

# WORKFORCE PLANNING REPORT

2024 - 2025

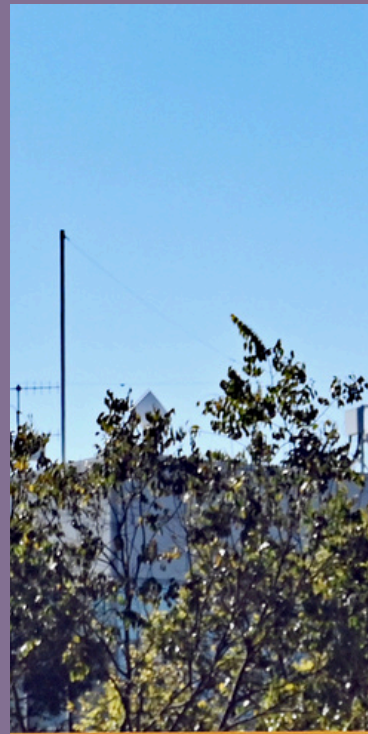


COUNTY OF SAN MATEO



# Table of Contents

Workforce Planning Overview.....	3
• Key Data & Initiatives.....	4
• Workforce Planning Report Summary.....	6
Workforce Demographics.....	7
• Authorized Positions.....	8
• Average Age of Workforce.....	9
• Generations in the Workplace.....	10
• Race/Ethnicity.....	11
• Gender.....	15
• Employee Residency.....	17
Awareness & Attraction.....	21
• Strategies.....	22
• Vacancies.....	23
• Recruitments & New Hires.....	25
• Satisfaction with New Hires.....	27
• Incentives for Hard-to-Fill Positions.....	28
People Experience & Culture.....	29
• Strategies.....	30
• Employee Engagement Survey.....	31
• Pay Equity.....	32
• Eligibility to Retire.....	33
• Turnover.....	35
• Stay Interviews & Exit Surveys.....	39
Employee Growth & Success.....	42
• Strategies.....	43
• Learning & Development.....	44
• Leadership Development.....	47
• Promotions & Advancement.....	51
Workday Department Resources.....	53



**COUNTY** OF  
**SAN MATEO**

**Government  
Center**

↑ County  
Office  
Buildings  
455. 500. 555

↑ Hall of  
Justice  
700



# WORKFORCE PLANNING OVERVIEW

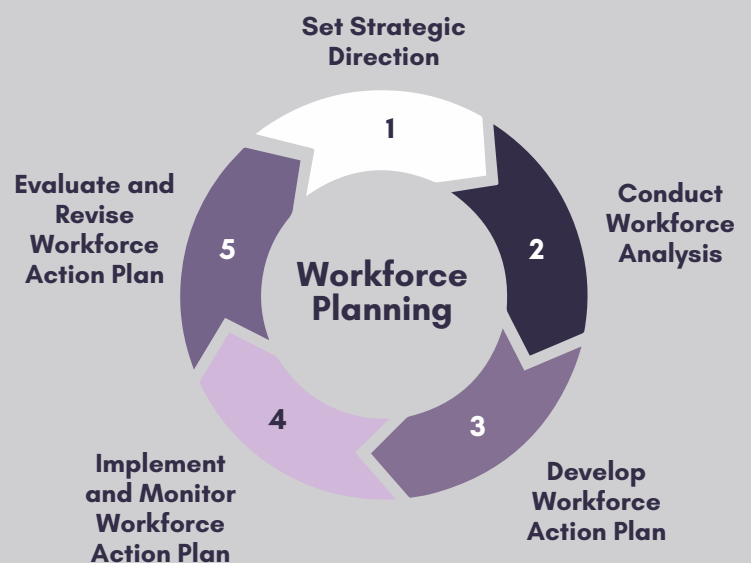
The Human Resources (HR) Department is pleased to present the Workforce Planning Report for Fiscal Year (FY) 2024-25 to accompany the Workforce Data Planning Dashboard in Workday.

Review the data in this report and the information on the programs and initiatives to support the workforce that can be incorporated into a workforce action plan. Web links with program details are included throughout this report where available.



**Workforce planning is important to ensure we are prepared for short- and long-term challenges that may arise.**


**Departments can conduct continuous workforce planning by following these steps:**





# Key Data & Initiatives

## WORKFORCE DEMOGRAPHICS:

The County is building an inclusive work environment. Departments are encouraged to conduct analyses to understand the makeup of their workforce, including reviewing data metrics with workforce planning to better prepare proactive staffing efforts; being strategic in all steps of the recruitment process; participating in community and staff outreach events; and engaging with tools, trainings, and resources to support employees.

**84%**   
of County Workforce were  
Generation X and Y/Millennials

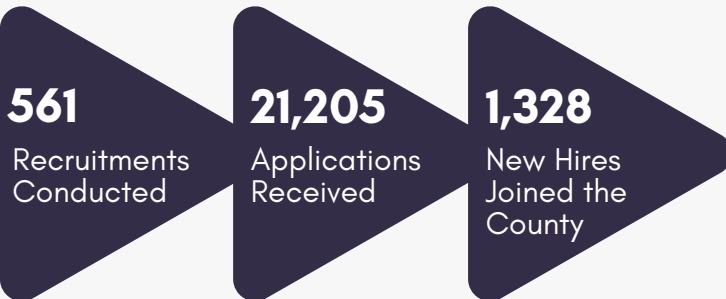
 **62.0%**  
Female

 **37.8%**  
Male

**0.2%**  
Not Declared

## RECRUITMENTS & APPLICATIONS:

Departments can partner with HR to develop strategic hiring campaigns specific to their needs, including advertising, hiring events, and candidate outreach through external organizations--all while highlighting County jobs as Work with Purpose.



**636**  
Vacancies

**11%**  
Vacancy Rate



## INCENTIVE PROGRAMS:

Hiring incentive programs are used to attract top talent to County hard-to-fill positions, including offering advance sick leave and vacation hours to experienced candidates, as well as encouraging current staff to earn employee referral bonuses by referring successful candidates to hard-to-fill positions.

**154**  
Job Placements  
into Hard-to-Fill  
Positions



## LEARNING & DEVELOPMENT:

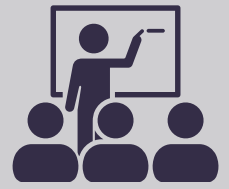
The County continues to invest in programs to support the development of staff across all levels of the organization and create leadership pipelines. Departments can encourage employees to participate in continuous learning and offer opportunities to further develop their skillset.

**27,928**

Training  
Participants

**65%**

of Employees Fulfilled  
20+ Hours of Training



## PROMOTIONS & ADVANCEMENT:

Managers can work with individual employees on development plans to help them meet their goals and prepare for the next step in their careers, including equipping them with resources to encourage their success. Upon promotion, new managers and supervisors can choose a coach from the internal coaching program to support them.

**Nearly**

**50%** of Management  
Positions

&

**45%** of Non-Management  
Positions

Filled with Internal Candidates



## RETIREMENT ELIGIBILITY:

Each year, 30% to 40% of terminations are retirements. Departments can identify employees who are eligible to retire and create succession plans to prepare for 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.

**955 or 18%**

of Regular Employees were  
Eligible to Retire



## TURNOVER & RETENTION:

To help retain employees, departments could provide a flexible work environment, have regular one-on-one meetings, conduct stay interviews, and offer development opportunities.

**457**

Employees Left County  
Employment

**9%**

Turnover Rate



# Workforce Planning Report Summary

Awareness & Attraction	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	5-Year Trend
Authorized Positions	5,782	5,799	5,871	6,009	6,031	↑
Recruitments Conducted*	406	623	632	649	561	↑
Applications Received	13,198	9,541	20,099	29,066	21,205	↑
New Hires						
- Regular	233	338	386	529	510	↑
- Term	68	63	46	89	80	↑
- Extra Help/Temporary**	772	850	720	796	738	↓
Vacancies   Rate	708   11%	837   13%	857   14%	779   13%	636   11%	↓
* includes extra help; ** includes seasonal/election and relief workers						
Employee Growth & Success	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	5-Year Trend
Training Participants	28,872	17,679	27,340	19,838	27,928	↓
Employees with 20+ Hours of Training	3,246	3,059	3,310	2,914	3,257	↑
Tuition Assistance Program Claims	530	403	413	508	462	↓
Promotions & Advancement	544	721	714	789	634	↑
People Experience & Culture	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	5-Year Trend
Classification Studies	213	150	343	231	328	↑
Employees on Voluntary Time Off	152	164	162	170	160	↑
Average Years of Service	10.8	10.6	10.4	9.8	9.6	↓
Employees Eligible to Retire						
- 50   10	784	738	698	676	671	↓
- 55   20	355	342	289	285	284	↓
Turnover Number   Rate	380   7%	619   12%	518   10%	508   10%	457   9%	↑
Percentage of Employees Rating Experience Working for the County as Good or Better	-	-	75.7%	-	79.2%	↑

# WORKFORCE DEMOGRAPHICS

## Key Takeaways



**84%**

of Workforce are  
Generation X and  
Generation Y/ Millennials



**74%**

of Employees  
Represent Diverse  
Communities of Color



**62.0%**

Female



**37.8%**

Male

**0.2%**

Not Declared



**55.4%**

of All Employees Reside in  
San Mateo County



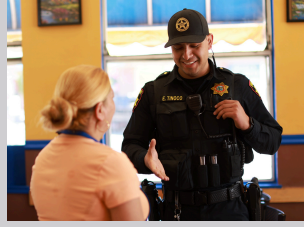


# Authorized Positions

As of June 30, 2025, the County had 6,031 regular, authorized positions.  
The three largest departments had 66% of authorized positions:



**2,341**  
County Health



**825**  
Sheriff's Office



**813**  
Human Services Agency

Authorized Positions by Department		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	% Change (FY16 - FY25)
1100D	Board of Supervisors	22	22	22	22	22	22	22	22	22	22	--
1200D	County Executive's Office/Clerk of the Board***	24	32	34	36	50	51	54	56	66	81	238%
1220D	Real Property Services	4	4	4	4	5	5	6	6	6	6	50%
1240D	Public Safety Communications	59	66	74	74	75	75	78	78	81	81	37%
1260D	Agricultural Commissioner/ Sealer	30	30	30	30	30	30	30	30	30	30	--
1270D	Revenue Services*	-	-	-	26	22	19	9	-	-	-	--
1300D	Assessor-County Clerk-Recorder	121	121	126	128	155	155	156	161	167	167	38%
1400D	Controller's Office	46	46	46	46	51	51	53	53	57	58	26%
1500D	Treasurer - Tax Collector*	61	61	60	34*	34	34	34	34	34	34	-44%
1600D	County Attorney's Office	43	45	47	48	49	49	49	49	52	52	21%
1700D	Human Resources Department***	70	71	73	73	75	75	76	79	83	78	11%
1800D	Information Services Department	120	131	131	129	135	135	135	139	137	139	16%
1950D	First 5 San Mateo County	8	8	8	8	8	8	8	8	8	8	--
2000D	Retirement Office	24	24	24	24	23	23	23	23	23	23	-4%
2510D	District Attorney's Office	129	131	135	135	140	141	141	151	151	156	21%
2600D	Department of Child Support Services	80	80	78	77	73	67	61	56	56	53	-34%
3000D	Sheriff's Office	772	803	811	818	822	830	811	814	827	825	7%
3200D	Probation Department	415	415	415	415	384	383	383	354	327	305	-27%
3300D	Coroner's Office	13	13	13	13	14	15	15	15	17	17	31%
3570D	Local Agency Formation Commission	1	1	2	2	2	2	2	2	2	2	100%
3700D	County Library	121	121	122	122	123	129	135	146	153	156	29%
3800D	Planning and Building	55	56	57	58	67	67	67	69	69	70	27%
3900D	Parks Department	67	71	74	75	77	77	78	78	88	88	31%
4000D	Sustainability Department	21	21	24	25	26	26	28	30	33	31	48%
4300D	Department of Emergency Management **	-	-	-	-	-	-	10	10	13	18	--
4500D	Department of Public Works	298	299	299	301	303	310	311	312	333	341	14%
5000D	County Health	2191	2189	2194	2194	2212	2209	2225	2278	2336	2341	7%
7000D	Human Services Agency	768	769	766	766	775	775	777	793	808	813	6%
7900D	Department of Housing	11	14	16	16	19	19	22	25	30	36	227%
<b>Total</b>		<b>5,574</b>	<b>5,644</b>	<b>5,685</b>	<b>5,699</b>	<b>5,771</b>	<b>5,782</b>	<b>5,799</b>	<b>5,871</b>	<b>6,009</b>	<b>6,031</b>	<b>8%</b>

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

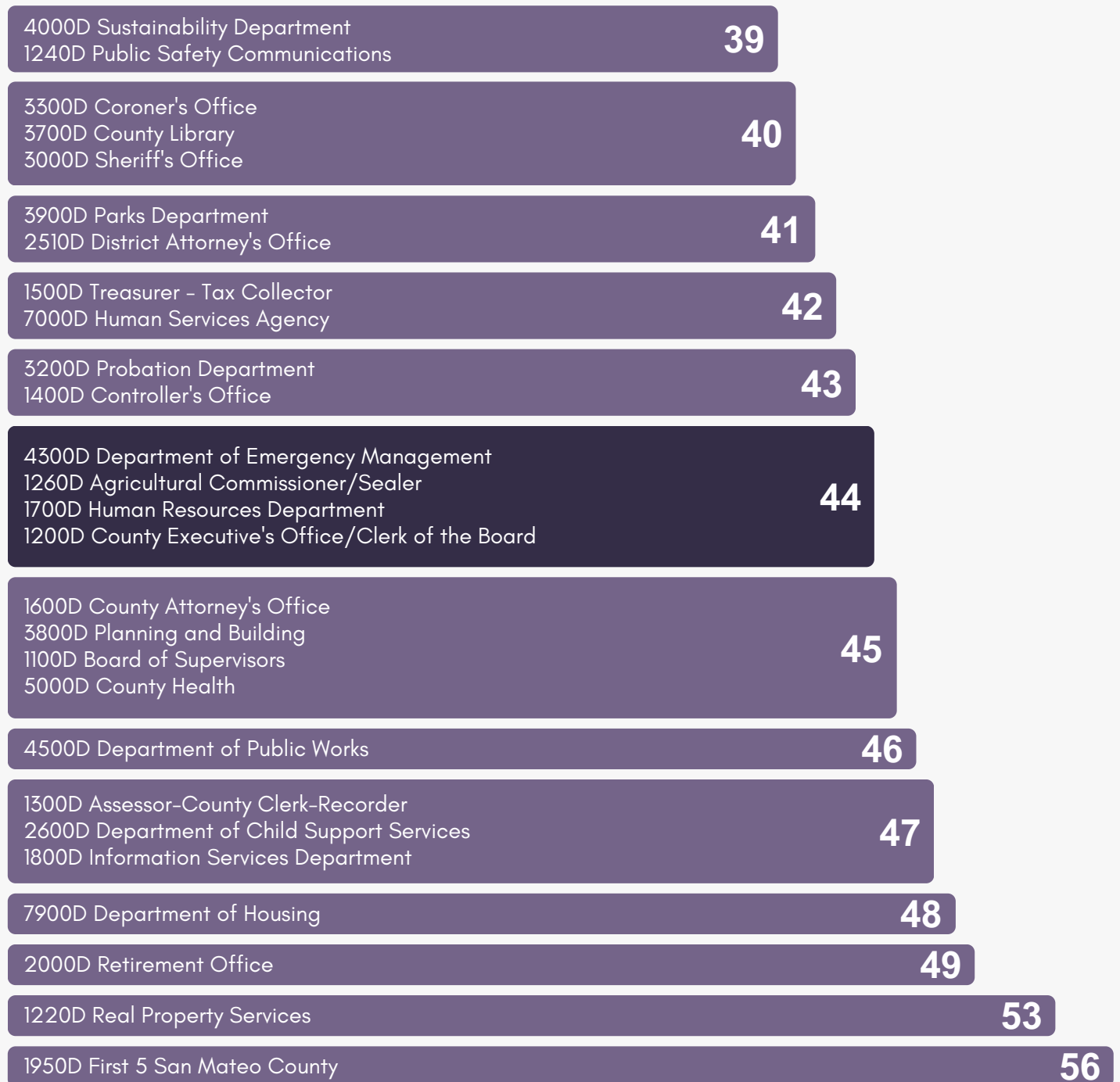
\*\* In FY 2021-22, Department of Emergency Management created.

\*\*\* In FY 2024-25, Procurement moved from the Human Resources Department to the County Executive's Office.



# Average Age of Workforce

The average age of regular employees in the County has remained steady at **44 years old** since FY 2018-19 (when the average was 45 years old).





