

WORKFORCE STRATEGIC PLAN

Building a Thriving Organization

2011

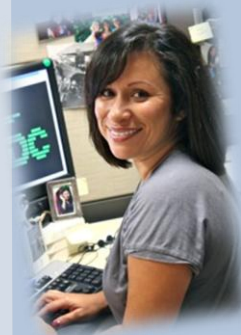


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ACKNOWLEDGEMENTS

A MESSAGE FROM THE HUMAN RESOURCES DIRECTOR

Thank you for your interest in the Strategic Workforce Plan - *Building a Thriving Organization*. We believe that the workforce is the County of Marin's greatest asset and it is our responsibility to be thoughtful and intentional about how we recruit, develop and support our people.

The County is committed to being a well-managed organization and must rely on the talents of our workforce to succeed. To that end, many of our stakeholders engaged in this planning process. We worked collaboratively with our Employee Associations and Unions, our regulatory and advisory Commissions, County leaders and members of our workforce.

In addition, we reached out to our community partners to assist us in forecasting future needs and economic trends. The Workforce Investment Board, Marin Economic Forum and our Marin-based educational institutions were essential to our planning process.

The **foundation** of this plan has been built on the significant planning and progress made in the past 10 years. The **framework** utilizes current workforce and economic data combined with the fresh ideas of stakeholders to create the underlying structure of the plan. The **blueprint** provides our guide for moving into the future.

As the County addresses financial challenges, the importance of engaging our workforce in finding solutions within this changing environment is critical. The high level of participation that we experienced in the planning process will need to continue as we implement the strategic directions associated with the goals of the plan.

The process to develop this plan brought clarity to our vision, mission and goals related to the workforce. Our vision - Our skilled, dedicated workforce leads the County of Marin in the delivery of high quality services to our community. It is our mission to ***create a thriving organization, providing meaningful careers in the delivery of public services***. And our goals are straightforward;

Serve as Change Agents - Manage the impact on the workforce of organizational change, emerging trends, and County priorities.



Support our People - Demonstrate investment in employee development through programs, services, and initiatives.

Promote a Positive Culture - Foster and support a business environment where people can do their best work.

The publication of this plan is not the end to broad-based collaboration regarding workforce issues, but rather the continuation of an ongoing partnership that will lead us into the future. I am looking forward to working with each of you in the implementation of this workforce plan; together we can build a thriving organization.

Joanne Peterson

PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS

The County of Marin Workforce Strategic Planning process would not be possible without the work of the following groups:

Workforce Strategic Planning Team

- Liz Paris, lead
- Cindy Brown
- Misha Miki-Ladner
- Christina Taboryski
- Reina Barone
- Richard Peterson, volunteer

County of Marin Personnel Commission

County of Marin Human Rights Commission

Marin Women's Commission

Employee Unions and Associations

"Continue and expand the open forum with management and all unions and address issues. We need to get past old history."

*--Labor Representative,
Classification and
Compensation Focus Group,
April 27, 2011*

- Marin Association of Public Employees
- Marin County Management Employee Association
- Service Employees International Union - # 1021
- Teamsters Local 856 - Probation Workers & Group Counselors Unit and Deputy District Attorney Unit
- Probation Managers' Association
- Deputy Sheriffs' Association
- Staff Officers' Association
- Marin County Fire Department Firefighters' Association
- Fire Operations Battalion Chiefs' Association
- International Alliance of Theatrical Stage Employees (IATSE)

- County of Marin Management Council
- Members of the County of Marin Workforce
- Workforce Investment Board of Marin County
- Marin Economic Forum

The County wishes to thank them for their investment of time and thoughtful and creative input into the development of this plan.



WORKFORCE PLANNING: THE WHAT, WHY AND HOW

BACKGROUND



Workforce planning is designed to ensure that “the right people with the right skills are in the right place at the right time.” It is a methodical process that provides managers with a framework for making human resources decisions based upon the organization’s business plan, its mission, budgetary resources and constraints, and a set of desired workforce skills and competencies.

They are:

- Systemic process - integrated, methodical and ongoing;
- Identifying the human capital to meet organizational goals - determining the numbers and characteristics of the employees that will be needed, and when they will be needed;
- Developing the strategies to meet these requirements -

identifying actions that must be taken to get and keep the number and types of employees needed.

The “why” of workforce planning is grounded in its benefits to decision makers and provides leaders the basis for making human resources decisions. It allows managers to anticipate change rather than being surprised by events, as well as providing strategic methods for addressing present and anticipated workforce issues. Organizational success depends upon having employees with the right skills at the right time. Workforce planning provides managers with a means of identifying the skills and competencies needed in the workforce, not only in the present but also in the future, and then selecting, developing and supporting that workforce.

The County of Marin Workforce Action Plan takes into account the trends and challenges facing the organization, draws upon the history and past work of the organization, reviews current workforce data, involves the views of stakeholders, outlines goals for the plan, aligns strategic direction and actions to the goals within a prescribed timeline, describes the roles and responsibilities of the players, and illustrates the core human resources functions.

TRENDS AND CHALLENGES

Workforce planning does not operate in a vacuum. In addressing its workforce needs, the County of Marin faces a multitude of trends and challenges both internally and externally, examples of which are stated below.

The Economy

Much more than in the past, the County is part of a global economy. The impacts of the global recession and the mortgage industry crisis have been felt even in an economically stable County such as Marin.

According to a September 2011 report prepared by the California Budget Project, the prospects for a recovery from the current economic downturn in California are dim. There has been a massive deficit of jobs in the state and a nearly record number of unemployed persons, including those who have discontinued looking for work because they are so discouraged. While some industries have experienced an increase in jobs, the public sector still lags behind, contributing the largest number of jobs lost in the past year. Local government jobs in Marin, including County jobs, have decreased by 600 or a loss of 4.8% from 2007 to 2010. The report also indicates that where there is job growth, those jobs are being filled by men, resulting in a larger number of unemployed women than in the past.

In addition to the high unemployment rate, workers lost significant purchasing power based upon their hourly wages, with low and middle-income earners experiencing diminishing ability to seek higher wages.

To see the entire report, click below:

<http://www.co.marin.ca.us/depts/HR/Main/docs/OntheEdge-CaliforniaBudgetProject.pdf>

According to a report prepared by the Marin Economic Forum (MEC) and the Workforce Investment Board (WIB), Marin County has been hit hard by the recent recession, as have surrounding counties and the State of California. Marin's unemployment rate has increased and the number of jobs has decreased. The unemployment rate is, however, lower than surrounding counties and there have been industries with growth, including retail and health care. There continue to be high-paying jobs in the financial industry and in professional jobs, similar to neighboring San Francisco, but unlike other Bay Area counties.

The challenge for all public agencies, including the County of Marin, has been to do more with less, including fewer employees to provide the services upon which the community relies and the demand for which has increased due to the socio-economic impact of high unemployment and a stalled economic recovery.

Risk of Retirements

It is estimated that 42% of the workforce will be eligible to retire within the next five years. Although many employees are delaying retirement due to the economic downturn, there is a critical need for succession planning and knowledge transfer within the County so that on-boarding of new employees can occur in a systematic and thoughtful manner.

“We need to conduct surveys on who is leaving and retiring to better plan for the future.”

~~County Employee,
Succession Planning Focus
Group, April 18, 2011

Barriers to meeting staffing needs

The County faces both internal and external barriers to attract and hire new employees. The high cost of housing and complicated transportation systems are barriers facing all County employers. It is possible to collaborate with other employers and agencies to address these issues through affordable workforce housing and better transportation systems. Internally, the County’s staffing processes and classification plans need to be revamped for more flexibility and transparency and technology must be designed to keep up with emerging needs for current and accurate data.

