



San Mateo County
Human Resources Department

STRATEGIC PLAN

FY 2015-2019

**“Maximizing individual
potential, increasing
organizational capacity, and
positioning San Mateo County
as an employer of choice.”**



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Strategic Plan

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Introduction – Message from the Director



Donna Vaillancourt

I am pleased to present you with the Human Resources (HR) Department's FY 2015 – 2019 Strategic Plan. The development of this five year plan was a collaborative process involving employees and stakeholders, including our customer-departments.

The HR Department is committed to developing and providing innovative services that support and align with County and department goals. Key areas of focus during the next five years will involve: expanding work-delivery models through the Agile Organization initiative; implementing new succession planning programs; expanding employee engagement efforts; and implementing new technology, including the launch of a new human resources information system – Workday.

The HR Strategic Plan sets the direction for the Department to address the trends and challenges the County, specifically our customer-departments, are encountering now and in the years to come. The HR Strategic Plan also provides general information about the services provided by the eight divisions within the organization. Each of the division sections include: 1) Purpose, 2) Goals, 3) Services, 4) Accomplishments, 5) Priorities, and 6) Performance Measures.

The HR Strategic Plan is intended for a variety of audiences, including Human Resources employees, County employees, departments, elected officials, and members of the public. The plan can be used as follows:

- **Human Resources Employees** will use the HR Strategic Plan as their work plan for implementing the Department's goals and priorities.
- **County Employees** can use the HR Strategic Plan to obtain information about the services the HR Department provides for them (e.g., benefits, training and development opportunities, recruitment activities).
- **Departments Heads** and managers can review the services HR provides for departments to understand service commitments and expand partnerships (e.g., organizational development, customized training).
- **Elected Officials** can use the HR Strategic Plan to view priorities, ensuring alignment with the County's Shared Vision 2025.
- **Members of the Public** can use this document to obtain information about the services the HR Department offers its employees and their families as well as the services available to potential candidates.

Aligning HR with the County's Strategic Direction

The HR Strategic Plan aligns with the direction of the County's Shared Vision 2025, specifically contributing to the following community outcome and impact goal:

- **Community Outcome: Collaborative Community** - Our leaders forge partnerships, promote regional solutions with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.
- **Impact Goal** - Responsive, effective, and collaborative government.



HR Trends and Challenges

The demand for strategic, consultative, and collaborative HR services continues to grow. During the next five years, a broad set of organizational challenges must be addressed that have managerial/leadership, workforce, and technological implications for our County. How we respond to these challenges will impact our ability to maximize organizational capacity, increase individual potential, and position the County as an employer of choice. These trends and challenges include:

- **Creating an Agile Organization — Changing demand for services requires flexible structures and work delivery models.** The County continues to experience changes relating to services, technology, staffing, and citizen expectations. The fast-paced environment requires the organization to be nimble, providing structures that are flexible and adaptive. The Agile Organization initiative, approved by the Board of Supervisors in 2013, has provided a framework for the future. The HR Department will continue to lead efforts to promote various work delivery models, including expanding use of the newly created "Term" employment type, creating a County fellowship program, expanding internship opportunities, and increasing use of self-help options.
- **Deploying New Approaches to Talent Sourcing — Shifting strategy from recruiting to marketing.** The new employment environment, with talent networks, social media, competing employment choices, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates. To meet these demands, the HR Department will create an employment brand and expand social media presence -- fully leveraging social media tools to attract diverse, talented individuals to the organization.
- **Changing Workforce and Strategic Talent Management Strategy — Continuing to design and implement succession planning initiatives to increase organizational capacity and workforce diversity and inclusion.** As with other public agencies, the County has experienced workforce demographic shifts. The organization's leadership team represents the changes we are experiencing as baby boomers continue to retire. Over 30% of department heads are new to the organization. In the upcoming years, we will focus on creating leadership pipelines to ensure knowledge transfer and continuity of excellent services. The development and implementation of a comprehensive strategy for engaging and retaining leadership will be vital. This will involve implementing pre-employment and development assessment tools, re-introducing an executive leadership/rotational program, and offering a training matrix outlining a comprehensive professional development plan for supervisors and managers.
- **Promoting Employee Engagement — Expanding opportunities to drive passion and engagement in the workforce.** The HR Department will continue to support the County's commitment to creating a culture of employee

engagement by providing information, resources and services to staff which promote collaboration, connection, and commitment to their work, colleagues and the goals of the organization. The HR Department will market and support departments in implementing the Collaborative Performance Management System (CPMS) as a means to encourage effective communication, support employee personal and professional development, and demonstrate alignment between individual and organizational goals—thus driving meaning and purpose. In addition, the HR Department will champion employee wellness, work-life balance, flexible work arrangements, and employee incentive options as cost-effective workforce strategies.

