

Integration Team

Organizational Design Recommendations



Health Equity, Human Needs and Strategic Planning

September 15th, 2021

Agenda

1. Current State
2. Our Approach
3. Recommendations
4. Next Steps



Strategy Teams

1. Create Intentional Inclusion

1A: Reflect the full diversity of the County at every level of County government

I
Diversity & Inclusion Team - Margo Franklin

1B: Create and nurture an inclusive culture across the County government

1C: Increase the number of County contracts awarded to minority and women-owned businesses

II
Equitable Contracting Team - Sherri Jordan

2. Bridge the Gap

2A: Determine what, where and how we deliver services based on the resolution of health disparities

III

Service Alignment Team – Mary Jo Meyers

2B: Break down silos across County government to maximize access to and quality of services offered

IV
Integration Team – Kelly McKone

2C: Apply a racial equity lens to all decisions

V

Racial Equity Lens Team – Jeff Roman

3. Invest in Equity

3A: Invest in resources to address racial disparities

3B: Enhance the County's fiscal health and sustainability

3C: Disman... diverse an... comm...

VII

Inc... Com... Team...

IV. Integration Team (2B)

2B: Break down silos across County government to maximize access to and quality of services offered.



Role	Functional Area	Name
Executive Sponsor	CEX Office	Kelly McKone
Project Manager (PM)	Administration, Continuous Improvement	Claire Miller
Deputy Project Manager (DPM)	Administration, Continuous Improvement	Una Stojasavljevic
Team Member	Administrative, Performance, Strategy, and Budget	Dan Laurila
Team Member	Human Resources	Peggy Schneider

Intended Outcomes



For the County

- A customer-centric organizational structure
- A structure that supports organizational efficiencies to reduce the structural deficit and break down barriers to access
- A leadership team focused on strategy

For the Customer

- Clear access points for County services
- Integrated services that address people's comprehensive needs
- Streamlined and efficient access to services
- Expands the no wrong door philosophy to internal services and employee





Current State

Gap Analysis

2. Where do we want to be?

By achieving racial equity, Milwaukee will be the healthiest county in Wisconsin.

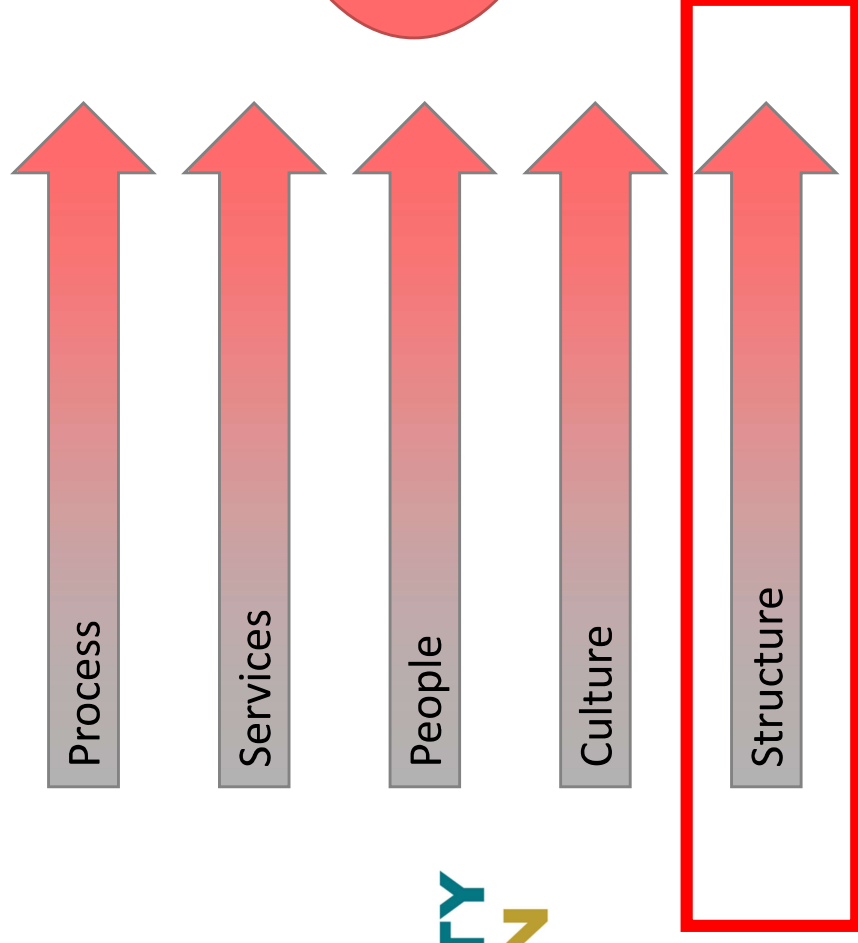
3. How do we get there?

