



# **COMPLIANCE REVIEW REPORT**

## **CALIFORNIA CONSERVATION CORPS**

Compliance Review Unit  
State Personnel Board  
March 4, 2024

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## INTRODUCTION

Established by the California Constitution, the State Personnel Board (the SPB or Board) is charged with enforcing and administering the civil service statutes, prescribing probationary periods and classifications, adopting regulations, and reviewing disciplinary actions and merit-related appeals. The SPB oversees the merit-based recruitment and selection process for the hiring of over 200,000 state employees. These employees provide critical services to the people of California, including but not limited to, protecting life and property, managing emergency operations, providing education, promoting the public health, and preserving the environment. The SPB provides direction to departments through the Board's decisions, rules, policies, and consultation.

Pursuant to Government Code section 18661, the SPB's Compliance Review Unit (CRU) conducts compliance reviews of appointing authorities' personnel practices in five areas: examinations, appointments, equal employment opportunity (EEO), personal services contracts (PSC's), and mandated training, to ensure compliance with civil service laws and Board regulations. The purpose of these reviews is to ensure state agencies are in compliance with merit related laws, rules, and policies and to identify and share best practices identified during the reviews.

Pursuant to Government Code section 18502, subdivision (c), the SPB and the California Department of Human Resources (CalHR) may "delegate, share, or transfer between them responsibilities for programs within their respective jurisdictions pursuant to an agreement." SPB and CalHR, by mutual agreement, expanded the scope of program areas to be audited to include more operational practices that have been delegated to departments and for which CalHR provides policy direction. Many of these delegated practices are cost drivers to the state and were not being monitored on a statewide basis.

As such, SPB also conducts compliance reviews of appointing authorities' personnel practices to ensure that state departments are appropriately managing the following non-merit-related personnel functions: compensation and pay, leave, and policy and processes. These reviews will help to avoid and prevent potential costly litigation related to improper personnel practices, and deter waste, fraud, and abuse.

The SPB conducts these reviews on a three-year cycle.

The CRU may also conduct special investigations in response to a specific request or when the SPB obtains information suggesting a potential merit-related violation.

It should be noted that this report only contains findings from this hiring authority's compliance review. Other issues found in SPB appeals and special investigations as well as audit and review findings by other agencies such as the CalHR and the California State Auditor are reported elsewhere.

### **EXECUTIVE SUMMARY**

The CRU conducted a routine compliance review of the California Conservation Corps (CCC) personnel practices in the areas of examinations, appointments, EEO, PSC's, mandated training, compensation and pay, leave, and policy and processes. The following table summarizes the compliance review findings.

Area	Severity	Finding
Examinations	In Compliance	Examinations Complied with Civil Service Laws and Board Rules
Appointments	In Compliance	Appointments Complied with Civil Service Laws and Board Rules
Equal Employment Opportunity	In Compliance	Equal Employment Opportunity Program Complied with All Civil Service Laws and Board Rules
Personal Services Contracts	Serious	Unions Were Not Notified of Personal Services Contracts
Mandated Training	Very Serious	Ethics Training Was Not Provided for All Filers <sup>1</sup>
Mandated Training	Very Serious	Supervisory Training Was Not Provided for All Supervisors, Managers, and CEAs
Mandated Training	Very Serious	Sexual Harassment Prevention Training Was Not Provided for All Employees <sup>2</sup>
Compensation and Pay	In Compliance	Salary Determinations Complied with Civil Service Laws, Board Rules, and CalHR Policies and Guidelines

<sup>1</sup> Repeat finding. The CCC's June 1, 2021, compliance review report identified 2 of 59 existing filers and 1 of 4 new filers did not receiving ethics training.

<sup>2</sup> Repeat finding. The CCC's June 1, 2021, compliance review report identified sexual harassment prevention training was not provided to one of four new supervisors within six months of appointment.

Area	Severity	Finding
Compensation and Pay	Very Serious	Alternate Range Movements Did Not Comply with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Compensation and Pay	In Compliance	Hire Above Minimum Requests Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Compensation and Pay	In Compliance	Arduous Pay Authorization Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Compensation and Pay	In Compliance	Pay Differential Authorizations Complied with Civil Service Laws, Board Rules, and CalHR Policies and Guidelines
Compensation and Pay	In Compliance	Out of Class Pay Authorizations Complied with Civil Service Laws, Board Rules, and CalHR Policies and Guidelines
Leave	In Compliance	Positive Paid Employees' Tracked Hours Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Leave	In Compliance	Administrative Time Off Authorizations Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Leave	Serious	Department Has Not Implemented a Monthly Internal Audit Process to Verify All Leave Input is Keyed Accurately and Timely
Leave	In Compliance	Service and Leave Transactions Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Policy	In Compliance	Neptism Policy Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Policy	In Compliance	Workers' Compensation Process Complied with Civil Service Laws, Board Rules, and/or CalHR Policies and Guidelines
Policy	Serious	Performance Appraisals Were Not Provided to All Employees <sup>3</sup>

<sup>3</sup> Repeat finding. The CCC's June 1, 2021, compliance review report identified 14 of 27 employees reviewed did not receiving performance appraisals and 7 of 27 employees reviewed as not receiving performance appraisals timely.

## **BACKGROUND**

The CCC is a department within the California Natural Resources Agency, and the oldest and largest conservation corps in the nation. The program provides young adults 18-25 years old a year of paid service with the State of California. During their year of service, Corpsmembers work on environmental projects and respond to natural and man-made disasters. The CCC was established in 1976 by Governor Jerry Brown and is modeled after the original Civilian Conservation Corps of the 1930s. More than 120,000 young adults have served in the Corps over its nearly 50-year history. Through their service, the members of the CCC gain life, work, and academic skills to become stronger workers and citizens.

## **SCOPE AND METHODOLOGY**

The scope of the compliance review was limited to reviewing the CCC's examinations, appointments, EEO program, PSC's, mandated training, compensation and pay, leave, and policy and processes<sup>4</sup>. The primary objective of the review was to determine if the CCC's personnel practices, policies, and procedures complied with state civil service laws and Board regulations, Bargaining Unit Agreements, CalHR policies and guidelines, CalHR Delegation Agreements, and to recommend corrective action where deficiencies were identified.

A cross-section of the CCC's examinations was selected for review to ensure that samples of various examination types, classifications, and levels were reviewed. The CRU examined the documentation that the CCC provided, which included examination plans, examination bulletins, job analyses, and scoring results.

The CCC did not conduct any permanent withhold actions during the compliance review period.

A cross-section of the CCC's appointments was selected for review to ensure that samples of various appointment types, classifications, and levels were reviewed. The CRU examined the documentation that the CCC provided, which included Notice of Personnel Action forms, Request for Personnel Actions, vacancy postings, certification lists, transfer movement worksheets, employment history records, correspondence, and

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<sup>4</sup> Timeframes of the compliance review varied depending on the area of review. Please refer to each section for specific compliance review timeframes.

probation reports. The CCC did not conduct any unlawful appointment investigations or make any additional appointments during the compliance review period.

The CCC's appointments were also selected for review to ensure the CCC applied salary regulations accurately and correctly processed employees' compensation and pay. The CRU examined the documentation that the CCC provided, which included employees' employment and pay history and any other relevant documentation such as certifications, degrees, and/or the appointee's application. Additionally, the CRU reviewed specific documentation for the following personnel functions related to compensation and pay: hire above minimum (HAM) requests, arduous pay, monthly pay differentials, alternate range movements, and out-of-class assignments.

During the compliance review period, the CCC did not issue red circle rate requests or bilingual pay.

The review of the CCC's EEO program included examining written EEO policies and procedures; the EEO Officer's role, duties, and reporting relationship; the internal discrimination complaint process; the reasonable accommodation program; the discrimination complaint process; and the Disability Advisory Committee.

The CCC's PSC's were also reviewed.<sup>5</sup> It was beyond the scope of the compliance review to make conclusions as to whether the CCC's justifications for the contracts were legally sufficient. The review was limited to whether the CCC's practices, policies, and procedures relative to PSC's complied with procedural requirements.

The CCC's mandated training program was reviewed to ensure all employees required to file statements of economic interest were provided ethics training, that all supervisors, managers, and those serving in Career Executive Assignments (CEA) were provided leadership and development training, and that all employees were provided sexual harassment prevention training within statutory timelines.

The CRU reviewed the CCC's monthly internal audit process to verify all leave input into any leave accounting system was keyed accurately and timely and ensure the department certified that all leave records have been reviewed and corrected if necessary. The CRU selected a small cross-section of the CCC's units to ensure they maintained accurate and

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<sup>5</sup>If an employee organization requests the SPB to review any personal services contract during the SPB compliance review period or prior to the completion of the final compliance review report, the SPB will not audit the contract. Instead, the SPB will review the contract pursuant to its statutory and regulatory process. In this instance, none of the reviewed PSC's were challenged.

timely leave accounting records. Part of this review also examined a cross-section of the CCC's employees' employment and pay history, state service records, and leave accrual histories to ensure employees with non-qualifying pay periods did not receive vacation/sick leave and/or annual leave accruals or state service credit. Additionally, the CRU reviewed a selection of the CCC employees who used Administrative Time Off (ATO) in order to ensure that ATO was appropriately administered. Further, the CRU reviewed a selection of CCC positive paid employees whose hours are tracked during the compliance review period in order to ensure that they adhered to procedural requirements.

Moreover, the CRU reviewed the CCC's policies and processes concerning nepotism, workers' compensation, and performance appraisals. The review was limited to whether the CCC's policies and processes adhered to procedural requirements.

