

State of California

MEMORANDUM

To: PERSONNEL MANAGEMENT LIAISONS
Date: October 27, 1988
Reference Code: 88-92

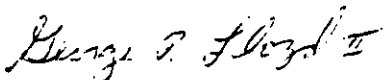
THIS MEMORANDUM SHOULD BE DIRECTED TO:
ALL PERSONNEL OFFICERS AND LABOR RELATIONS
OFFICERS

From: Department of Personnel Administration
Classification and Compensation Division

Subject: Proposed Standardization of Supervisory Probationary Periods to 12
Months

This memo is a follow-up to the September 7, 1988 PML meeting, at which time DPA staff raised the issue of standardizing the probationary periods for all supervisory classes at 12 months. We have since sent contact letters to all recognized supervisory groups, exclusive representatives and advocate organizations and asked for their input. (A sample contact letter is attached for your reference.) We are currently awaiting their responses.

As indicated at the meeting, if you have questions regarding the status of this project or would like to provide input regarding it on behalf of your department or agency, please contact Frank Marr in the Classification and Compensation Division at (916) 324-9411. We want to maximize departmental review and feedback given the servicewide nature of this project.



George P. Lloyd II, Chief
Classification and Compensation Division

Attachment

DEPARTMENT OF PERSONNEL ADMINISTRATION

OFFICE OF THE DIRECTOR

15 "S" Street, North Building, Suite 400
Post Office Box 944234
Sacramento, CA 94244-2340



October 11, 1988

^NAME
^COMPANY
^COMPANY2
^ADDRESS
^CITY

Dear ^NAME2

It has come to our attention that some supervisors have been rejected during probation before they had the opportunity to complete their required supervisory training courses. In reviewing the classification plan for supervisors, we noted that the State has been inconsistent when establishing the length of probationary periods for supervisory classes. Some supervisory classes require 12-month probationary periods and others require only 6-month probationary periods. Further, it is not uncommon to find such differences within the same series and between related series. This is inequitable and inappropriate from a personnel management perspective.

Although the program knowledge required may differ between supervisory positions, all supervisors, regardless of bargaining unit affiliation, are required to have and to demonstrate the same knowledge, skills and abilities with regard to the supervision of staff. For this reason, we believe that supervisory classes should all have probationary periods of the same length. Consistency between supervisory classes will simplify the classification plan and, more importantly, it will recognize supervisors as a single occupational group in State service.

We have discussed this issue within the Department of Personnel Administration and with staff from the State Personnel Board and personnel liaisons of several State agencies. As a registered supervisory employee organization, we would also like your input and the opportunity to meet with you and discuss any concerns you may have before pursuing the issue.

Although a 6-month probationary period allows an individual to complete probation sooner, we were unable to identify any advantages to the shorter period or any adverse effects to a 12-month probationary period.

Specifically:

1. A 12-month probationary period will allow higher level supervisors the time needed to provide training and assistance to new subordinate supervisors whose supervisory skills may need development. Assuredly, this additional time is crucial for new supervisors promoting from rank and file positions to first line supervisory positions where the job emphasis is on directing staff and controlling workload rather than on technical program skills. It will provide time for these employees to strengthen areas in which they may be weak and allow for a fair evaluation of their true supervisory abilities.
2. A 12-month probationary period will also diminish the chances of an ineffective or marginal supervisor passing probation and creating an inequitable situation for his/her subordinate rank and file staff.
3. Supervision is significantly more complex today than in the past. This complexity is recognized in Government Code Section 19995.4. This Section specifies that new supervisory employees must be provided training in "...the role of the supervisor, techniques of supervision, planning, staffing and controlling, performance standards, performance appraisal, affirmative action, discipline, labor relations, and grievances" and that this training must be provided within twelve months. It is unrealistic to believe that a newly appointed supervisor will have the opportunity to fully develop and demonstrate his/her supervisory skills in these areas in only six months. Further, with a 6-month probationary period, it is entirely possible that a supervisor could complete his/her probationary period without receiving the mandatory supervisory training, contrary to the intent of the Government Code.
4. Supervisors' salaries and merit salary adjustments are not impacted by the length of the probationary period.
5. There is no difference in the number (three) or type of probation reports required.
6. There does not appear to be any direct affirmative action or upward mobility impact associated with the length of the probationary period. However, the potential exists for improving representation in underrepresented categories because of the increased training and assistance possible in the longer period.
7. A change in the length of probationary period would have no effect on current supervisors as only those individuals appointed to supervisory classes after the date of State Personnel Board action would be impacted.

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We have not scheduled the issue for Board calendar at this time. We would appreciate any comments and suggestions you may have by November 7, 1988. Please contact Frank Marr in the Classification and Compensation Division at 324-9411 if you would like to schedule a meeting to discuss this or have suggestions or concerns you would like to express.

Sincerely,

George P. Lloyd II, Chief
Classification and Compensation Division