



Employee Relations

Harper Donahue, IV, Director



City
of
Milwaukee

DEPARTMENT OF
**EMPLOYEE
RELATIONS**



Vision, Goals, and Priorities



Vision

DER will make the City of Milwaukee an employer of choice, one employee at a time. We will provide an inclusive, positive, engaged, and welcoming work environment and become a leader in innovation and best practices.



Goals

- Attract a talented and diverse workforce
- Retain an engaged and diverse workforce
- Develop our employees to thrive and lead






Priorities

- Racial Equity, Inclusion & Belonging
- Engaged Workforce
- Benefits/Wellness
- Healthy Compensation/Classification System
- City Service Commission

Dept. of Employee Relations

Department Leadership

Lead	Division/Section	Responsibilities
 <p>Harper Donahue IV <i>Employee Relations Director</i></p>	Administration	<ul style="list-style-type: none"> • Executive leadership and direction • Liaison for departments, elected officials, and the public • Executive Secretary – City Service Commission
 <p>Molly King <i>Employee Benefits Director</i></p>	Employee Benefits	<ul style="list-style-type: none"> • Insurance plan design and administration • Workers' compensation management • Wellness, voluntary benefits, and employee assistance • Budgeting and resource alignment
 <p>Veronika Rudychev <i>Labor Negotiator (pending approval)</i></p>	Labor Relations	<ul style="list-style-type: none"> • Management of the City's interests in collective bargaining and arbitration proceedings • Contract administration and interpretation
 <p>Kristin Hennessy Urban <i>Human Resources Manager</i></p>	Staffing Services	<ul style="list-style-type: none"> • Recruitment and selection for general City positions • Pre-employment activities and procedures • Community outreach coordination
 <p>Andrea Knickerbocker <i>Human Resources Manager</i></p>	Compensation and Pay Services	<ul style="list-style-type: none"> • Classification, job evaluation, and market rate assessments • Maintenance of an equitable classification structure across departments • Consultation with department leadership on career paths for employees
 <p>Katherine Holiday <i>Human Resources Compliance Officer</i></p>	Compliance	<ul style="list-style-type: none"> • Complaint investigations, reporting, and training • FMLA, parental leave, accrued time off donor program, and unemployment administration • Ensuring alignment with federal/state employment law

DER Organizational Chart

Cavalier Johnson
Mayor

**City Service
Commissioners**

*Frank Bock, President
Marilyn Miller, Vice President
Steve Smith
Janet Cleary
Vacant*

ADMIN./OPERATIONS
Harper Donahue, IV
Employee Relations Director

BENEFITS
Molly King
Employee Benefits Director

LABOR
Veronika Rudychev
Labor Negotiator (pending)

