



Department of Employee Relations

September 13, 2019

**Tom Barrett**  
Mayor

**Maria Montegudo**  
Director

**Renee Joos**  
Employee Benefits Director

**Nicole Fleck**  
Labor Negotiator

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

Dear Committee Members;

An amendment to the 2019 City of Milwaukee Budget provided an opportunity for dialogue between your committee members and City departments relative to their workforce and succession planning strategies. In the coming months, each City department will make a presentation to the committee. During these presentations, you can expect to hear information regarding factors that impact service delivery, strategies for addressing workforce challenges (e.g. recruitment and retention strategies), succession planning strategies, and quality of work life approaches to addressing workforce challenges.

The purpose of the workforce planning initiative is to take a proactive approach to addressing issues that will affect the City of Milwaukee's workforce, including challenges related to recruitment and retention. As a result, departments have been tasked with developing a workforce plan, including a succession plan for certain technical and/or management level positions. For the past two budget cycles, DER staff has presented customer departments with data related to departmental demographics, retirement eligibility, separations and hires. Using the data provided, departments have assessed their current and future workforce needs and have been working on mitigation strategies for reducing turnover and increasing retention.

Thank you for bringing workforce planning, including succession planning, to the forefront of the conversation. These conversations are critical in efforts designed to effectively support City departments and in developing and implementing a proactive rather than a reactive approach to human resources. It is my hope that your committee will continue to focus upon workforce planning and will continue the expectation that our departments perform strategic planning relative to recruiting and retaining the most talented and committed workforce possible.

Very truly yours,

*Maria Montegudo*

Maria Montegudo  
Director

