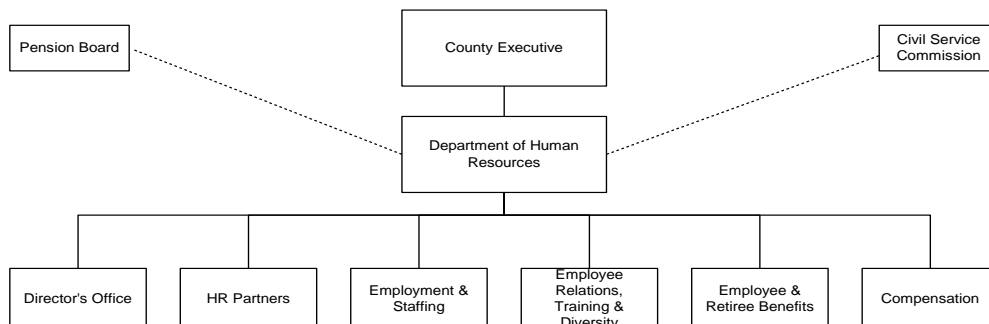


## HUMAN RESOURCES (1140)



### MISSION

The Department of Human Resources (DHR) will provide Milwaukee County with quality HR services to attract, develop, motivate and retain a diverse workforce within a supportive, customer service-driven work environment.

DHR will focus on helping Milwaukee County build a fully engaged workforce, and ultimately become an “employer of choice.” We will build a total rewards environment at Milwaukee County to enhance service, quality and efficiency. This includes developing programs and practices that establish competitive compensation practices, cost-effective yet competitive employee & retiree benefits plans, encourage a healthy work-life balance, support career development, and reward employees for their good work. DHR will also build management and leadership competency across the County through training and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively and fairly manage staff. DHR will maintain an appropriate balance between employee and management rights, and will build a culture of accountability for leaders and employees.

At all times, DHR will assure adherence to Civil Service Rules, State, Federal laws and County ordinances, regulations and policies related to human resources and EEO/affirmative action.

### Budget Summary

|                     | 2013             | 2012/2013<br>Change |
|---------------------|------------------|---------------------|
| <b>Expenditures</b> | <b>7,019,958</b> | <b>2,364,190</b>    |
| <b>Revenue</b>      | <b>1,520,011</b> | <b>144,802</b>      |
| <b>Levy</b>         | <b>5,499,947</b> | <b>2,219,388</b>    |
| <b>FTE's</b>        | <b>57.2</b>      | <b>6.6</b>          |

### Major Programmatic Focus

- Analysis of all County jobs from a compensation perspective, considering both internal and external market data.
- Re-design of position grading system to ensure consistency and equity.
- Develop human resources policies and practices that reward and recognize employee performance.
- Roll out management and leadership training courses to build competency and accountability.
- Develop and implement a County-wide employee onboarding and orientation program.
- Develop employee communications tools (employee handbook, online tools, etc.)

## COUNTY EXECUTIVE'S 2013 BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### OBJECTIVES

- **Effectively attract and hire the most qualified employees to serve Milwaukee County.** This will include a thorough review of the hiring process, from both the hiring manager and candidate perspectives to dramatically decrease cycle time, enhance applicant user experience on our recruitment system, train managers on effective interviewing techniques, and build knowledge within Human Resources about the goals and objectives of each Department.
- **Provide a fair and competitive Total Rewards package to all Milwaukee County employees.** This will include an extensive review of all County positions, in terms of grade level/base compensation, utilizing internal and external market data. We will benchmark against both public and private sector employers to develop a recommended compensation model that rewards employees for achieving results. We will review and recommend recognition programs and activities that incent employees to perform at exceptional levels. We will develop performance management systems that encourage a results-oriented culture across all levels.
- **Build a fully engaged workforce at Milwaukee County.** This objective will be achieved through developing new communication mechanisms, providing quality management and leadership training programs, and developing management and employee accountabilities. Creating a new employee onboarding program will represent the beginning of an employee's experience at Milwaukee County, and putting systems in place to encourage open communications between employees and managers will result in a positive ongoing work experience at Milwaukee County.
- **Develop and implement strategies to reduce the cost of health care and pension benefits provided to employees and retirees, while maintaining high quality of care and accurate, efficient administration.** This will involve continued refinement of the V3 Pension System and Ceridian Benefits System. Creating greater efficiencies in system utilization, better financial controls, and increased automated processing will enable staff to spend more time counseling clients on benefits and pension issues.

