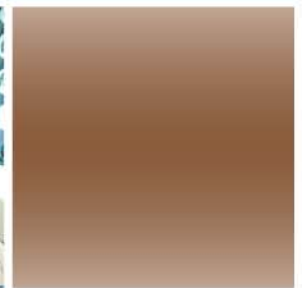



San Mateo County Human Resources

Strategic Plan

FY 2011 - 2014



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



San Mateo County Human Resources Department

Strategic Plan

FY 2011 – 2014

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Introduction – Message from the Director



Donna Vaillancourt

I am pleased to present you with the Human Resources (HR) Department Strategic Plan for FY 2011-14. The development of this plan was a collaborative process that involved employees and key stakeholders, including our customer-departments.

As the County addresses a structural deficit, the HR Department is committed to providing innovative services and critical workforce data and analytics that will allow for process improvements and increased effectiveness and efficiencies. We recognize our vital role in partnering with our customer-departments to develop and retain staff; identify budget solutions; restructure and redesign services; and develop change management strategies. Additionally, we recognize the importance of continued successful negotiations with labor organizations to implement sustainable structural changes.

Strategic talent management is a key factor to organizational health. The HR Department will continue to implement succession planning initiatives and employee engagement efforts, including a highly effective performance management system.

The HR Strategic Plan sets the direction for the Department to address the trends and challenges the County, specifically our customer-departments, will face in the upcoming years. 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/Outcome Statement, 2) Goals, 3) Services, 4) Priorities, and 5) 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. Specifically, the plan can be used as follows:

- **Human Resources Employees** will use the HR Strategic Plan as their workplan for implementing the Department's goals and priorities.
- **County Employees** can use the HR Strategic Plan to obtain information about the services the Human Resources 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 in order to expand partnerships (e.g., workforce planning, 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 Human Resources Department offers its employees and their families as well as the services available to potential candidates for employment.

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 outcomes:

- **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.
- **Prosperous Community:** Our economic strategy fosters innovation in all sectors, creates jobs, and builds community and educational opportunities for all residents.



HR Trends and Challenges

The demand for HR services continues to grow. HR professionals in both the public and private sector will need to work more collaboratively with the customers they serve, at a strategic level, to help support their short and long term goals and objectives. During the next four years, a broad set of organizational challenges must be addressed that have management, workforce and development, technological, and especially financial implications for our County. How we respond to these challenges will impact our ability to position the County as an employer of choice that maximizes organizational and individual potential. These trends and challenges include:

- **Reduced Financial Resources - Identifying efficiencies and innovations to address the structural budget deficit.** As the County takes steps to reduce costs, there will be increased stress on departments and their employees. Although the County's workforce may decrease, customer needs for HR support services are expected to grow, requiring increased productivity gains through technology, as well as the adoption of other innovative solutions to meet demand. The HR Department will continue to provide a comprehensive employee transition program, address employee concerns about layoffs, mitigate increases in the number of employee complaints and claims, and expand organizational development/change management programs to help lessen the negative impact of reductions on employee morale and productivity.
- **Changing Workforce/Strategic Talent Management – Designing and implementing succession and performance management programs to increase organizational capacity and respond to a changing workforce.** Preparing for this change will require the delivery of targeted training programs, including the use of e-learning solutions where possible. Demographic shifts within our geographic area, as well as within our existing workforce, will require appropriate marketing and communication strategies to attract qualified and diverse candidate pools. We plan to continue the implementation of our current succession planning activities, including the roll-out of a Countywide Collaborative Performance Management System. Additionally, expanding the County's partnership with the Training Consortium for Public Agencies to offer shared training services should provide more cost-effective options to our customers over the longer term.

