



Time to Hire

Personnel and Reorganization Committee Meeting

Cathy Schafrik

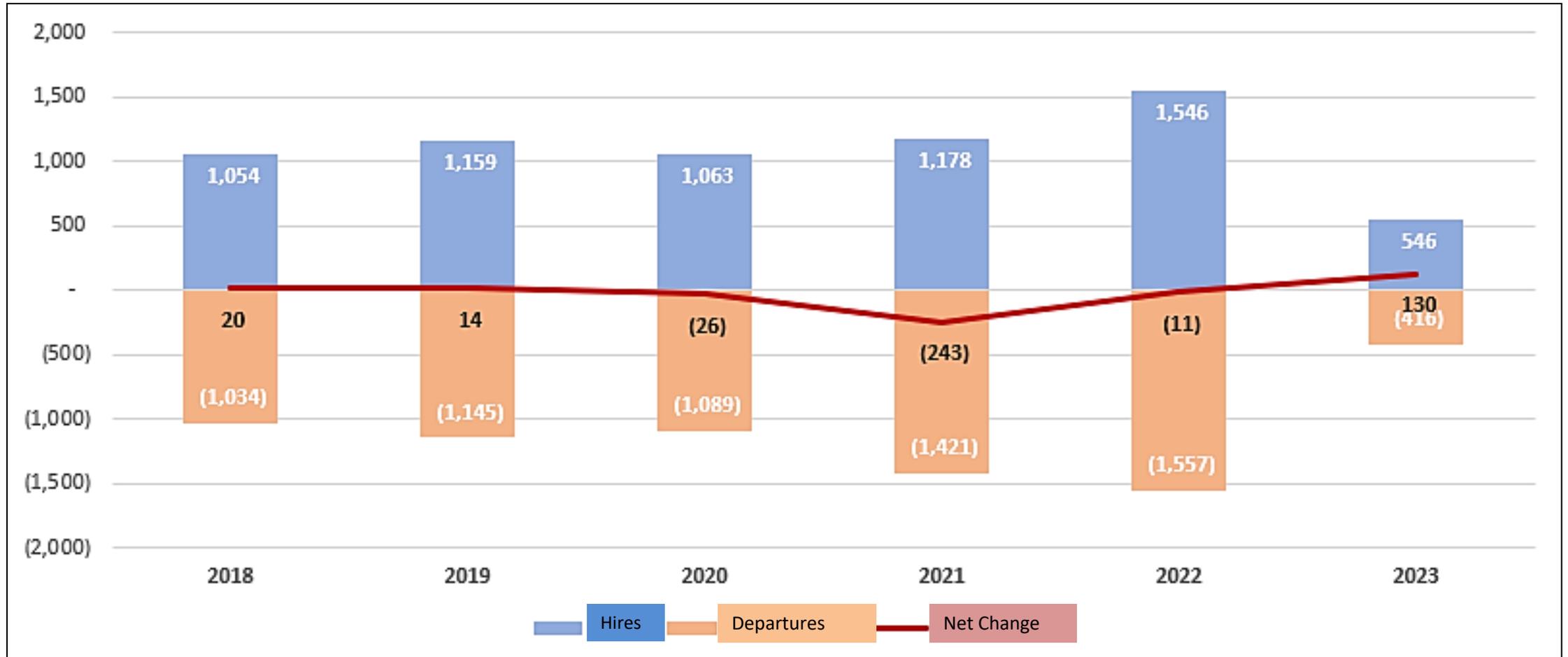
Director

Department of Human Resources

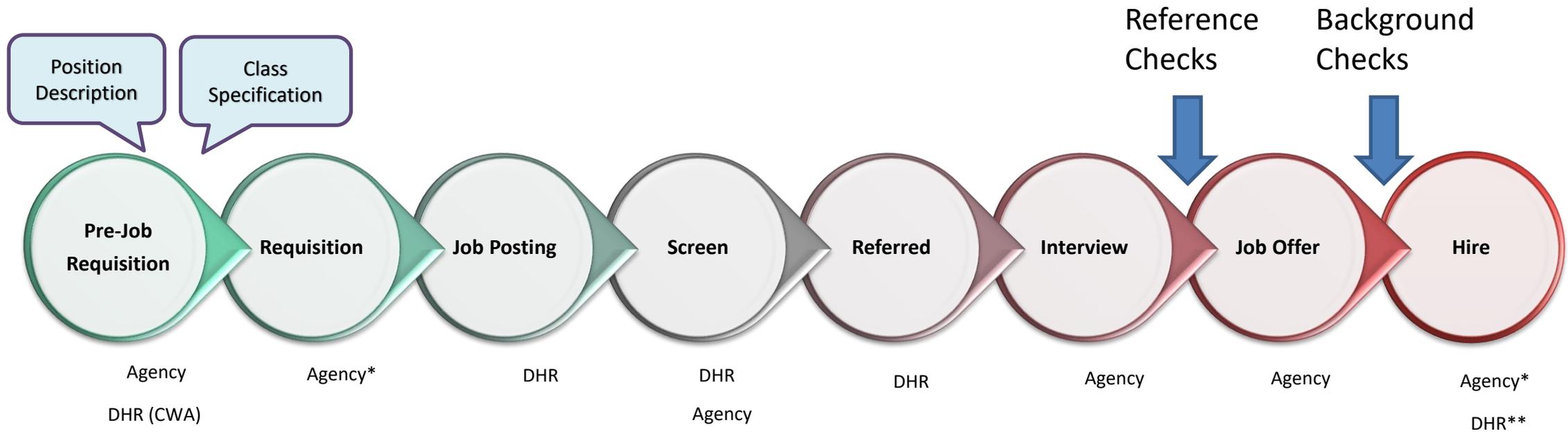
Agenda

- New Hires and Departure Trend
