

# MILWAUKEE RECREATION LEADERSHIP CONTINUITY PLAN



2020



A department of **MPS**

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## Introduction

The Leadership Continuity Plan has been developed to proactively address management vacancies (current and anticipated) and to attract and retain a quality and diverse employee workforce to ensure the long-term stability and success of Milwaukee Recreation. This plan outlines a strategic approach for addressing turnover in key management positions when the inevitable occurs due to promotions, resignations, retirements, and other factors. It also outlines Milwaukee Public Schools’ (District) process for ensuring salaries remain competitive and fostering the professional growth of Milwaukee Recreation employees.

## Department History

The Milwaukee Public Schools (MPS) Department of Recreation and Community Services was established in 1911 to enrich the lives of Milwaukee’s youth, teens, adults, and seniors through recreational and educational opportunities. Chapter 509 of the Wisconsin Laws of 1911 afforded public school systems in Wisconsin the opportunity to levy tax dollars to support the organization of recreation programs for both children and adults. The law recognized that recreation is an educational process and that both recreation and education are strong forces in total human development and the formation of a city’s culture. Shortly thereafter, Milwaukee gained national recognition as the “City of the Lighted Schoolhouse” for its use of public-school facilities for evening recreation programming. While other recreation departments in a majority of U.S. cities conduct their programming in stand-alone recreation centers, our access to school facilities allows us to direct resources into programming versus brick and mortar, thereby providing our community with the best possible value in recreation programming.

## Full-Time Employee Demographics

At the time of this publication, the average age of all full-time employees is 44.1, ranging from 24 to 65. 39% of all full-time staff are under the age of 40; 68% are under the age of 50. Only six full-time employees (7%) are 60 years of age or older.

As illustrated in Table 1, administrative personnel (52) and facilities maintenance (50.6) have the highest average ages. Only supervisors (36.7) have an average age below the Department’s overall average. The greatest chance for retirement is within the ranks of senior management and facilities maintenance, each with six employees at least 50 years old.

TABLE 1: Age by Position Type

Age Range	Admin	Coordinator	Manager	Supervisor	Clerical	Facilities Maint.	Total	%
20-29	1		1	9			11	14%
30-39	1		3	12	2	1	19	25%
40-49	1	4	5	6	4	2	22	29%
50-54	6		2	3		2	13	17%
55-59			1	1	1	3	6	8%
60-64			1		3	1	5	6%

Age Range	Admin	Coordinator	Manager	Supervisor	Clerical	Facilities Maint.	Total	%
65+				1			1	1%
<b>TOTAL</b>	<b>9</b>	<b>4</b>	<b>13</b>	<b>32</b>	<b>10</b>	<b>9</b>	<b>77</b>	
Age Range	25-54	41-48	29-62	24-65	30-62	31-62	24-65	
Avg. Age	52	44.5	44.2	37	48.2	50.6		

Looking at the program area, as illustrated in Table 2, Admin (52) and Operations (48.2) have the highest average ages. Athletics (39.6), Citywide (39.7), and PACC (36.1) all fall below the overall average age for full-time employees. Among Before & After School (3), Athletics (1), Citywide (1), and Operations (1), six employees are over the age of 60 representing the greatest chance for retirement within the next five years. Operations also has 4 employees at least 55 years old, representing some potential for early retirement.

**TABLE 2: Age by Program Area**

Age Range	Admin	Athletics	Before & After School	Citywide	Operations	PACC	Total	%
20-29		2	1	1	2	5	11	14%
30-39		2	3	5	2	7	19	25%
40-49	1	3	4	8	3	3	22	29%
50-54	2		1	2	7	1	13	17%
55-59				1	4	1	6	8%
60-64		1	2	1	1		5	6%
65+			1				1	1%
<b>TOTAL</b>	<b>3</b>	<b>8</b>	<b>12</b>	<b>18</b>	<b>19</b>	<b>17</b>	<b>77</b>	
Age Range	48-54	26-60	24-65	28-62	25-62	24-57	24-65	
Avg. Age	52	39.6	45.2	39.7	48.2	36.1		

The average full-time employee has worked in his/her current role for 6.2 years. Just below half (43%) of all full-time staff have worked at least 3 years in his/her current role for the Department. Eighteen (18) employees (23%) have worked at least 10 years.

