

2018-2022 Strategic Plan

Vision: 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.

Mission: To become California's "Employer of Choice."

Core Values

Fairness	<i>We administer the civil service system in a fair and impartial manner.</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 encourage their collaboration.</i>
Integrity	<i>We protect the merit principle in state employment to ensure that it is free from political patronage, bias, and personal gain.</i>
Quality Customer Service	<i>We strive to effectively meet the needs of state job applicants, employees, departments, employee organizations, and the people of California.</i>
Effectiveness and Efficiency	<i>We constantly pursue opportunities to ensure an efficient and effective civil service process.</i>
Partnership	<i>We maximize opportunities to work with Stakeholders in order to benefit from external perspectives and 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>

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Goal A	Goal B	Goal C
Merit System Integrity is Preserved	Enhanced Effectiveness of the Civil Service System Through Staff and Stakeholder Engagement	Strong Organization
<p><u>Objectives/Strategies</u></p> <ul style="list-style-type: none"> • An impartial and expeditious resolution of appeals from disciplinary actions, merit-related examination and appointment matters, and personal services contract challenges, requests to file charges against state employees, and whistleblower retaliation and disability discrimination complaints <ul style="list-style-type: none"> • <i>Resolve actions, matters, charges and complaints within statutory timeframes</i> • Preservation of the integrity of the merit system through regular compliance reviews <ul style="list-style-type: none"> • <i>Complete one third of compliance reviews annually</i> • <i>Hire staff and identify audit activity, procedures, and protocols that SPB will be managing for CalHR</i> • <i>Implement new CalHR audit functions</i> • Prompt and thorough investigation of suspected merit system violations to remedy noncompliance <ul style="list-style-type: none"> • <i>Complete special investigations within 90 days</i> 	<p><u>Objectives/Strategies</u></p> <ul style="list-style-type: none"> • Accessible civil service classification system through fewer and broader classes more in alignment with private sector jobs <ul style="list-style-type: none"> • <i>Review class specification proposals to ensure alignment with the Board's vision</i> • <i>Redesign the classification specification format and job bulletin to enhance recruitment</i> • Streamlined hiring administered through clear laws and rules and efficient and effective processes <ul style="list-style-type: none"> • <i>Identify and amend/repeal laws and rules in the selection process to make the system more nimble and efficient</i> 	<p><u>Objectives/Strategies</u></p> <ul style="list-style-type: none"> • An engaged and empowered staff through communication, training, and recognition <ul style="list-style-type: none"> • <i>Champion organizational culture</i> • <i>Invest in employee development</i> • <i>Reward talent</i> • Operational excellence through optimized processes, products, and services <ul style="list-style-type: none"> • <i>Seek operational efficiencies</i> • Optimal use of resources through budget monitoring, leveraging IT solutions, and performance and risk management <ul style="list-style-type: none"> • <i>Improve automated systems to keep them optimally functional</i> • <i>Increase performance through metric monitoring</i> • <i>Identify and mitigate threats to reduce risk</i>

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<p><u>Objectives/Strategies continued</u></p> <ul style="list-style-type: none">• Effective approaches to address areas of noncompliance and egregious areas of abuse<ul style="list-style-type: none">• <i>Identify repeat offenders and departments with severe violations</i>• Improved education and tools available to stakeholders<ul style="list-style-type: none">• <i>Issue annual letter to departments summarizing audit findings and reinforcing strategies to avoid noncompliance</i>• <i>Identify and profile best practices on the CRU webpage</i>• <i>Continuously improve the toolkit available to departments on the CRU webpage</i>		
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Goal A – Merit System Integrity is Preserved

Outcome: Hiring is fair and impartial. Discipline is fair.

Key Performance Indicator: The State of California is an employer of choice.

Goal B – Enhanced Effectiveness of the Civil Service System through Staff and Stakeholder Engagement

Outcome: A streamlined civil service system.

Key Performance Indicator: Efficient and effective utilization of resources.

Goal C – Strong Organization

Outcome: A high-performing, risk-intelligent, and innovative organization.

Key Performance Indicator: Reputation.