

## 2017-2022 Strategic Plan

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**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 21<sup>st</sup> century.

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

### Core Values

<b>Fairness</b>	<i>We administer the civil service system in a fair and impartial manner.</i>
<b>Transparency</b>	<i>We operate with transparency and accept responsibility for our actions.</i>
<b>Clarity and Consistency</b>	<i>We seek to provide clear and consistent guidance to departments.</i>
<b>Communication</b>	<i>We value our relationships with those we serve and encourage their collaboration.</i>
<b>Integrity</b>	<i>We protect the merit principle in state employment to ensure that it is free from political patronage, bias, and personal gain.</i>
<b>Quality Customer Service</b>	<i>We strive to effectively meet the needs of state job applicants, employees, departments, employee organizations, and the people of California.</i>
<b>Effectiveness and Efficiency</b>	<i>We constantly pursue opportunities to ensure an efficient and effective civil service process.</i>
<b>Partnership</b>	<i>We maximize opportunities to work with Stakeholders in order to benefit from external perspectives and combine resources to reach common goals.</i>
<b>High Quality People, Service, and Results</b>	<i>We value the state workforce and the services that employees provide to the people of California.</i>

## State Personnel Board 2017-2022 Strategic Plan

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

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<p><b><u>Objectives/Strategies continued</u></b></p> <ul style="list-style-type: none"><li>• Effective approaches to address areas of noncompliance and egregious areas of abuse<ul style="list-style-type: none"><li>• <i>Identify repeat offenders and departments with severe violations</i></li></ul></li><li>• Improved education and tools available to stakeholders<ul style="list-style-type: none"><li>• <i>Issue annual letter to departments summarizing audit findings and reinforcing strategies to avoid noncompliance</i></li><li>• <i>Identify and profile best practices on the CRU webpage</i></li><li>• <i>Continuously improve the toolkit available to departments on the CRU webpage</i></li></ul></li></ul>		
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# State Personnel Board 2017-2022 Strategic Plan

## **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.*