

Chairperson: Supervisor James J. Schmitt
Committee Clerk: Jodi Mapp, 278-4073
Research Analyst: Rick Ceschin, 278-5003

COMMITTEE ON PERSONNEL

Friday, March 14, 2008 – 9:00 a.m.
Milwaukee County Courthouse, Room 201-B

MINUTES

PRESENT: Supervisors Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair)
EXCUSED: Supervisors Cesarz and De Bruin

SCHEDULED ITEMS:

1. 08-22(a) From Director of Human Resources relative to reclassification of existing positions, reallocations of non-represented positions, advancements within the pay range and all revisions to Executive Compensation Positions (ECP). **(Recommendations to be implemented unless Supervisor(s) object.)**

The Committee took no action regarding this item.

2. 08-23(a) From Director of Human Resources relative to appointments at an advanced step of the pay range. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

APPEARANCE:

Dr. Karen Jackson, Director, Human Resources

Discussion ensued regarding this report.

The Committee took no action regarding this informational report.

3. 08-24(a) From Director of Human Resources relative to dual employment, temporary assignments to a higher classification, temporary appointments and emergency appointments. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

The Committee took no action regarding this informational report.

4. 06-88(a) A. An adopted resolution directing the Director of Human Resources to submit a progress report on the implementation of the Ceridian payroll/personnel system as reported by the Implementation Oversight Committee. **(REPORT FROM DHR – INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

SCHEDULED ITEMS:

APPEARANCES:

Dennis John, Chief Information Officer, IMSD-DAS

Mary Reddin, Deputy Chief Information Officer, IMSD-DAS

Sushil Pillai, Ceridian Implementation Program Manager (SysLogic)

Jerry Heer, Director of Audits

Cynthia Archer, Interim Director, Department of Administrative Services

02:02 Mr. John indicated that the seventh Ceridian payroll has just been generated. Issues continue to decrease as time goes on, which is definitely a sign of improvement. Due to the experience gained with every payroll processed, an understanding has come as to how the system actually works. There were processes and systems identified that need improvement and modification to enable functionality the way it was anticipated. There are currently programmatic issues that are still outstanding that primarily affect the central payroll office. Most of these issues are not evident to employees receiving paychecks. They are temporarily being resolved by manual methods while work is being done to fix the problems in Ceridian. The program changes are expected to be in place within the next month or two.

Mr. John stated a series of strategic meetings have been held with field payroll clerks, union representatives, and internally over the last couple of weeks to identify items that are of concern and ways to improve the process. The result has been an evaluation of the way the project team communicates with field payroll clerks as well as central payroll. He indicated they will be readdressing training for the field due to the fact that a number of processes have changed over the last three months. This will enhance their perspective of the applications. There is also a user group meeting that takes place every other Thursday, which allows payroll clerks to provide feedback as to how the system is working.

Mr. John informed the Committee that weekly meetings held with the Behavioral Health Division (BHD) have been very productive. A point has been reached, regarding process improvements and a comfort level with the system, where meetings are now being held every other week. Training has also been initiated for employees in financial areas both in the field and centrally to get feedback on what reports are necessary for their departments that might be missing out of the system.

He went on to state the process in place for addressing actual paycheck discrepancies has worked well and there has been a dramatic decrease in the quantity of these types of errors. Mr. John

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indicated that they continue to work on the Ceridian Recruiting System (CRS) module and anticipates implementation within the next couple of months.

