

COMPLIANCE REVIEW REPORT

CALIFORNIA DEPARTMENT OF MOTOR VEHICLES

Compliance Review Unit
State Personnel Board
July 14, 2025

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INTRODUCTION

Established by the California Constitution, the State Personnel Board (the SPB or Board) is charged with enforcing and administering the civil service statutes, prescribing probationary periods and classifications, adopting regulations, and reviewing disciplinary actions and merit-related appeals. 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, policies, and consultation.

Pursuant to Government Code section 18661, the SPB's Compliance Review Division (CRD) conducts compliance reviews of appointing authorities' personnel practices in five areas: examinations, appointments, equal employment opportunity (EEO), personal services contracts (PSC's), and mandated training, to ensure compliance with civil service laws and Board regulations. The purpose of these reviews is to ensure state agencies are in compliance with merit related laws, rules, and policies and to identify and share best practices identified during the reviews.

Pursuant to Government Code section 18502, subdivision (c), the SPB and the California Department of Human Resources (CalHR) may "delegate, share, or transfer between them responsibilities for programs within their respective jurisdictions pursuant to an agreement." SPB and CalHR, by mutual agreement, expanded the scope of program areas to be audited to include more operational practices that have been delegated to departments and for which CalHR provides policy direction. Many of these delegated practices are cost drivers to the state and were not being monitored on a statewide basis.

As such, SPB also conducts compliance reviews of appointing authorities' personnel practices to ensure that state departments are appropriately managing the following non-merit-related personnel functions: compensation and pay, leave, and policy and processes. These reviews will help to avoid and prevent potential costly litigation related to improper personnel practices, and deter waste, fraud, and abuse.

The SPB conducts these reviews on a three-year cycle.

The CRD may also conduct special investigations in response to a specific request or when the SPB obtains information suggesting a potential merit-related violation.

It should be noted that this report only contains findings from this hiring authority's compliance review. Other issues found in SPB appeals and special investigations as well as audit and review findings by other agencies such as the CalHR and the California State Auditor are reported elsewhere.

EXECUTIVE SUMMARY

The CRD conducted a routine compliance review of the California Department of Motor Vehicles (DMV) personnel practices in the areas of examinations, appointments, EEO, PSC's, mandated training, compensation and pay, leave, and policy and processes. The following table summarizes the compliance review findings.

Area	Severity	Finding
Examinations	In Compliance	Examinations Complied with Civil Service Laws and Board Rules
Examinations	In Compliance	Permanent Withhold Actions Complied with Civil Service Laws and Board Rules
Appointments	Serious	Probationary Evaluations Were Not Provided for All Appointments Reviewed and Some That Were Provided Were Untimely ¹
Appointments	Technical	Appointment Documentation Was Not Kept for the Appropriate Amount of Time ²
Equal Employment Opportunity	Very Serious	Complainants Were Not Notified of the Reasons for Delays in Decisions Within the Prescribed Time Period
Personal Services Contracts	Serious	Unions Were Not Notified of Personal Services Contracts ³

¹ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV did not provide 35 probationary reports for 15 of the 53 appointments reviewed. In addition, the DMV did not provide six probationary reports in a timely manner. The DMV's March 2, 2020, compliance review report identified that the DMV did not provide 8 probationary reports for 6 of the 57 appointments reviewed. In addition, the DMV did not provide three probationary reports in a timely manner.

² Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV failed to retain 21 NOPA's of the 53 appointments reviewed.

³ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV did not notify unions prior to entering into 12 of the 50 PSC's reviewed.

Area	Severity	Finding
Mandated Training	Substantial Compliance	Ethics Training Was Not Provided for All Filers ⁴
Mandated Training	Very Serious	Sexual Harassment Prevention Training Was Not Provided for All Employees ⁵
Mandated Training	Very Serious	Supervisory Training Was Not Provided for All Supervisors, Managers, and CEAs ⁶
Compensation and Pay	In Compliance	Salary Determinations Complied with Civil Service Laws, Board Rules, and CalHR Policies and Guidelines
Compensation and Pay	Very Serious	Alternate Range Movements Did Not Comply with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines ⁷
Compensation and Pay	In Compliance	Red Circle Rate Authorizations Complied with Civil Service Laws, Board Rules, and CalHR Policies and Guidelines
Compensation and Pay	In Compliance	Bilingual Pay Authorizations Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Compensation and Pay	In Compliance	Pay Differential Authorizations Complied with Civil Service Laws, Board Rules, and CalHR Policies and Guidelines

⁴ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV did not provide ethics training to 10 of 200 new filers reviewed within 6 months of appointment. The DMV's March 2, 2020, compliance review report identified that the DMV did not provide ethics training to 42 of 337 new filers within 6 months of appointment and to 5 of 1,305 existing filers.

⁵ Repeat finding. The August 5, 2022, compliance review report identified that the DMV did not provide sexual harassment prevention training to 88 of 185 new supervisors within 6 months of appointment; did not provide sexual harassment prevention training to 1 of 1,396 existing supervisors every 2 years; and did not provide sexual harassment prevention training to 56 of 200 non-supervisors every 2 years. The DMV's March 2, 2020, compliance review report identified that the DMV did not provide sexual harassment prevention training to 103 of 171 new supervisors within 6 months of appointment, and did not provide sexual harassment prevention training to 54 of 1,342 existing supervisors every 2 years.

⁶ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV did not provide basic supervisory training to 136 of 213 new supervisors within 12 months of appointment; did not provide manager training to 7 of 21 new managers within 12 months of appointment; and did not provide CEA training to 1 of 2 new CEAs within 12 months of appointment. The DMV's March 2, 2020, compliance review report identified that the DMV did not provide basic supervisory training to 3 of 89 new supervisors within 12 months of appointment.

⁷ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV had 2 errors out of the 49 alternate range movements reviewed. The DMV's March 2, 2020, compliance review report identified that the DMV had 6 errors out of the 35 alternate range movements reviewed.

Area	Severity	Finding
Compensation and Pay	Very Serious	Incorrect Authorization of Out-of-Class Pay ⁸
Leave	In Compliance	Positive Paid Employees' Tracked Hours Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Leave	Serious	Administrative Time Off Was Not Properly Documented ⁹
Leave	Serious	Department Has Not Implemented a Monthly Internal Audit Process to Verify All Leave Input is Keyed Accurately and Timely ¹⁰
Leave	In Compliance	Service and Leave Transactions Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Policy	In Compliance	Nepotism Policy Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Policy	In Compliance	Workers' Compensation Process Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Policy	Serious	Performance Appraisals Were Not Provided to All Employees ¹¹

⁸ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV had 9 errors out of the 21 OOC pay authorizations reviewed. The DMV's March 2, 2020, compliance review report identified that the DMV had 2 errors out of the 10 OOC pay authorizations reviewed.

⁹ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV failed to document justification for 1 of the 45 ATO authorizations reviewed. In addition, two were found to be out of compliance for not documenting the request and approval of the ATO.

¹⁰ Repeat finding. The DMV's August 5, 2022, and March 2, 2020, compliance review reports identified that the DMV failed to implement a monthly internal audit process to verify all leave input is keyed accurately and timely.

¹¹ Repeat finding. The DMV's August 5, 2022, compliance review report identified that the DMV did not provide annual performance appraisals to 141 of 160 employees reviewed. The DMV's March 2, 2020, compliance review report identified that the DMV did not provide annual performance appraisals to 79 of 134 employees reviewed.

BACKGROUND

The DMV's mission is to proudly serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety.

As of January 1, 2025, the DMV has 8,213 employees who serve California's population via 218 service offices and facilities located throughout the state. In 2024, the DMV managed driver license and identification card records for 34.8 million customers and registration records for 36 million customers.

In pursuit of delivering an outstanding experience to all DMV customers powered by DMV's people and technology, the DMV strives to foster the workforce and culture of innovation; deliver simpler, faster ways to fulfill customer needs through expanded digital services; create flexible, secure technology systems; embed measurable efficiency throughout the organization; and become California's customer-centric public center organization.

SCOPE AND METHODOLOGY

The scope of the compliance review was limited to reviewing the DMV's examinations, appointments, EEO program, PSC's, mandated training, compensation and pay, leave, and policy and processes¹². The primary objective of the review was to determine if the DMV's personnel practices, policies, and procedures complied with state civil service laws and Board regulations, Bargaining Unit Agreements, CalHR policies and guidelines, CalHR Delegation Agreements, and to recommend corrective action where deficiencies were identified.

A cross-section of the DMV's examinations was selected for review to ensure that samples of various examination types, classifications, and levels were reviewed. The CRD examined the documentation that the DMV provided, which included examination plans, examination bulletins, job analyses, and scoring results. The CRD also reviewed the DMV's permanent withhold actions documentation, including Withhold Determination Worksheets, State applications (STD 678), class specifications, and withhold letters.

A cross-section of the DMV's appointments was selected for review to ensure that samples of various appointment types, classifications, and levels were reviewed. The CRD examined the documentation that the DMV provided, which included Notice of

¹² Timeframes of the compliance review varied depending on the area of review. Please refer to each section for specific compliance review timeframes.

Personnel Action (NOPA) forms, Request for Personnel Actions (RPA's), vacancy postings, certification lists, transfer movement worksheets, employment history records, correspondence, and probation reports. The DMV did not conduct any unlawful appointment investigations during the compliance review period.

The DMV's appointments were also selected for review to ensure the DMV applied salary regulations accurately and correctly processed employees' compensation and pay. The CRD examined the documentation that the DMV provided, which included employees' employment and pay history and any other relevant documentation such as certifications, degrees, and/or the appointee's application. Additionally, the CRD reviewed specific documentation for the following personnel functions related to compensation and pay: red circle rate requests, bilingual pay, monthly pay differentials, alternate range movements, and out-of-class (OOC) assignments. During the compliance review period, the DMV did not issue or authorize arduous pay.

The review of the DMV's EEO program included examining written EEO policies and procedures; the EEO Officer's role, duties, and reporting relationship; the internal discrimination complaint process; the reasonable accommodation program; the discrimination complaint process; and the Disability Advisory Committee (DAC).

The DMV's PSC's were also reviewed.¹³ It was beyond the scope of the compliance review to make conclusions as to whether the DMV's justifications for the contracts were legally sufficient. The review was limited to whether the DMV's practices, policies, and procedures relative to PSC's complied with procedural requirements.

The DMV's mandated training program was reviewed to ensure all employees required to file statements of economic interest were provided ethics training, that all supervisors, managers, and those serving in Career Executive Assignments (CEA) were provided leadership and development training, and that all employees were provided sexual harassment prevention training within statutory timelines.

The CRD reviewed the DMV's monthly internal audit process to verify all leave input into any leave accounting system was keyed accurately and timely and ensure the department certified that all leave records have been reviewed and corrected if necessary. The CRD selected a small cross-section of the DMV's units in order to ensure they maintained

¹³If an employee organization requests the SPB to review any personal services contract during the SPB compliance review period or prior to the completion of the final compliance review report, the SPB will not audit the contract. Instead, the SPB will review the contract pursuant to its statutory and regulatory process. In this instance, none of the reviewed PSC's were challenged.

accurate and timely leave accounting records. Part of this review also examined a cross-section of the DMV's employees' employment and pay history, state service records, and leave accrual histories to ensure employees with non-qualifying pay periods did not receive vacation/sick leave and/or annual leave accruals or state service credit. Additionally, the CRD reviewed a selection of the DMV employees who used Administrative Time Off (ATO) in order to ensure that ATO was appropriately administered. Further, the CRD reviewed a selection of DMV positive paid employees whose hours are tracked during the compliance review period in order to ensure that they adhered to procedural requirements.

Moreover, the CRD reviewed the DMV's policies and processes concerning nepotism, workers' compensation, and performance appraisals. The review was limited to whether the DMV's policies and processes adhered to procedural requirements.

The CRD received and carefully reviewed the DMV's written response on July 9, 2025, which is attached to this final compliance review report.