# Generations in the Workplace



**84%** of the Regular Workforce were

Generation X **39.6%**

& Generation Y / Millennials **44.9%**

Remainder of the Workforce **8%** | **7.6%**  
Baby Boomers | Generation Z

Generations	Regular Employees				All Employees			
	FY22-23	FY23-24	FY24-25	3-Year Trend	FY22-23	FY23-24	FY24-25	3-Year Trend
Silent Generation (1928 -1945)	-	0.02%	0.02%	—	0.29%	0.37%	0.17%	↓
Baby Boomers (1946 -1964)	12.01%	9.70%	8.01%	↓	14.94%	13.01%	11.24%	↓
Generation X (1965 -1980)	43.33%	41.53%	39.56%	↓	38.10%	36.78%	35.68%	↓
Generation Y / Millennials (1981 -1996)	41.88%	43.44%	44.86%	↑	38.98%	39.83%	41.15%	↑
Generation Z (1997 and onwards)	2.78%	5.31%	7.55%	↑	7.69%	10.01%	11.75%	↑
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	

FY24-25 Generations 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	
Executives	Department Head/ Elected Official	-	0.17%	0.48%	0.07%	-	0.72%	2.34%
	Deputy/Assistant/ Division Director	-	0.20%	1.07%	0.35%	-	1.62%	
Managers	Manager II	-	0.46%	2.05%	0.90%	-	3.41%	6.96%
	Manager I	-	0.33%	1.98%	1.22%	0.02%	3.55%	
Supervisors	Supervisor	-	0.70%	4.74%	3.31%	-	8.75%	12.20%
	Lead	-	0.20%	1.48%	1.75%	0.02%	3.45%	
Individual Contributors	Advanced Journey/Specialist	0.02%	1.83%	7.40%	8.83%	1.01%	19.09%	78.50%
	Journey	-	4.03%	19.40%	25.68%	5.39%	54.50%	
	Entry or Trainee	-	0.09%	0.96%	2.75%	1.11%	4.91%	
<b>Total</b>		<b>0.02%</b>	<b>8.01%</b>	<b>39.56%</b>	<b>44.86%</b>	<b>7.55%</b>	<b>100%</b>	<b>100%</b>

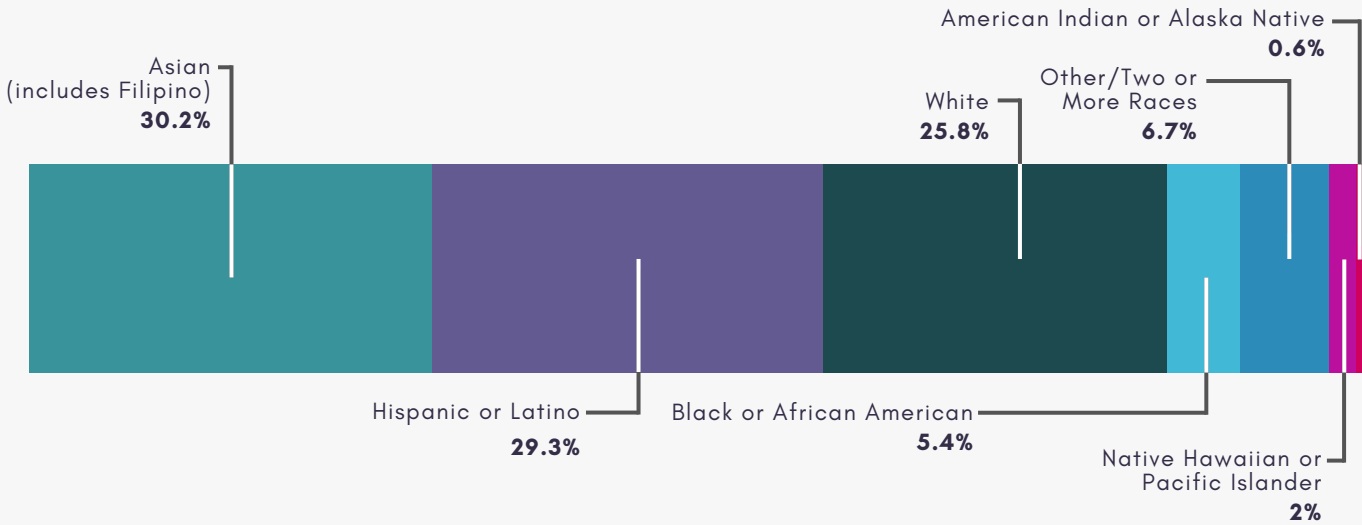


# Race/Ethnicity

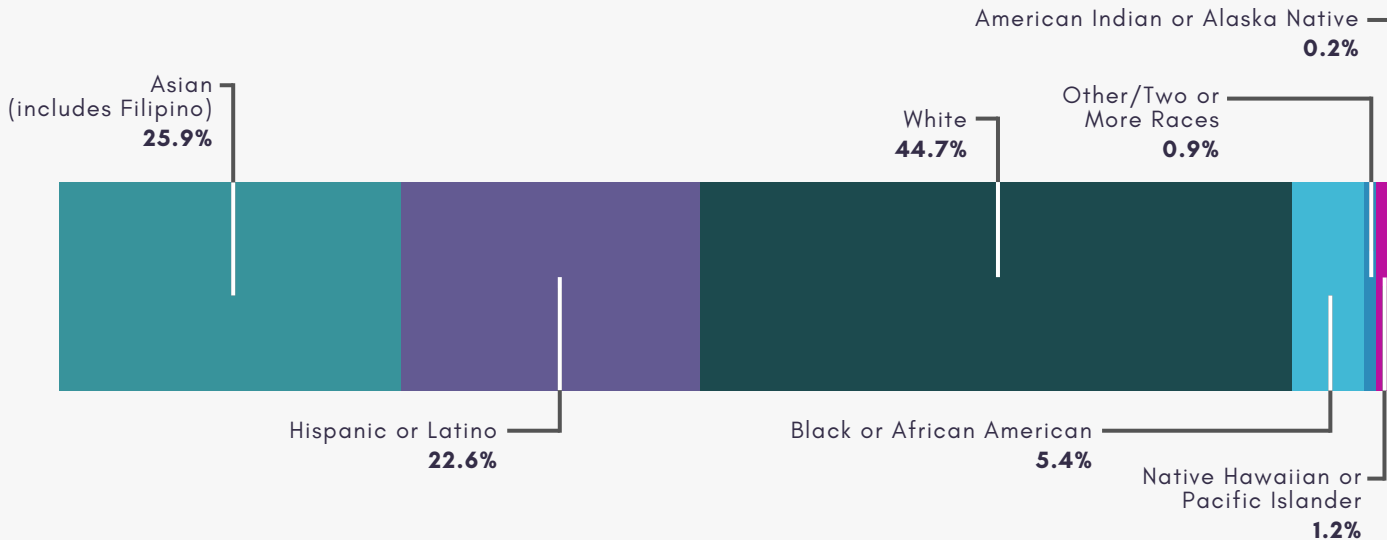


As of June 30, 2025, the race/ethnicity data reported by County regular employees is shown in the first chart below. The San Mateo County Available Workforce race/ethnicity data from the 2021 Equal Employment Opportunity Plan (EEO) Utilization Report is included for comparison, which was the last community data report available.

## COUNTY OF SAN MATEO REGULAR EMPLOYEES

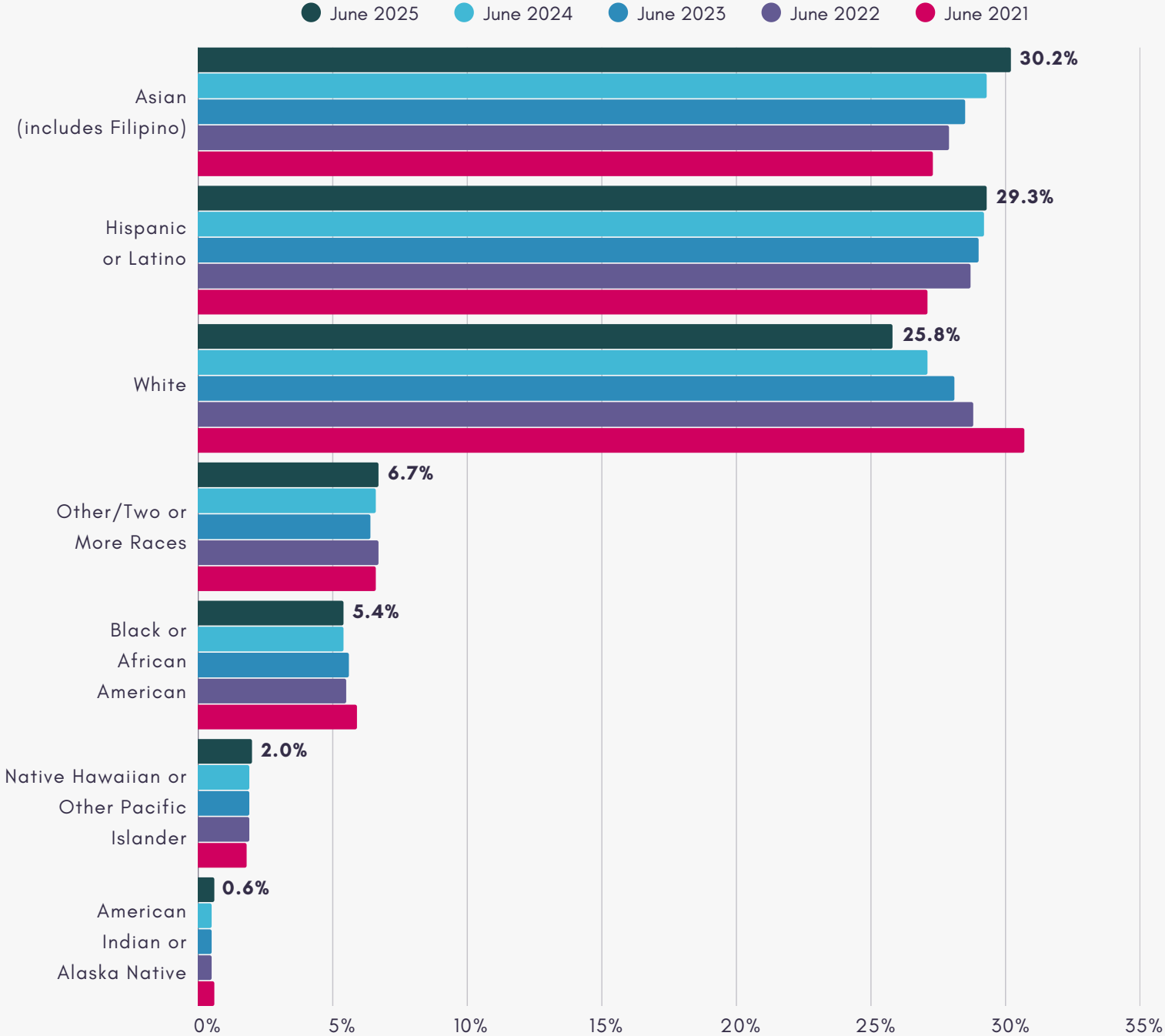


## SAN MATEO COUNTY AVAILABLE WORKFORCE



This chart shows an increase in the percentage of Asian (including Filipino) and Hispanic or Latino County regular employees in the last five years and a gradual decrease of White employees. The other groups showed steady percentages or slight fluctuations. This correlates with strong job application and new hire numbers from communities of color coupled with a high percentage of White employees retiring. Many departments had similar changes in race/ethnicity over time, whereas others had different or minimal changes in the race/ethnicity of their workforce.

**REGULAR EMPLOYEES: 5-YEAR RACE/ETHNICITY DATA**



About 669 regular employees in the overall workforce did not report their race/ethnicity and are omitted in the June 2025 percentage calculation.

The tables that follow show the race/ethnicity data that was available for County employees including all employee types (e.g., regular, extra help, term) as of June 30, 2025. About 863 employees in the overall workforce did not report their race/ethnicity. The tables include employees who reported their race/ethnicity.

<b>2025 Race/Ethnicity by Department (All Employees)</b>	<b>Asian (includes Filipino)</b>	<b>White</b>	<b>Hispanic Or Latino</b>	<b>Two or More Races</b>	<b>Other</b>	<b>Black Or African American</b>	<b>Native Hawaiian Or Other Pacific Islander</b>	<b>American Indian Or Alaska Native</b>
1100D Board of Supervisors	29.2%	33.3%	12.5%	8.3%	12.5%	-	-	4.2%
1200D County Executive's Office/Clerk of the Board	30.9%	33.3%	23.5%	1.2%	6.2%	2.5%	2.5%	-
1220D Real Property Services	25.0%	50.0%	25.0%	-	-	-	-	-
1240D Public Safety Communications	11.9%	52.2%	13.4%	11.9%	4.5%	3.0%	3.0%	-
1260D Agricultural Commissioner/Sealer	22.9%	25.7%	40.0%	-	5.7%	2.9%	2.9%	-
1300D Assessor-County Clerk-Recorder	43.2%	40.1%	9.6%	2.4%	2.4%	1.1%	1.1%	0.3%
1400D Controller's Office	67.4%	17.4%	6.5%	-	4.4%	2.2%	2.2%	-
1500D Treasurer - Tax Collector	41.7%	16.7%	41.7%	-	-	-	-	-
1600D County Attorney's Office	22.2%	53.7%	11.1%	1.9%	7.4%	3.7%	-	-
1700D Human Resources Department	35.7%	19.8%	21.8%	7.9%	9.9%	2.0%	3.0%	-
1800D Information Services Department	43.1%	22.8%	14.6%	6.5%	7.3%	5.7%	-	-
1950D First 5 San Mateo County	50.0%	25.0%	-	12.5%	-	12.5%	-	-
2000D Retirement Office	62.5%	25.0%	8.3%	-	4.2%	-	-	-
2510D District Attorney's Office	24.6%	41.0%	26.2%	4.9%	-	1.6%	0.8%	0.8%
2600D Department of Child Support Services	4.6%	27.9%	48.8%	9.3%	-	7.0%	2.3%	-
3000D Sheriff's Office	20.0%	41.9%	21.6%	5.3%	5.0%	2.5%	3.4%	0.3%
3200D Probation Department	14.7%	19.3%	36.6%	18.3%	1.0%	6.6%	2.5%	1.0%
3300D Coroner's Office	11.8%	70.6%	11.8%	-	5.9%	-	-	-
3700D County Library	28.3%	37.4%	23.8%	3.2%	5.1%	0.3%	1.6%	0.3%
3800D Planning and Building	35.8%	29.9%	20.9%	6.0%	3.0%	-	3.0%	1.5%
3900D Parks Department	5.0%	65.0%	16.0%	3.0%	8.0%	2.0%	-	1.0%
4000D Sustainability Department	25.0%	42.9%	10.7%	-	14.3%	3.6%	3.6%	-
4300D Department of Emergency Management	38.5%	30.8%	23.1%	-	7.7%	-	-	-
4500D Department of Public Works	28.1%	30.0%	29.3%	3.6%	4.4%	2.0%	2.8%	-
5000D County Health	36.3%	20.1%	30.1%	5.7%	3.1%	2.6%	1.4%	0.7%
7000D Human Services Agency	27.8%	17.7%	38.6%	5.3%	3.9%	2.7%	3.4%	0.6%
7900D Department of Housing	25.0%	59.4%	6.3%	6.3%	-	-	-	-
Other	-	100.0%	-	-	-	-	-	-
<b>Total</b>	<b>31.3%</b>	<b>27.6%</b>	<b>27.0%</b>	<b>5.4%</b>	<b>3.9%</b>	<b>2.4%</b>	<b>1.9%</b>	<b>0.5%</b>

2025 Race/Ethnicity by Classification Level (All Employees)	Asian (includes Filipino)	Hispanic Or Latino	White	Black Or African American	Two or More Races	Other	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native
Department Head/ Elected Official	13.5%	13.5%	59.5%	8.1%	2.7%	-	-	2.7%
Deputy/ Assistant/ Division Director	24.4%	8.9%	50.0%	6.7%	5.6%	4.4%	-	-
Manager II	28.8%	11.9%	44.1%	5.6%	1.7%	6.2%	1.1%	0.6%
Manager I	30.9%	17.7%	39.4%	4.0%	2.0%	4.5%	0.5%	1.0%
Supervisor	26.6%	27.5%	31.5%	4.7%	2.0%	5.9%	1.6%	0.2%
Lead	23.7%	42.2%	19.7%	4.6%	3.5%	4.0%	1.7%	0.6%
Advanced Journey/ Specialist	35.8%	24.4%	25.2%	5.7%	4.4%	2.3%	1.4%	0.8%
Journey	31.9%	29.8%	24.3%	5.2%	4.0%	2.0%	2.4%	0.4%
Entry or Trainee	28.3%	21.8%	36.0%	6.9%	4.8%	0.2%	1.6%	0.4%
<b>Total</b>	<b>31.3%</b>	<b>27.0%</b>	<b>27.6%</b>	<b>5.4%</b>	<b>3.9%</b>	<b>2.4%</b>	<b>1.9%</b>	<b>0.5%</b>
<b>Supervisor Level &amp; above</b>	27.1%	20.2%	38.4%	5.1%	2.3%	5.3%	1.1%	0.5%

2025 Race/Ethnicity by Gender (All Employees)	Asian (includes Filipino)	Hispanic Or Latino	White	Black Or African American	Two or More Races	Other	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native	Total
Female	63.9%	70.5%	53.8%	55.9%	54.2%	73.3%	56.8%	71.9%	62.0%
Male	36.1%	29.4%	45.8%	44.1%	44.1%	26.7%	43.2%	28.1%	37.8%
Not declared	0.1%	0.1%	0.4%	-	1.7%	-	-	-	0.2%