- 07:51 Ms. Reddin indicated that she knows the Committee expects the system to operate without the benefit of additional consultants. This process won't happen all at once. Some consultants that were involved with data conversions and testing early on in the project are no longer on site as of last year. The consultants who remain include Mr. Pillai, who will be around for a while. His role going forward will be more as a mentor to those who manage the ongoing process ensuring that things are being done right. A high level sponsors communication group has been established who meet biweekly with a high level executive from Ceridian to review issues and to see to the ongoing future of the management of the system. Ms. Reddin stated that she realizes the importance of knowledgeable County employees, along with the ongoing people who will be on site to maintain the system, is critical.
- 12:19 Mr. Pillai stated they have been working on transitioning out consultants since January and are looking at how they can diminish their role and build the expertise within the County to take the leadership role.
- 18:06 Mr. Heer stated there is still an intensive amount of manual work that is being done by an overstressed and understaffed central accounting/payroll division, which is not acceptable and not sustainable. The ability of Ceridian to generate good management reports has been low on the list of priorities and needs to be addressed to really gain the value of this automated system that Milwaukee County has invested an extensive amount of time and money in.

Questions and comments ensued.

The Committee took no action regarding this informational report.

- 05-497(a) B. An adopted resolution authorizing and directing the Director, Department of Administrative Services (DAS) and the Director, Division of Human Resources, DAS, to develop a reallocation plan that reflects the efficiencies expected to be achieved and the future County-wide deployment of human resources staff due to the implementation of the Ceridian human resource system. **(1/27/06: Chairman requested monthly status reports from the Director of DHR regarding any efficiencies, savings, job shifting and where the initiative is headed.) (REPORT FROM DIRECTOR, DHR –**

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INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)

APPEARANCE:

Dr. Karen Jackson, Director, Human Resources

00:38 Dr. Jackson indicated that the focus of the project has now shifted to the CRS system. Human Resources is working with the team assigned to try and get all the rules built into the system to enable the system to replicate what is currently being done by hand. The purpose is to turn what is now on paper into an electronic transaction. When a person submits an application, the system will be able to carry this applicant all the way through the process administering the necessary civil service and ordinance rules that DHR has to abide by. This will ensure eligibility and certified lists get out to departments in a timely manner.

Questions and comments ensued.

The Committee took no action regarding this informational report.

5. 08-114 From the Director, Department of Health and Human Services, requesting authorization for a change in the pay policy governed by Chapter 17.16(2) of the Milwaukee County General Ordinances regarding holiday pay for physicians and psychiatrists. **(Also to the Committee on Health and Human Needs.)**

APPEARANCE:

Corey Hoze, Director, Department of Health and Human Services

01:09 Mr. Hoze explained that within the GENESYS payroll system, BHD had a mechanism to pay its physicians and psychiatrists time-and-a-half pay for required work on holidays. Upon implementation of the Ceridian Time and Attendance system in December of 2007, this past practice could not continue without a formal pay policy change. The Department is requesting this change in the ordinance as an incentive to recruit and retain medical staff to fulfill the hospital's required 24/7 coverage needs on holidays. The Department also requested the amendment that was before the Committee on Health and Human Needs to exclude Christmas Eve and New Year's Eve.

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ACTION BY: *(Quindel) Concur with the action taken by the Committee on Health and Human Needs and Approve. 5-0*

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

Item #s 6 and 7 were considered together.

6. 07-269(a)(b) From the Acting Director, Department of Administrative Services, and the Controller, Administration and Fiscal Affairs, DAS, requesting authorization to execute a professional services contract amendment with SysLogic, Inc. in the amount of \$40,000. **(Also to the Committee on Finance and Audit.)**

SEE ITEM #7 FOR COMMITTEE ACTION

7. 08-110 From the Acting Director, Department of Administrative Services, requesting authorization to execute a professional services contract amendment with Accountemps for payroll services in the amount of \$17,000. **(Also to the Committee on Finance and Audit.)**

ACTION BY: *(Quindel) Approve Item #s 6 and 7. 5-0*

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

8. 07-368(a)(c) An adopted Resolution by Supervisor Borkowski authorizing and directing the Director, Department of Administrative Services – Division of Human Resources, and the Superintendent, House of Correction, to prepare and submit a supplemental action plan for enhanced recruitment, retention, and respite efforts for public safety positions at the House of Correction. **(Also to the Committee on Judiciary, Safety, and General Services.) (Reports due from the House of Correction Superintendent and the Director of Audits.)**

