## Attachment A. Implementation Action Plan Goal A. Talent Management – Lead Lori Gentles, HR Director

Strengthen employee recruitment and retention, prepare the next generation of County appointed leaders, and enhance employees' effectiveness in providing public services.

*Success Indicators*

1. Percent of employees who remain with the County after five years of service.
2. Percent of employee who remain with the County after ten years of service.
3. Number of applications received from qualified job applicants per recruitment.
4. Percent of County supervisory, management and leadership positions awarded to internal applicants.
5. Percent of County employees who agree or strongly agree that the County supports their professional development.
6. Average number of days it takes from initial department recruitment request to signed employment offer.
7. Percent of County employees who agree or strongly agree that "This last year, I have had opportunities to learn and grow."
8. Percent of County employees who agree or strongly agree that "In the last six months, someone at work has talked to me about my progress."

| Strategy | Priority Level[1] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| **Recruitment and Retention** | | | |
| A1. Evaluate and revise civil service rules to introduce flexibility into the hiring and performance system. | 1 | • Evaluate existing rules and identify problem areas<br>• Conduct outreach/involve stakeholders to understand problems and hear possible solutions<br>• Create proposal with specific recommended changes<br>• Submit proposed changes to Civil Service Commission<br>• Bring proposed changes to the Board of the Supervisors for approval | Complete in FY 17-18 |

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[1] Priority 1: Implementation should begin within a year
Priority 2: Implementation should begin in Year 2
Priority 3: Implementation should begin in Year 3+

| Strategy | Priority Level[1] | Implementation Steps | Preliminary Timeframe (start and end date) |
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| A2. Strengthen the employee onboarding process to provide department-specific training as well as a clear orientation about the County's values and expectations. | 1 | • Identify which departments are and are not doing onboarding orientations<br>• Obtain an outline of what departments are doing<br>• Create a "best practice" outline for all departments to use, if they wish<br>• Evaluate the existing central new employee orientation to determine what is working well and what could be improved<br>• Continue the central new employee orientation, with any needed improvements<br>• Work to streamline paperwork | Compete in CY 17 |
| A3. Develop and share process maps for the entire recruitment process to clarify roles and responsibilities and increase understanding of the steps involved. | 1 | • Create maps of the current process<br>• Analyze process (central and departmental) to determine what is working efficiently and what impediments exist<br>• Conduct focused interviews with hiring managers<br>• Identify roles and responsibilities of each person in the hiring process<br>• Identify changes needed | June 2017 |
| A4. Explore policies and strategies that promote work/life balance for employees | 1 | • Survey use of current County policies and practices<br>• Research trends/data for work-life balance programs<br>• Encourage managers to lead by example | FY 17-18 (ongoing) |
| A5. Conduct a comprehensive review and strengthen training and development within each County department and employee level (manager, supervisors front line etc.), based on training needs assessments conducted in each department. | 1 | • Create an assessment tool<br>• Create a committee with cross-agency representation<br>• Analyze assessment results and make recommendations based on results<br>• Prioritize training and development needs Countywide<br>• Determine best training modality/strategy | Complete in FY 16-17 |
| A6. Develop a comprehensive succession planning program to prepare people for promotions, capture institutional knowledge of future retirees, and aid in smooth staffing transitions. | 1 | • Compile data on existing staff and organization, recognizing critical needs<br>• Research plans and resources within and outside the County<br>• Identify methods for transfer of knowledge<br>• Explore options to hire replacement staff prior to departure<br>• Develop a pool of positions | Complete in FY 16-17 |

