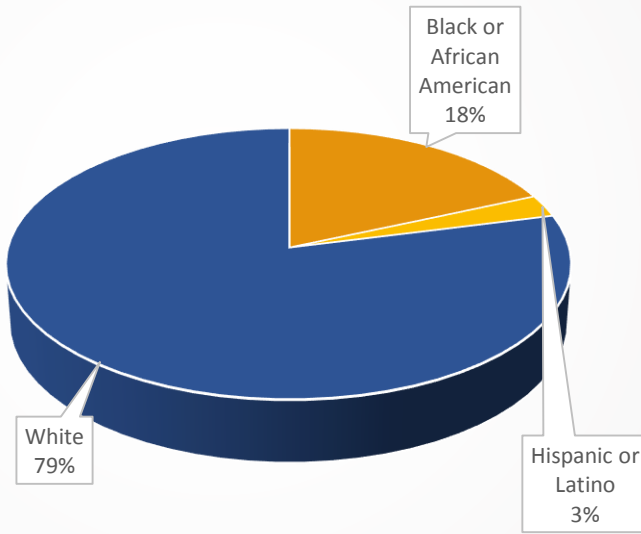


Employee Demographics – Race

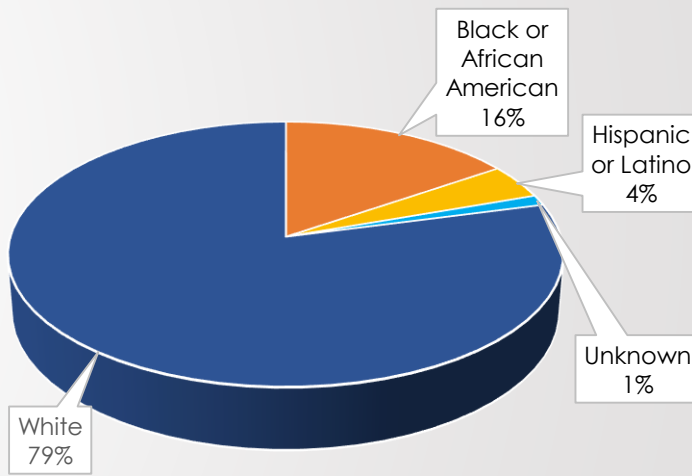
Administrative



Executive

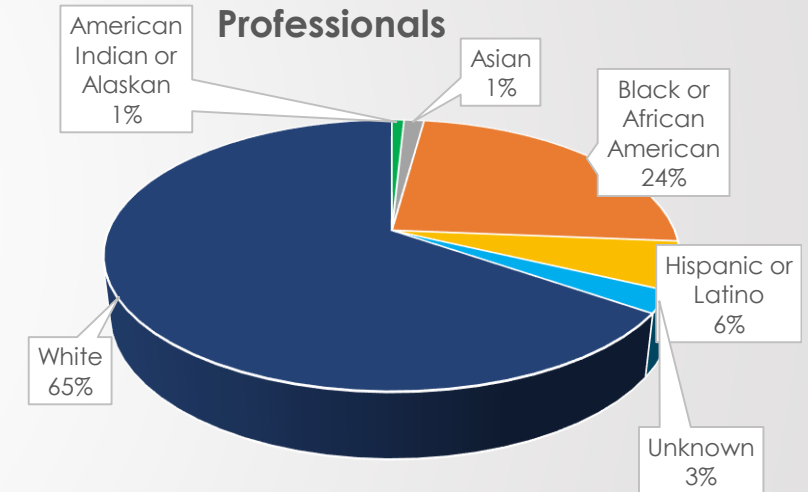
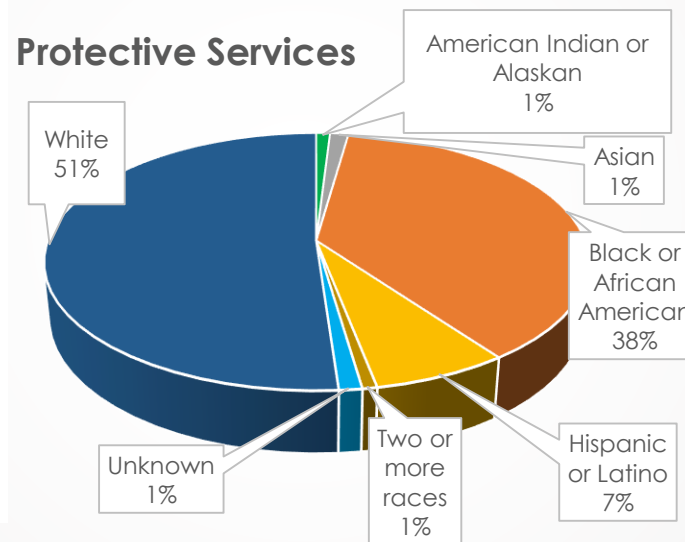
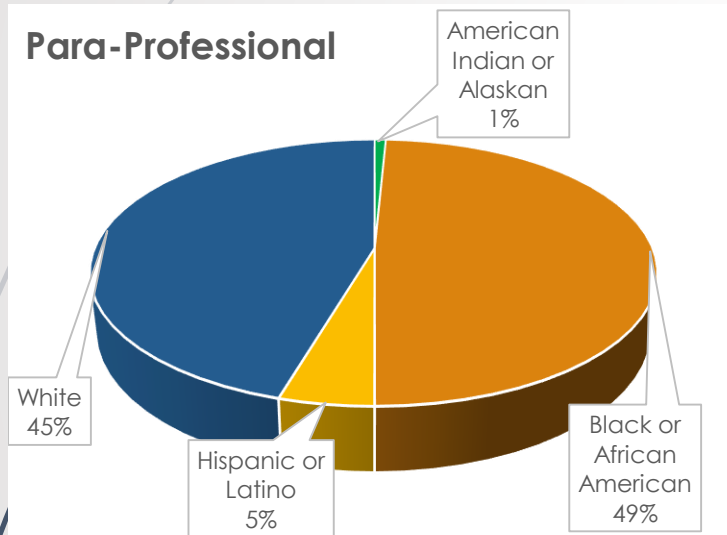


Management/Officials



Milwaukee County employment population by Race:
White= 60%
Black or African American= 29%
Hispanic or Latino= 7%
Asian= 1%
American Indian= 1%
Two or more= 1%

Employee Demographics – Race



Milwaukee County employment population by Race:

White= 60%

Black or African American= 29%

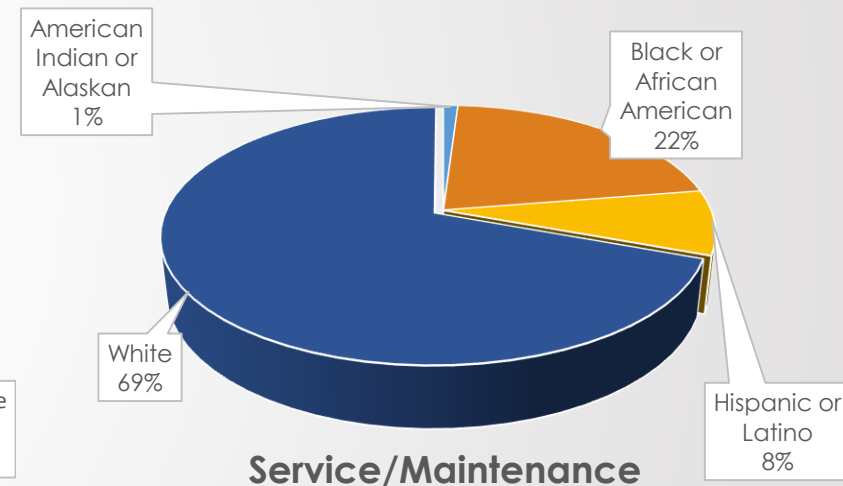
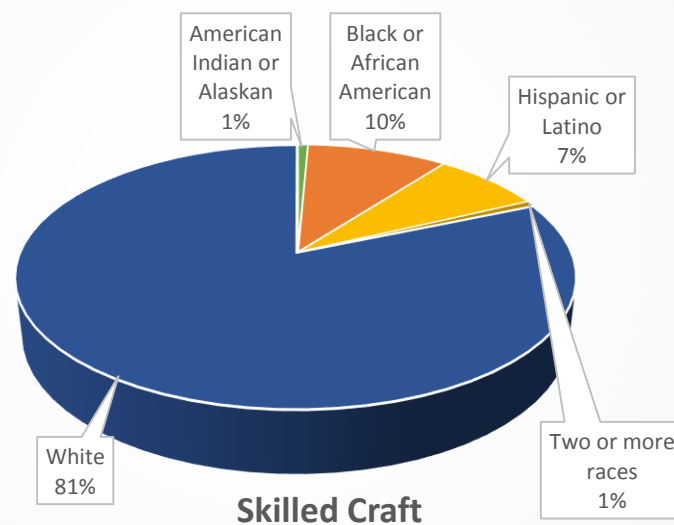
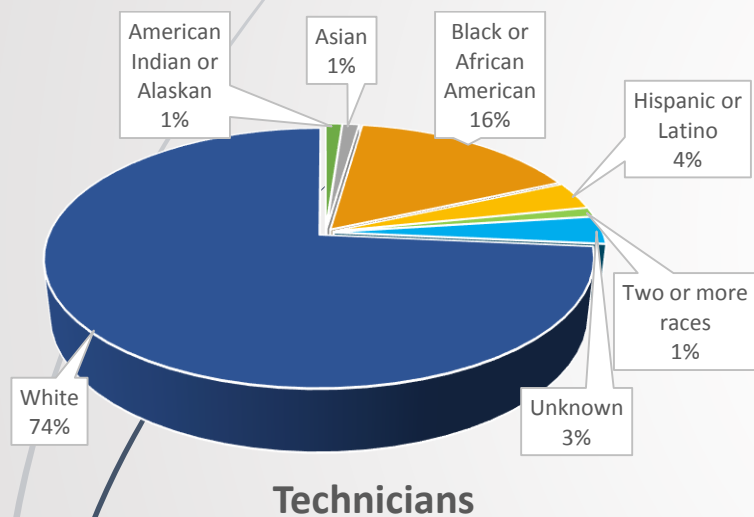
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Employee Demographics – Race

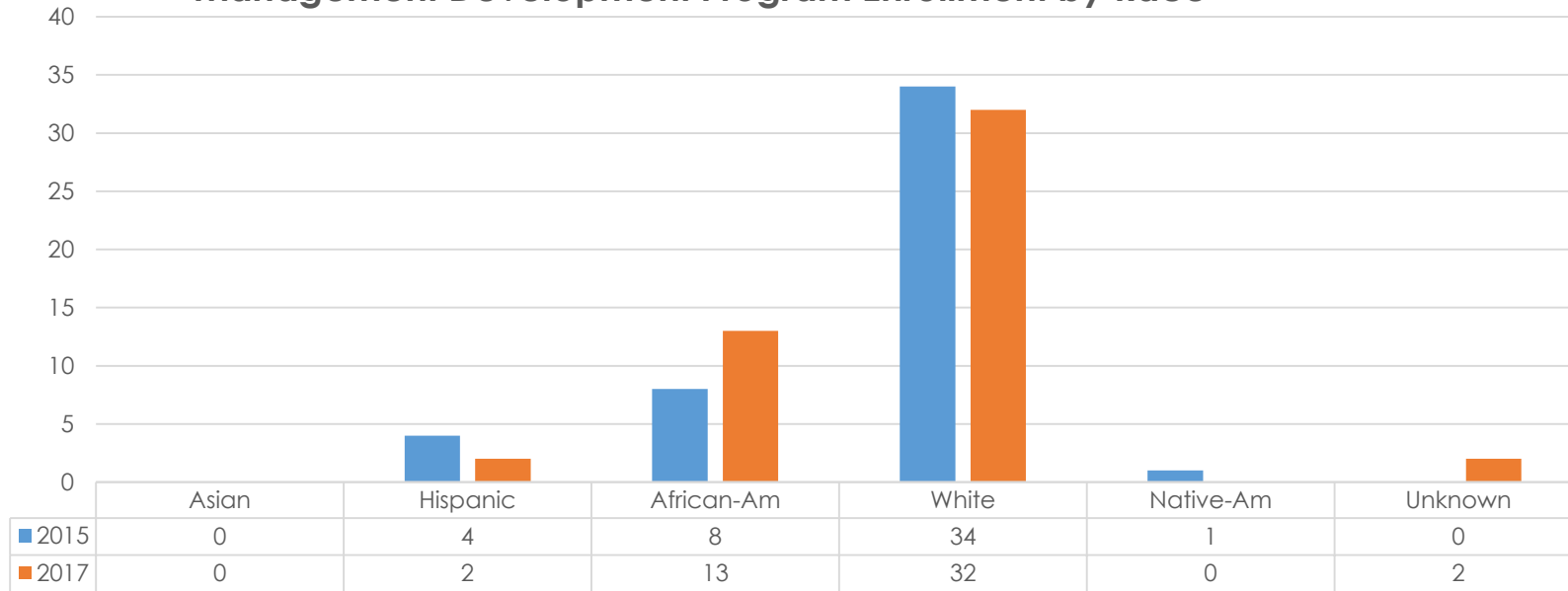


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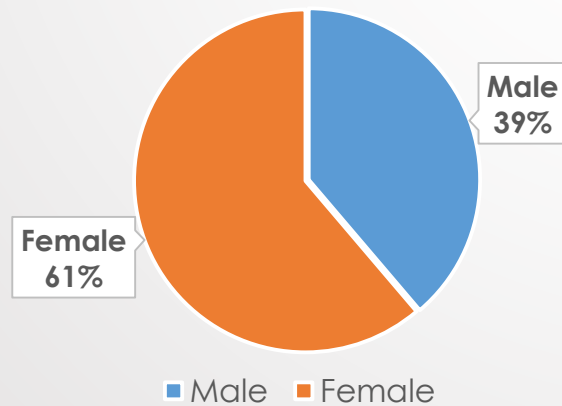
Training and Development-Management Development

