

## MEMORANDUM

<b>DATE</b>	August 31, 2017
<b>TO</b>	Psychology Board Members
<b>FROM</b>	 Jeffrey Thomas Assistant Executive Officer
<b>SUBJECT</b>	<b>Review and Consideration of Draft CPS Audit Part 2: Workforce Development, Succession Planning, Training Needs Assessment, and "Paper lite" Processes: Agenda Item 10</b>

**Background:**

The attached proposal from CPS HR Consulting (CPS) sets forth the work plan, budget, and schedule for part 2 of the CPS analysis of the Board. Part 1 of the analysis was completed and submitted to the Board at its August 2015 meeting.

**Action Requested:**

Review the proposal from CPS and approve staff to move forward with working with CPS to complete part 2 of the analysis.

FINAL PROPOSAL

# California Board of Psychology

Phase 2: Succession Planning, Training  
Needs Assessment and Electronic Business  
Process Improvement Evaluation Services

July 12, 2017

SUBMITTED BY:  
ROGER GANSE  
*State Practice Leader*

CPS HR Consulting  
241 Lathrop Way  
Sacramento, CA 95815  
P: 916-471-3163  
F: 916-263-3614  
rganse@cpsshr.us  
Tax ID: 68-0067209  
[www.cpsshr.us](http://www.cpsshr.us)



Your Path to Performance

July 12, 2017

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](mailto:antonette.sorrick@dca.ca.gov)

Dear Ms. Sorrick:

CPS HR Consulting (CPS HR) is pleased to submit this draft proposal to the California Board of Psychology (BOP) to perform Phase 2 succession planning with an emphasis on career development, including training needs assessment, and evaluation of electronic business process improvement services for the Licensing (and related administrative tasks) function. We appreciated the opportunity to meet with you and members of your executive staff several times to discuss the project scope.

We have prepared a draft proposal based on our Phase 1 Program Analysis and understanding of BOP's goals and objectives for this project. CPS HR has a qualified team with extensive experience with this Board who are again delighted to assist the BOP in this important endeavor. Based on your input, we will revise and finalize this proposal accordingly.

If you would like to revise this draft proposal in any way or have questions or comments, please feel welcome to contact me at 916-471-3163 or [rganse@cpsshr.us](mailto:rganse@cpsshr.us) or contact Jeff Mikles at 916-764-0756 or [jmikles@cpsshr.us](mailto:jmikles@cpsshr.us). We look forward to discussing this proposal with you.

Sincerely,



Roger Ganse  
State Practice Leader

# Table of Contents

Introduction and Understanding .....	1
Work Plan .....	6
Project Budget and Schedule .....	11
About CPS HR Consulting.....	13
Project Staffing.....	14

## **Introduction and Understanding**

---

CPS HR Consulting (CPS HR) is pleased to submit this draft proposal to the California Board of Psychology (Board) to conduct succession planning with an emphasis on career development, including training needs assessment, and electronic business process improvement services for the Licensing function. The following describes our understanding of the Board and its needs; and CPS HR's approach to public sector succession planning and training, and evaluating the cost-benefit of Licensing electronic business process improvements. In addition, this proposal presents the project scope, objectives, methodology, work plan with deliverables, staffing, schedule and budget. Based on Board feedback, we will revise and finalize the following proposal.

### **Our Understanding of the Board of Psychology and its Needs**

Our understanding of the Board and this scope of work are based on a Board Program Analysis completed during 2015 and several recent interviews with management staff. The California Board of Psychology 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 2016-17, the Board has 28.3 authorized positions organized into a top management group of five (5) positions and three functional sections including Licensing (6.3 permanent positions plus .2 blanket and 2 temporary help positions), Central Services (6 permanent positions plus one temporary help position), and Enforcement (6 permanent positions plus one blanket position). There is one vacancy in Central Services. The Board's primary classifications are Staff Services Manager, Associate Governmental Program Analyst, Staff Services Analyst, and Office Technician.

