California Department of Human Resources

Semi-Annual

Strategic Plan Progress Report

January 2015 – June 2015

July 2015

A MESSAGE FROM THE DIRECTOR

More than a year ago, CalHR adopted a Strategic Plan which laid out a five-year road map for our department to become the premier leader and trusted partner in innovative human resources management.

Our Strategic Plan was created and implemented with the goal of setting CalHR's course through 2018. However, the landscape has changed considerably since its adoption in June 2014.

Earlier this year the state introduced the Civil Service Improvement (CSI) effort, which will profoundly transform California's strategy to recruit and develop its workforce. The goal is to produce a modernized and effective civil service system for decades to come. With the broad scope of that the CSI encompasses, including various state departments and outside stakeholders, it also incorporates many of the same objectives as our Strategic Plan. CSI also encompasses other reform and modernization efforts such as our ongoing Examination and Certification Online System (ECOS) and our Joint Project with the State Personnel Board and the Department of Rehabilitation to increase and improve the hiring, promotion and retention of persons with disabilities.

To ensure our Strategic Plan remains effective and relevant, we began a refresh process that will make our Strategic Plan more flexible and conducive to the CSI efforts. We have learned a great deal about being a cohesive organization that works together to better serve our customers. We look forward to continuing that in the broader context of CSI.

CalHR has brought our Strategic Plan to life and provided new energy to the department and the Human Resources community within state service. This report captures that progress and provides important information on how we will adapt and keep improving.

Richard Gillihan, Director

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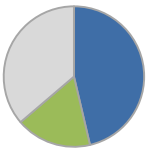
EXECUTIVE SUMMARY

The following summarizes the results CalHR has achieved through this reporting period and in the year since we adopted the Strategic Plan. The June 2015 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.

Overall Progress of Five-Year Strategic Plan

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:

Goal 1



35% Previous Reporting Period
21.1% Current Reporting Period
56.1% Total Progress to Date
43.9% Remaining Work until 2018

Goal 2

11% Previous Reporting Period
9.3% Current Reporting Period
20.3% Total Progress to Date
79.7% Remaining Work until 2018

Goal 3

35% Previous Reporting Period
41.3% Current Reporting Period
76.3% Total Progress to Date
23.7% Remaining Work until 2018

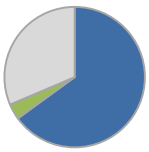
Goal 4

55% Previous Reporting Period
12% Current Reporting Period
62% Total Progress to Date
38% Remaining Work until 2018

Goal 5

55% Previous Reporting Period
20.4% Current Reporting Period
75.4% Total Progress to Date
24.6% Remaining Work until 2018

Goal 6



65% Previous Reporting Period
3.6% Current Reporting Period
68.6% Total Progress to Date
31.4% Remaining Work until 2018

As shown, we made progress on all six of our goals with an 18 percent average increase in completion for this reporting period. We are 65 percent, or more, complete on five of our six goals; Goal 3 and Goal 5 are each more than 75 percent complete. Goal 2, is at 20.3 percent complete and on schedule. Objectives and Initiatives under Goal 2 were designed as long-term projects that are projected for completion in the final year of the Strategic Plan.

Accomplishments and Challenges

Over this reporting period CalHR has produced many accomplishments and encountered some challenges.

The Personnel Management Division (PMD) made steady progress on several of its goals and initiatives. Our effort to abolish job classifications that have not been used for at least 24 months has resulted in the abolishment 483 classifications, 300 of which were abolished during this reporting period. PMD also trained an additional 150 human resources professionals, bringing the total to 500, who represent 123 departments selected for delegation of Career Executive Assignment (CEA) level and salary determinations, exceptional position allocations and unlawful appointment investigations. Through leading a cross-divisional team PMD also launched a new search function for policy memos on the CalHR website and initiated a review of existing policy memos. This review will determine whether policy memos are still an active policy, outdated policy or appropriate for archiving.

The Office of Civil Rights' (OCR) notable accomplishments include progress in the CalHR, State Personnel Board (SPB), and Department of Rehabilitation Joint Project on Persons with Disabilities in State Service. Workgroup teams comprised of community groups and other state departments analyzed the processes that persons with disabilities in state service go through; from the application process through hiring, training, promotion until retirement. Through this analysis, challenges and employment barriers for persons with disabilities seeking civil service jobs were identified and recommendations to remedy them are under development. Joint Project participants include the 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.

The Labor Relations Division made great headway in a series of initiatives designed to foster increased communication and knowledge transfer for the departmental labor relations officers statewide. This includes making union contracts on the CalHR website searchable and accessible and developing a mentorship program for members of the state labor relations community.

The Workforce Development Programs and Special Projects Division made big strides and completed a statewide training needs assessment and, as a result, added 11 new classes to the 2015-16 training calendar. The division is also developing other course offerings to meet the needs identified in the assessment.

The Selection Division, working closely with the Information Technology Division, has made significant progress toward re-engineering the exam process to be accessible, timely and modernized. This includes improving our current online exam testing process to be more user-

friendly and accessible for applicants. The modernization of the exam process is closely linked to our Examination and Certification Online System Project.

Along with our great accomplishments we have also faced challenges. Through the pressures and challenges that come along with unanticipated workload and project reprioritizations, CalHR demonstrated great flexibility and resourcefulness. We are currently refreshing our Strategic Plan to better meet our customers' needs and align with the new Civil Service Improvement (CSI) priorities. We adapt to manage our challenges in order to succeed and ensure we become the premier leader and trusted partner in innovative human resources management.

Looking Forward

This progress report is part of a series of semi-annual 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 be refreshing our plan in the coming months to optimize our ability to work closely with other departments and stakeholders as part of a statewide Civil Service Improvement effort.

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.

Semi-Annual Progress Report

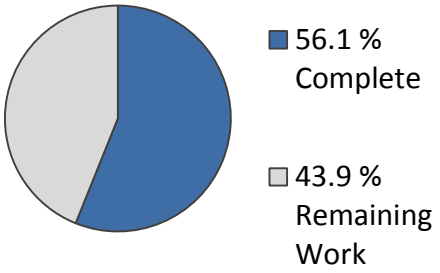
GOAL 1: HUMAN RESOURCES AND CIVIL RIGHTS SERVICES

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.

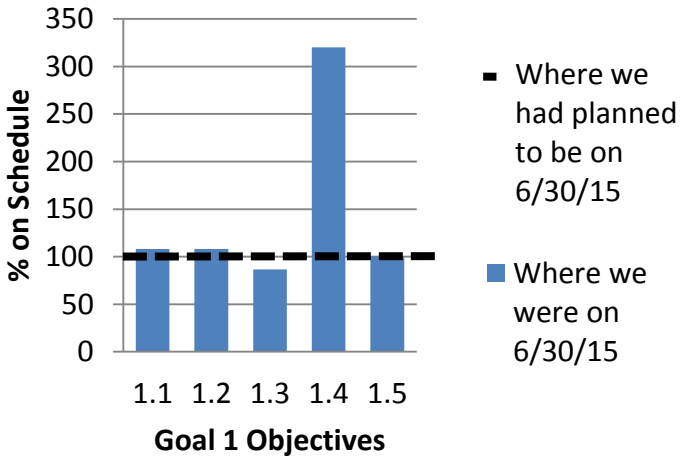
Goal 1 Progress Summary

Goal 1 has 5 objectives and 19 initiatives being reported during this period. Of the 5 objectives, three are ahead of schedule, one is on schedule, and one is behind schedule. Of the 19 initiatives, 8 are ahead of schedule, 3 are on schedule, 5 are behind schedule, and 3 are complete. Compared with the prior reporting period Goal 1 moved from 35 percent complete to 56.1 percent complete, which is a 21.1 percent increase overall.

