



RECRUITMENT AND RETENTION: A top priority for the County

BOARD OF SUPERVISORS BUDGET WORKSHOP
MARCH 2024

Overview

Enhancing recruitment and retention programs and services remains a strategic priority of the County

Seeing improvement - Vacancy Rate has dropped

Labor market improving but still have some professions/positions that are providing difficult to retain/fill

Regional vacancy rate improvement for Counties; Marin is slightly better than comparable counties

The County has taken steps to enhance recruitment and hiring processes

HR continuing to identify hiring and employment process improvements; Recruitment/retention strategies should have focus on the problem positions

Workforce Demographics Snapshot

2,2312	Regular Employees
46	Average Age 46
>50%	Female
9 years	Average Years of Service
59%	Commuting from outside Marin County
>40%	People of Color

Vacancy Rates Improving

Decreased from 13% to 10.8%

Roughly 80% of departments are doing better

Departments with hard-to-fill positions to recruit or retain:

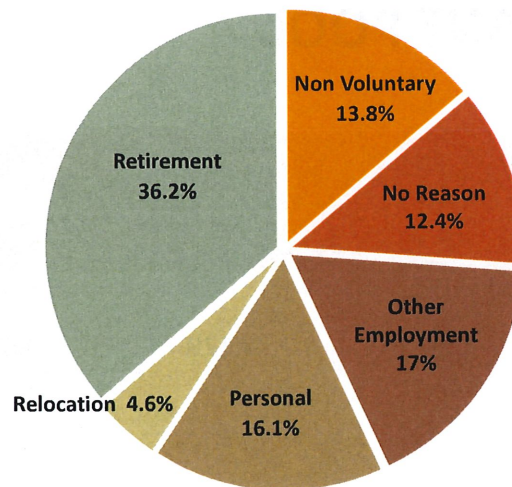
- Public Works - Engineers
- Health and Human Services - Behavioral Health - Mental Health Practitioners, Crisis Specialists
- Probation - Deputy Probation and Juvenile Corrections Officers
- Sheriff - Deputies & Dispatchers

Comparable
County Data

Marin at 10.8%

- Sonoma – 12.5%
- San Luis Obispo – 11%
- Sacramento 12.1%
- Monterey 16%
- Napa – 11.7%
- Orange 11.4%

COUNTYWIDE SEPARATIONS CALENDAR YEAR 2023 (REGULAR HIRES)



COUNTYWIDE
TURNOVER
RATE 9% in 2023

Defined = percentage of employees leaving an organization in a certain period of time.

High turnover costly if departing employees need to be replaced (filling open positions time-consuming, leaving critical positions open too long has negative effects on an organization).

Healthy turnover rate < 10%.

APPLICANT POOL

2019	2020	2021	2022	2023
10,893	12,073	7,179	9,626	10,215

COUNTYWIDE
TIME TO HIRE
*We are making
improvements*

FY 20-21:

85 Days Average

388 Total Hires

FY 21-22:

100 Days Average

510 Total Hires

FY 22-23:

87 Days Average

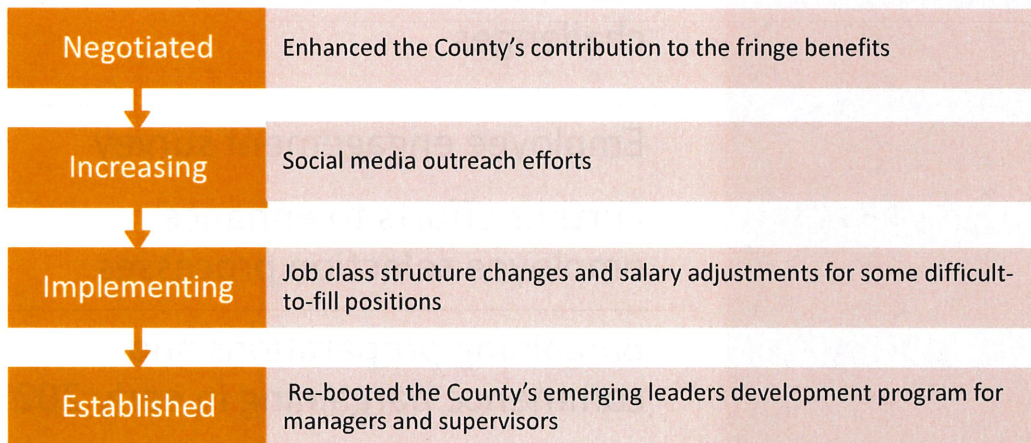
505 Total Hires

July 1, 2023 – March 10, 2024:

83 Days Average

283 Total Hires

Recruitment and Retention Efforts



CONTINUOUS IMPROVEMENT OBJECTIVES



**OBJECTIVE - FURTHER REDUCE
TOTAL TIME TO HIRE**

Achieved goal of a 10% reduction in time to hire; maintain a goal of further streamlining hiring processes and further improving time-to-hire



**OBJECTIVE – REDUCE TOTAL
VACANCY RATE TO 10% OR LESS**

Continue efforts to improve employee experience and reduce employee turnover



**MAINTAIN TURNOVER AT 10%
OR LESS**

Enhance HR and employee supportive services to improve retention and engagement

Future Plans

More targeted efforts to address recruitment and retention challenges

Employee engagement survey

Further efforts to enhance employee selection processes

Bargaining preparations and commence bargaining in early 2025

Thank you for your ongoing support.

Questions?



