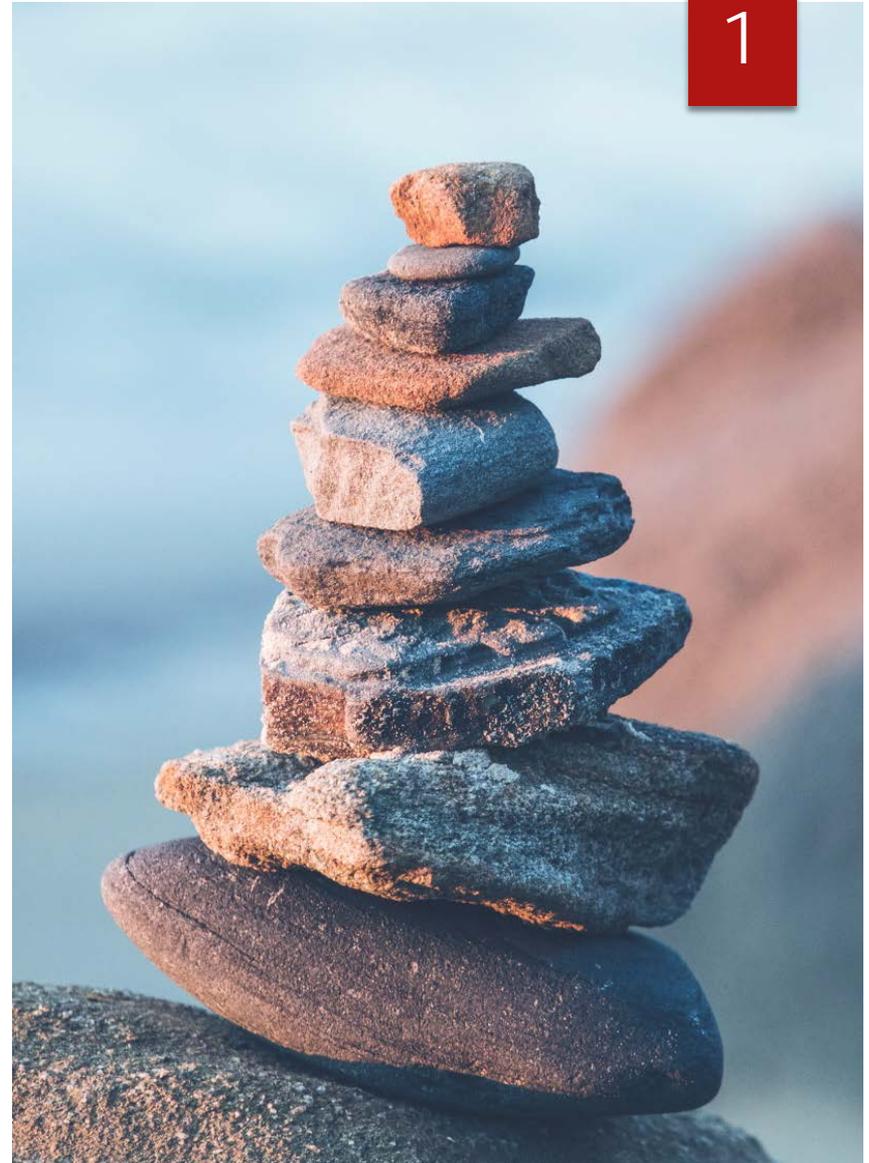


HUMAN RESOURCES DEPARTMENT

City Councilmember Orientation 2023



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Our Mission Statement

The Human Resources Department supports our customers in accomplishing their missions by attracting, training, and retaining a highly-skilled and diversified workforce that is fairly compensated and rewarded for its effort in an equitable, safe and responsible work environment.



This is accomplished within existing resources, in an environment of change, with integrity, and in a manner that is consistent with City policies, Code of Ethics, merit system principles, collective bargaining agreements, and federal and state laws.

Recruitment Strategies

Since the pandemic, the labor market has seen unprecedented employment swings. Nationwide, the workforce pivoted to telework, reduced hours, and compressed services. There was a high loss of employees during this time, termed the “Great Resignation”, which led to unusually high vacancy rates. The public sector, which is normally very stable has been especially hard hit. According to Government Jobs¹ the public sector faces some of the most significant hiring challenges of any segment in today’s hyper-competitive job market. Since 2021, there has been a 45% increase in public sector job openings, but a **56% decrease in applicants per job!**

The City had to employ innovative strategies to attract candidates:



Social Media



National
Advertisement



Professional
Recruiting
Consultants



Automated
Software



Multi-Phased
Screening



Subject Matter
Experts



Virtual Platforms



Word of Mouth
Referrals



Appealing
Job Postings



Shortened
Recruitment Time



Promotional
Opportunities

New Hires and Promotions

Despite the downturn in the market and other challenges, the Human Resources Department worked vigorously to recruit high-quality candidates and identify promotional opportunities to retain highly-qualified and experienced employees:

Time Range	New Hires	Promotions
Fiscal Year 21-22	82	49
Fiscal Year 22-23 - Quarter 1	9	15
Fiscal Year 22-23 - Quarter 2	21	9
Fiscal Year 22-23 - Quarter 3 (as of 03/20/23)	24	17



THESE NEW FACES ARE TAKING THE CITY OF RICHMOND
TO EXCITING PLACES!

