



Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: Jennifer Schembri

SUBJECT: RECRUITMENT, HIRING, AND RETENTION STRATEGIES

DATE: May 19, 2022

Approved

Date: 5/19/2022

BACKGROUND

City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023 included direction from Councilmembers Arenas, Esparza and Carrasco to issue a Manager's Budget Addendum to review challenges and present strategies to alleviate staffing vacancies, including both potential investments in the Human Resources (HR) Department as well as strategies to enable departments to more effectively recruit, hire, and retain workers. Staff was also directed to include information regarding updates to minimum qualifications and reducing steps in the hiring process.

The Administration recognizes that the City is having challenges recruiting and retaining employees. Our challenges are complex, yet we are not alone. Local agencies all around us are experiencing similar issues, with some having higher vacancy rates than our own. Please note that the recruitment and hiring issues are not all pay related, which is why the retention efforts being made through the Powered by People Enterprise Priority are critical.

Powered by People: Objectives

- Build Processes that Work for People**
Equip and empower teams with the tools and skills necessary to reimagine and redesign processes and experiences across the employee lifecycle
- Nurture Employee Growth, Safety, + Wellness**
Attract, retain, and engage a diverse workforce with opportunities to thrive and serve residents while keeping employees safe and supported in a flexible work environment
- Bust Down Silos to Build Trust + Transparency**
Invest in interdepartmental partnerships by removing barriers, building capacity, and engaging with departments through deeply collaborative relationships

An important part of the HR Department's efforts has been the establishment of a Citywide agile process which is quickly delivering improvements to our recruitment and hiring work. This process has allowed the HR Department to rapidly make changes to the hiring process as issues arise and establish, for the first time, hiring goals within departments/offices. Adding to existing effective approaches, new recruitment, hiring, and retention strategies are underway as described below.

ANALYSIS

Vacancy Rate History and Context

Across the City, as of April, we have approximately 820 vacancies and a 13.2% vacancy rate, which has decreased slightly from the previous month. However, 155 budgeted full-time and part-time positions were hired in April as compared to 88 in the previous month. The vacancy rate measure is based on and monitored against budgeted positions (full-time and part-time benefitted positions). However, there is additional critical hiring (e.g., seasonal hiring in the Parks, Recreation, and Neighborhood Services Department which includes part-time unbenefitted positions and temporary positions that are used for special projects or other short-term needs) that is accounted for differently in the budget and does not impact the vacancy rate. In April, another 221 positions were hired that were not accounted for in the City's vacancy rate, yet impacted staff workload. Another major impact to the vacancy rate is the number of internal hires as compared to external hires. Of the 155 budgeted positions filled in April, only 45 were external hires. This means that the remaining positions, filled with internal hires, created another 110 positions to be filled.

Despite the continued addition of new positions over the past several years, the concentrated efforts of both the HR Department and various hiring departments/offices has resulted in a decreased vacancy rate since 2015-2016 when it stood at 14.6%, despite 566 position additions since that time. It is also important to recognize that due to the COVID-19 pandemic and its associated budget impacts and uncertainty, the City has been, until November 2021, under a hiring freeze exemption/review process where some positions were intentionally held vacant or position hiring was slowed in certain areas to ensure no employee layoffs as the budget shortfalls experienced at the end of 2019-2020, in 2020-2021, and in 2021-2022 were resolved. In addition, until recently, many recruitment staff and hiring managers across the organization were pulled into Emergency Operation Center efforts due to the high priority of that function for our community.

Currently, position recruiting is handled jointly by staff in both the HR Department and the hiring department/office. Due to the current status of Citywide vacancies and the COVID-19 Pandemic Community and Economic Recovery staffing needs, the HR Department received a total of four temporary recruitment Analyst positions, one Senior Analyst position, and one Staff Specialist position funded by the American Rescue Plan Fund; as well as two temporary recruitment Analyst positions funded from the General Fund to assist with hiring efforts through the fiscal year. As part of the 2021-2022 Mid-Year Budget Review, the City Council approved

temporary staffing in the HR Department to focus on classification and compensation studies, and to refocus the City's strategic efforts to engage local educational institutions (K-12 to Universities) in activities that will encourage a diverse next generation to consider public service, local government, and the City of San José as an attractive career opportunity.

For the HR Department, the 2022-2023 Proposed Operating Budget makes permanent three of the previously temporary positions on an ongoing basis – 1.0 Staff Specialist and the 2.0 Analyst II positions – to focus on recruitment and, continues through June 30, 2023 the 1.0 Program Manager and 2.0 Analyst positions funded in the 2021-2022 Mid-Year Budget Review that are focused on classification and compensation work and hiring pipeline activities. The 2022-2023 Proposed Operating Budget also adds positions in other departments that will provide additional capacity to assist with hiring and recruitment, including the Community Energy Department, the Fire Department, the Parks, Recreation and Neighborhood Services Department, and the Planning, Building and Code Enforcement Department.

