

CCD Personnel Management Survey Results | 2010

1. How large is your department?

	Response %	Response Count
Smallest (less than 200)	18.1%	13
Small (more than 200, less than 1,000)	37.5%	27
Moderate (more than 1,000, less than 4,000)	31.9%	23
Large (more than 4,000, less than 8,000)	8.3%	6
Largest (more than 8,000)	4.2%	3

Answered Question: 72

Skipped Question: 0

2. Number of professional personnel staff in Human Resource function including headquarters and field offices (i.e, SSA/Associate/Manager classes)

1. 7	11. 2	21. 14	31. 14	41. 38	51. 35	61. 7
2. 3	12. 91	22. 12	32. 4	42. 6	52. 5	62. 4
3. 4	13. 3	23. 9	33. 7	43. 1	53. 1	63. 4
4. 4	14. 109	24. 7	34. 5	44. 20	54. 5	64. 21
5. 8	15. 9	25. 304	35. 4	45. 2	55. 23	65. 22
6. 12	16. 6	26. 19	36. 110	46. 3	56. 1	
7. 75	17. 70	27. 30	37. 94	47. 5	57. 40	
8. 57	18. 9	28. 7	38. 1	48. 26	58. 1	
9. 106	19. 11	29. 65	39. 6	49. 20	59. 5	
10. 130	20. 45	30. 10	40. 3	50. 46	60. 17	

Answered Question: 65

Skipped Question: 7

3. What resources do you use when preparing items for Classification and Compensation Division Review?

	Response %	Response Count
Allocation Guidelines	97.2%	70
California Code of Regulations	79.2%	57
C&P Guidelines	98.6%	71
Class Specifications	97.2%	70
Government Codes	81.9%	59
Layoff Manual/SROA	72.2%	52
MOUs	80.6%	58
Pay Scales	88.9%	64
PMLs	80.6%	58
Other (please specify) see responses below	34.7%	25

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1. PMPPM, PTM, ALJ decisions, forum notes, other department's practices, etc
2. PMPPM, departmental guides, past samples (both approved & disapproved by C&C).
3. Job Analysis Manual
Subject Matter Experts
4. It could be all...it depends on the item.
Possible dept website, website to help define item
5. Personnel Management Policy & Procedures Manual
6. Department specific initiatives or Board directives
7. Internal history files; State Personnel Board policies and procedures.
8. PMPPM
9. Board items, past historical documents, position establishment info from finance, SPB policies
10. Subject files, Department Operations Manual, Personnel Operations Manual, Personnel Information Bulletins, other control agencies and departments.
11. PMPPM'S;
12. Information acquired from other departments such as duty statements and org charts.
13. Past practice; information from other departments; PMPPM
14. DGS manuals, departmental policies, etc
15. REFERENCE ANY HISTORY WE MAY HAVE ON ITEM
16. Wage Surveys, comparison to other public entities or private industry
17. Comparisons to other state agencies of similar size or function; comparisons to other public or private entities when appropriate.
18. duty statements
class files
Pinkies
19. Have not prepared items for Classification and Compensation Division Review
20. Bargaining Contracts
21. Organization Charts

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- SPB
- Pinkies
- Pay letters
- 22. Personnel letters
- Payroll letters
- SPB Exam and cert guides
- HR Mod

- 23. conduct searches on DPA or SPB's website

- 24. Filled position database; exempt position database; classification comparison.

- 25. Comparable agencies/departments;
- Operational needs;
- Necessary competencies;

Answered Question: 72
 Skipped Question: 0

4. What do you believe is an acceptable response time from DPA-CCD for the following:

	30 Days or less	30-60 Days	60-90 Days	90 Days or More	Rating Average	Response Count
Board Item	28.4% (19)	59.2% (39)	10.4% (7)	3.0% (2)	1.88	67
CEA Request	72.9% (51)	21.4% (15)	4.3% (3)	1.4% (1)	1.34	70
Compensation Request	68.6% (48)	25.7% (18)	4.3% (3)	1.4% (1)	1.39	70
Exempt Position Request	77.1% (54)	18.6% (13)	4.3% (3)	0.0% (0)	1.27	70
General Consultation	90.0% (63)	10.0% (7)	0.0% (0)	0.0% (0)	1.10	70
Layoff Consultation	84.3% (59)	14.3% (10)	0.0% (0)	1.4% (1)	1.19	70
Out-of-Class Request	88.6% (62)	11.4% (8)	0.0% (0)	0.0% (0)	1.11	70
Position Allocation Request (625s)	72.9% (51)	24.3% (17)	1.4% (1)	1.4% (1)	1.31	70

