

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
ACTION AGENDA SUMMARY

DEPT: General Services Agency *[Signature]*

BOARD AGENDA # B-7

Urgent

Routine

AGENDA DATE November 7, 2006

CEO Concurs with Recommendation YES  NO

4/5 Vote Required YES  NO

(Information Attached)

SUBJECT:

Presentation of General Services Agency Strategic Plan

STAFF RECOMMENDATIONS:

Accept the General Services Agency Strategic Plan.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

BOARD ACTION AS FOLLOWS:

No. 2006-880

On motion of Supervisor Grover, Seconded by Supervisor DeMartini

and approved by the following vote,

Ayes: Supervisors: O'Brien, Mayfield, Grover, DeMartini, and Chairman Simon

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION:

*Christine Ferraro*

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

## **Presentation of General Services Agency Strategic Plan**

Page 2

### **DISCUSSION:**

In April 2005, the Board of Supervisors adopted new priorities for Stanislaus County. Each Department Head was assigned to a team that supported a specific Board Priority, and was responsible for developing departmental goals which supported that Priority. The General Services Agency (GSA) supports the Board Priority of Efficient Delivery of Public Services.

The General Services Agency was formed in April 2005 by the Board of Supervisors from existing divisions within the County for the purpose of fostering a uniform approach to customer service for County departments and to ensure consistency of service among all internal service providers. The divisions within GSA are Fleet Services, Facilities Maintenance, Central Services and Purchasing.

GSA formed a team of 13 members representing all divisions within GSA to develop and track the progress of the GSA Strategic Plan. The team first defined a mission statement for the newly formed department. The mission, "The General Services Agency Supports Stanislaus County Through Innovation and Excellence," speaks to the larger vision of the Board of Supervisors and the diversity of the GSA customer base. To deliver this mission, the team needed a plan, with goals and measurable results.

The team held a series of focus groups to identify critical requirements for the services GSA provides. Those requirements were Communication, Cost Estimating and Turnaround Time. The operating environment was scanned for challenges to making the necessary changes. Finally, an analysis of the Agency's Strengths, Weaknesses, Opportunities and Threats was completed to provide a framework to create the goals for the Agency.

The GSA Strategic Planning Team broke up into committees to develop measurable goals and an action plan with a timeline for reaching those goals. Those goals, action plans and timelines became the General Services Agency Strategic Plan, a roadmap to our future.

The General Services Agency Strategic Plan creates a synergy between the needs of Stanislaus County and the Board of Supervisors' Priorities. In achieving our Agency's goals, we will also support the Board and community.

## **Presentation of General Services Agency Strategic Plan**

Page 3

### **POLICY ISSUES:**

The report on the Strategic Plan for the General Services Agency provides the Board of Supervisors with a progress report on the efforts to support the Board Priorities.

### **STAFFING IMPACT:**

There is no staffing impact associated with this agenda item.



Stanislaus County  
General Services Agency  
Strategic Plan  
2006-2009





## **Table of Contents**

<b>Introduction</b> .....	3
<b>Executive Summary</b> .....	3
<b>Strategic Planning Committee</b> .....	4
<b>Mission Statement</b> .....	4
<b>Customer Requirements</b> .....	4
<b>Environmental Scan</b> .....	5
<b>SWOT Analysis</b> .....	5
<b>Strategic Priorities</b> .....	5
<b>Implementation Plan</b> .....	8
Improve Communication - Priority 1, Goal 1 .....	9
Improve Communication - Priority 1, Goal 2 .....	10
Improve Customer Service - Priority 2, Goal 1 .....	11
Improve Customer Service - Priority 2, Goal 2 .....	12
Improve Customer Service - Priority 2, Goal 3 .....	13
Improve the Delivery of Services - Priority 3, Goal 1 .....	14
Improve the Delivery of Services - Priority 3, Goal 2 .....	15
Improve Staff Knowledge and Skills - Priority 4, Goal 1 .....	16
Improve Staff Knowledge and Skills - Priority 4, Goal 2 .....	17



## **Introduction**

As the General Services Agency looks to the future there must be a plan to address current and future challenges. Administration, Central Services, Facilities, Fleet and Purchasing must work as a team to consolidate resources and enhance services to the Agency and Stanislaus County. Toward that end staff have worked to compile a Strategic Plan to be the road map. This plan will guide the GSA through June of 2009, defining direction and highlighting goals for the next three years. These priorities, goals and action plans will be the benchmark by which we are measured. Thank you for the work that went into the creation of this document. The effort must continue to bring the Strategic Plan to life, while being flexible enough to meet all of our customers changing needs.