An exit conference was not held with the CCC to explain and discuss the CRU's initial findings and recommendations. The CRU received and carefully reviewed the CCC's written response on February 15, 2024, which is attached to this final compliance review report.

## **FINDINGS AND RECOMMENDATIONS**

### **Examinations**

Examinations to establish an eligible list must be competitive and of such character as fairly to test and determine the qualifications, fitness, and ability of competitors to perform the duties of the class of position for which he or she seeks appointment. (Gov. Code, § 18930.) Examinations may be assembled or unassembled, written or oral, or in the form of a demonstration of skills, or any combination of those tests. (*Ibid.*) The Board establishes minimum qualifications for determining the fitness and qualifications of employees for each class of position and for applicants for examinations. (Gov. Code, § 18931, subd. (a).) Within a reasonable time before the scheduled date for the examination, the designated appointing power shall announce or advertise the examination for the establishment of eligible lists. (Gov. Code, § 18933, subd. (a).) The advertisement shall contain such information as the date and place of the examination and the nature of the minimum qualifications. (*Ibid.*) Every applicant for examination shall file an application with the department or a designated appointing power as directed by the examination announcement. (Gov. Code, § 18934, subd. (a)(1).) The final earned rating of each person competing in any examination is to be determined by the weighted average of the earned ratings on all phases of the examination. (Gov. Code, § 18936.)



Each competitor shall be notified in writing of the results of the examination when the employment list resulting from the examination is established. (Gov. Code, § 18938.5.)

During the period under review, January 1, 2023, through September 30, 2023, the CCC conducted 26 examinations. The CRU reviewed 10 of those examinations, which are listed below:

Classification	Exam Type	Exam Components	Final File Date	No. of Apps
Career Executive Assignment (CEA) B, Career Pathways Deputy Director	CEA	Statement of Qualifications (SOQ) <sup>6</sup>	8/10/23	35
CEA B, Deputy Director	CEA	SOQ	3/24/23	19
Conservationist I	Open, Non-Promotional	Training and Experience (T&E) <sup>7</sup>	Continuous	7
Conservationist I	Open, Non-Promotional	T&E	Continuous	3
Conservationist I	Open, Non-Promotional	T&E	Continuous	3
Conservationist I	Open, Non-Promotional	T&E	Continuous	4
Conservationist II	Open, Non-Promotional	Qualification Appraisal Panel <sup>8</sup>	5/5/23	22
Conservationist Supervisor	Open, Non-Promotional	QAP	5/5/23	19
Administrative Officer II	Promotional	T&E	9/30/23	6
Personnel Supervisor II	Promotional	Education & Experience <sup>9</sup>	6/13/23	1

<sup>6</sup> In a Statement of Qualifications examination, applicants submit a written summary of their qualifications and experience related to a published list of desired qualifications. Raters, typically subject matter experts, evaluate the responses according to a predetermined rating scale designed to assess their ability to perform in a job classification, assign scores and rank the competitors in a list.

<sup>7</sup> The Training and Experience examination is administered either online or in writing, and asks the applicant to answer multiple-choice questions about his or her level of training and/or experience. performing certain tasks typically performed by those in this classification. Responses yield point values.

<sup>8</sup> The Qualification Appraisal Panel interview is the oral component of an examination whereby competitors appear before a panel of two or more evaluators. Candidates are rated and ranked against one another based on an assessment of their ability to perform in a job classification.

<sup>9</sup> In an Education and Experience examination, one or more raters reviews the applicants' Standard 678 application forms, and scores and ranks them according to a predetermined rating scale that may include years of relevant higher education, professional licenses or certifications, and/or years of relevant work experience.

IN COMPLIANCE	FINDING NO. 1 EXAMINATIONS COMPLIED WITH CIVIL SERVICE LAWS AND BOARD RULES
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The CRU reviewed two departmental promotional and eight open examinations which the CCC administered in order to create eligible lists from which to make appointments. The CCC published and distributed examination bulletins containing the required information for all examinations. Applications received by the CCC were accepted prior to the final filing date. Applicants were notified about the next phase of the examination process. After all phases of the examination process were completed, the score of each competitor was computed, and a list of eligible candidates was established. The examination results listed the names of all successful competitors arranged in order of the score received by rank. The CRU found no deficiencies in the examinations that the CCC conducted during the compliance review period.

**Appointments**

In all cases not excepted or exempted by Article VII of the California Constitution, the appointing power must fill positions by appointment, including cases of transfers, reinstatements, promotions, and demotions in strict accordance with the Civil Service Act and Board rules. (Gov. Code, § 19050.) The hiring process for eligible candidates chosen for job interviews shall be competitive and be designed and administered to hire candidates who will be successful. (Cal. Code Regs., tit. 2, § 250, subd. (b).) Interviews shall be conducted using job-related criteria. (*Ibid.*) Persons selected for appointment shall satisfy the minimum qualifications of the classification to which he or she is appointed or have previously passed probation and achieved permanent status in that same classification. (Cal. Code Regs., tit. 2, § 250, subd. (d).) While persons selected for appointment may meet some or most of the preferred or desirable qualifications, they are not required to meet all the preferred or desirable qualifications. (*Ibid.*) This section does not apply to intra-agency job reassignments. (Cal. Code Regs., tit. 2, § 250, subd. (e).)

For the purposes of temporary appointments, an employment list is considered not to exist where there is an open eligible list that has three or fewer names of persons willing to accept appointment and no other employment list for the classification is available. (Cal. Code Regs., tit. 2, § 265.) In such a situation, an appointing power may make a temporary appointment in accordance with section 265.1 (*Ibid.*) A Temporary Authorization Utilization (TAU) appointment shall not exceed nine months in a 12-month period. (Cal. Const., art. VII.) In addition, when a temporary appointment is made to a permanent position, an appropriate employment list shall be established for each class to

which a temporary appointment is made before the expiration of the appointment. (Gov. Code, § 19058.)

During the period under review, December 1, 2022, through August 31, 2023, the CCC made 141 appointments. The CRU reviewed 32 of those appointments, which are listed below:

Classification	Appointment Type	Tenure	Time Base	No. of Appts.
Accounting Officer (Specialist)	Certification List	Permanent	Full Time	1
Administrative Officer I, Resources Agency	Certification List	Permanent	Full Time	1
Building Maintenance Worker	Certification List	Permanent	Full Time	1
CEA B, Deputy Director	Certification List	CEA	Full Time	1
Conservationist II	Certification List	Permanent	Full Time	2
Fish Habitat Assistant	Certification List	Temporary	Full Time	1
Graphic Designer II	Certification List	Permanent	Full Time	1
Information Officer I (Specialist)	Certification List	Permanent	Full Time	1
Information Technology Manager II	Certification List	Permanent	Full Time	1
Information Technology Specialist II	Certification List	Permanent	Full Time	1
Maintenance Mechanic	Certification List	Permanent	Full Time	1
Management Services Technician (LEAP)	Certification List	Limited Term	Full Time	1
Office Technician (Typing)	Certification List	Permanent	Full Time	1
Senior Accounting Officer (Supervisor)	Certification List	Permanent	Full Time	1
Staff Services Analyst (General)	Certification List	Permanent	Full Time	1
Conservationist I	Emergency Hire	Temporary	Intermittent	2
Office Technician (Typing)	Emergency Hire	Temporary	Intermittent	1
Backcountry Trails Camp Supervisor, CCC	Temporary	Temporary	Full Time	1
Conservationist Supervisor	Temporary	Temporary	Full Time	2
Cook Specialist I	Temporary	Temporary	Full Time	1
Fish Habitat Specialist	Temporary	Permanent	Full Time	1
Conservationist I	Training & Development	Permanent	Full Time	1

Classification	Appointment Type	Tenure	Time Base	No. of Appts.
Associate Construction Analyst	Transfer	Permanent	Full Time	1
Associate Governmental Program Analyst	Transfer	Permanent	Full Time	1
Conservationist I	Transfer	Permanent	Full Time	1
Fish Habitat Assistant	Transfer	Permanent	Full Time	1
Management Services Technician	Transfer	Permanent	Full Time	1
Staff Services Analyst	Transfer	Permanent	Full Time	1
Supervising Cook I	Transfer	Permanent	Full Time	1

<b>IN COMPLIANCE</b>	<b>FINDING NO. 1 APPOINTMENTS COMPLIED WITH CIVIL SERVICE LAWS AND BOARD RULES</b>
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The CCC measured each applicant’s ability to perform the duties of the job by conducting hiring interviews and selecting the best-suited candidates. For each of the 16 list appointments reviewed, the CCC ordered a certification list of candidates ranked competitively. After properly clearing the certification lists including SROA, the selected candidates were appointed based on eligibility attained by being reachable within the first three ranks of the certification lists.

The CRU reviewed seven CCC appointments made via transfer. A transfer of an employee from a position under one appointing power to a position under another appointing power may be made if the transfer is to a position in the same class or in another class with substantially the same salary range and designated as appropriate by the executive officer. (Cal. Code Regs., tit. 2, § 425.) The CCC verified the eligibility of each candidate to their appointed class.

The CRU reviewed three emergency hire appointments. The employees submitted their applications and were eligible to be hired as emergency hires, not to exceed 60 working days in a 12-month period.

Of the 5 temporary appointments reviewed, CCC demonstrated that their duration of work performed was no longer than 9 months in 12 consecutive months.

Eligibility for training and development (T & D) assignments are limited to employees who (1) have permanent status in their present class, or (2) who have probationary status and who previously have had permanent status and who, since such permanent status, have had no break in service due to a permanent separation. (Cal. Code Regs., tit. 2, § 438,

subd. (a).) The CRU reviewed one training and development appointment and determined it to be in compliance with applicable civil service laws and Board rules.

