

**California Department
of Human Resources**

Annual

Strategic Plan Progress Report

July 2015 – June 2016



June 2016

OVERVIEW

In June 2014, CalHR adopted a strategic plan that laid out a five-year road map for our department to become the premier leader and trusted partner in innovative human resources management. This update marks the second year of our strategic plan efforts. In the past year we successfully refreshed our strategic plan and we started implementing a new strategic plan governance process. The refresh and new governance process has positioned the organization to more effectively manage strategic initiatives and respond to the current and future needs of our customers.

REFRESH

Over the past two years, CalHR has learned a great deal about being a cohesive organization that works together to achieve its strategic goals. To ensure our strategic plan was applicable to all CalHR programs, and that it remained relevant to customer needs and ongoing efforts to improve the state's civil service system, we began a strategic plan refresh process in 2015. As a result of this process, our [refreshed Strategic Plan](#) is now more flexible and conducive to our ever-changing environment. The refreshed plan gives CalHR the ability to fully leverage the strategic and operational opportunities presented through the Civil Service Improvement (CSI) efforts. CalHR's refreshed plan also provides CalHR with strategic goals that each division of the organization can collectively support. The refreshed strategic plan demonstrates CalHR's commitment to be an agile organization with a strategic focus on producing quality deliverables and strong leadership, guidance and support to the agencies and department we serve.

GOVERNANCE

CalHR formed a governance structure to operationalize the refreshed strategic plan into everyday business. The governance structure is made up of Action Committees for each goal, an Executive Governance Council, and an enterprise project portfolio. Together, these components play a key role in ensuring the success of our strategic plan, mission and vision.

The foundation of the new governance structure is the Action Committees. The Action Committees are enterprise teams that champion efforts related to our strategic goals, including initiating and monitoring the projects associated with the goals. The Action Committees report to an Executive Governance Council that oversees the operations and prioritization of all of the department's strategic initiatives. The enterprise project portfolio is the single source of the department's most important projects. The enterprise project portfolio allows the department to continuously monitor and shift resources to those projects of greatest importance to the department at any given time.

The new governance structure serves to institutionalize CalHR's management of strategic enterprise work. Through this governance structure, CalHR has the ability to track our successes and challenges so we may quickly adjust and better respond to customer needs.

ACCOMPLISHMENTS

CalHR has achieved many accomplishments over the past two years that support our strategic goals. The following highlights some of the accomplishments and ongoing work we are doing that contributes to our new strategic goals.

Goal 1: Superior Customer Service

CalHR continues to make progress on improving and maximizing the customer service experience for all departments and outside stakeholders. One significant event that demonstrates our commitment to our customers was the 2015 CalHR Conference: Creating Tomorrow's Workforce Today. Over 1,000 people from all levels of government and various occupations, beyond just HR, attended the conference which featured 36 classes grouped into three tracks focusing on development, professional, and strategic topics.

The following list identifies additional CalHR projects that contribute to our new Superior Customer Service goal:

- Implemented an [HR Credentialing Program](#).
- Developed an [Employee Recognition Toolkit](#) for HR offices, managers and supervisors.
- Developed a [New Employee Orientation website](#).
- Developed [on the job training \(OJT\) best practices](#).
- Updated the [Statewide Workforce Planning Model](#).
- Updated the [Statewide Succession Planning Model](#).
- Interviewed over 90 department directors as part of our efforts learn more about the workforce challenges facing state departments and how CalHR can better serve department workforce planning and other HR needs.
- Expanded Statewide Training Center course offerings to more regions across the state.
- Merged the Limited Examination and Appointment Programs (LEAP) and non-LEAP lists to enable hiring departments to select the best candidates for the job regardless of disability status.
- Developed a plan to abolish classifications that have been vacant for 24 months. More than 642 classifications have been abolished, 154 of which have been abolished since July 2015.
- Developed new CEA Appointment training.
- Updating the CEA and Exempt Return Rights training to be offered in Fall 2016.
- Updated Personnel Management Division (PMD) standard response times for all PMD functions.
- Established a Reasonable Accommodation Roundtable including the provision of resources and tools for state departments.
- Developed an Equal Employment Opportunity/HR Collaboration training for department EEO Officers and Personnel Officers.
- Implemented comprehensive regulations for the Merit System Services (MSS) program.
- Established Pay Parity Hearing procedures to address excluded employee or employee representatives' requests for salary range adjustments under Government Code section 19826.

Goal 2: Team of Experts

The expertise of our CalHR employees is critical to our ability to serve the needs of our customers. Recognizing that employees are our greatest resource, we made it a priority to develop and publish our first-ever [CalHR Workforce plan 2016-2021](#). This plan closely aligns with the CalHR Strategic Plan and guides the department in ensuring the workforce can support the operational and strategic business needs of the organization.

The following list identifies some of our workforce plan initiatives and other related efforts undertaken to invest in strengthening our team:

- Creating and implementing a new CalHR succession leadership plan.
- Developing a CalHR onboarding and new employee orientation program.
- Implementing a CalHR employee recognition program.
- Creating and implementing internal knowledge transfer strategies.
- Developing a Personnel Management Division (PMD) training plan that identifies the skill sets needed to successfully perform the duties of each staffing level (clerical, technical, analytical, managerial), and outlines the required and discretionary training associated with each skill set.
- Provided department-wide training on project management and business process improvement.
- Began conducting reoccurring all staff meetings to build morale, facilitate collaboration, reinforce our values and to educate staff on a variety of CalHR program topics.