8

Management Development Program Enrollment by Race



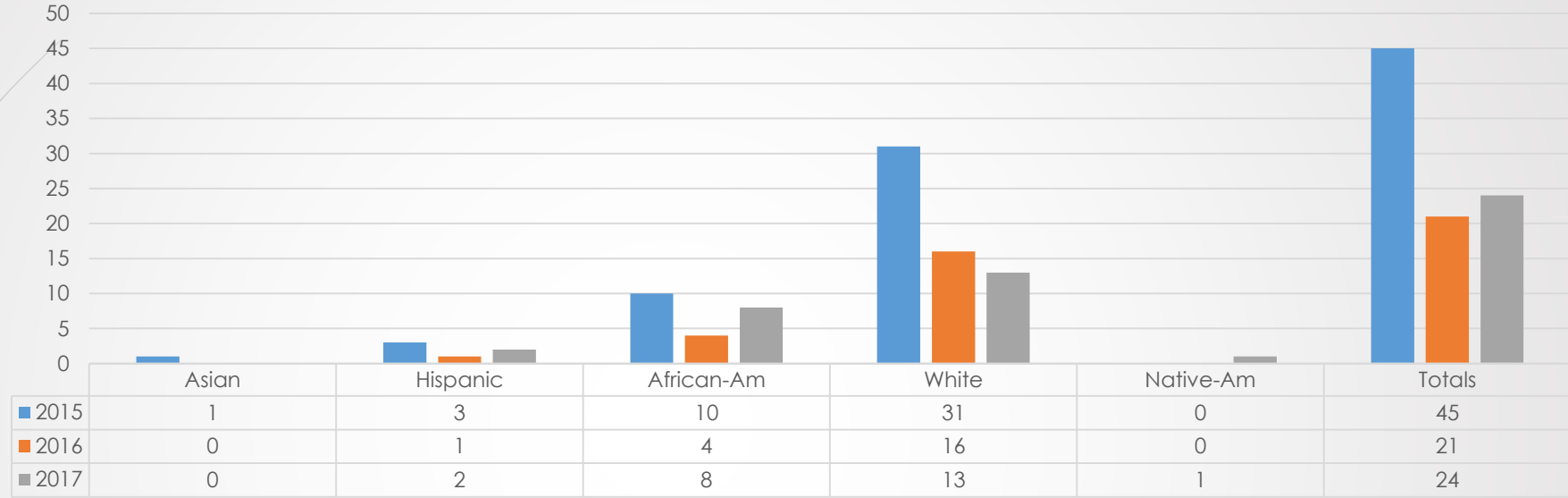
Management Development by Gender 2017



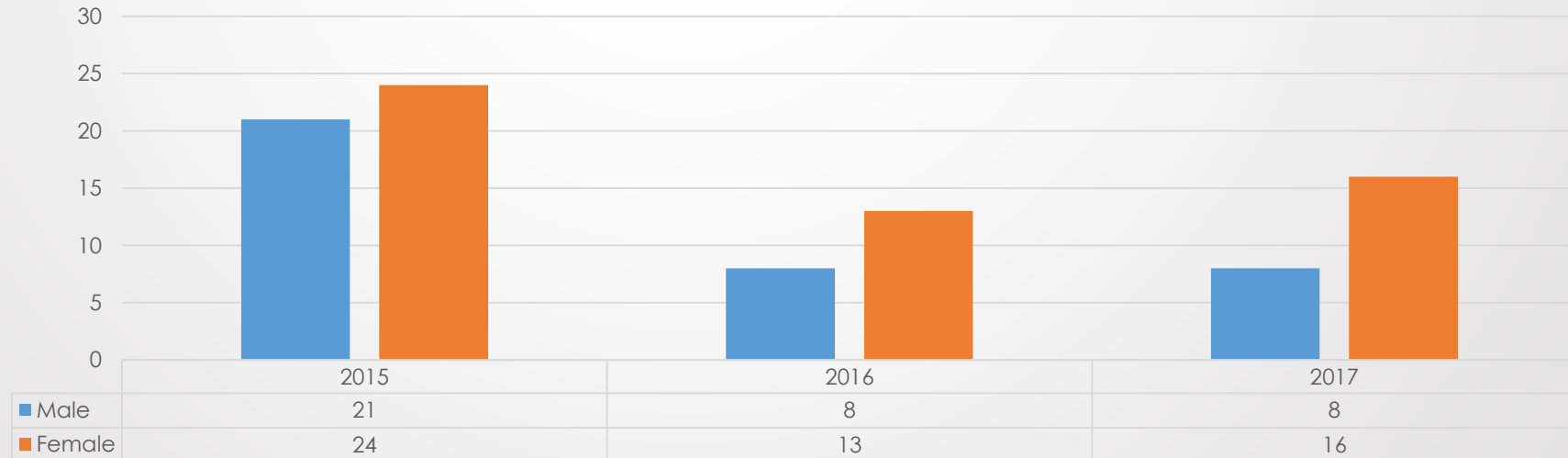
Management Development Program was not offered in 2016

Training and Development

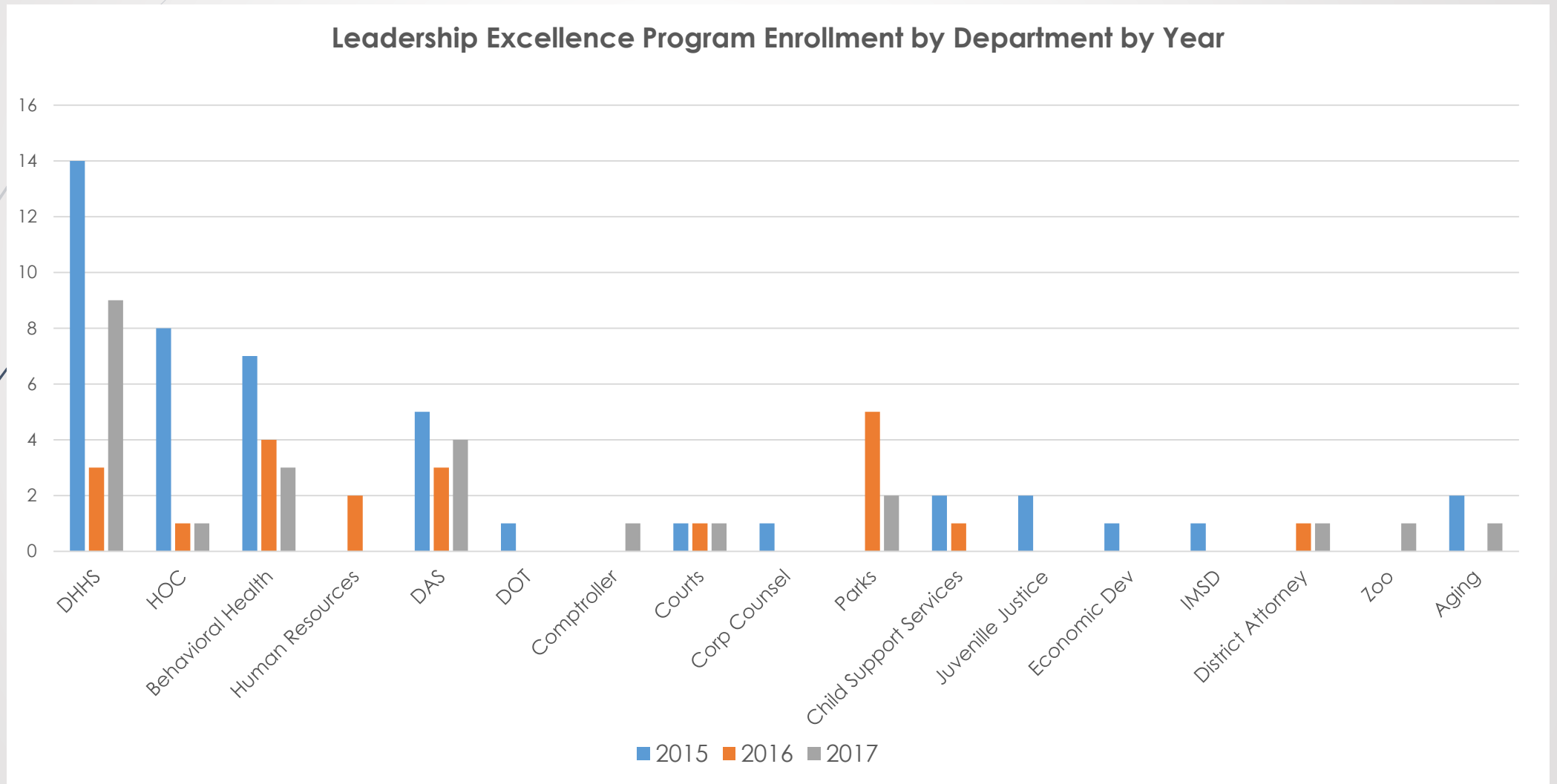
Leadership Excellence Program Enrollment by Race and Year



