

Training

The following statements reflect comments received from agency human resources managers and agency directors during the confidential opinion survey:

Training is not handled by our agency's personnel function.

Tuition reimbursement is provided only towards nursing degrees.

Tuition reimbursement program is not realistic. Few agencies can afford to offer it. Legislation should be passed to offer all state employees and their families tuition assistance.

Within the last few years computer technology has expanded rapidly. Private sector employers have implemented enhancements much faster than the state. The private sector offers training to step up to the next level. State information technology employees are not receiving the necessary training to perform in today's local area network and client server environments and therefore may opt to move to the private sector.

CEQA is the primary source of our staff training.

Most employees are unaware of the tuition reimbursement program. Most departments do not use it because the department must be able to fund it.

Few jobs are on career paths.

There is little consistency in promotional criteria.

HR staff in my agency is insufficient in number to provide adequate training.

We have plans to develop a more formalized training plan.

Staff is only allowed to attend training with supervisor approval. Some employees are favored for training opportunities.

Though training occurs, certification is not important to my agency.

Training should be available at both the state and agency levels.

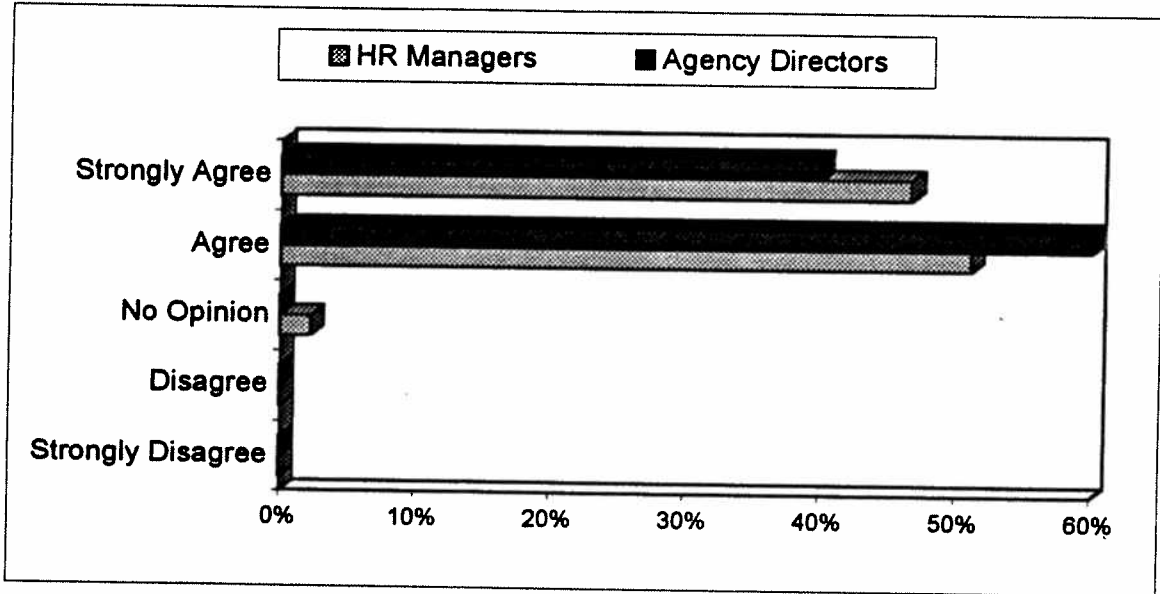
Currently working on a training plan.

Training is not tied to promotion.

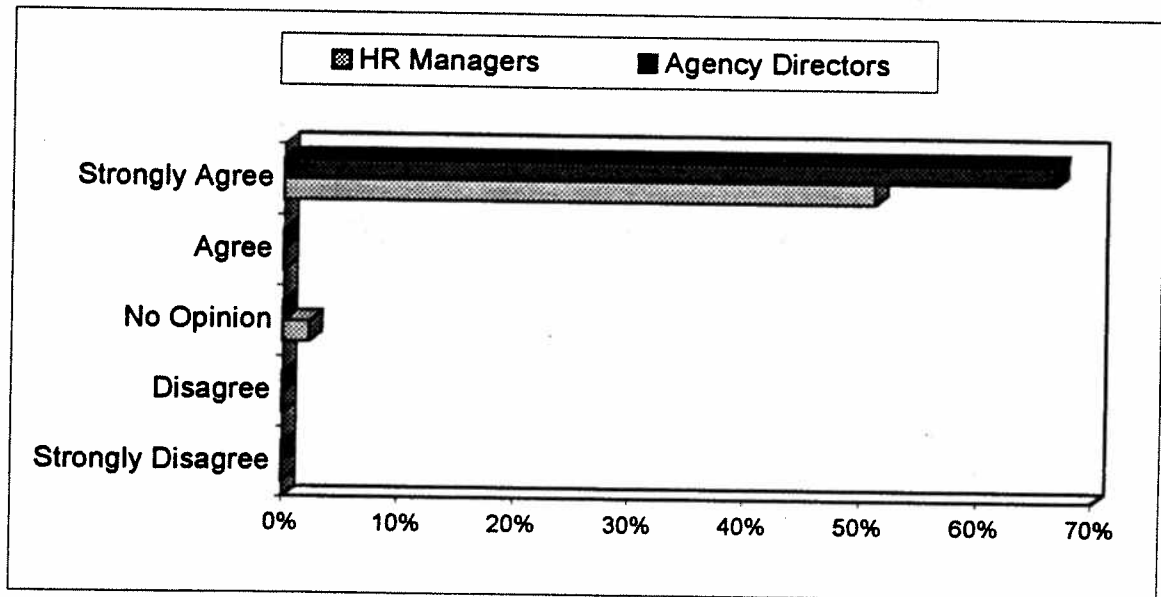
I'm not sure what the Certified Public Manager program is.

