

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 7501	Department HUMAN RESOURCES	Priority No. 1
Budget Request Name 7501-001-BCP-BR-2016-GB		Program 6200	Subprogram

Budget Request Description
 Civil Service Improvement

Budget Request Summary

This proposal requests 16 positions and \$1,916,000 (\$606,000 General Fund, \$848,000 Reimbursement, \$462,000 Central Service Cost Recovery Fund) in fiscal year 2016-17, 17 positions and \$1,848,000 (\$558,000 General Fund, \$864,000 Reimbursement, \$426,000 Central Service Cost Recovery Fund) in fiscal year 2017-18, and \$1,839,000 (\$558,000 General Fund, \$855,000 Reimbursement, \$426,000 Central Service Cost Recovery Fund) in fiscal year 2018-19 to implement Civil Service Improvement reforms and identify new areas for improvement.

Requires Legislation <input type="checkbox"/> Yes <input type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR Project No. Date:		

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 Katie Hagen, Deputy Director	Date
Department Director Richard Gillihan	Date 12/30/15	Agency Secretary Marybel Batjer	Date 12/31/15

Department of Finance Use Only

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

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA	Date submitted to the Legislature 1/7/16
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BCP Fiscal Detail Sheet

BCP Title: Civil Service Improvement

DP Name: 7501-001-BCP-DP-2016-GB

Budget Request Summary

	CY	BY	FY16			
			BY+1	BY+2	BY+3	BY+4
Positions - Permanent	0.0	15.0	16.0	16.0	16.0	16.0
Positions - Temporary	0.0	1.0	1.0	1.0	1.0	1.0
Total Positions	0.0	16.0	17.0	17.0	17.0	17.0
Salaries and Wages						
Earnings - Permanent	0	1,035	1,073	1,073	1,073	1,073
Earnings - Temporary Help	0	66	66	66	66	66
Total Salaries and Wages	\$0	\$1,101	\$1,139	\$1,139	\$1,139	\$1,139
Total Staff Benefits	0	511	530	530	530	530
Total Personal Services	\$0	\$1,612	\$1,669	\$1,669	\$1,669	\$1,669
Operating Expenses and Equipment						
5301 - General Expense	0	48	51	51	51	51
5302 - Printing	0	16	17	17	17	17
5304 - Communications	0	16	17	17	17	17
5320 - Travel: In-State	0	32	34	34	34	34
5322 - Training	0	32	34	34	34	34
5324 - Facilities Operation	0	112	63	56	56	56
5342 - Departmental Services	0	0	12	12	12	12
5346 - Information Technology	0	48	35	33	33	33
Total Operating Expenses and Equipment	\$0	\$304	\$263	\$254	\$254	\$254
Total Budget Request	\$0	\$1,916	\$1,932	\$1,923	\$1,923	\$1,923
Fund Summary						
Fund Source - State Operations						
0001 - General Fund	0	606	606	606	606	606
9740 - Central Service Cost Recovery Fund	0	462	462	462	462	462
0995 - Reimbursements	0	848	864	855	855	855
Total State Operations Expenditures	\$0	\$1,916	\$1,932	\$1,923	\$1,923	\$1,923
Total All Funds	\$0	\$1,916	\$1,932	\$1,923	\$1,923	\$1,923
Program Summary						
Program Funding						
6200 - Human Resources Management	0	1,916	1,932	1,923	1,923	1,923
9900100 - Administration	0	140	131	131	131	131
9900200 - Administration - Distributed	0	-140	-131	-131	-131	-131
Total All Programs	\$0	\$1,916	\$1,932	\$1,923	\$1,923	\$1,923

Analysis of Problem

A. Budget Request Summary

This proposal requests 16 positions and \$1,916,000 (\$606,000 General Fund, \$848,000 Reimbursement, \$462,000 Central Service Cost Recovery Fund) in fiscal year 2016-17, 17 positions and \$1,848,000 (\$558,000 General Fund, \$864,000 Reimbursement, \$426,000 Central Service Cost Recovery Fund) in fiscal year 2017-18, and \$1,839,000 (\$558,000 General Fund, \$855,000 Reimbursement, \$426,000 Central Service Cost Recovery Fund) in fiscal year 2018-19 to implement Civil Service Improvement reforms and identify new areas for improvement.

B. Background/History

The state's current civil service system is a complicated, inflexible, and highly bureaucratic set of rules, regulations, and policies that has been slow to adapt to generational and demographic changes in the workforce and to emerging trends in the workplace. As a result, California is not optimally positioned to consistently recruit and retain the best and brightest, properly train and support employees to perform to their highest potential, and plan for the succession of future leaders – all key characteristics of a strong and nimble civil service system.

The California Performance Review in 2004 examined the various components of state government and resulted in several hundred recommendations. In 2007 the Human Resources (HR) Modernization Project was implemented. The mission for the HR Modernization Project was to “Modernize and streamline the state’s HR system to attract and retain a well-qualified workforce.”

The Governor’s Reorganization Plan #1 (GRP 1), effective July 2012, merged overlapping functions and aligned resources of the State Personnel Board and the Department of Personnel Administration by creating the Department of Human Resources (CalHR). The GRP 1’s intent was to better position the state to coordinate civil service issues in a more efficient and streamlined approach.

Since GRP 1, efforts have been focused on simplifying the complicated hiring process, improving employee skills and planning for upward mobility, ensuring internal controls are effective, aligning bargaining strategies with the Governor’s long-term priorities, consolidating and restructuring the classification system, evaluating issues of pay equity and compaction, and identifying effective management tools.

In 2016-17, CalHR intends to implement reforms that have already begun, identify new areas for improvement, and continue to state’s comprehensive analysis of civil service to identify future modernizations and efficiencies. These include: simplifying the state’s outdated job classification system, working with each department to create a workforce development plan, and improving the state’s outreach and recruitment efforts.

The state will continue to develop standards for skills competency to meet departmental needs, ensure employees are properly trained, and provide workers with a meaningful career path in state service.

C. State Level Considerations

All state departments rely on CalHR for expert human resources (HR) guidance and oversight related to a variety of topics: compensation, benefits, working conditions, bargaining, examination, workforce planning and succession, recruitment, classification, and training. CalHR is positioned to help the state create an integrated and seamless planning process that ensures that all departments have a continuous supply of diverse and highly productive individuals in the right job at the right time.

This proposal ties directly into several Civil Service Improvement initiatives, specifically:

Exams

- Increase multi-departmental exams (e.g., consortium exams).
- Create a repository of job analyses and exams for departmental use to alleviate exam costs.

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Recruiting:

- Create an Online-Career Center to assist in determining eligibility for jobs/classifications.
- Align departmental and statewide recruitment efforts.
- Innovate statewide recruitment by using social media.
- Establish statewide recruitment program that promotes broad-based recruitment.
- Develop or make use of apprenticeship/internship/fellowship programs as a recruitment tool.
- Create and implement an employer-of-choice campaign for the State of California. Partner with state employee organizations to emphasize the importance of government work and job satisfaction.

Workforce Planning:

- Support departments' efforts to complete strategic and workforce plans (e.g., succession and future needs planning).
- Ensure all departmental workforce plans are submitted to the Department of Human Resources to create a statewide workforce plan.

