



City of Oakland

Vacancy Report

June 13, 2022

Finance and Management Committee
Human Resources Management

1

1



City of Oakland

Timeline for report

- July 2021 Public Works Committee
- October 2021 – Finance and Management Committee (FMC)
- February 2022 – Presented to FMC, Supplemental Report requested
- April 2022 – Rules: rescheduled (6/13/2022)

Recommendation: Receive An Informational Report From The City Administrator Regarding The Vacancy Rates Of The Departments Of Transportation, Planning And Building, And Public Works And The Vacancy Rates Of Similar Departments Of Local Public Entities

2

2



City of Oakland

Agenda

- State of Oakland HR Department
- Supplemental Report responses
- Oakland civil service hiring process
- Current vacancy rates
- Market conditions
- Solutions

3

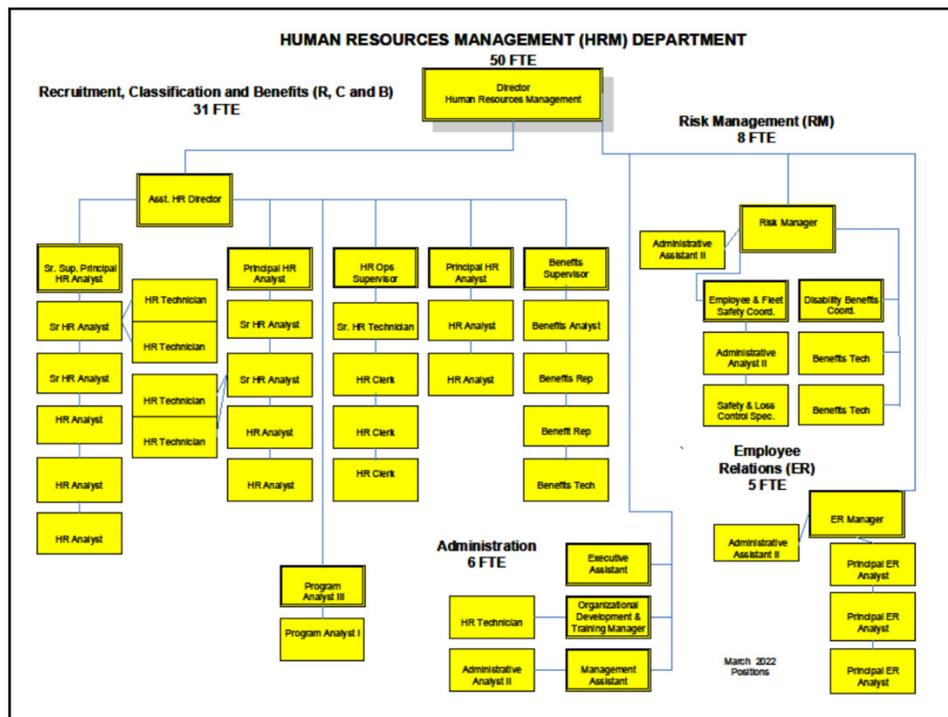


City of Oakland

State of HRM



4



5



City of Oakland

State of HRM

- Race and Equity Committee and Charter
- Equity Recruitment Toolkit
- HR Guide to building a Race and Equity program
- Oakland ROCKs – Employee recognition
- Health and Wellness Committee
- Peace makers program

6



City of Oakland

State of HRM

- 50 FTE
 - 26 Recruitment and Classification
 - 8 vacancies (3 pending appointments)
 - 13 Risk and Benefits (fully staffed)
 - 5 Employee Relations (fully staffed)
 - 6 Administration (fully staffed)
- Mid-cycle proposed: 58 FTE
 - 7 in Recruitment and Classification
 - 1 in Citywide Training

7



City of Oakland

Supplemental Report Questions

1. What efforts are being taken to increase community outreach in highly underemployed areas?
2. Status update on how off-site cannabis use relates to Hiring
3. Break down of exit strategy to help improve retention
4. Request to separate the Attachments in the report and include in the vacancy reports going forward Attachment D - Classifications with 5 or more positions and over 20%
5. Analysis on Cash hiring incentives compared to surrounding cities
6. What is the goal, break down and timeline to fill vacancies
7. What are the Attrition Rates for departments
8. Data analysis of the Oakland Coliseum Job Fair
9. Analysis of strategic recruiting efforts and partnering on specific job training programs; and
10. Any additional information not previously included