Labor Market

According to the MEC/WIB report, the number of jobs in Marin County has decreased overall since 2008 and peaking in 2010. While Marin County has a highly educated population, there is competition for skilled workers throughout the region. These workers may also have an expectation for higher wages, which presents a challenge when faced with diminishing resources and higher demand for services. Marin County also has an aging population, resulting in a segment of the potential workforce that does not have an interest in working. In addition, the high unemployment rate regionally, statewide and even nationally has resulted in an increase in the pool of applicants, who may not always be qualified for the open positions.

Within the current County of Marin workforce, the County’s Equal Employment Opportunity Plan indicates the County is doing well overall in attracting women and minorities, but there is a need to expand opportunities for promotion into higher level positions. There is also a need to recruit, hire and support more women into traditionally male dominated jobs.

Cultural/Generational/Societal Differences

“We need to recognize and value the skills each generation brings to the workplace.”

~~County Employee, Inclusionary Workforce -
Managing Generational Diversity Focus Group,
April 20, 2011

There is a need to adjust to a workforce that is increasingly diverse. Diversity is not only determined by traditional categories such as age, race, and gender. Diversity also includes generational differences, lifestyle and work style values and differences, employment expectations and goals, learning styles and abilities, educational levels and technological savvy. In order to build a successful workforce for the

future, adaptations to the vast array of differences in applicants and employees is a challenge to be recognized and addressed in the workforce action plan.

Budgets

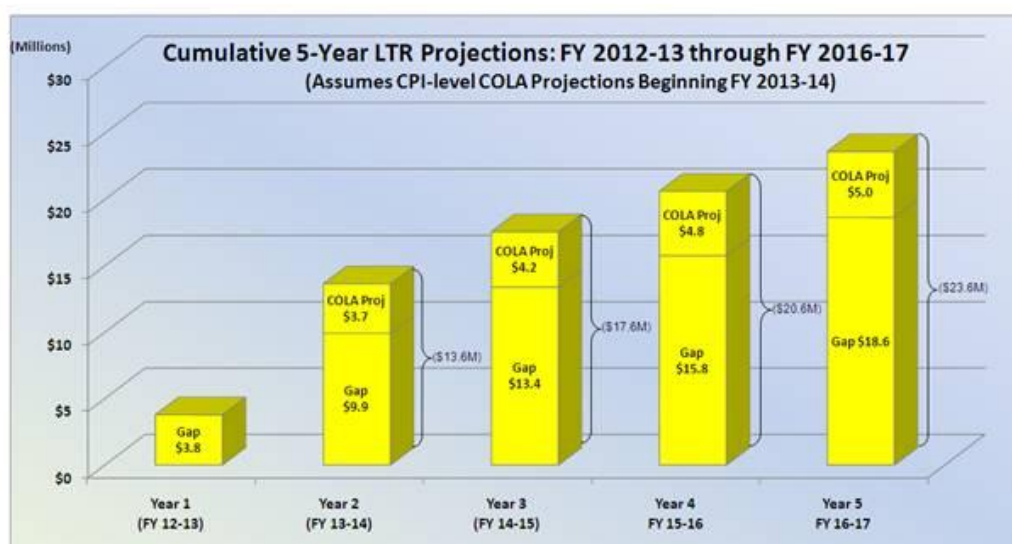
Diminishing financial resources present a particular challenge to the County if it is to continue to meet the ever-increasing needs of the community.

State budget

The governor signed the FY11-12 State of California budget on June 30. Overall, the final budget included cuts and increased revenue assumption. There were relatively few direct cuts to County revenues. More significantly, the budget adversely impacts recipients of County services, especially in Health and Human Services programs due to changes in eligibility rules, co-pays and grant levels. According to the budget plan, if State revenues fall short of expectation then automatic “trigger cuts” will take place, resulting in cuts to County programs. The most significant State budget impact is the “realignment” of public safety and H&HS programs to counties, placing additional burden on county budgets for provision of services. The uncertainty of the State budget may result in additional mid-year budget cuts.

County budget

The County is in the third year of a five-year long-term restructuring (LTR) plan to reorganize and refocus services. The chart below illustrates an updated 5-year projected operating gap, which is roughly one-half of our initial 5-year LTR projection. The County faces a two-year budget gap of \$10-\$15 million, driven largely by flat property tax growth and higher benefit costs. We will be working with departments in coming months to development new restructuring policy options to close the two-year budget gap.



*Salary and benefit projections assume Consumer Price Index (CPI) adjustment of 2.0% beginning FY 2013-14; 2.2% FY 2014-15; and 2.5% thereafter based upon California Dept of Finance CPI forecast on a fiscal year basis through FY 2014-15. (FY 2013-14 includes CPI contract obligations for several units.) Given these projected operating gaps, CPI projections in this document are for planning purposes only and do not indicate a commitment or ability to fund. In fact, not funding future COLA's could be part of the budget solution going forward. For discussion purposes, every 1% COLA equals approx \$2M. Projections also assume no State or Federal budget impacts, and do not assume a "double-dip" recession.

Pensi

The downturn of the economy has drawn attention to the high costs of and the unfunded liability for public employee pensions and post-retirement health insurance benefits. The

County recognizes this challenge and continues to be guided by principles of fiscal responsibility to our community and fairness to our employees.

The County has implemented several steps to do so. Over the last year, the County redesigned its medical plans to be more affordable and sustainable. The County also recently negotiated a new retirement tier (2% at 61 ¼) for new miscellaneous employees.

These steps were taken in addition to past efforts to control pension costs, such as capping cost-of-living increases to 2% annually; requiring employees to pay half of the cost for any COLA adjustment and as well as half for enhanced retirement benefit formulas; and using the average of the highest three years of earnings for pension benefit calculation (as opposed to the single highest year). In 2008, the County has also implemented a new, less costly, retiree health benefit plan (Plan 4), which reduced the County's long-term retiree health liability.

The County is also investigating other options, which will require state legislation, to create more sustainable benefit levels. These possible options include allowing hybrid (defined benefit and defined contribution) plans, excluding certain types of pay to prevent pension spiking, and of prohibiting retirement boards from granting ad-hoc COLAS without County support.



foun·da·tion: a basis upon which something stands or is supported

In the past 10 years, the County of Marin has undertaken a number of initiatives and plans designed to:

- Improve organizational systems and services
- Obtain regular feedback from employees and the community
- Evaluate programs and plan for the future of the organization

The initiatives and plans include those described in this report. They provide the foundation for the 2011 Workforce Action Plan - the basis upon which it is supported and stands.

The Strategic Plan - A Blueprint for Excellence in the Public Sector

In 1999, the County embarked on its first ever Strategic Plan. The Board of Supervisors adopted the County's first mission statement, set forth goals and values, and created an inclusive Countywide process to develop a plan to align, strengthen and modernize the organization. In order to involve a key stakeholder population, focus groups were held with employees at all levels of the organization with a purpose of identifying ways to make the County a better place to work.