Goal 3: Leverage Technology

In an effort to embrace innovation and maximize the value of our business process improvement efforts, we leverage the benefits to be achieved with technology. As an example, in June 2016, CalHR released a new website with an updated structure aiming to improve customer experience. The new site provides navigation features making the site more user friendly by allowing users to find what they are looking for more quickly. The following list identifies additional efforts to enhance business processes utilizing technology:

- Released new features as a part of the third phase of the Examination and Certification Online System (ECOS) project in January 2016.
 - The jobs.ca.gov website now includes geographic and keyword jobs searching capabilities, a new login account, the ability for prospective employees to apply for jobs online, upload resumes and other supporting documents, track their application status, and view standardized job postings along with several other new and upgraded features.
 - ECOS replaced the previous Vacancy Position System (VPOS) with a rich and full featured job control module. This control module allows personnel shops and hiring managers to link eligible candidates to job controls and applicants, standardize online job postings, review and track applications electronically, send contact letters and other correspondence

to the applicants electronically, view and evaluate applications through the system, and more.

- Launched the Career Executive Assignment (CEA) Action Proposals website to post CEA concepts for 30 days per CCR 548.5. Between January and July 2016, more than 80 CEA proposals were posted for the public notice period.
- Converted active PMLs into Policy Statements for the Online HR Manual Project.
- Updated the CalHR Office of Civil Rights web content to include additional resources for persons with disabilities available in a more centralized and user friendly format.
- Leveraging internal SharePoint functions to support the new strategic plan governance and project portfolio processes.
- Partnered with the Department of Technology and State Controller's Office to investigate offering vendor-hosted subscriber services HR software to departments.

Goal 4: Organizational Excellence

CalHR is committed to continuously evaluating and updating internal processes to maximize our ability to be responsive to the needs of our customers in a timely and efficient manner. In 2015, CalHR made a concerted effort to train and empower its employees to practice project management and Business Process Improvement (BPI) methodologies. Through improved project management skills and business processes, CalHR better utilizes resources including, employee skills, time and funding. The following list identifies other ways in which we invested in optimizing our organization:

- Refreshed the CalHR strategic plan to leverage our collective resources in order to address strategic initiatives.
- Formed a new strategic governance structure to operationalize the refreshed strategic plan into everyday business in order to ensure the success of our strategic plan, mission and vision.
- Created division-specific business plans for multiple CalHR divisions. These plans help align each of the divisions' goals and objectives with CalHR's strategic plan goals and mission.
- Developed and continuously update internal policies to provide CalHR employees with solid structure ranging from the hiring process, attendance and leave usage, payroll, benefits, and performance management.
- Developed improved internal procedures to help streamline processes that helps provide consistent services to all employees.
- Developing PMD standard operating procedures to document internal processes and increase efficiencies and consistency.
- Published new tools and resources on our intranet site for CalHR employees and managers.
 - Division organization charts to provide a better understanding of the reporting structures
 - Hiring and Performance Management tools and checklists for managers
 - Resources associated with employee attendance, benefits, health and safety, and travel
- Offering new ongoing training for managers on the performance management process.

- Delegated the process of keying reemployment lists due to layoffs to departments as a result of a Lean 6 Sigma project. This delegation will result in a 52% improvement in keying time from the prior process.
- Streamlined the Selection billing process as a Lean 6 Sigma project. The billing process was reduced from 22 steps that took approximately three weeks to complete to only six steps that takes approximately six hours to complete.

Goal 5: Fiscal Responsibility

CalHR explored various opportunities to responsibly utilize the state’s precious resources internally and statewide. Our efforts to attain organizational efficiencies throughout all of our strategic goals resulted in more cost-effective use of our resources. To assist with maximizing statewide workforce productivity, CalHR is identifying ways to enhance employee health and wellbeing. The following list identifies additional efforts to ensure that CalHR is a responsible steward of state resources:

- Developed a sustainability plan that integrates existing state department wellness programs with the Healthier U program. This plan expands to all Department of Health Care Services and California Department of Public Health satellite offices. The Healthier U model also expanded to the Office of Statewide Health Planning and Development and Covered California.
- Secured the Napa State Hospital as an additional pilot site to learn how to implement wellness at a secured 24/7 environment.
- Utilized an internal team of experts and interagency partnership with the Government Operations Agency and the California Lean Academy to create a Lean training program available to state employees.
- Implemented a Selection Analyst Training Focus Group to collaborate with state departmental experts and share resources in order to deliver training to HR Community.
- Established continuous collaboration between the CalHR Selection Division and state departments to utilize expertise and share resources to administer service-wide examinations.

LOOKING FORWARD

Our refreshed strategic plan and governance processes laid a strong foundation to build upon as we embark on the next years of our strategic efforts. This progress report is part of a series of reports we will continue building to track and share our performance information with our stakeholders. While our goal and commitment will remain concentrated on our five-year Strategic Plan, we will continuously seek new ways to work with agencies and departments in order to improve the state’s civil service system to better meet the needs of the state’s current and future workforce and the customers they serve.

Our Strategic Plan and each of the progress reports can be found on the CalHR website at <http://www.calhr.ca.gov/Pages/calhr-strategic-plan-2014-2018.aspx>.