



COUNTY OF SAN MATEO HUMAN RESOURCES DEPARTMENT

STRATEGIC PLAN

FY 2020-2024

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EXECUTIVE SUMMARY

MESSAGE FROM THE DIRECTOR – ROCIO KIRYCZUN

I am pleased to present you with the FY 2020-2024 Human Resources (HR) Department’s Strategic Plan. The development of this five-year plan was a collaborative process involving employees and stakeholders, including our customer-departments. This plan provides general information about the services we provide and the strategies we will undertake to address current and future workforce needs. Key areas of focus during the next five years will include:



- **DRIVING HR EXCELLENCE AND INNOVATION** that leads to successful outcomes and moves the organization forward while leveraging HR technology and remaining a financial steward;
- **DEPLOYING RECRUITMENT AND RETENTION STRATEGIES** including marketing and communication to attract and retain qualified and diverse individuals to the organization;
- **INVESTING IN OUR EMPLOYEES’ DEVELOPMENT** and expanding our succession management programs that reinforce our strategy of “growing our own”; and
- **ENHANCING THE EMPLOYEE EXPERIENCE** through a culture of employee engagement, wellness, diversity and inclusion, that leads to overall employee well-being, productivity and retention.

The plan aligns with the direction of the County’s Shared Vision 2025, specifically contributing to the Collaborative Community outcome.

The HR Team is excited about the future and we are committed to serving our employees, customer-departments, and the public with excellence!



HR MISSION AND VALUES

MISSION

Through strategic partnerships and collaboration, the Human Resources Department attracts, develops and retains a high performing, inclusive and diverse workforce and fosters a healthy, safe, well-equipped and productive work environment for employees, their families, departments, community partners and the public in order to maximize individual potential, expand organizational capacity and position the County of San Mateo as an employer of choice.

VALUES

The Human Resources Department demonstrates the following values:

Teamwork and Inclusion

Quality Results

Collaborative Communication and Transparency

Improvement and Innovation

Service Excellence

Leadership

Employee Development and Wellness

Honesty, Integrity, and Trust



FOCUS AREAS

The demand for transformative, strategic and collaborative HR services continues to grow. Over the next five years, HR will focus on key areas that will maximize individual potential, increase organizational capacity and position the County as an employer of choice.

TALENT MANAGEMENT

ATTRACT: The County faces a competitive labor market due to low unemployment, competing opportunities, and shifting skill demands as well as regional housing and transportation demands. HR is focusing on proactively sourcing a diverse pool of candidates via social media, developing a new brand for County employment and promoting programs such as fellowships, internships, flexible work schedules/ telework, as well as alternative commute and home loan programs.

DEVELOP: The County faces future talent pipeline challenges as many individuals in key positions will soon be or already are eligible for retirement. HR will continue to offer learning and development programs that include classes, leadership development academies, and popular events like Career Development Day and Job Shadowing. HR will spearhead an evidence based Coaching Initiative to help develop and retain talent.

EMPLOYEE EXPERIENCE

CREATING AN EXCEPTIONAL EMPLOYEE EXPERIENCE which supports both organizational performance and individual satisfaction is an increasingly core function for HR. HR will continue to create a positive experience and support employee work-life balance through engagement and wellness; and will continue to innovate and continuously improve with initiatives like the Performance Management Pilot, Diversity & Inclusion, and Recognition Programs.

HR EXCELLENCE

DRIVING INNOVATION AND COLLABORATING WITH DEPARTMENTS on various human capital efforts will remain a focus. Data analytics offer an opportunity to not just retrospectively but predictively anticipate future trends and make informed decisions about the workforce. HR will continue to fully leverage the human resources information system and other applications, including creating performance management dashboards with actionable analytics. Another key component to HR Excellence centers on financial stewardship. We will continue to streamline processes that gain efficiencies while meeting organizational/customer needs.





PRIORITIES

TALENT MANAGEMENT

EXPAND BRANDING, marketing efforts, social media presence, candidate sourcing, and proactive recruitment efforts.

EXPAND INDIVIDUAL AND ORGANIZATIONAL DEVELOPMENT programs to help develop and retain our workforce to help them meet current workload needs and prepare them for promotional opportunities.

REFINE THE COUNTY'S CLASSIFICATION AND COMPENSATION PHILOSOPHY as well as review the County's Recruitment and Retention strategies.

EMPLOYEE EXPERIENCE

MAXIMIZE RESOURCES IN BENEFITS AND WELLNESS programs through focused communication and the use of technology such as the online wellness portal.

POSITION THE COUNTY AS AN EMPLOYER OF CHOICE through initiatives that promote diversity and inclusion, as well as opportunities for growth including the coaching program.

PROMOTE AN EXCEPTIONAL EMPLOYEE EXPERIENCE through various wellness, engagement, and recognition efforts; as well as the performance management pilot and diversity and inclusion initiatives.



HR EXCELLENCE

SERVE AS A STRATEGIC THOUGHT PARTNER AND ADVISOR to departments on all areas of HR including employee relations, ADA and risk management issues to create a healthy and safe workplace.

LEVERAGE TECHNOLOGY TO EXPAND DATA ANALYTICS in tracking and reporting HR metrics to better anticipate future trends and make informed decisions.

SERVE AS AN EXEMPLARY FISCAL STEWARD of County resources through prudent management.

MAINTAIN POSITIVE WORKING RELATIONSHIPS WITH LABOR ORGANIZATIONS collaborating on retiree health and other emerging employee/employer needs.

STREAMLINE WORKFLOW to improve purchasing and contract processes.



DIVISION SUMMARIES

STRATEGIC SUPPORT & PARTNERSHIPS

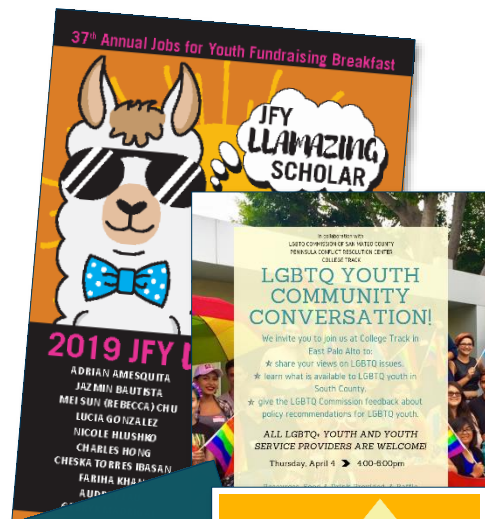
Human Resources Strategic Support and Partnerships Division provides responsive and innovative leadership, organizational development, employee communication, financial services, and support services for County employees, departments, community partners, and the public to promote individual and organizational excellence.