Hiring Process Changes

The HR Department, with the City Manager's approval, has recently made many changes to the recruitment and hiring process to improve its efficiency and effectiveness, including giving greater authority to departments/offices to reduce the "clearance points" with the central HR Department. The changes made thus far are described below, however, the HR Department will continue to seek feedback, respond with impactful real-time solutions, and identify longer-term strategies to recruit, hire, and retain the workforce needed to serve our community.

1. Hiring Freeze Exemption/Review Process. The hiring freeze exemption/review process whereby departments needed to get approval from the City Manager's Budget Office prior to hiring has been eliminated.
2. Hiring Managers Prioritizing Recruitments. Hiring manager availability within departments (who are the technical experts that recruiting staff rely on in the process) is where many recruitment delays have been experienced, often to no fault of the managers given their own large workloads. Departments have been directed to temporarily deprioritize lower priority work, as appropriate, to allow hiring managers time to focus on and prioritize recruitment work.
3. Non-Competitive Appointments. The HR Department is now considering non-competitive appointments for positions where employees have been higher classing or temporarily placed in that position for an extended time and/or where it involves Emergency Operation Center or recovery work. In addition, in select cases, the HR Department is utilizing non-competitive appointments for limit-dated and overstrength positions due to the difficulties that have been encountered in hiring for some of these positions, with the understanding that if the position becomes permanent, the department/office may need to do a competitive recruitment.

4. Use of Consultant Recruiters. Consultants have been made available for recruiting efforts, although they still require staff time to manage, require the technical expertise and time of a hiring manager, and in many, if not most, instances are not faster than internal recruitment staff. However, consultants are being used in some cases for hard-to-fill and senior level positions and departments/offices have been given full discretion to use consultants for any recruitments they see fit.
5. Minimum Qualifications + Salary Adjustments. HR Department staff have been working on changes to classification specifications, including changes to minimum qualifications (MQs) for various positions. Attached is a full listing and summary of those changes since FY 19/20 (Attachment A). It is believed that making MQ changes will allow departments/offices to obtain a wider pool of applicants and/or provide more opportunities for applicants to apply for City positions, especially those that are hard to fill. This is also an important part of the City's racial equity work. Once the new approved position for this work is filled, the HR Department will be better able to increase the work in this area. In addition, in partnership with the City Manager's Office of Employee Relations and with some consultant assistance, the HR Department has completed or is currently in the process of performing compensation analyses on a variety of select classifications where there are current recruitment and/or retention issues.
6. Second Round Interviews. In an effort to shorten the recruitment timeline, departments/offices have been advised that they have several options regarding second round interviews, which include conducting them on the same day, pre-selecting the date for the second round interview or combining first and second round interviews. Second round interviews are a step in the process that can delay the hiring process by weeks, but with these options, the hiring process should be sped up significantly.
7. Reference Checks. The HR Department has reiterated that reference checks are at the discretion of the departments/offices. The agile process has revealed that the reference check step can delay the hiring process by weeks, and it is rare that feedback from the reference checks has suggested that a candidate not be hired. The probationary period is a much better source of information to ascertain if a new hire is going to be successful in the position as compared to a reference check. For internal candidates, a personnel file check must still be completed.
8. Making a Hiring Offer and DOJ/Fingerprinting. Departments/offices can decide on a case-by-case basis to make a hiring offer contingent on receiving fingerprinting results. Delays in obtaining DOJ results have caused the City to lose candidates.
9. Advertising the City is Hiring. Working with the City Manager's Office of Communications, the HR Department has begun a hiring advertising campaign. Attached is a flyer that can be used to post on LinkedIn, etc (Attachment B).

10. Hiring Referral Incentive Bonus. The hiring referral incentive bonus was increased from \$500 to \$1,500 through June 30, 2022. With the assistance of the City Manager's Office of Communications, the HR Department has begun advertising the referral bonus. Attached is the flyer (Attachment C). This bonus is an important way to expand the City's external applicant pool, which is essential to reducing the overall vacancy rate.
11. Limit-Dated/Overstrength Positions Language. There have been challenges in getting applicants and selected candidates to accept offers in positions that do not have permanent status, such as limit-dated/overstrength (temporary) positions. The HR Department has modified the language in job postings and offer letters to address this challenge by letting employees know that the City may seek to place them in another internal job opportunity should their position not be renewed or extended through the budget process.
12. Supplemental Questions. One area of feedback that has been received by the HR Department and may be preventing applicants from filling out an application is the number of supplemental questions that are included as part of the application process. Departments/offices have been asked to limit supplemental questions to no more than a total of three questions.
13. Consolidating Recruitments Across Departments. For Citywide position classifications where there are vacancies in multiple departments, those recruitments are now being consolidated. There will be only one interview panel with a representative from each department with that position vacancy on that panel. Please refer to the *Conducting a Citywide Analyst I/II Recruitment* section below for more information.