# Gender



## Workforce by Gender as of June 30, 2025


62.0%  Female

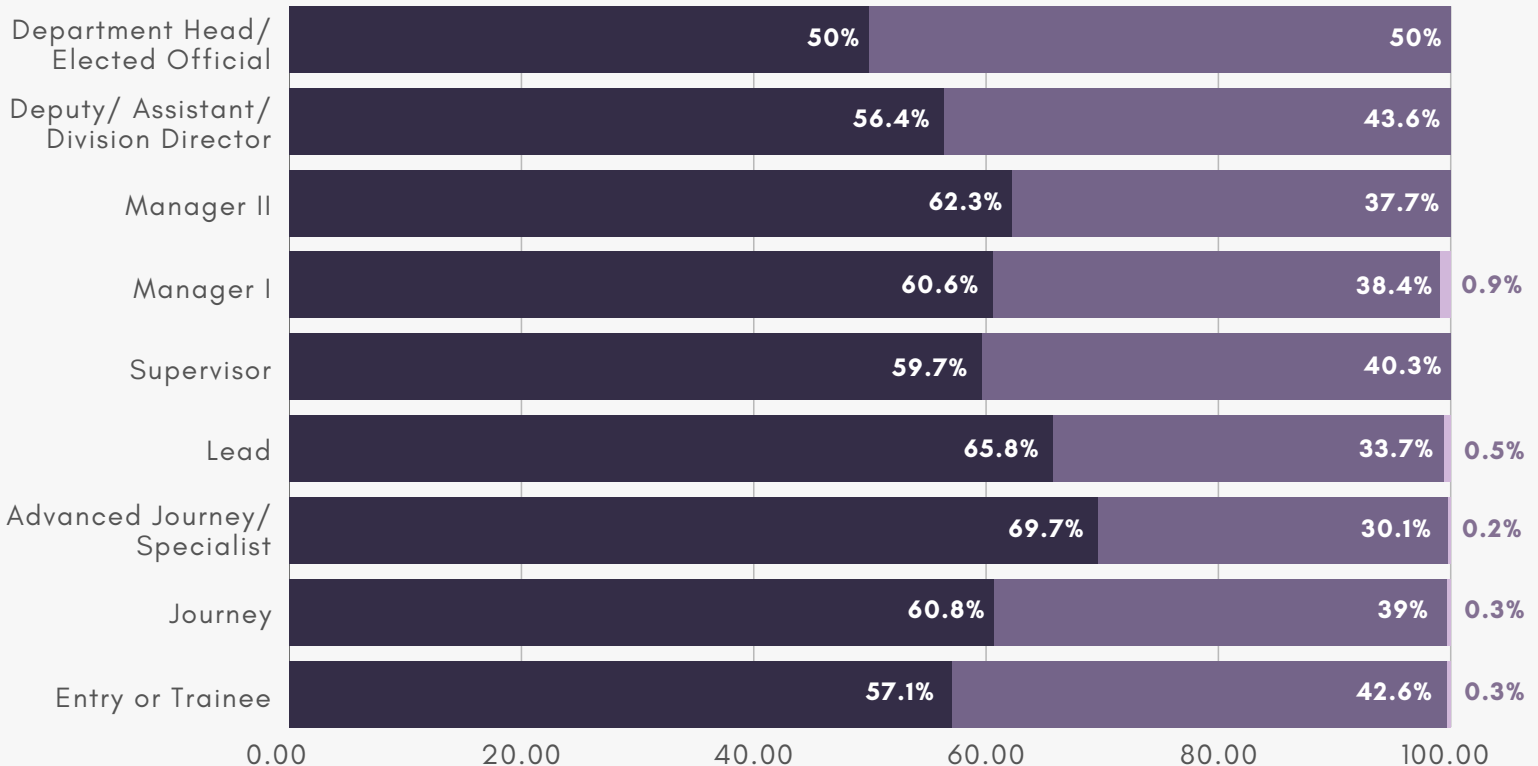
37.8%  Male

0.2% *Not Declared*

These percentages have remained consistent over the years and correlated with the higher percentage of job applications by females. Females are approximately 64% and males are 36% of management employees.

### GENDER BY CLASSIFICATION LEVEL (ALL EMPLOYEES)

 Female  Male  Not Declared



<b>2025 Gender by Department (All Employees)</b>	<b>Female</b>	<b>Male</b>	<b>Not declared</b>
1100D Board of Supervisors	<b>63.3%</b>	36.7%	-
1200D County Executive/Clerk of the Board	<b>70.6%</b>	29.4%	-
1220D Real Property Services	<b>100.0%</b>	-	-
1240D Public Safety Communications	<b>69.3%</b>	30.7%	-
1260D Agricultural Commissioner/Sealer	31.4%	<b>68.6%</b>	-
1300D Assessor-County Clerk-Recorder	<b>57.7%</b>	42.3%	-
1400D Controller's Office	<b>56.9%</b>	43.1%	-
1500D Treasurer - Tax Collector	<b>57.7%</b>	42.3%	-
1600D County Attorney's Office	<b>68.4%</b>	31.6%	-
1700D Human Resources Department	<b>74.6%</b>	25.4%	-
1800D Information Services Department	30.0%	<b>70.0%</b>	-
1950D First 5 San Mateo County	<b>88.9%</b>	11.1%	-
2000D Retirement Office	<b>73.1%</b>	23.1%	3.8%
2510D District Attorney's Office	<b>63.0%</b>	37.0%	-
2600D Dept of Child Support Services	<b>80.4%</b>	19.6%	-
3000D Sheriff's Office	29.6%	<b>70.3%</b>	0.1%
3200D Probation Department	<b>59.8%</b>	40.2%	-
3300D Coroner's Office	<b>88.2%</b>	11.8%	-
3700D County Library	<b>73.1%</b>	25.4%	1.5%
3800D Planning and Building	<b>52.8%</b>	47.2%	-
3900D Parks Department incl. Coyote Pt.	27.3%	<b>71.9%</b>	0.8%
4000D Sustainability Department	<b>62.5%</b>	37.5%	-
4300D Department of Emergency Mgt	<b>56.3%</b>	43.7%	-
4500D Department of Public Works	24.1%	<b>75.9%</b>	-
5000D County Health	<b>74.5%</b>	25.3%	0.1%
7000D Human Services Agency	<b>71.4%</b>	28.3%	0.3%
7900D Department of Housing	<b>67.6%</b>	32.4%	-
Other	50.0%	50.0%	-
<b>Total</b>	<b>62.0%</b>	<b>37.8%</b>	<b>0.2%</b>

# Employee Residency



## Workforce Living in San Mateo County as of June 30, 2025



**55.4%** Compared to **55.8%**

of all County Employees

of all County Employees in 2024

**52%**

of Regular Employees

&

**67%**

of Term/ Extra Help/ Relief/ Temporary Employees

**Reside in San Mateo County**

## EMPLOYEES LIVING IN SAN MATEO COUNTY BY HOME CITY AND ZIP CODE



### Atherton

94027.....0.08%

### Belmont

94002.....4.90%

### Brisbane

94005.....0.60%

### Broadmoor Village

94015.....0.03%

### Burlingame

94010.....3.50%

94011.....0.10%

### Colma

94014.....0.16%

94015.....0.16%

### Daly City

94014.....3.60%

94015.....5.21%

94016.....0.03%

### East Palo Alto

94303.....2.95%

### El Granada

94018.....0.73%

### Emerald Hills

94062.....0.13%

### Fair Oaks

95628.....0.08%

### Half Moon Bay

94019.....3.71%

### Hillsborough

94010.....0.47%

### La Honda

94020.....0.31%

### Loma Mar

94021.....0.10%

### Menlo Park

94025.....2.64%

94026.....0.08%

### Millbrae

94030.....3.27%

### Montara

94037.....0.36%

### Moss Beach

94038.....0.47%

### Pacifica

94044.....6.63%

### Pescadero

94060.....0.36%

### Portola Valley

94028.....0.18%

### Redwood City

94061.....5.03%

94062.....2.41%

94063.....5.49%

94064.....0.26%

94065.....1.74%

### San Bruno

94066.....6.88%

### San Carlos

94070.....4.33%

### San Gregorio

94074.....0.08%

### San Mateo/ Foster City

94401.....5.26%

94402.....3.68%

94403.....9.11%

94404.....5.21%

### South San Francisco

94080.....9.01%

94083.....0.05%

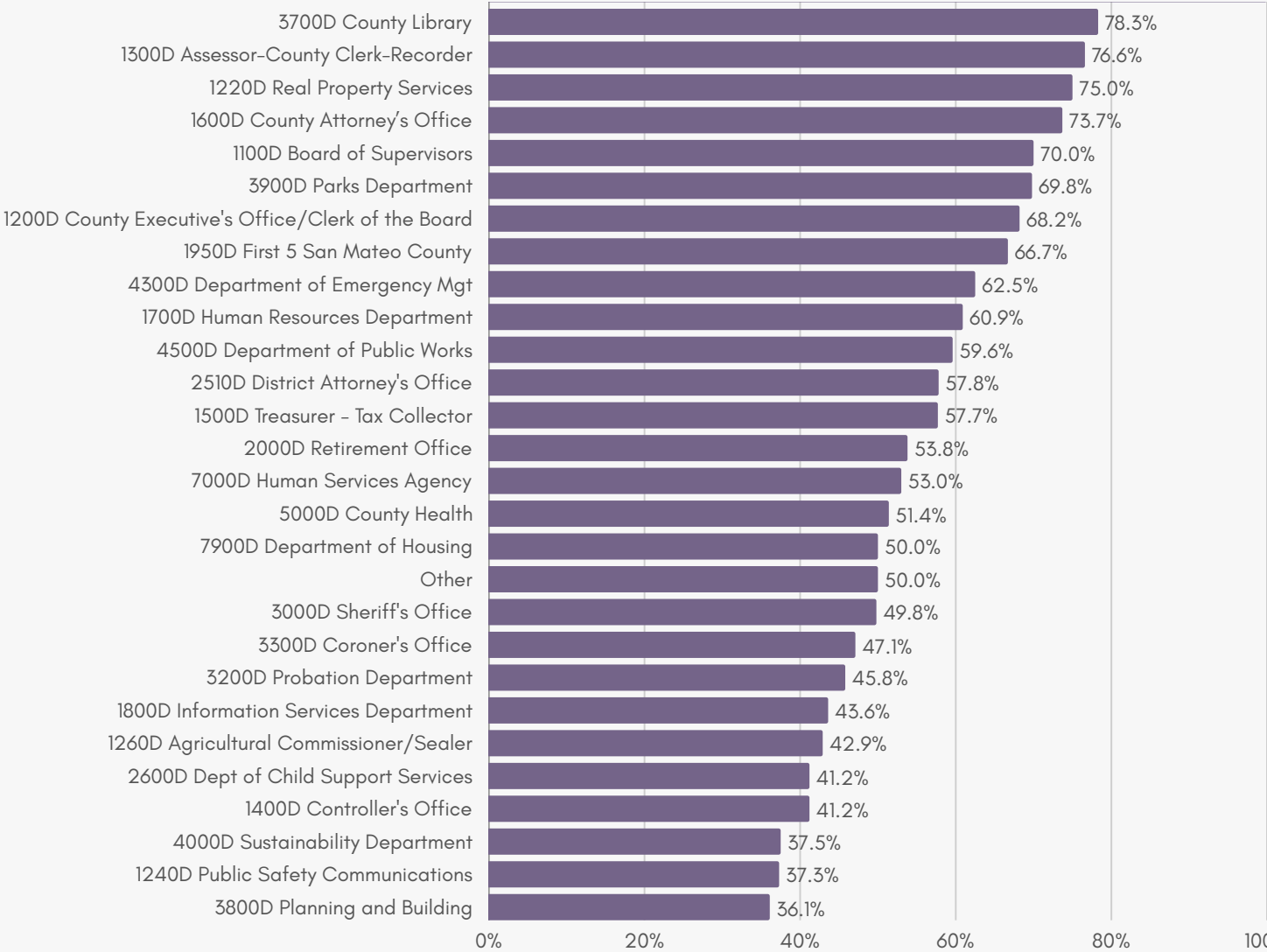
### Woodside

94062.....0.62%

When comparing the distribution of regular employees with all employees by classification level, 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. About 60% of all new hires and 47% of new hires into regular positions were living in the County at the time of hire.

2025 Residence by Classification Level	% of Total Regular Employees	% of Total All Employees
Department Head/ Elected Official	66.7%	65.0%
Deputy/Assistant/ Division Director	44.3%	44.7%
Manager II	49.2%	49.7%
Manager I	53.6%	52.3%
Supervisor	50.2%	50.8%
Lead	44.9%	44.7%
Advanced Journey/Specialist	50.9%	52.2%
Journey	53.3%	55.9%
Entry or Trainee	56.8%	68.1%
<b>Total Living in San Mateo County</b>	<b>52.2%</b>	<b>55.4%</b>

**EMPLOYEES WITHIN DEPARTMENTS LIVING IN SAN MATEO COUNTY**



# 90% of All Employees Reside in San Mateo, Alameda, Santa Clara, and San Francisco Counties



Commuter time continues to be one of the top reasons that employees resign, so those who live farther from San Mateo County may benefit from flexible schedules when possible.

Countywide housing initiatives include an Employee Housing Survey being conducted in FY 2025-26, as well as exploring new housing-related benefit offerings, such as plans, subsidies, or community partnerships to find viable housing solutions for employees.

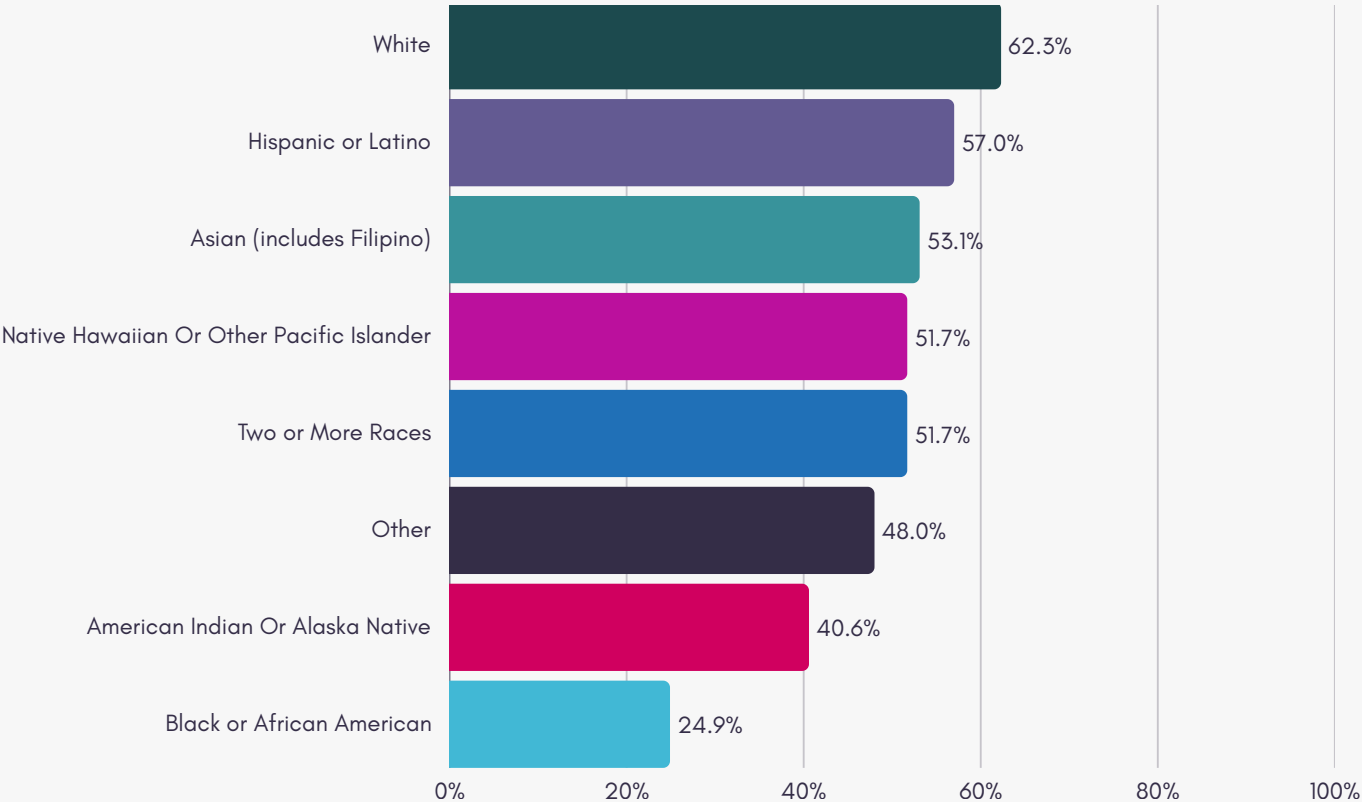
## RESIDENCE BY HOME COUNTY (ALL EMPLOYEES)



2025 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
<b>San Mateo County</b>	<b>91.7%</b>	<b>68.2%</b>	<b>54.5%</b>	<b>49.3%</b>	<b>67.0%</b>	<b>55.4%</b>
Alameda County	-	10.3%	16.7%	18.9%	12.1%	16.3%
Santa Clara County	-	7.4%	9.4%	12.9%	10.9%	10.8%
San Francisco County	8.3%	6.0%	7.9%	8.5%	6.0%	7.7%
Outside of Bay Area	-	5.0%	6.2%	5.2%	2.5%	5.2%
Contra Costa County	-	1.5%	4.0%	3.9%	1.1%	3.4%
Solano County	-	0.6%	0.8%	0.7%	0.4%	0.7%
Marin County	-	0.5%	0.3%	0.3%	-	0.3%
Sonoma County	-	0.5%	0.2%	0.2%	-	0.2%
Napa County	-	-	-	0.1%	-	0.04%

The chart below shows that over 40% of employees in most race/ethnicity groups reside in San Mateo County except Black or African American employees, 25% of whom reside in San Mateo County and 38% reside in Alameda County.

