

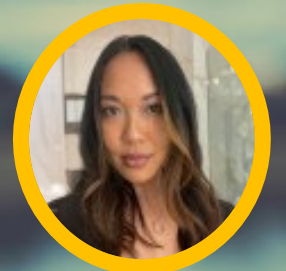
Recruitment Strategic Plan

CITY OF PALO ALTO

*Navigating Talent Streams
to Reel In Excellence*



March 2024 -- Prepared by MRG & All Star Talent



Project Approach & Process

**INTERVIEWED
KEY DEPARTMENTS, HR
TEAM, EXTERNAL
RECRUITERS
& HR LIAISONS**

**REVIEW OF
RECRUITMENT
PROCESSES &
PRACTICES**



**REVIEWED
BACKGROUND
INFORMATION,
NEOGOV DATA**

**SECRET SHOPPER
SOCIAL MEDIA
WEB SITE REVIEW**

**DRAFT FINDINGS &
RECOMMENDATIONS
INTO RECRUITMENT
STRATEGIC PLAN**

“Great vision
without
great people
is irrelevant.”
– *Jim Collins*



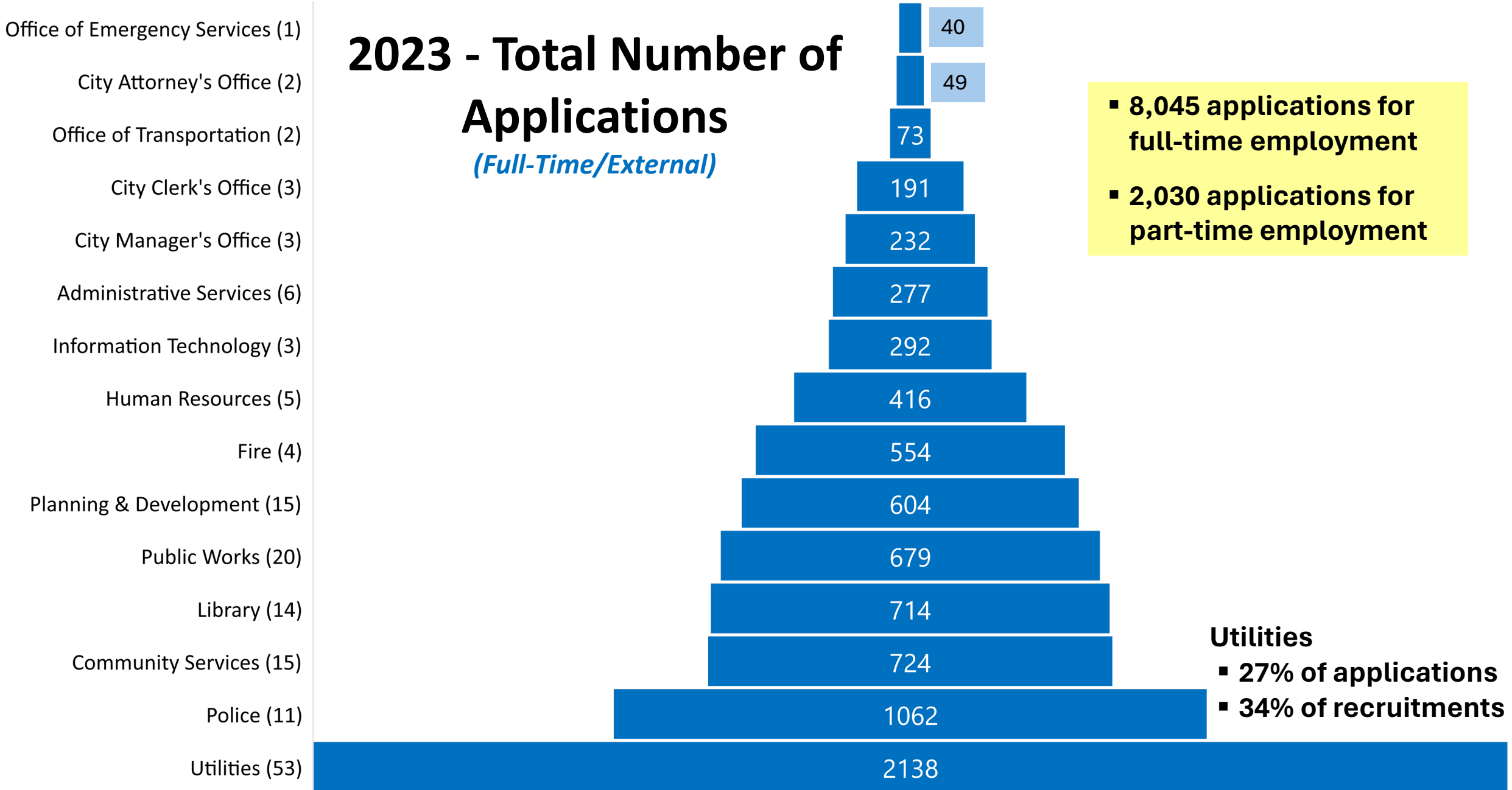
PUBLIC SECTOR JOB MARKET

More openings, less applications

SINCE 2019
the number of
APPLICATIONS
per job has
decreased by
55%

SINCE 2020
the number of
JOB
OPENINGS
has increased by
78%

SINCE 2020
the number of
APPLICANTS
has remained
STAGNANT



Note: Numbers in the legend are the number of recruitments by department in 2023



47% of Recruitments had **10 or less**
qualified applications

63% of Recruitments had **15 or less**
qualified applications



Requires a **shift from passive recruiting** (engaging with candidates already seeking a job) **to active recruiting through digital marketing** (finding candidates that weren't actively looking but can be enticed).

WAYS TO IMPROVE PUBLIC SECTOR HIRING

- ✓ **Speed up the hiring processes** to retain interested candidates from going elsewhere.
- ✓ **Deliver an excellent candidate experience.** Deliver **active communication**, relevant information, and relationship building.
- ✓ Provide **honest feedback to applicants** if they're not selected. Help them become a more successful candidate for you in the future.