Hiring Goals

The HR Department's employment team in partnership with all departments/offices began a process, for the first time under the current HR leadership, to establish hiring priorities and to set quarterly hiring goals. This began late in Q3 and was recently completed for Q4. The process of setting priorities and goals is then managed with an Agile strategy that allows the employment team to track progress of recruitments (that the hiring application system does not); focus on the top priorities for departments; develop deeper understanding of the data and limitations of the data; and problem-solve an array of process, procedure, and policy issues that impact efficiency as well as quality hiring. The entire employment team and HR Department leadership convene twice a week to review progress, resolve issues in the moment, learn new approaches, and celebrate success. Many of the changes outlined in this memorandum are a direct result of less than five months of experience with this new way of working.

The Q4 hiring goal for the City is 225-300 hires, measured by successful offers extended. This goal accounts for the budgeted hires only and does not include the other hiring efforts related to part-time unbenefited employees and temporary employees, as noted above. Overall, the HR Department has set a long-term goal to reduce the vacancy rate to less 10%. This practical goal will be used to benchmark collective progress over time. Because reducing the vacancy rate is

dependent both on making progress in hiring qualified external candidates and retaining current employees, it is the best overall measure of our collective success. Please see the “New Retention Strategies” section below that outlines the City’s efforts to retain existing employees.

New Recruitment and Hiring Strategies

Hiring Pipeline Work

The City is currently filling a very high percentage of vacant positions with internal applicants rather than external applicants. This is excellent from a professional development perspective but does not help reduce the City’s overall vacancy rate as it instead creates a vacancy elsewhere. Until the City hires significantly more external candidates (and bringing in a balance of external candidates to fill vacant positions is healthy for any organization), there will not be notable progress in reducing vacancy levels. The HR Department has added a position to the Learning and Development (L&D) Team that will specifically focus on hiring pipeline work, which will include building relationships with trades organizations and colleges to expand the City’s applicant pool. The following are some of the efforts this team has recently completed or are on the horizon:

1. Job Fairs.
 - a. San Jose State University (SJSU) Virtual Job Fair. The HR Department’s L&D Team coordinated the City’s participation in a virtual job fair with SJSU on April 24, 2022. Representatives from the Community Energy, Environmental Services, Library, Parks, Recreation, and Neighborhood Services, and Transportation Departments conducted four virtual sessions. The fair was kicked off with a general introduction to the City followed by three sessions where students were able to engage with employment analysts and key staff from departments regarding our work and current job opportunities.
 - b. African American Community Service Agency (AACSA) Career Fair. On Sunday May 29, 2022, from 2pm - 5pm, the HR Department, City Manager’s Office of Economic Development and Cultural Affairs (Work2Future), and Parks, Recreation, and Neighborhood Services Department will be participating in a career fair with AACSA. This is an opportunity to participate in a job fair with a range of other employers and potential applicants in the community.
 - c. SJSU Spring 2022 New Graduate Career Bootcamp. On June 8, 2022, the City will be participating in this event at SJSU. The New Graduate Career Bootcamp is designed to help recent graduates, as well as soon to be graduates, plan their next steps to career success after college. The City will be participating to provide valuable tips and advice to students on how to navigate their job search and how to successfully make the transition from college to career.
2. High School Interns. The HR Department manages this program with Cristo Rey San José Jesuit High School. While the COVID-19 pandemic posed significant challenges in supporting high school students, students were placed with the City Manager’s Office and the Environmental Services Department in 2021-2022. In a recent presentation to

Senior Staff to launch re-engagement and spark commitments from departments/offices, Cristo Rey shared highlights of the program and the compelling experience of one student. The HR Department is aiming for 12-15 student placements across the City in the upcoming year.

3. Fellows. In accordance with the City Council-approved Mayor's March Budget Message, the 2022-2023 Proposed Operating Budget includes \$200,000 for Fuse, Urban and Management Fellows for next year (\$160,000 ongoing). Planning is also underway to integrate Stanford Community Impact Fellows, a long-standing engagement and partnership with Stanford University, and is considering Encore Fellows into the City's hiring pipeline efforts. These programs will be managed by the HR Department in partnership with the receiving departments/offices.
4. Resilience Corps. The HR Department will be looking to connect to the work that the Parks, Recreation, and Neighborhood Services Department has undertaken with the Resilience Corps to understand the benefits for expanding their use in the future.

Conducting a Citywide Analyst I/II Recruitment

Currently, the City has approximately 50 Analyst I/II vacancies across the organization that typically would be recruited for in a decentralized fashion by individual departments. However, on May 5, 2022, the HR Department launched its first centrally managed Citywide recruitment for these vacant Analyst I/II positions, with the intention of also appealing to recent college graduates. The application process closed on May 18, 2022 with 448 applications, of which 333 are external to the City. It is anticipated that conducting a Citywide recruitment will allow many of these positions to be filled through this one recruitment, rather than 25-30 individual recruitments. Using this as an opportunity to collaborate with departments/offices, leverage collective resources to manage and market the various Analyst I/II vacancies, and engage SJSU specifically, this Citywide recruitment is a great learning exercise. The HR Department will use this process to get important feedback from applicants, run joint interview panels across departments, and understand how to be more effective in future Citywide recruitments for entry-level position vacancies.

