



Milwaukee County
Department of Human Resources
INTER-OFFICE COMMUNICATION

Date: June 10, 2020

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Margo Franklin, Chief Human Resources Officer
Genaro Baez, Director HR Operations and Talent Acquisition, Department of
Human Resources

Subject: HR Audit Response to “Pulling Back the Curtin: A Look at Milwaukee County’s Workforce Through a Gender and Racial Equity Lens”

Executive Summary

On February 20, 2020 the Audit Division of the Comptroller’s Office submitted a report titled *Pulling Back the Curtain: A Look at Milwaukee County’s Workforce Through Racial and Gender Equity Lenses from 2009 to 2019*. In developing an updated, contemporary workforce diversity plan to achieve the stated strategic goal that by 2023 Milwaukee County leadership, management, and staff will reflect the demographics (including but not exclusively racial) of Milwaukee County and achieve racial equity by 2030. The Audit report data showed:

- There are racial groups countywide that do not reflect the population estimates issued by the Census Bureau for 2018 for Milwaukee County.
- Staffing representation varied widely by department.
- Salary analysis showed that the diversity of staff diminished the larger the salary was.

Background

The report recommends that the department of Human Resources (DHR) address the following issues identified in this report:

- *Work with County agencies that are outliers in both directions for both racial groups and gender to formulate a plan to diversify their staffing.*
- *Set up a system to regularly monitor the variance in salaries by race and analyze the data to determine the cause. Once cause has been determined, establish appropriate steps to eliminate the variance and report actions to County leadership and policymakers.*
- *Review, update and distribute all relevant diversity AMOPs (e.g. Diversity and Inclusion, Equal Employment Opportunity, Hiring for a Vacant Position).*
- *Conduct a review of all involuntary separations to determine if there is a reason for the disproportionate number of Black or African American employees or other racial groups. Devise a plan to work with managers to combat this trend.*

- *Work to establish a toolkit for recruiting and hiring a diverse workforce to provide specific guidelines and train hiring managers on how to hire a diverse staff.*
- *Establish policies and procedures regarding the production, publication and retention of the biennial EEOC report.*
- *Evaluate whether manager diversity performance should be added to the annual performance evaluation process.*
- *Update publish and present County workforce data to policymakers annually.*

Recommendations

Work with County agencies that are outliers in both directions for both racial groups and genders to formulate a plan to diversify their staffing.

Human Resources acknowledges that Milwaukee County has diversity, but there are agencies within the organization where diversity is minimal in one or both areas. The recruitment team will collaborate with agency leaders, diversity and inclusion program manager, and HR business partners to develop and implement unique recruitment targets and strategies to increase the diversity of staff by race and gender.

The HR Operations Director and the recruitment manager have initially developed a recruitment plan per agency recognizing that we have diversity in MC, but there are agencies where diversity could be increased at all job levels by race and gender. Increasing diversity was a 2020 HR performance management goal. Our goal is to increase the diversity of the applicant pools by 3% for leadership (cabinet), Managers/supervisors (people leaders) and classified and support staff positions inclusive of all agencies. By increasing the diversity of the applicant pool, we should see an increase in the number of diverse candidates hired.

Set up a system to regularly monitor the variance in salaries by race and analyze the data to determine the cause. Once cause has been determined, establish appropriate steps to eliminate the variance and report actions to County leadership and policymakers.

DHR has actively been working on the migration of technology platforms that will allow for robust reporting on these key employee demographics. The system (Ceridian Dayforce) is expected to go live by 4th quarter 2020. DHR will develop and implement a data analysis and report structure in 1st quarter 2021 that regularly monitors and reports the information to leadership and policymakers.

Review, update and distribute all relevant diversity AMOPs (e.g. Diversity and Inclusions, Equal Employment Opportunity, Hiring for a vacant position).

In January 2020 the department of human resources set AMOP expectations and put a process in place to monitor our progress and compliance with the AMOP process. We also assigned this responsibility to our HR Analyst to ensure we are accountable. The HR Analyst met with each division leader to identify AMOPs and established a timeline/schedule for review. The DHR D&I Program Manager is currently updating the referenced AMOPs and will be submitting them to the AMOP committee review.

