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| APPEALS  | • 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. | • 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. | • 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. | • 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 | • 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• The examination and certification system was outdated and unstable. | • 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. | • 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. | • The hiring system will be reinvented.  
• Selection procedures will be clear and centralized. |
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<td>EEO Leadership</td>
<td>• SPB leadership and expertise was lacking.</td>
<td>• SPB leadership and expertise is improved.</td>
<td>• This statutory function has been transferred to CalHR under GRP 1.</td>
<td>• 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.</td>
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<td>• Guidance to and communication with stakeholders was deficient.</td>
<td>• Guidance to and communication with stakeholders is improved.</td>
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<td>• Training courses for department EEO officers were inadequate.</td>
<td>• Training course curriculum has been significantly expanded to include an EEO training academy certification program taught by experts in EEO.</td>
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<td>• LEAP exams were only offered for a few low paying classifications.</td>
<td>• LEAP exams have been expanded to include additional higher level professional classifications.</td>
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<td>• LEAP promotion was limited.</td>
<td>• A partnership with Dept of Rehabilitation and the disabled community has led to enhancements to the LEAP program.</td>
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<td>• The bilingual fluency language survey and implementation plan tool processes were flawed.</td>
<td>• The bilingual fluency language survey and implementation plan tool processes have been redesigned to accurately identify deficiencies and corrective action plans.</td>
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| AUDITS   | • 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. | • 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. | • 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. | • 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   | • 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. | • 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. | • 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. | • SPB will be an efficient and effective organization.  
• SPB will have a reputation as a great department to work for. |