Workforce Planning Report

2022-2023

COUNTY OF SAN MATEO
WORK WITH PURPOSE

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Workforce Planning Overview

The Human Resources (HR) Department is pleased to present you with the Workforce Planning Report for Fiscal Year (FY) 2022-23 to accompany the Workforce Data and Diversity, Equity, and Inclusion (DEI) Planning Dashboard in Workday.

Workforce planning is as important as ever to ensure we are prepared for the short and long-term challenges that may arise. Departments can conduct continuous workforce planning by following these steps:

Key Takeaways

Diversity, Equity, and Inclusion (DEI):

Where available, this report provides data from the Workforce Data & DEI Planning dashboard in Workday, as well as additional reporting on DEI workforce advancements.

At a glance:

- **In combination, Generation X (1965-1980) and Generation Y/Millennials (1981-1996) make up 85% of the workforce.**
- **62.6% of the workforce self-reports as female and 37.2% as male.**
- **The average pay rate by gender is $59.00 for female employees and $62.45 for male employees.**

The County actively explores ways to recruit applicants from diverse and underrepresented groups. While many candidates hear about job openings directly through the County's website, over 40 percent of candidates responded in their applications that they heard or read about the job posting from an advertisement platform that was selected to reach a diverse audience. HR recommends that departments partner with us on inclusive hiring and retention strategies, including but not limited to reviewing DEI metrics with workforce planning to better prepare proactive staffing strategies; expanding DEI strategies in all steps of the recruitment process; participating in DEI community and staff events, such as the Women's Leadership Conference, Women's Hall of Fame, Transgender Day of Remembrance, Pride Celebration, and Women's Equality Day; completing ongoing DEI-related trainings, including on Gender Identity and Transgender Policy, as well as mandatory training for all staff on Preventing Harassment, Discrimination, and Bullying; and engaging with DEI tools, trainings, playlists, and staff affinity groups displayed on the Equity Resource Hub.

Percentage of County employees of color

70%

Recruitments and Applications:

The 632 recruitments conducted and the 20,099 applications received were the highest in the last five years, exceeding even pre-pandemic numbers. A total of 1,152 new hires joined the County, including 386 new regular employees and 766 term/extra help/relief employees. There were 857 vacant regular positions, representing 15% of authorized positions. After completing a recruitment and retention study, HR implemented innovative marketing strategies to attract diverse and qualified applicants, including posting employee spotlights on social media and conducting virtual job fairs to reach a broader audience. Departments should partner with HR to develop strategic hiring campaigns specific to their needs, including but not limited to advertising, hiring events, and candidate outreach through external organizations.

In FY 2022-23

632 Recruitments Conducted

&

20,099 Applications Received, highest in the last 5 years

Hard-to-Fill Recruitments:

New hire incentive programs were expanded to attract top talent to the County for hard-to-fill positions, such as Deputy Sheriffs, Correctional Officers, and Nurses. In the first two months as of June 30, 2022, 21 employees hired into the designated hard-to-fill positions received $189,000 in hiring incentives. In FY 2022-23, 86 employees qualified for hiring incentives totaling $755,000. HR recommends that departments utilize additional incentive programs, such as offering advance sick leave and vacation hours to attract experienced employees from other agencies, as well as encourage current staff to earn employee referral bonus by referring successful candidates to hard-to-fill positions.

Retirement Risk:

As of year-end, about 987 regular employees were eligible to retire. About 10% of those eligible are management employees, and 4% of those eligible are executives (deputies and above). The departments with 30% or more retirement-eligible staff include First 5 San Mateo County, Department of Child Support Services, and Retirement Office. The number of regular employees eligible to retire has declined with the retirements in the Silent Generation, Baby Boomers, and Generation X categories combined with the increasing percentage of regular employees in the Generation Y / Millennials and Generation Z categories. Given that about 30% to 40% of terminations are retirements each year (35% in FY 2022-23), departments should identify their employees who are eligible to retire and create succession plans to prepare for their future departures. This may include developing talent in other areas of the organization to promote or transition into positions vacated by retirees, as well as hiring successors to overlap with retiring employees to allow for mentoring and knowledge transfer.

As of year-end, about 987 regular employees were eligible to retire.

Turnover:

During the last 10 years, the County's turnover rate ranged from 6% to 12%. In FY 2022-23, 518 regular employees left County employment, reflecting a 10% turnover rate. The employees leaving the County had an average of 10.6 years of service. About 35% of the turnover was due to retirements while 58% was due to resignations. About 65% of the resignations were by Generation Y/Millennials, who had an average of 3.8 years of service. Exit survey responses indicated the top reasons for leaving the County were (1) An offer I couldn't refuse, (2) Reasons unrelated to my job, and (3) Commute time. Additional reasons for leaving provided by departments in Workday included commute to work, relocation, housing, and finances (higher pay). To help address some of these reasons for leaving, departments could provide a flexible work environment, such as telework/remote work and flexible schedules when possible. HR also recommends that supervisors and managers meet regularly with their staff to help them stay engaged and conduct stay interviews to keep great employees.

In FY 2022-23 518 regular employees left County employment, reflecting a 10% turnover rate

Promotions and Advancement:

In FY 2022-23, 714 employees promoted or advanced into other positions/classifications in the organization, including moving into positions with longer duration and better benefits (e.g., extra help to regular). Approximately 68% of management positions and 55% of non-management positions continued to be filled with internal candidates, exceeding the targets of 65% and 50% for management and non-management positions respectively. Managers should work with individual employees on their development to help them meet their goals and prepare for the next step in their careers. Staff and applicants can use HR's new online interactive career path mapping tool to get recommendations for County careers to consider and compare the skills between their current and desired positions. Upon promotion, new managers and supervisors can choose a coach from the internal coaching program to support them.

County's promotion rate for management positions	68%
&	
internal candidates who were selected for non-management positions	55%

Learning and Development Programs:

There were 27,340 training participants and 3,310 (68% of) employees who fulfilled the annual 20-Hour Training Policy with three departments having 100% of their staff meeting the training goal. The County continues to invest in programs to support the development of staff and to create a leadership pipeline, including launching Mentoring Mondays in-house career counseling, increasing Tuition Assistance Program reimbursement levels, redesigning Essential Supervisory Skills 2.0 sessions, reinstating the Management Development Program, exploring executive education programs, contracting with new training service providers and retreat facilitators, expanding virtual trainings, launching a new e-library subscription that focuses on DEI, cohosting information sessions with universities, holding Leadership Forums for County leaders, and conducting in-person events such as new employee welcome and Regional Training Consortium Academies. HR recommends that departments encourage employees to participate in these innovative programs that offer them opportunities to further develop their skillset.

In FY 2022-23	27,340 Training participants including DEI training	&	3,310 Employees met the 20-hour Training Policy

Workforce Planning Report Summary

Attract and Hire

Attract and Hire	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	YOY Trend
Authorized Positions	5,699	5,771	5,782	5,799	5,871	+
Average Age of Workforce	45	44	44	44	44	~
Recruitments Conducted*	518	400	406	623	632	+
Applications Received	18,117	13,510	13,198	9,541	20,099	+
New Hires						
Regular	289	288	233	338	386	+
Term	114	59	68	63	46	–
Extra Help/Temporary**	820	617	772	850	720	–
Vacancies | Rate	593 | 10%	686 | 12%	708 | 12%	837 | 14%	857 | 15%	+

** includes extra help; ** includes seasonal/election and relief workers; YOY = Year-over-Year*

Engage and Retain

Engage and Retain	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Job Classification Studies	339	106	213	150	343
Employees on Voluntary Time Off	279	191	152	164	162
Percent of employees rating experience working for the County as good or better	__*	77.9%	__*	__*	75.7%
Average Years of Service	10.7	10.6	10.8	10.6	10.4
Turnover Number | Rate	469 | 9%	475 | 9%	380 | 7%	623 | 12%	518 | 10%
Employees Eligible to Retire					
– 50 | 10	843	822	784	738	698
– 55 | 20	333	323	355	342	289

** No engagement survey in FY19, FY21, and FY 22; next survey will be in FY 2024-25.*

Upskill and Learn

Upskill and Learn	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	YOY Trend
Promotions & Advancement	737	634	544	694	714	+
Training Participants	10,586	36,562	28,872	18,849	27,340	+
Employees completing 20-hour training requirement	3,765	3,283	3,246	3,059	3,310	+
Tuition Reimbursements	539	389	530	403	413	+

Workforce Demographics

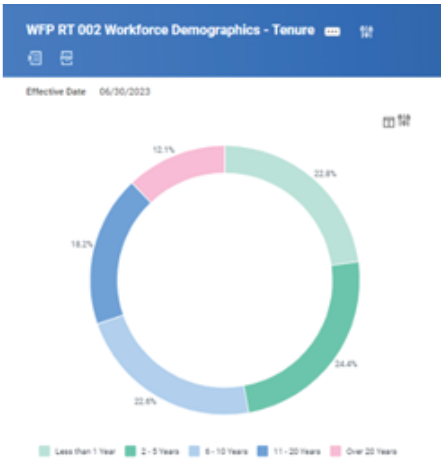
Tasks and Reports

WFP DEI 001 Workforce Demographics - Vibe Index
Report

WFP DEI 002 Workforce Demographics - Gender
Report

WFP DEI 003 Workforce Demographics - Ethnicity
Report

WFP RT 002 Workforce Demographics - Tenure
Report



COUNTY OF SAN MATEO
WORK WITH PURPOSE

Summary & Key Takeaways

COUNTY OF SAN MATEO

5,871
regular, authorized positions

Generation X (1965–1980)	43%
42%	Generation Y/Millennials (1981–1996)

Over **85%** of County's regular workforce fell under Generation X and Generation Y/Millennials.

Percentage of County employees of color

70%

Gender Demographics

62.6% Female Workforce

37.2% Male Workforce

0.2% No Gender Declaration

Employees lived in San Mateo County

55.99%

56.73%

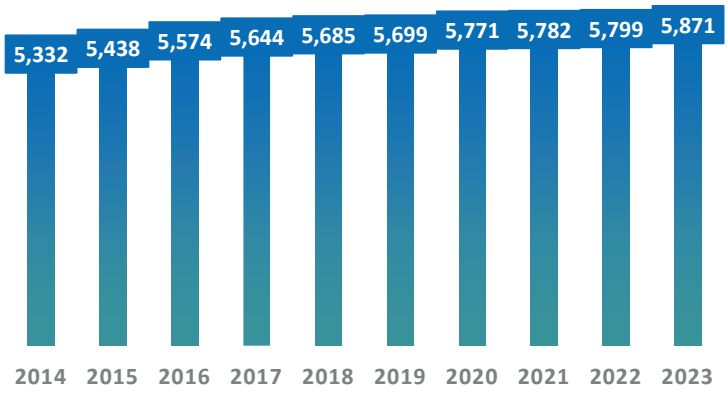
Compared to 2022

Authorized Positions:

As of June 30, 2023, the County had 5,871 regular, authorized positions.

The three largest departments constituted 66% of authorized positions (2,278 Health, 814 Sheriff's Office, and 793 Human Services Agency positions). Since FY 2014, there was an overall 10% increase (539 positions) with County Health adding 204 positions followed by the Sheriff's Office adding 132 positions over the ten-year span. In the past year, the County had a net increase of 72 positions, with the largest decrease of 29 positions in Probation Department and the largest increase in County Health with 53 positions added.

AUTHORIZED POSITIONS FY14-FY23



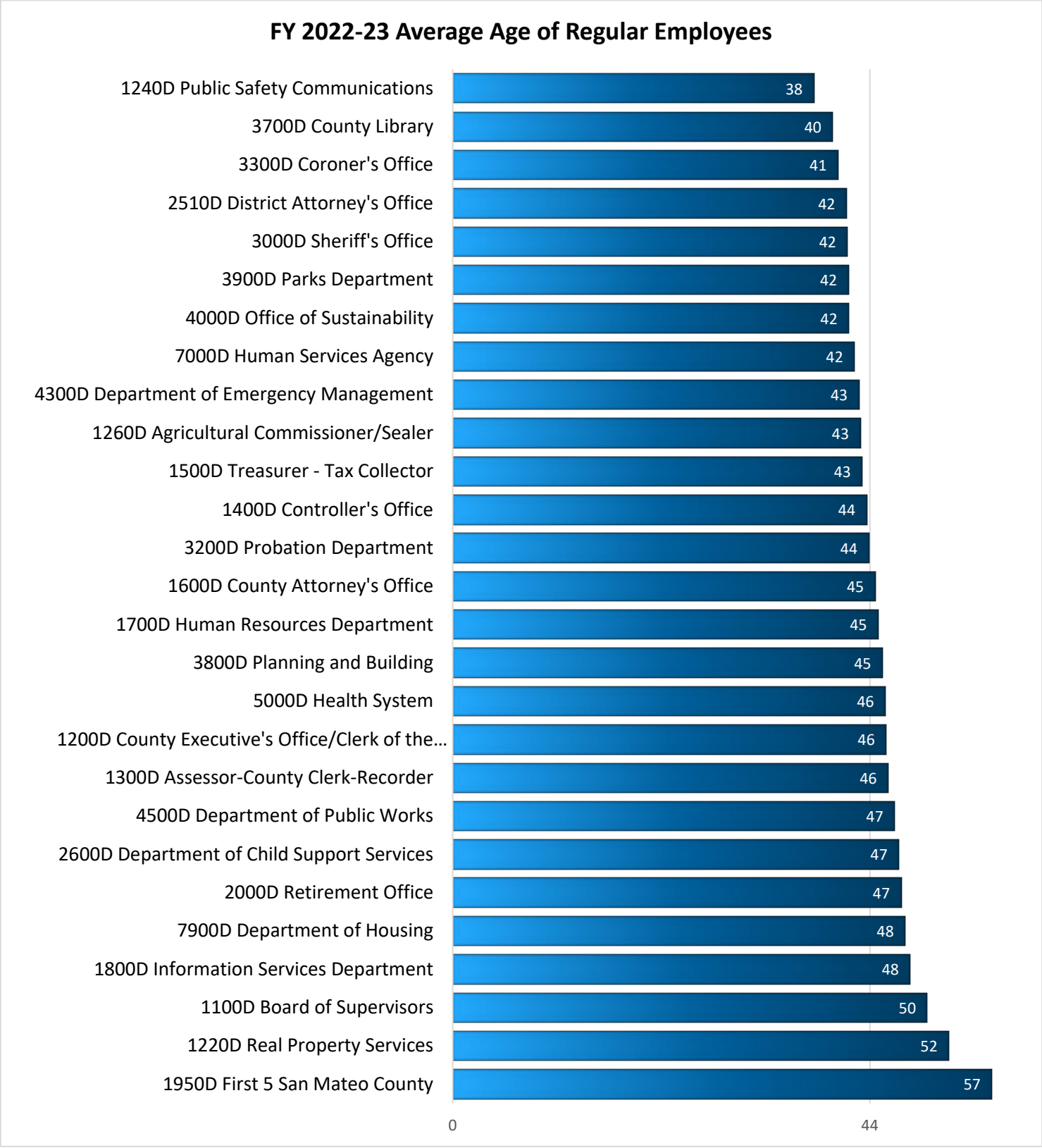
Authorized Positions by Department	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	% change (FY14–FY23)
1100D Board of Supervisors	20	22	22	22	22	22	22	22	22	22	10%
1200D County Executive's Office/Clerk of the Board	21	20	24	32	34	36	50	51	54	56	167%
1220D Real Property Services	4	4	4	4	4	4	5	5	6	6	50%
1240D Public Safety Communications	58	59	59	66	74	74	75	75	78	78	34%
1260D Agricultural Commissioner/Sealer	30	30	30	30	30	30	30	30	30	30	0%
1270D Revenue Services *	--	--	--	--	--	26	22	19	9	--	--
1280D CMO Workforce & Economic Development	21	1	--	--	--	--	--	--	--	--	--
1300D Assessor-County Clerk-Recorder	117	117	121	121	126	128	155	155	156	161	38%
1400D Controller's Office	42	43	46	46	46	46	51	51	53	53	26%
1500D Treasurer - Tax Collector	61	61	61	61	60	34	34	34	34	34	-44%
1600D County Attorney's Office	42	43	43	45	47	48	49	49	49	49	17%
1700D Human Resources Department	64	65	70	71	73	73	75	75	76	79	23%
1800D Information Services Department	115	113	120	131	131	129	135	135	135	139	21%
1950D First 5 San Mateo County	8	8	8	8	8	8	8	8	8	8	0%
2000D Retirement Office	21	23	24	24	24	24	23	23	23	23	10%
2510D District Attorney's Office	122	122	129	131	135	135	140	141	141	151	24%
2600D Department of Child Support Services	89	86	80	80	78	77	73	67	61	56	-37%
3000D Sheriff's Office **	701	762	772	803	811	818	822	830	811	814	16%
3200D Probation Department	410	415	415	415	415	415	384	383	383	354	-14%
3300D Coroner's Office	14	13	13	13	13	13	14	15	15	15	7%
3570D Local Agency Formation Commission	1	1	1	1	2	2	2	2	2	2	100%
3700D County Library	121	121	121	121	122	122	123	129	135	146	21%
3800D Planning and Building	49	50	55	56	57	58	67	67	67	69	41%
3900D Parks Department includes Coyote Pt.	62	60	67	71	74	75	77	77	78	78	26%
4000D Office of Sustainability	--	3	21	21	24	25	26	26	28	30	--
4300D Department of Emergency Management **	--	--	--	--	--	--	--	--	10	10	--
4500D Department of Public Works	291	290	298	299	299	301	303	310	311	312	7%
5000D Health System	2070	2128	2191	2189	2194	2194	2212	2209	2225	2278	10%
7000D Human Services Agency	767	767	768	769	766	766	775	775	777	793	3%
7900D Department of Housing	11	11	11	14	16	16	19	19	22	25	127%
Total Authorized Positions	**5332**	**5438**	**5574**	**5644**	**5685**	**5699**	**5771**	**5782**	**5799**	**5871**	**10%**

