



## RECRUITMENT & RETENTION

August 16, 2022



# Labor Market Conditions

SAN DIEGO COUNTY UNEMPLOYMENT 3% AS OF APRIL 2022

- Lower than pre-pandemic levels

RECORD 4.5M AMERICANS QUIT THEIR JOBS IN MARCH 2022

- Averaging 3% of employees each month
- State and local govt. averaging 1.1% of employees each month (13% turnover per year)

SINCE 2021, 45% INCREASE IN PUBLIC SECTOR JOB OPENINGS AND 56% DECREASE IN APPLICANTS PER JOB

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# Labor Market Drivers

## CHANGE IN WORKPLACE EXPECTATIONS

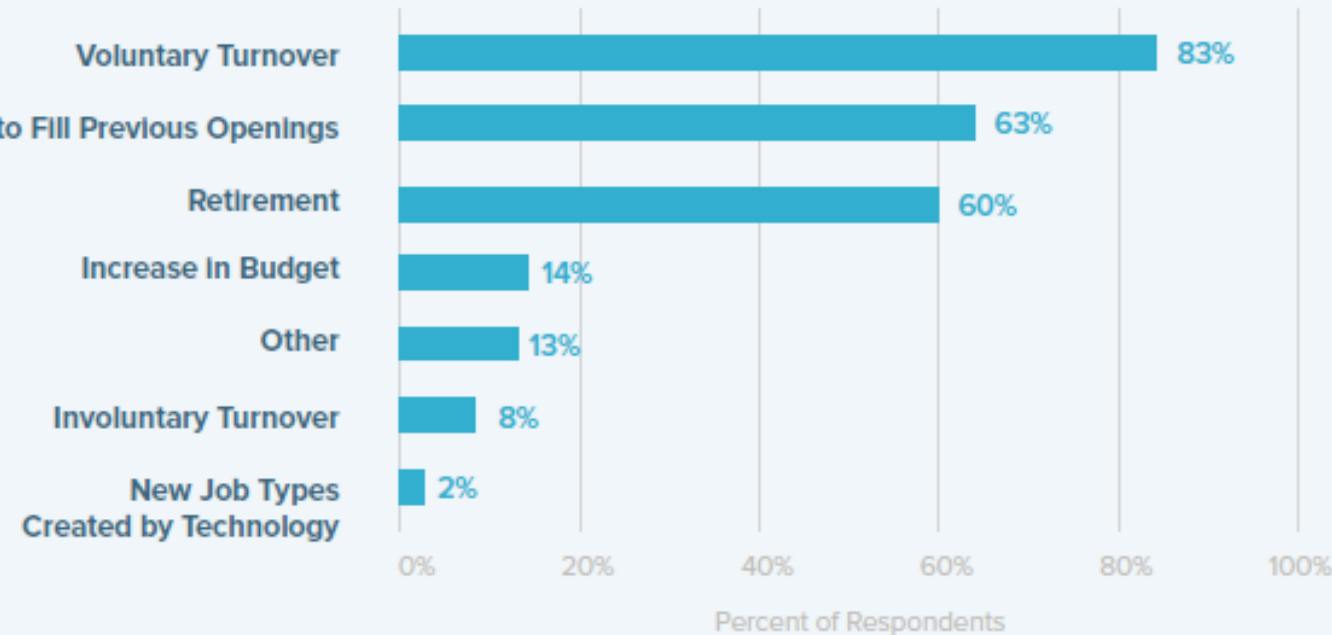
- Remote, flexible, work/life balance, higher wages

