



CALIFORNIA DEPARTMENT OF HUMAN RESOURCES

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April 18, 2014

The Honorable Mark Leno  
Chair, Joint Legislative Budget Committee  
Legislative Office Building  
1020 N Street, Room 553  
Sacramento, CA 95818

**Re: Addendum to Bargaining Unit (BU) 4, Service Employees International Union (SEIU) Local 1000, Memorandum of Understanding (MOU), California Public Employees Retirement System (CalPERS) Customer Contact Center - Vacation Bidding Policy**

This is to inform you that an agreement has been reached between the State and BU 4 SEIU Local 1000, Office and Allied workers in the CalPERS Customer Service and Outreach Division (CSOD).

Currently, the CSOD Customer Contact Center (CCC) at CalPERS utilizes a bid by rounds process to determine vacation requests. Employee requests are reviewed and the most senior employee's first available request is granted. Thereafter, the next most senior employee requests are submitted and reviewed, and his/her first request are granted. This process continues until all employee vacation requests have been granted or denied. The operational needs of CSOD are taken into consideration when granting vacation requests.

This agreement implements a pilot program that will amend CCC employees' two vacation cycles, originally January 1 through June 30, and July 1 to December 31. The two new vacation cycles will be February 1 through July 31, and August 1 to January 31. In August 2015 CalPERS shall again notice SEIU to meet and confer regarding this pilot. There are no anticipated costs with this agreement.

CalHR is providing these addenda for the Committee's information. If you have any questions or concerns please contact Florence Bernal, Deputy Director of Legislative Affairs, at (916) 327-2348.

Sincerely,

Richard Gillihan, Acting Director  
California Department of Human Resources

Attachments

cc: Members, Joint Legislative Budget Committee

Peggy Collins, Principal Consultant  
Joint Legislative Budget Committee

Camille Wagner, Chief Deputy Legislative Affairs Secretary  
Office of Governor Edmund G. Brown Jr.

Mac Taylor, Legislative Analyst  
Office of the Legislative Analyst

Nancy Farias, Deputy Secretary for Legislation  
Government Operations Agency

ecc:

Marianne O'Malley, Director Gen. Government  
Office of the Legislative Analyst

Christian Griffith, Chief Consultant  
Assembly Budget Committee

Nick Schroeder, Consultant  
Office of the Legislative Analyst

Mark Martin, Consultant  
Assembly Budget Committee

Richard Gillihan, Program Budget Manager  
Department of Finance

Mark McKenzie, Staff Director  
Senate Appropriations Committee

Craig Cornett, Chief Fiscal Policy Advisor  
Office of the Pro Tem

Maureen Ortiz, Consultant  
Senate Appropriations Committee

Charles Wright, Chief Consultant  
Office of the Pro Tem

Geoff Long, Chief Consultant  
Assembly Appropriations Committee

Chris Woods, Budget Director  
Office of the Speaker

Joel Tashjian, Consultant  
Assembly Appropriations Committee

Greg Campbell, Chief of Staff  
Office of the Speaker

Pamela Schneider, Chief Consultant  
Senate PE&R Committee

Nick Hardeman, Chief Consultant  
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Seren Taylor, Staff Director  
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Senate Republican Fiscal Office

Terry Mast, Consultant  
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Anthony Archie, Consultant  
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Pam Manwiller, Chief  
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Eric Swanson, Staff Director  
Assembly Republican Fiscal Office

Mark Veatch, Labor Relations Officer  
Labor Relations, CalHR

Mark Ibele, Staff Director  
Senate Budget Committee

Alene Shimazu, Chief  
Fiscal Analysis, CalHR

Joe Stephenshaw, Consultant  
Senate Budget Committee



CalPERS Customer Contact Center

Vacation Bidding Meet & Confer

CalPERS Counter Proposal - 2/13/14

1. After the vacation bidding period has closed, the state shall provide a calendar electronically each month indicating the approximate number of employees that may be on vacation each day that month. Availability may be subject to change, based on operational needs.
2. The vacation cycle shall be for six months.
3. Upon request, the State shall provide an up to date seniority list before each vacation bidding cycle.
4. The State shall provide, at minimum, one (1) hour of vacation bidding policy training.
5. When employees are placed on a waiting list for a particular vacation request, they will be provided with their waitlist ranking for those dates at the time of waitlist notification.

