

Progress made on the Governor's Reorganization Plan to Create the California Department of Human Resources and Consolidate Many of the State's Personnel Operations

Testimony of Tina Campbell, Chief Human Resource Services Division, Employment Development Department

Thank you for the opportunity to testify on the hearing to review progress made on the Governor's reorganization plan to create the California Department of Human Resources and consolidate many of the state's personnel operations.

**1) Have you noticed changes in your experiences in working with the state's personnel agencies, prior to the 2011 reorganization and since its implementation?**

Yes. The new California Department of Human Resources (CalHR) has improved upon its communication with its customers and duplication of efforts. Specifically, they have revamped their website, developed taskforce committees to identify and resolve personnel issues including best practices, and offered relative training including many no cost webinars to its customers. Confusion between what are the State Personnel Board's and CalHR's responsibilities have lessened. For example, the duplicative process for Career Executive Assignments (CEAs) no longer exists. Major communication and partner building accomplishments since the inception of the reorg include CalHR's coordination of three major conferences, the 1<sup>st</sup> Annual Cal HR conference, July 19, 2012, the Equal Employment Opportunity Conference, June 13, 2013, and the 2<sup>nd</sup> Annual Cal HR conference, September 19, 2013. These forums provided opportunities for Human Resource professionals to network and gain knowledge through various workshops/presentations.

Like many State agencies/departments, CalHR has lost subject matter expertise and knowledge through attrition. Because we rely on CalHR for clarification on personnel policies, we look forward to process improvements that include readily available resources including reviewing and updating dated policy guidelines. We also look forward to even timelier responses through automation and delegation.

**2) Are there traditional reforms that you believe would further improve the state's human resources processes for its clients or for state employees?**

Yes. The examination process for entry level classifications needs to be revisited. Instead of the filing process being open for only a short time, once or twice a year, to receive applications, continuous testing to screen candidates constantly based on substantiation should be considered and then schedule written/interview examinations for those who submit their information on time.

Also, simplifying and/or consolidating classifications would be an improvement. I understand efforts are underway which will provide a search feature to help current employees and those looking for state employment a tool to make finding employment with the state of California easier.

Broad realignment of salaries would be beneficial. Over several years of increases to select classifications at different times has created inconsistencies in comparable classifications and inherent issues when evaluating transferability between classifications. This can negatively impact upward mobility and opportunities for employees to broaden their experience, change career paths, and find the field that best suits their abilities.

**3) Please discuss two broader goals, human resources modernization and workforce planning, and any reforms that may be needed to enable these efforts in California.**

CalHR has bolstered their workforce and succession planning efforts by forming the Statewide Workforce Planning Unit. The Unit facilitates quarterly Workforce Planning Coordinators meetings to provide coordinators a networking opportunity that is interactive, informative, and relevant to the workforce planning challenges faced by the State. They conducted their first ever Quarterly Workforce Planning Coordinators Meeting on October 2, 2013 and on January 8, 2014; a mini workshop entitled Succession Planning: Preparing for Tomorrow and Beyond will be held by CalHR.

Continuing these and other initiatives, including developing a Taskforce Committee for executives to voice their concerns with workforce planning and challenges they face, and also developing workforce tools to tackle those challenges one by one would be beneficial. I am impressed with CalHR's approach thus far, which is customer focused and inclusive. The State has many classifications and departments that have varied missions; however, one thing we have in common is the recruitment, selection, development, and retention of our most precious resources, our employees. Developing and maintaining a Workforce Committee, made up of various departmental representatives to be the working group that tackles relevant personnel issues would be beneficial and will ensure we keep up with the times.