Benefits

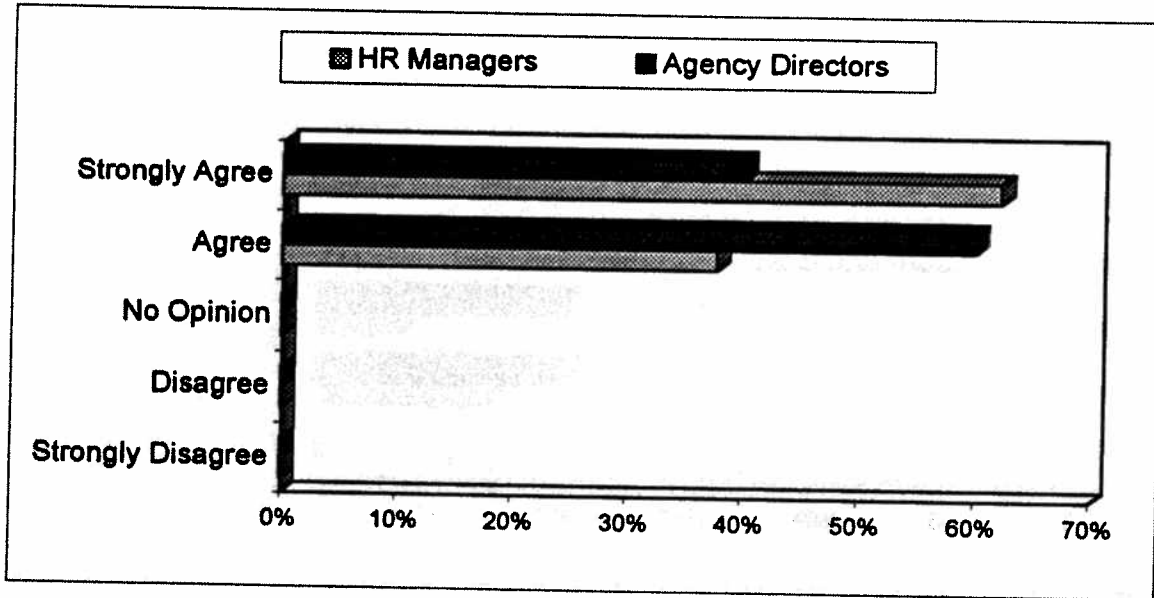
Benefits are communicated well to employees, particularly at orientation.



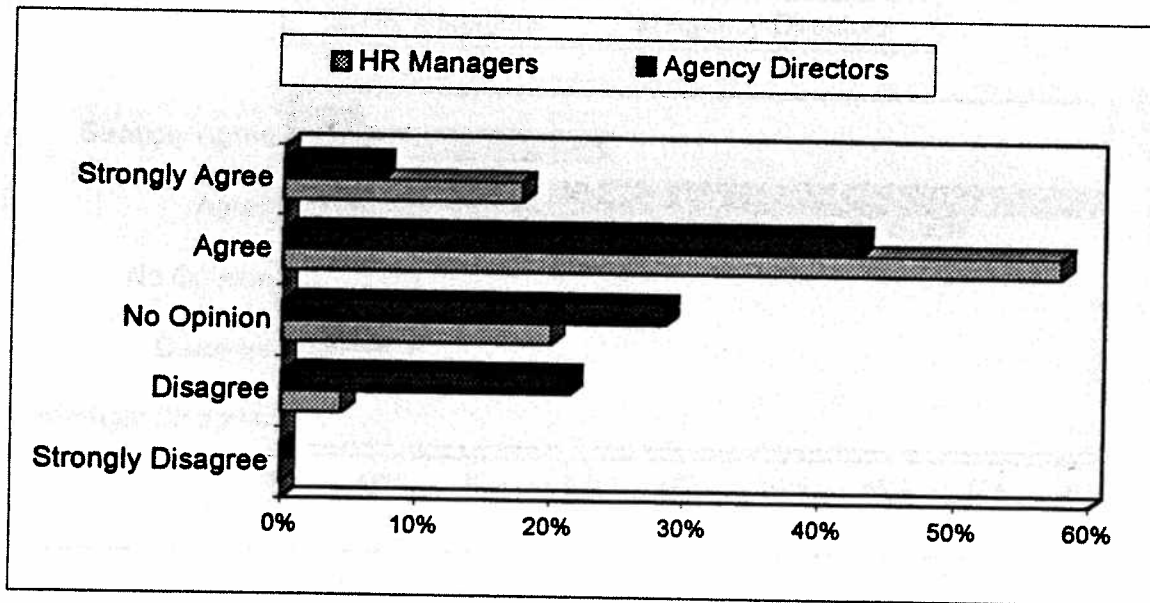
Answers to questions regarding benefits are easily obtained.



