2nd Quarterly Statewide HR Policy Forum – Recruitment and Retention including Bilingual Hiring

April 2025

Housekeeping

Wi-Fi – Connect to the CalHR Guest
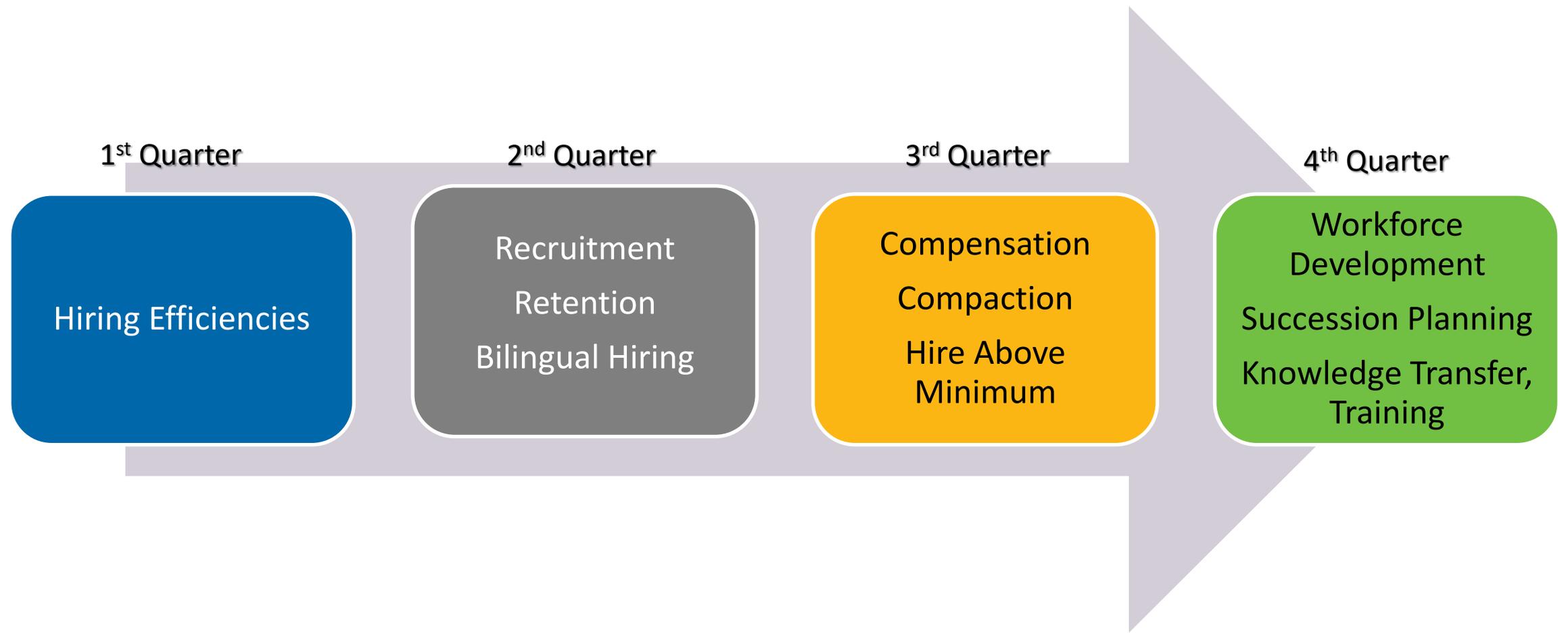
Restrooms – Near the Elevators

Forum length

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Today's Agenda

- Past Forum Highlights
- Current State Workforce
- Recruitment Strategies
- Retention Strategies
- Break
- Breakout Session: We want to hear your feedback
- Group Report-Out: Sharing Ideas/Prioritizing Solutions
- Next Steps & Closing Remarks

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Overview of 2025 Policy Forum Topics

