



CITY OF MANITOWOC

WISCONSIN, USA

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DATE: April 5, 2021
TO: Personnel Committee
FROM: Jessie Lillibridge, HR Director
RE: Recommendation for streamlining recruitment/backfill process

Currently, our recruitment process, specifically for the backfilling of budgeted positions, is determined by four separate Resolutions, approved between 2014 and 2018. This makes following the recruitment process difficult for managers and administrative staff, and causes confusion each time a new position needs to be filled. Because each situation is different, there are times when approval needs to come from the relevant oversight committee, and other times when Personnel Committee approval is also needed. This makes the process complex and cumbersome to follow.

My goal is to streamline this process, and to make it easier to follow. Please refer to the attached document, [City of Manitowoc Current Recruiting/Backfilling Process /Creation of Positions](#). This document outlines our current process, which requires committee and Council approval for each vacated, budgeted position, prior to backfilling the position.

In discussing why approval is needed each time there is a vacated position, the 2014 Resolution (14-996) states that "...Council desires to review each job vacancy to determine the necessity of the position..." Presumably, due to economic difficulties at that time, the idea behind this process was to ensure that each time there is a vacancy, it would be prudent for the Council to review the overall organizational structure of the affected department, and make the determination whether that same position was still necessary, whether the position could remain unfilled, or whether an organizational change was needed.

The requests to fill these vacated positions have been overwhelmingly approved during my tenure at the City. Anytime a position becomes vacant, a new Resolution is required to approve the backfill of the position. The creation of a Resolution requires collaboration between Human Resources, the City Attorney's Office, the Finance Department, the requesting department's administrative staff, and the City Clerk's office. It is difficult to justify the amount of time spent by these City employees, on developing a Resolution that will more than likely be passed.

As you know, each year during the budget process, each department determines which positions are being recommended to be included in, and budgeted for, in the following year. Ideally, new positions are also requested through the annual budget process. The annual budget is reviewed by Council. If those budget requests are approved by Mayor and Council, those annual budget amounts are included in the wages and salaries line of each departmental budget.

My recommendations for streamlining and improving the efficiencies associated with filling budgeted, vacant positions are as follows:

- Authorize the backfilling of vacated, budgeted positions throughout the budget year without the need for approvals from the oversight committee, Personnel Committee, and Council.
- Requests for new positions must be brought forward by department heads during the budget development process. Department heads may want to discuss potential costing of new positions with Human Resources prior to budget meetings.
- During the annual budget process, the Mayor and Council determine, with input from department heads, whether any organizational adjustments are needed, including the removal and/or addition of specific positions.
- Annually, the Mayor and Council approve the budget, including the funding of the wages and salaries line in each department.
- New, permanent job descriptions must be brought to Council for approval. Additionally, if a job description requires any significant changes, such as a title change or a reclassification, it must be approved by Council.
- HR Director will continue to report on all recruitment activity in the monthly report to Personnel Committee.
- Any emergency mid-year requests continue to be brought to the personnel committee, oversight committee, and Council for discussion and approval.

Thank you for your consideration.