

**STATE PERSONNEL BOARD
PAST, PRESENT, AND FUTURE**

CATEGORY	WHERE WE WERE	WHERE WE ARE	WHERE WE ARE GOING	WHERE WE WILL BE IN FIVE YEARS
APPEALS	<ul style="list-style-type: none"> • 8,000 case backlog. • Case resolution was untimely. • Processes were manual, confusing and inefficient. • Guidance was lacking. • External communication was poor. • Quality of staff work was inconsistent and poor. 	<ul style="list-style-type: none"> • The backlog has been eliminated. • Processes are streamlined and automated. • Clear procedural regulations have been adopted. • Online resource manuals and other tools have been created to assist stakeholders. • External communication and solicitation of feedback is proactive. • Staff is well trained. • Quality of work product has improved with peer review and a second level of management review. 	<ul style="list-style-type: none"> • A campaign to demystify performance management will be launched. • A partnership with CalHR will be formed to provide departments with training to improve their internal management practices and the quality of their disciplinary documentation. • Department and employee representatives will be offered training to improve the presentation of cases before the SPB. 	<ul style="list-style-type: none"> • Performance management will be valued. • Supervisors will effectively address performance issues in a timely manner. • The quality of discipline cases and representation will be improved.

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SELECTION PROCESS	<ul style="list-style-type: none"> • The hiring process was manual and too slow, and by the time the list was established, the most desirable candidates had taken other jobs. • Only clerical and technical exams were open to the public on a regular basis, requiring college graduates to enter state service at a lower classification and promote to the professional and managerial level. • Recruitment efforts were decentralized by department. • Hiring processes and procedures were unclear, inconsistent, and not centralized. • Assistance to job seekers was limited to an unstaffed job posting computer terminal in the lobby of SPB. • The examination and certification system was outdated and unstable. 	<ul style="list-style-type: none"> • 100 exams are now available online 24/7. • More exams are open to the public at clerical, technical, professional, and managerial levels, including several service-wide classifications. • More qualified candidates are reachable on lists. • Recruitment efforts are enhanced by creating a centralized jobs portal, where departments are required to post all examination and job bulletins. As a result, job seekers are able to navigate the application process much more easily. • Selection-based training and tools have been created for departments. • Free monthly lunchtime seminars on how to get a state job are conducted for job seekers. 	<ul style="list-style-type: none"> • Processes will be evaluated and recommendations for process improvements will be formalized. • Procedures will be evaluated and recommended guidelines will be adopted through the regulatory process. • Irrelevant directives will be formally revoked. 	<ul style="list-style-type: none"> • The hiring system will be reinvented. • Selection procedures will be clear and centralized.

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EEO Leadership	<ul style="list-style-type: none"> • SPB leadership and expertise was lacking. • Guidance to and communication with stakeholders was deficient. • Training courses for department EEO officers were inadequate. • LEAP exams were only offered for a few low paying classifications. • LEAP promotion was limited. • The bilingual fluency language survey and implementation plan tool processes were flawed. 	<ul style="list-style-type: none"> • SPB leadership and expertise is improved. • Guidance to and communication with stakeholders is improved. • Training course curriculum has been significantly expanded to include an EEO training academy certification program taught by experts in EEO. • LEAP exams have been expanded to include additional higher level professional classifications. • A partnership with Dept of Rehabilitation and the disabled community has led to enhancements to the LEAP program. • The bilingual fluency language survey and implementation plan processes have been redesigned to accurately identify deficiencies and corrective action plans. 	<ul style="list-style-type: none"> • This statutory function has been transferred to CalHR under GRP 1. 	<ul style="list-style-type: none"> • SPB's involved in EEO issues will be limited to conducting audits of EEO programs and adjudicating disability discrimination complaints filed by state employees and applicants.

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AUDITS	<ul style="list-style-type: none"> • SPB did not have dedicated audit staffing. • Audits were done on a reactionary basis with redirected staff. • Tools and reports were not standardized. • Few audits were conducted. 	<ul style="list-style-type: none"> • SPB has a dedicated audit team. • Audits are conducted on a proactive, rotational basis. • Tools and reports are standardized. • A baseline review of all departments is being conducted. • A special investigation of additional appointments was being conducted. 	<ul style="list-style-type: none"> • Common problems and best practices will be identified and addressed on a systematic basis through policy/regulatory review. • Departments will be educated on an individual basis through department-specific findings and on a statewide basis by sharing common mistakes and best practices. 	<ul style="list-style-type: none"> • Departments will have a clear understanding of the civil service laws, rules, and policies. • Errors and violations will be reduced

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INTERNAL ORGANIZATION	<ul style="list-style-type: none"> • The executive leadership resisted change. • Power and control were exercised. • Employees' behavioral problems were ignored. • Monitoring and tracking of critical information was not being done. • Information and facility security processes and procedures were not in place. • Employee morale was low. • The organization was top heavy. • Processes and procedures were not transparent and open. • No internal or external open communication. • SPB was oftentimes the exception to the rule, rather than the example. 	<ul style="list-style-type: none"> • The executive leadership embraces innovation and change. • Performance issues are timely and effectively addressed. • Critical information is actively tracked. • Information and facility security now meets state standards. • Open communication and transparency are valued, both internally and externally. • The SPB physical environment has been upgraded, leading to better employee morale. • Employees have the tools, equipment, and support that they need to effectively do their jobs. • The organization has been right sized. • SPB strives to be the model for departments to follow, rather than the exception. 	<ul style="list-style-type: none"> • The executive staff will continue to seek opportunities to streamline processes to create efficiencies and save money. • Executive staff will continue to operate in a collaborative, open, and transparent manner with internal staff and external stakeholders. 	<ul style="list-style-type: none"> • SPB will be an efficient and effective organization. • SPB will have a reputation as a great department to work for.