## **Executive Summary**

The General Services Agency is a synergy of four Divisions that have previously independently provided services to Stanislaus County. In addition to these existing Divisions a newly created Administrative Division will also support the Agency's development and continuing operations. While the services of Central Services, Facilities Maintenance, Fleet and Purchasing are unique, the purpose is uniform. In parallel each Division insures that County Departments have the necessary tools to provide direct services to the community. This nexus will allow improved delivery of services and increased efficiency through centralization of resources while providing a measure for accountability and accomplishments.

This strategic plan will provide an effective roadmap to focus on critical priorities. This three-year plan will be measured quarterly with an annual report on progress. In order to provide a "road map" to the future, a committee was formed to develop a strategic plan for the Agency. An aggressive timeline was developed with the criteria that committee members insure all Agency staff be given the opportunity to provide feedback on the strategic plan development.

The dedication the Strategic Plan committee showed in the development was truly inspiring. As we completed the Strategic Plan the committee began the transition from a development committee to a Leadership Team. The Leadership Team is comprised of Priority Teams responsible for each Strategic Priority; insuring that steady progress toward each goal is made, with participation of all Agency staff. As a measurement of progress, the Priority Teams will survey/assess customers. This will identify successes in meeting the Stanislaus County's needs and areas of improvement.



The Strategic Plan creates a synergy between the needs of Stanislaus County and the Board of Supervisor's Priorities. In achieving our Agency's goals we will also support the Board and community.

### **Strategic Planning Committee**

It was necessary to create a Strategic Planning Committee that represented all cross sections of the Agency, while giving each Division equal representation. After interviews and recommendations from Managers the Agency Director selected three staff from each Division:

Michelle Alamo – Fleet Services  
Alan Autrand – Central Services  
Bob Carpenter – Facilities Maintenance  
Steve DeMass – Fleet Services  
Victor Ducasse – Central Services  
Roger Dunn – Facilities Maintenance  
Susan Garcia – Purchasing

Sulu Leimbach – Central Services  
Jim Nelson – Purchasing  
Joann Pope – Facilities Maintenance  
Carol Sullivan – Purchasing  
Jeff Woodbridge – Fleet Services  
Claudia Krausnick - Facilitator  
Julie Mefferd – Agency Director

### **Mission Statement**

The first step in the development process was the creation of an Agency Mission statement. Through the committee all Agency staff were asked for their input into the mission statement:

## **The General Services Agency Supports Stanislaus County Through Innovation and Excellence**

This mission reflects the wide variety of customers the General Services Agency serves as well as the varied services provided and demonstrates the Agency's commitment to excellence.

### **Customer Requirements**

Through a series of focus groups three themes were identified by County Departments as critical requirements in the services the GSA provides: Communication, Cost Estimating and Turnaround Time. This plan addresses all of those requirements.



### **Environmental Scan**

In addition to focus groups an environmental scan was conducted to understand the factors that impact our Department. The scan was multifaceted considering employees, regulations, partners and the strategic challenges that the Agency currently faces. The broadest sweep was in consideration of our employees – looking at education levels, diversity, employee satisfaction, union affiliations, health and safety requirements and succession planning.

