

# California Department of Human Resources

**Semi-Annual**

**Strategic Plan Progress Report**

**July 2014 – December 2014**



January 2015

## A MESSAGE FROM THE DIRECTOR

In June of 2014 I presented to you CalHR's 2014 – 2018 Strategic Plan. I am pleased to provide you with our first semi-annual strategic plan progress report. The reoccurring progress reports are our way of keeping you informed as CalHR strives to become the premier human resource management organization for the State of California.

You will find detailed information in this report about the progress our CalHR divisions have made towards completing the work associated with the objectives and initiatives under each of our strategic plan's six strategic goals. The report specifically compares our actual progress with our planned progress so you can clearly see where we are on schedule, ahead of schedule or in some cases behind schedule. It also highlights noteworthy milestones and explains where we have faced challenges.

During this first reporting period we have placed significant emphasis on creating the detailed plans for how our organization will complete the many tasks associated with our strategic initiatives. In order to position our organization for success, we have also started to invest in developing our workforce to be more proficient at such things as business process reengineering and project management. More importantly, we have begun to collaborate as one cohesive organization working together on initiatives that impact multiple CalHR divisions, thereby moving towards providing our customers with efficient, seamless service.

In a short period of time, we have successfully brought our strategic plan to life with our actions. We have also learned a great deal and I expect we will learn and grow more as an organization in the months to come. As we proceed, we will continue to keep you informed on our progress.

I hope you find our progress reports informative and that our accomplishments serve to demonstrate our commitment to making the vision of our strategic plan a reality.



Richard Gillihan, Director

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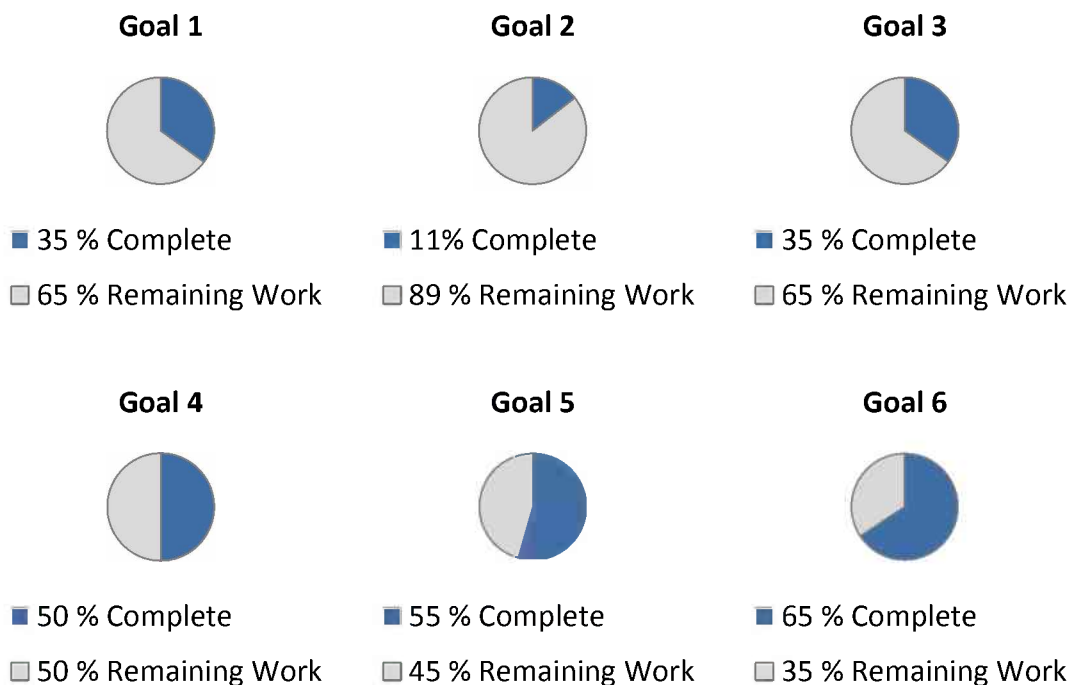
## EXECUTIVE SUMMARY

The following summarizes the results CalHR has achieved through this reporting period. The December 2014 Strategic Plan Progress Report provides more detailed information about the progress made on each of the six strategic goals, as well as the many associated objectives and initiatives.

Despite the fact that a significant amount of additional planning needed to occur in the months following the roll out of the new strategic plan, there are still many noteworthy accomplishments for this first reporting period.

### Overall Progress

We begin the update with an overview of the progress made on each of the strategic plan goals. We measure progress on a strategic goal by determining how much work was accomplished on the objectives associated with the particular goal, as illustrated in the following charts:



As shown, we have completed at least 50 percent of the work necessary to fully address three of our strategic goals. While this is a positive accomplishment, it should be noted that the remaining work on some of these goals involves more complicated tasks. In many cases where we have made less progress on a strategic goal it was by design, as the bulk of that work is intended to be performed in later months and years.

## Accomplishments and Challenges

Some of the more notable accomplishments during this reporting period include the work accomplished by our Personnel Management Division (PMD). In collaboration with our Legal Division, Selection Division, Office of Civil Rights and the Special Projects and Placement Unit, they were successful in publishing and distributing the Best Hiring Practices memo, and are currently delivering the Best Hiring Practices training statewide. PMD also made significant headway towards abolishing classifications that have not been used for at least 24 months, with 714 classifications reviewed and 183 abolished. By the close of this reporting period, as part of the Delegation Project, PMD also trained more than 350 human resources professionals representing 123 departments selected for delegation of Career Executive Assignment (CEA) level and salary determinations, exceptional position allocations and unlawful appointment investigations.

Our Labor Relations Division made big strides working toward creating continuity within the Division and in their efforts to foster increased communication and knowledge transfer for the departmental labor relations offices statewide. These efforts include making all current Memoranda of Understandings searchable and accessible on the CalHR website, offering three multi-day trainings, as well as building training components into the Labor Relations Forums.

The CalHR Office of Civil Rights and the State Personnel Board are co-sponsoring a joint project to analyze state hiring policies and practices, including reasonable accommodation, in order to identify challenges and employment barriers to persons with disabilities seeking civil service jobs. Where applicable, the project team will propose solutions that remove the hurdles that persons with disabilities encounter in pursuing careers with the state. A project kickoff meeting was held in December with the Department of Rehabilitation, Department of General Services, Department of Technology, the Association of California State Employees with Disabilities, California Committee on Employment of People with Disabilities, Coalition of State Civil Rights Associations & Organizations, California Civil Rights Officers Council, Service Employees International Union and Statewide Disability Advisory Council.

In 2014, the Savings Plus Program and the Benefits Division reached out to over 1,700 state employees by sponsoring two large financial fairs and attending 14 CalPERS employee benefit education events offered throughout the state. Each event allowed the divisions to provide important benefit information to state employees. The large financial fairs conducted presentations and workshops to assist state employees with their retirement goals. Efforts are underway to further expand our outreach to employees and departments for the 2015 year.

CalHR's Workforce Development Programs and Special Projects Division successfully implemented a new automated training registration tool, eReg 2.0, making it easier for students to register for classes and significantly streamlining CalHR internal processes, saving approximately 1,700 hours of work for 2014. They also rolled out the first CalHR training series to present step-by-step instruction for developing, implementing, and evaluating workforce plans, competencies, and gap analyses. The three session training served approximately 45 participants from 30 different departments. Further, in collaboration with California Department of Veterans Affairs, they began offering monthly "How to Transition from Military Service to State Service" seminars for veterans. The seminars feature a presentation about the

state hiring process and an informative presentation by a veteran who transitioned into state service.

The Information Technology Division was successful in their efforts to adopt a charter and kick off the department's first of its kind, CalHR IT Steering Committee. Among other things, the IT Steering Committee will help the department prioritize and monitor the progress of its internal IT projects.

Along with our many accomplishments, we have experienced some challenges. For instance, in an effort to more clearly and quantifiably track and communicate our progress, we have undertaken new project reporting processes and created new detailed work plans. This delayed some of our work initially, but we anticipate the additional focus on planning upfront will increase efficiency and improve transparency in the long run.

In some cases we have made efforts to broaden stakeholder feedback on particular initiatives, which caused us to adjust or prolong our project timeframes. In those cases, we are monitoring schedules and pursuing mitigating strategies as necessary. Finally, although it has not yet caused delays, we are watching how external dependencies may impact our work on some initiatives.

## **Looking Forward**

This progress report is one in a series of semi-annual reports that will be used to convey our performance information to our stakeholders. We believe this approach will improve reporting by making the information more meaningful and transparent, and by providing a more succinct and understandable reporting on the use of our resources. The progress reports can be found on the CalHR website at <http://www.calhr.ca.gov/Pages/calhr-strategic-plan-2014-2018.aspx>.

# Semi-Annual Progress Report

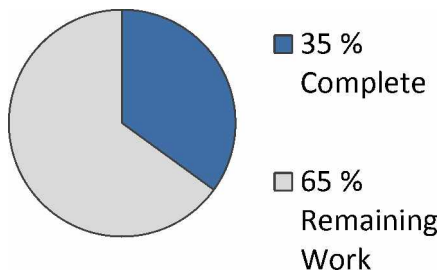
## GOAL 1: HUMAN RESOURCES AND CIVIL RIGHTS SERVICES

*Update and strengthen the state's job classification plan and policies through consistent application of the law. Promote civil rights initiatives and equal employment opportunity in the state workforce. Achieve streamlining through responsible delegation and training of departmental human resources professionals.*

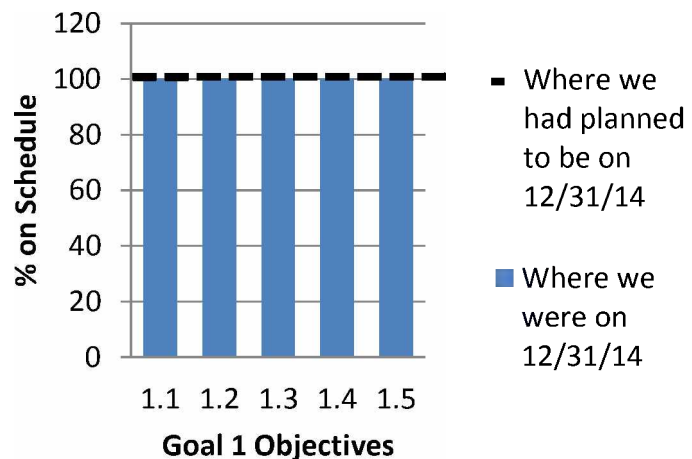
### Goal 1 Progress Summary

Goal 1 has 5 objectives and 19 initiatives being reported during this period. Of the 5 objectives, all are on schedule. Of the 19 initiatives, 1 is ahead of schedule, 17 are on schedule, and 1 is behind schedule.

