



# Workforce Planning Report

## FY 2020-21

### EXECUTIVE SUMMARY

***The Human Resources (HR) Department is pleased to present you with the Workforce Planning Report for Fiscal Year 2020-21 to accompany the Workforce Data and Planning Dashboard in Workday.***

The past two fiscal years occurred during an unprecedented time globally, as well as locally in the County of San Mateo. Some workforce data did not show significant changes from prior years. Other data, as expected, were impacted by shelter-in-place orders and a hiring freeze that was instituted to mitigate the reduction of revenue and increased costs because of COVID-19. This report summarizes our workforce data as of June 30, 2021. Despite ongoing emergencies in the County, workforce planning is as vital as ever to ensure we are prepared for the short- and long-term challenges that may arise. As your strategic partner, HR is available to assist you in reviewing and learning more about the data provided, as well as work with you in identifying and implementing succession management initiatives to meet the organization's current and future workforce needs.

### FUTURE IMPACTS AND NEXT STEPS

The County continues to respond to the pandemic that has affected the community and our workforce. The hiring freeze that was in effect in FY 2020-21 was lifted in July 2021, and more staff have returned to their worksites during the County's phased reopening. As employees adjust to the "new normal," HR anticipates that workforce data may continue to be impacted and again be reflected in next year's Workforce Planning Report, such as those related to recruitments, hiring, vacancies, promotions, turnover, and training. Future reports will also compare notable pre- and post-pandemic results, as well as incorporate expanded analyses as appropriate. In the coming months, HR will embark on some important projects related to the workforce.

In alignment with the County's focus on equity, HR will continue building on existing Diversity, Equity, and Inclusion (DEI) efforts. Current initiatives in this area include the following: Reviewing policies with a DEI lens; including equity questions in the upcoming Employee Engagement Survey; adding pronouns in Workday; Career Coaching (career paths); SMC Workforce Development Program (in collaboration with NovaWorks); Workforce Dashboards; updating the Equal Employment Opportunity (EEO) Plan; Internships, Fellowships, and the Supported Training and Employment Program (STEP); Jobs For Youth; blind screening of applications; bias training videos for hiring managers; skill-based hiring training; recruitment and retention study; targeted Benefits communication by gender, family life and ethnicity; job specification review (to eliminate bias and remove exclusionary words and qualifications); recruitment analytics; and career path/ladder resources. We will also keep examining workforce data with equity in mind. Moving forward, HR will continue partnering with departments to enhance workforce equity throughout the organization, as well as support Countywide equity initiatives, including the County's Core Equity Team and associated committees (e.g., Anchor/Policy, Staff Training and Capacity, Staff Wellbeing, Performance Equity, Equity Tools), developing a racial equity action plan, Anchor Institution action plan, and an upcoming Countywide Equity Survey. Workforce data and reporting will also be useful as these equity actions are developed.

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

## KEY TAKEAWAYS

- **Diversity, Equity, and Inclusion:** This year's report includes enhanced information on DEI efforts and additional demographic data throughout the report where available. Overall, the proportion of younger generations in the workforce are increasing as older generations of employees retire. While White employees are retiring at higher rates, employees in all race/ethnicity groups continue joining the County, as well as promoting and advancing in the organization. Workforce equity will continue to be a priority for the County to ensure we meet the needs of our employees and community.
- **Hard-to-Fill Recruitments:** The County has had difficulty finding enough quality candidates for 911 Dispatchers, Adult Psychiatrists, Deputy Sheriffs, Nurses, Physicians, Social Workers, and Stationary Engineers. Efforts to attract applicants to the organization have included an employee referral program, sourcing talent through diverse advertisement platforms, digital and social network advertising, competitive salary and benefits, continuous recruitments, and hosting informational sessions for candidates to learn about the organization, departments, positions, application, and recruitment process.
- **Turnover:** During the last 10 years, the County's turnover rate ranged from 6% to 10%. In FY 2020-21, 380 regular employees left County employment, reflecting a 7% turnover rate. The employees leaving the County had an average of 12.9 years of service, and about 46% of the turnover was due to retirements while 49% was due to resignations. About 69% of the resignations were by Generation Y/Millennials, who had an average of 3.6 years of service. Some professions with high resignation rates were also on the list of hard-to-fill positions, including Social Workers, Nurses, and Deputy Sheriffs.
- **Retirement Risk:** As of year-end, about 1,139 (22%) regular employees were eligible to retire. About 13% of those eligible are management employees, and 4% of those eligible are executives (deputies and above). The departments with 30% or more retirement-eligible staff include the Department of Child Support Services, Information Services Department, Department of Public Works, and Retirement Office.
- **Promotions and Advancement:** In FY 2020-21, there were 544 job changes that resulted in employees advancing into other positions/classifications in the organization, including promotions and staff who moved into positions with longer duration and better benefits (e.g., extra help to regular). Over the last few years, the County's promotion rate for management positions is about 70% and for all other positions over 50%, where internal candidates were selected.
- **Succession Management/Development:** In FY 2020-21, there were 28,782 training completions, and 3,246 (65%) employees met the 20-Hour Training Policy. In February 2020, HR began offering two robust e-libraries of online trainings through the Learning Management System (LMS) with the intent of having an always available learning resource for staff. The implementation of e-learning became a huge part of HR's response to employees' developmental needs as their work shifted during the pandemic. The County also continues to invest in programs to support the development of staff and create a leadership pipeline.

## WORKFORCE PLANNING OVERVIEW

The information contained in this report represents a snapshot of the County's workforce **as of June 30, 2021**. Current data for your department or budget unit is available during the fiscal year through the Workforce Data and Planning Dashboard in Workday.

### WORKDAY RESOURCES

#### Workforce Data and Planning Dashboard

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



Workforce Data  
and Planning

To access the dashboard, log into Workday and click on the "Workforce Data and Planning" icon in Applications under the Welcome banner. **We have added the image to the right throughout this report to indicate the information that has corresponding data available in the Workday dashboard for your department or budget unit.** The dashboard provides workforce data to help you analyze your department's current capabilities, anticipate future needs, prepare for hiring, plan development programs, and evaluate staffing needs.

Dashboard data is presented in groups as follows:

- **Position Management** contains real time information related to positions in your department including number of authorized positions, vacancies, and positions by employment type.
- **Hiring and Retention** contain new hire, turnover, and promotion statistics, as well as retirement risk information as of the completed fiscal year.
- **Development** provides insight into your organization's performance review process and efforts toward the career development and well-being of your workforce.
- **Demographics** provides information about the makeup and diversity of your workforce, its age and length of service, and your management to non-management ratio.

Throughout the dashboard, links to resources and other information are provided including a snapshot of Countywide demographics and position management data.

#### Workday Reports

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



Reports I Can Run



## WORKFORCE PLANNING REPORT SUMMARY

### *Hire and Deploy*

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

HIRE AND DEPLOY	FY 2018-19	FY 2019-20	FY 2020-21
Authorized Positions	5,699	5,771	5,782
Average Age of Workforce	45	44	44
Recruitments Conducted*	518	400	406
Applications Received	18,117	13,510	13,198
New Hires			
- Regular	289	288	233
- Term	114	59	68
- Extra Help/Temporary**	820	617	772
Vacancies   Rate	593   10%	686   12%	708   12%

\* includes extra help; \*\* includes seasonal/election and relief workers

### *Engage and Retain*

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

ENGAGE AND RETAIN	FY 2018-19	FY 2019-20	FY 2020-21
Classification Studies	339	106	213
Employees on Voluntary Time Off	279	191	152
Percent of employees rating experience working for the County as good or better	-- *	77.9%	-- *
Average Years of Service	10.7	10.6	10.8
Turnover Number   Rate	469   9%	475   9%	380   7%
Employees Eligible to Retire			
- 50   10	843	822	784
- 55   20	333	323	355

\* No engagement survey in FY19 and FY21; next biannual survey will be in FY 2021-22

### *Develop and Prepare*

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

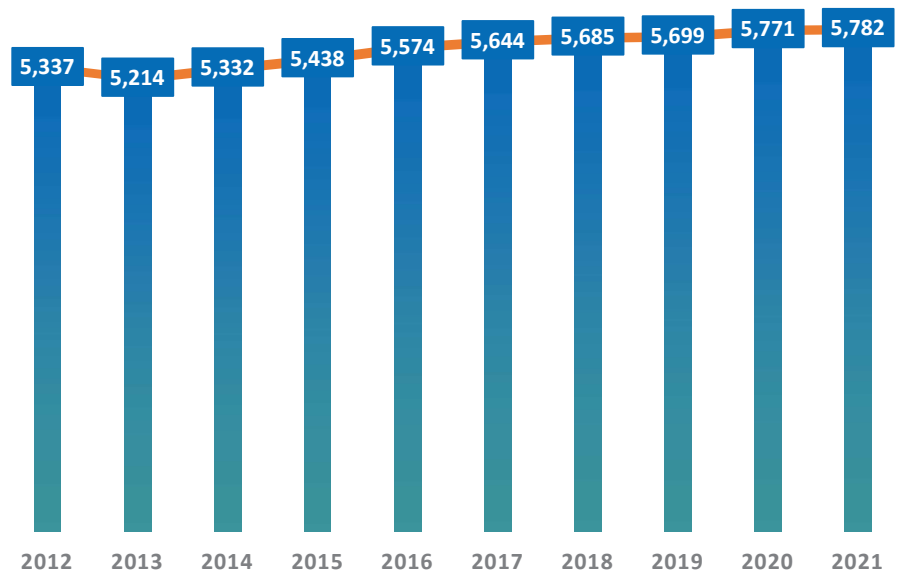
DEVELOP AND PREPARE	FY 2018-19	FY 2019-20	FY 2020-21
Promotions & Advancement	737	634	544
Training Participants	10,586	36,562	28,872
Employees completing 20-hour training requirement	3,765	3,283	3,246
Tuition Reimbursements	539	389	530

