

MEMORANDUM

DATE: September 1, 1998

TO: PERSONNEL MANAGEMENT LIAISONS REFERENCE CODE: 98-039

THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:

Personnel Officers

FROM: Department of Personnel Administration  
Classification and Compensation Division

SUBJECT: Managerial Consolidation Project

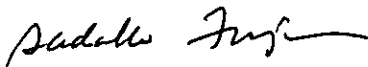
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In April 1998 the Managerial Consolidation Project (MCP) Team distributed the second draft of the Managerial Broadband Demonstration Project (MBDP) for review and comments. Based on the input and comments received, the MCP team made one notable change to the proposal. The proposed 24-month probationary period has been changed to 12 months with an option to extend the probationary period for an additional 12 months under specific circumstances.

Attached to this memorandum is the final proposal of the MBDP. This draft identifies the Government Code Sections that will be waived and the regulations that will be adopted and reflected in Title 2, Division 1, Chapter 1, Subchapter 4, California Code of Regulations, which will allow for the implementation of this demonstration project. Also included in the final draft are all the attachments and class specifications.

We are pleased to announce that 23 departments have elected to participate in the MBDP. The proposal is scheduled for a State Personnel Board hearing at the October 6-7, 1998 Board meeting.

We wish to thank all of the departments for their interest and participation in this project. Your comments and participation were invaluable in the development of this proposal. If you have any questions on the MBDP, you may contact Margie Imai at (916) 324-9405, CALNET 454-9405.



Sadako Fujiwara  
Program Manager

Attachment(s)



**TO:** STATE PERSONNEL BOARD

**FROM:** Managerial Consolidation Project Team

**REVIEWED BY:** Sadako Fujiwara, Team Sponsor  
Classification and Compensation Division

**SUBJECT:** The Department of Personnel Administration (DPA), with the support of 26 State departments, proposes: (1) adoption of a demonstration project to consolidate managerial classes into broadband classification structures; (2) establishment of 13 broadband classes; (3) establishment of a 12-month probationary period with an option to extend the probationary period for an additional 12 months under specific circumstances for each of the broadband classes; (4) appointment to the broadband classes by merit processes open to all persons meeting specific minimum qualifications cited in the class specification and additional job related qualifications cited in the position description established by a participating department for the individual position or group of positions; (5) reallocation of current incumbents into specific broadband classes; (6) waiver of relevant government codes which will be set in abeyance in order to implement the demonstration project; and (7) adoption of regulations which will allow the implementation of the demonstration project.

### **SUMMARY OF PROPOSAL**

DPA and the State Personnel Board (Board), in conjunction with the State departments listed on Attachment A, propose the establishment of a demonstration project as allowed by Government Code Sections 19600 through 19607. The intent of the demonstration project is to: (1) consolidate existing managerial-designated classes into 13 broadband classes entitled Managerial Broadband (Corrections); Managerial Broadband (Education); Managerial Broadband (Education), Safety; Managerial Broadband (Engineering and Architecture); Managerial Broadband (Engineering and Architecture), Safety; Managerial Broadband (Fire Protection); Managerial Broadband (General); Managerial Broadband (General), Safety; Managerial Broadband (Law Enforcement); Managerial Broadband (Legal); Managerial Broadband (Medical); Managerial Broadband (Medical), Safety; and Managerial Broadband (Scientific); and (2) explore alternatives to traditional methods of examining, selecting, compensating, and downsizing of employees in broadband managerial classes. Specific criteria relative to establishment of a demonstration project are discussed in detail below.

### **CONSULTED WITH**

A consortium of departments participating as team members in the Managerial Consolidation Project as shown on Attachment A.

Copies of the demonstration project proposal have been shared with Personnel Officers throughout State service, have been placed on the DPA Web Page, and copies have been distributed to all current managerial incumbents in classes identified by a participating department for inclusion in the Managerial Broadband Demonstration Project.

Additionally, copies of the proposal have been sent to all excluded employee organizations identified on Attachment B.

## **AUTHORITY**

Government Code Sections 19600 through 19607 grant the Board authority to determine whether a specified change in personnel management policy or procedure will result in improved State personnel management. This proposal meets the conceptual intent of the statutes as it will result in a reduction of managerial classifications, expedite the selection process for appointments to these classes, provide greater executive flexibility in making job/person matches, and setting salaries based upon managerial performance.

## **BACKGROUND**

Multiple forces have come to the forefront during the past three years, which have focused attention on reengineering governmental structures and processes. In the human resources arena, the Little Hoover Commission Report, the Governor's Competitive Government Report, and the Constitutional Revision Commission recommendations have pointed to the need to review, revise, and make more efficient, the procedures and processes which govern personnel management within California State Government. To this end, DPA developed a number of strategic goals and objectives to streamline the nonmerit aspects of personnel management and provide an atmosphere in which line managers across State Government are encouraged to develop the ability to make personnel management-related decisions without prior review and approval of service agency or departmental personnel staff. Among the strategic goals established by DPA and the Board, are ones which attempt to reduce the overall number of classes within civil service in order to simplify the classification structure within State Government, and afford other efficiencies.

In addition, DPA conducted focus groups with departmental executive management to solicit opinions and views regarding the current personnel management system. The groups responded that: (1) the current examination and selection processes need to be streamlined and provide more flexibility; (2) a more flexible salary program is needed; and (3) the current downsizing process is too rigid. With these concerns in mind, the Managerial Consolidation Project Team worked to streamline and simplify the current classification structure and provide greater flexibility to meet the challenges departments are faced with.

Twenty-six State departments have worked together over the past two years in the preparation of this proposal. Teams representing the various participating departments have conducted topical literature reviews, surveyed other State Governments for classification and broadband information, conducted focus group discussions with executive managers, reviewed minimum qualifications of all existing managerial classes, assessed various salary structures pertinent to broadband structures, reviewed and assessed information from a validated Federal study of managerial tasks and competencies, and developed the specific structural components discussed in this presentation.

## **INTENT OF PROPOSAL**

This proposal addresses the need to develop and implement methods for consolidating managerial classes in California State Government and to provide for an alternative selection, compensation, and reduction in force process. The intent of this proposal is to develop a flexible classification and pay structure for managers, which will be more efficient and reduce the number of classifications within State service.

The Managerial Consolidation Project Team is proposing a major change to our current managerial classification and pay system. At the present time there are 326 managerial designated classes in State service. The Managerial Consolidation Project Team proposes consolidation of these classes into 13 Managerial Broadband classes. The establishment of broadband classes will simplify the classification plan by significantly reducing the number of existing classes; provide greater salary setting alternatives; provide for a more flexible recruitment and selection process; be able to make better job/person matches; and create a broader candidate pool for vacant managerial positions. For an overview of the proposed Managerial Broadband Demonstration Project as it compares to the existing managerial classification and pay plan, see Attachment C.

At the present time, 23 departments have elected to participate in the Managerial Broadband Demonstration Project. It is proposed that upon implementation, the Managerial Broadband Demonstration Project will proceed for a period of five years, with periodic evaluations to be conducted on an annual basis, and reports of performance presented to the Board.

## **MAJOR PROVISIONS OF PROPOSAL**

### **CLASSIFICATION CONSIDERATIONS:**

#### Structure of the New Class Series

Participating departments agree that the proposed Managerial Broadband classes should include only those existing classes which clearly meet the intent of Government Code Section 3513 (e). Government Code Section 3513 (e) defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs, or administering an agency or department." Civil service CEA classes, although designated as managerial, will not be placed in the broadbands. The class concepts are defined within the CEA category descriptions, which differ somewhat from civil service managerial classes. CEAs should have been addressed during the CEA conversion assessment conducted by the DPA and the Board during 1996 and 1997. Exempt positions are also excluded from the Managerial Broadbands.

In order to appropriately align the managerial concepts, subordinate supervisory and rank-and-file classification structure, minimum qualifications, salary structure, and community of interest

among existing managerial classes, it is proposed that 13 Managerial Broadbands be established. These parenthetical broadband classes include:

Managerial Broadband (Corrections)	Bargaining Unit 06
Managerial Broadband (Education)	Bargaining Units 03, 21
Managerial Broadband (Education), Safety	Bargaining Units 03, 21
Managerial Broadband (Engineering and Architecture)	Bargaining Unit 09
Managerial Broadband (Engineering and Architecture), Safety	Bargaining Unit 09
Managerial Broadband (Fire Protection)	Bargaining Unit 08
Managerial Broadband (General)	Bargaining Units 01, 12, 18, 19
Managerial Broadband (General), Safety	Bargaining Units 01, 12, 18, 19
Managerial Broadband (Law Enforcement)	Bargaining Unit 07
Managerial Broadband (Legal)	Bargaining Unit 02
Managerial Broadband (Medical)	Bargaining Unit 16
Managerial Broadband (Medical), Safety	Bargaining Unit 16
Managerial Broadband (Scientific)	Bargaining Unit 10

In order to allow current managerial classes in the State Safety Retirement Category to continue to receive this benefit, four managerial broadband classes entitled Managerial Broadband (Education), Safety; Managerial Broadband (Engineering and Architecture), Safety; Managerial Broadband (General), Safety; and Managerial Broadband (Medical), Safety; will be established. The concepts of these classes are identical to the counterpart nonsafety broadband classes. These classes are to be utilized only if the positions are allocated to current managerial classes in the State Safety Retirement Category.

#### Skill Sets or Competencies

Skill sets are the descriptions of skills that are required of employees for successful performance in the broadband. There are seven basic skills or competencies that are applicable to all of the Managerial Broadband classes. They include: (1) Communication Skills; (2) Leadership Skills; (3) Program Planning and Organization; (4) Problem-Solving Skills; (5) Human Resources; (6) Organizational Awareness; and (7) Technical Competence. If the skill sets do not reflect all of the skills necessary to perform the work, additional skill sets may be added. Departments are also encouraged to develop a more detailed description of the specific skills that are applicable to each work setting. Attachment D provides a detailed description of the seven basic skill sets or competencies.

#### Minimum Qualifications

In order to accommodate the variety of existing minimum qualifications patterns, all proposed broadbands allow using departments to cite position-specific additional job-related qualifications in the areas of education, experience, licensing, or certification requirements in the individual position description and job bulletin for each position. As the majority of existing managerial classes have well defined areas of responsibility, and department-specific promotional paths, departments may determine the amount and type of additional job related qualifications for the promotional experience deemed most appropriate for the specific position concept. As such,

substitution patterns have been developed that departments may use to tailor their department-specific promotional paths.

