

SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



ITEM: 3.31
(ID # 19032)

MEETING DATE:


Tuesday, May 10, 2022

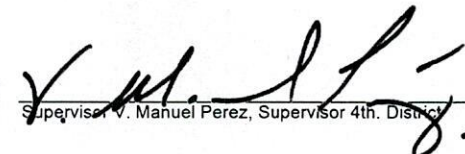
FROM : SUPERVISOR KEVIN JEFFRIES AND SUPERVISOR V. MANUEL PEREZ :

SUBJECT: SUPERVISOR KEVIN JEFFRIES and SUPERVISOR V. MANUEL PEREZ:
Improving Employee Recruitment, Hiring and Retention Practices for Riverside County Employees

RECOMMENDED MOTION: That the Board of Supervisors Direct the Executive Office to Work with Department Heads and Human Resources to Improve Recruitment, Hiring and Retention Practices for Riverside County Employees, and Return to the Board of Supervisors in 90 days with Preliminary Findings and Recommendations.

ACTION:Policy


Supervisor Kevin Jeffries, Vice Chair 5/4/2022


Supervisor V. Manuel Perez, Supervisor 4th. District 5/5/2022

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Spiegel seconded by Supervisor Jeffries and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez, and Hewitt
Nays: None
Absent: None
Date: May 10, 2022
xc: First District, Fourth District, E.O.

Kecia R. Harper
Clerk of the Board

By: 
Deputy

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BACKGROUND:

In the wake of the COVID crisis, there have been several changes in the national labor market. Some of these changes have made it more difficult for employers to hire and retain sufficient staff. The County of Riverside is no different, with staffing shortages and retention problems creating a crisis in some departments as they try to provide the public services they are required to provide. There is a countywide vacancy rate of more than 20%, with some departments near 40%, and an employee turnover rate of more than 12%, with some departments losing more than 30% of their staff each year. At the same time recruitments repeatedly fail to find qualified candidates, and the lengthy process causes many candidates to take other jobs before receiving an offer from Riverside County.

The labor shortage is a national problem, but there are always ways to improve policies and processes to ensure Riverside County is operating as effectively as possible in recruiting, hiring and retaining staff. In multiple conversations with department heads and job applicants (successful and unsuccessful), some of the repeated concerns and complaints include:

- 1) **Unreasonable or Unclear Standards and Qualifications for Certain Positions:** Over 70% of Riverside County residents over the age of 25 have no college degree, yet many/most job listings either require a degree outright, or strongly suggest a degree is mandatory, with a very complicated explanation of experience that may qualify in lieu of a degree. Other positions require very specific credentials, when broader credentials may be sufficient. The Executive Office and Department Heads need to review the job postings and descriptions for all classifications to ensure the requirements are both reasonable and clearly written so that applicants can more easily determine their eligibility.
- 2) **Non-User Friendly Jobs Website/Application Process:** Aside from the issue described above of trying to understand the requirements and duties of job descriptions once they have been found on the website, regular reports from applicants complain that the job opening and application website is complicated, hard to search, hard to share, and difficult to use to submit applications and attachments.
- 3) **Faulty Filters and Auto-Screening of Applicants:** There is widespread concern that the software or other processes that pre-screen applicants before they are presented to the departments are overly reliant on exact key words or phrasing that are unnecessarily screening out qualified applicants. This is related to the issues described in #1 and #2 above, but results in a smaller applicant pool being presented to departments. Access to the full list of applicants should be permitted on request.
- 4) **Communication with Applicants:** We have heard many concerns from job seekers about a lack of communication after submitting their applications about where they are in the process, when to expect direct contacts from departments or HR staff, etc. It is also

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often not clear when the handoff has happened from HR to the Department, and then back to HR again, as the process continues.

- 5) **Delays in Processing:** Comments we have received suggest Riverside County's process takes significantly longer from application to start date than other agencies, with lags that can take multiple months, resulting in losing qualified applicants that accept jobs elsewhere while waiting.
- 6) **Potential Inducements:** Multiple Department heads have said that applicants have told them that our health care package is far less attractive than surrounding/competing agencies, and that our salary scales are minimally competitive. While we have been addressing salary comps in individual classifications more often lately, a more comprehensive evaluation of our starting salaries and advancement opportunities and benefit package needs to be made, so that a cost/benefit analysis can be done to determine what the County can afford in order to become more attractive to future employees.
- 7) **Job Satisfaction:** Results of a recent survey of employees in one department revealed the top predictors of job satisfaction: good working environment; job security; promotion and opportunity for growth; diversity and inclusion; workload work/life balance; training and development; job control and autonomy; vision, direction and proper leadership, and compensation. Each of these areas must be reviewed across all departments.