## WORKFORCE DEMOGRAPHICS

### AUTHORIZED POSITIONS

**As of June 30, 2021, the County had 5,782 regular, authorized positions.**

The three largest departments constituted 66% of authorized positions (2,209 Health System, 830 Sheriff's Office, and 775 Human Services Agency positions). Since FY 2012, there was an overall 8% increase (445 positions) with the Sheriff's Office adding 165 positions over the ten-year span. In the past year, the County had a net increase of 11 positions, with the Sheriff's Office adding eight positions.



Department	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	% change (FY12 - FY21)
1100D Board of Supervisors	20	20	20	22	22	22	22	22	22	22	10%
1200D CMO County Manager/Clerk of the Board	35	20	21	20	24	32	34	36	50	51	46%
1220D CMO Real Property Services	4	4	4	4	4	4	4	4	5	5	25%
1240D CMO Public Safety Communications	54	54	58	59	59	66	74	74	75	75	39%
1260D CMO Agricultural Commissioner/Sealer	30	30	30	30	30	30	30	30	30	30	0%
1270D CMO Revenue Services								26	22	19	-- *
1280D CMO Workforce and Economic Development	31	21	21	1							--
1300D Assessor-County Clerk-Recorder	112	117	117	117	121	121	126	128	155	155	38%
1400D Controller's Office	43	42	42	43	46	46	46	46	51	51	19%
1500D Treasurer - Tax Collector	61	61	61	61	61	61	60	34	34	34	-44% *
1600D County Counsel	39	42	42	43	43	45	47	48	49	49	26%
1700D Human Resources Department	51	63	64	65	70	71	73	73	75	75	47%
1800D Information Services Department	141	113	115	113	120	131	131	129	135	135	-4%
1950D First 5 San Mateo County	12	10	8	8	8	8	8	8	8	8	-33%
2000D Retirement Office	20	20	21	23	24	24	24	24	23	23	15%
2500D District Attorney's Office	118	121	122	122	129	131	135	135	140	141	19%
2600D Department of Child Support Services	90	87	89	86	80	80	78	77	73	67	-26%
3000D Sheriff's Office	665	679	701	762	772	803	811	818	822	830	25%
3200D Probation Department	407	408	410	415	415	415	415	415	384	383	-6%
3300D Coroner's Office	14	14	14	13	13	13	13	13	14	15	7%
3570D Local Agency Formation Commission	1	1	1	1	1	1	2	2	2	2	100%
3700D County Library	126	122	121	121	121	121	122	122	123	129	2%
3800D Planning and Building	49	48	49	50	55	56	57	58	67	67	37%
3900D Parks Department	55	51	62	60	67	71	74	75	77	77	40%
4000D Office of Sustainability	3			3	21	21	24	25	26	26	767%
4500D Department of Public Works	297	292	291	290	298	299	299	301	303	310	4%
5000D Health System	2,172	2,021	2,070	2,128	2,191	2,189	2,194	2,194	2,212	2,209	2%
7000D Human Services Agency	673	742	767	767	768	769	766	766	775	775	15%
7900D Department of Housing	14	11	11	11	11	14	16	16	19	19	36%
<b>Total</b>	<b>5,337</b>	<b>5,214</b>	<b>5,332</b>	<b>5,438</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>8%</b>

\* In FY 2018-19, Revenue Services moved from the Treasurer - Tax Collector to the County Manager's Office.



## DIVERSITY – AVERAGE AGE OF WORKFORCE

**In FY 2020-21, the average age of regular employees in the County was 44 years old, like the prior fiscal year.** The average age of employees in positions from the supervisory to department head levels were above the County average.



**In FY 2020-21, over 44% of the County's regular workforce fell under the Generation X category.** The remainder of the workforce were primarily Generation Y/Millennials (37%) and Baby Boomers (17%), with a smaller percentage of Generation Z and Silent Generation employees. There was a decrease in the percentage of Silent Generation, Baby Boomer, and Generation X employees, and an increase in the percentage of Generation Y/Millennial and Generation Z employees, compared to the prior year.

The table below shows the percentage of employees by generation. The data for all employees includes interns as shown in the greater percentage of employees in the Generation Z category.

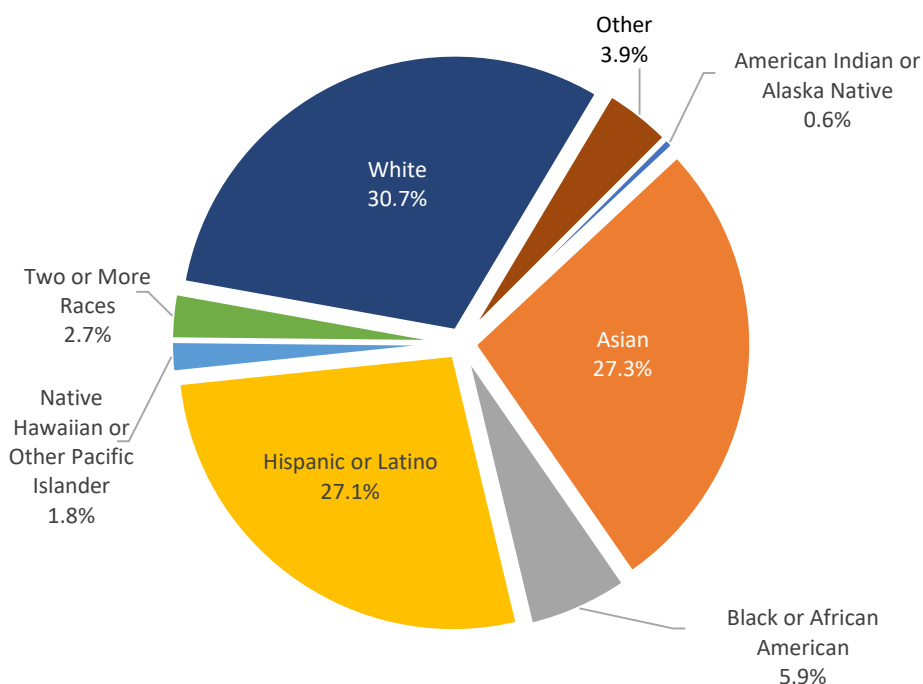
Generation	Regular Employees			All Employees		
	FY18-19	FY19-20	FY20-21	FY18-19	FY19-20	FY20-21
Silent Generation (1928 -1945)	0.12%	0.08%	0.06%	0.97%	0.90%	0.53%
Baby Boomers (1946 -1964)	22.09%	19.32%	17.09%	22.88%	21.81%	19.56%
Generation X (1965 -1980)	45.73%	45.48%	44.70%	39.19%	39.32%	38.27%
Generation Y / Millennials (1981 -1996)	31.95%	34.79%	37.45%	33.37%	35.41%	36.67%
Generation Z (1997 and onwards)	0.12%	0.33%	0.71%	3.59%	2.56%	4.97%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Executive-level employees (Elected Officials, Department Heads, and Deputy/Assistant/Division Directors) accounted for 2.1% of regular staff, and they primarily fell under the Baby Boomers and Generation X categories. Managers (I/II) made up 6.9% of the workforce, and 12.4% of employees were in Supervisor/Lead positions. Most of the Managers, Supervisors, and Leads were part of Generation X. A majority of employees (78.6%) were individual contributors in Advanced Journey/Specialist, Journey, or Entry/Trainee capacities, and 65% of employees were individual contributors born between 1965 – 1996 (Generation X and Y/Millennials).

