STATE OF CALIFORNIA
DEPARTMENT OF CONSUMER AFFAIRS

BUSINESS, CONSUMER SERVICES, AND HOUSING AGENCY • GOVERNOR EDMUND G. BROWN JR.

BOARD OF PSYCHOLOGY – Administration
1625 N. Market Blvd., N-215, Sacramento, CA 95834
P (916) 574-7720 F (916) 574-8671 www.psychology.ca.gov

MEMORANDUM

DATE	August 7, 2014
TO	Psychology Board Members
FROM	Jonathan Burke Administrative Services Coordinator
SUBJECT	**CPS Program Analysis Update 17 (b)**

Background:

At the Board's February Meeting it was decided that a comprehensive, external program analysis be conducted by a vendor familiar with the Public Sector. CPS HR Consulting was selected and a contract has been drafted and is awaiting ratification from the Department of Consumer Affairs Contract Office.

Action Requested:

This item is information and no action is requested at this time.

Attachment i: Overview of CPS HR Consulting
Attachment ii: CPS HR Consulting Brochure.
Attachment iii: Scope of Work for Board of Psychology Program Analysis.

Overview of CPS HR Consulting

CPS HR Human Resource Consulting (CPS HR) has been assisting organizations with their talent management needs for more than 25 years. We have extensive experience in delivering Human Resource, Organizational and Management consulting services to public sector organizations throughout North America. Our California State Government Practice is our largest, and we have provided a wide range of recruitments for various State departments in recent years.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.

CPS HR believes in an integrated, systems-based approach to talent management and provides consulting in all of the key areas listed below.

LIST OF CPS HR CONSULTING SERVICES	
ORGANIZATIONAL STRATEGY	**TESTING, RECRUITMENT & SELECTION**
• Organizational Assessment, Redesign and Reengineering	• Job Analysis
• Workforce & Succession Planning	• Develop/Deliver Assessment Center Services
• Staffing and Workload Analysis	• Executive Search
• Performance Management	• HR Recruitment Assistance
• Employee Engagement	• Test Development*
• Change Management	• Test Administration*
• Complaint Investigations & HR Outsourcing	*(for employment and licensing certification)
CLASSIFICATION AND COMPENSATION	**TRAINING AND DEVELOPMENT**
• Classification	• Training
• Compensation	• Coaching
	• Accelerated Leader 360° Assessment™
	• Leadership Development

Project Scope, Objectives and Methodology

The scope of this engagement will focus on a review of the Board's functional programs – Licensing & Examination, Enforcement, Continuing Education and Outreach – as well the areas of Legislation, Regulations and Policies and Organizational Effectiveness. The latter two areas will be reviewed in the context of how they affect the delivery of the functional programs. The scope will also identify interface issues and impacts with DCA functional programs and processes but will not perform an in-depth evaluation of them.

Out of scope is the evaluation of DCA functions such as Accounting, Purchasing/Contracting, Human Resources, etc. that impact Board operations.

The project objectives will be to:

- Document the appropriateness of current classifications and workload for existing and temporary staff.
- Evaluate program compliance and performance against pertinent legislation, regulations, policies and established performance metrics.
- Document and evaluate business processes to identify opportunities to improve program and process effectiveness, efficiency and economy.
- The program analysis will be conducted in accordance with the US General Accounting Office Government Auditing Standards for performance reviews of government agencies.

The CPS methodology includes the following approach:

- Conduct off-site and on-site document reviews of current program legislative mandates, regulations, policies, procedures, performance metrics, past studies, staffing and organization charts, flowcharts, forms and operating statistics.
- Collect staffing, classification and workload data.
- Conduct staff interviews and group facilitation to better understand duties and workload, and to document as-is business processes used within each program.
- Prepare incremental deliverables, monthly status reports, draft and final reports with deliverables including a phased implementation plan.

The project will be managed according to the best practices of the Project Management Institute.

Work Plan

CPS HR anticipates six months to complete project from the time the contract is fully executed. The following work plan is submitted for your consideration, subject to modification by mutual agreement of the parties before contract execution. The following describes the tasks to be performed and deliverables to be prepared.

1.0 Hold a kickoff/orientation meeting to clarify the project scope, objectives, roles, responsibilities, deliverables and schedule. CPS HR requests the following information, or appropriate references, in electronic format be emailed to CPS HR for off-site review before this meeting:

- Staff phone and email contact information
- Documents or applicable links to legislation, regulations, policies, procedures, forms and performance metrics
- Staff duty statements
- Business process flowcharts, if available

Deliverable: CPS HR will prepare a project charter summarizing the project background, project objectives, in and out of scope activities, resources, stakeholders, deliverables and acceptance criteria, milestones, schedule and budget.

2.0 Conduct an initial off-site review and analysis of the requested information.

Deliverable: CPS HR will prepare a summary of pertinent findings and brief comments concerning the information reviewed.

