



COUNTY OF **SAN MATEO**



Update on Position Vacancies and Recruitment and Retention Strategies (AB2561)

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AB2561: Vacancy List of Public Employees



NEW LAW BECAME EFFECTIVE JANUARY 1, 2025

Requires public agencies to present vacancy information and recruitment and retention efforts annually, with a focus on bargaining units with a vacancy rate of 20% or higher

Workforce Demographics

6,026

Authorized Positions

5,360

Filled Positions

44

Average Age

9.7

**Average Years
of Service**

55.8%

**Employees Living
In the County**



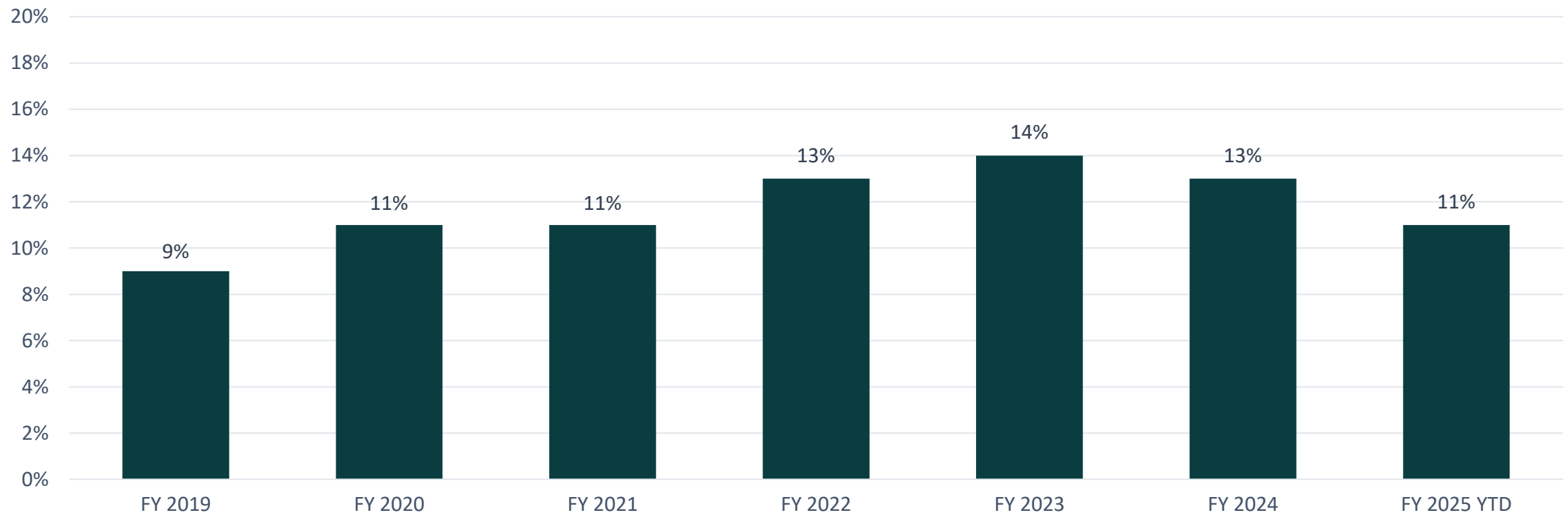
Recruitment and Retention Data

	FY 2019	FY 2022	FY 2024	FY 2025 YTD
Recruitments*	518	623	649	511
Applications	18,117	9,541	29,066	18,340
New Hires	289	338	529	435
Promotion Rate - Management/Non-Management	70%/59%	77%/57%	67%/50%	65%/50%
Turnover Rate	9%	12%	10%	9%

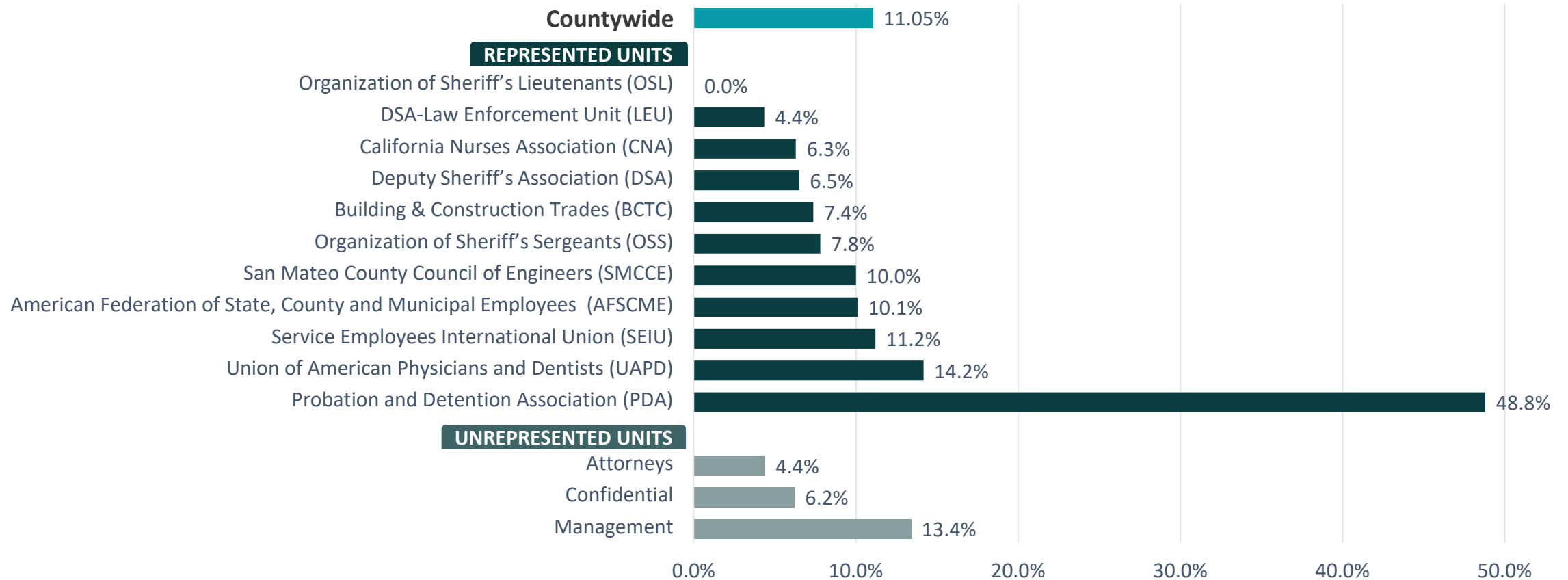
*Average Time-to-Fill (from Recruitment to Eligibility List): Internal = 4 weeks / External = 7 weeks

