

Attachment A
Strategic Hiring Process
Human Resources Department

Strategic hiring is a proactive, long-term approach to recruitment that aligns talent acquisition with an organization's overarching goals and future needs. Rather than filling vacancies reactively, it involves careful planning to ensure future success and allows departments to adapt to changing needs.

Here's an overview of the key steps involved in the strategic hiring process.

1. Job Analysis and Design

- **Define Roles:** Clearly outline job responsibilities, required skills, update organizational charts and define performance expectations.

Key elements of performance expectations:

- **Goals and objectives-** specific outcomes/results employees are expected to achieve
 - **Quality standards-** expectations for the accuracy, consistency and professionalism of work
 - **Efficiency and timeliness-** expectations regarding deadlines and the time required to complete tasks
 - **Behavior and conduct** - expectations for professional behavior, teamwork, and adherence to county values
 - **Compliance and procedures** – following established guidelines, policies and legal or ethical standards
 - **Development and improvement** – expectations for continuous learning, adaptability, and skill development
- **Create Department Job Descriptions:** Develop and maintain detailed job descriptions to guide recruitment and selection processes and to assist with onboarding and training.
 - **Internal Development:** Prioritize internal promotions and skill development to fill roles. This approach can be more cost-effective and beneficial to the departments and the County.

2. Workforce Planning

- **Assess Current Workforce:** Evaluate the existing skills, roles and performance levels within your department. Establish metrics to determine whether mandates are being met.

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- **Forecast Future Needs:** Anticipate future staffing requirements based on department needs, as well as potential retirements or resignations.
 - **Identify Gaps:** Identify discrepancies between current capabilities and future needs to address skill shortages or surpluses.
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3. Approval to Hire – Goes to Board of Supervisors

- **Collaborate with Human Resources and the CEO to review the plan for filling vacant position(s).**

Consider the following:

- How will the department fund the position(s)?
 - What work is currently not being done due to the vacancy?
 - Why can't current staff absorb these duties?
 - What efficiencies has the department implemented or is currently working on?
 - Prepare metrics to support the hiring needs
 - Update organizational chart
- **Agenda Item:** Human Resources will present a monthly agenda item to the Board of Supervisors, which reviews all departmental requests to fill vacant or soon-to-be vacant positions. Each request will include a justification outlining the necessity of the position, any legal or regulatory mandates, and the proposed funding source.
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4. Recruitment

- Once position(s) is approved, proceed with the current County recruitment process.
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5. Onboarding

- **Integrate New Hires:** Departments should provide orientation, onboarding and training to help new employees adjust to their roles. This is in addition to the County's standard new hire orientation and onboarding.

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- **Set Expectations:** Clearly communicate job responsibilities, performance standards, expectations, metrics and the organizational culture.
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6. Evaluation and Optimization

- **Monitor Performance:** Departments are expected to assess new hires to ensure they meet job requirements, performance goals, and mandates.
 - **Review Process:** Evaluate the effectiveness of the hiring process and make necessary adjustments to improve future staffing efforts.
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By following these steps, departments can ensure they have a strategic approach to staffing that aligns with their long-term objectives and effectively meets their talent needs.