

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 10/20)

Fiscal Year 2021-22	Business Unit 4120	Department Emergency Medical Services Authority	Priority No. 3
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Budget Request Name 4120-032-BCP-2021-MR	Program 3820 – Emergency Medical Services Authority	Subprogram Human Resources Unit
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Budget Request Description

Human Resources Workload Support

Budget Request Summary

The Emergency Medical Services Authority (EMSA) is requesting \$851,000 General Fund and 5 permanent positions in 2021-22, reducing to \$530,000 General Fund ongoing beginning in 2024-25, to address mission critical workload associated with increased Human Resources (HR) workload, emergency preparedness personnel services, and to establish the Human Resources Division within EMSA.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed
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Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
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For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. _____ **Project Approval Document:** _____
Approval Date: _____

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Vickiann Tapia	Date 2/4/2021	Reviewed By Rick Trussell	Date 2/4/2021
Department Director Dave Duncan.	Date 5/7/21.	Agency Secretary Julie Souliere for Mark Ghaly MD, MPH	Date 5/7/21.

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE Dept. of Technology

PPBA Steven Pavlov	Date submitted to the Legislature 5/18/2021
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A. Budget Request Summary

The Emergency Medical Services Authority (EMSA) is requesting \$851,000 General Fund and 5 permanent positions in 2021-22, reducing to \$530,000 General Fund ongoing beginning in 2024-25, to address mission critical workload associated with increased Human Resources (HR) workload, emergency preparedness personnel services, and to establish the Human Resources Division within EMSA.

The requested resources include five 5 permanent positions with three 3 of the requested positions having only three-year temporary funding. Over the next two years EMSA will analyze and evaluate whether the HR staffing levels and the distribution of staff are sufficient to address the increased HR workload and emergency preparedness personnel HR activities.

B. Background/History

In California, day-to-day Emergency Medical Services (EMS) system management is the responsibility of the local and regional EMS agencies. It is principally through these agencies that EMSA works to promote quality EMS services statewide. The EMSA staff also work closely with many local, state, and federal agencies and private enterprises with emergency and/or disaster medical services roles and responsibilities.

EMSA is charged with providing leadership in developing and implementing Emergency Medical Services (EMS) systems throughout California and setting standards for the training and scope of practice of various levels of EMS personnel. The EMSA also has responsibility for promoting disaster medical preparedness throughout the state, and, when required, coordinating, and supporting the state's medical response to major disasters. Emergency and disaster medical services in California are rooted in the skills and commitment of the first responders, EMTs, nurses, physicians, and administrators who deliver care to the public and operate the system. For high quality services to be delivered with high efficiency, all aspects of EMS systems must work together, mutually reinforcing and supporting each other for the benefit of the patient. The California EMSA, through standard setting, consensus building, and leadership, plays a central role in improving the quality of emergency medical services available for all Californians.

EMSA non-emergency staffing levels as of January 1, 2021 include 79 permanent positions, as well as 17 temporary blanket and retired annuitant positions for a total of 96 positions. EMSA's HR Unit currently consists of one Staff Services Manager (SSM) I Specialist, an Office Technician (OT), and two retired annuitants (RA) who currently support the department's workforce during normal operations and emergency response missions.

During a State emergency, such as during wildfire season or a pandemic, EMSA's staffing levels will also increase dramatically depending on the level of medical response needed which will also require HR support services. During the COVID-19 pandemic EMSA has hired and deployed 1,280 new employees (622 California Health Corps members and 658 California Medical Assistance Team Members) through the emergency hiring process. These emergency hires have been deployed to field medical sites, alternate care sites, skilled nursing facilities, hospitals, and other locations throughout the State to provide both medical and logistical support.

The Department of General Services (DGS) Office of Human Resources (OHR) through an interagency agreement provides personnel services to EMSA. These personnel services include the following:

1. Processing appointments, promotions, transfers, and other changes affecting employee status.
2. Audit the Monthly Retroactivity Report from the State Controller's Office.
3. Respond to employment verification requests.
4. Provide payroll related services.
5. Process new requests and modifications to employee benefit packages.
6. Provide California Leave Accounting System related services as a client entity covered in the DGS contract with SCO.

