County of Del Norte
Public Hearing on Workforce Vacancies, Recruitment, and Retention

Government Code § 3502.3

September 9, 2025

Government Code § 3502.3

Assembly Bill ("AB") 2561 adds Government Code Section 3502.3 to the Meyers-Milias-Brown Act ("MMBA"), imposing new obligations on public agencies related to tracking and presenting information on job vacancies. The new law and the legal obligations thereunder take effect January 1, 2025.

AB 2561 declares that job vacancies in local government are a widespread and significant problem for the public sector, and that job vacancies may undermine labor relations between public agencies and their employees.

AB 2561 requires that, on an annual basis, public agencies assess and address vacancy rates in order to help avoid the negative effects of understaffing on the delivery of public services as well as on public employees.

Agenda

01

County Metrics

Comprehensive overview of current staffing levels and vacancy statistics across all departments

02

Policy, Procedures, and Recruitment Barriers

Identification of existing challenges and systemic issues affecting our hiring processes

03

Recruitment Improvement Efforts

Strategic initiatives and measurable progress in attracting qualified candidates

04

Retention Improvement Efforts

Programs and policies designed to support and retain our valuable workforce

05

Opportunities to Improve

Data-driven opportunities for compensation and working condition enhancements

06

Represented Employee Organizations Groups

Allowable presentations from recognized employee organizations as mandated by law

County Wide Metrics

482

Total Positions

Authorized full-time positions across all county departments

121

Total Vacancies

Current unfilled positions requiring immediate attention

25%

Overall Vacancy Rate

Significant staffing shortage requiring strategic intervention

Bargaining Unit	Positions	Vacancies	Vacancy Rate
Mid Management Group (MMG)	66	5	7.58%
DNCEA SEIU 1021 (SEIU)	306	104	33.99%
Sheriff's Employee Association (SEA)	62	10	16.13%
Appointed Department Head (APPT)	11	0	0%
Elected Officials (ELECT)	6	0	0%
Assistant Department Head (ASST)	9	1	11.11%
Deputy Directors (DPTY)	4	0	0%
Confidential (CONF)	12	1	8.33%

Vacancies by Department & Bargaining Unit

The following comprehensive breakdown illustrates vacancy distribution across departments and bargaining units, revealing critical staffing gaps that impact service delivery:

Department	Division/Branch	MMG	SEIU	SEA	APPT	ELECT	ASST	DPTY	CONF
Administrative Office	Administration								1
Animal Control	Administration		1						
Assessor	Appraisal		1						
Auditor-Controller	Administration	1							
Building/Parks Maintenance	Building Maintenance		2						
Child Support Services	Administration	1	3						
Clerk/Recorder/Elections	Elections		1						
Community Development	Development Services Branch		2						
County Counsel	Administration		1				1		
Public Defender	Administration		1		1				
District Attorney	District Attorney		7						
Health & Human Services	Social Services Branch	2	41						
Health & Human Services	Behavioral Health Branch	1	24						
Health & Human Services	Public Health		10						
Information Technology	Administration		1						
Probation Department	Youth Opportunity Center	1	9						
Sheriff's Office	Jail Unit			8					
Treasurer/Tax Collector	Tax Collector		1						

County Wide Metrics 24/25 (Sept-(Sept-August)

Our comprehensive annual hiring data demonstrates positive momentum in recruitment efforts, with significant improvements over the previous 12 months:

New Hires

138 Employees

25% increase from 23/24 (110 employees)