Leadership Excellence Program Enrollment by Gender by Year



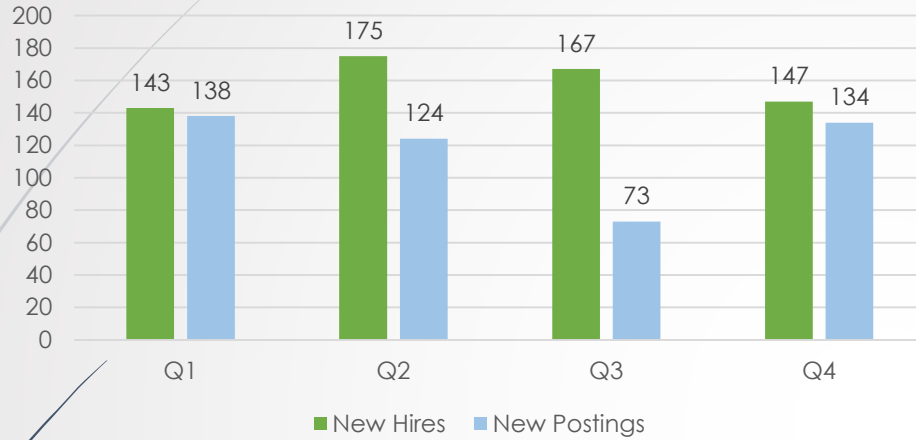
Training and Development



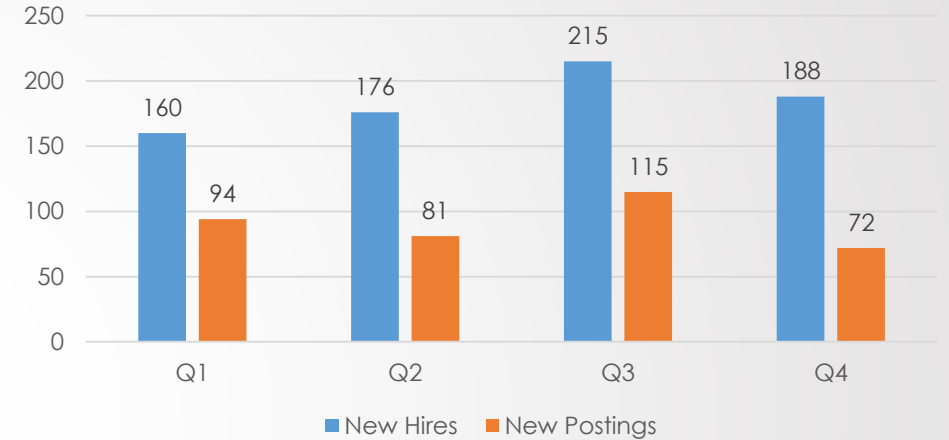
Talent Acquisition

11

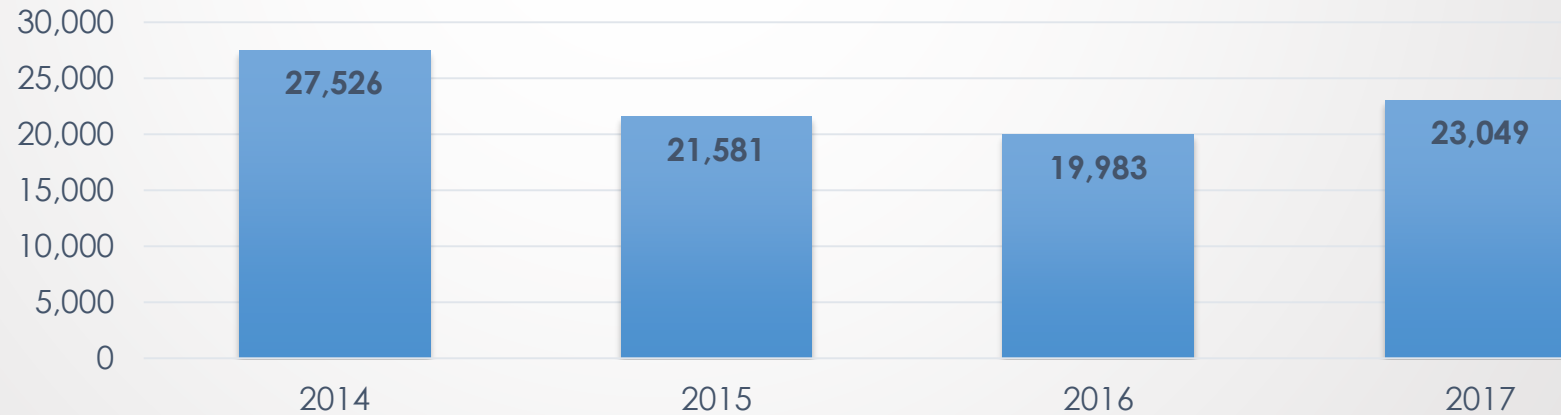
2016 New Hires & New Postings by Quarter



