



STRATEGIC PLAN 2017-21

**INVESTING IN THE
WORKFORCE OF **TODAY**
AND **TOMORROW****

Los Angeles
County
Human Resources
YOUR CAREER STARTS HERE.





VISION & VALUES

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OUR VISION

Leading the way to HR excellence through innovation, collaboration, and customer service.

OUR MISSION

Attract, develop, and retain a talented, engaged, and diverse workforce passionate about public service.

OUR VALUES

These are the attitudes and behaviors that we have selected to guide Human Resources' actions in delivering services, daily interactions with staff, customers and the public.

INTEGRITY

We do the right thing: being honest, transparent, and accountable.

INCLUSIVITY & DIVERSITY

We embrace and respect the need for multiple perspectives where individual and cultural differences are seen as strengths that enrich our organization and communities at large.

COMPASSION

We treat those we serve, and each other, the way we want to be treated.

CUSTOMER ORIENTATION

We place our highest priority on meeting the needs of our internal and external customers.

EXCELLENCE

We are committed to performing with the highest levels of professionalism and establishing best practices in human resources.

ENGAGEMENT

We cultivate teamwork, build partnerships, encourage collaboration, foster social responsibility and recognize outstanding contributions.

INNOVATION

We embrace agility, champion creativity, and pursue continuous improvement in all endeavors.



GOAL 1

INCREASE EMPLOYABILITY OF UNDERSERVED POPULATIONS

Provide meaningful training and employment opportunities to identified populations such as youth, homeless, veterans, disabled, under-employed, unemployed, and those seeking re-entry.



STRATEGY 1.1

ESTABLISH AN INTERDEPARTMENTAL TASK FORCE TO DESIGN
AND IMPLEMENT A COMPREHENSIVE OUTREACH PLAN FOR
IDENTIFIED TARGETED POPULATIONS

A.

Create an interdepartmental task force to identify existing and potential resources

B.

Identify and establish partnerships with public, non-profit, and private employers

C.

Conduct outreach to target populations based on task force recommendations through identified resources

GOAL 1: UNDERSERVED POPULATIONS

STRATEGY 1.2

IDENTIFY AND DEVELOP JOB READINESS PROGRAMS AND EMPLOYMENT OPPORTUNITIES

A.

Evaluate and leverage existing internal and external training programs tailored for the identified populations

B.

Engage departmental leadership to identify County employment for the target populations

C.

Leverage public and private partnerships to identify and facilitate employment opportunities





GOAL 2

BE A NATIONAL LEADER IN WORKFORCE DIVERSITY, INCLUSION, AND ACCEPTANCE

Increase outreach efforts to attract, develop, and retain diverse talent pools and heighten the cultural competencies of county leadership and workforce.

STRATEGY 2.1

DEVELOP A MULTI-DIMENSIONAL, COLLECTIVE DEFINITION OF DIVERSITY, INCLUSION, AND ACCEPTANCE



A.

Convene County partners to collaboratively develop key definitions

B.

Conduct community outreach through County departments to ensure thorough understanding of constituent needs and relevance of existing and developing programs

C.

Ensure alignment of County policies, practices for hiring, developing, and promoting employees in alignment with our diversity, inclusion and acceptance values



GOAL 2: DIVERSITY & INCLUSION

STRATEGY 2.2

INSTILL A CULTURE OF DIVERSITY, INCLUSION AND ACCEPTANCE (DIA) THROUGHOUT THE ORGANIZATION

A.

Develop and implement DIA key responsibilities and priorities for departmental leaders and managers

B.

Partner with GARE and other relevant agencies to identify real and perceived institutional barriers to employment opportunities in the County and work with departments to eliminate/reduce them

C.

Design and implement a communication strategy to recognize and celebrate those who have overcome barriers and actively promote their stories as recruitment and retention tools

D.

Expand management's awareness and understanding of the need for inclusion and acceptance, and for reasonable accommodations and related County processes



STRATEGY 2.3

INFUSE ALL LEVELS OF WORKFORCE WITH THE VALUES OF CULTURAL COMPETENCY AND THE UNDERSTANDING OF IMPLICIT BIAS

A.

Develop and deliver intensive training for department heads on implicit bias and cultural competencies

B.

Develop and implement an online implicit bias and cultural awareness and competency training to reach all County employees

C.

Develop multi-year training curricula for diversity, inclusion, and acceptance skill building for all levels in the organization

D.

