



**COUNTY OF LOS ANGELES
OFFICE OF AFFIRMATIVE ACTION COMPLIANCE**

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DENNIS A. TAFOYA
DIRECTOR

July 18, 2006

To: Each Supervisor

From: Dennis A. Tafoya
Director

Subject: **DEPARTMENT OF PUBLIC WORKS CORRECTIVE ACTION PLAN
SEMI-ANNUAL REPORT**

This is to provide your Board with the semi-annual Report of Progress on the Department of Public Works' (DPW) Corrective Action Plan established to improve its employees' well-being and promote positive cultural change within the department. During your January 18, 2005, meeting, your Board gave oversight responsibility for implementation of the Corrective Action Plan to my office. This report covers the period January 1, 2006 through June 30, 2006.

In brief, I am pleased to report that during this semi-annual period, DPW continued to make significant progress in the development and implementation of the referenced Corrective Action Plan (CAP), especially in presenting the results of its department-wide Cultural Assessment Survey. The Survey outcomes have already been presented to approximately 2,600 DPW employees. All DPW employees will receive the survey outcomes by September 1, 2006. This progress contributed to DPW continuing to make measurable achievements.

The attached report provides our findings and supporting documentation, which DPW has agreed to adopt. I am available to answer any questions you may have concerning this report.

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Attachment

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Director, Department of Public Works

**Department of Public Works
Corrective Action Plan
Semi-Annual Activity Report
January 1 – June 30, 2006**

GOAL 1

Create the position of Ombudsperson who will report to Public Works' Chief Deputy Director and who will be responsible to oversee all diversity initiatives and employment discrimination complaint investigations.

Status: Implemented

The Public Works Department transferred the overall responsibilities and supervision of the permanent Public Work's Ombudsperson to the Office of Affirmative Action Compliance (OAAC) during the first quarter of 2005. The Ombudsperson reports to the Chief Deputy Director, OAAC. The OAAC appointed Mr. Anthony Morrone as the permanent Ombudsperson in November 2005. The OAAC's Ombudsperson is a professional-level employee who functions as an impartial fact finder on issues regarding employment discrimination and related matters. Mr. Morrone's responsibilities include seeking resolutions to employee concerns and critical situations where the rights of all parties are taken into consideration. In addition, he is responsible for evaluating the Department's diversity, equal employment opportunity, and civil rights related programs and for ensuring compliance with the County's employment discrimination complaint process.

GOAL 2

Establish a Women's Council that encourages free and open discussion about women's working conditions at Public Works.

Status: Implemented

The Women's Council has continued to be very productive this period. It has successfully completed its first membership drive, adding sixteen new members to its three committees. It has also held a highly successful second Brown Bag Lunch, featuring Cal/OSHA's Kimlee Lindgren. Future Brown Bag Lunch topics are also being planned. The Council was proactive in presenting the Secretarial Focus Group findings to participants, and, in order to gain a better and more complete understanding of the issues affecting women throughout the Department, has held additional focus groups for women who work in the field. Progress has been made in establishing a new mentoring program, as the Council's mentoring committee has retained the services of an internal facilitator, and is in the process of developing a consultant Request for Proposal. The Council has also completed its Women's Workplace Plan and Program.

GOAL 3

Issue a statement to all employees indicating a zero tolerance policy of sexual harassment and discrimination in the workplace, announce a newly created Ombudsperson position, and encourage employees to utilize the new services.

Status: Implemented

The Director issued the zero tolerance policy to all employees. The Director or Chief Deputy reinforced this policy to an estimated 1,600 employees attending the Safety Award presentations on July 7, 2005, July 14, 2005, July 21, 2005, and July 27, 2005 at Public Works field locations. Since January 2005, Public Works' Deputy Director of Administration has introduced sexual harassment classes, firmly stressing our zero tolerance policy to all employees.

Public Works also announced the appointment of Mr. Anthony Morrone as the permanent Ombudsperson on November 21, 2005. This written announcement provided detailed information on the location and function of the Ombudsperson, as well as, the method for filing complaints and encouraged employees to utilize the Ombudsperson's services.

During this period, the Ombudsperson was also given a monthly column in Public Works' monthly publication, "All in the Works," to address questions concerning employment discrimination, harassment, and retaliation. In April 2006, Public Works created a website for the Ombudsperson on its Intranet homepage. The Ombudsperson's website contains information on the employment discrimination complaint process, the OAAC's Employment Discrimination Mediation Unit, the County's anti-discrimination and anti-sexual harassment policies, and a description of the Ombudsperson's services.

GOAL 4

Mandate "Employee Discrimination Prevention Training" for all employees under the auspices of the OAAC with refresher training every 24 months.

Status: Ongoing

Public Works mandated all employees attend the Employee Discrimination Prevention training. During this period, the OAAC provided 30 sessions which trained over 475 employees.

GOAL 5

Mandate "Employee Sexual Harassment Prevention Training" under the auspices of the OAAC with refresher training every 24 months.

Status: Ongoing

Public Works mandated the Employee Sexual Harassment Prevention training to all employees. During this period, the provided 28 sessions which trained over 550 employees.

GOAL 6

Mandate "Executive Series Sexual Harassment Prevention Training" for all managers and supervisors including the Director and Chief Deputy Director under the auspices of the OAAC. Refresher training sessions should commence every 12 - 18 months.

Status: Ongoing

Public Works has previously mandated the Executive Series Employee Sexual Harassment Prevention training to all managers and supervisors. The OAAC did not conduct Sexual Harassment Prevention Training courses for executives during this semi-annual period because all necessary training was completed during the previous reporting period. Refresher training sessions will be presented to employees beginning in 6-12 months.