- **Stabilizing Labor and Benefits Costs - Identifying efficiencies / budget reduction strategies to maintain/reduce labor costs.** The HR Department, in partnership with our stakeholders, will continue to explore sustainable compensation structures, review and restructure existing plans, and negotiate with labor organizations to implement structural budget changes that are aligned with our current and anticipated economic conditions and operational needs. We will also continue to promote wellness programs and employee incentive options as a cost-effective health and productivity management strategy for the County that will also yield important benefits to our individual workers and their families.
- **Expanding Strategic Partnerships - Identifying and enhancing opportunities to collaborate with customers to increase organizational effectiveness.** The HR Department will continue to broaden its service focus to include a consultative approach to human resource management, and not just an administrative approach. There is a notable increase in management and supervisory skills across many departments as a result of the County's ongoing investment in training and development. This additional capacity, along with the increased use of self-service information technology, has allowed our staff to more personally add value and help departments carry out their strategic plans using their human capital.
- **Managing Complex Employment Laws and Issues— Identifying and addressing legal trends and employer-employee changes to determine impact to the organization.** We expect that anticipated changes to federal laws that expand employee rights will require the Department to respond to an increase in employee relations cases. We will continue to be proactive in addressing employment issues by offering regular training and consultations with employees, supervisors, and managers. Changes in labor organization leadership will require the Department to expand outreach efforts to insure that the communication between all stakeholders remains open and constructive.
- **HR Technology – Maximizing technology to streamline HR transactional activities.** The HR Department is committed to streamlining our business processes in order to decrease costs and improve service. We plan to fully leverage our information technology resources to offer flexible, user-friendly and integrated systems, including the expanded use of employee self-service. This will allow our Department to move beyond just transaction processors to become more consultative partners with our customers.

HR Strategic Approach - Meeting the Challenge



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, and productive work environment for employees, their families, departments, and the public in order to **maximize individual and organizational potential 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.
- **Encourage Communication:** We solicit the input of others and strive for 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:** We are committed to maximizing the potential of every individual and to support and promote 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 six overarching goals:

- Value, Encourage, and Support a Diverse Workforce;
- Continually Improve Individual and Organizational Effectiveness;
- Anticipate and Meet the Changing Needs of the Workforce / Family;
- Champion Career and Professional Growth;
- Create and Enhance Strategic Partnerships; and
- Enhance Services Through Technology.

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. Provide benefits administration services that meet the needs of employees, retirees and their families within budgeted constraints in order to enhance an employee's quality of life and to help recruit and retain top employees, resulting in 90% of customers rating the services provided as courteous, accurate and responsive.
2. Offer wellness and work-life programs that improve employee health and well-being and promote a healthy work environment.

Services

We manage the following programs and services for 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 Center ♦ Workplace Mediation ♦ Retiree Health Benefits ♦ Wellness & Work-Life Programs

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1	Implement online benefits enrollment system.	☑			
1, 2	Expand use of technology in providing education and training to employees.	☑	☑	☑	☑
2	Collaborate with Health Plans and/or Medical Groups to improve health status, health outcomes, and/or health care utilization.	☑	☑	☑	☑
1	Implement new hire benefits orientation module.	☑			
2	Leverage vendor and community partnerships for expanded work-life and wellness trainings.	☑	☑	☑	☑
2	Implement recommendations from the Countywide Wellness Committee.	☑	☑	☑	☑
2	Implement Countywide Wellness Policy.	☑	☑	☑	☑

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
2	Provide Work-Life education programs to assist working parents in effectively managing work-family demands and responsibilities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of participants in sponsored Wellness and Work-Life Programs and activities	2,109	2,731	2,500	2,500
Number of covered lives under the County's medical plans	---	---	15,881	15,800
Number of Calls (data development)	---	---	---	---
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	84%	82%	90%	90%
- Active Employees	88%	92%	90%	90%
- Retirees	93%	86%	90%	90%
- Wellness/Work-Life				
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	---	---	90%	90%
Percent of customer survey respondents reporting successful lifestyle change(s) at least 30 days after attending training class	---	---	50%	50%

Classification and Compensation



Purpose

Classification and Compensation Services provides and monitors a competitive and equitable compensation system and maintains a standardized classification plan that supports employee career development which enables the County to hire and retain qualified employees.

