

From the Chief Human Resources Officer, Department of Human Resources (DHR), and the Director of Talent Acquisition and Human Resources Operations, DHR, requesting authorization to implement strategies designed to provide flexibility in recruiting for difficult-to-fill positions, by recommending adoption of the following:

AN AMENDED RESOLUTION

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

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

WHEREAS, a 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, and Correctional Officers in both the House of Correction and the Criminal Justice Facility; 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 2, 2016,
48 recommended adoption of this resolution as amended of the Chief Human Resources
49 Officer’s request (vote 3-2); now, therefore,
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51 BE IT RESOLVED, the Milwaukee County Board of Supervisors hereby
52 authorizes the Chief Human Resources Officer, Department of Human Resources
53 (DHR), and the Director of Talent Acquisition and Human Resource Operations, DHR,
54 to implement one or more of the following strategies designed to provide flexibility in
55 recruiting for and retaining staff in “difficult-to-fill positions,” as reviewed and approved
56 by the Committee on Personnel:
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- 58 • Sign-on bonuses up to 2 percent of the annualized salary for the position, with a
59 maximum of \$2,000 (formal agreement required).
- 60 • Bonuses for “difficult-to-fill” seasonal positions for new hires and incumbents of
61 \$200 per month for each full month worked, at successful completion of the
62 season.
- 63 • Temporary modification of shift differentials up to twice the amount authorized in
64 relevant policy or ordinance, for up to the length of the “difficult-to-fill” designation
65 is authorized by the Committee on Personnel.

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

80 ; and
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82 BE IT FURTHER RESOLVED, the Director, Office of Performance, Strategy, and
83 Budget, Department of Administrative Services, will verify the availability of funds in the
84 departmental accounts of hiring departments prior to DHR implementing any of the
85 strategies outlined above for any position; and
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87 BE IT FURTHER RESOLVED, the Chief Human Resources Officer, DHR, will
88 publish guidelines on these incentives in the Administrative Manual of Operating
89 Procedures, post the titles of “difficult-to-fill” positions and the incentives authorized for
90 those positions on the DHR website; and
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92 BE IT FURTHER RESOLVED, based on the recommendations of the Chief
93 Human Resources Officer, DHR, the recommendation of the Committee on Personnel

92 to extend or approve additional “difficult-to-fill” positions for up to 180 days from
93 Committee action, will be final, and that updates on such positions will be provided at
94 the call of the Committee Chairperson; and

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

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