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# MEMORANDUM

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Date: May 11, 2022

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshner   
County Administrator

Re: **Quarterly Updates as Requested by Board of Supervisors – Human Resources**

Due to the Great Resignation, the County has experienced fluctuations in new hires and employee separations. (Attachment 1). As a result, Human Resources is working in collaboration with the Deputy County Administrators on recruitment strategies. Per the request of the Board of Supervisors, attached is a list of identified recruitment strategies. (Attachment 2)

Additionally, the Board requested that Human Resources provide information on High-Cost Claimants in regards to the Health Benefits Trust. High-Cost Claimants are those members on the Plan who exceed \$100,000 in paid claims within the Plan Year. Human Resources, the Health Benefit Trust, the consultant CBIZ, and our third-party administrator Aetna, closely monitor these claims to ensure that the Plan Members are engaged with services provided by Aetna. Currently 4,921 employees choose Pima County's Health Plan, which covers 10,201 lives.

We are experiencing an 84 percent increase in the number of High-Cost Claimants from the prior Plan Year (July 2020 – March 2021 vs. July 2021 – March 2022), from 25 to 46 High-Cost Claimants, with 57 High-Cost Claimants in the last rolling year. Per the attached, the current medical spend is between \$100,000 up to \$618,780 per High-Cost Claimant. (Attachment 3)