Demonstrates enhanced recruitment effectiveness

Employee Turnover

86 Departures
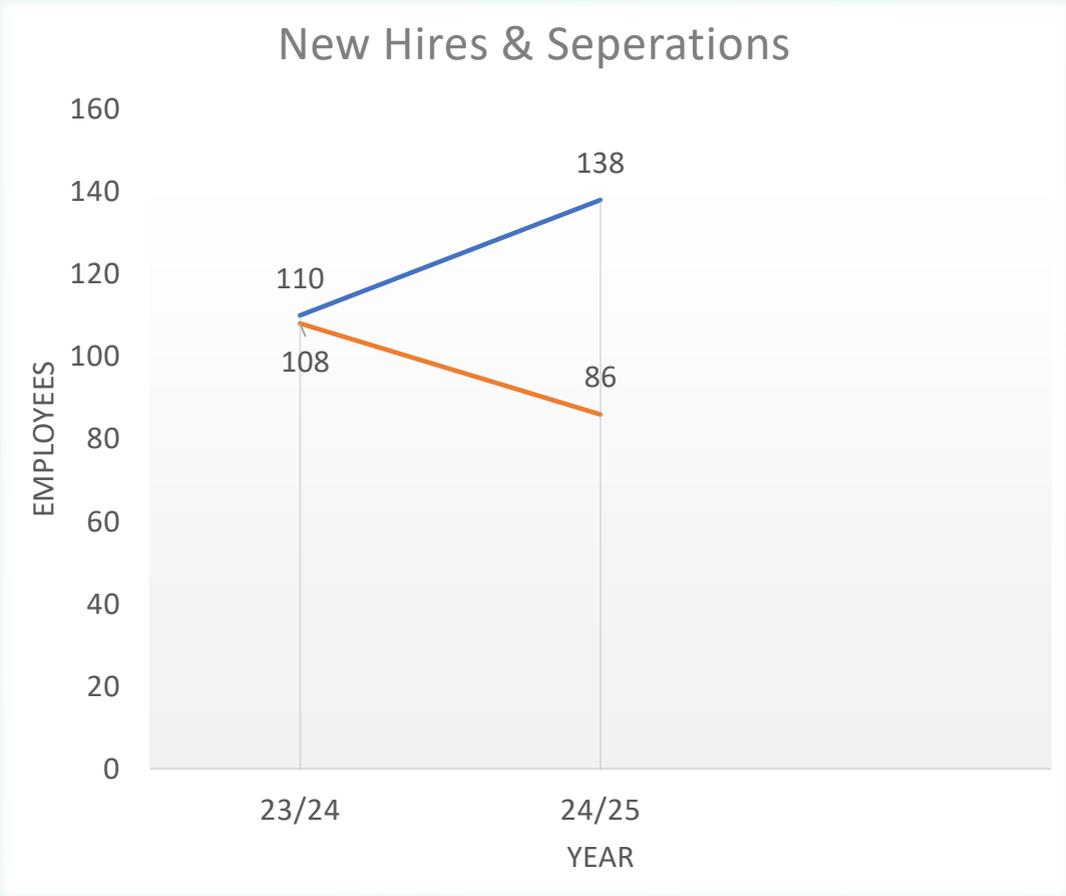
20% reduction from 23/24 (108 departures)

Positive trend indicating improved retention

Total Applications

1,657 Received

Strong candidate interest across all positions

Reflects effective outreach strategies

New Hires & Seperations

County Wide Metrics 24/25 (Sept-August)

Our detailed recruitment pipeline analysis reveals both opportunities and challenges in our hiring processes, providing critical insights for strategic improvements:

1

Application Screening Results

665 candidates failed minimum qualifications or initial screening

Indicates need for clearer job posting requirements and enhanced candidate outreach

2

Interview Process

464 qualified candidates successfully interviewed

Strong conversion rate from qualified applicants to interview stage

3

Hiring Outcomes

148 eligibility lists created, 195 conditional offers made

Efficient list creation and competitive offer processes

Application Challenges

- 85 duplicate applications requiring processing
- 75 no-shows or unavailable candidates
- 78 candidate withdrawals during process