3.0 Conduct on-site field work:

3.1 Collect staff classification and task information through a brief Position Description Questionnaire (PDQ) and follow-up interviews to better understand their jobs and workload, and to map out the business processes for each program. Information to be collected and reviewed will include:

- Identify and analyze all staff by classification, the tasks they perform, and the approximate amount of time they are involved with each business process through a Position Description Questionnaire (PDQ) and interviews. This includes evaluating temporary positions for consideration as permanent positions. CPS HR will provide BOP with electronic versions of the PDQ with instructions to be completed and returned to CPS HR within two weeks. (Exact dates of distribution and return can be mutually agreed upon after contract execution.) Based on review of the organization chart, it appears that about 27 employees will be asked to complete a PDQ.
- Identify all data sources for each program, automated and manual interfaces, missing information or capabilities, data reliability, timeliness, accuracy, data entry and processing duplication, and other data related issues.

- Identify all data users for each program process/system and the method of use.
- Identify all external functions that support each program system/process.

Deliverables: CPS HR will prepare:

a) A work distribution chart for each program displaying the tasks performed by each staff member and the work not getting done.

b) A high-level classification review with findings and suggested changes that could include, but are not necessarily be limited to, changes in assigned duties, reclassification of existing positions, or staff augmentation; and

c) As-is flowcharts documenting the current major business processes for each of the four primary programs, including inputs, current flow of sub-processes, decisions, errors and exception handling, interfaces, bottlenecks, outputs, step processing time, and total elapsed time.

3.2 Facilitate at least three sessions with program staff to review and verify the business process documentation and revise accordingly.

Deliverables: CPS HR will prepare revised as-is flowcharts documenting the current business processes for each program.

3.3 Facilitate at least three sessions with program staff to identify improvement opportunities (eliminate, consolidate or re-order tasks) and implementation priorities (short term – e.g., up to 6 months; medium term – up to 12 months; and longer term – greater than 12 months).

Deliverable: Detailed implementation plan with prioritized action items by time desired frame.

4.0 Reporting/Deliverables

- Deliverables described in the previous work plan steps.
- Prepare and submit monthly status reports by the 7th of the following month.
- Prepare a draft report summarizing the work plan step deliverables for management review, including the proposed implementation plan.
- Prepare and present a final report including appropriate management comments/changes.

THE STRATEGIC APPROACH TO HR IN THE PUBLIC SECTOR

CPS HR CONSULTING

916.263.3614 | cpshr.us

CPS HR CONSULTING

ORGANIZATIONAL PERFORMANCE FUELED BY EXPERTISE, INSIGHT AND INTEGRATED HR SOLUTIONS

At CPS HR Consulting, we strategically increase the effectiveness of human resources to improve the organizational performance of our public sector clients. Leveraging our deep expertise and unmatched perspective, we guide clients in the areas of organizational strategy, recruitment and selection, classification and compensation and training and development.

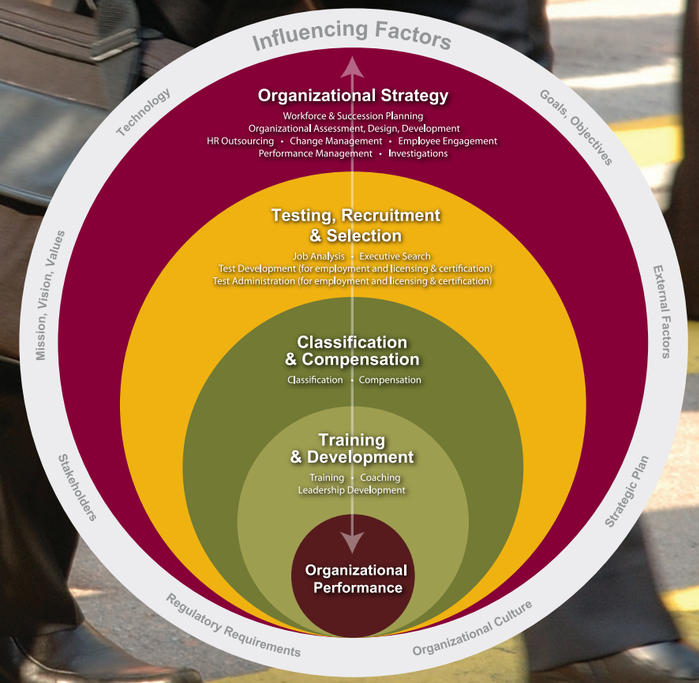
THE RIGHT PERSPECTIVE & EXPERIENCE

CPS HR Consulting is a client-centered human resources and management consulting firm specializing in government and non-profit clients. As a self-supporting public agency ourselves, we understand the unique needs of the public sector and have served as a trusted colleague to clients across North America for more than 25 years. Our client list includes federal, state, county and city governments, special districts, colleges, universities, school districts and non-profit organizations.

We combine this understanding and experience to deliver breakthrough solutions that dramatically transform public sector agencies to positively impact the communities they serve.

INTEGRATED HR SYSTEMS

CPS HR offers a comprehensive range of competitively priced services, any of which can be customized to meet your organization's needs. Our systematic approach to human resource management ensures that the solutions, strategies and methodologies we implement improve your organization. Ultimately, your organization will have the optimal alignments of people, processes and culture, all oriented toward improving organizational performance.