GOAL 7

Provide quarterly "Awareness Sessions" on discrimination and retaliation at Division Head Committee and Staff Meetings.

Status: Implemented

The Diversity Coordinator addressed the Division Head Committee in March by showing the video "People." The video addressed the importance of communicating with employees and customers in a manner that each feels valued and respected. The June topic is "The Hidden Damage in Positive Biases."

The Diversity Coordinator extended the awareness sessions to include field superintendents. At their quarterly meetings the message on bias-free leadership has been given and the video "People" has been shown.

GOAL 8

Develop and mandate "Workplace Ethics/Code of Conduct Training" for all managers and supervisors, including the Director and Chief Deputy Director. After training, attendees will be required to share training objectives with staff at regular meetings.

Status: Ongoing

Public Works' Ethics Committee sponsored an Executive Edge Management Development Series half-day offsite workshop in September 2005 for Administration and Division Heads titled "Ethics and Leadership in the County of Los Angeles Department of Public Works." Dr. David Hartl, President of General Learning Climates, Inc., facilitated the workshop. The Ethics Committee structured the workshop to discuss and collect input from Department managers toward the development of the department's ethics plan and program. The Committee also conducted focus group interviews for a broad cross-section of department employees during December 2005 and January 2006 to complete the information-gathering phase. During this reporting period, several follow-up Committee meetings have been held to further refine the results of the management workshop and ethics seminars.

Employee focus group feedback has been summarized and merged with management feedback, which combined with educational seminar training has resulted in an Ethics Plan and Program. The Ethics Program will include ongoing training of managers, supervisors, and staff as part of the overall Public Works Values Management Program. Valued Management Training, including Ethics Training, is scheduled to be initiated before the end of calendar year 2006. Like the previous Diversity Training, the schedule provides for training all Public Works employees over the course of two to three years.

GOAL 9

Conduct an employee awareness campaign that will involve five to ten-minute spot presentations at selected departmental training sessions, ongoing articles in the department's newsletter and ensuring that the Ombudsperson's office is present at all Director's Forum meetings.

Status: Implemented

Public Works supported cultural celebrations for the Asian Pacific Island Committee (APIC) in January of 2006 and the African American History Month Celebration in February of 2006 (Exhibit 1).

Trips to the Museum of Tolerance for employees were scheduled in March and June of 2006. The theatrical play "Kick" was performed in March of 2006 with a repeat performance in June of 2006.

The Eighth Annual Multicultural Conference was attended by employees with positive feedback. Don Wolfe, the Director of Public Works, was a speaker at the opening of the conference. To further expand employee awareness of diversity, all celebrations, Brown Bags, and the Multicultural Conference appear in featured articles in monthly issues of "All in the Works." Moreover, representatives from the Ombudsperson's Office attended the Director's Forum meetings in February and June of 2006.

GOAL 10

Request the OAAC to administer surveys, focus groups, and interviews to develop a Department-wide cultural assessment of Public Works for the purpose of addressing diversity-related issues and developing a plan to improve the work environment. Incorporate assessment recommendations into the Public Works' Strategic Plan.

Status: Ongoing

Public works previously retained a consultant and conducted focus groups that included management secretaries. Additionally, a cultural assessment survey was previously developed to assess organizational themes including management culture, field worker attitudes and perceptions, female perceptions of fairness and respect, and treating employees with respect and dignity. The survey was sent to all Public Works employees in August 2005, and on two separate occasions the Director sent e-mails to all employees encouraging completion of the survey. The results of the survey were conveyed to Public Works Management in January 2006. Moreover, as of June 30, 2006, the results of the survey were conveyed in person to nearly 75% of DPW's employees. Survey results will be presented to all DPW employees by September 1, 2006.

The Diversity Committee also submitted strategies to address results of the Cultural Assessment Survey. The strategies were designed to address questions concerning relationships between headquarters and field, engineers and non-engineers, and engineers and field employees. The strategies were also designed to eliminate inappropriate racist, sexist, or other derogatory comments in the workplace. The strategies are being calendared into a master plan for implementation.

GOAL 11

Continue with the Department's ongoing training program on diversity; provide posters in work areas to bolster awareness of the Ombudsperson, and reinforce anonymous reporting channels for victims/witnesses who prefer this method of reporting incidents.

Status: Ongoing

During this reporting period, the Diversity Coordinator conducted an awareness training in all bi-monthly orientation sessions and gave spot presentations at all Diversity Training sessions. Year-to-date 26 diversity training sessions have been facilitated by the OAAC. Classes were conducted at Headquarters, Baldwin Park, and Hansen Yards.

During the second quarter of 2006, the poster with the caption "Do Unto Others As You Would Have Them Do Unto You" was displayed in all buildings of the Department. This includes all field locations (Exhibit 2). Additionally, during this reporting period, a Multicultural Resource Calendar was displayed in all Divisions and field offices and the entry to the headquarters building has a banner which reads "We Value Diversity" (Exhibit 3).

During this period, the Ombudsperson was also given a monthly column in Public Works' monthly publication, "All in the Works," to address questions concerning employment discrimination, harassment, and retaliation. In April 2006, Public Works created a website for the Ombudsperson on its Intranet homepage. The Ombudsperson's website contains information on the employment discrimination complaint process, the OAAC's Employment Discrimination Mediation Unit, the County's anti-discrimination and anti-sexual harassment policies, and a description of the Ombudsperson's services.

GOAL 12

Review the Department's Administrative Directive on Sexual Harassment to ensure that abuse types, consequences, and reporting procedures concerning discussions, incidents, e-mails, casual conversations, and rumors are communicated clearly to employees, supervisors, and managers.