| Strategy | Priority Level[1] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| A7. Evaluate, revise and communicate County policies and practices around probationary review to maximize the quality and commitment of the workforce. | 1 | • Review Civil Service rules and potentially update (A2)<br>• Obtain a clear understanding of the issues related to probation<br>• Identify best practices with probationary employees to provide for flexibility<br>• Establish consistency Countywide<br>• Identify potential constraints and danger areas<br>• Provide best practice procedures | Complete in FY 16-17 |
| A8. Strengthen the County mentorship program to aid and inspire employees to grow and develop within the organization. | 2 | • Review work of the previous committee<br>• Pursue a pilot mentorship program<br>• Engage departments that have mentorship programs (General Services)<br>• Consider alternatives for mentors and mentees in different departments<br>• Expand it Countywide | Complete in FY 17-18 |
| A9. Develop a County fellowship program/cross department collaboration allowing prospective employees to gain exposure and experience in a variety of County departments | 2 | • Research other agencies' programs<br>• Identify and categorize needs by job class<br>• Phase implementation based on priority needs<br>• Create County position to manage interns/extern recruitment | Complete in FY 17-18 |
| A10. Create an internal career counseling program to aid County employees in planning future career paths. | 2 | • Inventory existing County mentoring programs<br>• Identify the ones that are transferrable to other County departments<br>• Determine resources needed to emulate the programs that will achieve the greatest return<br>• Replicate across departments | Complete in FY 16-17 |
| A11. Introduce a standardized practice of conducting an exit interview for employees who voluntarily leave the County to allow for analysis and study of employee retention challenges. | 2 | • Identify current practices in all County departments; prepare an inventory<br>• Share results with a team of people from various departments<br>• Determine which practices appear to be most effective<br>• Prepare request for proposals (RFP)<br>• Expand existing contract with new vendor<br>• Develop template for internal use | Complete in FY 17-18 |
| A12. Develop appropriate reporting tools to assess human resource management trends within departments (lost time reports, hiring status reports etc.) to effectively manage personnel and associated budgets. | 2 | • Inventory current data and reports<br>• Analyze usefulness/effectiveness of current data<br>• Develop goals for new and existing reports | FY 17-18 through June 2018 |

| Strategy | Priority Level[1] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| A13. Streamline the recruitment process to more quickly fill positions with high-quality candidates. | 2 | • Implement consultant's recommendations from process mapping exercise<br>• Conduct cross departmental strategy sessions | FY 17-18 through June 2018 |
| **Training, Development and Performance** | | | |
| A14. Repurpose the Employee University program to reach more employees and focus on the most relevant professional development needs based on a Countywide training needs assessment. | 3 | • Assess other efforts underway in the County<br>• Implement training program based on assessment (from A12)<br>• Reestablish the EU governing board to guide EU strategy | Complete in FY 18-19 |
| A15. Explore and implement ways to ease employee commutes in an effort to foster employee retention, including housing assistance, telecommuting, multi-departmental satellite offices and commuter hubs. | 3 | • Research what other agencies are doing<br>• Clarify the problem for the County<br>• Identify options that would help solve the problem<br>• Review and refine policies (e.g., flexible attendance of exempt employees)<br>• Explore opportunities for satellite offices<br>• Identify funding (including for capital planning) | Complete in FY 18-19 |

## Goal B. Organizational Culture- Lead Terri Nisich, ACEO

Cultivate a strong organizational culture centered on our values, strengthen teamwork across departments, and enhance communications with, and between, all County team members.

*Success Indicators*

1. Percent of County employees who agree or strongly agree that they have sufficient opportunity to collaborate with colleagues from other departments.
2. Percent of employees who agree or strongly agree that they know and identify with the County's core values.
3. Percent of employees who agree or strongly agree that they see the County's core values being implemented by the leaders and colleagues in their department.
4. Percent of employees who consider the County to be a supportive place to work.
5. Percent of employees who agree or strongly agree that they understand the primary goals and objectives of their department.
6. Percent of County employees who agree or strongly agree that "In the last seven days, I have received recognition or praise for doing good work."

