



Human Resources **STRATEGIC PLAN**

2024-2028

**G
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T**

WORKPLACE.
PEOPLE.
THINGS.

Los Angeles County
DEPARTMENT OF



Human Resources

hr.lacounty.gov

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“ This Plan is a living, breathing document. DHR is open to new, innovative ideas to sustain our greatness.



DIRECTOR'S MESSAGE

I am proud to present the final 2024-2028 Strategic Plan for the Department of Human Resources (DHR). It is a comprehensive roadmap designed to guide our Department to continued success through 2028. This Plan is the result of extensive collaboration and input from all levels within DHR, reflecting our collective vision and commitment to excellence. The Plan also takes into account feedback from our County leaders and partners.

Our Strategic Plan outlines our mission, vision, and core values, which are the foundation for all that we do. It identifies key priorities and actionable strategies that will enable us to navigate the challenges and opportunities ahead. By aligning our efforts within this framework, we aim to support the County's workforce and the public by providing outstanding service; driving innovative HR solutions; and delivering high value to both our internal and external customers.

To emphasize that our employees are the heart and drivers of the Strategic Plan's success, we have featured photos of our DHR team members throughout this report. These images serve as a powerful reminder that it is our people who bring our vision to life and propel DHR toward the successful achievement of our goals.

Together, we will monitor our progress, celebrate our achievements, and make necessary adjustments to navigate the course to transform the delivery of HR services in the County. We are already well underway in our work to achieve these goals, seeing promising progress and tangible results. I am confident that with our collective effort and unwavering commitment to excellence, we will fulfill the ambitious goals set forth in this Strategic Plan. We embark on this journey with enthusiasm and determination, building on our past achievements and forging paths for continued success ahead.

Lisa M. Garrett



ABOUT US

The “People” People.

Los Angeles County


With more than 109,000 employees working in 38 departments, Los Angeles County is the largest employer in Southern California and the largest local government in the nation. The County provides vital public services ranging from supportive family services, law enforcement, and property assessment to public health protection, water conservation, and cultural activities.

We are the central HR agency for Los Angeles County. We are a dedicated team of HR professionals driven to build and sustain a talented, diverse workforce that provides critical services for the 10 million residents of Los Angeles County.

OUR SERVICES

We provide numerous services for the employees and agencies of Los Angeles County, including the following:

- Benefit administration
- Career development
- Career pathways
- Civil service advocacy
- Equity assurance
- HR information systems
- Mediation & dispute resolution
- Personnel consultations
- Policy development
- Pre-hire assessment
- Recruitment
- Succession planning
- Talent acquisition
- Wellness programs



“ County employees are public servants, and DHR serves and supports County employees to be their best – professionally and personally. At DHR, we love what we do, and it shows!

– John Mina

OUR STATISTICS

Full-time DHR Employees
as of September 9, 2024



416
Employees



59
Job Titles



6 Years
Average Position Tenure
(Holding Current Job Title)



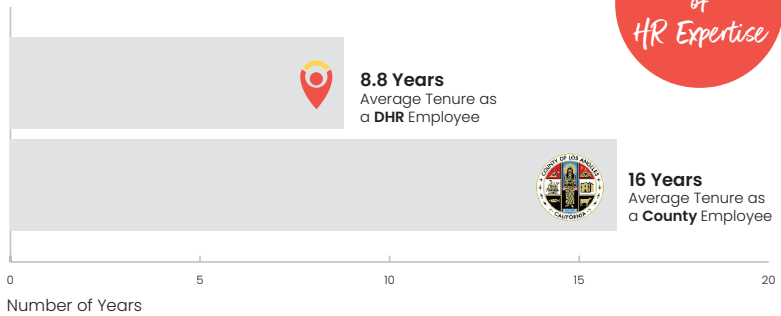
25%
Supervise Others



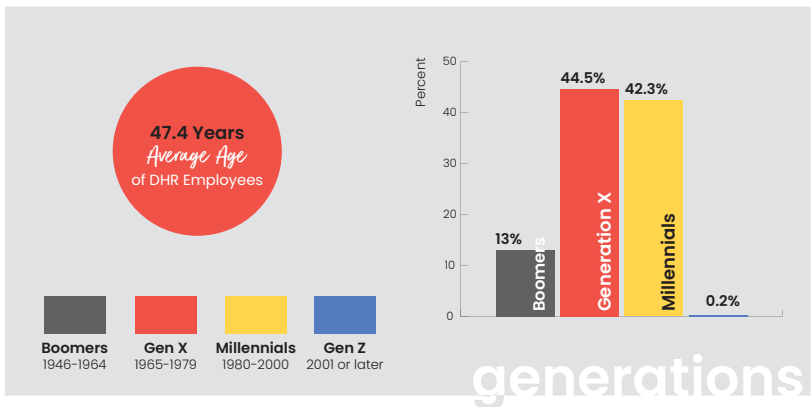
6%
Participate in MAPP
(excludes Management Fellows)

Not only do we love what we do, we love working for DHR!