SERVICES

- Policy Development/Strategic Planning
- Leadership
- Financial Management and Reporting
- Budget Development/Monitoring
- Office Management/Support Services
- Performance Management
- Succession Management
- Employee Engagement
- Organizational Development
- Employee Communications
- Community Partnerships
- Support for the Commission on the Status of Women, Domestic Violence Council, LGBTQ Commission, and Civil Service Commission
- Internship and Fellowship Programs, including Jobs for Youth Program and Supported Training & Employment Program (STEP); and
- Management Talent Exchange Program (MTEP)

ACCOMPLISHMENTS

- **ENHANCED THE EMPLOYEE EXPERIENCE** through events and programs such as the Innovation Summit, Career Development Day, Career Development Assessment Center, Mentoring, Heart Walk and Casual Coaching.
- **LAUNCHED A PERFORMANCE PILOT** that replaces the Annual Evaluation Process with a real-time feedback and coaching model.
- **EXPANDED REGIONAL FELLOWSHIP PROGRAM** as part of the Next Generation collaboration with San Mateo and Santa Clara Counties.
- **STREAMLINED AND IMPROVED** financial accountability.
- **ASSUME RESPONSIBILITY FOR THE JOBS FOR YOUTH PROGRAM** from the Human Services Agency.



Career Development Day Committee and Executive Sponsors

GOALS

We accomplish our mission by focusing on the following goals:

CREATE AND ENHANCE STRATEGIC PARTNERSHIPS.

PROVIDE ACCURATE AND TIMELY WORKFORCE COMMUNICATION

PROMOTE TALENT PIPELINE, EMPLOYEE ENGAGEMENT, AND SUCCESSION PLANNING INITIATIVES that contribute to individual and organizational effectiveness.

MEET AND ANTICIPATE CUSTOMER NEEDS by providing responsive and innovative services.

ENSURE STRONG FINANCIAL PERFORMANCE by establishing and maintaining effective funding strategies and allocating resources efficiently.



PRIORITIES	2022	2023	2024	2025	2026
BUILDING AN IMPROVED PERFORMANCE MANAGEMENT PROCESS with pilot departments.	■	■	■	■	■
MANAGING THE REGIONAL INTERNSHIP AND REGIONAL MANAGEMENT FELLOWSHIP PROGRAM with public agencies in San Mateo and Santa Clara Counties.	■	■	■	■	■
PROMOTING EMPLOYEE ENGAGEMENT , including conducting surveys and implementing strategies, supporting the employee engagement committee and providing resources to enhance the employee experience.	■	■	■	■	■
EXPANDING THE MANAGEMENT TALENT EXCHANGE PROGRAM (MTEP) , which provides emerging leaders from local public agencies (in San Mateo and Santa Clara Counties) the opportunity to participate in a 3-month assignment at another agency.	■	■	■	■	■
DEVELOPING THE NEXT GENERATION TALENT PIPELINE through the County's internship program, Fellowship, STEP and Jobs for Youth Summer Internship in collaboration with internal and external partners.	■	■	■	■	■
SUPPORTING THE COUNTY'S SUCCESSION MANAGEMENT COMMITTEE through coaching, mentoring, workshops and events.	■	■	■	■	■
LAUNCH THE HR COMMUNICATION REDESIGN AND BRANDING INITIATIVE.	■	■	■	■	■

EMPLOYEE BENEFITS & WELLNESS

The Employee Benefits & Wellness Division provides the County's comprehensive benefits and wellness programs, including communication, customer service and education to employees, retirees and family members to attract and retain employees, optimize health and productivity and promote a healthy and supportive work environment.

SERVICES

- Medical/Dental/Vision/Life Insurance
- Voluntary Benefits
- Short-Term Disability
- COBRA
- Deferred Compensation
- Flexible Spending/Health Savings Accounts
- Employee Assistance Program
- Voluntary Time-Off Program
- Catastrophic Leave Program
- Family Services
- Financial Planning
- Workplace Mediation
- Retiree Health Benefits
- Preventive Services
- Work-life Balance, Social Well-Being & Recreation Programs
- Self-Care, Education & Outreach
- County Wellness Policy/Committee

ACCOMPLISHMENTS

- **ENHANCED BENEFITS OFFERINGS THROUGH THE ISSUANCE OF RFP'S** for Dental, Retiree Health Administration, COBRA, Flexible Spending Accounts (FSA), Health, Voluntary Benefits, Deferred Compensation, and Wellness Program platform.
- **IMPLEMENTED AND ENHANCED** Medical, Dental, Vision, Voluntary, and Life and Disability Benefits.
- **LAUNCHED THE WELLNESS DIVIDEND PROGRAM** and expanded the Wellness Committee.
- **IMPLEMENTED NEW TECHNOLOGIES** (Phone Tree System, Benefits Mobile Open Enrollment) and expanded educational opportunities.
- **CREATED THE WELLNESS LEADERSHIP RECOGNITION PROGRAM.**
- **RESTRUCTURED RETIREE HEALTH PROCEDURES** and reinstated Retiree Health Training Sessions.
- **RECEIVED TWO NATIONAL AWARDS** for Deferred Compensation plan (and increased assets from \$300 million to \$450 million); and the Workplace Health Achievement Award.



GOALS

We accomplish our mission by focusing on the following goals:

DEVELOP INNOVATIVE PROGRAMS AND SERVICES to best meet beneficiaries’ and the organization’s needs while providing quality customer service.

DEVELOP STRATEGIES to ensure beneficiaries are “educated consumers.”

ADMINISTER BENEFITS in compliance with regulations.

DEVELOP AND DELIVER WELLNESS PROGRAM OFFERINGS that enhance overall employee well-being and provide a supportive work environment through the systemic implementation of ‘Culture of Health’ organizational practices.

COLLABORATE WITH COUNTY DEPARTMENTS to establish joint Wellness program offerings and data integration efforts to reflect employee engagement and cultural impact to contribute to the County’s overall performance.

