California Department of
Parks and Recreation

December Leadership Meeting HR and Operations Transformation Workshop

December 8th, 2015

Welcome and Introductions

Operations and HR Committees

Karl Knapp
Facilities Division Chief & HR/Ops Committee Co-Chair

Dana Jones
Northern Division Chief & HR/Ops Committee Co-Chair

Karen Beery
SPI III San Diego Coast District

Ron Birkhead
CS III Northern Service Center

Andy Vasquez
AO III Orange Coast District

Helen Carriker
Deputy Director, Administrative Services

Maria Mowrey
SSM III OHVMR Division

Jay Chamberlin
Chief, Natural Resources Division

James Newland
Cultural Resources Manager

Todd Lewis Sector Superintendent, Orange Coast Central
Sector - Orange Coast District

Danita Rodriguez
District Superintendent, Bay Area District

Jared Zucker
AGPA Division of Boating and Waterways

Michaele DeBoer
SPSII Office of Community Involvement

Phil Minas
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Assistant Deputy Director of Administration

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Deputy Director, Administrative Services

Jason Summers
SSMII Personnel Services Section

Nikole Freeman
SSMII Personnel Services Section

Mike Sexton
SSMI Personnel Services Section

Agenda

1. HR Committee Update

2. 81 Process Improvements

3. 81 Process Workbook Demonstration

4. Kronos

5. Operations Committee Update

6. Operations Workshop
    - Review Field Org. Definitions
    - Review HQ Org. Definitions
    - Organization Structure Activity

7. HR & Ops Q&A

HR Committee Update

Vision for Human Resources

The HR Committee was formed to streamline the State Parks hiring process and work towards reestablishing a leadership development program.

The Committee's vision for HR is as follows:

- To improve overall Human Resources policies, procedures and guidelines by ensuring that processes are optimized for efficiency, transparency, and flexibility

- To provide measureable results and the means for accountability

- To promote hiring practices to recruit, hire, train, and retain high quality employees

Great People, Great Parks, Great Careers

Summary of the HR Committee's Work

What We've Accomplished:

- Developed initiative scope and schedule and collected data on the 81 Process (hiring process)

- Conducted a Current State Analysis of the 81 Process (hiring process)

- Developed recommendations for 81 Process improvements

- Secured vendor to implement Kronos to automate 81 Process

- Drafted 81 Process Toolkit

- Developed a career ladder to show a typical career path that an employee with upper management goals could follow

1. Define Scope and Gather Data > **2. Conduct Current State Assessment** > **3. Develop Future State Processes** > ⭐ **4. Implement Approved Processes**

Summary of the HR Committee's Work (Cont.)

What's Next:

- Complete Development of 81 Process Toolkit

- Implement Kronos to automate process

- Implement a change management plan

- Shift focus to the examination process

- Develop training program that includes essential class curriculum that represents not only training for District Superintendent but any high level management goal

- Produce a "Training and Development Plan" for employees and managers to coordinate implementation with the Training Section and Divisional Operations

- Development of standardized reporting relationships

81 Process Improvements

HR 81 Process Improvements

Current State
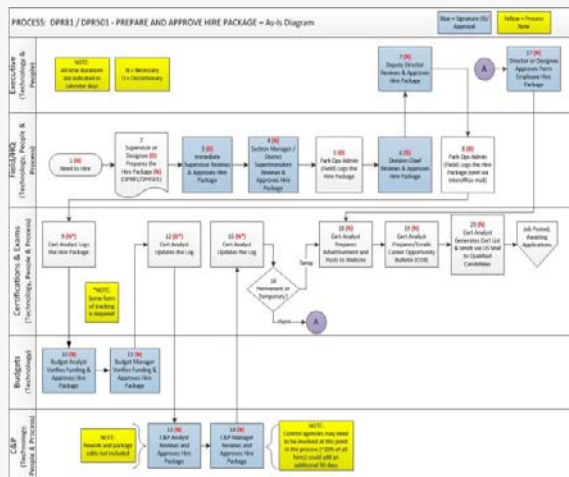
Phases in DPR81 Process (Simple Refill)

