



COUNTY OF MENDOCINO
EXECUTIVE LEADERSHIP TEAM

Recruitment and Retention Project Charter

*Our
Leadership Philosophy*

In order to achieve effective leadership at all levels, and excellence in public service, we believe...

(1) Trust and integrity are essential.

(2) In departments working together as one organization.

(3) In employees being involved in key program and policy decisions that impact the organization.

(4) That investing in and supporting employee development results in the retention and promotion of quality employees.

(September 9, 2013)

Date Created:	Date Last Revised:
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Project Name:
Recruitment and Retention Team

Description and Purpose:
The Mendocino County Recruitment and Retention Team is an HPO-based group that will provide recommendations to the Mendocino County Executive Leadership Team (MCELT) and will participate in, and champion, the implementation of improvements to Mendocino County's recruitment and retention-related processes and activities, including additional resiliency measures.

Project Background and Summary: *(Includes a brief description of what the project is all about, including some of the significant history that contributes to it being scheduled and approved.)*

This group is comprised of members from the Executive Office/Risk Management, HHSA, Human Resources, Library, Office of the Public Defender, and Transportation. The goal of this team is to review the County's recruitment and hiring process (including promotions), evaluate its effectiveness and efficiency, and make recommendations for improvement. It is expected that recommended improvements would result in attracting and keeping qualified employees who want to contribute to their community and its residents.

The County of Mendocino is comprised of approximately 1115 employees and is the largest employer in the county. The current recruitment process takes 24.5 days, on average. The time between generation of an eligibility list and hire varies. As of 2016, Mendocino County had a turnover rate of 14.71%, which is the highest of the eight designated comparison counties. The rate of resignations has been steadily rising, jumping from 69 in 2011 to 125 in 2016.

Provide Examples of Project Goals and Objectives: *(Includes a brief description of specific accomplishments sought by the project.)*

- Improve candidate pool.
- Reduce the length of the hiring process.
- Increase the retention of excellent employees.
- Increase current employees' knowledge, skills, and abilities to provide them with opportunities to promote.
- Work directly with other County project teams.
- Support County departments/offices and leadership teams working on:
 1. Communicating the value of benefits;
 2. Panel participant training;
 3. Branding the County/improving the County's image; and,
 4. Employee engagement and morale.

Provide Examples of Project Deliverables: *(Includes a brief description of the new services, work processes, equipment, or other aspects that are expected from the project. Remember that "deliverables" are objects or things, not actions. Also, number each deliverable to allow easier reference. This would include the decommissioning of any existing services or equipment.)*

By June 30, 2018, the team will make a detailed review of the County's recruitment and hiring process, including class specifications, advertising, acceptance of applications, and selection of appropriate candidates. The team will seek to distinguish impacts resulting from the recent fire disaster. Further, the team will work with liaisons from all County departments/offices to identify areas that could be improved and streamlined with the goal of developing a written plan to improve our recruitment and hiring process.

By June 30, 2019, the team will attempt to identify factors that contribute to employee retention (*Why do they stay?* vs. *Why do they leave?*), and generate recommendations for retention improvement.

Other potential deliverables may include a mechanism for feedback between all involved in the recruitment, hiring, and retention process. Additionally, the team may work with Human Resources in training for phase three of the compensation study currently in process.

Key Assumptions/Constraints: *(Includes a brief description of any assumptions important to the project's success, and any constraints that must be accommodated in the project's planning and execution.)*

- Increased compensation will increase retention.
- Reduction of time in recruitment and hiring process will improve recruitment.
- People are more likely to want to work for a company that treats employees well.

Anticipated Needs and Impacts: *(Includes any future, ongoing costs and impacts associated with the implementation or completion of this project. Examples might include server maintenance and replacement, application maintenance contracts, access to ISD servers by vendors, user maintenance of application tables, etc. Please list all items even if a cost estimate is not possible.)*

The team will explore the potential need for an outside consultant to aid in the assessment of the current recruitment and hiring process.

Risks:

- Lack of follow-through from project team members.
- Lack of department/office buy-in or participation.
- Possibility of biased data due to factors such as poorly formed survey questions, etc.

Success and Completion Criteria: *(Includes a brief description of the criteria that will be used to determine when the project is completed.)*

The Recruitment and Retention Team will be successful once all deliverables in this charter have been completed.