Answered Question: 70
 Skipped Question: 2

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5. Rate your satisfaction with CCD's ability to provide timely and accurate information using the following resources:

	Outstanding	Good	Satisfactory	Needs Improvement	Not Applicable	Rating Average	Response Count
Ad Hoc Information	10.4% (7)	43.3% (29)	26.9% (18)	7.5% (5)	11.9% (8)	2.67	67
Electronic Tools	5.8% (4)	39.1% (27)	34.8% (24)	8.7% (6)	11.6% (8)	2.81	69
Emails	20.6% (14)	32.4% (22)	33.8% (23)	11.8% (8)	1.5% (1)	2.41	68
Guides and Manuals	8.8% (6)	41.2% (28)	29.4% (20)	19.1% (13)	1.5% (1)	2.63	68
Layoff/SROA Manual	13.0% (9)	42.0% (29)	26.1% (18)	13.0% (9)	5.8% (4)	2.57	69
PIE	26.8% (19)	46.5% (33)	21.1% (15)	2.8% (2)	2.8% (2)	2.08	71
PML	20.3% (14)	55.1% (38)	18.8% (13)	4.3% (3)	1.4% (1)	2.12	69
Website	8.7% (6)	49.3% (34)	26.1% (18)	13.0% (9)	2.9% (2)	2.52	69

Answered Question: 71

Skipped Question: 1

6. What services would you like DPA-CCD to provide that would be helpful to you in administering your department's classification and compensation program?

1. Classification Training Courses
2. Training classes! We are losing those who have the most experience in C&P to retirement.
3. An online tool similar to the Virtual Help Desk, or an online Q&A interactive tool in which staff is assigned to answer questions within 24 hours. Classroom style training or a monthly or quarterly training.
4. Training for new analysts; more guides/checklists for completing items for review.
5. Training on the Board Item process. Easier access to past board items.

6. Overall service has been very helpful.
7. 1 - Develop human resources/classification training that includes all aspects of classification including the laws and rules, position allocation and compensation.
2-Follow through on class specification updates and class consolidation efforts, such as the IT consolidation effort. DPA has been working with SPB (HR Mod) to modernize the civil service system, however, emphasis has been placed on shifting workload from SPB to the departments when it comes to administering exams, rather than focusing on true civil service reform that would provide departments with more hiring flexibility.
8. More training to departmental staff on changes which occur to rules, laws, policies, etc; faster turnaround on pay related questions from Personnel Services Branch; and, more definitive information in PML's, etc.
9. Training in everything. Position allocation, duty statement, what is needed in a RPA packet, checklist

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10. Allocation standards used when reviewing justifications for CEA level increases
11. Training on Classification Review and Job Audits. Update Classification Specifications and Allocation Guidelines. Offer a complete C&P Certification program similar to that of SPB's Selection Analyst program.
12. Would like to see more allocation guidelines - especially for servicewide classes
13. Up-to-date and accurate guides, manuals, PIE, PMLs, samples of similar requests, and statewide C&P training.
14. C&P In-person training
15. C&P Training, Timely responses, updated contact list for services
16. Training, online tutorials, online Q&A, timely responses, consistency in applying interpretations and approvals on requests

More staff resources at DPA to address complex personnel issues, for example, in depth consultation for issues such as functional reorganizations, department reorganizations, exceptional allocations, etc. Don't have enough staff at DPA dedicated to this. We get yes or no answers, not a lot of discussion and/or background to fully understand. Would also like to see you finish FLSA revision to manual. It was pulled off the website for well over a year. PMLs don't address custody issues in a comprehensive way, which results in CDCR contacting DPA often for clarification. Also, no current C&P rating criteria established that is understandable and more applicable for CEAs. Would like to see a consistent process for new CEA allocation levels. Additionally, we believe many of the issues outlined in number five above, should be addressed within a two week time frame. 30 days is often too long.
17. Bring back the C&P training that the State Training Center used to offer. The on-line training is woefully inadequate.
18. Updated allocation guidelines; a consultant who is familiar with more than just a couple classifications; a consultant that has more knowledge.
19. Timely responses to telephone calls.
20. More face to face interaction
21. Provide departments with online access to historical documents for all departments for comparisons/training: CEAs, board items, 625s, etc.
22. More updates on status of items given to DPA
23. Simplify the classification structure
24. It would be helpful if CCD staff could offer training to departmental Classification staff on a variety of topics, or come to our staff meetings on a quarterly basis. It would also be helpful to understand how long it will take an item to be evaluated
25. Update the allocation guidelines. The DPM, SSM and SSA/AGPA classifications
26. Update class specs (servicewide)
Update and expand allocation guidelines
- 27.