JKL/dym

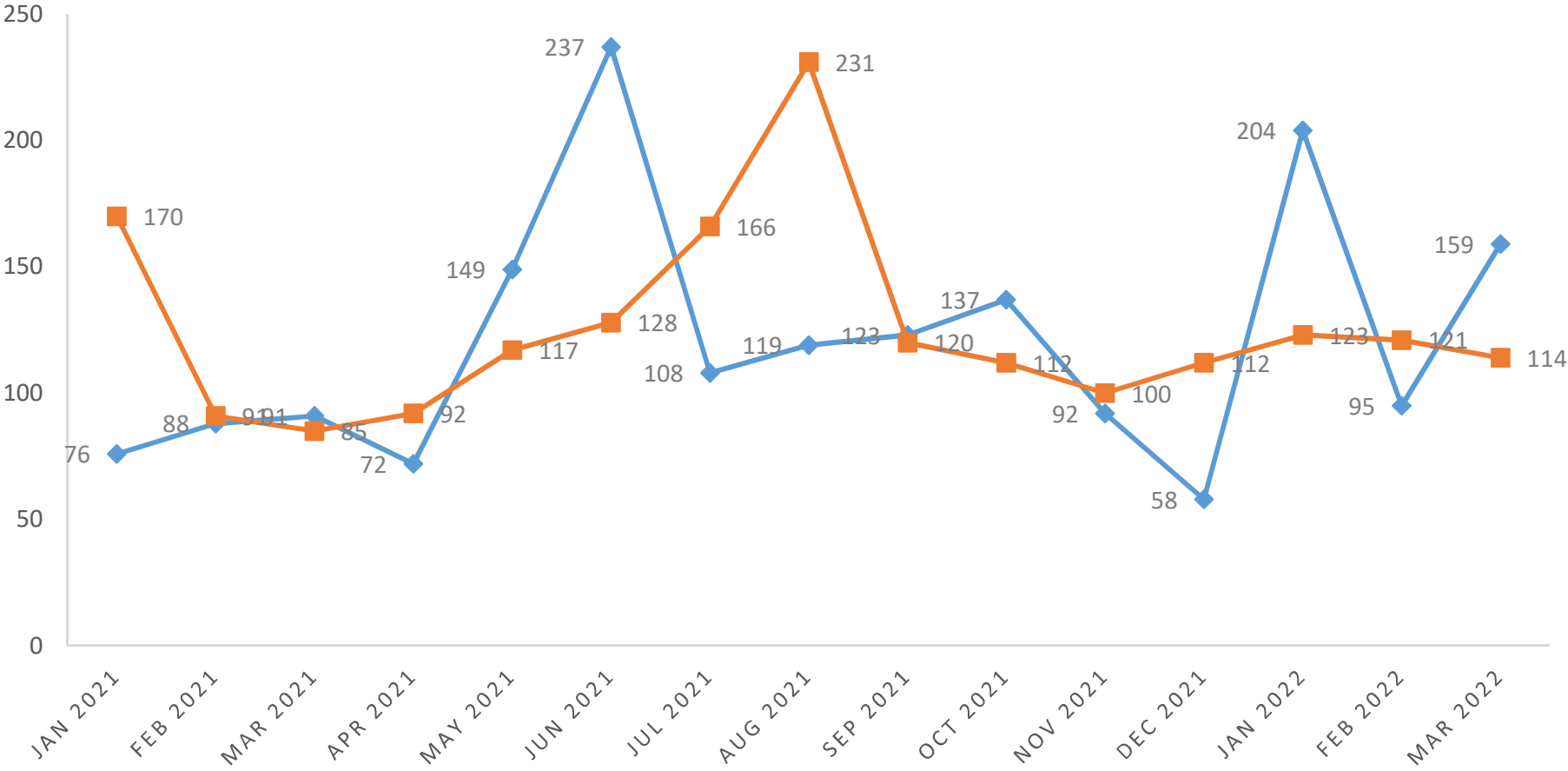
## Attachments

c: Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,  
Health and Community Services  
Michelle Campagne, Director, Finance and Risk Management  
Cathy Bohland, Director, Human Resources

# ATTACHMENT 1

# HIRES & SEPARATIONS

◆ Hires    ■ Total Separations



# ATTACHMENT 2



# Talent Engagement Tactics

SETUP >

Wednesday, May 11, 2022

Next Meeting May 16th, 2022

Item #	Recruitment Tactic	Ideas/Recommendations	Update	Priority	Assigned to
1	LinkedIn	Subscription purchased	Completed: In use. Positions being posted. Career page being built out with Communications.	High	Talent Acquisition
2	Indeed.com	Set up account/contract	In progress. Will purchase talent sourcing subscription. Will begin offering option of Sponsored Ad postings. Pricing of sponsored ad will vary by role, location and area position is being marketed. Goal is to implement this product into the TA function once department staff are hired.	High	Talent Acquisition
3	Facebook	Utilize the Pima County jobs Facebook page to develop career content; market, post employment opportunities, etc.	Have access to County Fb page. Will begin posting additional content to achieve recruitment marketing goals.	High	Talent Acquisition
4	Silver Medalists (Sourcing in NeoGov)	Sourcing talent in NeoGov. Identify "runner-ups" or "silver medalists" and suggest other openings in which they meet MQ's	Reviewing reporting tools and analytics in NeoGov, developing processes and training for Recruitment team. TA Manager to meet with Recruitment Supervisor to pilot with a staff member.	High	Talent Acquisition
5	Flexible Schedules	Alternative Work Schedule Policy	Approved by BOS on 2/15/2022. Implemented.	High	Board of Supervisors
6	Telecommuting	Telecommuting policy	Implemented.	High	HR Leadership



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7	Re-Allocation Policy	Policy Reviewed	Approved BOS Feb 1, 2022. Implemented.	High	Board of Supervisors
8	Referral Bonus Program	Consider adoption of a an employee referral program with remuneration in the amount up to \$250.00 to be paid to employee on hire date of referral and at 6 month anniversary (two installments).	Amount to be awarded? Which departments will participate (recommend Health & Public Works - Trades Tech, Specialist, Coordinator). How will the bonus be paid out (i.e. payroll, AP), can this be managed through a central fund.  County Attorney approved; need to discuss logistics. 4/29: Will draft AP for consideration by HR Dir and County Administration.	High	HR Leadership
9	Tuition Reimbursement	Create policy - in draft status	Approved by BOS on 4/11/2022. Implementation from 7/1/2022.	High	HR Leadership
10	Job Flyers	Create an employment flyer "Now Hiring"; work with communications	Completed. Copies provided to DPRs on 3/22/2022	High	Talent Acquisition
11	Job Template Cards	Collect photos of county employee's performing work. Highlight impact of the role. What the desired candidates skills and attributes are; include pay grade/compensation range?	Templates created. Depts to work with Comms when Job Cards are needed.	High	Talent Acquisition
12	Banners "Now Hiring"	Attaching "Now Hiring" banners to county facilities; Kino Sports Complex fence, RWRD building on NW side off Ina Road/Interstate 10	Need update from Facilities Management regarding logistics	High	Talent Acquisition
13	Entrance Pay	In review	TBD. Discussion and implementation to coincide with market study.	High	HR Leadership