This Board Item asks that the Executive Office work with Department Heads and Human Resources to evaluate these issues, and any other issues that may be impeding our ability to attract and retain quality employees in Riverside County, and return in 90 days with a preliminary report to the Board of Supervisors for discussion and direction.

Impact on Residents and Businesses: Improving the hiring and retention practices at the County of Riverside will help fill the positions necessary to provide public services to Riverside County residents and businesses, and make it easier for residents to become County employees.

11:53

Riverside County Board of Supervisors Request to Speak

Submit request to Clerk of Board (right of podium), Speakers are entitled to three (3) minutes, subject to Board Rules listed on the reverse side of this form.

SPEAKER'S NAME: Ray Beckett

Address: _____

City: _____ Zip: _____

Phone #: _____

Date: _____ Agenda # 3:31

PLEASE STATE YOUR POSITION BELOW:

Position on "Regular" (non-appealed) Agenda Item:

 Support Oppose Neutral

Note: If you are here for an agenda item that is filed for "Appeal", please state separately your position on the appeal below:

 Support Oppose Neutral

I give my 3 minutes to: _____

BOARD RULES

Requests to Address Board on "Agenda" Items:

You may request to be heard on a published agenda item. Requests to be heard must be submitted to the Clerk of the Board before the scheduled meeting time.

Requests to Address Board on Items that are "NOT" on the Agenda/Public Comment:

Notwithstanding any other provisions of these rules, a member of the public shall have the right to address the Board during the mid-morning "Oral Communications" segment of the published agenda. Said purpose for address must pertain to issues which are under the direct jurisdiction of the Board of Supervisors. YOUR TIME WILL BE LIMITED TO THREE (3) MINUTES. Donated time is not permitted during Public Comment.

Power Point Presentations/Printed Material:

Speakers who intend to conduct a formalized Power Point presentation or provide printed material must notify the Clerk of the Board's Office by 12 noon on the Monday preceding the Tuesday Board meeting, insuring that the Clerk's Office has sufficient copies of all printed materials and at least one (1) copy of the Power Point CD. Copies of printed material given to the Clerk (by Monday noon deadline) will be provided to each Supervisor. If you have the need to use the overhead "Elmo" projector at the Board meeting, please ensure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo.

Individual Speaker Limits:

Individual speakers are limited to a maximum of three (3) minutes. Please step up to the podium when the Chairman calls your name and begin speaking immediately. Pull the microphone to your mouth so that the Board, audience, and audio recording system hear you clearly. Once you start speaking, the "green" podium light will light. The "yellow" light will come on when you have one (1) minute remaining. When you have 30 seconds remaining, the "yellow" light will begin to flash, indicating you must quickly wrap up your comments. Your time is up when the "red" light flashes. The Chairman adheres to a strict three (3) minutes per speaker. *Note: If you intend to give your time to a "Group/Organized Presentation", please state so clearly at the very bottom of the reverse side of this form.*

Group/Organized Presentations:

Group/organized presentations with more than one (1) speaker will be limited to nine (9) minutes at the Chairman's discretion. The organizer of the presentation will automatically receive the first three (3) minutes, with the remaining six (6) minutes relinquished by other speakers, as requested by them on a completed "Request to Speak" form, and clearly indicated at the bottom of the form.

Addressing the Board & Acknowledgement by Chairman:

The Chairman will determine what order the speakers will address the Board, and will call on all speakers in pairs. The first speaker should immediately step to the podium and begin addressing the Board. The second speaker should take up a position in one of the chamber aisles in order to quickly step up to the podium after the preceding speaker. This is to afford an efficient and timely Board meeting, giving all attendees the opportunity to make their case. Speakers are prohibited from making personal attacks, and/or using coarse, crude, profane or vulgar language while speaking to the Board members, staff, the general public and/or meeting participants. Such behavior, at the discretion of the Board Chairman, may result in removal from the Board Chambers by Sheriff Deputies.