On average, DHR employees have spent over
half their County careers with DHR



3,660 Years
of
HR Expertise



OUR HISTORY

"You can't really know where you are going until you know where you have been."

- American author and poet Maya Angelou

In the 1980s, the County's central Department of Personnel merged with the Chief Administrative Office and key HR functions were delegated to line departments to perform independently. However, this approach proved ineffective. **In late 1994, the Board of Supervisors re-established the Department of Human Resources** to enhance the effectiveness of the County's HR programs and compliance with the County Code and Charter. With considerable optimism regarding the benefits to the County, the restored and reimagined DHR began its transformation of County HR.¹

Under the leadership of Lisa M. Garrett, who was appointed Director of Personnel on March 30, 2010, DHR has become a strategic partner to departments. Ms. Garrett has guided the implementation of many significant initiatives to strengthen the County's workforce, improve customer service and access, and to "automate and innovate all things HR."

The optimism for transformation that characterized our beginning and the momentum of our success in achieving it have kept DHR at the forefront of HR excellence.



¹ Report to the Board of Supervisors - Creation of Department of Personnel, September 8, 1994, Chief Administrative Office

RECENT ACCOMPLISHMENTS

Setting the stage

Highlighted below and on the next few pages are some of our accomplishments from Fiscal Year (FY) 2023-24. Our work to achieve these accomplishments both informed and *inspired* us as we shaped our 2024-2028 Strategic Plan. Consider them a preview of DHR's many accomplishments to come.

TRANSFORM RECRUITMENT, HIRING, AND RETENTION

- ◆ Furthered the innovations and efficiencies that position DHR as the leader in **talent assessment**, which resulted in:
 - a 7% increase in requests for DHR services compared to FY 2022-23 (86% increase since FY 2019-20)
 - a 30% faster recruitment process compared to department-managed exams
 - an exam appeal rate that is less than 25% of the departmental average
- ◆ Filled nearly 1,000 positions with a nexus to the County's **Homelessness Initiative**
- ◆ Continued to support the onboarding of the best and brightest for the County's top leadership roles by conducting 35 **executive recruitments**, 11 hybrid executive recruitments, and 21 Unclassified Reviews which resulted in filling vacancies for one Department Head, seven Chief Deputies, eleven Assistant Directors, five Deputy Directors, and other C-suite positions
- ◆ Placed 34 Veteran Interns through the Veteran Intern Program, a 47% increase compared to FY 2022-23, and 60 Student Workers in permanent positions, a 361% increase compared to FY 2022-23

CHAMPION JUSTICE, EQUITY, DIVERSITY & INCLUSION (JEDI)

- ◆ Created and delivered two **Signature Dialogue Series** live events, titled *Constitutional Law: The End of Affirmative Action* and *Stronger Together: Creating Solidarity through Cross-Racial Collaboration*, supporting a combined total of over 931 attendees at the two events
- ◆ Partnered with the Human Relations Commission to advance Countywide understanding of the **Middle East Conflict**
- ◆ Developed a New **Equal Employment Opportunity (EEO) Unity** website to provide information, training, and resources to employees, and facilitated 115,554 hours of EEO compliance training, including 180 hours of live training to 1,137 employees
- ◆ Trained 69,858 employees in the **County Policy of Equity** and 60,115 employees in Sexual Harassment Discrimination Prevention
- ◆ Continued partnership with the **Anti-Racism, Diversity and Inclusion Initiative (ARDI)** to build the ARDI University; ARDI Cultural Holders Program; DHR ARDI Divisional Survey; Employment Discrimination Prevention Manual and EEO Compliance Self-Survey; Annual Demographic Survey

- ◆ Continued partnership with the **Women's and Girls Initiative & LGBTQ+ Commission** on projects such as the Women's Equality Pay Policy and Transparent Pay Dashboard; Employee Display Name Changes in County Systems; LGBTQ+ Website Resource Page; and Introductions of New Self-Identification Options
- ◆ Collaborated with County Counsel and other DHR partners to submit to the Board of Supervisors (BOS) the Report Back on the three **Fair Chance** (FC) Motions; draft the new FC BOS Policy No. 9.035; and revise the FC Policies, Procedures, and Guidelines 514 & 524
- ◆ Concluded the **Fair Chance Secondary Job Appointment Review Pilot** with six participating departments, which resulted in reversing the decision to rescind job offers for 25 candidates, 12 of whom have been hired
- ◆ Modernized the County's approach to **Performance Management** (PM) by launching a new PM model for MAPP participants and building a new Countywide *PM Reimagined* model for the County's 90,000+ full-time, non-management employees
- ◆ Facilitated 179,268 completions of DHR-developed online trainings and trained 9,759 supervisors and HR staff through the Leibert Cassidy Whitmore HR Consortium
- ◆ Advanced the legacy of learning through Los Angeles County University's **Leadership Development Institute** by graduating:
 - 39 participants of the Executive Leadership Development Program
 - 150 participants of the Management Development Program
 - 235 participants of the New Supervisor Development Program
 - 378 participants of the Emerging Leader Program