Status: Implemented

The revised Administrative Directive was distributed and e-mailed to all employees in June 2005.

GOAL 13

Evaluate MAPP participant managers on their support and furtherance of Public Works Diversity Program and EEO requirements during their annual performance review.

Status: Ongoing

The following MAPP statement was incorporated into MAPP Goals ending September 30, 2005 against which all MAPP managers will be evaluated:

BEHAVIOR: WORKFORCE DIVERSITY

Promotes Public Works' commitment to cultural understanding through training and education; has promoted a work environment that values respect, understanding, awareness, and acceptance of cultural differences in the workplace; ensures staff attendance at all relevant diversity and EEOC training and projects a commitment to diversity and equal employment opportunities for all staff. Demonstrates a commitment to the core workplace values of Public Works as contained in the Values Management Plan: performance, collaborative communications, ethical behavior, and valuing diversity; has reinforced those values through periodic communication with staff.

To ascertain whether this goal was met, the performance evaluations of all of the Department's Deputy Directors, as well as the performance evaluations of five other MAAP participants, were reviewed for compliance. In total, approximately 41% of the MAAP performance evaluations were reviewed. This compliance review disclosed that this Workforce Diversity behavior is required for all MAPP managers for the year from October 1, 2005 through September 30, 2006. During this period, MAPP managers were required to, and did, evaluate their performance concerning this goal. The behavior will continue to be required for all MAPP managers in the future.

The OAAC strongly recommends that the MAAP Performance Evaluation Forms be amended to enable the Director to provide each manager with a specific numeric rating in this area, as is the case with all workforce behaviors. The OAAC believes that providing each MAAP manager with a numeric rating which affects the overall MAAP score will provide added incentive to not only comply with this behavior, but to excel at it.

GOAL 14

Incorporate the actions of the Corrective Action Plan into Public Works' Strategic Plan.

Status: Ongoing

During this reporting period, Values Management was incorporated into the Public Works strategic plan, consisting of five programs: Diversity; Equal Employment Opportunity; Women's Council; Ethics; and Workplace Communications. During this reporting period, Public Works prepared both an overall plan for the five Values Management programs collectively, and an individual plan and program for each of the programs. Each program was assigned to a high level manager who has oversight responsibility for the program and a cross-departmental team has been involved in developing each individual plan and program.

Opportunities for improvement of the Department's culture based on the results of the Public Works cultural assessment survey have been incorporated into the plans. The plan for the Values Management Programs is attached as Exhibit 4. All of the plans commenced on July 1, 2006.

GOAL 15

Utilize the OAAC to monitor and provide independent oversight of Public Works to ensure all provisions of this corrective action plan are implemented and that all complaints of discrimination are reported and investigated in a timely manner.

Status: Implemented

Public Works fully cooperated with the OAAC in fulfillment of the corrective action plan goals as well as other recommendations forwarded by the OAAC. As an example, Public Works contracted with the OAAC to conduct a cultural assessment survey designed to identify areas that can be improved or enhanced throughout the department. In fulfillment of this goal, Public Works regularly sought the advice and assistance of the OAAC and invited them to make presentations on the survey findings to their executive management and division chiefs. The findings have been presented to 75% of Public Works' employees by the OAAC during this period.

Public Works also contracted with the OAAC to conduct its employment discrimination investigations and its mandated non-discrimination training programs. With respect to employment discrimination investigations, Public Works managers and supervisors have reported complaints of employment discrimination, including sexual harassment, to the OAAC promptly. Since November 1, 2006, when the OAAC assumed responsibility for investigating employment discrimination complaints, 33 complaints have been filed and 3 have been substantiated. Only one of these complaints involved

a member of executive management, and the OAAC does not expect the complaint to be substantiated. The OAAC has no disturbing trends to report during this six-month period.

GOAL 16

The OAAC will assign a full-time deputy compliance officer to monitor Public Works' progress toward successfully implementing all provisions of this corrective action plan and provide a semi-annual progress report to the Board of Supervisors.

Status: Implemented

The OAAC appointed Mr. Anthony Morrone as the permanent Ombudsperson to provide independent oversight, and two full-time deputy compliance officers to conduct employment discrimination investigations on its behalf.

During this reporting period, the Ombudsperson is pleased to report that managers and supervisors reported complaints of employment discrimination, particularly those alleging sexually inappropriate conduct, to the OAAC promptly. Public Works has become particularly diligent in this area by reporting to the OAAC complaints alleging sexually inappropriate conduct within two business days.

The Ombudsperson and his staff have been given full access to all employees, supervisors, and managers, including executive managers. Additionally, all Public Works' supervisors and managers are available to discuss issues and concerns raised by the OAAC. Based upon Public Works' activities and conduct in this area, the OAAC rates Public Works' cultural change initiatives as "very good."

Additionally, the presence and activities of the Ombudsperson have had a positive effect on Public Works' attempt to improve its culture. The Ombudsperson has provided input into the Department's Strategic Plan and has helped to ensure that diversity efforts have been integrated into strategies contained in the Strategic Plan. Additionally, the Ombudsperson has completed an action plan to ensure that areas requiring improvements identified in the Department's Cultural Assessment Survey are addressed in the Departments' Equal Employment Opportunity (EEO) Plan. The Ombudsperson's plan contains Performance Counts! metrics to ensure quantifiable results.

Finally, the presence of an independent unit has made employees more willing to file complaints and voice their concerns. The Ombudsperson has received numerous calls and emails from employees expressing approval and acceptance of the OAAC's Employment Discrimination complaint process.

