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3 From the Director, Department of Transportation, and the Director of  
4 Compensation/Human Resources Information System, Department of Human  
5 Resources, requesting authorization to re-implement seasonal bonuses for Highway  
6 Maintenance Workers to provide flexibility in recruiting for the difficult-to-fill classified  
7 positions, retroactive to November 1, 2018, by recommending adoption of the following:  
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9 **AN AMENDED RESOLUTION**

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11 WHEREAS, employers, including government employers, recognize the need to  
12 periodically extend beyond traditional recruiting strategies to secure candidates for  
13 classified “difficult-to-fill” positions, to meet critical staffing needs; and  
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15 WHEREAS, typical strategies for recruiting and retaining classified employees for  
16 “difficult-to-fill” positions include bonuses, and other creative measures to provide  
17 incentives to candidates; and  
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19 WHEREAS, a classified position would be identified as “difficult-to-fill” based on  
20 factors such as:  
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- 22 • The length of time required to fill similar vacant positions
- 23 • Recent turnover in similar positions
- 24 • The availability and quality of candidates possessing the required competencies  
25 and qualifications
- 26 • Special or unique knowledge, skills, and abilities required for the position
- 27 • Other factors such as critical or emergency conditions

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29 ; and  
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31 WHEREAS, positions that would immediately qualify and be designated as  
32 “difficult-to-fill” under the conditions above include third shift Highway Maintenance  
33 Workers for snow removal; and  
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35 WHEREAS, to be able to respond to changing market conditions, the  
36 Department of Human Resources (DHR) requires flexibility to provide incentives for  
37 designated and authorized positions, such as retention bonuses, that are not currently  
38 authorized within the Milwaukee County Code of General Ordinances or other policies;  
39 and  
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41 WHEREAS, the Committee on Personnel (Personnel), at its meeting of  
42 December 2, 2016, expressed concern providing “blanket” authority to pay hiring and  
43 retention bonuses to any positions the Chief Human Resources Officer, DHR, deemed  
44 “difficult-to-fill,” and instead supported such flexibility to those positions authorized by  
45 Personnel for a limited period of time; and  
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47 WHEREAS, Personnel, at its meeting of December 2, 2016, recommended  
48 adoption of File No. 16-676 as amended (vote 3-2); and

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50 WHEREAS, Personnel, at its meeting of March 7, 2019, recommended adoption  
51 of File No. 19-255 as amended (vote 5-0); now, therefore,

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53 BE IT RESOLVED, the Milwaukee County Board of Supervisors (County Board)  
54 hereby authorizes the Chief Human Resources Officer, or current designee, Department  
55 of Human Resources (DHR), to implement the following strategy designed to provide  
56 flexibility in recruiting for and retaining classified staff in “difficult-to-fill” positions, as  
57 reviewed and approved by the Committee on Personnel (Personnel):

- 58  
59 • Bonuses for “difficult-to-fill” winter critical positions for new hires and incumbents  
60 of \$200 per month for each full month worked, at successful completion of the  
61 season.

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63 ; and

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65 BE IT FURTHER RESOLVED, Personnel, based on the recommendation of the  
66 Chief Human Resources Officer, or current designee, DHR, designates the following  
67 position titles as “difficult-to-fill,” and eligible for the enhanced compensation benefits  
68 outlined above:

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<u>Position Title</u>	<u>Department</u>
Highway Maintenance Workers	Transportation

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75 BE IT FURTHER RESOLVED, the Director, Office of Performance, Strategy, and  
76 Budget, Department of Administrative Services, will verify the availability of funds in the  
77 departmental accounts of hiring departments prior to DHR implementing the strategy  
78 outlined above for any position; and

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80 BE IT FURTHER RESOLVED, based on the recommendations of the Chief  
81 Human Resources Officer, or current designee, DHR, the recommendation of Personnel  
82 to extend or approve additional “difficult-to-fill” positions for up to 180 days from  
83 committee action retroactive to November 1, 2018, the beginning of the winter season,  
84 will be final, and that updates on such positions will be provided at the call of the  
85 Personnel Chairperson; and

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87 BE IT FURTHER RESOLVED, the Chief Human Resources Officer, or current  
88 designee, DHR, may remove a position title from the “difficult-to-fill” list without approval  
89 of Personnel if, in the judgement of the Chief Human Resources Officer, or current  
90 designee, hiring conditions have improved to warrant such a change; and

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93                    BE IT FURTHER RESOLVED, that if any positions are removed by DHR from  
94 the “difficult-to-fill” list, an informational report outlining the change shall be provided to  
95 the County Board as soon as practicable.

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98                    srb  
99                    03/07/19

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