

Department of Employee Relations

Year in Review

Compensation and Classification	2019	2020	2021	2022 YTD
Titles impacted by Classification or Market Rate studies	114	115	220	404
Positions impacted by Classification or Market Rate studies	344	3,130	1,665	3,947
New Positions Classified (in the budget)	26	40	14	103
Positions with Special Rate Recommendations	49	54	139	99

Recruitment	2019	2020	2021	2022 YTD
Recruitment Events	43	12	26	35
Completed Open/Competitive Exams	182	125	242	228
Employment Applications	8,840	6,636	6,269	6,334
General City Hires	505	275	516	433

Complaints, Grievances, Dispute Resolutions	2021	2022 YTD
Dispute Resolution Complaints	23	4
Grievances	17	9
EEO Complaints	11	13

City of Milwaukee Workforce Demographics

General City & Sworn

General City and Sworn	Traditionalists 1922-1945	Baby Boomers 1946-1964	Generation X 1965-1980	Millennials 1981-1996	Generation Z 1997-2012
2014 % of Workforce	1%	37%	46%	16%	0%
2022 % of Workforce	0%	13%	45%	37%	5%

Main Job Categories (excludes temp and less than half time 9.28.21)	Total	Male	Female
Total General City	3,521	2,082	1,439
Fire Protective Service	691	641	50
Police Protective Service	1,595	1,341	254
Total City Wide	5,807	4,064	1,743
		70%	30%

Diversity Breakout	2017	2018	2019	2020	2021	2022
American Indian	71	66	63	55	58	51
Asian	103	111	116	121	117	118
Black	1,648	1,722	1,769	1,705	1,660	1,622
Hawaiian			3	3	4	3
Hispanic	633	651	670	657	642	646
White	3,912	3,872	3,800	3,615	3,479	3,322
Not Disclosed	42	40	34	36	35	45
Total	6,409	6,462	6,455	6,192	5,995	5,807

Diversity Breakout (Excludes Temps)	Admin Support	Officials and Administrators	Para- Professionals	Professionals	Protective Service	Service Maint	Skilled Craft	Technicians	Total
Number of Employees	341	499	493	1134	1829	696	422	371	5807
% of the Workforce	6%	9%	8%	20%	31%	12%	7%	6%	100%
Diversity Representation	59%	36%	57%	31%	35%	76%	33%	29%	42%

City of Milwaukee Workforce Demographics

General City

GC Employees (Excludes Sworn)	2014	2015	2016	2017	2018	2019	2020	2021	2022	% of 2022
Am. Indian	32	37	25	26	22	20	18	28	22	1%
Asian	48	51	54	50	57	60	65	75	74	2%
Black	969	979	1,032	1,066	1,143	1,191	1,149	1,298	1248	35%
Hawaiian	0	1	1	2	2	1	1	3	2	0%
Hispanic	241	250	261	267	271	282	287	342	341	10%
White	1,925	1,905	1,907	1,802	1,770	1,733	1,653	1,895	1813	51%
Not Disclosed	41	33	19	14	18	10	12	17	21	1%
Total	3,256	3,256	3,299	3,227	3,283	3,297	3,185	3,658	3,521	100%
Diversity Total	1,290	1,318	1,373	1,411	1,495	1,554	1,520	1,746	1,687	
Diversity % of Total	40%	40%	42%	44%	46%	47%	48%	48%	48%	

Diversity Breakout (Excludes Temps)	Admin Support	Officials and Administrators	Para- Professionals	Professionals	Protective Service	Service Maint	Skilled Craft	Technicians	Total
Number of Employees	341	491	493	879	1	696	422	179	3521
% of the Workforce	10%	14%	14%	25%	0%	20%	12%	5%	100%
Diversity Representation	59%	35%	57%	33%	0%	76%	33%	32%	48%

Residency Slide

*Residency Data	9.12.22	% of Filled Positions
Total Filled Positions	5,826	
Total Resident Positions (in the City)	3,732	64%
General City Residents:	2,747	78%
Fire Sworn Residents:	321	46%
Police Sworn Residents:	664	42%
Total Sworn Residents:	985	43%
Total Non-Resident Positions	2,094	36%
General City NR:	789	22%
Fire Sworn NR:	370	54%
Police Sworn NR:	935	58%
Total Sworn NR:	1,305	57%

