Workforce Planning Report FY 2021-22

EXECUTIVE SUMMARY

The Human Resources (HR) Department is pleased to present you with the Workforce Planning Report for Fiscal Year 2021-22 to accompany the Workforce Data and Planning Dashboard in Workday.

The past three fiscal years occurred during an unprecedented time globally, as well as locally in the County of San Mateo. Some workforce data did not show significant changes from prior years. Other data, as expected, were impacted by the COVID-19 pandemic, especially its effect on internal and external employment trends. This report summarizes our workforce data as of June 30, 2022. Workforce planning is as important as ever to ensure we are prepared for the short- and long-term challenges that may arise. As your strategic partner, HR is available to assist you in reviewing and learning more about the data provided, as well as work with you in identifying and implementing succession management and strategic staffing initiatives to meet the organization's current and future workforce needs.

In FY 2021-22, front-line workers across the organization continued their vital work in emergency response and providing in-person services to the public. During the County's phased reopening after shelter-in-place orders, staff returned to their worksites, and some adjusted to a "new normal" in their departments, such as a hybrid work environment with a combination of colleagues working onsite or teleworking. A hiring freeze was instituted in FY 2020-21 to mitigate the reduction of revenue and increased costs because of COVID-19. When it was lifted in July 2021, there was a sharp increase in recruitments as HR worked with departments to fill their vacancies. The number of recruitments conducted was the highest in the last five years, however the number of applications received was the lowest. Initiatives to address these challenges included conducting a Recruitment and Retention Study, as well as increasing strategies to attract diverse and qualified applicants.

As HR reviews workforce data related to recruitments, hiring, vacancies, promotions, turnover, training, and more, future Workforce Planning Reports will continue to compare pre-pandemic results with current data, as well as incorporate expanded analysis as appropriate. In the coming months, HR will embark on some important projects related to the workforce.

We encourage departments to thoroughly review the data in this report and in the Workforce Data and DEI Planning Dashboard, which is a tool to assist you with your strategic workforce and succession management efforts. It also shows additional department-specific data not included in this report. It is important to identify positions early where additional focus may be needed to retain or allow for adequate transition and planning, such as areas that may be affected by turnover or retirement eligibility. HR can provide guidance on the data that is available and partner with you in workforce initiatives to address any gaps and meet the organization's needs.

We also recommend for departments to continue developing and engaging your staff, as well as promoting wellness. These are crucial ways of supporting employees and may help ease some of the current workforce issues we face. The County Intranet—Employee Resource Information Network (ERIN)—includes information for Supervisors Online Support, COVID-19, teleworking, Safety and Ergonomics, and other HR resources that can help employees. In addition, the Employee Wellness Program has its own intranet site that is regularly updated with information and activities for all workers, whether teleworking or at the worksite. Next, we include key takeaways, an overview, and the workforce data in detail.

KEY TAKEAWAYS

- **Diversity, Equity, and Inclusion (DEI):** This year's report includes enhanced information on DEI efforts and additional demographic data throughout the report where available.

  - Overall, the proportion of younger generations in the workforce are increasing as older generations of employees retire.
  - While White employees are retiring at higher rates, employees in all race/ethnicity groups continue joining the County, as well as promoting and advancing in the organization.
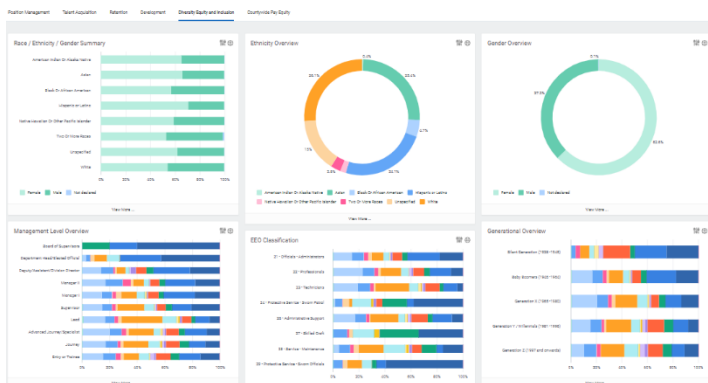
Workforce equity will continue to be a priority for the County to ensure we meet the needs of our employees and community. Recent efforts in this area include:

Partnered with County Executive's Office (CEO) to conduct the Government Alliance on Race and Equity (GARE) survey on Racial and Social Equity; launched the Pay Equity Dashboard to supplement the County's equity and pay transparency strategies; piloted blind screenings where candidate personal identifiable information was removed from applications; published the County's Equal Employment Opportunity Plan for 2022-2025; completed Recruitment and Retention Study to evaluate current programs and identify recommendations; collaborated with County leadership to establish a new internship program with Live in Peace, an East Palo Alto educational service non-profit; created a Career Development Toolkit on employee development experiences available and Career Path Guide on how to navigate career ladders in the County; expanded Coaching Program to new supervisors, in addition to new managers; developed and delivered new trainings on topics such as Diversity Strategies in Hiring and Recruitment, Wellness course for the Essential Supervisory Skills Academy, Job Spotlight Forums in the Career Talk Series, and Skillful Talent Training Series; and enabled visibility of employee defined pronouns in HR Information System (HRIS).

Upcoming priorities in this area include the following: Continue participation in Countywide Core Equity Team and various Equity Committees; promote a revamped workforce dashboard that combines DEI metrics with workforce planning data to better support departments in proactive staffing strategies; conduct the Employee Engagement Survey in early 2023 with additional equity-related questions; implement Recruitment and Retention strategies including expanding DEI strategies in all steps of the recruitment process; partner with non-profits and schools in developing formal apprenticeship or community-based internships, as well as work with programs to attract top talent from the military; create 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 career; continue a culture of well-being in the County by updating County Wellness Policy, partnering with the Chief Wellbeing Officer, increasing onsite events, and having targeted initiatives to improve participation; and offer 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.

- **Hard-to-Fill Recruitments:** The County has had difficulty finding enough quality candidates for 911 Dispatchers, Adult Psychiatrists and Psychiatric Social Workers, Psychologists, Children's Services Social Workers and Supervisor, Clinical Laboratory Scientists, Clinical Nurse Educators, Clinical Services Manager in Acute & Emergency Psychiatric Services, Nurses (Critical Care, Case Management, and Medical Surgical), Physicians, Deputy Sheriffs, Social Workers, and Stationary Engineers. Efforts to attract applicants to the organization have included:

  - Increased incentive for Employee Referral Program for hard-to-fill positions
  - New Hiring Incentive Pilot Program for hard-to-fill Law Enforcement and Nursing positions
  - Sick leave and vacation credits, as well as advanced vacation accruals for hard-to-fill positions
  - Sourcing talent through diverse advertisement platforms
  - Digital and social network advertising
  - Competitive salary and benefits
  - Continuous recruitments
  - Hosting informational sessions for candidates to learn about the organization, departments, positions, application, and recruitment process, etc.

- **Retirement Risk:** As of year-end, about 1,080 regular employees were eligible to retire. About 9% 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 the Department of Child Support Services, Information Services Department, and Retirement Office.

- **Turnover:** During the last 10 years, the County's turnover rate ranged from 6% to 12%. In FY 2021-22, 623 regular employees left County employment, reflecting a 12% turnover rate. The employees leaving the County had an average of 11.7 years of service. About 39% of the turnover was due to retirements while 56% was due to resignations. About 64% of the resignations were by Generation Y/Millennials, who had an average of 3.7 years of service. Some professions with high resignation rates were also on the list of hard-to-fill positions, including Social Workers and Nurses.

- **Promotions and Advancement:** In FY 2021-22, there were 694 job changes that resulted in employees advancing into other positions/classifications in the organization, including promotions and staff who moved into positions with longer duration and better benefits (e.g., extra help to regular). Over the last few years, the County's promotion rate for management positions is about 70% and for all other positions over 50%, where internal candidates were selected.

- **Learning and Development Programs:** The County continues to invest in programs to support the development of staff and create a leadership pipeline. Recent accomplishments in this area include creating a Career Development Toolkit, holding Leadership Forums for County leaders, as well as sending a cohort of executives to Stanford's Local Governance Summer Institute. Since February 2020, HR has offered robust e-libraries of online trainings through the Learning Management System (LMS) with the intent of having an always available learning resource for staff. The implementation of e-learning became a huge part of HR's response to employees' developmental needs since the pandemic as some staff shifted to increased telework and a hybrid work environment. In FY 2021-22, there were 18,849 training completions, and 3,059 (64.4%) employees met the 20-Hour Training Policy.

LEVEL 5: Executive

LEVEL 4: Effective Leader

LEVEL 3: Competent Manager

LEVEL 2: Contributing Team Member

LEVEL 1: Highly Capable Individual

WORKFORCE PLANNING OVERVIEW

The information contained in this report represents a snapshot of the County's workforce **as of June 30, 2022**. Current data for your department or budget unit is available during the fiscal year through the revamped Workforce Data and DEI Planning Dashboard in Workday.

WORKDAY RESOURCES

Workforce Data and DEI Planning Dashboard

True to HR's goal to anticipate and meet the changing needs of our workforce and continually improve organization effectiveness, we are pleased to present you with an updated workforce planning dashboard that incorporates diversity, equity, and inclusion data to help you integrate equity into the development of your staffing strategy and succession plan. Use the data in the dashboard as tools for identifying current and future workforce gaps, determining training needs, evaluating development and wellness of your staff, and planning for recruitment and retention needs.

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 have added the image to the right throughout this report to indicate the information that has corresponding data available in the Workday dashboard for your department or budget unit.** The

dashboard provides workforce data to help you evaluate your current staffing strategies, anticipate future needs, and understand the make-up of your workforce. It is intended to provide you with the tools to start conversations and initiate further research as you build a workforce plan.

Dashboard data is presented in groups as follows:
- **Position Management** contains position-related information in your department (e.g., quarterly workforce trends, count of authorized positions and vacancies, management to non-management ratio).
- **Talent Acquisition** includes recruitment-related information (e.g., time-to-hire, applicant demographics).
- **Retention** displays data related to new hires, promotions, and retirement eligibilities, among others which can be filtered multiple ways.
- **Development** displays a summary of the 20-hour training target compliance. The Life Balance graph shows usage of non-sick leave hours which could provide a glimpse into how well your workforce is utilizing personal time off to balance life and work.
- **Diversity Equity and Inclusion** provides workforce demographic summaries.
- **Countywide Pay Equity** includes Countywide information on average pay rates by certain categories.

The dashboard also includes links to the County Pay Equity Website and the most recent Annual Workforce Planning Report.

Workday Reports

Employees can also search for **"Reports I Can Run"** in Workday to see the reports that are available based on your 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.
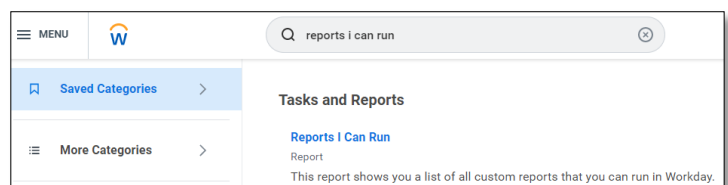
WORKFORCE PLANNING REPORT SUMMARY

Hire and Deploy

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

Hire and Deploy	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	YOY Trend
Authorized Positions	5,685	5,699	5,771	5,782	5,799	+
Average Age of Workforce	45	45	44	44	44	-
Recruitments Conducted*	551	518	400	406	623	+
Applications Received	19,538	18,117	13,510	13,198	9,541	-
New Hires						
- Regular	325	289	288	233	338	+
- Term	135	114	59	68	63	-
- Extra Help/Temporary**	951	820	617	772	850	+
Vacancies | Rate	590 | 10%	593 | 10%	686 | 12%	708 | 12%	837 | 14%	+

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

Engage and Retain

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.

Engage and Retain	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Classification Studies	135	339	106	213	150
Employees on Voluntary Time Off	418	279	191	152	164
Percent of employees rating experience working for the County as good or better	81.1%	-- *	77.9%	-- *	-- *
Average Years of Service	11.4	10.7	10.6	10.8	10.6
Turnover Number | Rate	489 | 10%	469 | 9%	475 | 9%	380 | 7%	623 | 12%
Employees Eligible to Retire					
- 50 | 10	871	843	822	784	738
- 55 | 20	336	333	323	355	342

* No engagement survey in FY18, FY19, and FY21; next survey will be in FY 2022-23.

