

CALIFORNIA



STATE PERSONNEL BOARD

STRATEGIC PLAN

2013 – 2018

September 2013

STATE PERSONNEL BOARD STRATEGIC PLAN 2013 - 2018

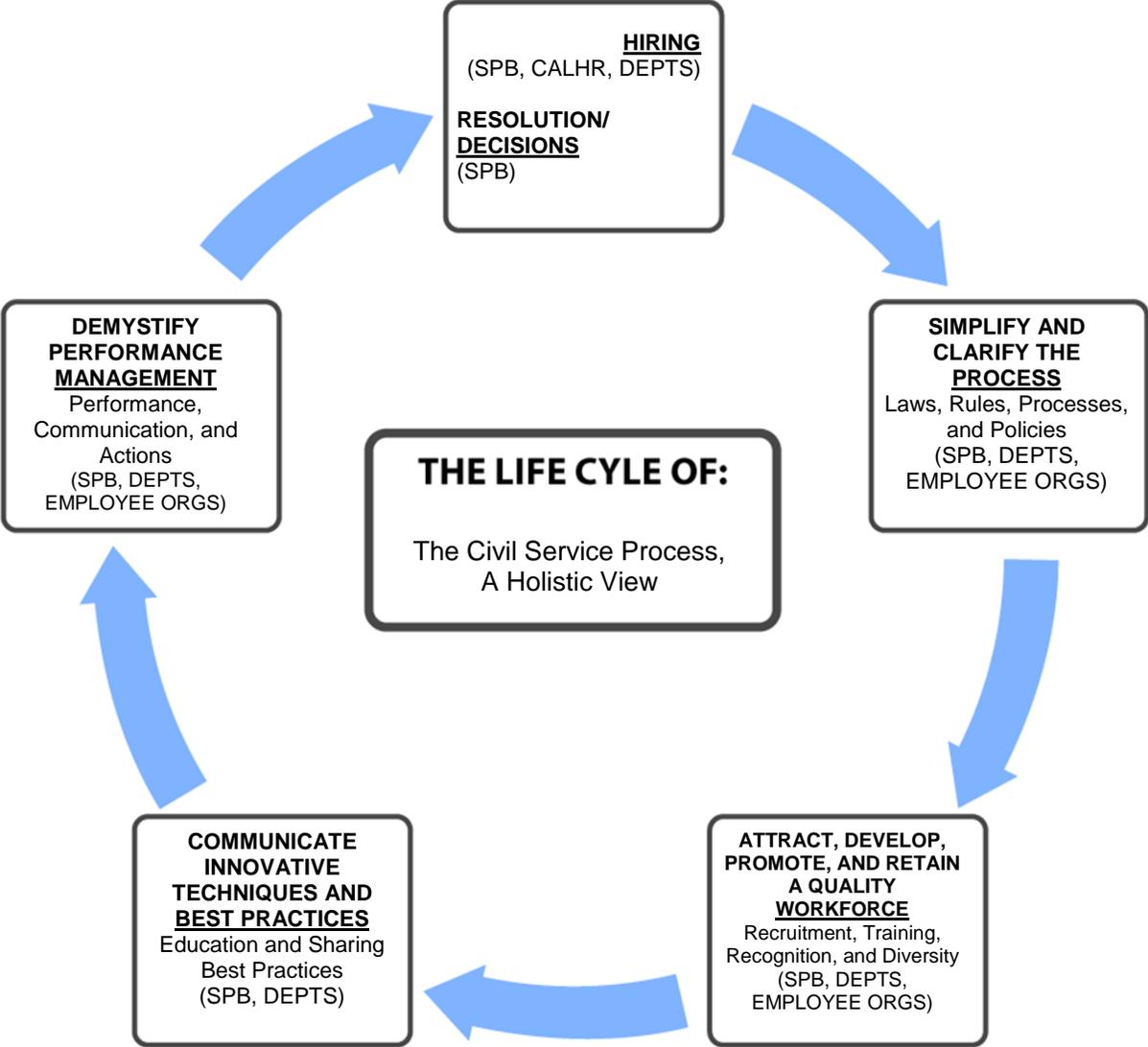


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BOARD MEMBERS

PATRICIA CLAREY, President

KIMIKO BURTON, Vice President

RICHARD S. COSTIGAN III, Member

LAURI SHANAHAN, Member

MAELEY TOM, Member

A MESSAGE FROM THE EXECUTIVE OFFICER

Implementation of the Governor's Reorganization Plan 1, effective July 1, 2012, consolidated the entire Department of Personnel Administration (DPA) and many of the operational functions of the State Personnel Board (SPB) into the new Department of Human Resources (CalHR). SPB retained its constitutional authority to administer the civil service system and review disciplinary and merit-related appeals.

The SPB has established new programs that focus on policy and compliance review. The newly created Policy Division will be working with stakeholders to reengineer the civil service system by simplifying and streamlining civil service laws, rules, and policies. The Compliance Review Division will be conducting departmental reviews and special investigations to ensure departmental compliance with the merit principle.

The SPB's mission is to serve the people of California by preserving merit within an innovative personnel system that builds a talented, dedicated, responsive, and diverse workforce in the 21st century, so that we can achieve our vision of becoming California's "Employer of Choice."

The five-member Board has created a Strategic Plan that addresses the needs of job seekers, current state employees, departments, employee organizations, and the people of California. This document summarizes our recent accomplishments, updates the scope of the department, and outlines our Strategic Plan for reaching our vision.

SUZANNE M. AMBROSE

ACCOMPLISHMENTS

Over the past several years, the SPB has actively sought input from our stakeholders and made significant operational changes to improve the services we provide to hiring departments and state job seekers. Some of our significant accomplishments include:

Meet The State's Hiring Needs

- Expanded the number of online exams from 8 to over 100, allowing anyone with access to a personal computer and the internet to participate in state exams 24 hours a day, 7 days a week (24/7).
- Opened service-wide exams, previously only offered on a limited or promotional basis, to the general public available 24/7, expanding the pool of candidates eligible for hire or promotion. Today 14 exams that previously were only available to current state employees on a promotional basis are now open to outside recruitment, allowing the state to tap into private sector talent as well as reward talent from inside state service. New open service-wide exams include analytical, supervisory, managerial, information technology, and legal classifications.
- Made the entry-level professional analytical classification accessible to the vision-impaired by developing a braille version of the Staff Services Analyst exam.
- Streamlined the civil service examination process by implementing a pilot project to test the effectiveness of a three-rank eligibility list, where all those who pass the exam become reachable, producing a higher quality and quantity of candidates eligible for hire.
- In partnership with the Board of Equalization, launched the Student Internship Program Guide to assist departments in designing and implementing a student internship program within their organizations.

Meet Stakeholders' Needs

- Streamlined and simplified rules for civil service appointments by providing more flexibility in transferring list eligibility and using appropriate lists.
- Simplified the Career Executive Assignment (CEA) approval process by eliminating duplicative and unnecessary processes.
- Automated the reemployment list process, reducing staff time used for manual data entry.
- Expanded the training curriculum for human resources professionals by creating a selection analyst academy, equal employment opportunity curriculum, a test validation and construction series, supervisory training, an upward mobility series, and training on CEA and Exempt reinstatement rights.

Provide Leadership to Ensure a Qualified Workforce

- Enhanced our leadership role in improving the employment of persons with disabilities by consistently employing a high percentage of employees with disabilities in state service.
- Made programmatic improvements to the Limited Examination and Appointment Program (LEAP), increasing the number of LEAP examinations available to persons with disabilities.
- Improved departments' ability to monitor the disabled representation in their workforce by creating an anonymous, automated disability online survey tool.

Identify Process Improvements for the Department

Appeals

- Eliminated the appeals backlog of approximately 8,000 cases through a series of improvements:
 - Appointed a Chief Administrative Law Judge (ALJ) to manage the Appeals Division, and a Presiding ALJ to supervise the ALJs and the support staff, improving the efficiency and quality of the decisions.
 - Leveraged technology to track cases, ALJ time, billing, calendaring, filing, document management, notifications and decision templates, creating efficiencies and consistency.
 - Implemented prehearing/settlement conferences, resulting in the early resolution of 50-75% of disciplinary appeals and allowing non-settled cases to be scheduled for a single block of days for hearing.
 - Developed a law and motion calendar, providing consistency and certainty in hearing dates and removed the ability of the parties and/or the assigned ALJ to unilaterally continue hearings.
 - Eliminated "Decision-Writing" Fridays, allowing for hearings to be conducted five days per week.
 - Double and triple set hearings so that last minute settlements don't leave an ALJ without a hearing.
 - Reengineered the hearing process to make it more efficient, codified those changes to regulation, and trained department and employee representatives on those changes.
 - Regionalized hearing locations, reducing the time and cost of travel for the ALJs.
 - Established video-conference hearings, reducing the time and cost of travel for the ALJs, parties, and witnesses.

- Prioritized appeals involving dismissals in order to reduce potential back-pay awards in the event the dismissals are revoked or modified by the Board.
- Established an ALJ training program and a peer review process for proposed decisions, resulting in improvement in the quality of the decisions.

Mediation

- Restructured the mediation program by utilizing the services of the University of California, Davis, and California State University, Sacramento, resulting in a savings of \$300,000 annually.

Psychological and Medical Screening

- Automated the scheduling, case tracking, and billing process, creating efficiencies, and resource savings.
- Implemented a dispute resolution process allowing for more cases to be resolved earlier in the process.

Interpreter Program

- Enhanced the interpreter program by partnering with the courts to use their list at no cost, saving \$200,000 annually and increasing the interpreter pool.

