

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

Government Code § 3502.3

September 8, 2026



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

03

Recruitment Improvement Efforts

Strategic initiatives and measurable progress in attracting qualified candidates

05

Opportunities to Improve

Data-driven opportunities for compensation and working condition enhancements

02

Policy, Procedures, and Recruitment Barriers

Identification of existing challenges and systemic issues affecting our hiring processes

04

Retention Improvement Efforts

Programs and policies designed to support and retain our valuable workforce

06

Represented Employee Organizations Groups

Allowable presentations from recognized employee organizations as mandated by law

County Wide Metrics

1,571Received

483

Total Positions

Authorized full -time positions across all county departments

99

Total Vacancies

Current unfilled positions requiring immediate attention

20.5% (25%)

Overall Vacancy Rate

Significant staffing shortage requiring strategic intervention

Bargaining Unit	Positions	Vacancies	Current Vacancy Rate (2025 rate)
Mid Management Group (MMG)	72	13	18% (7.58%)
DNCEA SEIU 1021 (SEIU)	304	73	24% (33.99%)
Sheriff's Employee Association (SEA)	64	9	14% (16.13%)
Appointed Department Head (APPT)	11	1	9% (0%)
Elected Officials (ELECT)	6	0	0% (0%)
Assistant Department Head (ASST)	8	0	0% (11.11%)
Deputy Directors (DPTY)	5	1	20% (0%)
Confidential (CONF)	13	2	15.38% (8.33%)

County Wide Metrics 25/26

(Sept-August)

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

New Hires

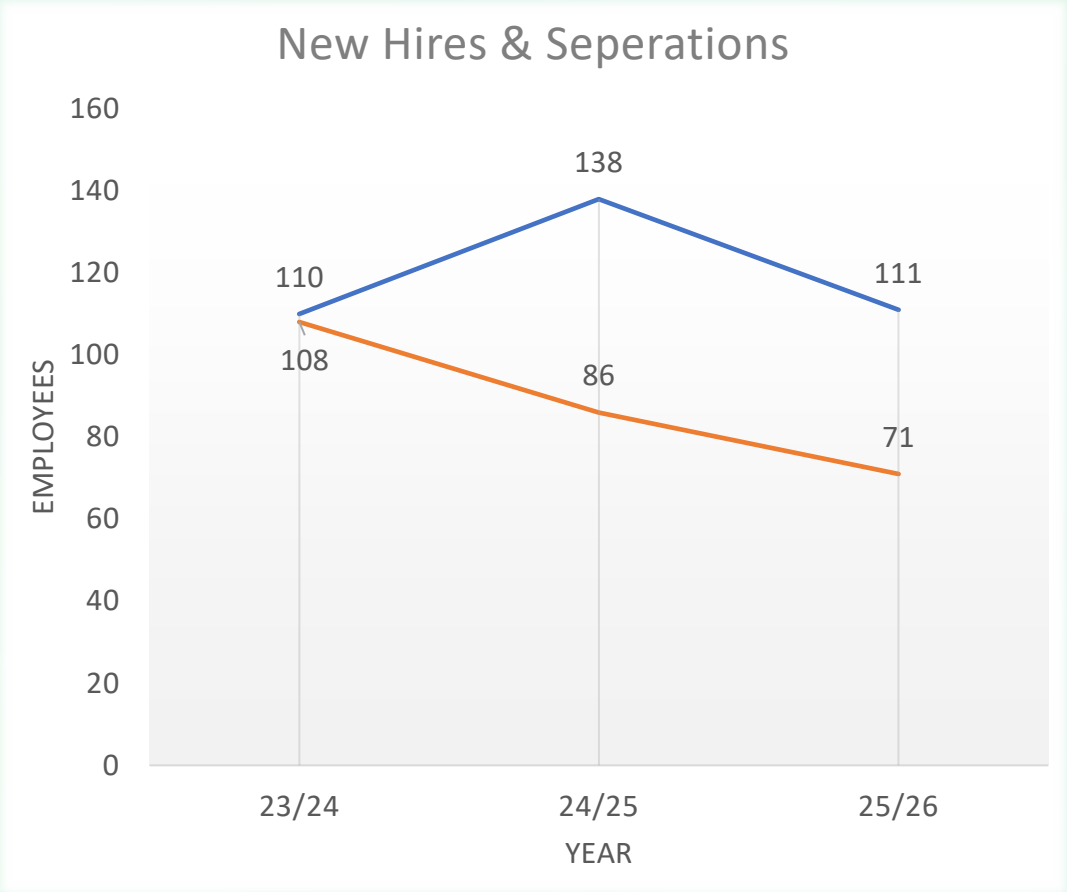
- 115 Employees
- 19% reduction from 24/25
- Stabilizing Vacancies
- Demonstrates hard to -fill vacancies

