

# Succession/Workforce Planning Presentation

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Finance and Personnel Committee

**Department of Public Works**

Wednesday, February 5, 2020

# Strategic & Operational Considerations

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- **Challenges**

- Difficult working conditions (physical labor, long, inconvenient hours, all types of weather)
- Production environment - 24/7
- Professional positions = STEM background in demand

# Strategic & Operational Considerations

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- **Advantages**

- Service to others
- Stable, family supporting work
- Benefits
- Opportunities to bridge unemployed or underemployed to DPW/City jobs
- Flexible schedules for professional positions
- Career advancement opportunities

# Challenges Facing DPW

## Demand for Construction Workers

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- Industry-wide shortage of construction workers
  - More competition among employers
    - Nationally, 286,000 construction job openings in February – highest February in 19 years
    - Construction Laborer job growth projected to increase by 12% from 2016 – 2026
      - Total job growth all occupations projected to increase 7% over same period
- CDL Drivers
- City Laborers
- Electricians
- Skilled Trades
- Other Construction related field and professional positions

# Challenges for DPW

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Positions with the most significant turnover in the past five (5) years:

- Operations Driver Worker
- City Laborer
- Urban Forestry Specialist
- Vehicle Services Tech
- Municipal Services Electrician
- Civil Engineers
- Parking Enforcement Officers
- Water Meter Technician
- Water Repair Worker
- Water Customer Service Representative
- Engineering Drafting Technicians

# Solutions:

## Creating Additional Pipelines

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- Created Urban Forestry Arborist Apprenticeship Program (1<sup>st</sup> in the country)
- Compete Milwaukee work experiences & career pathways
- Wisconsin Community Services (WCS) partnership for spring Clean & Green Initiative
- Established entry level positions/titles
  - Construction Laborer Intern, Urban Forestry Laborer
- CDL prep services/resources and other training opportunities
- DER Diversity Recruiter engagement

# Solutions:

## Creating Additional Pipelines

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- DirectConnect MKE employment network
- Leveraging social media platforms, publications
- Local community jobs fairs
- Continuous recruitments – various titles
  - City Laborer, Operation Driver Worker, Engineering Drafting Technician and more
- Career ladders - various titles
  - Vehicle Services Tech, Urban Forestry Specialists and more
- Apprenticeships
  - Municipal Services Electrician Apprentice
  - Water Youth Apprenticeship

# Solutions:

## Retaining our People in DPW

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- Career advancement opportunities
- New hire - onboarding consistency
- Created certification and competency based career ladders
- Various training opportunities
- Flexible schedules for professional positions
- New manager and supervisor training
- Referrals to services
- Employee Resource Groups
- ODW training program expanded - classroom, behind the wheel and peer mentor field training components (12 weeks+ ongoing trainings)
- Stay Interviews



# Succession Planning

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- Utilizing underfills: hire, train, promote
- Internship opportunities
- Rotating positions & cross-training to diversify skill sets
- Compete Milwaukee pipeline
- Establishing apprenticeships

# PRIDE IN PUBLIC SERVICE