Goals

We accomplish our mission by focusing on the following goals:

1. Establish a County philosophy for classification and compensation methods which promotes flexible and sound classification principles and supports County beliefs and values.
2. Ensure that classification plans and job specifications promote the career mobility of County employees by focusing on transferable knowledge, skills, and abilities.
3. Identify, promote, and encourage career paths that cross job series and department lines.
4. Research and recommend equitable, consistent, and competitive salaries for County positions.
5. Work collaboratively with departments to plan and implement classification and organizational structure changes.
6. Eliminate artificial employment barriers by assuring that qualifications, knowledge, skills, and abilities required are appropriate for successful job performance.
7. Measure and monitor classification and compensation process completion and quality to ensure efficient and responsive delivery of services.

Services

We provide the following services to our customers:

Classification and Reclassification Studies ♦ Organizational Structure/Classification Reviews ♦ Classification Specification Updates ♦ Training ♦ Organizational/Classification Consultation ♦ Compensation Reviews ♦ Workforce Planning

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
4	Complete required compensation studies in preparation for bargaining sessions.	☑			
2, 3, 5	Complete all negotiated studies from bargaining sessions.		☑		
7	Enhance web-based communication providing continuously updated listings of positions/salaries by department and listing all salary information by automatic update from the personnel/payroll system.		☑		

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1, 6	Prepare online educational materials on the fundamentals of classification and allocation methods.		<input checked="" type="checkbox"/>		
1, 3	Develop a library of resources for classification methods, terminology, applied industry standards, and online resources.	<input checked="" type="checkbox"/>			
2,6	Revise and update all class specifications.			<input checked="" type="checkbox"/>	
4	Explore retention strategies related to alternative compensation structures.				<input checked="" type="checkbox"/>

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012- 14 Years 2-4
Workload				
Number of salary surveys completed	35	33	10	30
Number of salary ordinance action items	152	181	150	280
Number of classification studies completed	118	63	100	200
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	92%	90%	90%
Cost per classification studied	\$2,400	\$1,900	\$2,400	\$2,400
Outcome				
Number/Percent of Civil Service Commission appeals due to classification allocation decisions	1/1%	0/0%	0/0%	0/0%

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, conduct issues, and contract interpretation, 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 over unilateral decision-making and collaboration over conflict.
2. Work with departments to resolve all employee-employer problems at the lowest possible level.
3. Ensure that all employees are treated equitably and consistently.
4. Provide services in a manner that focuses on the overall best interests of the County.
5. Provide and maintain open lines of communication for the dissemination of information and early discovery and resolution of problems and issues.
6. Ensure that all negotiated agreements are lawful and workable within the boundaries provided by the County.
7. Provide training to supervisors and managers to assist them in developing enhanced skills in employee relations.

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

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
4, 5	Plan, schedule, and conduct 2011, 2012, 2013, and 2014 contract negotiations.	☑	☑	☑	☑
2, 7	Design and present countywide and department-specific training sessions on requested Employee/Labor Relations topics.	☑	☑	☑	☑
2, 3	Update the online Employee Relations Handbook to ensure it reflects current employment laws.	☑		☑	
3, 4	Develop and maintain a repository of departmental best practices.	☑	☑	☑	☑

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
6	Coordinate agreements reached in MOU's to ensure compliance in the following areas: - 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.).	☑	☑	☑	☑
3, 5	Monitor appropriate usage of extra help in the County.	☑	☑	☑	☑
1, 4	Explore pre-negotiation strategies to establish bargaining parameters with labor organizations, the executive team, and board members.	☑	☑	☑	☑

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of corrective / disciplinary action cases	545	568	550	550
Number of employment complaints	36	74	50	50
Number of employees trained	316	264	250	250
Number of meet and confers	73	125	50	50
Number of probationary rejections/extensions	28	9	12	20
Quality/Efficiency				
Percent of complaints resolved prior to formal process	95%	99%	90%	90%
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%	99%	90%	90%
Outcome				
Percent of grievances proceeding to arbitration in which the County prevails	---	100%	75%	75%
Percent of Civil Service Commission appeals in which the County prevails	100%	80%	80%	80%

Equal Employment Opportunity



Purpose

The Equal Employment Opportunity Division promotes a diverse workforce by providing training, guidance, reasonable accommodations assessments, and investigation of complaints to departments, employees, and applicants to foster a productive work environment free of discrimination and harassment.

