

DER BUDGET HEARING

October 8, 2019



A Job with PURPOSE, Life with BALANCE
Perform work that impacts our community;
In a culture that supports your health and wellbeing;
Benefitting from job stability and security;
With career choices and opportunities;
While enjoying life outside of work!

Workforce = Heart of the City



Workforce Issues Should be a Top Priority

- * Effective and timely delivery of services require a reliable and stable workforce
- * When employees are not engaged, they leave employment
- * High Turnover = reduced services, stressed workforce, OT costs
- * Public Sector needs to be able to compete for talent
 - * Wide gap between projected job openings and people available to fill jobs
 - * Approximately 35,000 job openings in Milwaukee Metro area may go unfilled in the next 3 years
 - * Unemployment Rate is under 3%
- * Changing City Workforce Demographics
 - * Millennials 31% (2019) 50% (2024)
- * Retirement Eligible GC Employees: 17% (2019) 29% (2024)
- * Need to prepare to replace the knowledge gap as people separate and retire
- * Talent pipeline for critical positions is difficult to find

City of Milwaukee Workforce Demographics

Main Job Categories (excludes temp and less than half time)	Total	Male	Female
Total General City	3,901	2,377	1,524
Fire Protective Service	695	666	29
Police Protective Service	1,859	1,560	299
Total City Wide	6,455	4,603	1,852

Diversity Breakout	2017	2018	2019
American Indian	71	66	63
Asian	103	111	116
Black	1,648	1,722	1,769
Hispanic	633	651	670
Hawaiian			3
White	3,912	3,872	3,800
Not Disclosed	42	40	34
Total	6,409	6,462	6,455

Diversity Breakout (Excludes Temps)	Admin Support	Officials and Administrators	Para-Professionals	Professionals	Protective Service	Service Maint	Skilled Craft	Technicians
Number of Employees	480	488	432	1,219	2,069	870	465	407
% of the Workforce	7%	8%	7%	19%	32%	13%	7%	6%
Minority Representation	55%	32%	58%	30%	32%	74%	32%	31%

General City and Sworn	Traditionalists 1922-1945	Baby Boomers 1946-1964	Generation X 1965-1980	Millennials 1981-1996	Generation Z 1997-2012
2014 % of Workforce	1%	37%	46%	16%	0%
2019 % of Workforce	.1%	19%	47%	31%	3%

City Resignations

City Resignations	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Projected	4 Yr Avg
GC Resignations	37	56	71	84	116	137	149	146	161	201	148

- * In 2018 there was a 10% increase in resignations compared to 2017
- * In 2019, 201 resignations are projected (25% increase from 2018)
- * Average number of GC resignations over 4 years 148
- * 69% of resignations are within first 5 years of employment
 - * 62% of resignations occur within the first two years
- * Departments with highest number of resignations

	2018	2019 Q3	2019 Project
DNS	6	10	13
DPW Operations	47	40	53
DPW Water	5	13	17
MHD	35	20	27

- * Titles with significant total resignations 2010 - 2018
 - * ODWs 84, PHN 63, Urban Forestry Specialist 44, Parking Checker 43
- * Millennials represent 31% of City's Workforce
 - * Account for 50% of the resignations

City Retirements

City Retirements	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Projected	4 Yr Average
GC Retirements	292	146	77	107	117	122	144	170	127	116	141

- * 17% of Workforce will be eligible to retire in 2020
- * Departments with highest number of retiree eligible employees as a percent of workforce
 - * Comptroller's Office 28%
 - * DCD 26%
 - * Common Council City Clerk 25%
 - * DPW-Infrastructure 24%
 - * City Attorney's Office 22%
 - * DNS 19%
- * The average number of retirements in last 4 years is 141
- * In 2024, 30% of workforce will be eligible to retire

City Specific Challenges

- * City's ability to attract talent and compete in the labor market
 - * Retention rates—Average of 148 resignations and 141 retirements
 - * Reduction in applicants for certain jobs
- * Increasing internal promotional gap
- * City is not thought of as an employer of choice
- * Generational workplace expectations are difficult to meet
- * Heavily regulated and lengthy hiring process
- * Work Life Balance Policies/Practices vary by Department
- * Limited resources/budget constraints impact policy decisions

