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The HR Report

Your Resource for HR News

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KNOW YOUR DHR TEAM

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Department of Human Resources
County of Los Angeles

MESSAGE FROM THE DIRECTOR



Welcome Departmental Human Resources Managers, HR professionals and County managers to the first, revamped edition of *The HR Report*! This quarterly publication will review emerging trends in the field of HR, specific items of interest, HR updates, and other relevant information to help you navigate your role as an HR professional or manager in the County of Los Angeles.

The HR Report now features the Legal Corner, authored by our legal partners in the Office of County Counsel, to provide updates regarding relevant legal decisions impacting our practices and work. The Legal Corner is also designed to review broad employment and labor law topics and discuss viable practices to reduce our County's risk of liability.

Another new feature of this revised periodical is the HR Bookshelf of professional publications from leading authors and institutions to assist you in your personal and professional development. In summary, this newly revamped report will serve as your resource for HR news, including the contact information of the various subject matter experts who can answer your HR-related questions.

In this edition, we provide the latest on the hot topics of succession planning, employee engagement tools, and the use of social media—that is, what they are, what you need to know, and what their impact is on our agency. Also see the articles concerning the 2013 pregnancy and HIPPA regulations.

Over the years, the Department of Human Resources has remained focused on continual and measurable improvements to better serve you, our valued customers. Together, we can and will continue to transform Countywide HR as we currently know it. We will create and implement strategies to allow our County to attract, develop and retain the best, brightest and most diversified talent in the nation. We will lead the way to HR excellence through innovation, efficiency, and customer service! We will provide effective and caring service not only to our external customers, but also to our most valuable assets—our employees!

I hope that you will find this publication of *The HR Report* both interesting and useful. This is your publication. To keep the topics current and relevant, we need your input. Send your entries and comments to leadingtheway@hr.lacounty.gov. I look forward to receiving your submissions and suggestions for future editions.

Yours truly,

Lisa M. Garrett
Director of Personnel

LEADERSHIP AND SUCCESSION PLANNING: THE ROADMAP



DID YOU KNOW?

- The County of Los Angeles is taking a proactive approach to succession planning and leadership development.
- The Leadership Development Institute received a \$500,000 grant to prepare mid-level and senior managers for senior and executive level positions.
- Succession Planning tools target emerging leaders and provide viable developmental opportunities.

The increasing rate of retirement begs the questions, “Are there leaders to successfully replace those who are retiring?” and “Do we have a succession plan in place to develop leaders to fill in the gap?” The December 2012 issue of *Governing* magazine reported that over 22 percent of the Center for State and Local Government Excellence member organizations have an accelerating retirement rate. The County of Los Angeles is also challenged with an impending wave of retirement turnover among our leadership ranks.

In the face of this reality, the County has taken a proactive approach to succession planning and leadership development. Succession planning is integral in every organization because it allows leadership to assure a regular supply of capable people to serve the organization’s needs. Additionally, succession planning provides an avenue for employees to be promoted by giving them an opportunity to hone their skills and showcase their talents.

The Department of Human Resources (DHR) has partnered with the Chief Executive Office to introduce active investment in succession planning as one of the focus areas in the Human Resources Management Strategic Initiative under the Operational Effectiveness Goal in the 2013 Proposed Update to the County Strategic Plan. Specifically, DHR provided each department with a gap analysis of the strengths/weaknesses for three levels of management and initiated the development of an Executive Leadership Program.

DHR’s Talent Management division developed the County’s Succession Planning Program. As part of this program, the Talent Management division distributed the County’s Leadership Evaluation tool to departments to provide a mechanism for assessing the readiness of their Management Appraisal and Performance Plan (MAPP) managers to assume high-level positions. Customized reports on the results of this assessment tool were created for each department along with a County-level report. As leadership development can occur through experienced-based learning, the Talent Management division created a Leadership Development Plan Guide for supervising MAPP managers to assist them in developing their MAPP employees.

DHR’s Leadership Development Institute received a \$500,000 Productivity Investment Fund grant from the Quality and Productivity Commission to prepare high performing mid-level and senior managers for senior and executive leadership positions in the County by building bench strength through growing high-potential emerging leaders and enhancing their leadership competencies.

In the County’s succession planning strategy, ten leadership competencies have been identified to strengthen skills and help transition mid-level managers for the challenges of executive positions. These competencies have been collapsed into six major groups, which include fundamental competencies, leading and managing change, leading and managing people, focusing on outcomes, managing operations, and building relationships.

The County’s Leadership Development Institute will serve as a ground-breaking enterprise in developing leaders and fulfilling the goals of the Succession Planning Program. In the future, the Succession Planning Program and Leadership Development Institute will offer support and additional tools to enable departments to effectively grow high-potential, emerging leaders, and provide developmental opportunities to enhance their leadership competencies. The payoff will be high for County constituents and employees.

EMPLOYEE ENGAGEMENT: NOT JUST A REWARD MECHANISM



DID YOU KNOW?

- Passion and commitment describe the best of employee engagement.
- Employee engagement sustains public confidence.
- LA COUNTY STARS! offers regular opportunities for employee recognition.

Passion and commitment describe the best of employee engagement. Employee engagement influences the relationship between employees and management, employees' work product, and how they view their contributions to their employers. In its 2013 Trust Barometer Survey, the public relations firm, Edelman, shared that engaging employees is the third most important factor in sustaining public confidence, only after high quality service and listening to customers. Employee engagement was found to be more important than institutional integrity, or innovative operations in the public's mind.

Dale Carnegie Training and brand consulting company, MSW Research, recently surveyed 1,500 employees about their levels of engagement. Their findings indicate that only 29% of those surveyed are fully engaged at work, while 26% are disengaged; almost half (45%) are only partially engaged. They also found that employees working in the government sector are less engaged, or more disengaged than in many other sectors of the economy.

So, what can we as Human Resources professionals at the County of Los Angeles do to encourage employee engagement? First of all, recognize that engagement is the emotional commitment the employee has to the organization and its goals. When employees care, they are engaged and use discretionary effort. Teresa Amabile of Harvard Business School states in a Harvard Business Review blogpost, "of all the workday events that engage people deeply, the single most important is simply making progress on meaningful work."

You can build a culture of employee engagement by implementing some of the following practices into your organization:

- Two-way feedback: Ensure upward flow of feedback to capture employee suggestions and concerns.
- Trust in leadership: Help your executive team build trust by developing a clear vision of their organization and communicating it.
- Career development: Communicate your organization's career development system.
- Role of success: Help employees understand how their job fits into the big picture.
- Shared decision-making: Push down decision-making to the lowest possible level and allow employees to participate in the decision-making process.

Dr. Amabile, and her colleague, Steve Kramer state, "for employees to stay fully engaged, their inner work lives must be consistently nourished with respect, recognition, and encouragement." Consider also the following good HR practices:

- Having the department head or senior manager send a personal email recognizing good performance on a recent project. That means more to many employees than plaques or trophies.

EMPLOYEE ENGAGEMENT



- Revisiting on-the-spot recognition programs, especially those that encourage peer-to-peer appreciation. Sometimes, a stale program needs a boost. Encourage managers and well-respected employees to share acknowledgment of others. Make gratitude go viral.

On a Countywide basis, participation in the LA COUNTY STARS! (Special Talents for Achieving Remarkable Service) Program offers an easy way to recognize and engage employees. Launched in 2006, LA COUNTY STARS! recognizes individuals and teams on a monthly basis. In 2012, two winners of the STARS! program received the Gold and Silver Award from the Quality and Productivity Commission. Encourage your department to participate and take the opportunity to increase employee engagement, recognize great employees, and enhance services for County residents.

Employee engagement brings its own motivation. By encouraging participation in LA COUNTY STARS!, an HR professional can provide the impetus for further participation, and further involvement in meaningful work, and increasing the customer service results. More information is available by visiting stars.lacounty.gov.

Employee engagement and recognition is not just a reward mechanism; it also serves as a great communication tool that encourages and reinforces remarkable and superior work from employees.

Engaged employees are key to the success of an organization. They drive innovation and productivity.



SOCIAL MEDIA: MORE THAN A RECRUITING TOOL



DID YOU KNOW?

The use of social media tools may involve the following legal and privacy concerns that you should be aware of:

- Freedom of Speech
- Public Meeting Laws
- Public Records Laws and Document Retention
- Confidentiality (e.g., HIPAA, Welfare Institutions Code)
- Privacy and Consent Legislation
- Labor and Employment
- Copyright and Intellectual Property

Social media is here to stay as a valuable tool for human resources professionals. “The good news is that L.A. County is starting to realize how people work on social media, that it’s only going to increase, and we are finally meeting that need head-on,” said David Sommers, Director of Public Affairs for the Chief Executive Office.

The advantages of social media go beyond recruitment. From LinkedIn and Twitter to YouTube, social media is an excellent tool to connect with and engage employees. According to a 2011 study conducted by Deloitte on Social Media in Government, social media “provides forums for network building, collaboration, and knowledge sharing.” As the County increases its use of social media, human resources (HR) professionals should lead and shape the expansion. Bringing a human resources presence to department websites is a first step.

Prior to introducing social media as part of the HR toolkit, it is best to understand the resources required. A successful campaign will require time, money, and staffing. Know your goal or purpose. Who are you targeting? What are you saying about your department? Build a compelling business reason for the social media site, share interesting and/or valuable information, be interactive, and provide frequent updates.

Determine what social media you will add to your toolkit. You may wish to include a mixture of media. LinkedIn is the largest professional social networking site with 200 million members; 64% of the members are outside the United States. LinkedIn allows you to find passive candidates like never before. Facebook has more than 1 billion users; 169 million of which are in the U.S. Twitter has 600 million users, with 1.6 billion searches daily. Over 200 million will have

Smartphones or tablets by 2015, which is 65% of the U.S. population.

Recently, the Department of Human Resources (DHR) successfully incorporated the use of social media networking in its recruitment campaign for the Countywide Management Fellows (CMF) program. The CMF program manager worked with the DHR Departmental Chief Information Officer staff to create a Facebook page before CMF launched. Visitors to the Facebook page spontaneously created their own community, getting the word out to others who were unaware of the program. These individuals developed their own network, filling one another in on the application process, and assisting each other with feedback. The Facebook page currently has 313 “likes” and 7,779 who have viewed the posts.

The County’s Chief Information Office Technology Brief TB 10-02—Key Considerations in the Application of Social Networking Technologies, and Social Media Guidelines are available at ciointranet.lacounty.gov. These documents provide considerations and guidelines on departmental use of social media.

In the near future, look for new DHR Policies, Procedures and Guidelines regarding social media applications and their use in recruiting, background checks, and preventing abuse.

GETTING IT STRAIGHT: AN UPDATE ON FMLA



DID YOU KNOW?

- Military protections for service members and veterans have expanded.
- Updated FMLA Posters are available.
- The County is utilizing the Absence Management System to track and manage employees on leave.

U. S. Department of Labor (DOL) regulations, effective March 8, 2013, make small, but important changes to the federal Family and Medical Leave Act (FMLA) protections.

The Final Rule expands the military family leave provisions and changes the certification of military caregiver leave requirements. It provides that “family members of current service members and veterans will now have far greater abilities to attend to personal matters and medical needs related to their family members’ service, provided that the FMLA coverage and eligibility requirements are met.”

With these new regulations, employers are required to update their federal FMLA posters. Each department is responsible for obtaining their own poster; however, an electronic version was emailed to all FMLA coordinators. The electronic version is also available through the Department of Labor at dol.gov.

Since the Countywide implementation of the Absence Management System (AMS), departments are able to process, track, and manage employees on leave in accordance with County policy, federal, and State leave laws. The AMS also generates correspondence and a leave packet for employees requesting FMLA leave,

as well as updates its rules engine with new regulations to enable current and consistent compliance with leave laws. Because the AMS was updated with the recent FMLA changes, it is extremely important to enter all requests for leave under FMLA into AMS for the most updated notices and forms.

Here are some of the new and expanded military leave provisions:

- Expanded caregiver leave to include caring for veterans discharged within the past five years.
- Military caregiver leave for a pre-existing injury or illness that was aggravated in the line of duty.
- Expansion of exigency leave to include employees with family members serving in the Regular Armed Forces (active duty and reserve).
- Exigency leave to include care for a military member’s parent who is incapable of self-care.

NEW PREGNANCY REGULATIONS FOR 2013



DID YOU KNOW?

- On August 1, 2012, the Department of Human Resources was one of six recipients of the Mother-Baby Friendly Workplace State Recognition Award presented by the California Breastfeeding Coalition.
- The award recognizes companies that support their breastfeeding employees by providing written policies that support breastfeeding in the workplace, employee training on those policies, a private place to pump, and reasonable break times to pump milk.

The State of California Department of Fair Employment and Housing (DFEH) released revised regulations regarding pregnancy disability accommodation and leave effective December 31, 2012. It is incumbent upon HR professionals to become familiar with the new regulations as they include changes in calculation of leave time, definitions, notifications, and accommodation and leave rights.

Calculation of Leave Time

Previously, regulations were ambiguous regarding the calculation of “four months” of available leave time, especially for employees who work alternative or part-time schedules. The new regulations define four months as the number of hours an employee would normally work in one-third of a year or 17 1/3 weeks.

Intermittent leave is now more thoroughly defined. According to the regulations, “An employer may account for increments of intermittent leave using an increment no greater than the shortest period of time that the employer uses to account for use of other forms of leave, provided it is not greater than one hour.”

Perceived Pregnancy

Now, harassment or discrimination against employees or applicants based on “perceived pregnancy” is unlawful. Perceived pregnancy is defined as being regarded or treated by an employer or other covered entity as being pregnant or having a related medical condition. Leave, reasonable accommodation, transfer and benefit continuance rights are not affected by this prohibition.

Reasonable Accommodation

The new regulations spell out that the right to take pregnancy disability leave is separate and distinct from taking a leave of absence as a form of reasonable accommodation. An employee’s entitlement to an accommodation leave cannot be reduced due to her pregnancy disability leave. The new regulations also require employers to engage in an interactive process in these accommodations.

Medical certification is not required by the new regulations, but is optional. In requiring medical certification, department staff must notify the employee and communicate a deadline to respond, what constitutes sufficient medical certification, and the consequences associated with failing to submit such certification.

PREGNANCY REGULATIONS



DID YOU KNOW?

- Currently, the County has 367 available worksite locations for employees who want to breastfeed. The following link provides a listing of the worksite locations:

<http://file.lacounty.gov/dhr/LAP Lactation Rooms and RTW Coordinators.pdf>

- Also, the County has designated the following hospitals as baby-friendly:

Harbor-UCLA
Medical Center

LAC+USC
Medical Center

Olive View-UCLA
Medical Center

Reinstatement Rights

Under the new regulations, if no comparable position is available upon her return, the County has an affirmative duty to provide notice of available positions to the employee that she would be qualified for within 60 calendar days.

Required Notifications

The new regulations require departmental HR professionals to provide employees with advance notice of their rights. These new regulations provide guidance regarding what to include, the employee's right to request reasonable accommodation, transfer, or pregnancy disability leave. Notice needs to include medical certification requirements. In addition, the regulations specify that electronic posting is now an adequate means of distribution. The DFEH revised Notice B (for employers with more than 50 employees) contains the four month calculation, and examples of specific medical conditions covered by childbirth, pregnancy, and other related medical conditions.



FINAL RULE REGARDING HIPAA PROTECTED HEALTH INFORMATION



DID YOU KNOW?

- New regulations, effective March 26, 2013, strengthen protected health information security.
- New privacy regulations require authorization prior to the release of protected information for marketing or sales.
- Genetic information cannot be used for insurance rate setting or underwriting purposes.

On March 26, 2013, final privacy and security regulations under the Health Insurance Portability and Accountability Act (HIPAA) took place. These regulations strengthen security of patient protected health information, enhance enforcement capability, and increase fines for violations. Compliance with most of the new regulations must occur by September 23, 2013. (Existing business associate agreements compliance date is September 23, 2014.) The new regulations were produced by the Office of Civil Rights of the U.S. Department of Health and Human Services (HHS), and concern:

- ***Making changes to HIPAA as a result of the Health Information Technology for Economic and Clinical Health Act (HITECH) regarding business associates and their subcontractors.*** The definition of business associates now includes subcontractors, which means that they are held liable for breaches in the same manner as health plans.
- ***Ensuring that individuals are aware of additional privacy protections and individual rights under HITECH.*** This is done through the covered entity's notice of privacy practices. The final regulations state that health plans that maintain protected health information (PHI) must provide access to the information in an electronic format to insured individuals. In addition, an individual's authorization is required for the release of PHI in relation to psychotherapy notes, or for the use and disclosure of PHI for marketing and sales. Refill reminders and certain communications for the treatment of health care operations are not considered marketing.
- ***Clarifying and updating regulations regarding data breaches of PHI, presuming that an impermissible use or disclosure of PHI is a breach.*** The burden of proof to determine if a breach has occurred has shifted from the patient to the health plan. Covered entities have the burden of proof to demonstrate that an impermissible use or disclosure of PHI did not constitute a breach requiring notice to the client/individual or HHS. A four-factor risk assessment is required prior to making such determination.
- ***Fines increased to reflect levels of culpability.*** HHS enforcement established an annual \$1.5 million maximum penalty for all violations of a single provision and enhances HHS' ability to enforce the HIPAA Privacy, Security, and Breach Notification rules.
- ***Incorporating genetic information covered by the Genetic Information Nondiscrimination Act (GINA) of 2008 into the regulations.*** GINA prohibits discrimination in premiums or contributions in group health plans based on genetic information. With these final regulations, GINA can no longer use or disclose genetic information for underwriting purposes. However, health plans are still allowed to provide incentives for wellness program participation and health risk assessment for as long as they do not use or disclose genetic information.

These new regulations will have some effect on departmental HR professionals in select departments. Training programs, protected health information safeguards, and discipline policies are also under review. The Chief HIPAA Privacy Officer is responsible for the oversight of the HIPAA Privacy Rule compliance and the Chief Information Security Officer is responsible for the oversight of the HIPAA Security Rule within the County and both are working with affected departments to ensure compliance with the new regulations.

CALIFORNIA SUPREME COURT OPINION



DID YOU KNOW?

On May 30, 2013, the California Supreme Court issued an opinion which involves the privacy rights of employees who choose not to become union members, and their right to control the dissemination of their personal information.

County of Los Angeles v, Los Angeles County Employee Relations Commission (Cal. Sup. Ct. Case No. S191944)

The Court considered whether or not the County can create an opt-out procedure under which non-members can choose to withhold their personal contact information.

The Court noted that the law has long held that unions generally have a right to obtain employee home contact information in order to represent employees. The Court also recognized that the County's longstanding practice of withholding this information for non-members had contributed to an expectation of privacy for the non-member employees, and an expectation the County would continue to keep this information private.

Balancing these competing interests, the Court found that the union's need for personal contact information outweighs the privacy interests of non-members in preventing the disclosure of this information. However, the Court also noted that while it had concluded the balance of interests favored disclosure, this balance could sometimes tip in favor of privacy where individual employees object and demand their personal contact information be withheld. The Court indicated that if harassment of non-members is a concern, the County could bargain for, or otherwise develop procedures to allow individual non-members to opt out and prevent disclosure of their personal contact information.



THE LEGAL CORNER

COUNTY COUNSEL LABOR AND EMPLOYMENT DIVISION



DID YOU KNOW?

- County Counsel is available to assist departments in responding to requests for tort claim investigations.
- County Counsel provides a regular and interactive presence at Countywide Equity Panel briefings.

In an effort to assist departments with the early evaluation and, if possible, resolution of employment related department level complaints, it is necessary to ensure that the department representatives make contact with both Countywide DHR and a County Counsel attorney who is assigned to and familiar with the business operations and responsibilities of that department.

Most departments have contact information for the lead counsel assigned to them for the purpose of providing advice and direction on all labor and employment issues, including pre-claim questions, pre-litigation claims, and activities by the CEOP and administrative bodies, such as the Civil Service Commission, ERCOM and non-County agencies (i.e., Department of Labor, EEOC, DFEH, etc.). Additionally, the Labor and Employment Division attorneys and those who provide general advice to the client departments regularly coordinate their efforts to better facilitate and expedite meeting the department's needs.

Through the Employment Claims Review Project, the Labor and Employment Division of County Counsel reviews all tort claims which contain employment related allegations, including the review and coordination of previous claims and performance management issues to assist in the evaluation and possible early adjustment of claims.

County Counsel's participation allows for full discussion and evaluation of equity complaints and their impact on existing and developing County policies. Our working relationship with the designated advisor to the Equity Oversight Panel allows for the rapid and appropriate resolution of findings of policy violations and associated disciplinary actions.

We are available to participate in internal departmental management meetings to address human resources related decisions in advance of implementation of the decisions in an effort to mitigate the impact of such decisions.



ARE YOU CERTIFIED?



DID YOU KNOW?

- Professional certification in human resources is a demonstration that an HR practitioner is committed to the profession: mastering a body of knowledge, meeting strict experience and education requirements, and continuing professional development.
- Professional certification inspires confidence from one's peers, employees, and executives that the certificate holder has the knowledge and expertise of a true professional.
- DHR will be working with the County's HR professionals to gain certification.

Certification broadens the perspective of the professional and often allows the HR professional to gain a seat at the table, in setting organization strategy. There are a number of institutes and associations that certify HR experts in several areas of proficiency.

- The HR Certification Institute (HRCI) certifies human resources professionals in all areas of HR. Certifications include Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), with specialty certifications available. The Society for Human Resources Management (SHRM) offers certification preparation courses and individual study resources. Many colleges and universities offer PHR/SPHR preparation classes. For more information, please contact Richard Gast at (949) 472-1130 or visit the Southern California chapter website at sma-sc.shrm.org.

- The International Public Management Association for Human Resources (IPMA-HR), offers an internationally recognized certification program for public sector human resources professionals—the IPMA-HR Certified Professional (IPMA-CP). For more information, visit ipma-hr.org or contact your local chapter, the Southern California Public Management Association – Human Resources (SCPMA – HR) at (562) 908-4288 extension 1327 or jallen@lacs.org and ask for Jennifer Allen.

Many specializations within the human resources field have their own certification process. Below are a selection of the most common and prominent certifications.

- The Certified Employee Benefits Specialist (CEBS) certification from the International Foundation of Employee Benefit Plans (IFEBP) is one of the most prestigious recognitions that a benefits professional can receive. In the United States, the examinations are developed for the IFEBP by the Wharton School at the University of Pennsylvania. The foundation also certifies specialists in benefits, compensation and retirement plans. For more information, go to ifebp.org CEBSDesignationHow2StartUS.

