



# Advancing Performance Improvement in California

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Director of Performance Improvement

# Government Operations Agency

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## **Mission**

The California Government Operations Agency is responsible for administering state operations including procurement, information technology, and human resources. The mission of GovOps is to improve management and accountability of government programs, increase efficiency, and promote better and more coordinated operation decisions.



# Knowing Our Why = Roadmap Forward

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**Why** = The Purpose

*What is your cause? What do you believe?*

**How** = The Process

*Specific actions taken to realize the Why.*

**What** = The Result

*What do you do? The result of Why. Proof.*



# Current State of Operations

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- ▶ Challenges:
- ▶ Myopic/micro view of risk
- ▶ Vulnerability
- ▶ Lack of prioritization
- ▶ Redundant systems and processes
- ▶ Lack of role clarity
- ▶ Ineffective or broken lines of communication
- ▶ Poor integration



# Current State of Organization

## CURRENT STATE



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# Starting Point



[Civil Service Improvement](#)



[Eureka Institute](#)



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The goal of the Civil Service Improvement initiative is to produce a modern human resource system that will allow state departments to find and quickly hire the best candidates through a fair and merit-based process. Departments will be able to systematically determine their workforce needs and will be equipped to train and develop their employees to maximize their individual potential to better serve their departments' mission. An improved civil service system will produce a capable and engaged state workforce that is able to adapt to new challenges in serving the people of California, and will reflect the diversity of the population it serves.



## Our Vision

Making California the employer of choice: [The House We Are Building](#)



## Our Report to the Legislature

We shared our progress with state lawmakers: [CSI Report to the Legislature](#)



## Employee Engagement Survey

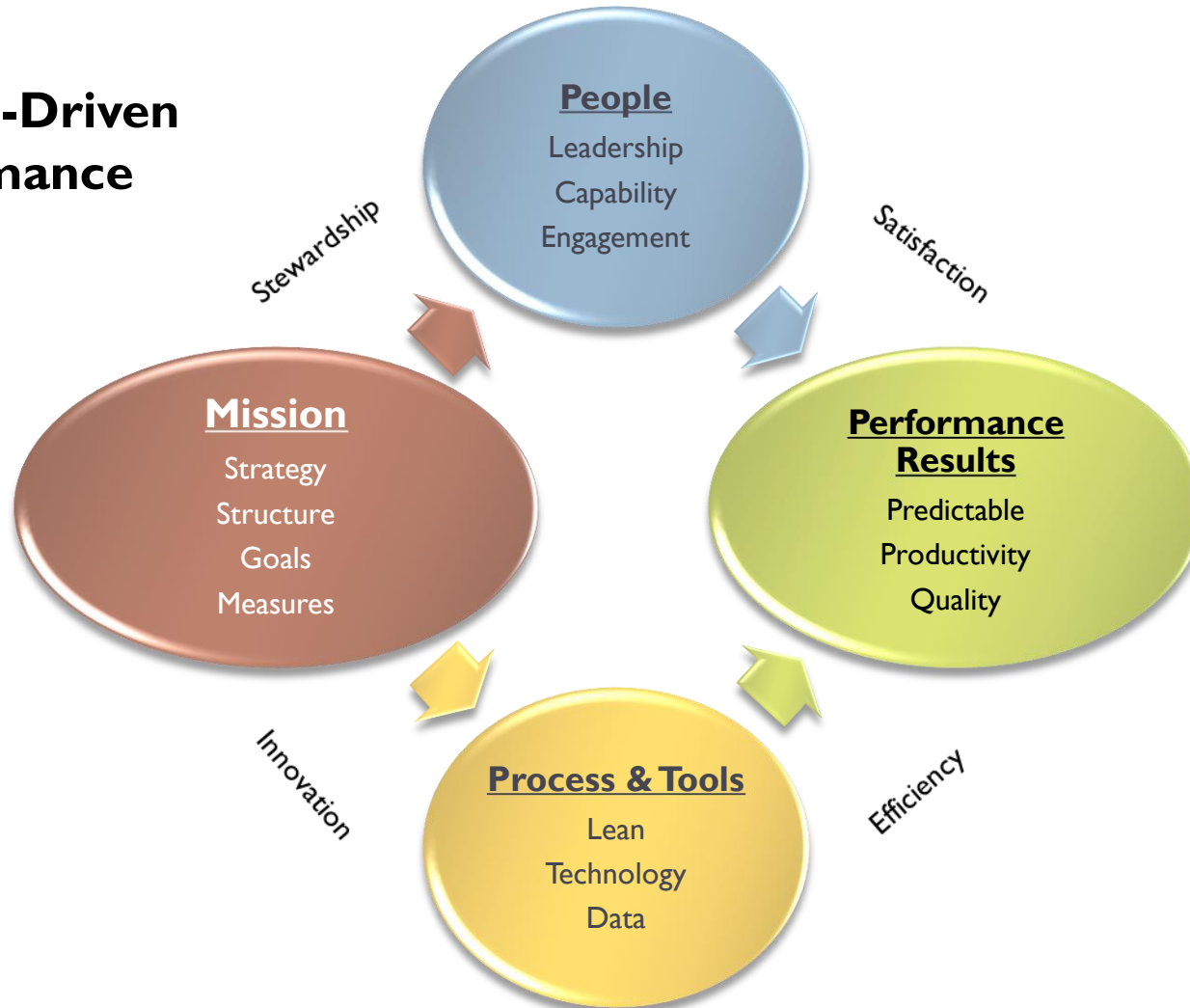
Civil Service Improvement started with the first ever statewide [employee engagement survey](#).