Key Messages

The County needs to:

- Hear directly from its customers
- Create and maintain a high level of employee job satisfaction
- Effectively communicate
- Measure the effectiveness of programs and services



The Strategic Plan had 4 key strategies and 82 action items. Major outcomes included:

- Enhanced communication between the County Administrator and employees
- Employee surveys
- Publication of a County of Marin Report to the Community
- Consolidation of clinical health and mental health services into the Health and Wellness Campus
- An enhanced retirement tier for employees

To read the Strategic Plan in its entirety, please click below:

<http://www.co.marin.ca.us/depts/AD/Main/StrategicPlan2001.pdf>

Managing for Results

In 2004, the Board of Supervisors adopted the Managing for Results program, which was designed to measure the effectiveness and benefits of County programs. The key strategy of the program has been a focus on ways to “**do the most important things well**”. The emphasis has been to develop methods to identify the most important priorities and align activities to reflect those priorities.
Key Messages

- Do the most important things well
- Align programs and services to priorities
- Measure and track efficiency, effectiveness and impact of programs and services
- Continue to improve service delivery
- Inform the community of results and outcomes

Managing for Results is an ongoing program. Each department is required to develop an annual Department Performance Plan in order to:

- Identify and review departmental priority goals and initiatives
- Align departmental goals with Board of Supervisors' goals and priorities
- Develop performance measures
- Create a basis for annual evaluation of departmental programs
- Provide the data to evaluate and, if warranted, to improve service delivery

To read the Managing for Results report in its entirety, please click below:

<http://www.co.marin.ca.us/depts/AD/Main/mfr/Docs/FY09-10/FY0910MFRYearEndReview.pdf>

Strategic Workforce Plan

In 2006, the County of Marin launched a comprehensive workforce planning initiative with three goals in mind:

- To maintain excellent services despite high staff turnover
- To provide positive environment for a diverse workforce
- To target planning efforts and resources towards strategies with the greatest ability to advance County and program goals.

A workforce Planning Research Team was organized to review labor market and County demographic data and to identify areas of strength and vulnerability. This data was presented



to the Board of Supervisors, Department Heads and Assistant Department Heads. Based upon its review, the team identified the following areas to be addressed strategically and that the County would need to:

- Ensure the County its competitive position in attracting, recruiting and retaining high quality staff
- Brand the County image as a “Premier Public Service Employer”
- Revitalize the County’s classification system and underlying job and organizational architecture
- Strengthen supervisory skills and performance at every level of supervision and management
- Develop systems for learning and knowledge transfer
- Provide a work culture receptive to new generation of workers

Key Messages

- The County is facing wave of retirements of baby boomers
- Numbers of skilled workers in labor pool is declining
- There is a need to capture technical and historical knowledge prior to retirements
- The next generation has different values and expectations of workplace
- The organization must be proactive to become “employer of choice”



Major outcomes are ongoing. They include:

- A Telework Program established in July 2006 to reduce the organization’s carbon footprint, to provide flexibility for employees and to attract applicants for employment
- Recruitment enhancements approved by Board of Supervisors in 2008, including allowing departments to approve advance step appointments, enhanced relocation allowances, and initial sick leave balance for experienced applicants hired from other organizations
- A review of the County’s classification and compensation system and a report on alternatives to the current system initiated and provided to the County Administrator in 2009
- A common framework of classification and organizational design written and provided to all managers and supervisors
- An Organizational Design initiative implemented as a key strategy for sustaining effectiveness and performance with fewer available resources.

To read the Strategic Workforce Plan in its entirety, please click below:

<http://www.co.marin.ca.us/depts/HR/Main/docs/060308WorkforcePlanFinal.pdf>

Equal Employment Opportunity (EEO) Five-Year Report and Plan

“In attracting a diverse workforce, leverage the pride in contributing to our community and providing services to our residents.”

*~County Employee,
Inclusionary Workforce-
EEO and Diversity
Practices Focus Group,
April 11, 2011*

The County is required by federal guidelines to prepare and submit an EEO Plan every five years. In addition, the County is committed to diversity in the workplace for both women and ethnic minorities. Therefore, the 2010-2015 report also includes an extensive EEO plan with specific action steps designed to achieve the County’s commitment to equal employment and diversity in the workplace as well as eliminating any vestiges of discrimination. The County maintains statistical data identifying employees by gender and race/ethnicity in each job category and by department. The data is used to identify when underutilization (the incumbency is less than the availability in the labor market) occurs in order to develop a corrective action plan. While the overall workforce ethnic diversity has increased from 10% to 24% since 1980 and women make up over 50% of the workforce, the report may show where representation by ethnic minorities and/or women falls short of those overall statistics.

Key Messages

The County is committed to:

- Having a workforce reflective of the relevant labor market
- Making every effort to recruit a diverse candidate pool
- Identifying and removing any artificial barriers to employment
- Continuing to identify and address underutilization.

Major outcomes are ongoing. They include:

- General and specific action oriented steps to address identified underutilization by gender, race and ethnicity within established occupational categories
- Transition from the use of EEO-4 job categories to the more widely used Standard Occupational Classification (SOC) system in classifying County occupations
- Partnering with the Commission on the Status of Women to provide opportunities for career advancement for women
- Focus on recruiting practices in departments and job categories where women and minorities are underrepresented
- Create ways to increase availability of women and minorities in the applicant pool for underrepresented job classes

To read the Equal Employment Opportunity Five Year Plan in its entirety, please click below:

<http://www.co.marin.ca.us/depts/HR/Main/docs/FiveYearEEOPlan.pdf>

Management Partners Report

In 2008, the County hired Management Partners, a consulting group, to review County administrative functions including those of the Department of Human Resources. The review was focused on how the structure, business processes and resources of the department supported its mission, goals and strategic direction. It included an assessment of current practices, processes, organizational structure and staffing. The report was provided to the department with 35 recommended action items.

Key Messages

The Human Resources Department should:

- Be organized to support key projects and a complex labor relations environment
- Increase staffing capacity in the Labor/Employee Relations and Classification and Compensation divisions
- Simplify and streamline the Classification and Compensation System
- Regularly obtain and use feedback from customers to determine levels of satisfaction of services
- Design and implement succession planning
- Enhance the use of technology for employee self-service and for more efficient service delivery.

A three-year action plan was developed from these recommendations. Major outcomes include:

- Annual customer service interviews between the Human Resources Director and other Department Heads
- Addition of a staff position in the Labor/Employee Relations division
- Increase the staffing level in the Classification and Compensation division by reassignment of existing department staff
- Use of on-line applicant testing
- Update administrative support classifications
- Assessment of the continued effectiveness of the 1980 National Organization for Women (NOW) Consent Decree



To read the Management Partners Report in its entirety, please click below: / click /

<http://www.co.marin.ca.us/depts/HR/Main/docs/ManagementPartnersReport-July08.pdf>

Employee Surveys

The County conducted employee surveys in 2006 and 2009. Out of 2,000 employees, 1,233 participated in the 2009 survey. The object of the surveys was to obtain feedback on:

- Understanding of mission and goals
- Customer service
- Work environment
- Employee support
- Development & training
- Leadership
- Compensation and benefits
- Communication within the County

“All voices should be heard in the development of a new structure-union, management and employees.”

~~ Labor Representative,
Classification and
Compensation Focus
Group, April 27, 2011

Key Messages (from 2009 Survey)

Overall, County employees:

- Continue to find their work meaningful and are proud to make a difference in the community
- Like working for the County and would recommend employment for County positions
- Find workgroups are supportive, respectful, trusting and work well as teams
- Understand the goals and priorities of their workgroups and know what the County is trying to accomplish
- Know that the County values differences among individuals
- Believe the County operates with integrity
- Feel supported in achieving work/life balance
- Believe there is a need for more accountability by both management and employees
- Believe there is a decreased opportunity for training and professional/career development
- Would like management to be more clear on the types of decisions employees can make and provide more support for employees to be self directed
- Need increased recognition of employee achievement
- Recognize a need for improved collaboration across County departments

Major outcomes include:

- Each department head receives results for his/her department on strengths and opportunities for improvement
- Each department is provided a top line report showing aggregate results for the County and departments
- Overall results show the need for countywide programs
- Employee surveys will be ongoing and conducted every three years

For more details on the Employee Survey Report for 2009, please click below:

<http://www.co.marin.ca.us/depts/HR/Main/docs/2009EmployeeSurvey.pdf>

Long-Term Restructuring Plan

The County of Marin faces financial challenges that require even greater effort to live within its means while continuing to achieve an effective level of services to the community. Given these challenges, it is likely that the County cannot support the same level of services it currently provides. However, by developing a long term restructuring plan, the County hopes to minimize the impact of service reductions by addressing structural budget issues and improving business practices to adapt to diminishing resources.



