



Hiring Incentive Bonus Update

Personnel and Reorganization Committee

Fairfax County Board of Supervisors

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Department of Human Resources

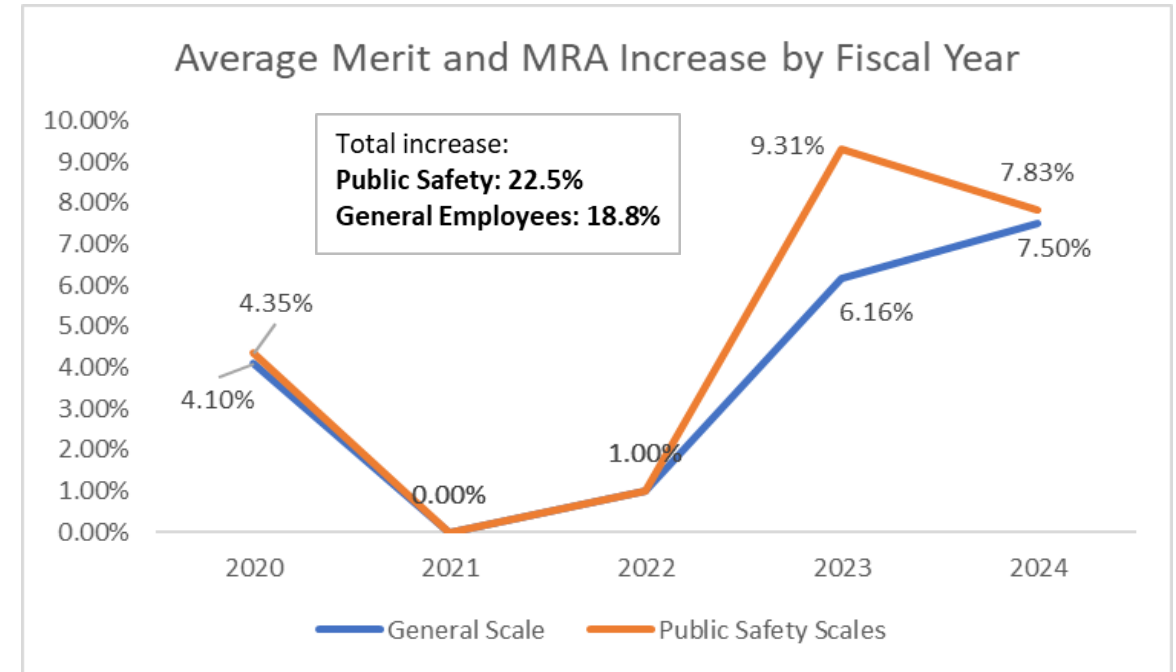
June 13, 2023

Agenda / Contents

- Recent Actions to Address Pay, Retention and Recruitment
- Background and Current Program
- Updates on New/Adjusted Hiring Incentives
- Year to Date Updates on Impact of Current Hiring Incentive Bonuses
- Going Forward

Recent Actions to Address Retention and Recruitment

- Full compensation program in FY 2023 and FY 2024
- Benchmark study regrades for pay grades S-30 and below have been conducted and implemented on a regular basis except when postponed due to the pandemic
 - FY 2023 and FY 2024 benchmark regrades were accelerated in both fiscal years
 - Incumbents received 5 percent of their base pay per grade increase
 - Appointed and Managerial Benchmark Study implemented in October 2022
- Public Safety Specific Adjustments
 - Includes compression steps for eligible public safety employees and compression review for general county employees
 - 25-year longevity Step implemented for public safety scales
 - 5 percent scale adjustment for all uniformed police employees
 - Increase pay differential to 5 percent for Master Technician to adequately compensate the requirements of the rank
 - Increase the grade level of the Fire Lieutenant, the first supervisory rank in the Fire Department, from F-22 to F-23
 - Raise starting salary for Police Officers



Recent Actions to Address Retention and Recruitment

- Implemented environmental stipends for jobs that have faced difficulties in recruitment and retention
- Implementation of upward mobility programs that have faced difficulties in recruitment and retention using trainee classifications
- Enhanced Work Life Balance Options
- Enhanced Training Opportunities
 - Increase Tuition Assistance Program (TAP) reimbursement from \$1,600 to \$2,000
 - Fund additional staff to enroll in opportunities for leadership and development
- Enhanced Leave Programs
 - Paid Family Leave
 - Pandemic Appreciation Leave (PAL)
 - Raised cap on Comp Time earned in 2020, 2021 and 2022
- Enhanced Hiring Incentive Program

