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DEPARTMENT OF HUMAN RESOURCES

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LISA M. GARRETT
DIRECTOR OF PERSONNEL

September 5, 2013

To: Sachi A. Hamai, Executive Officer
Board of Supervisors

From: Lisa M. Garrett
Director of Personnel

Subject: **REVIEW OF BOARD POLICY NO. 9.000 – *LA COUNTY STARS! (SPECIAL TALENTS FOR ACHIEVING REMARKABLE SERVICE) COUNTY EMPLOYEE RECOGNITION PROGRAM***

In response to your July 23, 2013 memo, we are recommending the following revisions to Board Policy 9.000, LA County STARS! (Special Talents for Achieving Remarkable Service) County Employee Recognition Program:

1. Addition of a Policy statement based on Board Order No. 78, approved by the Board of Supervisors on November 29, 2005, creating LA County STARS! as the new countywide employee recognition program

2. Minor revisions to various sections of the policy to update and/or clarify information

3. Created hyperlink to Board Order No. 78, November 29, 2005

4. Extend the sunset review date to November 19, 2017

Should you have any questions, please contact me at (213) 974-2406 or your staff may contact Shawn Atin, Assistant Director, at (213) 974-2631.

LMG:SKT:EP
JAWT:HL

Attachment

BOS 9 000 LMG Memo to BOS

Policy #:	Title:	Effective Date:
9.000	LA COUNTY STARS! – (Special Talents for Achieving Remarkable Service)County Employee Recognition Program	11/29/05

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 three Strategies from Goal 1: Operational Effectiveness of the County Strategic Plan and Shared Values in support of the County's Mission, 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 No. 10
November 29, 2005, Board Order No. 78

POLICY

The Board of Supervisors approved the establishment of LA COUNTY *STARS!* as the new countywide employee recognition program replacing the former 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.

General Features

- Nominations can be made for individuals or teams for one of the three Strategies from Goal 1: Operational Effectiveness of the Strategic Plan: Fiscal Sustainability; Service Excellence and Organizational Effectiveness; and Workforce Excellence.

- 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.

- Presentation of awards will take place at Board meetings each month when there is a winner ~~with each category becoming a theme for a particular meeting~~.

- Winners of monthly *STARS!* awards will become the nominee 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 of the Strategies from Goal 1: Operational Effectiveness 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 three Strategies from Goal 1: Operational Effectiveness. 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.~~

By signing the cover page of the nomination form, each Department Head confirms that the personnel records reflect that the team members or individual nominees are all in good standing and not the subject of administrative action.

- 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 three Strategies from Goal 1: Operational Effectiveness, 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.**

- **Fiscal Sustainability**: Promote sound, prudent and transparent short-and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public service despite cyclical economic condition.

- **Service Excellence and Organizational Effectiveness**:

  - Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking to help develop targets. Demonstrate initiative or creative ability in the development and improvement of methods, procedures, or devices resulting in substantially increased productivity and efficiency.

  - Evaluate organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnership with external agencies. Significantly exceed goals while performing a priority assignment.

  - Create programs to enhance the quality and productivity of the County workforce using training and skill development.

- **Workforce Excellence**: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.

  - Foster teamwork and/or collaboration to accomplish goals(s).

In addition to describing "what" was accomplished under the specific Strategy, 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.

- **Accountability** — We accept responsibility for the decisions we make and the actions we take.
- **A Can-Do Attitude** — We approach each challenge believing that, together, a solution can be achieved
- **Compassion** — We treat those we serve and each other in a kind and caring manner.
- **Customer Orientation** — We place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity** — We act consistent with our values and the highest ethical standards.
- **Leadership** — We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism** — We perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity** — We value the uniqueness of every individual and their perspective.
- **Responsiveness** — We take 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 Strategy. If it is relevant, mention should be made of any specific processes, structure, and operations that were also positively impacted by the achievement.

The nomination form will also ask the department to identify how many of the nine 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* <u>*effective and*</u> *caring* ~~*and effective*~~ *service*, and how they did it.

<u>Review of Nominees/Selection of Awardees</u>

- 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. The Committee will meet at least once each month to discuss their evaluations and determine awardees.

- Each nominee (individual and/or team) which receives at least 18 overall points will receive recognition.

- The Individual and Team *SuperSTARS!* of the (calendar) year will be selected by County department heads, chief deputies, or upper management staff at the ~~end~~ beginning of the year from the pool of monthly winners.

Awards and Recognition Package

All winners will receive a *LA County STARS!* custom-designed pin with the County Seal and colored stars corresponding to the Strategies, as follows: Fiscal Sustainability (Black); Service Excellence and Organizational Effectiveness (Blue or White); and Workforce Excellence (Red).

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 individual/team being recognized at the Board meeting.

     - A prominent display of the photographs for at least one month in the Kenneth Hahn Hall of Administration~~, on the third floor wall adjacent to the Office of Public Affairs~~ and on electronic monitors before and/or after the televised Board of Supervisors meetings.

   - A special insert published quarterly in the *County* Digest entitled *All About Us*.

   - 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.
- ~~An acrylic handcrafted personalized paperweight.~~ A gold plated LA County Super*STARS* engraved trophy.
- The individual and team's name on a perpetual plaque ~~or Walk of Fame~~ located at the Kenneth Hahn Hall of Administration 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 Executive Officer, will monitor the program and effect modifications or refinements as necessary to ensure operational and logistical efficiency and effectiveness based on experience.

RESPONSIBLE DEPARTMENT

Department of Human Resources

Chief Executive Office

DATE ISSUED/SUNSET DATE

Issue Date: November 29, 2005	**Sunset Review Date: November 29, 2009**
Re-Issue Date: November 19, 2009	**Sunset Review Date: November 19, 2013**
Re-Issue Date: November 19, 2013	**Sunset Review Date: November 19, 2017**