## BABY BOOMERS RETIRING

- Size of active labor market smaller than pre-pandemic

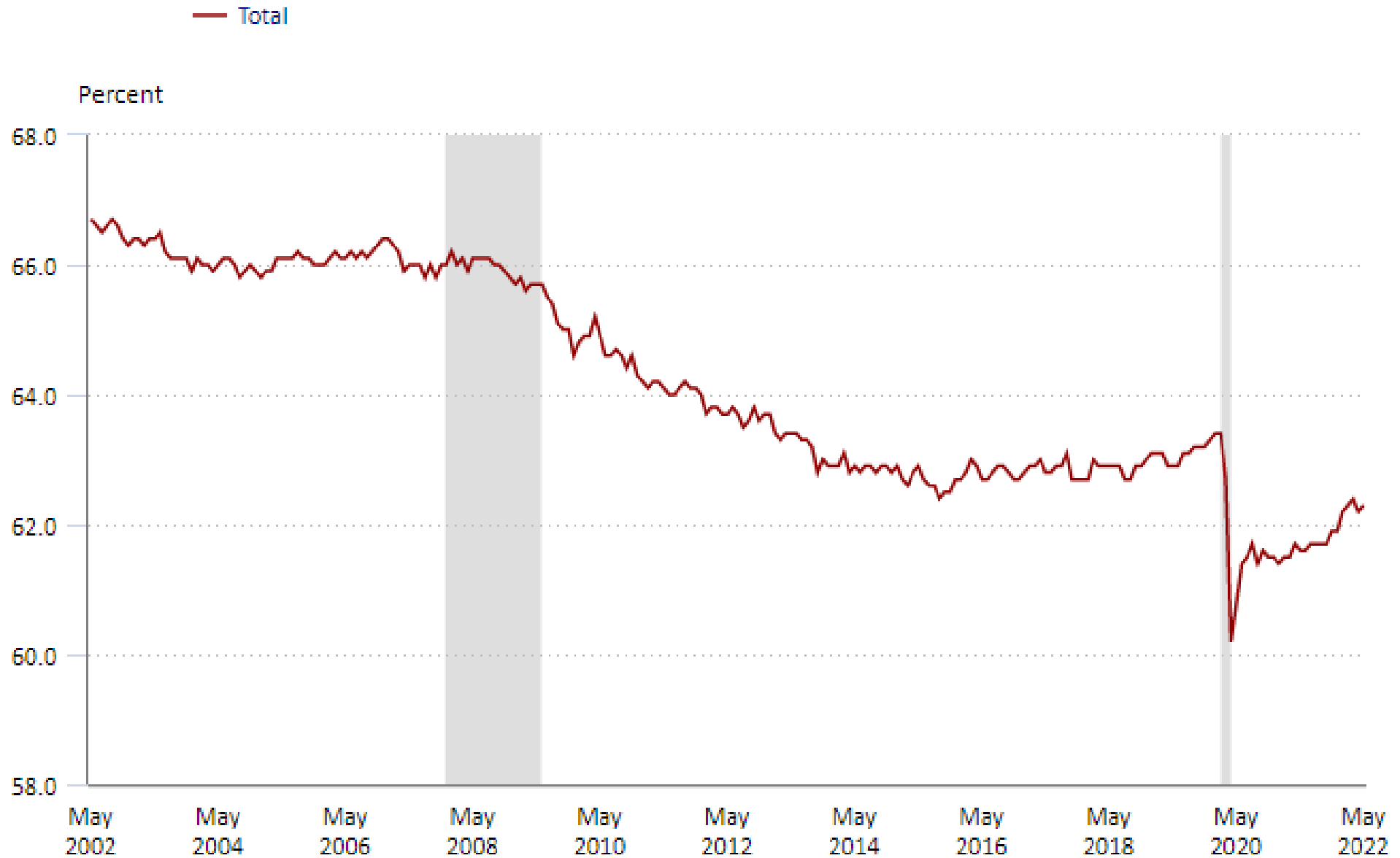
What are the biggest drivers for the increase in recent job openings? (Select all that apply.)

Source: NEOGOV survey of 299 public sector HR directors.



## Civilian labor force participation rate, seasonally adjusted

Click and drag within the chart to zoom in on time periods



# Vacancy Rates

NATIONAL CITY – 12.5% VACANCY RATE

- 10% during prior two years

LA MESA – 9.28% VACANCY RATE

CHULA VISTA - 10% VACANCY RATE

LEMON GROVE – 17% VACANCY RATE

CARLSBAD – 30% VACANCY RATE

# Retention Solutions

SIGNIFICANT WAGE INCREASES, ACROSS ALL EMPLOYEE GROUPS

USING TEMPORARY STAFFING TO FILL VACANCIES DURING RECRUITMENT PROCESS TO REDUCE BURNOUT OF PERMANENT EMPLOYEES

## CULTURE

- Management/Supervisor support for staff
- Culture Club organizing social and recognition events
- Flexible Remote Work Policy
- Supportive internal service departments
- Technology improvements to increase efficiency

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# Recruitment Solutions

## EXPANDED ADVERTISING OF OPEN POSITIONS

- Job bulletins highlight National City perks, ex: 4/10 schedule
- City presence on LinkedIn & social media
- Paying for sponsored postings on job boards
- Posting to professional development organizations
- FY23 media campaign to highlight careers in public safety

## CREATED NEW CLASSIFICATIONS

- Lateral Firefighter, Police Officer, & Dispatcher
- PT Call Taker



# Recruitment Solutions

## REVAMPING CANDIDATE REVIEW PROCESS

- Increasing speed of applicant review
- For most challenging positions, direct calls and texts to applicants to schedule assessments