FINDINGS AND RECOMMENDATIONS

Examinations

Examinations to establish an eligible list must be competitive and of such character as fairly to test and determine the qualifications, fitness, and ability of competitors to perform the duties of the class of position for which he or she seeks appointment. (Gov. Code, § 18930.) Examinations may be assembled or unassembled, written or oral, or in the form of a demonstration of skills, or any combination of those tests. (*Ibid.*) The Board establishes minimum qualifications for determining the fitness and qualifications of employees for each class of position and for applicants for examinations. (Gov. Code, § 18931, subd. (a).) Within a reasonable time before the scheduled date for the examination, the designated appointing power shall announce or advertise the examination for the establishment of eligible lists. (Gov. Code, § 18933, subd. (a).) The advertisement shall contain such information as the date and place of the examination and the nature of the minimum qualifications. (*Ibid.*) Every applicant for examination shall file an application with the department or a designated appointing power as directed by the examination announcement. (Gov. Code, § 18934, subd. (a)(1).) The final earned rating of each person competing in any examination is to be determined by the weighted average of the earned ratings on all phases of the examination. (Gov. Code, § 18936.) Each competitor shall be notified in writing of the results of the examination when the employment list resulting from the examination is established. (Gov. Code, § 18938.5.)

During the period under review, August 1, 2024, through January 31, 2025, the DMV conducted seven examinations. The CRD reviewed six of those examinations, which are listed below:

Classification	Exam Type	Exam Components	Final File Date	No. of Apps
CEA B, Chief, Driver Licensing Branch	CEA	Statement of Qualifications (SOQ) ¹⁴	11/20/24	19
CEA B, Chief, Operations Modernization Branch	CEA	SOQ	8/13/24	21
CEA B, Project Director, REAL ID	CEA	SOQ	10/8/24	17
Driver Safety Manager II	Departmental Promotional	SOQ	9/12/24	6
Driver Safety Manager II	Departmental Promotional	SOQ	12/27/24	6
Driver Safety Manager III	Departmental Promotional	SOQ	12/3/24	6

IN COMPLIANCE	FINDING NO. 1 EXAMINATIONS COMPLIED WITH CIVIL SERVICE LAWS AND BOARD RULES
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The CRD reviewed three CEA open and three departmental promotional examinations which the DMV administered in order to create eligible lists from which to make appointments. The DMV published and distributed examination bulletins containing the required information for all examinations. Applications received by the DMV were accepted prior to the final filing date. Applicants were notified about the next phase of the examination process. After all phases of the examination process were completed, the score of each competitor was computed, and a list of eligible candidates was established. The examination results listed the names of all successful competitors arranged in order of the score received by rank. The CRD found no deficiencies in the examinations that the DMV conducted during the compliance review period.

¹⁴ In a Statement of Qualifications examination, applicants submit a written summary of their qualifications and experience related to a published list of desired qualifications. Raters, typically subject matter experts, evaluate the responses according to a predetermined rating scale designed to assess their ability to perform in a job classification, assign scores and rank the competitors in a list.

Permanent Withhold Actions

Departments are granted statutory authority to permit withhold of eligibles from lists based on specified criteria. (Gov. Code, § 18935.) Permanent appointments and promotions within the state civil service system shall be merit-based, ascertained by a competitive examination process. (Cal. Const., art. VII, § 1, subd. (b).) If a candidate for appointment is found not to satisfy the minimum qualifications, the appointing power shall provide written notice to the candidate, specifying which qualification(s) are not satisfied and the reason(s) why. The candidate shall have an opportunity to establish that s/he meets the qualifications. (Cal. Code Regs., tit. 2, § 249.4, subd. (b).) If the candidate fails to respond or fails to establish that s/he meets the minimum qualification(s), the candidate's name shall be removed from the eligibility list. (Cal. Code Regs., tit. 2, § 249.4, subd. (b)(1), (2)), (HR Manual, section 1105.) The appointing authority shall promptly notify the candidate in writing and shall notify the candidate of his or her appeal rights. (*Ibid.*) A permanent withhold does not necessarily permanently restrict a candidate from retaking the examination for the same classification in the future; however, the appointing authority may place a withhold on the candidate's subsequent eligibility record if the candidate still does not meet the minimum qualifications or continues to be unsuitable. (HR Manual, Section 1105). State agency human resources offices are required to maintain specific withhold documentation for a period of five years. (*Ibid.*)

During the period under review, August 1, 2024, through January 31, 2025, the DMV conducted 35 permanent withhold actions. The CRD reviewed 18 of these permanent withhold actions, which are listed below:

Exam Title	Exam ID	Date List Eligibility Began	Date List Eligibility Ended	Reason Candidate Placed on Withhold
Associate Administrative Analyst (Accounting Systems)	5PB20	9/28/23	3/28/25	Failed to Meet Minimum Qualifications
Associate Governmental Program Analyst	9PB04	7/21/24	7/21/25	Failed to Meet Minimum Qualifications
Associate Governmental Program Analyst	9PB04	10/12/24	10/12/25	Failed to Meet Minimum Qualifications
Driver Safety Hearing Officer	2PBBG	7/16/23	7/16/25	Failed to Meet Minimum Qualifications
Driver Safety Hearing Officer	2PBBG	4/8/23	4/8/25	Failed to Meet Minimum Qualifications

Exam Title	Exam ID	Date List Eligibility Began	Date List Eligibility Ended	Reason Candidate Placed on Withhold
Executive Secretary I	0PBDC	8/27/24	8/27/25	Failed to Meet Minimum Qualifications
Information Technology Associate	0PBFJ	7/5/23	7/5/25	Failed to Meet Minimum Qualifications
Licensing-Registration Examiner, DMV	0PBDV	3/28/24	3/28/26	Failed to Meet Minimum Qualifications
Manager I, DMV	3PBAD	8/19/24	8/19/26	Failed to Meet Minimum Qualifications
Manager I, DMV	3PBAD	10/11/23	10/11/25	Failed to Meet Minimum Qualifications
Manager I, DMV	3PBAD	7/31/24	7/31/26	Failed to Meet Minimum Qualifications
Manager I, DMV	3PBAD	9/20/24	9/20/26	Failed to Meet Minimum Qualifications
Manager I, DMV	3PBAD	4/24/24	4/24/26	Failed to Meet Minimum Qualifications
Manager II, DMV	3PBBA	9/9/24	9/9/26	Failed to Meet Minimum Qualifications
Manager III, DMV	3PBBB	4/25/24	4/25/26	Failed to Meet Minimum Qualifications
Manager V, DMV	3PBAF	7/23/24	7/23/26	Failed to Meet Minimum Qualifications
Senior Motor Vehicle Technician	1MV09	8/14/24	8/14/26	Failed to Meet Minimum Qualifications
Senior Motor Vehicle Technician	1MV09	3/21/24	3/21/26	Failed to Meet Minimum Qualifications

IN COMPLIANCE	FINDING NO. 2 PERMANENT WITHHOLD ACTIONS COMPLIED WITH CIVIL SERVICE LAWS AND BOARD RULES
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The CRD found no deficiencies in the permanent withhold actions undertaken by the department during the compliance review period.

Appointments

In all cases not excepted or exempted by Article VII of the California Constitution, the appointing power must fill positions by appointment, including cases of transfers, reinstatements, promotions, and demotions in strict accordance with the Civil Service Act and Board rules. (Gov. Code, § 19050.) The hiring process for eligible candidates chosen for job interviews shall be competitive and be designed and administered to hire

candidates who will be successful. (Cal. Code Regs., tit. 2, § 250, subd. (b).) Interviews shall be conducted using job-related criteria. (*Ibid.*) Persons selected for appointment shall satisfy the minimum qualifications of the classification to which he or she is appointed or have previously passed probation and achieved permanent status in that same classification. (Cal. Code Regs., tit. 2, § 250, subd. (d).) While persons selected for appointment may meet some or most of the preferred or desirable qualifications, they are not required to meet all the preferred or desirable qualifications. (*Ibid.*) This section does not apply to intra-agency job reassignments. (Cal. Code Regs., tit. 2, § 250, subd. (e).)

During the period under review, October 1, 2023, through March 31, 2024, the DMV made 661 appointments. The CRD reviewed 52 of those appointments, which are listed below:

Classification	Appointment Type	Tenure	Time Base	No. of Appts.
Assistant Administrative Analyst (Accounting Systems)	Certification List	Full Time	Permanent	1
Assistant Division Chief/Program Manager, DMV	Certification List	Full Time	Permanent	1
Associate Business Management Analyst	Certification List	Full Time	Permanent	1
Associate Governmental Program Analyst	Certification List	Full Time	Permanent	2
Control Cashier II (Motor Vehicle Services), DMV	Certification List	Full Time	Permanent	1
Driver Safety Hearing Office	Certification List	Full Time	Permanent	2
Information Technology Manager I	Certification List	Full Time	Permanent	1
Information Technology Manager I	Certification List	Full Time	Limited Term	1
Information Technology Specialist I	Certification List	Full Time	Permanent	1
Information Technology Specialist II	Certification List	Full Time	Limited Term	1
Information Technology Supervisor II	Certification List	Full Time	Permanent	1
Licensing-Registration Examiner, DMV	Certification List	Full Time	Permanent	2
Mailing Machines Operator II	Certification List	Full Time	Permanent	1

Classification	Appointment Type	Tenure	Time Base	No. of Appts.
Manager I, DMV	Certification List	Full Time	Permanent	2
Manager II, DMV	Certification List	Full Time	Limited Term	2
Manager III, DMV	Certification List	Full Time	Limited Term	1
Manager IV, DMV	Certification List	Full Time	Permanent	1
Manager V, DMV	Certification List	Full Time	Permanent	1
Motor Vehicle Representative	Certification List	Full Time	Permanent	3
Motor Vehicle Representative	Certification List	Intermittent	Permanent	2
Personnel Specialist	Certification List	Full Time	Permanent	1
Printing Trades Supervisor II (General)	Certification List	Full Time	Permanent	1
Senior Motor Vehicle Technician	Certification List	Full Time	Limited Term	2
Senior Motor Vehicle Technician	Certification List	Full Time	Permanent	3
Staff Services Analyst (General)	Certification List	Full Time	Permanent	1
Staff Services Analyst (General) – Limited Examination and Appointment Program	Certification List	Full Time	Limited Term	1
Staff Services Management Auditor	Certification List	Full Time	Permanent	1
Staff Services Manager I	Certification List	Full Time	Permanent	2
Supervising Investigator I, DMV	Certification List	Full Time	Permanent	1
Motor Vehicle Representative	Permissive Reinstatement	Permanent	Full Time	1
Stationary Engineer	Permissive Reinstatement	Permanent	Full Time	1
Associate Governmental Program Analyst	Training and Development Assignment (T&D)	Full Time	Permanent	1
Manager I, DMV	T&D	Full Time	Permanent	1
Senior Motor Vehicle Technician	T&D	Full Time	Permanent	1
Information Technology Manager I	Transfer	Permanent	Full Time	1

Classification	Appointment Type	Tenure	Time Base	No. of Appts.
Information Technology Technician	Transfer	Permanent	Full Time	1
Licensing-Registration Examiner, DMV	Transfer	Limited Term	Full Time	1
Manager I, DMV	Transfer	Permanent	Full Time	1
Manager I, DMV	Transfer	Limited Term	Full Time	1
Warehouse Worker	Transfer	Permanent	Full Time	1

SEVERITY: SERIOUS	FINDING NO. 3 PROBATIONARY EVALUATIONS WERE NOT PROVIDED FOR ALL APPOINTMENTS REVIEWED AND SOME THAT WERE PROVIDED WERE UNTIMELY
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Summary: The DMV did not provide 36 probationary reports of performance for 14 of the 52 appointments reviewed by the CRD. In addition, the DMV did not provide three probationary reports of performance in a timely manner, as reflected in the tables below. This is the third consecutive time this has been a finding for the DMV.