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Provide onsite training to departments on various subjects

28. More details on overtime and compensation for overtime
29. More allocation standards for more classes;
30. Mini training sessions to assist new staff and familiarize existing staff who have come from other departments with no experience in specific areas of C&P. The majority of analysts applying for vacancies may have exam background but lack other areas of knowledge creating a hardship on small departments to ensure consistency of interpretation and application and resources for these staff members while meeting department needs.
31. Timely review of requests with definitive responses
32. Salary determination training for classification analysts and comprehensive FMLA training
33. Written clarification on DPA materials when requested
34. I would look at evaluating the current website to make it user friendly for Analyst who need information.
35. As a small agency, we do not have the extensive experience as a large department, so more open dialog, willingness to be assistive, and respond when sent emails and/or phone calls.
36. post who has what departments and backups with contact info
37. Lift the current restrictions on CEA compensation to allow departments to administer. More availability via telephone for consultation. I would like to have seen "telephone" in number 5 above.
38. 1) FMLA/CFRA Manual (similar to the SROA Manual); 2) CEA information
39. Improved response time is needed. There should be a cursory review and an email sent to the Personnel Officer notifying us that the request (i.e., 625, layoff plan, workforce reduction, etc) has been received and under review with a timeline provided or future meeting scheduled at that time. We have had to follow up many times. Staff and I attend Adhoc each week and there is very little information provided from CCD in particular. Typically, Labor/PSB briefly summarizes information that falls in their area. It would be beneficial for CCD to also identify areas where they could be a better resource. Training is always beneficial and it would be great to see DPA assume a stronger role to ensure that Human Resource professionals are consistent throughout the state.
40. I'd like to be able to brainstorm with CCD analysts like we used to be able to do; saves time and frustration, plus we learn something. I'd like communication to improve, such as more timely confirmation from CCD when we submit an item for review/approval. Provide Analyst training again. When you require us to use a database, make it user friendly and work out the bugs first.
41. Training - for new analysts
- for advance journey-levels

Answered Question: 41

Skipped Question: 31

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7. What is Department of Personnel Administration Classification and Compensation doing well in providing services to your department?

1. Good customer service attitude
2. Debbie Baldwin is excellent, receptive, and available.
3. They make a conscientious effort to respond timely. I have even had staff call me to get clarification on a question so they can provide a thorough response. Always friendly and customer service oriented.
4. Ad hoc contact, reviewing items sent to CCD
5. always helpful and provide great guidance
6. Assisting with responding to general questions in a timely manner
7. Personal service from our analyst. Very quick and through turnaround to our questions.
8. In the past, our challenge was a lack of responsiveness from our liaison, however, we've just been assigned a new liaison and we have seen an immediate improvement.
9. Assigned C&P Analyst extremely helpful. Always available to respond to questions.
10. Using the audit as training opportunity
11. Our assigned analyst (Dan) was very responsive to our phone calls and consultation needs. We now have a new analyst, but we have not yet had a need to contact her.
12. Our analyst is very timely in her response to our requests
13. Timely responses to our 625 packages.
14. Providing updated PMLs
15. positive attitudes, knowledgeable, providing delegated authority on some processes
16. Helping us find appropriate resources.
17. PSB typically responds quickly when we pose a question.
18. Nothing
19. Providing guidance in all areas
20. We have few occasions to contact the CCD Analyst, but when we do, she is extremely responsive.
21. Returning phone calls

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- Our analyst is very prompt in responding to phone calls and emails, and is very honest and straightforward in his responses. We have a good working relationship built on mutual professional respect and courtesy. When our analyst has to deny a request, we know he's considered all perspectives and is making a fair judgment. When we ask for historic items, he always goes the extra mile in searching for things for us. When needed, we are always able to meet with CCD staff fairly quickly.
22. Our analyst is very prompt in responding to phone calls and emails, and is very honest and straightforward in his responses. We have a good working relationship built on mutual professional respect and courtesy. When our analyst has to deny a request, we know he's considered all perspectives and is making a fair judgment. When we ask for historic items, he always goes the extra mile in searching for things for us. When needed, we are always able to meet with CCD staff fairly quickly.
 23. the response time is usually quick
 24. Delegated authority
HR MOD
 25. willingness to meet with programs when requested.
partnering with HR Mod.
 26. Assisting in the SROA/layoff process.
 27. DPA is responsive to requests for information/decisions
 28. Response to my questions are always timely and sound. Level of detail in reviewing requests is reasonable and questions asked have been indicative of the time and effort staff put into their review.
 29. The CCD analyst is very responsive to phone and email inquiries and is able to provide additional resources as needed.
 30. SROA/Layoff guidance
 31. Providing information on what is needed to submit materials to DPA. Personnel has been very helpful in defining the requirements needed for submitting certain requests.
 32. friendly service
 33. Willingness to work with departments to suggest alternatives to difficult situations. Work with us, not against us.
 34. Very helpful when contacted by phone. If the individual needs to call me back, it is done in an acceptable amount of time.
 35. Ideas, resources, creative thinking. Understanding we are dealing with limited resources and taking time to think outside of the box
 36. Staff are pretty friendly.
 37. Quick response from assigned analyst.
 38. Consultative Services - excellent preliminary discussion.
C.E.A. - Timing in relationship to Salary exception consideration
 39. Very responsive, very flexible, recognizes the demands of dept mgmt and does their best to assist.

Answered Question: 39

Skipped Question: 33

8. How can we improve?

1. Timeliness of reviews (which may require more staff resources)
2. Improve turnaround time of document review and approval/denial
3. Improvement on response time and at times more details in responses could be improved as well. Offer classroom style training. Offer a monthly or quarterly meeting to discuss C&P processes.
4. Information beyond class specs/pay scales on the website is sometimes hard to find. Info could be better organized into more user-friendly categories
5. Be more accessible and provide feedback in a more timely manner.
 - 1 - We would like to see DPA think "outside of the box" when it comes to civil service reform. Such as supporting the elimination of MQs, so that departments will have increased flexibility to make hiring decisions. Qualifications would be assessed in the hiring interview, similar to what is done in private industry.
 - 2 - We would like to see DPA become more pro-active and issue timely direction to departments when the Governor issues an executive order that impacts pay and benefits.
 - 3 - Allow more reasonable timeframes for departments to respond to requests for information. For example, when DPA requested information in response to a SROA related job fair, the turnaround time for responses was extremely short.
6. Answered on number 6
7. DPA needs more people to be more available to help. DPA has many high priority and items are set aside when the dept need an answer or need help.
8. Offer more training. Classification Specs and allocation guidelines need to be updated. Release written approval on CEA level requests. Release written direction in a timely manner on sensitive subjects (ie: layoff/SROA, overtime restrictions, minimum wage issues, etc.).
9. See response to #6, above
10. More communication
11. In addition to above, increase staffing, clearer communication and interpretation on policies, consistent accountability for all departments.
 12. Have more staff available. Improve timeliness of information back to departments. Again, 30 days is too long to wait. Need better coordination between SPB and DPA with regard to CEA's. Would like to see the process streamlined. Feel also that DPA staff are always looking for ways to deny, rather than approve and assist. Concepts are denied based on initial review without further information being able to be provided by C&P staff and programs.
12. Take a lead role on issues that affect all depts. For example, the recent FMLA forms are great, but they were long overdue. Update the website about FLSA. And what happened to the Supervisor's Guide to Employee Discipline? That disappeared and has yet to reappear.
13. Not sure at this time
14. Consider alternatives to no answers when the only real reason is "because we've always done it this way."
- 15.
- 16.

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Times are changing and we need flexibility in administering our Departments needs, within "guidelines" that were established decades ago. Guidelines are simply that, tools to guide us, not the bottom line. Think outside the box, but within the constraints of our laws, rules, and regulations.

17. More interaction face to face - understanding the time constraints and workload
18. Service levels are fine
19. Be timely in processing items
20. It would be helpful to understand how long it will take an item to be evaluated, or when we can expect the next step to occur. For example, sometimes items are delayed because LR staff is in bargaining. In that situation, some issues could be delegated back to our LR staff.
21. Update manuals, resource library, contact information, training on how to apply and interpret allocation guidelines for position requests, Q&A for complex CCD questions, responsiveness
22. reduce turnaround times on submitted packages/requests.
Post (via PIE) class history documents.
More active outreach and training.

Better response time even if it's just to say we are checking into the matter and provide a time frame of when a response is expected.
23. Keep web site up-to-date.