Active Pipeline

290 candidates currently in various stages of the hiring process

Demonstrates ongoing recruitment activity
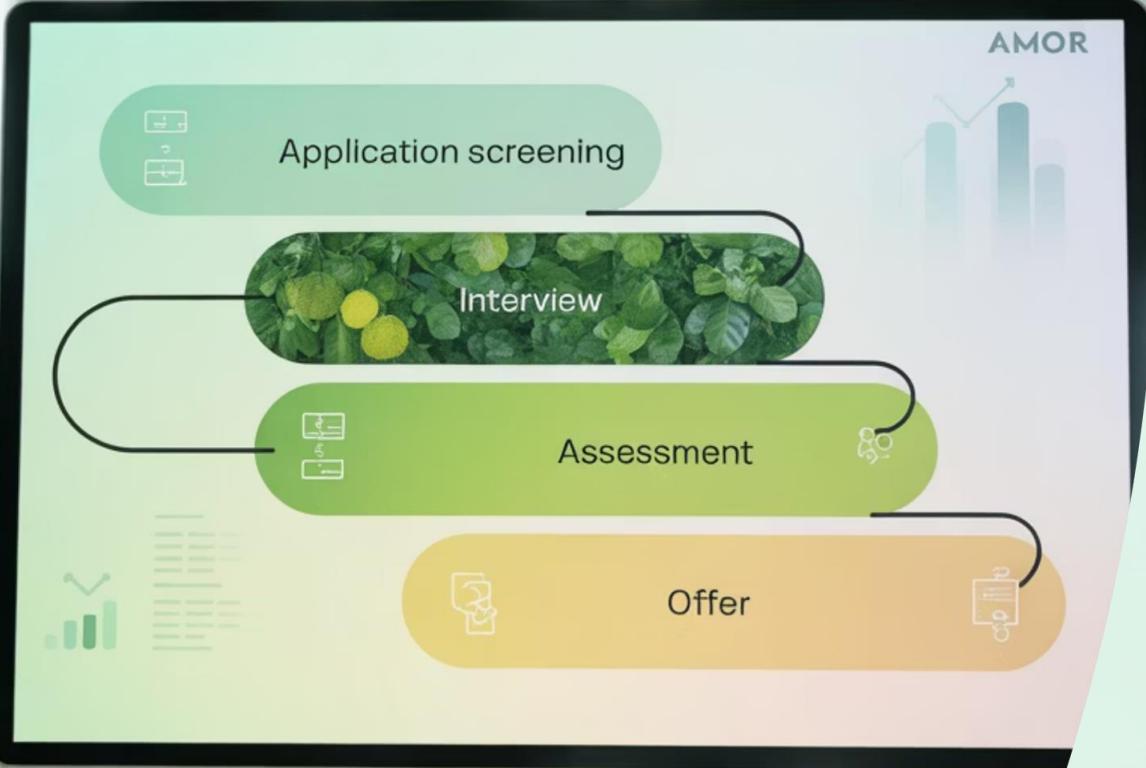
Represented Bargaining Units

ⓘ Additional Obligations May Apply if the Vacancy Rate in a Bargaining Unit Exceeds 20%

In addition to the standard annual reporting requirements described above, California law mandates enhanced transparency when vacancy rates reach critical levels. If the vacancy rate in any bargaining unit reaches at least 20% of the total number of authorized full-time positions, the employee organization representing that bargaining unit gains additional rights.

Upon formal request from the representative employee organization, a public agency must present the following comprehensive additional information at the public hearing:

Vacancy Details

The total number of job vacancies within the specific bargaining unit

Application Volume

The *total number* of applicants for all vacant positions within the bargaining unit during the reporting period

Processing Timeline

The average number of days to complete the entire hiring process from initial job posting to offer of employment

Improvement Opportunities

Specific opportunities to improve compensation packages and other working conditions that may address vacancy issues

Mid Management Group

The Mid Management Group represents critical leadership positions across county departments, with relatively stable staffing levels compared to other bargaining units.