- County Hiring Process
- Talent Pipeline
- Data on job offers declined
- New Employee Survey

Hiring and Departure Trends



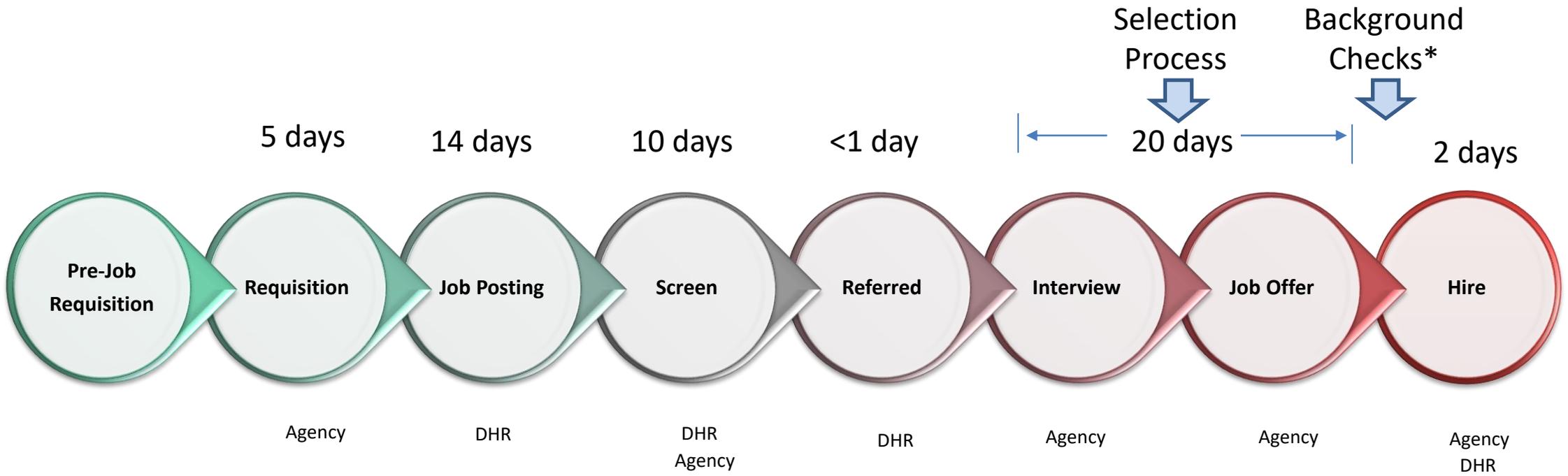
Recruitment Life Cycle



*Must have an approved position description in JDMS.