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14	Internship Program	Develop/strengthen partnerships with educational and vocational organizations in region.	<p>Targeted educational/vocational program partners:</p> <p>University of Arizona; Pima Community College; NAU, Grand Canyon University; ASU Distance Learning; Pima Medical Institute; Brookline College; JTED.</p> <p>Attended PCC Business Advisory meeting on Friday, 4/8/22 and PCC career/networking event Thursday, 4/21/22. Moving forward with establishing further relationships with PCC to established new programs.</p>	High	HR Leadership
15	Training Opportunities for New Hires	Recommend review of policy and expansion of roles that are being utilized by the existing training policy	<p>Reviewing policies and how current program is being utilized by depts.</p> <p>Program now being utilized by Finance and DOT</p> <p>Policy recommendations to come.</p>	High	HR Leadership
16	Linkedin Life Page	Create employee centric content	Working with Communications.	High	Talent Acquisition



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17	Magnets/Stickers on County vehicles	Work with Communications on design and vendor options. Get quotes for both magnet and sticker options.	<p>Idea proposed to Communications 2/11/2022. Mock-ups provided 2/25/22. Fleet Department in agreement. Designs forwarded to Carmine for review.</p> <p>Implementation to take 60+ days.</p> <p>Update from Communications Office, 4/27/22 - moving forward. Comms and Fleet to meet week of 5/2 to discuss plan, with go live sometime in mid-summer 2022</p>	Medium	Talent Acquisition
18	Pima County Promotional Material	Provide Pima County branded promotional goods with Jobs website and Recruitment unit phone number	Completed/ongoing: Company swag includes: pens, fidget spinners, keychains, etc.	Medium	Talent Acquisition
19	QR Codes	Currently using	Completed. Adding to job flyers, job cards, post cards, fleet vehicles, etc.	Medium	Talent Acquisition
20	Recruitment Kiosks	Installation of kiosks across county facilities that will host a hiring poster, flyers, company swag, computer.	<p>Identify location and partner with IT to get station set-up.</p> <p>Proposed location: Community &amp; Workforce Development.</p> <p>No action taken.</p>	Medium	Talent Acquisition





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Item #	Recruitment Tactic	Ideas/Recommendations	Update	Priority	Assigned to
21	Quarterly Job Fair	To be facilitated once a quarter.	Implemented: Next date tentative late July or August 2022 Attending PCC career networking event on 4/21/2022.	Medium	Talent Acquisition
22	Alternative Posting Sites	List of additional job boards to advertise	Completed and uploaded into NeoGov for use by DPR's.	Medium	HR Leadership
23	RFP (Re-Posting)	Market Pricing for Compensation/Job Analysis	RFP revised and to be going out for second round of proposals. Proposals under review. UPDATE: Compensation Study to begin, tentative, June 2022	Medium	HR Leadership
24	Interview Panel Training	Eliminate EEO	Interview Guide created. Draft under review by Training & Development team.	Medium	HR Leadership



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Item #	Recruitment Tactic	Ideas/Recommendations	Update	Priority	Assigned to
25	Department Recruitment Ambassadors	HR Coordinators (Recruiter) will work with department heads/appointees to develop ambassadors that can assist in communicating/sharing the employer brand	<p>Creating training for HR Recruitment staff to collaborate with depts on an ongoing basis. Including creating direct relationships with dept Recruitment Ambassadors. Will soon reach out to department leaders to identify employees.</p> <p>Dustin and Rudy to meet and discuss key components of the Recruitment Ambassador program.</p>	Medium	Recruitment
26	Employer Branding - We A.R.E. Pima County	Assess, refine, and integrate into our talent acquisition process	Collaboration continues. Looking to highlight employee testimonials through photography, videos, etc.	Medium	Talent Acquisition
27	Apprenticeship Program	Identify county departments and educational/vocational organizations	<p>Taking another look at process for implementation.</p> <p>Follow-up email sent to Rebecca Abel at PCC Employer Engagement/Apprenticeships to discuss program and begin the process to create for Pima County (5/2/22)</p>	Medium	HR Leadership