Our Overall Progress Towards Completing Goal 1 Objectives



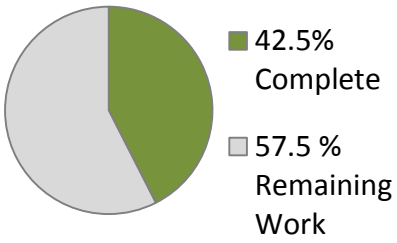
Planned vs. Actual Progress



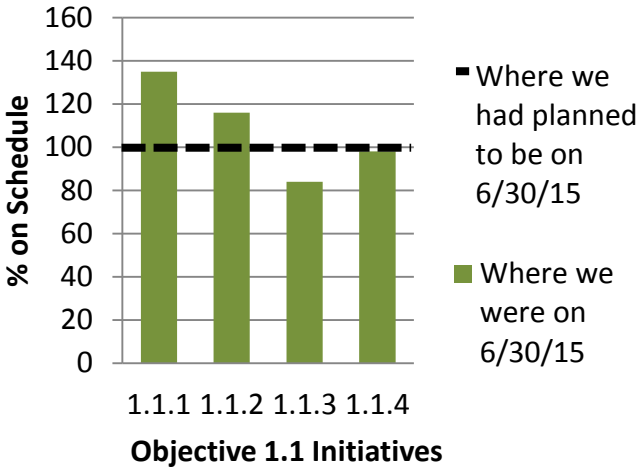
Goal 1 Progress Detail

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: 92 percent complete and ahead of projected schedule.

Comments: Personnel Management Division (PMD) has reviewed 696 classifications identified as vacant for more than 24 months. PMD abolished 483 civil service classifications since June 2014.

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: 70 percent complete and ahead of projected schedule.

Comments: PMD has identified 42 existing classifications requiring revisions to the California State Civil Service Pay Scale. To date, PMD has reviewed 31 of the 43 classifications.

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

Status: 14 percent complete and behind projected schedule.

Comments: PMD has organized a core team of high-level subject matter experts to discuss consolidation and update the state's current IT class structure. Though the project is considered behind schedule, the core team will make significant strides in the next six months.

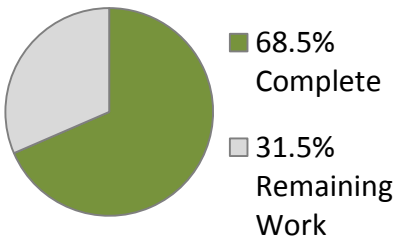
1.1.4 By December 2018, consolidate and update the State Civil Service Classification Plan including classification specifications, as necessary.

Status: 31 percent complete and behind projected schedule.

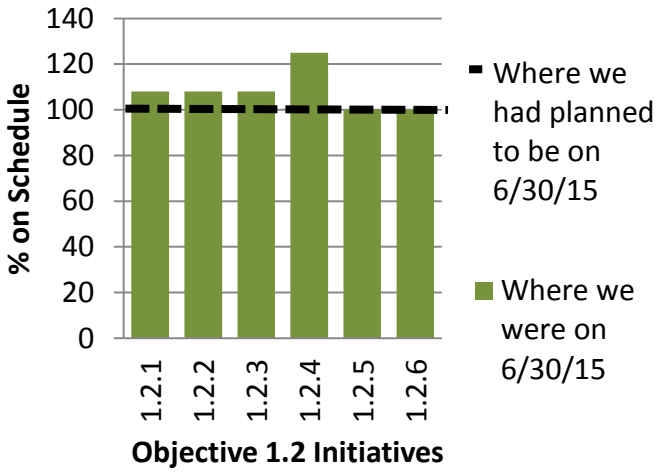
Comments: PMD established criteria for reviewing all existing and prospective departmental requests for classification plan revisions. PMD is also reviewing all civil service classifications for feasibility of consolidation. Further, they are also looking for ways to partner with departments and the State Personnel Board to streamline this process.

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: 98 percent complete and ahead of projected schedule.

Comments: To date, PMD has delegated 136 out of 145 departments on Career Executive Assignment levels and salaries. By the close of this reporting period, PMD provided live delegation training to more than 500 human resources professionals representing 145 departments.

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

Status: 98 percent complete and ahead of projected schedule.

Comments: To date, PMD has delegated 136 out of 145 departments on exceptional allocations. By the close of this reporting period, PMD provided live delegation training to more than 500 human resources professionals representing 145 departments.

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

Status: 98 percent complete and ahead of projected schedule.

Comments: To date, PMD has delegated 136 out of 145 departments on unlawful appointment investigations. By the close of this reporting period, PMD provided live delegation training to more than 500 human resources professionals representing 145 departments.

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

Status: 50 percent complete and ahead of projected schedule.

Comments: PMD, as lead of a Civil Service Improvement (CSI) work group, surveyed departments to determine what has been successful with delegation, and other potential delegated responsibilities departments are interested in receiving.

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

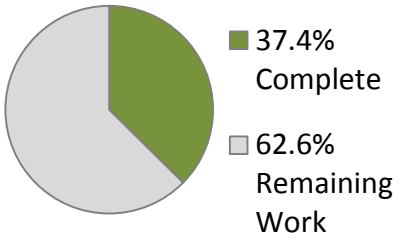
Status: Completed in previous reporting period.

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

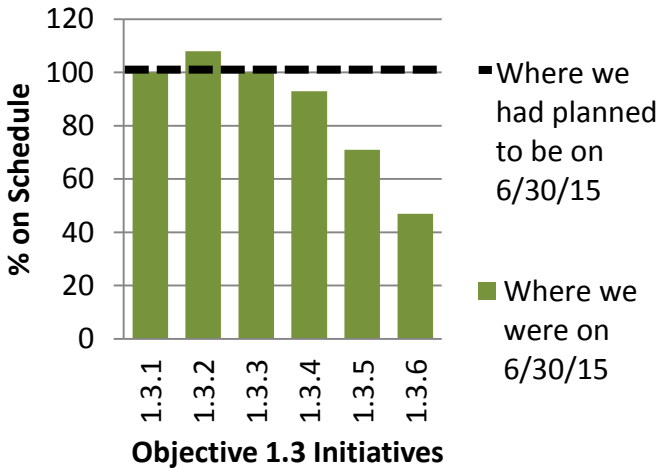
Status: Initiative 1.2.6 is scheduled to begin during a later reporting period.

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 in previous reporting period.

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

Status: Completed ahead of projected schedule.

Comments: Best Hiring Practices training is being offered on an ongoing basis.

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: 12 percent complete and on projected schedule.

Comments: PMD held discussions on the existing HRQR process and is currently in the process of modifying the existing audit process to incorporate delegated functions.

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

Status: 93 percent complete and behind projected schedule.

Comments: Research and analysis is complete. Final Review is underway.

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

Status: 39 percent complete and behind projected schedule.

Comments: The Office of Civil Rights (OCR) has been working with community groups and other state agencies on the CalHR-State Personnel Board (SPB) Joint Project on Persons with Disabilities in State Civil Service and on a Civil Service Improvement initiative. Recommendations from the Joint Project will be submitted in October 2015 and will influence the remaining steps for this initiative.

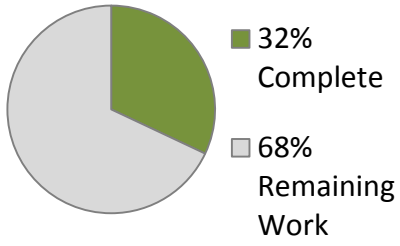
1.3.6 On an ongoing basis, provide increased resources and tools to guide departments in implementing effective Equal Employment Opportunity (EEO) policy and practices.

Status: 12 percent complete and behind projected schedule.

