

Department: Sheriff **Program Contact:** Jennifer Grogan
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs:
Program Characteristics: Out of Target

Executive Summary

MCSO's Human Resources Unit is committed to facilitating a culture for our members where they feel supported and valued both during the hiring process, but also throughout onboarding, and then once hired. The Unit is responsible for the recruitment strategies and hiring of all staff; coordinating with our represented unions on union/collective bargaining issues; handling candidate background investigations; and acting as a resource for staff members on anything related to their employment status, as well as providing detailed information relevant to their employment and making them feel welcome. Fostering a strong, stable, flourishing workforce enables our agency to provide exemplary public safety service for a safe and thriving community for everyone.

Program Summary

Need: MCSO has been severely impacted by staffing shortages arising from the pandemic and social unrest. We have seen a significant increase of PERS eligible sworn staff retiring but not yet eligible for the County's half medical for retirees, which has been the goal of most sworn staff. Added to that, approximately 137 staff members are eligible to retire in the next 5 years with 36 eligible in 2023. Legislative mandates and community expectations have also added to the complexity of hiring, with increasingly diverse skillsets needed in today's public safety environment. Our HR team is under resourced for an agency our size, and when compared to other County department HR Units. To meet the hiring needs for the next 5 years, we have added positions not currently funded in the budget. Also, continued high vacancy rates have long term bargaining implications and costs for labor contracts. We will need to expand recruitment advertising strategies to attract a more diversified candidate base that culturally reflects our community and starts to close our hiring gap.

Goal: The FY'23 goal is to reduce our staff vacancy rate, currently 10%, down to less than 5%, and continue to fill all vacancies as soon as possible. With more recruiters and background investigators, we will fill vacancies at a faster rate. We continue to make strides in shortening our recruitment processes by automating most aspects of the recruiting processes.

Actions: With adequate HR resources, we will participate in more recruitment fairs and community events, as well as identify more diversified opportunities for outreach, engagement, and support. Additional background investigators, two of whom are dedicated solely to underrepresented community outreach strategies, will increase the number of recruits per investigator and more culturally and cognitively diverse recruit candidates. The Communications Unit will also execute a strategic marketing plan to support growing and diversifying our recruitment base to better fill our hiring pipeline. And, we will bring on 3 interns through the College to County Program to expose participants from diverse backgrounds to County careers, which aligns with the WESP plan. These efforts, besides addressing our staffing crisis, are designed to grow our presence and welcoming of under-represented communities who may be hesitant to interact with law enforcement agencies. We need their voice and leadership at MCSO, and this is a pivotal piece of our evolving outreach efforts - to demonstrate we are a culturally responsive agency that engenders safety, trust and a sense of belonging.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Participate in hiring and community engagement events	N/A	N/A	56	156
Outcome	Exposure/engagement with candidates/communities	N/A	N/A	26	52

Performance Measures Descriptions

Continued increases in the number of recruitment and outreach job fairs; expand the number of personal contacts we make with candidates to maintain engagement during the hiring process; shorten hiring timetable by months; conduct a multi-faceted marketing campaign to grow recruitment base with the oversight of our Communications Team.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Requested General Fund	Requested Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$865,107	\$0
Total GF/non-GF	\$0	\$0	\$865,107	\$0
Program Total:	\$0		\$865,107	
Program FTE	0.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: