

INFORMATION TECHNOLOGY HUMAN RESOURCES
CLASSIFICATION AND SELECTION PROJECT OVERVIEW
DECEMBER 22, 2005

DRAFT

The State Chief Information Officer, the Department of Personnel Administration, the State Personnel Board and the Service Employees International Union (SEIU) are collaborating on opportunities for improving the State's Information Technology (IT) classification plan and selection and certification systems. This paper provides an update on the discussions currently underway. As the project moves forward, additional updates will be provided.

The discussions, still at a conceptual level, focus on three key elements:

1. Modernize and improve the IT classifications to create a model to modernize the civil service classification system
2. Replace the state's legacy Selection and Certification Systems, and provide skills-based certification capabilities
3. Implement a state Human Resources (HR) Service Center / Portal

While there have been many reports and projects over the last decade to address needed civil service reform, this proposal focuses on core HR classification and selection/certification processes affecting the IT workforce. Lessons learned from this approach can be considered for further improvements to the State's classification and selection processes.

This proposal will not address IT salary or compensation changes which must be addressed through the State's established bargaining process. However, the Department of Personnel Administration (DPA) is completing total compensation surveys for several classifications, including IT.

IT Civil Service Class Consolidation

The formal process to establish new or modify existing classifications is provided for in the Unit 1 Bargaining Agreement. For this project, SEIU, a member of the State CIO's IT Council, has begun working with the IT HR community.

The proposal to modernize the IT classification structure, administered by the Department of Personnel Administration (DPA), will result in a more flexible structure that can be easily changed to reflect today's rapidly changing (IT) workforce and the state's work environment. The proposal will consolidate the 37 current IT classes into 12 proposed IT classes, including Technicians, Analytical/Professionals, Supervisors and Managers. The ***IT HR Classification and Selection Project***, Attachment A, reflects the current IT classes, proposed consolidated classes, and the proposed functional areas of work that will be performed in the new classes. The functional areas will include detailed descriptions of the specific knowledge, skills and abilities (KSAs) required to perform duties at each level or class (e.g., IT Specialist II).

New class specifications, to be developed based on sound job analytic data, must be adopted by the State Personnel Board (SPB). The specifications will include details of the type and nature of tasks required by the class by functional area, such as Application Software Development or Information Systems Security. Position descriptions will be created by the departments based on the type and nature of the duties to be performed by the position and an analysis of the KSAs required to perform those duties. This matrix of information will allow the most appropriate classification to be determined. In some cases, positions may require tasks that cross more than one functional area. On the other hand, some positions may have tasks covered under a single functional area - such as 100% in network/client server administration.

The new classification structure will provide departments with greater flexibility and ease to address rapidly changing technology and its impact on the IT workforce.

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Selection and Certification Systems

SPB is responsible for maintaining California's civil service system, including responsibility to ensure that the State's system of hiring and promotion is free from political patronage and that employment decisions are based on merit. As part of its responsibility, SPB develops and maintains the State's On-line Examination and Certification Programs that electronically manage applicants' progress throughout the many aspects of testing and appointment. This proposal provides for the replacement of the more than 30 year old SPB legacy system that supports the State's Selection and Certification Programs.

Although departments have delegation to administer many of their own examinations, all utilize the centrally managed system of applicant and examination data management.

The age of the current System puts the State at great risk of total system failure due to lack of qualified personnel to maintain it. This inefficient and difficult-to-maintain system is not responsive to today's selection methods and strategies. Therefore, it is critical to replace this antiquated and inflexible System now.

The SPB is also responsible for maintaining and supporting the State's *eligible candidate* lists for departments wishing to make job appointments, and to ensure that applicable laws and rules are correctly applied in creating and making available certified lists of candidates for specific vacancies. This proposal will add a new capability to support skills-based certification of candidates for jobs, while still preserving the principles of the State's Civil Service Merit System. Attachment B, **Skills-based Certification Process**, demonstrates how prospective employees can examine in all levels and functional areas for which they qualify. A manager or supervisor will develop a position description based on the type and nature of tasks required for a particular job, and the specific KSAs required to successfully perform those tasks. With the new system, candidates who successfully pass an exam(s) will be certified for vacancies based on the match of required competencies and skills. The State's current Certification System does not have the capability to refer eligible candidates based on required skill sets.

HR Service Center / Portal

The third element under discussion springs from the effort underway between SPB and DPA to develop an HR Internet Service Center, which would provide a single portal for customers to access information currently provided on SPB's and DPA's separate web sites. Currently, two separate websites exist, making it difficult for stakeholders (control agencies, departments' HR staff and hiring managers/supervisors, current employees and prospective new employees) to find information easily in order to conduct business. Stakeholders must know which agency is responsible to administer specific aspects of the State's HR programs in order to know which web site to search for needed information. In some cases, responsibility is overlapping between DPA and SPB. A single HR portal will significantly improve and simplify users' ability to navigate to the desired services and functions, and will better support departments' programs and Strategic Plan priorities and the 2005 State IT Strategic Plan.