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Item #	Recruitment Tactic	Ideas/Recommendations	Update	Priority	Assigned to
28	Total Rewards Statement (TRS)	A personalized statement that will include the value of an incumbents current pay, adding the value of the incumbents personalized benefits	Completed. Awaiting update from Benefits regarding distribution of these statements to employees.	Medium	HR Leadership
29	Employee Photos on Recruitment Collateral	Photography of county employees in the fulfillment of their daily job duties	<p>Discuss with HR Leadership and Communications. May we capture photos of employees or do we need to hire models.</p> <p>4/29: Talent Acquisition is permitted to photograph employees and include their photos in social media postings and on LinkedIn, etc.</p>	Medium	HR Leadership
30	KVOA Job Fair	Southern AZ Employer career fair sponsored by KVOA Channel 4	Date: Tuesday, 5/10/2022	Medium	Talent Acquisition
31	Job Path	Partner with JobPath, a workforce development and advocacy agency local to Tucson. JobPath partners with colleges and job-training centers through financial support and advocacy to succeed in program to finish and gain employment	Talent Acquisition met with JobPath Representatives on Wednesday, 3/30/2022 to learn more about program and partner to develop proactive talent pipelines for various trades, IT support and IT tech, nursing, dental, engineering (for transfer) roles.	Medium	Talent Acquisition



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32	Pima Community College	PCC Business Advisory	Attending PCC Business Advisory Council meeting on Friday, 4/8/2022. Goal: establish contacts for training/internship/apprenticeship.  Career fair on Thursday, 4/21/22 at PCC 1:30pm to 4:00pm. Spoke with over 50 students.	Medium	Talent Acquisition
33	Advertising Salary Ranges on Career Site (NeoGov)	Propose all job postings advertise the minimum to mid-point of established pay range for classified positions.  Develop a system to advertise a specific range for unclassified positions (U1 to U6)	Proposal drafted and submitted to HR Leadership for review and comment.	Medium	HR Leadership
34	PayFactors	Compensation tool that provides market pricing and other benchmark data.	Procurement for software in progress.	Medium	HR Leadership
35	Talent Acquisition Dashboard	Create a reporting dashboard that will provide a visual for key performance indicators of TA function	Product in progress	Medium	Talent Acquisition
36	Text Recruitment	Utilizing candidate text messaging function in NeoGov to connect with applicants	Purchasing of this component in NeoGov in progress	Medium	HR Leadership

# ATTACHMENT 3

## Pima County 3rd Quarter High Cost Claimants 2021-2022

**NOTE:** light gray highlight = terminated  
dark gray highlight = deceased

RANK	MED SPEND	DIAGNOSIS CATEGORY	STATUS	SPEND OUTLOOK	NETWORK EXPERIENCE	ENGAGEMENT
1	\$618,780	Neurological Disorder (Inherited)	Active	Ongoing	In Network	Virtual
2	\$572,576	Infectious	Active	Ongoing	In Network	Engaged
3	\$360,974	Oncological Disorder	TERM 10/14/21 (deceased)	Discontinued	In Network	Engaged
4	\$359,282	GI Disorder	Active	Reduced (post transplant)	In Network	Engaged
5	\$338,701	Infectious Disorder	TERM 9/30/21 (retired)	Discontinued	In Network	Engaged
6	\$324,422	Renal Disorder	Active (Mcare 1° 12/1/23)	Ongoing	In Network	Engaged
7	\$317,469	Infectious Disorder	TERM 12/21/21 (deceased)	Discontinued	In Network	Virtual
8	\$296,989	Renal Disorder	Active (Mcare 1° 4/1/22)	Ongoing (Tx appvl thru 3/12/22)	In Network	Elsewhere
9	\$285,654	GI Disorder	TERM 7/10/21	Discontinued	In Network	Engaged