- **Enhancing and Expanding Strategic Partnerships — Identifying and creating opportunities to collaborate with customers to increase organizational effectiveness.** The HR Department continues to communicate its service commitments and consultative services to customer-departments. There is an increase in management and supervisory skills across many departments as a result of the County’s ongoing investment in training and development, including the County’s Essential Supervisory Skills Program. This additional capacity and empowerment, along with the increased use of self-service technology, allows our staff to further add value, guide, and assist departments in meeting their organizational goals.
- **Maximizing Labor Negotiations — Identifying strategies to sustain workforce costs.** The HR Department will continue to negotiate with labor organizations to ensure agreements align with our current and anticipated economic conditions and operational needs. In addition, changes in legislation and labor organization leadership will require increased communication regarding changes and continued collaboration in order to maintain positive employee/employer relationships.
- **Managing Complex Employment Laws — Identifying and addressing legal trends and employer-employee changes to determine impact to the organization.** Changes in laws that expand employee rights will require HR to respond to an increase in employee relations and equal employment opportunity cases (e.g., bullying in the workplace, “Ban the Box”, Fair Labor Standards Act, Affordable Care Act “Cadillac Tax”). We will continue to be proactive in addressing employment issues by reviewing compliance with current and emerging employment regulations and by offering regular training and consultations with employees, supervisors, and managers. The online Employee Relations Handbook provides supervisors and managers with information pertaining to various subjects and issues (e.g., conducting performance evaluations and handling excessive absences). The development of a mobile app that will allow users to obtain on-demand access to employee and labor relations materials is in progress and will further provide departments with resources to address employee and labor relations matters.
- **Maximizing HR Technology — Expanding and integrating technology to streamline services, remain competitive, and increase transparency through consumer access to information and resources.** As our consumers and the world around us become increasingly tech-savvy, HR will expand its use of technology through mobile and cloud-based services. We will roll-out Workday in 2015 as our Human Resource Information System (HRIS) which offers flexible, user-friendly, integrated technology, and a mobile platform supporting expanded manager and employee self-service for transactional business processes. This will allow the HR Department to move beyond managing transactions to become more consultative partners. In addition, we will deploy a number of mobile and web based services for consumers, as well as for current and future employees, to access information and resources on demand. One of these efforts will include a new online Procurement System that allows for the automated process of obtaining bids for goods and services.

HR Strategic Approach - Meeting the Challenge

Mission
Values
Goals

Mission

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

Values

The Human Resources Department demonstrates the following values:

- **Promote Honesty, Integrity, and Trust:** We honor our commitments and conduct business in a manner that promotes fairness, respect, honesty, and trust.
- **Celebrate Teamwork:** We encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all of our endeavors.
- **Foster Communication and Transparency:** We solicit the input of others and promote transparency and inclusiveness.
- **Focus on Our Customers:** We have a passion for service and are committed to knowing our customers' business, anticipating their needs, and exceeding expectations.
- **Embrace Change and Innovation:** We are open to possibility and foster creativity and risk-taking to support continuous improvement.
- **Champion Employee Development and Wellness:** We are committed to maximizing the potential of every individual and supporting and promoting the County as a learning organization.
- **Model Leadership:** We lead by example and advocate equitable treatment in our behaviors, policies, and practices.
- **Produce Quality Results:** We believe those we serve deserve excellent service, a safe, productive, and healthy work environment, and quality results.

Goals

The HR Strategic Plan is focused on seven overarching goals:

1. Value, Encourage, and Support a Diverse Workforce;
2. Continue Improving Individual and Organizational Capacity and Effectiveness;
3. Anticipate and Meet the Changing Needs of the Workforce / Family;
4. Champion Career and Professional Growth;
5. Create and Enhance Strategic Partnerships;
6. Enhance Services through Technology; and
7. Promote Financial Stewardship.

Employee Benefits / Wellness and Work-Life Programs



Purpose

The Employee Benefits Division administers the County's comprehensive benefits and work-life programs, provides benefits education and problem resolution to employees, retirees and family members, and manages an award winning wellness program to attract and retain employees, optimize health and productivity, and promote a healthy and supportive work environment.

Goals

We accomplish our mission by focusing on the following goals:

1. Develop programs and services to best meet beneficiaries' and the organization's needs while providing quality customer service.
2. Develop strategies to ensure beneficiaries are "educated consumers."
3. Administer benefits in compliance with regulations.
4. Offer wellness and work-life programs, services and activities that improve employee health and well-being and promote a healthy work environment.
5. Ensure efficient and effective operations which enable consumers to have access to information and available benefits when needed.

Services

We provide the following services to our customers:

Medical Insurance ♦ Dental Insurance ♦ Vision Insurance ♦ Life Insurance ♦ Short-Term Disability ♦ COBRA ♦ Deferred Compensation ♦ Flexible Spending Accounts ♦ Employee Assistance Program ♦ Voluntary Time-Off Program ♦ Catastrophic Leave Program ♦ Child Care Centers ♦ Workplace Mediation ♦ Retiree Health Benefits ♦ Wellness & Work-Life Programs ♦ College Coach Program ♦ County Wellness Committee ♦ Health Savings Accounts

Accomplishments (from the 2011-2014 Strategic Plan)