Goals

We accomplish our mission by focusing on the following goals:

1. Attain and retain a workforce that reflects the diversity in the County’s civilian labor force, throughout all job categories and job levels.
2. Foster understanding and awareness of equal employment opportunity and reasonable workplace accommodations.
3. Establish and maintain awareness and support at all levels in the organization for the goals of equal employment.
4. Create and foster a work environment that recognizes, appreciates, and values diversity.
5. Establish and maintain clear and open lines of communication to prevent and resolve discrimination issues and complaints in a fair and equitable manner.

Services

We provide the following services to our customers:

Equal Employment Opportunity (EEO) Plan ♦ EEO Advisory Committee ♦ EEO Complaints and Reasonable Workplace Accommodation Inquiries ♦ County’s EEO Policies and Procedures ♦ State and Federal EEO Compliance Agencies’ Requests and Inquiries ♦ Training for Managers, Supervisors and staff on EEO ♦ Technical Assistance and Resources to County Departments, Employees, and Applicants on Issues Pertaining to EEO ♦ Harassment, and Reasonable Workplace Accommodations ♦ Administration of various programs, including County’s Leave Of Absence (LOA) Program ♦ Transitional (Modified) Work Program ♦ Bilingual Program

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
2	Develop and deliver several Countywide and department specific training programs, including Managing Medical Conditions and appropriate conduct to foster a healthy work environment.	✓	✓	✓	✓
2	Measure and maintain best practices in the areas of equal employment opportunity and reasonable workplace accommodations.	✓	✓	✓	✓

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1	Work with the EEO Advisory Committee, Recruitment staff and County Departments to ensure the broadest qualified applicant pool.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2, 3	Participate in an initiative to form a consortium of Bay Area County EEO managers as a means to compare best practices, success models, and identify opportunities to develop data for performance measurement reporting.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1	Monitor new federal changes to EEO reporting categories and adjust County data collection parameters to remain in compliance.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
1	Revise statistical data reports in support of Countywide grant applications to comply with changes in federal law.		<input checked="" type="checkbox"/>		
4, 5	Provide mandatory training to managers and supervisors on sexual harassment identification, prevention, elimination, and responsibilities.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
4, 5	Re-distribute EEO policy to all employees with an updated message from the President of the Board of Supervisors and County Manager.			<input checked="" type="checkbox"/>	
3, 5	Distribute new employment law compliance posters to all County worksites.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
3, 4	Develop and publish the 2014-2017 Equal Employment Opportunity (EEO) Plan.				<input checked="" type="checkbox"/>
1	Incorporate 2010 federal census data into the County's internal EEO Diversity evaluation and reporting process.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of employment complaints	69	95	90	90
Number of employees trained	509	519	500	500
Number of workplace accommodation requests	70	102	102	102
Number of Leave of Absence Requests	---	692	692	692
Number of Transitional Work Agreements	49	140	140	140
Quality/Efficiency				
Percent of complaints resolved prior to formal process	89%	92%	90%	90%
Outcome				
Percent of training participants rating training as good or better	99%	100%	90%	90%

Recruitment and Selection



Purpose

Recruitment and Selection provides innovative, responsive, fair, and consistent recruitment and selection services to County departments, employees, and job applicants to ensure the County employs a qualified and diverse workforce that delivers essential services to the public.

Goals

We accomplish our mission by focusing on the following goals:

1. Establish and enhance partnerships with departments to anticipate and respond to changes, priorities, staffing trends, and support succession planning efforts.
2. Develop recruitment and selection plans with departments that are cost effective, content valid, and measurable.
3. Actively recruit and refer qualified and diverse candidates to departments for County employment.
4. Expand technological capabilities that streamline selection and test administration procedures.
5. Measure and monitor exam process completion and quality to ensure efficient and responsive delivery of services.
6. Promote the County as an employer of choice through ongoing marketing and education of County services and benefits.

