



Department of Employee Relations

March 30, 2012

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy Hamblin
Labor Negotiator

To The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Dear Committee Members;

Common Council File # 111124 directs the establishment of a Management Training Program Committee composed of the Employee Relations Director, Budget and Management Director, and Public Works Commissioner, to make recommendations regarding the creation and administration of a Management Training Program for the City of Milwaukee.

As understood by the Management Training Program Committee, the purpose of the Management Training Program is to create employment opportunities for local college-trained professionals to pursue careers in public service with the City of Milwaukee. The Program should be designed to enable the City of Milwaukee to recruit and hire such individuals for specific periods of time in limited term assignments until permanent placement opportunities are available. At the discretion of appointing authorities, placement into regular professional positions could be pursued in accordance with civil service rules.

The recommendations of the Management Training Program Committee are presented below.

Overview

Appointment to a Management Trainee position in the City of Milwaukee should provide exposure to meaningful professional level work within a City department. It is anticipated that such exposure will generally be found within the following categories:

- Financial (budgeting, accounting, financial planning)
- Organizational development/human resources
- Operational support/management analysis (e.g., support for departments' AIM reporting; productivity analysis of operations, research regarding "best practices")
- Planning (strategic planning, business plan development, neighborhood planning, statistical analysis)

- Scientific and Technical

Administrative and Fiscal Considerations

The Management Training program shall be designed to serve “corporate-wide” purposes and therefore a general fund appropriation is an appropriate funding source. Carryover funds from 2011 are available and considered to be a feasible means to initiate the program in 2012. This plan recommends that \$45,000 be carried over from the Department of Administration (DOA) operating expenses to fund two Management Trainee positions starting in fall of 2012.

The 2013 Budget should include a special fund or special purpose account assigned to the Department of Employee Relations. An estimated amount of \$90,000 will be needed to fund two positions on a full-time basis.

A program expansion (beyond the two FTEs) may also be feasible through use of the reimbursable services funding approach. This approach is currently used for operation of the City’s Auxiliary Resource Program (ARP). Departments that are considering recruitment for entry-level positions and that anticipate a vacancy due to separation or retirement could consider individuals from the Management Trainee eligible list as a “first source” means to initiate an expedited selection process. Consistent with ARP guidelines, the client department would reimburse DER for pertinent salary expenditures during the trainee’s tenure.

If the trainee proves to be a qualified and viable candidate for the anticipated vacancy, the client department would be able to appoint the Trainee to the vacant position using existing civil service processes. At that point, the individual’s salary would be paid through the department’s operating budget. This approach facilitates the City’s ability to hire qualified individuals in a timely manner even though vacancies may not be immediately available.

Process to Identify and Select Assignment of Management Trainee Positions

It is recommended that all City of Milwaukee departments be eligible to compete for the allocation of Management Trainee positions through an application/evaluation process. Applications will be evaluated by the Department of Employee Relations and the Budget and Management Division and must include the following information:

- A detailed description of the nature of work and level of responsibility associated with the work to be performed by the Management Trainee.
- A description of how the Trainee position will contribute to the overall mission of the department and the City.
- Identification of whether the work is related to a special project or initiative and/or the standard day to day operations of the agency.
- Length of assignment
- An assessment of potential or anticipated vacancies within the department that may create permanent employment opportunities for the Trainee within one year of placement.

Applicant Eligibility Requirements

Applicants must have successfully completed a Bachelor of Science or Bachelor of Arts Degree from an accredited college or university within two years of placement on the eligibility list. Students in their final year of college may be accepted for the Trainee examination but will not be eligible for appointment until completion of the appropriate degree.

The resolution includes language requiring the program to focus on recruiting eligible candidates who are either graduates of Milwaukee Public School high schools or of colleges or universities in the City of Milwaukee. The Committee's understanding of this provision is that graduation from an MPS high school or Milwaukee college or university a requirement for participation. We have been advised that the current version of this is problematic, and that the City Attorney requests revisions and an opportunity to conduct research and review of proposed alternative parameters for eligibility of candidates, in the event the general concept of the Program is authorized by the Common Council.

Recruitment Activities

DER will be responsible for developing and implementing a recruitment plan that will target local colleges and universities, placement offices, professional organizations and community based organizations. The plan shall include efforts to attract a diverse pool of candidates to be considered for participation in compliance and consistent with all applicable federal and state regulations.

Civil Service Examination/Certification/Appointment

Appointment to a Management Trainee position will require compliance with all applicable civil service rules and requirements. The Management Trainee examination will be job- related and in compliance with appropriate professional testing standards. DER will determine the dimensions to be tested and the examination components.

DER will refer the top five scores from the Management Trainee eligible list to the appropriate department for interviews. The department will conduct interviews and background checks, and will comply with all pre-employment requirements (including pre-placement medical examinations and drug tests).

Management Trainees will serve a probationary period of one year of actual service. This will require a change to City Service Commission Rule VIII Section 8.

In accordance with CSC Rule VIII Section 11, appointment of Management Trainees will be for a fixed term not to exceed one year. However, flexibility to extend an appointment for an additional three months at the discretion of the City Service Commission should be considered and established under the appropriate section of the rules.

Management Trainees will be able to apply and be considered for vacancies for which they qualify in any City department. For example, a Management Trainee assigned to work in the Assessor's Office who has an urban planning degree could be hired by the Department of City Development for a planning position as long as the trainee meets all other qualifications. The trainee would be transferred or promoted to the vacancy in accordance with CSC rules.

Upon completion of the fixed term, Management Trainees who have successfully completed probation will be eligible for placement on a transfer/reinstatement list for positions for which they qualify. Appointment to such positions will be in accordance to applicable rules of the Civil Service Commission.

Compensation and Benefits

The classification of Management Trainee will be compensated at an annual salary of \$41,458 and assigned to Pay Range 2DN. This is minimum rate of pay for a number of entry level managerial and professional positions in the City of Milwaukee. Eligibility for pay progression will be subject to provisions in the Salary Ordinance as approved by the Common Council.

Management Trainees will be eligible for all standard benefits but accrual of service credit for pension purposes will not commence until appointment, transfer or promotion to a regular position. This will require a change to Chapter 36 of the City Charter.

Timeline for Implementation

Given the complexities associated with establishing a Management Trainee Program and the steps required to comply with applicable rules and regulations, the Committee has developed a tentative timeline that reflects appointments under the Management Trainee Program could potentially occur in November of this year.

Finance and Personnel Committee Program Approval	May 16th
Changes to Chapter 36 -Finance & Personnel Committee	May 16th
City Service approval of classification/Intro of Rule Changes	June 5th
Approval of CSC Rule changes	June 19th
Calls for Departmental applications/proposal	July 2nd
Deadline for proposals	July 13th
Evaluation Completed	July 25th
Recruitment Period	August
Application Screening	August-September
Examination Development	July-August
Exam Administration/Creation of Eligible List	September
Departmental Interviews and Pre-employment Requirements	October
Appointment	November

Members of the Committee will be available at the April 5th Finance and Personnel Committee meeting to answer questions and concerns.

Sincerely,
Maria Monteagudo
Maria Monteagudo
Employee Relations Director

C: Mark Nicolini
Ghassan Korban
Patrick Curley