STAFFING SERVICES
Kristin Hennessy Urban
HR Manager

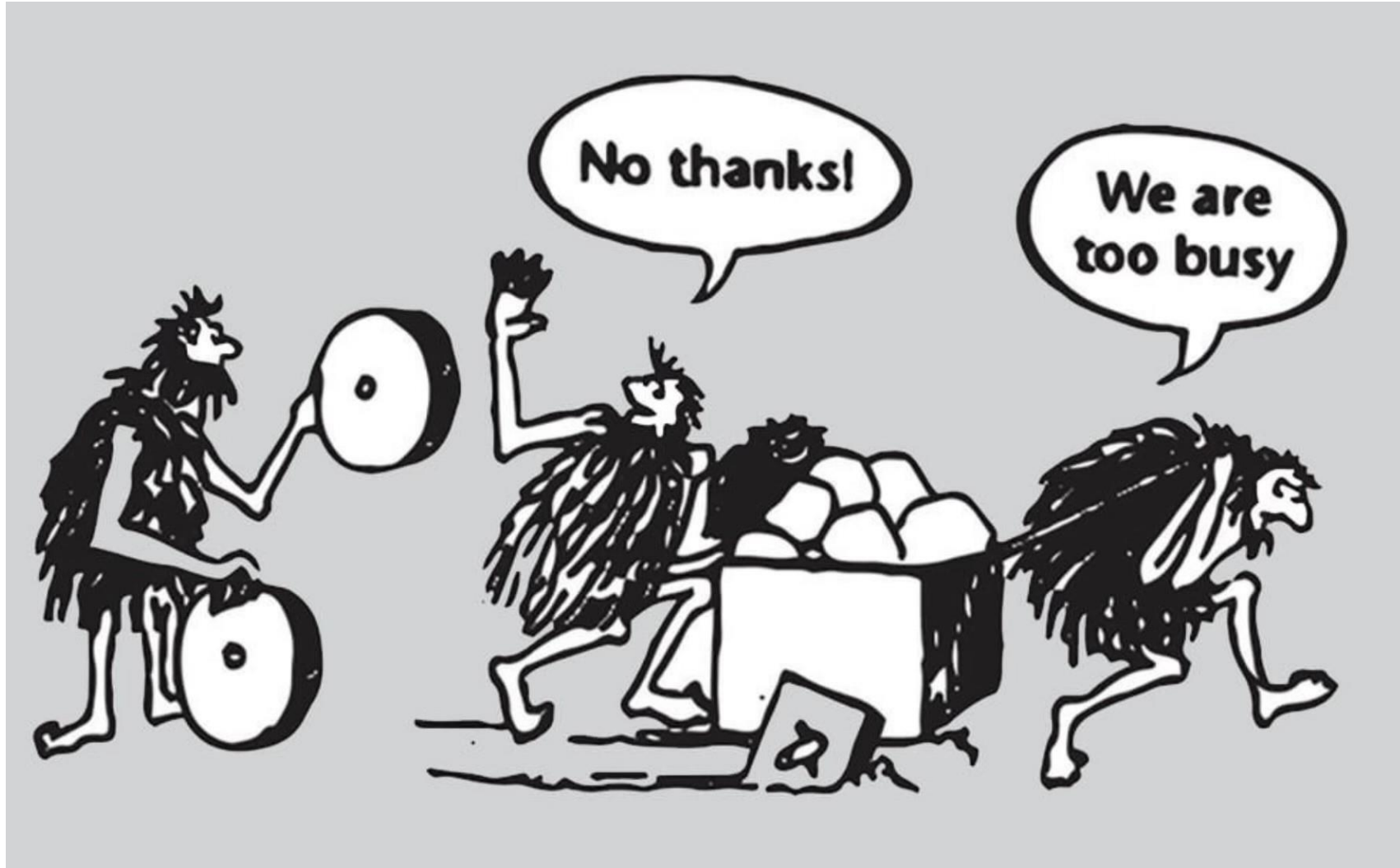
COMPENSATION/PAY SERVICES
Andrea Knickerbocker
HR Manager

LABOR/COMPLIANCE
Katherine Holiday
HR Compliance Officer

Recent Accomplishments

- **Volume of Market Studies/Reclasses**
 - Over 4,000 positions impacted in 2022 & Over 3,000 positions impacted in 2023
- **City of Milwaukee – Choice Employer**
 - Nearly 11,500 applications received in 2023 (30% increase!)
 - Over 7,600 applications received in 2024
 - 2024 City Laborer Recruitment: 962 applications
 - Requests for Reinstatement: ('21 →34; '22 →49; '23 → 90)
- **Employee Engagement Survey**
 - 51% participation from General City Employees
 - Feedback will inform a blueprint for Employee Engagement Initiatives
- **Learning & Development**
 - Tuition Reimbursement Program – Increase to \$1,500
 - Executive Leadership, Emerging Leaders & Skill Development

Opportunities for Innovation



Opportunities for Innovation

- **Explore how A.I.–related tools can support City goals**
- **Explore/evaluate DER’s organizational configuration**
- **Employee Resource Planning System (ERP) - Workday**
 - Data Reporting
 - Move towards paperless operations
 - Workforce Readiness

