

STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS

Audit Title: Pulling Back the Curtain: A Look at Milwaukee County's Workforce Through Racial and Gender Equity Lenses from 2009 - 2019
File Number: 20-205

Audit Issued: February 2020

Status Report Date: December 2020

Department: Human Resources

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	
1. Work with County agencies that are outliers in both directions for both racial groups and gender to formulate a plan to diversify their staffing.		X		X		X	<p>Auditee: In the first quarter of 2020, the talent acquisition team calculated the percentage of diverse employees in each department to identify current diversity. After calculating each number, we identified departments with a total percentage of diversity that was less than 20%. In the second quarter, recruiting challenges and opportunities for each department were reviewed. A targeted recruitment strategy will be developed for each department to help 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.</p> <p>December 2020 Update: We have worked with our vendor to identify close to 200 community partners to post positions. These diverse organizations will aid in ensuring that job postings are reaching diverse populations. A meeting will be planned for the 1st quarter 2021 to work on a plan to best align these community organizations to job postings.</p>

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2. 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.		X		X		X	<p>Auditee: 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. The Ceridian Dayforce project is 52% complete and is on schedule for a December 2020 go-live.</p> <p>December 2020 Update: Dayforce transition is on track – reporting capabilities with respect to this objective will be vetted in the new system after go-live beginning December 27, 2020.</p>

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3. Review, update and distribute all relevant diversity AMOPs (e.g. Diversity and Inclusion, Equal Employment Opportunity, Hiring for a Vacant Position).	X			X		X	<p>Auditee: The HR Analyst has been working directly with the DHR D&I Program Manager to facilitate the revision of the EEO and Diversity and Inclusion AMOP. The DHR D&I Program Manager completed revisions to the EEO AMOP. The new EEO AMOP was then peer reviewed by representatives from DHR-Employee Relations, the Office of African American Affairs and the Office of People with Disabilities. The EEO AMOP is currently being considered by the Milwaukee County Review Board. The DHR D&I Program Manager is also revising the Diversity & Inclusion AMOP to align to both the new County Strategic Plan and the Diversity and Inclusion Strategic plan. This is expected to be completed by December 31, 2020.</p> <p>December 2020 Update: The Diversity & Inclusion AMOP has been revised and is currently in Peer Review.</p>

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4. 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.	X			X		X	Auditee: DHR will generate a report by September 30, with Q1 and 2 data and review. After reviewing, the Employee Relations team in collaboration with the DHR leadership team, will determine plan of action. December 2020 Update: 2020 Q1 and Q2 data was received and upon initial review of involuntary separations from the County, there appears to be a disproportionate number of African Americans employees and other racial groups that are involuntarily separated. A meeting with be scheduled in the fourth quarter of 2020, with members of the DHR leadership team to further review the data and develop a plan to combat this trend.

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5. 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.	X		X			X	Auditee: DHR has developed a 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. L&D has started to train county departments hiring managers on biases/microaggressions (e.g. <i>Sensitivity for Supervisors/Managers</i>) December 2020 Update: In 1 st quarter of 2021, T&A will partner with diversity to create manager guides for interviews for recruiting tool kit.

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6. Establish policies and procedures regarding the production, publication and retention of the biennial EEOC report.		X		X		X	<p>Auditee: DHR is reviewing the technology platform report capabilities and is considering creation of an AMOP for completing and retaining the biennial EEOC report.</p> <p>December 2020 Update: DHR reviewed the technology platform report capabilities which changed for 2020 and updated our procedures and guidelines to match the Federal EEO Guidelines. We used these new guidelines to make our report. It was submitted and no issues were reported. Ongoing, we will review the Federal Guidelines prior to completing the report to ensure we remain in compliance biannually.</p>

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7. Evaluate whether manager diversity performance should be added to the annual performance evaluation process.	X			X		X	<p>Auditee: The DHR Program Manager for Performance Management and Diversity and Inclusion met with management team across Milwaukee County during the 1st quarter of 2020. She captured input, data and feedback to assist in the redesign of the Performance Management Review process at Milwaukee County. During the 2nd quarter of the year a new Performance Evaluation form was created that included the Values and Objectives of Milwaukee County Strategic Plan. These included the following behaviors; Integrity, Respect, Excellence and Diversity & Inclusion. After the transition of the County Executive Performance Evaluation form was adjusted to reflect the new Milwaukee County Values; Inclusion, Influence and Integrity. The Performance Evaluation form has been shared within HR and is scheduled to be delivered to the organization beginning November 2020 for use for managing performance from January 1, 2020 through December 31, 2021.</p> <p>December 2020 Update: Special Note, implementation of performance changes has been postponed due to the impact of COVID-19.</p>

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8. Update, publish and present County workforce data to policymakers annually.		X		X		X	<p>Auditee: 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.</p> <p>December 2020 Update: Dayforce transition is on track – reporting capabilities with respect to this objective will be vetted in the new system after go-live beginning December 27, 2020.</p>