



Department of Employee Relations

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

Dear Committee Members;

This summary has been prepared in response to Common Council file # 171678, "Communication relating to a progress report from the City's Diversity Recruiter." As Committee members know, the Diversity Recruiter position was created in the 2017 Department of Employee Relations (DER) Budget to enhance and support recruitment strategies and interventions designed to attract diverse candidates for all City of Milwaukee positions, including those identified as difficult to recruit for and those experiencing high rates of turnover. The scope of responsibility established for the position after it was created included the following:

Community Outreach: Develop and deliver presentations to audiences of potential applicants and provide information regarding City employment opportunities, career options, and civil service hiring. Work with Milwaukee-based community partners, outreach programs, organizations for veterans, universities, colleges, and high schools to develop sources of diverse candidates. Represent the DER at career fairs and community events and work closely with departments engaged in transitional jobs programs to encourage participants to apply for City jobs.

Direct Marketing and Networking: Identify, target, and implement recruitment strategies for difficult to fill positions, including those in the STEM (science, technology, engineering, and math) and trades fields; research and source related recruitment opportunities, and perform direct networking as needed. Use candidate search engines and online recruitment tools to identify potential applicants and retain candidates in selection processes.

Social Media: Create and maintain a highly visible, responsive, and effective social media recruiting identity that provides accurate, updated information regarding jobs within general City employment.

Intern Program Development: Work with departmental representatives to enhance and develop robust and meaningful programs for college interns, graduate interns, and management trainees in order to enhance recruitment and retention of in-state, post-secondary students and graduates.

An important component of this position's responsibilities is to ensure that applicants are informed about employment opportunities in City departments as well as the key principles of civil service hiring. These principles include:

- Open and competitive recruitment with public dissemination of job announcements with reasonable application periods.
- Valid selection procedures based on the results of job analysis.
- Education and experience requirements set at the minimum levels to ensure successful performance on the job.
- Examination components that are job related and standardization of test administration procedures.
- Processes that are free from the domination or control of the appointing authority.
- Accurate administration of the certification process according to rules.
- Appeal processes for disqualifications, rejections, and removal from eligible lists.

The intention of DER was to have the position learn about employment opportunities and civil service hiring and then to work with staffing analysts who are assigned to develop civil service examinations used to create eligible lists in accordance with applicable state statutes. This process would provide an excellent opportunity for the incumbent of the Diversity Recruiter to establish partnerships with departmental representatives who would also work to support recruitment efforts within their own agencies.

The Diversity Recruiter was also required to learn about and support DER's Workforce Planning Initiative unveiled in the summer of 2017. The Workforce Planning process was designed to address retention and succession planning needs given significant rates of separation and turnover in critical positions across the service. The Diversity Recruiter was expected to support departments respond to key priorities. The position was also expected to develop and maintain a strong community presence for the DER as well as in recruiting interns and recent graduates from our colleges and universities, particularly for our STEM (Science, Technology, Engineering and Math) positions.

A summary of the activities and initiatives supported by this position over the last seven months is presented below.

- (1) The Diversity Recruiter position was relied upon by members of the Common Council to attend and support community events and activities that created a presence in the respective districts to increase information regarding City of Milwaukee available employment opportunities. Examples of events attended include: *Bronze Ville Celebration, the opening of Pete's Fruit Market, Town Hall meetings, Fiesta Mexicana, Hispanic Heritage month activities, 5th Street Festival, Midnight Basketball League, Heal the Hood Community Resource Fair, Garfield Days, etc.*
- (2) Sharing information about Milwaukee jobs has been a key responsibility of this position. Approximately 25 career fairs have been attended at different community events and high schools and colleges. A very successful entry level job fair was held on January 23 in City Hall where participants could learn about openings for Bridge Operator, City Laborer, and a new Urban Forestry Arborist Apprentice program. This event was attended by approximately 800 individuals who were also able to receive information about resume building, housing

resources, and transitional jobs. DER conducted a number of "Test Taking Training" sessions for attendees as well.

- (3) The Diversity Recruiter established working relationships with several organizations that offer job training and financial assistance to individuals who may encounter employment barriers. An example of this includes the City's invitation to participate in Employ Milwaukee's Coordinating Council - a group of 30 non-profits working to streamline and facilitate the process of job seekers obtain employment by bringing together resources. In addition, the position has worked with the Milwaukee Urban League by facilitating and conducting presentations regarding employment opportunities in the City and with Compete Milwaukee by helping transitional workers pursue employment opportunities in the City.

While the first six months were critical in establishing community network connections and internal and external partnership opportunities, there are a number of other areas that need further development and support. As we continue to define the role of this position, we see opportunities in the following areas:

- a. A determination as to how the Diversity Recruiter position and its responsibilities can support and contribute to the workforce development activities and interests of Council members and their districts.
- b. The development of a tracking mechanism to measure the success of the programs and activities supported. Specifically, the position should work on identifying:
 - The number of applicants and hires resulting from community events
 - The diversity of eligible lists and of the referrals to departments
 - Applicant Flow- where and why do candidates fail in the selection/hiring process
 - Adverse Impact Analysis of each examination process component
- c. The identification and analysis of labor market availability data to understand availability and utilization of women and minorities in City employment and by EEO categories. This data can be used to develop targeted recruitment strategies to execute with the assistance of the employing departments.
- d. The development and integration of innovative recruitment strategies to address difficult to fill positions. Examples include:
 - Identification of applicant pools and "most wanted" talent pipeline for specific positions.
 - Identification of programs and services to attract applicants from different generations. Currently looking at how loan repayment programs can be structured and funded to attract young professionals with significant amount of student debt.
 - Finding ways to develop relationships with candidates to ensure they remain engaged and interested and nurture talent pool with communication.
 - Assist in the development of an employer brand aimed at appealing to the sense of community and social responsibility of applicants.

- Identify and use technology and communication approach that different candidates favor to advertise opportunities and keep candidates engaged.
- Develop, produce, and use videos of components of the hiring process, the work that employees do to make the community better, and the successes of the City (awards received for innovation and results).
- Development of a strategy to identify and chase passive candidates

The DER remains committed to working with the Council and departmental representatives to continue addressing the workforce needs of the City and to ensure our workforce resembles the population we serve. I look forward to continued discussions and sharing of ideas on how to ensure our success in this important area.

Sincerely,

A handwritten signature in cursive script, appearing to read "Maria Monteagudo".

Maria Monteagudo
Employee Relations Director