IMPROVING AND STREAMLINING EMPLOYEE RECRUITMENT AND HIRING

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Task

Does this sound familiar?

- **Vacancy Rates Are Extremely High… everywhere!**
  - Hiring the right person is extremely important for government positions
  - Timelines for filling positions is excessively long
  - How can we streamline the hiring process?

    - How can you make yourself a more attractive place to work?
    - Where are you advertising?
    - How can you recruit larger pools of competitive candidates?
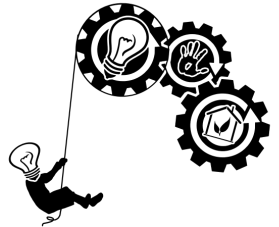
WHAT ARE THE VACANCY RATES?

Contra Costa 13%

Organization	Vacant/ Overall FTE	FTE Vacancy Rate (11/2022)
Concord	47/404	**11.6%**
Martinez	33/147	**22.45%**
Richmond	144/712	**20.22%**
Walnut Creek	51.24/ 380	**13.5%**
San Pablo	9/177	**5%**
Clayton (Sponsor)	4/26.4	**15.2%**

Vacancy Rates in Neighboring Counties

Sonoma   11.79%

San Mateo   14%

Marin   14.1%

Santa Clara   14.7%

(as of earlier this year - 2022)

BACKGROUND (STATUS QUO)

Sourcing and Recruiting

- Employment and Advertising
- Job Description
- Employment Applications

Candidate Selection

- Interviewing
- Pre-employment Testing
- Reference Checks
- Background Investigations
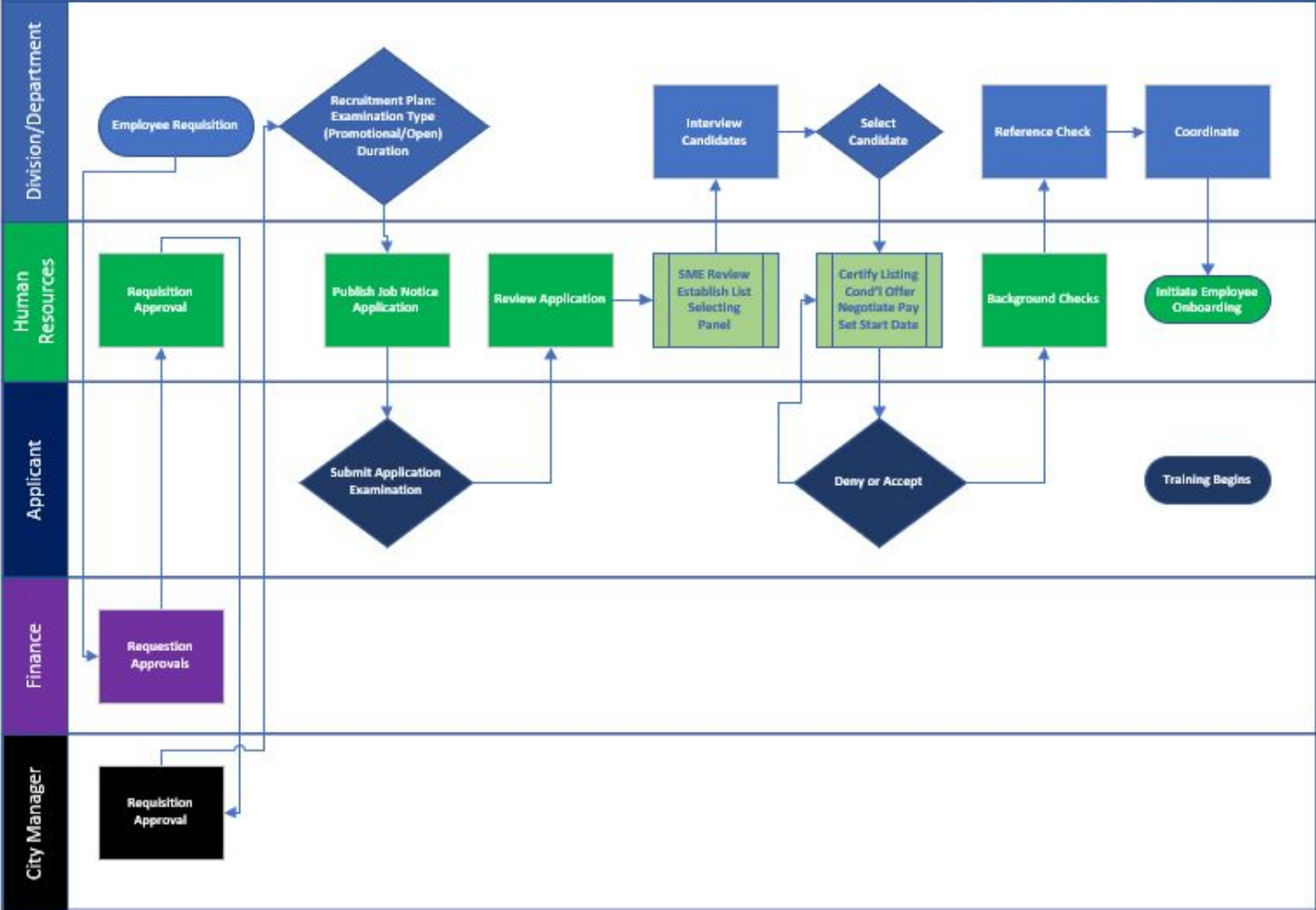
Offer/Post-Offer Transaction