## BUILDING PIPELINES INTERNALLY

- Together We Grow training program
  - Supervisors Academy
- Acting assignments
- Increasing frequency of public safety recruitments and promotional processes

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# Fire Recruitment & Retention

DEPARTMENT OF 51 FT EMPLOYEES

CURRENTLY HAVE 3 VACANCIES

## NEW SOUTH BAY FIRE TESTING CONSORTIUM

- National City, Chula Vista, Imperial Beach, and Coronado
- Joint Firefighter recruitment in July

## EXTERNAL OUTREACH

- Sweetwater High
- Girls Empowerment Camp
- Paramedic Schools
- Regional Fire Academies

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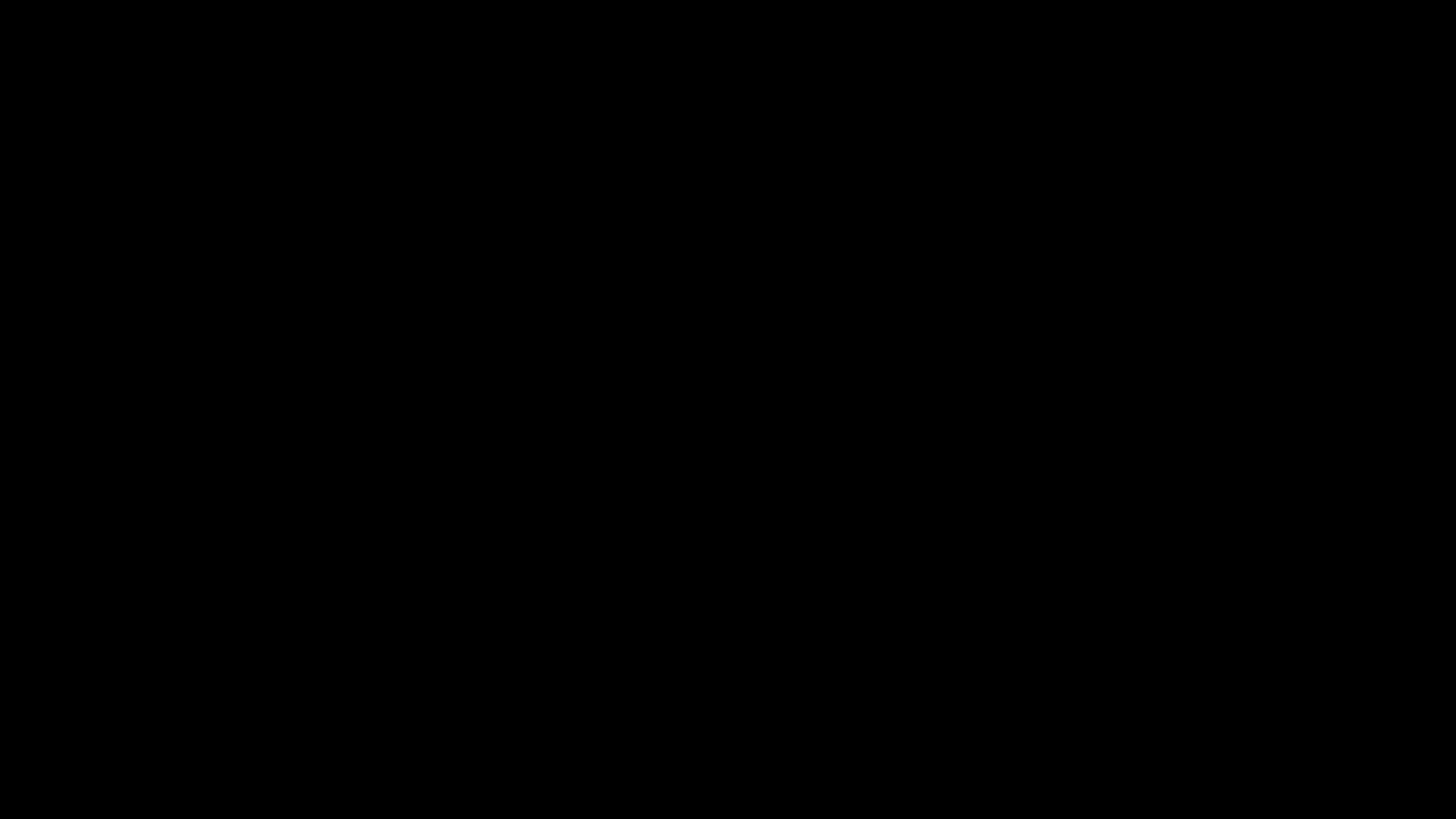
# Fire Recruitment & Retention

