



CIVIL SERVICE IMPROVEMENT



CSI Future State White Paper The House We Are Building

The Civil Service Improvement initiative will produce a modern system that will allow departments to find and quickly hire the best candidates through a fair and merit-based process. Departments will be able to systematically determine their workforce needs and will be equipped to train and develop their employees to maximize their individual potential to better serve their departments' mission.

An improved civil service system will produce a capable and engaged state workforce that is able to adapt to new challenges in serving the people of California, and reflects the diversity of the population it serves.

An improved civil service system should make California an employer of choice, both for people who want to make a career of public service and for those who want to make public service a chapter of a broader career.

Essential to creating this environment is cultivating a leadership culture committed to developing and inspiring their employees to achieve great results.

Managers will be supported in this effort with modern online tools and programs to recruit, track and develop employees throughout their careers in state service.

Potential employees will be able to use modern tools to submit applications to all positions for which they may qualify. Applicants for state jobs will be able to assess what careers exist in state government, what positions match their skills and interests, and what openings are available that fit that profile. Their job applications will be acknowledged quickly, reviewed in a timely manner and routed to hiring program managers.

Once hired, employees shall have opportunities to learn new skills and will earn recognition for doing good work. As opportunities and new technologies emerge, employees will have clear paths for upward mobility and continued professional development. Our employee engagement survey results indicate that our state employees believe that their work makes a difference in the lives of Californians. Ensuring that employees can bring value to their work and that their work adds value to the lives of Californians builds employee engagement and attracts motivated candidates.

The test of the system's success will be in its ability to get the right people in the right jobs at the right time, and ensuring they have the right tools and work processes to do high quality work.

Tactically, the key to reimagining the civil service system is consolidating, simplifying, and allocating the state's 3,197 job classifications and streamlining the examination process that supports this outdated system.

Strategically, the state will develop and use workforce planning at the state and department levels to better anticipate its future needs in terms of work content and related skill sets, and ensure that these workforce plans are aligned with departmental strategic plans.

In order to make these changes meaningful, our departments must modernize how they recruit. A passive approach is not adequate to attract the best candidates. Modern recruiting requires a proactive approach. This requires program managers and HR managers at the department level to work together to find talent and develop relationships with professional communities and higher education institutions that can feed a high quality pool of applicants. Departments must do a better job coordinating hiring efforts for industry-specific jobs and have more focused outreach to connect to underrepresented communities.

Consolidating and Broadening Job Classifications

The current classification system will be modernized to align with current and projected workforce needs and the competencies identified as necessary to perform this work. This will simplify and speed hiring, transfer, and promotion by:

- Increasing clarity to applicants outside and inside of government about what positions are available and what skills, knowledge and abilities would be required of a person hired into a position.
- Reducing the number of examinations.
- Streamlining the exam process.
- Eliminating complex transfer rules and processes.

By shifting the focus to defining specific positions through jargon-free duty statements and job descriptions, rather than department-specific job classifications, job seekers will have a better understanding of what jobs are available, as well as the content of those jobs.

A consolidated classification system that uses fewer though broader classifications will require a fundamental rethinking of how the state meets its constitutional requirement to award jobs according to competitive examination.

In some cases, for example, the requirement for an examination may be satisfied by a rigorous assessment of applicants' qualifications through review of experience, education and certifications. Improving the exam system as part of class consolidation will simplify and speed the hiring process by reducing the time and resources currently applied to developing and administering examinations. This will also involve streamlining the lengthy job analysis process that precedes the construction of an examination.

Workforce Planning

CalHR has taken the lead in developing policies, guidelines and best practices for department-level workforce planning. Workforce plans will set out the department's current and emerging workforce needs in terms of required skills and competencies as well as the department's plan for acquiring them.

CalHR also will help departments by coordinating and standardizing policies, guidelines and best practices for the key elements of workforce plans, including:

- Recruitment, by focusing on building talent pipelines to attract the best and brightest from higher education institutions, underrepresented communities and the private sector into state government.
- Hiring and onboarding talented Californians with valuable competencies and experience into a range of levels of government, taking advantage of improvements that allow hiring people from outside civil service from entry level positions to executive positions.
- Training and development to equip employees to take on new challenges and to enhance upward mobility and meet workforce needs.
- Accountability for performance.
- Retention strategies, including strategies to enhance employee recognition and engagement.
- Succession planning that informs training and development plans and ensures smooth leadership transitions
- Retirement planning to prepare for transitions.

To support this new system, CalHR is improving its infrastructure to provide governance, policies, procedures and labor relations that can support and sustain these changes. CalHR is reviewing and revising outmoded regulations and outdated statutes that impede the state's human resource efforts. In these and related efforts, the CSI operation work groups and CalHR have reached out to include union representatives on several CSI work groups.

Employer of Choice

An effective recruiting strategy hinges on becoming an employer of choice. This necessarily means creating greater awareness of the public service experience that state government offers – awareness that needs to be expanded both inside government and in the talent marketplace. Public service, and in particular the rewards and satisfaction of meaningful service that improves the lives of others, is something that can be marketed and branded. CalHR is taking the lead in organizing these efforts, enlisting the assistance of outside experts where appropriate. Each department, however, has something intrinsic to its specific mission that they should leverage to reach out to potential candidates. CalHR has built a tool kit of best practices as part of its workforce planning guidelines, but departments are responsible for marketing the careers they offer and for building talent pipelines that align to their workforce plans. CalHR can work as a sharing hub of successful

department-level strategies. CalHR can help departments develop strategies such as focused outreach that allows the state to meet enterprise-wide goals, such as the kind of cognitive diversity that bolsters organizational resilience and agility.

Again, an improved civil service system will produce a capable and engaged state workforce able to adapt to new challenges in serving the people of California, and reflects the population of the people it serves.