1st Quarter

Hiring Efficiencies

2nd Quarter

Recruitment

Retention

Bilingual Hiring

3rd Quarter

Compensation

Compaction

Hire Above Minimum

4th Quarter

Workforce Development

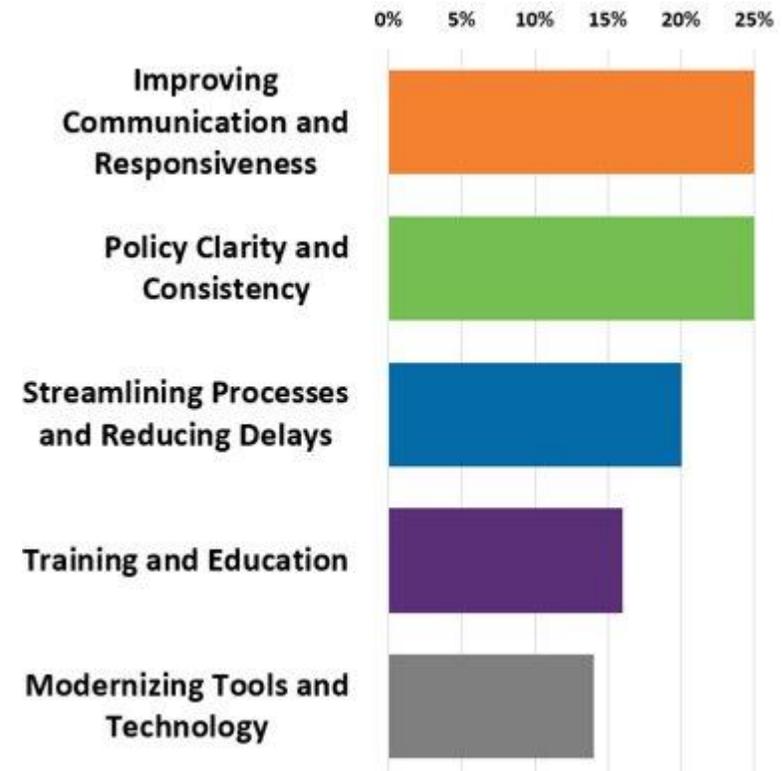Succession Planning

Knowledge Transfer, Training

Q1 Forum Group Discussion Highlights

Operational Challenges

CalHR Support Needs

Q1-Hiring Efficiencies Forum Group Discussion Highlights

Feedback received during and after the forum

Quicker Response Times – Policy Questions

ECOS Application Mass Download

Add Merit Hiring to the 80 hours of Training

Future Forums to Last Longer

Q & A Sessions on Newly CalHR/SPB Released Policies

Transparency in the Approval Process of packages

Exploring the translator classification

Non-State Employees Min Starting Salaries
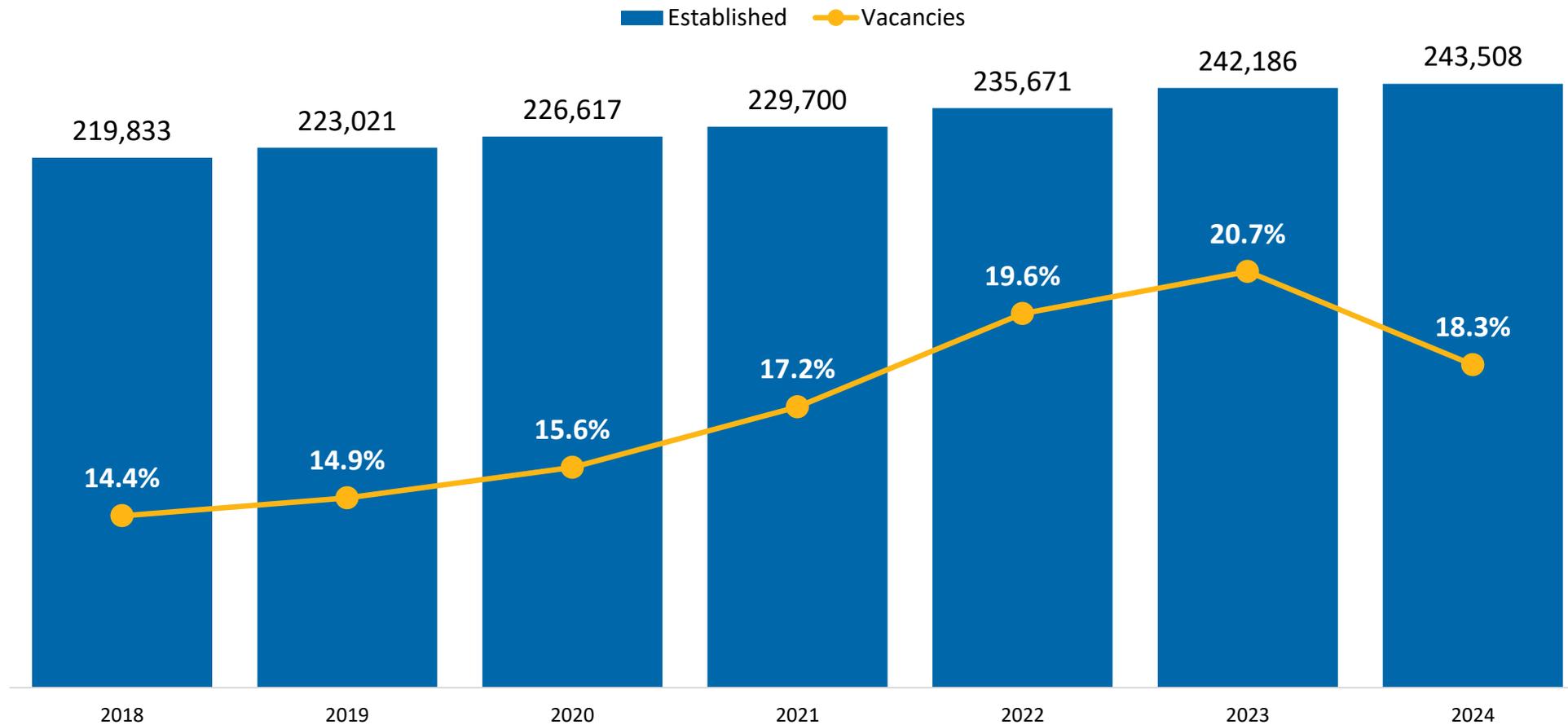
Increased Communication at all Levels

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Current State Workforce Demographics and Data

Anthony Crawford, *Deputy Director*
Fiscal and Data Management Programs

CAL★HR
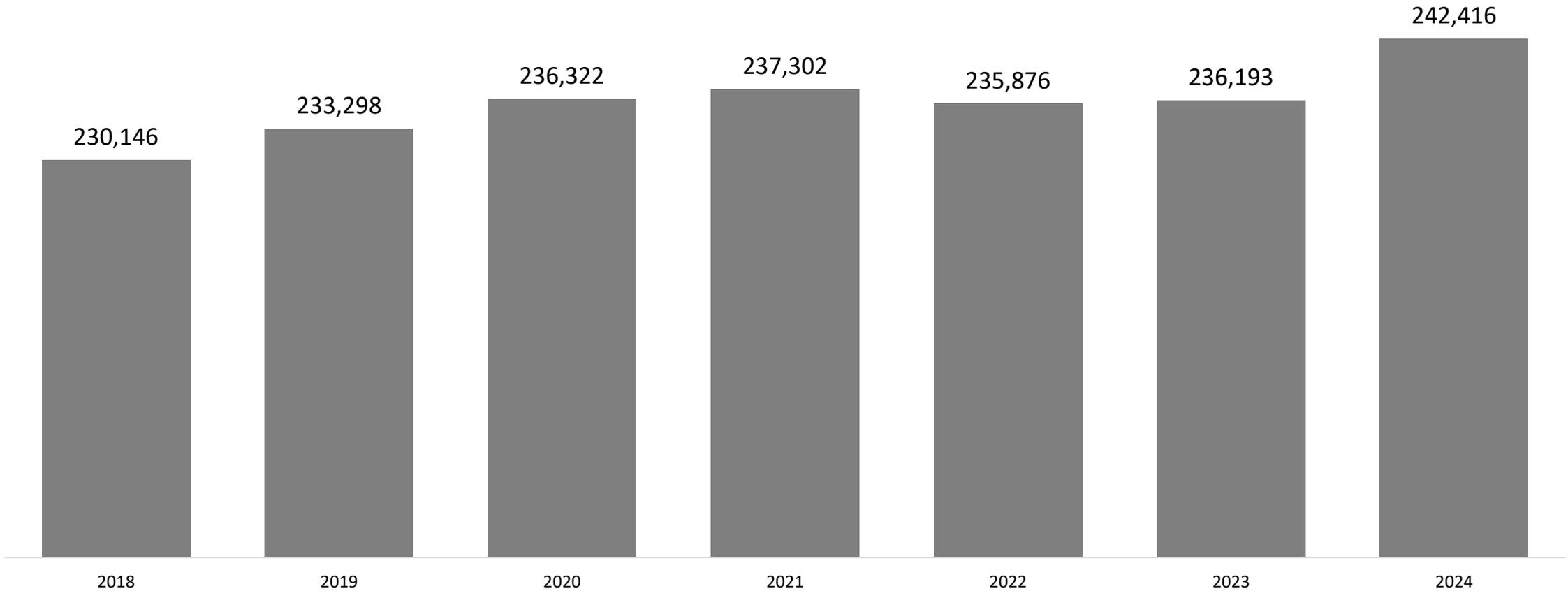CALIFORNIA DEPARTMENT OF HUMAN RESOURCES