Classification	Appointment Type	No. of Appointments	Total No. of Missing Probation Reports
Assistant Division Chief/Program Manager, DMV	Certification List	1	3
Associate Business Management Analyst	Certification List	1	3
Associate Governmental Program Analyst	Certification List	1	3
Driver Safety Hearing Office	Certification List	2	4
Licensing-Registration Examiner, DMV	Certification List	2	5
Manager I, DMV	Certification List	2	6
Manager V, DMV	Certification List	1	3
Personnel Specialist	Certification List	1	3
Senior Motor Vehicle Technician	Certification List	2	4
Staff Services Manager I	Certification List	1	2

Classification	Appointment Type	No. of Appointments	Total No. of Late Probation Reports
Control Cashier II (Motor Vehicle Services), DMV	Certification List	1	1
Senior Motor Vehicle Technician	Certification List	1	1
Stationary Engineer	Transfer	1	1

Criteria: The service of a probationary period is required when an employee enters or is promoted in the state civil service by permanent appointment from an employment list; upon reinstatement after a break in continuity of service resulting from a permanent separation; or after any other type of appointment situation not specifically excepted from the probationary period. (Gov. Code, § 19171.) During the probationary period, the appointing power shall evaluate the work and efficiency of a probationer in the manner and at such periods as the department rules may require. (Gov. Code, § 19172.) A report of the probationer's performance shall be made to the employee at sufficiently frequent intervals to keep the employee adequately informed of progress on the job. (Cal. Code Regs., tit. 2, § 599.795.) A written appraisal of performance shall be made to the Department within 10 days after the end of each one-third portion of the probationary period. (*Ibid.*) The Board's record retention rules require that appointing powers retain all probationary reports for five years from the date the record is created. (Cal. Code Regs., tit. 2, § 26, subd. (a)(3).)

Severity: Serious. The probationary period is the final step in the selection process to ensure that the individual selected can successfully perform the full scope of their job duties. Failing to use the probationary period to assist an employee in improving his or her performance or terminating the appointment upon determination that the appointment is not a good job/person match is unfair to the employee and serves to erode the quality of state government.

Cause: The DMV acknowledges that not all supervisors and managers completed the probation reports timely. The DMV states that they are working on methods to improve timely completion.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to demonstrate conformity with the probationary requirements of Government Code section 19172 and California Code of Regulations, title 2, section 599.795. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

SEVERITY: TECHNICAL	FINDING NO. 4 APPOINTMENT DOCUMENTATION WAS NOT KEPT FOR THE APPROPRIATE AMOUNT OF TIME
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Summary: Of the 52 appointments reviewed, the DMV did not retain 27 NOPAs. This is the second consecutive time this has been a finding for the DMV.

Criteria: As specified in section 26 of the Board's Regulations, appointing powers are required to retain records related to affirmative action, equal employment opportunity, examinations, merit, selection, and appointments for a minimum period of five years from the date the record is created. These records are required to be readily accessible and retained in an orderly and systematic manner. (Cal. Code Regs., tit. 2, § 26.)

Severity: Technical. Without documentation, the CRD could not verify if the appointments were properly conducted.

Cause: The DMV states that the missing NOPAs may be the result of human error. In addition, the DMV states that their previous method of sending NOPAs was through an inter-office mail system, which did not allow for efficient tracking.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure conformity with the record retention requirements of California Code of Regulations, title 2, section 26. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Equal Employment Opportunity

Each state agency is responsible for an effective EEO program. (Gov. Code, § 19790.) The appointing power for each state agency has the major responsibility for monitoring the effectiveness of its EEO program. (Gov. Code, § 19794.) To that end, the appointing power must issue a policy statement committed to EEO; issue procedures for filing, processing, and resolving discrimination complaints; and cooperate with the CalHR, in accordance with Civil Code section 1798.24, subdivisions (o) and (p), by providing access to all required files, documents and data necessary to carry out these mandates. (*Ibid.*) In addition, the appointing power must appoint, at the managerial level, an EEO Officer, who shall report directly to, and be under the supervision of, the director of the department to develop, implement, coordinate, and monitor the department's EEO program. (Gov. Code, § 19795, subd. (a).)

Each state agency must establish a separate committee of employees who are individuals with a disability, or who have an interest in disability issues, to advise the head of the agency on issues of concern to employees with disabilities. (Gov. Code, § 19795, subd. (b)(1).) The department must invite all employees to serve on the committee and take appropriate steps to ensure that the final committee is comprised of members who have disabilities or who have an interest in disability issues. (Gov. Code, § 19795, subd. (b)(2).)

SEVERITY: VERY SERIOUS	FINDING NO. 5 COMPLAINANTS WERE NOT NOTIFIED OF THE REASONS FOR DELAYS IN DECISIONS WITHIN THE PRESCRIBED TIME PERIOD
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Summary: The DMV provided evidence that 33 discrimination complaints related to a disability, medical condition, or denial of reasonable accommodation were filed during the compliance review period. 2 of the 33 complaint investigations exceeded 90 days in which the DMV failed to provide timely written communication to the complainant regarding the status of the complaint.

Criteria: The appointing power must issue a written decision to the complainant within 90 days of the complaint being filed. (Cal. Code Regs., tit. 2, § 64.4, subd. (a).) If the appointing power is unable to issue its decision within the prescribed time period, the appointing power must inform the complainant in writing of the reasons for the delay. (*Ibid.*)

Severity: Very Serious. Employees were not informed of the reasons for delays in decisions for discrimination complaints. Employees may feel their concerns are not being taken seriously, which can leave the agency open to liability and low employee morale.

Cause: The DMV states that they were not aware of the full scope of the criteria regarding the 90-day notification and obligation to provide reasons for delay.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure conformity with the requirements of California Code of Regulations, title 2, section 64.4, subdivision (a). Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Personal Services Contracts

A PSC includes any contract, requisition, or purchase order under which labor or personal services is a significant, separately identifiable element, and the business or person performing the services is an independent contractor that does not have status as an employee of the state. (Cal. Code Regs., tit. 2, § 547.59.) The California Constitution has an implied civil service mandate limiting the state's authority to contract with private entities to perform services the state has historically or customarily performed. Government Code section 19130, subdivision (a), however, codifies exceptions to the civil service mandate where PSC's achieve cost savings for the state. PSC's that are of a type enumerated in subdivision (b) of Government Code section 19130 are also permissible. Subdivision (b) contracts include, but are not limited to, private contracts for a new state function, services that are not available within state service, services that are incidental to a contract for the purchase or lease of real or personal property, and services that are of an urgent, temporary, or occasional nature.

For cost-savings PSC's, a state agency is required to notify SPB of its intent to execute such a contract. (Gov. Code, § 19131.) For subdivision (b) contracts, the SPB reviews the adequacy of the proposed or executed contract at the request of an employee organization representing state employees. (Gov. Code, § 19132.)

During the period under review, August 1, 2024, through January 31, 2025, the DMV had 222 PSC's that were in effect. The CRD reviewed 19 of those, which are listed below:

Vendor	Services	Contract Amount	Justification Identified?	Union Notification?
Crossroad Environmental Services	Janitorial Services	\$4,072	Yes	No
EagleShield Pest Control, Inc.	Integrated Pest Management Services	\$85,559	Yes	Yes
Interpreters Unlimited, Inc.	Telephone Interpreter Services	\$249,600	Yes	No
Jack Davenport Sweeping Service, Inc.	Parking Lot Cleaning Services	\$39,600	Yes	Yes
K&K JL Services, Inc.	Landscape Maintenance	\$30,110	Yes	Yes
Perfect Sight Landscaping	Landscape Maintenance	\$17,064	Yes	Yes
Pestmaster Services, L.P.	Pest Control	\$15,540	Yes	No
Platinum Security, Inc.	Security Guard Services	\$265,688	Yes	No
Quality Cleaning Professionals, LLC	Waste Removal	\$15,400	Yes	No
Quality Cleaning Professionals, LLC	Janitorial Services	\$116,100	No ¹⁵	Yes
Quality Cleaning Professionals, LLC	Janitorial Services	\$42,435	Yes	Yes
Quality Cleaning Professionals, LLC	Emergency Janitorial Services	\$36,400	Yes	Yes
San Diego Power Clean, Inc.	Parking Lot Cleaning Services	\$53,640	Yes	Yes
SoCal Property Services	Parking Lot Cleaning Services	\$53,640	Yes	Yes
Tate's Janitorial Services, Inc.	Janitorial Services	\$12,760	Yes	Yes
Team One Management	Janitorial Services	\$36,867	Yes	Yes

¹⁵Cost savings contract not subject to Government Code section 19130, subdivision (b) justification documentation.

Vendor	Services	Contract Amount	Justification Identified?	Union Notification?
Unspoken Language Services, Inc.	American Sign Language Interpreter Services	\$166,975	Yes	Yes
Varsobia Building Maintenance, Inc.	Waste Removal	\$12,000	Yes	Yes
Ware Disposal, Inc.	Waste Removal	\$15,480	Yes	Yes

SEVERITY: SERIOUS	FINDING NO. 6 UNIONS WERE NOT NOTIFIED OF PERSONAL SERVICES CONTRACTS
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Summary: The DMV did not notify unions prior to entering into 5 of the 24 PSC's reviewed. This is the second consecutive time this has been a finding for the DMV.

Criteria: Before a state agency executes a contract or amendment to a contract for personal services conditions specified within Government Code section 19130, subdivision (b), the agency shall notify all organizations that represent state employees who perform or could perform the type of work that is called for within the contract, unless exempted under Government Code section 19132, subdivision (b)(1). (Cal. Code Regs., tit. 2, § 547.60.2.)

Severity: Serious. Unions must be notified of impending personal services contracts in order to ensure they are aware contracts are being proposed for the type of work that their members could perform.

Cause: The DMV acknowledges that the unions were not notified prior to the processing of contract amendments. The DMV states that moving forward, they have implemented an internal review process to ensure union notification occurs timely.

Corrective Action: Departments are responsible for notifying all organizations that represent state employees who perform or could perform the type of work to be contracted prior to executing a PSC. The PSC's reviewed during this compliance review involved several services and functions which various rank-and-file civil service classifications perform. Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure conformity with

the requirements of California Code of Regulations section 547.60.2. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Mandated Training

Each member, officer, or designated employee of a state agency who is required to file a statement of economic interest (referred to as “filers”) because of the position he or she holds with the agency is required to take an orientation course on the relevant ethics statutes and regulations that govern the official conduct of state officials. (Gov. Code, §§ 11146 & 11146.1.) State agencies are required to offer filers the orientation course on a semi-annual basis. (Gov. Code, § 11146.1.) New filers must be trained within six months of appointment and at least once during each consecutive period of two calendar years, commencing on the first odd-numbered year thereafter. (Gov. Code, § 11146.3.)

Upon the initial appointment of any employee designated in a supervisory position, the employee shall be provided a minimum of 80 hours of training, as prescribed by the CalHR. (Gov. Code, § 19995.4, subd. (b).) The training addresses such topics as the role of the supervisor, techniques of supervision, performance standards, and sexual harassment and abusive conduct prevention. (Gov. Code, §§ 12950.1, subds. (a) and (b), & 19995.4, subd. (b).) Additionally, the training must be successfully completed within the term of the employee’s probationary period or within six months of the initial appointment, unless it is demonstrated that to do so creates additional costs or that the training cannot be completed during this time period due to limited availability of supervisory training courses. (Gov. Code, § 19995.4, subd. (c).)

Within 12 months of the initial appointment of an employee to a management or CEA position, the employee shall be provided leadership training and development, as prescribed by CalHR. (Gov. Code, § 19995.4, subds. (d) & (e).) For management employees the training must be a minimum of 40 hours and for CEAs the training must be a minimum of 20 hours. (*Ibid.*)

New employees must be provided sexual harassment prevention training within six months of appointment. Thereafter, each department must provide its supervisors two hours of sexual harassment prevention training and non-supervisors one hour of sexual harassment prevention training every two years. (Gov. Code, § 12950.1, subds. (a) and (b); Gov. Code, § 19995.4.)