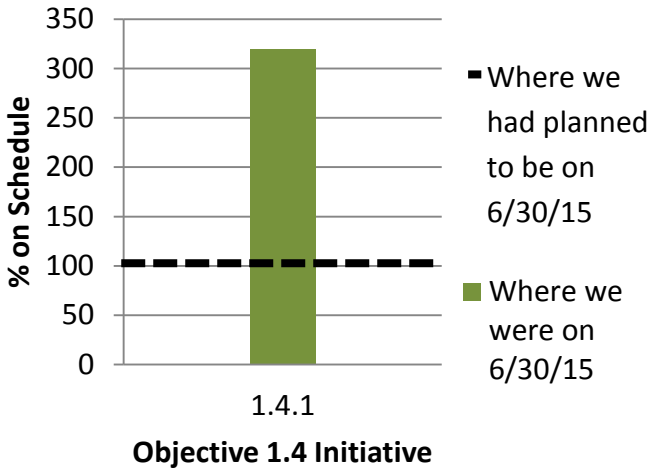
Comments: Through business process review of bilingual pay program, analysis of workplace strategies to focus on addressing gender pay inequity, and recommendations from workgroups focused on increasing recruitment and retention of state employees with disabilities, we anticipate the release of increased resources in the next six months.

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

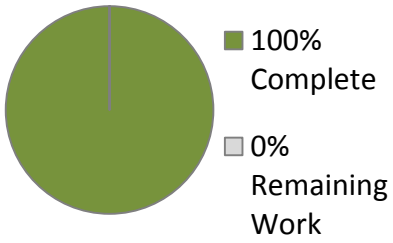
1.4.1 By December 2016, develop a comprehensive, searchable online human resources manual which links policies, procedures, forms and frequently asked questions.

Status: 32 percent complete and ahead of projected schedule.

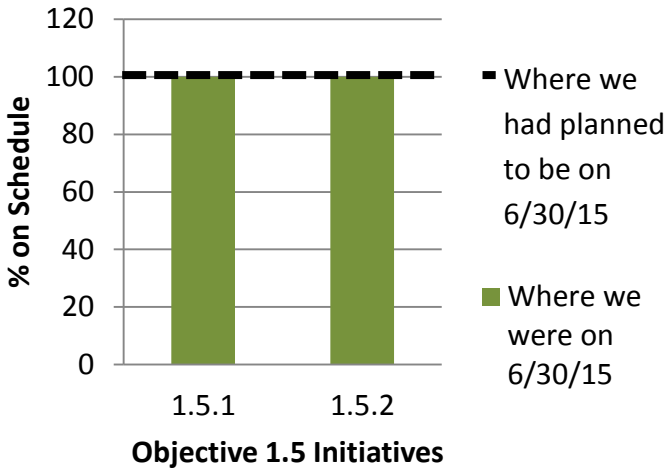
Comments: CalHR launched a new search function for policy memos on the current website and initiated a review of existing policy memos to determine whether each one is an active policy, outdated policy or material appropriate for archiving.

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: Completed ahead of projected schedule.

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

Status: Completed in previous reporting period.

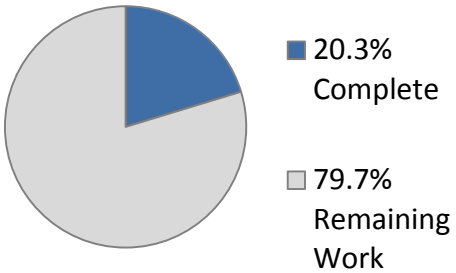
GOAL 2: STATE EMPLOYEE BENEFITS

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

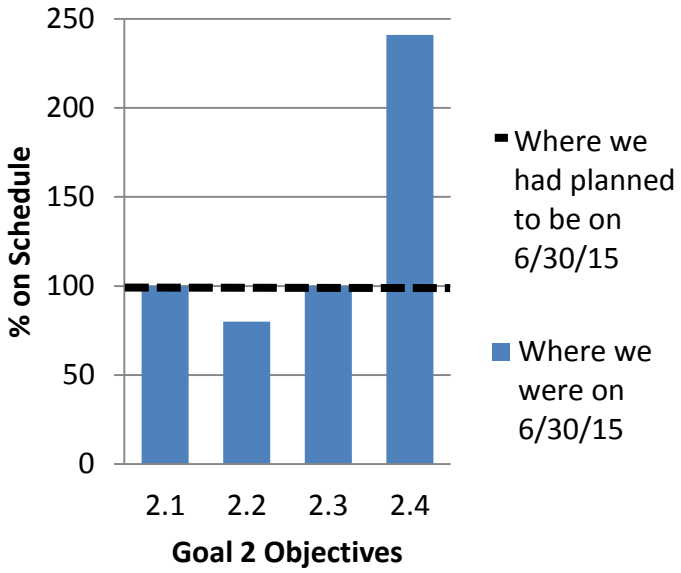
Goal 2 Progress Summary

Goal 2 has 4 objectives and 7 initiatives being reported during this period. Of the 4 objectives, 1 is ahead of schedule, 2 are on schedule and 1 is behind schedule. Of the 7 initiatives, 1 is ahead of schedule, 4 are on schedule, and 2 are behind schedule. Compared with the prior reporting period Goal 2 moved from 11 percent complete to 20.3 percent complete, which is a 9.3 percent increase overall.

Our Overall Progress Towards Completing Goal 2 Objectives



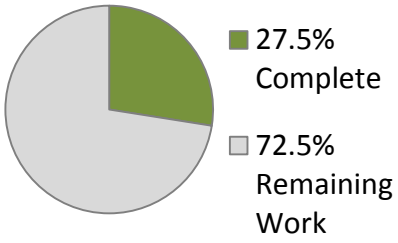
Planned vs. Actual Progress



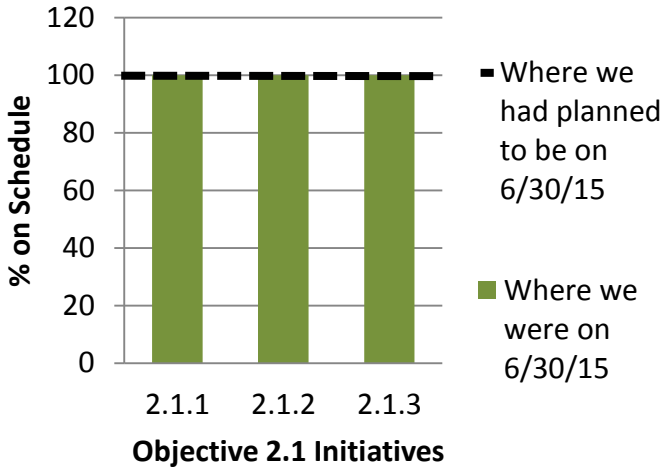
Goal 2 Progress Detail

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: Completed behind projected schedule.

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

Status: 20 percent complete and on projected schedule.

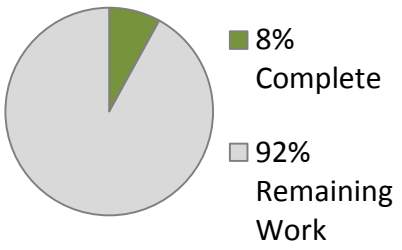
Comment: Continued participation in departmental health fairs and CalPERS Educational Events. Additional Benefit Program materials have been created and are distributed at the various events.

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

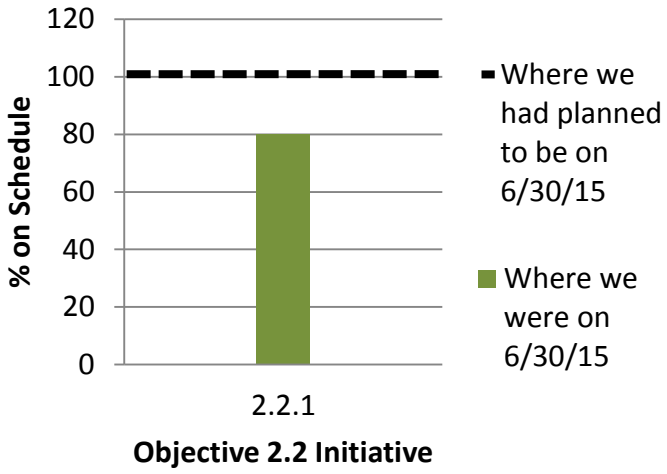
Status: 19 percent complete and on projected schedule.