** In FY 2018-19, Revenue Services moved from the Treasurer - Tax Collector to the County Executive's Office. 1270D Revenue Services closed during FY 2021-22.*

*** In FY 2021-22, Department of Emergency Management was created from the Sheriff's Office*

Diversity – Average Age of Workforce:

In FY 2022-23, the average age of regular employees in the County was 44 years old, like the prior three fiscal years. The average age of employees in positions from supervisory to department head levels were above the County average.



Diversity Generations in the Workplace:

In FY 2022-23, over 85% of the County's regular workforce fell under the Generation X (1965-1980) category (43%) and Generation Y/Millennials (1981-1996) category (42%). The remainder of the workforce were primarily Baby Boomers (12%) and Generation Z (3%). This was the first year there were no regular employees from the Silent Generation (1928-1945). There was a decrease in the percentage of Silent Generation, Baby Boomer, and Generation X employees, and an increase in the percentage of Generation Y/Millennial and Generation Z employees, compared to the prior year. The table below shows the percentage of employees by generation. The data for all employees includes 2.7% of County workforce who were Generation Z interns.

FY 22-23 Generations in the Workplace	Regular Employees				All Employees			
	FY20-21	FY21-22	FY22-23	Trend	FY20-21	FY21-22	FY22-23	Trend
Silent Generation (1928 -1945)	0.06%	0.04%	-	-	0.53%	0.38%	0.29%	-
Baby Boomers (1946 -1964)	17.09%	14.04%	12.01%	-	19.56%	17.06%	14.94%	-
Generation X (1965 -1980)	44.70%	44.38%	43.33%	-	38.27%	38.07%	38.10%	~
Generation Y / Millennials (1981 -1996)	37.44%	40.14%	41.88%	+	36.67%	37.79%	38.98%	+
Generation Z (1997 and onwards)	0.71%	1.40%	2.78%	+	4.97%	6.70%	7.69%	+
Total	**100%**	**100%**	**100%**		**100%**	**100%**	**100%**	

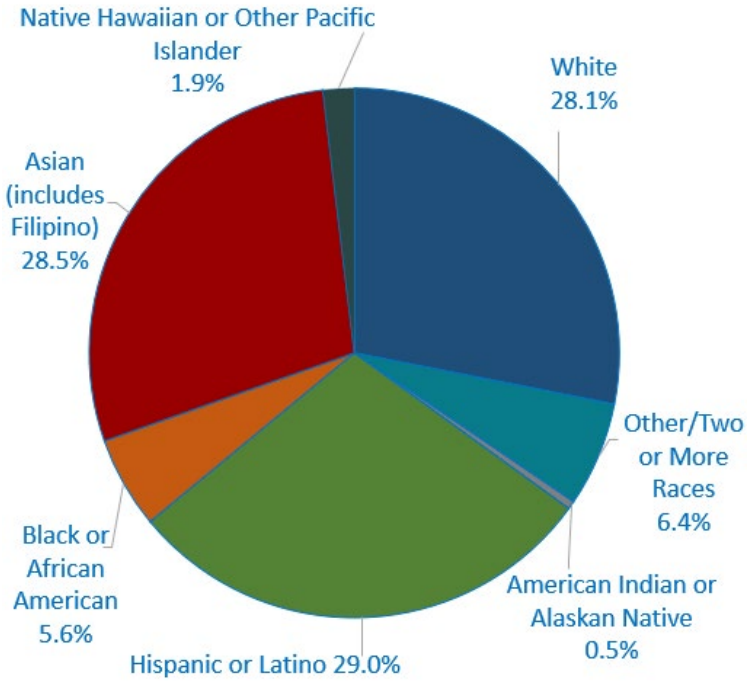
Executive-level employees (Elected Officials, Department Heads, and Deputy/Assistant/Division Directors) accounted for 2.3% of regular staff, and they primarily fell under the Baby Boomers and Generation X categories. Managers (I/II) made up 7.1% of the workforce. 12.6% of employees were in Supervisor/Lead positions. Most of the Managers, Supervisors, and Leads were part of Generation X with increasing Generation Y/Millennials employees holding Supervisor/Lead positions. A majority of employees (78.0%) were individual contributors in Advanced Journey/Specialist, Journey, or Entry/Trainee capacities. 66.1% of employees were individual contributors born between 1965 – 1996 (Generation X and Y/Millennials).

FY 22-23 Generations in the Workplace by Classification Level (Regular Employees)	Silent Generation (1928 -1945)	Baby Boomers (1946 -1964)	Generation X (1965 -1980)	Generation Y / Millennials (1981 -1996)	Generation Z (1997 and onwards)	Total
Department Head/Elected Official	-	2.15%	1.05%	0.10%	-	0.75%
Deputy/Assistant/Division Director	-	2.82%	2.29%	0.52%	-	1.55%
Manager II	-	5.46%	4.68%	1.76%	-	3.42%
Manager I	-	3.81%	5.14%	2.28%	-	3.64%
Supervisor	-	6.79%	12.67%	6.36%	-	8.97%
Lead	-	2.81%	3.81%	3.94%	0.72%	3.66%
Advanced Journey/Specialist	-	23.84%	20.10%	20.04%	13.57%	20.34%
Journey	-	51.33%	48.10%	59.73%	63.57%	53.79%
Entry or Trainee	-	0.99%	2.16%	5.27%	22.14%	3.88%
Total	**0.00%**	**12.01%**	**43.33%**	**41.88%**	**2.78%**	**100.00%**

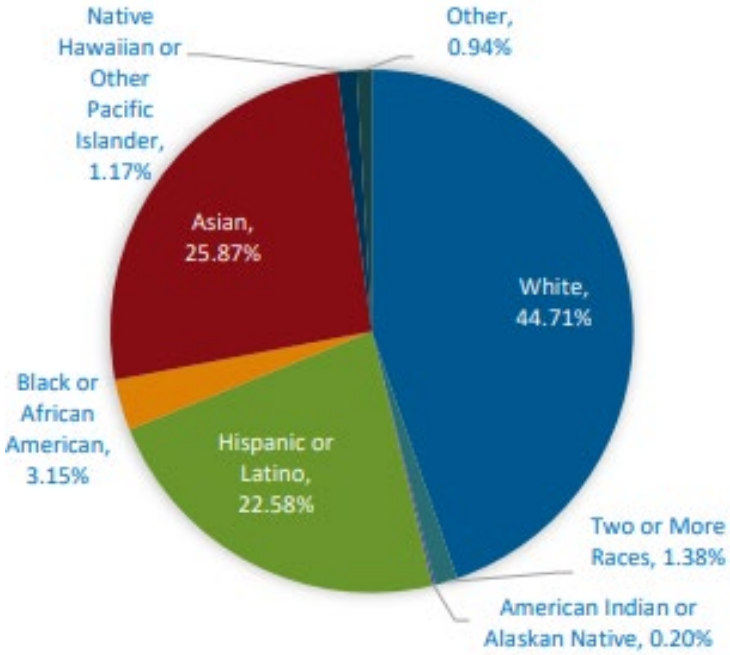
Diversity - Race/Ethnicity:

As of June 30, 2023, the race/ethnicity data that was available for the County regular workforce is shown in the first chart below. The San Mateo County Available Workforce by race/ethnicity from the 2021 Equal Employment Opportunity Plan (EEOP) Utilization Report data is included for comparison. (https://www.ojp.gov/program/civil-rights-office/equal-employment-opportunity-program-eeop-faqs)

County of San Mateo Regular Workforce as of June 30, 2023

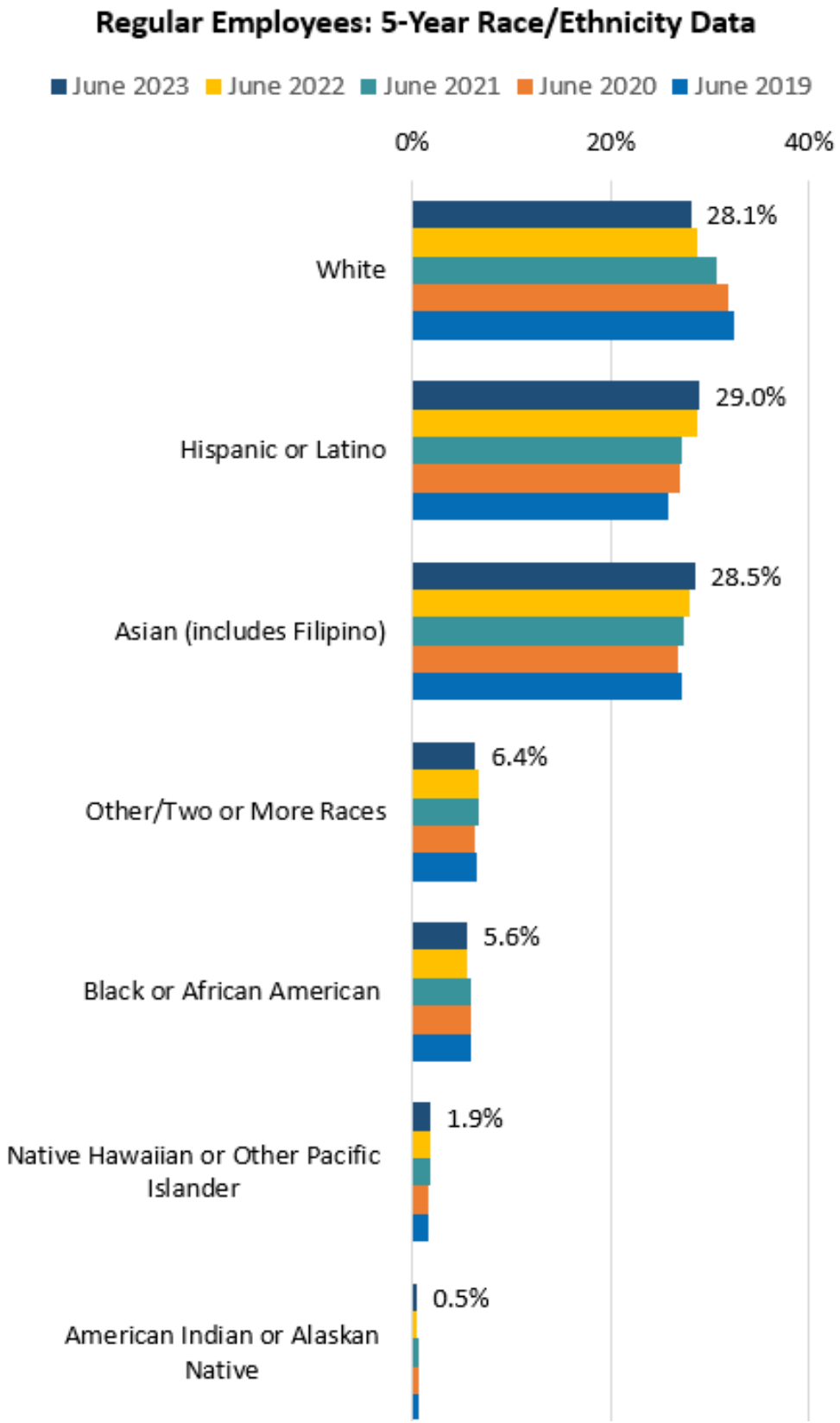


San Mateo County Available Workforce by Ethnicity*



** Source: 2021 EEOP Utilization Report*

The chart below shows the race/ethnicity data that was available for the County regular workforce over the past five years. About 584 regular employees in the overall workforce did not report their race/ethnicity and are omitted in the June 2023 percentage calculation. There was an increase in the percentage of Asian and Hispanic or Latino regular employees and a decline in White regular employees since June 2019. The other groups showed steady percentages or slight fluctuations.



The table below shows the race/ethnicity data that was available for the County workforce by department including all employee types (e.g., regular, extra help, term) as of June 30, 2023.

2023 Race/Ethnicity by Department (All Employees)	White	Hispanic Or Latino	Asian (includes Filipino)	Other / Two or More Races	Black Or African American	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native
1100D Board of Supervisors	39.13%	13.04%	17.39%	17.39%	4.35%	4.35%	4.35%
1200D County Executive's Office/Clerk of the Board	37.30%	20.34%	32.20%	8.47%	-	1.69%	-
1220D Real Property Services	66.67%	33.33%	-	-	-	-	-
1240D Public Safety Communications	55.55%	15.28%	9.72%	5.56%	9.72%	4.17%	-
1260D Agricultural Commissioner/Sealer	29.42%	35.29%	23.53%	11.76%	-	-	-
1300D Assessor-County Clerk-Recorder	37.56%	13.64%	39.71%	5.50%	2.39%	0.96%	0.24%
1400D Controller's Office	16.33%	8.16%	67.35%	4.08%	-	4.08%	-
1500D Treasurer - Tax Collector	26.09%	34.78%	39.13%	-	-	-	-
1600D County Attorney's Office	57.15%	10.20%	22.45%	8.16%	2.04%	-	-
1700D Human Resources Department	27.89%	19.23%	36.54%	8.65%	6.73%	0.96%	-
1800D Information Services Department	25.20%	15.13%	42.02%	12.61%	5.04%	-	-
1950D First 5 San Mateo County	37.50%	-	37.50%	12.50%	12.50%	-	-
2000D Retirement Office	20.83%	8.33%	66.67%	4.17%	-	-	-
2510D District Attorney's Office	46.56%	24.14%	20.69%	1.72%	5.17%	0.86%	0.86%
2600D Department of Child Support Services	25.01%	45.83%	8.33%	8.33%	10.42%	2.08%	-
3000D Sheriff's Office	45.79%	22.72%	15.83%	7.06%	5.68%	2.58%	0.34%
3200D Probation Department	22.92%	33.92%	12.33%	9.69%	17.62%	2.64%	0.88%
3300D Coroner's Office	62.50%	18.75%	18.75%	-	-	-	-
3700D County Library	39.75%	21.47%	28.85%	6.09%	2.56%	0.64%	0.64%
3800D Planning and Building	32.14%	19.64%	35.71%	1.79%	5.36%	3.57%	1.79%
3900D Parks Department includes Coyote Pt.	65.05%	12.62%	9.71%	10.68%	0.97%	-	0.97%
4000D Office of Sustainability	49.99%	12.50%	18.75%	12.50%	3.13%	3.13%	-
4300D Department of Emergency Management	77.78%	11.11%	11.11%	-	-	-	-
4500D Department of Public Works	31.56%	28.89%	26.22%	6.22%	3.56%	3.11%	0.44%
5000D Health System	21.52%	30.11%	34.52%	5.69%	5.82%	1.66%	0.68%
7000D Human Services Agency	17.25%	40.31%	27.79%	5.80%	5.34%	3.05%	0.46%
7900D Department of Housing	45.45%	4.55%	18.18%	9.09%	18.18%	4.55%	-
Other	100.00%	-	-	-	-	-	-
Total	**29.21%**	**26.98%**	**29.60%**	**6.34%**	**5.47%**	**1.86%**	**0.54%**

About 822 employees in the overall workforce did not report their race/ethnicity. The table includes employees who reported their race/ethnicity.

