Responses to the Little Hoover Commission Questions of October 7, 2013

1. **What cultural changes are required for the department in its new role and to merge the functions of two previously separate organizations?**

   Prior to the merger, the Department of Personnel Administration's (DPA) primary mission was to represent the Governor as the "employer" in all matters concerning California state personnel employer-employee relations. The Department was responsible for issues related to salaries and benefits, job classifications and training. DPA interacted primarily with Labor Relations and Human Resources divisions in other state departments, as well as the Governor's Office and the Department of Finance. DPA also interacted regularly with state employee unions and other organizations that represent state employees.

   The creation of CalHR dramatically expanded the organization's areas of responsibilities. In addition to DPA's original core areas of expertise, CalHR is now responsible for examinations and selection, statewide civil rights functions, the Merit Services System Program and psychological screening. Additionally, many of the functions that existed at both CalHR and SPB were transferred entirely to CalHR. Of these, the most significant change is the transfer of the examinations and selections functions. As a result, CalHR now serves not only the labor relations and human resources communities within State government, but also members of the public who are seeking, applying for, and testing to become State employees.

These changes have resulted in a significant cultural transformation within the organization. Serving "external" customers (i.e. those seeking employment with the State) has become one of CalHR's core objectives. As a result of these changes, three significant operational improvements have followed which are set forth in question Number 2.

2. **How have the goals and activities of the HR Modernization effort been integrated into CalHR and what progress has been made since the reorganization? Specifically what steps have been taken to improve recruitment, hiring, retention, training and other human resource challenges?**

The HR Modernization (HR Mod) Project's goals were to: 1) create an attractive recruitment and expeditious hiring process; 2) Simplify the classification system; 3) Improve and instill high performance in the workplace; 4) Ensure all departments/agencies have workforce and succession plans that support their strategic plans; 5) compensate based on factors including individual self-development, business needs, and competitive market practices.

A core project goal was to consolidate classifications into broad occupational areas. The large number of classifications that cover many occupations makes it difficult for applicants seeking public employment to find job matches. Earlier this year, CalHR and the California Association of Professional Scientists (CAPS) successfully consolidated 33 scientist classifications into one Environmental Scientist Classification. We are also working with the California Attorneys, Administrative Law Judges and Hearing Officers in State Employment (CASE) to explore restructuring the legal professional classifications.

Another core HR Mod project goal was to expedite the hiring process. By continuing to offer consortium examinations initiated by the HR Mod project, the Selection Division within CalHR has provided departments with thousands of qualified applicants from which they may choose. The use of consortium examinations and the pooling of CalHR resources with those of other State departments allows the State to offer large candidate pools to hiring departments while simultaneously streamlining the state's recruitment and hiring efforts. We have created more than 150 on-line examinations allowing easy access for applicants to search, apply, take the test, and receive their score at any time during the day, including weekends.

Additionally, CalHR designed, built and opened a new, state-of-the-art exam and training center. The center, located in downtown Sacramento on the corner of 16th and "R" streets, has walk-in access for members of the public, affording

them immediate access and support for finding and applying for state jobs. In 2012-2013, 18,000 people were trained through instructor- led training and live webinar training. Our extensive schedule of classes for 2013-2014 is on our website. Currently, we offer over 195 free on-line, in-person and on-demand courses.

CalHR has also revitalized a comprehensive IT project designed to rebuild, modernize and simplify the primary website used by the public to look for state employment. The effort, known as the Exam and Certification Online Systems or "ECOS" project, will transform the existing State job website into a vastly improved, user-friendly site for finding and applying for state employment. The ECOS project is scheduled to go online with a new certification list platform in January 2014. This will enable state departments to order hiring lists and find eligible candidates in a far more efficient manner. The new public exams website is under construction and is scheduled to go live in 2014. In an October 9, 2013 letter from the California Department of Technology to the Joint Budget Legislative Committee the ECOS project is reported to be on-time and on-budget.