EXPAND AND SUSTAIN THE BENEFITS AND WELLNESS PROGRAM by engaging and empowering all employees to access resources for their health and well-being, based on their interests and needs.



PRIORITIES	2	2	2	2	2
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	2	2	2	2	2
	0	1	2	3	4
REVIEW AND EVALUATE the County’s Retiree Health program through the Retiree Health Committee.	■	■	■	■	
EXPAND THE USE OF TECHNOLOGY THROUGH HUMAN RESOURCE SYSTEMS AND ONLINE WELLNESS PORTAL to maximize resources for Benefits and Wellness programs.	■	■	■	■	■
THROUGH THE BENEFITS COMMITTEE, CONDUCT RFP’S FOR BENEFIT CARRIERS and negotiate premiums and benefit plan designs.	■	■	■	■	■
COLLABORATE WITH COUNTY DEPARTMENTS, COMMUNITY PARTNERS, AND HEALTH PLANS to improve health outcomes and sustain Wellness Program awareness including launching programs to spouses, dependents and retirees.	■	■	■	■	■
PROVIDE EFFECTIVE WELL-BEING SERVICES (e.g., Wellness Screening, Lifestyle Education Workshops, Prenatal Well-Being Programs) that promote healthy living, improve overall employee engagement, and/or assist employees in effectively managing work-life demands and responsibilities.	■	■	■	■	■
EXPAND AND INCREASE PARTICIPATION IN VOLUNTARY BENEFITS OFFERINGS including financial wellness and housing programs.	■	■	■	■	■
REVISE THE COUNTY WELLNESS POLICY to ensure the Wellness Program reflects the County’s vision and “Culture of Health”; staff the Wellness Committee to implement the changes; and measure performance.	■	■	■	■	■

EQUAL EMPLOYMENT OPPORTUNITY (EEO)/ DIVERSITY AND INCLUSION (D&I)

The EEO/D&I Division fosters and promotes an inclusive and equal employment work environment for our staff and the diverse community we serve, promotes a harassment and discrimination-free workplace, investigates EEO complaints, and provides guidance, training, and resources.

SERVICES

- EEO Policies and Procedures
- Equal Employment Opportunity Plan
- Investigate and Adjudicate EEO Complaints
- Technical Guidance to County Departments and Employees
- EEO Training for Managers, Supervisors, and Employees
- Train staff on Preventing Harassment and Bullying
- EEO Advisory Committee
- LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer) Commission
- Transgender Policy
- Domestic Violence Council
- D&I Initiative
- Commission on the Status of Women

ACCOMPLISHMENTS

- **DEVELOPED AND IMPLEMENTED COUNTY'S NEW TRANSGENDER POLICY** in collaboration with County leadership, departments, and many stakeholders including the D&I Taskforce, LGBTQ Commission, and San Mateo County Pride Center.
- **DEVELOPED COUNTY LACTATION ACCOMMODATION RESOLUTION** in partnership with the Board of Supervisors, to promote and foster inclusive workspaces for nursing moms.
- **LAUNCHED THE D&I TASKFORCE** and provided education and training on foundational concepts, framework, and D&I initiative.
- **DELIVERED COUNTYWIDE AND DEPARTMENT TRAINING PROGRAMS** on EEO compliance, and preventing harassment and discrimination.
- **CONDUCTED FAIR AND SOUND INVESTIGATIONS** of EEO complaints.
- **WORKED WITH EEO ADVISORY COMMITTEE**, D&I Taskforce, and other stakeholders to promote inclusion, cultural competency, and ensure a diverse, qualified applicant pool.
- **LAUNCHED AND PARTICIPATED IN OVERSIGHT** of newly formed LGBTQ Commission.
- **DEVELOPED AND PUBLISHED THE 2018-2021 EEO PLAN.**



GOALS

We accomplish our mission by focusing on the following goals:

PROMOTE A WORKFORCE THAT REFLECTS THE DIVERSITY of the County’s population throughout all job categories and job levels.

FOSTER AWARENESS AND UNDERSTANDING of the County’s commitment to equal employment opportunities and the prevention of harassment and discrimination in the workplace.

CREATE A WORK ENVIRONMENT THAT EMBRACES AND VALUES DIVERSITY AND INCLUSION.

ENCOURAGE UNDERSTANDING AND COOPERATION in the handling, investigating, and resolving of EEO complaints.

PROVIDE TECHNICAL GUIDANCE ON EEO and harassment regulations and County policies to maintain compliance.



LGBTQ Commission at the Employee Benefits Fair

PRIORITIES

2	2	2	2	2
0	0	0	0	0
2	2	2	2	2
0	1	2	3	4

CONDUCT FAIR AND SOUND INVESTIGATIONS of EEO complaints.

■	■	■	■	■
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DELIVER COUNTYWIDE OR DEPARTMENT TRAINING PROGRAMS on EEO compliance, preventing harassment and discrimination.

■	■	■	■	■
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WORK WITH THE D&I TASKFORCE, EEO ADVISORY COMMITTEE, DEPARTMENTS, AND OTHER STAKEHOLDERS to promote diversity and inclusion, cultural competency, and ensure a diverse, qualified applicant pool.

■	■	■	■	■
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DEVELOP OR FACILITATE THE DELIVERY OF SEVERAL COUNTYWIDE OR DEPARTMENT TRAINING PROGRAMS, including LGTBQ gender identity, terminology, transgender policy training, unconscious bias, and D&I training.

■	■	■	■	■
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EXPAND MANDATORY TRAINING to all staff on sexual harassment identification, prevention, elimination, and responsibilities.