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

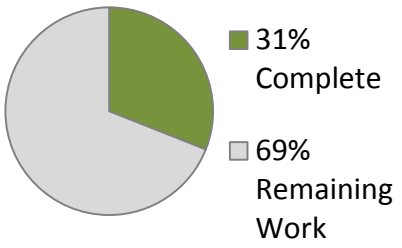
2.2.1 By December 2018, develop and implement a benefits portal to provide employees online access to employee benefits.

Status: 8 percent complete and behind projected schedule.

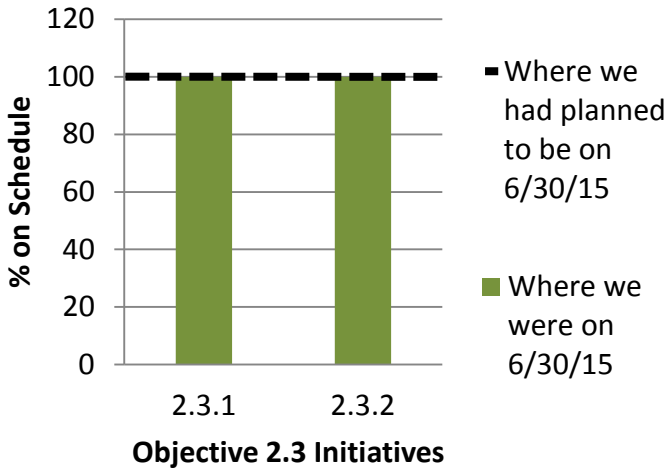
Comment: This project is pending the completion and approval of the California Department of Technology (CalTech) Stage One Business Analysis (S1BA) for the Benefits Portal Project. Upon submission and approval of the S1BA, CalHR will initiate the Stage 2 Alternatives Analysis.

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.

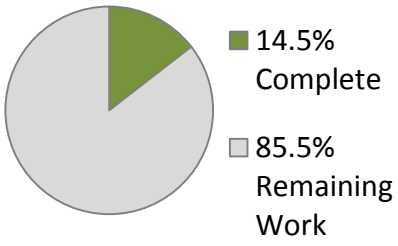
Status: 43 percent complete and on projected schedule.

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

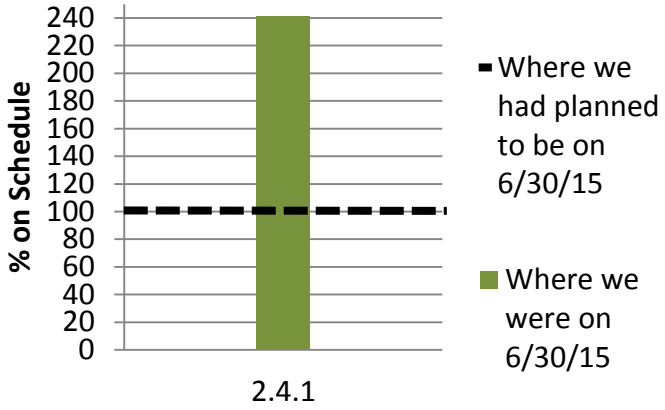
Status: 25 percent complete and on projected schedule.

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: 14.5 percent complete and ahead of projected schedule.

Comment: Several voluntary benefit programs administered by the Benefits Division were enhanced over the past six months. Pre-Tax Parking and FlexElect Reimbursement Programs implemented direct deposit, Group Legal added ID theft services, and Supplemental Life increased the maximum allowable level of coverage.

GOAL 3: LABOR RELATIONS

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

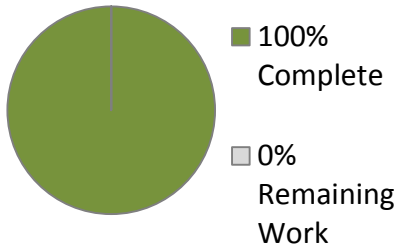
Goal 3 Progress Summary

Goal 3 has 3 objectives and 14 initiatives being reported during this period. Of the 3 objectives, 1 is ahead of schedule, 1 is on schedule and 1 is behind schedule. Of the 14 initiatives, 2 are on schedule, 3 are behind schedule, and 9 are complete. Compared with the prior reporting period Goal 3 moved from 35 percent complete to 76.3 percent complete, which is a 41.3 percent increase overall.

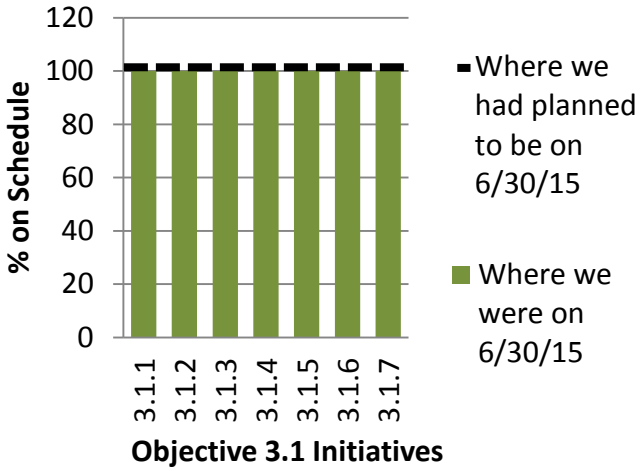
Goal 3 Progress Detail

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 in previous reporting period.

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

Status: Completed in previous reporting period.

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: Completed behind projected schedule.

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

Status: Completed ahead of projected schedule.

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

Status: Completed behind projected schedule.

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

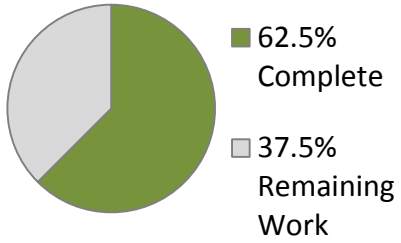
Status: Completed in previous reporting period.

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

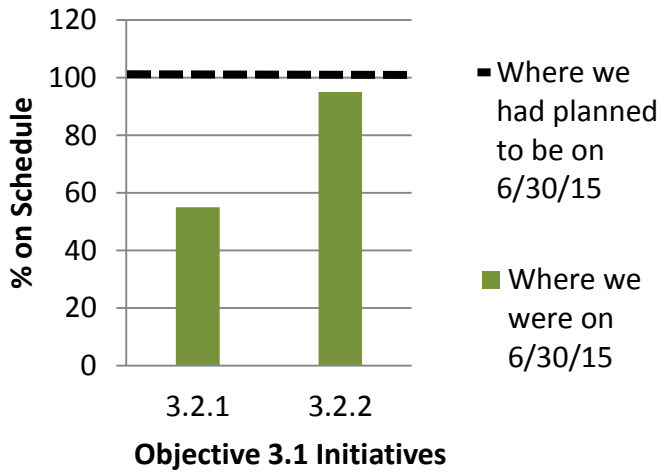
Status: Completed in previous reporting period.

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: 30 percent complete and behind projected schedule.

Comments: Initial tracking system business needs have been identified and automation efforts are projected to begin in the next six months.

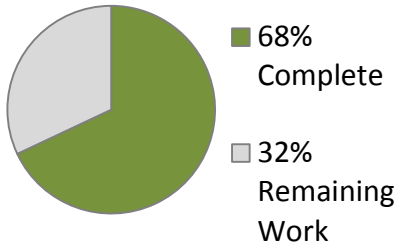
3.2.2 By May 2015, create a library of templates with standardized language, including contract language, grievance responses and other types of communication.

Status: 95 percent complete and behind projected schedule.