## PROFESSIONAL DEVELOPMENT

- California State Fire Marshal classes
- Extensive tuition reimbursement program
- Sponsorship to Paramedic School
- Single Resource Program for California State Wildfires
- California Firefighter Joint Apprenticeship Committee Program
- Southwestern Community College Fire Science Program

## SUCCESSION PLANNING

- Acting assignments for Battalion Chief, Captain, and Engineer
- Active Ride-a-long Program for new Recruits
- Exploring additional benefits to recruit lateral hires



# Library & Community Services Recruitment & Retention

DEPARTMENT OF 20 FT EMPLOYEES  
CURRENTLY HAVE 3 VACANCIES

## RECLASSIFICATIONS & NEW CLASSIFICATIONS

- Community Services Manager
- Recreation Supervisors
- Nutrition Services Supervisor

## EXPLORATION OF PIPELINE POSITIONS

- Create positions “step ladder”
- Recreation and Library

# Library & Community Services Recruitment & Retention

## HIGH SCHOOL AND COLLEGE RECRUITMENT

- Part-time Recreation Recruitment
- High School Students - 16 year olds with work permit
- College – Job Fairs, Postings

## PROFESSIONAL DEVELOPMENT/TRAINING

- CPRS/CLA Memberships and Training
- CPRS/CLA Conferences

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# Police Recruitment & Retention

DEPARTMENT OF 128 FT EMPLOYEES

CURRENTLY HAVE 11 VACANCIES

## POLICE OFFICERS

- Recruiting in Imperial and Orange County
- Current members remain our best recruiters
- Created our own physical agility course to expedite process

## DISPATCHERS

- Dispatcher Retention Stipend and Recruitment Bonus
- Recruiting candidates outside county
- Revamped Critical Test

# Police Recruitment & Retention

## CADET PROGRAM

- New Police Coordinator and Advisors
- Frequent recruitment visits to Sweetwater High School, Private Schools, and Community Youth Groups
- Added new training components to enhance experience
- Encourage Cadets to apply as Volunteers or FT/PT positions in the City

## RETENTION AND SUCCESSION

- Promotion of Asst. Chief and Command Staff Positions
- Professional Development / Team Building Workshops
- Mentorship Program – ongoing and during Academy / Field Training Phase
- Acting Assignments
- Promotional Workshops

# Public Works/ Engineering Recruitment & Retention

DEPARTMENT OF 61 FT EMPLOYEES

CURRENTLY HAVE 14 VACANCIES

RECRUITMENT AND SUCCESSION PLANNING

- Intern Program
- Part-time Position Recruitment
- Reclassification of Positions
- High School Students

RETENTION

- Onboarding
- Professional Development / Training Program
- Acting Assignments – Promote from within
- Employee Recognition Program



# Community Development Recruitment & Retention

DEPARTMENT OF 22 FT EMPLOYEES  
CURRENTLY HAVE 5 VACANCIES

## CDD RECLASSIFICATIONS & NEW CLASSIFICATIONS

- Planning Manager
- Homelessness Services Coordinator

## CDD RECRUITMENTS

- Building Official
- PT & FT Code Conformance Officer
- Assistant Planner
- Health & Environmental Justice Planner

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# Housing Authority Recruitment & Retention

DEPARTMENT OF 15 FT EMPLOYEES

CURRENTLY HAVE 3 VACANCIES

## HA RECLASSIFICATIONS & NEW CLASSIFICATIONS

- Housing Compliance Specialist II
- Assistant Director of Housing

## HA RECRUITMENTS

- Housing Programs Specialist II
- Housing Assistant (Section 8)

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# Support Service Departments & Succession Planning

35.5 FT EMPLOYEES

CURRENTLY HAVE 4 VACANCIES

- REORGANIZATION TO STRENGTHEN MANAGER LEVEL POSITIONS AND CROSS TRAIN STAFF ON ESSENTIAL DUTIES
- FOCUS ON TRAINING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR NEW STAFF
- LEADING CITYWIDE RECRUITMENT & RETENTION EFFORTS

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# Summary

- VACANCY RATES SIMILAR TO NEIGHBORING AGENCIES
- ALL EMPLOYERS DEALING WITH HISTORIC LABOR MARKET TRENDS
- IMPLEMENTING NEW SOLUTIONS TO ADDRESS RECRUITMENT & RETENTION
- EMPLOYEE ENGAGEMENT SURVEY
- TOGETHER WE GROW CITYWIDE TRAINING PROGRAM