

Workforce Planning:

City Attorney's Office

Strategic and Operational Considerations

Challenges:

- Suspension of ACA Merit Pay Progression Program
- Potential change in management
- High competitive cost of retaining attorneys
- Decrease in salary budget
- Decrease in operational budget
- Increase in volume of legal work due to external factors
 - Democratic National Convention
 - Milwaukee Police Department
 - Claims

Challenges: Turnover

- The Assistant City Attorney position has experienced the greatest turnover within the last five years as the result of retirements and resignations.
 - Causes:
 - Inconsistent implementation of Merit Pay Plan
 - Highly competitive market for attorneys
 - Challenges within the organizational culture
 - Promotional opportunities elsewhere
 - Retirements

Challenges: Projected Retirements

- Assistant City Attorney V - By 2022 we will have a significant number of ACA V's eligible to retire.
 - The existing pool of ACA I-IV's is comprised of attorneys who are far from retirement.
 - A significant majority of new ACA hires in the first half of their legal career.
 - New ACA hires are joining the CA's office from other public organizations (DA's Office, Milwaukee County Corp Counsel) and are committed to a career in public service.
 - The department has had significant success in hiring from ACA recruitments:
 - The most recent recruitment yielded Four ACA I hires & Four ACA III hires

Development/Retention Strategies

- Merit pay progression plan
- Promotional opportunities
- Comprehensive onboarding process
- Responsive and supportive management strategies
- Organizational culture with an emphasis on work/life balance
 - Flexible scheduling
 - Telecommuting
- ACA benefits/perks provided by department
 - Wisconsin State Bar dues
 - Parking
 - Continued learning/training opportunities and professional development

Departmental Action Plan

- Conduct four Continuing Legal Education Programs in 2020
 - Determine appropriate content related to area of the department's work
 - Secure speakers/presenters from internal and/or external sources
 - Schedule CLE's throughout calendar year
 - Reserve space for each CLE
 - Apply for credits for each CLE from the WI State Bar
 - Require all ACA's and relevant support staff to attend.

Departmental Action Plan

- Conduct “Stay” interviews with all staff
 - 2020, First Quarter: Interview all support staff and one atty. division
 - 2020, Second Quarter: Interview two atty. divisions
 - 2020, Third Quarter: Interview final atty. division and management
 - 2020, Fourth Quarter: Review interviews and identify trends for improving departmental service, functions, and identify opportunities for retention
 - Develop areas for strength and growth to improve service delivery and staff retention

Departmental Action Plan

- Increase ACA involvement in recruitment, screening, and selection process
 - Partner with Diversity Recruiter to continue engagement of diverse candidates and build new partnerships
 - Fall 2019, new ACA recruitment is scheduled
 - Solicit feedback from ACA's to revise job description and announcement
 - Invite more senior ACA's to participate in panel process