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LISA M. GARRETT
DIRECTOR OF PERSONNEL

COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
579 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 FAX (213) 621-0387

BRANCH OFFICE
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010
(213) 738-2211 FAX (213) 637-0820

May 31, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Katheryn Barger

From: Lisa M. Garrett
Director of Personnel

Subject: **LOS ANGELES COUNTY WORKFORCE DATA REPORT (ITEM NO. 6,
AGENDA OF AUGUST 8, 2017)**

On August 8, 2017, your Board adopted a motion introduced by Supervisors Hilda L. Solis and Janice Hahn directing the Director of Personnel to report back on levels of diversity in executive-level positions. In addition, Supervisor Mark Ridley-Thomas made a motion to amend Supervisors Solis and Hahn's joint motion to instruct the Director of Personnel to include a longitudinal study consisting of 10 years of data relative to the Department Head category.

The Department of Human Resources (DHR) has prepared the attached *Leadership, Diversity, and Succession Planning: County of Los Angeles Workforce Data Report* in response to your Board's motion. The report is divided into five major sections, which are briefly described below.

The first section, *Regional Demographic Landscape*, provides high-level interpretations of workforce diversity trends in the County overall, with a focus on the Executive and Senior Manager levels. It also includes information on Management Appraisal and Performance Plan (MAPP) level managers. These interpretations link and summarize the detailed data presented throughout subsequent sections of the comprehensive report.

The second section, *10-Year Longitudinal Study*, provides visualizations of the race/ethnicity and gender representation of the County workforce for each of the past ten years. This data is presented separately for the Department Head group, Senior Manager group, and all County employees.

Each Supervisor
May 31, 2018
Page 2

The third section, *Internal Pipeline*, provides insights about the potential for internal hiring at the County's leadership levels and the potential for future diversity at those levels based on 2017 Countywide Succession Planning Program data.

The fourth section, *External Market*, provides the race/ethnicity and gender representation of Executives and Managers in the Los Angeles region, as well as the pool of qualified external candidates who have recently applied for the County's unclassified recruitments.

The fifth section, *County Strategies to Achieve a Representative Workforce*, provides a description of the strategies we have implemented to achieve a representative workforce. These strategies reflect recruitment, development, career resources, and analysis of our workforce.

We will continue to work with your Board and all County departments to ensure that our workforce is representative, diverse, and inclusive of all the communities we serve. Further, we are gathering data on each department's planning efforts and progress to support the goal of increasing diversity in management-level positions. We will continue to work with your Board and County Department Heads to advance the County of Los Angeles as an employer of choice.

Should you have any questions, please contact me at (213) 974-2406 or Epifanio Peinado, Chief Deputy Director at (213) 974-2451.

LMG:EP:MM
PC:smh

Attachment

c: Chief Executive Officer



Leadership, Diversity, and Succession Planning

County of Los Angeles

Workforce Data Report

May 2018

Response to August 8, 2017 Board Motion, Agenda Item No. 6

Los Angeles County
DEPARTMENT OF



Human Resources

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INTRODUCTION

The Department of Human Resources (DHR) is inspired by the Board of Supervisors’ (Board) call to ensure that career pathways and leadership opportunities in the County’s workforce reflect our commitment to diversity.

Purpose

This report was generated in response to the Board’s August 8, 2017 request for an in-depth 10-year longitudinal study of the race/ethnicity and gender representation of County Department Heads. In addition to presenting this information, this report expands the 10-year longitudinal study to also include Management Appraisal and Performance Plan (MAPP) managers and the entire Countywide workforce. These three levels of baseline data can be leveraged to gain an understanding of the County’s historical and current workforce.

Report Summary

The report provides data and information on the trends of County workforce representation from 2008 to 2017, with a focus on the leadership levels of Department Head and MAPP managers. In addition, County Succession Planning Program data on the internal leadership talent pipeline is included to provide information on the future hiring potential of County leaders. Census data and data on the County’s external applicant pool for unclassified recruitments are also included in this report.

The report consists of visualizations that present data from three perspectives:

- 10-year employee population and trends (past to present)
- Internal leadership talent pipeline (future internal hiring potential)
- External talent pipeline (current external hiring pool)

As with all data-driven reports, this report is interpreted through the lens of the Board’s strategic direction and internal and external influencers (e.g., political, technological, economic, legal, and social).

Methodology

The following section describes several broad considerations that frame the interpretation of this report.

Census Data

Census data from 2010 and Census projection data for 2016 are provided to serve as a comparative basis on which to consider the County's race/ethnicity and gender representation. The Census Bureau is generally accepted as the most reliable and comprehensive demographic data available. Although other sources (e.g., the Bureau of Labor Statistics) produce reliable data, the data does not have the specificity needed to drive direct comparisons with the County data presented in this report.

County Workforce Data

Data from the County's Human Resource Information Systems, including Advantage and CWTAPPS, is presented in this report. This data was restricted to full-time permanent employees (item subs A, D, L, N) and excludes Grand Jury, Superior Court, and LACERA.

Race/Ethnicity Groups

County workforce data is presented according to six race/ethnicity groups: 1) American Indian, 2) Asian/Pacific Islanders, 3) Black, 4) Filipino, 5) Hispanic, and 6) White. The U.S. Office of Management and Budget (OMB) establishes the race/ethnicity groups that all state and local government agencies must use for reporting workforce demographic data to federal agencies. The County has historically reported the American Indian, Asian/Pacific Islanders, Black, Hispanic, and White groups. The County also has a separate category for Filipino to adhere to California Senate Bill 1140 and a 1979 Board of Supervisors amendment of the race/ethnicity group definitions. Although the OMB has recently revised the race/ethnicity groups, as historical workforce data is presented in this report, the previous race/ethnicity categories will be used to enable the evaluation of County workforce demographics for the past 10 years.

Internal Pipeline

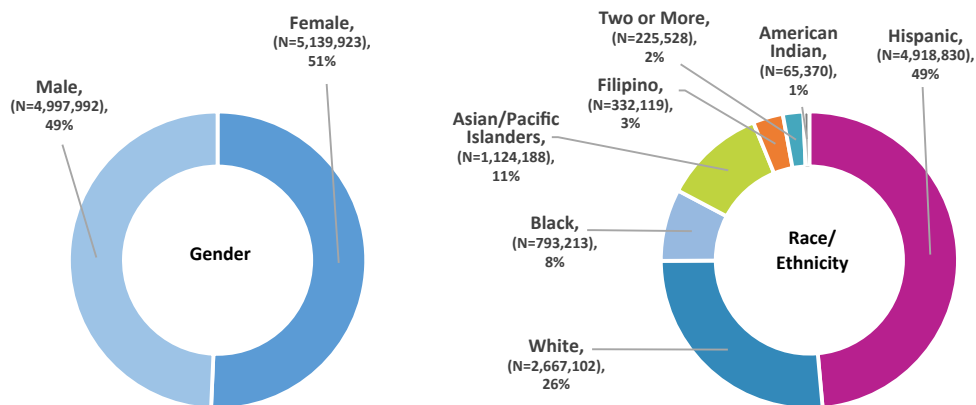
This report provides data on the MAPP manager group. Considered collectively as the County's "leadership bench," MAPP managers are the executives and senior-level managers who direct County departments in achieving their mission.



REGIONAL DEMOGRAPHIC LANDSCAPE

To provide a context for the County's workforce changes, the Census Bureau's 2016 American Community Survey results for the population of the Los Angeles County Region are presented below. The Survey is designed to help local officials, community leaders, and businesses understand the changes taking place in their communities and workforce.

2016



Note: There are 11,565 individuals with a gender designation whose ethnicity designation did not fit within the above race/ethnicity group categories.

As an organizational category, the County's Department Head level is more diverse than the comparable level for the LA Region.

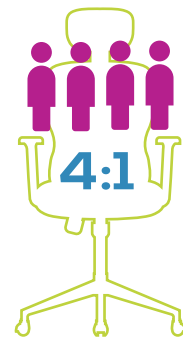
According to 2010 Census data, Chief Executives & Legislators in the LA Region (Ventura, San Bernardino, Orange, Riverside, and Los Angeles Counties) are comprised of 73% White and 27% minority group members. In contrast, the County's Department Head level is comprised of 61% White and 39% minority group members.

Nearly **double** the gender diversity 

The County also fares well by comparison on gender. In the LA Region, females comprise 23% of Chief Executives & Legislators; in our organization, females comprise 45% of the Department Head level.

The County has an ample, diverse pool of internal talent qualified for executive and management leadership roles.

The 2017 Countywide Succession Planning Program included an overall succession potential assessment of MAPP employees provided by their direct supervisor or someone higher in their chain of command. The results reveal that there are **652** who are deemed ready to promote to higher-level leadership roles. Contrasted with the **150** MAPP positions typically filled each year through promotions and new hires, the County has an ample number of internal talent to meet vacancy needs among our leadership ranks.³



Qualified managers for each hiring need

In the 2017 data-gathering process, each race/ethnicity group represented had managers who were deemed ready to promote. With the percent of readiness to promote ranging from 55% to 70% across race/ethnicity groups, each group has viable managers to fill MAPP vacancies.⁴

Gender diversity is also compelling. The percent of readiness to promote is virtually equal for male and female groups. With 65% of female and 63% of male MAPP employees deemed ready to promote, each gender has viable managers to fill MAPP vacancies.

Participants in our highest level of executive development are diverse.

Among the 19 cohorts of the County's Executive Leadership Development Program, each race/ethnicity group is represented among the 361 graduates. Gender diversity is also strongly presented, as 46% of graduates are female and 54% are male.

³ This projection is based on the past 3-year average number of MAPP positions filled.

⁴ There were no American Indian MAPP employees rated.

TODAY'S COUNTY

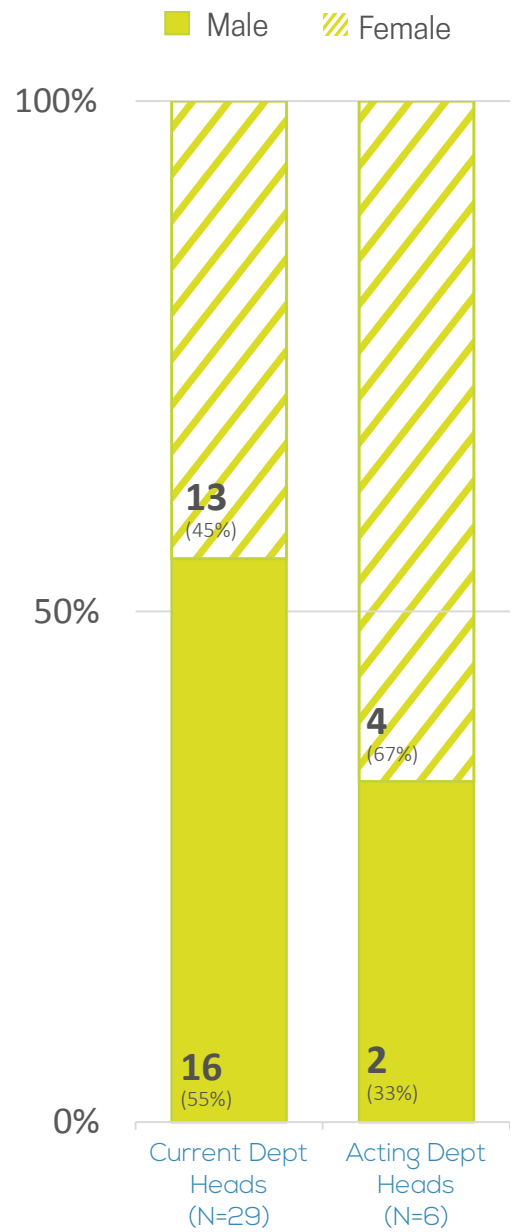
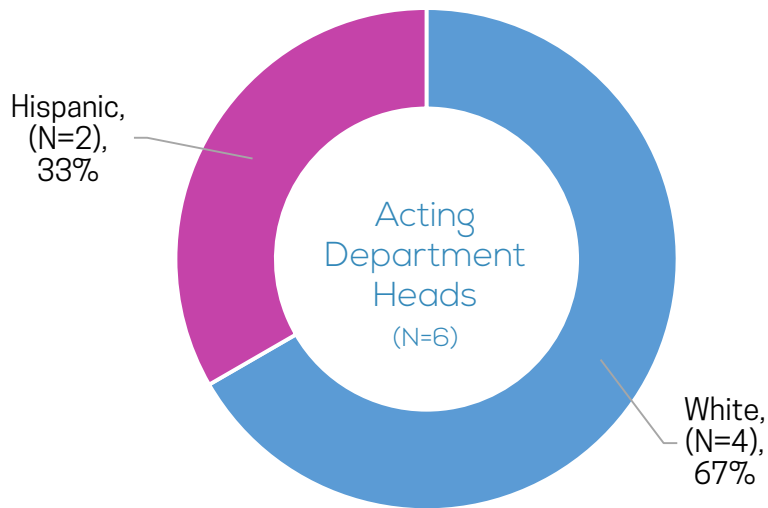
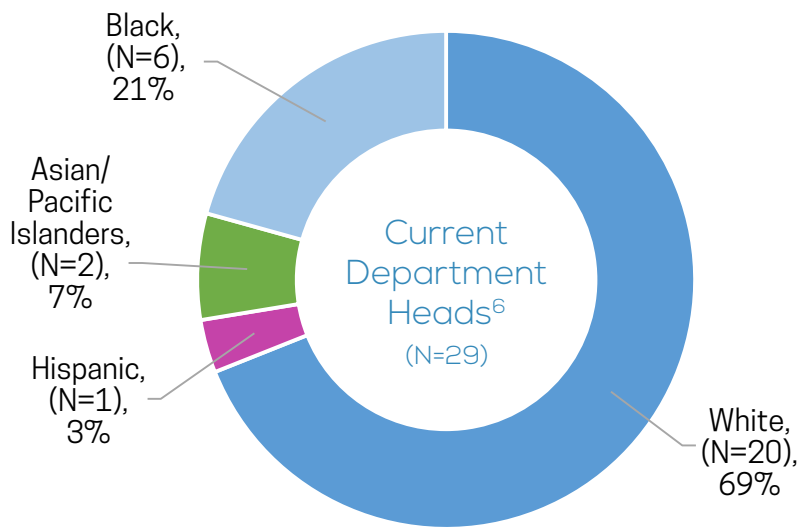
State of Department Head Representation

Currently, there are 29 permanent Department Heads and six acting.⁵ The data below displays the race/ethnicity and gender representation of each of these Department Head groups and together. This data provides a representation of all permanent and acting Department Heads.

Departments with Acting Department Heads as of April 30, 2018

1. Board of Supervisors - Executive Office
2. Consumer and Business Affairs
3. Health Agency
4. Health Services
5. Public Defender
6. Public Social Services

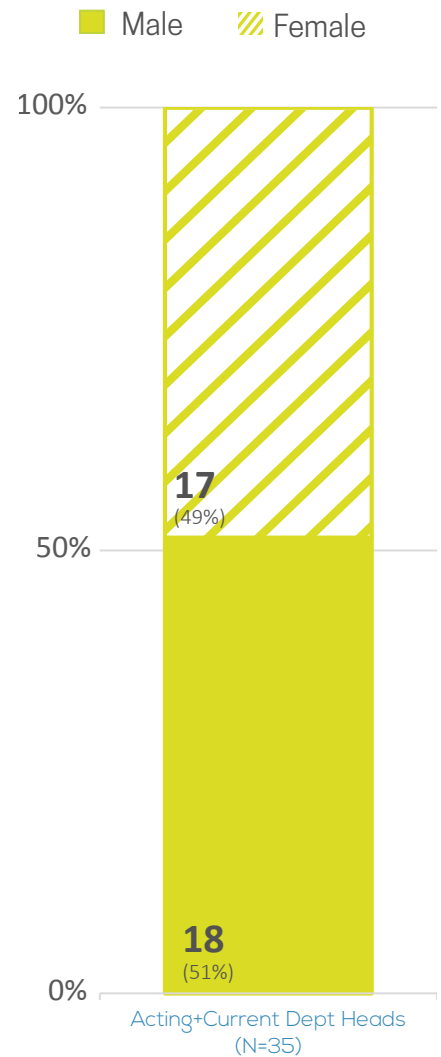
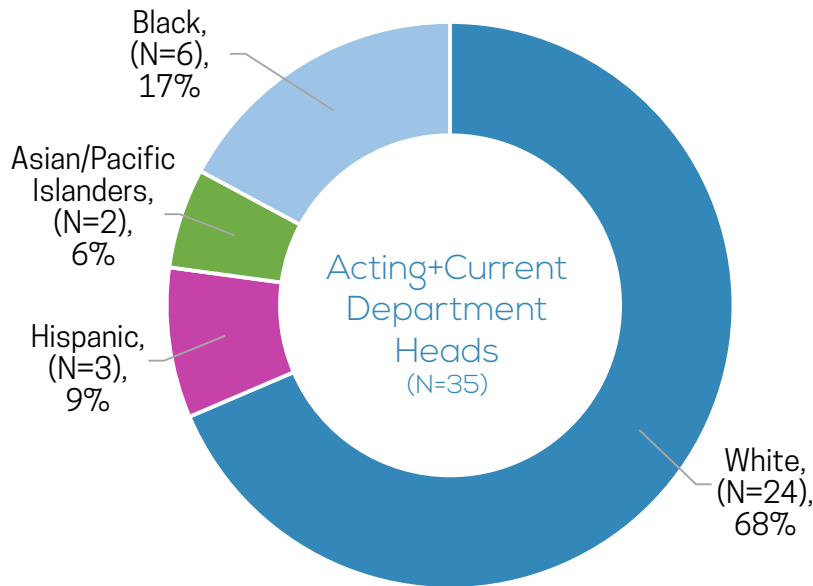
CURRENT



⁵ For the purposes of this report, "acting" and "interim" are synonymous.

⁶ On May 15, 2018, the Board approved the creation of the LA County Arts Department, no later than FY2019-20.

A FULL VIEW



These charts display the race/ethnicity and gender representation of our combined permanent and acting Department Head appointments.



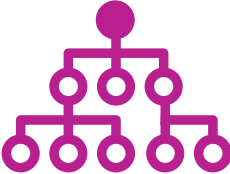
2008-2017 10-YEAR LONGITUDINAL STUDY

The following pages provide visualizations of County data from the past 10 years:

- Department Heads by race/ethnicity and gender group
- MAPP managers by race/ethnicity and gender group
- All employees by race/ethnicity and gender group

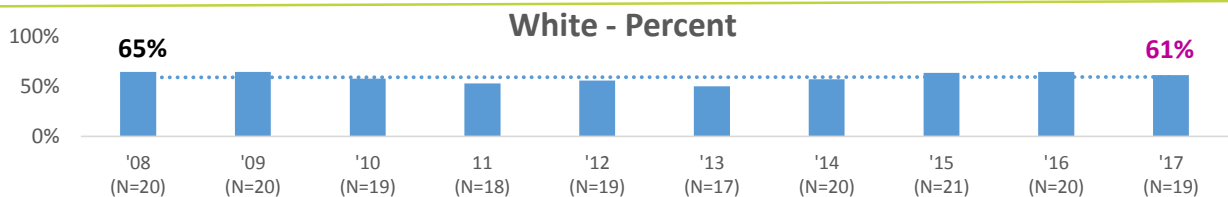
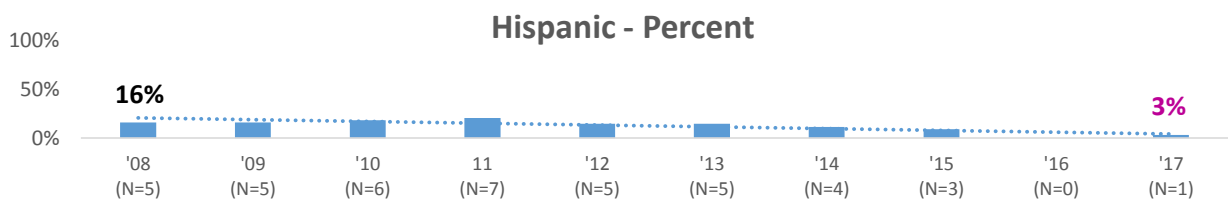
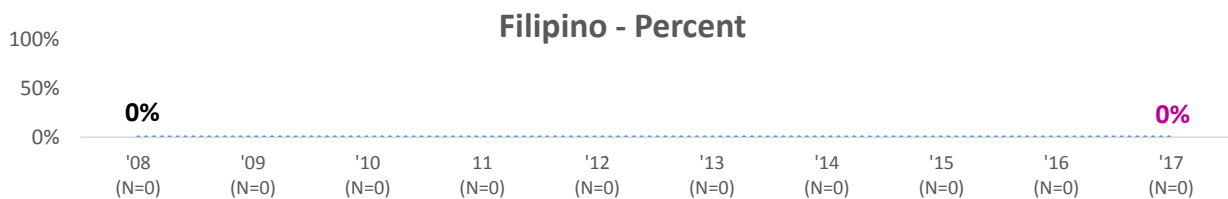
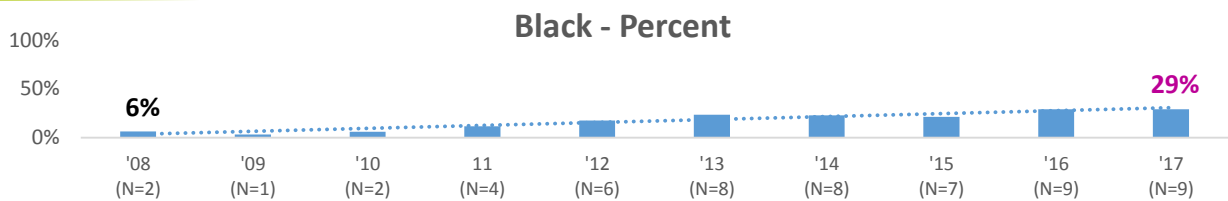
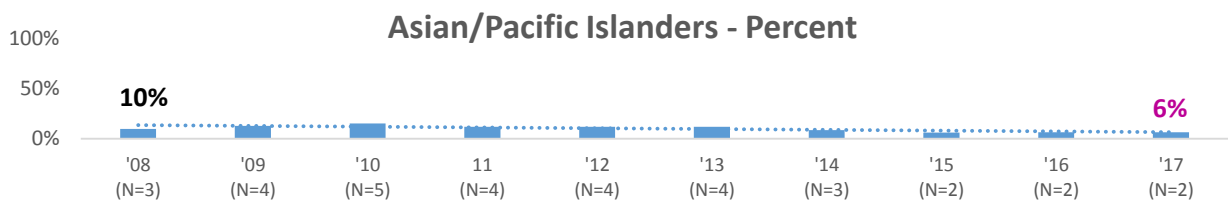
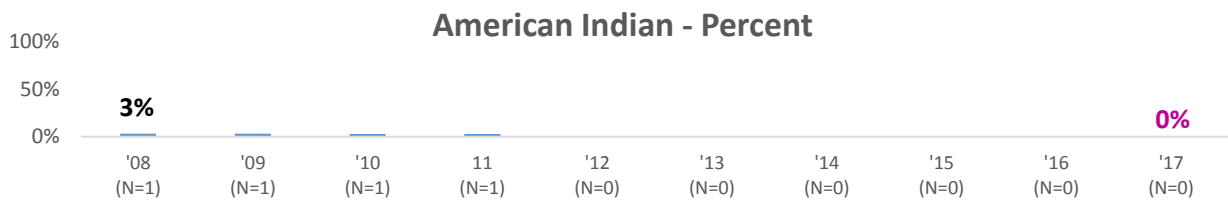
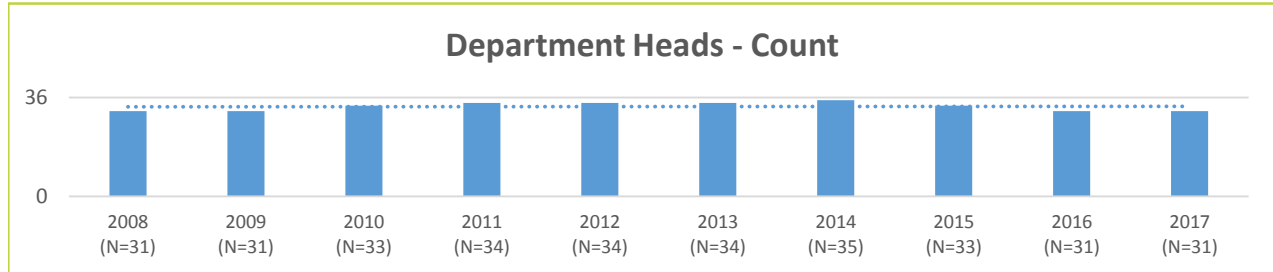
Data is presented as bar charts with a trend line to show direction of movement for each individual group. For these bar charts, the employee percent varies per group and is indicated on the vertical axis. Data is also presented as line graphs to enable comparisons between groups.

2008-2017 10-YEAR LONGITUDINAL STUDY



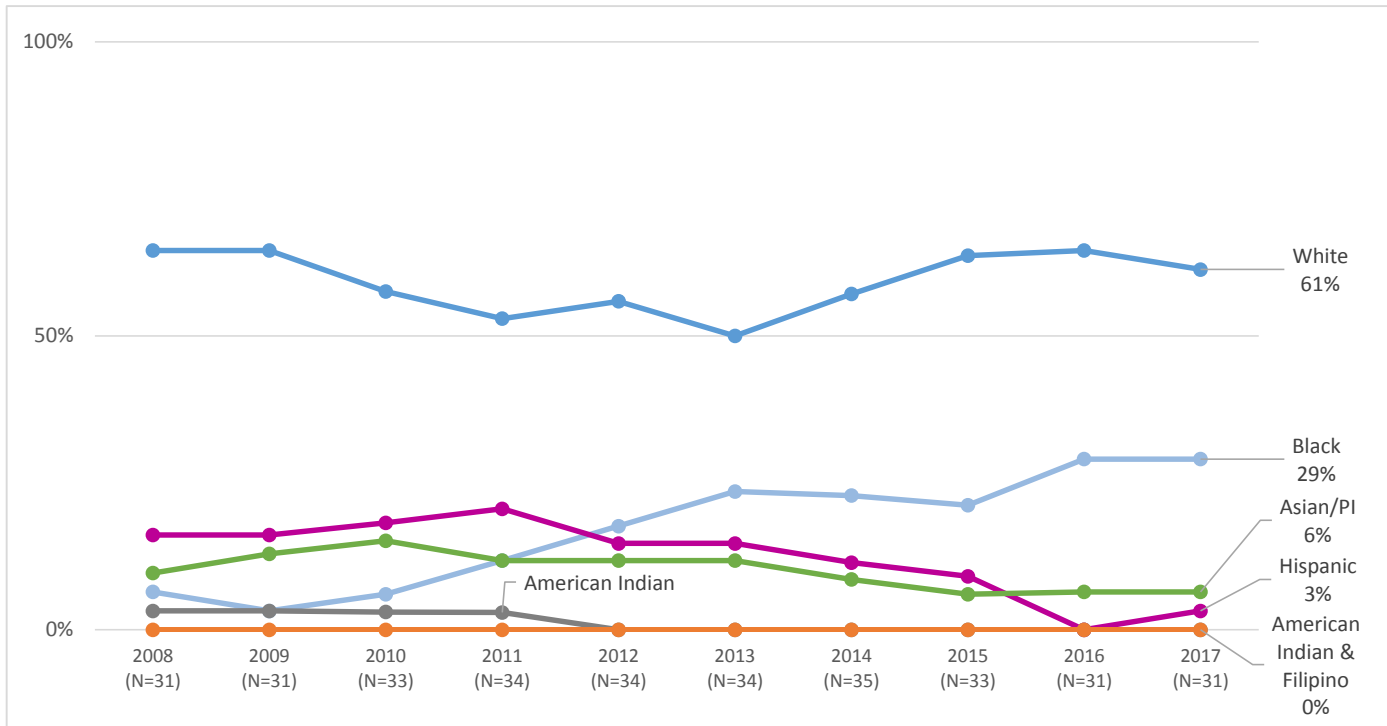
Department Heads

Race/Ethnicity Representation FY2008 - FY2017 (As of June 30 for each year)



Note: This data reflects a point in time for each year referenced. There may have been Department Head vacancies on the June 30 date of any given year. The number of departments over the 10-year period ranged between 34-38.

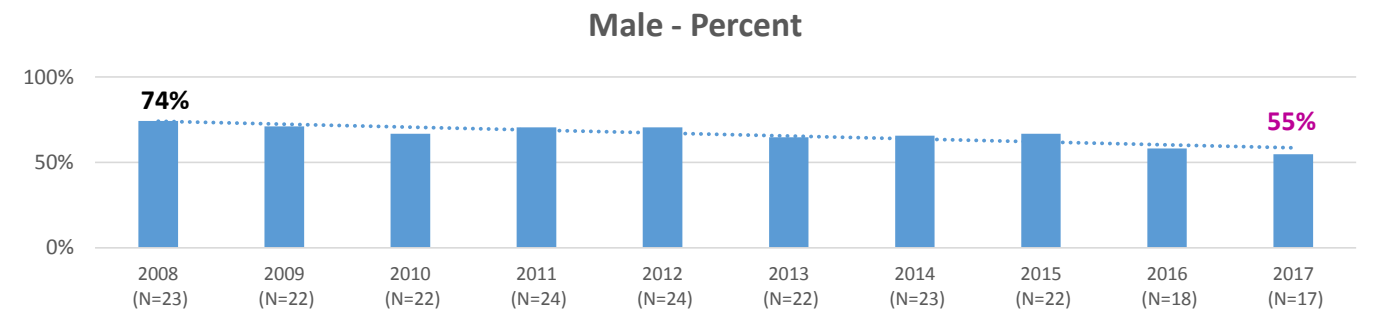
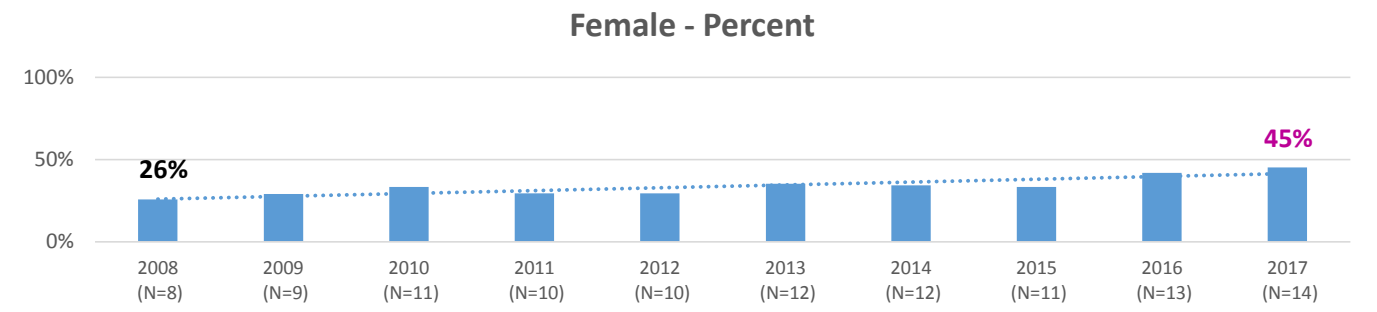
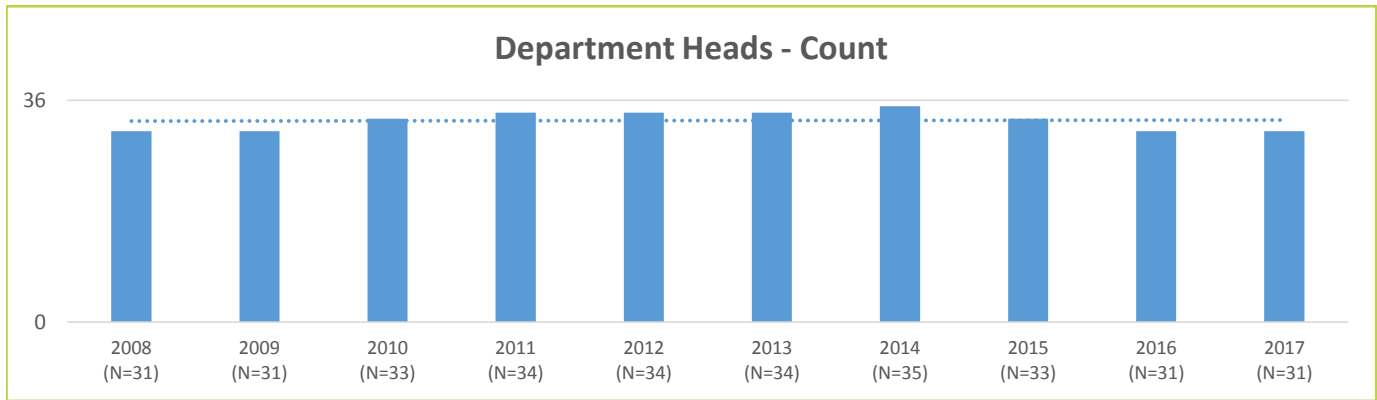
Race/Ethnicity Representation FY2008 - FY2017 (As of June 30 for each year) Department Heads



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
AI ●	1	1	1	1	0	0	0	0	0	0
A/PI ●	3	4	5	4	4	4	3	2	2	2
BLK ●	2	1	2	4	6	8	8	7	9	9
FIL ●	0	0	0	0	0	0	0	0	0	0
HIS ●	5	5	6	7	5	5	4	3	0	1
WHI ●	20	20	19	18	19	17	20	21	20	19
No Entry	0	0	0	0	0	0	0	0	0	0

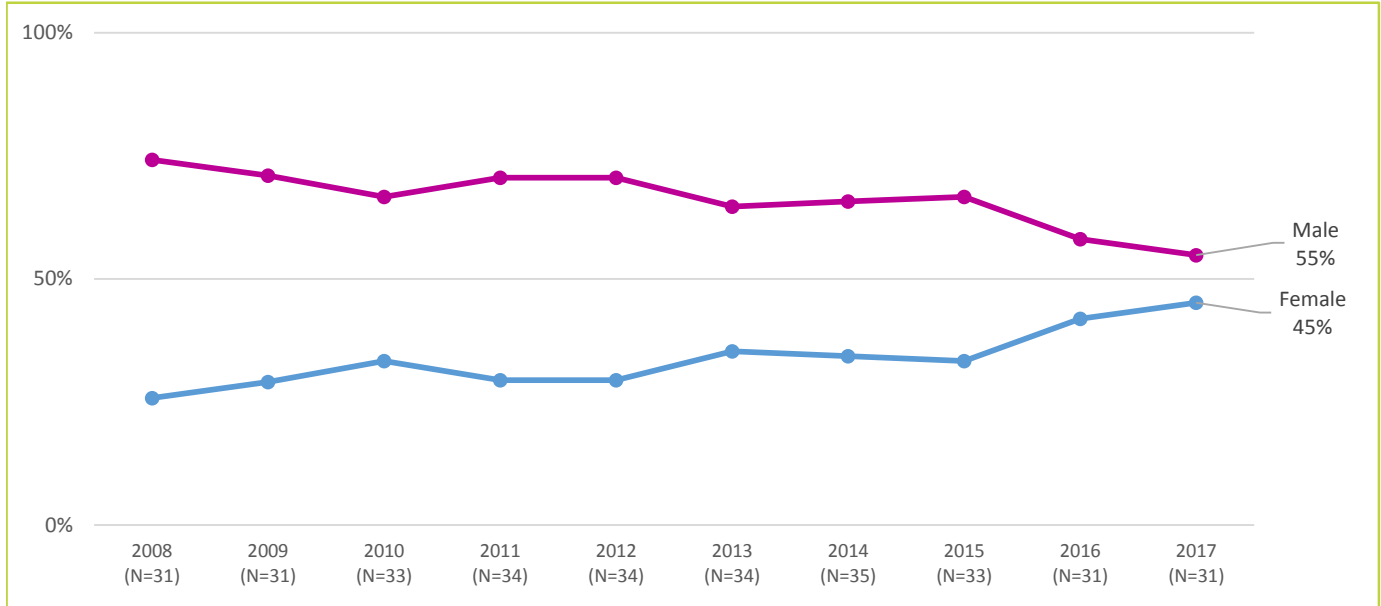
Note: This data reflects a point in time for each year referenced. There may have been Department Head vacancies on the June 30 date of any given year. The number of departments over the 10-year period ranged between 34-38.

Gender Representation FY2008 - FY2017 (As of June 30 for each year)



Note: This data reflects a point in time for each year referenced. There may have been Department Head vacancies on the June 30 date of any given year. The number of departments over the 10-year period ranged between 34-38.

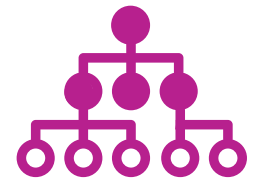
Gender Representation FY2008 - FY2017 (As of June 30 for each year) Department Heads



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Female ●	8	9	11	10	10	12	12	11	13	14
Male ●	23	22	22	24	24	22	23	22	18	17
No Entry	0	0	0	0	0	0	0	0	0	0

Note: This data reflects a point in time for each year referenced. There may have been Department Head vacancies on the June 30 date of any given year. The number of departments over the 10-year period ranged between 34-38.

