



Recruitment and Retention Update

COUNTY OF SAN MATEO



Human Resources

March 8, 2022



Maximize individual potential,
expand organizational capacity,
and **position the County of San
Mateo as an employer of choice.**

Workforce Demographics

5,799

Authorized
Positions

929

Extra Help

104

Term

147

Seasonal/
Relief

44

Average
Age

10.7

Average
Years of Service

The Great Resignation and COVID-19:



Impact on Public Sector Employment and How Employers Can Help

MissionSquare Research Institute has been tracking state and local government employee sentiment since the start of the COVID-19 pandemic. The latest data from a survey of public employees shows they are increasingly inclined to leave their jobs. But there are practical steps employers can take to stem resignations as we enter the next phase of the pandemic.

Public Sector Employees are Considering Leaving Their Jobs

52%



of state and local workers are considering leaving their jobs **voluntarily** due to COVID-19 to do **any or all** of the following: change jobs, retire, and/or leave the workforce entirely.

Working during the COVID-19 pandemic has made them consider:



36%
Changing jobs



33%
Retiring



28%
Leaving the workforce entirely for the foreseeable future

These individuals are significantly more likely to be:

Under age 40
African American
In K-12 education
At high risk of exposure to COVID-19 at work

Age 60+
Earning a household income of \$100,000+
At high risk of exposure to COVID-19 at work

