

# County of Santa Clara

## Employee Services Agency

### Human Resources

County Government Center, East Wing

70 West Hedding Street, 8<sup>th</sup> Floor

San Jose, California 95110



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## Classification Report

Date: June 2, 2023

To: Daniel Little, Director  
Social Services Agency

From: Julia Guillen, Management Analyst  
Employee Services Agency-Human Resources

Reviewed by: John P. Mills, Director, Employee Services Agency

Subject: Classification Report – Social Worker II and Social Worker III – Sign-on Bonus

### **Background**

Social Services Agency (SSA) and Employee Services Agency – Human Resources (ESA-HR) have been meeting bi-monthly as part of ESA-HR’s continuing efforts to enhance the level of service and support provided to County departments with acute personnel-related needs and challenges. In these meetings, SSA identified some classifications for which the department is experiencing recruitment difficulties. In partnership with SSA, ESA-HR is exploring creative recruitment strategies for these classifications.

### **Findings / Analysis**

ESA-HR began conducting continuous recruitments for Social Worker IIs and Social Worker IIIs in March 2022. As of May 4, 2023, there have been approximately 47 recruitments, with a combined total of 273 qualified applicants, resulting in 35 hires.

To incentivize social workers to join the County of Santa Clara, it is recommended to create a sign-on bonus for new hires into the Social Worker II and Social Worker III classifications.

The proposed language of the sign-on bonus is modeled after the successful sign-on bonus already established for certain classifications in Santa Clara Valley Medical Center (Master Salary Ordinance, Section 54: Special Compensation, I.).

It is recommended to include the new language in the same section; the proposed language is:

#### O. Sign-on Bonus Program (Social Worker II/ Social Worker III)

On an ongoing basis and subject to discontinuation at any time, a new hire into a position with the Social Services Agency in the classification of Social Worker II or Social Worker III, assigned to any shift, may be eligible to receive a sign-on bonus of up to \$5,000, upon approval

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of the Human Resources Director or designee. Qualified employees are expected to sign an agreement prior to receiving the monies that they will be employed in the specific classification for at least two years. If the individual vacates the position prior to that time, they will agree to repay the County on a pro-rated basis.”

To provide the sign-on bonus, hiring managers should include the terms in the offer letter to the prospective employee, submit the completed request to ESA-HR for review and approval, and then send the applicable documents to Payroll for processing. The Social Services Agency would track all sign-on bonus agreements. Samples, forms, and checklists are being developed and will be provided for hiring managers to utilize in the onboarding process.

### **Recommendations**

- Create a new ordinance section for sign-on bonus for Social Worker II and Social Worker III classifications.

### **Fiscal Implications**

There is no fiscal impact for the recommendation, as it does not establish the creation of any positions.

### **Attachments**

- Position Mapping (Tab 5 from Class Work Implementation Sheet)