# A Performance Improvement Framework

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## Mission-Driven Performance Model

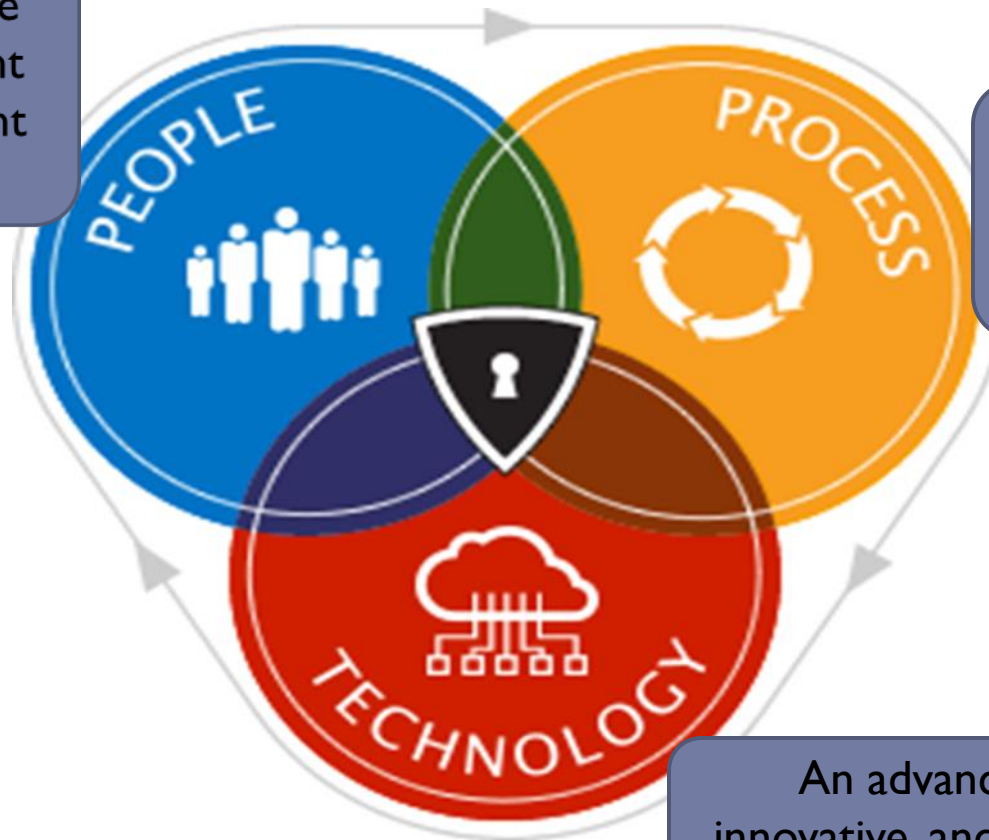




# 21<sup>st</sup> Century Organizational Readiness

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A highly capable team in the right place at the right time.

