



Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Recruitment and Workforce Status Update

February 6, 2024

Agenda

- ▶ Review Allocation, Turnover, Vacancy Trends
- ▶ Provide Overview of the Recruitment Process, Hiring Data, and Current Recruitment Activity
- ▶ Discuss Challenges
- ▶ Highlight Current and Future Strategies

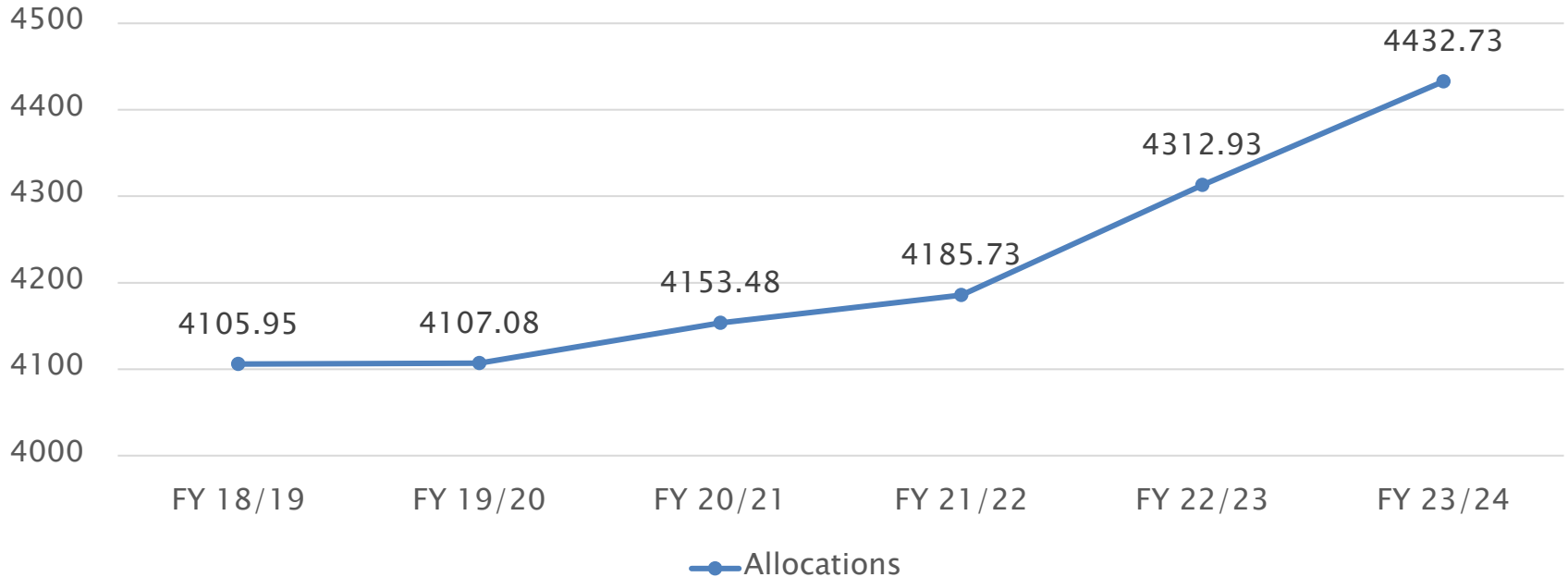
Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Allocation Trends

Allocations at Start of Fiscal Year



- ▶ 4,506.83 allocations on 01/22/24
- ▶ 9.76% increase from 07/01/18 to 01/22/24