New Hiring Application System

The HR Department is aware of several challenges with Taleo, the City's current hiring application system, and, in anticipation of a budget proposal totaling \$210,000 being approved as part of the 2022-2023 Budget, is using the agile process to document the requirements for an RFP to obtain a new hiring system. The goal for a new system is to make the hiring process more streamlined and easier for applicants as well as more efficient for employment analysts, and to produce more reliable data. If the budget recommendation is approved, an RFP will be conducted in the upcoming fiscal year with implementation expected in the next fiscal year.

New Retention Strategies

Employee Experience Conversations (Formerly Stay Interviews)

The HR Department has initiated a pilot program, based on national best practices, that supports department/office leaders engaging in strategies that will encourage the City's diverse and talented employees to stay with the City. About 60% of Senior and Executive staff participated in the first phase of the pilot, and a round of "make-up" sessions will be offered in June. The second phase of the pilot is being launched this week and will focus on mid-level supervisors from across most departments. The HR Department will be rolling this out as a formal program in the next fiscal year as one part of our strategy for retaining employees.

Supporting a Trauma Informed, Resilience Oriented Culture (TIROC)

This past year has been unimaginably challenging, especially for many vulnerable populations in our local community and nationwide. We are living in a unique moment of reckoning with racial justice issues amid a global pandemic. The experience of trauma has a widespread impact on the lives of those we serve, leading to and exacerbating mental illness, substance abuse, and physical health conditions. Effectively addressing physical and behavioral health conditions must involve addressing the impact of trauma. Educating and training staff to be trauma-informed helps build our ability to bounce back in the face of adversity, as individuals and as an organization. Recognizing the need to address trauma, after conducting an RFP, HR Department staff contracted with the National Council of Mental Wellbeing in February 2021 to provide a year-long training program with the goal of building a trauma-informed, more resilience-oriented culture at the City. The first step was an introductory training session conducted by the National Council of Wellbeing with Senior Staff. This was followed by 170+ employees from all departments/offices participating in a three-part training entitled Adverse Childhood Experiences Study in April 2021. The training was conducted with an additional 150+ employees in early spring 2022. The HR Department also partnered with 6 teams of employees from the first round of trainings to implement projects or policies at the City that are trauma-informed, over the next year. It is anticipated another 5 to 6 teams will be formed following the current sessions and continue to convene as a learning community to sustain and build upon this training.

The response has been engaging, positive, and can be summed up with a participant's quote on how trauma-informed culture is "important for understanding ourselves, for understanding those with whom we have close relationships, with whom we work, and those whom we serve." Through learning, coaching, assessment, and project design, the City is proud to implement the National Council's framework for trauma-informed, resilience-oriented leadership, and culture building to create a more inclusive workplace.

The City will be holding a City Council Study Session in August to share important insights, principles, concepts, and implementation strategies for enabling a trauma-informed, resilience-oriented culture. We know this work is foundational to advancing racial equity and to supporting our workforce to thrive and ultimately serve our community.

Wellness

Focusing on social determinants of health is a gateway to increasing health equity and promoting systemic change. By enhancing wellness initiatives that focus on the intersection of racism and discrimination, social and economic inequities, and health, the HR Department can begin to challenge the underlying social and economic challenges that influence regular health habits and overall wellbeing. The development of a workforce health strategy that fully engages all employees is underway. The 2022-2023 Proposed Budget recommends the addition of a position funded by the Benefits Fund that will be solely dedicated to wellness. The HR Department is also in the process of an RFP for a new Employee Assistance Program (EAP) provider. Goals for this strategy include:

- working with the current benefit providers to identify ways to develop more inclusive and equitable wellness programs that target persistent health disparities;
- collecting employee input on their social needs;
- improving access to the City's wellness resources for all employees;
- destigmatizing the use of mental health resources and benefits;
- providing connection for employees and their dependents to social support; and
- forming a team of wellness champions representing all departments to increase employee engagement

Flexible Workplace

One issue that is often mentioned in regards to retention is having a flexible workplace to the extent possible. The Administration recognizes that the majority of City employees are in the field and are unable to work from home, but to the extent employees are able to work from home, departments/offices have been and will continue to be encouraged to provide a flexible hybrid working environment. This has become more the norm in both the public and private sectors.

A recent article from the Harvard Business Review entitled "Leading an Exhausted Workforce" (Attachment D) highlighted many of the same challenges that our employees are facing, along with the broader workforce nationally and internationally. We continue to learn from employees about the challenges they are facing, which affirms the need for employee experience conversations, TIROC, and other strategies.

"But people are coping with collective grief and trauma on a global scale, which means leaders have to learn and exercise new skills. There are steps you can take to foster healthy coping mechanisms and discourage unhealthy ones; help ward off some of the typical mistakes that people make under pressure; and ensure you don't cause additional anxiety on top of what people are already dealing with."

In a two-hour Senior and Executive Staff meeting on April 27, 2022, designed to share and learn about broader, trauma informed concepts of safety (physical, psychological, social, and moral), reflections at the end of the day resonated with what we know researchers are also saying:

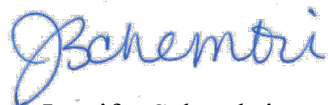
- “We tend to share our trauma through stories so it’s important to listen carefully when staff share experiences to really hear between the lines.”
- “Create systems that will intentionally solicit honest feedback from employees about their well-being (physical, psychological, social, moral safety as discussed today).”
- “As an organization, we’re greater than the sum of our parts — however — the burden of that expectation (from council, the organization, our customers, the public) falls to individuals who remain under significant pressure. This creates challenges for psychological safety.”