Employee Turnover

- 71 Departures
- 17% reduction from 23/24 (108 departures)
- Positive trend indicating improved retention

Total Applications

- 1,571 Received
- Strong candidate interest across all positions
- Reflects effective outreach strategies



County Wide Metrics 25/26

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

1

Application Screening Results

708 candidates failed minimum qualifications or initial screening

2

Interview Process

616 candidates interviewed
469 candidates Referred

3

Hiring Outcomes

96.15%Acceptance Rate & 256 Eligibly Lists

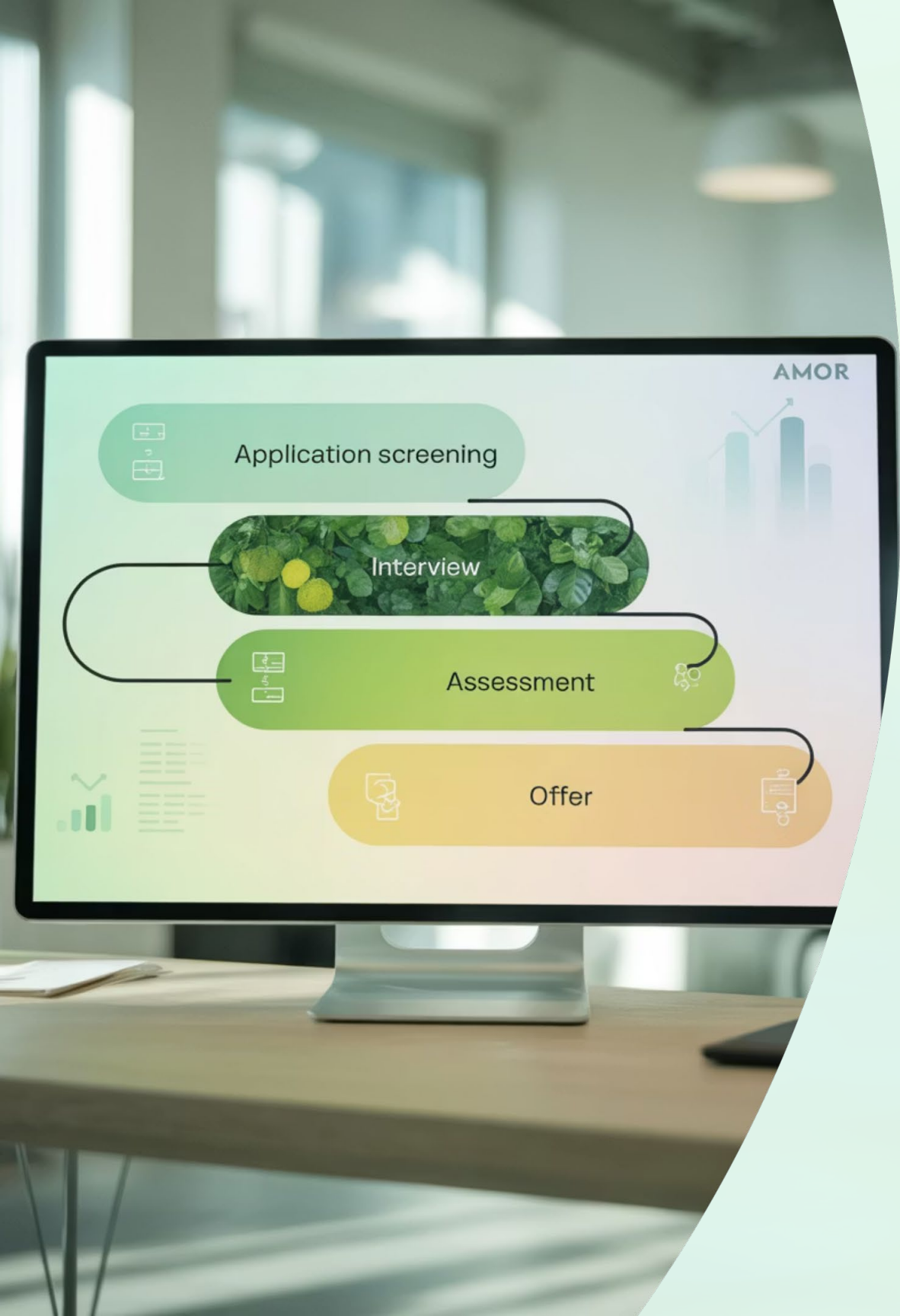
