



DEPARTMENT OF EMPLOYEE RELATIONS STRATEGIC PLAN

APRIL 2022- APRIL 2024

CITY HALL  
200 E WELLS ST ROOM 706  
MILWAUKEE, WI 53203

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## ABOUT US

The Department of Employee Relations (DER) serves as the City of Milwaukee’s human resources department. The department provides oversight and direction over the City’s civil service system, HR policies, recruitment, onboarding, compensation services, benefits and wellness services, labor, compliance, safety, grievances, leave administration, and other employee relations matters. The department is also responsible for implementing best practices that support the delivery of quality and timely city services.

### DER leadership

Title	Name
Mayor	Cavalier Johnson
Director	Makda Fessahaye
Benefits Director	Renee Joos
Labor Negotiator	Nicole Fleck

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## MISSION

DER is a leader in HR excellence and committed to meeting the evolving needs of our diverse workforce so they can thrive and serve the City of Milwaukee with purpose.

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## 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.

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## DIVERSITY, EQUITY & INCLUSION

Diversity, equity and inclusion are embedded in DER’s policies, principles, and practice. We are committed to fostering a work environment where a highly engaged, diverse workforce can thrive in an environment of fairness, dignity and respect. The department celebrates, embraces, values and promotes the diverse voices of City of Milwaukee employees. We believe diversity enhances and strengthens the work environment and the functioning of city government. DER is committed to maximizing the potential of every City of Milwaukee employee.

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## VALUES

### INTEGRITY

We act with integrity in accordance with public sector, professional, and ethical standards.

### RESPECT

We respect and honor the dignity of each person and foster a diverse, inclusive, and safe community.

### RESPONSIBILITY

We act responsibly and hold ourselves accountable for our decisions, actions, and their consequences.

### EXCELLENCE

We strive for excellence in all everything we do.

### COMMUNITY

We work together for the betterment of our city, our employees and the communities we serve.

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## DIVISIONS

### EMPLOYEE BENEFITS

The Employee Benefits Division oversees comprehensive services in benefits, wellness and safety centered on meeting the needs of employees and their families. The City's wellness program includes a wide range of programs, services and resources including an onsite wellness center, traveling wellness center sites, year-round coaching, access to registered dietitians, educational sessions, group fitness classes and department specific initiatives as well as an onsite Workplace Clinic, offsite FastCare Clinics and an Injury Prevention Clinic. This division also addresses employee safety concerns and works to minimize the safety risks of employees performing work in the field, which includes safety training, worker's compensation claims administration and risk management.

### COMPENSATION SERVICES

The Compensation Services Division serves as the primary source for consultative expertise on all classification and compensation matters. The division provides expert advice on best practices, manages the resolution of complex compensation issues and ensures compliance with state and federal laws, regulations, and ordinances.

### STAFFING

The Staffing Division performs recruitment and selection activities for general city positions within the City of Milwaukee. Additionally, the Staffing Division facilitates and monitors pre-employment activities (e.g. medical screening, I-9 processing) and New Employee Orientation for all general City new hires, in addition to ensuring all processes related to hiring and pre-employment follow the Board of City Service Commissioners Rules and state and federal guidelines and laws.