2019 Accomplishments

- * Workforce Planning Initiative implemented 2019
- * Social Media Campaign launched March 2019
- * ERG Policy and Groups Implemented 2018-2019
- * Diversity Recruitment Strategies
 - * Department Specific Partnerships
 - * Harbor Institute Partnerships
 - * Community Workforce Partners
 - * HBCU Portfolio
- * Employee Safety Survey and Training Initiatives
- * Occupational Health & Injury Prevention Initiative
- * Best in Class Healthcare and Cost Control Strategies
- * Best in Class Programming for Health and Wellness

DER Social Media Launch



City of Milwaukee
Department of
Employee Relations
@cityofmke der

Home

About

Posts

Events

Photos

Community

Videos

Info and Ads

Promote

Manage Promotions

Facebook post from City of Milwaukee Department of Employee Relations. The post includes a profile picture, a post header, and a collage of images related to city events and programs.

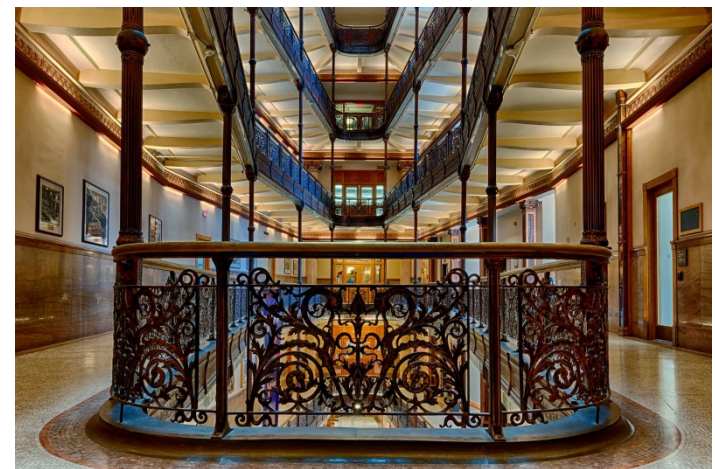
City of Milwaukee Department of Employee Relations
Published by Hootsuite [?] · 19 hrs · 🌐

We are excited to officially launch the City of Milwaukee Department of Employee Relations on social media! We look forward to bringing you the latest job opportunities for the City of Milwaukee, valuable information about the benefits of working for the city, and engaging and fun employee (thank you for all you do!) highlights. Check out a few of our social media favorites from our other departments.
#MKEmycity #LoveMKE

City of Milwaukee Health Department Milwaukee Police Department DPW Milwaukee Milwaukee Fire Department Milwaukee Environmental Collaboration Office - ECO Milwaukee License Division City of Milwaukee Health Department WIC Mayor Tom Barrett City of Milwaukee Youth Council Milwaukee City Development

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DER Social Media Launch



City of Milwaukee

DEPARTMENT OF PUBLIC WORKS

HIRING

SELF HELP YARD SUPERVISOR

SELF HELP YARD ATTENDANT

**A JOB WITH PURPOSE,
LIFE WITH BALANCE**

City of Milwaukee, Department of Employee Relations
City Hall, Room 706 | city.milwaukee.gov



NOW HIRING

Operations Drives/Workers



City of Milwaukee

APPLY NOW!

MILWAUKEE.GOV/JOBS
Department of Employee Relations | City Hall, Room 706



Job Opportunity

The Milwaukee Public Library

LIBRARY TECHNICIAN II

Interested applicants should submit their application as soon as possible, but no later than February 8, 2019.

milwaukee.gov/jobs

City of Milwaukee
Department of Employee Relations | City Hall, Room 706



WE'RE HIRING!