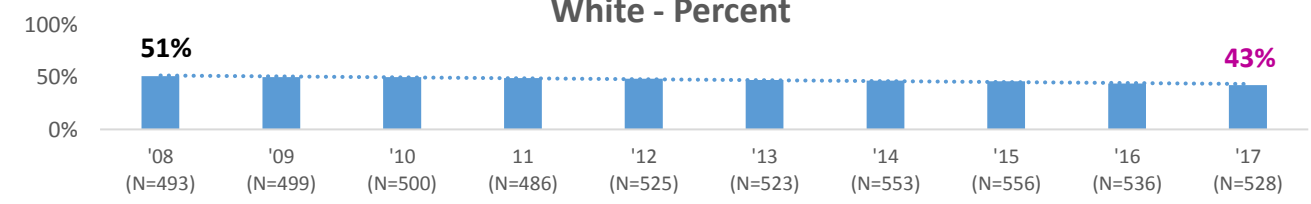
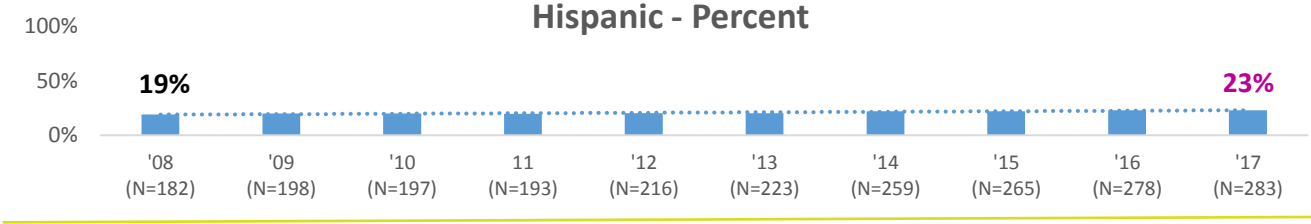
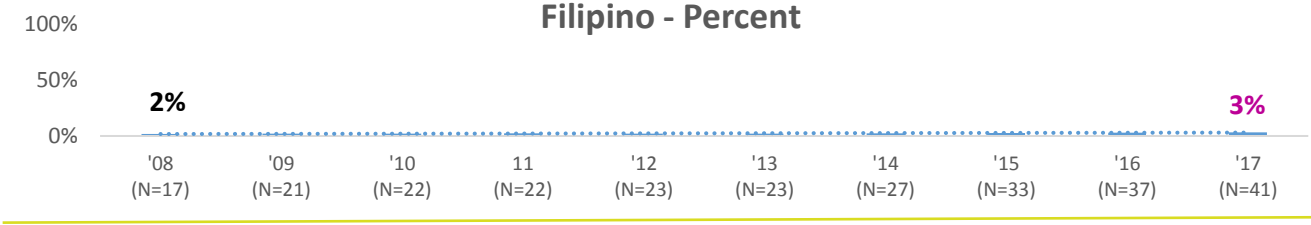
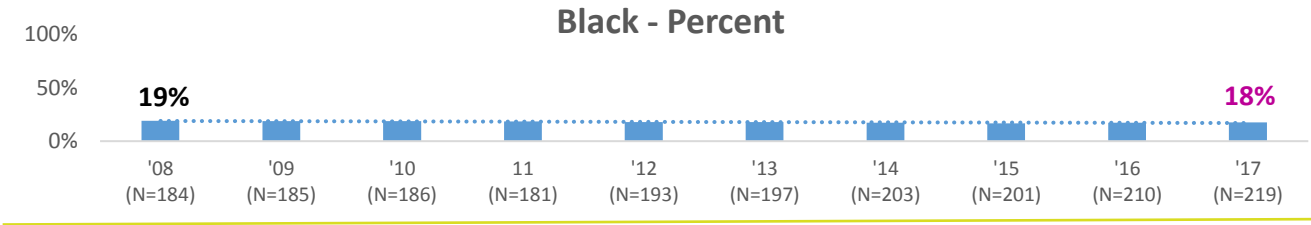
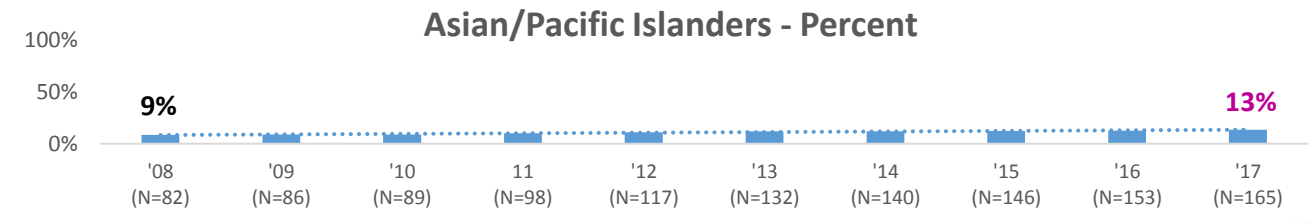
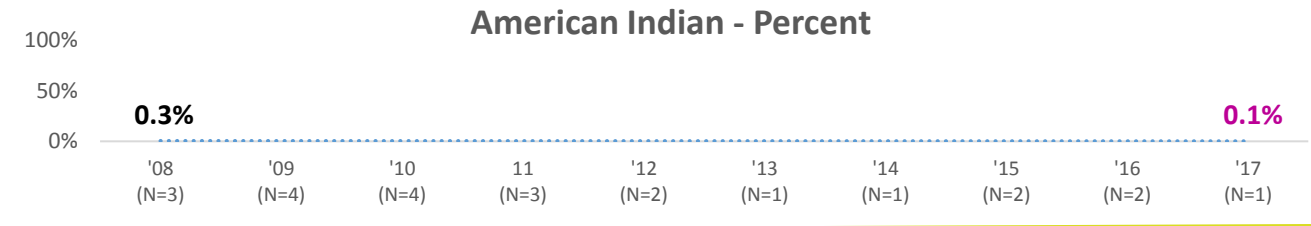
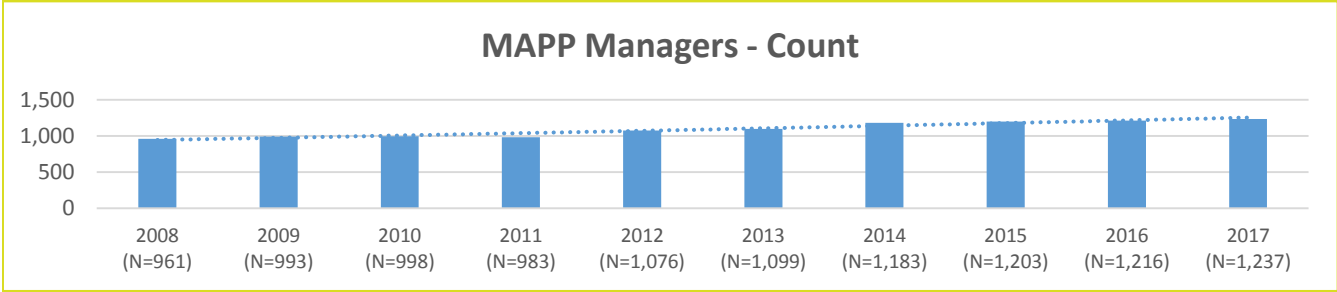
2008-2017 10-YEAR LONGITUDINAL STUDY



MAPP Managers

Management Appraisal and Performance Plan (MAPP)

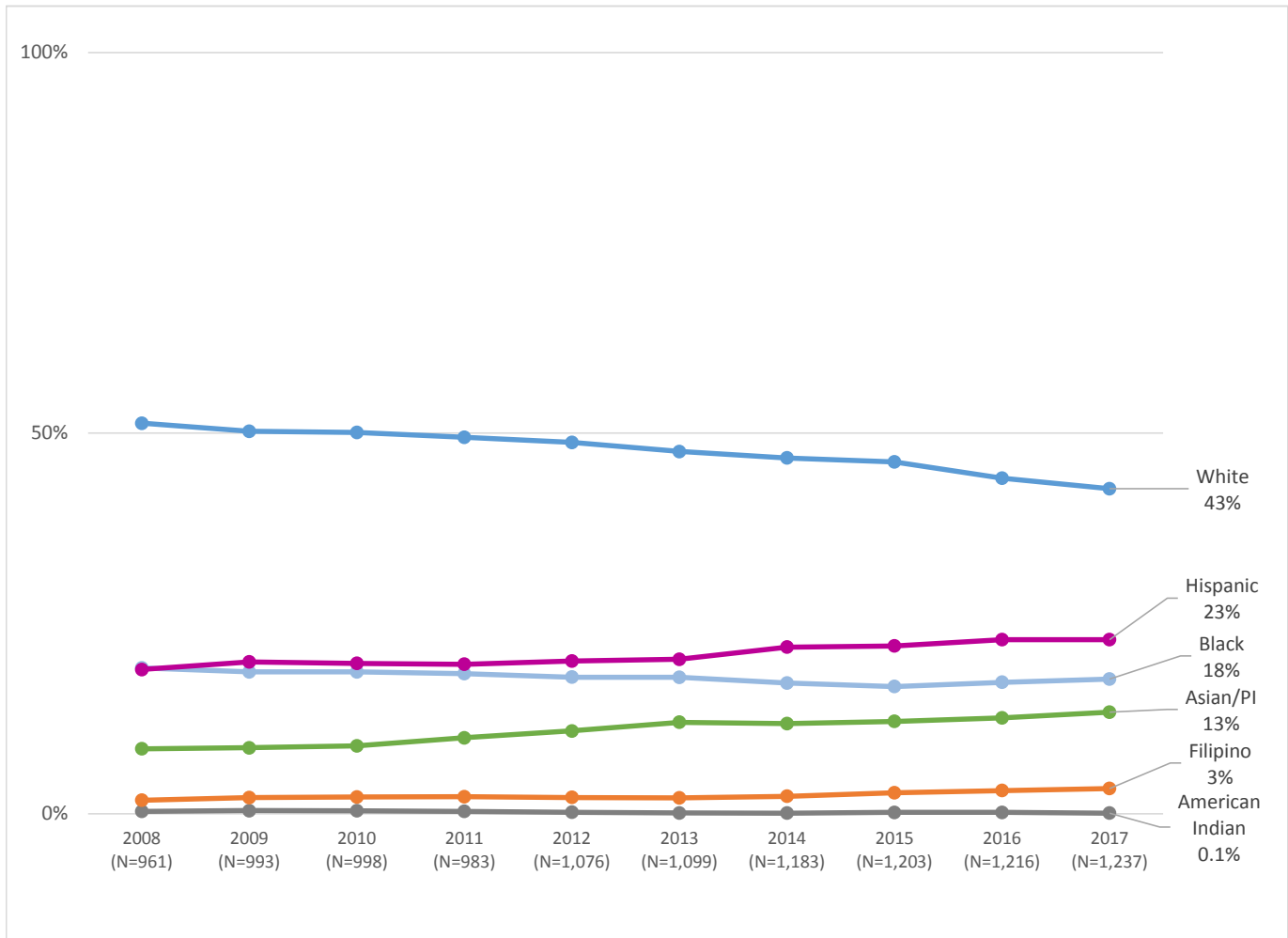
Race/Ethnicity Representation FY2008 - FY2017 (As of June 30 for each year)



Note: There is a small number of missing race/ethnicity data for some employees.

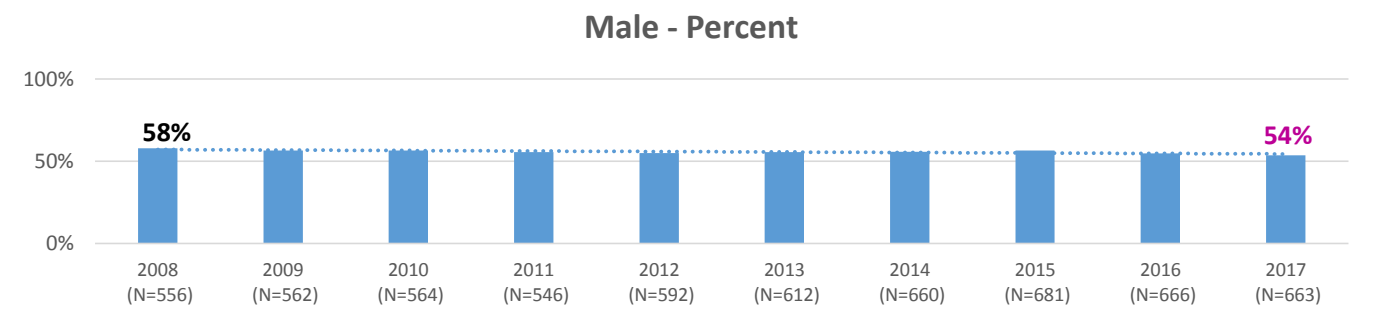
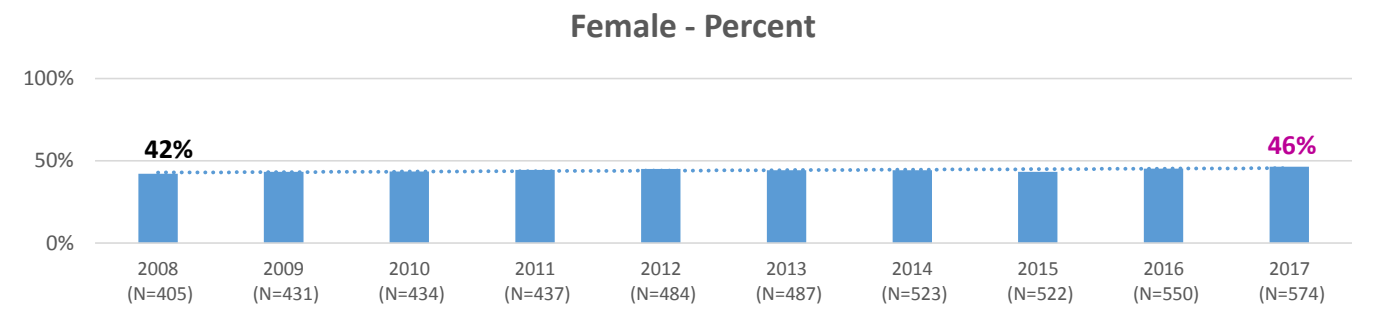
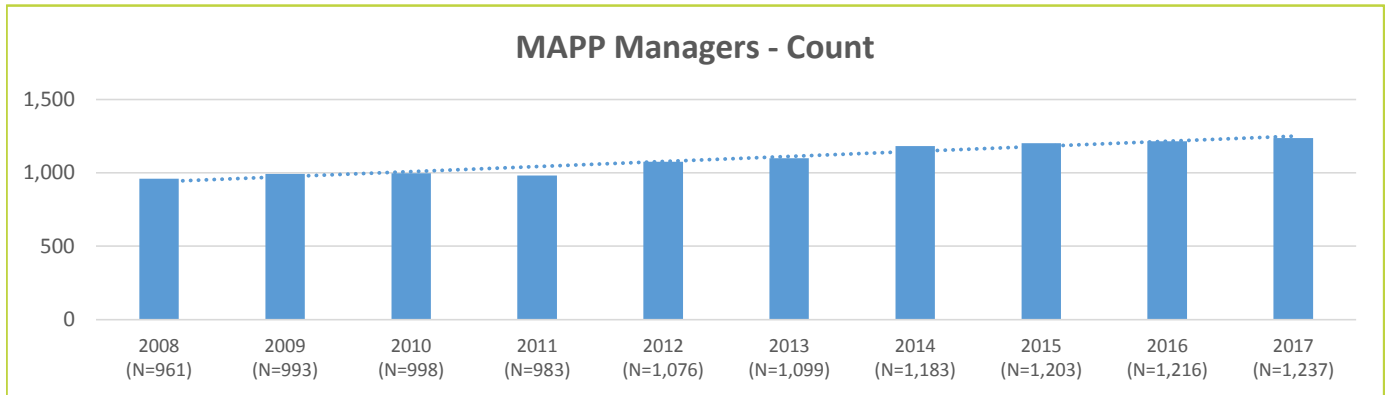
Race/Ethnicity Representation FY2008 - FY2017 (As of June 30 for each year)

MAPP Managers

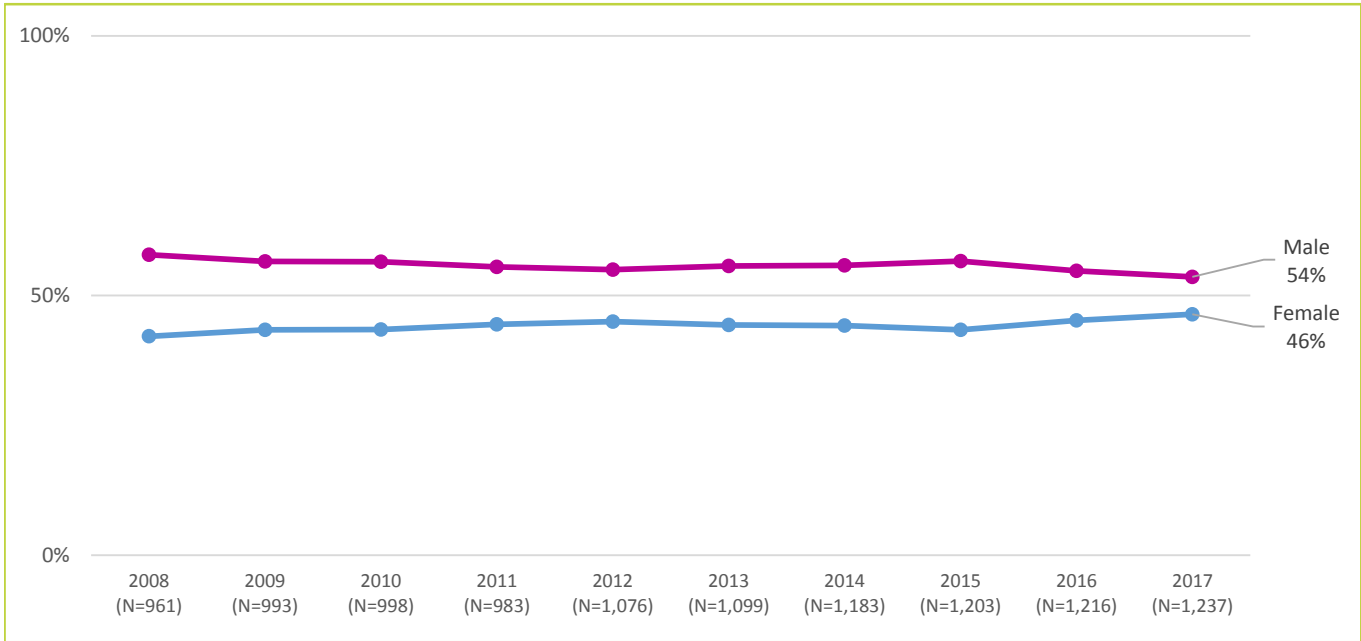


	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
AI ●	3	4	4	3	2	1	1	2	2	1
A/PI ●	82	86	89	98	117	132	140	146	153	165
BLK ●	184	185	186	181	193	197	203	201	210	219
FIL ●	17	21	22	22	23	23	27	33	37	41
HIS ●	182	198	197	193	216	223	259	265	278	283
WHI ●	493	499	500	486	525	523	553	556	536	528
No Entry	0	0	0	0	0	0	0	0	0	0

Gender Representation FY2008 - FY2017 (As of June 30 for each year)

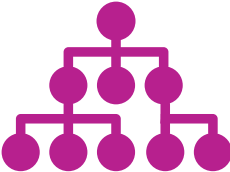


Gender Representation FY2008 - FY2017 (As of June 30 for each year)
MAPP Managers



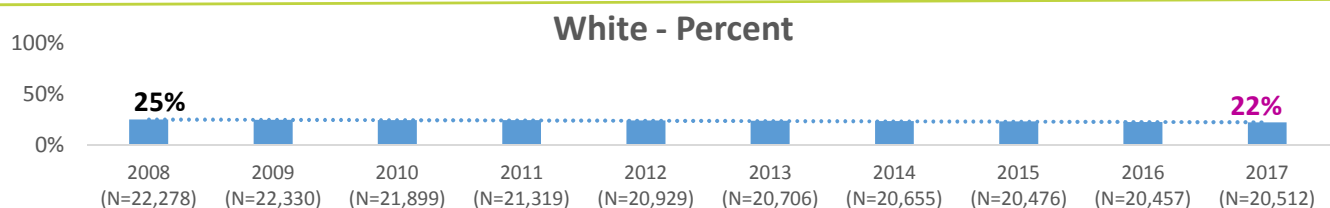
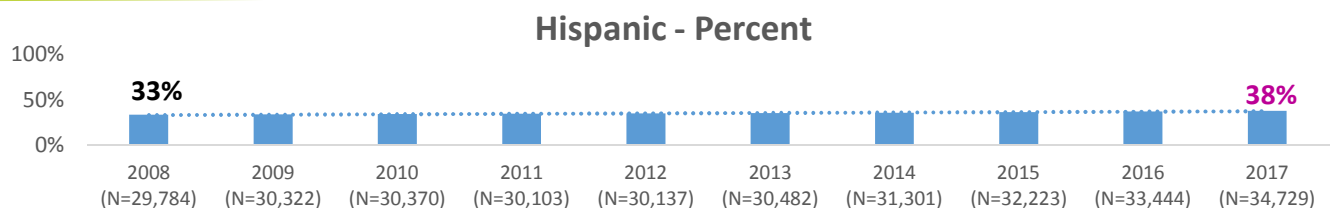
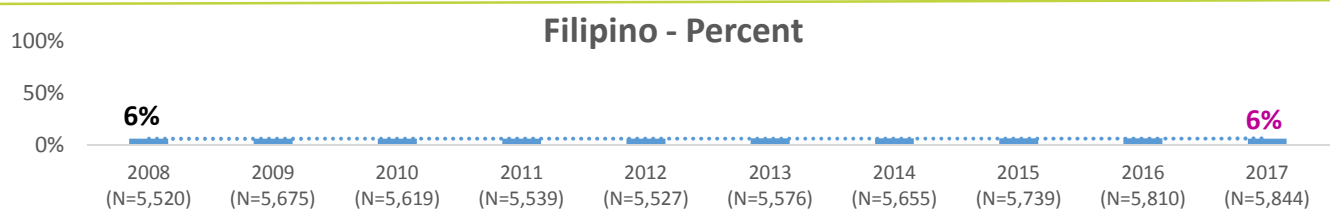
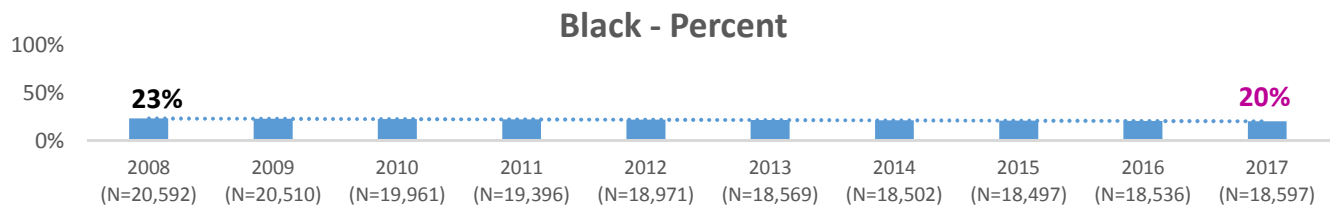
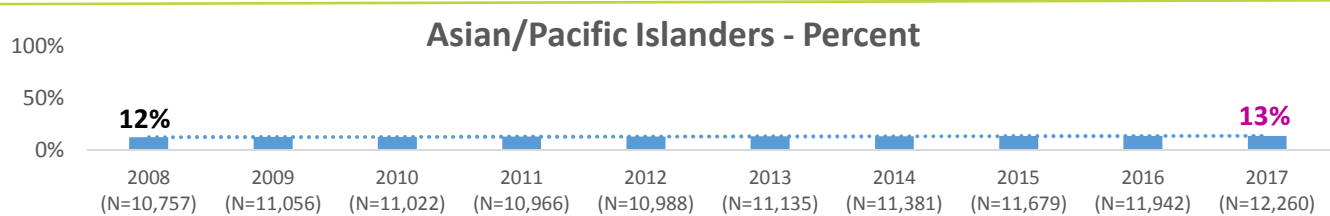
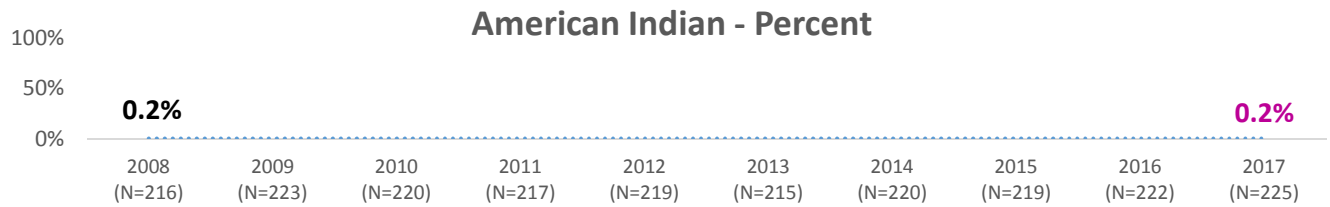
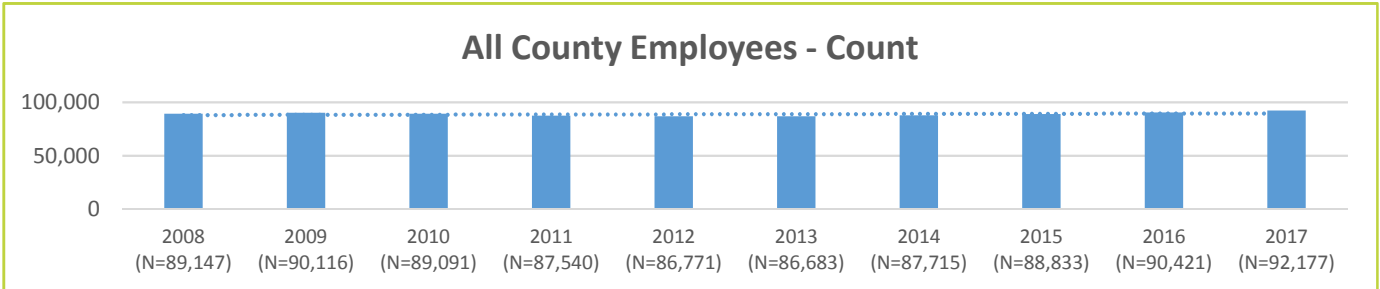
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Female ●	405	431	434	437	484	487	523	522	550	574
Male ●	556	562	564	546	592	612	660	681	666	663
No Entry	0	0	0	0	0	0	0	0	0	0

2008-2017 10-YEAR LONGITUDINAL STUDY



All County Employees

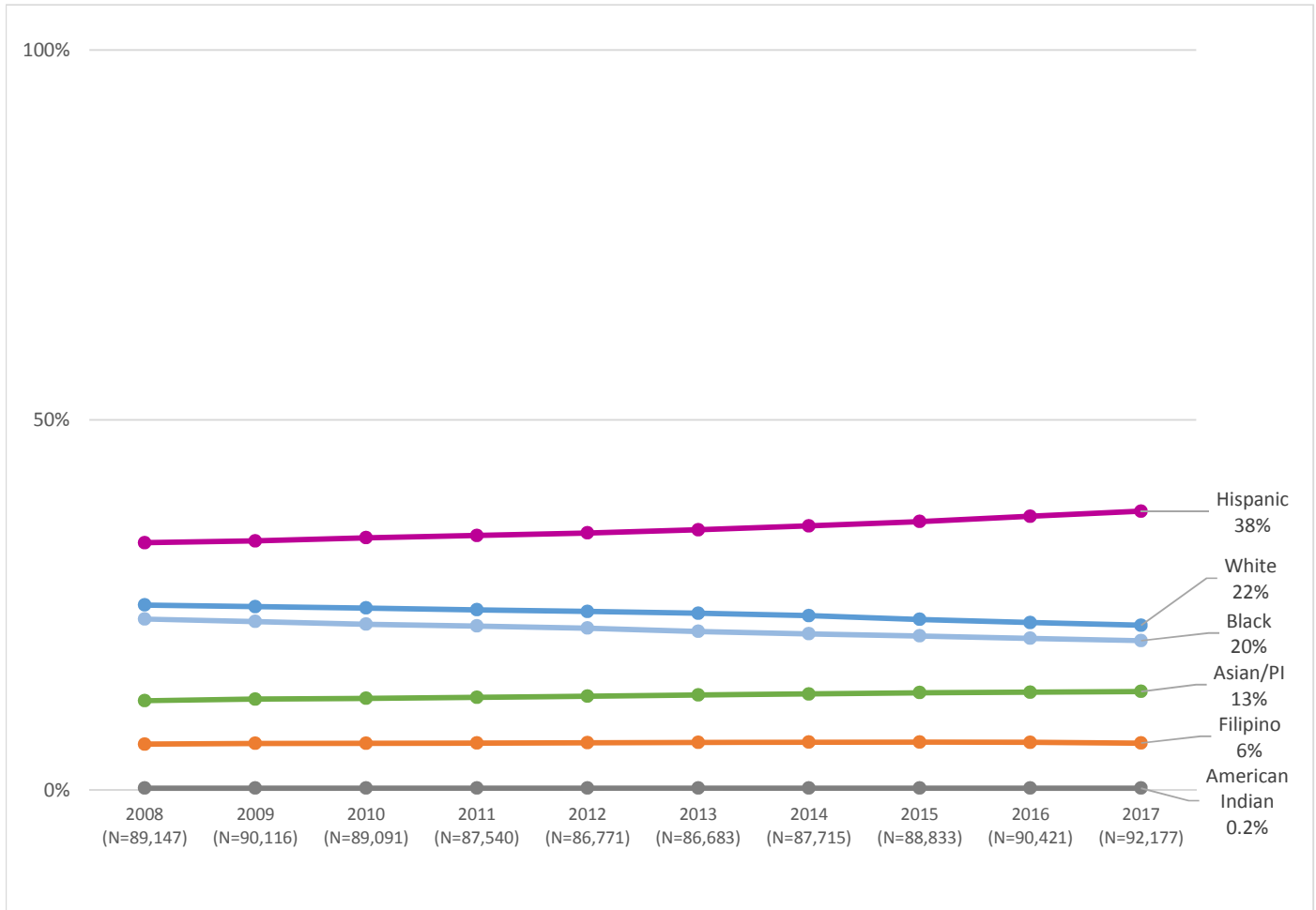
Race/Ethnicity Representation FY2008 - FY2017 (As of June 30 for each year)



Note: There is a small number of missing race/ethnicity data for some employees.

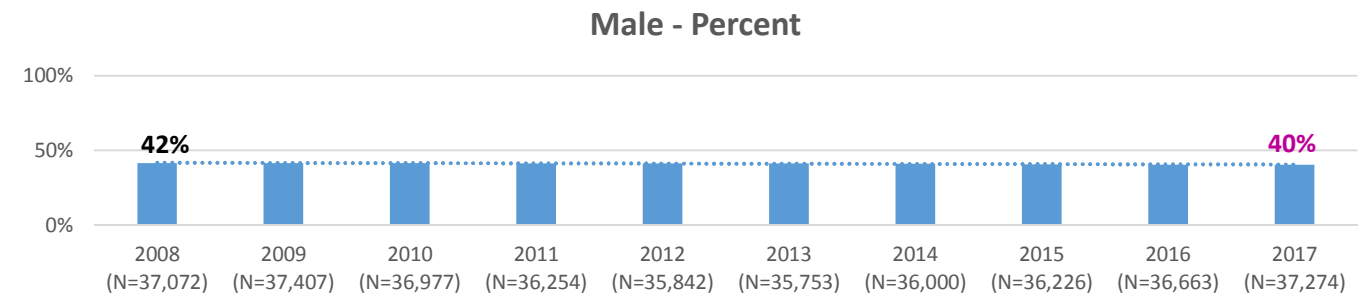
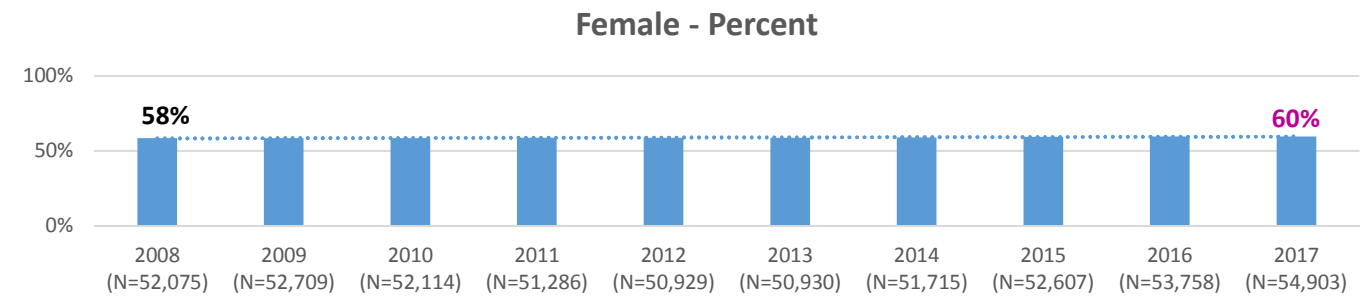
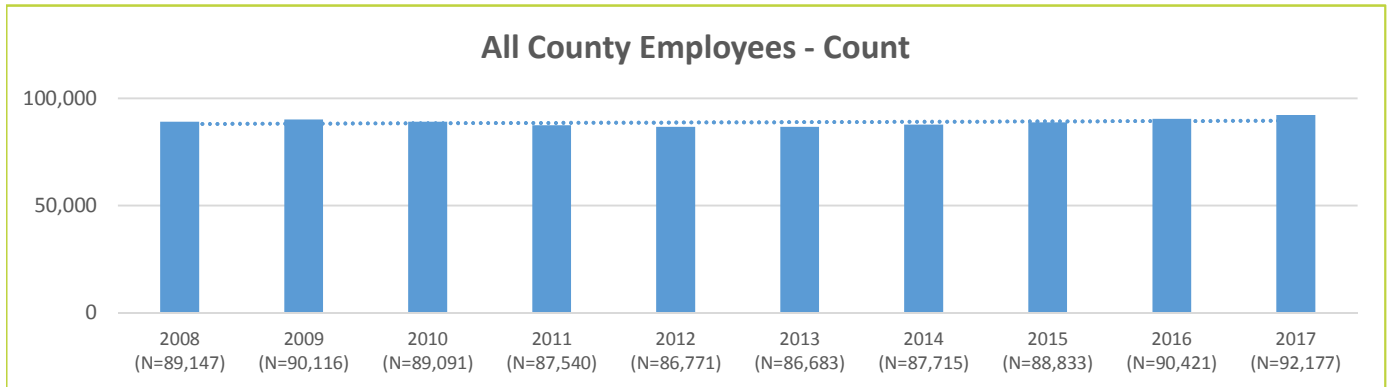
Race/Ethnicity Representation FY2008 - FY2017 (As of June 30 for each year)

All County Employees



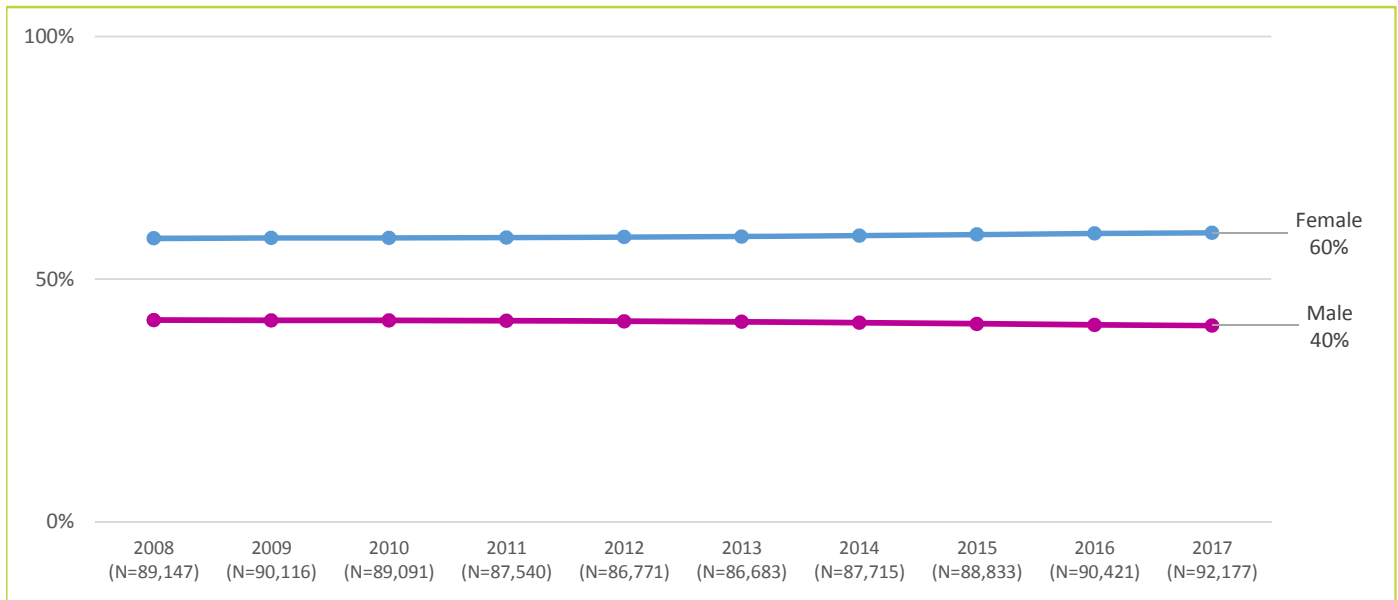
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
AI ●	216	223	220	217	219	215	220	219	222	225
A/PI ●	10,757	11,056	11,022	10,966	10,988	11,135	11,381	11,679	11,942	12,260
BLK ●	20,592	20,510	19,961	19,396	18,971	18,569	18,502	18,497	18,536	18,597
FIL ●	5,520	5,675	5,619	5,539	5,527	5,576	5,655	5,739	5,810	5,844
HIS ●	29,784	30,322	30,370	30,103	30,137	30,482	31,301	32,223	33,444	34,729
WHI ●	22,278	22,330	21,899	21,319	20,929	20,706	20,655	20,476	20,457	20,512
No Entry	0	0	0	0	0	0	1	0	10	10

Gender Representation FY2008 - FY2017 (As of June 30 for each year)



Gender Representation FY2008 - FY2017 (As of June 30 for each year)

All County Employees



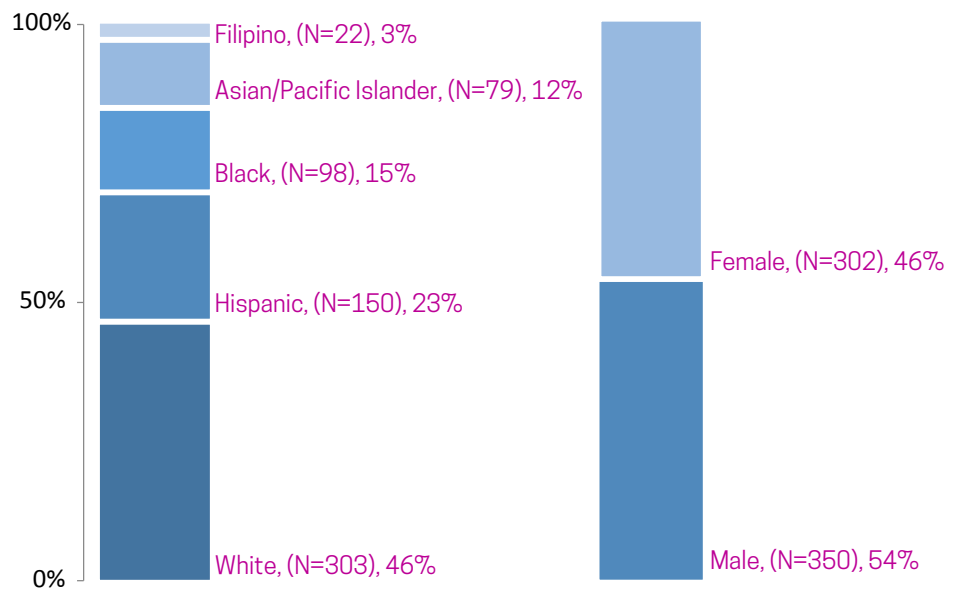
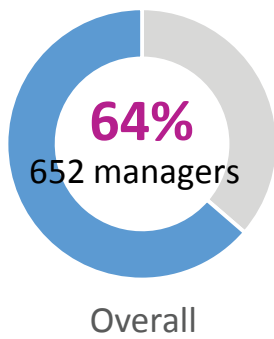
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Female ●	52,075	52,709	52,114	51,286	50,929	50,930	51,715	52,607	53,758	54,903
Male ●	37,072	37,407	36,977	36,254	35,842	35,753	36,000	36,226	36,663	37,274
No Entry	0	0	0	0	0	0	0	0	0	0

INTERNAL PIPELINE

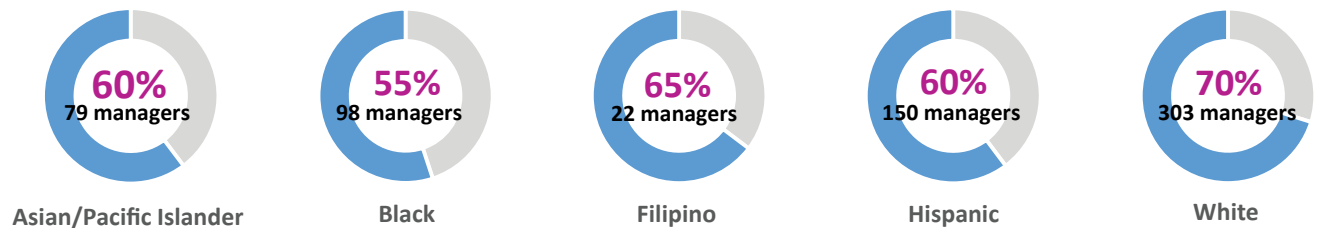
The County’s Succession Planning Program data reveals insights about the internal leadership talent pipeline of MAPP managers. During the strategic data-gathering process in 2017, a total of 1,024 MAPP managers were evaluated, which represents over 91% of MAPP managers.

As part of this process, each MAPP manager’s overall succession potential was rated by his/her direct supervisor or someone higher in the chain of command. Based on these ratings, each MAPP manager was then categorized into one of “Three-Box” levels of preparedness to promote (Prepared to Advance, Development Needed, and Substantial Development Needed). The data below describes the group of MAPP managers who were categorized as “Prepared to Advance.”

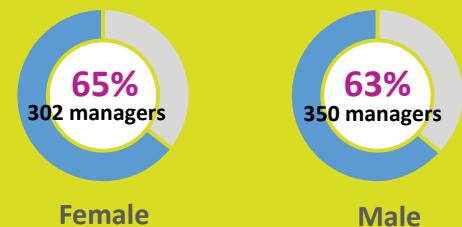
MAPP Managers Deemed Ready to Advance



The percentage of managers deemed ready to advance in each individual race/ethnicity group is below.⁷



The percent of MAPP managers deemed ready to advance by gender is virtually equal.



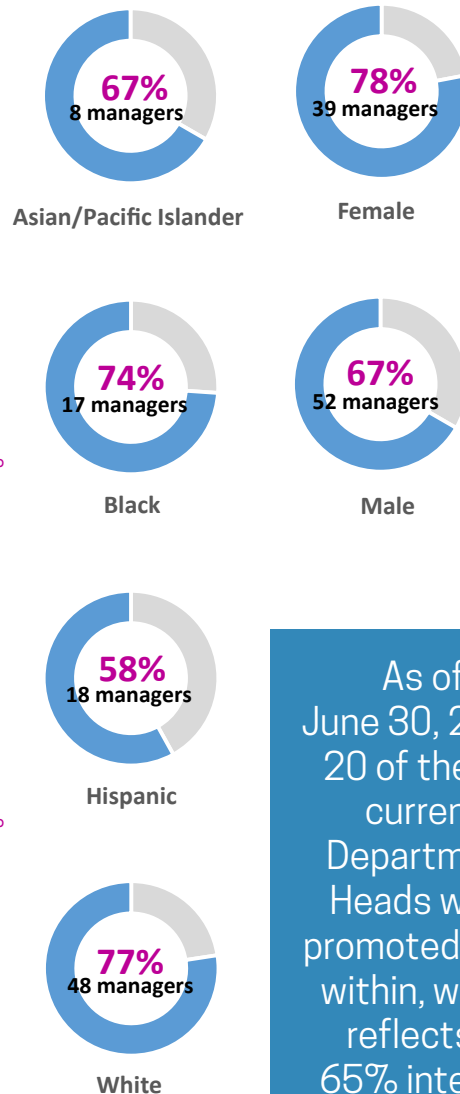
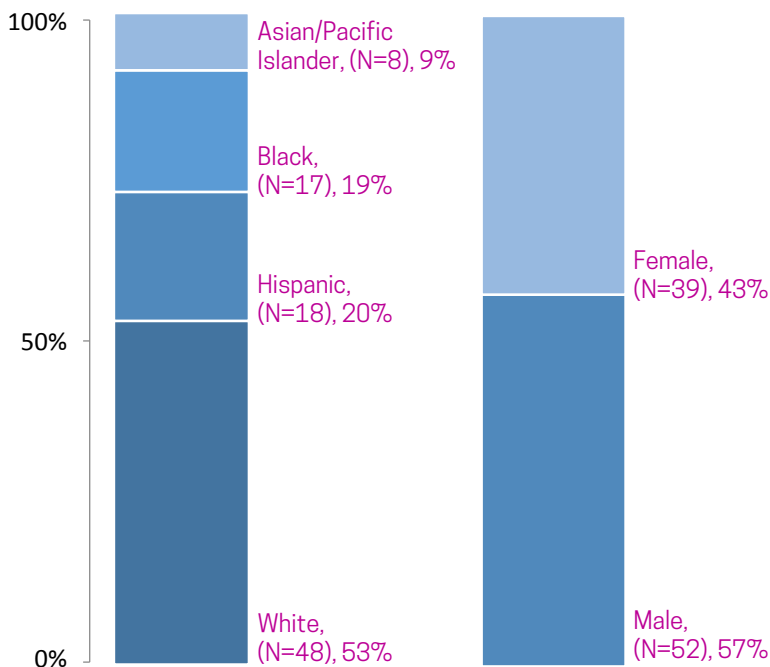
⁷ There were no American Indian MAPP managers rated.

A CLOSER LOOK at the Internal Feeder Pool for Department Head

In contrast to the data on the previous page that represents the entire MAPP manager group, the data presented below focuses on the sub-set of 128 MAPP managers who could likely ascend to Department Head (i.e., MAPP managers in the top two levels of each department's organizational chart). This drill-down provides more targeted insight about the internal pipeline for Department Head specifically.



Taking this drill-down approach further, the representation of the 91 succession-ready managers overall and in each race/ethnicity and gender group suggests opportunities for future diversity at the Department Head level.⁸



As of June 30, 2017, 20 of the 31 current Department Heads were promoted from within, which reflects a 65% internal promotion rate.

- Below are examples of MAPP positions at the level of responsibility that are traditionally considered for Department Head positions:
- Chief Deputies
 - Assistant Directors
 - Deputy Directors
 - Administrative Deputies

⁸ Among this subset, there were no American Indian or Filipino MAPP managers rated.