Bilingual Services

- Created a more effective language survey and implementation plan to assist departments in identifying the language needs of the public they serve.

OVERVIEW OF THE STATE PERSONNEL BOARD

Established by the State Constitution, the SPB oversees the state's civil service system, including merit-based selection and employee discipline.

The SPB oversees the merit-based recruitment and selection process for the hiring of over 200,000 state employees. These employees provide critical services to the people of California, including but not limited to, protecting life and property, managing emergency operations, providing education, promoting the public health, and preserving the environment. The SPB provides direction to departments through the board's decisions, rules, and policies. In addition, SPB reviews departments' personnel practices for compliance with the merit system.

SPB investigates and adjudicates alleged violations of the law which are filed by employees, applicants, and members of the public. SPB's ALJs hear and render proposed decisions for the Board on personnel appeals filed by state employees. These appeals include dismissals, suspensions, demotions, reductions in salary, transfers, official reprimands, whistleblower retaliation complaints, rejections during probation, and medical terminations. In addition, staff review and write recommended decisions on a variety of complaints and non-evidentiary merit appeals, including examination appeals, merit issue complaints, medical and psychological disqualifications, withholds from certification, requests to file charges, voided appointments, issues concerning an applicant's ability to meet minimum qualifications for a civil service position, and failure of pre-employment drug tests.

MISSION, VISION, AND CORE VALUES

MISSION

To serve the people of California by preserving merit within an innovative personnel system that builds a talented, dedicated, responsive, and diverse workforce in the 21st century.

VISION

To become California's "Employer of Choice."

CORE VALUES

Fairness	<i>We exemplify the fairness we are charged with enforcing in the civil service system.</i>
Transparency	<i>We operate with transparency and accept responsibility for our actions.</i>
Clarity and Consistency	<i>We seek to provide clear and consistent guidance to departments.</i>
Communication	<i>We value our relationships with those we serve and value their feedback.</i>
Integrity of the Merit System	<i>We uphold the merit principle in employment and provide departments and employees an avenue to seek resolution for workplace disputes.</i>
Quality Customer Service	<i>We strive to effectively meet the needs of state job seekers, employees, departments, and the people of California.</i>
Economy, Efficiency, and Sense of Urgency	<i>We will actively pursue opportunities to improve the civil service process to save time and money.</i>
Partnering with Customers and Stakeholders	<i>We seek opportunities to work with others to benefit from external perspectives and to combine resources to reach common goals.</i>
High Quality People, Service, and Results	<i>We value the state workforce and the services that employees provide to the people of California.</i>

GOALS

Simplify and Clarify the Civil Service System

Outcome: A streamlined civil service system.

Key Performance Indicator: Efficient and effective utilization of resources.

Attract, Develop, Promote, and Retain a Quality Workforce

Outcome: To be an employer of choice.

Key Performance Indicator: Reputation.

Communicate Innovative Techniques and Best Practices

Outcome: A more efficient human resource workforce.

Key Performance Indicator: Efficient and effective utilization of resources.

Demystify Performance Management

Outcome: High performing state workforce.

Key Performance Indicator: Effective and well prepared probationary reports, performance reviews, and when necessary, adverse actions.

STRATEGIC PLAN

Goal - Simplify and Clarify the Civil Service System

Many of the state's hiring processes are antiquated and inefficient. In addition, departments rely on a variety of outdated resource information for guidance. The SPB will simplify and clarify the civil service system through reinventing civil service processes and providing clear direction to stakeholders.

Objectives:

- Review, streamline, and increase the effectiveness of current processes.
- Address outdated resource information.
- Create a new regulatory scheme and resource manual to provide clear and consistent guidance to stakeholders.

Goal - Attract, Develop, Promote, and Retain a Quality Workforce

The SPB oversees the merit-based processes for the hiring of over 200,000 state employees. It is imperative that the state workforce remains strong and continues to provide critical services to the people of California, including but not limited to, protecting life and property, managing emergency operations, providing education, promoting public health, and preserving the environment.

Objectives:

- Recruit from the private sector.
- Upgrade the skills and abilities of the current workforce.
- Reward talent.
- Promote diversity.

Goal – Communicate Innovative Techniques and Best Practices

The SPB administers the merit system which encompasses many of the state's personnel practices. Current processes are complex and often difficult to understand. Many departments create their own procedures to effectively manage their work. These innovations are not recognized and shared. The SPB will share information in order to strengthen civil service operations.

- Educate departments on proper personnel practices through compliance reviews and board decisions.
- Identify, applaud, and promote departments' best practices discovered during compliance reviews.

Goal - Demystify Performance Management

The state performance management system is viewed as cumbersome and ineffective in fostering a well-qualified workforce, causing supervisors and managers to neglect recognizing high performance, and avoid addressing deficient performance. The SPB will provide guidance on how to more effectively manage employee performance.

Objective:

- Assist departments in developing an appreciation for the value of performance management through open communication and training for stakeholders.