**EMPLOYEES LIVING IN SAN MATEO COUNTY BY RACE/ETHNICITY**



# AWARENESS & ATTRACTION

## Key Takeaways



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



**21,205** & **561**  
**Applications** & **Recruitments**  
**Received** & **Conducted**

These were a decrease from the prior year, however has increased significantly compared to the five-year trend.



**93%**  
**of Hiring Managers**  
**Satisfied with New Hires**

This was an increase from the prior year and remains within the range of responses received over the last several years.



**1,328**  
**New Hires**

This was a decrease from the prior year and within the range of hires over the last several years.



**636** & **11%**  
**Vacant Regular** & **Vacancy**  
**Positions** & **Rate**

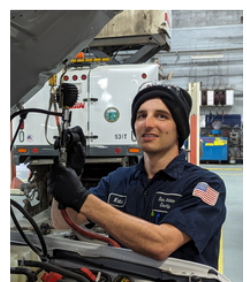
This was a decrease from the prior year and lower than the high of 14% vacancy from FY 2022-23.

# Awareness & Attraction Strategies



COUNTY OF SAN MATEO  
WORK WITH PURPOSE

## CAREER FAIR



The County aims to enhance visibility and awareness of the County's brand and increase engagement with candidates, as well as attract top talent by creating pipeline opportunities and highlighting the benefits that the County offers.

While developing workforce plans and strategies, departments can partner with HR on the following initiatives and see how these can be customized to the department's specific workforce needs.

- Engage the community and introduce job seekers to County careers by co-hosting **public service career fairs and recruitment events** in alignment with the County's "Work with Purpose" branding initiative.
- Market job openings through **social media and advertising**, including to underserved groups.
- Customize **recruitment strategies** based on position and department needs, particularly for hard-to-fill positions.
- Build **talent pipelines and workforce partnerships** with military, educational, and community organizations.
- Expand and explore new **apprenticeship, internship, and fellowship programs**, such as veterans programs.
- Cultivate relationships with external agencies, non-profits, and local high schools/colleges/universities through **community outreach**.
- Continuously improve **recruitment processes** to make them more efficient and sustain applicant engagement.
- Evaluate job requirements to ensure **inclusive hiring process** that focuses on skills versus educational requirements.
- Improve **accessibility of job announcements**.
- Offer **hiring incentives and expanded benefits**, such as voluntary and housing benefits.



# Vacancies



As of June 30, 2025

**636**  
Vacant Regular  
Positions representing

**11%**  
of Authorized  
Positions



This was lower than the 857 vacancies and 15% vacancy rate in FY 2022-23 and slightly above the 593 vacancies and 10% vacancy rate in FY 2018-19. The departments with the largest decreases in vacancy rate since FY 2022-23 include the Sheriff's Office (9% decrease), Planning and Building (8% decrease), Department of Public Works (7% decrease), and Human Services Agency (6% decrease). These improvements resulted from hiring incentives, revamped examination processes, inclusive job requirements, and continuous recruitments.

2025 Vacancies by Department (Regular Positions)	Vacancies	Authorized Positions	Vacancy Rate
<b>Top 3 Departments with the Highest Vacancies</b>			
<b>3200D Probation Department</b>	120	305	39%
<b>4300D Department of Emergency Management</b>	6	18	33%
<b>1220D Real Property Services</b>	2	6	33%
1100D Board of Supervisors	1	22	5%
1200D County Executive's Office/Clerk of the Board	9	81	11%
1240D Public Safety Communications	17	81	21%
1260D Agricultural Commissioner/Sealer	1	30	3%
1300D Assessor-County Clerk-Recorder	33	167	20%
1400D Controller's Office	12	58	21%
1500D Treasurer - Tax Collector	10	34	29%
1600D County Attorney's Office	1	52	2%
1700D Human Resources Department	4	78	5%
1800D Information Services Department	14	139	10%
1950D First 5 San Mateo County	1	8	13%
2000D Retirement Office	0	23	0%
2510D District Attorney's Office	11	156	7%
2600D Department of Child Support Services	4	53	8%
3000D Sheriff's Office	88	825	11%
3300D Coroner's Office	0	17	0%
3570D Local Agency Formation Commission	0	2	0%
3700D County Library	17	156	11%
3800D Planning and Building	4	70	6%
3900D Parks Department includes Coyote Pt.	8	88	9%
4000D Sustainability Department	3	31	10%
4500D Department of Public Works	37	341	11%
5000D County Health	164	2,341	7%
7000D Human Services Agency	65	813	8%
7900D Department of Housing	4	36	11%
<b>Total Vacancies</b>	<b>636</b>	<b>6,031</b>	<b>11%</b>

At the June 10, 2025 Board of Supervisors Meeting, HR held a public meeting on the status of vacancy rates, recruitment and retention efforts, and identified ways to remove obstacles in the hiring process in accordance with Assembly Bill 2561. HR continues to track these monthly, including noting key changes in vacancy rates within departments, focused efforts to reduce vacancies, as well as ongoing and in-progress recruitment and retention strategies.

<b>2025 Vacancies by Bargaining Unit (Regular Positions)</b>	<b>Vacancies</b>	<b>% Vacancies</b>
AFSCME Health Services	17	5%
AFSCME: Communication Unit	14	22%
AFSCME: Human Services	97	9%
AFSCME: Inspection & Regulation	21	14%
AFSCME: Institutional Services	6	15%
AFSCME: LVNs	1	4%
AFSCME: Parks	7	10%
AFSCME: Planning	4	6%
AFSCME: Plant & Equipment	20	12%
AFSCME: Professional Clinical Lab Tech	3	15%
AFSCME: Telecommunications	0	0%
Attorneys	4	4%
Board of Supervisors	0	0%
Building and Trade	5	5%
CNA	23	5%
Confidential	5	4%
DSA	41	9%
DSA Non Safety	6	9%
Management	80	11%
Organization of Sheriff's Lieutenants	0	0%
Organization of Sheriff's Sergeants	3	5%
PDA	81	47%
SEIU: Accounting & Admin Services	66	12%
SEIU: Appraisal	10	14%
SEIU: Engineering	3	33%
SEIU: Library	10	11%
SEIU: Office & Technical Services	92	11%
SMCCE	3	14%
UAPD	14	11%
<b>Total Vacancies</b>	<b>636</b>	<b>11%</b>



# Recruitments & New Hires



**561** Recruitment Conducted

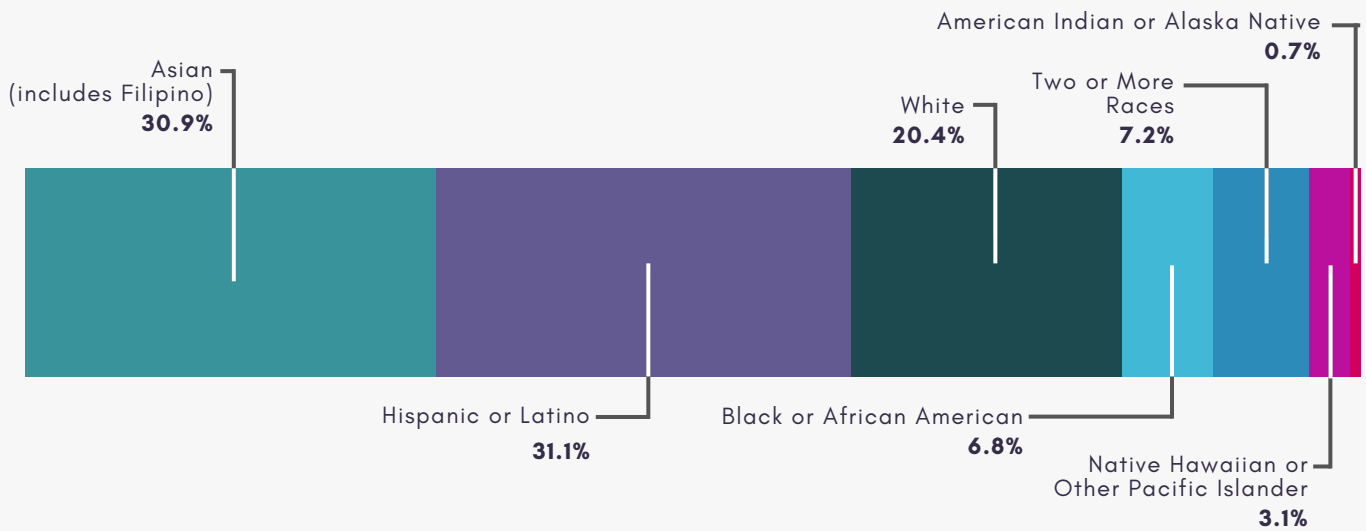
**21,205** Applications Received

**1,328\*** New Hires Joined the County

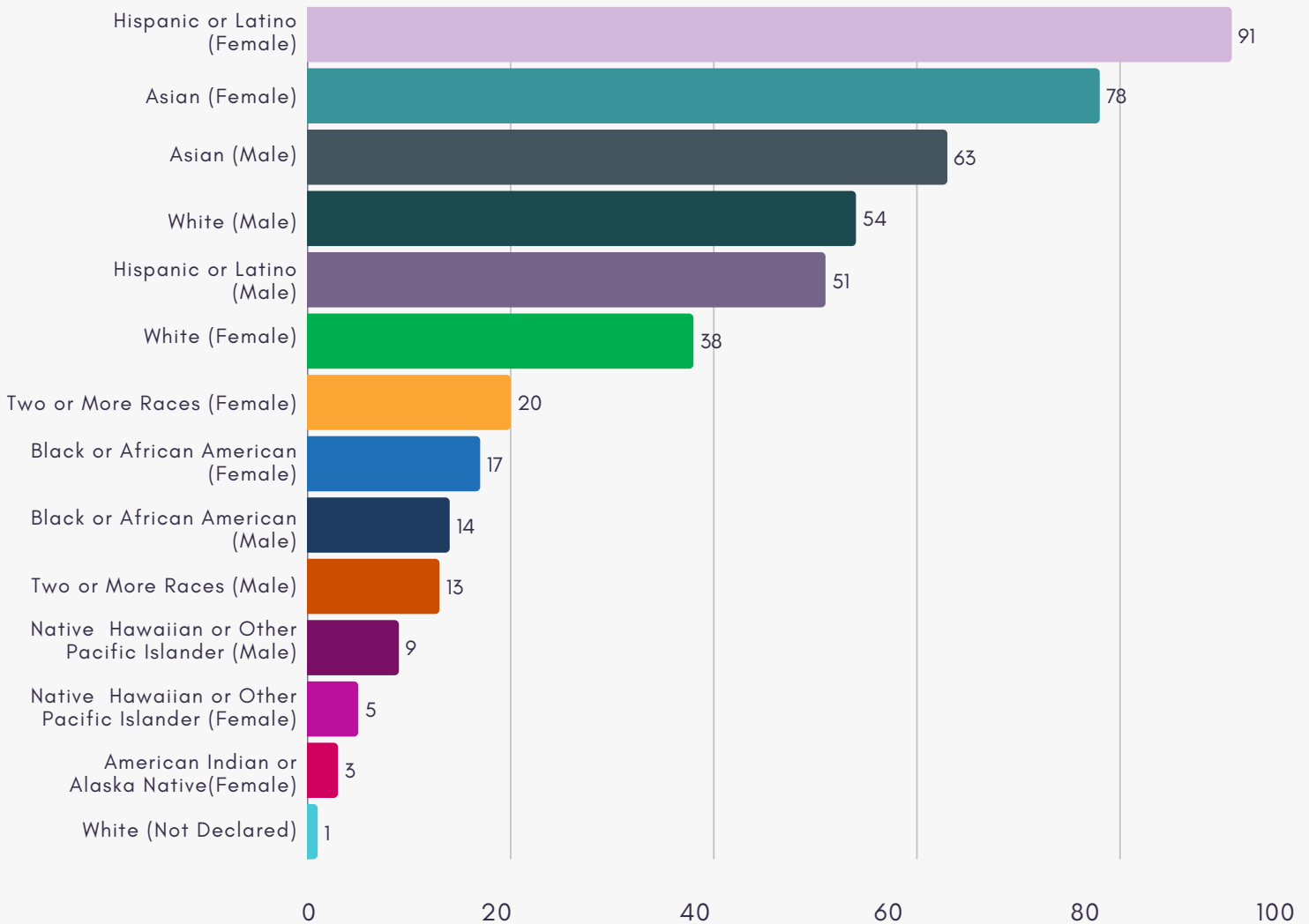
\*Of the new hires, **510** are Regular Employees and **818** are Term/ Extra Help/ Relief Employees.

FY 24-25 New Hires by Department	Regular	Extra Help	Extra Help Seasonal	Extra Help / Term - Agile	Relief	Total
<b>Top 3 Departments with the Most Total New Hires</b>						
<b>5000D County Health</b>	<b>171</b>	<b>144</b>	<b>17</b>	<b>47</b>	<b>39</b>	<b>418</b>
<b>3700D County Library</b>	<b>12</b>	<b>37</b>	<b>147</b>			<b>196</b>
<b>1300D Assessor-County Clerk-Recorder</b>	<b>10</b>	<b>2</b>	<b>176</b>			<b>188</b>
1100D Board of Supervisors	5	3				8
1200D County Executive's Office/Clerk of the Board	7	6		1		14
1240D Public Safety Communications	6					6
1260D Agricultural Commissioner/Sealer	1	6				7
1400D Controller's Office	7	6		1		14
1500D Treasurer - Tax Collector	3			1		4
1600D County Attorney's Office	4	2		2		8
1700D Human Resources Department	8	20		3		31
1800D Information Services Department	7	7		11		25
2000D Retirement Office		1				1
2510D District Attorney's Office	18	5				23
2600D Department of Child Support Services	1					1
3000D Sheriff's Office	108	46				154
3200D Probation Department	15	11				26
3300D Coroner's Office	3					3
3800D Planning and Building	12	3				15
3900D Parks Department	7	5	22	0	0	34
4000D Sustainability Department	2	1		1		4
4300D Department of Emergency Management	4			1		5
4500D Department of Public Works	26	19				45
7000D Human Services Agency	65	7		11	1	84
7900D Department of Housing	7	1		1		9
<b>Total</b>	<b>510</b>	<b>336</b>	<b>362</b>	<b>80</b>	<b>40</b>	<b>1,328</b>

## NEW HIRES BY RACE/ETHNICITY (REGULAR EMPLOYEES)



## NEW HIRES BY RACE/GENDER (REGULAR EMPLOYEES)



About 53 new hires did not report their race/ethnicity. The chart includes all employees who reported their race/ethnicity.

# Satisfaction with New Hires



**93%**

**of Hiring Managers  
Reported being Satisfied  
with their New Hires  
Three Months after Hire**

This was a slight 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 New Employee Onboarding enhancements. The new hire satisfaction program was revamped in FY 2020-21 when the timeline of the surveys changed from six months to three months after hire.

## **HIRING MANAGERS SATISFIED WITH NEW HIRES AFTER THREE TO SIX MONTHS**



# Incentives for Hard-to-Fill Positions



The County promotes the following incentives to address emerging recruitment and retention challenges for hard-to-fill positions.

## Advance Accruals Upon Hire

This County program can attract experienced employees from other agencies who are hired into hard-to-fill positions, although not all classifications on the hard-to-fill list are eligible for this incentive. New hires may be eligible for the following advanced leave accruals based on recruitment and retention data:

- 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

## Employee Referral Program

To attract quality employees to the County, the Employee Referral Program for hard-to-fill positions has an incentive amount of \$1,000 to be paid to County employees who refer candidates for employment who are selected for hard-to-fill classifications. Every six months, HR uses the following criteria to determine the hard-to-fill classifications:

- 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
- Other classifications designated as "Hard-to-Fill" based on recruitment and retention data

## Hiring Incentives

The County also offers Hiring Incentives for select hard-to-fill job classifications with payments totaling \$15,000 or \$30,000 split across three phases:

- Phase I upon starting employment into the regular hard-to-fill position
- Phase II upon successful completion of the probationary period or after completing one year of continuous employment (2,080 hours) in the regular hard-to-fill position, whichever is later
- Phase III after three years (6,240 hours) of continuous employment in the regular hard-to-fill position

About 71% of hiring incentive placements from the pilot period in 2022 were still with the County in 2025. In 2023, the pilot concluded and hiring incentive pay was officially added to the Master Salary Resolution. Since then, approximately 25% of all hiring incentive placements have received a Phase II payment, 3% of placements terminated before receiving a Phase II payment, and no placements have been employed for three years yet to qualify for a Phase III payment. In FY 2024-25, there were 154 job placements for hard-to-fill positions through the Hiring Incentives program.

# PEOPLE EXPERIENCE & CULTURE



## Key Takeaways



The County enhances engagement and retention through people-focused processes and foster a supportive, inclusive culture where staff feel valued.



GOOD or  
VERY GOOD

**79%**

Rated Overall Experience Working at the County as **Good/Very Good**



A GREAT PLACE TO WORK

**78%**

would Recommend the County as a **Great Place to Work**



**955 or 18%**  
were Eligible to Retire

This has decreased over time due to the retirement of Baby Boomers and Generation X employees and the increase of Generation Y/Millennials and Generation Z employees.



