

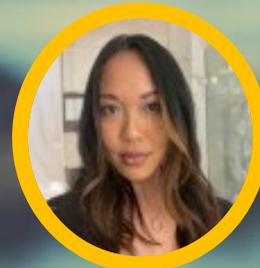
# Recruitment Strategic Plan

## CITY OF PALO ALTO

*Navigating Talent Streams  
to Reel In Excellence*



March 2024 -- Prepared by MRG & All Star Talent

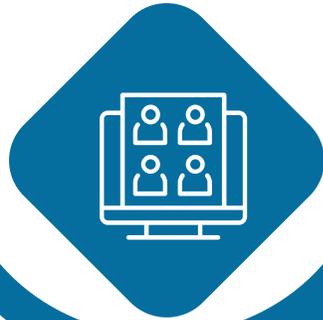


# Project Approach & Process

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

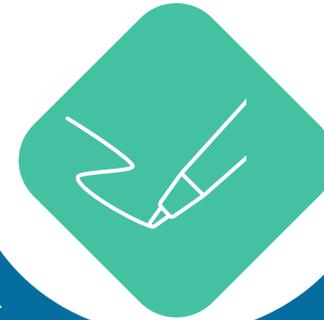


**REVIEWED  
BACKGROUND  
INFORMATION,  
NEOGOV DATA**



**SECRET SHOPPER  
SOCIAL MEDIA  
WEB SITE REVIEW**

**REVIEW OF  
RECRUITMENT  
PROCESSES &  
PRACTICES**



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



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



# PUBLIC SECTOR JOB MARKET

More openings, less applications

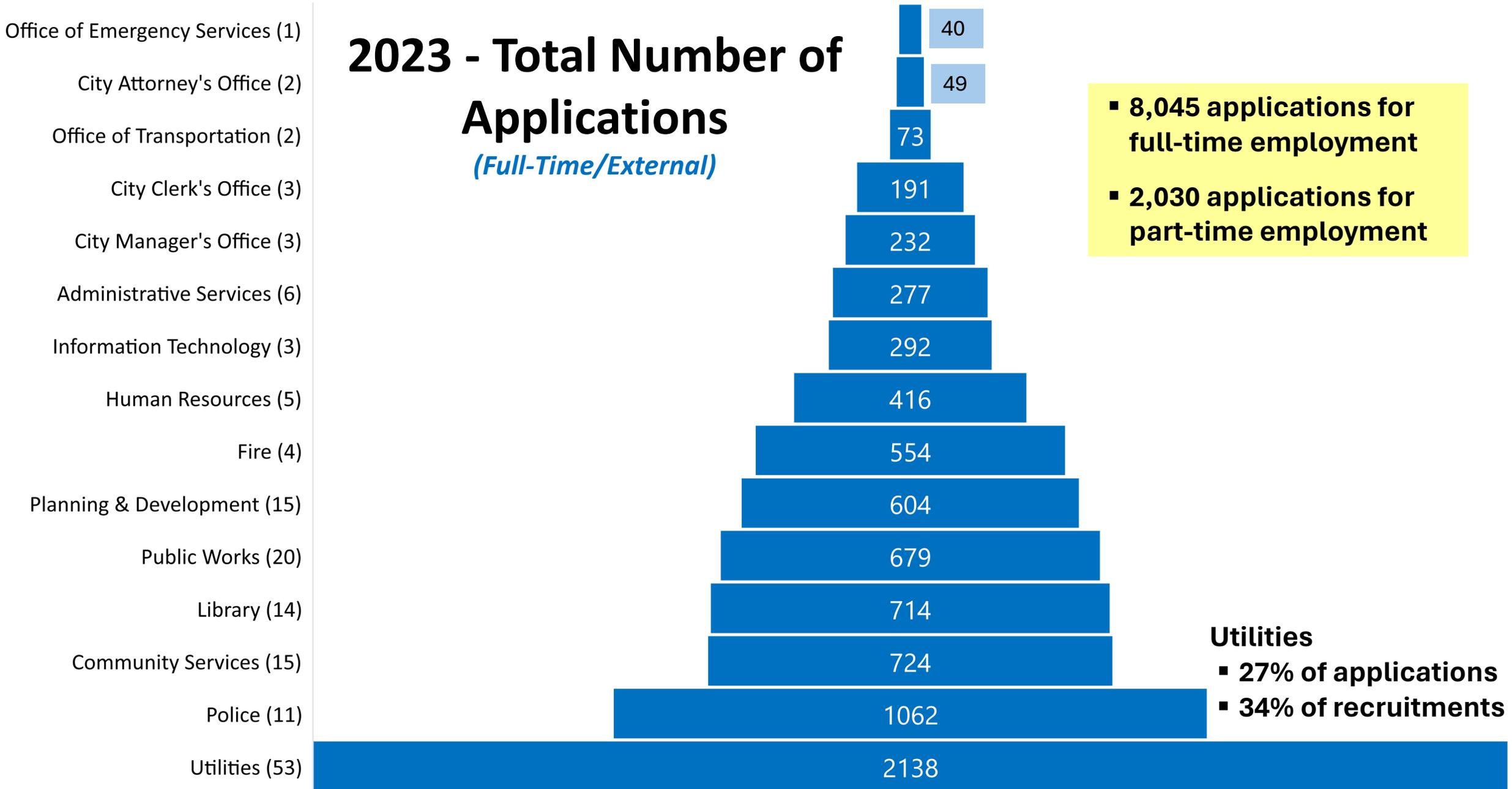
**SINCE 2019**  
the number of  
**APPLICATIONS**  
per job has  
decreased by  
**55%**

