	Center for Health Care Quality (CHCQ)
CDPH logo	Transformation and Remediation Goal Completion Report

Recommendation	Targeted Goal (considered complete when)
9. Improve Hiring and Promotion Processes	The time to hire and promote CHCQ staff decreased to an average of less than two months.
Date Completed	
October 25, 2018	

Executive Summary	CHCQ established the Workforce Steering Committee to help streamline the hiring process and decrease the time it takes to hire or promote CHCQ staff to an average of less than two months. As of June 2018, CHCQ takes an average of 51 days from the final hiring application filing date to final job offer approval as compared to 77 days at the time of the Hubbert Remediation report findings, a decrease of 34%.

Actions, Deliverables, Achievements	CHCQ:
	• Established a hiring and promotion project team consisting of CHCQ and California Department of Public Health (CDPH) Human Resource Branch (HRB) employees, and private recruitment and onboarding/retention consultants.
	• Developed and implemented a work plan with specific timeframes and milestones to achieve the targeted objective of reducing the time to hire and promote CHCQ employees.
	• Defined and validated current processes and timeframes.
	• In November 2016, in collaboration with California Human Resources (Cal HR) and HRB eliminated the lengthy requirement for health facilities evaluator nurses to submit medical clearance documentation before starting their state job.
	• Streamlined various components of the state's new Examination Certification On-line System between January 2017 and January 2018.
	• Identified and implemented best practices:
	  ○ Eliminated duplicate hiring process steps.
	  ○ Streamlined communication between hiring managers and human resources staff.
	  ○ Developed hiring flow charts and statistical reports to track progress.
	• Developed hiring resources and tools to assist supervisors in the hiring process:
	  ○ Developed a supervisor hiring guide, checklist, and hiring procedures
	  ○ Developed screening and scoring instructions.

Planned Follow Up & Monitoring	• The CHCQ Resource and Operations Management Branch will continue to maintain and monitor hiring reports for the program. • CHCQ will continue to work with HRB to maintain the time it takes to hire and promote, and stay within the two-month timeframe.