- ✓ Improve job postings, marketing, and career information. **Articulate a compelling brand.**
- ✓ Communicate your public service – candidates **want purpose & impact.**
- ✓ **Go to where candidates are ... targeted digital ads on social media and cell phones.**



**City's
Reputation**

Partners

- ✓ HR Team
- ✓ Departments
- ✓ HR Liaisons

**Flexible,
Alternative &
Hybrid Schedules**

**Software
& Tools**

**Salary &
Benefits
Upgraded**

**Active
Coms
Program**

**GOOD NEWS -- Foundational elements are strong.
Palo Alto is well positioned for enhancements.**

General Findings ...

Peak Workload in Recruitments: separations, rebuild, promotions

Significant Turnover in HR Team in Past 2 Years; Nearing Full Staffing

Inconsistent Reporting & Communication

Lengthy Recruitment Processes & Procedures

Some Cumbersome MOU Requirements

Software & Tools Sufficient; Need Training & Standards

Passive Marketing & Limited Advertising & “Sourcing” of Candidates

Limited Capacity & Tools for Recruitment Strategy & Workforce Planning



GOAL ... Improve effectiveness & efficiency of recruiting to hire talented employees

**Strategy &
Management
Capacity**

**Faster Recruitment
Process + Superior
Communication**

**Investments in
Active Advertising &
Outreach**

Need to build ...

- 1. Data Analytics & Reporting – Improve data, communication, and metrics.**
- 2. Digital Marketing Program – Invest in advertising & active candidate sourcing.**
- 3. Compelling Marketing for Palo Alto's employer brand.**

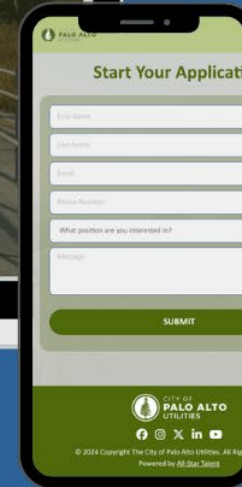
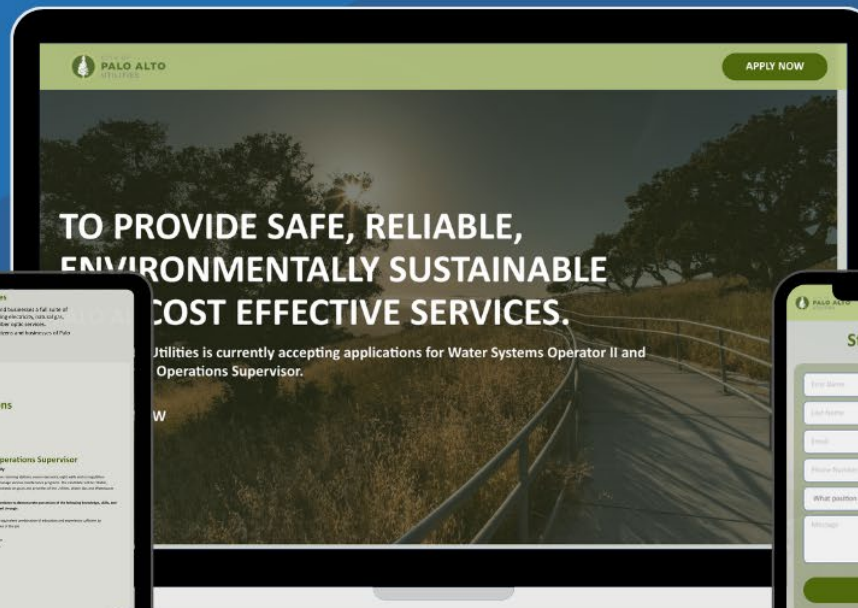
PALO ALTO – RECRUITMENT STRATEGIC PLAN