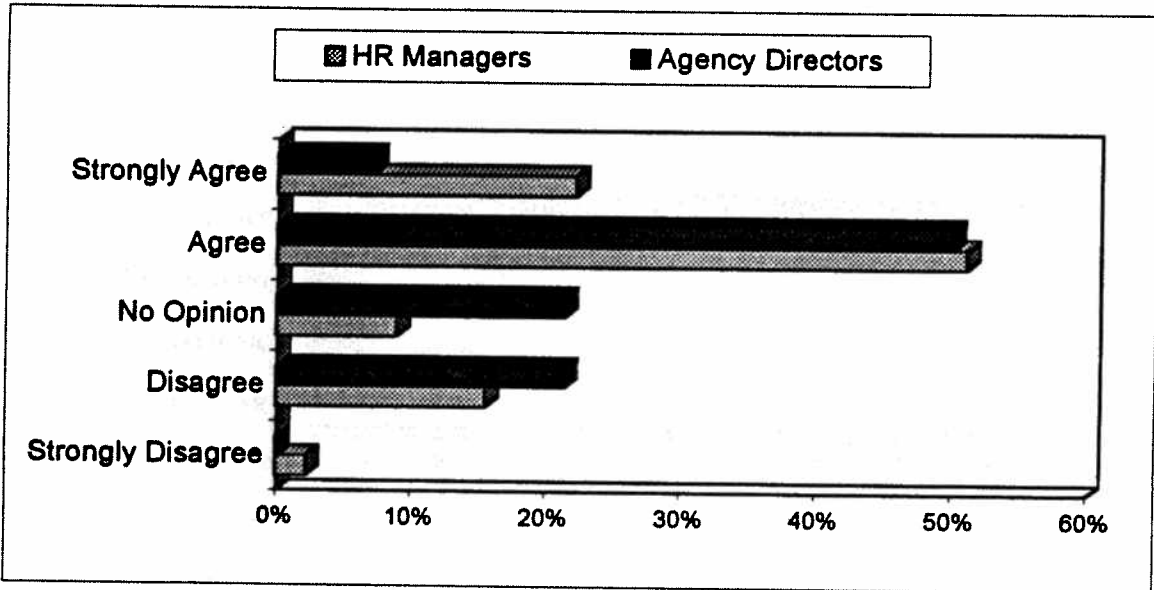
The medical benefit plan is of significant value to agency staff.



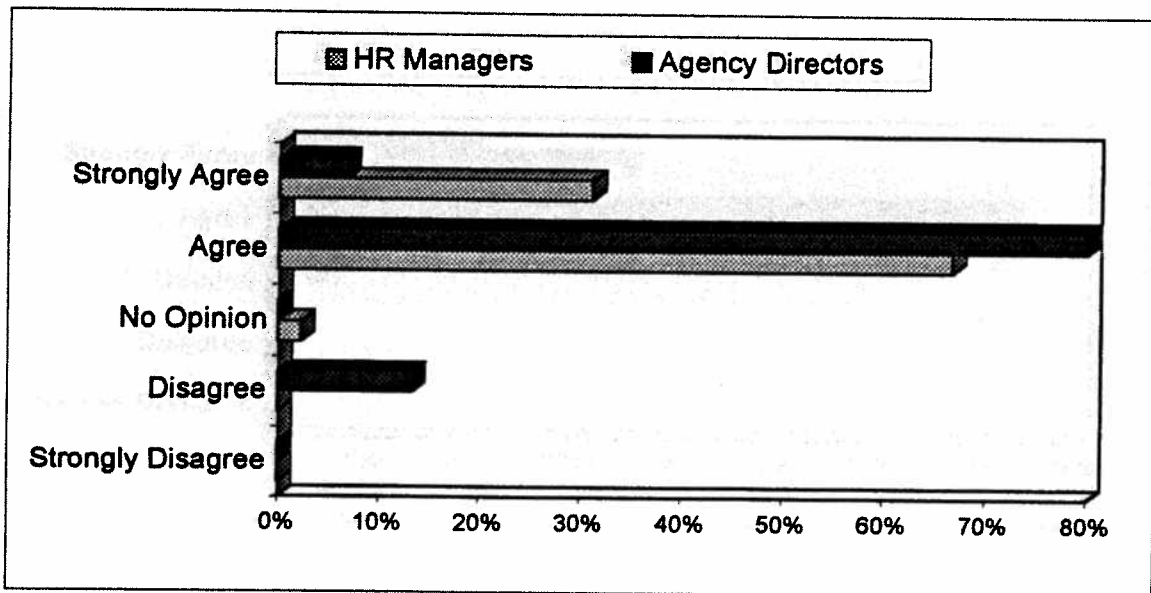
Survivor benefits are of significant value to agency staff and cover all expenses.