The minimum qualifications for the broadband classes are:

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description, two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Departments will also be allowed to develop "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications" stated on the class specifications.

#### PAY CONSIDERATIONS:

Each Managerial Broadband class has a different minimum and maximum salary. Depending on the broadband class the salaries range from 24% to 31% between the minimum and maximum salary of the classes. The one exception to this structure is the Managerial Broadband (General) which has two levels within the broadband class. The salary structures are derived from existing rates for managerial classes. The salary structure for the broadbands are as indicated:

Managerial Broadband (Corrections)	\$5398 - 6711
Managerial Broadband (Education)	\$4811 - 6274
Managerial Broadband (Education), Safety	\$4811 - 6274
Managerial Broadband (Engineering and Architecture)	\$5408 - 6869
Managerial Broadband (Engineering and Architecture), Safety	\$5408 - 6869
Managerial Broadband (Fire Protection)	\$4799 - 6125
Managerial Broadband (General)	\$4811 - 6109 Level 1 \$6110 - 6715 Level 2
Managerial Broadband (General), Safety	\$4811 - 6109 Level 1 \$6110 - 6715 Level 2
Managerial Broadband (Law Enforcement)	\$4799 - 6281
Managerial Broadband (Legal)	\$6379 - 8166
Managerial Broadband (Medical)	\$7229 - 9175
Managerial Broadband (Medical), Safety	\$7229 - 9175
Managerial Broadband (Scientific)	\$5150 - 6553

Once it's been determined that the position meets the definition of "managerial" and is allocated into the Managerial Broadband class, departments need to establish an appropriate salary rate for each broadband position based upon the skills of the incumbent, perceived impact of the position within the organizational structure, and available funding. While the managerial broadband provides flexibility to determine the salary level of a position, departments will be held fiscally responsible and should continue to exercise prudent personnel management decisions in determining salary level.

Department management should evaluate and establish a salary "range" within the broadband for each position. For the most part, departments would use the existing salary range for the current class. Even though the salary rate in the Managerial Broadband is considered a flat rate, establishing a salary range for each position will be a useful tool in determining the worth of a position in the organization, will provide realistic parameters for each position, and ensure consistency within the department.

In determining the salary range of a managerial position, most often it will be based upon internal relationships than upon comparisons with salaries of related classes/positions outside of State service. In many instances, there will not be much room for salary adjustments beyond their existing ranges due to existing salary compaction. To be consistent, the salary range for managerial positions should be established with only three salary steps. Once the minimum rate is determined, the two subsequent steps should be in 5 percent increments.

Once the salary range is established, departments may appoint new incumbents at any salary rate between the minimum and maximum of the range based on the skills and experience the incumbent brings to the position. On occasion, there will be a need to extend the salary beyond the established maximum for reasons such as severe recruitment and retention problems, extraordinary skills, and outstanding performance. These instances would be rare and should be documented, as the incumbent will obtain status at the salary level. The salary rate assigned to each incumbent in the managerial broadband is a flat rate for that position and incumbents may receive up to a 5 percent salary increase during any 12-month period based on pay for performance. Salary movement will be based on successful performance. This replaces the traditional merit salary adjustment.

Current incumbents in managerial classes will be reallocated into the appropriate broadband class with no increase in salary with the exception of a few incumbents that will receive a slight increase in salary upon movement into the broadband in order to bring their current salary rates to the minimum salary rate of the applicable broadband. A managerial employee who is reallocated from their existing civil service class to the Managerial Broadband and is not at the maximum salary of the existing civil service class has reasonable expectations that they would receive merit salary adjustments if their performance was successful until they reached the top of their salary ranges in accordance with DPA Rule 599.799.1. To keep such employees whole, they shall be entitled, if their performance is successful, to receive annual salary adjustments equal to one step until they reach the salary rate that was the top step of their ranges when the reallocations were effected.

In addition to the base rate of pay, there are two additional pay provisions, which provide salary flexibility for management and incentives for employees. These pay differentials allow :

management to pay an employee for enhanced assignments for a limited time period and recognition pay for exceptional performance. The limited duration pay and the exceptional recognition pay are provided as a pay differential and do not confer status onto employees.

**Limited Duration Pay Differential – Managerial Broadband incumbents may receive a 5 percent salary increase for enhanced assignments for a maximum period of 24 months. Enhanced assignments may include special project assignments, additional duties and responsibilities assumed temporarily, or other short-term job changes deemed extraordinary by executive management.**

**Exceptional Recognition Pay Differential – Exceptional recognition pay is for previously sustained outstanding performance. Incumbents that have been at the same salary rate for the last 12 months may receive up to 10 percent of their annual salary which will be paid in one payment. There is no limit on the number of years that the exceptional recognition pay may be granted, but incumbents must be evaluated annually. The exception recognition pay must be based on performance over the preceding 12-month period.**

#### **MERIT ISSUE CONSIDERATIONS:**

##### **Status Considerations/Probationary Period**

It is proposed that all new appointees to Managerial Broadband classes serve a 12-month probationary period, with an option to extend the probationary period for an additional 12 months under specific circumstances. Performance evaluations must be provided at four-month intervals. This is a one-time probationary period in the broadband. If you are appointed to a higher level position in the broadband under the same appointing power, you do not serve another probationary period.

During the probationary period, an incumbent whose performance is below satisfactory may be rejected from their position at any time during the initial 12-month probationary period, or the supervisor may request, with the consent of the employee, to extend the length of the employee's probationary period for an additional 12 months. A job improvement plan must be developed for any employee who is subject to an extension under this circumstance. The plan must specify any formal training, practice sessions, on-the-job training, or other alternative methods for job improvement that will be used to bring the employee's performance to acceptable level. The employee must participate in the development of the plan and agree to follow it. The employee may be passed or rejected at any time during the 12-month extension period.

A participating department may extend the probationary period of an employee in the Managerial Broadband class up to an additional 12 months if the specific position requires more than the original 12 months to complete the full range of the essential duties of the position. To extend the probation period of an individual in this circumstance, the individual position description must define the essential duties of the position and the time frames expected to complete those essential duties. In this case, the probationary period may only be extended for

the time period required to complete the essential duties and not to exceed 12 months in addition to the original 12-month probationary period.

Request to extend an employee's probationary period under the provisions cited above, must be submitted by the employee's supervisor in writing to the Personnel Office, approved by the appointing authority of the participating department, and a copy given to the employee at least five working days prior to the completion of the initial 12-month probationary period.

Upon successful completion of the probationary period, incumbents will be deemed to have gained "permanent status" in the broadband. All current managerial incumbents will be reallocated with the same status that they now enjoy. Current managerial incumbents who have completed the probationary period for their civil service class will not be required to serve an additional period of probation. Probationary incumbents in existing managerial classes will be required to complete the original period of probation before attaining status in the broadband to which they are reallocated.

Departments will continue to have the option of requiring an employee to serve a probationary period when an employee is being appointed in the same class in which the employee has completed the probationary period but under a different appointing power.

Once the incumbent gains status in the broadband class, the individual cannot have a salary reduction taken against him/her or be demoted either within or outside the broadband unless adverse action is taken against the employee using either Government Code Sections 19590 through 19593 or 19570 et seq., whichever would apply to the individual.

Incumbents will be reallocated to the appropriate Managerial Broadband class and no further appointments will be made to the classes identified by a participating department for inclusion in this demonstration project until such time as the demonstration project is terminated or the department opts out of the demonstration project.

#### Recruitment and Examination Plan

Examinations may be administered for specific single-function broadband positions. All examinations will be a competitive process based on job-related criteria, and no eligible lists need be developed for single-function positions. Departments with multiple broadband positions performing the same function may develop a pool of qualified candidates for these positions. Departments may establish "continuous filing" procedures for pool candidates. Departments may develop their own unique examination plans that must be based on merit as ascertained in a competitive examination that is based on job-related criteria. Transfer of list eligibility for "pool" candidates is not necessary because of the availability of continuous filing privileges; therefore, no transfer of eligibility will be allowed for "pool" candidates. Exams may be conducted on an "open" or "promotional" basis following evaluation of the needs of the department and the competitive pool of candidates. If an open exam is given, the department will conduct focused recruitment to solicit the best-qualified candidates and to ensure that the candidate group is manageable. Current State employees meeting the minimum qualifications stated on examination bulletins may compete in an examination administered on either an open or promotional basis.

In order to accomplish our objectives while retaining the principle of selection based upon merit ascertained by a competitive examination, the departments will be required to develop specific procedures for the administration of a managerial examination within the department. Departments will develop specific job-related evaluation criteria and selection procedures for each examination. Every examination will be conducted by comparing each candidate's knowledge, skills, and abilities against those listed in the class specification, the individual position description for the specific position being filled, and with all other candidates in the examination. The departments will also be required to maintain documentation on how those criteria are applied to the candidate group. Notification letters shall be sent to all employees eligible for the position indicating which candidate had been selected. Any eligible employee may appeal to the State Personnel Board, pursuant to Title 2, California Code of Regulations Section 548.49, within 30 days of the date of the notification.

Each department will be required to monitor the (1) cost; (2) number of appeals filed; and (3) specific time frames in the filling of positions. This data should be compared with previously used examination techniques. In addition, an audit plan will be established to ensure the efficiency and effectiveness of the project.

All new appointments to broadband positions will be as a result of a competitive exam process (A01 transactions). Transfers (A02 transactions) will be allowed from one position in the broadband to another position in the same salary range or salary level and between broadbands at the same salary range or salary level if candidates meet all of the additional licensing or certification requirements for appointment to the new band. Each position will have an established salary range. The maximum rate of the salary range of a position is used to make salary comparisons for transferability. Current active lists will remain in existence until they expire for the purpose of allowing employees on those lists to transfer their eligibility to other departments.

#### Layoff/Reemployment

Consolidation of existing managerial classes into 13 broadbands will streamline the classification structure; however, we recognize that there are distinct program areas, each requiring managers to possess unique skills and professional requirements in each broadband. In the event that there is a need for a department to downsize in a particular program, the layoff/reemployment process must ensure that other program areas can continue with qualified managers. As such, departments may request functional or program-based (subdivisional) downsizing and total State service of broadband incumbents will determine the order of layoff or demotion in lieu of layoff within the functional subdivision. We have asked each department to identify and list their functional subdivision for layoff and reemployment purposes (see Attachment E). As organizations change, functional areas may be revised to reflect changes in skills and professional requirements necessary to meet program needs.

The functional area will also help identify the employee's personal history and will determine demotional pattern(s) and reemployment eligibility. Additionally, the functional area will identify positions to which an employee will have mandatory rights to.

