# AB 2561 Reporting Vacancies, Recruitment and Retention

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Vacancies By Bargaining Unit

Bargaining Unit	% Vacant	% Filled	Vacant Positions	Filled Positions	Total Authorized
AFSCME, Local 1	14.49	85.50	78	460	538
AFSCME, Local 2700	10.80	89.19	180	1486	1666
AFSCME, Local 512	12.35	87.64	32	227	259
CCC Defenders Association	3.50	96.49	4	110	114
California Nurses Association	7.48	92.51	37	457	494
DA Investigators Association	0.00	100.00	0	23	23
Deputy District Attorney Assoc	11.22	88.77	11	87	98
Deputy Sheriff's Association	13.79	86.20	168	1050	1218
IAFF, Local 1230	9.00	90.99	46	465	511
IFPTE, Local 21	15.00	84.99	245	1388	1633
Phys & Dentists Org of CC	18.85	81.14	43	185	228
SEIU, Local 1021	9.78	90.21	98	904	1002
Teamsters, Local 856	15.24	84.75	329	1829	2158
United Chief Officers Assoc	0.00	100.00	0	18	18
Western Council of Engineers	3.57	96.42	1	27	28
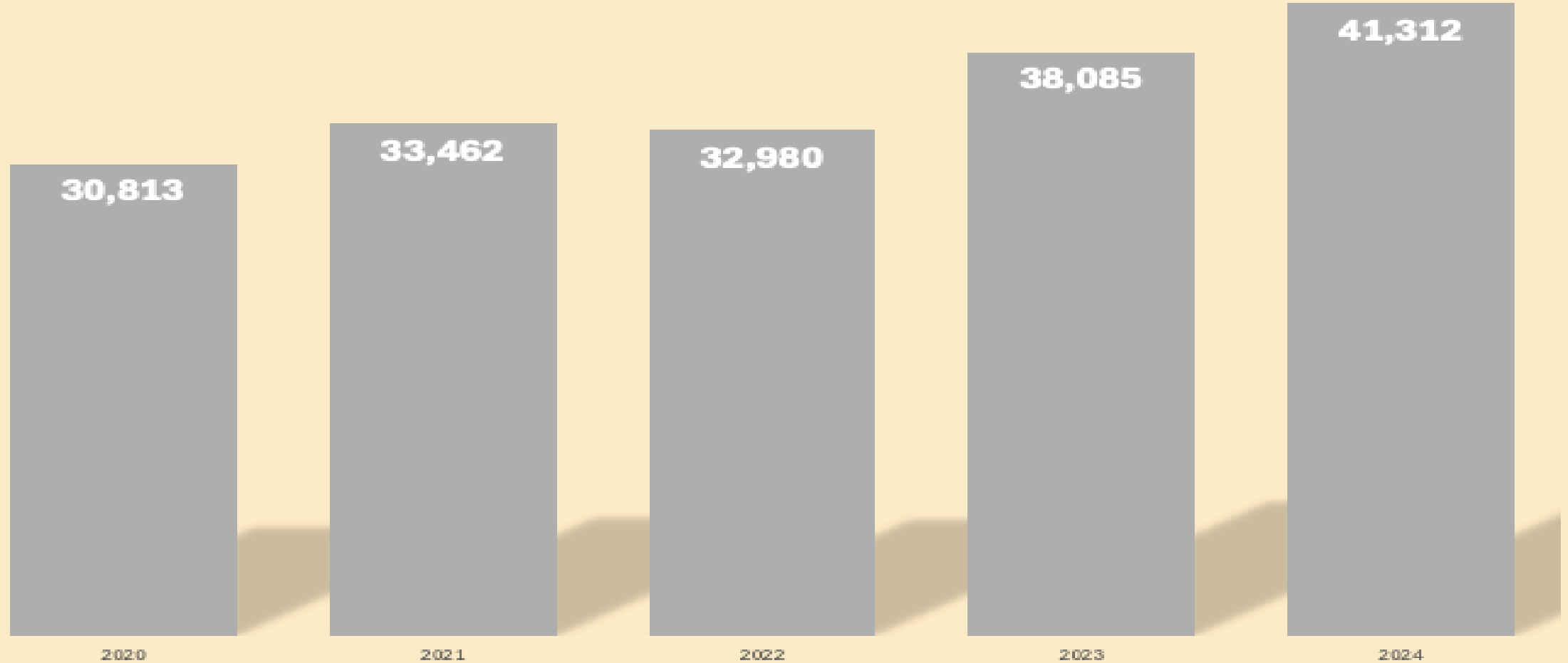
Hiring 2020 - 2024

Year	2020	2021	2022	2023	2024
Hires	1384	2597	2561	2339	2099
Avg/Mon	115	216	213	195	175

