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Economy & Efficiency Commission Presentation

Editorial Note: Although every effort has been made to insure the accuracy of the material in this presentation, the scope of the material covered and the discussions undertaken lends itself to the possibility of minor transcription misinterpretations.

**PRESENTATIONS BY
Lisa M. Garrett
Director
Los Angeles County**

November 1, 2012

Department of Human Resources Program and Process Improvement Overview

Chairman Barcelona greeted Mrs. Garrett and Mr. Peinado from Los Angeles County Department of Human Resources (DHR), and welcomed them while turning it over for Mrs. Garrett to speak to the Economy and Efficiency Commission.

Ms. Garrett stated that she would like to thank the Commission for the Civil Service Report that was issued. She stated that what she liked about the report's recommendations is that they were specific and straight to the point and they addressed issues that some of the departments, Board members, CEO, and stakeholders had expressed. She also stated that the task force conducted focus groups with a variety of individuals which was not done with any of the prior reports and felt it added to the credibility of the report.

Ms. Garret stated that she is here to talk about two issues: HR transformation and Performance Management. She stated that she is looking at HR transformation in three different areas: technology, talent, and transformation.

DHR Transformation

Ms. Garrett stated that one of her goal is transformation and increase customer satisfaction. She stated that her goal is also to roll out Countywide Metrics in different areas--especially in the IT area. She stated that she is very excited about some of the things going on in the area of HR Transformation. She stated that some items that need to be changed were highlighted by the E&E Commission which has helped the department pushed through because the Commission is backed by the Board of Supervisors. She stated that some of the items were addressed and found with the HR Study and others by the department's team members. Ms. Garrett stated that the department has started People Stats about two years ago where each division is required to put up their statistics in front of everyone and then talk about what is going on in his or her division. She stated that this has been a great learning tool for her department and will be rolled out to the other County Departments.

Ms. Garrett stated that she is also looking to achieve improvements in the following areas:

- More consistent uniformity of policies and practices;
- Building DHR as a center of expertise for all HR matters and having DHR managers as business Hiring new managers and HR professionals that have done HR in both public and private sectors because it is very difficult for those who have grown up in a large bureaucracy to see outside the box. She stated that what she is trying to do is to bring best practices from other industries to the County of Los Angeles;
- Increasing customer services and satisfaction which was an issue as pointed out in the Commission's Civil Service Report;
- Reducing the County's risk of liability by having better trained staff and clearer HR practices; and
- Aligning HR practices and HR operations with the County organizational structure and Strategic Plan.

Technology

Ms. Garrett stated that she is interested in automating all things within HR. She stated that when she first came to the department there were a lot of things that were antiquated and unfortunately, she came at a time where there was a recession and that no money was available for updating technology. She stated that she believes strongly in IT because IT can help make a lot of things more efficient.

Ms. Garrett stated that the e-HR-Talent Management System is a project that the department has been working on with the Auditor Controllers Office. She stated that the new payroll system is one piece of this project. She stated that the County will also be able to upgrade the job application system so that someone who wants to apply for a position within the county will be able to apply using the new talent management system.

Ms. Garrett stated that the department went through a return-to-work audit which was commissioned by the 1st District. She stated that the issue was that some people were out of work and not going to return. She stated that her department looked at all the County departments and found that they did not have a good record system to track who was out, who had a medical certification on file, and who was supposed to come back. She stated that the department contracted with the consultant/provider for County benefits and installed a Leave Management System which will allow all departments to access information on everything related to the leave, scan medical certification, and have triggers on when an employee is supposed to return. She stated that HR will also be able to isolate the various doctors that say the employee can't work in a certain department and go after the doctors that are sending fictitious notes. She stated the department is still at the beginning stage of implementation but she is very excited about the system.

Ms. Garrett stated that the County now has classes through the Learning Management System where people can go online for various trainings. She stated that she is currently trying to upgrade it where she can download videos and make it accessible anytime during the day.

Ms. Garrett stated that there is also an Employee Performance Evaluation System where all of the performance evaluations will be placed in a system so that at any given moment, an employee could look and see how they are doing. She stated that a manager can go in and input notes throughout the evaluation year.

Talent Management

Ms. Garrett stated that the department is working diligently on enhancing recruitment and selection. She stated that performance management really starts at the door and if there are some people that should not be in County service, the department would like to weed them out at the very beginning. She stated that the department is now changing over the exam process.

Ms. Garrett stated that the department is looking at competency based testing. She stated that some other exciting things the department is working on are a leadership development program with a University to provide training for managers. She stated the department will also have a Master's Program with Cal State Northridge starting in 2013. She stated there is also a HR certificate Program for those that are already in HR and those that are not in HR. She stated the Certificate Program is for everyone because HR spans across everything. She stated that you might be in a particular department or operation but HR touches everyone.