Conduct a review of all involuntary separations to determine if there is a reason for disproportionate number of Black and African American employees or other racial groups. Devise a plan to work with managers to combat this trend.

The HR employee relations team in collaboration with the overall DHR leadership team will review involuntary separations and devise a plan to support managers to reduce the trend in involuntary separations of Black-African American/Minority employees. The data review will sponsor actions like specific training content from learning & development (L&D) and ordinance change recommendations.

Work to Establish a toolkit for recruiting and hiring a diverse workforce to provide specific guidelines and train hiring managers on how to hire a diverse staff.

DHR has developed an initial toolkit for recruiting and hiring a diverse workforce with specific guidelines and strategic actions for both the DHR teams and people managers. DHR has piloted a few strategies that will be included in the toolkit.

HR should establish policies and procedures regarding the production, publication and retention of the biennial EEOC report.

DHR is reviewing the technology platform report capabilities and is considering creation of an AMOP for completing and retaining the biennial EEOC report.

DHR should evaluate whether manager diversity performance should be added to the annual performance evaluation process.

Increasing employee diversity is an organizational goal as indicated in the Strategic Plan. DHR will identify, integrate and secure Milwaukee county leadership consensus in establishing key performance indicators that can measure diversity and inclusion actions by people managers into the leader performance evaluation process by the next performance review cycle.

Update, publish and present County workforce data to policy makers annually.

The department of human resources will develop a report to share workforce data on a monthly basis as a standing item that is presented to the personnel committee and full board. This report will be public as it will be a board item. Annually the department of human resources will publish an annual diversity and inclusion report to be included as part of the HR budget narrative starting with the FY21 budget process.

Overall Sourcing:

TA (DHR Talent Acquisition) has developed a multi-approach strategy of Targeted Postings, Group Marketing and Direct Sourcing to empower Diversity Recruitment for Milwaukee county

- **Target Postings:** Our current jobs posting schema reaches a minimum 300+ sites via indexing and digital push out for all Inclusion focused categories (e.g. Minority, Affinity, Disability and Military). Additionally, our jobs end up listed to 100's of supplementary sites that index or scrape off of this list, including Monster, Glassdoor, Indeed, Simply Hired and CareerBuilder.
- **Group Marketing:** TA has engaged specific Affinity Groups to promote and network Milwaukee County careers, particularly High Skilled roles and Management opportunities.

Examples:

- National Association of African Americans in Human Resources (NAAHR)
 - Hispanic Professionals of Great Milwaukee (HPGM)
 - Military Officers Association of America (MOAA)
 - County Executive Abele's Latinx Roundtable
 - Office of Veteran Employment Services (OVES)
- **Direct Sourcing:** Outstanding diverse talent are often Passive Candidates, meaning they are not actively applying to jobs. TA searches and data mines prospective candidates and engages them, telling the Milwaukee County story and sharing our value proposition.
 - **Social Media:** TA distributes jobs via Twitter (@MKEcountyDHR) and the county's LinkedIn page. The assigned Recruitment Analyst also shares a link to the posting with the hiring manager, so they can push it out via their own social media.

