



County of Los Angeles STRATEGIC PLAN GUIDING COALITION

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101

<http://lacounty.info/StrategicPlan.htm>

Members

- David E. Janssen, Chair
Chief Administrative Officer
- J. Tyler McCauley, Vice Chair
Auditor-Controller
- Louisa Ollague
Sr. Legislative Deputy, First District
- Chuck Bookhammer
Assistant Chief of Staff, Second District
- Brence Culp
Deputy, Third District
- Curt Pedersen
Chief of Staff, Fourth District
- Kathryn Barger-Leibrich
Chief Deputy, Fifth District
- Philip L. Browning
Director of Child Support Services
- R. Doyle Campbell
Assistant Sheriff
- Kurt E. Floren
*Agricultural Commissioner/
Director of Weights & Measures*
- P. Michael Freeman
Fire Chief
- Jon W. Fullinwider
Chief Information Officer
- Dr. Thomas L. Garthwaite
*Director & Chief Medical Officer of
Health Services*
- Michael J. Henry
Director of Personnel
- Pastor Herrera, Jr.
Director of Consumer Affairs
- Carlos Jackson
*Executive Director, Community
Development Commission/
Housing Authority*
- Dave Lambertson
Director of Internal Services
- Marcia Mayeda
Director of Animal Care & Control
- David Sanders
*Director of Children & Family
Services*
- Marvin J. Southard
Director of Mental Health
- Robin S. Toma
*Executive Director, Human Relations
Commission*
- Robert B. Taylor
Ombudsman
- Stan Wisniewski
Director of Beaches & Harbors
- Bryce Yokomizo
Director of Public Social Services

November 29, 2005

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

- Board of Supervisors
GLORIA MOLINA
First District
- YVONNE B. BURKE
Second District
- ZEV YAROSLAVSKY
Third District
- DON KNABE
Fourth District
- MICHAEL D. ANTONOVICH
Fifth District

Dear Supervisors:

**COUNTYWIDE EMPLOYEE RECOGNITION PROGRAM –
LA COUNTY STARS!
(SPECIAL TALENTS FOR ACHIEVING REMARKABLE SERVICE)
(ALL DISTRICTS AFFECTED) (3 VOTES)**

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve a Board policy establishing *LA County STARS!* as the new countywide employee recognition program, replacing the current Employee of the Month program, effective January 1, 2006, in order to expand the opportunity to recognize and celebrate exceptional achievements of County employees and to promote and reward performance consistent with the Values, Mission, and Goals of the County Strategic Plan.
2. Instruct the Director of Personnel, with the assistance of the Chief Administrative Officer, to implement the program consistent with Public Service Recognition Week in 2006, including implementation of a countywide communication effort, and to manage the program on an ongoing basis.
3. Instruct the Director of Personnel, with the assistance of the Chief Administrative Officer, to monitor the program and effect procedural modifications or refinements as necessary to ensure operational and logistical efficiency and effectiveness based on experience.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On March 15, 2005, as part of the second update to the County Strategic Plan, your Board approved the following Strategy under Goal No. 1 of the Strategic Plan – Service Excellence:

By May 31, 2006, develop and implement an enhanced countywide employee recognition system and related communication plan that recognizes performance reflective of the County mission statement and values. The plan should recognize both management and non-management employees and both individuals and teams, include linkages to departmental programs, include both monthly and annual recognition, and provide a regular reporting protocol to the Board of Supervisors.

An interdepartmental team, under the auspices of the County Strategic Plan Guiding Coalition, has developed the *LA County STARS!* program as set forth in the attached Board Policy. The Guiding Coalition endorsed and recommended your Board's approval of the new program at their August 18, 2005 meeting.

Consistent with the intention of this Strategy, the objectives of the *LA County STARS!* program are to:

- Foster a culture of recognition for exceptional performance demonstrating the County's deep appreciation for the contributions made by its workforce;
- Focus recognition on performance and behaviors that reflect the County Strategic Plan Goals and Shared Values in support of the County's Mission and Vision, particularly our philosophy of teamwork and collaboration;
- Enhance service excellence in meeting our clients' needs, by recognizing and rewarding exemplary performance;
- Allow for more flexibility and inclusiveness by recognizing employees at all levels (including managers), and teams;
- Stress recognition for exceptional performance at the workplace;
- Ensure equal access to recognition by all County employees; and
- Ensure that recognition is celebrated in a manner that encourages behavior consistent with our values.

General features of the program as further detailed in the attached policy are as follows:

- Nominations can be made for individuals or teams for one of the Strategic Plan Organizational Goals: 1) Service Excellence; 2) Workforce Excellence; 3) Organizational Effectiveness; and 4) Fiscal Responsibility.
- Each department may submit **one** nomination (individual or team) per month for **one** of the Strategic Plan Organizational Goals. The number of awards given each month will depend upon the numbers of nominees that meet the threshold criteria based upon points awarded (18 out of 20 points).