Future Plans

- **ERP transition to Workday**
- **Establish city-wide Engagement program**
- **Establish an Agreed Upon Compensation Philosophy**
- **Establish/Implement new salary structure (pay progression/predictability) & Classification System**
- **Revisit City Service Commission Rules & Salary Ordinances**
- **Learning & Development**
 - Tuition Reimbursement Program – Increase to \$1,500
 - Executive Leadership, Emerging Leaders & Skill Development

Major Opportunities

- **Immediate Challenges**

- DER Communications
- City Culture
- Antiquated ERP System
- DER Leadership Changes
- 3 Open Contracts

- **Broader Challenges**

- Transparent & Clear Salary Structure



Benefits Division

Molly King, Director



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Vision, Goals, and Priorities



Vision

Offer a comprehensive, competitive benefits package that makes the City an employer of choice in the Milwaukee area



Goals

- Make the City an industry leader in workforce health and safety
- Provide customer-oriented service delivery to employees
- Offer competitive healthcare plans at economical costs








Priorities

- Expanding healthcare and wellness offerings in a fiscally responsible manner
- Incorporating a more holistic care model into the City's benefits package
- Modifying the benefits package to meet the evolving needs of City staff and their families
- Changing our approach to center employees' needs

Benefits Division

Division Leadership

Lead	Division/Section	Responsibilities
 <p>Molly King <i>Employee Benefits Director</i></p>	Employee Benefits Division	<ul style="list-style-type: none"> • Executive leadership and direction • Budgeting and resource alignment • Coordination of plan design and communication strategies
 <p>Jennifer Evans <i>Workers' Compensation and Safety Manager</i></p>	Workers' Compensation Section	<ul style="list-style-type: none"> • Management of workers' compensation program • Alignment between contract terms and federal/state laws • Liaison for City Attorney and third-party administrator
 <p>Jennifer Zillmer <i>Benefits and Wellness Supervisor</i></p>	Medical Benefits Section	<ul style="list-style-type: none"> • Development and implementation of wellness offerings • Evaluation of the effectiveness of City benefits • Communications for health and wellness programs
 <p>Therese Biernat <i>Business Finance Manager</i></p>	Business Section	<ul style="list-style-type: none"> • Expenditure processing and tracking • Special Purpose Accounts (SPA) monitoring • Oversight of tuition reimbursement program
 <p>Cris Zamora <i>Employee Assistance and Resource Coordinator</i></p>	Employee Assistance Program	<ul style="list-style-type: none"> • Counseling, education, and referral services for City employees and their families • Training design for employees and supervisors

Benefits Division

Organizational Chart

Harper Donahue, IV
Employee Relations Director

Molly King
Employee Benefits Director

WORKERS' COMPENSATION

Jennifer Evans

*Workers' Compensation & Safety
Manager*

Dorothy McCall
Claims Representative

Angie Ogan
Risk Management and Safety Officer

Kristen Parker
Lead Paralegal

Kathy Rauckman
Workers Comp. Specialist

Matthew Zuba
Workers Comp. Analyst

Vacant
Paralegal

BENEFITS/WELLNESS

Jennifer Zillmer

Benefits & Wellness Supervisor

Stephanie Foxworth
Benefits Services Analyst

Nia Trunnell
Benefits Services Specialist

Vacant
Benefits Services Specialist

FINANCE

Therese Biernat

Business Finance Manager

Jodi Wingers
Business Operations Specialist

EMPLOYEE ASSISTANCE PROGRAM
(EAP)

Cris Zamora

*Employee Assistance & Resource
Coordinator*

Recent Accomplishments

- **Realigning Healthy Rewards incentives for employees**
 - Employees will earn more points for preventive care and physical activity
- **Increasing access to telehealth services**
 - Online appointments allow more employees to get ahead of their health needs, saving them and the City money
- **Enhancing maternity and menopause support offerings**
 - Working with Maven to provide 24/7 virtual support, postpartum care, and a dedicated care advocate for each participant; raising awareness with new “Menopause Series” programming
- **Rolling out oral nicotine testing and new A1C tests**
 - Results are processed instantly and entered into the wellness portal immediately — employees can start taking action faster