ORGANIZATIONAL STRATEGY

Because each profession has unique challenges, we tailor our services to meet your program's specific needs. Our consultants provide the following organizational strategy services:

- Workforce & Succession Planning
- Organizational Assessment, Design and Development
- HR Outsourcing
- Change Management
- Employee Engagement
- Performance Management
- Investigations

TESTING, RECRUITMENT & SELECTION

Our recruitment services include general staffing, executive search, job analysis studies and test development and administration. Also, our assessment centers are the ideal, objective resource for determining a candidate's job-related expertise and competence for the position at hand.

- Job Analysis
- Executive Search
- Test Development (for employment and licensing & certification
- Test Administration (for employment and licensing & certification

CLASSIFICATION & COMPENSATION

CPS HR provides a full range of studies to ensure that individuals or groups are classified appropriately for the work they're performing – and that they're being rewarded appropriately through compensation and benefits policies.

- Classification
- Compensation

TRAINING & DEVELOPMENT

We offer a comprehensive range of career development courses for both organizations and individuals on topics such as team facilitation, leadership and mentoring. The CPS HR experts can even assess your current training plan and recommend a strategy to improve your team's success in the public sector.

- Training
- Coaching
- Leadership Development

STRAIGHT FROM OUR CLIENTS

"After a decade of working with CPS HR, I've become accustomed to excellent service. I value the prompt, friendly and expert service."

"Outstanding in every way!"

"The results we achieved with CPS HR were far beyond our expectations and certainly a great return on our investment in its services. The depth of knowledge in local government, combined with the exhaustive analysis and reporting and the straightforward approach to recommendations, provided the county with an exceptionally valuable and practical plan. I wholeheartedly recommend CPS HR for any organization."

"The deep insight and dedication of the CPS HR group made our study possible. Taking our concept and turning it into tangible ideas along with comparison to the status quo was well worth it! Both of the consultants who worked on our project had numerous years of related experience, and, as a result, their perspective offered many ideas for best practices."

"The CPS HR consultants have been highly professional, were quickly able to understand the organization's needs and provided well-thought-out services that have been readily embraced by the organization. The organizational assessment and development work has been superb."

" Great customer service from start to finish. CPS HR is truly one of the most professional and friendly companies I've dealt with in some time. The consultant made the promotion process fun, yet kept things on track and professional throughout the entire process."

" It was a great pleasure working with people who know what they are doing. It really relieved a lot of the stress in pulling together a meticulous process such as Fire Promotional testing."

" Our consultant was exceptional. She was professional, commanded the attention of a challenging group and truly was a subject matter expert."

" They bring a wealth of knowledge and experience to the project and staff at all levels in the agency. I have already recommended CPS HR in several different forums regarding Workforce Planning in state government agencies. It is a growing realization that this is a necessity in human services but very few have a full understanding of what it is and how to do it. It is my belief that these outside experts give you the realistic view of what a comprehensive project Workforce Planning is – it is about a new way of doing business."

ABOUT CPS HR CONSULTING

Established as a self-supporting public agency in 1985, CPS HR Consulting provides a full range of human resource products, services and consultation to public sector and non-profit clients.

- 80 full-time employees
- 200+ project consultants
- 1200+ public and non-profit clients throughout the U.S. and Canada

LOCATIONS:

Sacramento, CA (HQ) • Bethesda, MD • Austin, TX

CPS HR CONSULTING

REVISED PROPOSAL

CA Board of Psychology

Program Analysis

July 22, 2014

SUBMITTED BY:
ROGER GANSE
State Practice Leader

CPS HR Consulting
241 Lathrop Way
Sacramento, CA 95815
t: 916-471-3163 *f:* 916-561-8482
rganse@cpshr.us
Tax ID: 68-0067209

www.cpshr.us

Your Path to Performance

CPS HR CONSULTING

July 22, 2014

Ms. Antonette Sorrick, Executive Officer
California Board of Psychology
1625 N. Market Blvd., Suite N-215
Sacramento, CA 95834

Sent via email to: antonette.sorrick@dca.ca.gov

Dear Ms. Sorrick:

CPS HR Consulting (CPS HR) is pleased to submit this proposal to the California Board of Psychology ("BOP"). Jeff Hoye and Jeff Mikles appreciated the opportunity to meet with you and members of your executive staff on April 8, 2014.

On the following pages, we have prepared our proposal based on our understanding of BOPs's goals and objectives for this project. CPS HR recognizes the impact that elements of change and growth place upon an organization, and we have a qualified team who are delighted for the opportunity to assist BOP in this important endeavor.

CPS HR Consulting has the ability to provide the services requested. We look forward to discussing this proposal with you. If you have questions or comments, please feel welcome to contact me at 916-549-3768 or by email at rganse@cpshr.us.

Sincerely,

Roger Ganse
State Practice Leader

241 Lathrop Way Sacramento, CA 95815 t: 916.263.3600 f: 916.263.3613 www.cps.ca.gov

Table of Contents

Introduction and Understanding 2

Our Understanding of the Board of Psychology 2

Project Scope, Objectives and Methodology 3

Work Plan 5

Project Staffing 7

Project Schedule and Cost 16

About CPS HR Consulting 17

Introduction and Understanding

CPS HR Consulting (CPS HR) is pleased to submit this proposal to the California Board of Psychology to conduct a comprehensive program analysis. The following describes our understanding of this engagement, project scope, objectives, methodology, and work plan for this project. Based on Board management feedback, we will revise and finalize the following proposal.