An integrated, enterprise-wide strategic plan

1. Where are we now?

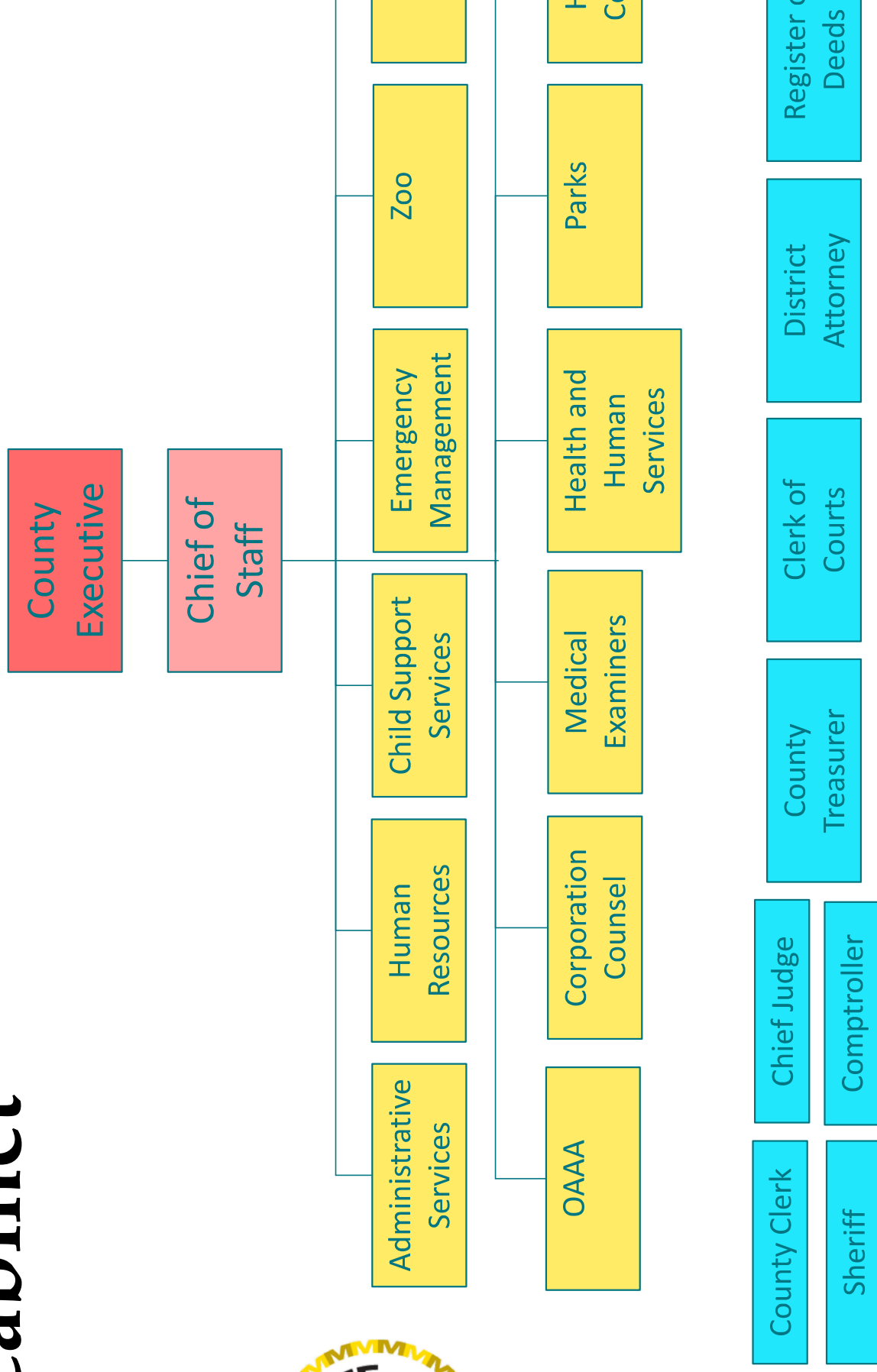


Lead with strategy

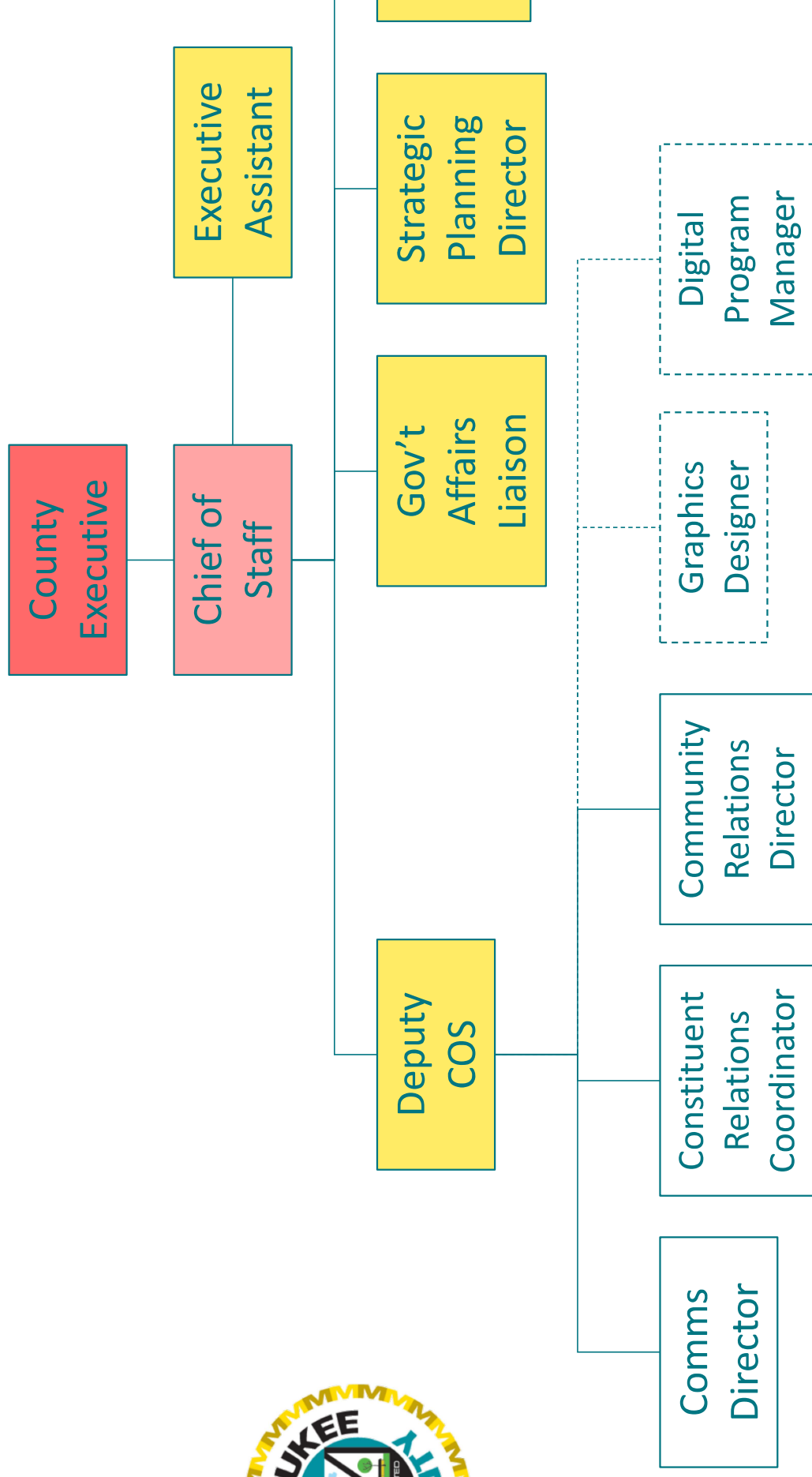


By achieving
equity, Milwaukee
the healthiest
in Wisconsin

Milwaukee County Current Structure Cabinet



Milwaukee County Current Structure CEX Office



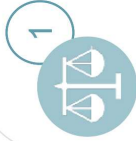


High-Level Current State Analysis Findings

Across the focus areas of Racial Equity, Duplication and Efficiency, Collaboration, and Customer Service, Eagle Hill found that the most common challenges are related to limited accountability and organizational silos.



Summary of Key Findings



1 Racial Equity

Without a central point of accountability, Departments do not consistently consider or integrate racial equity practices into their processes, services, or decision-making.



2 Duplication & Efficiency

While there is some evidence of duplication of services at the Department-level, duplication may be found within Departments. However, the siloed structure has led to lost opportunities to realize efficiencies through knowledge-sharing.



3 Collaboration

Collaboration is an untapped strength for Milwaukee County Government. However, organizational silos and inefficiencies in process inhibit collaboration among employees.



Summary of Key Design Option Considerations

- **Clarify Leader Roles & Accountabilities for Racial Equity:** Clarify leader roles and accountabilities in achieving the racial equity vision for both internal and external, mission-oriented decisions.
- **Promote Knowledge Sharing:** Break-down organizational silos to create opportunities for employees and managers to share processes, resources, tools, and best practices.
- **Co-Locate Services:** Consider logical location of services with common customer service offerings to improve collaboration.
- **Establish Customer Service Accountability:** Establish accountability for the development, implementation and management of a customer service strategy.



Findings Summary

Eagle Hill analyzed the interview and focus group data using a quantitative method to identify themes throughout the discussions.



Focus Areas

	Racial Equity	Duplication & Efficiency	Collaboration	Customer Service
Process	Yellow	Yellow	Red	Red
Services	Red	Yellow	Yellow	Red
People	Yellow	Gray	Yellow	Yellow
Culture	Red	Gray	Green	Green
Structure	Red	Red	Red	Red

Key:

- **Red** : Frequently mentioned as a barrier to achieving the vision
- **Yellow**: Mentioned as neither an enabler nor barrier for achieving the vision
- **Green**: Frequently identified as a strong enabler to achieve the vision
- **Gray**: Data not collected as part of this assessment

