Organization, Personnel and Effectiveness Committee

Report on Recruitment and Selection Process and Plan to Fill Vacant Positions

Item 6b

September 15, 2026

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Item # 6b

Report on Recruitment and Selection Process and Plan to Fill Vacant Positions

Subject

Historical overview of the Metropolitan's vacancy rates and the strategies in place to fill the vacant positions.

Purpose

Informational

Background

Vacancy Overview

- 274 vacancies including 79 new Board approved positions.
- Unknown Variable: Number of Retirements and Separations each year.
- Number of vacancies changes every pay period with new external hires and separations.

Background

Vacancy Overview

- Metropolitan's historical practice was to maintain a 5 to 8 percent vacancy rate. Roughly 90 to 150 vacancies at any given time.
- Current objective: Reach near zero vacancies. This requires a new approach.
- An in-depth analysis was conducted of operational and process challenges.

Lessons Learned:

Operational Understanding and Historical Analysis

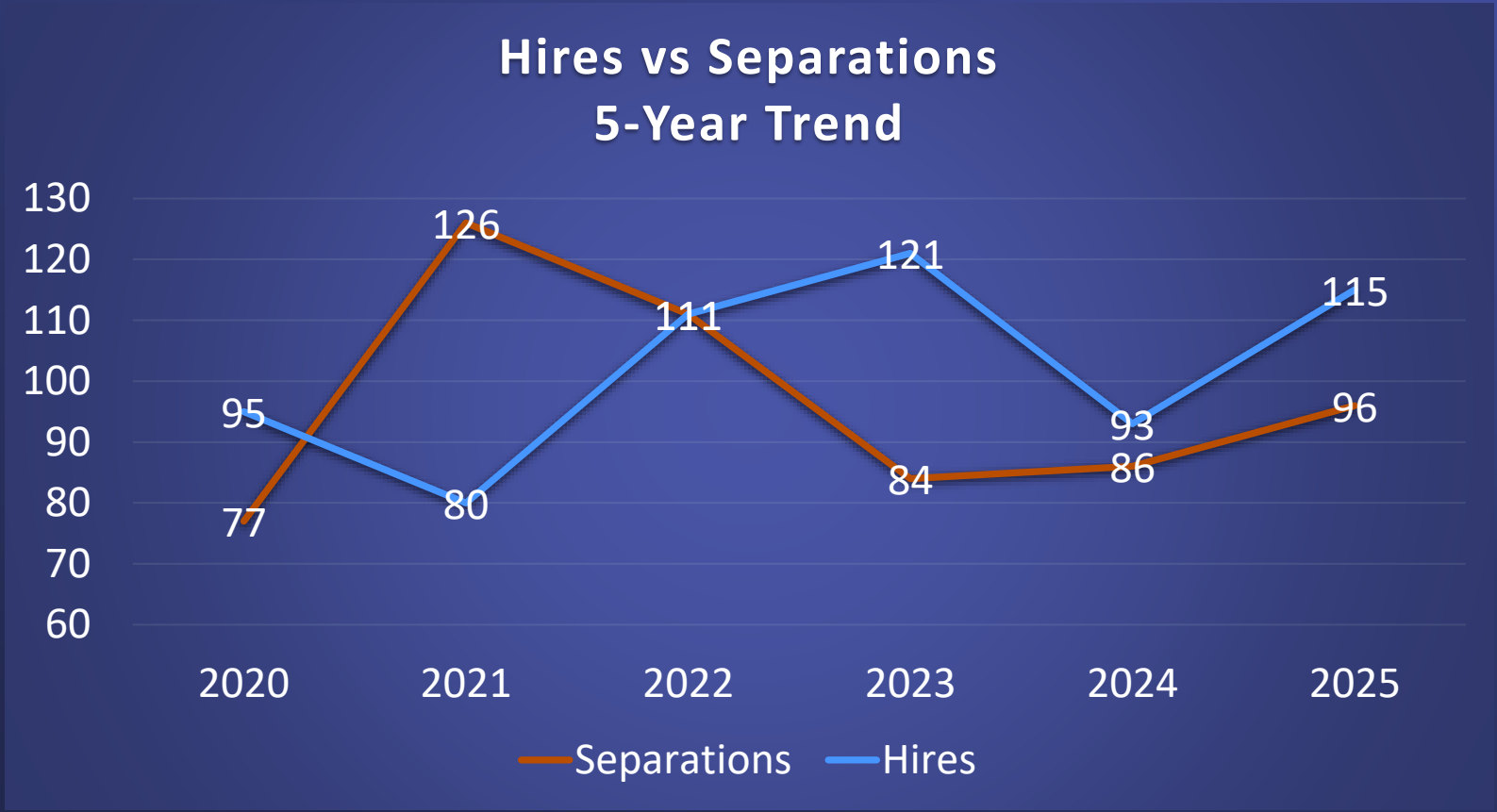
What the Analysis showed

- Internal hires and transfers
  - On average, 45% of all recruitments result in an internal hire.
  - Great for employee development and growth.
  - Doesn’t impact vacancy rate and must be factored into minimum staffing needs for Recruitment.

Hires versus Separations 5-Year Trend

Lessons Learned:

Operational Understanding and Historical Analysis



Lessons Learned:

Operational Understanding and Historical Analysis

Vacancy Analysis as of September 8, 2026

Barg Unit	% of positions currently in B/U	No. of positions	No. filled	No. vacant	% filled	% vacant
DEPT HEAD – 00	<1%	4	4	0	100%	**0%**
UNREP – 01	2%	46	38	8	83%	**17%**
AFSCME - 02	67%	1377	1181	196	86%	**14%**
SA - 03	5%	104	88	16	85%	**15%**
MAPA - 04	18%	368	337	31	92%	**8%**
ACE - 05	8%	154	129	25	84%	**16%**
Total	**100%**	**2053**	**1777**	**276**	**87%**	**13%**

