



Hiring Incentive Update

Personnel and Reorganization Committee

October 18, 2022

Agenda

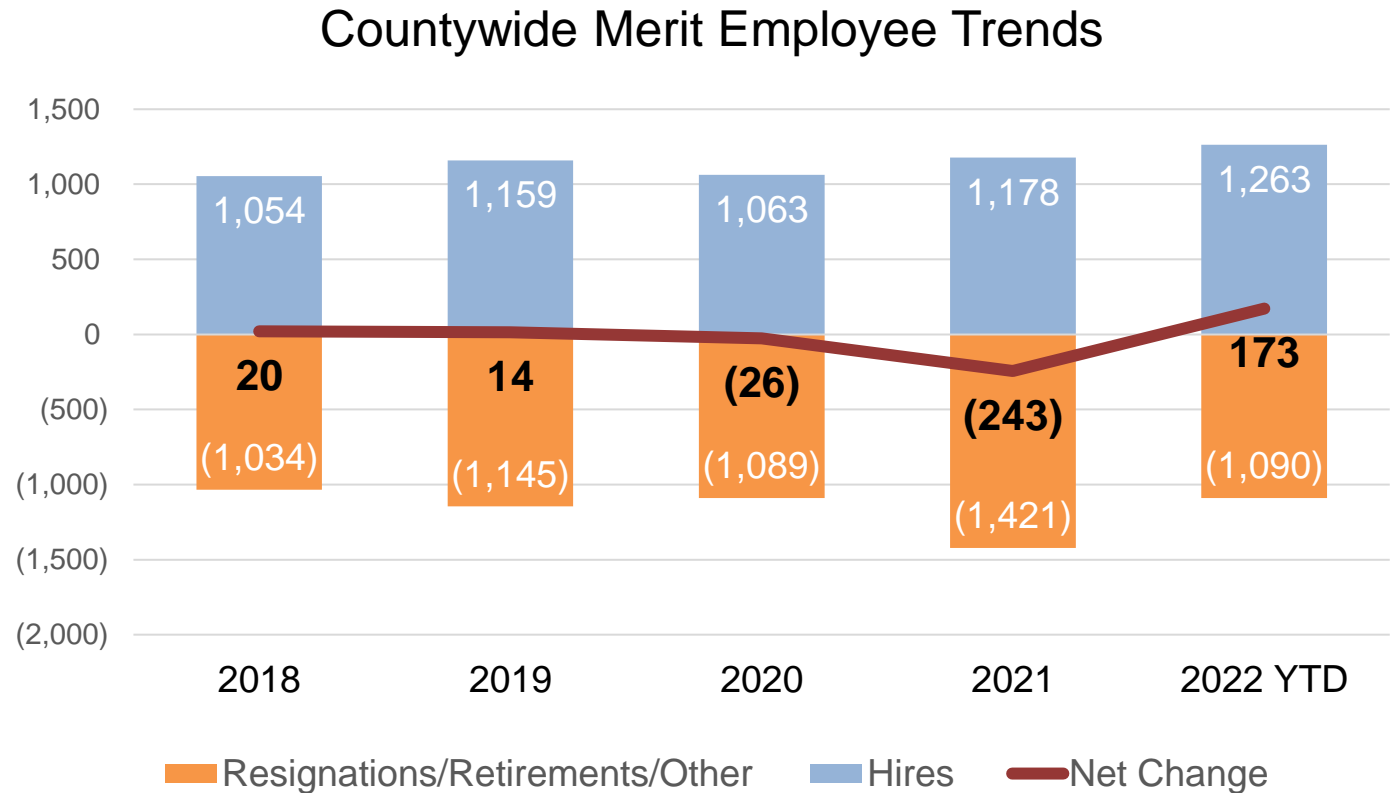
- Background and Current Hiring Incentives
- Hiring Trends
- Proposed Hiring Incentive Program and Considerations
- Next Steps