The CRU found no deficiencies in the appointments that the CCC initiated during the compliance review period. Accordingly, the CRU found that the CCC's appointments processes and procedures utilized during the compliance review period satisfied civil service laws and Board rules.

### **Equal Employment Opportunity**

Each state agency is responsible for an effective EEO program. (Gov. Code, § 19790.) The appointing power for each state agency has the major responsibility for monitoring the effectiveness of its EEO program. (Gov. Code, § 19794.) To that end, the appointing power must issue a policy statement committed to EEO; issue procedures for filing, processing, and resolving discrimination complaints; and cooperate with the CalHR, in accordance with Civil Code section 1798.24, subdivisions (o) and (p), by providing access to all required files, documents and data necessary to carry out these mandates. (*Ibid.*) In addition, the appointing power must appoint, at the managerial level, an EEO Officer, who shall report directly to, and be under the supervision of, the director of the department to develop, implement, coordinate, and monitor the department's EEO program. (Gov. Code, § 19795, subd. (a).)

Each state agency must establish a separate committee of employees who are individuals with a disability, or who have an interest in disability issues, to advise the head of the agency on issues of concern to employees with disabilities. (Gov. Code, § 19795, subd. (b)(1).) The department must invite all employees to serve on the committee and take appropriate steps to ensure that the final committee is comprised of members who have disabilities or who have an interest in disability issues. (Gov. Code, § 19795, subd. (b)(2).)

<b>IN COMPLIANCE</b>	<b>FINDING NO. 3 EQUAL EMPLOYMENT OPPORTUNITY PROGRAM COMPLIED WITH ALL CIVIL SERVICE LAWS AND BOARD RULES</b>
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After reviewing the policies, procedures, and programs necessary for compliance with the EEO program's role and responsibilities according to statutory and regulatory guidelines, the CRU determined that the CCC's EEO program provided employees with information and guidance on the EEO process including instructions on how to file discrimination claims. Furthermore, the EEO program outlines the roles and responsibilities of the EEO Officer, as well as supervisors and managers. The EEO Officer, who is at a managerial

level, reports directly to the Executive Director of the CCC. The CCC also provided evidence of its efforts to promote EEO in its hiring and employment practices and to increase its hiring of persons with a disability.

**Personal Services Contracts**

A PSC includes any contract, requisition, or purchase order under which labor or personal services is a significant, separately identifiable element, and the business or person performing the services is an independent contractor that does not have status as an employee of the state. (Cal. Code Regs., tit. 2, § 547.59.) The California Constitution has an implied civil service mandate limiting the state’s authority to contract with private entities to perform services the state has historically or customarily performed. Government Code section 19130, subdivision (a), however, codifies exceptions to the civil service mandate where PSC’s achieve cost savings for the state. PSC’s that are of a type enumerated in subdivision (b) of Government Code section 19130 are also permissible. Subdivision (b) contracts include, but are not limited to, private contracts for a new state function, services that are not available within state service, services that are incidental to a contract for the purchase or lease of real or personal property, and services that are of an urgent, temporary, or occasional nature.

For cost-savings PSC’s, a state agency is required to notify SPB of its intent to execute such a contract. (Gov. Code, § 19131.) For subdivision (b) contracts, the SPB reviews the adequacy of the proposed or executed contract at the request of an employee organization representing state employees. (Gov. Code, § 19132.)

During the period under review, January 1, 2023, through September 30, 2023, the CCC had 25 PSC’s that were in effect. The CRU reviewed 13 of those, which are listed below:

Vendor	Services	Contract Amount	Justification Identified?	Union Notification?
Beat The Rhythm LLC	Pre-Enrollment Physicals (Los Pinos)	\$10,000	Yes	No
Centennial Harvest Institute	On-Site Counseling Services	\$18,720	Yes	No
Collicut Energy	Tahoe Generator Maintenance	\$43,600	Yes	No
CTR Water Inc.	Sewer Pond Maintenance	\$95,000	Yes	No
Global Vision Consortium, Inc.	Hazwoper Training	\$49,884	Yes	No

Vendor	Services	Contract Amount	Justification Identified?	Union Notification?
HCI Services Inc.	Fire Alarm Inspection & Testing	\$28,830	Yes	No
Mental Health Connect	CM Virtual Life-Skills Training	\$39,675	Yes	No
Monterey Medical	Pre-Enrollment Physicals (Butte)	\$45,000	Yes	No
Platinum Security	Security Guard Services	\$175,000	Yes	No
Platinum Security	Security Guard Services (Inland Empire)	\$12,500	Yes	No
Secure Screening Solutions, Inc DBA Capital Live Scan	Live Scan Services	\$115,000	Yes	No
Strive Well Being	Counseling	\$50,000	Yes	No
UCLA	Physical Demand Training	\$40,000	Yes	No

<b>SEVERITY: SERIOUS</b>	<b>FINDING NO. 4 UNIONS WERE NOT NOTIFIED OF PERSONAL SERVICES CONTRACTS</b>
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**Summary:** The CCC did not notify unions prior to entering into all 13 PSC's reviewed.

**Criteria:** Before a state agency executes a contract or amendment to a contract for personal services conditions specified within Government Code section 19130, subdivision (b), the agency shall notify all organizations that represent state employees who perform or could perform the type of work that is called for within the contract, unless exempted under Government Code section 19132, subdivision (b)(1). (Cal. Code Regs., tit. 2, § 547.60.2.)

**Severity:** Serious. Unions must be notified of impending personal services contracts in order to ensure they are aware contracts are being proposed for the type of work that their members could perform.

**Cause:** The CCC states that Human Resources and Business Services management experienced turnover between 2021 and 2022; therefore, there was no transfer of knowledge related to the requirement of notifying unions of PSC's.

**Corrective Action:** Departments are responsible for notifying all organizations that represent state employees who perform or could perform the type of work to be contracted prior to executing a PSC. The PSC's reviewed during this compliance review involved several services and functions which various rank-and-file civil service classifications perform. The CCC asserts it has taken steps to ensure compliance in this area. Within 90 days of the date of this report, the CCC must submit to the SPB documentation which demonstrates the corrections the department has implemented to ensure conformity with the requirements of California Code of Regulations section 547.60.2.

### **Mandated Training**

Each member, officer, or designated employee of a state agency who is required to file a statement of economic interest (referred to as "filers") because of the position he or she holds with the agency is required to take an orientation course on the relevant ethics statutes and regulations that govern the official conduct of state officials. (Gov. Code, §§ 11146 & 11146.1.) State agencies are required to offer filers the orientation course on a semi-annual basis. (Gov. Code, § 11146.1.) New filers must be trained within six months of appointment and at least once during each consecutive period of two calendar years, commencing on the first odd-numbered year thereafter. (Gov. Code, § 11146.3.)

Upon the initial appointment of any employee designated in a supervisory position, the employee shall be provided a minimum of 80 hours of training, as prescribed by the CalHR. (Gov. Code, § 19995.4, subd. (b).) The training addresses such topics as the role of the supervisor, techniques of supervision, performance standards, and sexual harassment and abusive conduct prevention. (Gov. Code, §§ 12950.1, subds. (a) and (b), & 19995.4, subd. (b).) Additionally, the training must be successfully completed within the term of the employee's probationary period or within six months of the initial appointment, unless it is demonstrated that to do so creates additional costs or that the training cannot be completed during this time period due to limited availability of supervisory training courses. (Gov. Code, § 19995.4, subd. (c).)

Within 12 months of the initial appointment of an employee to a management or Career Executive Assignment (CEA) position, the employee shall be provided leadership training and development, as prescribed by CalHR. (Gov. Code, § 19995.4, subds. (d) & (e).) For



management employees the training must be a minimum of 40 hours and for CEAs the training must be a minimum of 20 hours. (*Ibid.*)

New employees must be provided sexual harassment prevention training within six months of appointment. Thereafter, each department must provide its supervisors two hours of sexual harassment prevention training and non-supervisors one hour of sexual harassment prevention training every two years. (Gov. Code, § 12950.1, subds. (a) and (b); Gov. Code, § 19995.4.)

The Board may conduct reviews of any appointing power's personnel practices to ensure compliance with civil service laws and Board regulations. (Gov. Code, § 18661, subd. (a).) In particular, the Board may audit personnel practices related to such matters as selection and examination procedures, appointments, promotions, the management of probationary periods, and any other area related to the operation of the merit principle in state civil service. (*Ibid.*) Accordingly, the CRU reviews documents and records related to training that appointing powers are required by the afore-cited laws to provide its employees.

The CRU reviewed the CCC's mandated training program that was in effect during the compliance review period, October 1, 2021, through September 30, 2023.

<b>SEVERITY: VERY SERIOUS</b>	<b>FINDING NO. 5 ETHICS TRAINING WAS NOT PROVIDED FOR ALL FILERS</b>
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**Summary:** The CCC did not provide ethics training to 2 of 69 existing filers. In addition, the CCC did not provide ethics training to 6 of 23 new filers within 6 months of their appointment. This is the second consecutive time this has been a finding for the CCC.

**Criteria:** New filers must be provided ethics training within six months of appointment. Existing filers must be trained at least once during each consecutive period of two calendar years commencing on the first odd-numbered year thereafter. (Gov. Code, § 11146.3, subd. (b).)

**Severity:** Very Serious. The department does not ensure that its filers are aware of prohibitions related to their official position and influence.

**Cause:** The CCC states that the Learning Management System (LMS) provided automated training reminders to employees; however, not

all staff completed their training timely and supervisors did not ensure that their subordinates completed their assigned training timely.

