

# El Dorado County Climate Change Action Plan

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# Objectives

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- Review Vision and Purpose
- Review Multifaceted Action Plan
  - Countywide, Executive Leadership, Departments, and Training
- Discuss Anticipated Costs and Appropriation

# The Vision for El Dorado County

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Good business leaders ***create*** a vision, ***articulate*** the vision, passionately ***own the vision***, and relentlessly ***drive it to completion***.

*-Jack Welch*

# Purpose

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- Promote consistency and equitable treatment for all, in alignment with County standards.
  - “Walk the talk”
- Enhance efficiency and generate cost savings by developing an improved approach of “working together.”

# Purpose

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- Institutionalize consistent rules, practices and procedures County-wide.
- Perform equitably and embrace positive change.

# Countywide Action Plan

# Countywide Action Plan

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- **Recommit to Ethical, Appropriate and Efficient Countywide Conduct**
  - **Review and Update Conduct Policies as Appropriate**
    - Code of Ethics and Harassment, Discrimination and Retaliation Policies
  - **Revise Ambiguous Administrative and Financial Policies**
    - Lead-HR Investment Team with assistance from outside consultants, as appropriate
  - **Establish Bridge Committee**
    - Identify past, best practice to institute as part of the existing culture

# Countywide Action Plan

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- Re-train All Employees
  - Respectful Workplace, Code of Ethics, Personnel Rules, and Harassment, Discrimination and Retaliation Policies
    - Lead-HR Action team, Training Coordinator
- Enhance Awareness of Respectful Workplace Policy and Reporting Procedure
  - Lead-HR Investment Team, Training Coordinator and Municipal Resource Group



# **Assessment of Non-EEO Complaints**

(Respectful Workplace Policy 111)

The Cultural Assessment Survey was a mechanism to determine a baseline of the organization's climate. The survey information was for assessment purposes and was not an investigation and no findings have been reached.



In order to move the organization forward and ensure that any specific systemic complaints are resolved, more detailed information would be needed for appropriate follow up and closure.

# Respectful Workplace Complaint “Following The Process”

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- **Assessment Approach**

- Send employees notification that they may complete *Respectful Workplace Form 111* to communicate a specific complaint to be reviewed by HR Director designee
- Complaint is ***not*** anonymous
- Must include detailed information
  - What, When, Who and How?

# Respectful Workplace Complaint “Following The Process”

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- **Assessment Approach**

- First 45 days of complaints will be reviewed by an external, independent investigator
- “Special Master” approach
  - *Investigator-TBD*
- After 45 days, (maintenance) complaints will be received by Human Resources pursuant to Personnel Rule 111

# Respectful Workplace Complaint “Following The Process”

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- Setting Expectations
  - There *may* be complaints which are not appropriate for “investigation,” however all complaints will be reviewed and addressed in some fashion, including but not limited to:
    - Training
    - Policy Development/Refinement
    - Counseling/Coaching
    - Response to complainants

# Executive Leadership Approach

# County Executive Leadership

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- Define Roles, Responsibilities and Expectations
  - BOS
    - BOS Assistants
  - Chief Administrative Officer
  - County Counsel
  - Elected/Appointed Department Heads
- Develop New Board of Supervisor Orientation Customized to El Dorado County
  - *John Blacklock, Consultant, Retired CAO*

# County Executive Leadership

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- Executive Coaching
  - Address leadership criticisms highlighted in survey
  - Investigate misconduct where appropriate
- Executive Management Advisory Committee
  - Review existing policies, practices, leadership challenges and recommend changes.



# Department Level Assistance

# Catalysts for Department Intervention

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- Requested By Department Head
- Identified Irregularities in Cultural Assessment
- Referral from Personnel Review Committee
- Reorganization/Consolidation
  - Change Management

# Department Level Assistance

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- Department Intervention
  - Probation\*
  - Public Defender\*
  - Child Support/Revenue Recovery
  - Community Development, Transportation Division
  - Information Technology
- Management Audit
  - Human Resources
  - Auditor/Controller's Office

\* Currently underway

# Training

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- Assess Training Needs Identified within Survey Results
  - Develop Training and Leadership Development Plan
    - HR Action Team & Training Coordinator

# Board Approved Expenditures

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- On January 21, 2014 the Board of Supervisors directed staff to:
  - Authorized a Formal Cultural Assessment through interactive interviews and survey of employees not to exceed \$60,000
  - Authorized a contract for assessment, coaching and intervention not to exceed \$60,000
  - Begin training for conflict resolution/communication not to exceed \$20,000

# Action Plan Costs

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- The Cost of Deferred Maintenance are being assessed and include:
  - Neutral Third Party Consultants
    - Liebert Cassidy & Whitmore
      - Outside Legal Counsel
    - Training Vendor TBA
    - Municipal Resource Group
      - Department Level Assistance
      - Executive Coaching
      - HR Management Audit

# Action Plan Costs

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- The Cost to be determined:
  - Additional Neutral Consultants-Cost Estimates
    - “Special Master” Investigator-TBD
      - Respectful Workplace Complaints-First 45 days
    - John Blacklock
      - Roles, Responsibilities and Expectations
      - New Board of Supervisor Orientation-El Dorado specific
    - Subject Matter Experts TBD
      - Management Audits

# Questions?