The 2015 Program Analysis resulted in organizational design changes, rewriting of duty statements, upgrading or reclassifying several positions, documenting "as-is" business processes and desktop procedures, and identifying key business process bottlenecks and processing time.

The Board's July 2016 strategic plan update shows the Board has made significant progress in completing performance goals related to Licensing, Continuing Education, Laws & Regulations, Enforcement, Outreach and Organizational Effectiveness. However, there are still opportunities to improve succession and developmental planning for all employees, including assessing and further developing the workforce through training, and improving the efficacy of the Licensing (and related administrative tasks) function.

Specific objectives/priorities mentioned during the two meetings were:

- Create a succession/career development plan for all Board staff.
- Assess the core competencies of all positions and identify workforce development solutions to fill training and knowledge gaps.
- Improve the effectiveness and efficiency of the Licensing (and related administrative tasks) function, by evaluating the cost-benefit of migrating the Board's current paper-based business process to a paper-lite environment.

### **CPS HR Public Sector Succession Planning and Training**

Public sector succession planning acknowledges and strongly enforces the prohibition of pre-selection, or identifying one person who will assume a job once the incumbent no longer serves in that role. The CPS HR's Integrated Talent Management approach includes, but is not limited to, holistic succession planning/career development for all employees, assessing the talent potential and training needs, strengthening the talent pipeline by recruiting in new and innovative ways, creating leaders at all levels, developing employees through training, and continuously planning their progression throughout the employee lifecycle.

The CPS HR approach acknowledges government agency challenges such as retirement, new talent may be uninterested in public service, and GenXers have not been sufficiently groomed for succession. By 2020, half of the workforce will be Millennials. Training and development and flexible hours represent major demands of the new workforce.

Development starts when employees walk in the door. Based on the organization's mission, goals or objectives, succession planning begins with the identification of competencies, skills, knowledge areas (CSKs) and other characteristics required for exceptional performance for each critical functional area. CPS HR will analyze the needs of all current and future-oriented jobs for improvement or development as part of succession planning and professional staff development. CPS HR will take into consideration expected retirements, retirement eligible employees, internal promotions, and the unexpected loss of incumbents.

Board staff will review, update and/or reconstruct duty statements if needed, resulting in task and competency inventories. The tasks and competencies will be aligned to appropriate classifications. With Board subject matter experts (SMEs), CPS HR will categorize and rank the competencies in terms of importance and current skill level.

Next, CPS HR and Board SMEs will evaluate staff as to their individual levels of CSKs in relation to other staff member classifications, positions, roles and responsibilities. Based

on the evaluation results, identification and prioritization of CSKs, CPS HR will identify development gaps for individuals and teams.

Finally, CPS HR will generate recommendations on how to train using best practice solutions such as, but not limited to, on-the-job training, job shadowing, cross-training, mentoring/ coaching, publications, online/web-based curriculum, conferences/seminars or formal education.

### **Licensing Electronic Business Process Improvement Cost-Benefit Evaluation**

Government agencies have been talking about going digital for decades, but most do not actually know whether all the data gathered are necessary, how much paper they are using, nor the cost of maintaining paper-based processes. Organizations transitioning from paper-based to digital processes typically realize the most savings on labor costs. Digital processes eliminate the time, inconvenience and cost for applicants to prepare and mail paper applications, and for employees to manage and manually review paper applications that may be delayed in in-boxes, and are manually entered into digital spreadsheets or systems. Additional savings come from reduced storage and maintenance costs such as space rental and file cabinets.

During the 2015 Program Analysis, CPS HR documented and flowcharted eight major business processes in the Board's three business functions. All of the processes at that time relied heavily on manually processing paper applications, forms, correspondence and onsite document storage.

A recent review of the Board's website reveals a number of initial licensing application and related forms that applicants must complete. The Board should be commended for using fillable PDF forms that can be largely completed online, but the forms still need to be printed, signed and mailed in with a fee. Fortunately, the implementation of the DCA BreEZe licensing system does reduce the amount of paper the Board receives for initial licensing applications, but the required supplemental information is submitted on paper and not attached to the BreEZe electronic submission. Moreover, some applicants may lack BreEZe access or technical skills to use the system so a paper option must still be available. Finally, only about half of license renewals are submitted online, which could also be improved.