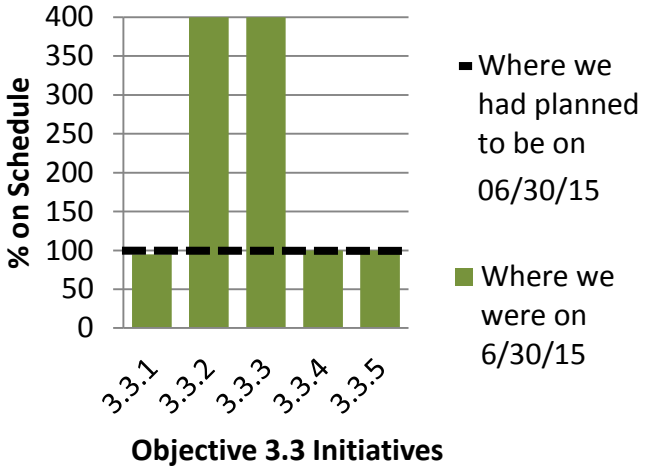
Comments: Standardized language has been developed and a template library is being assessed.

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: 95 percent complete and behind projected schedule.

Comments: The frequently asked questions are under final review.

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

Status: Completed ahead of projected schedule.

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

Status: Completed ahead of projected schedule.

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

Status: 45 percent complete and on projected 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 once initiative 3.3.4 is complete.

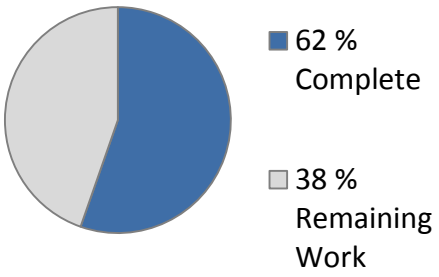
GOAL 4: STATE EMPLOYEE TRAINING

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

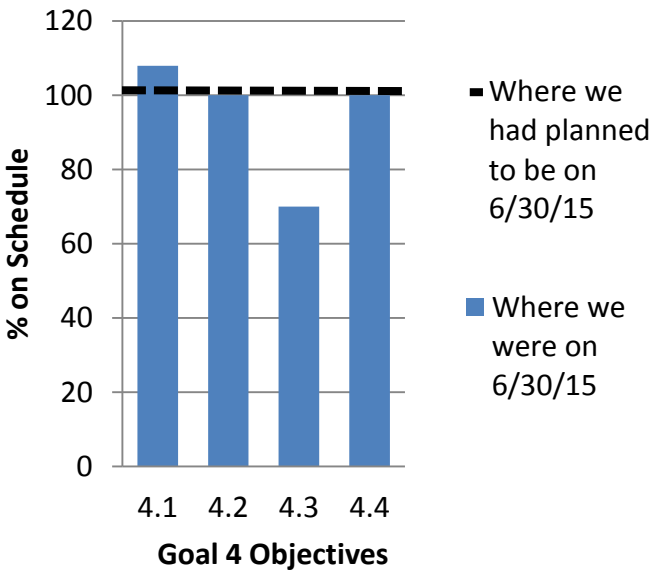
Goal 4 Progress Summary

Goal 4 has 4 objectives and 11 initiatives being reported during this period. Of the 4 objectives, 1 is ahead of schedule, 2 are on schedule and 1 is behind schedule. Of the 11 initiatives, 1 is ahead of schedule, 4 are on schedule, 2 are behind schedule, and 4 are complete. Compared with the prior reporting period Goal 4 moved from 50 percent complete to 62 percent complete, which is a 12 percent increase overall.

Our Overall Progress Towards Completing Goal 4 Objectives



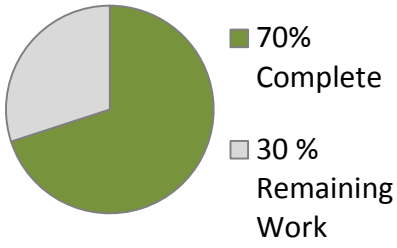
Planned vs. Actual Progress



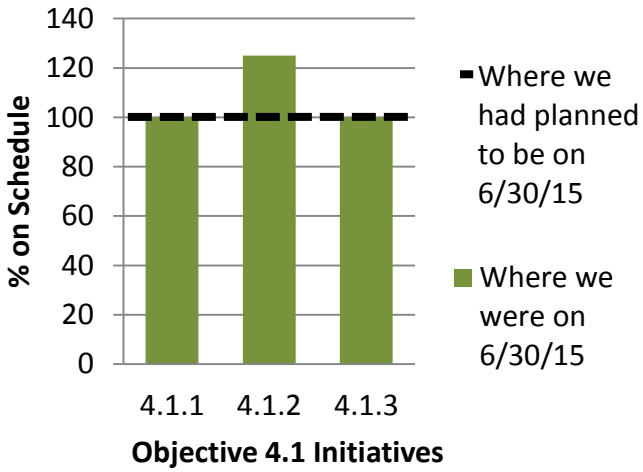
Goal 4 Progress Detail

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: Completed on projected 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: 50 percent complete and ahead of projected schedule.

Comment: CalHR added 11 new classes to the new 2015-16 training calendar. Additional classes are being developed to further meet the needs identified in our statewide needs assessment.

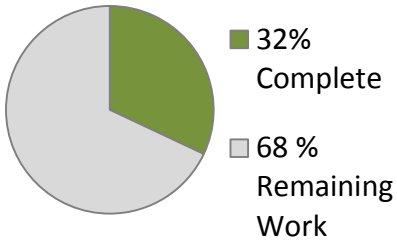
4.1.3 By July 2015, evaluate the existing mandated 80-hour Basic Supervisor Training courses and make recommendations for improvements based on current needs.

Status: Completed on projected schedule.

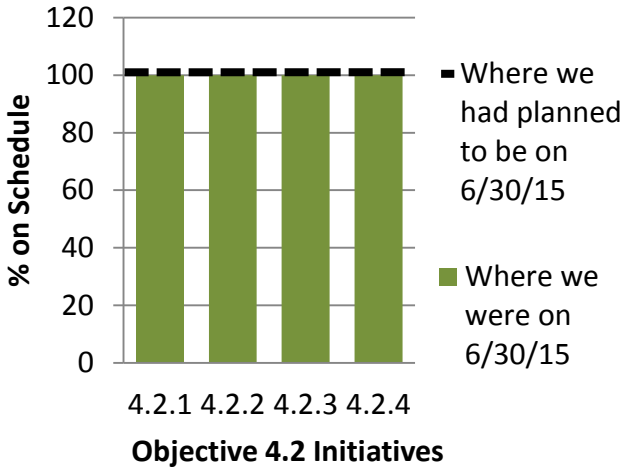
Comment: Training is being implemented.

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 in previous reporting period.

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

Status: 10 percent complete and on projected schedule.

Comment: CalHR, in partnership with the California Network of Learning Professionals (CNLP) has formed a statewide project team to develop a comprehensive civil service training manual.

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.

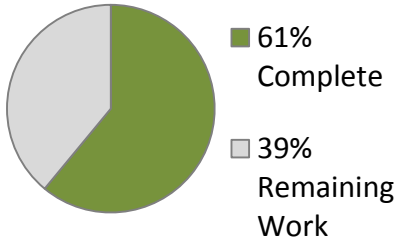
Status: 5 percent complete and on projected schedule.

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

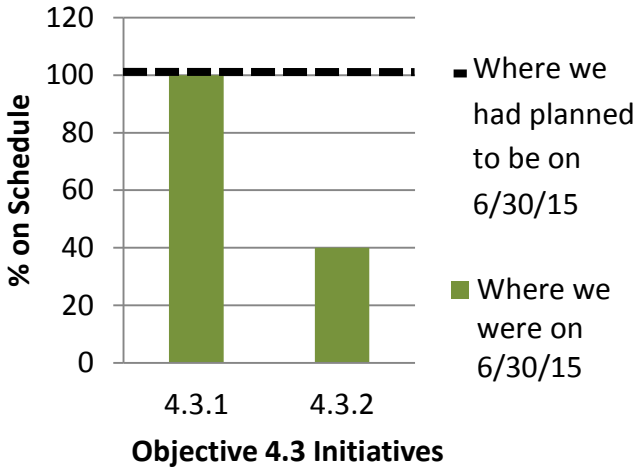
Status: Initiative 4.2.4 is scheduled to begin during a later reporting period.