Existing managerial incumbents transitioning into the broadband that are in existing managerial classification structures which encompass more than one managerial class [e.g., Staff Services Manager III and Staff Services Manager II (Managerial) and Data Processing Manager IV and Data Processing Manager III] will be allowed to demote down through the corresponding salary level of the lower level civil service class based on seniority. If sufficient seniority exists to remain at the lower broadband level, incumbents may remain within the broadband. If sufficient seniority does not exist, incumbents will be demoted in lieu of layoff to their previous nonbroadband class.

Newly appointed broadband incumbents with prior State service will be demoted in lieu of layoff to their previous nonbroadband class, unless there are multiple managerial positions in the area of layoff, then the least senior employee will be demoted in lieu of layoff. Broadband incumbents with no prior State service will be laid off, unless there are multiple managerial positions in the area of layoff and the incumbents have sufficient seniority to remain in the band. Broadband incumbents with no prior State service will be allowed to exercise permissive rights to other civil service classes.

If incumbents are demoted in lieu of layoff to their previous nonbroadband class, but their previous class is no longer being used or the incumbents do not have sufficient seniority to retain a position in that class, then they will demote down through the levels based on the demotional patterns as they do now.

Broadband incumbents who are laid off or demoted in lieu of layoff will receive only departmental reemployment rights. The occupational disciplines are so varied that having a general reemployment list would create appointment problems for the hiring department because the individuals would not have the relevant experience necessary to perform the job. State Restriction of Appointment (SROA) eligibility will not be available to incumbents of the Managerial Broadbands for the same reason; however, surplus status will be offered to all incumbents of Managerial Broadband classes faced with layoff or demotion in lieu of layoff. Surplus status provides employees the opportunity to seek job vacancies to which they would be competitive. Departments participating in the Managerial Broadband will not be generating general reemployment or SROA lists; therefore, will not be required to clear these lists. Departments will be required to continue consideration of surplus employees.

Managerial incumbents impacted by downsizing will be subject to an evaluation of performance. Managerial incumbents subject to layoff or demotion in lieu of layoff will have 24 months deducted from their total State service score if their performance is deemed not satisfactory.

#### Appeal Rights

The Managerial Consolidation Project does not propose changes to individual or group appeal rights. Incumbents in Managerial Broadband classes may appeal to the Board regarding merit-related issues under existing Government Code Sections. The burden of proof rests with the incumbent of the Managerial Broadband if Government Code Sections 19590 through 19593 apply to the individual. This is the same as it is currently.

### Protection of Merit Principles

The merit principle, which stipulates that civil servants shall be appointed and promoted on the basis of qualifications, was established in 1934. This proposal to establish Managerial Broadbands adheres to this principle in that all incumbents must meet specified minimum qualifications, including the possession of any required license or certificate; must participate in a bonafide, competitive examination that is based on job-related criteria and open to all those qualified to apply prior to appointment; will be evaluated during a probationary period prior to attaining any rights granted by permanent status; and may be rejected or disciplined for lack of demonstrated performance.

### Government Code Sections

Government Code Sections that need to be waived to implement this demonstration project and the reasons for the requested waivers:

Section 18523 – defines “class” as a group of positions sufficiently similar with respect to duties and responsibilities that the same title may reasonably and fairly be used to designate each position allocated to the class and that substantially the same test for fitness may be used and that substantially the same minimum qualifications may be required and that the same schedule of compensation may be applied with equity.

A waiver of this Section is requested to allow for the establishment of classes in the broadband categories because these do not meet the definition of “class” as specified.

Section 18717 – requires that the Board develop criteria and determines whether classes qualify for State safety membership.

A waiver of this Section will allow current classes in the State Safety Retirement Category to continue to receive this benefit in the new Broadband classes.

Section 18900 – requires that lists shall be established as a result of competitive examinations.

A waiver of this Section will allow the department to conduct examinations without having to establish a list.

Section 18901 – provides that earlier eligible lists take precedence over later eligible lists and requires an examination announcement to include a statement that the resultant eligible list will expire in one to four years.

A waiver of this Section will enable the department to make appointments as a result of an alternative position by position selection process that does not require the establishment of an employment list.

Section 18903 – requires that for each class there shall be a general reemployment list consisting of the names of all persons who have been appointed to the class and have been laid off or demoted in lieu of layoff.

A waiver of this Section is needed so that a general reemployment list may not be established for a broadband class even if persons have been laid off or demoted in lieu of layoff.

Section 18904 – requires that for each class there shall be maintained a separate departmental reemployment list in addition to subdivisional lists which have been established for layoff purposes.

A waiver of this Section is needed to enable the department to establish departmental and subdivisional reemployment lists to reflect function/skill requirements of certain positions.

Section 18930 – requires that examinations for managerial positions be given on an open basis and that the names of the applicants who pass the examination with a passing score be placed on a list and ranked in the relative order of the score received.

A waiver of the Section is needed to enable the department to conduct examinations for managerial positions without establishing a list.

Section 18930.5 – provides that the Board may delegate to departments the authority to conduct examinations and create lists as a result of competitive examinations.

A waiver of this Section is requested to allow the participating departments to conduct examinations without having to establish a list.

Section 18933 – requires the announcement of examinations for the establishment of eligible lists.

A waiver of this Section is requested to allow participating departments to announce examinations without the establishment of eligible lists.

Section 18936 – requires the determination of a final earned rating of each person competing in an examination.

A waiver of this Section will allow the participating departments to conduct examinations within the demonstration project without assigning a score to the competitors.

Section 18938.5 – specifies that the competitor shall be notified of the results of an examination when the employment list resulting from examination has been established.

A waiver of this Section is requested to allow for the establishment of notification of examination results procedures for the demonstration project even though there is no list established.

Section 18950 – requires that appointments to vacant positions be made from employment lists.

A waiver of this Section will allow appointments to vacant positions within the demonstration project without establishing a list or obtaining a certification list.

Section 19052 – requires that vacancies that are not filled by transfer, demotion, or reinstatement shall be filled by requesting a certification of persons eligible for appointment.

A waiver of this Section is requested to allow appointment to positions within the demonstration project without using or establishing a certification list.

Section 19054 – specifies the order of preference in certifying eligibles from existing eligible lists.

A waiver of this Section is requested to allow those departments participating in this demonstration project to evaluate an alternative to ranked promotional and eligible lists.

Section 19054.1 – provides that when an examination for a managerial position is conducted on an open and promotional basis, the names of eligibles shall be placed on one list, ranked in relative order of the examination score received and for purposes of preference in certifying eligibles, the list shall be considered an eligible list.

A waiver of this Section is requested to allow examinations in the managerial classes included in this demonstration project to be held without assigning a score or establishing an eligible list.

Section 19057.1 – provides for the certification of open eligible lists to be Rule of Three Ranks.

A waiver of this Section will allow for the appointment of an eligible to the managerial classes included in this demonstration project without assigning a score or establishing an eligible list.

Section 19057.2 – provides for the scoring and ranking of eligibles for managerial classes.

A waiver of this Section is requested to allow for the examination of candidates for the managerial classes included in the demonstration project without assigning a score or ranking to the candidate.

Section 19170 – requires the Board to establish a probationary period for each class that does not exceed 12 months.

A waiver of this Section is requested to allow the Board to extend the probationary period up to a maximum of 12 months in addition to the original 12-month probationary period under specified circumstances.

Section 19818.6 – defines “class” as a group of positions sufficiently similar with respect to duties and responsibilities that the same title may be used for them, the same test for fitness may be used, the same minimum qualifications may be required, and the same schedule of compensation may be applied.

A waiver of this Section is requested to allow for the establishment of classes in the broadband categories because these do not meet the definition of “class” as specified.

Section 19818.16 – provides that employees may file and be reimbursed for approved claims of out-of-classification work.

A waiver of this Section is requested because the new broadband classifications do not meet the definition of “class” as described.

Section 19826 – provides that DPA shall establish and adjust salary ranges for each class of position.

A waiver of this Section is requested because the broadband classes to be established will not meet the “salary ranges” as described, nor include traditional salary ranges.

Section 19829 – provides that DPA shall establish minimum and maximum salary ranges for each class and establish intermediate steps which govern the amount of salary adjustments an employee may receive at any one time.

A waiver of this Section is requested to allow for the creation of a performance compensation program within the broadband managerial classes that do not meet the definition of salary ranges nor provide for automatic salary increases or include time frames to dictate when increases may occur.

Section 19832 – provides that employees shall receive annual salary adjustments if funds are available.

A waiver of this Section is requested to eliminate automatic salary increases; salary increases shall be based exclusively on performance.

Section 19835 – provides that employees have the right to cumulative pay increases, not to exceed two years, if funds were not available earlier for the automatic salary adjustments.

A waiver of this Section is requested to eliminate automatic salary increases; salary increases shall be based exclusively on performance.

Section 19836 – provides that, with the approval of DPA, the department may appoint persons into State service above the minimum salary step in order to meet recruitment problems, to obtain persons with extraordinary qualifications or to provide equity.

A waiver of this Section is requested to enable departments, without requiring DPA approval, to provide salary increases based on work performance, recruitment incentives, or work assignments.

Section 19997.11 – requires that the names of employees to be laid off or demoted shall be placed on the reemployment list for the subdivision, if so designated, on the departmental reemployment list, and the general reemployment list for the class from which the employees were laid off or demoted.

A waiver of this Section is needed so that a general reemployment list may not be established for a broadband class even if persons have been laid off or demoted in lieu of layoff.

Section 19998 – provides on an interdepartmental basis assistance to employees who are faced with layoff or demotion in-lieu of layoff in locating, preparing to qualify for, and being placed in other positions in the State civil service.

A waiver of this Section is needed so that participation in the State Restriction of Appointments Program is not required.

Section 19998.1 – requires the choice of methods of appointment available to an appointing power if such restriction is deemed necessary in the placement in other State civil service positions of employees whose positions have been or are about to be changed substantially or eliminated by such management initiated changes.