**Our Overall Progress Towards Completing Goal 1 Objectives**



**Planned vs. Actual Progress**

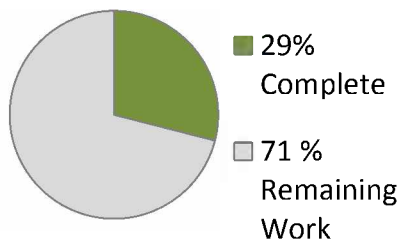




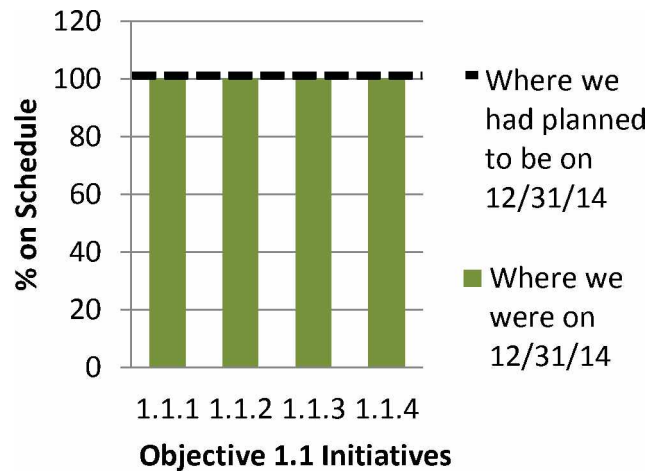
## Goal 1 Progress Detail

Objective 1.1 Update and consolidate job classifications to align with the state’s needs

**Our Overall Progress Towards Completing Objective 1.1**



**Planned vs. Actual Progress**



### Objective 1.1 Initiatives

**1.1.1** By December 2015, update the state’s classification plan to abolish classifications that have been unused for at least 24 months.

**Status:** 56 percent complete and on schedule.

**Comments:** To date, 714 classifications have been reviewed and 183 classifications have been abolished out of 830 classifications that were identified as unused for at least 24 months.

**1.1.2** By December 2016, consistent with the classification abolishment project, update the California State Civil Service Pay Scales to accurately reflect existing classifications.

**Status:** 60 percent complete and on schedule.

**1.1.3** By December 2018, consolidate and update the state’s information technology classifications to reflect current and evolving needs.

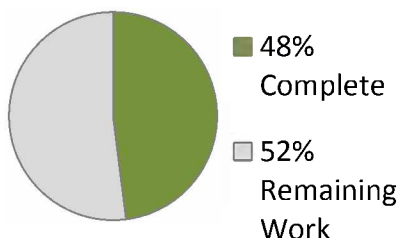
**Status:** 6 percent complete and on schedule.

**1.1.4** By December 2018, consolidate and update the State Civil Service Classification Plan including classification specifications, as necessary.

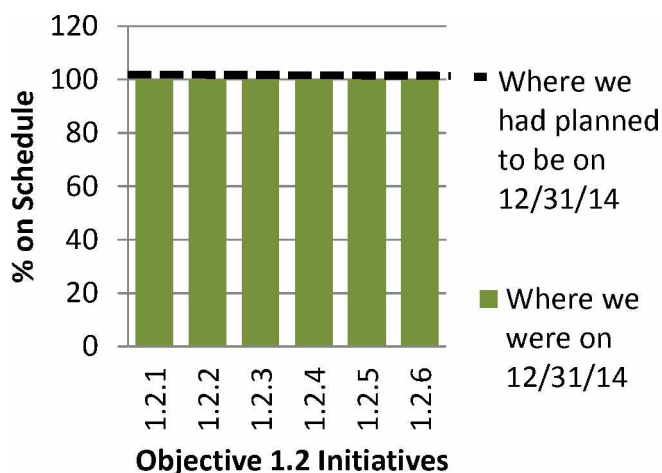
**Status:** 29 percent complete and on schedule.

Objective 1.2 Continue the transfer of delegated responsibilities to departments including training, oversight, policies and tools for success and accountability.

**Our Overall Progress Towards Completing Objective 1.2**



**Planned vs. Actual Progress**



**Objective 1.2 Initiatives**

**1.2.1** By August 2015, delegate authority for Career Executive Assignment levels and salaries to state departments.

**Status:** 65 percent complete and on schedule.

**Comments:** Delegation training has been received by 350 human resources professionals representing 123 departments.

**1.2.2** By August 2015, delegate authority for exceptional allocations to state departments.

**Status:** 65 percent complete and on schedule.

**Comments:** Delegation training has been received by 350 human resources professionals representing 123 departments.

**1.2.3** By August 2015, delegate authority for unlawful appointment investigations to state departments.

**Status:** 65 percent complete and on schedule.

**Comments:** Delegation training has been received by 350 human resources professionals representing 123 departments.

**1.2.4** By December 2018, identify additional responsibilities to be delegated to state departments.

**Status:** 40 percent complete and on schedule.

**1.2.5** By December 2014, evaluate state departments’ ability to receive delegation of “Limited Examination and Appointment Program (LEAP) job examination period.”

**Status:** Completed on schedule.

**Comments:**

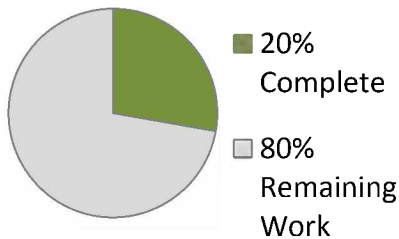
- Evaluation results are favorable. Program change and delegation options to be further explored and determined in partnership with the State Personnel Board designed to increase the hiring, promotion and retention of persons with disabilities.
- Conducted the first CalHR and SPB Joint Project Stakeholder meeting on December 19, 2014. Nine key stakeholder organizations attended the meeting.

**1.2.6** By December 2018, delegate authority to departments, as needed, to administer bilingual oral fluency examinations.

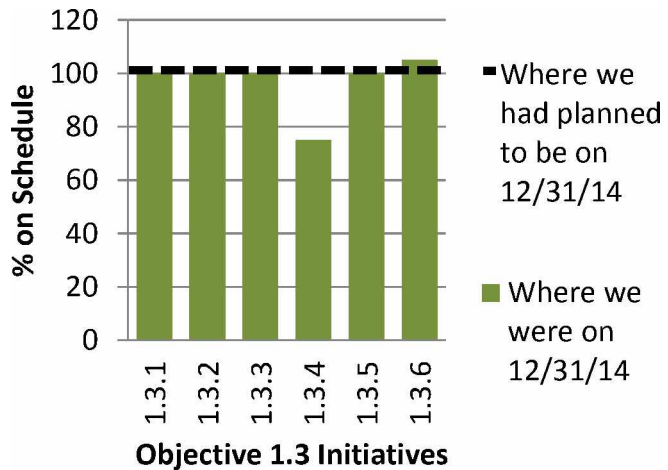
**Status:** Initiative 1.2.6 is scheduled to begin during a later reporting period.

**Objective 1.3 Evaluate and update statewide human resources and equal employment opportunity policies.**

**Our Overall Progress Towards Completing Objective 1.3**



**Planned vs. Actual Progress**



## Objective 1.3 Initiatives

- 1.3.1** By July 2014, distribute best hiring practices Personnel Management Liaisons Memorandum (PML).

**Status:** Completed on schedule.

**Comments:** The Personnel Management Division published and distributed the Best Hiring Practices PML, and is currently delivering the Best Hiring Practices training statewide.

- 1.3.2** By July 2015, deliver Best Hiring Practices training statewide.

**Status:** 83 percent complete and on schedule.

**Comments:** The Personnel Management Division is currently delivering the Best Hiring Practices training statewide.

- 1.3.3** On an ongoing basis, perform Human Resources Quality Reviews (HRQR) of departments' delegated authority in coordination with the State Personnel Board.

**Status:** 4 percent complete and on schedule.

- 1.3.4** By February 2015, conduct an analysis to determine the disability parity goal for the state's workforce.

**Status:** 30 percent complete and behind schedule.

**Comments:** The manner in which federal demographic information of persons with disabilities is collected has changed since the last tabulation of the disability parity rate. As a result, alternatives to determine the current parity rate are being researched.

- 1.3.5** On an ongoing basis, increase disability representation in the state's workforce until goals are met.

**Status:** 7 percent complete and on schedule.

**Comments:** Expanded the use of the Disability Survey Tool to facilitate timely departmental assessments of employees with disabilities.

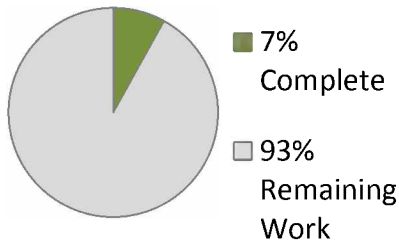
- 1.3.6** On an ongoing basis, provide increased resources and tools to guide departments in implementing effective Equal Employment Opportunity policy and practices.

**Status:** 5 percent complete and ahead of schedule.

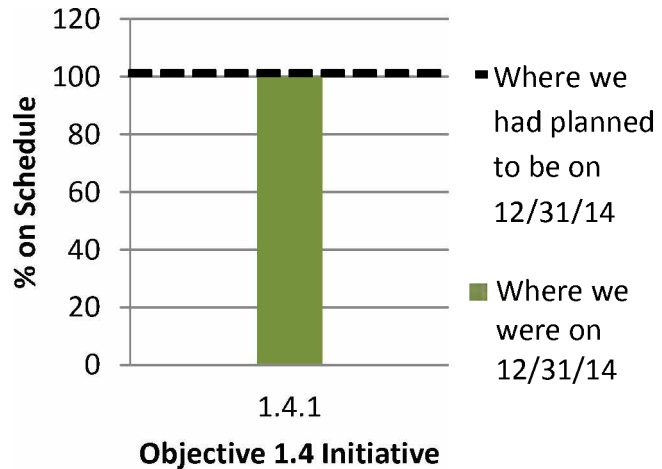
**Comments:** The initial steps to build CalHR Diversity Program were completed ahead of schedule.