■	■	■	■	■
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IDENTIFY AND SUPPORT COMMUNITY NEEDS THROUGH COUNTYWIDE COMMISSIONS including the Commission on the Status of Women, Domestic Violence Council, and LGBTQ Commission

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EMPLOYEE AND LABOR RELATIONS

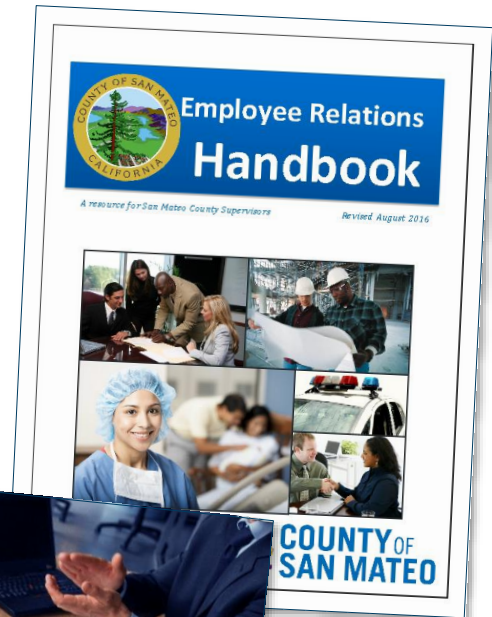
To promote a high-quality workforce and collaborative relationships between employees, management, and employee organizations, the Employee and Labor Relations Division serves as a strategic partner while providing guidance, training, and recommendations on managing employee performance and conduct issues, contract interpretations, investigates and resolves complaints at the lowest level, and negotiates timely and fiscally responsible agreements.

SERVICES

- Employee Relations Consultation and Resolution
- Labor Negotiations
- Ongoing Training in a Variety of Employee and Labor Relations Topics for Managers and Supervisors
- Employee Relations Handbook, Mobile Application and Resources
- Departmental Resources for Fingerprinting/Background Checks
- Labor/Management Committee Participation
- Labor Contracts Administration
- Complaints Resolution
- Assure Unit Representation Elections are in accordance with the County's Employer-Employee Relations Policy

ACCOMPLISHMENTS

- **UPDATED THE EMPLOYEE RELATIONS HANDBOOK** and developed a mobile app to reflect current procedures and employment laws.
- **SUCCESSFULLY NEGOTIATED SUSTAINABLE LABOR AGREEMENTS** during a period of significant legislative impact on labor organizations.
- **ENHANCED ORGANIZATIONAL CAPACITY** by designing and delivering Countywide and department specific training sessions on employee relations and labor relations topics.
- **IMPROVED FILE-STORAGE** by implementing online document process.
- **IMPLEMENTED** a new case tracking system.



GOALS

We accomplish our mission by focusing on the following goals:

FOSTER A WORK ENVIRONMENT WHICH VALUES COOPERATION AND COLLABORATION where issues are resolved at the lowest possible level.

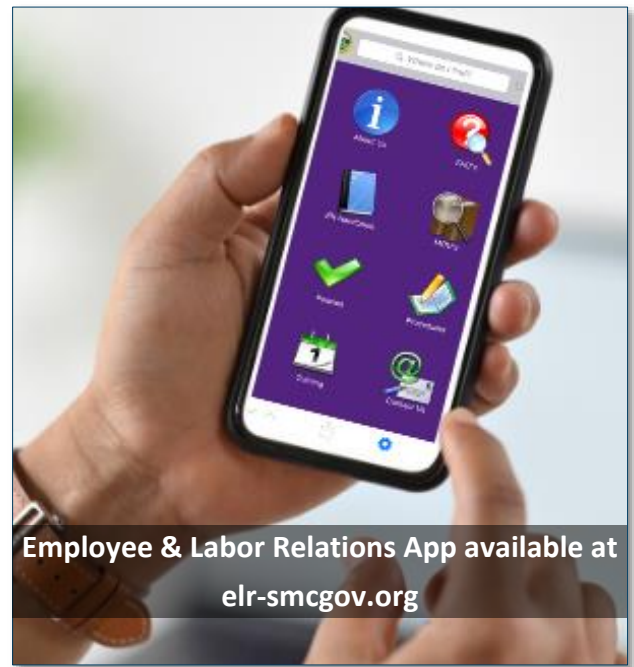
ENSURE THAT ALL EMPLOYEES ARE TREATED EQUITABLY AND CONSISTENTLY.

DEVELOP AND STRENGTHEN PARTNERSHIPS with departments through training, communication, information, and support on Employee Relations issues allowing for prevention, early discovery, and/or prompt resolution.

ENSURE THAT ALL NEGOTIATED AGREEMENTS ARE SUSTAINABLE, fiscally responsible, and adaptive to ever-changing county programs and policies.

MAXIMIZE THE USE OF TECHNOLOGY to streamline operations and information.

ANTICIPATE AND MEET THE CHANGING NEEDS OF THE WORKFORCE.



PRIORITIES	2020	2021	2022	2023	2024
PLAN, SCHEDULE, AND CONDUCT CONTRACT NEGOTIATIONS.	■	■	■		■
EVALUATE, DESIGN, AND PRESENT COUNTYWIDE AND DEPARTMENT-SPECIFIC TRAINING sessions on requested Employee/Labor Relations topics.	■	■	■	■	■
UPDATE THE ONLINE EMPLOYEE RELATIONS HANDBOOK , issue regular bulletins, and update ER mobile application to provide supervisors and managers with relevant ER resources and information.		■		■	
COORDINATE AGREEMENTS REACHED IN MEMORANDUMS OF UNDERSTAND to ensure compliance in the following areas: <ul style="list-style-type: none"> • Payroll related issues • Benefits related issues • Negotiated classification and compensation studies • Miscellaneous agreements 	■	■	■	■	■
EXPLORE PRE-NEGOTIATION STRATEGIES to establish bargaining parameters with labor organizations, the executive team and Board members.		■	■	■	■
USE TECHNOLOGY to organize and streamline document management.	■	■	■	■	■

HUMAN RESOURCES INFORMATION MANAGEMENT

The Human Resources Information Management (HRIM) Division provides practical and innovative solutions to technology services, workforce information administration and equitable classification/compensation of positions through the effective governance and oversight of the County’s Human Capital Management systems and programs for departments and employees.

SERVICES

- Human Resource Information System (HRIS) Administration
- Payroll and Personnel Service Staff Support, Training and Guidance
- Civil Service/Personnel Files Administration
- Classification Specification Creation and Maintenance
- Employment Verification
- Workforce Analytics and Reporting
- Staffing and Organizational Structure Guidance
- Classification Studies/Salary Surveys/ Compensation Setting
- Position Management
- Bilingual Skills Certification
- Committee Work and Special Projects

ACCOMPLISHMENTS

- **CONFIGURED ENHANCEMENTS TO HRIS** functionalities including: Onboarding and Compensation
- **FACILITATED USER TRAININGS** (webinars, lab, on-demand recorded videos) and created support materials for HR Partners.
- **IMPROVED SYSTEM PERFORMANCE AND ERGONOMIC COMPLIANCE.**
- **IMPLEMENTED SINGLE SIGN-ON** for the County’s Learning Management System (LMS) and Applicant Tracking System.
- **LEVERAGED TECHNOLOGY** to increase efficiencies in tracking and maintaining HR metrics such as Recruitment Analytics and Onboarding Dashboard.
- **LAUNCHED WORKFORCE PLANNING DASHBOARD** with live data comprising position management, hiring and retention, development, and demographics.