Opportunities for Innovation

- **Audit and reevaluate all legacy benefit offerings**
 - Potential to design more creative service delivery to meet employees' needs; DER could seek out intergovernmental partnerships for some benefits to take advantage of economies of scale
- **Get ahead of severe health conditions with proactive preventive care**
 - Exploring ways to use artificial intelligence (AI) to detect potential health conditions and alert employees
- **Adopt call tracking systems similar to public safety departments**
 - Coupled with a newer management system for benefits, enhanced call tracking would help DER use staff time more efficiently and spend less time generating reports / following up with employees

Future Plans

- **Bring primary care services to the ZMB Workplace Clinic**
 - Higher utilization of on-site health services for diagnosis and preventive care helps the City keep healthcare expenditure growth under control
- **Roll out improved employee surveys**
 - Shorter, more user-friendly “exit interviews” will help us understand what the City can do better as an employer; planning to introduce “stay interviews” with current employees
- **Guarantee a response to all employee contacts within 24 hours**
 - Benefits staff will track response times and common questions to identify potential improvements to our communication strategy

Future Plans

- **Transition to a department-centric model for workers' compensation claims**
 - Claims can be processed more effectively by adjusters that understand the unique circumstances of each individual employee's position
- **Energize the “Wellness Champion” program**
 - Empowering peer leaders in each department and offering more exciting rewards for high-performing teams could boost participation
- **Boost participation in Healthy Rewards biometrics**
 - Percentage of employees completing biometrics declined in 2023 (now at 77%); targeting 90% completion through “Wellness Champions”
- **Shift to new finance/benefits management system in progress**
 - Working collaboratively to transition to a simpler, more user-friendly system

Opportunities & Personnel Update

- **Limiting growth of healthcare expenditures**
 - Evaluating options for stop loss insurance for medical and prescription health plans to mitigate the impacts of high-cost catastrophic claims
- **Managing risk of litigation after employee injuries**
 - Planning to develop a robust, comprehensive safety and risk management plan long-term
- **Current vacancies**
 - Looking to fill one Benefits Services Specialist position, working on realigning the incumbent's primary responsibilities to attract higher-level candidates
- **Cross-training employees**
 - Employees that have expertise in every benefit program can fill the gaps more smoothly if a colleague leaves the City or is out of the office

Remaining Responsive to Alderpersons

Responsive, Accessible & Available

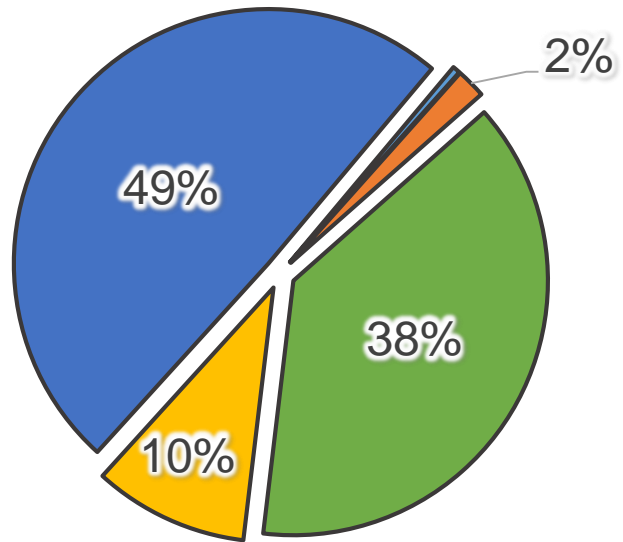
- **Integrate Alders into DER recruitment communications**
- **Introduced employee orientations for elected officials**
 - Successful first “NEEO” in April for incoming alderpersons and citywide officers — goal of getting new officeholders comfortable with their benefits package so they can hit the ground running
- **Collaboration with Ald. Brostoff on childcare initiative**
 - Providing a full presentation on the communication file later this morning!