MEDICAL LABORATORY TECHNICIAN

MILWAUKEE.GOV/JOBS

City of Milwaukee

Think Health
City of Milwaukee
HEALTH DEPARTMENT

CITY OF MILWAUKEE DEPARTMENT OF EMPLOYEE RELATIONS
CITY HALL, ROOM 706 | MILWAUKEE.GOV/JOBS



THE CITY OF MILWAUKEE
FIRE AND POLICE COMMISSION

IS NOW RECRUITING

EMERGENCY MANAGEMENT & COMMUNICATIONS DIRECTOR

FILING DEADLINE DATE & TIME
MARCH 19, 2019

DEPARTMENT LOCATION:
CITY OF MILWAUKEE
FIRE AND POLICE COMMISSION
City Hall, Room 706

MORE INFO / APPLICATION PROCEDURE:
MILWAUKEE.GOV/JOBS

City of Milwaukee
City of Milwaukee Department of Employee Relations | City Hall Room 706 | milwaukee.gov/jobs



City of Milwaukee

Parking Services Supervisor NEEDED

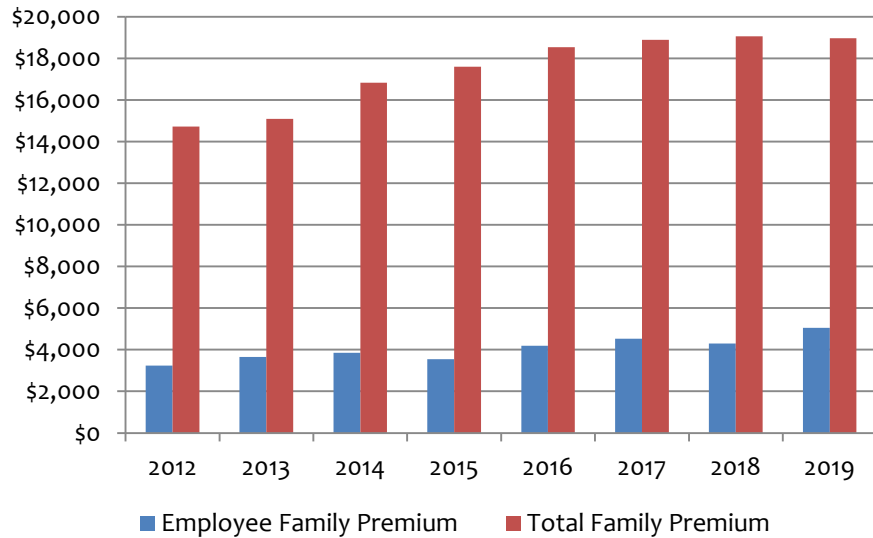
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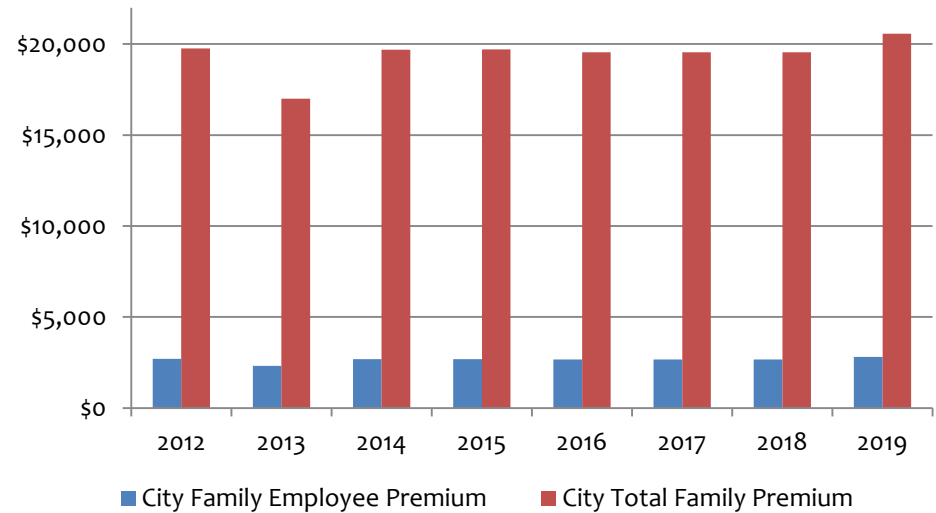
PARK MILWAUKEE
YOUR ADAPTIVE PARKING RESOURCE

