2024-2025 CONTRA COSTA COUNTY CIVIL GRAND JURY REPORT NO. 2508
"Contra Costa County Hiring Challenges"
June 2, 2025

BOARD OF SUPERVISORS' RESPONSE

FINDINGS

F1: **The hiring process is a complex, multi-step process involving 27 steps.**

Response: Human Resources (HR) partially disagrees with this finding. For clarification, the document referenced regarding 27 steps to hire was designed to show the collaboration and shared responsibility between Central HR and the departments during a recruitment. Not all 27 steps are required for each recruitment, and many of the steps are happening simultaneously.

F2: **The hiring process is lengthy, with an average of 113 days to hire.**

Response: HR agrees with this finding. The average days to hire continues to decrease each year for the last five years and will be an ongoing priority.

F3: **The Employment and Human Services Department (EHSD) has implemented dedicated resources that allocate funds for three individuals in the County Human Resources (HR) Department who are exclusively focused on recruitment and improving EHSD's hiring capabilities.**

Response: HR agrees with this finding. This program has been very successful for EHSD.

F4: **Contra Costa Health and Public Works departments utilize delegated authority for recruiting and hiring, under which they assume full responsibility for the hiring process for those classifications unique to their respective departments.**

Response: HR agrees with this finding.

F5: **Public Works has one in-house person managing HR recruiting and hiring without any backup.**

Response: HR and Public Works agree with this finding.

F6: **Lean HR staffing compels departments to prioritize job postings, which can lead to delays in posting job openings.**

Response: HR agrees with this finding. Recent hiring of HR staff and process improvements have resulted in fewer delays and increased job posting volume.

F7: **Employees in Contra Costa County responsible for hiring often lack knowledge on how to fully utilize the capabilities of PeopleSoft.**

Response: HR disagrees with this finding. The individuals in each department responsible for hiring have adequate knowledge to utilize the capabilities of PeopleSoft as it relates to their job function within the recruitment process. Viewing employee and position data are the most common tasks. Central HR employees responsible for hiring activities are highly proficient utilizing PeopleSoft.
The NeoGov applicant tracking system is the primary resource for employees involved in recruiting and hiring at the department level.

F8: **The County does not track the reasons candidates decline county jobs.**

Response: HR agrees with this finding.

F9: **The time needed to maintain County job classifications grows as similar job specifications become more specialized.**

Response: HR agrees with this finding.

F10: **The County's specialized job classifications narrow the pool of potential applicants.**

Response: HR agrees with this finding.

F11: **EHSD contracted with an external consultant from July 1, 2024, to June 30, 2025, to evaluate its hiring processes and make recommendations for improvements.**

Response: HR agrees with this finding.

F12: **The County HR department does not currently contract with an external consultant to review its hiring processes.**

Response: HR agrees with this finding.

F13: The HR staff-to-employee ratio in Contra Costa County suggests that the HR department is understaffed compared to those in neighboring counties.

Response: HR agrees with this finding.

RECOMMENDATIONS

R1: By January 1, 2026, the Board of Supervisors (BOS) should consider using Measure X funds to hire an external consultant to assess hiring processes across the County.

Response: Human Resources (HR) will conduct an RFP to select a qualified consultant and work with County Administration to identify available funding.

R2: By July 1, 2026, the BOS should consider directing HR to work with County departments to assess whether they could benefit from delegated authority or dedicated resources to enhance the hiring process.

Response: Human Resources will continue to assess the recruiting needs for each department and recommend tools and processes such as dedicated resources, delegated authority, or other options best suited to meet their goals.

R3: By July 1, 2026, the BOS should consider directing HR to initiate the process of consolidating existing job classifications across departments.

Response: With over 1200 job classifications, the county has many single incumbent classifications and duplicative classifications. This increases the difficulty in finding appropriate matching classifications within our bay area comparator counties and can limit the candidate pool if the requirements are overly specific or restrictive. Review and analysis of job classifications appropriate for consolidation has been a slow process. As of June 2025, HR entered into a service contract with an organization called Civic Calling Corporation (dba Holly) which provides a technology solution that collects classification and compensation data and offers tools that support data analysis. The service also has functionality to compare existing classifications, analyze components such as Minimum Qualifications, Knowledge/Skills/Abilities and Typical Tasks to identify classifications appropriate for consolidation and develops templates for the new combined classifications. This services will allow HR more efficiently and effectively progress in the consolidation process.

R4:   By January 1, 2026, the BOS should consider directing the Public Works department to ensure there is a backup for the internal HR staff member responsible for performing delegated-authority tasks.

Response: Public Works is currently developing a plan to provide additional staff support and back up for completion of hiring responsibilities by January 2026.

R5:   By January 1, 2026, the BOS should consider directing HR to implement a procedure to identify and track why candidates decline job offers.

Response: HR is expanding the existing categories available in NeoGov, our applicant tracking system, to document reasons why a candidate declines a job offer. Categories will include options such as accepted another job offer, current employer made counteroffer, insufficient salary or location too far. Departments will be able to enter the reason stated by the candidate in NeoGov.

R6:   By January 1, 2026, the BOS should consider hiring additional HR analysts.

Response: Two additional HR Analysts were authorized by BOS with the budget for Fiscal Year 25-26 and employees have been hired.