State Civil Service Workforce – Executive Branch

- The total number of established represented, excluded, and exempt positions is 254,000.

- The number of filled and vacant positions can vary considerably over the years for a variety of reasons, including newly established positions after the budget passes, peak retirement months, and seasonality of work (ex. firefighters and lifeguards).

- 254,000 Positions

- 2,726 Classifications

- 399 Occupations

- 21 Bargaining Units

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Established Positions and Vacancy Rate

Legend: Established, Vacancies

Year	Established	Vacancies
2018	219,833	14.4%
2019	223,021	14.9%
2020	226,617	15.6%
2021	229,700	17.2%
2022	235,671	19.6%
2023	242,186	20.7%
2024	243,508	18.3%

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Average Number of State Employees

Bar chart showing the Average Number of State Employees:
- 2018: 230,146
- 2019: 233,298
- 2020: 236,322
- 2021: 237,302
- 2022: 235,876
- 2023: 236,193
- 2024: 242,416

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New State Employees

State Employee Data

- Total Compensation Report and Dashboard

- Census Dashboard

- Women's Earnings Report and Dashboard

- Upward Mobility Dashboard
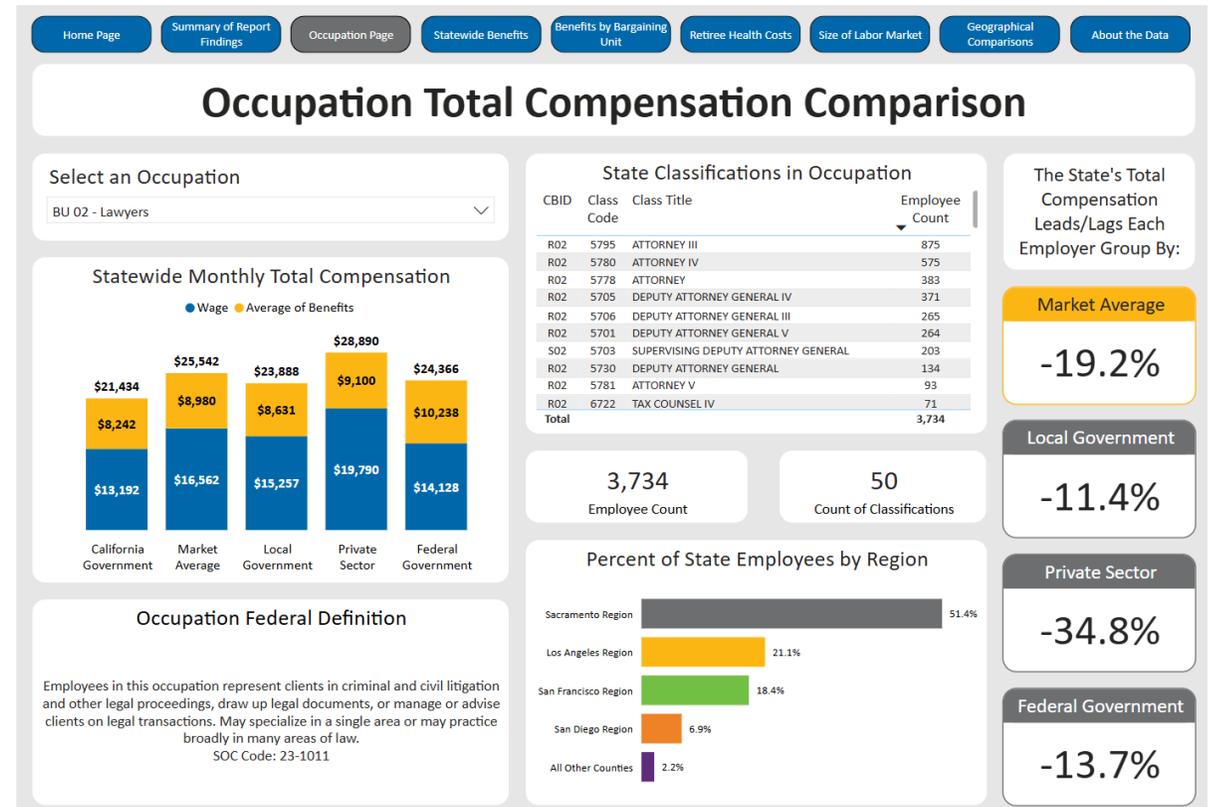
State Employee Data