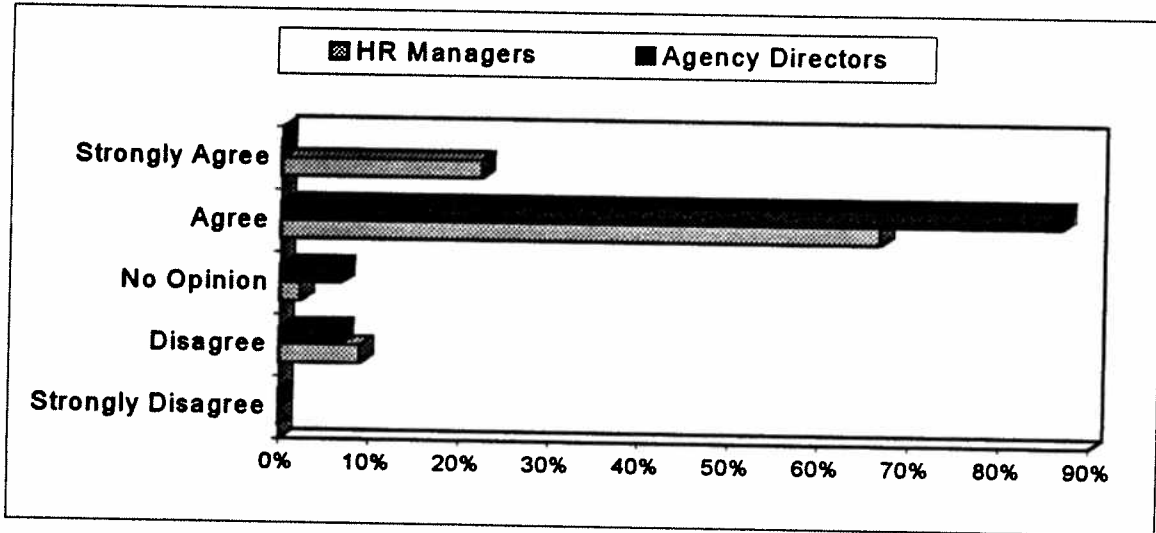
Long-term disability benefits cover all employees.



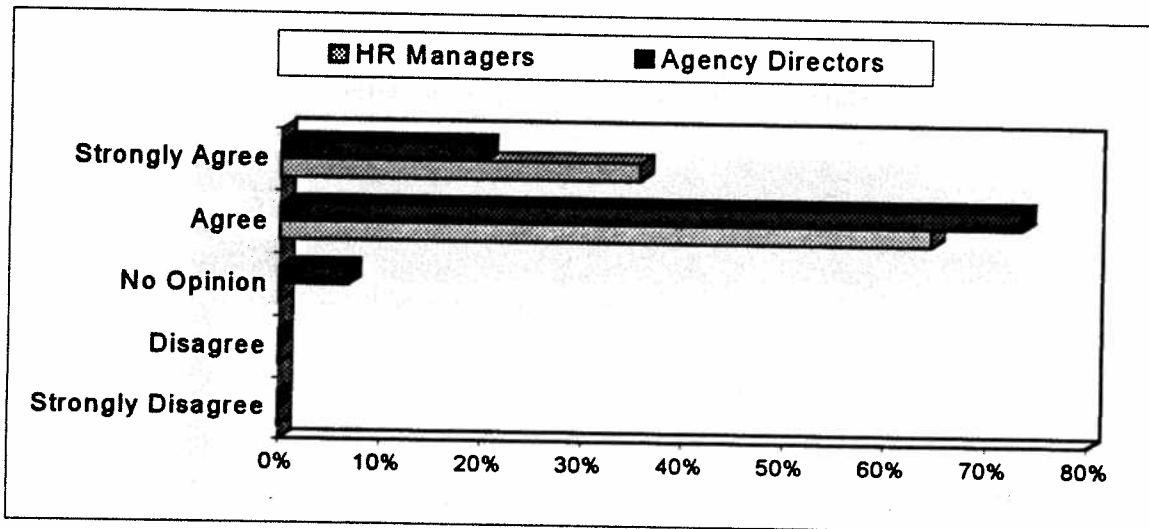
Life insurance is of significant value to agency staff.