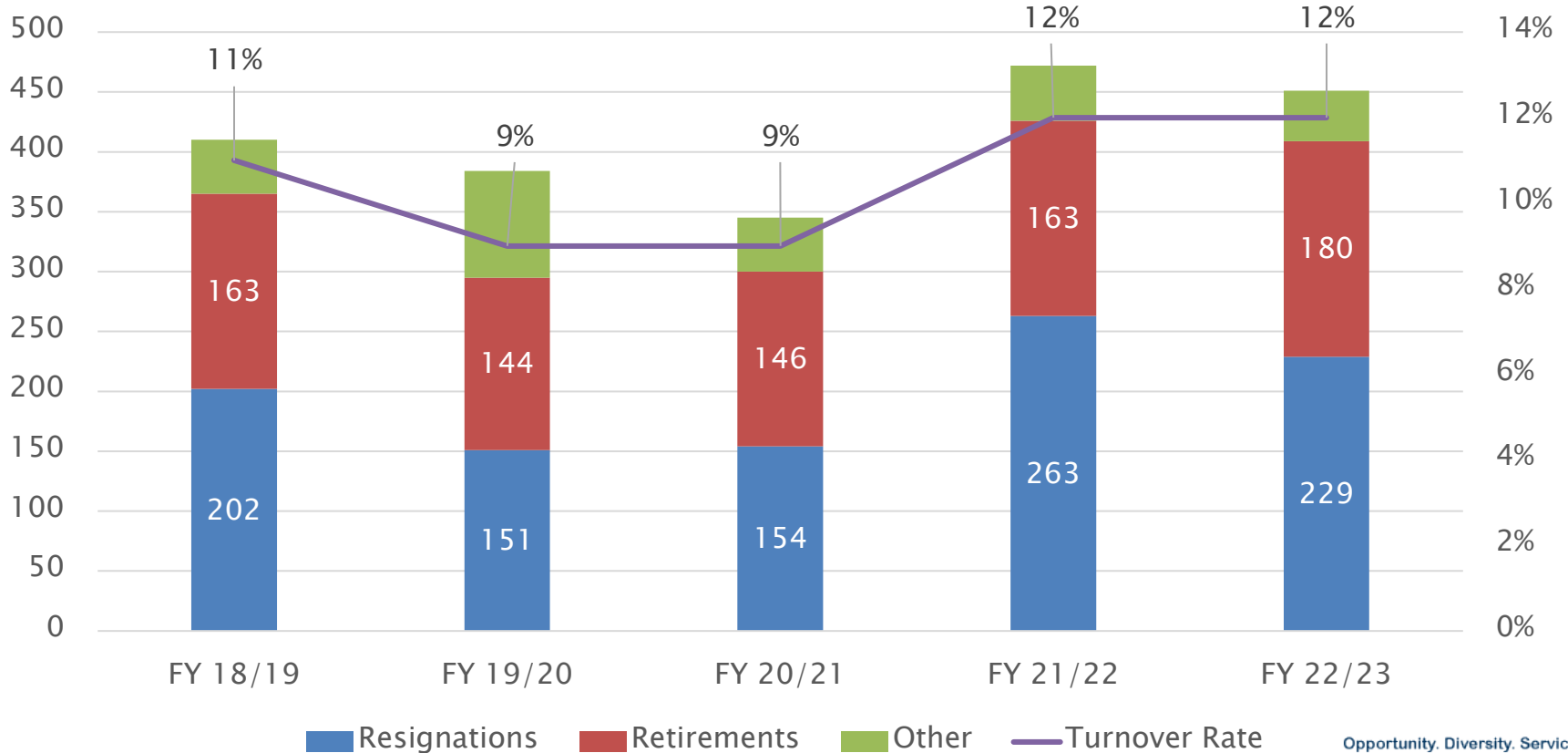
Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Turnover Trends

