

**ISSUE PAPER ON THE
STATE PERSONNEL MANAGEMENT SYSTEM
INFORMATION TECHNOLOGY CLASSIFICATION and SELECTION MODEL
November 2005
DRAFT**

ISSUE:

The State personnel management system is not adequately structured to address the state's current human resource needs at this critical time of government transformation. The California Performance Review states "... one-third of government employees are likely to retire within the next five years, ...".¹ However, there is no enterprise strategy in place to address this extremely significant loss of program knowledge, experience and technical skills. While information technology (IT) initiatives can, through increases in productivity and efficiency, lessen the impact of the impending retirements, the State IT workforce that implements those initiatives will also be affected by retirements. The State's existing classification, recruitment and hiring structure and practices, especially for IT classifications, will undermine the ability to hire the needed IT resources unless a more flexible classification structure and more responsive selection tools and processes are developed and implemented.

RECOMMENDATION:

Develop a 'roadmap' to replace the State's classification and selection systems as an enterprise initiative, using the State's IT classification series to create a model approach. The model must, at a minimum, include the classification structure and automated selection and skills-based certification systems, recruitment resources, and resources needed to maintain these new systems once they are implemented. This solution must also include a State enterprise human resources (HR) portal to address the needs of current and prospective state employees.

DISCUSSION:

Numerous reports have been written documenting the critical need to revamp the State personnel management system, and specifically the selection and classification processes.

- *Serving the Public: Managing the State Workforce to Improve Outcomes, Little Hoover Commission, June 2005*
- *Information Technology Managers Academy (ITMA XII) Survey Data, 2005*
- *California Performance Review, 2004*
- *SEIU/DPA Labor Management Committee draft specifications, 2001-2003*
- *Building a Skilled State Information Technology Workforce, California State Library, Research Bureau, 1999*
- *DPA Draft Classification Proposal, 1998-99*
- *Protecting and Improving the Delivery of Services to California, The Task Force on Information Technology Staff Recruitment and Retention, October 1998*
- *Legislative Data Center Broadband Demonstration Project, Legislative Counsel Bureau Proposal to the State Personnel Board, 1997*
- *Alternative Examination and Selection Program Demonstration Project, Health and Welfare Agency Data Center, 1995*

¹ CPR Report, SO03.
SCIO/StComm/IssuePaper
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Issues and problems identified in these reports cover the gamut of the HR universe – classification, selection, recruitment, pay and training. The system needs to be restructured “... if California is to find, employ, promote and retain the most qualified ... staff possible.”² “The State’s classification plan contains too many classifications, is inflexible, and is too cumbersome for today’s HR needs. “... classification specifications are out of date, titles are not descriptive or understandable ... virtually no distinction among many similar classifications which results in redundant testing.”³

The number and magnitude of problems identified are overwhelming. Any attempt to address all state classifications and the selection and certification systems and tools at one time would be very risky. Such an effort would be too broad in scope, take too long to provide benefit, and would have a large price tag. A phased approach, including creation of an enterprise model, reduces this risk and establishes a basic framework for future, less costly and less risky development and applications.

As a first step, a Project Team has been assigned to develop a *vision* document outlining the business problem and a ‘roadmap’ to solve the problem. The roadmap will include short-term solutions for the most critical issues, including development of the enterprise model and implementation of automated selection and certification systems providing for skills-based certification. In addition, the roadmap will include recommendations for long-term solutions to resolve related HR problems such as leadership training, expanded internet-based exams, and transition of (IT) student assistants to regular civil service. The Project Team consists of part-time staff and a full-time project manager who will utilize collective knowledge of the IT classification system, recruitment and certification/selection tools and processes, the state’s budget process, and IT Project Feasibility Study Report requirements and processes to develop the ‘roadmap’ and *vision* document. Consultative resources of the State CIO’s office, the IT Human Resources Committee and the California Research Bureau will be available to the Team.

The Project Team will present its proposed ‘roadmap’ to the IT Human Resources Steering Committee consisting of the State Chief Information Officer (State CIO), the Directors of the Departments of Personnel Administration and Finance, the Executive Officer of the State Personnel Board, State Controller, CalPERS, and the Chief Information Officer of the Department of Justice (or their designees). The State CIO will act as the Steering Committee chairperson.

NEXT STEPS and KEY DATES:

NEXT STEPS	KEY DATES
1. The ITC HR Committee informs SEIU of the project through the union’s involvement as a member of the IT Human Resources Committee process (meetings conducted 8/19/05 and 9/12/05). SEIU will provide input at regularly scheduled ITC HR Committee meetings.	July 2005

² CPR Report, SO03.

³ CPR Report, SO47.

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| 2. The Project Team is convened to develop the concept paper outline and timeframe for completion. | September 2005 |
| 3. Project Team develops an outline or scope of the Concept Paper, a timeline for completion of the paper, and a draft communications plan for communicating the purpose and status of their effort to all affected stakeholders. | October 2005 |
| 4. The State CIO obtains executive sponsorship from the State Personnel Board, Department of Personnel Administration, Department of Finance, CalPERS and SCO for pursuing the project outlined in this Issue Paper. | November 2005 |
| 5. The State CIO convenes the Project HR Steering Committee to introduce the Project Team; approve the Steering Committee Project Charter, HR Governance process, Concept Paper draft Executive Summary, and draft Model Action Plan | December 2005 |
| 6. Present the Concept Paper to the Steering Committee for approval and adoption of the recommendations. | February 2006 |

ASSUMPTIONS:

- Timely Executive level approvals
- Required resources are available per schedule
- Stakeholder departments, IT and HR communities participate as needed