- HR Net Vacancy Dashboard
  - monthly data back to January 2019
  - by department
  - by CBID
  - by classification
- Use data to understand the current makeup of your workforce and potential recruitment or retention challenges
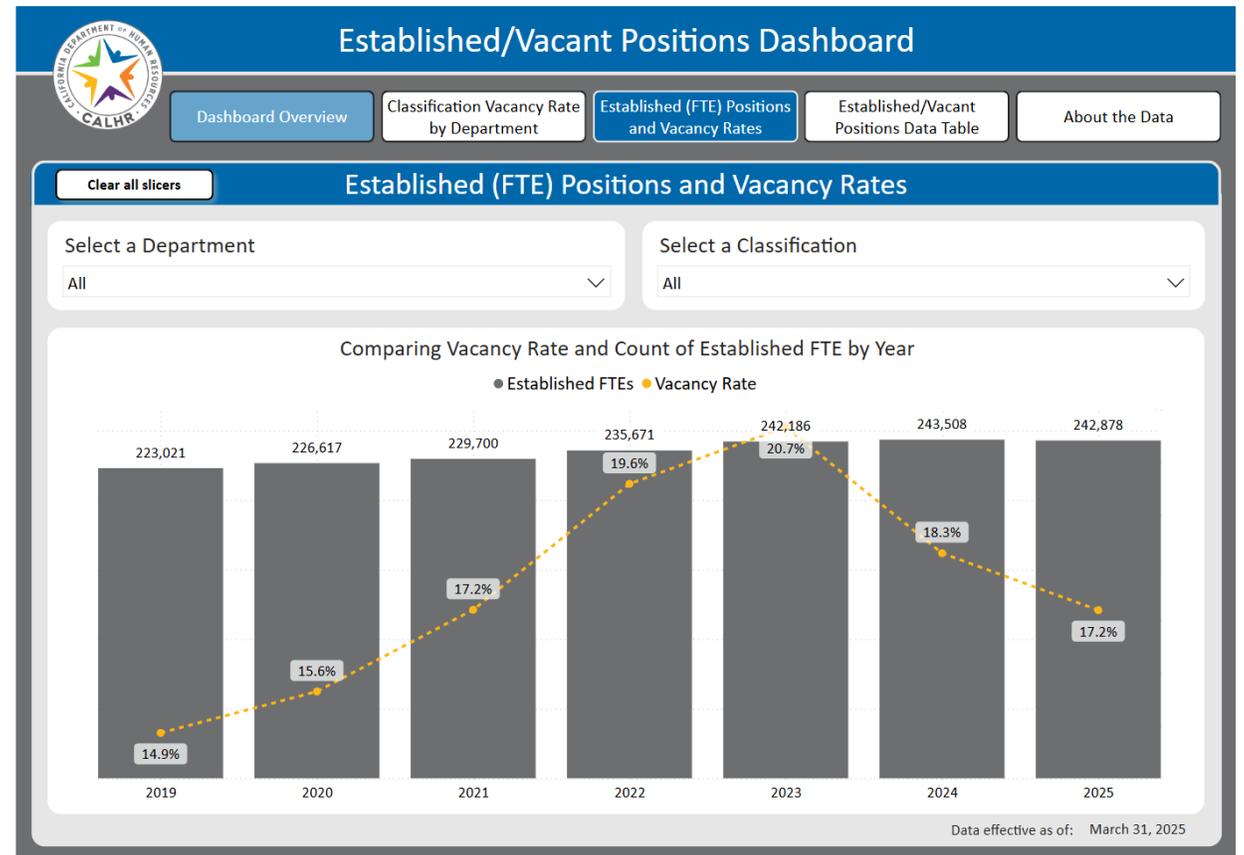
Employee Compensation Request Process

- Identify the problem
- Explain department's level of effort to address problem
- Identify potential solutions to address the problem:
  - Compensation: SSAs, Pay Differentials, HAMs
  - Non-compensation: Changes to minimum qualifications, job specs, class consolidation, exams
- Communicate with CalHR early

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Recruitment Strategy Methods

Melissa Hirahara, *Marketing Manager, Communications Office*
Chris Dainard, *Chief, Selection Division*
Brandi Blue, *Chief, Equity and Accessibility Management Services Division*

Marketing Strategy

Mel Hirahara

Broadcast Spot

Work4CA Overview

In 2023, the State of CA created the Work for California (Work4CA) campaign focused on recruiting laid-off tech workers. After it's success, CalHR created a broader statewide campaign aimed at developing the state workforce and advancing equity.

Work4CA is a statewide recruitment campaign that:

- Showcases the many employment opportunities available
- Positions the state as the largest employer
- Provides applicants with general information on all the benefits on working for the state

Last Year Recap

Radio Ad

Social Media - LinkedIn
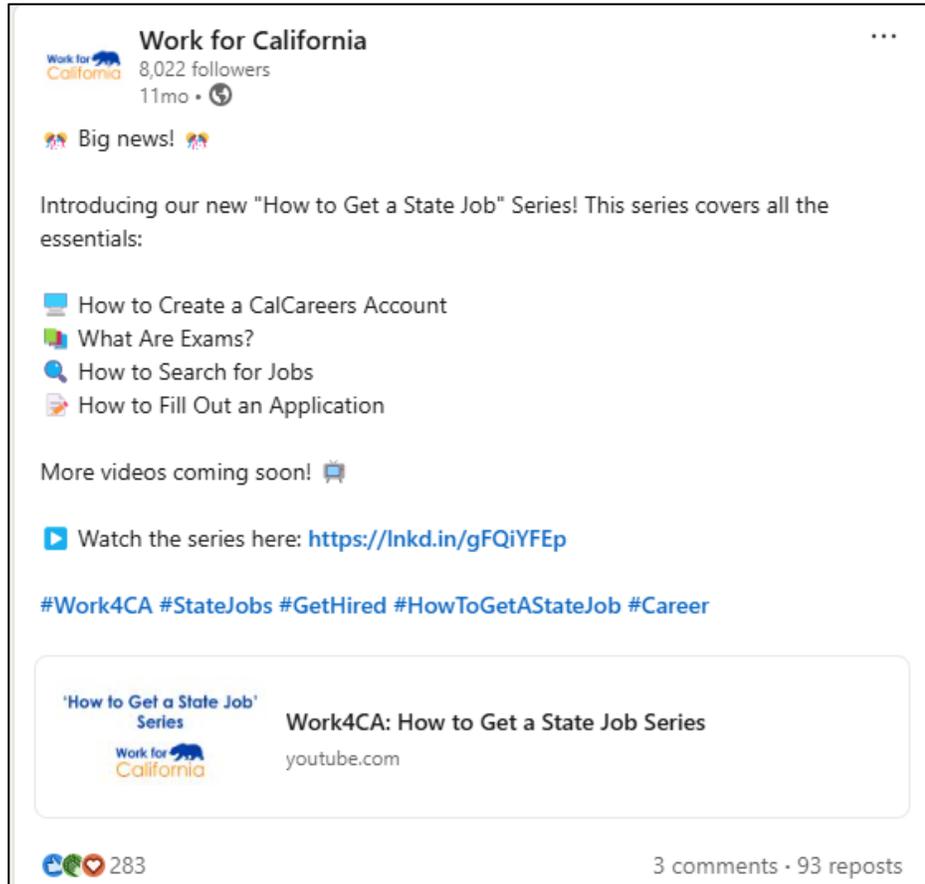
Work for California
8,022 followers
11mo · 🌐

