

Current Proposed

Classification Title Staff Services Manager I (Specialist)	Division/Unit Executive Division
Working Title Business Process Improvement (BPI) Consultant	IT Domain (if applicable)
Position Number 363-500-4800-XXX	Effective Date
Name Vacant	Date Prepared 08/25/2021

CalHR Mission and Vision

The California Department of Human Resources (CalHR) is responsible for all issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment and retention. For most employees, many of these matters are determined through the collective bargaining process managed by CalHR.

Our Vision: To be the premier leader and trusted partner in innovative human resources management.

Our Mission: To provide exceptional human resources leadership and services with integrity, respect and accountability to state departments and all current and prospective employees.

General Statement

Executive Office - Business Process Improvement Office (BPIO) builds partnerships with CalHR programs to identify areas in need of process improvement. Manages process improvement projects using project management and process improvement methodologies such as Lean to improve processes, staff efficiency, and better serve the needs of the public and state departments we serve. Implements change management strategies and implementation plans to ensure seamless transitions and to maximize employee adoption.

CalHR Benefits Division administers the statewide benefits plans for employees, retirees, and dependents. This includes dental, vision, flexible spending accounts, wellness, recognition, travel, life insurance, long-term disability insurance, legal and retirement services. Through effective stakeholder and state department collaboration, the Benefits Division ensures the state employees, retirees and their dependents have access to competitive, quality and affordable benefits. Successful delivery enables the state, as an employer, to offer optimal benefits packages for recruiting and contributes to maintaining a top-performing workforce.

Under the general direction of the Staff Services Manager II, Business Process Improvement Office (BPIO) and program guidance from the Benefits Chief, the Business Process Improvement (BPI) Consultant will apply Lean Six Sigma tools (and other proven business process analysis methods) to work and lead the delivery of process improvements initiatives for the CalHR Benefits Division, to enable increased program efficiencies and customer value. This is not a technical position; focus will be functional. The Consultant will serve as a change agent and will develop, coordinate, facilitate and lead complex Lean/continuous improvement projects aligned with CalHR's strategic plan. This role aims to advance organizational effectiveness by streamlining and standardizing the statewide benefit programs

business processes while fostering an environment of continuous improvement. Duties include, but are not limited to, the following:

Job Functions

[Essential (E) / Marginal (M) Functions]:

45% Process Improvement (E)

Consult with Benefits Division management team and stakeholders, to identify areas of business process improvement across multiple functional areas. Analyze business processes and workflows with the objective of finding out how they can be improved. Facilitate process workshops and document any information elicited using process maps and business requirements documents. Interview stakeholders and process owners to define processes and help define standards and methods. Re-engineer administrative business processes and implement them to reduce defects and increase efficiencies, productivity, and operational savings. Provide training to program staff responsible for managing and operating revamped business processes. Use process improvement and project management methodologies to improve customer experience. CalHR's customers include the public and other state agencies. Identify and prioritize process improvement efforts to mitigate any potential risks and ensure these initiatives are aligned with the department's strategic goals and plan.

30% Analysis and Data Collection (E)

Review, interpret, and analyze sensitive and complex data of the statewide benefit programs to measure program and/or project effectiveness. Define, develop and evaluate performance metrics to measure process implementation success. Apply Lean or Lean Six Sigma concepts and techniques to process improvement initiatives, including completing Lean/Six Sigma analyses and tasks. Conduct data gathering, best practice research, and process mapping. Share process improvement results with process owners and present recommendations to obtain leadership and stakeholder buy-in. Implement formal feedback process and metrics monitoring to gather information on business performance to drive continuous improvement. Conduct post-process improvement performance analysis to ensure these processes are in support of organizational goals and modify them as needed to stay up to day with current trends and customers' needs. Identify and implement metrics to support dashboard reporting for decision-making.