Recently, CPS HR also learned the Board has access to Box Cloud file sharing and other related functionality through DCA and the Department of Justice. The Board currently uses the Box Cloud only to upload Board and Committee meeting documents in advance of meetings. The members are sent a hyperlink to access the documents. However, in addition to file storage and sharing, Box Cloud functionality also includes, but is not limited to, the ability for applicants to enter licensing information into an online encrypted web form with electronic signatures; upload applicant supplemental information, proof of continuing education and experience, and

digital educational transcripts through a customer portal; and allow applicants and licensees to communicate directly with the Board through the cloud without using email.

Given the nature of government and the Board's licensee population (39% exceed age 60), it is unlikely the Board will ever totally eliminate the use of paper. However, the Board can devise and implement a paper-lite strategy for the Licensing (and related administrative tasks) function that would result in the following benefits:

- Reduced clutter and improved organization of digital files
- Increased productivity, time and effort savings through automated workflows
- Faster access to information saves time
- Cost savings on printing, postage, manual review and approval, and associated costs
- Environmentally friendly
- More private and secure records through encryption and constant back up
- Better transparency and faster access to public information
- 24/7 on-demand services for constituents/licensees
- Faster and less expensive communication through electronic documents

The cost-benefit evaluation of the Board's Licensing function for electronic business process opportunities will include, but not be limited to, the following methodology:

- Through focus groups, develop the Board's vision of a paper-lite environment to include all Board functions.
- Using existing licensing flowcharts, CPS and SMEs will re-map and quantify the Board's 'as-is' initial and renewal offline and online licensing processes.
- Meet with the DCA Office of Information Services (OIS) to: identify processing opportunities to improve the use of BreEZe; determine the paperless status of other DCA entities served by OIS (specifically, the Board of Registered Nurses and Medical Board); and the potential to optimize the use of the Box Cloud functionality.
- Meet with the Board of Registered Nurses (BRN) and the Medical Board to examine their licensing practices and use of technology, including the Box Cloud.
- CPS and the SMEs will document proposed 'to-be' Licensing workflows.
- Survey the marketplace to identify document management hardware and software specifications, features, benefits, initial and recurring costs.
- Document potential savings and productivity increases resulting from the replacement and/or redesign of manual paper processes with 'to-be' electronic processes, optimizing the use of the Box Cloud, and other applicable hardware and software improvements.

- Based on workflow and equipment specifications, identify staffing requirements; impacts on current classifications and staffing levels; and training requirements. (The results will be included in the Workforce Development and training component of this study.)
- Create an action plan that includes, but is not limited to: reorganizing the folder/file structure on the Board's shared drive; creating a standardized naming convention for all documents; identifying workflows and automation tools to be used in the Box Cloud; and creating tools (checklists, video outlines, etc.) for training staff, applicants/licensees, and third-party information providers.

To address the Board's needs, issues and opportunities previously described, CPS HR has developed the following draft project scope, objectives and integrated work plan. Based on management feedback, CPS HR will revise the document accordingly to accurately reflect management's desired direction and priorities.

### **Project Scope and Objectives**

The scope of this engagement will focus on succession planning/career development for all Board staff, including an in-depth training needs assessment, and evaluating the cost-benefit of migrating the Board's initial license application and renewal process to a paper-lite environment.

The project objectives will be to:

- Based on accurate duty statements, assess the core competencies of all positions and identify workforce development solutions to fill training and knowledge gaps.
- Create a succession/career development plan for all Board staff and a monitoring system to continually evaluate/measure plan effectiveness.
- Improve the effectiveness and efficiency of the Licensing (and related administrative tasks) function by evaluating the cost-benefit of migrating the Board's Licensing business processes to a paper-lite environment.

The CPS HR methodology and tasks to achieve the project objectives and deliverables/reports are described in the following detailed work plan. CPS HR will manage the project according to the best practices of the Project Management Institute.

