

California Department of Human Resources

Strategic Plan
2014 – 2018



APPENDIX STRATEGIC ACTION PLAN

June 2014

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.

Objective

1.1 Update and consolidate job classifications to align with the state's needs.

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.

Performance Target: Abolish 100% of all unnecessary classifications in the state's classification plan.

Lead: Personnel Management Division

- 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.

Performance Target: Accurately reflect 100% of existing classifications in the California State Civil Service Pay Scales.

Lead: Personnel Management Division

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

Performance Target: Revise 100% of information technology classifications to reflect current and evolving needs.

Lead: Personnel Management Division

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

Performance Target: Review, update and consolidate classifications, as appropriate.

Lead: Personnel Management Division

Objective

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

Initiatives

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

Performance Target: Over 90% of state departments will retain their delegation authority 24 months after receiving delegation.

Lead: Personnel Management Division

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

Performance Target: Over 90% of state departments will retain their delegation authority 24 months after receiving delegation.

Lead: Personnel Management Division

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

Performance Target: Over 90% of state departments will retain their delegation authority 24 months after receiving delegation.

Lead: Personnel Management Division

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

Performance Target: Increased delegation to state departments.

Lead: Personnel Management Division

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

Performance Target: Evaluation completed and final determination of delegation authority ready to implement as appropriate by law.

Lead: Office of Civil Rights

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

Performance Target: 100% of state departments administer bilingual oral fluency examinations, as needed.

Lead: Office of Civil Rights

Objective

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

Initiatives

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

Performance Target: Distribution of PML to all departments.

Lead: Personnel Management Division

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

Performance Target: Training for 240 staff completed.

Lead: Personnel Management Division

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

Performance Target: 75 HRQR reports will be completed and posted online by December 2018.

Lead: Personnel Management Division

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

Performance Target: Analysis completed and published.

Lead: Office of Civil Rights

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

Performance Target: Consistent annual improvement in representation of persons with disabilities in the state's workforce.

Lead: Office of Civil Rights

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

Performance Target: Consistent annual improvement as measured in the reduction of deficiencies identified by the State Personnel Board compliance reviews.

Lead: Office of Civil Rights

Objective

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

Initiative

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

Performance Target: Online resource completed and available for use.

Lead: Personnel Management Division

Objective

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

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.

Performance Target: Meetings are occurring at the frequency agreed to by the PMD Analyst and department.

Lead: Personnel Management Division

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

Performance Target: Meet or exceed a 95% success rate in established response times.

Lead: Personnel Management Division

GOAL 2: STATE EMPLOYEE BENEFITS

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

Objective

2.1 Develop benefit information programs to educate employees.

Initiatives

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

Performance Target: Marketing tool is published and available for distribution.

Lead: Benefits Division

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

Performance Target: Benefit fairs conducted.

Lead: Benefits Division

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

Performance Target: Benefits website is redesigned and publicly released.

Lead: Benefits Division

Objective

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

Initiative

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

Performance Target: Portal released to employees.

Lead: Benefits Division

Objective

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

Initiatives

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

Performance Target: Established workforce health and cost benchmarks.

Lead: Benefits Division

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

Performance Target: Improved employee and workplace health.

Lead: Benefits Division

Objective

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

Initiative

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

Performance Target: Increased number of voluntary employee benefit programs.

Lead: Benefits Division

GOAL 3: LABOR RELATIONS

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

Objective

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

Initiatives

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

Performance Target: Increased number of departmental meetings conducted.

Lead: Labor Relations

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

Performance Target: Union and department meetings held upon request.

Lead: Labor Relations

- 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.

Performance Target: Checklist distributed and used by all divisions.

Lead: Labor Relations

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

Performance Target: 85% of new Labor Relations Analysts/Labor Relations Officers are partnered with an experienced mentor.

Lead: Labor Relations

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

Performance Target: Increased participation and dialogue in labor relations events based on survey of participants.

Lead: Labor Relations

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

Performance Target: Established backup and knowledge transfer strategy for 100% of Labor Relations staff.

Lead: Labor Relations

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

Performance Target: 100% of current Memoranda of Understanding have searchable content that meet accessibility standards.

Lead: Labor Relations

Objective

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

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.

Performance Target: Grievance tracking system is implemented.

Lead: Labor Relations

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

Performance Target: Templates are released and utilized by labor relations staff internally and externally.

Lead: Labor Relations

Objective

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

Initiatives

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

Performance Target: 10 subjects posted online.

Lead: Labor Relations

3.3.2 By May 2016, develop an orientation program for new CalHR Labor Relations Officers.

Performance Target: Completed orientation program.

Lead: Labor Relations

3.3.3 By May 2016, develop a cross reference database that links Memoranda of Understanding to pertinent arbitration cases.

Performance Target: Completed database which pairs precedential arbitrations awards with existing Memoranda of Understanding.