GOALS

We accomplish our mission by focusing on the following goals:

LEVERAGE USER-FRIENDLY AND UP-TO-DATE TECHNOLOGY to increase efficiencies and maintain the integrity of HR information.

ENHANCE SERVICES AND TRANSPARENCY through user-friendly technology.

PROVIDE ACCURATE AND TIMELY REPORTING AND ANALYSIS of workforce information and data and HR metrics.

MEET AND ANTICIPATE CUSTOMER NEEDS by providing responsive and innovative services.

ESTABLISH COLLABORATIVE PARTNERSHIPS with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in classification, compensation, and staffing.

MAINTAIN A CLASSIFICATION STRUCTURE THAT ENCOURAGES CAREER GROWTH AND FLEXIBILITY and classification specifications that accurately reflect the needed qualifications, knowledge, skills, and abilities and are free of barriers.

MEASURE AND MONITOR PROCESS COMPLETION AND QUALITY OF SERVICES to ensure efficient and responsive delivery of services.



PRIORITIES	2020	2021	2022	2023	2024
ROLL OUT HRIS UPGRADES AND ENHANCEMENTS and configure/implement negotiated HCM required changes.	■	■	■	■	■
EXPAND HR PARTNERS AND MANAGERS ACCESS to relevant information regarding their employees.	■	■	■	■	■
LEVERAGE TECHNOLOGY to increase efficiencies in tracking, maintaining and reporting HR metrics.	■	■	■	■	■
ENHANCE THE USE OF A DOCUMENT MANAGEMENT SYSTEM for employee personnel files.	■	■	■		
PLAN AND COORDINATE THE PROVISION OF DESKTOP AND SERVER SUPPORT SERVICES to ensure full utilization of technology resources.	■	■	■	■	■
PLAN AND COORDINATE IMPLEMENTATION OF VOICE-OVER-IP (VOIP) in Human Resources.	■	■	■		
CONDUCT A PROCESS ANALYSIS OF THE CURRENT CLASSIFICATION STUDY PROCESS and propose new ways to streamline and increase efficiency.		■	■	■	
PROVIDE STRATEGIC GUIDANCE AND ADVICE to operating departments in areas of staffing, organizational design, and agile workforce options.	■	■	■	■	■

RISK MANAGEMENT

The Risk Management Division ensures and protects financial stability through identification, assessment, monitoring, mitigation and management of potential exposures to the County's assets, and promotes safety and well-being through education, training, and compliance for both employees and the public.

SERVICES

- Workers' Compensation / Long Term Disability
- Leave of Absence Oversight
- Return to Work/Modified Work Program Administration
- County Safety Committee and County Ergonomic Committee
- Hazard and Accident Investigations
- County's Driver Program and Department of Transportation Drug and Alcohol Program
- Occupational Health and Safety Programs
- Ongoing Training on Workers' Compensation Laws and Claims and Safety Programs
- Ergonomics Program
- Consultative Services
- Title I ADA Reasonable Workplace Accommodations
- Title II ADA Administration
- Support County Emergency Response Committee
- County Wide Insurance Programs
- Specialty Insurance Programs – Litigation Management

ACCOMPLISHMENTS

- **IMPLEMENTED A COMPREHENSIVE RISK MANAGEMENT SYSTEM.**
- **ASSESSED AND MONITORED CASE MANAGEMENT** with external providers.
- **ORGANIZED AND LED BEST PRACTICE INFORMATION SESSIONS** for Bay Area Risk Management Consortium.
- **REDUCED FINANCIAL EXPOSURE** through transferring or retaining potential loss exposures through purchase of commercial insurance, and evaluation of alternatives like excess insurance authority and catastrophe bonds.
- **LED RETURN TO WORK PROGRAM** for various departments resulting in most injured workers being returned to work on modified duty and minimal temporary disability payments.
- **UTILIZED ERGONOMIC TOOLS** that provide early evaluation of employees with potential ergonomic issues.
- **COMPLETED THE EVALUATION OF ALL BUILDINGS** within the County that provide programs to the public or where the public comes for services for compliance with ADA Title II Plan.



GOALS

We accomplish our mission by focusing on the following goals:

PROTECT COUNTY ASSETS by controlling loss exposures while conserving human and financial resources.

ENSURE COMPLIANCE WITH DISABILITY LEAVE LAWS, such as the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA) along with Workers' Compensation, by partnering with employees,

departments, and medical providers to return employees to suitable, gainful employment.

ENSURE FAIR AND EQUITABLE HANDLING OF ALL CLAIMS through administrative, legal, and medical services.

PROMOTE A HEALTHY AND SAFE WORK ENVIRONMENT that mitigates risk and potential loss while operating in compliance with state and federal regulations.

PROVIDE TRAINING AND CREATE AWARENESS for regulations and statues that require the implementation of reasonable workplace accommodations.

ENGAGE IN CONTINUOUS PROCESS AND OPERATIONS IMPROVEMENT, including professional development, to stay abreast of industry and legal changes.

LEVERAGE TECHNOLOGY TO MITIGATE AND ANALYZE RISK, AND IMPROVE OPERATIONAL EFFICIENCIES.