## Work Plan

---

CPS HR anticipates six to nine months to complete the project from the time the contract is fully executed. The following work plan is submitted for consideration, subject to modification by mutual agreement of the parties before contract execution. The following describes the tasks to be performed, incremental deliverable reports, monthly status, draft and final reports to be prepared and submitted during the course of the study.

### **1.0 Hold Kickoff/Orientation Meeting**

1.1 Prepare for and hold a kickoff/orientation meeting to clarify the project scope, objectives, roles, responsibilities, deliverables and schedule, and document the meeting results. Before this meeting, CPS HR requests the following information in electronic format:

- Staff phone and email contact information
- Current organization chart and staff duty statements
- Strategic plan update
- Individual development plan (IDP) form
- Current log of completed training

During the meeting, CPS HR will obtain an overview of the Board's current succession and career planning, employee development practices, licensing and related tasks including:

- On-boarding/new employee orientation communications regarding training & development.
- Use of learning/development goals in current performance management/goal setting processes; individual development plan use.
- Use of core competencies and/or leadership competencies in current HR systems: recruitment/selection, training-development, performance management, Board performance metrics, customer service standards, and rewards/recognition.
- Any recurring internal training practices, including on-the-job (OJT) training; any log of completed training; job application of internal or external training completed.
- Any organizational knowledge retention and transfer practices (e.g., cross-training, work process documentation, cross-functional teams, FAQs, etc.).
- Access to and usage of DCA, CalHR or other State training programs and materials; intranet and other training resources used.

- Paper and electronic processes for initial and renewal licensing, including review of educational transcripts, verification of continuing education and experience, and use of the Box Cloud.

1.2 CPS HR will request follow-up documentation and conduct additional off-site review and analysis of the requested information.

## **2.0 Hold Leadership Interviews and Employee Focus Groups**

2.1 CPS HR will conduct up to five (5) interviews with Board leadership to obtain detailed information about the Board's current and prospective future succession planning and employee development processes, and vision of the future operating environment. This includes identification, use, processing and storage of all paper forms received and produced. Interviews will be approximately one hour in duration and will be preceded by an agenda with topics to be covered. Gaps between the current and prospective states will be identified.

**Deliverable #1:** CPS HR will prepare a written summary of findings concerning development gaps and potential electronic business process improvements for Board leadership review and revision.

2.2 CPS HR will plan and conduct three (3) employee focus groups to include all non-management employees. The purpose of the focus groups is to capture employee input on the current state of BOP staff career development—both strong points and gaps—and to secure employee consensus on what improvements would most benefit BOP in terms of employee talent retention, heightened service excellence to stakeholders, and Board performance enhancement. Also discussed will be the identification, use, processing and storage of all paper forms received and produced. The focus groups will be approximately 2.5 hours in length with 6-8 attendees per sessions. Attendees will receive a pre-session agenda to better prepare them to participate in the session. Employee inputs will be treated anonymously to better promote frank and open feedback.

**Deliverable #2:** CPS HR will prepare a written summary of findings concerning development gaps and potential electronic business process improvements for focus group review and revision.

## **3.0 Update Duty statements and Create Task and CSK Inventories**

3.1 Board staff will update and/or reconstruct their duty statements to reflect actual tasks performed, and required competencies, skills, knowledges (CSKs) and other characteristics for successful job performance.

**Deliverable #3:** CPS HR will create task and CSK inventories for Board management and staff review and revision.

#### **4.0 Align and Prioritize Tasks and CSK Inventories**

4.1 CPS HR will align the tasks and CSK inventories with State classification specifications.

4.2 CPS HR and Board SMEs shall classify and prioritize the CSKs in terms of importance and current skill level.

**Deliverable #4:** CPS HR will create a structure that classifies and prioritizes CSKs based on level of importance and staff skills and knowledge.

#### **5.0 Assess Staff Capabilities and Develop Recommendations**

5.1 CPS HR will conduct individual interviews with Board staff to assess staff capabilities and gain insights into the competencies and characteristics of those they work with.

