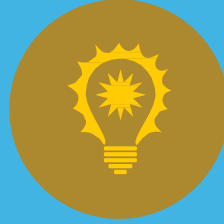




DIVERSITY + INCLUSION



GROWTH + DEVELOPMENT



INNOVATION + CHANGE



COMMUNICATION

+Development+ Communication+Informed Risk taking
 +Mentoring+ Common Language+ Opportunity+ Excellence+



COUNTY OF MARIN YEAR 3

5 YEAR BUSINESS PLAN 2015-2020

Media+Trust+Innovation+Change+ Growth+Development+Diversity+ Inclusion+Communication+Informed RiskTaking+Mentoring Common Language+Openness+Opportunity +Excellence+Community+Equality+ Invest+Social Media+Trust+Inclusion Innovation+Change+Growth+Equality



FOCUS AREA 1 – Fall 2017 Update CREATE AN INCLUSIVE ORGANIZATION

STRATEGY 1: ENSURE DIVERSITY AT ALL LEVELS OF THE ORGANIZATION

- Action**
During 2018, create partnerships with educational institutions to develop pathways to employment with the County of Marin, including Dominican, College of Marin, Sonoma State, Santa Rosa JC, Bay Area State schools, and local high schools.

Metric

At least 5 clear career paths are developed with high schools and colleges.

- Action**
Develop and deliver cultural competency training for all County employees.

- Action**
Develop and deliver an advanced curriculum for hiring managers that focuses on anti-bias strategies in hiring.

Metrics

All Employees have completed the County's cultural competency training by the end of the calendar year in 2019.

All hiring managers have completed the County's anti-bias course by the end of 2019.

- Action**
Increase gender and ethnic diversity on every selection panel.

Metrics

At least one person of color, one man and one woman are on every selection panel.

Using year one of the plan as our baseline, compare successive years of the plan to ensure greater ethnic diversity on selection panels.

- Action**
Develop and deliver "Best Practices for Hiring Managers" training twice a year beginning in 2018.

Metric

Increase diversity of qualified applicant pools for County Recruitments in all underutilized classifications by 5% by 2019.

STRATEGY 2: STREAMLINE TALENT ATTRACTION PROCESSES TO ENSURE THE BEST QUALITY CANDIDATE POOL

- Action**
Revise minimum qualifications for County classifications to eliminate unnecessary barriers to employment.

Metric

From the initiation of this plan in 2015, 50% of the County classifications are reviewed and revised, as necessary, by 2020.

- Action**
At the Assistant Department Head and Department Head levels, pilot strategies to ensure that there is a diverse candidate pool and that diverse applicants are interviewed.

Metrics

With the approval of this plan, at least one woman and one person of color are interviewed in each assistant department head and department head recruitment.

Document efforts made to reach a diverse applicant pool and identify barriers to diversity in the applicant pool.

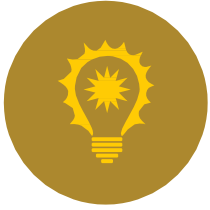
By 2020, increase the number of women and people of color in ADH and DH classes.

- Action**
Complete the development of a world-class internship program.

Metrics

Increase in the number of interns working in the County by 10% in the next two years.

Increase the number of interns who get jobs with the County within five years of their internship.



FOCUS AREA 2 – Fall 2017 Update

PROVIDE ENHANCED PUBLIC SERVICE THROUGH INNOVATION

STRATEGY 1: SUPPORT THE IMPLEMENTATION OF IMPROVED BUSINESS PRACTICES

- Action**
With support from the ATOM Team, successfully implement Tyler-Munis.

Metrics

100% of employees and managers use self-service options to complete time entry and enroll in all benefits.

After development and delivery of training, 80% of users report that training is good or very good.

- Action**
Explore changing Countywide business practices to support the reduction of greenhouse gas emissions (GHG).

Metrics

By 2019, deliver or deploy a commute alternatives app for County employees.

All departments have implemented office 365 by 2019.

CDA will convene an interdepartmental group from HR, CDA, IST, and DPW to explore ways to improve business practices while supporting GHG reduction and enhanced public service such as: on-line services, 24/7 access to County services, working remotely, and enhanced teleconferencing.

Deliver a toolkit of potential GHG reduction ideas for programs and for employees to departments by 2019.

- Action**
Engage employees at all levels to improve business practices.

Metrics

Conduct an internal hackathon by 2019.

By 2019, data analytics are utilized to support decision making in most County departments.



STRATEGY 2: INCREASE ONLINE OPTIONS FOR THE COMMUNITY TO CONDUCT BUSINESS WITH THE COUNTY

- Action**
The County accepts online payments in departments for fees, taxes, and other payment transactions.

Metrics

Add two additional online payments per year.

These payment tools are used by residents and rated as a "Useful way to conduct business with the County."