Our Understanding of the Board of Psychology

Our understanding and this scope of work are based on an April interview with management staff and reviews of key pertinent Board information.[1] The California Board of Psychology (Board) regulates psychologists, registered psychologists, and psychological assistants through its legislation, regulations and policies; licensing; enforcement; continuing education; and outreach programs. The Board falls under the auspices of the California Department of Consumer Affairs (DCA).

For FY 2013-14, the Board has 27 authorized positions organized into a top management group of three (3) positions and three functional sections including Licensing & Examination (12), Enforcement (8), and Administration (4). There are seven (7) vacancies, including one (1) in the management group, four (4) in Licensing, one (1) in Enforcement and one (1) in Administration. The primary classifications are Staff Services Manager, Associate Governmental Program Analyst, Staff Services Analyst, and Office Technician

A recent 2014 environmental scan/survey of stakeholders consisting of largely licensed professionals, consumers, professional associations, academia and Board staff revealed challenges and/or deficiencies in the following six programs/areas highlighted in the Board's draft 2014-2018 Strategic Plan:

- **Legislation, regulations and policies:** need to ensure statutes, regulations and policies are current and relevant; hire a student assistant; and fulfill the desire of licensees for more Board advocacy and information.
- **Licensing program:** need to speed up the process and improve customer service.
- **Enforcement program:** need to speed up case work, clean up erroneous data before the BreEZe implementation, and update discipline standards.
- **Continuing education program:** need to review the audit process and enhance program effectiveness and efficiency.
- **Outreach program:** need to improve the Board's outreach efforts.
- **Organizational effectiveness:** need to improve customer service, staffing, and implement Board and staff training.

[1] Board's website, organization chart, 2013 environmental scan/survey of key stakeholders, 2013 strategic plan, and the November 2011 sunset review report.

Based on the number and types of survey comments received, the scan reveals the following stakeholder priorities which are addressed as goals in the Board's draft 2014-2018 Strategic Plan:

Program/Area	# Positive Comments	# Negative Comments	Total Comments	Priority
Licensing & Examination Program	308	322	630	1
Continuing Education Program	162	151	313	2
Enforcement Program	144	129	273	3
Legislation, Regulations and Policies	79	126	205	4
Outreach Program	62	124	186	5
Organization Effectiveness	37	77	114	6

Specific concerns and priorities mentioned during the April 18th meeting were:

- Improving the licensing process and associated staffing and workload issues, including the use of temporary staff. Management desires a consistent and fluid process with work standards that is clearly documented and understood by all participants.
- Management wants all functional programs and related areas to be reviewed and streamlined.

As a result, the following project scope, objectives and work plan are aligned with the issues and priorities identified in the scan and are proposed in the draft strategic plan. Based on management feedback, CPS HR will revise the scope, objectives and work plan accordingly to accurately reflect management's desired direction and priorities.

Project Scope, Objectives and Methodology

The scope of this engagement will focus on a review of the Board's functional programs – Licensing & Examination, Enforcement, Continuing Education and Outreach – as well the areas of Legislation, Regulations and Policies and Organizational Effectiveness. The latter two areas will be reviewed in the context of how they affect the delivery of the functional programs. The scope will also identify interface issues and impacts with DCA functional programs and processes but will not perform an in-depth evaluation of them.

Out of scope is the evaluation of DCA functions such as Accounting, Purchasing/Contracting, Human Resources, etc. that impact Board operations.

The project objectives will be to:

- Document the appropriateness of current classifications and workload for existing and temporary staff.
- Evaluate program compliance and performance against pertinent legislation, regulations, policies and established performance metrics.
- Document and evaluate business processes to identify opportunities to improve program and process effectiveness, efficiency and economy.
- The program analysis will be conducted in accordance with the US General Accounting Office Government Auditing Standards for performance reviews of government agencies.

The CPS methodology includes the following approach:

- Conduct off-site and on-site document reviews of current program legislative mandates, regulations, policies, procedures, performance metrics, past studies, staffing and organization charts, flowcharts, forms and operating statistics.
- Collect staffing, classification and workload data.
- Conduct staff interviews and group facilitation to better understand duties and workload, and to document as-is business processes used within each program.
- Prepare incremental deliverables, monthly status reports, draft and final reports with deliverables including a phased implementation plan.

The project will be managed according to the best practices of the Project Management Institute.

Work Plan

CPS HR anticipates six months to complete project from the time the contract is fully executed. The following work plan is submitted for your consideration, subject to modification by mutual agreement of the parties before contract execution. The following describes the tasks to be performed and deliverables to be prepared.

1.0 Hold a kickoff/orientation meeting to clarify the project scope, objectives, roles, responsibilities, deliverables and schedule. CPS HR requests the following information, or appropriate references, in electronic format be emailed to CPS HR for off-site review before this meeting:

- Staff phone and email contact information
- Documents or applicable links to legislation, regulations, policies, procedures, forms and performance metrics
- Staff duty statements
- Business process flowcharts, if available

Deliverable: CPS HR will prepare a project charter summarizing the project background, project objectives, in and out of scope activities, resources, stakeholders, deliverables and acceptance criteria, milestones, schedule and budget.