STRENGTHEN LEARNING

- ◆ Launched the long-awaited Los Angeles County **Departmental HR Manager Academy** to enhance the skills of our human resources professionals both within DHR and in line departments, with seven modules being successfully implemented
- ◆ Completed the **County Training Modernization Project**, which updated, overhauled, and increased the quality, efficiency, and accessibility of mandated online trainings – most notably through advanced training for DHR trainers and an update to the *TalentWorks* system that enables employees to complete training on mobile devices, with or without a current internet connection

- ◆ Facilitated completion of 168,109 learning hours and 40,845 courses through **Udemy**, which led Udemy's CEO to profile the County as a success story at the company's annual investor meeting and in a business case study on the company's website

SHAPE FUTURE WORKPLACE

- ◆ Developed and/or administered 11 **Countywide and Departmental Surveys** on topics such as homelessness in the workforce; candidates' hiring experience; performance management; protective leave; potential paid family leave program
- ◆ Reduced overall **workplace investigations** inventory by 32% and the average time to complete investigations by 63%

- ◆ Managed 49,338 **protected leaves** Countywide and conducted 1,042 subject matter expert consultations to ensure compliance with protected leave regulations and manage cases effectively

LEVERAGE TECHNOLOGY

- ◆ Created and built a new **Countywide Daily HR Snapshot Dashboard** in Microsoft PowerBI that contains 50+ HR data analytics and metrics that provide the workforce information stakeholders need to make strategic and operational decisions
- ◆ Built and implemented **ePersonnel Records Robotic Process Automation**
- ◆ Continued the transition and consolidation of systems under *TalentWorks*, including MAPP performance reviews and PM standard evaluations
- ◆ Began Skills Management implementation in *TalentWorks*
- ◆ Launched new NEOGOV Unified Self-Service Dashboard and implemented NEOGOV SHL integration
- ◆ Implemented Cornerstone integration for *TempLA* Program
- ◆ Addressed over 24,000 tickets and emails for technology support requests

RESHAPE HEALTH AND WELL-BEING

- ◆ Successfully enrolled 74,689 employees during the 2024 **Annual Benefits Enrollment** using a new system

OUR PROCESS

Getting the plan in order

At DHR, we believe that the success of our Strategic Plan hinges on the active involvement and input of our employees. Here's how we engaged our team to build a robust and inclusive Strategic Plan:

Starting at the Top

The process kicked off with an Executive Team meeting to draft the mission, vision, values, etc. Consulting firm *Talogy* joined a subsequent meeting to assist in identifying the major priorities. Following a meeting with the Senior Management Team to review the foundational early drafts and the steps forward, the major work began.

Identifying Stakeholders

We determined that **all DHR employees** are relevant stakeholders within our Department. Regardless of division, function, level, or role, every DHR employee had a perspective that we wanted to capture to create a well-rounded plan.

Engaging Employees

To gather meaningful input, we conducted several interactive strategic planning sessions facilitated by Dr. Susan Stang of *Talogy* in the fall of 2023. Offered virtually and in-person at the beautiful *Magic Johnson Recreation Center*, the sessions provided a forum for open discussions and allowed us to delve into specific issues and ideas. The sessions fostered a sense of shared ownership of DHR, collective investment in our success, and dedication to ensuring our great future!

During the sessions, employees focused on developing actions, projects, and tasks for each priority. Participants were encouraged to meet on a priority of their interest, and senior leadership facilitated the breakout sessions.

Analyzing Input

Once we collected the input, our executive strategic planning team analyzed the data to identify common themes. We looked for patterns in the feedback to pinpoint key issues that needed to be addressed in our Strategic Plan. With the insights gained from our employees, as well as our County leaders and partners, we finalized our Strategic Plan.

Moving forward

As we move into the communication and implementation phase, we are building timelines and metrics for measuring success. We are assigning responsibilities and allocating resources to ensure accountability and support. We are setting up systems for tracking and reporting progress. We are establishing regular review meetings and feedback loops to allow for adjustments and continuous improvement.

Through it all, we endeavor to continue engaging internally within DHR as well as with our Countywide HR community.