- Action**
Automate the highest-use forms so they can be completed, saved, and fully processed online, including the use of electronic signatures.

Metrics

Complete e-signature implementation for professional services contracts under 50k for 3 pilot departments by 2018.

Complete e-signature implementation for professional services contracts under 50k by 2019.

Usage of on-line forms increases over the next two years of the plan.

- Action**
Develop mobile apps for use by members of the public.

Metric

The top 6 mobile apps are implemented within the next three years.

- Action**
Develop a mobile-enabled policy for new County systems or processes.

Metrics

In 2018, every new system will be assessed for mobile access prior to purchase.

All County websites will be mobile enabled in the next two years.



FOCUS AREA 3 – Fall 2017 Update

INVEST IN CAREER GROWTH AND DEVELOPMENT THROUGH PROGRAMS, SERVICES, AND INITIATIVES

STRATEGY 1: DEVELOP A CULTURE OF FEEDBACK FOR ALL EMPLOYEES

- Action**
Continue to deliver training to all new employees on the performance evaluation process and performance management support each quarter.
Metrics
100% of new County employees will receive these trainings within 1 year of being hired.
Through a pulse survey, 75% of employees rate the PEP Platform as a helpful tool.
- Action**
All County employees receive meaningful feedback regularly and a yearly performance evaluation.
Metrics
100% of employee evaluations completed in each calendar year.
A pulse survey establishes that 75% of employees indicate that the meaningfulness of evaluations is increasing.
- Action**
Each year all County employees complete a self-evaluation prior to receiving their performance evaluation.
Metrics
A pulse survey establishes that 25% of employees seek regular feedback on their job performance.
90% of employees fill out a self-evaluation yearly.

STRATEGY 2: PROMOTE AND PROVIDE CAREER DEVELOPMENT OPPORTUNITIES

- Action**
Provide training on “cultivating a culture of coaching” to supervisors/managers and “what is coaching” training to non-supervisory employees.
Metrics
Increase the number of employees who have coaching conversations with their supervisors.
Aggregated and disaggregated employee survey data indicates that an increasing number of employees feel supported in their professional development goals.
- Action**
Regular hire employees may apply for fixed-term opportunities without relinquishing regular hire position security.
Metric
Increased internal applications for fixed term appointments.
- Action**
Develop a “stretch assignment” policy to support ongoing employee growth and succession planning.
Metrics
Identify clear expectations of the manager and employee during a stretch assignment.
Pulse survey indicates that employees identify “stretch assignments” as a valuable career growth tool.
By 2019, pilot a program with clear guidelines, parameters and expectations and includes at least 10 employees.



FOCUS AREA 4 – Fall 2017 Update

STRENGTHEN EFFECTIVE COMMUNICATION AND INCREASE ENGAGEMENT- INFORMATION SHARING CREATES A STRONGER COUNTY AND BETTER SERVICE TO OUR COMMUNITY



COMMUNICATION



STRATEGY 1: IMPROVE THE COUNTY'S INTERNAL AND EXTERNAL COMMUNICATION

- Action**
Design and deploy a new cloud-based County Intranet.
Metric
Implement pilot in three departments by July 2018.
Analytics show that 50% of pilot department employees are using the new County Intranet by 2019.
Analytics show that employees using the new County Intranet find what they are looking for within 3 clicks.
- Action**
Deliver an annual State of the County video which connects viewers to the County's annual report and focuses on both past successes and future direction.
Metric
At least 1,500 residents access the State of the County video/report each year.
- Action**
Develop a game for County employees to assess how much was learned by watching the State of the County.
Metrics
1,000 employees play the State of the County game each year.
- Action**
Design and deploy a Marin County Branding toolkit, delivering tools and consistent messaging about the County of Marin.
Metrics
Develop a "what it means to work for Marin County" video by fall 2018.
Develop branding materials about why it is unique to work for Marin County by 2018.

STRATEGY 2: INCREASE EMPLOYEE ENGAGEMENT

- Action**
By Spring 2018 develop a new Performance Management framework to focus on becoming a high performing, continuously improving organization by utilizing data, engaging employees in decisions, communicating better with our residents, and aligning our goals within the organization.
Metrics
Convene a performance management committee that includes employees, community members and County leaders.
Pilot the High-Performance Organization training in October 2017 and assess its tools.
Inclusive decision-making/HPO infused training is delivered by fall 2018.
At least 50% of employees have participated in this training by 2019.
By December 2019, 50% of employees report being engaged in development of their Departments Performance Plan.
- Action**
As an integral part of being a high performing organization, employees are engaged in decision making about their work in the County.
- Action**
A leadership philosophy is developed by a diverse group of employees and adopted by the BOS by Spring 2018.
Metrics
Surveyed employees report that they are involved in decision making about their work within their departments.
A collaboration/teamwork question is included in every recruitment.
A survey in 2019 establishes that employees understand the County's leadership philosophy.