On average over 100 jobs posted at all times

Time to Hire

Year	2020	2021	2022	2023	2024
Days	217	199	158	134	113

Average Days to Hire

Collaborative Hiring Process

Departments and HR as Partners

Task	Department	Human Resources
Department internal authorization to hire process	●	
Open a Requisition in NeoGov	●	
Review Requisition for available position and class		●
Determine whether Job Description needs to be updated	●	●
Determine whether a Job Analysis needs to be completed	●	●
Develop Job Announcement and Recruitment Timeline	●	●
Send Union Notice (union has 5 days to respond)		●
Develop Exam Plan	●	●
Select Subject Matter Experts	●	
Post Job Announcement (generally 2-4 weeks)		●
Review applicants for Minimum Qualifications (MQs)		●
Issue notices to applicants who do not meet MQs		●
Applicant Appeal Period (5 business days)		●
Selection of Raters	●	
Administer first step of exam plan (oral board, tech, written, etc)		●
Issue notices to applicants who did not pass initial exam		●
Create Eligible List - send candidates to Dept (Rule of 3, 5, 10, List)		●
Schedule Departmental Interviews	●	
Complete and Score Departmental Interviews	●	
Select Candidate(s) for Hire & contact to make verbal job offer	●	
Open Personnel Action Form (PAF) in NeoGov	●	
Send Conditional Offer - includes fingerprinting instructions	●	
Send notice to Equifax to initiate I-9 process self-scheduling		●
Review results of criminal history search (follow up if needed)		●
Dept specific pre-employment steps (physical, fitness etc)	●	
Departmental Final Review of PAF	●	
HR Final Review and Enter New Hire in PeopleSoft		●

Updating Recruiting Policies and Practices

Revising the Job Analysis process to simplify and reduce time to complete

Reorganizing the team responsibilities to increase utilization of HR Techs to free up HR Analysts for focused recruiting

Increasing use of online recorded initial interviews providing greater candidate and reviewer flexibility

Decreasing use of lengthy multi-choice exams which were time consuming to build, score and schedule

Analyzing continuous recruitment plan to apply where most appropriate

Plan to shorten the appeals period based on data that most appeals are received in the first 2 days

Expanding to new job boards for posting and additional use of LinkedIn postings

Reviewing MQs to determine if less restrictive requirements are possible, expanding candidate pool

- ❖ Implementation of the I-9 Anywhere program allowing greater flexibility and ease of use for candidates. Reduced average time for this step from 11.42 days to 6.17 days.

- ❖ Dedicated Resource model allows larger departments to work with specific HR Team members 100% assigned to their recruitments

- ❖ HR review of available eligible lists cross-referenced with current department vacancies

- ❖ Rebuild partnerships with colleges and workforce organizations for job postings, job fairs and career fairs

- ❖ Providing proactive vacancy data to support departments' recruitment planning

Hiring Initiatives

Promotions & Career Advancement

Promotions	358
Deep Class Reassignments	184
Flexibly Staffed Series Promotions	295
TOTAL	837

Recruitment & Retention Highlights

- Multiple affordable medical plans

- Wide variety of benefits options

- CCCERA Pension plan

- 457(b) Deferred Compensation plan, including County contributions

- Remote work opportunities

- COLA pay increases resulting in strong standing in the Bay Area salary market

- Generous holiday and leave accrual plans

- Progressive culture celebrating diversity, equity, inclusion, and access

POD SERVICES

Leadership Launchpad
A comprehensive, high-impact development series tailored for supervisors and managers with direct reports, focused on 21st-century leadership skills.

Coaching & Customized Support
POD supports development at the individual, team, division, and department levels:
- career, leadership, and group coaching
- team assessments & tailored facilitations
- business process improvement strategies

Countywide Trainings for All Staff
POD's inclusive offerings help all employees feel seen, supported, and ready to succeed. Recent topics include:
- Excellence in Service, Inside and Out
- Emotional Intelligence for Public Service
- Unpacking Bias, Building Connections

Coming Soon: Leaders Today, Managers Tomorrow
A self-paced learning series for aspiring leaders not yet in official management roles. Includes on-demand modules, assessments, live coaching, and ends with resume and interview prep.

TALENT DEVELOPMENT & RETENTION WITH POD

- The Professional and Organizational Development (POD) Team, within the Talent and Development Division, equips employees at every level with the skills, confidence, and connection they need to grow—and stay—with Contra Costa County.

- **Enhancing managers' leadership effectiveness** is a priority as 70% of an employee's engagement at work is accounted for by the relationship they have with their direct manager/supervisor.

- **Learning programs and growth opportunities** are fundamental in employee engagement and retention as "growth opportunities" are the #1 reason US employees report for changing jobs.

Source: Gallup, 2024

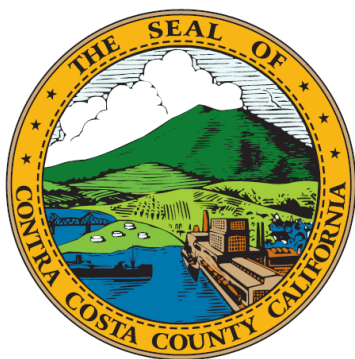❖New countywide Performance Management System to recognize employee contributions, support growth and plan for success

❖Return of the Service Award Program

❖Develop an Exit Interview Process

Valuing Employees

Celebrating County Service