A waiver of this Section is needed so that participation in the State Restriction of Appointments Program is not required

## RECOMMENDATIONS

1. That the State Personnel Board approve the proposed demonstration project of Managerial Selection and Classification Consolidation and Broadbanding as described in this item.
2. That staff be authorized to provide the Legislature with the final version of the proposal 90 days prior to the date of implementation as required in Government Code Section 19602 (e).
3. That the Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project be authorized to begin 90 days after the plan is transmitted to the Legislature and to continue for a period of up to five years.
4. That the following Government Code Sections be waived to allow for the implementation of this demonstration project:  
  
Sections 18523; 18717; 18900; 18901; 18903; 18904; 18930; 18930.5; 18933; 18936; 18938.5; 18950; 19052; 19054; 19054.I; 19057.1; 19057.2; 19170; 19818.6; 19818.16; 19826; 19829; 19832; 19835; 19836; 19997.11; 19998; and 19998.1.
5. That the following regulations be adopted and reflected in Title 2, Division 1, Chapter 1, Subchapter 4 California Code of Regulations:

Article 5 - Demonstration Project – Managerial Selection and Managerial Classification Consolidation and Broadbanding – Servicewide by Departmental Option

549.60. - Definition of "Class" and Establishment of Minimum Qualifications;  
Managerial Selection and Classification Consolidation and  
Broadbanding – Demonstration Project

For the demonstration project of Managerial Selection and Classification Consolidation and Broadbanding implemented pursuant to Sections 19600 et seq. of the Government Code "class" means a consolidation of similar classes in the same occupational area into a broader and deeper grouping for which the same general title may be used to designate each position allocated to the class and which may include more than one specialty area within the general field of work.

In addition to the general minimum qualification for each "class" identified in the class specification, other job-related qualifications will be required for particular positions within the class. The other job-related qualifications shall be described in the individual position description established for each position within the class.

549.61. Selection and Examinations; Managerial Selection and Classification  
Consolidation and Broadbanding Demonstration Project

Under State Personnel Board supervision, any department specifically approved by State Personnel Board action to be included in this demonstration project shall conduct a demonstration project, pursuant to Sections 19600 through 19607 of the Government Code, affecting the examination process to select candidates for managerial positions. During this demonstration project, the participating departments shall conduct examinations for specified managerial positions pursuant to the procedures in Article 4 (Section 548.30) and Article 5 (Section 548.40 through 548.52) for Career Executive Assignments, with the following exceptions:

- (a) The examinations may be either open or promotional.
- (b) The examination announcements specified by Section 548.41 shall specify the minimum qualifications for the position as prescribed in the broadband class specification and the other job-related qualifications described in the individual position description established for the particular position within the class.
- (c) The appointing power shall be governed by Section 171.1 in determining whether an applicant has completed the minimum time required for the experience component of the minimum and other job-related qualification, if any.
- (d) The examinations may be given on a position-by-position basis. No scores will be assigned to individuals participating in the examination. In addition to position-by-position examining, a "pool" list may be established for appointments to like positions within a participating department. Names may be added to a "pool" list on a continuous testing basis.
- (e) A participating department may develop their own unique examination plan that must be based on merit as ascertained in a competitive

- examination that is based on job-related criteria. Departments will develop specific job-related evaluation criteria and selection procedures for each examination. Every examination will be conducted by comparing each candidate's knowledge, skills, and abilities against those listed in the class specification, the individual position description for the specific position being filled, and with all other candidates in the examination.
- (f) The appointing power shall send a notification to all applicants for the position indicating which candidate has been selected. Any eligible employee may appeal to the State Personnel Board, pursuant to Section 548.49, with 30 days of the date of the notification.
  - (g) For each examination, the department shall be required to maintain an examination file that contains the specific job-related evaluation criteria and selection procedures that were developed for the examination and documentation on how those criteria were applied to the candidate group.

549.62. Appointment; Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project.

All appointments to vacant positions included within this demonstration project shall be filled by transfer, reinstatement, training-and-development assignment or by appointing individuals that meet the minimum qualification and the other job-related qualification described in the individual position description established for the position and who have demonstrated they are the best person for the job as determined by a competitive merit process open to all persons eligible and based on job-related criteria.

549.63. General Reemployment List; Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project.

In the event of a layoff, General Reemployment Lists will not be established for the Broadband Managerial classes nor will the participating departments be required to use general reemployment lists that have been established for other managerial classes not included in the demonstration project to fill positions in the broadband demonstration project classes.

549.63. Departmental or Subdivisional Reemployment Lists; Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project.

Within the Managerial Broadband class there shall be maintained a separate departmental reemployment list identified by functional subdivision, recognizing individual position skill-based requirements as indicated in the individual position description for each position and consisting of the names of persons employed within the department on the date of separation or demotion by reason of layoff. There shall also be maintained a separate subdivisional reemployment list within the department which shall consist of the names of persons employed in a subdivision of the department at the time of separation if

subdivisions for the department have been set up with the approval of the Department of Personnel Administration for layoff purposes.

549.65. Probation; Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project.

- (a) A participating department may, with the consent of the employee, extend the length of the probationary period of an employee whose performance is less than satisfactory in any broadband class within the demonstration project. No extension shall exceed twelve (12) months or 1680 hours beyond the original prescribed probationary period for the class. A Job Improvement Plan (Plan) must be developed for any employee who is subject to this extension of their probationary period. The Plan must specify any formal training, practice sessions, on-the-job training or other alternative methods for job improvement that will be used to bring the employee's performance to an acceptable level. The employee must participate in the development of the plan and agree to follow it.
- (b) A participating department may extend the probationary period of an employee in any broadband class within the demonstration project up to an additional 12 months or 1680 hours if the specific position requires more than the original 12 months to complete the full range of the essential duties of the position. To extend the probationary period of an individual in this circumstance, the individual position description must define the essential duties of the position and the time frames expected to complete those essential duties. In this case, the probationary period may only be extended for the time period required to complete the essential duties and not to exceed 12 months in addition to the original 12-month probationary period.
- (c) Request to extend an employee's probationary period under the provisions of a or b must be submitted by the employee's supervisor in writing to the Personnel Office, approved by the appointing authority of the participating department, and a copy given to the employee at least five working days prior to the completion of the initial 12-month probationary period.
- (d) Performance evaluations must be provided at four (4) month intervals and the employee may be passed or rejected at any time during the 12-month extension.
- (e) A rejection during the extended time period shall be considered the same as a rejection during the original probationary period and the employee shall retain all rights accorded by law or rule. Notice to the employee shall be in the manner prescribed by Government Code Section 19173.
- (f) The employee shall have the same rights to appeal a rejection during the extension of the probationary period as an employee who is rejected during the original probationary period.

549.66. Transfer Between Classes; Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project.

Voluntary transfer between the broadband classes established for this demonstration project and to other classes may be made pursuant to Sections 430 through 435 with the following exception:

The minimum and maximum salary to be used to determine transferability shall be the minimum and maximum established for the particular position within the broadband class and not the minimum and maximum established for the entire broadband class.

549.67. Compensation; Managerial Selection and Classification Consolidation and Broadbanding Demonstration Project.

With the approval of the Department of Personnel Administration, the appointing authority will establish a salary range within the Managerial Broadband class for each individual position. The appointing authority may appoint an employee at any salary rate between the minimum and maximum of the salary range for the position as deemed appropriate. Employees in the Managerial Broadband classes are assigned a flat rate and may receive up to a 5 percent salary increase during any 12-month period based on pay for performance. Salary increases are awarded to only those employees whose performance is at or above the fully successful level. Technical detail for the administration of this regulation is to be provided by the Department of Personnel Administration.

6. That the following classes be established; the proposed specifications for these classes as shown in this calendar be adopted; and the probationary periods be as specified below:

<u>Class</u>	<u>Probationary Period</u>
Managerial Broadband (Corrections)	12 months
Managerial Broadband (Education)	12 months
Managerial Broadband (Education), Safety	12 months
Managerial Broadband (Engineering and Architecture)	12 months
Managerial Broadband (Engineering and Architecture), Safety	12 months
Managerial Broadband (Fire Protection)	12 months
Managerial Broadband (General)	12 months
Managerial Broadband (General), Safety	12 months
Managerial Broadband (Law Enforcement)	12 months
Managerial Broadband (Legal)	12 months
Managerial Broadband (Medical)	12 months
Managerial Broadband (Medical), Safety	12 months
Managerial Broadband (Scientific)	12 months

7. That the following resolution be adopted:

(a) WHEREAS the State Personnel Board on \_\_\_\_\_ established the broadband classes as shown below in Column II; and the duties and responsibilities of these classes are substantially included in the existing classes as shown below in Column I; and

WHEREAS the knowledge, skills, abilities, and competencies required for the new broadband classes identified in Column II were substantially tested for in the examinations held for the classes identified in Column I: Therefore be it

RESOLVED, That any person with civil service status in one of the participating departments and in one of the classes identified for each department as shown in Column I on the date this demonstration project becomes effective shall be reallocated to, and is hereby granted, the same civil service status without further examination in the appropriate broadband class identified in Column II at the salary level the individual is currently making, but no lower than the minimum of the appropriate broadband class.

Column I

Column II

**Department of Consumer Affairs**

Supervising Air Quality Engineer,  
Department of Consumer Affairs

Managerial Broadband (Engineering  
and Architecture)

Chief, Accountancy Enforcement Program  
Data Processing Manager III  
Staff Services Manager II (Managerial)  
Staff Services Manager III

Managerial Broadband (General)

Deputy Chief, Investigations and  
Enforcement, Department of  
Consumer Affairs  
Program Manager II, Department of  
Consumer Affairs

Managerial Broadband (Law Enforcement)

**State Board of Control**

Staff Services Manager III

Managerial Broadband (General)

**Office of Emergency Services**

Data Processing Manager III

Managerial Broadband (General)

Column I

Column II

**Office of Emergency Services (Continued)**

Chief (Fire and Rescue Services)  
Director, California Specialized Training  
Institute  
Program Manager III, Office of Emergency  
Services

Managerial Broadband (Law Enforcement)

**Employment Development Department**

Accounting Administrator III  
Data Processing Manager III  
Employment Development Administrator  
Labor Relations Manager II  
Research Manager III (General)  
Staff Services Manager III  
Tax Administrator III, Employment  
Development Department  
Tax Services Specialist

Managerial Broadband (General)

Assistant Chief Counsel

Managerial Broadband (Legal)

**Board of Equalization**

Data Processing Manager III  
Principal Property Appraiser (Board of  
Equalization)  
Staff Services Manager II (Managerial)  
Staff Services Manager III

Managerial Broadband (General)

**California Exposition and State Fair**

Staff Services Manager II (Managerial)

Managerial Broadband (General)

**Department of Fish and Game**

Staff Services Manager III

Managerial Broadband (General)

Environmental Program Manager II

Managerial Broadband (Scientific)

Column I

Column II

**Department of Food and Agriculture**

Branch Chief I, Inspection Services  
Branch Chief II, Inspection Services  
County/State Liaison  
Special Assistant, Department of Food and  
Agriculture (General)  
Staff Services Manager II (Managerial)  
Staff Services Manager III