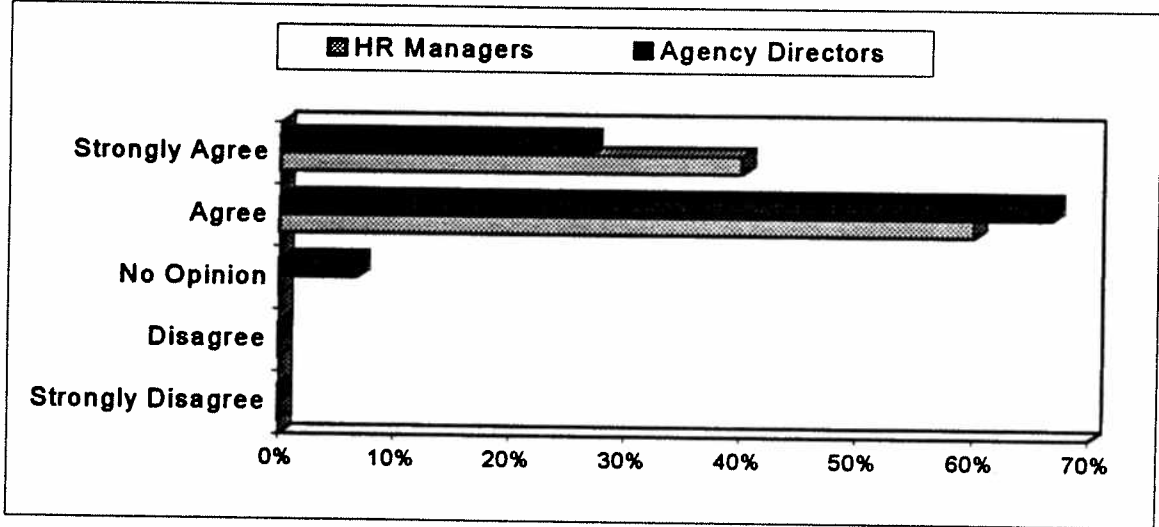
Retirement benefits are generally understood by agency staff.



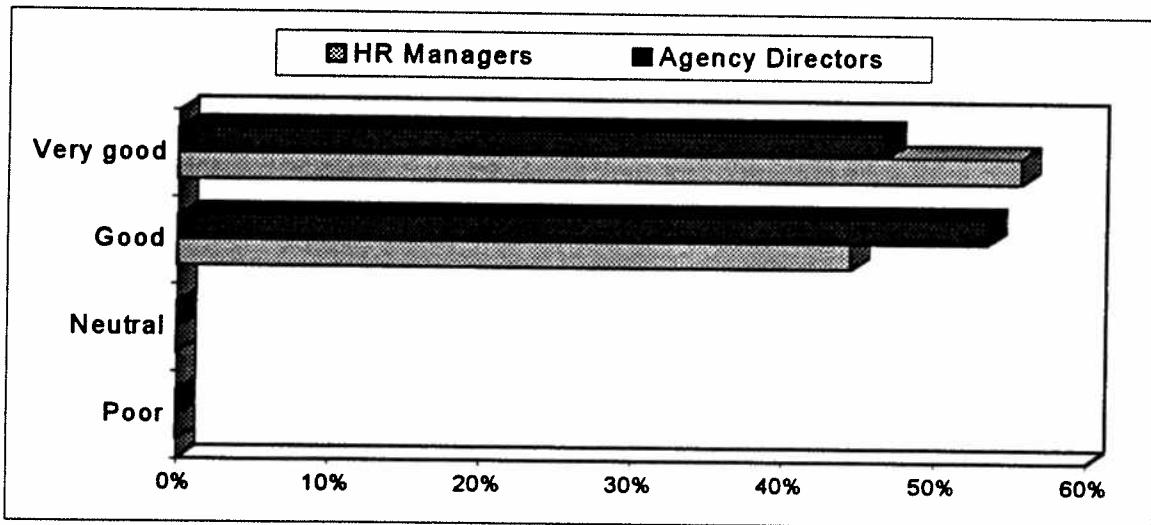
Sick leave benefits are adequate.



Vacations and holidays are adequate.



Overall, employees believe the benefit plan is:



Benefits

The following statements reflect comments received from agency human resources managers and agency directors during the confidential opinion survey:

State needs to apply sick-time not taken towards retirement. Annual leave bank limit should be raised.

Dental benefits need to be strengthened. Dependent life should be portable.

Further improvement is needed in mental health benefits.

Contribution level for individual members in Optimal Retirement Programs (for faculty of state universities) is inadequate.