SUPPLEMENTAL FIRST SEMI-ANNUAL REPORT RECOMMENDATIONS

The first semi-annual report contained recommendations from the OAAC to enhance the effectiveness of the 16 established goals. Those recommendations, except as noted, were accepted by Public Works and have been incorporated into the action plan.

Goal 1 Supplemental Recommendation

The OAAC recommends that Public Works should work to integrate diversity efforts into a cohesive strategy tied to Public Works Strategic Planning efforts and Performance Counts! metrics.

Status: Ongoing

The Director developed and incorporated diversity related goals and objectives into the Department's 2006 Strategic Plan. Specifically, one such goal is to ensure that Public Works remains an effective service provider by utilizing the Values Management Program, which contains a diversity component, to improve the overall culture. The objectives include a 75% reduction in substantiated Title VII complaints, and being a recognized leader in championing the virtues of diversity.

The team which completed the diversity plan has developed four focus areas and three strategies to also be incorporated into the Public Works 2006 Strategic Plan. Performance Counts! metrics have been implemented for these four focus areas and three strategies, and will be utilized to measure performance.

Goal 2 Supplemental Recommendation

The OAAC recommends that Public Works incorporate the Mission and Vision statements of the Women's Council and Diversity Council into the overall strategic plan.

Status: Ongoing

The forthcoming Public Works 2006 Strategic Plan includes a set of Values being adopted for the entire department. The Values are represented by the acronym S-P-I-R-I-T, and consist of the following: **S**afety; **P**rofessionalism; **I**ntegrity; **R**espect; **I**nnovation; and **T**he Environment. These values are sufficient to cover all Public Works entities and their functions, including the functions of the Women's Council and the Diversity Committee.

The Diversity Management Program and the Women's Council have completed their Plan and Program for FY 06-07. The Plans will reference the Values of the 2006 Strategic Plan and will show how these values relate to their individual Plan and Program. Each Plan will also contain the Mission Statement and Vision Statement for the individual Program.

The 2006 Strategic Plan includes a long term Goal to institutionalize the (five) Public Works Values Management Programs: Diversity, Equal Employment Opportunity, Women's Council, Ethics, and Workplace Communications. Thus the "Plan" for the (five) Values Management Programs and the "Plan and Program" for each of the five programs, are all made part of the overall Public Works Strategic Plan.

Goal 10 Supplemental Recommendation

The OAAC recommends that Public Works identify and develop initiatives to address the concerns of executive and middle management secretaries.

Status: Ongoing

Public Works has a Secretary Council which conducts training sessions on employee rights during meetings.

To further increase avenues to address concerns, management secretaries have been added as new members to the Women's Council. The Women's Council established a focus group to address secretary issues and conducted the following focus group meetings:

- Management Secretary (8/9/05)
- Senior Secretary (8/10/05)
- Secretaries I through IV (8/16/05)
- Clerical (8/30/05)

Each focus group meeting was facilitated by a consultant retained by the OAAC. The consultant led discussions pertaining to women's issues at DPW and followed with surveys to all members via email to ensure response from all, including secretaries that may not have been able to attend the focus group meeting. During this reporting period, results of the surveys were compiled and shared with the Women's Council on March 9, 2006, and with the Secretary Council on April 18, 2006 (Exhibit 5).

Goal 15 Supplemental Recommendation

The OAAC has suggested that Public Works develop an effective and secure database or tracking tool to organize and identify trends related to complaints received. The OAAC believes that their database has proven effective and would serve as an excellent model.

Status: Ongoing

Public Works' Human Resources purchased the Goldmine system that is currently used by the County Department of Human Resources. The system was implemented and accommodates the tracking of disciplinary cases and complaints. The system, however, does not track, or analyze trends in, complaints of employment discrimination unless those complaints are substantiated and result in disciplinary action against an employee.

The OAAC utilizes its own database to track complaints of employment discrimination, sexual harassment, and retaliation. The database retains detailed information concerning these complaints and the status of the investigations. The database also generates reports by the age of each complaint, the basis of discrimination for each complaint and the number of cases closed each week. These reports are utilized to create monthly case closure reports which are presented to the Department's Director of Human Resources at a monthly case conference. During that conference, the Ombudsperson and the investigators analyze those closed cases for any trends in employment discrimination. The Ombudsman also continually analyzes the data retained in the OAAC database and makes recommendations based upon the findings.

Because the Ombudsperson has an "on-site" presence at Public Works, the OAAC does not presently find the Goldmine system's inability to track discrimination complaints problematic. The OAAC database and all of the information contained therein is accessible at Public Works headquarters. The Department should, however, update the Goldmine system to track and analyze all discrimination complaints for its own use in the event the Ombudsperson and the OAAC database cease to be located at Public Works headquarters.

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Exhibit 1

All In The Works (February 2006) Brown Bag Lunch Announcement



BROWN BAG LUNCHEON February 15

The Public Works Women's Council is proud to announce the second Brown Bag Luncheon on Wednesday, February 15, 2006, at 11:30 a.m. in the Alhambra Room at Headquarters featuring guest speaker Kimlee Lindgren.

Ms. Lindgren has an extensive background in the construction industry and is currently an Associate Safety Engineer with the High Hazard Unit of Cal/ Osha. She also serves on the Division of Occupational Safety and Health's Emergency Response Team. In addition, Kim is a course chairperson and instructor for all construction related courses for the OSHA Training Institute Education Center at the University of California, San Diego. She will share with us some experiences of successfully working in a predominantly male environment, obstacles she has encountered as a woman, and strategies for overcoming them. We also look forward to hearing her recent experiences with the Hurricane Katrina demolition and recovery operations in New Orleans.

