

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
ACTION AGENDA SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA # \*B-7

Urgent

Routine

CEO Concurs with Recommendation YES  NO   
(Information Attached)

AGENDA DATE January 8, 2008

4/5 Vote Required YES  NO

SUBJECT:

Approval to Implement a Lateral Transfer Hiring Incentives Policy for Hard to Recruit County Positions

STAFF RECOMMENDATIONS:

Approve the Lateral Transfer Hiring Incentives Policy and authorize the Chief Executive Officer to implement this policy for hard-to-recruit positions.

FISCAL IMPACT:

There is no immediate financial impact based on the implementation of this new policy. There may be an indirect financial impact as departments utilize the provisions of this policy to offer recruitment incentives to lateral transfer candidates. An example of the potential fiscal impact would be a department offering a lateral transfer candidate a higher level of vacation accrual upon starting County employment. Departments will also experience a direct savings in training time and expense when hiring lateral candidates when compared to hiring untrained new employees.

BOARD ACTION AS FOLLOWS:

No. 2008-019

On motion of Supervisor O'Brien, Seconded by Supervisor Monteith

and approved by the following vote,

Ayes: Supervisors: O'Brien, Grover, Monteith, DeMartini, and Chairman Mayfield

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION: **Amended** the Lateral Transfer Hiring Incentives Policy to delete Incentive No. 1 "Salary Step Placement"; and, approved the Policy as amended

REMOVED FROM THE CONSENT CALENDAR AND PLACED ON NON-CONSENT

ATTEST:

  
CHRISTINE FERRARO TALLMAN, Clerk

File No.

**DISCUSSION:**

The purpose of the Lateral Transfer Hiring Incentives Policy is to assist Departments in the ability to attract well-qualified candidates from other public organizations for hard-to-recruit classifications. The County recognizes the need to have a competitive salary and benefits package available to assist Departments in filling such vacancies. The successful recruitment of lateral transfers from other public agencies significantly reduces the time and expense necessary to train new County employees to perform essential County services.

This policy is intended to address common issues that may prevent Stanislaus County from attracting experienced lateral transfer candidates for hard-to-recruit County positions, including a lateral transfer candidate's loss of salary, leave accruals and permanent classified status. Based on a review of hiring trends in public sector agencies, it is anticipated that the provisions of the new policy will most often apply to the recruitment of peace officer classifications and other classifications requiring specialized training and education (nurses, engineers, etc.).

Stanislaus County Personnel Policy defines lateral transfers as persons with permanent or probationary status employed in another public agency and originally hired in that agency through a competitive process in the same or comparable classification requiring similar minimum qualifications. (Ordinance NS 1021 § (part), 1981: prior code § 2-180.16). Personnel Policies on filling of vacancies allows Departments upon request from a Department Head to fill a vacancy with a lateral transfer recruitment process (3.08.280). Additionally, the candidate must be currently employed with another governmental organization at the time of the conditional offer of employment.

**The Policy**

The attached policy outlines the scope of the proposed Lateral Transfer Hiring Incentives Policy. The proposed policy is limited to classifications identified as hard to recruit by the Chief Executive Office Human Resources Division. Prior to utilizing any of the hiring incentives Department Head and Chief Executive Office approval is required.

The Lateral Transfer Hiring Incentives include:

**1. Salary Step Placement**

Current County policy requires Department Heads to obtain Board of Supervisors' approval for any appointment at the top step of the salary range (Step 5) for classified employees. This incentive would allow for Department Heads to appoint a lateral transfer at Step 5 with prior approval of the Chief

Executive Office when the lateral transfer's current base salary exceeds Step 5 of the current salary range.

**2. Vacation Accruals**

Current County policy provides that lateral transfer candidates are treated the same as all new entry level County employees for purposes of determining vacation leave accruals. This incentive would allow for Department Heads with prior approval of the Chief Executive Office to offer a lateral transfer to start County employment with a vacation accrual rate higher than entry level employees. This policy would not front load any vacation leave time for lateral candidates, but would provide the ability to recognize that a lateral candidate is earning vacation leave at a higher rate than entry level employees in their current position. Lateral candidates may be placed within Stanislaus County's existing vacation accrual schedule closest to their current vacation accrual rate, but they may not exceed the vacation accrual rates they are currently earning.

This section of the hiring incentive policy may also apply to unclassified management positions identified as hard-to-recruit.

**3. Sick leave Accruals**

This incentive would allow for Department Heads with prior approval from the Chief Executive Office to offer a lateral transfer to front load the equivalent of six months of sick leave accruals (48 hours) at the start of the first pay period following the date of hire. The lateral transfer would not accrue any additional sick leave until they have completed six months of service. This incentive is intended to provide some continuity of sick leave benefits for candidates who are considering transferring employment to Stanislaus County and losing an existing bank of accrued sick leave benefits.

**4. Probationary Period**

Current County policy provides that lateral transfer candidates are treated the same as all new entry level County employees and are required to serve a minimum 12 month probationary period to qualify for permanent status. This incentive would allow for Department Heads to grant a lateral transfer permanent status upon completion of six months of satisfactory employment with Stanislaus County, as evidenced by a documented performance evaluation. This provision may be used when the candidate has already gained permanent status in the same classification with his/her current employer. If the candidate were on probation with his/her current organization, the County's initial probationary period 12 months would apply.