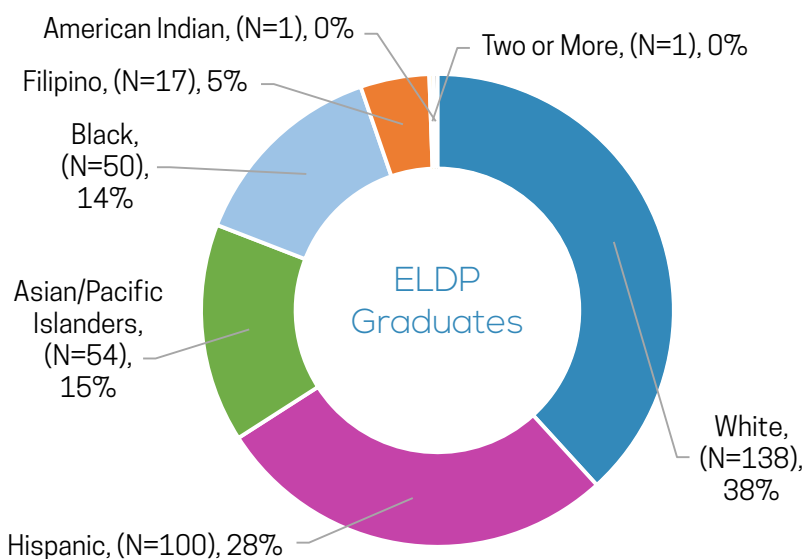
LOOKING FURTHER

at the Internal Feeder Pool for Department Head

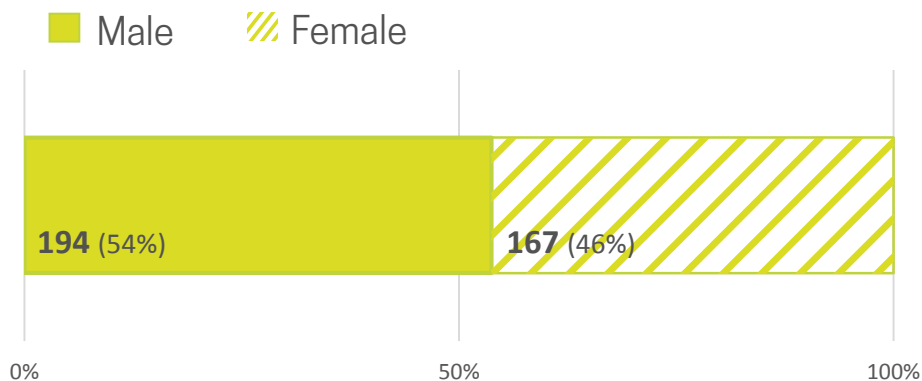
The representation of graduates from the County’s Executive Leadership Development Program (ELDP) suggests further opportunities for future diversity at the Department Head level. Launched in support of succession planning efforts, ELDP is a customized training program designed to enhance the leadership competence of mid-level and senior-level managers who aspire to executive leadership positions in County service. Each cohort spans 4 months, 16 sessions, and 40 instructional hours, preparing graduates to assume future leadership roles.

In developing ELDP, DHR and the Chief Executive Office solicited input from executives and managers throughout the County to identify competencies needed for successful executive leadership. DHR partnered with the USC Sol Price School of Public Policy to develop ELDP content. With the distinction of having the second highest ranked public policy program in the nation according to *U.S. News & World Report*, USC Price provides the core instructional staff resources for ELDP.

The County’s Quality and Productivity Commission awarded a \$500,000 start-up grant to fund the ELDP. DHR utilized this grant to fund five cohorts in 2014. Due to the ELDP’s successful implementation, the Board of Supervisors approved on-going funding for 100 managers per year to participate. The total cost per 20-person cohort is approximately \$100,000 or \$5,000 per participant.



There have been 361 graduates of the Executive Leadership Development Program since its launch in January 2014.

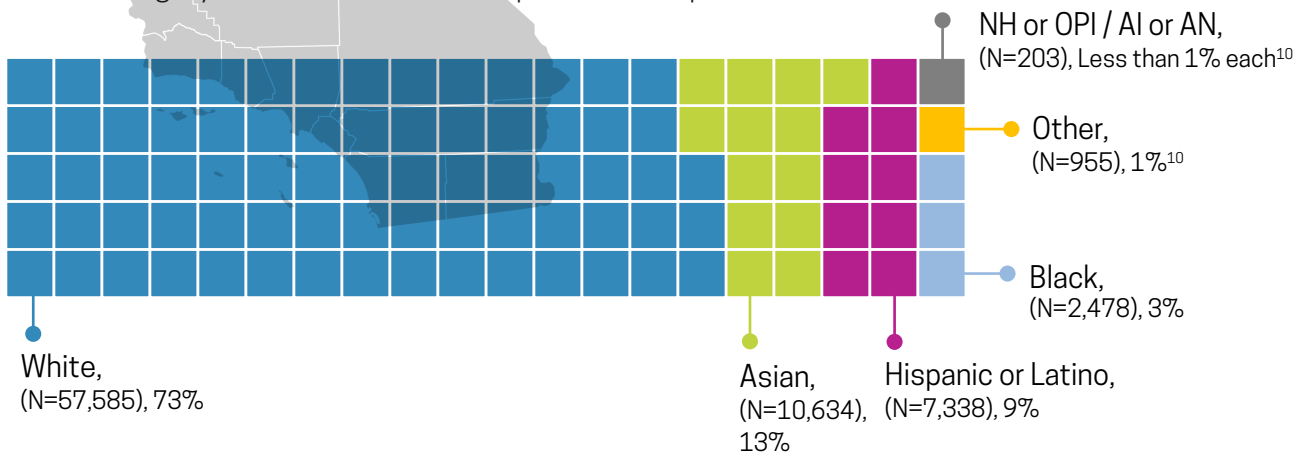


EXTERNAL MARKET

2010 Census data on the employed population by race/ethnicity group for the highest level executives in the Los Angeles Region (Ventura, San Bernardino, Orange, Riverside, and Los Angeles Counties) is provided below. Note that these race/ethnicity categories differ from those historically collected by the County and described in this report.⁹

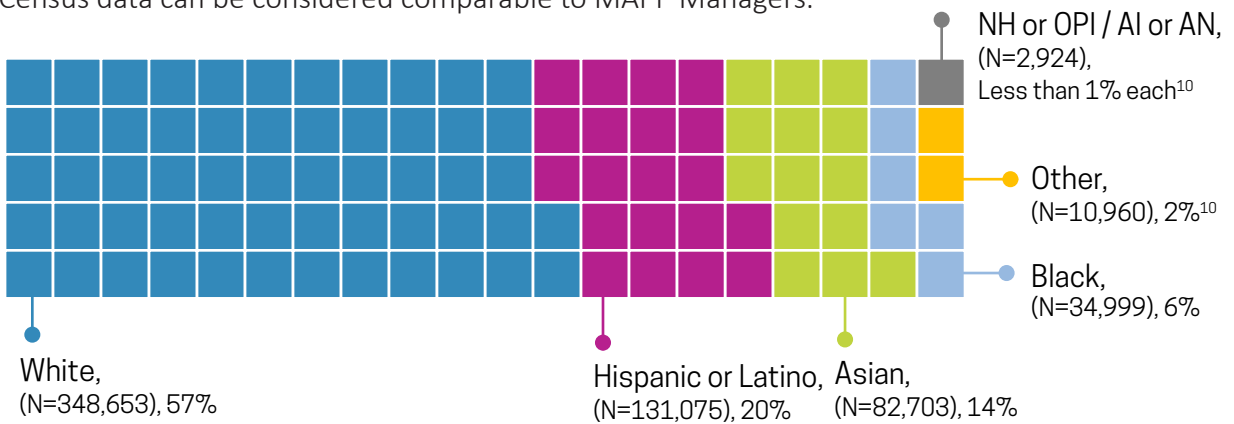
Chief Executives and Legislators (N=79,193)

This Census category can be considered comparable to Department Head.



Lower Executives & Upper Management (N=611,314)

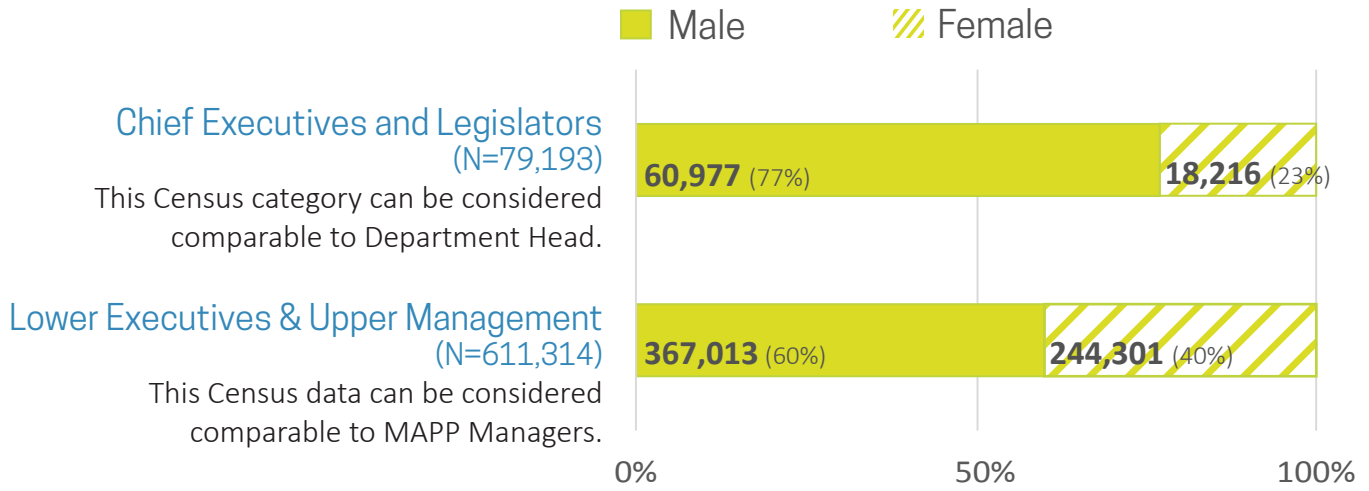
This Census data can be considered comparable to MAPP Managers.



⁹ Effective 2017, the Department of Human Resources began collecting employee data using the newly revised race and ethnicity categories required by the Equal Employment Opportunity Commission.

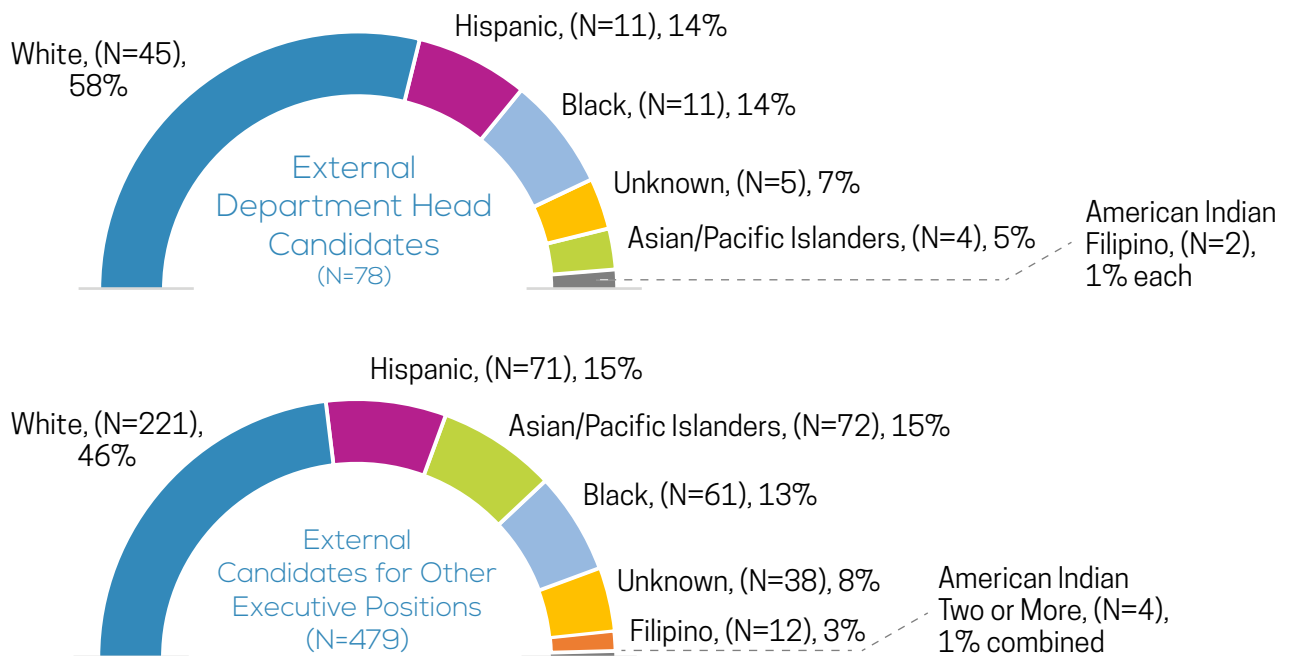
¹⁰ NH or OPI = **N**ative **H**awaiian or **O**ther **P**acific **I**slander
 AI or AN = **A**merican **I**ndian or **A**laska **N**ative
 Other = Two or More Races, Some Other, Not Hispanic

2010 Census data on the employed population by gender for the highest level executives in the Los Angeles Region (Ventura, San Bernardino, Orange, Riverside, and Los Angeles Counties) is provided in the chart below.



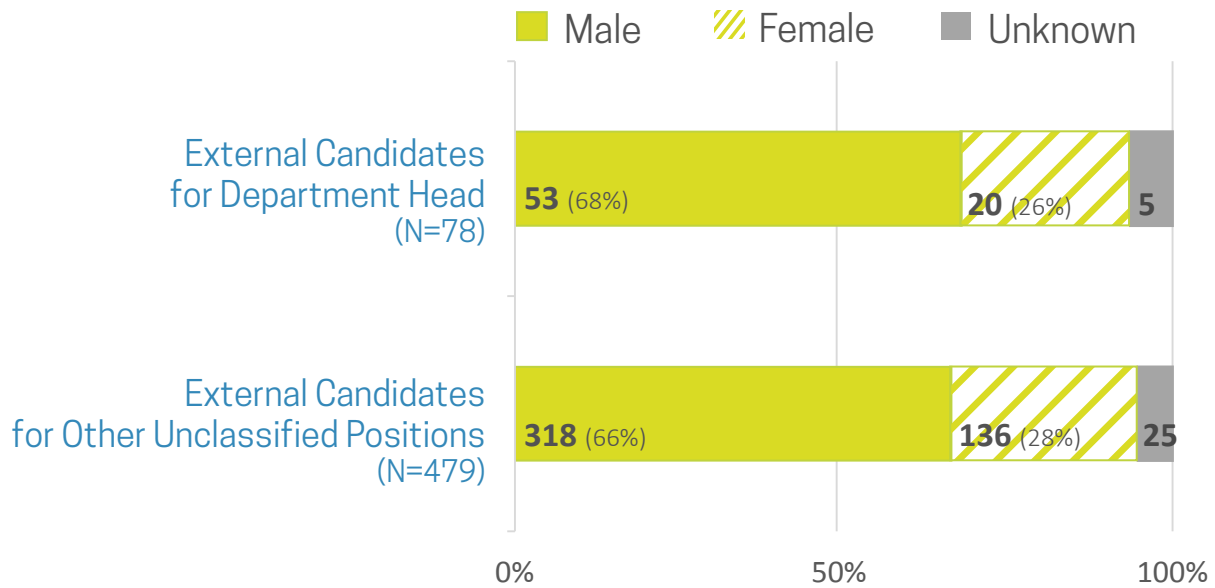
EXTERNAL TALENT POOL for the County's executive recruitments

The pool of qualified, external candidates who have applied for executive positions with the County can serve as an additional gauge of the external market. An analysis of data for this pool provided by the Executive Recruitment team in the Department of Human Resources is presented below. It shows the race/ethnicity of qualified, external candidates for the period of **January 1, 2016 to October 30, 2017**, and gender data is presented on the next page.¹¹



¹¹ Candidates sourced by outside search firms are not reflected in this data.

The gender representation of the County’s unclassified external candidate pool is presented in the chart below.



During the past two years, external candidates held the following positions immediately prior to their Department Head appointment:

Previous Title

- Director, Libraries Division
- Chief Medical Officer
- Director, General Services Department
- Chief Strategy Officer
- Chief Deputy Medical Examiner
- Director, Family and Children Services
- Director, Department of Development Services

Previous Employer

- Broward County, Florida
- Volunteers of America
- City of Houston
- W.L. Kellogg Foundation
- County of San Diego
- State of Georgia
- City of Long Beach



County Strategies to Achieve a Representative Workforce

The County celebrates the rich diversity of the communities we serve, and our workforce reflects this diversity. As a government agency, we actively employ strategies to attract, develop, and retain a highly qualified and diverse workforce that reflects the diverse communities we serve. Not only is this the right thing to do, it is also good business.

Diverse teams can transform knowledge and skills into new ways of thinking that raise overall team and organizational competencies beyond the mere summation of the knowledge and skills that individual members possess. This is because work team diversity, in both identity diversity and cognitive diversity, will create new opportunities for fresh interaction, creative problem solving, and innovation. In total, organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources.

For each of our strategies, we conduct extensive, ongoing research of best practices and benchmark studies to build and maintain premier, award-winning programs tailored for the County of Los Angeles. A few of our stellar strategies are presented below.

Recruitment strategies to attract high-caliber, diverse talent

The County's Executive Recruitment Team leverages their Careers in Government's Diversity Boost service membership to post job recruitments on a wide-array of leading diversity job sites. Below are the sites to which the team posts County jobs on a recurring basis to achieve a fully diversified hiring campaign.

- African American Job Network
- Asian Job Network
- disABILITY Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Womens Job Network

In addition, the team builds effective recruitment campaigns by targeting advocacy non-profits (e.g., National Association of Women Law Enforcement) and affiliation niches (e.g., Hispanic National Bar Association and Armenian Bar Association).

Los Angeles County University leadership development offerings

Building upon the success of the Executive Leadership Development Program (ELDP) developed by DHR, the new Los Angeles County University's (LACU's) Leadership Development Institute (LDI) provides a framework for leadership training that spans all levels of management and supervision across our diverse departments and workforce. While this new framework is still in the process of development, we have already built and implemented two brand new programs, the New Supervisor Development Program (NSDP) and the Management Development Program (MDP) that include courses that increase management focus on coaching, developing and engaging with our extremely diverse County workforce.

Mentoring program and affinity group assistance to develop managers

This LDI framework of LACU also affords us with the opportunity to create new mentorship programs that will allow LDI graduates to participate both as mentors and mentees. This builds upon the success of our new LDI programs whose cohorts upon graduation express strong interest in further networking and enhancing their career development. This investment in employee development is one of the hallmarks of the County's "Employer of Choice" status. Additionally, DHR's enhancement of its County job site, <http://hr.lacounty.gov>, helps to portray a diverse and inclusive workforce and expands outreach to further enrich the diversity of the County's workforce by highlighting our current workforce diversity as a great asset to our work culture.

CareerPathfinder and career resource services

DHR offers exceptional career planning resources. From job search, resume, and career planning resources, we support our current and potential employees to identify, plan, and achieve their passions through the right County career.

In Summer 2018, DHR will launch the Career PathFinder application. This online, data-driven career planning resource offers exceptional insight into the career paths taken by County employees. At its core, our Career PathFinder enables current career planners to determine their path with new insight into how those who came before them achieved their career goals.

Training managers on implicit bias and cultural competency, and new DIAlogue speaker series

DHR is taking a leadership role in offering focused training to our Department Heads, executives, leaders, managers, and County workforce on implicit bias and cultural competencies. Additionally, DHR has launched a new DHR Signature DIAlogue Series in 2017 that brings together informed speakers and audiences to explore societal topics that impact the workplace and public we serve. Attendance at these events will enhance participants’ knowledge to help them champion, articulate, and promote ideas that help build upon a diverse, equitable, and inclusive workplace for all.

Equal Employment Opportunity and Fair Chance Programs

The County uses departmental Equal Employment Opportunity (EEO) Plans to further its commitment to equal employment opportunity. Departments submit EEO Plans biennially. An EEO Plan consists of statistical analyses, policies and procedures, and projected actions to ensure non-discriminatory employment practices. The EEO Plans assist County departments in examining employment practices and developing corrective actions where needed.

Succession Planning Program

Our Succession Planning Program (Program) has enabled the County to anticipate leadership turnover and have an ample and diverse internal talent pipeline ready for advancement. Our innovative and comprehensive Program strategically assesses turnover risk, evaluates current talent capability, implements department-level succession plans, builds individual employee development plans, and more to create strong, capable, and diverse leadership for our future workforce.

The Program’s philosophy takes a bold stance that every employee deserves and needs development opportunities to help them achieve their career goals and to add value to the County. Moving beyond building a strategic plan that is completed and hits the shelf, our Program delivers by helping each employee understand where he/she currently stands on his/her competency development journey and helps each employee move forward with the support of their management.

When it comes to success, our Succession Planning Program delivered a new industry benchmark for leadership talent readiness! With a benchmark goal of 60% of our MAPP employees being rated ready for advancement, the County’s Succession Planning Program laid down a challenge and our leadership embraced it. With our first launch of the Program in 2010 and subsequent implementations, we achieved this 60% talent pipeline benchmark goal in 2017 with our highest percent of succession ready MAPP leaders. This vote of talent readiness has shown that with diligent, focused effort, the County can grow our own highly capable, diverse talent pipeline of leaders.



CONCLUSION

DHR is pleased to partner with the Board and County Department Heads to advance the County’s ongoing commitment to achieving a workforce that reflects the diversity of the community we serve. We are proud that this report helps to illustrate the County’s embodiment of diversity and inclusion that surely contributed to our standing on Forbes’ 2018 List of America’s Best Large Employers.

This comprehensive report presents the County’s historical and current race/ethnicity and gender representation for leadership positions and the entire workforce. In addition, internal and external talent pool data was provided to inform the Board of Supervisors of potential hiring of future County leaders. We appreciate the Board’s request for this study, and we commit to assist the Board in building the County’s workforce of the future.



APPENDIX A

Data Tables on Change in Representation 2008 to 2017

Race/Ethnicity

Department Heads

	Department Heads Count	
	2008	2017
American Indian	1	0
Asian/Pacific Islanders	3	2
Black	2	9
Filipino	0	0
Hispanic	5	1
White	20	19
Total Department Heads	31	31

Change in Department Heads Count (=2017 Department Heads Count minus 2008 Department Heads Count)	
Calculation	Result
= 0 - 1	-1
= 2 - 3	-1
= 9 - 2	7
= 0 - 0	0
= 1 - 5	-4
= 19 - 20	-1

	2008 Department Heads Percent (=2008 Department Heads Count divided by 2008 Total Department Heads x 100)	
	Calculation	Result*
American Indian	= (1 / 31) x 100	3%
Asian/Pacific Islanders	= (3 / 31) x 100	10%
Black	= (2 / 31) x 100	6%
Filipino	= (0 / 31) x 100	0%
Hispanic	= (5 / 31) x 100	16%
White	= (20 / 31) x 100	65%
		100%

	2017 Department Heads Percent (=2017 Department Heads Count divided by 2017 Total Department Heads x 100)	
	Calculation	Result*
American Indian	= (0 / 31) x 100	0%
Asian/Pacific Islanders	= (2 / 31) x 100	6%
Black	= (9 / 31) x 100	29%
Filipino	= (0 / 31) x 100	0%
Hispanic	= (1 / 31) x 100	3%
White	= (19 / 31) x 100	61%
		100%

	Change in Department Heads Percent (=2017 Department Heads Percent minus 2008 Department Heads Percent)	
	Calculation	Result*
American Indian	= 0% - 3%	-3%
Asian/Pacific Islanders	= 6% - 10%	-4%
Black	= 29% - 6%	23%
Filipino	= 0% - 0%	0%
Hispanic	= 3% - 16%	-13%
White	= 61% - 65%	-4%

MAPP Managers

	MAPP Managers Count	
	2008	2017
American Indian	3	1
Asian/Pacific Islanders	82	165
Black	184	219
Filipino	17	41
Hispanic	182	283
White	493	528
Total MAPP Managers	961	1,237

Change in MAPP Managers Count (=2017 MAPP Managers Count minus 2008 MAPP Managers Count)	
Calculation	Result
= 1 - 3	-2
= 165 - 82	83
= 219 - 184	35
= 41 - 17	24
= 283 - 182	101
= 528 - 493	35

	2008 MAPP Managers Percent (=2008 MAPP Managers Count divided by 2008 Total MAPP Managers x 100)	
	Calculation	Result*
American Indian	= (3 / 961) x 100	0.3%
Asian/Pacific Islanders	= (82 / 961) x 100	9%
Black	= (184 / 961) x 100	19%
Filipino	= (17 / 961) x 100	2%
Hispanic	= (182 / 961) x 100	19%
White	= (493 / 961) x 100	51%
		100%

	2017 MAPP Managers Percent (=2017 MAPP Managers Count divided by 2017 Total MAPP Managers x 100)	
	Calculation	Result*
American Indian	= (1 / 1,237) x 100	0.1%
Asian/Pacific Islanders	= (165 / 1,237) x 100	13%
Black	= (219 / 1,237) x 100	18%
Filipino	= (41 / 1,237) x 100	3%
Hispanic	= (283 / 1,237) x 100	23%
White	= (528 / 1,237) x 100	43%
		100%

	Change in MAPP Managers Percent (=2017 MAPP Managers Percent minus 2008 MAPP Managers Percent)	
	Calculation	Result*
American Indian	= 0.1% - 0.3%	-0.2%
Asian/Pacific Islanders	= 13% - 9%	4%
Black	= 18% - 19%	-1%
Filipino	= 3% - 2%	1%
Hispanic	= 23% - 19%	4%
White	= 43% - 51%	-8%

All Employees

	All Employees Count	
	2008	2017
American Indian	216	225
Asian/Pacific Islanders	10,757	12,260
Black	20,592	18,597
Filipino	5,520	5,844
Hispanic	29,784	34,729
White	22,278	20,512
Missing	0	10
Total All Employees	89,147	92,177

Change in All Employees Count (=2017 All Employees Count minus 2008 All Employees Count)	
Calculation	Result
= 225 - 216	9
= 12,260 - 10,757	1,503
= 18,597 - 20,592	-1,995
= 5,844 - 5,520	324
= 34,729 - 29,784	4,945
= 20,512 - 22,278	-1,766

	2008 All Employees Percent (=2008 All Employees Count divided by 2008 Total All Employees x 100)	
	Calculation	Result*
American Indian	= (216 / 89,147) x 100	0.2%
Asian/Pacific Islanders	= (10,757 / 89,147) x 100	12%
Black	= (20,592 / 89,147) x 100	23%
Filipino	= (5,520 / 89,147) x 100	6%
Hispanic	= (29,784 / 89,147) x 100	33%
White	= (22,278 / 89,147) x 100	25%
		100%

	2017 All Employees Percent (=2017 All Employees Count divided by 2017 Total All Employees x 100)	
	Calculation	Result*
American Indian	= (225 / 92,177) x 100	0.2%
Asian/Pacific Islanders	= (12,260 / 92,177) x 100	13%
Black	= (18,597 / 92,177) x 100	20%
Filipino	= (5,844 / 92,177) x 100	6%
Hispanic	= (34,729 / 92,177) x 100	38%
White	= (20,512 / 92,177) x 100	22%
		100%

	Change in All Employees Percent (=2017 All Employees Percent minus 2008 All Employees Percent)	
	Calculation	Result*
American Indian	= 0.2% - 0.2%	0%
Asian/Pacific Islanders	= 13% - 12%	1%
Black	= 20% - 23%	-3%
Filipino	= 6% - 6%	0%
Hispanic	= 38% - 33%	5%
White	= 22% - 25%	-3%

APPENDIX B

Data Tables on Change in Representation 2008 to 2017

Gender

Department Heads

		Department Heads Count	
		2008	2017
Female		8	14
Male		23	17
Total Department Heads		31	31

		Change in Department Heads Count (=2017 Department Heads Count minus 2008 Department Heads Count)	
		Calculation	Result
		= 14 - 8	6
		= 17 - 23	-6

		2008 Department Heads Percent (=2008 Department Heads Count divided by 2008 Total Department Heads x 100)	
		Calculation	Result*
Female		= (8 / 31) x 100	26%
Male		= (23 / 31) x 100	74%
			100%

		2017 Department Heads Percent (=2017 Department Heads Count divided by 2017 Total Department Heads x 100)	
		Calculation	Result*
		= (14 / 31) x 100	45%
		= (17 / 31) x 100	55%
			100%

		Change in Department Heads Percent (=2017 Department Heads Percent minus 2008 Department Heads Percent)	
		Calculation	Result*
Female		= 45% - 26%	19%
Male		= 55% - 74%	-19%

MAPP Managers

		MAPP Managers Count	
		2008	2017
Female		405	574
Male		556	663
Total MAPP Managers		961	1,237

Change in MAPP Managers Count (=2017 MAPP Managers Count minus 2008 MAPP Managers Count)	
Calculation	Result
= 574 - 405	169
= 663 - 556	107

		2008 MAPP Managers Percent (=2008 MAPP Managers Count divided by 2008 Total MAPP Managers x 100)	
		Calculation	Result*
Female		= (405 / 961) x 100	42%
Male		= (556 / 961) x 100	58%
			100%

		2017 MAPP Managers Percent (=2017 MAPP Managers Count divided by 2017 Total MAPP Managers x 100)	
		Calculation	Result*
		= (574 / 1,237) x 100	46%
		= (663 / 1,237) x 100	54%
			100%

		Change in MAPP Managers Percent (=2017 MAPP Managers Percent minus 2008 MAPP Managers Percent)	
		Calculation	Result*
Female		= 46% - 42%	4%
Male		= 54% - 58%	-4%

All Employees

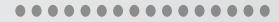
		All Employees Count	
		2008	2017
Female		52,075	54,903
Male		37,072	37,274
Total All Employees		89,147	92,177

Change in All Employees Count (=2017 All Employees Count minus 2008 All Employees Count)	
Calculation	Result
= 54,903 - 52,075	2,828
= 37,274 - 37,072	202

		2008 All Employees Percent (=2008 All Employees Count divided by 2008 Total All Employees x 100)	
		Calculation	Result*
Female		= (52,075 / 89,147) x 100	58.4%
Male		= (37,072 / 89,147) x 100	41.6%
			100%

		2017 All Employees Percent (=2017 All Employees Count divided by 2017 Total All Employees x 100)	
		Calculation	Result*
		= (54,903 / 92,177) x 100	59.6%
		= (37,274 / 92,177) x 100	40.4%
			100%

		Change in All Employees Percent (=2017 All Employees Percent minus 2008 All Employees Percent)	
		Calculation	Result*
Female		= 60% - 58%	2.0%
Male		= 40% - 42%	-2.0%



A Succession & Workforce Planning Program Report

Succession & Workforce Planning is about strengthening all employees by offering each of them unique developmental opportunities to perform effectively at higher levels of responsibility in the organization.



Los Angeles County
DEPARTMENT OF



Human Resources



LISA M. GARRETT
DIRECTOR OF PERSONNEL

COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
579 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 FAX (213) 621-0387

BRANCH OFFICE
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010
(213) 738-2211 FAX (213) 637-0820

May 10, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Lisa M. Garrett
Director of Personnel

AUGUST 8, 2017 (ITEM NO. 6) CONFIDENTIAL COUNTYWIDE EMPLOYEE SURVEY ON DEMOGRAPHICS RESPONSE REPORT

On August 8, 2017, under a recommendation by Supervisors Hilda L. Solis and Janice Hahn, your Board instructed the Director of Personnel, in consultation with County Counsel, to conduct an annual comprehensive and confidential Countywide employee survey to collect aggregate demographic information and to collaborate with all departmental executive management to ensure that departmental employees fully participate in the survey.

In response to this directive, the Department of Human Resources (DHR) is pleased to announce that the first annual Confidential Countywide Employee Survey on Demographics (Survey) was successfully administered to County employees between March 11, 2019 and April 15, 2019. Over 36,000 County employees participated, which represents a highly-favorable 35% response rate for such a large-scale effort.

This memorandum provides a high-level summary of the development, implementation, and results of the 2019 Survey, along with next steps. A full report is provided as Attachment I.

Survey Development

In consultation with County Counsel and in alignment with state laws, DHR developed four questions aimed at gathering specific data on gender identity, veteran status, disability status, and sexual orientation. These four questions provide insight into demographic data never before collected for the County's employee population. Provided

below are the Survey questions and unique considerations for each that furthered the goal of accurately depicting County demographics.

1. What is your gender? <input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Non-binary/Non-conforming <input type="checkbox"/> Decline to State
✓ The <i>non-binary/non-conforming</i> response option is a new gender option

2. Are you a veteran? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Decline to State
✓ Expands upon restrictive definitions of veteran status reflected in County employee data and in federally-regulated veteran identification questions

3. Do you identify as having a disability? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Decline to State
✓ Captures employees with disabilities that may or may not be covered under the Americans with Disability Act

4. Do you identify as lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual or allied? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Decline to State
✓ The <i>allied</i> response option represents an employee as a supporter of the LGBTQ+ community and serves as a baseline of employee awareness

Implementation

To avoid survey completion fatigue among County employees, the four questions were incorporated into a larger Countywide survey on equity and inclusion that was jointly led by DHR and the Women and Girls Initiative. All full-time, part-time, and temporary County employees were invited to participate, excluding employees from LACERA, Superior Court, and Grand Jury. Contractors, consultants, and commissioners were also excluded. During the Survey administration period, regular reminders were sent to employees and departmental leadership to encourage participation.

Results

Analysis of the approximately 36,000 survey responses revealed the following demographic information about our County workforce:

- Gender identification: 65% of respondents identify as female and 0.5% identifying as non-binary/non-conforming.
- Veteran status: 4% of respondents identify as veterans.
- Disability: 6% of respondents identify as having a disability.
- LGBTQ+ Status: 5% of respondents identify in the affirmative.

The attached Report provides further detail on these results.

Each Supervisor
May 10, 2019
Page 3

Next Steps

In the next Survey implementation, DHR plans to add questions related to age, the employment of veteran family members, and disability awareness. We also anticipate refining response options regarding sexual orientation and evaluating demographic data acquired from other surveys. DHR is proud to lead this annual Survey that evaluates our organization's progress in achieving important aspects of inclusivity.

Should you have any questions you may contact me at (213) 974-2406, or your staff may contact Tina Curry, Principal HR Analyst, at (213) 738-2374 or TCurry@hr.lacounty.gov.

LMG:MM
PC:TC

Attachment

c: Executive Office, Board of Supervisors
Chief Executive Officer
County Counsel

WED\LMG to Each Supervisor re Confidential Countywide Employee Survey on Demographics Response Report



COUNTY OF LOS ANGELES

Confidential Countywide Employee Survey on Demographics

May 10, 2019

Response to August 8, 2017 Board Motion, Agenda Item No. 6

Los Angeles County
DEPARTMENT OF

Human Resources



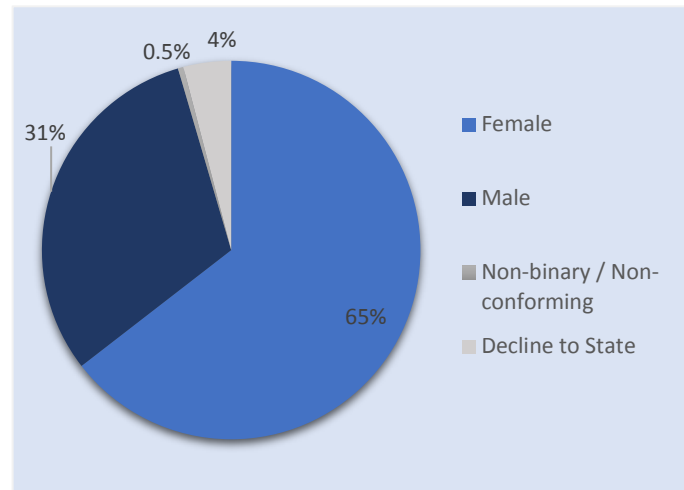
Confidential Countywide Employee Survey on Demographics

Pursuant to the August 8, 2017 Board Motion, DHR, in collaboration with the Women and Girls Initiative, created and launched its first annual *Anonymous County Employee Climate Survey* on March 11, 2019. The main goal of the survey was to gain understanding of some demographic data not previously collected by the County of Los Angeles and to establish a baseline. Specifically, data was collected to include gender identity, veteran status, disability status, and sexual orientation in response to these four questions:

1. What is your gender?
2. Are you a veteran?
3. Do you identify as having a disability?
4. Do you identify as lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual or allied?

This survey marks the first effort of the County of Los Angeles to obtain previously untracked information about employees identifying as non-binary, veteran, and non-heteronormative. The following report is the summary and analysis of response data. As this was the inaugural survey, the expectation was to achieve at least a 15% response rate. The actual response rate was much higher than this expectation; some 35% of our County population participated in the completion of this survey. The following results represent a significant portion of the County's overall workforce and successfully provide our baseline:

1. What is your gender?		
	Count	Percentage
Female	23293	65%
Male	11172	31%
Non-binary / Non-conforming	168	0.5%
Decline to State	1470	4%
Total Surveyed	36103	



A total of 36,103 responded to the climate survey out of 103,686 recipients. Of those, about 65% identified as female, 31% as male, 0.5% as non-binary; the remainder (4%) declined to state. For the purposes of this survey, the high response of women-to-men is consistent with the current County employee gender breakdowns of roughly 60% percent women to 40% men.

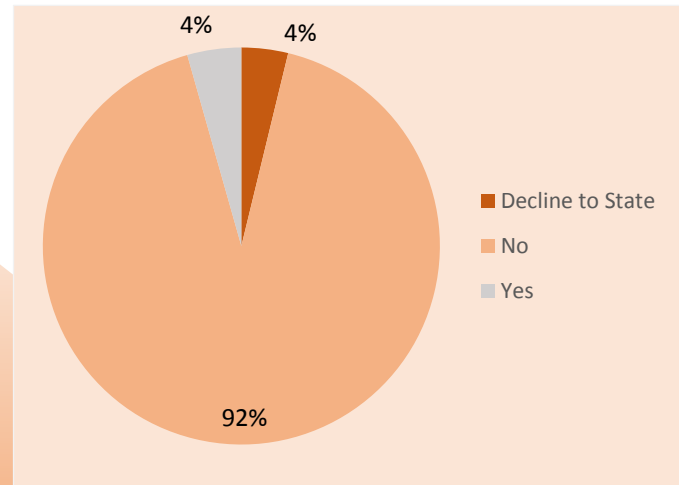
The higher percentage of female responses could be attributed to a combination of other factors:

1. Subject (Participant) Bias - These four questions were a part of the larger climate survey with questions focused on women in the workplace and promoted by the Women and Girls Initiative (hence the possibility of a higher response rate by women).
2. A percentage of men may have been absorbed in the "Decline to State" category.
3. This survey was made available to all County employees, and for the first time, contract workers were not included.

Only recently have organizations, governments (national to local), and society begun including "non-binary/non-conforming" category for data collection and, as such, there is currently no reliable baseline for comparison. One half percent of individuals, 168 total, identifying as "non-binary/non-conforming" represent a meaningful benchmark to track moving forward. With the uniqueness of this data and the small sample size, no determination can be made if this is representative of the entire County population. According to a 2017 study done by the Gay & Lesbian Alliance Against Defamation (GLAAD) Organization, younger generations have higher percentages of identifying as "non-binary/non-conforming" versus older. This could be the result of a greater understanding among the younger generation or their growing preference of not being labeled into the societal heteronormative. Therefore, as more data is gathered annually, an emphasis will be put on collecting age ranges and an understanding of gender identity. This will assist in identifying the true Countywide landscape of individuals identifying as "non-binary/non-conforming."



2. Are you a veteran?		
	Count	Percentage
Decline to State	1370	4%
No	33146	92%
Yes	1587	4%
Total	36103	



2a. Veterans by Gender Identity:			
Female	Male	Non-binary / Non-conforming	Decline to State
310	1212	23	42
20%	76%	1%	3%

According to the Bureau of Labor Statistics¹, the percentage of California veterans in the Civilian Labor Force in 2018 was 4.3%. With total "Yes" responses to this question coming in at 4%, it appears the sampling of the County's workforce currently aligns with the state Civilian Labor Force rate.

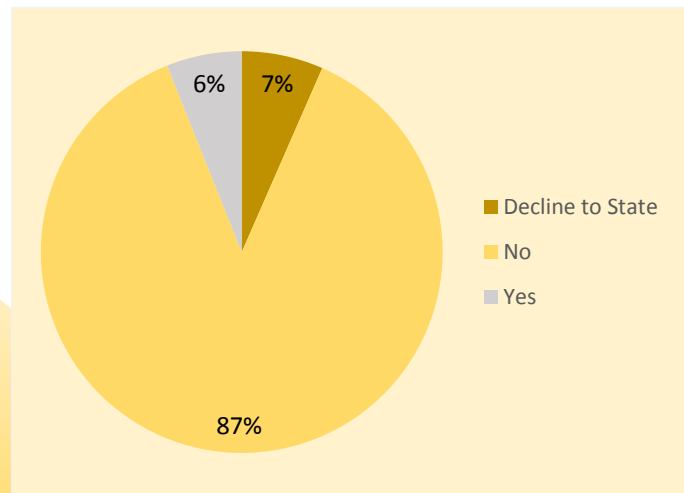
One notable finding is that 20% of veterans identify as women, higher than the 8.52% California state average². As this is the first time this data is being collected and was part of a larger *Women and Girls Initiative* survey, it is too early to determine whether these results will remain consistent. Future surveys will either reinforce these numbers or amend them.

There is an opportunity to also explore employment of the immediate family members of veterans and current service members. This broader review of our veteran and family of veteran workforce may be valuable in subsequent annual surveys to gain a better understanding of how the County of Los Angeles supports veterans by employing their family members.

