STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 03/25)

Fiscal Year	**Business Unit Number**	**Department**
FY 2026-27	4260	Health Care Services

Hyperion Budget Request Name	**Relevant Program or Subprogram**
4260-072-BCP-2026-GB	3960010

Budget Request Title
Human Resources Plus Modernization (HR+ Mod)

Budget Request Summary
The Department of Health Care Services (DHCS) requests 3 permanent positions, and expenditure authority of $4,535,000 ($2,268,000 General Fund (GF); $2,267,000 Federal Fund (FF)) in fiscal year (FY) 2026-27, $2,022,000 ($1,011,000 GF; $1,011,000 FF) in FY 2027-28, $312,000 ($156,000 GF; $156,000 FF) in FY 2028-29, and a reduction of $1,677,000 ($839,000 GF; $838,000 FF) in FY 2029-30 and ongoing for the planning, procurement, and project implementation costs to modernize human resources and related fiscal systems business technology and processes that are not effective, efficient, sustainable, or interoperable. Antiquated systems will be replaced with modern human capital management, most likely a software-as-a-service platform, that improves operations. In addition, DHCS requests ongoing funding authority for the 3 permanent positions in the 4260-264-BCP-2025-MR "Human Resources Plus Modernization (HR+ Mod)."

Requires Legislation (submit required legislation with the BCP)	**Code Section(s) to be Added/Amended/Repealed**
☐ Trailer Bill Language ☐ Budget Bill Language ☒ N/A	

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No *If yes, departmental Chief Information Officer must sign.*	**Department CIO** Crystal Taylor	**Date** 1/10/2026

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), the approval date, and the total project cost.
Project No. **Project Approval Document:** Project No: 4260-249
Approval Date: 8/24/23 **Total Project Cost:** Estimated $19.9M

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	**Date**	**Reviewed By**	**Date**
Raheem Muhammad-Terrell	1/10/2026	Erika Sperbeck	1/10/2026
Department Director	**Date**	**Agency Secretary**	**Date**
Michelle Baass	1/10/2026	Brent Houser for Kim Johnson, CalHHS Secretary	1/10/2026

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ Dept. of Technology

Principal Program Budget Analyst	**Date submitted to the Legislature**

A. Problem Statement

The Department of Health Care Services (DHCS) requests 3 permanent positions, and expenditure authority of $4,535,000 ($2,268,000 General Fund (GF); $2,267,000 Federal Fund (FF)) in fiscal year (FY) 2026-27, $2,022,000 ($1,011,000 GF; $1,011,000 FF) in FY 2027-28, $312,000 ($156,000 GF; $156,000 FF) in FY 2028-29, and a reduction of $1,677,000 ($839,000 GF; $838,000 FF) in FY 2029-30 and ongoing for the planning, procurement, and project implementation costs to modernize human resources and related fiscal systems business technology and processes that are not effective, efficient, sustainable, or interoperable. Antiquated systems will be replaced with modern human capital management, most likely a software-as-a-service (SaaS) platform, that improves operations. In addition, DHCS requests ongoing funding authority for the 3 permanent positions in the 4260-264-BCP-2025-MR "Human Resources Plus Modernization (HR+ Mod)."

Division	Resources
Business Operations Technology Services Division (BOTSD): Ongoing funding for 1 existing Permanent Position effective 7/1/2026	• 1 Information Technology Specialist (ITS) II
Data Analytics Division (DAD): 1 Permanent Position effective 7/1/2026	• 1 Research Data Specialist (RDS) II
Financial Management Division (FMD): 1 Permanent Position effective 7/1/2026	• 1 Associate Administrative Analyst (AAA)
Information Technology Strategy Services Division (ITSSD): Ongoing funding for 2 existing Permanent Positions effective 7/1/2026	• 2 ITS IIs
Strategic Planning & Workforce Development Division (SPAWDD): 1 Permanent Position effective 7/1/2026	• 1 Supervisor I

The Department is a complex enterprise of about 4,749 permanent positions, utilizing 159 job classifications in 19 locations supporting Medi-Cal, behavioral health, and other programs with a budget of more than $200.5 billion annually. To operate these programs and provide vital health care services to Californians including 15 million Medi-Cal members, DHCS relies on legacy human resources systems and processes. These antiquated systems are inefficient, not integrated, and lack necessary functionality. Consequently, manual processes and ancillary systems were developed over time to facilitate operations. The 1,800 annual Requests for Personnel Action (RPA) take too long to process, require input into multiple systems, and are fraught with errors due to a lack of automated internal controls. Departmental performance can be negatively impacted which may result in state and federal programmatic compliance shortfalls and the inability to implement new initiatives in a timely manner.