Current Hiring Incentive Program

- Per the Board's action in 2022, hiring incentives can be granted up to \$15,000 for general merit positions
- Hiring incentives are paid upon hire in a single lump sum and are subject to payback provisions
- The Hiring Incentive Bonus Program is nimble and can quickly respond to changing market conditions
 - Hiring incentives are reviewed on a regular basis for market competitiveness and fiscal impact

Current Program – Bonus Incentive Tiers

Effective 05/31/23

- Program consists of 4 tiers with the amount depending on various considerations, including:

- Operational Impact
- Essential Functions
- Minimum Staffing
- Life/Safety Impact
- Market Competition
- Vacancy Rate
- Fiscal Impact

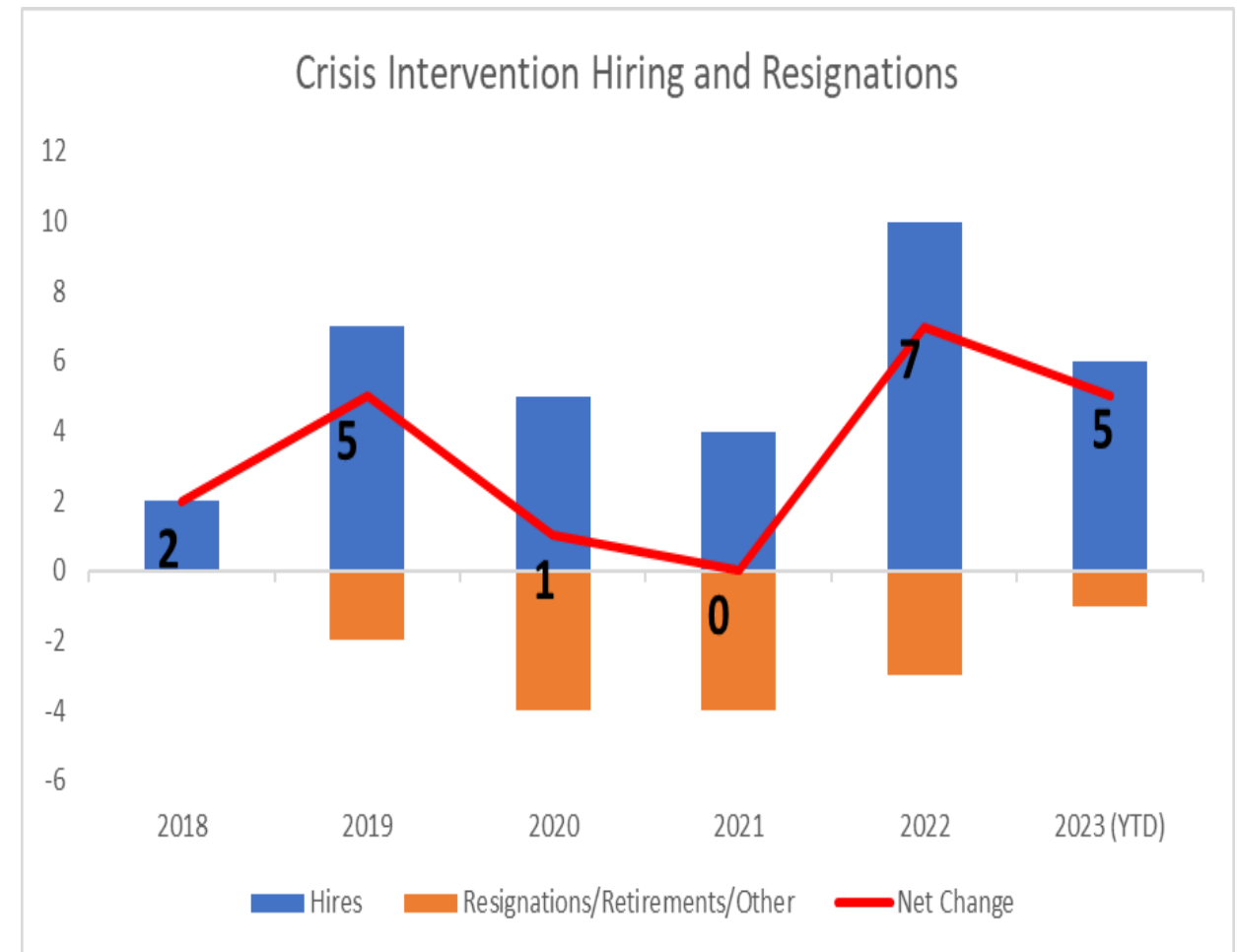
Tier	Classifications	Bonus Amount	Repayment Period	Total # of Bonuses Paid	Cost
A	CDL CLASSIFICATIONS (e.g.,HEAVY EQUIPMENT OPERATOR, VEHICLE AND EQUIPMENT TECH I, LEAD REFUSE OPERATOR, ETC.)	\$2,500	12 months*	29	\$66,250
	BEHAVIORAL HEALTH SENIOR CLINICIAN				
	BEHAVIROAL HEALTH SPECIALIST II				
	PLANT OPERATOR SERIES				
	SOCIAL SERVICES SPECIALIST SERIES				
B	BHN CLINICIAN/CASE MANAGER	\$5,000	18 months	39	\$195,000
	BHN CLINICIAN/CASE MANAGER IN RESIDENCE				
	BHN SUPERVISOR				
	NURSING CLASSIFICATIONS (e.g., PUBLIC HEALTH NURSE, CORRECTIONAL HEALTH NURSE, NURSE PRACTITIONER)				
	DEVELOPMENTAL DISABILITY SPECIALIST II				
	FINANCE MANAGER CLASSIFICATIONS				
C	CRISIS INTERVENTION SPECIALIST	\$10,000	24 months**	0	\$0
D	DEPUTY SHERIFF I	\$15,000	36 months	106	\$1,590,000
	DEPUTY SHERIFF II				
	POLICE OFFICER I				
	POLICE OFFICER II				
			Total	174	\$1,851,250

