

# **Improved Work Environment Action Plan**

**MARCH 25, 2008 DRAFT**

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## **IMPROVING THE COUNTY OF JACKSON WORK ENVIRONMENT**

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Jackson County employees are a cohesive and conscientious team of people empowered by committed, effective leadership to serve the public.

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### **IMPROVED WORK ENVIRONMENT STRATEGIES**

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**Strategy I:**

Create a user-friendly environment for the public and employees.

**Strategy II:**

Develop and enhance department heads' and elected officials' management abilities so they are leading by example to ensure accountability to the taxpayers of Jackson County.

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### **IMPROVED WORK ENVIRONMENT KEY CHALLENGES**

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1. Fear of change causes resistance to a "new vision" and ideas.
2. Personal agendas and politics create a lack of unity.
3. Need to improve management by example and structures that ensure accountability.
4. Lack of consistent quality expectations from different departments.

# **Improved Work Environment Action Plan**

## **IMPROVED WORK ENVIRONMENT ACTION STEPS**

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### **Strategy I:**

**Create a user-friendly environment for the public and employees.**

#### **Action Plan 1: Guide and direct user-friendly changes throughout County Government**

1. Receive Board of Commissioner approval to proceed with the preliminary steps of the process, gaining approval of a limited budget to accomplish preliminary steps.

(Resource:                      Budget:                      Expert:                      )

2. Develop and implement a marketing plan for the strategy.

(Resource:                      Budget:                      Expert:                      )

3. Assess and identify areas that can be improved in County Government through

- A. Public Surveys
- B. An employee e-mail suggestion box
- C. Employee input

(Resource:                      Budget:                      Expert:                      )

4. Conduct an analysis of the identified issues from step 3. Communicate findings to the departments.

(Resource:                      Budget:                      Expert:                      )

5. Meet with the appropriate departmental representatives from identified areas to gather input.

(Resource:                      Budget:                      Expert:                      )

6. Consolidate and prioritize list of items from above steps including Improved Work Environment Team's brainstormed list.

(Resource:                      Budget:                      Expert:                      )

# Improved Work Environment Action Plan

## Strategy I, Action Plan 1 (continued)

7. Brainstorm and compile potential solutions for the prioritized areas.

(Resource:                      Budget:                      Expert:                      )

8. Department specific items turned over to the appropriate Department Head/Elected Official for development of an action plan.

(Resource:                      Budget:                      Expert:                      )