In January 2009, the Board of Supervisors approved a long-term restructuring process to help the County adapt to a new fiscal reality. The process engaged both members of the public and County employees for ideas and input. The Long-Term Restructuring Plan (LTR) has been a year-long process of identifying major trends impacting the County budget and a policy guide to help the County adapt to changing conditions

in a deliberate manner. The Plan provides information and guiding principles, future strategies and policy options to address the long-term financial challenges.

Key Messages:

- The County is facing a five-year budget shortfall beginning in FY 2010-11
- The County is adapting to changing economic times while providing high overall level of services to the community
- There is a focus on doing the most important things well
- The County organization is getting smaller due to position reductions
- Both the public and employees will be asked to share information and ideas in finding solutions
- The County is looking for innovative solutions
- There needs to be a supportive work environment for employees to adapt to changing conditions

The Plan is a working blueprint to evaluate and update conditions as they emerge and evolve. Major outcomes of the plan include:

- Identify mandated and non-mandated programs and services countywide
- Develop criteria to use in evaluating programs
- Departmental long term restructuring plans and policy options
- Consolidation of programs within County structure and elimination of programs that can be operated more efficiently outside of the County structure

To read the Long Term Restructuring Plan in its entirety, please click below:

<http://www.co.marin.ca.us/depts/AD/Main/BudgetInfo/LTR/FinalLTRPlan.pdf>

On-going Organizational Development Work

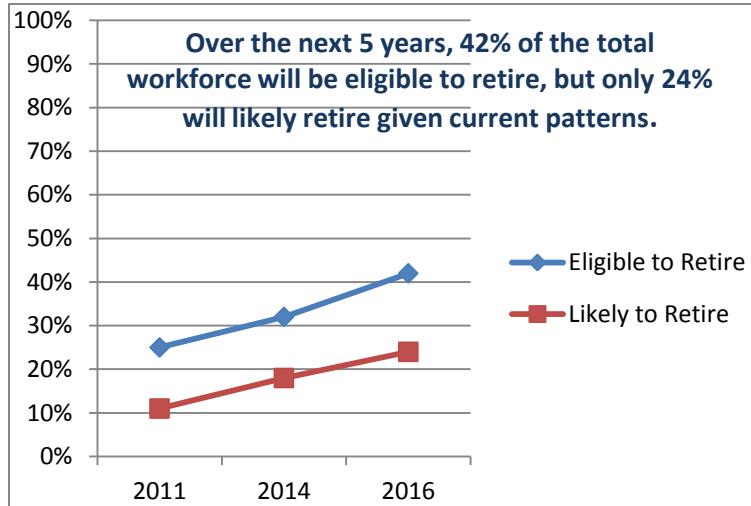
The County continues to do on-going organizational work to address areas that have been identified as common themes throughout the initiatives and plans described above. The common themes include:

- Desire for open and effective communication at and between all levels and externally as well as internally
- Need for succession planning and knowledge transfer
- Expand the use of technology
- Structural and business systems redesign to address budget issues, align programs to priorities, and measure effectiveness
- Strong desire for career development and mentoring
- Need to modernize and simplify systems
- Desire to build a more inclusive workplace
- Creation of a learning environment
- Support work-life balance and wellness programs
- Broaden employee recognition and reward programs
- Need to develop leadership skills

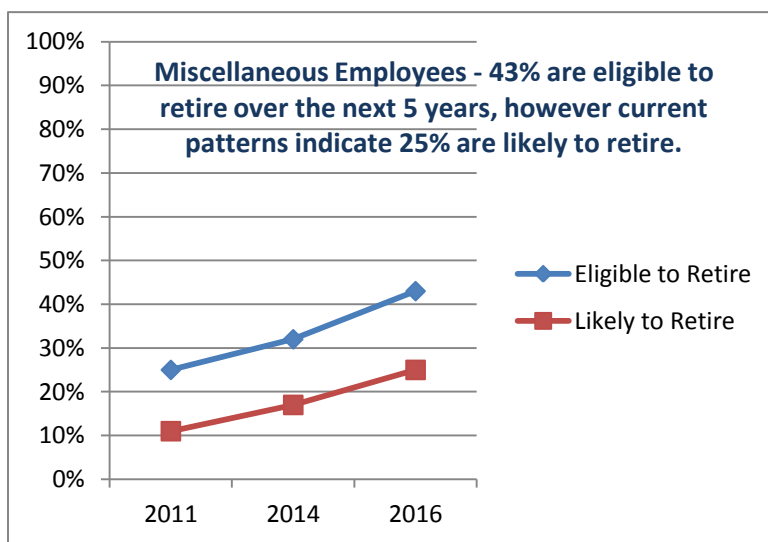


frame·work: an underlying structure built on facts and ideas

The workforce within the County of Marin has decreased by approximately 240 positions over the past 3 years. This intentional downsizing resulted from the long-term restructuring efforts to close ongoing fiscal gaps. The structural budget shortfalls are not unlike other local government organizations. However, Marin has not used short-term tactics such as furloughs to realize savings. We have used incentive programs that provided a one-time payment to separating employees in order to reduce the need to lay-off active employees.

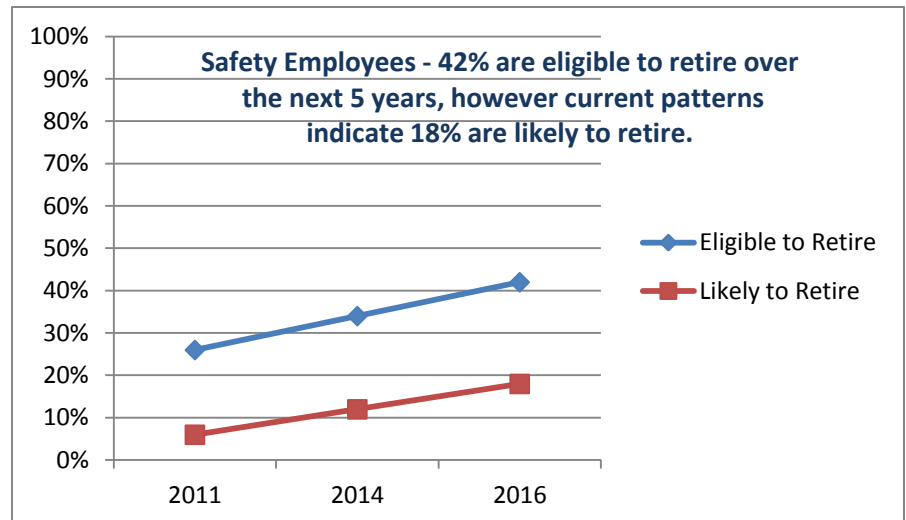


The risk of retirements remains high and in line with the national trends that are driven by the aging Baby Boomer generation. Recently we have experienced older workers remaining in the workforce beyond their eligibility for retirement. While you hear about many people working longer due to economic conditions, we also hear from employees that want to continue to make a difference through their work. The County of Marin has seen the average retirement age move to 62 during the past 2 years. The chart above illustrates the likely patterns of retirement eligibility and likelihood through 2016.



