



COUNTY OF SAN MATEO HUMAN RESOURCES DEPARTMENT

STRATEGIC PLAN 2025-2027

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EXECUTIVE SUMMARY



The County of San Mateo Human Resources (HR) Department is committed to fostering an inclusive workplace, supporting employee growth, and promoting a positive employee experience. HR partners with County departments to hire, develop, and retain talent who can deliver exceptional services to the community, all while maintaining a focus on people, equity, and innovation. This is achieved through services, initiatives, and programs that prioritize employee development, well-being, and a supportive organizational culture.

Values - The HR Department upholds several key values: People-Focused Service; Honesty, Integrity, and Trust; Care and Compassion; Communication and Collaboration; Diversity, Equity, Inclusion, Belonging, and Accessibility (DEIBA); Creativity and Innovation; Employee Development; Exemplary Leadership; Safety and Well-Being; and Quality Results.

HR Services - The department provides a broad range of services related to Talent Acquisition; Classification and Compensation; Employee Benefits and Wellness; Employee and Labor Relations; Equal Employment Opportunity; Human Resources Information Management, Administrative Services and Finance; Learning and Development; Organizational Development; Risk Management; Mail Services; and Commissions (Civil Service Commission, LGBTQIA+ Commission, Commission on the Status of Women, and Domestic Violence Council).

Focus Areas - HR is focused on initiatives that encompass the following areas:

- **Awareness and Attraction**

- **Awareness:** Market the County's brand through events, social media, and community outreach programs, particularly to underserved groups and for hard-to-fill positions.
- **Attraction:** Build talent pipelines and workforce partnerships with military, educational, and community organizations, as well as offer hiring incentives and expanded benefits.

• Employee Growth and Success

- **Employee Growth:** Promote continuous learning and development, such as executive education, supervisory skills development, and succession planning within departments.
- **Success:** Equip employees with resources to manage their careers and encourage their success, including coaching, reskilling/upskilling opportunities, and career mobility/pathway tools.

• People Experience and Culture

- **People Experience:** Enhance the experiences of the people HR serves, including through engagement and recognition programs, flexible work environments, and robust benefits offerings.
- **Culture:** Foster an inclusive organizational culture, including a focus on whole-person well-being and resources for managers to aid in employee retention, such as how to manage hybrid teams.

• Equity and Innovation

- **Equity:** Promote an inclusive work environment that fosters DEIBA, including implementing actions from the Countywide and HR Equity Action Plans; publishing pay equity data and resources; and deploying strategies.
- **Innovation:** Modernize operations by leveraging technology and creative solutions to improve HR services, such as exploring new systems and artificial intelligence to support employees.

Performance Measures - HR emphasizes data-driven decision making and measures the success of various programs through key metrics, such as:

- Talent pipeline success, vacancy rate, time to fill vacancies, employee turnover rate, and manager satisfaction with new hires.
- Promotion rate, satisfaction with training, and application of skills after training.
- Satisfaction with HR services, employees who would recommend working at the County, and participation and impact of wellness programs.
- DEIBA outreach to diverse and underrepresented groups.

In summary, through equity and innovation, HR is committed to supporting the County's workforce to meet both current and future challenges. HR is dedicated to fostering an inclusive, innovative, and engaging work environment that promotes the growth, development, and retention of a talented workforce that delivers high-quality services to the community. HR's logo symbolizes the department's focus on people and culture, and it is designed to capture the feeling of connection and purpose. Together, we can move forward in our pursuit of serving our community—with County HR providing the foundation to forge connections along the way.



COUNTY OF SAN MATEO
HUMAN RESOURCES DEPARTMENT

MISSION



In collaboration with County departments, the Human Resources Department focuses on people in our approach to hiring, developing, and retaining the County's workforce by delivering equitable and innovative services that promote a positive employee experience and organizational culture where staff can grow and succeed while providing exceptional services to the community.

EQUITY STATEMENT



People are our foundation, diversity is our strength, inclusion is our value, belonging is our culture, accessibility is our commitment, equity is our practice.