Services

We provide the following services to our customers:

Recruitment ♦ Selection ♦ Career Guidance ♦ Training ♦ Employee Transition Program ♦ Marketing (County Employment) ♦ Consultation ♦ Workforce Planning ♦ Feedback on Oral Board Process

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1	Continue to work with departments to plan for succession planning initiatives.	✓	✓	✓	✓
1, 6	Continue to implement new recruitment strategies to reduce the number of hard-to-fill vacancies, e.g., Recruitment Incentives Program.	✓	✓	✓	✓
4	Enhance the online application process with the goal of eliminating paper applications.	✓	✓		
4, 6	Utilize social media and explore other collaborative technology to enhance recruitment opportunities and visibility of County employment.	✓	✓	✓	✓
2, 5	Conduct an exam process improvement assessment and provide recommendations.	✓	✓		

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
4, 5	Study the feasibility of computer-based testing to replace standard written tests.	☑	☑	☑	
1, 2, 5	Develop a maintenance plan for updating examinations.			☑	☑
4	Explore the use of electronic forms in various selection processes.		☑	☑	
1	Market fee-for-service opportunities.	☑	☑	☑	☑
1, 6	Educate managers on Civil Service process and hiring process.	☑	☑	☑	☑
6	Develop a year-round internship program for emancipated foster youth.		☑	☑	

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of applicants	12,803	9,365	9,500	9,500
Number of recruitments	266	171	170	170
Number of hires				
- New Hires	297	126	200	130
- Promotions	327	201	220	220
- Extra Help	501	510	500	500
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	96%	94%	90%	90%
Time-to-Fill (vacancies)				
- Internal	5 weeks	4 weeks	5 weeks	5 weeks
- External	6 weeks	6 weeks	6 weeks	6 weeks
Percent of employees leaving County employment				
- Retirees	2.20%	2.33%	2.0%	2.0%
- Within one year of employment	0.30%	0.35%	0.5%	0.5%
- Other	3.90%	3.11%	4.3%	4.3%
Turnover rate as compared to ICMA				
- San Mateo County	7.0%	5.8%	6.8%	6.8%
- ICMA	7.6%	7.6%	7.6%	7.6%
Outcome				
Percent of clients satisfied with new hires after six months	94%	94%	90%	90%
Percent of positions filled with internal candidates				
- Management	65%	73%	65%	65%
- Non-management	51%	58%	50%	50%

Risk Management



Purpose

The Risk Management Division ensures financial stability through appropriate identification, assessment and management of potential exposures to County assets and promotes employee and public safety through education, training and compliance.

Goals

We accomplish our mission by focusing on the following goals:

1. Conserve the human and financial resources of the County and protect County assets by controlling loss exposures.
2. Coordinate with employees, departments, vocational rehabilitation professionals, and medical providers to comply with the Americans with Disabilities Act (ADA) and Workers' Compensation laws to return disabled employees to suitable, gainful employment.
3. Ensure fair and equitable handling of all claims through administrative, legal, and medical efforts.
4. Work with departments and their safety committees to provide a healthy and safe working environment for all County employees in compliance with state and federal regulations.
5. Promote safety awareness and safe work habits among County employees and respond timely to concerns, questions, or complaints about health and safety issues.
6. Serve as consultative liaison to identify risks and determine appropriate strategies to mitigate liabilities/losses to County assets.

Services

We provide the following services to our customers:

Oversight of Workers' Compensation/Long Term Disability/Temporary Modified Work Programs/ Insurance Programs/Disability Pay with Leave ♦ County Safety Committee ♦ County Occupational Health and Safety Plan ♦ Hazard and Accident Investigations ♦ County's Driver Program and Department of Transportation Drug and Alcohol Program ♦ Administer Health and Safety Programs ♦ Ongoing Training on Workers' Compensation Laws and Claims and Safety Programs ♦ Insurance Premium Negotiations for Workers' Compensation ♦ General Liability, Automobile Liability ♦ Property, Crime and Elected Official Bonds ♦ Comprehensive Hospital & Health Services Liability ♦ Airports and Aircraft Liability ♦ Volunteer Fire – General Liability and Automobile Liability ♦ Boiler and Machinery Property ♦ Marine Insurance ♦ Notary Public Bonds ♦ Owner Control Insurance Program (OCIP) and Contractor Control Insurance Program (CCIP) ♦ Ergonomics ♦ Consultative Services

