

Update on Planning and Engineering Recruitment Options

A Recruitment Subcommittee composed of four department heads (Public Works, Police Department, Growth Management and Human Resources/Finance) was formed and reviewed options for improving employee recruitment including those previously present to the Legal and Finance Committee. That information was forwarded and discussed by the Mayor's Executive Team. Outlined below is a summary of the status of those options.

1) Increase salary range or advertise for starting at other than Steps A – D;

Human Resources staff has been requested to post Public Works and Growth Management positions with the full salary range and likely starting range. However, the policy requiring Council approval prior to hiring a new employee outside of Steps A – D continues to be an issue resulting in delays and making it more difficult to negotiate with top quality candidates.

2) Use bonuses (payable after a certain period of time) to attract candidates;

Human Resources staff has researched this issue. Concerns have been expressed with the impact the use of bonuses would have on the morale of long term employees as well as long term retention of employees hired under a bonus provision. Generally, there was very limited support for exploring this option further.

3) Hire professional advertising/human resource firms to advertise positions;

This option was discussed and the Finance/Human Resources staff was asked to review this option further.

4) Hire a head hunter to recruit senior level positions (Division manager level positions and above);

Public Works is considering using this method for recruiting a City Engineer. Human Resources staff has explored the costs associated with this option. It appears appropriate to continue reviewing this option and potentially use this method for recruiting a City Engineer, if appropriate.

5) Create employee referral program where existing employees get bonus for identifying new hires that stay a period of time;

Some interest was expressed in this option and the Finance/Human Resources staff was asked to review this option further.

6) Use career fairs to increase exposure to market;

There was interest express in this option but it was felt that additional staff would be required to fully implement this option. Staff will continue to look for opportunities to participate in career fairs as staff time allows.

7) Review current relocation package provisions;

The existing relocation package was reviewed and it was felt that the existing relocation package provisions were fair and competitive. It was not felt that this was an issue in recruiting new professional employees.

8) Review on-line posting sites to determine if additional sites should be used;

The on-line postings were reviewed and several problems were identified in the posting of a number of positions previously. Those problems have been addressed by the Human Resources staff. GM has requested that their positions be posted with an additional local web site.

9) Review frequency of performance reviews and evaluations;

Current City policy requires annual performance reviews. It was noted that additional reviews are conducted when performance issues are identified. It was determined that this option will continue to be monitored implemented where appropriate.

10) Review methods used to conduct employee exit interviews; and,

Exit interviews are conducted by the departments. The Department Heads are in the process of developing a standard format for such interviews. They will be meeting to complete and approve a standard format next week.

11) Explore quality of life issues and non-monetary benefits for retaining existing employees.

Discussions are continuing on this issue.

The following additional options were also identified:

12) Creation of Entry Level Professional Positions

It was determined that the City should create more entry level technical/profession positions in the Engineering and Planning areas (Staff Engineer and Planning Specialist) to assist in growing professional staff internally. The Staff Engineer position has been created and the request for the Planning Specialist position has been submitted to the Finance/Human Resource staff for review.

13) Salary Study of Technical/Professional Positions

Discussion occurred regarding the need to evaluate the competitiveness nationally of the City's current pay plan for areas where recruiting has been difficult. Staff is continuing to review this option