Lastly, CalHR has installed an entirely retooled system for its public Exams Call Center. Replacing an antiquated system with new technology has enabled CalHR to better track incoming calls, to more efficiently adjust staffing in times of peak usage, to provide recorded information on current exams and application processes, and to route inquiries to the appropriate expert. Last year, over 56,000 calls were received on the toll-free line, averaging approximately 300 calls a day, increasing to 500 calls a day during peak periods of testing.

3. **What is CalHR's vision for responding to the generational turnover under way in the state workforce?**

CalHR established and fully staffed the Statewide Workforce Planning Unit (the SWPU) to work collaboratively with departments to implement successful workforce and succession planning strategies. The SWPU has surveyed stakeholders across the state and determined that departments now understand the importance of implementing workforce and succession planning efforts and have resumed their workforce planning efforts in response. The SWPU is closely monitoring classifications that are at risk for attrition and, where at risk classifications are identified, will increase recruitment efforts and provide resources and training to implement knowledge transfer and retention strategies.

To address recruitment challenges presented by a multigenerational workforce and to highlight the qualities each generation brings to the workforce and how to utilize these strengths to fulfill workforce needs, the SWPU has initiated training on Maximizing the Strengths of a Multigenerational Workforce. In addition,

CalHR has expanded its use of the electronic application system to facilitate increased online applications. Our selections employees have created online tutorials to assist job seekers in navigating through the on-line JOBS website. CalHR recently introduced Facebook and Twitter to our website as well as quick response codes for smart phone users.

Future trainings will focus on how to market the state of California as an employer of choice. Our marketing strategy will highlight the diverse job opportunities within the state, work-life balance, and professional development opportunities. Finally, an employee entrance survey is being developed to determine what elements attract employees to state employment. The data from this entrance survey will be utilized to market those elements and to develop additional recruitment strategies which will take into account and market the state based on the collected data.

4. **What performance measures and best practices have been established, and what progress has been made in delegating more authority to agency and department personnel offices?**

All programs at CalHR are shifting from a 'control agency' model of service to a "resources and support" model. Nowhere is this more apparent than in the Personnel Management Division (PMD). PMD analysts provide education and support to department HR personnel as opposed to merely acting as a control agency, ready to "ding" departments when errors are made. For example, between now and the spring of 2014, PMD, with the support of the CalHR Training Division, is scheduled to train hundreds of HR personnel on transfer determinations and permissive reinstatements. In addition, PMD management shifted to a customer support model that encourages staff to focus on teaching and mentoring in all areas of personnel management. PMD also has expanded its scope of services, providing consultation on permissive reinstatements, unlawful appointments, extensions on probation, withholds from certification and other appointment-related issues, in addition to classification and compensation issues.

In preparation for CEA delegation to departments, PMD condensed the CEA levels from five to three, effectively streamlining the program by reducing the number of CEA exams that are required and the number of level change requests that must be submitted to CalHR up until delegation. Furthermore, PMD's consolidation of the CEA levels prior to delegation simplifies the process of choosing the correct level, provides intuitive tools to assist departments with CEA leveling, and provides a learning period in which departments still get CalHR feedback on their leveling requests while learning to make appropriate

choices in anticipation of the CEA Delegation Project. The Delegation Team is currently engaging departments in efforts to develop similar tools to ensure new CEA positions meet the policy-influencing requirements of the concept once responsibility for establishing new CEAs is delegated to departments.

Additionally, PMD has streamlined the CEA review process that was once duplicated by both SPB and DPA. Now CEA requests are submitted to CalHR only for review and CalHR staff works with each department to finalize and present a request to the five-member Board. Overall, departments are no longer forced to answer the same questions from two separate entities and the elimination of duplicative tasks has reduced the timeframes for the review and approval of departmental CEA requests for both departments and PMD staff.

The same is true for Board Item requests, which before the consolidation were reviewed by both DPA and SPB staff. PMD has streamlined this process and reduced these timeframes, which has allowed PMD to establish, revise, consolidate or abolish roughly 90 classifications since July 2012.

CalHR is also leveraging technology to provide department HR staff with better tools and information to do their jobs. CalHR modernized its web presence with a fully redesigned website with improved organization from the audience perspective. PMD began updating the Classification and Pay Manual on the Human Resources Information Network (HR NET).