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: 95 percent complete and on projected schedule.

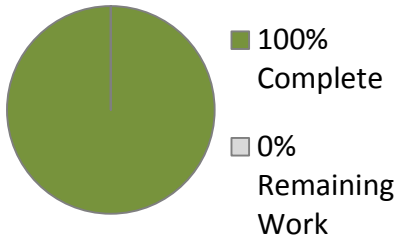
4.3.2 By December 2014, identify regional advocates across the state to promote training classes offered through the State Training Center.

Status: 40 percent complete and behind projected schedule.

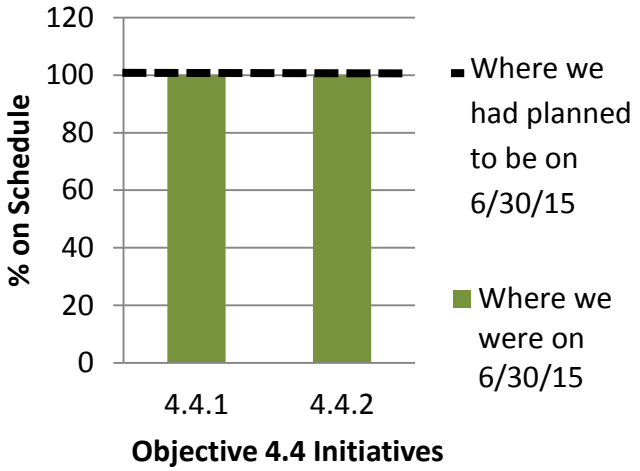
Comments: CalHR is working on a new approach to promoting its State Training Center class offerings, in collaboration with the California Network of Learning Professionals (CNLP) Board. With this new direction, the anticipated completion of this initiative is now scheduled for Fall 2015.

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 in previous reporting period.

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

Status: Completed in previous reporting period.

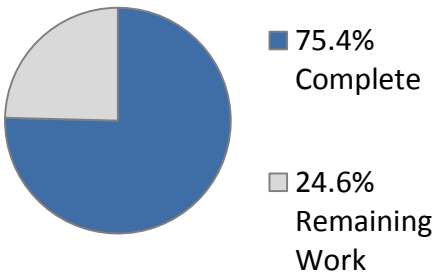
GOAL 5: STATE EMPLOYEE WORKFORCE PLANNING, RECRUITMENT AND SELECTION

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.

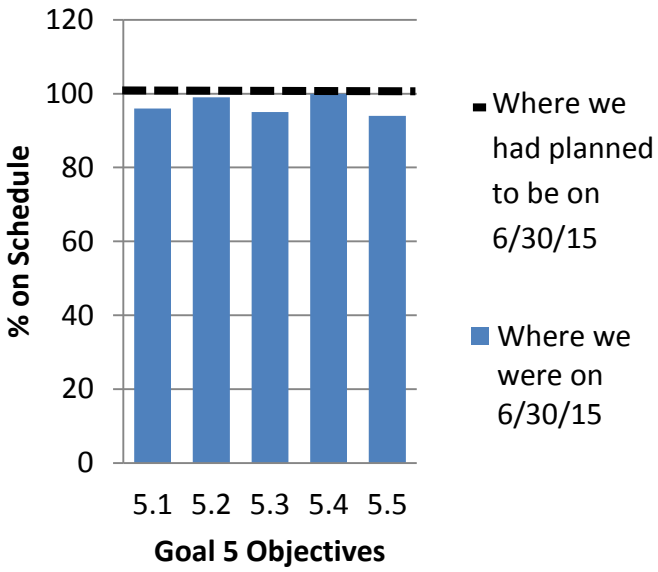
Goal 5 Progress Summary

Goal 5 has 5 objectives and 16 initiatives being reported during this period. Of the 5 objectives, 1 is ahead of schedule and 4 are behind schedule. Of the 16 initiatives, 3 are ahead of schedule, 1 is on schedule, 6 are behind schedule, and 6 are complete. Compared with the prior reporting period Goal 5 moved from 55 percent complete to 75.4 percent complete, which is a 20.4 percent increase overall.

Our Overall Progress Towards Completing Goal 5 Objectives



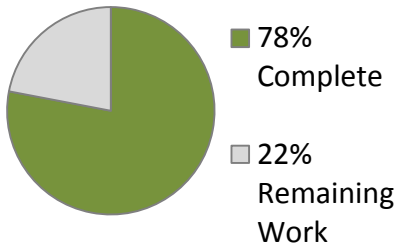
Planned vs. Actual Progress



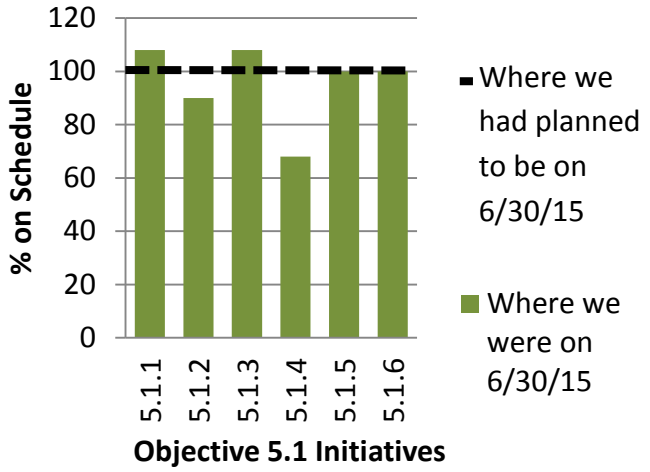
Goal 5 Progress Detail

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: 65 percent complete and ahead of projected schedule.

Comments: Developed a "Prequalification" process for the Office Assistant examination, which streamlines and simplifies the applicant registration 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: Completed behind projected schedule.

Comments: Procedures and resources have been developed, and are available upon request, to assist departments seeking to implement an email based application submittal process. These procedures are now considered an interim solution, since CalHR will soon implement the ECOS functionality for the state's new electronic application process.

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

Status: 65 percent complete and ahead of projected schedule.

Comments: Developed Assessment Tools to assist Hiring Managers in the hiring of Office Assistants and Office Technicians.

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

Status: 55 percent complete and behind projected schedule.

Comments: The pilot study and implementation of online psychological testing process is pending final development of the Psychological History Questionnaire and Identification Form.

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

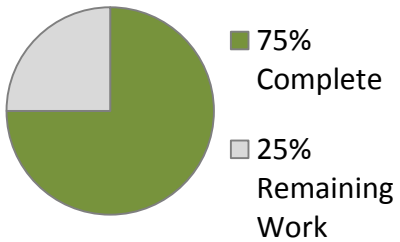
Status: Completed behind projected schedule.

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.

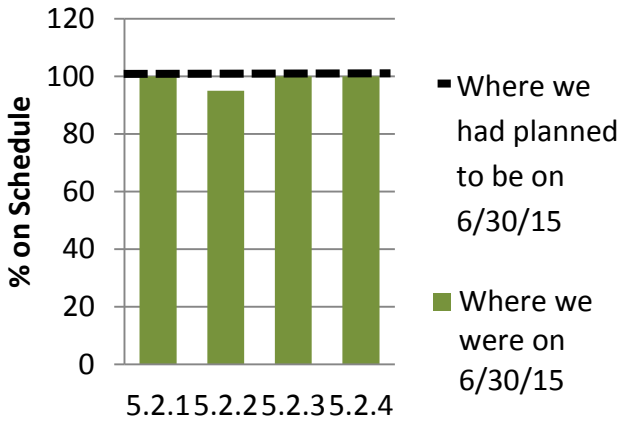
Status: Completed behind projected schedule.

