

**M E M O R A N D U M**

**DATE:** October 21, 2002

**TO:** PERSONNEL MANAGEMENT LIAISONS      **REFERENCE CODE:** 2002-067

**THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:**

Personnel Officers

**FROM:** Department of Personnel Administration  
Classification and Compensation Division

**SUBJECT:** Personnel Specialist Workload Formula

**CONTACT:** Camille Hollis, Personnel Management Analyst  
(916) 324-3860  
FAX: (916) 327-1886  
Email: CamilleHollis@dpa.ca.gov

On August 20, 2001, the Department of Personnel Administration (DPA) issued Personnel Management Liaisons memo (PML) 2001-032 regarding the Personnel Services series and Payroll Services series classification changes. This memo described the objectives of the Joint Labor/Management Task Force as specified in the 1999-2001 Bargaining Unit 1 Memorandum of Understanding (MOU).

The PML highlighted the following taskforce objectives:

1. Issue allocations guidance to departments permitting reallocation of Personnel Services Specialist I to Personnel Services Specialist II when sufficient complexity exists.
2. Within six months of contract ratification, develop a workload formula based on measurable factors impacting the complexity of work assigned to the Personnel Services Specialist series.
3. Establish a Joint Labor/Management "Task Force" to define the level and amount of work, and to establish a relationship with Unit 1 classifications.

This memorandum addresses number 2, the workload formula.

The Joint Labor/Management Task Force was charged with the development of a workload formula based on measurable factors impacting the amount of work assigned to the Personnel Specialists.

The workload formula is designed as a management tool for the measurement of workload.

### THE WORKLOAD FORMULA

The workload formula is an automated system developed in Microsoft Excel that recommends a suggested staffing level based on workload. The workload formula is based on the results of a survey that was sent to all California State Employee Association members in the Personnel Specialist I & II classifications. Approximately 80% of the surveyed Personnel Specialists I & II surveyed responded to the survey. The workload amounts were validated based on a review of personnel transactions workload for 13 medium and large departments. The State Controller's (SCO) record of employment history, appointments, payroll transactions, Employee Action Request (EAR) transactions for the 13 departments for Fiscal Years, 1999-2000 and 2000-2001 was evaluated. The workload formula has two major components: Workload Factors and Weights and Input Elements.

### WORKLOAD FACTORS AND WEIGHTS

There are 20 workload factors and weights that constitute the attributes of the workload formula (see attached). Each factor has an assigned weight (time allocation) based on the amount of work. For example, benefits transactions workload will require five hours of time, given an assignment of 100 employees over a 12-month period

The workload factors and weight can be used in two ways. First, it can be used as the basis for arriving at a suggested staffing level. This is done automatically by entering the input elements described below. Second, it can be used as a management tool for helping in arranging and organizing individual work assignments. Proper use of workload measures requires a careful assessment of work conditions, work priorities, and employee capability. Once having done that, work can be assigned to staff in an efficient and productive manner.

### INPUT ELEMENTS

The Input Elements quantify the overall workload of a personnel transactions unit and serve as the bases for calculating the suggested total number of Personnel Specialist positions that are supported by the workload. Using an automated process, the Input Elements are

converted to a suggested staffing level using the Workload Factor and Weights formula. The Input Elements include:

1. Cultural Factor (100=average)
2. Number of Appointments
3. Number of Certification of Eligibles
4. Applications/Appointments
5. Number of Separations
6. Total Number of Employees
7. Number of Permanent Intermittents/Hourly Employees
8. Current Number of Personnel Specialists

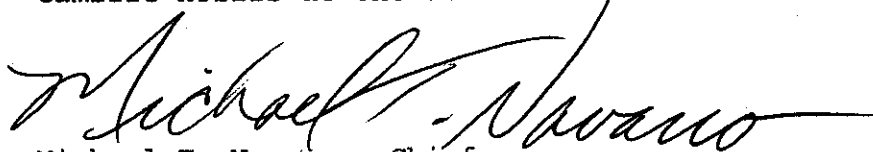
Based on these elements, the program will suggest a proposed staffing level. Given that the formula for arriving at this suggested staffing was based on currently assigned workload, it is expected that this number will generally approximate current staffing. In the event that the suggested staffing level is lower than current staffing level, the office should not assume that the staffing level requires adjustment. There are various factors that may account for this. In most departments, the roster size varies based on the type and nature of transactions. Given various bargaining units, different types of classes, different timebase, tenure, etc., Personnel Specialist assignments vary considerably. Upon finding that the current staffing is less than the suggested level, there is a need for more detailed and thorough analysis. In most situations, the current levels should be adequate unless the office was incapable of meeting workload needs. This is an indication that the current staffing level is supported by the amount of work that is present. Hopefully, this information will help departments to maintain current funding/budget authority for their Personnel Specialists.

Please note the Cultural Factor describes the environment (customer service, degree of automation, turnover rates, skill levels, etc.) of the transaction's area. Departments should also keep in mind the practice of utilizing the assistance of timekeepers, personnel liaisons, and support staff when determining the Cultural Factor, as this practice may add to or detract from the Personnel Specialist's ability to perform transaction work.