* Part-time general merit employee paid prorated amount

** No classifications in this tier until March 2023. Current requisitions advertising recently authorized amount

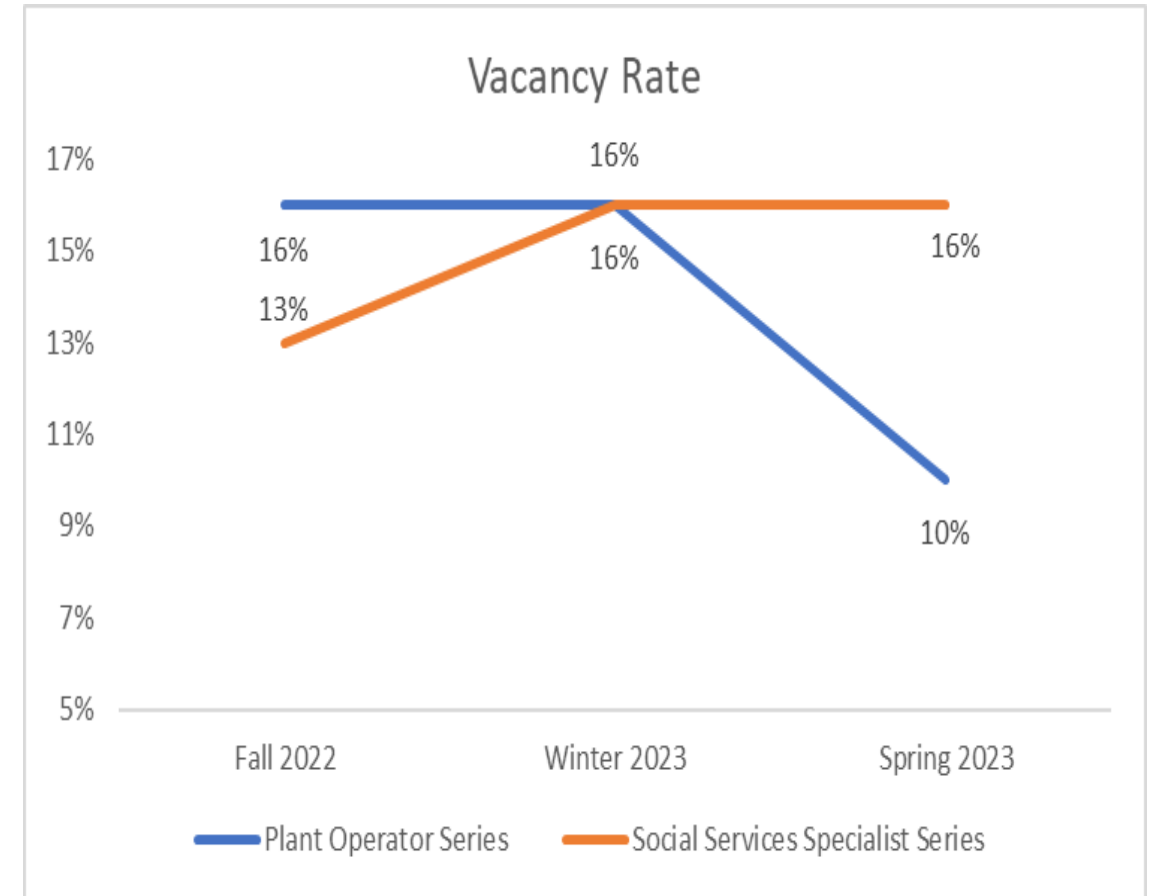
Crisis Intervention Specialists – Hiring Incentive Change

