

D | H | R



BIENNIAL REPORT
Department of Human Resources

2 0 0 9 - 1 1

VISION

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

Mission:

Provide innovative and efficient HR solutions to support public service by recruiting, developing, and retaining a highly qualified diverse workforce.

Values:

DHR affirms the County Values as listed in the County Strategic Plan and will be guided by the following VALUES in all business practices.

Integrity - We adhere to the highest ethical standards and embrace honesty and trustworthiness in the actions we take.

Professionalism - We demonstrate a high degree of knowledge and maintain a standard of excellence in providing (HR) service.

Customer Focus - We anticipate customer needs and provide responsive services to all our customers.

Leadership - We engage stakeholders by creating a shared vision based on understanding their needs and facilitating collaborative solutions.

Innovative - We design new and creative ways to capitalize on opportunities and meet challenges.

Accountable - We accept responsibility for the decisions we make and take the necessary actions to achieve optimum results or desired outcomes.

Teamwork - We work collaboratively, respecting and empowering our team members to support their dedicated participation in building HR solutions.

TABLE OF CONTENTS

Message from the Director	2
DHR Organizational Chart	4
Active Partnerships that Produce Results	6
Civil Service Advocacy	7
Countywide Examinations Administration	10
eHR	13
Employee Benefits - Deferred Income	16
Executive Services	19
HR Departmental Support	21
HR Impact Division	24
Organizational and Employee Development	26
Talent Management	30
Information Technology Services	33
Administrative Services	32
Equal Employment Opportunity and Equity Investigations	35
DHR Team	39
DHR At Your Service	40

Lisa M. Garrett
Director of Personnel



DIRECTOR'S MESSAGE

DHR: PUTTING CUSTOMERS FIRST

"Personnel." "Human Resources." "Human Capital." Whichever term you choose to use, they all represent the most important asset in any organization – its people. In our case, the remarkable individuals who are privileged to work for the great County of Los Angeles. Los Angeles County is the largest local government in the nation, employing nearly 100,000 individuals in 36 incredible departments. Our workforce is not only great in size, but also in diversity, talent and passion for public service.

The customers of the Department of Human Resources (DHR) are made up of the current employees, supervisors and managers of the County departments and also the future employees who will infuse our workforce with new ideas and talent in the months and years to come. It is the business and priority of DHR to serve all of our customers with excellence, efficiency, respect and fairness. Our goal is to put our customers first.

Accordingly, we strive to deliver HR services that are relevant, strategic, and specifically designed to achieve the operational agendas of each of our line departments, our Chief Executive Office and our Board of Supervisors. What are the measures of our success? We succeed when our business partners succeed. We succeed when our employees are provided viable career paths and developmental tools to enhance their knowledge, skills and abilities. We succeed when our services are aligned with the County's strategic plan and goals to achieve efficiencies in HR service delivery and workforce excellence. To achieve success takes great dedication. It takes a willingness to listen. It even takes a bit of humility. Most of all, it takes a firm commitment to put our customers first.

In this biennial report, we demonstrate that dedication to you. The period covered has been one of great change in DHR. During this time, we built on the department's past successes and charted a new course for HR transformation with our business partners in the County and state. We created a firm foundation for building our capacity and bench strength. We strengthened relationships with our partners to achieve our common goals and expected ends. We worked as a team to build a culture of excellence and continuous improvement. We turned our focus on customer service. As a service department, no other measure is more essential to our existence.

On our journey, one of our first steps was to conduct a self-assessment and SWOT analysis of our organization. We reorganized a number of the DHR divisions. We aligned and consolidated divisions to deliver our services more effectively. We listened to our internal and external customers explain their needs and desires for a strong Central HR department. We infused our own ranks with new talent and embarked on a course of training not only for DHR staff, but also for County supervisors and managers. We created an HR Executive Advisory Committee and subcommittees to provide valuable input into our course and progress. We created Countywide policies where gaps existed, improved our exam cycle time, successfully piloted broad-based testing and implemented a more comprehensive competency model to improve the quality of our candidate pools and workforce.

Holding ourselves accountable

Here in DHR, we see customer service excellence as an attitude, not merely an action. We ask ourselves and our customers how we can make our processes and interactions easier, more efficient and more effective. We use this information to evaluate how we do business. To date, we have made a number of significant changes and we will continue to do so. We provided department-wide customer service training, established a Customer Service Advisory Group and other customer committees to provide vital feedback on our services. No amount of self reflection can substitute for hearing the voices of those we are here to serve.

We have also implemented our "PeopleStats" program. I am known for citing the adage, "If you can't measure it, you can't manage it." Working with me, each division and section identified the metrics most appropriate to track its progress toward its goals. The program provides a level of transparency and accountability to DHR as a whole. PeopleStats has had the added benefit of building bridges within DHR. On a monthly basis, we have the opportunity to learn more about the high-quality services our colleagues offer to our customers. We thank the Quality and Productivity Commission for its generous grant to make this program possible.

Building the future now

As the Central HR agency with ultimate responsibility for all HR services in the County, we also reviewed the HR service delivery model for our County enterprise. We brought together two main customer groups to help draw the map to our future - Administrative Deputies and the Departmental Human Resource Managers who sit on our Customer Service Advisory Group and leaders from County Departments who serve on our HR Executive Advisory Committee. We also engaged private HR consultants, experts and academics in the process. As a result, DHR is transforming itself into a "Center of Expertise" to provide expert advice and sound strategy for HR services Countywide. We are strengthening our relationships with the HR professionals in the line departments and moving toward greater partnership on some of the HR functions which have the greatest impact Countywide, such as examinations, advocacy, discrimination investigations, succession and workforce planning, policy development and audits. The process of our transformation will take time, but each milestone achieved takes us closer to our goal of HR excellence.

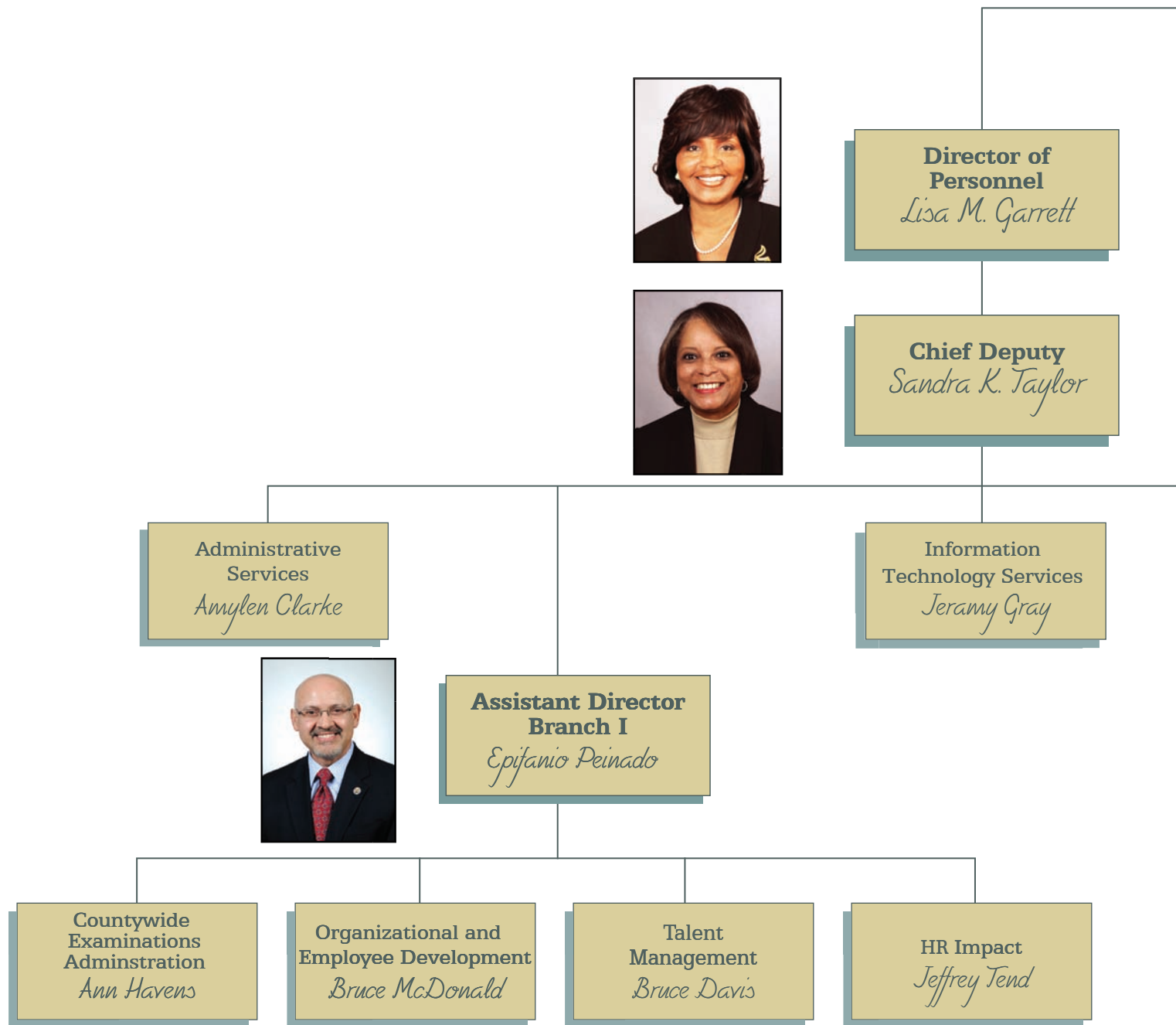
Introducing the team

It has been a remarkable experience leading DHR for nearly three years now. I am grateful to the dedicated HR professionals who truly have a passion to serve. I have a special thank you for my Senior HR Managers and all of our DHR Team for their commitment to transforming DHR into a pillar of strength and support for our County departments and the public. This report features each of our Divisions, highlights our significant accomplishments and sets out some of our goals for the years to come. In reading this, the department's first biennial report, I hope you will become as excited as I am about HR - the discipline which is both art and science. I hope you will appreciate the hard work staff has done to improve our service to you. Join us on our promising journey to the future of HR service transformation and excellence.