County workforce by gender, including all employee types (e.g., regular, extra help, term).

2023 Race/Ethnicity by Gender (All Employees)	White	Hispanic Or Latino	Asian (includes Filipino)	Other / Two or More Races	Black Or African American	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native	Total
Female	54.35%	70.32%	65.54%	61.54%	58.28%	57.01%	70.97%	62.60%
Male	45.41%	29.55%	34.29%	37.64%	41.72%	42.99%	29.03%	37.23%
Not declared	0.24%	0.13%	0.06%	0.82%	-	-	-	0.17%

About 822 employees in the overall workforce did not report their race/ethnicity. The table includes employees who reported their race/ethnicity.

County workforce by classification level, including all employee types (e.g., regular, extra help, term).

In general, White employees made up the largest percentages at the Supervisor level and up, whereas other race/ethnicity groups made up lower percentages in the upper levels, compared to their percentages in the overall County workforce.

2023 Race/Ethnicity by Classification Level (All Employees)	White	Hispanic Or Latino	Asian (includes Filipino)	Other / Two or More Races	Black Or African American	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native
Department Head/ Elected Official	70.28%	13.51%	10.81%	-	2.70%	-	2.70%
Deputy/ Assistant/ Division Director	52.50%	8.75%	25.00%	11.25%	2.50%	-	-
Manager II	42.07%	12.80%	31.10%	6.71%	7.32%	-	-
Manager I	43.23%	16.67%	27.08%	5.21%	5.73%	1.56%	0.52%
Supervisor	34.08%	29.09%	22.50%	8.41%	4.55%	1.14%	0.23%
Lead	20.01%	42.22%	22.22%	7.22%	5.00%	2.22%	1.11%
Advanced Journey/ Specialist	26.75%	25.48%	33.49%	5.69%	5.89%	1.93%	0.77%
Journey	26.06%	29.37%	30.51%	6.27%	5.20%	2.14%	0.45%
Entry or Trainee	35.94%	21.04%	27.56%	5.96%	7.08%	1.68%	0.74%
Total	**29.21%**	**26.98%**	**29.60%**	**6.34%**	**5.47%**	**1.86%**	**0.54%**

About 822 employees in the overall workforce did not report their race/ethnicity. The table includes employees who reported their race/ethnicity.

Diversity – Gender:

As of June 30, 2023, females were 62.6% of the workforce, males were 37.2% of the workforce, and 0.2% did not declare their gender.

These percentages have remained consistent over the years and correlated with the percentages of job applications by gender. In FY 2022-23, 57.9% of job applications were from females, 35.9% were from males, and 6.3% were from applicants who did not declare their gender.

2023 Gender by Classification Level (All Employees)	Female	Male	Not declared
Department Head/Elected Official	41.03%	58.97%	-
Deputy/Assistant/Division Director	55.42%	44.58%	-
Manager II	62.29%	37.71%	-
Manager I	60.39%	38.65%	0.96%
Supervisor	59.52%	40.48%	-
Lead	68.93%	30.90%	0.17%
Advanced Journey/Specialist	63.02%	36.98%	-
Journey	62.18%	37.68%	0.14%
Entry or Trainee	58.54%	41.14%	0.32%
Total	**62.60%**	**37.23%**	**0.17%**

These tables show the County workforce composition by gender, including all employee types (e.g., regular, extra help, term).

A similar gender ratio was seen in most levels of the organization; however, the ratio flipped at the Department Head/Elected Official level where males were the majority.

Most departments had similar gender representation compared to the County workforce with majority Female staff. The following departments had majority Male staff:

- **Agricultural Commissioner/Sealer**
- **Information Services**
- **Department of Emergency Management**
- **Department of Public Works**
- **Parks Department**
- **Sheriff's Office**

2023 Gender by Department (All Employees)	Female	Male	Not declared
1100D Board of Supervisors	51.85%	48.15%	-
1200D County Executive/Clerk of the Board	68.33%	31.67%	-
1220D Real Property Services	100.00%	-	-
1240D Public Safety Communications	77.11%	22.89%	-
1260D Agricultural Commissioner/Sealer	38.24%	61.76%	-
1300D Assessor-County Clerk-Recorder	58.64%	41.15%	0.21%
1400D Controller's Office	55.56%	44.44%	-
1500D Treasurer - Tax Collector	60.00%	40.00%	-
1600D County Attorney's Office	69.23%	30.77%	-
1700D Human Resources Department	74.34%	25.66%	-
1800D Information Services Department	31.34%	68.66%	-
1950D First 5 San Mateo County	100.00%	-	-
2000D Retirement Office	72.00%	24.00%	4.00%
2510D District Attorney's Office	66.44%	33.56%	-
2600D Dept of Child Support Services	78.57%	21.43%	-
3000D Sheriff's Office	30.22%	69.78%	-
3200D Probation Department	60.00%	40.00%	-
3300D Coroner's Office	88.24%	11.76%	-
3700D County Library	73.98%	25.30%	0.72%
3800D Planning and Building	56.45%	43.55%	-
3900D Parks Department incl. Coyote Pt.	22.66%	76.56%	0.78%
4000D Office of Sustainability	63.89%	36.11%	-
4300D Department of Emergency Mgt	10.00%	90.00%	-
4500D Department of Public Works	24.91%	75.09%	-
5000D Health System	74.94%	24.94%	0.12%
7000D Human Services Agency	71.45%	28.28%	0.27%
7900D Department of Housing	68.18%	31.82%	-
Other	50.00%	50.00%	-
Total	**62.60%**	**37.23%**	**0.17%**

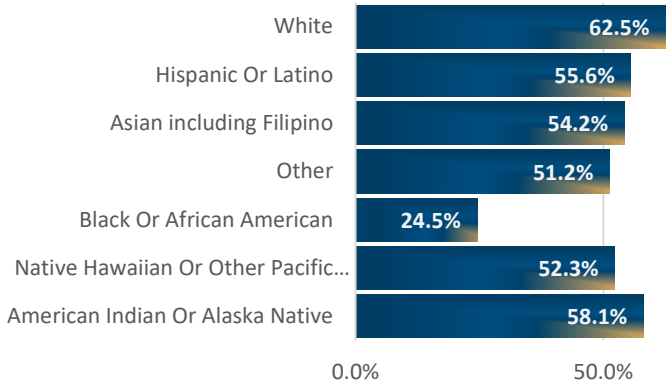
Employee Residency:

As of June 30, 2023, about 55.99% of all employees lived in San Mateo County, compared to 56.73% in 2022. About 52% of regular employees and about 68% of term/extra help/relief/ temporary employees lived in San Mateo County. The table on the right shows the distribution of all employees living in San Mateo County by their home city and zip code. The table below shows the distribution of all employees by the county where they lived which are comparable to the last three years. About 90% of all employees lived in San Mateo, Alameda, Santa Clara, and San Francisco Counties.

Residence by Home County (All Employees)	2022	2023
San Mateo County	56.73%	55.99%
Alameda County	16.23%	16.52%
Santa Clara County	9.76%	10.08%
San Francisco County	7.55%	7.63%
Outside of Bay Area	5.02%	4.97%
Contra Costa County	3.39%	3.56%
Solano County	0.65%	0.67%
Sonoma County	0.34%	0.34%
Marin County	0.30%	0.21%
Napa County	0.03%	0.03%
Total	**100.00%**	**100.00%**

The chart below shows that over half of employees in most race/ethnicity groups lived in San Mateo County except Black or African American employees, 25% of whom lived in San Mateo County and 38% lived in Alameda County.

Employees Living in San Mateo County by Race/Ethnicity as of June 30, 2023



2023 Residence by Home City in San Mateo County (All Employees)	Zip Code	Employees %
Atherton	94027	0.08%
Belmont	94002	5.60%
Brisbane	94005	0.65%
Broadmoor	94015	0.03%
Burlingame	94010	3.62%
	94011	0.08%
Colma	94014	0.16%
	94015	0.14%
Daly City	94014	3.81%
	94015	5.22%
	94016	0.03%
	94017	0.05%
East Palo Alto	94303	3.05%
El Granada	94018	0.60%
Emerald Hills	94062	0.11%
Fair Oaks	95628	0.03%
Half Moon Bay	94019	3.51%
Hillsborough	94010	0.46%
La Honda	94020	0.33%
Loma Mar	94021	0.08%
Menlo Park	94025	2.58%
	94026	0.08%
Millbrae	94030	2.94%
Montara	94037	0.38%
Moss Beach	94038	0.41%
Pacifica	94044	6.06%
Pescadero	94060	0.33%
Portola Valley	94028	0.19%
Redwood City	94061	5.41%
	94062	2.23%
	94063	5.03%
	94064	0.30%
	94065	1.58%
San Bruno	94066	6.66%
San Carlos	94070	4.41%
San Gregorio	94074	0.05%
San Mateo/Foster City	94401	5.33%
	94402	4.19%
	94403	9.57%
	94404	4.84%
South San Francisco	94080	9.17%
	94083	0.05%
Woodside	94062	0.57%
Total		**100.00%**

The table to the right shows the distribution of employees who lived in San Mateo County by classification level. Higher percentages of Department Heads/Elected Officials and Entry or Trainee employees lived in San Mateo County in 2022. Slightly lower percentages of Lead employees lived in San Mateo County, compared to the overall workforce. The other levels showed comparable percentages of employees living in San Mateo County, compared to the overall workforce. When comparing the distribution of regular employees with all employees, the biggest difference in percentages were at the Entry or Trainee level, which was due to a high percentage of extra help seasonal employees, primarily Election workers, living in San Mateo County. 2023 distribution is like prior years.

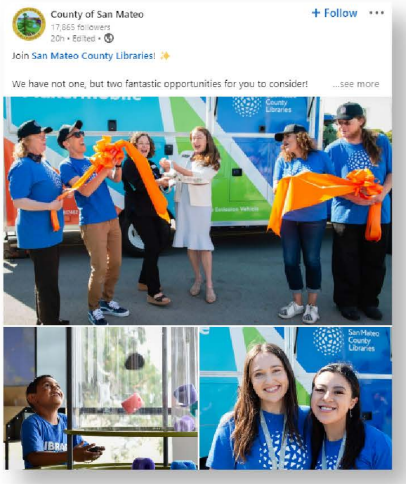
2023 Residence by Classification Level	% of Total Regular Employees	% of Total All Employees
Department Head/Elected Official	68.42%	66.67%
Deputy/Assistant/Division Director	48.72%	50.60%
Manager II	46.51%	46.86%
Manager I	54.10%	52.66%
Supervisor	53.44%	53.68%
Lead	41.30%	41.15%
Advanced Journey/Specialist	52.00%	52.88%
Journey	53.09%	56.04%
Entry or Trainee	55.90%	71.36%
Total Living in San Mateo County	**52.44%**	**55.99%**

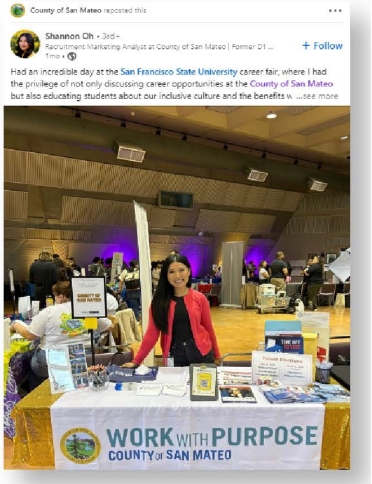
The table below shows the distribution of all employees by generation and the county where they lived in 2022. Higher percentages of Silent Generation, Baby Boomer, and Generation Z employees lived in San Mateo County, whereas slightly lower percentages of Generation X and Generation Y/Millennial employees lived in the County, compared to the 55.99% in the overall workforce.

2023 Residence by Home County (All Employees)	Silent Generation (1928 -1945)	Baby Boomers (1946 -1964)	Generation X (1965 -1980)	Generation Y / Millennials (1981 -1996)	Generation Z (1997 and onwards)	Total
San Mateo County	89.48%	68.20%	53.75%	49.88%	73.07%	55.99%
Alameda County	5.26%	10.30%	17.35%	19.26%	11.09%	16.52%
Santa Clara County	-	7.95%	9.71%	11.88%	7.33%	10.08%
San Francisco County	5.26%	5.91%	7.91%	8.55%	4.95%	7.63%
Outside of Bay Area	-	4.28%	5.80%	5.04%	1.98%	4.97%
Contra Costa County	-	1.83%	4.20%	4.14%	0.99%	3.56%
Solano County	-	0.51%	0.76%	0.66%	0.59%	0.67%
Sonoma County	-	0.61%	0.28%	0.35%	-	0.34%
Marin County	-	0.31%	0.24%	0.20%	-	0.21%
Napa County	-	0.10%	-	0.04%	-	0.03%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Future analyses will look at employee residency in greater detail to better understand our employee population and their needs. Data to explore may include reviewing residency by profession, work location, renting versus owning homes, and more.

Attract and Hire





COUNTY OF SAN MATEO
WORK WITH PURPOSE

Summary & Key Takeaways

Attracting and hiring a qualified and diverse workforce maximizes the County's ability to recruit talent to the organization. It requires employing the right people in the right jobs at the right time.

In FY 2022-23 County received

20,099 applications for **632** recruitments HR conducted.

In FY 2022-23 **96%** of hiring managers satisfied with their new hires 3 months after hire.

As of June 30, 2023, there were

15% (857) vacant re positions

Workforce Planning Resources:

One of HR's main areas of focus is enhancing the County's position as a leading employer. As you develop your workforce plans and strategies, HR encourages departments to partner with us on the following initiatives to better attract and hire top talent to our organization, as well as see how these can be customized to your department's specific workforce needs:

- Implementing new and innovative recruitment/retention strategies, including our employer brand, Work With Purpose
- Promoting hiring incentives and robust benefits such as voluntary and housing benefits
- Participating in career days and hiring events to market the benefits of working in the County
- Researching new places to source diverse candidates via social media and expanded outreach including LinkedIn, Instagram, Facebook, X, and TikTok
- Utilizing the DEI interview questions bank and skills-based hiring
- Improving accessibility of job announcements
- Spotlighting employee experiences to showcase workforce culture and diversity through employee, leadership, and team spotlights; speaker series; and day-in-the-life and DEI videos
- Growing workforce partnerships/development and fellowships/internships
- Making improvements based on the candidate experience survey
- Leveraging new technology in the recruitment process (e.g., online testing, videoconferencing, candidate texting)

Recruitments and New Hires:

In FY 2022-23, the County received 20,099 applications for the 632 recruitments that HR conducted. The number of recruitments conducted and applications received were the highest in the last five years.

In FY 2022-23 County received

20,099 applications for

632 recruitments HR conducted.