The Legislature encourages the state and its agencies to consult on a government-to-government basis with federally recognized tribes and with nonfederal recognized tribes and tribal organizations in order to allow tribal officials the opportunity to provide meaningful and timely input in the development of policies, programs, and projects that have tribal implications. (Gov. Code, § 11019.81, sub. (c).) Each official specified in Government Code section 11019.81 subdivision (f)¹⁶ shall complete tribal consultations training by January 1, 2025, or, for officials appointed after that date, within six months of their appointment or confirmation of appointment, whichever is later. (Gov. Code, § 11019.81, sub. (h).) Each official shall retake the training annually. (*Ibid.*)

The Board may conduct reviews of any appointing power's personnel practices to ensure compliance with civil service laws and Board regulations. (Gov. Code, § 18661, subd. (a).) In particular, the Board may audit personnel practices related to such matters as selection and examination procedures, appointments, promotions, the management of probationary periods, and any other area related to the operation of the merit principle in state civil service. (*Ibid.*) Accordingly, the CRD reviews documents and records related to training that appointing powers are required by the afore-cited laws to provide its employees.

The CRD reviewed the DMV's mandated training program that was in effect during the compliance review period, February 1, 2023, through January 31, 2025. The DMV's ethics training was found to be in substantial compliance, while the DMV's supervisory training and sexual harassment prevention training was found to be out of compliance.

SUBSTANTIAL COMPLIANCE	FINDING NO. 7 ETHICS TRAINING WAS NOT PROVIDED FOR ALL FILERS
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Summary: The DMV provided ethics training to all 75 existing filers reviewed. However, the DMV did not provide ethics training to 5 of 51 new filers within six months of their appointment. This is the third consecutive time this has been a finding for the DMV.

¹⁶ Within the executive branch, the following officials have authority to represent the state in a tribal government-to-government consultation: the governor, the attorney general, each constitutional officer and statewide elected official, the director of each state agency and department, the chair and executive officer of each state commission and task force, and the chief counsel of any state agency. (Gov. Code, § 11019.81, sub. (f) (1).) Each authorized official may formally designate another agency official to conduct preliminary tribal consultations, and each designated official may have the authority to act on behalf of the state during a government-to-government consultation. (Gov. Code, § 11019.81, sub. (f) (2).)

Criteria: New filers must be provided ethics training within six months of appointment. Existing filers must be trained at least once during each consecutive period of two calendar years commencing on the first odd-numbered year thereafter. (Gov. Code, § 11146.3, subd. (b).)

Severity: Substantial Compliance. The department has achieved 90% or more compliance in this area and has provided a response sufficient to address full compliance in the future; therefore, no corrective action is required.

SEVERITY: VERY SERIOUS	FINDING NO. 8 SEXUAL HARASSMENT PREVENTION TRAINING WAS NOT PROVIDED FOR ALL EMPLOYEES
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Summary: The DMV did not provide sexual harassment prevention training to 49 of 177 new supervisors within 6 months of their appointment. In addition, the DMV did not provide sexual harassment prevention training to 38 of 1,341 existing supervisors every 2 years. Further, the DMV did not provide sexual harassment prevention training to 3 of 43 existing non-supervisors every 2 years. This is the third consecutive time this has been a finding for the DMV.

Criteria: Each department must provide its supervisors two hours of sexual harassment prevention training every two years and non-supervisory employees one hour of sexual harassment prevention training every two years. New employees must be provided sexual harassment prevention training within six months of appointment. (Gov. Code, § 12950.1, subds. (a) and (b); Gov. Code § 19995.4.)

Severity: Very Serious. The department does not ensure that all new and existing employees are properly trained to respond to sexual harassment or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. This limits the department's ability to retain a quality workforce, impacts employee morale and productivity, and subjects the department to litigation.

Cause: The DMV states that despite using a Learning Management System to enroll supervisory and non-supervisory staff in the sexual harassment prevention training course, not all employees completed the training timely.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure that all employees are provided sexual harassment prevention training in accordance with Government Code section 12950.1. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

SEVERITY: VERY SERIOUS	FINDING NO. 9 SUPERVISORY TRAINING WAS NOT PROVIDED FOR ALL SUPERVISORS, MANAGERS, AND CEAs
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Summary: The DMV provided CEA training to all 4 new CEAs within 12 months of appointment. However, the DMV did not provide basic supervisory training to 10 of 108 new supervisors within 12 months of appointment and did not provide manager training to 6 of 30 new managers within 12 months of appointment. This is the third consecutive time this has been a finding for the DMV.

Criteria: Each department must provide its new supervisors a minimum of 80 hours of supervisory training within the probationary period.(Gov. Code, § 19995.4, subd. (b).)

Upon initial appointment of an employee to a managerial position, each employee must receive 40 hours of leadership training within 12 months of appointment. (Gov. Code, § 19995.4, subd. (d).)

Upon initial appointment of an employee to a Career Executive Assignment position, each employee must receive 20 hours of leadership training within 12 months of appointment. (Gov. Code, § 19995.4, subd. (e).)

Severity: Very Serious. The department does not ensure its leaders are properly trained. Without proper training, leaders may not properly carry out their leadership roles, including managing employees.

Cause: The DMV states that despite having supervisory training tracking and notification processes in place, not all employees completed the training timely.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure that new supervisors, managers, and CEAs are provided leadership and development training within 12 months of appointment as required by Government Code section 19995.4. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Compensation and Pay

Salary Determination

The pay plan for state civil service consists of salary ranges and steps established by CalHR. (Cal. Code Regs., tit. 2, § 599.666.) Several salary rules dictate how departments calculate and determine an employee's salary rate¹⁷ upon appointment depending on the appointment type, the employee's state employment and pay history, and tenure.

Typically, agencies appoint employees to the minimum rate of the salary range for the class. Special provisions for appointments above the minimum exist to meet special recruitment needs and to accommodate employees who transfer into a class from another civil service class and are already receiving salaries above the minimum.

During the period under review, October 1, 2023, through March 31, 2024, the DMV made 661 appointments. The CRD reviewed 25 of those appointments to determine if the DMV applied salary regulations accurately and correctly processed employees' compensation, which are listed below:

Classification	Appointment Type	Tenure	Time Base	Salary (Monthly Rate)
Assistant Division Chief/Program Manager, DMV	Certification List	Permanent	Full Time	\$10,755
Associate Business Management Analyst	Certification List	Permanent	Full Time	\$6,294

¹⁷ "Rate" is any one of the salary rates in the resolution by CalHR which establishes the salary ranges and steps of the Pay Plan (Cal. Code Regs., tit. 2, section 599.666).

Classification	Appointment Type	Tenure	Time Base	Salary (Monthly Rate)
Associate Governmental Program Analyst	Certification List	Permanent	Full Time	\$6,212
Associate Governmental Program Analyst	Certification List	Permanent	Full Time	\$5,684
Driver Safety Hearing Office	Certification List	Permanent	Full Time	\$5,217
Information Technology Manager I	Certification List	Permanent	Full Time	\$8,849
Information Technology Specialist II	Certification List	Limited Term	Full Time	\$8,130
Licensing-Registration Examiner, DMV	Certification List	Permanent	Full Time	\$4,624
Licensing-Registration Examiner, DMV	Certification List	Permanent	Full Time	\$5,373
Mailing Machines Operator II	Certification List	Permanent	Full Time	\$3,798
Manager I, DMV	Certification List	Permanent	Full Time	\$5,941
Manager II, DMV	Certification List	Limited Term	Full Time	\$5,861
Manager II, DMV	Certification List	Limited Term	Full Time	\$6,273
Manager III, DMV	Certification List	Limited Term	Full Time	\$6,297
Motor Vehicle Representative	Certification List	Permanent	Full Time	\$3,707
Senior Motor Vehicle Technician	Certification List	Permanent	Full Time	\$5,373
Staff Services Analyst (General)	Certification List	Permanent	Full Time	\$4,148
Staff Services Management Auditor	Certification List	Permanent	Full Time	\$6,265
Staff Services Manager I	Certification List	Permanent	Full Time	\$7,470
Supervising Investigator I, DMV	Certification List	Permanent	Full Time	\$9,521
Motor Vehicle Representative	Permissive Reinstatement	Permanent	Full Time	\$5,117
Information Technology Manager I	Transfer	Permanent	Full Time	\$10,456
Information Technology Technician	Transfer	Permanent	Full Time	\$6,233
Manager I, DMV	Transfer	Limited Term	Full Time	\$5,974
Warehouse Worker	Transfer	Permanent	Full Time	\$4,295

IN COMPLIANCE	FINDING NO. 10 SALARY DETERMINATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES
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The CRD found no deficiencies in the salary determinations that were reviewed. The DMV appropriately calculated and keyed the salaries for each appointment and correctly determined employees' anniversary dates ensuring that subsequent merit salary adjustments will satisfy civil service laws, Board rules and CalHR policies and guidelines.

Alternate Range Movement Salary Determination (within same classification)

If an employee qualifies under established criteria and moves from one alternate range to another alternate range of a class, the employee shall receive an increase or a decrease equivalent to the total of the range differential between the maximum salary rates of the alternate ranges. (Cal. Code Regs., tit. 2, § 599.681.) However, in many instances, the CalHR provides salary rules departments must use when employees move between alternate ranges. These rules are described in the alternate range criteria. (CalHR Pay Scales). When no salary rule or method is cited in the alternate range criteria, departments must default to Rule 599.681.

During the period under review, October 1, 2023, through March 31, 2024, the DMV made 397 alternate range movements within a classification. The CRD reviewed 25 of those alternate range movements to determine if the DMV applied salary regulations accurately and correctly processed each employee's compensation, which are listed below:

Classification	Prior Range	Current Range	Time Base	Salary (Monthly Rate)
Driver Safety Hearing Office	A	B	Full Time	\$5,588
Driver Safety Hearing Office	B	C	Full Time	\$6,083
Information Technology Associate	A	B	Full Time	\$5,128
Information Technology Associate	B	C	Full Time	\$5,637
Information Technology Specialist I	B	C	Full Time	\$9,500
Investigator	A	B	Full Time	\$7,607
Motor Vehicle Assistant	A	B	Full Time	\$3,670
Motor Vehicle Assistant	A	B	Full Time	\$3,674
Motor Vehicle Representative	A	B	Full Time	\$4,291
Motor Vehicle Representative	A	B	Full Time	\$4,444
Motor Vehicle Representative	A	B	Full Time	\$3,892
Motor Vehicle Representative	A	B	Full Time	\$3,892
Motor Vehicle Representative	A	B	Full Time	\$3,892
Motor Vehicle Representative	B	C	Full Time	\$4,291
Motor Vehicle Representative	B	C	Full Time	\$4,291
Motor Vehicle Representative	B	C	Full Time	\$4,291

Classification	Prior Range	Current Range	Time Base	Salary (Monthly Rate)
Motor Vehicle Representative	B	C	Full Time	\$4,832
Motor Vehicle Representative	A	B	Intermittent	\$3,892
Motor Vehicle Representative	A	B	Intermittent	\$3,892
Motor Vehicle Representative	B	C	Intermittent	\$4,291
Office Assistant (Typing)	A	B	Full Time	\$3,401
Personnel Specialist	B	C	Full Time	\$5,450
Personnel Specialist	B	C	Full Time	\$5,663
Staff Services Analyst	A	B	Full Time	\$5,179
Staff Services Management Auditor	B	C	Full Time	\$5,211

SEVERITY: VERY SERIOUS	FINDING NO. 11 ALTERNATE RANGE MOVEMENTS DID NOT COMPLY WITH CIVIL SERVICE LAWS, RULES, AND CALHR POLICIES AND GUIDELINES
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Summary: The CRU found 4 errors in the 25 alternate range movements reviewed. This is the third consecutive time this has been a finding for the DMV.

