

**Department:** County Management

**Program Contact:** Chris Lenn

**Program Offer Type:** New

**Program Offer Stage:** Adopted

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program will continue the pilot of the Recruiter Training & Capacity Building Program that lives under the Talent Acquisition portfolio in Central Human Resources. The goal of this program is to minimize impacts to County operations due to unfilled positions by developing a bench of recruitment talent that furthers the initiatives of the Workforce Equity Strategic Plan (WESP). These roles will fill in the recruitment gaps to support the outstanding vacancy needs countywide - supplementing the departmental HR recruitment efforts in order to efficiently fill positions while operationalizing equity-informed best practices.

**Program Description**

This program enhances the services provided by Talent Acquisition in Central Human Resources. This offer provides one time only funds for three (3) Limited Duration (LDA) Human Resources Analyst 2 positions. This program will provide training and hands-on experience as a Recruiter in efforts to increase countywide recruitment capacity in times of high vacancies.

The LDA positions will take on recruitments that departments have on hold due to departmental Recruiter capacity. As of January 31, 2023, countywide there are only 405 active departmental ran recruitments compared to the 731 vacant positions (in the same time frame, there are an additional 26 recruitments led by this program). In the first 6 months of our program, the LDAs have led recruitments in Health, MCSO, DCJ, DCS, DCA & DCM. These roles help close the gap between vacancies and recruitment - which in turn will alleviate operational and employee morale issues.

This program will provide training to ensure new, as well as existing, recruiters are trained in the complexities of the civil service recruitment process while focused on applying best practices that support our WESP initiatives. This includes how to develop diverse applicant pools, how implicit and structural biases show up throughout the recruitment process, and mitigation strategies for both. Participants will be able to gain hands-on experience that operationalizes inclusive recruitment best practices needed to step into a vacant recruiter position in the future (building a bench of highly qualified talent) as well as increase a department's recruitment capacity in times of high vacancies.

In addition, to promote job postings, increase applicant pools and engage with passive candidates, this program includes a professional LinkedIn Recruiter License. This license allows the County to highlight and sponsor job postings so that County jobs can show up at the top of a search conducted by candidates and allow recruiters to search for and connect with potential candidates based on details listed on their profile.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of recruitments led and managed by Talent Acquisition Analysts/Recruiters	N/A	80	112	80
Outcome	Percent of recruitments led by the Talent Acquisition Analysts that result in a hire	N/A	90%	70%	90%
Output	Total number of training hours offered on equity informed recruitment & selection practices	N/A	40	50	40

**Performance Measures Descriptions**

Output: These roles will supplement departmental recruitment efforts to fill vacant positions. The timing of if/when recruiters in our pilot get hired by a department will impact this performance measure. Outcome: A successful recruitment is one that ends in hire (either by an internal or external candidate). Output: Dedicated training hours for new and existing recruiters on equity informed recruitment and selection practices on topics such as writing job announcements, interview best practices, bias mitigation strategies, outreach, and screening for minimum qualifications.

## Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering Civil Service recruitment processing, Veterans Preference, discrimination, American with Disabilities Act and other hiring related issues. Labor agreements necessitate contract compliance regarding transfer rights, rates of pay, hours of work, and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$605,996	\$0	\$494,445	\$0
Materials & Supplies	\$16,004	\$0	\$17,055	\$0
<b>Total GF/non-GF</b>	<b>\$622,000</b>	<b>\$0</b>	<b>\$511,500</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$622,000</b>		<b>\$511,500</b>	
Program FTE	0.00	0.00	0.00	0.00

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

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72017B Recruiter Training & Capacity Building

FY 2023 program funded four limited duration positions. FY 2024 program funds three limited duration positions.