

COUNTY OF SAN MATEO

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

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May 19, 2026

Workforce Demographics

6,131

Authorized Positions

5,390

Filled Positions

44

Average Age

61%

5+ Years of Service

18%

Eligible to Retire

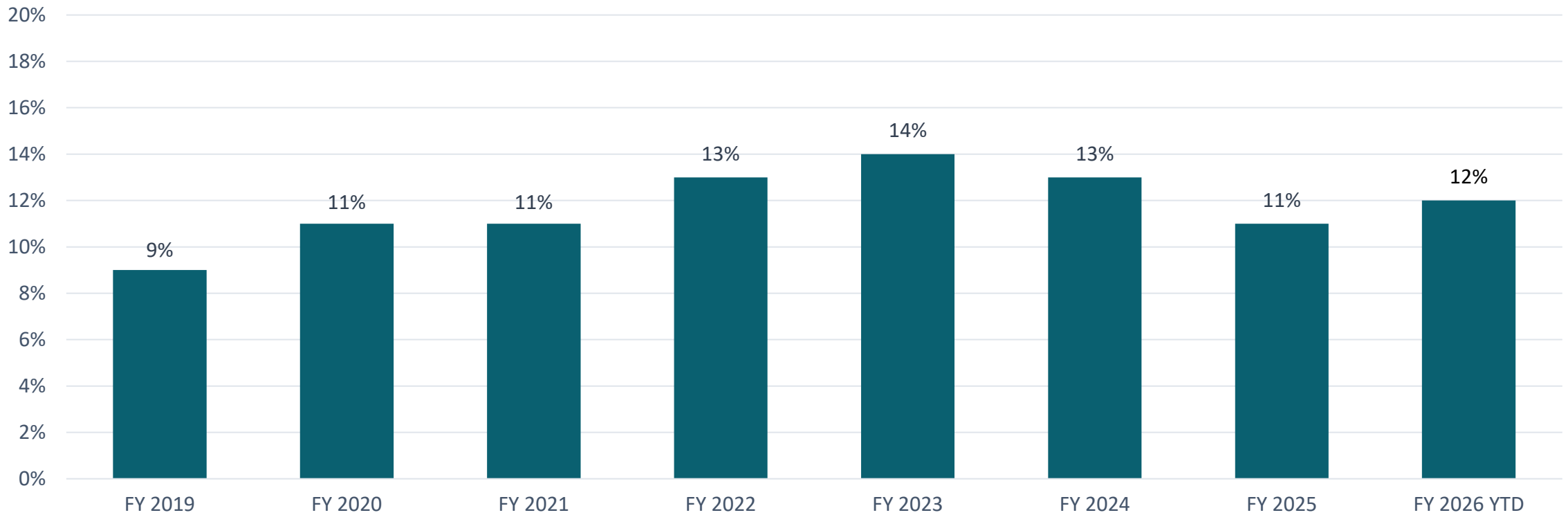
Recruitment and Retention Data

	FY 2019	FY 2022	FY 2024	FY 2025	FY 2026 YTD*
Recruitments	518	623	649	561	293
Applications	18,117	9,541	29,066	21,205	15,095
New Hires	289	338	529	510	287
Promotion Rate Management / Non-Management	70%/59%	77%/57%	67%/50%	49%/45%	76%/43%
Turnover Rate	9%	12%	10%	9%	9%

