

Streamline Staff Hiring Process Initiative #4

(STRATEGIC GOAL 1: Develop Excellent Management Systems)

Problem Statement

Staff are the frontline service providers to the public as well as each other. As management priorities shift due to economic instability, demographic shifts, or other factors, it is critical that our human resources are able to adjust to service levels effectively and in a timely manner as guided by Service-Based Budgeting. Currently, our internal and external hiring processes are cumbersome and slow regardless of funding levels. We hamper service delivery by long-delays in filling critically needed positions. We waste staff time as they perform hiring tasks that have no relationship to effective hiring. We are precluded from hiring the best candidates due to delays and due to arbitrary processes.

Initiative Description

This initiative will investigate the Department's internal and external hiring policies and procedures to identify barriers and potential solutions to streamline human resource management. Currently, the following needs to be analyzed:

- A. Internal/external (control agencies) policies, rules, and codes
- B. Recruitment processes
- C. Examination processes
- D. Selection processes
- E. Training/mentoring/succession planning
- F. Separation/demotion/termination/transfer and discipline processes
- G. Bargaining agreements

As a result of these analyses, the committee will recommend how to make hiring processes more efficient through policy changes, the implementation of technology, staff training and development, revising duties and responsibilities within the Personnel Services Section, and clearly defining roles and expectations of the field with regard to personnel management.

Anticipated Benefits of this Initiative

1. Streamlining hiring will allow the department to adjust staffing levels according to service based budgeting considerations in a timely manner.
2. Hiring practices will be consistent with best management practices that reflect current technology and innovations to economize personnel staffing considerations.

3. Application, examination, and selection criteria will be improved such that state job seekers have a reasonable expectation of the process and an improved experience.
4. The Department will have greater flexibility in utilizing broad and specialized classifications to achieve the mission while respecting bargaining agreements.
5. The Department will be able to hire the best candidates for specific positions in a timely manner and spend less money in the process.

Anticipated Implementation Challenges

1. The Department will need to work closely with CalHR and other agencies to identify and address personnel policy shortfalls that impact the department. This effort has implications to reform policies and procedures throughout state government but may, as such, also prove to be especially challenging.
2. The Department and CalHR will need to work with State Bargaining Units to identify and promote collective bargaining agreements that are conducive to desired hiring practices.

Process

1. People
 - Committee members
 - Helen Carriker (co-chair), Deputy Director, Administrative Services
 - Jared Zucker (co-chair), Associate Governmental Program Analyst, Division of Boating and Waterways
 - Michael DeBoer, Superintendent - Community Involvement Section - External Affairs Division
 - TBD
 - TBD
 - Key participants (or participating organizations)
 - CalHR
 - State Bargaining Units
 - Office of Administrative Law
 - Department Legal Section
 - TBD

Initial Tasks

1. Research and identify appropriate automation system
2. The Department will need to revamp training and development for all staff that provide personnel services support.