In summary, the workload formula was designed as a management tool to ensure proper and efficient distribution of work within the existing staff. While it may be used to assess staffing needs, it cannot and should not be used as the sole basis for a request for increased staff. It is anticipated that the workload formula will be available on the Personnel Exchange System (PIE) system. When this occurs, you will be notified by e-mail.

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If you have any questions regarding this memorandum, please contact  
Camille Hollis at the above number.

A handwritten signature in cursive script that reads "Michael T. Navarro". The signature is written in black ink and is positioned above the typed name and title.

Michael T. Navarro, Chief  
Classification and Compensation Division

Attachment

## **Workload Factors and Weights**

**1. Certification Appointment Process – 2 hours per certification:**

Ordering/extending/modifying/clearing/updating tenure/time base/location/address; printing certifications and contract letters; State Restriction of Appointment (SROA)/surplus guidelines; limited examination and appointment program (LEAP).

**2. Verification of MQs – 1/2 hour x # of appointments x applications per appointment:**

Ensuring that applications have met the minimum qualifications (MQs) for exams; review of transcripts, credentials, etc; verification of transfer eligibility.

**3. Salary Determinations – 3/4 hour per appointment:**

Alternate range criteria; Hiring Above Minimum; Red Circle Rates; transfer eligibility; Career Executive Assignment (CEA) pay; Merit Salary Adjustment (MSA)/Special In-grade Salary Adjustment (SISA) criteria.

**4. Pay – 5 hrs per 100 employees x 12 months:**

Overtime; lump sum; W-2 forms; employee accomplishment awards; accounts receivable; under payments; 7k; payroll; garnishments; manual splits for bankruptcy; dock/Absence Without Leave (AWOL); Fair Labor Standards Act (FLSA) calculations; adverse actions; special pay; salary advances; stand-by; call back; settlement/stipulation; leave buy back.

**5. Benefits – 5 hours per 100 employees x 12 months:**

Health, dental, and vision benefits; domestic partners; Consolidated Omnibus Budget Reconciliation Act (COBRA); FlexElect; Consolidated Benefits (CoBen); long-term disability insurance; temporary/short-term disability insurance; group legal plan; direct deposit; life insurance; saving bonds; retirement health dental and vision; lawsuit; death benefits; Public Employees' Retirement System (PERS) membership packages; 401k; pre-tax parking.

**6. Leaves – 5 hours per 100 employees x 12 months:**

Any and all leaves.

**7. Position controls – 3/4 hour per appointment:**

Vacancies: section 41/schedule 8/periodic reports; 607s; 701; header maintenance.

**8. Appointments – 3/4 hour per appointment:**

Appointment by State Personnel Board (SPB), Department of Personnel Administration (DPA), or court action in lieu of appointment through the certification process; settlement/stipulations; pre-appointment approvals; refer to Personnel Action Manual (PAM) for types of appointments.

9. **Separations/Resignations – 1 hour per separation:**

Settlement/stipulations; refer to PAM for types of separations (changes in Labor Code factored in AB 2410).

10. **Miscellaneous Transactions – 1 hour per 100 employees x 12 months:**

See PAM.

11. **Correspondence and Communication – 1 hour per 100 employees x 12 months:**

Official correspondence; memos to control agencies; response to grievances; communication with governmental agencies – federal, state, and county to employees or for employees; information request for adverse actions; employment verification; subpoena requesting documentation (no appearance in person required).

12. **Permanent Intermittents/Hourly Employees – 2- hours per 100 Permanent Intermittents x 12 months:**

Time keeping; track hours for benefits, retirement, SISA, MSA; probation; range change; and 1500 hour limitation.

13. **Attendance – 8 hours per 100 employees x 12 months:**

Audit, reconcile, and key attendance.

14. **Monthly Reports – 1 hour per 100 employees x 12 months:**

Salary advances; vacancy report; retroactivity report; accounts receivable; MIRS reports; forms management; service awards; monthly cut-off calendar; leave restorations; state service verification; board roster; adverse action log; roster activity report; etc.

15. **Injury/Illness Claims – 2.25 hours per 100 employees x 12 months:**

Nonindustrial Disability Insurance (NDI); Industrial Disability Leave (IDL); Enhanced Industrial Disability Leave (EIDL); Temporary Disability (TD); 4800 time; enhanced NDI.

16. **Garnishments (Processing) – 1.2 hours per 100 employees x 12 months:**

Court orders.

17. **Special Project/Assignment – 4 hours per projected Personnel Services Specialist x 12 months:**

Outside scope of usual assignment; Board of Control; Conflict of interest.

18. **Training – 5 hours per current Personnel Services Specialist x 12 months:**

Conducting training; orientation.

19. **Administrative Details – 10 hours per current Personnel Services Specialist x 12 months:**

Receiving training – formal or informal; manual updates; filing; time sheets; staff meetings; court appearances.

20. **Employee Contact Time – 60 hours per current Personnel Services Specialist x 12 months:**

E-mails; telephone calls; personal contacts.

21. **Cultural Factors:**

Degree of automation; established procedures; level of customer service; turnover rates; skill levels; recruitment and retention problems; and other factors that make your department unique.

