

Governor's Reorganization Plan to Unify and Streamline the California State
Personnel System

Testimony of Tina Campbell, Chief Human Resource Services Division
Employment Development Department

- 1) How would this reorganization proposal aid your department's personnel management efforts?

It will enhance effectiveness of services in several ways:

- Moves to a shared services model. Collaboration of skillful technical staff (both SPB/DPA) who will be working toward the same mission and vision which will raise their competency level and the quality of service they provide to departments.
- Eliminates duplication and waste. Providing better services to the departments by reducing redundancy, disjointed and wasteful programs which results in faster service to the departments and public.
- Combining the efforts of both departments IT staff should result in improved and efficient technology, transactions and information.
- Promotes inter-agency cooperation rather than competition and deliver just in time services.
- Establishes clear lines of accountability and creates a "one stop shop" for personnel management needs.

- 2) What role do you expect SPB to play following the reorganization?

Continue assisting the departments in their efforts to recruit the best and brightest candidates by preserving the merit principle in state government, and continue to provide opportunities to expedite the appeal process. It will retain its constitutional role of approving classes, prescribing probationary periods, and hearing merit system and disciplinary appeals.

- 3) What are the characteristics of an effective governance model for state personnel administration?

An effective governance model for state personnel administration is one that realizes people are the most important asset of government. The focus of the personnel administration should be recruiting the best and brightest and hiring them for life by training them for the services that provide them the opportunities to excel their competencies to reach their highest potential using technology and other modern and innovative methods.

Furthermore, an effective governance model for state personnel administration focuses on "service", not "control". California control agencies are often viewed as being over controlling and often hinder their customers by not being flexible and thinking outside the box. Rules and regulations are necessary to govern by; however control agencies must find creative solutions to move State government forward, which may involve legislative changes. In order for departments to be effective and timely in personnel administration, they need support from a "customer focused" agency, not a "control focused" agency. Effective

governance focuses on outcomes – not what we do but what we deliver. It is flexible and operates under speed, agility and skill.

Currently, control agencies are not delivering complete services to its customers. Best practices indicate that a delivery model should be organized around processes and “streams” of work. (e.g. common transactions for departments and agencies; services to support management; and overall strategy and policy). There is not a strong connection to the departments and their strategic and business needs. Best practices would have a tight link to departments so that their needs and requirements could be identified and solutions developed and provided to meet their needs.

- 4) What other steps will be necessary to improve hiring, training and other personnel challenges that state faces?

One of the biggest challenges the State faces in hiring, is using antiquated minimum qualifications that no longer exists. The old minimum qualifications not only prevent the departments from exploring innovative recruitment methods that attract well matched candidates to the jobs, but since they are antiquated they are no longer effective and are obstacles for bringing the right talent to state service, especially with the unprecedented need for succession planning brought on by the departure of baby boomers.

Continuing the efforts of the HR Modernization project is a step in the right direction. Moving away from the antiquated Minimum Qualifications system and using tools like behavioral interviewing questions and well developed- job related supplemental questionnaires to enable hiring managers and supervisors to hire the right person for the right job would further enhance the hiring process. The existing and outdated job classification system needs major revamping; HR Mod’s efforts in this area should be continued under the new CalHR.

Report after report and study after study, tells us that training is essential, yet State government does not have an aggressive training strategy and during tough fiscal times, training is generally one of the first items to be cut. We must bolster our training efforts and commit resources to them to ensure a well qualified workforce.

The new CalHR will need to reach out to its customers and partner with them to identity the key issues and road blocks to develop and apply best practices. They should also reach out to other states, cities and the federal government that are leading the country in personnel administration. Both DPA and SPB have talented staff and management that will be able to improve processes and gain efficiencies and should develop a performance management system to monitor its progress and continually identify areas for further improvement. It will need to develop turnkey operating procedures to ensure a smooth transition for its staff as well as its customers.