City Workforce Demographics

Overall Breakdowns

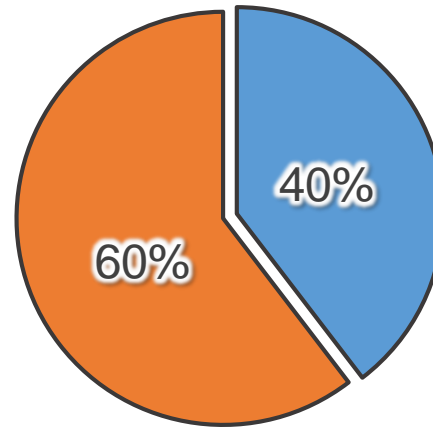
Ethnic Group

- Asian
- Black
- Hispanic
- White



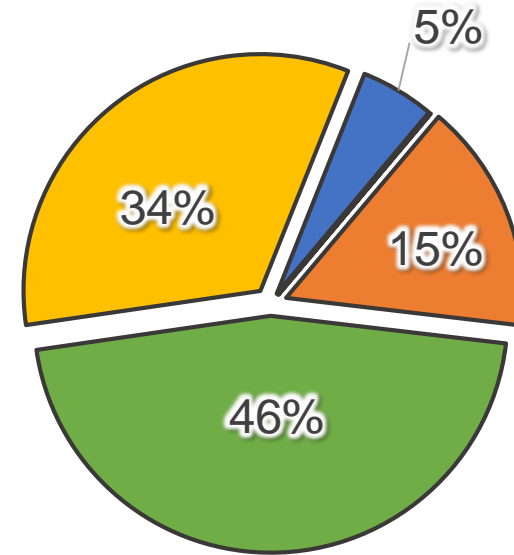
Sex

- Female
- Male



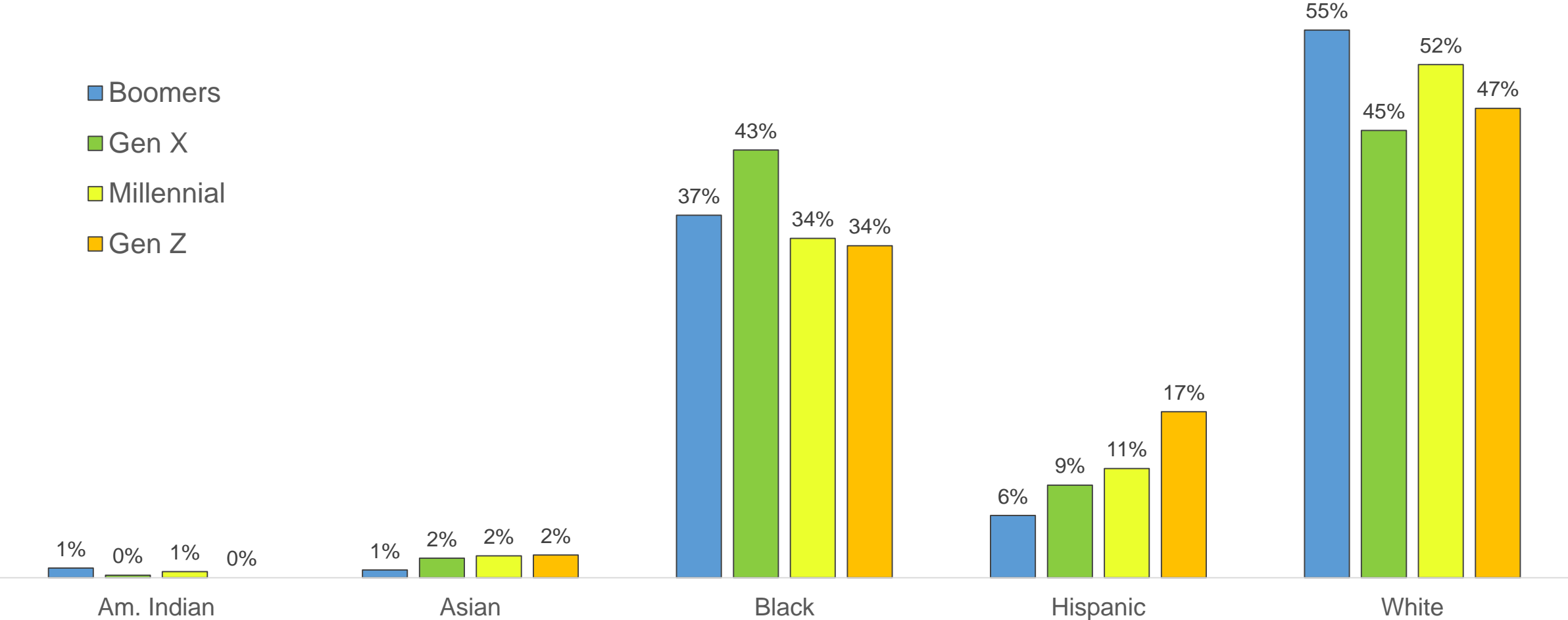
Generation

- Boomers
- Generation X
- Millennials
- Gen Z



City Workforce Demographics