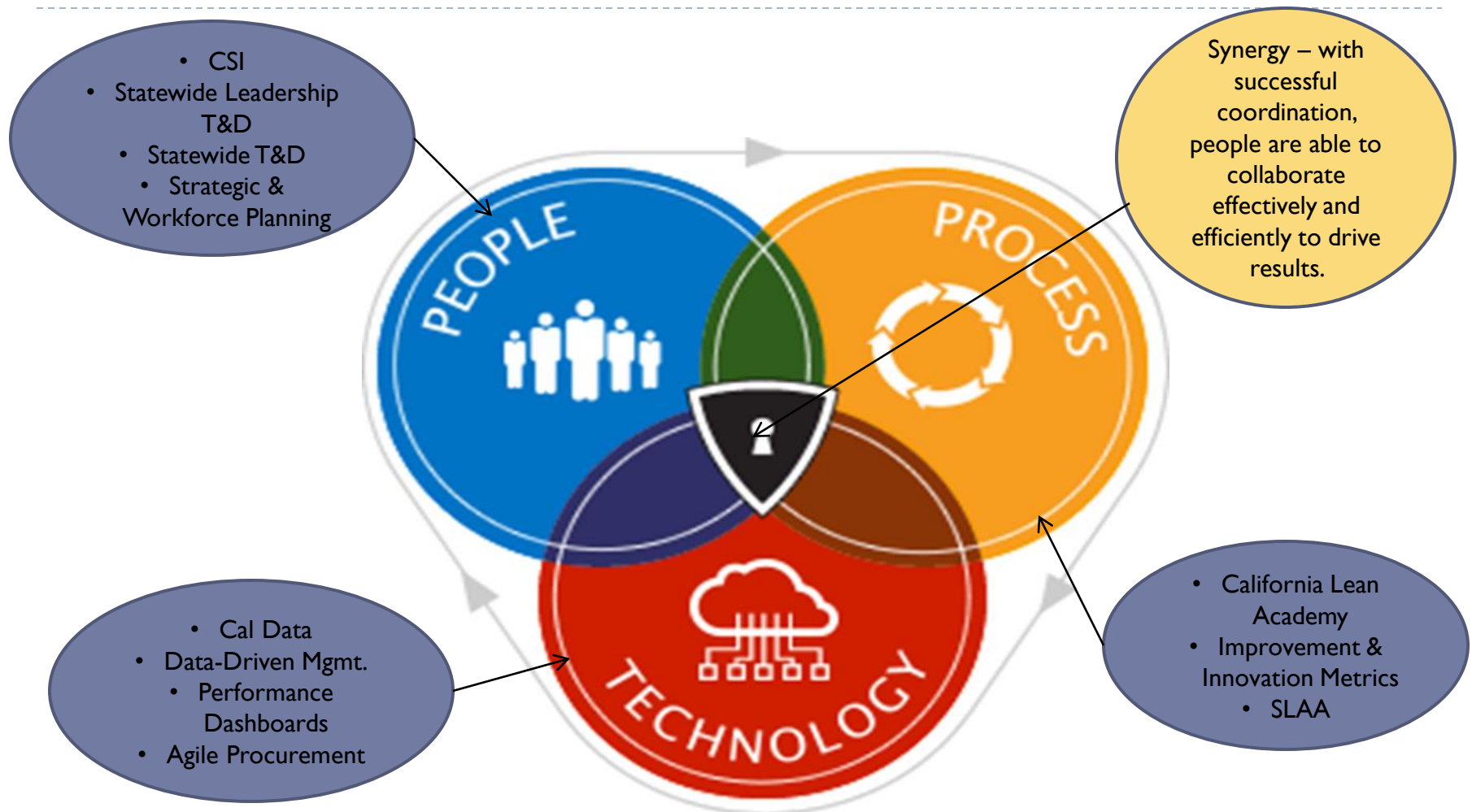


A well-planned, robust, flexible, and adaptable process.

An advanced, innovative, and highly-secure tool set.