### **SWOT Analysis**

The final step, prior to developing the Strategic Priorities was an assessment of the Agency's Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis). This assessment looks at the strengths and weaknesses within the Agency, the opportunities available to the Agency and the threats we may face in the future. The following table reflects this analysis:

<p><b>Strengths</b>                      New Leadership                      New Resources                      Team Building                      Resourcefulness                      Communication                      Employees</p>	<p><b>Weaknesses</b>                      Resistance to Change                      Lack of Funding                      Old Equipment                      Lack of Training                      Loss of Staff</p>
<p><b>Opportunities</b>                      Vision/Strategic Plan                      New Resources                      Training                      Efficiency                      Morale Building                      Reorganization</p>	<p><b>Threats</b>                      Loss of Leadership                      Staffing Cuts                      Budget Reductions                      Loss of Business                      Equipment replacement not timely</p>

### **Strategic Priorities**

Our road map to the future defines four priorities and sets the stage for measured progress on priorities aimed at achieving our newly developed mission statement, the Board of Supervisors' Priorities and the needs of the community.

## **PRIORITY 1: IMPROVE COMMUNICATION**

### **Goal 1: Implement a Communication Plan for Employees**

#### **Expected Outcome:**

- A baseline of employee satisfaction for communication will be established.
- Improve communication satisfaction above baseline measurement by:
  - 5% in 2007
  - 7% in 2008
  - 10% in 2009

### **Goal 2: Implement a Communication Plan for Customers**

#### **Expected Outcome:**

- A baseline of customer satisfaction for communication will be established.
- Improve communication satisfaction above baseline measurement by:
  - 5% in 2007
  - 7% in 2008
  - 10% in 2009

## **PRIORITY 2: IMPROVE CUSTOMER SERVICE**

### **Goal 1: Coordinate Survey Design and Survey Schedule**

#### **Expected Outcome:**

- Surveys conducted according to survey schedule.
- Priority Teams rate surveys as valuable.

### **Goal 2: Conduct Annual Satisfaction Survey**

#### **Expected Outcome:**

- Baseline of customer satisfaction established.
- Improved customer satisfaction above baseline measurement by:
  - 5% in 2007
  - 15% in 2008
  - 25% in 2009

### **Goal 3: Monitor and Manager Customer Requests and Complaints through the County Customer Relationship Management (CRM) System**

#### **Expected Outcome:**

- Customer Relationship Management (CRM) system is fully implemented.
- In 2008 – Reduce response turnaround time by 5% above baseline.
- In 2009 – Reduce response turnaround time by 10% above baseline.

### **PRIORITY 3: IMPROVE EFFICIENCIES**

#### **Goal 1: Improve Efficiency of Services Provided to Customers**

Expected Outcomes:

- Establish an inventory of processes.
- Prioritize the inventory.
- Use QUIC (Question, Understand, Investigate, Change) model to streamline the highest priority process.
- In 2008 – Reduce turnaround time by 3-5% for each process that has been analyzed by QUIC.
- In 2009 – Reduce turnaround time by 10% above baseline.

#### **Goal 2: Improve Web Services to Customers**

Expected Outcome:

- All GSA Divisions will offer one web service to customers.
- In 2008 – Satisfaction survey to develop baseline and insure customer needs are being met.
- In 2009 – Increase customer satisfaction with web services by 3-5% above baseline.

### **PRIORITY 4: IMPROVE STAFF KNOWLEDGE AND SKILLS**

#### **Goal 1: Develop a Mandatory Training Program**

Expected Outcome:

- Training program, schedule and matrix completed.
- Staff will complete mandatory training by:
  - 75% in 2007
  - 100% in 2008
  - 100% in 2009

#### **Goal 2: Develop a Succession Plan**

Expected Outcome:

- Core competencies developed for 40% of classifications.
- Self-Assessment tool and Individual Development Planning will be completed by 40% of interested employees.
- In 2008 – Core competencies developed for remaining 60% of classifications.
- In 2008 – Self Assessment tools and Individual Development Plans will be completed by the remaining 60% of interested employees.
- In 2009 – 85% of staff will be cross-trained.



These Priorities support the GSA Mission and the Mission of the Board of Supervisors in serving Stanislaus County. A comprehensive approach was utilized in developing these priorities and the objectives and activities to achieve the priorities within the next three years. While these work plans are aggressive with the appropriate attention they are also realistic.

