

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



ITEM: 3.6
(ID # 19882)

MEETING DATE:
Tuesday, August 30, 2022

FROM : EXECUTIVE OFFICE:

SUBJECT: EXECUTIVE OFFICE: Improve Recruitment, Hiring, and Retention Practices preliminary findings and recommendations.

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and File: Executive Office Preliminary Findings and Recommendations to improve Recruitment, Hiring, and Retention Practices.
2. Direct the Executive Office to work in collaboration with Human Resources and County Departments to develop recruitment/retention strategies and processes that enhance the County's ability to recruit and retain a highly dedicated and motivated workforce, including training and career development, employee engagement, work/life balance, remote work (where feasible), and improvements to work culture.
3. Direct the Executive Office to review the County's benefit package, health contributions, and overall compensation model with the various stakeholders and bring back changes to MOU agreements if appropriate to the Board within 90 days.

ACTION:Policy


Dave Rogers, Chief Administrative Officer

8/23/2022



Jeff Van Wageningen, County Executive Officer

8/23/2022

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Perez, seconded by Supervisor Washington 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: August 30, 2022
xc: E.O., HR

Kecia R. Harper
Clerk of the Board
By: 
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	2022/2023

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

On May 10, 2022, the Board approved an item directing the Executive Office to work with Human Resources and Department Heads to improve Recruitment, Hiring and Retention Practices for Riverside County Employees and return to the Board in 90 days (August) with Preliminary Findings and Recommendations.

Historically low unemployment rates (3.4% for the County according to the Department of Labor) mean that more jobs are available than there are workers to fill those jobs. Across the Inland Empire employers are scrambling to recruit and retain employees. Complicating the situation further is the significant change in worker expectations resulting from the pandemic experience. Compensation expectations have risen, and candidates are citing intangible factors related to meaning, purpose, job fulfillment and remote working capabilities as top priorities to increase work/life balance and job satisfaction.

This correlates with research that indicates that if employees are not satisfied with their working environment, they become less tolerant of lower pay and money becomes more of a vocalized issue. Working environment continues to rank high on our internal job satisfaction surveys where employees feel valued and supported by management.

With all these factors in mind the Executive Office and Human Resources have begun working to further explore how the county can improve our recruitment and retention. Achieving a more competitive environment comes at a cost to be evaluated and will require the County to prioritize these actions over other spending priorities to achieve.

Findings Summary:

The workforce is continuing to go through significant transitions in this post Covid world and the impact to employers has been dramatic in many ways. As Covid ended the job market was upended as many businesses could not find sufficient staff. It was not uncommon to see company's offering higher pay and better working environments on big signs and billboard to compete for the limited workers available. The Great Resignation began as people found themselves in the driver's seat demanding better pay, better working conditions and extended

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benefits. Recent reports are surfacing that many people enticed by higher pay to resign are experiencing some regret as they find that the work/life balance and/or working environment is not what was promised. This is evidence that while pay often takes center stage in these discussions, the County must also focus on how to improve the working environment and culture underneath to have a lasting impact. Finding a proper balance in this environment is the goal of the work being done at the Executive Office with Human Resources.

The benefit review will include benefit plans offered including medical, dental, and vision plans, flexible benefit contribution plans, medical subsidy, medical waiver, Short Term Disability, Long Term Disability, Life Insurance, Flexible Spending Account (FSA) and the 401(a) and 457 Deferred Compensation Plans.

Several process improvement findings were discovered around recruitment and retention to be addressed. The County recruiting process is a collaborative process which includes department hiring authorities, HR recruiters, Occupational Health and is governed by a merit system pursuant to Government Code 19800-19811 with specific audited requirements related to the receipt of certain federal and state funded Social Services and Child Support Services programs. These requirements lengthen the recruitment time when compared with the private sector and are designed to ensure proper hiring practices. The team has reviewed improvements and below are the recommendations for consideration.