8

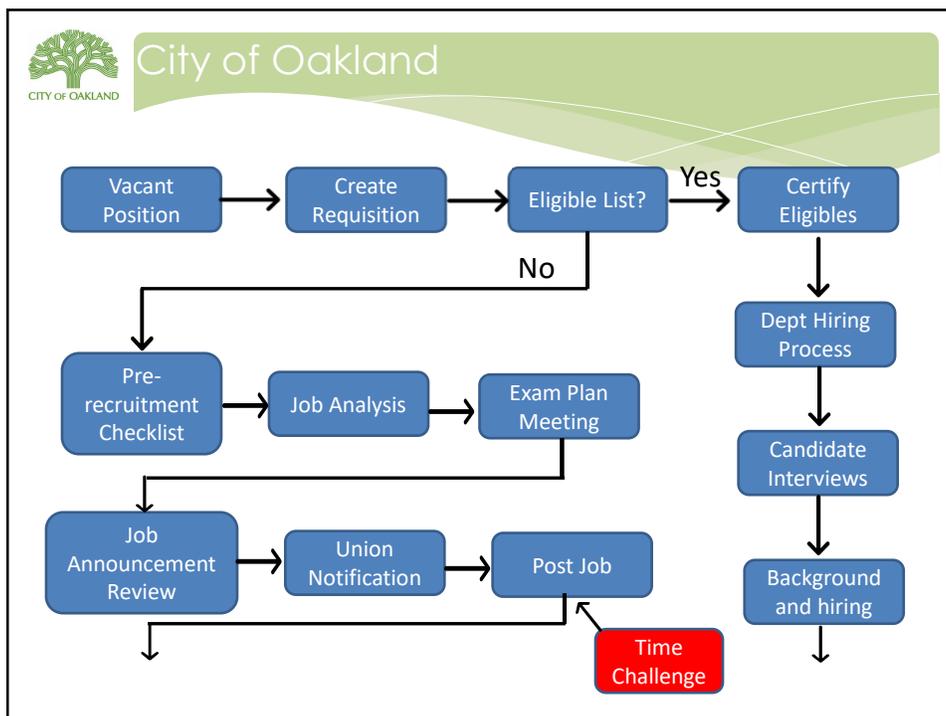


City of Oakland

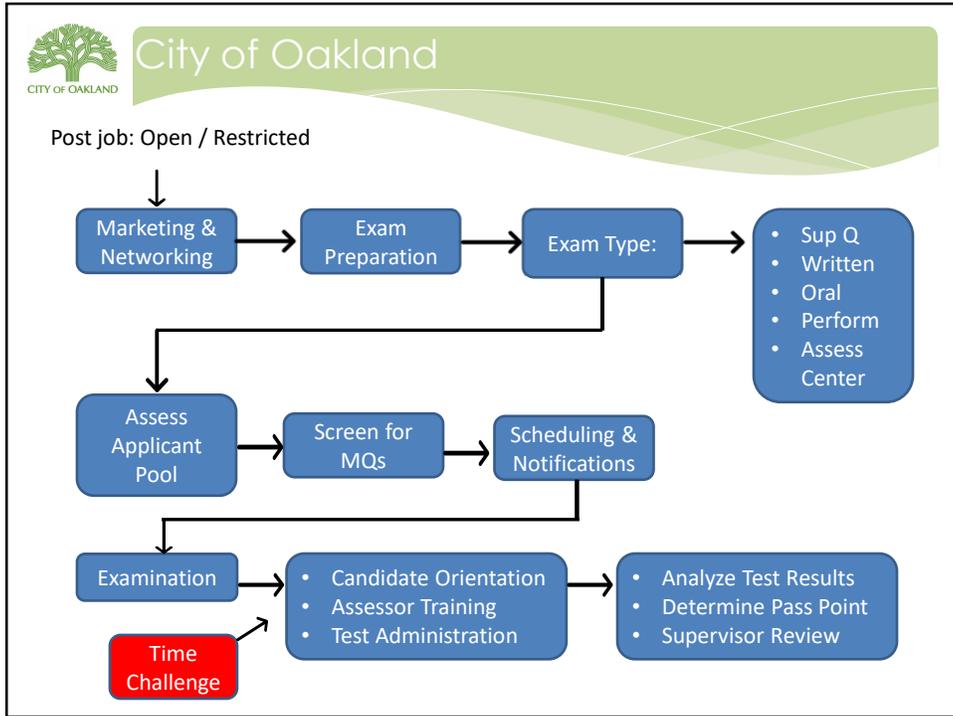
6) Goal, break down & timeline to fill vacancies