VALUES

People-Focused Service

We have a passion for service and take pride in exceeding the expectations of the people, departments, and communities we serve.

Honesty, Integrity, and Trust

We honor our commitments and conduct business in a manner that promotes equity, respect, honesty, and trust.

Care and Compassion

We demonstrate empathy, understanding, and concern during our interactions with others and in the services we provide.

Communication and Collaboration

We solicit the input of others and communicate with transparency while respecting diverse perspectives, backgrounds, and experiences through professional partnerships in all our endeavors.

Diversity, Equity, Inclusion, Belonging, and Accessibility

We are committed to challenging and correcting racial and social disparities by addressing barriers to accessibility, cultivating inclusion and belonging in our culture, as well as building a shared sense of responsibility in upholding equitable practices.

Creativity and Innovation

We welcome new possibilities and novel ideas that inform risk-taking to foster continuous improvement.

Employee Development

We are committed to maximizing the potential of every individual and supporting the County as a learning organization that promotes growth and development.

Exemplary Leadership

We lead by example and are advocates of equitable practices in the behaviors, policies, and accountability structures throughout the organization.

Safety and Well-Being

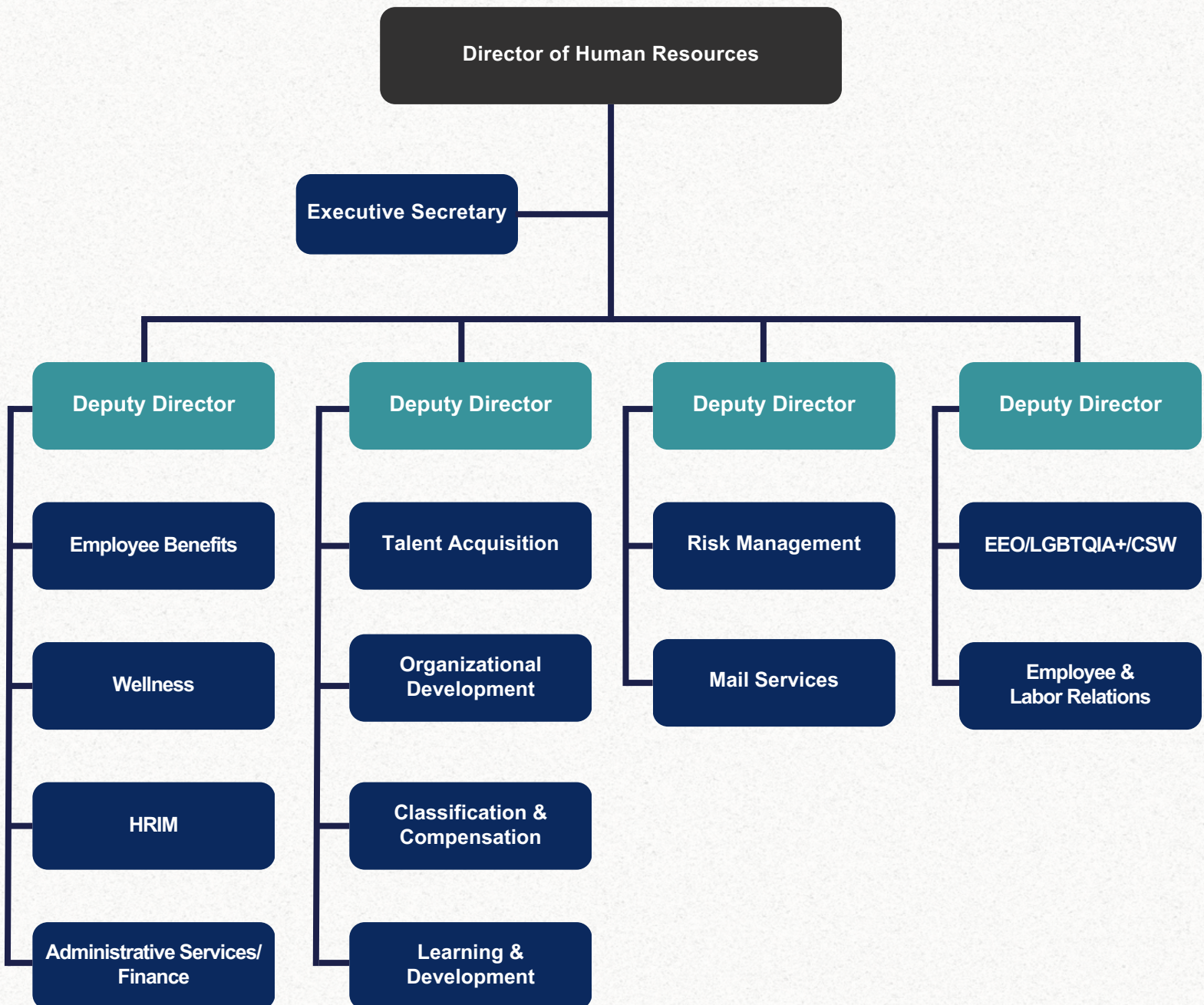
We are dedicated to facilitating a safe, healthy, and productive work environment that supports the well-being, success, and self-determination of those staffed and served at the County.