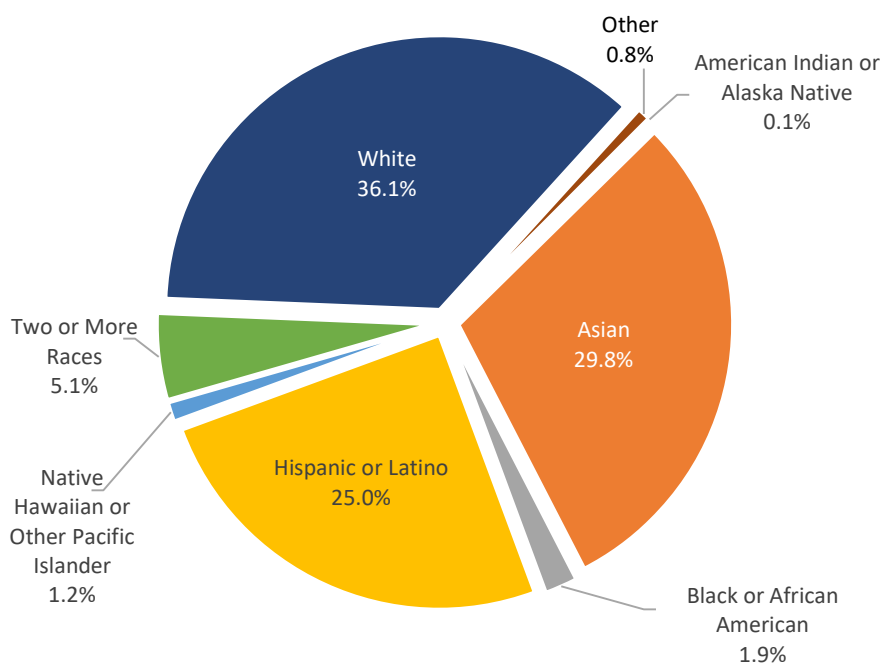
Classification Level (Regular Employees)	Silent Generation (1928 - 1945)	Baby Boomers (1946 - 1964)	Generation X (1965 - 1980)	Generation Y / Millennials (1981 - 1996)	Generation Z (1997 and onwards)	Total
Department Head/Elected Official	0.04%	0.35%	0.31%	0.02%	0.00%	0.73%
Deputy/Assistant/Division Director	0.00%	0.51%	0.79%	0.10%	0.00%	1.39%
Manager II	0.00%	0.73%	2.00%	0.39%	0.00%	3.12%
Manager I	0.00%	0.65%	2.48%	0.69%	0.00%	3.81%
Supervisor	0.00%	1.45%	5.30%	1.87%	0.00%	8.62%
Lead	0.00%	0.71%	1.67%	1.39%	0.00%	3.77%
Advanced Journey/Specialist	0.02%	3.50%	9.39%	6.94%	0.08%	19.92%
Journey	0.00%	8.96%	21.75%	23.77%	0.47%	54.95%
Entry or Trainee	0.00%	0.24%	1.00%	2.28%	0.16%	3.67%
<b>Total</b>	<b>0.06%</b>	<b>17.09%</b>	<b>44.70%</b>	<b>37.45%</b>	<b>0.71%</b>	<b>100.00%</b>

As of June 30, 2021, the race/ethnicity data that was available for the County regular workforce is shown in the first chart below. The San Mateo County population by race/ethnicity from the 2020 Census data is included for comparison. Plans are in progress for ongoing Countywide and departmental workforce demographic reporting, including continued analysis of diversity across classification levels, in management/leadership positions, and in different job categories.

*County of San Mateo Regular Workforce*



*San Mateo County Population\**



\* Source: U.S. Census Bureau, 2020 Census Redistricting Data (Asian group includes Filipino)



Race/Ethnicity (Regular Employees)	FY18-19	FY19-20	FY20-21
American Indian or Alaskan Native	0.6%	0.6%	0.6%
Asian (includes Filipino)	27.2%	26.8%	27.3%
Black or African American	5.9%	5.9%	5.9%
Hispanic or Latino	25.8%	26.9%	27.1%
Native Hawaiian or Other Pacific Islander	1.7%	1.7%	1.8%
Two or More Races	2.7%	2.3%	2.7%
Other	3.8%	4.0%	3.9%
White	32.5%	31.7%	30.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The table to the left shows the race/ethnicity data that was available for the County regular workforce over the past three years. There was an increase in the percentage of Hispanic or Latino regular employees and a decrease in the percentage of White regular employees since FY 2018-19. The other groups showed steady percentages or slight fluctuations.

The table below shows the race/ethnicity data that was available for the County workforce by classification level, including all employee types (e.g., regular, extra help, term). In general, White employees made up the largest percentages at the Supervisor level and up, whereas other race/ethnicity groups made up lower percentages in the upper levels, compared their percentages in the overall County workforce.

Classification Level (All Employees)	White	Hispanic Or Latino	Asian	Filipino	Other/Two or More Races	Black Or African American	Native Hawaiian Or Other Pacific Islander	American Indian Or Alaska Native
Department Head/ Elected Official	77.8%	13.9%	2.8%	2.8%	0.0%	2.8%	0.0%	0.0%
Deputy/ Assistant/ Division Director	53.5%	12.7%	16.9%	4.2%	11.3%	1.4%	0.0%	0.0%
Manager II	45.8%	10.3%	21.9%	8.4%	7.1%	6.5%	0.0%	0.0%
Manager I	45.4%	17.4%	18.4%	6.3%	4.3%	7.2%	0.5%	0.5%
Supervisor	38.1%	25.3%	13.7%	7.9%	9.0%	4.4%	1.4%	0.2%
Lead	22.9%	37.5%	13.5%	8.9%	5.2%	8.3%	2.1%	1.6%
Advanced Journey/ Specialist	29.1%	24.2%	18.7%	13.0%	5.9%	6.5%	1.8%	0.8%
Journey	28.2%	27.4%	16.5%	13.1%	7.2%	5.0%	2.2%	0.5%
Entry or Trainee	40.3%	19.6%	19.3%	7.4%	5.8%	6.4%	0.7%	0.4%
<b>Total</b>	<b>31.9%</b>	<b>25.1%</b>	<b>17.0%</b>	<b>11.5%</b>	<b>6.8%</b>	<b>5.5%</b>	<b>1.7%</b>	<b>0.5%</b>

**As of June 30, 2021, females were 62.5% of the workforce, males were 37.4% of the workforce, and 0.1% did not declare their gender.** These percentages have remained consistent over the years and correlated with the percentages of job applications by gender. In FY 2020-21, 58.7% of job applications were from females, 38.8% were from males, and 2.5% were from applicants who did not declare their gender. These tables show the County workforce composition by gender, including all employee types (e.g., regular, extra help, term).

A similar gender ratio was seen in most levels of the organization; however, the ratio flipped at the Department Head/Elected Official level where males were the majority. Most departments had similar gender representation compared to the County workforce with majority Female staff, except for the following departments: Agricultural Commissioner/Sealer, Information Services Department, Sheriff's Office, Parks, Coyote Point Marina, and Department of Public Works.

Classification Level (All Employees)	Female	Male	Not declared
Department Head/Elected Official	36.8%	63.2%	0.0%
Deputy/Assistant/Division Director	58.1%	41.9%	0.0%
Manager II	63.5%	36.5%	0.0%
Manager I	59.3%	40.3%	0.5%
Supervisor	58.1%	41.9%	0.0%
Lead	65.3%	34.2%	0.5%
Advanced Journey/Specialist	69.7%	30.3%	0.1%
Journey	62.1%	37.9%	0.1%
Entry or Trainee	58.2%	41.4%	0.4%
<b>Total</b>	<b>62.5%</b>	<b>37.4%</b>	<b>0.1%</b>

Department (All Employees)	Female	Male	Not declared
1100D Board of Supervisors	54.8%	45.2%	0.0%
1200D County Manager/Clerk of the Board	67.8%	32.2%	0.0%
1220D Real Property Services	60.0%	40.0%	0.0%
1240D Public Safety Communications	73.8%	26.3%	0.0%
1260D Agricultural Commissioner/Sealer	31.4%	68.6%	0.0%
1270D Revenue Services	62.5%	37.5%	0.0%
1300D Assessor-County Clerk-Recorder	59.4%	40.3%	0.3%
1400D Controller's Office	64.0%	36.0%	0.0%
1500D Treasurer - Tax Collector	67.9%	32.1%	0.0%
1600D County Counsel	65.4%	34.6%	0.0%
1700D Human Resources Department	78.1%	21.9%	0.0%
1800D Information Services Department	32.1%	67.9%	0.0%
1950D First 5 San Mateo County	100.0%	0.0%	0.0%
2000D Retirement Office	69.6%	26.1%	4.3%
2510D District Attorney's Office	65.5%	34.5%	0.0%
2600D Department of Child Support Services	78.3%	21.7%	0.0%
3000D Sheriff's Office	30.4%	69.6%	0.0%
3200D Probation Department	61.0%	38.7%	0.3%
3300D Coroner's Office	86.7%	13.3%	0.0%
3570D Local Agency Formation Commission	50.0%	50.0%	0.0%
3700D County Library	74.9%	24.9%	0.2%
3800D Planning and Building	56.7%	43.3%	0.0%
3900D Parks Department	21.9%	78.1%	0.0%
3980D Coyote Point Marina	28.6%	57.1%	14.3%
4000D Office of Sustainability	68.8%	31.3%	0.0%
4500D Department of Public Works	21.1%	78.9%	0.0%
5000D Health System	74.4%	25.6%	0.0%
7000D Human Services Agency	74.1%	25.7%	0.1%
7900D Department of Housing	65.0%	35.0%	0.0%
<b>Total</b>	<b>62.5%</b>	<b>37.4%</b>	<b>0.1%</b>