2017 New Hires & New Postings by Quarter

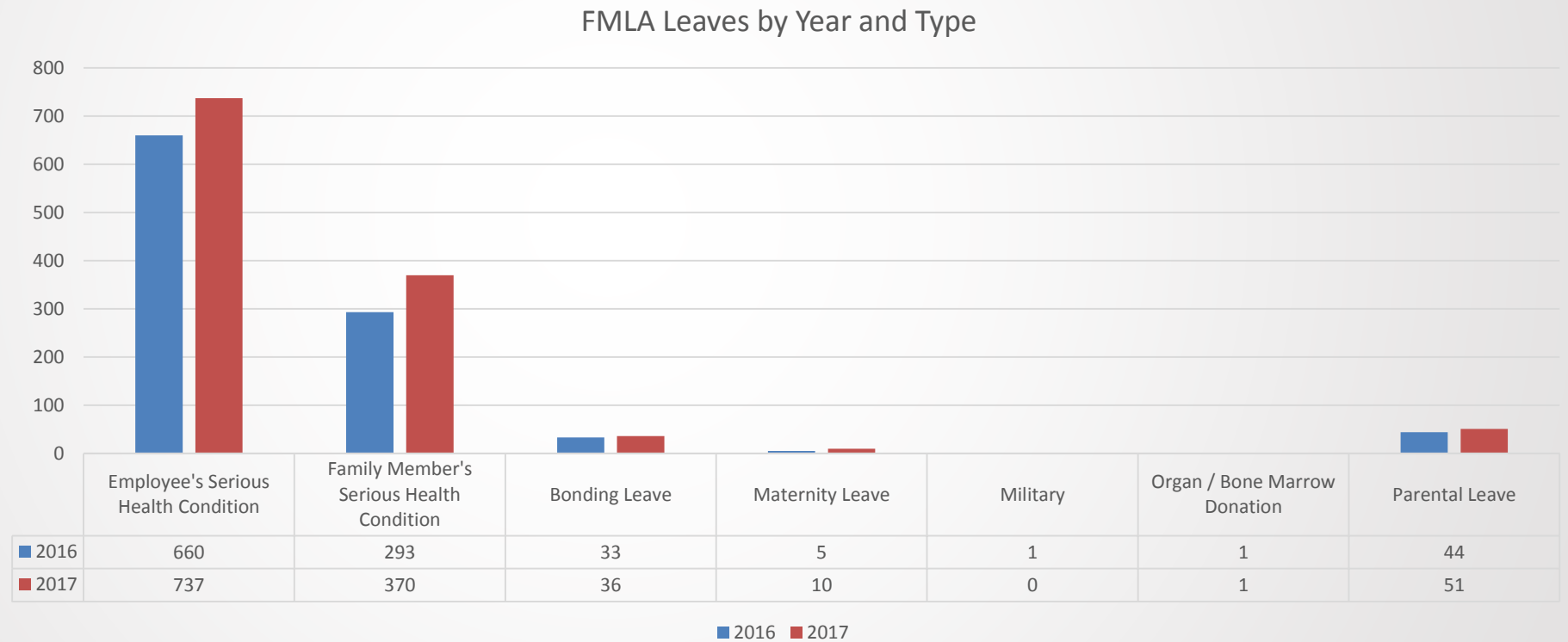


Applicants By Year



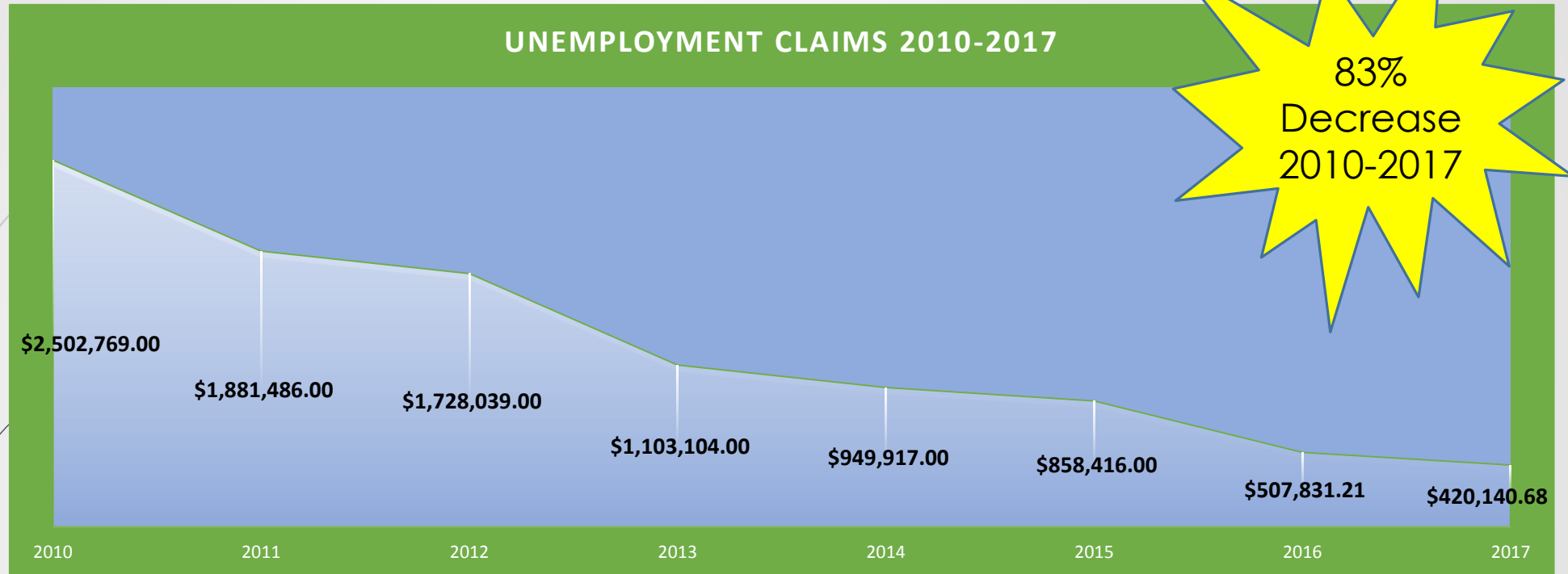
Note: Postings data does not include vacant authorized positions that are not actively being recruited (regardless of funding status).

FMLA Leaves by Year and Type



Unemployment Claims

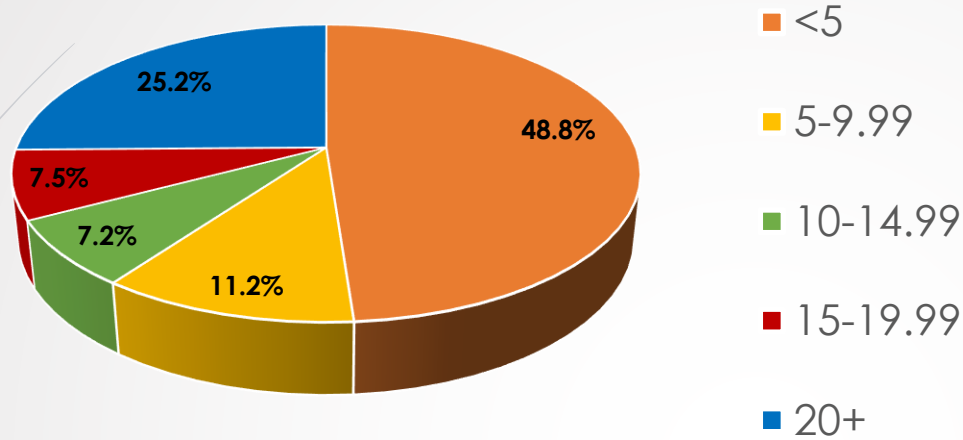
13



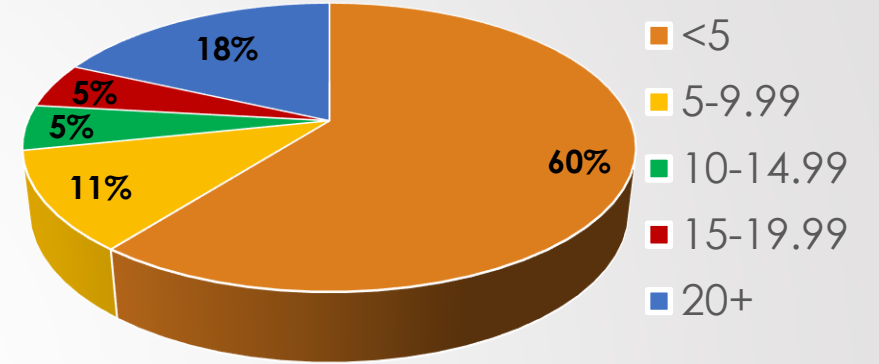
- In 2011, Human Resources increased efforts at contesting unemployment claims.
- In 2012-2013, HR / Corp Counsel began receiving more timely actions from PRB, enabling more effective management of claims.
- As of 2017, standard operating procedures include having an HR Partner, proper County witness, and documentation at all hearings with all adverse determinations appealed.
- \$10 million in cost avoided since 2010.