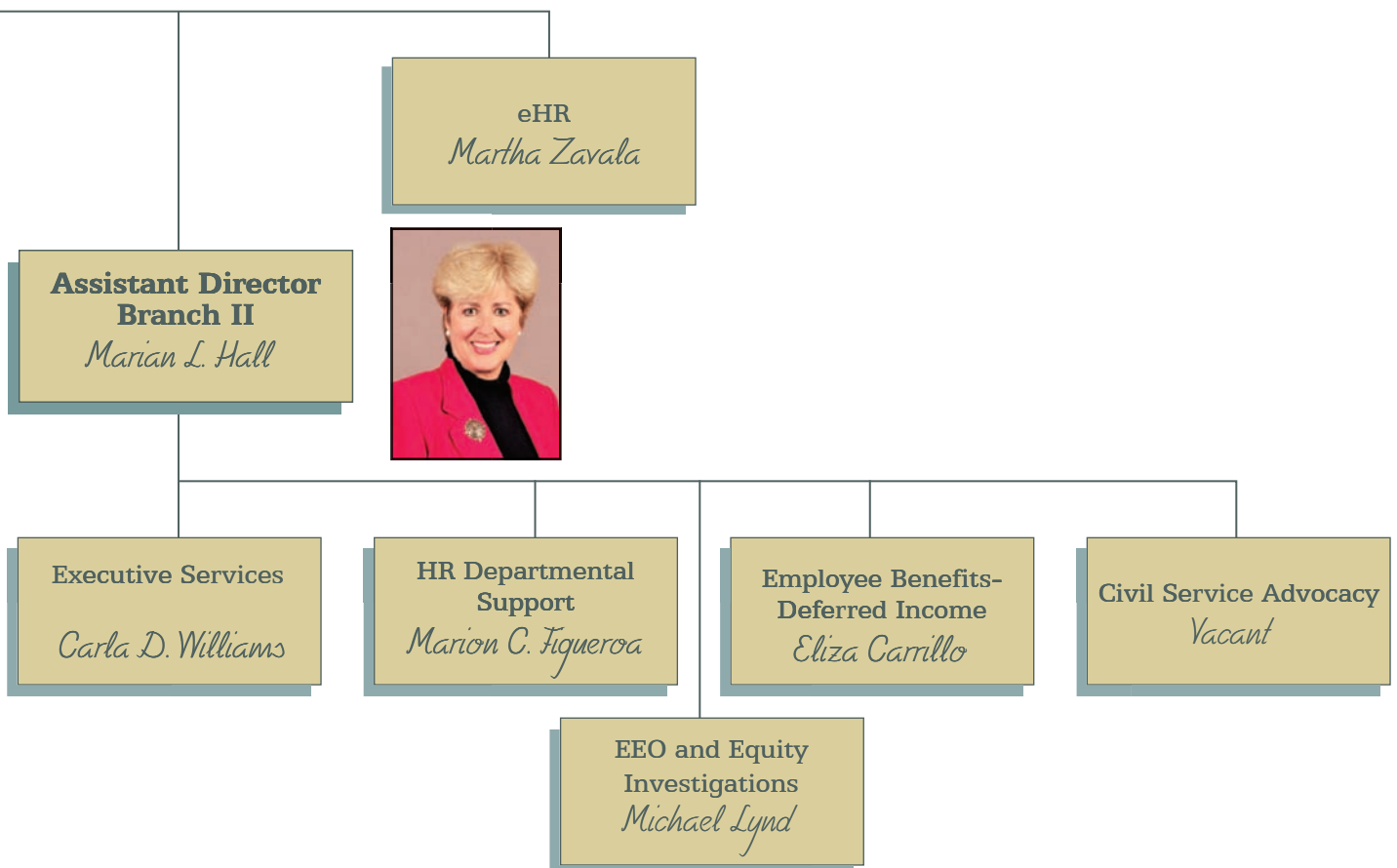
Sincerely,

Lisa M. Garrett

Director of Personnel



ORGANIZATIONAL CHART



Active Partnerships that Produce Results

"When I was appointed to lead DHR, I wanted to start an active conversation with our customers," says Lisa Garrett. "I wanted them to know that we were listening and that we would actively partner with them to create innovative HR solutions."

Special thanks and recognition go to our partners below for their frank input and willingness to work in a genuine spirit of teamwork to produce excellent HR solutions that work for the County as a whole.

Board of Supervisors and Chief Executive Office (CEO)

Successful transformation or change in any organization begins with support from its top-most executive managers. The same is true here. Our Board and Chief Executive Officer and CEO staff are recognized for providing support and technology resources to transform HR in the County of Los Angeles.

Human Resources Executive Advisory Committee

The Human Resources Executive Advisory Committee, comprised of Department Heads and Chief Deputies, has provided invaluable input and guidance as DHR has worked to implement the recommendations in the County of Los Angeles Human Resources Study and the Citizen's and Economy Commission's report.

Customer Service Advisory Group

This group of Administrative Deputies and Departmental Human Resource Managers provides detailed feedback on the customer relationship between DHR and HR in the line departments.

Quality and Productivity Commission

The Commission has been very supportive of DHR's transition and provided critical seed funding, a grant of \$100,000, to assist in the development of DHR's metrics program, PeopleStats.

Citizens' Economy and Efficiency Commission

This Commission of local leaders was established by the Board to examine and make recommendations concerning all aspects of County government policy, management and operations. The Commission has provided valuable feedback and recommendations for improving the effectiveness of HR processes in the County.

Civil Service Commission

This Commission handles the Civil Service appeals of County employees in classified service. The Commission provided regular input on HR operations and has implemented changes to enhance the efficiency of the civil service appeals process.

Labor-Management Workgroup

Formed from members of the County's labor unions and management, this workgroup has vetted policies and recommendations for changes in HR service delivery in the County.

Epifanio Peinado
Assistant Director



Civil Service Advocacy

Mission

To successfully represent County departments in administrative hearings

Description

With nearly 100,000 employees in hundreds of professions across the County of Los Angeles, performance management is a consistent need. In Civil Service Advocacy, our customers are over 60 percent of the County's departments. Leaders in these departments look to DHR to represent them in Civil Service hearings in regards to discipline (suspensions of six or more days, reductions, and discharges), discretionary matters (examinations appeals – application rejections, appraisals of promotability, rating from records, etc.) and claims of discrimination.

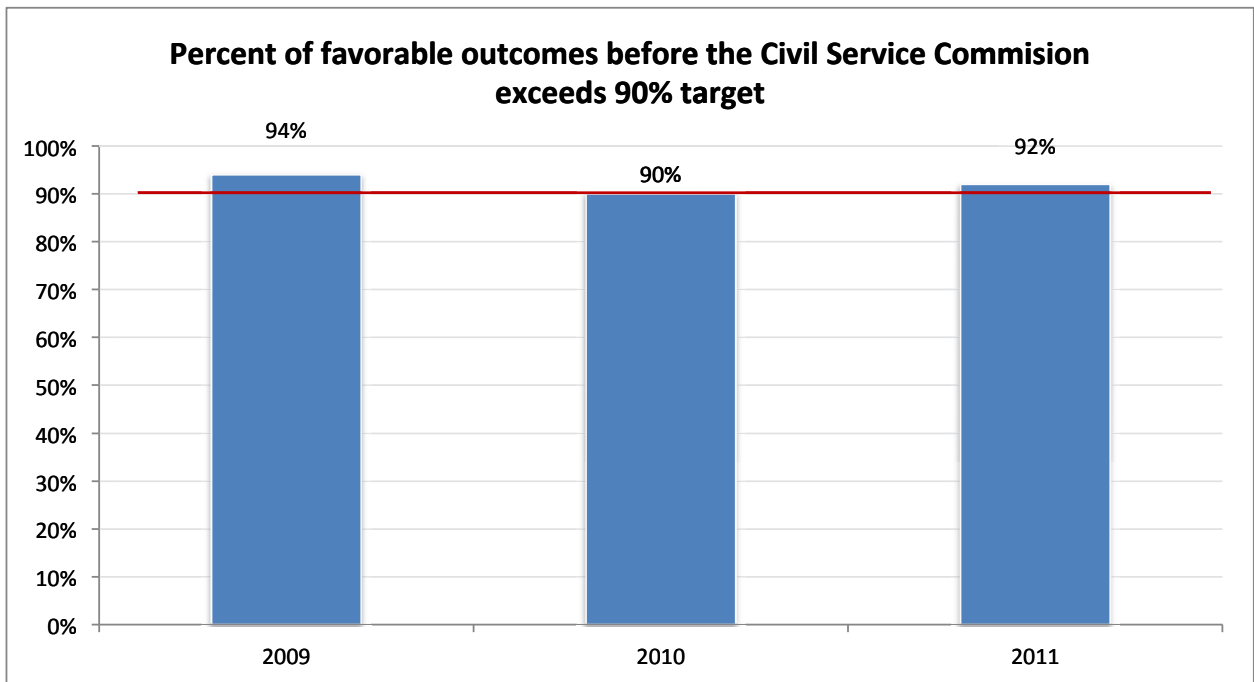
Along with offering these departments top-quality representation before the Civil Service Commission, we provide consultation services on a variety of HR-related issues. Civil Service Advocacy Division (CSAD) advocates often assist departments at the onset of administrative actions when critical decisions are made regarding the most appropriate course of action.