Develop and Prepare

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

| Develop and Prepare	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	YOY Trend
Promotions & Advancement	819	737	634	544	694	+
Training Participants	12,003	10,586	36,562	28,872	18,849	-
Employees completing 20-hour training requirement	3,609	3,765	3,283	3,246	3,059	-
Tuition Reimbursements	574	539	389	530	403	-

WORKFORCE DEMOGRAPHICS

AUTHORIZED POSITIONS

As of June 30, 2022, the County had 5,799 regular, authorized positions. The three largest departments constituted 66% of authorized positions (2,225 Health, 811 Sheriff's Office, and 777 Human Services Agency positions). Since FY 2013, there was an overall 8% increase (585 positions) with County Health adding 204 positions followed by the Sheriff's Office adding 132 positions over the ten-year

5,214 | 5,332 | 5,438 | 5,574 | 5,644 | 5,685 | 5,699 | 5,771 | 5,782 | 5,799
2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

span. In the past year, the County had a net increase of 17 positions, with the largest decrease of nine positions in the Sheriff's Office and the largest increase in County Health with 16 positions added.
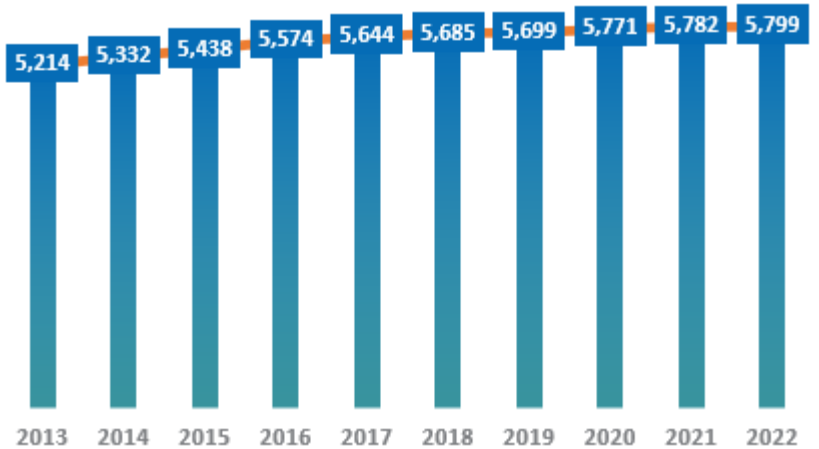
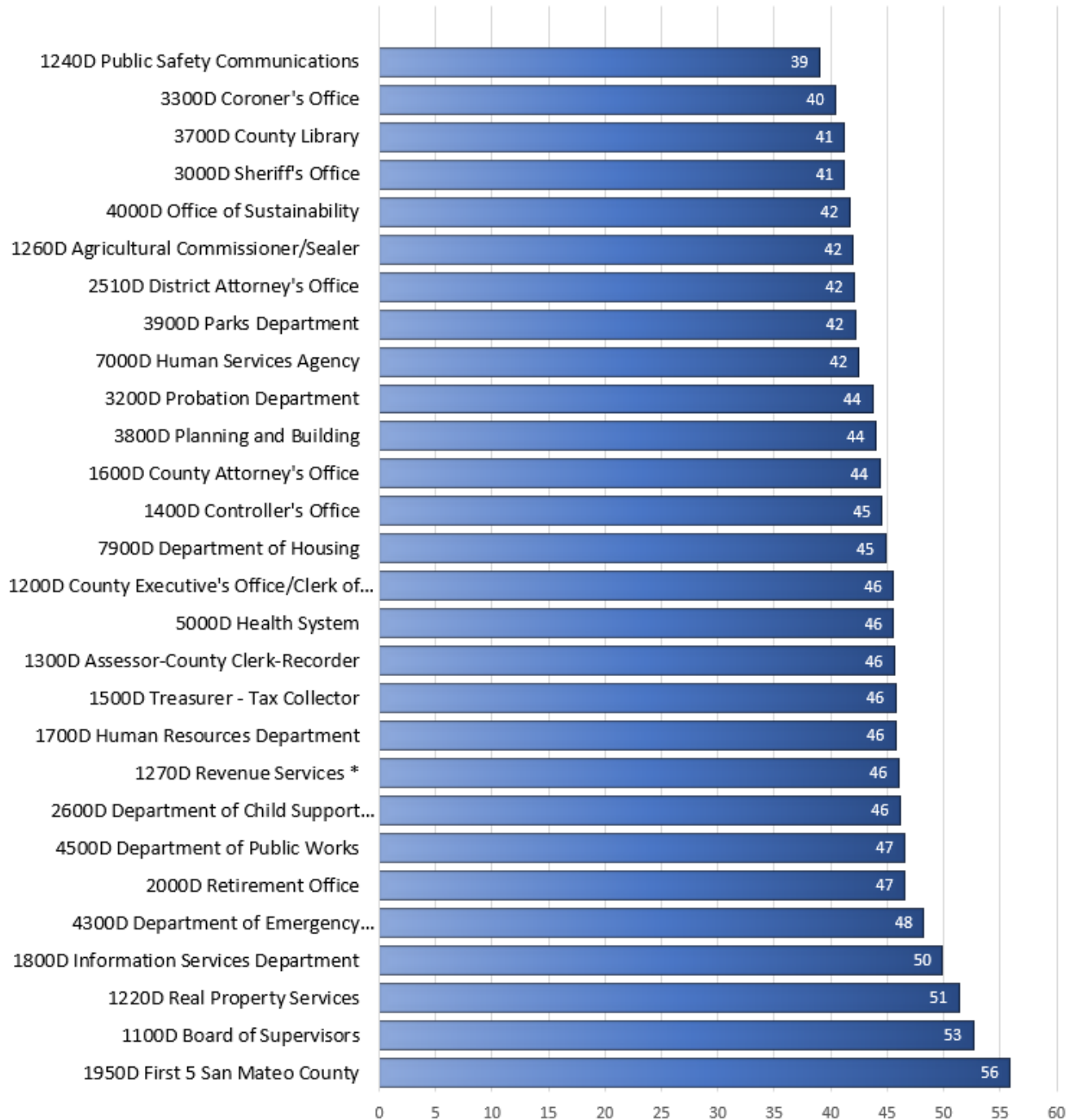| Authorized Positions by Department	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	% change (FY13–FY22)
1100D Board of Supervisors	20	20	22	22	22	22	22	22	22	22	10%
1200D County Executive's Office/Clerk of the Board	20	21	20	24	32	34	36	50	51	54	170%
1220D Real Property Services	4	4	4	4	4	4	4	5	5	6	50%
1240D Public Safety Communications	54	58	59	59	66	74	74	75	75	78	44%
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	21	1	--	--	--	--	--	--	--	--
1300D Assessor-County Clerk-Recorder	117	117	117	121	121	126	128	155	155	156	33%
1400D Controller's Office	42	42	43	46	46	46	46	51	51	53	26%
1500D Treasurer - Tax Collector	61	61	61	61	61	60	34	34	34	34	-44%
1600D County Attorney's Office	42	42	43	43	45	47	48	49	49	49	17%
1700D Human Resources Department	63	64	65	70	71	73	73	75	75	76	21%
1800D Information Services Department	113	115	113	120	131	131	129	135	135	135	19%
1950D First 5 San Mateo County	10	8	8	8	8	8	8	8	8	8	-20%
2000D Retirement Office	20	21	23	24	24	24	24	23	23	23	15%
2510D District Attorney's Office	121	122	122	129	131	135	135	140	141	141	17%
2600D Department of Child Support Services	87	89	86	80	80	78	77	73	67	61	-30%
3000D Sheriff's Office **	679	701	762	772	803	811	818	822	830	811	19%
3200D Probation Department	408	410	415	415	415	415	415	384	383	383	-6%
3300D Coroner's Office	14	14	13	13	13	13	13	14	15	15	7%
3570D Local Agency Formation Commission	1	1	1	1	1	2	2	2	2	2	100%
3700D County Library	122	121	121	121	121	122	122	123	129	135	11%
3800D Planning and Building	48	49	50	55	56	57	58	67	67	67	40%
3900D Parks Department includes Coyote Pt.	51	62	60	67	71	74	75	77	77	78	53%
4000D Office of Sustainability	--	--	3	21	21	24	25	26	26	28	--
4300D Department of Emergency Management **	--	--	--	--	--	--	--	--	--	10	--
4500D Department of Public Works	292	291	290	298	299	299	301	303	310	311	7%
5000D Health System	2021	2070	2128	2191	2189	2194	2194	2212	2209	2225	10%
7000D Human Services Agency	742	767	767	768	769	766	766	775	775	777	5%
7900D Department of Housing	11	11	11	11	14	16	16	19	19	22	100%
Total Authorized Positions	**5214**	**5332**	**5438**	**5574**	**5644**	**5685**	**5699**	**5771**	**5782**	**5799**	**11%**

* 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 2021-22, the average age of regular employees in the County was 44 years old, like the prior two fiscal years. The average age of employees in positions from supervisory to department head levels were above the County average.

FY 2021-22 Average Age of Regular Employees

Department	Age
1240D Public Safety Communications	39
3300D Coroner's Office	40
3700D County Library	41
3000D Sheriff's Office	41
4000D Office of Sustainability	42
1260D Agricultural Commissioner/Sealer	42
2510D District Attorney's Office	42
3900D Parks Department	42
7000D Human Services Agency	42
3200D Probation Department	44
3800D Planning and Building	44
1600D County Attorney's Office	44
1400D Controller's Office	45
7900D Department of Housing	45
1200D County Executive's Office/Clerk of…	46
5000D Health System	46
1300D Assessor-County Clerk-Recorder	46
1500D Treasurer - Tax Collector	46
1700D Human Resources Department	46
1270D Revenue Services *	46
2600D Department of Child Support…	46
4500D Department of Public Works	47
2000D Retirement Office	47
4300D Department of Emergency…	48
1800D Information Services Department	50
1220D Real Property Services	51
1100D Board of Supervisors	53
1950D First 5 San Mateo County	56

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

DIVERSITY – GENERATIONS IN THE WORKPLACE

In FY 2021-22, over 44% of the County's regular workforce fell under the Generation X category. The remainder of the workforce were primarily Generation Y/Millennials (40%) and Baby Boomers (14%), with a smaller percentage of Generation Z and Silent Generation employees. 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 interns as shown in the greater percentage of employees in the Generation Z category.

Executive-level employees (Elected Officials, Department Heads, and Deputy/Assistant/Division Directors) accounted for 2.2% of regular staff, and they primarily fell under the Baby Boomers and Generation X categories. Managers (I/II) made up 7.0% of the workforce, and 12.4% of employees were in Supervisor/Lead positions. Most of the Managers, Supervisors, and Leads were part of Generation X. Majority of the employees (78.4%) were individual contributors in Advanced Journey/Specialist, Journey, or Entry/Trainee capacities, and 66.3% of employees were individual contributors born between 1965 – 1996 (Generation X and Y/Millennials).

