

Workforce Solutions Guidebook



Right People.

Right Skills.

Right Job.

Right Time.

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I. Introduction

This booklet provides descriptions of possible solutions to workforce risk. Identify one or more of the solutions in section II to apply in response to workforce risks identified through the Environmental Scan and SWOT Analysis and summarized on the DRAW form. Appropriate solutions will vary depending on the situation. The Human Resources Division may assist with recommendations, if necessary.

Managers will find value in gaining familiarity with these options as workforce risks will continue to evolve in a changing business environment.

II. Workforce Solutions

Desk Procedures or Job Aides

Desk Procedures or Job Aides are formal, documented written and/or electronic versions of the steps required to complete a task or process for a specific function.

- Desk procedures should be in place for any task/process that is consistently completed in any position, especially if there is only one person who has the knowledge/expertise.
- The person who currently performs or is the most knowledgeable on this task/process should be assigned the task of documenting the task/process in a comprehensive manner.
- Factors to consider include: Has the task/process changed, or do you anticipate that it will be changing soon? How frequently will the task/process need to be revised/updated?

Cross Training

Cross-training involves training staff to perform processes and/or procedures that typically fall under the responsibility of another staff member or position within the Unit.

- Cross training is used to broaden staff knowledge of other functions in a Unit; to prepare staff for career advancement; to cross-train members of a team to ensure that all functions within the Unit can be carried out in the event of an absence.
- This would typically be a specified number of hours per week for a term agreed upon by the staff, supervisors, and managers. This requires coordination, but is beneficial for staff development, prepares staff for a Training and Development assignment, and boosts employee morale.
- Factors to consider include: Current workload; which positions require the same or similar competencies and can therefore act as back-up to each other; whether the employee has passed probation; staff capabilities.
- Cross Training requires Director approval and coordination between the Division Deputy Director and the Human Resources Division.

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Limited Term Appointment

A limited term appointment is one in which a candidate is hired from a certification list to fill a position on a temporary basis, typically for a period of 12 months. Limited term appointments can be terminated by the employee or the Department at any time.

- A limited term appointment is often used to fill critical positions when staff are on leave, there is a need to introduce a new or temporary function, and/or when the need for the position on a permanent basis is not clear.
- Contact the Human Resources Division for details on Limited Term Appointments.
- Factors to consider include: budget, workload, required competencies, etc.
- A limited term appointment requires Director approval and coordination between the Division Deputy Director and the Human Resources Division.

Job Shadowing

Job shadowing involves observing another employee for an agreed-upon period of time in order to learn how aspects of that job are performed. A considerable amount of planning should take place prior to the job shadow to ensure the time is spent on tasks/processes that increase employee's understanding of the position.

- Job shadowing is often used in instances where employees have expressed desire to transfer or promote into a different classification or the same classification but in a different unit. This broadens the employee's skill base and assists with career development by having the participant observe, ask questions and gain hands-on experience in the job.
- Job shadowing opportunities can be worked out and documented within the same branch, or across programs, and should be coordinated and documented by management.
- Factors to consider include: current workload, the skills and competence of the employee who is being shadowed, and how the effectiveness of the job shadow will be evaluated.
- Job shadowing requires Director approval and coordination between the Division Deputy Director and the Human Resources Division.

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Reorganization

Reorganization is restructuring Division operations to better meet operational needs.

- Reorganization is most frequently implemented when the needs of a Division require the consolidation of functions, or when a special project requires the redirection of staff from other units within the Division.
- Reorganization requires Director approval and coordination between the Division Deputy Director and the Human Resources Division.
- Factors to consider include: Will reorganization resolve the current business issue in the long-term? Is the reorganization in keeping with strategic goals of the department or vision? If positions are being redirected, what is the impact of the employees?

Redirect

A redirection is the movement of a position from one Unit to another Unit or one Division to a different Division.

- A redirect may be necessary to fill the business needs of the Unit, Division or Department.
- This type of movement needs to be initiated and approved at the Deputy Director level.
- Factors to consider include: Consider current staffing levels, the Division's current budget, whether there is space for this type of movement, the geographic relocation of positions and employee morale.

Recruitment

Recruitment is the process of soliciting applications to fill a vacant position.

- Recruitment is a proper channel to use when a position is vacant.
- Human Resources is responsible for posting and advertising vacancies. To ensure an adequate candidate pool, the duties of the position must be clearly defined, and the position must be marketed in arenas where qualified applicants are likely to see the job bulletin. Make sure to have a thorough and current listing of the duties and functions performed by the position, and identify which specific competencies are needed to successfully perform the job functions. These functions and competencies should also support the position's duty statement.
- Factors to consider include: Is the duty statement for this position up to date? Should this position be downgraded for recruitment purposes? Where are candidates with the required competencies likely to be found?
- Recruitment requires Director approval and coordination between the Division Deputy Director and the Human Resources Division.

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Individual Development Plan (IDP) Process

The IDP process is an annual process in which employee performance is evaluated and specific job performance goals are identified for each employee. The Individual Development Plan (IDP) creates a development plan to achieve those goals. It also captures possible opportunities for career development.