Too much leave for long-term employees. Single leave account with fewer controls and fewer total days would be an improvement.

A study of the impacts of employees taking in excess of 30 days annual leave should be undertaken.

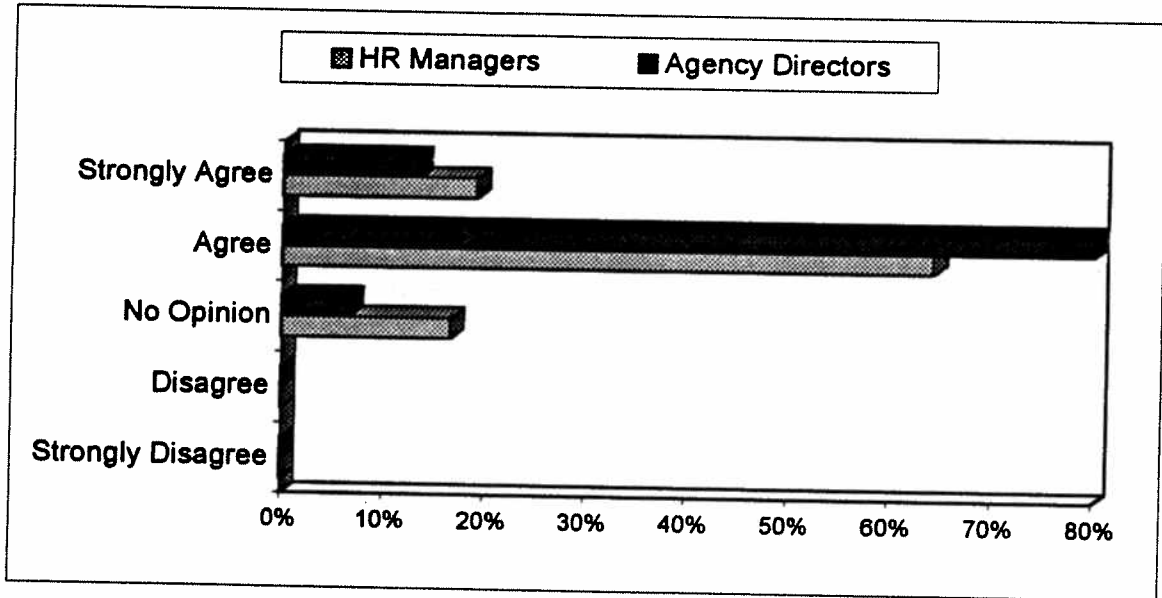
More training for HR representatives and employees on disability programs should be provided.

State health plan should cover annual physical exam.

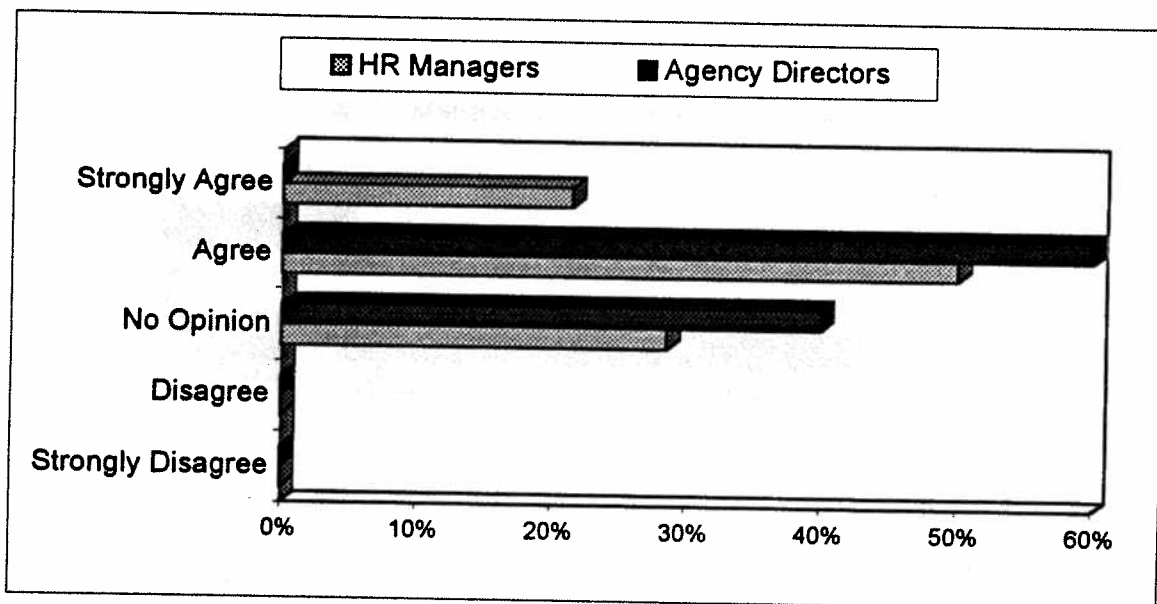
Most employees do not understand that accrued leave benefits are not fully funded or that carried-over leave benefits are not funded at all.

