

Memorandum

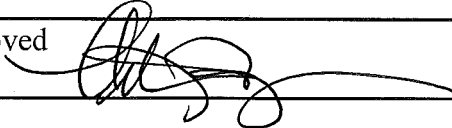
TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Alex Gurza

SUBJECT: UPDATE ON HIRING

DATE: May 1, 2013

Approved



Date

5/7/13

INFORMATION

The purpose of this memo is to provide an update on the City's hiring efforts, as well as background on the City's hiring process.

Overview of the City of San Jose Hiring Process

The San Jose City Charter (Section 1100) establishes the principle that all appointments in the Classified Service shall be made on the basis of merit and fitness in accordance with Civil Service Rules as adopted by the City Council. The Classified Service comprises all City positions except for positions in the Council Offices, the City Manager and other appointee offices as specifically identified in the City Charter and temporary positions. The Civil Service Rules are defined in Municipal Code Section 3.04.

Former Hiring Process: Until the late 1990s, the City's Civil Service process as defined in Municipal Code Section 3.04 followed a very traditional, structured process. Human Resources posted job announcements by classification, screened applications, conducted one or more examinations (written, oral board interviews, practical, physical agility, etc.) and created ranked eligible lists of candidates. Eligible lists typically lasted up to two years. Hiring departments were restricted to a specified number of candidates from the eligible list to interview for their individual vacancies.

Beginning in 1996, the City Council established a Civil Service Reform Task Force to address concerns about timeliness, flexibility and responsiveness and make recommendations for a process that would better meet the business needs of the City. This process culminated in major changes to the Civil Service Rules that were adopted by Council in 2003. The changes applied to all hiring in the Classified Service except the Police and Fire promotional process for sworn classifications.

Current Hiring Process: The current process is designed to provide more flexibility and allow more input from departments in order to find the best qualified candidate for an individual position. Human Resources generally posts job announcements for each individual position, although recruitments for like positions in one or more departments may be combined. Candidates apply on-line and respond to job-specific questions. Human Resources and the hiring

department(s) review application materials and conduct interviews with those candidates who most closely match the specific criteria for each position. Formal examinations (written and/or practical) are conducted only for large entry-level recruitments.

Under the previous process, it often took as long as six months to create an eligibility list before departments could begin to interview for their specific positions and then they were restricted to the same group of candidates for up to two years. Under the new process, the average time from posting the announcement to hire is three months and departments can start with a new group of candidates for each vacancy. On the other hand, because each recruitment is customized, the initial time invested in designing and planning the process prior to posting is greater, subsequently creating a greater workload for staff conducting the recruitments. There are approximately 600 classifications, but over 5000 individual positions.

Implementation of the new process coincided with a period of relatively low hiring activity. The hiring freeze was put in place in December 2001, and the City experienced successive years of downsizing from 2003 to 2011. It is not until the current fiscal year that the City has begun to experience growth and restoration of positions as well as turnover that is higher than the historical average. Five years ago, Human Resources projected that approximately 25% of the workforce would be likely to retire over the next five years, based on the demographics of the workforce at the time. Subsequent years of downsizing and bumping based on seniority has altered the workforce demographics so the actual impact the City has been experiencing is greater than what was projected.

Current Status of Vacancies and Hiring

The chart below shows the status of vacancies as of March 13, 2013. Recruitments are actively in progress for 67% of the vacant positions that are approved to be filled. When vacancies occur, departments must seek approval to fill from the Hiring Freeze Exemption Committee, which consists of the Budget Director and Assistant City Manager. Most freeze exemption requests are approved. Departments may also delay seeking approval to fill vacancies while they take the opportunity to review organizational structure for potential realignment to better meet service delivery needs.

Current Vacancies	Vacancies Approved To Be Filled	Total Adopted Budget FTE	Current Vacancy Rate	Vacancy Rate Positions Approved To Be Filled
621.3	441.1	5495.25	11.31%	8.03%

The chart below summarizes hiring activity from July 1, 2012 through March 13, 2013.