All Public Works employees are invited.

In Celebration of

Black History Month

*The DPW Black History Committee
Presents*



**"A TRIBUTE TO NEW ORLEANS -
MARDI GRAS STYLE"**

BLACK HISTORY LUNCHEON

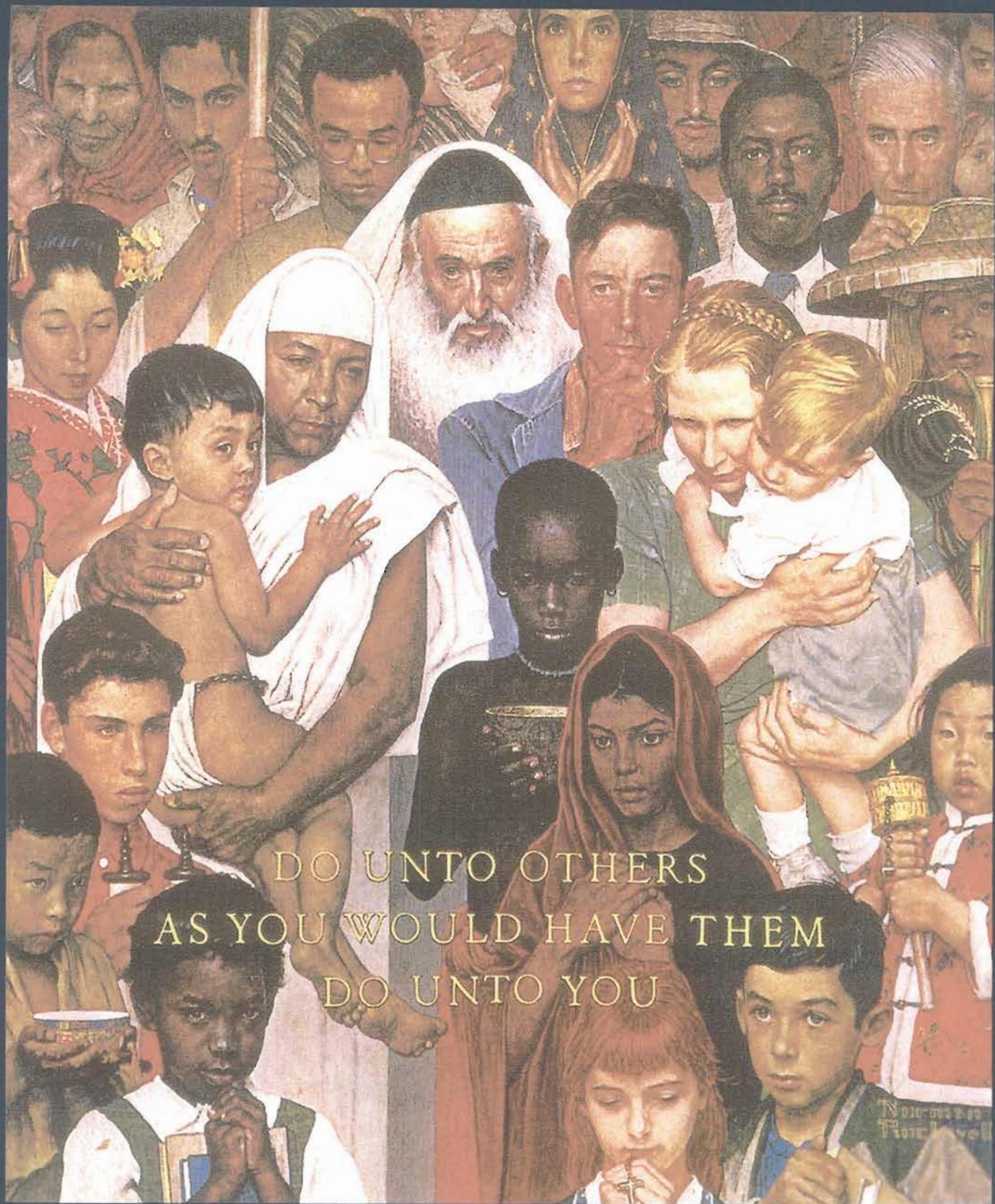
**FEBRUARY 16, 2006
11:30 a.m.
Public Works
Conference Rooms**

Tickets are on sale now!

For more information contact:

Lucia Adams, x6520; Mercedes Byrd, x3391;
Elmer Jacobs, x2592; Elizabeth Morris, x3563;
Clance Nash, x5910; or Pat Rhone, x5374.

Exhibit 2



DO UNTO OTHERS
AS YOU WOULD HAVE THEM
DO UNTO YOU

The Golden Rule

By Norman Rockwell

 Mosaic at United Nations Headquarters, New York

Exhibit 3

“The Department of Public Works promotes awareness, understanding, acceptance, and respect of diversity in the workplace and community.”

*~ Donald L. Wolfe, Director
Department of Public Works*



We applaud your participation!

Exhibit 4

VALUES MANAGEMENT PROGRAMS

"5 S" Plan

SITUATION/SCOPE

The DPW Strategic Plan includes a Values Management Goal, which is "to enhance the quality of the DPW workplace by managing shared values related to the workplace". The expected results of accomplishing this goal would include enhanced worker satisfaction and worker productivity. The scope of this goal includes the following values: a performance culture; equal employment opportunity; ethical behavior; valuing diversity; sensitivity to women's issues; and productive communications related to workplace issues. To achieve this Goal we propose various programs to encompass the values listed above. The Department is committed to implementing various Corrective Action Plans through incorporating their provisions into these Values Management Programs. A further discussion of these workplace values follows.

