

# California Department of Human Resources

## Strategic Plan 2014–2018



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Prepared By:

Department of Consumer Affairs

SOLID Training and Planning Solutions



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# A MESSAGE FROM THE DIRECTOR

I am pleased to present CalHR's Strategic Plan 2014-2018. The strategic plan reflects our mission, values and vision for the organization we are striving to become and presents a new paradigm for how we deliver human resources services to state employees. It also includes the goals, objectives and the specific initiatives we will undertake in pursuit of this mission. In short, the plan provides a roadmap to create a CalHR which is responsive, transparent and committed to outstanding customer service.

Developing the plan is only the first step. Indeed, our real challenge will be bringing it to life. To that end, my colleagues at CalHR have already begun the work of turning our vision for the future into a reality for both our organization and the people we serve. Moving forward, we will be providing biannual status updates on the CalHR website so you can watch our progress as we realize the goals, objectives and initiatives set forth in the plan.

I would like to express our sincere appreciation to Terrie Meduri and Shelly Menzel from the Department of Consumer Affairs' SOLID Training and Planning Solutions group, who provided outstanding leadership and advice as they guided our team through their well-crafted methodology. Their invaluable service assisted CalHR in developing a clear vision for our organization.

CalHR looks forward to implementing our strategic plan and building a department worthy of the State of California.

A handwritten signature in black ink, appearing to read 'Richard Gillihan', with a long horizontal stroke extending to the right.

Richard Gillihan, Acting Director

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# Overview of CalHR

The California Department of Human Resources (CalHR) was created on July 1, 2012, by Governor Brown's Reorganization Plan Number 1 of 2011. The reorganization plan consolidated the State of California's two personnel departments, combining the Department of Personnel Administration with certain programs of the State Personnel Board.

CalHR is responsible for all issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment and retention. For most employees, many of these matters are determined through the collective bargaining process managed by CalHR.

## **CalHR Programs and Divisions:**

**Benefits** – Administers dental, vision, the Employee Assistance Program, workers' compensation and other benefits to state employees; and partners with the California Public Employees Retirement System to administer health benefits.

**Civil Rights** – Provides leadership and guidance to departments to protect the civil rights of all state employees.

**Labor Relations** – Represents the Governor as the "employer" in issues involving employer-employee relations, including collective bargaining pursuant to the Ralph C. Dills Act.

**Personnel Management** – Administers the state's classification plan, salaries and manager/supervisor programs and other personnel related programs.

**Savings Plus** – Administers the state employees' 401(k) and 457 programs and the part-time, seasonal and temporary and Alternate Retirement programs.

**Selection** – Creates and administers civil service exams providing a fair and open process to hire the most qualified candidates to serve the state.

**Workforce Development Programs and Special Projects** – Responsible for statewide training and ensuring the recruitment and retention of a diverse and qualified workforce.

## Strategic Planning Process

SOLID Planning Solutions of the Department of Consumer Affairs assisted CalHR in preparing this strategic plan by meeting with the CalHR executive team to obtain background information, identify key focus areas, define roles and responsibilities and establish a customized strategic planning schedule.

To understand the environment in which CalHR operates and identify factors that could impact CalHR's success, SOLID conducted an environmental scan of CalHR's stakeholders as well as the department's managers, supervisors, employees and executive team. SOLID collected information through the following methods:

- An online survey was distributed to external CalHR stakeholders during the months of January and February 2014 to solicit input from departmental personnel officers, human resource professionals, state control agencies, human resources associations and professional groups, equal employment opportunity professionals and civil rights officers who expressed interest in the strategic direction of CalHR. 108 stakeholders responded to the survey.
- Interviews were conducted with 21 members of the executive team during the months of January and February 2014 to assess the challenges and opportunities CalHR is currently facing or will face in the next five years.
- Six focus group sessions were held with CalHR employees, managers and supervisors during the months of February and March 2014 to obtain an internal perspective on CalHR's progress and strategic areas of focus.