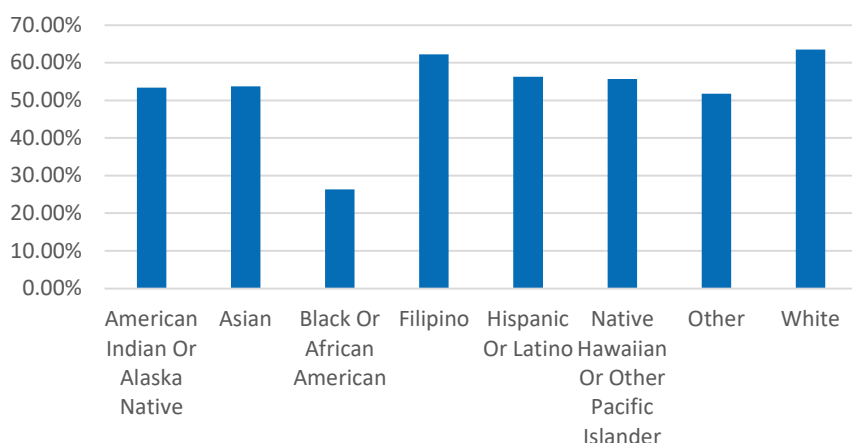
## EMPLOYEE RESIDENCY

As of June 30, 2021, about 56.7% of all employees lived in San Mateo County, compared to 57.5% in 2019. About 53% of regular employees and about 67% of term/extra help /relief/temporary employees lived in San Mateo County. The table on the right shows the distribution of all employees living in San Mateo County by their home city and zip code. The table below shows the distribution of all employees by the county where they lived. Compared to 2019, the percentage of employees who lived in San Mateo, Alameda, and San Francisco Counties decreased slightly, whereas the percentage of employees who lived in other counties increased.

Home County (All Employees)	2019	2021
San Mateo County	57.46%	56.66%
Alameda County	16.51%	16.32%
Santa Clara County	9.27%	9.71%
San Francisco County	8.65%	8.03%
Outside of Bay Area	3.95%	4.49%
Contra Costa County	2.87%	3.15%
Solano County	0.37%	0.58%
Santa Cruz County	0.36%	0.40%
Marin County	0.29%	0.33%
Sonoma County	0.23%	0.25%
Napa County	0.04%	0.09%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

The chart below shows that over half of employees in most race/ethnicity groups lived in San Mateo County. In contrast, 26% of Black or African American employees lived in San Mateo County, and 40% lived in Alameda County.

Employees Living in San Mateo County



Home City (2021)	Zip	Employees
Atherton	94027	0.10%
Belmont	94002	5.15%
Brisbane	94005	0.59%
Burlingame	94010	4.92%
	94011	0.08%
Daly City	94014	4.38%
	94015	5.53%
	94016	0.05%
	94017	0.13%
El Granada	94018	0.66%
Half Moon Bay	94019	3.39%
La Honda	94020	0.28%
Loma Mar	94021	0.05%
Menlo Park	94025	2.85%
	94026	0.10%
Millbrae	94030	2.45%
Montara	94037	0.33%
Moss Beach	94038	0.41%
Pacifica	94044	5.99%
Palo Alto	94303	3.01%
Pescadero	94060	0.36%
Portola Valley	94028	0.31%
Redwood City	94061	5.46%
	94062	2.88%
	94063	4.89%
	94064	0.43%
	94065	1.89%
San Bruno	94066	7.42%
San Carlos	94070	4.26%
San Francisco	94128	0.03%
San Gregorio	94074	0.05%
San Mateo/Foster City	94401	4.82%
	94402	4.00%
	94403	8.85%
	94404	4.59%
South San Francisco	94080	9.28%
	94083	0.05%
<b>Total</b>		<b>100.00%</b>

Classification Level	Regular Employees	All Employees
Department Head/Elected Official	72.97%	71.05%
Deputy/Assistant/Division Director	50.70%	50.00%
Manager II	52.87%	52.73%
Manager I	50.77%	50.68%
Supervisor	51.48%	52.02%
Lead	45.83%	45.23%
Advanced Journey/Specialist	53.99%	54.16%
Journey	53.28%	55.54%
Entry or Trainee	55.08%	73.22%
<b>Total Living in San Mateo County</b>	<b>53.05%</b>	<b>56.66%</b>

The table to the left shows the distribution of employees living in San Mateo County by classification level. Higher percentages of Department Heads/Elected Officials and slightly lower percentages of Lead employees lived in San Mateo County, compared to the overall workforce. The other levels showed comparable percentages of employees living in San Mateo County, compared to the overall

workforce. When comparing the distribution of regular employees with all employees, the biggest difference in percentages were at the Entry or Trainee level, which was due to a high percentage of extra help seasonal employees, primarily Election workers, living in San Mateo County.

The table below shows the distribution of all employees by generation and the county where they lived. Higher percentages of Silent Generation, Baby Boomer, and Generation Z employees lived in San Mateo County, whereas slightly lower percentages of Generation X and Generation Y/Millennial employees lived in the County, compared to the 56.7% in the overall workforce. There were higher percentages of Generation Y/Millennial employees living in Santa Clara and San Francisco Counties, as well as higher percentages of Generation X and Generation Y/Millennial employees living in Alameda and other counties, compared to the overall workforce.

Home County (All Employees)	Silent Generation (1928 -1945)	Baby Boomers (1946 -1964)	Generation X (1965 -1980)	Generation Y / Millennials (1981 -1996)	Generation Z (1997 and onwards)	Total
San Mateo County	83.78%	67.51%	54.80%	50.12%	74.20%	56.66%
Alameda County	2.70%	11.35%	17.29%	19.31%	7.54%	16.32%
Santa Clara County	5.41%	7.24%	9.60%	11.54%	6.96%	9.71%
San Francisco County	5.41%	7.09%	7.80%	9.22%	4.93%	8.03%
Outside of Bay Area	0.00%	3.21%	5.35%	4.36%	4.35%	4.49%
Contra Costa County	0.00%	2.09%	3.65%	3.57%	0.58%	3.15%
Solano County	2.70%	0.37%	0.56%	0.71%	0.29%	0.58%
Santa Cruz County	0.00%	0.45%	0.23%	0.51%	0.87%	0.40%
Marin County	0.00%	0.37%	0.45%	0.24%	0.00%	0.33%
Sonoma County	0.00%	0.22%	0.23%	0.27%	0.29%	0.25%
Napa County	0.00%	0.07%	0.04%	0.16%	0.00%	0.09%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## HIRE AND DEPLOY

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

### RECRUITMENTS AND NEW HIRES

**In FY 2020-21, the County received 13,198 applications for the 406 recruitments that HR conducted.** Although a hiring freeze continued to mitigate the reduction of revenue and increased costs because of COVID-19, departments were able to request approval to fill essential positions, including those responding to the pandemic. The number of applications and recruitments were comparable to the prior year and remained below pre-pandemic numbers (18,117 applications and 518 recruitments in FY 2018-19). About 74% of regular new hires were at the Health System (79), Sheriff's Office (45), Human Services Agency (32), and Public Works (17).

Employee Type	New Hires
Regular	233
Extra Help/Term - Agile (Fixed Term)	68
Extra Help	266
Extra Help Seasonal	485
Relief	21
<b>Total</b>	<b>1073</b>

Department	Regular	Extra Help / Term - Agile (Fixed Term)	Extra Help	Extra Help Seasonal	Relief	Total
1100D Board of Supervisors	1		10			11
1200D County Manager/Clerk of the Board	1	6	2			9
1220D Real Property Services			1			1
1240D Public Safety Communications	7		1		1	9
1260D Agricultural Commissioner/Sealer	2		4	2		8
1300D Assessor-County Clerk-Recorder	9	1	3	288		301
1400D Controller's Office	2		5			7
1500D Treasurer - Tax Collector	1					1
1600D County Counsel	3	1	1			5
1700D Human Resources Department	3	2	9			14
1800D Information Services Department	5		2			7
2510D District Attorney's Office	9		2			11
3000D Sheriff's Office	45		32			77
3200D Probation Department	5					5
3300D Coroner's Office	1		3			4
3570D Local Agency Formation Commission			1			1
3700D County Library	1		22	146		169
3800D Planning and Building	6		5			11
3900D Parks Department	2		7	24		33
3980D Coyote Point Marina				1		1
4000D Office of Sustainability		3				3
4500D Department of Public Works	17		6			23
5000D Health System	79	50	131	23	19	302
7000D Human Services Agency	32	5	17	1	1	56
7900D Department of Housing	2		2			4
<b>Total</b>	<b>233</b>	<b>68</b>	<b>266</b>	<b>485</b>	<b>21</b>	<b>1073</b>

Efforts to attract applicants to the organization have included sourcing talent through diverse advertisement platforms, digital and social network advertising (e.g., LinkedIn, Spotify), competitive salary and benefits, continuous recruitments, and hosting informational sessions for candidates to learn about the organization, departments, positions, how to apply for County jobs, and an overview of our recruitment process. Current initiatives in recruitment and hiring where HR is applying an equity lens include Internships, Fellowships, and the Supported Training and Employment Program (STEP) for Foster Youth; Jobs For Youth program; blind screening of applications; bias training videos for hiring managers; skill-based hiring training; recruitment and retention study; job specification review (to eliminate bias and remove exclusionary words and qualifications); and recruitment analytics.