Background and Current Incentives

- On September 13, 2022, staff was directed by the Board of Supervisors to review hiring incentive initiatives holistically across the county and design a new program to assist in the recruitment of critical classifications
- Multiple factors contribute to these difficulties, including the tight labor market, the significantly increased rate of inflation, and the effects of the COVID-19 pandemic
- Hiring incentives are currently only in use in select classifications and the bonus amount varies by classification
 - Classifications requiring a commercial drivers license (CDL) are eligible for a \$2,500 hiring incentive
 - Public Health and Correctional Nurse classifications are eligible for a \$2,000 hiring incentive
 - Behavioral Health Specialist II, Developmental Disability Specialist II, Crisis Intervention Specialist, and Behavioral Health Senior Clinicians in Community Services Board (CSB) are eligible for \$2,000 hiring incentive

Hiring and Resignation Trends

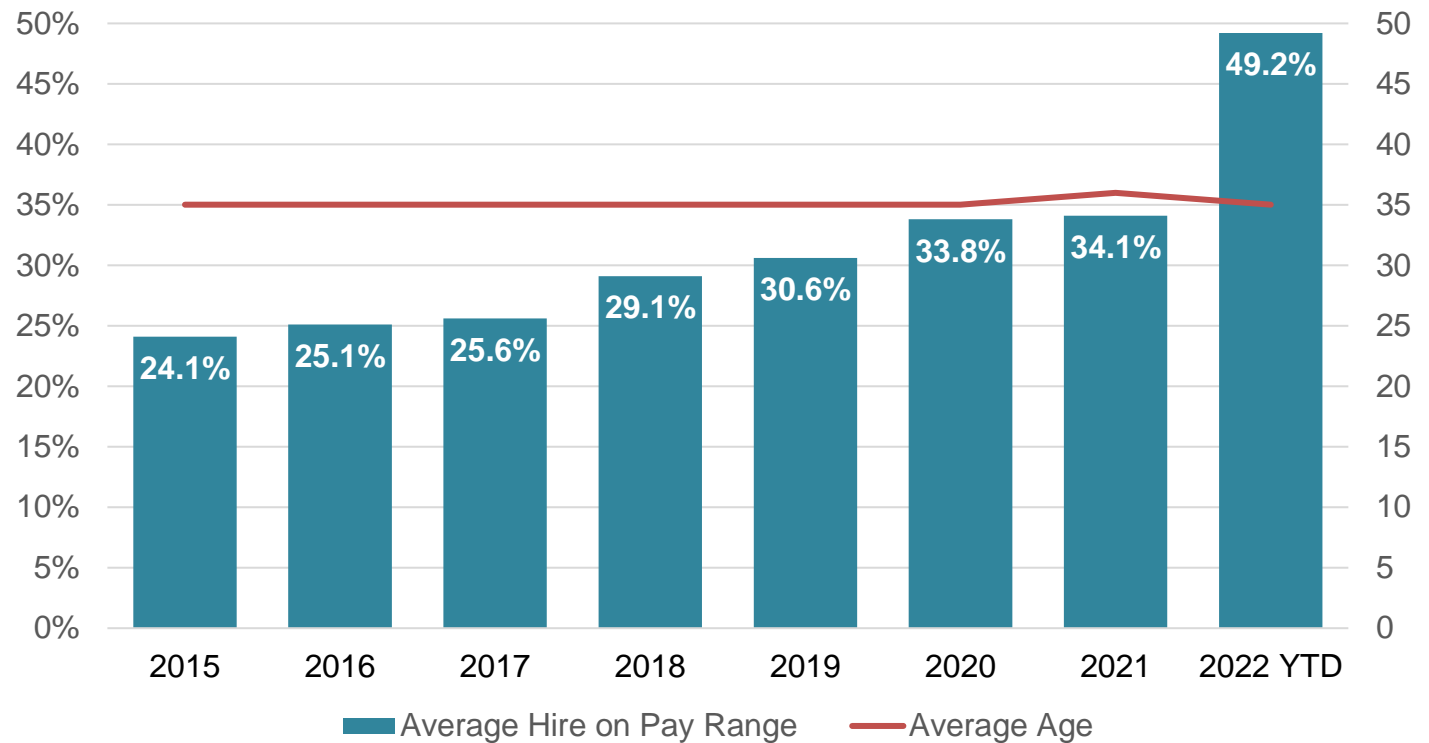
- Employee counts have decreased on a net basis over the past 5 years
- Countywide vacancy rate is currently at 12.7%, up from 5% in 2018