6. The customer Contact Center shall pilot two vacation cycles per year: Feb 1<sup>st</sup> - July 31<sup>st</sup>  
 Aug 1<sup>st</sup> - Jan 31

CalPERS, State of California

SEIU Local 1000

2/13/14

August 2015, CalPERS will notice the union  
 to meet and confer on the pilot specifically #6 only

*[Handwritten signatures and dates]*

Dan Maxwell 2-13-14  
 Julie Morgan 2/13/14  
 [Signature] 2/13/14  
 [Signature] 2/13/14  
 Annette French 2/13/14  
 Yesenia of Cift 2/13/14  
 Abra [Signature]

[Signature] SEIU Local 1000 Staff  
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 Yvonne [Signature]  
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Time 3:16

# CSOD Customer Contact Center Vacation Bidding Policy

## Overview

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**Introduction** This document explains the Customer Service and Outreach Division (CSOD) Customer Contact Center (CCC) Vacation Bidding Policy.

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**Contents** This section contains the following topics:

Topic	See Page
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Bidding by Rounds Matrix	7

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# Policy

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## Introduction

This document explains the Customer Service and Outreach Division (CSOD) Customer Contact Center (CCC) Vacation Bidding Policy.

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## Vacation bidding policy

The CSOD CCC Vacation Bidding Policy utilizes a bid by rounds process.

Employee vacation requests shall be reviewed, based on operational needs, in order of State seniority, and the most senior employee's first available request shall be granted. After the most senior employee's first available request is granted, the next most senior employee's requests are reviewed and his/her first available request employee shall be granted. This process continues until all employees are granted their first available request.

After all employees are granted their first available vacation request, the process will move into the second round. All CCC employees second available vacation requests shall be reviewed and granted in order of State seniority.

This process shall continue round by round until all employee vacation requests have been reviewed and are approved or denied.

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## Vacation cycles

The CCC shall have two vacation cycles per year, each lasting six months, listed below.

- January-February 1<sup>st</sup> through June-July 31<sup>st</sup>.
- July-August 1<sup>st</sup> through December-January 31<sup>st</sup>.

The CCC shall pilot the above vacation cycles. In August 2015, CalPERS shall notice SEIU to meet and confer only regarding this pilot for the specific vacation cycles.

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## Vacation request period

The vacation request period shall begin approximately 60 to 90 days prior to the start of the vacation cycle, and shall last 10 working days (two work weeks).

A memo shall be sent to CCC employees, via the Contact Center Calendar mailbox, notifying employees of the start of the open vacation request period. The memo will specify the due date for all vacation requests.

*Note:* Vacation requests made after the conclusion of the open request period will be considered based on availability and operational needs.

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## Policy, Continued

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**Seniority listing** Upon request, an up to date seniority list shall be provided before each vacation bidding cycle.

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**Vacation approval criteria** Vacation requests shall be approved or denied using the following criteria

- Bidding by rounds.
- Operational needs.
- State seniority of Customer Contact Center Staff
- Staff's request priority preferences.

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**Vacation request review and determination** Three assigned CSOD Vacation Planning Managers shall review all CCC employee vacation requests within 30 days of the close of the vacation request period.

The Vacation Planning Managers shall determine overall vacation availability based on

- Forecasting
- Anticipated call volumes
- Special events
- Historical data
- Pre-approved unplanned absences, (i.e. jury duty, medical events, etc.)

*Note:* CSOD Operations Managers shall be assigned vacation planning duties on a rotational basis.

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**Vacation requests listing one to five consecutive work days** Each employee vacation request that is one (1) to five (5) consecutive work days in length shall be considered in the following manner.

Employees may submit as many vacations requests as they would like, and shall list each request by priority preference. Vacation requests shall be reviewed, and approved or denied based on availability. An employee's vacation requests shall not normally exceed his/her accrued vacation balance at the time(s) the vacation(s) will occur.

Employees shall email their requests to the Customer Contact Center Calendar mailbox and send copies of their requests to their direct manager.

*Note:* If only part of an employee vacation request is available, those available dates in the request shall be approved unless staff specifies that they would prefer their next request to be reviewed as an alternative to a partial approval.

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## Policy, Continued

### Vacation requests longer than five consecutive work days

Employees may request vacation in increments lasting longer than five consecutive work days. Vacation requests more than five consecutive work days in length shall be considered as a whole and shall utilize multiple rounds for the approval process. Like vacation requests for five consecutive work days or less, employees may submit as many vacation requests lasting longer than 5 consecutive work days as they would like, and shall list each request by priority preference. Vacation requests shall be reviewed, and approved or denied based on availability. An employee's vacation requests shall not normally exceed his/her accrued vacation balance at the time(s) the vacation(s) will occur.

Employees shall email their requests to the Customer Contact Center Calendar mailbox and send copies of their requests to their direct manager.

Each vacation request an employee submits in excess of five consecutive work days shall be considered in the following manner.