## QUALITY OF HIRE – SATISFACTION WITH NEW HIRES

**In FY 2020-21, 97% of hiring managers reported being satisfied with their new hires three to six months after hire.** This was an increase from the prior year and remains within the range of responses received over the last several years. Efforts to enrich the recruitment and new hire experience have included new recruiting tools and branding, as well as onboarding enhancements. The new hire satisfaction program was also revamped in FY 2020-21 with action planning in place for results and feedback. The survey questions were reassessed, and the timeline of the surveys is now three months after hire.

New Hire Satisfaction Response	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Percent of clients satisfied with new hires after six months	98%	98%	100%	96%	94%	90%	98%	91%	97%

## HARD-TO-FILL POSITIONS

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

- 911 Dispatchers
- Adult Psychiatrists
- Deputy Sheriffs
- Nurses (especially experienced bilingual nurses)
- Physicians (Pediatrics, Family Practice)
- Social Workers (Psychiatric, Supervisors, Children's Services),
- Stationary Engineers

While HR has been able to maintain consistency in the “Time-to-Recruit” for both hard-to-fill and non-hard-to-fill positions, the likelihood of making one or more hires is decreased when there are fewer candidates on the eligible list, which may increase the need for additional recruitments. As a result, we conduct continuous recruitments where we accept applications on an ongoing basis for positions that are harder to fill, such as Nurses and Physicians.

As an incentive to attract quality employees to the County, we continue to provide the Employee Referral Program for hard-to-fill positions (<https://hr.smcgov.org/employee-referral-program>). Every six months, HR uses the following criteria to determine the classifications that are hard to fill:

1. Over a 10% vacancy rate for a sustained period of time.
2. Length of time of the ongoing recruitment for the classification.
3. Number of appointable candidates on the eligible list.

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



**As of June 30, 2021, there were 708 vacant regular positions, representing 12% of authorized positions.** This was a slight increase from the 686 vacant regular positions (12% vacancy) from the prior year and remained above pre-pandemic numbers due to the hiring freeze (593 positions and 10% vacancy in FY 2018-19).

Department (Regular Positions)	Vacancies	Authorized Positions	Vacancy Rate
1100D Board of Supervisors	2	22	9%
1200D County Manager/Clerk of the Board	9	51	18%
1220D Real Property Services	1	5	20%
1240D Public Safety Communications	13	75	17%
1260D Agricultural Commissioner/Sealer	2	30	7%
1270D Revenue Services	3	19	16%
1300D Assessor-County Clerk-Recorder	11	155	7%
1400D Controller's Office	7	51	14%
1500D Treasurer - Tax Collector	10	34	29%
1600D County Counsel	4	49	8%
1700D Human Resources Department	6	75	8%
1800D Information Services Department	8	135	6%
1950D First 5 San Mateo County	0	8	0%
2000D Retirement Office	1	23	4%
2510D District Attorney's Office	9	141	6%
2600D Department of Child Support Services	4	67	6%
3000D Sheriff's Office	112	830	13%
3200D Probation Department	97	383	25%
3300D Coroner's Office	2	15	13%
3570D Local Agency Formation Commission	0	2	0%
3700D County Library	11	129	9%
3800D Planning and Building	15	67	22%
3900D Parks Department	7	74	9%
3980D Coyote Point Marina	0	3	0%
4000D Office of Sustainability	4	26	15%
4500D Department of Public Works	41	310	13%
5000D Health System	235	2,209	11%
7000D Human Services Agency	93	775	12%
7900D Department of Housing	1	19	5%
<b>Total</b>	<b>708</b>	<b>5,782</b>	<b>12%</b>

## ENGAGE AND RETAIN

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

### EMPLOYEE ENGAGEMENT SURVEY

The County has made creating a culture of engagement a priority, and the next biannual survey is scheduled for FY 2021-22. There are also plans to examine how Employee Engagement relates to the County's focus on equity, including the addition and analysis of equity-related questions on the upcoming survey, as well as continuing to review disaggregated survey responses by various groupings (e.g., department, division, respondent demographics).

There were several takeaways from the most recent Employee Engagement Survey in FY 2019-20. The data represented a snapshot in time to be considered in the context of recent events, priorities, organizational change, post-survey actions, and leadership commitment.

**The overall response rate increased from 71% in 2017 to 73% in 2019.** Response rates for most departments increased, which is potentially an indicator of trust. Engagement levels dipped overall but were above the government benchmark.

**In 2019, 78% of respondents rated their overall experience working at the County as Good/Very Good, and 76% would recommend the County as a great place to work.** Both survey items reflected a decrease compared to the prior survey.

Employee Engagement Survey Response	2012	2013	2014	2015	2016	2017	2019
Percent of Employees rating overall experience working at the County as Good/Very Good	72.5%	75.3%	77.9%	79.0%	80.9%	81.1%	77.9%
Percent of Employees that would recommend the County as a great place to work to a friend or family member	79%	83%	85%	77%	79%	80%	76%

Findings varied by department and workgroup, and overall results suggested that Managers were a strength to build on, however there is an opportunity to improve perceptions of Senior Leaders. Departments are encouraged to check your engagement reports to understand employees' responses and discuss results at the team level. The survey results support employee development and engagement efforts throughout the County, and they are a starting point for departments to take actions that build a thriving workplace and high-performing organization.

## TURNOVER

During the last 10 years, the County's turnover rate ranged from 6% to 10%. **In FY 2020-21, 380 regular employees left County employment, reflecting a 7% turnover rate,** compared to 9% in the prior year. The employees leaving the County had an average of 12.9 years of service, and about 46% of the turnover was due to retirements while 49% was due to resignations,

compared to 41% retirements and 54% resignations in the prior year. About 10% of exited employees resigned from the County within a year of hire, compared to 12% in the prior year, and this figure has ranged from 10% (FY 2017-18) to 17% (FY 2015-16). Although overall turnover and resignations decreased in FY 2020-21, the percentage of resignations by Generation Y/Millennials increased. About 69% of the resignations were by Generation Y/Millennials with an average of 3.6 years of service, compared to 57% of resignations in the prior year. About 47% of resignations were by regular employees who had home addresses outside of San Mateo County at the time of termination, which is comparable to the percentage of regular employees who lived outside of San Mateo County in the overall County workforce.

The professions that made up about 56% of the resignations were in AFSCME Human Services (e.g., Benefits Analysts, Marriage and Family Therapists, Social Workers) at 20%, SEIU Office/Technical Services (e.g., Patient Services Assistants, other office support) at 13.5%, CNA Registered Nurses at 11.9%, and Sheriff's Deputies (e.g., Deputies, Correctional Officers) at 10.3%. Some of these positions were also on the list of hard-to-fill positions, including Social Workers, Nurses, and Deputy Sheriffs. The table below shows turnover by bargaining unit.