Lead: Labor Relations

3.3.4 By January 2016, develop an interactive online policy and resource guide on the Fair Labor Standards Act.

Performance Target: Completion and implementation of the guide.

Lead: Legal Division

3.3.5 By January 2016, develop a statewide Fair Labor Standards Act training curriculum.

Performance Target: Delivery of statewide Fair Labor Standards Act training to departments.

Lead: Legal Division

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.

Objective

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

Initiatives

4.1.1 By February 2015, conduct a statewide training needs assessment.

Performance Target: Delivery of statewide needs assessment.

Lead: State Workforce Development Programs and Special Projects

4.1.2 By September 2015, additional training courses offered by the State Training Center based on needs assessment identified in 4.1.1.

Performance Target: Five updated or new training classes will be offered based on most critical needs identified in statewide training needs assessment.

Lead: State Workforce Development Programs and Special Projects

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.

Performance Target: Basic Supervisor training is evaluated and recommendations issued.

Lead: State Workforce Development Programs and Special Projects

Objective

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

Initiatives

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

Performance Target: SMEs and Training Officers are offered training for trainers.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: Training standards and models established.

Lead: State Workforce Development Programs and Special Projects

- 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.

Performance Target: Webinars developed and published for use.

Lead: Personnel Services Branch

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

Performance Target: Training models and implementation guidelines developed and disseminated.

Lead: State Workforce Development Programs and Special Projects

Objective

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

Initiatives

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

Performance Target: Marketing materials distributed.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: At least five regional advocates identified.

Lead: State Workforce Development Programs and Special Projects

Objective

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

Initiatives

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

Performance Target: New system successfully implemented.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: Analysis completed and recommendation submitted.

Lead: State Workforce Development Programs and Special Projects

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.

Objective

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

Initiatives

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

Performance Target: Improved online exam testing process implemented.

Lead: Selection Division

- 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.

Performance Target: 50% of state departments have established an email application submittal process.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: Assessment tools delivered to departments.

Lead: Selection Division

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

Performance Target: On-line psychological testing completed.

Lead: Selection Division

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

Performance Target: Reduce the screening processing time from 4-6 weeks down to 3-4 weeks.

Lead: Selection Division

- 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.

Performance Target: Pilot project completed.

Lead: Selection Division

Objective

5.2 Educate managers about hiring and retaining the best candidates.

Initiatives

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

Performance Target: Delivery of redesigned training class.

Lead: Selection Division

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

Performance Target: Delivery of new training class.

Lead: Selection Division

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

Performance Target: Training will occur on a semiannual basis with training evaluations exceeding 90% satisfaction.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: 100% of competency gap reports analyzed for potential examination modifications.

Lead: State Workforce Development Programs and Special Projects

Objective

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

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.

Performance Target: Recruitment and Retention Program released. Biannual reports submitted to departments in January and July of each year.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: Over 80% of state departments support and participate in marketing “whole state approach.”

Lead: State Workforce Development Programs and Special Projects

Objective

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

Initiatives

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

Performance Target: 100% of requesting departments will receive training. Training will occur on a semiannual basis with training evaluations exceeding 90% satisfaction.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: Training will occur on a semiannual basis with training evaluations exceeding 90% satisfaction.

Lead: State Workforce Development Programs and Special Projects

Objective

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

Initiatives

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

Performance Target: 100% of departments reporting critical recruitment needs.

Lead: State Workforce Development Programs and Special Projects

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

Performance Target: Annual increase in hiring and retention of veterans and disabled veterans.

Lead: State Workforce Development Programs and Special Projects

GOAL 6: ORGANIZATIONAL EFFECTIVENESS

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

Objective

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

Initiatives

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

Performance Target: Increased customer service satisfaction based on survey results.

Lead: Administrative Services

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

Performance Target: Updated desk and procedure manuals.

Lead: Administrative Services

- 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.

Performance Target: Implement and maintain the process.

Lead: Administrative Services

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

Performance Target: Annual survey reflects that 95% of the customers are satisfied with the level of information technology services provided.

Lead: Information Technology

Objective

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

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.

Performance Target: Calendar completed.

Lead: Administrative Services

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

Performance Target: Increased staff knowledge by providing periodic training to CalHR staff on procurement, HR, contracts and related services.

Lead: Administrative Services

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.

Performance Target: Regular meetings occurring and communication enhanced.

Lead: Information Technology

Objective

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

Initiatives

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

Performance Target: Consistent application of prioritization methodology for projects throughout CalHR.

Lead: Executive

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

Performance Target: Project report completed.

Lead: Information Technology

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

Performance Target: Governance model completed and implemented.

Lead: Information Technology

Objective

6.4 Create a consistent brand for CalHR.

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.

Performance Target: Publish the CalHR Style Guide.

Lead: Communications

Objective

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

Initiatives

6.5.1 By December 2014, design new web page templates.

Performance Target: Implement new web page templates.

Lead: Communications

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.

Performance Target: Release of redesigned website.

Lead: Communications

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