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From the Director HR Operations, Talent Acquisition and Learning & Development, Department of Human Resources and from the Director, Department of Administrative Services requesting for an appropriation transfer of \$150,000 for costs associated with an employee recruitment and retention marketing campaign to address critical staffing needs. The Department of Human Resources and the Department of Administrative Services seek to address Milwaukee County’s staffing crisis across many departments, by recommending adoption of the following:

**A RESOLUTION**

WHEREAS, Milwaukee County (the County) has a critical staffing shortage due to the Coronavirus Disease pandemic, aging workforce, inflationary environment, and competitive job market, with the current vacancy levels putting considerable stress on existing employees and their ability to conduct the County’s business; and

WHEREAS, across the County, 19 percent of all positions are vacant; and

WHEREAS, some critical function areas are facing staffing vacancies in excess of 20 percent, including the Department of Administrative Services (DAS), Milwaukee Mitchell International Airport, the Office of the Sheriff (Sheriff), and House of Correction (HOC); and

WHEREAS, the Department of Health and Human Services, Department of Human Resources (DHR), Information Management Services Division, DAS, and the Office of the Comptroller all have vacancies in excess of 15 percent; and

WHEREAS, the vacancy deficit for critical and mandated services in departments like the HOC and Sheriff force the County to pay overtime wages to existing staff, in order to meet minimum coverage numbers per-shift, delay staff from using their paid time off, or being called to work past their shift in to the next to cover short staff, driving turn-over due to burn out; and

WHEREAS, the County workforce in the last Employee Engagement Survey rated “pride in working for Milwaukee County” at nearly the highest score (4.2 out of 5), and in follow up conversations, employees often cite public service, impact in the community and the County’s vision as being driving factors for their interest in working for the County, corroborating that our workforce values working for a mission driven organization, and that our target candidate pool values working for mission focused organizations as a top criteria; and

WHEREAS, DHR has identified that we are in competition for that same local pool of candidates with much better funded employers in our region, but have a highly competitive narrative we can market to this candidate pool; and

47 WHEREAS, this resolution seeks to fund a campaign and project plan that was  
48 built around the County's vision to become the healthiest county in Wisconsin by  
49 achieving racial equity; and

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51 WHEREAS, the campaign was developed collaboratively with DHR, multiple  
52 department heads/executive staff, the County's Marketing and Communications  
53 Council, and the County Executive's office; and

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55 WHEREAS, the campaign would be coordinated by DHR, and marketing and  
56 communications staff in the Office of Strategy, Budget, and Performance, and various  
57 County departments; and

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59 WHEREAS, the Committee on Personnel, at its meeting of July 12, 2022,  
60 recommended adoption of File No. 22-848 (vote 4-0); and

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62 WHEREAS, the Committee on Finance, at its meeting of July 21, 2022,  
63 recommended adoption of File No. 22-848 (vote 5-2); now, therefore,

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65 BE IT RESOLVED, the Milwaukee County Board of Supervisors (County Board)  
66 hereby authorizes this onetime \$150,000 allocation for an employment branding  
67 campaign and the project will be assigned for items such as brand development,  
68 refinement, and content production, including use of outside vendor(s) for enhanced  
69 brand material and video production, brand distribution across all modes that could  
70 include, but would not be limited to, social media ads, paid job postings,  
71 radio/application ads, billboards, bus ads and wraps, print materials, video media;  
72 special events and merchandise to include presences at major hiring events, hosting of  
73 events, supplies, and merchandise for applicants; and

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75 BE IT FURTHER RESOLVED, the County Board authorizes and directs the  
76 Office of Strategy, Budget, and Performance, and the Office of the Comptroller to  
77 transfer funds in the amount of \$150,000 from Org. Unit 1940-1945 – Appropriation for  
78 Contingencies to the Department of Human Resources' budget for the employment  
79 branding campaign and project.

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84 \\Fi01wpchc\comclerk\$\Committees\2022\July\FINANCE\Resolutions\22-848 HR \$150k Staffing Campaign.docx