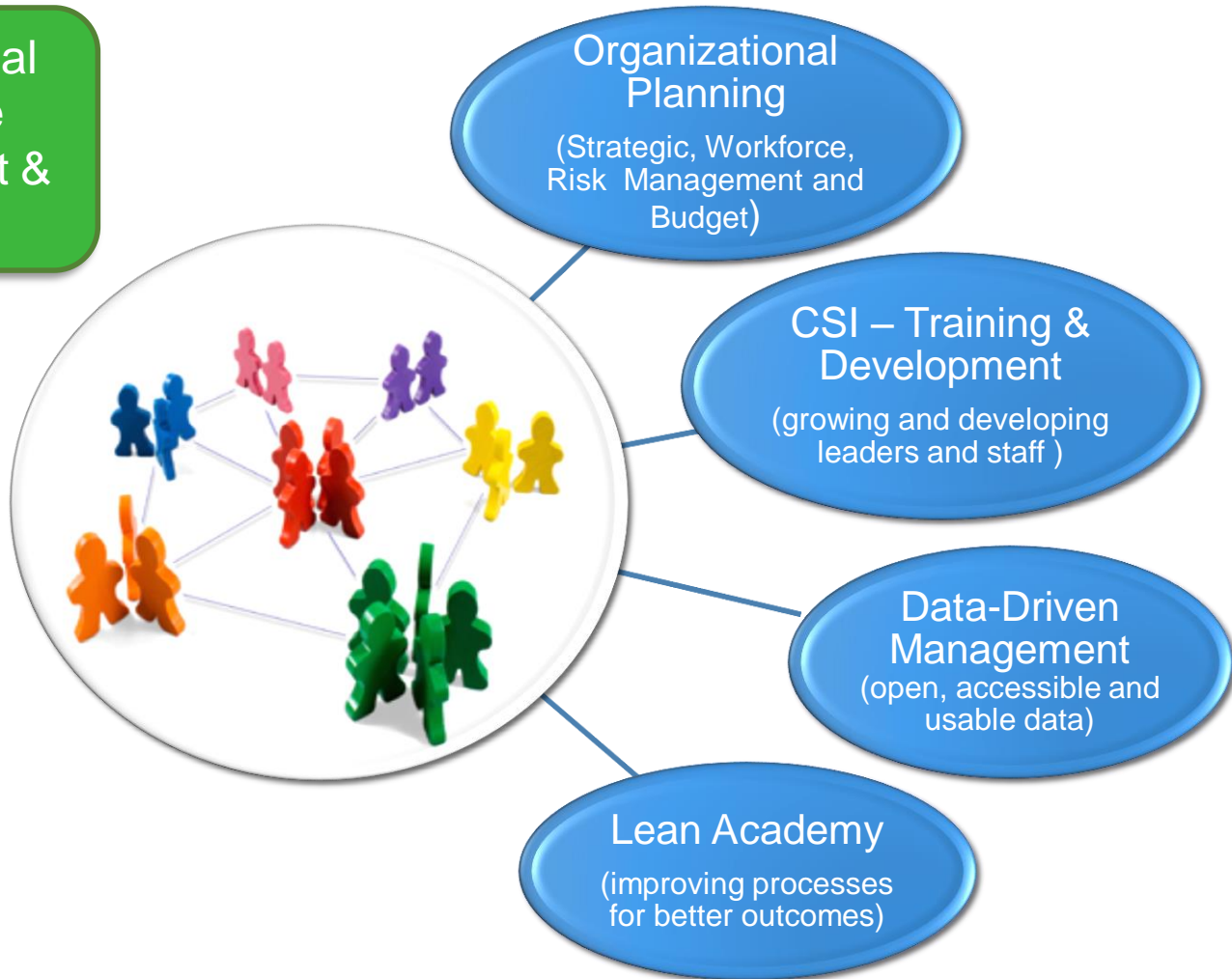


# 21<sup>st</sup> Century Organizational Readiness – California Initiatives

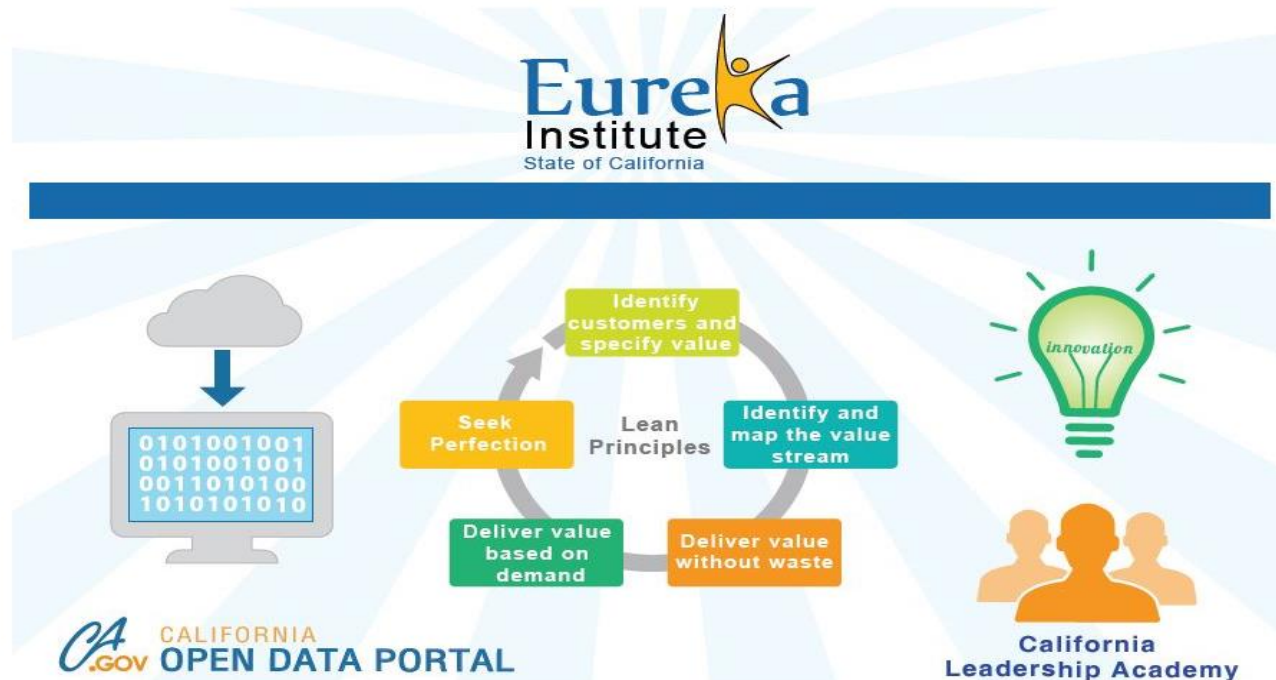




Organizational  
Performance  
Improvement &  
Innovation



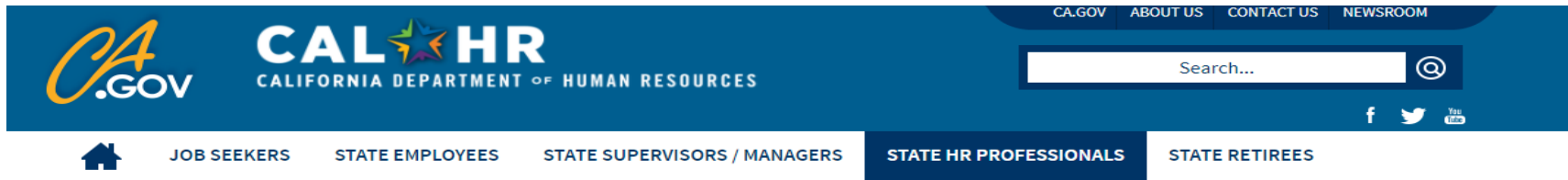
# Building Tomorrow's Government!



The Eureka Institute is a statewide center that guides, supports and integrates innovation and drives continuous improvement throughout state government. It embodies the spirit of discovery that leads to improvement and innovation.

The Government Operations Agency has formally organized its performance improvement efforts under the Eureka Institute. The goal of the Eureka Institute is to institutionalize tools and training that can drive GovOps' mission to modernize the processes of government through lean, data, leadership, and performance improvement. It complements and in several ways is a product of GovOps' Civil Service Improvement initiative.

# Statewide Leadership Training & Development



## Statewide Leadership Development

The Statewide Leadership Development Program ensures there is a progressive and integrated process to develop leaders in state service. The program is intended to assist departments in preparing all newly appointed supervisorial, managerial and executive classifications, with their transition into a new leadership role, as well as to continually develop their leadership skills.