### DEPARTMENTAL PROGRAM DESCRIPTION

The **Director's Office** develops and drives the overall long-term vision for DHR, while ensuring effective departmental operations on a day-to-day basis. Administers human resources programs, assigns projects, and assists County departments in identifying resources for training and staff development. The Director's Office provides analyses and recommendations on new approaches to human resource/human capital management. Manages escalated employee relations issues, including legal claims, and provides counsel to senior leaders on the most complex employment matters. Prepares the Affirmative Action report, submits and manages the annual departmental budget, presents all department recommendations to the Civil Service Commission and the Finance, Personnel, and Audit Committee of the County Board. Analyzes and reports on legislation affecting the human resource function in Milwaukee County, directs the implementation of the automated Human Resources Information System (HRIS), including CRS. The Director of Human Resources serves as secretary of the Civil Service Commission. The Director's Office provides ongoing leadership, coaching and guidance to employees of the Department of Human Resources.

**HR Partners**, formerly referred to as "HR Field Staff," play a critical role as DHR delivers service to all employees and managers. HR Partners operate as HR Generalists at Milwaukee County -- they maintain in-depth knowledge of Human Resources disciplines such as, employee relations, compensation, and training and development, and a general knowledge of other HR disciplines, such as benefits. They provide guidance to both employees and managers to ensure the goals and objectives of each business unit are met. HR Partners research, investigate and resolve employee concerns thoroughly, helping maintain a fair and equitable workplace. They ensure that managers and employees are working effectively, in compliance with all federal, state and local laws. HR Partners provide coaching and guidance to managers on matters relating to organizational

## COUNTY EXECUTIVE'S 2013 BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

development, County HR processes, and employee development, to ensure the goals of the business unit, and ultimately, the County, are met.

**Employee Relations, Training & Diversity** is responsible for administering employee and management training and development programs, including training with broad application to all County employees (such as Diversity, Workplace Harassment Awareness Training, and Title VII). Investigates and resolves employee complaints and concerns. This office completes the required filing of EE04 and EE01 reports for affirmative action, as well as ongoing diversity reporting. Also, the County diversity committees are coordinated through this office. Manages general DHR support functions, including the drug testing process and the reception desk.

**Compensation** develops and recommends compensation design changes, and performs analyses of reclassification and reallocation requests. Recommends changes in compensation policies and practices. Maintains the job classification system, performs job analyses, maintains salary provisions mandated by labor contracts or County ordinances, and prepares recommendations to County ordinances reflecting various compensation related policies such as the Fair Labor Standards Act (FLSA).

**Employment and Staffing** develops, administers, and monitors employee selection processes for all positions in the Milwaukee County Classified Service and, upon request, for positions in the unclassified service. This effort includes the assessment of job specifications and minimum qualifications, the development and administration of applicant examinations, and the certification of qualified candidates to department heads and appointing authorities. This group is responsible for activities associated with recruiting employees to the Milwaukee County Classified Service, as well as the maintenance of appropriate records, applicant tracking and reports.

**Employee and Retiree Benefits:** Employee Retirement Services (ERS) operates two retirement plans: ERS for regular County employees and OBRA for part-time seasonal employees. The ERS operation conducts individual retirement interviews, performs benefit calculations, determines eligibility, generates payments, and provides community resources information and support services referrals. ERS transitions County employees into retirement status and provides ongoing support for over 7,300 retirees. ERS, at the direction of the pension board, manages an investment portfolio of approximately \$1.7 billion and disburses annual pension payments of approximately \$150 million. General Benefits provides administration, enrollment, and ongoing employee support for all non-pension benefit plans including, but not limited to, active and retiree medical and life insurance, dental, supplemental disability, and wellness. General Benefits provides customer service support to over 20,000 active employees, retirees, and covered dependents. General Benefits is also responsible for benefit plan design, monitoring and forecasting plan costs, managing relationships with plan vendors, and reviewing, soliciting, and awarding benefit plan contracts.

## 2013 BUDGET

### ***Approach and Priorities***

- The Department's primary focus is to position DHR to more fully support the County's overall mission to provide efficient, high-quality services to the community. The staffing and initiatives in this budget represent several changes and enhancements to the prior function of the department, and are consistent with the role of Human Resources within large, service-driven organizations. To best service citizens, DHR must focus on building an engaged workforce that strives to provide the best possible value and quality of service to the community.

### ***Programmatic Impacts***

- The 2013 budget represents numerous key initiatives that are intended to create a more efficient, effective, and customer service-driven workforce at Milwaukee County. These changes will result in increased value to the citizens of Milwaukee County and, over time, decreased cost.

