

RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2008 Proposed Budget – Department of Employee Relations (DER)

1. The 2008 proposed operating budget includes \$4,970,504, a 1% decrease from 2007 (*Page 2*).
2. The number of authorized positions decreased from 83 in 2007 to 82 in 2008 (*Page 2 and 3*).
3. The 2008 Proposed Budget does not include funding for any capital expenditures. The 2007 Budget provided \$400,000 for a Worker's Compensation claims processing and risk management system, of which \$170,000 has been released (*Page 3 and 6*).
4. In 2003 the Fire and Police Commission was merged with DER and Commission services were consolidated into DER's 3 divisions. The 2007 Budget provided the direction and funding to reestablish the Fire and Police Commission as a distinct department while maintaining the staffing and testing functions within DER (*Page 2*).
5. *Professional Services* increased 11%, from \$93,386 to \$103,973. This account is used to fund recruitment, testing and selection of police officer candidates, and increased with the implementation of changes to the Police Officer test components and implementation of continuous recruitment and testing (*Page 3*).
6. There is a 3% increase for special purpose accounts under DER authority, or a \$3.8 million increase from the 2007 Budget (*Page 4*).
7. 10,873 total active employees and retirees are enrolled in the City's healthcare programs, and there are currently 6,450 active employees enrolled in dental care (*Page 7*).
8. There is one HMO choice for 2008: United Healthcare. The city's Basic Plan is available to all employees, and the Basic Plan Tier I is only available to certain represented employee groups, retired management (if retired after 2004) and management employees (*Page 7 and 8*).
9. The city has 4 dental plans in 2007, the same choices that were available in 2006 and 2007 (*Page 8 and 9*).
10. The City is currently negotiating with almost all unions, and almost all contracts expired January 1, 2007. A voluntary settlement was reached with the MPA and a file is scheduled for Council action on October 17, 2007. The City continues to negotiate with all other unions (*Page 9*).
11. DER expects to take applications for Firefighter in 2008. The current eligible list for Firefighter was created in 2003 and contained 887 candidates. Approximately 81 candidates have been hired, and 743 remain on the list. The list is scheduled to expire in December, 2007 (*Page 11*).
12. A police recruit class will begin October 8, 2007. DER's rough estimate of the cost for filling this class is \$532,000. This cost estimate takes into consideration changes to the testing process implemented earlier this year and anticipated to continue in years to come (*Page 11 and 12*).

Research & Analysis Section – Legislative Reference Bureau

2008 Proposed Budget Summary: Department of Employee Relations (DER)

Expense Category	2006 Actual	2007 Budget	2006-2007 Change	2008 Proposed	2007-2008 Change
Personnel*	\$5,129,151	\$4,571,822	-11%	\$4,431,327	-3%
Operating Expenditures	\$424,773	\$350,581	-17%	\$423,558	+21%
Equipment Purchase	\$21,362	\$3,000	-86%	\$3,000	No change
Special Funds	\$103,862	\$112,619	+8%	\$112,619	No change
TOTAL	\$5,679,148	\$5,038,022	-11%	\$4,970,504	-1%
Capital	0	\$400,000	+\$400,000	0	-\$400,000
Revenue	\$454,754	\$437,000	-4%	\$413,550	-5%
O&M FTE Positions	59.05	53.86	-5.19	53.38	-0.48
Authorized Positions	93	83	-10	82	-1

*Personnel is Net Wages and Salaries combined with Fringe Benefits

The Department of Employee Relations (DER) provides human resources and support to city agencies and the Milwaukee Public Schools with the goal of attracting, retaining and motivating a competent and diverse workforce. DER meets these goals while complying with state and federal employment laws, and Civil Service Commission and Fire and Police Commission rules.

DER has 4 service areas: employee relations, compensation and employee benefits, staffing and worker’s compensation and safety.

RESTRUCTURING DER/FIRE AND POLICE COMMISSION

Prior to 2003, the Fire and Police Commission was a distinct department that carried out its statutorily mandated functions relative to disciplinary appeals, citizen complaints, policy review and oversight, and recruitment and testing for all positions in the Fire and Police Departments. In an effort to consolidate many crossover functions of the Commission and the Department of Employee Relations (DER), in 2003 the Fire and Police Commission was merged with DER and Commission services were consolidated into DER’s 3 divisions.

