

DIRECTOR OF HUMAN RESOURCES





THE COMMUNITY

San Mateo County is ideally located between San Francisco and San Jose, with convenient access to the East Bay. Encompassing 455 square miles, the County includes 20 cities along a peninsula bordered by San Francisco to the north, Santa Clara and Santa Cruz Counties to the south, San Francisco Bay to the east, and the Pacific Ocean to the west. The County offers a unique blend of suburban communities and rural landscapes, with the western region featuring some of California's most beautiful coastline. Home to more than 770,000 residents, San Mateo County is one of the largest and most diverse counties in California, serving a wide range of culturally, ethnically, and linguistically diverse communities.

The County delivers a broad spectrum of services that support the health, safety, and well-being of all residents. It serves as the local government for unincorporated areas and provides city-type services to those communities. Countywide services include social services, public health, housing programs, public safety, elections, and property tax administration. With an annual budget of approximately \$5.5 billion and a workforce of over 6,000 employees, the County is a large and complex organization committed to high-quality service delivery.

COUNTY GOVERNMENT

San Mateo County is one of 14 charter counties in California and is governed by a five-member Board of Supervisors elected by district to staggered four-year terms. The Board is responsible for adopting the County's budget, enacting ordinances, and appointing key leadership positions, including the County Executive Officer (CEO), County Attorney,

and members of various boards and commissions.

The Board appoints the County Executive Officer to implement its policies and oversee County operations. The CEO, in turn, appoints most department heads and leads the organization in advancing the Board's vision of a healthy, safe, livable, prosperous, environmentally conscious, and collaborative community.

In addition to department heads appointed by the CEO, several officials are elected independently and oversee key functions of County government, including the Assessor, County Clerk-Recorder & Chief Elections Officer, Controller, Coroner, District Attorney, Sheriff, and Treasurer-Tax Collector. The Judicial Council of California appoints the Chief Probation Officer.

San Mateo County is committed to fostering a just and inclusive government. The County strives to create opportunities for all residents to fully participate in the economic, civic, and social life of the County. As an employer, the County seeks to attract, support, and retain a workforce that reflects the diversity of the community and encourages candidates from all backgrounds and lived experiences to apply.

HUMAN RESOURCES DEPARTMENT

The Human Resources Department plays a central role in supporting a high-performing, service-driven organization of over 6,000 employees. Guided by a people-first mission, the Department partners closely with County departments to attract, develop, and retain a talented and diverse workforce and enhance the employee experience. Through its core focus areas—talent acquisition, employee development, workforce culture, and strategic innovation—HR delivers equitable, innovative services that promote a positive employee experience, help employees grow and succeed, and deliver exceptional services to the community.

With approximately 78 full-time staff and a budget of over \$26.6 million, the Department is organized across key functional areas including Talent Acquisition, Workforce Resources and Diversity, Risk Management, Employee Benefits and Wellness, and Strategic Support and Partnerships. The Department is actively advancing initiatives to strengthen the recruitment pipelines,

enhance employee engagement and retention, promote equity and inclusion, and modernize HR operations through technology and data-driven practices. These efforts include expanding partnerships with educational and community organizations, investing in leadership development and succession planning, updating policies and procedures to align with the current work environment, and leveraging innovative tools such as AI and enhanced HR systems to improve service delivery and organizational effectiveness.

San Mateo County Human Resources is recognized for its can-do approach, leading many creative and nationally recognized initiatives, including the County's impactful coaching program, pay transparency strategies, and leading-edge technology tools, such as the early implementation of Workday ERP in a public agency setting. Human Resources values creativity and innovation, welcoming new possibilities and novel ideas that inform risk-taking to foster continuous improvement.

DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources is a central executive leadership position responsible for planning, organizing, and directing a comprehensive portfolio of countywide services that support both employees and the broader organization. Reporting to the County Executive, the Director oversees critical functions including employee and labor relations, recruitment and selection, classification and compensation, benefits administration, risk management, and organizational development and training. The role also provides strategic policy guidance and high-level administrative support to the County Executive, Board of Supervisors, and Civil Service Commission on complex human resources and organizational matters.



Priorities & Key Initiatives

- Transform government customer service, which establishes new standards of excellence and supports employees in delivering exceptional, responsive service to County residents and clients.
- Advance workplace safety and Workers' Compensation strategies that prioritize employee care and support timely, successful return-to-work outcomes.
- Modernize operations by leveraging technology, AI and other creative solutions to improve HR services and support seamless experiences for customers.
- Build talent pipelines and workforce partnerships with military, educational, and community organizations, while also exploring innovative compensation strategies, including hiring incentives and expanded benefits.
- Promote continuous learning and development through executive training, skills development, and succession planning.
- Empower the workforce with tools and resources to maximize their careers, including coaching, reskilling/upskilling opportunities, and career mobility pathway tools.
- Amplify the County's brand through events, social media, community outreach programs, and new engagement opportunities.
- Foster an inclusive organizational culture, including a focus on whole-person well-being and resources for managers to aid employee retention.