- Positive trend in hiring Crisis Intervention Specialist Classifications
- Vacancy rate decreased to 22.5% but remains a challenge
- **Effective March 9th, 2023**, due to **impact on life/safety** as a result of the co-responder model, the Crisis Intervention Specialist Classification bonus amount **increased to Tier C \$10,000/ 24-month payback**



New Additions Since Bonus Program Creation

- Department of Public Works and Environmental Services
 - Identified a staffing crisis in their **Wastewater Plant Operation Classification Series** which could **impact life/safety** of residents and **implemented Tier A \$2,500 hiring incentive bonus / 12-month payback (effective February 28, 2023)**
- Department of Family Services
 - Identified the **Social Services Classification series**, due to **minimum staffing requirements**, as a challenging area for recruitment and **implemented Tier A \$2,500 hiring incentive bonus / 12-month payback (effective November 23, 2022)**
- Housing and Community Development
 - Identified the **Real Estate and Finance Manager** as a critical position with a great **operational impact** and **implemented a Tier B \$5,000 hiring incentive bonus / 18-month payback (effective May 9th, 2023)**
 - *Single incumbent classification, not depicted on graph. It has been vacant since 2019 after four failed recruitments.*



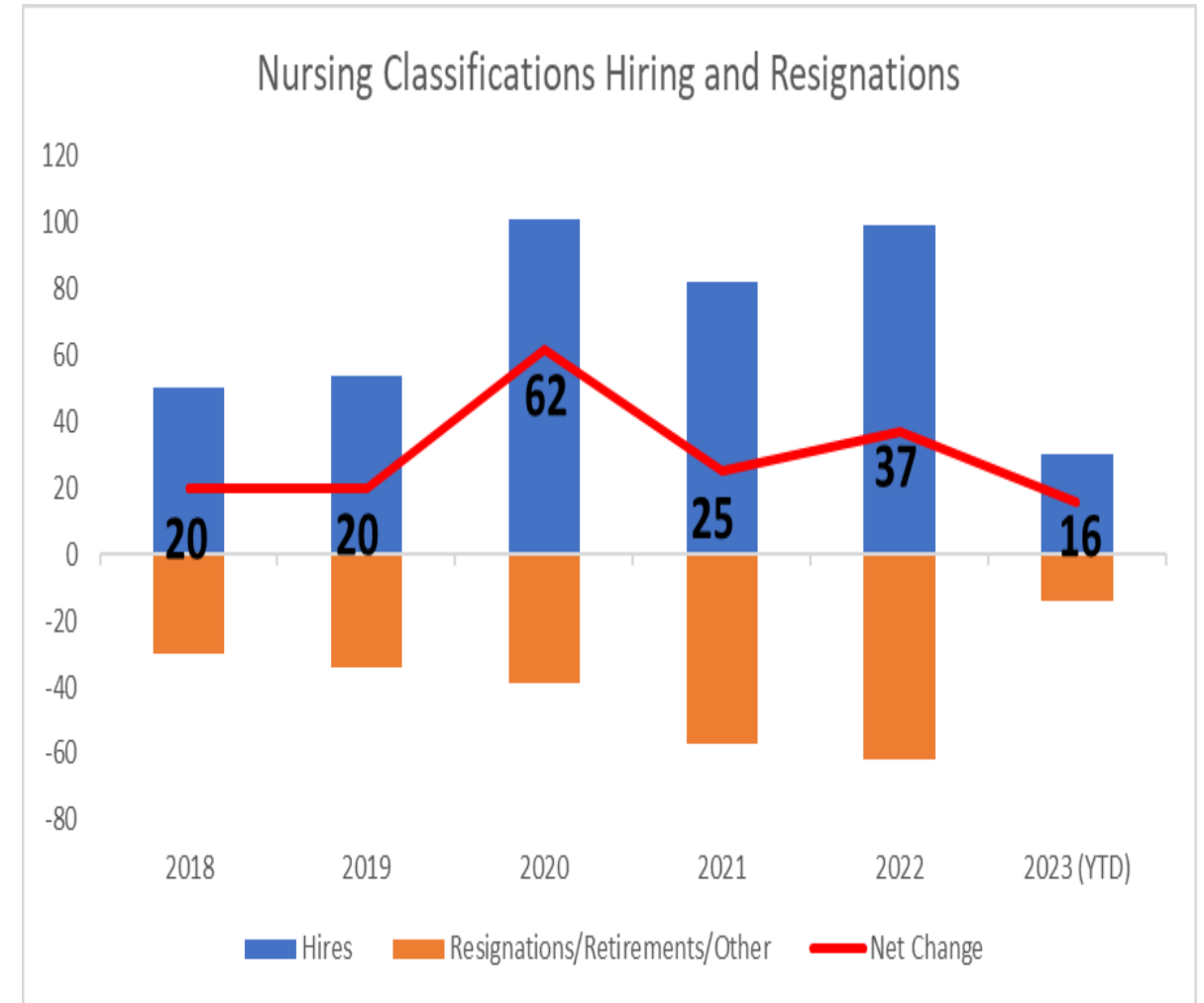
Nurses - Hiring Incentive Change

Nurses

- High market demand remains a challenge in recruiting for nursing classifications
- Vacancy rate remains high at 29.6%
- Significant signing bonuses available for nurses
 - INOVA is offering up to \$20,000 for qualified nurses
 - Prince William County offering \$10,000 for Nurse Practitioners

Change

- Effective July 1st, 2023, due to **high vacancy rate, market competition and life/safety implications**, the Hiring Incentive Bonus for Nurse classifications will **increase** from Tier B \$5,000 / 18-month payback **to Tier C \$10,000 / 24-month payback**