- Expanded benefits options by offering a High Deductible Health Plan and Health Savings Account.
- Implemented a new 401(a) program for the newly created Agile Organization Term employment type.
- Promoted a "culture of health" through the establishment of a County Wellness Committee, implementation of Wellness Grants Program for departments, and creation of Wellness Rewards Program for Blue Shield and Kaiser members.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,2	Issue a new Request for Proposal for Deferred Compensation services and implement a strategy to promote maximum participation in the County's 457 Roth post-tax contribution program.	☑				
5	Facilitate the day-to-day processing of benefit programs, including enrollment for new employees and changes for existing employees.	☑	☑	☑	☑	☑
1,2	Negotiate with carriers regarding premiums and benefits then collect, organize, and analyze data for benefit plan renewal and "remarket" to consumers.	☑	☑	☑	☑	☑
2	Communicate timely and accurate information regarding benefit, wellness, and work-life programs/information to the Board of Supervisors, County Manager's Office (CMO), and consumers via bi-annual reports to the CMO, and regular updates to the County website, Benefits and Wellness e-Newsletters.	☑	☑	☑	☑	☑
3	Ensure compliance with applicable government regulations, laws, County MOUs, Resolutions, and established policies.	☑	☑	☑	☑	☑
2,4	Expand use of technology and maximize vendor resources to provide timely consumer benefit education to new hires and existing consumers, in person and online.	☑	☑	☑	☑	☑
1,3	Review and revamp necessary business processes to ensure full compliance with the Affordable Care Act, including the "Cadillac Tax".	☑	☑	☑	☑	☑
1,2	Promote Open Enrollment and Benefit options through the annual Benefits Fair and other marketing efforts during the Open Enrollment period.	☑	☑	☑	☑	☑
5	Ensure timely and accurate financial accounting and claims processing for benefit programs, employees and retirees and ensure contractor, partner, and vendor compliance so that consumers have their available benefits.	☑	☑	☑	☑	☑
4	Staff the Countywide Wellness Committee to oversee implementation of the County Wellness Policy and identified "Culture of Health" efforts.	☑	☑	☑	☑	☑
4	Provide effective work-life/ wellness services (e.g. Wellness Screenings, Health Coaching) that promote healthy lifestyles, improve health status and/or assist working parents in effectively managing work-family demands and responsibilities.	☑	☑	☑	☑	☑

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,4	Leverage technology and vendor / community partnerships for expanded work-life and wellness trainings, programs and activities, in response to requests from departments.	✓	✓	✓	✓	✓
1	Implement, enhance, and maintain online benefit enrollment through Workday.		✓	✓	✓	✓
1,2	Collaborate with Health Plans and/or Medical Groups to improve health status, health outcomes, and/or health care utilization.	✓	✓	✓	✓	✓
1	Conduct an annual Needs Assessment/Customer Survey to ensure the Benefits Division is providing the desired services as well as quality customer service.	✓	✓	✓	✓	✓

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Number of participants in sponsored Wellness and Work-Life Programs and activities	5,288	4,349	4,000	4,000
Number of covered lives under the County's medical plans	13,000	13,000	13,000	13,000
Number of participants in New Employee Benefits Orientation (<i>data development</i>)	--	--	--	--
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better				
- Active Employees	83%	--	90%	90%
- Retirees	93%	--	90%	90%
- Wellness/Work-Life	92%	97%	90%	90%
Cost per participant (<i>data development</i>)	--	--	--	--
Outcome				
Percent of customer survey respondents reporting increased health knowledge, increased skills, competency and/or intended health behavior change as the result of participating in a sponsored wellness or work-life training	93%	94%	90%	90%
Percent of eligible employees accessing additional benefits and/or Wellness Rewards (<i>data development</i>)	--	--	--	--
Percent completion rate of employees who participated in high-risk Wellness Coaching services	--	62%	65%	70%

Personnel Services



Purpose

The Personnel Services Division provides innovative, responsive, fair, and consistent recruitment, selection, classification, and compensation services to County Departments, employees, and job applicants to ensure that the County employs and retains a qualified and diverse workforce that delivers essential services to the public.

Goals

We accomplish our mission by focusing on the following goals:

1. 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.
2. Establish collaborative partnerships with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends, Agile Organization Initiative, and succession planning efforts.
3. Measure and monitor process completion and quality of services to ensure efficient and responsive delivery of services.
4. Ensure classification specifications accurately reflect the needed qualifications, knowledge, skills, and abilities required for successful job performance.
5. Expand technological capabilities that streamline selection and test administration procedures.
6. Promote the County as an employer of choice through ongoing marketing and education about County services and benefits.

Services

We provide the following services to our customers:

Recruitment ♦ Testing ♦ Applicant Guidance and Feedback ♦ Marketing County Employment ♦ Staffing Analyses ♦ Classification Studies ♦ Organizational Structure Reviews ♦ Classification Specification Maintenance ♦ Salary Surveys ♦ Training ♦ Committee Work and Special Projects

Accomplishments (from the 2011-2014 Strategic Plan)