### **Implementation Plan**

The following pages specifically detail the action plan for each goal over the next year with measurable outcomes. These actions plans will be coupled with monthly Leadership Team meetings, quarterly status reports and an annual evaluation and report, which will detail the action plans for the subsequent year.



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 1:** Improve Communication

PURPOSE	GOAL 1	ACTION PLAN
<p>To know what type of information the staff wants</p> <p>To know how the staff wants the information communicated</p> <p>To be able to make improvements to current system based on staff feedback</p>	<p>Implement a communication plan for GSA employees</p> <p><u>Expected Outcomes:</u></p> <p>Develop a baseline level of employee satisfaction with communication by October 1, 2006.</p> <p>Improve communication satisfaction above baseline measurement by:                      5% in 2007                      7% in 2008                      10% in 2009</p>	<ol style="list-style-type: none"> <li>1. Communication Team in conjunction with the Customer Service Team will develop a communication satisfaction survey for employees by August 31, 2006.</li> <li>2. Communication Team will decide how surveys will be distributed by August 31, 2006.</li> <li>3. Communication Team will conduct the survey to measure employee satisfaction with communication and identify communication needs. Completed surveys due by September 15, 2006.</li> <li>4. Communication Team will compile survey results by October 1, 2006.</li> <li>5. Communication Team will analyze survey results to develop a plan for addressing opportunities to improve communication by November 1, 2006.</li> <li>6. Communication Team, as the first step in the implementation plan, will report the survey results and planned improvements to all staff at the November 2006 all staff meeting.</li> <li>7. Communication Team will meet bi-weekly to review progress of implementation plan and report progress to the GSA Director and Leadership Team.</li> <li>8. Communication Team will utilize quarterly All-Staff meetings to communicate with staff.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services  
**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 1:** Improve Communication

PURPOSE	GOAL 2	ACTION PLAN
<p>To provide information to our customer to help them meet their goals</p> <p>To make the customer aware of the services that we provide</p> <p>To help the customer understand how to access those services</p>	<p>Implement a communication plan for GSA customers</p> <p><u>Expected Outcomes:</u></p> <p>Develop a baseline level of customer satisfaction with communication by November 15, 2006.</p> <p>Improve communication satisfaction above baseline measurement by:                      5% in 2007                      7% in 2008                      10% in 2009</p>	<ol style="list-style-type: none"> <li>1. Communication Team will identify which GSA customers will be asked to complete the survey and how the surveys will be distributed by September 15, 2006.</li> <li>2. Communication Team, in conjunction with the Customer Service Team, will develop a communication satisfaction survey for GSA customers by October 1, 2006.</li> <li>3. Communication Team will conduct the survey to measure customer satisfaction with communication and identify communication needs. Completed surveys due by October 15, 2006.</li> <li>4. Communication Team will compile survey results by November 15, 2006.</li> <li>5. Communication Team will analyze survey results to develop a plan for addressing opportunities to improve communication in conjunction with the GSA Director and Leadership Team by December 15, 2006.</li> <li>6. Communication Team will share customer survey results and opportunities for improvements with all staff at February 2007 All-Staff meeting.</li> <li>7. Communication Team will meet monthly to review progress of implementation plan and report progress to the GSA Director and Leadership Team.</li> <li>8. GSA Director, Division Managers and other staff as appropriate will meet quarterly with Departments to share information and receive feedback.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 2:** Improve Customer Service