As illustrated in Table 3, managers (8.7) have the most seniority of full-time staff with facilities maintenance (7.8) and clerical (7.8) being the only other position types above the Department average in length of service for their current position. Conversely, coordinators (3) fall well below the Department average of 7.8 years.

**TABLE 3: Years Worked by Current Position Type**

Years in Position	Admin	Coordinator	Manager	Supervisor	Clerical	Facilities Maint.	Total	%
<1 year	1	1	1	15	2	1	21	27%
1-2.99 yrs.	1	1	3	4	3		12	16%
3-5.99 yrs.	4	1	2	4	2	3	16	21%
6-9.99 yrs.	2	1	2	1	1	3	10	13%
10+ yrs.	1		5	8	2	2	18	23%
<b>TOTAL</b>	<b>9</b>	<b>4</b>	<b>13</b>	<b>32</b>	<b>10</b>	<b>9</b>	<b>77</b>	
Avg. Years	5.7	3	8.7	5.1	7.8	7.8		

Table 4 identifies the years worked for Milwaukee Recreation. As illustrated, Admin (23.3) has the longest average years of service with the Department followed by Citywide (10.4). All others fall below the Department average of 7.8 years.

**TABLE 4: Years Worked for Milwaukee Recreation**

Years with Rec	Admin	Athletics	Before & After School	Citywide	Operations	PACC	Total	%
<1 year		3	3	4	3	8	21	27%
1-2.99 yrs.		3	2	1	2	1	9	12%
3-5.99 yrs.		1	4	2	5	3	15	19%
6-9.99 yrs.				2	6	1	9	12%
10+ yrs.	3	1	3	9	3	4	23	30%
<b>TOTAL</b>	<b>3</b>	<b>8</b>	<b>12</b>	<b>18</b>	<b>19</b>	<b>17</b>	<b>77</b>	
Avg. Years	23.3	5.9	4.5	10.4	7.1	5.2		

Table 5 identifies employee ethnicity by program area. As illustrated, employees identifying as White make up 55% of the full-time workforce (42) followed by African Americans at 30% (23). Employees identifying as Hispanic make up the smallest percentage at 14% (11).

**TABLE 5: Ethnicity by Program Area**

<b>Ethnicity</b>	<b>Admin</b>	<b>Athletics</b>	<b>Before &amp; After School</b>	<b>Citywide</b>	<b>Operations</b>	<b>PACC</b>	<b>Total</b>	<b>%</b>
Native American								
African American	1	5	7	3	5	2	23	30%
Pacific Islander								
Hispanic	1	1	1	3	1	4	11	14%
White	1	2	4	12	13	10	42	55%
<b>TOTAL</b>	<b>3</b>	<b>8</b>	<b>12</b>	<b>18</b>	<b>19</b>	<b>17</b>	<b>77</b>	

Table 6 identifies employee gender by program area. As illustrated, Females make up the largest number of full-time employees with 58% (45 out of 77). There are currently 32 males in the full-time workforce (42%).

**TABLE 6: Gender\* by Program Area**

<b>Gender</b>	<b>Admin</b>	<b>Athletics</b>	<b>Before &amp; After School</b>	<b>Citywide</b>	<b>Operations</b>	<b>PACC</b>	<b>Total</b>	<b>%</b>
Female	2	5	8	14	8	8	45	58%
Male	1	3	4	4	11	9	32	42%
<b>TOTAL</b>	<b>3</b>	<b>8</b>	<b>12</b>	<b>18</b>	<b>19</b>	<b>17</b>	<b>77</b>	

\*Only two gender options were used when data was collected and, as such, may not reflect the true genders of all employees.

## Anticipated Retirements & Changes

Based on the employee demographics highlighted above, it is likely that the Department will experience 6 to 12 retirements within the next 5 years, but could experience up to 25 retirements in a worst-case scenario (staff over 50). While Milwaukee Recreation is fortunate that it will likely not face a large turnover due to retirements, potential retirements will impact 1 of 6 senior management positions, 3 of 12 middle management positions, and could impact six key administrative support positions. Table 7 identifies the positions most likely to experience retirements within the next 5 years.

