

# PLUMAS COUNTY

## Strategic Plan Progress Report

Presented by Jack Ingstad, CAO  
April 18, 2007



### VISION

.....

Plumas County will be the leader in County Government, through respect for our citizens, care for our resources, through constant diligence and improvement of service to both.

### MISSION

.....

Plumas County will provide local public service to enhance communities and the lives of our citizens.

### VALUES

.....

- Honesty
- Accountability
- Respect
- Efficiency

## STRATEGIES

---

Improve Plumas County's professional operations and employee relations by:

- Providing training to Department Heads and Supervisors to better recruit, retain and supervise employees.
- Providing global training opportunities to all employees to improve skills in current positions.
- Requesting the Labor Management Solutions Committee to develop a positive Employees Relation Plan.
- Completing a Request for Proposal for a salary compensation survey.

## PROGRESS REPORT

---

**Objective A:** Training of Department Heads and Supervisors to better recruit, retain and supervise employees.

Managing people effectively means you'll resolve conflicts less painfully, delegate critical tasks more efficiently, energize your employees and transform resistance into support!

**Progress:** The Planning Director and Public Works Director attended a three day seminar on "How to Successfully Manage People" presented by the American Management Association. The course underscored the importance of self-awareness in developing sensitivity to and better communication with others. They learned the most effective methods for managing people, including dealing with difficult people, winning cooperation and trust and ensuring that our people's values and our organization's goals are in sync.

**Next Steps:** The above Directors will present training to Department Heads and Supervisors in the organization in the next month on the following:

- Experience of Being Manager
- Understanding Values
- Personal Styles: DISC
- Motivation
- Listening, Body Language, Giving Feedback, and Dealing with Difficult People
- Conflict
- Delegation
- Understanding Organization Culture and Subculture
- Emotional Intelligence
- Ethical Leadership

**Objective B** Improve hiring practices by sending staff to the three day course on Recruiting, Interviewing and Selecting Employees provided by the American Management Association.

Employee selection is the most important issue in business. Making the wrong hiring decision means throwing away a substantial investment of time and money on recruitment, training and benefits.

The course will cover the selection process, from recruitment through hiring, with actionable advice for improving interviewing skills and more.

**Progress:** One person from Human Resources attended the three day course and learned the following:

- Improving the employee selection approach.
- Attracting talent through innovative employee recruitment sources.
- Learning how to effectively use telephone screening and other methods to filter out the wrong applicants.
- Practicing interviewing techniques to refine and develop your skills as an interviewer – including how to open and close the meeting.
- Understanding how to ask the right questions to find out the information you need to know.
- Avoiding interview “traps” – EEO and affirmative action.

Human Resources Staff has prepared a Power Point Presentation to train others in this critical skill.

**Next Steps:** Human Resources staff will provide training and advice to the Management Council on the following with the goal of developing Hiring Practice Guidelines to the Board of Supervisors for adoption next budget year

**Objective C:** Complete background checks on potential employees

Study after study has shown that poor employee selection is a costly mistake. Background checks are an inexpensive way to identify potential problems in the applicant’s past.

**Progress:** Background checks are currently being completed for positions that handle cash receipts.

**Next Steps:** The Human Resources budget will include a request for background checks for all potential hires.

**Objective D:** To provide a county wide training program to give opportunities for all employees to improve personal job skills and increase knowledge of state required courses.

**Progress:** In January 2007 we implemented through out all departments an online computer based training system called “Vivid Learning Systems.” The system has 130 available courses that can be accessed from any computer with online capabilities. Each course has a comprehension quiz at the end with the ability to print out a certificate of completion to put in the employees training file.

Many Public Works employees do not have access to a computer, so we created a training area within the department. A training computer was set up with 35 CD Rom training discs that are specific to the department's needs.

The following nine courses were set up as required classes for the county to meet state requirements:

- Drug Free Workplace
- Ethics
- Sexual Harassment for Employees
- Sexual Harassment for Managers
- Violence in the Workplace
- Bloodborne Pathogens
- Driver Safety
- Heat and Cold Stress

**Next Steps:** Offer quarterly interactive training sessions such as emergency evacuation drills, disaster preparedness, CPR and first aid.

**Objective E:** Request the Labor Management Solutions Committee to develop a positive Employee Relations Plan including "How To" approach for updating job descriptions, salary survey/adjustments, benefit monitoring and review of the ten (10) comparable counties currently used as references to determine if they are still a valued comparisons.

**Progress:** The Labor Management Solutions Committee has not met since the departure of union representative Tina Love. CAO has requested Human Resources join the County Personnel Administrators Association (CPAAC) to gather job descriptions, salary information and benefit information from other California Counties.

**Next Steps:** CAO has encouraged the group to meet. Human Resources will put the cost of membership in CPAAC in their upcoming budget requests.

**Objective F:** Prepare and distribute Requests for Proposal for a salary compensation survey.

**Progress:** Completed by Human Resources. The cost of such survey is approximately \$60,000.

**Next Steps:** The proposal will be included in the upcoming budget for the Board's review and direction.

**Objective G:** Distribution and continued dialogue of our Vision, Mission and Values

**Progress:** The strategic planning progress continues with the following:

- Notepads with our Vision, Mission and Values were distributed to all employees
- Department Heads were encouraged to discuss the strategic plan with their staff

**Next Steps:** Determine the status of the current strategic planning committee and the need for a future facilitator

**Objective H:** Incorporate Values into daily actions

**Progress:** Honesty - Ethical assessment completed by all appointed department heads. Code of Ethics presented and discussed. Ethic discussion were encouraged at all staff meetings

Accountability - Appointed department heads complete a monthly status sheet that is provided the Board, CAO and posted on the County's website

**Next Steps:** Incorporate Respect and Efficiency in further discussions and decisions