**Corrective Action:** Within 90 days of this report, the CCC must submit to the SPB a written correction action response which addresses the corrections the department will implement to demonstrate conformity with Government Code section 11146.3. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

<b>SEVERITY: VERY SERIOUS</b>	<b>FINDING NO. 6 SUPERVISORY TRAINING WAS NOT PROVIDED FOR ALL SUPERVISORS, MANAGERS, AND CEAS</b>
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**Summary:** While the CCC provided CEA training to 1 new CEA within 12 months of appointment, the CCC did not provide supervisory training to 1 of 11 new supervisors or manager training to 1 of 5 new managers within 12 months of appointment.

**Criteria:** Each department must provide its new supervisors a minimum of 80 hours of supervisory training within the probationary period. (Gov. Code, § 19995.4, subd. (b).)

Upon initial appointment of an employee to a managerial position, each employee must receive 40 hours of leadership training within 12 months of appointment. (Gov. Code, § 19995.4, subd. (d).)

Upon initial appointment of an employee to a Career Executive Assignment position, each employee must receive 20 hours of leadership training within 12 months of appointment. (Gov. Code, § 19995.4, subd. (e).)

**Severity:** Very Serious. The department does not ensure its leaders are properly trained. Without proper training, leaders may not properly carry out their leadership roles, including managing employees.

**Cause:** The CCC states that the LMS provided automated training reminders to supervisors; however, two employees did not complete the training timely.

**Corrective Action:** Within 90 days of the date of this report, the CCC must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure that new supervisors, managers, and CEAs are provided leadership and development training within twelve months of appointment, and that thereafter, they receive a minimum of 20 hours of leadership training biennially, as required by Government Code section 19995.4. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

<b>SEVERITY: VERY SERIOUS</b>	<b>FINDING NO. 7    SEXUAL HARASSMENT PREVENTION TRAINING WAS NOT PROVIDED FOR ALL EMPLOYEES</b>
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**Summary:** The CCC did not provide sexual harassment prevention training to 4 of 51 new supervisors within 6 months of their appointment. In addition, the CCC did not provide sexual harassment prevention training to 9 of 178 existing supervisors every 2 years. This is the second consecutive time this has been a finding for the CCC.

Finally, the CCC did not provide sexual harassment prevention training to 2 of 13 existing non-supervisors every 2 years.

**Criteria:** Each department must provide its supervisors two hours of sexual harassment prevention training every two years and non-supervisory employees one hour of sexual harassment prevention training every two years. New employees must be provided sexual harassment prevention training within six months of appointment. (Gov. Code, § 12950.1, subds. (a) and (b); Gov. Code § 19995.4.)

**Severity:** Very Serious. The department does not ensure that all new and existing employees are properly trained to respond to sexual harassment or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. This limits the department’s ability to retain a quality workforce, impacts employee morale and productivity, and subjects the department to litigation.

**Cause:** The CCC states that the LMS provided automated training reminders to employees; however, not all staff completed their training timely

and supervisors did not ensure that their subordinates completed their assigned training timely.

**Corrective Action:** Within 90 days of the date of this report, the CCC must submit to the SPB a written corrective action response which addresses the corrections the department will implement to ensure that all employees are provided sexual harassment prevention training in accordance with Government Code section 12950.1. Copies of relevant documentation demonstrating that the corrective action has been implemented must be included with the corrective action response.

## **Compensation and Pay**

### **Salary Determination**

The pay plan for state civil service consists of salary ranges and steps established by CalHR. (Cal. Code Regs., tit. 2, § 599.666.) Several salary rules dictate how departments calculate and determine an employee's salary rate<sup>10</sup> upon appointment depending on the appointment type, the employee's state employment and pay history, and tenure.

Typically, agencies appoint employees to the minimum rate of the salary range for the class. Special provisions for appointments above the minimum exist to meet special recruitment needs and to accommodate employees who transfer into a class from another civil service class and are already receiving salaries above the minimum.

During the period under review, December 1, 2022, through August 31, 2023, the CCC made 141 appointments. The CRU reviewed 10 of those appointments to determine if the CCC applied salary regulations accurately and correctly processed employees' compensation, which are listed below:

Classification	Appointment Type	Tenure	Time Base	Salary (Monthly Rate)
Administrative Officer I, Resources Agency	Certification List	Permanent	Full Time	\$4,516

<sup>10</sup> "Rate" is any one of the salary rates in the resolution by CalHR which establishes the salary ranges and steps of the Pay Plan (Cal. Code Regs., tit. 2, section 599.666).

Classification	Appointment Type	Tenure	Time Base	Salary (Monthly Rate)
Building Maintenance Worker	Certification List	Permanent	Full Time	\$4,167
Conservationist II	Certification List	Permanent	Full Time	\$5,357
Information Technology Manager II	Certification List	Permanent	Full Time	\$12,088
Information Technology Specialist II	Certification List	Permanent	Full Time	\$9,400
Senior Accounting Officer (Supervisor)	Certification List	Permanent	Full Time	\$6,150
Conservationist Supervisor	Temporary	Temporary	Full Time	\$6,378
Associate Construction Analyst	Transfer	Permanent	Full Time	\$9,132
Associate Governmental Program Analyst	Transfer	Permanent	Full Time	\$6,907
Supervising Cook I	Transfer	Permanent	Full Time	\$4,764

<b>IN COMPLIANCE</b>	<b>FINDING NO. 8 SALARY DETERMINATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES</b>
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The CRU found no deficiencies in the salary determinations that were reviewed. The CCC appropriately calculated and keyed the salaries for each appointment and correctly determined employees' anniversary dates ensuring that subsequent merit salary adjustments will satisfy civil service laws, Board rules and CalHR policies and guidelines.

Alternate Range Movement Salary Determination (within same classification)

If an employee qualifies under established criteria and moves from one alternate range to another alternate range of a class, the employee shall receive an increase or a decrease equivalent to the total of the range differential between the maximum salary rates of the alternate ranges. (Cal. Code Regs., tit. 2, § 599.681.) However, in many instances, the CalHR provides salary rules departments must use when employees move between alternate ranges. These rules are described in the alternate range criteria. (CalHR Pay Scales). When no salary rule or method is cited in the alternate range criteria, departments must default to Rule 599.681.

During the period under review, December 1, 2022, through August 31, 2023, the CCC employees made 15 alternate range movements within a classification. The CRU reviewed 12 of those alternate range movements to determine if the CCC applied salary

regulations accurately and correctly processed each employee's compensation, which are listed below:

Classification	Prior Range	Current Range	Time Base	Salary (Monthly Rate)
Administrative Officer I, Resources Agency	A	B	Full Time	\$4,968
Conservationist I	A	B	Full Time	\$4,124
Conservationist I	A	B	Full Time	\$4,124
Conservationist I	A	B	Full Time	\$4,124
Conservationist I	A	B	Full Time	\$4,124
Conservationist I	A	B	Full Time	\$4,124
Information Technology Associate	C	D	Full Time	\$6,282
Information Technology Specialist I	A	B	Full Time	\$8,387
Personnel Specialist	B	C	Full Time	\$4,451
Staff Services Analyst	B	C	Full Time	\$4,741
Staff Services Analyst	B	C	Full Time	\$4,588
Staff Services Analyst	A	B	Full Time	\$4,547

<b>SEVERITY: VERY SERIOUS</b>	<b>FINDING NO. 9 ALTERNATE RANGE MOVEMENTS DID NOT COMPLY WITH CIVIL SERVICE LAWS, RULES, AND CALHR POLICIES AND GUIDELINES</b>
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**Summary:** The CRU found 1 error in the 12 alternate range movements reviewed:

Classification	Description of Findings	Criteria
Personnel Specialist	Employee should not have been entitled to a 5% increase when receiving an accelerated Merit Salary Adjustment, resulting in overcompensation.	Cal. Code Regs., tit. 2, section 599.674, subd. (a)

**Criteria:** Alternate ranges are designed to recognize increased competence in the performance of class duties based upon experience obtained while in the class. The employee gains status in the alternate range as though each range were a separate classification. (Classification and Pay Guide Section 220.)

Departments are required to calculate and apply salary rules for each appointed employee accurately based on the pay plan for the state civil service. All civil service classes have salary ranges with

minimum and maximum rates. (Cal. Code Regs., tit. 2, § 599.666.)

**Severity:** Very Serious. In two circumstances, the CCC failed to comply with the requirements outlined in the state civil service pay plan. Incorrectly applying compensation laws and rules not in accordance with CalHR's policies and guidelines results in civil service employees receiving incorrect and/or inappropriate pay amounts.

**Cause:** The CCC acknowledges the error and has corrected it according to SPB guidance and following the applicable alternate range criteria.

**Corrective Action:** The CCC asserts it has taken steps to ensure compliance in this area. Within 90 days of the date of this report, the CCC must submit to the SPB documentation which demonstrates the corrections the department has implemented to ensure that employees are compensated correctly. The CCC must establish an audit system to correct current compensation transactions as well as future transactions.

