



RECRUITMENT, HIRING, AND RETENTION STRATEGIES STATUS REPORT

Item (d)5

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AGENDA



Hiring and Recruitment Strategies Updates



NeoGov System



Employee Retention

CITY'S VACANCY RATE IS STABLE DESPITE ADDITION OF POSITIONS EACH YEAR

Fiscal Year	Change in Budgeted FTE from Prior Fiscal Year	Vacancy Rate
2017-2018	+91	12.0%
2018-2019	+162	12.3%
2019-2020	+234	11.4%
2020-2021	(55)	13.0%
2021-2022	+54	11.7%
2022-2023	+237	12.4%

- **723** budgeted FTEs have been added between July 1, 2017 – June 30, 2023 (an average of +120.5 FTEs per year)
- With these additions, the City's vacancy rate has remained stable
- While positions have been added in the budget, and while vacancies have occurred through retirements and resignations, the City is filling these vacancies

CITY'S VACANCY RATE HAS BEEN DECREASING THIS FISCAL YEAR

Vacancy Rate*		
Fiscal Year	Vacant Benefitted Budgeted FTE	Vacancy Rate
Jul-2022	937	14.5%
Aug-2022	956.70	14.8%
Sep-2022	940.95	14.5%
Oct-2022	916.95	14.2%
Nov-2022	889.20	13.7%
Dec-2022	925.20	14.3%
Jan-2023	941.45	14.6%
Feb-2023	925.95	14.3%
Mar-2023	905.7	14.0%
Apr-2023	882.3	13.6%
May-2023	860	13.3%
June-2023	799	12.4%



* Positions tracked by Vacancy Rate have criteria of: Budgeted and Benefitted

HIRING UPDATES

City hired more employees in Fiscal Year 2022 – 2023 than were hired in any of the 5 preceding fiscal years

FT Hiring Trend*			
Fiscal Year	Budgeted		
	External	Internal	Hiring Total
FY17-18	439	701	1,140
FY18-19	445	641	1,086
FY19-20	398	491	889
FY20-21	275	419	694
FY21-22	381	660	1,041
FY22-23	576	717	1,293

*Positions tracked by Vacancy Rate have criteria of: Budgeted and Benefited⁷

STRATEGIC REVISION AND CREATION OF POSITION CLASSIFICATIONS

- ▶ Over 700 position classifications that require regular revision and updating
- ▶ Employment reviewing/modifying minimum qualification requirements for entry level positions
 - ▶ Broadening applicant pool by updating the education requirement

CENTRALIZED HIRING PILOT PROJECT

- ▶ Goals
- ▶ Departments
 - ▶ Parks, Recreation, and Neighborhood Services
 - ▶ Housing
 - ▶ Code Enforcement Division of PBCE
- ▶ Outcomes to Date
- ▶ Pivoting to include Building Division of PBCE

NEOGOV UPDATE

- ▶ Create a modern hiring process
- ▶ Establish a strong and collaborative team
- ▶ Implement a reliable platform