PURPOSE	GOAL 1	ACTION PLAN
<p>To provide a coordinated plan for conducting departmental surveys</p> <p>To avoid duplication in survey instruments</p> <p>To insure departmental surveys are designed in an effective, easy to use format that captures the most important feedback for the department</p>	<p>Coordinate survey design and survey schedule</p> <p><u>Expected Outcomes:</u>                      Surveys are conducted according to the timeline contained in the survey schedule.</p> <p>Priority teams rate surveys as valuable and useable.</p>	<ol style="list-style-type: none"> <li>1. Customer Service Team will contact each Priority Team to create an inventory of all customer surveys the teams wish to conduct by August 15, 2006.</li> <li>2. Customer Service Team will develop a survey schedule to define when surveys will be conducted by September 1, 2006.</li> <li>3. Customer Service Team will present survey schedule to GSA Leadership Team for approval by September 15, 2006.</li> <li>4. Customer Service Team will partner with CEO-CARE Unit to design first survey by October 1, 2006.</li> <li>5. Customer Service Team will work with CEO-CARE Unit to design all departmental surveys according to the survey schedule.</li> <li>6. Customer Service Team will survey priority teams for feedback on survey design by March, 2007.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 2:** Improve Customer Service

PURPOSE	GOAL 2	ACTION PLAN
<p>To provide needed feedback on how the GSA is performing and allow the Agency to provide outstanding customer service</p> <p>To allow the GSA to accurately gauge current customer service and provide direction where improvement is needed</p>	<p>Conduct an annual customer satisfaction survey</p> <p><u>Expected Outcomes:</u>                      Develop a baseline for customer satisfaction.</p> <p>Improve customer satisfaction by 5%.</p> <p>Improve customer satisfaction above baseline measurement by:                      15% in 2008                      25% in 2009</p>	<ol style="list-style-type: none"> <li>1. GSA Managers will submit to GSA Director and Customer Service Team the list of customers for each division who will be asked to complete the customer satisfaction survey by August 18, 2006.</li> <li>2. Customer Service Team will determine baseline measurement for customer satisfaction rating using County satisfaction survey administered by external vendor (SurveyMonkey) by September 1, 2006.</li> <li>3. Customer Service Team will implement a process to review survey statistics from the County-wide customer survey by October 1, 2006.</li> <li>4. Customer Service Team will identify where improvements are needed by November 1, 2006.</li> <li>5. Customer Service Team will work with the Communications Team to develop a plan for communicating customer survey results and opportunities for improvement to staff using multiple methods by December 1, 2006.</li> <li>6. Customer Service Team and the Training Team will develop a customer service training plan for staff by January 1, 2007 to include:                             <ul style="list-style-type: none"> <li>• Determine what customer service training is available</li> <li>• Identify staff to be trained</li> <li>• Develop schedule for training with the CEO-CARE Unit</li> </ul> </li> <li>7. Customer Service Team will monitor survey results quarterly and continue to identify opportunities for improvement and confirm survey results are meeting expected outcomes.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 2:** Improve Customer Service

PURPOSE	GOAL 3	ACTION PLAN
<p>To become better listeners to our customers</p> <p>To provide a positive response to customer feedback</p> <p>To provide timely response to complaints</p> <p>To follow-up and provide the customer with a timeline for resolution of requests or complaints</p>	<p>Monitor and manage customer requests and complaints through the County Customer Relationship Management (CRM) system</p> <p><u>Expected Outcomes:</u>                      CRM is fully implemented in the department by July, 2007.</p> <p>Reduce turnaround time to respond to customer requests and complaints above baseline measurement by:                      5% in 2008                      10% in 2009</p>	<ol style="list-style-type: none"> <li>1. Customer Service Team will serve as departmental contact for CRM implementation. Completion of the next phase of CRM implementation will be determined by Strategic Business Technology (SBT).</li> <li>2. Customer Service Team will work with the GSA Director and Division Managers to define all information required by CRM. Schedule to be determined by SBT.</li> <li>3. Customer Service Team working with GSA Director will coordinate staff training for all employees assigned to CRM. Date to be determined by SBT.</li> <li>4. Customer Service Team will review CRM reports monthly following CRM implementation.</li> <li>5. Customer Service Team will meet monthly with GSA Director and Leadership Team to review CRM reports and to develop an improvement plan as needed.</li> <li>6. Customer Service Team will develop a plan for communicating CRM results and the related improvement plan to employees quarterly.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 3:** Improve the Delivery of Services