Key Takeaways

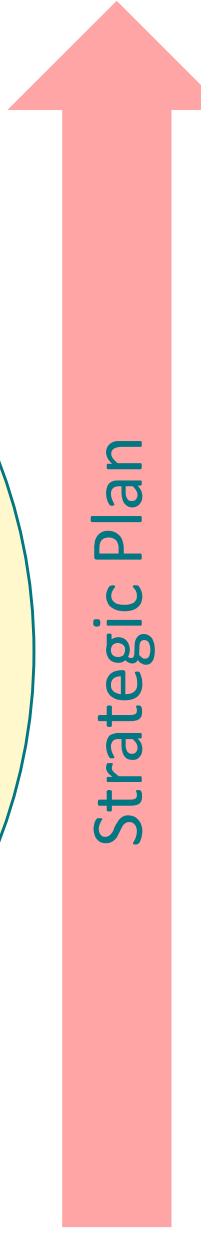
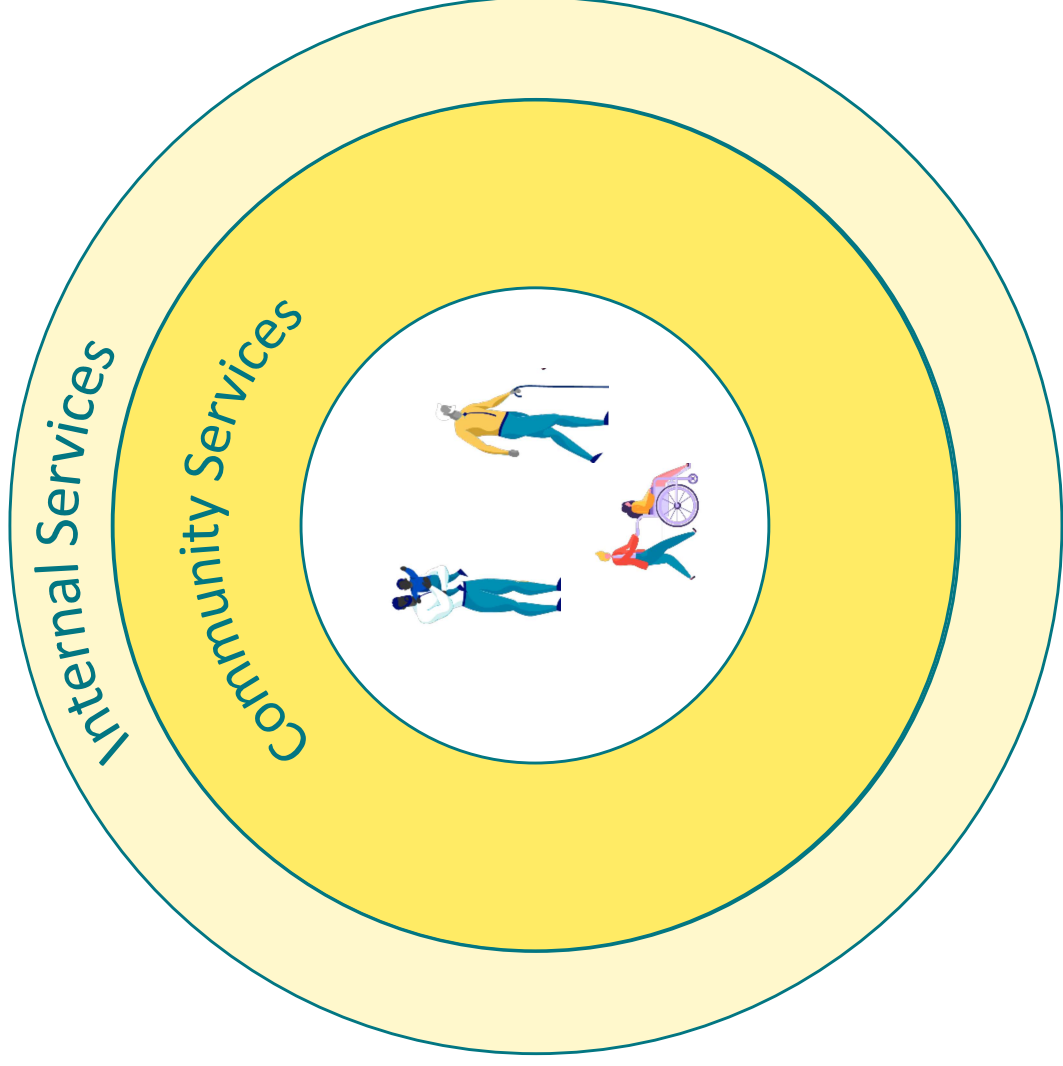
- Without a central point of accountability, we consistently consider or integrate their processes, services, or decisions in a siloed manner.
- While there is some evidence of collaboration at the Department-level, duplication remains at the Department level. However, the siloed nature of the County's structure creates opportunities to realize efficiencies.
- Collaboration is an untapped strength for the County Government. However, organizational structure in process inhibit collaboration and communication.
- The County's employees are passionate about the community, but the current process and organizational structure do not enable employees to leverage their customer experience.

Based on the findings from the Analysis, we identified the most critical finding is the **structure** to drive accountability.

Best Practices



Milwaukee County Future Structure





Our Approach

Assumptions for Design Phase

- 1) Not creating a structure based on people in positions we think people would be good in.
- 2) There is no “right” way to structure an organization always a series of tradeoffs between risks and benefits
- 3) Budget will not be considered for the design phase



Guiding Framework for Design



Internal Services

Internal-facing services keep the County operating and are responsible for much of the day-to-day operations of the County.

Community Services

Customer-facing services where the customer is individuals who utilize services offered by Milwaukee County employees.

Approach To Developing Recommendations



Developed scorecard used to evaluate organizational structures

Environmental scan and evaluation using the scorecard for 7 different organizational charts

Internal research on current-state County structure

Brainstorming sessions to **develop recommendations**, which were then **evaluated** with our scorecard

Developed scenarios for organizational design and analysis using the scorecard to capture benefits and risks relative to current state



Eagle Hill Recommendations



Milwaukee County

Consolidated Organizational Design
Recommendations

September 15, 2021

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Eagle Hill Team



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Manager



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Diversity, Equity, and
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Ryan Schmidt
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Inclusion SME



Shawna Gann
Diversity, Equity, and
Inclusion SME

Summary

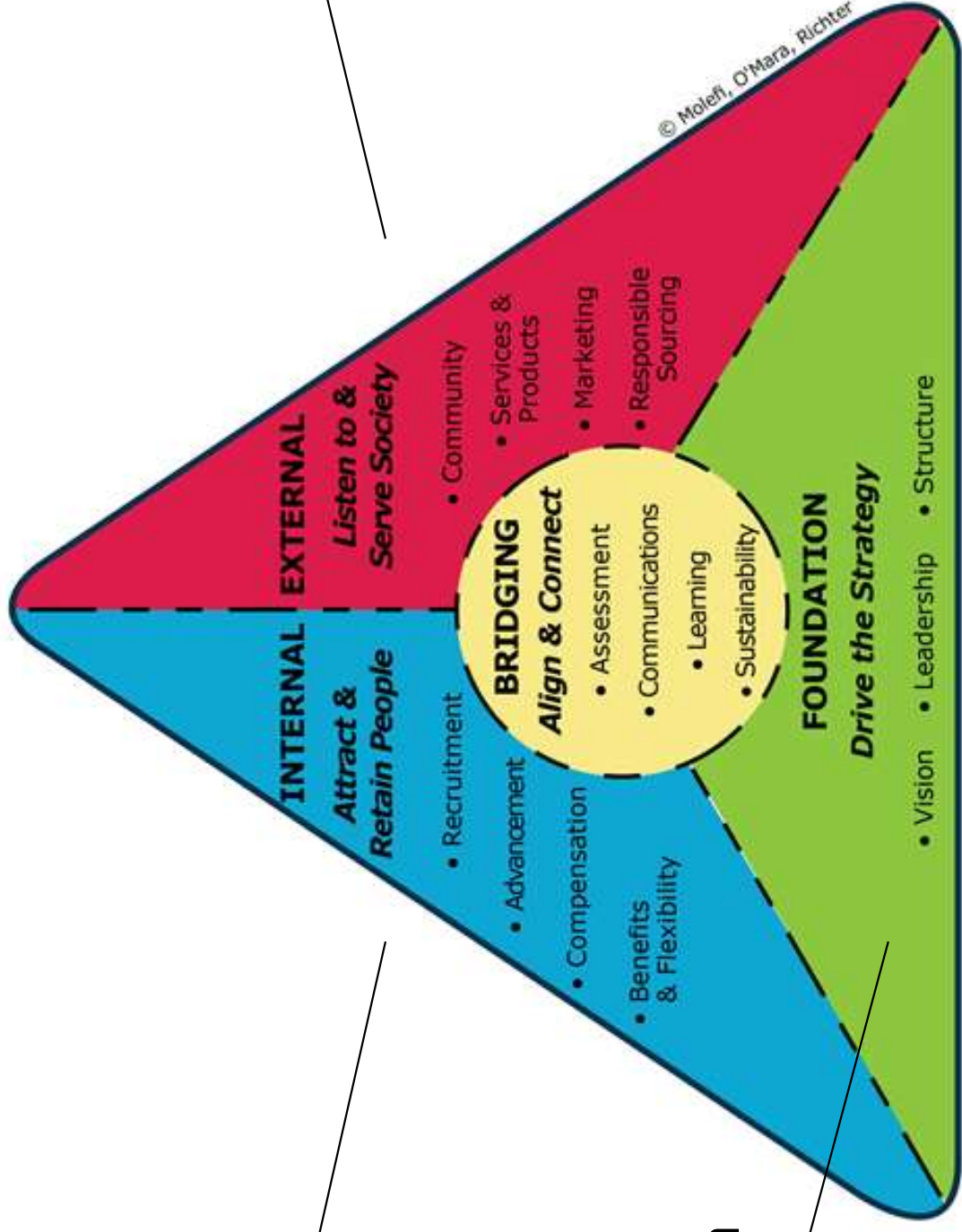
Eagle Hill makes the following organizational design recommendations based on knowledge the County has of current organizational structure and operations and based on organizational design best practices:

- Move some County Executive (CEX) Office positions into a new Department of Strategy, Budget, and Performance, refocus the Deputy Chief of Staff position on public affairs duties and retitle the position to reflect this refocus, and create new positions in the CEX Office to assist the County Executive with policy implementation, legislative relations, and public affairs.
- Reimagine the Office on African American Affairs as a Cabinet-level Office of Equity that supports and inclusion issues for the African American community and other under-represented communities in the County.
- Create a new Chief Operating Officer position that oversees internal County functions and that reports to the Chief of Staff.
- Consolidate Strategy, Budget, and Performance positions from the CEX Office and Department of Strategy, Budget, and Performance into one structure that reports to the Chief Operating Officer and includes a Program Management Office to manage current budget duties of the Deputy Chief of Staff.
- Conduct a broader realignment of HR functions, consolidating Equity and Talent Management under a new Department of Human Resources organization led by a senior leader that will have the responsibility of ensuring equity, access, and development for all employees are inculcated throughout the County's talent management functions and across all Human Resources functions.

Customer-Based Team Structures

Internal

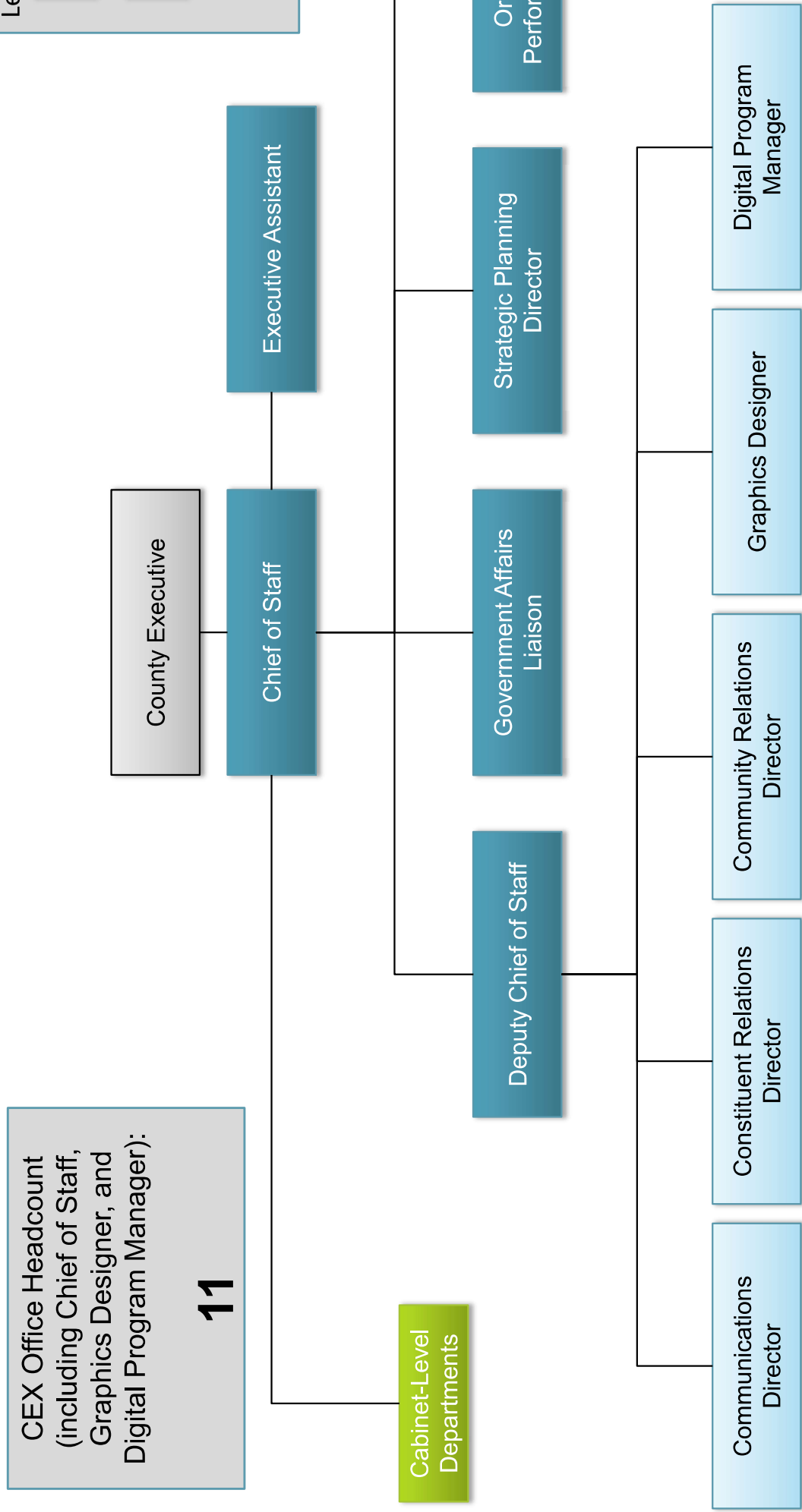
Foundation



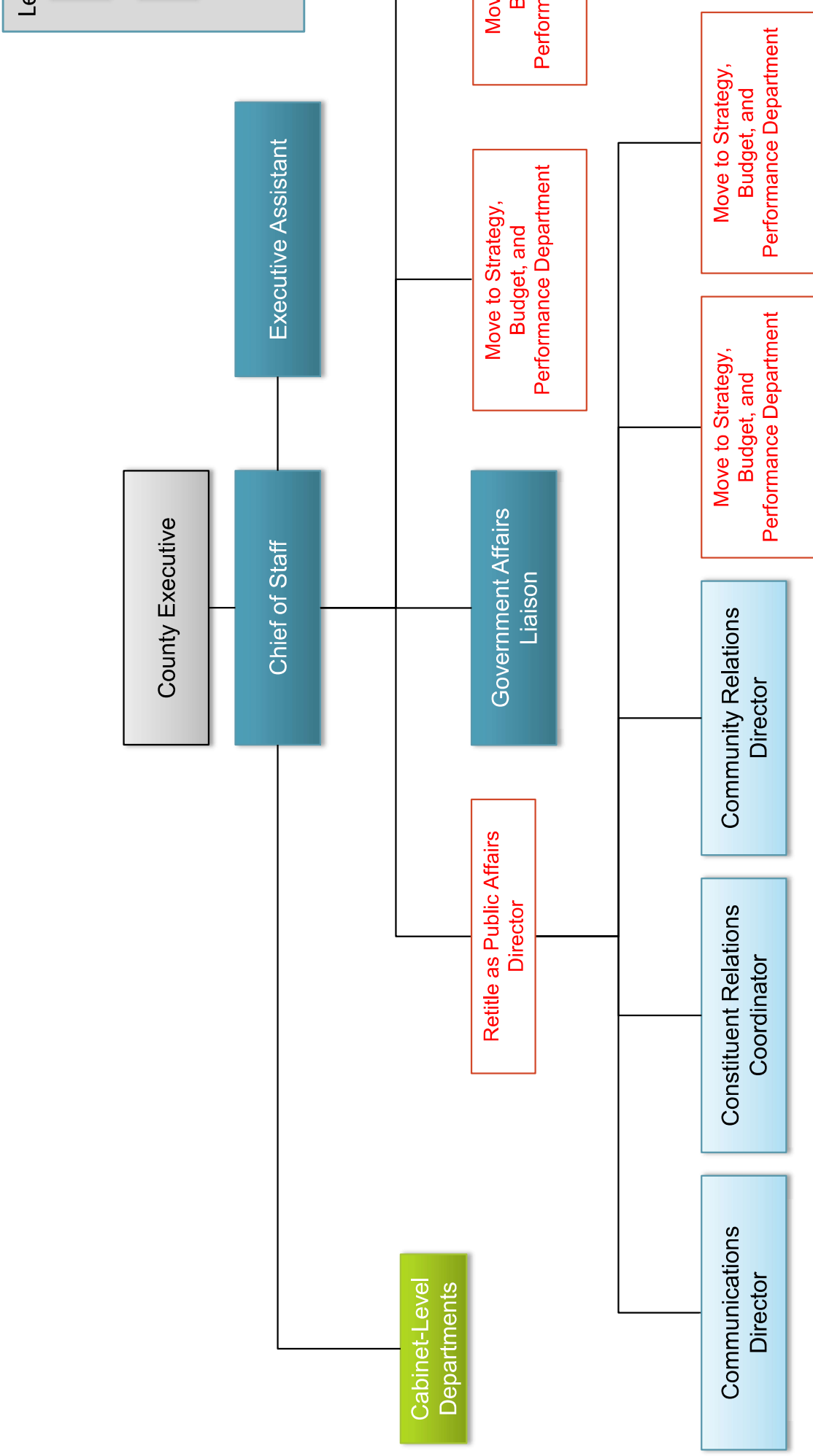
Global Diversity, Equity & Inclusion Benchmarks