Quality Results

We believe those we serve deserve both excellent service and quality outcomes.



ORGANIZATIONAL CHART



SERVICES

Talent Acquisition

Provides innovative, equitable, and inclusive hiring and retention services to departments, employees, and job seekers to ensure the County employs a qualified and diverse workforce that delivers essential services to the public.

Classification & Compensation

Manages a competitive and fair compensation system, as well as standardized and equitable classifications that define the scope and skills required of all County jobs.

Employee Benefits & Wellness

Provides benefits and wellness services to employees, retirees, and their dependents based on their individual needs to maximize cost effectiveness, decrease barriers to preventive care access, and encourage quality health outcomes.

Employee & Labor Relations

Provides strategic guidance on employee performance and conduct, labor contracts, investigating and resolving complaints, and negotiating agreements to promote collaborative relationships among employees, leadership, and employee organizations.

Equal Employment Opportunity/LGBTQIA+ Commission/Commission on the Status of Women

Fosters an inclusive and equal employment work environment for staff and the diverse community served; promotes a harassment- and discrimination-free workplace; investigates EEO complaints; and provides guidance, training, and resources.

Human Resources Information Management/Administrative Services/Finance

Provides technology and workforce information through Human Capital Management systems and programs for departments, employees, and the public; as well as administrative/financial services to HR staff and support to the Civil Service Commission.

Learning & Development

Creates and promotes individual capacity to boost organizational effectiveness via diverse programming for all levels of employees who work for the County and regional partners.

Organizational Development

Supports the County's workforce and the community through talent pipeline and internship programs designed to foster equity and inclusion; organizational development and employee retention programs; and communications for HR.

Risk Management

Provides identification, assessment, monitoring, mitigation, and management of potential risks and exposures to the County's assets; and promotes safety, inclusion, accessibility, and well-being through education and compliance for employees and the public.

Mail Services

Distributes internal and postal mail for all County departments; and provides accurate, timely, and cost-effective services to enhance communication and operational efficiency across the County.

FOCUS AREAS

AWARENESS AND ATTRACTION



AWARENESS

Market the County's brand through events, social media, and community outreach programs, particularly to underserved groups and for hard-to-fill positions.

ATTRACTION

Build talent pipelines and workforce partnerships with military, educational, and community organizations, as well as offer hiring incentives and expanded benefits.

EMPLOYEE GROWTH AND SUCCESS



EMPLOYEE GROWTH

Promote continuous learning and development, such as executive education, supervisory skills development, and succession planning within departments.

SUCCESS

Equip employees with resources to manage their careers and encourage their success, including coaching, reskilling/upskilling opportunities, and career mobility/pathway tools.