10	\$271,924	Renal Disorder	Active (Mcare 1° 3/1/23)	Reduced (post transplant)	In Network	Elsewhere
11	\$243,796	Renal Disorder	Active (Mcare 1° 2/1/24)	Ongoing (Tx appvl thru 5/17/22)	In Network	Elsewhere
12	\$235,483	Infectious Disorder	TERM 10/15/21 (deceased)	Discontinued	In Network	Virtual
13	\$235,416	Renal Disorder	Active (Mcare 1° as of 4/1/24)	Ongoing	In Network	Elsewhere
14	\$226,167	Oncological Disorder	Active	Ongoing	In Network	Engaged
15	\$203,163	GI Disorder	Active	Ongoing	In Network	Virtual
16	\$197,185	Oncological Disorder	Active	Ongoing	In Network	Elsewhere
17	\$192,242	Oncological Disorder	TERM 10/27/21 (deceased)	Discontinued	In Network	Elsewhere
18	\$191,699	Cardiac Disorder (Congenital)	Active	Ongoing	In Network	Virtual
19	\$189,386	Vascular Disorder	Active	Ongoing	In Network	Virtual
20	\$182,619	Oncological Disorder	Active	Ongoing	In Network	Elsewhere
21	\$178,817	Neurological Disorder	Active	Ongoing	In Network (OON Rehab appvl)	Virtual

22	\$171,332	Oncological Disorder	Active	Ongoing	In Network	Elsewhere
23	\$168,957	Cardiac disorder	Active	Ongoing	In Network (OON Rehab apprvl)	Virtual
24	\$166,571	Metabolic Disorder (Inherited)	Active	Ongoing	In Network	Virtual
25	\$164,938	Oncological Disorder	Active	Ongoing	In Network	Elsewhere
26	\$162,236	Infectious Disorder	Active	Ongoing	In Network	Virtual
27	\$155,042	Traumatic injury	Active	Likely Reduced	In Network	Engaged
28	\$148,929	Renal Disorder	TERM 11/30/21	Discontinued	In Network	Engaged
29	\$148,501	Behavioral Health	TERM 02/19/22	Discontinued	OON	Elsewhere
30	\$147,119	Neurological Disorder	Active	Likely Reduced	In Network	Virtual
31	\$146,952	Oncological Disorder	Active	Ongoing	In Network	Elsewhere
32	\$146,320	Infectious Disorder	Active	Likely Reduced	In Network	Engaged
33	\$145,732	Infectious Disorder	TERM 11/2/21 (deceased)	Discontinued	In Network	Engaged



34	\$140,774	Renal Disorder	TERM (COBRA eff: 10/1/2021)	Discontinued	In Network	Engaged
35	\$133,970	Infectious	Active	Likely Reduced	In Network	Virtual
36	\$133,888	Renal Disorder	Active (Mcare 1° 9/1/24)	Ongoing	In Network	Elsewhere
37	\$130,171	Renal Disorder	TERM 10/30/21	Discontinued	In Network	Elsewhere
38	\$128,541	Traumatic Injury	TERM 4/5/22	Discontinued	In Network	Engaged
39	\$123,113	Renal Disorder	Active (Mcare 1° 12/1/21)	Reduced (COB)	In Network	Elsewhere
40	\$118,504	Oncological Disorder	TERM 11/28/21 (deceased)	Discontinued	In Network	Elsewhere
41	\$118,197	GI Disorder (Congenital)	TERM 10/31/21	Discontinued	In Network	Virtual
42	\$116,748	Infectious Disorder	Active (FMLA)	Ongoing	In Network	Virtual
43	\$116,407	Traumatic Injury	Active	Ongoing	In Network	Virtual
44	\$113,311	Pulmonary Disorder	TERM 03/06/21 (deceased)	Discontinued	In Network	Engaged
45	\$109,563	Metabolic Disorder (Inherited)	Active	Ongoing	In Network	Virtual
46	\$101,263	Infectious Disorder	Active	Ongoing	In Network	Virtual

47	\$100,523	Neurological Disorder	Active	Ongoing	In Network	Virtual
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