| Strategy | Priority Level[2] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| B1. Integrate organizational values into performance appraisals, recruitment practices, and departmental recognition practices. | 1 | • Look at current EPR's and add categories that incorporate core values <br> • Incorporate questions and design hiring process around core values (literature – hiring practices) <br> • Integrate values into formal disciplinary procedures <br> • Educate managers and supervisors <br> • Make an ongoing effort to connect line staff work with broader mission, vision and values <br> • Incorporate employee awards within program as well as Countywide | Now through June 2017 |
| B2. Foster interdepartmental relationships by holding department head retreats and informal networking events focused on | 1 | • Hold an annual "State of the County" event <br> • Conduct regular team building and communicate results to all staff <br> • Continue to expand participation in Management and Executive Association | Now through June 2017 |

[2] Priority 1: Implementation should begin within a year
Priority 2: Implementation should begin in Year 2
Priority 3: Implementation should begin in Year 3+

| Strategy | Priority Level[2] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| improving communication, education and increasing collaboration. | | | |
| B3. Integrate our organizational values into the County's website and intranet to reinforce who we are with the public and all levels of the County team of employees. | 1 | • Develop a multi-media marketing campaign (internet, print, , etc.) | Now through June 2017 (ongoing) |
| B4. Collectively share employee recognition best practices across departments on a routine basis to inspire supervisors and managers to look for new ways to recognize the good work of their staff. | 2 | • Share current practices for employee recognition among department heads<br>• Develop matrix of practices<br>• Develop HR newsletter or shared email to distribute to all staff<br>• Coordinate an end of year event to celebrate/recognize employees | FY 17-18 (ongoing) |
| B5. Identify key service areas and issues that require interdepartmental solutions and develop an action plan that fosters collaboration across departments. | 2 | • Utilize current interagency groups/meetings to encourage discussion on common issues<br>• Use functional groups (by topic) focused on general and specific specialty areas | FY 17-18 (ongoing) |
| B6. Develop methods of improving communication and teamwork between departments. | 2 | • See above<br>• Coordinate events that bring departments together<br>• Develop a calendar of shared events to encourage attendance<br>• Create a video of departmental updates (two per year)<br>• Hold an annual retreat of department executives<br>• Explore opportunities for events and fundraisers coordinated by County-sponsored professional associations | FY 16-17 (ongoing) |
| B7. Practice transparency at the executive and management levels by routinely sharing the rationale behind important decisions. | 2 | • Encourage department heads to communicate important decisions to employees<br>• Encourage department heads to communicate with each other<br>• Ensure CEO communicates major decisions to all employees | July 2017 through June 2018 |
| B8. Develop innovative workplace designs and amenities that enhance interdepartmental collaboration and provide a space for teambuilding. | 3 | • Co-locate similar tasks within different departments (common services)<br>• Develop physical amenities based on employee surveys (locker room, break rooms, etc.)<br>• Form committee led by General Services to explore innovative workplace options | Planning may start in 2018 (with long term implementation) |

## Goal C. Quality Services and Process Improvements – Lead Terri Nisich, ACEO

Continually improve our internal processes and methods of delivering quality services to the Santa Barbara County community.

*Success Indicators*

1. Dollars saved through innovative practices adopted by the County.
2. Number of innovative practices shared or showcased by the County Executive Office.
3. Percent of survey respondents who report overall customer service as good or excellent.
4. Collect and share success stories of improvements in departments that came from customer or employee suggestions.
5. Track and report on the public's use of online resources over time.
6. Percent of public records requests that can be addressed by referencing information available on the County's website.

| Strategy | Priority Level[3] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| C1. Clarify roles and responsibilities in the Board letter review process to focus on policy matters and streamline the process. (*NOTE: This has been revised to consolidate C1 and C9 into a single strategy. Please confirm this is the correct language that should be included in the strategic plan.*) | 1 | • Identify obstacles<br>• Identify what needs to go to the Board (policy)<br>• Identify changes, prioritize, buy-in<br>• Train staff and provide online tools<br>• Provide periodic feedback; common mistakes | Complete in CY 2017 |
| C2. Encourage employees to offer new ideas about our processes and practices in the spirit of continuous improvement. | 1 | • Research what has worked here (within departments and Countywide) and elsewhere<br>• Evaluate – work groups or surveys | Now through March 2017 |