The Human Resources Division (HRD), under the Administration program, is dedicated to supporting the goals and objectives of the Department as a trusted partner in being an employer of choice.

FMD, under the Fiscal program, oversees the financial operation of DHCS, including financial reporting, resource management, and budget development and oversight. FMD provides financial support to programs that provide guidance and consultation on contract and purchasing services along with monthly and quarterly time accounting as it relates to labor and cost allocation distribution. In addition, pursuant to Title 2 Code of Federal Regulations 200 and other relevant federal guidance, FMD works closely with federal oversight agencies as they examine the Department's operations including the accuracy and appropriateness of expenditures charged to the federal government. These efforts include ongoing justification of

the costs of both direct and indirect labor and the complex methodologies to accurately allocate such costs.

The Department has recently operated with nearly 500 vacancies and experiences turnover of 250 to 350 positions per year. All 50+ divisions in DHCS need to manage positions, onboard new staff, conduct time and activity reporting, manage staff performance, perform succession planning, and off-board staff. Any inefficiencies in these processes impact productivity.

The Department is required to report accurately on human resources and financial management to state and federal oversight agencies. The new solution will improve the Department's ability to provide accurate and timely reporting and support compliance with oversight agencies.

In addition to the challenges to personnel operations noted in the State Controller's Office (SCO) California State Payroll System (CSPS) Project Approval Lifecycle (PAL) Stage 1 Business Analysis, current DHCS operations are supported by an aging portfolio of legacy Human Resources (HR) systems and inefficient processes. To manage HR business functions, DHCS uses a mix of manually intensive processes and electronic functionality. There are two main categories to describe the problems at the highest level; one, problems with the current portfolio of HR systems, and two, problems with the current HR business processes that are reliant on the legacy systems.

To address these challenges, DHCS submitted Budget Change Proposal (BCP) 4260-264-BCP-2025-MR "Human Resources Plus Modernization (HR+ Mod)" for FY 2025-26, that was approved by the Legislature. That proposal was to conduct the planning necessary to, among other things, develop solutions to the following issues:

Staff Updates, Onboarding, and Offboarding

Currently, when staff are onboarded, offboarded, or need to make changes to their records they must figure out the processes and procedures and access multiple systems to complete their tasks. New staff must be granted access to multiple systems and are required to submit service tickets if access has not been granted. Supervisors must make additional requests and provide additional guidance. There is no self-help option and existing staff use emails or navigate to multiple systems to get and provide the information that is required.

Timekeeping Management

There are numerous approval methods required for completing the time worked reports. Currently, all information is manually keyed into the legacy Human Resources Information System (HRIS) by the attendance coordinators. FMD currently uses traditional manual methods to collect and process the timekeeping information, to provide detailed time studies and to complete the Employee Master File (EMF) timely. This allows DHCS to appropriately claim federal funding and meet cost allocation regulations; however, there are inefficiencies and internal control risks associated with manual processes. FMD relies on many divisions to collect the timekeeping data, which analysts review for accuracies and then manually update the coding in the Financial Information System for California (FI$Cal) system labor module for monthly labor and cost allocation.

The FMD analyst must then manually key in the information into FI$Cal. The entire file process for these multiple files - one monthly and one quarterly (also called FI$Cal Employee Drill and Time Study Drill Report) is a manual process and is very resource dependent. This manual workload is complex, excessive, and requires significant effort to track, prepare, and manually enter the information into the FI$Cal system without the ability to verify valid coding before uploading it to FI$Cal. Despite staffs' best efforts to process the information accurately and produce a timely labor cost allocation file, the overall manual process consumes a substantial number of resources and is always at risk of clerical errors and delays. Ultimately, the greatest risk is the potential for

federal funding disallowances for inappropriately claimed administrative costs resulting from these complex manual processes.

Position Control and Reporting

It is difficult to manage positions and get accurate reporting because multiple systems including the Business Workflow Automation System (BWAS), HRIS, SCO Personnel Information Management System, and SCO Management Information Retrieval System store varying levels of distinct data and updates are performed manually. There are daily and weekly updates needed to BWAS for any RPAs with changes in established positions. HRIS interfaces with BWAS to update valid position numbers. A monthly SCO authorized position text file is provided to HRIS to complete position reconciliation. SCO authorized position files are downloaded and run the reconciliation drill for the monthly vacancy report. Annually the files are downloaded and uploaded to HRIS to complete the Schedule 8 reconciliation.