As our division has grown in its scope, our customers, and organizations like the Management Council, have come to depend on our leadership in the area of performance management. They look to us to identify trends and best practices and provide them with high-quality, practical training and presentations.

Accomplishments

- **Produced favorable outcomes for our customers in nearly 100% of discretionary cases and in 85% of disciplinary actions in years 2010 and 2011**

Our cases included disciplinary and discretionary matters for our client departments. We achieved successful outcomes – meeting the discipline goals of our client departments – in 85% of the discipline related cases, just shy of our goal of 90% success. Our advocates also produced successful outcomes in close to 100% of the discretionary cases they handled before the Civil Service Commission.



- **Received high satisfaction rating from line departments**

The County of Los Angeles Citizens' Economy and Efficiency Commission Report dated November 4, 2010 reads:

"[County] Department heads using the DHR's Advocacy [Division] were unanimous in their praise; they were highly satisfied with both the professionalism of the group and the successful results in Commission hearings."

- **Successfully implemented a collaborative discipline letter review process**

This joint effort between Advocacy and County Counsel arose in response to a Board of Supervisor initiative to improve outcomes in matters that go to hearing, especially discharge actions. To date, the division has reviewed and assisted with over 150 letters of intent to impose discipline, primarily discharge actions. Given the high demand for our input, the number of departments participating in this review process has steadily grown and should soon meet the mandate for Countywide participation.

- **Hosted and presented a Countywide Symposium on Performance Management and Discipline**

This training opportunity was presented to some 200 HR professionals who look to our guidance in the areas of risk management and risk-reduction efforts related to performance management and discipline.

- **Provided input to the Civil Service Procedural Rules**

Participated in and coordinated a Countywide Advocate contribution to this effort.

- **Released Policies, Procedures & Guidelines No. 900, Skelly – Due Process and Countywide Disciplinary Guidelines.**

Provided efficiency and leadership in critical areas.

- **Advocate Council Meetings**

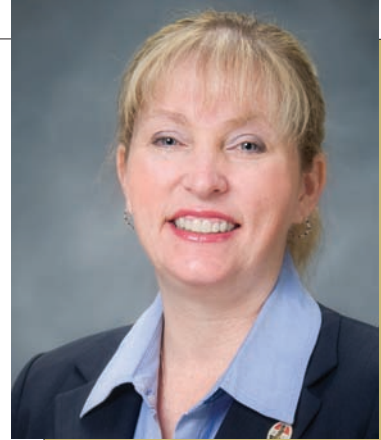
Continues to participate in, facilitate, and coordinate monthly meetings. This is a key vehicle in best practices among HR professionals Countywide who handle various performance management issues related to discipline. This successful platform, led by CSAD, included the “Leadership Speaker Series” and “Trends in Advocacy” presentations.

Goals

Launch both the Countywide Discipline Database program and Civil Service Commission Database by June 30, 2012. The Discipline Database will be used by line departments to track their open, active and closed Commission cases. For the first time, one system will track identical data points Countywide, allowing for consistent reporting and meaningful comparisons. The Civil Service Commission Database will allow for the tracking of all appeals filed with the Commission to their completion, including outcomes.

Ann Havens

Senior Human Resources Manager



Countywide Examinations Administration

Mission

To provide the County with high-quality and diverse candidates for employment, through conducting effective civil service examinations and recruitment

Description

The County of Los Angeles is one of the premier employers in the region. We attract thousands of highly competent and skilled internal and external applicants with a wide range of backgrounds. The County of Los Angeles offers a variety of opportunities for individuals just beginning their careers, contemplating a career change or those who are seasoned professionals looking to expand their careers.

Our customers are not only job seekers, but hiring managers throughout the County and its diverse departments. With a highly competitive job market, the County is faced with an urgent need to rapidly hire the best and the brightest. The Countywide Exams Administration Division (CEAD) must strike a balance that allows us to meet all of our customers' needs efficiently and fairly. CEAD is a service organization and achieves its mission by offering state-of-the-art services to all our customers.

From the point at which a department requests an exam to the production of a list of eligible candidates, CEAD ensures high-quality recruitment and testing services. Our professional staff efficiently and effectively manages campaigns for highly specialized positions, as well as applicant pools of thousands. CEAD ensures that valid and reliable testing methods are used to ensure that all candidates are evaluated based on job-related criteria and the examination process is in accordance with relevant professional standards and guidelines. Additionally, our knowledgeable staff responds to thousands of phone calls each year. We provide in-person customer service to hundreds of walk-in candidates.

In addition to recruitment and selection activities, CEAD provides immediate, just-in-time consultation to departments regarding their hiring challenges. Our staff provides technical guidance and direction to departments that choose to conduct their own selection programs. We assist them in crafting examinations that will be defensible, consistent, and identify highly qualified candidates who will aid the department in carrying out its mission.

Accomplishments

- **Implemented Broad-Based Testing**

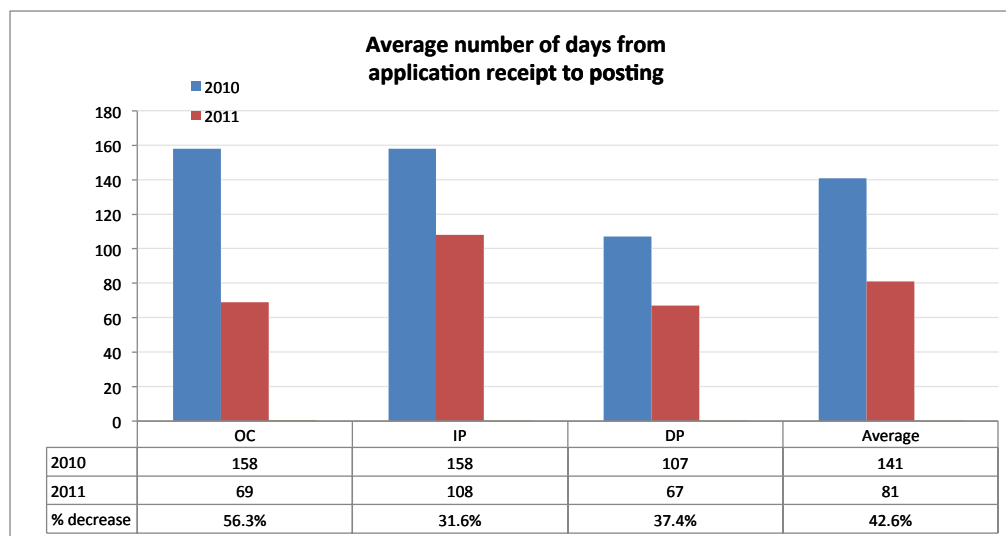
CEAD launched a broad-based testing program, in partnership with the DHR Talent Management Division and CEO Classified Compensation Division, for five classes of the clerical series. This customer service effort allowed approximately 8,700 candidates to take a single general test with the results being applied to each examination. This resulted in a more efficient testing process.

- **Launched a Dynamic Information Technology (IT) Recruitment Webpage**

This new feature, located within the County of Los Angeles Department of Human Resources (DHR) website, enhances CEAD recruitment strategies, by providing clear, easily accessible and focused information about IT careers within the County. While the webpage links visitors to current IT job bulletins and benefits package descriptions, it also profiles the IT operations in various County departments, and outlines career paths for the County's major IT job categories.

- **Improved Application Processing**

In fiscal year 2009-2010, CEAD staff received and processed 28,180 applications, and in fiscal year 2010-2011, that number rose to 48,362. This represents a nearly 60% increase in volume. During the same time period, we reduced the average number of days it took to process these applications by approximately 56 percent.



- **Improved Certified List Process**

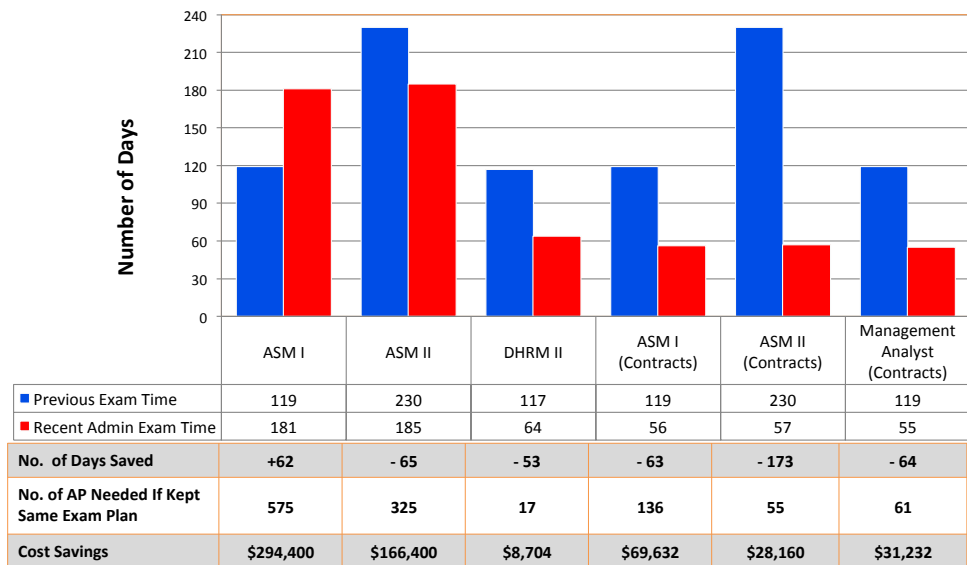
CEAD developed a system that allows customers to quickly access lists of eligible candidates and utilize electronic list-sharing across County departments. These improvements will result in a significant decrease in the amount of time it takes to fill a position within the County.