Under age 40
African American
At high risk of exposure to COVID-19 at work

Top 3 Reasons Employees Are Considering Changing Jobs

52%

Want a higher salary or a better benefits package

47%

Feel burned out from stress of job during pandemic

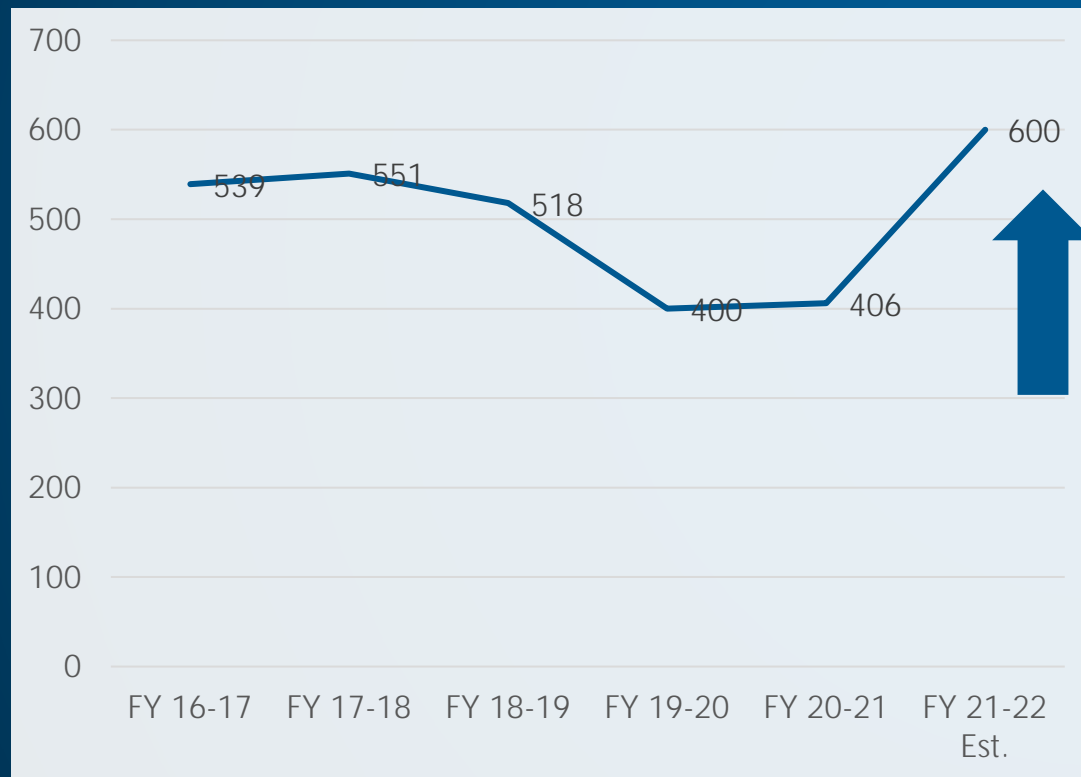
36%

Need better work-life balance

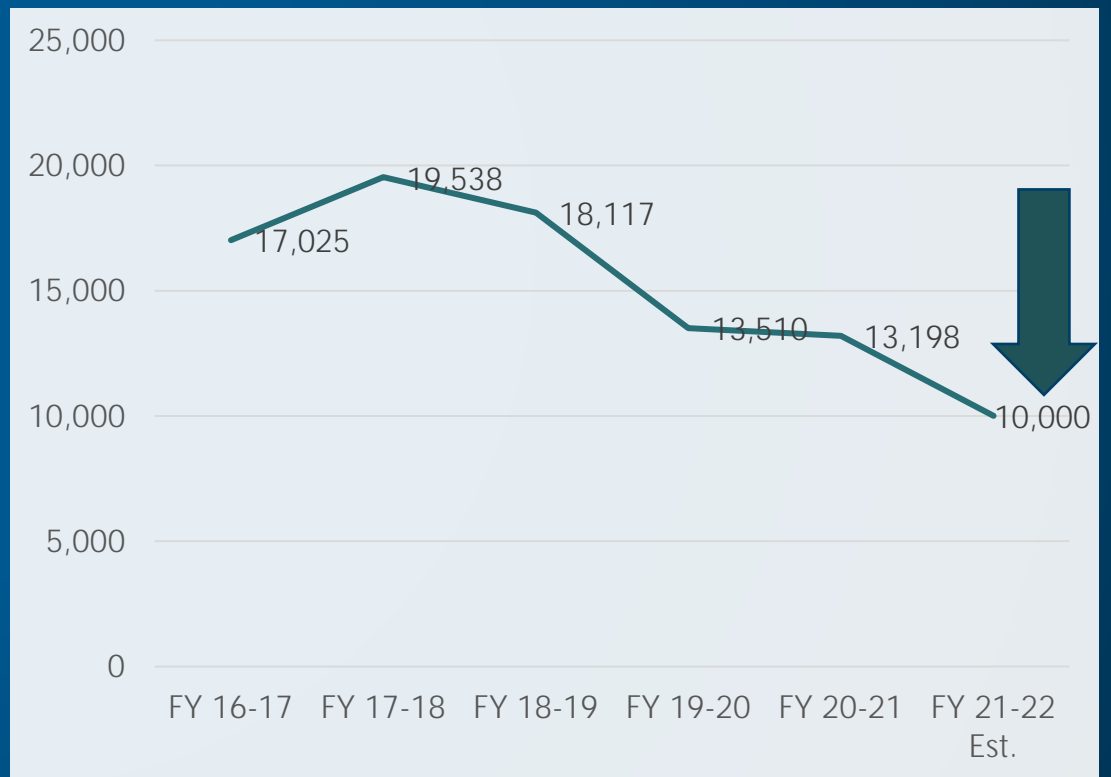
Source: MissionSquare Research Institute