Application Challenges

- 97 duplicate applications requiring processing
- 144 no-shows or unavailable candidates
- 162 candidate withdrawals during process

Active Pipeline

183 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

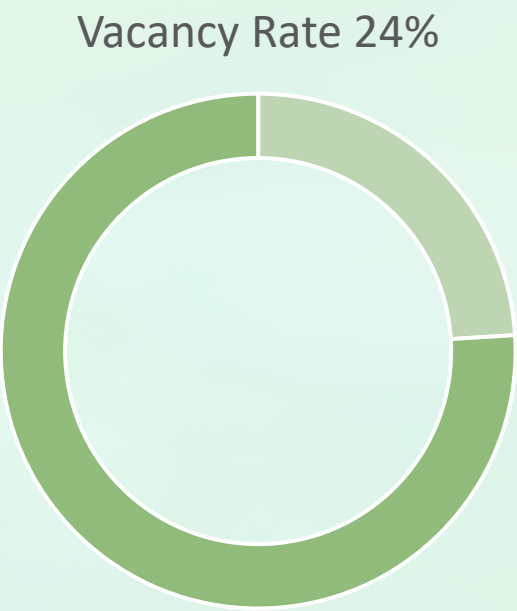
Processing Timeline

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

DNCEA SEIU 1021



73 vacant positions out of 304 total authorized positions

Job Vacancies

73 total vacancies within the bargaining unit

Applicant Volume

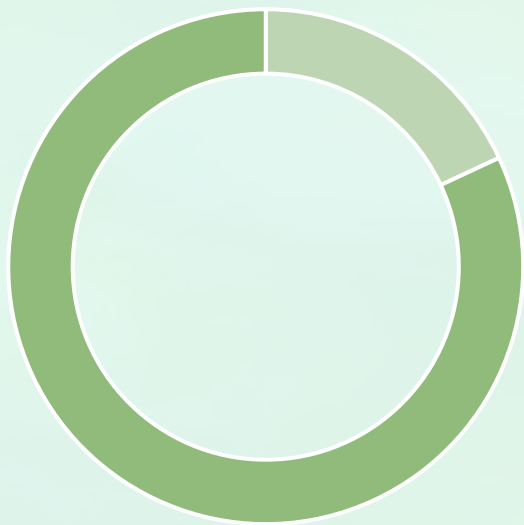
486 total applicants for vacant positions (No duplicates)

