



Milwaukee County
Department of Human Resources
INTER-OFFICE COMMUNICATION

Date: October 21, 2019
To: Theodore Lipscomb, Sr., Chairman, Board of Supervisors
From: Julie Landry, Chief Human Resources Officer
Subject: 2019 Departmental Other Salary Adjustment Allocation (DOSAA)

The Chairman of the Board of Supervisors requested that Human Resources prepare a memo that addresses a number of questions pertaining to the application of DOSAA funding provided for in the 2018 and 2019 budgets. The responses to the questions were requested to aid the Personnel Committee's review of 2019 DOSAA increases and to inform the Finance Committee's consideration of the 2020 Recommended Budget proposal with respect to DOSAA.

The questions and associated responses are provided below.

1. What instructions were provided to departments in the implementation of the 2019 awards.

Departments were advised that 2019 DOSAA funding should be used to award salary increases to address certain equity and employee retention issues. Departments were also made aware that HR staff would review requests for unintended impacts.

As general guidance, to be eligible, employees should not have been in a probationary period, been employed for less than one (1) year, and should not have had any discipline resulting in corrective action in the current or previous calendar year.

Other factors that should be taken into consideration when recommending an employee for DOSAA included:

- *Overall significance or importance of the employee's work products to the organization*
- *Frequency of outstanding performance or unique contribution is demonstrated. For example, an employee who routinely demonstrates exceptional performance and performs special projects on an ongoing basis, as compared to an employee who completes a one-time special project.*
- *Job duties that are important to the organization that were newly assigned or evolved from originally assigned job duties. The new job duties are greater scope, impact and/or complexity compared to previous functions.*
- *Employee acquired additional skills that are both specialized and critical to carrying out the functions of the position*
- *Length of service without receiving a step increase*

- *Attendance/Tardiness concerns*
- *Frequency of performance ratings above “meets expectations”*
- *DOSAA preference is to front line employees. Departments may utilize DOSAA to retain managerial employees or address equity issues within a job classification.*

2. Have some employees been granted more than one (1) increase using DOSAA funds since the inception of the program? If so, how many?

With respect to year-over-year comparison, the existing HRIS system does not provide for an action code of DOSAA increase. As a result, no automated way exists to produce a system generated report that captures DOSAA-funded increases. We are requesting that a DOSAA action code be created for Milwaukee County’s new HRIS system currently under development.

For 2019, DAS-PSB and HR-Compensation tracked salary increases outside of the HRIS system in a shared file. This methodology was not employed for 2018. To arrive at a response to this question, a comparison was made from the December 2018 Personnel Committee report (Month that the majority of DOSAA increases were submitted for information in 2018) to the 2019 tracking spreadsheet. This comparison resulted in the identification of 39 employees that received a DOSAA increase in each of the two (2) years DOSAA was applicable.

3. Could Human Resources identify how many employees have essentially been granted a step increase using the DOSAA funds since the inception of the program?

Given the methodology above, taking the 2019 tracked DOSAA increases (805 employees) and adding the December 2018 report entries as a proxy for full year 2018 (167 employees, not inclusive of BHD); an estimated number of DOSAA increases would be near 1,000 over the Two (2) years.

4. How does the 2019 expenditure of DOSAA funds by department match the allocation adopted in the resolution to File 19-239?

The following report was generated by PSB:

2019 DOSAA Use as of 10-11-2019				
High Org	Department	DOSAA Allocation	DOSAA Used	Variance
1011	CEX	\$ 1,790	\$ -	\$ 1,790
1021	CEX-Vets	\$ 341	\$ -	\$ 341
1020	Intergov	\$ 475	\$ -	\$ 475
1090	OAAA	\$ 857	\$ -	\$ 857
1120	PRB	\$ 551	\$ 380	\$ 171
1130	Corp Counsel	\$ 5,049	\$ 4,887	\$ 162
1140	HR	\$ 10,956	\$ 7,704	\$ 3,252
1150	DAS-Risk	\$ 1,539	\$ 1,289	\$ 250
1151	DAS-Gen	\$ 38,119	\$ 29,978	\$ 8,141
1160	DAS-IMSD	\$ 10,766	\$ 12,447	\$ (1,681)
2000	Courts	\$ 45,834	\$ 45,193	\$ 641
2900	Pre-Trial	\$ 425	\$ -	\$ 425
2430	Child Support	\$ 20,998	\$ 20,606	\$ 392
4000	Sheriff	\$ 54,575	\$ 38,318	\$ 16,257
4300	HOC	\$ 48,512	\$ 42,825	\$ 5,687
4500	DA	\$ 23,110	\$ 22,767	\$ 343
4800	OEM	\$ 9,310	\$ 8,653	\$ 657
4900	ME	\$ 7,588	\$ 496	\$ 7,092
3010	Elections	\$ 579	\$ -	\$ 579
3090	Treasurer	\$ 1,073	\$ 777	\$ 296
3270	Clerk	\$ 1,794	\$ 1,251	\$ 543
3400	ROD	\$ 3,442	\$ 2,213	\$ 1,229
3700	Comptroller	\$ 11,473	\$ 11,234	\$ 239
5040	Airport	\$ 37,520	\$ 29,499	\$ 8,021
5090	Transport Svcs	\$ 2,843	\$ 3,047	\$ (204)
5100	Highway	\$ 18,658	\$ 18,141	\$ 517
5300	Fleet	\$ 5,157	\$ 3,446	\$ 1,711
5800	MCDOT	\$ 2,191	\$ 1,855	\$ 336
7900	Aging	\$ 12,712	\$ 8,100	\$ 4,612
8000	DHHS	\$ 21,853	\$ 21,654	\$ 199
9000	Parks	\$ 35,976	\$ 28,539	\$ 7,437
9500	Zoo	\$ 19,198	\$ 17,042	\$ 2,156
9910	UW-EXT	\$ 381	\$ -	\$ 381
	TOTAL	\$ 455,645	\$ 382,339	\$ 73,306
Notes:				
This amount is the Q4 2019 cost. Multiply by 4 for full year cost.				
DAS and DOT chose to reallocate DOSAA funding between divisions, which is why DAS-IMSD and DOT-Transport Svcs appear negative.				

5. **How many County positions are impacted by DOSAA in 2019 (e.g., there are 418 lines in this report, and item #53-57 cover 58 deputy clerk positions)?**

The information in the following table is based off of the 2019 shared DAS-PSB and HR-Compensation file referenced earlier.

Salary Changes in 2019 by Funding Source and timeline*

	Jan-Sept	October	Total
DOSAA	9	796	805
Non-DOSAA	67	31	98
Total	76	827	903

*The numbers reflected are inclusive of BHD which is NOT reflected in the October report

6. **For increases referenced in question 4, how many managers are receiving 2019 DOSAA funds, and what percentage of the total awards are front line staff receiving? How many are receiving DOSAA increases of 5% or more, and how many are receiving awards of 10%, or more?**

Clear-cut HRIS system designations for which positions are identified as managers or front line staff does not exist. A breakdown by various salary levels is provided below. It can be seen, that similar to the presentation provided in 2018 regarding DOSAA allocations, the vast majority of increases have been allocated to employees in front line levels.

	% Total Salary	% 2019 DOSAA	# DOSAA Actions	5%+ increases	10%+ increases
1. Up to \$50k	40.36%	42.22%	458	54	8
2. \$50k to \$75k	31.23%	42.58%	272	56	14
3. \$75k to \$100k	15.78%	12.96%	63	10	0
4. \$100k to \$125k	6.03%	2.24%	12	1	0
5. \$125k and up	6.61%	0.00%	0	0	0

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