Performance Management

Mr. Peinado stated that when an employee is a subject of a complaint or there is an incident that arises due to poor performance or behavior, those issues are brought to HR and HR addresses the issues and deals with the issue constructively. He stated that under Ms. Garrett's leadership the department has really moved forward on a number of initiatives that have significant countywide impacts. He stated that through the E&E Commission's assistance it really moved a couple of initiatives forward and without the support of the E&E Commission, the department would not have gotten the funding to carry the initiatives out. He stated that one of the initiatives is the Performance Management Tracking System. He stated that DHR did not have the funding for that and needed CEO's support to get the project going. He stated that the department used content in the E&E Civil Service Report to help DHR accomplish the overall goal. He stated that they had it in mind but it is very difficult to draw down the dollars when there are so many competing priorities. He stated that how does HR compete with patient care or the funding of the Sheriff Department letting prisoners go. He stated that by having the content in the report the Commission has really helped DHR to overcome a lot of those obstacles and for that DHR owes a debt of gratitude to the E&E Commission.

Mr. Peinado stated that the department has already established a need to develop countywide discipline guidelines. He stated that he and the Director have met with departments to let them know this is something they wanted to do and it was very helpful to have in the E&E Commission encouraged the Board to have DHR move forward and get the process completed in the report's recommendations. He stated that it has been implemented in about 5% of County Departments. He stated that there are a few that they are still working to incorporate such as public safety but generally speaking, the process is working very well and is being very well received. He stated that any time the department rolls out an enterprise wide system the department works with subject matter experts, the department contacts, the HR Managers, the Administration Deputies, Chief Deputies, and all Department Heads. He stated that this is a very successful roll out that the department has accomplished back in December of 2011.

Mr. Peinado stated that the Performance Management Tracking System is really going to change how the department does business in LA County as it relates to the particular program. He stated that as he mentioned to the Board on Tuesday, what the department developed is a system that is going to track from beginning to end every step of the process by which HR gets a complaint, reviews the complaint, assesses the complaint, and then acts on the complaint. He stated that there will be data that the department can look at to help them in upcoming Board Motions.

Mr. Peinado stated that the department has People Stats which essentially is used as a dashboard. He stated that some people may be familiar with the efforts made by Chief Bratton back in the east coast where he developed a concept of the broken windows and getting the local law enforcement to act based on metrics and not gut. He stated that what DHR has done is pull down the metrics as it relates to performance management and taking a look at who is performing well, what are the trends, and what are the areas that need further attention. He stated that every month there are People Stats but every quarter there is a report.

Mr. Peinado stated that DHR looks forward to E&E Commission's future work as it has proven to be a very valuable partnership in helping DHR push through some initiatives that are very important to the work the department carries out on a day to day basis.

Questions/Comments:

Commissioner Hinsche Otto asked what kinds of metrics DHR are tracking? Mr. Peinado replied that DHR

is tracking things that relates to People Stats such as the department's performance on outcomes before the Civil Service Commission, both favorable and unfavorable outcomes by departments, what kinds of issues are the subject of discipline and where is the department most successful--is it violence in the workplace, attendance, being under the influence, or theft? He stated that after the tracking is completed, DHR is communicating that information back out to the departments.

Chairman Barcelona asked what is the most common policy violation case that DHR deals with? Mr. Peinado replied that it would be in the area of sexual harassment. He stated that it could be a simple comment although the department doesn't see a lot of physical touching--there are lots of inappropriate comments. He stated that not every complaint that is filed results in an investigation that's deemed to have a potential violation of policy but a good number of those do come in and it's averaging about 100 a month.

Chair-Emeritus Philibosian stated that the E&E Commissioners received an email recently stating that all Commissioners have to go through a Sexual Harassment Training Video Program. He stated that in the past, the Commission had someone from DHR to come and give the course on Sexual Harassment training on site. He asked whether it is possible to get someone to come and continue to provide that the training on site for the Commission? Ms. Garrett replied the department can certainly send someone to give the training course just let her staff know in advance.

Commissioner Kalm commented that he would like to commend Ms. Garrett on her department goals especially as they relate to increasing customer service, satisfaction, and the use of technology. He stated that he would like to offer a comment on how that ties in with the Commission's other recent charge from the Board of Supervisors about looking at ways the County can improve the utilization of web-based interface with customers, whether it is a business license application that used to be done on paper and now is available electronically online, or whether it's a land use application. He stated that it really is in the same arena of increasing customer service satisfaction because of the wonderful technology tool called the internet. He stated that the culture of employing technology needs to be infused throughout the County as we moved forward in that direction. Mrs. Garrett replied that DHR now have mobile apps for making applications to County employment because that is where the next generation is. She stated that the County has to be in some instances all things to all people and move with the times.

Chairman Barcelona expressed his appreciation to Ms. Garrett and Mr. Peinado and invited them to come back to speak to the EEC in the near future and the Commissioners applauded.

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