Employee Relations

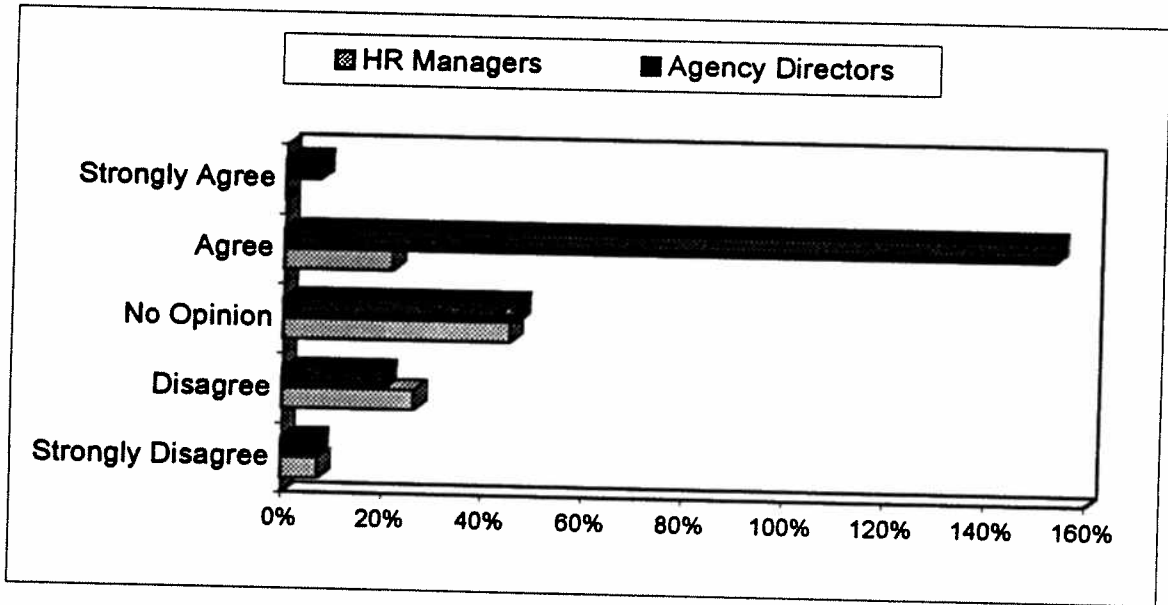
The grievance and appeals process works well in my agency.



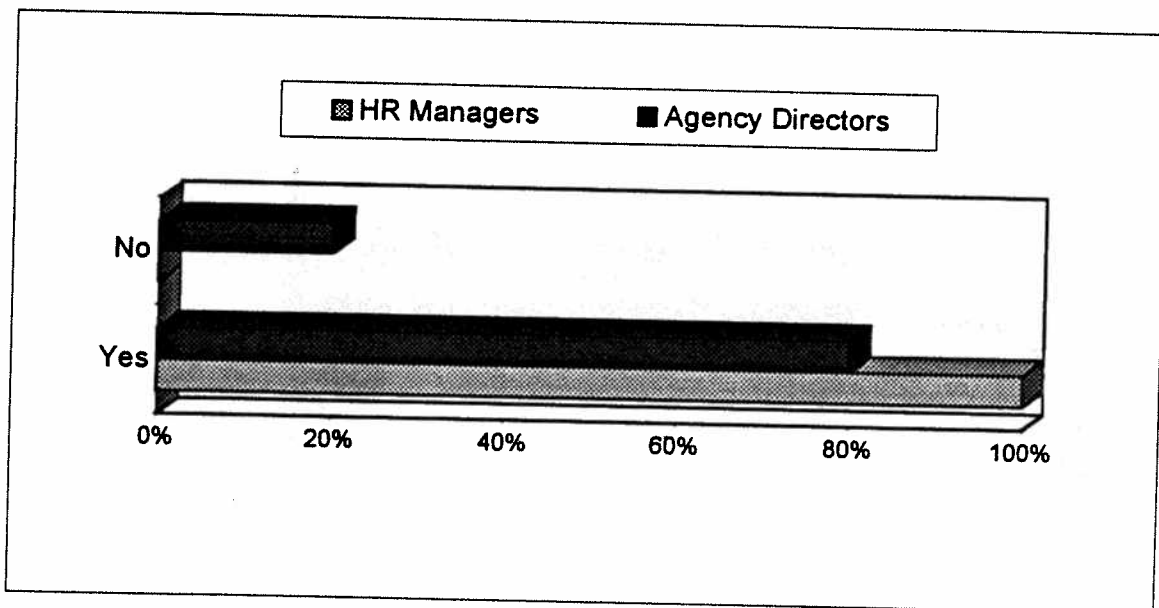
The alternative dispute resolution process is helpful to both parties.