PRIORITIES	2018	2019	2020	2021	2022
UPDATE THE LONG-TERM DISABILITY POLICY to ensure compliance with disability laws and to provide a safe and healthy work environment.			■		
ROLL OUT THE STREAMLINED ERGONOMIC EVALUATION PROGRAM with new standards to create a safe and healthy work environment and to mitigate workplace injuries.	■	■	■	■	
SUPPORT THE COUNTY'S SAFETY AND ERGONOMICS COMMITTEES as well as the Occupational Health and Safety Plan to create a healthy and safe workplace.	■	■	■	■	■
EXPAND UTILIZATION OF THE RISK MANAGEMENT SYSTEM REPORTING CAPABILITIES by generating risk management analysis and statistical reporting for departments on demand.	■	■	■	■	■
UPDATE AND IMPLEMENT THE COUNTY'S INJURY AND ILLNESS PREVENTION PLAN (IIPP) to demonstrate compliance with state law, while protecting the County's assets and creating a safe and healthy work environment.		■			■
PROMOTE AND REPORT ON THE USE OF ERGONOMIC SOFTWARE SUITE as a training tool to create awareness and promote healthy and safe work environment.	■	■	■	■	■
REFINE THE ROLE OF THE DISABILITY UNIT within Risk Management in order to ensure operational efficiencies are maximized to provide excellent customer service.		■			
EXPAND RISK MANAGEMENT/SAFETY TRAINING opportunities to educate staff and mitigate risk.	■	■	■	■	■
MEASURE AND MAINTAIN RESULTS FOR REASONABLE WORKPLACE ACCOMMODATIONS under ADA and Workers' Compensation to demonstrate the efficacy and importance of returning employees to suitable, gainful employment.	■	■	■	■	■

TALENT ACQUISITION

The Talent Acquisition Division provides innovative, responsive, fair, and consistent recruitment and selection services to departments, employees, and job applicants to ensure that the County employs, develops, and retains a qualified and diverse workforce that delivers essential services to the public.

SERVICES

- Talent Sourcing
- Recruitment
- Testing
- Applicant Guidance and Feedback
- Marketing County Employment
- Training
- Committee Work and Special Projects
- Consultation with Departments regarding Staffing Trends, Hiring Needs and Organizational Development

ACCOMPLISHMENTS

- **EXPANDED USE OF TECHNOLOGY** in the examination and interview processes which has enhanced candidate experience.
- **ORGANIZED AND DEVELOPED A SUCCESSFUL CAREER DEVELOPMENT DAY.**
- **SUPPORTED EMPLOYEES OBTAINING AND MAINTAINING HR CERTIFICATIONS** that help increase professional skills.
- **INCREASED COLLABORATION** with customer departments, other HR divisions, and outside agencies.
- **INCREASED DEVELOPMENT OPPORTUNITIES.**



GOALS

We accomplish our mission by focusing on the following goals:

ACTIVELY RECRUIT AND REFER QUALIFIED AND DIVERSE CANDIDATES to departments for County employment and identify, promote, and encourage career paths that cross job series and department lines.

ESTABLISH COLLABORATIVE PARTNERSHIPS

with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in recruitment and selection, including staffing trends, County initiatives, and succession management efforts.

MEASURE AND MONITOR PROCESS COMPLETION AND QUALITY OF SERVICES to ensure efficient and responsive delivery of services.

EXPAND TECHNOLOGICAL CAPABILITIES that streamline selection and test administration procedures.

PROMOTE THE COUNTY AS AN EMPLOYER OF CHOICE through ongoing marketing and education about County services and benefits.



PRIORITIES	2020	2021	2022	2023	2024
EXPAND BRANDING, MARKETING EFFORTS, SOCIAL MEDIA PRESENCE, CANDIDATE SOURCING, AND PROACTIVE RECRUITMENT EFFORTS.	■	■	■	■	■
UTILIZE DATA ANALYTICS to measure success in advertising and outreach efforts.	■	■	■		
EXPLORE INNOVATIVE TESTING METHODS (e.g. computer-based testing) to enhance the candidate experience and reduce recruitment costs.	■	■	■		
COLLABORATE WITH THE EEO DIVISION and County Departments on the County-wide Diversity and Inclusion Initiative.	■	■	■		
UTILIZE TECHNOLOGY to create efficiencies and streamline processes.	■		■		■
INCREASE TRAINING FOR HIRING MANAGERS , focusing on hiring practices and the benefits of using technology.	■		■		■
CREATE QUICK REFERENCE CARDS for hiring managers and payroll staff on recruitment processes.	■				
CONDUCT A RECRUITMENT AND RETENTION RFP to evaluate current process, review best practices, and identify opportunities to enhance the County’s recruitment and retention efforts.	■	■			

TRAINING AND DEVELOPMENT

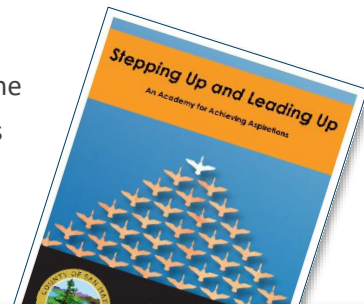
The Training and Development Division creates, promotes and fosters individual and organizational effectiveness for employees by developing and offering an array of innovative and diverse programs in support of the County's commitment to employee development, regional partnerships, and organizational enrichment.

SERVICES

- Countywide Training Programs
- New Employee Welcome
- Career Development Programs
- Tuition Reimbursement Program
- Learning Management System (LMS)
- Ongoing Consultation to Departments
- Countywide Certificate Programs
- Customized Training for Departments and Community Partners
- Essential Supervisory Skills Academy, Management Development Program, and Stepping Up and Leading Up Academy
- Regional Training Consortium
- Vendor Agreement Subscription Program

ACCOMPLISHMENTS

- **ENHANCED ONBOARDING** by redesigning the County's New Employee Welcome Program and using LMS technologies to assign mandatory training to new hires the first week of the job.
- **DESIGNED AND DEVELOPED THE STEPPING UP AND LEADING UP ACADEMY (SULU)** for line staff to promote career development.
- **EXPANDED PARTNERSHIPS AND RESOURCES FOR THE REGIONAL TRAINING CONSORTIUM FOR PUBLIC AGENCIES** including adding new memberships, website enhancements/resources, and more training options.
- **ENHANCED CUSTOMER SERVICE** by creating and developing new LMS technologies for accessing, enrolling and reporting on instructor-led and online training.
- **LED ANNUAL ACADEMIC FAIRS** to promote employee development.
- **PROMOTED A CULTURE OF LEADERSHIP** by creating and administering a learning matrix for supervisors and managers.



GOALS

We accomplish our mission by focusing on the following goals:

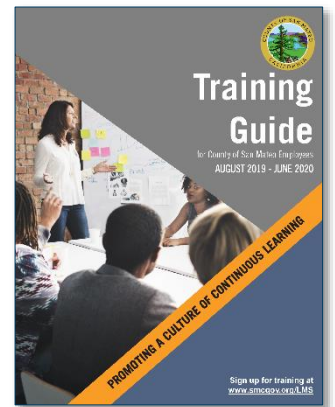
PROVIDE A DIVERSE ARRAY OF QUALITY, COST-EFFECTIVE TRAINING, AND DEVELOPMENT designed to increase individual and organizational productivity and enrichment.

