

Subject:

RECRUITMENT, RETENTION & DEVELOPMENT OF STAFF

Issued By:

HUMAN RESOURCES

Approved By: Kathleen R. Hurtado
President & CEO

Policy #:

519.1

Issue Date:

June 1, 1995

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July 24, 2005

Effective Date:

August 1, 2005

Reference:

Revised and adapted from LAC + USC Healthcare Network Policy #519.1.

PURPOSE

To outline HRA’s policy regarding the development of programs to promote the recruitment, retention, development, and continuing education, of all Staff-Members.

POLICY

HRA shall strive to ensure that adequate programs within budgeted resources exist to promote the recruitment, retention, development, and continuing education of all Staff-Members.

GUIDELINES:

Recruitment, retention and development-of-staff strategies to target qualified job candidates may include:

1. **COMMUNITY OUTREACH AND EDUCATIONAL PROGRAMS:**

- a. Use of **COMMUNITY OUTREACH PROGRAMS**, such as affiliation with the East Los Angeles Occupational Center;
- b. Use of **AFFILIATIONS WITH LOCAL HIGH SCHOOLS**, junior colleges and universities;
- c. Use of **RELATIONSHIP WITH USC** to recruit Staff-Members;
- d. Network with USC’s **OFFICE OF AFFIRMATIVE ACTION COMPLIANCE**;
- e. Use of **FRANCISCO BRAVO MAGNET HIGH SCHOOL** to increase future candidate pool for Allied Health Professions;
- f. Use of **Financially Assisted Training and Education (FATE) PROGRAM AND TUITION REIMBURSEMENT** to upgrade HRA’s workforce;
- g. Use of **SUMMER YOUTH AND VOLUNTEER PROGRAMS** as sources of prospective trainees;
- h. Reassess **JOB DESCRIPTIONS, EMPLOYMENT APPLICATIONS, EMPLOYMENT TEST REQUIREMENTS**, as possible, to attract qualified candidates;
- i. Utilize **COLLEGE CAMPUS RECRUITMENT**, as specified in selection plans;
- j. Use of **UPWARD MOBILITY AND CAREER DEVELOPMENT PROGRAMS**;
- k. Attendance at **JOB FAIRS** at colleges, universities, schools and training centers;
- l. Use of **RECRUITMENT ADVERTISING** in professional journals, newspapers, etc.



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POLICY

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2. RETENTION AND/OR DEVELOPMENT PROGRAMS:

- a. Utilize **IN-SERVICE TRAINING** for staff to improve skills;
- b. **ASSESS SKILL PROFICIENCY LEVELS** of position incumbents, and other selected staff, for growth potential;
- c. **ENCOURAGE EMPLOYEES TO ENROLL IN COURSES** designed to upgrade their skills and thereby make themselves eligible for promotion to higher levels;
- d. Provide incentives and methods of retaining staff by rewarding exceptional Staff-Member performance through timely and objective **EVALUATION, MERIT AWARDS AND/OR MERIT-BASED PAY, LETTERS OF COMMENDATION**, and other employee recognition methods;
- e. Maintain a clean, well-lighted and ventilated **WORKING ENVIRONMENT** for employees;
- f. Maintain a Quality-Improving, **ORGANIZATION PERFORMANCE PROGRAM**;
- g. Coordinate and monitor **UPWARD MOBILITY PROGRAMS**;
- h. Ensure that employees receive stipulated **SALARIES** for their classification;
- i. **UTILIZE APPROVED BONUSES** in accordance with HRA’s policies & procedures;
- j. Monitor and process **BENEFIT PLANS**;
- k. Comply with **EQUAL EMPLOYMENT OPPORTUNITY** Commission guidelines;
- l. Where possible, approve **FLEXIBLE WORKING HOURS** and telecommuting programs;
- m. Encourage Staff-Members to complete **TRAINING AND STAFF DEVELOPMENT NEEDS ASSESSMENT SURVEYS** at the time of their annual Performance Evaluation;
- n. Encourage Staff-Members to discuss their **TRAINING AND DEVELOPMENT NEEDS** with their Supervisor.

RESPONSIBILITY

Human Resources / Supervisors / All Staff-Members

REFERENCES

Federal Civil Rights Act, Title 8
Los Angeles County Code, Title 5, Ord. 88-0020(1)
DHS Policy# 707