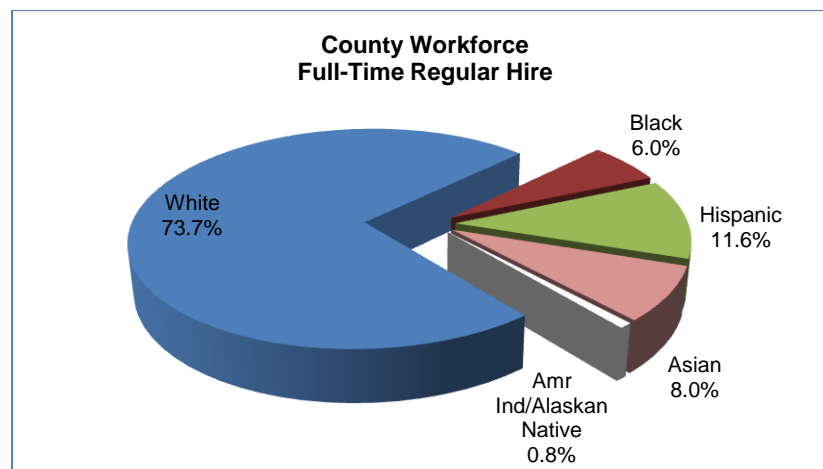
The risk of retirements with our Miscellaneous Employees is higher than that of Safety Employees (these employee groups have different retirement eligibility requirements).

We are likely to lose one quarter of our Miscellaneous Employees while the projection is 18% for Safety Employees during the same timeframe.

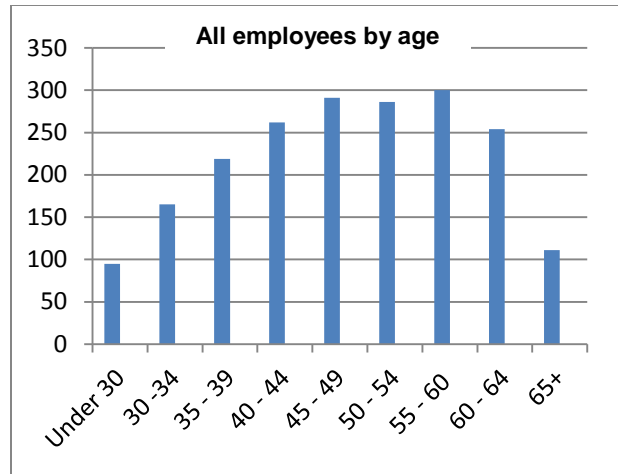


Our current workforce is distinguished by the following:

- The County of Marin has approximately 2000 regular employees with 89% being represented by Labor.
- In addition, we employ nearly 700 extra-hire employees for seasonal, intermittent and temporary assignments. 97% of these employees are covered by Labor Agreements.
- 55% of our workforce are women.
- 74% of our workforce identifies themselves as white - *see chart below*



- The level of diversity has grown significantly from 12% in 1980 to 26% in 2011.
- Our average age is 49 with 92 employees under 30 and 105 over 65 - *See chart below*



- Our oldest workforce, presenting the largest risk of retirements, is in Health and Human Services Department; 25% of the employees are over 60 and less than 3% are under 30.
- Half of our workforce resides in Marin County with 27% living to the north in Sonoma. 16% live in the East Bay and just under 5% live in San Francisco, the remaining 2% live throughout California.
- 80% of employees subscribe to a County offered Healthcare Plan; 85% are members of the Kaiser Programs and 15% choose Blue Cross.
- 57% of employees contribute to the Deferred Compensation Program.
- The use of overtime has decreased from just over 6.5% of annual payroll in FY07-08 to just over 3% in FY10-11.

FOCUS GROUPS - INVOLVING STAKEHOLDERS

In developing any organizational plan, it is important to engage stakeholders for two reasons. First, stakeholders bring a vital perspective to the planning process. They can articulate issues and provide ideas/possible solutions based on their personal experiences in the workplace or on their relationship to the workplace. Secondly, obtaining stakeholder input builds understanding and support for the planning process and resulting action plan. Those involved in finding solutions to problems feel more invested in a project.

In order to obtain stakeholder input to the Workforce Plan, the Human Resources Department conducted 30 Focus Groups during the month of April and the beginning of May 2011. A total of 250 stakeholders participated in the 30 Focus Groups. The groups included County management, appointed commissioners, labor representatives and County staff at all levels in the organization. Twenty-five per cent of the participants identified themselves as labor representatives. An additional focus group was conducted in June with the Workforce Investment Board of Marin County to obtain input from the non-profit and business sectors of the community.

A number of issues are facing the future of the organization. For example, almost one-half of the current workforce is eligible to retire in the next five years. As a result, it is clear that there is a need to provide increased opportunities for career development within our own

workforce. There is also increasing diversity in the labor pool at large. In order to attract and retain diverse employees, we must have a welcoming and inclusive work environment. Finally, at the same time we will have a need to hire, there will be increased competition for talent. As a result of these and other internal factors, the following topics were identified as issues of concern for the future of the organization. These topics informed the content of the focus groups. In many instances more than one focus group was held to provide input on a particular topic.

The focus groups themes were:

1. *Knowledge Management* - the need to capture essential institutional knowledge in a manner where information can be readily transferred to incoming members of the workforce.
2. *Succession Planning* - working to intentionally build bench strength, prepare future leaders and develop our talent for future opportunities.
3. *Inclusionary Practices* - the need to create a workplace where everyone is welcomed and has opportunities to contribute and develop. Two of the sessions focused on **Career Ladders for Women** and one session focused on **Managing Generational Diversity** in the workplace.
4. *Staffing* - the need to modernize our recruitment and selection processes in a manner that focuses on our future talent needs and recruiting for core competencies needed in the new workplace.
5. *Contingent Workforce Tools* - the need to determine how temporary staff is used in the workforce and what changes need to be made to meet organizational needs within the framework of regulations governing temporary hires.
6. *Classification & Compensation* - the future of our work indicates a need to increase flexibility in creating work assignments as technologies quickly change.
7. *Developing Supervision Skills* - current workforce research indicates that improving supervision at all levels of an organization is an investment with the highest returns.
8. *Creating an Employer Brand* - working to define the unique workplace and experience of Marin County to capture the “brand” of our organization.
9. *Optimizing the Work of Volunteers* - as the baby boomers retire, their desire to make a difference in their community is growing. This session focused on how we optimize this opportunity.
10. *On-boarding* - the development of clear strategies and programs that will readily connect new hires to the values and the work of Marin County.

“It will require a culture shift to provide an open environment for information sharing.”

County Employees,
Knowledge Management
Focus Group, April 13,
2011

Once the data was collected, each focus group participant was provided with the input from their focus group and from all of the other focus groups held for that particular topic. The

data for all of the ideas generated by the focus group participants was recorded on spreadsheets and centralized in Human Resources.

As part of the evaluation of the process, participants were asked to rank the focus group topics with a scale from 1-12 with 1 being the issue that has the greatest need for revision and improvement to 12 being the issue that has the least need for revision or improvement. The participant rankings were:



1. Classification/Compensation
2. Supervisory Skills
3. Knowledge Management
4. Talent Acquisition
5. Succession Planning
6. Inclusionary Practices
7. Managing Generational Diversity
8. Career Building for Women
9. On-Boarding
10. Contingent Workforce Tools
11. Employer Branding
12. Optimizing Volunteers

The Workforce Strategic Planning team looked at all of the data collected. Key findings were listed with examples of focus group ideas related to those findings. First the team identified the major themes by focus group topic. Then the team identified themes repeating across all focus groups. This second set of data was used to identify key findings, included below with examples of focus group ideas.