If ...	Then ...
The request is 6 to 10 work days in length	<p>The entire request shall be reviewed for availability. If approved, the employee shall be excluded from the bidding process for the next round and will rejoin the bidding process after that round has completed.</p> <p><i>Example:</i> If this type of vacation request occurs in Round 1, the employee would not participate in Round 2 and his/her subsequent vacation requests would again be considered in Round 3.</p>
The request is between 11 to 15 work days in length	<p>The entire request shall be reviewed for availability. If approved, the employee's following vacation requests shall be excluded from the bidding process for the next two rounds. The employee shall rejoin the bidding process in the third subsequent round.</p> <p><i>Example:</i> If this type of vacation request occurs in Round 1, the employee would not participate in Rounds 2 and 3, and his/her additional requests would again be considered in Round 4.</p>

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## Policy, Continued

**Vacation requests longer than five consecutive work days (continued)**

If ...	Then ...
The request is between 16 to 20 work days in length	<p>The entire request shall be reviewed for availability. If approved, the employee's following vacation requests shall be excluded from the bidding process for the next three rounds. The employee shall rejoin the bidding process in the fourth subsequent round.</p> <p><i>Example:</i> If this type of vacation request occurs in Round 1, the employee would not participate in Rounds 2 through 4 and his/her additional vacation requests would again be considered in Round 5.</p>

**Note:** If only part of an employee vacation request is available, those available dates in the request shall be approved unless an employee specifies that they would prefer their next request to be reviewed as an alternative to a partial approval.

**Vacation request approval and notification**

After the Vacation Planning Managers have completed reviewing all vacation requests, employees shall be notified of their approved and denied vacation requests via email from the Contact Center Calendar mailbox. All denied requests will have an explanation indicating why each denied request could not be granted, and indicating that they will be placed on a waiting list for their denied requests. All employees shall be provided with their waitlist ranking for the denied requests at the time of notification.

**Note:** If an employee is denied a vacation request, that employee shall remain on a waiting list for the vacation dates they were denied. If an employee who was granted vacation during one of those particular dates later cancels his/her request, the next employee on the waiting list for those dates may be approved for vacation if operational needs allow.

**Exception considerations**

The following exceptions to the proposed process may be considered.

- Vacation requests that exceed an employee's available leave balances shall be evaluated based on a case by case basis, and may be approved based on availability and operational needs.

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## Policy, Continued

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### Additional vacation request opportunities

At the conclusion of vacation bidding, all employees have the ability to request additional time off for that vacation cycle, based on the availability of their request. No later than the second Tuesday of each month, employees will be provided access to a vacation calendar electronically. Availability may be subject to change, based on operational needs. This calendar will indicate the available dates for the following month, and the approximate number of employees that may be on vacation for each day that month. Changes or additional dates submitted by employees after the open bidding period has closed will be considered on a first-come, first-served basis. All denied requests will have an explanation indicating why each denied request could not be granted, and indicating that they will be placed on a waiting list for their denied requests.

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# Bidding by Rounds Matrix

**Introduction** This document displays the following bidding by rounds matrix used to determine the approval/denial of vacation requests.

If ...	Then ...	
Staff meets seniority criteria...	Determine if 1 <sup>st</sup> choice requested date(s) are available	
If 1 <sup>st</sup> choice is available	Approve request and proceed to next person based on seniority	
If 1 <sup>st</sup> choice is not available	Deny request and determine if 2 <sup>nd</sup> choice requested date(s) are available	
If 2 <sup>nd</sup> choice is available (and only if 1 <sup>st</sup> choice was denied)	Approve request and proceed to next person based on seniority	
If 2 <sup>nd</sup> choice is not available	Deny request, and determine if 3 <sup>rd</sup> choice requested date(s) are available  Continue to check each subsequent request until a request is available for approval	
If none of the employee's choices are available (and only if there are no additional choices to review)	Deny request and proceed to next person based on seniority	
If at any time, an employee is approved for any of their requests (1 <sup>st</sup> , if not then 2 <sup>nd</sup> , if not then 3 <sup>rd</sup> if not then 4 <sup>th</sup> , etc.)	Before considering the employee's other requests, the VPM will look at the choices for the next employee down the seniority list, and the cycle listed above continues to the next person and so forth.	
Continuing the process, when all of the employees' choices have been reviewed in the bidding round	The VPMs will close the Round and start a new Round (start at the beginning) by seniority using the same approval process	

Each vacation request in excess of 5 consecutive work days will be considered in the following manner:

If the request is...	Then ...
Between 6-10 days	The request is reviewed as a whole for availability and if approved, the staff member will rejoin the bidding process in the second subsequent round for additional requests. For instance, if this request occurs in Round 1, the staff member's next vacation request would be considered in Round 3.
Between 11-15 days	The request is reviewed as a whole for availability and if approved, the staff member will rejoin the bidding process in the third subsequent round for additional requests. For instance, if this request occurs in Round 1, the staff member's next vacation request would be considered in Round 4.