CREATE, PROMOTE AND FOSTER A CULTURE that values development, diversity and growth opportunities for all employees.

PROVIDE ONGOING SUPPORT OF THE ORGANIZATION'S ONBOARDING, EMPLOYEE ENGAGEMENT AND SUCCESSION EFFORTS.

PROMOTE, SUPPORT AND LEVERAGE TECHNOLOGY, RESOURCES AND TOOLS to respond to customer needs, improve and enhance workflow efficiency, and improve customer service.

SUPPORT AND ENHANCE STRATEGIC TRAINING AND DEVELOPMENT PARTNERSHIPS.



PRIORITIES	2022	2023	2024	2025	2026
OVERSEE, AND ADMINISTER: New Employee Welcome (NEW), Essential Supervisor Skills (ESS) Academy, Management Development Program (MDP), Stepping Up and Leading Up Academy (SULU), and assist with the development of ESS Part II to further develop a learning culture in the areas of onboarding, supervision, coaching, and leadership.	■	■	■	■	■
PROMOTE, MANAGE AND REPORT ON SMC SERVES to promote and support employee volunteerism.	■	■	■	■	■
ADMINISTER THE COUNTY'S LEADERSHIP MATRIX AND COUNTYWIDE CERTIFICATE PROGRAMS to enhance workplace skills and abilities.	■	■	■	■	■
PROMOTE AND PURSUE PARTNERSHIPS in order to expand the number of resources/tools available to employees.		■	■	■	■
OVERSEE THE COUNTY'S LMS; enhance the user's knowledge and usage of LMS tools/resources to maximize technology, usage and improve data/data measurements reporting.	■	■	■	■	■
ADMINISTER AND PROMOTE THE COUNTY'S TUITION REIMBURSEMENT PROGRAM and conduct Academic Fairs as well as develop technologies for enhanced automated processes.	■	■	■	■	■
OVERSEE, MANAGE, ASSIGN AND GENERATE DATA REPORTS for all mandated online training.	■	■	■	■	■
SUPPORT THE REGIONAL TRAINING AND DEVELOPMENT CONSORTIUM FOR PUBLIC AGENCIES to leverage resources, tools, and educational programs.	■	■	■	■	■
OFFER TRAINING THROUGH VARIOUS TECHNOLOGY OPTIONS to respond to customer needs, increase efficiency, and make training opportunities more widely accessible to staff and partners.	■	■	■	■	■
EXPAND THE NUMBER OF COUNTY AND COMMUNITY PARTNERS using Training & Development services to promote and support partnerships and enhance training and development opportunities.	■	■	■	■	■

SHARED SERVICES

The Shared Services Division procures quality, cost-effective goods and services by promoting fair and open competition; and manages mail services to meet the needs of our customers while maintaining public trust.

SERVICES

- Procurement of Goods and Services
 - Countywide Contracts Administration
 - Request for Proposals Reviews
 - Vendor Agreements
 - Vendor Agreement Subscription Program for Nonprofits
 - Supply Chain Management
 - Education and Customer Assistance in the Selection of Products/Tools
 - Consultative Services
 - Procurement Training
 - Mail Delivery
-

ACCOMPLISHMENTS

- **IMPLEMENTATION OF THE COUNTYWIDE CONTRACT MANAGEMENT SYSTEM (CMS).**
- **EXPANDED USAGE OF ONLINE BID SYSTEM.**
- **INITIATED COUNTYWIDE PROCUREMENT TRAINING SERIES.**
- **OFFERED COLLABORATIVE & STRATEGIC CONSULTATIVE SERVICES** to departments on procurement matters.
- **DEVELOPED NEW PROCUREMENT GUIDE HANDBOOK.**
- **INITIATED ONGOING CUSTOMER SERVICE LEVEL IMPROVEMENTS** of procurement services.



GOALS

We accomplish our mission by focusing on the following goals:

CONDUCT ALL PURCHASING UNDER THE AUTHORITY FROM THE BOARD OF SUPERVISORS AND THE COUNTY MANAGER as the Purchasing Agent for the County of San Mateo.

SUPPORT COUNTY DEPARTMENTS TO OBTAIN PRODUCTS AND SERVICES in a timely manner for the best price in full compliance with all County, State, and Federal laws, regulations, policies, and procedures while upholding the highest ethical and professional standards.

STRENGTHEN COMMUNICATION AND WORKING RELATIONSHIPS by providing staff, consultants, and customers with education and training opportunities.

MAXIMIZE THE USE OF TECHNOLOGY to increase the effectiveness and efficiency of the purchasing process.

CONTINUOUSLY IDENTIFY PROCESS IMPROVEMENTS by standardizing processes to maximize operational efficiency.

PRIORITIES	2020	2021	2022	2023	2024
EXPLORE TECHNOLOGY INTEGRATION solutions that would better support CMS with other County applications.	■	■	■	■	■
UPDATE TRAINING MATERIALS to onboard and develop Knowledge Management Tool and Procurement Academy Training in LMS and offer curriculum criteria for Contracts Workgroup.			■	■	■
DEVELOP A PROCESS TO IDENTIFY AND ESTABLISH COOPERATIVE CONTRACTS with other agencies within the County.				■	■
DEVELOP COUNTY E-PROCUREMENT INFRASTRUCTURE to deliver end-to-end electronic procurement process for County.					■
OFFER STAFF DEVELOPMENT OPPORTUNITIES through cross-training, knowledge capture, and succession management.	■	■	■	■	■

PERFORMANCE MEASURES

STRATEGIC SUPPORT AND PARTNERSHIPS		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Employee Engagement Survey Participants (Countywide)	4,541	--	5,000	
	Dollars managed*	\$187.6 M	\$197.2 M	\$205.6 M	\$220 M
QUALITY/ EFFICIENCY	Percent of budgets meeting target at year-end	100%	100%	100%	100%
	HR Cost per Capita	\$19	\$19	\$20	\$20
OUTCOME	Percent of customer survey respondents rating overall satisfaction with services as good or better	95%	96%	90%	90%
	Quality and Outcome goals meeting performance targets	87%	84%	75%	75%
	Percent of County employees recommending the County as a Great Place to Work (Countywide)	80%	--	80%	80%

*Total Dollars Managed includes Human Resources/Shared Services Budgets (2), Benefits Trust Funds (6), Risk Management Trust Funds (6), and Commission on the Status of Women Trust Fund.

