



COUNTY OF MARIN 2 YEAR ACTION PLAN 2021-2023



WELCOME

FROM THE BOARD PRESIDENT

The 2 Year Action Plan continues the work the County began with the 5 Year Business Plan, which placed an emphasis on ensuring that our County team has the skills to be responsive to the changing needs of our community.

The investments in our staff from the 5 Year Business Plan paid dividends as indicated by our staff stepping up to effectively adapt and respond to the COVID-19 pandemic. The focus on Diversity and Inclusion supported the adoption of the County's first ever racial equity action plan in 2017 and the creation of the Office of Equity in the County Administrator's Office. The commitment to "getting it right" with our system implementation led to a more thoughtful and intentional implementation of the MUNIS system in December 2020. The Plan doubled down on our commitment to transparent communication, which was exhibited in our State of the County updates and more recently in our COVID communications in multiple languages.

I am excited to introduce our new 2 Year Action Plan. It was developed with significant input from our employees and builds upon our previous successes, while also going deeper to create an even stronger organization. By identifying our challenges over the next two years and assessing lessons learned from the past five years, the Plan focuses on the areas of diversity, equity, inclusion, and belonging; innovation and change; and employee growth and development. Highlights of this Plan include modifying the internal promotion process to eliminate barriers to promotion, working with the Employee Resource Groups to develop an employee mentoring program, developing strategies to adapt and thrive in a hybrid work environment, and delivering an aspiring and emerging leader series to continue the development of County employees. This Plan will continue to strengthen our organization.

We are fortunate to have a very talented workforce, providing excellent services in Marin, and this Plan is a commitment to creating a work environment where every employee belongs and has the opportunity to perform their best work for our community.

On Behalf of the Board of Supervisors,

Dennis Rodoni, President
Board of Supervisors



A MESSAGE

FROM THE COUNTY ADMINISTRATOR

The 2 Year Action Plan embraces new opportunities to become a more adaptive organization where we encourage engagement, learning and leadership at all levels. By investing in our workforce, the County will be more equipped to address emergencies, modify systems that result in racial inequities, adapt to climate change, end chronic homelessness, and respond to other emerging challenges in our community.

Over the past 9 months, we have developed this 2 Year Action Plan after discussions and review of feedback from employees throughout the County. We learned a lot from our employees. We learned that we have more to do to ensure a workplace where everyone feels they belong. We heard that employees want to focus on bringing innovation into our workplace so that we provide better service to our community. After a year of hybrid work, we heard employees say that they found success in a hybrid environment and want the County to further develop hybrid tools. We also heard them say that they have learned new things in the last year that can help us improve our business processes and become a stronger more efficient organization. We heard people say that they need more support to grow their careers, be it mentoring, or training, or support through an employee resource group. We have included specific actions in this 2 Year Action Plan to address these concerns.

This 2 year rolling Plan will allow for more agility. We have modified the Plan focus areas, expanding Diversity, Equity and Inclusion to include Belonging, which speaks to our responsibility to ensure a safe space in the County for every employee. We have also eliminated the stand-alone communication focus area because communication needs to be a focus in every County initiative. Instead of having an employee steering committee for each focus area, we recognize that we need MORE employees involved in the Plan. Action teams of employees will be created for each Strategy and these teams will help develop the work and will be provided working hours to participate.

A special thank you to all the employees who participated in the development of this Plan. They are specifically identified on the focus area pages. We are a stronger organization because of our employee's willingness to change to meet the needs of our community. The COVID-19 pandemic tested us, and our staff stepped up to meet the challenge when our community needed us most. This Plan continues to support the organization to prioritize the strength of our internal team so we can be better for our community, no matter what the challenge. We look forward to your collaboration as we work together to strengthen Marin.