- **Created Efficiencies and Savings with Work Style Assessments**

Implemented Work Style Assessments for ASM I, ASM II, DHRM II, ASM I (Contracts), ASM II (Contracts) and Management Analyst (Contracts). In partnership with DHR's Talent Management,

we administered a well-established, validated, written test of work styles that met the criteria set forth in the Civil Service Rules for promotional exams. Used to replace the traditional Appraisal of Promotability (AP), these tests provided a much more objective assessment and greatly reduced the time required to complete the examination process.

Efficiencies/Savings Realized by Using Work Style Assessment (WSA) in Lieu of Appraisal of Promotability (AP)



Average Number of Days Saved: 59
Estimated Cost Savings: \$598,528

Based on estimate of \$525.00 cost per AP vs. \$13.00 WSA assessment cost

Division Goals

CEAD is improving its processes through:

- **Un-proctored and On-Line Testing**

Through the use of technology, innovation and creativity, CEAD will work to reduce the time it takes to produce an eligibility list. We will explore the use of unproctored tests, reduce the use of traditional Appraisals of Promotability and administer tests online to support the County in filling critical vacancies faster.

- **Expansion of Broad-Based Testing**

In partnership with Talent Management, CEAD will continue to explore the use of broad-based tests for specific job families or jobs that share common competencies. Along with reducing the number of tests applicants must take, this method also reduces examination cycle time and increases test validity.

- **Evaluating Division Processes**

As part of a continuous effort to provide stellar service to our customers, CEAD will launch several new customer feedback surveys to evaluate candidate and rater experience, as well as departmental satisfaction.

Martha Zavala

Senior Human Resources Manager



eHR

Mission

To support the efficient, equitable and reliable delivery of human resources services to employees, management and the residents of Los Angeles County by streamlining and automating processes

Description

Today's workplace demands electronic solutions that provide 24-hour access, support collaboration, and allow for secure data sharing among a wide variety of internal and external users. These users are our customers in eHR. The public, County applicants, staff and leaders alike use the systems we manage. The eHR Project scope encompasses several major projects including:

Applicant Tracking Systems Replacement

- Support test development activities by providing a central resource for test questions and tests
- Develop a system that monitors the pre-employment process including criminal background checks
- Provide information for County managers to improve their processes and shorten time to hire

Core Human Resources Systems Replacement

- Advise the Auditor-Controller on HR business practices with respect to CWTAPPS and eHR automation
- Implement a rules-based accrual of employee leave benefit hours (e.g., sick, vacation, non-elective leave)
- Provide a vehicle for managers to submit electronic requests to hire, promote or transfer employees
- Allow HR professionals to track requests for service from line management to expedite employee job changes and updates to the employment record

Accomplishments

- **Replaced outdated on-line application systems with the new Talent Management (TM) system.** TM allows candidates to search for jobs, submit applications and monitor their status online. It replaced outdated systems such as the job bulletin (JBS) and application filing system

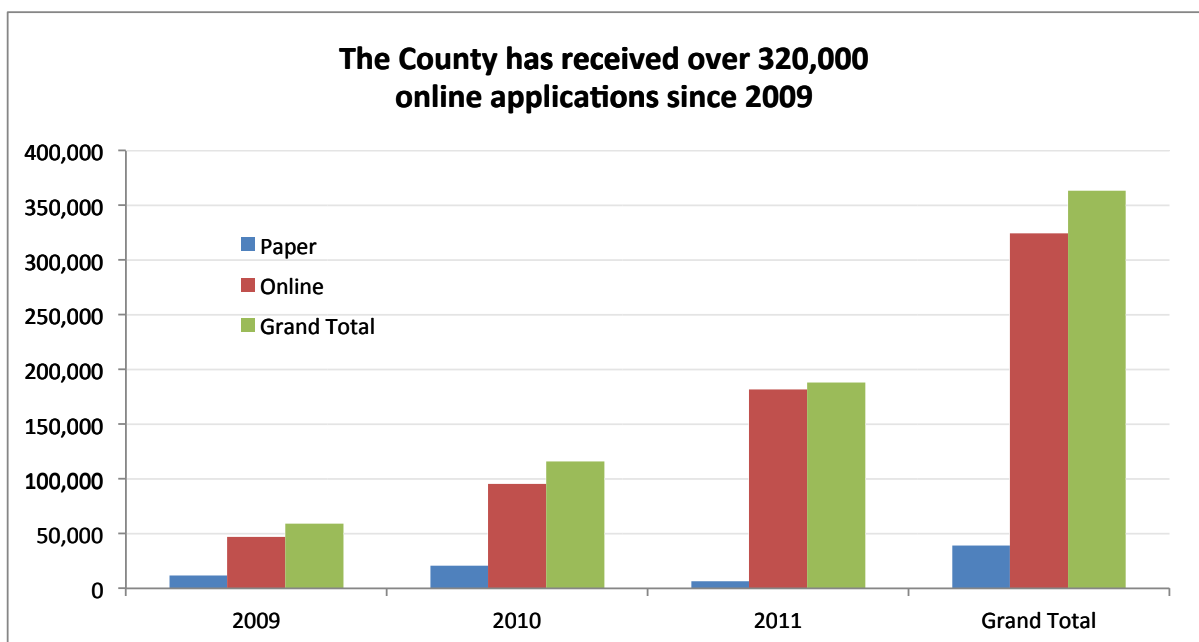
(EASIER). TM also provided the County's recruiters and test administrators with online access to application information gathered across departments.

- **Reduced application processing time dramatically.**

Introduced job-specific questionnaires that automatically screen qualified applicants available for testing. The impact of this has been dramatic. For example, the clerical bulletin/exam had over 8,400 applicants, all of whom entered their applications online. Had the exam analysts performed the task manually, it would have taken 140 hours of labor.

- **Reduced the County's carbon footprint in terms of resources used and facilities required to store and handle 375,324 applications.**

This effort saved nearly 2,000 hours of staff time, eliminated 2,252 cubic feet of needed storage space, reduced offsite storage that cost nearly \$9,000 a year and improved customer service by significantly reducing the possibility of loss or misfiling of applications.



- **Streamlined hiring time and increased efficiency through use of the Certification Desk Management System (CDMS).**

CDMS allows departments to share hiring lists electronically. With over 1,600 lists uploaded and 1,485 users trained Countywide, the system has begun to have a major impact on the speed and efficiency of hiring. List managers may now access candidate names on demand. This function has already been used over 17,000 times. CDMS also reduced the time to obtain candidate referrals from days to minutes, and provided recruiters with the ability to email eligible candidates.



Goals

Replace the County's Core HR system CWTAPPS in 2012 with a new web-based human resources system that allows for the sharing of data across all levels of the County enterprise.

- Automate the personnel action request (PAR) process by allowing line operations management to submit electronic requests to hire, promote, or transfer employees
- Allow human resources operations to track requests for service, expedite employee job movements and update employment records

Implement test development and test administration support for the Talent Management system.

- Retire the County's outdated, stand-alone test administration systems
- Enhance the Talent Management system to support test administration and test development activities
- Automate the pre-employment process including criminal background checks
- Integrate applicant tracking with the County's core HR system to streamline operations.

Eliza Carrillo

Senior Human Resources Manager



Employee Benefits- Deferred Income

Mission

To provide County employees with an excellent benefits package that is competitive, cost effective, communicated through plain language and administered using the latest technologies and the highest level of customer service

Description

County of Los Angeles employees say their benefits play a large role in what makes the County such a great place to work. We, in the Employee Benefits – Deferred Income Division, strive to provide a level of customer service worthy of that view. Our customers are the Departmental Human Resources staff and the County's nearly 100,000 employees. We administer four highly competitive flexible benefit plans (Options, Choices, Flex and MegaFlex) with their corresponding medical, dental and life insurance plans, as well as the Deferred Compensation Plans (Horizons, Savings, and Pension Savings Plans). All of these benefits provide a degree of security for employees in important, and sometimes sensitive, aspects of employees' lives – health, financial protection and retirement. We keep that importance in mind, as we deliver our services in a supportive professional and cost-effective manner. The division is divided into three sections that work on individual projects and programs, yet the division is a cohesive unit that joins together on large projects such as annual benefits enrollment.

Accomplishments

- **Implemented the Award-Winning Countywide Fitness Challenge**

This five-month, cutting-edge wellness program wove a complete educational campaign around a program of six large-scale outdoor events and a Biggest Loser contest. More than 6,400 employees participated in the contest, losing a combined 11.7 tons of weight. The collaborative partnership of Employee Benefits; Parks and Recreation; the County-sponsored medical plans; the American Heart Association; and the American Cancer Society resulted in a robust program that has had no budgetary impact on the County. The program has been honored with the International and Western Region "Agency Award for Excellence," by the International Public

Management Association. The innovative program was also awarded the 2011 Quality and Productivity Top Ten Award by the County's own Quality and Productivity Commission.

- **Launched Benefits Website**

A new benefits website, mylacountybenefits.com debuted in 2009. The website serves as a gateway to our web enrollment system, and features personalized employee information and on-line tutorials providing employees with step-by-step audio-visual presentations. On-line calculators are available to help employees use their benefits wisely.

- **Launched Complete Redesign of Annual Enrollment Communications**

Employee Benefits, Buck Consultants, the Chief Executive Office, SEIU Local 721 and the Coalition of County Unions collaborated to produce the "We are the County of Los Angeles" campaign. Based on research with County employees, the campaign simplified the enrollment materials, reduced their length, and incorporated a striking "lifestyle magazine" format. In post-enrollment surveys employees gave the materials high marks in all categories, including usefulness and readability. The campaign also won 2009 Hermes Creative Platinum Awards in the publications/ benefits category and the graphic design category, and was honored with scrolls by the Board of Supervisors to recognize this accomplishment.