- Merit system: objectivity, compliance and transparency
- Human Resources/Department partnership
 - Coordinated hiring efforts
 - Hiring priorities
- Civil Service vs. “Exempt” hiring:
 - Civil Service: Flowchart
 - Exempt: Charter exempts certain classifications
- 120-day goal: HR Analyst to Eligible List
- 150 positions – current recruitments
- Testing consultant – Cooperative Personnel Services
 - EWD, CPRA, Police Commission, PW, DOT, Animal Services,

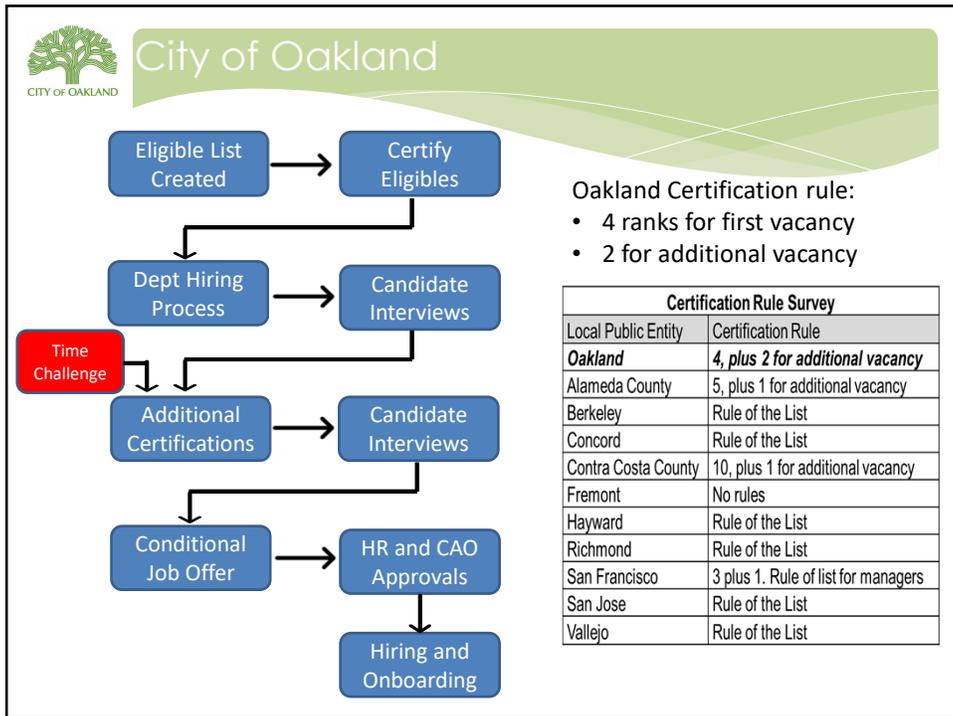
9



10



11



12



HR Metrics

- Time to hire:
 - 23% of candidates = one week
 - 39% of candidates = 7 to 14 days
 - 57% of candidates = lose interest if the hiring process is too long
- Candidate experience
- Quality of candidates

13



6) Goal, break down & timeline to fill vacancies (con't)

- HRM Staffing
- Securing Assessors for Scoring Examinations
- Conducting sequential recruitments
- Labor agreement obligations
- Restrictive certification rule
- Non-responsive candidates
- The Great Resignation
- Reduced number of applicants
- Market conditions

14



City of Oakland

2022 Public Sector Trends Report

"MUCH LIKE 2020 BEFORE IT, **2021 HAS BEEN A WAKE-UP CALL** FOR HR LEADERS AT PUBLIC SECTOR AGENCIES"

The Great Resignation

86% of government HR professionals reported a moderate or significant increase in vacant roles compared to last year.