Objective 1.4 Create an accessible online resource of policies and procedures for departments and employees.

**Our Overall Progress Towards Completing Objective 1.4**



**Planned vs. Actual Progress**



**Objective 1.4 Initiative**

**1.4.1** By December 2016, develop a comprehensive, searchable online human resources manual which links policies, procedures, forms and frequently asked questions.

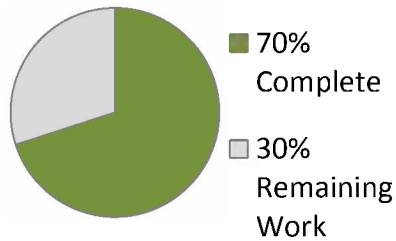
**Status:** 7 percent complete and on schedule.

**Comments:**

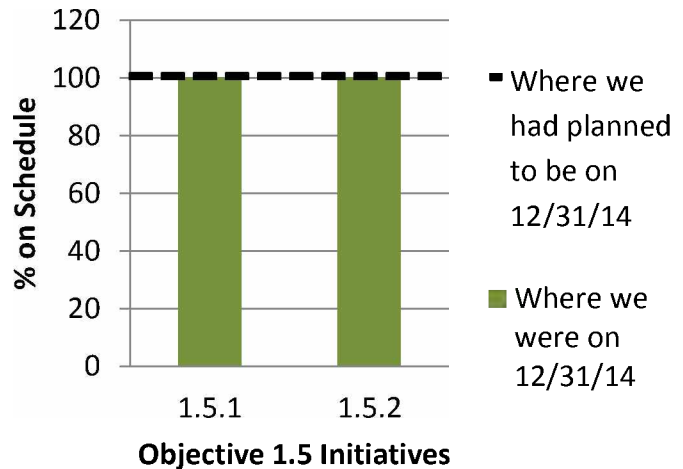
- The authorized email senders for the PML email distribution list were streamlined.
- The number of email distribution lists were reduced from 44 to 11.

Objective 1.5 Provide consultation services to develop and enhance the expertise of state human resources and equal employment opportunity professionals.

**Our Overall Progress Towards Completing Objective 1.5**



**Planned vs. Actual Progress**



**Objective 1.5 Initiatives**

**1.5.1** By December 2015, set up regular meetings between Personnel Management Division (PMD) analysts and departmental human resources staff to provide consultation and guidance, as needed.

**Status:** 40 percent complete and on schedule.

**1.5.2** By December 2014, establish and publish standard response times to be more responsive and accountable to customers.

**Status:** Completed on schedule.

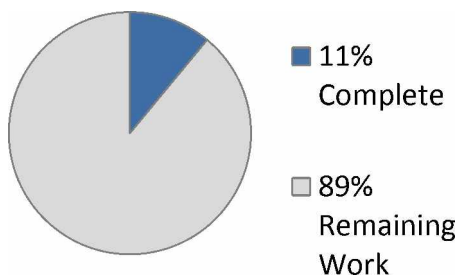
## GOAL 2: STATE EMPLOYEE BENEFITS

*Improve employee well-being by providing quality, cost-effective health, wellness, retirement and other benefits.*

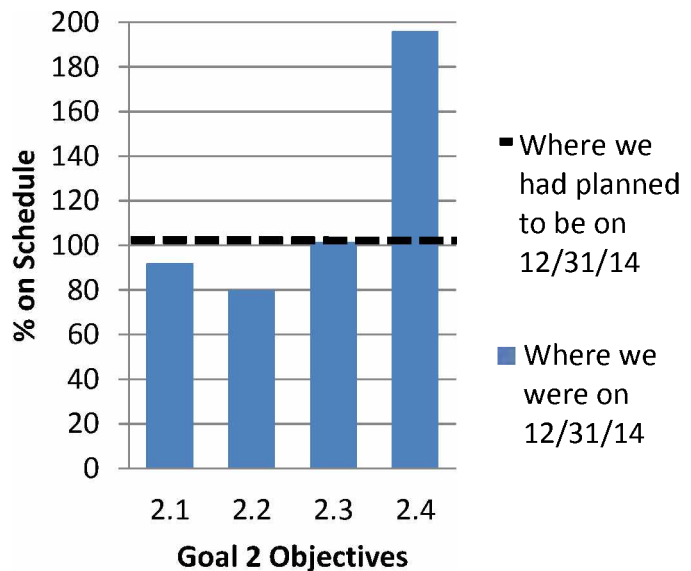
### Goal 2 Progress Summary

Goal 2 has 4 objectives and 7 initiatives being reported during this period. Of the 4 objectives, 2 are ahead of schedule and 2 are behind schedule. Of the 7 initiatives, 2 are ahead of schedule, 3 are on schedule, and 2 are behind schedule.

**Our Overall Progress Towards Completing Goal 2 Objectives**



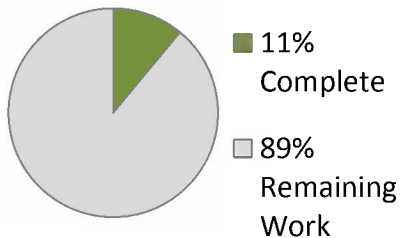
**Planned vs. Actual Progress**



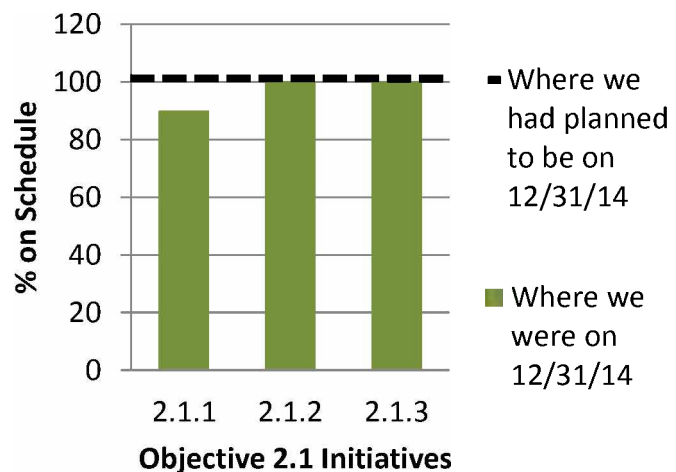
## Goal 2 Progress Detail

Objective 2.1 Develop benefit information programs to educate employees.

**Our Overall Progress Towards Completing Objective 2.1**



**Planned vs. Actual Progress**



### Objective 2.1 Initiatives

- 2.1.1** By December 2014, develop a consolidated benefits marketing tool to inform state employees about available employee benefits.

**Status:** 90 percent complete and behind schedule.

**Comment:** Benefits pamphlet has been developed and is currently moving through the final review process prior to being published.

- 2.1.2** Sponsor at least one or more benefit fairs on an annual basis.

**Status:** 8 percent complete and on schedule.

**Comment:** The first phase of this initiative was to attend departmental health fairs and CalPERS educational events in 2014. The goals for 2014 have been achieved. The goal for 2015 will integrate benefit information and expand the number of CalPERS educational events attended by CalHR including the Savings Plus Program fairs and the CalHR Conference.

- 2.1.3** By July 2016, redesign benefits portion of CalHR website to provide improved access.

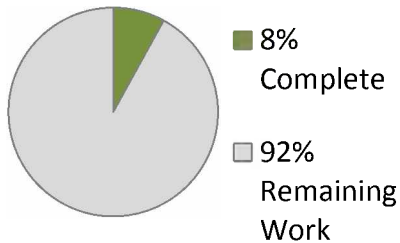
**Status:** Initiative 2.1.3 is scheduled to begin during a later reporting period.

**Comment:** The initial kickoff meeting with all stakeholders (GovOps, Benefits Division, Savings Plus and Information Technology staff) is scheduled for February 2015.

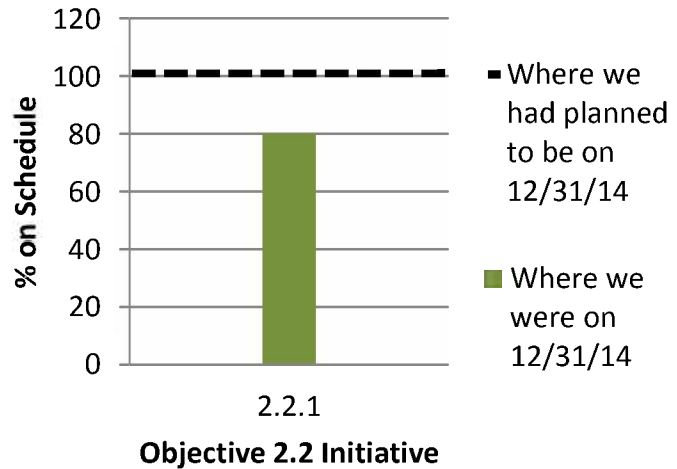


## Objective 2.2 Create an information technology solution to provide employee access to benefits information and enrollment.

### Our Overall Progress Towards Completing Objective 2.2



### Planned vs. Actual Progress



### Objective 2.2 Initiative

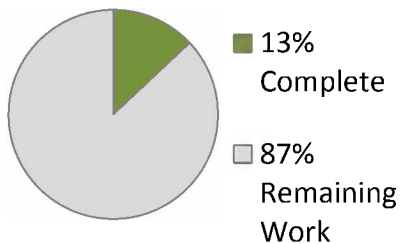
**2.2.1** By December 2018, develop and implement a benefits portal to provide employees online access to employee benefits.

**Status:** 8 percent complete and behind schedule.

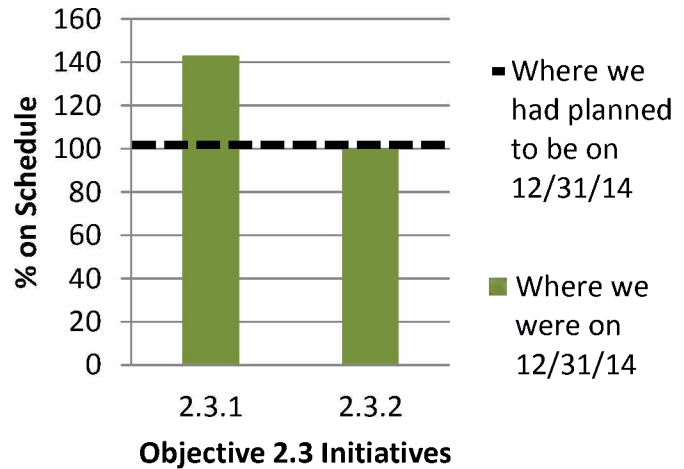
**Comment:** The Stage 1 Business Analysis was submitted to the Department of Technology on October 31, 2014.

