

Department of Human Resources – Additional Information Provided as Background to File 21-930:

A Resolution to Reallocate the Pay Grade of Five Positions, Including Director Budget and Management; Director, Department of Administrative Services (DAS); Director, Department of Transportation; Director, Department of Health and Human Services and the Chief Human Resources Officer, from 903E to 904E to Reflect Their Critical Roles and Responsibilities and to Promote Compensation Equity Amongst Other Departmental Leaders.

December 2021 Personnel Committee



Impacts of Reallocating These Roles with Respect to Milwaukee County's Strategic Plan

❑ File 21-930 involves a request to reallocate 5 Milwaukee County Leadership roles. The roles in question are as follows:

- Our top role over **Health and Human Services**, currently titled as “Exec Dir Health Human Svcs”
- Our top role over **Administrative Services**, currently titled as “Exec Director Admin Services”
- Our top role over **Transportation**, currently titled as “Exec Dir Transportation”
- Our top role over **Human Resources**, currently titled as “Chief Human Resources Officer”
- Our top role over **Budget Management** currently titled as “Director Budget and Management”



Alignment to Milwaukee County's Strategic Plan

❑ These reallocations would align to the objectives in Milwaukee County's Strategic Plan the following ways:

1A - **Reflect the full diversity of the County at every level of County government:** *3 of these top leadership roles are populated by African American females. These roles are not currently compensated in the grade that they were historically. Returning these roles to a higher grade would allow additional compensation to be applied, as they are essentially currently capped at the top of the assigned grades.*

1B - **Create and nurture an inclusive culture across County government:** *Returning these roles to a grade that presents an opportunity for additional compensation would recognize the critical nature of these roles as well as provide for more appropriate compensation to the individuals in these roles, current incumbents as well as future.*

2A - **Determine what, where, and how we deliver services to advance health equity:** *The Department of Health and Human Services leader is a highly qualified individual in this group. Appropriately aligning this role's compensation will enable our ability to better retain this talent.*

2C - **Apply a racial equity lens to all decisions:** *Having most of these roles paid beneath roles that report to them with no ability to adjust the pay for these roles upwards does not provide a way to incrementally work on managing the current compensation gap. The current situation caps pay of racially diverse leaders below subordinates in some cases.*

3B - **Enhance the County's fiscal health and sustainability:** *Aligning these key roles to a higher grade will enhance internal equity and improve our ability to retain the incumbents and recruit for replacements in these roles as required in the future.*



Top Health and Human Services Role:

Current Milw County Title:	Exec Dir Health Human Svcs
Current Milw County Grade:	903E
Current Milw County Range:	\$107.9K - \$131.9K
Current Milw County Salary:	\$131.9K
Current Direct Report Salary Issue(s):	Administrator BHD, Grade E008, Salary = \$170.7k

Proposed Grade:		
Grade	Min	\$132.8k
904E	Max	\$188.2k

External Range Data (Provided from governmental body directly or obtained via internet)		
City of Madison	N/A	N/A
City of Milwaukee	Commissioner, Milwaukee Health Department	\$121.5 - \$170.1
State of WI	Exec Director Health & Human Services	\$112.2 - \$185.1
County of Waukesha	Director of Health & Human Services	\$138.8 - \$200.0



Top Administrative Services Role:

Current Milw County Title:	Exec Director Admin Services
Current Milw County Grade:	903E
Current Milw County Range:	\$107.9K - \$131.9K
Current Milw County Salary:	\$131.9K
Current Direct Report Salary Issue(s):	Chief Information Officer, Grade 904E, Salary = \$143.1k

Proposed Grade:		
Grade	Min	\$132.8k
904E	Max	\$188.2k

External Range Data (Provided from governmental body directly or obtained via internet)		
City of Madison	N/A	N/A
City of Milwaukee	Director, Department of Administration	\$114.0 - \$159.6
State of WI	Department of Administration Secretary	\$112.2 - \$185.1
County of Waukesha	Director of Administration	\$138.8 - \$200.0



Top Transportation Role:

Current Milw County Title:	Exec Dir Transportation
Current Milw County Grade:	903E
Current Milw County Range:	\$107.9K - \$131.9K
Current Milw County Salary:	\$131.9K
Current Direct Report Salary Issue(s):	Exec Director Airport, Grade 904E, Salary = \$183.0k

Proposed Grade:		
Grade	Min	\$132.8k
904E	Max	\$188.2k

External Range Data (Provided from governmental body directly or obtained via internet)		
City of Madison	Director of Transportation	\$130.2 - \$175.8
City of Milwaukee	Commissioner, Department of Public Works	\$121.5 - \$170.1
State of WI	Department of Transportation Secretary	\$103.9 - \$171.4
County of Waukesha	Director of Public Works	\$132.2 - \$190.4



Top Budget Management Role:

Current Milw County Title:	Director Budget and Management
Current Milw County Grade:	903E
Current Milw County Range:	\$107.9K - \$131.9K
Current Milw County Salary:	\$125.5K

Proposed Grade:		
Grade	Min	\$132.8k
904E	Max	\$188.2k

External Range Data (Provided from governmental body directly or obtained via internet)		
City of Madison	Budget and Program Eval Manager	\$98.8 - \$133.6
City of Milwaukee	Budget and Management Director	\$107.0 - \$149.7
State of WI	Director of Budget & Management	\$89.0 - \$146.9
County of Waukesha	Budget Manager	\$94.0 - \$135.3



Top Human Resources Role:

Current Milw County Title:	Chief Human Resources Officer
Current Milw County Grade:	903E
Current Milw County Range:	\$107.9K - \$131.9K
Current Milw County Salary:	\$131.9K
Current Direct Report Salary Issue(s):	Various HR Directors, Grade 903E, Ave. Salary ~ \$131.7k

Proposed Grade:		
Grade	Min	\$132.8k
904E	Max	\$188.2k

City of Madison	Human Resources Director	\$124.5 - \$168.1
City of Milwaukee	Director, Department of Employee Relations	\$114.0 - \$159.6
State of WI	Chief Human Resources Officer	\$96.2 - \$158.7
County of Waukesha	Human Resources Manager	\$94.0 - \$135.3



Additional Commentary:

- Job matches presented in the referenced external range data may not be *exact* matched roles, but the provided external roles can certainly be used for a reference as comparables.
- As presented, in red on the preceding tables, most of the County positions in question currently have direct reports that are significantly higher in pay or essentially at the same rate. This creates inequities that can not be managed because the roles are currently capped at the top of their range for the most part.
- These 5 critical leadership roles were historically higher in compensation grade than they are currently, as a result of their current capping, internal equity issues cannot be incrementally managed. 3 of these roles are currently occupied by diverse individuals, resulting in internal compensation issues with respect to race/gender. The current situation is not equitable given our organizational hierarchy. The proposed adjustments do not completely correct these issues, but approving these reallocations will provide an ability to incrementally address inequities as resources allow for in the future.



Additional Commentary:

- A salary grade range max rate is NOT typically reached during the normal practices of administering compensation in an appropriately assigned grade. The fact that all 5 of these roles are at or near the maximum is a problem.
- Other larger-scale, comparable cabinet-level roles already exist in the 904E grade
- The ongoing County Compensation study will be a multi-year project. It is proposed that we will initially target lower-level, multi-department roles. Department head roles were not planned for specific targeting in the first phases. Salary Grade ranges changes, inclusive of these top roles, will be recommended for follow on changes as a new compensation structure is proposed as a part of this compensation transformation project. As an interim measure, these reallocations will better position us now.