Turnover Analysis

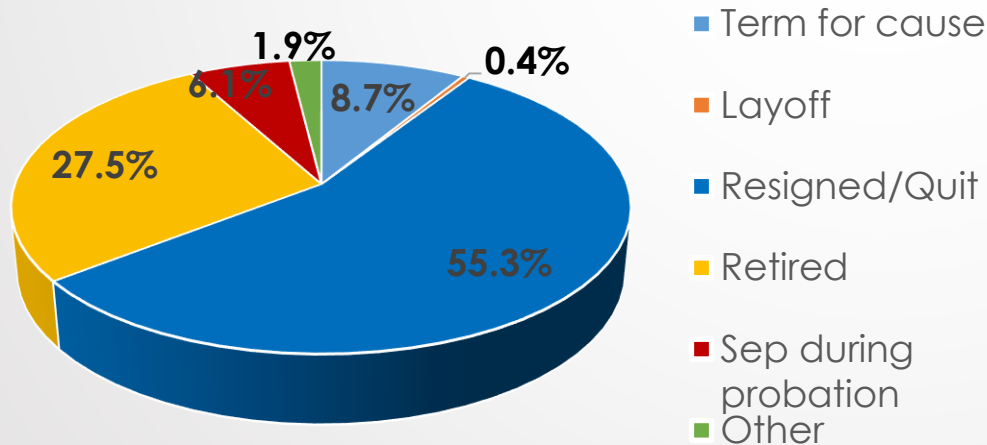
2016 Turnover by Tenure



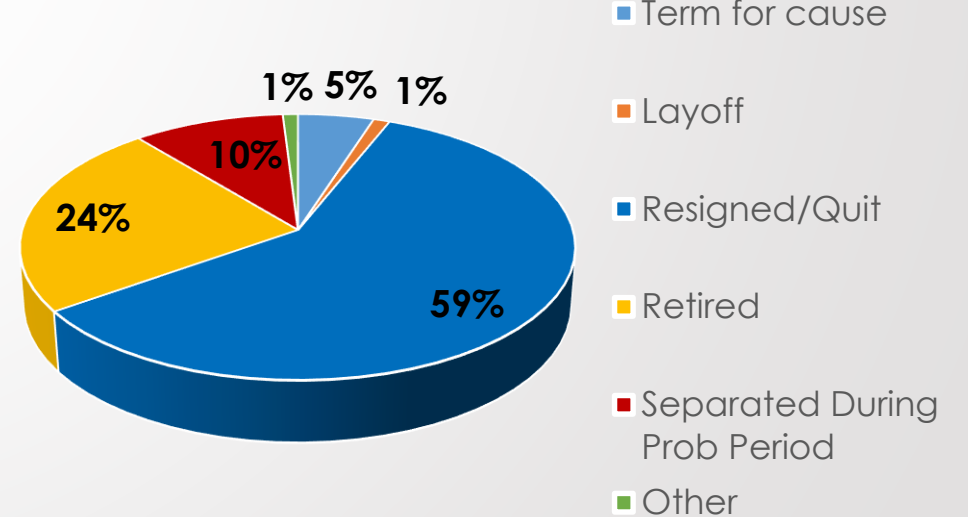
2017 Turnover by Tenure



2016 Terminations by Reason



2017 Terminations by Reason



2017 Turnover by Termination Reason*

15

Department	Average # EE's	Terms All	Deceased	Layoff	Resigned/Quit	Retired	Termed During Probation Period	Termed for Cause	Probation %	Unplanned Turnover	Unplanned Turnover %	Turnover Rate by Department Termed for Cause	Overall Turnover Rate by Department
Administrative Services	210	44	1	5	19	14	1	4	2%	21	48%	9.1%	21%
Aging	68	15	2	0	4	8	1	0	7%	6	40%	0.0%	22%
Behavioral Health Services	451	90	0	0	44	22	14	10	16%	46	51%	11.1%	20%
Child Support	129	21	0	0	16	2	1	2	5%	17	81%	9.5%	16%
Comptroller	52	6	0	0	2	3	0	1	0%	3	50%	16.7%	12%
Corp Counsel	20	3	0	0	2	0	0	1	0%	2	67%	33.3%	15%
County Board	31	4	0	0	4	0	0	0	0%	4	100%	0.0%	13%
County Exec	9	2	0	0	2	0	0	0	0%	2	100%	0.0%	22%
Courts	280	40	0	0	21	15	4	0	10%	21	53%	0.0%	14%
District Attorney	159	27	0	0	19	7	1	0	4%	19	70%	0.0%	17%
Emergency Management	95	20	0	0	16	2	2	0	10%	16	80%	0.0%	21%
Health & Human Services	303	43	0	0	29	10	3	1	7%	29	67%	2.3%	14%
House of Correction	299	75	0	0	60	6	8	1	11%	60	80%	1.3%	25%
Human Resources	53	13	0	0	9	3	1	0	8%	9	69%	0.0%	25%
Medical Examiner	29	1	0	0	1	0	0	0	0%	1	100%	0.0%	3%
Other Constitutional Officers	79	6	0	0	3	2	1	0	17%	3	50%	0.0%	8%
Parks	219	24	0	0	9	10	2	3	8%	9	38%	12.5%	11%
Sheriff	650	133	0	0	85	23	21	4	16%	86	65%	3.0%	20%
Transportation	405	73	0	0	38	24	4	7	5%	38	52%	9.6%	18%
Zoo	109	9	0	2	2	4	0	1	0%	3	33%	11.1%	8%
County-Wide	3650	649	3	7	385	155	64	35	10%	395	61%	5.4%	18%

* "Termination Reason" is actually the category the employment transaction falls under. It does not indicate the employees' motivation for leaving (e.g. lack of advancement). Exit survey data would provide greater insight.

Turnover Analysis

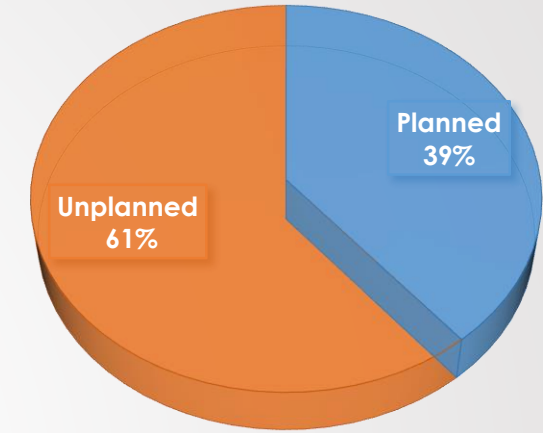
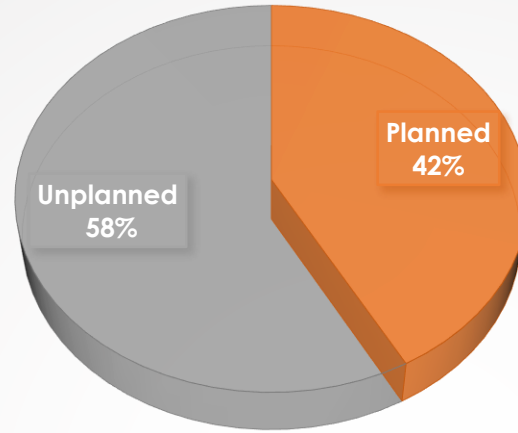
16