Recruitments and Applications

Recruitments

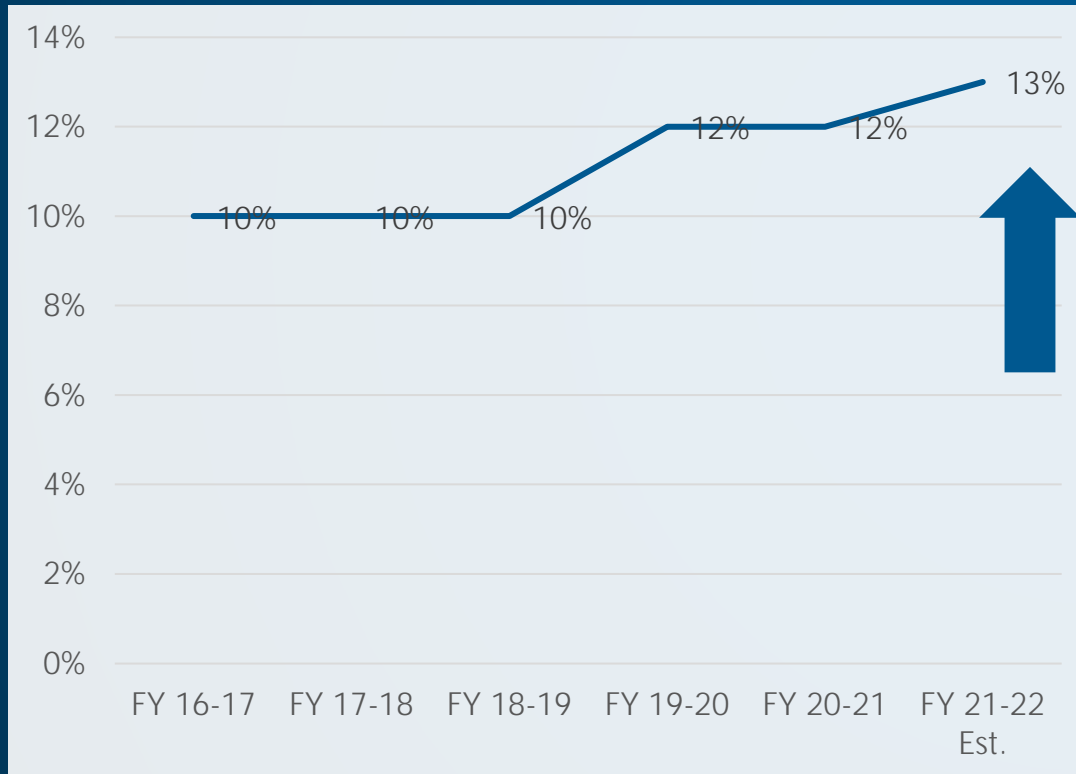


Applications

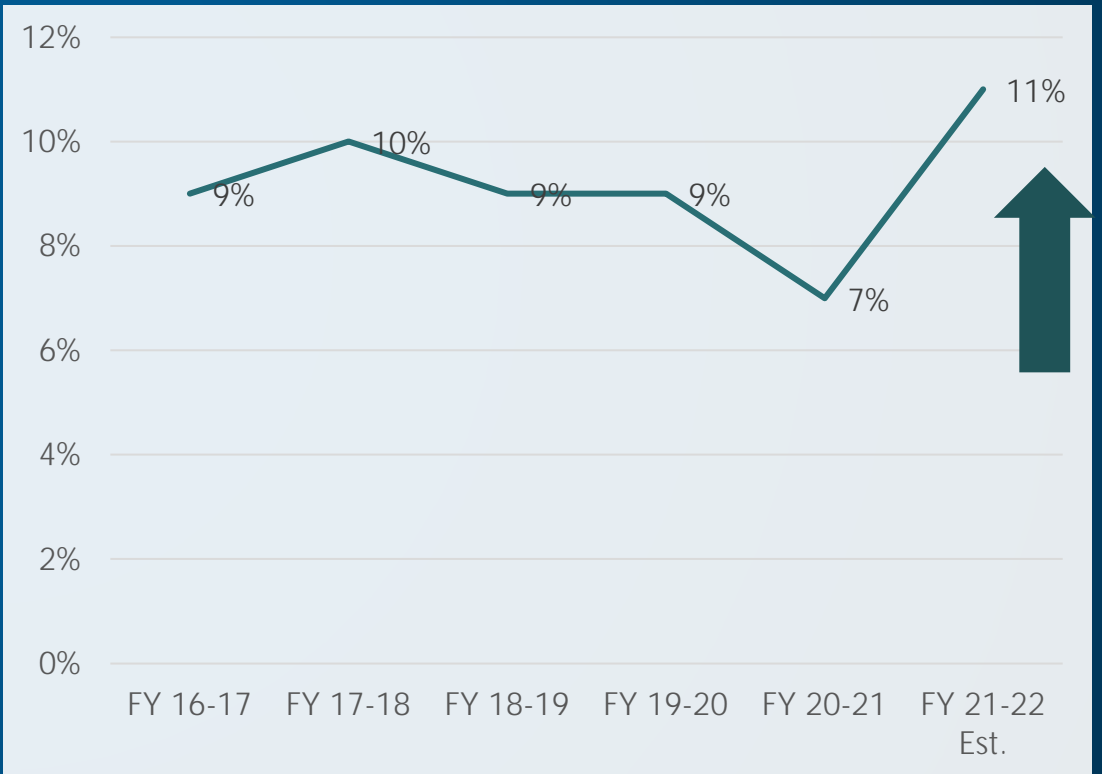


Vacancies and Turnover Rate

Vacancies



Departures



Hard-to-Fill Positions



Social
Workers



Nurses



Doctors



9-1-1
Dispatchers



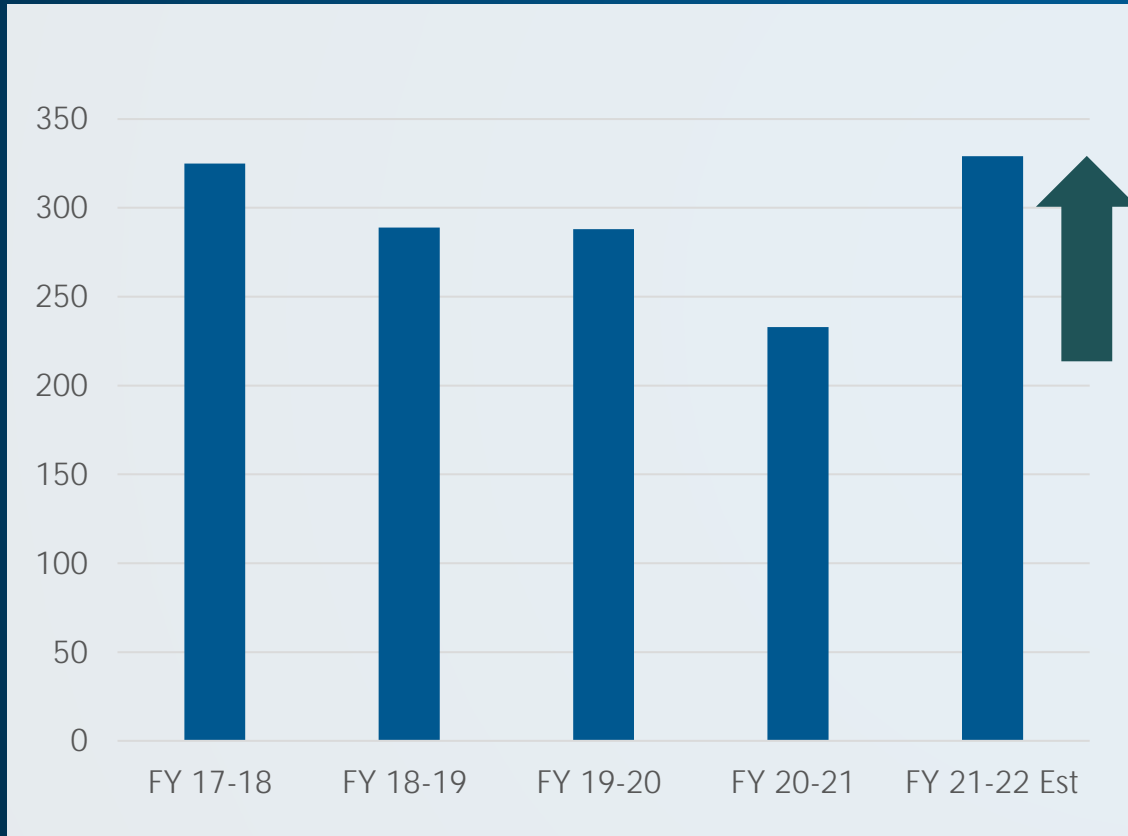
Deputy
Sheriff



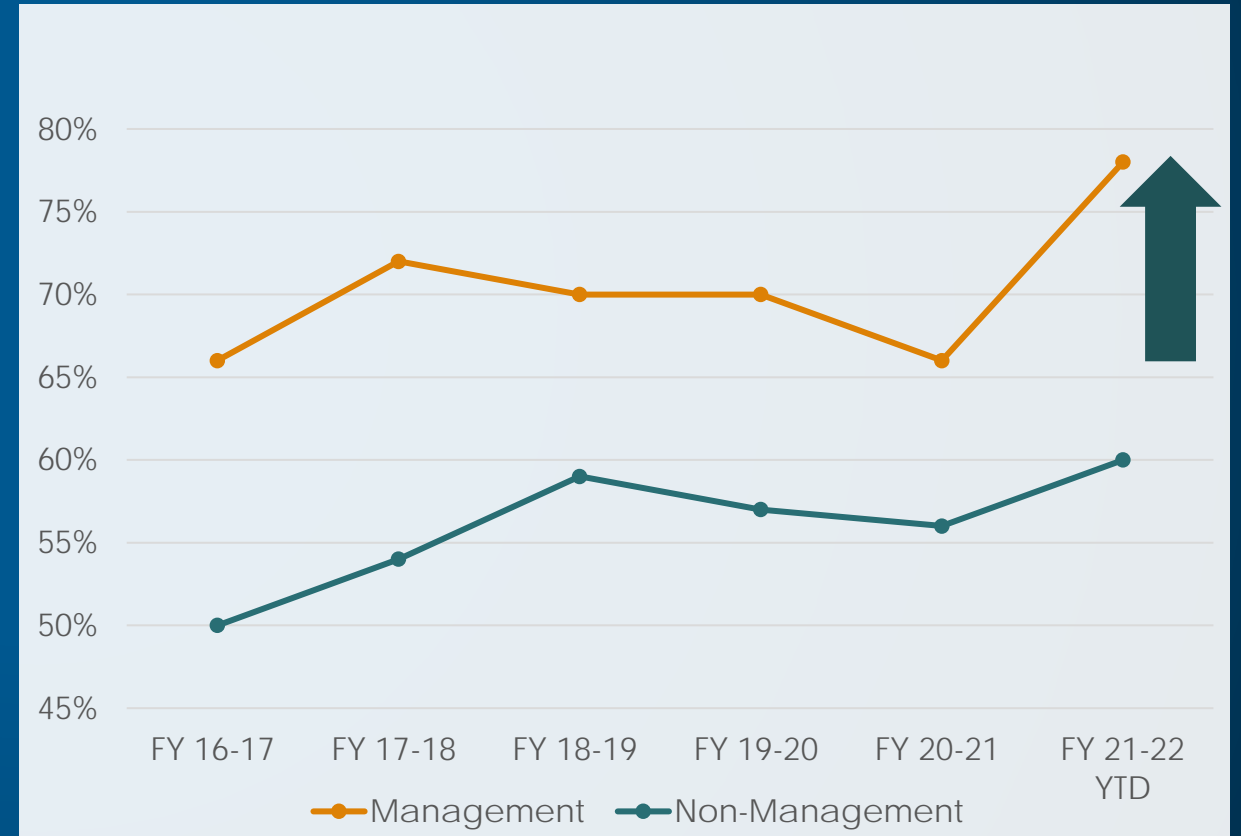
Stationary
Engineers

Hiring

New Hires

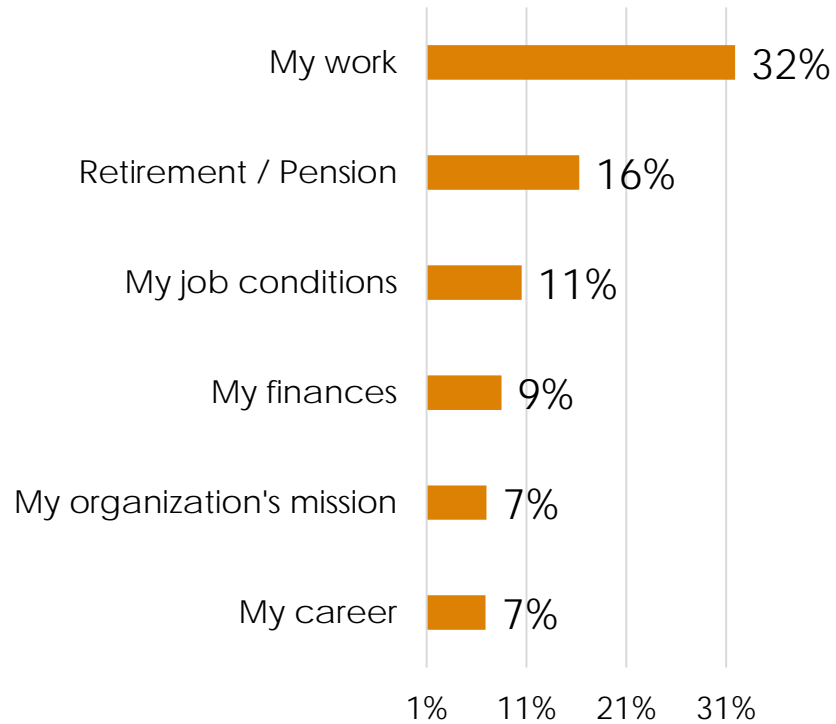