**457**  
Employees Left  
County employment

**9%**  
Turnover  
Rate

The employees leaving the County have an average of 10.6 years of service, and about 37% of the turnover was due to retirements while 58% was due to resignations, like prior years.

# People Experience & Culture Strategies



The County promotes a positive and engaging experience in all services, as well as fosters an organizational culture of well-being, inclusion, and belonging to encourage employee retention.

External challenges impacting recruitment and retention are anticipated due to the labor market; high cost of living, housing market, and commute; and evolving work environment. While developing, implementing, and revising workforce plans, departments can consider employees' needs that may influence their reasons for staying with or leaving the organization, as well as partner with HR on the following initiatives.

- Enhance the staff **experience**, including through engagement, flexible work environments, and robust benefits.
- Promote **employee engagement and recognition** programs, including the Innovation Challenge, STARS Awards, and Employee/Team of the Month.
- Encourage more **stay interviews**--a proactive, employee-centered retention tool to help address issues before employees decide to leave.
- Monitor **key HR metrics** (retirement eligibility, turnover, exit survey/interview trends, vacancies, promotions, etc.)
- Engage the workforce and community through **committees, commissions, and events** to learn more about them and their needs.
- Foster an **inclusive organizational culture**, including a focus on well-being and employee retention.
- Take a **whole-person well-being approach in employee wellness** initiatives by promoting physical, emotional, financial, social, and mental well-being programs and tools.
- Provide **resources for supervisors and managers**, including sharing toolkits on Succession Planning, Career Development, and Managing Hybrid Teams; Employee Relations Handbook and mobile application; and training on Risk Management Services.
- Create internal initiatives to **enhance the culture** within the department.

# Employee Engagement Survey

2025 Survey had a **68%** Response Rate

an Increase from **66%** in 2023

Over the past decade, the County has prioritized employee engagement, with HR leading various initiatives that are people-focused and enhance the employee experience. The Employee Engagement Survey is conducted periodically to gather feedback, track progress, and strengthen engagement across departments.

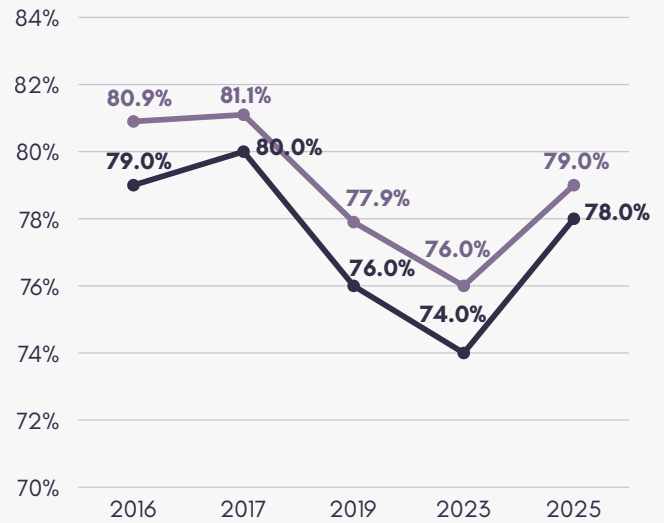
## Survey Results & Departmental Efforts

The latest survey, completed in early 2025, had a 68% response rate from over 4,300 employees—an increase from 66% in 2023. Results showed stability or improvement from the prior survey.

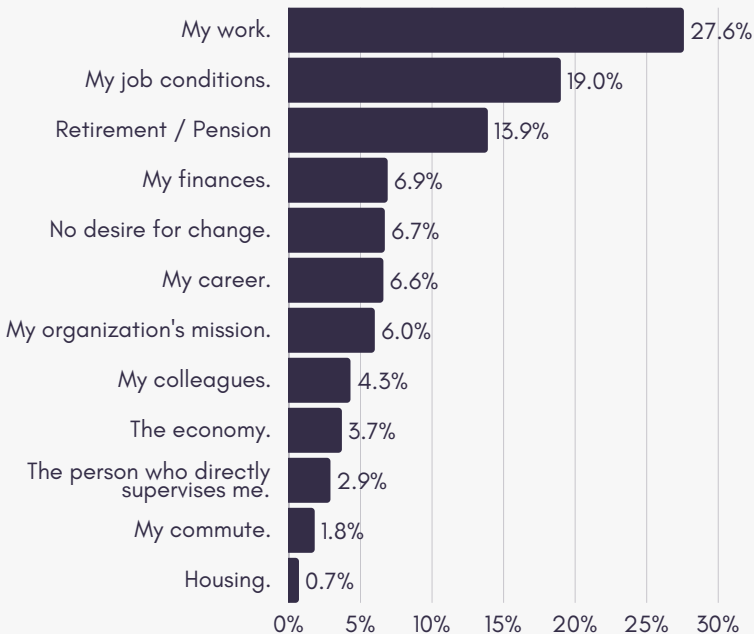
To boost engagement, executives and departments review their survey results, develop action plans, and participate in workshops that HR organizes for managers and leadership teams. Engagement champions continue quarterly meetings, promote the engagement newsletter for managers and supervisors, as well as monitor departmental efforts.

Additionally, HR is developing an engagement toolkit to support post-survey initiatives, such as employee events to foster connection and recognition. Key areas for improvement include flexible job conditions, career growth opportunities, and resources such as updated technology, process improvements, staffing, and training—while considering employees’ reasons for staying with the organization and reasons that could influence their thoughts about leaving—as seen in the engagement survey results.

- Percentage of Responses Rating Overall Experience Working at the County as Good/Very Good
- Percentage of Responses that would Recommend the County as a Great Place to Work to a Friend or Family Member



### REASONS TO STAY



### REASONS TO LEAVE





# Pay Equity



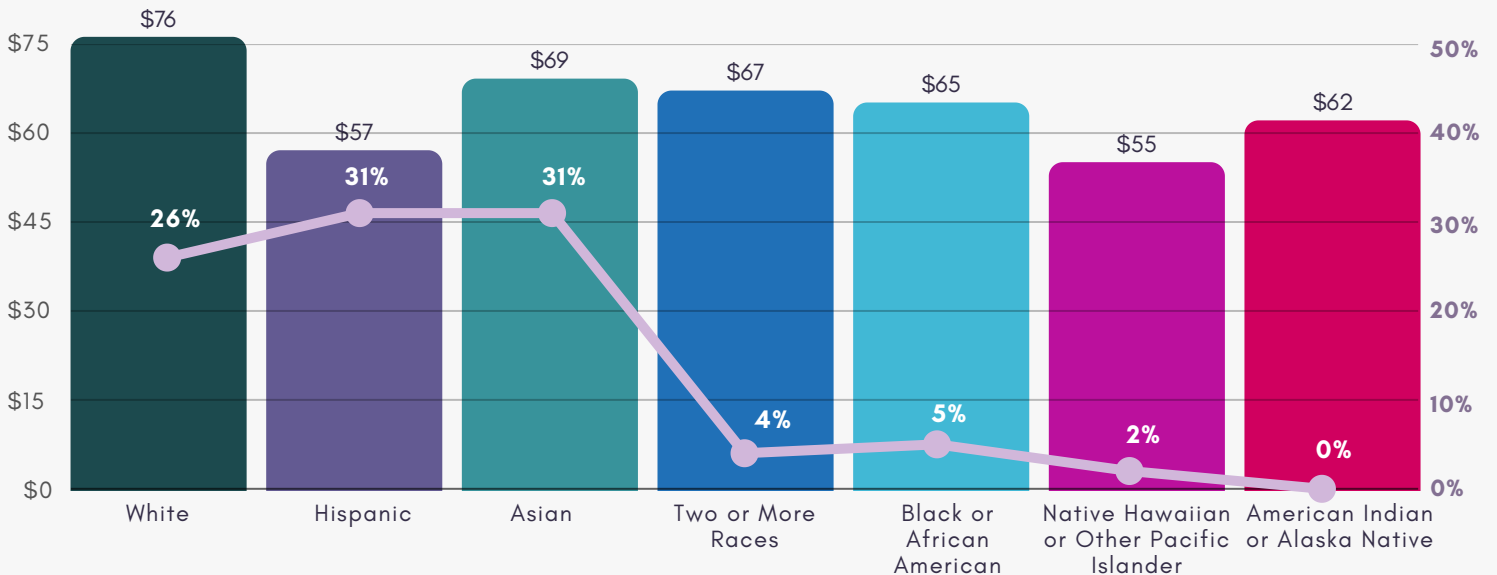
The quarterly update of the interactive [County Pay Equity Dashboard](#) is one of the many initiatives the County is undertaking to advance equity within its workforce and the community. Equity and pay transparency have become a critical priority for organizations and an essential tool for building trust within the workforce, which leads to engagement, retention, and performance.

## AVERAGE PAY RATE BY GENDER



As of June 30, 2025, the County's female workforce earned on average 4.8% less than the male workforce, a decrease from 5.5% in the prior year, which is well below the 2024 national gender pay gap of 15% reported by the Pew Research Center and the 2023 national gender pay gap of 16% reported by the Bureau of Labor Statistics. A key factor contributing to the current pay disparity is occupational distribution by gender. More County female employees are in Administrative Support and Technician roles, which have some of the lowest average pay rates. Professional roles have the highest average compensation with many female employees but not at a proportion sufficient to offset the above. While equal pay for equal work may be in place within roles, representation across job categories remains a critical lever for addressing overall pay equity.

## AVERAGE PAY RATE BY RATE/ETHNICITY & % OF REGULAR EMPLOYEES





# Eligibility to Retire



As of June 30, 2025

955

or

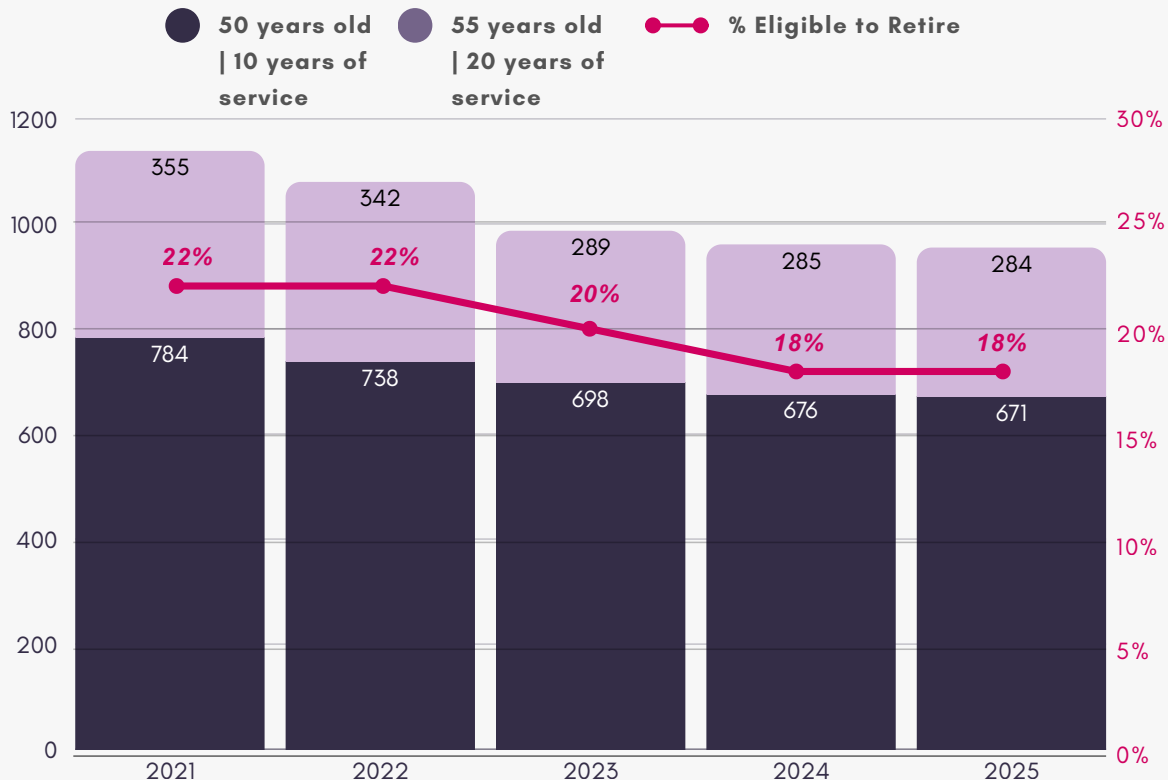
18%

of Regular Employees were Eligible to Retire

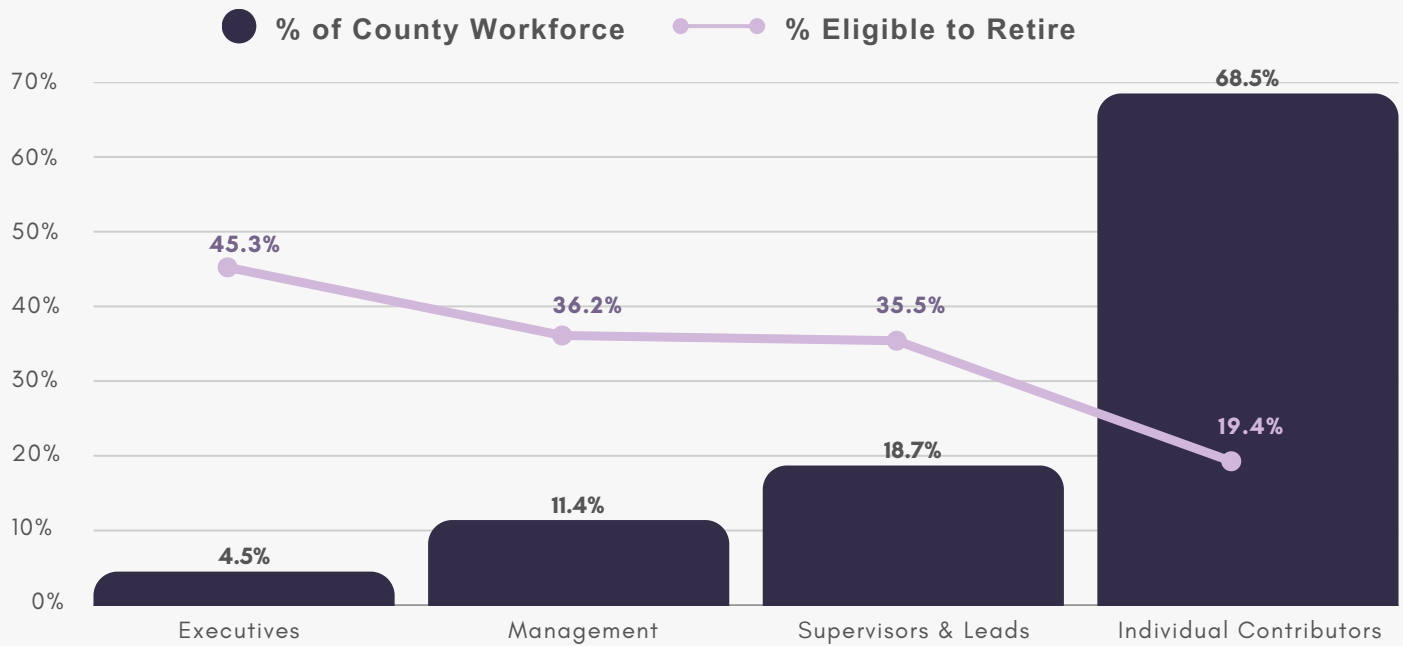


This has decreased over time due to the retirement of Baby Boomers and Generation X employees and the increase of Generation Y/Millennials and Generation Z employees. Given about 30% to 40% of terminations are retirements each year (37% in FY 2024-25), departments can identify employees who are eligible to retire and create succession plans to prepare for 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.