## COUNTY EXECUTIVE'S 2013 BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

- To improve the County's position control system, departments have taken appropriate action to ensure that all employees are placed in funded positions, where available. If a position is not available, the incumbent's position is funded and offset through increasing Vacancy and Turnover. This initiative has no tax levy impact. In 2013, Human Resources will work with departments to reduce a significant number of vacant unfunded positions.
- Administrative expenses of the Employee Retirement System (ERS) are reimbursed by the Milwaukee County Pension Fund. In the past, administrative expenses were amortized over a 10 year period at an 8 percent interest rate. In 2013, amortization of administrative expenses is discontinued. The County will be reimbursed from the Pension Fund on a pay-as-you-go basis.
- DHR will explore opportunities for collaboration with the City of Milwaukee in the areas of Clerical Testing, Pre-Employment Drug Screenings and Medicals, Employee Assistance Programming, and Employee Training.

### Budget Highlights

#### **Total Rewards Program**

**\$500,000**

Expenditures increase \$500,000 to create a performance recognition program as part of the Total Rewards package for County employees. The program provides for monetary awards for employees who achieve exceptional results.

#### **Centralization of HR Partners**

**\$301,526**

Four positions that perform Human Resources duties have been identified and are transferred to DHR to continue the centralization initiative that begun in 2012.

| Org     | Org Name                   | Title Code | Position           | FTE |
|---------|----------------------------|------------|--------------------|-----|
| 6333    | Behavioral Health Division | 00000007   | Office Supp Asst 2 | 1.0 |
| 6333    | Behavioral Health Division | 00000017   | Clerical Asst 2 NR | 1.0 |
| 6333    | Behavioral Health Division | 00001293   | Clerical Spec MHD  | 1.0 |
| BHD     |                            |            |                    |     |
| 4001    | Sheriff                    | 00096635   | Human Res Manager  | 1.0 |
| Sheriff |                            |            |                    |     |
| TOTAL   |                            |            |                    | 4.0 |

#### **Personnel Changes**

**\$133,197**

- 1.0 FTE Wellness Coordinator, 1.0 FTE Compensation Analyst, 1.0 FTE Metrics Reporting Analyst, 1.0 FTE Employee Relations Specialist and 1.0 FTE Employee Development Coordinator are created for a portion of the year for a total salary and benefit cost of \$310,633.
- 1.0 FTE Pension Research Analyst is created for a portion of the year. The cost of the position is fully offset by revenue from the Employee Retirement System for no tax levy impact.
- 0.5 FTE Human Resources Intern is funded for a salary and benefit cost of \$12,468.
- 1.0 FTE Management Assistant – HR and 1.0 FTE Financial Analyst Employee Benefits are abolished for a total salary and benefit savings of \$189,904.

**COUNTY EXECUTIVE'S 2013 BUDGET****DEPT: Human Resources****UNIT NO. 1140**  
**FUND: General - 0001****Leadership and Management Training****\$60,000**

Expenditures increase \$60,000 for external leadership and management training for employees.

**Elimination of Cross charges for HR Partners****\$1,278,942**

Field staff was centralized under central HR in 2012 and departments were crosscharged for HR staff. Those crosscharges are discontinued in 2013, allowing DHR to flexibly allocate staff to most effectively meet the needs of departments. No tax levy impact results from this action.

**Dependent Eligibility Audit****\$0**

Employee Benefits will conduct a dependent eligibility audit to verify that enrolled dependents satisfy the County's criteria for coverage. Any potential savings from this audit will be reflected in the Non-Departmental budget for Employee Fringe Benefits (Org Unit 1950).

| <b>BUDGET SUMMARY</b>          |                     |                     |                     |                         |
|--------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b>Account Summary</b>         | <b>2011 Actual</b>  | <b>2012 Budget</b>  | <b>2013 Budget</b>  | <b>2012/2013 Change</b> |
| Personal Services (w/o EFB)    | \$ 596,416          | \$ 3,101,734        | \$ 3,993,832        | \$ 892,098              |
| Employee Fringe Benefits (EFB) | 549,469             | 1,891,224           | 2,094,024           | 202,800                 |
| Services                       | 114,474             | 237,018             | 235,502             | (1,516)                 |
| Commodities                    | 19,149              | 42,900              | 55,733              | 12,833                  |
| Other Charges                  | 0                   | 0                   | 0                   | 0                       |
| Debt & Depreciation            | 0                   | 0                   | 0                   | 0                       |
| Capital Outlay                 | 0                   | 0                   | 0                   | 0                       |
| Capital Contra                 | 0                   | 0                   | 0                   | 0                       |
| County Service Charges         | 574,977             | 661,834             | 640,867             | (20,967)                |
| Abatements                     | 0                   | (1,278,942)         | 0                   | 1,278,942               |
| <b>Total Expenditures</b>      | <b>\$ 1,854,485</b> | <b>\$ 4,655,768</b> | <b>\$ 7,019,958</b> | <b>\$ 2,364,190</b>     |
| Direct Revenue                 | 6,173               | 1,375,209           | 1,520,011           | 144,802                 |
| State & Federal Revenue        | 0                   | 0                   | 0                   | 0                       |
| Indirect Revenue               | 0                   | 0                   | 0                   | 0                       |
| <b>Total Revenue</b>           | <b>\$ 6,173</b>     | <b>\$ 1,375,209</b> | <b>\$ 1,520,011</b> | <b>\$ 144,802</b>       |
| <b>Direct Total Tax Levy</b>   | <b>1,848,312</b>    | <b>3,280,559</b>    | <b>5,499,947</b>    | <b>2,219,388</b>        |