In response to the recommendations of the 2006 report “*Promoting Police Accountability in Milwaukee: Strengthening the Fire and Police Commission*,” the 2007 Budget provided the direction and funding to reestablish the Fire and Police Commission as a distinct department, and began the process of transitioning the Commission to a monitor model of oversight. The study recommended that the personnel-related functions, except for the hiring of Chiefs, be delegated to a difference City agency. As a result, these functions and Commission staff members who had been responsible for recruitment, test development and test administration have been retained in DER. A discussion of Fire and Police Department personnel matters is included on pages 9 – 12.

DEPARTMENT PERSONNEL

Number of Authorized and Funded Positions:

Changes in number of positions, 2007 Budget and 2008 Proposed Budget:

	2007 Budget	2008 Proposed	Change
O&M Funded FTE Positions	53.86	53.38	-0.48
Authorized Positions	83	82	-1

Summary of Position Changes:

Position Title	Division	Number of positions affected	Reason
Office Assistant II	Administration	+1	Created to provide additional support in reception area
Benefits Service Specialist I	Employee Benefits	+1	Retitled and reclassified to better reflect duties of position
Administrative Services Assistant	Employee Benefits	-1	
Program Assistant II	Operations	+1	Retitled and reclassified to better reflect duties of position
Program Assistant I	Operations	-1	
Occupational Health Nurse Senior	Employee Benefits	-1	Elimination due to operational efficiencies from new Worker's Compensation system
Claims Processor II	Employee Benefits	-1	
Office Assistant III	Employee Benefits	-1	
Human Resource Analyst Senior	Operations	+1	Created to help with recruitment and examination process
	NET CHANGE	-1	

Vacancies: *Office Assistant III*, vacant since April 2007, and *Claims Processor*, vacant since May 2007. The duties and responsibilities of these positions have been assigned to other staff within the Worker's Compensation section in anticipation of the new worker's compensation claims management system.

SELECTED LINE ITEMS

- **Professional Services** increased 11% between the 2007 Budget and the 2008 Proposed Budget, from \$93,386 to \$103,973. This account is used to fund recruitment, testing and selection of police officer candidates. With the implementation of continuous recruitment, the increase in the amount of applications processed and candidates considered has resulted in increases in costs associated with test administration and scoring activities. It is anticipated these costs will increase on an annual basis.
- **Information Technology Services** is funded at \$117,700 in the 2008 Proposed Budget, an increase of \$110,370. The increase will accommodate the annual hosting fees and maintenance costs of the new workers' compensation system scheduled to go live in January, 2008. The maintenance fees are fixed for 3 years and will then be subjected to annual increases.
- **Reimburse Other Departments** decreased by 44% between the 2007 Budget and the 2008 Proposed Budget, from \$63,000 to \$15,000. The decrease in Reimburse Other Departments is due to a Department of Administration (DOA) – Business Operation Division change. Departments were informed that the DOA was converting some Business Operation Division-Documents Services Section services from reimbursable to non-reimbursable. As a result of this change, DER's expenses for these services were decreased by \$48,000. This amount is based on 2006 actuals and adjusted for any anticipated cost increases expected in 2008.
- There are no changes in funding levels for *Equipment* or *Special Funds*.

REVENUE

Projected revenue is \$413,550: \$184,381 is related to charges for services to Water Works based on actual expenditures; \$229,150 is an insurance recovery account, and is derived from third-party reimbursements from workers' compensation claims. There is a 5% decrease in total anticipated revenue between 2007 and 2008.

SPECIAL PURPOSE ACCOUNTS

There is a 3% increase for special purpose accounts under DER authority, or a \$3.8 million increase from the 2007 Budget.