¹ <https://ofccp.dol-esa.gov/errd/VEVRAA.jsp>

² <https://hr.lacounty.gov/department-menu/military-and-veterans-affairs/>

3. Do you identify as having a disability?		
	Count	Percentage
Decline to State	2371	7%
No	31544	87%
Yes	2188	6%
Total	36103	



3a. If answered yes; breakdown in GENDER Identity:			
Female	Male	Non-binary / Non-conforming	Decline to State
1432	664	41	51
66%	30%	2%	2%

Six percent of individuals identify as having a disability. Of that 6%, 66% are women, which is consistent with the percentage of women respondents. According to the 2017 American Community Survey by the Bureau of Labor Statistics, California is home to 8.3% non-institutionalized working-age (ages 21 to 64) people with disabilities.

In recent studies, American employees have indicated that they have experienced negative responses after disclosing their disability³. Therefore, the anticipated response rate was less than 3%, and the actual response rate of 6% is perceived as employee trust in the use of this data by the County.

Similar to veteran responses, it is too early to determine whether these results will remain consistent. Future surveys will either reinforce these numbers or amend them.

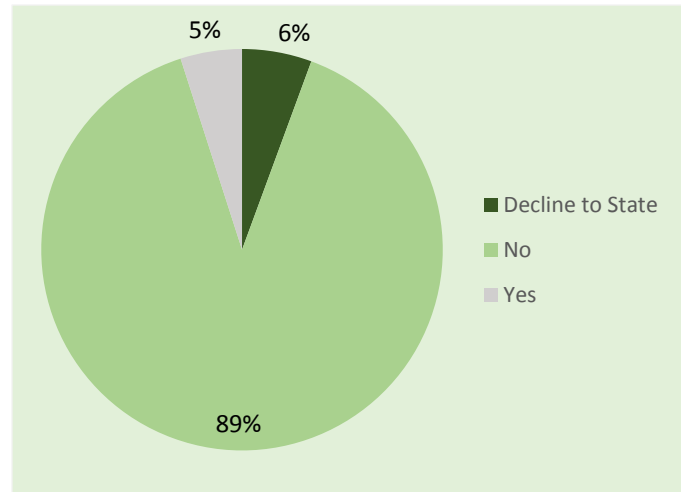
Interestingly, the responses to this question are relatively balanced between female and male (see table below).

	Female		Male		Non-binary / Non-conforming		Decline to state	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Yes	1432	6%	664	6%	41	24%	51	3%
No	20838	89%	10014	90%	102	61%	590	40%
Decline to State	1023	4%	494	4%	25	15%	829	56%

³ <https://journals.sagepub.com/doi/10.1177/0004867415602068>

Three percent “Decline to state” is expected. Notably, for those 168 individuals identifying as "non-binary/non-conforming", 41 identify as also having a disability. That is 24% have a disability, which is far higher than any other gender group.

4. Do you identify as lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual or allied?		
	Count	Percentage
Decline to State	2027	6%
No	32288	89%
Yes	1788	5%
Total	36103	



According to a separate recent UCLA Williams Institute study based on Gallup polls from 2012-2017⁴, the Lesbian Gay Bisexual Transgender (LGBT) national average population is 4.5%, and the California average is 5.3%. In this survey, with 5% of County employees responding "Yes" to question #4, the County of Los Angeles is within the national/state range.

The breakdown of data further by gender below displays a higher percentage of men identifying as "gay, bisexual, transgender, queer or questioning, intersex, asexual or allied" than women. Looking at "Non-binary/Non-conforming" respondents, a high percentage (64%) also responded "Yes" to question #4.

	Female		Male		Non-binary / Non-conforming		Decline to state	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Yes	946	4%	693	6%	107	64%	42	3%
No	21680	93%	10135	91%	28	17%	445	30%
Decline to State	667	3%	344	3%	33	20%	983	67%

Including "allied" within response options, allows for some supporters to be represented in the "Yes" response. On the other hand, based on the 89% "No" responses, a lack of awareness to the meaning of "allied" can be concluded.

⁴ <https://williamsinstitute.law.ucla.edu/visualization/lgbt-stats/?topic=LGBT#density>



Conclusions and Recommendations

One of the four values of the County of Los Angeles for the 2016-2021 Strategic Plan is inclusivity. One of the key strengths of the County's workforce culture is the embracing of multiple perspectives wherein the diversity of individual and community experiences among our employees is foundational to this culture. This ongoing annual survey will help evaluate how the County's commitment to these values is progressing.

Prior to this survey, the County has never tracked gender with an option to identify as "non-binary/non-conforming." Now that the first step in collecting this information (alongside Veteran, Disability, and Sexual Identity information) has been taken, these results will serve as a good baseline for future data and learnings.

For the next survey, higher participation combined with a different survey output vehicle might help to more effectively accumulate data. By asking these questions as part of a larger survey with the Women and Girls Initiative and subject-matter regarding women, it is possible that a greater percentage of women than men were motivated to participate. Next year, DHR will run these questions as a stand alone survey. DHR also anticipates asking questions related to age, the employment of veteran family members, disability awareness, and extracting "allied" from the response options related to sexual orientation.

The goal of this Board Motion was to begin the tracking of our employees by gender identity, veteran status, disability status, and sexual orientation, and the Department of Human Resources (DHR) has done that. DHR will continue to deliver this survey annually and broaden its reach by expanding the survey questions in an effort to provide meaningful and useful data to assist in serving the needs of our diverse workforce.





COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
KENNETH HAHN HALL OF ADMINISTRATION
500 W. TEMPLE STREET, ROOM 579 • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 • FAX (213) 621-0387

BRANCH OFFICE
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010
(213) 738-2211 • FAX (213) 637-0821

LISA M. GARRETT
DIRECTOR OF PERSONNEL

February 1, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Lisa M. Garrett
Director of Personnel

CONFIDENTIAL COUNTYWIDE EMPLOYEE SURVEY ON DEMOGRAPHICS – SECOND ANNUAL RESPONSE REPORT (ITEM NO. 6, AGENDA OF AUGUST 8, 2017)

On August 8, 2017, the Board of Supervisors (Board) adopted a motion directing the Director of Personnel to conduct an annual confidential employee demographic survey. The Board further instructed that an annual longitudinal study with emphasis on the position of Department Head be submitted. The demographic survey required the collection, analysis and assessment of County workforce data in collaboration with County Counsel and other departmental executive management to ensure employee participation.

In response to this directive, on May 31, 2018, the Department of Human Resources (DHR) produced and submitted to your Board the County Workforce Data Report (the Longitudinal Study) analyzing ten years of executive and management diversity and gender data against data for the Los Angeles region. The updated Workforce Data Report will be submitted in April 2021.

DHR collaborated with the Women's and Girls Initiative to conduct the first annual Confidential Countywide Employee Survey on Demographics (Survey) for all County employees. The survey was conducted between March 11, 2019 and April 15, 2019. Over 36,000 employees participated, which represented a 35% response rate. The Survey was submitted to the Board on May 10, 2019 and analyzed the following four areas: gender identity, veteran status, disability status, and sexual orientation.

The second annual Survey was administered from November 18, 2020 to December 18, 2020. The 2020 Survey was expanded to include additional questions regarding age, tenure, education, position type, and partner/spouse veteran status. Expansion of the

Survey allowed for cross reference of data against age, race/ethnicity, gender and position type. The Survey response rate was 23%. This rate was determined to be statistically significant as it was a large enough sampling to accurately represent the County workforce. In addition, the responses reflect a notable level of consistency and balance with known and accessible demographic data including age, race, gender, tenure and position type.

This response provides a high-level summary of the development, implementation, and breakdown of the results of the 2020 Survey. A full report is attached.

The Survey

The 2020 Demographic Survey expanded on the 2019 Survey data with the addition of seven questions. These questions provide insight into demographic data never before collected for the County's employee population. The expanded questions and new data allowed DHR to compare and contrast the information in a way that was previously not possible. Provided below are the questions included in the survey:

1. What is your current employment status?
2. What is your gender?
3. Do you identify as LGBTQ+?
4. What is your race/ethnicity?
5. Please choose your age group.
6. Are you a veteran?
7. Do you have a partner who is a veteran?
8. Do you have a disability?
9. How long have you been employed by the County of Los Angeles?
10. What is your highest level of education?
11. Which of the following best describes your position in LA County?

Summary Results

Analysis of the 24,038 survey responses revealed the following demographic information pertaining to our County workforce:

- Gender identification: 68% of respondents identified as female and 1% identified as non-binary/non-conforming
- LGBTQ+ status: 6% of respondents responded "Yes"
- Race/ethnicity: 32% Hispanic, 20% Asian, 19% White, and 16% Black
- Age group: 29% of respondents belong to the 46-55 age group
- Veteran status: 4% of respondents identified as veterans
- Veteran as a partner: 5% of respondents have a veteran as a partner
- Disability: 8% of respondents identified as having a disability
- Length of County service: 29% have more than 20 years of service
- Level of education: 34% have a Bachelor's Degree
- Position type: 21% of respondents occupy a Clerical position

Each Supervisor
February 1, 2021
Page 3

Next Steps

DHR will administer the third annual demographic survey in the second quarter of 2021. DHR anticipates coordinating its 3rd annual survey with other efforts to collect data from employees and create an awareness campaign to increase participation.

Conclusion

Diversity and equity have been a driving force in many policies, programs and practices within the County of Los Angeles workforce. DHR is dedicated to leading the efforts to collect meaningful data to further diversity, equity, and inclusion in our workplace.

Should you have any questions, please contact me at (213) 974-2406, or your staff may contact Rodney Collins, Acting Assistant Director, at (213) 974-2449 or rcollins@hr.lacounty.gov.

LMG:PM:RC
TC:PC

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Chief Executive Office



COUNTY OF LOS ANGELES

Confidential Countywide Employee Survey on Demographics

January 2021

Response to August 8, 2017 Board Motion, Agenda Item No. 6

Los Angeles County
DEPARTMENT OF

Human Resources



2020 Countywide Demographic Survey

On August 8, 2017, the Board required the Director of Personnel to conduct an annual comprehensive and confidential Countywide demographic survey to collect aggregate demographic information in areas such as, but not limited to, gender, LGBTQ+ identification, age, veteran status, and other information deemed pertinent. This effort is a continued commitment by the Board of Supervisors to create a climate of diversity, openness, and acceptance. This commitment aligns with the County's Policy of Equity to protect the rights of employees to be free from discrimination, harassment, retaliation, and inappropriate conduct based on protected characteristics. Results will help the County (i) understand the diversity of our workforce, and (ii) support policy recommendations that will help advance the Board of Supervisors' Diversity Strategic Plan to create a more inclusive work environment.

The Department of Human Resources (DHR) administered the first annual *Anonymous Countywide Employee Climate Survey* in 2019 in partnership with the Women and Girls Initiative (WGI). The survey aimed to gain a benchmark understanding of data not previously collected by the County of Los Angeles. The survey was limited to four questions regarding gender identity, veteran status, disability status, and sexual orientation. With this initial survey, several departments assisted with the development, including WGI, County Counsel, and the Chief Executive Office.

The second *Anonymous Countywide Employee Demographic Survey* was conducted from November 18, 2020 to December 18, 2020. This survey concluded with a 23% (24,308) employee completion rate out of 103,164 Countywide employees. In comparison to 2019, the 2020 *Demographic Survey* yielded a 12% decrease in employee response rates. The lower response rate in 2020 may be attributed to several factors: (i) the timing of the survey rollout coinciding with the holiday season; (ii) a misnomer to relate the survey to workforce reduction efforts by the County during the second quarter of 2020; (iii) COVID-19 and extremely busy associated workloads; and, (iv) Disaster Service Worker (DSW) duties causing employees to be away from their regular emails. Nonetheless, the survey provided a statistically significant amount of responses and meaningful results of previously untracked information particularly on gender identity, sexual orientation, and education.

The following report will provide an analysis of 10 substantive areas surveyed. More specifically, question one was posed to assist DHR in filtering out contractors. The data in this report is representing all County employees, not contractors. Responses were voluntary and confidential, and survey communication included statements informing respondents that data collected would be reported in aggregate form. Below are the questions, exactly as asked:

1. What is your current employment status?
2. To which gender do you identify?
3. Do you identify as LGBTQ+?
4. What is your race/ethnicity?
5. Please choose your age group.
6. Are you a veteran?
7. Do you have a partner who is a veteran?
8. Do you have a disability?
9. How long have you been employed by the County of Los Angeles (LA)?
10. What is your highest level of education?
11. Which of the following best describes your position in LA County?

2020 Countywide Demographic Summary

A summary of the 2020 Anonymous Countywide Employee Demographic Survey responses by sexual orientation, veteran, disability, and education are provided below.

SIGNIFICANT SURVEY HIGHLIGHTS

Responses to information currently unavailable in County systems

QUESTION #3

Do you identify as LGBTQ+?



NO	88%	(21,360)
YES	6%	(1,362)
DECLINE TO STATE	6%	(1,316)



QUESTION #6

Are you a Veteran?



QUESTION #8

Do you have a disability?



QUESTION #10

What is your highest level of education?

Doctorate/Professional Degree	8%	(1,876)
Master's Degree	22%	(5,299)
Bachelor's Degree	34%	(8,142)
Associate's Degree	14%	(3,267)
High School or Equivalent	16%	(3,809)
Less than High School	.004%	(94)
Decline to State	6%	(1,551)



2020 Countywide Analysis by Question

The charts below, provide an analysis into the response for each question. Some questions include a deeper analysis than others based on information currently available in DHR personnel systems.

Gender

2. To which gender do you identify?

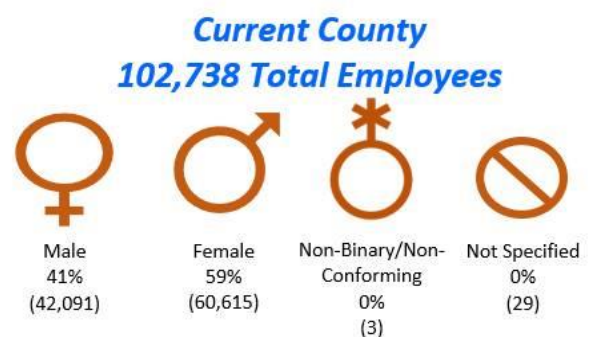
Male	6,973	29%
Female	16,322	68%
Transgender	45	0%
Non-Binary/Non-Conforming	108	1%
Not Listed	41	0%
Decline to State	549	2%
Total 24,038		

Gender Identity Respondents

The question “To which gender do you identify?” was asked in the last year’s 2019 survey, but transgender was not listed as an option for respondents. The 2019 survey revealed 0.5% (168) employees identified as non-binary/non-conforming. Although this year’s percentage of total respondents increased, the total number of employees who identified as non-binary/non-conforming decreased by 60 employees.

In the 2020 survey, there were a total of 24,038 respondents, of which 29% (6,973) identified as male, 68% (16,322) as female, less than one percent (45) identified as transgender, 1% (108) as non-binary/non-conforming, .002% (41) identified as not listed and 2% (549) declined to state.

The current County employee workforce as of January 2021, reflects males are at 41% (42,091) compared to 29% (6,973) survey respondents. Females are currently at 59% (60,615) compared to 68% (16,322) survey respondents. Excluding the 2% (549) who declined to state their gender, males responded at a much lower rate (29%) in the 2020 survey than the actual male representation (41%) in the County workforce. Whereas the female ratio (59%) is consistent with their representation of roughly 60% percent in the County workforce. Comparing the 1% (108) non-binary/non-conforming respondents to their current representation of .00003% (3) indicated a higher number of respondents identified as non-binary/non-conforming.



LGBTQ+

3. Do you identify as LGBTQ+?

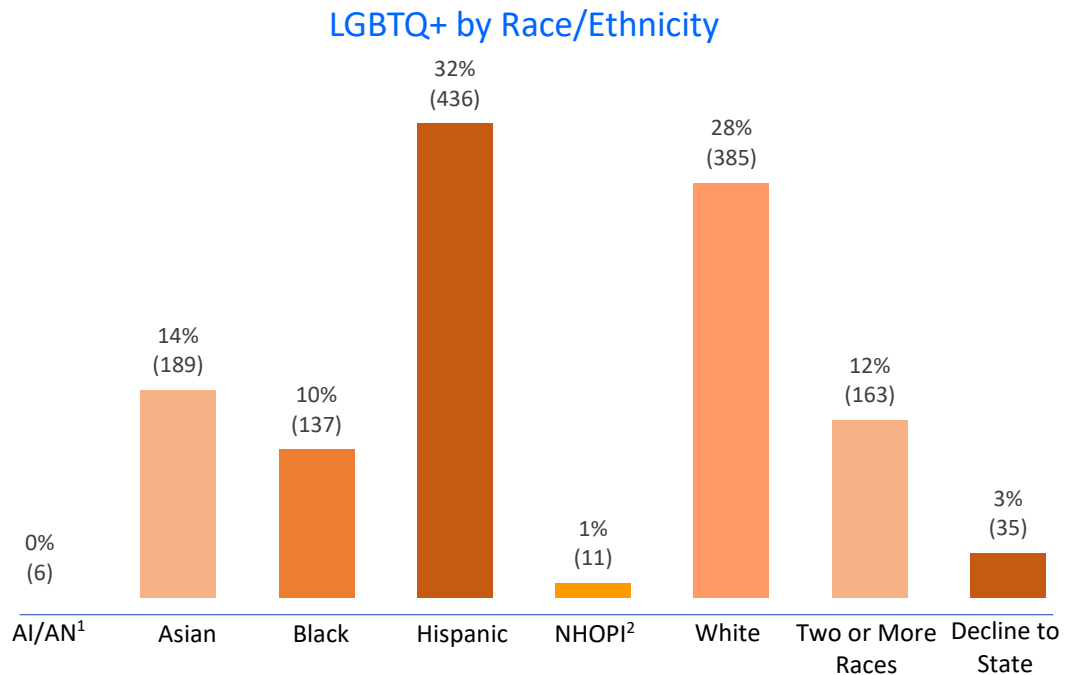
No	21,360	88%
Yes	1,362	6%
Decline to State	1,316	6%

Total 24,038

LGBTQ+ Respondents

The survey gathered information on various breakdowns of those who self-identified as part of the LGBTQ+ community.

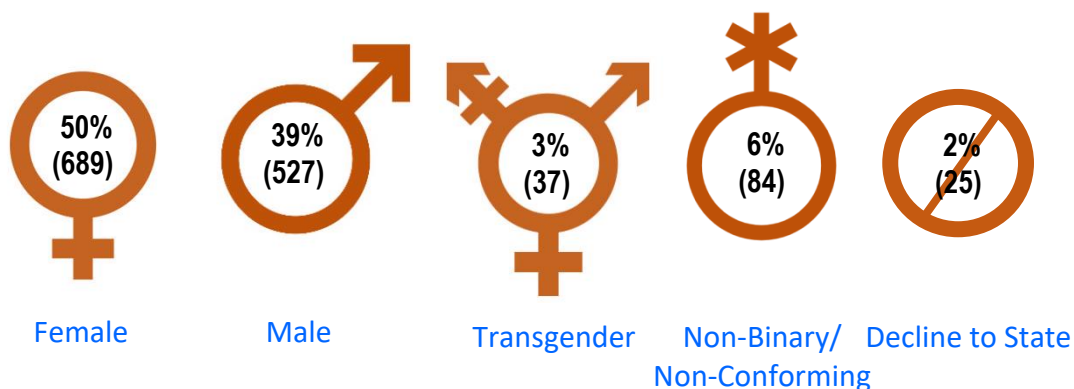
Of the 24,038 respondents, 6% self-identified as LGBTQ+



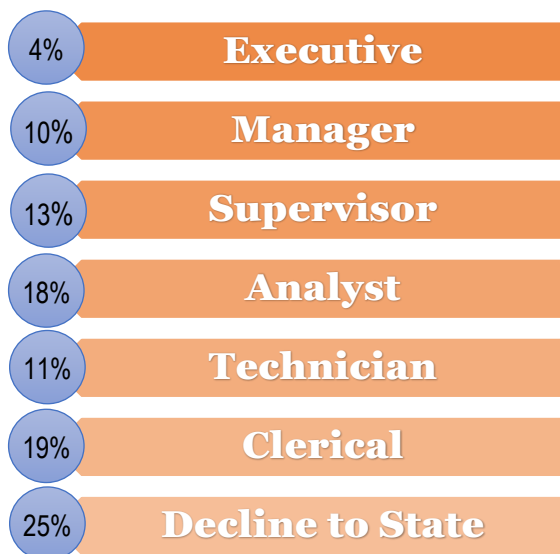
¹American Indian/Alaska Native

²Native Hawaiian or Other Pacific Islander

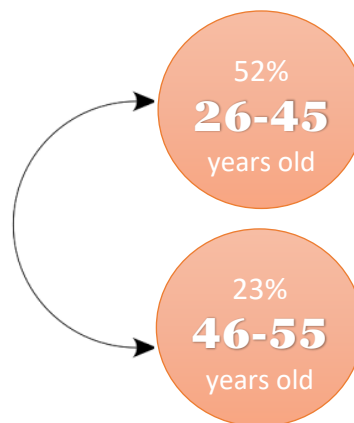
LGBTQ+ by Gender



An interesting dimension that can be gleaned from the survey is the job classification of the LGBTQ+ respondents. While the majority, 25% (344) of LGBTQ+ respondents declined to state their job classification, the remaining numbers show that of the 1,362 total LGBTQ+ respondents, 19% (264) of the employees belong to the clerical job classification, and 18% (243) hold an analyst level position. Within current County numbers, the Clerical job classification makes up 30% (31,010) of employees and the Analyst job classification makes up 46% (47,147) of employees.



75% of LGBTQ+ fall between



Race/Ethnicity

4. What is your race/ethnicity?

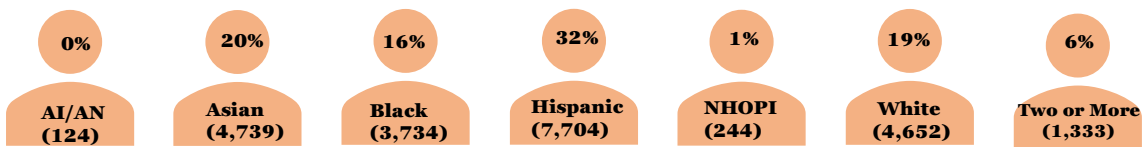
American Indian/Alaska Native	124	0%
Asian	4,739	20%
Black	3,734	16%
Hispanic	7,704	32%
NHOPI	244	1%
White	4,652	19%
Two or More Races	1,333	6%
Decline to State	1,508	6%

Total 24,038

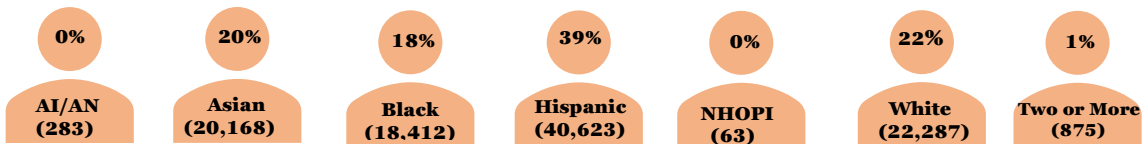
Race/Ethnicity

A new question added to the 2020 survey was on employee race/ethnicity. Over the last year, race/ethnicity has become a major issue with events that unfolded nationwide, including the pandemic. In response, the County of Los Angeles Board of Supervisors passed two significant Board motions on anti-racism: (i) Establishing an Antiracist Los Angeles County Policy Agenda, and (ii) Paving the Road Towards Economic Recovery in Los Angeles County.

Survey Respondents by Race/Ethnicity



County Workforce by Race/Ethnicity



As seen with LGBTQ+ status, question three, race/ethnicity was cross-referenced with other areas, including age and veteran status and description of that data will be found under the specified areas.

Age Group

5. Please choose your age group.

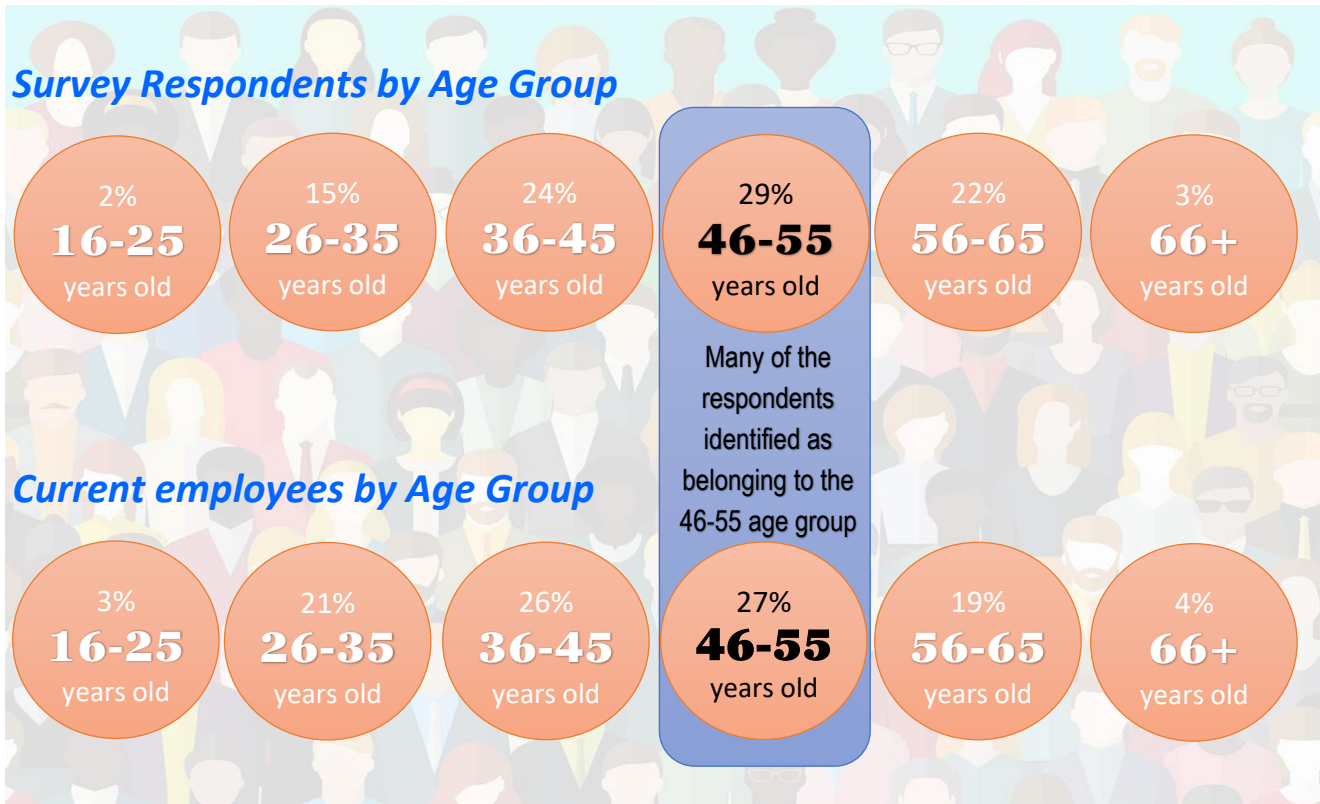
16-25	414	2%
26-35	3,545	15%
36-45	5,717	24%
46-55	6,900	29%
56-65	5,391	22%
66+	1,208	5%
Decline to State	863	3%

Total 24,038

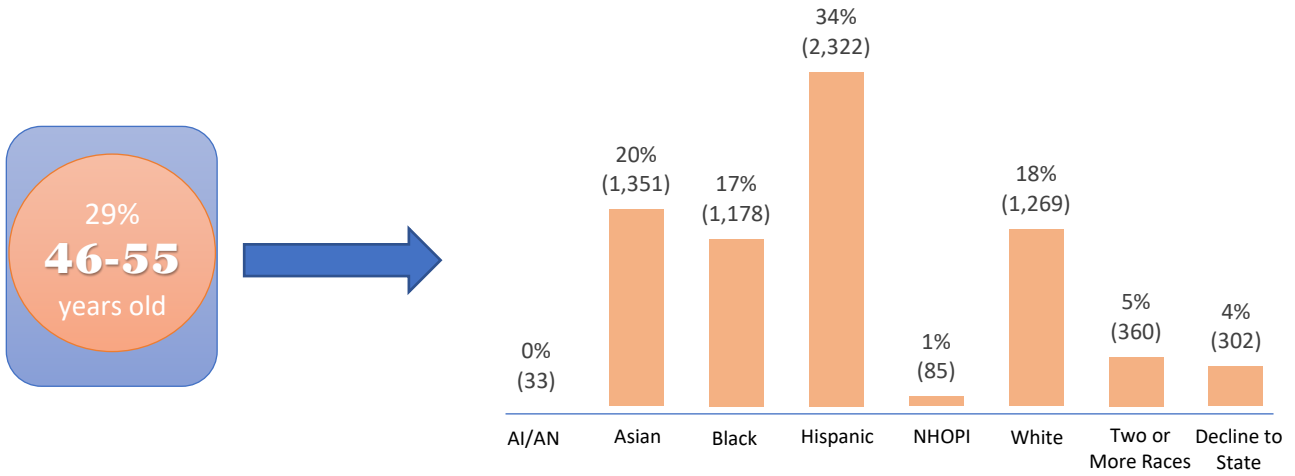
Age Group

The County of Los Angeles eHR system currently holds information about date of birth/age and race. Age is cross referenced here with current County data, and later in the report with veterans and disability status. In April 2021, the Department of Human Resources will deliver a Succession Planning report that will cover age and position type in greater detail along with additional data on promotion and basic attrition.

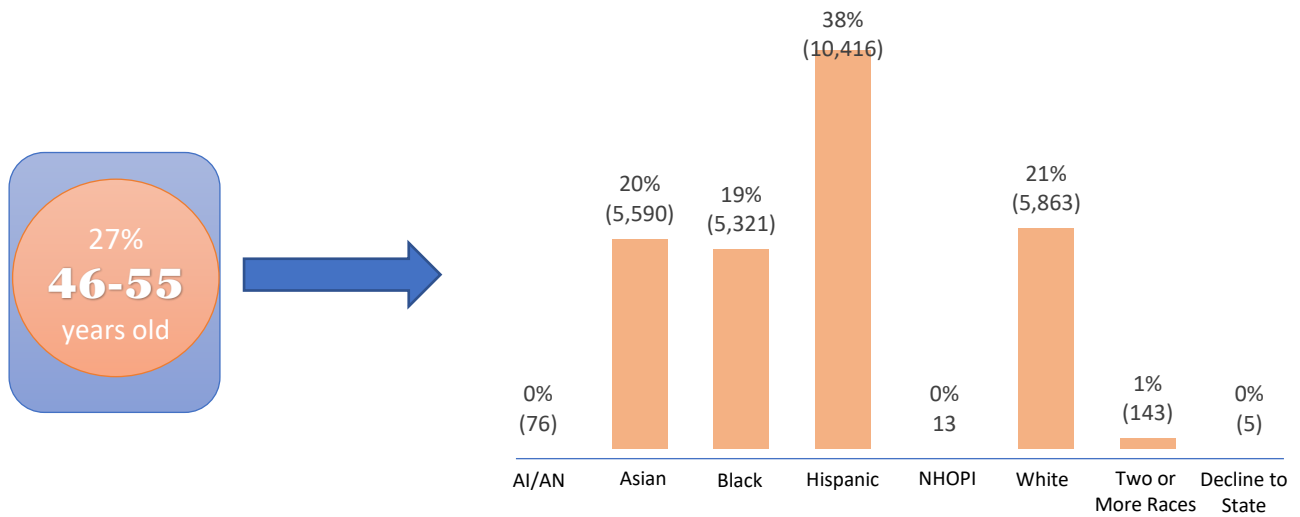
The comparison of the responses below further indicate statistically relevant sampling.



Survey Respondents - 46-55 Age by Race/Ethnicity



Current employees – 46-55 Age by Race/Ethnicity



Veterans

6. Are you a Veteran?

No	22,441	93%
Yes	1,029	4%
Decline to State	568	3%

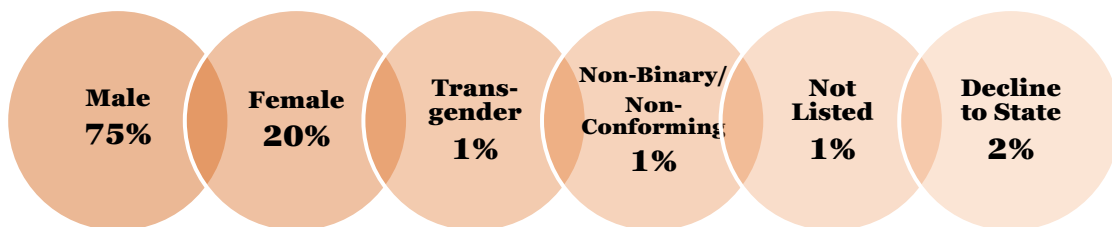
Total 24,038

Veteran Status

Of the 24,038 respondents, 4% self-identified as Veterans

The percentage of respondents who identified as veterans in the 2019 survey remained the same in the 2020 survey at 4% (1,029). This percentage is consistent with the Bureau of Labor Statistics³ data which identifies the percentage of California veterans in the Civilian Labor Force in 2018 as 4.3%. Seventy-five percent (767) of veterans were identified as male and 20% (211) identified as female. One percent (11) identified as non-binary/non-conforming, while another 1% (12) identified as transgender. Veteran status was cross-referenced with gender, age, race/ethnicity, and LGBTQ+.

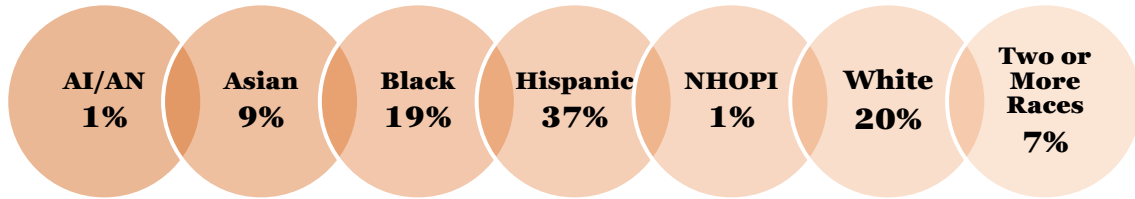
Veteran Responses by Gender



³ <https://ofccp.dol-esa.gov/errd/VEVRAA.jsp>

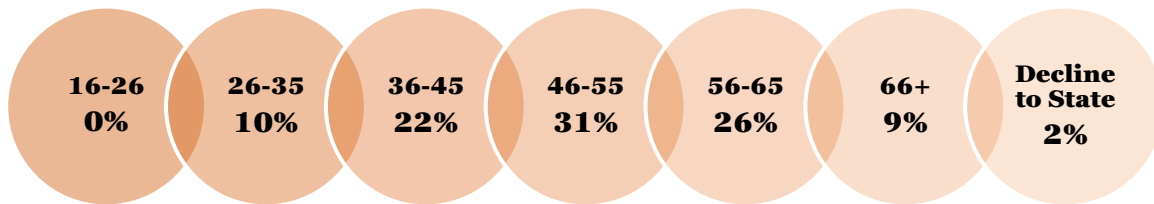
In review of veterans by race/ethnicity, most veterans identified themselves as Hispanic. This ethnicity made up 37% (376), while the next representation dropped significantly to 20% (204) of White respondents.

Veteran Responses by Race/Ethnicity



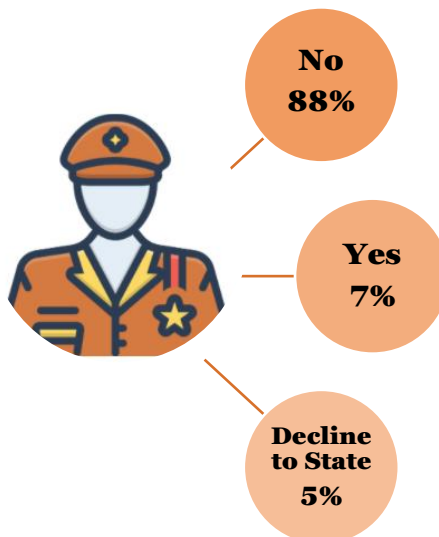
The data collected indicated most veteran respondents were between the ages of 46-65, making up a total of 57% (590).

Veteran Responses by Age



Of the 4% (1,029) who identified as Veterans, 7% (69) also identified as LGBTQ+. Five percent (51) declined to state.

Veteran Responses by LGBTQ+



Veteran Partner

7. Do have a partner who is a Veteran?

No	22,231	92%
Yes	1,117	5%
Decline to State	690	3%

Total 24,038

7a. Veteran partners by Race/Ethnicity:	Count	Percent
American Indian or Alaska Native	6	1%
Asian	120	11%
Black	211	19%
Hispanic	402	36%
NHOPI	21	2%
White	194	17%
Two or More Races	84	7%
Decline to State	79	7%
Total	1,117	100%

Veteran Partner

An additional question regarding veteran partners was added to the 2020 survey. This question aimed to gain a better understanding of how the County of Los Angeles supports veterans by employing their family members. Civil Service rules are written to afford rights to the partners of veterans in the recruitment process; hence understanding the landscape of this population in the County of Los Angeles is important. Specifically, partners of veterans can receive veteran credit, an additional 10 points added to the final passing grade in any open competitive examination.

2020 Survey responses show 5% (1,117) of respondents identified has having a partner who is a veteran. Most of those who responded to having a partner who is a veteran identified as Hispanic with a 36% (402) response rate. Blacks represented 19% (211) of having a partner who is a veteran, and Whites represented 17% (194) of having a partner who is a veteran.

Disability

8. Do have a disability?

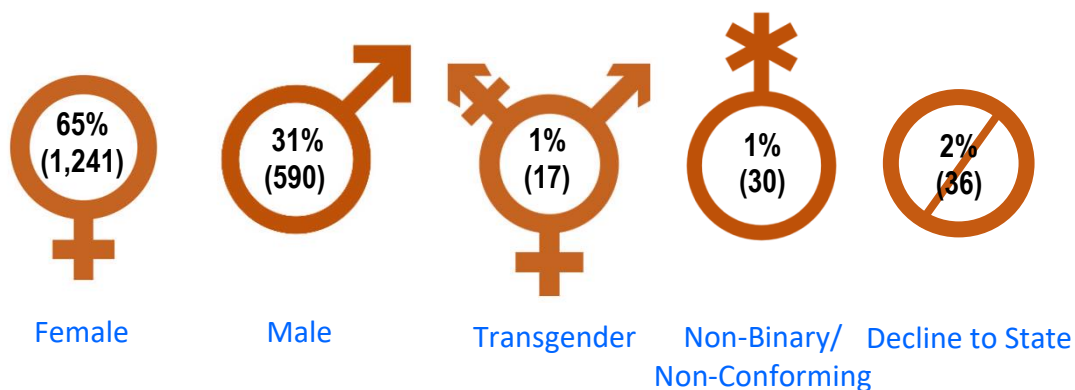
No	20,708	86%
Yes	1,921	8%
Decline to State	1,409	6%

Total **24,038**

Disability

The table above reflects 86% (20,708) of respondents identified as not having a disability. More than 8% (1,921) employees disclosed that they have a disability and 6% (1,409) declined to state.

Disability by Gender

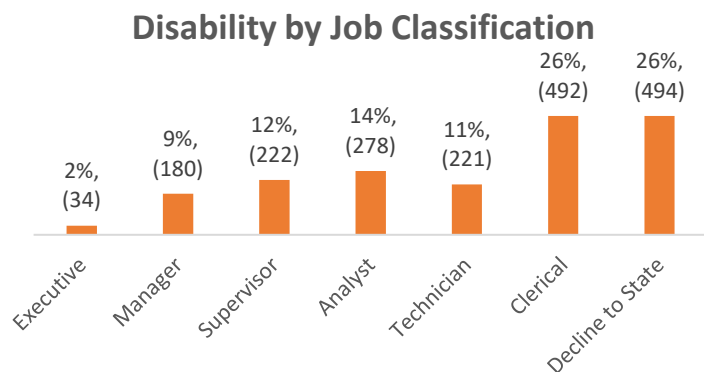
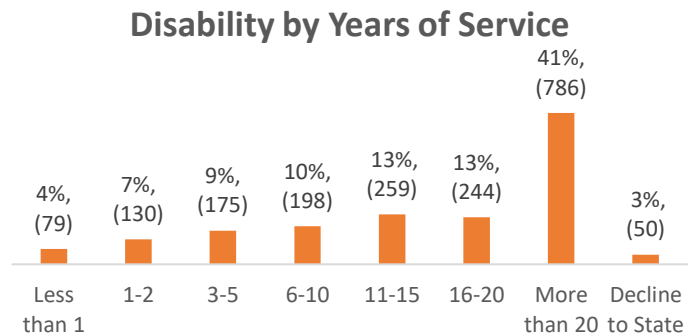
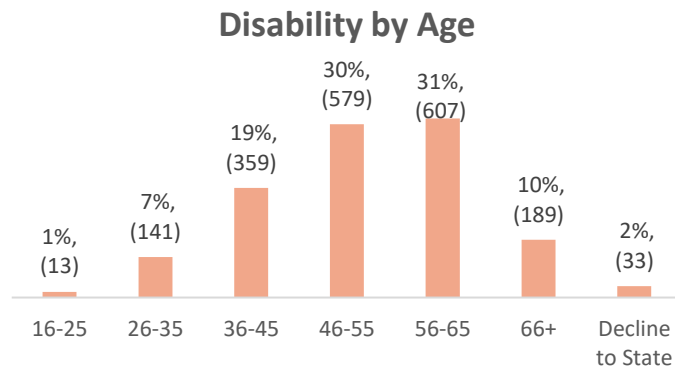
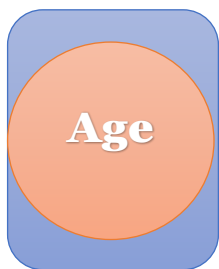


Of the 8% who identified as having a disability, the female population made up 65% (1,241) of the respondents while the male made up 31% (590).

Most respondents with disabilities fall within the 46-65 age groups at 61% (1,186) and another 19% (359) of those identified as having a disability were between the ages of 36-45.

Of the total respondents (24,308), 8% (1,921) identified as disabled. Of those, 26% (492) fell into the Clerical job classification. Another 26% (494) declined to state their job classification and 14% (278) were in the Analyst job classification.

Disability by years of service revealed 41% (786) have more than 20 years of service, 26% (503) respectively) of respondents have 11-20 years of service, and 3% (50) declined to state. Eleven percent (209) of those who identified as disabled have two or less years of services within the County, which shows the County has been hiring individuals with disabilities.