CONCLUSION

In summary, both the public and private sectors are currently experiencing difficulties with recruitment, hiring, and retention. There is a nationwide labor shortage and our counterparts in the Bay Area are experiencing the same issues. In fact, some of the more highly paid agencies in the area have higher vacancy rates than San José. That said, this work is of utmost priority and the entire team is working harder than ever to fill the City’s vacant positions (first focusing on the highest priorities) and will continue to evaluate other ways to increase recruitment, hiring, and retention in partnership with departments/offices. The additional resources that are recommended in the 2022-2023 Proposed Budget are anticipated to be impactful toward these efforts, but it is important to note that significantly lowering our vacancy rate (e.g., to below 10%) will take some time. If any further additions are needed, the Administration will bring forward those recommendations for City Council’s consideration as needed.

COORDINATION

This memo has been coordinated with the City Manager’s Budget Office.



Jennifer Schembri
Director of Human Resources
Director of Employee Relations

Attachments

Classification Projects Completed by Fiscal Year as of 5/5/2022

Project	Type	Union	Department	FY
Latent Fingerprint Examiner - Supervisor	New Classification	CAMP	PD	21-22
Contract Compliance Specialist	MQ Review	MEF	PW	21-22
Contract Copliance Asistant	MQ Review	MEF	PW	21-22
Contract Compliance Coordinator	MQ Review	CAMP	PW	21-22
Parks Facilities Supervisor	MQ Review	AMSP	PRNS	21-22
Network Technician I/II/III	MQ Review	MEF	Fire	21-22
Parks Manager	MQ Review	CAMP	PRNS	21-22
Police Officer & Recruit (AB 846 Compliance)	Class Revision	POA	PD	21-22
Community Coordinator	MQ Review	MEF	PRNS	21-22
Development Specialist	MQ Review	MEF	Housing	21-22
Development Officer	MQ Review	CAMP	Housing	21-22
Senior Development Officer	MQ Review	CAMP	Housing	21-22
Housing Policy & Planning Administrator	Class Revision	MGT	Housing	21-22
Code Enforcement Inspector I/II	Class Revision	MEF	PBCE	21-22
Latent Fingerprint Examiner I/II/III	Class Revision	MEF	PD	21-22
Events Coordinator I/II	MQ Review	MEF	Citywide	21-22
Wastewater Operator I/II/III	MQ Review	OE3	ESD	21-22
Industrial Process Control Specialist I/II/III	MQ & Title Change	OE3	ESD	21-22
Industrial Process Control Senior Specialist I/II	MQ & Title Change	MEF	ESD	21-22
Industrial Process Control Supervisor	MQ & Title Change	CAMP	ESD	21-22
Analyst I/II	MQ Review	MEF	Citywide	21-22
Youth Outreach Worker I/II	Class Revision	MEF	PRNS	21-22
Senior Events Coordinator	MQ Review	CAMP	Citywide	21-22
Police Communications Specialist FT/PT	Class Revision & Title Change	PDA	PD	21-22
Police Radio Dispatcher FT/PT	New classification	PDA	PD	21-22
Police Radio Dispatcher Trainee FT	New classification	PDA	PD	21-22
Senior Police Dispatcher FT/PT	New classification	PDA	PD	21-22
Supervising Police Dispatcher	New classification	PDA	PD	21-22
Rides & Attractions Safety Coordinator	MQ Review	MEF	PRNS	21-22
School Crossing Guard PT	MQ Review	MEF	PD	21-22
Airport Operations Manager I/II	MQ Review	CAMP	Airport	21-22
Airport Operations Specialist, Senior I/II/III	MQ Review	MEF	Airport	21-22
Airport Operations Superintendent I/II	MQ Review	CAMP	Airport	21-22
Airport Operations Supervisor I/II/III	MQ Review	AMSP	Airport	21-22
Public Safety Radio Dispatcher Trainee FT	Class Revision	MEF	Fire	21-22
Supervising Public Safety Dispatcher	Class Revision	MEF	Fire	21-22
Senior Public Safety Discpatcher FT/PT	Class Revision	MEF	Fire	21-22
Public Safety Radio Dispatcher FT/PT	Class Revision	MEF	Fire	21-22
Senior Executive Analyst (Unclassified)	Class Revision	MGT	OEM	20-21
Executive Analyst (Unclassified)	Class Revision	MGT	OEM	20-21
Fleet Manager	Class Revision	MGT	PW	20-21
Assistant Fire Chief (Unclassified)	MQ Review	MGT	Fire	20-21
Warehouse Worker	Class Revision	MEF	Library	20-21
Messenger Clerk	Class Revision	MEF	AO	20-21
Arborist Tech	Class Revision	MEF	DOT	20-21
Building Management Administrator	Class Revision	MGT	PW	20-21
Fleet Manager (2nd MQ revision)	MQ Review	MGT	PW	20-21
Director of Communication (Unclassified)	Class Revision	MGT	CMO	20-21
Senior Financial Analyst	New Classification	CAMP	Finance	20-21
Financial Analyst	Class Revision	CAMP	Finance	20-21
Lifeguard	Class Revision	MEF	PRNS	20-21
WW Mechanic I/II -	Class Revision	OE3	ESD	20-21
Division Manager	Class Revision	MGT	Citywide	20-21
Administrative Officer	Class Revision	MGT	Citywide	20-21
Program Manager	Class Revision & Title Change	CAMP	Citywide	20-21
Land Surveyor	Class Revision	CAMP	PW	20-21