- This process is documented on the Standard State Form 637. This is an opportunity to encourage development in areas in which staff may need improvement as it pertains to the performance of their job. This will help to ensure that employees have the tools needed in order to succeed.
- The IDP form can be found on CLIC and should be completed annually during the months of June-July.
- Factors to consider include: the employee's job performance during the evaluation period, opportunities for development, the business goals and objectives of the organization.

Reclassification

A classification change occurs when a position is reclassified from one classification to another classification that more appropriately describes the duties.

- When the duties in a position are not appropriately described in the current position classification.
- Reclassifying a position requires the consultation and approval of your assigned Classification and Pay Analyst, the completion of a Request for Personnel Action (RPA) and additional documentation. Contact your Classification and Pay analyst in the Human Resources Division for more information.
- Factors to consider include: Can the issue be resolved by shifting duties amongst positions within the unit?

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Recognition

Recognition is the acknowledgement of the contributions or efforts of a member of the workforce.

- Recognition should always be of a part of the work environment; however, it is especially important to use recognition in situations where morale is low or employee efforts are not recognized by customers.
- Recognition can be formal or informal and can be as simple as saying “thank you” to an employee for a job well done or a positive attitude. The Lottery administers several recognition programs (Superior Accomplishment Award, 25 Year State Service Award Lottery Service Award, and Employee Suggestion Program).
- Factors to consider include: What type of recognition would commensurate with the employee’s effort? What tools are available to facilitate recognition? Does the current budget support this? Is the employee performing at a level that is above and beyond expected?

Online Exams

An online exam is an internet-based state examination for a classification, the completion of which results in a pool of candidates eligible for hire.

- When the department has identified that there is need for continuous recruitment to staff a particular classification, an online examination can be used to increase the candidate pool and ensure a continuous flow of applicants. This would be beneficial for positions where there is a high vacancy rate, a low number of applicants, or a low number of people with list eligibility.
- The Human Resources Division is responsible for the coordination and development of online examinations. If your Division recognizes a need for an online examination in a specific classification, contact Human Resources at (916) 822-8158 for next steps.
- Factors to consider include: Does the classification currently have an online exam? What is the cost for examination development and maintenance? Can the basic competencies required in the classification be assessed via an online examination?

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Mentoring

Mentoring is a professional relationship in which an experienced employee (“mentor”) assists another employee (“mentee”) in developing specific skills and knowledge to enhance the mentored employee’s professional growth.

- Mentoring should be used when the needs of the organization requires an employee’s skill set to be further developed.
- Mentoring can be either a formal assignment agreed to in writing or, an informal process with the approval of both employees’ supervisors.
- Factors to consider include: In which specific areas does the employee need mentoring? Which staff member is most appropriate to act as a mentor? How long will the mentoring be conducted, and how will it be documented? Is the employee on probation? Have there been any performance issues?

Training

Training is organized activity aimed at imparting information and/or knowledge to improve the recipient’s performance and to help him or her attain a required level of knowledge or skill.

- Training is essential when new processes or tasks are being introduced, when new or existing staff require further development, and/or to introduce leadership competencies.
- The Training Unit is responsible for providing training alternatives and suggestions based on your specific needs. Contact the Training Unit at (916) 822-8170 for assistance.
- Factors to consider include: How much money is available in your Division’s training budget? Is the employee on probation? Have there been any performance issues? Is there more than one staff member who needs this training?

Upward Mobility Program (UMP)

State law requires each department to establish an effective Upward Mobility Program for employees in designated classifications. The upward mobility plan allows employees in UMP designated classifications to develop their qualifications in order to be competitive with non-state job applicants for entry into technical, professional and administrative classifications.

- The Upward Mobility Program is valuable when an employee in a classification designated as an UMP classification has either expressed an interest in furthering their career with the department, or performs at a skill level above their classification. This may enable an employee to take a lead role within your unit or acquire new skills to complete more complex tasks.
- Contact the Equal Employment Opportunity Coordinator to find out what UMP resources are currently available.

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- Factors to consider include: The Upward Mobility Program is available only to employees in the following classifications:

- Custodian and Domestic Services:

- Custodian
 - Custodian Supervisor II
 - Lead Custodian

- Mechanical and Construction Trades:

- Maintenance Mechanic
 - Materials and Stores Specialist
 - Materials and Stores Supervisor
 - Office Building Manager I
 - Stationary Engineer
 - Warehouse Manager I
 - Warehouse Worker

- Office and Allied:

- Accounting Technician
 - Digital Print Operator I
 - Executive Secretary I
 - Executive Secretary II
 - Key Data Operator
 - Office Assistant (General)
 - Office Assistant (Typing)
 - Office Services Supervisor I
 - Office Technician (General)
 - Office Technician (Typing)
 - Program Technician
 - Program Technician II
 - Program Technician III
 - Property Controller I
 - Property Controller II
 - Supervising Program Technician II
 - Supervising Program Technician III

III. Resources

- Workforce Planning Toolkit
- Environmental Scan
- SWOT Analysis Form
- Division Risk Assessment (DRAW) Form
- Human Resources Assignments & Contacts List

Contact Information

Human Resources

Main Line (916) 822-8158

Training Unit

General Inquiries (916) 822-8170

training@calottery.com

California State Lottery
Workforce & Succession Planning