Years of Service

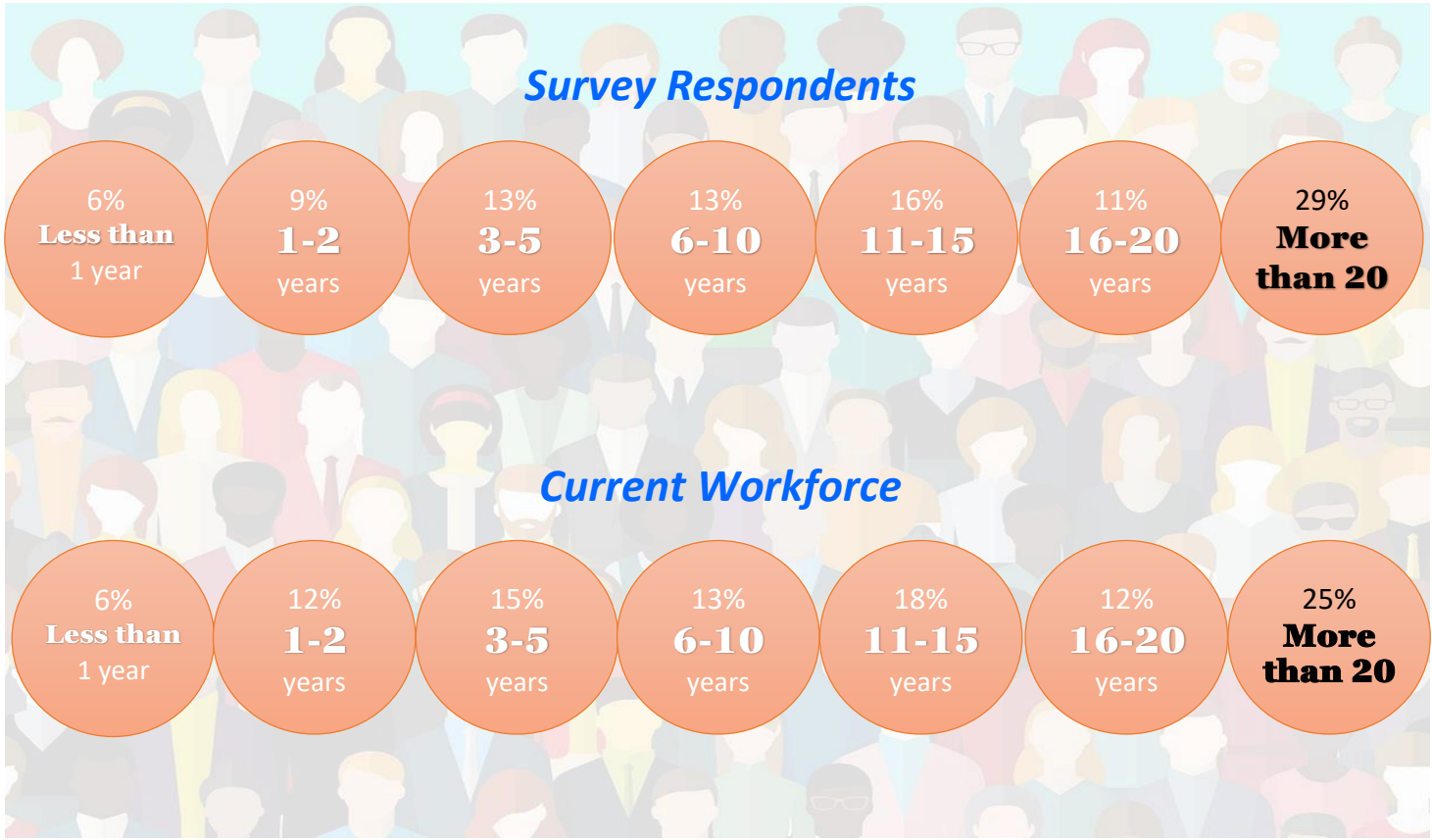
9. How long have you been employed by the County of Los Angeles?

Less than 1	1,388	6%
1-2	2,043	9%
3-5	3,201	13%
6-10	3,042	13%
11-15	3,831	16%
16-20	2,732	11%
More than 20	6,988	29%
Decline to State	813	3%

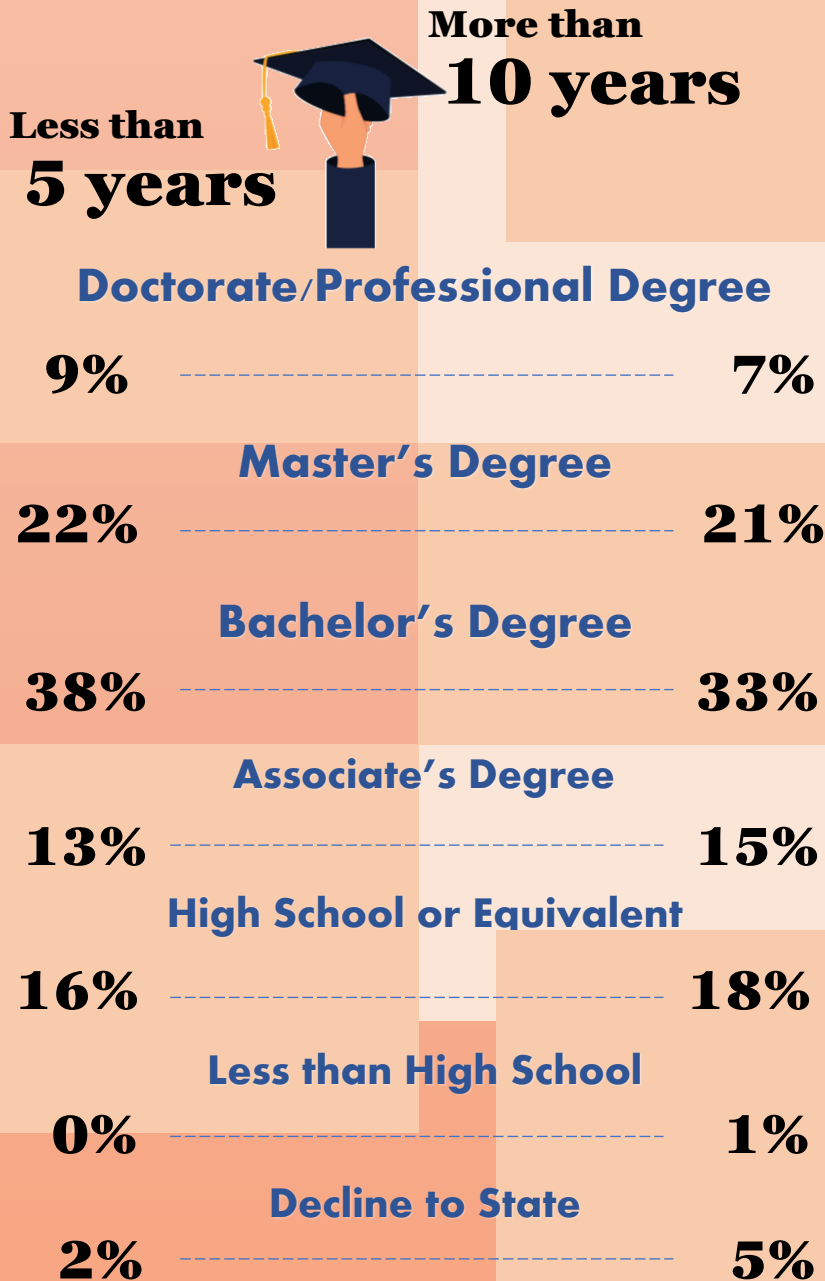
Total **24,038**

Years of Service

Twenty-nine percent (6,988) of employees identified as being employed with the County for more than 20 years in comparison to 25% (25,747) of current County employees.



EDUCATION BY YEARS OF SERVICES



Years of Service was cross referenced with education and a cross comparison with less than 5 years and more than 10 years to understand the education level of employees who have been with the County for years versus those the County has recently hired.

Thirty-eight percent (2,553) of respondents with less than five years of County service have a Bachelor's Degree. This is higher in comparison to those with 10 or more years of service, which represents 33% (4,450), but the actual count of this 33% is higher by 1, 897 employees.

Employees with 10 or more years of service hold a Master's degree at 21% (2,876) in comparison to employees with less than five years of service at 22% (1,465). The differences in the count figures are due to the larger representation of employees in the more than 10 years of service category.

Education

10. What is the highest level of education?

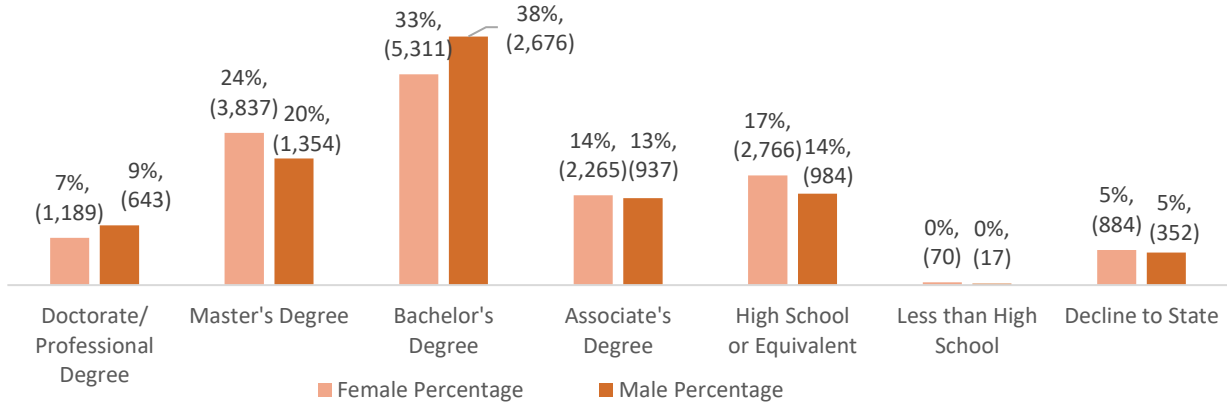
Doctorate/Professional Degree	1,876	8%
Master's Degree	5,299	22%
Bachelor's Degree	8,142	34%
Associate's Degree	3,267	14%
High School or Equivalent	3,809	16%
Less than High School	94	0%
Decline to State	1,551	6%

Total 24,038

Education

Fifty-six percent of County respondents have either a Bachelor's Degree (8,142) or Master's Degree (5,299). Sixteen percent (3,809) identified as having a High School Diploma or Equivalent. Those with less than high school garnered a .004% response rate, represented by only 94 survey respondents and 6% (1,551) declined to state.

Education Level of Female vs Male Respondents



At the Bachelor's Degree level, males and females fair similar with females a bit higher at 38% (2,676) and males at 33% (5,311), while at the Master's Degree level, males fair higher at 24% (3,837) and females lower at 20% (1,354).

Job Classification

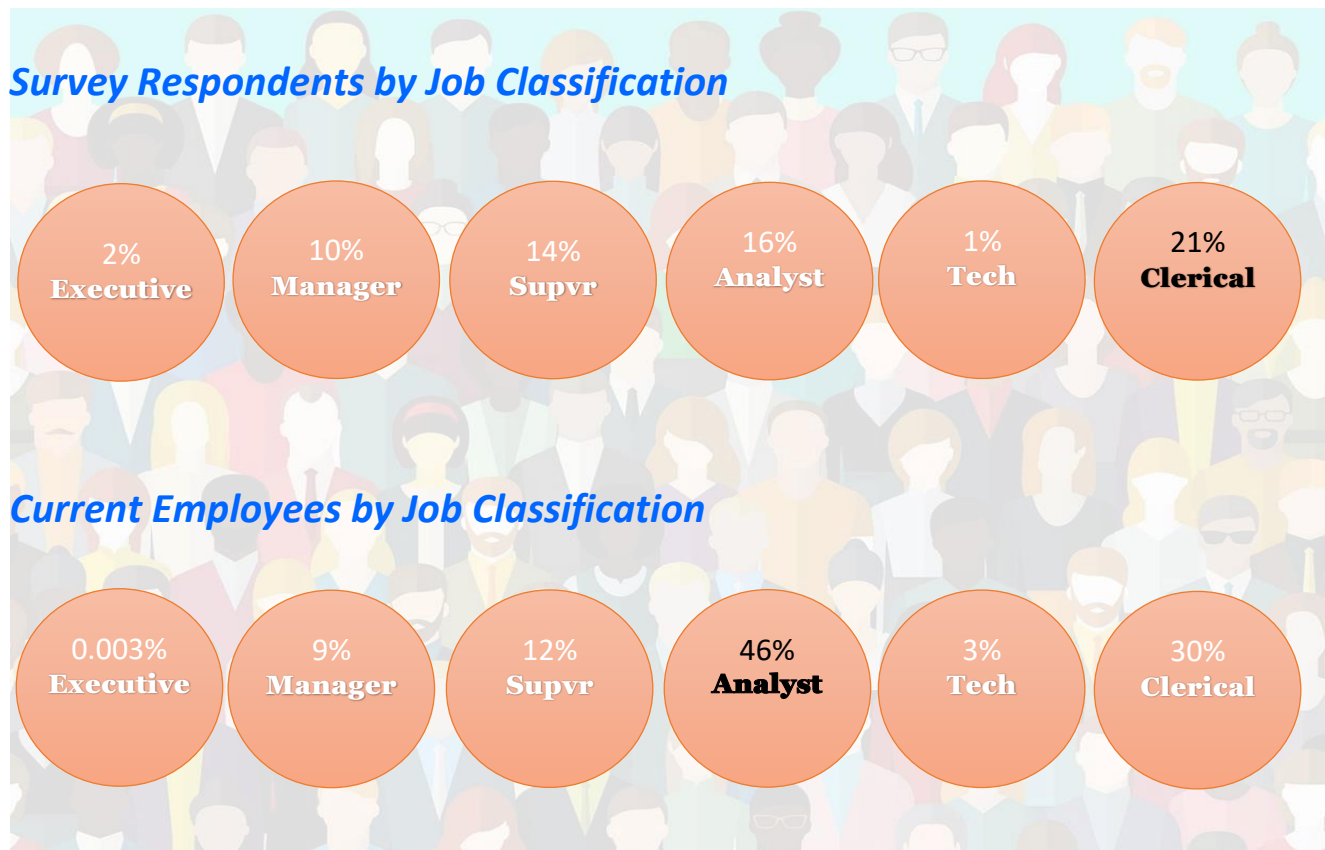
11. Which of the following best describes your position in LA County?

Executive	506	2%
Manager	2,295	10%
Supervisor	3,482	14%
Analyst	3,759	16%
Technician	2,617	11%
Clerical	5,120	21%
Decline to State	6,259	26%

Total **24,038**

Job Classification

Many of the survey respondents 26% (6,259) declined to state their position level at the County. The second largest respondent group identified as working in the Clerical series 21% (5,120). The current workforce indicates the Analyst series has the highest percentage of employees.



Recommendations and Conclusions

Recommendations

When this directive was adopted by the Board of Supervisors, a more accurate understanding into our workforce with respect to gender identity, gender expression, disability, and veteran status was anticipated. Over the last two years, the DHR has built upon its available data through this survey and is beginning to identify potential patterns. Implementation over a three to four year period will provide critical foundational data and establish organizational trends. DHR will utilize the data collected to identify policies or programs that support these groups. DHR is committed to creating an environment where all employees feel comfortable sharing their self-identifiable demographic information. To accomplish this commitment, DHR recommends the following:

- A. Develop new survey distribution methods. Focus survey distribution on particular employee populations to better identify and tailor survey questions and responses to the needs of distinct employee populations.
- B. Continue working with individual County departments and new initiatives (e.g. Antiracist, Diversity, and Inclusion (ARDI) to (i) further increase survey participation and marketing, and (ii) educate employees regarding the need for this type of confidential and anonymous data and its impact in driving data-informed decision making.
- C. Create a Countywide Demographic Self-Identification Campaign in partnership with employee groups and Unions to drive increased participation, interpretation of the data and development of programs that reinforce a commitment to a diverse and inclusive workplace.

Following the steps above will create workforce benchmarks related to gender identity, gender expression, disability, veteran status and education that more accurately represents the County's employee population. These methods will garner sufficient employee demographic information to begin understanding the needs of County employees and provide DHR with more insight to properly make policy or program recommendations.

Conclusion

In preparation for the *2021 Countywide Demographic Survey*, DHR will conduct more direct marketing and focused communication with employees, including specific County email listserv and employee resource groups. Additionally, DHR will add questions related to gender identity and sexual orientation to better understand the types of programs and/or policies believed to be needed to make the County workplace more welcoming and inclusive.

Equity and inclusivity have been driving forces in many policies, programs, and practices within the County of Los Angeles workforce. DHR is dedicated to leading the effort to further diversity, equity, and inclusion within our workplace.



COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
KENNETH HAHN HALL OF ADMINISTRATION
500 W. TEMPLE STREET, ROOM 579 • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 • FAX (213) 621-0387

BRANCH OFFICE
510 S. VERMONT AVENUE, 12TH FLOOR • LOS ANGELES, CALIFORNIA 90020

LISA M. GARRETT
DIRECTOR OF PERSONNEL

March 17, 2023

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

From: Lisa M. Garrett
Director of Personnel

2021-2022 SUCCESSION PLANNING PROGRAM CYCLE COMPLETION (ITEM NO. 14, AGENDA OF JANUARY 24, 2012, AND ITEM NO. 6, AGENDA OF AUGUST 8, 2017)

In 2012, the County of Los Angeles Board of Supervisors (Board) directed the Chief Executive Officer (CEO) and the Director of Personnel to “enhance the County of Los Angeles’ (County) succession planning program and capacity to support departmental efforts to identify and strengthen the “bench strength” of the County’s Management Appraisal and Performance Plan (MAPP) manager pool.”

Succession planning is an essential strategy for every organization, and one of the most important tasks of today’s leaders is to prepare the leaders of tomorrow. In a motion approved by the Board on August 8, 2017, your Board reinforced this imperative by directing each department to engage in succession planning efforts and to enhance leadership development opportunities for current and emerging leaders. The Countywide Succession Planning Program (Program) supports this effort by:

- Identifying expected vacancies within the MAPP talent pool;
- Evaluating MAPP managers on 30 leadership competencies and their readiness for advancement;
- Providing targeted development and training to close competency gaps and prepare MAPP managers for bigger roles; and,
- Evaluating Program results and identifying current and future enhancements.

The Program is guided by the following philosophy:

Succession Planning is about strengthening all MAPP leaders by offering each of them unique developmental opportunities to perform effectively at higher levels of responsibility in the organization.

To assist departments and managers in building a robust leadership development plan, the Department of Human Resources (DHR) commenced the fifth implementation of the Program in February 2021 and recently concluded the Program's two-year implementation cycle. The attached *County of Los Angeles Succession Planning Program Cycle Closeout Report 2021-2022* (Report) presents a summary of the actions, efforts, and results throughout the five phases of the 2021-2022 Program cycle implementation.

As outlined in the Report, DHR successfully conducted a Countywide assessment of MAPP managers' preparedness to ascend to higher-level positions. Managers from 32 departments completed *Leadership Evaluations* for 921 MAPP managers. We are proud to report that 68% of MAPP managers were deemed ready to promote. This finding exceeds our benchmark goal of 60% and improves upon the 64% of MAPP managers who were deemed ready to promote in the last Program cycle.

Once the MAPP managers' assessments were concluded, DHR then provided departments with their *Departmental Leadership Evaluation Summary Reports* and an accompanying *Strategy Guide* to help departments understand their MAPP managers' promotional readiness, strengths, and development needs, and to provide strategies to address these needs. Using that data, DHR supported departments in creating their *Departmental Leadership Development Plan* (DLDP), which outlines the department's succession plan for the next 12 months. Department participation was high with 30 out of 30 (100%) departments developing their DLDPs.¹

Next, DHR prepared 947 *Supervisor Leadership Evaluation Reports* for supervisors of MAPP managers to have 1:1 development conversations with their MAPP managers. These collaborative conversations provided moments for discussions of career goals and the building of *Individual Leadership Development Plans* (ILDPs). The fulfillment of ILDPs represented a critical component to support personalized development of each MAPP manager and the building of the County's leadership talent pipeline.

¹ Counts and percentages about the DLDPs submitted for the 2021-2022 Program do not include the five departments (Health Services, Public Health, Office of the Assessor, Museum of Art, and Museum of Natural History) that were exempted from participating. All exemptions were granted due to pandemic-related operational priorities, organizational structure, and/or a small number of MAPP managers.

Outcomes

- **Highly-rated managers are more likely to be promoted.** With a 9.2% promotion rate, MAPP managers who were rated “Prepared to Advance” were nearly 2 times as likely to earn a promotion within the 1.5 years (May 4, 2021 to October 20, 2022) after being rated compared to those who were rated “Development Needed.”
- **Collaboration in leadership development enhances outcomes.** The majority of MAPP managers (59.6%) reported that they developed their ILDP collaboratively with their supervisor. Supervisors of these MAPP managers spent more time supporting their development than the development of MAPP managers who developed the ILDP independently. Moreover, the time spent was more effective at helping them achieve their ILDP.

Next Steps

A thorough review of the 2021-2022 cycle implementation has occurred, in which nine action steps have been identified to advance the Program. These steps are outlined within the Report and will be implemented in the next Program cycle.

Additionally, DHR has already made great progress in implementing a targeted strategy to enhance the pipeline of potential Department Head candidates. The goals of the strategy are to increase both the promotion-readiness and the visibility of our internal executive talent pool. Results will be provided to the Board and Chief Executive Officer for executive hiring and executive development purposes.

Conclusion

I sincerely thank the Board for its support and leadership in investing in the current and future leaders of our County workforce. Through our collaborative efforts, we are proactively developing tomorrow’s leaders today.

Should you have any questions, please contact me or Rodney Collins, Assistant Director, at (213) 974-2449 or rcollins@hr.lacounty.gov.

LMG:PAM:RC
ML:MS:rl

Attachment

c: Executive Office, Board of Supervisors
Chief Executive Office
All Department Heads

County of Los Angeles

Succession Planning Program

Cycle Closeout Report

2021-2022



ATTRACT

DEVELOP

RETAIN

A Countywide Succession Planning Program Resource

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Executive Summary

Succession planning is an essential strategy for every organization. One of our most important tasks as effective leaders is to prepare our future leaders. The Board of Supervisors (Board) reinforced this expectation on January 24, 2012 by issuing the directive to make succession planning part of all Management Appraisal and Performance Plan (MAPP) goals. Additionally, the Board directed that succession planning be added to the Los Angeles County's (County) 2016-2021 Strategic Plan (Strategy III.1.3). To support departments and managers in achieving the MAPP goal and planning for leadership development, the Department of Human Resources (DHR), under the leadership of Lisa M. Garrett, Director of Personnel, commenced the fifth implementation of the Countywide Succession Planning Program (Program) in February 2021 and concluded the Program's two-year implementation cycle in January 2023 with this Report.

Succession planning enables the County to proactively address leadership turnover by forecasting retirements, identifying talent gaps, and providing resources to assist in developing the County's leaders. Throughout the Program's Five-Phase Model (see page 6), DHR provides the structure, tools, and consultative guidance to support departments in building and implementing their respective succession plans.

This *County of Los Angeles Succession Planning Program Cycle Closeout Report 2021-2022* (Report) presents a high-level summary of the actions, efforts, and results of the 2021-2022 Program cycle implementation.¹

Highlights of this Report

- The County's Program is a leader in the area of succession planning. Our Program has matured, grown, and expanded over several implementation cycles.
- The County has supported the Program by making it part of the County's Strategic Plan, DHR's Strategic Plan, and MAPP manager's goals.
 - As a result of this effort, the 2021 *Leadership Evaluation and Leadership Self-Evaluation* was a success, as 32 departments participated and **nearly 93% of our MAPP managers were evaluated**.² Managers evaluated 921 MAPP managers and 676 MAPP managers evaluated themselves.
 - Department participation was high, with 30 out of the 30 (100%) expected departments developing their *Departmental Leadership Development Plans* (DLDPs).³
- The Program exceeded its benchmark readiness goal of 60% by deeming **68% of MAPP managers as prepared to advance**. The depth of our internal talent pool is strong enough to fill most manager vacancies with internal candidates. Based on historical MAPP retirement trends, 19.4% of the County's MAPP managers were projected to retire within three years (i.e., by 2024) at the time of the 2021-22 Program cycle launch. Currently, 22.4% are projected to retire within three years (i.e., by 2026).

¹ Numerically calculated results presented in this Report are rounded.

² Counts and percentages presented in this Report do not include the three Departments (Health Services, Public Health, and Museum of Art) that were exempted from participating in the *2021-2022 Countywide Succession Planning Program* due to pandemic-related operational priorities, organizational structure, and/or a small number of MAPP managers.

³ With the exception of the Phase 5 Evaluation section, counts and percentages presented about the DLDP in this Report do not include the two Departments (Office of the Assessor and Museum of Natural History) that were exempted from developing a DLDP due to pandemic-related operational priorities, organizational structure, and/or a small number of MAPP managers.

- With a 9.2% promotion rate, MAPP managers who were rated “Green” (Prepared to Advance) were nearly **2 times** as likely to earn a promotion within the following 1.5 years (May 4, 2021 to October 20, 2022) compared to those who were rated “Yellow” (Development Needed).
- Considering the top five competency strengths of the MAPP manager pool (Integrity/Honesty, Customer Service, Professional Expertise, Public Service Motivation, and Leveraging Diversity), our managers are able to deliver effective service to the public by being proficient in their field of practice, showing a commitment to providing public service with great integrity, while valuing diversity and promoting an organizational culture where diversity thrives. In essence, **this strengths profile shows a management workforce that operates from a public service core perspective that champions diversity.**
- Considering the bottom five competencies of the MAPP manager pool (Entrepreneurship, Financial Management, Vision, Conflict Management, and Strategic Thinking), our managers could be challenged to take the risk of pushing new agendas that involve determining new long-term directions, managing challenges to those directions, and translating the new goals to help their teams see and achieve what is possible. In essence, **this development profile shows a management workforce that needs to gain comfort and capability with pushing through the uncertainty of determining a new future direction and effectively communicating the fiscal rationale to stakeholders.**
- DHR prepared **947 Supervisor Leadership Evaluation Reports** for supervisors of MAPP managers to support them in conducting 1:1 development conversations with their MAPP manager direct reports. During these conversations, supervisors and MAPP managers built the MAPP manager’s *Individual Leadership Development Plan* (ILDP) for implementation.
- MAPP managers indicated that when the ILDP was developed collaboratively with their supervisor versus independently, their supervisor spent more time supporting their development and the time spent was more effective at helping them achieve their ILDP. According to survey responses, **59.6% of MAPP managers reported developing their ILDP collaboratively with their supervisor.**
- DHR conducted a Countywide survey on the succession planning experiences of MAPP managers who participated in the 2021 *Leadership Evaluation*, and 372 surveys were completed (**46% response rate**) from across all 32 participating departments.
- MAPP managers indicated that they are committed to their development. Approximately 50% of them reported spending **31 hours or more** achieving their ILDP over the course of the year.
- Nine Department Heads (30%) indicated the amount of funding they planned to allocate to accomplish their DLDPs, which reflects an average of \$2,923 per MAPP manager. This represents a **47% increase in per-manager development investment** when compared to funding commitments specified in the previous Program cycle. A survey of MAPP managers revealed that the recommended mean dollar amount for developing each MAPP manager was \$4,950.
- As we look to the frontier of leadership roles, we see the workplace creating new roles and placing a greater importance on some existing roles. The emerging leadership roles include: Chief Data Officer, Chief Technology Officer, Chief Sustainability Officer, Director of Digital Delivery, Director of Social Enterprise, and Chief Diversity Officer.
- A thorough review of the 2021-22 cycle implementation occurred to identify four distinct areas and nine action steps to advance our Program forward.

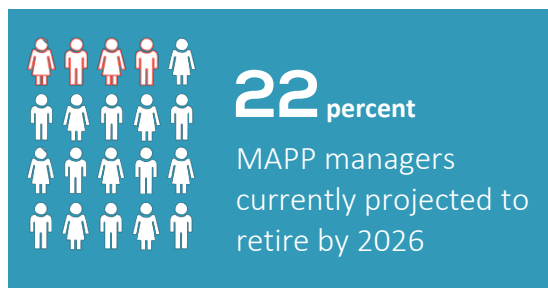
- DHR has already made great progress in implementing a targeted strategy to enhance the pipeline of potential Department Head candidates. With the goals of increasing both the promotion-readiness and the visibility of our internal executive talent pool, the strategy will include the following:
 - a survey of Department Heads to identify internal and external successors for their positions
 - opportunity for vetted internal successors to:
 - receive developmental coaching from an external coach
 - participate in an executive leadership style assessment
 - engage in experienced-based development projects

Results of these efforts will be provided to the Board and Chief Executive Officer for executive hiring and executive development purposes.

Introduction

Succession planning is an essential strategy for every organization. One of our most important tasks as effective leaders is to prepare our future leaders. The Board of Supervisors (Board) reinforced this expectation on January 24, 2012 by issuing the directive to make succession planning part of all Management Appraisal and Performance Plan (MAPP) goals. Additionally, the Board directed that succession planning be added to the County's 2016-2021 Strategic Plan (Strategy III.1.3). To support departments and managers in achieving the MAPP goal and planning for leadership development, the Department of Human Resources (DHR), under the leadership of Lisa M. Garrett, Director of Personnel, commenced the fifth implementation of the Countywide Succession Planning Program ("Program") in February 2021 and concluded the Program's two-year implementation cycle in January 2023 with this Report.

Succession planning enables the County to proactively address leadership turnover by forecasting retirements, identifying talent gaps, and providing resources to assist in developing the County's leaders. Throughout the Program's Five-Phase Model (see next page), DHR provides the structure, tools, and consultative guidance to support departments in building and implementing their respective succession plans.



The County's Succession Planning Program is a leader in this area of practice. Our Program has matured, grown, and expanded over several implementation cycles. We continue to advance our Program by building new components and capabilities.

Purpose of this Report

This *County of Los Angeles Succession Planning Program Cycle Closeout Report 2021-2022* (Report) presents a high-level summary of the actions, efforts, and results of the 2021-2022 Program cycle implementation.



The County's Succession Planning Program is robust and incredibly thoughtful.
Amy J. Bodek, AICP, Director of Planning

Program Overview

Five-Phase Model

The Countywide Five-Phase Model drives, guides, and influences succession planning efforts at the Departmental and MAPP manager organizational levels. The five-phase model applies to all three levels of implementation (Countywide, Departmental, and MAPP manager). The infographic below presents the Model, and it illustrates the ongoing, continuous nature of our process.



DHR-Provided Resources

ASSESS	DESIGN	SHARE	ACT	EVALUATE
<ul style="list-style-type: none"> • Leadership Evaluation • Leadership Self-Evaluation • 360 Feedback Assessment 	<ul style="list-style-type: none"> • Leadership Evaluation Report with Organizational Chart • DLDP Instruction Guide & Template 	<ul style="list-style-type: none"> • Communication Strategy Guide 	<ul style="list-style-type: none"> • Supervising Leadership Evaluation Report • Leadership Development Guide & Template 	<ul style="list-style-type: none"> • Succession Planning Program Feedback Survey

Roles

The Board of Supervisors, Chief Executive Office, DHR, Department Heads & Executives, Line-Department Administrators & Human Resources, Supervisors of MAPP managers, and MAPP managers share the responsibility for implementing succession planning. The table below delineates the responsibilities of each role.

Role	Responsibilities
Board of Supervisors	<ul style="list-style-type: none"> Determine the strategic direction and goals of the County's Succession Planning Program
Chief Executive Office	<ul style="list-style-type: none"> Execute the Board's strategic direction and goals for the County's Succession Planning Program
Department of Human Resources	<ul style="list-style-type: none"> Build the Program's design and define its philosophy Promote succession planning Provide the structure, information, analysis, resources, tools, and consultative services Build and maintain a learning culture Evaluate Program achievements and effectiveness Improve the Program's design and tools
Department Heads & Executives	<ul style="list-style-type: none"> Set departmental strategic direction and define succession strategies [i.e., construct a <i>Departmental Leadership Development Plan (DLDP)</i>] Build and maintain a thriving culture where MAPP managers' skills are valued and cultivated Champion and continuously support succession planning efforts (e.g., resource allocation, change management, focus attention)
Line-Department Administrators and Human Resources	<ul style="list-style-type: none"> Implement department's DLDP (e.g., strategies) Evaluate DLDP progress and suggest changes
Supervisors of MAPP Managers	<ul style="list-style-type: none"> Understand competency requirements of leadership positions Evaluate MAPP managers and provide them with ongoing developmental feedback Identify leadership development assignments Implement <i>Individual Leadership Development Plans (ILDPs)</i> in collaboration with their MAPP managers
MAPP Managers	<ul style="list-style-type: none"> Actively participate in their own development Engage in self-awareness activities (e.g., self-reflection) Proactively seek out feedback from managers, peers, and clients

Overview & Results of Each Phase

Throughout the Program's Five-Phase Model, DHR provides the structure, tools, and guidance to support departments in building and implementing their respective succession plans. The Five-Phase Model is a sequential process with time-bound milestones. This section describes each phase and presents the results from the 2021-2022 Countywide Succession Planning Program implementation.

Phase 1 | Assess

March 10, 2021 – May 4, 2021

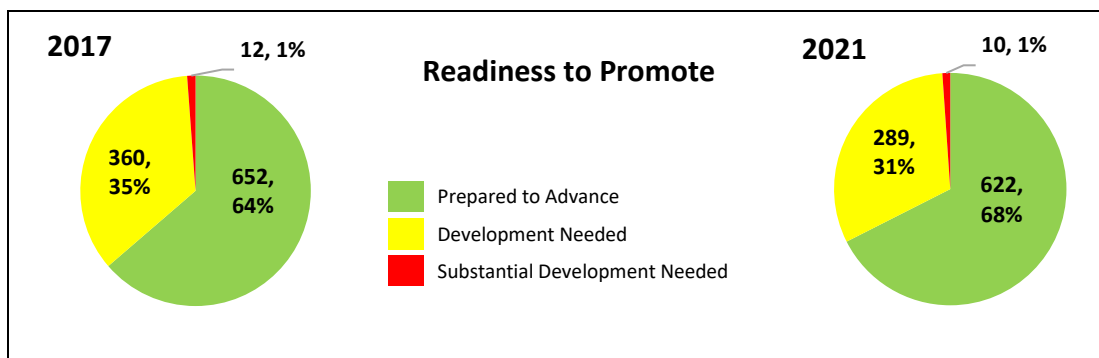
As part of the first phase, departments participated in the *Leadership Evaluation* process in early 2021. The *Leadership Evaluation* consisted of ratings by supervisors of MAPP managers on 30 competencies utilizing a 7-point rating scale (7 = Fully prepared to 1 = Unprepared). It also included an overall three-box rating indicating the MAPP managers' preparedness to promote (Prepared to Advance, Development Needed, and Substantial Development Needed). The *Leadership Evaluation* was designed to help executives and senior-level managers assess the developmental preparedness of their MAPP managers to ascend to their next higher-level positions. Implemented in tandem with the *Leadership Evaluation*, the *Leadership Self-Evaluation* provided MAPP managers the opportunity to assess themselves on the 30 competencies. With the information from these two assessments, succession plans can be created to guide the development of the County's MAPP manager pool.

Results

The rollout of the 2021 *Leadership Evaluation* and *Leadership Self-Evaluation* was a success, as 32 departments participated and nearly 93% of the County's MAPP managers were evaluated.⁴ Managers evaluated 921 MAPP managers and 676 MAPP managers evaluated themselves. Aided by a new SharePoint program communication site, the 2021 implementation achieved the highest response rate among participating departments than any of the previous four implementations.

We are proud to report that 68% of evaluated MAPP managers were deemed ready to promote, which represents a 4% gain over the last implementation in 2017. This is important progress in the trajectory of the County's leadership bench strength; however, work remains to enhance the leadership capacity of all MAPP managers who seek developmental opportunities for the next higher-level roles.

68% of MAPP managers were deemed ready to promote, surpassing our benchmark goal of 60%



⁴ Counts and percentages presented in this Report do not include the three departments (Health Services, Public Health, and Museum of Art) that were exempted from participating in the 2021-2022 Countywide Succession Planning Program due to pandemic-related operational priorities, organizational structure, and/or a small number of MAPP managers.

We provided a *Countywide Leadership Evaluation Summary Report* for the Board and Chief Executive Office (CEO) on June 3, 2021. In addition, each Department Head received a department-specific *Departmental Leadership Evaluation Summary Report* on August 3, 2021. Both *Countywide* and *Departmental Leadership Evaluation Summary Reports* provided several graphs along with guidelines to frame their interpretation. The graphs included the following:

- Countywide and departmental retirement projections
- Highest and lowest rated competencies in the department
- Percent of promotion-ready MAPP managers in the department
- Organizational chart that displays the department’s succession readiness of each MAPP manager

From a Countywide perspective, the highest five rated competencies formed the Strengths Profile and the lowest five rated competencies formed the Development Profile. Each profile is presented below.

Strengths Profile

The Strengths Profile takes a broad evaluation of the County’s management competency capability. It provides the summary information to know whether our organization has the talent to achieve the County’s strategic and operational goals. Considering the top five competency strengths of the MAPP manager pool (Integrity/Honesty, Customer Service, Professional Expertise, Public Service Motivation, and Leveraging Diversity), our managers are able to deliver effective service to the public by being proficient in their field of practice, showing a commitment to providing public service with great integrity, while valuing diversity and promoting an organizational culture where diversity thrives. **In essence, this strengths profile shows a management workforce that operates from a public service core perspective that champions diversity.**

Strengths Profile

1. Integrity/honesty
2. Customer Service
3. Professional Expertise
4. Public Service Motivation
5. Leveraging Diversity

Development Profile

The Development Profile also takes a broad evaluation of the County’s management competency capability. However, it focuses on the competencies that need to be enhanced to successfully support the County in meeting its strategic and operational goals. Considering the bottom five competencies of the MAPP manager pool (Entrepreneurship, Financial Management, Vision, Conflict Management, and Strategic Thinking), our managers could be challenged to take the risk of pushing new agendas that involve determining new long-term directions, managing challenges to those directions, and translating the new goals to help their teams see and achieve what is possible. **In essence, this development profile shows a management workforce that needs to gain comfort and capability with pushing through the uncertainty of determining a new future direction and effectively communicating the fiscal rationale to stakeholders.**

Development Profile

1. Entrepreneurship
2. Financial Management
3. Vision
4. Conflict Management
5. Strategic Thinking

The *Countywide Leadership Evaluation Summary Report* provided the Board and CEO with insight about the pool of promotion-ready MAPP successors and the current MAPP population’s leadership competency profile.

The results of the *Leadership Evaluation* and *Leadership Self-Evaluation* equipped Department Heads with the understanding of their MAPP talent pool, which prepared them for the Program’s next phase: Design.

Phase 2 | Design

August 6, 2021 – September 3, 2021⁵

This phase focused on Department Heads and their executive team constructing their *Departmental Leadership Development Plans* (DLDP). The DLDP establishes or builds upon a department's existing approach for developing MAPP managers for higher-level roles.

To complete this phase, Department Heads reviewed their *Departmental Leadership Evaluation Summary Reports* to understand their departments' MAPP manager talent pool's promotion readiness, competency strengths, and development needs. Next, using the DHR provided *DLDP Strategy Guide*, Department Heads determined the overarching leadership assessment, development, and training strategies to address developmental needs. Then, Department Heads used the DHR provided *DLDP Template* to document their departmental succession plans. Lastly, Department Heads submitted their DLDPs to DHR.

To support the construction of the DLDPs, DHR led consultative conversations with Department Heads, Chief Deputies, Administrative Deputies, and/or Departmental Human Resources Managers. These conversations included walk-through interpretations of the *Departmental Leadership Evaluation Summary Report*, discussions of department's strategic direction, guidance on constructing the DLDP, and specific suggestions for strategies to be included in the DLDP. These consultations helped propel departments forward in building their DLDPs.

Succession Planning is one part of a department's overall strategic management functions, with the DLDP functioning as the department's succession plan for at least the next 12 months.

Results

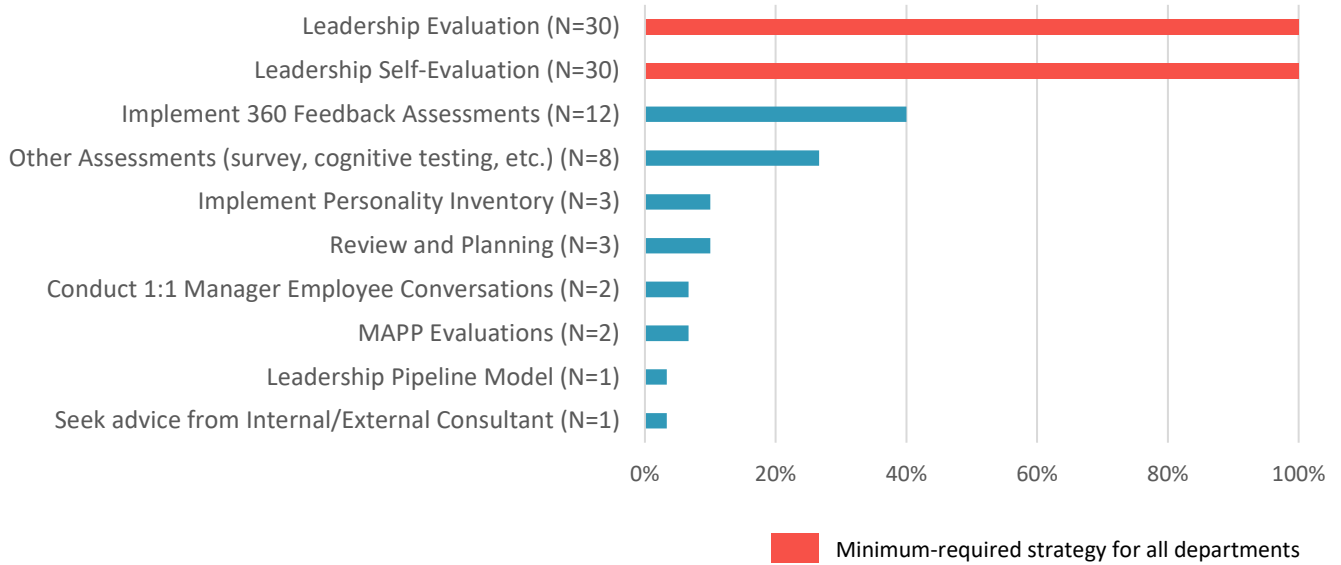
A total of 30 out of the 30 participating departments⁶ (100%) submitted their DLDP. This unprecedented achievement is the highest participation rate in the Program's history. It signifies the value of succession planning as a strategic endeavor and reflects departments' commitment to advancing the "bench strength" of the County's MAPP manager pool. Departments plan to implement 61 unique strategies, which reflects the wide range of creativity and customization departments are leveraging to develop their MAPP managers. A summary of the strategies identified in the 30 submitted DLDPs is presented below.