- Enhanced the candidate experience through the use of technology including social media, computer based testing, and refined online application process.
- Supported County initiatives by providing strategic guidance and advice to operating departments on areas such as Agile Organization hiring and succession planning.
- Attracted top talent to the organization that has resulted in 98% of hiring managers satisfied with their new hires.
- Conducted several executive-level recruitments (including Human Services Director, Chief Information Officer, Chief Probation Officer, Deputy County Manager, Housing Director, Parks Director, and First 5 Director) that resulted in the successful continuation of services.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
4	Complete required compensation studies in preparation for, and resulting from, bargaining sessions.	☑	☑	☑	☑	☑
2, 4	Develop a plan and schedule for updating all classification specifications to ensure they properly represent the necessary classification requirements and address the changing needs of the workforce.	☑				
5, 6	Expand use of social media and other collaborative technology to increase visibility of County employment opportunities.	☑	☑	☑	☑	☑
6	Participate in County branding efforts beneficial to positioning the County as an employer of choice.	☑	☑	☑	☑	☑
2	Continue partnerships with County departments in order to anticipate and respond to workforce needs.	☑	☑	☑	☑	☑
3	Establish criteria to measure time to hire and cost to hire in order to measure and monitor efficient and effective delivery of services.	☑				
1,5,6	Continue to implement new recruitment strategies and exam process improvements to the recruitment of a diverse workforce while maintaining efficiencies, maximizing new technology and exploring industry trends.	☑	☑	☑	☑	☑
1, 2	Continue to work with department on staffing strategies, implementing Agile Organization Work Delivery Models, and support succession planning initiatives in order to anticipate and meet workforce needs.	☑	☑	☑	☑	☑

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Number of applicants	14,573	16,259	16,000	16,000
Number of recruitments	343	295	400	400
Number of hires				
- New Hires	349	374	375	375
- Promotions	238	269	270	275
- Extra Help	534	497	500	500
- Term (<i>data development</i>)	--	--	--	--
Number of classification studies conducted (<i>data development</i>)	--	--	--	--
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better				
- Recruitment Services	96%	100%	90%	90%
- Classification & Compensation Services	--	--	90%	90%
Time-to-Fill (vacancies)				
- Internal	4 weeks	3.5 weeks	4 weeks	4 weeks
- External	5 weeks	6 weeks	6 weeks	6 weeks
Percent of employees leaving County employment				
- Retirement	2.7%	2.7%	3.0%	3.0%
- Within one year of employment	0.7%	1.4%	1.0%	1.0%
- Within five years of employment (<i>data development</i>)	--	--	--	--
- Other	6.6%	3.3%	3.0%	3.0%
Cost to Hire (<i>data development</i>)	--	--	--	--
Turnover rate as compared to ICMA	10%/6%	7%/6%	7%/---	7%/---
Outcome				
Percent of clients satisfied with new hires after six months	98%	98%	90%	90%
Percent of positions filled with internal candidates				
- Management	54%	63%	60%	60%
- Non-management	38%	46%	50%	50%

Employee and Labor Relations



Purpose

In order to promote a high quality workforce and collaborative relationships between employees, management and employee organizations, the Employee and Labor Relations Division provides guidance, training and recommendations on managing performance and conduct issues, provides contract interpretations, resolves complaints at the lowest level, and negotiates timely and fiscally responsible agreements.

Goals

We accomplish our mission by focusing on the following goals:

1. Foster a work environment which values cooperation and collaboration where issues are resolved at the lowest possible level.
2. Ensure that all employees are treated equitably and consistently.
3. Strengthen partnerships with departments through training, communication, information and support on Employee Relations issues allowing for prevention, early discovery and/or prompt resolution.
4. Ensure that all negotiated agreements are in compliance with regulations as well as County programs and policies.
5. Maximize the use of technology to streamline operations and information.
6. Anticipate and meet the changing needs of the workforce.

Services

We provide the following services to our customers:

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 and Other Resources ♦ Departmental Resources for Fingerprinting/Background Checks ♦ Labor/Management Committee Participation ♦ Labor Contracts Administration ♦ Grievances and Other Issues Identified by Employee Organizations Resolution ♦ Unit Representation Elections in Accordance with the County's Employer-Employee Relations Policy Coordination

Accomplishments (from the 2011-2014 Strategic Plan)

- Enhanced organizational capacity by designing and delivering Countywide and department specific training sessions on employee relations and labor relations topics.
- Updated the Employee Relations Handbook to reflect current procedures and employment laws.
- Negotiated cost-effective labor agreements, including the new Agile Organization "Term" employment type.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
4	Plan, schedule, and conduct contract negotiations.	✓	✓	✓	✓	✓
3	Design and present countywide and department-specific training sessions on requested Employee/Labor Relations topics.	✓	✓	✓	✓	✓
3,5	Update the online Employee Relations Handbook, issue regular bulletins, and implement an ER mobile application to provide supervisors and managers with relevant ER resources and information.		✓	✓	✓	✓
3,5	Develop and maintain a repository of employee relations best practices.	✓	✓	✓	✓	✓
4	Coordinate agreements reached in MOUs to ensure compliance in the following areas: <ul style="list-style-type: none"> • Payroll related issues (salary increases, premium pay changes, termination of y-rates, etc.) • Benefits issues (changes to health & dental benefits, contribution changes, retiree health, etc.) • Negotiated classification and compensation studies • Miscellaneous agreements (departmental agreements, schedule changes, safety issues, etc.) 	✓	✓	✓	✓	✓
1,2,4,6	Explore pre-negotiation strategies to establish bargaining parameters with labor organizations, the executive team, and Board members.	✓	✓	✓	✓	✓
2,3	Continue to define, refine and provide education and negotiation as part of the Agile Organization Initiative.	✓	✓	✓	✓	✓
5	Use technology to organize and streamline document management.	✓	✓	✓	✓	✓
6	Plan for leadership succession within the ELR Division.	✓	✓	✓		
5	Expand understanding and use of Workday's Performance Management module to increase effectiveness in employee relations.	✓	✓	✓	✓	✓
1,3	Conduct Fair Labor Standards Act (FLSA) Audit.		✓			