## RETIREMENT ELIGIBILITY (REGULAR EMPLOYEES)



## RETIREMENT ELIGIBILITY BY CLASSIFICATION LEVEL (REGULAR EMPLOYEES)



2025 Retirement Eligibility by Department (Regular Employees)	50-10	55-20	Total Eligible	% Eligible
<b>Top 3 Departments with the highest staff retirement eligibility</b>				
<b>1950D First 5 San Mateo County</b>	<b>4</b>	<b>-</b>	<b>4</b>	<b>50%</b>
<b>2600D Department of Child Support Services</b>	<b>9</b>	<b>7</b>	<b>16</b>	<b>33%</b>
<b>2000D Retirement Office</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>30%</b>
1100D Board of Supervisors	1	-	1	5%
1200D County Executive's Office/Clerk of the Board	10	5	15	20%
1220D Real Property Services	-	-	-	-
1240D Public Safety Communications	7	1	8	13%
1260D Agricultural Commissioner/Sealer	5	2	7	24%
1300D Assessor-County Clerk-Recorder	9	10	19	14%
1400D Controller's Office	2	2	4	9%
1500D Treasurer - Tax Collector	1	1	2	8%
1600D County Attorney's Office	3	1	4	8%
1700D Human Resources Department	10	5	15	20%
1800D Information Services Department	17	11	28	22%
2510D District Attorney's Office	16	3	19	13%
3000D Sheriff's Office	72	18	90	12%
3200D Probation Department	29	8	37	20%
3300D Coroner's Office	0	1	1	6%
3570D Local Agency Formation Commission	-	-	-	-
3700D County Library	11	6	17	12%
3800D Planning and Building	5	2	7	10%
3900D Parks Department	8	5	13	16%
4000D Sustainability Department	3	-	3	11%
4300D Department of Emergency Management	-	-	-	-
4500D Department of Public Works	33	32	65	21%
5000D County Health	318	134	452	21%
7000D Human Services Agency	92	25	117	16%
7900D Department of Housing	3	1	4	13%
<b>Total</b>	<b>671</b>	<b>284</b>	<b>955</b>	<b>18%</b>



# Turnover



## In FY 2024-25

# 457

Employees left County Employment reflecting a

# 9%

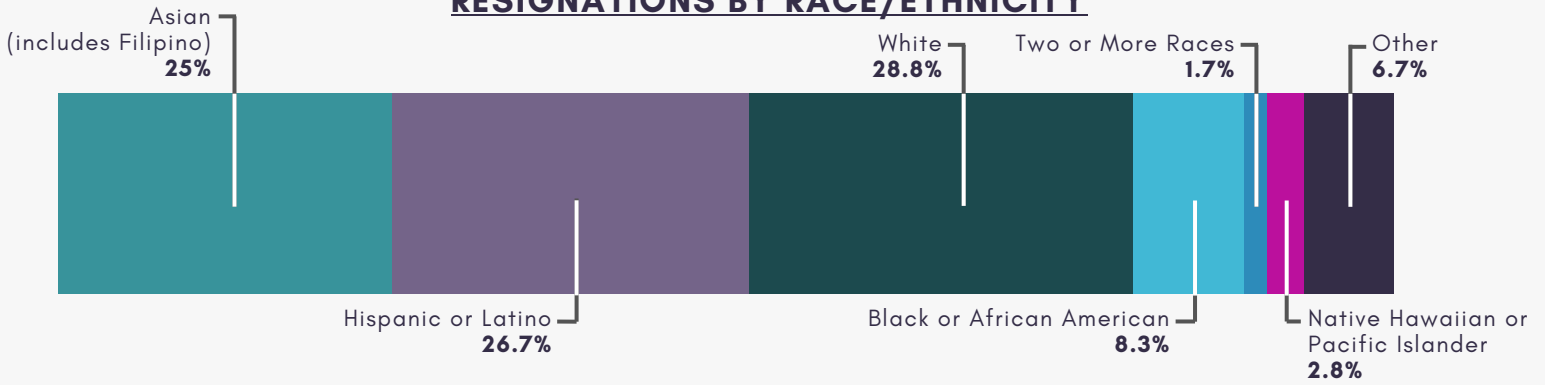
Turnover Rate



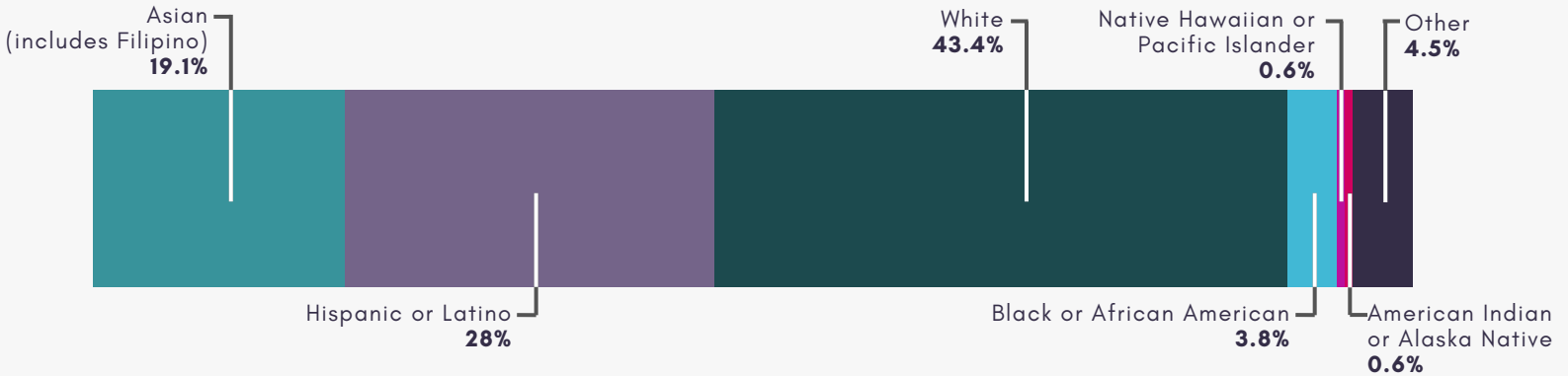
During the last five years, the County's turnover rate ranged from 7% to 12%. About 2% of exited employees resigned from the County within a year of hire, same as prior year. About 47% of resignations were by employees who had home addresses outside of San Mateo County at the time of termination.

FY 2024-25 Termination Type and Reason (Regular Employees)	# of Employees	Percentage of Total Termination	Average Years since Hire
<b>Voluntary Termination</b>	<b>432</b>	<b>94.5%</b>	<b>11.1</b>
Disability Retirement	2	0.4%	7.5
Normal Retirement	167	36.5%	21.8
Resignation	263	57.6%	4.3
Baby Boomers (1946-1964)	10	3.8%	9.4
Generation X (1965-1980)	70	26.6%	6.6
Generation Y/Millennials (1981-1996)	148	56.3%	3.7
Generation Z (1997 and onwards)	35	13.3%	1.1
<b>Other: Termination - Not Started</b>	<b>1</b>	<b>0.2%</b>	<b>0</b>
<b>Involuntary Termination</b>	<b>24</b>	<b>5.3%</b>	<b>2.5</b>
Death	2	0.4%	9.2
Dismissal for Cause	5	1.1%	4
Expiration of Extra Help Hours	1	0.2%	0.0
Probationary Rejection	16	3.6%	0.0
<b>Total Terminations</b>	<b>457</b>	<b>100%</b>	<b>10.6</b>

## RESIGNATIONS BY RACE/ETHNICITY



## NORMAL RETIREMENTS BY RACE/ETHNICITY



The race/ethnicity groups with the highest percentages of resignations were White, Hispanic or Latino, and Asian regular employees, which was consistent with the three largest race/ethnicity groups in the workforce. White employees were the highest percentage of retirements. About 57% of terminations were female employees and 43% were males.

Turnover by Bargaining Unit (Regular Employees)	FY23 #	FY24 #	FY25 #	Turnover FY23%	Turnover FY24%	Turnover FY25%	Change
<b>Top 3 Bargaining Units with High Turnover</b>							
<b>AFSCME</b>	<b>203</b>	<b>171</b>	<b>170</b>	<b>39%</b>	<b>34%</b>	<b>37%</b>	—
<b>SEIU</b>	<b>125</b>	<b>114</b>	<b>109</b>	<b>24%</b>	<b>22%</b>	<b>24%</b>	—
<b>Management</b>	<b>59</b>	<b>70</b>	<b>57</b>	<b>11%</b>	<b>14%</b>	<b>12%</b>	↓
Attorneys	3	5	10	1%	1%	2%	↑
BCTC	6	2	3	1%	0%	1%	—
Board of Supervisors	1	—	2	0%	—	0%	—
CNA	37	45	29	7%	9%	6%	↓
Confidential	14	13	2	3%	3%	0%	↓
Deputy Sheriff's Association (Non-Safety)	6	4	2	1%	1%	0%	—
Deputy Sheriff's Association (Safety)	35	45	41	7%	9%	9%	↓
Organization of Sheriff's Sergeants	4	11	7	1%	2%	2%	↓
PDA	16	17	13	3%	3%	3%	↓
SMCCE	4	1	2	1%	0%	0%	—
UAPD	5	10	10	1%	2%	2%	—
<b>Total</b>	<b>518</b>	<b>508</b>	<b>457</b>	<b>10%</b>	<b>10%</b>	<b>9%</b>	—

The highest percentages of resignations consisted of the following professions:

- 23% AFSCME Human Services (e.g., Benefits Analysts, Marriage and Family Therapists, Social Workers)
- 13% SEIU Office/Technical Services (e.g., Public Services Specialists, other office support)
- 9% DSA Sheriff's Deputies
- 8% SEIU Accounting/Admin Services

Some of these positions were also on the list of hard-to-fill positions, including Social Workers.

Turnover by Department (Regular Employees)	FY23 #	Turnover FY23 %	FY24 #	Turnover FY24 %	FY25 #	Turnover FY25 %	Change
<b>Top 3 Departments with High Turnover</b>							
<b>1240D Public Safety Communications</b>	6	9%	11	16%	<b>16</b>	<b>22%</b>	↑
<b>1500D Treasurer - Tax Collector</b>	2	8%	1	4%	<b>4</b>	<b>17%</b>	↑
<b>4300D Department of Emergency Management</b>	<b>1</b>	<b>14%</b>	<b>2</b>	<b>25%</b>	<b>2</b>	<b>16%</b>	↓
1100D Board of Supervisors	7	35%	2	10%	3	14%	↑
1200D County Executive/Clerk of the Board	5	10%	3	5%	4	6%	↑
1220D Real Property Services	-	-	-	-	-	-	—
1260D Agricultural Commissioner/Sealer	1	4%	-	-	2	8%	↑
1300D Assessor-County Clerk-Recorder	19	13%	19	17%	16	12%	↓
1400D Controller's Office	4	8%	8	16%	8	16%	—
1600D County Attorney's Office	2	4%	2	4%	3	6%	↑
1700D Human Resources Department	6	8%	8	10%	5	7%	↓
1800D Information Services Department	12	10%	7	6%	15	12%	↑
1950D First 5 San Mateo County	-	-	1	12%	-	-	↓
2000D Retirement Office	1	4%	1	4%	-	-	↓
2510D District Attorney's Office	18	13%	14	10%	14	10%	—
2600D Department of Child Support Services	4	8%	5	9%	4	8%	↓
3000D Sheriff's Office	71	11%	86	13%	71	10%	↓
3200D Probation Department	31	14%	32	16%	26	14%	↓
3300D Coroner's Office	4	29%	2	13%	2	12%	↓
3570D Local Agency Formation Commission	-	-	-	-	-	-	—
3700D County Library	15	11%	16	12%	19	13%	↑
3800D Planning and Building	16	27%	7	12%	8	12%	—
3900D Parks Department	9	12%	4	5%	6	8%	↑
4000D Sustainability Department	2	7%	3	10%	3	10%	—
4500D Department of Public Works	26	10%	11	4%	19	6%	↑
5000D County Health	173	9%	203	10%	145	7%	↓
7000D Human Services Agency	80	12%	56	8%	59	8%	—
7900D Department of Housing	3	14%	4	14%	3	10%	↓
<b>Total Turnover</b>	<b>518</b>	<b>10%</b>	<b>508</b>	<b>10%</b>	<b>457</b>	<b>9%</b>	↓

<b>FY 2024-25 Turnover Reason by Department (Regular Employee)</b>	<b>Resignation</b>	<b>Normal Retirement</b>	<b>Probationary Rejection</b>	<b>Dismissal for Cause</b>	<b>Death</b>	<b>Disability Retirement</b>	<b>Not Started</b>	<b>Total</b>
1100D Board of Supervisors	1	2	-	-	-	-	-	3
1200D County Executive's Office/Clerk of the Board	1	2	-	1	-	-	-	4
1240D Public Safety Communications	10	4	2	-	-	-	-	16
1260D Agricultural Commissioner/Sealer	1	1	-	-	-	-	-	2
1300D Assessor-County Clerk-Recorder	11	5	-	-	-	-	-	16
1400D Controller's Office	7	1	-	-	-	-	-	8
1500D Treasurer - Tax Collector	2	2	-	-	-	-	-	4
1600D County Attorney's Office	1	2	-	-	-	-	-	3
1700D Human Resources Department	3	2	-	-	-	-	-	5
1800D Information Services Department	7	7	-	-	1	-	-	15
2510D District Attorney's Office	11	3	-	-	-	-	-	14
2600D Department of Child Support Services	2	2	-	-	-	-	-	4
3000D Sheriff's Office	43	22	4	2	-	-	-	71
3200D Probation Department	6	20	-	-	-	-	-	26
3300D Coroner's Office	2	-	-	-	-	-	-	2
3700D County Library	15	4	-	-	-	-	-	19
3800D Planning and Building	6	1	-	-	-	-	1	8
3900D Parks Department	4	2	-	-	-	-	-	6
4000D Sustainability Department	2	1	-	-	-	-	-	3
4300D Department of Emergency Management	2	-	-	-	-	-	-	2
4500D Department of Public Works	8	10	1	-	-	-	-	19
5000D County Health	81	58	4	2	-	-	-	145
7000D Human Services Agency	36	16	5	-	1	1	-	59
7900D Department of Housing	3	-	-	-	-	-	-	3
<b>Total Turnover</b>	<b>264</b>	<b>167</b>	<b>16</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>457</b>

# Stay Interviews & Exit Surveys

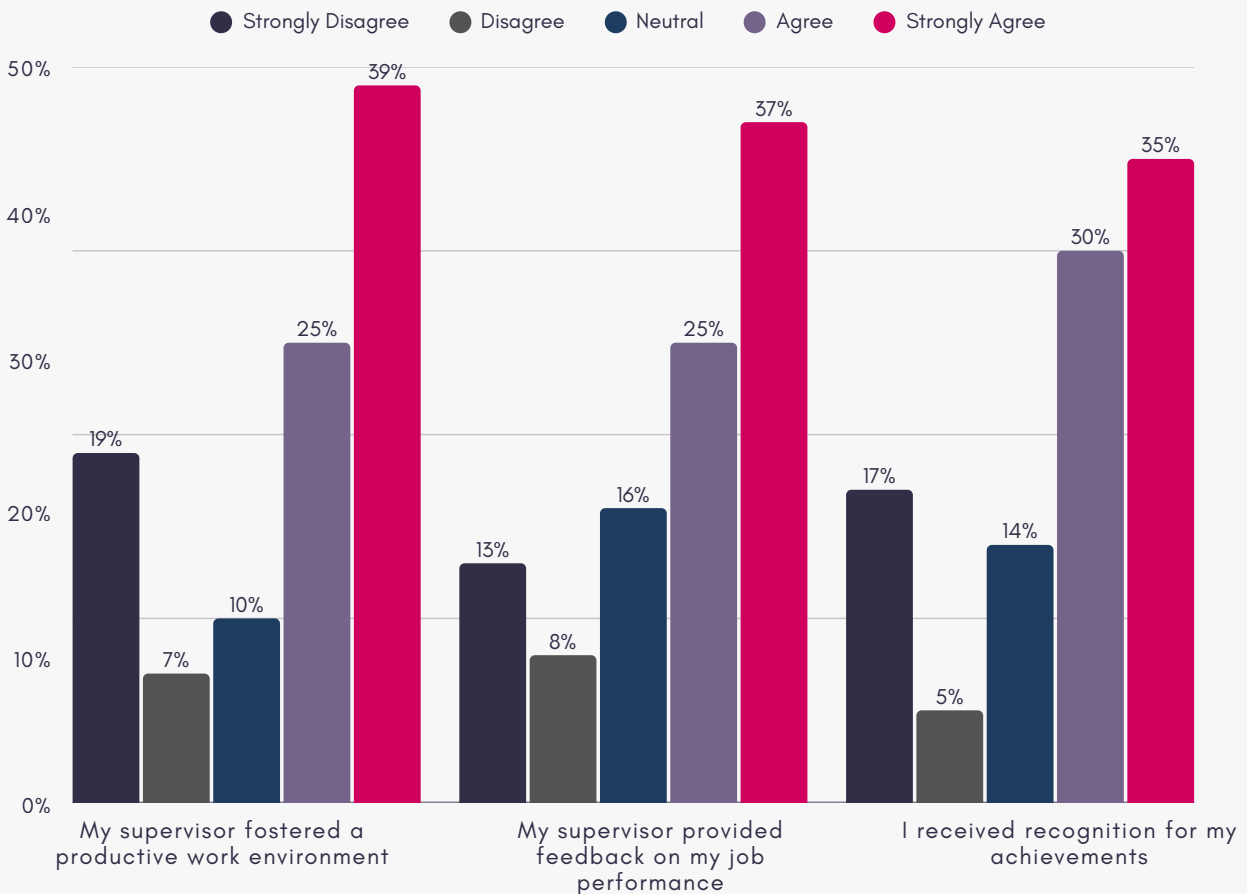


Supervisors and managers can meet regularly with staff to help staff stay engaged. The Performance and Development Program promotes a Continuous Coaching model, so employees and supervisors get actionable feedback today and support to grow for tomorrow. Research has shown that regular meetings with direct reports can increase engagement, develop trust, and give employees the opportunity for communication, direction, and connection.

In addition, departments can conduct 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. Guidance on stay interviews have been shared as part of the Engagement Newsletter series and Essential Supervisory Skills 2.0 curriculum.

Departments can also encourage exiting employees to complete the County's exit survey and/or participate in exit interviews to gain insight into their experiences, both good and bad, to help improve the working conditions of current and future employees.