60% of regular hires were at:

- County Health (147)
- Sheriff's Office (42)
- Human Services Agency (41)

The following initiatives helped address recruitment challenges that arose during the pandemic:

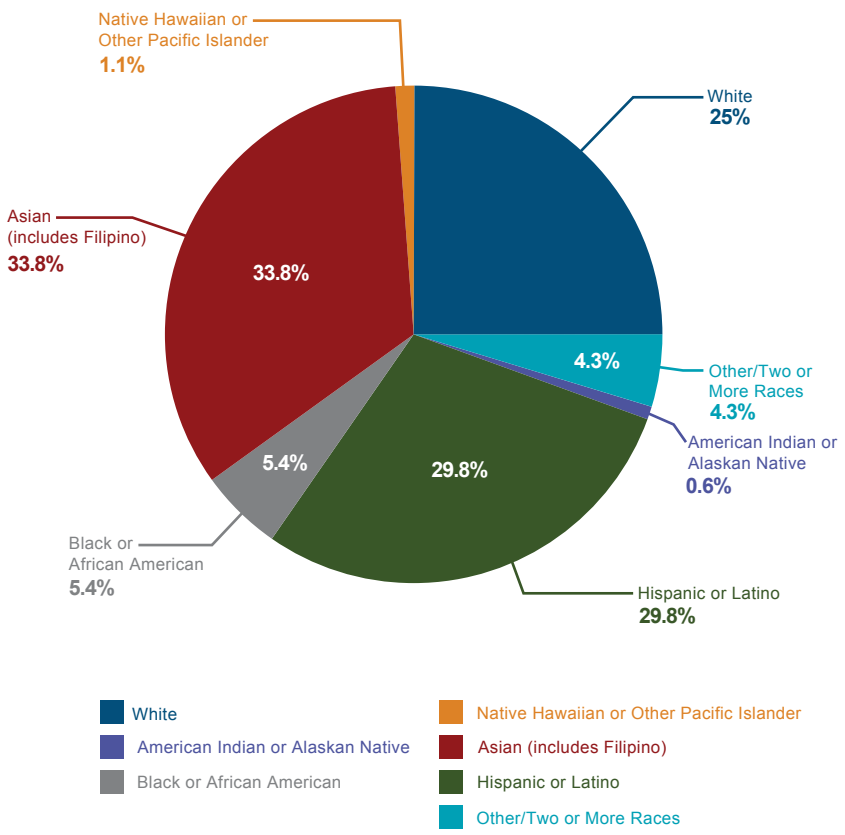
- Developed a new marketing strategy with dedicated staff focusing on marketing, especially for hard-to-fill positions, including recruiting and promoting the County as an employer of choice, creating a marketing database, tracking return on marketing efforts, publishing new employee spotlights, posting social media campaigns, increasing attendance to several career fairs, and marketing collateral with modernized templates such as digital media, brochures, and banners
- Implemented new strategic hiring campaigns by conducting multiple virtual informational sessions and one-day hiring events
- Expanded new hire incentive programs in hard-to-fill positions to attract top talent to the County of San Mateo
- Completed equity efforts including a blind screening pilot, DEI language in job postings, DEI information shared with panel members, DEI questions in all interviews, diverse hiring panels, and campaigns in underrepresented communities as well as establishing partnerships with veterans and military organizations

Upcoming initiatives and innovations will explore Civil Service Rules updates, supplemental questions, pre-employment exams, written exercises, school/college career days, artificial intelligence (AI) chatbots, one-way video interviews, and automated reference checks to streamline and remove barriers in the recruitment process, as well as strengthen the candidate pipeline.

FY 22-23 New Hires by Department	Regular	Extra Help / Term - Agile (Fixed Term)	Extra Help	Extra Help Seasonal	Relief	Total
1100D Board of Supervisors	8	-	7	-	-	15
1200D County Executive/Clerk of the Board	1	1	2	-	-	4
1240D Public Safety Communications	11	-	-	-	-	11
1260D Agricultural Commissioner/Sealer	1	-	6	-	-	7
1300D Assessor-County Clerk-Recorder	13	-	3	100	-	116
1400D Controller's Office	4	-	8	-	-	12
1500D Treasurer - Tax Collector	3	-	-	-	-	3
1600D County Attorney's Office	7	2	3	-	-	12
1700D Human Resources Department	8	5	19	-	-	32
1800D Information Services Department	9	3	10	-	-	22
1950D First 5 San Mateo County	-	-	1	-	-	1
2000D Retirement Office	-	-	3	-	-	3
2510D District Attorney's Office	26	-	4	-	-	30
2600D Department of Child Support Services	1	-	-	1	-	2
3000D Sheriff's Office	42	-	27	-	-	69
3200D Probation Department	4	-	3	-	-	7
3300D Coroner's Office	3	-	2	-	-	5
3570D Local Agency Formation Commission	-	-	3	-	-	3
3700D County Library	11	1	88	119	-	219
3800D Planning and Building	17	-	5	-	-	22
3900D Parks Department includes Coyote Pt.	6	1	7	24	-	38
4000D Office of Sustainability	5	1	5	-	-	11
4300D Department of Emergency Management	3	1	-	-	-	4
4500D Department of Public Works	12	-	16	-	-	28
5000D Health System	147	24	160	13	26	370
7000D Human Services Agency	41	6	50	-	4	101
7900D Department of Housing	3	1	1	-	-	5
Total New Hires	**386**	**46**	**433**	**257**	**30**	**1152**

The chart on the right shows the race/ethnicity composition of the new hires (regular employees) in FY 2022-23. About 34 new hires did not report their race/ethnicity. The chart includes regular employees who reported their race/ethnicity

FY 2022-23 New Hires by Race/Ethnicity



Quality of Hire – Satisfaction with New Hires:

In FY 2022-23, 96% of hiring managers reported being satisfied with their new hires three months after hire. This was a slight decrease from the prior year and remains within the range of responses received over the last several years. Efforts to enrich the recruitment and new hire experience have included new recruiting tools and branding, as well as onboarding enhancements. The new hire satisfaction program was revamped in FY 2020-21 with the timeline of the surveys changed from six months after hire to at three months after hire.

In FY 2022-23
96% of hiring managers satisfied with their new hires 3 months after hire.

New Hires Satisfaction Response	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
Percent of clients satisfied with new hires after three to six months	98%	100%	96%	94%	90%	98%	91%	97%	99%	**96%**

Hard-to-Fill Positions:

In March 2022, the Board of Supervisors adopted resolutions to increase recruitment and retention strategies based on HR's recommendations to address emerging recruitment and retention challenges for hard-to-fill positions. These included authorizing the following:

- **Credit of vacation and sick leave hours, as well as advanced vacation accrual, to new employees in designated hard-to-fill classifications under specified criteria**
- **Update to the Employee Referral Program, under which an award of $1,000 would be paid to County employees who refer candidates for employment who are selected for hard-to-fill classifications**
- **Pilot program for a hiring bonus for Deputy Sheriffs, Sheriff's Correctional Officers and Nurse classifications**

Advance Accruals Upon Hire:

The County has a program to attract experienced employees from other agencies, by offering an advance accrual of sick leave and vacation hours for new hires who are hired into hard-to-fill positions. Experienced employees who leave other agencies to accept a job with the County find it difficult to accrue vacation time at the rate of a new, inexperienced employee and to have no vacation or sick leave to utilize if needed.

This incentive allows the County to offer to new employees in historically difficult to fill positions the following:

- **up to 40 hours of vacation credit upon hire**
- **up to 80 hours of sick leave credit upon hire**
- **vacation accrual at higher levels based on experience in the field; the level of accrual would be determined based on the candidate's prior work history as it relates to prior relevant service in a public or private setting in the same job**

This program has been a great incentive to attract Deputy Sheriff Lateral applicants as well as hard-to-fill executive positions. Not all classifications on the hard-to-fill list are eligible for this incentive. The Director of Human Resources, upon written justification request from the hiring department head or their designee, shall have the authority to approve new hires to be eligible for these advanced leave accruals based on recruitment and retention data.

Employee Referral Program:

As an incentive to attract quality employees to the County, we continue to provide the *Employee Referral Program* for hard-to-fill positions and recently increased the incentive amount. Every six months, HR uses the following criteria to determine the classifications that are hard-to-fill:

- Over a 10% vacancy rate for a sustained period.
- Length of time of the ongoing recruitment for the classification.
- Number of appointable candidates on the eligible list.
- The Director of HR shall have the authority to designate additional classifications as "Hard-to-Fill" based on recruitment and retention data.

Eligible County employees who refer successful candidates to hard-to-fill positions will receive $500 referral awards on initial hire and an additional referral award of $500 if the candidate successfully completes probation.

Hiring Incentive Program:

In March 2022, HR began piloting a Hiring Incentive Program with the Sheriff's Office and County Health to offer a "hiring bonus" for new employees hired into their hard-to-fill positions as an additional recruitment tool. Offering a bonus to new employees in hard-to-fill positions is becoming more common, and eight local jurisdictions have already been offering bonuses for similar positions.

In the first two months of the program as of June 30, 2022, 21 employees hired into the designated hard-to-fill positions were reviewed and approved to receive $189,000 in hiring incentives. In FY 2022-23, 86 employees hired into the designated hard-to-fill positions qualified for a total hiring incentive of $755,000.

The hiring incentive program has concluded the pilot program and is expanding to include other hard-to-fill positions.

Vacancies:

As of June 30, 2023, there were 857 vacant regular positions, representing 15% of authorized positions. This was higher than the 837 vacant regular positions (14% vacancy) from the prior year and remained above pre-pandemic numbers (593 positions and 10% vacancy in FY 2018-19).

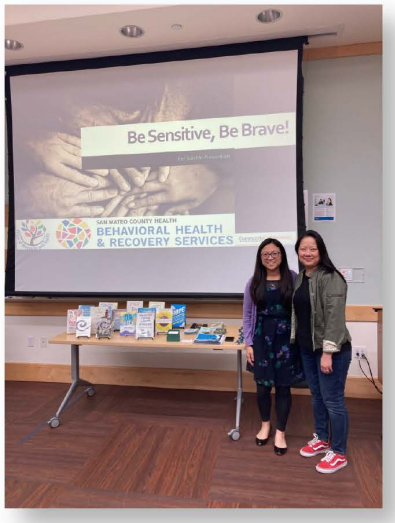
As of June 30, 2023, there were

15% (857) vacant regular positions

2023 Vacancies by Department (Regular Positions)	Vacancies	Authorized Positions	Vacancy Rate
1100D Board of Supervisors	2	22	**9%**
1200D County Executive/Clerk of the Board	8	56	**14%**
1220D Real Property Services	3	6	**50%**
1240D Public Safety Communications	11	78	**14%**
1260D Agricultural Commissioner/Sealer	2	30	**7%**
1300D Assessor – County Clerk–Recorder	17	161	**11%**
1400D Controller's Office	5	53	**9%**
1500D Treasurer - Tax Collector	10	34	**29%**
1600D County Attorney's Office	3	49	**6%**
1700D Human Resources Department	4	79	**5%**
1800D Information Services Department	13	139	**9%**
1950D First 5 San Mateo County	–	8	–
2000D Retirement Office	–	23	–
2510D District Attorney's Office	9	151	**6%**
2600D Department of Child Support Services	3	56	**5%**
3000D Sheriff's Office	161	814	**20%**
3200D Probation Department	131	354	**37%**
3300D Coroner's Office	1	15	**7%**
3570D Local Agency Formation Commission	–	2	–
3700D County Library	14	146	**10%**
3800D Planning and Building	10	69	**14%**
3900D Parks Department	5	78	**6%**
4000D Office of Sustainability	3	30	**10%**
4300D Department of Emergency Management	3	10	**30%**
4500D Department of Public Works	57	312	**18%**
5000D Health System	267	2,278	**12%**
7000D Human Services Agency	112	793	**14%**
7900D Department of Housing	3	25	**12%**
Total Vacancies	**857**	**5871**	**15%**

Higher than average Vacancy Rate

Engage and Retain



COUNTY OF SAN MATEO
WORK WITH PURPOSE

Summary & Key Takeaways

Providing a workplace culture that supports a high level of employee commitment encourages employees to stay with the organization and motivates them to do their best work.

76% of the respondents from the 2023 Engagement Survey rated overall experience working at the County as **GOOD or VERY GOOD**

74% of the respondents from the 2023 Engagement Survey said that, **"They would recommend the County of San Mateo to a friend or family member as a great place to work."**

County's Female Workforce earned on average $59/hour

County's Male Workforce earned on average $62/hour

As of June 30, 2023

20% (987) regular employees were eligible to retire

In FY 2022-23
518 regular employees left County employment a

10% turnover rate

compared to **12%** in the prior year

In FY 2022-23, the top reasons for leaving the county were:

1. An Offer I couldn't refuse
2. Reasons unrelated to my job
3. Commute time

Workforce Planning Resources:

The environmental challenges impacting recruitment and retention are anticipated to continue due to a competitive labor market with low unemployment rate and high demand for qualified candidates; increasing cost of living, housing shortage, and commutes; evolving work environment; and shifting values brought about by the COVID-19 pandemic. As you develop, implement, and revise your workforce plans, it is crucial for departments to consider employees needs that may influence their reasons for staying with or leaving the organization. HR encourages departments to partner with us in promoting a positive employee experience through the various employee well-being, safety, and engagement programs offered throughout the County, such as:

- **Providing a flexible work environment such as telework/remote work**
- **Developing initiatives resulting from your department's 2023 Employee Engagement Survey results**
- **Continuing to create a culture of well-being by encouraging employee participation in the County Wellness Program**
- **Promoting physical, emotional, financial, social, and mental well-being programs and tools, including digital resources through the employee online portal**
- **Partnering with HR to host onsite events and targeted initiatives to improve wellness program participation**
- **Following safety protocols and education for employees**

Employee Engagement Survey:

HR has been leading employee engagement efforts countywide for almost a decade. The Employee Engagement Survey is administered to County employees periodically to gather staff feedback, drive employee engagement efforts in departments and throughout the County, and measure progress. To facilitate a fair and neutral engagement survey, the County has used an external vendor since 2015. Survey results represent a point in time, and one of the questions asks respondents to rate their opinion of the statement, "I would recommend the County of San Mateo to a friend or family member as a great place to work."

74% of the respondents from the 2023 Engagement Survey said that,
"They would recommend the County of San Mateo to a friend or family member as a great place to work."

Employee Engagement Survey Response	2013	2014	2015	2016	2017	2019	2023
Percent of Employees rating overall experience working at the County as **Good/Very Good**	75.3%	77.9%	79.0%	80.9%	81.1%	77.9%	76%
Percent of Employees that would recommend the County as a **great** place to work to a friend or family member	83%	85%	77%	79%	80%	76%	74%

2023 Survey Results and Actions:

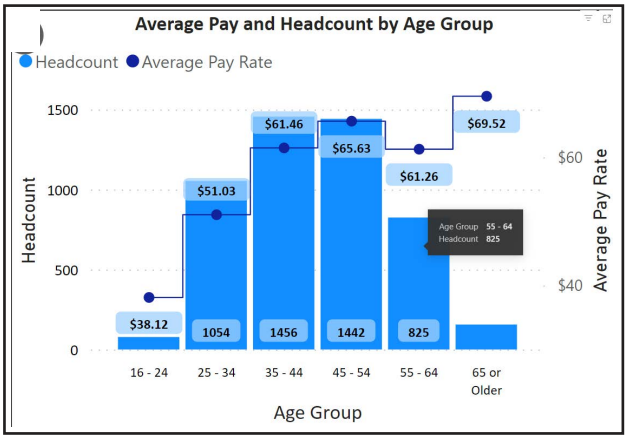
The 2023 engagement survey was conducted in early 2023. The results have been shared with executives and departments to evaluate changes since the last survey in 2019. According to the third-party engagement survey administrator, a slight decrease in favorable responses is not unusual, given the challenges most organizations have encountered with the pandemic and other emergencies.