As part of EMSA's HR responsibilities, the department performs the following functions:

1. Prepares training request forms for all EMSA employees.
2. Schedules ergonomic evaluation request for EMSA employees and process necessary equipment requests for purchases.
3. Gathers necessary Worker's Compensation forms and submits to affected employee; submits documentation to State Compensation Insurance Fund (SCIF) and provides copies of completed documents to DGS for processing into SCO.
4. Process DMV notices and provided to respective program area.
5. Provide health benefit information received from DGS to EMSA employees and gather necessary documentation for submission to DGS for processing.
6. Gather necessary documentation for separations, retirements, and transfers and provide to DGS for processing.
7. Request, gather, and process recruitment, retired annuitant, and emergency hiring packages for DGS processing.
8. Onboard new employee packages (permanent/temporary staff).

In recent years, EMSA staff has grown and workloads administered by the HR unit have increased in both number and duration of tasks as well as increased complexity of tasks, processes, and procedures. Current HR staffing levels are insufficient to maintain necessary and mandated processes on a timely basis to ensure that EMSA can hire staff when needed, address staff personnel issues timely and ensure that EMSA follows the statutes and policies governing HR processes. Over the last five years, EMSA has increased temporary help for HR functions and while that has reduced some impacts, this is not a sustainable solution. When an inadequate number of staff perform HR functions, negative business impacts result including untimely actions jeopardizing due process, failure to meet mandated actions, and increased litigation risks for the state.

EMSA Workload History

Workload Measure	PY - 4 2015-16	PY - 3 2016-17	PY - 2 2017-18	PY - 1 2018-19	PY 2019-20	CY 2020-21
Training Request Forms	No data Available	No data Available	No data Available	96	172	53
Ergonomic Evaluations Requested	No data Available	No data Available	No data Available	12	10	4
Health & Safety (Worker's Compensation Reports/Claims, FMLA/CFRA, NDI/SDI, EDD, Catastrophic Leave, Reasonable Accommodation, Ergonomic Evaluation)	No data Available	No data Available	No data Available	69	131	360
Mail (DMV Pull Notices, Hard copy recruitment applications for distribution)	No data Available	No data Available	No data Available	142	148	1290
Health Benefits Administration Enrollment/changes (open enrollment, qualifying event, new employees, dependent reverification, group/legal open enrollment, annual sick/vacation election)	No data Available	No data Available	No data Available	39	38	43
Separations (transfers, resignations, retirements)	8	7	4	11	73	19

Request for Personnel Action packages (recruitment, emergency hires, retired annuitants)	29	28	29	153	571	483
Employee Accounts Receivable	No data Available	No data Available	No data Available	53	181	88
New employee hiring documents, policies, and procedures	29	19	15	15	1242	782
Administrative Operations Manual (update Policies & Procedures)	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need
Counsel & Train managers on HR topics	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need
Special Projects	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need
Telework Coordination	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need
Employee Performance Reviews	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need
Employee Development	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need
Employee Cross Training	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need	Unmet Need

C. State Level Consideration

California state government operates under laws and regulations governing HR practices. EMSA currently lacks internal expertise in matters that require timely attention such as employee rights, benefits, labor laws, and bargaining unit agreements to protect all employees and the department. EMSA does not employ permanent staff with the expertise to ensure that the department remains compliant with HR requirements.

This proposal will also reduce the cost of overtime currently worked by the HR Unit staff resulting in better work-life balance and reduced temporary help salaries for the RAs. Providing additional support for the HR division will increase the efficiency and availability of HR services provided to EMSA staff and management.

EMSA’s central and highly visible role in medical disaster response requires quick decisions and decisive actions that have broad impact on California’s population. To ensure these actions and decisions do not fall afoul of EMSA’s legal requirement to its staff and emergency hires, EMSA requires an HR division commensurate with the department’s mission.

D. Justification

Providing HR support functions in any state department is a huge undertaking and extremely challenging. While EMSA is a small department, the HR Unit is still tasked with providing the same state process/program and legal requirements as any other state agency.