[3] Priority 1: Implementation should begin within a year
Priority 2: Implementation should begin in Year 2
Priority 3: Implementation should begin in Year 3+

| Strategy | Priority Level[3] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| C3. Administer a customer satisfaction survey to regularly assess the quality of customer service internally and externally across County departments and to also seek direct feedback about how departments can improve services. | 1 | • Conduct inventory of what is currently being done<br>• Conduct inventory of what is currently being done<br>• Research other organizations to identify best practices<br>• Create work group(s) to determine what customer satisfaction surveys should be created<br>• Design surveys<br>• Roll out surveys | Complete in CY 2017 |
| C4. Expand content on the County's website to invite the viewer to learn about County of Santa Barbara values and who we are, in addition to what we do. | 1 | • Identify who is using and are they getting what they need quickly (audience)<br>• Modify existing website for accessibility<br>• Expand website to include new ideas | Complete in CY 2017 |
| C5. Develop meaningful outcome-based performance measures that relate to the delivery of important services. | 2 | • Evaluate current measures<br>• Determine outcomes each department is striving to achieve<br>• Hire professional help<br>• Measureable data | June 2017 through December 2017 |
| C6. Develop strategies to strengthen communications and share innovations in service delivery and process improvement across County departments to reinforce the value of continuous improvement. | 2 | • Complete strategy C6<br>• Repeat C6 as needed | Complete in CY 2018 |
| C7. Develop methods of providing more County information online to aid transparency to the public and reduce staff time required to respond to information requests | 2 | • Complete strategy C7<br>• Repeat C7 as needed | Complete in CY 2018 |
| C8. Develop a Budget 101 training program to communicate the major steps and timelines involved in the budget development process. | 3 | • Identify the problem, need and audience<br>• Work larger County goals into budget process | Aug 2018 through Feb 2019 |

## Goal D. Technology and Facilities – Lead Matt Pontes, ACEO

Invest strategically in County facilities, processes and technology tools to ensure that all employees have the resources they need to efficiently carry out their responsibilities.

*Success Indicators*
1. Percent of IT upgrades or acquisitions completed on time and within budget.
2. Percent of employee survey respondents who agree or strongly agree that they have the IT resources they need to carry out their responsibilities.
3. Percent of County facility capital improvement projects completed on time and within budget.
4. Percent of purchase order requests fulfilled within three days.
5. Percent of street lane miles meeting pavement condition index (PCI) goals
6. Dollars saved through purchasing discounts
7. Dollars committed to County facility CIP projects
8. Replacement costs of small equipment

| Strategy | Priority Level[4] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| D1. Update the information technology (IT) strategic plan to schedule the acquisition and implementation of high priority IT projects over the next five years. | 1 | • Form the GBITS team (complete)<br>• Identify IT projects to include in plan (complete)<br>• Present plan to BOS<br>• Implement projects | FY 18-19 |
| D2. Update the County facility capital improvement plan (CIP) to prioritize improvement projects over the next ten years. | 1 | • Develop comprehensive list of projects<br>• Prioritize projects<br>• Identify funding<br>• Improve the process and document | Now through Aug 2018 |
| D3. Create an enhanced, centralized County purchasing process to improve efficiency and take advantage of economies of scale. | 1 | • Hire manager (in process)<br>• Select software<br>• Identify purchasing users<br>• Inventory department practices | Now through Aug 2018 |

[4] Priority 1: Implementation should begin within a year
Priority 2: Implementation should begin in Year 2
Priority 3: Implementation should begin in Year 3+

| Strategy | Priority Level[4] | Implementation Steps | Preliminary Timeframe (start and end date) |
|---|---|---|---|
| D4.   Standardize technology software and applications where possible across County departments to increase opportunities for information sharing and economies of scale. | 3 | • Complete D2 first<br>• Implement projects established in D2<br>• Identify areas of standardization<br>• Require all new software to be reviewed by Governing Board for IT Systems (GBITS) | Complete in FY 18-19 |