2.0 Conduct an initial off-site review and analysis of the requested information.

Deliverable: CPS HR will prepare a summary of pertinent findings and brief comments concerning the information reviewed.

3.0 Conduct on-site field work:

3.1 Collect staff classification and task information through a brief Position Description Questionnaire (PDQ) and follow-up interviews to better understand their jobs and workload, and to map out the business processes for each program. Information to be collected and reviewed will include:

- Identify and analyze all staff by classification, the tasks they perform, and the approximate amount of time they are involved with each business process through a Position Description Questionnaire (PDQ) and interviews. This includes evaluating temporary positions for consideration as permanent positions. CPS HR will provide BOP with electronic versions of the PDQ with instructions to be completed and returned to CPS HR within two weeks. (Exact dates of distribution and return can be mutually agreed upon after contract execution.) Based on review of the organization chart, it appears that about 27 employees will be asked to complete a PDQ.
- Identify all data sources for each program, automated and manual interfaces, missing information or capabilities, data reliability, timeliness, accuracy, data entry and processing duplication, and other data related issues.
- Identify all data users for each program process/system and the method of use.

- Identify all external functions that support each program system/process.

Deliverables: CPS HR will prepare:

a) A work distribution chart for each program displaying the tasks performed by each staff member and the work not getting done.

b) A high-level classification review with findings and suggested changes that could include, but are not necessarily be limited to, changes in assigned duties, reclassification of existing positions, or staff augmentation; and

c) As-is flowcharts documenting the current major business processes for each of the four primary programs, including inputs, current flow of sub-processes, decisions, errors and exception handling, interfaces, bottlenecks, outputs, step processing time, and total elapsed time.

3.2 Facilitate at least three sessions with program staff to review and verify the business process documentation and revise accordingly.

Deliverables: CPS HR will prepare revised as-is flowcharts documenting the current business processes for each program.

3.3 Facilitate at least three sessions with program staff to identify improvement opportunities (eliminate, consolidate or re-order tasks) and implementation priorities (short term – e.g., up to 6 months; medium term – up to 12 months; and longer term – greater than 12 months).

Deliverable: Detailed implementation plan with prioritized action items by time desired frame.

4.0 Reporting/Deliverables

- Deliverables described in the previous work plan steps.
- Prepare and submit monthly status reports by the 7th of the following month.
- Prepare a draft report summarizing the work plan step deliverables for management review, including the proposed implementation plan.
- Prepare and present a final report including appropriate management comments/changes.

Project Staffing

CPS HR is committed to meeting the highest professional standards of quality and recommends a uniquely qualified professional to conduct this study for BOP. We firmly believe the most important factors in ensuring the highest quality of consultant performance is first, the commitment the consultant brings to the engagement, and second, the experience of the firm and the individual consultants working on the project.

For this engagement, CPS HR has assembled a team that possesses extensive experience in California government, including the DCA and specific Boards, classification, staffing and workload analysis, business process improvement and project management. Jeff Hoye, CPS Managing Director, will serve as the Project Director. Jeff Mikles, PMP, will be the Project Manager and Lead Consultant. Elaine Chiao and Karen Connell will lead/perform the classification activities. Resumes for the team members are presented below.

Jeffrey T. Hoye

Profile

Mr. Hoye is the Senior Leader responsible for providing Organizational Strategy Consulting at CPS HR Consulting. He was founder and managing partner for a national consulting firm prior to that for 18 years. Mr. Hoye has a deep knowledge from experience gained in the areas of system-wide change devoted entirely too major improvements in productivity, team-based HR process delivery processes, and other people-based, technologically-oriented projects both in the profit and non-profit arenas. Mr. Hoye typically operates at the Agency Director / Senior Leader levels during strategy development. During the operational phase, he works down through the staff and management ranks out to the agency's client community. Major industries served include health-care, automotive, beverage, government, and non-profit.

Mr. Hoye possesses more than 24 years of experience directing and delivering professional consulting services in human resource systems change, change management, business process design and reengineering, organizational behavior, customer-oriented strategy deployment, process modeling, lean process methodologies, and a balanced scorecard approach to monitor ongoing performance. Key to success has been the ability to quickly size up a situation, identify what's really needed: technology, people, and process alignment, bring the right people together and achieve success with the involvement of all stakeholders.

Employment History

- Senior Leader, Organizational Strategy Consulting, CPS HR Consulting
- Managing Director, CPS HR Consulting
- Managing Partner, The Baobab Group d/b/a Continuous Improvement Systems

Professional Experience

- Areas of responsibility include: Process Improvement, Strategic Planning, Organizational Assessment, Design, and Development, Workforce and Succession Planning.