Special Purpose Account	2007 Budget	2008 Proposed	% Change
Alternative Transportation for City Employees	\$124,000	\$130,032	+5%
Employee Training Fund	\$40,000	\$40,000	No change
Flexible Spending Account	\$50,000	\$50,000	No change
Long Term Disability	\$640,000	\$801,000	+25%
Tuition Reimbursement Fund	\$740,000	\$760,000	+3%
Unemployment Compensation	\$975,000	\$880,000	-10%
Total Workers' Compensation	\$11,555,000	\$12,150,000	+5%
• Workers' Compensation	\$11,530,000	\$12,125,000	+5%
• Required Employer Law Compliance	\$25,000	\$25,000	No change
Total Employee Health Care Benefits	\$106,730,000	\$109,875,000	+3%
• Administrative Expenses	\$3,000,000	\$3,500,000	+17%
• Claims	\$29,920,000	\$36,550,000	+22%
• Dental Insurance	\$2,200,000	\$2,200,000	No change
• HMOs	\$71,610,000	\$67,625,000	-6%
TOTAL	\$120,854,000	\$124,686,032	+3%

A description of each special purpose account is provided:

1. Alternative Transportation for City Employees: Commuter Value Pass, \$130,032.

The Commuter Value Pass Program (CVP), implemented in April, 2000, is an unlimited use photo ID bus pass sponsored by the Milwaukee County Transit System (MCTS) for use on all MCTS buses, including freeway flyers and special event buses. The pass is valid for 90 days at a time, and the employee share of the program is paid through an after-tax payroll deduction. With the exception of the sworn uniformed protective service employees, all active employees are eligible for this program. There are approximately 343 participants currently enrolled in CVP program.

Milwaukee County Transit System has indicated that fees are likely to increase to approximately \$63 per month for each enrollment from the current \$59.00, split evenly between the city and the employee at \$31.50 for each enrollment. Participants share monthly costs through payroll deduction.

This 2008 SPA is budgeted for 5% more than the 2007 budget. This increase is the result of increased costs of the program, established by the Milwaukee County Transit Service.

2. Employee Training Fund, \$40,000.

Funds in this account are used to provide training and development opportunities to City employees outside of those authorized and approved under the tuition benefit, including new employee orientation. Funding from this account is also used to train DER employees, with the intent to use the knowledge to implement and enhance citywide programs. Topics vary from year to year. More than 200 persons participated in training opportunities in 2006.

Since 2006 there have been ongoing requests from departments to provide supervisory and management development courses. Throughout 2007 this account has been used to facilitate performance appraisal training for City agencies through the services of a professional leadership training consultant.

3. Flexible Spending Account Administration, \$50,000.

The Flexible Choices Program allows city employees to set aside pre-tax dollars for certain medical care, dependent care and parking expenses. Currently more than 975 employees participate in one or more of the flexible spending programs. The 2007 maximum contribution for medical expenses is \$4,000 per participant; \$5,000 per participant for dependent care; and \$2,000 per participant for work-related parking.

ProcessWorks is the current vendor for the City's flexible benefits program, and has proposed the following per member per month rates: \$3.75 for 2008; \$3.85 for 2009; and \$3.95 for 2010. The 2007 rate is \$3.50 per member per month.

There is no change in funding for this item between 2007 and 2008.

4. Long-Term-Disability (LTD), \$801,000.

The LTD program provides income continuation benefits at 60% of pre-disability earnings to eligible employees who are unable to work due to a disabling injury or illness. The LTD program supplements the City's sick leave and pension disability program. It includes the LTD1 plan, a 180-day waiting period paid for by the City, and LTD2 options for 120, 90 and 60-day buy down paid for by the employee.

All general City management and non-management/non-represented employees are covered. Represented employees are covered per provisions in the respective collective bargaining agreements. Protective service personnel are not eligible for LTD benefits. Currently 4,652 employees participate in this benefit.

There is a 25% increase in funding between 2007 and 2008, based on increased utilization and experience over the past 5 years.

5. Tuition Reimbursement Fund, \$760,000.

The City provides a tuition benefit program to eligible employees to help them further develop skills related to their current job or a reasonable promotional opportunity within City government. The benefit level available to each employee depends upon the particular employee group to which they belong, with specific maximum reimbursement levels determined by collective bargaining agreements. In 2005, 1,826 employees applied for 3,555 courses and/or membership dues under this program. A total of 376 management employees took advantage of this program in 2006, and 238 so far in 2007 (as of August).