Information Exchange and Reporting

Staff manually download files from one system and upload them to another system to achieve consistent data. Multiple user groups must collaborate and share files via email to keep the attendance and salary information in both systems up to date. A modern system could seamlessly perform this task in real-time. The technologically disparate systems are unable to communicate or interoperate. Divisions within DHCS have developed their own solutions to meet their HR management needs. This creates more silos, additional maintenance costs, and more manual workarounds for HRD staff to try to keep the information synchronized.

Hiring

To complete the hiring process, HRD manually downloads, screens, and redacts the applications received in the California Department of Human Resources (CalHR) Examination and Certification Online System (ECOS). The BWAS used to manage RPAs is a legacy system that cannot be easily used or modified. The lack of a modern user interface, inability to modify the system, and absence of workload management reporting can contribute to delays and unacceptable timeframes.

Legacy Systems

The current portfolio of HR systems, which is the foundation for the entire HRD to base all its HR activities, is comprised of legacy systems. These systems are not only antiquated but also operate in silos. The systems are outdated, require manual steps to try to synchronize information from one system to another, and can create a challenge to business continuity. In general, these vertically siloed systems prevent effectiveness, efficiency, and collaboration. One of these systems is the HRIS. It is a mainframe based legacy system and is currently used for payroll and position control/management for approximately 4,749 DHCS employees. DHCS is the last department in the state using HRIS and the application is no longer supported and does not meet business needs. BWAS, another legacy HR system that operates in a silo, is currently being used by DHCS primarily for managing the RPA lifecycle and Training and Development assignments. BWAS receives information from the ECOS, which is the system where vacancies are established. There is currently no interface in place today. Data is manually moved between the systems through upload/download procedures. For example, the certification lists (eligibility) are portable document format downloads generated in ECOS and uploaded manually to BWAS.

Lack of Interoperability

The technologically disparate systems, due to their inflexible designs, are unable to mutually communicate or interoperate. The HR systems store varying levels of data and detail for the business functions they support. Due to the lack of interfacing capabilities among systems, users must navigate to multiple systems to gather the information they require to complete their tasks. Modern data exchange practices and interoperability requirements compel DHCS to examine solutions that better interacts across systems and platforms to minimize error and foster efficiency.

The project planning process that DHCS has undertaken, as documented through the PAL process with extensive involvement with department staff, is identifying detailed solutions that will be implemented in partnership between DHCS staff, California Department of Technology (CDT), and contractors.

As the modernization effort will have a large and immediate impact to HRD, DHCS redirected 6 permanent positions (1 SSM II, 1 SSM I, and 4 Associate Governmental Program Analysts to provide Subject Matter Experts (SME) to DHCS to modernize the technology and business processes that support the planning phase. The HR Program Manager leads the effort with assistance from the HR manager and the business analysts. This involves participating in work sessions, reviewing "As Is" and "To Be" processes, reviewing design documentation, analyzing the integration of CSPS business processes into departmental processes, participating in application testing, consulting with department management on staff readiness, assisting leadership with facilitating policy and procedure changes within the department, and providing go-live and post go-live support.

B. Justification

DHCS received approval for the PAL Stage 1 analysis in August 2023. DHCS subsequently began the rigorous PAL Stage 2 planning and received CDT approval in August 2025. On October 9, 2025, DHCS received project delegation from CDT with direction that "DHCS can proceed with the remaining PAL planning stages for the HR+ Mod Project without further approvals or oversight services from the CDT. The remaining PAL stage approvals are delegated to the DHCS as specified in Statewide Information Management Manual 19, Section E.1."

With HR+ Mod's project delegation DHCS has developed the following milestone schedule:

MILESTONE	**DATE**
Project Contract Executed/Projected Implementation Start	February 2026
Project Contract End	February 2029
Maintenance and Operations	February 2029

DHCS is currently involved in the procurement process to identify a systems integrator to initiate the project as soon as possible. There is, however, budget control language in the 2025-26 Budget Act that allows the Department of Finance to release up to $2.763 million in contract funds if the appropriate PAL documentation is completed earlier. Based on the delegation received from CDT in October 2025, DHCS can begin to implement the project once contractors are onboard.