### Statewide Leadership Development Model



The Statewide Leadership Development Model (Model) establishes a consistent framework for developing multi-level training programs for supervisors, managers and executives. The Model is guided by a new overarching statewide leadership philosophy, supported by a set of core values that are put into action by demonstrating key competencies. Each element supports the goal of enhancing performance and better preparing our leaders to manage a diverse and dynamic workforce.

- **Philosophy:** An attitude held by an organization that acts as a guiding principle for behavior.
- **Values:** The regard that something is held in importance, worth or usefulness.
- **Competencies:** Competencies are the knowledge, skills and behaviors needed for individuals to succeed on the job.

#### Philosophy

Our leaders develop and inspire our workforce to deliver great results for Californians.

#### State HR Professionals

- About HR Net
- Affordable Care Act Training
- Appeals and Grievances
- Award Programs
- Bargaining / Contracts
- Benefits Administration Manual (BAM)
- CalHR Publications
- Career Executive Assignment (CEA) and Exempt Employees
- Civil Rights
- Exams and Hiring
- Forms
- Frequently Asked Questions
- HR Credentialing Program
- HR Staff Forums
- Layoffs / Reinstatement / State Restriction of Appointment (SROA)
- Personnel Policies
- Reimbursement - Travel.

# Statewide Leadership Training & Development

## Values

As leaders and stewards, we strive to:

### *Achieve Results*

As demonstrated by setting a clear vision to achieve measurable results by developing plans, leveraging staff skills, and delivering sustainable products and services.

### *Build Collaborative Relationships*

As demonstrated by fostering an inclusive environment and encouraging and facilitating the sharing of information and ideas.

### *Communicate Effectively*

As demonstrated by strong written, verbal, and listening skills to create an open and transparent environment for the exchange of information.

### *Develop Others*

As demonstrated by a commitment to coach, mentor, and develop team members, and empower others through a sense of shared ownership and decision-making.

### *Exhibit Personal Credibility*

As demonstrated by authenticity, consistency, decisiveness, honesty, integrity, and good judgment.

### *Foster a Team Environment*

As demonstrated through support and recognition of teams and team members, and supporting work-life balance and employee wellbeing.

### *Improve Our Organization*

As demonstrated by a commitment to pursue continuous improvement in order to better serve our customers.

### *Inspire and Engage*

As demonstrated by an ability to motivate others to commit to a mission or plan, challenge individuals professionally and personally to achieve goals, connect employees to the work, and celebrate success.

### *Model Good Governance*

As demonstrated by stewardship of customer service, accountability, transparency, sustainability, policy, compliance, risk mitigation, and solid business acumen.

Salaries

## Statewide Leadership Development

Competencies

Leadership Development Programs

Leadership Development Toolkit

Statewide Recruitment

Statewide Workforce Planning

Training

Workplace Conflict and Mediation



# Statewide Leadership Competency Model



The screenshot shows the CAL HR website. The header includes the CAL HR logo and navigation links for CA.GOV, ABOUT US, CONTACT US, and NEWSROOM. A search bar is also present. Below the header, there are tabs for JOB SEEKERS, STATE EMPLOYEES, STATE SUPERVISORS / MANAGERS, STATE HR PROFESSIONALS (which is highlighted), and STATE RETIREES. The main content area is titled 'Leadership Competency Model'. It features a blue icon of a person and the text 'Lead your team with increased competency proficiency'. Below this, there is a list of competencies: Business Acumen, Inspirational Leadership, Results-Driven, Stewardship, Talent Management, and Vision and Strategic Thinking. A dropdown menu is open, showing options for State HR Professionals, Exams and Hiring, Competencies, Core Competency Model, and Leadership Competency Model (which is highlighted). The footer contains copyright information and links to CONDITIONS OF USE, PRIVACY POLICY, ACCESSIBILITY, CONTACT US, DOWNLOAD DOCUMENT READERS, and CAL HR JOBS.

ncies-leadership-model.aspx

CA.GOV ABOUT US CONTACT US NEWSROOM

Search...

f t y

HOME JOB SEEKERS STATE EMPLOYEES STATE SUPERVISORS / MANAGERS STATE HR PROFESSIONALS STATE RETIREES

## Leadership Competency Model

Lead your team with increased competency proficiency

- Business Acumen
- Inspirational Leadership
- Results-Driven
- Stewardship
- Talent Management
- Vision and Strategic Thinking

State HR Professionals

- Exams and Hiring
- Competencies
- Core Competency Model
- Leadership Competency Model**

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# Statewide Core Competency Model



The screenshot shows the website for the Statewide Core Competency Model. The browser address bar displays the URL `/competencies-core-model.aspx`. The navigation menu includes links for 'JOB SEEKERS', 'STATE EMPLOYEES', 'STATE SUPERVISORS / MANAGERS', 'STATE HR PROFESSIONALS', and 'STATE RETIREES'. The main heading is 'Core Competency Model'. Below this, there is a blue triangle icon and the text 'Lead yourself with core competencies'. A list of ten competencies is displayed, each with a blue triangle icon and a link: Adaptability, Collaboration, Communication, Customer Engagement, Digital Fluency, Ethics and Integrity, Fostering Diversity, Innovative Mindset, Interpersonal Skills, and Resilience. A dropdown menu is open, showing options for 'State HR Professionals', 'Exams and Hiring', 'Competencies', 'Core Competency Model' (which is highlighted), 'Leadership Competency Model', and 'Model'. A blue arrow icon is visible in the bottom right corner of the page.