There is a 3% increase in funding between 2007 and 2008.

6. Unemployment Compensation, \$880,000.

This account pays the City's portion of unemployment compensation benefits payments to City employees who are laid off or otherwise separated from service. Eligibility for this benefit is determined by the State upon review of the employee's level of earnings and the circumstances surrounding the separation from employment. A total of 330 unemployment compensation claims were filed in the last quarter of 2006.

DER began contracting with the TALX Corporation for unemployment claims administration in October, 2006, to assist DER in identifying and monitoring unemployment compensation costs by departments and nature of claim.

There is a 10% decrease in funding between 2007 and 2008.

7. Worker's Compensation, \$12,150,000.

This account covers expenses incurred by the city as result of employee job-related injuries. In addition, funds are provided in a sub-account to cover expenses incurred as a result of exposure to blood borne pathogens in the workplace (the sub-account, *Required Employer Law Compliance*). In 2006 there were 1,140 recordable injuries, and the active claim inventory at the end of 2006 was 1,305 claims. In 2006, City employees had a total of 21,279 lost workdays, and the City paid \$11.7 million in worker compensation expenditures (including indemnity costs, medical costs and adjustment costs).

Efforts to Decrease Costs

- Since 2000 the city has contracted with CorVel, a **third-party bill reviewer and repricer**, for re-pricing services and bill processing. Effective in September, 2007, CorVel expanded its medical bill review and re-pricing services to include all medical bills (not just those in their network). CorVel's services have resulted in savings of more than \$2.1 million in 2006 and more than \$1.4 million in the first 6 months of 2007.
- DER continues to work with all City departments and agencies to pursue effective **return to work options** for injured workers and other cost control strategies that will impact the overall Worker's Compensation expenditures incurred by the city. This includes the Disabled Employee Placement Program.
- Over the past year, the Central Safety Committee (CSC) has been identifying and implementing new programs and initiatives to increase safety and reduce injuries to City employees. To that end, an on-line **Worksite Safety Survey** was developed to help identify and assess risk hazards at all City work locations. All departments were asked to complete surveys by August 31, 2007. The CSC will review the results and identify topics for safety programs.
- The Department of Employee Relations, working with the Department of Public Works – Operations division, has reinstated **the Injury Review Committee** for employees in the Department of Public Works Operations and Infrastructure Services divisions. In 2007, the committee met with the department employees in the upper 25th percentile for injury experience. During these meetings there is a direct dialogue with employees regarding safe work practices and an exchange of information that the department believes will serve to reduce the number and severity of injuries. Throughout 2007 and 2008, DPW will expand the Injury Review process to DPW Administration and Parking Enforcement and Milwaukee Water Works. DER has shared the framework of the program with the Fire Department, and the Fire Department has worked with Local 215 to develop a similar program within the Fire Department. DER will work with the Police Department to assess the feasibility of implementing an Injury Review Program in 2008.
- A new **Worker's Compensation claims system** will be implemented in January, 2008, and this system will allow the City to better analyze claims information at a departmental level to pursue strategies to reduce workplace injuries. The 2007 Budget funded this system at \$400,000, of which \$359,254 will be carried over into 2008 and of which \$170,000 of funds has been released.

There is a 5% increase in funding between 2007 and 2008, primarily due to expected annual increases in wage rates.

8. Employee Health Care Benefits, \$109,875,000.

Funding in this account covers the costs associated with the City’s self-funded health care benefit program (Basic Plan), health maintenance organizations (HMOs), and dental insurance. Also included in this account are the costs associated with a contract for a third party administrator of the Basic Plan, utilization review and case management. The following table shows funding for the Employee Health Care Benefits SPA and its sub-accounts:

Employee Health Care Benefits: Sub-accts	2006 Actual	2007 Budget	Change	2008 Proposed	Change
Administrative Expenses*	\$1,974,108	\$3,000,000	+52%	\$3,500,000	+17%
Claims	\$34,755,523	\$29,920,000	-14%	\$36,550,000	+22%
Dental Insurance	\$2,173,920	\$2,200,000	+1%	\$2,200,000	No change
HMOs	\$52,984,139	\$71,610,000	+35%	\$67,625,000	-6%
Total	\$91,887,690	\$106,730,000	+16%	\$109,875,000	+3%

*As of 2006, Cost Containment expenses were combined with Administrative Expenses in one account.