## EXIT SURVEY RESPONSES REGARDING SUPERVISOR



**72%**  
of Engagement  
Survey Responses



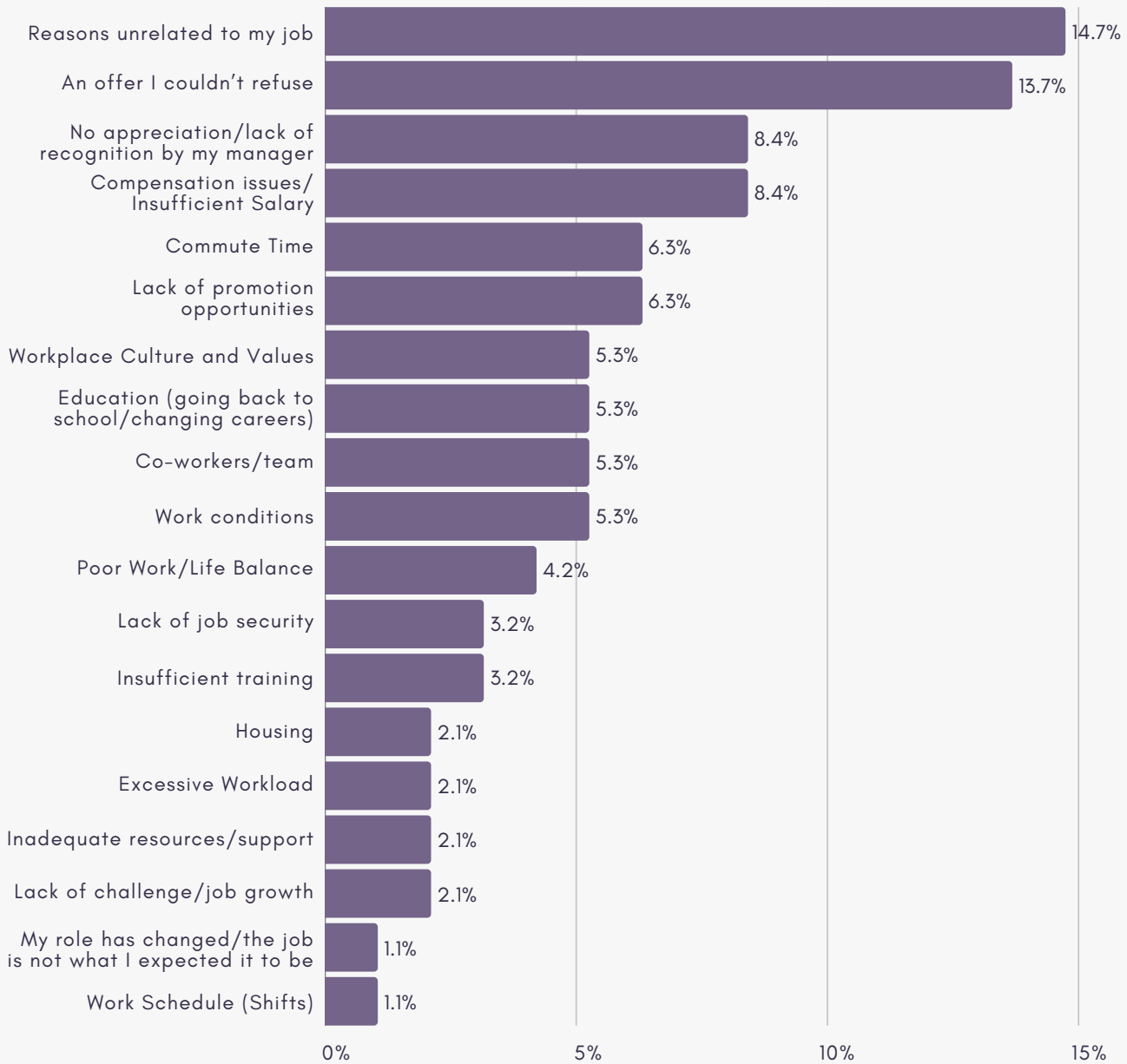
**62%**  
of Exit Survey  
Responses

**Agreed or Strongly Agreed  
that their Supervisor  
Provided Feedback on  
their Job Performance**



The exit survey also asks exiting employees their reasons for leaving, and the top reasons in FY 2024-25 were:

**EXIT SURVEY - #1 REASON FOR LEAVING THE COUNTY**



# Top Secondary Reasons for Leaving since FY 2020-21

**52%**

Relocation

**15%**

Finances  
(Higher Pay)

**9%**

Commute  
to Work

**9%**

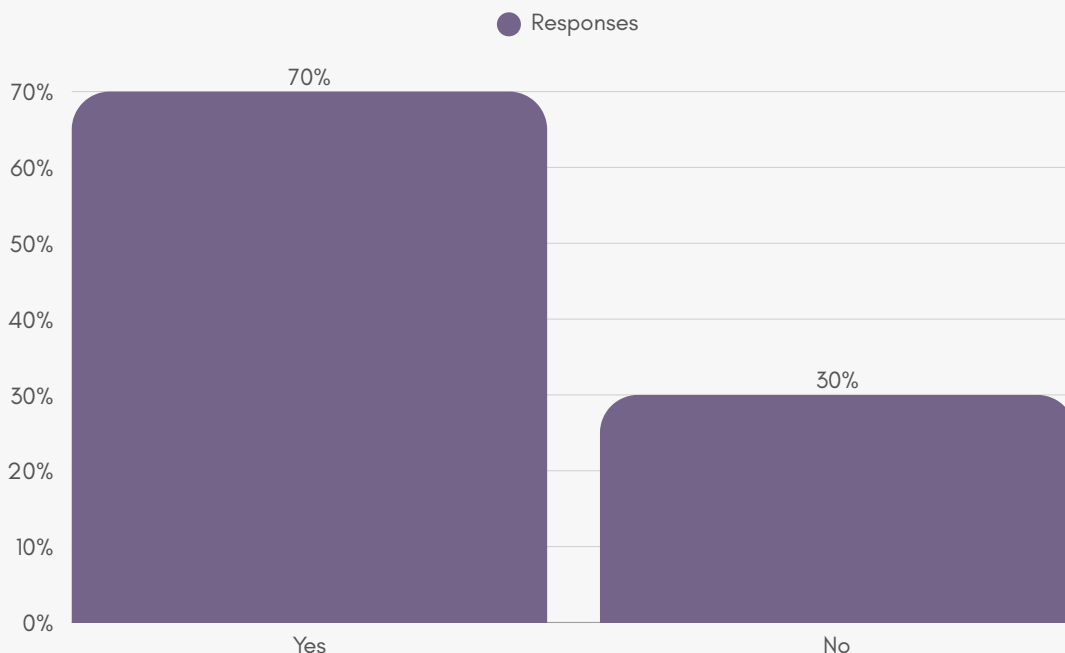
Housing

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.

As HR continues monitoring turnover—as well as data collected through the engagement survey, exit survey, and Workday—the commonly reported reasons for staying and leaving will help inform efforts to engage and retain staff.

One highlight from the FY 2024-25 exit survey is that 70% of responses would recommend employment with the County to a friend or relative, which aligns with engagement survey results.

## EXIT SURVEY- WOULD YOU RECOMMEND EMPLOYMENT WITH THE COUNTY TO A FRIEND OR RELATIVE?



# EMPLOYEE GROWTH & SUCCESS



## Key Takeaways



The County empowers 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.



**634**

### Employees Advanced into Other Positions/Classifications

including promotions, positions studied, unclassified-to-classified changes, as well as movement into positions with longer duration and better benefits



**131**

### Active Work-Out-of-Class Assignments

where staff temporarily worked in another role to broaden their skills and experience



### County Talent Accelerator Program for Line Staff

**65** Applicants All **25** Seats Offered

This program is designed to provide development, guidance, and support to County entry- and journey-level staff looking to advance their careers at the County.



### Tuition Assistance Program (TAP)

**3+** Unit Courses **\$600**

**1-2** Unit Courses **\$300**

Book Reimbursement **\$100**

**462** Tuition Assistance Claims



# Employee Growth & Success Strategies



The County supports employee development through learning opportunities, training courses, and leadership programs, as well as equips employees with practical tools, resources, and guidance to enhance their performance, manage their careers, and encourage their success.

As departments evaluate current and upcoming workforce needs, workforce plans can include learning strategies and development opportunities for staff, so they are prepared for the future envisioned by the department. Departments can partner with HR on the following initiatives to prepare for succession planning and encourage employees to participate in various programs to further develop their skillset.

- Foster **continuous learning and development**, as well as succession planning within departments.
- Promote **learning programs** geared towards each level of the organization (e.g., academies for executives, managers, supervisors, leads, or line staff).
- Encourage participation in the **Executive Education Program** to support the growth of leaders and their success as executives in the County.
- Focus on **managerial and supervisory skills development**, including preparing line staff who want to transition to a supervisor role.
- Promote the **Talent Accelerator Program** to develop and guide entry- and journey-level staff in advancing their County careers.
- Equip employees with **career development resources** and encourage their success, including **career mobility/pathway tools**.
- Utilize various **coaching programs**, including the **Performance and Development**, **Internal Coaching**, and career counseling/**mentoring** programs.
- Provide **reskilling and upskilling courses**, such as training to support employees with their work in the future.

# Learning & Development

Ongoing programs and courses are offered to meet current and future workforce needs.



## 20-Hour Training Policy



**3,257 (65%)**

Regular/Term/Provisional Employees Fulfilled 20+ Training Hours compared to

**2,914 (61%)**

Employees in the Prior Year



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

20-Hour Training Scorecard by Department (Regular/Term/Provisional employees)	Met Policy			% Compliance			FY25 80% Compliance	Change
	FY 23	FY 24	FY 25	FY 23	FY 24	FY 25		
<b>1400D Controller's Office</b>	42	41	42	100%	100%	<b>100%</b>	<b>Yes</b>	—
<b>3570D Local Agency Formation Commission</b>	-	1	1	-	100%	<b>100%</b>	<b>Yes</b>	—
<b>2000D Retirement Office</b>	23	22	24	100%	100%	<b>100%</b>	<b>Yes</b>	—
1200D County Executive/Clerk of the Board	32	25	26	49%	41%	35%		↓
1220D Real Property Services	-	-	1			25%		↑
1240D Public Safety Communications	36	27	41	61%	44%	68%		↑
<b>1260D Agricultural Commissioner/Sealer</b>	23	25	22	96%	100%	88%	<b>Yes</b>	↓
1300D Assessor-County Clerk-Recorder	15	7	4	11%	6%	3%		↓
<b>1500D Treasurer - Tax Collector</b>	19	23	20	90%	100%	95%	<b>Yes</b>	↓
1600D County Attorney's Office	24	27	26	56%	57%	55%		↓
<b>1700D Human Resources Department</b>	61	68	60	84%	86%	86%	<b>Yes</b>	—
1800D Information Services Department	114	23	23	97%	19%	19%		—
1950D First 5 San Mateo County	1	1	1	14%	14%	13%		↓
2510D District Attorney's Office	69	57	50	58%	45%	40%		↓
2600D Dept. of Child Support Services	46	48	37	88%	94%	77%		↓
3000D Sheriff's Office	473	334	390	77%	56%	61%		↑
3200D Probation Department	212	167	164	99%	92%	96%	<b>Yes</b>	↑
3300D Coroner's Office	13	11	12	100%	92%	86%	<b>Yes</b>	↓
3700D County Library	73	74	67	53%	57%	51%		↓
3800D Planning and Building	20	17	26	44%	32%	44%		↑
3900D Parks Department	48	59	49	69%	80%	64%		↓
<b>4000D Sustainability Department</b>	18	24	23	64%	83%	82%	<b>Yes</b>	—
4300D Office of Emergency Services	4	3	3	80%	50%	27%		↓
4500D Department of Public Works	228	229	213	93%	86%	77%		↓
5000D County Health	1151	1085	1319	59%	56%	63%		↑
<b>7000D Human Services Agency</b>	544	503	595	83%	76%	83%	<b>Yes</b>	↑
7900D Department of Housing	21	13	18	31%	59%	72%		↑
<b>Grand Total</b>	<b>3310</b>	<b>2914</b>	<b>3257</b>	<b>68%</b>	<b>61%</b>	<b>65%</b>		

# Learning Management System (LMS)



## LMS CAREER

# 25,720

E-Library Trainings Completed

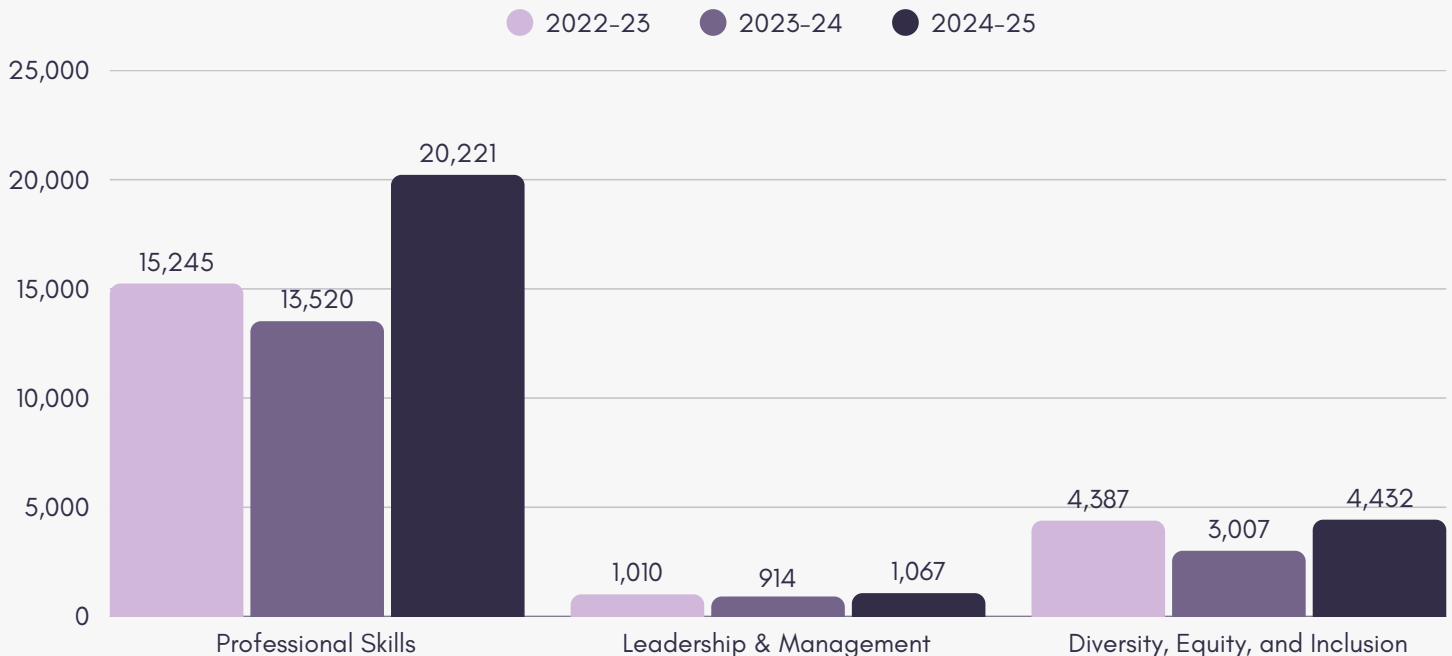
Three e-libraries are provided in the LMS:

- **Professional Skills:** Available to all levels of the workforce, the 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 2,000 online trainings.
- **Leadership & Management:** Available to management, this e-library contains over 700 titles on leadership topics such as delegation, coaching, workplace influence, and driving organizational culture.
- **Inclusion & Belonging:** This library places inclusive content at the fingertips of the entire workforce. With inclusion and belonging being County priorities, the learning strategy remains updated with this important content.

Anytime, anywhere learning for all levels of the organization continues to be a key component of development strategy. E-learning is a highly-used resource and a staple of the training program geared for the modern-day workforce. There continues to be strong usage overall in line with industry benchmarks.

A Request For Proposals for an LMS was conducted during FY 2024-25. Workday Learning was selected as the new learning platform with implementation planning in FY 2025-26 and expected go-live in July 2026.

### E-LIBRARY TRAININGS COMPLETED



# Tuition Assistance Program (TAP)



In FY 2024-25

**462** Tuition Claims for Continuing Education

The Tuition Assistance Program (TAP) is a benefit that promotes the academic development of employees by furthering their knowledge, skills, and abilities, preparing them to meet the opportunities and challenges ahead. Regular, Provisional, and Term employees can take advantage of TAP to attend post-secondary school, college courses, certification programs, and/or workshops. Participants must demonstrate that work performance or value to the County will be enhanced as a result of participation. TAP aligns with the County's commitment to the development of employees and the belief that education is a lifelong process which enhances work performance and increases career mobility within the organization, thereby helping employees provide better service to the public. To continue investing in employees, the Board approved an increase in the reimbursement amounts for courses and books.