# Statewide Workforce Planning

CA Eureka Institute - Go X Statewide Workforce Plan X

calhr.ca.gov/state-hr-professionals/Pages/workforce-planning.aspx

HOME JOB SEEKERS STATE EMPLOYEES STATE SUPERVISORS / MANAGERS STATE HR PROFESSIONALS STATE RETIREES

## NEW State of California Workforce Planning Model and State of California Succession Planning Model

The diagram illustrates the California Workforce Planning Model and the Succession Planning Model. The main model is a circular process with four phases: PHASE 1 Plan (yellow), PHASE 2 Analyze (orange), PHASE 3 Develop (purple), and PHASE 4 Implement (blue). A fifth phase, PHASE 5 Evaluate (green), is shown at the bottom. The Succession Planning Model is a smaller circular process with three parts: Part 1 (purple), Part 2 (blue), and Part 3 (purple). Arrows indicate a clockwise flow in both models.

**California Workforce Planning Model**

- PHASE 1 Plan
- PHASE 2 Analyze
- PHASE 3 Develop
- PHASE 4 Implement
- PHASE 5 Evaluate

**Succession Planning**

- Part 1
- Part 2
- Part 3

The [State of California Workforce Planning Model](#) provides clear and relevant guidance for developing a comprehensive workforce plan that contains strategies addressing five main areas: diverse recruitment, retention, employee development, knowledge transfer and succession planning.

The [State of California Succession Planning Model](#) provides guidance to identify high risk key leadership positions, and prioritize strategies to address the department's succession planning needs.

Up arrow icon

# California Lean Academy



Civil Service Improvement



Eureka Institute



Sustainability



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The California Lean Academy

## What is Lean?

**LEAN** is a continuous improvement methodology based on five key principles to eliminate waste and increase value designed to improve processes and quality from the point of view of the customer. Lean, refined over decades in the manufacturing and service sectors, offers a simple but highly effective system that can be implemented in all areas of an organization using the expertise of the organization's own employees.

**MISSION:** Provide training and certification in continuous improvement methods, consistent across departments that support efforts to modernize and streamline government operations.

**VISION:** Performance-driven government serving the public.

### OBJECTIVES

- Continuous improvement as a standard practice and expectation for improving organizational performance.
- Standardization of business process improvement methodologies, training and resources across departments.
- Managers and employees see themselves as partners in continuous improvement.
- Contribute to the recruitment, development and retention of California state employees at all levels.

[Message from the Secretary](#)

## Lean Resource Materials

General Information



## Training and Registration

White Belt



# California Lean Academy Offerings

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# Technology & Data Initiatives



[Datasets](#) [Topics ▾](#) [Groups](#) [About](#) [FAQs](#) [State Portals](#) [Civic Engagement](#) [Contact Us](#)

[Log in](#)

## Welcome to California's Open Data Portal

California believes in the power of unlocking government data. We invite all to search and explore our open data portal and engage with our data to create innovative solutions. We believe the California open data portal will bring government closer to citizens and start a new shared conversation for growth and progress in our great state.



Water



Economy and  
Demographics



Fleet and  
Transportation



Grants and Contracts



Recycling



Buildings



### California Public Utilities Commission

The CPUC regulates privately owned electric, natural gas, telecommunications, water, railroad, rail...



### California Air Resources Board

To promote and protect public health, welfare and ecological resources through the effective and efficient...



### California Department of Water Resources

The Department of Water Resources (DWR) is responsible for managing and protecting California's water...



### California Department of Conservation

With a team of scientists and other dedicated professionals, the Department of Conservation administers a...



# Mission-Driven Data Dashboards

## Caltrans MileMarkers



### Safety and Health

Provide a safe transportation system for workers and users, and promote health through active transportation and reduced pollution in communities.

Fatalities	2013	2014	Goal
Auto Fatalities per 100 Million Miles	0.67	0.71	Less than 0.5
Pedestrian Fatalities	257	227*   -11.7%	Reduce 10% Annually
Bicycle Fatalities	30	16*   -46.7%	Reduce 10% Annually

\* 2015 data will be available at the end of 2017

### Programmed vs. Allocated Active Transportation Funds to Date

	Fiscal Year	% of Programmed Funds Allocated
First Call for Projects	2014-15	99%
	2015-16	85%
Second Call for Projects	2016-17	77%
	2017-18	N/A
	2018-19	N/A

Other Safety and Health Markers	Previous Reporting	Most Recent
Percentage of Active Transportation Projects Awarded Within Six Months	82%   2016-17, Q3	60%   2016-17, Q4
Employee Work-Related Injuries/Illnesses per 200,000 Hours Worked ‡	5.76   2016-17, Q3	5.25   2016-17, Q4
Number of Injuries For Autos, Bicycles and Pedestrian Modes of Travel	77,222   2013	74,490   2014*
Worker Fatalities in Work Zones	2   2016	1   2017

\* An average of the most recent five years of collision data up to 2013.