PURPOSE	GOAL 1	ACTION PLAN
<p>To reduce the time to complete Job/Task</p> <p>To improve customer satisfaction</p> <p>To decrease unneeded processes</p>	<p>Improve the efficiency of GSA services provided to our customers</p> <p><u>Expected Outcomes:</u>                      Create an inventory of processes, prioritize the inventory and use the Q.U.I.C. model to streamline the highest priority process.</p> <p>Reduce turnaround time from baseline measurement by:                      3-5% in 2008                      10% in 2009</p>	<ol style="list-style-type: none"> <li>1. Efficiency Team will survey all GSA Divisions to develop an inventory of existing processes related to services provided to our customers by August 15, 2006.</li> <li>2. Efficiency Team will present survey results to GSA Leadership Team to prioritize processes to be studied using the QUIC model by August 30, 2006.</li> <li>3. Efficiency Team will flow map the highest priority identified by the GSA Leadership Team. The process identified will be flow mapped utilizing the QUIC model by September 15, 2006.</li> <li>4. Efficiency Team will complete the QUIC process and present recommended process improvements to GSA Leadership Team by September 30, 2006.</li> <li>5. Efficiency Team and the responsible Divisions will continue to utilize the Q.U.I.C. process to streamline other processes based on the priorities set by the GSA Leadership Team for the remainder of the year.</li> <li>6. Efficiency Team will present results of each process analysis to the GSA Leadership Team with recommendations to improve process.</li> <li>7. GSA Leadership Team will present process improvements to staff through Division and Agency meetings.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Service

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 3:** Improve the Delivery of Services

PURPOSE	GOAL 2	ACTION PLAN
<p>To increase customer service</p> <p>To allow easier access to customer to request service</p> <p>To provide self help option to customers</p> <p>To stream-line processes</p>	<p>Improve web services to customers</p> <p><u>Expected Outcomes:</u>                      All GSA Divisions will offer at least one web service to their customers by June 2007.</p> <p>In 2008 – All GSA Divisions will conduct a customer satisfaction survey with web services to develop a baseline and to insure services provided are meeting customers' needs.</p> <p>In 2009 - Increase overall customer satisfaction with web services by 3 – 5% above baseline.</p>	<ol style="list-style-type: none"> <li>1. Efficiency Team will survey all GSA Divisions to develop an inventory of existing web-based services by August 15, 2006.</li> <li>2. GSA Leadership Team will evaluate and purchase project management and work order management/fleet management software that will be web enabled to support operations by August 30, 2006.</li> <li>3. Efficiency Team working with GSA Leadership Team will develop web-enabled standards for all GSA Divisions by October 1, 2006.</li> <li>4. Efficiency Team will meet with GSA Managers to define web page (content and criteria). All Divisions must identify one new web service to be provided to customers by December 1, 2006.</li> <li>5. Efficiency Team will present all web page designs, content, and other pertinent information to GSA Leadership Team prior to January 30, 2007.</li> <li>6. Efficiency Team will work with SBT Web Team to implement all changes approved by the GSA Leadership Team by April 30, 2007.</li> <li>7. Efficiency Team, in conjunction with the Communication Team and the GSA Leadership Team, will develop and distribute an announcement to all County Departments outlining services available to them via the County Internet or intranet by May 15, 2007.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 4:** Improve Staff Knowledge and Skills