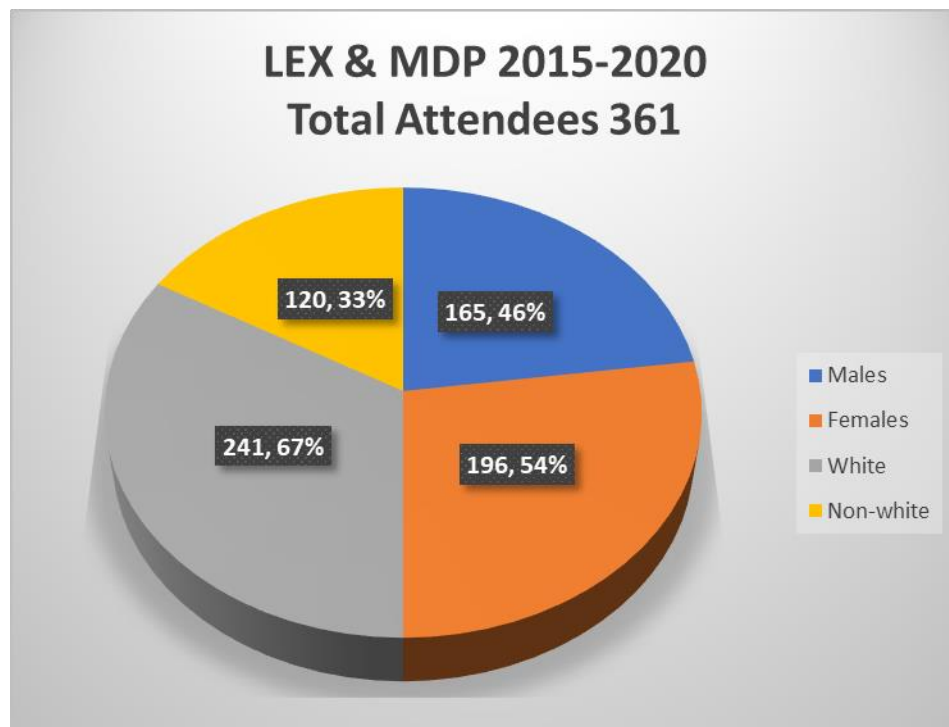
Overall Process:

Resources HR can offer Milwaukee County leaders to help improve diversity in the recruitment process and hiring

- **Trainings for Hiring Managers:** DHR -L&D can put together curricula on hiring specific to diversity and inclusion best practices and topics. This can range from blended learning programs to recommending training modules that are included in the mandatory trainings for hiring managers at Milwaukee County.
 - Examples
 - *Implicit and Unconscious Bias in hiring & selection*
 - *Celebrating, acknowledging and leading a diverse cultural team*
- **Racial Equity Ambassadors (REA) as Interviewers:** DHR built a training curriculum and pilot program for our department's REA staff which enabled them to combine their OAAA training with our training around interview techniques and best practices. The goal: to make Milwaukee County the model for racial equity, organizational excellence, and fiscal health, we need to apply a racial equity (RE) lens to management and high value (HV) sole contributor roles when they open, so that a) diverse members of the given candidate pool are assured an equal opportunity and b) that incoming managers to our organization are vetted to be aligned with our RE values.
 - DHR piloted this program with two of our recruitments (Engagement Manager & Performance -D&I Manager)
 - Prior to the hiring freeze/essential jobs only administrative order, the intent was to roll out county wide
- **LEX and MDP alumni lists:** Our Learning & Development team conducts two key blended learning (i.e. instructor led trainings + online modules) programs known as Leadership Excellence (LEX) and Management Development (MDP). These programs go

through a selection process conducted by the L&D team. Milwaukee county has graduated cohorts from these programs since 2015. Those alumni have been majority female and have shown a minority representation of an average 1/3rd.

- In 2018, the Director of HR Ops, Talent and L&D proposed in a meeting with the then DAS Director that those alumni can be excellent considerations for any upcoming manager roles in DAS, ensuring internal mobility of our high potential employees, as well as promoting equity. This resulted in the hire of an AA female for the Deputy Director DAS role.
- DHR proposes that after the administrative orders are lifted, we roll this process out across all county recruitments for HV and management roles.



- **Nameless Qualified lists:** Part of the proposed implicit or unconscious bias trainings that DHR-TA can address in practice would be to submit the list of applicants to the hiring manager, once the job announcement posting has expired, with the individual's identifying information redacted. This information like names, addresses with zip codes and college/university has been shown in studies to be highly subjected to unconscious bias.
 - TA is currently piloting this with DAS for the *Director of Operations & Maintenance* search
- **Performance Management:** Incorporate SMART goals for all people managers specific to the equity and inclusion initiatives and strategy for their specific agency.

CC: County Executive David Crowley
Mary Jo Meyers, Chief of Staff
Supervisor Eddie Cullen, Chair, Personnel Committee

Supervisor Jason Haas, Chair, Finance Committee
Personnel Committee
Finance Committee
Scott Manske, Comptroller
Jennifer Folliard, Director of Audits
Margo Franklin, Interim Chief Human Resources Officer
Julie Landry, Interim Director, Department of Administrative Services
Steve Cady, Research and Policy Director, Office of the Comptroller
Janelle Jensen, Committee Clerk