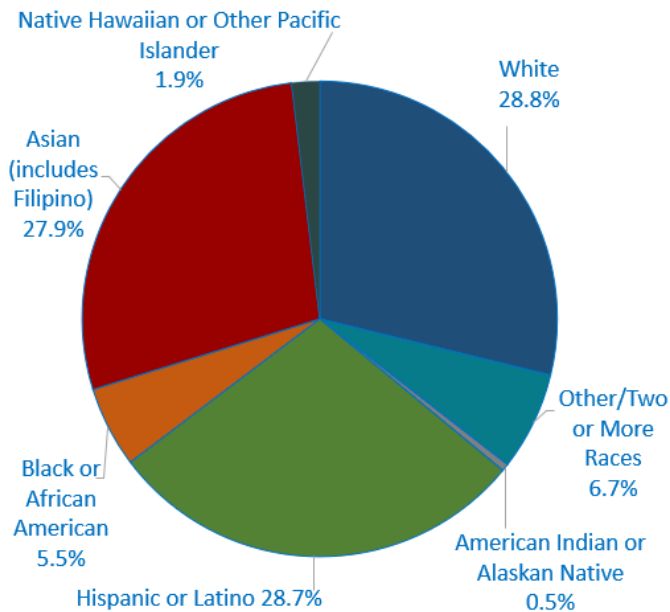| FY 21-22 Generations in the Workplace	Regular Employees				All Employees			
	FY19-20	FY20-21	FY21-22	Trend	FY19-20	FY20-21	FY21-22	Trend
Silent Generation (1928 -1945)	0.08%	0.06%	0.04%	-	0.90%	0.53%	0.38%	-
Baby Boomers (1946 -1964)	19.32%	17.09%	14.04%	-	21.81%	19.56%	17.06%	-
Generation X (1965 -1980)	45.48%	44.70%	44.38%	-	39.32%	38.27%	38.07%	-
Generation Y / Millennials (1981 -1996)	34.79%	37.44%	40.14%	+	35.41%	36.67%	37.79%	+
Generation Z (1997 and onwards)	0.33%	0.71%	1.40%	+	2.56%	4.97%	6.70%	+
Total	100.00%	100.00%	100.00%		100.00%	100.00%	100.00%	

FY 21-22 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	0.04%	0.32%	0.38%	0.02%	-	0.76%
Deputy/Assistant/Division Director	-	0.46%	0.84%	0.17%	-	1.47%
Manager II	-	0.60%	2.11%	0.67%	-	3.38%
Manager I	-	0.48%	2.29%	0.87%	-	3.64%
Supervisor	-	1.09%	5.59%	2.05%	-	8.73%
Lead	-	0.46%	1.71%	1.53%	-	3.70%
Advanced Journey/Specialist	-	3.14%	9.24%	7.63%	0.22%	20.23%
Journey	-	7.31%	21.28%	24.52%	0.77%	53.88%
Entry or Trainee	-	0.18%	0.94%	2.68%	0.41%	4.21%
Total	0.04%	14.04%	44.38%	40.14%	1.40%	100.00%

DIVERSITY – RACE/ETHNICITY

As of June 30, 2022, 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 (https://external.ojp.usdoj.gov/eeop/) is included for comparison.

County of San Mateo Regular Workforce as of June 30, 2022

White 28.8%
Native Hawaiian or Other Pacific Islander 1.9%
Asian (includes Filipino) 27.9%
Black or African American 5.5%
Hispanic or Latino 28.7%
American Indian or Alaskan Native 0.5%
Other/Two or More Races 6.7%

San Mateo County Available Workforce by Ethnicity*

White, 44.71%
Native Hawaiian or Other Pacific Islander, 1.17%
Other, 0.94%
Asian, 25.87%
Black or African American, 3.15%
Hispanic or Latino, 22.58%
Two or More Races, 1.38%
American Indian or Alaskan Native, 0.20%
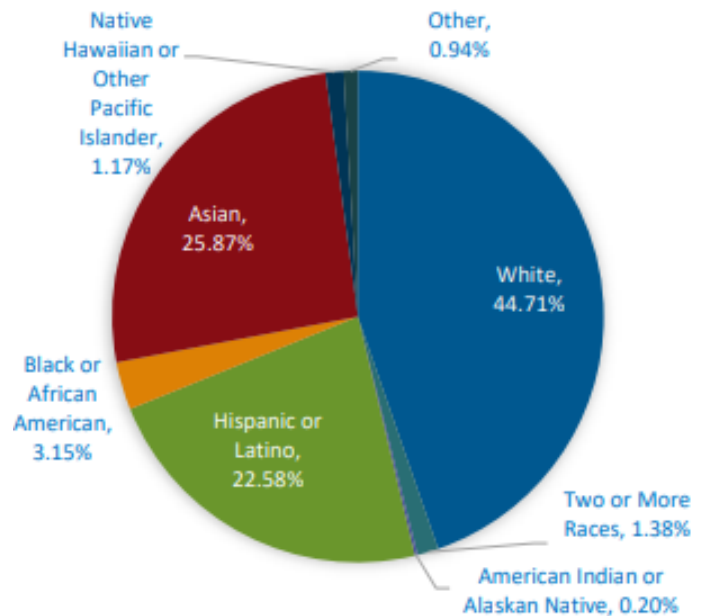
* Source: 2021 EEOP Utilization Report

Regular Employees: 5-Year Race/Ethnicity Data

■ June 2022 ■ June 2021 ■ June 2020 ■ June 2019 ■ June 2018

Race/Ethnicity	June 2022
White	28.8%
Hispanic or Latino	28.7%
Asian (includes Filipino)	27.9%
Other/Two or More Races	6.7%
Black or African American	5.5%
Native Hawaiian or Other Pacific Islander	1.9%
American Indian or Alaskan Native	0.5%
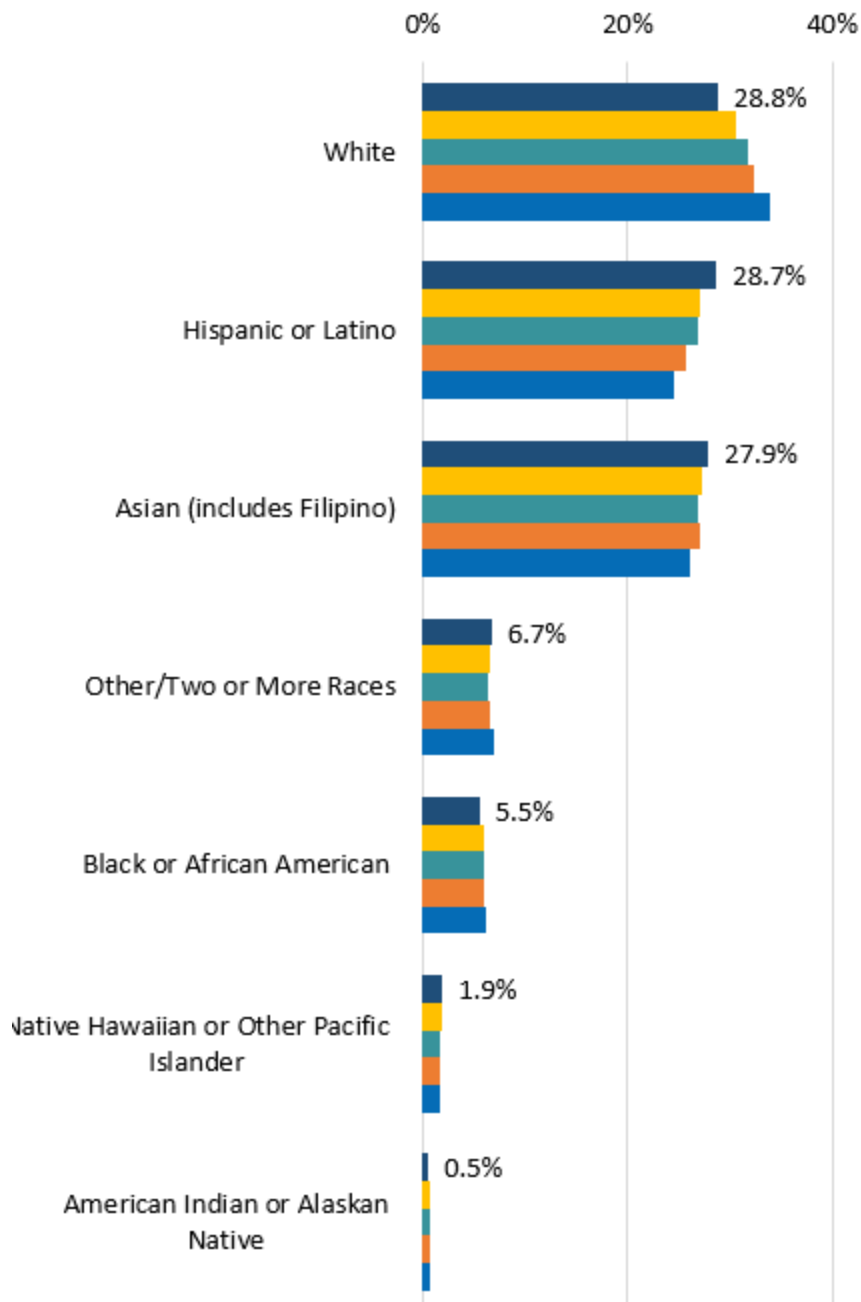
The chart to the left shows the race/ethnicity data that was available for the County regular workforce over the past five years.

About 590 regular employees in the overall workforce did not report their race ethnicity and are omitted in the June 2022 percentage calculation.

There was an increase in the percentage of Hispanic or Latino regular employees and a steady decrease in the percentage of White regular employees since June 2018. 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, 2022.

2022 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	61.0%	4.3%	13.0%	21.7%	-	-	-
1200D County Executive's Office/Clerk of the Board	37.8%	21.3%	31.1%	8.2%	-	1.6%	-
1220D Real Property Services	66.7%	33.3%	-	-	-	-	-
1240D Public Safety Communications	59.1%	12.1%	9.1%	6.1%	9.1%	4.5%	-
1260D Agricultural Commissioner/Sealer	25.0%	36.1%	22.2%	16.7%	-	-	-
1270D Revenue Services	25.0%	-	50.0%	25.0%	-	-	-
1300D Assessor-County Clerk-Recorder	38.8%	13.2%	38.7%	5.8%	2.6%	0.7%	0.2%
1400D Controller's Office	19.0%	7.1%	66.7%	4.8%	-	2.4%	-
1500D Treasurer - Tax Collector	26.2%	21.7%	39.1%	13.0%	-	-	-
1600D County Attorney's Office	63.2%	8.2%	18.4%	6.1%	4.1%	-	-
1700D Human Resources Department	28.7%	17.3%	38.8%	7.1%	7.1%	-	1.0%
1800D Information Services Department	26.2%	13.9%	39.1%	16.5%	4.3%	-	-
1950D First 5 San Mateo County	37.5%	-	37.5%	12.5%	12.5%	-	-
2000D Retirement Office	13.1%	8.7%	69.6%	4.3%	4.3%	-	-
2510D District Attorney's Office	46.3%	22.6%	19.8%	2.8%	6.6%	1.9%	-
2600D Department of Child Support Services	27.1%	45.8%	8.3%	6.3%	10.4%	2.1%	-
3000D Sheriff's Office	48.1%	22.9%	13.8%	7.2%	5.2%	2.5%	0.3%
3200D Probation Department	24.3%	33.5%	13.4%	8.7%	16.9%	2.0%	1.2%
3300D Coroner's Office	71.4%	14.3%	14.3%	-	-	-	-
3700D County Library	36.9%	21.3%	31.9%	5.8%	3.2%	0.6%	0.3%
3800D Planning and Building	29.2%	22.9%	33.3%	8.3%	4.2%	2.1%	-
3900D Parks Department includes Coyote Pt.	62.0%	15.0%	9.0%	11.0%	1.0%	1.0%	1.0%
4000D Office of Sustainability	65.5%	-	15.4%	11.5%	3.8%	3.8%	-
4300D Department of Emergency Management	100.0%	-	-	-	-	-	-
4500D Department of Public Works	32.7%	28.6%	25.1%	5.7%	4.0%	3.5%	0.4%
5000D Health System	22.0%	29.9%	34.1%	5.9%	5.6%	1.8%	0.7%
7000D Human Services Agency	17.5%	39.3%	27.7%	6.3%	5.7%	3.0%	0.5%
7900D Department of Housing	47.6%	4.8%	23.8%	9.5%	9.5%	4.8%	-
Other	100.0%	-	-	-	-	-	-
Total	**30.0%**	**26.3%**	**29.3%**	**6.7%**	**5.4%**	**1.8%**	**0.5%**

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

About 847 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).

2022 Race/Ethnicity by Gender (All Employees)	White	Hispanic Or Latino	Asian	Other / Two or More Races	Black Or African American	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native	Total
Female	53.9%	71.5%	66.0%	61.7%	57.1%	59.8%	66.7%	62.8%
Male	45.9%	28.3%	33.9%	37.3%	42.9%	40.2%	33.3%	37.0%
Not declared	0.2%	0.2%	0.1%	0.8%	-	-	-	0.2%

About 847 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.