Classification	Description of Findings	Criteria
Driver Safety Hearing Office	Incorrect anniversary date resulting in the employee being overcompensated.	Cal. Code Regs., tit. 2, section 599.676
Information Technology Specialist I	Incorrect range change date resulting in the employee being overcompensated.	Alternate Range Criteria 484
Investigator	Incorrect range change date resulting in the employee being undercompensated. In addition, incorrect anniversary date determined.	Alternate Range Criteria 492 and Cal. Code Regs., tit. 2, section 599.676
Motor Vehicle Assistant	Incorrect anniversary date resulting in the employee being overcompensated.	Cal. Code Regs., tit. 2, section 599.674, subd. (b)

Criteria: Alternate ranges are designed to recognize increased competence in the performance of class duties based upon experience obtained while in the class. The employee gains status in the alternate range as though each range were a separate classification. (Classification and Pay Guide Section 220.)

Departments are required to calculate and apply salary rules for each appointed employee accurately based on the pay plan for the state civil service. All civil service classes have salary ranges with minimum and maximum rates. (Cal. Code Regs., tit. 2, § 599.666.)

Severity: Very Serious. In four circumstances, the DMV failed to comply with the requirements outlined in the state civil service pay plan. Incorrectly applying compensation laws and rules not in accordance with CalHR's policies and guidelines results in civil service employees receiving incorrect and/or inappropriate pay amounts.

Cause: The DMV recognizes the severity and implications of incorrect alternate range movements and is actively addressing the need for additional staff training in this area.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure that employees are compensated correctly. The DMV must establish an audit system to correct current compensation transactions as well as future transactions. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Red Circle Rates

A red circle rate is a rate of pay authorized for an individual above the maximum salary for his or her class. (Gov. Code, § 19837.) Departments may authorize a red circle rate in the following circumstances: management initiated change¹⁸, lessening of abilities¹⁹, downward reclassification,²⁰ split off,²¹ allocation standard changes,²² or

¹⁸ Any major change in the type of classes, organizational structure, and/or staffing levels in a program.

¹⁹ Refers to an employee who, after many years of satisfactory service, no longer possess the ability to perform the duties and responsibilities of his/her position.

²⁰ Downward reclassification is when, as a result of SPB action or a CalHR (or its predecessor, the Department of Personnel Administration) staff determination, an incumbent's position is moved to a lower class without the duties being changed.

²¹ Split off is when one class is split into two or more classes, one of which is at a lower salary level than the original class.

²² Allocation standards for two or more classes may change to the degree that a position originally allocated to one class may be reallocated to a class with a lower salary without a change in duties.

changes in salary setting methods.²³ (*Ibid.*)

If a salary reduction is the result of split-off, changes in allocation standards, changes in salary setting methods, or a downward reclassification initiated by SPB or CalHR staff determination, the affected employee may receive a red circle rate regardless of the employee's state service total. The employee may retain it until the maximum salary of his or her class equals or exceeds the red circle rate. (Classification and Pay Guide Section 260.)

If an employee is moved to a position in a lower class because of management-initiated changes, he or she may receive a red circle rate provided he or she has a minimum of ten years' state service²⁴ and has performed the duties of the higher class satisfactorily²⁵. The length of the red circle rate resulting from a management-initiated change is based on the affected employee's length of state service. The red circle rate ends when the maximum salary of the class equals or exceeds the red circle rate or at the expiration of eligibility. (*Ibid.*)

An employee whose position is blanketed into the state civil service from another public jurisdiction may receive a red circle rate regardless of the length of service in the other jurisdiction. (Cal. Code Regs., tit. 2, § 275.) The employee may retain the red circle rate until the maximum salary of the class to which the employee's position is allocated equals or exceeds the red circle rate.

Additionally, a red circle rate may be authorized for a former CEA appointee who is reinstating to a civil service classification, a CEA with no prior civil service in a promotional exam and is being appointed from a list without a break in service, or a CEA appointee who is being reduced to a lower CEA salary rate (Classification and Pay Guide Section 440). An employee who has ten years of service, one year of which is under a career executive assignment, shall receive a red circle rate unless the termination was voluntary or based on unsatisfactory performance. (Cal. Code of Regs., tit. 2, § 599.993.) If the termination was voluntary and performance was satisfactory, a red circle rate is permissive. (*Ibid.*) This rate is based on the CEA salary rate received at the time of the

²³ Revised valuation standards applied in setting the salary for a class may result in reducing the salary of a class.

²⁴ As calculated by the State Service and Seniority Unit at CalHR. An employee with nine years' state service qualifies if the employee had been laid off or had been on a leave of absence for one or more years to reduce the effect of a layoff (CCR § 599.608).

²⁵ The latter requirement is normally satisfied by the successful completion of a probationary period, unless there is compelling evidence to suggest otherwise.

termination. Government Code section 13332.05 limits the funding of the red circle rate to no more than 90 calendar days following termination of a CEA appointment.

As of April 1, 2005, departments have delegated authority to approve red circle rates for general civil service employees and CEA positions for up to 90 days. Current Bargaining Unit agreements also provide guidelines and rules on red circle rates that may supersede applicable laws, codes, rules and/or CalHR policies and guidelines.

During the period under review, October 1, 2023, through March 31, 2024, the DMV authorized one red circle request. The CRD reviewed the red circle request, listed below, to determine if the DMV correctly verified, approved and documented the red circle authorization process:

Classification	Prior Classification	Red Circle Rate	Reason for Red Circle Rate
Assistant Division Chief/Program Manager, DMV	CEA B	\$1,411	Management Initiated Change

IN COMPLIANCE	FINDING NO. 12 RED CIRCLE RATE AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES
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The CRD found that the red circle rate request the DMV authorized during the compliance review period, satisfied civil service laws, Board rules and CalHR policies and guidelines.

Bilingual Pay

A certified bilingual position is a position where the incumbent uses bilingual skills on a continuous basis and averages 10 percent or more of the total time worked. According to the Pay Differential 14, the 10 percent time standard is calculated based on the time spent conversing, interpreting, or transcribing in a second language and time spent on closely related activities performed directly in conjunction with the specific bilingual transactions.

Typically, the department must review the position duty statement to confirm the percentage of time performing bilingual skills and verify the monthly pay differential is granted to a certified bilingual employee in a designated bilingual position. The position, not the employee, receives the bilingual designation and the department must verify that the incumbent successfully participated in an Oral Fluency Examination prior to issuing the additional pay.

During the period under review, October 1, 2023, through March 31, 2024, the DMV issued bilingual pay to 631 employees. The CRD reviewed 20 of these bilingual pay authorizations to ensure compliance with applicable CalHR policies and guidelines. These are listed below:

Classification	Bargaining Unit	Time Base	No. of Appts.
Control Cashier II (Motor Vehicle Services), DMV	R04	Full Time	1
Inspector, DMV	R07	Full Time	1
Licensing-Registration Examiner, DMV	R07	Full Time	1
Licensing-Registration Examiner, DMV	R07	Intermittent	1
Manager I, DMV	S01	Full Time	2
Manager II, DMV	S01	Full Time	1
Manager III, DMV	E48	Full Time	3
Motor Vehicle Representative	R04	Full Time	4
Senior Motor Vehicle Technician	R04	Full Time	3
Special Investigator Assistant	R07	Full Time	1
Supervising Investigator I, DMV	S07	Full Time	2

IN COMPLIANCE	FINDING NO. 13 BILINGUAL PAY AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES
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The CRD found that the bilingual pay authorized to employees during the compliance review period, satisfied civil service laws, Board rules and CalHR policies and guidelines.

Pay Differentials

A pay differential is special additional pay recognizing unusual competencies, circumstances, or working conditions applying to some or all incumbents in select classes. A pay differential may be appropriate in those instances when a subgroup of positions within the overall job class might have unusual circumstances, competencies, or working conditions that distinguish these positions from other positions in the same class. Typically, pay differentials are based on qualifying pay criteria such as: work locations or shift assignments; professional or educational certification; temporary responsibilities; special licenses, skills or training; performance-based pay; incentive-based pay; or, recruitment and retention. (Classification and Pay Manual Section 230.)

California State Civil Service Pay Scales Section 14 describes the qualifying pay criteria for the majority of pay differentials. However, some of the alternate range criteria in the pay scales function as pay differentials. Generally, departments issuing pay differentials should, in order to justify the additional pay, document the following: the effective date of the pay differential, the collective bargaining unit identifier, the classification applicable to the salary rate and conditions along with the specific criteria, and any relevant documentation to verify the employee meets the criteria.

During the period under review, October 1, 2023, through March 31, 2024, the DMV authorized 1,113 pay differentials.²⁶ The CRD reviewed 25 of these pay differentials to ensure compliance with applicable CalHR policies and guidelines. These are listed below:

Classification	Pay Differential	Monthly Amount
Deputy Chief, Investigations and Enforcement, Department of Consumer Affairs ²⁷	245	9%
Inspector, DMV	245	2%
Investigator (3 positions)	173	\$200.00
Investigator (2 positions)	244	5%
Investigator	245	5%
Investigator	245	4%
Legal Secretary	141	2 Steps
Licensing-Registration Examiner, DMV (4 positions)	30	\$85
Licensing-Registration Examiner, DMV	245	2%
Motor Vehicle Representative (4 positions)	403	\$150.00
Motor Vehicle Representative (4 positions)	441	\$250.00
Supervising Investigator I, DMV (2 Positions)	244	5%

IN COMPLIANCE	FINDING NO. 14 PAY DIFFERENTIAL AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES
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The CRD found no deficiencies in the pay differentials that the DMV authorized during the compliance review period. Pay differentials were issued correctly in recognition of unusual competencies, circumstances, or working conditions in accordance with applicable rules and guidelines.

²⁶ For the purposes of CRD's review, only monthly pay differentials were selected for review at this time.

²⁷ While this classification is specific to the Department of Consumer Affairs, the DMV obtained approval from CalHR to use this classification pursuant to the CalHR-DMV Delegation Agreement.

Out-of-Class Assignments and Pay

For excluded²⁸ and most rank-and-file employees, OOC work is defined as performing, more than 50 percent of the time, the full range of duties and responsibilities allocated to an existing class and not allocated to the class in which the person has a current, legal appointment. (Cal. Code Regs., tit. 2, § 599.810, subd. (a)(2).) A higher classification is one with a salary range maximum that is any amount higher than the salary range maximum of the classification to which the employee is appointed. (Cal. Code Regs., tit. 2, § 599.810, subd. (a)(3).)

According to the Classification and Pay Guide, OOC assignments should only be used as a last resort to accommodate temporary staffing needs. All civil service alternatives should be explored first before using OOC assignments. However, certain MOU provisions and the California Code of Regulations, title 2, section 599.810 allow for short-term OOC assignments to meet temporary staffing needs. Should OOC work become necessary, the assignment would be made pursuant to the applicable MOU provisions or salary regulations. Before assigning the OOC work, the department should have a plan to correct the situation before the time period outlined in applicable law, policy or MOU expires. (Classification and Pay Guide Section 375.)

During the period under review, October 1, 2023, through March 31, 2024, the DMV issued OOC pay to 27 employees. The CRD reviewed 15 of these OOC assignments to ensure compliance with applicable MOU provisions, salary regulations, and CalHR policies and guidelines. These are listed below:

Classification	Bargaining Unit	Out-of-Class Classification	Time Frame
Associate Governmental Program Analyst	R01	Staff Services Manager I	10/24/23-12/22/23
Driver Safety Hearing Office	R01	Driver Safety Manager I	2/1/24-3/31/24
Driver Safety Manager I	S01	Driver Safety Manager II	2/1/24-3/31/24
Driver Safety Manager III	M01	Assistant Division Chief/Program Manager, DMV	12/1/23-2/23/24

²⁸ “Excluded employee” means an employee as defined in Government Code section 3527, subdivision (b) (Ralph C. Dills Act) except those excluded employees who are designated managerial pursuant to Government Code section 18801.1.