### Hiring Above Minimum Requests

The CalHR may authorize payment at any step above the minimum limit to classes or positions to meet recruiting problems, or to obtain a person who has extraordinary qualifications. (Gov. Code, § 19836.) For all employees new to state service, departments are delegated to approve HAMs for extraordinary qualifications. (Human Resources Manual Section 1707.) Appointing authorities may request HAMs for current state employees with extraordinary qualifications. (*Ibid.*) Delegated HAM authority does not apply to current state employees. (*Ibid.*)

Extraordinary qualifications may provide expertise in a particular area of a department's program. (*Ibid.*) This expertise should be well beyond the minimum qualifications of the class. (*Ibid.*) Unique talent, ability or skill as demonstrated by previous job experience may also constitute extraordinary qualifications. (*Ibid.*) The scope and depth of such experience should be more significant than its length. (*Ibid.*) The degree to which a candidate exceeds minimum qualifications should be a guiding factor, rather than a determining one. (*Ibid.*) The qualifications and hiring rates of state employees already in the same class should be carefully considered, since questions of salary equity may arise if new higher entry rates differ from previous ones. (*Ibid.*) Recruitment difficulty is a factor to the extent that a specific extraordinary skill should be difficult to recruit, even though some applicants are qualified in the general skills of the class. (*Ibid.*)

If the provisions of this section conflict with the provisions of a memorandum of understanding reached pursuant to Government Code section 3517.5, the memorandum of understanding shall be controlling without further legislative action.<sup>11</sup> (Gov. Code, § 19836, subd. (b).)

Appointing authorities may request and approve HAMs for former legislative employees who are appointed to a civil service class and received eligibility for appointment pursuant to Government Code section 18990. (Human Resources Manual Section 1707.) The salary received upon appointment to civil service shall be in accordance with the salary rules specified in the California Code of Regulations. (*Ibid.*) A salary determination is completed comparing the maximum salary rate of the former legislative class and the maximum salary rate of the civil service class to determine applicable salary and anniversary regulation. (*Ibid.*) Typically, the legislative employees are compensated at a higher rate of pay; therefore, they will be allowed to retain the rate they last received, not to exceed the maximum of the civil service class. (*Ibid.*)

Appointing authorities may request/approve HAMs for former exempt employees appointed to a civil service class. (Human Resources Manual Section 1707.) The salary received upon appointment to civil service shall be competitive with the employee’s salary in the exempt appointment. (*Ibid.*) For example, an employee appointed to a civil service class which is preceded by an exempt appointment may be appointed at a salary rate comparable to the exempt appointment up to the maximum of the salary range for the civil service class. (*Ibid.*)

During the period under review, December 1, 2022, through August 31, 2023, the CCC authorized two HAM requests. The CRU reviewed the two authorized HAM requests to determine if the CCC correctly applied Government Code section 19836 and appropriately verified, approved, and documented candidates’ extraordinary qualifications, which are listed below:

Classification	Appointment Type	Status	Salary Range	Salary (Monthly Rate)
Cook Specialist II	Certification List	New to State	\$3,695- \$4,537	\$4,537

<sup>11</sup> Except that if the provisions of the memorandum of understanding requires the expenditure of funds, the provisions shall not become effective unless approved by the Legislature in the annual Budget Act.



Classification	Appointment Type	Status	Salary Range	Salary (Monthly Rate)
Information Officer I (Specialist)	Certification List	Former Exempt Employee	\$5,518-\$6,907	\$6,138

<b>IN COMPLIANCE</b>	<b>FINDING NO. 10 HIRE ABOVE MINIMUM REQUESTS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES</b>
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The CRU found that the HAM requests the CCC made during the compliance review period, satisfied civil service laws, Board rules and CalHR policies and guidelines.

### Arduous Pay

Effective July 1, 1994, appointing authorities were provided the discretion to provide additional compensation for employees exempt from the Fair Labor Standards Act (FLSA) who perform arduous work that exceeds the normal demands of state service employment. (Human Resources Manual Section 1702.) The work must be extraordinarily demanding, time consuming, and significantly exceed employees' normal workweek. The employee cannot be entitled to receive any other sort of compensation such as overtime. Eligible employees are FLSA-exempt employees who do not receive compensation in recognition of hours worked in excess of 40 hours per week. The duration of the arduous period must be at least two weeks or more. (*Ibid.*)

Excluded and represented employees who are FLSA-exempt and assigned to Work Week Group E are eligible to receive up to four (4) months of pay per fiscal year, or per event for emergencies, if the following conditions are met:<sup>12</sup>

- There is a nonnegotiable deadline or extreme urgency;
- Work exceeds normal work hours and normal productivity;
- Work is unavoidable;
- Work involves extremely heavy workload;
- Employee is eligible for no other compensation, and
- The circumstances that support this pay differential are documented.

Departments have delegated authority to approve arduous pay for excluded employees

<sup>12</sup> Applicable Memorandum of Understandings or Bargaining Unit Agreements detail other specific criteria.

who are FLSA-exempt, but CalHR approval is required for any arduous pay issued to represented employees.

Although departments have delegated authority to approve arduous pay,<sup>13</sup> they are required to fill out CalHR Form 777, documenting the circumstances, assessment and rationale behind all arduous pay approvals. A new Form 777 should be filled out for every employee receiving the pay differential, every time an employee is approved to receive a new pay differential, and every time an employee wants to extend their arduous pay. Extensions are only granted in rare circumstances. Departments must keep the Form 777 on file and retain the form for five years after the approval date. (*Ibid.*)

During the period under review, December 1, 2022, through August 31, 2023, the CCC issued Arduous Pay to two employees. The CRU reviewed the two arduous pay authorizations, listed below, to ensure compliance with applicable CalHR policies and guidelines:

Classification	Bargaining Unit	Work Week Group	Time Base	Total Compensation	No. of Months Received
Staff Services Manager I	S01	E	Full Time	\$900	1
Staff Services Manager II (Managerial)	M01	E	Full Time	\$1,500	2

<b>IN COMPLIANCE</b>	<b>FINDING NO. 11 ARDUOUS PAY AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES</b>
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The CRU found that the arduous pay authorizations that the CCC made during the compliance review period satisfied civil service laws, Board rules and CalHR policies and guidelines.

Pay Differentials

A pay differential is special additional pay recognizing unusual competencies, circumstances, or working conditions applying to some or all incumbents in select classes. A pay differential may be appropriate in those instances when a subgroup of

<sup>13</sup> Pay Letter 94-32 established Pay Differential 62 regarding arduous pay for Bargaining Units 1, 7, 9, 17, 19, and 21, and Excluded employees.

positions within the overall job class might have unusual circumstances, competencies, or working conditions that distinguish these positions from other positions in the same class. Typically, pay differentials are based on qualifying pay criteria such as: work locations or shift assignments; professional or educational certification; temporary responsibilities; special licenses, skills or training; performance-based pay; incentive-based pay; or, recruitment and retention. (Classification and Pay Manual Section 230.)

California State Civil Service Pay Scales Section 14 describes the qualifying pay criteria for the majority of pay differentials. However, some of the alternate range criteria in the pay scales function as pay differentials. Generally, departments issuing pay differentials should, in order to justify the additional pay, document the following: the effective date of the pay differential, the collective bargaining unit identifier, the classification applicable to the salary rate and conditions along with the specific criteria, and any relevant documentation to verify the employee meets the criteria.

During the period under review, December 1, 2022, through August 31, 2023, the CCC authorized eight pay differentials.<sup>14</sup> The CRU reviewed seven of these pay differentials to ensure compliance with applicable CalHR policies and guidelines. These are listed below:

Classification	Pay Differential	Monthly Amount
Associate Governmental Program Analyst	441	\$250
Cook Specialist I	441	\$250
Cook Specialist II	441	\$250
Fish Habitat Assistant	441	\$250
Management Services Technician	441	\$250
Office Technician (Typing)	441	\$250
Supervising Cook I	441	\$250

<b>IN COMPLIANCE</b>	<b>FINDING NO. 12</b>	<b>PAY DIFFERENTIAL AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES</b>
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The CRU found no deficiencies in the pay differentials that the CCC authorized during the compliance review period. Pay differentials were issued correctly in recognition of unusual competencies, circumstances, or working conditions in accordance with applicable rules and guidelines.

<sup>14</sup> For the purposes of CRU's review, only monthly pay differentials were selected for review at this time.

## Out-of-Class Assignments and Pay

For excluded<sup>15</sup> and most rank-and-file employees, out-of-class (OOC) work is defined as performing, more than 50 percent of the time, the full range of duties and responsibilities allocated to an existing class and not allocated to the class in which the person has a current, legal appointment. (Cal. Code Regs., tit. 2, § 599.810, subd. (a)(2).) A higher classification is one with a salary range maximum that is any amount higher than the salary range maximum of the classification to which the employee is appointed. (Cal. Code Regs., tit. 2, § 599.810, subd. (a)(3).)

According to the Classification and Pay Guide, OOC assignments should only be used as a last resort to accommodate temporary staffing needs. All civil service alternatives should be explored first before using OOC assignments. However, certain MOU provisions and the California Code of Regulations, title 2, section 599.810 allow for short-term OOC assignments to meet temporary staffing needs. Should OOC work become necessary, the assignment would be made pursuant to the applicable MOU provisions or salary regulations. Before assigning the OOC work, the department should have a plan to correct the situation before the time period outlined in applicable law, policy or MOU expires. (Classification and Pay Guide Section 375.)

During the period under review, December 1, 2022, through August 31, 2023, the CCC issued OOC pay to 11 employees. The CRU reviewed nine of these OOC assignments to ensure compliance with applicable MOU provisions, salary regulations, and CalHR policies and guidelines. These are listed below:

Classification	Bargaining Unit	Out-of-Class Classification	Time Frame
Accounting Administrator II	S01	Accounting Administrator III	4/17/23-8/31/23
Conservationist I	R07	Conservationist II	12/1/22-3/1/23
Conservationist Supervisor	S07	Staff Services Manager II (Managerial)	6/1/23-8/31/23
Conservationist Supervisor	S07	Staff Services Manager II (Managerial)	8/2/23-8/31/23
Fish Habitat Assistant	R11	Fish Habitat Specialist	1/1/23-3/31/23

<sup>15</sup> “Excluded employee” means an employee as defined in Government Code section 3527, subdivision (b) (Ralph C. Dills Act) except those excluded employees who are designated managerial pursuant to Government Code section 18801.1.