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

**SINCE 2020**  
the number of  
**APPLICANTS**  
has remained  
**STAGNANT**

# 2023 - Total Number of Applications

*(Full-Time/External)*



- 8,045 applications for full-time employment
- 2,030 applications for part-time employment

**Utilities**

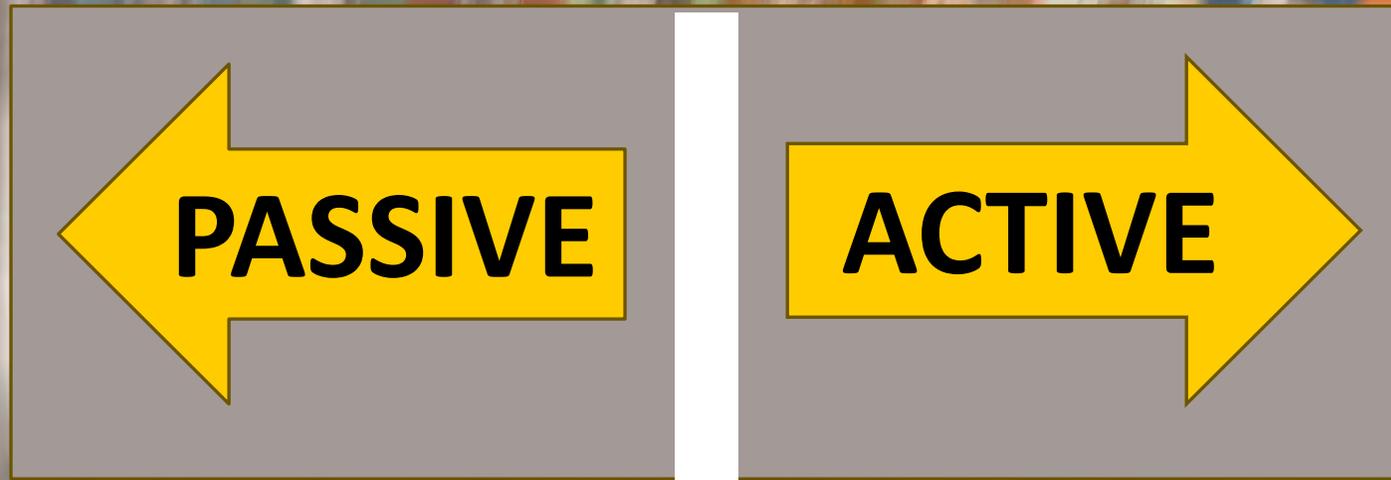
- 27% of applications
- 34% of recruitments