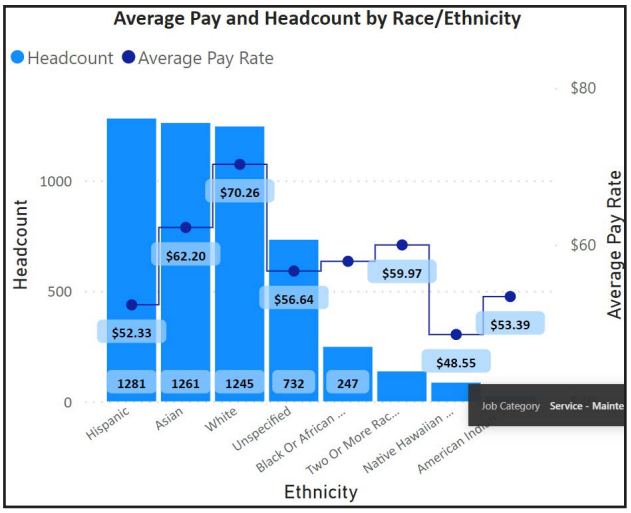
To support engagement efforts countywide, HR has hosted several workshops for managers and supervisors to better understand their engagement results as well as workshops with leadership teams from several departments. The third-party survey administrator made a special in-person presentation to County department heads, along with a tailored session for Health leadership and San Mateo Medical Center executives. They also led a customized training for county engagement champions. There are also plans to examine how employee engagement relates to the County's focus on equity and wellness, including the addition and analysis of questions related to equity and wellness on the engagement survey. Initial analysis suggests a correlation between support for wellness and commitment to equity work. Engagement champions continue to attend quarterly meetings to discuss assistance and resources they and their departments need, as well as to provide updates about post-survey actions.

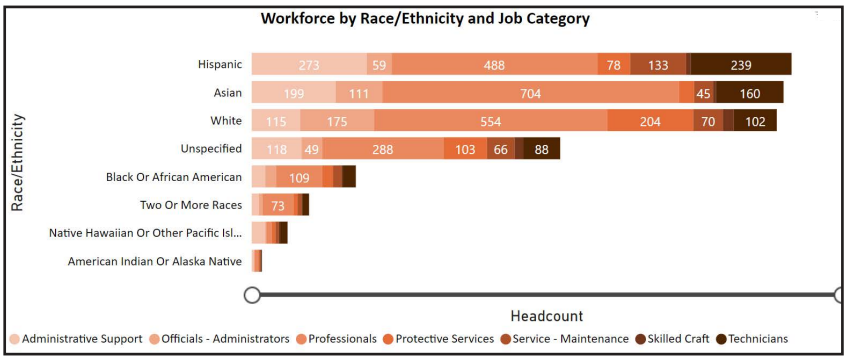
Pay Equity:

The quarterly publication of the interactive County *Pay Equity Dashboard* is one of the many initiatives the County is undertaking to advance equity within its workforce and the community.

Now more than ever, equity and pay transparency have become a critical priority for organizations and an essential tool for building trust within the workforce, which leads to engagement, retention, and perform duties, market rate of classifications, licensure/certification requirements and many others, may need to be considered when interpreting the observed differences in pay.



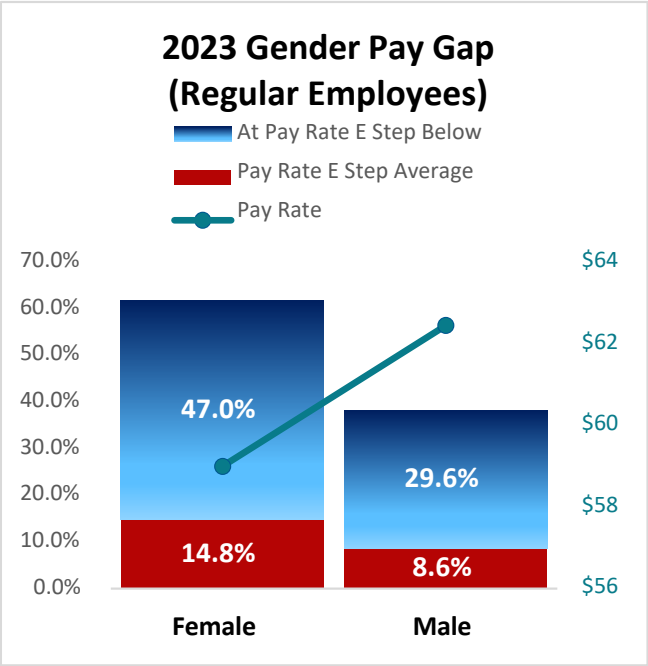




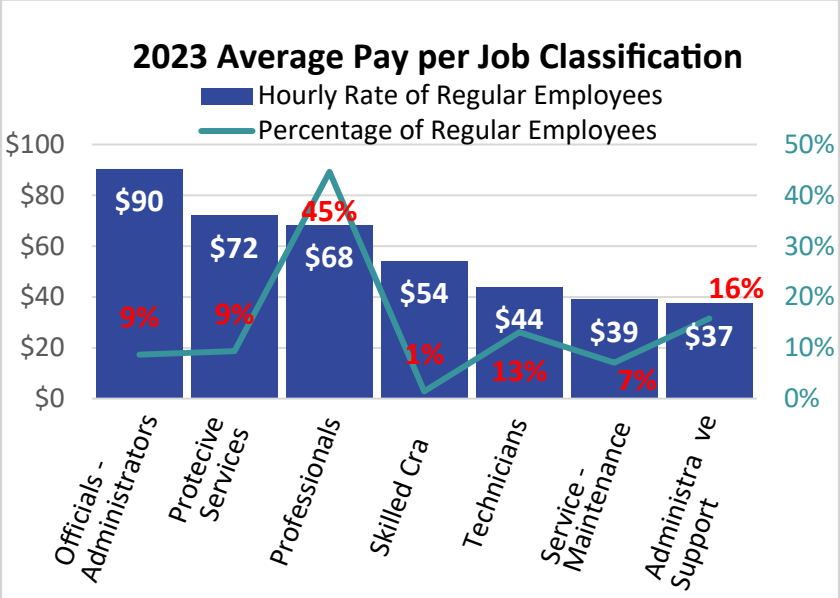
Race/Ethnicity	Administrative Support	Officials - Administrators	Professionals	Protective Services	Service - Maintenance	Skilled Craft	Technicians	Total
American Indian Or Alaska Native	0.10%	0.04%	0.18%	0.04%	0.06%	0.02%	0.04%	0.48%
Asian	3.97%	2.21%	14.04%	0.72%	0.90%	0.14%	3.19%	25.17%
Black Or African American	0.64%	0.52%	2.17%	0.52%	0.40%	0.06%	0.62%	4.93%
Hispanic	5.45%	1.18%	9.73%	1.56%	2.65%	0.22%	4.77%	25.55%
Native Hawaiian Or Other Pacific Islander	0.64%	0.06%	0.24%	0.18%	0.16%	0.06%	0.36%	1.70%
Two Or More Races	0.34%	0.18%	1.46%	0.20%	0.20%	0.02%	0.32%	2.71%
Unspecified	2.35%	0.98%	5.75%	2.05%	1.32%	0.40%	1.76%	14.60%
White	2.29%	3.49%	11.05%	4.07%	1.40%	0.52%	2.03%	24.86%
Total	15.78%	8.66%	44.62%	9.34%	7.08%	1.44%	13.09%	100.00%

Job Category	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 or Older
Technicians	0.36%	3.09%	4.09%	3.67%	1.70%	0.18%
Skilled Craft		0.08%	0.22%	0.54%	0.52%	0.08%
Service - Maintenance	0.26%	1.52%	1.42%	1.99%	1.58%	0.32%
Protective Services	0.12%	2.81%	2.91%	2.51%	0.92%	0.06%
Professionals	0.28%	9.48%	14.44%	12.49%	6.48%	1.46%
Officials - Administrators		0.30%	2.15%	3.55%	2.07%	0.58%
Administrative Support	0.54%	3.75%	3.83%	4.01%	3.21%	0.44%
Total	1.56%	21.03%	29.06%	28.77%	16.48%	3.11%

The chart on the right presents the pay difference of the regular female and male employees in 2023. The County's female workforce earned on average $59 an hour which is 5% less than the male workforce earning on average $62. The pay gap is well below the 2021 National Gender Pay Gap of 16.9% as reported by the Bureau of Labor and Statistics.



The chart on the right shows the average pay per job classification in 2023 with officials and administrators with the highest average pay. The largest job classification in 2023 was Professionals.



The chart below summarizes workforce by race/ethnicity and Equal Employment Opportunity (EEO) job category:

2023 Race/Ethnicity by EEO Category (Regular Employees)	White	Hispanic or Latino	Asian (includes Filipino)	Other	Black or African American	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Total
Administrative Support	2.6%	6.3%	4.4%	0.9%	0.7%	0.7%	0.1%	15.7%
Officials – Administrator	4.0%	1.4%	2.5%	0.6%	0.5%	-	0.1%	9.1%
Professionals	12.6%	11.0%	16.0%	3.2%	2.6%	0.3%	0.2%	45.9%
Protective Services	4.4%	1.8%	0.8%	0.5%	0.6%	0.2%	-	8.3%
Service – Maintenance	1.6%	3.0%	1.0%	0.4%	0.4%	0.2%	0.1%	6.7%
Skilled Craft	0.6%	0.2%	0.2%	0.1%	0.1%	0.1%	-	1.3%
Technicians	2.3%	5.3%	3.6%	0.7%	0.7%	0.4%	-	13.0%
Total	**28.1%**	**29.0%**	**28.5%**	**6.4%**	**5.6%**	**1.9%**	**0.5%**	**100.0%**

About 584 regular employees in the overall workforce did not report their race/ethnicity. The table includes regular employees who reported their race/ethnicity.

Eligibility to Retire:

The number of regular employees eligible to retire has been falling with the retirement of the Baby Boomers and Generation X generations and the increasing percentage of regular workforce employees in the Generation Y / Millennials and Generation Z categories. As some of the Generation Y generation are entering retirement eligibility age, modified succession planning can be needed for an upcoming generation shift.

About 10% of employees eligible to retire were management employees, and about 4% of eligible employees were executives (deputy directors and above). Given about 30% to 40% of terminations are retirements each year (35% in FY 2022-23), departments should identify their employees who are eligible to retire and create succession plans to prepare for their future departures. This may include developing talent in other areas of the organization to promote or transition into positions vacated by retirees, as well as hiring successors to overlap with retiring employees to allow for mentoring and knowledge transfer.

As of June 30, 2023

20% (987) regular employees were eligible to retire

698 were at least 50 years old with at least 10 years of service

289 were at least 55 years old with at least 20 years of service

Eligibility to Retire	2019	2020	2021	2022	2023	Trend
Employees #	1,176	1,145	1,139	1,080	987	-
% of regular employees	23%	22%	22%	22%	20%	-
50|10	843	822	784	738	698	-
55|20	333	323	355	342	289	-

The table below shows retirement eligibility of regular employees compared to the classification level and the County's regular workforce.

2023 Retirement Eligibility by Classification Level (Regular Employees)	% as of Classification Level	% as of County Workforce
Executives	44.4%	4.3%
Management	35.0%	10.4%
Supervisors & Leads	32.6%	17.3%
Individual Contributors	20.8%	67.9%
Total	**100.0%**	**100.0%**

The following table shows retirement eligibility of regular employees by department.

2023 Retirement Eligibility by Department (Regular Employees)	50-10	55-20	Total Eligible	% Eligible
1100D Board of Supervisors	3	0	3	15%
1200D County Executive's Office/Clerk of the Board	8	4	12	23%
1220D Real Property Services	0	0	0	0%
1240D Public Safety Communications	9	1	10	15%
1260D Agricultural Commissioner/Sealer	5	1	6	21%
1300D Assessor-County Clerk-Recorder	15	10	25	17%
1400D Controller's Office	5	2	7	15%
1500D Treasurer - Tax Collector	1	3	4	17%
1600D County Attorney's Office	4	3	7	15%
1700D Human Resources Department	10	5	15	19%
1800D Information Services Department	21	11	32	25%
1950D First 5 San Mateo County	3	0	3	38%
2000D Retirement Office	5	2	7	30%
2510D District Attorney's Office	12	5	17	12%
2600D Department of Child Support Services	10	9	19	36%
3000D Sheriff's Office	78	21	99	15%
3200D Probation Department	37	8	45	20%
3300D Coroner's Office	1	1	2	14%
3570D Local Agency Formation Commission	0	0	0	0%
3700D County Library	13	7	20	15%
3800D Planning and Building	5	5	10	17%
3900D Parks Department	8	5	13	18%
4000D Office of Sustainability	1	1	2	7%
4300D Department of Emergency Management	1	0	1	14%
4500D Department of Public Works	31	31	62	24%
5000D Health System	324	123	447	22%
7000D Human Services Agency	87	30	117	17%
7900D Department of Housing	1	1	2	9%
Total	**698**	**289**	**987**	**20%**

Turnover:

During the last 10 years, the County's turnover rate ranged from 6% to 12%.

About 2% of exited employees resigned from the County within a year of hire, compared to 11% in the prior year. This is the lowest figure we have seen as the range has been around 10% as in FY 2017-18 to 17% as in FY 2015-16. Overall turnover and resignations was increased in FY 2021-22 and FY 2022-23 appeared to have returned to historic average. The percentage of resignations by Generation Y/ Millennials increased from 64% in the prior year to 65% in FY 2022-23. About 58% of resignations were by regular employees who had home addresses outside of San Mateo County at the time of termination, which is higher than the 44% of regular employees who lived outside of San Mateo County in the overall County workforce.

In FY 2022-23

518 regular employees left County employment a

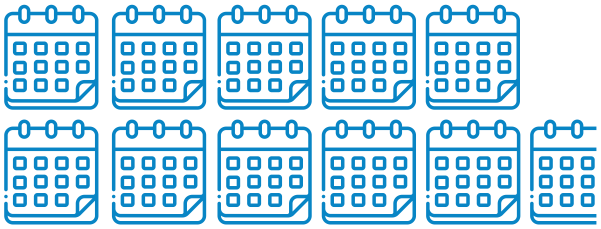
10% turn over rate

compared to

12% in the prior year

Employees leaving the County had an average

10.6 years of service



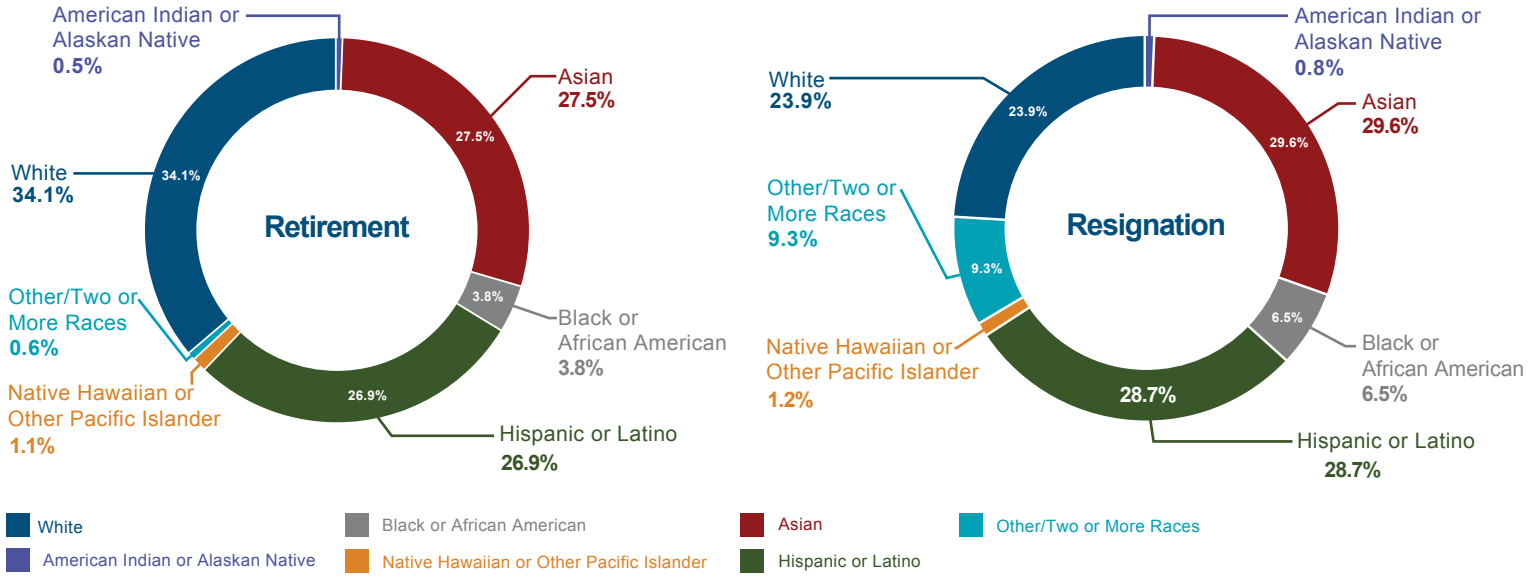
County Turnover Due To

35% retirements

& 58% resignation

FY 2022-23 Termination Type and Reason (Regular Employees)	Number of Employees	Percentage of total Termination	Average Years Since Hire
Voluntary Termination	**486**	**93.8%**	**10.9**
Disability Retirement	2	0.4%	17.0
Normal Retirement	183	35.3%	21.1
Resignation By Generation	301	58.1%	4.7
Baby Boomers (1946-1964)	13	2.5%	5.5
Generation X (1965-1980)	76	14.7%	5.7
Generation Y/Millennials (1981-1996)	195	37.6%	3.8
Generation Z (1997 and onwards)	17	3.3%	0.8
Involuntary Termination	**32**	**6.2%**	**6.1**
Assignment Ended	1	0.2%	3.0
Death	8	1.6%	12.0
Dismissal for Cause	12	2.3%	8.0
Probationary Rejection	11	2.1%	–
Total Termination	**518**	**100.0%**	**10.6**

FY 2022-23 Terminations by Race/Ethnicity (Regular Employees)



The chart above shows the race/ethnicity data that was available for the resignations, retirements, and overall terminations in FY 2022-23. The groups with the highest percentages of overall terminations were White (29%), Hispanic or Latino (27%) employees, and then Asian (18%). This was consistent with the three largest race/ethnicity groups in the County's workforce. White employees made up a higher percentage of retirements. About 63% of terminations were female employees and 37% were males, which were also consistent with the workforce composition.

The professions that made up about 81% of the resignations were AFSCME Human Services (e.g., Benefits Analysts, Marriage and Family Therapists, Social Workers) at 39%, SEIU Office/Technical Services (e.g., Patient Services Assistants, other office support) at 24%, Management at 11%, Deputy Sheriff's Association at 8%, and CNA at 7%. Some of these positions were also on the list of hard-to-fill positions, including Social Workers and Nurses.

The table below shows the number of exited regular employees and turnover rate by bargaining unit in the last three years.

Turnover by Bargaining Unit (Regular Employees)	FY 21 Numbers	Turnover FY 21 %	FY 22 Numbers	Turnover FY 22 %	FY 23 Numbers	Turnover FY 23 %	YOY Trends
AFSCME	128	8%	209	12%	203	39%	+
Attorneys	12	15%	7	9%	3	1%	–
BCTC	4	5%	10	12%	6	1%	–
Board of Supervisors	–	–	–	–	1	0%	+
CNA	40	10%	65	17%	37	7%	–
Confidential	6	6%	8	7%	14	3%	–
Deputy Sheriff's Association (Non-Safety)	2	5%	6	14%	6	1%	–
Deputy Sheriff's Association (Safety)	28	7%	48	12%	35	7%	–
Management	52	9%	70	12%	59	11%	–
Organization of Sheriff's Sergeants	4	6%	5	8%	4	1%	–
PDA	19	12%	21	14%	16	3%	–
SEIU	79	6%	162	12%	125	24%	+
SMCCE	1	6%	–	–	4	1%	+
UAPD	5	5%	12	11%	5	1%	–
Total	**380**	**7%**	**623**	**12%**	**518**	**10%**	**–**

Decrease Turnover **Increase Turnover** **Professions that made up about 81% of resignation**

The following table shows the number of exited regular employees and turnover rate by department:

Turnover by Department (Regular Employees)	FY 21 Numbers	Turnover FY 21 %	FY 22 Numbers	Turnover FY 22 %	FY 23 Numbers	Turnover FY 23 %
1100D Board of Supervisors	1	5%	–	–	7	35%
1200D County Executive/Clerk of the Board	2	5%	6	13%	5	10%
1220D Real Property Services	–	–	4	114%	–	–
1240D Public Safety Communication	4	6%	9	14%	6	9%
1260D Agricultural Commissioner/Sealer	4	16%	1	4%	1	4%
1270D Revenue Services *	3	19%	3	30%	–	–
1300D Assessor – County Clerk–Recorder	10	7%	17	12%	19	13%
1400D Controller's Office	2	5%	8	18%	4	8%
1500D Treasurer - Tax Collector	3	13%	5	22%	2	8%
1600D County Attorney's Office	3	7%	7	15%	2	4%
1700D Human Resources Department	3	4%	3	4%	6	8%
1800D Information Services Department	6	5%	13	10%	12	10%
2000D Retirement Office	2	9%	1	4%	1	4%
2510D District Attorney's Office	15	11%	18	14%	18	13%
2600D Department of Child Support Services	4	6%	8	14%	4	8%
3000D Sheriff's Office	58	8%	82	12%	71	11%
3200D Probation Department	30	10%	38	14%	31	14%
3300D Coroner's Office	–	–	2	15%	4	29%
3570D Local Agency Formation Commission	–	–	1	67%	–	–
3700D County Library	4	3%	15	12%	15	11%
3800D Planning and Building	10	19%	16	30%	16	27%
3900D Parks Department	5	7%	6	9%	9	12%
4000D Office of Sustainability	2	9%	4	18%	2	7%
4300D Department of Emergency Management	–	–	2	50%	1	14%
4500D Department of Public Works	17	6%	41	15%	26	10%
5000D Health System	150	8%	245	12%	173	9%
7000D Human Services Agency	42	6%	65	9%	80	12%
7900D Department of Housing	–	–	3	16%	3	14%
Grand Total	**380**	**7%**	**623**	**12%**	**518**	**10%**

**1270D Revenue Services closed during FY 2021-22.*

The following table shows termination reason by department:

FY 2022-23 Termination Reason by Department (Regular Employees)	Assignment Ended	Death	Disability Retirement	Dismissal For Cause	Normal Retirement	Probationary Rejection	Resignation	Total
1100D Board of Supervisors & 1200D County Executive/Clerk of the Board	–	–	–	–	3	1	8	**12**
1240D Public Safety Communication	–	–	–	1	2	–	3	**6**
1260D Agricultural Commissioner/Sealer	–	–	–	–	–	–	1	**1**
1300D Assessor – County Clerk–Recorder	–	1	–	2	9	1	6	**19**
1400D Controller's Office	–	–	–	–	1	–	3	**4**
1500D Treasurer - Tax Collector	–	–	–	–	1	–	1	**2**
1600D County Attorney's Office	–	–	–	–	1	–	1	**2**
1700D Human Resources Department	–	–	–	–	–	–	6	**6**
1800D Information Services Department	–	–	–	1	7	–	4	**12**
2000D Retirement Office	–	–	–	–	–	–	1	**1**
2510D District Attorney's Office	–	–	–	–	2	–	16	**18**
2600D Department of Child Support Services	–	–	–	–	2	–	2	**4**
3000D Sheriff's Office	–	–	1	2	29	3	36	**71**
3200D Probation Department	–	–	–	–	23	–	8	**31**
3300D Coroner's Office	–	–	–	–	–	–	4	**4**
3700D County Library	–	–	–	–	4	–	11	**15**
3800D Planning and Building	–	–	–	1	2	–	13	**16**
3900D Parks Department	–	–	–	–	1	2	6	**9**
4000D Office of Sustainability	–	–	–	–	–	–	2	**2**
4300D Department of Emergency Management	–	–	–	–	–	–	1	**1**
4500D Department of Public Works	–	1	–	1	10	–	14	**26**
5000D Health System	1	3	1	4	55	2	107	**173**
7000D Human Services Agency	–	3	–	–	30	2	45	**80**
7900D Department of Housing	–	–	–	–	1	–	2	**3**
Total Termination	**1**	**8**	**2**	**12**	**183**	**11**	**301**	**518**

Stay Interviews and Exit Surveys:

HR recommends that supervisors and managers meet regularly with their staff to help staff stay engaged. One of the questions on the County's engagement survey states, "The person who directly supervises me provides regular, specific feedback on my performance." Research has shown that regular meetings with direct reports can increase engagement, develop trust, and give employees the opportunity for communication, direction, and connection. The 2023 survey data shows that 71% of respondents agreed or strongly agreed with this survey item countywide, which was an increase of two percentage points from the 2019 survey.

In addition, HR encourages departments to consider conducting stay interviews to keep great employees. A stay interview can be an informal dialogue in an informal setting. It can be a short conversation or a detailed exploration. The key is to ask for the employee's perspectives about their work and for supervisors and managers to listen. HR also recommends that departments encourage exiting employees to complete exit surveys and/or participate in exit interviews.

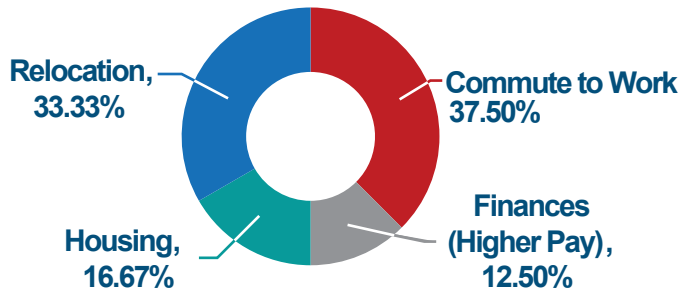
To get additional insight into termination/resignation reasons, secondary options are available in Workday, so departments can select specific reasons that employees are leaving if known at the time that they are processing the termination (e.g., relocation, commute, workload, lack of opportunities). Also, the Employee Engagement Survey includes questions related to employees' reasons for staying with the organization and reasons that could influence their thoughts about leaving. As HR continues monitoring turnover—as well as data collected through the exit survey, Workday, and the engagement survey—the commonly reported reasons for staying and leaving will help inform efforts to engage and retain staff.

In FY 2022-23, the top reasons for leaving the county were:

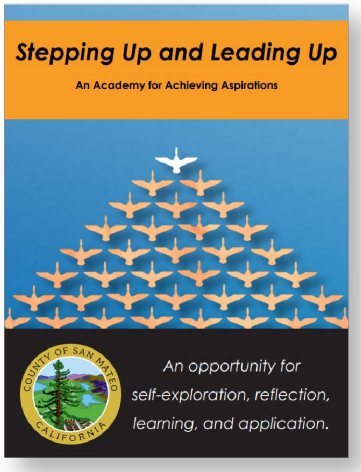
1. **An Offer I couldn't refuse**
2. **Reasons unrelated to my job**
3. **Commute time**

FY 2022-23 Exit Interview Survey #1 Reason for Leaving the County

Secondary Termination Reasons FY 2022-23



Upskill and Learn

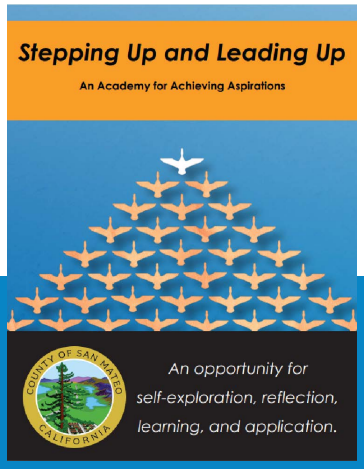


COUNTY OF SAN MATEO
WORK WITH PURPOSE

Summary & Key Takeaways

Developing our workforce is critical to ensuring the continuity and success of county operations and service delivery to the community.

714
job changes for employees advancing into other positions/classifications



As of end FY 2022-23

123 active staff completed Stepping Up and Leading Up (SULU)
& 130 are in progress

Essential Supervisory Skills (ESS) Program

55% 502 Supervisor/Managers Completed the Program

&

18% 163 Supervisor/Managers are in progress

Management Development Program (MDP)

In 2023
98 applied
A RECORD NUMBER!

49 accepted

50% Admission Rate

Mentoring Mondays

In 2023 all
60 mentoring slots
were **100%** filled

20 Hour Training Policy

Regular, Term, & Provisional Employees 20-Hour Training Policy Met

68% (3,310)

LMS CAREER

DEI E-Library added in 2022

Workforce Planning Resources:

The County continues its commitment to succession planning with its focus on professional development; retaining institutional knowledge; training and educational opportunities; continuation of training programs for new supervisors and managers; and ensuring that managers work with individual employees on their development. As departments evaluate current and upcoming workforce needs, your workforce plans should include learning strategies and upskilling opportunities for staff, so they are prepared for the future envisioned by your department. HR recommends that departments partner with us to develop succession planning initiatives and encourage employees to participate in several innovative programs that offer them opportunities to further develop their skillset, including:

- Using an online interactive career path mapping tool for employees or applicants to get recommendations for County careers to consider and compare skills between current and desired position
- Attending ongoing in-house career counseling, career talks, and other career events for County employees
- Participating in leadership programs geared towards each level of the organization (e.g., academies for executives, managers, supervisors, leads, or front-line staff)
- Ensuring new managers and supervisors have a coach from the internal coaching program to support them
- Having current supervisors attend the new Essential Supervisory Skills Program 2.0 sessions on expanded topics, such as equity, employee wellness, skills-based hiring, and retention and engagement
- Encouraging managers interested in a future executive role to consider applying for an Executive Leadership Academy
- Promoting the Tuition Assistance Program to help staff who are taking external courses or training

Promotions and Advancement:

In FY 2022-23, there were 714 job changes for employees advancing into other positions/classifications—including promotions, positions studied, unclassified-to-classified changes, as well as movement into positions with longer duration and better benefits (e.g., extra help to regular). In FY 2022-23, approximately 68% of management positions and 55% of non-management positions continued to be filled with internal candidates, exceeding the targets of 65% and 50% for management and non-management positions respectively. Furthermore, there were about 150 work-out-of-class assignments during the year where staff temporarily worked in another role to broaden their skills and experience.