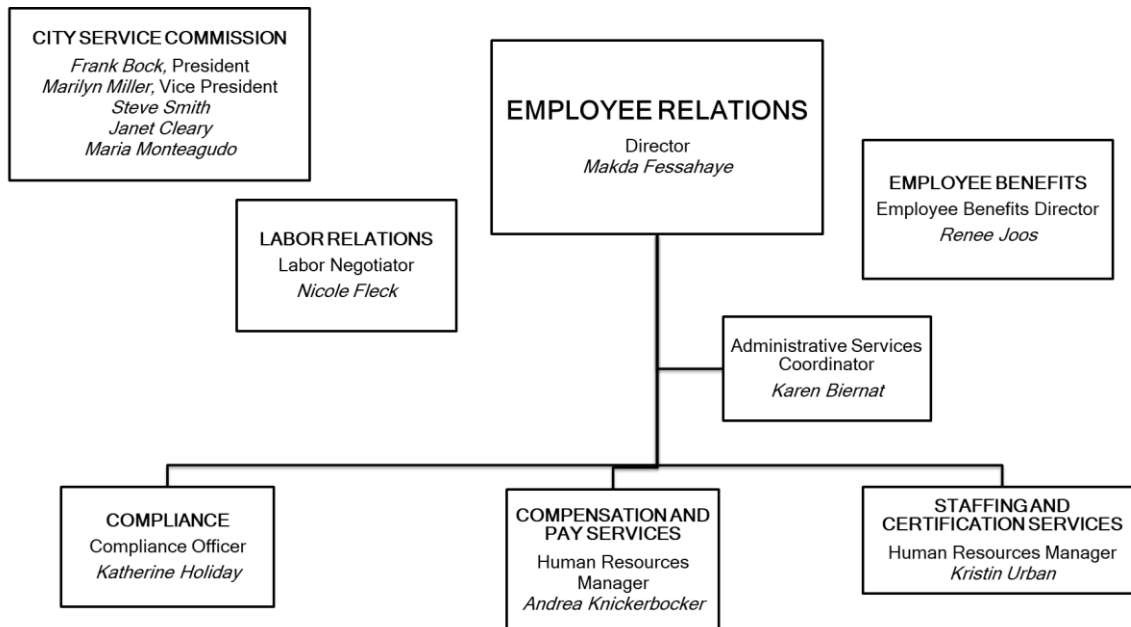
**COMPLIANCE**

The Compliance Division develops and oversees City-wide employee policies, addresses employee complaints of harassment, bullying, and discrimination, administers employee leave including paid parental leave and FMLA. The division also ensures compliance with state and federal laws, regulations, ordinances and best employment practices.

**LABOR**

The Labor Division manages the collective bargaining process for the City of Milwaukee. The division is responsible for interpretation and enforcement of labor contracts, Chapter 350 of the Milwaukee Code of Ordinances, management of the employee disciplinary and work place safety grievance processes and claims filed under the Dispute Resolution Procedure.

**ORGANIZATIONAL CHART**



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## JANUARY 2020 – MARCH 2022 ACCOMPLISHMENTS

### EMPLOYEE EXPERIENCE

- Living Wage Increase
- Policy Updates, I.E. Anti-Harassment and Bullying, Workplace Violence
- New Policies, I.E. Paid Parental Leave, Social Media, Volunteer Time Off, Awa Program, Political Activity
- Milwaukee Code of Ordinance Updates, I.E. Sick Leave, Funeral Leave
- Covid-19 Response
- Increased Public Access to Board of City Service Commissioners Meetings
- Launch Of Care@Work Service And 2<sup>nd</sup> Md Second Opinion Service
- Launch And Expansion of Voluntary Benefits
- Implementation Of a New Employee Text Messaging Service and Benefits Video Communication Tool
- Implementation And Expansion of Formal Employee Safety Training
- Creation Of Feature Fridays and Superhero Saturdays Social Media Campaign
- Expansion Of Workplace Clinic Services
- Implementation Of a Benefit Counselor Service and Online Resource Center
- Expansion Of Employee Resource Groups
- Established Dispute Resolution Program

### QUALITY AND PROCESS IMPROVEMENT/COMPLIANCE & EFFICIENCY

- Record Number of Recruitment and Selection Processes
- Reduction Of Recruitment Timeframes
- Reduction Of Job Application Barriers Through Virtual Interviews, Updating Internal Promotional Guidelines and Updating Transcript Requirements
- Record Number of Classification and Compensation Studies
- Mandate Of Diversity, Equity and Inclusion Questions for Interviews
- Creation Of Templates and Guidelines for Personnel Officers
- Creation Of Personnel Officer Quarterly Meetings