Funding augmentations for subscription and contractor services will be necessary and is requested beginning in the summer of 2026. The contract costs reflected in the table below are consistent with the PAL Stage 2 Alternatives Analysis and represent our current estimate of the HR+ Mod project costs over the span of the project. The procurement process will define the final total cost. It is, however, expected that by the 2028-29 fiscal year, DHCS will need to conduct a reevaluation of ongoing project costs to determine what the final project costs will be. Thus, the out-year costs projected in the table below may change.

The total estimated project costs for contract costs are displayed below by FY and include the FY 2025-26 as a matter of transparency:

A needs assessment was conducted, and SMEs were identified to conduct the initial project planning compliant with the PAL process. DHCS completed the CDT's PAL Stage 1 Business Analysis and received project delegation from CDT after the completion and approval of PAL Stage 2. While DHCS has redirected 6 positions to support this effort, it will require three new permanent positions and ongoing funding to complete the planning and implementation of the HR+ Mod effort. This request includes project management, product management, business analysis, and SMEs necessary for a technically sound solution plan to support DHCS unique HR+ Mod project needs. The requested resources will maintain a unified and defined strategy across the sponsor programs throughout the project lifecycle. Project plans recognize that CSPS will provide the payroll, and travel and business expense systems. DHCS, however, will need to address related necessary functionality such as position control, personnel administration, benefits administration, time and attendance, recruitment, performance evaluation, and other functionality. There will be some integration/interface between the CSPS and HR+ Mod functionality, and DHCS is working with the CSPS team to achieve a well-coordinated effort.

Discussions with the systems integrator will guide the exact functionality needed and thus further define the integration/interface as well as total project costs. This proposal is, therefore, for the following costs.

The permanent positions requested below are for planning, implementation, and ongoing support purposes. Knowing that HR+ Mod will impact every employee and every organization in the department, the new positions will be part of a broader departmental effort to verify that once the design, planning, and procurement is complete, the change management, training, socialization, and phased implementation of the project commences successfully. During the implementation, the project team will require resources to implement the solution, subject matter experts from the program areas, and organizational change management (OCM) support. The project will implement an OCM and training effort to support HRD, FMD, and other end users across the enterprise. This proposal requests that permanent positions and funding are available as of July 1, 2026.

The ongoing need for the new positions after the implementation is complete and the department's transition to maintenance and operation cannot be understated. It is likely that Human Capital Management (HCM) and related financial functions will be hosted on a cloud controlled by the subscription vendor. The vendor will retain ownership of the cloud-based platform and is expected to regularly update the software to address changes in law, operational requirements including security, and to make the user experience more productive and extensive. However, this does not mean that all the responsibilities fall on the vendor. The successful transition to a modern HCM solution will present an ongoing challenge for the functional operational areas within DHCS responsible for using the product. User adoption, reporting, systems integration, and data management and security will continue to be responsibilities of departmental personnel. Further, change management, training, data governance, and analytics will continue to be required to prepare departmental users for the regular updates that vendors will perform. DHCS staff will need to be prepared in advance for the changes to minimize downtime and other potential problems as well as to verify that users are using the new tools effectively.

In preparation for completing implementation, the project will obtain user acceptance of the solution, publish documentation, conduct knowledge transfer, conduct lessons learned, and transition to a maintenance and support operation. The project will develop a Post-Implementation Evaluation Report within eighteen months of project implementation.

Once implemented, DHCS anticipates that the solution will enable the enterprise to provide faster processing and management of the positions turned over and filled annually across 50 divisions. The new solution and processes will eliminate manual work and provide improved reporting and robust, accurate data for management and decision-making.

BOTSD - (Ongoing funding for 1 existing Permanent Position)
1 ITS II

BOSTD requests one ITS II to serve as the Product Owner of technology services procured for the HR+ Mod project. The Product Owner is responsible for developing, managing, and communicating acceptance criteria, scope, and requirements with technical teams according to DHCS data integration, architecture, and interoperability standards. This position will support HR+ Mod implementation by applying business technology management, software engineering functions, and oversight to data systems, security, IT infrastructure, interfaces, and end-user needs from application features. The Product Owner will work with the vendor, DHCS program leads, and personnel as well as advise project sponsors and committee members on the product development.