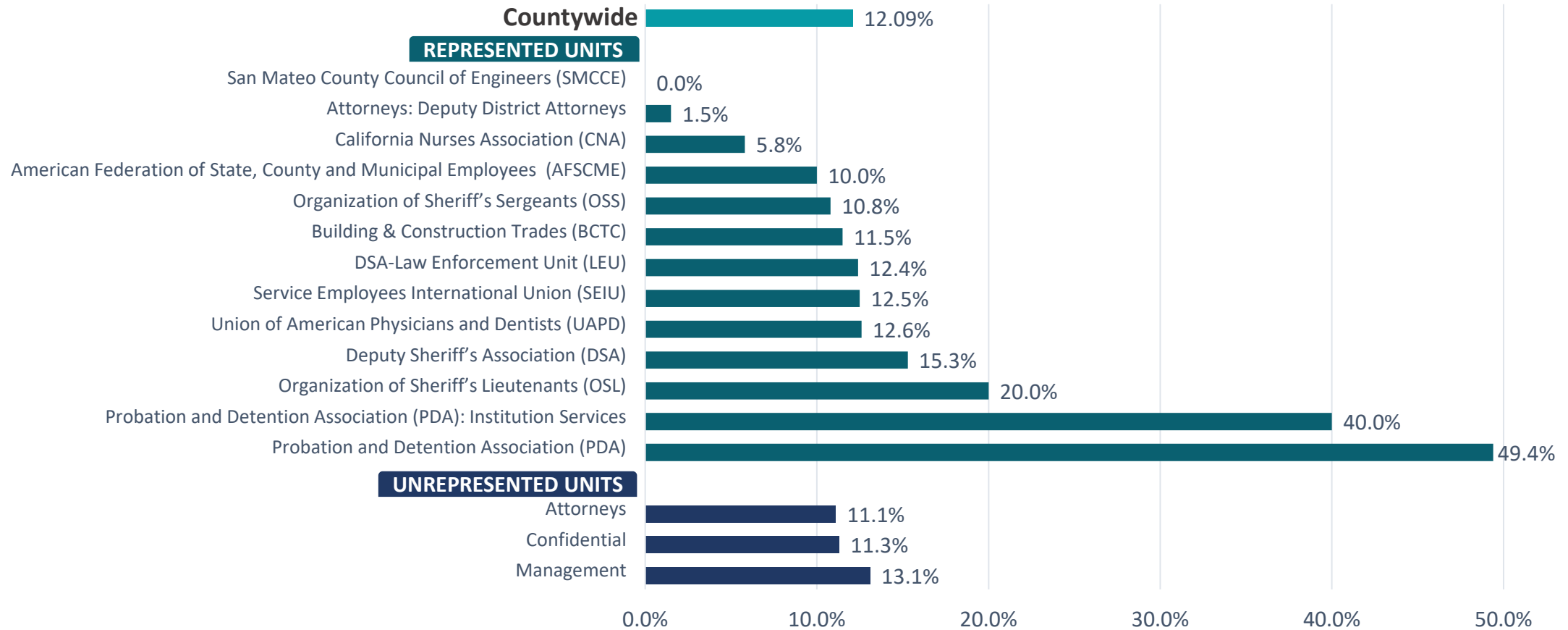
* As of March 2026



Vacancy Rate



Vacancy Rate by Representation Unit



Vacancy Rate by Bargaining Unit

Bargaining Unit	Total Positions	Vacancies	% Vacancies	Bargaining Unit	Total Positions	Vacancies	% Vacancies
AFSCME Health Services	344	20	5.81%	Confidential	106	12	11.32%
AFSCME: Communication Unit	63	13	20.63%	DSA	476	59	12.40%
AFSCME: Human Services	1,106	107	9.67%	DSA Non Safety	72	11	15.28%
AFSCME: Inspection & Regulation	160	22	13.75%	Management	719	94	13.07%
AFSCME: Institutional Services	39	4	10.26%	Organization of Sheriff's Lieutenants	15	3	20.00%
AFSCME: LVNs	25	0	0.00%	Organization of Sheriff's Sergeants	65	7	10.77%
AFSCME: Parks	68	9	13.24%	PDA	164	81	49.39%
AFSCME: Planning	66	9	13.64%	PDA: Institution Services	10	4	40.00%
AFSCME: Plant & Equipment	169	22	13.02%	SEIU: Accounting & Admin Services	600	92	15.33%
AFSCME: Professional Clinical Lab Tech	19	1	5.26%	SEIU: Appraisal	72	11	15.28%
AFSCME: Telecommunications	10	0	0.00%	SEIU: Engineering	9	1	11.11%
Attorneys	27	3	11.11%	SEIU: Library	95	14	14.74%
Attorneys: Deputy DA	65	1	1.54%	SEIU: Office & Technical Services	871	88	10.10%
Board of Supervisors	5	0	0.00%	SMCCE	22	0	0.00%
Building and Trade	96	11	11.46%	UAPD	127	16	12.60%
CNA	446	26	5.83%	Total	6131	741	12.09%

Vacancy Rate by Bargaining Unit (above 20%)



Organization of Sheriff's Lieutenants = 20%

- 3 vacancies
- 12 filled
- 15 total positions



AFSCME – Communication Unit = 21%

- 13 vacancies
- 50 filled
- 63 total positions



PDA – Institution Services Manager = 40%

- 4 vacancies
- 6 filled
- 10 total positions



PDA – Probation Officers = 49%

- 81 vacancies
- 83 filled
- 164 total positions

High Demand Positions

Social Workers

Mental Health Clinicians

Clinical Health Professionals

Physicians/Psychiatrists

Stationary Engineers



Recruitment and Retention Challenges

Competitive Labor Market

Cost of Living/Financial Pressures

Affordable Housing/Long Commutes

Evolving Work Environment



Recruitment Strategies

Inclusive Hiring Process

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

Employer Branding & Community Engagement

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



Recruitment Strategies

Talent Pipelines

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

Hiring Incentives

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



Retention Strategies

Employee Experience and Culture

- Onboarding and New Hire Experience
- Holistic Well-Being
- Recognition

Career Development

- Talent Accelerator
- Mentoring and Coaching
- Career Development Summit
- Learning and Development





WORK WITH PURPOSE

COUNTY OF SAN MATEO

Thank you!

Questions?



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