5.2 CPS HR and Board SMEs will measure individual staff levels of CSKs in relation to other staff member classifications, positions, roles and responsibilities.

5.3 Based on the previous findings, CPS HR will identify the development gaps for individuals and functional teams.

**Deliverable #5:** CPS HR will prepare a gap analysis report comparing the current development state of staff with the desired future state. The analysis will also include recommendations on how to train using best practice solutions such as, but not limited to, on-the-job training, job shadowing, cross-training, mentoring/coaching, publications, online/web-based curriculum, conferences/seminars or formal education.

#### **6.0 Electronic Business Process Improvement Cost-Benefit Evaluation for Licensing and Related Tasks**

6.1 Review pertinent Board statutes and regulations regarding initial and renewal licensing for approved or prohibited practices that could affect electronic processing.

6.2 Based on existing licensing flowcharts and information gathered during the leadership and staff meetings/focus groups, CPS HR and SMEs will examine, re-map and quantify the current 'as-is' initial and renewal licensing (and related administrative tasks) business processes.

**Deliverable #6:** CPS HR will prepare re-mapped flowcharts of the current 'as-is' initial and renewal licensing (and related administrative tasks) business processes.

6.3 CPS HR will meet with the DCA Office of Information Services (OIS) to: identify processing opportunities to improve the use of BreEZe; to determine the paperless

status of other DCA entities served by OIS (specifically, the Board of Registered Nurses and Medical Board); and the potential to optimize the use of the Box Cloud functionality.

6.4 Schedule and meet with the Board of Registered Nurses and Medical Board to examine their licensing practices and use of technology, including the Box Cloud.

6.5 Interview the State Records Center regarding the Board's record storage and retention requirements.

**Deliverable #7:** CPS HR will prepare a report summarizing the results/findings of the meetings/interviews with DCA OIS, Board of Registered Nurses, California Medical Board, and State Records Center, and recommendations for the Board.

6.6 CPS and the SMEs will document the proposed 'to-be' Licensing workflows.

6.7 Survey the marketplace to identify electronic business process improvement hardware and software specifications, features, benefits, initial and recurring costs.

6.8 Document potential savings and productivity increases resulting from improving the current manual paper processes with proposed 'to-be' Licensing electronic processes, optimizing the use of the Box Cloud, and other applicable hardware and software improvements

6.9 Based on workflow and equipment specifications, identify staffing requirements; impacts on current classifications and staffing levels; and training requirements. (The results will be included in the Workforce Development and training component of this study.)

6.10 Create an action plan that includes, but is not limited to: reorganizing the folder/file structure on the Board's shared drive; creating a standardized naming convention for all documents; identifying workflows and automation tools to be used in the Box Cloud; and creating tools (checklists, video outlines, etc.) for training staff, applicants/licenseses, and third-party information providers. **Note: the Board will be expected to use other resources to develop and implement the training videos.**

**Deliverable #8:** CPS HR will prepare a report summarizing the results/findings of the marketplace survey, 'to-be' Licensing electronic process flowcharts, potential savings and productivity increases due to the electronic processes and optimizing the use of the Box Cloud, and other applicable hardware and software improvements. The report will also include the action plan and any pertinent recommendations.

## **7.0 Reporting**

7.1 **Monthly Status Reports:** CPS HR will prepare and submit monthly status reports by the 7<sup>th</sup> of the following month.

7.2 **Deliverable #9:** CPS HR will prepare and submit draft and final reports summarizing the Board's Succession/Career/Workforce Development Plan and training deliverables.

7.3 **Deliverable #10:** CPS HR will prepare and submit draft and final reports summarizing the cost-benefit evaluation of migrating the Licensing function to an improved electronic business process.

The remainder of this proposal presents the, project schedule and budget, information about CPS HR Consulting, and the resumes of the staff proposed for this project.