- Offer
- Criminal History/Medical Exams
- Contracts/Non-Disclosure Agreements

BACKGROUND (STATUS QUO)

Recruitment and Selection Workflow (Road Map)

Phase 1: Sourcing, Selection, and Offer

6 MONTHS

Timeframe for sourcing, selecting, and offering a candidate a position
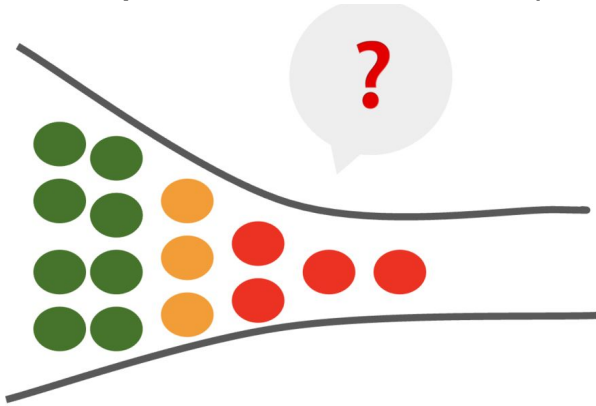
BACKGROUND (Bottlenecks)

Requisition Process

- Multiple internal reviews within Finance, HR, and City Manager's Office

Background Checks

- Department of Justice(DOJ) Processing (24-48 hours up to 4 months)

BACKGROUND (STATUS QUO)

Organizational/Agency Factors

- Personnel Rules
- Memorandum of Understandings (MOU) with bargaining unit(s)/labor union(s)
- City Charters
- State Laws
- Federal Laws

Applicant/Candidate Factors

- Competition
- Compensation
  - Salary
  - Benefits

EVALUATION/CRITERIA CONSIDERATIONS

- **Justification For The Position**
  - Restaffing current position vs Creating new position

- **Position To Be Filled**
  - Entry Level, Supervisor, Manager, etc
  - New or existing FTE or PTE
  - All aspects of budget in place

- **Candidate Sources**
  - Internal Candidates (transfer or promotion)
  - Referrals

EVALUATION/CRITERIA CONSIDERATIONS

- **Feasibility**
  - Legality or Policy/Procedure Considerations
  - Bargaining Units- MOUs, City Contracts

- **Diversity, Equity & Inclusion**
  - Flexibility in attracting candidates
  - Minimum performance standards/qualifications are the priority
  - Competencies vs Knowledge based requirements

EVALUATION/CRITERIA CONSIDERATIONS

- **City Positions Have Different Hiring Standards**
  - **"Entry Level Position:"** Reference check and background check

  - **"Intermediate Level Position:"** Reference check, background check, a skills test (typing/clerical skills/driving), and a physical exam

  - **"Advanced Level Position:"** DOJ checks, extensive background check, polygraph exam, psychological exam and physical/medical exam (example: public safety)
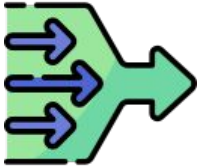
RECOMMENDATIONS

Increase Applicant Pools

Utilize Digital Tools

Simple is as Simple Does

BRING MORE PEOPLE TO THE (APPLICANT) POOL PARTY

★ **Outreach** to non-traditional groups

★ **Target** generational workgroups

★ **Increase** the appeal factor

★ **Revisit** minimum qualifications

BRING MORE PEOPLE TO THE (APPLICANT) POOL PARTY

★ **Foster** interagency cooperation

★ **Build** pipelines to the future workforce

★ **Create** a call to action

★ **Keep** a pulse on the job market

USE DIGITAL TOOLS LIKE IT'S 2022

★ **Conduct** screening interviews remotely through video conferencing software

★ **Migrate** to government hiring/onboarding platforms

★ **Utilize** government application portals and current trending social platforms