## Objective 2.3 Pursue wellness initiatives to enhance the overall well-being of the state workforce.

### Our Overall Progress Towards Completing Objective 2.3



### Planned vs. Actual Progress



### Objective 2.3 Initiatives

**2.3.1** By December 2015, an analysis will be completed of existing workforce health data to establish workforce health and cost benchmarks.

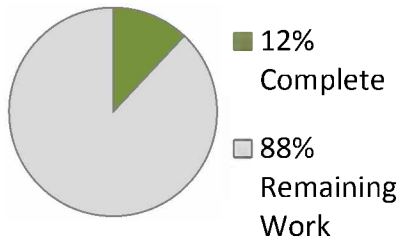
**Status:** 7 percent complete and ahead of schedule.

**2.3.2** By June 2018, develop evidence-based programs to improve employee health and reduce costs associated with employee health issues.

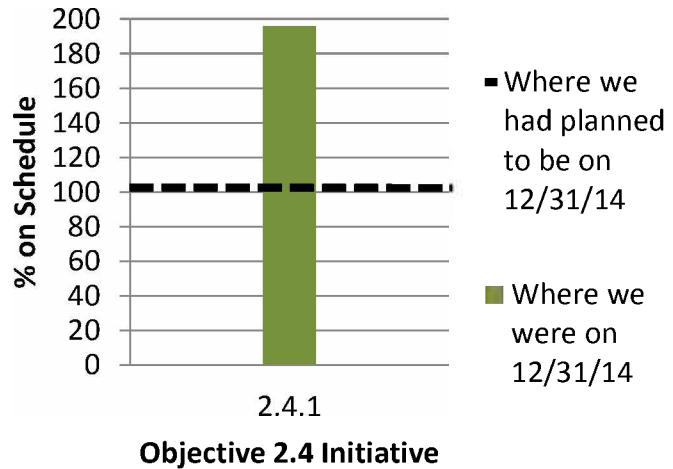
**Status:** 16 percent complete and on schedule.

Objective 2.4 Explore other voluntary employee benefits to enhance the overall desirability of the state’s benefit program.

**Our Overall Progress Towards Completing Objective 2.4**



**Planned vs. Actual Progress**



Objective 2.4 Initiative

**2.4.1** By December 2016, evaluate and recommend voluntary benefit services that could be changed, enhanced and/or added to existing programs.

**Status:** 12 percent complete and ahead of schedule.

**Comment:** Project scope and design has been completed. A project plan has been developed. Progressing with discussions regarding enhancement(s) to existing voluntary benefit programs. On schedule with survey portion of our plan.

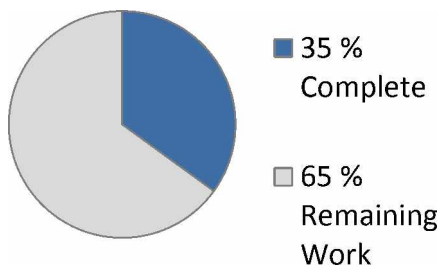
## GOAL 3: LABOR RELATIONS

*Effectively and ethically represent the Governor as the “employer” in employer-employee relations to achieve successful and fair outcomes.*

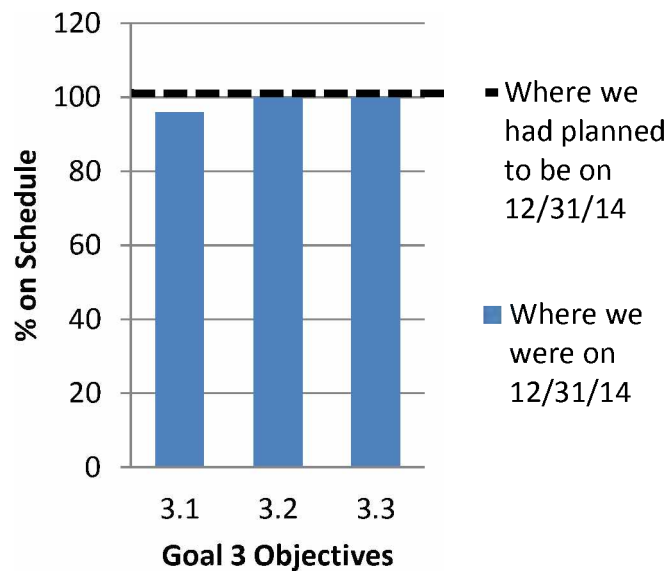
### Goal 3 Progress Summary

Goal 3 has 3 objectives and 14 initiatives being reported during this period. Of the 3 objectives, 2 are on schedule, and 1 is behind schedule. Of the 14 initiatives, 12 are on schedule, and 2 are behind schedule.

**Our Overall Progress Towards Completing Goal 3 Objectives**



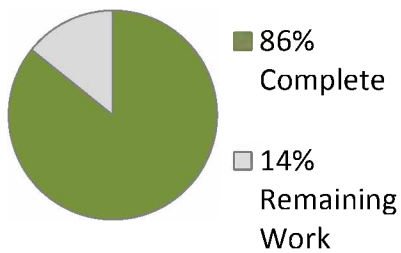
**Planned vs. Actual Progress**



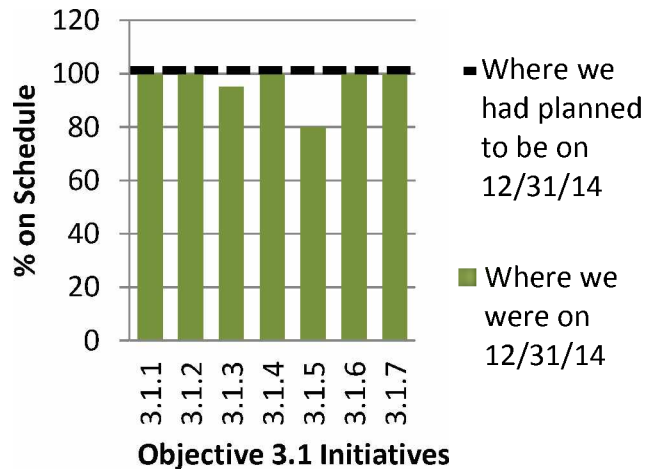
## Goal 3 Progress Detail

Objective 3.1 Build a culture of collaboration and accountability internally and externally with the labor relations community to enhance communication and overall effectiveness.

### Our Overall Progress Towards Completing Objective 3.1



### Planned vs. Actual Progress



### Objective 3.1 Initiatives

**3.1.1** By August 2014, conduct bargaining unit update meetings with departments.

**Status:** Completed on schedule.

**3.1.2** By August 2014, begin facilitating union and department meetings to improve communication and relationships.

**Status:** Completed on schedule.

**3.1.3** By October 2014, develop a communication checklist for bargaining and other labor relations projects that identifies roles, responsibilities and project plans to improve interdivisional communication and coordination.

**Status:** 95 percent complete and behind schedule.

**3.1.4** By November 2015, develop a mentorship program for members of the state labor relations community.

**Status:** 25 percent complete and on schedule.

**3.1.5** By December 2014, restructure the Labor Relations Forum and labor sponsored training to encourage more interactive engagement.

**Status:** 80 percent complete and behind schedule.

**Comment:** Requires coordination with Labor Relations Forum Committee. Meeting spaces identified and forum structure reformatted for 2015.

**3.1.6** By July 2014, implement an internal backup support system among Labor Relations staff to increase knowledge transfer and succession planning strategies.

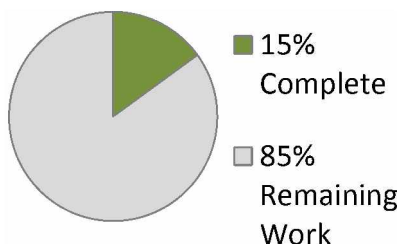
**Status:** Completed on schedule.

**3.1.7** By October 2014, make all current Memoranda of Understandings searchable and accessible on the CalHR website.

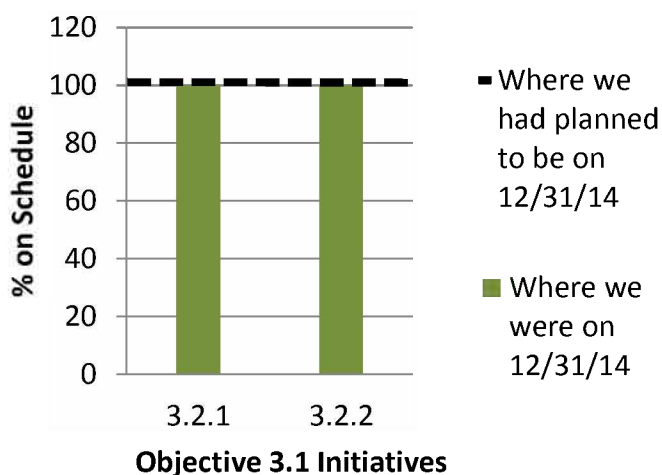
**Status:** Completed on schedule.

### Objective 3.2 Improve the grievance processes and tools to increase efficiency, responsiveness and knowledge-sharing.

**Our Overall Progress Towards Completing Objective 3.2**



**Planned vs. Actual Progress**



### Objective 3.2 Initiatives

**3.2.1** By December 2015, implement an improved grievance tracking system which facilitates information sharing and ensures a consistent approach to processing grievances.

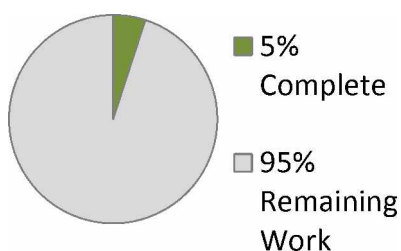
**Status:** 15 percent complete and on schedule.