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 in previous reporting period.

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

Status: 95 percent complete and behind projected schedule.

Comments: Class is developed and scheduled for first administration in Fall 2015.

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

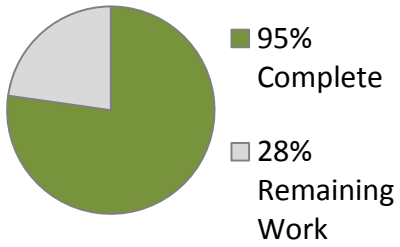
Status: Completed in previous reporting period.

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

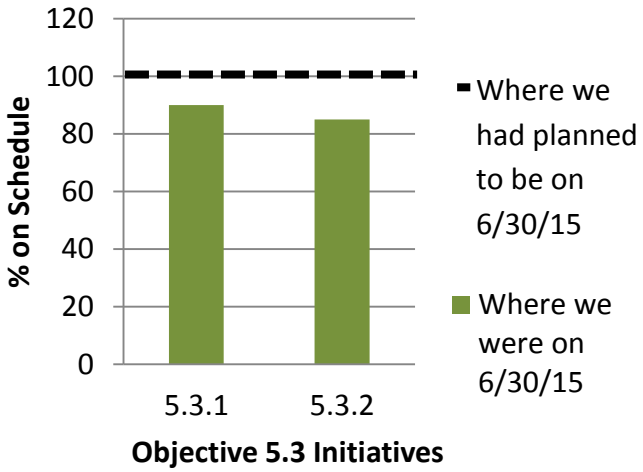
Status: 5 percent complete and on projected schedule.

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 projected schedule.

Comments: The recruitment and retention program has been reviewed by stakeholder groups and CalHR executive management. Final edits are being incorporated and the anticipated rollout is now Fall 2015.

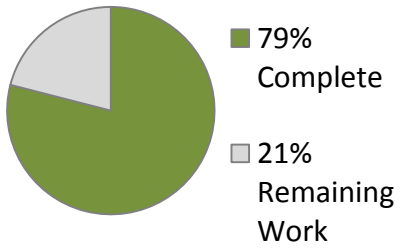
5.3.2 By May 2015, create a statewide recruitment strategy to market the state as a premier employer.

Status: 85 percent complete and behind schedule.

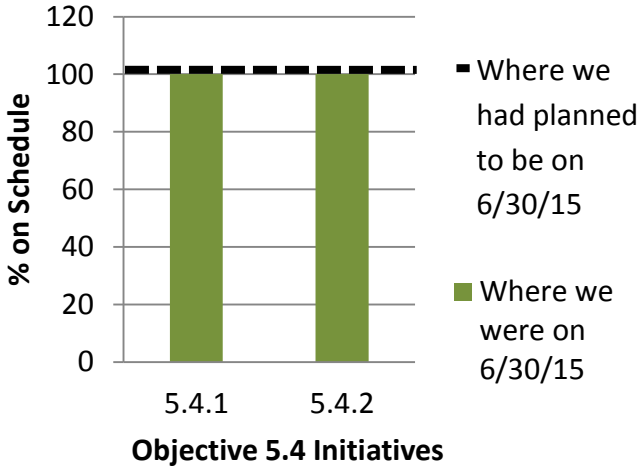
Comments: This CalHR initiative has been combined with an ongoing Civil Service Improvement project that is also focused on creating an "Employer of Choice" campaign. The timeline for completing this initiative is being adjusted to reflect the expanded scope of work associated with the related CSI project.

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.

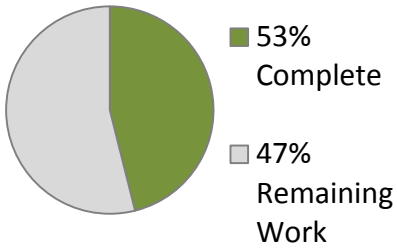
Status: 57 percent complete and on projected schedule.

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

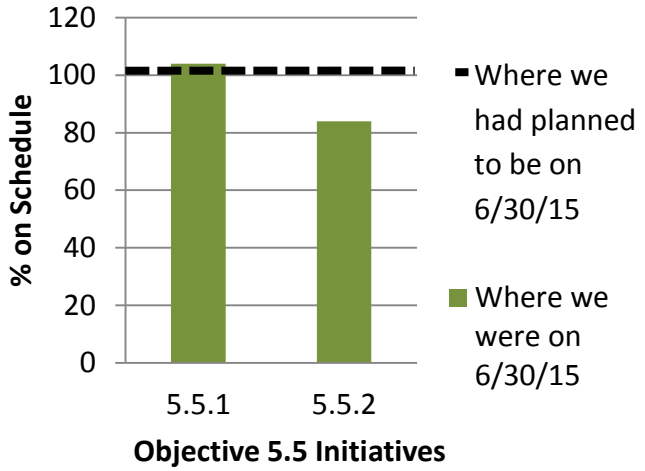
Status: Completed behind projected schedule.

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: 22 percent complete and ahead of projected schedule.

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

Status: Completed behind projected schedule.

Comment: A draft CalHR statewide veterans recruitment plan has been completed. The Statewide Recruitment Coordinator is now partnering with the Interagency Council for Veterans, EDD Marketing for Veterans, Military.com, CalVet and other veteran organizations, to integrate those related initiatives into CalHR's comprehensive statewide recruitment plan.

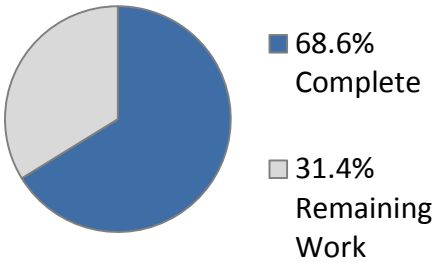
GOAL 6: ORGANIZATIONAL EFFECTIVENESS*

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

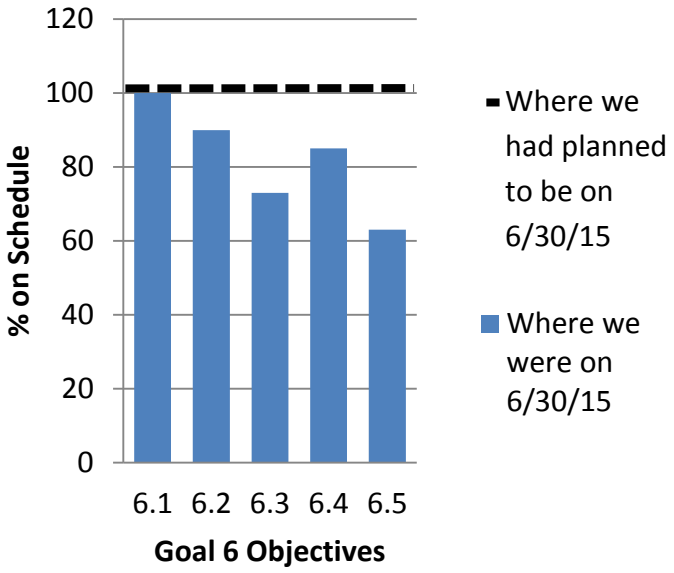
Goal 6 Progress Summary

Goal 6 has 5 objectives and 13 initiatives being reported during this period. Of the 5 objectives, 1 is on schedule and 4 are behind schedule. Of the 13 initiatives, 1 is on schedule, 6 are behind schedule, and 6 are complete. Compared with the prior reporting period Goal 6 moved from 65 percent complete to 68.6 percent complete, which is a 3.6 percent increase overall.