🎉 Big news! 🎉

Introducing our new "How to Get a State Job" Series! This series covers all the essentials:

🖥️ How to Create a CalCareers Account
🎞️ What Are Exams?
🔍 How to Search for Jobs
📝 How to Fill Out an Application

More videos coming soon! 📺

▶️ Watch the series here: https://lnkd.in/gFQiYFEp

#Work4CA #StateJobs #GetHired #HowToGetAStateJob #Career

'How to Get a State Job' Series — Work4CA: How to Get a State Job Series
Work for California — youtube.com

283   3 comments · 93 reposts

Great Benefits. Job Security.
Work with a Purpose.
workforcalifornia.ca.gov

Work for California

Start a solid career with a reliable future. It's more than a job. It's work with a purpose. #Work4CA
Staffing and Recruiting · 8K followers · 201-500 employees

Bree & 16 other connections follow this page

✈ Message   ✓ Following   ⋯

8,044 Followers

Resources for the Public

Create Your CalCareers Profile

Create an Application Template:

Apply for a State Job

CalCareers

State Application Checklist

CALHR

Work for California

Federal Workers:

California Welcomes You

Join our workforce and contribute to impacting millions of people, just like you. We're recruiting professionals in key roles related to firefighting, weather forecasting and modeling, natural resource management, medical and mental health, and the sciences. No matter the field you're in, you'll find a place as a Californian serving California.

Protective Services
Includes firefighters, fire investigators, forest fire prevention specialists and more

Healthcare Practitioners & Technical
Includes positions in the medical field and around mental health

Life, Physical & Social Science
Includes positions in natural resource management, the sciences and more

See the full list of industries on CalCareers

Work for California

VETERANS' PREFERENCE

Any veteran, widow or widower of a veteran or spouse of a 100% disabled veteran who achieves a passing score in an entrance examination shall be ranked in the top rank of the resulting eligibility list.

Any veteran who has been dishonorably discharged or released is not eligible for Veterans' Preference.

QUESTIONS?
Visit calcareers.ca.gov/Help

SCAN ME
For more information regarding Veterans' Preference

The State of California has been certified **Age-Friendly!**

Making It Easier to Work Longer

CERTIFIED Age Friendly EMPLOYER

Apply today on CalCareers

Work for California

Work for California

Spring Career Fair

📅 May 22   🕘 9 a.m. - 2 p.m

📍 925 Del Paso Blvd, Sacramento

Seminar: Start Your State Career

Session 1
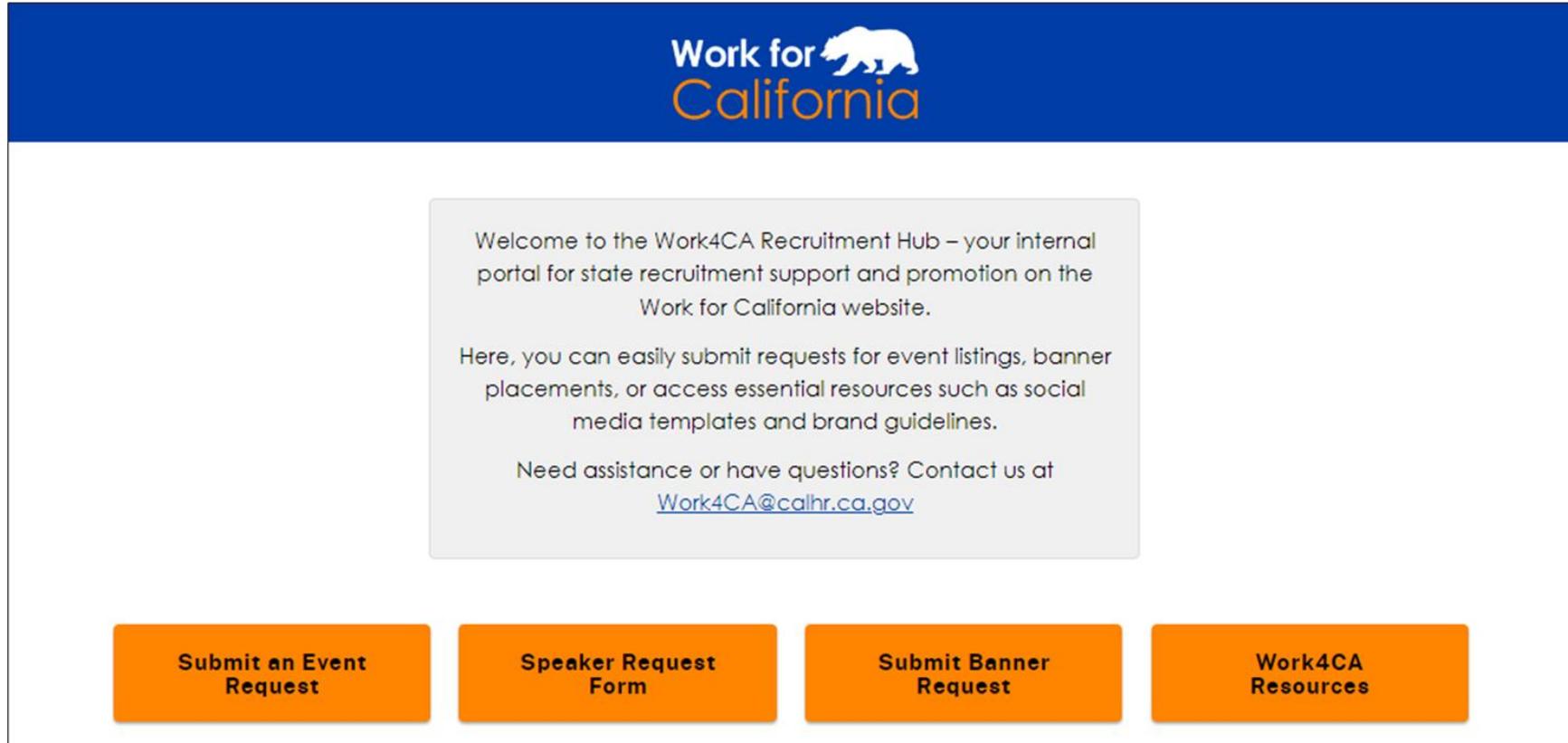10:30 -11:30 a.m.

