



# Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.9, 02/01/2022)

## 1.1 General Information

**1. Agency or State entity Name:** **7501 - Human Resources, Department of**

If Agency/State entity is not in the list, enter here with the [organization code](#).

[Click or tap here to enter text.](#)

**2. Proposal Name and Acronym:** **CalHR HRIS**

**3. Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

The HRIS project will provide CalHR an opportunity to consolidate and standardize many human resource (HR) activities by automating disjointed and manual system processes into a single HRIS. An HRIS will reduce data redundancies and errors, significantly improve customer response times, and reduce the risk of non-compliance while accurately reporting statuses and outcomes.

**4. Proposed Project Execution Start Date:** **7/1/2024**

**5. S1BA Version Number:** **Version 1**

## 1.2 Submittal Information

**1. Contact Information**

Contact Name: **Anh Lam**

Contact Email: **Anh.Lam@calhr.ca.gov**

Contact Phone: **916-628-7477**

**2. Submission Type:** **New Submission**

If Withdraw, select Reason: [Choose an item.](#)

If Other, specify reason here: [Click or tap here to enter text.](#)

**Sections Changed, if this is a Submission Update: (List all sections changed.)**

[Click or tap here to enter text.](#)

**Summary of Changes: (Summarize updates made.)**

[Click or tap here to enter text.](#)

3. Attach [Project Approval Executive Transmittal](#) to your email submission.

4. Attach [Stage 1 Project Reportability Assessment](#) to your email submission.

## 1.3 Business Sponsorship

### 1. Executive Champion (Sponsor)

Title: Chief Operating Officer

Name: [Helen Fairchild](#)

Business Program Area: [Administrative Services](#)

### 2. Business Owner

Title: [Chief of Human Resources](#)

Name: [Stephanie Hees](#)

Business Program Area: [Administrative Services, Human Resources Office](#)

### 3. Product Owner

Title: [Human Resources Manager, Specialist](#)

Name: [Catherine Rude](#)

Business Program Area: [Administrative Services, Human Resources Office](#)

*TIP: Copy and paste or click the + button in the lower right corner on any section to add additional Executive Champions, Business Owners, or Product Owners with their related Business Program Areas as needed.*

## 1.4 Stakeholder Assessment

The Stakeholder Assessment is designed to give the project team an overview of communication channels that the state entity needs to manage throughout the project. More stakeholders may result in increased complexity to a project.

1. **Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)**

State Entity Only: **Yes**

Other Departments/State Entities: **Yes**

Public: **Yes**

Federal Entities: **No**

Governor's Office: **No**

Legislature: **No**

Media: **No**

Local Entities: **No**

Special Interest Groups: **No**

Other: **No**

## **2. Describe how each group marked 'Yes' will be involved in the planning process.**

CalHR currently provides personnel services to the State Personnel Board (SPB), the Office of Data and Innovation (ODI), Government Operations Agency (GovOps), Cradle to Career (C2C), California Citizens' Compensation Commission (CCCC) and the Lieutenant Governor's Office (LtG). Each agency will be a stakeholder involved in the development and testing on a HRIS. Additionally, there will be impact to the public as they are potential candidates and candidates will be interacting with this system through their application and onboarding.

## **1.5 Business Program**

### **1. Business Program Name: Human Resources Office (HRO).**

### **2. Program Background and Context: (Provide a brief overview of the entity's business program(s) current operations.)**

As a result of the Governor's Reorganization Plan Number One (GRP 1), the Department of Personnel Administration (DPA) and many divisions of State Personnel Board (SPB) merged to form the CalHR. The merger was effective July 2012 placing CalHR under the umbrella of the new Government Operations Agency (Gov Ops). The HRO provides human resources services to approximately 650 employees (consisting of staff from CalHR, SPB and GovOps, C2C, ODI, CCCC, and LtG). The HRO currently has 8 permanent full-time Associate Personnel Analysts/Associate Governmental Program Analysts, 2 Senior Personnel Specialists, one Personnel Supervisor II, 2 Staff Services Manager Is, 1 Office Technician, Typing, and 1 Staff Services Manager II, managerial. The HRO processes payroll, benefits, leave accounting, reasonable accommodations, workers' compensation, protected leaves, employee conduct and discipline, classification analysis and examinations, and recruitment in addition to advising management and employees on a range of other personnel-related matters. Currently, the HRO does not have any automated systems and manually enters and tracks data using over twenty spreadsheets.