Termination Type and Reason (Regular Employees)	Count	Percentage	Average Years since Hire
<b>Voluntary</b>	<b>359</b>	<b>94.5%</b>	<b>13.1</b>
Disability Retirement	1	0.3%	20.0
Normal Retirement	173	45.5%	22.4
Resignation	185	48.7%	4.4
<i>Baby Boomers (1946-1964)</i>	9	4.9%	3.2
<i>Generation X (1965-1980)</i>	47	25.5%	6.8
<i>Generation Y/Millennials (1981-1996)</i>	127	69.0%	3.6
<i>Generation Z (1997 and onwards)</i>	1	0.5%	1.0
<b>Other: Termination with Separation Agreement</b>	<b>2</b>	<b>0.5%</b>	<b>4.0</b>
<b>Involuntary</b>	<b>19</b>	<b>5.0%</b>	<b>9.7</b>
Assignment Ended	2	0.5%	1.5
Death	4	1.1%	10.8
Dismissal for Cause	10	2.6%	13.9
Probationary Rejection	3	0.8%	0.0
<b>Total</b>	<b>380</b>	<b>100.0%</b>	<b>12.9</b>

Bargaining Unit (Regular Employees)	FY19 #	FY19 %	FY20 #	FY20 %	FY21 #	FY21 %
AFSCME	159	9%	149	9%	128	8%
Attorneys	10	13%	5	6%	12	15%
BCTC	2	2%	7	9%	4	5%
CNA	36	9%	62	17%	40	10%
Confidential	11	10%	9	9%	6	6%
Deputy Sheriff's Association (Non-Safety)	2	5%	7	17%	2	5%
Deputy Sheriff's Association (Safety)	35	8%	35	8%	28	7%
Management	50	9%	62	11%	52	9%
Organization of Sheriff's Sergeants	6	10%	9	15%	4	6%
PDA	22	11%	14	8%	19	12%
SEIU	128	10%	104	8%	79	6%
SMCCE	1	6%	2	12%	1	6%
UAPD	7	6%	10	9%	5	5%
<b>Total</b>	<b>469</b>	<b>9%</b>	<b>475</b>	<b>9%</b>	<b>380</b>	<b>7%</b>

Race/Ethnicity (Regular Employees)	Retirements	Resignations	Total
American Indian or Alaskan Native	0.0%	0.6%	0.3%
Asian	14.2%	17.6%	15.5%
Black or African American	6.5%	5.7%	6.3%
Filipino	10.7%	10.7%	10.1%
Hispanic or Latino	19.5%	18.2%	19.5%
Native Hawaiian or Other Pacific Islander	1.2%	1.3%	1.1%
Two or More Races	0.0%	7.5%	3.4%
Other	4.1%	1.9%	3.2%
White	43.8%	36.5%	40.5%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The table to the left shows the race/ethnicity data that was available for the retirements, resignations, and overall terminations in FY 2020-21. The groups with the highest percentages of overall terminations were White (40.5%), followed by Asian/Filipino (25.6%), and then Hispanic or Latino (19.5%) employees. This was

consistent with the three largest race/ethnicity groups in the County's workforce. White employees made up a higher percentage of retirements (43.8%), and Asian/Filipino employees made up a higher percentage of resignations (28.3%), compared their percentage of overall terminations. About 59.9% of terminations were female employees, 39.8% were males, and 0.3% of terminated employees did not report their gender, which were also consistent with the workforce composition.

The following tables show turnover by department:

Department (Regular Employees)	FY19 #	FY19 %	FY20 #	FY20 %	FY21 #	FY21 %
1100D Board of Supervisors	0	0%	3	15%	1	5%
1200D County Manager/Clerk of the Board	4	15%	0	0%	2	5%
1220D Real Property Services	1	33%	1	25%	0	0%
1240D Public Safety Communications	3	5%	6	10%	4	6%
1260D Agricultural Commissioner/Sealer	3	11%	6	22%	4	16%
1270D Revenue Services	5	26%	1	5%	3	19%
1300D Assessor-County Clerk-Recorder	11	10%	10	7%	10	7%
1400D Controller's Office	3	7%	4	9%	2	5%
1500D Treasurer - Tax Collector	4	15%	4	16%	3	13%
1600D County Counsel	11	24%	3	7%	3	7%
1700D Human Resources Department	9	13%	8	12%	3	4%
1800D Information Services Department	6	5%	6	5%	6	5%
2000D Retirement Office	3	14%	0	0%	2	9%
2510D District Attorney's Office	19	15%	15	11%	15	11%
2600D Department of Child Support Services	8	12%	5	8%	4	6%
3000D Sheriff's Office	60	8%	78	11%	58	8%
3200D Probation Department	34	10%	29	9%	30	10%
3300D Coroner's Office	1	8%	3	27%	0	0%
3700D County Library	14	12%	15	14%	4	3%
3800D Planning and Building	7	13%	6	11%	10	19%
3900D Parks Department	8	12%	5	7%	5	7%
4000D Office of Sustainability	1	4%	5	20%	2	9%
4500D Department of Public Works	19	7%	33	12%	17	6%
5000D Health System	162	8%	181	9%	150	8%
7000D Human Services Agency	70	11%	46	7%	42	6%
7900D Department of Housing	3	21%	2	13%	0	0%
<b>Total</b>	<b>469</b>	<b>9%</b>	<b>475</b>	<b>9%</b>	<b>380</b>	<b>7%</b>

Department	Assignment Ended	Death	Disability Retirement	Dismissal for Cause	Normal Retirement	Probationary Rejection	Resignation	Separation Agreement	Total
1100D Board of Supervisors	1	0	0	0	0	0	0	0	1
1200D County Manager/Clerk of the Board	0	0	0	0	1	0	1	0	2
1240D Public Safety Communications	0	0	0	0	2	0	2	0	4
1260D Agricultural Commissioner/Sealer	0	0	0	0	2	0	2	0	4
1270D Revenue Services	0	0	0	0	1	0	2	0	3
1300D Assessor-County Clerk-Recorder	0	0	0	0	4	0	6	0	10
1400D Controller's Office	0	0	0	0	2	0	0	0	2
1500D Treasurer - Tax Collector	0	0	0	0	1	0	2	0	3
1600D County Counsel	0	0	0	0	1	0	2	0	3
1700D Human Resources Department	0	0	0	0	2	0	1	0	3
1800D Information Services Department	0	0	0	2	2	1	1	0	6
2000D Retirement Office	0	0	0	0	1	0	1	0	2
2510D District Attorney's Office	0	0	0	0	5	0	10	0	15
2600D Department of Child Support Services	0	1	0	0	2	0	1	0	4
3000D Sheriff's Office	1	0	0	2	25	0	29	1	58
3200D Probation Department	0	0	0	1	23	1	5	0	30
3700D County Library	0	0	0	0	2	0	2	0	4
3800D Planning and Building	0	1	0	0	3	0	5	1	10
3900D Parks Department	0	0	0	0	0	0	5	0	5
4000D Office of Sustainability	0	0	0	0	0	0	2	0	2
4500D Department of Public Works	0	0	0	1	9	0	7	0	17
5000D Health System	0	2	1	2	70	0	75	0	150
7000D Human Services Agency	0	0	0	2	15	1	24	0	42
<b>Total</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>10</b>	<b>173</b>	<b>3</b>	<b>185</b>	<b>2</b>	<b>380</b>

Departments historically have had exiting employees complete exit surveys, and HR would review the responses. There were some challenges with collecting exit data during the past year, so HR will continue working with departments and exploring ways to increase the response rate. Based on the survey responses that were received, the top three reasons for leaving the County were for a better position, retirement, and workplace culture issues—yet 83% of respondents would recommend the County to a friend or relative.

To get additional insight into termination/resignation reasons, secondary options were recently added in Workday, so departments can select specific reasons that employees are leaving if known at the time that they are processing the termination (e.g., relocation, commute, workload, lack of opportunities). Also, the Employee Engagement Survey includes questions related to employees' reasons for staying with the organization and reasons that could influence their thoughts about leaving. As more data is collected through the exit survey, Workday, and the Engagement Survey, the commonly reported reasons for staying and leaving will help inform efforts to engage and retain staff. HR continues to monitor turnover, and current data seems to suggest that turnover may be going back up to pre-pandemic rates with FY 2021-22, Quarter 1 turnover at 10.9%.

## ELIGIBILITY TO RETIRE

The retirement eligibility of the County's workforce has remained steady over the last several years. **As of June 30, 2021, about 1,139 or 22% of regular employees were eligible to retire**, including 784 staff who were at least 50 years of age with at least 10 years of service, as well as another 355 staff who were at least 55 years of age with at least 20 years of service. About 13% of employees eligible to retire were management employees, and about 4% of eligible employees were executives (deputy directors and above).

Eligibility	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Employees Eligible to Retire	1,119	1,115	1,174	1,219	1,174	1,238	1,207	1,176	1,145	1,139
- 50   10	790	787	818	847	815	881	871	843	822	784
- 55   20	329	328	356	372	359	357	336	333	323	355

Department (Regular Employees)	50-10	55-20	Total Eligible to Retire	% Eligible to Retire
1100D Board of Supervisors	3	1	4	20%
1200D County Manager/Clerk of the Board	8	5	13	27%
1220D Real Property Services	1		1	25%
1240D Public Safety Communications	7	2	9	15%
1260D Agricultural Commissioner/Sealer	5		5	18%
1270D Revenue Services	1	2	3	19%
1300D Assessor-County Clerk-Recorder	20	13	33	23%
1400D Controller's Office	4	4	8	18%
1500D Treasurer - Tax Collector	2	4	6	26%
1600D County Counsel	5	3	8	17%
1700D Human Resources Department	9	4	13	19%
1800D Information Services Department	29	15	44	35%
1950D First 5 San Mateo County	1		1	13%
2000D Retirement Office	5	2	7	32%
2510D District Attorney's Office	11	7	18	14%
2600D Department of Child Support Services	12	9	21	34%
3000D Sheriff's Office	87	28	115	16%
3200D Probation Department	44	10	54	19%
3300D Coroner's Office	1	1	2	15%
3700D County Library	17	5	22	18%
3800D Planning and Building	10	5	15	28%
3900D Parks Department	6	5	11	16%
3980D Coyote Point Marina				0%
4000D Office of Sustainability	1	1	2	9%
4500D Department of Public Works	45	40	85	32%
5000D Health System	351	146	497	25%
7000D Human Services Agency	98	41	139	20%
7900D Department of Housing	1	1	2	11%
Other		1	1	50%
<b>Total</b>	<b>784</b>	<b>355</b>	<b>1139</b>	<b>22%</b>



## DEVELOP AND PREPARE

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

### PROMOTIONS AND ADVANCEMENT

In FY 2020-21, there were 544 job changes for employees advancing into other positions/classifications—including promotions, positions studied, unclassified-to-classified changes, as well as movement into positions with longer duration and better benefits (e.g., extra help to regular). The County's promotion rate, where internal candidates were selected, has been about 70% for management positions and over 50% for all other positions.

