

Civil Service Reform

Implementing the
Personnel System Reform Act of 2002

Public Sector Performance Conference
October 18, 2004

Civil Service Reform

- κ Creates a modern HR system that fosters a performance-based culture in state government
- κ Rules apply fully to classified employees not in bargaining units
- κ Provisions of collective bargaining agreements supercede the rules







Individual Performance Management Tools & Resources

- κ Employers must develop policies, procedures
- κ DOP will provide guidance, training and tools
- κ New Performance and Development Plan (PDP) replaces old evaluation forms
 - Puts more emphasis on establishing performance expectations – key results and competencies
 - Available now on the DOP Web site

Performance Management Confirmation (PMC)

- ⌘ PMC is required if an organization plans to use performance as a factor in pay or layoff.
- ⌘ PMC verifies the organization has a performance management system in place.
- ⌘ PMC establishes accountability for performance management with managers, supervisors and employees.

Performance Management Confirmation Process

- κ Organization must develop a plan that satisfies 10 confirmation criteria
 - Focus is on commitment, accountability and completeness of program
- κ Plan is reviewed by DOP and must be approved by Director of DOP
- κ DOP will provide guidance and tools to assist organizations to develop plan and obtain confirmation

Integrated Competency-Based HR System

- ⌘ Competencies are those measurable or observable knowledge, skills, abilities and other behaviors critical to success in a key job role or function.
- ⌘ They encompass more familiar “KSAs” (knowledge, skills and abilities), but are more powerful – emphasizing ability to produce an expected outcome.
- ⌘ Could be a set of related KSAs that work together to produce key outcomes.

Integrated Use of Competencies



Flexible Classification Structure

- κ Consolidating 2,400 current job classes into broad occupational categories over a five-year period
- κ More focus on key competencies and responsibilities of specific positions
- κ Provide flexibility to adapt to changing technology and economic, workforce, citizen, and organizational needs

Compensation

- κ Provide more options and flexibility:
 - Salary adjustments within range to address recruitment and retention issues
 - Assignment pay (above top step) for special skills, assigned duties and unique circumstances
 - Regular progression increases may be adjusted based on nature of work or training

Salary Adjustments

Requiring Performance Management Certification

- ⌘ Progression increases may be accelerated or deferred based on performance
- ⌘ Performance Recognition Pay may be granted on lump sum basis for outstanding accomplishments or achievement of predefined work goals

Salary Premium

to address recruitment, retention or competitive market conditions

- ⌘ Local authority granted to employers for up to 15% increases for individual positions (may exceed top step)
- ⌘ Department of Personnel Director must approve salary premiums for groups