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1,3	Implement the Long Term Disability policy.		☑		
4,6	Update the County's Ergonomic Standards.		☑		
4,6	Assist in the activities of the County Safety Committee 2011-2014 Occupational Health and Safety Plan.	☑	☑	☑	☑
4,6	Continue to provide statistical reports to the Countywide Safety Committee.	☑	☑	☑	☑
2,3	Implement a "1-800" Reporting Service for reporting workers' compensation injuries.		☑		
2,3	Automate the Workers' Compensation claims intake process.		☑		
1	Benchmark Risk Management Program with ISO 3100.		☑	☑	
2,3	Review the Workers' Compensation Program to identify benchmarking metrics and settlement authority.	☑			
1	Implement Repetitive Stress Injury (RSI) software.	☑	☑		
1	Transition to new industrial health clinic.	☑			
4	Update the County's Injury and Illness Prevention Plan (IIPP).		☑		
1	Explore the development of an onsite industrial clinic.		☑		

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of Workers' Compensation cases	666	621	675	650
Number of Auto Claims	287	212	225	200
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	97%	90%	90%
Number of workers' compensation claims (per 100 FTEs)				
- San Mateo County	10.3	9.3	10.1	10.1
- ICMA	12.5	12.5	12.5	12.5
Outcome				
Number/Percent of cases litigated	12/2%	6/0.09%	6/0.09%	6/0.09%

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 organization’s commitment to employee development, partnerships, and organizational enrichment.

Goals

We accomplish our mission by focusing on the following goals to support the County and regional partners:

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 individuals and the organization with the tools to respond effectively to customer needs as well as current and future demands for service.
4. Provide ongoing leadership and support to the organization’s succession efforts.
5. Promote, support, and leverage technology resources and tools to improve and enhance workflow efficiency and improve customer service.

Services

We provide the following services to our customers:

Countywide Training Programs ♦ New Employee Welcome ♦ Career Development Programs ♦ Tuition Reimbursement Program ♦ Oversight of Countywide Learning Management System ♦ Administration of Management Development Program ♦ Ongoing Consultation to Departments ♦ Customized Training for Departments and Community Partners ♦ Coordination of Master in Public Administration, Bachelor of Arts Degree, Associate of Arts Degree and Certification Programs ♦ Support Succession Planning Implementation and Evaluation (I&E) Committee ♦ Staff and Support Regional Training Consortium

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1, 4	Continue partnerships with academic partners.	✓	✓	✓	✓
3	Develop and implement a “Public Sector Leadership Academy”.	✓			
2	Expand the number of county and community partners/ supervisors/managers conducting training.		✓		
1	Expand the use of retirees conducting training.		✓		
4	Conduct new courses to assist in succession efforts e.g., mentoring, coaching, and feedback.	✓			
5	Explore redesign of New Employee Welcome Program.	✓			

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
1	Implement a 9th Management Development Program expanding on the topics offered.	<input checked="" type="checkbox"/>			
1, 3	Increase the number of online training courses offered.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1	Explore acquisition of additional training space/facilities to support expanded course offerings.		<input checked="" type="checkbox"/>		
1	Redesign policies and processes to meet the needs of the Regional Training Consortium for Public Agencies.	<input checked="" type="checkbox"/>			
5	Redesign website to meet community partners needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
1,5	Expand the number of consortium members who utilize our Learning Management System.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1	Develop additional curriculum for Training Consortium for Public Agencies (i.e., online sexual harassment).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	Expand the use of LMS through certification offerings.			<input checked="" type="checkbox"/>	

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of training participants	4,136	2,855	2,500	2,500
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	100%	90%	90%
Percent of training participants rating training as good or better	100%	100%	90%	90%
Outcome				
Percent of participants utilizing skills or reporting change in behavior after attending training classes	98%	99%	90%	90%