**Excludes Temporary & Less than Half Time Employees*

City Separations

General City Resignations/Retirements

City Separations	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 YTD
GC Resignations	37	56	71	84	116	137	149	146	161	199	155	338	235
GC Retirements	292	146	77	107	117	122	144	170	127	119	123	118	77

* General City Resignations

- * In 2021 there was a 118% increase in GC resignations compared to 2020 and a 70% increase compared to 2019
- * In 2022, around 313 GC resignations are projected
- * In 2020, 65% of resignations occurred during first 5 years of employment compared with 71% in 2020 and 2021 and 68% in 2019
 - * 68% of resignations occur within the first two years
- * Departments with highest percentage of resignations as percent of workforce
 - * Health Department, DPW Parking, Water, City Attorney, Municipal Court, FPC,
- * Millennials and Gen Z represent 42% of the City's workforce and accounts for 55% of the resignations
- * Gen X represents 45% of the City's workforce and accounts for 41% of resignations

* General City Retirements

- * 16% of Workforce is eligible to retire in 2023, increasing to 23% in 2025

Policies

- COVID-19 Response
 - COVID-19 Employment Policy and Guidelines
 - COVID-19 Vaccine Booster Incentive Program
 - Regular updates to City's Face Covering Policy to stay up to date with CDC guidance
- New Programs and Procedures
 - Ethics and Harassment Training for Elected Officials & Appointees
 - Exit Interviews – Citywide and reviewed by DER
 - Departmental HR Self-Audit Program
 - Expanded funeral leave
- New Policies
 - Paid Parental Leave
 - Volunteer Time Off Program
 - Employee Personal Use Social Media Policy
 - Political Activity Policy
 - Hiring Positions Exempt from Civil Service
 - Rehire and Reinstatement Policy
- Expanded Policies
 - Accrued time off donor program
 - FMLA
 - Antiharassment policy
 - Workplace violence prevention policy
 - Employee Resource Group Policy and Application Process
 - Alternative Work Arrangements Program and Policy
- Upcoming Policies
 - Mentoring Program
 - Policy on Criminal Convictions and Loss of Driver's License for Current City Employees
 - Drug and Alcohol Policy for Current General City Employees