- **Developed Payroll Conversion Communications for Defined Contribution Plans**

Incorporating "plain language," these simplified plan payroll conversion communication materials were recognized as outstanding and won the 2010 National Association of Government Defined Contribution Administrators (NAGDCA) Leadership Award.

- **Improved Service on Benefits Hotline**

During the 2010 and 2011 annual benefits enrollment periods, DHR kept the Benefits Hotline open for additional hours each day and on the weekend when October 30 or 31 fell on a Saturday or Sunday. Adding hours kept wait times low – an average of 35 seconds during peak hours – and allowed customers to seek help at more convenient times.

- **Inaugurated Countywide Wellness Newsletter**

The first County quarterly wellness newsletter, "*For Your Benefit*," released in 2009, promotes wellness and getting active. Feature stories focus on prevention and managing chronic illnesses that are prevalent in the County.

- **Introduced the Countywide Commuter Benefit Plan to assist employees with transportation.**

Almost 400 employees enrolled in the first three weeks of May 2010. Further marketing efforts are underway to increase participation in support of the County's green initiative.

- **Improved Qualified Domestic Relations Order (QDRO) process**

Developed QDRO template and FAQs for Horizons and Savings plans. Improved customer

service, eliminated the need for County Counsel review and reduced turnaround time from 30+ days to 10 days or less. Documents are available on the plan website for immediate download.

Goals

Continuously improve Benefits Operations processes and tools to better serve 100,000 permanent, part-time and temporary employees and COBRA participants, including:

- Enhance communication materials to drive a greater number of employees to review their enrollment materials
- Develop and deploy specialized web applications on mylacountybenefits.com to help employees better understand their life insurance choices
- Strengthen Benefits Hotline staff knowledge with best-practice training twice per month
- Reduce call wait times during annual enrollment to below the 35-second average established in 2011.

Partner in 2012 with CEO to install an Absence Management system that will track employee leaves Countywide and provide real-time reporting for all levels of management. Leverage our existing software gateways and relationships with vendors, thereby saving the County considerable time and resources.

Enhance the Wellness Program to help employees prevent and manage chronic diseases and reduce health care costs for the County. Drive progress by engaging at least 20 percent of the employee population to participate in at least one of four wellness activities: 1) the Health Risk Assessment; 2) the Countywide Fitness Challenge; 3) the Countywide Biggest Loser contest; 4) and/or on-line or telephonic wellness coaching.

Overhaul deferred compensation plan loan procedures and communications to:

- Make employees aware of the consequences of default
- Educate Departmental Human Resources Managers on loan policies
- Deliver late notices in a more timely manner
- Explore how departments can help employees remain current with loan payments.

Carla D. Williams

Senior Human Resources Manager



Executive Services

Mission

To serve the County by recruiting and retaining top executive talent for key leadership positions; and to provide relevant information and recognition to County employees and the public through high-quality publications, programs and community events

Description

Meeting the challenges of running a dynamic and diverse County takes top talent. In Executive Services, we recognize that recruiting and retaining the best individuals suited for each job is essential to the success of our customers, the departments that make up the County of Los Angeles. As the Center of Excellence in recruitment of unclassified managers, we present the highest quality executive-level candidate pool to the Board of Supervisors, Chief Executive Officer and Department Heads for selection. Strategies may include using third-party search firms and conducting local and national outreach. For departments that wish to conduct their own unclassified searches, we provide a service to review and approve recruitment plans and job announcements for unclassified recruitments.

Along with recruitment, our division also plays a key role in the County's retention and reward strategy. We coordinate the County's performance management program called Management Appraisal and Performance Plan (MAPP), which currently includes more than 1,000 participants. The program motivates employees to excel and achieve high efficiency, reduce costs, realize expected revenues and deliver quality service to County residents.

Executive Services is also responsible for the Administrative Intern program that develops future employees who can promote into a variety of management positions throughout the County. The Administrative Intern program provides individuals with a rigorous two-year paid internship, working in a variety of administrative assignments. Graduates from this program have been promoted to key positions in County government.

County employees and the 10 million County residents are served by a variety of publications and programs. The division publishes the *County DIGEST* monthly newsletter, that has been produced since 1968. Additionally, we manage the Community-Based Enterprise Education Program (internships for college students); the LA COUNTY STARS! employee recognition program; the Veterans Internship Program and the Student Worker Program.

Accomplishments

- Conducted over 37 successful executive-level recruitments and provided consultation and approval for 33 unclassified recruitments conducted by departments during the report period.
- Piloted a customer satisfaction survey for hiring authorities to obtain feedback to assist in developing service improvement strategies.
- Enhanced the Administrative Intern Program to include a one-year internship rotation in each intern's second year. Since 1999, over 60 Administrative Interns have participated and graduated. More than 72 percent of those currently work in County departments.
- Conducted successful outreach to college students and increased applications to the Community-Based Enterprise Education Program (C-BEEP) to more than 570 in 2011. The program allows college students from more than 20 college/universities to earn academic credit while gaining practical work experience as an unpaid intern for one of Southern California's largest employers.
- Launched The eCounty DIGEST in October 2010 as an epublication, saving the County over \$100,000 annually. The DIGEST showcases employee achievements and activities within the County. It's where people, places and events take center stage. The re-launch was part of the Countywide Green Initiative. The division also created an electronic archive of the entire history of the DIGEST. All issues going back to 1968 may be found at <http://dhrdcap.co.la.ca.us/jic/digest/>.
- Provided the people of Los Angeles County education about careers in County service by attending community events and job fairs, often sponsored by members of the Board of Supervisors.

Goals

Expand the Community-Based Enterprise Education Program to include all accredited educational institutions in the United States.

Reduce the travel-related costs by 50% for out-of-area candidates through the use of available videoconferencing and related technologies.

Collaborate with the DHR Talent Management Division (Workforce Planning) to identify anticipated vacancies and create a bank of qualified candidates in order to develop comprehensive recruitment strategies.

Marion C. Figueroa
Senior Human Resources Manager



Human Resources Departmental Support

Mission

To ensure County HR professionals are applying appropriate policies and procedures in providing effective and caring service to their customers

Description

As a public entity, our County is bound by Civil Service rules and other government regulations. It is vital that employees and members of the public have an unbiased ear to hear their complaints when they believe the rules have been broken. HRDS' customers are the County's line departments, its employees and the general public. Our division handles appeals against civil service exam results, investigations of claims of improper personnel practices and claims of retaliation as the result of whistleblowing. We develop policies to inform and educate all employees on the standards governing the County as it implements updated Countywide policies, procedures and guidelines; and to investigate possible policy violations.

Appeals

The Appeals Program provides independent review of concerns involving application rejection, veteran's preference credit, employment tests, pre-employment medical and background screening, non-appointment and other personnel matters. The Program evaluates each appeal with respect to its merit under the Civil Service Rules.

The Appeals Program gives individuals an opportunity to voice their concerns. By giving both Los Angeles County employees and outside applicants a platform to resolve complaints, the Appeals Program is able to provide a level of County conflict resolution. In addition, the Appeals Program has helped intervene without having employees or outside clients resort to legal action. The Appeals program has made a tangible impact on DHR's commitment to fiscal responsibility. Appeals has enhanced our effort to produce clear and easy-to-understand correspondence. We have shortened letters, introduce plain language principals and opened our doors to face-to-face interviewing.

Policy

The Policy Section coordinates the development of new, and the revision of existing, Countywide human resources policies. This body of regulation is referred to as the Policies, Procedures and Guidelines (PPG). The section also coordinates the review of Board of Supervisors policies that are within the scope of DHR. As the County's e-Verify program administrator, the section provides technical assistance to County departments regarding employment eligibility (I-9) requirements, and serves as the liaison between the County and the Department of Homeland Security, US Citizenship and Immigration Services.

Investigations

The Investigations Section was created to address employee and constituent allegations of improper personnel practices. By first ensuring that the complainant's department has had the opportunity to address the issues, DHR's Investigations staff works with County departments toward resolution of the issues. The section also ensures that any employee, who in good faith, has reported incidents that may constitute fraudulent acts or inappropriate use of County resources, is protected from retaliation by conducting an investigation that is reported out to the Board of Supervisors. If allegations are substantiated in any type of investigation, the section is responsible for making recommendations for corrective action and works with the involved department in implementing those actions.

Accomplishments

- **Reduce processing response time for appeals by 14 percent** The Appeals Program has raised its bar in terms of responding to appeals within 60 days. Taking on this challenge shows that Appeals is ready to "transform" its operating processes.
- **Only 4 percent of the appeals denied by the Director of Personnel proceeded to the Civil Service Commission.**

This demonstrates the Appeals Programs continued attention to Civil Service Rules, County hiring policies and departmental hiring guidelines. By adhering to the established authorities and references, appeal responses are always fair and defensible.
- **Coordinated mitigation efforts and placement activities of 87 employees** of the Departments of Public Health, Child Support Services, and Military and Veterans Affairs to avert an impending workforce reduction due to program cuts and budget curtailment.
- **Coordinated (with DHR's Talent Management) workforce reduction activities of 512 employees** related to the administrative consolidation of the Office of Public Safety into the Sheriff's Department.
- **Implemented four new Countywide policies** - Managing Sick Leave, Attendance, Return to Work Program and Employees' Cooperation in the Administrative Investigation Process.



Goals

Assist County departments in addressing employee and constituent allegations of improper personnel practices by identifying, through the investigations process, those practices that could be improved and brought into full compliance with the County Code and County policies.