- Presentation of awards will take place at Board meetings each month with each Strategic Plan Goal category becoming a theme for a particular meeting.
- Winners of monthly *STARS* awards will become the nominees for *SuperSTARS* of the year award (individual and team).

The Department of Human Resources (DHR) and the Chief Administrative Office will monitor implementation of the *LA County STARS!* program on an ongoing basis and effect procedural refinements or modifications to ensure operational and logistical efficiency and effectiveness based on experience.

Implementation of Strategic Plan Goals

As referenced above, *LA County STARS!* is responsive to Goal 1, Strategy 1 of the County Strategic Plan. Also as noted, it focuses recognition of County employees on behaviors and performance reflective of the Values, Mission, and Goals of the Strategic Plan.

FISCAL IMPACT/FINANCING

Management of the *LA County STARS!* program may result in a significant increase in the number of employees recognized each month as compared to the single employee now recognized in the Employee of the Month program. This will result in an increased workload for the Ombudsman/Community Liaison Division of DHR. We will be returning to your Board with a recommended increase of one staff and one support position to meet this increased workload. Both positions will be offset by intrafund transfer to other County departments.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The current County of Los Angeles Employee Recognition/Employee of the Month Program was adopted by the Board of Supervisors in 1984. The purpose of the Program is to identify, recognize, publicize, and encourage exceptional employee performance in the areas of productivity and service to the public.

In June 2004, as part of the process to develop a second proposed update to the County Strategic Plan, County executives held an executive strategic planning conference and identified **enhanced employee communication and recognition** as one of the eight strategic issues to be addressed consistent with updated Strategies under the Strategic Plan's four Organizational Goals. An interdepartmental strategy action team was convened to draft the proposed Strategy. Based on their work, as further refined by a second executive strategic planning conference in December 2004, and with the concurrence of the County's Strategic Plan Guiding Coalition, Strategy 1 under Goal 1 (Service Excellence) was approved by the Board of Supervisors as part of the County of Los Angeles Strategic Plan Update on March 15, 2005 as referenced above.

Communication Plan

Roll-Out Campaign: The roll-out campaign will be implemented immediately following approval of the recognition program by your Board. Promotional materials, such as the following, will be developed and disseminated to all County departments over the next year with headliners such as "Coming Soon to a Worksite near You," or "Coming Attractions."

- | | |
|--------------------|-------------------|
| ▪ Electronic Media | ▪ Bumper Stickers |
| ▪ Magazines | ▪ Newsletters |
| ▪ Leaflets | ▪ Flyers |
| ▪ Brochures | ▪ Press Releases |
| ▪ Posters | ▪ Bulletin Boards |

Additionally, DHR will:

- Publish an article in the *County DIGEST* introducing the program, thereafter, to publish monthly/quarterly spot lights on *LA County STARS!*
- Recommend that the article also be published in *Workplace Connections*, *CAO/QPC Quality Matters*, and departmental newsletters.

Program information will be provided to each department head who will ultimately have the responsibility for insuring that all their employees are notified of this new program.

- Information will be disseminated to County department heads via a memorandum using the Board order as supporting documentation with copies to chief deputies, administrative deputies, personnel officers, Quality and Productivity managers, and executive secretaries.
- Initial notification will also be provided with the employees' paycheck stub. (The Sheriff's Print Shop will produce and batch the materials by pay location and deliver them to the Auditor-Controller.)

Departments may also utilize the following tools in disseminating countywide information regarding the program:

- Internet – permanent information regarding Employee Recognition will be created on a County Webpage. Special announcements and a Recognition Photo Gallery will be available on-line via a link from the Employee Recognition Webpage.
- E-Mail distribution
- Telephonic notification
- U.S. and County Mail

Honorable Board of Supervisors
November 29, 2005
Page 5

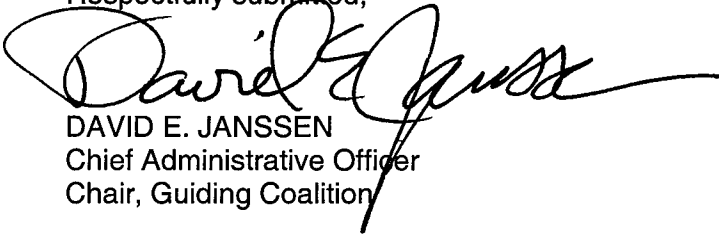
- Departmental kickoff meeting.