Fire and Rescue – New Hiring Incentive

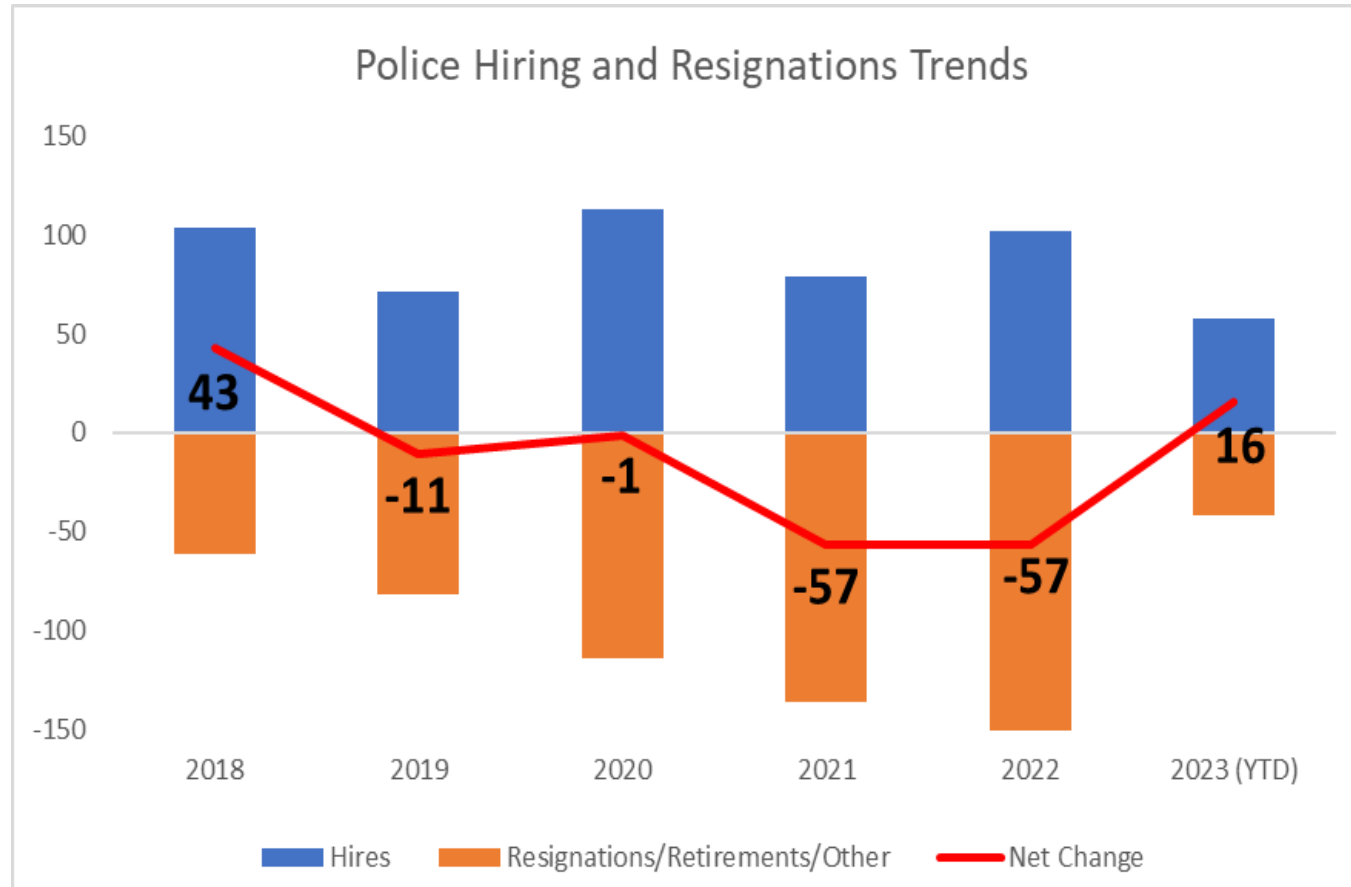
Firefighter/Medic

- The Fairfax County Fire and Rescue Department (“FRD”) is experiencing a shortage of paramedics
- Several surrounding jurisdictions have begun offering hiring incentives for their paramedic positions
 - Prince William County offering \$10,000
 - City of Alexandria offering \$5,000