1. A strong desire for opportunities for career development and mentoring to prepare the workforce to move up in the organization.

- a. Develop mentorship programs that cross demographics of the organization (i.e., gender, generations, etc.)
- b. Develop inclusive selection methods for training opportunities
- c. Allow for attendance at meetings and conferences for all levels in the organization
- d. Fair and open processes for temporary promotions and special assignments
- e. Develop upward mobility levels in classifications
- f. Equal access to opportunities for developing supervisory skills
- g. Offer employees training in interviewing skills and writing an application

"Use mentoring as a way to share knowledge."

*~~County Employees,
Knowledge Management
Focus Group, May 5, 2011*

2. Need to modernize and simplify systems and become more transparent. This focused primarily on the Classification and Compensation Program and the Staffing process.

- a. Develop broader and more sliding classes to provide career paths for employees
 - b. Develop high level technical classifications that parallel supervisory classes
 - c. Review best practices in compensation
 - d. Explore pay for performance programs
 - e. Develop a faster process from application to hire
 - f. Improve and modernize vacancy announcements
 - g. Increase recruiting sources, particularly to attract a more diverse applicant pool
 - h. Develop selection criteria that evaluate underlying competencies
3. **The desire to build a more inclusionary workforce.**
- a. Ensure hiring practices do not hinder developing a diverse workforce
 - b. Educate the leadership on factors that influence pay disparity between men and women in the workplace
 - c. Provide more information on how to access internal job openings, and policies. Make information available at all levels
 - d. Provide training on stereotypes, unconscious biases
 - e. Ask staff specifically about best practices for an inclusionary workplace and inclusive county programs
 - f. Provide training on the differences in work style and values among the different generations
 - g. Understand and provide the necessary structure and support for the youngest generations in the workplace
4. **Create a Learning Environment- reward information sharing.**
- a. Knowledge management becomes part of the management and employee review process
 - b. Overlap new incumbent with the employee who is leaving County service
 - c. Provide access to training/resources that reflect different learning styles and allows employees to learn on their own
 - d. Assess and utilize technology such as videos, blogs, IM, online tools, and cell phones to share information
 - e. Dedicate resources to create procedure manuals and online information sites
 - f. Inform new employees to the keys to success not found in a manual (who are the leaders in the organization, who are our clients and how best to deal with them, who to go to for information in the department)
 - g. Identify the most critical jobs by department and begin knowledge transfer for those positions first
 - h. Include in the evaluation of senior leaders their work to develop staff

“Celebrate diversity and honor individuality.”

~~ County Employee,
Inclusionary Workforce-
EEO and Diversity
Practices Focus Group,
April 12, 2011

“Support and encourage line staff to take training for career advancement.”

~~County Employee,
*Inclusionary Workforce-Career
Ladders for Women, April 21,
2011*

5. Support Work-Life Balance.

- a. Explore the feasibility of on-site day care facilities
- b. Explore and utilize job sharing
- c. Support for flexible schedules
- d. Increase telecommuting
- e. Provide employee wellness programs

6. Broaden Recognition Efforts.

- a. Develop a performance based recognition program (bonus, cash awards)
- b. Survey departments about their existing recognition practices and share with the organization
- c. Provide management with a recognition “tool box”
- d. Encourage knowledge transfer through a special recognition program
- e. Have a rewards system in addition to the current Volunteer Recognition, thank and reward volunteers in small groups

7. Leadership Development.

- a. Use 360 evaluations to select and train supervisors/leaders
- b. Equal access to opportunities for developing supervisory/leadership skills
- c. On-going training so supervisory skills/knowledge remains current
- d. Make the Human Resources Management Academy required for all managers and supervisors
- e. Hiring Managers trained in the staffing process so that they are able to hire the best applicant for the position

“A great supervisor allows room for employees to grow and develop - letting employees answer their own questions with guidance.”

~~County Employee,
*Developing Supervision Skills
Focus Group, April 25, 2011*

8. Increase Use of Technology.

- a. Utilize social media to attract younger employees
- b. Use social media to get out the “brand”
- c. Develop an on-line web site on the MINE geared for new employees - include links to benefits information, available training, resources like EAP, union contracts, County organizational structure and the leadership of the County
- d. Research technology tools for succession planning- provide a “tool box” for managers
- e. Redesign the HR website so it is more user friendly
- f. Utilize software to track time limits for temporary workers

FOUNDATION AND FRAMEWORK - CONCLUSIONS

In reviewing the foundation of the Strategic Workforce Plan and its framework, it is clear that the primary themes of investing in the building and maintaining of a successful business model supported by a skilled and dedicated workforce have not changed greatly over time. Rather, those themes have evolved and have been refined. Recognizing the completion of the action plan, as well as on-going work and acknowledgement of the current status of the workforce, input from stakeholders has been used to develop the action plan to meet the goals in a strategic manner to align to the vision and the mission of the plan.

blue·print: a plan or guide for the future

The Blueprint for this plan is based on a model of shared responsibility at all levels. The County of Marin is clearly moving to a more transparent and collaborative approach to supporting the workforce. We see that everyone has a role in our success with vision, mission and goals that are designed to create joint accountability in the building of our future. While the stakeholders have varied interests, we know we have considerable common ground from which we can build our action plans. It is our desire that everyone can see themselves and their unique contributions in our Vision, Mission and Goals. For further details on roles and responsibilities, please see page 34.

VISION: Our skilled, dedicated workforce leads the County of Marin in the delivery of high quality services to our community.

MISSION: Create a thriving organization, providing meaningful careers in the delivery of public services.

GOALS:

1. **Serve as Change Agents** - Manage the impact on the workforce of organizational change, emerging trends, and County priorities.
2. **Support our People** - Demonstrate investment in employee development through programs, services, and initiatives.
3. **Promote a Positive Culture** - Foster and support a business environment where people can do their best work.

STRATEGIC DIRECTIONS RELATED TO GOALS

These Strategic Directions are a direct result of the input from focus groups and existing workforce plans and documents.

Goal 1: Serve As Change Agents - Manage the impact on the workforce of organizational change, emerging trends, and County priorities.

1.1 Strategic Direction: Redesign the classification and compensation system to allow for employee development and create flexibility to address changing business needs.

Actions	FY 11-12	FY 12-13	FY 13-14
Develop the County of Marin's philosophy regarding classification and compensation guidelines.	X		
Obtain labor direction and engage labor partners	X	X	X
Pilot the revision of several occupational classification groups		X	
Evaluate pilot's classification work			X
Make revision and plans in accordance with evaluations			X

1.2 Strategic Direction: Create succession planning model and knowledge management tools to ensure the capture of institutional knowledge and leadership capacity.

Actions	FY 11-12	FY 12-13	FY 13-14
Utilize temporary assignment model to internally backfill for the ATOM Project	X	X	X
Develop leadership mentoring model		X	
Develop policies and performance measures for knowledge management	X		
Enhance utilization of validated testing tools for evaluating candidates for leadership opportunities	X	X	X
Mandate individual training and development plan for annual performance reviews		X	X
Develop a template and toolkit for the development of procedural manuals		X	X

1.3 Strategic Direction: Build and expand contingent workforce tools and options.

Actions	FY 11-12	FY 12-13	FY 13-14
Analyze use of temporary personnel	X		
Comply with existing policies and labor contracts	X	X	X
Expand temporary personnel appointments to include intermittent and seasonal appointments		X	

1.4 Strategic Direction: Modernize staffing practices to focus on business needs and acquire needed talent.

Actions	FY 11-12	FY 12-13	FY 13-14
Streamline hiring process from application to hire		X	X
Ensure minimum qualifications meet business needs/requirements		X	
Focus testing on required competencies rather than on education and experience	X	X	
Develop a diversity recruitment plan that attracts a diverse candidate pool		X	

1.5 Strategic Direction: Specify and procure a human capital management system that automates transactional functions and manages Human Resources business practices.