⁵ Some departments needed extra time to complete this phase.

⁶ Counts and percentages presented in this Report about the DLDPs submitted for the 2021-22 Program do not include the five departments (Health Services, Public Health, Office of the Assessor, Museum of Art, and Museum of Natural History) that were exempted from participating. All exemptions were granted due to pandemic-related operational priorities, organizational structure, and/or a small number of MAPP managers.

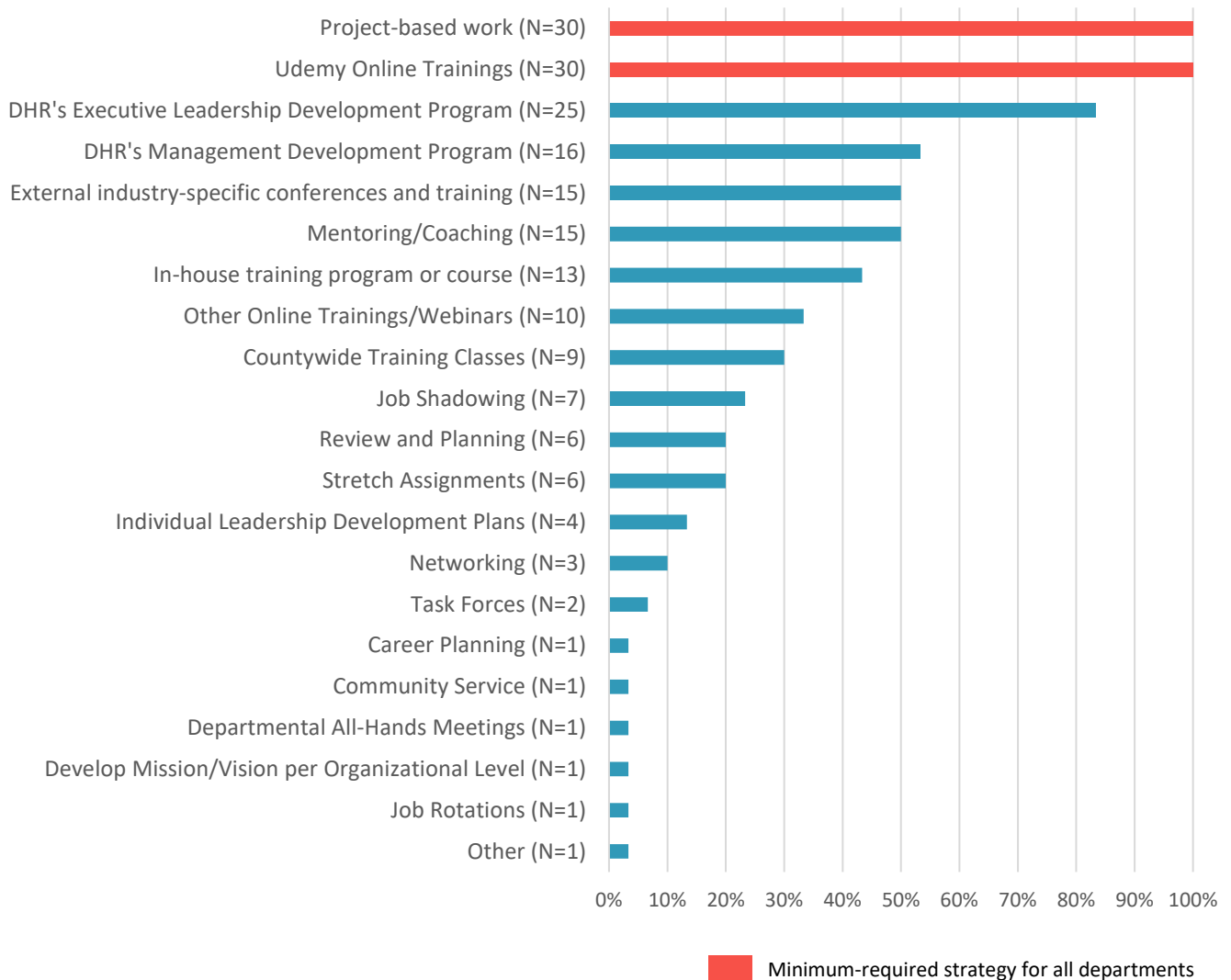
Assessment Strategies

Department Heads included DHR’s two required minimum assessment strategies (i.e., *Leadership Evaluation* and *Leadership Self-Evaluation*) in their DLDPs. Beyond these required strategies, Department Heads included additional assessment strategies to understand their MAPP managers’ current state of readiness to advance and to identify competency development needs. The graph below presents the assessment strategies.



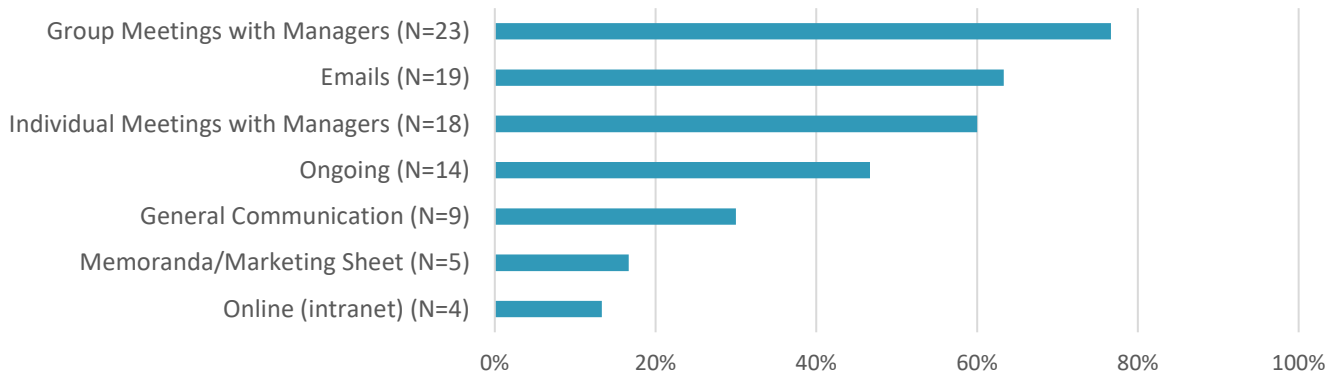
Training & Development Strategies

Department Heads included DHR’s two required minimum training/development strategies (i.e., experienced-based learning through project-based work and online structured learning through the County’s UdeMy Learning Program) in their DLDPs. Department Heads identified additional training/development strategies to address the development needs of their MAPP manager pool. The graph below presents the training/development strategies.



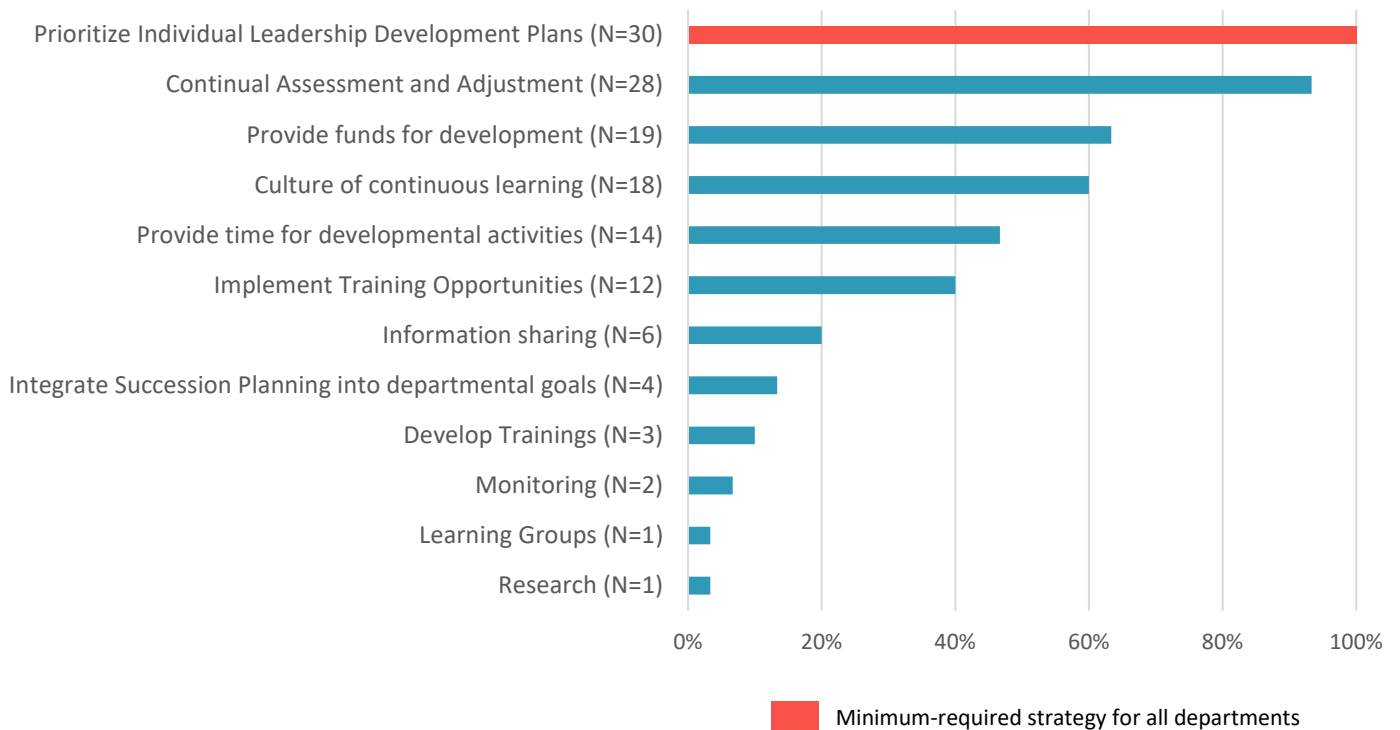
Communication Strategies

Department Heads determined the communication strategies they would implement to share their DLDPs with their MAPP managers. The graph below presents the communication strategies Department Heads planned to use.



Implementation Strategies

Department Heads included DHR’s required minimum implementation strategy (i.e., make the creation and implementation of the *Individual Leadership Development Plans* a department priority) in their DLDPs.⁷ Also, Department Heads identified additional implementation strategies to enable the success of their DLDPs. The graph below presents the implementation strategies.



⁷ Completion of a mid-cycle *Bridge Assessment* was also included as an additional minimum-required implementation strategy for departments on the DLDP. However, DHR has subsequently withdrawn that requirement due to significant pandemic-related operational priorities facing departments at the mid-point of the 2021-22 Program cycle.

Evaluation Strategies

Department Heads included DHR's required minimum evaluation strategy (i.e., DHR's *Employee Development Environment Survey*) in their DLDPs. Department Heads identified additional evaluation strategies that would help assess the effectiveness of their DLDPs. The graph below presents the evaluation strategies.



Classifications Addressed by DLDPs

The Program is primarily focused on assessing employees in MAPP-level roles only. However, Department Heads had the option to expand their DLDPs to offer leadership development opportunities to non-MAPP positions deemed critical to the department. Ten (33.3%) of the 30 departments chose to expand their succession plans to include non-MAPP levels.

Dedicated Funding

The DHR-provided DLDP structure included a place for Department Heads to indicate the amount of funding they would allocate for implementing their DLDPs. As with most strategic endeavors, defined resources are needed to enable execution of the strategy.

Nine of the 30 Department Heads (30%) indicated the amount of funding they planned to allocate to accomplish their DLDPs.⁸ Based on the amounts provided, these nine Department Heads planned to allocate an average of \$2,923 per MAPP manager. This represents a 47% increase in per-manager development investment when compared to funding commitments specified in the previous Program cycle.

Through their DLDPs, Department Heads documented their commitments toward developing their MAPP managers. With their DLDPs created, Department Heads were ready to move to the Program's next phase: Share.

⁸ Note that an additional 10 departments indicated that they planned to allocate funds for leadership development, but they did not provide a specific dollar amount in their DLDPs. Those additional departments were not included in the calculation of the average allocation provided above.

Phase 3 | Share

September 3, 2021 – September 10, 2021

This phase focused on Department Heads communicating their DLDPs to their MAPP manager teams. DHR provided departments with a *Communication Strategy Guide* to aid Department Heads in successfully creating and implementing their communication plans. This Guide conveyed the following core message to Department Heads.

Any significant organizational strategy involves some degree of change – in direction, focus, structure, process, or a number of other factors. Often, what makes the strategy successful is how well it is communicated by senior management, both in words and in actions.

The Countywide Succession Planning Program timeline provided Department Heads with one week to communicate their DLDPs to their teams. After this week, DHR provided all supervisors of MAPP managers with a *Supervisor Leadership Evaluation Report* for each of their MAPP managers who received *Leadership Evaluation/Leadership Self-Evaluation* ratings. In addition, DHR provided each supervisor of a MAPP manager with a *Leadership Development Guide*. Equipped with all of this information and the department's DLDP, supervisors of MAPP managers were prepared to conduct 1:1 development conversations with their MAPP manager direct reports.

Results

Department Heads shared their DLDPs with their MAPP managers. DHR prepared 947 *Supervisor Leadership Evaluation Reports* for supervisors of MAPP managers.

After completing Phase 3, Department Heads and supervisors of MAPP managers were ready to accomplish the next phase: Act.



The art of communication is the language of leadership.

James Humes, Author and former Presidential speechwriter

Phase 4 | Act

September 2021 – September 2022⁹

Departments moved from *understanding* their current bench strength and talent profiles as determined in Phase 1 (Assess) to building and sharing their DLDPs in Phases 2-3 (Design and Share). Now, it was time for *action*! This phase of the Countywide Succession Planning Program lasted 12 months, and it represented the time when our organization focused on building our bench strength.

Supervisors of MAPP managers play a critical role in building the County's bench strength and leadership pipelines

Supervisors of MAPP managers scheduled 1:1 development conversations with their MAPP managers to review their results (*Supervisor Leadership Evaluation Reports*), discuss the MAPP manager's career goals, and build the MAPP manager's *Individual Leadership Development Plan* (ILDLP) for implementation. The ILDP was a critical component to support MAPP managers in enhancing their leadership competencies through a personalized development plan. The 1:1 development conversations promoted collaborative and engaging interactions that set the tone and intention for implementing each MAPP manager's ILDP over a 3-12-month timespan.

Results

ILDLPs were constructed and implemented for MAPP managers throughout the County. Department Administrative and HR teams were encouraged to collect all ILDPs. This enabled them to verify that ILDPs were being developed and to gain insight into whether their department's DLDP strategies were being reflected in the ILDPs. Also, by reviewing ILDPs, the teams gathered new strategy ideas that were being put into action within their departments.

After completing Phase 4, MAPP managers were ready to accomplish the final phase: Evaluate.

⁹ Some departments needed extra time to complete this phase.

Phase 5 | Evaluate

September 2022 – October 2022

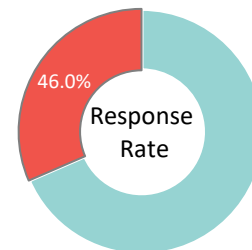
In the final phase, MAPP managers shared feedback on their succession planning experiences and suggestions for improving the Countywide and Departmental Succession Planning Programs. DHR distributed its online *Succession Planning Evaluation Survey* to the 809 current MAPP managers who participated in the Leadership Evaluation and/or Leadership Self-Evaluation. Survey responses were collected over a three-week period (September 15 – October 7).

The survey collected information about key aspects of the Program, including:

- communication about the department's *Departmental Leadership Development Plan* (DLDP)
- development and implementation of the manager's *Individual Leadership Development Plan* (ILDP)
- effectiveness of the ILDP's development strategies
- recommendations to improve the Countywide and Departmental Succession Planning Programs

Results

A total of 372 surveys were completed (46% response rate) from MAPP managers representing all 32 participating departments. A summary of the survey results is presented below.

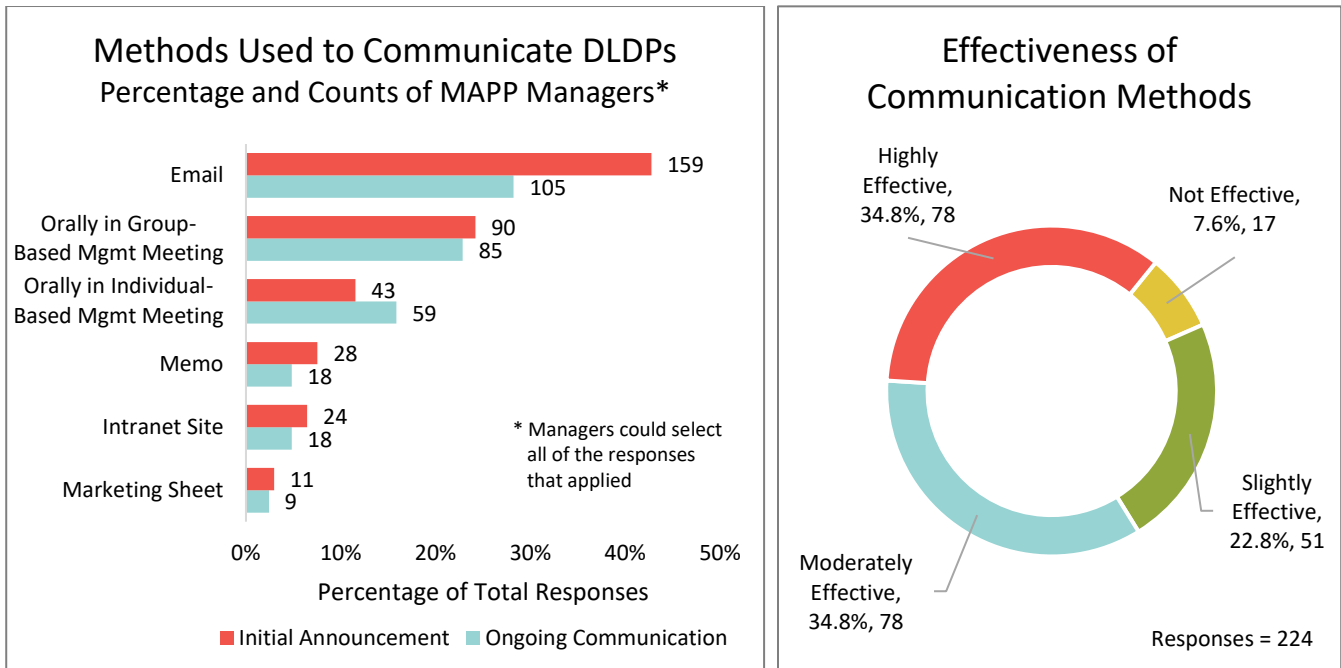


Feedback on communication about the DLDP

MAPP managers reviewed a list of six communication methods and were asked to indicate which of these methods were utilized by their Department Head to communicate the DLDP. Highlights include:

- 74.2% (n=276) of MAPP managers indicated that they received some type of initial announcement or ongoing communication about the department's DLDP.
- On average, departments utilized two communication methods to convey the creation and implementation of their DLDP. Email and orally in group-based meetings were the most prevalent methods.
- Overall, MAPP managers rated their departments' communication methods as moderately or highly effective (69.6%).

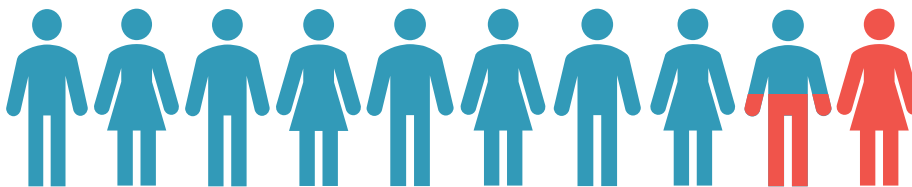
The graphs below present the prevalence of each communication method (bar chart) and the *overall* effectiveness of the communication methods used (donut chart).



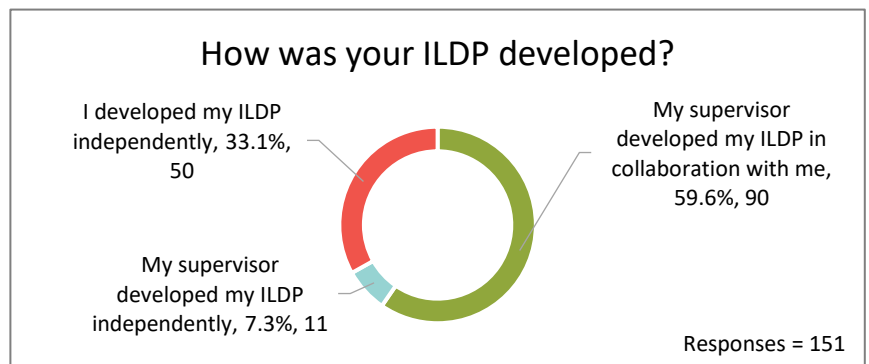
Feedback on Individual Leadership Development Plans (ILDP)

MAPP managers responded to a series of questions on the creation, implementation, and effectiveness of their ILDPs.

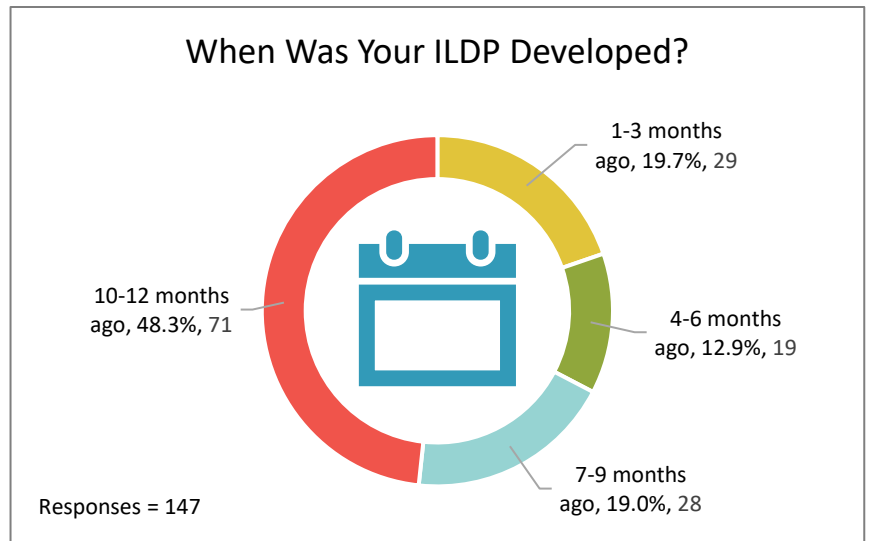
- 24.7% (92/372) of MAPP managers requested a 1:1 leadership development meeting with their supervisor, and 84.8% (78/92) of those MAPP managers had a meeting.



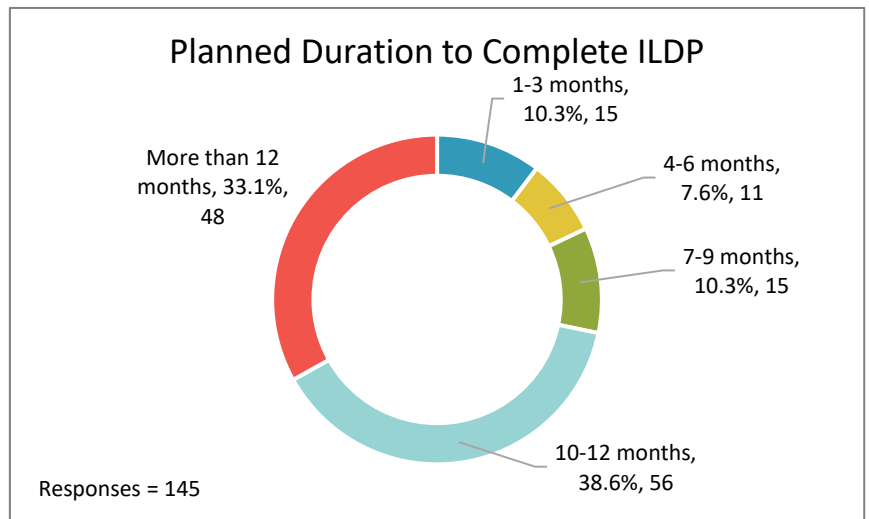
- Most MAPP managers (59.6%) indicated that their ILDP was developed in collaboration with their supervisor, which is a vital aspect of the succession planning process because it encourages collaborative communication and commitment.



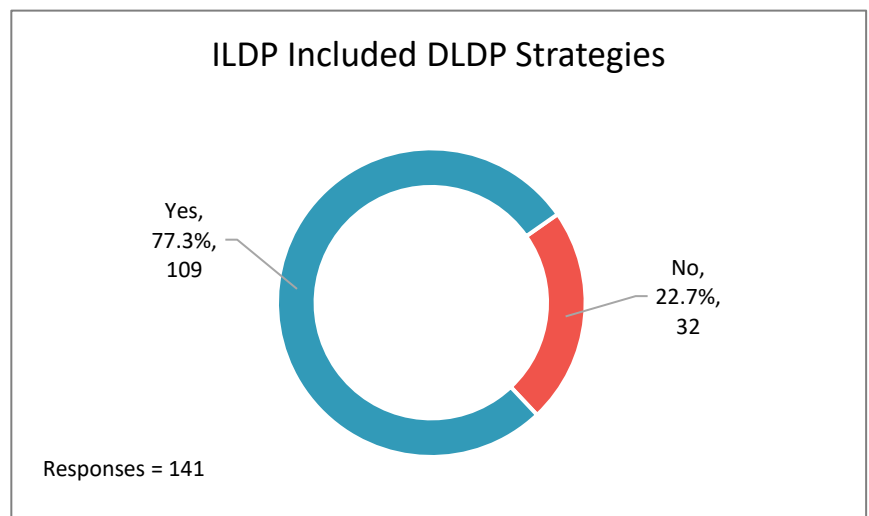
- Almost half (48.3%) of MAPP managers indicated that their ILDP was developed 10-12 months ago. This is an indication of the timeliness of the ILDP creation. The Program’s implementation timeline targeted ILDPs to be created 10-12 months before the administration of the *Succession Planning Evaluation Survey*.



- The vast majority (71.7%) indicated that the planned duration for completing their ILDP was at least 10 months. This is a good indication of the depth of the development activities and commitment of time to MAPP manager development. The Program expects that most ILDPs will take 10 or more months to complete.



- 77.3% of MAPP managers indicated that their ILDP development strategies included development strategies from the DLDP. The Program expects that most ILDPs will include development strategies from the DLDP as the DLDPs are designed to reflect the greatest competency development needs for the department’s MAPP managers. However, it is not expected that all MAPP managers’ ILDPs will include DLDP development strategies. Some MAPP manager competency development profiles may not reflect the development needs of the majority of the department’s MAPP managers.



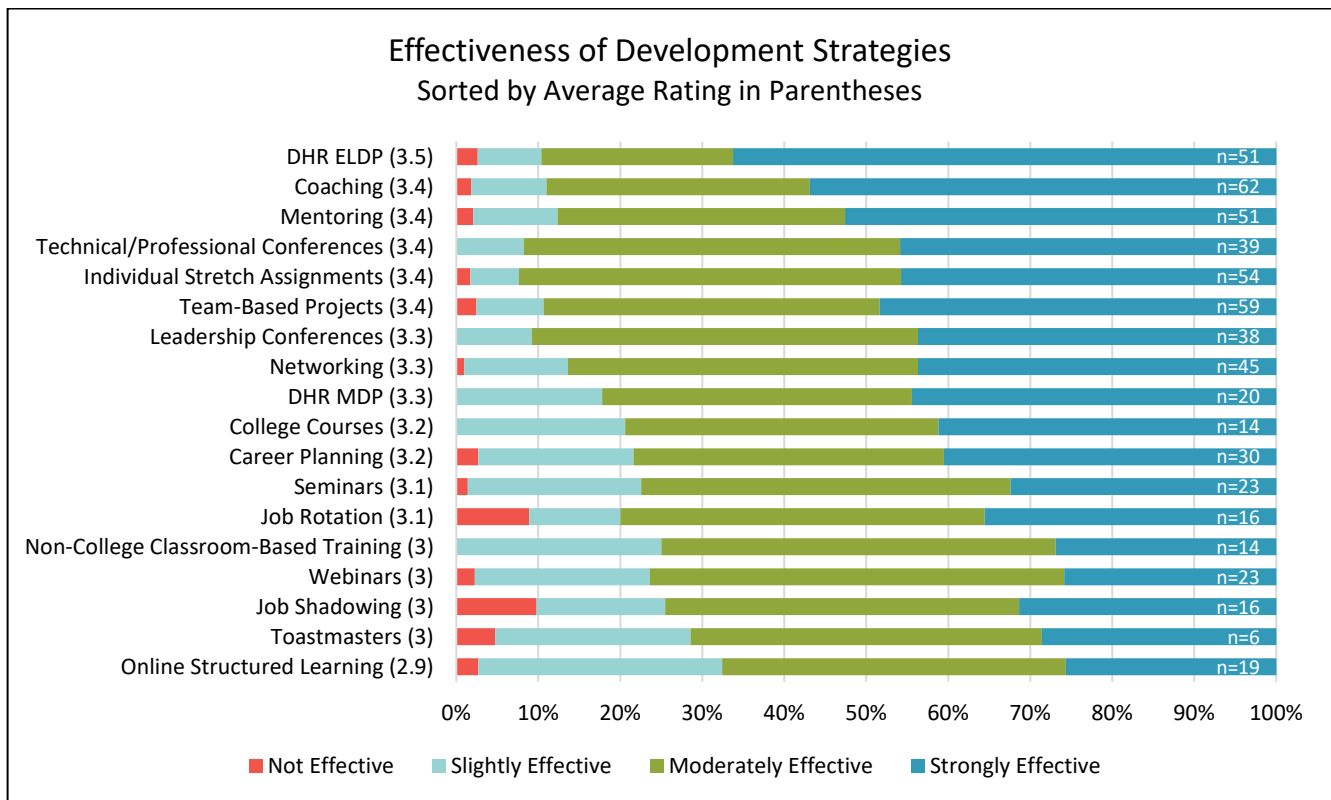
Feedback on effectiveness of ILDP strategies

MAPP managers were asked to review a list of development strategies and to rate each *applicable* strategy's effectiveness at helping them achieve their ILDP. MAPP managers evaluated each strategy using a 4-point scale (1 = not effective to 4 = strongly effective). In addition, MAPP managers could indicate if a strategy was not utilized in their ILDP. Of 151 MAPP managers who responded to these questions, five indicated that they did not utilize any of the strategies presented in the survey.

The highest average rated strategies are listed below:

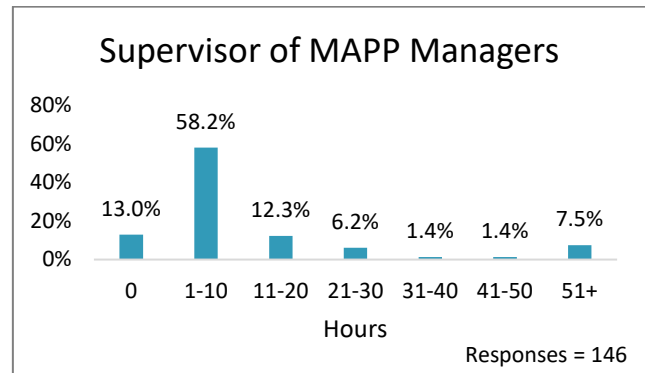
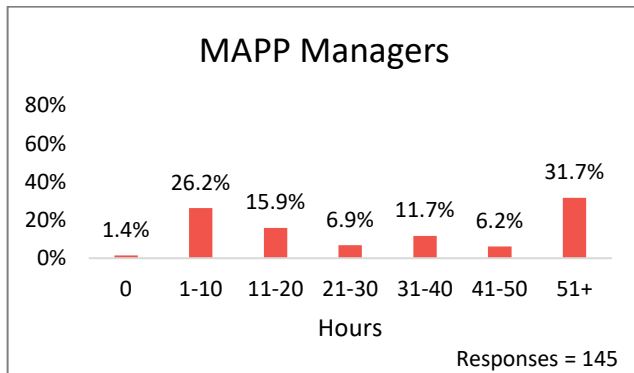
- DHR's Executive Leadership Development Program (3.5)
- Coaching (3.4)
- Mentoring (3.4)
- Technical/Professional Conferences (3.4)
- Individual Stretch Assignments (3.4)
- Team-Based Projects (3.4)

The next graph shows how each development strategy was rated. The number of MAPP managers who rated the strategy as strongly effective is shown within each bar.



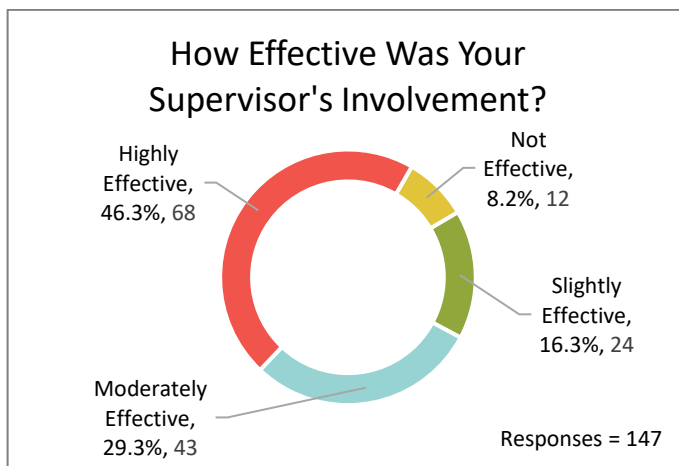
Feedback on hours spent on achieving ILDPs

MAPP managers were asked to indicate the number of hours they and their supervisors spent on achieving their ILDPs. MAPP managers selected from defined ranges of hours from 0 hours to more than 50 hours. The graphs below present the results.



The graph on the left shows that 31.7% (n=46) of MAPP managers spent more than 50 hours achieving their ILDP.

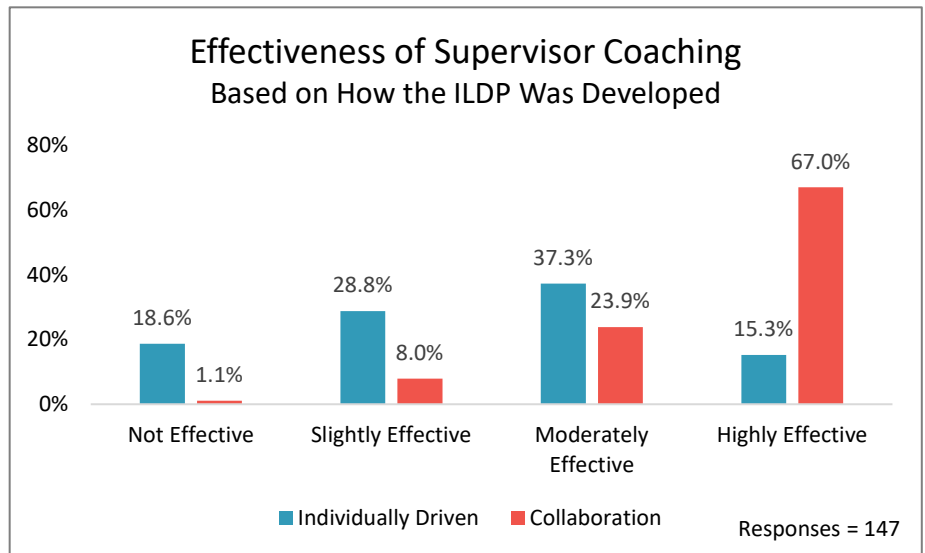
58.2% (n=85) of MAPP managers reported that their supervisor spent 1-10 hours helping them develop and achieve their ILDP (graph on the right, *Supervisors of MAPP Managers*). While it may appear to indicate a low level of supervisor involvement, it is noteworthy that 75.5% (n=111) of MAPP managers rated their supervisor's involvement (i.e., coaching, guiding) as moderately or highly effective (see the graph below). Although active supervisor involvement is important, the survey responses suggest that supervisors' time commitment does not need to be substantial, but it needs to reflect quality interactions for MAPP managers' development to be effective.



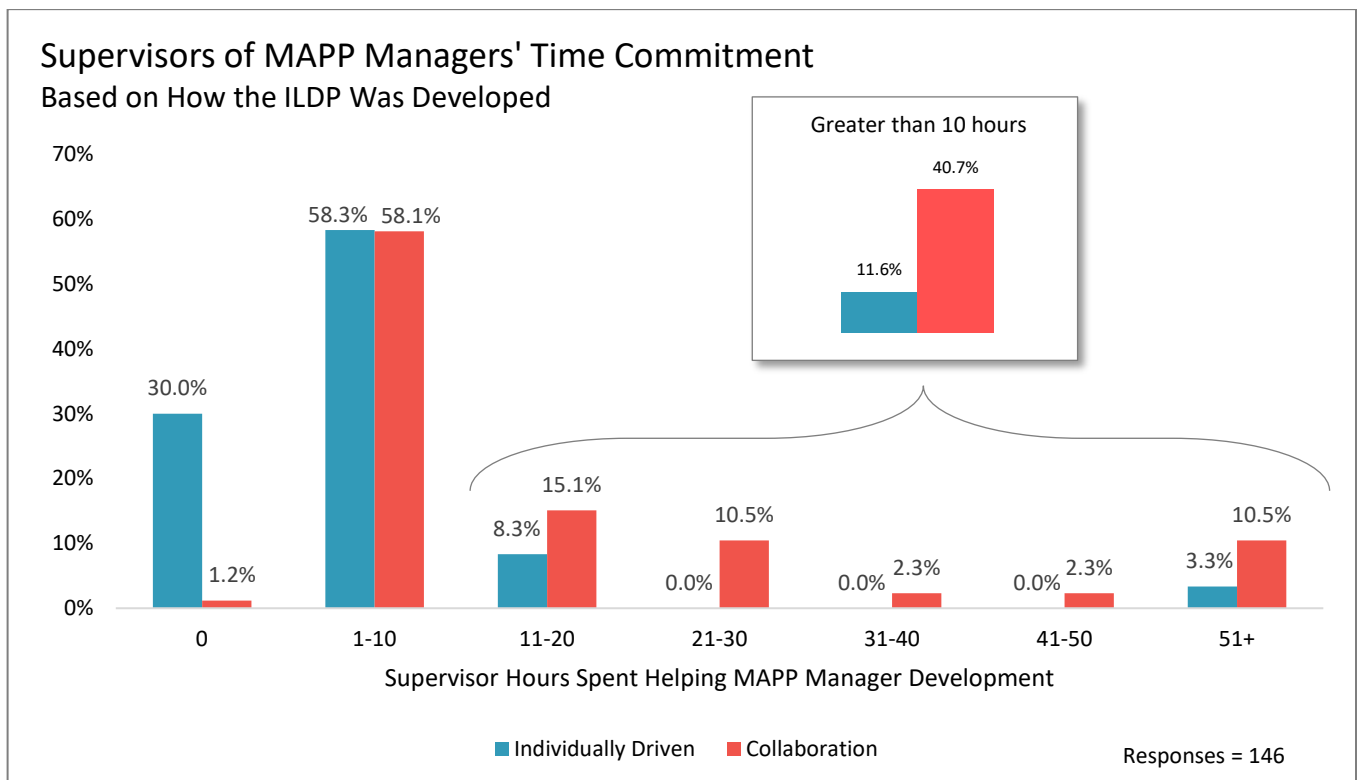
A deeper look

The graph below reveals that a vast majority (90.9%) of MAPP managers rated their supervisor’s involvement as highly or moderately effective when their ILDP was developed collaboratively.

Additionally, responses indicate that supervisors of MAPP managers spent more time working to develop their MAPP managers when the ILDP was developed collaboratively than when the ILDP was developed independently (i.e., developed by either the supervisor or MAPP manager alone). This is illustrated in the graph below by the 30% of MAPP managers who said that their ILDP was developed independently and reported that their supervisor spent zero hours developing them. The graph also shows that when the ILDP is created independently, far fewer supervisors spent more than 10 hours developing their MAPP manager. Supervisors of MAPP managers who start off by working with their MAPP managers to build the ILDP tend to continue their commitment to developing their MAPP managers by spending time to help their MAPP manager accomplish their ILDPs.

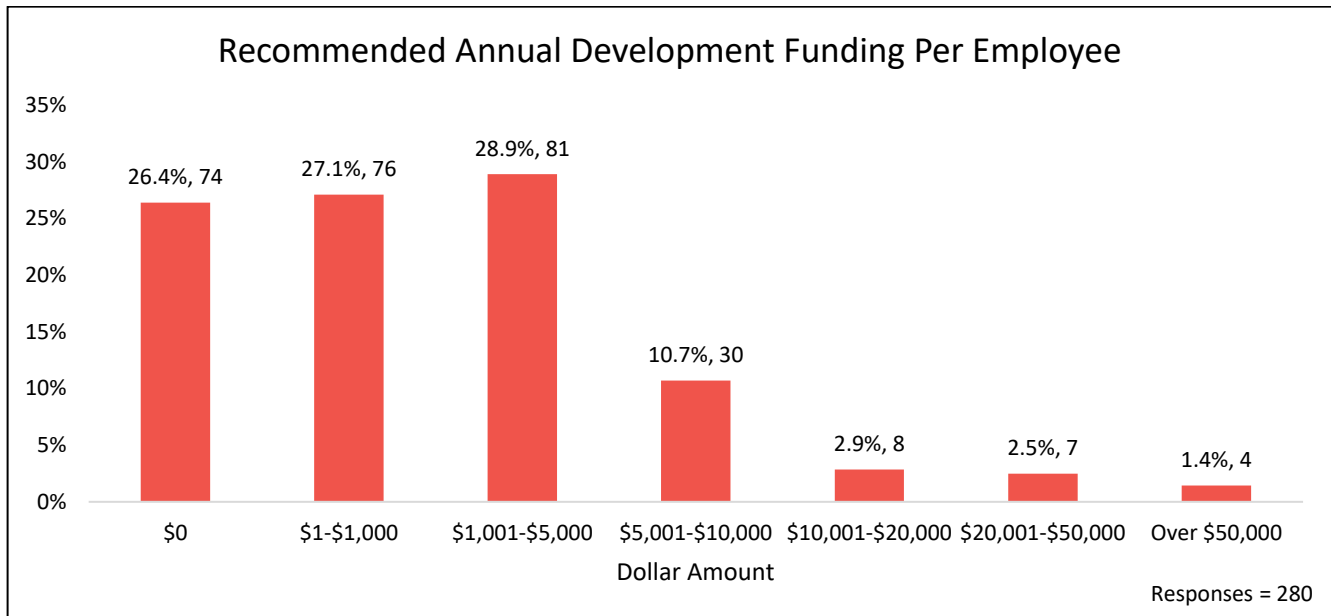


Collaboration led to more effective supervisor involvement in accomplishing ILDPs.