- FRD has 210 paramedics assigned to the 294 EMS minimum staffing number (equivalent to 29% vacancy rate)

New Hiring Incentive Bonus

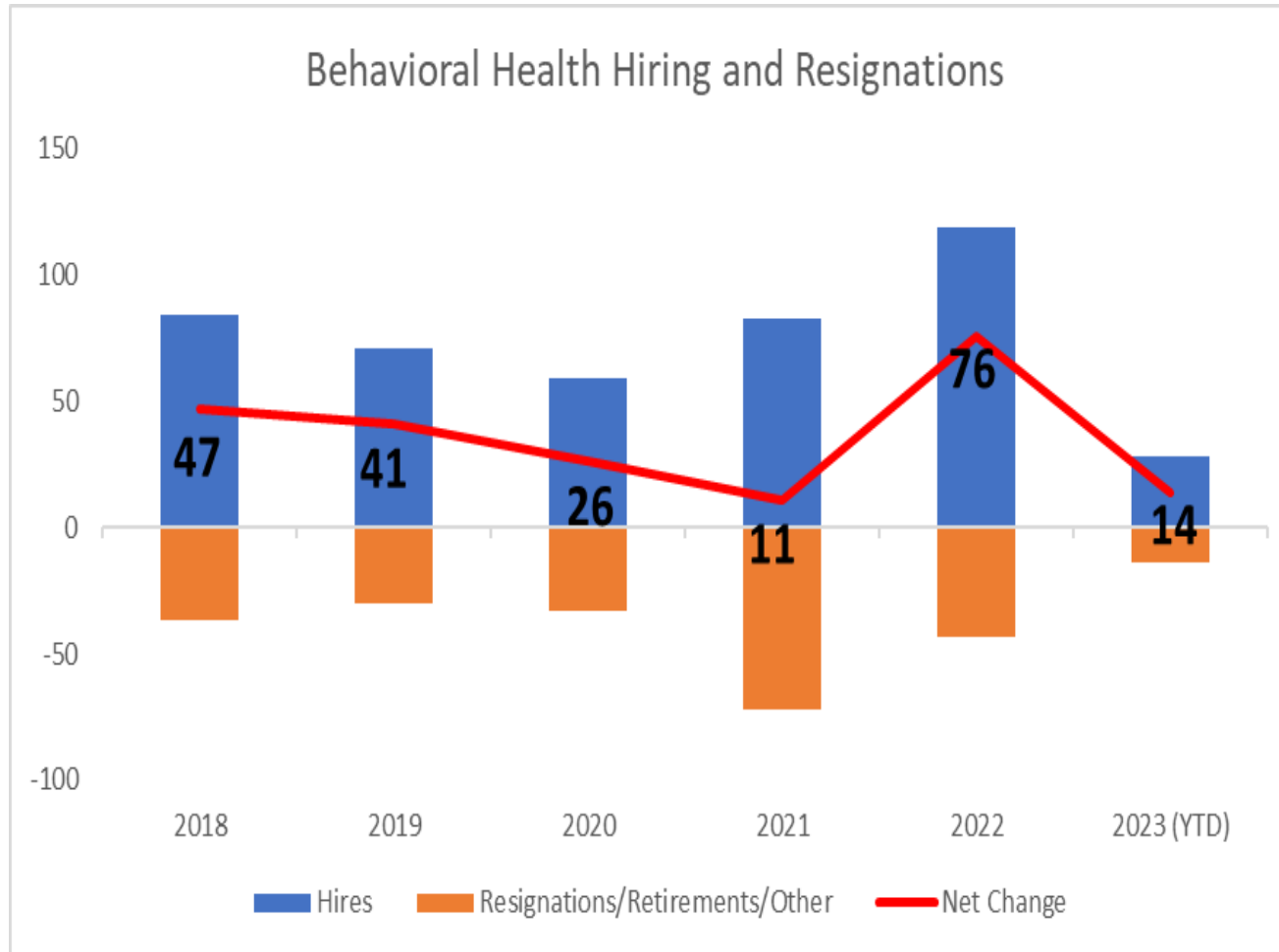
- Effective July 1st, 2023, due to **high vacancy rate, minimum staffing requirements and life/safety implications, implement Tier C \$10,000 / 24-month payback Hiring Incentive Bonus for the Firefighter/Medic classification**