Separations and Turnover



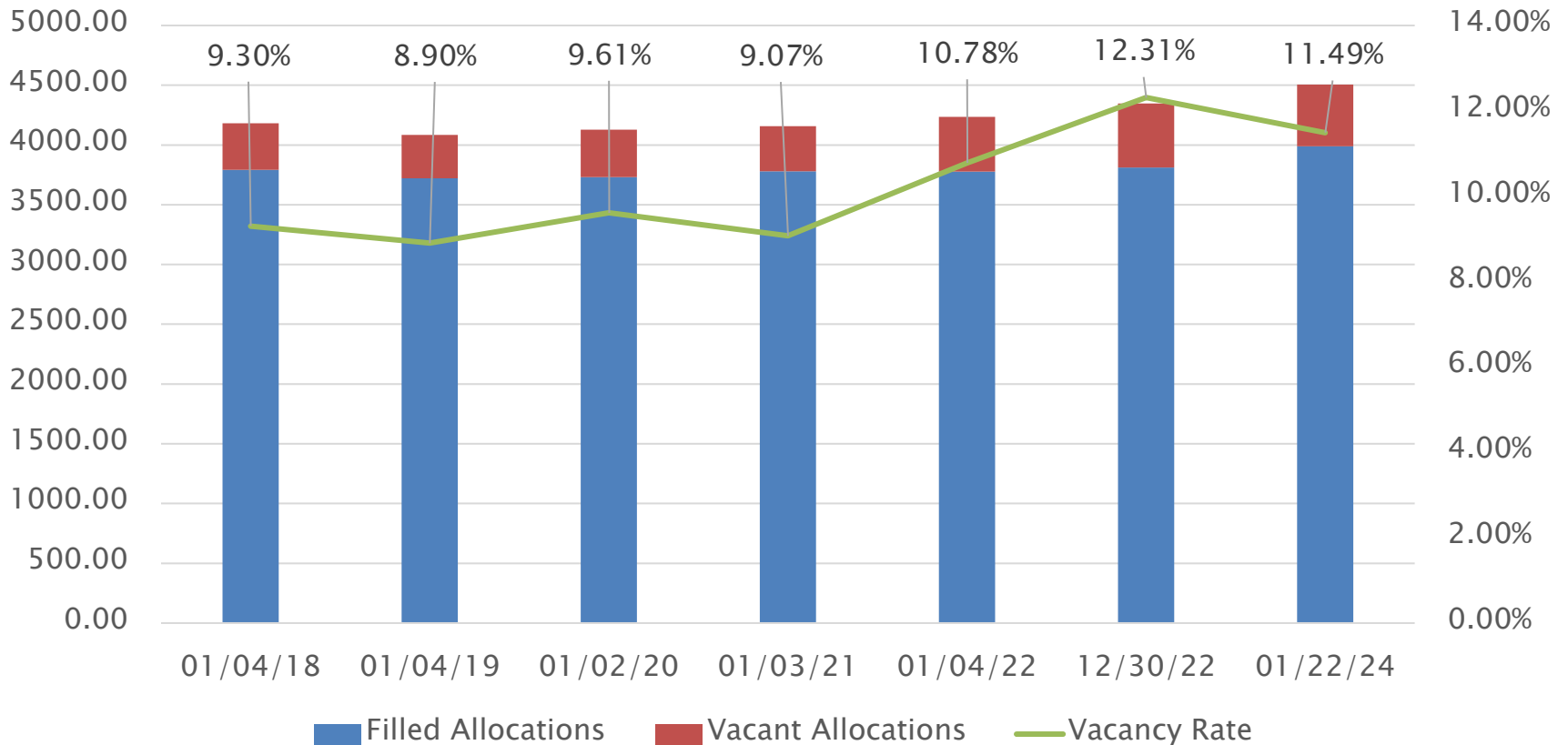
Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Vacancy Trends

Allocations and Vacancies



▶ 517.71 vacancies as of 01/23/24

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Vacancy Details

- ▶ Job Classes with 10 or more vacancies as of 01/23/24:

Job Title	Allocated	Vacant	Vacancy Rate	Notes
Correctional Deputy I/II	179.00	37.00	21%	Difficult to fill; Continuous Recruitment; 6 New EEs Starting 02/06; 3 New EEs Starting 03/05; 12 Candidates in Pre-Employment Testing; 54 Candidates in Background on 01/30
Behavioral Health Clinician/Intern	107.63	35.98	33%	Difficult to fill; Continuous Recruitment; 9 Conditional Offers Extended; 1 New EE starting in March
Eligibility Specialist I/II	147.00	26.50	18%	Candidates in Dept. Selection Process; Anticipate 25 Hires for April Training Class
Senior Client Support Specialist	48.00	20.00	42%	17 of 20 FTE Added Oct & Dec '23; Recruitment and Dept. Selection Processes Underway
Childrens Residential Care Counselor I/II	38.00	14.00	37%	14 FTE Added Dec '23; Recruitment Opening this Week
Juvenile Correctional Counselor I/II	54.00	13.00	24%	Difficult to Fill; Continuous Recruitment; 4 New EEs Starting 02/20; 14 Candidates in/Starting Background on 01/31

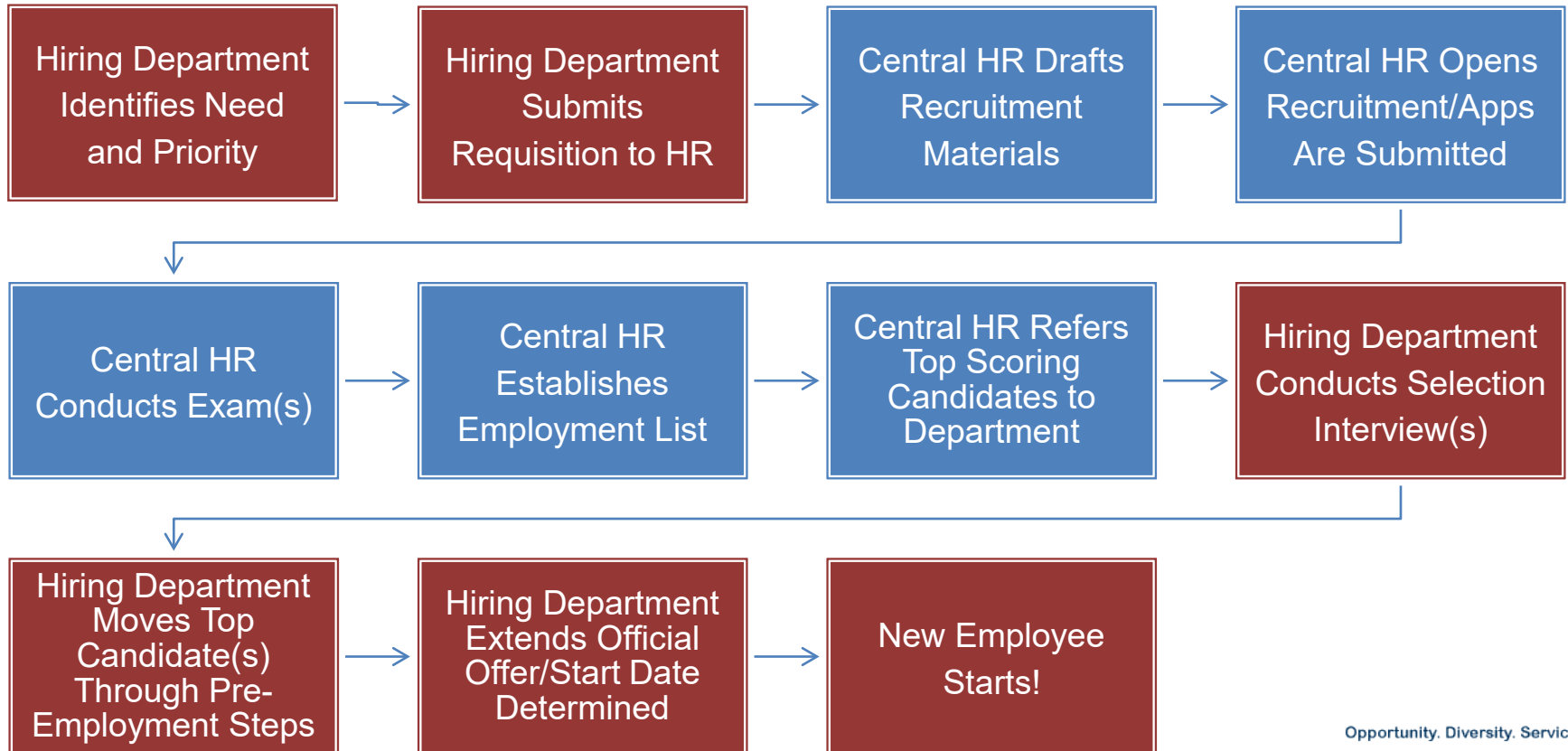
- ▶ Vacancies in these job classes account for 28.6% of all vacant positions. County vacancy rate is 9.3% excluding these positions