3. How will this proposed project impact the product or services supported by the state entity?

Overall, through the automation, integration, and standardization of core HR functions and processes, HRO staff will be able to complete necessary tasks in less time. This will give them more time to assist in other substantive tasks such as providing training and guidance to managers and supervisors. This leads to more effective personnel management, as well as better recruitment and retention of the best possible candidates ensuring CalHR divisions have the staff necessary to complete the mandatory workload demanded by the Legislature and the people of California.

The proposed HRIS will be fully compliant and enhance the operational effectiveness, efficiency, accuracy, and accountability of the CalHR HRO functions which, by extension, will enhance the overall effectiveness of the State of California to recruit, manage, and support the best possible staff in executing the mission of the CalHR.

*TIP: Copy and paste or click the + button in the lower right corner to add Business Programs, with background and context and impact descriptions as needed.*

## 1.6 Project Justification

### 1. Strategic Business Alignment

#### Enterprise Architect

Title: [Information Technology Specialist II](#)

Name: [Joel Russell](#)

Strategic Plan Last Updated? [9/13/2023](#)

Strategic Business Goal: Superior customer experience

Alignment: The system will allow the HRO to deliver timely responses by eliminating several manual activities and reducing the opportunity for human error. The HRO will be able to process and deliver more work products timely if resources can be freed up from cumbersome and outdated manual processes. The HRO will deliver faster services driven by more accurate and reliable data, as well as improve response times due to system automation and process improvements.

Strategic Business Goal: Invest in CalHR to drive sustainable growth by investing in operations and workforce.

Alignment: This system will update critical program tools and resources that customers/stakeholders can easily find and access, which will improve operational effectiveness through streamlining processes, adopting new technologies, and leveraging data-driving insights. This will also allow for a single record of truth to be entered into one program which will result in more accurate, consistent data, with fewer personnel hours.

*TIP: Copy and paste or click the + button in the lower right corner to add Strategic Business Goals and Alignments as needed.*

**Mandate(s):** [None](#)

Bill Number/Code, if applicable: [Click or tap here to enter text.](#)

Add the Bill language that includes system-relevant requirements:

[Click or tap here to enter text.](#)

*TIP: Copy and paste or click the + button in the lower right corner to add Bill Numbers/Codes and relevant language as needed.*

## **2. Business Driver(s)**

**Financial Benefit:** [Yes](#)

Increased Revenue: [No](#)

Cost Savings: [Yes](#)

Cost Avoidance: [Yes](#)

Cost Recovery: [No](#)

Will the state incur a financial penalty or sanction if this proposal is not implemented? [No](#)

If the answer to the above question is "Yes," please explain:

[Click or tap here to enter text.](#)

### **Improvement**

Better Services to the People of California: [Yes](#)

Efficiencies to Program Operations: [Yes](#)

Improved Equity, Diversity, and/or Inclusivity: [Yes](#)

Improved Health and/or Human Safety: [No](#)

Improved Information Security: [Yes](#)

Improved Business Continuity: [Yes](#)

Improved Technology Recovery: [Yes](#)

Technology Refresh: [No](#)

Technology End of Life: [No](#)

## 1.7 Business Outcomes Desired

### Executive Summary of the Business Problem or Opportunity:

**Problem ID #1:** The HRO wishes to reduce the use of paper and antiquated technology such as Management Information Retrieval System (MIRS) reports, Excel spreadsheets or other Microsoft Office applications, fax machines, and the US Mail for management of applicant pool, hiring, and onboarding, which consume substantial time and resources, leading to delays, data inaccuracies, and reduced productivity. The HRO also wishes to reduce siloed functions and disconnected systems in order to diminish risk during the SPB's compliance reviews.

#### Objective ID: 1.1

**Objective:** Reduce the number of manual spreadsheets used to track data relating to Family Medical Care Leave (FMLA), disability leaves, workers' compensation, performance management, Request for Personnel Actions, Administrative time off, mandated leadership training, and telework by 100%.