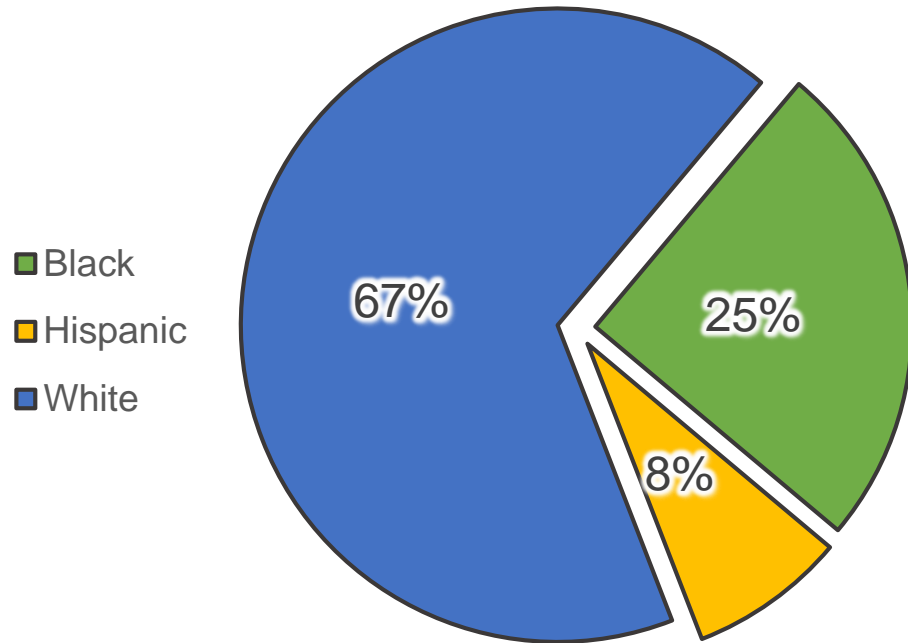
Ethnic Groups by Generation



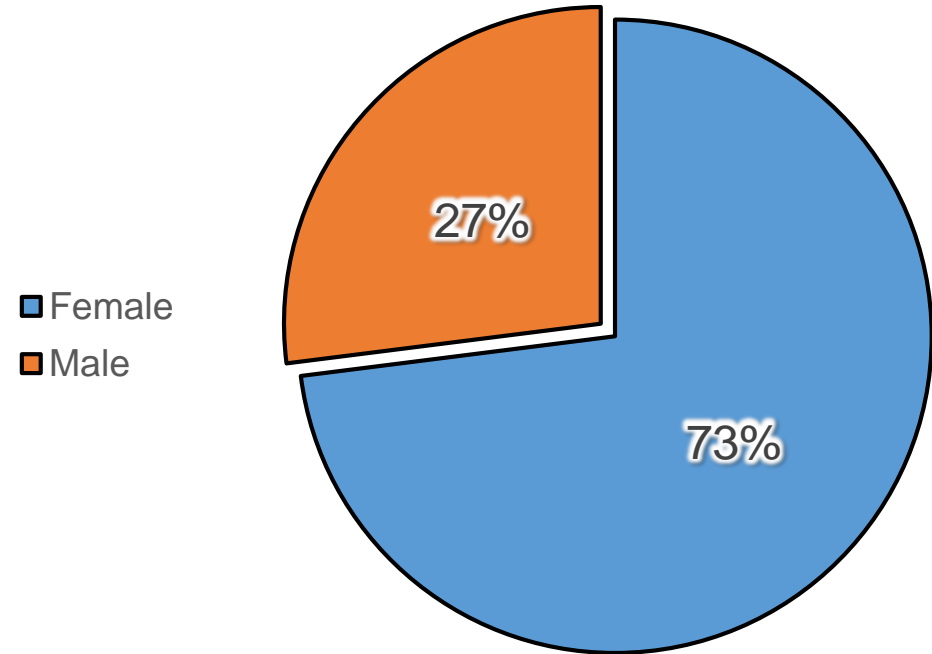
DER Workforce Demographics

Overall Breakdowns

Ethnic Group

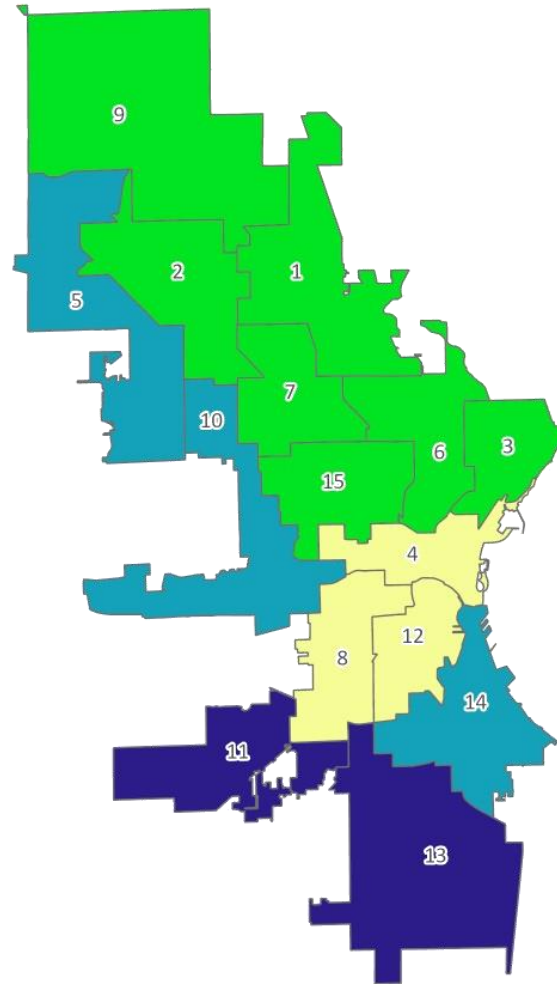


Sex



City Workforce Demographics

Residency by Aldermanic District



CITY OF MILWAUKEE
City Employee Residents by District
(April 2024)

District	Number of City Employee Residents
1 - Pratt	232
2 - Chambers	220
3 - Brostoff	213
4 - Bauman	126
5 - Westmoreland	366
6 - Coggs	220
7 - Jackson	244
8 - Zamarripa	96
9 - Taylor	239
10 - Moore	322
11 - Burgelis	440
12 - Perez	81
13 - Spiker	433
14 - Dimitrijevic	338
15 - Stamper	178

