

Succession/Workforce Planning Presentation

Committee on Finance and Personnel

Milwaukee Public Library

10.9.19

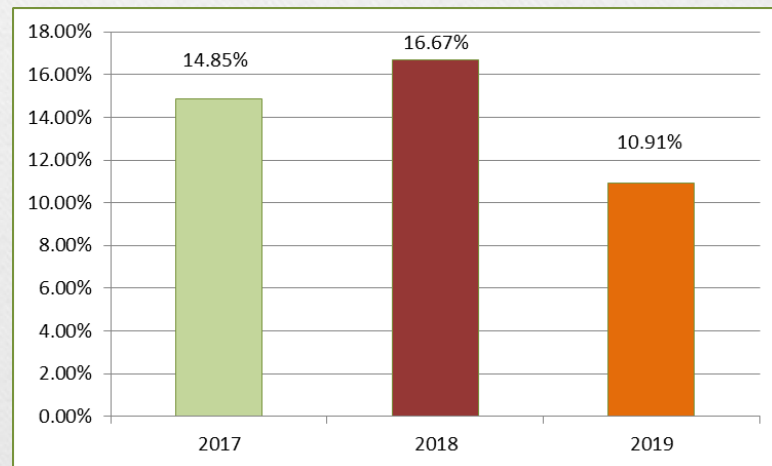
Milwaukee Public Library Staffing Summary

88 MLIS Librarians
233 Support/Operations
321 Total positions

60% White
27% African American
9% Hispanic
4% Asian

High Vacancy Rate 2017-19

Historical Budgeted rate for most Depts 3-5%



Strategic & Operational Considerations

External factors expected to impact service delivery and recruitment/retention in the next 3 years:

1. Shortage of diverse & qualified applicants for critical positions
2. Experienced talent retiring – shrinking employment pool
3. Remaining competitive in the market – salaries, workload, professional
4. Citywide - benefits changes due to upcoming fiscal challenges
5. Evolving community needs means less traditional “Librarianship”

Strategic & Operational Considerations

Strategies already implemented by department to address **external** factors impacting service delivery and recruitment/retention.

1. Requesting DER salary studies to remain competitive with other City Departments and suburban systems
2. Recognition programs, scholarships, and development opportunities
3. Conferences – recruitments booths and focus on diverse graduate pools
4. Relationship and Partnership with SOIS, local MLIS
5. Highlight unique City Benefits

Areas for Development

Positions with the most significant turnover in the past 5 years and strategies used to mitigate the impact:

1. Branch Manager
2. Librarian I-III
3. Library Circulation Assistant I (LCA I)
4. Skilled trades

Strategies: Analyze our competitiveness with peer City agencies and suburban libraries, proposed continuous recruitment, proactively recruiting and marketing MPL.

Areas for Development

Strategies used to develop and retain employees

1. Onboarding Program with mentoring opportunities
2. Scholarship Program
3. Associates/Intern Program to feed into Librarian position
4. Targeted Staff Training, Surveys & development feedback during annual review (conference)
5. Fieldwork and internships (local & international universities)
6. Professional Committee assignments of interest (internal/external)

Areas for Development

Top three to five positions that the department has identified for succession planning:

1. Branch Manager
2. Librarians
3. Business Manager

Succession Planning

- Provide leadership opportunities
- Assess potential via mentoring & coaching
- Create annual professional development plans
- Offer interviewing refresher sessions
- Create loyalty through collaborative and supportive work environment
- Position our institution as a “leading” library in terms of innovative services and programs

Recruitment Challenges

Top three to five titles that present a current recruitment concern

- Professional MLIS Librarians
- Library Circulation Assistant I (LCA I)
- Trades

Action Plan

Goals moving forward:

Recruitment:

- Target MPS schools for LCA I when open next & the Mayor's SYIP for Library Circulation Aide
- Target current staff to encourage MLIS attainment
- Target HBCUs with MLIS Programs for Librarian
- Host an Open House: Spend an evening working in the Library Event
- Consider continuous recruitment

Retention:

- Employee Onboarding Expansion – Trainer will develop in first month, prep in second month & implement with new hires in 2020
- Conduct Targeted Trainings

Action Plan

- Timeline for implementation: Fall 2019 – Fall 2020
- Roles and responsibilities: MPL's HR Team, including the HR Officer, HR Analyst Senior & Trainer will spearhead action plan
- Leadership and Managers will communicate and support

Jobs with Purpose; Life with Balance

- Job Sharing & Flexible Scheduling
- Service Recognition – done twice a year
- Special Project Assignments
- Strong Training & Development commitment
- Educational Scholarship Fund
- Libraries make a difference – contribute to City's cultural landscape, child development & sense of community by being the Third Place