Classification Consolidation:

- Consolidate and reduce the number of job classifications.
- Simplify job classification titles.
- Clarify job classifications descriptions.
- Abolish classes, automatically, that are vacant for more than 2 years.
- Establish clear and sensible allocation criteria that allows departments to allocate classes in a manner that addresses their programmatic needs.
- Create human resource/labor relations credentialing program to professionalize classes.

Training:

- Develop multi-level training for supervisors, managers and executives aligned with the state's leadership competency models and the Administration's leadership philosophy (e.g., 80-hr. supervisory training curriculum is standardized and uses competency model).
- Provide employees broader training opportunities.
- Partner with unions to develop employee training that is consistent and comprehensive.
- Create a management development track. Develop high-performing CEAs for leadership roles.
- Partner with higher education to provide career advancement courses for state employees, including tuition, fee subsidies, and release time from work to attend courses.
- Train managers in performance measurement and management.
- Train supervisors and managers to deal with poor performance by using progressive discipline.

D. Justification

The state's aging workforce continues to present significant risks to agencies and departments. The proportion of state employees age 50 or older is nearly 41 percent. These potential retirees have critical experience and institutional knowledge that will leave with them. These circumstances make CSI critical to the state's overall efforts to maintain the talent needed to perform the missions and achieve the strategic goals of California's many civil service organizations.

The positions requested in this proposal will support those statewide HR programs that have the greatest and most direct opportunity to positively impact all department efforts to improve business value and achieve strategic goals. Without these positions, state government will continue to address civil service workforce challenges primarily through individual department efforts. This department-level approach is extremely costly and much less effective at resolving civil service workforce challenges that are common to all state organizations. CalHR should be providing the state with more cost effective solutions to statewide workforce challenges that impact the entire civil service system. These statewide solutions will also create more efficient department level HR processes associated with recruiting, hiring, workforce planning and training, thereby saving time and money long term.

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Statewide Workforce and Succession Planning

Staff Personnel Program Analyst – 1.0 position, Associate Governmental Program Analyst – 1.0, and Temporary Help – 1.0 position

This unit has conducted training, and facilitated quarterly meetings to promote sharing and collaboration on workforce planning topics; however, the primary workforce planning support currently provided to departments is in the form of self-service tools and resources. While these efforts are useful to departments, CalHR is working to develop the capacity and capability to provide departments with more direct support. The most effective, yet labor intensive, manner in which CalHR seeks to assist departments is through in-person consulting engagements with senior leadership teams and workforce planning coordinators. At current staffing levels, the unit is able to provide limited consulting support to departments.

The additional positions will allow CalHR to expand its workforce planning consulting services and the ability to assist more state organizations to successfully implement workforce and succession plans. With more state organizations having complete and up-to-date workforce plans, CalHR will then have the collective workforce planning data needed to identify systemic statewide challenges associated with maintaining a highly talented and diverse workforce to meet the critical needs of Californians.

Having authority for temporary help will allow CalHR to have a pool of Retired Annuitants (RA's) with the expertise to respond to temporary workloads associated with customized workforce planning consultation with departments.

Statewide Recruiting

Associate Governmental Program Analyst – 1.0

The statewide recruiting program is multi-faceted and includes research, data analysis, extensive marketing, education, and outreach. The majority of the Statewide Recruitment Coordinator's time is currently spent on the more visible education and outreach activities. CalHR is working towards separating the two statewide recruiting workloads so that more can be done to thoroughly analyze statewide recruiting and hiring trends.

With this additional position CalHR will have the ability to devote time to civil service recruitment research, analysis and planning. With the additional emphasis on research and planning, CalHR will be able to develop and implement new creative and cost effective statewide strategies to address recruiting challenges that are common across the entire civil service system, including those associated with topics such as; under-represented groups, persons with disabilities, and critical hard to fill state classifications.

CalHR will have a greater opportunity to work collaboratively with coalition groups, non-profit organizations, and higher education partners to develop a comprehensive statewide recruitment plan that ensures that the state has a diverse and talented workforce. Additionally, CalHR will be able to dedicate time to the development of new marketing and outreach products, including making greater use of social media to market California as the employer of choice for the state's diverse population. This position will address statewide recruiting challenges and provide guidance and support to individual department recruiting programs.

If CalHR does not expand its capacity to provide the state with more support, guidance and solutions to address ongoing civil service recruiting challenges, departments will continue to work through these challenges on their own or they will outsource the services to costly external consultants. If departments are not ultimately successful with their efforts to recruit a diverse and highly talented workforce, there is a risk that the state will be unable to adequately serve the needs of California.

Statewide Training

Staff Services Manager II – 1.0 and Staff Personnel Program Analyst – 3.0

Since the closure of the State Training Center in 2005, many departments created their own staff development programs to develop their employees. Much of the training being taught at the

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department level is soft skill and core competency related. There are currently no curriculum standards to ensure that consistent learning objectives are taught at the department-level. The inconsistent development of the workforce becomes evident when employees move between organizations, which is likely to become a more common trend with the millennial generation. CSI seeks to create a variety of new statewide training and development solutions that will be flexible enough to meet the needs of the entire state workforce.

Leadership Development

The additional position will work to create an integrated approach in developing leaders at all levels with a well-defined training outcome metrics and program evaluation tools. They will collaborate with agency and department training programs, state leadership, and academia to identify state leadership development standards and make available training curriculum and other tools and resources to help agencies and departments elevate the performance of their management teams. This position will ensure that the state has a more cost effective, comprehensive and integrated approach to progressively developing all leaders to successfully take on increased levels of leadership responsibility.

Staff Development

The additional positions will work to develop solutions to ensure that the state workforce receives consistent training in the competencies that are deemed to be foundational to the civil service workforce. It will be the responsibility of these positions to develop and implement strategies whereby the state begins offering efficient and effective statewide employee development solutions with civil service trainers. They will also create statewide staff development solutions for competencies that are in high demand across multiple departments. By analyzing department workforce plans and conducting statewide training needs assessments, CalHR will be positioned to design, develop, implement, and evaluate targeted competency based training solutions that address specific statewide staff development challenges.

e-Learning

E-learning has many resource savings benefits and it can be used effectively to compliment, or in some instances replace, a traditional instructor lead training strategy. Some of the benefits of e-learning include:

- Less expensive than traditional instructor class room training.
- Allows for the dissemination of information to a vast audience in a short amount of time.
- Is not bound by geographical concerns.
- Augments and reinforces traditional class room training programs.
- Allows employees the flexibility to get the training when they need it.
- Employees can take e-learning as many times as they need to at no additional cost.
- Cost effective option during lean budget years.

Like other forms of training e-learning products have to be developed correctly and incorporate sound instructional design and adult learning principles in order to achieve their desired learning objective. The additional position will create a Statewide e-Learning Program that will provide departments with the support and guidance they need, and desire, to successfully establish e-learning programs that have the capability to produce effective e-learning products. CalHR will be able to help more state organizations realize, and maximize, cost saving e-learning benefits.

Personnel Management Division

Staff Personnel Program Analyst – 5.0

The Personnel Management Division (PMD) has responsibility for providing policy direction and oversight regarding numerous personnel management issues for approximately 150 line departments statewide (see Attachment 1).

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As PMD automates certain HR functions, works with the State Personnel Board (SPB) and other partners in revising laws, rules, and policies in line with CSI, and delegates additional HR functions to departments, an intensive, multi-faceted training effort will be needed on a statewide basis to ensure department HR staff have the necessary knowledge and skills, and have sufficient job aids and instruction to carry out their HR responsibilities effectively under the improved system.

Human Resource Professionals Training

PMD provides occasional training throughout the state on subjects such as best hiring practices, transfers, and reinstatements. These classes are offered as resources allow, and do not make up for the loss of the more rigorous training offered in the past for HR professionals. Feedback received from these training classes indicates that departments are desperately in need of more basic (and advanced) training from CalHR.

These additional positions will allow PMD to make significant progress toward increasing the skill set among statewide HR professionals, help make up for the elimination of formal training classes that once existed, and help ensure that the significant efforts underway to streamline the state civil service system will not be hampered by inefficient implementation.

Many of the areas overseen by PMD carry associated costs and risks if performed incorrectly or inefficiently. For example, items related to classification and compensation include:

- a) Board items: Each proposal to establish or revise a classification must be reviewed by PMD and ultimately approved by the State Personnel Board. These requests take significant time and resources of both CalHR and the Five-Member Board. Poorly justified or written proposals increase the time and effort required. In addition, board items required by collective bargaining agreements are often time-bound and failure to meet those timelines successfully has a detrimental impact on labor relations.
- b) Pay differentials and special salary adjustments: PMD receives a large volume of requests from departments to increase salary ranges of classifications or particular individuals who meet certain criteria. Because each of these requests has service-wide and statewide impacts, each must be analyzed thoroughly. Poorly conceptualized, researched, or drafted proposals increase the amount of time and resources on the part of CalHR, the Department of Finance, and departments that must be spent in order to determine whether to approve or deny them.
- c) Collective bargaining: Because of the complexity and sensitivity of collective bargaining, departments must effectively partner with CalHR to negotiate any changes to classification or compensation items with employee representatives. A lack of expertise in either area results in inefficiency, miscommunication, and potentially embarrassment.

Classification Consolidation

One of the major initiatives proposed by the CSI is consolidating over 3,000 state classifications into a more manageable, logical framework. This project will require ongoing work on the part of CalHR to streamline and oversee the abolishment, creation, and consolidation of classifications as well as the appropriate allocation to these classes. In addition, under the new, more flexible, system CalHR will need to provide substantial ongoing consultation and oversight to ensure the system is being used appropriately, consistently, and fairly. This project will require significant work on the part of these additional positions, and incumbents will need to have substantial knowledge and skill in the very technical fields of classification and compensation in order to add immediate as well as lasting value to these efforts. Adequate staffing is a key component in ensuring these efforts will be ultimately successful and will allow CalHR to create a system that prevents this problem in the future.

Selection Division

Staff Services Manager I – 1.0 and Office Technician – 2.0 (1.0 effective July 1, 2016, and 2.0 effective July 1, 2017)

Over the past 12 months, the number of statewide consortium examinations administered by the Selection Division has increased due to the high demand by state departments to administer validated examinations. Also, the Examination and Certification Online System (ECOS) project is scheduled to

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roll out two new web-based interfaces: 1) the departmental “Jobs” interface which allows departments to post their own job vacancies and track applicant hiring processes, and 2) the “CalCareer Account” which allows applicants to view and manage their exam and job vacancy information online.

Multi-Departmental Exams

A CSI Multi-departmental Exam work team was tasked with increasing the use of multi-departmental examinations for civil service classifications to produce a “collaborative model” to maximize the flexibility of the examination process and, in turn, simplify the process for applicants to apply for state jobs. This CSI workgroup has identified several consortium examinations currently pending development statewide. A review of these pending projects, identified several service-wide examinations that have been administered on an “Open” basis by other state departments due to the fact that CalHR lacked resources and the time to conduct these examinations.

As a result, a recommendation was made to pilot up to two examinations to determine if the “collaborative model” proves effective. Currently, efforts are underway to pilot the Office Technician examination online. Also, CalHR and the Department of Justice (DOJ) will be collaborating to place DOJ’s Legal Analyst and Senior Legal Analyst examinations online as a pilot statewide project. This pilot project will be a win-win for all stakeholders; DOJ, CalHR, state departments as well as potential applicants.

The team, along with other exam professionals from state departments, a local consulting group with testing expertise, and a consultant from the United States Office of Personnel Management will monitor these pilot collaborative models to determine their effectiveness.

The Staff Services Manager position will oversee the collaborative model and serve as a technical liaison to ensure the final product is integrated seamlessly with the ECOS project. They will be responsible for analyzing and evaluating the status of statewide consortium examinations that are currently pending development as well as future efforts. This position will also be exploring current trends and identifying and implementing innovative solutions for improving online examinations for the State of California.

In addition to overseeing the collaborative model, this position will provide oversight for job analysis and development of statewide examinations resulting from the classification consolidation efforts. This will include streamlining policies, procedures, regulations and/or proposing statutory changes.

The Service Center, within the Selection Division, is the primary interface to guide customers and end users through the examination process and state systems, and will support the implementation of the ECOS system. Specifically, Service Center employees are responsible for providing customer service in the Job Center which serves the walk-in public with their job search needs; the Testing Center where they proctor exams and provide administrative support to the public; and the Selection Call Center which answers and responds to incoming calls channeled through the CalHR toll-free number. Service Center staff help applicants navigate through the jobs.ca.gov website to: identify exams that applicants are interested in and eligible for, locate vacant positions, and schedule for exam administrations. All state departments rely on Service Center staff for exam-related services.

Since the consolidation, CalHR’s Selection Division has had a significant increase in requests for examination development and administration. As the CSI Multi-departmental initiative recommendations are implemented, an additional increase of “collaborative consortium” exams will be driven by this CSI initiative. As a result, the Service Center staff will be required to provide ongoing technical guidance to applicants and departments as it relates to the creation and implementation of these examinations. In order to provide an excellent level of customer service to stakeholders, it is imperative that additional positions are allocated to staff the Service Center with qualified employees to ensure efforts are sustainable. CalHR’s Service Center is currently unequipped to service the anticipated increased volume of technical and sensitive inquiries generated by the system enhancements.

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Information Technology Division

Senior Programmer Analyst (Specialist) – 1.0

The Information Technology Division (ITD) will experience additional workload as a direct result of CSI. The CSI project is affecting every area of civil service and will require the efforts of many individuals across a range of departments if it is to succeed. Administrative efforts are focused on updating and streamlining the state's job classifications, modernizing recruitment, examination, and hiring practices, and developing more effective employee and management training programs. The improvements to the civil service processes will require changes to a large number of small to medium sized IT applications, web sites, and current projects and those in waiting. These applications and web sites are the systems that assist and/or accomplish the state's civil service processes today.

This position will allow CalHR to improve human resource services to all state departments by achieving efficiencies through automation. This position will work proactively to implement the technology needs of CSI initiatives including, streamlining and consolidating the state's job classifications; modernizing the recruitment process, updating the examination system and hiring practices; and developing employee and management training programs.

CalHR's ITD will provide assistance with CSI initiatives in the areas of recruitment, compensation, policies, retention, and development. This may include modifications to existing systems as well as the development and/or procurement of third party systems:

E. Outcomes and Accountability

The proposal provides the resources to achieve critical project milestones supporting the CSI project and provides ongoing support of the project once completed. It will also support CalHR's efforts to provide greater levels of support and guidance to state departments in the areas of workforce and succession planning, recruiting, hiring, and training.

Project charter deliverables and milestone dates associated with these workloads will be monitored closely by CalHR and CSI governance bodies. CalHR is required to provide regular progress reports. These reports will be developed to document the overall progress made in integrating workforce and succession planning, recruiting, hiring, training, and class consolidation into a comprehensive statewide talent management strategy. The reports will specifically track the department's work in addressing department specific and statewide workforce challenges. The integrated statewide talent management strategy created by CalHR will help ensure that all state organizations identify and address the needs of employees from the date they are hired through retirement.

F. Analysis of All Feasible Alternatives

Alternative 1: Approve this proposal

Pro: This alternative enables CalHR to support the CSI project and lead the state's efforts to identify and implement efficient and effective statewide solutions for increasing the overall productivity of the civil service workforce. The work that would be performed under this alternative would result in solutions to statewide workforce challenges that impact the entire civil service system. These statewide solutions will create more efficient department-level HR processes associated with recruiting, hiring, workforce and succession planning, and training.

Con: If approved, there would be an increased cost to the state as well as to the state workforce.

Alternative 2: Approve ten permanent positions

Pro: This alternative enables CalHR to provide limited support to some but not all statewide and department-level efforts to increase the overall productivity of the civil service workforce. This alternative is less costly than Alternative 1.

Con: CalHR would lack the resources to adequately support the long-term solutions proposed by the CSI teams.

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Alternative 3: Do not approve this proposal

Pro: There would be no increased cost to the state.

Con: This alternative would limit CalHR's ability to lead the state's efforts to identify and implement efficient and effective statewide solutions for increasing the overall productivity of the civil service workforce. Without these resources, state government will continue to address civil service workforce challenges primarily through individual department efforts.

G. Implementation Plan

Workforce and Succession Planning (2.0 positions)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire Workforce Planning Analysts.
July 2016	Provide analysts with status of Workforce Planning projects to date. Provide relevant background and training.
August – September 2016	Collect and analyze state department data regarding workforce challenges.
October 2016	Develop and provide initial findings report on a statewide level.
October – November 2016	Develop project plans to evaluate department plans.
November – December 2016	Develop project plans to meet with department leaders.
January 2017	Develop training plans based on priority from consultation requests and barriers identified by state departments.
February 2017	Develop statewide workforce plan.
March 2017	Publish and communicate statewide workforce plans.
Ongoing	Data Analysis
Ongoing	Consultation
Ongoing	Publish statewide demographic and trend data.

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Workforce and Succession Planning - Temporary Help (1.0 position)	
Time Frame	Action/Outcome
May – June 2016	Identify pool of RAs with talent management expertise.
July - Aug 2016	Hire RA's and have them help develop consulting model for they can support unique and specific department requests consultation with state departments.
September – Ongoing	Conduct state department consultations on an as needed basis.
Ongoing	Develop tools and resources as needed to support departments and CalHR staff in addressing talent management workforce challenges
Ongoing	Collect, analyze and report on data relevant to consulting engagements and make appropriate recommendations for program improvements.
Ongoing	Train and conduct knowledge transfer activities for CalHR staff.
Ongoing	Establish policies and procedures to ensure ongoing program effectiveness and sustainability.

Statewide Recruiting (1.0 positions)	
Time Frame	Action/Outcome
May - July 2016	Recruit and hire recruitment analyst.
July 2016 – Ongoing	Conduct research for development of statewide recruitment plan.
Ongoing	Establish working relationships with external organizations contributing to the statewide recruitment plan.
Ongoing	Develop and publish recruitment tools.
August – September 2016	Develop project plan for individual department consultation.
October – November 2016	Develop recruitment trend resource.
Ongoing	Develop training.
December 2016	Develop hiring fairs which will consist of consortium exams.
January 2017	Develop enhanced networking forum.
May 2017	Develop survey and conduct evaluations to determine cost savings as proposed in this document.

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Statewide Training – Leadership Development (1.0 position)	
Time Frame	Action/Outcome
May - July 2016	Recruit and hire program manager.
July – September 2016	Collaborate with the CSI Project Go team, academic partners, and department partners to ensure newly revised supervisor training is successfully implemented statewide.
Ongoing	Analyze pilot participant evaluations and collaborate with partners to make changes to training program as necessary.
July – December 2016	Collaborate with appropriate partners to develop training for managers based on integrated leadership development framework.
November– December 2016	Pilot new manager training leveraging the process used the develop and deliver the supervisor training. Analyze training evaluations and make appropriate changes.
January – July 2017	Collaborate with appropriate partners to develop training for executives based on integrated leadership development framework.
August –December 2017	Pilot new executive training leveraging the process used the develop and deliver the supervisor training. Analyze training evaluations and make appropriate changes.

Statewide Training – Staff Development (2.0 positions)	
Time Frame	Action/Outcome
May - July 2016	Recruit and hire program coordinator.
July - December 2016	Identify statewide training solutions to teach core competency training.
July - December 2016	Implement core competency statewide training solutions
December 2016 - Ongoing	Identify statewide training solutions for high-demand staff competencies
Ongoing	Implement statewide training solutions for high-demand staff competencies
Ongoing	Analyze results of focus group surveys and recommend changes to competencies and vendor content. Communicate changes to state audience.
June – December 2017	Develop training model that integrates training for the largest staff development classifications.

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Statewide Training – e-Learning (1.0 position)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire program coordinator.
July – December 2016	Begin developing and disseminating best e-learning practices. Lead California Network of Learning Professionals e-learning special interest group to respond to needs from state customers.
January – April 2017	Provide CalHR with a status report of the current condition of e-learning programs with recommendations.
May – August 2017	Collaborate with CNLP to prioritize and develop e-learning policies based on status report findings. Develop and communicate e-learning policies.
September – December 2017	Develop first e-learning training class for state training officers. Pilot this training class by December 2017.

Human Resource Professional Training (2.0 positions)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire staff.
October 2016	Complete needs analysis, review of existing training material, and implementation plan (including communication plan and ongoing measurement).
November 2016	Coordinate training logistics with CalHR's training unit.
December 2016	Communicate training plan to stakeholders (e.g. department personnel officers).
February 2017	Complete creation of training material, including supplemental aids.
March 2017	Deliver pilot training and gather and implement feedback.
May 2017	Begin rolling delivery of training classes.
July 2017	Evaluate additional training that can be delivered.

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Classification Consolidation (3.0 positions)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire staff.
July - August 2016	Assign staff as team leads or team members to consolidation projects depending on timeframes and accomplishments to that point. Review of existing progress and immediately begin contributing by reviewing relevant documentation and drafting proposals.
August – October 2016	Meet with departments to develop classification proposals for horizontal and vertical consolidation, and work with Labor Relations to meet with employee organizations, as appropriate.
October - November 2016	Draft class specification items to present to the five-member State Personnel Board for hearing/approval.
December 2016 – January 2017	Implement new/consolidated classifications by drafting pay letters and communicating results to departments.
January – June 2017	Continue with consolidation and begin other “clean up” to classification system, including pay differentials. Prepare and deliver educational material/training on new system to HR community.
March – June 2017	Develop control systems to ensure new, streamlined, class system is maintained and periodically reviewed for effectiveness.
Ongoing	Provide consultation to departments on how to meet their classification needs using the new structure and continue to provide education and tools to departments.

Call Center (1.0 position in BY and 2.0 positions in BY+1)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire one position.
July – September 2016	Provide training/job shadowing (ECOS, Legacy, Phone system etc.).
May – July 2017	Recruit and hire last approved position.
July – September 2017	Provide training/job shadowing (ECOS, Legacy, Phone system etc.).

Analysis of Problem

Multi-Departmental Exams (1.0 position)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire project manager.
July – August 2016	Review, analyze, and identify consortium exams for conversion to “collaborative model”.
July – September 2016	Collaborate with CSI Multi-departmental workgroup to identify online exam solutions to integrate with ECOS project.
July – September 2016	Collaborate with CSI Job Analysis workgroup to realign JA training with CSI recommendations.
July- October 2016	Develop and implement Exam Delegation for state departments and agencies.
July – October 2016	Serve as project manager for Online Office Technician exam.
September – December 2016	Monitor and measure results for Online Office Technician exam.
October 2016 – February 2017	Monitor and measure results for collaborative exam model.
October 2016 – December 2017	Lead class consolidated job analysis and examination efforts.
November 2016 – December 2017	Develop training and conduct knowledge transfer to staff.

Information Technology (1.0 position)	
Time Frame	Action/Outcome
May – July 2016	Recruit and hire programmer.
August 2016 – Ongoing	Application development of new CSI projects.
Ongoing	Develop modifications to existing systems.
Ongoing	Track CSI projects that have IT implications.
Ongoing	Attend CSI project meetings that have IT components.

H. Supplemental Information

See attached Workload Matrix and Attachment 1 (PMD Responsibilities).

I. Recommendation

Approve alternative 1. This alternative would enable CalHR to lead the state’s efforts to identify and implement efficient and effective statewide solutions for increasing the overall productivity of the civil service workforce.

DEPARTMENT OF HUMAN RESOURCES
 2016-2017 BUDGET YEAR
 BUDGET CHANGE PROPOSAL
 WORKLOAD MATRIX

DIVISION: Workforce Development Programs and Special Projects			
POSITION TITLE: Staff Personnel Program Analyst			
Position(s) Requested	Workload	Workload Standard	Basis for Standard
Staff Personnel Program Analyst: 1.0	<p>Serve in a lead capacity in researching, analyzing and reporting on departments' workforce and succession plans. Responsible for creating the Statewide Workforce Plan, including handling the most complex analytical tasks associated with identifying and reporting on statewide workforce trends and challenges associated with workforce data gathered from agencies and departments.</p> <p>As lead workforce planning analyst, facilitates and oversees the process of working with agencies and departments to identify and develop solutions to address statewide and department-level workforce and succession planning challenges. Is the lead analyst responsible for creating comprehensive workforce planning reports and presents findings and recommendations to executive management, agencies, departments, and other key stakeholders.</p> <p>Confer with CalHR executive staff apprising the status of state departments workforce and succession planning activities and performance outcomes. Is the lead analyst over the development of internal procedures and practices associated with all statewide workforce</p>		<p>Time estimate is based on workload using job descriptions involving similar duties in existing or past positions at CalHR.</p> <p>The estimate also takes into account the number of staff to be supervised and the scope of their duties.</p>

	<p>planning processes. Develops and administers program evaluation tools to ensure the effectiveness of CalHR workforce planning tools, resources and services.</p> <p>Serve as a lead analyst in providing expert guidance and consultation support to departments to help them develop and/or improve their workforce and succession planning programs. Monitor and report on the progress departments are making in implementing CalHR recommendations.</p> <p>Serve as the lead analyst handling the most sensitive and complex work associated with the process of creating and generating standard or custom reports from voluminous and complex statewide personnel data received from the State Controller's Office utilizing Microsoft Excel and provide analysis on statewide trends.</p> <p>Serve as a subject matter expert analyst in resolving the most challenging statewide and department-level issues impacting departments' ability to create and implement effective workforce plans. Provides recommendations to state departments on appropriate data methodologies. Publish statewide trend data for public consumption on the department's internet site.</p> <p>Conduct and provide analysis on industry trends, threats, and opportunities in mitigating workforce risks. Conduct research of workforce and succession planning best practices and revise or</p>		
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	<p>develop CalHR workforce planning guides, tools, and other resources as necessary to ensure that CalHR is offering the most effective resources available. Regularly evaluate customer satisfaction with CalHR workforce and succession planning tools and resources.</p> <p>Serve as the lead consultant overseeing the quarterly statewide workforce planning meetings for all state departments as a networking and learning opportunity. Handles the most complex and sensitive requests received through on-line forum and WFP outlook mailbox.</p> <p>Provide analysis and reports in response to inquiries from agency, the public, and state departments regarding state civil service demographics.</p> <p>As the lead workforce planning instructor, oversees the development of training curricula and presents internal and/or external training courses related to Statewide Workforce Planning Program.</p>	<p>Total Hours: 1,776</p>	
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DIVISION: Workforce Development Programs and Special Projects

POSITION TITLE: Associate Governmental Program Analyst

Position(s) Requested	Workload	Workload Standard	Basis for Standard
Associate Governmental Program Analyst: 1.0	<p>Research, organize and evaluate state departments' workforce and succession plans. Analyze and report on statewide workforce trends and challenges identified from the data gathered from agencies and departments. Identify and develop solutions to address statewide workforce and succession planning challenges. Create and disseminate comprehensive reports to communicate workforce planning information and recommendations to agencies and departments. Confer with CalHR executive staff apprising the status of state departments workforce and succession planning activities and performance outcomes.</p> <p>Provide guidance and consultation support to departments to help them develop and/or improve their workforce and succession planning programs. Monitor and report on the progress departments are making in implementing CalHR recommendations. Develop and execute evaluation processes to ensure that CalHR's consulting services, and associated recommendations, are meeting customer needs.</p> <p>Create and generate standard or custom reports from voluminous and complex statewide personnel data received from the State Controller's Office utilizing Microsoft Excel and provide analysis on statewide trends. Provide recommendations to state departments</p>		<p>Time estimate is based on workload using job descriptions involving similar duties in existing or past positions at CalHR.</p> <p>The estimate also takes into account the number of staff to be supervised and the scope of their duties.</p>

	<p>on appropriate data methodologies. Publish statewide trend data for public consumption on the department's internet site.</p> <p>Conduct and provide analysis on industry trends, threats, and opportunities in mitigating workforce risks. Conduct research of workforce and succession planning best practices and revise or develop CalHR workforce planning guides, tools, and other resources as necessary to ensure that CalHR is offering the most effective resources available. Regularly evaluate customer satisfaction with CalHR workforce and succession planning tools and resources.</p> <p>Coordinate and facilitate quarterly statewide workforce planning meetings for all state departments as a networking and learning opportunity. Monitor and respond to requests received through on-line forum and WFP outlook mailbox. Provide analysis and reports in response to inquiries from agency, the public, and state departments regarding state civil service demographics.</p> <p>Develop training curricula and present internal and/or external training courses related to Statewide Workforce Planning Program.</p>	<p>Total Hours: 1,776</p>	
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DIVISION: Workforce Development Programs and Special Projects			
POSITION TITLE: Retired Annuitant/Temporary Help			
Position(s) Requested	Workload	Workload Standard	Basis for Standard
Retired Annuitant/ Temporary Help	<p>Provide state departments and agencies tailored consultation and guidance to develop comprehensive workforce and succession plans.</p> <p>Provide guidance and training to internal CalHR staff in the areas of talent management.</p> <p>Develop policies and procedures to ensure program sustainability.</p>	<p>Total Hours: 1,920</p>	Time estimate is based on standards and laws pertaining to Retired Annuitant positions.

DIVISION: Workforce Development Programs and Special Projects POSITION TITLE: Associate Governmental Program Analyst			
Position(s) Requested	Workload	Workload Standard	Basis for Standard
Associate Governmental Program Analyst: 1.0	Provide consultation services to state departments on strategies to enhance recruitment using best practices that meet relevant cost per hire ratios, specifically addressing hard to recruit positions such as healthcare classifications, information technology, auditors, etc.		Time estimate is based on workload using job descriptions involving similar duties in existing or past positions at CalHR. The estimate also takes into account the number of staff to be supervised and the scope of their duties.
	Develop people based statewide strategies to increase the hires of veterans, women in non-traditional occupations, and persons with disabilities, etc.		
	Develop marketing strategies focused on marketing the state as an employer of choice and enhancing social media outreach.		
	Develop a comprehensive train the trainer to train recruiters statewide on "how to get a state job"		
	Conduct research on best practices to enhance self-help tools and resources for state departments.		
	Collaborate and develop hiring fairs for state departments to host consortium examinations and hiring interviews in various locations throughout the state. Participate in public outreach such career fairs throughout the state.		
	Enhance state department networking and collaboration forums.		
		Total Hours: 1,776	

DIVISION: Workforce Development Programs and Special Projects

POSITION TITLE: Staff Services Manager II

Position Requested	Workload	Workload Standard	Basis for Standard
<p>Staff Services Manager II: 1.0</p>	<p>This position is responsible for building and administering CalHR's Statewide Leadership Development Programs and includes the tasks below.</p> <p>Tasks:</p> <p>Policy - Develop sound legislative, regulatory, and policy recommendations for successful program administration.</p> <p>Consulting - Work with state departments and leaders to find the most effective way to execute learning and development outcomes.</p> <p>Education/Outreach - Inform and advise on program capabilities, tools, and resources available.</p> <p>Build communities of practice - Develop and strengthen ties with organizations across the state, enabling departments and practitioners to share tools, content, methodologies and techniques to implement effective training programs. This includes working with departments, interest groups, and training partners.</p> <p>Methodology, techniques, and best practices - develop, identify, implement, and evaluate the approach to developing leaders.</p> <p>Program Performance Review – collaborate with departments to evaluate the execution of training programs.</p>		<p>Time estimate is based on workload using job descriptions involving similar duties in existing or past positions at CalHR.</p>

	Needs Assessment – develop, disseminate, and execute needs assessments and analyze its results to identify gaps in statewide training needs.	Total Hours: 1,776	
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DIVISION: Workforce Development Programs and Special Projects

POSITION TITLE: Staff Personnel Program Analyst

Position(s) Requested	Workload	Workload Standard	Basis for Standard
<p>Staff Personnel Program Analyst: 2.0</p>	<p>These positions are responsible for building and administering CalHR's Statewide Staff Development Program and includes the tasks below.</p> <p>Tasks:</p> <p>Consulting - Work with state departments and leaders to find the most effective way to execute learning and development outcomes.</p> <p>Education/Outreach - Inform and advise on program capabilities, tools, and resources available.</p> <p>Build communities of practice - Develop and strengthen ties with organizations across the state, enabling departments and practitioners to share tools, content, methodologies and techniques to implement effective training programs. This includes working with departments, interest groups, and training partners.</p> <p>Methodology, techniques, and best practices - Develop, identify, implement, and evaluate the approach to developing staff.</p> <p>Program Performance Review – collaborate with departments to evaluate the execution of training programs.</p>		<p>Time estimate is based on workload using job descriptions involving similar duties in existing or past positions at CalHR.</p>

	<p>Needs Assessment – develop, disseminate, and execute needs assessments and analyze its results to identify gaps in statewide staff training needs.</p> <p>Analyze curriculum – develop standards and ensure consistent statewide staff development solutions.</p>	<p>Total Hours: 3,552</p>	
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DIVISION: Workforce Development Programs and Special Projects

POSITION TITLE: Staff Personnel Program Analyst

Position(s) Requested	Workload	Workload Standard	Basis for Standard
<p>Staff Personnel Program Analyst: 1.0</p>	<p>This position is responsible for building and administering CalHR's Statewide e-Learning Program and includes the tasks below.</p> <p>Tasks:</p> <p>Policy - Develop sound legislative, regulatory, and policy recommendations for successful program administration.</p> <p>Consulting - Work with state departments and leaders to find the most effective way to execute learning and development outcomes.</p> <p>Education/Outreach - Inform and advise on program capabilities, tools, and resources available.</p> <p>Build communities of practice - Develop and strengthen ties with organizations across the state, enabling departments and practitioners to share tools, content, methodologies and techniques to implement effective training programs. This includes working with departments, interest groups, and training partners.</p> <p>Methodology, techniques, and best practices - Develop, identify, implement, and evaluate the approach to developing e-learning programs</p> <p>Program Performance Review – collaborate with departments to evaluate the execution of training programs.</p>		<p>Time estimate is based on workload using job descriptions involving similar duties in existing or past positions at CalHR.</p>

	<p>Webinar support and web maintenance – maintain Statewide Learning and Performance Management's web presence, training calendar, and integration with CalHR's on-line registration system.</p>	<p>Total Hours: 1,776</p>	
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DEPARTMENT OF HUMAN RESOURCES
 2016-2017 BUDGET YEAR
 BUDGET CHANGE PROPOSAL
 WORKLOAD MATRIX

DIVISION: Personnel Management Division POSITION TITLE: Staff Personnel Program Analyst			
Position(s) Requested	Workload	Workload Standard	Basis for Standard
Staff Personnel Program Analyst: 2.0	<u>Year One</u> Task #1 Complete needs assessment/analysis, review of existing training material and implementation plan, including communication plan and ongoing measurement. <ul style="list-style-type: none"> • Gather data from PMD, training unit, and department customers regarding training needs—content, number needing training, and frequency desired. • Gather and evaluate historical and existing training material produced both in-house and in departments. • Determine gap between need and training material. • Determine content area for pilot versus full roll-out. • Develop project plan with timeline, benchmarks, and success metrics. • Develop communication plans, both internal and external. 	Hours: 1,408	Assumes four total months to complete all sub-tasks with two full-time employees.
	Task #2 Coordinate training logistics with CalHR's training unit. <ul style="list-style-type: none"> • Identify what resources will be needed for each training class 	Hours: 80	

Staff Personnel Program
Analyst: 2.0

Year Two

Task #1

Initiate ongoing training schedule and delivery, evaluate additional training delivery options, create and deliver additional training sessions.

Total Hours: 3,552

Assumes work spent in Year One on needs assessment will be replaced by time needed to develop and deliver new training material each year.

Task #4

Implement results of SPB meeting

- Work with Personnel Services Branch and Service and Seniority section to draft pay letters.
- Communicate results to departments and other interested stakeholders.

Task #5

Continue consolidation efforts and begin other “clean up” activities, such as changing the way pay differentials are implemented. Prepare and deliver educational material/training on the new classification system to the HR community.

Task #6

Develop and implement control systems to ensure new, streamlined class system is maintained and periodically reviewed for compliance and effectiveness.

Year Two

Task #1

Ongoing consultation to departments on implementing and using the new classification system to meet their mission and goals (e.g., related to hiring).

Hours: 120

Hours: 3,114

Hours: 519

Total Hours: 6,008

Total Hours: 6,008

Assumes two weeks total time required with three full-time employees.

Assumes six months to complete all tasks with three full-time employees

Assumes one total months of work required for three full-time employees.

Assumes work spent in Year one will be replaced by time needed to provide ongoing consultation to departments on the classification system.

DIVISION: Selection
POSITION TITLE: Staff Services Manager I

Position(s) Requested	Workload	Workload Standard	Basis for Standard
Staff Services Manager I: (1.0)	<p>Task #1 Review, analyze, and identify consortium exams for conversion to "collaborative model".</p> <p>Task #2 Collaborate with CSI Multi-departmental workgroup to identify online exam solutions to integrate with ECOS project.</p> <p>Task #3 Collaborate with CSI Job Analysis workgroup to realign JA training with CSI recommendations.</p> <p>Task #4 Develop and implement Exam Delegation for state departments and agencies.</p> <p>Task #5 Serve as project manager for Online Office Technician.</p> <p>Task #6 Monitor and measure results for Online Office Technician</p> <p>Task #7 Monitor and measure results for collaborative exam model</p> <p>Task #8 Lead class consolidated job analysis and examination efforts.</p>		<p>Time estimate is based on current workload data involving duties and tasks in existing positions at CalHR.</p>

	Total Hours: 1,776	Task #9 Develop training and conduct knowledge transfer to staff.	
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DEPARTMENT OF HUMAN RESOURCES
 2016-2017 BUDGET YEAR
 BUDGET CHANGE PROPOSAL
 WORKLOAD MATRIX

DIVISION: Selection
POSITION TITLE: Office Technician (Typing)

Position(s) Requested	Workload	Workload Standard	Basis for Standard
<p>Office Technician (Typing): 2.0</p>	<p>As an Office Technician (OT) in the Service Center the OT's will be responsible for tasks in three work stations:</p> <ul style="list-style-type: none"> • Selection Call Center • Job Center • Testing Center <p>Task #1 Review Veteran's Preference applications for approval/denial. Release correspondence for each determination. Enter data into an ECOS Veteran's web-based system.</p> <p>Task #2 Review LEAP applications for approval/denial. Release correspondence for each determination. Enter data into the ECOS LEAP web-based system.</p>		<p>Time estimate is based on current workload data involving duties and tasks in existing positions at CalHR.</p>

Task #3

Selection Call Center

Answer and respond to incoming calls channeled through CalHR's toll free number regarding:

- Status of LEAP application
- Status of Veterans application
- Status of Examinations
- Status of score/ranking
- Job Information
- Assistance with application for Veterans preference or how to secure a LEAP certificate
- Assist public with navigating the jobs website
- Review of Minimum Qualifications
- Forgot User ID/Password
- Directions to test sites
- Information regarding parking
- Job Center hours
- Change of Information (mailing address and phone number)

Task #4

Job Center

Open Job Center for normal state business hours.

Assist job seekers with navigating the jobs.ca.gov website for exams and/or job vacancies.

Answer general questions regarding exams and/or job vacancies.

Key change of information for online exams in ECOS.

Respond to job exam certs email.

Assist job seekers with the self-scheduling process.

Task #5

Service Center

Open and sort daily incoming mail.
Check mailbox in Job Center for submittal of applications and Veterans' Preference forms.
Monitor that the information job pamphlets located in the Job Center are kept in supply.
Generate and mail out daily correspondence.

Task #6

Testing Center

Offer administrative support and proctor examinations when Exam Proctors are not available.

Total Hours Year One: 1,776

Total Hours Year Two: 3,552

DEPARTMENT OF HUMAN RESOURCES
 2016-2017 BUDGET YEAR
 BUDGET CHANGE PROPOSAL
 WORKLOAD MATRIX

DIVISION: Information Technology
POSITION TITLE: Sr. Programmer Analyst (Specialist)

Position(s) Requested	Workload	Workload Standard	Basis for Standard
<p>Sr. Programmer Analyst (Specialist): 1.0</p>	<p>The Sr. Programmer Analyst (Specialist) will use their expertise to implement technology needed for CSI initiatives including, streamlining and consolidating the state's job classifications; modernizing the recruitment process, updating the examination system and hiring practices; and developing employee and management training programs.</p> <p>The tasks include:</p> <ul style="list-style-type: none"> • Provide expert analysis, design, development, and implementation of software applications associated with CSI initiatives, including batch and online programs, using the industry standard Software Development Life Cycle methodologies and best practices. • Develop computer programs/applications to implement CSI initiatives that meet department requirements and expectations with regards to efficiency and effectiveness • Mentor others to increase their knowledge of programming, reporting needs and Department practices • Works with Database Administrator to 		<p>Based on current workload data of staff who do similar work.</p>

set up, test, and implement databases associated with CSI initiatives

- Track CSI initiatives that have IT implications.
- Attend CSI initiative meeting, as needed, that have been identified to have IT components.
- Consult with customers and stakeholders to find technical solutions to resolve system problems
- Enhance/maintain existing computer programs/applications associated with CSI initiatives to increase operating efficiency, adapt to new requirements, and correct errors.
- Identify causes of critical system failures and service interruptions to restore normal operations.
- Conduct tests (e.g., unit, integration, stress, regression) to ensure the software functions as designed.
- Query databases to retrieve and update data using database query languages (e.g., SQL, CICS, IDMS).
- Adhere to data security policies to protect information assets.
- Develop and/or maintain computer program/application documentation for ease of understanding and ongoing support.
- Utilize version control processes to track changes to software, manage ownership of software and ensure the correct version is in use.
- Develop and perform necessary migration tasks (e.g., data conversion,

	<p>software installation/ instructions, migration plans, change and release management) to properly manage deployments.</p> <ul style="list-style-type: none">• Provide technical assistance to resolve software, hardware, operating, and/or network problems.• Implement data integrity control methods (e.g., validation, auditing) in the application design process.	<p>Total Hours: 1,776</p>	
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Attachment 1: PMD Responsibilities

Topic	Unit
211 Requests from Prior Employees Terminated from Service	PMD
211 Appeal Hearings at SPB	PMD
Adjustment of Seniority-Based Layoff	PMD
Administrative Time Off	PSB
Allocation Guidelines	PMD
Alternate Compensation	PMD
<i>Alternate Salary Ranges</i>	
Changes to or Adding Classes to Existing	PMD
Interpretation of all Other Alternate Ranges	PMD
Interpretation of "Deep Class" Alternate Ranges	PMD
New Ranges	PMD
Salary Rates	PSB/PMD
Annual Leave	PSB
<i>Appeals</i>	
Merit Salary Adjustments (MSA)	PSB/LR
MSA (Non-Represented Employees)	PSB/LR
Military Points and Seniority Scores	PMD
Out-of-Class	LR/LEGAL/PMD
Salary Rate	PSB
Unit work consultation	PMD
<i>Appointments</i>	
Backdates (Classification Decision)	PMD
Backdates (Eligibility)	PMD
Emergency	PMD
Illegal	PMD

Attachment 1: PMD Responsibilities

Topic	Unit
Intermittent	PMD
Limited Term	PMD
Salary Rate	PSB
Appropriate Eligible Lists	SD/PMD
<i>Apprenticeship</i>	
Classifications	PMD
Arduous Pay	PMD
<i>Audit</i>	
Human Resources Quality Review	PMD
Bereavement Leave	PSB
<i>Bilingual Pay</i>	
Interpretation	PMD
Salary Rates	PSB
Bonus Pay	PMD
California Citizens Compensation Commission	PMD
Catastrophic Leave (Non-Represented Employees)	PSB
Catastrophic Leave (Represented Employees)	PSB
<i>CEA</i>	
Change in Level/Salary Cap	PMD
Examinations	PMD/SD
New	PMD
<i>Red Circle Rates</i>	
Eligibility	PMD
Salary Rate	PSB
Refill of Position	PMD

Attachment 1: PMD Responsibilities

Topic	Unit
Return Rights (Regular)	PMD
Return Rights (Improved)	PMD
Salary Cap	PMD
Salary – Flat Rate	PMD
Civil Service Improvement	PMD/LR/SD
Classification and Pay Guide	PMD
<i>Classifications</i>	
Abolishment of	PMD
New	PMD
Revisions to	PMD
Collective Bargaining Consultation on Cost and Impact to Salary Structure	PMD
Comparable Civil Service Class	PMD
Compensating Time Off	PSB
Compensation Adjustment Program (CAP)	PMD
Compensatory Time Off	PSB
Conditions of Work	PMD/LR
<i>Cost of Living Increase</i>	
Implements/Data Sheets	PMD
Salary Rates/Pay Letter	PSB
<i>Deep Classes</i>	
Alternate Range Criteria (Establishment)	PMD
Movement Through Ranges	PMD
MQs, Status, Appointments	PMD
Salary Rates	PSB/PMD
Delegation Program	PMD

Attachment 1: PMD Responsibilities

Topic	Unit
Demonstration Project	PMD
Dock	PSB
Employment History	SEN
Exempt Program	PMD
Family and Medical Leave Act (FMLA)	PSB
Golden Handshake	PSB
<i>Hiring Above Minimum (HAM)</i>	
Extraordinary Qualifications	PSB
Recruitment (New)	PMD/LR
History Cards	PMD
Holidays	LR/PSB
Informal Time Off (ITO)	PSB
Intergovernmental Exchanges	PMD
Jury Duty	PSB
Lateral Transfers	PMD
Salary Rates	PSB/PMD
<i>Layoffs</i>	
General Information, Demotion Charts	PMD
Seniority Credits and Military Points	SEN
State Restriction of Appointment (SROA)	PSB
Leaves (All types); Non-Represented and Represented Employees	PSB
Nepotism	PSB
New Program Consultants	PMD
Non-Industrial Disability Leave (NDI)	PSB
O*NET/SOC Classification Mapping	PMD/OFMR

Attachment 1: PMD Responsibilities

Topic	Unit
Organizational Structure of Departments	PMD
<i>Out of Class</i>	
Assignments, Appeals, Decisions (by MOU), Negotiations, Grievances, Complaints	LR/PMD
Arbitration Hearings	PMD/Legal
Decisions (by MOU)	PMD
In Meeting Minimum Qualifications	PMD
Overtime	PSB
Parental/Pregnancy Leave	PSB
<i>Pay Differentials</i>	
Establish, Revise, Interpret	PMD
Salary Rates	PSB
<i>Pay for Performance</i>	
Program	PMD
Salary Rates	PSB
<i>Pay Letters</i>	
Exempt	PMD
Section I	PSB
Section II	PMD
Pay Scales (Civil Service)	PSB
Pay Scales (Exempt)	PMD
Performance Based Pay	PMD
Personal Leave Cash Out	PSB
Personnel Management Liaisons (PMLs)	PMD/PSB/Other Divs
Position Allocation	PMD
Premium Pay	PSB

Attachment 1: PMD Responsibilities

Topic	Unit
Probationary Periods	PMD
Probationary Reports	PMD
Promotions	PMD
Salary Rates	PSB/PMD
Red Circle CEAs	PMD
Red Circle Salary Rates	PSB
Reduced Work Time	PSB
<i>Reemployment Lists</i>	
Establishment of	PMD/SD
Refusal to Examine or Certify	PMD
<i>Reinstatements</i>	
For Verification by Department PO	PMD
Laws/Regulations (Mandatory, Permissive)	PMD
Reorganization of Staff	PMD
Resolutions: Examinations, Salary Comparison (Deep Classes) Status	PMD
Rest Periods	PSB
<i>Retired Annuitants</i>	
Approvals/Hiring/180-day exceptions	PMD
Salary Rates	PMD
<i>Retirement</i>	
Early/Partial	PSB
Safety Retirement	PMD/LR
<i>Salary</i>	
Adjustment, On Appointment, Determination Questions,	PMD
Differential, History Cards, Exceptions	PSB

Attachment 1: PMD Responsibilities

Topic	Unit
New classes, realignment studies	PMD
Seniority Credits	SEN
Service Credits	SEN
Sick Leave	PSB
Smoking Policies	PMD
<i>Specification, Class or Series</i>	
Interpreting Class Concepts	PMD
Interpreting Minimum Qualifications	PMD/EXAMS
Revisions to	PMD
Special Consultants	PMD
Special In-Grade Salary Adjustments (SISA)	PSB
Special Salary Adjustments	LR/PMD/PSB
Stand-by Time	PSB
State Disability Insurance (SDI)	PSB
State Restriction of Appointment (SROA)	PSB
State Service Verification	PMD
<i>Temporary Assignments</i>	
Compelling Management Need	PMD
Injured Employees	PMD
Interjurisdictional Exchange	PMD
Training and Development	PMD
Temporary Disability Leave	PSB
Temporary Loan of Employee	PMD
<i>Training</i>	
Delegation	PMD

Attachment 1: PMD Responsibilities

Topic	Unit
Personnel Management (e.g., IPA, CEA Return Rights, Permissive Reinstatement and Transfers, Best Hiring Practices)	PMD
Training and Development Assignments	PMD
<i>Transfers</i>	
Eligibility Between Classes and Appointing Powers	PMD
Of Functions per GC 19050.9	PMD
Salary Rates	PSB
Unpaid Leave	LR/PSB
Unit Modification Petition	LR/LEGAL/PMD
Vacations	PSB
Vacation Buy Back Program	PSB
Variable Work Hours	PSB
Voluntary Personal Leave Program	PSB
Withhold from Certification (Employment Lists)	PMD/SD
<i>Work Week Groups</i>	
Implementing Changes to Rank and File – Pay Letter	PSB/PMD
New or Excluded Classes	PMD
Special Allocations (Implementing)	PSB

PMD = Personnel Management Division
 PSB = Personnel Services Branch (within PMD)
 SEN = Service and Seniority Unit (within PMD)
 SD = Selection Division
 LR = Labor Relations