Session 2
12:30 - 1:30 p.m.

SETA

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Video Resources

Recruiter Resources

Work for California

Welcome to the Work4CA Recruitment Hub – your internal portal for state recruitment support and promotion on the Work for California website.

Here, you can easily submit requests for event listings, banner placements, or access essential resources such as social media templates and brand guidelines.

Need assistance or have questions? Contact us at Work4CA@calhr.ca.gov

| Submit an Event Request | Speaker Request Form | Submit Banner Request | Work4CA Resources |

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Work4CA Features

Discover Your Future
at the California Department of Insurance

Now hiring Insurance Rate Analysts, Investigators, Attorneys, and more. Explore our rewarding careers today!

Upcoming Events

📅 **HOSPITAL POLICE OFFICER AND MORE!**
With Department of State Hospitals, Coalinga
Tuesday, April 22, 2025
9:00 AM - 4:00 PM PST
DETAILS   **Register**

📅 **CORRECTIONAL OFFICER VIRTUAL CAREER FAIR**
With CA Department of Corrections and Rehabilitation
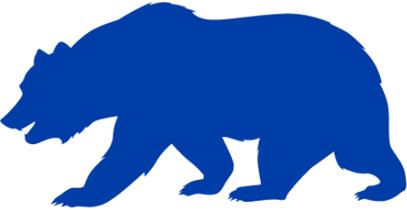Wednesday, April 23, 2025
12:00 PM - 1:30 PM PST
DETAILS   **Register**

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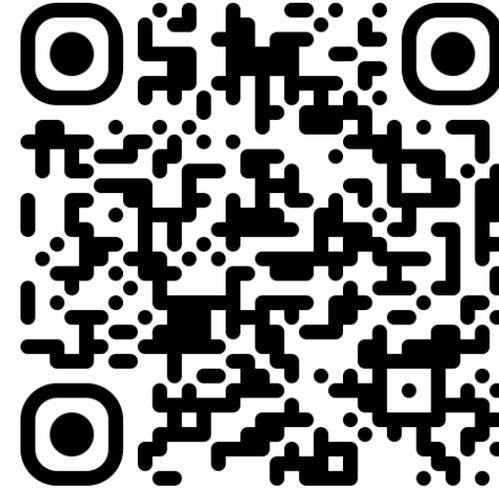# Focus Group Learnings

We held focus groups to inform the role Work4CA takes in the state job application process. Key takeaways:

- Navigating the application process was difficult
- Job seekers lacked direction for the overall state application process
- Applicants felt "ghosted" by the process

WorkForCalifornia.ca.gov

work4ca@calhr.ca.gov

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What is one of the popular responses on feedback from applicants?

Using ECOS Functionality to the Fullest (1/2)

They never hear back.   Thankfully, ECOS has functionality to help address this!

Using ECOS Functionality to the Fullest (2/2)

- Contact Letters
- Hiring Actions and Filters
- Correspondence Templates

App Detail	App Date	CalCareer ID	Last Name	First Name	HR Status	Reachable	Last Hiring Action	View App
View	02/10/2025				On Cert	Yes	Passed to Next Round of Hiring	Select
View	02/03/2025				On Cert	Yes	Not Selected for Interview	Select
View	01/28/2025				On Cert	Yes	Not Selected for Interview	Select
View	01/29/2025				On Cert	Yes	Not Selected for Interview	Select
View	01/29/2025				On Cert	Yes	Not Selected for Interview	Select
View	02/11/2025				On Cert	Yes	Not Selected for Interview	Select
View	01/29/2025				On Cert	Yes	Not Selected for Interview	Select
View	01/29/2025				On Cert	Yes	Not Selected for Interview	Select
View	01/30/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	01/30/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	01/31/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	01/31/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	02/02/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	02/02/2025				On Cert	Yes	Not Selected for Interview	Select
View	02/03/2025				On Cert	Yes	Not Selected for Interview	Select
View	02/03/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	02/03/2025				On Cert	Yes	Not Selected for Interview	Select
View	02/03/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	02/05/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select
View	02/06/2025				List Eligibility Claimed	Not Applicable	Not Selected for Interview	Select

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Hiring Actions – What's Available?

Show All
Accepted Contingent Job Offer
Appeared and Withdrew
Assigned Backup Interview Group 1
Assigned Backup Interview Group 2
Assigned Backup Interview Group 3
Assigned Backup Interview Group 4
Assigned Backup Interview Group 5
Assigned Primary Interview Group
Cancelled Interview
Contingent Job Offer Made
Covid-19 - CalHR Does Not Meet Criteria
Covid-19 - CalHR Verified
Covid-19 - CalHR Verified-Wrong Location
Covid-19 - CalHR Wrong Category
Covid-19 - Class Placement
Covid-19 - Deployment-Salesforce
Covid-19 - Deployment-Sleep Train Amphitheatre
Covid-19 - EMSA License Invalid
Covid-19 - EMSA Student

Declined Interview
Declined Job Offer
Did Not Appear for Interview
Did Not Appear for Job
Did Not Meet MQs
Did Not Pass Background
Did Not Respond
Eliminated in Interview
Interview Conducted
Job Offered
MQs Verified
None
Not Interested
Not Selected for Interview
Offer Accepted
Passed Background
Passed to Next Round of Hiring
Scheduled for Interview
Start Date Set
Unable to Schedule Interview

Hiring Actions – How to Use

- Click into an applicant's "App Detail"
- Click on "Add Hiring Action"
- Select the appropriate action from the drop-down menu
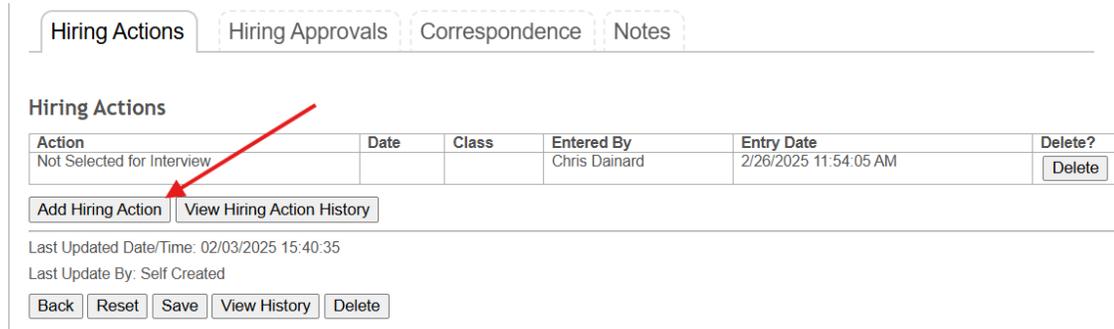 – These options are by phase.