“ **The Strategic Planning sessions were a time for the DHR family to get together, share innovative ideas on the strategic goals and direction of the Department, and to *just be.***”

– Lisa M. Garrett



THE FRAMEWORK

How it all fits together

The Strategic Plan Framework reflects our departmental alignment with the strategies and goals of the County of Los Angeles and the priorities of the Board of Supervisors. Anchored by our revised mission, vision, and values, the Framework positions six Strategic Priorities to guide our overarching business strategy for the next four years. The specific goals and actions to address these priorities serve as the roadmap, reflecting our commitment to current and prospective County employees, departments, and the Los Angeles County community.

MISSION

Foster a positive culture and inclusive environment where all employees can thrive, grow, and contribute in meaningful ways through public service.

VISION

Drive Countywide organizational excellence by designing and delivering innovative, best-in-class talent strategies and human resource solutions.

VALUES

Integrity

We do the right thing - we are honest, transparent, and accountable.

Justice, Equity, Diversity, & Inclusion

We champion fairness by embracing multiple perspectives and cultural differences as strengths.

Empathy

We seek to understand and value the feelings, thoughts, and perspectives of others.

Customer Service Excellence

We prioritize our customers' evolving needs, perform with the highest level of professionalism, and continuously strive to exceed expectations.

Well-being

We champion holistic employee well-being as fundamental to our success and culture.

Innovation & Creativity

We believe new ideas, exploration, and experimentation are essential to open dialogue, continuous improvement, and transformation.

Agility

We are nimble and pivot to deliver HR solutions and technologies that better meet the needs of the County and the public we serve.

👏 **Creating a great workplace where great people can do great things.**



STRATEGY

OUR ROADMAP

On the next pages, you will find an at-a-glance overview of our Plan, followed by the fully detailed Plan. This is our roadmap to propel our **GREATNESS!** Each step taken will be a testament to the collective ambition and dedication of each member of our team. With this Plan, DHR is empowered to anticipate obstacles, rise above challenges, and seize opportunities with confidence. Moreover, our priorities, goals, and actions are not only steps on our roadmap; they are the building blocks of our continued legacy, inspiring greatness and driving DHR toward a future filled with success and limitless possibilities. Join us on this grand journey.

6 PRIORITIES

28 GOALS

110 ACTIONS



PRIORITY

ONE

Transform the way we recruit, hire, support, and retain people

GOAL 1.1

Acknowledge and increase the employability and job-readiness of under-represented populations

GOAL 1.2

Simplify, streamline, and enhance the hiring process to hire top-quality talent

GOAL 1.3

Identify and implement effective employee retention strategies

GOAL 1.4

Expand recruitment approaches

GOAL 1.5

Transform the candidate experience



PRIORITY

TWO

Champion justice, equity, diversity, and inclusion for all people

GOAL 2.1

Develop measures of meaningful progress to achieving JEDI

GOAL 2.2

Review all HR policies and make modifications to ensure they create and support a JEDI environment

GOAL 2.3

Provide equitable access to growth and development opportunities

GOAL 2.4

Transform and enhance how employee workplace concerns are addressed

GOAL 2.5

Ensure equitable access to employment opportunities

GOAL 2.6

Create a culture of psychological safety and belonging



PRIORITY

THREE

Strengthen our workforce culture of continuous learning and growth

GOAL 3.1

Identify skill gaps to build bench strength at all levels

GOAL 3.2

Create a robust strategy to address gaps between the workforce of today and the talent needs of tomorrow

GOAL 3.3

Develop strong and effective leaders and managers

GOAL 3.4

Design and deliver development initiatives that build skills and support growth

GOAL 3.5

Encourage a culture of career exploration within the County

GOAL 3.6

Encourage a culture of innovation



PRIORITY

FOUR

Continue to **shape** the workplace of the future

GOAL 4.1

Implement techniques that support productivity and accountability in flexible work environments

GOAL 4.2

Explore and design new work models and roles

GOAL 4.3

Support departments to realize the potential of the workplace of the future



PRIORITY

FIVE

Leverage state-of-the-art technology to modernize, transform, and innovate HR services

GOAL 5.1

Advance data-driven decision-making to drive better outcomes

GOAL 5.2

Improve delivery of service and customer experience through technology

GOAL 5.3

Integrate/streamline business processes to increase productivity

GOAL 5.4

Facilitate mobility and accessibility of information and data

GOAL 5.5

Advance security to protect HR data



PRIORITY

SIX

Reshape and promote programs that impact the health and well-being of our employees and their families

GOAL 6.1

Continue to invest in developing programs designed to promote employee well-being

GOAL 6.2

Expand and refine benefit programs to better address employee well-being

GOAL 6.3

Create a robust strategy to address gaps between the benefits of today and the needs of tomorrow



PRIORITY ONE

Transform the way we recruit, hire, support, & retain people

This first priority reflects our ambitious goal to revolutionize our employment practices. In the past, hiring practices were overly complex and rigid, often leaving qualified candidates frustrated or disengaged. We aim to address these issues through a systemic, comprehensive overhaul, focusing on inclusivity, simplicity, and strategic outreach. By acknowledging the barriers faced by underrepresented groups and actively creating pathways for employment and advancement, we can enhance the employability and job-readiness of all applicants, fostering a workforce that reflects the diversity of our communities.