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

“Standard” Recruitment Process



Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Requisition to Hire - Timeframe

- ▶ FY 22/23
 - 114 days (3.75 mos.) on average to recruit and fill a position
 - 41 days for HR processes
 - 73 days for Department processes
 - 175 days (5.75 mos.) on average to recruit and fill a safety position
 - 46 days for HR processes
 - 129 days for Department processes

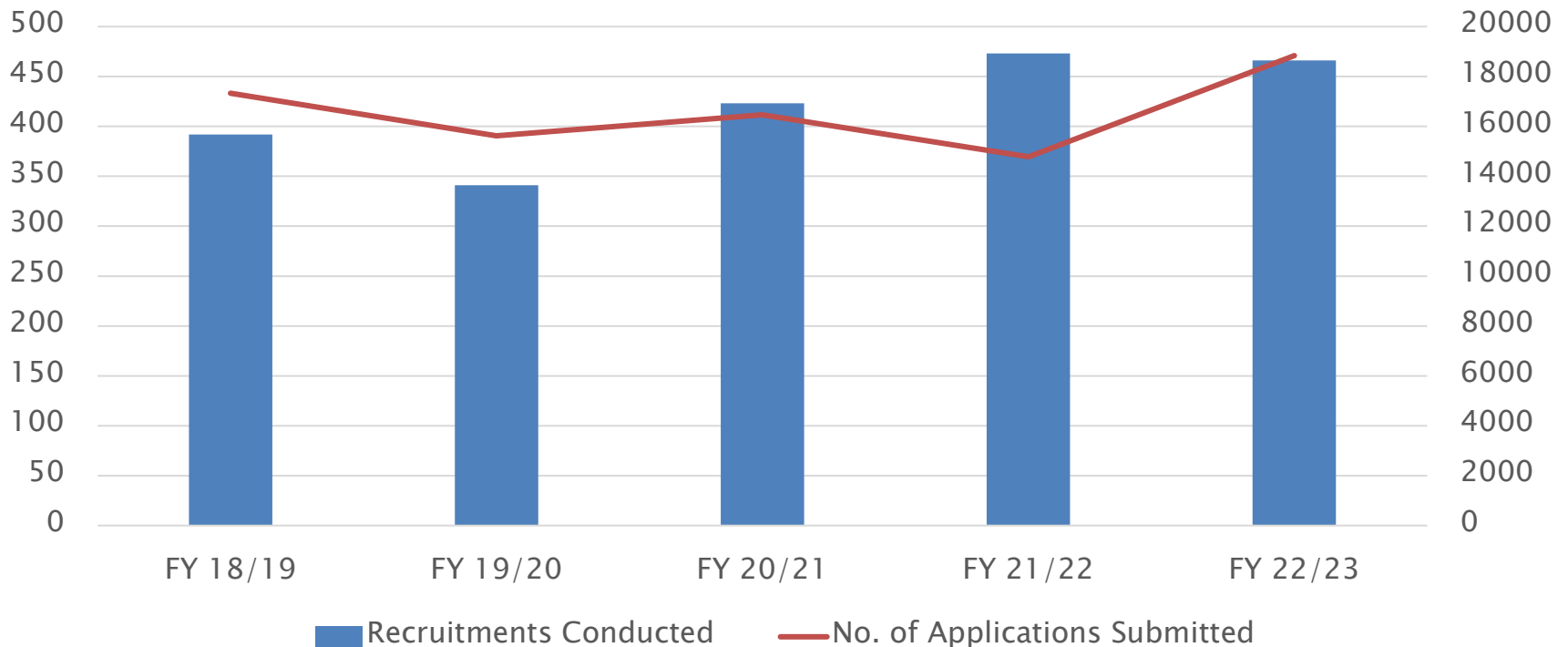
Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Recruitment Activity