‡ Includes Cal/OSHA reportable and non-reportable injuries/illnesses. Incident rate represents 12 months of data for each quarter.

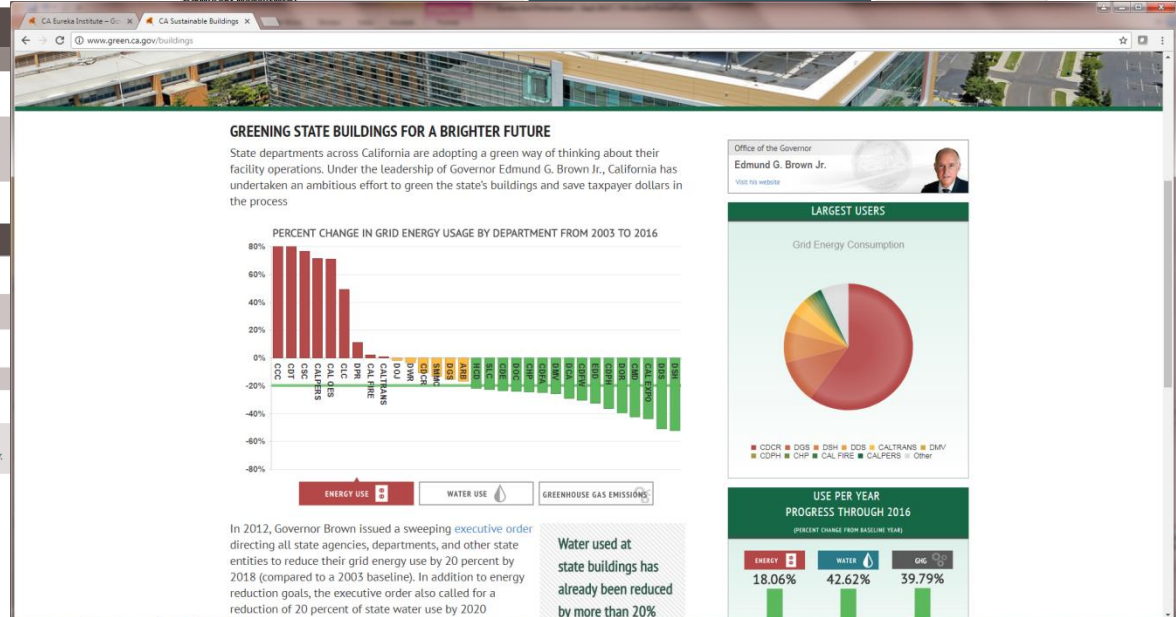
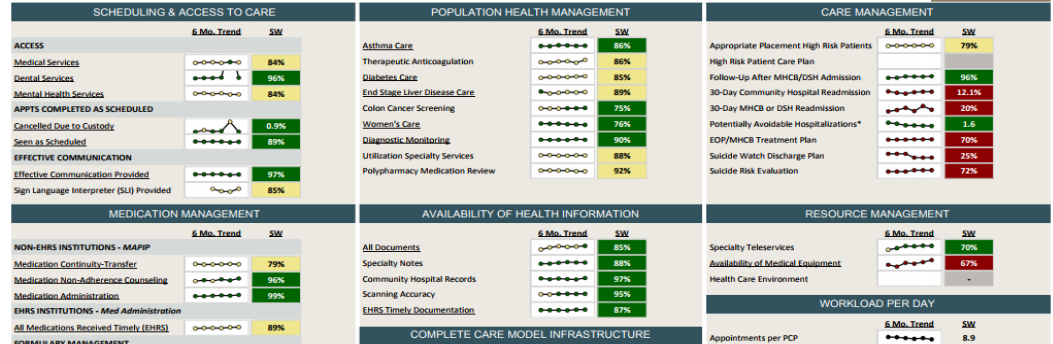
## HEALTHCARE SERVICES DASHBOARD