Hiring Trends Relative to Pay

- Although the average age of new hires has remained constant (35 years of age), new employees have increasingly been hired higher on the pay scale
- This has helped to reduce vacancies but causes compression issues for existing employees

Countywide Hiring Trends for Average Starting Pay and Age



Proposed Hiring Incentive Program

- Per the Board's recent action, hiring incentives can be granted up to \$15,000 for general merit positions
- Hiring incentives will be paid upon hire in a single lump sum and will be subject to payback provisions
- Staff recommends the creation of a program that is nimble and able to quickly respond to changing market conditions
 - Hiring incentives will be reviewed by DHR/DMB for market competitiveness and fiscal impact

Proposed Hiring Incentive Program

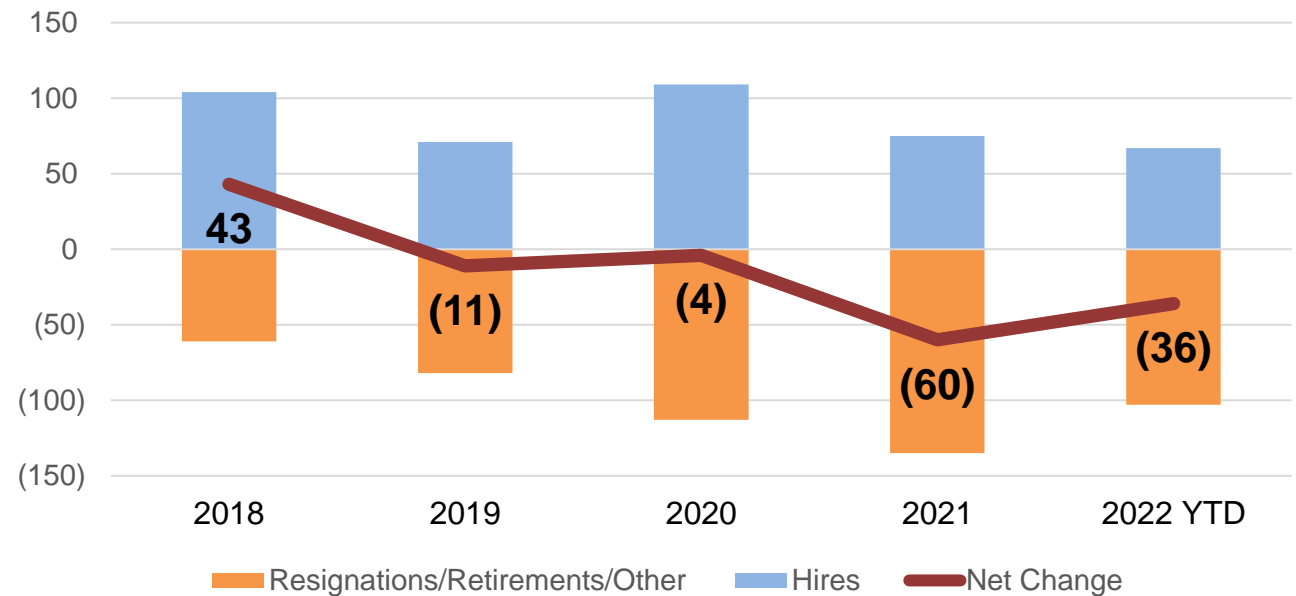
- Program would consist of 4 tiers of bonuses with the amount depending on various considerations, including:
 - Operational Impact
 - Essential Functions
 - Minimum Staffing
 - Life/Safety Impact
 - Market Competition
 - Vacancy Rate
 - Fiscal Impact