Actions	FY 11-12	FY 12-13	FY 13-14
Prepare to replace the current system by documenting work processes and operations	X		
Engage in a comprehensive review of organizational roles related to payroll.	X	X	
Update work processes and operations with best practices as demonstrated by industry innovators	X		
Determine our business requirements for a replacement system	X	X	
Procure a replacement system		X	
Start replacement system implementation process (two year process)			X

1.6 Strategic Direction: Produce and analyze employee data to better meet County business needs.

Actions	FY 11-12	FY 12-13	FY 13-14
Produce quarterly Human Resources business reports for department management	X	X	X
Partner with budget staff to assist in forecasting workforce trends	X	X	X
Prioritize reporting improvements and design		X	X

1.7 Strategic Direction: Staff and support the work of regulatory and advisory commissions that are appointed by the Board of Supervisors to provide community engagement in the public process.

Actions	FY 11-12	FY 12-13	FY 13-14
Provide assistance to commissions	X	X	X
Partner with the Commissioners in coordinating events	X	X	X
Provide orientation and mandated training to commission members	X	X	X

1.8 Strategic Direction: Create an employer brand that aligns with values of public service in the County of Marin.

Actions	FY 11-12	FY 12-13	FY 13-14
Utilize County communication standards in all workforce communications	X		
Expand communication tools using video options and web-based media	X	X	X
Develop marketing plan to attract emerging workforce			X
Engage the work force to develop a vision for an employer brand		X	

Goal 2: Support Our People - Demonstrate investment in employee development through programs, services and initiatives.

2.1 Strategic Direction: Work to release the NOW consent decree by creating a compelling vision and program to advance women in the workforce.

Actions	FY 11-12	FY 12-13	FY 13-14
Discuss release from consent decree with stakeholders (Marin Women's Commission, employee representatives).	X		
Survey women regarding experiences in use of NOW release time	X		
Build a design team to plan and implement employee career advancement days	X	X	
Develop recruitment plans for women for targeted jobs (where utilization of women is low)		X	X
Design career ladders for women	X		

2.2 Strategic Direction: Demonstrate County commitment to diversity by attracting and retaining a workforce reflecting the community and availability rate at all levels.

Actions	FY 11-12	FY 12-13	FY 13-14
Analyze current sourcing pools and demographics of the applicant pools.	X		
Develop a recruiting plan with focus on attracting diverse candidates.		X	
Provide regular reports to the BOS and Department leaders regarding gender and race demographics of the workforce.	X	X	X
Staff quarterly meetings of the EEO Leadership Committee (Department Heads) to report on progress and define areas requiring support.	X	X	X
Implement the new Standard Occupational Codes for the Classification system.		X	
Partner with Community Development Agency on plans to train members of the County workforce as an element of the Plan to reduce impediments to fair housing.		X	X

2.3 Strategic Direction: Partner with educational institutions to develop formal internship programs to connect early with future source pools.

Actions	FY 11-12	FY 12-13	FY 13-14
Develop intern classifications	X		
Allocate internal resources to intern programs	X		
Reach out to Bay Area educational institutions with a diverse student pool to attract to attract interns.	X	X	X
Develop on-boarding programs for interns		X	X

2.4 Strategic Direction: Evaluate county fringe benefit programs to enhance options and manage costs.

Actions	FY 11-12	FY 12-13	FY 13-14
Administer employee benefit programs, providing individual support as requested	X	X	X
Explore legislation that would expand benefit options	X		
Educate workforce about benefit changes	X		
Ensure compliance with new laws and statutes regarding benefits	X	X	X
Ensure institutional knowledge and skills for the coordination of the county's benefit options		X	
Explore legislation that would support pension reform	X	X	
Engage labor partners		X	X

2.5 Strategic Direction: Create a family friendly workplace that encourages a strong work-life balance.

Actions	FY 11-12	FY 12-13	FY 13-14
Develop a business case to support work-life balance			X
Deliver an information packet for interested employees and new mothers returning from maternity leave	X		
Create a family friendly workplace toolkit for managers to support employees through life events	X		
Support healthy options brought forward by the wellness program	X	X	X

2.6 Strategic Direction: Recognize and reward the excellent public service of employees.

Actions	FY 11-12	FY 12-13	FY 13-14
Form a Countywide recognition task force to design expanded recognition programs		X	X
Develop a toolkit for managers to implement recognition within the department and work groups		X	X
Deliver length of service awards	X	X	X
Establish supervisor of the month award		X	X

2.7 Strategic Direction: Assist County employees in navigating complex personnel matters.

Actions	FY 11-12	FY 12-13	FY 13-14
Respond to employee grievances and complaints	X	X	X
Enhance HR employee relations training for managers	X	X	X
Develop training modules on specific topics; i.e., drafting effective performance evaluations, writing a useful and clear counseling memo, etc.		X	
Provide comprehensive countywide leave management tools to County departments		X	
Engage with employees and supervisors to evaluate accommodation needs	X	X	X
Develop training for delivery to departmental payroll staff on issues such as recording overtime and alternate work weeks		X	X

Goal 3: Promote a Positive Culture - Foster and support a business environment where people can do their best work.

3.1 Strategic Direction: Proactively engage in the development of a strong labor and management relationship which promotes collaboration and transparency.

Actions	FY 11-12	FY 12-13	FY 13-14
Build the Labor Management Partnership by developing specific and mutual goals and setting clear deliverables	X		
Continue labor management meetings with each labor group	X	X	X
Enhance Labor Relations training for management	X	X	
Partner with Labor to discuss workplace issues for women with respect to the NOW consent decree	X	X	

3.2 Strategic Direction: Maintain Personnel Management Regulations (PMRs) as an effective tool to meet current business needs.

Actions	FY 11-12	FY 12-13	FY 13-14
Conduct complete comprehensive revision of PMRs	X	X	
Conduct trainings utilizing technology		X	
Optimize search engine for on-line PMRs	X		
Utilize electronic media for PMR distribution			X

3.3 Strategic Direction: Develop on-boarding and off-boarding strategies to align new employees with County values and culture and capture experience of exiting employees.

Actions	FY 11-12	FY 12-13	FY 13-14
Revise exit interviewing process	X		
Add exit interview data to HR quarterly reports		X	
Develop on-boarding strategy for New Employment Orientation		X	X
Develop department-specific orientation tools		X	
Develop on-boarding program for first time supervisors			X

3.4 Strategic Direction: Optimize contributions of volunteers to the County.

Actions	FY 11-12	FY 12-13	FY 13-14
Engage stakeholders to obtain feedback on the current program and ideas for streamlining	X		
Develop requirements, purchase and implement software program to streamline processes and modernize outreach	X	X	
Develop policies and conduct training for volunteer/intern coordinators and supervisors		X	X
Review recognition programs to develop those that have the most value for volunteers		X	

3.5 Strategic Direction: Increase capacity for leadership and improve supervisory skills within the County.

Actions	FY 11-12	FY 12-13	FY 13-14
Design customized leadership development program in partnership with Dominican University	X		
Deliver customized leadership development program		X	X
Design and deliver learning labs and briefings on various supervisory practices	X	X	X
Deliver Introduction to Supervision for prospective supervisors	X	X	X
Mandate HR Management Academy for County managers and supervisors		X	X

3.6 Strategic Direction: Focus on organization design to create a high performance workplace with a diverse and inspired workforce.