Collaborative communications - we value effective and constructive workplace communications as essential to maintaining a productive and worker-positive workplace, and DPW management processes should assure that such workplace communications are maintained. Core values consistent with effective and collaborative communications should be defined as shared values in the workplace, and should be the basis of managing workplace communications. Continual effective communications about performance and its consequences are seen as essential to maintaining positive incentives and remove disincentives within the workplace.

Ethical behavior - DPW values ethical behavior in the workplace that is consistent with a culture of compassion and trust. We believe adherence to an ethics plan facilitates work accomplishment and contributes to a sense of well-being among the workers. A clearly defined ethics plan can foster a climate for innovation appropriate for advancing services to our customers.

Valuing diversity - a diverse workplace is recognized as necessary and valuable in serving a similarly diverse community. We value our diverse workforce due to the broader sets of skills and perspectives brought to the workplace and the resultant capacity for better decisions and service delivery than would be possible with a less diverse workforce. We also recognize the necessity of assuring that our workplace values of performance, communications and ethical culture are maintained regardless of intercultural differences.

Equal Employment Opportunity – we value a workplace where equal employment opportunity exists and is recognized to exist by our employees. Perceptions of fairness and opportunity are recognized to have a direct and substantial effect on employee well being and job satisfaction and ultimately on employee productivity.

Sensitivity to Women's Issues – we value the contributions and potential of women in the workforce and recognize that women's issues are sometimes a specific subset, within workplace issues, that merit specific attention. DPW intends to establish a specific program to responsively and proactively address women's issues.

DPW believes the following benefits will be realized from achieving our Values Management goal:

VALUES MANAGEMENT PROGRAMS

“5 S” Plan

- Fostering a more satisfying and productive working environment
- Building and sustaining the Department’s reputation and trust within the communities we serve.
- Aligning the work effort of all employees with the Department’s mission, vision, and values.
- Establishing preferred behavior in the workplace

STRATEGIES

The Values Management Plan and Program is supported by the following strategies:

Strategy 1 - Ethics Plan and Program

Develop an Ethics Plan and implement an Ethics Program that assures ethical behaviors in DPW are managed programmatically.

Strategy 2 - Diversity Plan and Program

Develop a Diversity Plan that meets defined objectives and implement a Valuing Diversity Program systematically under performance management processes.

Strategy 3 - Equal Employment Plan and Program

Develop an Equal Employment Plan and implement an Equal Employment Program that assures equal employment (i.e., Title 7) in DPW is managed programmatically.

Strategy 4 - Values Communication Plan and Program.

Develop and implement a Values Communication Plan.

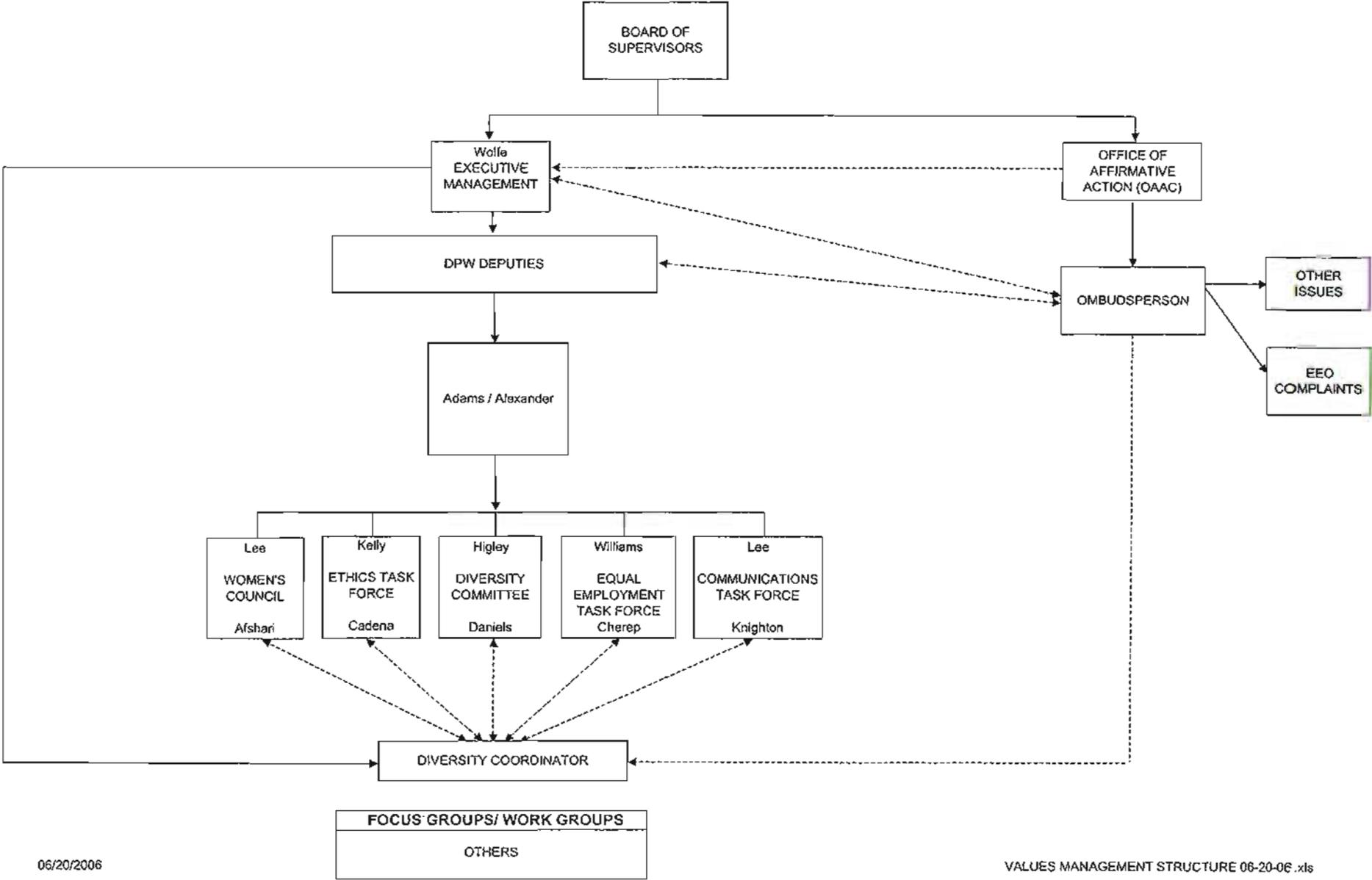
Strategy 5 – Women’s Workplace Plan and Program