Average Change in Yearly Expenditures

Year	2002	2003	2004	2005	2006	2007 Budget
Expenditure	\$74,917,275	\$76,931,907	\$84,970,825	\$96,422,000	\$91,887,690	\$106,730,000

Any change in benefit structure or benefit plan design for represented employees must be negotiated with each affected union. The process for charging management employees is through Common Council action. Dialogue with all bargaining groups is ongoing in a continued effort to bring uniformity to the benefit structure.

Current Enrollment

Employees Enrolled in a Healthcare Plan in 2007

	Active Employees	Retirees	Total
Basic Plan	1,511	3,088	4,599
HMO	4,979	1,295	6,274
Total	6,490	4,383	10,873

There are currently 6,450 active employees enrolled in dental care.

Summary of Health Plan Options/Rates

Healthcare Options: Management employees have the choice between the HMO (United Health Care), the Basic Plan and Basic Plan Tier 1. The only represented employees eligible for Basic Plan Tier 1 benefits are Milwaukee Building and Construction Trades Council (MBCTC), Local 494 Electrical, HACM/RACM, Wisconsin Center District (WCD), and Milwaukee Economic Development Corporation (MEDC); all other represented employees may choose between the HMO and the Basic Plan.

HMO: The HMO is available to all employees, and it serves as the baseline for determining the employee share of other health insurance options provided by the city. In particular for management employees, it determines the employee’s share of the monthly Basic Plan premium. The City pays 100% of the HMO premium for all active City employees and a portion of premium for retirees. The City has entered into a one-year contract with United Healthcare for HMO services in 2008. Humana, the City’s current provider, proposed an 18.85% increase for 2008, and United Healthcare proposed a

net 6.63% increase from the City’s current rates – which reflects an 11.5% increase in active costs and a 17% decrease in retiree costs for the City.

For 2007, the HMO is \$504.48 for single coverage and \$1,377.55 for family coverage, per month. The city’s share is \$504.48 for single plans and \$1,377.55 for family plans; thus employees enrolling in this plan will have a \$0 monthly premium.

Basic Plan: The Basic Plan is administered by Claims Management Services, Inc., and is designed to provide in-patient hospital benefits, medical/surgical benefits and major medical benefits. It allows individuals and their dependents to see any doctor and any hospital, and is available to all employees. Employee contribution varies according to bargaining unit.

The following is a projection of the 2008 premium shares for **active employees enrolled in the Basic Plan:**

Basic Plan Monthly rates for Active Employees (Employee Monthly Premium):

City Group	2008 Single	2007 Single	% Change	2008 Family	2007 Family	% Change
Management	\$178.29	\$184.26	-3%	\$161.20	\$199.51	-19%
DC#48/Others	\$75	\$75	No change	\$150	\$150	No change
Fire and Police	\$75	\$75	No change	\$150	\$150	No change

Basic Plan Tier I: A second basic plan, the Basic Plan Tier 1 plan, is available to Active Management, Retired Management (if retired after 2004), Housing Authority, Redevelopment Authority, Wisconsin Center District, Milwaukee Economic Development Corporation, Local 494 (Electrical) and Milwaukee Buildings and Trade Council employees. These employees may choose between the Basic Plan and Basic Plan Tier 1. The Basic Plan Tier 1 is not available to other represented employees, non-management non-represented employees and retired employees. Tier 1 provides the same benefits as the Basic Plan, except that it includes higher employee contributions for out of network providers. Management employees, MBCTC, Local 494 Electrical, HACM/RACM, WCD and MEDC employees are eligible for Tier 1.

The following is a projection of the 2008 premium shares for **active employees enrolled in the Basic Plan Tier 1:**

City Group	2008 Single	2007 Single	% Change	2008 Family	2007 Family	% Change
Management, MBCTC, Local 494 Electrical, HACM, RACM, WCD, MEDC	\$41.50	\$56.94	-27%	\$80.93	\$125.26	-35%

Healthcare benefits for **retirees** are currently categorized in 2 groups:

1. For those **under age 65 years**, the city pays 100% of any plan for general City retirees who retire prior to 1/1/05 (excluding police and fire personnel) and for management employees who retire before 1/1/04. City payment for police and fire retirees in this category is dependent upon a formulary ranging from 65%–100%.
2. For those **age 65 years and older**, the city pays 25% of any health plan selected, basic or HMO. The cost of the plan for the individual will be dependent upon the retirees’ Medicare status and whether or not there is a spouse or dependent child/children to be included.

Dental: The city has 4 dental plans in 2007: WPS/Delta Dental; DentalBlue; Care-Plus Benefit Plans, Inc.; and First Commonwealth Dental/Guardian. These are the same choices that were available in 2006

and 2007. The city share for each plan and for each employee group is \$13 for single and \$37.50 for family. Employee monthly premium shares range between \$26.31 and \$36.76 per month for a single enrollment and \$90.62 and \$110.91 per month for a family enrollment, and there is variation among bargaining units.

Navitus Health Solutions: Navitus Health Solutions has been the City's contracted Prescription Benefit Manager for the Basic Plan for 2006 and 2007. In 2008, it will be used for both the Basic Plan and the HMO. Navitus has been providing services to help Basic Plan members and the City to reduce the costs of prescription medications, and other advantages of contracting with Navitus include a Medicare D plan for Medicare retirees, voluntary pill splitting, use of 4 specific over the counter medications, use of mail order, and elimination of non-network pharmacies.

In April, 2007, Navitus proposed a voluntary "Preferred Formulary Retrospective Drug Utilization Review Program" to reduce members' and the City's drug costs, which was estimated to result in savings of \$20,000 per month for the City if 25% of Basic Plan members change to lower-cost alternatives, which would save \$5,000 per month for members of the Basic Plan, collectively.

EMPLOYEE AND LABOR RELATIONS ACTIVITIES

Collective Bargaining: The City is currently negotiating with almost all unions, and almost all contracts expired January 1, 2007. A few contracts expired July 1, 2007. A voluntary settlement was reached with the MPA and a file is scheduled for Council action on October 17, 2007. The City continues to negotiate with all other unions. The Milwaukee Police Supervisors are still unsettled for 2004-2006, and the process leading to interest arbitration continues.

Employee Complaints: In 2006, 56 employee complaints were filed: 7 related to discrimination based on disability; 29 were based on harassment; 3 were based on sexual harassment; and 17 were based on workplace violence.

Exit Interviews: In 2006 DER began surveying employees leaving City employment. Following is a summary of findings:

- **Reason for Leaving City Employment** - Retirement was cited by 65% of the respondents as their reason for leaving city employment. Other respondents resigned because of Organizational Culture (16%), Career Change (6%), Compensation (2%), and Other (10%), which includes pursuing education, job security, family circumstances, and disliked type of work. None of the respondents cited residency as their primary reason for leaving city employment.
- **Departmental Culture** - More than half of the respondents rated the following areas as good or excellent: Labor/management cooperation, cooperation with other departments, communication between employee and supervisor, job satisfaction, and training and development opportunities. Problem areas were identified as well. More than half of the respondents rated the following as fair or poor: internal departmental communication, morale, and growth potential.
- **Supervisory assessment** - 86 % indicated their supervisors sometimes or almost always demonstrated fair/equal treatment.
- **Salary and benefits** - More than 50% rated all areas included in the salary and benefits package as good or excellent. The percentages ranged from a low of 57% for the Long Term Disability plan to a high of 86% for the Sick Leave benefit.
- **Recommendation** - 39% said they would recommend the City to a friend as a place to work; and 10% said they would not recommend the City to a friend as a place to work.

COMPENSATION SERVICES

Reclassification Studies: In 2006, 112 classifications were studied and 78 classification studies were completed. These are 68 and 57, respectively, to date in 2007. There are 48 classifications yet to be studied in 2007.