**Employment must approve all Hire Authorizations submitted by the agency. Agencies must submit complete selection process records to DHR, at which point a requisition is closed.

Recruitment Life Cycle



Criminal Background*	<ul style="list-style-type: none"> No Record Found – 2 days Record Found – 2 – 4 weeks
Credit Check*	<ul style="list-style-type: none"> 2 days

Time to Hire Numbers

- **Time to Hire** is the point at which a job requisition is created to the point in which the hire is authorized in the applicant tracking system (NEOGOV).
- Average Time to Hire can vary by industry-time to fill in the private sector is 36 days whereas it is 119 days in government agencies and education (SHRM/NEOGOV)

Calendar Year	Countywide Non-Public Safety
2017	68
2018	66
2019	70
2020	69
2021	73
2022	78
	<i>average number of days</i>

Time to Hire Impacted

Continuous job ads may impact average time to hire as it requires a commitment of agency resources to hiring activities at frequent intervals.

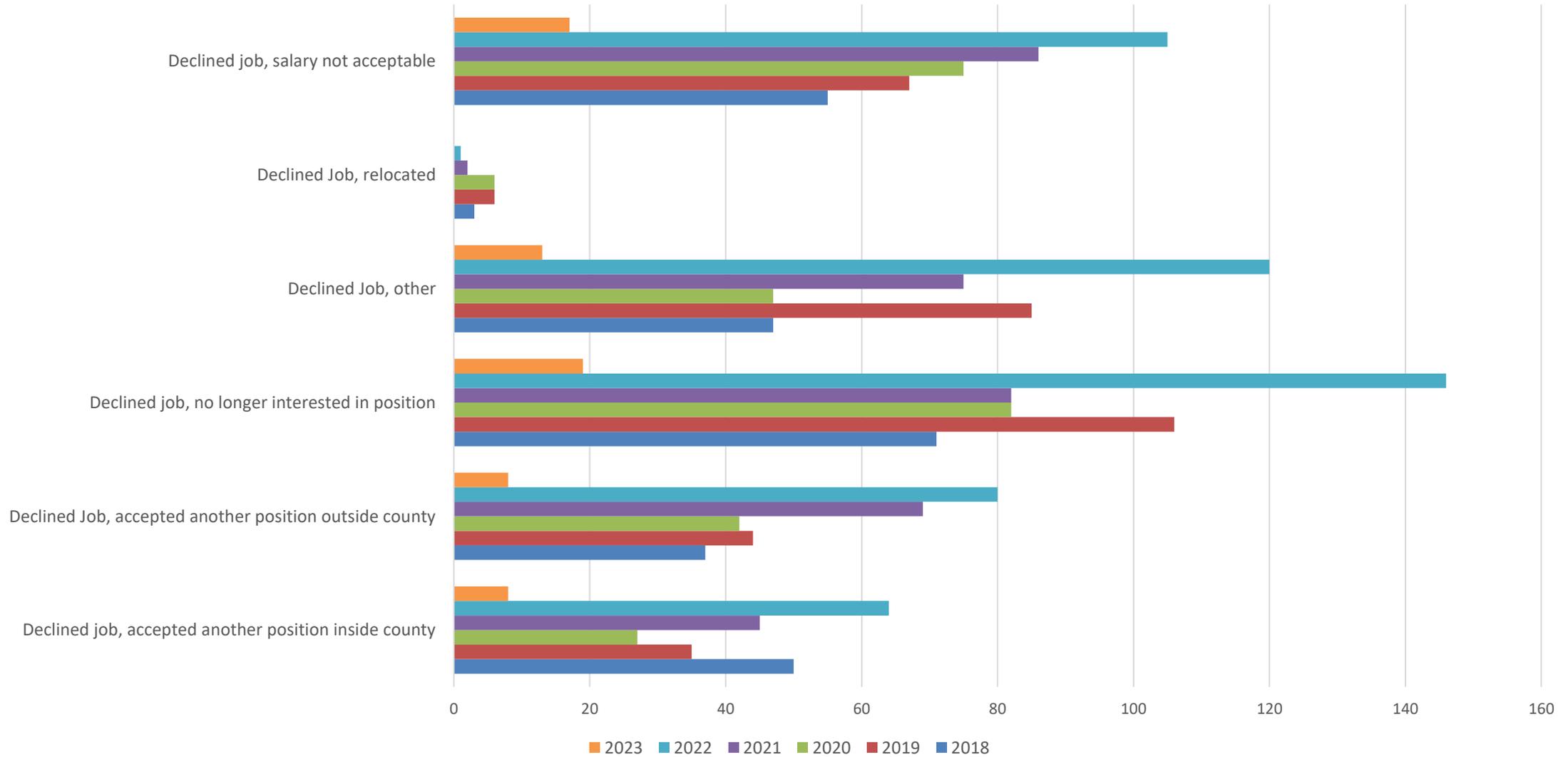
Other Factors that impact time to hire after the referred list is issued:

- Individual availability (interview panel and candidate)
- Multiple round of interviews
- Reference checks and personnel file reviews (internal candidates)
- Multiple background checks based on the position
- Candidate declines job offer

Background Checks

Type	Non-Public Safety	Public safety
Child Protective Services	X	
Commercial Drivers' License	X	
Credit	X	
Criminal Background	X	X
Driving Record	X	X
Polygraph Exam		X
Pre-Employment Medical Exam	X	X
Psychological Exam		X
Sanctions Screening	X	X
Tuberculosis	X	X

Candidate Reasons for Declining Job Offers



Improving Time to Hire Resources for Agencies

- FieldPrint, Inc
- VidCruiter
- DocuSign

Increase the Candidate Pipeline

- Promotion and outreach through LinkedIn 
- Modification of advertising to increase diverse candidate demographics 
- Virginia Career Works Interns   
- Fairfax County Public School Interns 
- Elevating Youth through Employment Interns 
- Virginia Values Veterans, DOD Skillbridge Interns 
- Greater Washington Apprenticeship Network 
- Department of Labor Apprenticeships 

Candidate Resources – Increased chance of success

- Prior to applying candidates may review [DHR's public site](#), [Job Application Guidelines and Tips](#), [Hiring Process Overview](#), and [Frequently Asked Questions](#).
- NEOGOV (our ATS) and GovernmentJobs.com provide an [application guide](#) to candidates on the Login Screen which, among other information, instructs candidates on how to check their application status through their NEOGOV account.
- Candidates can sign up for [Job Alerts](#), to receive an email when a position in which they are interested in is advertised.
- Once a candidate applies for a position, they will receive an email which includes the resources above, as well as a general timeline of the process. They are instructed to check their application status after 10 county business days from the job posting's close date.
- Candidates with questions can contact HR Central (phone or email); HR Central will refer to the appropriate analyst based on department assignments.

New Employee Survey

DHR's Employment Division manages a short online new employee survey during the onboarding process.

Some notable highlights from January-March 2023 results are the following:

- The response rate is about a 35%
- Majority of respondents “agreed or strongly agreed” that Fairfax County has a favorable reputation as an employer
- Ten percent of employees self-identified as having a disability and less than one percent identified as a “veteran.”
- Top three reasons to work for the County are:
 - Career in public service
 - Work life and family balance
 - Stability

Next Steps

- Implement continuous process improvement for our recruitment steps to ensure a diversity of candidate pools, greater efficiency, and reduced time to hire
- Continue to evaluate impact of Hiring Incentive Bonus on vacancy rates
- Use existing social media tools and job boards to ensure broad diverse advertisement of positions and assess tools.
- Nurture existing and build new talent pipeline relationships with:
 - School systems
 - Universities and colleges
 - Trade schools
 - Military services and programs
- Ensure mechanisms in place to capture data on why one chooses, stays, and departs Fairfax