



OFFICE OF HUMAN RESOURCES

Isiah Leggett
County Executive

Joseph Adler
Director

MEMORANDUM

January 9, 2007

To: Tim Firestine, Chief Administrative Officer

From: Joe Adler 

RE: Task Force Recommendations: *Achieving An Inclusive County Workforce for Responsive County Service Delivery*

This MEMO presents recommended action steps based on Mr. Ike Leggett's assessment of the Task Force Report and Recommendations presented to him on December 18, 2006 by members of the Task Force [Henry Montes, Russell Campbell, Pat Shao, Teresa Chapa and Carmen Larsen]

Per Mr. Leggett's consideration of the Task Force Report and Recommendations, action is needed to:

- **Hire and promote qualified individuals from underrepresented groups** to ensure more diversity in all county departments than demonstrated in the data analysis identified in Task Force Report, by the development, documentation and implementation of strategic processes that include outreach and active recruiting.
- **Increase the proportion of employees from underrepresented groups** in the County's Management Leadership Service levels across county departments, especially at the Manager I level.
- **Determine existing barriers** in current legislation, policies, and regulations that limit the ability of Office of Human Resources, County Department Directors and managers to proactively recruit, hire and promote personnel; **submit requests for modification to the County Council** if appropriate, to eliminate such artificial barriers.
- **Implement strategic County Management Training, Accountability, and Evaluation mechanisms** that promote an improved and inclusive organizational culture that yields a sustainable diverse, qualified workforce capable of serving the county's multicultural and multilingual populations.

Key to this effort is the implementation of performance evaluation measures applicable to county department directors and department managers that work to create a culture focused