2022 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	76.3%	15.8%	5.3%	-	2.6%	-	-
Deputy/ Assistant/ Division Director	52.8%	12.3%	17.0%	8.5%	2.8%	-	-
Manager II	44.7%	14.5%	23.7%	8.0%	6.1%	0.8%	-
Manager I	43.5%	14.0%	27.6%	6.0%	7.7%	0.6%	-
Supervisor	36.1%	22.4%	24.9%	8.1%	5.3%	0.8%	0.3%
Lead	19.3%	30.3%	23.0%	7.9%	5.2%	1.8%	0.7%
Advanced Journey/ Specialist	26.6%	29.4%	30.0%	6.7%	5.0%	2.2%	0.5%
Journey	28.4%	27.9%	30.7%	6.6%	5.0%	2.1%	0.5%
Entry or Trainee	34.9%	23.8%	30.8%	6.1%	6.2%	1.6%	0.7%
Total	**30.0%**	**26.3%**	**29.3%**	**6.7%**	**5.4%**	**1.8%**	**0.5%**

About 847 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, 2022, females were 62.8% of the workforce, males were 37.0% 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 2021-22, 59.6% of job applications were from females, 38.4% were from males, and 2.0% were from applicants who did not declare their gender.

2022 Gender by Classification Level (All Employees)	Female	Male	Not declared
Department Head/Elected Official	38.5%	61.5%	-
Deputy/Assistant/Division Director	57.1%	42.9%	-
Manager II	60.5%	39.5%	-
Manager I	58.8%	40.2%	1.0%
Supervisor	58.5%	41.5%	-
Lead	69.3%	30.7%	-
Advanced Journey/Specialist	70.0%	29.9%	0.2%
Journey	62.2%	37.7%	0.1%
Entry or Trainee	58.9%	40.5%	0.6%
Total	**62.8%**	**37.0%**	**0.2%**

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, except for the following departments: Agricultural Commissioner/Sealer, Board of Supervisors, Department of Emergency Management, Department of Public Works, Information Services Department, Parks Department, and Sheriff's Office.

2022 Gender by Department (All Employees)	Female	Male	Not declared
1100D Board of Supervisors	46.4%	53.6%	-
1200D County Executive/Clerk of the Board	71.9%	28.1%	-
1220D Real Property Services	100.0%	-	-
1240D Public Safety Communications	76.6%	23.4%	-
1260D Agricultural Commissioner/Sealer	33.3%	66.7%	-
1270D Revenue Services	100.0%	-	-
1300D Assessor-County Clerk-Recorder	60.0%	39.4%	0.6%
1400D Controller's Office	58.0%	42.0%	-
1500D Treasurer - Tax Collector	58.3%	41.7%	-
1600D County Attorney's Office	72.0%	28.0%	-
1700D Human Resources Department	75.2%	24.8%	-
1800D Information Services Department	30.5%	69.5%	-
1950D First 5 San Mateo County	100.0%	-	-
2000D Retirement Office	70.8%	25.0%	4.2%
2510D District Attorney's Office	65.9%	34.1%	-
2600D Department of Child Support Services	78.9%	21.1%	-
3000D Sheriff's Office	31.2%	68.8%	-
3200D Probation Department	58.7%	41.3%	-
3300D Coroner's Office	81.3%	18.8%	-
3700D County Library	73.8%	25.4%	0.7%
3800D Planning and Building	60.7%	39.3%	-
3900D Parks Department incl. Coyote Pt.	25.2%	74.8%	-
4000D Office of Sustainability	74.2%	25.8%	-
4300D Department of Emergency Mgt	-	100.0%	-
4500D Department of Public Works	23.0%	77.0%	-
5000D Health System	75.3%	24.6%	0.1%
7000D Human Services Agency	73.1%	26.6%	0.3%
7900D Department of Housing	61.9%	38.1%	-
Other	-	100.0%	-
Total	**62.8%**	**37.0%**	**0.2%**

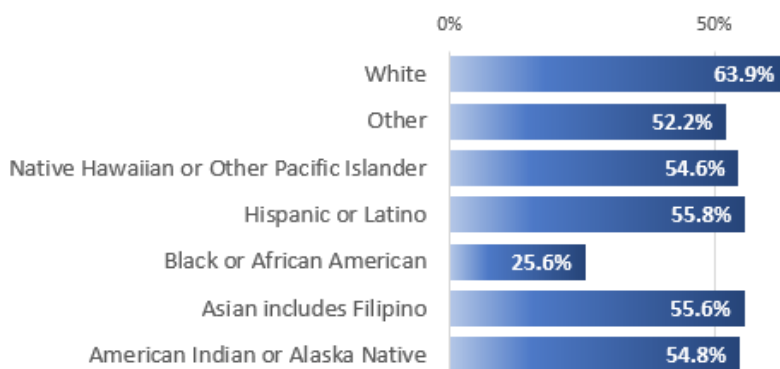*1270D Revenue Services closed during FY 2021-22.

EMPLOYEE RESIDENCY

As of June 30, 2022, about 56.73% of all employees lived in San Mateo County, compared to 56.66% in 2021. About 53% of regular employees and about 69% 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 2020. About 90% of employees lived in San Mateo, Alameda, Santa Clara, and San Francisco Counties.

Residence by Home County (All Employees)	2021	2022
San Mateo County	56.66%	56.73%
Alameda County	16.32%	16.23%
Santa Clara County	9.71%	9.76%
San Francisco County	8.03%	7.55%
Outside of Bay Area	4.49%	4.65%
Contra Costa County	3.15%	3.39%
Solano County	0.58%	0.65%
Santa Cruz County	0.40%	0.37%
Sonoma County	0.25%	0.34%
Marin County	0.33%	0.30%
Napa County	0.08%	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, 26% of whom lived in San Mateo County and 38% lived in Alameda County.

Employees Living in San Mateo County by Races/Ethnicity as of June 30, 2022

Race/Ethnicity	Percentage
White	63.9%
Other	52.2%
Native Hawaiian or Other Pacific Islander	54.6%
Hispanic or Latino	55.8%
Black or African American	25.6%
Asian includes Filipino	55.6%
American Indian or Alaska Native	54.8%

2022 Residence by Home City in San Mateo County (All Employees)	Zip Code	Employees
Atherton	94027	0.05%
Belmont	94002	5.19%
Brisbane	94005	0.68%
Burlingame	94010	4.01%
	94011	0.05%
Colma	94014	0.16%
	94015	0.13%
Daly City	94014	4.30%
	94015	4.90%
	94016	0.03%
	94017	0.08%
East Palo Alto	94303	2.70%
El Granada	94018	0.63%
Emerald Hills	94062	0.18%
Fair Oaks	95628	0.03%
Half Moon Bay	94019	3.30%
Hillsborough	94010	0.65%
La Honda	94020	0.29%
Loma Mar	94021	0.10%
Menlo Park	94025	2.83%
	94026	0.08%
Millbrae	94030	2.65%
Montara	94037	0.31%
Moss Beach	94038	0.34%
Pacifica	94044	6.26%
Pescadero	94060	0.39%
Portola Valley	94028	0.21%
Redwood City	94061	5.55%
	94062	2.23%
	94063	5.16%
	94064	0.31%
	94065	2.02%
San Bruno	94066	6.81%
San Carlos	94070	3.93%
San Gregorio	94074	0.05%
South San Francisco	94080	9.51%
	94083	0.05%
Woodside	94062	0.47%
Broadmoor	94015	0.03%
San Mateo/Foster City	94401	5.40%
	94402	4.17%
	94403	9.12%
	94404	4.66%
Total		**100.00%**

2022 Residence by Classification Level	% of Total Regular Employees	% of Total All Employees
Department Head/Elected Official	65.79%	64.10%
Deputy/Assistant/Division Director	48.61%	48.00%
Manager II	49.10%	49.12%
Manager I	53.59%	52.94%
Supervisor	53.94%	54.50%
Lead	40.22%	40.10%
Advanced Journey/Specialist	53.02%	53.10%
Journey	52.92%	55.91%
Entry or Trainee	55.24%	74.00%
Total Living in San Mateo County	**52.59%**	**56.72%**

The table to the left shows the distribution of employees who lived in San Mateo County in 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.

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 56.7% in the overall workforce.

2022 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	84.61%	68.35%	54.22%	50.71%	74.34%	56.73%
Alameda County	-	10.64%	17.12%	18.93%	10.84%	16.23%
Santa Clara County	3.85%	7.80%	9.76%	11.29%	6.42%	9.76%
San Francisco County	7.69%	6.30%	8.05%	8.15%	4.42%	7.55%
Outside of Bay Area	-	3.37%	5.41%	4.86%	2.65%	4.65%
Contra Costa County	-	1.77%	3.81%	4.11%	1.11%	3.39%
Solano County	3.85%	0.35%	0.74%	0.74%	0.22%	0.65%
Santa Cruz County	-	0.53%	0.23%	0.51%	-	0.37%
Sonoma County	-	0.62%	0.31%	0.31%	-	0.34%
Marin County	-	0.18%	0.35%	0.35%	-	0.30%
Napa County	-	0.09%	-	0.04%	-	0.03%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

HIRE AND DEPLOY

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

RECRUITMENTS AND NEW HIRES

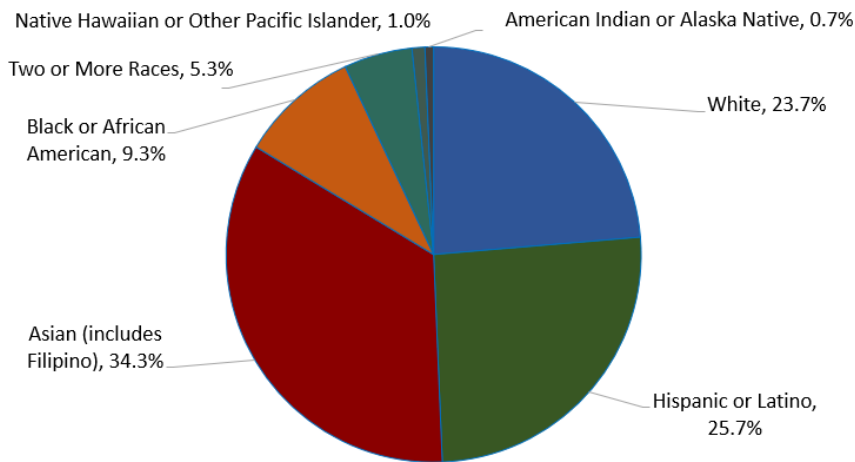**In FY 2021-22, the County received 9,541 applications for the 623 recruitments that HR conducted.** The number of applications received was the lowest in the last five years and has declined each year since FY 2017-18 (19,538 applications), even though the number of recruitments was the highest in the last five years compared to 400 recruitments annually in the last two years and 500 recruitments annually in the two years prior to the pandemic. About 66% of regular hires were at County Health (129), Human Services Agency (56), and Sheriff's Office (39).

Initiatives to address these challenges included conducting a Recruitment and Retention Study, as well as increasing strategies to attract diverse and qualified applicants, such as launching an employer branding initiative; hosting virtual job fairs and informational sessions for candidates to learn about the organization, departments, positions, how to apply for County jobs, and an overview of the recruitment process; sourcing talent through diverse platforms; as well as advertising through digital and social media (e.g., LinkedIn, Spotify).