Build on the *DHR Signature DIALOGUE* series showcasing Supervisors, County and community leaders, and employee groups



GOAL 3

FOSTER WORKFORCE DEVELOPMENT AT EVERY LEVEL

Increase competencies and service delivery through high-quality, multi-disciplinary training, career development, and succession planning.



STRATEGY 3.1

ESTABLISH AN INTERDEPARTMENTAL WORKGROUP TRAINING COUNCIL TO CREATE AND APPLY BEST PRACTICES IN MULTI-DISCIPLINARY TRAINING

A.

Establish an interdepartmental workgroup with departmental training coordinators

B.

Conduct a training needs analysis to establish type of training by employee group

C.

Identify and establish internal and external training partners and resources such as academia, non-profits, and community groups



GOAL 3: WORKFORCE DEVELOPMENT

STRATEGY 3.2

PROVIDE INDIVIDUALIZED TRAINING PLANS

A.

Collect data to create road maps by employee group for career aspirations

B.

Identify and make accessible Individual Development Plans for employees and offer career navigation services that include job rotation, mentoring, peer-to-peer support and online career development opportunities



STRATEGY 3.3

EXPAND AVAILABILITY OF ON-DEMAND TRAINING

A.

Leverage technology to make online training accessible to all employees and develop appropriate policies to support

B.

Make available online career development coaching and pathways

C.

Promote self-service training options for easy access by employees

GOAL 3: WORKFORCE DEVELOPMENT

STRATEGY 3.4

IDENTIFY AND ADDRESS LEADERSHIP SKILL GAPS

A.

Refine and establish baseline characteristics and competencies of effective managers and leaders

B.

Perform gap analysis to identify areas for development

C.

Identify and deliver quality developmental programs

STRATEGY 3.5

ENGAGE COUNTY LEADERSHIP IN SUCCESSION PLANNING

A.

Leverage and sustain executive and management commitment to succession planning and workforce planning through a variety of efforts including mentorship programs, affinity groups, peer-to-peer support, micro-teach-ins, and on-demand development opportunities

B.

Cultivate continuous engagement with departments to facilitate succession planning as a strategic imperative

C.

Create metrics and develop annual reporting mechanism on succession planning





GOAL 4

IMPLEMENT CUSTOMER FEEDBACK DASHBOARDS TO ENHANCE ORGANIZATIONAL PERFORMANCE

Regularly solicit and utilize input from customers to increase transparency in HR service delivery and enhance the customer experience.

STRATEGY 4.1

IDENTIFY AND IMPLEMENT CUSTOMER AND SERVICE METRICS

A.

Collect industry standards and define and build evaluation metrics

B.

Working with County leadership, determine Countywide data to collect

C.

Identify the methods or mediums to collect and compile feedback

GOAL 4: CUSTOMER DASHBOARD

STRATEGY 4.2

BUILD ANALYTICAL TOOLS AND CUSTOMIZED DASHBOARDS

A.

Secure funds and resources to build and maintain dashboards

B.

Establish identified methods for feedback collection

C.

Build user-friendly customized dashboards



STRATEGY 4.3

CONTINUOUSLY STRIVE FOR QUALITY IMPROVEMENT

A.

Develop scorecards to show improvements to HR benchmarks

B.

Report out to stakeholders quarterly

C.

Monitor performance against benchmarks and adjust services and practices accordingly



GOAL 5

CREATE A WORKPLACE OF THE FUTURE

Design a workplace that supports digital initiatives, maximizes the use of space resources, encourages collaboration, and promotes workplace health.

STRATEGY 5.1

RESEARCH EXISTING WORKPLACE MODELS AND REIMAGINE THE COUNTY WORKPLACE

A.

Develop and define the County workplace of the future by soliciting input from external and internal sources, touring organizations and identifying workplace models that maximize engagement and productivity

B.

Survey other County departments that have the potential to implement flexible schedules and work locations for implementation of the workplace of the future

C.

Conduct a feasibility study on part-time employment to maximize staffing potential and spacing options

D.

Work with CEO and County partners to implement workplace models as resources permit

GOAL 5: WORK PLACE OF THE FUTURE

STRATEGY 5.2

IDENTIFY RESOURCES

A.

Identify available funding/ resources and determine potential alternate work locations to commence workplace of the future transitions

B.

Assess the need to revise/ update current policies and/ or create new policies to advance proposed workplace models

C.

Develop training and ergonomic assessments for proposed workplace model

STRATEGY 5.3

IMPLEMENT PILOT IN APPROPRIATE DEPARTMENTS

A.

Identify divisions, sections, or units to pilot proposed workplace models

B.