Recruitment and Application Data



- ▶ In FY 22/23 HR opened 466 recruitments
- ▶ 18,838 applications were submitted

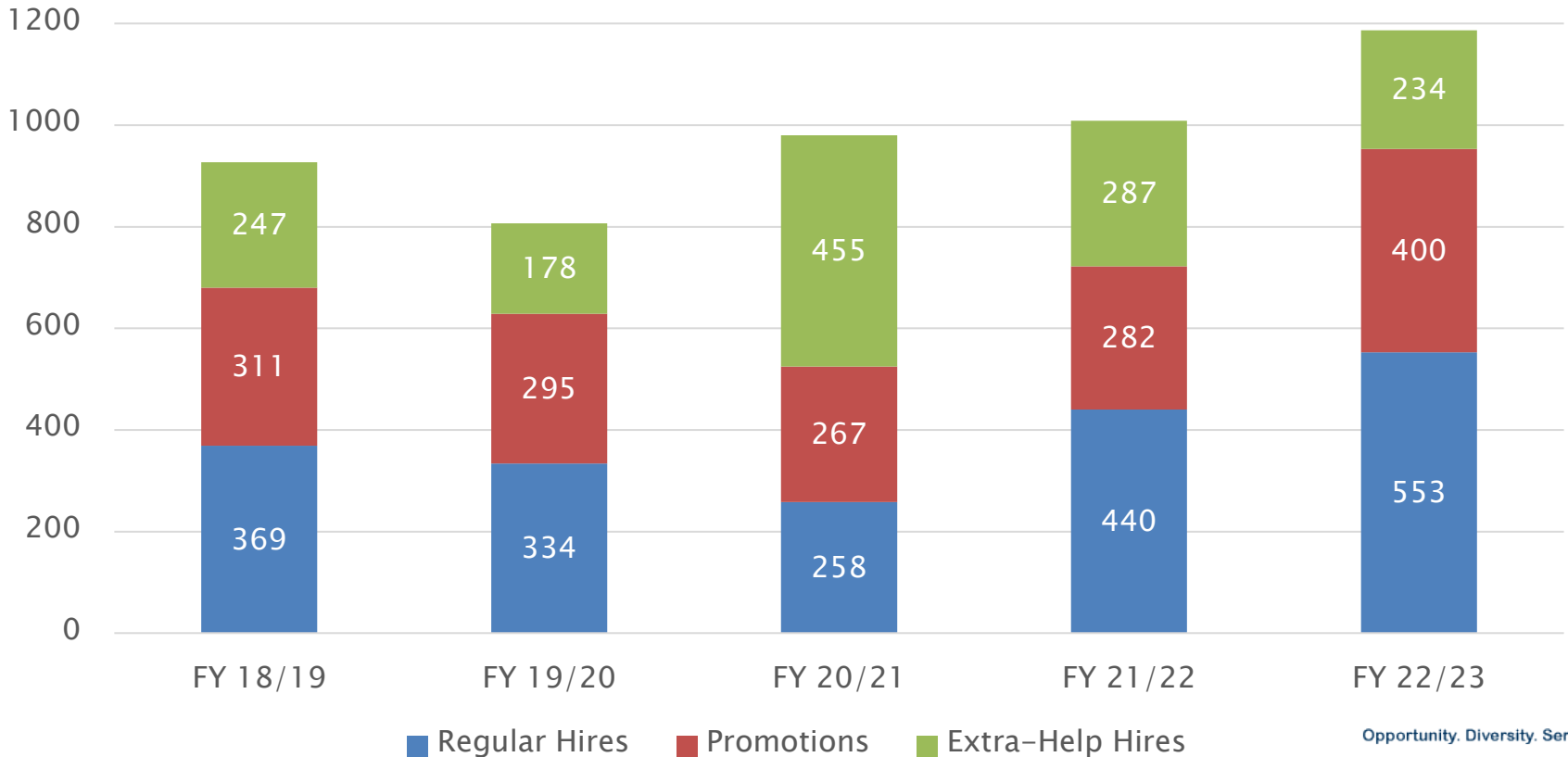
Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Room to Move. Room to Grow.