Tier	Bonus Amount
A	\$2,500
B	\$5,000
C	\$10,000
D	\$15,000

Police and Sheriff

- Immediate implementation of a hiring bonus of \$15,000 for Police Officers and Deputy Sheriffs recruited for the upcoming academy classes
- Vacancies (includes employees in training)
 - Police: 155 vacant sworn positions (10.4%)
 - Sheriff: 53 vacant sworn positions (10.7%)
- Operational challenges
 - Minimum staffing requirements
 - Required change in shift structures

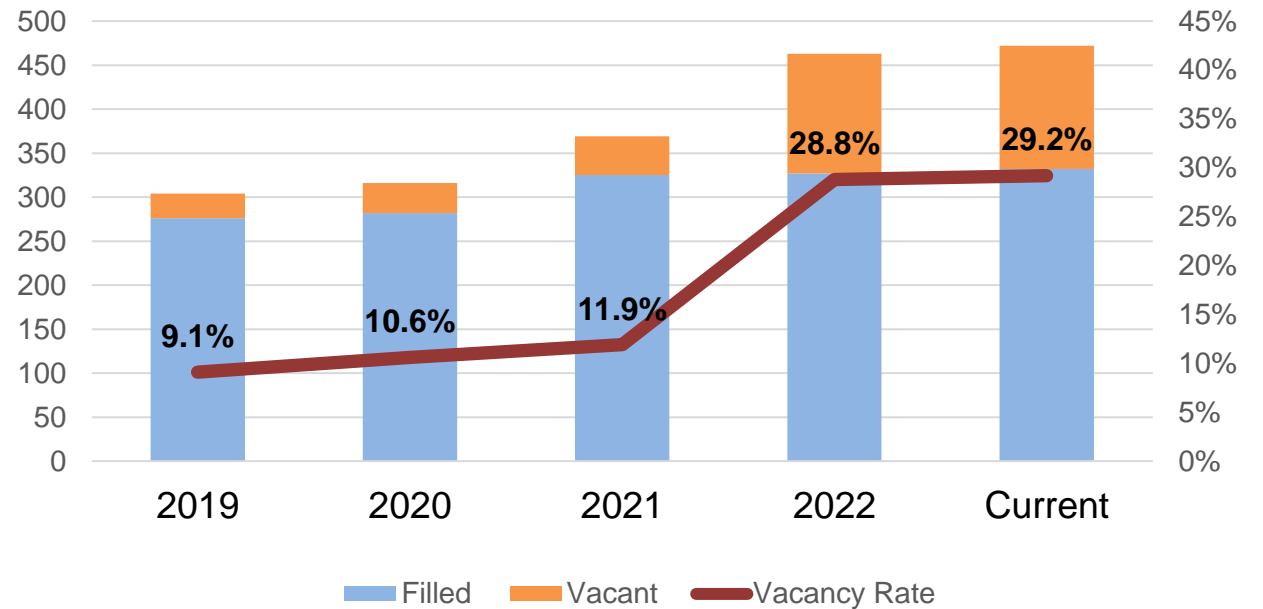
Police Hiring and Resignation Trends



Nursing Classifications

- Nurse positions have been especially difficult to fill as a result of the pandemic
- \$2,000 hiring bonus has been in place since 2006 for some job classes
- Although number of filled positions has increased, high market demand and the expansion of the School Health program has driven the vacancy rate to almost 30%
- Recommend expanding bonus to all nurse positions and increasing to \$5,000 based on vacancy rate and market conditions

