

State of California

MEMORANDUM

DATE: October 7, 1996

TO: PERSONNEL MANAGEMENT LIAISONS REFERENCE CODE: 96-051

THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:

Personnel Officers

FROM: Department of Personnel Administration
Classification and Compensation Division

SUBJECT: Managerial Consolidation Project

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This memorandum is to apprise you of the status of the Managerial Consolidation Project, and includes a memorandum for distribution to all departmental managerial employees.

In April, Agency Secretaries and Department Directors were notified by the Director of the Department of Personnel Administration (DPA) of the implementation of a project to review all managerial classes, except Exempt and Career Executive Assignment (CEA), with the intent of reducing the numbers of classes and establishing a broadband concept for the managerial classification structure. In May, all department Personnel Officers were notified of the Managerial Consolidation Project and were asked to volunteer staff to serve on project teams.

The structure of the Project includes a Steering Committee, a Project Team, and a varying number of Work Teams. The Steering Committee is comprised of a representative from the Department of Finance, Office of the State Controller and State Personnel Board. Additionally, there is a member from a group representing managerial interests. The role of this Committee is to provide technical expertise regarding each service agency's program needs, and serve as a conduit to implementing any required changes based upon the outcome of the recommendations made by the Project Team.

The Project Team consists of representatives of six departments chosen for agency affiliation, department size,

and centralized or decentralized organizational structure. Participants provide technical expertise and function as team leaders for specific Work Teams. Each Team member will have varying assignments throughout the term of the Project. Departments represented on the Project Team include Franchise Tax Board, Corrections, Housing and Community Development, Secretary of State, Board of Equalization, and a representative of the Small Personnel Information Network.

The Work Teams are presently assigned five projects. These projects include research and literature review, assessment of current laws and rules which impact managerial classes, development of a framework for a potential demonstration project, development of a procedure for conducting focus group interviews, and validation of tasks and competencies for a broadband managerial classification structure. It is anticipated that the majority of these projects, with the exception of the validation project, will be completed by the first of the new calendar year. At this time, the Teams will be reorganized and given new assignments dealing with technical issues, such as salary development, selection procedures, managerial evaluation tools, and other issues. A determination will be made as recommendations are adopted whether there will be need to complete a demonstration project proposal in order to implement the model agreed upon by the departmental representatives.

Departments participating as Work Team members include Parks and Recreation, Developmental Services, Controller's Office, Highway Patrol, Youth Authority, Finance, State Lands Commission, Public Utilities Commission, Justice, Insurance, Motor Vehicles, Food and Agriculture, Consumer Affairs, Integrated Waste Management Board, Teale Data Center, and Air Resources Board.

It is the intent of the Project Team to keep personnel staff, as well as managerial employees, apprised of the status of the Project, alternatives under discussion, and other relevant issues. We will continue to utilize memoranda, but also anticipate having focus group meetings to gain insight on problem areas from executive managers, conducting open forums for both personnel staff and impacted managers, and utilizing e-mail and the DPA Web Page. As we progress and alternatives become more clear, Team members will be available to speak directly with departmental staff regarding the issues at hand.

Attached is an informational memorandum developed for departmental managerial employees who are neither Exempt nor CEA. Please ensure that each civil service managerial

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employee in your department receives a copy of this memorandum. If you have any questions regarding participation on any of the Project Teams, participation in the focus groups, or any other issue under study, you may contact Marie Powell as noted above.

Sadako Fujiwara
Sadako Fujiwara
Program Manager

Attachments

MEMORANDUM

TO: All Managerial Employees

DATE: October 7, 1996

FROM: Department of Personnel Administration
Classification and Compensation Division

SUBJECT: Managerial Consolidation Project

This memorandum is to apprise you of a servicewide project to reduce the number of existing managerial classes by developing a broadband classification structure. This project encompasses all managerial classes, exclusive of Exempt and Career Executive Assignment (CEA) appointments.

In April, the Director of the Department of Personnel Administration (DPA) notified Agency Secretaries and Department Directors of the implementation of a project to assess all managerial positions not converted to the CEA category. In May, departmental Personnel Officers were asked to volunteer staff to conduct the technical assessments required by the project. Twenty-two departments now form the nucleus of the study teams. A Steering Committee, comprised of representatives from the Office of the State Controller, Department of Finance, and State Personnel Board, was formed to provide technical expertise regarding unique service agency program needs, and acts as a conduit for necessary change within their departmental programs based upon the outcome of the project study. A representative of a managerial interest group is also a member of the Steering Committee.

Six departments, selected based upon agency affiliation, department size, and centralized or decentralized organizational structure, form the Project Team. These departmental representatives provide technical personnel expertise, as well as function as team leaders of Work Teams researching various technical issues. Presently there are five teams assigned to conduct research and literature review, identify relevant laws and rules, explore the regulations regarding demonstration projects, conduct focus group meetings, and validate the tasks and competencies required of State managers. It is anticipated that these initial assignments will be completed sometime after the beginning of the calendar year, with the exception of the team working on job validation. In early 1997, reorganized teams will begin the technical assessment of using a broadband classification structure for managerial classes. Issues will include determining how to establish salaries within the broadband, developing reinstatement and reemployment mechanisms, developing selection mechanisms, and other relevant issues.

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It is our intent to keep managers apprised of the progress of the Work Teams, including alternatives considered, and changes which affect individual classifications. We will be soliciting your assistance in validating the tasks performed and the attendant skills and competencies when we move into that phase of the project. In addition to the use of memoranda, we will be conducting open forums where all managers will be welcome to attend and share information regarding the project. We are also exploring use of e-mail and the DPA Web Page as methods of more timely communication. All managers will be notified of the use of these means if, and when, they become available. As a general introduction to broadbanding concepts, we have attached a brochure which discusses broadbanding issues.

This is a large and complex classification undertaking, and the Project Team members are appreciative of your participation and support. As information becomes available, we will do our best to keep all managers informed and involved in the project.


Sadako Fujiwara
Program Manager

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.***

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State of California



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**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.