Department	Classification Changes			Employment Type Changes						Total
	Promotion	Flexibly Staffed Promotion	Position Studied	Extra Help (EH, EH Seasonal, Relief) to Regular	Extra Help Term to Regular	Extra Help (EH, EH Seasonal, Relief) to Extra Help Term	Unclassified to Classified (Measure D Only)	Provisional /Temp to Regular	Extra Help (EH, EH Seasonal, Relief) to Provisional/Temp	
1200D County Manager/Clerk of the Board	2	2		1		2				7
1220D Real Property Services	1									1
1240D Public Safety Communications	4	5								9
1260D Agricultural Commissioner/Sealer	2	8	1							11
1300D Assessor-County Clerk-Recorder	22	23		3				1		49
1400D Controller's Office	2	2								4
1500D Treasurer - Tax Collector	3									3
1600D County Counsel	3				1					4
1700D Human Resources Department	1	2			3					6
1800D Information Services Department				1	1					2
1950D First 5 San Mateo County			1							1
2510D District Attorney's Office	8	18		1	1					28
2600D Department of Child Support Services	1	5								6
3000D Sheriff's Office	43	10		4	1					58
3200D Probation Department	3	11	1							15
3300D Coroner's Office				1						1
3700D County Library	6	5		10	1	1				23
3800D Planning and Building	5	2		2						9
3900D Parks Department		1		2						3
4000D Office of Sustainability	1	1			1					3
4500D Department of Public Works	13	4	4	3	1					25
5000D Health System	66	41	3	48	21	5	6		1	191
7000D Human Services Agency	20	31	1	30	1					83
7900D Department of Housing	1	1								2
<b>Total</b>	<b>207</b>	<b>172</b>	<b>11</b>	<b>106</b>	<b>32</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>544</b>

Race/Ethnicity (All Employees)	Advancement
American Indian or Alaskan Native	0.2%
Asian	20.5%
Black or African American	4.2%
Filipino	8.2%
Hispanic or Latino	28.0%
Native Hawaiian or Other Pacific Islander	2.6%
Two or More Races	3.0%
Other	3.5%
White	29.8%
<b>Total</b>	<b>100.00%</b>

The table to the left shows the race/ethnicity data that was available for the employees who advanced into other positions/classifications in FY 2020-21.

The groups with the highest percentages of promotions/advancement were White (29.8%), followed by Asian/Filipino (28.7%), and then Hispanic or Latino (28%) employees. This was consistent with the three largest race/ethnicity groups in the County's workforce.

## LEARNING AND DEVELOPMENT

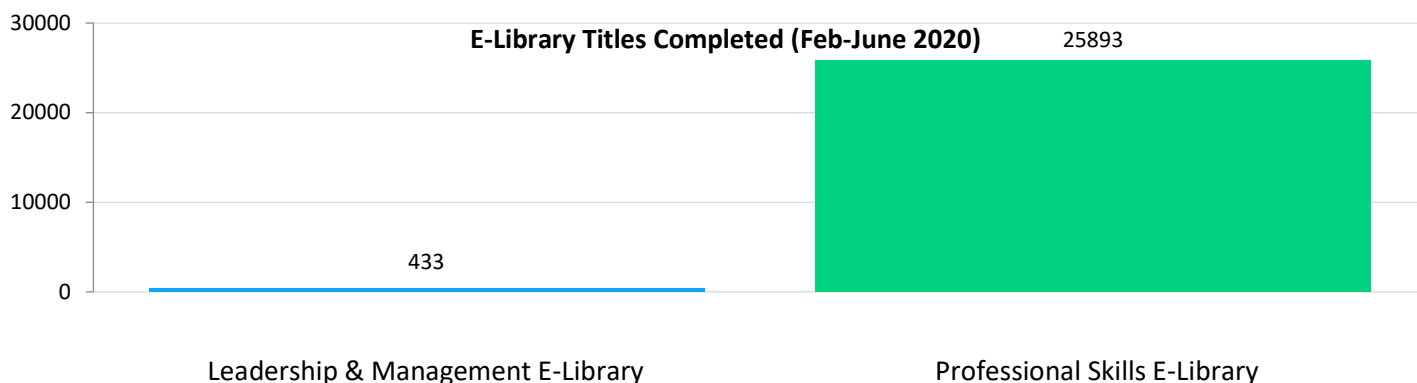
### E-Libraries

In February 2020, HR began offering two robust e-libraries of online trainings through the Learning Management System (LMS) with the intent of having an always available learning resource for staff:

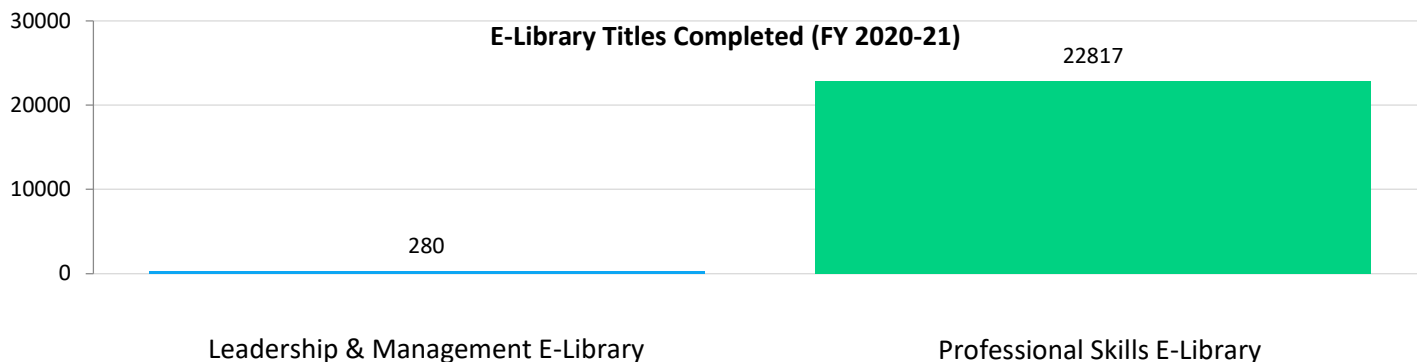
- **Professional Skills E-Library:** Available to all levels of the workforce, this e-library contains over 1,400 online trainings in dozens of business learning categories, such as communication, active listening, public speaking, written communication, and much more.
- **Leadership and Management E-Library:** Available to management, this e-library contains over 600 titles on leadership topics, such as delegation, coaching, workplace influence, driving organizational culture change, and more.

E-learning has been a major organizational success. The acquisition of these two e-libraries marked the first time the County provided such a deep well of on-demand training content to the workforce—making anywhere, anyplace development available to staff throughout the organization. Furthermore, HR launched the programming at a pivotal time, a month before shelter-in-place orders started. The implementation of e-learning became a huge part of HR's response to employees' developmental needs as their work shifted during the pandemic. The online content also filled a gap in training offerings while in-person classes were on hiatus and more live virtual courses were being developed. Indeed, staff took advantage of the wealth of professional education at their fingertips and continue to do so. Since February 2020, we averaged nearly 2,000 self-directed/voluntary online training completions a month, indicating a continuous need for this type of modern, on-demand learning.