An employee may submit as many requests as he/she would like, and those requests will be reviewed for availability as long as an employee's vacation requests do not exceed his/her accrued vacation balance at the time(s) the vacation(s) is taken. Staff will list each request by priority preference.

This procedure will be used for each request, once all requests have been addressed, the VPMs will notify all staff (and cc their managers) of the outcome via email through the Contact Center Calendar mailbox.



California Public Employees' Retirement System  
Customer Services and Support

March 14, 2014

Enter Memo Tracking Number  
here.

## Memorandum

To: CUSTOMER CONTACT CENTER EMPLOYEES  
From: CUSTOMER CONTACT CENTER MANAGERS  
Subject: Vacation Requests and Bidding Period: July 1, 2014 through January 31, 2015

It is time for vacation planning again! This planning period will be for the seven (7) months beginning July 1, 2014, and ending January 31, 2015. Business needs will be considered when determining availability of vacation days. Changes or additional dates submitted after the open request period will be granted on a first-come, first-served basis.

The vacation bidding period will commence on March 31, 2014 and end April 11, 2014. All vacation bids shall be reviewed in order of State seniority, via a bid by rounds process. The most senior employee's first available bid shall be granted. After that employee's first available bid/request is granted, the next most senior employee's bids/requests are reviewed and his/her first available request shall be granted. This process will continue until all employees are granted their first available request. After all employees are granted their first available vacation request, the process will move into the second round. All CCC employees' second available vacation requests shall be reviewed and granted in order of State seniority. This process will repeat until all requests are considered and approved or denied. Please review the Process Matrix provided to you by your manager for more information about this approval process.

To submit your vacation requests:

1. List your vacation requests in priority order, via the leave request form, ranking the most important request as number 1, the next most important as number 2, and so on. You may list as many requests as you want.
2. Submit your prioritized list via E-mail to the "Contact Center Calendar" inbox with a "cc" to your reporting manager. The bidding period ends on Friday, April 11, 2014.
3. If you request a consecutive number of days, also indicate if you must

have all of the days requested or will accept any part of the request that can be approved. For instance, if you request a full week of time, but only Wednesday to Friday can be approved, do you want the partial week, or none of the period?

4. If your request is for 1 – 5 days in length, it will be considered a single round request. If it is for 6-10 days, it will be considered a two round request and, if approved, will remove you from consideration for the next round of review. (See the Process Matrix)

**All requests must be submitted via E-mail to the "Contact Center Calendar" inbox with a "cc" copy to your reporting manager.** If you have any questions concerning the request process, please consult your manager.

At the conclusion of the request period, all requests will be reviewed and staff will be notified of the results. Changes or additional dates submitted after the open request period has closed will be considered on a first-come, first-served basis.

## Customer Contact Center Vacation Bidding Policy and Procedure Communication Plan

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**Communication plan** The following table outlines the communication plan to Customer Contact Center (CCC) employees regarding the new vacation bidding policy and procedure.

Step	Action
1	Vacation managers will meet to discuss and train CCC management team regarding the new policy, procedures, and form, so they can provide this information to their employees.
2	Email formal notice to all CCC employees, with policy, procedures, and new request form.
3	Managers will hold meetings with their employee teams to provide information and answer questions about the new policy, procedures, and form.
4	"Vacation Station" brown bag forums will be held, in coordination with SEIU representatives, to provide additional information and answer employee questions regarding the new policy, procedure, and form.

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# CSOD Customer Contact Center Vacation Bidding Procedures

## Overview

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**Introduction** This document explains the Customer Service and Outreach Division (CSOD) Customer Contact Center (CCC) Vacation Bidding Procedures

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**Contents** This section contains the following topics:

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Completing the Vacation Bidding Leave Request	2
Submitting the Vacation Bidding Leave Request	4

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# Completing the Vacation Bidding Leave Request

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**Introduction** This document explains how to complete the Vacation Bidding Leave Request form.

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**Completing the vacation bidding leave request form** The following table explains how to complete the Vacation Bidding Leave Request form.