APPEARANCES:

Jerry Heer, Director of Audits

Ron Malone, Superintendent, House of Correction (HOC)

Douglas Jenkins, Deputy Director of Audits

Jon Priebe, Fiscal Affairs, Sheriff/HOC

Jeff Mayer, Assistant Superintendent, HOC

- 01:11 Mr. Heer stated the analysis done by his department was conducted for the period 2003 through 2007. The results of this analysis shows

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Correctional Officer (CO) 1s' total hours worked on a regular basis decreased 13% while overtime hours increased 207%. The average for each officer as it relates to overtime hours worked equates to an increased level of 218%. During the same timeframe, Family Medical Leave (FML) showed a dramatic increase of over 100%. Work related injury time increased sharply by 140%, and the use of excused time off and sick time off increased respectively by 25% and 32%. The average CO at the HOC worked 163 fewer regular hours in that timeframe.

Mr. Heer stated the conclusion reached from the audit is that there has been a vicious cycle of existing staff working a greater proportion of forced overtime, which results in increased stress levels leading to a greater reliance on unconventional means of obtaining time off. As far as the staffing levels are concerned, the HOC is short 23 CO 1 positions of its desired level. Although the report reflects the HOC is 23 positions understaffed, the combined effect of this dramatic increase in these unconventional time off days is really the equivalent of another 34 positions. The 23 positions can be addressed. The 34 positions equivalent, due to the nature of time off, is something that will require a significant turnaround in corporate culture, morale, and the management of HOC staff.

Mr. Heer went on to state there are a number of things that affect the staffing level needs. They include inmate population levels, the number of posts and staff deployment, staff turnover, and recruiting efforts. It is important to note that 53% of the overtime for CO1s was forced as opposed to voluntary. The level of staffing of overtime versus the level of budgeted overtime was 63% more than what was budgeted. As a result, 66% of grievances filed by CO1s were related to forced overtime. FML definitely needs to be addressed. CO1s are using up 98% of their allotted sick leave time. The work related injury time off is also of great concern. Many of these increases are driven by the short staffing at the HOC.

In closing, Mr. Heer stated the efforts to aggressively recruit and bring in more CO1s have begun to show results. Those efforts need to be sustained. He indicated the need for a fiscal and budget administrator is a necessity to assist management with getting a better handle on staffing and budgeting issues. He detailed tools that the Board, as a legislative body, can use to provide more effective oversight of the HOC.

Questions and comments ensued.

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19:26 In response to the audit, Mr. Malone indicated that he agrees with the majority of the points raised. With the audit, the Administration now has documentation to substantiate requests relating to recruitment and positions for hire. He indicated the data speaks for itself. He agrees with the recommendations made and the fact that the HOC could use more daily fiscal monitoring for a strategic planning point of view. Mr. Malone stated it is difficult to ask for more resources when you have vacancies. He stated administration will continue to monitor the use of FMLA; aggressively enforce the policies that the County has in place; and focus on recruitment, overtime, turnover issues, and ways to streamline the process.

Discussion ensued at length.

The following people appeared and spoke in regards to this item:

28:19 Mr. Kevin Schoofs, AFSCME 567
Ms. Penni Secore, AFSCME
Mr. Roy Felber, Milwaukee Deputy Sheriffs' Association
Mr. Rich Graber, Milwaukee Deputy Sheriffs' Association
Mr. Rick DeSpears, DC48, Local 170

ACTION BY: (Quindel) Concur with the action taken by the Committee on Finance and Audit and Approve. 5-0

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

9. 07-379(a) **Adopted 2008 Budget Amendment 1A045** directed the Chief Judge and Clerk of Circuit Court to furnish a report to the County Board for consideration at its March 2008 meetings on the use of temporary staff services. This report should include actual expenditures for 2007 and the steps being taken to reduce reliance on temporary help in 2008. **(Also to the Committees on Finance and Audit and Judiciary, Safety & General Services.) (INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