PURPOSE	GOAL 1	ACTION PLAN
<p>To strengthen weaknesses to increase customer satisfaction and meet legal and regulatory requirements</p>	<p>Develop a mandatory training program.</p> <p><u>Expected Outcomes:</u>                      Training program, schedule and matrix completed by October 30, 2006.</p> <p>GSA staff to complete mandatory training in the following increments:                      75% by the end of 2007                      100% by the end of 2008                      Maintain 100% each year</p>	<ol style="list-style-type: none"> <li>1. GSA Managers and Director to develop a matrix of mandatory training classes offered by Stanislaus County by September 1, 2006.</li> <li>2. Employee Development Team will identify employees who are required to attend mandatory training classes offered by the County and when they are required to complete the classes by October 1, 2006</li> <li>3. Employee Development Team will develop a training schedule by October 30, 2006.</li> <li>4. GSA Director will notify all staff about the available training courses at the November 2006 all staff meeting.</li> <li>5. Employee Development Team will partner with the GSA Director to develop procedures for training "sign-up" by November 30, 2006.</li> <li>6. Assigned staff will begin attending classes in January 2007.</li> <li>7. Employee Development Team And GSA Director will select a system to track training attendance by February 28, 2007.</li> <li>8. Employee Development Team will identify employees who are required to attend the mandatory classes not sponsored by Stanislaus County by March 30, 2007.</li> <li>9. Employee Development Team will develop a training schedule for training classes not sponsored by Stanislaus County by April 2007.</li> <li>10. Employee Development Team will partner with the GSA Director to insure 100% mandatory training is achieved each year.</li> </ol>



ACTION PLAN 2006-07

**BOARD PRIORITY:** Efficient Delivery of Public Services

**GENERAL SERVICES AGENCY STRATEGIC PRIORITY 4:** Improve Staff Knowledge and Skills

PURPOSE	GOAL 2	ACTION PLAN
<p>To insure qualified and skilled staff are available to fill vacancies</p>	<p>Develop a Succession Plan for GSA</p> <p><u>Expected Outcomes:</u>                      Core competencies developed for 40% of the classification by February 28, 2007. The remaining 60% to be developed by February 28, 2008.</p> <p>40% of interested employees will complete Self-Assessment tools and Individual Development Planning with their managers/supervisors by May 30, 2007. The remaining 60% will complete Self-Assessment tools and Individual Development Planning with their managers/supervisors by May 30, 2008.</p> <p>85% of employees will be cross-trained over the next three years.</p>	<ol style="list-style-type: none"> <li>1. Employee Development Team will partner with the GSA Director and Management Staff to develop a list of key classifications/functions in the Agency based on the future direction of Agency /County and staffing plans by January 30, 2007.</li> <li>2. Employee Development Team will partner with the GSA Director, GSA Managers and CEO-Human Resources to review current job descriptions and functions to insure they clearly define the experience, behaviors, value, skills and knowledge required to perform the jobs. The team will also insure the job descriptions clearly define what is expected of the employees when performing in their current positions and will also develop career path opportunities for each job function by February 28, 2008.</li> <li>3. Employee Development Team will partner with the GSA Director and Leadership Team to develop an Employee Self-Assessment tool and Individual Development Planning tool to be used for career planning by April 30, 2007.</li> <li>4. Management Staff will partner with the GSA Director to meet with staff to start discussions about career development. Interested staff in partnership with their manager/supervisor will complete a clearly defined and documented Individual Development Plan (Employee Self-Assessment tool to be completed by interested staff as part of the development plan) by May 30, 2008.</li> <li>5. Employee Development Team will partner with the GSA Director and GSA Managers to develop a gap analysis identifying the skill level of the GSA employees and the skill level required to perform current job functions by July 31, 2007.</li> </ol>



PURPOSE	GOAL 2	ACTION PLAN
		<ol style="list-style-type: none"> <li>6. Employee Development Team, based on the staff/manager/supervisor career development discussions, will partner with the GSA Director and Management Staff to develop a list of staff interested in career development by September 30, 2007.</li> <li>7. Employee Development Team will partner with the GSA Director and Managers to develop a list of functions that will be vacant due to attrition by September 30, 2007.</li> <li>8. Employee Development Team will partner with the GSA Director and Managers to develop a cross-training list and schedule to implement cross training of key functions/positions by November 30, 2007.</li> <li>9. Employee Development Team will partner with the GSA Director and Managers to develop a list of new opportunities, technologies and other issues that have emerged which may lead to change in the succession plan and its objectives by January 30, 2008.</li> <li>10. Management Staff will partner with staff every six months to assess progress toward meeting the goals established and offer alternatives to those who are not meeting the expectations by April 30, 2008.</li> </ol>