Classification	Bargaining Unit	Out-of-Class Classification	Time Frame
Information Technology Supervisor I	S01	Information Technology Supervisor II	2/1/24-03/7/24
Inspector, DMV	R07	Supervising Inspector, DMV	10/1/23-10/31/23
Management Services Technician	R01	Executive Assistant	2/20/24-3/31/24
Manager III, DMV	S01	Assistant Division Chief/Program Manager, DMV	2/1/24-3/31/24
Manager IV, DMV	S01	Manager V, DMV	3/1/24-3/31/24
Motor Vehicle Representative	R04	Manager I, DMV	2/1/24-3/31/24
Office Services Supervisor I (General)	S04	Mailing Machines Supervisor I	10/1/23-11/19/23
Office Technician (Typing)	R04	Management Services Technician	10/1/23-10/31/23
Personnel Supervisor I	S01	Staff Services Manager I	2/1/24-3/31/24
Staff Services Manager II (Supervisory)	S01	Staff Services Manager III	3/4/24-3/31/24
Supervising Investigator I, DMV	S07	Supervising Investigator II (Commander)	2/1/24-2/29/24

SEVERITY: VERY SERIOUS	FINDING NO. 15 INCORRECT AUTHORIZATION OF OUT-OF-CLASS PAY
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Summary: The CRD found 3 errors in the 15 OOC pay assignments reviewed. This is the third consecutive time this has been a finding for the DMV.

Classification	Out-of-Class Classification	Description of Findings	Criteria
Driver Safety Manager III	Assistant Division Chief/Program Manager, DMV	Managerial employee received OOC pay before the 91 st day resulting in the employee being overcompensated.	Pay Differential 101
Office Services Supervisor I (General)	Mailing Machines Supervisor I	Incorrect OOC pay determined resulting in the employee being undercompensated.	Pay Differential 101

Classification	Out-of-Class Classification	Description of Findings	Criteria
Office Technician (Typing3)	Management Services Technician	Incorrect OOC pay determined resulting in the employee being undercompensated.	Pay Differential 91

Criteria: An employee may be temporarily required to perform OOC work by his/her department for up to one hundred twenty (120) calendar days in any twelve (12) consecutive calendar months when it determines that such an assignment is of unusual urgency, nature, volume, location, duration, or other special characteristics; and, cannot feasibly be met through use of other civil service or administrative alternatives. Departments may not use OOC assignments to avoid giving civil service examinations or to avoid using existing eligibility lists created as the result of a civil service examination.

Employees may be compensated for performing duties of a higher classification provided that: the assignment is made in advance in writing and the employee is given a copy of the assignment; and the duties performed by the employee are not described in a training and development assignment or by the specification for the class to which the excluded employee is appointed and, are fully consistent with the types of jobs described in the specification for the higher classification; and the employee does not perform such duties for more than 120 days in a fiscal year. (Cal. Code Regs., tit. 2, § 599.810, subd. (b)(1)(3)(4).)

For excluded employees, there shall be no compensation for assignments that last for 15 consecutive working days or less. (Cal. Code Regs., tit. 2, § 599.810, subd. (c).) An excluded employee performing in a higher class for more than 15 consecutive working days shall receive the rate of pay the excluded employee would receive if appointed to the higher class for the entire duration of the assignment, not to exceed one year. (Cal. Code Regs., tit. 2, § 599.810, subd. (d).) An excluded employee may be assigned OOC work for more than 120 calendar days during any 12-month period only if the appointing power files a written statement with the CalHR certifying that the additional OOC work is required to meet a need that cannot be met through other administrative or civil service

alternatives. (Cal. Code Regs., tit. 2, § 599.810, subd. (e).) Managerial OOC compensation shall not commence until the 91st day.

Severity: Very Serious. The DMV failed to comply with the state civil service pay plan by incorrectly applying compensation laws and rules in accordance with CalHR's policies and guidelines. This results in civil service employees receiving incorrect and/or inappropriate compensation.

Cause: The DMV states that an internal audit was not conducted on all salaries after the General and Salary increase updates that were effective July 2023, and processed in December 2023.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure conformity with California Code of Regulations, title 2, section 599.810 and Pay Differentials 101 and 91. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Leave

Positive Paid Employees

Actual Time Worked (ATW) is a method that can be used to keep track of a Temporary Authorization Utilization (TAU) employee's time to ensure that the Constitutional limit of 9 months in any 12 consecutive months is not exceeded. The ATW method of counting time is used to continue the employment status for an employee until the completion of an examination, for seasonal type work, while attending school, or for consulting services.

An employee is appointed TAU-ATW when he/she is not expected to work all the working days of a month. When counting 189 days, every day worked, including partial days²⁹ worked and paid absences³⁰, are counted. (Cal. Code Regs., tit. 2, § 265.1, subd. (b).) The hours worked in one day are not limited by this rule. (*Ibid.*) The 12-consecutive month timeframe begins by counting the first pay period worked as the first month of the 12-

²⁹ For example, two hours or ten hours count as one day.

³⁰ For example, vacation, sick leave, compensating time off, etc.

consecutive month timeframe. (*Ibid.*) The employee shall serve no longer than 189 days in a 12 consecutive month period. (*Ibid.*) A new 189-days working limit in a 12-consecutive month timeframe may begin in the month immediately following the month that marks the end of the previous 12-consecutive month timeframe. (*Ibid.*)

It is an ATW appointment because the employee does not work each workday of the month, and it might become desirable or necessary for the employee to work beyond nine calendar months. The appointing power shall monitor and control the days worked to ensure the limitations set forth are not exceeded. (Cal. Code Regs., tit. 2, § 265.1, subd. (f).)

For student assistants, graduate student assistants, youth aides, and seasonal classifications a maximum work-time limit of 1500 hours within 12 consecutive months may be used rather than the 189-day calculation. (Cal. Code Regs., tit. 2, § 265.1, subd. (d).)

Additionally, according to Government Code section 21224, retired annuitant appointments shall not exceed a maximum of 960 hours in any fiscal year (July-June), regardless of the number of state employers, without reinstatement, loss or interruption of benefits.

At the time of the review, the DMV had 37 positive paid employees whose hours were tracked. The CRD reviewed 20 of those positive paid appointments to ensure compliance with applicable laws, regulations, policies and guidelines, which are listed below:

Classification	Tenure	Time Frame	Hours Worked
Accounting Administrator I (Specialist)	Retired Annuitant	Fiscal Year 23/24	811
Administrative Law Judge	Retired Annuitant	Fiscal Year 23/24	526.5
Associate Governmental Program Analyst	Retired Annuitant	Fiscal Year 23/24	729
Associate Governmental Program Analyst	Retired Annuitant	Fiscal Year 23/24	618
Associate Governmental Program Analyst	Retired Annuitant	Fiscal Year 23/24	954.5
Associate Governmental Program Analyst	Retired Annuitant	Fiscal Year 23/24	949.5
Examination Proctor	Retired Annuitant	Fiscal Year 23/24	950
Information Technology Associate	Retired Annuitant	Fiscal Year 23/24	784

Classification	Tenure	Time Frame	Hours Worked
Information Technology Specialist I	Retired Annuitant	Fiscal Year 23/24	835.5
Information Technology Specialist I	Retired Annuitant	Fiscal Year 23/24	958
Information Technology Specialist II	Retired Annuitant	Fiscal Year 23/24	574.75
Information Technology Specialist II	Retired Annuitant	Fiscal Year 23/24	960
Information Technology Specialist II	Retired Annuitant	Fiscal Year 23/24	784
Information Technology Specialist II	Retired Annuitant	Fiscal Year 23/24	960
Information Technology Specialist II	Retired Annuitant	Fiscal Year 23/24	960
Licensing-Registration Examiner, DMV	Retired Annuitant	Fiscal Year 23/24	564.75
Staff Services Manager II (Supervisory)	Retired Annuitant	Fiscal Year 23/24	516.5
Staff Services Manager III	Retired Annuitant	Fiscal Year 23/24	960
Stationary Engineer	Retired Annuitant	Fiscal Year 23/24	688.5
Stationary Engineer	Retired Annuitant	Fiscal Year 23/24	803.5

IN COMPLIANCE	FINDING NO. 16 POSITIVE PAID EMPLOYEES' TRACKED HOURS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES
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The CRD found no deficiencies in the positive paid employees reviewed during the compliance review period. The DMV provided sufficient justification and adhered to applicable laws, regulations and CalHR policy and guidelines for positive paid employees.

Administrative Time Off

ATO is a form of paid administrative leave status initiated by appointing authorities for a variety of reasons. (Human Resources Manual Section 2121.) Most often, ATO is used when an employee cannot come to work because of a pending investigation, fitness for duty evaluation, or when work facilities are unavailable. (*Ibid.*) ATO can also be granted when employees need time off for reasons such as blood or organ donation, extreme weather preventing safe travel to work, states of emergency, voting, and when employees need time off to attend special events. (*Ibid.*)

During the period under review, November 1, 2023, through October 31, 2024, the DMV authorized 786 ATO transactions. The CRD reviewed 24 of these ATO transactions to ensure compliance with applicable laws, regulations, and CalHR policy and guidelines, which are listed below:

Classification	Time Frame	Amount of Time on ATO
Associate Accounting Analyst	2/29/24	8 Hours
Associate Accounting Analyst	3/1/24-3/5/24	24 Hours
Associate Management Auditor	11/6/23	2 Hours
Control Cashier I (Motor Vehicle Services), DMV	12/15/23	2 Hours
Control Cashier II (Vehicle Registration), DMV	1/31/24 2/9/24	2 Hours 2 Hours
Key Data Operator	8/7/24-10/29/24	84 Days
Licensing-Registration Examiner, DMV	3/5/24	8 Hours
Manager I, DMV	8/26/24-9/3/24	48 Hours
Manager I, DMV	12/27/24	4 Hours
Manager V, DMV	4/15/24-5/10/24	160 Hours
Motor Vehicle Assistant	1/19/24	2 Hours
Motor Vehicle Representative	2/16/24	2 Hours
Motor Vehicle Representative	7/15/24	7 Hours
Motor Vehicle Representative	4/22/24-4/30/24	41 Hours
Motor Vehicle Representative	8/8/24	1 Hour
Motor Vehicle Representative	10/30/23-12/26/23	58 Days
Motor Vehicle Representative	12/21/23	8 Hours
Motor Vehicle Representative	5/28/24	1 Hour
Motor Vehicle Representative	10/11/24-10/21/24	56 Hours
Motor Vehicle Representative	10/29/24	3 Hours
Motor Vehicle Representative	7/25/24	5 hours
Senior Motor Vehicle Technician	10/7/24-10/14/24	47 Hours
Senior Motor Vehicle Technician	10/17/24	1 Hour
Senior Motor Vehicle Technician	3/5/24	9 Hours

SEVERITY: SERIOUS	FINDING NO. 17 ADMINISTRATIVE TIME OFF WAS NOT PROPERLY DOCUMENTED
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Summary: The DMV did not grant ATO in conformity with the established policies and procedures. Of the 24 ATO authorizations reviewed by the CRD, 13 were found to be out of compliance for failing to document justification for ATO. This is the second consecutive time this has been a finding for the DMV.

In addition, the DMV did not obtain approval from CalHR prior to authorizing ATO in excess of 30 days for 2 employees.

Criteria: Appointing authorities are authorized to approve ATO for up to five (5) working days. (Gov. Code, § 19991.10.) Furthermore, they “have delegated authority to approve up to 30 calendar days.” (Human Resources Manual Section 2121.) Any ATO in excess of 30 calendar days must be approved in advance by the CalHR. (*Ibid.*) In most cases, if approved, the extension will be for an additional 30 calendar days. (*Ibid.*) The appointing authority is responsible for submitting ATO extension requests to CalHR at least 5 working days prior to the expiration date of the approved leave. (*Ibid.*)

When requesting an ATO extension, the appointing authority must provide a justification establishing good cause for maintaining the employee on ATO for the additional period of time. (*Ibid.*) ATO may not be used and will not be granted for an indefinite period. (*Ibid.*) If CalHR denies a request to extend ATO, or the appointing authority fails to request approval from CalHR to extend the ATO, the employee must be returned to work in some capacity. (*Ibid.*)

Regardless of the length of ATO, appointing authorities must maintain thorough documentation demonstrating the justification for the ATO, the length of the ATO, and the approval of the ATO. (*Ibid.*)

Severity: Serious. Because an employee on ATO is being paid while not working, a failure to closely monitor ATO usage could result in costly abuse. The use of ATO is subject to audit and review by CalHR and other control agencies to ensure policy compliance. Findings of non-compliance may result in the revocation of delegated privileges.

