APPENDIX E
Task Creation

In compliance with Fish and Game Code section 712.1, subsections (b)(2)(A), (b)(2)(B), and (b)(4), department subject matter experts developed a set of tasks organized by each of its eight service areas and reflective of its core programs. Each task represents an activity that aligns with the department's mission. The task information includes a description of the desired level of service and staffing requirements for the activity. The task information for each service area is aggregated to develop detailed cost estimates and staffing requirements for the department to provide services at the mission level based on existing processes and resources.

The full SBB task catalog can be downloaded as a Microsoft Excel file [here](#) through the department's [SBB webpage](#).

Tasks are Fundamental to the SBB Process

SBB is an operational and budgeting approach that identifies the tasks needed to accomplish the department's Mission
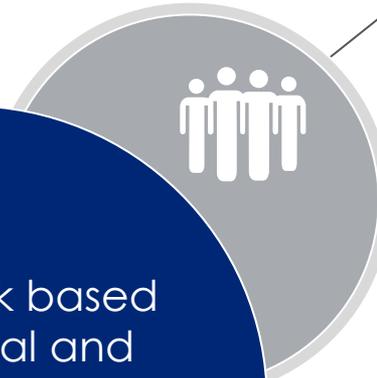
Task-based

Subject matter experts developed the list of service-specific activities, referred to as tasks, that align with the Mission
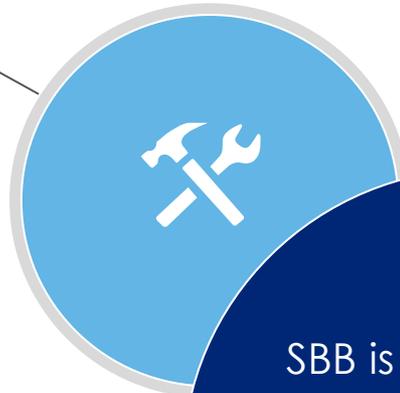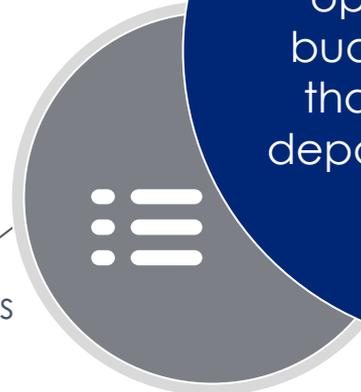
Labor-focused

SBB collects labor hours desired per task ("Mission level"), and now spent per task ("current level")

SBB is a task based operational and budget approach that describes all department services

Organized by service

Subject matter experts create task lists for distinct services that represent all of the activities that occur within the department

Annual process

SBB tasks and current service levels should be reviewed each year

Subject Matter Experts
The ones who know how it all gets done

SBB Subject Matter Experts

Subject matter experts were responsible for developing a task catalog describing the activities the department performs to meet its Mission

About Subject Matter Experts

SBB subject matter experts were identified from across the department by SBB project leadership to represent a diverse and informed perspective on department activities

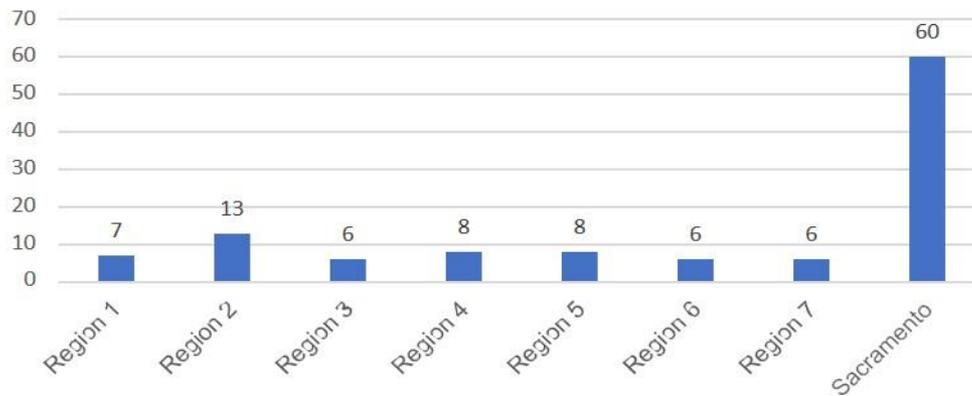**Subject Matter Expert Responsibilities**

Subject matter experts worked with the SBB project team and other staff to:

- Develop a comprehensive list of tasks and activities performed by department staff
- Inform the level of service needed to fully achieve the department's Mission
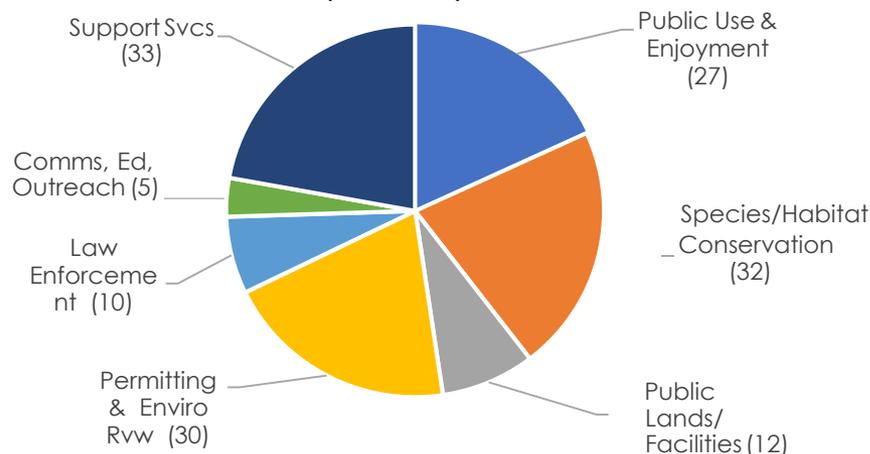
Subject Matter Expert Selection

Subject matter experts were selected to achieve coverage for all service areas, across department regions, and based on specialized expertise

Subject matter experts by region

Bar chart values by region:
- Region 1: 7
- Region 2: 13
- Region 3: 6
- Region 4: 8
- Region 5: 8
- Region 6: 6
- Region 7: 6
- Sacramento: 60

Subject Matter Experts by Area

- Support Svcs (33)
- Public Use & Enjoyment (27)
- Species/Habitat Conservation (32)
- Public Lands/ Facilities (12)
- Permitting & Enviro Rvw (30)
- Law Enforcement (10)
- Comms, Ed, Outreach (5)

Map labels:
- Region 1
- Region 2
- HQ
- Region 3
- Marine (Region 7)
- Region 4
- Region 5
- Region 6

Subject Matter Expert Guiding Principles

- *Bring your Expertise:* Use your departmental understanding and experience to provide realistic and accurate task data

- *Leverage Your Network:* Reach out to fellow staff to obtain the information you need to complete the task catalogue

- *Be Responsive:* Actively participate in all SBB subject matter expert meetings and complete SBB project work according to deadlines

- *Manage Your Time:* Manage time effectively between normal responsibilities and SBB subject matter expert project responsibilities

- *Work with Integrity:* Provide objective, fact-based task information and be honest about SBB workload when charging time and communicating with supervisors

- *Show Initiative and Speak Up:* Contact SBB project team leads when you have questions or concerns and share your feedback and ideas to facilitate smooth and successful completion of the work

- *Advocate:* Help spread the word about the importance of the SBB project

Task Development

What We Do: Our Mission

The department's core programs are represented in SBB as eight service areas reflective of the department's mission

Mission Statement

To manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public

Department Service Areas

Public Use & Enjoyment	**Species & Habitat Conservation**	**Permitting & Environmental Protection**	**Administrative Support**
Law Enforcement	**Education & Outreach**	**Lands & Facilities**	**Operational Support**

SBB Task Organization

SBB organizes all the activities the department performs to meet its mission as tasks within eight service areas

Mission — The department's services to the public (or internal users) are grouped based on common intended results

Service — Each service breaks specific functions into programs to capture more concrete operational components

Program — Each program is further divided into sub-programs if needed

Sub-program — Each sub-program contains task categories that group together similar tasks