Classification Projects Completed by Fiscal Year as of 5/5/2022

Project	Type	Union	Department	FY
Chief of Surveys	Class Revision	CAMP	PW	20-21
Survey Field Supervisor	Class Revision & Title Change	MEF	PW	20-21
Instrument Person	Class Revision	MEF	PW	20-21
Office Specialist II	MQ Review	MEF	Citywide	20-21
Senior Office Specialist	MQ Review	MEF	Citywide	20-21
Account Clerk I/II	MQ Review	MEF	Citywide	20-21
Sr. Account Clerk	MQ Review	MEF	Citywide	20-21
Program Manager II	Class Deletion	CAMP	Citywide	20-21
Accounting Tech	MQ Review	MEF	Citywide	19-20
Associate Engineer	MQ Review	AEA	Citywide	19-20
Electrician	Class Revision	IBE	DOT, PW, Airport	19-20
Mayor's Public Information Officer (Unclassified)	New Classification	MGT	Mayor's Office	19-20
Principal Account Clerk	MQ Review	MEF	Citywide	19-20
Principal Office Specialist	MQ Review	MEF	Citywide	19-20
Senior Property Manager	Class Revision	CAMP	Airport	19-20
Principal Property Manager	Class Revision	CAMP	Airport	19-20
Staff Specialist	MQ Review	MEF	Citywide	19-20
Legal Analyst III	New Classification	MEF	Finance	19-20
Police Communications Manager	New Classification	MGT	Police	19-20
Senior Environmental Program Manager	New Classification	CAMP	ESD	19-20
Associate Legal Analyst	Class Deletion	MEF	Finance	19-20
Environmental Program Manager	Class Revision & Title Change	CAMP	ESD	19-20
Assistant Police Communications Manager	Class Revision & Title Change	CAMP	PD	19-20
Supervisor, Animal Services Operations	Class Revision	CAMP	PW	19-20

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San José Police Department:

www.sjpd.org/JoinSJPDBlue

Job openings are updated regularly.



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a successful candidate to the City of San José and earn an incentive. The Hiring Incentive Referral Program payment has recently increased from \$500 to \$1,500 through June 30, 2022.

VISIT

the [Hiring Incentive Referral Program intranet page](#) for more details.

QUESTIONS?

Email: humanresources@sanjoseca.gov

Call: (408) 535-1285

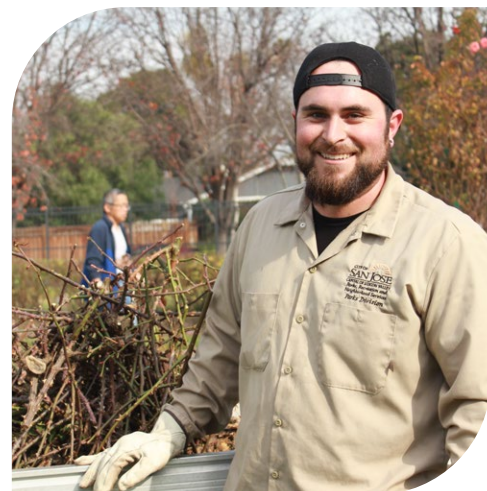
To be eligible for the incentive, referrer must be a current City of San José employee.