Classification	Bargaining Unit	Out-of-Class Classification	Time Frame
Office Technician (Typing)	R04	Administrative Officer I, Resources Agency	7/10/23-8/31/23
Personnel Supervisor I	S01	Personnel Supervisor II	6/2/23-6/30/23
Staff Services Manager I	S01	Staff Services Manager II (Managerial)	6/2/23-7/9/23
Staff Services Manager I	S01	Staff Services Manager II (Managerial)	12/1/22-12/31/22

<b>IN COMPLIANCE</b>	<b>FINDING NO. 13 OUT OF CLASS PAY AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND CALHR POLICIES AND GUIDELINES</b>
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The CRU found no deficiencies in the OOC pay assignments that the CCC authorized during the compliance review period. OOC pay was issued appropriately to employees performing, more than 50 percent of the time, the full range of duties and responsibilities allocated to an existing class and not allocated to the class in which the person has a current, legal appointment.

## Leave

### Positive Paid Employees

Actual Time Worked (ATW) is a method that can be used to keep track of a Temporary Authorization Utilization (TAU) employee's time to ensure that the Constitutional limit of 9 months in any 12 consecutive months is not exceeded. The ATW method of counting time is used to continue the employment status for an employee until the completion of an examination, for seasonal type work, while attending school, or for consulting services.

An employee is appointed TAU-ATW when he/she is not expected to work all the working days of a month. When counting 189 days, every day worked, including partial days<sup>16</sup> worked and paid absences<sup>17</sup>, are counted. (Cal. Code Regs., tit. 2, § 265.1, subd. (b).) The hours worked in one day are not limited by this rule. (*Ibid.*) The 12-consecutive month

<sup>16</sup> For example, two hours or ten hours count as one day.

<sup>17</sup> For example, vacation, sick leave, compensating time off, etc.

timeframe begins by counting the first pay period worked as the first month of the 12-consecutive month timeframe. (*Ibid.*) The employee shall serve no longer than 189 days in a 12 consecutive month period. (*Ibid.*) A new 189-days working limit in a 12-consecutive month timeframe may begin in the month immediately following the month that marks the end of the previous 12-consecutive month timeframe. (*Ibid.*)

It is an ATW appointment because the employee does not work each workday of the month, and it might become desirable or necessary for the employee to work beyond nine calendar months. The appointing power shall monitor and control the days worked to ensure the limitations set forth are not exceeded. (Cal. Code Regs., tit. 2, § 265.1, subd. (f).)

For student assistants, graduate student assistants, youth aides, and seasonal classifications a maximum work-time limit of 1500 hours within 12 consecutive months may be used rather than the 189-day calculation. (Cal. Code Regs., tit. 2, § 265.1, subd. (d).)

Additionally, according to Government Code section 21224, retired annuitant appointments shall not exceed a maximum of 960 hours in any fiscal year (July-June), regardless of the number of state employers, without reinstatement, loss or interruption of benefits.

At the time of the review, the CCC had 16 positive paid employees whose hours were tracked. The CRU reviewed 13 of those positive paid appointments to ensure compliance with applicable laws, regulations, policies and guidelines, which are listed below:

Classification	Tenure	Time Frame	Time Worked
Conservationist I	Emergency	7/19/23-9/29/23	48 Days
Office Technician (Typing)	Emergency	8/2/23-10/30/23	57 Days
Office Technician (Typing)	Emergency	8/2/23-10/27/23	59 Days
Accounting Officer (Specialist)	Retired Annuitant	7/1/22-6/30/23	847.75 Hours
Associate Governmental Program Analyst	Retired Annuitant	7/1/22-6/30/23	844.25 Hours
Associate Governmental Program Analyst	Retired Annuitant	7/1/22-6/30/23	960 Hours
Associate Governmental Program Analyst	Retired Annuitant	7/1/22-6/30/23	432 Hours

Classification	Tenure	Time Frame	Time Worked
Associate Governmental Program Analyst	Retired Annuitant	7/1/22-6/30/23	823.25 Hours
Associate Governmental Program Analyst	Retired Annuitant	7/1/22-6/30/23	959.50 Hours
Associate Governmental Program Analyst	Retired Annuitant	7/1/22-6/30/23	960 Hours
Office Technician (Typing)	Retired Annuitant	7/1/22-6/30/23	1314.25 Hours <sup>18</sup>
Personnel Specialist	Retired Annuitant	7/1/22-6/30/23	960 Hours
Senior Accounting Officer (Specialist)	Retired Annuitant	7/1/22-6/30/23	956 Hours

<b>IN COMPLIANCE</b>	<b>FINDING NO. 14 POSITIVE PAID EMPLOYEES' TRACKED HOURS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES</b>
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The CRU found no deficiencies in the positive paid employees reviewed during the compliance review period. The CCC provided sufficient justification and adhered to applicable laws, regulations and CalHR policy and guidelines for positive paid employees.

### Administrative Time Off

ATO is a form of paid administrative leave status initiated by appointing authorities for a variety of reasons. (Human Resources Manual Section 2121.) Most often, ATO is used when an employee cannot come to work because of a pending investigation, fitness for duty evaluation, or when work facilities are unavailable. (*Ibid.*) ATO can also be granted when employees need time off for reasons such as blood or organ donation, extreme weather preventing safe travel to work, states of emergency, voting, and when employees need time off to attend special events. (*Ibid.*)

During the period under review, July 1, 2022, through June 30, 2023, the CCC authorized 16 ATO transactions. The CRU reviewed 14 of these ATO transactions to ensure compliance with applicable laws, regulations, and CalHR policy and guidelines, which are listed below:

<sup>18</sup> Executive Order N-1-23, signed by Governor Newsom on January 16, 2023, suspended work hour limitations on retired annuitants' hours due to the severe winter storms emergency related to an Atmospheric River. In this case, the CCC did provide documentation to support that the RA whose hours exceeded limitations were over due to the severe winter storms related work.

Classification	Time Frame	Amount of Time on ATO
Administrative Officer II	12/20/22-12/22/22	17 Hours
Associate Governmental Program Analyst	12/20/22	6 Hours
Conservationist I	1/9/23-1/12/23	4 Days
Maintenance Mechanic	9/7/22	1 Day
Maintenance Mechanic	9/9/22	1 Day
Maintenance Mechanic	9/12/22-9/16/22	5 Days
Maintenance Mechanic	9/19/22-9/20/22	2 Days
Management Services Technician	12/20/22	1 Day
Office Technician (Typing)	12/20/22-12/21/22	2 Days
Staff Services Analyst	1/9/23	1 Day
Staff Services Analyst	1/9/23	2 Hours
Staff Services Analyst	1/10/23	2 Hours
Staff Services Analyst	12/20/22	4 Hours
Supervising Cook I	9/12/22-9/15/22	4 Days

<b>IN COMPLIANCE</b>	<b>FINDING NO. 15 ADMINISTRATIVE TIME OFF AUTHORIZATIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES</b>
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The CRU found no deficiencies in the ATO transactions reviewed during the compliance review period. The CCC provided the proper documentation justifying the use of ATO and adhered to applicable laws, regulations and CalHR policy and guidelines.

#### Leave Auditing and Timekeeping

Departments must keep complete and accurate time and attendance records for each employee and officer employed within the agency over which it has jurisdiction. (Cal. Code Regs., tit. 2, § 599.665.)

Departments are directed to create a monthly internal audit process to verify all leave input into any leave accounting system is keyed accurately and timely. (Human Resources Manual Section 2101.) Departments shall create an audit process to review and correct leave input errors on a monthly basis. The review of leave accounting records shall be completed by the pay period following the pay period in which the leave was keyed into the leave accounting system. (*Ibid.*) If an employee's attendance record is determined to have errors or it is determined that the employee has insufficient balances for a leave type used, the attendance record must be amended. (*Ibid.*) Attendance records shall be corrected by the pay period following the pay period in which the error



occurred. (*Ibid.*) Accurate and timely attendance reporting is required of all departments and is subject to audit. (*Ibid.*)

During the period under review, April 1, 2023, through June 30, 2023, the CCC reported 160 units comprised of 1,291 active employees. The pay periods and timesheets reviewed by the CRU are summarized below:

Timesheet Leave Period	Unit Reviewed	No. of Employees	No. of Timesheets Reviewed	No. of Missing Timesheets
April 2023	232	44	44	0
April 2023	237	4	4	0
April 2023	706	13	13	0
May 2023	100	5	5	0
May 2023	271	9	9	0
May 2023	607	7	7	0
May 2023	706	12	12	0
June 2023	436	16	16	0
June 2023	651	9	9	0
June 2023	710	12	12	0
June 2023	833	7	7	0
June 2023	864	12	12	0

<b>SEVERITY: SERIOUS</b>	<b>FINDING NO. 16 DEPARTMENT HAS NOT IMPLEMENTED A MONTHLY INTERNAL AUDIT PROCESS TO VERIFY ALL LEAVE INPUT IS KEYED ACCURATELY AND TIMELY</b>
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**Summary:** The CCC failed to implement a monthly internal audit process to verify all timesheets were keyed accurately and timely and to certify that all leave records have been reviewed and corrected if necessary.