Statewide

June 2017

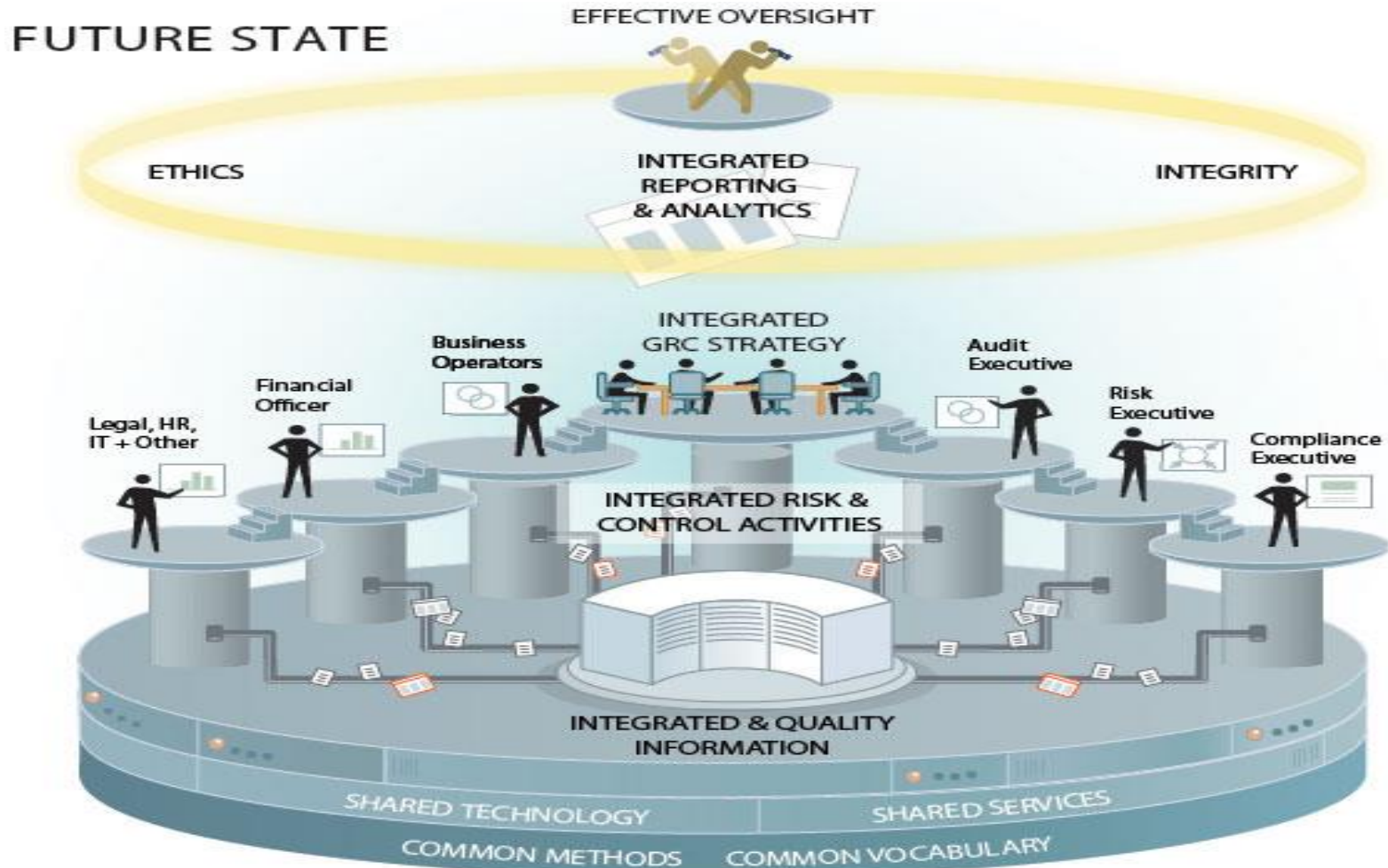


Main Menu



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# 21<sup>st</sup> Century - State of Organizational Readiness



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# Governance, Risk and Compliance Council

Performance Improvement Champions



# California's Risk and Compliance Initiative

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- ▶ Informally established in 2015 to:
  - ▶ Share and support in the development of enterprise risk management and compliance programs
  - ▶ Provide a network for public agency practitioners
- ▶ Vision

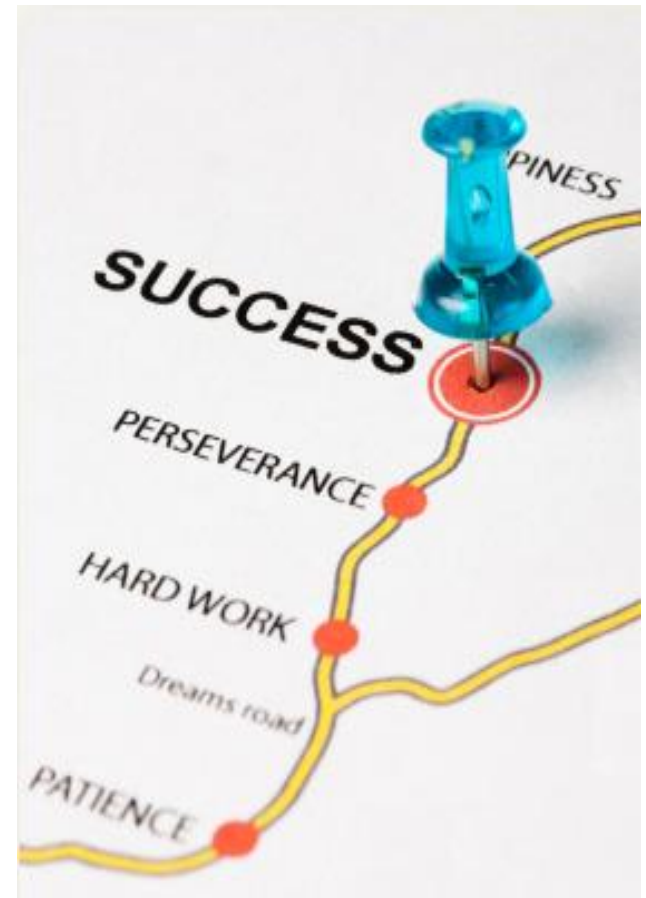
*To build and cultivate risk intelligence within government operations to better serve the public.*



# GRCC – 2017/2018 Roadmap

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- ▶ Advancing risk intelligence and management through:
  - ▶ SLAA
  - ▶ Statewide Leadership Training
  - ▶ Eureka Institute - CA Lean Academy
  - ▶ Data-Driven Management Initiative
- ▶ Development of a GRC toolbox
  - ▶ WIP - Launch of a GRCC portal



# Join The Movement

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