HR Strategic Support



Purpose

HR Strategic Support provides responsive and innovative leadership, financial analyses and reporting, Information Technology, Human Resource 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. Meet and anticipate customer needs that results in 90% satisfaction with services provided.
2. Continue to enhance services through technology.
3. Foster an environment that supports and integrates the County’s and Department’s vision and goals into the delivery of services.
4. Improve financial performance by establishing and maintaining effective funding strategies and ensuring resources are utilized efficiently.
5. Create and enhance strategic partnerships.
6. Promote leadership, financial stewardship, and individual and organizational effectiveness.

Services

We provide the following services to our customers:

Policy Development ♦ Leadership ♦ Financial Reporting ♦ Budget Monitoring ♦ Budget Development ♦ Accounts Payables/Accounts Receivables ♦ Contracts Administration ♦ Desktop/Server Support ♦ Website Administration ♦ Graphics ♦ Project Management ♦ IT Strategic Planning ♦ Payroll/Personnel Services ♦ Position Control ♦ Training ♦ Civil Service Files Maintenance ♦ Office Management/Support Services ♦ Fingerprinting Appointments Processing ♦ Community Partnerships ♦ Support for the Commission on the Status of Women and the Civil Service Commission

Priorities

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
2, 3, 4	Explore and implement a new Human Resources Information System (HRIS) to assist with the compilation of employee data.			☑	
2, 3	Provide ongoing support for the County’s Learning Management System.	☑	☑	☑	☑
2, 3, 6	Implement a Countywide Collaborative Performance Management System.			☑	☑
3, 5	Continue to collaborate with Regional Training Consortium for Public Agencies to expand training opportunities.	☑	☑	☑	☑

GOAL(S)	PRIORITIES	FY 2011	FY 2012	FY 2013	FY 2014
2, 3	Convert all Civil Service / Personnel Files into electronic format to allow for secure on-demand access to these records and to support the County's greening efforts.		<input checked="" type="checkbox"/>		
3	In collaboration with the County Manager's Office and Countywide committee, expand cultural competency in the workplace.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2	Expand IT disaster preparedness by maintaining/updating disaster and recovery plans.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3	Provide staff support to the County's Succession Planning Implementation and Evaluation (I&E) Committee.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	Identify viable funding model to ensure continued resources are available to facilitate the implementation of departmental initiatives.		<input checked="" type="checkbox"/>		
1, 2	Enhance capabilities of the Data Resource Center (DRC) for department users for improved reporting.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1, 2	Provide needed data and reports for labor negotiations and implement changes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1, 2, 3	Continue to conduct basic and advanced training on the personnel/payroll systems to facilitate ease of use and reduce errors.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1, 3	Compile and analyze employee demographics data for Countywide and departmental Workforce and Succession Planning reports.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1, 2, 3	Continue to enhance the Human Resources website and social media technology in order to provide access to information and user-friendly online services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1,2	Update the online Personnel/Payroll guidelines to include negotiated changes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
3	Support the activities of the Commission on the Status of Women, including 1) recognizing local women of accomplishment through the annual San Mateo County Women's Hall of Fame; 2) implement a non-partisan women's political mentoring network; 3) continue to collaborate with the local chapter of California Women Lead on non-partisan political leadership development for women; 4) update the Commission's Strategic Plan; 5) complete a gender analysis of County boards and commissions; and 6) provide the Board of Supervisors with continuing assessment of the needs and interests of women, young women, and families in San Mateo County.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