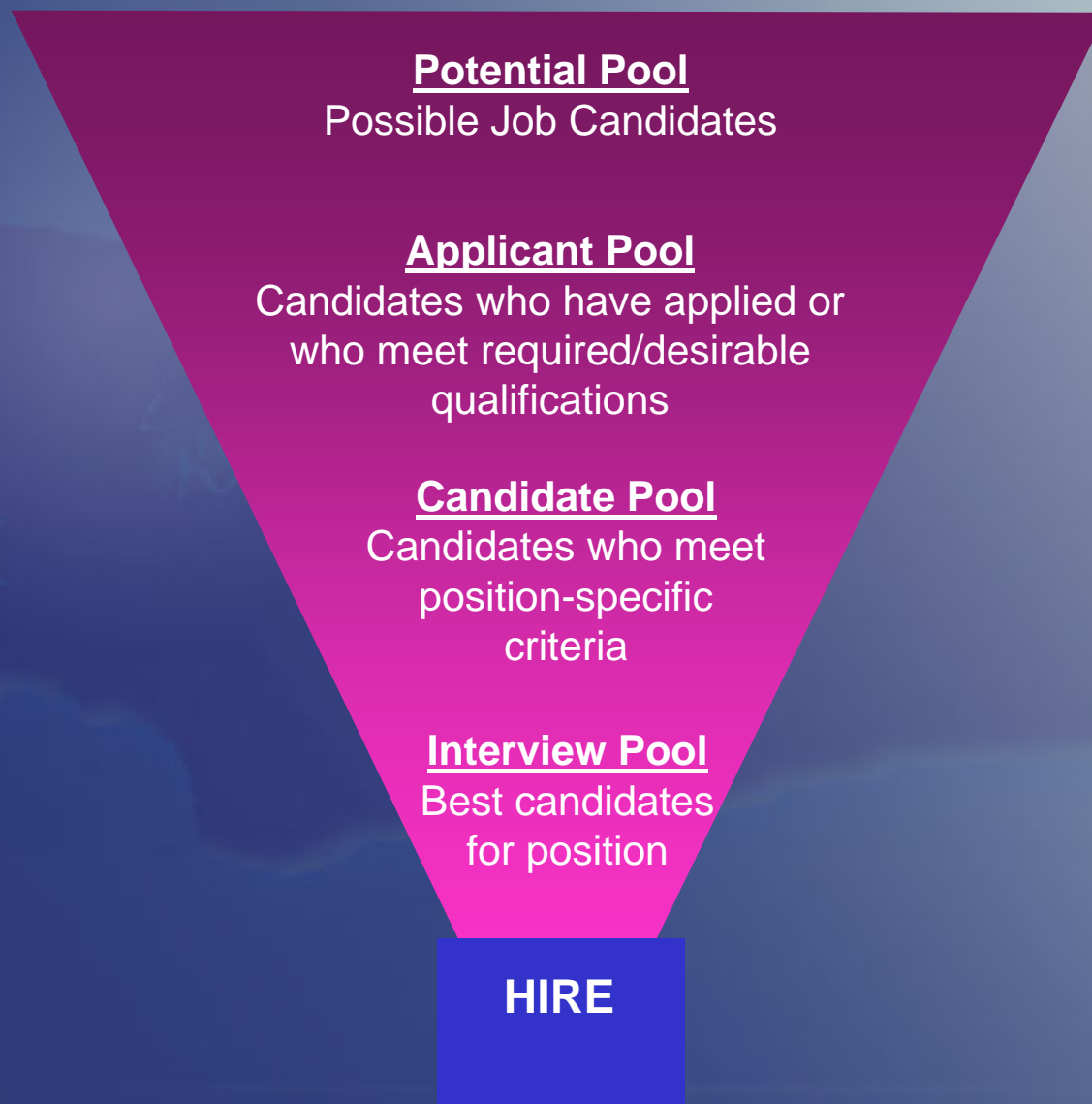
Flexible, Position-Based Recruitment & Selection

- κ May use DOP's online application/
screening process or decentralized
processes
- κ Candidate screening based on position
needs, not job class
- κ Use of desirable qualifications, except
when required by law
- κ Testing related to position; administered
to qualified pool of candidates

Flexible, Position-Based Recruitment & Selection

- κ Candidate pool an unranked list (except for RIF pools)
- κ Employer can choose whether/how to use promotional preference
- κ Candidate certification decentralized to employer
- κ Employer chooses how many names to certify (no central “rule of #”)

Recruitment Funnel



Changes to RIF

- ⌘ In addition to seniority, performance and competencies may factor into layoff decisions
- ⌘ Employees must meet position-specific requirements of layoff options
- ⌘ All RIF names, plus promotional names, will go to hiring manager
- ⌘ Employer may require review period for RIF appointee

Where We Are Now

- ⌘ Majority of new civil service rules were adopted July 29, 2004 to be effective July 1, 2005.
- ⌘ Leave and WMS rules are being drafted now.
- ⌘ First group of occupational categories has been adopted.
- ⌘ Working with Labor Relations Office on integrated implementation of rules and collective bargaining agreements.

Where to Get More Information

- κ Washington Works Web site:
<http://washingtonworks.wa.gov>
- κ Civil Service Reform site:
<http://hr.dop.wa.gov/hrreform>
- κ HR2005 listserv (link at top of Civil Service Reform page)
- κ Your HR manager
- κ Your agency's Change Agent or deployment team