Year to Date Update – Police



- Positive feedback on \$15,000 hiring bonus for Police Officers
- Fairfax County welcomed 56 candidates starting their first day at the FCPD Academy
- Session 84 is the largest academy class in almost 10 years and one of the most diverse classes ever

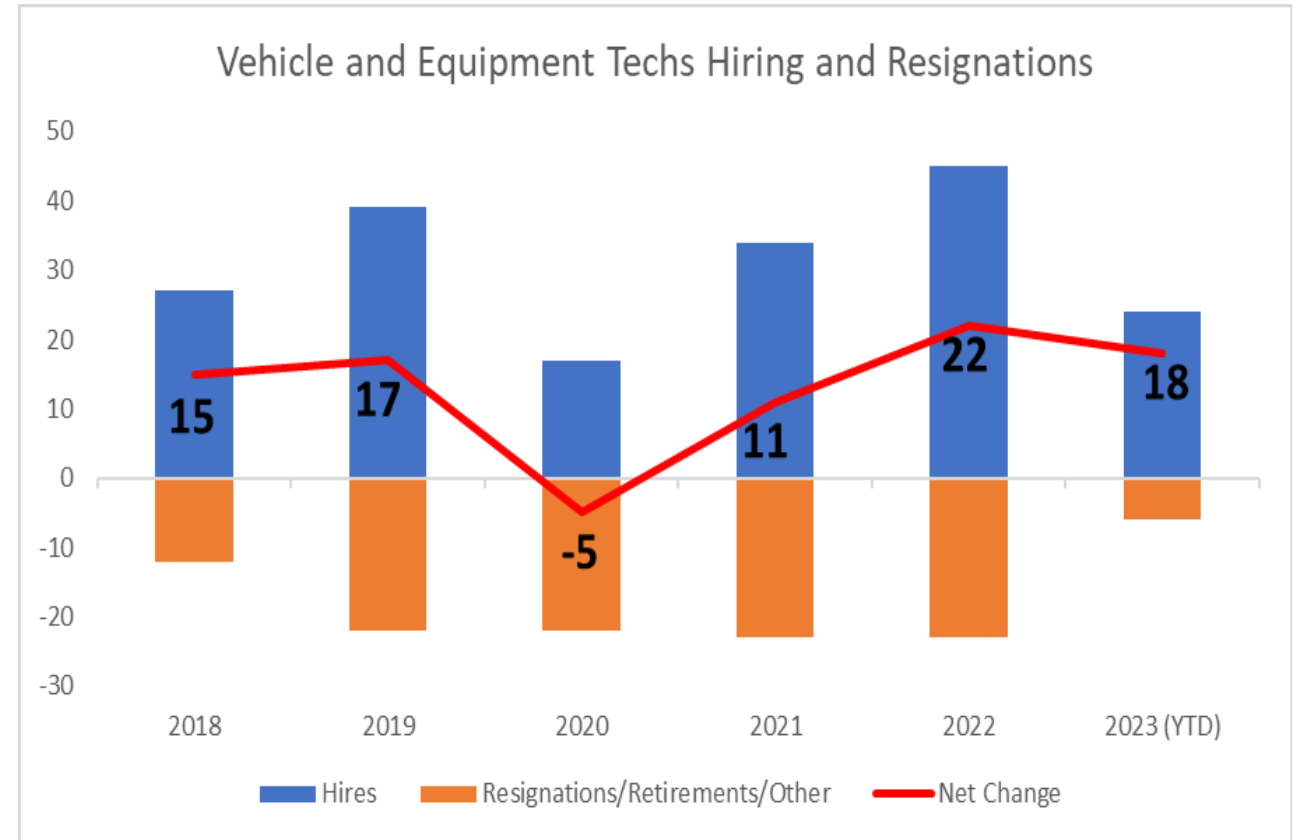
Year to Date Update – Behavioral Health



- Positive trend in hiring behavioral health classifications that are approved for a hiring incentive
- Early results for calendar year 2023 indicate positive trend to continue
- Recommend no change and continuing to monitor vacancies