FY 21-22 New Hires by Department	Regular	Extra Help / Term - Agile (Fixed Term)	Extra Help	Extra Help Seasonal	Relief	Total
1100D Board of Supervisors	-	-	5	-	-	5
1200D County Executive/Clerk of the Board	3	9	3	-	-	15
1220D Real Property Services	1	-	-	-	-	1
1240D Public Safety Communications	10	-	1	-	1	12
1260D Agricultural Commissioner/Sealer	1	-	5	5	-	11
1270D Revenue Services *	-	-	1	-	-	1
1300D Assessor-County Clerk-Recorder	10	-	12	191	-	213
1400D Controller's Office	6	-	6	-	-	12
1500D Treasurer - Tax Collector	4	-	-	-	-	4
1600D County Attorney's Office	5	-	3	-	-	8
1700D Human Resources Department	3	5	14	-	-	22
1800D Information Services Department	6	-	6	-	-	12
2000D Retirement Office	1	-	1	-	-	2
2510D District Attorney's Office	14	-	4	-	-	18
3000D Sheriff's Office	39	-	31	-	-	70
3200D Probation Department	-	-	3	-	-	3
3300D Coroner's Office	1	-	3	-	-	4
3700D County Library	15	3	42	146	-	206
3800D Planning and Building	14	-	1	-	-	15
3900D Parks Department includes Coyote Pt.	3	1	8	21	-	33
4000D Office of Sustainability	-	4	-	-	-	4
4500D Department of Public Works	15	1	20	-	-	36
5000D Health System	129	35	197	19	26	406
7000D Human Services Agency	56	3	63	-	3	125
7900D Department of Housing	2	2	-	-	-	4
Total New Hires	**338**	**63**	**429**	**382**	**30**	**1242**

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

FY 2021-22 New Hires by Race/Ethnicity

- Native Hawaiian or Other Pacific Islander, 1.0%
- American Indian or Alaska Native, 0.7%
- Two or More Races, 5.3%
- Black or African American, 9.3%
- White, 23.7%
- Asian (includes Filipino), 34.3%
- Hispanic or Latino, 25.7%

The chart on the left shows the race/ethnicity composition of the new hires (regular employees) in FY 2021-22. About 38 new hires did not report their race/ethnicity. The chart includes regular employees who reported their race/ethnicity.

QUALITY OF HIRE – SATISFACTION WITH NEW HIRES

In FY 2021-22, 99% of hiring managers reported being satisfied with their new hires three to six months after hire. This was an increase 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 at three months after hire.

New Hires Satisfaction Response	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Percent of clients satisfied with new hires after three to six months	98%	100%	96%	94%	90%	98%	91%	97%	99%

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

The County continues to have difficulty finding enough quality candidates for the following positions:

- 911 Dispatchers
- Deputy Sheriffs
- Stationary Engineers
- Clinical Nurse Educators and Clinical Services Managers

- Nurses
- Physicians (Pediatrics, Family Practice)
- Adult Psychiatrists, Psychologists
- Social Workers (Psychiatric, Supervisors, Children's Services)

The likelihood of making one or more hires decreases when there are fewer candidates on the eligible list, which may increase the need for additional recruitments. As a result, we also conduct continuous recruitments where we accept applications on an ongoing basis for positions that are harder to fill, such as Nurses and Physicians.

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. This pilot program is being monitored and evaluated to determine the impact on the recruitment of Deputy Sheriffs, Sheriff's Correctional Officers and Nurses. As of June 30, 2022, during the first two months of the program, a total of $179,000 in hiring incentives were paid to twenty employees hired into the designated hard-to-fill positions.

VACANCIES

As of June 30, 2022, there were 837 vacant regular positions, representing 14% of authorized positions. This was higher than the 708 vacant regular positions (12% vacancy) from the prior year and remained above pre-pandemic numbers (593 positions and 10% vacancy in FY 2018-19), due in part to the hiring freeze that was in effect during FY 2020-21 and higher turnover than prior years.

2022 Vacancies by Department (Regular Positions)	Vacancies	Authorized Positions	Vacancy Rate
1100D Board of Supervisors	3	22	14%
1200D County Executive's Office/Clerk of the Board	10	54	19%
1220D Real Property Services	3	6	50%
1240D Public Safety Communications	14	78	18%
1260D Agricultural Commissioner/Sealer	1	30	3%
1270D Revenue Services *	5	9	56%
1300D Assessor-County Clerk-Recorder	13	156	8%
1400D Controller's Office	10	53	19%
1500D Treasurer - Tax Collector	13	34	38%
1600D County Attorney's Office	5	49	10%
1700D Human Resources Department	5	76	7%
1800D Information Services Department	14	135	10%
1950D First 5 San Mateo County	-	8	-
2000D Retirement Office	-	23	-
2510D District Attorney's Office	13	141	9%
2600D Department of Child Support Services	6	61	10%
3000D Sheriff's Office	129	811	16%
3200D Probation Department	138	383	36%
3300D Coroner's Office	1	15	7%
3570D Local Agency Formation Commission	1	2	50%
3700D County Library	13	135	10%
3800D Planning and Building	15	67	22%
3900D Parks Department includes Coyote Pt.	6	78	8%
4000D Office of Sustainability	8	28	29%
4300D Department of Emergency Management	6	10	60%
4500D Department of Public Works	49	311	16%
5000D Health System	274	2,225	12%
7000D Human Services Agency	80	777	10%
7900D Department of Housing	2	22	9%
Total Vacancies	**837**	**5,799**	**14%**

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

ENGAGE AND RETAIN

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.

EMPLOYEE ENGAGEMENT SURVEY

The County has made employee engagement a priority, and the next survey is scheduled for early 2023.

2019 Employee Engagement Survey Summary

There were several takeaways from the most recent Employee Engagement Survey in FY 2019-20. The overall survey response rate increased from 71% in 2017 to 73% in 2019, and the data represented a snapshot to be considered in the context of events, priorities, organizational change, actions, and leadership commitment at that time. Response rates for most departments increased, which was potentially an indicator of trust. Engagement levels dipped overall but were above the government benchmark. In 2019, 78% of respondents rated their overall experience working at the County as Good/Very Good, and 76% would recommend the County as a great place to work. Both survey items reflected a decrease compared to the prior survey.

Employee Engagement Survey Response	2013	2014	2015	2016	2017	2019
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%
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%

2020-22 Employee Engagement Initiatives

To address the results from the 2019 survey, engagement meetings were conducted with leadership from several departments. Before engagement efforts paused in early 2020 due to the pandemic, many departments held engagement meetings with their teams and started work on initiatives. Departments reported hosting focus groups to discuss survey results, forming internal engagement committees, implementing new employee recognition programs, and increasing work-out-of-class (WOC) opportunities. `

To support engagement efforts countywide during the pandemic, HR curated engagement articles and shared them on the County's engagement Yammer (internal employee social networking platform). Engagement champions continued to attend quarterly meetings to discuss support and resources they and their departments needed. A quarterly newsletter was also created, with each edition focusing on a different engagement theme relating to engagement survey questions. The newsletter was sent to over 1200 managers and supervisors each quarter and covered topics like the importance of 1:1s, resiliency, stay interviews, recognition, exit interviews, and tips on being a supportive leader. Additionally, an engagement class was taught several times on a central engagement concept, "Making Great Days at Work," which has been well attended by employees over the last few years. Furthermore, the Career Talk Series—a new program designed for staff focusing on a variety of career development topics—dedicated multiple sessions to the theme of engagement.

Upcoming 2023 Employee Engagement Survey

In preparation for the upcoming engagement survey in early 2023, 33 check-ins were conducted with engagement champions in Fall 2022. Champions were provided an overview of their 2017 and 2019 engagement survey results to put them in the best position to identify initiatives once the 2023 survey results are received. There are also plans to examine how employee engagement relates to the County's focus on equity, including the addition and analysis of an equity-related question on the engagement survey, as well as continuing to review disaggregated survey responses by various groupings (e.g., department, division, respondent demographics).

PAY EQUITY

The publication of the interactive County Pay Equity Dashboard is one of 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 performance. Key pay equity data is highlighted below. Exercise caution when interpreting the data. Certain variables such as years of service, job-specific duties, market rate of classifications, licensure/certification requirements among many others, may need to be considered when interpreting the observed differences in pay.

The chart below summarizes the headcount and average pay rate by gender as of June 30, 2022. The County's female workforce earned on average 4% less than the male workforce. The pay gap is well below the 2021 National Gender Pay Gap of 16.9% as reported by the Bureau of Labor and Statistics.

Gender	Headcount as of June 30, 2022 (Regular Employees)						Average Pay Rate
	At Pay Rate E Step		Below Pay Rate E Step		Total		
	#	%	#	%	#	%	
Female	2,388	47.9%	683	13.7%	3,071	61.6%	$56.80
Male	1,508	30.3%	403	8.1%	1,911	38.4%	$59.02

Average Pay per Job Classification as of June 30, 2022
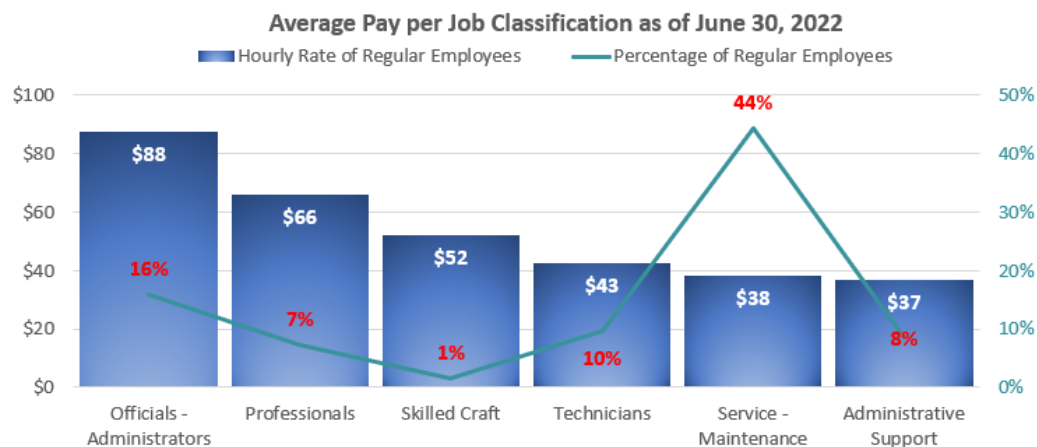
The chart below summarizes workforce by race/ethnicity and Equal Employment Opportunity (EEO) job category as of June 30, 2022:

2022 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	8.9%	21.2%	16.2%	16.1%	14.0%	36.9%	17.4%	15.8%
Officials – Administrator	13.9%	4.5%	8.3%	8.9%	11.2%	2.4%	-	8.9%
Professionals	44.1%	38.5%	55.8%	48.7%	40.9%	15.5%	47.8%	45.3%
Protective Services	16.9%	6.2%	2.6%	8.6%	10.3%	10.7%	8.7%	8.8%
Service – Maintenance	6.1%	10.7%	3.7%	5.1%	8.7%	8.3%	17.4%	6.9%
Skilled Craft	2.0%	0.9%	0.6%	1.0%	1.7%	3.6%	-	1.2%
Technicians	8.1%	18.0%	12.8%	11.6%	13.2%	22.6%	8.7%	13.1%
Total	28.8%	28.7%	27.9%	6.7%	5.5%	1.9%	0.5%	100.0%

About 590 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

As of June 30, 2022, about 1,080 or 22% of regular employees were eligible to retire, including 738 staff who were at least 50 years of age with at least 10 years of service, as well as another 342 staff who were at least 55 years of age with at least 20 years of service. About 8% of employees eligible to retire were management employees, and about 4% of eligible employees were executives (deputy directors and above). Given about 40% of terminations are retirements each year, 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.