In FY 2022-23

714 job changes

for employees advancing into other positions/classifications

68% Management Positions &

55% Non-Management Positions

filled with internal candidates

FY 2022-23 Job Promotions/Advancement by Department (All Employees)	Classification Changes			Employment Type Changes					Total
	Promotion	Flexibly Staffed Promotion	Position Studied	Extra Help to Regular	Extra Help Term to Regular	Extra Help to Extra Help Term	Provisional/ Temp to Regular	Unclassified to Classified	
1100D Board of Supervisors	1	–	–	2	–	–	–	–	**3**
1200D County Executive/Clerk of the Board	9	–	–	–	3	2	–	–	**14**
1220D Real Property Services	1	–	–	–	–	–	–	–	**1**
1240D Public Safety Communication	5	6	–	–	–	2	–	–	**13**
1260D Agricultural Commissioner/Sealer	–	2	–	–	–	–	–	–	**2**
1300D Assessor – County Clerk–Recorder	27	8	4	3	–	–	–	–	**42**
1400D Controller's Office	5	–	–	3	–	–	–	–	**8**
1500D Treasurer - Tax Collector	6	1	–	1	–	–	–	–	**8**
1600D County Attorney's Office	3	–	–	–	–	–	–	–	**3**
1700D Human Resources Department	5	1	–	–	4	1	1	–	**12**
1800D Information Services Department	7	1	–	7	–	–	–	–	**15**
2000D Retirement Office	1	–	–	–	–	–	–	–	**1**
2510D District Attorney's Office	10	10	1	–	–	–	–	–	**21**
2600D Department of Child Support Services	4	1	–	1	–	–	–	–	**6**
3000D Sheriff's Office	42	2	–	6	–	–	–	–	**50**
3200D Probation Department	25	3	–	2	1	–	–	–	**31**
3300D Coroner's Office	–	–	–	1	–	–	–	–	**1**
3570D Local Agency Formation Commission	1	–	–	–	–	–	–	–	**1**
3700D County Library	17	6	–	15	–	–	–	–	**38**
3800D Planning and Building	9	3	–	3	–	–	–	–	**15**
3900D Parks Department	2	–	–	5	1	1	–	–	**9**
4000D Office of Sustainability	2	2	–	–	3	1	–	–	**8**
4300D Department of Emergency Management	1	–	–	–	–	–	–	–	**1**
4500D Department of Public Works	15	2	2	6	1	–	–	–	**26**
5000D Health System	114	31	14	72	19	7	1	2	**260**
7000D Human Services Agency	50	34	4	25	6	–	–	–	**119**
7900D Department of Housing	3	1	–	–	2	–	–	–	**6**
Total	**365**	**114**	**25**	**152**	**40**	**14**	**2**	**2**	**714**

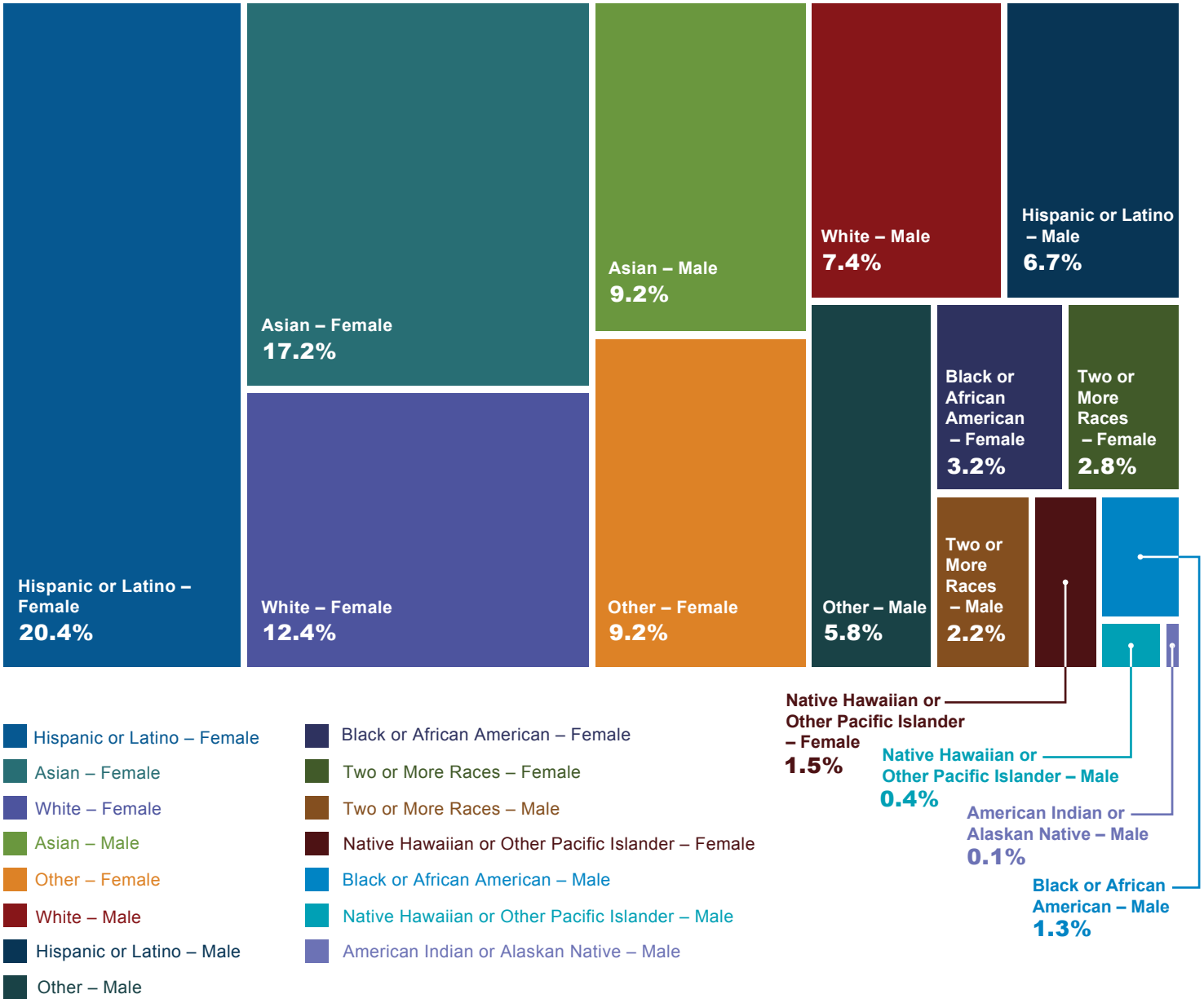
The groups with the highest percentages of promotions/advancement were:

1. **Hispanic or Latino (27.2%)**
2. **Asian/Filipino (26.4%)**
3. **White (19.9%)**

This was consistent with the three largest race/ethnicity groups in the County's workforce.

The chart below shows the race/ethnicity data that was available for the employees who advanced into other positions/classifications in FY 2022-23.

FY 2022-23 Advancement of All Employees by Race/Ethnicity and Gender



Learning and Development:

HR continues to provide varied course offerings and development programs to meet the workforce needs of today. To support the development of our staff and to create a leadership pipeline, the County has invested in several talent development programs focused on preparing staff for future leadership roles.

LMS CAREER

In FY 2022-23 Accomplishments:

Mentoring Mondays

As a follow up to our 2022 recruitment and retention study, HR was proud to launch a new drop-in mentoring service, available to staff at all levels of the organization. Mentoring Mondays aims to provide opportunities for employees to have a one-time, 25-minute mentoring session with an experienced manager.

Essential Supervisor Skills 2.0 (ESS 2)

Successfully designed, formatted, and launched the long-awaited successor to our Essential Supervisor Skills Program – Essential Supervisor Skills 2.0. ESS 2 exposes ESS graduates to additional concepts that will help them become more effective supervisors – wellness, equity, skillful hiring, and staff retention.

Tuition Assistance Program (TAP) Study

Learning and Development (L&D) conducted a study on this longstanding employee development program, and a recommendation to increase reimbursement limits was implemented August 1, 2023. 3+ unit courses are now reimbursed at up to $600 per class, and 1-2 unit courses can be reimbursed up to $300. The book reimbursement was also doubled to $100 per course.

Management Development Program (MDP)

After a 3-year hiatus, successfully reinstated MDP with a 2023 cohort made up of 49 managers and senior managers. Using an admission equity lens for the first time, our 2023 MDP cohort is well-balanced by department, gender, and race/ethnicity, representative of our County workforce.

Request For Proposal

L&D conducted an RFP for live training service providers, and successfully onboarded 11 service providers, greatly expanding our live training catalog.

Equity Efforts

As the CEO Equity Office's training partner, L&D successfully launched a new e-library subscription focused on diversity, equity, and inclusion (DEI). As part of this launch, L&D worked with the Core Equity group to launch over 15 custom curated online training playlists, making DEI training easily accessible to all employees.

Successfully supported the CEO in launching multiple live foundational equity training, in both in person, virtual, and on-demand formats, reaching over 500 employees.

Master of Public Administration (MPA) information sessions

Held 2 MPA information sessions co-hosted with San Francisco State University and held talks with Notre Dame de Namur University to host one in FY 2023-24.

Executive Development

As part of FY 2023-25 budget conversations, L&D was awarded $100K to stand up a new executive education development initiative, to be launched in 2024.

Leadership Forums

Supported the County Executive's vision of periodic Leadership Forums, holding two in-person events in FY 2022-23 around the themes of Innovation and Empathy at Work.

New Employee Welcome

Restored this program to a fully in-person format, hosting the CEO and department heads in welcoming new staff. Regularly host over 100 participants at each event with consistently high evaluation marks.

Regional Training Consortium Academies

For the first time post pandemic, hosted all three Consortium academies in a 100% in-person format. Continued to support this key regional effort by providing all administrative duties, and supporting our Consortium fiscal agent, City of Brisbane.

Upcoming Program Priorities Include:

Re-envision career advancement training for line staff

Study our line-level development academy, Stepping Up and Leading Up, for content and format improvements as we look to bolster our internal talent pipeline with our next generation of County leaders.

Foundational Equity training

In collaboration with the CEO's Equity Office, operationalize foundational equity training for all staff in a sustainable fashion..

Management Development Program

Study this program and recommend improvements to its format and topic selection as we bring it back for a 2024 edition.

Executive Education

Study, select, and implement a sustainable executive education program for department heads and deputy/assistant directors, as we look to strengthen our executive ranks.

Retreat services

Market a new HR service, retreat facilitation, to departments looking to bring staff together for team building, strategic planning, and other purposes.

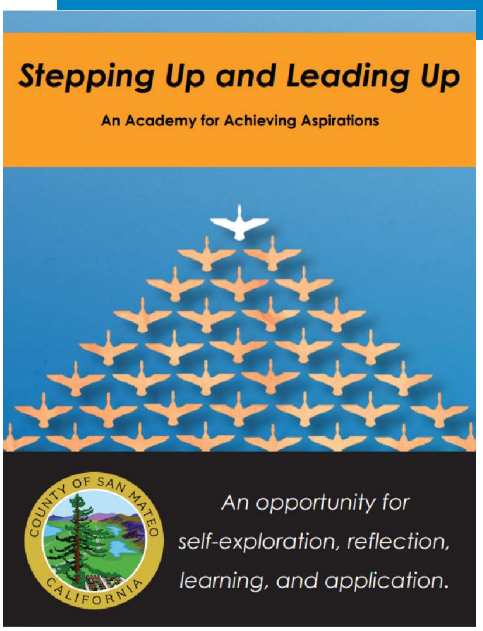
Other ongoing programs offered at regular intervals include:

- Live Training Program
- Leadership Forums
- New Employee Welcome
- Essential Supervisor Skills
- Career Talk series
- Learning Café series
- Digital Learning Badges
- Regional Training & Development Consortium

Stepping Up and Leading Up (SULU) Academy:

Regardless of your position, anyone can step up and lead up in an organization.

The County's Stepping and Leading Up (SULU) Academy is designed for line employees interested in stepping up and leading in an organization.



This five-session Academy covers:

- **Career and Leadership development**
- **Effective communication styles**
- **Building productive relationships**
- **Setting SMART goals**
- **Practice and application of the above concepts**

The Academy provides the opportunity for attendees to explore and identify their career aspirations, strengths, and talents.

As this program is focused on line staff, our program alumni statistics are more vulnerable to attrition. With attrition, the number of active employees completed and in progress tends to not make large gains year over year. However, we foresee these numbers continuing to grow into the future as we gain more program alumni in County service.

As of end FY 2022-23

123 active staff completed SULU

&130 in progress

Department	Completed	In Progress*	Total
1200D County Executive/Clerk of the Board	1	4	**5**
1300D Assessor – County Clerk–Recorder	2	–	**2**
1400D Controller's Office	1	5	**6**
1500D Treasurer - Tax Collector	–	1	**1**
1600D County Attorney's Office	1	–	**1**
1700D Human Resources Department	5	5	**10**
1800D Information Services Department	5	7	**12**
2000D Retirement Office	1	2	**3**
2510D District Attorney's Office	3	5	**8**
2600D Department of Child Support Services	5	2	**7**
3000D Sheriff's Office	10	7	**17**
3200D Probation Department	12	7	**19**
3700D County Library	–	3	**3**
3800D Planning and Building	1	2	**3**
3900D Parks Department	–	2	**2**
4000D Office of Sustainability	–	1	**1**
4500D Department of Public Works	3	4	**7**
5000D Health System	43	46	**89**
7000D Human Services Agency	28	26	**54**
7900D Department of Housing	2	1	**3**
Grand Total	**123**	**130**	**253**

** Active employees only*

Essential Supervisory Skills Program (ESS):

The Essential Supervisory Skills Program (ESS) is a training program to support, develop, and benefit employees with supervisory/leadership responsibility. The program focuses on promoting a culture of coaching, setting performance and developmental goals, providing value-added feedback, creating a culture of wellness, and conducting meaningful performance evaluations.

In FY 2022-23, 502 (55%) of our supervisors/managers had completed ESS and 163 (18%) were in progress – having taken at least one of the four sessions. The percentage of completions continues to remain static as this figure is impacted by attrition; new supervisors are constantly added to the In Progress and No Action categories.

Department	Completed	In Progress	No Action	Total
1200D County Executive/Clerk of the Board	9	2	11	**22**
1220D Real Property Services	–	1	–	**1**
1240D Public Safety Communication	9	2	3	**14**
1260D Agricultural Commissioner/Sealer	4	1	–	**5**
1300D Assessor – County Clerk–Recorder	5	4	27	**36**
1400D Controller's Office	14	1	3	**18**
1500D Treasurer - Tax Collector	3	–	3	**6**
1600D County Attorney's Office	5	3	1	**9**
1700D Human Resources Department	13	6	11	**30**
1800D Information Services Department	28	1	4	**33**
1950D First 5 San Mateo County	3	–	1	**4**
2000D Retirement Office	3	1	3	**7**
2510D District Attorney's Office	7	1	14	**22**
3200D Probation Department	30	13	4	**47**
3300D Coroner's Office	2	–	2	**4**
3570D Local Agency Formation Commission	–	1	–	**1**
3800D Planning and Building	10	2	3	**15**
3900D Parks Department	13	7	13	**33**
4000D Office of Sustainability	6	1	1	**8**
4300D Department of Emergency Management	–	1	–	**1**
4500D Department of Public Works	35	6	16	**57**
5000D Health System	237	81	95	**413**
7000D Human Services Agency	65	24	37	**126**
7900D Department of Housing	1	4	1	**6**
2600D Department of Child Support Services *				
3000D Sheriff's Office*				
3700D County Library*				
Grand Total	**502**	**163**	**253**	**918**

** Department met ESS Academy requirements through other venues.*

This report contains only Regular/Term/Provisional employees. The selection criteria are employees who meet one or more of the following: (1) At a manager or supervisor classification level and/or (2) Has one or more direct report(s), regardless of classification level.

Management Development Program (MDP):

Back after a nearly three-year pandemic-induced hiatus, Learning and Development restored the Management Development Program (MDP) in early 2023.

Using an admission equity lens for the first time, our 2023 MDP cohort is well-balanced by department, gender, and race/ethnicity, representative of our County workforce.

In 2023
98 applied
A RECORD NUMBER!

49 accepted

50% Admission Rate

Department	Number of Participants	% of Total
1100D Board of Supervisors	2	4%
1200D County Executive's Office	3	6%
1240D Public Safety Communications	1	2%
1260D Agricultural Commissioner/Sealer	1	2%
1400D Controller's Office	1	2%
1500D Treasurer - Tax Collector	1	2%
1600D County Attorney's Office	2	4%
1700D Human Resources Department	4	8%
1800D Information Services Department	1	2%
2510D District Attorney's Office	2	4%
3000D Sheriff's Office	4	8%
3200D Probation Department	3	6%
3300D Coroner's Office	1	2%
3700D County Library	3	6%
3900D Parks Department	2	4%
4000D Office of Sustainability	1	2%
4500D Department of Public Works	3	6%
5000D Health System - Aging & Adult Services	1	2%
5000D Health System - BHRS	2	4%
5000D Health System - Family Health	1	2%
5000D Health System - PHPP	1	2%
5000D Health System - SMMC	3	6%
7000D Human Services Agency	4	8%
7900D Department of Housing	2	4%
Grand Total	**49**	

Mentoring Mondays (In–house career counseling):

Research has shown that private, one-on-one mentoring is a highly effective career development tool. Having the opportunity to share your development thoughts with, and receive feedback from, an experienced professional is linked to greater career success!

The average evaluation score for mentoring sessions held thus far are 9.8 on a 10-point scale. In 2024, we aim to ramp up the number of slots available to 72.