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Number of corrective / disciplinary action cases	635	591	610	600
Number of employment complaints	65	61	50	50
Number of employees trained	581	614	600	300
Number of meet and confers	173	117	100	100
Number of probationary rejections/extensions	19	29	25	25
Quality/Efficiency				
Percent of complaints resolved prior to formal process	97%	93%	90%	90%
Ratio of employee grievances per employee subject to grievances - SMC vs. ICMA	.29%/1.42%	.26%/1.42%	.50%/1.42%	.50%/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	97%	100%	90%	90%
Outcome				
Percent of grievances proceeding to arbitration in which the County prevails	100%	100%	80%	80%
Percent of Civil Service Commission appeals in which the County prevails	50%	100%	80%	80%

Equal Employment Opportunity



Purpose

The Equal Employment Opportunity (EEO) Division promotes equal employment opportunity for all employees and applicants in order to achieve a diverse, inclusive workplace, fosters a productive work environment free of unlawful discrimination and harassment, provides guidance and training to departments and employees on EEO compliance, and investigates EEO complaints.

Goals

We accomplish our mission by focusing on the following goals:

1. Promote a workforce that reflects the diversity of the County's labor force throughout all job categories and job levels.
2. Foster awareness and understanding of the County's commitment to equal employment opportunity and the prevention of harassment and discrimination in the workplace.
3. Create an inclusive work environment that embraces and values diversity.
4. Encourage understanding and cooperation in the handling, investigating, and resolving of EEO complaints.
5. Provide information on EEO and harassment regulations and County policies to maintain compliance.

Services

We provide the following services to our customers:

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 ♦ AB 1825 Preventing Harassment Training ♦ EEO Advisory Committee ♦ LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer) Commission

Accomplishments (from the 2011-2014 Strategic Plan)

- Developed and delivered several Countywide and department specific training programs, including diversity awareness and harassment prevention, to foster a healthy work environment.
- Worked with the EEO Advisory Committee, Personnel Services staff and County departments to promote inclusion, cultural competency, and ensure the broadest qualified applicant pool.
- Launched and participated in oversight of newly formed LGBTQ Commission.
- Developed and published the 2014-2017 EEO Plan.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
4	Conduct fair and sound investigations of EEO complaints.	✓	✓	✓	✓	✓
1,2,3	Launch and oversee the LGBTQ Commission, including developing bylaws and a strategic plan for the Commission's work.	✓	✓	✓	✓	✓
2	Develop and deliver Countywide and department specific training programs on EEO compliance and preventing harassment and discrimination.	✓	✓	✓	✓	✓
2,3,4,5	Participate in a consortium of Bay Area County EEO managers as a means to collaborate and capture best practices, success models, and opportunities.	✓	✓	✓	✓	✓
1	Work with the EEO Advisory Committee, Personnel Services staff and County departments to promote a qualified, diverse applicant pool.	✓	✓	✓	✓	✓
5	Monitor new federal changes to EEO reporting categories and adjust County data collection parameters to remain in compliance.	✓		✓		✓
2,3,5	Provide mandatory training to managers and supervisors on sexual harassment identification, prevention, elimination, and responsibilities.	✓	✓	✓	✓	✓
2,3,5	Re-distribute EEO policy to all employees with an updated message from the President of the Board of Supervisors and County Manager.		✓			✓
5	Distribute new employment law compliance posters to all County worksites annually.	✓	✓	✓	✓	✓
1,2,3,5	Develop and publish the EEO Plan incorporating updated US Census data.			✓		

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Number of EEO cases handled	80	81	80	80
Number of employees trained	800	800	800	800
Quality/Efficiency				
Percent of EEO complaints resolved prior to formal process	91%	97%	90%	90%
Outcome				
Percent of instructor-led training participants rating training as good or better	100%	100%	90%	90%

Risk Management



Purpose

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

Goals

We accomplish our mission by focusing on the following goals:

1. Protect County assets by controlling loss exposures while conserving human and financial resources.
2. Ensure compliance with disability leave laws, such as the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA), and Workers' Compensation, by partnering with employees, departments and medical providers to return employees to suitable, gainful employment.
3. Ensure fair and equitable handling of all claims through administrative, legal, and medical services.
4. Promote a healthy and safe work environment that mitigates risk and potential loss while operating in compliance with state and federal regulations.
5. Provide training, create awareness, and implement reasonable workplace accommodations.
6. Engage in continuous process and operational improvement, including professional development, to stay abreast of industry and legal changes.
7. Leverage technology to mitigate and analyze risk and improve operational efficiencies.
8. Provide equal access to County buildings, equipment, programs and services accessible to persons with disabilities.