5. **Please discuss the employee bargaining function and its effect on the remainder of the department's operations, and whether any reform may be warranted to manage the workload.**

As the bargaining agent for the Administration, the Labor Relations Division negotiates wages, hours of work and other terms and conditions of employment for the state's rank and file workforce. This remains one of CalHR's major program areas. We have successfully negotiated sixteen new contracts in 2013.

The consolidation has not significantly impacted CalHR's labor relations functions. When CalHR is in main table negotiations for a successor agreement, the Benefits and Training and Personnel Management Divisions continue to provide support and expertise in their specialty areas. Although we have traditionally used a team approach in bargaining preparation, we typically only request benefits and personnel management staff to attend negotiation sessions when their expertise is necessary.

The Labor Relations Division has been exploring technological solutions to their record retention and manual processes. The negotiations staff and personnel

services experts are working on implementation modules to help personnel analysts and specialists apply the provisions of the memoranda of understanding (MOU). These modules will be easily accessible on the CalHR website and will provide a consistent application of MOU provisions. The Labor Relations Division continues to work closely with our Legal Division to resolve management/labor disputes and to provide training and guidance to department's management staff.

6. What steps remain in the implementation of the 2011 reorganization?

The consolidation of staff from SPB and DPA to CalHR is now complete. We have consolidated the administrative functions of the two departments to best serve both CalHR and SPB. In October we commenced the strategic planning process and expect to complete the strategic plan, along with our workforce plan, in the spring of 2014.

The continuing goals of CalHR will be to recruit, develop and retain a qualified and diverse workforce; to provide an effective, extensive and low cost training program for employees; to provide quality human resource policy to ensure departments can accomplish their mission and serve the public; and to work collectively with the employee unions and organizations to provide a salary, benefit and training package that encourages employees to succeed in their public service careers.

As stated above, CalHR will be working with state departments over the next two years to train and delegate functions while providing guidance and oversight throughout the project. CalHR will continue to explore streamlining opportunities to outdated and redundant policies and processes.

ACCOMPLISHMENTS

Benefits and Training Division

- In establishing a new methodology for benefit coverage, CalHR has negotiated approximately $29 million in savings for calendar year 2014 under the Delta Dental contract.

- ***Training the State's workforce*** –CalHR re-established the State Training Center. In 2012/13, 18,000 people were trained through instructor- led training and live webinar training. Our extensive schedule of classes for 2013/14 is on our website (CalHR.ca.gov and click on TRAINING). Currently, we offer over 195 free on-line, in-person and on-demand courses.

- ***Innovative Automation*** – The Division created and launched a new on-line "Benefits Calendar," allowing employees the ability to select the various health, dental and vision plan options available to them based on their bargaining unit. This tool helps employees determine their monthly premium amounts for these Benefit programs.

Information Technology Division

- Recreated the baseline for the Examination and Certification Project to set a more accurate timeline and project budget.

- ***State Class to O*NET-SOC (Standard Occupational Classes) Mapping Application (SCOMA)*** - With the initial mapping of the State's 4,000 classifications to the federal Occupational Information Network (O*NET) completed, the state is now able to align its classifications to the standard

classification system used by the federal government, other state governments, local governments and private employers. Aligning the State's classification to SOC/O*NET provides numerous advantages and benefits including:
1) Facilitates the use of O*NET OnLine, an interactive application for exploring and searching occupations; 2) Provides a mechanism to use BLS wage estimate or salary data; and 3) Establishes a common taxonomy for jobs; using alternate job titles, allows users to perform better search capabilities for classification studies, exams and job vacancies.

Labor Relations Division

- The Environmental Scientist Consolidation effort abolished 31 classes and placed a Footnote 24 on 11 classes. Footnote 24 allows employees to remain in their current classification. Once the classifications have no incumbents, the classification will be abolished. This collaborative effort was very work intensive and could not have been completed without borrowing resources from CalEPA. In addition, staff in the Personnel Management Division and Labor Division worked many hours to insure this was completed. We are working to consolidate more scientist classes.