Below is 2023 participation to date, by department, out of the 60 total mentoring slots filled:

Department	Number of Participants	% of Total
1220D Real Property Services	1	3%
1300D Assessor-County Clerk-Recorder	5	15%
1400D Controller's Office	2	6%
1500D Treasurer - Tax Collector	1	3%
1700D Human Resources Department	1	3%
2000D Retirement Office	1	3%
3200D Probation Department	2	6%
3700D County Library	2	6%
3800D Planning and Building	1	3%
5000D Health System	13	39%
7000D Human Services Agency	4	12%
Grand Total	**33**	

Mentoring Mondays

Mentoring Mondays is a new speed mentoring initiative aimed at providing opportunities for County employees at all levels to have a one-time 20-25 minute one-on-one mentoring session with an experienced professional, from various executives and senior managers throughout the organization.

In 2023 all 60 mentoring slots were 100% filled

Tuition Assistance Program (TAP):

The Tuition Assistance Program (TAP) is a benefit that promotes the academic development of our employees by furthering their knowledge, skills, and abilities, preparing them to meet the opportunities and challenges ahead.

Regular, Provisional, and Term employees can take advantage of TAP to attend post-secondary school, college courses, certification programs, and/or workshops.

413 tuition claims for continuing education in FY 2022-23

Department	FY 18-19 # of TAP Claims	FY 19-20 # of TAP Claims	FY 20-21 # of TAP Claims	FY 21-22 # of TAP Claims	FY 22-23 # of TAP Claims	FY 22-23 Utilization %
1200D County Executive/Clerk of the Board	11	2	4	12	7	**14%**
1240D Public Safety Communications	–	–	–	–	13	**19%**
1260D Agricultural Commissioner/Sealer	–	–	–	1	–	–
1270D Revenue Services*	6	4	2	–	N/A	**N/A**
1300D Assessor – County Clerk-Recorder	2	–	–	9	8	**6%**
1400D Controller's Office	8	–	–	8	–	–
1500D Treasurer – Tax Collector	2	10	17	10	6	**25%**
1700D Human Resources Department	17	23	15	3	2	**3%**
1800D Information Services Department	6	2	1	–	–	–
1950D First 5 San Mateo County	9	5	7	1	–	–
2510D District Attorney's Office	6	7	11	2	5	**4%**
2600D Department of Child Support Services	10	11	9	7	4	**8%**
3000D Sheriff's Office	211	97	113	75	74	**11%**
3200D Probation Department	22	33	54	38	26	**12%**
3300D Coroner's Office	–	2	2	3	–	–
3570D Local Agency Formation Commission	–	–	–	–	2	**100%**
3700D County Library	29	26	13	17	26	**19%**
3800D Planning and Building	5	–	1	8	6	**10%**
3900D Parks Department	–	1	–	3	–	–
4000D Office of Sustainability	14	5	12	9	1	**4%**
4500D Department of Public Works	14	8	1	1	10	**4%**
5000D Health System	113	112	183	112	168	**8%**
7000D Human Services Agency	53	39	67	73	50	**7%**
7900D Department of Housing	1	2	18	11	5	**23%**
Grand Total	**539**	**389**	**530**	**403**	**413**	**9%**

Top three percentage

Data includes only those reimbursed. Utilization percentage is for reference only and is calculated based on eligible count of employee as of June 30, 2023.
San Mateo Medical Center employees are not captured in the table above, due to separate Tuition Reimbursement funding source.

**1270D Revenue Services closed in FY 2021-22.*

E-Libraries:

HR now subscribes to three e-libraries provided by our Learning Management System (LMS) vendor, Cornerstone:

Professional Skills

Available to all levels of the workforce, our Professional Skills e-library contains dozens of business learning categories, such as communication, active listening, public speaking, written communication, and much more. This e-library contains over 1,800 online trainings.

Leadership & Management

Available to management, this e-library contains over 700 titles on leadership topics such as delegation, coaching, workplace influence, and driving organizational culture change.

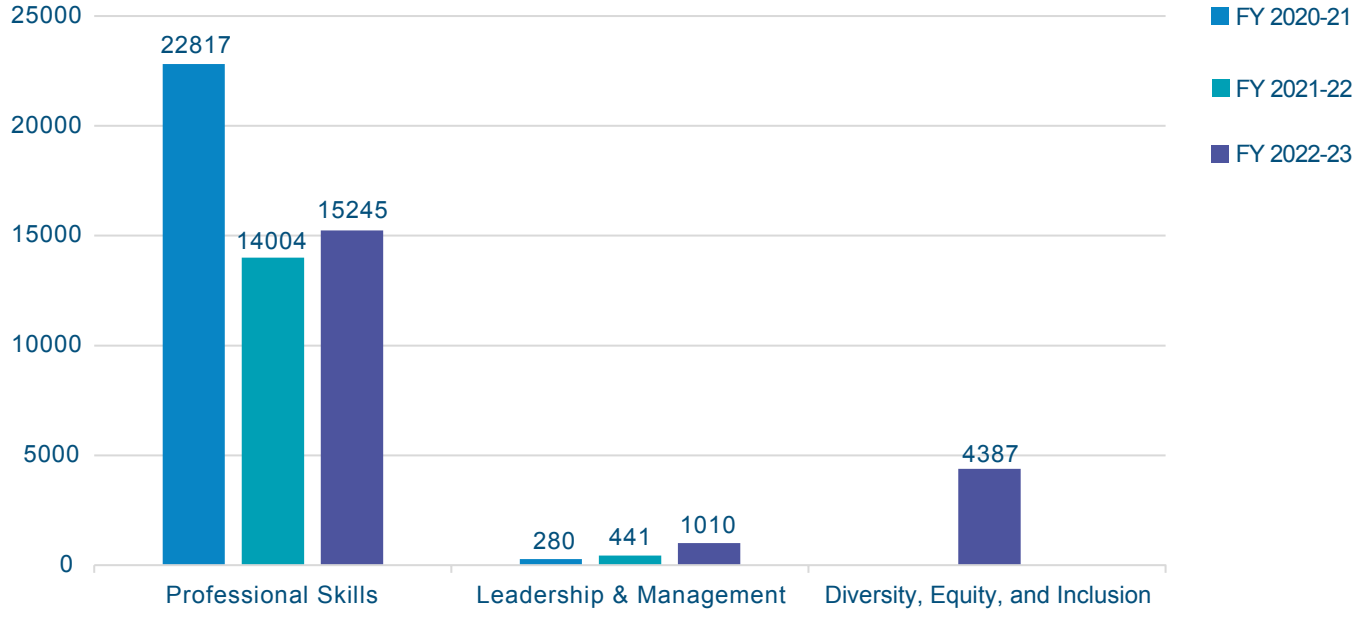
Diversity, Equity, and Inclusion

Newly acquired in 2022, our new e-library places DEI content at the fingertips of our entire workforce. With equity being a major priority at the County in the coming years, our learning strategy remains updated with this important content.

Anytime, anywhere learning targeted at all levels of the organization continues to be a key component of our development strategy.

E-learning continues to be a highly used resource, and we foresee it as a staple of our training program geared for the modern-day workforce. Although we are now coming down from all-time high usage fueled by the pandemic, we continue to have very strong usage overall in line with industry benchmarks.

E-Library Titles Completed: FY 21, FY 22, FY 23



20-Hour Training Policy:

The County initiated a 20-Hour Training Policy to further develop and promote a highly skilled workforce that values continuous learning and skill development.

In FY 2022-23, there were 27,340 training participants. The number of employees trained in FY 2022-23 increased by 37% from the previous year as we continue to offer more titles to staff, especially around DEI. Moving forward, we do not expect such stark increases, and expect these numbers to plateau.

Regular, Term, & Provisional Employees Met 20 Hour Training Policy **68%** **(3,310)**

12 of 26 **Departments met or exceeded 20-hour training policy** **80%**

3 **Departments with** **100%** **Compliance**

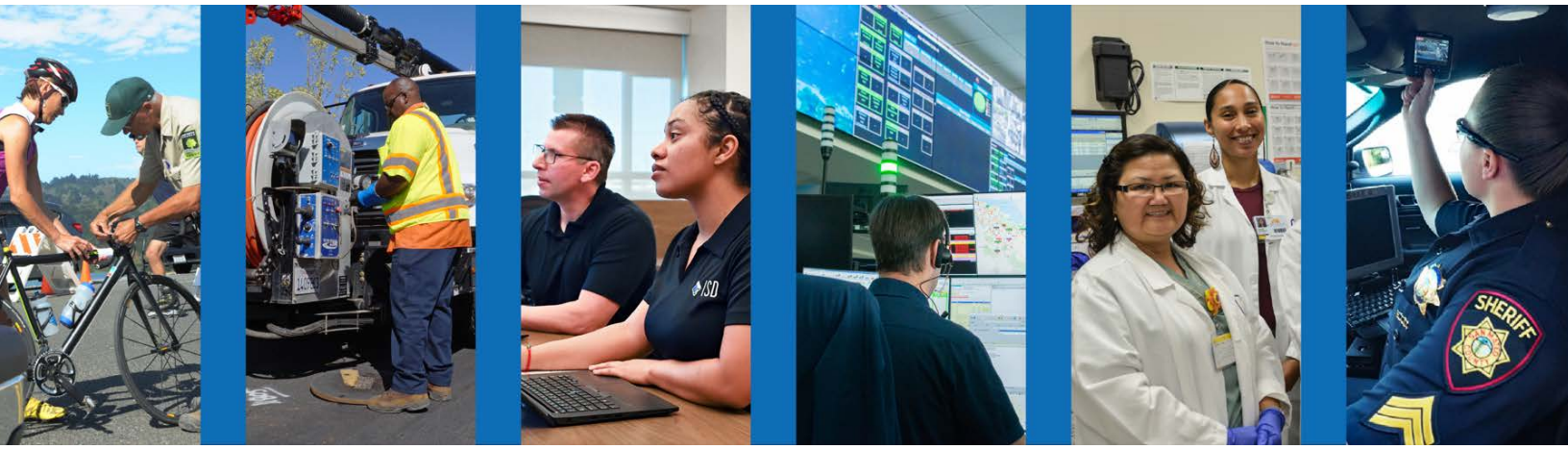
Controller's Office | Retirement Office | Coroner's Office

20-Hour Training Scorecard by Department (Regular/term/Provisional Employees)	Met Policy					Percentage (%) Compliance				
	FY 19	FY 20	FY 21	FY 22	FY 23	FY 19	FY 20	FY 21	FY 22	FY 23
1200D County Executive/Clerk of the Board	15	12	9	14	32	38%	22%	17%	23%	**49%**
1240D Public Safety Communications	52	14	46	30	36	93%	26%	85%	56%	**61%**
1260D Agricultural Commissioner/Sealer	20	20	16	24	23	83%	91%	70%	96%	**96%**
1270D Revenue Services*	2	16	11	1	N/A	12%	89%	69%	25%	**N/A**
1300D Assessor – County Clerk-Recorder	26	15	5	6	15	23%	12%	4%	4%	**11%**
1400D Controller's Office	46	38	28	37	42	98%	93%	67%	97%	**100%**
1500D Treasurer – Tax Collector	9	9	15	13	19	45%	47%	68%	72%	**90%**
1600D County Attorney's Office	24	6	21	21	24	63%	15%	46%	50%	**56%**
1700D Human Resources Department	60	50	42	49	61	81%	68%	58%	67%	**84%**
1800D Information Services Department	135	112	105	98	114	99%	88%	84%	84%	**97%**
1950D First 5 San Mateo County	2	–	1	–	1	25%	–	11%	–	**14%**
2000D Retirement Office	19	22	22	22	23	100%	100%	100%	100%	**100%**
2510D District Attorney's Office	49	54	92	72	69	44%	44%	74%	63%	**58%**
2600D Department of Child Support Services	48	43	47	43	46	76%	65%	72%	80%	**88%**
3000D Sheriff's Office	642	540	544	510	473	95%	79%	82%	79%	**77%**
3200D Probation Department	305	294	277	235	212	97%	97%	98%	96%	**99%**
3300D Coroner's Office	12	8	10	11	13	100%	89%	83%	92%	**100%**
3570D Local Agency Formation Commission	–	1	1	1	–	–	50%	50%	100%	–
3700D County Library	61	54	22	20	73	54%	52%	18%	19%	**53%**
3800D Planning and Building	10	8	4	5	20	22%	17%	8%	13%	**44%**
3900D Parks Department	51	42	39	53	48	78%	63%	57%	76%	**69%**
4000D Office of Sustainability	31	23	19	19	18	86%	92%	70%	79%	**64%**
4300D Office of Emergency Services	N/A	N/A	1	1	4	N/A	N/A	14%	25%	**80%**
4500D Department of Public Works	185	214	213	216	228	74%	87%	83%	87%	**93%**
5000D Health System	1312	1110	1043	1005	1151	65%	55%	53%	54%	**59%**
7000D Human Services Agency	612	532	564	534	544	97%	84%	87%	84%	**83%**
7900D Department of Housing	37	46	49	19	21	63%	75%	77%	31%	**31%**
Grand Total	**3765**	**3283**	**3246**	**3059**	**3310**	**75%**	**66%**	**65%**	**64%**	**68%**

**1270D Revenue Services closed during FY 2021-22.*

Met the 80% Goal Compliance **100% Compliance**

Workday Resources

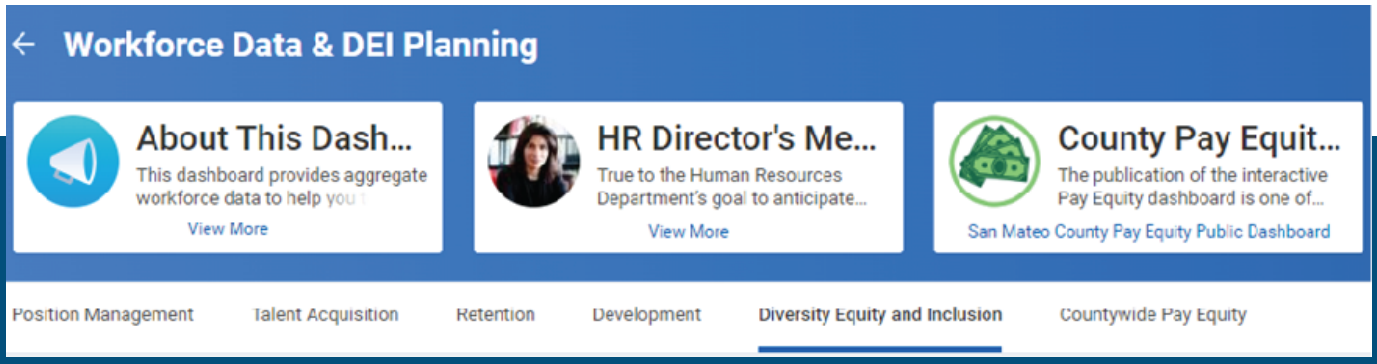


COUNTY OF SAN MATEO
WORK WITH PURPOSE

Workforce Data and DEI Planning Dashboard

Current data for your department or budget unit is available during the fiscal year through the Workforce Data and DEI Planning Dashboard in Workday. The dashboard data is presented in groups with links to the County Pay Equity Website and the Workforce Planning Report:

DIVERSITY EQUITY & INCLUSION
COUNTY OF SAN MATEO



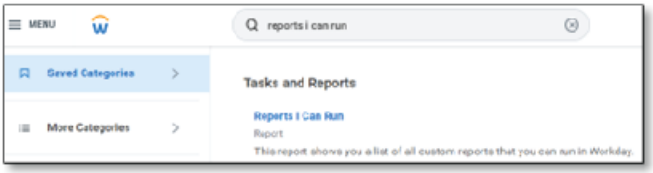
Use the data in the dashboard as tools for identifying current and future workforce gaps, determining training, evaluating staff development and wellness, and planning for recruitment and retention.

To access the dashboard, log into Workday and click on "Menu" and the "Workforce Data and DEI Planning" icon in the Menu side bar.

We added the image on the left throughout this report to indicate the information that has corresponding data available in the Workday dashboard for your department or budget unit.

Workday Reports

Employees can also search for "Reports I Can Run" in Workday to see the reports that are available based on role. These may include additional reports that contain workforce data for your department or budget unit that can further assist with your workforce planning needs.



COUNTY OF SAN MATEO
WORK WITH PURPOSE