- Founded practice with offices in Colorado and California.
- Developed state of the art services and product offerings in the areas of strategy development, process improvement, process modeling, systems improvement, pay-for-performance practices, team-based balanced scorecard initiatives, Lean systems, and graphic metric measurement systems designed to greatly enhance strategic communication during system-wide efforts involving all levels of the organization.
- Major clients served include: United States Western Leadership Center, U.S. Army-War College, Allied-Signal, DuPont Chemical, Ford Motor Company, Kelsey Hayes, Leanin' Tree, Newell Coach, Federal Reserve Bank, Freddie Mac, Lotus (IBM), and Blue Cross Plans in New York, Pennsylvania, Kentucky, Mississippi, and Louisiana.
- Areas of expertise: Strategic Planning, Corporate Board: Planning and Performance, Team-based Production, Group Problem-solving, Executive Coaching & Development, Process Modeling, Organizational Behavior, Design, and Development, Conflict Resolution, Training Design and Curriculum Content, Globalnomics, Performance Management, Union Involvement, and Conflict Resolution.

Education

- M.B.A., University of Colorado, Denver
- B.A., Finance, B.A., Accounting, University of S. Florida

Professional Affiliations

- National Association of State Personnel Executives – Corporate Council
- American Society for Training & Development
- Association for Change Management Professionals
- Systems Thinking and Lean for the Public Sector

Jeffrey L. Mikles, PMP

Profile

Mr. Mikles has more than 35 years of domestic and international management and consulting experience in the public and private sectors. This includes project management in financial and operational auditing, business process improvement, organizational analysis, contracting/procurement, human resources, and information technology. Projects presented below were completed on time and on budget resulting in millions of dollars of reduced expenses, increased revenue, resource management and productivity improvements. Mr. Mikles holds the certified Project Management Professional (PMP) designation from the Project Management Institute, and is a trained and experienced Interest-Based Mediator.

Employment History

- Senior Consultant, CPS HR Consulting
- Senior Consultant, Auriga Corporation
- Senior Consultant to KPMG, Peterson Worldwide, Deloitte Haskins & Sells, Sjoberg Evashenk Consulting, Gilbert Associates, and Kelling, Northcross & Nobriga
- Assistant City Auditor of San Jose, California
- Personnel & Data Administration Manager, Northrop Corporation (Saudi Arabia and Los Angeles)
- Senior Management Auditor, California Auditor General's Office

Professional Experience

Representative experience includes:

- **California Pollution Control Financing Authority:** Conducted a workload and staffing analysis to determine whether the Authority's increased workload could be absorbed by existing resources, augmentation with temporary/permanent staff, implementation of organizational/procedural efficiencies, or a combination of all of the above. CPS found some staff were misclassified and certain programs lacked sufficient staff with appropriate training and expertise and tools to operate effectively and efficiently. As a result, CPS made 20 recommendations including, but not limited to, reclassifying some staff, hire additional positions, automate more processes to reduce workload, paper use and filing and to increase efficiency.
- **California High-Speed Rail Authority:** Provided staff augmentation services to the contracting/procurement function in a rapidly growing State agency. Prepared procurement bid documents (IFBs, RFPs, RFQs, etc.) for small business, professional services, engineering and construction contracts in accordance with state rules and regulations; evaluated vendor bids in a quantifiable, objective manner; and awarded contracts. Negotiated funding authorization and agreement terminology with the Departments of Finance and General Services, and the California Technology Agency.

- **California Highway Patrol:** Over a two-year period, developed a quantifiable, defensible staffing model for Road Patrol Officers based on actual workload that could be replicated annually. Analyzed eight months of time reporting data for thousands of officers and established a reliable tool for projecting staffing requirements in a diverse state.
- **California Board of Equalization**: performed an organizational and business process review for the Board's Production Services & Support Unit which assessed work processes, shift schedules, workload, staffing and customer satisfaction. Identified opportunities to improve organizational dynamics and communication, training, fully utilize staff resources and time, improved the efficiency of major business processes, and verified working and staffing levels.
- **California Department of Corrections and Rehabilitation**: reviewed staffing and business processes for the Office of Business Services Contracts and Procurement functions to ensure the use of appropriate classifications, establish workload and staffing standards/ratios to project future staffing requirements, and improve workflow. Identified the need to add significantly more positions but recommended the Office de-centralize operations to the institutional level to better manage contract development and processing workload.
- **California Department of Insurance**: an operational review of the Department's Field Operations and Legal Divisions identified over $4 million in savings through business process improvements in workflow and case management through groupware, organizational restructuring, staff reductions and space consolidation.
- **California Department of Corporations:** an organizational and operations review of the Health Plan and Health Plan Enforcement Divisions (served as the basis for the new Department of Managed Health Care) responsible for examining, monitoring and enforcing health care service plans in California. The study resulted in the development of workload indicators and identified myriad operational and service improvements.
- **California Auditor General's Office:** reviewed state government entities to increase operational and organizational effectiveness, efficiency and economy. California agencies/departments reviewed include Corrections, Education, Employment Development, Health Services, Insurance, Motor Vehicles, State Personnel Board, Transportation and Youth Authority. Study recommendations identified millions in cost savings/avoidance and productivity improvements.

Education

- Master's Degree, Personnel Administration, Arizona State University
- Bachelor of Science, Biology, Michigan State University
- Certified Project Management Professional (PMP), Project Management Institute
- Negotiation and Mediation Training; CSU, Sacramento, College of Health & Human Services

Elaine T. Chiao

Profile

Over 30 years of increasingly responsible work experience in State government, which includes 9 years as a Personnel Officer and two years as a Labor Relations Officer. Ms. Chiao has been in the personnel field since 1981 in either a control agency or a department. Elaine has developed technical expertise in the State's personnel management programs and completed a Training and Development Assignment as a Labor Relations Officer, during which time she was a member of the State negotiating team for Bargaining Unit 1, CSEA. She also has the management skills needed to direct the staff and operations of a personnel and labor relations office.