Total Positions Filled	Full – Time Positions Filled	Part – Time Positions Filled
913	633	280

It is important to note that in Fiscal Year 2011-2012, the total number of positions filled was 893. Therefore, we have already filled more positions in the first 8 months of Fiscal Year 2012-2013 than in all of Fiscal Year 2011-2012.

Full-time positions filled includes 215 new and returning employees hired since September 30, 2012, under Tier 2 retirement benefits and 5 hires since February 3, 2013, who have elected the Tier 3 defined contribution plan. Approximately 49% of the positions filled in this fiscal year to date have been internal selections, meaning that every other position filled creates a new vacancy. While this speaks well of the competitiveness of City staff, it contributes to the on-going high vacancy rate.

Overall, applicant response to City job postings demonstrates a strong interest in the City as an employer. The following chart summarizes applications received from July 1, 2013 through March 13, 2013.

Application Source	Total Applications Received*	Number of Job Postings**	Average # Applicants per Job Posting**	Highest	Lowest
“CityJobs” On-line Application System	20,658	164	100	900	9
Police Department Recruit Website***	2,696	(continuous)	--	--	--

*Includes all recruitments

**Does not include internal only recruitments

***Police and Fire summaries presented on a chart that follows

City jobs that attract a high volume of interest include Analyst, clerical positions, Engineering Technician, Engineer, Planner, Library clerical and entry-level professional positions, Recreation positions, Public Safety Dispatchers, and Police and Fire Recruits.

There are areas where the City experiences challenges in attracting candidates, specifically positions at the Water Pollution Control Plant such as Plant Operator and Plant Mechanic, as well as positions in specialized trades such as Electricians, Air Conditioning Mechanics, Airport Equipment Mechanics and the Airport Operations Specialist classes. This is not a new development. Fewer opportunities for vocational and technical training over the last five to ten years has resulted in lower interest in the trades as a career area for new job seekers.

Long-term solutions like in-house training programs and partnerships with high schools and community colleges are needed to promote technical careers in the public sector. Heavy Equipment Operator and Plant Operator Trainee programs have been successful so far. The Environmental Services Department is exploring the development of a regional training center.

Fire and Police Department Recruiting

The Fire Department has conducted 3 recruitments for Firefighter (Lateral) since June of 2011 and also hired Firefighter Recruits for one Academy in the current fiscal year to maintain current staffing levels in compliance with the terms of the SAFER grant.

Recruitment	# of Candidates	# Hired	Start Date
Firefighter (Lateral)	284	10	Oct 2011
Firefighter (Lateral)	306	18	Feb 2012
Firefighter Recruit	223*	32	Oct 2012
Firefighter (Lateral)	456	12 **	May 2013

*Candidates from 2008 recruitment who responded to a survey confirming continued interest in employment with San Jose

**30 candidates currently in backgrounding

The Police Department opened continuous recruitment for Police Recruit and Police Officer (Lateral) in January 2012 with the goal of conducting two Academies per year.

# in Qualified Candidate Group *	#Hired	Start Date
226	45 Recruits, 16 Officers	Sept 2012
263	49 Recruits, 3 Officers	April 2013

*Candidates who have passed all phases of testing and are ready for backgrounding

Status of Hiring Resources

As is the case for all Strategic Support departments, there has been a significant reduction in Human Resources staffing, including in the Employment Division. In Fiscal Year 2012-2013, staffing was partially restored with the addition of 3 positions; however, as the result of subsequent turnover, the Division was not fully staffed until the beginning of April. Recently, Human Resources issued a Request for Qualifications in December for consultant services to provide assistance with recruitment, as well as with classification and workforce planning. Three firms have been selected and Master Agreements will be in place this month. Human Resources is coordinating with departments and the City Manager’s Budget Office to identify funding for priority projects. The intent is to use consultant support to help address the backlog and then assess whether the permanent resources are sufficient to manage the on-going workload or whether additional resources are needed.

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In conclusion, while there are challenges in some areas, the City is experiencing overall strong interest from job seekers once positions are posted. Human Resources will continue to seek efficiencies and improvements in the hiring process in collaboration with City Departments.



Alex Gurza
Deputy City Manager

For questions, please contact Sarah Nunes, Employment Division Manager, at (408) 975-1458.