The ITS II Product Owner/Product Manager will be responsible for key activities:

- Lead ongoing product discovery to identify needed enhancements or fixes in response to changes in business need.
- Articulate and prioritize enhancements, fixes, or change requests.
- Establish and monitor performance measures to determine successful implementation of IT features or fixes.
- Lead and secure successful adoption and implementation of new functionality for users.

DAD - (1 Permanent Position)
1 RDS II

The RDS II will plan, develop, and implement analytic methodologies for data collected and created through the various human resources processes. The RDS II will plan, process, and monitor the data to warrant the data is reliable, valuable, and useful. Additionally, the RDS II will develop methodologies for reporting and is responsible for compiling the stratified data according to departmental requirements. The RDS II will de-identify the data and provide support to the human resources team on data processes and data measures, including strategic planning, and developing and providing data and reports for ongoing and ad-hoc requests.

FMD - (1 Permanent Position)
1 AAA

The HR+ Mod project includes timekeeping, and cost allocation of personal services costs to multiple cost pools and benefiting programs. While FMD currently cost allocates personal services the same team is unable to absorb system development, and business process mapping while working to process approximately 4,749 positions' data across hundreds of charts of account codes each month. Considering the capacity limitations of the current teams, the FMD requests 1 permanent position to address the financial management elements of HR+ Mod. This position is integral to the modernization efforts as they will be the bridge between the project team, and their impacted sections.

ITSSD - (Ongoing funding for 2 existing Permanent Positions)
2 ITS II

ITSSD requests 2 ITS IIs to provide project management, planning, contract, cost, and workstream integration management functions across several Department programs, systems, and project teams. This position will be responsible for providing project management support and guidance for the planning, design, development, and implementation phases of the HR+ Mod project. The ITS II will serve as a liaison and SME who coordinates projects, provides status reports, and facilitates meetings with DHCS programs, governance committees, stakeholders, and oversight agencies.

In addition, the other ITS II will serve as a business analyst to provide guidance, business analysis, and improved documentation for the CDT and CalHHS oversight, reporting, coordination, and support. The ITS II will be responsible for developing, reviewing, and submitting documents that meet CDT and CalHHS reporting standards for internal and external approval. This position will perform key responsibilities to support and improve documentation and reporting quality: technical writing, editing, and review; story, case, and diagram development; and incorporating feedback from managers and other sources. The ITS II will partner with project managers to lead meetings and facilitate communication between project teams and DHCS program stakeholders relating to oversight, reporting, and documentation. Other duties include providing status updates on oversight reporting timelines and submittals, responding to internal/external feedback, performing reviews, and submitting finalized documents.

SPAWDD - (1 Permanent Position)

1 Supervisor I

The SPAWDD requests 1 Supervisor I to become the Department's chief resource to lead change management and training activities in support of HR+ Mod.

The Supervisor I will work with the liaison, project managers, and other Department staff in developing a change management framework, assist in training logistics scheduling and material distribution, and work with leadership to coordinate and manage end-user training, communication, enrollments, participation, and feedback.

The Stage 2 Analysis indicated the need for the following types of contracts:

The following categories cover the purchase and support of software, installation, implementation services, training, on-going software maintenance and technical support of a SaaS solution, and through the State of California's Software License Program.

Subscription for Service Contract (State of California's Software Licensing Program Pricing for Product, SaaS, or Subscription Category)

As reflected in the Total Estimated Contractor Costs for HR+ Mod Project table above, subscription services are the estimated licensing costs per user for a modern "Software as a Service" human resources and related financial solution.

The estimated cost is based on what a typical per user license, named user, or enterprise license metric would cost for a department with up to 5,000 positions and is consistent with the State of California's Software Licensing Program.

The estimated cost averages approximately $326 per license. As indicated in the footnotes to the table above, the cost estimate does not include potential discounts, reseller mark up, and pricing ramps during implementation/deployment.

Consultation, Training and Technical Account Management Services Contract (State of California's Software Licensing Program Pricing for Subscription and Training Category Elements)

As reflected in the Total Estimated Contractor Costs for HR+ Mod Project table, Consultation, Training and Technical Account Management costs are based on the estimated cost of vendor-provisioned training services and technical account management. Vendor provides resources with expert knowledge of the product, who can advise on the design, training, implementation, and support of the selected human resources and related financial solution.

The cost estimate is based on the training, and implementation and production support of a department with up to 5,000 positions and is consistent with the State of California's Software Licensing Program.

Implementation Contract (State of California's Software Licensing Program Pricing for Implementation Category)

As mentioned previously, a reevaluation of the project is expected in FY 2028-29 to get a better estimate of ongoing costs. Implementation costs involve the estimated cost of a systems integrator or software provider to work under contract for the department to implement the functional and technical requirements identified by DHCS including but not limited to technical integrations, data conversions, security, reporting, workflows & approvals, and business process flows.

The cost estimate is based on a phased implementation and is consistent with the State of California's Software Licensing Program.

C. Departmentwide and Statewide Considerations

DHCS administers California's health care safety net and provides essential Medi-Cal services to more than 15 million individuals. The Department is implementing initiatives to improve the quality of health care, reduce disparities in health care outcomes, and transform behavioral health services. Significant new resources were invested in the DHCS to advance these initiatives and foster a healthy California for all.

Unfortunately, antiquated internal systems delay the onboarding of qualified employees needed to implement new programs. Increased workload demands and insufficient employee resources in turn contribute to additional turnover and added stress on employees. DHCS requires a modern human capital management system to adequately support programmatic efforts to improve health care in California.

The last decade saw the state modernize the financial infrastructure with the Financial Information System for California, known as FI$Cal. FI$Cal replaced technology that dated to the 1970s. While FI$Cal modernized the financial infrastructure, the state's HR infrastructure has not been updated. In 2016, the SCO and CalHR undertook the planning necessary to replace the Uniform State Payroll System.

D. Outcomes and Accountability

Governance

The DHCS resources requested in this BCP will allow the project to adhere to the schedule and warrant all related activities are completed effectively leading to project success. Accountability for project resources is achieved through various management processes, with updates provided to stakeholders on a regular basis according to the DHCS Governance framework, and through ongoing engagement with the Agency Information Officer, the CSPS team, the CDT, and Department of Finance.

DHCS HR and Related Fiscal Systems and Processes

The expected outcome of the provision of these resources and the establishment of the Governance structure will be effective project management and execution, as well as redesigned departmental HR and related fiscal business processes, which will lead to more accurate, effective, and efficient processes for statewide payroll and leave accounting. In addition, DHCS will plan, develop, and implement the necessary and unique HR and related Fiscal systems and processes that will make the portfolio of HR systems more manageable, minimize duplication, provide for expanded employee self-service, and address the confidentiality and security needs of the state. Ultimately, the business systems and processes addressed in this proposal will lead to better service and health outcomes for the 15 million Californians served by DHCS.

Projected Outcomes

Workload Measure	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
FMD (Accounting)						
Data upload and validation from employee master file and time study drills	18,000	18,000	18,000	18,000	18,000	18,000
Labor and cost allocation	1,104,000	1,104,000	1,104,000	1,104,000	1,104,000	1,104,000
Use of the employee master file drill to manually update the California Automated Travel Expense Reimbursement System employee profiles	3,000	3,000	3,000	3,000	3,000	3,000
ETS (ITSSD, BOSTD)						
Project Management and Project Support - Provides leadership and strategic direction to the project	540	540	540	540	540	540
PAL Support - Provide leadership and direction to the HR + Mod	315	315	315	315	315	315

project for PAL activities						
Project Fiscal Management - Provides leadership and direction to the HR + Mod project as it relates to fiscal management	315	315	315	315	315	315
Enabling Project Team and change management - Performs various project leadership responsibilities related to project team management, and development	315	315	315	315	315	315
Project Coordination - Serves as the liaison and SME between projects, governance committees and various programs	315	315	315	315	315	315
Responsible for development of and management of the product roadmap and is ultimately responsible for executing the roadmap	1,000	1,000	1,000	1,000	1,000	1,000
SPAWDD						
Attend meetings and review HR Modernization system documents	90	90	90	90	90	90
Oversee HR Modernization	240	240	240	240	240	240

training activities and assignments						
Manage SPAWDD analyst activities responsible for collecting, analyzing, and interpreting data; communicating results to stakeholders; creating and maintaining tracking systems	225	225	225	225	225	225
Act as department subject matter and consultative expert in training and change management activities	100	100	100	100	100	100
Work with leadership to coordinate and manage end-user training, communication, enrollments, participation, and feedback	52	52	52	52	52	52

E. Implementation Plan

Upon approval of this proposal, the impacted divisions will initiate the necessary steps to secure the positions with start dates of July 1, 2026. All positions will be recruited and filled according to DHCS' standard recruitment processes, which are outlined in both internal DHCS-produced and external CalHR-produced policies, procedures, and requirements for hiring qualified state staff.