20% Change Management and Project Coordination (E)

Participate in and/or lead change management activities associated with the statewide benefits programs process improvements. Engage leadership and stakeholders to obtain support and buy in for changes. Partner with management, project managers, and process owners to align process improvement initiatives with business objectives and to execute the projects and deliver results. Support the "people" side of process change through proven change management methodologies; provide training, mentoring and guidance to foster a continuous improvement culture. As a change agent, implement strategies and communication plans to set process improvement expectations to help maximize staff adoption. Partner with CalHR Project Managers to identify and co-lead business process re-engineering projects. Ensure all projects are completed within scope, budget and timeline.

5% Performs other duties as required consistent with office needs.

Supervision Received

The Staff Services Manager I reports directly to the Staff Services Manager II; however, program functional guidance will also come from the Chief and Program Managers within the Benefits Division.

Supervision Exercised

None. While the Staff Services Manager I does not supervise staff directly, they may assign work to the staff in the project teams.

Special Requirements / Desirable Qualifications

The duties of this position are performed indoors. The employee's workstation is located at 1515 "S" Street building and is equipped with standard or ergonomic office equipment, as appropriate. Travel may be required to attend meetings or training classes.

The Staff Services Manager I (Specialist) is required to operate standard office equipment such as, but not limited to; a personal computer (desktop or laptop models), paper shredder, basic calculator, document system (copier, facsimile, imaging). In addition, the desirable qualifications for the Staff Services Manager I (Specialist) include having:

- Knowledge of process improvement methodologies such as Lean and/or Lean Six Sigma. A Black Belt or other Lean Six Sigma certifications is a plus.
- Knowledge of project management methodologies.
- Experience mapping, analyzing and reengineering business processes in an organization of considerable complexity with diverse customer needs.
- Experience researching and analyzing complex data and developing recommendation reports.
- Business management experience with an understanding of operational and customer requirements.
- Experience in organizational Change Management, Change Management certification a plus.
- Strong facilitation skills to effectively lead meetings and forums to present complex data; extract relevant business information; solicit constructive input and develop consensus among groups with different perspectives.
- Proficiency in Microsoft Office, including having advanced MS Excel skills and experience with MS Visio and MS Power BI.
- Strong data visualization and storytelling experience.
- Experience using MS Teams or collaboration tools for Process Improvement or Project Management.
- Experience using and developing digital workflow and document transmittal systems, such as SimpliGov, Adobe Sign, DocuSign, Microsoft, Xerox, or other similar systems.
- Effective communication, business acumen, decision-making, and problem-solving skills.
- Ability to think strategically, connecting the dots of the bigger picture, influencing successful outcomes, and leading a project team members.
- Demonstrate ability to manage multiple, conflicting priorities, and work in a fast-paced, ever-changing environment as well as the ability to lead project team members and work under pressure to meet deadlines.
- Ability to give and follow directions, be accurate and thorough in completing specific tasks, and independently interpret and use reference materials.
- Ability to develop and maintain effective and cooperative working relationships, work independently and as part of a team.
- Strong work ethic, including regular, consistent, and predictable attendance.
- Effective communication, business acumen, decision making and problem-solving skills are essential for this position.

Working Conditions

The duties of this position are performed indoors 100% of the time. The employee's workstation equipped with standard or ergonomic office equipment, as appropriate. Employee may be required to walk or travel to other buildings.

Attendance

Must maintain regular and acceptable attendance at such level as is determined at the Department's sole discretion. Must be regularly available and willing to work the hours the Department determines are necessary or desirable to meet its business needs.

I have read and understand the duties listed above and I can perform these duties with or without reasonable accommodation.* (If you believe reasonable accommodation is necessary, discuss your concerns with the hiring supervisor. If unsure of a need for reasonable accommodation, inform the hiring supervisor, who will discuss your concerns with the Personnel analyst.)

**A Reasonable accommodation is any modification or adjustment made to a job, work environment, or employment practice or process that enables an individual with a disability or medical condition to perform the essential functions of his or her job or to enjoy an equal employment opportunity.*

Duties of this position are subject to change and may be revised as needed or required.

Employee Signature	Employee Printed Name	Date

I have discussed the duties of this position with and have provided a copy of this duty statement to the employee named above.

Supervisor Signature	Supervisor Printed Name	Date