Develop and launch communication plan for impacted divisions or workplaces as part of the proposed workplace model

C.

Define criteria and metrics for success of pilot proposed workplace model

D.

Summarize and compile data to measure return on investment



GOAL 6

AMPLIFY HR EXCELLENCE AND CONTINUOUS IMPROVEMENT

Transform HR services through continuous innovation, enhanced partnerships, and the creation of digital ecosystems.



STRATEGY 6.1

FOSTER CONTINUOUS POLICY AND PROCESS IMPROVEMENT

A.

Create a Countywide HR Policy Committee to regularly review, assess, update existing policies in alignment with industry best practices

B.

Establish a Countywide Process Review Committee to develop a culture of process improvement and create CPI toolsets for the departments to use

C.

Train DHR and Departmental HR partners in process improvement techniques

GOAL 6: HR EXCELLENCE

STRATEGY 6.2

ENHANCE HR BUSINESS PARTNERSHIPS

A.

Foster communication and collaboration among departmental leadership and HR managers

B.

Seek ongoing feedback to meet evolving service needs and implement strategic solutions amongst identified stakeholders

C.

Provide forums for information sharing, such as through the HR Executive Advisory Committee

STRATEGY 6.3

OPTIMIZE HR SERVICES THROUGH INNOVATION, AUTOMATION, AND DIGITIZATION

A.

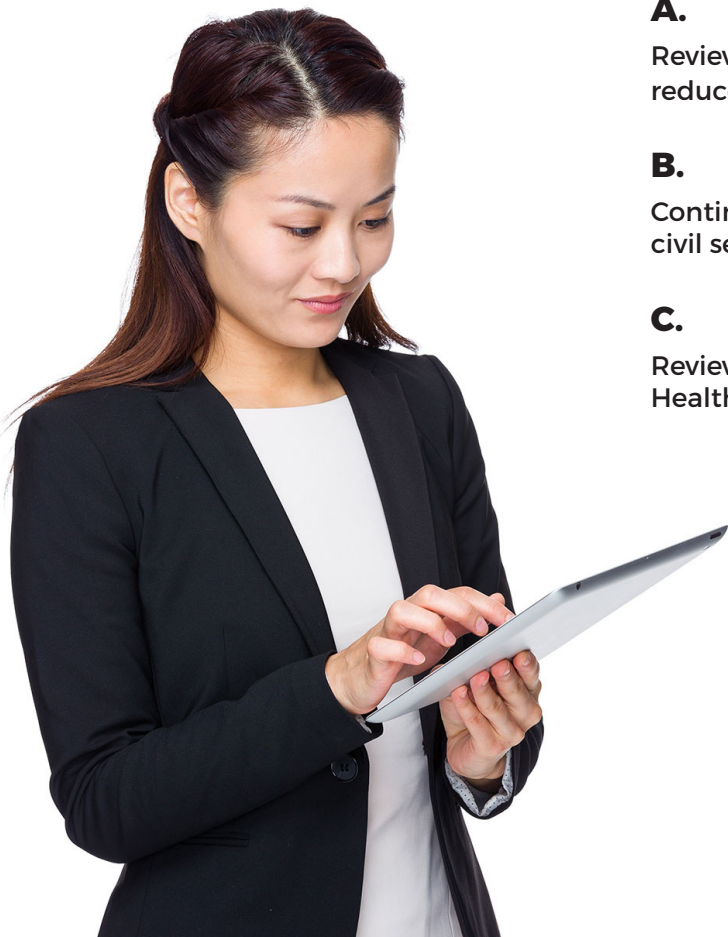
Review and enhance the County's hiring process and reduce time-to-hire

B.

Continuously review performance management and civil service practices for better service to customers

C.

Review and augment Return-to-Work, Occupational Health Program and Leave Management services



GOAL 6: HR EXCELLENCE

STRATEGY 6.4

ENSURE BUSINESS CONTINUITY

A.

Maintain a robust business continuity plan

B.

Create and maintain emergency response processes and resources

C.

Ensure Countywide HR service, systems and process availability, and include a robust countywide coordinated communication plan



STRATEGY 6.5

PROMOTE HR EXCELLENCE

A.

Provide HR communication and collaboration forums, both internal and external

B.

Highlight and educate the HR value proposition across the County

C.

Develop survey and measurement tools to gain HR service delivery sentiment and satisfaction from all stakeholders

D.

Determine meaningful metrics to evaluate program effectiveness

E.

Use feedback to evaluate and improve on program services and outcomes