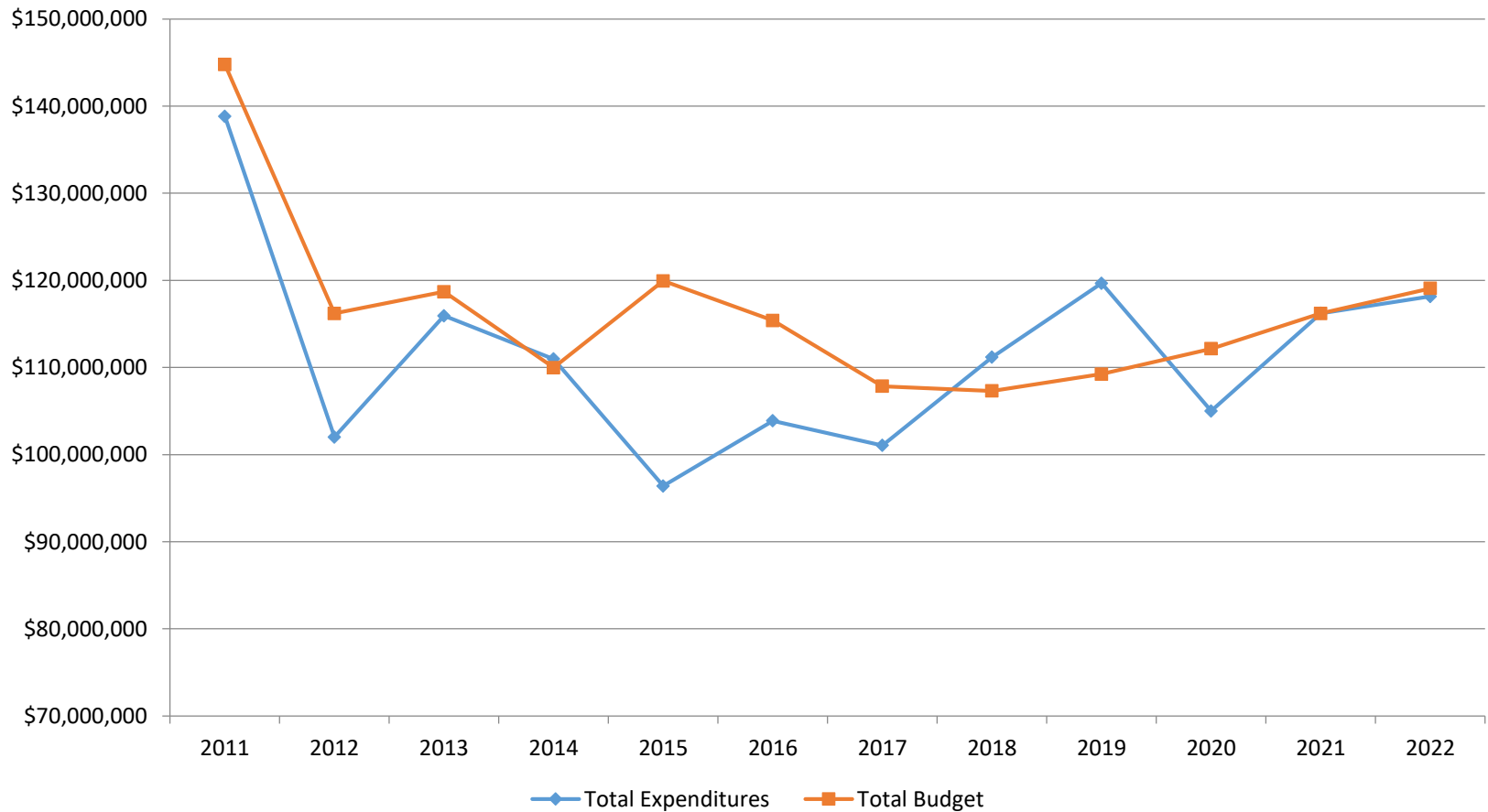
Initiatives

- Equity and Inclusion
 - Continue to review framework around advancing racial equity in hiring and promotion practices, on-boarding, and training and development
 - Assist in developing racial equity competencies and guiding principles for job descriptions, probationary reports, and performance management tools
- Hiring Process
 - Develop blueprint for hiring managers to utilize at the outset of the selection process
 - Reduce the time it takes to produce a referral from an open/competitive selection process to fewer than 80 days
 - Review pre-employment testing requirements and update practices to reduce hiring timeframes
 - Better integrate Department HR personnel in the hiring process to expedite timeframes
 - Review Civil Service procedures
- Communications
 - Create strategic communication and marketing plans for recruitment and retention efforts
 - Enhance the social media strategy through stronger collaboration with departments
- Recruitment and Retention
 - Utilize external source to review the City's compensation/classification system
 - Continue to support and grow the Employee Resource Group program and identify opportunities for ERG leaders and members to have a voice on issues of priority for the City
 - Focused outreach to Latinx community
 - Employee/leadership training and development
 - Continue targeted and strategic expansion of wellness programs and clinic services based on ongoing needs and feedback from employees
 - Provide Total Rewards Statements to employees and candidates to facilitate better understanding of the value of City employment and improve employee retention
 - Conduct an employee engagement survey and implement strategies to provide resources to enhance the employee experience
 - Enhance and convert New Employee Orientation to a virtual process
 - Develop programming for Work Study students and Management Trainees