CEX Office Recommendations

Current CEX Office



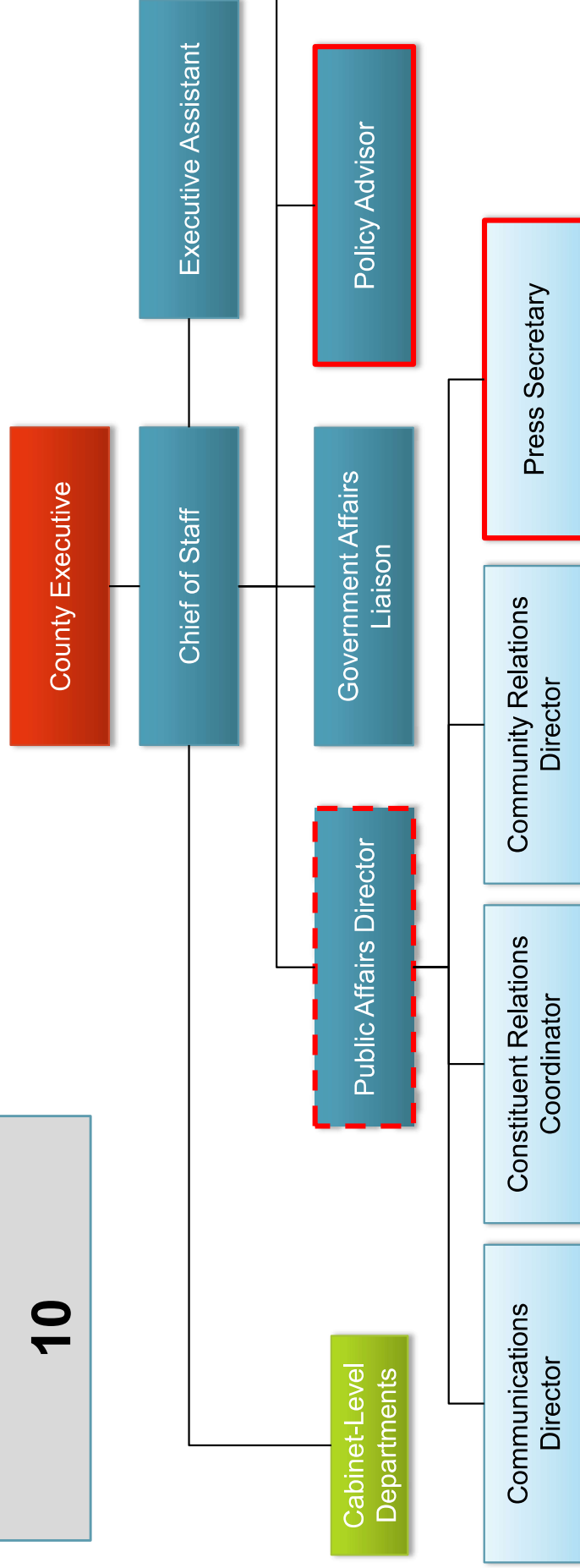
Recommended Changes to CEX Office



Proposed CEX Office

CEX Office Headcount
(including Chief of Staff):

10

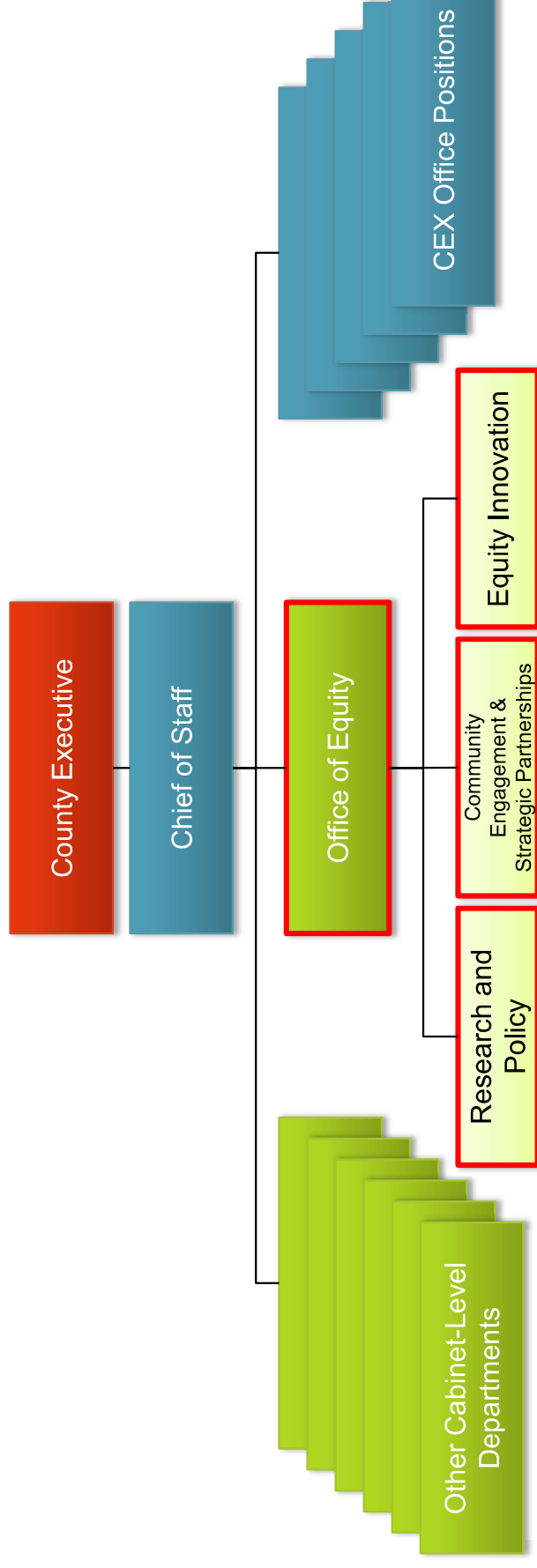


Value Proposition:

- Allows Public Affairs Director to focus on external communications
- Creates a Legislative Affairs Director position to help maintain productive relationships with legislative bodies including the Board of Supervisors
- Moves strategy functions out of the CEX and into a consolidated organization alongside budget functions