**Criteria:** Each appointing power shall keep complete and accurate time and attendance records for each employee and officer employed within the agency over which it has jurisdiction. (Cal. Code Regs., tit. 2, § 599.665.) Departments are directed to create an audit process to verify all leave input is keyed accurately and timely. (Human Resources Manual Section 2101.) Departments shall identify and record all errors found and shall certify that all leave records for the unit/pay period identified have been reviewed and all leave errors identified have been corrected. (*Ibid.*) Attendance records shall be

corrected by the pay period following the pay period in which the error occurred. (*Ibid.*)

**Severity:** Serious. Departments must document that they reviewed all leave input into their leave accounting system to ensure accuracy and timeliness. Failure to audit leave could put the department at risk of incurring additional costs from the initiation of collection efforts from overpayments, and the risk of liability related to recovering inappropriately credited leave hours and funds.

**Cause:** The CCC states that the noted inaccuracies and delay in making corrections were due to human error and oversight.

**Corrective Action:** The CCC asserts it has taken steps to ensure compliance in this area. Within 90 days of the date of this report, the CCC must submit to the SPB documentation which demonstrates the corrections the department has implemented to ensure that their monthly internal audit process was documented and that all leave input is keyed accurately and timely.

### State Service

The state recognizes two different types of absences while an employee is on pay status, paid or unpaid. The unpaid absences can affect whether a pay period is a qualifying or non-qualifying pay period for state service and leave accruals.

Generally, an employee who has 11 or more working days of service in a monthly pay period shall be considered to have a complete month, a month of service, or continuous service.<sup>19</sup> (Cal. Code Regs., tit. 2, § 599.608.) Full time and fractional employees who work less than 11 working days in a pay period will have a non-qualifying month and will not receive state service or leave accruals for that month.

Hourly or daily rate employees working at a department in which the full-time workweek is 40 hours who earn the equivalent of 160 hours of service in a monthly pay period or accumulated pay periods shall be considered to have a complete month, a month of service, or continuous service. (Cal. Code Regs., tit. 2, § 599.609.)

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<sup>19</sup> Government Code sections 19143, 19849.9, 19856.1, 19858.1, 19859, 19861, 19863.1, and 19997.4 and California Code of Regulations, title 2, sections 599.609, 599.682, 599.683, 599.685, 599.687, 599.737, 599.738, 599.739, 599.740, 599.746, 599.747, 599.776.1, 599.787, 599.791, 599.840 and 599.843 provide further clarification for calculating state time.

For each qualifying monthly pay period, the employee shall be allowed credit for vacation with pay on the first day of the following monthly pay period. (Cal. Code Regs., tit. 2, § 599.608.) When computing months of total state service to determine a change in the monthly credit for vacation with pay, only qualifying monthly pay periods of service before and after breaks in service shall be counted. (Cal. Code Regs., tit. 2, § 599.739.) Portions of non-qualifying monthly pay periods of service shall not be counted nor accumulated. (*Ibid.*) On the first day following a qualifying monthly pay period, excluded employees<sup>20</sup> shall be allowed credit for annual leave with pay. (Cal. Code Regs., tit. 2, § 599.752.)

Permanent intermittent employees also earn leave credits on the pay period following the accumulated accrual of 160 hours worked. Hours worked in excess of 160 hours in a monthly pay period, are not counted or accumulated towards leave credits.

During the period under review, December 1, 2022, through August 31, 2023, the CCC had two employees with non-qualifying pay period transactions. The CRU reviewed the two transactions to ensure compliance with applicable laws, regulations and CalHR policy and guidelines, which are listed below:

Type of Transaction	Time base	No. Reviewed
Non-Qualifying Pay Period	Full Time	2

<b>IN COMPLIANCE</b>	<b>FINDING NO. 17 SERVICE AND LEAVE TRANSACTIONS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES</b>
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The CRU determined that the CCC ensured employees with non-qualifying pay periods did not receive vacation/sick leave, annual leave, and/or state service accruals. The CRU found no deficiencies in this area.

**Policy and Processes**

Nepotism

It is the policy of the State of California to hire, transfer, and promote all employees on the basis of merit and fitness in accordance with civil service statutes, rules and

<sup>20</sup> As identified in Government Code sections 19858.3, subdivisions (a), (b), or (c), or as it applies to employees excluded from the definition of state employee under Government Code section 3513, subdivision (c), or California Code of Regulations, title 2, section 599.752, subdivision (a), and appointees of the Governor as designated by the Department and not subject to section 599.752.1.

regulations. Nepotism is expressly prohibited in the state workplace because it is antithetical to California’s merit based civil service. (Cal. Code Regs., tit. 2, § 87.) (*Ibid.*) All appointing powers shall adopt an anti-nepotism policy that includes the following components: (1) a statement that the appointing power is committed to merit-based hiring and that nepotism is antithetical to a merit-based civil service system; (2) a definition of “nepotism” as an employee’s use of influence or power to hire, transfer, or promote an applicant or employee because of a personal relationship; (3) a definition of “personal relationship” as persons related by blood, adoption, current or former marriage, domestic partnership or cohabitation; (4) a statement that prohibits participation in the selection of an applicant for employment by anyone who has a personal relationship with the applicant, as defined in section 83.6; (5) a statement that prohibits the direct or first-line supervision of an employee with whom the supervisor has a personal relationship, as defined in section 83.6; (6) a process for addressing issues of direct supervision when personal relationships between employees exist. (*Ibid.*)

<b>IN COMPLIANCE</b>	<b>FINDING NO. 18 NEPOTISM POLICY COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES</b>
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The CRU verified that the policy was disseminated to all staff and emphasized the CCC’s commitment to the state policy of hiring, transferring, and promoting employees on the basis of merit. Additionally, the CCC’s nepotism policy was comprised of specific and sufficient components intended to prevent favoritism, or bias, based on a personal relationship from unduly influencing employment decisions.

Workers’ Compensation

Employers shall provide to every new employee, either at the time of hire or by the end of the first pay period, written notice concerning the rights, benefits, and obligations under workers’ compensation law. (Cal. Code Regs., tit. 8, § 9880, subd. (a).) This notice shall include the right to predesignate their personal physician or medical group; a form that the employee may use as an optional method for notifying the employer of the name of employee’s “personal physician,” as defined by Labor Code section 4600. (Cal. Code Regs., tit. 8, § 9880, subd. (c)(7) & (8).) Additionally, within one working day of receiving notice or knowledge that the employee has suffered a work-related injury or illness, employers shall provide a claim form and notice of potential eligibility for benefits to the injured employee. (Labor Code, § 5401, subd. (a).)

Public employers may choose to extend workers' compensation coverage to volunteers that perform services for the organization. (Human Resources Manual Section 1415.)

Workers' compensation coverage is not mandatory for volunteers as it is for employees. (*Ibid.*) This is specific to the legally uninsured state departments participating in the Master Agreement. (*Ibid.*) Departments with an insurance policy for workers' compensation coverage should contact their State Compensation Insurance Fund (State Fund) office to discuss the status of volunteers. (*Ibid.*) In this case, the CCC did not employ volunteers during the compliance review period.

<b>IN COMPLIANCE</b>	<b>FINDING NO. 19 WORKERS' COMPENSATION PROCESS COMPLIED WITH CIVIL SERVICE LAWS, BOARD RULES, AND/OR CALHR POLICIES AND GUIDELINES</b>
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The CRU verified that the CCC provides notice to their employees to inform them of their rights and responsibilities under California's Workers' Compensation Law. Furthermore, the CRU verified that when the CCC received workers' compensation claims, they properly provided claim forms within one working day of notice or knowledge of injury.

Performance Appraisals

According to Government Code section 19992.2, subdivision (a), appointing powers must "prepare performance reports." Furthermore, California Code of Regulations, title 2, section 599.798, directs supervisors to conduct written performance appraisals and discuss overall work performance with permanent employees at least once in each twelve calendar months after the completion of the employee's probationary period.

The CRU selected 64 permanent CCC employees to ensure that the department was conducting performance appraisals on an annual basis in accordance with applicable laws, regulations, policies and guidelines.

<b>SEVERITY: SERIOUS</b>	<b>FINDING NO. 20 PERFORMANCE APPRAISALS WERE NOT PROVIDED TO ALL EMPLOYEES</b>
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**Summary:** The CCC did not provide annual performance appraisals to 18 of 64 employees reviewed after the completion of the employee's probationary period. This is the second consecutive time this has been a finding for the CCC.

**Criteria:** Appointing powers shall prepare performance reports and keep them on file as prescribed by department rule. (Gov. Code, § 19992.2, subd. (a).) Each supervisor, as designated by the appointing power, shall make an appraisal in writing and shall discuss with the

employee overall work performance at least once in each twelve calendar months following the end of the employee's probationary period. (Cal. Code Regs., tit. 2, § 599.798.)

**Severity:** Serious. The department does not ensure that all employees are apprised of work performance issues and/or goals in a systematic manner.

**Cause:** The CCC states that despite its' best efforts, some supervisors and their subordinate staff did not act and complete performance appraisals timely.

**Corrective Action:** The CCC asserts it has taken steps to ensure compliance in this area. Within 90 days of the date of this report, the CCC must submit to the SPB documentation which demonstrates the corrections the department has implemented to ensure conformity with Government Code section 19992.2 and California Code of Regulations, title 2, section 599.798.

### **DEPARTMENTAL RESPONSE**

The CCC's departmental response is attached as Attachment 1.

### **SPB REPLY**

Based upon the CCC's written response, the CCC will comply with the corrective actions specified in these report findings. Within 90 days of the date of this report, a written corrective action response including documentation demonstrating implementation of the corrective actions specified must be submitted to the CRU.



February 26, 2024

Ms. Suzanne M. Ambrose, Executive Officer  
State Personnel Board  
801 Capitol Mall, Suite 1200  
Sacramento, CA 95814

Dear Ms. Ambrose,

The California Conservation Corps (CCC) is in receipt of, and appreciates the interactive opportunity to discuss, the draft State Personnel Board (SPB) Compliance Review Report. The Department recognizes the importance of evaluations to ensure personnel practices are properly applied and adhered to in accordance with civil service laws, rules, and regulations.

