SECTION 13

HUMAN RESOURCES

Human Resources is responsible for recruitment, testing, training, time reporting, benefits administration, classification and pay, employment relations, and providing general administrative support in the area of Human Resources to all staff and managers.

FIVE TO TEN YEAR OUTLOOK

The primary objective of the Human Resources Unit continues to be to provide informed, responsive and creative support of all divisions.

Our primary focus last year was to streamline and integrate critical Human Resources processes. In the testing area this meant filling vacancies, making promotions and simplifying the selection/appointment process. The **continuous intake systems for entry and journey level professional staff are now in place and working effectively.** Our promotional testing program continues to provide a resource pool as vacancies occur.

The effectiveness of our selection processes has brought to the forefront the critical need to **establish a performance-focused Staff Development and Training Program**.   As long-time staff members find their advancement limited, they request developmental assistance. However, unless an individual performance baseline is developed as part of every employee's annual performance appraisal, it is impossible to plan an effective development program tailored for that individual. So this year, we will focus on training first line supervisors in conducting performance appraisals for represented employees to assure that a performance baseline is established and plans for individual development are included.

Another major focus is development of a training program responsive to changing job demands here at the CPUC. **Rotation and Training and Development assignments** are critical components of such a program. There also must be a reasonable dedication of resources and money to this end. The highest level of service that Human Resources currently can provide is to process training requests, pay for training, and arrange for facilities for training. In light of our commitment to staff development, we need to reevaluate the Training component as currently structured to assess what changes need to be made in order to provide the level of service which staff and management deserve.

1999 – 2000 HUMAN RESOURCES OBJECTIVES

Objective A: Increase Access to Human Resources Services and Information

Strategy 1 **Ongoing communication and personal contact between Human Resources (HR) and all divisions** is essential. To enhance communication, Human Resources shares with the divisions information being developed as part the HR Database. This gives management access to reports available on the HRIS Roster Control Database, and staff will have online and real-time access to their individual sick, vacation, and annual leave balance information.

Strategy 2 In the selection and appointment area, we will continue to work toward **automating job analysis**, which is key to test development. We need to move toward a more fully computerized testing process so that we can make job analyses via computer and produce reports and behavioral interview questions. This will help our validation effort, and streamline our selection systems.

Objective B: Streamline and Improve all Human Resources Processes

Strategy 1 **Provide Electronic Access to leave balance information to individual staff.**

Strategy 2 **Cross Train HR Transactions Specialists** so all HR Transactions Specialists are knowledgeable in all areas of responsibility.

Strategy 3 **Make Position Control Management an ongoing component of the budget development process** and the development of the Schedule 8.

Strategy 4 **Establish on-going interaction** between HR Transactions Specialists and division timekeepers and the staff of the units for which they are responsible.

Strategy 5 Work with a consultant to **have Human Resources policies and procedures published "on-line".**

Objective C: Improve Workers' Compensation and Return to Work Program

Strategy 1 **Provide training for employees and supervisors on Workers Compensation Processes.**

Strategy 2 **Automate forms** to expedite the filing, processing and tracking of claims.

Strategy 3   Establish a stronger customer service focus and **encourage interactions with employees, timekeepers and supervisors.**

Strategy 4   Make available to management **on-line Workers Compensation cost/expenditures report**.

Objective D: Recruitment, Testing, and Selection

Strategy 1   Work with EEO Office and division management to **implement a more organized recruiting effort**.   Designate a HR staff member to be the point of contact. That person will coordinate with the divisions and answer recruits' technical questions. Testing/EEO would take care of posting of job announcement bulletins and sending out contact letters.

Strategy 2   Developing and implementing testing policies that promote efficiency, fairness and the selection of top quality staff is a priority for the Testing Manager.

Strategy 3   Enhance the customer service component of the Testing Office by making contact letters and correspondence easier to understand, formalizing feedback procedures for exam candidates, generating exam preparation materials for candidates, and preparing general how-to materials on the application and examination process.

Objective E: Develop a Training and Staff Development Program Responsive to Job Demands of CPUC Staff and Management

Strategy 1   Skill Development: use performance evaluations to identify needed areas for skill development to meet changing program needs.

Strategy 2   Work with Human Resources Coordinating Committee to create development opportunities such as rotation, training and development assignments.

Strategy 3   Automate training function to **expedite processing of training requests** and facilitate the development of management reports.

**<u>Objective F: Implement an Employment Relations Program That Fosters
              Improved Relationships between Staff and Management</u>**

Strategy 1   Standardize and publish procedures and policies that impact staff
directly or indirectly.

**Strategy 2   Conduct training for first line supervisors in the use of
Performance Appraisals for non-represented employees.**

**Strategy 3   Continue to enhance the positive relationship with the local
union representatives to improve communication.** A collaborative
and fair relationship based on mutual respect and understanding of
each others role will develop an avenue though which there can be
expedited resolutions to open labor issues to the benefit of all.

**Strategy 4   The Labor Relations Office will regularly inform management with
relevant labor information, and assist CPUC management in the
development of policy in this area.**

**<u>Objective G: Evaluate Classification and Pay Structures to Implement <i>Vision
          2000</i></u>**   It is very difficult to recruit support staff into state
government because the skills we value so highly are also valued, and better
compensated, in the private sector.

We need to develop strategies to attract and retain quality support staff,
such as exploring classification changes and/or compensation changes with the
Department of Personnel Administration and State Personnel Board.

RESOURCE ALLOCATION

Objectives	Authorized	Filled	Vacant
A - Increase Access To HR Services and Information	11	11	
B - Streamline Processes			
C - Improve Worker's Compensation / Return To Work	1	1	
D - Recruitment / Testing	5	4	1
E - Training / Staff Development	1	1	
F - Employee Relations Program	1	1	
G - Evaluate Classifications	[subgroup of 5 within the staff for Objective A above]		
Totals	19	18	1

7-30-99

Impacts

With the exception of one position in Testing, the Human Resources unit is fully staffed. We will be able to achieve the bulk of the objectives identified with our existing resources. However, as noted above, additional support is needed to carry out adequate Recruitment, Training, and Development programs.