8%
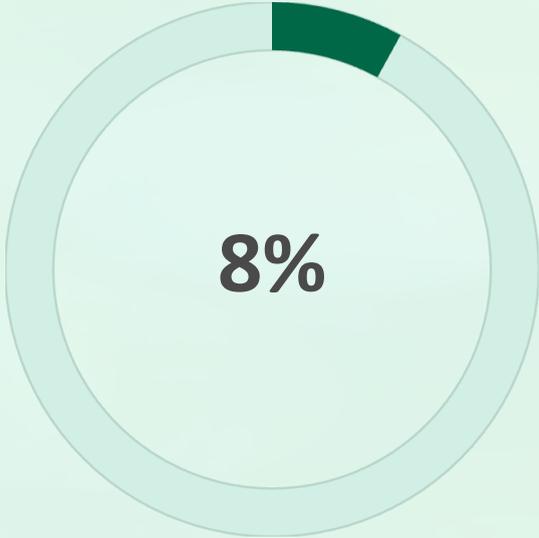
Vacancy Rate

5 vacant positions out of 66 total authorized positions

Job Vacancies

5 total vacancies within the bargaining unit

Positions primarily in Child Support Services and Community Development

Applicant Interest

58 total applicants for vacant positions

Average of 11.6 applicants per vacant position demonstrates strong candidate interest

Hiring Timeline

65 average days

From job posting to offer of employment - competitive timeline for management positions

DNCEA SEIU 1021

SEIU 1021 represents the largest bargaining unit in the county, encompassing essential service positions across multiple departments. The 33.99% vacancy rate significantly exceeds the 20% threshold, triggering additional reporting requirements.

34%
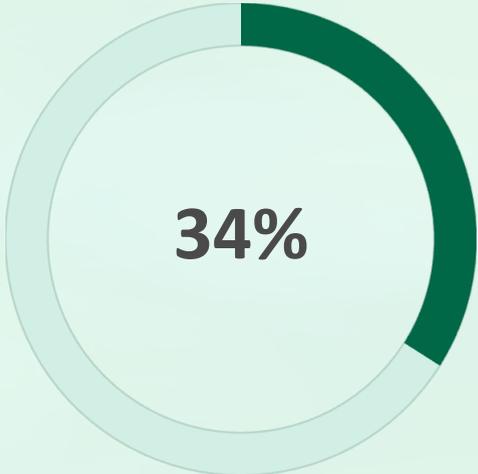
Critical Vacancy Rate

104 vacant positions out of 306 total authorized positions

Job Vacancies

104 total vacancies within the bargaining unit

Heavily concentrated in Health & Human Services departments

Applicant Volume

1,164 total applicants for vacant positions

Strong application volume averaging 11.2 applicants per vacant position

Processing Time

75 average days

From job posting to offer of employment - longer timeline reflects complex qualification requirements

The high vacancy rate in this bargaining unit represents our most significant workforce challenge, requiring immediate strategic intervention and resource allocation.

Sheriff's Employee Association

The Sheriff's Employee Association represents critical public safety positions, primarily within the jail operations unit. While the 16.13% vacancy rate is below the 20% threshold, it still represents significant staffing challenges for essential services.

16%
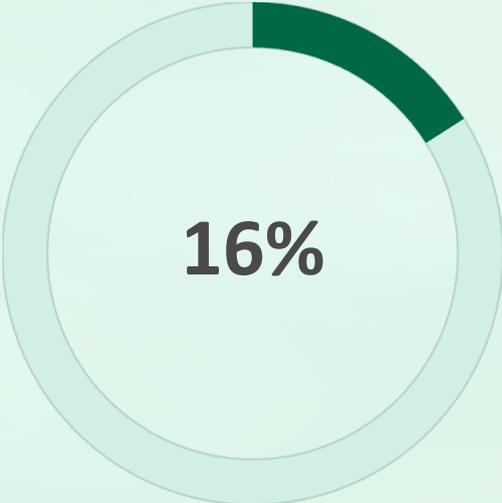
Vacancy Rate

10 vacant positions out of 62 total authorized positions

Job Vacancies

10 total vacancies within the bargaining unit

Concentrated primarily in the jail unit operations, impacting public safety capacity

Candidate Applications

94 total applicants for vacant positions

Healthy application rate of 9.4 applicants per vacant position in specialized law enforcement roles

Recruitment Efficiency

36 average days

From job posting to offer of employment - most efficient hiring process among all bargaining units

The streamlined hiring process for law enforcement positions demonstrates the effectiveness of specialized recruitment protocols and pre-established qualification standards.