Promotions

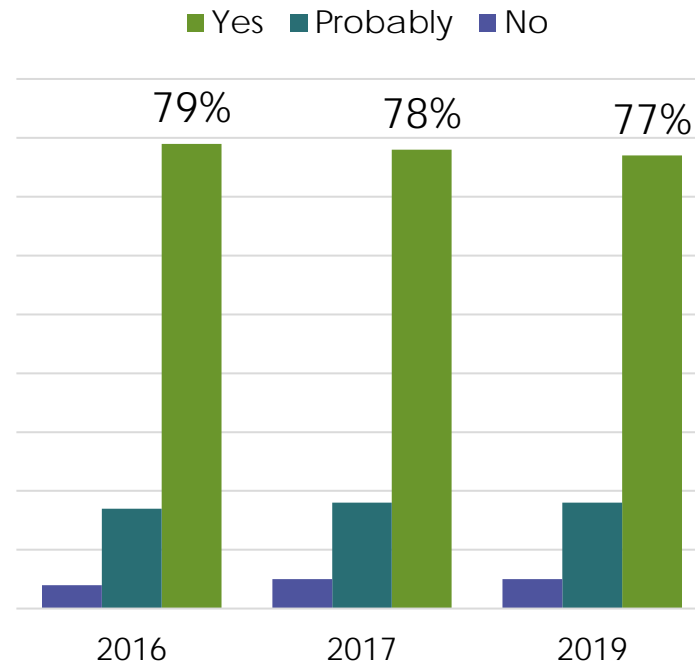


Flight Risk

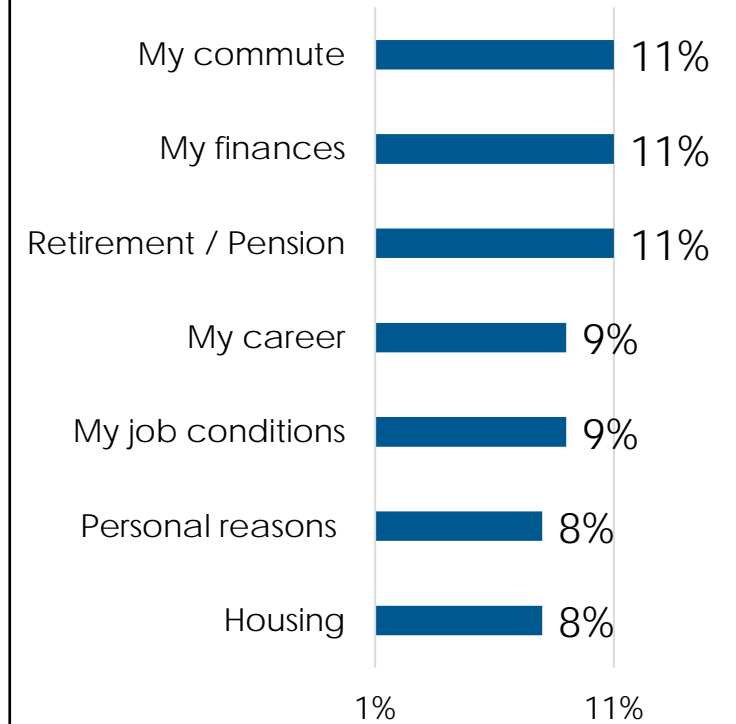
Why do you **stay** with the County?



Do you plan to **remain** with the County for the next year?



Why would you **leave** the County?



Challenges and Opportunities



Housing



Commute



Flexible Work Environment



New Strategies for Talent Sourcing



Succession Management



Competitive Salary and Benefits

Current Initiatives: Attract, Hire and Deploy

Recruitment and Retention Study – Focus Groups

Employer Brand

Outreach and Information Sessions

Talent Pipeline

DEI Initiatives – Inclusive Hiring

Partnerships



Current Initiatives: Develop, Engage and Retain

Employee Development

Employee Wellbeing

Coaching

Performance & Development /
Pulse Surveys



Future Initiatives

Talent Strategies
Study

Employee
Engagement

Employee
Wellbeing

Countywide Racial
and Social Equity
Plan

Outreach and
Partnerships

Career
Development

Preliminary Recommendations

Employee Referral Program

Increase the incentive to \$1,000 for the successful referral to hard-to-fill positions.

Frontload Vacation & Sick Leave Hours

Offer advanced accruals of 80 hours of sick leave and 40 hours of vacation upon hire for select hard-to-fill positions.

Pilot Hiring Bonus Program

For Correctional Officers, Deputy Sheriffs, & Nurses

ANY QUESTIONS?

Thank You!

jobs.smcgov.org