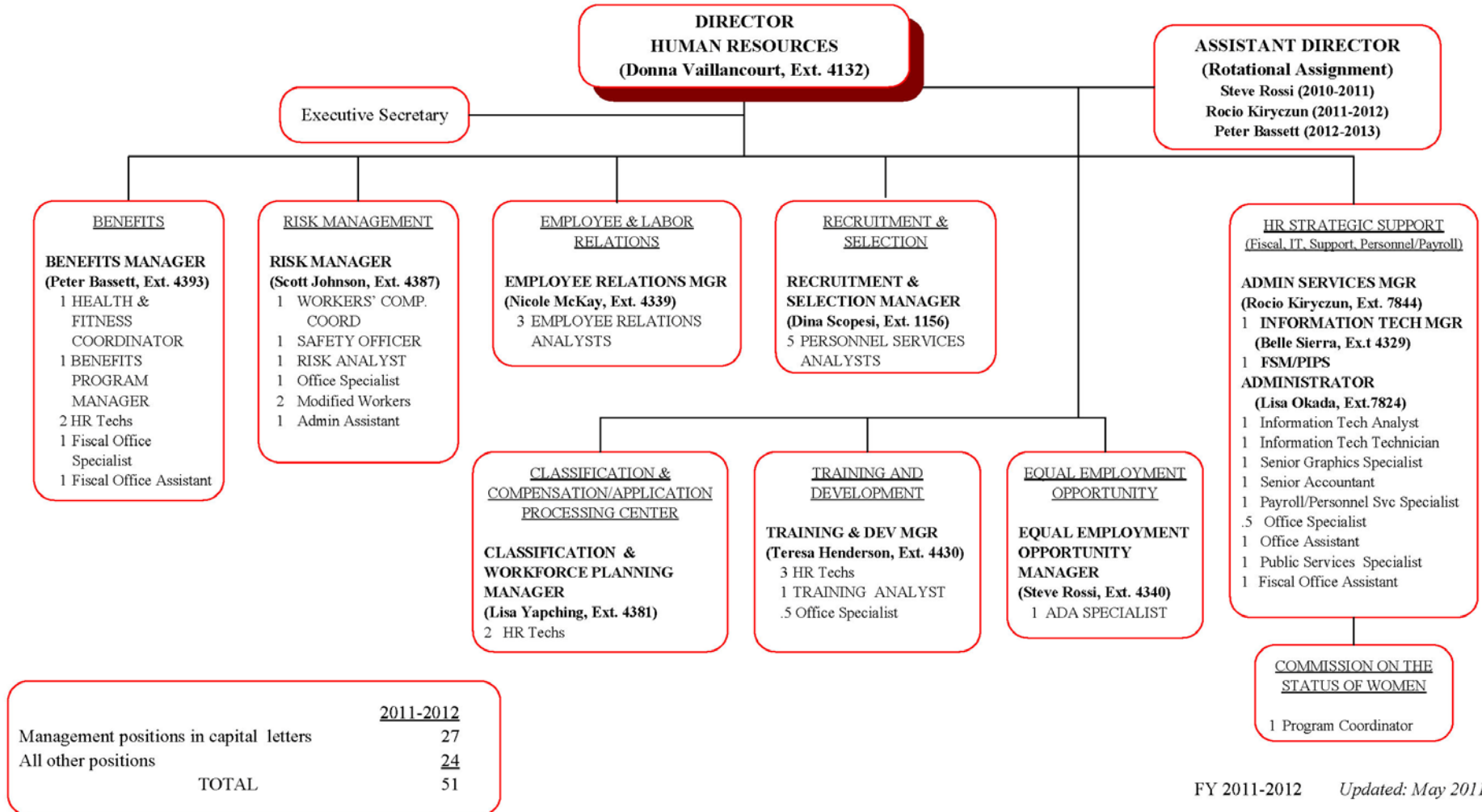
Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Projection Year 1	FY 2012-14 Target Years 2-4
Workload				
Number of hours network is available during business hours	2,388	2,388	2,388	2,388
Number of AR/AP transactions	5,526	5,089	5,000	5,000
Number of budgets monitored *	16	16	16	16
Quality/Efficiency				
Percent of business work hours network is available	100%	100%	100%	100%
Percent of AP paid within in 30 days after receipt of invoice	---	---	99%	99%
Percent of budgets meeting target at year-end	100%	100%	94%	100%
Outcome				
Percent of customer survey respondents rating overall satisfaction with services as good or better	100%	100%	90%	90%

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

HR Department Organizational Chart

HUMAN RESOURCES DEPARTMENT



FY 2011-2012 Updated: May 2011

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