Human Resources Recruitment and Retention

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Human Resources Department

4 Divisions

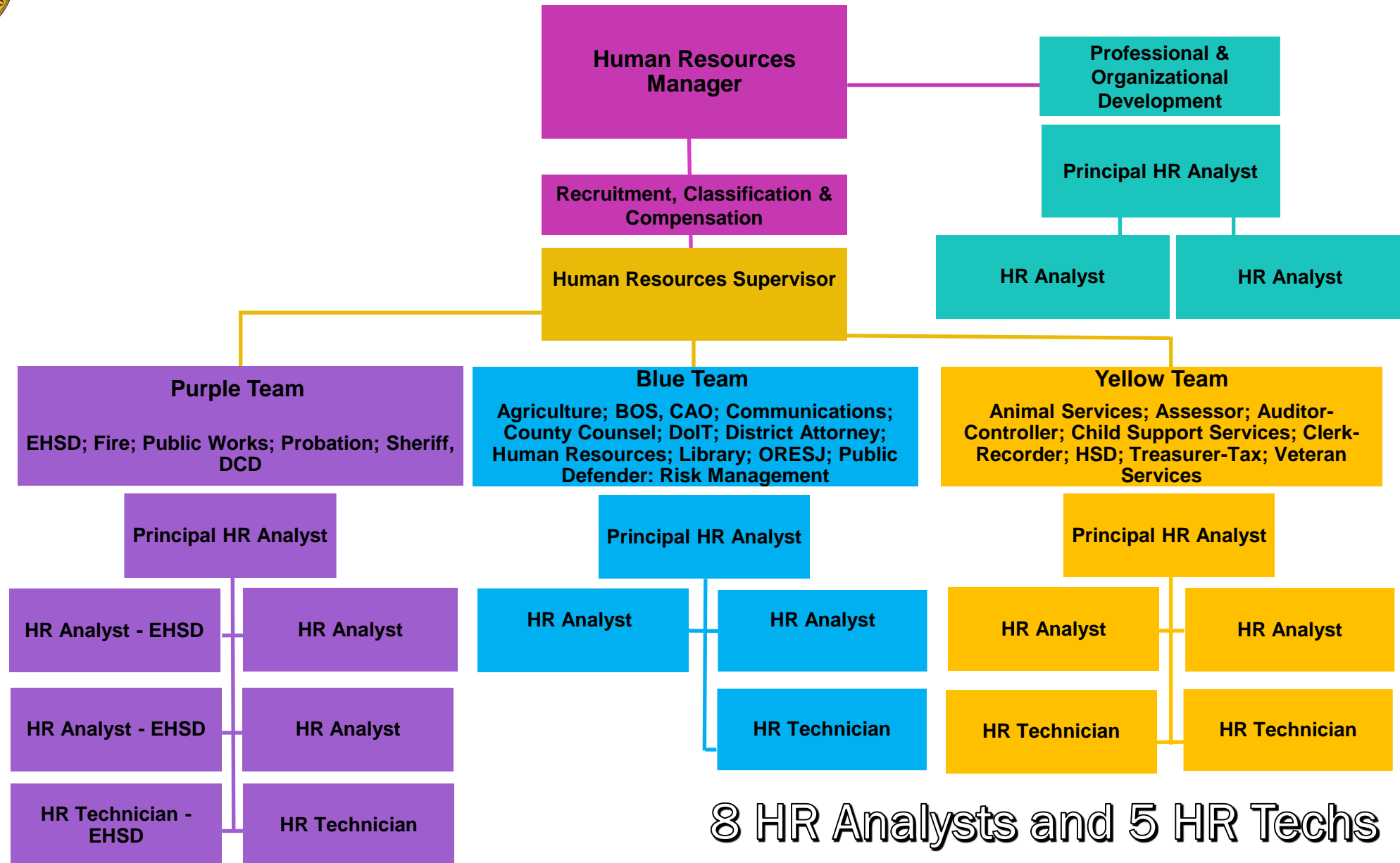| Administration | Benefits | HR Systems Management | Personnel |

Personnel Division – Recruitment, Classification and Compensation

Human Resources Manager

Professional & Organizational Development

Recruitment, Classification & Compensation

Principal HR Analyst

Human Resources Supervisor

HR Analyst

HR Analyst

Purple Team

EHSD; Fire; Public Works; Probation; Sheriff, DCD

Blue Team

Agriculture; BOS, CAO; Communications; County Counsel; DoIT; District Attorney; Human Resources; Library; ORESJ; Public Defender: Risk Management