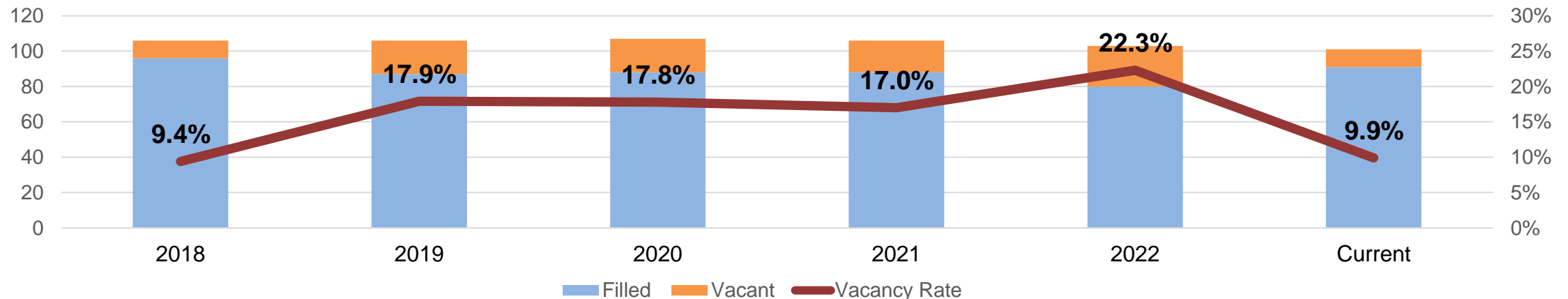
Nurse Positions and Vacancies



Heavy Equipment Operators

- In early 2022, vacancy rate was above 22%
- Since the \$2,500 CDL incentive pay initiative was implemented, we have seen a decrease in the vacancy rate to below 10% as of October 2022
- Recommend no change and continuing to monitor vacancies

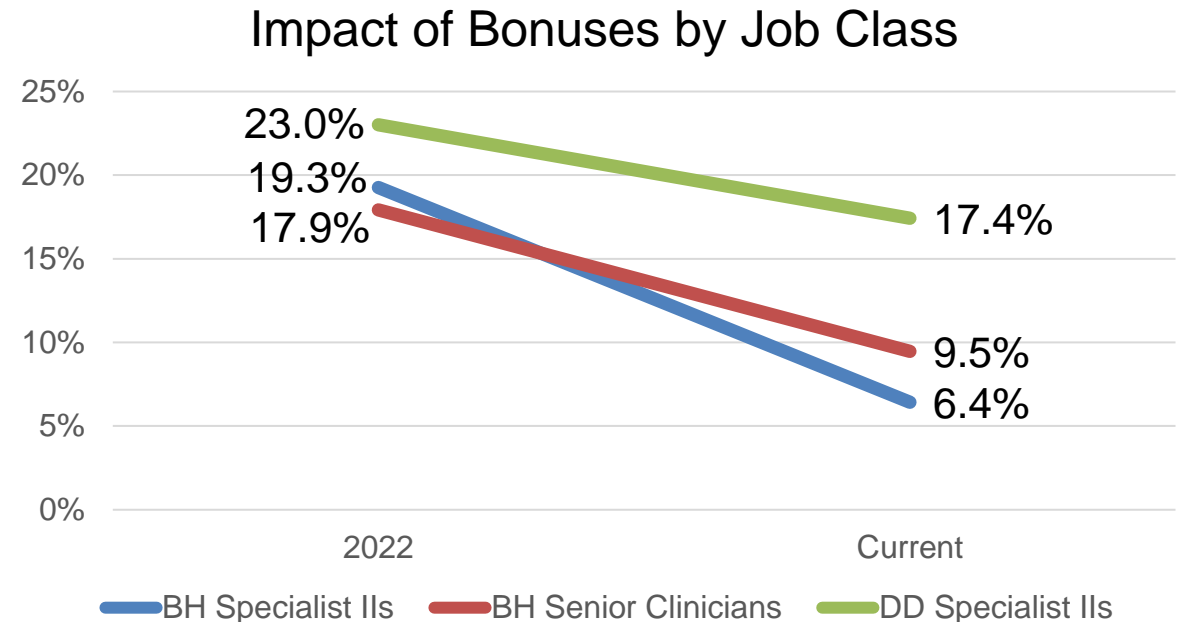
Heavy Equipment Operator Positions and Vacancies