Funding to support MAPP manager development

MAPP managers were asked to indicate how much funding per year should be allocated per MAPP manager to support the achievement of both the DLDP and ILDP. MAPP managers entered any dollar figure up to \$100,000. Their responses were categorized into the groupings presented in the graph below.



The mean of these responses was \$4,950, which reflects MAPP managers’ perceptions of the needed investment in their development. This is in comparison to the nine departments that indicated in their DLDPs that they were dedicating an average of \$2,923 to the development of each MAPP manager. Generally, departments need to increase their investment in MAPP manager development to meet MAPP managers’ expectations.

Comments

The survey asked MAPP managers to provide their suggestions to improve the Countywide Succession Planning Program and their Department’s Succession Planning Program. We received 198 comments pertaining to the Countywide Program and 191 comments for the Departmental Program. These comments were content analyzed and five major content categories emerged - Communication, Development Strategies, Accountability, Program Administration, and Resources. Based on the feedback we obtained, several Program improvements were identified (see Next Steps on page 26).

The table on the next page presents the summary findings per major content category for the Countywide and Departmental Succession Planning Programs. After each summary statement in the table, the number and percent of MAPP managers who indicated a comment for the category are presented.

MAPP Managers' Participant Feedback

Department (N=191)

Countywide (N=198)

	Department (N=191)	Countywide (N=198)
Communication	<ul style="list-style-type: none"> • Provide direct, open, and ongoing multi-method communication with all MAPP managers during the Succession Planning Program implementation (e.g., 1-on-1 meetings, surveys, and focus groups) (n=78, 40.8%) 	<ul style="list-style-type: none"> • Provide direct, open, and ongoing communication with all MAPP managers through multiple communication methods during the Succession Planning Program implementation (n=70, 35.4%)
Development Strategies	<ul style="list-style-type: none"> • Enhance current developmental strategies and add new strategies (e.g., management operations training, mentorship, job shadowing, job-rotation/cross-training, coaching, and career planning) (n=82, 42.9%) 	<ul style="list-style-type: none"> • Enhance current developmental strategies and add new strategies (e.g., management operations training, mentorship within and across departments, job rotation/cross-training, job shadowing, coaching, conferences/seminars, and career planning) (n=94, 47.5%)
Accountability	<ul style="list-style-type: none"> • Increase executive involvement, commitment, accountability, and support to implement succession planning (e.g., create a proactive formal department plan, institute methods for monitoring participation and effectiveness, make succession planning a priority and a MAPP goal, promote ethical leadership, policies and practices, mandate participation, set clear milestones/goals/deadlines) (n=67, 35.1%) 	<ul style="list-style-type: none"> • Increase executive involvement, commitment, accountability, and support to implement succession planning (e.g., create a proactive formal plan, institute methods for monitoring participation and effectiveness, mandate participation, policies and practices, promote ethical leadership, make succession planning a priority and a MAPP goal, set clear milestones/goals/deadlines) (n=69, 34.8%)
Program Administration	<ul style="list-style-type: none"> • Improve program implementation (e.g., involve more MAPP managers in program design, support effective ILDP creation and completion, extend Program to classifications beyond MAPP, create talent pools) (n=40, 20.9%) 	<ul style="list-style-type: none"> • Improve program implementation (e.g., involve more managers in program design, provide departments with increased DLDP and ILDP guidance and support, create interdepartmental collaboration on best practices, extend Program to classifications beyond MAPP, create talent pools, make succession planning an ongoing process) (n=36, 18.2%)
Resources	<ul style="list-style-type: none"> • Provide needed resources to support effective succession planning efforts (e.g., allocate needed work time, dedicate adequate funding) (n=13, 6.8%) 	<ul style="list-style-type: none"> • Provide needed resources to support effective succession planning efforts (e.g., dedicate adequate funding, allocate needed work time, award development accomplishments) (n=14, 7.1%)

Note: A MAPP employee's comments could contain feedback that was counted in one or more of the five major content areas. Thusly, if we add all the comments that were included in each of the five major content areas for the Countywide Program, it totals 283 and there were 198 MAPP employees who responded.

Take-Away Findings

The following section presents highlights and hidden insights uncovered from a deeper analysis of the 2021-2022 Program implementation results.

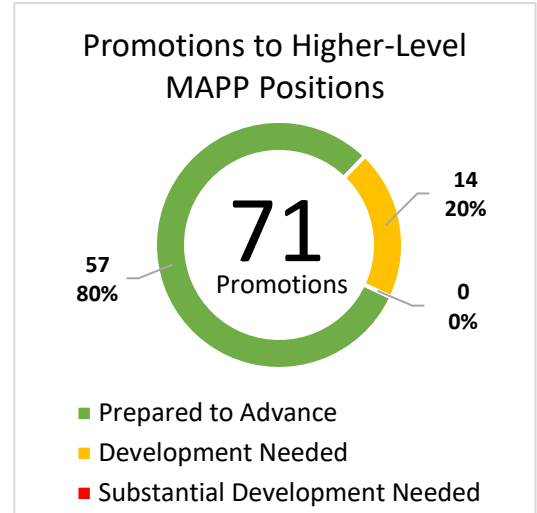
The County’s leadership bench has been strengthened.

- We experienced a 4% increase in MAPP managers who were rated “Green” (Prepared to Advance) during this Program cycle (68% in 2021 versus 64% in 2017). In addition, we surpassed our benchmark goal of 60% of MAPP managers being rated ready to advance.

Highly-rated managers are more likely to be promoted.

- With a 9.2% promotion rate, MAPP managers who were rated “Green” (Prepared to Advance) were nearly **2 times** as likely to earn a promotion within the following 1.5 years (May 4, 2021 to October 20, 2022) compared to those who were rated “Yellow” (Development Needed).

During this timeframe, 71 rated MAPP managers earned promotions to higher-level MAPP positions. Of these 71 promotions, 57 were MAPP managers who were deemed prepared to advance.

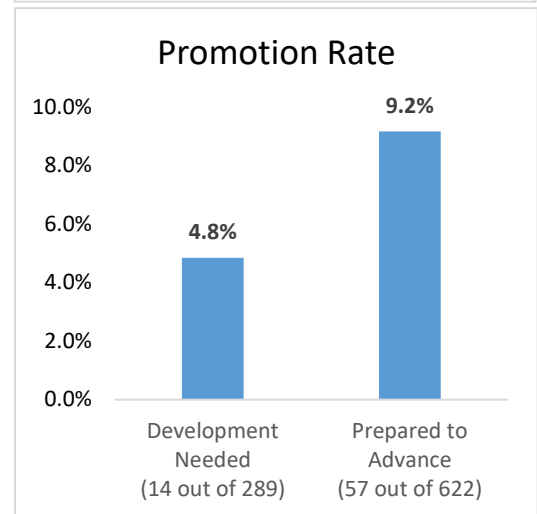


Managers are deeply committed to their development.

- Approximately 50% of MAPP managers reported spending 31 hours or more achieving their ILDP over the course of the year. This finding is supported by Udemy’s recent *State of the ROI of Learning Report*, which reports that 52% of high-engagement companies have employees spend an average of 31-50 hours learning per year.

Departments indicated reasonable financial commitment to leadership development.

- Department Heads specified in their DLDPs that they would allocate an average of **\$2,923** per MAPP manager to accomplish their DLDP.
- MAPP managers who responded to the Succession Planning Evaluation Survey recommended a mean annual dollar amount of \$4,950 per employee to support achievement of the DLDP and ILDP. This recommendation aligns with findings in a 2019 report which indicates the average annual dollar allocation for leadership development is approximately \$4,000 per executive/senior-level leader.¹⁰



Collaboration in leadership development enhances outcomes.

- 59.6% of MAPP managers reported that they developed their ILDP collaboratively with their supervisor. In addition, MAPP managers indicated that when the ILDP was developed collaboratively versus independently, their supervisor spent more time supporting their development and the time spent was more effective at helping them achieve their ILDP.

¹⁰ Source: Center for Creative Leadership’s *Benchmarking the State of Leadership Development: Today & Tomorrow*

Next Steps

DHR's Countywide Succession Planning Program strives to continue to be a leader in this area of practice. To do so, we too need to reflect, evaluate, and determine how we can improve upon this complex, strategic initiative. As such, we conducted a thorough review of the 2021-2022 cycle implementation and identified four distinct areas and nine action steps to advance our Program forward.

Communication	<ol style="list-style-type: none"> 1. Create emails that are sent to all participants per phase that drive them to the Succession Planning SharePoint site for updates on expected actions, roles/responsibilities per group (e.g., DHR, departments, supervisors, participants), and the timeline. 2. Create a Succession Planning Program Kick-off Video, featuring a message from the Director of Personnel, that will be sent to Department Heads and all MAPP managers.
Accountability/ Commitment	<ol style="list-style-type: none"> 3. Verify that 1-on-1 development meetings have been conducted and ILDPs have been constructed (dependent upon capabilities of the new succession planning system) and provide departments with a report and/or access to their information in the system. 4. Make allocation of time to fulfill ILDPs a minimum-required DLDP strategy for each department (e.g., general standard of 30 hours).
Resources	<ol style="list-style-type: none"> 5. Develop and provide an additional leadership development resource specific to developmental coaching (i.e., <i>Supervisor's Guide to Developmental Coaching</i>). 6. Provide a cross-reference of departments utilizing specific assessment and development strategies that enables departments to learn from each other and connect on implementation techniques and resources. 7. Implement a new <i>Executive Employee Profile Report</i> for the Board that contains assessment ratings about County executive-level talent to support the achievement of hiring and development goals. This new resource ties into a broader Department Head Talent Pipeline strategy that is described on the next page.
Enhanced Information	<ol style="list-style-type: none"> 8. Gather <i>Leadership Evaluation</i> ratings (i.e., competency and promotion readiness) from the supervisors of MAPP managers on a standardized yearly basis. 9. Extend Succession Planning one level below MAPP.

Department Head Talent Pipeline

DHR has already made great progress in implementing a targeted strategy to enhance the pipeline of potential Department Head candidates. With the goals of increasing both the promotion-readiness and the visibility of our internal executive talent pool, the strategy will include the following components:

- *Department Head Survey* – a request to identify potential internal successors and external successors for the Department Head’s position. Vetted internal successors will be offered opportunity to participate in the leadership assessments and coaching described below.
- *Leadership Style Assessment* – an online, question-driven assessment that offers insight into an executive’s preferred approaches to interacting with others and performing executive work. A plain-language output summary report will be made available to Board members, executive recruiters, and executive coaches for executive hiring and executive development purposes.
- *Executive Coaching for Development* – in-person and/or virtual 1-on-1 developmental coaching engagements to prepare high-potential executives for top-level executive roles. The engagements will leverage assessments and customized experience/project-based development plans centered on the Succession Planning Program’s defined leadership competencies. Status reports and results will be provided to the Board and other County leaders for executive hiring and executive development purposes.

Future of Leadership

As we look to the frontier of leadership roles, we see the workplace creating new roles and placing a greater importance on some existing roles. The emerging leadership roles include:

- Chief Data Officer
- Chief Technology Officer
- Chief Sustainability Officer
- Director of Digital Delivery
- Director of Social Enterprise
- Chief Diversity Officer

Leadership roles are not only changing, but the underpinning abilities required to lead organizational strategic goals, programs, and teams are shifting too. The rising leadership abilities include:

- Creativity/Innovation – design thinking, originality, and fresh models
- Strategic Thinking – systems thinking, vision, and big picture perspective
- Data Fluency/Science – machine learning, analytics, and data communication
- Emotional Intelligence – interpersonal skills, self-awareness, authenticity, and social influence
- Entrepreneurship – risk taking, initiative, and agile thinking
- Diversity, Equity, and Inclusion – emotional intelligence and empathy, social/cultural awareness, systems of power and belonging, change management



... technological change and shifts in job roles and occupational structures are transforming the demand for skills at a faster pace than ever before.

The Future of Jobs Report 2018, World Economic Forum

Conclusion

The 2021-2022 Countywide Succession Planning Program implementation cycle was a great success. With 68% of MAPP managers being deemed ready to promote, the County achieved its benchmark goal of having 60% of its MAPP managers earning this distinction. Department Heads produced Departmental Leadership Development Plans and implemented them throughout the County. Supervisors of MAPP managers collaborated with their MAPP manager direct reports to build and execute Individual Leadership Development Plans. In addition, MAPP managers completed a Succession Planning Evaluation Survey to share their succession planning experiences and suggestions for improving the Program. Overall, this Program's cycle had the greatest participation and was the most comprehensive implementation to date.

Succession planning is an ongoing process. With MAPP managers leaving County service and MAPP managers moving into new, more challenging roles, the building, acquiring, and retaining of top leadership talent is a continuous process. DHR's Countywide Succession Planning Program is a leading program that supports the Board of Supervisors and Department Heads by building a deep pool of prepared talent that is ready to lead the County into the future.

***Succession Planning is about strengthening all MAPP leaders
by offering each of them unique developmental opportunities
to perform effectively at higher levels of responsibility in the organization.***

Appendix

Succession Planning Program Team

Rodney Collins, Assistant Director | Rodney holds a B.A. from the University of California, Los Angeles (UCLA) and a Juris Doctorate from Southwestern University School of Law. His public service spans 23 years with both the County and City of Los Angeles. He is currently responsible for developing and enhancing talent and workforce strategies for the County's 112,000 employees. His teams include Workforce and Employee Development, Talent Solutions, Countywide Talent Assessment, and Talent Acquisition. Rodney is an expert in the County's Performance Management process. Prior to joining the County of Los Angeles, as a licensed California Attorney, he worked for a private firm supporting complex litigation involving pharmaceutical claims of several thousand plaintiffs.

Marc C. Shartzter, Principal Analyst, HR | Marc holds an M.S. in Industrial/Organizational Psychology from Missouri State University, a B.A. from Otterbein University, and professional certificates in Human Resources Management, Project Management, Technical Writing, and Business Management. He has earned a SHRM-SCP certification. Marc has over 24 years of experience in public, private, and consulting organizations. His areas of practice include succession and workforce planning, selection research and test development, strategic organizational initiatives, workforce analytics, organizational surveys, coaching, performance management, training program development, recruitment, career guidance, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals. Marc was a recipient of a 2018 GCN Government Innovation Award.

George A. Miranda Jr., HR Analyst IV | George holds an MPA in Public Sector Management and Leadership and has over 13 years of public sector experience involving data science, quality improvement initiatives, strategic planning activities, and survey development. He has presented at an international data science conference hosted by Stanford. George was a recipient of a 2018 GCN Government Innovation Award.

Angela C. Hawkins, HR Analyst IV | Angela holds an MBA from the University of Massachusetts Amherst and a B.A. in Communication from the University of Southern California. She has 22 years of public-sector human resources experience involving succession and workforce planning; communication design; recruitment and selection; survey and training program design; and other human resources activities. She has presented at a regional conference sponsored by the International Public Management Association – Human Resources and has been published in its publication. Angela was a recipient of a 2018 GCN Government Innovation Award.

Matthew Bender, HR Analyst IV | Matt holds an M.S. in Industrial/Organizational Psychology and a B.A. in Psychology, both from California State University, San Bernardino. He has over 11 years of public and private sector human resources experience involving succession and workforce planning, recruitment, selection, classification, career and development coaching, training, survey research, and data analytics. He has presented at several regional conferences on the topics of resume building and effective interviewing.

Arpine Geragoosian, HR Analyst III | Arpine holds an M.S. in Industrial/Organizational Psychology from Alliant International University and a B.A. in Psychology from California State University, Northridge. She has over 7 years of human resources experience in the public, private, and non-profit sectors. Her areas of practice include organizational surveys, test development, performance management, resume building, coaching, training, recruitment, data analytics, and other human resources activities.

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ATTRACT

DEVELOP

RETAIN



LISA M. GARRETT
DIRECTOR OF PERSONNEL

COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS

KENNETH HAHN HALL OF ADMINISTRATION
500 W. TEMPLE STREET, ROOM 579 • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 • FAX (213) 621-0387

BRANCH OFFICE

510 S. VERMONT AVENUE, 12TH FLOOR • LOS ANGELES, CALIFORNIA 90020
(213) 866-5846 • FAX (213) 637-0821

October 20, 2023

To: All Department Heads

From: Lisa M. Garrett
Director of Personnel

LOS ANGELES COUNTYWIDE DEMOGRAPHIC SURVEY (ITEM NO.6, AGENDA OF AUGUST 8, 2018)

On August 8, 2018, the County of Los Angeles (County) Board of Supervisors (Board) motioned their continued commitment to create a climate of diversity, openness, and acceptance. This commitment aligns with the County's Policy of Equity to protect the rights of employees to be free from retaliation and inappropriate conduct based on protected characteristics.

In response to the Board's directives, the Department of Human Resources (DHR) has designed a demographic survey to be conducted annually to collect employees' self-identified information, including but not limited to age, race/ethnicity, gender, disability, veteran, and LGBTQ+ status. This information is essential to (i) understand the diversity of our workforce, and (ii) support policy recommendations that would help advance the Board of Supervisors' Diversity Strategic Plan and create a more inclusive work environment.

All County employees will be emailed a link to the five-minute survey on Monday, October 23, 2023.

All County employees are encouraged to participate. Please note that all survey responses are anonymous and will be reported in aggregate form only. Self-identifying an employee's age, race/ethnicity, gender, disability, veteran, and LGBTQ+ status is entirely voluntary. There is no adverse consequence for self-identifying or refusing to self-identify. Further, there is a "Decline to state" option for individuals who prefer not to answer a particular question.

Given the potential influence of the Survey, we are hoping to achieve the highest possible response rate. We ask that departmental executives and managers encourage employees to participate and allow employees time to do so during work hours.

To Enrich Lives Through Effective and Caring Service

All Department Heads
October 20, 2023
Page 2

The survey is part of a larger initiative to ensure that the County workplace invites, welcomes, respects, and celebrates diversity in all its forms. We appreciate your support for this important effort.

If you have any questions about this survey, please contact me, Tina Curry, Principal Analyst, at tcurry@hr.lacounty.gov, or your staff may contact DHR's Equal Employment Opportunity Programs/Diversity at EEOPrograms@hr.lacounty.gov.

LMG:PAM:RC
ML:TC:rl

c: Chief Deputies
Administrative Deputies
Departmental Human Resources Managers

WED/LMG to DHs re Demographic Survey – 10-20-2023



LISA M. GARRETT
DIRECTOR OF PERSONNEL

COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
KENNETH HAHN HALL OF ADMINISTRATION
500 W. TEMPLE STREET, ROOM 579 • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 • FAX (213) 621-0387

BRANCH OFFICE
510 S. VERMONT AVENUE, 12TH FLOOR • LOS ANGELES, CALIFORNIA 90020
(213) 866-5846 • FAX (213) 637-0821

July 25, 2025

To: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn

From: Lisa M. Garrett
Director of Personnel

CONFIDENTIAL COUNTYWIDE EMPLOYEE SURVEY ON DEMOGRAPHICS – RESPONSE REPORT (ITEM NO. 6, AGENDA OF AUGUST 8, 2017)

On August 8, 2017, the County of Los Angeles (County) Board of Supervisors (Board) instructed the Director of Personnel, in consultation with County Counsel, to conduct an annual confidential Countywide employee demographic survey; collaborate with departmental leadership to encourage employee participation; and report back to the Board on survey results annually.

In response, the Department of Human Resources (DHR) submitted a comprehensive Workforce Data Report on May 31, 2018, which laid the foundation for subsequent reports submitted in 2019, 2020, 2022, and 2023 regarding the results of DHR's annual Countywide Employee Surveys. Those Surveys, conducted in partnership with the Women and Girls Initiative, provided County employees the opportunity to *self-report* their demographic information.

As an enhancement to the previous self-reporting approach, DHR utilized an improved data collection approach for the 2024 effort. The new approach offers the Board a more accurate view of Countywide workforce demographics.

A high-level summary of the new approach and results is provided below.

THE NEW APPROACH

As noted above, the 2019, 2020, 2022, and 2023 implementations of the annual Countywide Employee Survey required employees to *self-report* their demographic

information. The Surveys included more than 15 questions with an estimated completion time of five minutes. To promote employees' awareness of the survey, DHR utilized Countywide email communication to reach as many employees as possible. Despite these efforts, survey response rates were low to moderate – averaging only 25% of the County's workforce. The [2023 Demographic Survey](#) recorded a response rate of 19.36%, derived from a total workforce of 93,127. This figure signifies a decline in participation, reflecting a decrease of 3.4% compared to previous years.

In an effort to provide the Board with a more comprehensive picture of Countywide workforce demographics, DHR eliminated the self-reported data collection approach and analyzed the self-reported demographic data obtained from the Countywide eHR system.

DHR gathered data related to race, gender identity, age, veteran status, job category, language, tenure, and citizenship status for all permanent employees as of December 31, 2024. The eHR system held demographic status for 94,768 permanent employees, which provides a more robust data set from which to assess Countywide diversity. Using this approach, DHR was also able to assess the demographics of employees hired in 2024, which include newly hired employees.

SUMMARY RESULTS

Key highlights include:

- **Gender:** 60.40% identified as women, 39.58% as men, and 0.02% as non-binary.
- **Race/Ethnicity:** The largest group identified as Hispanic or Latino (43.23%), followed by Asian (19.71%), White (18.92%), and Black or African American (16.49%).
- **Age:** The majority of employees (28.05%) were in the 36-45 age group, followed by the 46-55 age group (27.87%).
- **Job Category:** Females outnumber males in four job categories: Officials-Administrators, Professionals, Paraprofessionals, and Administrative Support.
- **Veteran Status:** 99.34% of County employees self-reported that they are not veterans, while 0.66% have self-reported as veterans.
- **Hiring Results:** 19,723 employees were hired in 2024; Hispanic or Latino represented the majority group related to race/ethnicity (33.46%), and females represented the majority gender (49.41%).

Further details and comparisons are provided in the full 2024 County employee demographic report (Attachment).

Each Supervisor
July 25, 2025
Page 3

CONCLUSION

Based on DHR's findings, the County workforce is diverse and representative of the rich diversity that exists in the broader County community. The County should continue to recognize, share, and celebrate the diversity of its workplace.

Diversity and equity have been a driving force in many policies, programs, and practices within the County workforce. DHR is dedicated to leading the efforts to collect and report meaningful data to further diversity, equity, inclusion, and belonging in the County workplace.

Should you have any questions, please contact me or Tina Curry, Senior Human Resources Manager, Workforce and Employee Development Division, at (213) 738-2374 or tcurry@hr.lacounty.gov.

LMG:RC:RJ
TC:rl

Attachment

c: Executive Office, Board of Supervisors
Chief Executive Office
County Counsel

S:\DHR\WED\LMG to BOS Re Confidential Demographic Report – 07-25-2025



COUNTYWIDE EMPLOYEE DEMOGRAPHIC REPORT 2024

*Meaningful data; furthering diversity,
equity, and inclusion in our workplace.*

Introduction

On August 8, 2017, the Los Angeles County (County) Board of Supervisors (Board) instructed the Director of Personnel to conduct an annual, comprehensive, and confidential Countywide demographic survey. This initiative aimed to collect aggregate demographic data—including gender, age, veteran status, and other relevant factors—as part of the Board’s continued commitment to fostering a climate of diversity, openness, and acceptance.

In previous years, the Department of Human Resources (DHR) has used this Board-mandated employee survey to assess the diversity of the County’s workforce. However, in the [*2023 Demographic Survey*](#), only **18,266** out of **93,127** employees responded—representing a 3.4% decline in participation compared to the 2020 survey. This continued drop in response rates has prompted DHR to reconsider its data collection methods while ensuring the Board still receives an accurate and transparent overview of the workforce.

As a result, DHR has shifted its approach for 2024. This report is based on the actual comprehensive workforce demographic data from all **94,768 permanent employees** (as of December 31, 2024). This new strategy of utilizing actual workforce demographic data and moving beyond voluntary survey-based data, DHR ensures that diversity assessments are rooted in verified data, providing a more precise and more accurate reflection of the true diversity within the County’s workforce.

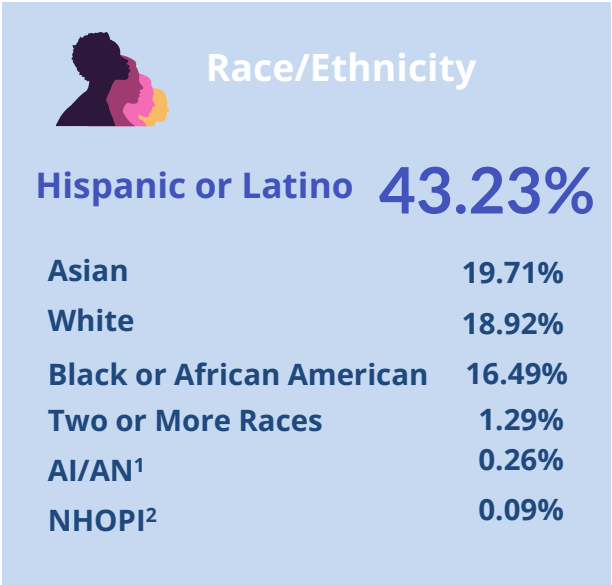
The following pages will explore details of DHR’s findings and offer valuable benchmarking insights that can guide the Board’s ongoing efforts to promote diversity, equity, justice, and inclusivity.

Note: The full 2023 Demographic Survey Report can be access using the following link.
https://file.lacounty.gov/SDSInter/dhr/1188085_2023DemographicSurvey_Final_9_24_2024.pdf

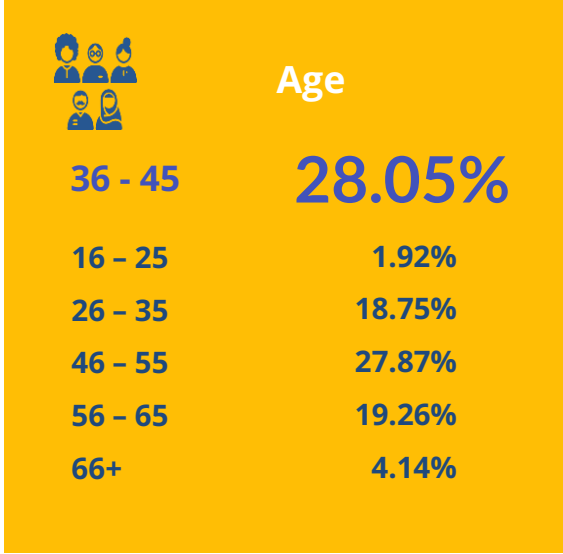
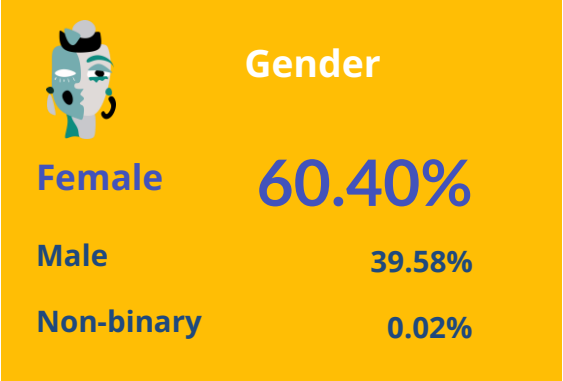
2024 Countywide Employee Demographic Report

REPORT HIGHLIGHTS

As of December 31, 2024, the Los Angeles County workforce consists of **94,768** permanent employees. Females comprise 60.40% of the workforce, while Hispanics represent the largest racial/ethnic group, accounting for over 43.23% of all employees. In terms of age distribution, the 36-45 age group constitutes the largest segment, representing 28.05% of the County's workforce.



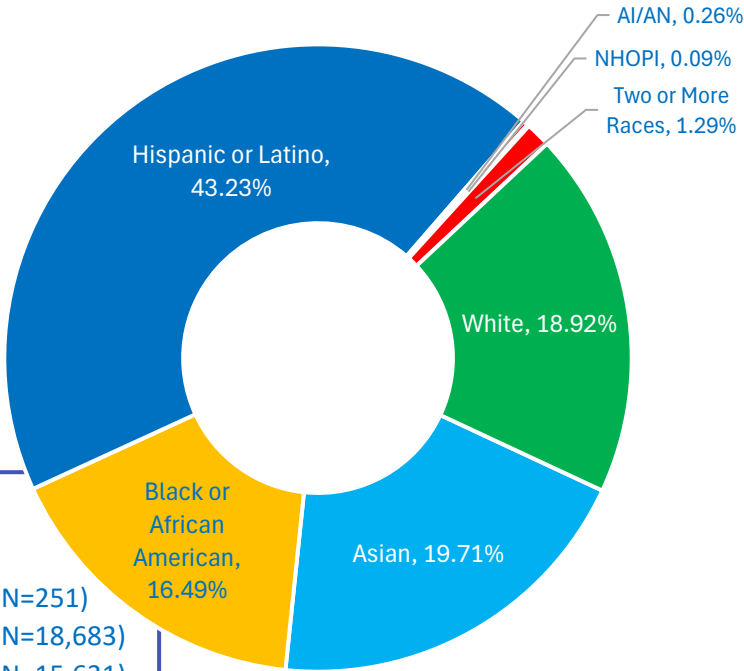
¹American Indian or Alaska Native
²Native Hawaiian or Other Pacific Islander



RACE & ETHNICITY

Based on the racial and ethnic workforce distribution data, Hispanic or Latino employees make up the largest demographic group within the County workforce at **43.23% (40,968 employees)**. This represents nearly half of the workforce, reflecting the broader demographic trends of the Los Angeles County community. There is a strong presence of Asian (19.71%), White (18.92%), and Black or African American (16.49%) employees underscoring the County’s diverse employee base.

Smaller demographic groups include employees identifying as Two or More Races (1.29%), American Indian or Alaska Native (AI/AN) (0.26%), and Native Hawaiian or Other Pacific Islander (NHOPI) (0.09%). These groups collectively account for a small fraction of the workforce but contribute to the County’s overall diversity.



The Data:

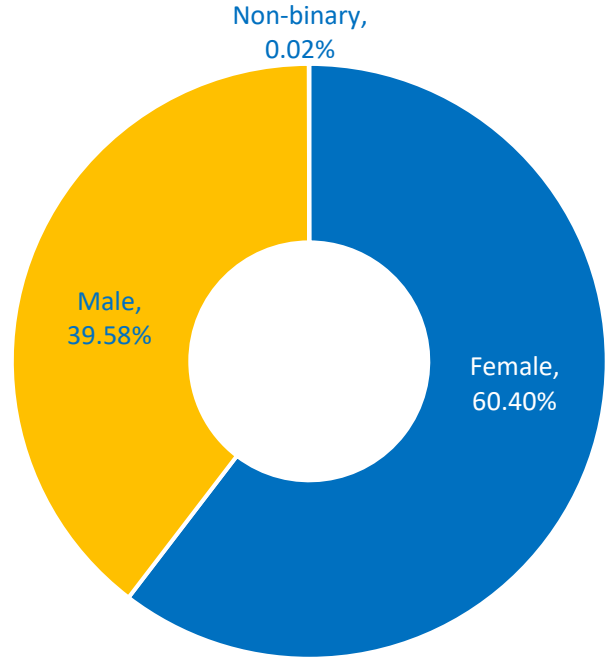
AI/AN	0.26%	(N=251)
Asian	19.71%	(N=18,683)
Black or African American	16.49%	(N=15,631)
Hispanic or Latino	43.23%	(N=40,968)
NHOPI	0.09%	(N=88)
Two or More Races	1.29%	(N=1,220)
White	18.92%	(N=17,927)
TOTAL	100.00%	(N=94,768)

2024 Countywide Employee Demographic Report

GENDER

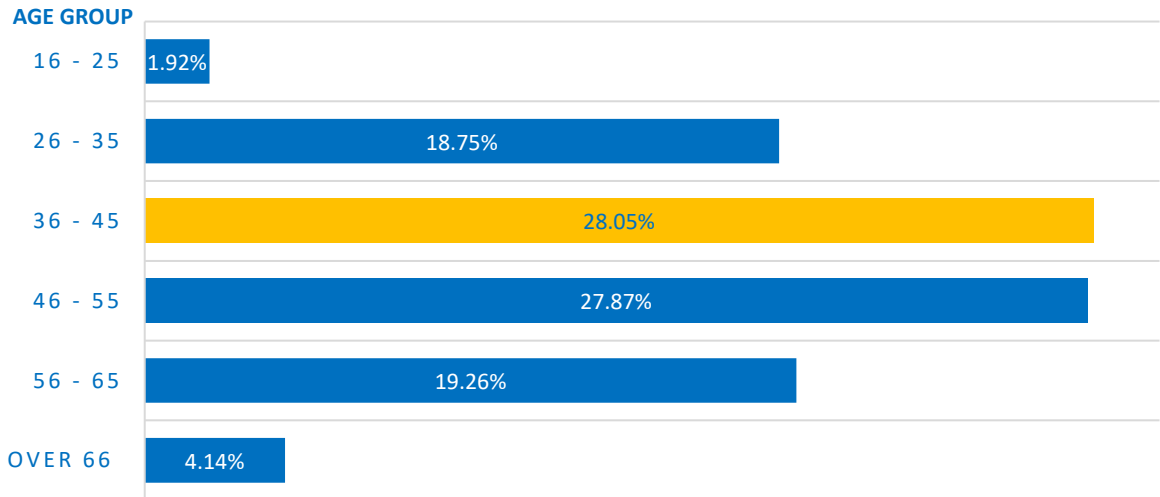
Based on the gender workforce distribution, females constitute the majority (**60.40%**) of the workforce, while males comprise 39.58%.

Twenty-one permanent employees (a nominal fraction of 0.02%) selected non-binary as their category. In 2020, the County introduced a non-binary category into the eHR personnel database system, and in 2024, the County increased awareness of the non-binary category, leading to a rise in identification from 5 to 21 employees.

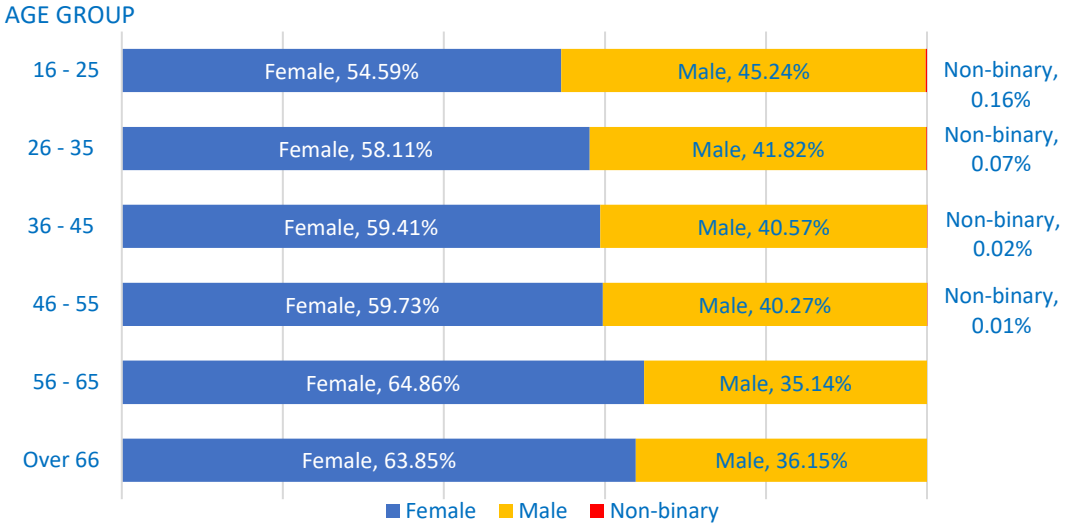


AGE

By age group, the majority belong to the range of 36–45 years old. About 20% of the workforce belong to the 56-65 age range and can be assumed to retire within the next 10 years. The average age of a county employee is **46.7 years old**.

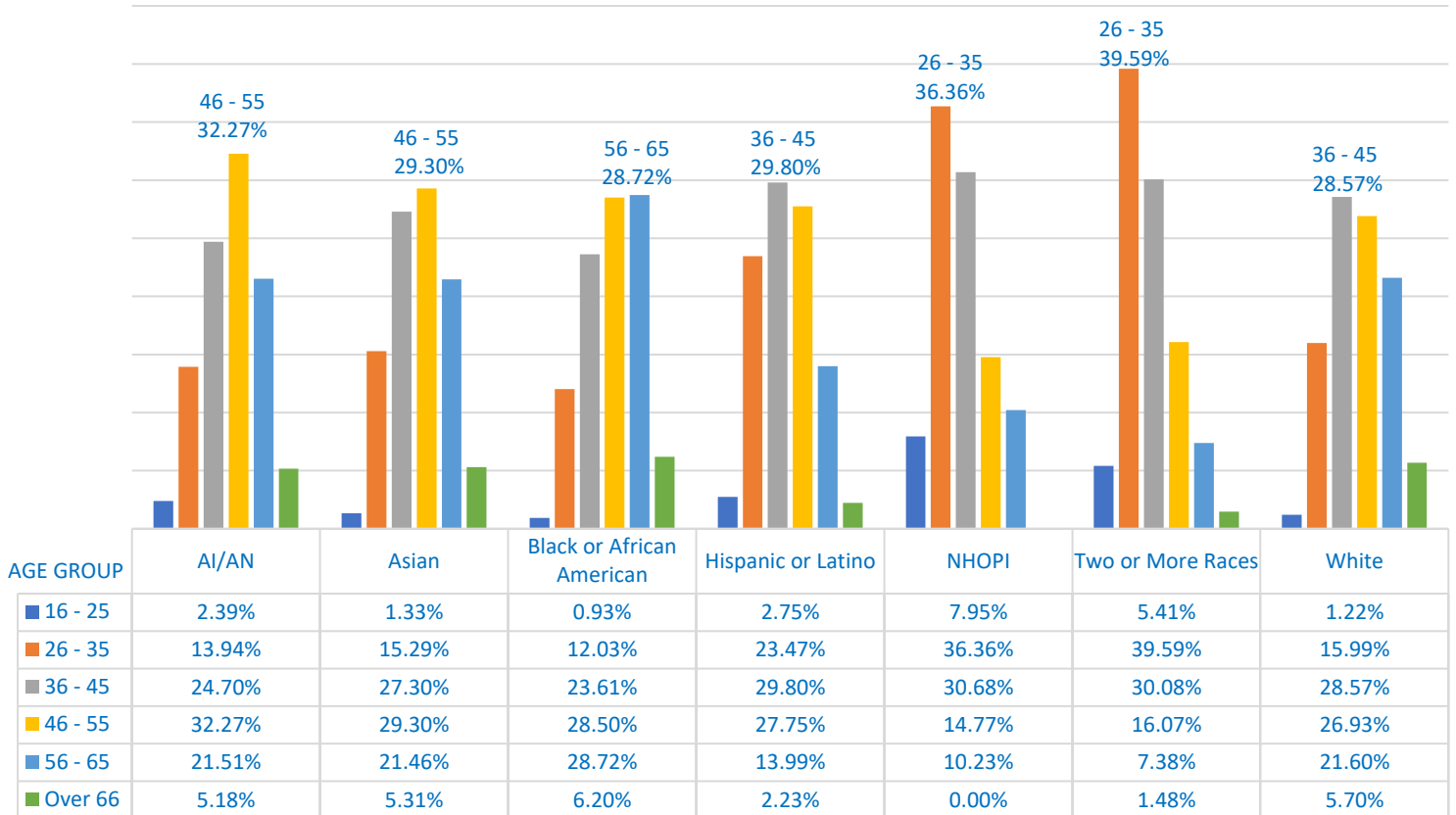


AGE GROUP by GENDER



In every age group in the workforce, females consistently outnumber males. This pattern becomes more pronounced as the age range increases. For example, in the 56-65 and Over 66 age groups, females represent more than 63% of the population. Interestingly, in the 16-25 age group, the gap between females and males is narrow (just under 10%), and non-binary individuals have a small presence. The percentage of non-binary increases as the age ranges get younger; its highest (0.16%) appears in the 16-25 age group.

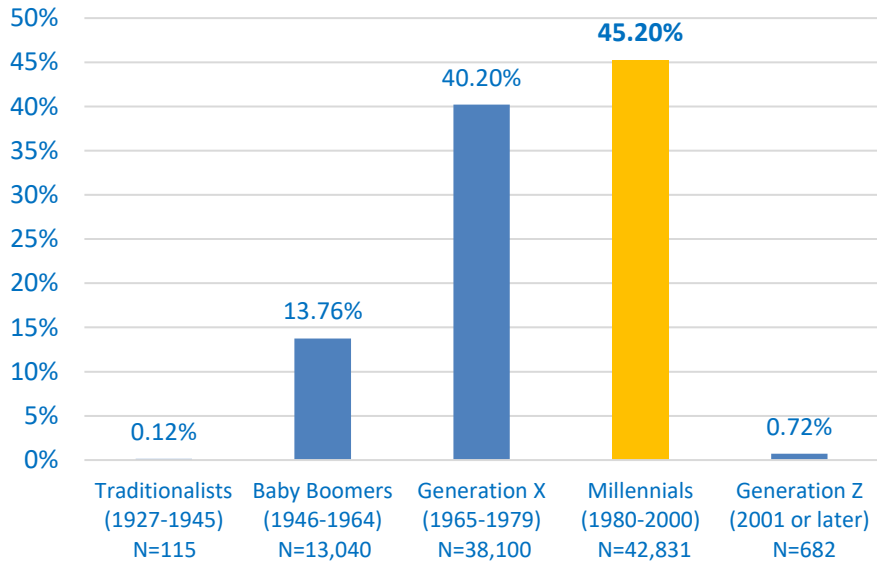
AGE GROUP by RACE/ETHNICITY



The data provided offers insights in two ways: by race/ethnicity or by age group. When examining the **chart** by race/ethnicity, you can identify the age range that is most common within each racial/ethnic group. On the other hand, the data **table** reveals which racial/ethnic group comprises the highest percentage in each age group.