F. Supplemental Information

- Attachment A: Workload Standards
- Attachment B: Fiscal Detail Sheet

G. Workload Standards

WORKLOAD STANDARDS
Business Operations Technology Services Division
1 Information Technology Specialist II
802-352-1414-XXX
Permanent

Activities	Number of Items Annually	Hours per Item	Total Hours
Responsible for development of and management of the product roadmap and is ultimately responsible for executing the roadmap.	250	4	1,000
Responsible for managing the product backlog, prioritizing user stories, and reviewing and accepting work.	125	4	500
Responsible for communicating with stakeholders.	50	2	100
Manage activities to support design and implementation of related systems with respect to organization, access methods, and documentation.	75	2	150
Manage the assessment of how well the proposed software meets the overall needs of DHCS.	25	2	50
Total hours worked			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1**

Attachment A

WORKLOAD STANDARDS
Data Analytics Division
1 Research Data Specialist II
803-396-5758-XXX
Permanent

Activities	Number of Items Annually	Hours per Item	Total Hours
Plan, develop and implement analytic methodologies for data collected and created through the various human resources processes.	5	80	400
Process and monitor the data to warrant the data is reliable, valuable, and useful.	5	80	400
Plan and develop methodologies for reporting and is responsible for compiling the stratified data according to departmental requirements.	5	80	400
De-identify the data and provide support to the human resources team on data processes and data measures.	20	15	300
Planning, developing, and providing data and reports for ongoing and ad-hoc requests.	20	15	300
Total hours worked			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1**

Attachment A

WORKLOAD STANDARDS
Financial Management Division
1 Associate Administrative Analyst
808-410-5304-XXX
Permanent

Activities	Number of Items Annually	Hours per Item	Total Hours
Attend meetings and Review HR+ Mod system documents.	48	2	96
Oversee HR+ Mod project activities.	240	1	240
Analyze and Coordinate data for testing.	72	3	216
Plan and analyze the data upload and validation data from EMF and Time Study per Division/Program at the transaction line level which can be up to 18,000 lines in each item.	72	13.5	972
Plan Labor Allocation testing which includes reviewing and verifying up to 92,000 transaction lines in each item.	69	4	276
Total hours worked			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1**

Attachment A

WORKLOAD STANDARDS
Information Technology Strategy Services Division
1 Information Technology Specialist II
802-382-1414-XXX
Permanent

Activities	Number of Items Annually	Hours per Item	Total Hours
Provide project management leadership and direction to the HR + Mod project: Lead the development, maintenance, processes, and procedures of all project management plans; monitor the project's schedule, scope, costs, risks, issues, mitigation plans, corrective action plans, and quality measures; identify project risks and issues and recommend alternatives that lead to the best solution(s).	1	540	540
Provide leadership and direction to the HR+ Mod project for PAL activities. Manage engagement activities between various teams managing the PAL artifacts and processes.	1	315	315
Provide leadership and direction to the HR+ Mod project as it relates to fiscal management: Lead the development of state and federal project approval and funding documents (e.g., BCPs, Premise Description, Advance Planning Documents, etc.); develop accompanying federal and state correspondence; and manage and coordinate review and approval processes of funding documents.	1	315	315
Perform various project leadership responsibilities related to project team management and development: Manage project resources and personnel as required; communicate change impacts, change activities, and organizational change management through various methods; and support project teams on the difficult and sensitive work issues.	1	315	315
Serve as the SME between projects, governance committees, and various programs: Contribute and participate in governance committees; focus on customers, enterprise IT, and business driver approach to IT solutions: adopt best IT practices and delivery of cost-effective IT services and solutions; develop and coordinate detailed work plans, schedules, and reports for management and executive staff.	1	315	315
Total hours worked			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1**

Attachment A

WORKLOAD STANDARDS
Information Technology Strategy Services Division
1 Information Technology Specialist II
802-382-1414-XXX
Permanent

Activities	Number of Items Annually	Hours per Item	Total Hours
Business and technical writing, editing, and review.	20	20	400
User story, use case, and process diagram development.	40	16	640
Lead meetings and facilitate communication between project teams and oversight entities.	30	2	60
Provide guidance and status updates on oversight reporting timelines and submittals.	75	4	300
Develop, review, and submit documents that meet CDT and CalHHS reporting standards.	20	20	400
Total hours worked			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1**