Eligibility to Retire	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Employees #	1,115	1,174	1,219	1,174	1,238	1,207	1,176	1,145	1,139	1,080
% of regular employees	N/A	23%	N/A	21%	24%	24%	23%	22%	22%	22%
50|10	787	818	847	815	881	871	843	822	784	738
55|20	328	356	372	359	357	336	333	323	355	342

2022 Retirement Eligibility by Department (Regular Employees)	50-10	55-20	Total Eligible	% Eligible
1100D Board of Supervisors	4	1	5	25%
1200D County Executive's Office/Clerk of the Board	8	4	12	25%
1220D Real Property Services	-	-	-	-
1240D Public Safety Communications	9	2	11	17%
1260D Agricultural Commissioner/Sealer	4	1	5	19%
1270D Revenue Services *	-	1	1	100%
1300D Assessor-County Clerk-Recorder	17	11	28	20%
1400D Controller's Office	5	2	7	16%
1500D Treasurer - Tax Collector	1	4	5	24%
1600D County Attorney's Office	5	2	7	15%
1700D Human Resources Department	10	6	16	22%
1800D Information Services Department	24	18	42	35%
1950D First 5 San Mateo County	1	-	1	13%
2000D Retirement Office	5	2	7	30%
2510D District Attorney's Office	12	5	17	13%
2600D Department of Child Support Services	8	12	20	36%
3000D Sheriff's Office	85	26	111	16%
3200D Probation Department	39	11	50	20%
3300D Coroner's Office	1	1	2	14%
3570D Local Agency Formation Commission	-	-	-	-
3700D County Library	15	8	23	19%
3800D Planning and Building	7	4	11	20%
3900D Parks Department includes Coyote Pt.	7	6	13	19%
4000D Office of Sustainability	1	1	2	10%
4300D Department of Emergency Management	1	-	1	25%
4500D Department of Public Works	36	36	72	27%
5000D Health System	339	135	474	24%
7000D Human Services Agency	93	43	136	20%
7900D Department of Housing	4	1	5	25%
Total	**738**	**342**	**1080**	**22%**

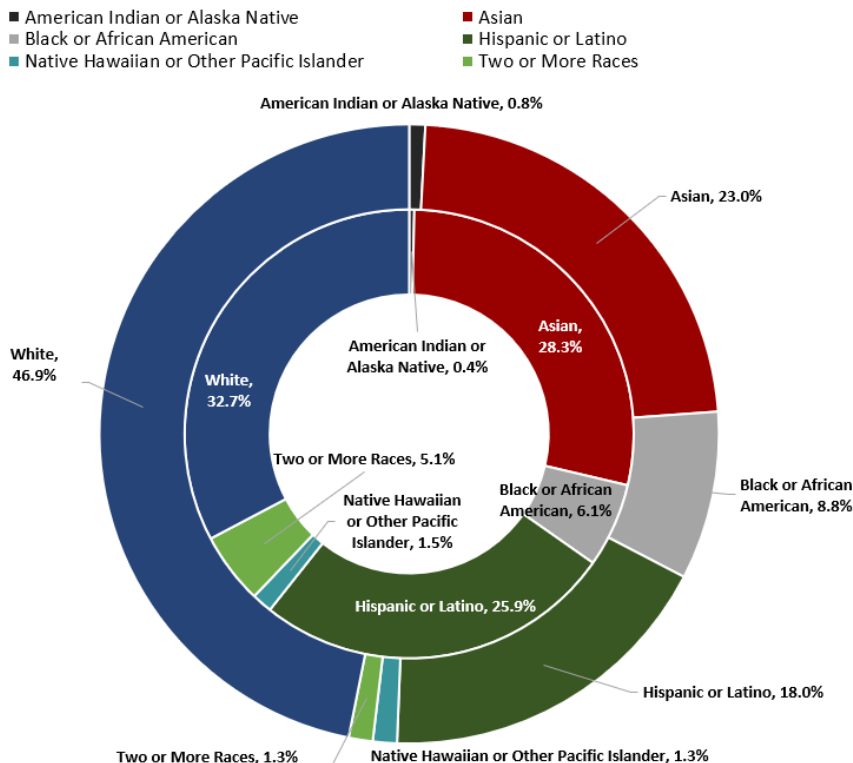*1270D Revenue Services closed during FY 2021-22.

TURNOVER

During the last 10 years, the County's turnover rate ranged from 6% to 12%. **In FY 2021-22, 623 regular employees left County employment, reflecting a 12% turnover rate**, compared to 7% in the prior year. The employees leaving the County had an average of 11.7 years of service, and about 39% of the turnover was due to retirements while 56% was due to resignations, compared to 46% retirements and 49% resignations in the prior year.

FY 2021-22 Termination Type and Reason (Regular Employees)	# of Employees	Percentage of Total Termination	Average Years since Hire
Voluntary Termination	**595**	**95.5%**	**11.9**
Disability Retirement	1	0.1%	19.0
Normal Retirement	244	39.2%	21.9
Resignation	350	56.2%	4.9
Baby Boomers (1946-1964)	21	3.4%	4.2
Generation X (1965-1980)	98	15.7%	7.8
Generation Y/Millennials (1981-1996)	223	35.8%	3.7
Generation Z (1997 and onwards)	8	1.3%	0.9
Involuntary Termination	**28**	**4.5%**	**6.9**
Assignment Ended	2	0.3%	2.5
Death	4	0.6%	16.8
Dismissal for Cause	9	1.5%	9.2
Lay Off	5	0.8%	-
Not Qualified	1	0.2%	0.3
Probationary Rejection	7	1.1%	6.9
Total Termination	**623**	**100.0%**	**11.7**

About 11% of exited employees resigned from the County within a year of hire, compared to 10% in the prior year. This figure has ranged from 10% (FY 2017-18) to 17% (FY 2015-16). Overall turnover and resignations increased in FY 2021-22, however the percentage of resignations by Generation Y/ Millennials decreased to 64%, compared to 69% of resignations in the prior year. About 61% 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 47% of regular employees who lived outside of San Mateo County in the overall County workforce as of June 30, 2022.

FY 2021-22 Terminations by Race/Ethnicity (Regular Employees)

- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Other Pacific Islander
- Two or More Races

American Indian or Alaska Native, 0.8%
Asian, 23.0%
Asian, 28.3%
American Indian or Alaska Native, 0.4%
White, 46.9%
White, 32.7%
Two or More Races, 5.1%
Native Hawaiian or Other Pacific Islander, 1.5%
Black or African American, 6.1%
Black or African American, 8.8%
Hispanic or Latino, 25.9%
Hispanic or Latino, 18.0%
Two or More Races, 1.3%
Native Hawaiian or Other Pacific Islander, 1.3%

The chart on the left shows the race/ethnicity data that was available for the resignations, retirements, and overall terminations in FY 2021-22. The groups with the highest percentages of overall terminations were White (36.5%), followed by Asian (27.6%), and then Hispanic or Latino (22.6%) employees. This was consistent with the three largest race/ethnicity groups in the County's workforce. White employees made up a higher percentage of retirements (46.9%) while Asian employees (28.3%) and Hispanic or Latino employees (25.9%) made up a higher percentage of resignations— compared to their percentage of overall terminations. About 62.5% of terminations were female employees, 37.4% were males, and 0.1% of terminated employees did not report their gender, 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 34%, SEIU Office/Technical Services (e.g., Patient Services Assistants, other office support) at 26%, Management at 11%, and CNA Registered Nurses at 10%. 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)	FY20 #	Turnover FY20 %	FY21 #	Turnover FY21 %	FY22 #	Turnover FY22 %	YOY Trend
AFSCME	149	9%	128	8%	209	12%	+
Attorneys	5	6%	12	15%	7	9%	-
BCTC	7	9%	4	5%	10	12%	+
CNA	62	17%	40	10%	65	17%	+
Confidential	9	9%	6	6%	8	7%	+
Deputy Sheriff's Association (Non-Safety)	7	17%	2	5%	6	14%	+
Deputy Sheriff's Association (Safety)	35	8%	28	7%	48	12%	+
Management	62	11%	52	9%	70	12%	+
Organization of Sheriff's Sergeants	9	15%	4	6%	5	8%	+
PDA	14	8%	19	12%	21	14%	+
SEIU	104	8%	79	6%	162	12%	+
SMCCE	2	12%	1	6%	-	-	.
UAPD	10	9%	5	5%	12	11%	+
Total	**475**	**9%**	**380**	**7%**	**623**	**12%**	**+**

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

Turnover by Department (Regular Employees)	FY20 #	Turnover FY20 %	FY21 #	Turnover FY21 %	FY22 #	Turnover FY22 %
1100D Board of Supervisors	3	15%	1	5%	-	-
1200D County Executive/Clerk of the Board	-	-	2	5%	6	13%
1220D Real Property Services	1	25%	-	-	4	114%
1240D Public Safety Communications	6	10%	4	6%	9	14%
1260D Agricultural Commissioner/Sealer	6	22%	4	16%	1	4%
1270D Revenue Services *	1	5%	3	19%	3	30%
1300D Assessor-County Clerk-Recorder	10	7%	10	7%	17	12%
1400D Controller's Office	4	9%	2	5%	8	18%
1500D Treasurer – Tax Collector	4	16%	3	13%	5	22%
1600D County Attorney's Office	3	7%	3	7%	7	15%
1700D Human Resources Department	8	12%	3	4%	3	4%
1800D Information Services Department	6	5%	6	5%	13	10%
2000D Retirement Office	-	-	2	9%	1	4%
2510D District Attorney's Office	15	11%	15	11%	18	14%
2600D Department of Child Support Services	5	8%	4	6%	8	14%
3000D Sheriff's Office	78	11%	58	8%	82	12%
3200D Probation Department	29	9%	30	10%	38	14%
3300D Coroner's Office	3	27%	-	-	2	15%
3570D Local Agency Formation Commission	-	-	-	-	1	67%
3700D County Library	15	14%	4	3%	15	12%
3800D Planning and Building	6	11%	10	19%	16	30%
3900D Parks Department	5	7%	5	7%	6	9%
4000D Office of Sustainability	5	20%	2	9%	4	18%

Turnover by Department (Regular Employees)	FY20 #	Turnover FY20 %	FY21 #	Turnover FY21 %	FY22 #	Turnover FY22 %
4300D Department of Emergency Management	-	-	-	-	2	50%
4500D Department of Public Works	33	12%	17	6%	41	15%
5000D Health System	181	9%	150	8%	245	12%
7000D Human Services Agency	46	7%	42	6%	65	9%
7900D Department of Housing	2	13%	-	-	3	16%
Total Termination	**475**	**9%**	**380**	**7%**	**623**	**12%**

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

The following table shows termination reason by department:

FY 2021-22 Termination Reason by Department (Regular Employees)	Assignment Ended	Death	Disability Retirement	Dismissal for Cause	Lay Off	Normal Retirement	Not Qualified	Probationary Rejection	Resignation	Total
1200D County Executive's Office/Clerk of the Board	-	-	-	-	1	2	-	-	3	6
1220D Real Property Services	-	-	-	-	-	2	-	-	2	4
1240D Public Safety Communications	-	-	-	-	-	3	-	-	6	9
1260D Agricultural Commissioner/Sealer	-	-	-	-	-	-	-	-	1	1
1270D Revenue Services *	-	-	-	-	1	2	-	-	-	3
1300D Assessor-County Clerk-Recorder	-	-	-	-	-	8	-	1	8	17
1400D Controller's Office	-	-	-	-	-	4	-	-	4	8
1500D Treasurer - Tax Collector	-	-	-	-	-	1	-	1	3	5
1600D County Attorney's Office	-	-	-	-	-	1	-	-	6	7
1700D Human Resources Department	-	-	-	-	-	1	-	-	2	3
1800D Information Services Department	-	-	-	1	-	8	-	-	4	13
2000D Retirement Office	-	-	-	-	-	-	-	-	1	1
2510D District Attorney's Office	-	-	-	-	-	4	-	-	14	18
2600D Department of Child Support Services	-	-	-	-	1	2	-	-	5	8
3000D Sheriff's Office	-	2	1	-	-	36	-	2	41	82
3200D Probation Department	-	1	-	-	-	23	-	-	14	38
3300D Coroner's Office	-	-	-	-	-	-	-	-	2	2
3570D Local Agency Formation Commission	-	-	-	-	-	1	-	-	-	1
3700D County Library	-	-	-	-	-	1	-	-	14	15
3800D Planning and Building	-	-	-	1	-	5	-	-	10	16
3900D Parks Department	-	-	-	-	-	-	-	1	5	6
4000D Office of Sustainability	-	-	-	-	-	-	-	-	4	4
4300D Department of Emergency Management	-	-	-	-	-	1	-	-	1	2
4500D Department of Public Works	-	-	-	3	-	20	-	1	17	41
5000D Health System	2	1	-	3	2	96	1	1	139	245
7000D Human Services Agency	-	-	-	1	-	23	-	-	41	65
7900D Department of Housing	-	-	-	-	-	-	-	-	3	3
Total Termination	**2**	**4**	**1**	**9**	**5**	**244**	**1**	**7**	**350**	**623**

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

STAY INTERVIEWS AND EXIT SURVEYS

HR recommends that supervisors and managers stay connected with their employees and meet regularly 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. 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.

