

# Creating an Agile Organization



## **Purpose:**

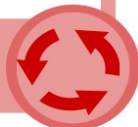
To become a dynamic organization with a socially responsible, innovative, and versatile workforce that can quickly adapt, is financially sustainable, and is able to maximize all available internal and external resources to continue to meet the critical and evolving needs of the community.

Employees engaged in high-risk fields, policy development, or critical decision making.

Full benefits, with defined benefit pension. Specific criteria for designation as a Regular employee must be met

*Example: Social Worker in Child Protective Services*

**Regular**



Limited term employees assigned to work of a limited duration or in areas of high turnover for a period of 6 months to 3 years.

Salary and benefits package similar to Regular except with a defined contribution retirement plan.

*Example: Term HR Technician to augment/backfill new resource requirements.*

**Term**



Limited term employees with a postgraduate degree or an expertise in a particular field assigned to work that is concentrated around central projects and initiatives.

Salary and benefits package similar to Regular except with a defined contribution retirement plan.

*Example: Parks Dept. Fellow to work on implementing new data systems.*

**Fellows**



Short-term assignments for new and/or experienced individuals that are not expecting to last more than a year.

Salary based on hourly rate. Health benefits offered to those extra-help employees who work 30 hours or more per week.

*Example: Extra-Help Office Assistant to backfill for regular employee on leave.*

**Extra-Help**



Short-term assignments for individuals new or re-entering the workforce. Work is ideally project-based and contains a learning component.

Salary based on hourly rate. Health benefits offered to those extra-help employees who work 30 hours or more per week.

*Example: Health System Intern who assists in emergency preparedness development and planning.*

**Interns**



Community-based organizations, independent contractors, or freelancers performing unique, specialized and/or time sensitive work onsite or virtually.

Contracted rates according to schedule and agreement, including performance-based milestones and objectives.

*Example: Contractor for landscape maintenance at outlying County facilities.*

**Contractors**



Individuals providing seasonal to year-round services involving work that is not budgeted.

Work provides no monetary compensation, involves low financial or legal risks, and does not replace existing staff.

*Example: Parks Volunteers who assist in trail maintenance, visitor center support, etc.*

**Volunteers**



Convenient web-based and/or mobile app based services that improve the connectivity of the public to services they need.

Focused on helping people help themselves through on demand services.

*Example: Library self-check in/out, Tax Collector's Live Chat*

**Self-Help**



Staff, real estate, equipment, or organizational resources shared with local municipalities, non-profits, JPA's, and school districts to increase service efficiency and reduce costs.

Focused on eliminating service redundancies and taking advantage of economies of scale

*Example: Regional Training and Development Consortium for Public Agencies*

**Shared Services**



# Creating an Agile Organization Summary

## Background

The Agile Organization was developed in response to the following assumptions:

### Workforce Requirements

The County must remain competitive and attract a more diverse group of talented workers by offering a menu of work options that allows individuals to come to the County through many different avenues.



### Changing Demands & Expectations

The degree to which the public sector provides technological solutions and successfully responds to the desire of 24/7 web-based and mobile-app based options will influence the public's overall satisfaction with the quality of public services.



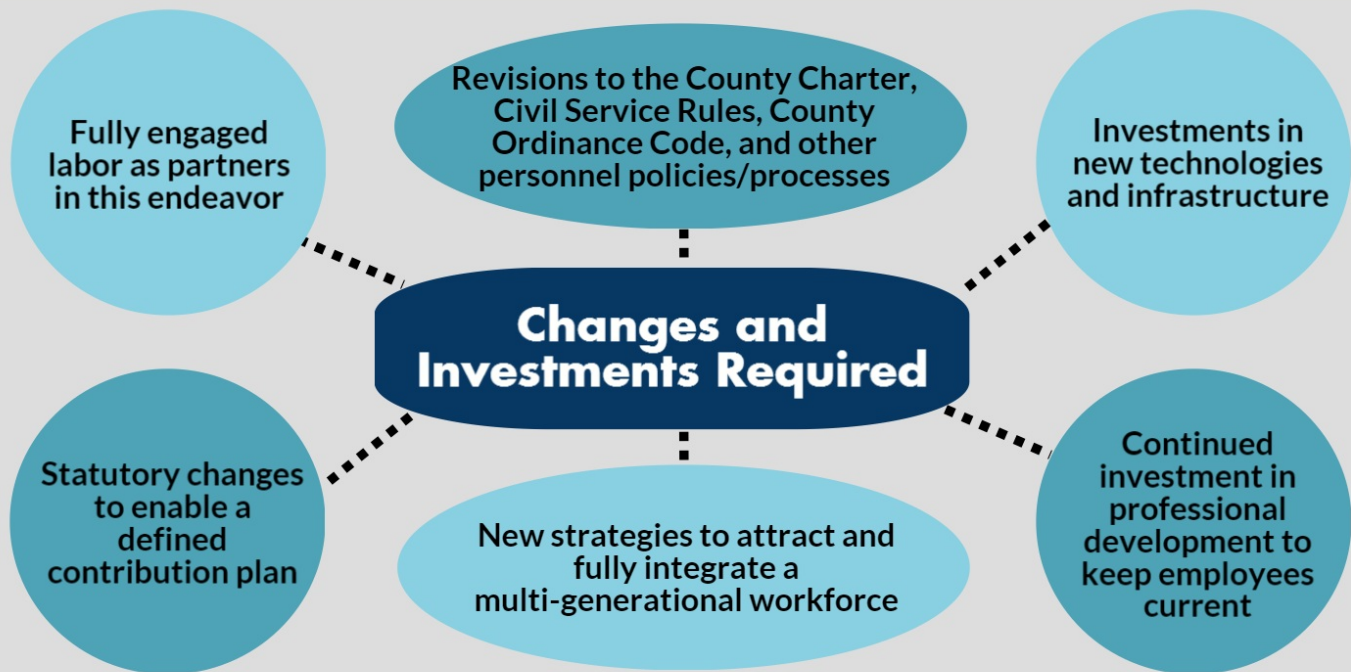
### Unpredictable Revenue

We have little control over external factors that profoundly impact our budget and, therefore, the services and assistance we are able to provide to residents. We need fiscal stability based on long-range financial planning, not short-term, crisis-to-crisis spending plans.



### Public Perception

During the past three decades, the public's confidence in government at all levels has declined as cynicism has increased. We must involve the public in new and meaningful ways in the governance of the County by engaging them as our partners.



## Next Steps

1. Expand the different work delivery models.
2. Track the growth of each of the different work delivery models.
3. Evaluate the success of the Agile Organization after a three year pilot period.
4. Create recommendations for the San Mateo County Board of Supervisors.