



A Tradition of Stewardship  
A Commitment to Service

Agenda Date: 10/16/2018

Agenda Placement: 6K

## NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

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**TO:** Board of Supervisors

**FROM:** Karen Taylor for NIKKI SALAS - Director  
Human Resources

**REPORT BY:** Kevin Lemieux, Senior Human Resources Analyst - 253-4000

**SUBJECT:** Adoption of a Resolution Amending the Hiring and Promotional Incentive Pilot Program

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### **RECOMMENDATION**

Director of Human Resources requests adoption of a resolution amending Napa County Policy Manual, Part I: Section 37BB, Hiring and Promotional Incentive Pilot Program, effective October 20, 2018 clarifying updates to the policy language and replacing the Advanced Vacation Accrual incentive with a Vacation Leave Bank incentive.

### **EXECUTIVE SUMMARY**

The Hiring and Promotional Incentive Pilot Program Policy was approved by the Board of Supervisor on September 26, 2017. The Pilot Program's duration is October 1, 2017 through September 30, 2021 and provides hiring incentives for the hard-to-fill classifications of Deputy Sheriff Trainee/I/II/Senior, Correctional Officer I/II, and Staff Psychiatrist. The overarching goal of the program is to enhance the County's recruitment efforts to attract and retain the best qualified candidates. Per the approved policy, the Pilot Program must be evaluated on an annual basis to determine if and modifications are necessary. If approved, this action allows for clarifying updates to the policy language and replaces the Advanced Vacation Accrual incentive with a Vacation Leave Bank incentive.

### **FISCAL IMPACT**

Is there a Fiscal Impact?	Yes
Is it currently budgeted?	No
What is the revenue source?	The hiring departments will fund the Hiring and Promotional Incentive Pilot Program through the salary savings generated by their current vacancies. Revenue sources will vary by the department in which the hard to fill position is

	located.
Is it Mandatory or Discretionary?	Discretionary
Discretionary Justification:	This policy allows the Napa County to recruit the most qualified candidates for our hardest to fill positions in the critical fields of corrections, public safety, and mental health services.
Is the general fund affected?	Yes
Future fiscal impact:	The salary savings generated by vacant positions will continue to fund the program through the pilot dates of October 1, 2017 and September 30, 2021. Hiring and Promotional Incentive Pilot Program costs will be evaluated at the end of the pilot period and will be budgeted accordingly in future fiscal years.
Consequences if not approved:	If the changes to the Hiring and Promotional Incentive Pilot Program are not implemented, some of the language in the previously approved version will remain unclear to potential candidates, and the County will face continued challenges filling critical classifications in Corrections, the Sheriff's Department, and at the Health and Human Services Agency.
Additional Information:	

### **ENVIRONMENTAL IMPACT**

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

### **BACKGROUND AND DISCUSSION**

Napa County recruits, hires, and strives to retain the best qualified candidates for every vacant position throughout the county. The previously approved Hiring and Promotional Incentive Pilot Program supports those efforts by targeting specific hard to fill vacancies with additional incentives. The classifications identified in the policy were determined to be hard to fill based upon turnover rates and vacancy rates. The Hiring and Promotional Incentive Pilot Program helps attract and retain the best qualified Staff Psychiatrists, Deputy Sheriffs (Trainee/I/II/Senior), and Correctional Officers (I/II). Increased retention reduces costs associated with turnover such as lost productivity/knowledge, temporary staffing expenses, and overtime pay. The adoption of the Hiring and Promotional Incentive Pilot Program in September 2017 has had a positive impact on attracting highly qualified candidates to hard to fill positions.

Consistent with the approval and implementation of the Hiring and Promotional Incentive Pilot Program, the County Executive Officer reviews this policy on an annual basis. As part of that planned process, the proposed revision to the Hiring and Promotional Incentive Pilot Program includes some clarifying language for existing incentives. It also replaces the Advanced Vacation Accrual incentive with a new Vacation Leave Bank incentive of 80 hours, to be provided in a lump sum after successfully passing probation or at the conclusion of 12 months of employment for eligible at-will classifications. If approved, this revision to the Pilot Program is expected to attract highly qualified lateral transfer candidates from other jurisdictions who might not typically consider a career with Napa County due to losing their leave banks with their current employer.

The four-year term of the proposed Hiring and Promotional Incentive Pilot Program is scheduled to conclude on September 30, 2021. At the conclusion of the term, the program outcomes will be evaluated and a

determination will be made as to whether the program merits modification and/or expansion to other departments.

Therefore, the Director of Human Resources recommends the adoption of a resolution amending the Hiring and Promotional Incentive Pilot Program, effective October 20, 2018.

**SUPPORTING DOCUMENTS**

- A . Resolution
- B . Exhibit A - Policy Manual Section 37BB (with tracked changes)
- C . Exhibit A - Policy Manual Section 37BB (final version)

CEO Recommendation: Approve

Reviewed By: Leigh Sharp