Cabinet Department Recommendations

Office of Equity

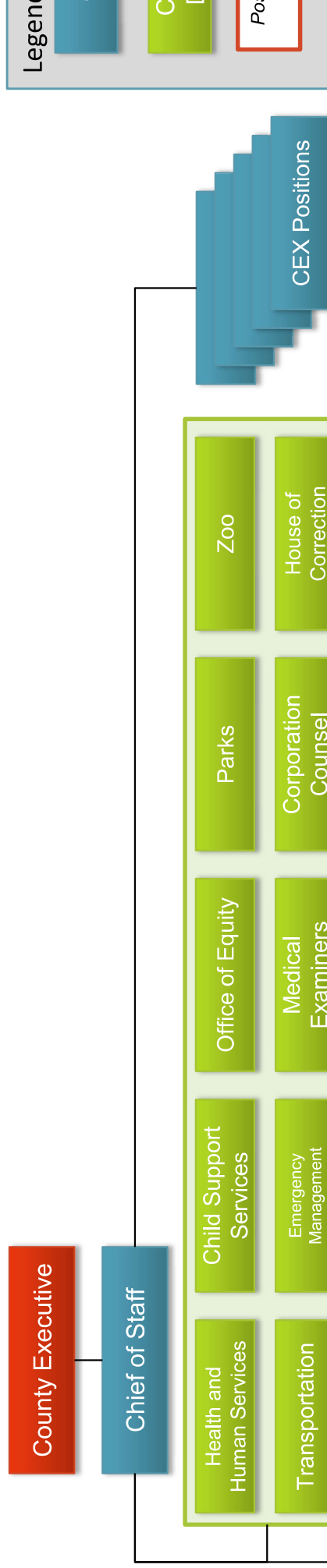


Eagle Hill recommends the County reimagine the Office on African American Affairs as a Cabinet-level Office of Equity that supports equity inclusion issues for the African American community and other under-represented communities in Milwaukee County.

Value Proposition:

- Creates a senior level position that is accountable for ensuring all externally-facing County departments and programs instill equity, access, and inclusion into their operations
- Allows for direct peer interaction with key community-facing department heads who are key partners in driving change
- Helps the Office of Equity team to drive true system-level change both within the operations of other Cabinet-level Departments and for the County to serve
- Supports consistent engagement with community leaders that have a stake in inculcating equity, access, and inclusion throughout the County
- Positions equity, access, and inclusion as an enduring, institutionalized priority for the County by providing some insulation from future changes

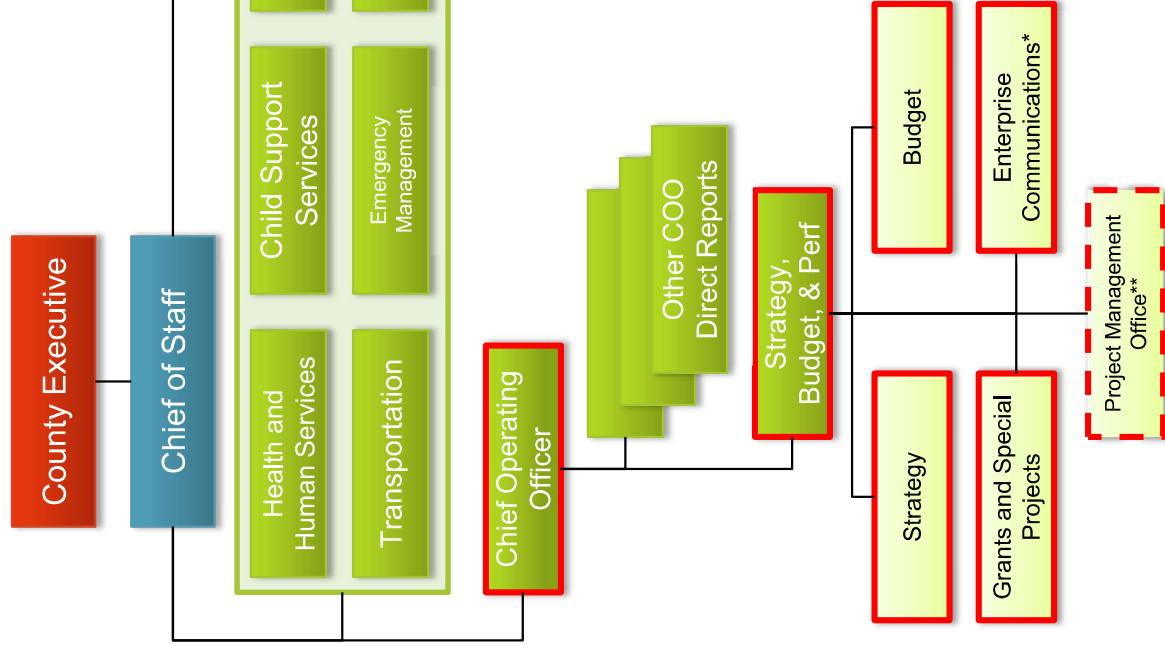
Chief Operating Officer Position



Eagle Hill recommends:

- The County create a new Cabinet-level Chief Operating Officer position that oversees internal County functions and that reports directly to the Chief of Staff
 - The Chief Operating Officer oversee Administration and Human Resources
 - The County pull Information Management out of Administration and have it report directly to the Chief Operating Officer
 - The County consolidate Strategy, Budget, and Performance positions into one structure and have it report to the Chief Operating Officer
- Value Proposition:
- Leverages efficiencies for internal functions that all serve the same internal customer base by all business processes, performance metrics, and key performance indicators
 - Elevates the importance of internal County functions by consolidating them under one structure
 - Enhances the ability to embed equity, access, and inclusion issues across all internal County functions assigning that accountability to a senior leader that oversees all internal functions
 - Insulates internal functions from future administration changes

Strategy, Budget, & Performance Structure



Eagle Hill recommends consolidating all Strategy, Budget, and Performance functions into one reports directly to the Chief Operating Officer.

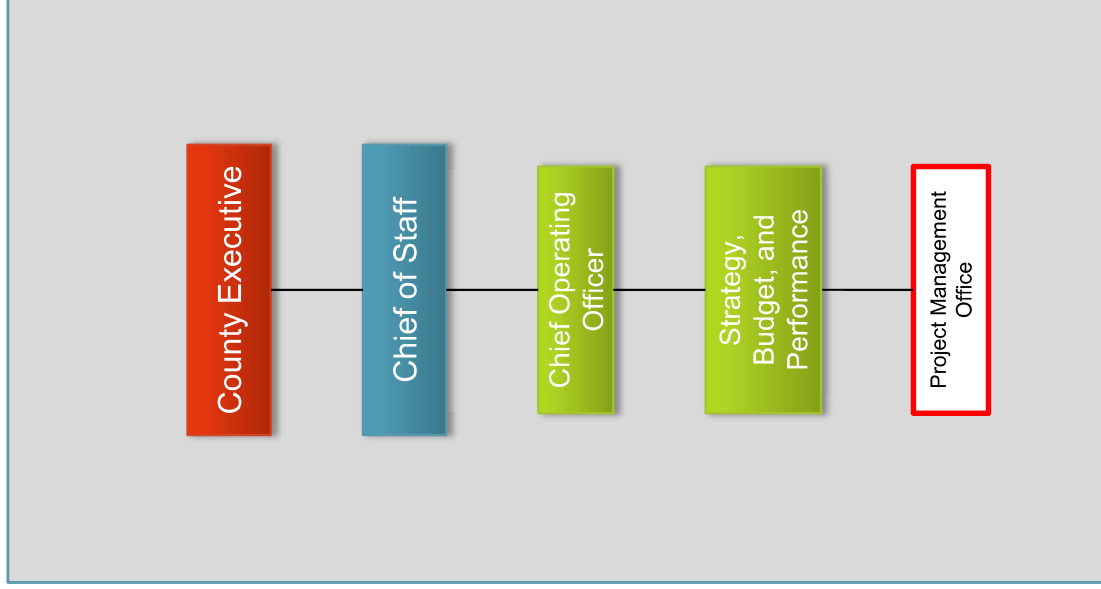
Value Proposition:

- Better ties the functions together and ensures there is a symbiotic relationship between strategy and budgetary allocations
- Elevates the significance of the strategy functions by tying them more closely to mandatory

*Eagle Hill proposes that some specific position(s) within the County's structure be assigned to Communications functions to ensure all employee communication and messaging is consistent with the County's common brand and message standards. There are multiple options for the placement of the one option is to place it within the Strategy, Budget, and Performance team.