Lessons Learned:

Operational Understanding and Historical Analysis

What the Analysis showed

- Staffing levels in Recruitment did not support Metropolitan's new goal of near zero vacancies.

- Historical trends provided an understanding that Metropolitan requires l Recruiter and .5 HR Assistant for every 25 current or projected vacancies

Putting Analysis Findings into Action

The Plan:

Surge Force
&
Match Staffing with Ongoing Workload

- Partnered with ACE for support to hire limited-term Recruiters and HR Assistants known as the Surge Force.

- Obtained 2 additional regular full-time staff through the budget process to stabilize the District's ongoing recruitment needs based on known variable.

The Plan:

Surge Force

Recruitment Staffing Levels

	2025	2026
Recruitment Lead	1	1
Recruiter	6	7
Recruiter – LTE*	0	6
HR Assistant	1	0
HR Assistant – LTE*	0	7
Total	8	21
* Limited Term Employee (District Temporary Employee)		

The Plan:

Process Optimization

Putting Analysis Findings into Action

- Implemented benchmark timelines for each recruitment. Provides shared target between Recruitment and Hiring Managers.
- Implemented internal desk manual that standardizes responsibilities between Recruitment and Hiring Managers.
- Implemented new PCN verification process.
- Modernized pre-recruitment strategy planning.

The Plan:

Process Optimization

Putting Analysis Findings into Action

- Implemented a detailed requisition tracker to monitor recruitment statuses and timelines.
- Established strategic recruitment priorities and recurring meetings with Group and Section Managers.
- Provide monthly vacancy report to Group Managers and the Board.

The Plan:

Process Optimization

Putting Analysis Findings into Action

- New MOU language permits use of eligibility list.
  - Partnership with Unions.
  - Partnership with managers to create and use eligibility lists.

Open Discussion

Discussion and Questions

THE METROPOLITAN WATER DISTRICT OF
SOUTHERN CALIFORNIA
1928