The most significant themes and trends identified from the environmental scan were discussed by the CalHR Strategic Planning Committee during a strategic planning session facilitated by SOLID on April 2-3, 2014. This information guided the development of CalHR's vision, mission, values, strategic goals and objectives outlined in this 2014 – 2018 strategic plan.

## **Our Vision**

To be the premier leader and trusted partner in innovative human resources management.

## **Our Mission**

To provide exceptional human resources leadership and services with integrity, respect and accountability to state departments and all current and prospective employees.

## **Our Values**

### **COLLABORATION**

We value partnerships. We foster the public's trust through open communication and work in a cooperative, respectful and courteous manner.

### **LEADERSHIP**

We strive to be the standard bearer of human resources management.

### **INTEGRITY**

We are committed to honesty, ethical conduct and responsibility.

### **CUSTOMER SERVICE**

We acknowledge our stakeholders as customers, listen to their needs and proactively solve problems.

### **EXCELLENCE/QUALITY**

We have a passion for quality and strive for continuous improvement of our programs, services and processes through employee empowerment and professional development.

### **DIVERSITY**

We value and support the power and creativity brought about by a diverse workforce, inclusive of all individuals and reflective of the state we serve.

# **Our Strategic Goals**

## **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.

## **State Employee Benefits**

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

## **Labor Relations**

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

## **State Employee Training**

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

## **State Employee Workforce Planning, Recruitment and Selection**

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

## **Organizational Effectiveness**

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



# 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.*

- 1.1 Update and consolidate job classifications to align with the state's needs.**
- 1.2 Continue the transfer of delegated responsibilities to departments including training, oversight, policies and tools for success and accountability.**
- 1.3 Evaluate and update statewide human resources and equal employment opportunity policies.**
- 1.4 Create an accessible online resource of policies and procedures for departments and employees.**
- 1.5 Provide consultation services to develop and enhance the expertise of state human resources and equal employment opportunity professionals.**

## GOAL 2: STATE EMPLOYEE BENEFITS

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

- 2.1 Develop benefit information programs to educate employees.**
- 2.2 Create an information technology solution to provide employee access to benefits information and enrollment.**
- 2.3 Pursue wellness initiatives to enhance the overall well-being of the state workforce.**
- 2.4 Explore other voluntary employee benefits to enhance the overall desirability of the state's benefit program.**

## GOAL 3: LABOR RELATIONS

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

- 3.1 Build a culture of collaboration and accountability internally and externally with the labor relations community to enhance communication and overall effectiveness.**
- 3.2 Improve the grievance processes and tools to increase efficiency, responsiveness and knowledge-sharing.**
- 3.3 Establish a labor relations knowledge management system to promote continuity within the CalHR Labor Relations program.**

## 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.*

- 4.1 Assess and prioritize training needs for the state workforce to enhance employee productivity, performance and professional development.**
- 4.2 Establish and maintain quality, cost-effective training for employees through the State Training Center and our partners.**
- 4.3 Create and implement a training marketing plan to promote professional development.**
- 4.4 Develop a single information technology solution for departments and employees to identify and register for training.**

## 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.*

- 5.1 Re-engineer the exam process to be accessible and timely.**
- 5.2 Educate managers about hiring and retaining the best candidates.**
- 5.3 Create and implement a state workforce marketing strategy to recruit and retain a diverse, high-caliber workforce.**
- 5.4 Provide guidance to departments on the importance of succession planning and share best practices.**
- 5.5 Collect ongoing workforce demographic and statewide performance data to enhance recruitment, hiring and retention approaches.**

## GOAL 6: ORGANIZATIONAL EFFECTIVENESS

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

- 6.1 Improve business processes for increased efficiency, accountability and customer service.**
- 6.2 Foster cross-divisional communication and collaboration to build relationships and increase internal effectiveness and morale.**
- 6.3 Develop a framework to prioritize CalHR projects and initiatives to maximize the effectiveness of existing resources.**
- 6.4 Create a consistent brand for CalHR.**
- 6.5 Redesign the CalHR website to make it more user-friendly, accessible and relevant for all visitors.**