Develop PIE to be more interactive
24. In some cases, a more timely response is more helpful
25. Some classification issues take long - too long. But generally the service to my department has been exceptional.
26. The staff appear to lack knowledge in the classification and compensation area. More timely responses
27. Work more closely with SPB to come to an agreement on CEA allocations (i.e., SPB discourages use of CEA for Assistant Division Chief role, but DPA encourages it)
28. The turnaround time for formal requests could improve. There have been occasions when a second request must be made to get a status on an item submitted.
29. Better response time
30. Change my analyst to a person who is willing to work with me. Give time lines so we know when to expect to hear from you if you do not want to receive phone calls everyday until you respond.
31. Keep in mind that by the time we contact DPA, most departments have already explored every option and we are generally at our wits end. We are clearly working in unprecedented times and our jobs, like yours, can be extremely difficult. Classification specs are so outdated there has to be more flexibility in the classification/salary program.

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32. just keep up the good work

(Please see above) CCD is such a small part of Human Resources. It would be great to have an overview training from all areas of DPA that impact HR professionals. Recently there was FMLA training provided during Adhoc. The training was provided by PSB if I'm not mistaken. This was great, but honestly more time should be dedicated to this. The two PSB individuals were not in agreement of a couple of items that were questioned and they demonstrated that there was not a uniformed response. We were all told we would receive a follow up response via email, but it has been over a month and maybe close to two months. All training in all aspects of HR is necessary and should be provided on a regular basis to ensure consistency throughout the state.

34. Be more communicative. Acknowledge receipt of an item and let us know the time frame for a response.
 Update the manuals because they don't always reflect current process. Don't be so concerned as to how the unions may respond.

35. More expert resources needed

36. Develop consistency in policy positions;
 Uniform application of Rules pertaining to classification usages;
 Training;

Answered Question: 36

Skipped Question: 36

9. To assist CCD in developing a training program, please identify your organization's top three classification and pay analyst training needs.

	Response Percent	Response Count
Board Item Processing	37.1%	26
CEA Establishment/Revisions	44.3%	31
Compensation Requests	22.9%	16
Exempt Position Reallocation Request	20.0%	14
General Consultation/Problem Solving	38.6%	27
Layoff Consultation and Administration	15.7%	11
New Class Development	28.6%	20
Out-of-Class Review/Extension	18.6%	13
Personnel Laws/Regulations	25.7%	18
Position Allocation Requests (625s)/Reorganization Planning	62.9%	44
Safety Retirement	0.0%	0
Other	4.3%	3

Answered Question: 70

Skipped Question: 2

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10. Department of Personnel Administration would like to thank you for taking the time to complete this anonymous survey. Feel free to add any comments or feedback below.

1. You have a tough job assisting a very large audience. Very excited that you are revising C&P training needs of HR offices. Thank you.
2. Analysts from our dept do not work directly with our DPA-CCD analyst, but rather our manager(s) deal directly with the analyst. Not sure if this is a DPA rule or something our dept has set up; if this is the way DPA works, it'd be nice for analysts to have more contact with our DPA reps.

This comment may not relate specifically to CCD, but many times information concerning employees comes out in the newspapers and/or union notification to employees before information comes from DPA.
3. Employees ask the Personnel Office to verify information which we are unable to do until DPA makes formal announcements or posts material on the DPA website. When this happens it makes the Personnel Office staff look like we don't know what's going on and it affects our credibility.
4. Thank you for asking and moving toward this direction. It's much needed and appreciated.
5. Because allocation calls are delegated to our department, as an analyst I don't have much contact with our DPA analyst.
6. Our needs may change with the new Administration coming in January 2011. If you have questions on the survey responses, please call Doris Bloom, OSHPD, (916) 326-3263. Thank you.
7. While the answers in our survey may appear negative, DPA staff do try and work with us as a team, and we appreciate that. Would just like more consultation, quicker, with greater consistency.
8. We realize you are understaffed just like everyone else and are at the whim of the Administration on some issues, but it is very frustrating when we continually ask about things like folks being removed from SROA and we get the stock answer. It may not be a big deal to you, but it is huge for us.
9. It is difficult in the classification and compensation arena when it appears that DPA does not want to help departments reach a win-win situation for everyone
10. All of the above by way of a comprehensive C&P Analyst training similar to what was provided in the late 90's and early 2000's.
11. Lisa York is a great contact and we appreciate her response and knowledge
12. Thank you for the opportunity to provide input.
13. DPA has great people working for them but it seems like they are so busy doing other required duties that they do not have time to process requests in a timely manner.
14. Thank you for the opportunity to provide comments - truly appreciated

Answered Question: 14

Skipped Question: 58