**TABLE 7: Anticipated Administrative Retirements 2020-2024**

Position	Probability
Senior Director	High
Administrative Assistant	High
Recreation Manager – Playgrounds and Community Centers	High
Recreation Facilities Manager	High
Recreation Supervisor – Community Learning Centers	High
Clerical – Interscholastic Athletics and Youth Sports	High
Clerical – Citywide	High
Recreation Manager – Before and After School Programs	Moderate
Clerical – Before and After School Programs	Moderate
Clerical – Playgrounds and Community Centers	Moderate

Consistent with the Department’s historical trends, staff turnover will predominately be the result of career advancement opportunities (both internal and external) and retirements. The Department views these factors as natural and not necessarily unhealthy for the organization. The positions in which higher attrition most frequently occurs are identified in Table 8.

**TABLE 8: Positions with Highest Turnover**

Position	Notes
Recreation Supervisor	Entry-level position; predominantly external candidates
Recreation Manager	Mid-level position; predominantly internal candidates

## Succession Plan

Milwaukee Recreation is dedicated to filling all vacancies with the best qualified candidate available. The Department strives to provide opportunities for advancement within the agency but must follow the established recruitment and selection processes outlined in Milwaukee Board of School Directors (MBSD) Policy and Procedure 6.23.

### Management Vacancies

In the event of a management vacancy (disciplinary, incapacitation, resignation, retirement, vacation, etc.), Table 9 identifies the position(s) most likely to be tasked with completing the job responsibilities of the vacant position until the position is filled or the employee returns to work. Ultimate distribution of responsibilities is at the discretion of the Recreation Coordinator (Recreation Manager and Subordinates) or the Senior Director (Manager of Operations, Recreation Coordinators, Subordinates).

Potential internal successors are positions for which the Department will provide training to better prepare the individuals in these positions for career advancement. It is not a guarantee of promotion should a vacancy occur. Other positions within the Department not identified as a potential internal successor are eligible and welcome to apply for any vacant position, should the position be posted.

**TABLE 9: Succession Matrix for Management Positions**

Position	Interim Responsibilities	Potential Interim Successor(s)
Senior Director	Manager of Operations	Manager of Operations, Recreation Coordinator
Manager of Operations	Senior Director	Recreation Coordinator, Recreation Manager
Recreation Coordinator	Recreation Manager	Recreation Coordinator (lateral), Recreation Manager, Recreation Supervisor
Recreation Manager	Recreation Coordinator	Recreation Manager (lateral), Recreation Supervisor
Sr. Programmer Analyst	Manager of Operations	None
Recreation Facilities Project Manager	Manager of Operations	Recreation Facilities Project Supervisor
Financial Planning & Budget Analyst	Manager of Operations, Accounting Asst. II	Accounting Asst. II
Recreation Facilities Manager	Manager of Operations	Recreation Manager (lateral), Recreation Supervisor, Groundskeeper
Recreation Supervisor	Recreation Manager	Recreation Supervisor (lateral), Part-Time Staff



Position	Interim Responsibilities	Potential Interim Successor(s)
Recreation Project Facilities Supervisor	Recreation Facilities Project Manager	None
Administrative Assistant	Senior Director	Clerical
HR Planning Assistant	Administrative Assistant	None
Bookkeeper	Financial Planning & Budget Analyst	None
Accounting Assistant II	Financial Planning & Budget Analyst	None
Recreation Inventory Supply Custodian	Recreation Facilities Manager	Recreation Supervisor, Part-Time Staff
Clerical	Administrative Assistant, Clerical	Clerical (lateral), Part-Time Staff
Groundskeeper	Recreation Facilities Manager	Part-Time Staff

## Competitive Salaries

To ensure Milwaukee Recreation provides competitive salaries necessary to attract and retain quality employees, the salary schedule for all District positions is reviewed by the MPS Department of Human Resources and the Milwaukee Board of School Directors (MBSD) annually. Any adjustments are made during the budget adoption process via approval by the MBSD. The Department of Human Resources is responsible for submitting salary schedule adjustments to the MBSD that reflect benchmark agencies and market conditions. Individual positions may be evaluated at any time by the Senior Director, who may request a reclassification review should it be determined that the current salary range is inconsistent with market conditions, there has been a significant change in job duties, and/or there are similar positions within the district that are classified at a higher level thereby adversely impacting the Department's ability to recruit and retain employees.

By having relatively fixed and stable salary ranges for positions, the District recognizes the value of quality employees and clearly establishes that an employee in any position ultimately has a finite value to the organization. If an employee reaches the maximum salary for a position, it provides incentive for the individual to advance their skills and seek higher positions within the Department if a higher salary is desired. It also provides a mechanism to ensure the Department's compensation practices remain competitive.

