



Milwaukee County
Department of Human Resources

DATE: November 13, 2017

TO: Theodore Lipscomb, Sr., Chairman, Board of Supervisors

FROM: Kerry Mitchell, Chief Human Resources Officer
Genaro Baez, Director of Talent Acquisition and HR Operations 

SUBJECT: Request for authorization to re-implement strategies designed to provide flexibility in recruiting for difficult-to-fill classified positions

Background

The Department of Human Resources is seeking the authority to re-implement the strategies adopted by the County Board in File 16-676 that were designed to provide flexibility in recruiting for difficult-to-fill classified positions which were:

<u>Position Title</u>	<u>Department</u>
Highway Maintenance Workers	Transportation
Correctional Officers (all classes)	Sheriff and House of Correction

Specifically, the Department was authorized to implement the following strategies:

- Sign-on bonuses, up to 2% of the annualized salary for the position, with a maximum of \$2,000 (formal agreement required).
- Bonuses for difficult-to-fill seasonal positions of \$200 per month for each full month worked, at successful completion of the season
- Referral bonuses for candidates and employees of up to \$500 (does not apply to Department of Human Resources employees, or to the direct hiring manager of the position to be filled);
- Temporary modification of shift differentials, up to 2x the amount authorized in relevant policy or ordinance, for up to 180 days.

Update

Since these programs were implemented, the Office of the Sheriff hired a total of 98 Correctional Officers (COs). Of the 98 hired, 64 (65%) COs are currently active employees and scheduled to receive the sign-on bonus. There have been 34 resignations of employees that were scheduled to receive the sign-on bonus, but resigned prior to completion of probationary period; however, five (5) of the 34 received the first half of the sign-on bonus. As it relates to vacancies, the Sheriff had 51 vacancies as of 2/6/17 and is currently down to 24 (with 14 COs starting in the 10/9/17 New Employee Orientation).

The House of Correction (HOC) hired a total of 51 Correctional Officers (COs). Of the 51 hired, 32 (62%) COs are currently active employees and scheduled to receive the sign-on bonus. There have been 19 resignations of employees that were scheduled to receive the sign-on bonus, but resigned prior to completion of probationary period. As it relates to vacancies, the HOC had 51 vacancies as of 2/6/17 and is unfortunately up to 68 vacancies. It is important that we continue to have this tool to be able to offer prospective employees.

The Department of Transportation-Highways (DOT) hired a total of 104 Highway Maintenance Workers (I, II, & III classifications). Of the 104 hired, 80 (84%) received the full \$800 sign-on bonus. Ten (10) employees received \$600 (11%) and five (5) (5%) employees received \$400 sign-on bonuses.

REQUEST

We are requesting a continuation of this program. If approved, our intention is to implement the following:

- Highway Workers: Shift Differential, Bonus program
 - The shift differential is proposed to become effective as of the pay period beginning December 31, 2017 through the pay period ending April 7, 2018.
 - The per month seasonal bonus is proposed to be paid as soon as practicable after the conclusion of the winter operating season and would include up to five months (November 2017 through March 2018) based upon each full month worked during the five month period.
- Airport Maintenance Workers: Shift Differential, Bonus program
 - The shift differential is proposed to become effective as of the pay period beginning December 31, 2017 through the pay period ending April 7, 2018.
 - The per month seasonal bonus is proposed to be paid as soon as practicable after the conclusion of the winter operating season and would include up to five months (November 2017 through March 2018) based upon each full month worked during the five month period.
- Corrections Officers: Shift Differential only

Please refer the attached resolution and fiscal note to the Personnel Committee for consideration in the December cycle.

CC: County Executive Chris Abele
Raisa Koltun, Chief of Staff
Supervisor Jim "Luigi" Schmitt, Chairman, Personnel Committee
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