The CCC acknowledges the findings in the February 2024 SPB Compliance Review Report. Detailed below are the out-of-compliance findings along with the CCC’s cause and corrective measures that have or will be applied.

1. FINDING NO. 4 – Unions Were Not Notified of Personal Services Contracts (PSC).

Department Response: Management of Human Resources and Business Services experienced turnover between 2021-2022 and there was no transfer of knowledge related to the requirement to notify unions of Personal Services Contracts. As a result of the SPB Audit, the Human Resources (HR) Director and Business Services Manager met and developed an internal process whereby the step of notifying the Unions was added to the PSC checklist. The HR Director is cc’d on the email notifications, which are then saved to the contract files. The process was implemented by management on January 24, 2024.

2. FINDING NO. 5 – Ethics Training Was Not Provided for All Filers.

Department Response: The CCC acknowledges the Compliance Review’s finding in this situation. During the period reviewed, the CCC did offer Ethics Training to all filers. However, not all staff completed their training timely nor did their supervisors ensure that their subordinates completed their assigned training timely. Ethics training is assigned through Learning Management Software (LMS), which tracks all mandated training. The LMS provides automated



messages to remind staff when mandatory training is due along with a portal for staff to sign into their account and view their training records as well as upcoming mandated training and due dates. The CCC continues to see the value in utilizing the LMS as required training notifications are automatically generated along with follow-up emails to staff and supervisors. Since the implementation of the LMS we have realized an overall increase in completion of training. The CCC values the importance of filers being aware of prohibitions related to their official position and influence.

The HR Director will propose to the Executive Team that timely completion of all mandated training (Ethics, Leadership, Supervisory, SHP, etc.) be included as a department Performance Measure for the 24/25 FY. The CCC will continue to issue statements in the monthly HR Bulletin and other written communication tools to remind employees and supervisors of the importance of continued compliance.

3. FINDING NO. 6 – Supervisory Training Was Not Provided for All Supervisors, Managers, and CEAs.

Department Response: The CCC acknowledges the Compliance Review’s finding in this situation. During the period reviewed, there was one Manager who completed their training one month late and another Supervisor who started their training late with a projected completion date in February 2024. These two staff did not complete their training timely nor did their supervisors ensure that their subordinates completed their assigned training timely. The respective supervisors and unit Managers have been made aware of the importance of all mandatory training to be taken and completed timely.

Like other mandatory training, Supervisory training is assigned through Learning Management Software (LMS), which tracks all training. The LMS provides automated messages to remind staff when mandatory training is due along with a portal for staff to sign into their account and view their training records as well as upcoming mandated training and due dates. The CCC continues to see the value in utilizing the LMS as required training notifications are automatically generated along with follow-up emails to staff and supervisors. Since the implementation of the LMS we have realized an overall increase in timely completion of training. The CCC values the importance of Supervisory Training so that we may develop successful leaders.

The HR Director will propose to the Executive Team that timely completion of all mandated training (Ethics, Leadership, Supervisory, SHP, etc.) be included as a department Performance Measure for the 24/25 FY. The CCC will continue to issue statements in the monthly HR Bulletin and other written communication tools to remind employees and supervisors of the importance of continued compliance.



4. FINDING NO. 7 – Sexual Harassment Prevention Training Was Not Provided for All Employees (Supervisory and Non-Supervisory).

Department Response: The CCC acknowledges the Compliance Review's finding in this situation. During the period reviewed, the CCC did offer Sexual Harassment Prevention Training to all employees (Supervisory and Non-Supervisory). However, not all staff completed their training timely nor did their supervisors ensure that their subordinates completed their assigned training timely. The respective supervisors and unit Managers have been made aware of the importance of all mandatory training to be taken and completed timely.

Like other mandatory training, Sexual Harassment training is assigned through Learning Management Software (LMS), which tracks all training. The LMS provides automated messages to remind staff when mandatory training is due along with a portal for staff to sign into their account and view their training records as well as upcoming mandated training and due dates. The CCC continues to see the value in utilizing the LMS as required training notifications are automatically generated along with follow-up emails to staff and supervisors. Since the implementation of the LMS we have realized an overall increase in timely completion of training. The CCC values the importance of Supervisory Training so that we may develop successful leaders.

The HR Director will propose to the Executive Team that timely completion of all mandated training (Ethics, Leadership, Supervisory, SHP, etc.) be included as a department Performance Measure for the 24/25 FY. The CCC will continue to issue statements in the monthly HR Bulletin and other written communication tools to remind employees and supervisors of the importance of compliance.

5. FINDING NO. 9 – Alternate Range Movements Did Not Comply with Civil Service Laws, Rules, and CalHR Policies and Guidelines.

Department Response: The CCC recognizes the error that was made and has corrected the alternate range movement according to SPB guidance and following the applicable alternate range criteria. The Pay & Benefits Manager or their designee will double check all Alt Range Movement transactions for accuracy and to ensure that all applicable Civil Service Laws, Rules, and CalHR Policies and Guidelines are followed.

6. FINDING NO. 16 – The Department Has Not Implemented a Monthly Internal Audit Process to Verify All Leave Input is Keyed Accurately and Timely.

Department Response: The CCC acknowledges the Compliance Review's findings in this situation. The period reviewed is April 1, 2023, through June 30, 2023. This was a time of transition within the Transactions Unit. Just prior, the Pay and Benefits Manager returned from an extended leave and the OOC Manager (Personnel Supervisor 1) who had filled the role in their absence immediately left the department. Additionally, one Personnel Specialist went out on medical leave, another seasoned PS retired, and three brand new Personnel

Specialists were hired with zero Transactions experience (the remaining Personnel Supervisor 1 had to focus on training the new staff). The CCC was also actively working to finalize the development and implementation of the TEMPO Timekeeping System.

Transactions do have a monthly internal audit process whereby the Pay and Benefits Manager or their designee reviews and signs off to verify all leave input is keyed accurately and/or corrected timely. Also, staff are encouraged to slow down and reach for 100% accuracy; however, time constraints tend to take precedence.

In June 2023, the CCC went live with the TEMPO Timekeeping System, so time and leave are captured electronically (with some exceptions). Although we are still learning the ins and outs of the TEMPO system and adjusting our related practices, the Personnel Specialists and Personnel Supervisors now have better tools to utilize in the accurate and timely reporting of leave (whether via electronic submission or keying by hand). Additionally, the TEMPO system has a report feature that allows us to audit time and leave usage more easily.

The noted inaccuracies and delay in making corrections were made honestly – human error and oversight, and as the result of the SPB audit, corrected honestly. The SPB audit was helpful in that it highlighted for the new HR Director all that the Transactions staff are responsible for, which translated to the addition of two new Personnel Specialists positions to assist with the large and complex workload as well as continued process improvements. We hope to add a few more PS positions over the next 2-3 years. Traditionally, Personnel Specialists have 200-250 on their rosters. The CCC Personnel Specialists have 300-450 on their roster due to our non-civil service Corpsmember population, which also adds to the workload and complexity.

7. FINDING NO. 20 – Performance Appraisals Were Not Provided Timely to All Employees

Department Response: The CCC acknowledges the Compliance Review's findings that several Performance Appraisals were not provided timely to all employees. The CCC conducts annual performance appraisals on a calendar year model (with employees being rated on their performance for the period of January 1 – December 31 of the previous calendar year). This is based on CCR 599.798<sup>1</sup> and our understanding that departments can choose the mechanism under which this annual appraisal occurs. For example, it's our understanding that the following frequencies are currently used by other State departments:

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<sup>1</sup> CCR 599.798 states: Each supervisor, as designated by the appointing power, shall make an appraisal in writing and shall discuss with the employee overall work performance *at least once in each twelve calendar months* following the end of the employee's probationary period... (emphasis added).

fiscal year, calendar year, and the birth month of the employee. In January of each year, Human Resources sends out a memo to notify all supervisors and managers of the requirement to complete and submit annual performance appraisals for their staff. The due date is typically set for the first business day in April. HR sends email reminders in February and March. Additionally, HR utilizes a communication tool referred to as the HR Monthly to notify and remind staff of pending due dates like the performance appraisals. Following the initial deadline, HR sends several reports over the next month or two, to second-level managers to inform them of supervisors who have not submitted appraisals for their staff. In addition to continuing our current practice of the annual announcement, HR Monthly reminders, email reminders, and reports to managers, the CCC HR Office included stronger language in the annual announcement regarding the importance of performance appraisals and that it is reviewed during audits. Reporting has been added indicating the percentage of compliance by unit to the Admin Deputy Director which is shared weekly with the Executive Team.

Despite the efforts mentioned above, some supervisors still failed to provide timely performance appraisals to their subordinates.

The HR Director will propose that timely completion of Performance Appraisals and IDPs be added as a department Performance Measure for the 24/25 FY. We are also implementing reminders through the department LMS (also doing this for Probationary Reports as well).

Additionally, this year (January/February 2024), HR held meetings with Region 1, Region 2, Region 3, and HQ Management/Supervisory staff to review the mandated probationary and performance appraisal processes and share best practices for timely completion.

Thank you again for the opportunity to discuss and respond to the Draft Compliance Review Report. If you have any questions, please contact Summer Kincaid, Human Resources Director at (916) 341-3222 or by email at [Summer.Kincaid@ccc.ca.gov](mailto:Summer.Kincaid@ccc.ca.gov).

Sincerely,

*Tabatha Chavez*

Tabatha Chavez, Deputy Director of Administration  
California Conservation Corps