**Eagle Hill proposes the creation of the Project Management Office on a future slide.

Ideal State: Project Management Office



Eagle Hill recommends the County develop a future Project Management Office (PMO) in the Strategy, Budget, and Performance team that houses and deploys personnel with expertise in project management.

Specific functions of the proposed PMO include:

- Enforcing quality assurance mechanisms for projects across the County
- Developing and enforcing the consistent use of project management standards, templates, and tools, including project charters and governance mechanisms, scope statements, schedules, budgets, and project risk registers
- Tracking and reporting on the level of compliance with project management practices and the level of quality of project deliverables, setting the conditions for more consistent high-quality outputs and outcomes
- Creating and implementing change management practices, communication mechanisms, and stakeholder engagement tools

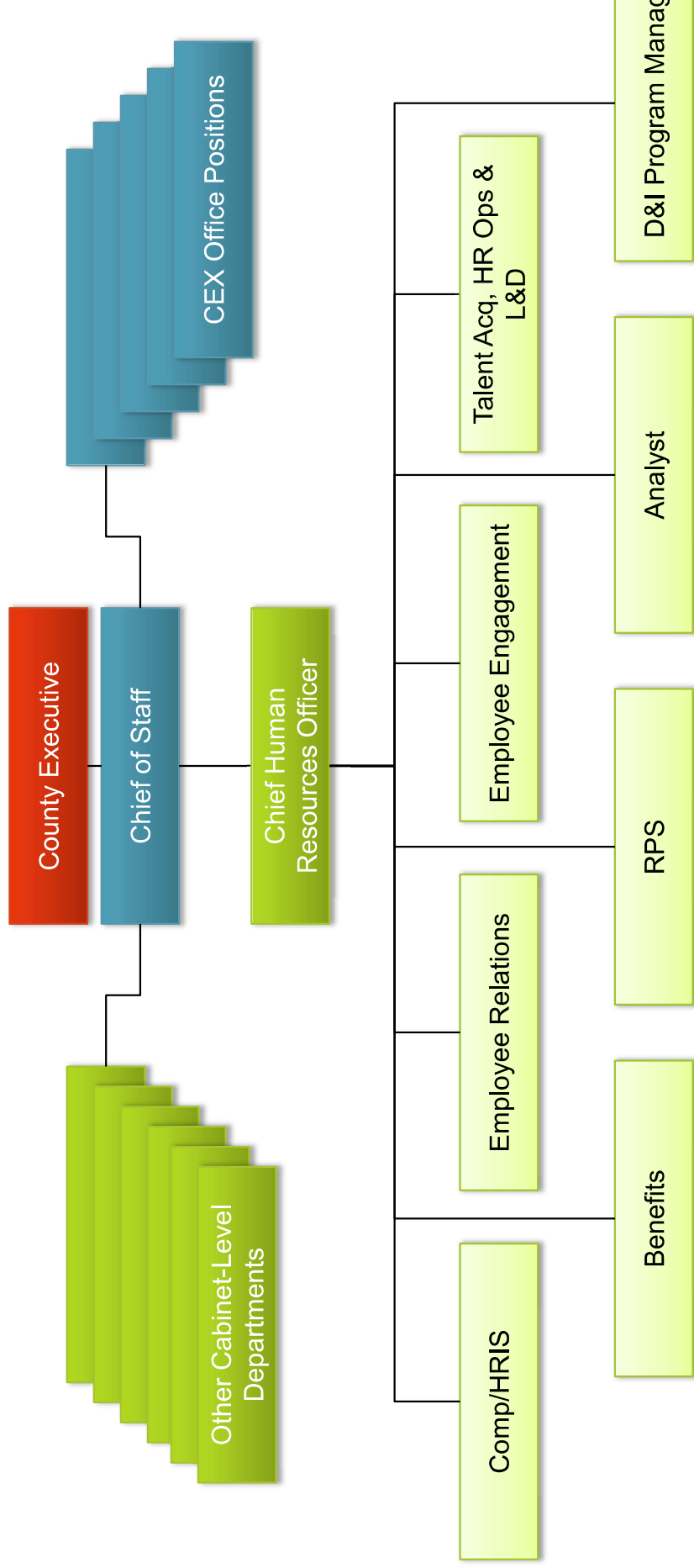
Value Proposition:

- Enhances quality of County projects
- Better positions successfully resourced priority projects
- Creates efficient dedicated project teams that will be able to execute and flows across departments
- Can leverage project management expertise County and increase the number of those personnel

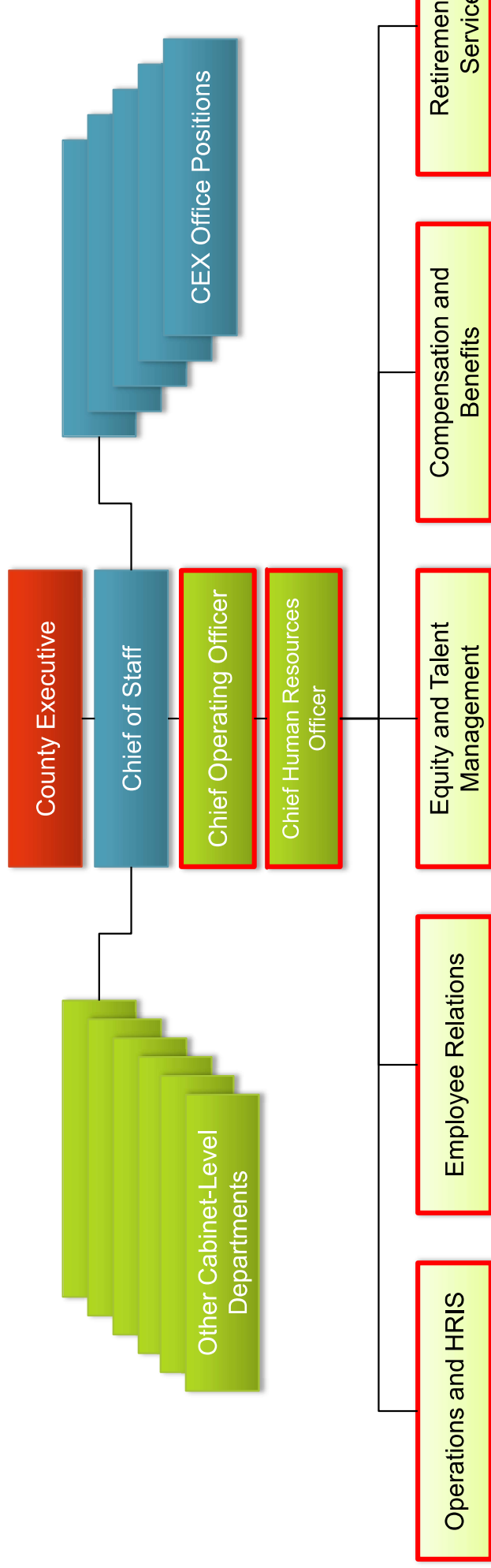


A fully mature PMO may be a desired end state for the County across a long time period. The intervening time could be used to identify professional project management and certified project managers across currently existing County departments and slowly build toward a fully functioning cross-County PMO.

Human Resources Department - Current



Human Resources Department



Eagle Hill recommends the County conduct a broader realignment of HR functions, consolidating Equity and Talent Management under one senior leader that will have the responsibility of ensuring equity, access, and inclusion issues are inculcated throughout the County's talent management and across all Human Resources functions. Equity, access, and inclusion issues could be led by a new senior role under the leader of the Equity and Talent Management department, or equity, access, and inclusion issues could be embedded throughout roles of all personnel within the department.

