



**EXECUTIVE MANAGEMENT COMMITTEE
AUGUST 19, 2015**

11

SUBJECT: ACTION PLAN QUARTERLY UPDATE

**ACTION: RECEIVE AND FILE STATUS REGARDING ACTION PLAN
PROGRESS**

RECOMMENDATION

Receive and file status update regarding action plan progress.

ISSUE

This following is a status report on the progress of the BPM Executive Office in meeting the plans designed for accomplishing goals identified in the 2015-2018 Strategic Plan.

DISCUSSION

As previously reported, since adoption of the board's strategic plan the executive office had identified major tasks designed to meet and accomplish desired BPM goals and objectives. This effort includes prioritizing objectives, establishing key timeframes and targeted due dates in addition to assigning responsibilities for each identified activity.

The attached matrix provides quick reference summaries of actions taken by staff since the last quarterly meeting of the Board on June 5, 2015 and are provided for Board reference and review.

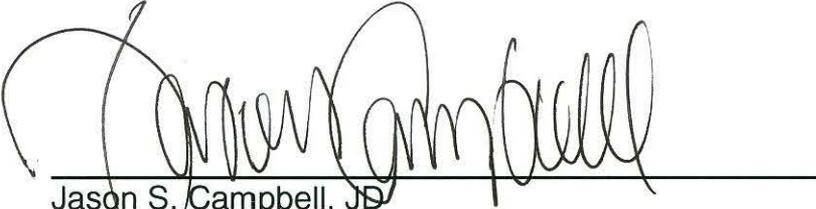
NEXT STEPS

Staff will continue to work toward meetings BPM goals and objectives identified in the 2015-2018 Strategic Plan. Continued quarterly updates will be provided for progress updates and to advise on completion of action items.

ATTACHMENTS

- A. BPM Strategic Plan 2015-2018 – BPM Goal Areas
- B. BPM Action Planning Matrix for all Goal Areas

Prepared by: Jason S. Campbell, JD, Executive Officer

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Jason S. Campbell, JD
Executive Officer

Enforcement Objectives

1. Reduce investigation cycle times in order to achieve performance measures for consumer protection set by the Department of Consumer Affairs.
2. Educate licensees about infractions and penalties concerning continuing education and compliance in order to be proactive in reducing future infractions.
3. Enhance reporting to the Board of Podiatric Medicine of mission-critical functions relative to enforcement.
4. Improve public awareness that Doctors of Podiatric Medicine are held to the same standard as medical doctors and doctors of osteopathy.
5. Streamline internal enforcement processes to improve workflow and quality.





Licensing Objectives

1. Offer online renewal in order to facilitate efficiency and convenience.
2. Determine if the Board of Podiatric Medicine's (Board's) schedule of service fees is sustainable and research opportunities to cover operating costs required to implement Board mandates.
3. Investigate ways to increase the Doctors of Podiatric Medicine workforce to meet increasing public demand while maintaining California standards.
4. Evaluate the effectiveness of the current auditing regulation to meet the needs and standards of the profession.



Legislation/Regulations Objectives



1. Facilitate and enhance awareness of legislation affecting the practice of podiatric medicine to achieve a proactive posture in addressing issues that protect consumers.
2. Assess methods to leverage contacts at the State Capitol, so that legislation benefits consumers and Board of Podiatric Medicine (Board) stakeholders.
3. Pursue elimination of current limitations on education to expunge outdated regulation that limits postgraduate medical education caps.
4. Assess the role of the Board in achieving parity licensing between medical doctors/doctors of osteopathy in conjunction with the California Podiatric Medical Association's Physician and Surgeon Task Force.
5. Increase stakeholder participation at Board meetings to improve communication between stakeholders and the Board concerning legislative priorities.



Administration Objectives

1. Document clear guidelines for Board of Podiatric Medicine (Board) governance and operational continuity.
2. Assess and streamline operational workflow to increase efficiencies.
3. Identify and implement opportunities for Board training/professional development to enhance oversight effectiveness.