CITY OF SAN JOSE

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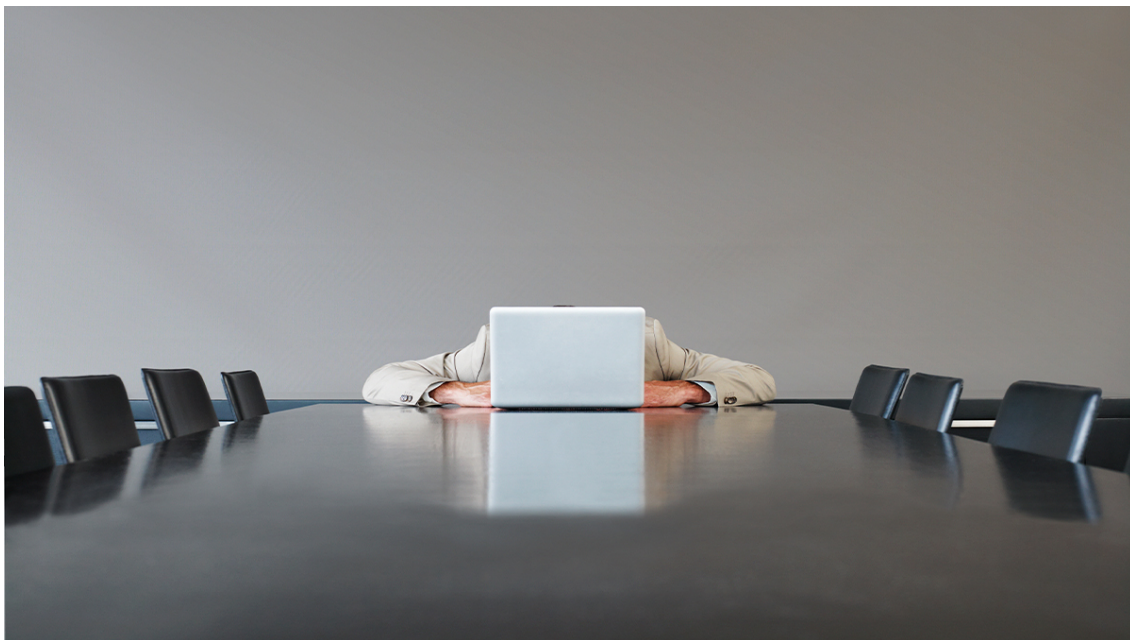
**Harvard
Business
Review**

Leading Teams

Leading an Exhausted Workforce

by Robin Abrahams and Boris Groysberg

March 25, 2022



Martin Barraud/Getty Images

Summary. Everyone is exhausted. People are coping with collective grief and trauma on a global scale, which means leaders have to learn and exercise new skills. The authors share steps you can take to foster healthy coping mechanisms and discourage unhealthy ones; help... [more](#)

Have your customers been unusually irritable lately? Are people taking forever to respond to e-mails? Are friends and colleagues making surprising life changes? Have you lost focus during important conversations?

All of these behaviors, different as they may be, are responses to the overwhelming circumstances people are facing as we move into the third year of the pandemic. Nearly everyone has lost someone or something — a job, a relationship, their peace of mind. Any hopes for a clear, definitive end to the pandemic are dashed. We are post-emergency, but still in crisis.

Leaders aren't therapists and shouldn't try to be. But people are coping with collective grief and trauma on a global scale, which means leaders have to learn and exercise new skills. There are steps you can take to foster healthy coping mechanisms and discourage unhealthy ones; help ward off some of the typical mistakes that people make under pressure; and ensure you don't cause additional anxiety on top of what people are already dealing with.

Be a Role Model

Self-care is not a luxury: It's essential. If you're tense, irritable, withdrawn, or volatile, your team may suffer similarly. If your view of reality is warped by denial, delusion, or us-and-them thinking, your team's ability to take effective action is severely curtailed. If you act out in harmful ways or make rash, inconsistent decisions, you will destroy trust and morale.

Bring your humanity front and center. Be a role model for managing inevitable human imperfection with mental flexibility, emotional openness, and healthy habits.

Mental flexibility

In a time of crisis, there is a greater need for mental acuity, as new information is constantly coming in and circumstances constantly changing. Yet this acuity is harder to achieve when you're facing stress, trauma, and fatigue, which create mental fog and a kind of cognitive tunnel vision. Keep those mental muscles limber!

At work, make a regular habit of asking for input and admitting what you don't know. Normalize and destigmatize admitting mistakes. Acknowledge conflicting impulses and values, make it OK to change your mind when new information comes in, and apologize without embarrassment when you need to.

At home, consider a personal practice to get yourself out of mental ruts. Spending time in nature, journaling, starting a new hobby, meditation — anything that uses different muscles in the brain and creates an opportunity for reflection.

Emotional openness

Acknowledge when you're having a hard time, or if you're not at the top of your game. There is a balance to be struck: A leader cannot share every passing doubt and fear. More importantly, it's better not to lean on team members for emotional reassurance. It is not their responsibility to tell you everything will be all right, or to flatter your ego. But your more tuned-in team members can already tell when you're having a bad day — you may as well admit it, so that they'll know *you* know, and everyone can make the appropriate adjustments.

Healthy behaviors

Ideally, you have social/emotional support outside the office — a spouse, friends, therapist, religious leader, or even a “personal board of directors.” Check in with these folks regularly! And take care of yourself in all the simple, basic ways: sleep, exercise, nutrition, hydration, mental downtime.

Make sure that your team has what they need to do these things for themselves. They likely don't need advice on what to do, but the practical resources — time, money, equipment, access — to do it. Make self-care a regular topic of conversation — occasionally begin a meeting by asking everyone to state one good thing they've done for themselves, or a meaningful conversation they've had lately.

If your industry/corporate culture has a competitive leisure-activity ethos — “work hard, play hard” — explicitly disrupt that. If everyone is bragging about training for a Tough Mudder or racking up foreign language skills on DuoLingo over the weekend, point out that eating ice cream while watching a crime show is also a valid way to spend free time.