**3.2.2** By May 2015, create a library of templates with standardized language, including contract language, grievance responses and other types of communication.

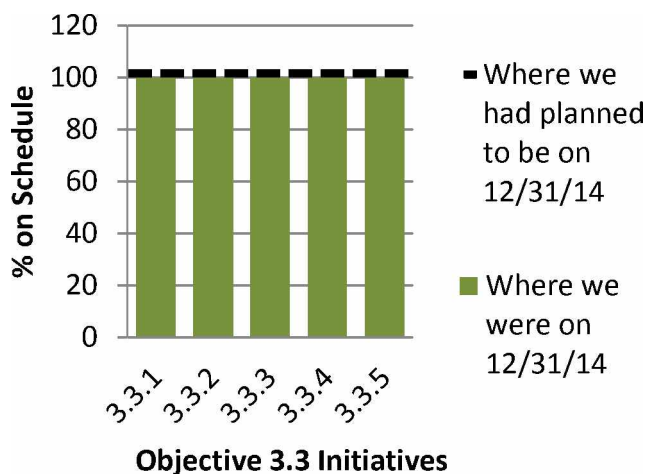
**Status:** 15 percent complete and on schedule.

Objective 3.3 Establish a labor relations knowledge management system to promote continuity within the CalHR Labor Relations program.

**Our Overall Progress Towards Completing Objective 3.3**



**Planned vs. Actual Progress**



**Objective 3.3 Initiatives**

- 3.3.1** By May 2015, develop and provide frequently asked questions online for statewide training purposes.

**Status:** 10 percent complete and on schedule.
- 3.3.2** By May 2016, develop an orientation program for new CalHR Labor Relations Officers.

**Status:** Initiative 3.3.2 is scheduled to begin during a later reporting period.
- 3.3.3** By May 2016, develop a cross reference database that links Memoranda of Understandings to pertinent arbitration cases.

**Status:** Initiative 3.3.3 is scheduled to begin during a later reporting period.
- 3.3.4** By January 2016, develop an interactive online policy and resource guide on the Fair Labor Standards Act.

**Status:** 5 percent complete and on schedule.
- 3.3.5** By January 2016, develop a statewide Fair Labor Standards Act training curriculum.

**Status:** Initiative 3.3.5 is scheduled to begin during a later reporting period.

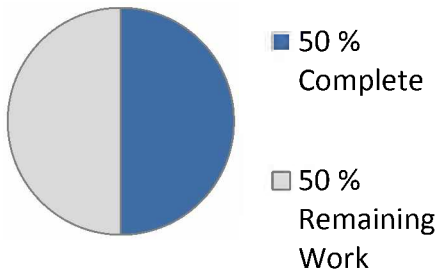
# GOAL 4: STATE EMPLOYEE TRAINING

*Collaborate to provide high quality, cost-effective training to the state workforce to improve productivity, performance and enhanced professional development.*

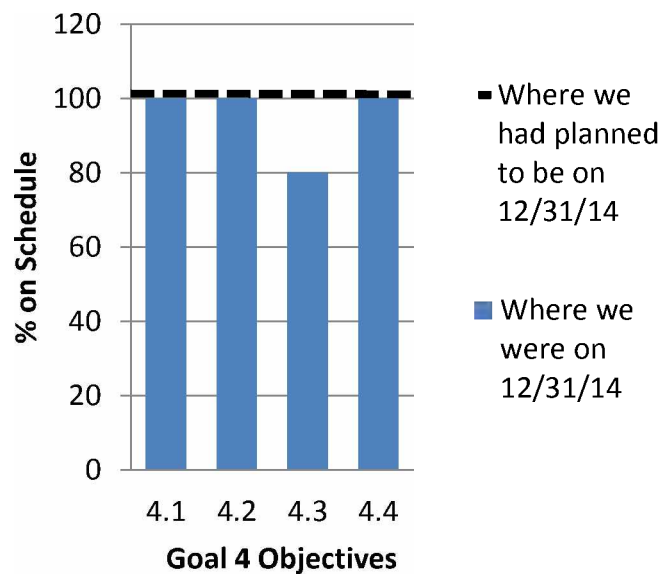
## Goal 4 Progress Summary

Goal 4 has 4 objectives and 11 initiatives being reported during this period. Of the 4 objectives, 3 are on schedule and 1 is behind schedule. Of the 11 initiatives, 1 is ahead of schedule, 8 are on schedule, and 2 are behind schedule.

### Our Overall Progress Towards Completing Goal 4 Objectives



### Planned vs. Actual Progress

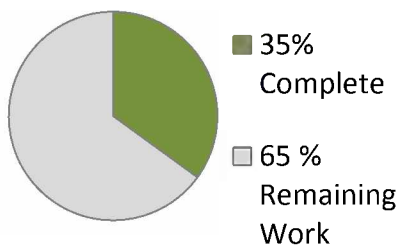




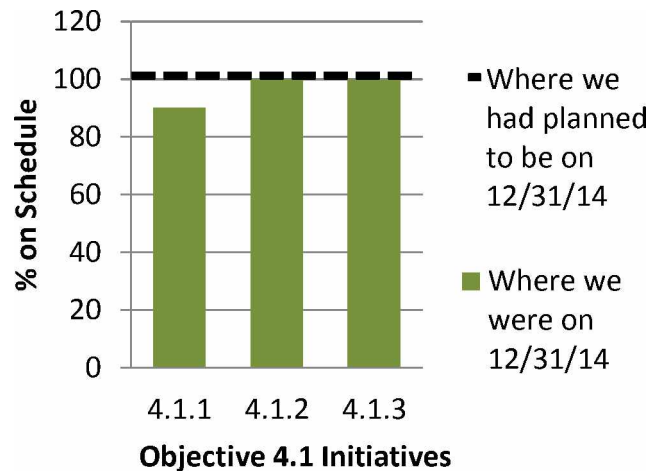
## Goal 4 Progress Detail

Objective 4.1 Assess and prioritize training needs for the state workforce to enhance employee productivity, performance and professional development.

### Our Overall Progress Towards Completing Objective 4.1



### Planned vs. Actual Progress

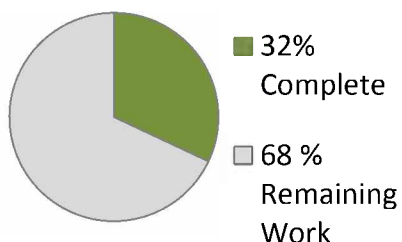


### Objective 4.1 Initiatives

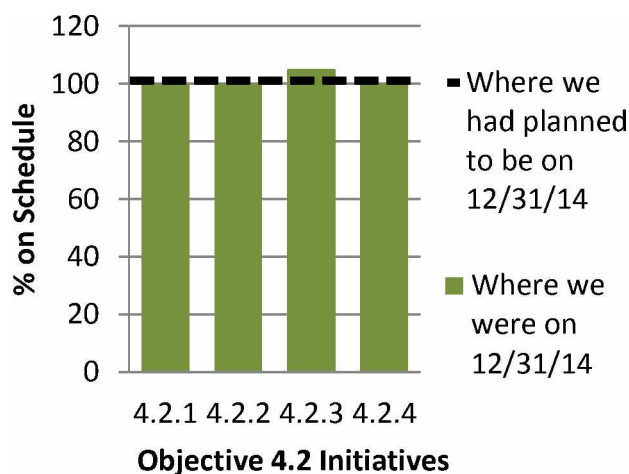
- 4.1.1** By February 2015, conduct a statewide training needs assessment.  
**Status:** 8 percent complete and behind schedule.
- 4.1.2** By September 2015, additional training courses offered by the State Training Center based on needs assessment identified in 4.1.1.  
**Status:** Initiative 4.1.2 is scheduled to begin during a later reporting period.
- 4.1.3** By July 2015, evaluate the existing mandated 80-hour Basic Supervisor Training courses and make recommendations for improvements based on current needs.  
**Status:** 80 percent complete and on schedule.  
**Comments:** Eighty hours of supervisor training provided through Los Rios and CSUS has been evaluated by a multi-department team of evaluators led by CalHR. CalHR will be meeting with evaluators in 2015 to develop recommendations.

## Objective 4.2 Establish and maintain quality, cost-effective training for employees through the State Training Center and our partners.

### Our Overall Progress Towards Completing Objective 4.2



### Planned vs. Actual Progress



### Objective 4.2 Initiatives

**4.2.1** By September 2014, offer training for trainers classes to Training Officers and subject matter experts (SMEs).

**Status:** Completed on schedule.

**4.2.2** By December 2015, create a workgroup of state training professionals to establish general statewide standards and training models.

**Status:** Initiative 4.2.2 is scheduled to begin during a later reporting period.

**4.2.3** By December 2015, create a webinar that integrates CalHR policy with State Controller’s Office technology to teach human resource staff how to process leave benefits and other personnel transactions.

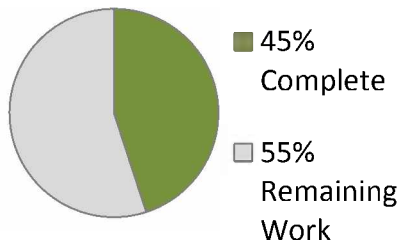
**Status:** 5 percent complete and ahead of schedule.

**4.2.4** By June 2016, identify training models and develop and provide implementation guidelines for the training models.

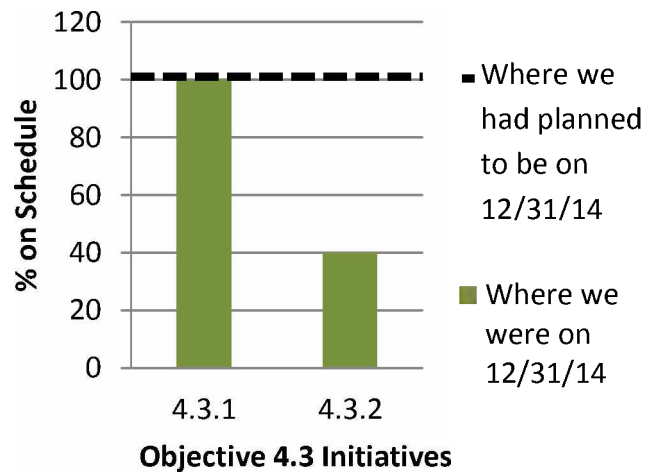
**Status:** Initiative 4.2.4 is scheduled to begin during a later reporting period.