Historically EMSA has combined Administrative and Human Resource functions within a single division. While this combined responsibility might be manageable for an organization with more stable and predictable workloads, EMSA is unique in that the department manages programs encompassing routine activities, with another, Disaster Medical Services, whose disaster response activities may at any time expand rapidly which can require EMSA to hire large numbers of emergency staff. This can result in other divisions’ programs reducing or suspending activities and re-directing both front-line and management staff to HR functions. Concurrent with these dramatic shifts in EMSA’s focus, is a need to recruit, onboard, and manage additional personnel in preparation for future emergency response deployments. The number of

these emergency hires is unpredictable, but the trend in recent years has seen a sharp increase, and during the pandemic response, the numbers have ballooned exponentially. Under these circumstances EMSA must delay or simply forego essential HR functions.

Having insufficient staffing resources to meet EMSA's HR needs will continue to undermine staff morale and contribute to delays in fulfilling both routine and disaster related department responsibilities. HR Analysts in other departments may only be responsible for Classification and Pay, Examinations, or Training, but EMSA's sole HR SSM I, Specialist (Liaison) is expected to provide liaison services for all of these tasks in addition to providing support and subject matter expertise in many other program areas. The personnel needs of the department have increased with program expansions which include new positions and increased responsibilities, but additional HR staffing resources have not been provided.

EMSA is requesting position authority for five permanent positions (with three of the requested positions having only three-year temporary funding), to provide administrative support services to the HR Division to address mission critical workload associated with routine and emergency response personnel services functions. These additional resources will play a key strategic role in managing EMSA staff and workplace culture and environment and will enhance EMSA's ability to ensure hiring is timely, personnel actions are completed, performance management goals are attained, legal mandates regarding employment laws are met, employee development is championed and sustained, and EMSA's management team is supported and able to ensure staff are productive and empowered to do their best.

The requested resources will be used to provide supervisory, analytical, and professional staff necessary to address critical and sensitive personnel management matters which have a high consequence of error both during normal operations and emergencies. Personnel management matters include time critical recruitment, professional certification evaluations, onboarding, and other HR functions associated with emergency hires, (i.e. CAL-MAT, Health Corps, contract staff, and others) and the reassignment and deployment of EMSA staff during the statewide disaster responses that have come to represent an outsized part of EMSA's mission during recent years.

Of the 5 permanent positions, EMSA is requesting 3 of the positions be funded with three-year temporary resources. Over the next two years EMSA will analyze and evaluate whether HR staffing levels and the distribution of staff are sufficient to address the increased HR workload and emergency preparedness personnel HR activities.

1.0 Staff Services Manager II (SSM II), Supervisory (\$187,000)

The Chief of the HR division (SSM II) will develop, provide, and direct the uniform implementation of departmental policies and procedures impacting human resource operations and will be responsible for planning, organizing, directing, and coordinating the operation of all human resources functions for the Division. In addition, the HR Chief will serve as a human resource advisor to the Director, Chief Deputy Director, and executive and management staff of EMSA, advising on human resource issues which affect the operations of the Division and the department. The human resource functions provide all EMSA employees with a wide range of human resources services which include personnel services, classification and pay, workforce planning, succession planning, recruitment and selection, training, employee health and wellness, and worker's compensation.

In the state-level policy-making process, the Chief of the HR Division will provide critical subject matter expertise on matters related to human resources. The position will be responsible for the development and implementation of policies and programs relating to employment, training, and staff development standards for Division employees, including service level expectations and standards and procedures which conform to the policies and legal requirements of the Division, the State Personnel Board, and the California Department of Human Resources.

1.0 Staff Services Manager I (SSM I), Supervisory (\$182,000)

The SSM I will be responsible for supervising and directing the daily activities of the HR Division and will serve as a subject matter expert in all areas of personnel services, classification and pay, workforce

planning, succession planning, recruitment and selection, training, employee health and wellness, and worker's compensation. The SSM I will provide effective supervision, leadership and mentoring to a team of analytical staff by identifying goals and objectives to ensure the Division's adherence to legal requirements, and professional standards and principles set forth by the California Department of Human Resources and the State Personnel Board pertaining to personnel related matters. Additionally, the SSM I will provide guidance and interpretation of various laws, regulations, and rules, and will serve as a resource for the personnel analysts, managers, supervisors, and the Department.