Services

We provide the following services to our customers:

Workers' Compensation/Long Term Disability/Temporary Modified Work Programs/Insurance Programs/Disability Leave with Pay/Leave of Absence Oversight ♦ Long Term Disability/Leave of Absence/Disability Leave with Pay/Modified Work Program Administration ♦ County Safety 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 ♦ Insurance Premium Negotiations for Workers' Compensation ♦ Ergonomics ♦ Consultative Services ♦ Title I ADA Reasonable Workplace Accommodations ♦ Title II ADA Public Accessibility Transition Plan ♦ ADA Compliance Committee

Accomplishments (from the 2011-2014 Strategic Plan)

- Implemented RSI Guard software and iMitigate pilot to prevent and manage repetitive stress injuries.
- Updated and distributed the County's Ergonomic standards.
- Expanded Risk Management Division programs to include the Disability Unit and administration of ADA Title II relating to capital projects.
- Streamlined Workers' Compensation process through the launch of 1-800-Company Nurse, which allows for the immediate triaging of calls and has resulted in reduced costs.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,2,4	Update the Long Term Disability Policy to ensure compliance with disability laws and to provide a safe and healthy work environment.	✓				
1,4	Implement the County's Ergonomic Standards to create a safe and healthy work environment and to mitigate workplace injuries.	✓				
4	Support the County Safety Committee 2014-16 Occupational Health and Safety Plan to create a healthy and safe workplace.	✓	✓	✓	✓	✓
7	Implement an Executive Information System to generate risk management analysis and statistical reporting for interested parties.	✓	✓	✓	✓	✓
1,3,7	Implement a "1-800" Reporting Service for reporting workers' compensation injuries at the Health System.	✓	✓			
1,4,7	Update and implement the County's Injury and Illness Prevention Plan (IIPP) in order to demonstrate compliance with State law, while protecting the County's assets and creating a safe and healthy work environment.	✓	✓			
3	Complete a Request for Proposal for Third Party Administrator for Workers' Compensation to ensure fair and equitable handling of claims.	✓				
1,4,5,7	Promote and report on the use of iMitigate as a training tool to create awareness and a promote healthy and safe work environment, which protect the County against loss of human and financial resources.	✓				
7	Leverage Workday to automate Risk Management processes.	✓	✓	✓	✓	✓

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
8	Update the County's ADA Title II Plan to ensure equal access to County buildings, equipment, programs, and services.		☑	☑		
4,5	Enhance Risk Management relationships with departments by establishing a stronger presence and awareness in departments.	☑	☑	☑	☑	☑
6	Continue to assess and refine the role of the Disability Unit within Risk Management in order to ensure operational efficiencies are maximized and allow for timely and responsive services.	☑				
5,7	Expand risk management/safety training opportunities to educate staff and mitigate risk.	☑	☑	☑	☑	☑
2,5,6	Measure and maintain best practices in reasonable workplace accommodations in order to create awareness and return employees to suitable, gainful employment.	☑	☑	☑	☑	☑

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Number of Workers' Compensation cases	738	654	675	675
Number of Auto Claims	179	31	25	25
Number of ergonomic self-assessments completed by employees	604	1,085	1,500	1,500
Number of employees actively using RSI Guard	789	345	500	500
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	97%	99%	90%	90%
Number of workers' compensation claims (per 100 FTEs)				
- San Mateo County	12.6	11.9	11	11
- ICMA	12	12	12	12
Outcome				
Percent of cases litigated	2.9%	4.6%	4.0%	4.0%

Training and Development



Purpose

The Training and Development Division creates, promotes and fosters individual and organizational effectiveness 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.

Goals

We accomplish our mission by focusing on the following goals:

1. Provide quality, cost-effective training and development designed to increase individual and organizational productivity and enrichment.
2. Create, promote and foster an organizational environment that values development, diversity and growth opportunities for all employees.
3. Provide ongoing support of the organization's onboarding, employee engagement and succession efforts.
4. Promote, support and leverage technology resources and tools to respond to customer needs, improve and enhance workflow efficiency, and improve customer service.
5. Continue to support and enhance strategic training and development partnerships.

Services

We provide the following services to our customers:

Countywide Training Programs ♦ New Employee Welcome ♦ Career Development Programs ♦ Tuition Reimbursement Program ♦ Countywide Learning Management System ♦ Ongoing Consultation to Departments ♦ Countywide Certificate Programs ♦ Customized Training for Departments and Community Partners ♦ Essential Supervisory Skills Academy and Management Development Program ♦ Regional Training Consortium ♦ Workplace Mediation Program ♦ Vendor Agreement Subscription Program

Accomplishments (from the 2011-2014 Strategic Plan)

