

COUNTY OF MILWAUKEE
DEPARTMENT OF HUMAN RESOURCES
INTER-OFFICE COMMUNICATION

DATE : November 29, 2017

To : Chairman Theodore Lipscomb Sr, County Board of Supervisors
James "Luigi" Schmitt, Chairman, Personnel Committee

FROM : Kerry Mitchell, Chief Human Resources Officer *KM*

SUBJECT: **Informational Report: regarding the use of incentives and enhanced benefits, such as signing bonuses or extra vacation hours.**

Issue/Background

Chairman Lipscomb requested a report of the use of incentives and enhanced benefits, such as signing bonuses or extra vacation hours. As requested, Human Resources researched the request and identified positions with additional paid time off and bonuses negotiated or offered between July 1, 2016 and October 6, 2017. We are listing our offers in a general format, with aggregated totals, in order to protect identities of individuals in single-incumbent positions. This helps avoid the disruption that can result from public discussion related to individual employees.

It is important for managers to have some flexibility in hiring for senior-level or difficult-to-fill positions. Best practice ideas to provide this flexibility in both the private and public sectors include increasing paid time off and providing hiring bonus incentives. We have seen recruitment success that has led to improved time-to-fill and the ability to attract top talent with this flexibility. Negotiating additional time off or sign-on bonuses is used only in rare cases and for positions where we've had a difficult time recruiting.

Paid Time Off

Job offers that included additional negotiated paid time off at the time of offer that are **current** employees who did not have reciprocity were from the following departments:

- DHHS – 2 positions
- DAS-IMSD – 3 positions
- District Attorney – 1 position
- Human Resources – 1 position

Bonuses

Job offers that included bonuses paid to employees over the past 2 years that are **current** employees amounted to a total of \$1,208,824.07. This dollar amount includes budgeted (across-the-board bonuses outlined in the budget), attendance, pool, referral, retention, sign on, Child Support Incentive Program, One Time per the County Exec, and Winter Seasonal bonuses. These bonuses were from the following departments:

- Department of Administrative Services
 - Budgeted Bonus - \$34,330.39
- Department on Aging
 - Budgeted Bonus - \$20,204.03

- Behavioral Health Division
 - Budgeted Bonus - \$123,827.45
 - BHD Attendance Bonus - \$18,500
 - BHD Pool Bonus - \$31,925
 - Referral Bonus - \$1,500
 - Retention Bonus - \$15,000
 - Sign on Bonus - \$17,500
 - Total - \$308,252
- CEX – Intergovernmental Affairs
 - Budgeted Bonus - \$435.69
- Child Support Services
 - Budgeted Bonus - \$30,992.34
 - Child Support Incentive Program - \$114,550
 - Total - \$145,492.34
- Office of the Comptroller
 - Budgeted Bonus - \$15,382.33
- Corporation Counsel
 - Budgeted Bonus - \$7,487.11
 - One Time Bonus Per County Executive - \$5,000
 - Total - \$12,487.11
- County Board
 - Budgeted Bonus - \$2,350.37
- County Clerk
 - Budgeted Bonus - \$3,098.85
- County Executive
 - Budgeted Bonus - \$2,861.94
- Combined Court Services
 - Budgeted Bonus - \$69,234.97
 - Child Support Incentive Program - \$888.77
 - Total - \$70,123.74
- District Attorney
 - Budgeted Bonus - \$31,505.83
- Emergency Management Services
 - Budgeted Bonus - \$12,034.23
- Family Care
 - Budgeted Bonus - \$10,626.01
- DHHS
 - Budgeted Bonus - \$61,260.96
- House of Corrections
 - Budgeted Bonus - \$71,152.09
 - Sign on - \$1,875
 - Total - \$73,027.09
- Human Resources
 - Budgeted Bonus - \$16,607.03
 - Sign on - \$17,000
 - Total - \$33,607.03
- Medical Examiner
 - Budgeted Bonus - \$11,540.14
- Parks Recreation & Culture

- Budgeted Bonus - \$59,445.89
- Winter Seasonal Bonus - \$400
- Total - \$59,845.89
- PRB/Ethics Board
 - Budgeted Bonus - \$845.19
- Register of Deeds
 - Budgeted Bonus - \$5,068.40
- Sheriff
 - Budgeted Bonus - \$66,950.99
 - Sign on - \$7,500
 - Total - \$ 74,450.99
- Transportation
 - Budgeted Bonus - \$118,181
 - Sign on - \$2,000
 - Winter Seasonal Bonus - \$71,600
 - Total - \$191,781
- Treasurer
 - Budgeted Bonus - \$1,429.37
- UW Extension
 - Budgeted Bonus - \$231.40
- Veterans' Services
 - Budgeted Bonus - \$194.57
- Zoo
 - Budgeted Bonus - \$26,356.73

CC: County Executive Chris Abele
Raisa Koltun, Chief of Staff
Kelly Bablitch, Milwaukee County Board of Supervisors Chief of Staff
Teig Whaley-Smith, Director of Administrative Services
Scott Manske, Comptroller
Stephen Cady, Comptroller's Office
Janelle Jensen, Committee Coordinator