Organizational Relationships Objectives

1. Increase outreach to Doctors of Podiatric Medicine (DPMs) and stakeholders to strengthen cooperation, answer questions, and provide transparency.
2. Increase outreach to consumers to strengthen consumer confidence in the effectiveness of the Board of Podiatric Medicine (Board), answer questions, and provide transparency.
3. Increase the Board's and DPM's presence at other Department of Consumer Affairs professional board meetings and events to establish the Board's position with stakeholders, and mitigate organizational, administrative, and/or governmental biases in an effort to further the Board's mission.



Goal Area 1: ENFORCEMENT:

| 1.1 | Reduce investigation cycle times in order to achieve performance measures for consumer protection set by the Department of Consumer Affairs. | | | | | HIGH |
|------------|---|------------------------------|--------------------------------|------------------------|---------------------------------------|------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status | |
| a. | Increase communication with MBC billers and coders, desk investigators, DOI field investigators and Deputy AGs regarding case status and updates. | Q4 (Apr) 2015 FY 14/15 | Enforcement Coordinator | Ongoing | Begun Q4 (Apr) 2015 FY 14/15 | |
| b. | Invite investigators and AG representatives to quarterly report at BPM Board meetings. | Q4 (Jun) 2015 FY 14/15 | E.O. & Enforcement Coordinator | Ongoing | Begun Q4 (Jun) 2015 FY 14/15 | |
| c. | Implement and utilize an enforcement matrix for quarterly reporting at Board meetings. | Q3 (Feb) 2015 FY 14/15 | E.O. & Enforcement Coordinator | Ongoing | Begun Q3 (Feb) 2015 FY 14/15 | |
| d. | Design and implement a case tracking system and corresponding tickler file for designating important case enforcement milestones. | Q1 (Jul) 2015 FY 15/16 | All Staff | | | |

Goal Area 1: ENFORCEMENT:

| 1.2 | Educate licensees about infractions and penalties concerning continuing education and compliance in order to be proactive in reducing future infractions. | | | | HIGH |
|------------|---|------------------------------|----------------|------------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Develop and distribute BPM quarterly newsletter for increasing awareness and knowledge of infractions and penalties. | Q4 (Apr) 2015 FY 14/15 | All Staff | Ongoing | |
| b. | Develop internet page specific to increasing education, knowledge and awareness of infractions and penalties. | Q4 (Apr) 2015 FY 14/15 | All Staff | Q1 (Jan) 2016 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 |
| c. | Increase attendance and interaction at association events for enhancing awareness of infractions and penalties. | Q4 (Jun) 2015 FY 14/15 | E.O. | | |

Goal Area 1: ENFORCEMENT:

| 1.3 | Enhance reporting to the Board of mission critical functions relative to enforcement. | | | | HIGH |
|------------|---|------------------------------|-------------------------|------------------------|-----------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Design and implement a straightforward and easy to reference quarterly reporting methodology covering all areas of enforcement. | Q3 (Feb) 2015 FY 14/15 | Enforcement Coordinator | Ongoing | COMPLETE |
| b. | Research and collect prior year data sets for comparing year-over-last performance. | Q4 (May) 2015 FY 14/15 | Enforcement Coordinator | Ongoing | COMPLETE |

Goal Area 1: ENFORCEMENT:

| 1.4 | Improve public awareness that doctors of podiatric medicine are held to the same standard as medical doctors and doctors of osteopathy. | | | | | HIGH |
|------------|---|------------------------------|-----------------|------------------------------|---------------------------------------|------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status | |
| a. | Redevelop and improve BPM website and address issue. | Q4 (Apr) 2015 FY 14/15 | E.O. | Q2 (Oct) 2015 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 | |
| b. | Develop and implement internet based FAQs page addressing issue. | Q4 (Apr) 2016 FY 15/16 | E.O. | Q4 (Apr) 2017 FY 16/17 | | |
| c. | Develop and publish quarterly BPM newsletter addressing issue. | Q4 (Jun) 2015 FY 14/15 | Program Support | Ongoing | | |
| d. | Develop BPM publication regarding the Laws Relating to the Practice of Podiatric Medicine with section devoted to issue. | Q4 (Jun) 2017 FY 16/17 | E.O. | Q1 (Jun) 2018 FY 17/18 | | |