Develop and implement a Women’s Workplace Plan.

STRUCTURE

See the Organizational Chart for the Values Management Goal.

VALUES MANAGEMENT PROGRAMS STRUCTURE CHART



VALUES MANAGEMENT PROGRAMS

"5 S" Plan

SYSTEM

Following are elements of the proposed system for producing the referenced Plans, delivering the referenced Programs, and delivering ad hoc activities/results selected identified as 05-06 requirements.

1. Project management - a one time effort to 1) prepare to implement 06-07 processes, and 2) deliver ad hoc 05-06 work items. The following will be included:

- a. Work Planning - Action Plans
 - i. Identify Work - identify key items of work.
 - ii. Assign work - clarify the assignee for each deliverable.
 - iii. Schedule work - more detail in scheduling for next two quarters.

- b. Performance Management
 - i. Work Reporting - report on work completed, at least monthly @ EOM.
 - ii. Work Monitoring - Monitor work reports (above).
 - iii. Work Review - performance review, suggested at least quarterly.

- c. Manage Work dependencies re: Values Management Goal
 - i. Inputs - identify linkages and monitor
 - ii. Outputs - identify linkages and monitor.

- d. Other issues:
 - i. Meetings - sufficient for involvement of Teams/Groups etc.
 - ii. Future processes - Define/document future ongoing Processes.
 - iii. Ad hoc activities (05-60) - identify those needed and include in Action Plan.

2. Program management - ongoing annual program efforts, beginning in FY 06-07 and continuing thereafter.

- a. Planning:
 - i. Aligns projects with County and Departmental goals and objectives.
 - ii. Establishes and justifies need for program.
 - iii. Conducts multi-year planning and identifies annual performance expectations.

- b. Defining:
 - i. Prepares and supports the budget request.
 - ii. Allocates the budgeted resources.
 - iii. Participates in the Performance Counts Statement.

- c. Implementing:
 - i. Reviews performance and reporting.
 - ii. Takes action based on review findings.

- d. Performance management:
 - i. Monitors reported performance and initiates necessary corrective actions.
 - ii. Monitors production of program information.
 - iii. Monitors production of management reports.

VALUES MANAGEMENT PROGRAMS

"5 S" Plan

3. Other Linkages

- a. Linkage to DPW Integrated Planning Process (IPP of AP 7).
- b. Linkage to MAPP.

STEWARDSHIP

For the following "Roles" (bolded below) the "Responsibilities" are as indicated.

Oversight - *Watchful care or management supervision; to scrutinize; to inspect.*

Liaison - *A channel or means of communication.*

Collaborate - *To work together.*

Service provider - *Responsible to deliver services to internal or external customers.*

Program manager - *For an identified group of services, plan, define, implement and evaluate service delivery and results.*

Project manager - *For an identified Project or Initiative, plan, define, implement and evaluate service delivery and results.*

Monitor - *One who admonishes, cautions or reminds.*

1. Part I - Roles and Responsibilities

- a. Values Management Administrators (TMA and CWA)
 - 1) **Oversight**
 - 2) **Liaison**
- b. Diversity Plan and Program Executive Sponsor (WHH)
 - 1) **Liaison**
 - 2) **Monitor**
- c. DPW Ombudsperson
 - 1) **Collaborator**
 - 2) **Service Provider**
- d. Diversity Committee
 - 1) **Oversight**
 - 2) **Program Manager**
- e. Diversity Plan and Program Manager

VALUES MANAGEMENT PROGRAMS

"5 S" Plan

- 1) **Program Manager**

- f. DPW Hardship Committee
 - 1) **Service Provider**
 - 2) **Liaison**

- g. DPW Deputies
 - 1) **Service Provider**
 - 2) **Monitor**

- h. Division Heads
 - 1) **Service Provider**
 - 2) **Monitor**

- i. DPW Managers and Supervisors
 - 1) **Service Provider**
 - 2) **Monitor**

- j. DPW Staff
 - 1) **Service Provider**

- k. Central Work Controls Group
 - 1) **Service Provider**

Exhibit 5



Executive Summary:
Secretarial Focus Group Feedback

December 21, 2005

Background

In August, 2005 four focus groups were conducted to assess if there were any issues or challenges that need to be addressed within the secretarial and clerical positions at DPW. Out of the 143 individuals invited to attend the focus groups, 40 people actually participated in them (i.e. 28% participation rate). In addition, a survey was sent out to the same population in September to enhance participation, but only 7 were returned (i.e. 5% response rate). During the analyses, all of the responses were combined to protect confidentiality.