Managerial Broadband (General)

Branch Chief, Livestock Identification  
Branch Chief, Milk and Dairy Foods Control  
Branch Chief, Marketing Services  
Branch Chief, Measurement Standards

Managerial Broadband (Law Enforcement)

Branch Chief, Animal Health  
Branch Chief, Meat Inspection  
Branch Chief, Chemistry Laboratory  
Services  
Branch Chief, Pest Management and  
Prevention  
Principal State Metrologist

Managerial Broadband (Scientific)

**Department of Health Services**

Accounting Administrator III  
Data Processing Manager III  
Health Program Manager III  
Research Manager III  
Staff Services Manager III

Managerial Broadband (General)

Medical Program Consultant, Department  
of Health Services

Managerial Broadband (Medical)

**California Department of Highway Patrol**

Data Processing Manager III  
Manager Transportation Services  
California Highway Patrol  
Staff Services Manager II (Managerial)  
Telecommunications Systems  
Manager II (Managerial)

Managerial Broadband (General)

Column I

Column II

**California Department of Highway Patrol (Continued)**

Manager Motor Carrier Safety Program,  
California Highway Patrol

Managerial Broadband (Law Enforcement)

**Department of Housing and Community Development**

Data Processing Manager III  
Housing and Community Development  
Manager III

Managerial Broadband (General)

Codes and Standards Administrator III

Managerial Broadband (Law Enforcement)

**Department of Industrial Relations**

Chief, Rehabilitation Bureau  
Data Processing Manager III  
Staff Services Manager III  
Workers' Compensation Manager

Managerial Broadband (General)

**Department of Personnel Administration**

Staff Services Manager II (Managerial)  
Personnel Program Manager I

Managerial Broadband (General)

**Department of Pesticide Regulation**

Branch Chief, Pest Management and  
Prevention

Managerial Broadband (Scientific)

**Prison Industry Authority**

Prison Industries Engineer

Managerial Broadband (Engineering  
and Architecture)

Sales Manager, Prison Industries

Managerial Broadband (General)

Chief, Quality Assurance, Prison Industries  
Prison Industries Administrator

Managerial Broadband (General), Safety

Column I

Column II

**Department of Rehabilitation**

Data Processing Manager III  
Rehabilitation Administrator II  
Staff Services Manager II (Managerial)  
Supervising Management Auditor

Managerial Broadband (General)

**Department of Social Services**

Disability Evaluation Services  
Administrator III

Managerial Broadband (General)

**State Lands Commission**

Supervising Mineral Resources Engineer

Managerial Broadband (Engineering  
and Architecture)

Assistant Chief, Marine Facilities Inspection  
and Management Division  
Assistant Manager, Land Operations  
Public Land Manager II

Managerial Broadband (General)

Assistant Chief Counsel

Managerial Broadband (Legal)

**State Teachers' Retirement System**

Accounting Administrator III  
Data Processing Manager III  
Staff Services Manager II (Managerial)

Managerial Broadband (General)

**Department of Veterans Affairs**

Supervising Property Agent

Managerial Broadband (General)

**Department of Water Resources**

Chief Engineer, Reclamation Board  
Principal Construction Engineer  
Water Resources

Managerial Broadband (Engineering and  
Architecture)

Column I

Column II

**Department of Water Resources (Continued)**

Principal Mechanical and Electrical  
Engineer Hydraulic Structures  
Principal Engineer Water Resources  
Principal Hydroelectric Power Utility  
Engineer  
Supervising Land Surveyor

Chief Field Division Department of Water  
Resources  
Chief of Mobile Equipment Operations  
Chief Water and Power Dispatcher  
Data Processing Manager III  
Deputy Comptroller Department of Water  
Resources  
Labor Relations Manager  
Program Water and Power Dispatcher  
Research Manager III (General)  
Staff Services Manager II (Managerial)

Assistant Chief Counsel

Environmental Program Manager II

Managerial Broadband (General)

Managerial Broadband (Legal)

Managerial Broadband (Scientific)

**Department of the Youth Authority**

Program Administrator, Correctional  
School (Managerial)  
Youth Authority Administrator, Rehabilitation  
Services

Education Administrator for Special  
Programs  
Supervisor of Compensatory Education  
Program  
Vocational Education Supervisor,  
Correctional Program

Chief of Research, Correctional Program  
Data Processing Manager III  
Departmental Food Administrator  
Staff Services Manager III

Managerial Broadband (Corrections)

Managerial Broadband (Education)

Managerial Broadband (General)

Column I

Column II

**Department of the Youth Authority (Continued)**

Chief Dentist, Correctional Facility  
Chief Medical Officer, Correctional Facility

Managerial Broadband (Medical), Safety

**Youthful Offender Parole Board**

Youth Authority Administrator, Community  
and Staff Services  
Youthful Offender Parole Board  
Representative

Managerial Broadband (Corrections)

(b) WHEREAS Title 2, California Code of Regulations Section 431 states "Unless otherwise provided by resolution of the Board, the maximum rate of the lowest salary range currently authorized for a class is used to make salary comparisons," and

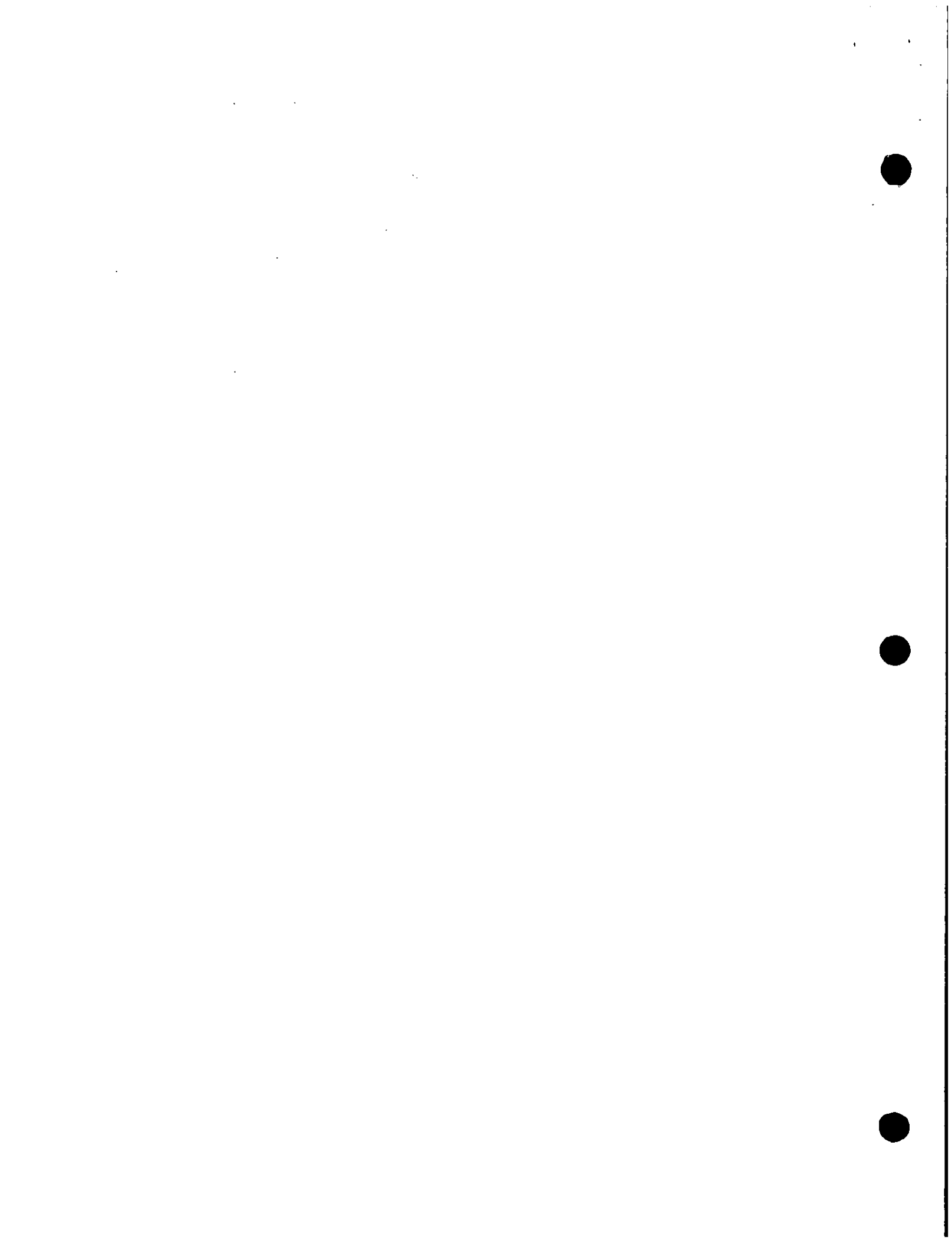
WHEREAS it is the intent of this demonstration project that salary ranges shall be established for each individual position within a broadband managerial class based on the duties and responsibilities of the position and in comparison to other civil service classes containing similar duties and responsibilities and pursuant to Section 549.67 and the technical detail established by the Department of Personnel Administration; and

WHEREAS as the result of a permanent appointment to each salary range within a Managerial Broadband class, an appointee gains status in the salary range established for the position within the Managerial Broadband class to which he/she is appointed as though each salary range is a separate class by qualifying for placement in that range through transfer, reinstatement, demotion, or appointment as a result of a competitive process as described in Section 549.61 and 549.62: Therefore be it

RESOLVED, That the salary range established for each individual position within a Managerial Broadband class as described above shall be used individually to make salary comparisons for both discretionary and mandatory actions between the Managerial Broadband class and other classes as if each represents the salary range of a separate class.

8. That, with the approval of the Board, departments may add additional classes or join the Managerial Selection and Managerial Classification Consolidation and Broadbanding Demonstration Project at a later date if they choose to do so, as all managerial employees have previously been notified and the 180-day notification period and the 90-day notification to the Legislature has been met for this demonstration project.

9. That a participating department may opt out of the demonstration project at any time prior to the termination of the project if it is determined that it is not working for that particular department and this will not affect the other participating departments or the Project itself.
10. That no further appointments to the classes identified by a participating department for inclusion in this demonstration project shall be made until such time as the demonstration project is terminated or the department opts out of the demonstration project.
11. That participating departments shall maintain any necessary records and provide periodic feedback on the effectiveness of the demonstration project, with a formal evaluation to the Board occurring on an annual basis. The scope and content of the evaluation are addressed in this proposal.