9. Interdepartmental and county-wide solution strategies to be facilitated by the Improved Work Environment Team.

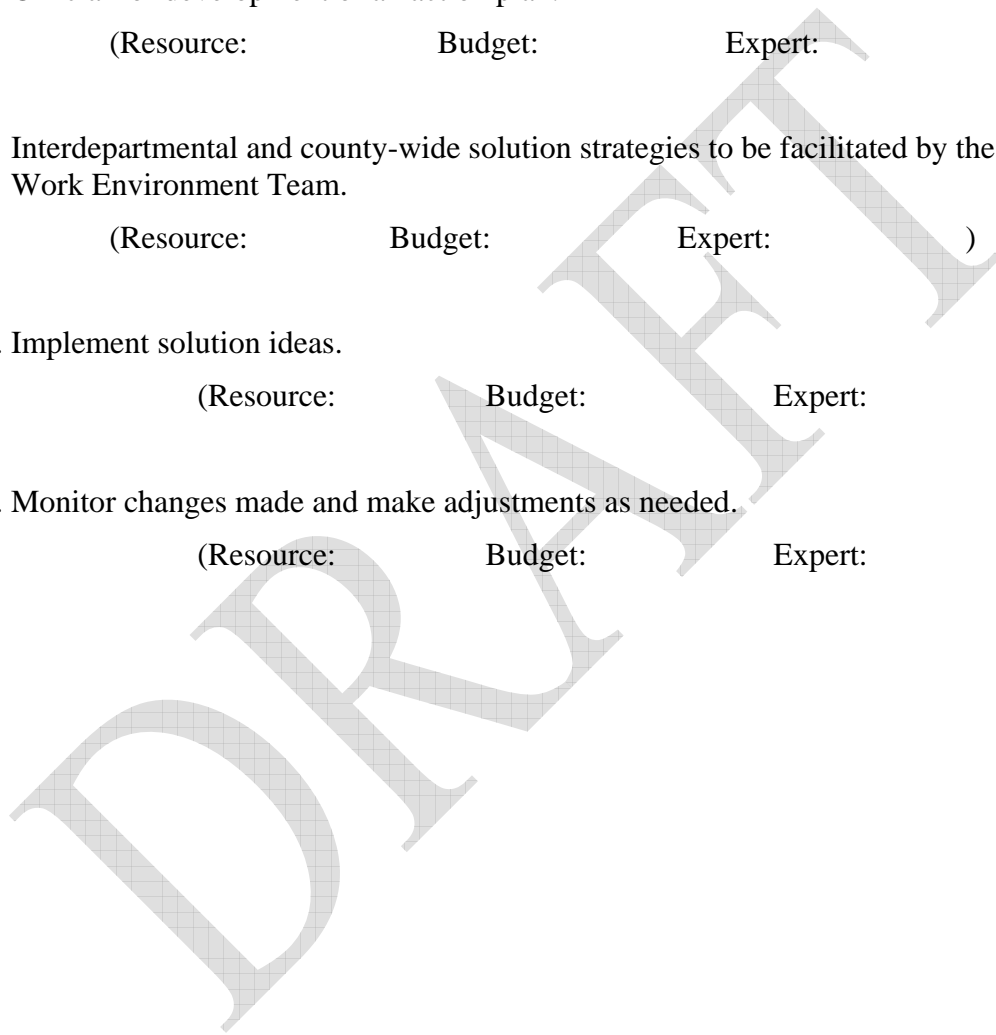
(Resource:                      Budget:                      Expert:                      )

10. Implement solution ideas.

(Resource:                      Budget:                      Expert:                      )

11. Monitor changes made and make adjustments as needed.

(Resource:                      Budget:                      Expert:                      )



# **Improved Work Environment Action Plan**

## **Strategy II:**

**Develop and enhance department heads and elected official's management abilities so they are leading by example to ensure accountability to the taxpayers of Jackson County.**

### **Action Plan 1: Develop and Implement a Leadership Training Program**

1. Receive Board of Commissioner Approval to proceed with the preliminary steps of the process, gaining approval of a limited budget to accomplish preliminary steps.  
(Resource:                      Budget:                      Expert:                      )
2. Research, assess and identify the current cultural characteristics of the County workforce through a cultural assessment, survey and focus groups.  
(Resource:                      Budget:                      Expert:                      )
3. Identify leadership and management core competencies for County employees.  
(Resource:                      Budget:                      Expert:                      )
4. Identify Leadership Program curriculum topics and initiatives.  
(Resource:                      Budget:                      Expert:                      )
5. Research and select vendors to be interviewed.  
(Resource:                      Budget:                      Expert:                      )
6. Interview vendors.  
(Resource:                      Budget:                      Expert:                      )
7. Estimate budget for the project.  
(Resource:                      Budget:                      Expert:                      )
8. Explore funding options.  
(Resource:                      Budget:                      Expert:                      )
9. Seek budget approval from County Board of Commissioners.  
(Resource:                      Budget:                      Expert:                      )
10. Develop and draft R.F.P. setting parameters and expectations for vendors.  
(Resource:                      Budget:                      Expert:                      )
11. Send and evaluate returned R.F.P.s.  
(Resource:                      Budget:                      Expert:                      )
12. Select a vendor (with Board of Commissioners approval).  
(Resource:                      Budget:                      Expert:                      )

**Improved Work Environment  
Action Plan**

**Strategy II, Action Plan 1 (continued)**

13. Develop training program with selected vendor. Incorporate logistics, timelines, participant lists, etc.

(Resource:                      Budget:                      Expert:                      )

14. Implement program.

(Resource:                      Budget:                      Expert:                      )

15. Monitor program (reassessment of culture) effectiveness and make program adjustments as needed.

(Resource:                      Budget:                      Expert:                      )

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