Hiring Actions – How to Use (Send Letters) (1/3)

- Send Letters link on the Job Applications page

- Click the link and select the appropriate template
- Filter by appropriate recipients

Hiring Actions – How to Use (Send Letters) (2/3)

Template Generation

Correspondence Sender Input Details

Template Name: **Job Control Closed - Not Selected for Interview**

This template is setup to allow you as the sender to specify what should be included for the section(s) below. Make a selection in each section displayed. Your entries on this page only apply to this distribution of the selected letter and will not be saved for future uses of this template.

Free-Form Message #1

Back   Reset   Continue

- You can add free-form messaging, if desired
- Check with your Human Resources with messaging if you have questions
- Can be a great opportunity to let candidates know of upcoming recruitments!

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Hiring Actions – How to Use (Send Letters) (3/3)

Department of Human Resources
1810 16th Street
Sacramento, CA 95811-7258
https://www.calhr.ca.gov

Governor Gavin Newsom

4/16/2025

CalCareer ID: ▮

Thank you for your interest in employment with our Department. You applied for the following position:

Job Control: ▮
Classification: 00104802 - STAFF SERVICES MANAGER III
Department: Department of Human Resources
Application Date: 2/10/2025 4:05:21 PM

Many applications were received and the most qualified were selected for an interview. Although you were not selected, we appreciate your interest in becoming a member of our team and encourage you to apply for future job openings.

You may update your information at any time through your CalCareer Account on the CalCareer website.

Back | Generate Correspondence

- Templates include your free-form messaging and the default template language.
- Closes the loop for the candidate and keeps them aware of a future opportunity if desired.

Expanding Outreach to Diverse Candidate Pools

- Why It Matters
- Use of Targeted Recruitment Tools
- Posting Strategies
- Inclusive Language and Accessibility
- Data-Driven Approach

LEAP, Disability Hiring and Veterans Preference

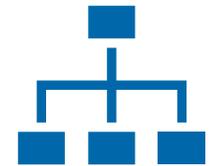# Limited Examination and Appointment Program (LEAP) (1/2)

Alternative Examination Pathway

Certification through Department of Rehabilitation

Can be targeted or untargeted

Merged into Rank 1 and only need to meet MQs

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Limited Examination and Appointment Program (LEAP) (2/2)

- Assessed through the Job Examination Period
- Monthly review of progress, based on the competencies
- If successful, transition to permanent civil service position as though they passed the examination
- No new probationary period after

Disability Hiring

- Departments can do targeted recruitment for individuals with disabilities, certified through DOR

- ECOS allows for the ability to pull LEAP-only lists (merged with SROA and other priority statuses), and can prioritize hiring from that list

- Departments can choose to restrict consideration to applicants on the LEAP-referral list before considering non-LEAP applicants

- More information available on the [LEAP policy (1107)](#)

Veterans' Preference

- Effective January 1, 2014, Government Code (GC), section 18973.1 provides for Veterans' Preference to qualifying Veterans who are successful in an examination. In accordance with GC section 18973.1, all individuals who achieve a passing score on an entrance examination shall be certified in rank 1 of the eligibility list, regardless of score.

Veterans' Preference

Individuals submit their release/discharge documents (DD214) to CalCareers who update eligibility in their profile.

Eligible individuals:

- Veterans
- Active Military (through transitional waiver)
- Spouse
  - Of a deceased veteran; or
  - Of 100% disabled veteran

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Bilingual Program and Recruitment

- Purpose of the Bilingual Services Program
- Identifying Need
- Targeted Bilingual Recruitment Strategies
- Incentives and Tools
- Collaboration and Compliance

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Language Access Complaint Line

Language Access Complaints

English
If a state agency denied you service because of the language you speak, please call (916) 909-3847.

Spanish
Si se comunicó con una agencia estatal, pero nadie pudo ayudarle en español, llame al (916) 909-3874.

Vietnamese
Nếu quý vị đã liên lạc với cơ quan chánh phủ liên bang nhưng không có ai có thể giúp quý vị bằng Tiếng Việt, hãy gọi (916) 909-3881.

Mandarin
如果您联系了一个州政府机构，但没有人能够用普通话为您提供帮助，请致电 (916) 909-3869.。

Cantonese
如果您聯繫了一個州政府機構，但沒有人能夠用廣東話為您提供幫助，請撥打 (916) 909-3854.

We're Listening -
in 34 Languages

Reasonable Accommodation Program

- RA Process during implementation of Governor's Executive Order N-22-25
- Legal Foundation and Departmental Obligation
- What Triggers the Process
- The Interactive Process
- Best Practices
- Promoting Access, Awareness, and a Supportive Culture

Retention Strategies

Sarah Gessler, Chief, *Workforce Development Division*
Nicole Griffith, Chief, Benefits
Brandi Blue, Chief, Equity and Accessibility
Management Services Division

Workforce Development Division (WDD)

- Comprised of the statewide functions related to Learning and Development, Workforce Planning, Succession Management, and Organizational Development.

- These inter-related programs support state departments in their goals to attract, retain and develop a well-qualified and diverse workforce that meets their current and future mission-critical business needs.

Drivers of Employee Retention

- Connection to the organization's values and mission
- Meaningful work
- Learning and development opportunities
- Career path within the organization
- Employee recognition
- Total compensation and benefits

Onboarding is Crucial for Retention

- Onboarding is your first opportunity to influence all aspects of retention right away.

- Can improve employee retention by 58% and productivity by 50% (SHRM).

- Can reduce time-to-productivity (SHRM).

- Can result in increased engagement (Gallup).

Four Components of Successful Onboarding

- Hiring and Orientation
  - Connect before the new employee's start date to help them understand what to expect.

- Access and Technology
  - Ensure the new employee has the appropriate tools.

- People and Relationships
  - Facilitate relationship building and belonging by introducing the new employee to key staff.