This priority seeks to harness innovative strategies, industry best practices, and data-driven insights to build talent pipelines that are not only robust but also equitable.

This transformation is not limited to the hiring process alone. It extends into how we support and develop our employees throughout their careers. By investing in career development tools and strengthening our retention strategies, we aim to create an environment where employees feel valued and motivated to stay. These efforts will help us build a resilient, high-performing workforce capable of meeting the evolving demands of public service in the 21st century.



1.1

Acknowledge and increase the employability and job-readiness of under-represented populations

ACTIONS

- a. Recruit from diverse populations and create pathways to employment and promotional opportunities
- b. Develop career tracks for all applicants and employees, including under-represented populations
- c. Partner and market career opportunities to diverse community programs and professional organizations

1.2

Simplify, streamline, and enhance the hiring process to hire top-quality talent

ACTIONS

- a. Consider impact and importance of the exam process - Exam relevance, Exam weight v. experience, Study/test guides
- b. Use simple language and explain application/hiring process from the candidate's perspective
- c. Incorporate industry best practices to streamline and improve tests, tools, and hiring
- d. Create a hiring process that is easy to understand, simple to navigate, and able to be completed within a timeframe that is competitive to market

1.3

Identify and implement effective employee retention strategies

ACTIONS

- a. Use stay and exit interviews to inform retention programs
- b. Explore tuition assistance and reimbursement programs and their standardization across departments
- c. Develop new career tools and enhance career pathfinder
- d. Highlight benefits of public service and working for the County

1.4

Expand recruitment approaches

ACTIONS

- a. Raise profile of LA County/DHR via a strategic marketing campaign that optimizes use of social media and public-facing platforms (e.g., television, radio, and news feeds)
- b. Sponsor and/or partner with unions to offer career/job fairs at local colleges and universities
- c. Include unique characteristics of County position in job postings
- d. Look for new opportunities and innovative ways to leverage, value, and "recruit" in-house talent

1.5

Transform the candidate experience

ACTIONS

- a. Accelerate responsiveness to candidates by simplifying the application process and leveraging application review software
- b. “Walk” candidates through application process (i.e., show them how to apply)
- c. Expand DHR's career concierge service to provide more people with information about County job qualifications and career opportunities
- d. Create a pool of recruitment “champions” who represent diverse communities to be the “face” of DHR/County
- e. Explicitly share County mission/values and recruit candidates who align with them

As the largest local government in the United States, we face unique challenges in recruiting, hiring, and retaining top talent across a diverse spectrum of roles. With **Strategic Priority One**, we are prioritizing the candidate experience, leveraging innovative approaches, and developing career pathways for all employees that set the stage for a more agile and effective workforce.

PRIORITY TWO

Champion Justice, Equity, Diversity, and Inclusion (JEDI) for all people

The County and DHR are dedicated champions of justice, equity, diversity, and inclusion (JEDI). In 2011, the County Policy of Equity was adopted to preserve the dignity and professionalism of the workplace as well as protect the right of employees to be free from discrimination, unlawful harassment, retaliation, and inappropriate conduct toward others based on a protected basis. On July 26, 2017, DHR launched the Countywide *Signature DIALOGUE Series* to highlight the importance of diversity, acceptance, and inclusion and to foster a sense of belonging for all County employees. This ongoing forum utilizes distinguished speakers, storytellers, media, and the arts to engage County employees in the exploration of important social topics that impact the workplace and the public we serve.

On July 21, 2020, the Board of Supervisors established an Anti-Racist County Policy Agenda that recognizes, affirms, and declares that "racism is a matter of public health in Los Angeles County." The work of DHR supports the broader County vision to create an inclusive workplace culture and community where differences are celebrated, and people can thrive.

Strategic Priority Two is a recognition and roadmap toward achieving lasting change for County employees and the departments and community that it serves. The goals and actions noted in this priority reflect a commitment to collaboratively work with the Board of Supervisors; partner departments; and community-based organizations in various areas including fair chance, rehabilitation and re-entry, health and wellness, technology and automation, hiring and recruitment, performance management, training and development, investigations, and much more.