Goal Area 1: ENFORCEMENT:

| 1.5 | Streamline internal enforcement processes to improve workflow and quality. | | | | HIGH |
|------------|--|------------------------------|---|------------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Develop and complete Enforcement Desk Procedures Manual. | Q4 (Apr) 2015 FY 14/15 | Enforcement Coordinator, E.O., Admin Analyst, Program Support | Q2 (Dec) 2015 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 |
| b. | Partner with SOLID to map the enforcement process flow to identify efficiency bottlenecks. | Q4 (Apr) 2016 FY 15/16 | SOLID | Q1 (Jul) 2016 FY 16/17 | |

Goal Area 2: LICENSING and EXAMINATIONS:

| 2.1 | Offer online renewal in order to facilitate efficiency and convenience. | | | | MEDIUM |
|------------|--|------------------------------|---|------------------------------|--------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Collaborate with BreEZe staff to build renewal functions. | Q2 (Oct) 2015 FY 15/16 | Licensing Coordinator, E.O and BreEZe | Q3 (Jan) 2016 FY 15/16 | |
| b. | Undergo User Acceptance Testing (UAT) for verification of functionality and operability. | Q3 (Jan) 2016 FY 15/16 | Licensing Coordinator, E.O. and BreEZe | Q1 (Jul) 2016 FY 16/17 | |
| c. | Activate and launch online renewal function. | Q2 (Oct) 2016 FY 16/17 | Licensing Coordinator, E.O. and BreEZe | Q2 (Oct) 2016 FY 16/17 | |

Goal Area 2: LICENSING and EXAMINATIONS:

| 2.2 | Determine if the Board's schedule of service fees is sustainable and research opportunities to cover operating costs required for implementing Board mandates. | | | | MEDIUM |
|------------|--|------------------------------|------------------------------|------------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Determine sustainability of current service fee schedule. | Q1 (Sep) 2015 FY 15/16 | All Staff | Q3 (Jan) 2016 FY 15/16 | Begun Q1 (Jul) 2015 FY 15/16 |
| b. | Research additional revenue options. | Q1 (Sep) 2016 FY 16/17 | E.O. and Admin Analyst | Q2 (Dec) 2016 FY 16/17 | |
| c. | Compile a report regarding same. | Q2 (Sep) 2016 FY 16/17 | E.O. and Admin Analyst | Q2 (Dec) 2016 FY 16/17 | |

Goal Area 2: LICENSING and EXAMINATIONS:

| 2.3 | Investigate ways to increase the DPM workforce to meet increasing public demand while maintaining California standards. | | | | LOW |
|------------|---|------------------------------|---|------------------------|--------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Explore options for increased marketing regarding California Licensure at Schools of Podiatric Medicine nationally. | Q1 (Jul) 2017 FY 17/18 | Licensing Coordinator | | |
| b. | Develop distribution strategy for stock of existing BPM informational brochures. | Q1 (Jul) 2017 FY 17/18 | Licensing Coordinator & Program Support | | |
| c. | Increase language accessibility by offering BPM informational brochures in multiple languages. | Q1 (Jul) 2017 FY 17/18 | Licensing Coordinator & Program Support | | |
| d. | Collaborate with associations where feasible for increasing knowledge of benefits of California DPM Licensure. | Q1 (Jul) 2017 FY 17/18 | E.O. | | |
| e. | Research advertising opportunities. | Q1 (Jul) 2017 FY 17/18 | E.O. and Licensing Coordinator | | |

Goal Area 2: LICENSING and EXAMINATIONS:

| 2.4 | Evaluate the effectiveness of the current auditing regulation to meet the needs and standards of the profession. | | | | MEDIUM |
|------------|--|------------------------------|------------------------------|------------------------------|--------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Conduct research and analysis on current auditing regulation. | Q3 (Jan) 2016 FY 15/16 | Licensing Coordinator & E.O. | Q4 (Apr) 2016 FY 15/16 | |
| b. | Compile report with findings and recommendations for improvement. | Q1 (Jul) 2016 FY 16/17 | Licensing Coordinator & E.O. | Q2 (Oct) 2016 FY 16/17 | |

Goal Area 3: LEGISLATION/REGULATIONS:

| 3.1 | Facilitate and enhance awareness of legislation affecting the practice of podiatric medicine to achieve a proactive posture in addressing issues that protect consumers. | | | | | HIGH |
|------------|--|------------------------------|------------------------------|------------------------|---------------------------------------|------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status | |
| a. | Study, review and research relevant legislation and regulations affecting BPM. | Q3 (Jan) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | Begun Q3 (Jan) 2015 FY 14/15 | |
| b. | Collaborate with DCA Legislation and Regulatory Review for increased situational awareness. | Q3 (Jan) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | Begun Q3 (Jan) 2015 FY 14/15 | |
| c. | Increased coordination with Medical Board legislative liaisons for increased situational awareness. | Q3 (Jan) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | Begun Q3 (Jan) 2015 FY 14/15 | |
| d. | Coordinate with B&P senate and assembly committee staff for information on relevant issues. | Q2 (Oct) 2015 FY 15/16 | E.O. and Admin Analyst | Ongoing | Begun Q4 (Mar) 2015 FY 14/15 | |
| e. | Report out to BPM Legislative Committee on specified activities. | Q3 (Jan) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | Begin Q4 (Mar) 2015 FY 14/15 | |

Goal Area 3: LEGISLATION/REGULATIONS:

| 3.2 | Assess methods to leverage contacts at the state capital, so that legislation benefits consumers and Board of Podiatric Medicine stakeholders. | | | | HIGH |
|------------|--|------------------------------|------------------------------|------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Network with Departmental staff and stakeholders. | Q2 (Oct) 2015 FY 15/16 | E.O. and Admin Analyst | Ongoing | |
| b. | Attend legislative committee meetings and oversight hearings. | Q3 (Mar) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | Begun Q3 (Jan) 2015 FY 14/15 |
| c. | Develop and attend an annual Legislative Day and/or meet and greet session and the State Capital for Board member attendance. | Q4 (Jun) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | Begun Q4 (Jun) 2015 FY 14/15 |

Goal Area 3: LEGISLATION/REGULATIONS:

| | | | | | |
|-------------------|---|------------------------------|-----------------------|-------------------------------|---------------|
| 3.3 | Pursue elimination of current limitations on education to expunge outdated regulation that limits post-graduate medical education caps. | | | | MEDIUM |
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Enhance awareness of the issue via use of increased marketing strategies for building knowledge. | Q2 (Oct) 2015 FY 15/16 | All Staff | | In Progress |

Goal Area 3: LEGISLATION/REGULATIONS:

| 3.4 | Assess the role of the Board in achieving parity licensing between medical doctors/doctors of osteopathy in conjunction with the California Podiatric Medical Association's Physician and Surgeon Task Force. | LOW | | | |
|-------------------|---|------------------------------|-------------------------------|------------------------------|--|
| Activities | Planned Start Date | Assigned Staff | Target Completion Date | Status | |
| a. | Research, analyze and assess the preferred role for BPM in order to best maintain continued consumer protection. | Q1 (Jul) 2017 FY 17/18 | E.O. and Admin Analyst | Q4 (Jun) 2018 FY 17/18 | |

Goal Area 3: LEGISLATION/REGULATIONS:

| 3.5 | Increase stakeholder participation at Board meetings to improve communication between stakeholders and the Board concerning legislative priorities. | | | | MEDIUM |
|------------|---|------------------------------|------------------------------|------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Develop a marketing strategy for increasing awareness of BPM Board and committee meetings. | Q2 (Oct) 2015 FY 15/16 | All Staff | | |
| b. | Coordinate with Departmental representatives from other DCA and State Agencies for attendance at BPM Board meetings for relevant discussion. | Q4 (Jun) 2015 FY 14/15 | All Staff | Ongoing | Begun Q4 (Jun) 2015 FY 14/15 |
| c. | Partner with SOLID to develop and issue survey to poll stakeholders regarding legislative concerns and consumer protection priorities. | Q2 (Oct) 2015 FY 15/16 | E.O. and Admin Analyst | | |

Goal Area 4: ADMINISTRATION:

| 4.1 | Document clear guidelines for Board governance and operational continuity. | | | | HIGH |
|-------------------|--|------------------------------|------------------------------|---------------------------------|---------------|
| Activities | | Start Date | Assigned Staff | Expected Completion Date | Status |
| a. | Create a Board Administrative Procedures Manual. | Q3 (Mar) 2015 FY 14/15 | E.O. and Admin Analyst | Q2 (Nov) 2015 FY 15/16 | |
| b. | Ensure the business continuity plan is updated for FY 15-16 and incorporates a BreEZe component. | Q3 (Mar) 2016 FY 15/16 | Admin Analyst | Q3 (Mar) 2016 FY 15/16 | |

Goal Area 4: ADMINISTRATION:

| 4.2 | Assess and streamline operational workflow to increase efficiencies. | | | | MEDIUM |
|------------|--|------------------------------|------------------------|------------------------------|--------|
| Activities | | Start Date | Assigned Staff | Expected Completion Date | Status |
| a. | Create and update procedure manuals for each of the Board's program functions. | Q4 (Apr) 2015 FY 14/15 | All Staff | Q2 (Dec) 2015 FY 15/16 | |
| b. | Implement weekly staff meetings. | Q3 (Jan) 2015 FY 14/15 | All Staff | Ongoing | Begun |
| c. | Partner with SOLID to develop a process map related to BPM processes. | Q3 (Mar) 2016 FY 15/16 | SOLID and All Staff | Q4 (Jun) 2016 FY 15/16 | |
| d. | Streamline and eliminate bottlenecks and/or inefficiencies diagnosed as part of the SOLID mapping process. | Q1 (Jul) 2016 FY 16/17 | SOLID and All Staff | Q2 (Oct) 2016 FY 16/17 | |
| e. | Work with stakeholders to support bottleneck mitigation. | Q1 (Jul) 2016 FY 16/17 | SOLID and All Staff | Q2 (Oct) 2016 FY 16/17 | |

Goal Area 4: ADMINISTRATION:

| 4.3 | Identify and implement opportunities for Board training/professional development to enhance oversight effectiveness. | | | | MEDIUM |
|------------|--|------------------------------|---|------------------------------|-----------------|
| Activities | | Start Date | Assigned Staff | Expected Completion Date | Status |
| a. | Develop a tracking system for verifying completion of required training for Board staff. | Q3 (Jan) 2015 FY 14/15 | E.O. and Program Support | Q3 (Mar) 2015 FY 14/15 | COMPLETE |
| b. | Develop a tracking system for verifying completion of required training for Board consultants. | Q1 (Jul) 2015 FY 15/16 | Enforcement Coordinator and Program Support | Q2 (Oct) 2015 15/16 | |
| c. | Partner with SOLID to explore creation of enhanced training for Board consultants and subject matter experts. | Q4 (Apr) 2016 FY 15/16 | E.O., SOLID and Enforcement Coordinator | Q2 (Dec) 2016 FY 16/17 | |
| d. | Partner with SOLID to explore creation of enhanced training and/or refresher course material for Board members. | Q4 (Apr) 2015 FY 15/16 | E.O. and SOLID | Q2 (Dec) 2016 FY 16/17 | |

Goal Area 5: ORGANIZATIONAL RELATIONSHIPS:

| 5.1 | Increase outreach to DPMs and stakeholders to strengthen cooperation, answer questions and provide transparency. | | | | HIGH |
|------------|--|------------------------------|---|------------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Develop, publish and distribute quarterly BPM newsletter to provide DPMs and stakeholders enhanced information regarding Board activities. | Q4 (Apr) 2015 FY 14/15 | All Staff | Ongoing | Begun Q4 (Apr) 2015 FY 14/15 |
| b. | Distribute BPM program brochures to identified stakeholders consistently. | Q1 (Jul) 2017 FY 17/18 | Licensing Coordinator, Program Support | Ongoing | |
| c. | Redevelop and improve BPM website. | Q4 (Apr) 2015 FY 14/15 | E.O. | Q2 (Oct) 2015 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 |
| d. | Develop and implement internet based FAQs page. | Q4 (Apr) 2016 FY 15/16 | E.O. | Q4 (Apr) 2017 FY 16/17 | |
| e. | Continue quarterly Committee and Board meetings utilizing webcasting technology. | Q3 (Feb) 2015 FY 14/15 | All Staff | Ongoing | Begun Q3 (Feb) 2015 FY 14/15 |
| f. | Research innovative solutions and options for stakeholder training and education. | Q4 (Apr) 2015 FY 14/15 | E.O. | Q2 (Dec) 2015 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 |
| g. | Develop BPM publication regarding the Laws Relating to the Practice of Podiatric Medicine. | Q4 (Jun) 2017 FY 16/17 | E.O. | Q1 (Jun) 2018 FY 17/18 | |

Goal Area 5: ORGANIZATIONAL RELATIONSHIPS:

| 5.2 | Increase outreach to consumers to strengthen consumer confidence in the effectiveness of the Board, answer questions and provide transparency. | | | | HIGH |
|------------|--|------------------------------|---|------------------------------|---------------------------------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Develop and publish quarterly BPM newsletter to provide DPMs and stakeholders information regarding Board activities. | Q4 (Jun) 2015 FY 14/15 | Program Support | Ongoing | |
| b. | Distribute quarterly BPM newsletters and BPM program brochures consistently. | Q2 (Aug) 2015 FY 15/16 | Licensing Coordinator, Program Support | Ongoing | |
| c. | Redevelop and improve BPM website. | Q4 (Apr) 2015 FY 14/15 | E.O. | Q2 (Oct) 2015 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 |
| d. | Develop and implement internet based FAQs page. | Q4 (Apr) 2016 FY 15/16 | E.O. | Q4 (Apr) 2017 FY 16/17 | |
| e. | Continue quarterly Committee and Board meetings utilizing webcasting technology. | Q3 (Feb) 2015 FY 14/15 | All Staff | Ongoing | Begun Q3 (Feb) 2015 FY 14/15 |
| f. | Research innovative solutions and options for stakeholder training and education. | Q4 (Apr) 2015 FY 14/15 | E.O. | Q2 (Dec) 2015 FY 15/16 | Begun Q4 (Apr) 2015 FY 14/15 |
| g. | Develop BPM publication regarding the Laws Relating to the Practice of Podiatric Medicine. | Q4 (Jun) 2017 FY 16/17 | E.O. | Q1 (Jun) 2018 FY 17/18 | |

Goal Area 5: ORGANIZATIONAL RELATIONSHIPS:

| 5.3 | Increase the Board's and DPM's presence at other DCA professional board meetings and events to establish the Board's position with stakeholders, mitigate organizational, administrative and/or governmental biases in an effort to further the Board's mission. | | | | HIGH |
|-------------------|--|------------------------------|------------------------------|-------------------------------|---------------|
| Activities | | Planned Start Date | Assigned Staff | Target Completion Date | Status |
| a. | Attend meetings of the related regulatory health Boards. | Q3 (Mar) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | |
| b. | Review and research related regulatory health Board meeting agendas to identify issues impacting BPM. | Q3 (Mar) 2015 FY 14/15 | E.O. and Admin Analyst | Ongoing | |