

From the Chief Human Resources Officer, Department of Human Resources, requesting authorization to implement strategies designed to provide flexibility in recruiting for difficult-to-fill classified positions, by recommending adoption of the following:

A RESOLUTION

WHEREAS, employers, including government employers, recognize the need to periodically extend beyond traditional recruiting strategies to secure candidates for classified “difficult-to-fill positions” as a means to meet critical staffing needs; and

WHEREAS, typical strategies for recruiting and retaining classified employees for “difficult-to-fill positions” include bonuses, employee referral bonus programs, and other creative measures to provide incentives to candidates; and

WHEREAS, a classified position would be identified as “difficult-to-fill” based on factors such as:

- The length of time required to fill similar vacant positions.
- Recent turnover in similar positions.
- The availability and quality of candidates possessing the required competencies and qualifications.
- Special or unique knowledge, skills and abilities required for the position.
- Other factors such as critical or emergency conditions.

; and

WHEREAS, positions that would immediately qualify and be designated as “difficult-to-fill” under the conditions above include 3rd shift Highway Maintenance Workers for snow removal, Seasonal Airport Maintenance Workers for snow removal, and Corrections Officers; and

WHEREAS, to be able to respond to changing market conditions, the Department of Human Resources requires flexibility to provide incentives for designated and authorized positions such as sign-on and retention bonuses, and enhanced shift differentials, that are not currently authorized under existing Milwaukee County Code of General Ordinances or policies; and

WHEREAS, at its meeting of December 2, 2016, members of the Committee on Personnel expressed concern about providing “blanket” authority to pay hiring and retention bonuses to any positions the Chief Human Resources Officer deemed “difficult-to-fill,” and instead supported such flexibility, for a limited period of time, to those positions authorized by the Committee on Personnel; and

47 WHEREAS, the Committee on Personnel, at its meeting of December 1, 2017,
48 recommended adoption of File No. 17-770 (vote 5-0); now, therefore,
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50 BE IT RESOLVED, the Milwaukee County Board of Supervisors hereby
51 authorizes the Chief Human Resources Officer, Department of Human Resources
52 (DHR), to implement one or more of the following strategies designed to provide
53 flexibility in recruiting for and retaining classified staff in “difficult-to-fill positions,” as
54 reviewed and approved by the Committee on Personnel:
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- 56 • Sign-on bonuses up to 2 percent of the annualized salary for the classified
57 position, with a maximum of \$2,000 (formal agreement required).
- 58 • Bonuses for “difficult-to-fill” winter critical positions for new hires and incumbents
59 of \$200 per month for each full month worked, at successful completion of the
60 season.
- 61 • Temporary modification of shift differentials up to twice the amount authorized in
62 relevant policy or ordinance, for up to the length of the “difficult-to-fill” designation
63 is authorized by the Committee on Personnel.

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65 ; and
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67 BE IT FURTHER RESOLVED, the Committee on Personnel, based on the
68 recommendation of the Chief Human Resources Officer, DHR, designates the
69 following position titles as “difficult-to-fill” and eligible for the enhanced compensation
70 benefits outlined above:
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72 <u>Position Title</u>	73 <u>Department</u>
74 Highway Maintenance Workers	75 Transportation
76 Airport Maintenance Workers	77 Transportation
78 Correctional Officers (all classes)	79 Sheriff and House of Correction

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81 ; and
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83 BE IT FURTHER RESOLVED, regarding initial implementation of the above for
84 the Highway Maintenance Workers and the Airport Maintenance Workers, the shift
85 differential will become effective as of the pay period beginning December 31, 2017,
86 and expire April 7, 2018, and the per month seasonal bonus is proposed to be paid
87 as soon as practicable after the conclusion of the winter operating season, and
88 would include up to five months (November 2017 through March 2018) based upon
89 each full month worked during the five month period; and
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91 BE IT FURTHER RESOLVED, the Director, Office of Performance, Strategy, and
92 Budget, Department of Administrative Services, will verify the availability of funds in
the departmental accounts of hiring departments prior to DHR implementing any of
the strategies outline above for any position; and
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93 BE IT FURTHER RESOLVED, the Chief Human Resources Officer, DHR will
94 publish guidelines on these incentives in the Administrative Manual of Operating
95 Procedures, post the titles of “difficult-to-fill positions,” and the incentives authorized
96 for those positions on the DHR website; and

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98 BE IT FURTHER RESOLVED, based on the recommendations of the Chief
99 Human Resources Officer, DHR, the recommendation of the Committee on
100 Personnel to extend or approve additional “difficult-to-fill positions” for up to 180
101 days from Committee action, will be final, and that updates on such positions will be
102 provided at the call of the Committee Chairperson; and

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104 BE IT FURTHER RESOLVED, the Chief Human Resources Officer, DHR, may
105 remove a position title from the “difficult-to-fill” list without approval of the Committee
106 on Personnel if, in the judgement of the Chief Human Resources Officer, hiring
107 conditions have improved and warrant such a change.

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