The final decision regarding compensation rests with the Milwaukee Board of School Directors. Any adjustments will not take effect until reviewed/approved by the Board.

## Internal Training & Development

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To help attract and retain quality personnel, Milwaukee Recreation is dedicated to investing in the training and professional growth of all its employees, regardless of position. The type of training provided will vary as appropriate based on the specific needs of each position.

### **New Hire Orientation**

All new full-time employees must be provided a new hire orientation. The MPS Department of Human Resources provides a general orientation for all new full-time staff, outlining the School District's vision, mission, employee benefits, and personnel policies. The Recreation Department provides a new hire orientation outlining general Department information as well as position specific content including any training (computer applications, etc.) to provide new employees with the skills necessary to succeed in their position.

### **In-Service Training**

Each program area (Athletics, Before and After School, Citywide, Operations, and Playgrounds and Community Centers) is responsible for ensuring full-time employees receive appropriate recurring training to review and build upon the skills taught during new hire orientation/training. Frequency of in-service training should be based upon the specific needs and requirements of the position. In-service training may be facilitated by any senior or middle management employee.

### **Advanced Training**

The Recreation Department is responsible for providing programs designed to prepare employees to take on expanded roles within their existing positions or to better prepare for advancement within the organization. Advanced training programs may be elective in nature, with participation based on employee choice and/or supervisor recruitment. Frequency of advanced training programs will be based on the capacity and needs of the Department or program area. Advanced training may be facilitated by program staff, senior or middle management staff, or by District staff.

## External Training & Development

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Career development opportunities, such as off-site workshops, seminars, and conferences, will be provided based on an employee's position and the potential benefit to both the employee and the Department. Priority is given when attendance is necessary to obtain or maintain a certification identified as required or desired within an employee's current position. Participation in external training and development programs must be pre-approved by the Recreation Coordinator and is subject to budget availability. Travel expenses may be paid or reimbursed by the Department subject to District policy and applicable federal, state, and local laws or regulations.

### **General Eligibility Requirements**

1. Only full-time employees are eligible to participate in off-site training and development programs, unless otherwise authorized by the Recreation Coordinator and/or Senior Director.
2. The external training and development program must be appropriate for the duties of the employee and offered by a professional association or reputable training organization.
3. A Request for Professional Leave form must be submitted and approved by the Recreation Coordinator prior to attending an external training or development program.

### **Annual Training Benefits**

Funding for professional development opportunities, such as off-site workshops, seminars, and conferences is allocated for each budget cycle based upon employee interest, Department need, and professional development availability.

## **Professional Memberships & Participation**

Milwaukee Recreation maintains memberships with the Wisconsin Park and Recreation Association (WPRA) and the National Recreation and Park Association (NRPA) for all full-time staff and encourages staff to be active in their professional associations. Membership fees for part-time employees may be paid when it is financially beneficial to the Department.

To further support employee development, full-time staff may be eligible to assume committee or leadership positions in their professional associations as part of their Milwaukee Recreation job responsibilities without the need to use personal time. To be eligible, the employee must receive pre-approval from the Recreation Coordinator or Senior Director. The employee must have the capacity to perform association duties without compromising Milwaukee Recreation responsibilities.

Use of personal vehicles is required for local travel to association meetings and professional development opportunities. Mileage reimbursement is available for use of personal vehicle per District policy. A Request for Professional Leave form must be submitted and approved by the Recreation Coordinator or Senior Director prior to attending a professional development opportunity.

## **Professional Certifications**

Milwaukee Recreation encourages employees to obtain professional certifications (e.g., AFO, CPRE, CPRP, CPSI, CPO, CTRS, etc.) when appropriate for their positions. Employees are responsible for covering all costs associated with the exam.

If the Senior Director deems that a professional certification would be advantageous to the operation of the organization, he/she will identify the appropriate personnel to participate (if the employee does not already have the certification). In this instance, the Department will cover the costs associated with the certification. Upon successfully passing a certification exam, the employee must provide documentation demonstrating certification to be included in the employee's personnel file.

Employees whose job requires certification (WSI, Lifeguard Instructor, Certified Playground Safety Inspector, etc.) are responsible for maintaining their credentials. Failure to do so may result in demotion or termination.