The age distribution by race/ethnicity reveals key workforce trends. Among different age groups, the highest concentration of employees belonging to NHOPI (36.36%) and Two or More Races (39.59%) demographics is found in the younger 26 - 35 age group. In contrast, Hispanic or Latino (29.80%) and White (28.57%) employees are primarily in the middle-aged 36 - 45 age group. The data also shows that AI/AN (32.27%) and Asian (29.30%) employees predominantly fall within the 46 - 55 age group. Lastly, Black or African American employees are mainly located in the 56 - 65 age group, comprising 28.72% of that demographic. These trends provide insights for recruitment, retention, and succession planning.

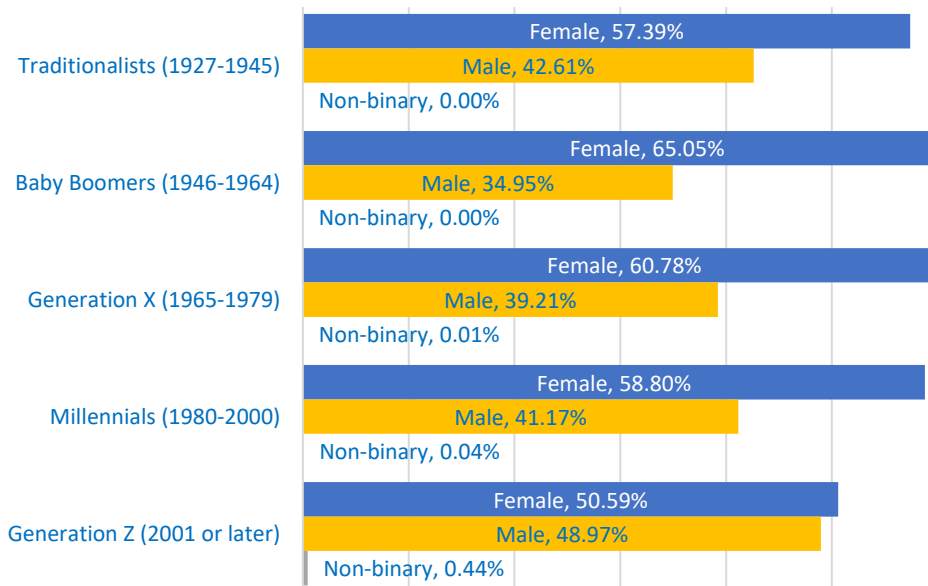
GENERATIONAL PROFILE



Millennials

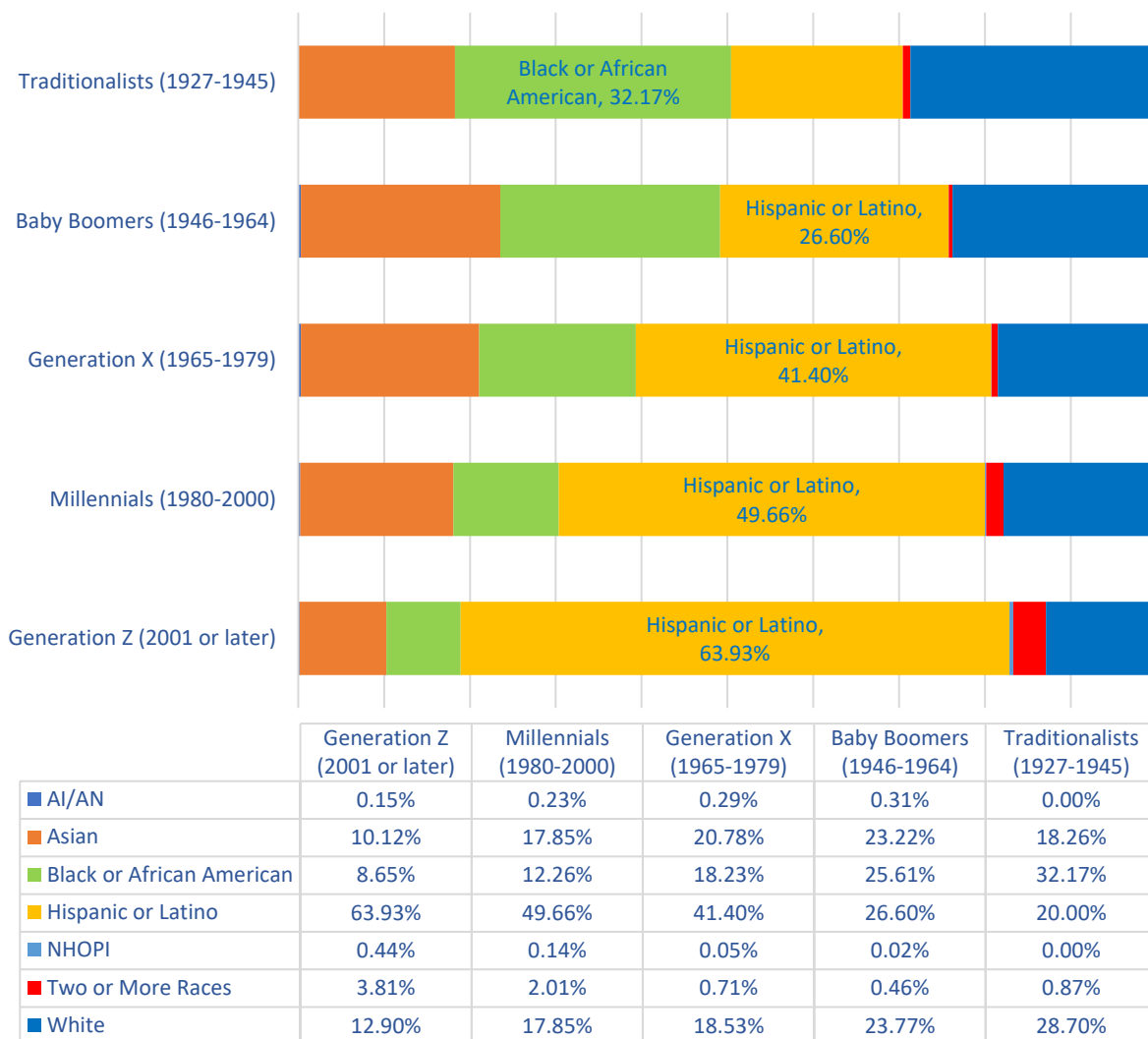
45.20%

GENERATIONAL PROFILE by GENDER



Females make up the majority of county employees across all generations. However, the gender gap has become noticeably smaller among Generation Z employees. Also noticeable is the higher percentage of non-binary employees among Generation Z. Males are represented highest at 48.97% of the Generation Z profile.

GENERATIONAL PROFILE by RACE/ETHNICITY



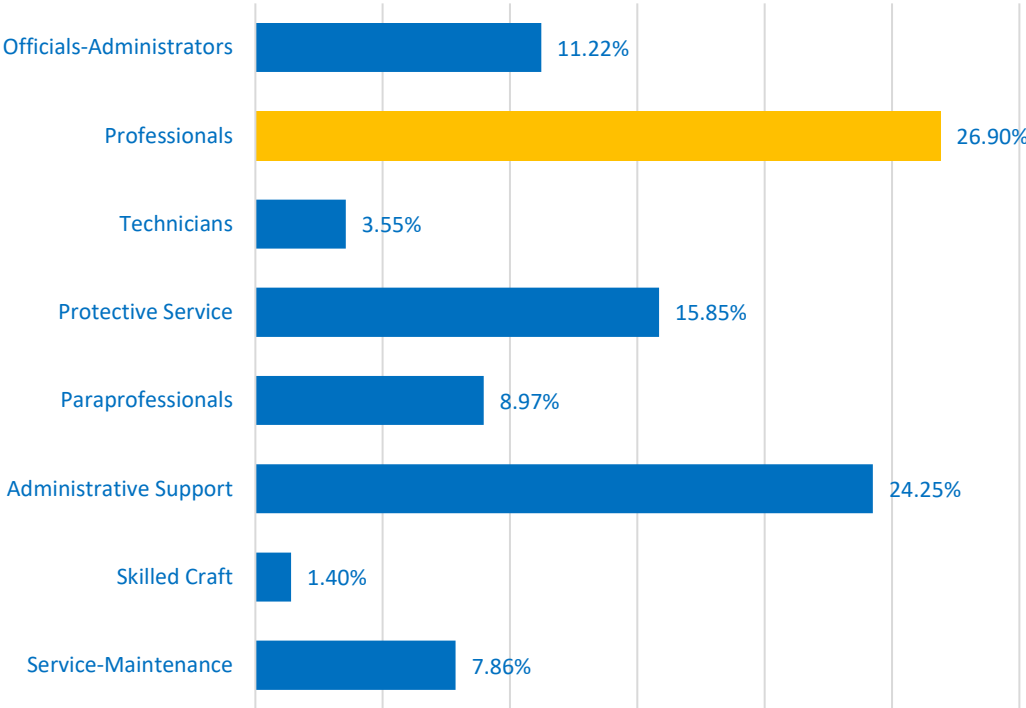
The data chart and table provide insights in two ways: by race/ethnicity or by generational group. The chart displays information based on generational profiles, showing which race/ethnicity makes up the majority in each specific generation. The Hispanic or Latino group comprises the majority for all generations, except for the Traditionalists where Blacks or African Americans form the majority at 32.17%.

In contrast, the data table also highlights the generational group, with the majority representation of each race/ethnic group. For example, White individuals are most prominent in the traditionalist generation, making up 28.70%.

2024 Countywide Employee Demographic Report

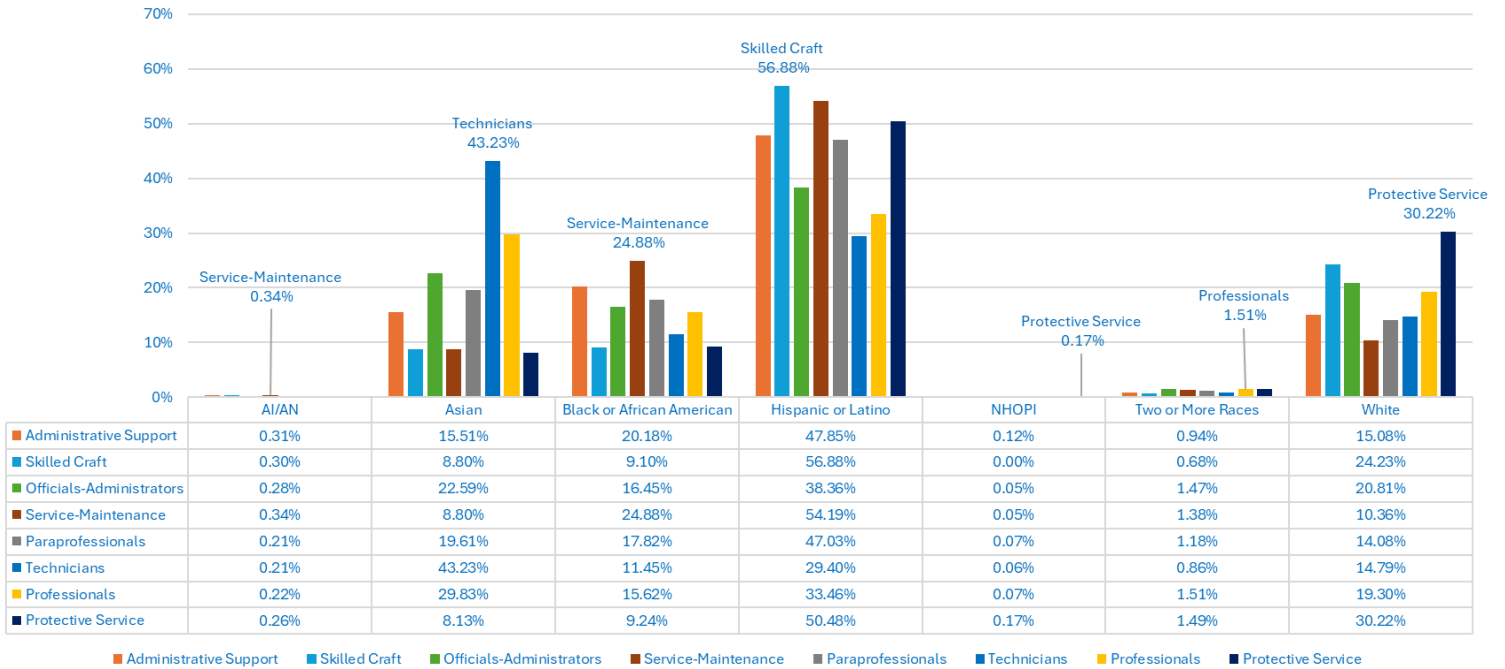
JOB CATEGORY

The total workforce of 94,768 permanent employees is spread across a wide range of professional, technical, and other support roles. The distribution shows that most employees are in professional positions, accounting for 26.90% of the workforce, followed by administrative support roles, which make up 24.25%.



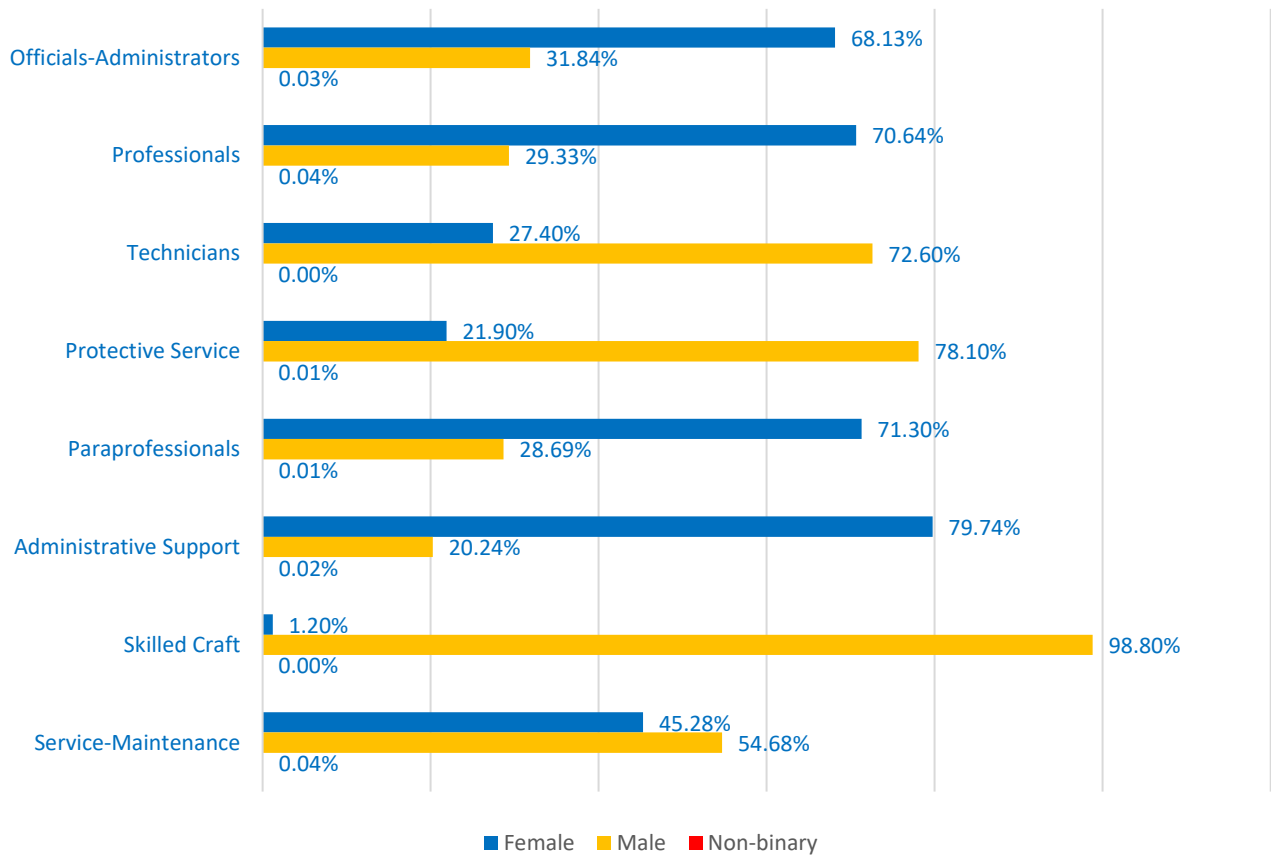
Note: **Officials-Administrators** (Administrative Service Managers, Fiscal Officers, Program Managers, etc.); **Professionals** (Accountants, Attorneys, Physicians, etc.); **Technicians** (IT Specialists, Civil Engineering Technicians, MRI Technologists, etc.); **Protective Service** (Firefighters, Deputy Sheriffs, Investigators, etc.); **Paraprofessionals** (Accounting Technicians, Child Support Specialists, Engineering Aide, etc.); **Administrative Support** (Clerks, Secretaries, Procurement Aide, etc.); **Skilled Craft** (Electricians, Painters, Plumbers, etc.); **Service-Maintenance** (Custodians, General Service Managers, Ground Maintenance, etc.).

JOB CATEGORY by RACE/ETHNICITY



There are distinct racial and ethnic representations across job categories within the County. Hispanic or Latino employees are the largest demographic group in several categories, particularly Skilled Craft (56.88%), Service-Maintenance (54.19%), and Protective Services (50.48%). Asian employees have a strong presence in Technicians (43.23%) and Officials-Administrators (22.59%), and Black or African American employees are notably present in Service-Maintenance (24.88%) and Administrative Support (20.18%). White employees have the highest share in Protective Service (30.22%) and Skilled Craft (24.23%), and representation for American Indian/Alaska Native (AI/AN) and Native Hawaiian or Other Pacific Islander (NHOPI) employees remains minimal across all categories.

JOB CATEGORY by GENDER



U.S. Census 2014-2018	Female
Administrative Support	60.00%
Officials-Administrators	42.50%
Paraprofessionals	39.10%
Professionals	51.00%

U.S. Census 2014-2018	Male
Protective Service	81.30%
Skilled Craft	59.10%
Technicians	57.70%

Examining the gender distribution across various job categories reveals that females make up the majority in four specific areas: Administrative Support, Officials-Administrators, Paraprofessionals, and Professionals. The County data indicates that the percentage of females in these categories surpasses that of females in the U.S. Census 2014-2018 Labor Force market for the same job categories.

Conversely, males dominate the Protective Service, Service-Maintenance, Skilled Craft, and Technician job categories in the County. In comparing the County male workforce to the U.S. Census Labor Force, the County exceeds in both Skilled Crafts and Technicians.

The representation of non-binary individuals across all job categories remains minimal and the U.S. Census Labor Force does not currently include non-binary for comparison.

COUNTY TENURE

The data:

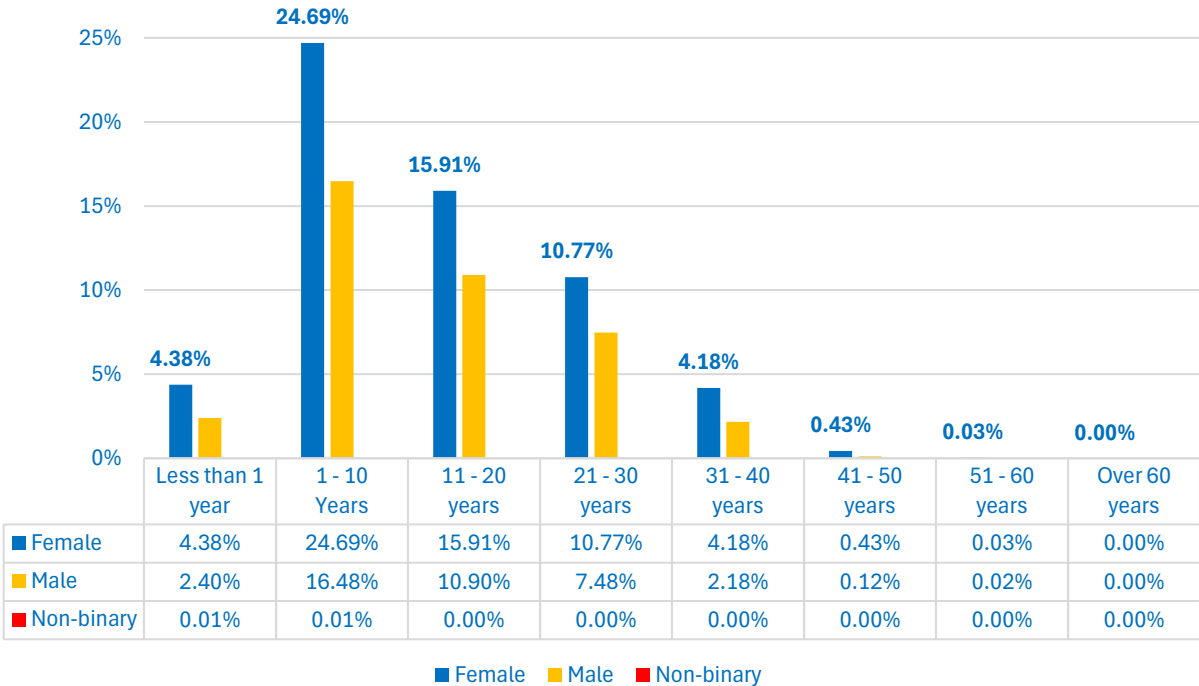
Less than 1 year	6.79%	(N=6,431)
1 - 10 Years	41.18%	(N=39,028)
11 - 20 years	26.81%	(N=25,410)
21 - 30 years	18.25%	(N=17,297)
31 - 40 years	6.36%	(N=6,025)
41 - 50 years	0.55%	(N=525)
51 - 60 years	0.05%	(N=51)
Over 60 years	0.00%	(N=1)
Total	100.00%	(N=94,768)

The majority of permanent employees, **41.18%**, fall into the range of 1 to 10 years of service, with 39,028 individuals.

To maintain confidentiality while recognizing this employee’s dedication, it is notable that one individual has served the County for 63 years.

By gender, females have a higher percentage in every job tenure category followed by males. Non-binary representation remains insignificant across all tenure groups.

COUNTY TENURE by GENDER

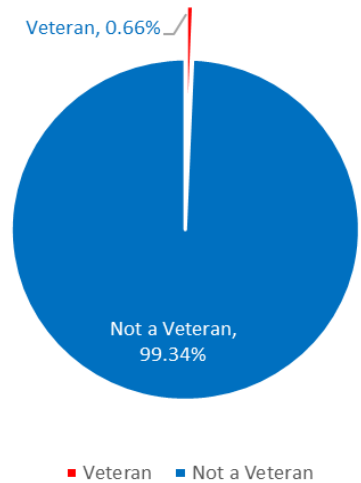


2024 Countywide Employee Demographic Report

REPORTED VETERAN STATUS

The data:

Employee is a Vietnam-Era Veteran with Disability	0.00% (N=10)
Employee is a Vietnam-Era Veteran	0.01% (N=9)
Employee is a Non-Vietnam Era Veteran	0.65% (N=616)
Blank (Not a Veteran)	99.34% (N=94,142)



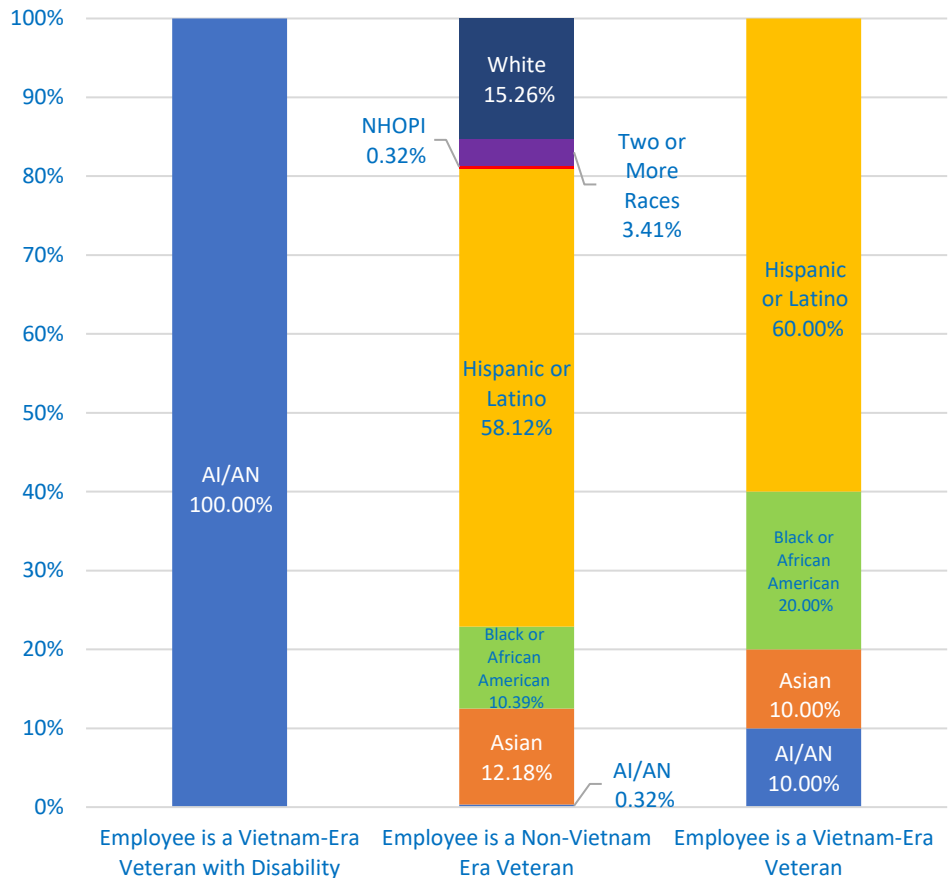
The majority of the County workforce is made up of non-veterans, with 99.34% of employees not having served in the military.

Among the small number of veterans (626 employees), most are not from the Vietnam War era, making up 0.65%. Only 10 employees served in Vietnam.

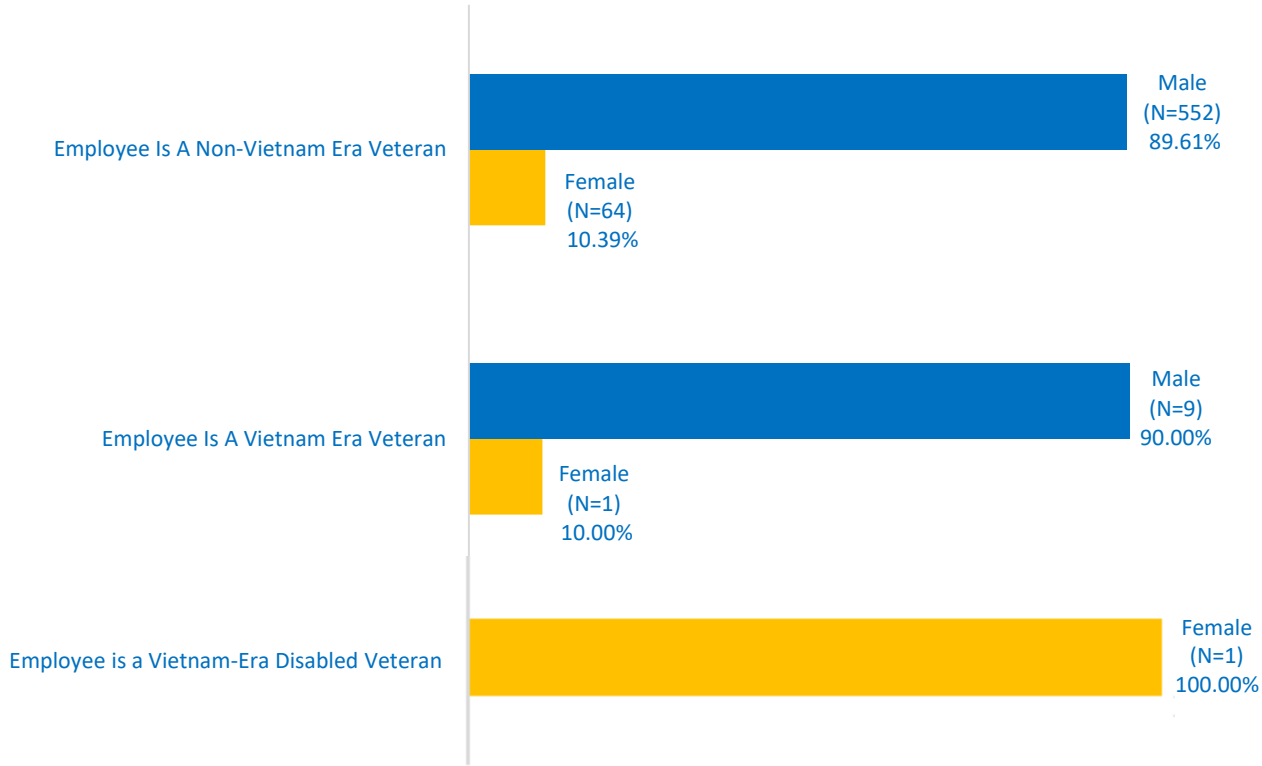
Hispanics or Latinos make up the majority of employees with veteran status.

Note: There could be a significant number of employees who may not have reported their veteran status. DHR and the Military and Veterans Affairs will work to assess employees' military status to better serve their needs.

VETERAN STATUS by RACE/ETHNICITY



VETERAN STATUS by GENDER



Veteran data by gender highlights distinct gender disparities among County employees who have served in the military. Of the total number of employees who served in the Vietnam War (10 employees), nine are males and one is a disabled female veteran.

In contrast, the Non-Vietnam Era Veteran category exhibits more gender diversity, with male employees making up the vast majority (89.61%), while females account for 10.39%. These trends suggest that while military service among County employees is predominantly male, there is some representation of female veterans, particularly in more recent service periods.

HEALTH PROFILE*

Disability and Work Accommodation

A total of **0.98%** (N = 925) of employees currently receive accommodations. Of these, 76.2% are female (N = 705) and 23.8% are male (N = 220).

Note: Data collection on disability and work accommodations began in September 2024, with figures current as of year-end. The data may not fully reflect the number of employees with disabilities, as not all who request accommodations identify as having a disability, and some with disabilities may not request accommodations.

Trends

- significant increase in those with prediabetes
- diabetes prevalence has risen
- increase in those who are considered obese over the last 2 years

31.1%

Percentage of members with chronic conditions

Top 3 chronic conditions:
obesity, diabetes, hypertension

Lifestyle Risks

The Kaiser Report noted that 75.7% of County members were measured for weight in the last 12 months. 81.3% of those screened adult members in Q2 2024 were overweight (30.3%) or obese (51.0%).

81.0% of our County group were measured for glucose in the last 3 years. 39.1% of screened members had a prediabetes test result in Q2 2024.

Prevention

Kaiser reported higher than regional* average numbers for the County’s Kaiser members when it comes to prevention:

	County	Regional
Flu Shot	40.9%	36.5%
Breast Cancer Screening	85.4%	81.9%
Cervical Cancer Screening	84.9%	80.8%
Colorectal Cancer Screening	73.6%	70.1%

*Regional numbers are based on Kaiser Permanente membership.

* DHR gathered summary data for this section from Kaiser Permanente’s “County of Los Angeles Clinical Reports Update: Key Findings” of November 2024. 60% of County workforce are Kaiser Permanente members.

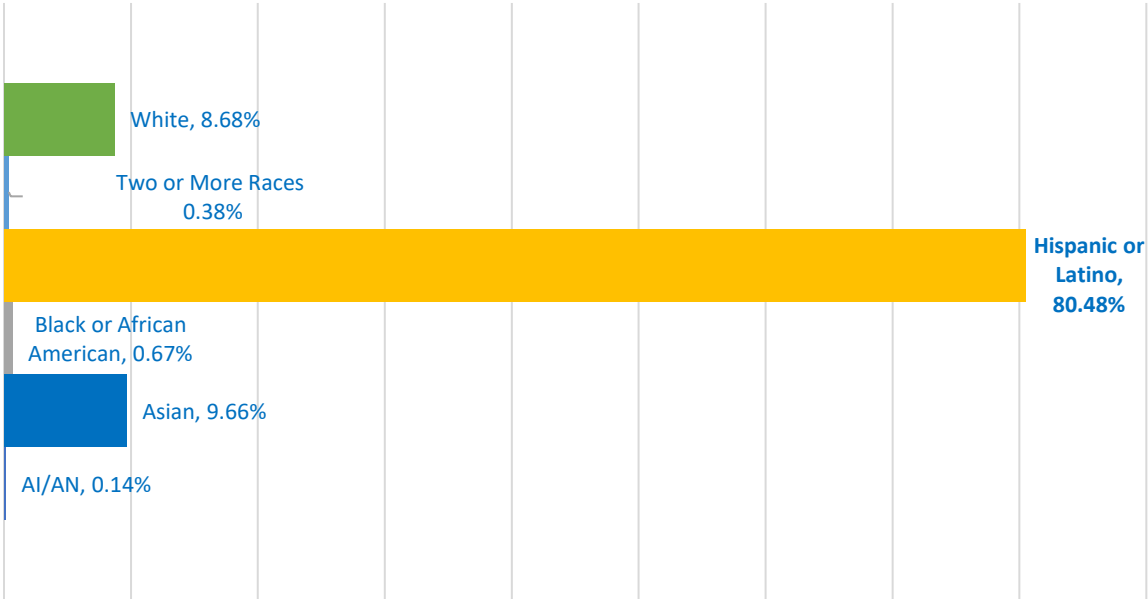
BILINGUAL BONUS

Employees receiving bilingual bonus

20.26%
N=19,198

The majority of County employees receiving a bilingual bonus are Hispanic or Latino (80.48%), followed by Asian employees (9.66%). White employees receive 8.68% of bilingual bonuses.

It is important to note that the U.S. Census defines the “White” race category as “a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.”



2024 Countywide Employee Demographic Report

2024 COUNTYWIDE RECRUITMENT

323,671

**Applied
January-December 2024**

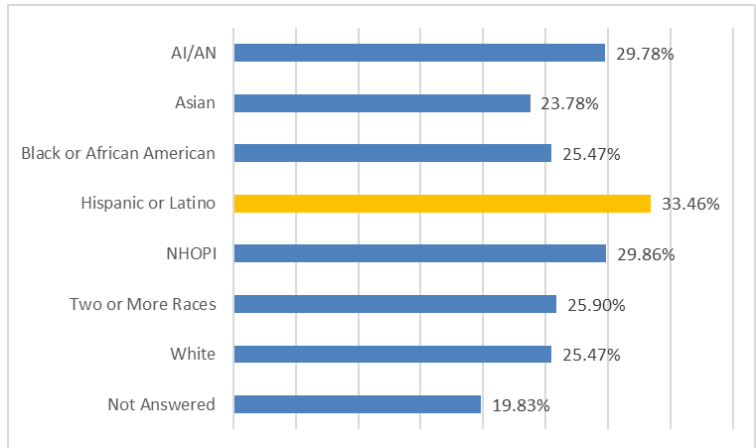
19,723

**Hired
January-December 2024**

Number of Applicants by Race/Ethnicity

	Applied	Eligible	Referred	Offered	Hired
AI/AN	1,387	399	272	107	81
Asian	48,017	17,059	10,849	3,028	2,580
Black or African American	60,474	16,952	10,619	3,320	2,705
Hispanic or Latino	134,468	47,340	30,954	12,143	10,358
NHOPI	1,040	323	211	95	63
Two or More Races	20,504	6,319	4,186	1,379	1,084
White	47,034	14,912	9,624	3,106	2,451
Not Answered	10,747	3,396	2,057	547	408
Total	323,671	106,700	68,772	23,725	19,730

HIRING RATE by RACE/ETHNICITY¹



Overall, the county's hiring rate¹ in 2024 stood at 28.69%.

The Hispanic or Latino group has the highest percentage of hired applicants (33.46%).

¹ Hiring rate = Hired/Referred

2024 COUNTYWIDE RECRUITMENT

59.54%
of Applicants during
January-December 2024
were females

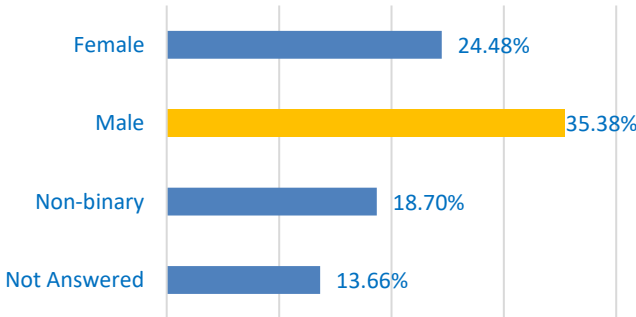
Number of Applicants by Gender

	Applied	Eligible	Referred	Offered	Hired
Female	192,726	62,514	39,813	12,069	9,748
Male	122,879	41,716	27,264	11,195	9,647
Non-binary	1,554	522	369	95	69
Not Answered	6,512	1,948	1,326	366	266
TOTAL	323,671	106,700	68,772	23,725	19,730

Hired, by Gender

Female	49.41%
Male	48.90%
Non-binary	1.35%
Not Answered	0.35%
TOTAL	100.00%

HIRING RATE by GENDER¹



¹ Hiring rate = Hired/Referred

Male applicants were hired at a higher rate (35.38%) compared to female applicants (24.48%).

2024 Countywide Employee Demographic Report

Conclusion

This 2024 Countywide Employee Demographic Report provides an accurate analysis of Los Angeles County's true workforce diversity. By utilizing actual personnel records instead of voluntary surveys, the Department of Human Resources (DHR) has been able to capture a complete picture of the County's workforce, offering more valuable insights into key demographics across multiple factors like tenure, job category, and bilingual bonus than in previous years.

Several important findings emerged from this report, including:

- Hispanic or Latino employees represent the largest racial/ethnic group, making up 43.23% of the County's workforce, with notable concentrations in Protective Services, Skilled Craft, and Service-Maintenance roles. Meanwhile, Asian employees are more prominent in Technician and Professional roles, and Black or African American employees have a strong presence in Administrative Support and Service-Maintenance positions.
- Women continue to make up the majority of the County's workforce at 60.40%, with their representation increasing in older age groups. However, in younger generations (Generation Z), the gender gap is smaller, suggesting a possible shift toward more males available for recruitment.
- Non-binary employees remain a very small percentage of the workforce (0.02%), but the highest percentage appears in the youngest workforce group (16-25 age range), potentially signaling generational changes in gender identity reporting.
- Hiring trends show that males had a higher hiring rate (35.38%) compared to females (24.48%) even though females had a higher applicant rate, and Hispanic or Latino applicants were the most frequently hired group, aligning with their strong representation in the overall U.S. Census Los Angeles Regional Labor Workforce.

Overall, the County's workforce is diverse, representing multiple races/ethnicities, genders, generations, languages, citizenships, and tenure statuses. Los Angeles County's workforce far exceeds or aligns with what is expected by U.S. Census federal standards and surpasses some of the highly diverse LA County Community Census demographics.

The low response rate (26% or less) to the Board-mandated *Annual Countywide Demographic Employee Survey* has proven to be a significant limitation in previous years. These response rates are insufficient to generate a meaningful understanding of the County's workforce demographics, leading DHR to conclude that this should be the final report under this current Board mandate.

Going forward, DHR strongly recommends and will work with directive authors to discontinue the Board-mandated survey and instead focus on system-wide improvements to demographic data collection. This will also involve working in partnership with the LGBTQ Commission and the Military and Veterans Affairs to enable more focused data collection efforts. Similarly, looking ahead, the proposed *California SB-464 on Employer Pay Data* would require the inclusion of demographic data into the pay data report, such as ethnicity, race, disability, veteran status, gender, gender identity, and sexual orientation, organized by job category as listed in the civil service pay scale. By strengthening data tracking within County personnel systems, future workforce reports can offer more precise, reliable, and actionable insights that will better inform diversity, equity, and inclusion efforts.

APPENDIX I: 2023 Countywide Employee Demographic Report

Executive Summary

A Snapshot of 2023 Key Findings

This Executive Summary presents a high-level overview of the 2023 Countywide Anonymous Employee Demographic Survey results. Administered by the Department of Human Resources from October 23 to December 11, 2023, this marks the third iteration of the County's effort to collect self-reported demographic data to better understand the demographic composition of the LA County workforce. A total of 18,266 employees participated in the survey, representing a response rate of approximately 19.6% out of a total workforce of 93,127.

Key highlights

- Sex at Birth - 68.71% of respondents identified their assigned birth sex as female, while 28.98% were male.
- Gender Identity - 66.68% identified as women, and 28.01% as men.
- Race/Ethnicity - the largest group identified as Hispanic/Latino (34.95%), followed by White (20.03%), Asian (19.80%), and Black/African American (16.63%).
- Age - The largest age group among the surveyed population falls within the 46-55 range, comprising 29.93% of respondents, followed closely by the 36-45 age group at 24.16%. The 56-65 age group represents 23.74% of respondents. This distribution indicates a diverse representation of age groups within the surveyed population and in the County workforce, with a notable concentration in the middle-aged brackets, particularly between 36 to 55 years old.
- Veteran Status – 3.77% of survey respondents identified themselves as veterans. This is in line with, although slightly above, the percentage of veterans in the California labor force, which stands at 3.26% as of 2022, according to the Bureau of Labor Statistics.
- County Tenure – 30.93% of respondents have more than 20 years of service with the County; over 50% of survey respondents reported a tenure with the County of at least 11 years.
- Language Ability – 57.4% of respondents indicated fluency in a language other than English.

To access the complete 2023 Employee Demographic Survey, please click the link below.
https://file.lacounty.gov/SDSInter/dhr/1188085_2023DemographicSurvey_Final_9_24_2024.pdf



Los Angeles
County

Human Resources
YOUR CAREER STARTS HERE.

HEADQUARTERS

Kenneth Hahn Hall of Administration

500 West Temple Street
Room 579
Los Angeles, CA 90012

BRANCH OFFICE

Vermont Corridor Building
510 South Vermont Avenue
12th Floor
Los Angeles, CA 90020