- Public sector is disproportionately older – retirements
- Public sector quit rate:
 - 2010 = 6.1%
 - 2016 = 9.7%
 - 2020 = 11.7%

Oakland quit rate:
2019 = 4.57% (non-sworn)

15



City of Oakland

2022 Public Sector Trends Report

Fewer Applicants

The number of applications per job has dropped 21% between 2015 and 2021

Table 2: Regional Number of Applicants

	2017	2018	2019	2020	2021	% change
County of Alameda	21,709	25,579	22,502	15,132	10,800	-50.25%
City of Oakland			14,161	14,103	8,032	-43.28%
County of Napa	7,911	6,396	6,493	4,382	5,488	-30.62%
County of Santa Clara		112,923	101,232	97,000	86,164	-23.70%
County of San Mateo	17,025	19,538	18,117	13,510	13,198	-22.48%

16



City of Oakland

National & Regional Market Conditions

- Unemployment Rates
 - US: 3.6%
 - California: 4.2%
 - Oakland-Fremont-Hayward area: 3.3%
- Survey vacancy rate is 16.30%

Comparator Agencies	# of Depts	No. of Budgeted positions	No. of vacant positions	Vacancy Rate
Alameda County				NA
City of Berkeley	18	1,596	259	16.21%
City of Concord	10	419	57	13.69%
Contra Costa County	22	11,325	2,043	18.04%
City of Fremont	14	953	109	11.49%
City of Hayward	13	928	137	14.80%
City of Richmond	24	723	117	16.15%
City & County of SF	50			NA
City of San Jose	23	6,647	877	13.20%
City of Vallejo	15	680	194	28.48%
Regional Vacancy Rate Average		23,271	3,793	16.30%
City of Oakland	23	4,727.80	736.14	16.33%

17



City of Oakland

7) Attrition rates of Departments 10) Any additional information not previously included

Table 3 - Attrition Rates by Department

Department	Total FTE Filled	July 1, 2021 - March 1, 2022 Separations				FY 20-21
		Total Separations	Retirements	Resignations	%	
Police	1,038.00	108	37	71	10.4%	10.1%
Fire	549	31	20	11	5.6%	6.3%
Public Works	506.11	37	21	16	7.3%	6.2%
Transportation	250.65	20	10	10	7.9%	10.1%
Planning & Building	154	9	3	6	5.8%	10.6%
Library	176.4	19	7	12	10.8%	6.5%
Human Services	149.76	20	7	13	13.5%	8.3%

18



City of Oakland

10) Any additional information not previously included

- Department Vacancy Rates:

Table 4: Regional Departmental & Overall Vacancy Rates

	San Jose	San Fran	Berk	Concord	Hayward	EBMUD	Fremont	Richmond	EBParks	Vallejo	Oakland
Planning and Build	15.48%	13.91%	24.56%	8.60%	NA	NA	15.90%	8.33%	NA	12.50%	25.81%
Transportation	17.47%	11.90%	33.30%	16.66%	NA	NA	NA	NA	NA	NA	21.75%
Public Works	25.40%	26.32%	14.67%	19.73%	NA	NA	10.23%	17.26%	NA	20.00%	20.27%

19



City of Oakland

Vacancy Rates Through May 2, 2022

Table 1: Citywide Vacancy Summary

Type	All Positions	Vacant	% Vacant
Total Sworn	1965.58	256.60	13.05%
Total Miscellaneous	2762.22	515.54	18.66%
Total	4727.80	772.14	16.33%

Table 2: Citywide Vacancy Summary (Non-Encumbered)

Type	All Positions	Vacant	% Vacant
Total Sworn	1965.58	223.60	11.38%
Total Miscellaneous	2762.22	512.54	18.55%
Total	4727.80	736.14	15.57%