## Project Budget and Schedule

CPS HR anticipates a total of 550 hours of work time over a six to nine-month period to complete this project as outlined above. This project will be billed as a time and materials contract engagement for a total amount of **\$88,975**. The total cost is based upon the methods, approach, and timelines described in this proposal and information the Board has provided to CPS HR. Other approaches may be considered that may alter the cost of the project. If changes or additional services are required, CPS HR is agreeable to discuss and provide written changes to the project activities, schedule and cost estimate.

CPS HR only charges for actual hours consumed and billed. The billing rates are as follows:

Consultant	Rate	# of Hours	Total
Jeff Mikles, PMP, Project Manager	\$175	191	\$33,425
Mike DeSousa, Senior Consultant	\$130	137	\$17,810
Karen Connell, Senior Consultant	\$125	111	\$13,875
Chaim Eyal, Ph.D., Technical Consultant	\$215	111	\$23,865
<b>Subtotal</b>		<b>550</b>	<b>\$88,975</b>

The following Milestone Schedule presents the proposed deliverables and due dates based on the estimated contract start date, which is subject to change.

Deliverable Milestone	Due Date
Estimated contract start date	On or about 9/1/17
D1: Summary of development gaps and BPIs for leadership review	10/31/17
D2: Summary of development gaps and BPIs for focus group review	11/30/17
D3: Task and competencies, skills, knowledges (CSKs) inventories	2/1/18
D4: Structure to classify and prioritize CSKs	3/16/18
D5: Staff capability gap analysis report with recommendations	4/20/18
D6: Re-mapped 'as-is' licensing flowcharts	10/19/17
D7: Summary of DCA OIS, BRN and Med Board meetings and recommendations	11/16/17
D8: Summary of marketplace survey; 'to-be' Licensing processes; use of Box Cloud; tools for training staff, applicants/licenses, third-parties; potential savings and productivity increases, and action plan with recommendations.	1/31/18

*Final Proposal to the California Board of Psychology  
Succession Planning, Training Needs Assessment and Electronic Business Process Improvement*

D9: Draft and final reports of Succession/Career/Workforce Development and Training Plan	5/18/18
D10: Draft and final reports of cost-benefit evaluation of migrating the Licensing function to an improved electronic business process.	5/18/18
Monthly Status Reports	By the 7 <sup>th</sup> of the following month
Estimated contract end date	6/30/18

## 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.



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.

## **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. The team's expertise covers succession planning, classification, staffing and workload analysis, training needs assessment and delivery, business process improvement and project management. Jeff Mikles, PMP, will be the Project Manager and will focus on business process improvement. Mike DeSousa, Karen Connell and Chaim Eyal will perform the succession planning and training needs assessment activities. Connell will also assist in licensing business process improvement. Resumes for the team members follow.

### **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:

- **Board of Psychology Program Analysis:** led a classification review and analysis of staffing workload, policies, procedures and business processes to improve the performance of the Licensing & Examinations Unit, Enforcement & Probation Unit, and Administration Unit. The study involved mapping the existing “as is” business processes and creating “to be” business processes. The study revealed the Board is performing well but also identified opportunities to upgrade the classification of key positions within each unit. Recommended a revised organization structure, ways to reduce process backlogs, and improve outreach to current and prospective licensees.
- **Bureau for Private Postsecondary Education (BPPE) Phase II:** Led the effort to develop a software requirements specification (SRS) for the Bureau’s Annual Report System (ARS). The ARS interfaces with the existing Schools Automated Information Link (SAIL) system and the COGNOS business intelligence and reporting tool. The SRS followed IEEE standards and included a vision statement, context diagram, sponsors, key stakeholders, business problem and opportunity objectives, actors, use cases, business and functional system requirements, physical and logical data models, and data dictionary.
- **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

## **Michael DeSousa, M.A.**

### **Profile**

Michael DeSousa has over 25 years of human resources leadership in both the public and private sector. Mr. DeSousa's human resources background includes organizational leadership and project management in organizational assessment and analysis, employee surveys, performance management, meeting facilitation, training needs assessment, employee relations investigations, policy development, team-building, and management training.