Cause: The DMV states that they had previously allowed front-line managers to approve ATO, which contributed to the missing substantiation. The DMV has since removed this delegation from the front-line managers and now all ATO requests must be reviewed and approved by their Human Resources Branch.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the

corrections the department will implement to ensure conformity with Government Code section 19991.10 and Human Resources Manual Section 2121. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

Leave Accounting

Departments are directed to create a monthly internal audit process to verify all leave input into any leave accounting system is keyed accurately and timely. (Human Resources Manual Section 2101.) Departments shall create an audit process to review and correct leave input errors on a monthly basis. The review of leave accounting records shall be completed by the pay period following the pay period in which the leave was keyed into the leave accounting system. (*Ibid.*) If an employee's attendance record is determined to have errors or it is determined that the employee has insufficient balances for a leave type used, the attendance record must be amended. (*Ibid.*) Attendance records shall be corrected by the pay period following the pay period in which the error occurred. (*Ibid.*) Accurate and timely attendance reporting is required of all departments and is subject to audit. (*Ibid.*)

During the period under review, July 31, 2024, through October 30, 2024, the DMV reported 390 units. The CRD reviewed 30 units within 3 pay periods to ensure compliance with applicable laws, regulations and CalHR policy and guidelines.

SEVERITY: SERIOUS	FINDING NO. 18 DEPARTMENT HAS NOT IMPLEMENTED A MONTHLY INTERNAL AUDIT PROCESS TO VERIFY ALL LEAVE INPUT IS KEYED ACCURATELY AND TIMELY
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Summary: The DMV failed to implement a monthly internal audit process to verify all timesheets were keyed accurately and timely and to certify that all leave records have been reviewed and corrected if necessary for all 30 units reviewed. This is the third consecutive time this has been a finding for the DMV.

In addition, the DMV did not provide Standard 672 Time and Attendance Report forms for 3 of the 30 units reviewed.

Criteria: Each appointing power shall keep complete and accurate time and attendance records for each employee and officer employed within the agency over which it has jurisdiction. (Cal. Code Regs., tit. 2, §

599.665.) Departments are directed to create an audit process to verify all leave input is keyed accurately and timely. (Human Resources Manual Section 2101.) Departments shall identify and record all errors found and shall certify that all leave records for the unit/pay period identified have been reviewed and all leave errors identified have been corrected. (*Ibid.*) Attendance records shall be corrected by the pay period following the pay period in which the error occurred. (*Ibid.*)

Severity: Serious. Departments must document that they reviewed all leave inputted into their leave accounting system to ensure accuracy and timeliness. Failure to audit leave could put the department at risk of incurring additional costs from the initiation of collection efforts from overpayments, and the risk of liability related to recovering inappropriately credited leave hours and funds.

Cause: The DMV states that the lack of a monthly internal audit process is due to understaffing and high turnover of staff assigned to complete this task.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure that their monthly internal audit process was documented and that all leave input is keyed accurately and timely. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

State Service

The state recognizes two different types of absences while an employee is on pay status, paid or unpaid. The unpaid absences can affect whether a pay period is a qualifying or non-qualifying pay period for state service and leave accruals.

Generally, an employee who has 11 or more working days of service in a monthly pay period shall be considered to have a complete month, a month of service, or continuous

service.³¹ (Cal. Code Regs., tit. 2, § 599.608.) Full time and fractional employees who work less than 11 working days in a pay period will have a non-qualifying month and will not receive state service or leave accruals for that month.

Hourly or daily rate employees working at a department in which the full-time workweek is 40 hours who earn the equivalent of 160 hours of service in a monthly pay period or accumulated pay periods shall be considered to have a complete month, a month of service, or continuous service. (Cal. Code Regs., tit. 2, § 599.609.)

For each qualifying monthly pay period, the employee shall be allowed credit for vacation with pay on the first day of the following monthly pay period. (Cal. Code Regs., tit. 2, § 599.608.) When computing months of total state service to determine a change in the monthly credit for vacation with pay, only qualifying monthly pay periods of service before and after breaks in service shall be counted. (Cal. Code Regs., tit. 2, § 599.739.) Portions of non-qualifying monthly pay periods of service shall not be counted nor accumulated. (*Ibid.*) On the first day following a qualifying monthly pay period, excluded employees³² shall be allowed credit for annual leave with pay. (Cal. Code Regs., tit. 2, § 599.752.)

Permanent intermittent employees also earn leave credits on the pay period following the accumulated accrual of 160 hours worked. Hours worked in excess of 160 hours in a monthly pay period are not counted or accumulated towards leave credits.

During the period under review, April 1, 2024, through September 30, 2024, the DMV had 311 employees with qualifying and non-qualifying pay period transactions. The CRD reviewed 26 transactions to ensure compliance with applicable laws, regulations and CalHR policy and guidelines, which are listed below:

Type of Transaction	Time Base	No. Reviewed
Non-Qualifying Pay Period	Full Time	23
Qualifying Pay Period	Full Time	3

³¹ Government Code sections 19143, 19849.9, 19856.1, 19858.1, 19859, 19861, 19863.1, and 19997.4 and California Code of Regulations, title 2, sections 599.609, 599.682, 599.683, 599.685, 599.687, 599.737, 599.738, 599.739, 599.740, 599.746, 599.747, 599.776.1, 599.787, 599.791, 599.840 and 599.843 provide further clarification for calculating state time.

³² As identified in Government Code sections 19858.3, subdivisions (a), (b), or (c), or as it applies to employees excluded from the definition of state employee under Government Code section 3513, subdivision (c), or California Code of Regulations, title 2, section 599.752, subdivision (a), and appointees of the Governor as designated by the Department and not subject to section 599.752.1.

IN COMPLIANCE	FINDING NO. 19 SERVICE AND LEAVE TRANSACTIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES
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The CRD determined that the DMV ensured employees with non-qualifying pay periods did not receive vacation/sick leave, annual leave, and/or state service accruals. The CRD found no deficiencies in this area.

Policy and Processes

Nepotism

It is the policy of the State of California to hire, transfer, and promote all employees on the basis of merit and fitness in accordance with civil service statutes, rules and regulations. Nepotism is expressly prohibited in the state workplace because it is antithetical to California's merit based civil service. (Cal. Code Regs., tit. 2, § 87.) (*Ibid.*) All appointing powers shall adopt an anti-nepotism policy that includes the following components: (1) a statement that the appointing power is committed to merit-based hiring and that nepotism is antithetical to a merit-based civil service system; (2) a definition of "nepotism" as an employee's use of influence or power to hire, transfer, or promote an applicant or employee because of a personal relationship; (3) a definition of "personal relationship" as persons related by blood, adoption, current or former marriage, domestic partnership or cohabitation; (4) a statement that prohibits participation in the selection of an applicant for employment by anyone who has a personal relationship with the applicant, as defined in section 83.6; (5) a statement that prohibits the direct or first-line supervision of an employee with whom the supervisor has a personal relationship, as defined in section 83.6; (6) a process for addressing issues of direct supervision when personal relationships between employees exist. (*Ibid.*)

IN COMPLIANCE	FINDING NO. 20 NEPOTISM POLICY COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES
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The CRD verified that the policy was disseminated to all staff and emphasized the DMV's commitment to the state policy of hiring, transferring, and promoting employees on the basis of merit. Additionally, the DMV's nepotism policy was comprised of specific and sufficient components intended to prevent favoritism, or bias, based on a personal relationship from unduly influencing employment decisions.

Workers' Compensation

Employers shall provide to every new employee, either at the time of hire or by the end of the first pay period, written notice concerning the rights, benefits, and obligations under workers' compensation law. (Cal. Code Regs., tit. 8, § 9880, subd. (a).) This notice shall include the right to predesignate their personal physician or medical group; a form that the employee may use as an optional method for notifying the employer of the name of employee's "personal physician," as defined by Labor Code section 4600. (Cal. Code Regs., tit. 8, § 9880, subd. (c)(7) & (8).) Additionally, within one working day of receiving notice or knowledge that the employee has suffered a work-related injury or illness, employers shall provide a claim form and notice of potential eligibility for benefits to the injured employee. (Labor Code, § 5401, subd. (a).)

Public employers may choose to extend workers' compensation coverage to volunteers that perform services for the organization. (Human Resources Manual Section 1415.) Workers' compensation coverage is not mandatory for volunteers as it is for employees. (*Ibid.*) This is specific to the legally uninsured state departments participating in the Master Agreement. (*Ibid.*) Departments with an insurance policy for workers' compensation coverage should contact their State Compensation Insurance Fund (State Fund) office to discuss the status of volunteers. (*Ibid.*)

In this case, the DMV did not employ volunteers during the compliance review period.

IN COMPLIANCE	FINDING NO. 21 WORKERS' COMPENSATION PROCESS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES
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The CRD verified that the DMV provides notice to their employees to inform them of their rights and responsibilities under California's Workers' Compensation Law. Furthermore, the CRD verified that when the DMV received workers' compensation claims, they properly provided claim forms within one working day of notice or knowledge of injury.

Performance Appraisals

According to Government Code section 19992.2, subdivision (a), appointing powers must "prepare performance reports." Furthermore, California Code of Regulations, title 2, section 599.798, directs supervisors to conduct written performance appraisals and discuss overall work performance with permanent employees at least once in each twelve calendar months after the completion of the employee's probationary period.

The CRD selected 90 permanent DMV employees to ensure that the department was conducting performance appraisals on an annual basis in accordance with applicable laws, regulations, policies and guidelines.

SEVERITY: SERIOUS	FINDING NO. 22 PERFORMANCE APPRAISALS WERE NOT PROVIDED TO ALL EMPLOYEES
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Summary: The DMV did not provide annual performance appraisals to 64 of 90 employees reviewed after the completion of the employee's probationary period. This is the third consecutive time this has been a finding for the DMV.

Criteria: Appointing powers shall prepare performance reports and keep them on file as prescribed by department rule. (Gov. Code, § 19992.2, subd. (a).) Each supervisor, as designated by the appointing power, shall make an appraisal in writing and shall discuss with the employee overall work performance at least once in each twelve calendar months following the end of the employee's probationary period. (Cal. Code Regs., tit. 2, § 599.798.)

Severity: Serious. The department does not ensure that all employees are apprised of work performance issues and/or goals in a systematic manner.

Cause: The DMV acknowledges that not all supervisors and managers completed the performance appraisals timely. The DMV states that they are working on methods to improve timely completion.

Corrective Action: Within 90 days of the date of this report, the DMV must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure conformity with Government Code section 19992.2 and California Code of Regulations, title 2, section 599.798. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

DEPARTMENTAL RESPONSE

The DMV's departmental response is attached as Attachment 1.

SPB REPLY

Based upon the DMV's written response, the DMV will comply with the corrective actions specified in these report findings. Within 90 days of the date of this report, a written corrective action response including documentation demonstrating implementation of the corrective actions specified must be submitted to the CRD.

DEPARTMENT OF MOTOR VEHICLES

HUMAN RESOURCES BRANCH
P.O. BOX 932315 MAIL STATION A208
SACRAMENTO, CA 94232-3150



July 9, 2025

Suzanne M. Ambrose, Executive Officer
State Personnel Board
801 Capitol Mall
Sacramento, CA 95814

Dear Ms. Ambrose:

Subject: Compliance Review – Department of Motor Vehicles' Response

The Department of Motor Vehicles (DMV), Human Resources Branch (HRB), has reviewed the draft Compliance Review Report received May 29, 2025. We appreciate the State Personnel Board's (SPB) review and the opportunity to respond to the findings. We take our responsibilities seriously and have already started addressing and improving our processes to ensure compliance and eliminate repeat findings.

Please note that responses were not required for Findings No. 1, 2, 7, 10, 12, 13, 14, 16, 19, 20, and 21 since the DMV was determined to be in compliance.