Processing Time

95 average days

Mid Management Group

Vacancy Rate 18%



13 vacant positions out of 72 total authorized positions

Job Vacancies

13 total vacancies within the bargaining unit

Applicant Interest

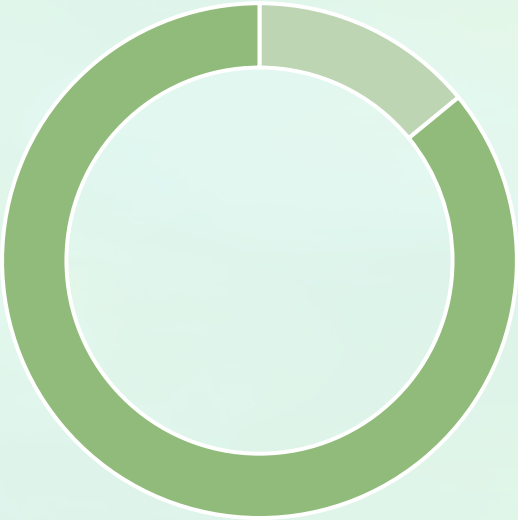
15 total applicants for vacant positions (No Duplicates)

Hiring Timeline

61 average days

Sheriff's Employee Association

Vacancy Rate 14%



10 vacant positions out of 62 total authorized positions

Job Vacancies

10 total vacancies within the bargaining unit

Candidate Applications

104 total applicants for vacant positions (No duplicates)

Recruitment Efficiency

93 average days

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

38% Failure Rate on job description minimum qualifications (reduced by 2%)

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

32 Merit Positions Vacant

Represents 43% of SEIU vacancies and 38% 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

Compensation Study Implementation

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

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

Policy and Procedure Development

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

Recruitment & Retention Improvement Efforts



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

Wellness Challenges and engagement
Walking Challenge

Promotion of underutilized benefits
Government Employee Accesses



Process Improvements

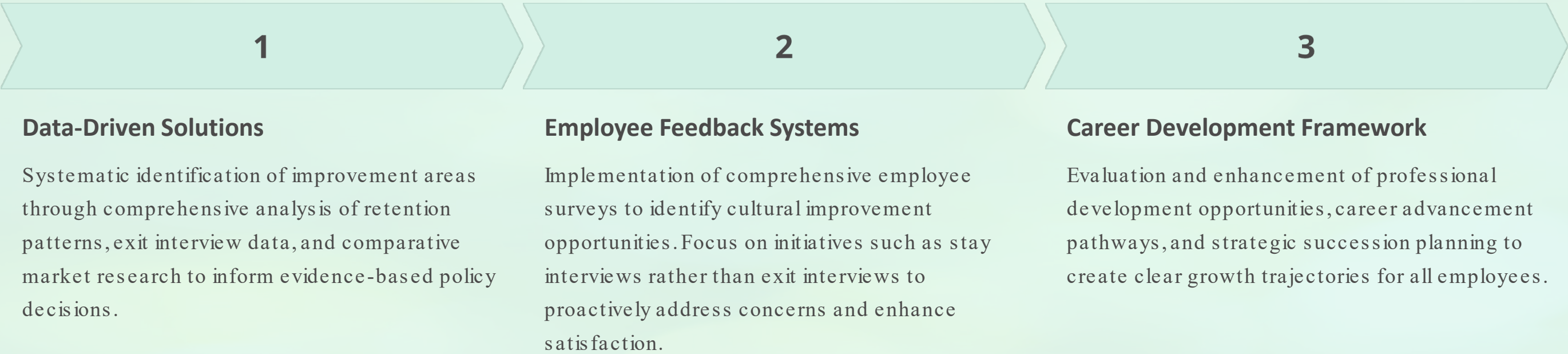
Streamlined Procedures: Improved processing timeliness for employee requests and administrative functions

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.



i 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 cause s of vacancy challenges while building a sustainable foundation for future workforce stability.