

CALIFORNIA STATE PERSONNEL BOARD

Date of Issue: May 16, 1988

MEMO TO: ALL STATE AGENCIES AND EMPLOYEE ORGANIZATIONS

SUBJECT: Disciplinary actions in State service.

A statistical review was made in the Spring of 1987 of disciplinary actions taken in the State Civil Service during the 1983-84, 1984-85, and 1985-86 fiscal years. The purpose of this review was to compare the level of disciplinary actions taken across the various ethnic, sex, and disabled groups to determine whether any differences existed. The resulting findings revealed that disparate effect had occurred for Blacks, Hispanics, Pacific Islanders and males. Blacks had received 27% of the disciplinary actions while comprising 11% of the State work force; Hispanics 16% of the actions while comprising 12% of the work force; Pacific Islanders 0.4% of the actions while comprising 0.2% of the work force; and males 68% of the actions while comprising 56% of the work force.

The State Personnel Board was concerned upon learning of these findings, and asked that an informational hearing on this subject be scheduled. The hearing which was held on January 6, 1988, was one of several steps in the follow-up process to obtain input from the psychological and sociological communities, advocate groups, employee organizations, and State departments on possible courses of action the Personnel Board could take in response.

The Board felt that most of the suggestions and recommendations made at this hearing were positive steps which warranted further development and implementation. They directed staff to:

1. Work with the Department of Personnel Administration (DPA) to initiate an orientation program for new employees that would more clearly identify general job requirements and expectations for employment in State service, initiate a training program for supervisors to assure they have a better sensitivity and understanding of the different ethnic/cultural backgrounds from which employees come, and initiate stress management programs for employees;
2. Encourage departments to establish an intervention and counseling program perhaps as an adjunct to the Employee Assistance Program (EAP), which will be designed to be initiated when work problems begin;
3. Establish a periodic reporting system to gather data and information to allow monitoring of the State's disciplinary system and require service reporting of information into the Board;

4. Consult with those departments the study identified as having evidence of a higher incidence of adverse actions than representation to examine and resolve any systemic problems; and
5. Establish a Task Force to provide input, further recommendations and evaluate proposals developed.

It is anticipated that the details of the reporting system mentioned will be outlined shortly so that departments may begin to maintain data with the beginning of the new fiscal year.

In addition, we are requesting departments to review their current disciplinary standards and procedures to assure consistency in actions taken, especially where field offices or non-headquartered operations are concerned.

If you have any questions, please feel free to contact Bill Billingsley, the Black Program Manager at the Personnel Board. He is coordinating the Board's follow-up activities in response to the hearing and can be reached at (916) 445-1901, ATSS 8-485-1901 or TDD (916) 323-0499, ATSS 473-0499.

/s/
GLORIA HARMON
Executive Officer