PEOPLE EXPERIENCE AND CULTURE



PEOPLE EXPERIENCE

Enhance the experiences of the people HR serves, including through engagement and recognition programs, flexible work environments, and robust benefits offerings.

CULTURE

Foster an inclusive organizational culture, including a focus on whole-person well-being and resources for managers to aid in employee retention, such as how to manage hybrid teams.

EQUITY AND INNOVATION



EQUITY

Promote an inclusive work environment that fosters DEIBA, including implementing actions from the Countywide and HR Equity Action Plans; publishing pay equity data and resources; and deploying strategies.

INNOVATION

Modernize operations by leveraging technology and creative solutions to improve HR services, such as exploring new systems and artificial intelligence to support employees.



AWARENESS AND ATTRACTION

GOAL

Develop a robust recruitment strategy that enhances awareness of employment at the County and attracts a qualified, diverse workforce.

AWARENESS

Enhance visibility and awareness of the County's brand and increase engagement with candidates.

- Market the County's employer brand in the speaker series, workforce spotlights, public service career fairs, one-day hiring events, and social media to connect with job seekers and showcase County jobs as work with purpose.
- Customize recruitment advertising strategies based on position and department needs, particularly for hard-to-fill positions such as social workers.
- Develop and evaluate effectiveness of new employer brand marketing strategies to reach a wider range of candidates.
- Build relationships with external agencies, non-profits, and local educational institutions (high schools, colleges, and universities) through community outreach.
- Feature success stories of interns on social media to recruit the next generation of employees.
- Use HR Information System analytics, dashboards, and workforce planning reports to determine countywide and departmental workforce trends that can inform recruitment strategies.
- Earn diversity-friendly employer designations for the County to demonstrate that the organization meets or exceeds industry benchmarks.



ATTRACTION

Attract top talent by creating pipeline opportunities and highlighting the benefits that the County offers.

- Create new talent pipelines for employment into the County with a focus on hard-to-fill positions and job certifications.
- Advance workforce partnerships with underserved groups, including military organizations.
- Expand and explore new apprenticeship/internship/fellowship programs and career access opportunities, including connecting additional County departments with military/veterans' programs, such as SkillBridge and Army PaYS.
- Improve access to various Jobs For Youth (JFY) services, the Supported Training and Employment Program (STEP) for foster youth, and Live in Peace Hoover Fellowships to reduce barriers to entry while increasing community outreach.
- Measure effectiveness of marketing and pipeline initiatives, such as tracking candidates' success in obtaining permanent employment.
- Market Employee Benefits, Well-being, and Learning programs during the recruitment process, as well as the County's culture of Creating a Remarkable Experience (CARE).
- Offer hiring incentives and explore new Benefit offerings related to housing, childcare, long-term care, student loan matching, and other voluntary benefits.
- Partner with the Office of Racial and Social Justice to implement Anchor Institution Inclusive Workforce staffing policy recommendations.
- Collaborate with departments on talent acquisition strategies that are customized to the needs of their workforce, including promoting hiring guides and resources to enhance recruitment efforts.
- Improve accessibility of job announcements.



PERFORMANCE MEASURES

- Talent Pipeline Success
- Vacancy Rate
- Time to Fill Vacancies
- Employee Turnover Rate
- Manager Satisfaction with New Hires



EMPLOYEE GROWTH AND SUCCESS

GOAL

Empower staff with resources, training, and opportunities to enhance skills and career mobility, fostering continuous learning and contributing to organizational success by growing our own employees.

EMPLOYEE GROWTH

Support employee development through learning opportunities, training courses, and leadership programs.