Department	FY 22-23 # of TAP Claims	FY 23-24 # of TAP Claims	FY 24-25 # of TAP Claims
1200D County Executive/Clerk of the Board	7	5	1
1240D Public Safety Communications	13	8	-
1260D Agricultural Commissioner/Sealer	-	-	1
1300D Assessor-County Clerk-Recorder	8	4	-
1500D Treasurer - Tax Collector	6	3	-
1700D Human Resources Department	2	12	23
1800D Information Services Department	-	4	2
2510D District Attorney's Office	5	17	9
2600D Department of Child Support Services	4	2	-
3000D Sheriff's Office	74	65	92
3200D Probation Department	26	23	11
3570D Local Agency Formation Commission	2	-	-
3700D County Library	26	54	81
3800D Planning and Building	6	4	2
4000D Sustainability Department	1	-	-
4500D Department of Public Works	10	7	2
5000D County Health	168	233	198
7000D Human Services Agency	50	64	40
7900D Department of Housing	5	3	-
<b>Grand Total</b>	<b>413</b>	<b>508</b>	<b>462</b>



# Leadership Development

To support staff development and create a leadership pipeline, the County invests in several programs geared towards each level of the organization (e.g., academies for executives, managers, supervisors, leads, or line staff) that focus on preparing staff for future roles. The [Supervisor/Manager Leadership Training Matrix](#) shows required and highly recommended trainings with links to LMS. Some of the County’s popular programs are included in this section with links to the program web pages that include more details on the audience, as well as how to register or express interest for each program.

## Talent Accelerator



In 2025

**65**

&

**38%**

Applications

Admission Rate for 2025 Cohort

After a successful pilot in 2024, the County’s Talent Accelerator saw continued growth and strong interest in 2025. Designed for entry- and journey-level employees seeking to advance their careers within the County, participant feedback has been overwhelmingly positive, reflecting the program’s impact on both personal and professional development:

***“This was the most useful and engaging training I have taken at the County.”***

***“The Talent Accelerator changed everything for me. It gave me the skills, confidence, and support I needed to take the next step in my career.”***

Looking ahead, the Talent Accelerator will continue to build on its success by strengthening its alignment with Countywide workforce development priorities.

2024 & 2025 Participants by Department	Total
1240D Public Safety Communications	1
1700D Human Resources Department	3
1800D Information Services Department	1
2000D Retirement Office	1
2510D District Attorney's Office	1
2600D Department of Child Support Services	2
3000D Sheriff's Office	2
3200D Probation Department	1
3700D County Library	1
3800D Planning and Building	1
4000D Sustainability Department	4
4500D Department of Public Works	2
5550B Public Health, Policy and Planning	4
5800B IHSS Public Authority	1
6100B Behavioral Health and Recovery Services	3
6240B Family Health Services	2
6600B San Mateo Medical Center	6
7000D Human Services Agency	11
7900D Department of Housing	2



# Essential Supervisory Skills (ESS)



In FY 2024-25

**523** (48%)  
Supervisors/Managers  
Completed ESS

**& 185** (17%)  
were In Progress - with  
at least 1 of 4 Sessions

The Essential Supervisory Skills (ESS) Program provides training catered to employees in supervisory and leadership roles on how to coach effectively, set performance and development goals, provide actionable feedback, and conduct meaningful performance evaluations. ESS 2.0 is open to employees who have completed core ESS and includes focused sessions on equity, skill-based hiring, employee retention and engagement, and workplace wellness.

Completion rates are influenced by ongoing staff changes, as new supervisors are continuously added to the In Progress and No Action categories.

Department	ESS				ESS 2.0			
	Completed	In Progress	No Action	Total	Completed	In Progress	No Action	Total
1200D Board/County Executive's Office/Clerk of the Board	14	4	40	58		2	12	14
1220D Real Property Services		1	1	2				
1240D Public Safety Communications	10	2	5	17	1	5	4	10
1260D Agricultural Commissioner/Sealer	6			6		3	3	6
1300D Assessor-County Clerk-Recorder	7	4	23	34			7	7
1400D Controller's Office	11	2	11	24		1	10	11
1500D Treasurer - Tax Collector	4	1	3	8			4	4
1600D County Attorney's Office	4	3	1	8		1	3	4
1700D Human Resources Department	21	7	22	50	1	5	15	21
1800D Information Services Department	24	1	6	31	1	5	18	24
1950D First 5 San Mateo County	2		1	3			2	2
2000D Retirement Office	3		4	7			3	3
2510D District Attorney's Office	6	1	20	27		1	5	6
3200D Probation Department	29	13	3	45	2	9	17	28
3300D Coroner's Office	2	1	2	5		1	1	2
3570D Local Agency Formation Commission	1		1	2		1		1
3800D Planning and Building	9	4	6	19		4	5	9
3900D Parks Department	11	7	15	33	1	2	8	11
4000D Sustainability Department	6		1	7		3	3	6
4300D Department of Emergency Management	1	3	4	8			1	1
4500D Department of Public Works	39	18	14	71		7	32	39
5000D County Health	229	88	144	461	9	48	172	229
7000D Human Services Agency	79	21	42	142	3	12	64	79
7900D Department of Housing	5	4	3	12	1	1	3	5
2600D Department of Child Support Services*								
3000D Sheriff's Office*								
3700D County Library*								
<b>Grand Total</b>	<b>523</b>	<b>185</b>	<b>372</b>	<b>1080</b>	<b>19</b>	<b>111</b>	<b>392</b>	<b>522</b>

\* Department met ESS Program requirements through other venues.

# Management Development Program (MDP)



In 2025 **38** Participants

As the County's premier in-house leadership development program, the Management Development Program (MDP) continued to draw strong interest and applications in 2025. MDP aims to have admissions for each cohort reflect the diversity of the workforce across departments, genders, and racial and ethnic backgrounds.

In 2025, the program was enhanced with new sessions focused on Change Management and Creating a Culture of Retention. Participants also engaged in a field visit to the County's Regional Operations Center to learn about the evolution and growth of the Public Safety Communications department. For the second consecutive year, participants took part in an applied learning experience at the State Capitol in Sacramento, where they toured the State Senate Chamber, guided by State Senator Josh Becker.

Looking ahead, a key priority for 2026 will be to continue strengthening MDP by integrating emerging leadership topics and introducing an additional experiential learning opportunity.

## **MDP PARTICIPANTS BY DEPARTMENT**

<b>Department</b>	<b>Total</b>
1200D County Executive's Office/Clerk of the Board	4
1240D Public Safety Communications	3
1400D Controller's Office	3
1700D Human Resources Department	7
2510D District Attorney's Office	1
3000D Sheriff's Office	1
3700D County Library	3
4300D Department of Emergency Management	1
4500D Department of Public Works	1
5550B Public Health, Policy and Planning	1
5700B Aging and Disability Services	1
6100B Behavioral Health and Recovery Services	3
6600B San Mateo Medical Center	6
7000D Human Services Agency	2
7900D Department of Housing	1

# Executive Education



Building on its successful pilot year in 2024, the Executive Education program continued in 2025, supporting the development of assistant and deputy directors as a critical pipeline for future department directors. Six additional executives participated in 2025, bringing the total alumni network to 12.

The three-week program remains highly selective and intensive, offering participants transformative experiences through the prestigious instructors and rigorous curriculum of Harvard Kennedy School of Government. Past participants have described the program as life-changing, noting that the skills, insights, and professional connections gained have a lasting impact on both their leadership journey and personal growth. Graduates leave not only better prepared to lead, but also with a renewed sense of purpose in public service and a strong professional network to support them throughout their careers.

Executive Education continues to be a standing component of the County's leadership development strategy, ensuring emerging senior leaders are equipped to guide their departments and the organization effectively.

## **EXECUTIVE EDUCATION PROGRAM PARTICIPANTS BY DEPARTMENT**

Department	Total
1200D County Executive's Office/Clerk of the Board	2
1240D Public Safety Communications	1
3800D Planning and Building	1
4500D Department of Public Works	2
5550B Public Health, Policy and Planning	2
5600B Emergency Medical Services	1
6100B Behavioral Health and Recovery Services	1
6240B Family Health Services	1
7000D Human Services Agency	1



# Promotions & Advancement



In FY 2024-25

**634**

Employees Advanced into other Positions/Classifications

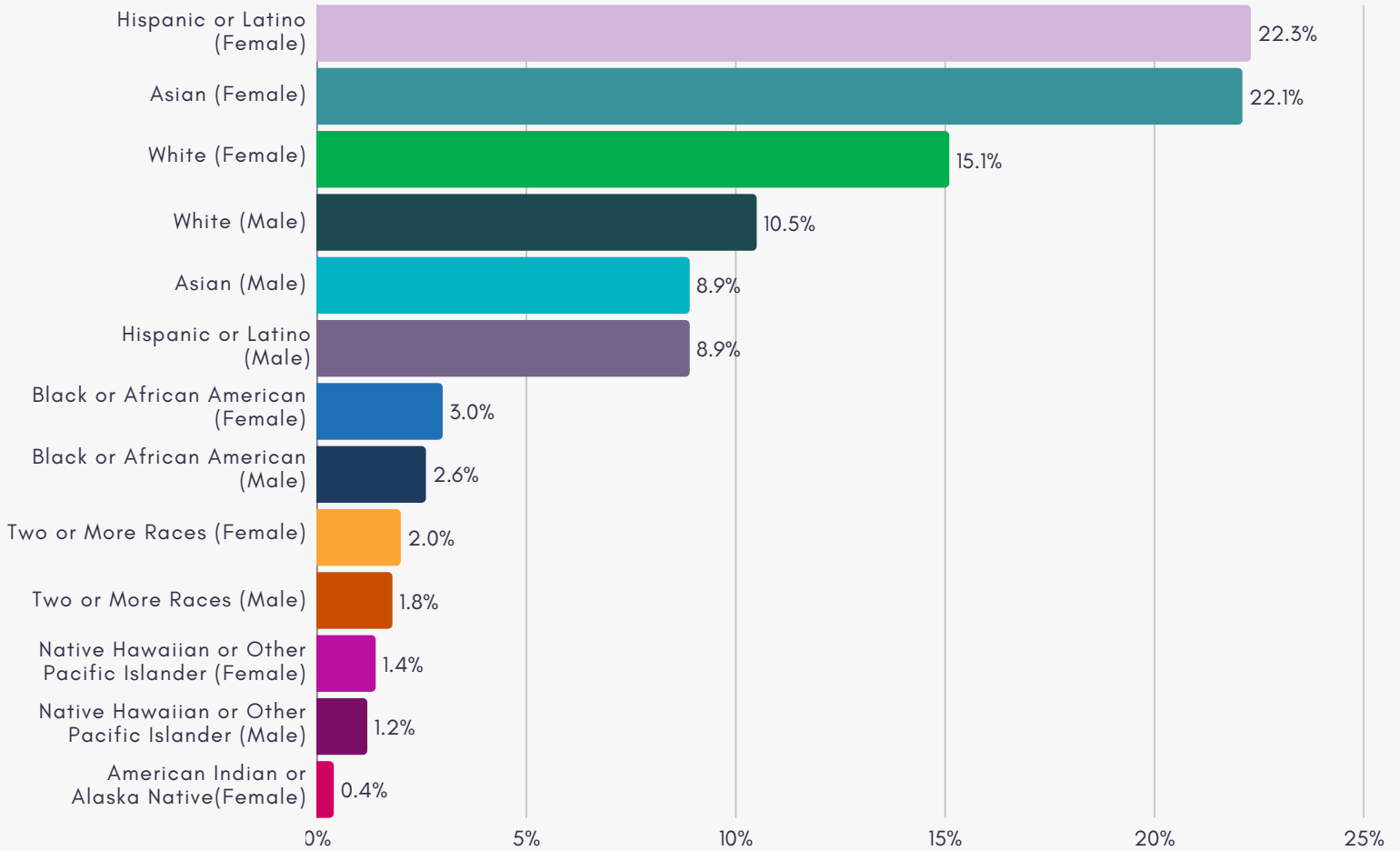


These included promotions, positions studied, unclassified-to-classified changes, as well as movement into positions with longer duration and better benefits (e.g., extra help to regular). In FY 2024-25, approximately 49% of management positions and 45% of non-management positions were filled with internal candidates.

FY 2024-25 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	Provisional / Temp to Regular	
1100D Board of Supervisors	-	1	-	-	-	-	1
1200D County Executive's Office/Clerk of the Board	5	-	1	-	6	1	13
1220D Real Property Services	-	1	-	-	-	-	1
1240D Public Safety Communications	-	8	-	-	-	-	8
1260D Agricultural Commissioner/Sealer	-	4	-	-	-	-	4
1300D Assessor-County Clerk-Recorder	23	4	-	3	-	-	30
1400D Controller's Office	5	-	-	-	1	1	7
1600D County Attorney's Office	3	3	-	-	-	-	6
1700D Human Resources Department	2	-	-	-	3	-	5
1800D Information Services Department	8	-	-	3	-	-	11
2000D Retirement Office	1	-	-	-	-	-	1
2510D District Attorney's Office	9	11	-	1	-	-	21
2600D Department of Child Support Services	-	-	1	-	-	-	1
3000D Sheriff's Office	66	10	-	7	-	-	83
3200D Probation Department	19	-	-	2	-	-	21
3700D County Library	28	13	1	8	1	-	51
3800D Planning and Building	1	5	-	-	-	-	6
3900D Parks Department	1	3	-	4	-	-	8
4000D Sustainability Department	1	2	-	-	1	-	4
4300D Department of Emergency Management	1	-	-	-	1	-	2
4500D Department of Public Works	21	7	-	5	-	2	35
5000D County Health	103	32	4	36	19	8	202
7000D Human Services Agency	33	26	-	4	21	23	107
7900D Department of Housing	5	1	-	-	-	-	6
<b>Total</b>	<b>335</b>	<b>131</b>	<b>7</b>	<b>73</b>	<b>53</b>	<b>35</b>	<b>634</b>

The chart below shows the race/ethnicity and gender data that was available for the employees who advanced into other positions/classifications in FY 2024-25. The groups with the highest percentages of promotions/advancement were Hispanic or Latino and Asian/Filipino (both at 30.9%), follow by White (25.7%) employees. This was consistent with the three largest race/ethnicity groups in the County's workforce.

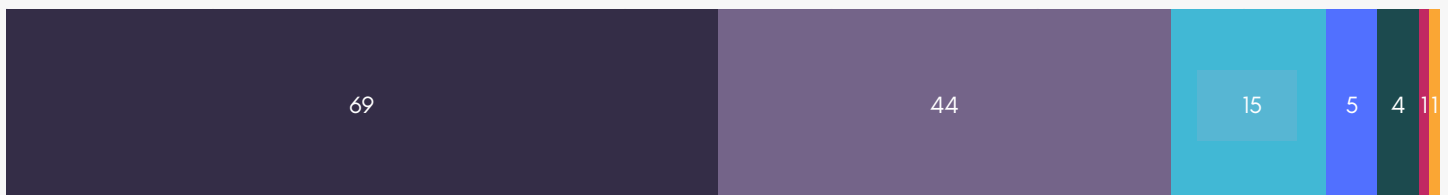
### PROMOTIONS/ADVANCEMENT BY RACE/ETHNICITY AND GENDER



Furthermore, there were work-out-of-class (WOC) assignments during the year where staff temporarily worked in another role to broaden their skills and experience, with 131 active WOC assignments as of June 30, 2025.

### WORK-OUT-OF-CLASS ASSIGNMENTS

- SEIU
- AFSCME
- Management
- Confidential
- CNA
- Organization of Sheriff's Lieutenants
- BCTC
- Deputy Sheriff's Association (Non-Safety Law Enforcement Units 60A/60B)
- Deputy Sheriff's Association (Safety)



# Workday Department Resources

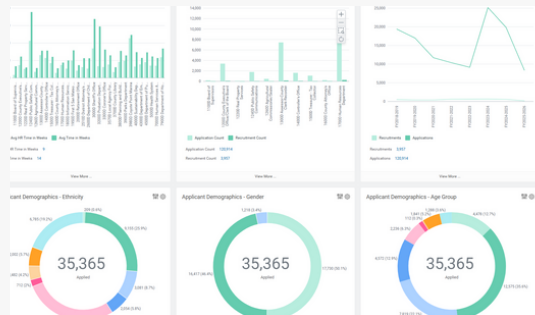


Current data for your department or budget unit is available during the fiscal year through the Workforce Data Planning Dashboard in Workday. The dashboard data is presented in groups with links to the County Pay Equity Website and the Workforce Planning Report.

## Workforce Data Planning

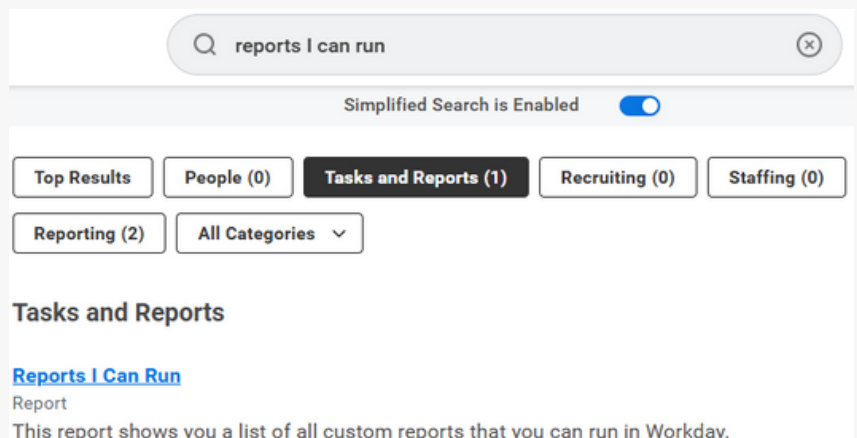
To access the dashboard, log into Workday, then click on “Menu” in the upper left corner and select “Workforce Data Planning” in the menu side bar.

This icon is included throughout this report to indicate the information that has corresponding data available in the Workday dashboard for your department or budget unit.



## Workday Reports

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



# COUNTY OF SAN MATEO