## Objective 4.3 Create and implement a training marketing plan to promote professional development.

### Our Overall Progress Towards Completing Objective 4.3



### Planned vs. Actual Progress



### Objective 4.3 Initiatives

**4.3.1** By July 2015, develop and distribute marketing materials for training programs offered through the State Training Center.

**Status:** 51 percent complete and on schedule.

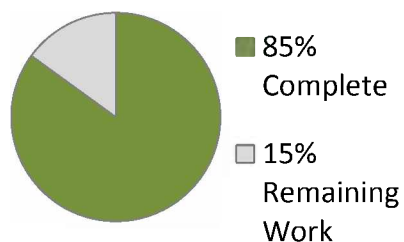
**4.3.2** By December 2014, identify regional advocates across the state to promote training classes offered through the State Training Center.

**Status:** 40 percent complete and behind schedule.

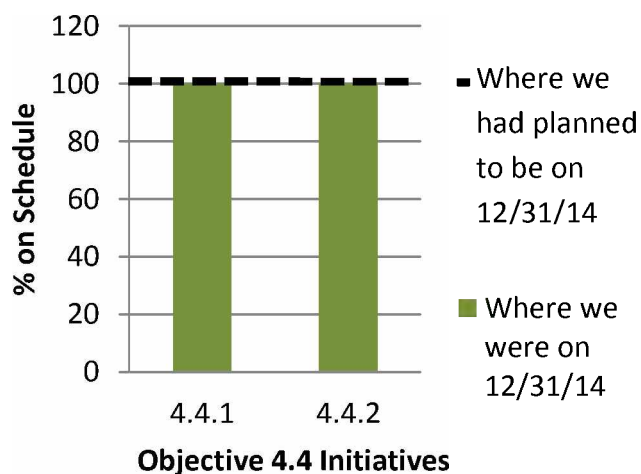
**Comments:** Pursuing a different approach (leveraging the California Network of Learning Professionals) for this effort in order to obtain more stakeholder involvement.

## Objective 4.4 Develop a single information technology solution for departments and employees to identify and register for training.

### Our Overall Progress Towards Completing Objective 4.4



### Planned vs. Actual Progress



### Objective 4.4 Initiatives

**4.4.1** By July 2014, implement improved registration, tracking and data collection in CalHR's electronic registration system.

**Status:** Completed on schedule.

**Comments:**

- CalHR implemented eReg 2.0 which reduced the time it took for us to register, track, and collect data for CalHR's training classes by 95 percent.
- eReg 2.0 saved approximately 1,700 hours of work for 2014, which equates to nearly one full time position.

**4.4.2** By June 2015, explore and recommend necessary improvements to create an enterprise training management system.

**Status:** 15 percent complete and on schedule.

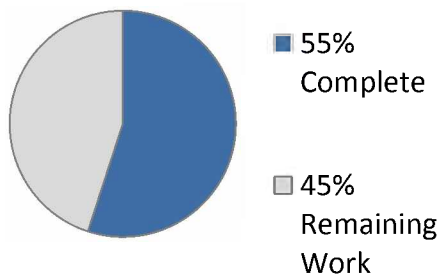
# GOAL 5: STATE EMPLOYEE WORKFORCE PLANNING, RECRUITMENT AND SELECTION

*Manage the state's strategy for recruiting, hiring and retaining a motivated and talented civil service workforce to serve the State of California. Create and administer civil service exams to recruit high quality candidates in a fair and open process.*

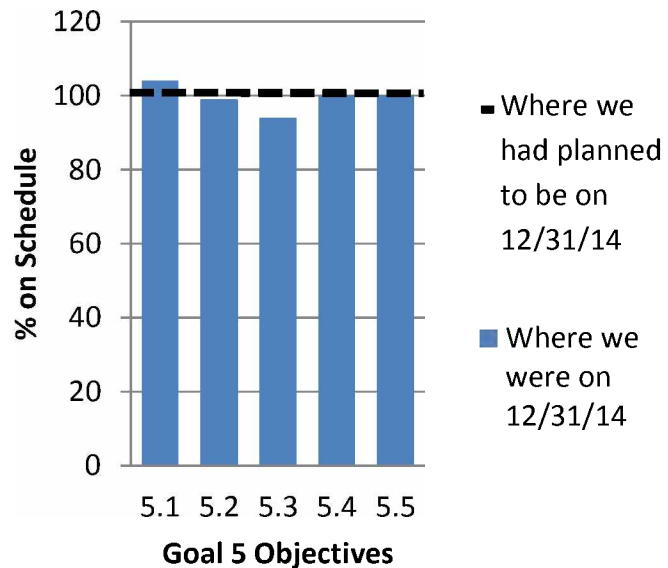
## Goal 5 Progress Summary

Goal 5 has 5 objectives and 16 initiatives being reported during this period. Of the 5 objectives, 1 is ahead of schedule, 2 are on schedule, and 2 are behind schedule. Of the 16 initiatives, 1 is ahead of schedule, 9 are on schedule, and 6 are behind schedule.

**Our Overall Progress Towards Completing Goal 5 Objectives**



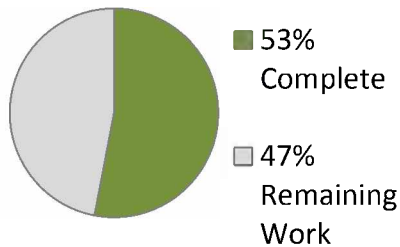
**Planned vs. Actual Progress**



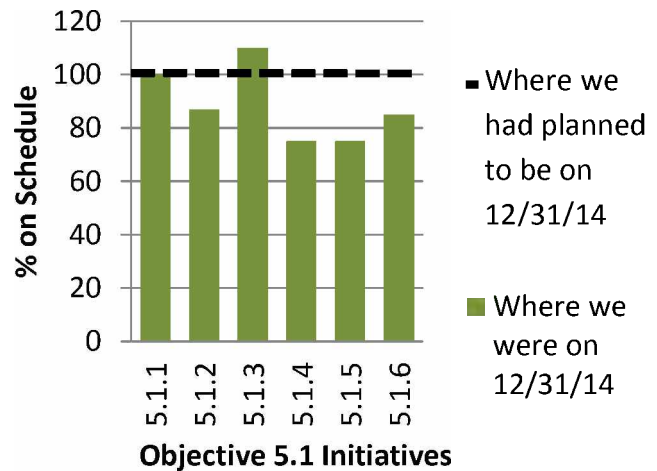
## Goal 5 Progress Detail

Objective 5.1 Re-engineer the exam process to be accessible and timely.

### Our Overall Progress Towards Completing Objective 5.1



### Planned vs. Actual Progress



### Objective 5.1 Initiatives

**5.1.1** By December 2015, improve current online exam testing process to be more user friendly and accessible for applicants.

**Status:** 30 percent complete and on schedule.

**Comments:**

- A pre-qualify feature for exams will be piloted using the Office Assistant exam in February 2015.
- Improved employment, education, and training verification for hiring managers.
- Assessing the performance of the revised Training and Experience (T&E) testing process.

**5.1.2** By April 2015, provide guidance to departments for developing an email based application submittal system so that departments can electronically receive applications.

**Status:** 51 percent complete and behind schedule.

**Comments:** Pending review for any legal ramifications.

**5.1.3** Ongoing delivery of assessment tools for departments to verify applicant qualifications to assist in selecting the most qualified candidates.

**Status:** 30 percent complete and ahead of schedule.

**Comments:** Completed assessment tools for the Office Technician examination and plan to roll it out in February 2015.

**5.1.4** By December 2015, convert the existing psychological testing process from written to online examinations.

**Status:** 50 percent complete and behind schedule.

**Comments:**

- Completed research design is established.
- Online security needs to be confirmed and online testing instruments need to be developed.

**5.1.5** By December 2014, implement process improvements in the psychological screening program to reduce completion timeframes.

**Status:** 75 percent complete and behind schedule.

**Comments:**

- Recruited and trained graduate students to assist with this initiative.
- Trained contract psychologists.
- Established test interpretation protocol.

**5.1.6** By December 2014, introduce a pilot project to convert written examinations to online examinations for Office Technician, Office Assistant and Program Technician classifications.

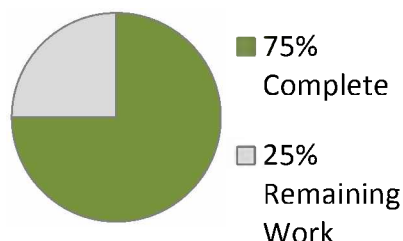
**Status:** 85 percent complete and behind schedule.

**Comments:**

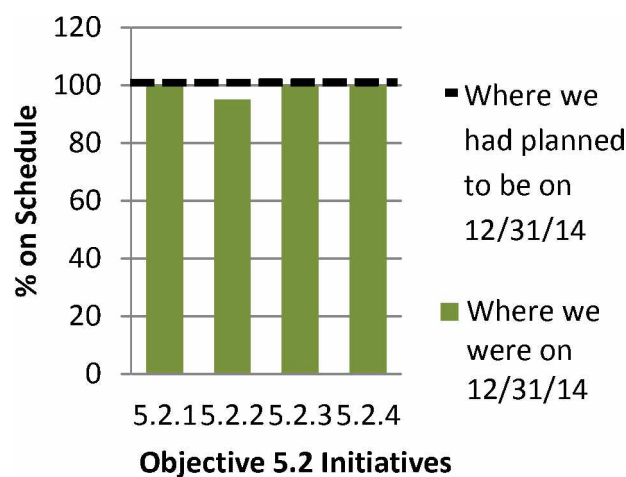
- Piloted the Office Technician exam, however, a procedural issue discovered during the pilot required a modification to the application. The application has been modified to allow for new pilot tests.
- The new pilot test will be administered in January 2015. If successful, an online testing process will be developed for the Office Assistant and Program Technician series.

## Objective 5.2 Educate managers about hiring and retaining the best candidates.

### Our Overall Progress Towards Completing Objective 5.2



### Planned vs. Actual Progress



## Objective 5.2 Initiatives

**5.2.1** By July 2014, redesign the minimum qualifications training class.

**Status:** Completed on schedule.

**5.2.2** By July 2014, develop a “Critical Class Requirements (511B)” training class.

**Status:** 95 percent complete and behind schedule.

**Comments:**

- Critical Class Requirements (511B) course has been developed and piloted.
- Working with the Training unit to include Critical Class Requirements (511B) course in the 2015-16 statewide training schedule.