2.1

Develop measures of meaningful progress to achieving JEDI

ACTIONS

- a. Build the DHR campaign to reward, share, and promote JEDI vision, goals, and “wins”
- b. Build and maintain a database to track JEDI initiatives/impact/outcomes
- c. Create a DHR newsletter or bulletin emphasizing JEDI work of various divisions

2.2

Review all HR policies and make necessary modifications to ensure they create and support an environment of JEDI

ACTIONS

- a. Create a policy committee with diverse members and perspectives to review new and existing policies with an equity lens
- b. Review policies for language accessibility

2.3

Provide equitable access to growth and development opportunities

ACTIONS

- a. Curate specific curricula to develop employees for job proficiency and career growth
- b. Provide and promote equitable access to learning resources
- c. Advocate for employee development and sufficient time to engage and embrace learning

2.4

Transform and enhance how employee workplace concerns are addressed

ACTIONS

- a. Review recurring/common complaints to identify and address root causes
- b. Develop a refined process and resources to enhance the dispute resolution program

“ All of us together create an environment where diversity, equity, and justice are valued. Belonging and inclusion are built into everything that we do. ”

- Lisa M. Garrett



2.5

Ensure equitable access to employment opportunities

ACTIONS

- a. Identify new communities for outreach through data reviews (e.g., uniquely abled)
- b. Widen candidate pools to increase diversity
- c. Explore feasibility of adding points to application profiles for fluency in languages
- d. Develop best practice guidelines to help supervisors and managers engage in succession planning to assist staff with advancement opportunities and exam preparation
- e. Review job descriptions and marketing materials to ensure equity and diversity in recruitment, selection, and retention
- f. Use lens of best practices (e.g., Textio, Grammarly) to review/rewrite class specifications and exam bulletins on a regular basis

2.6

Create a culture of psychological safety and belonging

ACTIONS

- a. Establish a definition and expectation of psychological safety and belonging across the County workforce
- b. Build peer-driven accountability and allyship into the culture
- c. Emphasize intentionality of JEDI; define JEDI and how it complements the ARDI Initiative
- d. Create spaces to facilitate open and/or brave conversations (perhaps by retaining professional facilitators) about needs, biases, and cancel culture
- e. Continuously reinforce the value of individual differences through actions and words
- f. Develop and expand training/education opportunities and perspectives for Departments
- g. Exemplify a culture of psychological safety and belonging within DHR and develop a roadmap for others to follow



PRIORITY THREE

Strengthen our workforce culture of continuous learning and growth

Over time, DHR has moved the County beyond a compliance-focused training environment and adopted a more strategic approach to organizational learning. This approach emphasizes leadership development initiatives for emerging leaders, frontline supervisors, and those in senior and executive positions; programs that develop specialized expertise in fields such as HR management, finance and budgeting, and project management; and multiple avenues for learning such as classroom training, online platforms (e.g., LinkedIn Learning and Udemy), interactive workshops, webinars, and mentoring programs. This approach enables supervisors and employees to engage in learning that best suits their needs and career goals.

Strategic Priority Three reflects our objective to further champion purposeful learning. To realize this vision, we will concentrate our efforts and resources on developing comprehensive skills databases, expanding our Academy series, enhancing our online learning offerings, and creating an extensive succession planning roadmap. This roadmap will link employees' early experiences with the County to their ongoing professional development, ensuring sustained growth.



3.1

Identify skill gaps to build bench strength at all levels

ACTIONS

- a. Construct workforce development frameworks and leverage assessment data to identify common strengths and skill gaps across the County workforce
- b. Continually assess emerging competencies and skills to meet the talent needs of tomorrow
- c. Use data to build and offer training to prepare the County workforce for the "skills of the future"

3.2

Create a robust strategy to address gaps between the workforce of today and the talent needs of tomorrow

ACTIONS

- a. Train supervisors/managers on how to support, guide, and encourage the ongoing development of employees as job requirements continue to shift
- b. Encourage employees to embrace learning and share their expertise
- c. Train the workforce to effectively integrate new technologies and approaches to increase efficiency and productivity

3.3

Develop strong and effective leaders and managers

ACTIONS

- a. Explore supplemental/new leadership training programs
- b. Reinforce learning and ensure application by creating standards and expectations that support a performance culture
- c. Create additional mentorship opportunities





“ Simply put, innovation is what will keep driving us forward to reach new heights. The world of work is changing rapidly, and we must not only adapt to it, but get ahead of it to succeed.