Healthcare Cost Control

Family Premiums Large Organizations



Family Premiums City



Best in Class Comprehensive Health and Wellness

Health Appraisal (Labs, Biometrics, Education Session)	Healthy Rewards Program (outcomes based)	Wellness Center and Traveling Wellness Center Sites, Blood Pressure Checks	Workplace Clinic	Injury Prevention Clinic/ PT Services
FastCare Clinic Services	Onsite Employee Assistance Program (EAP), Consultations, Training/Workshops	UHC Onsite Nurse Liaison/Employee Advocate	Diabetes Prevention Program	Diabetes Management Program
Journey to Healthier You Onsite Weight Management Program	Journey to Healthier You 2	UHC Real Appeal Online Weight Management Program	Onsite Group Fitness Classes	Year Round Coaching (in person or telephonic)
Year Round Access to Registered Dieticians	Onsite Flu Shot Clinics	Chronic Condition Management Program	Seasonal Maintain Don't Gain Weight Management Programs	Financial Wellness Coaching and Seminars
Year Round Education and Lunch 'N Learn Sessions	Tobacco Cessation Education	Diabetes Support Groups	Rewards for Volunteer Work and Blood Donations	Tailored Department Programming through Wellness Champions

2020 Opportunities & Initiatives

Opportunity	Initiative
<p>Improve Communication with employees and applicants as it relates to our meaningful employment brand and best in class benefits.</p>	<ul style="list-style-type: none"> • Work with Benefits Consultant to conduct workforce evaluation study and Wellbeing audit to determine if benefit plans align with organizational culture and employee interests. • Identify changes to recommend to policy makers to ensure cost effectiveness and long term sustainability. • Develop targeted communication strategy to ensure value of benefit design and options are fully understood by employees and applicants.
<p>Assess employee perceptions of their workplaces and identify critical factors that make them leave or stay.</p>	<ul style="list-style-type: none"> • Conduct an employee engagement survey to give employees a voice to identify opportunities to improve engagement and produce a high-performing workforce. • Use survey findings to recommend programs that support work life balance priorities in the areas of social, emotional, career and financial wellbeing.
<p>Leverage information from GARE Racial Equity Toolkit to develop and implement strategies to support racial equity principles.</p>	<ul style="list-style-type: none"> • Consistent with Racism as a Public Health Issue Resolution adopted by council: <ol style="list-style-type: none"> 1. Coordinate Cultural Competency Training for GC employees 2. Identify ways to make application and hiring process race/gender blind 3. Ensure probationary reports and employee assessment tools include a racial equity/cultural competency measure
<p>Leverage community partners to increase recruitment and retention strategies.</p>	<ul style="list-style-type: none"> • Develop and expand partnerships with Harbor Institute, Prospanica, HBCUs, ERGs and other community partners to develop a talent pipeline of diverse and engaged applicants.

2020 Opportunities & Initiatives

Opportunity	Initiative
<p>Assess ways to maximize workforce capacity during times of hiring freezes and wage stagnation.</p>	<p>Identify and recommend salary advancement practices that allow departments to:</p> <ul style="list-style-type: none"> • Compete or retain talent based on labor market considerations • Implement an incentive compensation pay program to allow recognition of special projects or added duties of a complex or difficult nature • Recommend provisions to enable salary adjustments based on licensing and other credentials and to address internal equity pay compression
<p>Emphasize the City is one of the largest employers in the area and the only one that has the greatest impact in the quality of life of residents.</p>	<ul style="list-style-type: none"> • Brand recruitment strategies that appeal to the need for meaningful work that younger generations are looking for. • Maximize the use of social media in the hiring process and expand recruitment activities to include testimonials from current employees. • Identify and work with “recruitment champions” from different departments. • Leverage ERG members to support recruitment efforts.
<p>Recognize that even through tough economic times, the City can make strategic decisions to invest in the workforce.</p>	<ul style="list-style-type: none"> • Develop opportunities to learn leadership skills and implement mentoring programs to facilitate knowledge transfer. • Design opportunities for job rotation and shadowing programs to improve engagement and career development. • Establish career progression opportunities for employees to be able to advance in non-competitive manner.