PLANNED VS. UNPLANNED- 2016

PLANNED VS. UNPLANNED- 2017

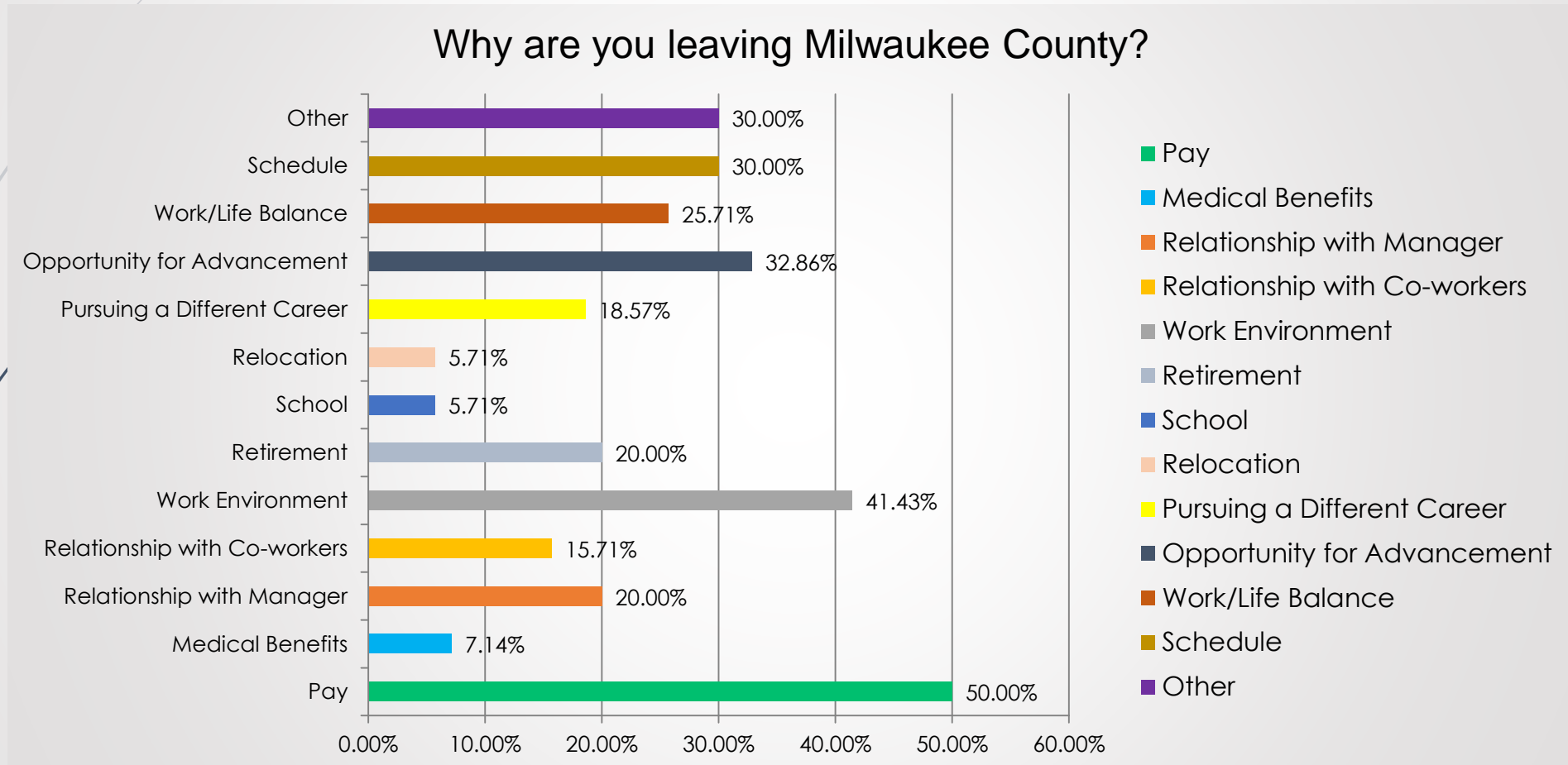
Planned
Layoff, Discharged /Fired,
Retired, Separated during
probation period

Unplanned
Resigned/Quit, Term for
Cause, Deceased



Category	Q1	Q2	Q3	Q4	2016	Q1	Q2	Q3	Q4	2017
Deceased	1	0	1	1	3	1	1	1	0	3
Layoff	0	0	3	0	3	2	2	0	3	7
Resigned/Quit	76	96	130	75	377	92	89	117	87	385
Retired	81	56	44	14	195	63	39	35	18	155
Separated During Prob Period	13	9	8	8	38	7	13	24	20	64
Termed for Cause	8	14	7	19	48	10	9	8	8	35
Total Count	179	175	193	117	664	175	153	185	136	649
Turnover Rate	4.5%	8.0%	3.6%	16.2%	32.3%	5.7%	5.9%	4.3%	5.9%	21.8%
Percentage	26%	27%	29%	18%	100%	27%	24%	29%	21%	100%

Exit Interview responses: Why are you leaving?



Only 35% of voluntarily departing employees participated in the exit survey for 2017