Employment History

- Consultant, CPS Human Resource Services
- Retired Annuitant, Staff Services Manager II, Department of Veterans Affairs
- Labor Relations Officer, Staff Services Manager II, California State Lottery
- Personnel Officer, Staff Services Manager I/II, California State Lottery
- Personnel Analyst, California State Lottery
- Personnel Analyst, Dept. of Personnel Administration
- Personnel Analyst, State Personnel Board
- Supervising Sr. Legal Steno, State Public Defender's Office
- Sr. Legal Steno, Attorney General's Office
- Intermediate Steno, California Youth Authority (NCYC)(LT Appointment)
- Intermediate Steno, Fair Employment Practices Commission
- Jr./Intermediate Steno, California Youth Authority (Administration and Paroles)

Professional Experience

- Provide personnel and labor relations services to State departments and local governmental agencies. Most recent assignments include Project Consultant to California Public Utilities Commission, Infrastructure Economic and Development Bank (I-Bank) and the Department of Public Health. Past completed assignments include consultant to the Commission on State Mandate, Seismic Safety Commission, Prison Industry Authority, California Science Center, Del Mar Fair, Orange County Fair, Coastal Conservancy, San Francisco Bay Conservation and Development, Department of General Services, Office of Risk and Insurance Management, Caltrans, Youthful Offender Parole Board, Department of Managed Health Care, California Exposition and State Fair, the City of Tacoma, WA, and the City of Sacramento, providing specific personnel services based on needs assessment, and project manager to Public Utilities Commission to develop an on-line employee's handbook.
- As a Labor Relations Officer Ms. Chiao was responsible for the California State Lottery's employer-employee relations program. Responsibilities included preparation for, and participation in, negotiations, impasse resolution, arbitrations, and trials; administration and interpretation of contracts, including enforcement of contracts; development and revision

of the Lottery's contract proposals for presentation during negotiations; meeting and conferring with the unions on changes in the terms and conditions of employment; departmental representative and liaison to Department of Personnel Administration's Labor Relations Officers; advise and consult with management on grievance resolutions, including investigation and fact-finding, recommending and/or making decisions; development of department's policies and procedures on issues covered by MOUs and other laws and rules; developing training programs for managers and supervisors regarding employer-employee relations, including contract interpretation and grievance handling; analyzed legislation, case law and administrative regulations pertaining to labor relations and making recommendations to management regarding impact; directed program managers in the development of work expectations for the Lottery's sales staff, and the development of the Lottery's sales bonus programs. Supervised one Labor Relations Analyst who had responsibility for the handling of grievances pertaining to the sales bonuses and directing her work in other labor relations matters.

- Supervised directly or indirectly 28- 30 staff, including a Staff Services Manager I, Associate Personnel Analysts, Staff Services Analysts, Personnel Technicians, Personnel Services Specialists, and supporting clerical staff; management of the program’s Classification and Pay Unit, Examination and Recruitment Unit, Transaction Unit, Workers Compensation and Return to Work Program, Employee Assistance and Health and Safety Programs.
- Responsible for setting and achieving established goals and objectives, monitoring progress, reviewing staff work; recommending and preparing policy and policy changes; consulting with executive staff and program managers and supervisors on a daily basis regarding personnel policy matters; representing the Lottery before control agencies, hearings and trials; participating on task forces and advisory groups; interacting with Labor Relations and Affirmative Action to ensure compliance with MOU's and other laws.
- Responsible for the program's budget, including development, monitoring, augmentations, and reductions, if necessary; contract management, including initiation of new contracts and expenditure monitoring.
- Researched and prepared the termination notices and follow-ups with the appropriate return rights procedures. At the direction of the Director of the Lottery, prepared the termination notice of a high level Lottery administrator which termination eventually became a major, news-making lawsuit, but the termination and her return rights path were upheld.

- Reviewing, approving/denying requests for position allocations, auditing positions for appropriate classification, reviewing and researching alternatives; establishment of new classifications; counseling and assisting supervisors on the management of problem employees, including preparation of letters of instruction, warning letters; preparing adverse actions; developing classification and pay projects and allocation standards for Lottery classes; manage employee placement problems, including layoffs, involuntary transfers and other staff reduction needs; assist employees in resolving specific problems.

Professional Development and Certification

- Sexual Harassment Prevention Trainer
- Workplace Violence Prevention Trainer
- Certified Facilitator
- Notary Public

Karen Connell

Profile
Ms. Connell is a Project Consultant with CPS HR Consulting. She has over 26 years of human resource and management experience.