| <b>PERSONNEL SUMMARY</b>                 |                    |                    |                    |                         |
|------------------------------------------|--------------------|--------------------|--------------------|-------------------------|
|                                          | <b>2011 Actual</b> | <b>2012 Budget</b> | <b>2013 Budget</b> | <b>2012/2013 Change</b> |
| <b>Position Equivalent (Funded)*</b>     | <b>14.2</b>        | <b>50.6</b>        | <b>57.2</b>        | <b>6.6</b>              |
| <b>% of Gross Wages Funded</b>           | <b>97.5</b>        | <b>98.9</b>        | <b>94.6</b>        | <b>(4.3)</b>            |
| <b>Overtime (Dollars)</b>                | <b>\$ 4,032</b>    | <b>\$ 0</b>        | <b>\$ 9,156</b>    | <b>\$ 9,156</b>         |
| <b>Overtime (Equivalent to Position)</b> | <b>0.1</b>         | <b>0.0</b>         | <b>0.2</b>         | <b>0.2</b>              |

\* For 2011 Actuals, the Position Equivalent is the budgeted amount.

\*\* The change in Position Equivalent (Funded) from 2011 Actual to 2012 Budget reflects centralization of HR Partners and consolidation of Employee and Retirement Benefits from a standalone department to DHR as part of the 2012 Adopted Budget.

**COUNTY EXECUTIVE'S 2013 BUDGET****DEPT: Human Resources****UNIT NO. 1140**  
**FUND: General - 0001**

| <b>PERSONNEL CHANGES</b>               |                   |               |                       |                  |                    |                                        |
|----------------------------------------|-------------------|---------------|-----------------------|------------------|--------------------|----------------------------------------|
| <b>Job Title/Classification</b>        | <b>Title Code</b> | <b>Action</b> | <b># of Positions</b> | <b>Total FTE</b> | <b>Division</b>    | <b>Cost of Positions (Salary Only)</b> |
| Wellness Coordinator <sup>1</sup>      | Z0024             | Create        | 1                     | 1.0              | Health Benefits    | \$ 47,206                              |
| Compensation Analyst <sup>2</sup>      | 00005780          | Create        | 1                     | 1.0              | Compensation       | \$ 41,194                              |
| Metrics Reporting Analyst <sup>2</sup> | Z0034             | Create        | 1                     | 1.0              | Director's Office  | \$ 41,194                              |
| Employee Relations Spec <sup>3</sup>   | Z0023             | Create        | 1                     | 1.0              | Training/Relations | \$ 36,990                              |
| Employee Dev Coord <sup>3</sup>        | 00004962          | Create        | 1                     | 1.0              | Training/Relations | \$ 38,428                              |
| Pension Research Analyst <sup>4</sup>  | Z0029             | Create        | 1                     | 1.0              | Retirement         | \$ 37,692                              |
| Human Res Intern                       | 00087710          | Fund          | 1                     | 0.5              | Director's Office  | \$ 11,584                              |
| Management Asst HR                     | 00000019          | Abolish       | 1                     | 1.0              | Director's Office  | \$ (34,518)                            |
| Fin Analyst Employee BE                | 00009415          | Abolish       | 1                     | 1.0              | Health Benefits    | \$ (95,182)                            |
| Office Supp Asst 2                     | 00000007          | Transfer-in   | 1                     | 1.0              | Director's Office  | \$ 29,350                              |
| Clerical Asst 2 NR                     | 00000017          | Transfer-in   | 1                     | 1.0              | Director's Office  | \$ 37,870                              |
| Clerical Spec MHD                      | 00001293          | Transfer-in   | 1                     | 1.0              | Director's Office  | \$ 41,612                              |
| Human Res Mgr                          | 00076635          | Transfer-in   | 1                     | 1.0              | Director's Office  | \$ 87,012                              |
|                                        |                   |               |                       |                  | <b>TOTAL</b>       | <b>\$ 320,432</b>                      |

<sup>1</sup> Position is funded for 10 months<sup>2</sup> Position is funded for 9 months<sup>3</sup> Position is funded for 8 months<sup>4</sup> Position is funded for 7 months

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."