Attachment A

WORKLOAD STANDARDS
Strategic Planning and Workforce Development Division
1 Supervisor I
808-500-4800-XXX
Permanent

Activities	Number of Items Annually	Hours per Item	Total Hours
Attend meetings and review HR+ Mod system documents.	90	2	180
Oversee HR Modernization training activities and assignments.	240	1	240
Manage SPAWDD analyst activities responsible for collecting, analyzing, and interpreting data; communicating results to stakeholders; creating and maintaining tracking systems.	225	5	1,125
Act as department subject matter and consultative expert in training and change management activities.	99	1	99
Work with leadership to coordinate and manage end-user training, communication, enrollments, participation, and feedback.	52	1.5	78
Work with the liaison, project managers, and other Department and CSPS staff in developing a change management framework.	52	1.5	78
Total hours worked			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1**

H. BCP Fiscal Detail Sheet

BCP Title: Human Resources Plus Modernization (HR+ Mod)

BR Name: 4260-072-BCP-2026-GB

Budget Request Summary

Personal Services

Personal Services	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Positions – Permanent	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	**0.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**
Salaries and Wages Earnings – Permanent	0	658	658	312	-658	-658
Total Salaries and Wages	**$0**	**$658**	**$658**	**$312**	**$-658**	**$-658**
Total Staff Benefits	0	331	331	0	-331	-331
Total Personal Services	**$0**	**$989**	**$989**	**$312**	**$-989**	**$-989**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
5301 - General Expense	0	30	24	0	-24	-24
5302 - Printing	0	12	12	0	-12	-12
5304 - Communications	0	12	12	0	-12	-12
5320 - Travel: In-State	0	42	42	0	-42	-42
5322 - Training	0	6	6	0	-6	-6
5324 - Facilities Operation	0	54	54	0	-54	-54
5340 - Consulting and Professional Services - External	0	3,363	877	0	-532	-532
5344 - Consolidated Data Centers	0	6	6	0	-6	-6
539X - Other	0	21	0	0	0	0
Total Operating Expenses and Equipment	**$0**	**$3,546**	**$1,033**	**$0**	**$-688**	**$-688**

Total Budget Request

Total Budget Request	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Total Budget Request	**$0**	**$4,535**	**$2,022**	**$312**	**$-1,677**	**$-1,677**

Fund Summary

Fund Source

Fund Source	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
State Operations - 0001 - General Fund	0	2,268	1,011	156	-839	-839
State Operations - 0890 - Federal Trust Fund	0	2,267	1,011	156	-838	-838
Total State Operations Expenditures	**$0**	**$4,535**	**$2,022**	**$312**	**$-1,677**	**$-1,677**
Total All Funds	**$0**	**$4,535**	**$2,022**	**$312**	**$-1,677**	**$-1,677**

Program Summary

Program Funding

Program Funding	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
3960010 - Medical Care Services (Medi-Cal)	0	4,535	2,022	312	-1,677	-1,677
Total All Programs	**$0**	**$4,535**	**$2,022**	**$312**	**$-1,677**	**$-1,677**

Personal Services Details

Positions

Positions	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
1414 - Info Tech Spec II	0.0	0.0	0.0	0.0	0.0	0.0
4800 - Supervisor I	0.0	1.0	1.0	1.0	1.0	1.0
5304 - Assoc Adm Analyst - Accounting Sys	0.0	1.0	1.0	1.0	1.0	1.0
5758 - Research Data Spec II	0.0	1.0	1.0	1.0	1.0	1.0
Total Positions	**0.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**

Salaries and Wages

Salaries and Wages	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
1414 - Info Tech Spec II	0	370	370	156	-370	-370
4800 - Supervisor I	0	96	96	52	-96	-96
5304 - Assoc Adm Analyst - Accounting Sys	0	87	87	52	-87	-87
5758 - Research Data Spec II	0	105	105	52	-105	-105
Total Salaries and Wages	**$0**	**$658**	**$658**	**$312**	**$-658**	**$-658**

Staff Benefits

Staff Benefits	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
5150350 - Health Insurance	0	158	158	0	-158	-158
5150600 - Retirement - General	0	173	173	0	-173	-173
Total Staff Benefits	**$0**	**$331**	**$331**	**$0**	**$-331**	**$-331**

Total Personal Services

Total Personal Services	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Total Personal Services	**$0**	**$989**	**$989**	**$312**	**$-989**	**$-989**