## ATTACHMENT A

### MANAGERIAL CONSOLIDATION PROJECT TEAM MEMBERS

**Team Leaders:** Margie Imai, Department of Personnel Administration  
Marie Powell, Department of Housing and Community Development

**Sub-Team Leaders:**

Barbara Armstrong, Office of Criminal Justice Planning

Mary Carrillo, Department of Corrections

Gabriella Green, Franchise Tax Board

Walt Harris, Department of Industrial Relations

Gail Rauscher, Secretary of State

Marion Rutkauskas, State Personnel Board

Estella Simoneau, Board of Equalization

Karen Vierra, Department of Corrections

**Team Members:**

Gerard Anderson, State Controller's Office

Jeannie Beatty, Department of Consumer Affairs

Linda Bittner, Department of Finance

Denise Caesar, Department of Motor Vehicles

George Carazo, Public Utilities Commission

Debbie Chambliss, Department of Finance

Karen Cohen, State Personnel Board

Staci Donnachie, Air Resources Board

Jo Ann Frierson, Department of Parks and Recreation

Jennifer Geregthy, Department of Housing and Community Development

Glen Goddard, State Personnel Board

Sue Hessing, Department of Food and Agriculture

Holly Hollingsworth, Department of Insurance

John Jackson, State Personnel Board

Ed Jimenez, Department of Motor Vehicles

Cynde Jones, California Integrated Waste Management Board

Sally Lim, State Controller's Office

Cindy Liondakis, Department of Developmental Services

Susan Lorenz, Department of Mental Health

Daisy McKenzie, State Personnel Board

Mauri Miller, Department of Insurance

Carol Pennington, Teale Data Center

Jeanne Pfaff, Department of Insurance

Alison Raymer, Legislative Counsel Bureau

Terry Robinson, California Highway Patrol

Mary Sayre, Department of Justice

Rosemary Schmidt, Department of Food and Agriculture

Carol Scott, State Lands Commission

Denise Sims, Department of the Youth Authority

Richard Sneed, Department of Corrections

Lynn Wilkerson, Air Resources Board

Martha Wilson, Department of Developmental Services

## ATTACHMENT B

### MANAGERIAL INTEREST GROUPS

Ron Alexander, President  
Corrections Ancillary Staff Supervisors Organization

Elwood K. Allshouse, President  
CDF Firefighters

Tim Behrens, President  
Association of California State Supervisors

Peter Cannon, President  
Motor Vehicles Managers and Supervisors Association

Reese Dixon, President  
Coalition of Communications Supervisors

Jim D. Eddington, President  
California Association of Public Health Managers and Supervisors

Wayne Heine, President  
California State Managers and Supervisors Association

Stephen D. Johnson, President  
State Park Peace Officers Association of California

Robert F. Katz, President  
Association of California State Attorneys and Administrative Law Judges

Tim Landrus, President  
Association of Supervising Special Investigators

Dennis Mayhew, President  
California Association of Professional Scientists

Donald Novey, President  
California Correctional Peace Officers Association

Jerry Oliver, President  
Department of Transportation Supervisors

Mike Rastegar, President  
Professional Engineers in California Government

Roger Smith, Acting President  
Union of PERB Employees (UPE)

Attachment B  
Page 2

Ron Snider, President  
California Association of Highway Patrolmen

Richard L. Tatum, President  
California Correctional Supervisors Organization, Inc.

Randy Trefry, President  
California State Supervisors Peace Officer Association

L. L. Mike VanBuskirk, President  
Motor Carrier Supervisors' Benefits Committee

## ATTACHMENT C

### OVERVIEW

	<b>Existing Managerial Classification and Pay Plan</b>	<b>Proposed Managerial Broadband Demonstration Project</b>
<b>General Definition of Classification Concept</b>	Narrowly defined class concepts that distinguish between type and level of work.	Consolidates various levels and types of work. Includes more than one specialty area within the general field of work.
<b>Probation</b>	12-month probationary period is required for each appointment to a new class.	12-month probationary period with an option to extend the probationary period for an additional 12 months is required for appointment into the broadband. Movement to a higher level within the broadband does not require a new probationary period.
<b>Status</b>	Employees gain status in the class.	Employees gain status in the Broadband class.
<b>Selection</b>	Exam is conducted for each class and employees establish list eligibility. Exam can be conducted either on an "open" or "promotional" basis.	Exam is conducted for each position and employees do not establish list eligibility. Exam can be conducted either on an "open" or "promotional" basis. Department with multiple broadband positions performing the same function may develop a pool of qualified candidates which may have "continuous filing" privileges.
<b>Downsizing</b>	Statewide or subdivisional layoff. Total State service of the incumbent will determine order of layoff and/or demotion in lieu of layoff. SROA/surplus status is available. Incumbent is entitled to General Reemployment List and Departmental Reemployment List eligibility.	Functional or subdivisional layoff. Total State service of the incumbent will determine order of layoff and/or demotion in lieu of layoff. SROA is not available to incumbents, but surplus status is. No General Reemployment List eligibility, only Departmental Reemployment List eligibility.
<b>Salary/Pay</b>	A three-step salary range for each class. Merit salary adjustments based on successful performance.	Incumbents' salary considered a flat rate. Salary adjustments are based on pay for performance. Two pay differentials "Limited Duration Pay Differential" and "Exceptional Recognition Pay" are provided.

## ATTACHMENT D

### SKILL SETS

#### 1. COMMUNICATION SKILLS

##### Verbal Communication Skills

- Express succinct, well-organized facts and ideas; conducts effective briefings and other meetings.

##### Written Communication Skills

- Writes clearly and concisely; organizes material so it is easy to follow, with key ideas and conclusions logically presented and supported; prepares memos and written guidelines which present the department's policies and positions.

##### Interpersonal Skills

- Demonstrates tact, diplomacy, courtesy, respect, and empathy.
- Establishes and maintains effective working relationships; relates well to persons of varied backgrounds.

##### Consulting/Negotiation Skills

- Works and communicates with clients, customers, and coworkers to provide information and satisfy expectations; negotiates mutually acceptable solutions.

#### 2. LEADERSHIP SKILLS

- Models high standards of honesty, integrity, trust, and ethical behavior; is consistent and keeps commitments; recognizes own strengths and weaknesses; adapts leadership style to a variety of situations; considers and responds to the needs and feelings of others.
- Involves relevant people in decision-making; makes logical and well-informed decisions; can effectively deal with pressure and ambiguity in the workplace.
- Encourages the highest professional standards; encourages open communication and input from staff and others; creates an environment of employee fairness; promotes cooperation, teamwork, and pride; imparts organizational vision to others.

#### 3. PROGRAM PLANNING AND ORGANIZATION

##### Customer Focus and Satisfaction

- Recognizes the importance of meeting customer needs; is committed to improving services and effectiveness; solicits input and feedback from customers; adjusts program processes to better meet customer needs.

##### Planning and Managing Resources

- Manages resources and organizes work to ensure effective program delivery within budget; establishes program goals and objectives; establishes budgetary plans and authorizes expenditure of funds; ensures that work priorities are established and that goals and objectives are achieved; adjusts to meet changing priorities; anticipates contingencies and develops alternate plans of action; evaluates program performance and effectiveness; anticipates changes and ensures employees are trained to meet changing business needs; clarifies programmatic issues; ensures employees are kept informed about changing policies and practices and how they will affect individual employees.

##### Strategic Planning

- Leads effective strategic planning effort; adjusts plan as required by changes in technology or business trends.

**4. PROBLEM SOLVING SKILLS**

**Analytical Skills**

- Successfully identifies and analyses problems and business trends; gathers, interprets, and evaluates information to determine its accuracy and relevance; uses sound judgment to generate and evaluate alternatives and to recommend a solution; makes decisions within time parameters.

**Creative Thinking and Problem Solving Skills**

- Resolves problems and reaches workable solutions; finds solutions to complex problems; uses imagination and resources to develop new insights into situations and applies creative/innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or outmoded; understands impact of decisions; demonstrates openness to change and new information; manages and resolves conflicts; anticipates potential challenges or opportunities.

**5. HUMAN RESOURCES**

**Managing Human Resources**

- Utilizes effective selection methods; provides opportunities for a diverse workforce; treats people fairly; motivates and promotes employee initiative and facilitates the open exchange of ideas; empowers staff with the authority to make decisions and gives them the freedom to do their jobs; provides challenging assignments; clarifies roles and responsibilities; provides encouragement and support; addresses employee concerns; promotes safety in the workplace.

**Managing Performance**

- Providing training opportunities linked to improving job performance; establishes performance standards; conducts timely and accurate performance reviews and feedback; takes corrective action when problems arise.

**Team Building Skills**

- Displays understanding of the roles of team member and team leader; has the skills necessary to serve a team leader in coordinating the activities of others; is able to effectively influence, motivate, and challenge team members.

**Labor Relations**

- Is knowledgeable of bargaining unit contract(s) and the managers role and responsibilities outlined therein; communicates effectively with labor union representatives as required.

**6. ORGANIZATIONAL AWARENESS**

- Ensures activities and services reflect management policies; goals and philosophies are consistent with those of the organization; knows how political, organizational, and technological systems work and operates effectively within them.

**7. TECHNICAL COMPETENCE**

- Maintains a high level of professional expertise; exercises the final review and approval of work output; has a thorough understanding of the technical content of own and related jobs; is knowledgeable of administrative and program laws, rules, and regulations; uses technical job-related knowledge to achieve program goals and objectives.