Actions	FY 11-12	FY 12-13	FY 13-14
Analyze department span of control information and provide diagnostic tool to departments to use in evaluating their leadership structures	X		
Develop County-wide MFR goal and initiatives for internal management effectiveness	X		
Continue to evaluate supervisory, management, and executive vacancies through CAO-HR hiring review process	X	X	X
Continue to provide consultation and facilitation services to departments on organization design	X	X	X
Expand organization design website to include additional educational materials, tools, and resource information		X	X
Offer briefings on organization design principles and process through various venues		X	X

3.7 Strategic Direction: Educate, engage and empower members of the workforce to make healthy lifestyle choices.

Actions	FY 11-12	FY 12-13	FY 13-14
Develop 2011-2012 Wellness Ambassador Program	X		
Conduct “Know Your Numbers” Events	X		
Focus on Stress Management and Nutrition initiatives	X		
Manage the 2 nd Thrive Across American event in partnership with Kaiser Permanente		X	
Continue to engage with stakeholders to develop effective programs focused on promoting healthy lifestyles			X

3.8 Strategic Direction: Build a strategic communication plan for workforce initiatives.

Actions	FY 11-12	FY 12-13	FY 13-14
Connect with stakeholders on a regular basis regarding workforce initiatives	X	X	X
Administer Employee Survey and communicate results	X		X
Create an environment for effective two-way communication	X	X	X

CORE HUMAN RESOURCES FUNCTIONS

The core functions provided by the Human Resources Department are Compliance, Consulting and Deliverables, examples of which are demonstrated below.

COMPLIANCE:

- Coordinate and ensure adherence to state and federal employment laws, such as Fair Labor Standards Act, applicable State Wage and Hour laws, State Merit System rules, ADA, and Title 7 USC Fair Employment and Housing Act
- Conduct labor relations in compliance with Meyers-Milias-Brown Act, PERB and other case law, and labor contract language
- Adhere to Personnel Management Regulations and County practices Ensure implementation of training mandates required by law, the Board of Supervisors and the County Administrator
- Ensure leave programs, including FMLA and CFRA, military leave, catastrophic leave, comply with state and federal regulations and internal guidelines

CONSULTING:

- Assist County managers in understanding and navigating complex personnel systems, including personnel management regulations, labor contracts, classification and compensation guidelines, staffing requirements
- Forecast short and long-term staffing needs
- Partner with departments to best describe work of their employees
- Assist departments in determining current and future workforce needs
- Consult with department leaders regarding organizational development, staffing and workforce structure, and performance management
- Provide consultation and advice to departments on employee relations and general personnel issues
- Partner with customer departments in developing grievance and other dispute resolutions

PROGRAMS AND SERVICES:

- Facilitate appropriate hiring practices
- Utilize alternate contingent staffing methods as needed
- Career coaching
- Competency building
- Training experiences, such as leadership development, IT skills, business writing, and interviewing
- Coordinate, track and monitor mandated training
- Bargaining and administration of labor contracts
- Develop, implement and maintain employment policies and practices



“We need to emphasize what is great about working for Marin as an organization- it is welcoming, collaborative, emphasizes teamwork and partnerships.

~~ County Employee, Creating an Employer Brand Focus Group, April 28, 2011

- Develop and implement a flexible classification plan
- Utilize best practices in maintaining pay structures
- Provide cost-effective medical, dental, vision and life insurance plans
- Orient new employees in an understandable and inclusive manner
- Partnering with IT and Finance, develop, implement and maintain user-friendly pay systems,
- Assist with the implementation of programs and projects impacting employees,
- Develop Human Resources programs and services based on department goals and workforce needs
- Develop strategies for key business indicators, such as succession planning, workforce forecasting and development, and recruitment/retention.

ROLES AND RESPONSIBILITIES:

In the implementation of a successful Workforce Strategic Plan, it is critical to develop and maintain a high level of collaboration with both internal and external groups and individuals. Examples of partnerships with their roles and responsibilities are listed below.

Who	What
Department Heads and Assistants	Demonstrate commitment to workforce plan vision, mission and goals and provide resources for strategic actions related to goals
Managers and Supervisors	Use workforce plan as a process for aligning people with actions and model organizational goals and values
Human Resources Staff	Provide core functions to customer departments to achieve workforce plan goals
IT Staff	Consult and provide direction on emerging technologies as they impact the workforce
Budget Analysts and Fiscal Officers	Work with departments to ensure efficient use of resources and develop strategic methods to fiscally meet workforce planning goals

Who	What
Partners:	
The workforce, including employee Unions and Associations	Provide feedback, assist in measuring progress towards goals, engage in innovative workplace initiatives
Workforce Investment Board	Assist in labor market and regional economy forecasting
Educational Institutions	Support employee educational development initiatives
Other Public Sector Agencies	Share best practices and lessons learned, work to share employee resources as appropriate
Other Marin County employers	Assist in addressing common barriers to employment in Marin County



BUILDING A THRIVING ORGANIZATION: MOVING AHEAD

The common themes found in the basis of the plan -- combined with the current face of the workforce and the expressed desires of key stakeholders -- inform the vision, mission and goals that underpin the strategic directions and action plans that describe and develop the landscape of our future.

foun·da·tion: a basis upon which something
stands or is supported

frame·work: an underlying structure
built on facts and ideas

blue·print: a plan or guide for the future

The County of Marin is clearly committed to investing in the workforce, our greatest asset. This plan sets forth the building of a thriving organization that provides meaningful careers while serving our community. The partnership developed in this planning process will strengthen as the implementation begins.

PHOTOS:

Cover Page (left to right): Lydia Venegas, *Health & Human Services*; Matt Galletly, Zak Morrissey, Rick Wonneberger, *Marin County Fire Department*; Rob Ruiz, *Parks & Open Space*

Page 3: Joanne Peterson, *Human Resources*

Page 5: Liz Paris, *Human Resources*

Page 6: Nicki Azarbakhsh, *County Administrator's Office*

Page 11 (left to right): Helen Stepler, Erica Ball and Susan Brown, *Human Resources*

Page 12 (left to right): Cristine Alilovich, *Department of Finance*; Rwna Holaday, *Information Services & Technology*; Don Wick, *Sheriff's Office*; Tom Lai, *Community Development Agency*

Page 13 (left to right): Bonny White, Elizabeth Muñoz-Rosas, *West Marin Branch, Marin County Free Library*

Page 16 (left to right): Rebecca Ng, *Environmental Health Services*; Miriam Martinez, *Board of Supervisors*; Supervisor Judy Arnold

Page 18: Civic Center Spire

Page 19 (left to right): Bob Beaumont, *Department of Public Works*; Dan Eilerman, *County Administrator's Office*

Page 24 (left to right): Mark Puchir, Rachael Berey-Phillips, *Marin County Fire Department*

Page 37 (left to right): Lisa Cutten, Christina Taboryski, Megan Numair, Anthony Wesley, Joy Fossett, *Human Resources*

Page 39: (left to right): Marty Ganulin, Alina Sierra, Sean McCarthy, *Marin County Sheriff's Mounted Posse*

Page 40: Wellness Celebration - *Flash Mob at the Marin Center*

APPENDICES

APPENDIX A:

Below you will find a link to a document that summarizes the work conducted in Step 1 of the planning process; the foundation. This document provides a status report on past planning, audits and surveys related to the workforce.

<http://www.co.marin.ca.us/depts/HR/Main/docs/BusinessPlans.pdf>

APPENDIX B:

This link will bring you to the complete data collected within our 30 Focus Groups conducted in the spring of 2011. It is organized by the topic, includes the specific feedback, ideas and ratings.

<http://www.co.marin.ca.us/depts/HR/Main/docs/FocusGroupIdeas.pdf>

