



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
**Employee and Public Services Department**

**DATE:** July 5, 2001

**BOARD MEETING DATE:** July 24,2001

**TO:** Honorable Board of Supervisors  
**FROM:** Mary Welch, Employee and Public Services Director *MW*  
**SUBJECT:** New Recruitment Strategies

**Recommendation**

- 1. Adopt an ordinance enabling department heads to credit new employees in hard-to-fill classifications up to 40 hours of vacation, 48 hours of sick leave, and advanced annual accrual of vacation under specified criteria.
- 2. Authorize a pilot program for the classification of Deputy Sheriff.

**Background**

During the January 2001 offsite meeting of top level County management personnel on Recruitment and Retention, a number of strategies were identified as the most appropriate for our County to implement to improve recruitment and retention of employees. One of the recruitment strategies identified was to grant a new employee a balance of vacation and/or sick leave upon hire, as well as an advanced level of vacation accrual. Historically this benefit has been limited to management employees and then, only if approved by the County Manager.

Over the past years the County has developed a number of programs and services that have improved the County's competitive recruitment and retention position. These include competitive salaries and excellent benefit programs, aggressive recruiting outreach strategies, expedited hiring processes, on-line filing of job applications, an on-site accelerated degree program, health and fitness programs, flexible work schedules, telecommuting, transportation assistance and others. These programs have enabled the County to attract many new employees and to encourage current employees to remain with the County.

## **Discussion**

To attract experienced employees from other agencies, the County needs to offer an additional incentive. Experienced employees who leave other agencies to accept a job with the County find it difficult to accrue vacation time at the rate of a new, inexperienced employee and to have no vacation or sick leave “on the books”. This has led some applicants to decline offers of employment with the County.

Adopting this recommendation would enable the County to offer to new employees in historically difficult to fill positions the following:

- up to 40 hours of vacation credit upon hire
- up to 48 hours of sick leave credit upon hire
- vacation accrual at higher levels based on experience in the field. The level of accrual would be determined based on the candidate’s prior work history as it relates to prior relevant service in a public or private setting in the same job.

It has been historically difficult to recruit experienced employees in the Deputy Sheriff classification. Adopting this recommendation would authorize a pilot program to provide these recruiting incentives to new employees in this classification. We are proposing that a pilot program be conducted for twelve months to determine its effectiveness. This pilot program will be monitored and evaluated to determine the impact on the recruitment of Deputy Sheriffs the possibility of expanding to other hard-to-fill classifications.

We will report back to the Board after the pilot period on the effectiveness of the program.

## **Fiscal Impact**

If we hire 10 new Deputy Sheriffs annually and grant them the maximum balances, the cost would be \$27,210. Funding is included in the Non-Departmental budget.

cc: Sheriff Don Horsley

**ORDINANCE NO. \_\_\_\_\_**  
**BOARD OF SUPERVISORS, COUNTY OF SAN MATEO,**  
**STATE OF CALIFORNIA**

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**AN ORDINANCE ADDING SECTION 2.28.145 TO THE SAN MATEO  
COUNTY ORDINANCE CODE PROVIDING LEAVE BENEFITS  
FOR DESIGNATED NON-MANAGEMENT EMPLOYEES**

The Board of Supervisors of the County of San Mateo, State of California, ordains as follows:

**SECTION 1.** Section 2.28.145 of the San Mateo County Ordinance Code is added to read as follows:

2.28.145 Leave for Designated Non-Management Positions.

- a. The Director of Employee and Public Services shall have the authority to designate classifications as "Hard to Fill."
- b. A department head may credit new employees in classifications designated Hard to Fill up to 40 hours of vacation and up to 48 hours of sick leave in addition to normal vacation and sick leave accrual, provided such credit must be made within 180 days of employment.
- c. A department head may provide to new employees in classifications designated Hard to Fill advanced levels of vacation accrual as if the employee had otherwise been working for the County the required number of years for the higher accrual rate, provided such credit must be made within 180 days of employment.

**SECTION 2.** This action is effective thirty days following adoption.