Hire Data



Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Current Recruitment Activity

- ▶ Over 300 allocations in active recruitment, examination, or department selection processes
- ▶ 28 positions have accepted job offers; new employees starting in February and March
- ▶ Recruitments in various planning stages to fill over 100 vacant allocations

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Challenges

- ▶ Limited Labor Force
 - Low County Unemployment Rate - 3.80% in 12/2023
 - Low U.S. Quit Rate – 2.2% in 11/2023
 - Upcoming Retirement Wave
- ▶ Location and High Cost of Living
- ▶ Limited Candidate Pools for Some Positions
 - Licensure/Technical Expertise
 - Societal and Generational Changes
- ▶ Lengthy and Bifurcated Recruitment/Hiring Process
- ▶ Department Capacity to Hire and Onboard

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Current and Future Strategies

- Hiring Incentive Pilot Program
- Telework
- Cost of Living Adjustments
- Reduce Time to Hire
- Remove Barriers to Employment
- Increase Pipeline
- Candidate and Employee Engagement

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Reduce Time to Hire

- ▶ Increase HR Capacity to:
 - Provide higher level of monitoring and oversight of Hiring Departments' selection and hiring processes
 - Conduct audits and reviews of the current processes and identify areas for improvement, including:
 - Standardizing departmental procedures
 - Identifying opportunities to expedite selection processes
 - Mitigating impediments to successful hiring;
 - Providing additional education for hiring managers
 - Developing performance metrics
- ▶ Evaluate options to current bifurcated recruitment and selection/hiring process

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Remove Barriers to Employment

▶ Initiatives to date:

- Developed Hiring Best Practices Toolkit
- Redacting candidates' personally identifiable information in exam process
- Updated "Recruit. Select. Hire." Training
- Developed Employee Demographic Dashboard

▶ Coming in 2024:

- Begin updating class specifications to remove artificial barriers related to education and experience
- Update all class specs and Civil Service Rules to utilize gender neutral and person first language
- Evaluate the Civil Service Rules and recruitment exam processes

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Increase Pipeline

- ▶ Increase HR Capacity to:
 - Collaborate with Departments to increase engagement with students
 - Collaborate with Departments to develop internships to increase exposure and awareness of County employment opportunities
 - Collaborate with Departments to increase community engagement around County employment
 - Increase marketing efforts

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Candidate & Employee Engagement

- ▶ HR and Departments should increase engagement with candidates throughout the recruitment and selection process
- ▶ Create positive experiences for new hires; onboarding; training
- ▶ Analyze and learn from Exit Interview data
- ▶ Employee Engagement Survey will be conducted later this year
 - Results will determine next steps

Opportunity. Diversity. Service.



Room to Move. Room to Grow.

Resources for County Job Seekers

▶ **Current Job Opportunities and to Apply Now:**

- www.yourpath2sonomacounty.org

▶ **Start Here!**

- A virtual two-hour class that provides an overview of the County's job application, examination, and selection processes
- Email us for more information, a list of upcoming dates, and to express interest
- careers@sonoma-county.org

Opportunity. Diversity. Service.



Room to Move. Room to Grow.