Reference Only

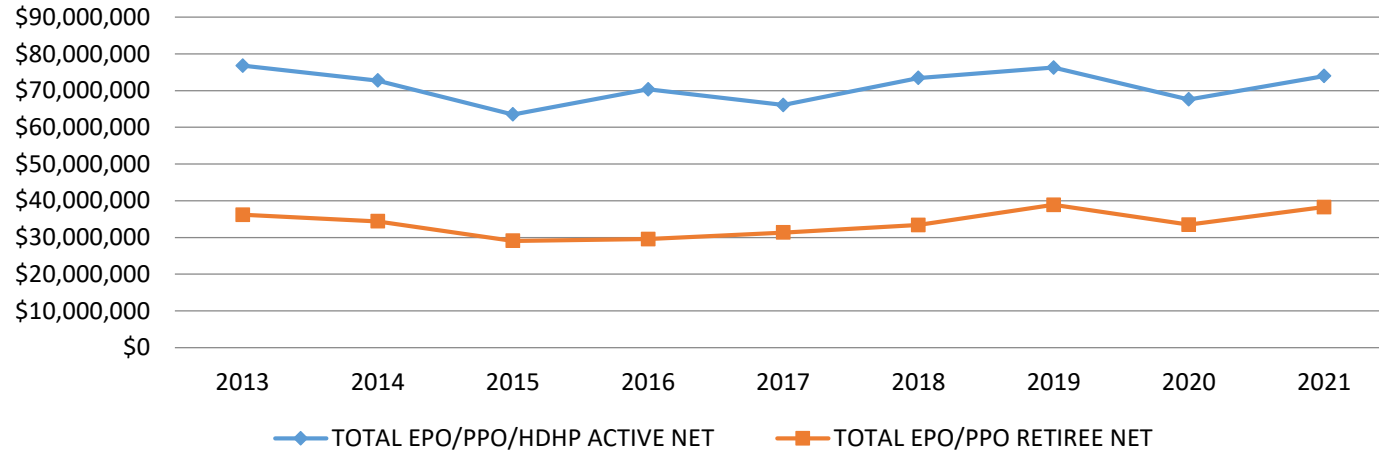
Healthcare Expenditures

Healthcare Expenditures vs. Budget

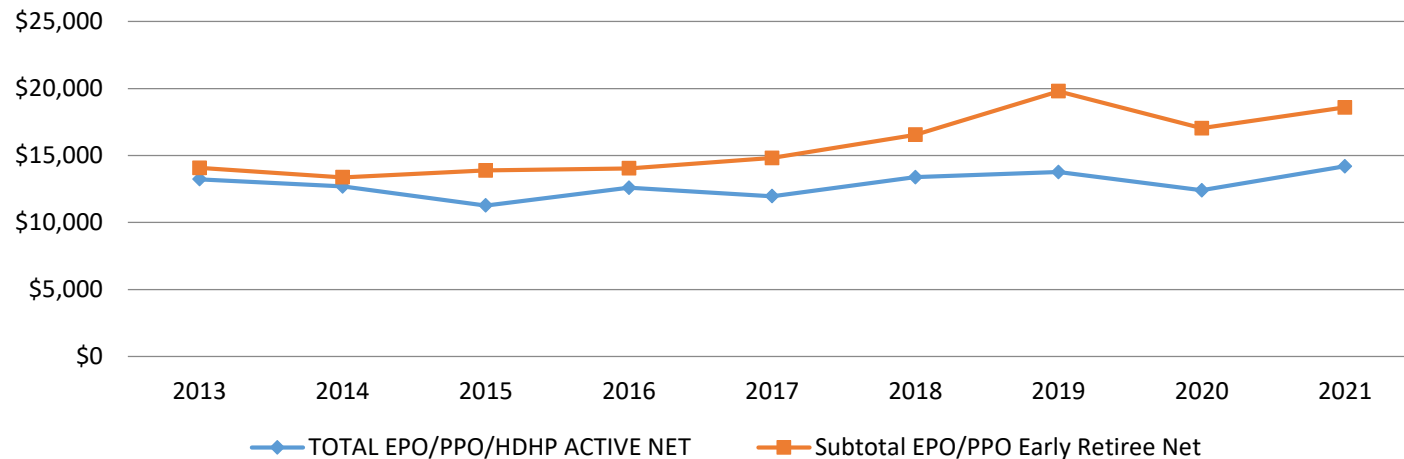


Healthcare Expenditures

Total HC Costs for Actives Vs Retirees



Total HC Costs Per Subscriber for Actives Vs Retirees



2023 Healthcare Strategies

- Healthcare Expenditures

- Monitor reserve account balance to ensure a balance that can cover higher than anticipated expenditure swings
- Evaluate Stop Loss Insurance coverage (for large loss claims) annually
- Conduct annual audits to ensure adherence to contract terms and correct processing of claims
- Continue to expand City Clinic options to encourage employees and family members to seek the care they need
- Review strategies to control expenditures and ensure employees have comprehensive benefit with affordable access