3.0 Associate Governmental Program Analyst (AGPA) (\$482,000 three-year limited-term)

These positions are being requested to perform a variety of complex analytical duties related to emergency medical response functions. The positions will promote and be accountable for and will provide personnel support, customer satisfaction, and quality service and will provide recommendations and changes that promote innovative solutions to meet customer needs in accordance with California Department of Human Resources, State Personnel Board, and established EMSA policies and procedures. Additionally, the AGPAs will be responsible for core programs, such as classification and pay, recruitment, labor relations, performance management, personnel policies, employee wellness, health and safety, worker's compensation, training, and workforce and succession planning efforts for EMSA.

E. Outcomes and Accountability

The increased staffing will allow the department to meet mission critical HR timelines, statutorily mandated requirements, compliance with bargaining unit agreements, adherence to current industry trends, and the creation of operational efficiencies within the HR Division. The additional positions will allow the HR Division to provide additional assistance to various internal programs within EMSA, will eliminate delays in response time to executive staff, managers, and other control agencies requests and requirements, and will perform the following:

- ✓ Address deficiencies resulting from SPB compliance reviews.
- ✓ Review, analyze, and update EMSA's personnel related sections of the departmental Administrative Operations Manual with accurate links to be published online.
- ✓ Establish clearly defined roles and responsibilities between the HR Unit, employee/manager, and DGS.
- ✓ Create a comprehensive Onboarding Program, an Upward Mobility Program, a Wellness Program, and a Maintenance of Risk Management Program.
- ✓ Provide guidance and training on various issues; and
- ✓ Ensure that EMSA is in line with current hiring practices.
- ✓ Make progress on analytical projects.

F. Analysis of All Feasible Alternatives

Approve \$851,000 General Fund and 5 permanent positions in 2021-22, reducing to \$530,000 General Fund ongoing beginning in 2024-25, to address mission critical workload associated with increased Human Resources (HR) workload, emergency preparedness personnel services, and to establish the Human Resources Division within EMSA.

Pro:

- a. Provides appropriate staffing levels to meet the increasing workload demands.
- b. Ensures that HR workload is processed timely and effectively, reducing potential risks.
- c. Assists in staff retention by balancing workload and providing more advancement opportunity to meet succession planning efforts.

Cons:

- a. Increased Costs to State.

2. Do Nothing.

Pro:

- a. No direct costs to the State.

Cons:

- a. Inadequate staffing levels to meet the increasing workload demands.
- b. Delays in completing HR workload increasing potential risks.

c. Staff moral and retention problems

G. Implementation Plan

Upon approval of the request, recruitment of positions will begin immediately.

H. Supplemental Information

Attachment A: Position Workload Analysis

I. Recommendation

Approve Alternative 1.

BCP Fiscal Detail Sheet

BCP Title: Human Resources Workload Support

BR Name: 4120-032-BCP-2021-MR

Budget Request Summary

Personal Services

Personal Services	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
Positions - Permanent	0.0	5.0	5.0	5.0	5.0	5.0
Total Positions	0.0	5.0	5.0	5.0	5.0	5.0
Salaries and Wages Earnings - Permanent	0	373	373	373	164	164
Total Salaries and Wages	\$0	\$373	\$373	\$373	\$164	\$164
Total Staff Benefits	0	163	163	163	72	72
Total Personal Services	\$0	\$536	\$536	\$536	\$236	\$236

Operating Expenses and Equipment

Operating Expenses and Equipment	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
5301 - General Expense	0	37	16	16	16	16
5302 - Printing	0	2	2	2	2	2
5304 - Communications	0	11	11	11	11	11
5306 - Postage	0	1	1	1	1	1
5320 - Travel: In-State	0	10	10	10	10	10
5322 - Training	0	10	10	10	10	10
5324 - Facilities Operation	0	35	35	35	35	35
5340 - Consulting and Professional Services - Interdepartmental	0	41	41	41	41	41
5342 - Departmental Services	0	161	161	161	161	161
5346 - Information Technology	0	7	7	7	7	7
Total Operating Expenses and Equipment	\$0	\$315	\$294	\$294	\$294	\$294

Total Budget Request

Total Budget Request	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
Total Budget Request	\$0	\$851	\$830	\$830	\$530	\$530