Policy, Procedures, and Recruitment Barriers

Our comprehensive analysis reveals several systemic challenges that create significant barriers in our recruitment and hiring processes, directly contributing to prolonged vacancy rates.

Minimum Qualifications

40% Failure Rate on job description minimum qualifications

High rejection rate indicates potential misalignment between posted requirements and available candidate qualifications. This suggests need for requirements review and market analysis.

Technology Limitations

Applicant Tracking System (ATS) presents efficacy and data tracking limitations

Current system constraints impact our ability to efficiently process applications, track candidate progress, and generate comprehensive recruitment analytics.

Merit Position Bottleneck

117 Merit Positions with 45 vacant positions (38% vacancy rate)

Represents 41% of SEIU vacancies and 20% of MMG vacancies, indicating specialized recruitment challenges for merit-based classifications.

⊗ These systemic barriers require immediate strategic attention and resource allocation to achieve meaningful improvement in our recruitment outcomes.

Policy, Procedures, and Recruitment Solutions

The county continues to developed a strategic approach to address recruitment challenges through systematic policy development and organizational improvements.

County Strategic Plan

Workforce planning initiative establishing objectives, measurable outcomes, and accountability structures for recruitment and retention improvements across all departments

Human Resources Department Development

Dedicated resource allocation and structural improvements to enhance HR capacity, including specialized recruitment staff, improved training programs, and enhanced internal processes improvement for employee services

Compensation Study Implementation

Comprehensive market analysis and salary structure review to ensure competitive compensation packages that attract and retain qualified candidates across all classifications

Policy and Procedure Development

Systematic review and modernization of recruitment policies, including streamlined application processes, updated qualification standards, and enhanced candidate experience protocols

Recruitment Improvement Efforts

Over 100,000 views views

Our digital recruitment strategy is successful in reaching large volumes of candidates, generating visibility for county employment opportunities. The large majority of candidate's view jobs on our Career Page – this provides opportunity to improve other job boards and enhance existing Career Page

100K+

Total Job Posting Views

Candidates by Source
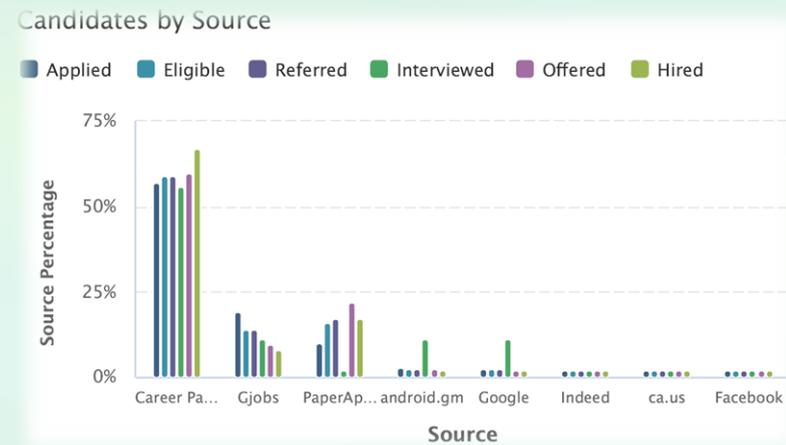
15+

Platform Diversity

Multi-channel approach
maximizing candidate exposure

This achievement reflects our commitment to innovative recruitment strategies and demonstrates the value of investing in comprehensive digital outreach initiatives.

Recruitment Improvement Efforts

Our comprehensive recruitment platform strategy encompasses multiple channels and innovative approaches to reach diverse candidate pools. This multi-faceted approach ensures maximum visibility and accessibility for all county employment opportunities.

Offer to Hire Percentage
September 04, 2024 – July 31, 2025

Digital Platform Optimization

Enhanced county careers website with improved user experience, mobile responsiveness, and streamlined application processes that reduce barriers to entry.

Social Media Engagement

Strategic social media campaigns targeting specific demographics and professional networks to expand our candidate reach beyond traditional channels.