Based on the exit survey responses that were received in FY 2021-22, the top reasons for leaving the County were:

- Lack of promotional opportunities
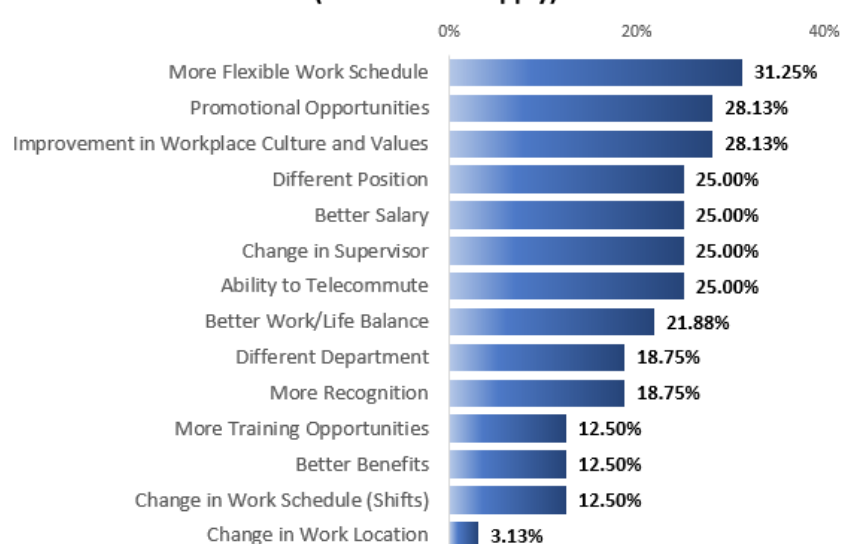- Personal desire for change
- Retirement.

About 98% of respondents would or may work for the County again in the future, and 83% of respondents would recommend the County to a friend or relative.

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.

FY 2021-22 Exit Interview Survey
What could have been done to keep you from leaving?
(Check all that apply)

Reason	%
Improvement in Workplace Culture and Values	26.32%
Better Work/Life Balance	24.56%
Promotional Opportunities	22.81%
Better Salary	22.81%
More Recognition	21.05%
Different Position	19.30%
Change in Workload	17.54%
More Training Opportunities	17.54%
More Flexible Work Schedule	15.79%
Change in Supervisor	15.79%
Nothing could have kept me from leaving	15.79%
Ability to telecommute	14.04%
Change in Work Location	10.53%
Better Benefits	7.02%
Change in Work Schedule (Shifts)	7.02%
More diverse work assignments	5.26%
Different Department	1.75%
Better Retirement	1.75%

FY 2021-22 Exit Interview Survey
What would attract you back to work for the County?
(Check all that apply)

Reason	%
More Flexible Work Schedule	31.25%
Promotional Opportunities	28.13%
Improvement in Workplace Culture and Values	28.13%
Different Position	25.00%
Better Salary	25.00%
Change in Supervisor	25.00%
Ability to Telecommute	25.00%
Better Work/Life Balance	21.88%
Different Department	18.75%
More Recognition	18.75%
More Training Opportunities	12.50%
Better Benefits	12.50%
Change in Work Schedule (Shifts)	12.50%
Change in Work Location	3.13%

DEVELOP AND PREPARE

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

PROMOTIONS AND ADVANCEMENT

In FY 2021-22, there were 694 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). The County's promotion rate, where internal candidates were selected, has been about 70% for management positions and over 50% for all other positions.
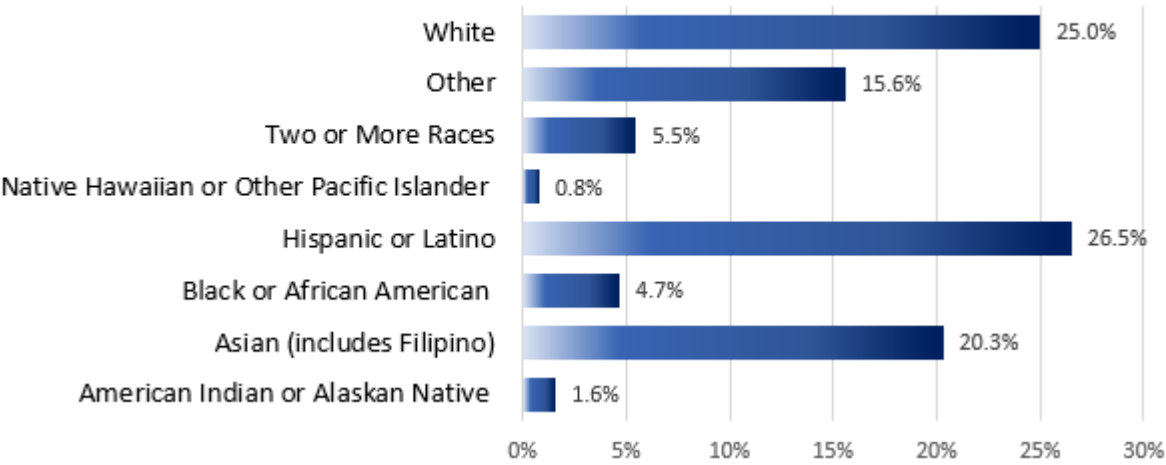
FY 2021-22 Job Promotions/Advancement by Department (All Employees)	Classification Changes			Employment Type Changes						Total
	Promotion	Flexibly Staffed Promotion	Position Studied	Extra Help to Regular	Extra Help Term to Regular	Extra Help to Extra Help Term	Provisional/ Temp to Regular	Extra Help Term to Provisional/ Temp	Unclassified to Classified	
1100D Board of Supervisors	-	1	-	-	1	-	-	-	-	2
1200D County Executive's Office/Clerk of the Board	4	3	1	-	1	-	-	-	-	9
1220D Real Property Services	1	-	-	1	-	-	-	-	-	2
1240D Public Safety Communications	6	5	-	3	-	-	-	-	-	14
1260D Agricultural Commissioner/Sealer	-	5	-	0	-	-	-	-	-	5
1270D Revenue Services *	1	-	-	-	-	-	-	-	-	1
1300D Assessor-County Clerk-Recorder	37	14	-	8	-	1	-	-	-	60
1400D Controller's Office	14	-	-	3	-	-	-	-	-	17
1500D Treasurer - Tax Collector	6	-	-	-	-	-	-	-	-	6
1600D County Attorney's Office	2	2	1	-	1	-	-	-	-	6
1700D Human Resources Department	6	-	3	-	1	-	-	-	-	10
1800D Information Services Department	4	1	-	-	1	-	-	-	-	6
1950D First 5 San Mateo County	1	-	-	-	-	-	-	-	-	1
2000D Retirement Office	2	-	-	-	-	-	-	-	-	2
2510D District Attorney's Office	4	14	-	1	-	-	-	-	-	19
2600D Department of Child Support Services	-	-	-	1	2	-	1	1	-	5
3000D Sheriff's Office	60	5	1	11	-	-	-	-	-	77
3200D Probation Department	8	14	1	-	-	-	-	-	-	23
3300D Coroner's Office	1	-	-	1	-	-	-	-	-	2
3570D Local Agency Formation Commission	1	-	-	-	-	-	-	-	-	1
3700D County Library	17	8	-	7	2	-	-	-	-	34
3800D Planning and Building	5	2	-	1	-	-	-	-	-	8
3900D Parks Department	3	-	-	4	1	1	-	-	-	9
4000D Office of Sustainability	3	-	-	-	2	1	-	-	-	9
4300D Department of Emergency Management	1	-	-	-	-	-	-	-	-	1
4500D Department of Public Works	22	11	-	8	2	-	-	-	-	43
5000D Health System	82	19	8	75	29	9	-	-	1	223
7000D Human Services Agency	58	5	-	23	3	3	-	-	-	92
7900D Department of Housing	4	3	-	-	-	-	-	-	-	7
Total	**353**	**115**	**15**	**147**	**46**	**15**	**1**	**1**	**1**	**694**

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

The chart below shows the race/ethnicity data that was available for the employees who advanced into other positions/classifications in FY 2021-22. The groups with the highest percentages of promotions/ advancement were Hispanic or Latino (26.5%), followed by White (25.0%) employees, and then Asian/Filipino (20.3%). This was consistent with the three largest race/ethnicity groups in the County's workforce.

FY 2021-22 Advancement of All Employees by Race/Ethnicity

Race/Ethnicity	Percentage
White	25.0%
Other	15.6%
Two or More Races	5.5%
Native Hawaiian or Other Pacific Islander	0.8%
Hispanic or Latino	26.5%
Black or African American	4.7%
Asian (includes Filipino)	20.3%
American Indian or Alaskan Native	1.6%

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.

FY 2021-22 accomplishments in this area included:

- **Career Development Toolkit:** Created a Career Toolkit document, providing departments with guidance on the totality of employee development experiences available, apart from solely training.
- **2021 Stanford Local Governance Summer Institute:** Selected a cohort of six executives to participate in Stanford's 2021 LGSI. Evaluations were overwhelmingly positive.
- **Leadership Forums:** Supported the County Executive's vision of periodic Leadership Forums, holding two virtual events in FY 2021-22 around the themes of Equity and Hope.
- **New Employee Welcome:** Ran this program in a fully virtual mode for a second year, onboarding new department heads onto a welcome video. Program consistently gained high evaluation marks.
- **In Person Training:** Successfully brought back select live trainings to an in-person format, holding seven in person trainings from April-June 2022.
- **Regional Training Consortium Academies:** Hosted 100% of all Consortium programs in FY 2021-22, supporting this key regional effort. Restored Lead Worker, Supervisor, and Leadership Academies in 2022. Piloted new formats for all – hybrid for Supervisor and Leadership Academies, and fully virtual for Lead Worker Academy.
- **Academic/University Partnerships:** In collaboration with our community partner school Notre Dame de Namur University, held two academic info sessions highlighting NDNU's evening and weekend programs.

Upcoming priorities include:
- **Tuition Reimbursement:** Study the Tuition Reimbursement Program's reimbursement levels, which have remained static since the 1990s.
- **Cornerstone Skills:** Explore the adoption of Cornerstone LMS's Skills feature, setting the foundation for scaling up the usage of AI-driven career pathway recommendations.
- **In Person Training:** Continue hosting in-person trainings into 2022-23, moving to a permanently hybrid model where virtual courses are a permanent staple of our training program.
- **Hybrid Training:** Explore hybrid trainings, offering at least one session, with on-site attendees and virtual attendees, allowing participation from both audiences. Develop infrastructure around this format.
- **Career Counseling:** Explore offering career counseling as an HR service, with appointments with mentors.
- **New Employee Welcome:** Bring New Employee Welcome back in an in-person format.
- **Essential Supervisory Skills (ESS) Academy:** Bring Essential Supervisor Skills back to an in-person format and explore livestreaming these sessions to meet the demand. Implement a follow up component to ESS.

Other ongoing programs offered at regular intervals include:
- Career Talk series
- Coaching Initiative
- Management Talent Exchange Program (MTEP)
- Career Development Assessment Centers (CDAC)
- Executive Leadership Academy (ELA)
- Management Development Program (MDP)

FY 2021-22 details on our most popular programs follow.

Stepping Up and Leading Up (SULU) Academy
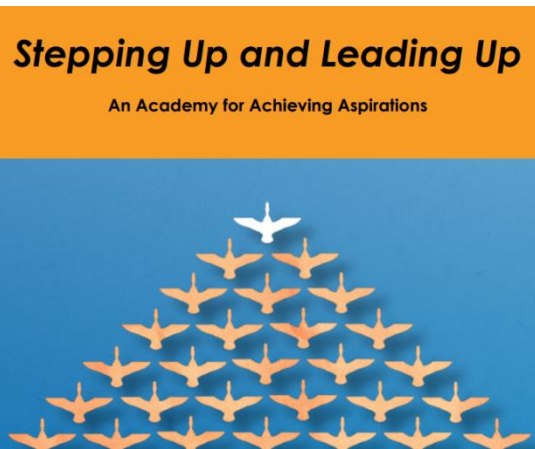
Regardless of your position, anyone can step up and lead up in an organization. The County's Stepping and Leading Up (SULU) Academy is designed for line employees. This five-session Academy covers topics related to career and leadership development; effective communication styles; building productive relationships; and setting SMART goals. Additionally, the Academy provides the opportunity for attendees to explore and identify their career aspirations, strengths, and talents.