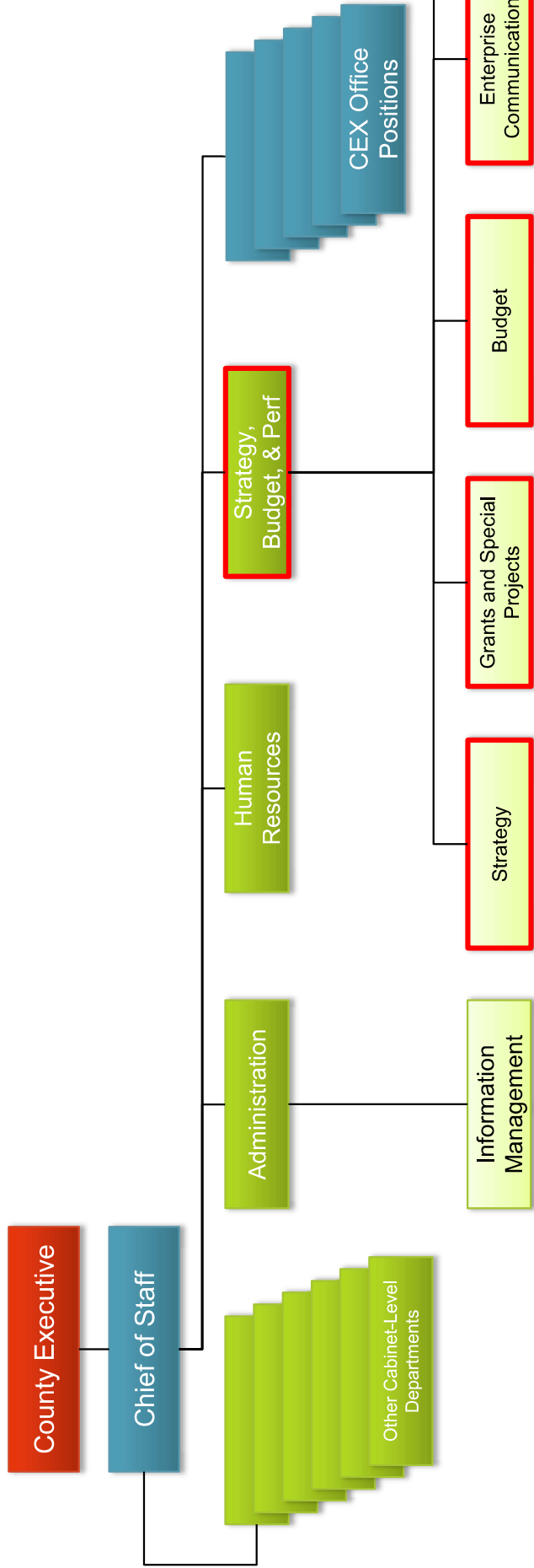
Value Proposition:

- ***Creates a senior role focused on equity, access, and inclusion and aligns it directly with Talent Management – perhaps the most impactful HR area to drive change (priority consideration should be given to creating and filling this role with a senior professional)***
- Creates a Human Resources department that aligns with best practices

Short-Term Recommendations

Short Term: Strategy, Budget, & Performance Structure

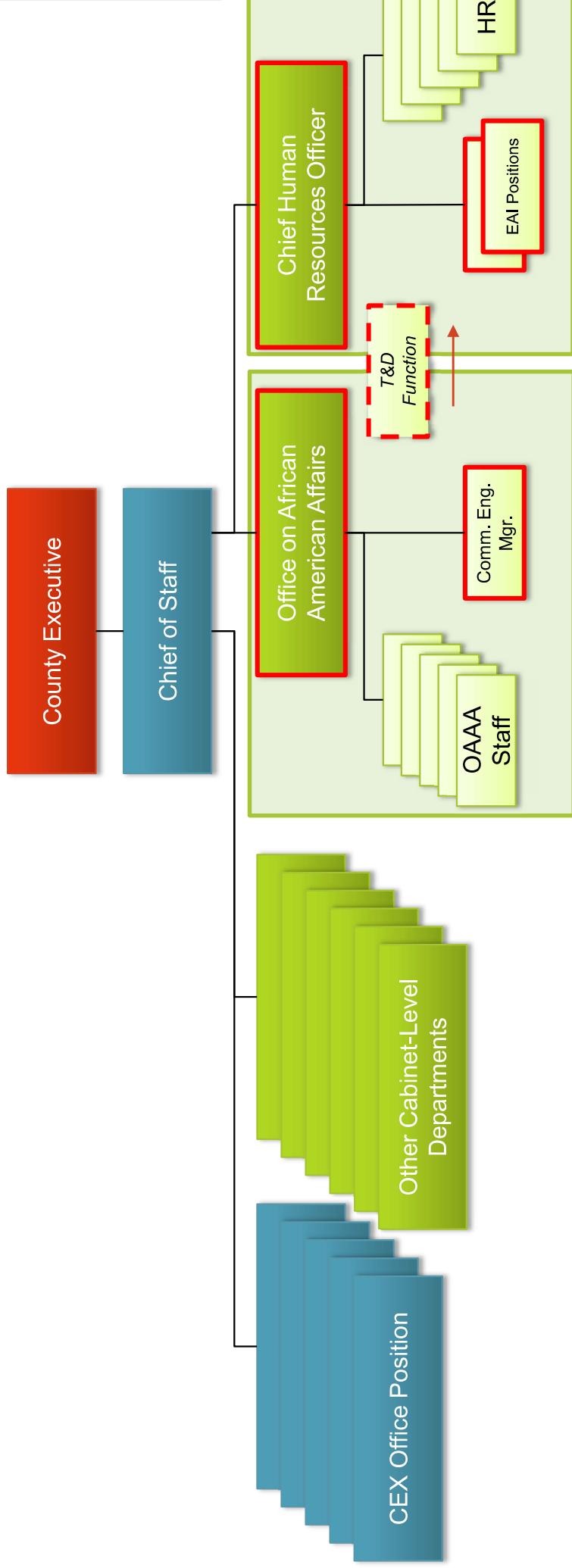
Legend



If the Chief Operating Officer position is a long-term goal, Eagle Hill recommends prioritizing the consolidation of all Strategy, Budget, and Performance functions into one structure. In this case, the Strategy, Budget, and Performance function would be a Cabinet-level department reporting to the Chief of Staff. The value proposition remains the same as if the department reported to a Chief Operating Officer position.

*Eagle Hill proposes that some specific position(s) within the structure be assigned Enterprise Communications functions to ensure employee communication and messaging is consistent with the common brand and message standards. There are two options for the placement of this function, and one option is to place it within the Strategy, Budget, and Performance team. The Digital Strategy and Graphics Designer positions could reasonably be assigned to this function.

Short-Term: OAAA and HR



If the reimagining of the Office on African American Affairs (OAAA) and the broader realignment of Human Resources (HR) functions remain a priority, Eagle Hill recommends transferring internal training responsibilities from OAAA to HR, and as a result transferring one headcount from OAAA to HR. Simultaneously, Eagle Hill recommends creating a Community Manager position within OAAA that will support OAAA leadership in engaging African American community leaders and community members. Therefore, would be headcount neutral for OAAA but better position OAAA to fulfill its critical mission.

In addition to the internal training position, Eagle Hill recommends adding two additional positions within HR to meet critical immediate needs for access and inclusion. While the County should ultimately consider positioning roles that are focused on internal equity, access, and inclusion, a consolidated department within HR – mostly likely revamped Talent Management department – in the short term, the County should provide necessary support for HR to better manage equity, access, and inclusion issues.



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Summary of Recommendations & Implications

Strategic Pillars – CEX Office

Recommended Solution	Create intentional inclusion	Bridging the gap	Invest in equity	2022
Policy Advisor Position in CEX office	X	X	X	X
Retitle Deputy COS to Public Affairs Director			X	X
Move Strategic Planning Director and Organizational Performance Director to Strategy, Budget, and Performance		X		X
Move Graphic Designer and Digital Program Manager to Strategy, Budget, and Performance		X		X
Legislative Affairs Director Position in CEX office				X
Press Secretary Position in CEX office			X	X



Summary of Recommendations & Impacts

Strategic Pillars



Recommended Solution	Create intentional inclusion	Bridging the gap	Invest in equity	2022
Reimagine OAAA to an Office of Equity	X	X	X	X
Establish Community Engagement Manager function	X	X	X	X
Create a Strategy, Budget and Performance Department		X	X	X
Add Equity, Access, and Inclusion positions to HR	X	X		X
Create a Project Management Office		X	X	X
Create COO Position	X	X	X	
Elevate IMSD to report to COO		X	X	