Develop a pilot program to bring face-to-face meetings to the discretionary appeal process.

Provide independent review of appeals involving application rejection, veteran's preference credit, employment tests, pre-employment medical and criminal background checks, non-appointment, and other personnel matters. Each appeal is evaluated with respect to its merit under the Civil Service Rules.

Support County human resources professionals in assisting employees in the successful performance of their job duties by providing relevant policy guidelines and a clear understanding of employee rights and responsibilities under applicable rules and regulations including, but not limited to, the Los Angeles County Code, the Civil Services Rules, and various memoranda of understanding.

Jeffrey Tend

Senior Human Resources Manager



HR Impact Division

Mission

To positively impact the delivery and results of human resource services by providing technical expertise to strengthen HR capacity Countywide

Description

The Impact Division is comprised of HR professionals who function as technical HR consultants and experts. Our objective is to provide our customers - line departments - with tools and strategies to strengthen the delivery of HR services. We provide a variety of services to our customers such as conducting comprehensive assessments, providing technical assistance and augmenting staff to meet business requirements. We are committed to providing superior customer service, using team-based approaches to problem solving, modeling personal and professional excellence in the workplace and serving as change agents in facilitating organizational efficiency.

Our assessments provide a thorough and objective review of our customer's HR programs, including processes and performance. The assessments can cover five broad HR areas: (1) general administration, (2) overtime, leave and health and safety, (3) HR operations, (4) performance management and (5) exams, classification and recruitment. We identify strengths of the program and areas which can be enhanced or improved. We include measures of how successful processes have been implemented. Since each customer need is unique, we develop customized tools to assist in the evaluation of programs. We identify established program standards and evaluate them against the customer's current practices and processes. The tools ensure a structured and efficient approach and provide valuable information to our customers from a qualitative and quantitative perspective. Based on the outcome of the assessment, we provide solutions and strategies to strengthen the delivery of HR services.

As the result of an assessment, we may also provide technical assistance in implementing the recommendations. The type of assistance we provide varies and may include augmenting staff in performing the day-to-day technical HR work. This may be due to an influx of work that creates an operational backlog, lack of the sufficient number of staff to meet workload demands or an immediate vacancy of a critical position. Based on the needs of the customer and the nature of

technical assistance required, we develop measurable work objectives. The objectives focus on implementing the recommendations from the assessment, meeting our customer's strategic goals and enhancing performance in the following areas: timeliness, effectiveness and efficiency.

Accomplishments

We measure the effectiveness of our services to our customers by determining how many recommendations and objectives were achieved.

- In fiscal year 2009–10, we assisted our customers in achieving 92 percent of the objectives established for technical assistance projects
- 77 percent of the recommendations established for departmental assessments
- 100 percent of the recommendations for Countywide assessments
- Reviewed Return to Work Programs in all departments, with CEO Risk Management

Established the Central Live Scan Unit to help our customers meet the requirements of the Department of Justice and the County's own Live Scan policy. Since opening on August 1, 2010, we have helped our twelve client departments conduct more than 1,100 Live Scans.

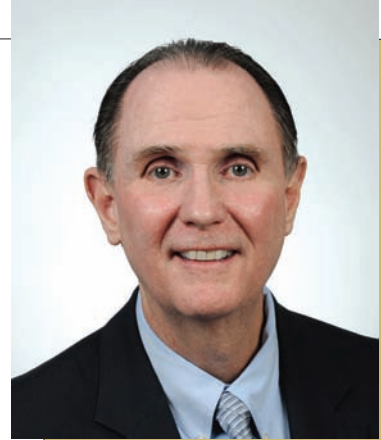


Goals

Continuously provide superior customer service

- Strengthen the delivery of HR services through collaborative efforts with other County departments
- Develop strategies for strengthening existing HR practices
- Develop initiatives in support of departmental programs
- Increase the effectiveness of our services

Bruce McDonald
Senior Human Resources Manager



Organizational and Employee Development

Mission

To improve the County's operational effectiveness by enhancing the County's human capital through training, consultation, intervention, infrastructure and support

Description

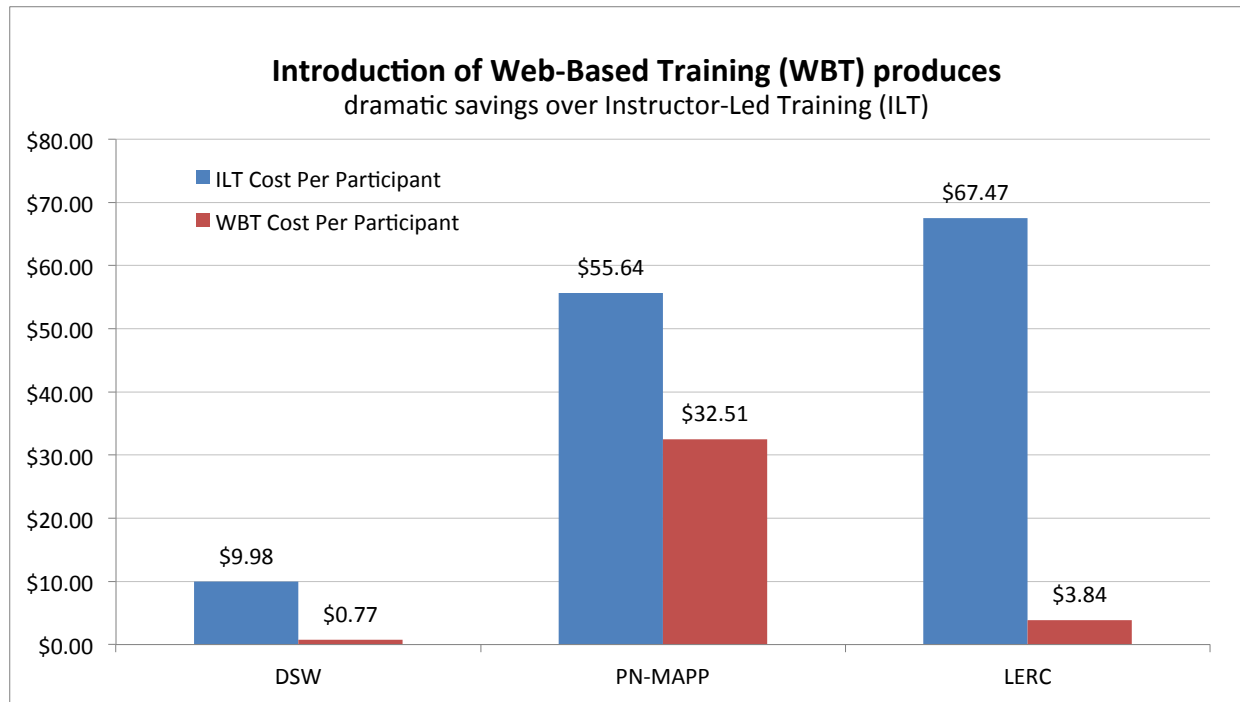
In today's workplace, training is vital to maintain employees' skillsets and keep them competitive in their fields. In OED, we assist and support County departments in their efforts to improve their operational effectiveness and County employees in their efforts to enhance their skills and abilities and advance their careers.

We provide development opportunities ranging from instructor-led half-day skills workshops to six-month certificate programs and on-line courses. Some courses focus on knowledge and skills that can be applied immediately. Other courses serve broader succession planning goals by developing pools of employees who will be ready to compete for higher level jobs. Our courses build skills in academic, technical and business processes.

In addition, OED team members serve as organizational development consultants who:

- Analyze specific training needs and develop programs to build skills or knowledge
- Evaluate training and other programs
- Measure organizational performance and create process improvements
- Design, implement and analyze surveys and other measurement tools
- Measure and enhance employee well being, engagement and productivity.

Our OED teams are also responsible for two key on-line systems that support employee development and performance management efforts. We manage the County's learning management system (Learning Net) and its complementary employee performance system (Performance Net). The Learning Net allows departments to efficiently deploy and track all types of training for thousands of employees, or just a few. It has been especially helpful for delivering mandated training modules.



The Learning Net also provides career planning information and developmental opportunities.

The Performance Net is a web-based tool for supervisors and managers to better manage and measure staff performance. The system houses work plans that document employee work, performance expectations and developmental goals. These plans facilitate communication between supervisors and employees throughout the year. They link employees' work directly to higher level organizational goals, allowing an employee to see the connection between her or his performance and the County's success as a whole. Built-in annotation and e-mail reminder features also assist in efficiently managing the performance-evaluation process.

Accomplishments

- **Performance Net Implementation**

DHR with OED as lead, has begun implementing the County's new automated Performance Management System, Performance Net. To date, the team has developed work plans for approximately 1,100 County classifications. DHR, as the pilot department, has provided Performance Net training to its managers, supervisors and employees. Performance Net training has begun for the 10 Phase One departments. OED will soon complete work plans for the Phase Two departments.

- **Legal Exposure Reduction Training**

The Legal Exposure Reduction Committee (LERC) and its training subcommittee convened in November of 2008 to respond to a Board motion aimed at reducing the County's legal liability in Americans with Disability Act (ADA) and Fair Employment Housing Act (FEHA) cases. The subcommittee created a comprehensive employment-focused training program for supervisory personnel focused on these laws and performance management. Since 2009, the one-day workshop has been presented collaboratively by the Chief Executive Office, County Counsel and DHR.

- **Basic Examination Analyst Training Program**

Conducting high-quality examinations is essential to enhance the quality of the County's workforce and to meet its strategic and operational goals. In conjunction with an Examination Workgroup, comprised of representatives from the Chief Executive Office, DHR, and various County departments, we developed and implemented the Examination Analyst Basic Training Program. The program will help to improve the quality and fairness of examinations and eligible lists. It will also speed up examination processes by providing central and line department personnel with the basic knowledge and skills to develop and implement efficient, fair and effective examinations.

