



Department of Employee Relations

June 1, 2005

Tom Barrett
Mayor

Maria Monteagudo
Director

David Heard
Fire and Police Commission
Executive Director

Michael Brady
Employee Benefits Director

David Kwiatkowski
Labor Negotiator

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

Dear Committee Members: Re: Common Council File Number 050174

This communication transmits for your information revised guidelines for the Department of Employee Relations Auxiliary Resource Program.


Seven auxiliary positions exist in the Department of Employee Relations to allow departments to capitalize on the availability of well-qualified individuals at a time that does not coincide with a regular job opening. Revisions to this program will allow departments more flexible use of these auxiliary positions stemming from seasonal increases in departmental workloads, to assist with a special project of limited duration, or during the extended leave of an employee from a critical position.

All auxiliary positions must be filled through a civil service process. If an individual is hired in anticipation of a job opening, that employee can subsequently be transferred or promoted into a regular vacancy when one occurs. If an additional position is needed to assist with increased workload, a special project or during the extended leave of an employee from a critical position, a civil service appointment of a "temporary" nature must be used.

The Department of Employee Relations has also worked with the Budget Office and Comptrollers Office to minimize the financial impact of the use of the Auxiliary Resource Program on City departments. In addition to salary costs, departments were previously required to reimburse DER for approximately 40% fringe benefit and 11% indirect costs. With these revised guidelines departments are only responsible for an additional 7.65% for Social Security and Medicare contributions.

The revised guidelines are attached for your information.

Sincerely,


Maria Monteagudo
Employee Relations Director

DEPARTMENT OF EMPLOYEE RELATIONS



May 19, 2005

GUIDELINES AND GENERAL INFORMATION

AUXILIARY RESOURCE PROGRAM

INTRODUCTION

Seven auxiliary positions exist in the Department of Employee Relations to allow departments to hire in anticipation of a future job opening. The program is now being expanded to allow more flexible use of these auxiliary positions stemming from significant increases in departmental workload, a special project of limited duration, or during the extended leave of an employee from a critical position.

All auxiliary positions must be filled through a civil service process. If an individual is hired in anticipation of a job opening, that employee can subsequently be transferred or promoted into a regular vacancy when one occurs. If an additional position is needed to assist with increased workload, special project of a temporary nature, or during the extended leave of an employee from a critical position, a temporary appointment may be appropriate.

The expanded scope of this program will give City departments increased flexibility in addressing workload challenges resulting from budget reductions, during the extended leave of absence of an employee from a critical position, or other related scenarios.

RESPONSIBILITIES OF USER DEPARTMENTS

1. Authority for auxiliary positions is provided in the Department of Employee Relations budget. These positions are unfunded. Therefore, departments using an auxiliary resource position must reimburse DER for the individual's salary and 7.65% in fringe benefits to cover Social Security and Medicare contributions.

Funds may come from any account within the department's budget. However, if wage and salary account funds are used, the department must get Budget Office approval for a fund transfer to the services account in order to reimburse DER. Departments should work with their budget analysts to ensure that adequate funds are available prior to making a request to use the program. The wage supplement fund will not finance an auxiliary position under this program. Departments will not, however, be charged direct labor hours when using an auxiliary position.

2. It is important for departments to understand that auxiliary employees in this program have civil service status and therefore should be considered just like any other civil service employee. If the incumbent is a new employee, that individual should receive a thorough orientation and ongoing coaching, training, and performance feedback in order to maximize the probability of a successful hire.
3. If an incumbent is hired in anticipation of a vacancy, departments must be committed to transferring a successful auxiliary employee into their department when the regular vacancy occurs. While there are no specific time limits on how long an individual can remain in an auxiliary resource position, departments should have a "reasonable expectation" of a future vacancy when requesting to use the program. Should a vacancy not occur the employee would have to be laid off and therefore would have reinstatement rights.
4. If an incumbent is given a temporary appointment to an auxiliary position when a vacancy is not anticipated, the department should ensure that the individual has rights to return to their previous position at the conclusion of the temporary assignment. If a temporary appointment is used, the department must request extension of the temporary appointment from the City Service Commission every 90 days. If the temporary auxiliary appointment exceeds six months, the department must reapply with Employee Relations to extend the use of the program.