Recommendation Summary:

1. Review benefit package and health contributions across the competing hiring agencies and recommend appropriate changes to our current contribution level. Preliminary research shows that Riverside County is below market against its competitors in Health contributions. Further research is being done to better assess our competitiveness with other public agencies.
2. Grant the CEO administrative authorization to increase the top of pay scales of certain classifications with a set cap of 10-15%. This process will include a fiscal analysis of how the changes will be implemented within budgetary constraints. This will improve the ability to quickly respond to a quickly changing environment before any negative impact.
3. Human Resources will create greater flexibility around the need for a degree in appropriate classifications. Improvements will address the 11% of job listings that either require a degree outright, or strongly suggest a degree is mandatory, with a clearer explanation of how work experience may qualify in lieu of a degree and/or with an adjustment to the specifications to remove degree requirements entirely where possible and approved by the hiring departments. Additionally Human Resources will be reviewing specific certifications with hiring departments to broaden where possible. The efforts are designed to increase access to county jobs for all residents within the County with improved clarity and requirements.
4. Provide greater clarity on the recruitment guidelines so that residents have the greatest opportunity to apply and be hired by the county. Continue enhancing the new recruitment system and process to be more interactive and user-friendly for candidates

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including more communication during the process. Increase recruiter contact with the applicant in case there are questions or help that can be provided. Improve website to include "how to" videos and provide a mobile-friendly application submission process. New career training information is being developed for the career website to further help candidates successfully submit applications and clarify standards and requirements.

5. Improve applicant submission filtering on the county website. Human Resources is currently in the process of implementing screening questions established by the hiring department to determine qualifications and eligibility. In this way, the department participates in the screening questions and applicants get greater clarity of the requirements. This process eliminates the use of automated filtering in the majority of cases and instead aims at a more connected experience for applicants with the hiring departments and Human Resources
6. Develop new compensation model based on new "Pay Scales" in line with the standards in the industry. The Classification and Compensation Team is assessing the County's current compensation practices and developing an overall pay philosophy that can encapsulate the organization's compensation strategy.
7. Resolve immediate compaction issues currently existing in some classifications, so that there is a separation in pay between supervisors and the staff that they supervise.
8. Prioritize career growth opportunities through internships, training, mentoring, and leadership development. Review the county's education programs and recommend enhancements that help employees continue their education.
9. Prioritize the use of mass or continuous recruitments along with rapid hiring events to improve speed to hire. This will give departments some added flexibility in filling positions as they open. It also provides for a better candidate experience as it allows the candidates to apply once while being considered for many vacancies, instead of having to apply separately for each opening
10. Review Bonus Framework that can be used in certain situations as a recruitment or retention tool for county departments

Conclusion

The county is competitive overall in salaries with some limited exceptions that Human Resources is working to adjust accordingly. The benefit package offered is competitive but our contribution to the plan is below market. Internal processes across departments for recruiting are lengthy and are not competitive in terms of speed to hire and onboarding.

Recruitment and retention efforts must be made simultaneously and considered an on-going effort. To be competitive the county must have strong base pay and benefits but must also have a focus on having the best working environment through improving culture, training, innovation, and employee engagement. These actions will attract new employees in the door and retain the one already employed. There is a cost to these endeavors, but research and

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analysis shows that the greater investment must be compared to the costs associated with high turnover and staffing churn.

There will be a need to prioritize these types of costs over other spending to succeed. The Executive Office and Human Resources will be bringing back to the Board specific items for consideration as they are identified and prioritized. These include items related to the Benefits, Compensation, Training, Employee Engagement, Recruitment, and other areas of process improvements.

Impact on Citizens and Businesses

Residents benefit from these efforts directly since the county is one of the largest employers in the Inland Empire. The County relies on its dedicated workforce to provide the public services that our 2.4 million residents rely on. Recruiting and retaining the best talent possible into public service allows the County to have the necessary staff to provide the many services available across the departments.

Concerns w/ item recruitment, hiring, retention 10:25

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: DAVID SAMAK

Address: Box 3777

City: FULLERTON Zip: 92834

Phone #: 714-855-8591

Date: 8-30-22 Agenda # 3.6

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.