Fund Summary

Fund Source

Fund Source	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
State Operations - 0001 - General Fund	0	851	830	830	530	530
Total State Operations Expenditures	\$0	\$851	\$830	\$830	\$530	\$530
Total All Funds	\$0	\$851	\$830	\$830	\$530	\$530

Program Summary

Program Funding

Program Funding	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
3820 - Emergency Medical Services Authority	0	851	830	830	530	530
Total All Programs	\$0	\$851	\$830	\$830	\$530	\$530

Personal Services Details

Positions

Positions	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
4800 - Staff Svcs Mgr I (Eff. 07-01-2021)	0.0	1.0	1.0	1.0	1.0	1.0
4801 - Staff Svcs Mgr II (Supvry) (Eff. 07-01-2021)	0.0	1.0	1.0	1.0	1.0	1.0
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2021)	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	0.0	5.0	5.0	5.0	5.0	5.0

Salaries and Wages

Salaries and Wages	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
4800 - Staff Svcs Mgr I (Eff. 07-01-2021)	0	81	81	81	81	81
4801 - Staff Svcs Mgr II (Supvry) (Eff. 07-01-2021)	0	83	83	83	83	83
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2021)	0	209	209	209	0	0
Total Salaries and Wages	\$0	\$373	\$373	\$373	\$164	\$164

Staff Benefits

Staff Benefits	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
5150900 - Staff Benefits - Other	0	163	163	163	72	72
Total Staff Benefits	\$0	\$163	\$163	\$163	\$72	\$72

Total Personal Services

Total Personal Services	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
Total Personal Services	\$0	\$536	\$536	\$536	\$236	\$236

Attachment A – Workload Analysis (Associate Governmental Program Analyst)

Activity/Task Name Description	Task(s)	Hours/ Units	Basis for Workload	Total Hours
Responsible for developing and coordinating the most complex personnel management proposals, and their related justification documents and supporting materials. This entails the review of classification duties by utilizing direction and approved procedures and language from the California Department of Human Resources, other control agencies, and the consultation with EMSA management in regard to classification duties, including gathering information and analyzing the essential duties identified in the job specifications and existing allocation guidelines with the duties indicated in the duty statement to determine appropriate classifications. Consult with hiring managers to obtain an accurate and detailed description of current duty expectations.	3	534	Previous program experience	1,602
Prepare and coordinate Requests for Personnel Action (RPA) to ensure appropriate documentation is submitted with position and employee action hiring packages. Independently analyze and audit all personnel transaction documents for appropriateness and accuracy prior to processing. Responsible for composing human resource related memos, letters, e-mail correspondence and various other assignments. Provides clarification and information on complex personnel transactions, including payroll and allocation issues, position history and verification, requests for reclassification or redirection of existing positions, and pay issues unique to emergency response personnel.	3	445	Previous program experience	1,335
Create, audit, revise, and maintain EMSAs organizational charts. Create, maintain, audit and update an EMSA personnel database and ensure improvements are continuous. Analyze, prepare, revise and monitor various personnel related reports from the State Controller's Office, and other control agencies.	3	178	Previous program experience	534
Serve as a consultant for EMSAs management, as it relates to the laws, rules, and regulations which govern the State's personnel system by reviewing, researching and gathering information for hiring supervisors and upper management regarding complex, sensitive and confidential personnel related issues related to hiring practices, bargaining unit contract agreements, duty statement format, transfer eligibility, health benefits, payroll disputes and errors, HAM requests and salary inquiries utilizing human resource control agency policies and procedures.	3	178	Previous program experience	534
Perform complex classification studies, surveys and related research activities to gather and analyze classification and/or salary information to address EMSAs classification and salary related matters. Develop summary of findings and recommend appropriate plans to propose new classifications and/or update current civil service class specifications, and/or prepare requests for salary adjustments, pay differentials, or other salary related proposals. Write reports, request and proposals for salary inequity adjustments, salary differentials and other classification and salary proposals. Review newly established positions, reclassifications, redirections, HAMs, range changes, transfer and MQ determinations, out-of-class assignments, grievances, arbitration hearings, and settlement conferences,	3	445	Previous program experience	1,335
Total Hours				5,340
PY's (Total Hours/1780)				3