APPEARANCE:

John Barrett, Clerk of Circuit Court, County Funded State Court Services

00:46 Mr. Barrett stated their workload has stayed the same or increased. He indicated there were several reasons that contributed to their inability to fill vacancies toward the end of last year, which includes the fact that the Department of Administrative Services (DAS) held up positions

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and the lack of a good list from Human Resources. These issues have been resolved in that DAS and Human Resources are trying their best to provide viable lists in a timely fashion. This year, the one exception happens to be Deputy Court Clerks. Mr. Barrett indicated he met with Dr. Jackson of Human Resources and a plan was coordinated to address the Deputy Court Clerk issue. These vacancies effect their ability to curtail the use of temporary staff, which leaves them dependent upon temporary staff for those positions.

The Committee took no action regarding this informational report.

10. 07-420(a) An adopted resolution directing the Direct Deposit Implementation Task Force to study and make recommendations to fully implement direct deposit for all County payroll checks and submit its findings within 90 days of its establishment. **(Also to the Committee on Finance and Audit) (INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

00:30 There was not a representative present from the Treasurer's Office. However, the Chairman stated he had a conversation with Treasurer Diliberti who informed him that the Task Force did meet and there will be progress reports forthcoming.

The Committee took no action regarding this informational report.

11. 07-480(a) An adopted resolution by Supervisor De Bruin, directing the Director, Department of Administrative Services – Division of Employee Benefits, to evaluate and report on additional options to aid Milwaukee County employees in creating a smoke-free work environment. **(Also to the Committee on Finance and Audit.) (12/14/07: Report due from Director of Employee Benefits.) (INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

APPEARANCE:

David Arena, Director, Employee Benefits Division

00:40 Mr. Arena stated there is a program within the Wellness program that is called "Commit to Quit." It is a four-part program, which is very extensive and fairly successful. According to APS Healthcare, this will be a tremendous help to those people who wish to quit smoking. Options considered in the study included expansion of the benefit programs that cover prescription drugs that help curtail smoking. An analysis was conducted, with the help of Medco, where they took a look at similar peer companies and made a determination that if the

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benefit program was expanded to cover such products as Zyban, Nicotrol, and Chantix (three of the more popular prescriptions that help control the urge to smoke), there would be a substantial increase in costs. It is recommended by Mr. Arena, at this point, to utilize the investment that is currently being made through Wellness and the smoking cessation programs built into it.

Mr. Arena indicated that with the additional information received from health risk appraisals, which everyone will get an incentive to participate, they will get a better handle on the numbers in terms of problems with smoking addiction. It will also provide a chance to see how effective the program currently in place is before the next step is taken to expand the costs of the benefit programs.

The Committee took no action regarding this informational report.

12. 08-129 From the Director, Employee Benefits Division, requesting an amendment to Chapter 17.14(7)(z) of the Milwaukee County General Ordinances to extend Wellness incentive payments to eligible Non-Represented Employees and Spouses.

APPEARANCE:

David Arena, Director, Employee Benefits Division

- 00:21 Mr. Arena stated that as a result of the Wellness program being installed, an adjustment to the ordinances is needed to cover non-represented employees.

Questions and comments ensued.

ACTION BY: (Borkowski) Approve. 5-0

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

13. 08-131 From the Director, Employee Benefits Division, requesting ratification of the Benefit Director's acceptance of WPS' offer to terminate its contract between Milwaukee County and WPS for administration of its self insured health care plan for employees and retirees effective January 1, 2009, and further authorize the Director to negotiate a transition to a successor administrator. **(Also to the Committee on Finance and Audit.)**

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APPEARANCES:

David Arena, Director, Employee Benefits Division
William Domina, Corporation Counsel

00:35 Mr. Arena stated that as a result of an on-going dispute between WPS and Aurora Healthcare, WPS was not able to contract directly with Aurora to provide a PPO agreement for Milwaukee County's employees and retirees enrolled in the County's PPO Plan for 2008 for their providers, which needs to be accessed in order to fulfill our collective bargaining agreements. Because of this, WPS offered to withdraw the final year of the contract. Mr. Arena recommended the termination to be able to fulfill collective bargaining agreements in 2009.