**POLICY ISSUE:**

The implementation of a Lateral Transfer Hiring Incentives Policy within Stanislaus County Government will support the Board of Supervisor priorities of Efficient Delivery of Public Services.

**STAFFING IMPACT:**

There is no direct impact to existing staffing based on the implementation of this policy. The policy is intended to increase opportunities to attract well qualified candidates to fill critical hard to recruit County positions.



**STANISLAUS COUNTY  
BOARD OF SUPERVISOR'S RESOLUTION  
APPROVED / RESOLUTION #  
LATERAL TRANSFER HIRING INCENTIVES POLICY**

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**PURPOSE**

The purpose of the Lateral Transfer Hiring Incentives Policy is to assist Departments in the ability to attract well-qualified candidates from other public organizations for hard-to-recruit classifications. The County recognizes the need to have a competitive salary and benefits package available to assist Departments in filling such vacancies. The successful recruitment of lateral transfers from other public agencies significantly reduces the time and expense necessary to train new County employees to perform essential County services.

This policy is intended to address common issues that may prevent Stanislaus County from attracting experienced lateral transfer candidates for hard-to-recruit County positions, including a lateral transfer candidate's loss of salary, leave accruals and permanent classified status.

**LATERAL HIRING INCENTIVES POLICY**

Stanislaus County Personnel Policy defines lateral transfers as persons with permanent or probationary status employed in another public agency and originally hired in that agency through a competitive process in the same or comparable classification requiring similar minimum qualifications. (Ordinance NS 1021 § (part), 1981: prior code § 2-180.16). Personnel Policies on filling of vacancies allows Departments upon request from a Department Head to fill a vacancy with a lateral transfer recruitment process (3.08.280). Additionally, the candidate must be currently employed with another governmental organization at the time of the conditional offer of employment.

Hard-to-recruit is defined as classifications with long term vacancy rates despite repeated recruitment efforts to fill vacant positions. Hard-to-recruit positions may also be identified by a documented shortage in the labor market for skilled positions. Hard-to-recruit classifications may change over time based on recruitment efforts and changes in labor market conditions. The Chief Executive Office is responsible for setting and maintaining hard to recruit classifications. Not all lateral transfer opportunities may be considered hard-to-recruit for purposes of administering this policy.

Utilizing the following hard-to-recruit lateral incentives requires Department Head and Chief Executive Office approval prior to any lateral incentive offer to a prospective candidate. Upon hiring a lateral transfer utilizing the hard-to-recruit incentives, the Department must verify and confirm through documentation the candidate's salary and/or leave accruals with the candidate's current employer.

## **LATERAL TRANSFER HIRING INCENTIVES**

### **1. Salary Step Placement**

Current County policy requires Department Heads to obtain Board of Supervisors' approval for any appointment at the top step of the salary range (Step 5) for classified employees. This incentive would allow for Department Heads to appoint a lateral transfer at Step 5 with prior approval of the Chief Executive Office when the lateral transfer's current base salary exceeds Step 5 of the current salary range.

For example, a Librarian II in San Joaquin County is currently receiving a base pay which is above Step 5 of the Librarian II classification for Stanislaus County. The Department may appoint the lateral transfer up to Step 5 with prior approval of the Chief Executive Office and will not be required to obtain Board of Supervisors' approval.

### **2. Vacation Accruals**

Current County policy provides that lateral transfer candidates are treated the same as all new entry level County employees for purposes of determining vacation leave accruals. This incentive would allow for Department Heads with prior approval of the Chief Executive Office to offer a lateral transfer to start County employment with a vacation accrual rate higher than entry level employees. This policy would not front load any vacation leave time for lateral candidates, but would provide the ability to recognize that a lateral candidate is earning vacation leave at a higher rate than entry level employees in their current position. Lateral candidates may be placed within Stanislaus County's existing vacation accrual schedule closest to their current vacation accrual rate, but they may not exceed the vacation accrual rates they are currently earning.

For example, a lateral candidate has 10 years of experience in another County and is earning 160 hours of vacation at the time they transfer employment to Stanislaus County. The lateral candidate's vacation bank would start at zero, the same as all new County employees, however the lateral candidate would begin to accrue vacation leave at a higher rate than new employees. The lateral candidate's accrual rate will be matched as close as possible to the County's applicable vacation rate schedule, but may not exceed the candidate's current 160 hours of vacation leave benefit.

This section of the hiring incentive policy may also apply to unclassified management positions identified as hard-to-recruit.

### **3. Sick leave Accruals:**

This incentive would allow for Department Heads with prior approval from the Chief Executive Office to offer a lateral transfer to front load the equivalent of six months of sick leave accruals (48 hours) at the start of the first pay period following the date of hire. The lateral transfer would not accrue any additional sick leave until they have completed six months of service. This incentive is intended to provide some continuity of sick leave

benefits for candidates who are considering transferring employment to Stanislaus County and losing an existing bank of accrued sick leave benefits.

**4. Probationary Period**

Current County policy provides that lateral transfer candidates are treated the same as all new entry level County employees and are required to serve a minimum 12 month probationary period to qualify for permanent status. This incentive would allow for Department Heads to grant a lateral transfer permanent status upon completion of six months of satisfactory employment with Stanislaus County, as evidenced by a documented performance evaluation. This provision may be used when the candidate has already gained permanent status in the same classification with his/her current employer. If the candidate were on probation with his/her current organization, the County's initial probationary period 12 months would apply.