December Leadership Meeting
HR and Operations
Transformation Workshop

December 8th, 2015
## Welcome and Introductions

### Operations and HR Committees

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Karl Knapp</td>
<td>Facilities Division Chief &amp; HR/Ops Committee Co-Chair</td>
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<tr>
<td>Dana Jones</td>
<td>Northern Division Chief &amp; HR/Ops Committee Co-Chair</td>
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<tr>
<td>Karen Beery</td>
<td>SPI III San Diego Coast District</td>
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<tr>
<td>Ron Birkhead</td>
<td>CS III Northern Service Center</td>
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<tr>
<td>Andy Vasquez</td>
<td>AO III Orange Coast District</td>
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<tr>
<td>Helen Carriker</td>
<td>Deputy Director, Administrative Services</td>
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<tr>
<td>Maria Mowrey</td>
<td>SSM III OHVMR Division</td>
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<tr>
<td>Jay Chamberlin</td>
<td>Chief, Natural Resources Division</td>
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<tr>
<td>James Newland</td>
<td>Cultural Resources Manager</td>
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<tr>
<td>Todd Lewis</td>
<td>Sector Superintendent, Orange Coast Central Sector - Orange Coast District</td>
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<tr>
<td>Danita Rodriguez</td>
<td>District Superintendent, Bay Area District</td>
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<tr>
<td>Jared Zucker</td>
<td>AGPA Division of Boating and Waterways</td>
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<tr>
<td>Michaele DeBoer</td>
<td>SPSII Office of Community Involvement</td>
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<tr>
<td>Phil Minas</td>
<td>CIO</td>
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<tr>
<td>Will Schaafsma</td>
<td>Assistant Deputy Director of Administration</td>
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<tr>
<td>Helen Carriker</td>
<td>Deputy Director, Administrative Services</td>
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<tr>
<td>Jason Summers</td>
<td>SSMII Personnel Services Section</td>
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<td>Nikole Freeman</td>
<td>SSMII Personnel Services Section</td>
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<tr>
<td>Mike Sexton</td>
<td>SSMI Personnel Services Section</td>
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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

Phases in DPR81 Process (Simple Refill)
1. Hiring Package: 20 steps
2. Interview: 10 steps
3. Offer: 11 steps
41 steps

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
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
STREAMLINE HIRING PROCESS

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
STREAMLINE HIRING PROCESS

Kronos

“Streamline Hiring Process”
Automate DPR81 Process

STREAMLINE HIRING PROCESS

OLD

NEW REQUISITION SETUP

NEW REQUISITION WORKFLOW

Requisition Number: Test Requisition
Position: QA Specialist
Hiring Manager: Adams, Donald A & 1001 & 41;
Required Education: Bachelor of Engineering Technology
Effective Date: 5/01/2014
Employment Status: Contractor

Manager's Manager Comments: Approved
Referral Fee: 500
Sign on Bonus: 500
Justification: Test Justification
Cost Implication: Test Cost Implication
Approve/Reject: Approve
CEO Comments: Approved

Submit | Reset | Cancel
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

Monitor Using Reports
(Replaces Existing DPR Logs)

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

Store Info for Future Reference and Reporting

Talent Acquisition

Red = DPR81 Process
Black = Kronos App
STREAMLINE HIRING PROCESS

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

- Make Offer
  Recorded in Audit Log

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

- Applicant Accepts Offer
  Recorded in Audit Log

- Export Employee to HR

Human Resources
Timekeeping
Absence Mgmt
Scheduling

Manager Onboarding
Recorded in Audit Log

Candidate Onboarding
Recorded in Audit Log

Red = DPR81 Process
Black = Kronos App
HR Employee Self-Service
STREAMLINE HIRING PROCESS

Timekeeper Employee Self-Service

Request Time Off

Type: Time Off Request

<table>
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<tr>
<th>Start date</th>
<th>End date</th>
<th>Pay code</th>
<th>Duration</th>
<th>Start time</th>
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+ Add another time-off period

Accruals on: 11/09/2015

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<td>Comp Time</td>
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<tr>
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<td>FMLA Leave</td>
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<tr>
<td>Personal</td>
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<tr>
<td>Sick</td>
<td>80:00 Hour</td>
</tr>
<tr>
<td>Vacation</td>
<td>152:00 Hour</td>
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Notes (Optional)

Draft  Submit  Cancel
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

- 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.