In FY 2021-22, 121 staff completed the Stepping Up and Leading Up (SULU) Academy and 137 staff were in progress – having taken at least one of the five sessions. As this program is focused for line staff, our program alumni statistics are more vulnerable to attrition. With attrition, the number of completed and in progress went down this year as compared to last year. However, we foresee these numbers continuing to grow into the future as we gain more program alumni in County service.

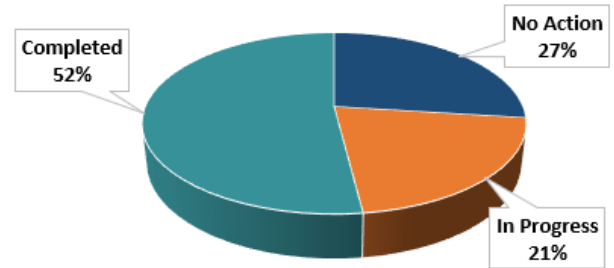| Department	Completed	In Progress*	Total
1200D County Executive/Clerk of the Board	1	3	4
1300D Assessor-County Clerk-Recorder	2	-	2
1400D Controller's Office	1	6	7
1500D Treasurer - Tax Collector	-	1	1
1600D County Attorney's Office	2	-	2
1700D Human Resources Department	9	6	15
1800D Information Services Department	4	8	12
2000D Retirement Office	-	2	2
2510D District Attorney's Office	3	6	9
2600D Department of Child Support Services	4	1	5
3000D Sheriff's Office	10	6	16
3200D Probation Department	11	10	21
3700D County Library	-	2	2
3800D Planning and Building	2	2	4
3900D Parks Department	-	2	2
4000D Office of Sustainability	-	1	1
4500D Department of Public Works	4	4	8
5000D Health System	39	48	87
7000D Human Services Agency	29	27	56
7900D Department of Housing	-	2	2
Grand Total	**121**	**137**	**258**

* Active employees only

Essential Supervisory Skills (ESS) Academy

The Essential Supervisory Skills (ESS) Academy is a training program to support, develop, and benefit employees with supervisory/leadership responsibility. The program's interactive sessions focus on promoting a culture of coaching, setting performance and developmental goals for the individual and the team, providing value-added feedback, creating a culture of wellness, and conducting meaningful performance evaluations.

FY 2021-22
Essential Supervisory Skills Acacdemy
Completion Status

Completed 52%
No Action 27%
In Progress 21%

Recent changes to the program included redesigning the curriculum to better adapt it to a virtual format; Department Heads and Deputy Directors were recruited as new instructors; and a new session on Wellness was incorporated into the academy. **In FY 2021-22, 465 (52%) of our supervisors/managers had completed ESS and 182 (21%) 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	8	2	12	22
1240D Public Safety Communications	8	3	2	13
1260D Agricultural Commissioner/Sealer	4	2	-	6
1270D Revenue Services	1	-	-	1
1300D Assessor-County Clerk-Recorder	4	7	28	39
1400D Controller's Office	11	3	4	18
1500D Treasurer - Tax Collector	4	1	1	6
1600D County Attorney's Office	4	1	2	7
1700D Human Resources Department	10	7	8	25
1800D Information Services Department	21	3	5	29
1950D First 5 San Mateo County	2	-	1	3
2000D Retirement Office	3	1	3	7
2510D District Attorney's Office	6	3	10	19
3200D Probation Department	26	16	5	47
3300D Coroner's Office	2	-	2	4
3570D Local Agency Formation Commission	-	1	-	1
3800D Planning and Building	7	2	6	15
3900D Parks Department	12	8	11	31
4000D Office of Sustainability	4	1	2	7
4500D Department of Public Works	36	9	12	57
5000D Health System	227	74	97	395
7000D Human Services Agency	64	32	30	126
7900D Department of Housing	1	4	-	5
2600D Department of Child Support Services*				
3000D Sheriff's Office*				
3700D County Library*				
Grand Total	**465**	**182**	**239**	**886**

* 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.

Tuition Reimbursement

Tuition Reimbursement (TR) is a benefit that promotes the academic development of our workforce/employees by furthering their knowledge, skills, and abilities and preparing them to meet the opportunities and challenges ahead. Regular, Provisional, and Term employees can take advantage of the Tuition Reimbursement program to attend post-secondary school, college courses, certification programs, and/or conferences/workshops.
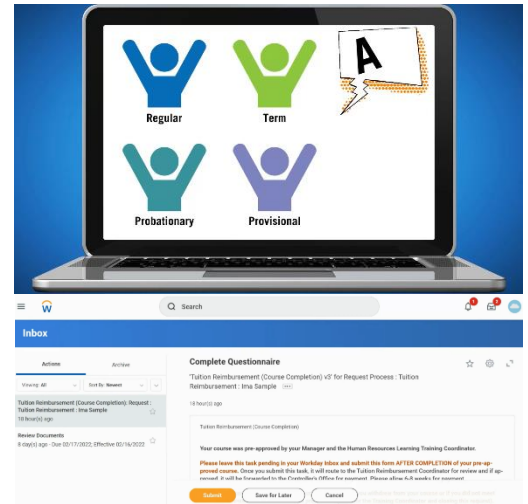
In FY 2021-22, the Tuition Reimbursement Program successfully moved to a paperless request process through Workday, increasing program ease of use and accessibility. **This past fiscal year, there were 403 tuition reimbursements for continued education, compared to 530 in FY 2020-21.** This figure represents a return to the mean, as reimbursement requests spiked in 2020-21 with employees taking more virtual classes than usual due to the pandemic's effects on higher education. We foresee the number of reimbursements holding steady at these levels into next year, especially as higher education costs continue to increase year over year.

Department	FY 17-18 # of TR Claims	FY 18-19 # of TR Claims	FY 19-20 # of TR Claims	FY 20-21 # of TR Claims	FY 21-22 # of TR Claims	FY 21-22 Utilization %
1200D County Executive/Clerk of the Board	10	11	2	4	12	20.3%
1260D Agricultural Commissioner/Sealer	-	-	-	-	1	3.8%
1270D Revenue Services	-	6	4	2	-	-
1300D Assessor-County Clerk-Recorder	-	2	-	-	9	6.2%
1400D Controller's Office	-	8	-	-	8	17.8%
1500D Treasurer - Tax Collector	6	2	10	17	10	47.6%
1700D Human Resources Department	18	17	23	15	3	3.7%
1800D Information Services Department	8	6	2	1	-	-
1950D First 5 San Mateo County	-	9	5	7	1	12.5%
2510D District Attorney's Office	4	6	7	11	2	1.6%
2600D Department of Child Support Services	7	10	11	9	7	12.7%
3000D Sheriff's Office	194	211	97	113	75	11.0%
3200D Probation Department	18	22	33	54	38	15.5%
3300D Coroner's Office	-	-	2	2	3	21.4%
3700D County Library	17	29	26	13	17	13.5%
3800D Planning and Building	11	5	-	1	8	14.8%
3900D Parks Department	1	-	1	-	3	4.1%
4000D Office of Sustainability	2	14	5	12	9	31.0%
4500D Department of Public Works	27	14	8	1	1	0.4%
5000D Health System	155	113	112	183	112	5.6%
7000D Human Services Agency	75	53	39	67	73	10.4%
7900D Department of Housing	7	1	2	18	11	52.4%
Other	14	-	-	-	-	-
Grand Total	**574**	**539**	**389**	**530**	**403**	**7.9%**

Data includes only those reimbursed. Utilization percentage is for reference only and is calculated based on eligible count of employee as of June 30, 2022. Top three percentage are highlighted in green font.
San Mateo Medical Center employees are not captured in the table above, due to separate Tuition Reimbursement funding source.

E-Libraries

HR continues to subscribe to two e-libraries provided by our LMS vendor, Cornerstone: **Professional Skills** and **Leadership & Management**.

- **Professional Skills E-Library:** 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 1,500 online trainings.

- **Leadership & Management E-Library**: Available to management, this e-library contains over 600 titles on leadership topics such as delegation, coaching, workplace influence, and driving organizational culture change.

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 2020-21	FY 2021-22
Leadership & Management E-Library	280	441
Professional Skills E-Library	22817	14004

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 2021-22, there were 18,849 training participants. The number of employees trained in FY 2021-22 decreased by 34% from the previous year as we continue our descent from the spike in e-learning consumption triggered by the pandemic. Moving forward, we foresee training participants figures to stabilize at or slightly below this range.

A total of 3,059 (64.4%) Regular, Term and Provisional employees met the 20-Hour Training Policy, compared to 3,246 (65.1%) and 3,283 (66%) employees who met the policy in FY 2020-21 and FY 2019-20 respectively. Ten of the 27 departments had 80% or more eligible employees meet the 20-Hour Training Policy. Percentages of compliance are below the pre-pandemic total of 3,765 (75%) employees in FY 2018-19.

20-Hour Training Scorecard by Department (Regular/Term/Provisional employees)	Met Policy					% Compliance					FY22 80% Compliance
	FY 18	FY 19	FY 20	FY 21	FY 22	FY 18	FY 19	FY 20	FY 21	FY 22	
1200D County Executive/Clerk of the Board	21	15	12	9	14	75%	38%	22%	17%	23%	
1240D Public Safety Communications	28	52	14	46	30	52%	93%	26%	85%	56%	
1260D Agricultural Commissioner/Sealer	23	20	20	16	24	96%	83%	91%	70%	96%	Y
1270D Revenue Services *	N/A	2	16	11	1	N/A	12%	89%	69%	25%	
1300D Assessor-County Clerk-Recorder	20	26	15	5	6	18%	23%	12%	4%	4%	
1400D Controller's Office	37	46	38	28	37	95%	98%	93%	67%	97%	Y
1500D Treasurer - Tax Collector	8	9	9	15	13	20%	45%	47%	68%	72%	
1600D County Attorney's Office	19	24	6	21	21	45%	63%	15%	46%	50%	
1700D Human Resources Department	60	60	50	42	49	86%	81%	68%	58%	67%	
1800D Information Services Department	131	135	112	105	98	100%	99%	88%	84%	84%	Y
1950D First 5 San Mateo County	1	2	-	1	-	17%	25%	-	11%	-	
2000D Retirement Office	18	19	22	22	22	95%	100%	100%	100%	100%	Y
2510D District Attorney's Office	70	49	54	92	72	61%	44%	44%	74%	63%	
2600D Dept. of Child Support Services	56	48	43	47	43	88%	76%	65%	72%	80%	Y
3000D Sheriff's Office	583	642	540	544	510	89%	95%	79%	82%	79%	
3200D Probation Department	312	305	294	277	235	94%	97%	97%	98%	96%	Y
3300D Coroner's Office	12	12	8	10	11	100%	100%	89%	83%	92%	Y
3570D Local Agency Formation Commission	2	-	1	1	1	100%	-	50%	50%	100%	Y
3700D County Library	70	61	54	22	20	65%	54%	52%	18%	19%	
3800D Planning and Building	14	10	8	4	5	28%	22%	17%	8%	13%	
3900D Parks Department	36	51	42	39	53	69%	78%	63%	57%	76%	
4000D Office of Sustainability	26	31	23	19	19	87%	86%	92%	70%	79%	
4300D Office of Emergency Services	N/A	N/A	N/A	1	1	N/A	N/A	N/A	14%	25%	
4500D Department of Public Works	173	185	214	213	216	73%	74%	87%	83%	87%	Y
5000D Health System	1287	1312	1110	1043	1005	64%	65%	55%	53%	54%	
7000D Human Services Agency	555	612	532	564	534	87%	97%	84%	87%	84%	Y
7900D Department of Housing	46	37	46	49	19	85%	63%	75%	77%	31%	
Other	3	-	-	-	-	19%	-	-	-	-	
Grand Total	**3609**	**3765**	**3283**	**3246**	**3059**	**73%**	**75%**	**66%**	**65%**	**64%**	

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