Below are our responses to the items that require attention:

FINDING NO. 3: PROBATIONARY EVALUATIONS WERE NOT PROVIDED FOR ALL APPOINTMENTS REVIEWED AND SOME THAT WERE PROVIDED WERE UNTIMELY

Response

The DMV acknowledges that of the 52 appointments reviewed, 36 reports were missing and three (3) were not completed timely. The DMV had already developed a comprehensive training plan in early 2025, with job aides and reminders, instructing managers and supervisors on the requirements of the probationary reports. The DMV recognizes that managers and supervisors are responsible for providing timely probationary reports to their employees as the final stage of the selection process. Unfortunately, managers and supervisors do not always complete the evaluations, but the DMV is working on additional methods to improve timely completion.

Suzanne Ambrose, Executive Officer

Page 2

July 9, 2025

FINDING NO. 4: APPOINTMENT DOCUMENTATION WAS NOT KEPT FOR THE APPROPRIATE AMOUNT OF TIME

Response

The DMV acknowledges that the missing Notice of Personnel Action (NOPAs) may be a result of human error. The DMV also recognizes that the method of distribution for sending NOPAs during the SPB's review period was via the inter-office mail system. Beginning in 2024, the DMV began using an electronic transmission process through Mobius View, which makes it easier to track when a NOPA has been sent to the unit for signature and when it has been returned signed. Once signed (if required), the NOPA is submitted to HRB for filing in the Official Personnel File. This new process also allows Transactions Managers to more easily identify and follow up on any missing NOPAs.

FINDING NO. 5: COMPLAINANTS WERE NOT NOTIFIED OF THE REASONS FOR DELAYS IN DECISIONS WITHIN THE PRESCRIBED TIME PERIOD

Response

The DMV Office of Civil Rights and Resolution agrees with the finding. We were not aware of the full scope of the criteria regarding the 90-day notification and the obligation to provide reasons for delays. We have taken corrective actions to address this knowledge gap including revising the language in our 90-day notice letter to clearly reflect the regulatory expectations, adding to our procedures to set additional reminders prior to the 90th day deadline, and providing focused training to emphasize the importance of timely investigation and time management skills of our staff. We will continue to monitor compliance using internal control tools such as a shared team calendar to track the 90-day deadline, and a monthly audit conducted by the team leader to ensure the complaint process meets the criteria.

FINDING NO. 6: UNIONS WERE NOT NOTIFIED OF PERSONAL SERVICES CONTRACTS

Response

The DMV recognizes the importance of notifying the unions when acquiring services that permanent employees may be able to perform. For the five (5) personal service contracts in question, the unions were notified prior to the execution of the original agreements, but not when the amendments were processed.

To ensure that this does not occur again, DMV contract staff were reminded of this requirement in a staff meeting on 4/17/2025, followed by an email reminder

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on 4/18/2025. Moving forward, team leaders will intermittently remind staff of the requirement. In addition, DMV has implemented an internal review process to ensure union notification occurs timely.

FINDING NO. 8: SEXUAL HARASSMENT PREVENTION TRAINING WAS NOT PROVIDED FOR ALL EMPLOYEES

Response

The DMV agrees that Sexual Harassment Prevention Training (SHPT) was not completed by 49 of 177 new supervisory, 38 of 1,341 existing supervisory, and 3 of 43 non-supervisory team members. The DMV utilizes a learning management system (LMS), DMV University (DMV U), to enroll supervisory and non-supervisory team members into the SHPT course. Each year, an analysis is completed to identify all team members who had not completed SHPT in the previous calendar year, to then enroll the required team members into the appropriate version of SHPT, supervisory or non-supervisory.

Upon findings in our most recent SPB compliance review, the DMV has taken the following measures to ensure all team members complete the SHPT course in the required timeframe:

- Automatic enrollment into SHPT for all newly hired team members using a prescriptive rule in DMV U to determine the appropriate SHPT course version (supervisory vs. non-supervisory) each newly hired team member must be enrolled into. If a team member does not enroll into SHPT on their own, this method will catch anyone who has not enrolled manually.
- Automatic enrollment notifications sent to the team member, their direct supervisor, and their field office location (if applicable) that shows start date, due date, and instruction on how to complete the SHPT course.
- Automatic daily pending approval reminder notifications for proof of completions, credit requests, and internal/external course requests sent to the appropriate approver in the workflow after a request has been pending for over 72 hours from the submission date and time.
- Automatic enrollment reminder notifications that are sent to the team member, their direct supervisor, their divisional training coordinator, and their field office location (if applicable) at the intervals of 60 days from the due date, 30 days from the due date, and on the due date of their SHPT

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course if the team member is showing as “active” at each of these deadline intervals.

- Manual enrollment process performed by DMV’s Learning & Development Branch to enroll new supervisors in the supervisory version of SHPT upon the appointment date of the leader’s first-time supervisor role, which takes place on the same date they are notified of their initial supervisory training requirement.
- Custom compliance training report sent by subscription to the divisional training coordinators on the 1st of each month showing all team members that have active and completed SHPT course enrollments, which includes start date, due date, and completion date (if applicable) for each team member.
- Custom compliance dashboard developed in Tableau available to the full department that shows active, completed, and past due (non-compliant) metrics for all compliance courses, including SHPT, which can be filtered by division to show a breakdown of each unit level within that division. A secondary dashboard was developed for divisional training coordinators which can be filtered down to the name and enrollment status of each learner in their division.
- Team members identified as not having a DMV U account have been instructed to log into the LMS to create an account and complete their SHPT course.

FINDING NO. 9: SUPERVISORY TRAINING WAS NOT PROVIDED FOR ALL SUPERVISORS, MANAGERS AND CEAS

Response

The DMV agrees that basic supervisory training (SDP) was not completed by 10 of 108 new supervisors, and manager training (MPD) was not completed by six (6) of 30 new managers within 12 months of appointment. The DMV utilizes a learning management system (LMS), DMV University (DMV U), to track initial leadership training for supervisory, managerial, and CEA level leaders. Each month, an analysis is completed to identify all newly appointed leaders who must complete initial leadership training, to then notify them by email of this new requirement.

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Upon findings in our most recent SPB compliance review, the DMV has taken the following measures to ensure all new leaders complete initial leadership training in the required timeframe:

- Manual email notifications sent by DMV's Learning & Development Branch to the team member and their divisional training coordinator upon the leader's new appointment that outlines the specific initial leadership training course requirement, the due date, and instruction on how to request enrollment into the required course through DMV U and/or the California Department of Human Resources' (CalHR) LMS – CalLearns.
 - Additionally, we will send notices to Divisional Coordinators, managers, and their director manager 120 days away from their due date. We will begin to send notices to all Deputy Directors and Chiefs of Staff to share when leaders are 90 days away from due dates and if they are out of compliance.
- Custom digital external course request form built in DMV U for learners to request initial leadership training from CalHR, which contains approval tracking and a workflow to show and notify the next required approver, streamlining the approval process.
- Automatic daily pending approval reminder notifications for proof of completions, credit requests, and internal/external course requests sent to the appropriate approver in the workflow after a request has been pending for over 72 hours from the submission date and time.
- Custom Mandatory Leadership Training Status dashboard developed in DMV U that is visible of the leader's individual learner dashboard showing the initial leadership training requirement, the required by date, and their compliance status (In-Progress, Compliant, Non-Compliant).
- Custom leadership training reports developed in DMV U accessible by divisional training coordinators to show a list of leaders required to complete each level of initial leadership training, which includes appointment date, course completed, date completed, and compliance status.
- Custom compliance dashboard developed in Tableau available to the full department that shows active, completed, and past due (non-compliant) metrics for all compliance courses, including SDP, MDP, and the Executive

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Development Program (EDP), which can be filtered by division to show a breakdown of each unit level within that division. A secondary dashboard was developed for divisional training coordinators which can be filtered down to the name and enrollment status of each learner in their division.

FINDING NO. 11: ALTERNATE RANGE MOVEMENTS DID NOT COMPLY WITH CIVIL SERVICE LAWS, RULES AND CALHR POLICIES AND GUIDELINES

Response

The DMV recognizes the severity and implications of incorrect alternate range movements and is actively addressing the need for additional training on accurately calculating Merit Salary Adjustments (MSAs), counting qualifying time toward alternate range criteria, and properly identifying qualifying pay periods. Adjustments to the Transactions training program are being developed to provide more structure and consistency in information and communication, and emphasis on attention to detail. For existing staff, the DMV has implemented a secondary review process on all Transactions documents prior to processing by a manager or lead Transactions Analyst.

FINDING NO. 15: INCORRECT AUTHORIZATION OF OUT-OF-CLASS PAY

Response

The DMV acknowledges that of the 15 Out of Class (OOC) packages selected for review, two (2) of them were incorrect as the OOC salary effective July 2023 did not reflect the General and Salary increases (GEN/SAL) updates that were processed in December 2023. A third OOC was incorrect due to payment being issued for an employee in the M01 Collective Bargaining Identifier (CBID), which is not eligible for OOC pay until the 91st day of the assignment. The DMV recognizes that an audit of all salaries after the GEN/SAL update should have occurred to ensure salary integrity. Special communication to staff on verifying salaries after mass updates such as this will be implemented to ensure understanding and to address questions for processing, as well as tracking these updates as they occur. In addition, the secondary review process for all Transactions documents prior to processing will assist in maintaining accurate employee records.

FINDING NO. 17: ADMINISTRATIVE TIME OFF WAS NOT PROPERLY DOCUMENTED

Response

The DMV acknowledges that of the 24 Administrative Time Off (ATO) authorizations reviewed, 13 authorizations did not document a justification of the

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ATO, and two (2) authorization approvals were not received by CalHR timely. As a state employer with approximately 8,300 employees in over 200 offices, the DMV had previously allowed front-line managers to approve ATO which contributed to the missing substantiation. In May 2025, the DMV removed delegation from the front-line managers to approve ATO and required all ATO be reviewed and approved by HRB. This new procedure was implemented, and training was provided to all DMV supervisors and managers on May 29, 2025.

FINDING NO. 18: DEPARTMENT HAS NOT IMPLEMENTED A MONTHLY INTERNAL AUDIT PROCESS TO VERIFY ALL LEAVE INPUT IS KEYED ACCURATELY AND TIMELY

Response

The DMV acknowledges the lack of an internal audit process to verify all leave input is keyed accurately and timely and maintains that the lack of a monthly internal audit process is the result of understaffing and high turnover of staff assigned to complete this task.

FINDING NO. 22: PERFORMANCE APPRAISALS WERE NOT PROVIDED TO ALL EMPLOYEES

Response

The DMV agrees that annual performance appraisals were not provided to 64 of the 90 employees reviewed. Training was provided to all DMV supervisors and managers between April 2024 and November 2024. Additionally, the DMV developed a comprehensive training plan in early 2025, with job aides and reminders, instructing managers and supervisors on the requirements of the annual appraisals. The DMV recognizes that managers and supervisors are responsible for providing timely performance appraisals to their employees to ensure conformity with the applicable regulations. Unfortunately, managers and supervisors do not always complete the appraisals, but the DMV is working on additional methods to improve timely completion.

Conclusion

The DMV would like to thank SPB for undertaking the 2025 DMV Compliance Review. The DMV regards the audit process with a high degree of respect and views these reports as a productive, collaborative learning experience with the SPB to adjust as necessary to ensure compliance. The DMV strives to be in full compliance with established requirements, training, tracking systems, best practices, and reminders.

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Should you have any questions or need additional information, please contact Selina Mendoza, Assistant Chief, via email at selina.mendoza@dmv.ca.gov or Matthew Thomas, Personnel Officer, at matthew.thomas@dmv.ca.gov.

Sincerely,

Kathleen E. Chaussee

KATHLEEN E. CHAUSSEE, Chief
Human Resources Branch

cc: Robbie Crockett, Deputy Director, Administrative Services Division
Virginia Corbitt, Chief, Audits Branch, Executive Division