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**

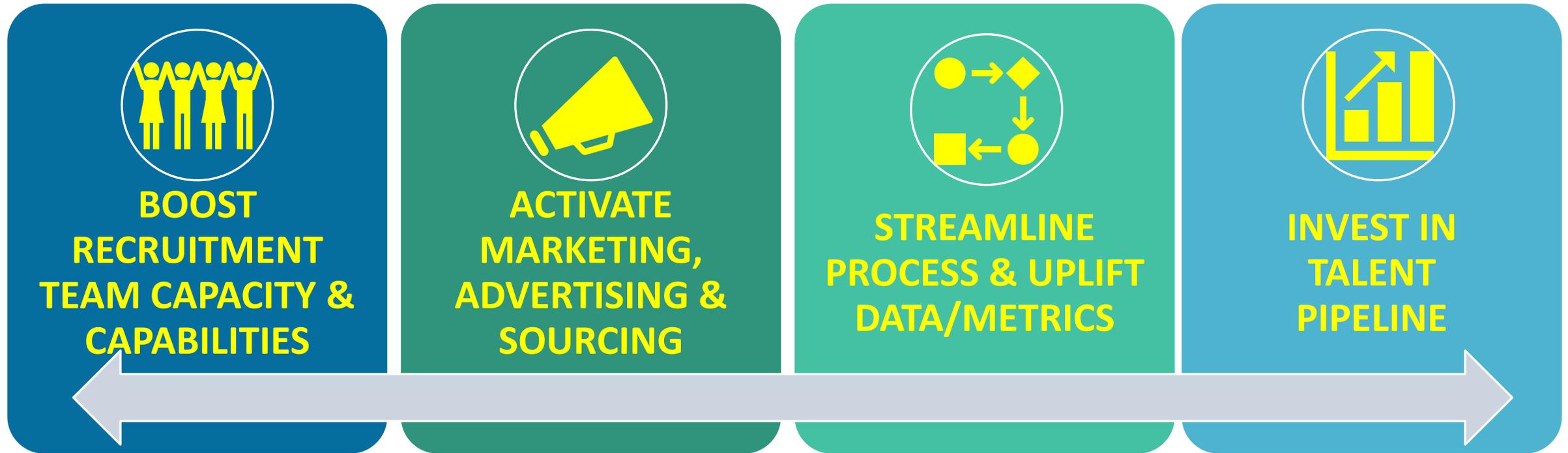
**Faster Recruitment  
Process + Superior  
Communication**