POSSIBLE SCENARIOS FOR USING THIS PROGRAM

Overlapping Position Authority

One of your key employees has announced that she will be moving out of the Milwaukee area in three months. As this individual will be very hard to replace you request use of an auxiliary resource position to hire an individual to be trained by this employee while she is still present. You feel that the benefit of this smooth transition will far exceed the cost expended for the auxiliary position.

Extended Leave of Absence

You have an employee who is expected to be out on paid leave for an extended period of time. You find it necessary to temporarily delegate a significant portion of the duties for at least 30 days to another employee but do not have position authority in your department. You may temporarily appoint an employee to the appropriate level to ensure continuity of services.

Significant Increase in Workload

You have the need for an additional employee related to a temporary or seasonal increase in workload.

Special Projects

You have the need for an additional employee to complete a special project of limited duration. You may be interested in reassigning, hiring, or transferring a full time staff member for a specified period of time. In this instance the Department of Employee Relations would need to determine the proper classification and level for the special project position.

The Department of Employee relations is open to considering other proposed uses of the auxiliary resource positions that will assist in meeting departmental needs.

TYPES OF POSITIONS

Departments can use the auxiliary resource program in conjunction with a wide variety of positions in areas such as library science, public policy analysis, engineering and public works, public health, building inspection, purchasing, finance, accounting, employee relations and other administrative and technical areas. The auxiliary positions can also be set up at an underfill level to provide additional flexibility.

CLASSIFICATION, PAY AND BENEFITS

In the request to use the program, departments must specify which classification they wish to use for the auxiliary resource position. In the case of an anticipated vacancy, this will be the same classification and pay that the department is intending for the individual when a regular vacancy becomes available. In the case of a special project or related position, the Department of Employee Relations would need to determine the proper job classification and level.

As stated above, departments may choose to underfill the position if the candidate does not yet meet all of the qualifications for the intended position. Individuals filling the auxiliary positions with regular civil appointments will receive the same benefits that other regularly funded employees in that classification receive consistent with civil service rules and/or applicable labor bargaining agreements.

PROBATIONARY PERIOD

Individuals filling auxiliary positions with regular appointments will serve the normal probationary period established for the position to which they are appointed. Time served in the auxiliary position in a regular appointment will count toward the probationary period requirement of the regular position. Consistent with current practice and the City Service Rules, individuals who are underfilling the target position would begin a new probationary period when they are promoted to that position.

SELECTION AND CERTIFICATION PROCESS

Appointment to auxiliary resource positions will be in accordance with civil service laws and rules. External candidates being considered for appointment must be within reach on a City of Milwaukee civil service eligible list. Current employees being considered for promotion must meet the minimum eligibility requirements normally associated with the position in order to be appointed at that level. If an individual applicant does not yet meet all of the qualifications for the intended position, the department may select a lower classification.

Departments may also consider employees from the Disabled Employee Placement Program (DEPP) for temporary auxiliary resource program positions.

REQUESTING USE OF THE PROGRAM

Departments wishing to use an auxiliary position under this program should contact the Department of Employee Relations. A letter requesting use of the program should be sent to Maria Monteagudo, Director of Employee Relations. The request letter is to include:

- Reason for the request
- Proposed title and level of the position to be filled including rationale
- A current job description
- Indicate whether a regular appointment or temporary appointment is requested
- The projected length of time the position will be used
- A description of the process that will be used to select the employee

Any questions on the use of this Auxiliary Resource Program may be directed to Andrea Knickerbocker at 286-3387 or Sally McAttee at 286-8643.