The Department of Human Resources will assume central responsibility for communicating the program to County employees. This will include updating and maintaining the Website, and ensuring that departments are accessing current information.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The expansion of the County employee recognition program as set forth in the *LA County STARS!* program will help promote the type of behaviors and performance supportive of the County Strategic Plan and accelerate the cultural change sought via the strategic planning process, including an increased focus on customer service, results and accountability for the services we provide. The program will also serve to enhance job satisfaction and productivity by demonstrating to a greater portion of the County employee population how deeply we appreciate and celebrate their outstanding efforts on behalf of the public we serve.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer
Chair, Guiding Coalition

DEJ:os

Attachment (1)

c: All Department Heads
Chair, Quality and Productivity Commission



Los Angeles County
BOARD OF SUPERVISORS POLICY MANUAL

Policy #:	Title:	Effective Date:
0.000	LA COUNTY STARS! – (Special Talents for Achieving Remarkable Service) County Employee Recognition Program	00/00/00

PURPOSE

The purpose and objectives of the *LA County STARS!* program are to:

- Foster a culture of recognition for exceptional performance demonstrating the County's deep appreciation for the contributions made by its workforce;
- Focus recognition on performance and behaviors that reflect the County Strategic Plan Goals and Shared Values in support of the County's Mission and Vision, particularly our philosophy of teamwork and collaboration;
- Enhance service excellence in meeting our clients' needs, by recognizing and rewarding exemplary performance;
- Allow for more flexibility and inclusiveness by recognizing employees at all levels (including managers), and teams;
- Stress recognition for exceptional performance at the workplace;
- Ensure equal access to recognition by all County employees; and
- Ensure that recognition is celebrated in a manner that encourages behavior consistent with our values.

REFERENCE

March 15, 2005, Board Order (05-0717)

POLICY

General Features

- The Program focuses on the four County Strategic Plan Organizational Goals in determining which accomplishments should be recognized.
- The Program focuses on how the nominees demonstrated special talents and exhibited County values and collaborative efforts consistent with their County responsibilities in achieving remarkable service.
- Nominations can be made for individuals or teams for one of the Strategic Plan Organizational Goals: 1) Service Excellence; 2) Workforce Excellence; 3) Organizational Effectiveness; and 4) Fiscal Responsibility.
- Presentation of awards will take place at Board meetings each month with each Strategic Plan Goal category becoming a theme for a particular meeting.
- Winners of monthly *STARS!* awards will become the nominees for *SuperSTARS!* of the year award (individual and team).
- Individuals or teams recognized are ineligible for consideration of another award for a period of 12 months. Nominees not selected for recognition can be resubmitted in subsequent months.

Eligibility

All County permanent employees in current service who are performing competently are eligible for nomination, as well as groups, with the exception of Department Heads and Chief Deputies or a team or individual that has previously been recognized within the last 12 months.

Nomination Process

- Nominations must be signed by County department heads and may be submitted to the Department of Human Resources **electronically if possible** on the nomination form.
- Nominations will be a maximum of two pages in length, not counting the cover page. Additional pages **and attachments** will be discarded (**font size for each nomination should not be less than 11 pitch**).
- Nominations will indicate which Strategic Plan Goal the nominee is to be considered for.
- Nominations should be made for achievements occurring within the prior 12 months.

- Each department may submit **one** nomination (individual or team) per month for **one** of the Strategic Plan Organizational Goals. Departments are not required to submit an entry/nomination each month but are encouraged to submit an entry/nomination they deem worthy of recognition. The number of awards given each month will depend upon the numbers of nominees that meet the threshold criteria based upon points awarded. Nominations deemed not meeting the criteria will be returned to the originating department.
- Where an **interdepartmental team** is nominated, the lead department will submit the nomination on behalf of the other participating departments. All participating departments can still be nominated as a member of another team or nominate an individual from their department, although not for a project/effort for which a team is nominated.

Criteria

Nominations may be submitted to recognize individuals or teams under one of the County Strategic Plan Organizational Goal categories, as listed below. Nominations should emphasize conformance with the title of the recognition program and specify how the individual or team showed **special talents for achieving remarkable service.**

- 1) **Service Excellence:** Providing the public with easy access to quality information and services that are both beneficial and responsive.
 - Improved the quality or delivery of a service product.
 - Responded to customer requirements in an exemplary, timely and courteous manner.
 - Solved customer problems/concerns quickly and innovatively.
- 2) **Workforce Excellence:** Enhancing the quality and productivity of the County workforce.
 - Demonstrated initiative or creative ability in the development and improvement of methods, procedures, or devices resulting in substantially increased productivity and efficiency.
 - Significantly exceeded goals while performing a priority assignment.
 - Created programs to enhance the quality and productivity of the County workforce using training and skill development.
- 3) **Organizational Effectiveness:** Ensuring that service delivery systems are efficient, effective and goal-oriented.

- Demonstrated the ability to analyze, assess and improve the effectiveness of the organization.
- Streamlined business processes and made the organization more efficient.
- Fostered teamwork and/or collaboration to accomplish goal(s).