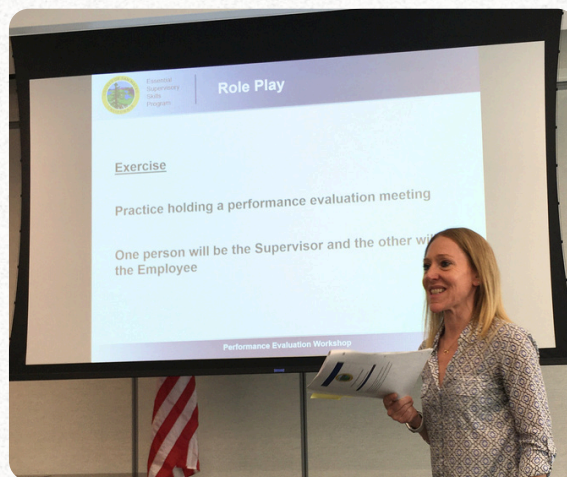
- Promote learning programs geared towards each level of the organization (e.g., academies for executives, managers, supervisors, leads or line staff).
- Develop executive leadership through successful executive education programs.
- Support supervisory skills development, including preparing line staff who want to transition to a supervisor role.
- Introduce new pre-supervisor training offerings to bridge the skills gap that can occur during the transition from line staff to supervisor.
- Create opportunities for supervisors and managers to develop and expand the skills needed for promotion, including facilitating assessment centers and updating training curriculum to stay up to date with current leadership topics and trends.
- Re-launch the new Talent Accelerator Program to develop, guide, and support non-management staff in advancing their County careers.
- Evaluate training participation data to track progress on the County's 20-hour training policy and reduce barriers that are preventing completing learning opportunities and training goals.
- Design, facilitate, and evaluate countywide and department-specific training sessions and education to help employees, supervisors, and managers build their knowledge and skills related to various HR topics, including the Americans with Disabilities Act (ADA), Classification and Compensation, Employee and Labor Relations, Equal Employment Opportunity, Risk Management, and Workers' Compensation.
- Promote staff development within departments, such as employee performance development plans, cross-training, knowledge transfer, stretch opportunities, and succession planning to align with departments' future strategy.



SUCCESS

Equip employees with practical tools, resources, and guidance to enhance their performance, manage their careers, and encourage their success.

- Empower employees by promoting self-directed career management where employees own their development.
- Facilitate various coaching programs, including the Performance and Development, Internal Coaching, and career counseling/mentoring programs.
- Explore technology enhancements to career mobility and career ladder resources, including automated tools that can suggest career options based on skills and training.
- Develop, maintain, and centralize resources, guides, and toolkits on key HR information and processes for employees, supervisors, and managers.
- Provide reskilling and upskilling opportunities, such as artificial intelligence (AI) training in conjunction with the County's new AI policy, to support employees with their work in the future.



PERFORMANCE MEASURES

- Promotion Rate
- Satisfaction with Training
- Application of Skills After Training



PEOPLE EXPERIENCE AND CULTURE

GOAL

Enhance engagement and retention through people-focused processes and fostering a supportive, inclusive culture where staff feel valued.

PEOPLE EXPERIENCE

Promote a positive and engaging experience in all HR services.

- Enhance the overall experiences of the people HR serves, starting with the applicant/candidate experience, throughout the employee lifecycle, and into retirement.
- Work with departments on engagement strategies to meet the unique needs of their employees, including ways to recognize staff and encourage a flexible work environment, such as telework and hybrid/flexible schedules.
- Promote employee engagement and recognition programs, including the Innovation Challenge and STARS Awards.
- Roll out the updated and streamlined Ergonomic Evaluation Program with new standards to create a safe and healthy work environment.
- Partner with labor committees to explore new and expanded benefit offerings to support employees.
- Develop initiatives and benefits that help employees with housing, such as benefit plans, subsidies, or community partnerships to find viable housing solutions for employees.



CULTURE

Foster an organizational culture of well-being, inclusion, and belonging to encourage employee retention.