★ **Engage** on social media
  ○ #ClaytonNation
  ○ #WeAreSanPablo #SomosSanPablo
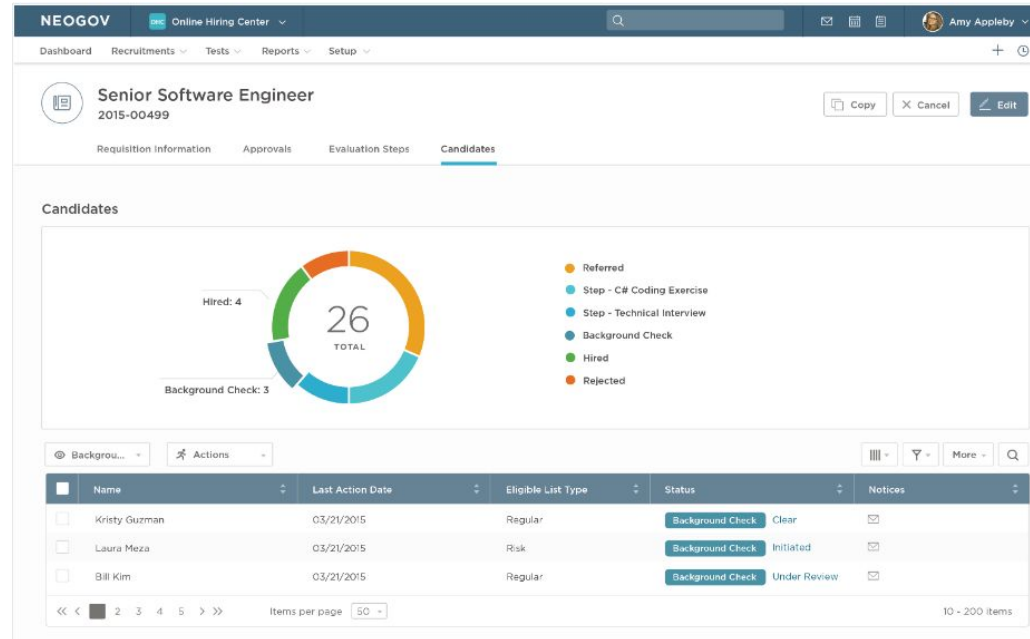
SHORT, SWEET, SIMPLE (THE 3 S's TO SUCCESS)

★ **Shorten** applications

★ **Assign** hiring managers with clear responsibilities

★ **Plan** out the full hiring process in advance

SHORT, SWEET, SIMPLE (THE 3 S's TO SUCCESS)

★ **Allow** flexibility in the hiring process

★ **Reduce** or **Eliminate** overly cautious checks

★ **Practice** candidate care

SO YOU SCORED THE PERFECT CANDIDATE. NOW WHAT?

- **Be prepared**
  - Perform new employee orientation
  - Have all needed equipment in place
  - Show them they joined a professional and organized organization
- **Be welcoming**
  - Take the time to make introductions
  - Have "warm up" work or task prepared
  - Let them know this move in their career is good for both parties

CALL TO ACTION!

- **Review and implement new recruitment tactics**
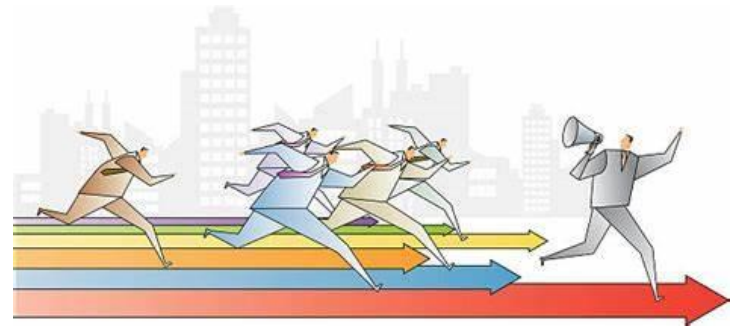   - Put yourself in the applicant's place
    - Convene working group with departments
- **Find a group willing to pilot**
    - Commit to making the change
    - Try something different - Take Risks!
- **Periodic check-in to monitor progress**
    - Review the viewed and applied ratios
    - Discuss what had positive/negative effects
    - Continue to refine and make adjustments
    - Share findings with the rest of your organization

REFERENCES

https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/californiamanagingthehiringprocessin.aspx

- City of Walnut Creek HR Department
- RGS Consulting Services (Regional Government Services)
- City of Martinez HR Department
- Nat Rojanasathira, Assistant City Manager, City of Monterey
- Reina Schwartz, City Manager, City of Clayton
- Janet Calderon, City Clerk & HR Manager, City of Clayton
- Kristi Carter, HR Analyst, City of Fremont
- Maili Madsen, HR Analyst, City of Concord
- Sharrone Taylor, Interim Director of Human Resources, City of Richmond (Interview)

*Icons made by various artists sourced from www.flaticon.com

THANK YOU!

Questions?