- Process and Performance
  - Help the new employee understand how their work fits into the organization's mission and what training is available.

CalHR Onboarding Resources

- [Onboarding Resources](#) -- updated as of 2025
- Connect with the Statewide Workforce Planning team
  - At an [upcoming quarterly Forum](#)
  - Join the Statewide Workforce Planning Community Teams channel
  - Via email at wfp@calhr.ca.gov

Retention Strategies: Building A Strength Based Organization

Live a Life Well Lived – Embrace Your Unique Strengths

Culture Connects to Purpose and Brand

CULTURE
How We Do Things Around Here

PURPOSE
Why We Exist

IDENTITY

BRAND
How We Are Known

EVIDENCE OF A STRONG CULTURE:

1 **CLARITY**

2 **CONSISTENCY**

3 **ALIGNMENT**

4 **COMMITMENT**

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We all have instinctive ways of behaving.

People are different and contribute in diverse ways.

When you know your talents, you feel empowered to succeed by doing what you naturally do best. Every. Single. Day.

CliftonStrengths® Measures the Presence of Talent in 34 Areas or Themes

Strengths are natural patterns of thinking, feeling or behaving that can be productively applied. CliftonStrengths themes are a starting point for naming your strengths and talking about them with others.
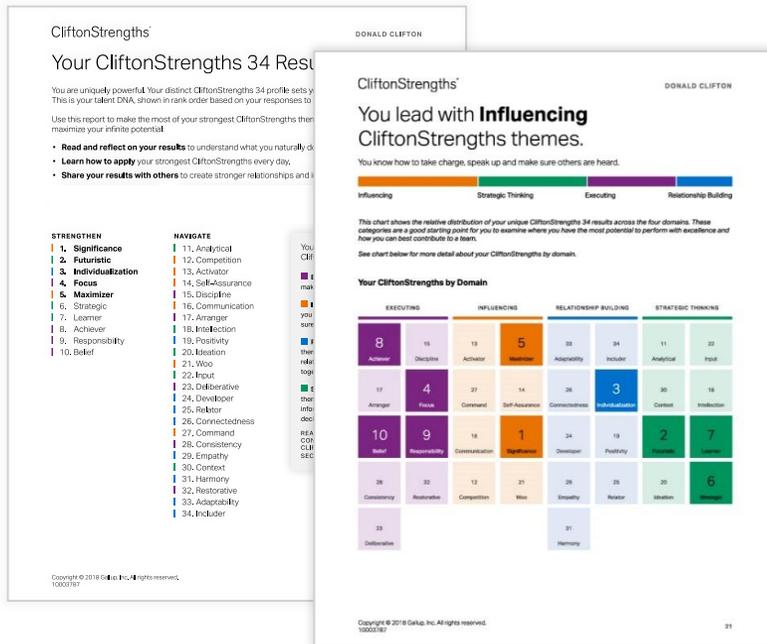
EXECUTING
- Achiever
- Arranger
- Belief
- Consistency
- Deliberative
- Discipline
- Focus
- Responsibility
- Restorative

INFLUENCING
- Activator
- Command
- Communication
- Competition
- Maximizer
- Self-Assurance
- Significance
- Woo

RELATIONSHIP BUILDING
- Adaptability
- Connectedness
- Developer
- Empathy
- Harmony
- Includer
- Individualization
- Positivity
- Relator

STRATEGIC THINKING
- Analytical
- Context
- Futuristic
- Ideation
- Input
- Intellection
- Learner
- Strategic

My Top 5 Strengths

- Strategic
- Self-Assurance
- Futuristic
- Individualization
- Significance

Strengths at CalHR

- CliftonStrengths Pilot – Benefits Division
  - Fostered strengths-based collaboration, recognition, and wellbeing
  - Increased self-awareness of employee talents
  - Empowered leaders to engage teams authentically
  - Increase in productivity = increase benefit services to employees
    - Travel Program – Increased reimbursement
    - Dental benefits – Enhanced benefits
    - Annual Benefits Open Enrollment – Additional benefit enhancements this season for 2026!
- Now expanding department-wide (April–May)

QUESTION

What are the odds of someone having the same first five themes in the same order as you?

Nearly 1 in 34 million

Similar to your fingerprint, the sequence of your themes is unique to you. There are nearly 34 million possible combinations of top five themes.

That is why we call them your "Signature Themes."

Being aware of your CliftonStrengths isn't enough.

To maximize your potential, you have to put your talents to work.

State of California Cohort Opportunity

CliftonStrengths Certification for Departments

- Empowers leaders and HR professionals to coach by focusing on strengths

- 4.5-day in-person experience in Sacramento

- Department-funded; cost decreases with more attendees

- Estimated cost: $4,170–$7,353/person (standard price: $7,700)

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Return to Office Resources

https://benefits.calhr.ca.gov/rto/

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"What would happen if we studied what was right with people versus what's wrong with people?"

DON CLIFTON

Father of Strengths Psychology and Inventor of CliftonStrengths®

Upward Mobility Program

- Purpose of the Upward Mobility Program
- Government Code §19402 (2024) Summary
- 5% Goal for departments
- Upward Mobility Dashboard

Break

Breakout Session:

Recruitment and Retention Strategies including Bilingual Hiring

Breakout Session Guide:

<u>Objective:</u> To foster collaborative discussion among Department Leaders on key Recruitment and Retention Strategies

<u>Format:</u>
- **Group Size:** Up to 7 leaders per breakout table.
- **Activity – Gallery walk:** 8 minutes in original group and then rotate to each other group (5 minutes per group)

- **Idea:** One idea per post it note, add a sticker to ideas you agree with.
- **Facilitators:** Will be circling the breakout session.
- **Report Out - Spokesperson:** Select Top 3 answers

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Breakout Session Guide:
Recruitment and Retention Strategies

<u>Instructions:</u>
Briefly introduce yourselves and provide the following feedback using one word or short phrases to address the following questions:

1. How does your department measure employee engagement and satisfaction?

2. What unique retention challenges have you observed with bilingual employees?

3. What successful retention initiatives has your department implemented?

4. What early indicators does your department look for to identify retention risks?

5. How does your department effectively source bilingual candidates?

Next Steps & Closing Remarks

Please take a moment to complete this short survey.
Your Feedback is Important to Us.