- Educate and inform managers and supervisors about various HR programs and policies through trainings and a centralized resource hub, as well as empower them in the key role they play in supporting and retaining their employees, which can contribute to the overall organizational culture.
- Provide resources for managers, including sharing toolkits on Succession Planning, Career Development, and Managing Hybrid Teams; revamping the Employee Relations Handbook and mobile application; and facilitating training on Risk Management Services.
- Take a whole-person well-being approach in employee wellness initiatives by promoting physical, emotional, financial, social, and mental well-being programs and tools.
- Conduct a Request for Proposals (RFP) for medical plans to explore cost containment strategies and maintain plan options that are a key benefit for attracting and retaining staff.
- Customize Benefits communications to employees, families, and retirees to help them best leverage the benefits and resources available to them.
- Connect with departments to provide employee benefits education, wellness strategies, and mental health resources, as well as incorporate employee safety into existing programs, to encourage employee engagement and well-being.
- Collaborate with the Office of Racial and Social Justice to develop tools for creating a culture of belonging and inclusion.
- Explore new employee mixer and mentorship programs to build connections and a sense of belonging among staff.
- Practice our principles and show that HR leads by example through internal initiatives to enhance the culture within the department, such as DEIBA trainings and celebrations in HR.



PERFORMANCE MEASURES

- Satisfaction with HR Services
- Employees who Would Recommend Working at the County
- Participation and Impact of Wellness Programs



EQUITY AND INNOVATION

GOAL

Modernize HR operations using equitable and innovative workforce practices.

EQUITY

Support an inclusive work environment that fosters diversity, equity, inclusion, belonging, and accessibility.

- Implement actions from the Countywide and HR Equity Action Plans, including Anchor Institution strategies and internal HR departmental equity initiatives.
- Increase transparency of County's pay practice by publishing updated pay equity data, as well as expanding strategies, online guidelines, resources, and educational materials related to pay.
- Use data metrics to evaluate DEIBA in HR programs and services.
- Engage with the workforce and community through countywide committees, commissions, and events to learn more about them and their needs.
- Revise classification specifications using a competency-based model, including removing gendered or biased language, in alignment with skills-based hiring strategies.
- Complete new accessibility construction projects as recommended by the County's ADA Transition Plan, in collaboration with the Department of Public Works and other County departments.
- Create Title I and Title II ADA policy, as well as refine the Disability Unit within Risk Management.



INNOVATION

Leverage innovative technologies and creative solutions to enhance/transform processes, boost efficiency, and create a dynamic, responsive workplace.

- Update Civil Service Commission Rules to align personnel administration with current work environment.
- Conduct labor negotiations to ensure alignment with benefits, payroll, and classifications.
- Partner with departments on succession and workforce planning using data and talent insights.
- Enhance technology in HR, including exploring artificial intelligence (AI) chatbots and one-way video interviews, as well as expanding Career Path tool usage, HR information system functionality, and access to data.
- Facilitate HR staff skills development in their roles as business partners.
- Conduct an RFP for a new learning experience platform and implement an upgrade or replacement of the County's learning management system.
- Evaluate program structure and services through operational reviews and customer service feedback of HR and Mail Services to enhance efficiencies, educate County departments on our services, and better meet organizational needs.



PERFORMANCE MEASURES

- DEIBA Outreach to Diverse and Underrepresented Groups
- Participation in DEIBA Trainings and Events



STRATEGIC PLAN OVERVIEW

Mission

In collaboration with County departments, the Human Resources Department focuses on people in our approach to hiring, developing, and retaining the County's workforce by delivering equitable and innovative services that promote a positive employee experience and organizational culture where staff can grow and succeed while providing exceptional services to the community.

Equity Statement

People are our foundation, diversity is our strength, inclusion is our value, belonging is our culture, accessibility is our commitment, equity is our practice.

Values

- People-Focused Service • Honesty, Integrity, and Trust • Care and Compassion • Communication and Collaboration
- Diversity, Equity, Inclusion, Belonging, and Accessibility • Creativity and Innovation • Employee Development
- Exemplary Leadership • Safety and Well-Being • Quality Results



AWARENESS AND ATTRACTION

GOAL

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EMPLOYEE GROWTH AND SUCCESS

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INNOVATION

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VISIT OUR WEBSITE



COUNTY OF **SAN MATEO**
HUMAN RESOURCES DEPARTMENT



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