Task category — Distinct tasks show what the department does to accomplish its mission
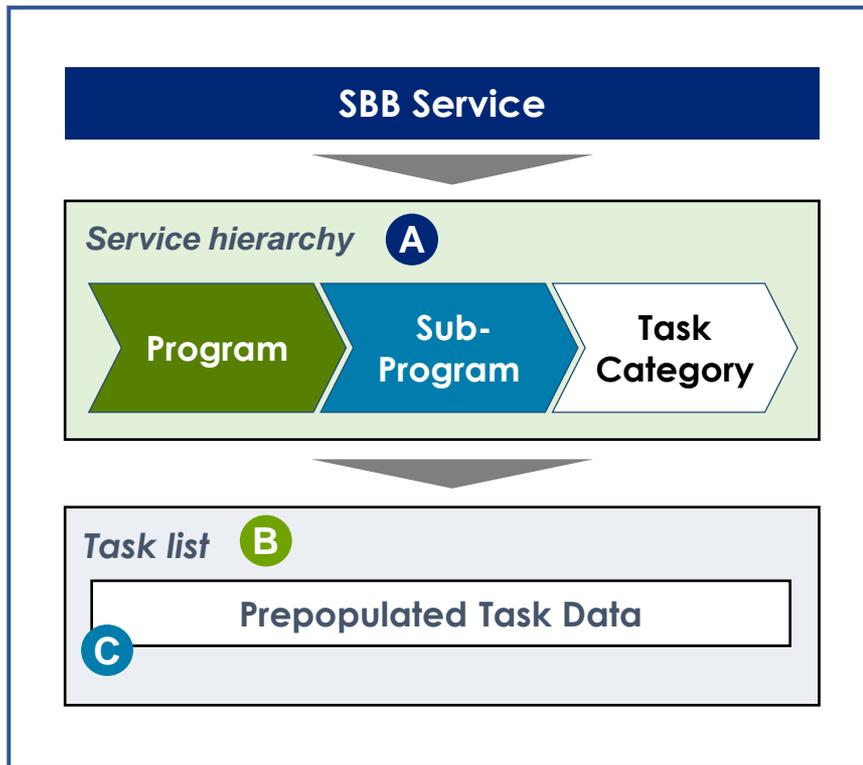
Task — SBB service level data developed by subject matter experts and entered at the task level

SBB Task Components

Each task was organized in a service, program and subprogram and describes an activity performed, staffing levels, and justification for why the task is performed.

Key Task Components

SBB Service

▼

Service hierarchy **A**

| **Program** | **Sub-Program** | **Task Category** |

▼

Task list **B**

| Prepopulated Task Data |

C

A **Service hierarchy**
Shows the hierarchy of tasks from service to program to sub-program to task category and to tasks

B **Task list / levels**
Contains a standard menu of tasks, developed by subject matter experts and reviewed by management, to fully achieve the mission for a given service area

C **Prepopulated task data**
Includes labor hours based on a unit count, desired performance, and a description of to determine the ideal instances a task should be performed to meet the Mission

Service to Task Category Matrix Example
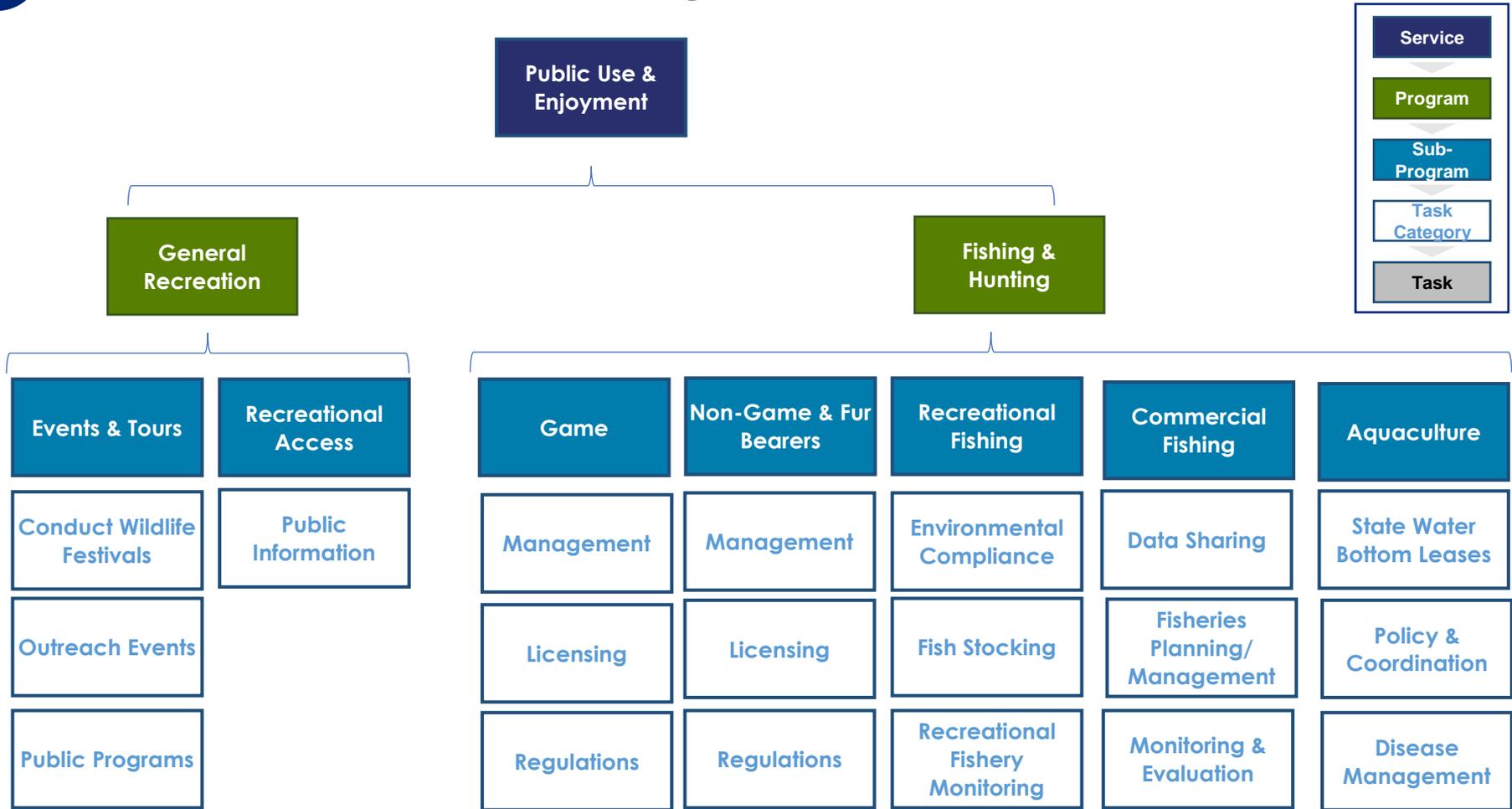
Task categories displayed are examples and do not represent an exhaustive list for each subprogram

B *What is a "Task"?*

Tasks are activities the department performs to meet its mission. Tasks were defined at a high level of detail, with the intent of capturing major processes and activities, but not to delineate every minute detail

Example	*Not*
Diagnose and treat fish diseases	Sample affected specimens, transport to treatment facility, administer treatment, re-test, etc.
General administrative activities to support field work	Book flight + book hotel + book car as three separate tasks
Buoy maintenance	Pick up buoy line, clean, replace or repair as needed, return to water

If there are qualitatively different ways to perform a task that result in labor class or major time differences, a separate task was created

Tasks may be repeated across services, programs, and sub-programs as needed

B Key SBB Task Design Principles

Tasks are Organized by Service

- Tasks are organized by Service in a mutually exclusive and collectively exhaustive manner
- Tasks are not organized by labor classifications that perform the task

Holistic Approach Across Services

- Tasks were reviewed to avoid duplication of activities across services or programs

Identification of Total, not Current, Need

- Identified the total resource need by Service and Program to accomplish the mission, not what is currently being done

Consistent and Current Use

- Tasks should were defined for current mission level requirements and assumed these usage trends continue
- Included tasks that should be performed to fulfill the mission today

B Key SBB Task Design Principles (continued)

Level of Detail Required for Budgeting	• Tasks are meant to capture a level of detail sufficient to inform operational and budget decisions (e.g., hours needed to run front desk), but not overly detailed (e.g., answering emails, sorting mail)
Staff Level Tasks, Not Supervisory	• Staff level tasks are described. Supervisory time is not included unless a specific task requires supervisor review • A separate task was created to capture time required for general supervision
Volunteers and Contractors	• Tasks performed by volunteers or contractors are captured in the task catalog using as "volunteer" or "contractor" time • Time managing volunteers or contractors is captured as well
Equipment and Material Costs	• Equipment and material costs are outside the scope of SBB task development • SBB separately reviews whether particular equipment, materials, or software would improve task performance

Mission Level Task Data Example

Subject matter experts developed mission level task data based on their experience, developing a task description, the appropriate labor hours to complete the task based on a common unit, and a multiplier description to determine the number of times a task should be accomplished annually

Task Name	Task description	Desired performance	Total Hrs	Frequency	Multiplier Description	Multiplier Count
Hunter education instruction	Provide classes for the instruction of basic, advanced and bow hunter education	Meet public demand for hunter education and safety instruction. Meet legislative mandate.	26.5	1	Number of hunter education classes held statewide	2076

Data input by subject matter experts	Subject matter experts populated mission level labor hours, the frequency or unit the labor hours are based on, definition of the multiplier input, and a desired performance level. In some cases, task data was updated with appropriate SBB team and program management review.
Data input by regions and branches	After subject matter experts compiled the tasks, regional and branch staff entered multiplier counts for the mission level, and the current performance data, by position, at the regional and branch level. In some cases, multipliers are updated with appropriate SBB team and program management review.

SBB Mission Level Calculation for Each Task

This equation explains how total annual mission labor hours for each task is calculated.
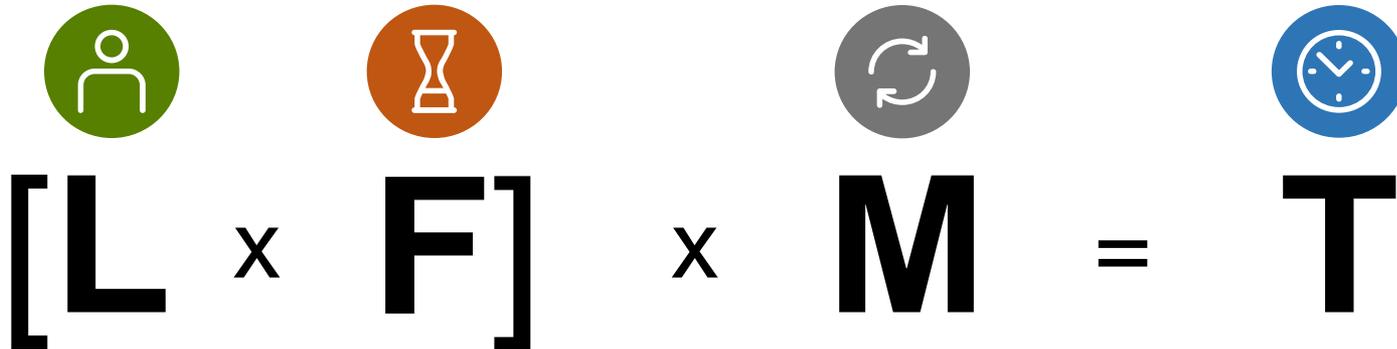
$$[L \times F] \times M = T$$

| L = Labor Hours | F = Frequency | M = Multiplier Count | T = Total Annual Labor Hours |

Labor Hours: is the sum of the number of hours it takes from each labor classification to complete the task

Frequency: counts the basic unit used for estimating labor hours

Frequency Examples
1 = annual or ad hoc
4 = quarterly task
12 = monthly task
52 = weekly task
251 = daily tasks (business days)

Multiplier Count: is the ideal number of instances a task should be accomplished to meet the desired performance

Multiplier Examples
# of lakes surveyed
# of species
 # permits
# of reports

Total Hours: is the number of annual mission labor hours for that task based on the labor, frequency, and multiplier calculation

SBB Mission Level Calculation Example

Below is a sample mission level calculation for the SBB Hunter Education Instruction Task. Tasks were reviewed by the department management and may be modified or updated as processes, available resources, or mission level needs change.

	Annual Labor Hours Estimate		**# of Instances per Unit of Time**		**Total Time per Year**
SBB Task ID	$[L$	$\times F]$	$\times M$	$=$	T
Hunter Education Instruction Provide classes for the instruction of basic, advanced and bow hunter education	$[26.5$	$\times 1]$ Labor hours are per class	$\times 2076$ Number of hunter education classes held statewide	$=$	$55,014$

Mission Level vs. Current Level of Service

The Mission level is based on the number of times a task is ideally performed, while the current level reflects the total labor hours allocated to the task for existing positions

Mission

Department managers select applicable tasks and assign the number of times the task is ideally performed for their unit. This is known as the multiplier.

Hunter Education Instruction

Labor hours: 26.5 hours

Frequency: 1 (indicating labor hours are based on a single class)

Multiplier description: Number of hunter education classes held statewide

Multiplier: 2076

Total mission level: 55,014 hours

The multiplier is the ideal number of instances a task should be performed.

Current

Department managers assign the working hours of each position in the department to the applicable tasks currently performed by that position

Existing Position

Service	Task	Hours
Fishing & Hunting	Species mgmt plan updates	630
Permitting & Enviro Protection	Process scientific collection permits	360
Public Use & Enjoyment	Mammal regulation booklets	270
Species & Habitat Conservation	Watershed grants proposal review	140
Species & Habitat Conservation	Human/Wildlife conflict	100
Education	Human/Wildlife info materials	100
Total allocated		**1600**