1. Hiring Package: 20 steps
2. Interview: 10 steps
3. Offer: <u>11 steps</u>
                            41 steps

Future State
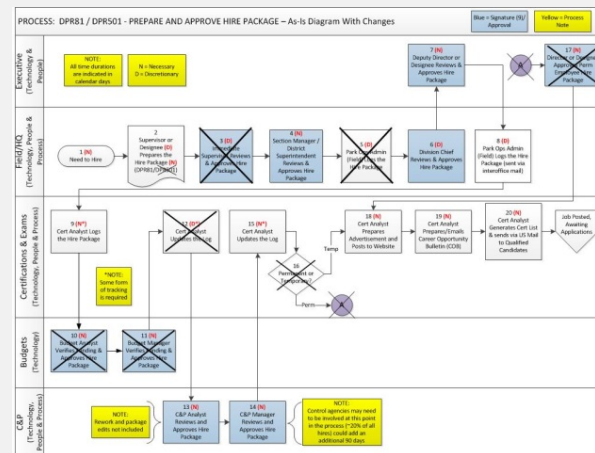
Phases in DPR81 Process (Simple Refill)

1. Hiring Package: 13 steps
2. Interview: 9 steps
3. Offer: <u>11 steps</u>
                            33 steps

The HR Committee identified an 8 step reduction in the 81 Process.

HR 81 Process Improvements (Cont'd)

The committee plans to implement the following short-term and long-term improvements some of which, we'll preview today.

Short-term:

- Reduce approvals from 9 to 5
- Improve staff capacity
- Develop HR toolkit and communications
- Budget accountability
- Monitor process performance
- Electronic packet transfer
- Implement central tracking log
- Email notifications of eligibility

Long-term:

- Automate workflow
- Implement Position Control Database
- Identify and correct prohibitive policies & procedures

81 Process Workbook Demonstration

81 Process Workbook Overview and Demonstration

What is the 81 Process Workbook?

1 An Excel workbook containing all required forms for the 81 Process

2 A one-stop shop that takes the guess work out of completing an 81

3 A streamlined repository for information and guidance on the 81 process

4 A tool to prepare users for the upcoming Kronos implementation

81 Process Workbook Demonstration...

Streamline Hiring Process – Kronos Implementation

December 8, 2015

Transformation Team Strategic Goal

- Transformation Team recommendation:

  - "To improve overall Human Resources policies, procedures and guidelines"

  - Purchased Kronos, a well known software application

- This initiative will provide Transformative Change through:

  - Efficiency – Improve workflow to reduce process steps, eliminate critical path, and significantly improve efficiencies

  - Transparency – Provide visibility into all aspects of the hiring process, time tracking and shift scheduling and enable tracking of the progress, i.e., DPR81 Package

Project Goals

- Reduce the DPR hiring time through the use of automation tools

- Eliminate manual processes including tracking logs and routing of paper documents

- Automate forms

- Automate the DPR hiring workflow to reduce process steps and significantly improve efficiencies

Kronos "Streamline Hiring Process"

Automate DPR81 Process

California Department of
Parks and Recreation

DPR81 – Prepare & Approve Hire Package

DPR81 Package Initiated

Enter Info: DPR81, Justification, Duty Statement, Job Description, Advertisement, Org Charts, etc.

Route through Approval Process:
Section Manager / District Superintendent
Division Chief
Deputy Director
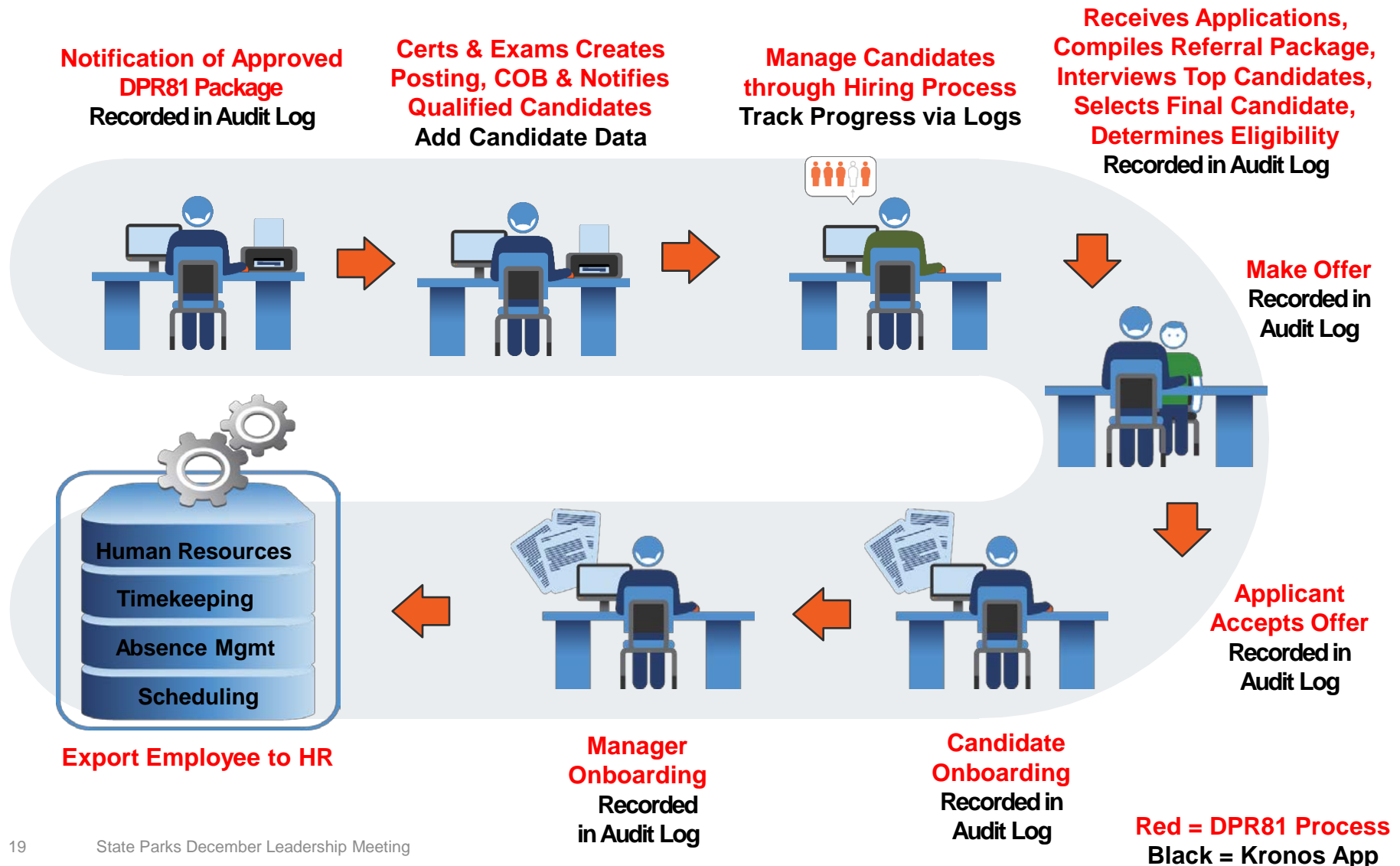**C&P Analyst & C&P Manager**
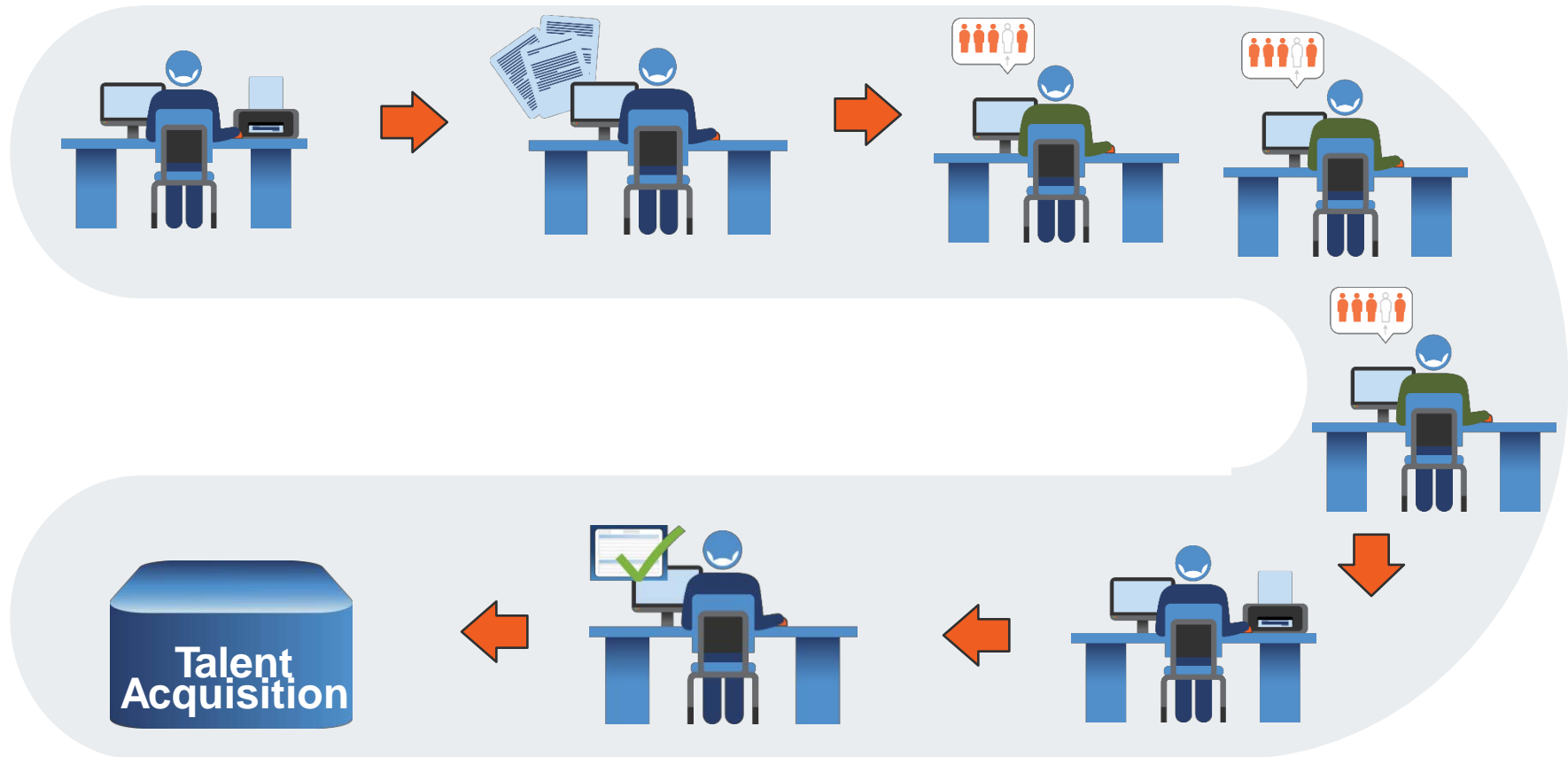
Pass Position Info to Talent Acquisition Requisition
(DPR's Certifications & Exams)

Store Info for Future Reference and Reporting

Monitor Using Reports
(Replaces Existing DPR Logs)

Red = DPR81 Process
Black = Kronos App

Workforce Talent Acquisition – Interview & Offer Processes

Notification of Approved DPR81 Package
Recorded in Audit Log

Certs & Exams Creates Posting, COB & Notifies Qualified Candidates
Add Candidate Data

Manage Candidates through Hiring Process
Track Progress via Logs

Receives Applications, Compiles Referral Package, Interviews Top Candidates, Selects Final Candidate, Determines Eligibility
Recorded in Audit Log

Make Offer
Recorded in Audit Log

Applicant Accepts Offer
Recorded in Audit Log

Human Resources
Timekeeping
Absence Mgmt
Scheduling

Export Employee to HR

Manager Onboarding
Recorded in Audit Log

Candidate Onboarding
Recorded in Audit Log

Red = DPR81 Process
Black = Kronos App

HR Employee Self-Service

Timekeeper Employee Self-Service

Operations Committee Update

Vision for Operations

The Operations Committee was formed to Study the existing dept. org. structure, analyze options, implement beneficial changes & align position classifications, qualifications & organizational

The Committee's vision is to develop and implement an organizational structure that will create opportunities for leadership throughout the Department from all relevant backgrounds and experiences.

This organizational structure will enable the Department to prioritize the professional operation of DPR and to identify a sustainable level of public service and mission stewardship.

Summary of the Operations Committee's Work

What We've Accomplished:

- Developed initiative goals and scope

- Collected and compiled existing organizational charts as well as historical organizational charts

- Drafted Organization Chart Criteria and Definitions document to guide organizational chart development

- Conducted analysis of current state organization

- Identified potential future state organization design models

What's Next:

- Solidify headquarters focused programs and functions to complete the Organization Chart Criteria document

- Refine drafts of "conceptual programmatic organizational charts" for review (process will include input from upper organization as well as, the operational unit level)

Operations Workshop

Workshop Discussion Topic #1

Organization Chart Criteria and Definitions Document - Field

The Organization Chart Criteria and Definitions Document lays out the design principles, management practices, and other key elements that will serve to guide the examination and development of organizational structures for the desired future state of the Department.

This document was reviewed at the September Leadership Meeting and was sent out as a pre-read item for this meeting to help guide our discussion on Headquarters functions.

Please submit any questions and feedback on this document to the Transformation Team via email at Transforming.Parks@parks.ca.gov.

Please enter **"HR/Operations Workshop Feedback"** in the subject line of your email.
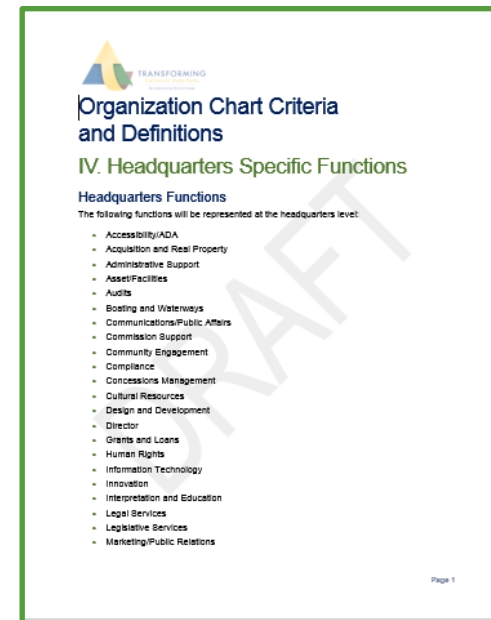
Workshop Discussion Topic #2

Headquarters Function Definitions

Your input will help us solidify the headquarters specific section of our Organization Chart Criteria and Definitions document and development of our future state headquarters organization structure.

Please refer to your Headquarters Functions handout:

Organization Structure Activity

Future Headquarters Organization Structure

The Operations Committee is now drafting a proposed "future-state" Headquarters Organization Structure and is seeking your input to help refine what functions should be performed at Headquarters.

Please refer to your Organization Structure handout and spend a few minutes identifying the current headquarters functions you believe should be moved or adjusted at the headquarters level. Use arrows, circles or notes to indicate your ideas.

See example on the next slide.

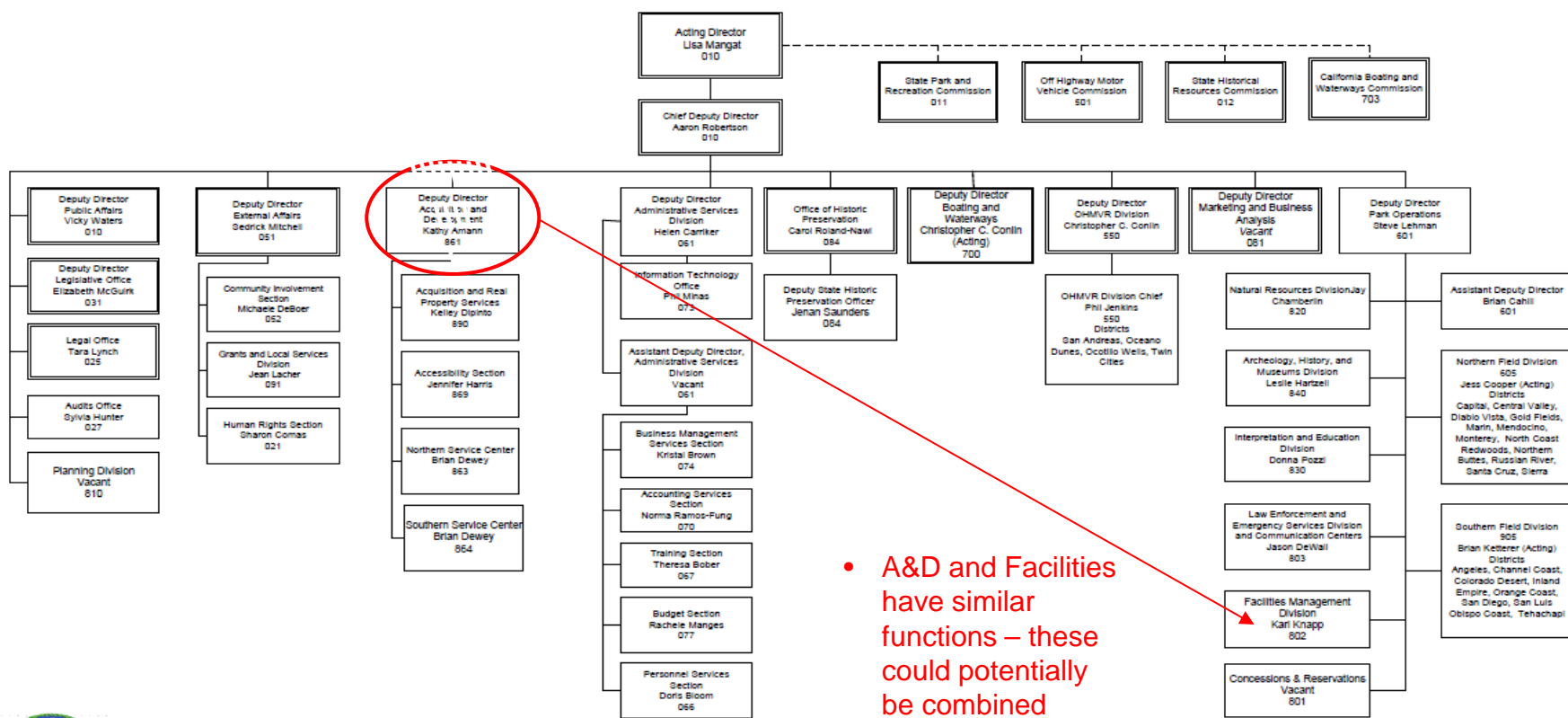We will collect your marked up handout after the workshop.

Organization Structure Activity

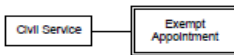## Future Headquarters Organization Structure

What does the future State Parks HQ structure look like to you?

EXAMPLE

California Department of Parks and Recreation Organizational Structure

- A&D and Facilities have similar functions – these could potentially be combined

Lisa Mangat, Acting Director   July 2014 (14/15)
Date

HR/Ops Q&A

Any Questions?

You may also submit your questions and feedback to the Transformation Team via email at Transforming.Parks@parks.ca.gov.

Please enter "HR/Operations Workshop Feedback" in the subject line of your email.

For general questions regarding HR/Ops contact Karl Knapp and Dana Jones at karl.knapp@parks.ca.gov and dana.jones@parks.ca.gov.