Results

A number of participants stated that they felt good or very good about their work experiences to date within DPW. The vast majority of participants offered valuable feedback identifying opportunities for growth and development in the following areas: Respect, Headquarters versus Field, Safe Working Environment, Training, Management Style and Communication, Benefits of Mentoring, and General Recommendations for Senior Leadership.

Summary of Strengths

Overall Work Environment at DPW

- Structured
- Comfortable
- Organized
- Diverse work responsibilities,
- Interesting
- Great place
- Lots of opportunities for growth and promotions,
- Stable
- Good co-workers
- Love it
- Job security
- Friendly
- Professional Environment
- Nice people to work with
- Diversity in work responsibilities
- Responsive

- Different directions for your career

Opportunity Areas for Growth and Development

Respect

- Respect differences
- Respect each other
- Show good manners, greet everyone
- Ask for opinions
- Give constructive criticism
- Have a more positive attitude
- Be more courteous and more friendly
- Don't be judgmental
- Stop gossiping or listening to gossip

Headquarters versus Field

- Don't take us for granted or forget us in the field offices
- Find alternative and more effective ways to communicate with all in the field, specially employees without access to e-mail
- Communicate opportunities to everyone
- Our work in the fields is as important as the work in the main office
- Treat employees in the field as good as employees in the main office
- Replace the old office equipment in the field yard offices
- Provide janitorial services to field yard offices
- Treat field yard employees with the same respect as main office employees

Safe Working Environment

- Be more positive
- Provide a safe person to talk about our personal issues
- Treat complaints as opportunities for learning and growth rather than as trouble
- Improve confidentiality and trust among employees
- Provide different avenues for employees to complain about work issues
- Don't punish people who complain

Training

- Provide cross-training to enhance skills
- Open up Clerk exams
- Shouldn't have to fight to get equal training
- Don't expect us to do the job without training
- Make trainings available to everyone

Management Style and Communication

- Managers need to serve as appropriate role models
- We need more approachable managers
- Treat employees equitably, no special treatment for some
- Allow us to participate in decision making process
- Be more positive and forgiving
- Give us feedback clearly and regularly
- Directives given for disciplinary measure need to be more specific
- We need supervisors who are willing and able to coach employees
- Supervisors need to share knowledge so team members get better at what they do
- Examine job duties and workloads to make sure it's fair and equitable
- Encourage teamwork within the same section
- Conduct exit interviews with secretaries to get feedback
- Management needs to know what our job duties are so they can do the PE instead of asking us
- Managers need to learn how they create perceptions of favoritism
- Managers sometimes retaliate and break confidentiality
- Keep lines of communication with employees all the time, not just when you need help

Benefits of having a mentor at DPW

- Get career counseling and guidance
- Learn and grow faster
- Learn about resources and contacts
- Sounding board for questions and concerns
- Someone to motivate you and help you put things in perspective
- Keeps you from filing a grievance
- Someone to call with questions
- Having a supportive person that gives you confidence and reinforces your efforts
- They can point out if you're heading in the wrong direction

General Recommendations for Senior Leadership

- Secretarial rotational program
- Managers need to think about secretaries' future and develop them rather than punish them for wanting to get trained and promoted
- Provide stress management and anger management classes for managers with bad attitude
- Teach managers how to give feedback effectively, positively, and privately
- Eliminate jobs and titles that are no longer in existence and reclassify
- Train managers how to show appreciation to employees who work very hard

- Let us evaluate our managers' performance too

OAAC Recommendations for DPW

DPW's Women's Council

- 1) Host a women's symposium (or offer a series of brown bag sessions) that encourages free and open discussion, empowers women to speak out, educates employees on who they can go to for support, and encourages female employees to provide feedback without fear.
- 2) Create an action plan on how to provide on-going feedback to senior leadership on women's issues and influence strategic planning efforts.
- 3) Engage others (e.g. DPW Leadership, Human Resources, Diversity Committee, etc.) in a dialogue about how to address PERCEPTION of favoritism within DPW and how to hold people accountable for unfair and inequitable management practices.
- 4) Collaborate with Human Resources Training Division in the creation of a model for cross-training secretaries and clerks which would allow better coverage of work responsibilities and allow employees to develop new skills.
- 5) Develop a formal mentoring program for secretaries, clerks, and other interested women within DPW.

DPW Leadership and Management

- 1) Schedule all managers and supervisors to attend Communications workshop that focuses on respectful practices, including coping with gender differences in workplace interactions.
- 2) Provide secretaries and clerks with updated information resulting from meetings that would benefit them by furthering their knowledge and completing their work.
- 3) Include secretaries and clerks in meetings or portions of meetings related to their function.
- 4) Communicate job opportunities to all employees who may be interested in applying (e.g. email job announcements to employees prior to or at the same time of sending it to Human Resources for the actual publication).
- 5) Actively welcome and engage field staff when they attend meetings at headquarters to make them feel more a part of DPW.
- 6) Behave as better role models for their employees and, in general, men need to be more respectful of women in the workplace.
- 7) Attend "Respect in the Workplace" training to learn how to value employees based on their contributions and not judge them (i.e. hold grudges against them) based on past behavior.

Human Resources

- 1) Develop ways to improve the reputation of the Human Resources' Advocacy group and establish more trust in their ability to deal with employees' issues.
- 2) Ensure retaliation is not occurring after someone has filed a complaint, and educate employees on who to speak with if they feel it is happening.

- 3) Protect employees who speak out by creating a policy that establishes consequences for inappropriately sharing confidential information.
- 4) Expand training opportunities for secretaries and clerks to include all levels utilizing the LAC Training Academy and DPW's internal resources.