Our Overall Progress Towards Completing Goal 6 Objectives



Planned vs. Actual Progress

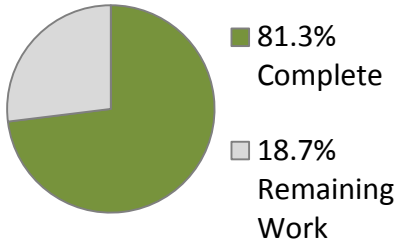


*This is our internally focused strategic goal. Streamlining and reengineering our internal processes will ultimately yield improved results for our stakeholders.

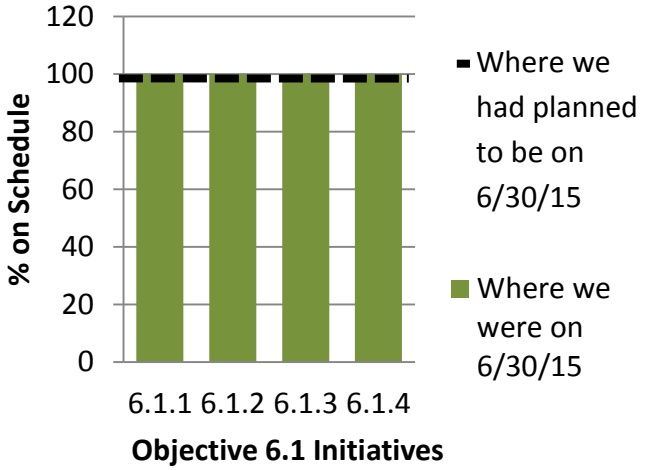
Goal 6 Progress Detail

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 in previous reporting period.

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: 95 percent complete and on projected 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.

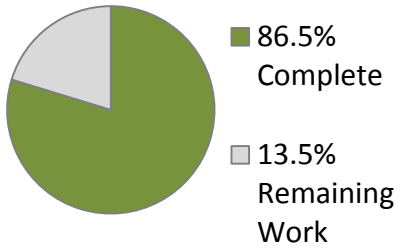
Status: Completed ahead of projected schedule.

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

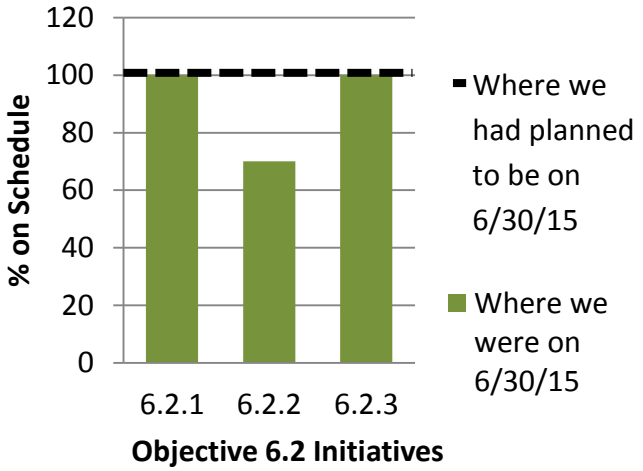
Status: 80 percent complete and on projected schedule.

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 in previous reporting period.

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

Status: 70 percent completed behind projected schedule.

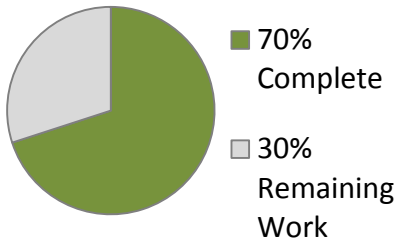
Comments: Initial knowledge transfer strategies have been developed. Additional strategies will be developed as part of a broader succession plan for CalHR.

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.

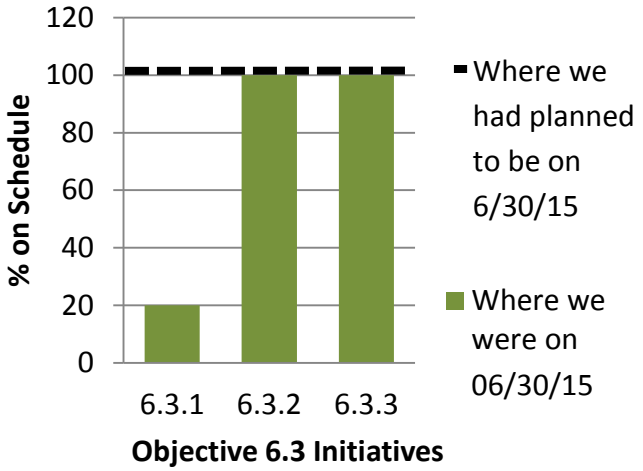
Status: Completed in previous reporting period.

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: 20 percent complete and behind projected schedule.

Comments: CalHR project prioritization will be incorporated with the larger effort to refresh CalHR's Strategic Plan and create an Enterprise Project Portfolio.

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

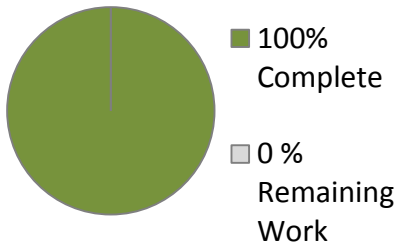
Status: Completed in previous reporting period.

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

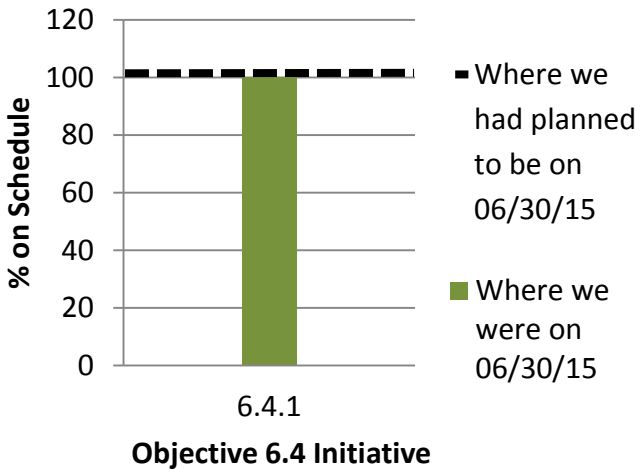
Status: Completed in previous reporting period.

Objective 6.4 Create a consistent brand for CalHR.

Our Overall Progress Towards Completing Objective 6.4



Planned vs. Actual Progress



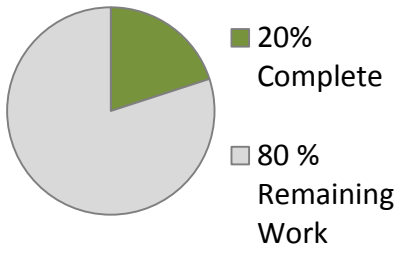
Objective 6.4 Initiative

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.

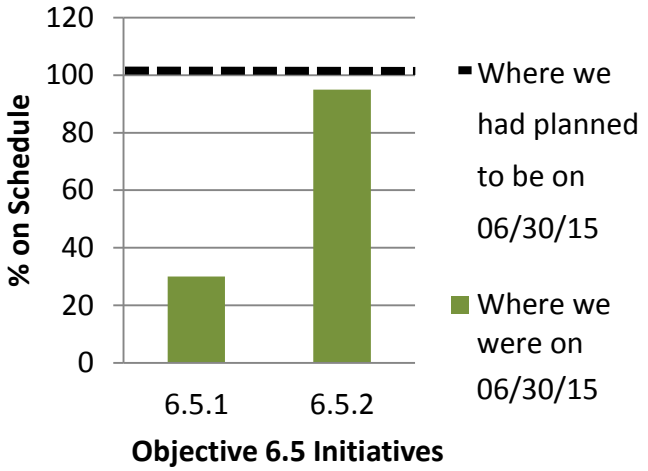
Status: Completed behind projected schedule.

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 projected schedule.

Comments: A new CA.gov template was released by the Department of Technology and we anticipate significant progress in the next six months.

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 projected schedule.

Comments: We are leading this project with a renewed perspective and anticipate significant progress in the next six months.