Matthew Hymel
County Administrator

VISION

Working together to become
a more responsive government

MISSION

To become a more adaptive
organization where we encourage
engagement, learning and
leadership at all levels

CORE VALUES

Integrity

Respect

Diversity

Innovation

Collaboration

Excellence

FOCUS AREAS



**DIVERSITY, EQUITY,
INCLUSION & BELONGING**



**INNOVATION
& CHANGE**



**GROWTH &
DEVELOPMENT**



FOCUS AREA 1:

DIVERSITY, EQUITY, INCLUSION & BELONGING



**REDESIGN
RECRUITMENT**



**ELIMINATE
BARRIERS**



**ACTIONABLE SKILL
DEVELOPMENT**



**INCLUSIVE
PRACTICES**



FOCUS AREA 1:

DIVERSITY, EQUITY, INCLUSION & BELONGING

GOAL

Identify and dismantle artificial barriers to employment within the County of Marin for people of color (POC), persons with disabilities, and those historically disadvantaged.

STRATEGY 1

Evaluate and redesign the recruitment and selection process to eliminate employment barriers in hiring and retention.

ACTIONS 1

- 1. Modify internal promotional outreach and selection processes for existing employees to eliminate barriers.**

METRIC | KEY PERFORMANCE INDICATOR:

Reduce the 2019 competitive promotional disparity rate of 15% to 10% by 2023.

- 2. Revise the probationary release process, adding checks and balances into the system to ensure that probationary releases do not result in racial disparities within the County of Marin's workforce.**

METRIC | KEY PERFORMANCE INDICATOR:

Ensure non-voluntary probationary releases remain under a 2% ratio. Of the seventy-six employees released during 2016-2020, there was a 1% disparity ratio for people of color.

- 3. Modify the performance evaluation process for managers and supervisors by creating an accountability structure that mandates that all in supervision lead with equity.**

METRICS | KEY PERFORMANCE INDICATORS:

70% of departments have implemented a DEIB accountability structure in performance reviews by July 2023.

Increase countywide openness ratio based upon the 2021 BiasSync rating of 98 by at least five points.



DIVERSITY, EQUITY, INCLUSION & BELONGING

(CONTINUED)

STRATEGY 2

Deepen the County of Marin training program to support actionable skill development and inclusive practices related to community and peer interactions.

ACTIONS 2

1. Implement equity requirements in all county contracts.

METRIC | KEY PERFORMANCE INDICATOR:

By July 2022, have equity-centered language included in all the County's template contracts to increase access and inclusion in the contracting and procurement efforts by encouraging small and diverse businesses to contract with the County.

2. Develop an Equity Toolkit that educates staff on how to implement and ensure equity in all County projects by July 2022.

METRIC | KEY PERFORMANCE INDICATOR:

70% of departments have identified community-facing equity initiatives in yearly priorities, using the Equity Toolkit, by July 2023.

3. Support Employee Resource Groups (ERGs) in the development and implementation of mentorship programs for their members.

METRICS | KEY PERFORMANCE INDICATORS:

Receive ERG mentorship implementation plan by December 2021 with the piloting of a cohort of five to ten employees by February 2022.

Reduce disparity of average separation rates, other than retirement, for staff of color in their first three years following hiring by 5%.

4. Implement quarterly meetings of the ERGs with the Office of Equity Director and County Administrator's Office representative to discuss and support employee-led initiatives for the internal workforce related to Diversity, Inclusion, Equity & Belonging including a more diverse and inclusive approach to the hiring process and retention.

METRICS | KEY PERFORMANCE INDICATORS:

Create a working group of at least two representatives from each ERGs to meet quarterly starting in December 2021.

Meetings are routinely held and well attended.



DIVERSITY, EQUITY, INCLUSION & BELONGING

(CONTINUED)

ACKNOWLEDGMENTS

Special thanks to the contributing employees:

Maria Abaci
Noemi Benavides
Otis Bruce
Dominique B. Burton
Roger Crawford
LaDell Dangerfield
Qiana Davis
Jessica Diaz
Eddie Estrada
Sara Fusenig
Libby Garrison
Dodie Goldberg
Ralph Hernandez

Genevieve Hahn Kerr
Tom Lai
Robyn Madias
Martha Martinez
Sofia Martinez
Alex Porteshawver
Dario Santiago
Soma Srinivasan
Chantel Walker
Marlon Washington
Latoya Webb
Kevin Wright
Terry Wright



FOCUS AREA 2:

INNOVATION & CHANGE



ACCESS



RESPONSE



INNOVATION



COLLABORATION



FOCUS AREA 2:

INNOVATION & CHANGE

GOALS

- Improve service delivery, access, and response, including in a hybrid work environment.
- Support new technologies and enhance employee engagement through innovation.