#### February to June 2020 (5 months)



#### July 1, 2020 to June 30, 2021 (first full fiscal year)



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

**In FY 2020-21, there were 28,782 training participants, compared to 36,562 participants in FY 2019-20.** The high number of training completions in the prior year was in large part due to the demand for online micro-trainings (fewer than 15 minutes in length) when employees transitioned to telework during the shelter-in-place orders. The number of employees trained in FY 2020-21 decreased by 21% from the previous year as the workforce became more familiar with working remotely, and employees consumed less training specific to effective remote work. In addition, HR expanded the lineup of virtual instructor-led trainings (typically fewer than three hours long) for FY 2020-21. As a result of the increased options, employees were able to take longer and more in-depth training classes, as well as supplement with online micro-trainings as needed. **A total of 3,246 (65%) Regular, Term and Provisional employees met the 20-Hour Training Policy, compared to 3,283 (66%) employees who met the policy in FY 2019-20, which are below the pre-pandemic total of 3,765 (75%) employees in FY 2018-19.**

Department	FY 19-20 Met Policy	FY 19-20 % Compliance	FY 20-21 Met Policy	FY 20-21 % Compliance
1200D County Manager/Clerk of the Board	12	22%	9	17%
1240D Public Safety Communications	14	26%	46	85%
1260D Agricultural Commissioner/Sealer	20	91%	16	70%
1270D Revenue Services	16	89%	11	69%
1300D Assessor-County Clerk-Recorder	15	12%	5	4%
1400D Controller's Office	38	93%	28	67%
1500D Treasurer - Tax Collector	9	47%	15	68%
1600D County Counsel	6	15%	21	46%
1700D Human Resources Department	50	68%	42	58%
1800D Information Services Department	112	88%	105	84%
1950D First 5 San Mateo County	0	0%	1	11%
2000D Retirement Office	22	100%	22	100%
2510D District Attorney's Office	54	44%	92	74%
2600D Department of Child Support Services	43	65%	47	72%
3000D Sheriff's Office	540	79%	544	82%
3200D Probation Department	294	97%	277	98%
3300D Coroner's Office	8	89%	10	83%
3570D Local Agency Formation Commission	1	50%	1	50%
3700D County Library	54	52%	22	18%
3800D Planning and Building	8	17%	4	8%
3900D Parks Department	42	63%	39	57%
4000D Office of Sustainability	23	92%	19	70%
4500D Department of Public Works	214	87%	213	83%
5000D Health System	1110	55%	1043	53%
7000D Human Services Agency	532	84%	564	87%
7900D Department of Housing	46	75%	49	77%
Office of Emergency Services	-	-	1	14%
<b>Total</b>	<b>3283</b>	<b>66%</b>	<b>3246</b>	<b>65%</b>

This report contains Regular/Term/Provisional employees hired on or before 7/1/2019 (for FY 19-20 data) and those hired on or before 7/1/2020 (for FY 20-21 data).

## DEVELOPMENT PROGRAMS

HR continues to provide varied course offerings and training programs to meet the workforce needs of today. In FY 2020-21, a new quarterly Leadership Forum was introduced to managers that covered emerging issues such as equity, as well as creating a remarkable experience for residents and employees. HR also expanded our selection of diversity, equity, and inclusion classes by adding a new course on Reducing Implicit Bias and conducting the Gender Identity, Transgender Policy, and Inclusion Training class in a new virtual format.

To support the development of our staff and to create a leadership pipeline, the County has invested in several talent development programs focused on preparing staff for future leadership roles, including a Career Talk series; Coaching Initiative; Management Talent Exchange Program (MTEP); Career Development Assessment Centers (CDAC); Executive Leadership Academy (ELA); Management Development Program (MDP); Essential Supervisory Skills (ESS) Academy; Stepping Up and Leading Up (SULU) Academy; Tuition Reimbursement Program; Certificate Programs; Regional Training & Development Consortium Academies and Training; County Training Program; and Academic/University Partnerships. Details on our most popular programs follow.

### *Stepping Up and Leading Up (SULU) Academy*

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

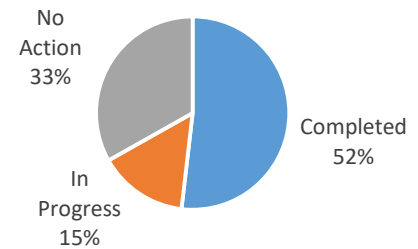
**In FY 2020-21, 127 staff completed the Stepping Up and Leading Up (SULU) Academy and 139 staff were in progress – having taken at least one of the five sessions.**

Spring 2021 SULU sessions were offered virtually (instructor-led), and there was a slight increase in completion and participation compared to the prior year when 125 staff completed SULU and 136 staff were in progress.

Department	Completed	In Progress	Total
1200D County Manager/Clerk of the Board	1	2	3
1240D Public Safety Communications	1		1
1270D Revenue Services	1	1	2
1300D Assessor-County Clerk-Recorder	2	1	3
1400D Controller's Office	1	1	2
1500D Treasurer - Tax Collector		1	1
1600D County Counsel	2		2
1700D Human Resources Department	8	9	17
1800D Information Services Department	3	6	9
2000D Retirement Office		1	1
2510D District Attorney's Office	3	4	7
2600D Department of Child Support Services	2	4	6
3000D Sheriff's Office	10	7	17
3200D Probation Department	12	9	21
3700D County Library		2	2
3800D Planning and Building	2	3	5
3900D Parks Department		2	2
4000D Office of Sustainability		1	1
4500D Department of Public Works	6	5	11
5000D Health System	44	47	91
7000D Human Services Agency	29	30	59
7900D Department of Housing		3	3
<b>Total</b>	<b>127</b>	<b>139</b>	<b>266</b>

## Essential Supervisory Skills (ESS) Academy

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



**In FY 2020-21, 459 (52%) of our supervisors/managers had completed ESS and 133 (15%) were in progress – having taken at least one of the four sessions.** The total number employees who have been selected for ESS has increased as new hires have joined the organization. In 2020, ESS sessions were postponed due to the shelter-in-place orders, which impacted the number of participants compared to the prior year when 529 (62%) staff completed ESS and 147 (17%) staff were in progress.

Department	Completed	In Progress	No Action	Total
1200D County Manager/Clerk of the Board	8	2	16	26
1240D Public Safety Communications	6	3	1	10
1260D Agricultural Commissioner/Sealer	3	3		6
1270D Revenue Services	1	1	1	3
1300D Assessor-County Clerk-Recorder	4	6	29	39
1400D Controller's Office	15		3	18
1500D Treasurer - Tax Collector	4		2	6
1600D County Counsel	4	1	3	8
1700D Human Resources Department	11	3	10	24
1800D Information Services Department	15	4	13	32
1950D First 5 San Mateo County	2		1	3
2000D Retirement Office	3	1	4	8
2510D District Attorney's Office	5	2	13	20
3200D Probation Department	29	8	12	49
3300D Coroner's Office	1		3	4
3570D Local Agency Formation Commission		1		1
3800D Planning and Building	6	3	2	11
3900D Parks Department	11	9	12	32
4000D Office of Sustainability	4	2	2	8
4500D Department of Public Works	33	8	14	55
5000D Health System	228	53	114	395
7000D Human Services Agency	65	21	36	122
7900D Department of Housing	1	2	2	5
2600D Department of Child Support Services *				
3000D Sheriff's Office *				
3700D County Library *				
<b>Total</b>	<b>459</b>	<b>133</b>	<b>293</b>	<b>885</b>

\* Department met ESS Academy requirements through other venues.

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

## Tuition Reimbursement

Tuition Reimbursement (TR) is a benefit that promotes the academic development of our workforce/employees by furthering their knowledge, skills, and abilities and preparing them to meet the opportunities and challenges ahead. Regular, Provisional, and Term employees can take advantage of the Tuition Reimbursement program to attend post-secondary school, college courses, certification programs, and/or conferences/workshops.

**In FY 2020-21, there were 530 tuition reimbursements for continued education, compared to 389 in FY 2019-20.** In the prior year, the decrease in reimbursements may have been from employees who discontinued or withdrew from classes during shelter-in-place and the transition to virtual classes at many organizations and educational institutions, as well as employees who completed their degrees and no longer needed tuition reimbursements. In FY 2020-21, the total number of employees who submitted applications for courses and TR claims was comparable to pre-pandemic totals. The increases in total course completions and reimbursement claims in the last year suggest that employees, in general, have adjusted to changes at educational institutions, become more comfortable with the virtual delivery of classes, and/or decided to resume their academic and career development. Future efforts may explore what employees have done after participating in the Tuition Reimbursement program, including promotions and advancement.

Department	FY 18-19 # of TR Claims	FY 19-20 # of TR Claims	FY 20-21 # of TR Claims
1200D County Manager/Clerk of the Board	11	2	4
1270D Revenue Services	6	4	2
1300D Assessor-County Clerk-Recorder	2		
1400D Controller's Office	8		
1500D Treasurer - Tax Collector	2	10	17
1700D Human Resources Department	17	23	15
1800D Information Services Department	6	2	1
1950D First 5 San Mateo County	9	5	7
2510D District Attorney's Office	6	7	11
2600D Department of Child Support Services	10	11	9
3000D Sheriff's Office	211	97	113
3200D Probation Department	22	33	54
3300D Coroner's Office		2	2
3700D County Library	29	26	13
3800D Planning & Building	5		1
3900D Parks Department		1	
4000D Office of Sustainability	14	5	12
4500D Department of Public Works	14	8	1
5000D Health System	113	112	183
7000D Human Services Agency	53	39	67
7900D Department of Housing	1	2	18
<b>Total</b>	<b>539</b>	<b>389</b>	<b>530</b>

Data includes only those reimbursed.

San Mateo Medical Center employees are not captured in the table above, due to separate Tuition Reimbursement funding source.