



# CIVIL SERVICE IMPROVEMENT



*The state's current civil service system is a complicated, inflexible, and highly bureaucratic set of rules, regulations, and policies that has been slow to adapt to generational and demographic changes in the workforce and to emerging trends in the workplace. As a result, California is not optimally positioned to consistently recruit and retain the best and brightest, properly train and support employees to perform to their highest potential, and plan for the succession of future leaders—all key characteristics of a strong and nimble civil service system.*

❖ Governor Jerry Brown, January 2015 budget

Civil Service Improvement is a collaborative effort to improve California state governments' human resource process. The goal of Civil Service Improvement is to create a system that makes the State of California an employer of choice and to build a workforce prepared to meet the challenges our state government will face in the future.

## Partnerships:

- Collaborative project between the Government Operations Agency (GovOps), Department of Human Resources (CalHR), State Personnel Board (SPB), the Department of Finance, and the Governor's Office
- Consultation with experts in and out of state government

## Components:

- *Recruitment*: Simplify complicated hiring process
- *Retention and Development*: Improve employee skills & plan for upward mobility
- *Strategic Planning*: Embed long term visions for programs; workforce planning
- *Outdated Policies*: Ensure internal controls are effective
- *Labor Relations*: Align bargaining strategies with Governor's long-term priorities
- *Statewide Personnel Issues*: Consolidate and restructure classification system
- *Employee Compensation*: Evaluate issues such as, pay equity and compaction
- *Employee Performance and Discipline*: Identify effective management tools

## Approach:

- Review past studies, statues, regulations, recommendations, policies, procedure, and rules



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- Interview past and present human resource professionals for reform ideas
- Assign numerous experts and stakeholders to strategically redesign the eight components being examined

## **Accomplishments to Date:**

- Engaged in a comprehensive classification review with recommendations made on simplifying the state's overall classification plan.
- Developed process improvement curriculum and training 1<sup>st</sup> cohort.
- Eliminated more than 500 classifications to date.
- Developed statewide leadership philosophy to align with competency model.
  - Our leaders develop and inspire our workforce to deliver great results for Californians.
- Eliminated G.C. 12439, which required departments to eliminate vacancies after 6 months, a requirement that was routinely circumvented.
- Developed and distributed the first statewide employee engagement survey.
- Created new employee orientation webpage.

## **For more information:**

- Email [csi@govops.ca.gov](mailto:csi@govops.ca.gov)