### STRATEGIC PARTNERSHIPS

- Partnership with University of Wisconsin-Milwaukee Work Study Program
  - Creation of Mentorship Volunteer Program with MENTOR Greater Milwaukee
  - Continued Partnership with Community Warehouse, and DWD Apprenticeship Program
  - Establishment of Partnerships with Prospanica and Hispanic Professionals of Greater Milwaukee
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## 2022 – 2024 STRATEGIC PLAN

### GOAL 1: EMPLOYEE EXPERIENCE

PROJECT	GOAL	TIMEFRAME
<i>Recruitment and Retention</i>	Develop pay progression budget proposal with the Department of Administration's Budget and Management Division for 2022 budget cycle.	Q2 2022
	Update Board of City Service Commissioners Rules related to reinstatement and restoration of service credits.	Q2 2022
	Develop programming for Work Study students and Management Trainees.	Q2 2022
	Develop and provide Total Rewards Statements to employees and candidates.	Q4 2022
	Develop bilingual pay incentives for employees.	Q4 2022
	Develop a proposal with the Milwaukee Health Department's Office of Violence Prevention and City Wellness Program to create a healing or meditation space in the City Hall Complex for employees.	Q2 2023
	Conduct an employee engagement survey and implement strategies to provide resources to enhance the employee experience.	Q4 2023
	Execute employee wellbeing audit to develop integrate health and wellness strategies.	Q4 2023
<i>Enhance Communication</i>	Hire a Marketing and Communications Officer to create strategic communication and marketing plans for recruitment and retention efforts.	Q2 2022
	Develop a library of interactive materials for improved benefits understanding.	Q4 2022
	Develop and implement comprehensive communication plans	Q3 2022

PROJECT	GOAL	TIMEFRAME
	prior to implementing or updating policies.	
	Partner with Information Technology Management Division (ITMD) to identify additional communication tools and improve internal systems to reach all employees.	Q4 2023

## GOAL 2: QUALITY AND PROCESS IMPROVEMENT

PROJECT	GOAL	TIMEFRAME
<i>Fair and Consistent Investigations</i>	Create a formal disciplinary investigation process and provide training.	Q2 2023
<i>Hiring Timeframes</i>	Develop a blueprint for hiring managers to be distributed at the outset of the selection process.	Q3 2022
	Reduce the time it takes to produce a referral from an open/competitive selection process to fewer than 80 days from assignment to referral.	Q4 2022
	Review pre-employment testing requirements and update practices to reduce hiring timeframes.	Q1 2023
<i>Dashboards</i>	Strengthen dashboards and metrics in benefits and Worker's Compensation and Safety to measure outcomes and improve the effectiveness of programs and services.	Q2 2023
	Create and implement a training plan, including refresher courses for personnel officers and supervisors to enhance knowledge transfer and sound HR decision making.	Q2 2023
<i>Compensation</i>	Develop process to study positions and market rates on a cyclical basis versus ad hoc basis.	Q4 2022

**GOAL 3: TECHNOLOGY AND INNOVATION**

<b>PROJECT</b>	<b>GOAL</b>	<b>TIMEFRAME</b>
<i>Technology</i>	Partner with Information Technology Management Division (ITMD) to update the City of Milwaukee's intranet, MINT, to be user-friendly and accessible to all employees.	Q1 2023
	Explore and identify technology solutions for easier benefits navigation and enrollment that are mobile friendly	Q4 2023

**GOAL 4: STRATEGIC PARTNERSHIPS**

<b>PROJECT</b>	<b>GOAL</b>	<b>TIMEFRAME</b>
<i>Increase network</i>	Develop and maintain partnerships and relationships with peer organizations.	Ongoing
	Continue collaboration with multiple employee groups, committees, vendor partners and internal stakeholders to thoughtfully improve benefits and wellness programs.	Ongoing
	Work with the Community Service and Volunteerism Employee Resource Group and community partners to create events and fairs for employees to utilize the Volunteer Time Off Program.	Q2 2022