**5.2.3** By June 2014, provide training to departments on developing, implementing and evaluating workforce plans, competencies and gap analyses.

**Status:** Completed on schedule.

**Comments:**

- The first CalHR training series to present step-by-step instruction for developing, implementing, and evaluating workforce plans, competencies, and gap analyses.
- This three session training served approximately 45 participants from 30 different departments.
- According to training evaluations, 94 percent of participants agreed they will likely use the tools and resources provided at the training.

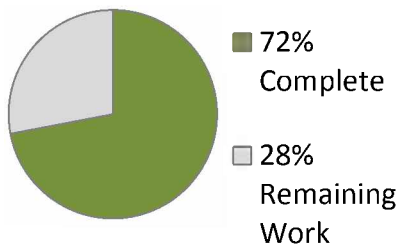


**5.2.4** By December 2017, based on competency gaps reports identified by departments, review examinations for potential modifications.

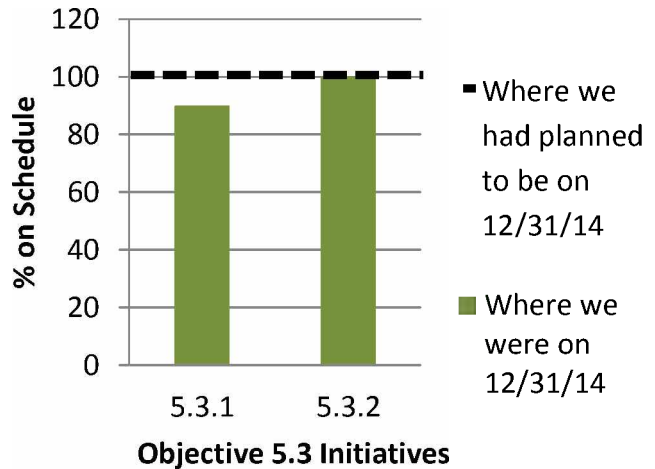
**Status:** 5 percent complete and on schedule.

**Objective 5.3** Create and implement a state workforce marketing strategy to recruit and retain a diverse, high-caliber workforce.

**Our Overall Progress Towards  
Completing Objective 5.3**



**Planned vs. Actual Progress**



**Objective 5.3 Initiatives**

**5.3.1** By August 2014, release the “Recruitment and Retention Program,” which includes confidential entrance and exit surveys. Results from the statewide employee surveys will be analyzed biannually and reported to state departments to develop successful recruitment and retention strategies. This data will also be part of a statewide data collection program to monitor workforce trends.

**Status:** 90 percent complete and behind schedule.

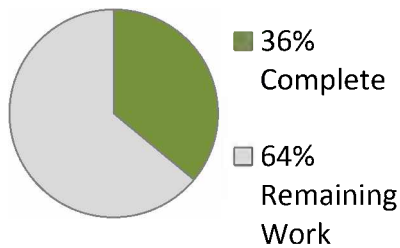
**Comments:** Prolonging schedule in order to obtain broader stakeholder feedback on surveys.

**5.3.2** By May 2015, create a statewide recruitment strategy to market the state as a premier employer.

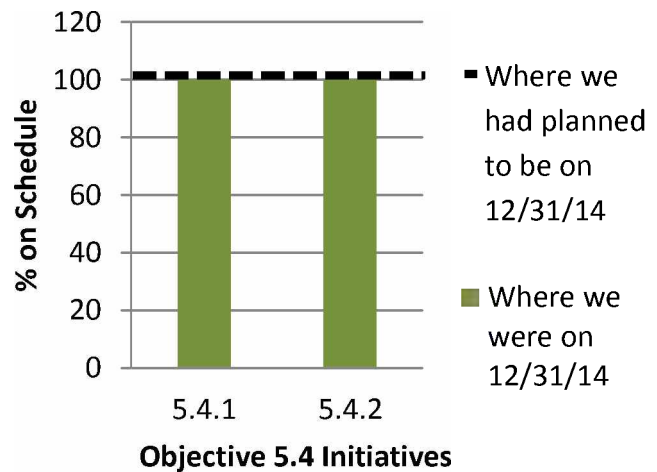
**Status:** 48 percent complete and on schedule.

Objective 5.4 Provide guidance to departments on the importance of succession planning and share best practices.

**Our Overall Progress Towards  
Completing Objective 5.4**



**Planned vs. Actual Progress**



**Objective 5.4 Initiatives**

**5.4.1** By October 2015, provide training on Succession Planning and Knowledge Transfer to departments in classroom and webinar formats.

**Status:** 15 percent complete and on schedule.

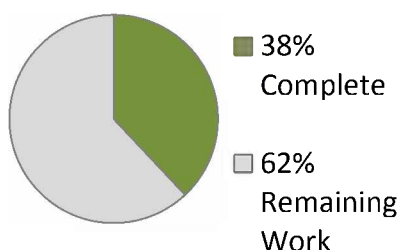
**5.4.2** By January 2015, as part of effective succession planning, provide mentorship training and tools to state departments.

**Status:** 43 percent complete and on schedule.

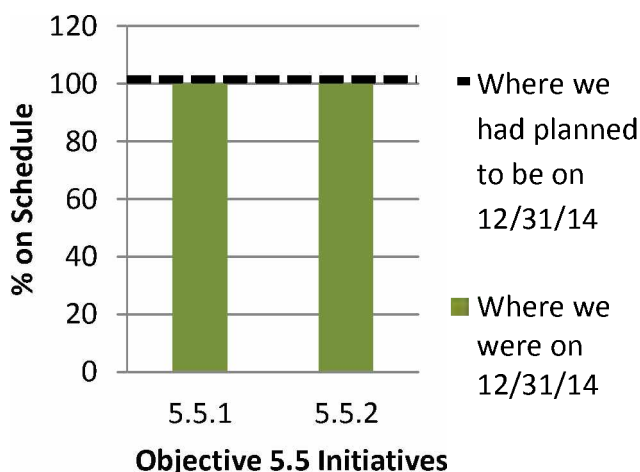
**Comments:** This training course is being built in response to departments' succession planning challenges and will provide step-by-step guidance on establishing a mentorship program.

Objective 5.5 Collect ongoing workforce demographic and statewide performance data to enhance recruitment, hiring and retention approaches.

**Our Overall Progress Towards  
Completing Objective 5.5**



**Planned vs. Actual Progress**



**Objective 5.5 Initiatives**

**5.5.1** By December 2015, identify difficult-to-recruit classifications that would benefit from state coordinated recruitment efforts.

**Status:** 21 percent complete and on schedule.

**5.5.2** By May 2015, develop a comprehensive program to recruit and hire veterans and disabled veterans.

**Status:** 51 percent complete and on schedule.

**Comments:**

- In collaboration with California Department of Veterans Affairs, we offer “How to Transition from Military Service to State Service” seminars for veterans on a monthly basis. The seminars feature a presentation about the state hiring process and a speech by a veteran that transitioned into state service.
- We are developing relationships with veteran organizations and participating in career events for veterans such as “Honor a Hero, Hire a Vet.”
- The next steps are to collaborate with departments to create marketing videos, webinars, and flyers to attract and educate veterans about beginning a state career.

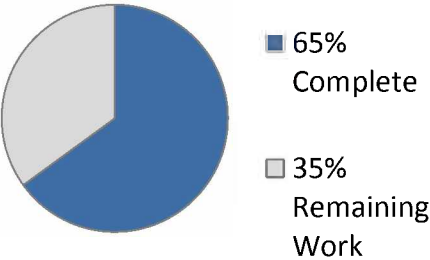
# GOAL 6: ORGANIZATIONAL EFFECTIVENESS\*

*Build a high-performing organization that provides quality customer service through effective leadership, responsible management, innovative technology and accountability.*

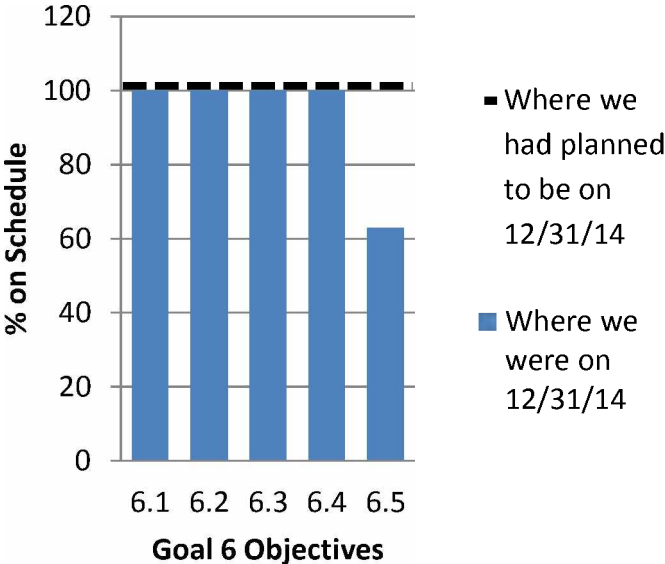
## Goal 6 Progress Summary

Goal 6 has 5 objectives and 13 initiatives being reported during this period. Of the 5 objectives, 4 are on schedule and 1 is behind schedule. Of the 13 initiatives, 1 is ahead of schedule, 7 are on schedule, and 5 are behind schedule.

**Our Overall Progress Towards Completing Goal 6 Objectives**



**Planned vs. Actual Progress**

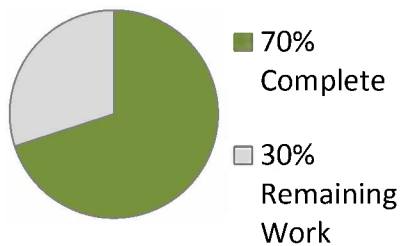


\*This is our internally focused strategic goal. Streamlining and reengineering our internal processes will ultimately yield improved results for our stakeholders.