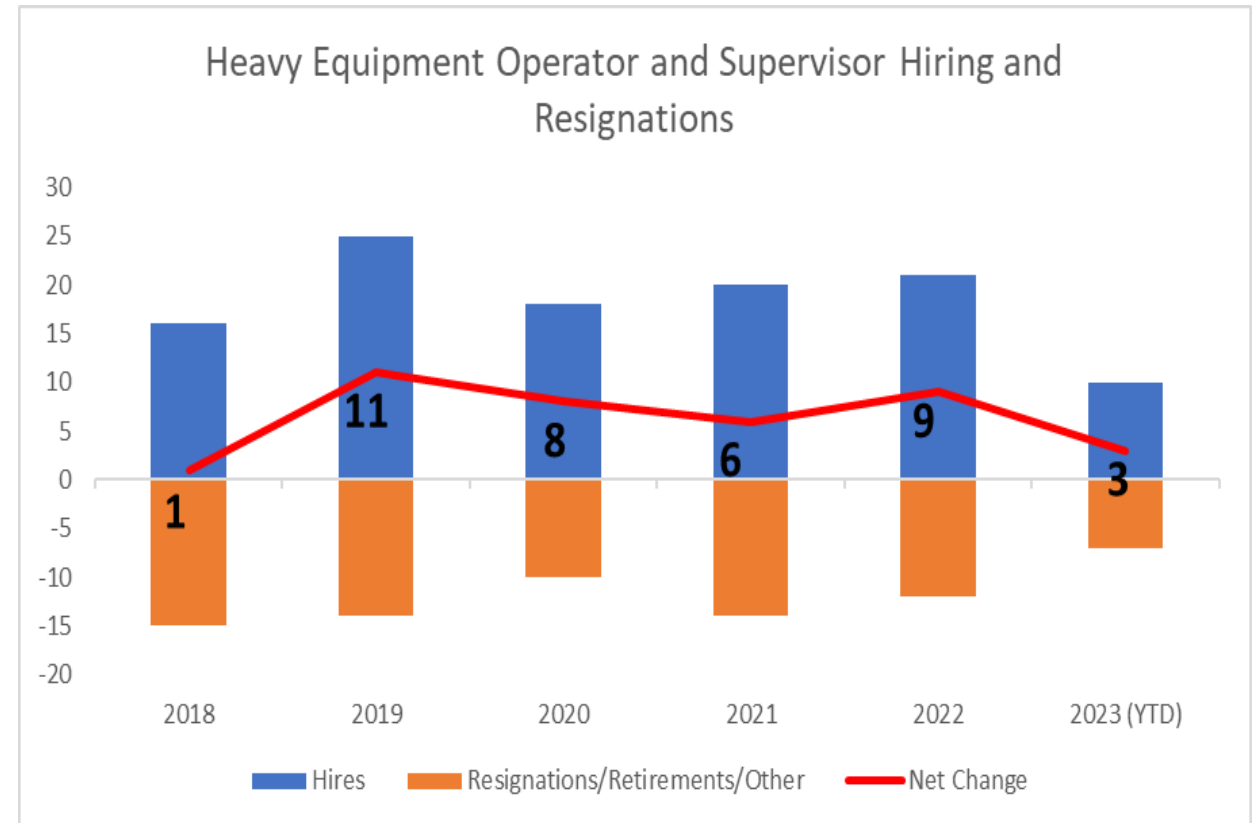
Year to Date Update – CDL Classifications

- Vehicle and Equipment Technicians have shown positive trends since the hiring incentive was authorized
- Recommend no change and continuing to monitor vacancies



Year to Date Update – CDL Classifications

- Heavy Equipment Operator and Supervisor have seen slightly increased vacancy rates at 12.8%, but below County average
- Recommend no change and continuing to monitor vacancies



Observations and Next Steps

- Continue to monitor the Hiring Incentive Program
 - Use metrics to assess effectiveness, success in addressing service delivery/staffing needs, and decisions on continuation, adjustment or sunseting of bonus programs
 - E.g., vacancy rate changes, meeting minimum staffing requirements.
- Continue to work with Agencies to determine appropriateness of usage of hiring incentives to address staffing needs
 - Adding / removing eligible job classifications
 - Increasing / decreasing the Tier level of approved job classifications
- Provide updates on a semi-annual basis