Community Partnerships

Collaborative relationships with educational institutions, professional organizations, and community groups to create sustainable talent pipelines.

Targeted Recruitment Events

Participation in job fairs, career events, and specialized recruitment activities designed to connect with qualified candidates in person.

Job Posting Views 2023/2024 & 2024/2025

2023/2024 chart — Avg. Views per Job by Month:
Sept-23: 191, Oct: 260, Nov: 260, Dec: 252, Jan-24: 252, Feb: 213, Mar: 252, Apr: 236, May: 203, Jun: 188

2024/2025 chart — Avg. Views per Job by Month:
Sept-24: 180, Oct: 164, Nov: 197, Dec: 202, Jan-25: 240, Feb: 249, Mar: 262, Apr: 299, May: 430, Jun: 365

The comparative analysis of job posting views between fiscal years 2023/2024 and 2024/2025 demonstrates the substantial impact of our enhanced recruitment strategies and digital outreach initiatives.

2023/2024 Performance

Baseline recruitment visibility providing foundation for strategic improvement initiatives and measurement of enhanced outreach effectiveness.

2024/2025 Growth

Dramatic improvement in candidate engagement reflecting successful implementation of comprehensive digital recruitment strategies.

This significant year-over-year improvement demonstrates the measurable impact of strategic investment in recruitment technology and outreach initiatives.

The data clearly illustrates the effectiveness of our multi-platform approach and validates our continued investment in innovative recruitment methodologies.

Retention Improvement Efforts

Our comprehensive retention strategy focuses on creating a supportive work environment that recognizes employee contributions and promotes long-term career satisfaction through targeted programs and enhanced benefits.

Employee Recognition Programs

Employee Anniversary Recognition: Formal acknowledgment of service milestones with personalized recognition and celebration

Employee Events: Regular social gatherings and appreciation events fostering team cohesion and workplace culture

Employee Wellness Programs

Dedicated Benefit Coordinator: Specialized staff providing personalized benefit guidance and support

Safety Coordinator: Proactive workplace safety programs and training initiatives

Comprehensive Health & Welfare Benefits: Competitive medical, dental, and wellness program offerings

Process Improvements

Streamlined Procedures: Improved processing timeliness for employee requests and administrative functions

Right-Time Communications: Strategic information sharing ensuring employees receive relevant updates when needed

Enhanced Support and Guidance: Increased employee and managerial training and employee assistance programs

Opportunities to Improve Compensation & Working Conditions

Our strategic approach to workforce improvement emphasizes data-driven solutions and employee-centered initiatives that address both immediate needs and long-term career development opportunities.

1	2	3

Data-Driven Solutions

Systematic identification of improvement areas through comprehensive analysis of retention patterns, exit interview data, and comparative market research to inform evidence-based policy decisions.

Employee Feedback Systems

Implementation of comprehensive employee surveys to identify cultural improvement opportunities. Focus on initiatives such as stay interviews rather than exit interviews to proactively address concerns and enhance satisfaction.

Career Development Framework

Evaluation and enhancement of professional development opportunities, career advancement pathways, and strategic succession planning to create clear growth trajectories for all employees.

ⓘ **Key Focus Areas:** Compensation competitiveness (compensation study), work-life balance initiatives, professional development funding, mentorship programs, and leadership development opportunities.

These strategic initiatives will create a more attractive and supportive work environment, directly addressing the root causes of vacancy challenges while building a sustainable foundation for future workforce stability.

Represented Group Presentations

The new legislation allows recognized employee organizations to make formal presentations at this public hearing when the agency makes its presentation

01

Legal Requirements

Government Code § 3502.3 mandates that recognized employee organizations have the right to present their perspectives and recommendations during the public hearing process.

02

Collaborative Approach

These presentations provide an opportunity for employee representatives to share insights, concerns, and solutions that can inform county workforce strategies.

03

Transparency and Accountability

Public presentations ensure that workforce challenges and solutions are discussed openly, promoting accountability and community awareness.

We welcome the input and partnership of our employee organizations and employees as we work together to address workforce challenges and build a stronger, more sustainable county workforce.