- ✓ Multi-year strategic plan with 31 strategic action items.
- ✓ Extensive details in the Assessment Report to help guide staff.
- ✓ Palo Alto is well positioned for this plan -- will take time to invest, shift & upgrade.
- ✓ Commend HR staff -- been making improvements in parallel during this assessment.



CITY OF
PALO ALTO



WE'RE HIRING!

**Earn up to \$208,270
as a Water Operations
Supervisor**



▶ **LEARN MORE**



CITY OF
PALO ALTO
UTILITIES

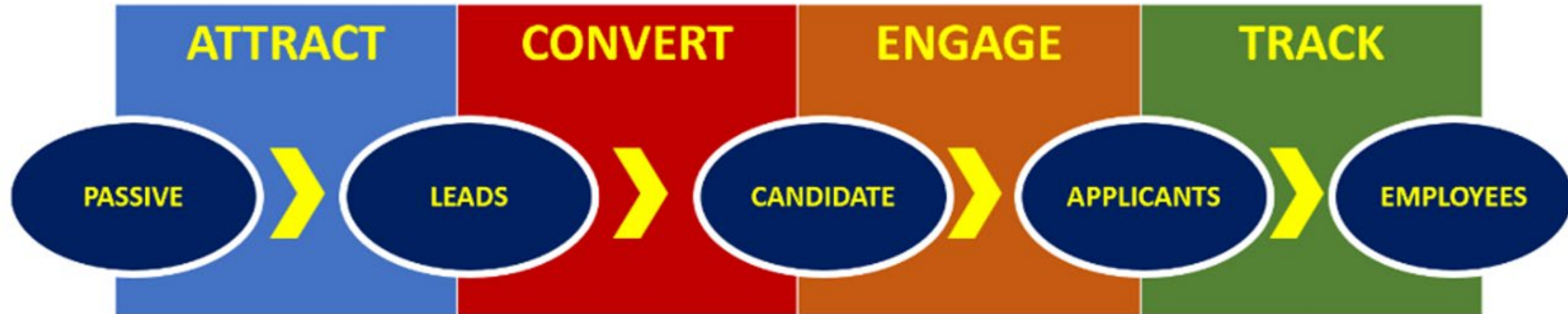
EARN UP TO \$113,984 AS A WATER SYSTEM OPERATOR

ENJOY GREAT BENEFITS

- Family Medical Coverage
- PERS Retirement Plan
- Life Insurance
- 12 Paid Holidays
- 2-5 Weeks Vacation

LEARN MORE

PILOT PROJECT – UTILITIES & PUBLIC WORKS



Palo Alto - Digital Marketing Pilot Project

	Prior 2023 Recruitments		PILOT PROJECT			
	Total Applications	Qualified Apps	Leads	Total Applications	Applications from Digital Outreach	Interview Stage
Closes on						
Electrician (Public Works)	13	6	212	43	27 63% of Total	5 TOTAL 2 came from Digital Recruiting

Recruitments Require Partnered Leadership

CMO, HR & Departments

- ✓ Commit to partnership between HR & department based on mutual respect, responsibility, and accountability.
- ✓ Building a candidate experience ... active, positive relationships with the candidates all the way along.
- ✓ Everyone is a *recruiter* ... land the candidate – convince and sell the City.



City Council – Key Roles

The City Council's leadership is a key ingredient in the success of the City's ability to attract and retain talent. Initially, MRG sees three important roles for the City Council.



HR INITIATIVES UNDERWAY NOW



**Streamline
Onboarding
Process**

**Recruitment
Division
Manager
FY25 Budget**

**Pilot Project
Digital Marketing
Underway
(Utilities & PW)**

**HRL Program
focus on
Expedited
Hiring**



NEXT STEPS - RECRUITMENT INVESTMENTS



1. **DATA/REPORT** – Invest in **software integration** between NEOGOV (applicant tracking) & SAP (City's enterprise system).

2. **DIGITAL MARKETING** – Launch a **master contract/RFP for digital marketing services** creating a toolkit of vendors for easy use by HR recruiters and depart HRLs.

3. **COMPELLING WEB CONTENT** -- **Update of the City's application portal and recruiting web site** focusing on mobile friendly experience from start to finish.