STAFFING SERVICES

Automating the Job Application Process: DER has investigated the addition of a system that has the ability to receive job applications online and would be more efficient for both job applicants and the City. The cost of performing upgrades to the existing system is \$47,940.

FIRE AND POLICE PERSONNEL

Advantages of Retaining Personnel Matters in DER: DER has been able to provide additional expertise and resources in the area of staffing as well as other areas of human resources which would be lacking if the personnel functions were transferred back to the Fire and Police Commission (FPC). However, the FPC has statutorily mandated functions related to recruitment and testing. To ensure that the FPC is able to carry out its oversight responsibilities regarding the selection process and to facilitate communication between DER and the Commission, the 2 departments have adopted a resolution regarding the working relationship between the FPC and DER. The Board of Fire and Police Commissioners adopted the resolution at the July 26, 2007 Board meeting.

Recruiting Venues: Recruiting venues include the following: colleges (especially those with law enforcement or criminology majors); high schools (for the Police Aide position); career fairs, festivals, and presentations sponsored by community groups, churches or other organizations; block parties; national events held in Milwaukee, and military sites. Recruiters also reach out to potential candidates by posting information on the FPC and DER websites, placing targeted ads in newspapers and on other carefully-chosen websites, fielding phone inquiries, conducting mailings, and conversing informally with family members, friends, neighbors, and citizens. In addition to the strategies outlined above, DER continues to find creative, cost-effective, and time-efficient ways to reach out to diverse groups.

Recruiting Challenges: DER stated that the 2 biggest challenges to effective recruiting are 1) limited staff resources and 2) limited funds for recruiting. Limited resources cause DER to turn down a number of invitations from a variety of organizations every month, including invitations to attend college career fairs, which charge \$100 or more for participation.

Impact of Continuous Police Officer Recruitment: Continuous recruitment of Police Officer applicants provides for a continuous application period and for administration of the written test at least twice per year. For 2007, written test administrations were scheduled for the spring and fall. After the first test session, continuous recruitment provides for efficiency in application processing because applications can be processed as they arrive rather than as a group. Since applicants who miss a deadline for next written test session can be scheduled for the following session, the effect of missing a deadline is less serious and complaints regarding deadlines are reduced. However, administration of the written test and other test components twice a year will increase the workload of the staff.

Fire Department Applications: DER expects to take applications for Firefighter in 2008. The current eligible list for Firefighter was created in 2003 and contained 887 candidates. Approximately 81 candidates have been hired, and 743 remain on the list. The list is scheduled to expire in December, 2007. The Fire Department has budgeted one Firefighter class for 2008.

Changes to Recruitment/Testing/Hiring:

- **Recruitment/Application:** Past announcements have required applicants living less than 200 miles away to complete applications in person at a designated City location during a 2-week recruitment period. Applicants were accepted or rejected on the spot based on minimum qualifications and disqualifiers, and rejected applicants were not allowed to file applications. The 2007 process has allowed applicants to obtain applications from the City’s website, by calling the office, or by coming to the office in person. They are now able to submit applications by mail or in person. This modification was based on considerations of customer service, efficiency, and Federal record-keeping requirements.
- **Written Test:** Based on the Police Chief’s concern that many police officer recruits, despite training at the Police Academy, are unable to write reports which clearly communicate information regarding elements of crimes, witness statements, or facts about incidents which are adequate for use in court, the Commission approved the inclusion of a writing sample component as a part of the selection process to be administered at the time of the oral examination. Candidates are asked to view scene/s on a DVD or videotape and then write reports based on the incident/s they view. The reports are then scored on a pass-fail basis.
- **Physical ability test (PAT):** A 1.5 mile run was added to the PAT in summer of 2007.
- **Background Checks:** Because the Wisconsin Fair Employment Law protects individuals against employment discrimination due to conviction record and because misdemeanor crimes vary in job-relatedness and severity, each applicant’s record is now evaluated based on whether the crime(s) is/are substantially related to the job of Police Officer instead of using the current standard (*Four or more convictions for misdemeanor crimes, at least one of which has occurred in the preceding three years, will result in disqualification*).