City Employee Residents by District

- Up to 150 employees
- 151 - 250 employees
- 251 - 400 employees
- Over 400 employees

Source: City of Milwaukee - DER
(District totals reflect 2024 district boundaries)

Prepared by City of Milwaukee DOA-kqp, 04/19/24

Harper Donahue, IV / Molly King

- ❖ *Our team is always open to questions, suggestions, and feedback...*
- **Questions for Harper?**
- **Questions for Molly?**



Labor Relations

Veronika Rudychev, Labor Negotiator

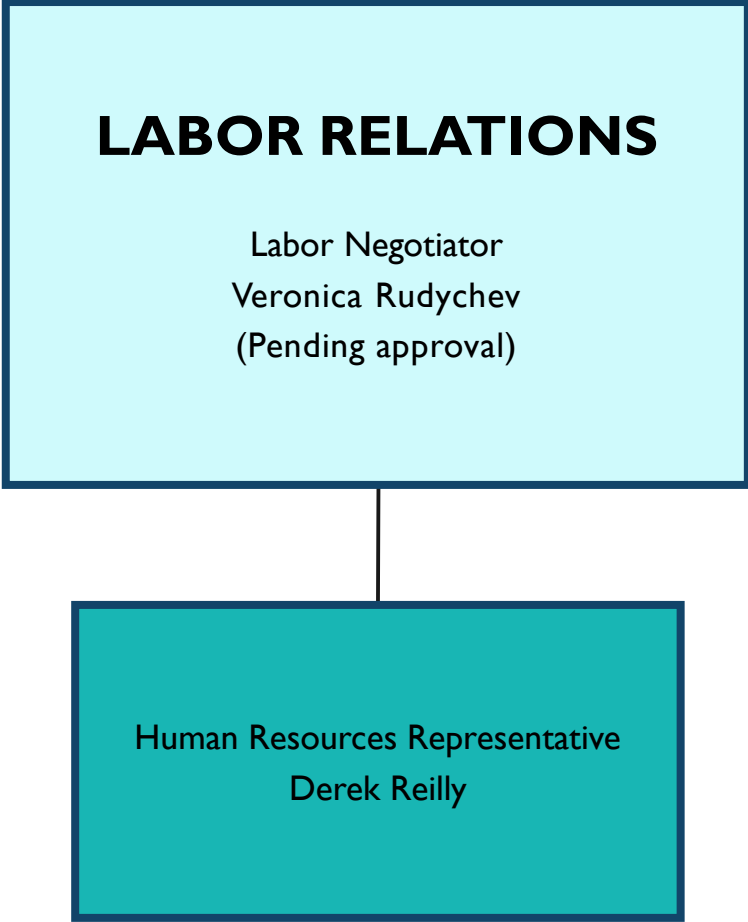


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Labor Relations Organizational Chart



Veronika Rudychev

- **What we do**
 - Negotiations
 - Compliance
 - Additional support

- **Importance of Labor Relations**
 - Support City fiscal health
 - Ensure compliance with contracts

Short Term Goals and Opportunities

- **Union Contracts**

- Milwaukee Police Association (MPA)
- Milwaukee Police Supervisors' Organization (MPSO)
- Milwaukee Professional Fire Fighters' Association, Local #215, IAFF, AFL-CIO

- **Open Items**

- Grievances

- **Future Goal Setting**

- **Establish and Build Relationships**

- Union
- Office of the Mayor
- Department of Employee Relations
- Common Council
- Other City Departments

- **Review Policies/Procedures**

Background and Qualifications

- **Education**
 - BA, UW-Milwaukee
 - MPA, UW-Milwaukee
- **Work Experience**
 - Public Sector
 - Private Sector
 - Human Resource Management
 - Finance
- **Negotiation Experience**
 - Municipal
 - Union
- **Servant Leadership**
- **Serving the City of Milwaukee**

Veronica Rudychev

Questions for Veronica?