- Budgeted Vacancy Factor
 - Varies by department (0% - 8.4%)

20



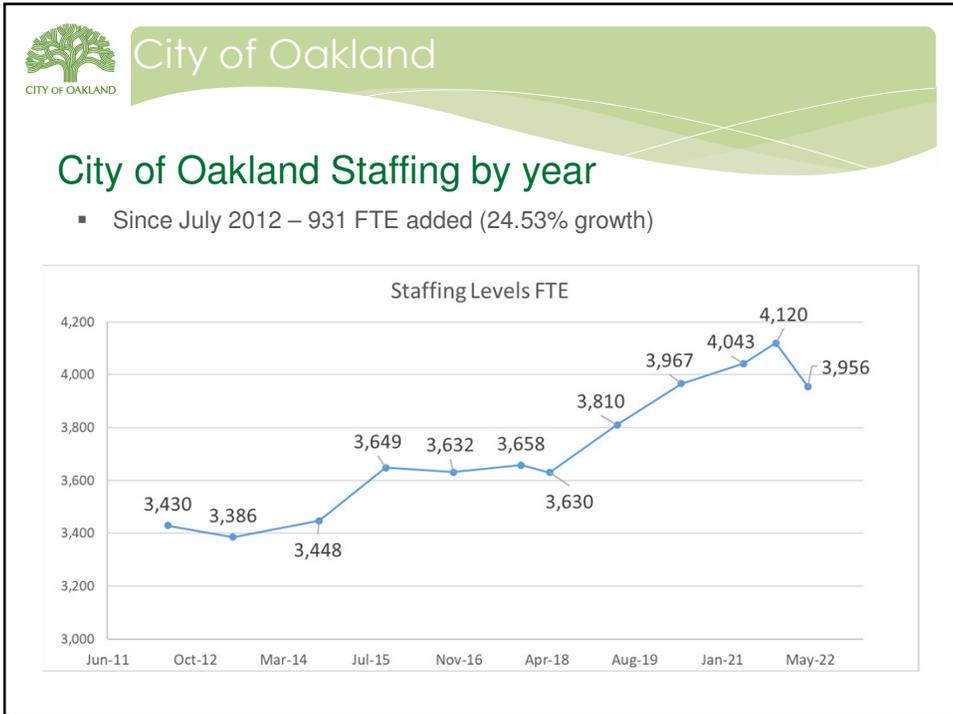
City of Oakland

Historical Vacancy Rates

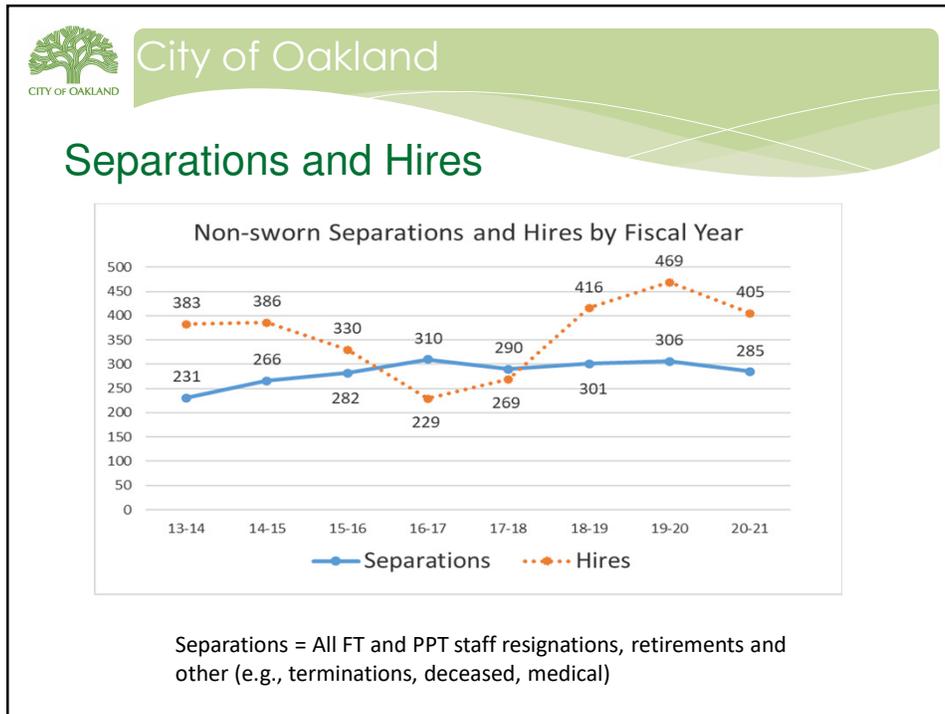
Table 3: Historical Vacancy Rates

Report Date	# of budgeted positions	# non-encumbered vacancies	Non-encumbered % Vacant	All Vacancies	All Vacancies % Vacant
5/2/2022	4,727.80	736.14	15.57%	772.14	16.33%
11/2/2021	4,704.43	566.05	12.03%	584.25	12.42%
5/4/2021	4,586.01	471.27	10.27%	542.92	11.83%
12/1/2020	4,589.43	584.02	12.72%	686.52	14.96%
5/12/2020	4,531.52	496.16	10.95%	564.56	12.46%
11/12/2019	4,533.21	535.73	11.82%	595.83	13.14%
5/14/2019	4,455.17	556.85	12.50%	645.66	14.49%
11/13/2018	4,447.67	522.25	11.74%	742.37	16.69%
4/24/2018	4,282.97	419.50	9.79%	652.60	15.24%
11/14/2017	4,279.22	406.70	9.50%	621.30	14.52%
10/24/2016	4,186.84	377.07	9.00%	554.45	13.24%
10/5/2015	4,151.78	432.72	10.42%	502.53	12.10%
9/22/2014	3,937.26	341.01	8.66%	489.40	12.43%
5/20/2013	3,813.39	295.88	7.75%	427.82	11.22%
5/14/2012	3,796.53	259.88	6.88%	366.40	9.65%

21



22



23

 City of Oakland

1) Community outreach

- Job fairs, community events, workshops:
 - East Oakland Job Fair, Laney and Merritt College Career Days, Job Corps Job Fair, Chinatown Street Festival, Akoma Market, Fruitvale Dia de los Muertos, Rubicon Programs Job Club
- Social Media:
 - LinkedIn, Facebook, Twitter, Nextdoor
- Distribution list:
 - Family Bridges, Volunteers of America, East Bay Asian Youth Center, Civicorps, California EDD, Rubicon Programs
- Temporary Part-Time employment
