



**RECRUITMENT & RETENTION
UPDATE**

March 7, 2023



Core Services = Our People

- ❖ City employs approximately 400 essential workers
- ❖ National City is a full-service city (no public safety contracts)
- ❖ Committed work force that relies on fiscal sustainability



TOGETHER
**WE
CAN!**
WE'RE MAKING NATIONAL
CITY CLEANER, HEALTHIER,
AND SAFER.

Full-Time Recruitment Activity

JULY 2022 THROUGH FEBRUARY 2023:

- 32 Hires
- 24 Promotions
- 16 Separations

Leadership Reorganization & Succession Planning

2018 VERSUS 2023

- Reduced Executive staff from 15 to 13
- Increased Management staff from 25 to 30

FOCUS ON SUCCESSION PLANNING

- Creation of strong Management positions within all departments
- Identify pending retirements for key positions

Retention – Culture & Workplace

REDUCTION IN TURNOVER

- From 32 to 12 over 7 month period

EMPLOYEE ENGAGEMENT SURVEY

TOGETHER WE GROW

- Supervisor's Academy – Sept 2022
- Customer Service – Spring 2023

CULTURE CLUB & EMPLOYEE EVENTS

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Retention – Wage Increases

POA

- In August 2022, adjustment to maintain mid-point of 3rd and 4th ranked agencies

MEA & CONFIDENTIAL

- In January 2023, 3% COLA + equity adjustments

FFA & PT

- In January 2023, 3% COLA

MANAGEMENT & EXECS

- In February 2023, 3% COLA + equity adjustments

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Fire Dept. Update

DEPARTMENT OF 51 FT EMPLOYEES

FIREFIGHTER

- 2 Laterals passed probation
- Paramedic sponsorship
- Recruitment Coordinator – Christopher Barry
- 5 new hires as of 2/7
- Open enrollee

PROMOTIONS

- Joint promotional process with Coronado

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FIRE VIDEO TO PLAY DURING PRESENTATION

Police Dept. Update

DEPARTMENT OF 128 FT EMPLOYEES

DISPATCHERS

- Bonus program working
- Hired 2 since August and promoted one PT Call Taker
- 3 vacancies with potential hires in process

OFFICERS

- 3 vacancies, expect to fill by summer
- Pending retirements later in 2023 will create new vacancies
- New lateral bonus program

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Public Works/Engineering Dept. Update

DEPARTMENT OF 61 FT EMPLOYEES

RECRUITMENT

- Assistant Director
- Priority setting vacancies
- Struggle to find qualified candidates for roles with technical expertise & training
- Expanded posting of job opportunities

FUTURE PLANS

- Aware of impending retirements of long time employees
- Early recruitment and overlap for replacements

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Summary

- MEANINGFUL DROP IN TURNOVER OVER LAST 7 MONTHS
- SEEING RESULTS FROM RECRUITMENT EFFORTS IN RECORD NUMBER OF NEW HIRES FOR THE CITY
- SIGNIFICANT WAGE INCREASES FOR ALL EMPLOYEES
- CONTINUING TO PILOT NEW IDEAS FOR RECRUITMENT & RETENTION
- FOCUSED ON RECRUITING FOR CORE SERVICES

**TOGETHER
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