EMPLOYEE BENEFITS & WELLNESS		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of participants in sponsored Wellness Programs	5,025	3,728	5,200	5,400
	Number of covered lives under the County's health plans	15,011	14,707	16,000	16,500
	Number of New Employee Benefits Orientation participants	444	296	550	600
QUALITY/ EFFICIENCY	Percent of customer survey respondents rating overall satisfaction with services as good or better				
	• Active Employees	79%	79%	90%	90%
	• Retirees	94%	94%	90%	90%
	• Wellness	95%	92%	90%	90%
	Cost per active participant	\$15,646	\$16,554	\$19,174	\$20,900
OUTCOME	Percent completion rate of employees who participated in high-risk Wellness support services	64%	50%	60%	60%

EQUAL EMPLOYMENT OPPORTUNITY / DIVERSITY & INCLUSION		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of EEO cases handled	106	97	80	80
	Number of employees trained	1,371	334	6,000*	800
QUALITY/ EFFICIENCY	Percent of EEO complaints reviewed by EEO and resolved prior to formal process	98%	99%	90%	90%
OUTCOME	Percent of instructor-led training participants rating training as good or better	100%	100%	90%	90%

*: All employees will receive Preventing Harassment Training

EMPLOYEE AND LABOR RELATIONS		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of corrective / disciplinary action cases	669	562	610	600
	Number of employment complaints	67	59	50	50
	Number of employees trained	604	421	600	300
	Number of meet and confers	179	234	100	100
	Number of probationary rejections/extensions	30	35	25	25
QUALITY/ EFFICIENCY	Percent of complaints resolved prior to formal process	97%	98%	90%	90%
	Ratio of employee grievances per employee subject to grievances - SMC vs. ICMA	0.2%/1.42%	0.1%/1.42%	.60%/1.42%	.60%/1.42%
	Percent of training participants rating training as good or excellent	100%	100%	90%	90%
	Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	100%	90%	90%
OUTCOME	Percent of grievances proceeding to arbitration in which the County prevails	--	--	80%	80%
	Percent of Civil Service Commission appeals in which the County prevails	--	--	80%	80%

HUMAN RESOURCES INFORMATION MANAGEMENT		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of classifications and compensation reviews conducted.	135	339	140	150
	Number of service tickets created <ul style="list-style-type: none"> Personnel transactions General IT & Civil Service system 	-- --	1,576 248	1,500 500	1,500 500
QUALITY/ EFFICIENCY	Percent of customer survey respondents rating overall satisfaction with services as good or better <ul style="list-style-type: none"> Personnel transactions General IT Support Classification and Compensation Services 	-- -- 100%	-- -- --	-- -- 90%	-- -- 90%
	Percent of service tickets responded to within 24 hours (data development)	--	80%	85%	90%
	Percent of customer survey respondents reporting increased knowledge of HRIS transactions. (data development)	--	--	90%	90%

RISK MANAGEMENT		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of Workers' Compensation cases	703	742	650	650
	Number of Auto Claims	148	172	55	50
	Number of ergonomic self-assessments completed by employees	--	2,353	1,500	1,500
	Number of employees actively using ergonomics software	1,240	3,317	3,000	3,000
QUALITY/ EFFICIENCY	Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	100%	90%	90%
	Number of workers' compensation claims (per 100 FTEs) <ul style="list-style-type: none"> San Mateo County ICMA 	10.7 12	11.8 12	11 12	11 12
	Percent of cases litigated	4.45%	4.57%	5.00%	5.00%

SHARED SERVICES		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of purchase orders and vendor agreements processed	2,176/ 103	2,191/ 123	3,000/ 125	3,200/ 120
	Value of purchase orders and vendor agreements processed	\$40.3M \$24.3M	\$50.3M \$27.5M	\$44M \$28M	\$46M \$30M
	Number of bids and RFPs processed	24	20	35	45
QUALITY/ EFFICIENCY	Total days from receipt of purchase requisition through purchase order	7.2 Days Average	6.6 days Average	10 days	10 days
OUTCOME	Percent of customer respondents rating services good or better <ul style="list-style-type: none"> • Procurement • Mail Services 	75% --	67% --	90% 90%	90% 90%

TALENT ACQUISITION		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5	
WORKLOAD	Number of applicants	19,538	18,117	19,000	18,000	
	Number of recruitments	551	518	650	625	
	Number of hires <ul style="list-style-type: none"> • Regular • Promotions • Extra Help • Term 	325 294 466 135	289 237 445 114	375 290 475 125	350 280 455 100	
	Percent of customer survey respondents rating overall satisfaction with services as good or better	98%	100%	90%	90%	
	Time-to-Fill (vacancies) <ul style="list-style-type: none"> • Internal • External 	3 weeks 4 weeks	3.5 weeks 6 weeks	4 weeks 6 weeks	4 weeks 6 weeks	
QUALITY/ EFFICIENCY	Percent of employees leaving County employment <ul style="list-style-type: none"> • Retirement • Within 1 year of employment • Other 	4.0% 1.0% 4.6%	3.8% 1.1% 4.3%	4.5% 1.0% 4.0%	4.0% 1.0% 3.5%	
	Turnover rate	9.6%	9.2%	9.5%	8.5%	
	Cost per Recruitment	\$3,520	\$4,728	\$5,000	\$5,000	
	OUTCOME	Percent of clients satisfied with new hires after six months	90%	98%	90%	90%
		Percent of positions filled with internal candidates <ul style="list-style-type: none"> • Management • Non-management 	72% 54%	70% 59%	60% 40%	60% 40%

TRAINING & DEVELOPMENT		FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projection Year 1	FY 2021 – 2024 Target Years 2-5
WORKLOAD	Number of training participants	12,003	10,586	7,500	8,000
QUALITY/ EFFICIENCY	Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	100%	95%	95%
	Percent of training participants rating overall course satisfaction as very good or excellent*	99%	99%	90%	90%
OUTCOME	Percent of participants utilizing skills or reporting change in behavior after attending training classes	100%	100%	90%	90%