**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



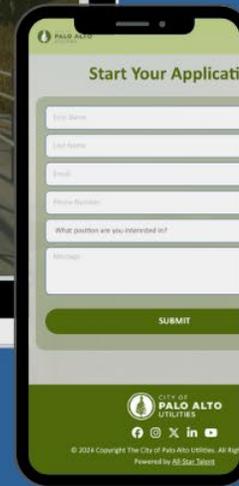
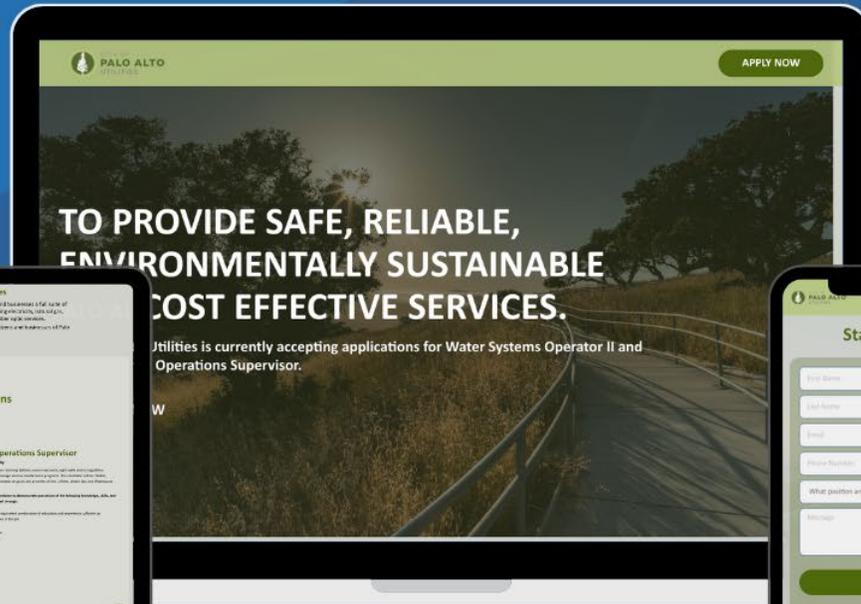
- ✓ Multi-year strategic plan with 31 strategic action items.
- ✓ Extensive details in the Assessment Report to help guide staff.
- ✓ Palo Alto is well positioned for this plan -- will take time to invest, shift & upgrade.
- ✓ Commend HR staff -- been making improvements in parallel during this assessment.

# PILOT PROJECT – UTILITIES (2) & PUBLIC WORKS (1)

IMPLEMENTATION



## CITY OF PALO ALTO



**WE'RE HIRING!**  
Earn up to \$208,270  
as a Water Operations Supervisor

LEARN MORE

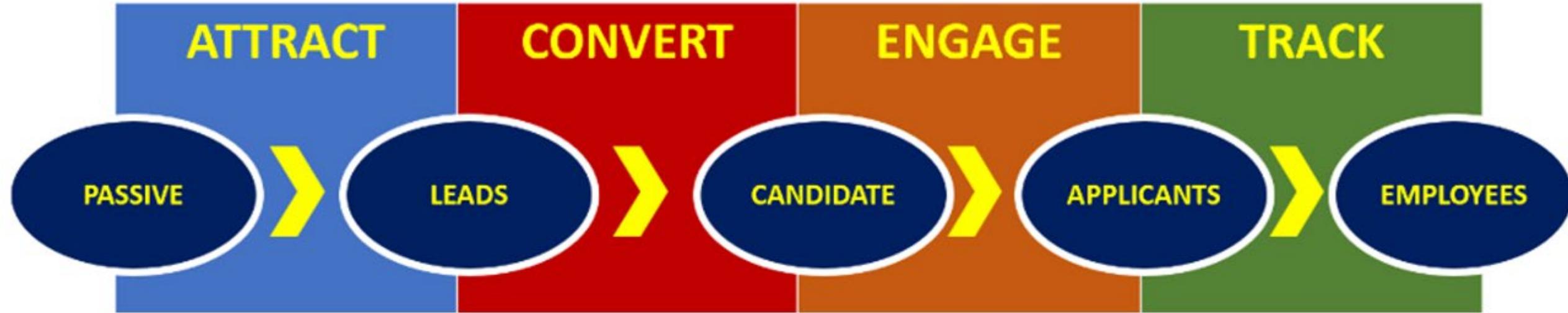
**EARN UP TO \$113,984 AS A WATER SYSTEM OPERATOR**

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

Closes on	Prior 2023 Recruitments		PILOT PROJECT			
	Total Applications	Qualified Apps	Leads	Total Applications	Applications from Digital Outreach	Interview Stage
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



# NEXT STEPS - RECRUITMENT INVESTMENTS

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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.