HEALTH, HUMAN SERVICES AND PUBLIC SAFETY COMMITTEE

Employee recruitment, hiring, retention
and workforce diversity overview

June 19, 2019

PROBLEM STATEMENT

- Chronic inability for Public Safety agencies to reach their authorized sworn staffing levels

- Chronic inability for Public Safety agencies to reach their authorized civilian staffing levels (typically with 20% and higher civilian vacancy rates)

- Long-standing challenges with filling positions in a timely manner, i.e. hiring process takes longer than in other jurisdictions and qualifying candidates are being lost as a result

- Differences in recruitment strategies and resources available for Public Safety agencies and subsequent differences in agencies' ability to reach their recruitment goals

- Persistent retention challenges for certain positions

- Concerns about workforce diversity and employee diversity trends (are new hires or recruit classes more diverse than before?)

EMPLOYEE RECRUITMENT, HIRING, RETENTION AND WORKFORCE DIVERSITY OVERVIEW

- Overview of processes in place and institutional capacity (resources available to perform assigned duties) related to:
  - Employee recruitment
  - Hiring process
  - Employee retention
  - Workforce characteristics/diversity

EMPLOYEE RECRUITMENT

- What recruitment tools are utilized by various Public Safety agencies?

- What is the division of responsibilities between Public Safety agencies and the Office of Human Resources Management?

- How competitive are various Public Safety positions in the County?

HIRING PROCESS

- What is the hiring process for sworn and Public safety civilian personnel? To what extent the process can be streamlined to be more time efficient and effective?

- How does the County measure recruitment efforts and efficiency of the hiring process?

EMPLOYEE RETENTION

- Can positions, which have significant retention challenges, be identified?

- What procedures and policies are in place to address retention challenges for the identified positions?

WORKFORCE CHARACTERISTICS/DIVERSITY

- Determine what employee data is easily available and analyze it to better understand employee demographics and trends with regards to Public Safety workforce diversity (gender, race, etc.)

NEXT STEPS

- *Today:*

  - Identify a contact person for collaboration on this overview from the OHRM and the OHS

- *Next step:*

  - Identify points of contact for this overview for the remaining Public Safety agencies: the Police Department, the Fire/EMS Department, the Department of Corrections, and the Office of the Sheriff