### **Employment History**

- Senior Consultant and Project Manager, CPS HR Consulting
- Training Administrator, EEO and Compliance Officer, San Joaquin RTD
- Senior Human Resources Manager, NEC Electronics Inc.
- Lecturer in communications and group dynamics, University of California, Davis

### **Professional Experience**

- CPS HR projects for organizational development, workforce assessment, or training/development studies for the California Public Utilities Commission, Caltrans Division of Traffic Operations, City of Sacramento Department of General Services, CalSTRS, California Department of Public Health, Sonoma County Water Agency, State Compensation Insurance Fund, County of Kern, California Department of Corrections and Rehabilitation, California Department of Veterans Affairs, County Medical Services Program, County of Contra Costa, State of California HR Mod Project Training, City and County of San Francisco, California State Board of Equalization, California Department of Mental Health, Aptos/La Selva Fire District, Woodinville Fire and Safety District, California Department of Consumer Affairs, California Lottery, Napa Sanitation District, Western Municipal Water District, Marin County Probation Department, City of Garland, Texas, California Earthquake Authority, California Department of Toxic Substances Control, California Pollution Control Financing Authority, California Gambling Control Commission, City of Fort Worth, Texas, Yolo County Department of Employment and Social Services, California Employment Development Department, Los Angeles County Department of Consumer and Business Affairs, City of Austin Department of Human Resources, California Board of Accountancy, Texas Department of Information Resources
- Initiated all human resources and management training systems for a public transit district.
- Management trainer and group facilitator for U.S. subsidiaries of an international electronics conglomerate.
- Initiated first organizational assessment processes for a public transportation agency serving San Joaquin County.
- Developed employee and management training systems for a 2,200 employee manufacturing site.

## **Education**

- M.A., Organizational Communication, University of Iowa
- B.A. Communication and Media, University of Northern Iowa

## **Professional Development and Certification**

- Trainer certification program, Sacramento State University.
- Certified management and supervisory trainer, Vital Learning Corporation
- Certified trainer in human resources and safety programs including substance abuse program management, Transportation Safety Institute, U.S. Department of Transportation
- Certified trainer in human resources programs, National Transit Institute, Rutgers University
- Statistical Process Control Tools, San Jose State University
- Facilitator certification, Interaction Associates Inc.
- Overseas Manager Training, NEC Management Institute, Tokyo, Japan
- Executive Program on Negotiation, Harvard University
- Continuing education in human resources and organizational development: University of California, Davis, San Jose State University, Sacramento State University
- Appreciative Inquiry Online Workshop, (Dr. David Cooperrider)

## **Professional Organizations**

- Society for Human Resource Management
- Sacramento Area Organization Development Network
- American Society for Training and Development

## **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

## **Chaim H. Eyal, Ph.D.**

### **Profile**

Chaim has been teaching, training, consulting, directing organizational development and management since 1979. Twenty-five years of academic teaching, 22 years of private consulting and training, including 15 years with the State Training Center in Sacramento.

### **Employment History**

- Trainer/Consultant, CPS Human Resource Services
- Owner, Eyal & Associates, Research, Training, Consulting & Facilitation
- Trainer, California State Training Center
- Professor, San Francisco State University
- Professor, Hebrew University of Jerusalem

### **Professional Experience**

- As a trainer and consultant, provides training, coaching, consulting, and researching in the areas of organizational behavior, communication, management, and interpersonal interactions
- Provides customized training and consulting in the areas of Organizational and Workplace Behavior

### **Education**

- Ph.D. Syracuse University, Syracuse, N.Y. (Communication & Social Psychology).
- M.A. San Francisco State University, San Francisco, CA (Communication Arts).
- B.A. San Francisco State University, San Francisco, CA (Communication Arts).

### **Academic Teaching**

- San Francisco State University, San Francisco, California, U.S.A.
- The Hebrew University of Jerusalem, Israel.
- Ohio State University, Columbus, Ohio, U.S.A. (Visiting Scholar)
- The Center for Management, Bar-Ilan University, Ramat-Gan, Israel.
- Syracuse University, Syracuse, N.Y., U.S.A.