Behavioral Health Positions

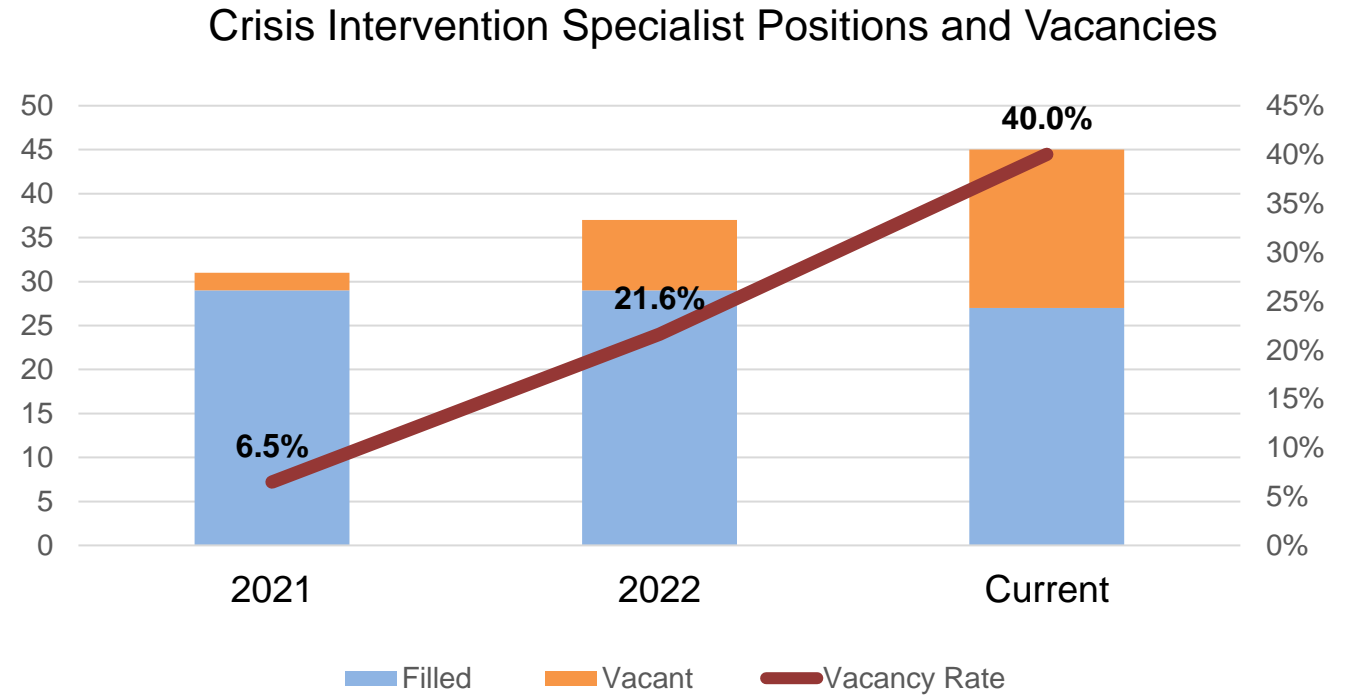
- In June 2021, \$2,000 hiring bonuses were implemented for specific Behavioral Health positions experiencing significant recruitment challenges
- There has been a marked decrease in the vacancy rate for two of the three classes
 - Recommend moving to standard \$2,500 bonus for these classes
- Recommend increasing bonus for DD Support Coordinators to \$5,000 based on current vacancies

Positions include: BH Specialist IIs, BH Senior Clinicians, Developmental Disability Support (DD) Coordinators (DD Specialist IIs)



Crisis Intervention Specialists

- In April 2022, \$2,000 hiring bonuses were also implemented for Crisis Intervention Specialists who support CSB’s emergency and crisis services
- Although the bonus has been in place for only 6 months, given the criticality of these positions and a current vacancy rate of 40% (including newly approved positions), recommend increasing bonus to \$5,000



Next Steps

- Staff will continue to monitor the following and will return to the Board on a regular basis
 - Efficacy of current and recommended bonuses
 - Vacancy rates
 - Recommended continuation, adjustment or sunseting of bonus programs