Timeline for the October 8th Police Officer Class: The selection process for Police Officer consists of the following components: written test, physical ability test, 1.5 mile run, oral examination, written sample exercise, background investigation, medical and drug screens and psychological examination.

The process and timeline for the October 8th police officer class is as follows:

1. Job announcement	February 15
2. Application deadline for first written test administration	March 2
3. Written test	March 24
4. Scoring of written test by consultant	by May 3
5. Commission approval of eligible list	May 3
6. Physical ability test	May 16-21
7. Oral board test and writing sample exercise	May 29-June 1
8. 1.5 mile run	July 16-17
9. Background investigation	by August 10
10. Medical examinations, drug screens and psychological exams	by Sep 14
11. Recruit class start	October 8

The October Police Officer class will consist of 66 recruits, including 6 Police Aides. DER's rough estimate of the cost for filling the October Police Officer recruit class is \$532,223. This includes:

1. DER staff time and test administration costs for DER and MPD monitors, raters, and facilities	\$98,915
2. Consultant fees	\$24,500
3. MPD background investigation unit costs	\$376,500
4. Medical, drug, psychological test costs	\$32,308
TOTAL	\$532,223

This figure includes neither the fees charged by the consultant (\$34,950) nor the time required by DER management to revise the selection process, including the revision of scoring for the written test, the addition of a written sample exercise, and the addition of the 1.5 mile run. These costs were not included as part of the October class costs because the revisions will apply to future administrations of the process. The cost estimate takes into consideration changes to the testing process implemented earlier this year and anticipated to continue in years to come

Diversity Representation: DER provided the following tables:

POLICE DEPARTMENT DIVERSITY REPRESENTATION				AS OF JUNE 30, 2007		
Race/Sex	Overall		Police Officer		Exempt	
	%	#	%	#	%	#
Total male	81%	1,587	82%	1,112	77.8%	28
Total female	19%	370	18%	243	22.2%	8
Total Black	21.5	420	20.3	275	27.8	10
Total Hispanic	11.0	214	12.0	162	5.6	2
Total Amer. Indian	1.6	32	1.4	19	-	-
Total Asian	1.2	23	1.2	17	2.8	1
Total White	64.8	1,268	65.1	882	63.9	23
Black male	16.2	317	15.3	207	19.4	7
Black female	5.3	103	5.0	68	8.3	3
Hispanic male	9.4	184	10.3	139	5.6	2
Hispanic female	1.5	30	1.7	23	-	-
Amer. Indian male	1.3	26	1.1	15	-	-
Amer. Indian female	0.3	6	0.3	4	-	-
Asian male	0.9	18	1.0	14	2.8	1
Asian female	0.3	5	0.2	3	-	-
White male	53.2	1,042	54.4	737	50.0	18
White female	11.5	226	10.7	145	13.9	5
TOTALS		1,957		1,355		36

(Fire Department Diversity Representation table is on following page)

FIRE DEPARTMENT DIVERSITY REPRESENTATION				AS OF JANUARY 3, 2007		
Race/Sex	Overall		Firefighter/FPM		Exempt	
	%	#	%	#	%	#
Total male	95.5%	930	95.7%	507	96.4%	27
Total female	4.5%	44	4.3%	23	3.6%	1
Total Black	13.8	134	17.0	90	25.0	7
Total Hispanic	6.3	62	6.8	36	3.6	1
Total Amer. Indian	2.0	20	2.2	12	-	-
Total Asian	0.5	5	0.7	4	-	-
Total White	77.3	753	73.2	388	71.4	20
Black male	13.3	130	16.4	87	25.0	7
Black female	0.4	4	0.6	3	-	-
Hispanic male	6.3	61	6.6	35	3.6	1
Hispanic female	0.1	1	0.2	1	-	-
Amer. Indian male	2.0	20	2.3	12	-	-
Amer. Indian female	-	-	-	-	-	-
Asian male	0.5	5	0.7	4	-	-
Asian female	-	-	-	-	-	-
White male	73.3	714	69.6	369	67.8	19
White female	4.0	39	3.6	19	3.6	1
TOTALS		974		530		28

Prepared by: Leslie Silletti – Legislative Reference Bureau. October 15, 2007