**Metric:** Number of Excel spreadsheets used in the HRO to track data employee data.

**Baseline:** Approximately 20 spreadsheets.

**Target Result:** 1 system.

#### Objective ID: 1.2

**Objective:** Reduce HRO staff hours required to perform hiring and onboarding tasks, including but not limited to, developing the spreadsheets, tracking the data across several spreadsheets and reporting data to Executive management.

**Metric:** Average time required to manipulate and re-enter data into approximately 20 spreadsheets and various programs.

**Baseline:** 5700 HRO staff hours annually.

**Target Result:** 2000 HRO staff hours annually.

#### Objective ID: 1.3

**Objective:** Improve HRO compliance with applicable SPB rules and regulations.

**Metric:** HRO compliance with 18 areas as required by SPB.

**Baseline:** The State Personnel Board's 2021 Audit revealed CalHR was out of compliance in 7 of the 18 areas audited. Of those findings, 6 of the 7 were found to be either "serious" or "very serious," according to SPB's Compliance Review Unit (CRU). Additionally, the HRO supports several customer departments, and a 2021 SPB Audit for one of the customer departments identified noncompliance 4 the 12 areas audited, all findings were either "serious" or "very serious," and two were repeat findings, according to the CRU.

**Target Result:** Improve our compliance score in all areas of SPB's audit.

*TIP: Copy and paste or click the + button in the lower right corner to add Objectives as needed. Please number for reference.*

*TIP: Objectives should identify WHAT needs to be achieved or solved. Each objective should identify HOW the problem statement can be solved and must have a target result that is specific, measurable, attainable, realistic, and time-bound. Objective must cover the specific. Metric and Baseline must detail how the objective is measurable. Target Result needs to support the attainable, realistic, and time-bound requirements.*

## 1.8 Project Management

### 1. Project Management Risk Score: 0.5

(Attach a completed [Statewide Information Management Manual \(SIMM\) Section 45 Appendix A Project Management Risk Assessment Template](#) to the email submission.)

### 2. Project Approval Lifecycle Completion and Project Execution Capacity Assessment

Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants, or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

**Answer:** Yes

Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

**Answer** (No, New, Existing, or Both): Both New and Existing Processes

## 1.9 Initial Complexity Assessment

### 1. Business Complexity Score: 1.8

(Attach a completed [SIMM Section 45 Appendix C](#) to the email submission.)

### 2. Noncompliance Issues: (Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is noncompliant.)

Programmatic regulations: Yes

HIPAA/CIIS/FTI/PII/PCI: No

Security: No

ADA: No

Other: No

Not Applicable: No

Noncompliance Description:

[Click or tap here to enter text.](#)

### 3. Additional Assessment Criteria

If there is an existing Privacy Threshold Assessment/Privacy Information Assessment, include it as an attachment to your email submission.

How many locations and total users is the project anticipated to affect?

Number of locations: [6 locations](#)

Estimated Number of Transactions/Business Events (per cycle): [850](#)

Approximate number of internal end-users: [453](#)

Approximate number of external end-users: [197](#)

## 1.10 Funding

### Planning

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to **complete planning** through the project approval lifecycle framework? [No](#)

If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

[Click or tap to enter a date.](#)

2. Please provide the Funding Source(s) and dates funds for planning will be made available:

[Click or tap here to enter text.](#)

### Project Implementation Funding

1. Has the funding source(s) been identified for **project implementation**? [Yes](#)

If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

[General Fund FY 24-25](#)

Will a budget action be submitted to your Agency/DOF? [Yes](#)

If "Yes" is selected, specify when this BCP will be submitted: February 2024

2. Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project: [Less than \\$10 Million](#)

**End of agency/state entity document.**

**Please ensure ADA compliance before submitting this document to CDT.**



**When ready, submit Stage 1 and all attachments in an email to [ProjectOversight@state.ca.gov](mailto:ProjectOversight@state.ca.gov).**

## Department of Technology Use Only

Original "New Submission" Date: [11/13/2023](#)

Form Received Date: [11/13/2023](#)

Form Accepted Date: [11/13/2023](#)

Form Status: [Completed](#)

Form Status Date: [11/13/2023](#)

Form Disposition: [Approved](#)

If Other, specify: [Click or tap here to enter text.](#)

Form Disposition Date: [11/13/2023](#).

Department of Technology Project Number (0000-000): [7501-019](#)