STRATEGY 1

Conduct business process improvement (BPI) before applying technology solutions to improve efficiency and effectiveness.

ACTIONS 1

- 1. Identify and train employees to serve as Department Change Agents so they support implementation of BPI within their departments.**

METRIC | KEY PERFORMANCE INDICATOR:

Train departmental BPI Change Agents in 10 departments by June 30, 2022; with 22 by June 30, 2023.

- 2. Develop a BPI users' group so knowledge can be documented, shared, and evolved by all departments by December 31, 2022.**

METRIC | KEY PERFORMANCE INDICATOR:

See improvements in processing time, number of steps in the process, etc. in at least 50% of projects that used BPI when comparing before to after implementation of technology solutions.

- 3. Develop a process with standards and guidelines so projects that use BPI can be measured for efficiency and effectiveness within 60 days after each project's completion.**

METRIC | KEY PERFORMANCE INDICATOR:

Apply BPI to at least 25% of approved IT projects in FY 2022-23, with 50% in FY 2023-24.

- 4. Add BPI as a project phase of approved IT projects' implementation plans for 25% of projects in 2022-23, with 50% in FY 2023-24.**

METRIC | KEY PERFORMANCE INDICATOR:

See improvement of processes in at least 50% of projects that used BPI when comparing before to after implementation of technology solutions utilizing agreed upon standards to measure improvements in processing time, etc.



INNOVATION & CHANGE

(CONTINUED)



STRATEGY 2

Increase employees' digital literacy and capacity in the hybrid work environment to maximize productivity.



ACTIONS 2

1. **Support updates to the County's remote work policy by equipping employees with the technology tools needed to be successful in a hybrid environment.**

METRICS | KEY PERFORMANCE INDICATORS:

At least 75% of employees indicate that they have adequate technology tools and training to work successfully in a hybrid environment as measured by the 2022 employee voice survey.

Employees and supervisors agree that PMR 27 provides clear guidance for hybrid working environment and it is adopted by the Board by June 30, 2023.

2. **Expand delivery of technical training and job aids to support remote work tools and techniques, including those needed to support a hybrid working environment.**

METRIC | KEY PERFORMANCE INDICATOR:

At least 75% of supervisors indicate that their employees are as productive or more productive in the hybrid work environment than pre-COVID evidenced by a survey conducted at the end of FY 2022-23.



STRATEGY 3

Encourage innovation and collaboration throughout the County.



ACTIONS 3

1. **Establish a program to encourage creation of cross-departmental technology-based project proposals that use innovative approaches and technologies.**

METRIC | KEY PERFORMANCE INDICATOR:

Develop the program including identifying funding to conduct the first round of innovation project selections by June 30, 2022.

Continued on next page



INNOVATION & CHANGE

(CONTINUED)

2. Host first round of accepting innovation proposals, selecting a winning project, and completing it.

METRICS | KEY PERFORMANCE INDICATORS:

At least one innovation project is implemented and solved the identified business problem by June 30, 2023.

At least 75% of the program participants find the process promotes innovation and openness as evidenced by a survey conducted within 90 days of the first round of innovation project selection.

3. Implement an annual Countywide Innovation Award program.

METRIC | KEY PERFORMANCE INDICATOR:

Conduct the first round of Innovation Awards by June 30, 2023.



STRATEGY 4

To improve access to services and increase the County's responsiveness, expand the County's digital transformation efforts.



ACTIONS 4

1. Implement and enhance the infrastructure to support demand for hybrid public participation in County meetings and events.

METRIC | KEY PERFORMANCE INDICATOR:

At least 75% of residents find hybrid public participation to be satisfactory or better as evidenced by a survey of users completed by June 30, 2022.

2. Begin delivery of Countywide training for no- and low-code tools to support delivery of online business solutions.

METRIC | KEY PERFORMANCE INDICATOR:

Provide five (5) online business solutions delivered by County employees using no- and low-code tools by June 30, 2023.

3. Measure users' satisfaction with digital solutions using ongoing surveys.

METRIC | KEY PERFORMANCE INDICATOR:

Increase users' satisfaction rating with digital solutions by 10% within one year after an initial baseline satisfaction survey is conducted.