- Matthew Bender

3.4

Design and deliver development initiatives that build skills (depth and breadth), support growth, and enhance career opportunities

ACTIONS

- a. Offer multiple development methods (e.g., cross-training, shadowing, practice, stretch assignments, workshops, job rotations)
- b. Expand affiliations/partnerships with universities to offer classes, degree, and certificate programs at reduced rates and in a central location
- c. Leverage unique mediums and tools for learning (podcasts, VR, mobile apps, etc.)
- d. Make mentorship a key component of learning by various methods (e.g., multi-generational mentoring program, job rotation mentoring program, a day in the life and pathway stories of County managers and leaders)

3.5

Encourage a culture of career exploration within the County

ACTIONS

- a. Encourage and provide opportunities for employees to develop new skills, even if not directly related to their current job
- b. Incentivize employees to make career investments (e.g., offer professional certifications, offer stretch assignments, provide tuition reimbursement)
- c. Identify stretch assignments that provide cross-functional experience to enhance promotional opportunities
- d. Leverage cross-training to help employees learn about other jobs in the County and alternative career pathways

3.6

Encourage a culture of innovation

ACTIONS

- a. Find ways of supporting and rewarding employees who take chances and try new or innovative ideas
- b. Revisit and revise Countywide rules and guidelines on a continuous basis to identify and remove obstacles/barriers to innovation and/or effective solutions
- c. Encourage an agile mindset to ensure adaptability is a key characteristic of County culture
- d. Partner with other organizations to share practices, protocols, lessons learned, and best practices
- e. Leverage feedback and lessons learned to craft innovative HR solutions

We are committed to fostering a workplace that emphasizes continuous education and professional development. Our approach includes curated content and personalized development plans, ensuring that each individual can effectively utilize the available resources to enhance their skills and knowledge.



PRIORITY FOUR

Continue to shape the workplace of the future

This fourth priority reflects DHR's commitment to designing work environments that empower employees to thrive. One approach is to build upon the County's long history of offering flexible work schedules and remote work options. By evolving those offerings and supplementing them with creative leave options, we can ensure employees can adapt to changing demands in their personal lives. We also seek to advance the County's competitive benefits program by exploring new benefit options that support employees' diverse personal and professional needs.

Moreover, this priority aims to foster a *future-ready* workforce by acknowledging the value of preserving and transferring institutional knowledge to address critical skill and knowledge gaps, while ensuring the continuity of expertise within the workforce. Additionally, by identifying employee needs through surveys and providing tailored support, we strive to create an environment where employees feel valued, empowered, and equipped to perform at their best.

By aligning our workplace policies and benefits with modern expectations, we position ourselves as an employer of choice, ready to attract, retain, and develop top talent in an evolving work environment.



“Great companies are built by great people. Our role in HR is to find, develop, and empower them.”

- Haydee Cadenas

4.1

Implement techniques/strategies that support productivity and accountability in flexible and innovative work environments

ACTIONS

- a. Survey employees to determine what they need for success across different settings in today's work environment
- b. Expand support services and benefit options (e.g., elder care, daycare programs, travel insurance, pet insurance)
- c. Analyze and identify flexible work arrangements such as telework, flexible start/end times, and leave in lieu of telework
- d. Leverage retirees through the *Encore Program* to mentor/train employees to address knowledge and/or skills gaps

4.2

Explore and design new work models and roles

ACTIONS

- a. Explore AI's impact on role requirements and talent/skills needed
- b. Develop a pool of project employees to tap when specific expertise or experience is required/desired for projects, services, or training
- c. Implement job sharing to accommodate need for flexibility in work hours and part-time employment
- d. Create transitional positions where employees who are near retirement can serve in training/mentorship capacities (e.g., part-time positions)
- e. Review private sector best practices for innovative work models
- f. Consider adopting bidding system for tasks that allows employees to select assignments that interest them and are better aligned with their skills
- g. Explore use of gig economy concept (e.g., Fiverr, Freelancer, Upwork, FlexJobs)

4.3

Support departments to realize the potential of the workplace of the future

ACTIONS

- a. Share successful use cases/examples of hybrid or teleworking in departments and classifications not typically thought of as amenable to telework
- b. Share workplace innovations that support future needs
- c. Look at trends and train/educate departments on effective workplace models
- d. Identify cultural ambassadors by department



PRIORITY FIVE

Leverage state-of-the-art technology to modernize, transform, and innovate HR services

This fifth priority focuses on transforming HR services by embracing innovation and building a modern digital ecosystem to enhance efficiency, security, and service delivery. Historically, outdated systems, paper-based processes, and inefficiencies caused delays, incomplete information, and duplicated efforts, impacting employees and customers alike.

To address these challenges, we are committed to modernizing IT infrastructure and adopting advanced tools and technologies, including artificial intelligence and analytics. By fostering a data-driven culture, we aim to improve decision-making, streamline processes, and enhance the overall customer and employee experience. Key initiatives include improving mobility and accessibility of information, advancing security to protect HR data, and leveraging technology to drive productivity.

This transformation reimagines how we deliver services and operate as an organization, enabling us to better support our workforce and improve the lives of those we serve.