Lighten the Load

Stress has a cumulative impact. For the body and brain, there is no difference between deadline pressure, an argument with one’s spouse, financial worries, the dog that won’t stop barking, and the computer that keeps crashing. The patience, self-control, perspective, attentiveness, and wisdom to deal with these situations all come out of the same fund, psychologically.

And for a lot of people, that fund is in arrears. Even before the pandemic “Americans were flirting with symptoms of burnout,” physician Lucy McBride wrote in *The Atlantic*, noting that we were “among the least healthy populations in wealthy countries. Diseases of despair — including depression, anxiety, PTSD, and addiction — were already rampant.” Since Covid, “[e]very aspect of life has required added work we’ve had to juggle parenting, caregiving, and working without our traditional support structures.”

Reduce stressors

As much as possible, minimize stressors in your own and employees’ lives. Make a positive goal out of decreasing stress, across the board, for everyone. Think of it as a psychological energy conservation plan: What can be done to conserve people’s valuable cognitive and emotional energy for the most crucial tasks, at work and home? Encourage suggestions — employees may well come up process improvements, or ideas for low-cost perks or practices that would ease their lives.

Don’t add to anxiety

There may not be much that leaders can do about grief and trauma, but they can do quite a bit to create a culture that doesn't create unnecessary anxiety. People fear pain. They are anxious about looking foolish, or old and out-of-touch, or of being embarrassed.

As a leader, you can do a lot to ease — or exacerbate — these kinds of anxieties. For example, let employees know that it is OK if their home office is messy on Zoom, or if their child wanders in. (If it is not okay, explain why. “Because it doesn't look professional” is not, in 2022, a good enough reason!) In meetings, make it safe to ask questions that may seem stupid — or to simply not have any pertinent questions, or comments, or ideas to share.

Create a Cognitive Safety Net

People are spacey — have you noticed that? Grief, trauma, anxiety all can lead to losing time, focus, and endless pairs of reading glasses. Losing typical routines and environmental cues makes it even worse, as does having to adapt to a set of changing behaviors in the rest of life, as well. Everyone is experiencing cognitive overload.

Mitigate mistakes

Acknowledge the mental burden that people are under. Create checklists, cross-check protocols, backup plans, whatever is appropriate to your particular business, to prevent serious errors. If this represents a new way of doing things, be clear that the new measures don't represent a lack of trust or confidence in the team.

This is also a time to double down on corporate culture and values. A strong shared sense of who “we” — as an organization or a team — are, what we stand for, and what we do will help decrease the number of judgment calls overwhelmed individuals have to make.

Reduce tunnel vision

Another aspect of spaciness is a tendency to focus on only one side of an issue, to get hung up on details or one's own concerns. Ensure that all aspects of a situation are being examined by using role play and other mental exercises. In another piece, we advised "[W]hen debating a course of action, have team members list all the 'hard, cold' reasons for a decision and then all the 'warm, fuzzy' reasons, or the most pessimistic/most optimistic scenarios, or the like." Bring up hypothetical points of view — how would you explain this product to a space alien? How would people from 200 years ago solve this problem? It doesn't take much — people do better on creativity tests if they are simply asked to do things like a creative person would.

In particular, at the end of a meeting, ask "What questions would someone who really doesn't understand this issue have?" People can admit to greater vulnerability and confusion if they don't have to attribute it to themselves. (Even the most psychologically safe team may have members who are self-protective by nature.) Get employees to talk about their pets. You might be surprised what comes up if you ask a colleague how her dog is handling her return to the office.

Learn from failure

Mistakes and failures are inevitable — especially now, as an overextended workforce tries to adapt to a constantly changing business environment. How will you deal with them?

Amy Edmondson's research shows that teams that destigmatize failure do a better job of both learning from past mistakes, and experimenting with new ways of solving problems or conducting routine business. She recommends that leaders reward, rather than metaphorically shoot, the messengers of bad news. Don't make employees afraid to admit mistakes or bring problems or unknowns to your attention. Instead, analyze failures together with your teams, and figure out ways to improve.

Make It Meaningful

Meaning matters more than happiness, especially when it comes to surviving in difficult circumstances. On the biological level, in fact, a lack of meaning itself might be a difficult circumstance. Research finds that people who have little sense of meaning in their lives, *even if they are happy*, have immune-response patterns similar to “people who are responding to and enduring chronic adversity.”

As a leader, encourage team members to engage in meaningful activities inside and outside of work. Foster on-the-job friendships and chances to connect. Draw a clear picture of how specific tasks fit into the organizational mission, and how the organization fits into larger society. Talk about what you find meaningful in life, and how you ensure you have the time and energy for these things.

At the same time, acknowledge that meaning is not found exclusively, or even primarily, through work. Find out what non-work activities and identities matter to your team. Connect their job to those, just as you connect it to the organizational mission: a salary that sends the kids to a good school; a flexible schedule for auditions; opportunities for continuing education or travel; perks and discounts that make life with kids — or life alone — easier.

Jobs that take up a person’s entire life and make up their core identity are so 20th century. A job that is a key support of a meaningful life, filled by a well-rounded, well-rested employee: This is the 21st century job.

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