Yellow Team

Animal Services; Assessor; Auditor-Controller; Child Support Services; Clerk-Recorder; HSD; Treasurer-Tax; Veteran Services

Principal HR Analyst

Principal HR Analyst

Principal HR Analyst

HR Analyst - EHSD

HR Analyst

HR Analyst

HR Analyst

HR Analyst

HR Analyst

HR Analyst - EHSD

HR Analyst

HR Technician

HR Technician

HR Technician

HR Technician - EHSD

HR Technician

8 HR Analysts and 5 HR Techs

Hiring 2020 - 2024

Year	2020	2021	2022	2023	2024
Hires	1214	1610	1625	1760	1568*
Avg/Mon	101	134	135	147	156

On average over 100 jobs posted at all times

* YTD as of 10/24

Time to Hire

Year	2020	2021	2022	2023	2024
Hires	217	199	158	134	131*

Average Days to Hire

* YTD as of 10/24

Collaborative Hiring Process

Departments and HR as Partners

Task	Department	Human Resources
Department internal authorization to hire process	X	
Open a Requisition in NeoGov	X	
Review Requisition for available position and class		X
Determine whether Job Description needs to be updated	X	X
Determine whether a Job Analysis needs to be completed	X	X
Develop Job Announcement and Recruitment Timeline	X	X
Send Union Notice (union has 5 days to respond)		X
Develop Exam Plan	X	X
Select Subject Matter Experts	X	
Post Job Announcement (generally 2-4 weeks)		X
Review applicants for Minimum Qualifications (MQs)		X
Issue notices to applicants who do not meet MQs		X
Applicant Appeal Period (5 business days)		X
Selection of Raters	X	
Administer first step of exam plan (oral board, tech, written, etc)		X
Issue notices to applicants who did not pass initial exam		X
Create Eligible List - send candidates to Dept (Rule of 3, 5, 10, List)		X
Schedule Departmental Interviews	X	
Complete and Score Departmental Interviews	X	
Select Candidate(s) for Hire & contact to make verbal job offer	X	
Open Personnel Action Form (PAF) in NeoGov	X	
Send Conditional Offer - includes fingerprinting instructions	X	
Send notice to Equifax to initiate I-9 process self-scheduling		X
Review results of criminal history search (follow up if needed)		X
Dept specific pre-employment steps (physical, fitness etc)	X	
Departmental Final Review of PAF	X	
HR Final Review and Enter New Hire in PeopleSoft		X

Updating Recruiting Policies and Practices

Revising the Job Analysis process to simplify and reduce time to complete

Reorganizing the team responsibilities to increase utilization of HR Techs to free up HR Analysts for focused recruiting

Increasing use of online recorded initial interviews providing greater candidate and reviewer flexibility

Decreasing use of lengthy multi-choice exams which were time consuming to build, score and schedule

Analyzing continuous recruitment plan to apply where most appropriate

Plan to shorten the appeals period based on data that most appeals are received in the first 2 days

Expanding to new job boards for posting and additional use of LinkedIn postings

Reviewing MQs to determine if less restrictive requirements are possible, expanding candidate pool

- ❖ Implementation of the I-9 Anywhere program allowing greater flexibility and ease of use for candidates

- ❖ Dedicated Resource model allows larger departments to work with specific HR Team members 100% assigned to their recruitments

- ❖ Expand outreach to new job boards for posting and increase presence on LinkedIn to attract a wider candidate pool

- ❖ Rebuild partnerships with colleges and workforce organizations for job postings, job fairs and career fairs

Hiring Initiatives

Separations 2020 - 2024

Year	2020	2021	2022	2023	2024
Separations	1408	1799	1908	1481	1115*
Avg/Mon	117	150	159	123	111

In years 2020 – 2022 separations exceeded hires

* YTD as of 10/24

Training Leadership for Greater Retention

HR Professional and Organization Development (POD) Team
Leadership Launchpad
Managers' Retreat
Coaching
Departmental Organizational Structure Reviews
Department Specific Challenges

Valuing Employees

❖ New countywide Performance Management System to recognize employee contributions, support growth, and plan for success

❖ Return of the Service Award Program

❖ Develop an Exit Interview Process

Celebrating County Service

Thank you