



California Department of
Parks and Recreation

December Leadership Meeting HR and Operations Transformation Workshop

December 8th, 2015





Welcome and Introductions

Operations and HR Committees

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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 OHV/MR Division

Jay Chamberlin

Chief, Natural Resources Division

James Newland

Cultural Resources Manager

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Sector Superintendent, Orange Coast Central Sector - Orange Coast District

Danita Rodriguez

District Superintendent, Bay Area District

Jared Zucker

AGPA Division of Boating and Waterways

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SPSII Office of Community Involvement

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CIO

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Assistant Deputy Director of Administration

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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



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

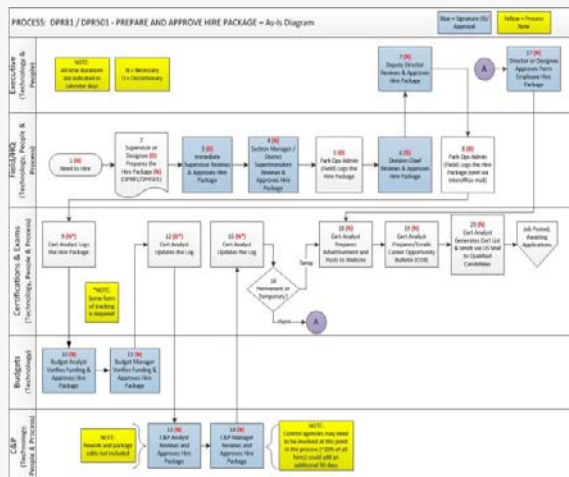
What's Next:

- 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

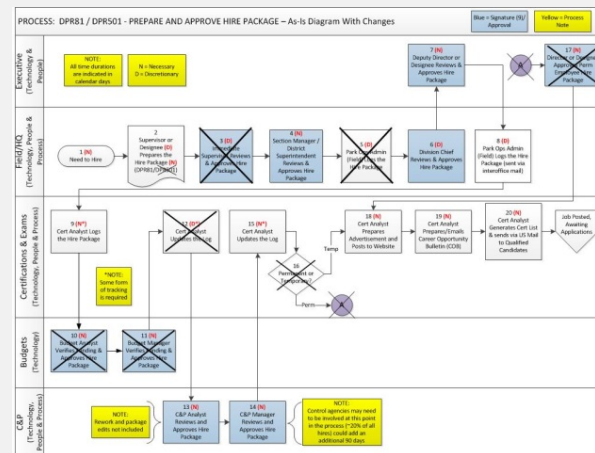
Current State



Phases in DPR81 Process (Simple Refill)

- 1. Hiring Package: 20 steps
- 2. Interview: 10 steps
- 3. Offer: 11 steps
- 41 steps**

Future State



Phases in DPR81 Process (Simple Refill)

- 1. Hiring Package: 13 steps
- 2. Interview: 9 steps
- 3. Offer: 11 steps
- 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



® nber Leadership Meeting



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

Instructions for completion: See DAM Chapter 0200

State of California - The Resources Agency
DEPARTMENT OF PARKS AND RECREATION

POSITION ACTION REQUEST POSITION INFORMATION

CURRENT	PROPOSED	
POSITION NUMBER	<input type="checkbox"/> NO CHANGE	
CLASSIFICATION	POSITION	
DISTRICT/SECTION	CLASSIFICATION	
SECTOR/UNIT	DISTRICT/SECTION	
VACATED BY	SECTOR/UNIT	
DATE POSITION CLEAR	CE STATUS: <input type="checkbox"/> RANK <input type="checkbox"/> C <input type="checkbox"/> S <input type="checkbox"/> M <input type="checkbox"/> E	
CE STATUS: <input type="checkbox"/> RANK <input type="checkbox"/> C <input type="checkbox"/> S <input type="checkbox"/> M <input type="checkbox"/> E	INTEREST: <input type="checkbox"/> YES <input type="checkbox"/> NO	
CONFLICT OF INTEREST POLICY: <input type="checkbox"/> YES <input type="checkbox"/> NO		
POSITION FUNDING		
<input type="checkbox"/> REFILL (change in dates)	<input type="checkbox"/> BUDGETED POSITION	
<input type="checkbox"/> REFILL (no change in dates)	<input type="checkbox"/> SPECIAL FUNDING SOURCE	
<input type="checkbox"/> RECLASSIFY TO: (Classification)	<input type="checkbox"/> ADDITIONAL FUNDING SOURCE (Complete DPR Transmittal on reverse side)	
TRANSFER TO: (UR#)	PROPOSED TENURE AND TIME BASE	
ESTABLISH NEW POSITION <input type="checkbox"/> ESTABLISH POSITION BUDGET USE ONLY <input type="checkbox"/>	<input type="checkbox"/> PERMANENT	<input type="checkbox"/> FULL-TIME
	<input type="checkbox"/> TEMPORARY	<input type="checkbox"/> PART-TIME
	<input type="checkbox"/> LIMITED TERM	<input type="checkbox"/> INTERMITTENT
	MONTHS	TOTAL HOURS
DOCUMENTS ATTACHED		
<input type="checkbox"/> ADVERTISE	<input type="checkbox"/> DUTY STATEMENT	<input type="checkbox"/> ADVERTISEMENT
<input type="checkbox"/> EMPLOYEE OPPORTUNITY TRANSFER	<input type="checkbox"/> JUSTIFICATION	<input type="checkbox"/> EPRC TRANSMITTAL (on reverse side)
SEND REFERRAL TO: PHONE NUMBER	<input type="checkbox"/> ORGANIZATION CHART	<input type="checkbox"/> TRAINING ASSIGNMENT PLAN (DPR 304)
EXEMPTION TO ADVERTISING ATTACHED	EMPLOYEE DATA	
APPROVED: (Personnel Manager)	NAME	
	SOCIAL SECURITY NUMBER	
	CURRENT CLASSIFICATION	
	CURRENT POSITION NUMBER	
	LOCATION OR AGENCY	
ROUTING AND APPROVALS		
SUPERVISOR	DATE	BUDGET SECTION
SECTION MANAGER/DISTRICT SUPERINTENDENT	DATE	PERSONNEL SECTION

OLD

NEW REQUISITION SETUP

Requisition Number:

Position:

Manager:

Required Education:

Replacement?

Incumbent:

Employment Status:

ACTIONS

Last Refreshed: 12:47 PM

Categories:

Actions

- Kronos.HR.PositionSalary.Change1
- Position an
- Terminate A
- New Requisition Workflow

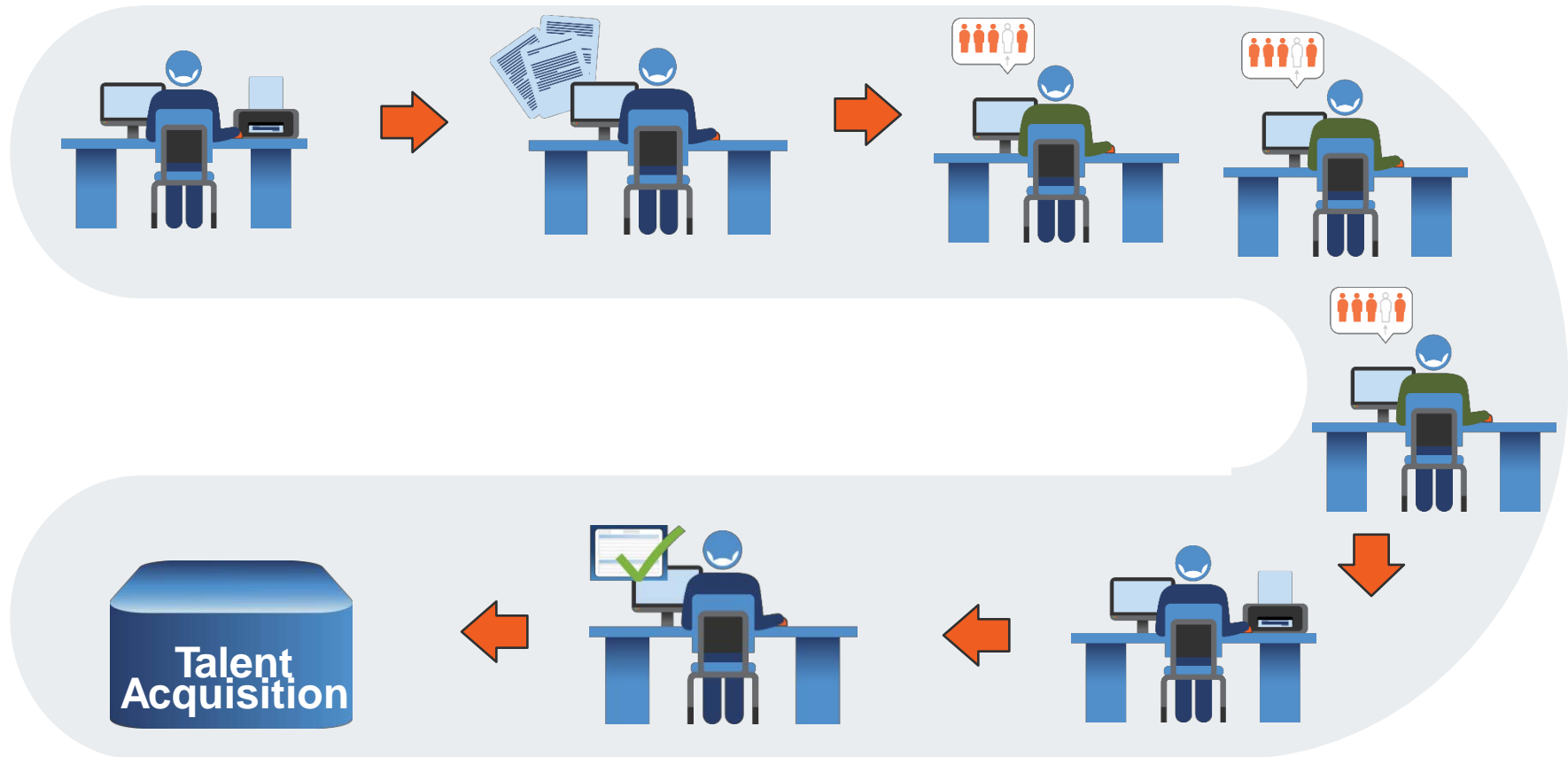
Requisition Number	Test Requisition
Position	QA Specialist
Hiring Manager	Adams, Donald A (1001);
Reuired Education	Bachelor of Engineering Technology
Effective Date	5/01/2014
Employment Status	Contractor
Approve/Reject	
Manager's Manager Comments:	Approved
Referral Fee:	500
Sign on Bonus:	500
Justification:	Test Justification
Cost Implication:	Test Cost Implication
Approve/Reject:	<input checked="" type="radio"/> Approve <input type="radio"/> Reject
CEO Comments:	Approved

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



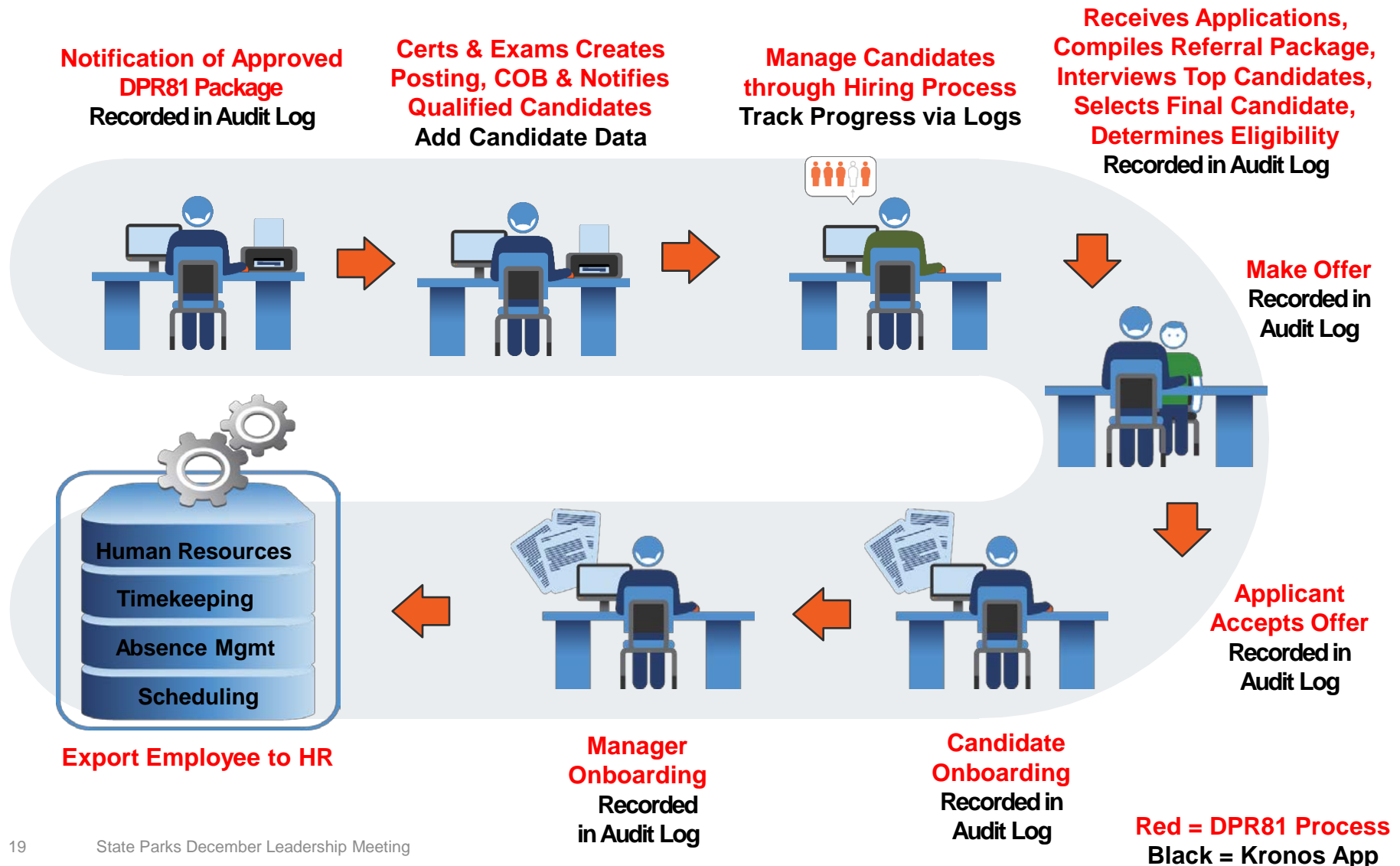
Pass Position Info to Talent
Acquisition Requisition
(DPR's Certifications & Exams)

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



HR Employee Self-Service

KRONOS Christy Fryman Sign Out

Workspaces

HR Administrator

Manager Self Service

Back to Manager Self Service

Manager Menu

Search employees

5 Direct Reports

- Steve Johnson
Administrative Assistant
- Beryl Jones
Manager UBC
- Betty Richie
Payroll Manager
- Emily Sato
Recruiting Manager
- Penelope Stipe
Human Resource Manager

ALERTS 2

EMPLOYEE NOTES

EMERGENCY CONTACTS

PHONE LIST

ORGANIZATION OUTLINE

EVENT SCHEDULE

COMPENSATION

TRAINING & DEVELOPMENT

HR Administration

- Employee Information
- HR/Payroll Query Tool
- Reports - HR/Payroll
- HR/Payroll Setup
- Actions

Requests

Last Refreshed 8:15PM

Time Period Current Schedule Pe.

Time-Off 1

Timekeeper Employee Self-Service

Home

Time Editor

Pay Code

Hours Worked

Vacation

<Enter Pay Code>

Daily Totals

Pay Code

Hours Worked

Location

Totals

Accruals

Request Time Off ✕

Type: Time Off Request ▼

Start date	End date	Pay code	Duration	Start time	Length
X 11/16/2015	11/16/2015	Vacation ▼	Full day ▼		
X 11/24/2015	11/24/2015	Vacation ▼	Full day ▼		

+ Add another time-off period

Accruals on: 11/09/2015

Accrual	Balance
Comp Time	0:00 Hour
Floating Holiday	16:00 Hour
FMLA Leave	480:00 Hour
Personal	16:00 Hour
Sick	80:00 Hour
Vacation	152:00 Hour

Notes (Optional)

Draft
Submit
Cancel

4/05

Total

32:00

8:00

40:00

4/12

Total

40:00

Amount

8:00

72:00

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.

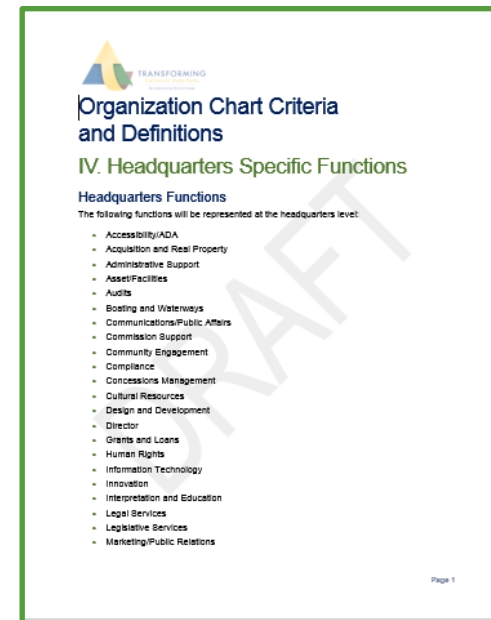


Workshop Discussion Topic #2

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.

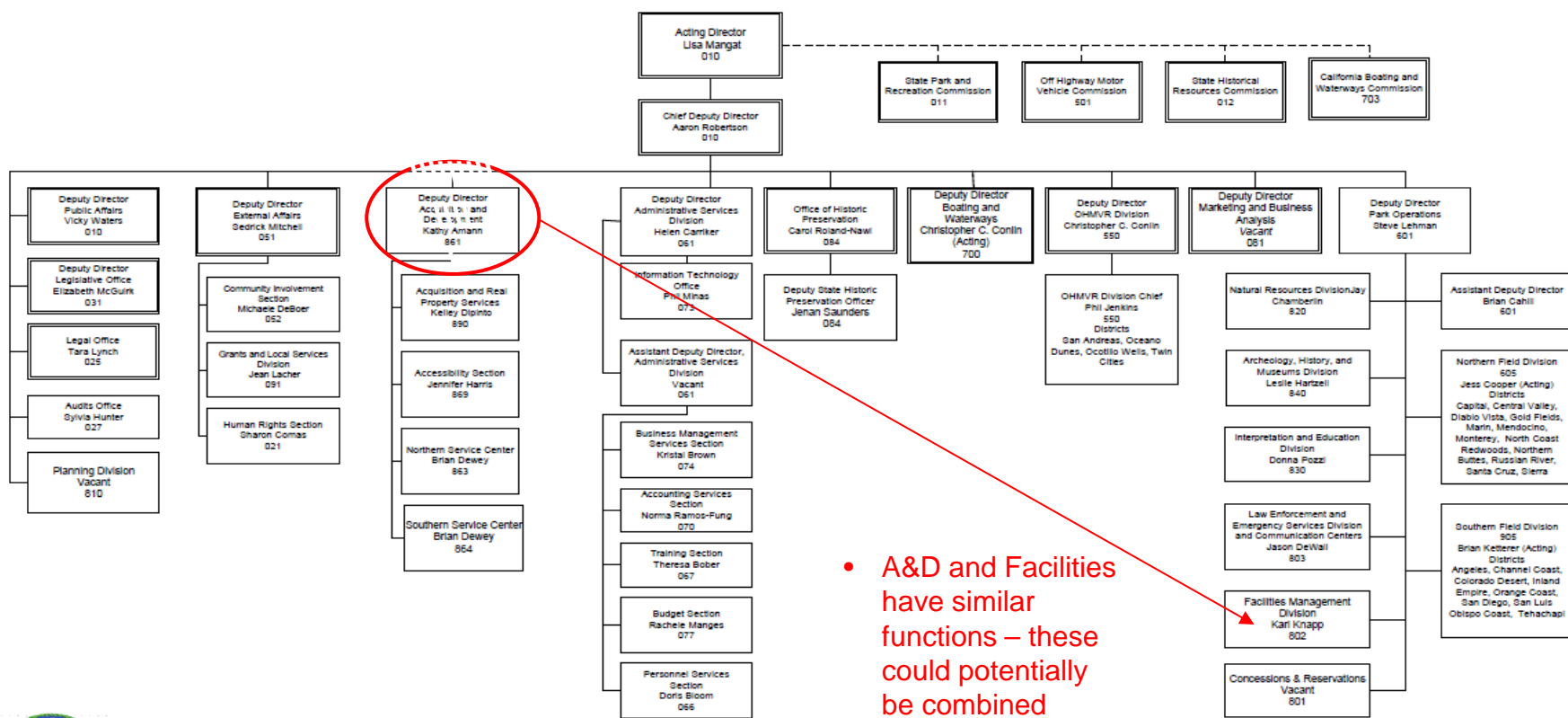
Organization Structure Activity

Future Headquarters Organization Structure

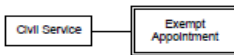
What does the future State Parks HQ structure look like to you?

EXAMPLE

California Department of Parks and Recreation Organizational Structure



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





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.