



Human Resource Services

July 11, 2023

Honorable Board of Supervisors
County of Alameda
1221 Oak Street, Suite 536
Oakland, California 94612-4305

SUBJECT: ADOPT A SALARY ORDINANCE AMENDMENT TO ADD NEW SUBSECTION 3-12.108 TO ESTABLISH AN EMPLOYEE REFERRAL INCENTIVE PROGRAM (“ERIP”)

Dear Board Members:

RECOMMENDATION:

Adopt a Salary Ordinance amendment to Article 3, Section 3-21. (Miscellaneous), to add new subsection 3-21.108, to establish the Employee Referral Incentive Program (“ERIP”) that provides a financial incentive (“ERIP Award”) to eligible County of Alameda (“County”) employees to recruit friends or acquaintances who have exceptional qualities and skills to apply for hard-to-fill County positions effective August 6, 2023.

DISCUSSION/SUMMARY:

The ability of employers to hire qualified employees, including the County, is extremely difficult. With the talent shortage, employers are competing for a smaller pool of candidates. To ensure the County continues to provide excellent service to our community, the County must consider out-of-the box measures that allow hiring managers to fill hard-to-fill vacancies. As such, the purpose of the ERIP is to enlist the assistance of our employees to recruit individuals to apply for our hard-to-fill positions. Employees are often our best ambassadors.

The key components of the ERIP are listed below.

- **Employee Responsibility:** County employees can spread the word to friends or acquaintances, who may have exceptional qualities and skills, to apply for hard-to-fill positions. Employees are also in the best position to inform their friends or acquaintances of what they know about the County and what makes it a great employer, including the variety of careers, excellent comprehensive benefits, competitive wages, superior training and development/education programs, flexible work schedules, retirement benefits, and more.
- **ERIP Award:** The ERIP Award is limited to eligible employees who refer candidates and are identified by said candidates who are subsequently hired into eligible regular/permanent positions designated as "hard-to-fill". Employees who refer other current County employees to hard-to-fill positions for promotional, reinstatement, or transfer opportunities are not eligible to receive the ERIP Award.

When the candidate is hired into the hard-to-fill position, the referring employee will receive five hundred dollars (\$500). When the new referred employee (previously candidate) successfully completes their probationary period, the referring employee will receive an additional five hundred dollars (\$500), for a total of one thousand dollars (\$1,000), provided the referring employee is still employed by the County.

- **Definition of a Hard-to-Fill Position:** The Human Resource Services (“HRS”) Director will use the following criteria to determine which classification(s) are hard-to-fill:
 - ◇ Over a 10% vacancy rate for a sustained period.
 - ◇ Length of time of the ongoing recruitment for the classification.
 - ◇ Number of appointable candidates on the eligible list.

In addition, the HRS Director shall have the authority to designate additional classifications as “hard-to-fill” based on recruitment and retention data and re-evaluate the list of hard-to-fill positions every six (6) months and update the list, as appropriate.

- **Verification:** The employment application for identified hard-to-fill classifications will include a supplemental question asking applicants whether they were referred to the position by a County employee and if so, identify the referring employee. The candidate must identify the referring employee in order for the referring employee to receive the ERIP Award.
- **Eligible/Ineligible County Employees:** All current County permanent or probationary employees are eligible to receive the ERIP Award **except** for:
 - ◇ Employees engaged in recruitment activities.
 - ◇ Employees engaged in the selection of the candidate.
 - ◇ Agency/Department Heads, Executive Managers, Division Directors, Assistant and Deputy Directors, extra help, contractors, and elected officials.
- **Outcomes/Benefits:** The most important outcome of the ERIP is increasing the County’s recruitment efforts and hiring of qualified candidates for hard-to-fill positions.
- **Implementation:** For a smooth and seamless implementation of the ERIP, staff:
 - ◇ Collaborated with County agencies/departments to identify the hard-to-fill classifications that qualify for inclusion in the ERIP.
 - ◇ Provided the County’s employee organizations with an offer to meet and confer on the impacts of the decision to implement the ERIP, answered any questions they had and concluded discussions in a positive manner.
 - ◇ Developed a communication/marketing plan to promote the ERIP, including a description on the County’s website as well countywide employee email communication.
 - ◇ Worked with the Auditor’s Office to ensure a smooth and coordinated ERIP Award payment process to eligible referring employees.

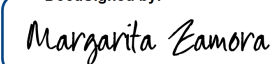
FINANCING:

The estimated annual cost of the ERIP is between \$20,000 and \$25,000. The estimate cost is based on a similar program in the County of San Mateo, which has been operational for over 20 years. There are anticipated sufficient funds in the HRS budget to cover the cost of the ERIP.

VISION 2026 GOAL:

Establishing the ERIP meets the 10X pathways of **Employment for All** in support of our shared vision of a **Prosperous and Vibrant Economy**.

Very truly yours,

DocuSigned by:

Margarita Zamora, Acting Director
Human Resource Services

c: CAO
 Auditor-Controller
 County Counsel
 Agency/Department Heads

By 
Kristy van Herick, Asst. County Counsel

O-2023-33
AN ORDINANCE AMENDING
CERTAIN PROVISIONS OF THE 2022 - 2023
COUNTY OF ALAMEDA SALARY ORDINANCE

The Board of Supervisors of the County of Alameda ordains as follows:

SECTION I

Article 3, Section 3-21, Subsection 3-21.108 of the County of Alameda Salary Ordinance is hereby added to read as follows effective August 6, 2023:

Effective August 6, 2023, in accordance with the Employee Referral Incentive Program ("ERIP"), all current permanent or probationary County employees are eligible to receive the employee referral incentive except for the following: 1) employees engaged in recruitment activities; 2) employees engaged in the selection of the candidate; 3) agency/department heads, executive managers, division directors, assistant and deputy directors, extra help, contractors, and elected officials; 4) employees who refer current County employees for promotion or transfer; and 5) employees who subsequently terminate employment prior to the candidate's start date.

An employee who is identified as the referring employee by a candidate on the candidate's employment application for a hard-to-fill classification, as designated by the Human Resource Services Director, shall receive five hundred dollars (\$500) when the candidate is hired in a said hard-to-fill classification. Moreover, when the newly hired candidate completes the probationary period, the referring employee shall receive an additional five hundred dollars (\$500) for a total of one thousand dollars (\$1,000) for referring the candidate into the hard-to-fill position. The incentive award(s) will be made as soon as administratively possible.

SECTION II

This ordinance shall take effect immediately, and before the expiration of fifteen days after its passage, shall be published once with the names of the members voting for and against it in the Inter-City Express, a newspaper published in the County of Alameda.

THE FOREGOING was **PASSED** and **ADOPTED** by a majority vote of the Alameda County Board of Supervisors this 1st day of **August, 2023**, to wit:

AYES: Supervisors Carson, Haubert, Marquez & President Miley – 4

NOES: None

EXCUSED: Supervisor Tam – 1

Mark Miley

PRESIDENT, BOARD OF SUPERVISORS

File No: 31058
Agenda No: 82
Document No: O-2023-33



I certify that the foregoing is a correct copy of a Ordinance adopted by the Board of Supervisors, Alameda County, State of California

ATTEST:
Clerk, Board of Supervisors

By: *R. Bailey*
Deputy