- Economic Workforce Development efforts:
 - Youth Employment Program

24



2) Off-site Cannabis Use

- Policy conforms with City Ordinances and within federal and state regulations
- No impacts or impediments to hiring or filling positions

3) Exit Strategy

- Off-boarding guide – Attachment I
- Feedback, organizational improvement, knowledge transfer

25



4) Classifications with over 20% vacancies

- See attachment I

5) Analysis: cash hiring incentives

- No incentives: Berkeley, Hayward, Richmond, San Francisco, San Jose & Vallejo
- Alameda County:
 - Health care positions in the Jail
 - Deputy Sheriff Recruit and Sheriff \$10-14k over four years
- Concord:
 - Police Lateral: \$10K over 3 years
- Fremont:
 - Police Officer: employees can receive \$350 for referring a candidate that attends the academy and another \$350 if they complete probation

26



City of Oakland

8) Data analysis from Coliseum Job Fair

- Date: December 2, 2021
- East Bay Job Fair and Expo
- Two HRM staff attended
- 100+ visitors to the Oakland HR Table

9) Strategic recruiting efforts & job training

- Economic and Workforce Development
- Internship opportunities
- Seasonal and TPT hiring efforts

27



City of Oakland

Solutions

- Negotiate timeline efficiencies
- Reduce time to hire
- Improve candidate experience
- Continue to evaluate and streamline recruitment process
- Set the tone as Employer of Choice
- Continue to grow our own = ~55% promotion
- Improve retention efforts
 - More training
 - More growth opportunities
 - More resources

28