- Led efforts to expand supervisor and manager leadership development programs, including the Essential Supervisory Skills Program, which provides employees with coaching, feedback, goal-setting/monitoring, and performance evaluation skills.
- Expanded partnerships and resources for the Regional Training Consortium for Public Agencies including adding new memberships and offering more training sessions, e.g., Leadership Academy, Supervisory Academy and Lead Worker Academy.
- Enhanced customer service by creating new training curriculum and online resources based on a recently conducted Training Needs Assessment.
- Increased workforce performance and training usage – participation doubled during the last year due new courses, technology options, tools, and online packages which included mandated Countywide programs.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
2,5	Continue academic partnerships to provide employee development opportunities.	✓	✓	✓	✓	✓
4,5	Continue to support the Regional Training and Development Consortium for Public Agencies to leverage resources, tools, and educational programs.	✓	✓	✓	✓	✓
1,2,3,4	Redesign, launch, refine, and administer the New Employee Welcome Program to support employee engagement.	✓	✓	✓	✓	✓
1,2,3	Redesign, launch, refine, and administer the Management Development Program to offer participants opportunity to further enhance leadership skills.	✓	✓	✓	✓	✓
1,4	Continue to offer training through various technology options, in partnership with ISD, to respond to customer needs, increase efficiency, and make training opportunities more widely accessible to staff and partners.	✓	✓	✓	✓	✓
4,5	Explore acquisition of additional training space/facilities to support expanded instructor-led classroom training.	✓	✓			
1,5	Expand the number of county and community partners using Training & Development services to promote and support partnerships and enhance training and development opportunities.	✓	✓	✓	✓	✓
1,2,5	Expand the use of Certifications in the LMS and increase the number of certificate programs offered to employees.	✓				

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,2,3,5,	Continue to administer and oversee Essential Supervisory Skills Academy.	☑	☑	☑	☑	☑
1,3,4	Continue to manage and oversee all mandated online training.	☑	☑	☑	☑	☑
4	Administer new Countywide Training Matrix for supervisors and managers.	☑	☑	☑	☑	☑

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection <i>Year 1</i>	FY 2016-19 Target <i>Years 2-5</i>
Workload				
Number of training participants	3,891	8,012	4,000	4,000
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	99%	90%	90%
Percent of training participants rating training as good or better*	98%	98%	90%	90%
Outcome				
Percent of participants utilizing skills or reporting change in behavior after attending training classes	93%	98%	90%	90%

*Excludes online training

HR Strategic Support and Partnerships



Purpose

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

Goals

We accomplish our mission by focusing on the following goals:

1. Foster an environment that promotes continuous process improvement to meet organizational goals.
2. Ensure strong financial performance by establishing and maintaining effective funding strategies and allocating resources efficiently.
3. Create and enhance strategic partnerships.
4. Provide accurate and timely workforce information and analysis.
5. Promote Employee Engagement and Succession Planning initiatives that contribute to individual and organizational effectiveness.
6. Meet and anticipate customer needs by providing responsive and innovative services.
7. Enhance services and transparency through user-friendly technology.

Services

We provide the following services to our customers:

Policy Development/Strategic Planning ♦ Leadership ♦ Financial Processing and Reporting ♦ Budget Development/Monitoring ♦ Human Resources Information Systems/Workday ♦ Contracts Administration ♦ Project Management ♦ Payroll/Personnel Services ♦ Position Control ♦ Office Management/Support Services ♦ Performance Management ♦ Succession Planning ♦ Workforce Planning and Analytics ♦ Employee Engagement ♦ Organizational Development ♦ Civil Service/Personnel Records Management ♦ Employee Communications ♦ Agile Organization Countywide Initiative ♦ Fingerprinting Processing ♦ Community Partnerships ♦ Support for the Commission on the Status of Women, Domestic Violence Council, LGBTQ Commission, and Civil Service Commission ♦ Countywide Internship Program

Accomplishments (from the 2011-2014 Strategic Plan)

- Collaborated with ISD and Controller's Office to begin the process of replacing the County's personnel/payroll system with Workday (issued RFP, selected vendor, designed modules, conducted testing, and implemented/deployed change management strategy, including training).
- Led efforts to expand organizational effectiveness and flexibility through the County's Agile Organization Initiative, including expansion of work delivery models, creation of a new employment type (Term), user-guides, and website.
- Promoted Succession Planning and Employee Engagement initiatives, including the development of the Essential Supervisory Skills Program and Telework guidelines.
- Improved efficiencies, transparency and accessibility by converting employee Civil Service Files from paper files to into an automated system.
- Enhanced access to Human Resources services through expanded use of social media presence (via Yammer, LinkedIn, and Facebook) and new webpage and resources.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,5	Support the County's Agile Organization initiative to expand work delivery models, including creating a Fellowship Program and expanding the County Internship Program.	✓	✓	✓	✓	✓
1,7	In collaboration with the ISD and Controller's Office implement, manage production maintenance and upgrades, as well as configure enhancements to extend and optimize functionality of the new personnel/payroll system (Workday).	✓	✓	✓	✓	✓
1,6,7	Provide training and system support to all users to maximize user adoption of the County's new personnel/payroll system (Workday).	✓	✓	✓	✓	✓
1,5	Implement new employee onboarding program to ensure managers and new hires have available resources.	✓				
1,4	Provide accurate and timely workforce analytics to assist departments in meeting workforce needs.	✓	✓	✓	✓	✓
1,5,6	Promote Countywide Employee Engagement initiatives, support the Employee Engagement Committee, and conduct the annual Employee Engagement Survey.	✓	✓	✓	✓	✓
1,5	Promote countywide succession planning initiatives and provide staff support to the Succession Planning Implementation and Evaluation Committee.	✓	✓	✓	✓	✓
1,5,6,7	Expand the Countywide Collaborative Performance Management System (CPMS).	✓	✓	✓	✓	✓
1,3	Continue to collaborate with Regional Training Consortium for Public Agencies to expand training opportunities.	✓	✓	✓	✓	✓