01:52 Mr. Domina indicated that this is a contract issue and explained the details.

ACTION BY: (Borkowski) Approve. 5-0

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

RECOMMENDATIONS RELATIVE TO CLASSIFICATION AND RATES OF PAY FOR CREATION OF POSITIONS IF RECOMMENDED BY THE FINANCE COMMITTEE:

Item #s 14 and 15 were considered together.

14. 08-82 From the Director, Zoological Department, requesting authorization to create one Group Sales Assistant position at the Zoo. **(Also to the Committee on Finance and Audit, Department of Administrative Services, and Division of Human Resources.)**

SEE ITEM #15 FOR COMMITTEE ACTION

15. 08-108 From the Medical Examiner's Office requesting authorization to create one position of Forensic Investigator effective March 23, 2008, consistent with the 2008 Adopted Budget. **(Also to the Committee on Finance and Audit, Department of Administrative Services, and Division of Human Resources.)**

ACTION BY: (Borkowski) Approve Item #s 14 and 15. 5-0

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

SCHEDULED ITEMS:

COLLECTIVE BARGAINING (CAUCUS) (CLOSED SESSION):

The Committee may adjourn into closed session under the provisions of Wisconsin Statutes, Sections 19.85(1)(c), (e), (g), for the purpose of discussing the following matter(s):

Item #s 16 and 17 were considered together.

16. 08-P-01 Deliberation, negotiation or re-negotiation of collective bargaining agreements.

SEE ITEM #17 FOR COMMITTEE ACTION

17. 08-P-02 From the Director of Labor Relations, submitting an informational report regarding recent arbitration awards. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

ACTION BY: (Coggs-Jones) Adjourn into closed session under the provisions of Wisconsin Statutes, Section 19.85(1)(c), (e), (g), for the purpose of discussing Item #s 16 and 17 above. At the conclusion of the closed session, the Committee may reconvene in open session to take whatever action(s) it may deem necessary on the aforesaid item. 5-0

AYES: Coggs-Jones, Borkowski, Quindel, Weishan, and Schmitt (Chair) – 5

NOES: 0

The Committee convened into closed session at approximately 11:15 a.m. The Committee did not reconvene back into open session.

SCHEDULED ITEMS:

STAFF PRESENT:

Dr. Karen Jackson, Director, Human Resources, DAS
Dennis John, Chief Information Officer, IMSD-DAS
Mary Reddin, Deputy Chief Information Officer, IMSD, DAS
Jerry Heer, Director of Audits
Cynthia Archer, Interim Director, Department of Administrative Services
Corey Hoze, Director, Department of Health and Human Services
Ron Malone, Superintendent, House of Correction
Douglas Jenkins, Deputy Director of Audits
Jon Priebe, Fiscal Affairs, Sheriff/House of Correction
Jeff Mayer, Assistant Superintendent, House of Correction
John Barrett, Clerk of Circuit Court, County Funded State Court Services
Mary Dutkiewicz, Analyst, Human Resources
James Hennen, Support Program Coordinator, CMO, Dept. on Aging
David Arena, Director, Employee Benefits, DAS
William Domina, Corporation Counsel
Greg Gracz, Director, Labor Relations
Rick Ceschin, Research Analyst, County Board

This meeting was recorded. The foregoing items were not necessarily considered in agenda order. Committee files contain copies of the subject reports, communications, resolutions, and ordinances, which may be reviewed upon request to the Chief Committee Clerk. The official copy of these minutes, along with the audio recording of this meeting, is available in the County Board Committee Services Division.

Length of meeting: 9:00 a.m. to 11:57 a.m.

Adjourned,

Jodi Kapp

Committee Clerk
Committee on Personnel