THE IDEAL CANDIDATE

The County seeks a collaborative and passionate leader who can successfully partner with departments, employee organizations, and community stakeholders to advance Countywide goals. The ideal candidate will bring strong political acumen, exceptional communication and interpersonal skills, and the ability to lead a large, complex

organization while fostering a high-performing, inclusive workplace culture that supports the County's mission and service to the community.

This individual will be a creative and innovative public-sector human resources professional with a deep understanding of best practices and contemporary approaches to supporting a diverse workforce. They will be skilled at modernizing policies, processes, and systems to improve efficiency and enhance the overall customer and employee experience.

With an inspiring approach and a welcoming, compassionate demeanor, the successful candidate will be adaptable and flexible, able to navigate a dynamic environment while advancing thoughtful, forward-looking strategies. They will leverage emerging technologies and resources to strengthen recruitment, retention, and employee engagement.

A results-oriented and strategic leader, the ideal candidate will have the ability to establish a clear and exciting vision for the department and the organization, balancing long-term priorities with day-to-day operational needs. They will ensure the delivery of responsive, high-quality services that effectively support departments and employees across the County.

Key Qualities & Characteristics

- **Experienced Public Sector HR Leader**
A respected human resources professional well-versed in Human Resources best practices and contemporary approaches, and an understanding of what it takes to be successful in a large, complex public organization.
- **Champion of the Customer Experience**
A leader committed to elevating customer service through training, tools, and systems that create positive and consistent experiences for employees.
- **Innovative & Forward-Thinking**
A creative professional who stays current with emerging HR trends, anticipates needs and opportunities, and explores other industries for innovations that can be incorporated into local government.
- **Collaborative & Strategic Partner**
A team-oriented leader who works impressively with a diversity of stakeholders, bringing a countywide perspective and a "one-organization" mindset.

- **Relationship Builder**
An individual with exceptional interpersonal skills who builds trust and maintains strong, productive relationships with elected and appointed officials, department heads, employees, and labor groups.
- **Approachable & Authentic**
A welcoming, accessible leader who fosters open communication and a positive organizational culture.
- **Adaptable & Resilient**
A flexible professional who thrives in a fast-paced environment, efficiently managing multiple priorities with composure and focus.
- **Optimistic & Action-Oriented**
An optimistic leader with a "can-do" attitude who brings energy, initiative, and a commitment to delivering results.
- **Service-Oriented Leader**
A servant leader who prioritizes customer service and delivers curated, employee-centered HR programs that support departments across the organization.
- **Continuous Learning & Improvement Mindset**
A leader who is relentlessly committed to individual professional growth and dedicated to helping the organization improve on a continuous basis.
- **Outstanding Communicator**
A skilled communicator who conveys information credibly and confidently, both in writing and verbally, and is comfortable presenting to a wide range of audiences.

QUALIFICATIONS

Any combination of relevant experience, training, or demonstrated competencies that reflects the knowledge, skills, and abilities needed for success will be considered qualifying. Competitive candidates will bring at least six (6) years of increasingly responsible human resources management experience, including one full year in a senior-level administrative or management position.





Application & Selection Process

The closing date for applications is midnight on **Sunday, May 31, 2026**. To apply for this opportunity, upload cover letter, resume and a list of six professional references using the "Apply Now" feature at www.tbcrecruiting.com.



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Following the closing date, resumes will be screened in relation to the criteria articulated in this brochure. Applicants with the most relevant qualifications will immediately be granted preliminary interviews by the recruiter. Candidates deemed to be the best qualified will be invited to participate in additional interviews with San Mateo County. A timely appointment is anticipated following final interviews and after the completion of thorough background and reference checks. Please note that references will not be contacted until the end of the process and, at that time, will be done so in close coordination with the candidate impacted.

COMPENSATION & BENEFITS

The salary range for the Director of Human Resources is \$240,157- \$300,186. The County also offers a highly competitive benefits package that includes the following:

Retirement: A defined benefit retirement plan governed by the County Employees Retirement Law of 1937 (CERL), which may be reciprocal with other California county retirement systems as well as with CalPERS. For more information, visit the County benefits website at www.smcgov.org/hr/employee-benefits.

Holidays: 14 paid holidays per year.

Vacation Leave: Starting at 13 days accrued per year, increasing with years of service.

Sick Leave: Accrues 96.2 hours per year.

Administrative Leave: 156 hours per year with the option to cash out portions annually.

Health/Dental/Vision Insurance: Choice of medical and dental care plus fully subsidized vision care.

Retiree Benefits: Medical, dental, vision, and life insurance available, subject to eligibility requirements at time of retirement.

Deferred Compensation: Deferred compensation plans (IRS 457 plan) are available for voluntary employee contributions. Employer paid contribution to 401(a) if designated as a member of the County's Retirement Plan 7 (post-PEPRA).

Transportation Allowance: \$12,012 per year.

Other Benefits: County offers a commute alternative subsidy, an Employee Assistance Program (EAP), an Employee Wellness Program, a first-time homebuyer program, tuition assistance, childcare, professional coaching, and voluntary benefits such as pet insurance, legal plan, and auto/home insurance.