5.1

Advance data-driven decision-making to drive better outcomes

ACTIONS

- a. Foster a data-driven culture within the organization
- b. Emphasize the customer experience by leveraging a vendor tool/survey to gather feedback on each process in the employment “life cycle”
- c. Empower managers with tools that provide deeper insights into the business
- d. Build research and development into DHR divisions to encourage continuous innovation

5.2

Improve delivery of service and customer experience through technology

ACTIONS

- a. Utilize technology such as machine learning, artificial intelligence, and predictive modeling to improve delivery of service
- b. Utilize chatbots and virtual assistants to provide instant support and assistance to customers
- c. Optimize websites to enhance usability and customer satisfaction
- d. Collect and act on customer feedback

5.3

Integrate/streamline business processes to increase productivity

ACTIONS

- a. Evaluate existing business processes to identify inefficiencies, bottlenecks, and areas of improvement
- b. Integrate disparate systems and applications to facilitate seamless data exchange and communication
- c. Harness data analytics to gain insights into business processes and identify opportunities for optimization
- d. Implement work-flow automation tools or robotics process automation (RPA) to streamline tasks and free up time for employees to focus on more strategic activities

“ The way AI usually works is, the more data you feed it, the better it gets over time. I imagine at the beginning, we will be working closely, monitoring the outcomes, and adjusting it. But with time and additional data, [there] should be a high rate of accuracy.

– Roozan Zarifian

5.4

Facilitate mobility and accessibility of information and data

ACTIONS

- a. Digitize HR-related documents to enable employees to work remotely and access business systems and information to improve productivity and enhance flexibility
- b. Develop mobile apps or web portals that provide employees and public access to essential information, documents, and communication channels to enhance mobility and accessibility

5.5

Advance security to protect HR data

ACTIONS

- a. Provide security guidelines and education (e.g., how to stay safe online, what can and cannot be shared, authentication of data)
- b. Provide cyber security training on an ongoing basis
- c. Utilize technology to improve data and information security
- d. Manage risk and maintain operational continuity
- e. Implement best practices for response, recovery, and compliance

From employing AI to uncover insights and automate tasks to using chatbots for improved efficiency and user experience, with **Strategic Priority Five**, we aim to create innovative solutions that further position HR as a leader in efficiency and service excellence.

PRIORITY SIX

Reshape and promote programs that impact the health and well-being of our employees and their families



DHR has always had a long-standing and deep commitment to cultivating a thriving workforce by prioritizing the health and well-being of the County's public servants and their families. Through continuous investment in well-being initiatives, refining benefits, and addressing evolving needs, DHR aims to shape a supportive and future-focused environment where employees and their families can flourish.

We will continue building on our existing wellness programming that addresses key dimensions of employee wellbeing, including, physical, mental, emotional, social and occupational health, ensuring employees feel supported and valued in every aspect of their lives. Additionally, we will strive to fill the gap between current offerings and future employee expectations through exploring benefits offerings that address emerging challenges—such as mental health resources, caregiving support, and financial wellness.

DHR will explore emerging programs that support employees and their families and emphasize our commitment to a holistic approach to well-being, fostering loyalty and long-term engagement. Additionally, addressing well-being gaps and future needs ensures that our organization remains competitive, retains top talent, and empowers employees to perform at their best.

By promoting well-being as a core organizational value, we aim to build a culture that prioritizes health, inclusivity, and shared success for employees at every level.



6.1

Continue to invest in the development of programs designed to promote employee well-being in the workplace

ACTIONS

- a. Explore new programming and resources informed by emerging best practices to develop new wellness offerings
- b. Educate employees on how to be better consumers of healthcare and how to maximize available resources to enhance their health and mental wellness
- c. Partner with departments to identify areas of support that can inform the development of wellness programming for specific needs
- d. Introduce information about the County's wellness offerings in departmental new-hire orientation programs

6.2

Expand and refine benefit programs to better address employee well-being

ACTIONS

- a. Use metrics/data gathered from survey tools measuring the personal experience of accessing existing programs to inform the evaluation of these offerings and the development of new programs
- b. Review well-being programs and eliminate access barriers to ensure ease of use
- c. Continuously evaluate new programs to ensure employee well-being needs are addressed

6.3

Create a robust strategy to address gaps between the benefits of today and the needs of tomorrow

ACTIONS

- a. Explore new benefit programs by obtaining employee feedback and conducting market research
- b. Leverage data from health carriers to better inform future benefit offerings
- c. Ensure that the County's approach to employee well-being is top-of-class to attract and retain top-quality talent
- d. Work with providers and contractors to ensure their policies and programs are fair, equitable, and responsive to the needs of County employees and their families

“ The collaboration on key priorities and potential strategies was awesome - DHR employees truly are a reflection of what it means to be **GREAT**.

- Rodney Collins



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