4) **Fiscal Responsibility:** Strengthening the County's fiscal capacity.

- Safeguarded County assets and effectively managed funds within the organization.
- Developed innovative, cost-saving procedures, processes or programs.
- Implemented performance-based management and decision-making skills based on *Performance Counts!* data.

In addition to describing "what" was accomplished under the specific Goal, the nominating form should also address "how" the work was done. For this purpose, the nomination will focus on the County's philosophy of teamwork and collaboration with primary emphasis on our Shared Values.

- **A can-do attitude**—approaching each challenge believing that, together, a solution can be achieved.
- **Accountability**—accepting responsibility for the decisions we make and the actions we take.
- **Compassion**—treating those we serve and each other in a kind and caring manner.
- **Commitment**—going the extra mile to achieve our mission.
- **Integrity**—acting consistent with our values.
- **Professionalism**—performing to a high standard of excellence.
- **Respect for Diversity**—placing value on the uniqueness of every individual and their perspective.
- **Responsiveness**—taking the action needed in a timely manner.

In submitting a nomination, the primary focus will be on the individual or team's accomplishments in County service. Collaboration with other County departments is of particular merit. The department nominating the individual or team will be asked to describe the relationship between the accomplishment to be recognized and the specific Strategic Plan Goal. If it is relevant, mention should be made of any specific Strategies and/or Objectives within the Goal that were also positively impacted by the achievement.

The nomination form will also ask the department to identify how many of the eight Shared Values behaviors were demonstrated during the achievement of the accomplishment that they seek to have recognized. For each Shared Value so identified, the nomination form will require a short description of the actual behavior that demonstrates that particular Shared Value.

Nominees are evaluated by the Evaluation Committee on the basis of what they did to advance the Mission of the County of Los Angeles – *to enrich lives through caring and effective service*, and how they did it.

Review of Nominees/Selection of Awardees

- The Evaluation Committee will consist of representatives from 11 County departments, with department heads determining their representative. Approximately half the departments represented on the Committee will be rotated every six months to allow all departments to participate over time while maintaining continuity of the evaluation criteria.
- Department heads are encouraged to select employees from various levels to serve on the Evaluation Committee.
- Each member of the Committee will review all entries/nominations submitted each month and assign points for each component of the eligibility criteria based upon the decision matrix (see attached nomination instructions forms and scoring sheet). The Committee will meet at least once each month to discuss their evaluations and determine awardees.
- Each nominee (individual and/or team) which receive at least 18 overall points will receive recognition.
- The Individual and Team *SuperSTARS!* of the (calendar) year will be selected by County department heads at the end of the year from the pool of monthly winners.

Awards and Recognition Package

All winners will receive a *LA County STARS!* button, with a common logo and a symbol denoting the Strategic Plan Category in which the recognition is provided.

1. *LA County STARS!* (Monthly – Individual and Team)

The following lists the forms of recognition to be afforded recipients of the *LA County STARS!* Award, both individuals and team members.

- A letter of commendation in awardees' permanent personnel file, setting forth the reasons for the nomination and the employee's achievements.

- A personalized, decorative scroll presented by the Board of Supervisors at a Board meeting. A Board Member and the Director of the relevant department will present the employee with the scroll.
- A framed photograph of the employee being recognized at the Board meeting.
 - This pictorial memorial/photograph shall be displayed for at least one month in prominent place at the Kenneth Hahn Hall of Administration and in the employee's department, preferably in the department's administration offices and in the employee's home division.
 - The employee shall be provided with a personal copy of the photograph for home or office display.
- An invitation to a reception in the Kenneth Hahn Hall of Administration arranged by the Board or Executive Officer, and held immediately prior to the Board presentation. The winners shall be provided with four invitations to invite his/her family and friends to the event.
- An article in the Employee Recognition section of the *County Digest*.
- Display of the winners' photographs, labeled as *LA County STARS!*, before and/or after the televised Board meetings for one month.
- The winners' pictures with captions on the County's Website homepage.

2. ***LA County SuperSTARS!* of the Year Award (Individual and Team)**

- All of the components to the monthly recognition package suitably modified to reflect the annual award.
- The employee's name on a perpetual plaque or Walk of Fame to be maintained by the County of Los Angeles in perpetuity.
- One regular day off from work, with pay and benefits.
- A preferred parking place for one month (depending on availability).

Program Modifications

The Director of Personnel, assisted by the Chief Administrative Officer, will monitor the program and effect modifications or refinements as necessary to ensure operational and logistical efficiency and effectiveness based on experience.

RESPONSIBLE DEPARTMENTS

Department of Human Resources
Chief Administrative Office

DATE ISSUED/SUNSET DATE

Issue Date:

Sunset Date: