

**Study the Existing DPR Organizational Structure, Analyze Options,
and Implement Beneficial Changes
Align Position Classifications, Qualifications, and Organizational Structure
With the 2017 Vision**
(STRATEGIC GOAL 1: Develop Excellent Management Systems)

Problem Statement

Years of incomplete/unstructured organizational change, mission creep, a steady loss of funding, salary compaction, centralization of authority, and a lack of accountability has created a Department organizational structure in need of updating. These initiatives will analyze and implement modern, streamlined management systems throughout the Department. These improvements will allow the Department to take advantage of efficiency opportunities for Headquarters/Division/District/Park Unit operations. The Department has taken the first step in that direction by moving toward a non-badged manager classification. Change will be required to ensure that our operations are mission-based, meet visitor needs, and are cost-effective. Any organizational change must provide opportunity and multiple career paths for all classifications and meet required mandates, such as a peace officer supervisory chain-of-command.

Initiative Description

This initiative description pulls two separate, yet closely tied, initiatives into one process of analysis, initiatives #24 – Study the Existing DPR Organizational Structure, Analyze Options and Implement Changes and #26 – Align Position Classifications, Qualifications, and Organizational Structure with the 2017 Vision. This process will review and adjust all Parks organizational and management position classifications. These initiatives will seek to open pathways for organizational change (inside and outside state service) and create opportunities for leadership from all relevant backgrounds and experiences. They include reviewing current organizational structure, analyzing options for improvement, evaluating current salary compaction, improving organizational accountability, and formulating recommendations for aligning staffing and management structure with the Department's mission and mandates.

Anticipated Benefits of these Initiatives

Organizational benefits include potential reduction of the number of management levels, streamlining operations, lowering administrative and operating costs, delegating responsibility and authority to an appropriate management level, and in the process improve the Department's service. Additional benefits include creating a career path organizational structure that provides the opportunity for all staff to gain breadth of experience that allows them to compete for, and achieve, top field and headquarters management positions. It is anticipated that these changes will result in increased focus and competence of programs across the disciplines within the Department.

Possible Implementation Challenges and Missing Data

1. Management and operational structure currently varies across field and headquarter operations, so there is not a one-size-fits-all solution/scenario. As with the Service Based Budgeting initiative, there are diverse operations in the State Park System. Some units and/or current District organization are stewardship-based, some are recreation-based, many are combination of both, and others are administrative or service-based. Whichever type of operational structure, they are primarily staffed by similar classifications that are used on a statewide level.
2. Current organizational silos are barriers that inhibit an individual's ability to gain broad experience.
3. The Department has a highly developed and professional law enforcement component; the transition into a non-badged District Superintendent management structure requires supervisory organizational structure for implementing such change and meeting the legal challenges (i.e. meeting Peace Officers Bill of Rights).
4. Timing of other initiatives and sharing of relevant information is required and crucial to the development of an action plan or set of alternatives. Working within Transformation Team timeline and deliverables will be a challenge to share the appropriate data within a 2-year period.
5. Current hiring and mentoring processes do not contribute to expanding staff member qualifications and experience, and contribute to the "shallow bench" or failure to address succession planning.

Process

1. People
 - Transformation Team Committee Members
 - Todd Lewis (co-chair) – Sector Superintendent Orange Coast District
 - Karl Knapp (co-chair) – Chief Facilities Management Division
 - Dana Jones – Northern Division Chief
 - Jay Chamberlin – Chief Natural Resources Division
 - Danita Rodriguez – District Superintendent Bay Area District
 - Ron Birkhead – Chief Northern Service Center
 - Key Participants (with representative skill sets)
 - Cultural Resources Representative(s)
 - Natural Resources Representative(s)

- Interpretation and Education Representative(s)
- Law Enforcement Emergency Services Representative(s)
- Administrative Services Representative(s)
- Deputy Director Representative(s)
- Facilities Management Representative(s)
- Service Center Representative(s)
- Human Resources Representative(s)
- Others as required

- Other Resources Needed (Committee Contributors)
 - Peer Review Teams
 - Professional organizations
 - Park Leadership Group
 - Legal team
 - National Park Service Participation
 - Headquarters Administration Division Support

Align Position Classifications, Qualifications, and Organizational Structure