- Employee classification and compensation professionals can obtain recognition from WorldatWork (formerly the American Compensation Association) in compensation, benefits, work-life balance, and specialty examinations. Certification from WorldatWork is a result of dedicated work and advanced training. Certification information from WorldatWork can be found at worldatworksociety.org/society/forms/html/certapp-form.jsp.

ARE YOU CERTIFIED



- The American Society for Training and Development (ASTD) is the world's largest professional organization dedicated to employee and organization development. Its certification institute recognizes workplace learning professionals who have met experience, education and examination requirements with the Certified Professional in Learning and Performance (CPLP) designation. According to ASTD, the CPLP credential enables workplace learning professionals to enhance their reputation, showcase their knowledge, differentiate themselves and their programs, maintain rigorous standards within the profession, and prove their capability to lead the training function. Specific information regarding professional certification in this field can be found at cplp.astd.org.

UPCOMING PROFESSIONAL CONFERENCES

PIHRA: California HR Conference, Anaheim, CA from August 26 through August 28, 2013

IPMA-HR: International Training Conference, Las Vegas, NV from September 21 through September 25, 2013

ASTD: Government Workforce Conference, Washington, DC September 25, 2013

SHRM: Strategy Conference, San Diego, CA from September 29 through October 2, 2013

IFEBP: U.S. Annual Employee Benefits Conference, Las Vegas, NV from October 20 through October 23, 2013

SHRM: Diversity and Inclusion Conference, San Francisco, CA from October 28 through October 30, 2013

SHRM: Workflex Conference, San Francisco, CA from October 29 through October 30, 2013

THE HR BOOKSHELF

The First 90 Days, Updated and Expanded

By Michael Watkins (Harvard Business School Press.)

This book is a global best-seller that assists leaders in all stages of their careers to strategically handle transitions to a new career, a new job or just a new assignment. The author walks through all stages of the transition scenario, identifies common pitfalls and provides tools to avoid them. You'll learn how to secure early wins, chart your course for change and establish yourself in your new role. This book serves as a great tool kit for new, emerging and experienced leaders.

The Signal and the Noise: Why So Many Predictions Fail – But Some Don't

by Nate Silver (The Penguin Press.)

Nate Silver, known for his forecasting skills in baseball and politics, discusses statistical analysis and predictive modeling in other realms from epidemiology to weather forecasting. Silver explains Bayesian analysis (a method to adjust predictions based upon new evidence) for the non-statistician, providing insights that HR practitioners can use to improve their capabilities in making decisions, and when to recognize the limits of their decision-making skills.

Turn the Ship Around: How to Create Leadership

by L. David Marquet (Greenleaf Book Group, LLC.)

Retired U.S. Navy Captain Marquet walks the reader through the same process by which he transformed the lowest performing submarine in the Navy service to the highest – with the same crew. His message of empowerment and developing leaders at all levels in an organization is an apt one as HR professionals work to transform their own functions and departments to meet greater challenges with fewer resources.

Your Brain at Work

By David Rock (HarperCollins.)

David Rock is the director of the NeuroLeadership Institute, which brings neuroscientists and leadership experts together for the purpose of understanding and transforming how people think, develop and perform. He has created a new science for leadership development and authored this best-seller. This book explains how the brain works and gives strategies for overcoming distraction, regaining focus, and working smarter. It is written in an easy to read story format with real life scenarios that employees, supervisors and managers experience daily.



THE HR BOOK CLUB

We're looking for a few good readers. What are you reading that you want to share? What HR book would you want to read and discuss with your peers?

Recent publications include Leaning In by Sheryl Sandberg, Leadership Sustainability: Seven Disciplines to Achieve the Changes Great Leaders Know They Must Make by Dave Ulrich and Norm Smallwood,

Whatever you want to read or share, please forward it to leadingtheway@hr.lacounty.gov. We will create a space for readers to offer suggestions or comments about your professional reading. It could be a blog, or a brown bag lunch. Let us know your preferences.

DHR

Department of Human Resources
County of Los Angeles

Send your questions or comments to leadingtheway@hr.lacounty.gov.