
September 13, 2018

MEMORANDUM

To: Aaron Carruthers, Douglas Sales and Janet Butts
From: Richard W. Moore
Re: *REVISED DRAFT* Proposal for Organizational Development Project for State Council on Developmental Disabilities

This memo outlines our proposed approach for an organizational development project for SCDD. Revisions have been made in response to feedback on the initial proposal. We include a revised budget and timeline as well.

Project Goal:

The project goal is to improve the organizational climate and effectiveness of SCDD in the near term and the long term.

To achieve the goals we will complete the following tasks:

- Assess the organizational climate at SCDD and identify important issues from the employee's perspective.
- Design a short term and long-term organizational development strategy.
- Design an organization-wide retreat to kick-off the implementation of the strategy. Coordinate with SCDD leaders to facilitate the meeting in early 2019.

Approach:

Below we outline the specific steps we will take to complete the tasks above.

1. Initial Interviews with management to understand the current context.
 - a. Interview executive staff in Sacramento.
 - b. Interview four local managers two in Sacramento area and two in Metro LA in person at their locations.
 - c. Interview remaining local managers by phone.
 - d. Purpose of the interviews is to collect management views of the current organizational climate and issues.
2. Develop a questionnaire to survey all staff.
 - a. There are several excellent, validated, organizational climate instruments. Based on the interview findings we would choose one and custom tailor it to SCDD.

- b. We will also add specific Items related to SCDD, which emerge from the interviews.
 - c. The questionnaire will identify which aspects of SCDD organizational culture employees are satisfied with and dissatisfied with as well the importance of each aspect.
- 3. Analyze survey results to identify issues and opportunities for SCDD.
 - a. Provide a written report to the Executive Director, Personnel Officer and Deputy Director of Administration on the survey results and their implications.
 - b. Debrief Executives on results.
- 4. Based on the organizational assessment, and debriefing with executives design an organizational development strategy.
 - a. Strategies and activities will be recommended for the next three years.
 - b. Strategic areas that will be considered will be:
 - i. Training needs.
 - ii. Management development.
 - iii. Recognition and reward systems. This will include recommendations about how to recognize and reward employees who contribute to achieving strategic goals.
 - iv. Recommendations for a strategically focused HR system. Within the context of civil service requirements we will make recommendations for modifying hiring and performance management practices to reflect SCDD's strategic goals.
 - v. Internal communications strategies.
 - vi. Other factors.
 - c. Strategy recommendations will be delivered in a brief report.

5. Facilitate early 2019 all employee retreat.

We envision in early 2019 an all hands, one day, retreat to kick off the new strategic direction. SCDD leaders will lead the retreat, but we will help design the retreat and assist in facilitating the day's activities; such as leading break out groups or facilitating discussions. We also will provide employees with a presentation on the survey results.

6. Consulting services as needed.

We have budgeted 60 hours of consulting time to help with other strategic planning and implementation activities as requested by SCDD.

Project Team

Richard W. Moore, Ph.D., Project Director

Dr. Moore currently serves as a professor of management in the College of Business and Economics and in the College of Education at California State University, Northridge. His teaching specialties include: organizational change, organizational behavior, leadership and human resource management at both the graduate and undergraduate level. He has won the

MBA program's outstanding teaching award three times. For six years he was the Director of Graduate Programs in the College of Business. Currently he is teaching Organizational Complexity and Change in university's doctoral program in Education. In 2005, Moore was Fulbright Senior Scholar at Bandung Institute of Technology in Bandung, Indonesia.

Dr. Moore is a nationally and internationally recognized expert in areas of program evaluation, strategic planning, organizational development and policy analysis, in the public and private sectors. His recent state agency clients include: the Office of Legislative Counsel and Data Center, where he has designed and delivered management training, conducted 360 degree feedback with coaching for managers and evaluated a recent organizational redesign. He also recently consulted with the State Board of Equalization on organizational development and strategic planning. In the past he worked as a consultant and program evaluator for the Employment Development Department, State Workforce Investment Board, The Employment Training Panel, and others.

At local level Moore has worked with the City of Los Angeles's Economic and Workforce Development Department since 2000, evaluating a wide range of public training and employment programs. Last year he consulted on a reorganization of three workforce areas in Northern California for the North Bay Workforce Alliance.

In 2017 he consulted with the Los Angeles Chamber of Commerce's Proposition 47 Taskforce, a taskforce of County and City Departments, non-profits and private employers changed by Los Angeles County with designing a system to help individuals who have had their sentences reduced under Proposition 47 find employment and reenter society.

Internationally, Moore has consulted for the World Bank in East Timor, Qatar and Indonesia since 1988. His work with the World Bank has included project development and evaluation in education, training and microfinance, as well developing human resource strategy at a national level. He has evaluated the impact of Indonesia's largest Micro-finance program Mitra Bisnis Keluarga (MBK). He has also worked as a consultant to Deloitte Touche and the government of Hong Kong in evaluating Asia's first displaced worker retraining program.

Dr. Moore is the author of many scholarly and industry publications. He is on the editorial board of two scholarly international journals *The Journal of Vocational Education and Training* and *The International Journal of Human Resource Development*. He is an experienced trainer working with managers in both the public and private sectors. He received his M.A. and Ph.D. from UCLA.

Gerard L. Rossy, Ph.D., Associate Director

Dr. Rossy is Professor Emeritus of Management. He has a B.S. in Physics and Mathematics from Utica College and an MBA (with honors) and Ph.D. from UCLA's Anderson Graduate School of Management. As a faculty member of the Nazarian College of Business and Economics at California State University, Northridge he has taught in both the Undergraduate and MBA programs. He has received the Distinguished Honors Teaching Award from the Business Honors

Association four times and was the recipient of CSUN College of Business and Economics Teaching Excellence Award in 2005.

Prior to receiving his Ph.D., Dr. Rossy worked as a research physicist, electronics engineer, and project manager on several missile development programs. In the past 38 years he has served as a consultant and executive coach to over 90 private, educational, public and social sector organizations in the United States, Canada, and Europe.

At CSUN he served as the Chair of the Department of Management for 17 years and was the internal consultant for strategic planning to CSUN President Blenda Wilson from 1992-1998. In his capacity as a consultant Dr. Rossy has worked with all levels of management, from chief executive officers to first-line supervisors and individual contributors.

In the private sector he has worked with many Fortune 500 companies in the areas of banking and technology on strategic planning, executive development and change management. In the public sector he has worked with state, county and local government agencies on management development and strategic planning including ten years with the Los Angeles County Training Academy where he taught modules on motivation, leadership, strategy implementation, decision-making, and managing ethics. He also provided 360° coaching to LA County managers as part of the County's Training academy. He currently works extensively with the Northridge Consulting Group on a number of projects with State of California agencies.

Dr. Rossy is a founding partner of Prism Ltd., a management consulting firm that specializes in Leadership training and 360 degree feedback processes and was its managing partner from 1986 to 1990.

Dr. Rossy has served on the Strategic Advisory Board of the Peter F. Drucker Foundation, the Board of Directors of the Human Interaction Research Institute, and as a member of the National Awards Committee for the Association for Strategic Planning. He is the recipient of the National American Red Cross's Clara Barton Award for outstanding volunteer service.

Dr. Rossy's current interests are strategic management systems, strategy implementation, leadership, managing organizational ethics and values, performance management, executive coaching and the application of survey feedback processes in executive development. His articles have appeared in a variety of journals such as *Strategy & Leadership*, the *Project Management Journal*, the *Journal of Management Inquiry*, the *Graziadio Business Report* and the *Journal of Management Education*. He is a member of the National Academy of Management and the Western Academy of Management.

Timeline

| Task | Sept | Oct | Nov | Dec | Jan | Feb |
|--|------|-----|-----|-----|-----|-----|
| 1. Initial Interviews with management to understand the current context. | ■ | | | | | |
| 2. Develop a questionnaire to survey all staff and survey staff. | | ■ | ■ | | | |
| 3. Analyze survey results to identify issues and opportunities for SCDD. | | | ■ | ■ | | |
| 4. Based on the Organizational assessment, and debriefing with executives design an organizational development strategy. | | | | ■ | ■ | |
| 5. Facilitate early 2019 all employee retreat. | | | | | | ■ |

Budget

The budget shows the tasks described here, and the hours of professional time. The 60 hours of additional consulting will be used as needed. If work is not needed it will not be charged.

| Task | Professional hours at \$150 per hour. | Cost |
|--|--|--------------------|
| 1. Initial Interviews with management to understand the current context | 40 | \$6,000.00 |
| 2. Develop a questionnaire to survey all staff | 12 | \$1,800.00 |
| 3. Analyze survey results to identify issues and opportunities for SCDD. | 32 | \$4,800.00 |
| 4. Based on the Organizational assessment, and debriefing with executives design an organizational development strategy**. | 32 | \$4,800.00 |
| 5. Facilitate early 2019 all employee meeting. | 16 | \$2,400.00 |
| Travel | | |
| Trips to Sacramento (4 trips@ \$540) | | \$2,160.00 |
| Local travel | | \$125.00 |
| Total Direct Costs | | \$22,085.00 |
| Indirect Costs at 25%* | | \$5,521.25 |
| Total Costs | | \$27,606.25 |

*Note: The indirect rate of 25% is based on a master agreement between the State of California and the CSU system.

** Additional consulting time may be amended into the contract by mutual agreement, up to \$9,000.