**ATTACHMENT E**

**FUNCTIONAL SUBDIVISION**

**Department of Consumer Affairs**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (Engineering and Architecture)	Smog Check Program
Managerial Broadband (General)	Barbering and Cosmetology Program Board of Accountancy - Enforcement Program Bureau for Private Postsecondary and Vocational Education Contractors State Licensing Board - Licensing Division Division of Consumer Information and Analysis Division of Enforcement Medical Board - Licensing Program Office of Administrative Services Office of Examination Resources Office of Information Services - Year 2000; and Office of Information Services Coordinator Office of Information Services - Integrated Consumer Protection Systems
Managerial Broadband (Law Enforcement)	Division of Enforcement Division of Investigation Medical Board

**State Board of Control**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Victims of Crime Program

**Office of Emergency Services**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Information Technology

**Office of Emergency Services (Continued)**

**Broadband Class**

**Functional Subdivision**

Managerial Broadband (Law Enforcement)

Disaster Assistance Division; and Planning  
and Technical Assistance Branch  
Fire and Rescue Services Branch  
Training Branch

**Employment Development Department**

**Broadband Class**

**Functional Subdivision**

Managerial Broadband (General)

Data Processing  
Fiscal - Accounting  
Employment Development Administrator -  
Disability Insurance; Job Service; and  
Unemployment Insurance  
Human Resources  
Labor Market Information  
Staff Services Manager - Departmentwide  
Tax Branch

Managerial Broadband (Legal)

Legal

**Board of Equalization**

**Broadband Class**

**Functional Subdivision**

Managerial Broadband (General)

Customer and Taxpayer Services  
Equal Employment Opportunity  
Legislation  
Policy; and Strategic Planning  
Property Taxes  
Technical Services

**California Exposition and State Fair**

**Broadband Class**

**Functional Subdivision**

Managerial Broadband (General)

Exposition Events  
Racing

**Department of Fish and Game**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Administration
Managerial Broadband (Scientific)	Scientific Branch

**Department of Food and Agriculture**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Fairs and Expositions Financial Services Human Resources Branch Inspection Services Plant Health and Pest Prevention Services Public Affairs
Managerial Broadband (Law Enforcement)	Livestock Identification Marketing Services Measurement Standards Milk and Dairy Foods Control
Managerial Broadband (Scientific)	Animal Health Center for Analytical Chemistry Meat and Poultry Inspection Metrology Branch Plant Health and Pest Prevention Services

**Department of Health Services**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Accounting Administration Data Processing Health Program Management Research Management Staff Services Management
Managerial Broadband (Medical)	Medical Consulting

**California Department of Highway Patrol**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Human Resources Information Management Program Motor Transport Program Telecommunications Program
Managerial Broadband (Law Enforcement)	Motor Carrier Program

**Department of Housing and Community Development**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Data Processing Branch Monitoring and Management Branch
Managerial Broadband (Law Enforcement)	Division of Codes and Standards

**Department of Industrial Relations**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Budgets Data Processing Division of Workers' Compensation - Workers' Compensation Manager Division of Workers' Compensation - Chief, Rehabilitation Bureau Industrial Medical Council Personnel

**Department of Personnel Administration**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Fiscal Services Information Management Services Personnel Programs

**Department of Pesticide Regulation**

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (Scientific)	Departmentwide

**Prison Industry Authority**

<b><u>Broadband Class</u></b>	<b><u>Functional Subdivision</u></b>
Managerial Broadband (Engineering and Architecture)	Operations Division - Wood/Metal
Managerial Broadband (General)	Marketing Division - Sales Branch
Managerial Broadband (General), Safety	Executive Office Operations Division - Headquarters Operations Division - Field

**Department of Rehabilitation**

<b><u>Broadband Class</u></b>	<b><u>Functional Subdivision</u></b>
Managerial Broadband (General)	Executive Office Field Operations Division Human Resources Information Systems Services

**Department of Social Services**

<b><u>Broadband Class</u></b>	<b><u>Functional Subdivision</u></b>
Managerial Broadband (General)	Disability Evaluation Division

**State Lands Commission**

<b><u>Broadband Class</u></b>	<b><u>Functional Subdivision</u></b>
Managerial Broadband (Engineering and Architecture)	Mineral Resources Division
Managerial Broadband (General)	Land Management Division Marine Facilities Division
Managerial Broadband (Legal)	Legal Division

**State Teachers' Retirement System**

**Broadband Class**

Managerial Broadband (General)

**Functional Subdivision**

Accounting  
Information Technology  
Pension Program Administrator

**Department of Veterans Affairs**

**Broadband Class**

Managerial Broadband (General)

**Functional Subdivision**

Farm and Home Loan Division

**Department of Water Resources**

**Broadband Class**

Managerial Broadband (Engineering and  
Architecture)

**Functional Subdivision**

Civil Engineer  
Construction Engineer  
Geodetic Branch  
Hydroelectric Power Utility Engineer  
Mechanical and Electrical Engineer  
Reclamation Board

Managerial Broadband (General)

Accounting and Fiscal Systems  
Field Division  
Information Systems and Services Office  
Labor Relations Office  
Mobile Equipment  
Project Operations Center  
Resources Management Branch  
Staff Services Manager

Managerial Broadband (Legal)

Legal

Managerial Broadband (Scientific)

Environmental Program Manager

**Department of the Youth Authority**

**Broadband Class**

Managerial Broadband (Corrections)

**Functional Subdivision**

Program Administrator  
Youth Authority Administrator

Managerial Broadband (Education)

Compensatory Education Program  
Special Programs  
Vocational Education Program

Department of the Youth Authority (Continued)

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (General)	Facilities Planning Fiscal Food Management Human Resources Information Technology Research
Managerial Broadband (Medical), Safety	Dentistry Medical

Youthful Offender Parole Board

<u>Broadband Class</u>	<u>Functional Subdivision</u>
Managerial Broadband (Corrections)	Youth Authority Administrator Youthful Offender Parole Board Representative

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: 2277  
Class Code: 7795  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (CORRECTIONS)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of correctional institution-related program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL OR PHYSICAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal or Physical Characteristics" to be determined by the examining department.

TRAINING REQUIREMENT

Some positions within this broadband may require that under the provisions of Penal Code Section 832, successful completion of a training course in laws of arrest, search and seizure, and in firearms and chemical agents is a requirement for permanent status in a specific position.

FELONY DISQUALIFICATION

Some positions within this broadband may require that Government Code 1029 provides that persons convicted of a felony are disqualified from employment as peace officers. Such persons are not eligible to compete for, or be appointed to, specific positions in this broadband.

BACKGROUND INVESTIGATION AND PSYCHOLOGICAL SCREENING

Some positions within this broadband may require the following:

Government Code Section 1029.1 requires that a thorough background investigation be completed prior to appointment date. Persons unsuccessful in the investigation cannot be appointed as a peace officer in this broadband.

Government Code Section 1031 (c) provides that a candidate for a peace officer position be fingerprinted for search of local, State, and national fingerprint files to disclose any criminal record.

Government Code Section 1031 (f) provides that any physical and psychological suitability examinations administered be completed prior to appointment date. Persons who are not successful in these examinations cannot be appointed as a peace officer.

Any person prohibited by State or Federal law from possessing, using, or having in his/her custody or control, any firearm, firearm device, or other weapon or device authorized for use by the California Department of Corrections is not eligible to compete for, be appointed to, or continue employment in specific positions in this broadband.

CITIZENSHIP REQUIREMENT

Some positions within this broadband may require that pursuant to Government Code Section 1031 (a), in order to be appointed to a peace officer position, a person must be either a United States citizen or be a permanent resident alien who is eligible for and has applied for United States citizenship. Any permanent resident alien who is employed as a peace officer shall be disqualified from holding that position if his/her application for citizenship is denied.

DRUG TESTING REQUIREMENT

Some positions within this broadband may require that applicants are required to pass a drug-screening test. (The drug-screening test will be waived for employees who are currently in a designated "Sensitive" position or class for which drug testing is required under State Personnel Board Rule 213.)

AGE LIMITATION

Some positions within this broadband may require specific age limitations, for which the applicant's birth date must be stated on the application for examination.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ78  
Class Code: 7796  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (EDUCATION)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of education program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

### MINIMUM QUALIFICATIONS

Some positions within this broadband may require possession of a valid Commission on Teacher Credentialing General Administration Credential; Secondary School Administration Credential; Secondary School Administration Credential in Trade or Industrial Education; Administrative Services Credential; Standard Administrative Credential or Supervisory Credential; or a credential or life diploma of equivalent authorization.

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

### KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

#### SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

#### ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ79  
Class Code: 7797  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (EDUCATION), SAFETY

#### DEFINITION

With broad discretion, incumbents work in a wide variety of education program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### JOB CHARACTERISTICS

In addition to the duties described below, incumbents appointed to this class maintain order and supervise the conduct of inmates, youthful offenders, residents, or patients and protect and maintain the safety of persons and property. Incumbents may be called upon to assume general custody responsibilities in time of emergency; prevent escapes and injury by these persons to themselves or others or to property; maintain security of working areas and work materials; and inspect premises and search inmates or wards for contraband, such as weapons or illegal drugs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review

and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

#### MINIMUM QUALIFICATIONS

Some positions within this broadband may require possession of a valid Commission on Teacher Credentialing General Administration Credential; Secondary School Administration Credential; Secondary School Administration Credential in Trade or Industrial Education; Administrative Services Credential; Standard Administrative Credential or Supervisory Credential; or a credential or life diploma of equivalent authorization.

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

#### KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

#### SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

#### ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."



# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: Z280  
Class Code: 7798  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (ENGINEERING AND ARCHITECTURE)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of engineering and architectural line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Engineer positions within this broadband may require possession of a valid certificate of registration as a civil, electrical, or mechanical engineer issued by the California State Board of Registration for Professional Engineers.

Architect positions within this broadband may require possession of a valid certificate of registration as an architect issued by the California State Board of Architectural Examiners.

Landscape architect positions within this broadband may require possession of a valid certificate of registration as a landscape architect issued by the California Board of Landscape Architects.

Land surveyor positions within this broadband may require possession of a valid California Land Surveyor's license. (A Certificate of Registration as a Civil Engineer issued by the California State Board of Registration for Professional Engineers and Land Surveyors prior to January 1, 1982 satisfies this requirement.)

Five years of increasingly responsible administrative or technical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

#### SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

#### ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ81  
Class Code: 7799  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (ENGINEERING AND ARCHITECTURE), SAFETY

#### DEFINITION

With broad discretion, incumbents work in a wide variety of engineering and architectural line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### JOB CHARACTERISTICS

In addition to the duties described below, incumbents appointed to this class maintain order and supervise the conduct of inmates, youthful offenders, residents, or patients and protect and maintain the safety of persons and property. Incumbents may be called upon to assume general custody responsibilities in time of emergency; prevent escapes and injury by these persons to themselves or others or to property; maintain security of working areas and work materials; and inspect premises and search inmates or wards for contraband, such as weapons or illegal drugs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final

review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

#### MINIMUM QUALIFICATIONS

Engineer positions within this broadband may require possession of a valid certificate of registration as a civil, electrical, or mechanical engineer issued by the California State Board of Registration for Professional Engineers.

Architect positions within this broadband may require possession of a valid certificate of registration as an architect issued by the California State Board of Architectural Examiners.

Landscape architect positions within this broadband may require possession of a valid certificate of registration as a landscape architect issued by the California Board of Landscape Architects.

Land surveyor positions within this broadband may require possession of a valid California Land Surveyor's license. (A Certificate of Registration as a Civil Engineer issued by the California State Board of Registration for Professional Engineers and Land Surveyors prior to January 1, 1982 satisfies this requirement.)