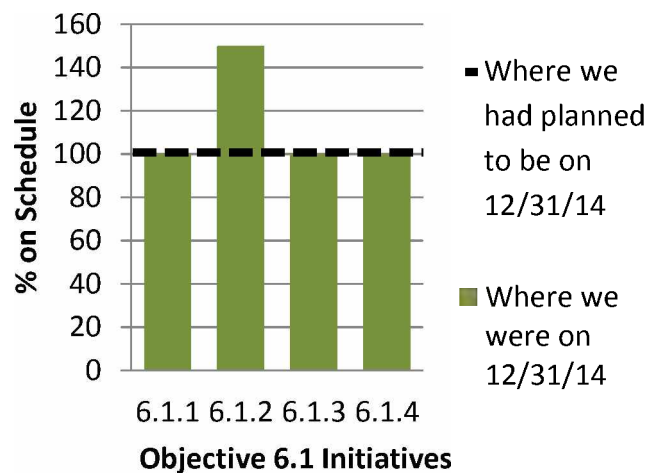
## Goal 6 Progress Detail

Objective 6.1 Improve business processes for increased efficiency, accountability and customer service.

### Our Overall Progress Towards Completing Objective 6.1



### Planned vs. Actual Progress



### Objective 6.1 Initiatives

**6.1.1** By November 2014, develop customer service performance measures to improve service delivery response times.

**Status:** Completed on schedule.

**6.1.2** By July 2015, re-engineer business processes to ensure adequate internal controls and accountability and revise desk and procedure manuals accordingly.

**Status:** 90 percent complete and ahead of schedule.

**6.1.3** By June 2015, establish a process to alert managers of upcoming due dates for probation reports, Individual Development Plans and other critical personnel management documents.

**Status:** 40 percent complete and on schedule.

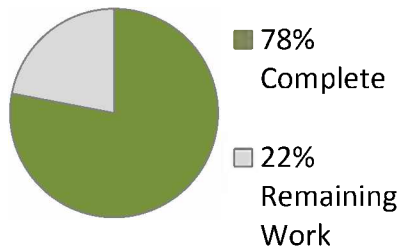
**6.1.4** By July 2015, evaluate and improve information technology customer service satisfaction.

**Status:** 80 percent complete and on schedule.

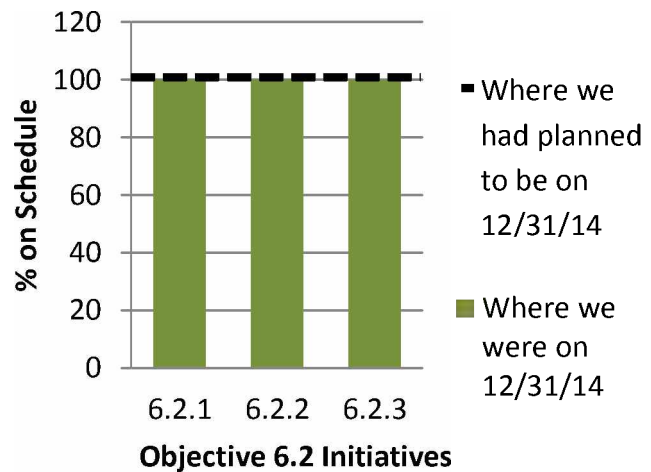
**Comments:** Customer survey completed, survey results reviewed, recommendations made and implemented for improvement.

Objective 6.2 Foster cross-divisional communication and collaboration to build relationships and increase internal effectiveness and morale.

**Our Overall Progress Towards  
Completing Objective 6.2**



**Planned vs. Actual Progress**



**Objective 6.2 Initiatives**

**6.2.1** By December 2014, create an “Annual Administration Calendar” providing critical dates for budgets, contracts, human resources, procurement and accounting functions. The Calendar will document cut-off dates, submission dates, deadlines and enrollment dates.

**Status:** Completed on schedule.

**6.2.2** By May 2015, collaborate with all divisions to identify strategies to implement cross-training and knowledge transfer for succession planning.

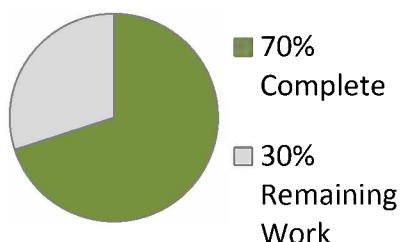
**Status:** 50 percent complete and on schedule.

**6.2.3** By July 2014, establish monthly meetings between Division Chiefs and the Chief Information Officer to discuss information technology and customer service needs.

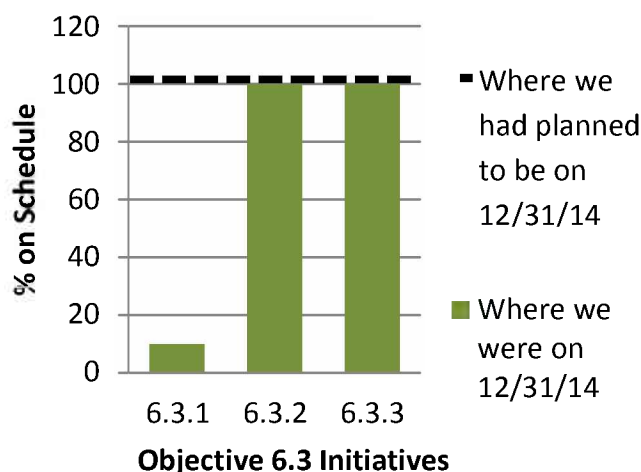
**Status:** Completed on schedule.

Objective 6.3 Develop a framework to prioritize CalHR projects and initiatives to maximize the effectiveness of existing resources.

**Our Overall Progress Towards  
Completing Objective 6.3**



**Planned vs. Actual Progress**



**Objective 6.3 Initiatives**

**6.3.1** By August 2014, develop and distribute a project prioritization matrix to managers and supervisors.

**Status:** 10 percent complete and behind schedule.

**Comments:**

- The work on this initiative was intentionally put on hold while we focused on establishing the information technology (IT) project governance model, initiative 6.3.3.
- Now that we have successfully implemented a new IT Steering Committee at CalHR, our business planners will work closely with the IT Steering Committee to establish a new project prioritization process for all CalHR projects.
- The new estimated date for completing this initiative is June 2015.

**6.3.2** By July 2014, identify all current and potential information technology projects, resource needs and estimated completion dates.

**Status:** Completed on schedule.

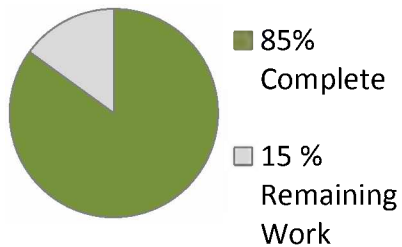
**6.3.3** By September 2014, establish an information technology project governance model.

**Status:** Completed behind schedule.

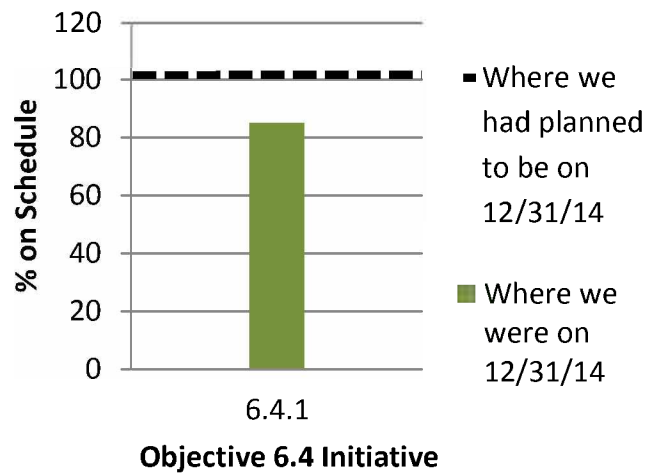
**Comments:** First IT Steering Committee was held in December 2014 and charter adopted.

## Objective 6.4 Create a consistent brand for CalHR.

### Our Overall Progress Towards Completing Objective 6.4



### Planned vs. Actual Progress



## Objective 6.4 Initiative

**6.4.1** By August 2014, create and publish a CalHR Style Guide – a complete guide to ensure consistent writing style and usage of the CalHR name and logo.

**Status:** 85 percent complete and behind schedule.

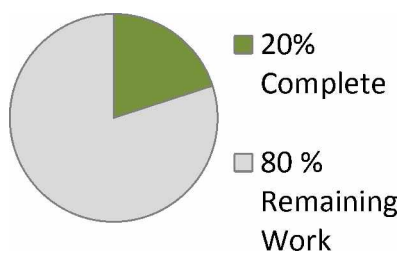
**Comments:**

- Created the first consistent brand for CalHR which is now being used throughout the department.
- Updating CalHR's brochures and other promotional materials to be consistent and modern.

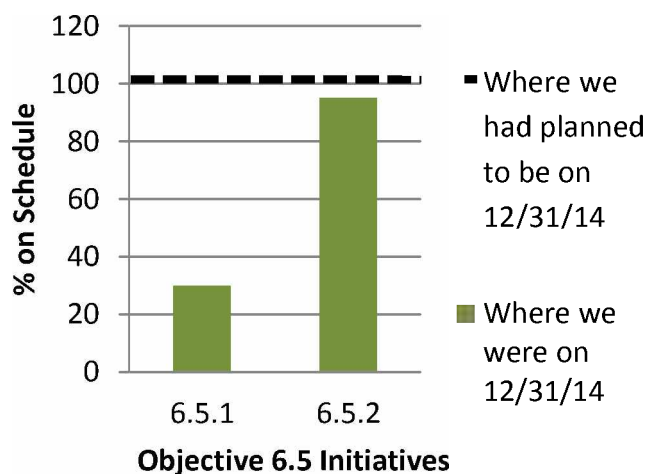


Objective 6.5 Redesign the CalHR website to make it more user-friendly, accessible, and relevant for all visitors.

**Our Overall Progress Towards Completing Objective 6.5**



**Planned vs. Actual Progress**



**Objective 6.5 Initiatives**

**6.5.1** By December 2014, design new web page templates.

**Status:** 30 percent complete and behind schedule.

**Comments:** Initial web page design template is completed and in the review process.

**6.5.2** By July 2015, conduct a comprehensive review and redesign of the CalHR and Jobs.ca.gov websites and content into a unified, intuitive and accessible resource.

**Status:** 15 percent complete and behind schedule.

**Comments:** New and anticipated changes coming from the Department of Technology require possible changes to project approach.