Employee Accountability

Human Resources provides specialized trainings to reinforce the City's expectations in regard to customer service, safety, skills, employee conduct, and compliance.

Human Resources implemented new and improved employee evaluation process to encourage consistent and meaningful feedback.

Human Resources conducted a series of trainings designed to train managers on the progressive discipline process and active performance management methods to ensure that employees are well informed on expectations.

Our Personnel Analysts are trained to be first point of contact for the department heads when they have personnel issues. The Personnel Analysts provide counseling, support, and guidance to ensure compliance with the Progressive Discipline Model, Memorandum of Understandings and Labor Laws.

Human Resources is prepared to lead the City's efforts in maintaining a diverse workforce that is respectful of our differences and actively supports each other in accomplishing the City's mission.

Human Resources believes in having an informed workforce. We accomplish this by being transparent and keeping employees abreast of policies and protocol through various avenues such as our monthly newsletter and periodic informative communique.

Human Resources Goals



Refine, modernize, and streamline Human Resources hiring, onboarding, and offboarding processes, procedures, and protocol.



Create influential leaders by ensuring that supervisors and managers are properly trained and adequately coached in personnel matters.



Modernize recruitment strategies by improving our marketing and outreach techniques to attract, recruit, and retain talented, and high-quality candidates.



Reinvigorate the City's focus on employee wellness including adding more workshops, virtual fairs, and impactful programming

Human Resources Outcomes



Improved Customer Service: Increased efficiencies will promote excellent customer service to our internal and external customers which will be measured by a biannual survey.



Employee Retention: Increase retention by 20% by creating training and growth opportunities for employees. Identify key reasons people are exiting and work to fix them.



Recruitment Efficiencies: Decrease standard recruitment time from twelve weeks to nine weeks so that departments can fill critical vacancies quickly.



Focus on mental and physical employee wellness for a strong and resilient workforce: Implement a virtual suggestion box that employees can submit ideas for wellness programs and make plans to implement them.

Human Resources Department's Internal Challenges



5 Department Heads in 3 Years



Reorganization and reduced staffing



Turnover, loss of institutional knowledge



Pandemic

Human Resources Department's Accomplishments



Established thirty-eight employment lists.



116 job postings; 5,162 applications received in 2022



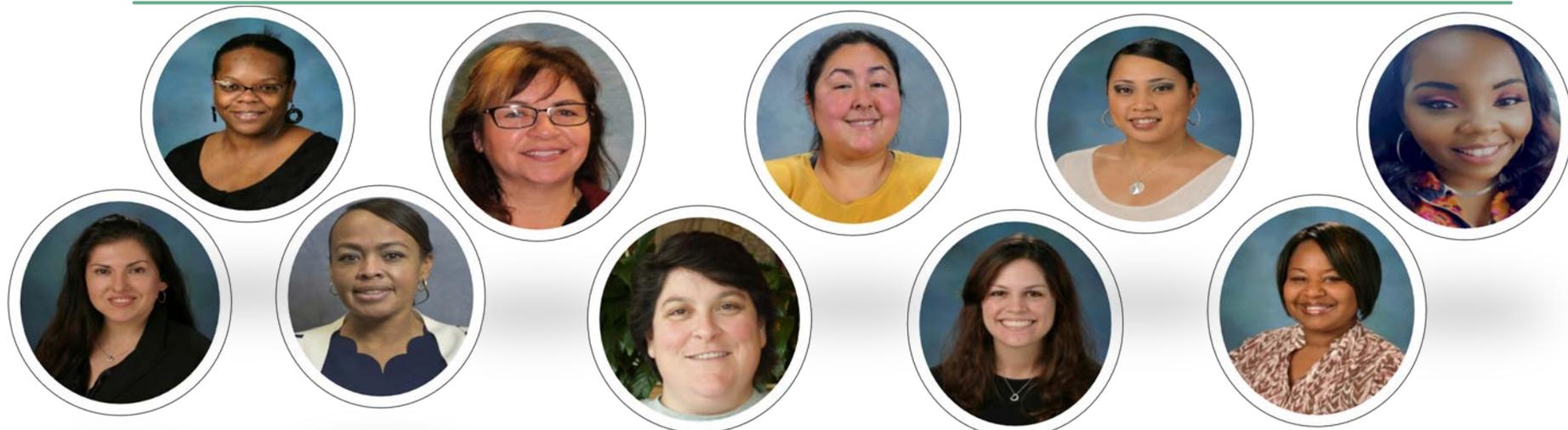
Hired four department/division heads since July 1, 2022.

Conclusion

Your Human Resources Department has employed several strategies focused on employee recruitment, retention, and accountability. We have clear goals to improve employee morale and wellness, promote stability, provide training and workforce development, succession planning, and more.

YOUR HUMAN RESOURCES STAFF

We represent a combined 125 years of City of Richmond Experience!



Not shown: Office Aide Alyssa Evangelista and Admin Student Intern Maya Mejia-Flores