



# Memorandum

**TO:** Honorable Mayor and City Council

**FROM:** Mark Danaj

**SUBJECT: ENABLING CONCENTRATED  
OUTREACH RECRUITMENT  
SERVICES ON A ONE-TIME  
BASIS**

**DATE:** May 23, 2006

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Approved

/s/

Date

05/26/06

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This memorandum is prepared at the request of the City Manager in response to questions asked during the budget hearings related to the volume and quality of external recruitment/outreach efforts. As downsizing of the employment function has occurred over the last several years, this memo addresses two ways to enhance City recruitment and outreach efforts utilizing one-time funding of \$118,000; to dedicate an analyst to target outreach efforts for difficult to fill and/or high profile positions using on-line and other innovative services and to conduct testing for Citywide classifications that have been on hold since 2003.

## **BACKGROUND**

The Employment Services core service in the Employee Services Department supports the Strategic Support CSA outcome of *A High Performing Workforce that is Committed to Exceeding Customer Expectations*. This core service partners with client CSA representatives to assist departments in conducting tailored job recruitments, administering candidate assessments for selected job classes, and managing effective, efficient and defensible hiring processes. Additionally, working in a decentralized hiring environment, this team supports, advises and trains liaisons as well as assists Workers' Compensation and employees who have work restrictions with reasonable accommodations and/or placement assistance to other available jobs.

Funding reductions over the past 4 years, paired with increasing hiring demands, has impacted the core service's ability to meet service demands. Additional temporary resources will fill important gaps that have developed over this period of time.

The Employment budget has had a loss of approximately \$350,000 in its non-personal budget and an overall reduction in staffing of 6.5 full time equivalent positions since FY 2002-2003.

Despite continuation of a hiring freeze, it is projected that the City will conduct over 1,500 hiring transactions in FY 2005-2006. This is an increase from 989 transactions in FY 2004-2005 and 688 transactions in FY 2003-2004.

## **BACKGROUND (CONTINUED)**

This transaction level will return the City to the high volume hiring experienced in FY 2001-2002, just prior to the initial Citywide hiring freeze. The department anticipates an even higher transaction level in FY 2006–2007 attributable to the addition of staff through the FY 2006–2007 budget process and the ability to fill key vacancies with the City’s improved financial condition. The growth in hiring demand, coupled with the addition of the Return-to-Work program to this groups’ workload in FY 2005-2006, has impacted service delivery.

The Mayor had inquired about the City’s use of on-line recruitment services, such as Monster.com. The department had subscribed to this service back in 2000-2001 and the experience was that though it generated many applications, the applicant pool was generally not qualified for the positions for which the City was recruiting. However, there are numerous other services and tools that are available and Employee Services would utilize some of the one-time funding for this purpose.

## **ANALYSIS**

The ultimate goal of the Employment Services core service is to provide timely recruitment services to the entire City. One-time funding of one Analyst II overstrength (\$98,000) would enable the Employment Team to dedicate a staff person to concentrate on outreach efforts (e.g., Relevant online recruitment sites, targeted online professional membership lists, diversity outreach advertising package) for difficult to fill and/or high profile positions and to conduct testing for Citywide classifications that do not have current qualified lists. One-time non-personal funding of \$20,000 would provide resources for outreach efforts using on-line services and producing recruitment materials for key positions.

/s/

**MARK DANAJ**  
Director of Employee Services