Step	Action
1	Insert your name in the space provided.
2	Insert your manager's name in the space provided
3	Indicate if you are currently employed on a Member or Employer team.
4	Indicate all vacation requests under "Dates Requested" and list by priority preference.
5	If you have a vacation request lasting two or more days, indicate if that request should be approved/denied as a whole, or if it is acceptable to have part of the vacation request approved, by selecting the appropriate check box.
6	If you run out of space on the vacation request Vacation Bidding Leave Request form, add additional pages as necessary indicating the priority preference of the dates requested.

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## Completing the Vacation Bidding Leave Request, Continued

### Example

The following is an example of a completed Vacation Bidding Leave Request form.

CUSTOMER CONTACT CENTER VACATION BIDDING LEAVE REQUEST				
Employee Name:			Manager:	
<input type="checkbox"/> Member Team			<input type="checkbox"/> Employer Team	
Please indicate all vacation leave requests for this bidding cycle below, listing by priority preference. If you have a vacation request lasting two or more days, please indicate if it is acceptable to have part of that request approved, or if the request should be approved or denied as a whole.				
After completing this form, please forward to the Customer Contact Center Calendar Mailbox, and send a copy of the request to your manager. Attach additional request forms as necessary.				
Priority	Dates Requested	Approve/ Deny as Whole	Partial Dates OK	Notes
1		<input type="checkbox"/>	<input type="checkbox"/>	
2		<input type="checkbox"/>	<input type="checkbox"/>	
3		<input type="checkbox"/>	<input type="checkbox"/>	
4		<input type="checkbox"/>	<input type="checkbox"/>	
5		<input type="checkbox"/>	<input type="checkbox"/>	
6		<input type="checkbox"/>	<input type="checkbox"/>	
7		<input type="checkbox"/>	<input type="checkbox"/>	
8		<input type="checkbox"/>	<input type="checkbox"/>	
9		<input type="checkbox"/>	<input type="checkbox"/>	
10		<input type="checkbox"/>	<input type="checkbox"/>	
11		<input type="checkbox"/>	<input type="checkbox"/>	
12		<input type="checkbox"/>	<input type="checkbox"/>	
13		<input type="checkbox"/>	<input type="checkbox"/>	
14		<input type="checkbox"/>	<input type="checkbox"/>	
15		<input type="checkbox"/>	<input type="checkbox"/>	

# Submitting the Vacation Bidding Leave Request

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**Introduction** This document explains how to submit the Vacation Bidding Leave Request.

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**Submitting the vacation leave request** The following table explains how to submit the Vacation Bidding Leave Request.

Step	Action
1	After completing the Vacation Bidding Leave request form, email your request form to the Customer Contact Center Calendar mailbox.
2	Send copies of your requests to your direct manager.
3	Maintain a copy of your requests for your records.
4	After the vacation bidding period has closed, submit additional vacation requests as needed.

*Note:* No later than the second Tuesday of each month, employees will be provided access to a vacation calendar. This calendar will indicate the available dates for the following month. Changes or additional dates submitted by employees after the open bidding period has closed will be considered on a first-come, first-served basis. All denied requests will have an explanation indicating why each denied request could not be granted, and indicating that they will be placed on a waiting list for their denied requests.

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# CUSTOMER CONTACT CENTER VACATION BIDDING LEAVE REQUEST

Employee Name:

Manager:

Member Team

Employer Team

## INSTRUCTIONS

Please indicate all vacation leave requests for this bidding cycle below, listing by priority preference. If you have a vacation request lasting two or more days, please indicate if it is acceptable to have part of that request approved, or if the request should be approved or denied as a whole.

After completing this form, please forward to the Customer Contact Center Calendar Mailbox, and send a copy of the request to your manager. Attach additional request forms as necessary.

Priority	Dates Requested	Approve/ Deny as Whole	Partial Dates OK	Notes
1		<input type="checkbox"/>	<input type="checkbox"/>	
2		<input type="checkbox"/>	<input type="checkbox"/>	
3		<input type="checkbox"/>	<input type="checkbox"/>	
4		<input type="checkbox"/>	<input type="checkbox"/>	
5		<input type="checkbox"/>	<input type="checkbox"/>	
6		<input type="checkbox"/>	<input type="checkbox"/>	
7		<input type="checkbox"/>	<input type="checkbox"/>	
8		<input type="checkbox"/>	<input type="checkbox"/>	
9		<input type="checkbox"/>	<input type="checkbox"/>	
10		<input type="checkbox"/>	<input type="checkbox"/>	
11		<input type="checkbox"/>	<input type="checkbox"/>	
12		<input type="checkbox"/>	<input type="checkbox"/>	
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14		<input type="checkbox"/>	<input type="checkbox"/>	
15		<input type="checkbox"/>	<input type="checkbox"/>	