- **First-Line Supervisory Training**

After conducting a training needs analysis with County MAPP managers that rated supervisory competencies on an importance and frequency scale, we developed a curriculum that included reinforcement in:

- | | |
|---------------------------------|---|
| • The Civil Service Environment | • Managing Organizational Change |
| • Communication | • Coaching and Counseling for Performance Improvement |
| • Strategic Planning | • Performance Evaluation |
| • Process Improvement | • Discipline |
| • Conflict Management | • Employment Law |
| • Leadership | |

We piloted the course in DHR in January 2011 and used feedback from those initial sessions to refine the content. Interested departments may now request the six-day instructor-led course through the Learning Net.

- **Competency Modeling**

Understanding the competencies required to succeed in a classification helps our customers in two ways. First, these competencies may be measured in examinations, producing more useful employment lists; second, staff may train in these competencies in order to further develop their careers. We have identified and defined general competencies for more than 100 key journey-level and supervisory classifications in the General Administrative, Professional Human Resources, and Social Work occupational groups.

The General Competency Model covering basic knowledge, skills and abilities required for administrative and professional occupations has been installed on the Learning Net and the Performance Net is being piloted by DHR.

Goals

Roll out the HR Management and Performance Metrics Certificate Program

A Competency-Based HR Management and Performance Metrics Certificate course has been designed that will provide instruction in the theory and practice of HR techniques used to: align HR practices with the organization's strategic direction; analyze the business and workforce needs of central and line operations; develop and deploy efficient and effective workforce selection procedures, plan and evaluate effective training and performance management programs, develop metrics and evaluate organizational and workforce outcomes; and continually improve HR processes.

Utilize the Learning Net and Performance Net to provide career path information to help employees in the Human Resources occupation to identify and pursue their desired professional goals by:

- Identifying technical and general competencies needed for successful performance in these jobs
- Linking these competencies to appropriate Academy courses or other Director of Personnel-approved courses.

Design a Public Sector Leadership Development Program consisting of an approved set of Leadership Competencies, Director of Personnel approved courses, a list of recommended books and articles and a format for designing and evaluating Leadership Development experiential activities.

Develop and deploy a model of general competencies that can be applied consistently by the HR disciplines of Classification, Recruitment and Selection, Training and Organizational Development, and Performance Management.

Bruce Davis

Senior Human Resources Manager



Talent Management

Mission

To promote a high-caliber, diverse workforce by recruiting, selecting, developing, and retaining effective and efficient employees who are dedicated to providing superior public service

Description

How an organization focuses on the challenges of tomorrow is as important as how it handles today. In the Talent Management Division our job is to imagine the future and help our clients manage it with three distinct services:

- **Workforce Planning** analyzes trends in employee retirement and turnover, looking at the general County workforce. The unit uses its analysis to forecast hiring needs and to offer innovative strategies to identify, attract and retain top talent. The unit produces turnover quarterly reports and a comprehensive Strategic Workforce Planning document every three years.
- **Succession Planning** focuses on the executive and management (i.e., MAPP) levels of the County workforce. The program seeks to build the leadership pipeline in order to advance the County's mission through leadership assessment and development activities.
- **Test Research** develops tests and assessments and collects validation evidence in accordance with professional standards and guidelines. These include written tests, structured interviews, appraisals of promotability, work samples, and structured training and evaluation instruments. Given the low turnover of County staff (less than 3 percent annually), it is critical that new employees possess the requisite knowledge and skills to have successful County careers.

Accomplishments

- **Improved the speed of the assessment process by 40% and delivered increased efficiencies to our customers.**

The development of broad-based tests for clerical and administrator/analyst positions dramatically improved the speed of assessment and allowed candidates to take one assessment that can be applied across similar positions or jobs within families. Our test developers can now focus attention on developing test questions that apply across jobs, reducing the number of tests that need to be maintained. Because 80 percent of our applicants are associated with 20 exams, we can address a very large number of candidates with a smaller number of assessments.

- **Introduced Work Style Assessments into the selection process.**

Typically job performance consists of two major components: "can do" and "will do." The "can do"

components are related to the core abilities or competencies required to do a job such as reading ability, writing ability, analytical ability, etc. The “will do” components are related to the motivational and behavioral aspects of the job such as wanting to get ahead, wanting to get along with others, showing up to work on time and applying oneself to the job. Test Research conducted a job analysis to support the use of these assessments and researched a proven vendor to provide them. These assessments have been proven through research to be related to the job, fair and reliable. They serve as an outstanding complement to the “can do” assessments.

- **Developed a Workforce Planning Program that was noted by IMPA-HR**

The IMPA-HR *2009 Workforce and Succession Planning Benchmarking Report* cited our Strategic Workforce Planning Program. This report documented the results of the association’s survey of over 8,000 members and featured benchmarking profiles of our program and nine other agencies’ workforce and/or succession planning programs.

- **Provided leaders with a new Quarterly Turnover Report**

Developed and debuted our quarterly Turnover Report to Administrative Deputies and Departmental HR Managers as part of the on-going effort to provide workforce planning tools and resources. The report provides guidelines for interpreting Countywide and departmental voluntary, involuntary and hidden (internal) turnover trends.

- **Helped candidates with improved Test Preparation System**

Updated the Test Preparation System to include information guides on Customer Service and Office Practices.

- **Identified key candidates with Assistant Fire Chief Assessment Center**

Developed and led the administration of the Assistant Fire Chief Assessment Center. This included five exercises (a technical assessment, writing assessment, presentation/role play, in-basket, and structured interview). The Fire Department quickly appointed seven candidates off the resulting eligible list.

- **Saved dollars and identified strong leaders with new assessment of Administrative Service Managers**

Streamlined the process for assessment of Administrative Service Managers I and II. The new process replaced the costly and time-intensive Appraisal of Promotability with a new, objectively-scored, valid assessment of leadership potential. This approach trimmed weeks off the list-creation process and reduced the cost from an estimated \$520 to less than \$15.

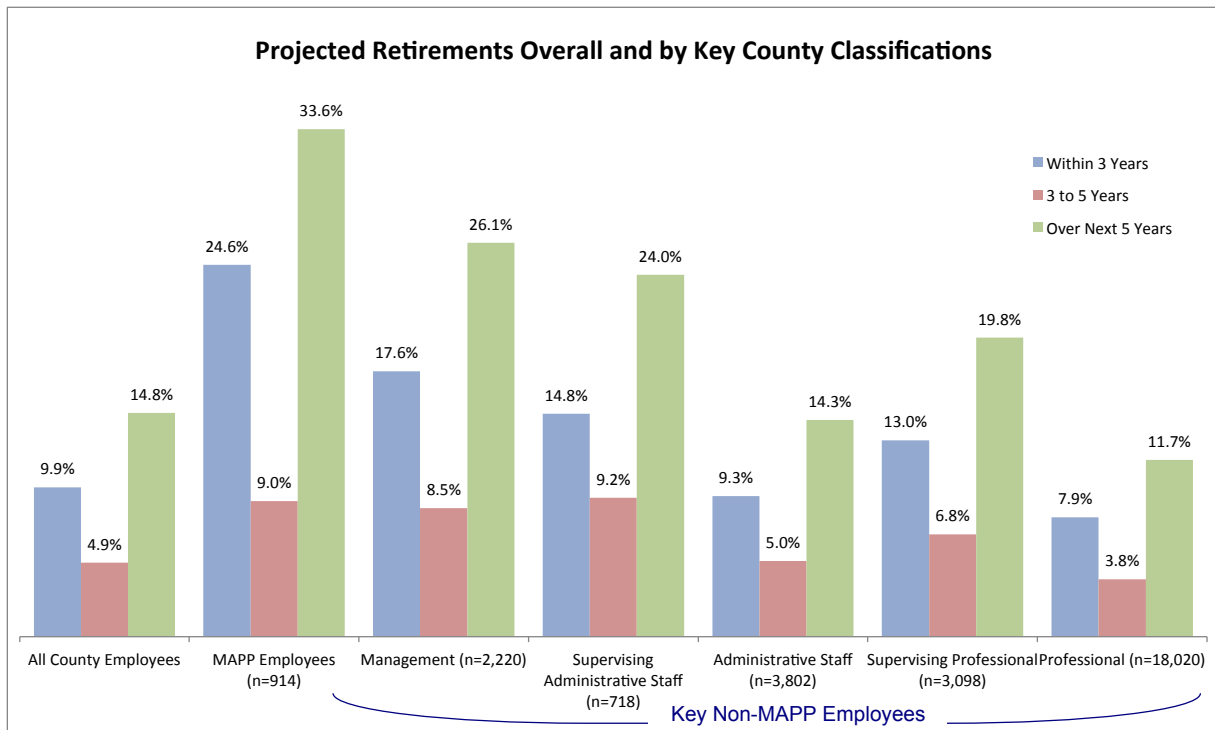
Goals

Workforce and Succession Planning

With the average age of the County workforce at 47-years and many County leaders nearing retirement, the services of our award-winning Talent Management unit are more important than ever. It is also essential that the County retain workers early in their County careers, who are most likely to leave County service within the first five years. Given the high cost of selecting employees, we must understand the reasons behind a choice to leave so soon. To help our customers meet these and

other challenges, our goals are to:

- Seek to improve onboarding process to reduce early termination
- Conduct exit interviews to identify potential reasons for early exit
- Help departments analyze turnover data to predict budgetary savings.
- Conduct succession planning and development to address the expected surge in retirements as the economy improves
- Increase the exposure of our programs and offer consultative services to departments with respect to staffing forecasting and gap analysis study.
- Continue to provide succession planning data and develop strategies to back-fill critical vacancies
- Consult with departments about the use of their data and to help them develop action plans to address critical vacancies.