*Average Total Time-to-Fill (from Recruitment to Department Hire): Internal = 10 weeks, External = 15 weeks

Vacancy Rate



Vacancy Rate by Representation Unit



Vacancy Rate by Bargaining Unit

Bargaining Unit	Total Positions	Vacancies	% of Vacancies
AFSCME Health Services	344	23	6.69%
AFSCME: Communication Unit	63	11	17.46%
AFSCME: Human Services	1,096	114	10.40%
AFSCME: Inspection & Regulation	153	14	9.15%
AFSCME: Institutional Services	40	3	7.50%
AFSCME: LVNs	24	2	8.33%
AFSCME: Parks	68	5	7.35%
AFSCME: Planning	67	6	8.96%
AFSCME: Plant & Equipment	185	27	14.59%
AFSCME: Professional Clinical Lab Tech	20	4	20.00%
AFSCME: Telecommunications	10	0	0.00%
Attorneys	91	4	4.40%
Board of Supervisors	5	0	0.00%
Building and Trade	95	7	7.37%
CNA	444	28	6.31%
Confidential	113	7	6.19%
DSA	475	31	6.53%
DSA Non Safety	46	2	4.35%
Management	704	94	13.35%
Organization of Sheriff's Lieutenants	15	0	0.00%
Organization of Sheriff's Sergeants	64	5	7.81%
PDA	164	80	48.78%
SEIU: Accounting & Admin Services	554	66	11.91%
SEIU: Appraisal	72	8	11.11%
SEIU: Engineering	8	2	25.00%
SEIU: Library	93	12	12.90%
SEIU: Office & Technical Services	866	91	10.51%
SMCCE	20	2	10.00%
UAPD	127	18	14.17%
Total	6,026	666	11.05%

Vacancy Rate by Bargaining Unit (above 20%)



AFSCME – Professional Clinical Lab Tech = 20%

- 4 vacancies
- 16 filled
- 20 total positions



SEIU – Engineering = 25%

- 2 vacancies
- 6 filled
- 8 total positions



PDA – Probation Officers/ Group Supervisors = 48.78%

- 80 vacancies
- 84 filled
- 164 total positions

High Demand Positions

Social Workers

Mental Health Clinicians

Clinical Health Professionals

Physicians/Psychiatrists

Stationary Engineers



Recruitment and Retention Challenges

Talent Shortage in Key Areas

Cost of Living

Affordable Housing

**Shifting Work Environment
and Expectations**



Recruitment Strategies

Inclusive Hiring Process

- Skills-based Hiring
- Recruitment Timelines and Enhancements
- Transparent Communication
- Collaborative and Strategic Partnerships

Employer Branding & Community Engagement

- Public Service Career Fairs
- Informational Sessions and One-Day Hiring Events
- Social Media Campaign (Employee Spotlights, Speaker Series)
- Targeted Applicant Sourcing/Outreach



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Recruitment Strategies

Hiring Incentives

- Hiring Bonus
- Sick Leave and Vacation Hours Credit Upon Hire
- Employee Referral Program
- Relocation Allowance

Talent Pipelines

- Internships/Fellowships
- Career Pathways
- Apprenticeship/Trainee Programs
- Workforce Development Partnerships



Retention Strategies

Total Rewards

- Market-based Salaries
- Comprehensive Benefits Package
- Work-Life Integration Programs (Flexible Work Environment, Wellness Days, Tuition Assistance, On-site Childcare Center, On-site Gym, Housing Programs)

Employee Experience

- Wellness Program and Whole Person Well-being
- Career Development, Mentoring, and Coaching
- Upskilling and Learning
- Recognition



Thank you!

Questions?



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