- With the help of the Benefits and Training Division a new on-line "Union Time Bank" was also created and launched, which allows departments to track union time release hours and tasks for their employees.

- Successfully negotiated sixteen new contracts in 2013.

Legal Division

- Negotiated, drafted and implemented the In Home Supportive Services Employee-Employer Relations Act.

- Created a new online Supervisor's Guide to Poor Performance and provided associated training.

- Initiated and completed Extensive Revision of CalHR laws related to the merger.
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- Assumed responsibility and began planning for an overhaul of the Merit Systems Services Program formerly run by SPB.

- Created the House Counsel Program that provides consultative services including HR management advice, investigations, mediation and customized training regarding complex employment problems in state civil service.

Office of Civil Rights

- Streamlined the process in which departments conduct and submit workforce analysis by leveraging technology and creating an Extranet site on SharePoint for agencies/departments to submit workforce analysis report documents and exemptions. State agencies can access a variety of forms, instructions, training resources, and modules to assist in completing their requirement of submitting workforce analysis data.

- CalHR and the Civil Rights Coalition hosted the first Equal Employment Opportunity Conference in over 25 years, "New Beginnings: Diversity and Inclusion, Equal Employment Opportunity (EEO) Rules, Rights and Responsibilities 2013 and Beyond." Over 200 state employees participated. Speakers included high level state representatives, various directors from numerous state agencies and a former California Supreme Court Justice.

- CalHR received an Assembly Resolution by the Honorable Roger Hernández, 48th Assembly District; relative to diversity in state government.

- Published a policy memorandum on the Role and Major Responsibilities of an Equal Employment Opportunity Officer.

- Administered over 50 bilingual fluency examinations since July 1 for state offices certifying civil service employees bilingual to provide customer service to its limited English speaking clients. Nearly ½ of the exams were for Covered California to meet their Call Center needs. Certified over 700 administrative hearing and medical interpreters used by state agencies in administrative hearings and medical consultations.

Personnel Management Division

- Established, revised or abolished 89 classifications.

- Converted Service and Seniority forms into accessible fill-and-print versions.

- Developed an IT tool to automatically download salaries from the SCO database. This system will more efficiently identify salary compaction and salary relationships within the classification structure. This replaces the prior system which required analysts to complete salary charts by hand.

Selection Division

- Focused its efforts on creating more "consortium examinations", to streamline the job search and hiring processes for departments.

- ***CalHR State Jobs Center:*** Opened an onsite Jobs Center to provide informational materials on state civil service employment to the public. The Center has computer access for job seekers, allowing them to search for state examinations and state jobs, complete their on-line profile, and fill out a standard state application on-line. In addition, a CalHR representative is available to assist walk-in visitors with their job search.

- ***Toll-free line/New phone system:*** Established an 800 toll-free line which the public can call and speak to a representative regarding state employment. Last year, over 56,000 calls were received on the toll-free line, averaging approximately 300 calls/day, increasing to 500 calls/day during peak periods of testing. Implemented a new phone system in August 2013 provides easier access to information and enhances CalHR's ability to serve applicants. Where the old system was antiquated and dropped incoming calls, the new system allows staff to direct calls more efficiently, change mapping/direction of incoming calls, update messages instantaneously, and provide a better reporting system.

- ***YouTube Videos:*** Produced and posted four (4) different YouTube videos to assist applicants in their search for state employment. Over 13,000 hits have been registered on the YouTube videos.

- ***Internet Examinations:*** Created over 150 internet accessible examinations that are accessible 24/7 allowing easy access for applicants to search, apply, take the test, and receive their score at any time during the day, including weekends.

- Effective July 1, 2013, successfully transferred the psychological screening function to the California Department of Corrections and Rehabilitation (CDCR) to assume responsibility for psychologically screening Correctional Officers, as authorized under the Correctional Peace Officer Standards and Training Commission (CPOST) statutes. CalHR's Psychological Screening Program (PSP) staff members worked with and trained CDCR's staff to provide them the necessary tools and processes to administer their own program. This change will allow CalHR to develop efficient alternatives and innovative approaches to effectively administer PSP.