Note: Overall County retirement rates are projected to run approximately three percent annually.

Test Research

State unemployment rates of over 10 percent have kept the ratio of applicants to vacancies extremely high. Coupled with a statewide 15 percent increase in charges of workplace discrimination, including testing, the need for selection tools that are objective, efficient, cost effective and defensible has never been greater. Our goals in Test Research are to:

- Evaluate testing protocols and products that will allow us to collect validation evidence congruent with the requirements for the "Uniform Guidelines on Employee Selection Procedures."
- Expand the broad-based testing program for entry-level positions and work collaboratively with the Chief Executive Office's Classification and Compensation Division to compare jobs to identify common duties and competencies in order to create job families.

Jeramy Gray
Chief Information Officer



Information Technology Services

Mission

To support the information technology needs of the Department of Human Resources (DHR) by providing stewardship for information technology technical support, strategic planning, fiscal oversight and policy formulation. Furthermore, to assist programmatic and administrative areas with strategic technology solutions that promote efficient HR business practices and enhance accessibility of government services to the public

Description

DHR's Departmental Chief Information Office (DCIO) was created in Fiscal Year 2010-2011. During this short period of time, the DCIO has key accomplishments that have greatly assisted DHR in achieving business goals and objectives. Our very creation demonstrates DHR's dedication to formulating business strategies to augment HR services. Much of DHR's customer contact begins and ends with technology. Our systems often serve as the face of the County, be they websites for seeking work or sophisticated HR business solutions that manage critical employee data. To better meet these needs, DHR has reformulated its technology vision and is reshaping IT services.

The new DCIO has helped DHR become more efficient and strategic in its service delivery. Rather than focusing on daily operational IT tasks, such as desktop and server support, the new DCIO has refocused the DHR IT business to become a strategic business tool for programmatic and administrative divisions. The DCIO is further assisting the Department to lay an enterprise vision that will integrate internal technology strategies and realign them with the County's Enterprise Resource Planning (ERP) vision.

Accomplishments

- Acquired funding and installed infrastructure for DHR exam rooms; this accomplishment directly relates to department's ability to perform computerized testing.
- Acquired funding and formulated an implementation strategy for a Countywide Discipline Management System.

- Acquired funding for a video conferencing system to allow the Department to perform remote interviews of executive candidates. This is expected to reduce cost and enhance candidate experience with candidate-friendly practices.
- Migrated the department to Information Technology Shared Services (ITSS); this is expected to reduce the department's IT cost associated with desktop and server support.
- Assisted the department to gain Board approval on a Countywide Absence Management System funding and contract.
- Implemented a new DHR Portal to increase accessibility to job opportunities and County HR business information.



Goals

Introduce the first phase of our DHR Intranet; with the primary objective of increasing the organization's access to key documents and enhance communication. Additionally, this tool is expected to encourage employees to submit feedback to key executives, thereby improving operations and morale.

Assist with the implementation of an enterprise Leave Management System to provide access to Countywide data on employees' use of leave and allow for better management of the program.

Assist with the implementation of a Countywide Discipline Management System and the Civil Service Commission Database.

Amylen Clarke
Administrative Deputy



Administrative Services

Mission

To deliver a high standard of administrative and technical support to the Department of Human Resources in matters related to fiscal, budget, procurement, human resources, and facilities management. It is our goal to ensure that the financial, personnel and operational needs of the Department are met.

Human Resources

The Office of Human Resources administers the departmental personnel programs, including recruitment and selection, training, health and safety, performance management and employee recognition. We also administer the return-to-work program to ensure compliance with State and Federal regulations and County policies. We collaborate with other departments in classification, compensation and payroll services. We manage and maintain personnel records and transactions for departmental employees.

Budget, Fiscal Services and Procurement

Budget and fiscal services responsibilities include the preparation and submission of the departmental budget. We manage and record expenditures and revenues by monitoring contract activities, processing vendor invoices and charges from other departments; processing service and supplies requests; and developing and processing charges to other departments and outside entities for services provided by the divisions. We also monitor and adhere to the Internal Control Certification Program.

Facility and Mail Services

We provide space and facility planning for emergent and future facility needs in the department. This includes identifying space requirements due to operational and resource changes within divisions across multiple locations.

Special Management Services

We actively participate in special management initiatives which include the support for Strategic Planning efforts of the Department; administration of the PeopleStats metrics project; and provide

oversight for the departmental emergency coordination. We also provide Countywide services by planning and coordinating special training workshops.

Accomplishments

- **Launched PeopleStats**

In collaboration with the Divisions, managed and launched the PeopleStats project which has allowed the department to track metrics consistently, establish stronger accountability and demonstrate clear progress toward its goals.

- **Negotiated building contracts and improvements**

Secured and renovated new office space at Wilshire in order to house common divisions in DHR to better serve the public, employees and other County departments.

- **Piloted performance management program**

Piloted the implementation of the new web-based Performance Net system to increase the ability to access, manage and develop employee performance.

- **Rolled out customer service training**

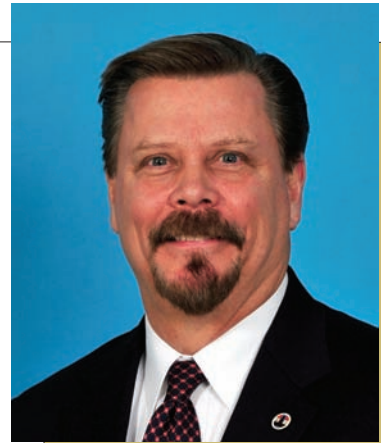
Provided customized customer service training to all DHR employees.



Goals

- **Improve processing time for hiring and promotional requests.**
- **Collaborate with Divisions** to sufficiently monitor and forecast revenues and expenditures.
- **Continue to identify and develop administrative efficiencies** to support the division operations.
- **Establish and support newly transferred functions:** Employment Investigation, Mediation and Diversity Programs.
- **Provide leadership on ergonomics and wellness programs**
Ensure the health, safety and well-being of DHR employees by continuing program activities related to ergonomics, and encouraging participation in wellness programs.

Michael Lynd
Senior Human Resources Manager



Equal Employment Opportunity and Equity Investigations

On January 21, 2011, a team, including DHR, the Chief Executive Office (CEO), The Executive Officer of the Board of Supervisors, Office of Affirmative Action Compliance (OAAC), County Counsel, and Internal Services Department (ISD), was tasked by the Board to develop an implementation plan to roll out the County Equity Oversight Panel (CEOP) Countywide and to consolidate the OAAC into ISD, CEO and DHR. This goal was accomplished effective July 1, 2011.

The DHR family ultimately absorbed 62 employees from the former OAAC. To facilitate the CEOP process, a centralized County Intake Specialist Unit was created which reports to the CEOP in the Executive Office of the Board. Staff assigned to Intake receive all complaints and provide the triage and assessment to determine jurisdiction. The remaining staff are assigned to conduct equity investigations.

Mission

To ensure equal opportunity and respect for diversity in employment, programs and services

Description

The purpose of DHR's new Equity Investigations Division is to investigate alleged violations of the County's Policy of Equity in a fair, impartial and thorough manner.

The purpose of Equal Employment Opportunity is to coordinate and develop County equal employment opportunity programs; facilitate diversity program initiatives; provide technical assistance to departments on equal employment opportunity/affirmative action (EEO/AA); conduct Board-mandated sexual harassment training, employment discrimination prevention, and EEO/AA diversity training; and ensure departmental compliance with applicable County, state and federal EEO/AA laws.

Goals

- **Examine and perfect the current Equity Investigation process** to identify efficiencies and complete investigations within 90 days
- **Enhance on-line Sexual Harassment Prevention Training curriculum** to integrate the County Policy of Equity
- **Develop instructor-led Sexual Harassment Prevention Training curriculum** incorporating County Policy of Equity for delivery to employees who do not have access to The Learning Net
- **Create the Equal Employment Opportunity (EEO) Plan** as a component of the overall County EEO initiative.

The County maintains a zero tolerance policy on discrimination, sexual harassment, unlawful harassment and retaliation.

The Equity units serve to:

1. Enforce the Board of Supervisor's directives to preserve the dignity and professionalism of the workplace
2. Protect employee rights to be free from discrimination and unlawful harassment.



DHR Team



Locations

**Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012**

**Los Angeles
3333 Wilshire Boulevard
Suites 100, 300 and 1000
Los Angeles, CA 90010**

**Figueroa Plaza
201 N. Figueroa Street, Suite 675
Los Angeles, CA 90012**

**The Alhambra
1000 South Fremont Avenue
Building A-9 East, Unit 24 (1st Floor)
Alhambra, CA 91803**

**World Trade Center
350 S. Figueroa Street, Suite 990
Los Angeles, CA 90071**

Services We Offer

- Executive-Level Recruitments
- Recruitment and Selection
- Comprehensive Selection Tools
- Validated Examinations
- Job Analysis Preparation
- Staff Development
- Succession Planning
- Leadership Development
- Advocacy Services
- Performance Management Training
- Employee Benefits
- Deferred Compensation Plans
- Wellness Program
- On-line Classes
- Customized Training
- HR Assistance
- Policy Development
- Personnel and Equity Investigations
- Professional Mediation Services



County of Los Angeles Board of Supervisors 2012



Zev Yaroslavsky
Chairman
Supervisor, Third District



Gloria Molina
Supervisor, First District



Mark Ridley-Thomas
Supervisor, Second District



Don Knabe
Supervisor, Fourth District



Michael D. Antonovich
Supervisor, Fifth District