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,7	Transition electronic Civil Service/Personnel Files from Autonomy to Sharepoint (new electronic document management system platform).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
1,4,7	Continue to enhance the HR Website and social media presence to increase employee engagement, provide access to information, and provide user-friendly online services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1,7	Implement new systems including Intranet and Office 365 for unified communications, increased collaboration, and simplified departmental access to key information.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
1,7	Provide ongoing support for HR Systems, including the Learning Management System (LMS).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1,2	Ensure financial performance by establishing and maintaining effective funding strategies and allocating resources efficiently.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1,3	Create new partnerships and enhance existing relationships with departments, members of the consortium, and Countywide commissions, including the Commission on the Status of Women, Domestic Violence Council, and LGBTQ Commission.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Employee Engagement Survey Participants	2,385	2,574	2,968	2,800
Number of Employees completing Workday training	--	--	3,500	4,000
Number of budgets monitored*	16	16	15	15
Quality/Efficiency				
Percent of Workday (Human Capital Management) business processes completed within established timeframes	--	--	60%	80%
Percent of budgets meeting target at year-end	100%	100%	100%	100%
HR Cost per Capita	\$13	\$13	\$14	\$15
Outcome				
Percent of customer survey respondents rating overall satisfaction with services as good or better	96%	99%	90%	90%
Quality and Outcome goals meeting performance targets	70%	89%	75%	75%
Percent of Evaluations completed**	90%	73%	90%	90%
Percent of County employees recommending the County as a Great Place to Work	79%	83%	85%	85%
Percent of HR Employees rating experience working for the County as good or better	88%	89%	90%	90%

*The number of budgets monitored includes Human Resources/Shared Services Budget, Risk Management Trust Funds (6), Benefits Trust Funds (6), Commission on the Status of Women Trust Fund, and Public Safety Communications.

**Reflects new program staff.

Shared Services



Purpose

The Shared Services Division promotes fair and open competition, procures quality, cost-effective goods and services, manages the reuse and sales of surplus commodities, and distributes mail to meet the needs of our customers while maintaining public trust.

Goals

We accomplish our mission by focusing on the following goals:

1. Conduct all purchasing with direction from the Board of Supervisors and the County Manager as the Purchasing Agent for San Mateo County.
2. Support County departments to obtain the right products 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.
3. Offer staff development opportunities through cross-training, knowledge capture, and succession planning.
4. Strengthen communication and working relationships by providing Procurement staff, consultants, and customers with education and training opportunities.
5. Maximize the use of technology to increase effectiveness and efficiency of the purchasing process.
6. Continuously identify process improvements to maximize operational efficiency.

Services

We provide the following services to our customers:

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 ♦ Ergonomics and Specifications ♦ Surplus Property - Recycling, Redeployment, and Proper Disposal of Assets ♦ Mail Delivery

Accomplishments (from the 2011-2014 Strategic Plan)

- Generated Countywide cost savings through the expansion of vendor agreements.
- Offered collaborative and strategic consultative services to departments on procurement matters, e.g., assisted with the South County Clinic relocation through the purchase of fixed assets and medical equipment.
- Managed recycled goods and e-waste to ensure environmentally responsible practices.
- Enhanced technology through the implementation of new mail sorters that reduce postage cost by using e-return receipts.

Priorities

DIVISION GOAL(S)	PRIORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,2,6	Identify opportunities to standardize commodities (e.g. shredding).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2	Expand/manage print services and copier/printer set up Countywide.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1,2,4,6	Establish a Countywide Purchasing Committee/Users Group to assist in the development purchasing policies and procedures.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3,4,6	Conduct internal and external trainings (e.g. New Employee Purchasing Training through LMS).		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3,6	Review organizational structure and staffing and develop a department cross-training plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
4,5	Provide accurate and consistent contract administrative information from a central location to streamline communication and maximize resources.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5,6	Implement new procurement management system that allows for integration with other County systems.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
5,6	Continue to reuse/recycle surplus property and implement new strategies to streamline processes including offering an online catalog of surplus materials/property.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5,6	Develop a system to track and report cost savings generated through best practices and process improvements.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection Year 1	FY 2016-19 Target Years 2-5
Workload				
Number of purchase orders and vendor agreements processed	3,180 / 85	3,127 / 97	3,000 / 100	3,000 / 100
Value of purchase orders and vendor agreements processed	\$31K / \$55K	\$36K / \$34K	\$40K / \$60K	\$45K / \$60K
Number of bids and RFPs processed	15	17	20	20
Quality/Efficiency				
Total days from receipt of purchase requisition through purchase order – SMC vs. ICMA (<i>data development</i>)	8 days	12 days	10 days	10 days
Cost of Purchasing Unit as a percent of total purchases processed vs. other Bay Area counties (<i>data development</i>)	--	--	--	--
Outcome				
Percent of customer respondents rating services good or better				
-Procurement	77%	62%	62%	62%
-Mail Services	84%	90%	90%	90%

HR Department Organizational Chart