Employment History

- Chief, Information Services Branch, State of California, Department of Motor Vehicles
- Chief, Customer Information Branch, State of California, Department of Motor Vehicles
- Deputy Division Chief, Division of Administration, State of California, Department of Motor Vehicles
- Personnel Officer, State of California, Department of Motor Vehicles
- Chief, Human resources Branch, State of California, Dept of Food and Agriculture
- Chief, Personnel Management Services, State of California, Dept of Fish and Game
- Section Manager, Classification and Compensation Division, State of California, Dept of Personnel Administration
- Unit Manager, Departmental Services Division, State of California, State Personnel Board

Professional Experience

- Responsible for managing the Information Services Branch in the Communications Program Division. Prepared Budget Change Proposals and Feasibility Study Reports to support a new technology request to update systems in the Micrographics Unit which is responsible for microfilming over 1 million documents a month. Managed a project to reduce the backlog of documents pending microfilming from approximately 5 million to a manageable working inventory.
- Responsible for managing the Customer Information Branch, including: nine telephone service centers, handling approximately 13 million telephone calls a year; and a Customer Information Support unit which developed and implemented new technology and programs in support of the telephone service centers. This included developing budget proposals and overseeing project management for several high profile customer service improvement projects, such as: converting the telephone service to a single toll free, statewide telephone system; consolidating 11 centers into 9; developing improved training programs for telephone representatives and supervisors, initiating an automated email response system for the public; and developing a speech recognition application to make appointments and process vehicle registrations over the telephone. Developed a plan to reduce busy signals from a high of 14 million in one month (Jan 2005) to less than 150,000 a month, August, 2005. Also developed and implemented long range Strategic Plans to improve and further modernize and consolidate the department's telephone service. Developed workforce transition plans to accomplish consolidating telephone service in fewer locations, including recruiting, hiring and training new employees in accelerated timeframes and placement of employees who did not wish to relocate.
- Provide consultation and policy guidance to management and direct a staff in administering the department's personnel programs, including classification studies, selection programs, employee discipline, workers compensation and payroll for the Department of Motor

Vehicles. Act as Skelly Officer for employee discipline hearings. Represent the Department on Bargaining Unit 4 (Office and Allied employees) and Bargaining Unit 7 (Protective Services and Public safety) teams in employee contract negotiations.

- Responsible for directing the department's personnel and human resources programs including classification, examinations, payroll, training and labor relations for the Departments of Fish and Game and Food and Agriculture. Worked with Special Districts, the Agricultural Associations, administered the County Certification Program which examines and licenses various county employees. Managed the Department's Woman's Program. Investigated sexual discrimination/harassment complaints. Developed and administered supervisory training. Represented the departments in various Bargaining Unit negotiations.
- At the Department of Personnel Administration, managed the activities of a Classification and Compensation section performing classification and pay work for a group of departments, including classification projects, salary realignments. Maintain classification oversight of assigned departments. Create a classification plan for a new department, the Lottery Commission. Worked with the Legal Division as Classification and Compensation Expert in defending the State in the Comparable Worth Lawsuit brought by an employee organization. Established salaries and allocation standards for the Department of Forestry and Fire Protection's supervisory Ranger series.
- At the State Personnel Board, reviewed and recommended changes to statewide examination programs, developing a new approach to promotional examinations. Conducted a comprehensive evaluation of departments' personnel practices to develop ways to increase representation of minorities and women in department specific classifications through classification, recruitment and selection modifications. Represented the SPB in developing a complicated three way settlement to an employee organization lawsuit challenging the SPB's authority to order specific actions. This suit and settlement involved issues of discrimination, classification, promotion, training and the development of an apprenticeship program at the Department of Forestry. Recognized for outstanding analysis and presentations at SPB Hearings on several controversial issues.

Education

- BA, Political Science and Cultural Anthropology, with Honors, University of California, Santa Barbara
- Course work, Masters, Public Administration program, California State University, Sacramento

Project Schedule and Cost

This project would be billed as a time and materials contract engagement for a total not-to-exceed amount of **$100,200**. Other approaches may be discussed that will alter the cost of the project. The total cost is based upon the methods, approach, and timelines described in this proposal and the cost estimate has been prepared as accurately as possible based upon the methodology and approach described in the information provided to CPS HR. If changes or additional services are required, CPS HR is agreeable to discuss changes to the project activities, schedule, and to the cost estimate.

We anticipate a total of 546 hours of work time over a six to seven-month period to complete this project as outlined above. The billing rates are as follows:

Consultant	Rate	# of Hours	Total
Jeff Hoye, Project Director	$200	62	$12,400
Jeff Mikles, PMP, Project Manager and Lead Consultant	$185	310	$57,350
Elaine Chaio, Senior Consultant	$175	87	$15,225
Karen Connell, Senior Consultant	$175	87	$15,225
Subtotal		**546**	**$100,200**

About CPS HR Consulting

CPS HR Consulting is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients for more than 75 years. The distinctive mission of CPS HR is to transform human resource management in the public sector.

As a network of thought leaders in HR Systems, CPS HR delivers breakthrough solutions that dramatically transform public sector organizations to positively impact the communities we serve. By establishing centers of excellence and communities of practice, we provide your organization with the latest knowledge and the expertise to put that knowledge into action. With offices in Sacramento, CA and Bethesda, MD, and partners throughout the country, our clients draw experience from a powerful national network.

OUR VISION:

Enabling people to realize the promise of public service.

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.