Attachment A – Workload Analysis (Staff Services Manager I)

Activity/Task Name Description	Task(s)	Hours/ Units	Basis for Workload	Total Hours
Develops, administers, monitors, and maintains routine and highly complex and sensitive personnel actions for staff and management and makes recommendations while applying technical research and analysis in order to provide consultation and advice related to recruitment and selection activities, employee/employer benefits administration, and Human Resources related matters while ensuring applicable civil service laws, regulations, and guidelines are followed.	1	534	Previous program experience	534
Identifies, analyzes, and formulates comprehensive procedures, policies, and program alternatives to improve existing business processes related to the administration of Human Resources services by mapping, analyzing risks, devising solutions, implementing change management techniques, conducting quality control, and measuring impacts in order to optimize productivity, maximize efficiency, and increase customer service levels for Human Resources.	1	445	Previous program experience	445
Manages and applies various change management principles by coordinating, organizing, and facilitating the work of cross-functional project teams in order to develop, improve, and complete the most complex, sensitive, and highly visible key programs for long-term business success in accordance with the principles, policies, and guidelines of the State of California to ensure all technical, legal, and administrative requirements are met.	1	356	Previous program experience	356
Reviews documentation and confers with managers, supervisors, and legal counsel regarding highly sensitive and confidential performance management issues, attendance restrictions, counseling memos, fitness for duty examinations, authorized Administrative Time Off, adverse actions, rejection from probation, and in serious cases, termination in order to represent employer relations and offer advice to managers in resolving the most egregious performance issues while adhering to civil service laws and guidelines.	1	267	Previous program experience	267
Develops, monitors, and executes the strategic planning process by performing independent research and comprehensive analysis, developing alternatives, creating milestones, identifying tasks, reporting progress, and recommending improvements on organizational performance in order to create a culture of high performance while ensuring strategic goals align with the EMSA's mission and vision.	1	178		178
Total Hours				1,780
PY's (Total Hours/1780)				1

Attachment A – Workload Analysis (Staff Services Manager II)

Activity/Task Name Description	Task(s)	Hours/ Units	Basis for Workload	Total Hours
Provide leadership in the establishment and management of the human resources function of EMSA as well as the development and implementation of policies and programs for Cal-MAT, Health Corps, hiring authorities, and employees, including service level standards, expectations, and procedures which conform to the policies and legal requirements of EMSA, SPB, CalHR, SCO, and SCIF. Make policy decisions which impact EMSAs mission and its ability to recruit, hire, train, and retain quality employees.	1	356	Previous program experience	356
Consult and advise Executive and management staff regarding employee work performance and disciplinary matters which includes the preparation of formal adverse action packages, rejections on probation, Letters of Instruction, and Letters of Reprimand. Ensures compliance with all laws, rules, and regulations as it relates to the employee disciplinary process which includes Administrative Time Off, stipulated agreements, and appeals. When necessary, consult with Legal Counsel.	1	356	Previous program experience	356
Develop EMSA recruitment, selection, certification, workforce planning, and placement policies, systems and procedures for statewide implementation. Ensure EMSA maintains compliance with control agency mandates and civil service laws and rules. Provide leadership, guidance, and direction on recruitment, selection, certification, workforce planning, and placement programs by identifying major policy and program issues. Initiates and monitors long range planning and evaluation of these various programs and functions.	1	356	Previous program experience	356
Provide effective oversight, supervision, training and technical direction to subordinate manager and staff in the administration of the State's classification and payroll plan and personnel management functions; ensure manager and staff appropriately interpret and apply classification and personnel management policies and procedures.	1	356	Previous program experience	356
Manage EMSAs Employee Health and Wellness (EHW) Program which includes policy development and consultative support to EMSA, Cal-MAT, and Health Corps staff. Establish policy and make decisions related to EHW issues, such as Return to Work, Ergonomics, Employee Health and Wellness, and Worker's Compensation.	1	267	Previous program experience	267
Serve as EMSAs representative on task forces, committees, internal and external conferences, and maintains liaison with the various control agencies.	1	89	Previous program experience	89
Total Hours				1,780
PY's (Total Hours/1780)				1