INNOVATION & CHANGE

(CONTINUED)

ACKNOWLEDGMENTS

The Innovation focus area plan was informed by the Technology Advisory Committee (TASC), Employee Voice Survey, County Business Systems Analysts/PMO employees, and the IST Strategic Plan.

Special thanks to the contributing employees:

Mario Adormeo
Jannice Angeloni
Charis Baz
Ann Marie Lundy
Liza Massey
Jim Stephens



FOCUS AREA 3:

GROWTH & DEVELOPMENT



GROWTH MINDSET



EMPOWERMENT



HIGH PERFORMANCE



BELONGING



FOCUS AREA 3:

GROWTH & DEVELOPMENT

GOAL

Support employees to develop a *transformative growth mindset*, utilizing the high-performance organization concepts, to enhance Innovation, Accountability, Diversity, Equity, Inclusion, and Belonging in the workplace.

STRATEGY 1

Enable and grow leaders at all levels.

ACTIONS 1

1. **Implement performance coaching in supervision relationships to support continuous improvement and provide employees with meaningful careers in public service.**

METRICS | KEY PERFORMANCE INDICATORS:

50% of departments have implemented performance coaching practice by June 2023.

Within three years, reduce the non-retirement separation rate from 44% in 2016-2020, to 40% or less.

2. **By June 2022, implement and launch an Aspiring & Emerging (A&E) Leaders series for those employees interested in pursuing entry into leadership as a first-line supervisor or team lead.**
3. **Implement a Marin County-specific high-performing organization (HPO) series to further the County's implementation of the Leading, Engaging, Developing, Growing, and Empowering HPO model from the previous Five-Year Business Plan.**

METRICS | KEY PERFORMANCE INDICATORS:

70% of participants reported a positive rate of return on investment in series.

Improve internal successful competitive promotional rates so that 15% of internal candidates who apply for promotions are promoted in 2023 compared to only 9% who were promoted in 2019.



GROWTH & DEVELOPMENT

(CONTINUED)



STRATEGY 2

Promote a workplace culture that embraces belonging as critical to empowering employees.



ACTIONS 2

- 1. Implement BiasSync to help the County reduce the negative impact of unconscious bias.**

METRICS | KEY PERFORMANCE INDICATORS:

85% average engagement rate.

By June 2022, 10 departments implement action-oriented processes and skill development related to BiasSync insight.

- 2. By August 2022, establish self-sustaining staff-led support networks and business resource groups (BRG) to strengthen peer-to-peer belonging efforts.**

- 3. By November 2021, implement a comprehensive on-boarding model, using a 4Cs approach of Compliance, Clarification, Culture, Connection, and Support to reduce turnover percentages during probationary periods.**

METRICS | KEY PERFORMANCE INDICATORS:

Reduction in failed probationary releases to 3% by June 2023 from the 2016-2020 rate of 7%.

Reduce or maintain Personnel Management Regulation 21 harassment and discrimination formal complaints at 2% of the regular workforce from Fiscal Year (FY) 2020/21.

Reduce informal harassment and discrimination consultations by the Equal Employment Opportunity office from the 30 incidents that occurred in FY 2020/21 by June 2023.

- 4. Implement an updated County-wide exit interview process and survey by October 2021.**

METRICS | KEY PERFORMANCE INDICATORS:

Increase the collection of qualitative and quantitative metrics by collecting data from at least 60% of exiting staff by October 2022.

By June 2023, 6 departments implement department adjustments based on feedback received during the exit interview process.



GROWTH & DEVELOPMENT

(CONTINUED)

ACKNOWLEDGMENTS

The Development of the Growth and Development action plan was a collaborative process that started with an anonymous survey from Human Resources, Learning and Organizational Development, to all staff for insight.

Special thanks to the contributing employees:

Amy Brown
Aletta Caballero
Tara Clark
Qiana Davis
Jessica Diaz
Sarah Githens
Kori Graff

Maureen Denieva Marsh
Sofia Martinez
Paul Mushrush
Alandis Hampton-Pratt
Somasekar Srinivasan
Amy Yardley