Retirement Exposure*

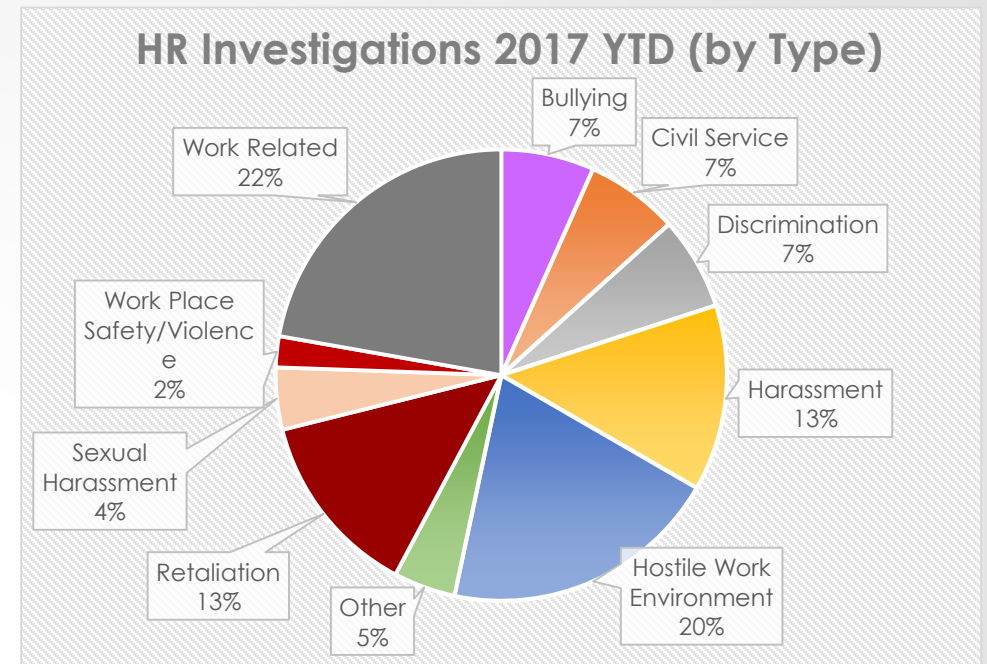
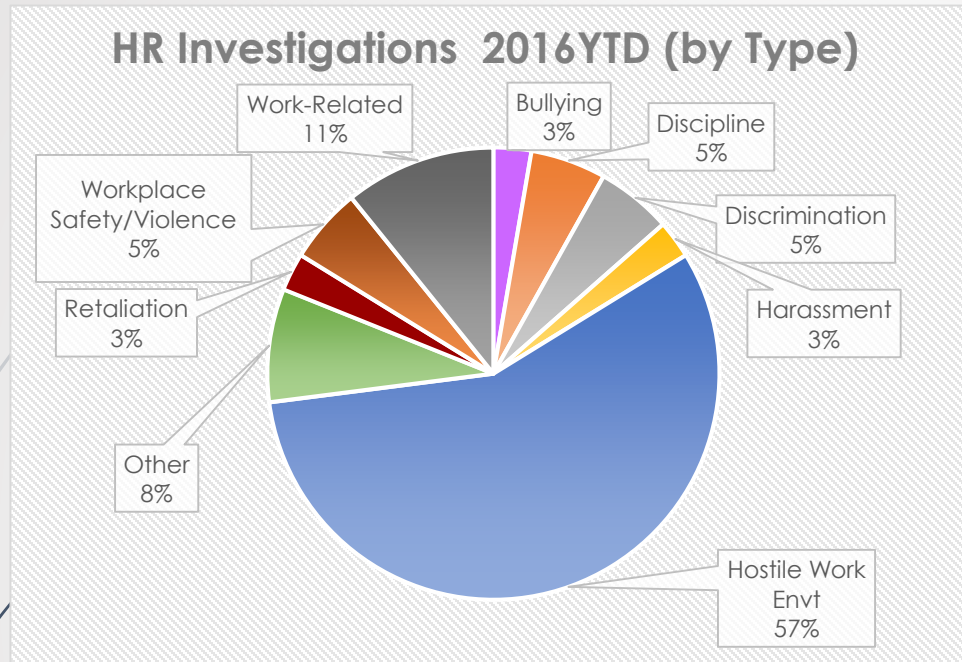
18

	Minimal Exposure			Moderate Exposure				High Exposure			Grand Total
	18-29	30-39	%	40-44	45-49	50-54	%	55-59	60+	%	
Admin Services	12	41	26%	34	22	31	42%	27	40	32%	207
Aging	5	10	22%	7	12	13	48%	11	9	30%	67
Behavioral Health Services	34	143	32%	67	84	71	41%	72	74	27%	545
Child Support	7	28	27%	19	13	20	41%	31	10	32%	128
Comptroller	3	9	24%	1	5	11	33%	11	11	43%	51
Corporation Counsel	1	3	21%	4	4	5	68%	1	1	11%	19
Courts	28	59	32%	25	46	49	44%	36	31	24%	274
District Attorney	22	21	27%	18	22	29	44%	24	22	29%	158
Emergency Management	14	24	40%	12	10	13	37%	13	9	23%	95
Health & Human Services	34	85	39%	50	47	36	44%	23	27	17%	302
House of Corrections	63	68	44%	31	39	40	37%	34	20	18%	295
Human Resources	3	16	36%	9	7	7	43%	8	3	21%	53
Medical Examiner	5	11	55%	4	4	2	34%	0	3	10%	29
Other Constitutional Officers	10	20	25%	14	10	11	29%	14	40	45%	119
Parks	15	72	40%	35	19	23	35%	39	15	25%	218
Sheriff	120	145	41%	79	146	87	48%	45	24	11%	646
Transportation	25	85	27%	50	63	66	45%	56	57	28%	402
Zoo	1	40	37%	15	19	16	45%	11	8	17%	110
Grand Total	402	880	34%	474	572	530	42%	456	404	23%	3718

* Measured by age, not actual pension service credits / tenure

Employee Relations

19



- Data set is comparing year to date 2016 and 2017 cases.
- 37 Total investigations in 2016, of which 27 were substantiated (73%).
- 45 Total investigations in 2017, of which 33 were substantiated (73%).
- HOC and Sheriff's Department have a separate internal affairs division for investigations. HR investigations are typically limited to civilian staff.

General Observations, Conclusions, and Recommendations:

20

Unemployment claims have dramatically decreased by \$2,082,629 to a 7 year low of \$420,140

- \$10 Million in costs avoided since 2010
- HR actively contesting unemployment claims and Corp Counsel's diligence on PRB cases fortifies our unemployment cases.
- As of 2014, standard operating procedures included having an HR Partner, appropriate County witness and documentation at all employment hearing with all adverse.
- The overall reduction in positions being offered at the County.

The involuntary term rate has decreased in 2017, but terminations during the probationary period increased by 4% from 2016 to 2017.

- While the responses for the electronic exit survey are limited, the vast majority are listing lack of pay as the main reason for leaving employment.
- We are eager to report turnover by performance level, however performance appraisal results remain inconsistent between departments.

General Observations, Conclusions, and Recommendations:

21

Demographics are consistent with 2016 and remain generally aligned with US Census Bureau data for Milwaukee County.

- The gender mix of Milwaukee County's workforce is closely tied to that of Milwaukee County's population. No material change from 2016.
- Increasing our hiring of Hispanic/Latino employees would increase the diversity in our workforce as well as build a greater alignment with the general Milwaukee County population.
- In general, Milwaukee County's diversity across EEO-4 categories continues to align with national data, with a noted exception to Skilled Trades/Service maintenance and Technician roles.
- Management /Officials category is under-representative of women and non-white employees.
- Executive category mirrors national data, but we are committed to continued focus on increasing gender/race diversity.

Aging workforce in general, but we are trending younger.

- Average age of employees dropped by 2 years over the past 3 years, continuing the previously observed trend. Retirements continue to outpace new hires. Not all positions are back-filled.
- Sheriff's Deputies have an earlier retirement age than other County employees, and have a significantly higher exposure than the chart suggests.

Diversity Recruiting Strategies

22

HR developed a strategy of Targeted Postings, Group Marketing and Direct Sourcing to enhance Diversity Recruitment for Milwaukee County

- **Target Postings:** Our jobs reach 300+ sites covering all Inclusion-focused categories (e.g. Minority, Disability, Military). Additionally, our jobs get picked up by hundreds of supplementary sites (Monster, Glassdoor, Indeed, Simply Hired, CareerBuilder).
- **Group Marketing:** HR partners with Affinity Groups to promote and network Milwaukee County careers, especially Skilled roles and Management opportunities.

Examples:

- ❖ National Association of African Americans in Human Resources (NAAAHR)
 - ❖ Hispanic Professionals of Great Milwaukee (HPGM)
 - ❖ Military Officers Association of America (MOAA)
 - ❖ Executive Latinx Roundtable
 - ❖ Office of Veteran Employment Services (OVES)
- **Direct Sourcing:** Outstanding candidates are not always active and applying for jobs. HR searches the Web for prospects and engages them, telling the Milwaukee County story and sharing our value proposition.

