

State of California

MEMORANDUM

TO: PERSONNEL MANAGEMENT LIAISONS                      DATE: March 12, 1996  
REFERENCE CODE: 96-006

THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:

Chief Administrative Officers  
Personnel Officers  
Labor Relations Officers

FROM: Department of Personnel Administration  
Classification and Compensation Division


SUBJECT: The Future of the Broadband Concept in California State Service

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Attached, please find a memorandum to Agency Secretaries and Directors from David J. Tirapelle, dated March 12, 1996, and a brochure that introduces the Broadband Concept. The purpose of this memorandum and its attachments is to introduce the Broadband Concept. Thus, the information contained in this memorandum and attachments is intended for further distribution to interested managers and staff who are not familiar with the Broadband Concept and/or who have limited knowledge of California's personnel management program. You are asked to consult with your management to determine staff's need to know, and to effect further communication of this program accordingly.

If you have an interest in the Broadband Concept and would like to have more detailed information and/or would like to participate in its development, please contact your Department of Personnel Administration Classification Specialist. He/she is available to meet with you to explore your classification needs and to discuss this new concept.

As you will note, in the memorandum to Agency Secretaries and Directors, they are asked to seek your assistance and advice in obtaining more information.

  
Mike Vargan  
Section Manager

Attachments



**MEMORANDUM**

**TO:** Agency Secretaries  
Department Directors

**DATE:** March 12, 1996

**FROM:** Department of Personnel Administration  
Office of the Director

**SUBJECT:** The Broadband Concept - One Aspect of the California State Civil Service Reform


Attached is a brochure that introduces the Broadband Concept which is a part of the California State Civil Service Reform. A Broadband is a consolidation of classes that is intended to simplify the personnel management system. The brochure presents the basic concept and is intended for interested managers and staff who are unfamiliar or have limited knowledge of how the Broadband will work in California's personnel management program.

The Broadband Concept is relatively new in State Government. The general concept and its specific application to various situations are being developed. Currently, the Department of Personnel Administration (DPA) is planning to use the Broadband Concept for classes and work settings that are most suited for its application. Two areas that are under consideration include attorney and investigator classes. The exact provisions of each Broadband will depend on the type and nature of problems and issues surrounding use of the existing classes, and may have to be negotiated with affected unions.

As explained in the brochure, the Broadband Concept can be responsive to existing classification problems when properly constructed and implemented. This requires a careful and thoughtful process as well as significant effort and commitment to be successful.

If you have an interest in the Broadband Concept and would like to have more detailed information or would like to participate in its further development, please have your staff contact their DPA Classification Specialist. The Classification Specialists are available to meet with you and/or your staff to explore your classification needs and to discuss this new concept. Chief Administrative Officers, Personnel Officers and Labor Relations Officers will be provided a copy of this memorandum and the brochure for their information and for further distribution as needed.

If you have questions about the Broadband Concept or other civil service reforms we are pursuing, please call me at 322-5193 or arrange a meeting for further discussion.

  
David J. Tirapelle  
Director

Attachment



## ***Civil Service Reform..***

As part of Civil Service Reform, the State of California is exploring various exciting and innovative alternatives to traditional personnel management practices and traditional classification and compensation systems. One such alternative is referred to as a "Broadband Classification Plan." This briefly describes what it is and discusses its future in California State Government.

The DPA Broadband Model was developed as a Pioneer Project under the auspices of the Governor's Task Force on Quality Government. The team members include in addition to DPA staff, Karen Cohen and Marion Rutkauskas of the State Personnel Board, Rosmaire Duffy of the California State Employees Association, and Ralph Johnstun and Shari Strutz of SPRINT. A special thanks is extended to SPRINT for allowing and encouraging the participation of Ralph and Shari.

***Additional Information Is  
Available Upon Request.***

Department of Personnel Administration  
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State of California



**California's  
Department of  
Personnel  
Administration**

**takes a serious look at..**

**The Broadband  
Classification Plan  
Experience**

**Why explore alternatives to our current classification and compensation system?**

Our current system is composed of approximately 4,500 classes. This system is subject to the following criticisms:

- **The number of narrow classifications lead to rigid and cumbersome procedures which make the system slow to respond to changing needs**
- **Efforts to monitor and control through classification review result in unnecessary cost with staff resources that could be better utilized**
- **Managers view the system as an impediment rather than a tool to accomplish their program goals**
- **Internal pay inequities result from the inability to recognize differences in jobs and employees' qualifications and performance**

**What is a "Broadband Classification Plan?"**

**A "Broadband Classification Plan" is a consolidation of classes which describe various types and levels of work.**

It is an innovative different way of managing employees. It is a relatively new concept that replaces the traditional approach for classifying positions and compensating employees. For example, where we once had six different classes with four different pay levels, we could have a single broadband. Under the traditional

civil service classification plan, and in the example above, a change in assignment would often necessitate a change in class. Also, pay recognition above the maximum or below the minimum pay of the assigned class would also require a change in class. This type of change could only take place via a civil service examination.

The Broadband has several features that distinguish it from the standard class series. The basic Broadband Concept provides:

- **Greater flexibility in selecting employees and in making job - person matches**
- **Recognition of skills or competencies that are required to perform work**
- **Greater flexibility for making adjustments in pay to reflect value or worth of work**
- **Performance based pay**

The basic features of the Broadband are so unique and different that waiver of existing law, rules, policies and processes are necessary.

At this time, there are four different Broadbands in State service. All are being implemented as pilot projects for limited duration. Two were developed as "Demonstration Projects" under State Personnel Board authority. Two are adopted under "Performance Based Budgeting" Legislation. Each of the four designs is unique. Each has different provisions governing selection process, terms and conditions of employment, status and lay-off rights, transfer and reinstatement provisions, pay movement within the Broadband, fitness requirements, etc.

**What is the future of the Broadband Concept?**

**The Broadband Concept is the future.**

There are four Models:

- **The DPA Personnel Management Analyst and Technician Broadbands**
- **The Health and Welfare Agency Data Center Broadband**
- **The Department of Consumer Affairs Progressive Class Series**
- **The Department of General Services Career Manager and Supervisor Assignment Class Series**

The four Broadband models embark upon a new way of managing the personnel program. All are being implemented under an authority that allows waiver or exception to law. The waiver of law is allowed only for the duration of the Demonstration Project or the Performance Based Budget authority. DPA is sponsoring legislation that will provide for the ongoing legal flexibility for the development of Broadbands. Broadband classes can also be agreed to and implemented as part of the collective bargaining process. We are not sure which model or which of the Broadband Concepts will be adopted on an ongoing basis. It is anticipated that the models that are able to demonstrate cost effective and positive results by improving efficiency and maintaining fairness and equity will be the models for the future.