Five years of increasingly responsible administrative or technical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

#### KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

#### SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

#### ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."



# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ82  
Class Code: 7800  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (FIRE PROTECTION)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of fire protection or resource management program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL OR PHYSICAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal or Physical Characteristics" to be determined by the examining department.

FELONY DISQUALIFICATION

Some positions within this broadband may require that Government Code 1029 provides that persons convicted of a felony are disqualified from employment as peace officers. Such persons are not eligible to compete for, or be appointed to, specific positions in this broadband.

CITIZENSHIP REQUIREMENT

Some positions within this broadband require that pursuant to Government Code Section 1031 (a), in order to be appointed to a peace officer position, a person must be either a United States citizen or be a permanent resident alien who is eligible for and has applied for United States citizenship. Any permanent resident alien who is employed as a peace officer shall be disqualified from holding that position if his/her application for citizenship is denied.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."



# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ83  
Class Code: 7801  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (GENERAL)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of administrative and line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."



# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ84  
Class Code: 7802  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (GENERAL), SAFETY

#### DEFINITION

With broad discretion, incumbents work in a wide variety of administrative and line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### JOB CHARACTERISTICS

In addition to the duties described below, incumbents appointed to this class maintain order and supervise the conduct of inmates, youthful offenders, residents, or patients and protect and maintain the safety of persons and property. Incumbents may be called upon to assume general custody responsibilities in time of emergency; prevent escapes and injury by these persons to themselves or others or to property; maintain security of working areas and work materials; and inspect premises and search inmates or wards for contraband, such as weapons or illegal drugs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect

management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

#### MINIMUM QUALIFICATIONS

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

#### KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

#### SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

#### ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."



# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ85  
Class Code: 7803  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (LAW ENFORCEMENT)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of law enforcement-related line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL OR PHYSICAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal or Physical Characteristics" to be determined by the examining department.

TRAINING REQUIREMENT

Some positions within this broadband may require that under the provisions of Penal Code Section 832, successful completion of a training course in laws of arrest, search and seizure, and in firearms and chemical agents is a requirement for permanent status in a specific position.

FELONY DISQUALIFICATION

Some positions within this broadband may require that Government Code 1029 provides that persons convicted of a felony are disqualified from employment as peace officers. Such persons are not eligible to compete for, or be appointed to, specific positions in this broadband.

BACKGROUND INVESTIGATION AND PSYCHOLOGICAL SCREENING

Some positions within this broadband may require the following:

Government Code 1029.1 requires that a thorough background investigation be completed prior to appointment date. Persons unsuccessful in the investigation cannot be appointed as a peace officer in this broadband.

Government Code Section 1031 (c) provides that a candidate for a peace officer position be fingerprinted for search of local, State, and national fingerprint files to disclose any criminal record.

Government Code Section 1031 (f) provides that any physical and psychological suitability examinations administered be completed prior to appointment date. Persons who are not successful in these examinations cannot be appointed as a peace officer.

Any person prohibited by State or Federal law from possessing, using, or having in his/her custody or control, any firearm, firearm device, or other weapon or device authorized for use by the California Department of Corrections is not eligible to compete for, be appointed to, or continue employment in specific positions in this broadband.

CITIZENSHIP REQUIREMENT

Some positions within this broadband may require that pursuant to Government Code Section 1031 (a), in order to be appointed to a peace officer position, a person must be either a United States citizen or be a permanent resident alien who is eligible for and has applied for United States citizenship. Any permanent resident alien who is employed as a peace officer shall be disqualified from holding that position if his/her application for citizenship is denied.

DRUG TESTING REQUIREMENT

Some positions within this broadband may require that applicants are required to pass a drug-screening test. (The drug-screening test will be waived for employees who are currently in a designated "Sensitive" position or class for which drug testing is required under State Personnel Board Rule 213.)

AGE LIMITATION

Some positions within this broadband may require specific age limitations, for which the applicant's birth date must be stated on the application for examination.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ86  
Class Code: 7804  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (LEGAL)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of legal functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

The majority of positions in this broadband require active membership in the State Bar of California or Bar Associations of other states as a requirement of eligibility for appointment. The individual position description will state this requirement if necessary for eligibility for appointment.

Five years of increasingly responsible legal experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity.

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience<sup>1</sup>, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

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<sup>1</sup> Experience in the "practice of law" or "performing legal duties" or "legal experience" is defined as only that legal experience acquired after admission to The Bar. Some positions may allow experience acquired after admission to Bar Associations of other states.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ87  
Class Code: 7805  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (MEDICAL)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of medically related line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Possession of the legal requirements for the practice of the specific medical or dental discipline as determined by the Medical Board of California, the California Board of Osteopathic Examiners, or the California Board of Dental Examiners. (Applicants may be admitted to the examination prior to meeting these requirements, but must meet the requirements before being eligible for appointment.) and

Five years of increasingly responsible administrative or medical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL OR PHYSICAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal or Physical Characteristics" to be determined by the examining department.

DRUG TESTING REQUIREMENTS

Some positions within this broadband require that applicants be required to pass a drug-screening test. Testing of current employees who are applicants in an examination is permitted only if the person does not have a current appointment to a class for which drug testing is a requirement.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within the broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."

# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ88  
Class Code: 7806  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (MEDICAL), SAFETY

#### DEFINITION

With broad discretion, incumbents work in a wide variety of medically related line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### JOB CHARACTERISTICS

In addition to the duties described below, incumbents appointed to this class maintain order and supervise the conduct of inmates, youthful offenders, residents, or patients and protect and maintain the safety of persons and property. Incumbents may be called upon to assume general custody responsibilities in time of emergency; prevent escapes and injury by these persons to themselves or others or to property; maintain security of working areas and work materials; and inspect premises and search inmates or wards for contraband, such as weapons or illegal drugs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and

approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; and perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

#### MINIMUM QUALIFICATIONS

Possession of the legal requirements for the practice of the specific medical or dental discipline as determined by the Medical Board of California, the California Board of Osteopathic Examiners, or the California Board of Dental Examiners. (Applicants may be admitted to the examination prior to meeting these requirements, but must meet the requirements before being eligible for appointment.) and

Five years of increasingly responsible administrative or medical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

#### KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

#### SPECIAL PERSONAL OR PHYSICAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal or Physical Characteristics" to be determined by the examining department.

#### DRUG TESTING REQUIREMENTS

Some positions within this broadband require that applicants be required to pass a drug-screening test. Testing of current employees who are applicants in an examination is permitted only if the person does not have a current appointment to a class for which drug testing is a requirement.

#### ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within the broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."



# CALIFORNIA STATE PERSONNEL BOARD

## SPECIFICATION

Schematic Code: ZZ89  
Class Code: 7807  
Established:  
Revised: --  
Title Changed: --

### MANAGERIAL BROADBAND (SCIENTIFIC)

#### DEFINITION

With broad discretion, incumbents work in a wide variety of scientific line program functions with responsibilities for program and policy development and implementation.

Positions in this broadband meet the managerial concepts stated in Government Code 3513 (e), which defines a managerial employee as "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department." Three functions, which identify an employee assigned to such a position, are (1) administering an agency or department; (2) formulating agency or departmental policies and programs; or (3) administering agency or departmental policies and programs.

#### TYPICAL TASKS

Incumbents in this broadband resolve problems and reach workable solutions; involve relevant people in decision-making; model high standards of honesty and integrity; maintain a high level of professional expertise; clarify programmatic issues; encourage the highest professional standards; encourage open communication and input from staff and others; adjust to meet changing priorities; promote teamwork within the organization; take corrective action when problems arise; create an environment of employee fairness; empower staff with authority to make decisions; exercise the final review and approval of work output; ensure activities and services reflect management policies; establish program goals and objectives; develop budgetary plans and authorize expenditure of funds; evaluate program performance and effectiveness; conduct briefings and other meetings; provide opportunities for a diverse workforce; promote safety in the workplace; perform other related tasks and exhibit other related competencies.

Departments may cite additional "Typical Tasks" necessary to describe individual managerial positions.

MINIMUM QUALIFICATIONS

Some positions within this broadband may require possession of a valid license issued by the Board of Examiners in Veterinary Medicine.

Some positions within this broadband may require possession of a valid certificate in Health Physics issued by the Board of Health Physics or in Radiologic Health Physics issued by the American Board of Radiology.

Some positions within this broadband may require possession of a certificate in the Comprehensive Practice of Industrial Hygiene issued by the American Board of Industrial Hygiene.

Five years of increasingly responsible administrative, technical, or analytical experience in the occupational discipline described in the individual position description(s), two years of which must have been in a supervisory or managerial capacity. (A doctorate degree in a related field may be substituted for two years of the required experience and a master's degree in a related field may be substituted for one year of the required experience.) (Advanced journey or high-level technical specialist experience may be substituted for the required supervisory or managerial experience on a year-for-year basis.) and

Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Each position allocated to this class has specific qualifications that have been developed to recognize the unique experience and/or education requirements necessary for entry into the position. Specific program experience, education, licensing, or certification requirements of a specific position will be described in the individual position description for each position.

KNOWLEDGE, SKILLS, ABILITIES, AND COMPETENCIES

Knowledge of: Administrative and program laws, rules, and regulations; and technical aspects of the discipline.

Skill in: Identifying and analyzing problems and trends; building trust; negotiating for mutually acceptable solutions; and imparting organizational vision to others.

Ability to: Express succinct, well-organized facts and ideas; make logical judgments; effectively deal with pressure and ambiguity in the workplace; find solutions to complex problems; encourage and facilitate cooperation, teamwork, and pride; manage and resolve conflicts; coordinate within the organization to accomplish goals; and anticipate potential challenges or opportunities.

Competencies: Models high standards of honesty, integrity, and trust; demonstrates openness to change and new information; exhibits commitment to improving services and effectiveness; recognizes own strengths and weaknesses; considers and responds to the needs and feelings of others; facilitates an open exchange of ideas; is sensitive to cultural diversity in the workplace; and adapts leadership style to a variety of situations.

Departments may cite additional "Knowledge, Skills, Abilities, and Competencies" necessary to describe individual managerial positions.

SPECIAL PERSONAL CHARACTERISTICS

Some positions within this broadband may require "Special Personal Characteristics" to be determined by the examining department.

ADDITIONAL JOB RELATED QUALIFICATIONS

Some positions within this broadband may have "Additional Job Related Qualifications" such as possession of advanced degrees, certifications, or specific experience beyond that described in the "Minimum Qualifications."