NEOGOV UPDATE



HIRING CAMPAIGN COMMUNICATIONS UPDATE

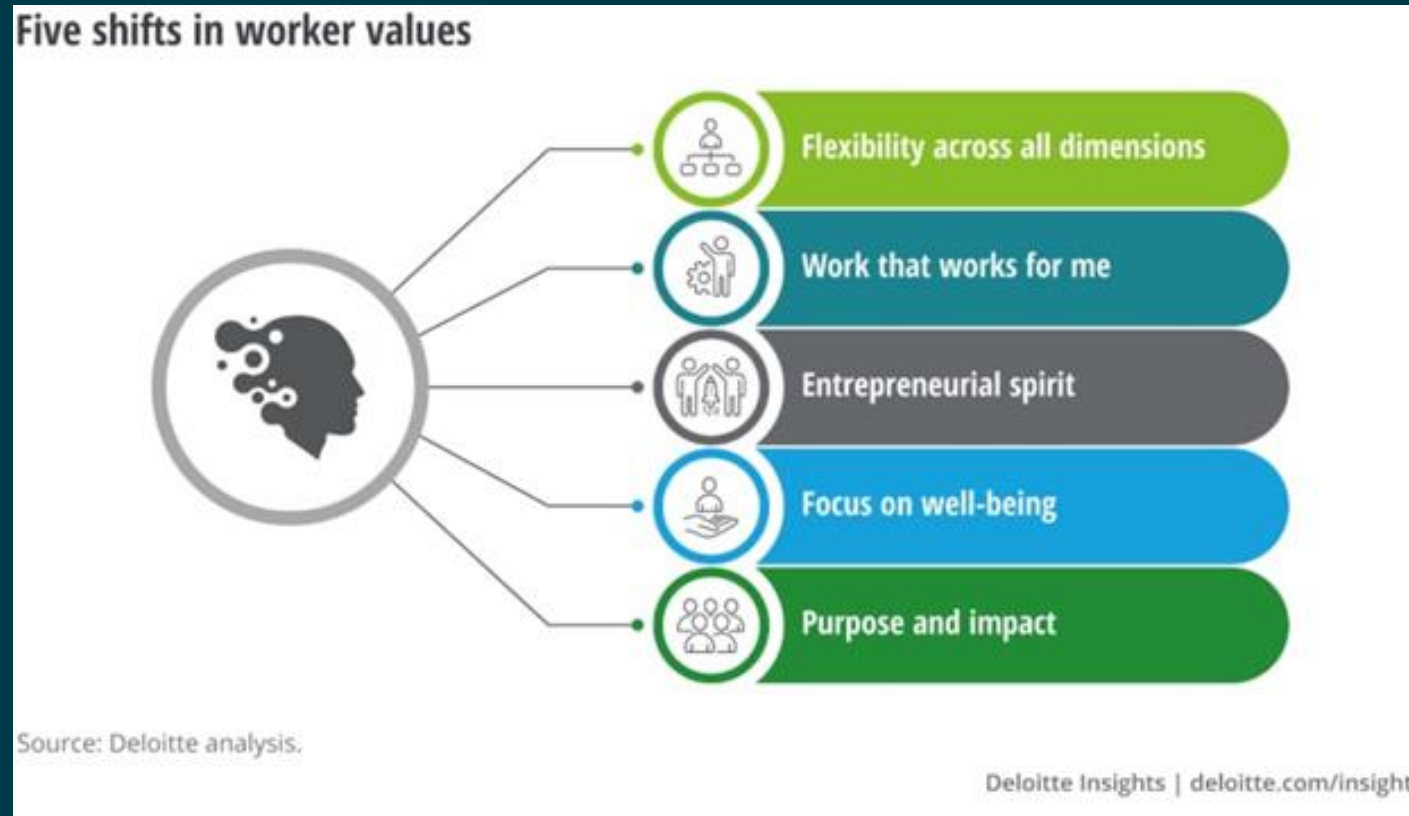
“We are Hiring” Campaign:

- ▶ **I Heart Radio** targeting advertisements – (2) 15-second ads and (1) 30-second ad <https://www.youtube.com/watch?v=Gf7S7jjsOI4>
- ▶ **Organic (non-paid) social media posts:** more than 135,000 impressions, 425 shares, almost 4,000 “click-throughs” to City’s HR website
- ▶ **Paid social media posts:** almost 500,000 impressions and more than 2,000 “click-throughs” to City’s HR website



EMPLOYEE RETENTION

“Government can win the talent race – Here’s how”



2022 Deloitte Study on Workforce Values

ALIGNING RETENTION WORK WITH EMPLOYEE VALUES

Work That Works For Me



Purpose and Impact



Entrepreneurial Spirit



CHANGE AGENTS
TRAINING

DEVELOPING A TALENT PIPELINE

College and University Partnerships



K-12



Internships



SJSU University Organization Agreement

Staffing Update:

Hired two new Analysts for the Pipeline team – both started in August

NEXT STEPS

- ▶ Continue to monitor and report out on progress of centralization pilot
- ▶ Continue hiring campaign through December targeting “hard-to-fill” positions
- ▶ Advertise SJSU University Organization Agreement to City departments and support the development of internship programs throughout the City
- ▶ Return to PSFSS to report updates twice per year