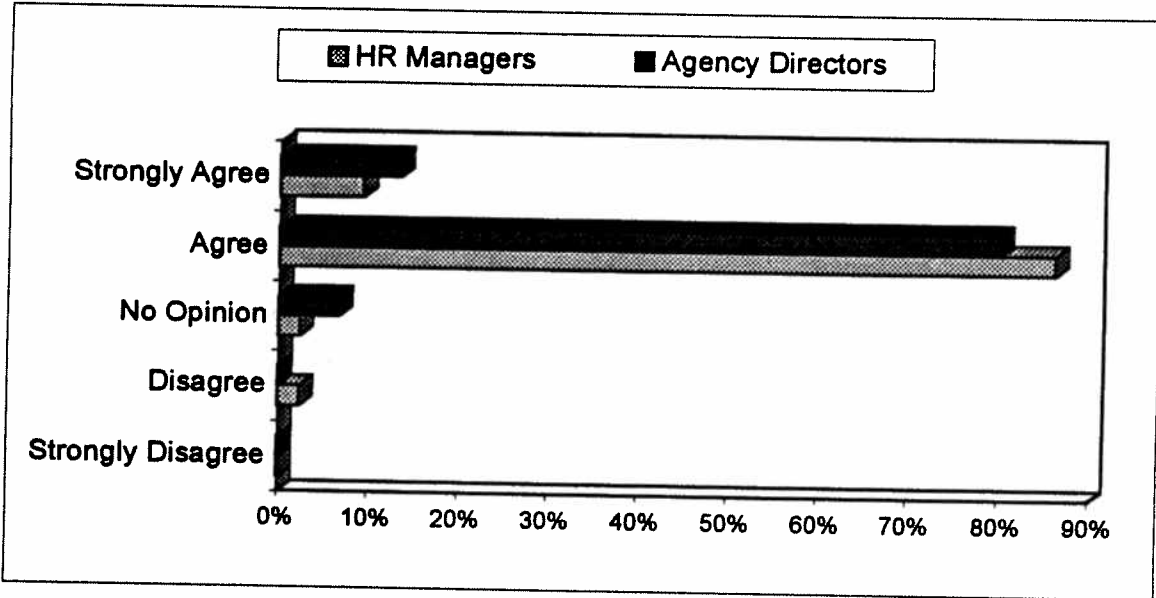
My agency has used trained mediators in the grievance process (in OHR).



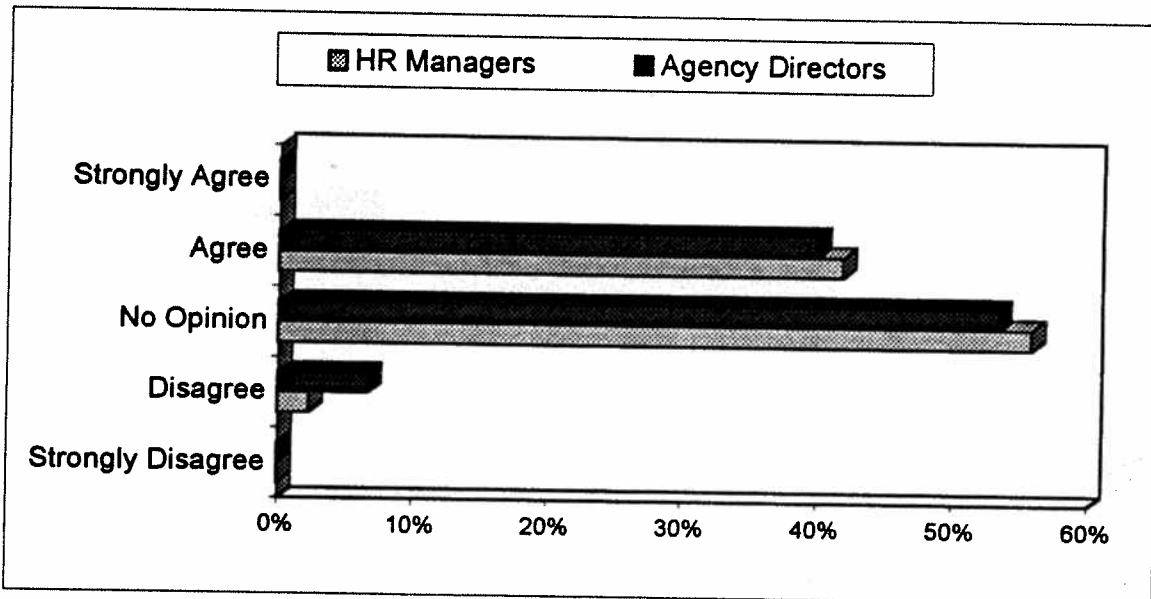
If so, were you satisfied with the process?



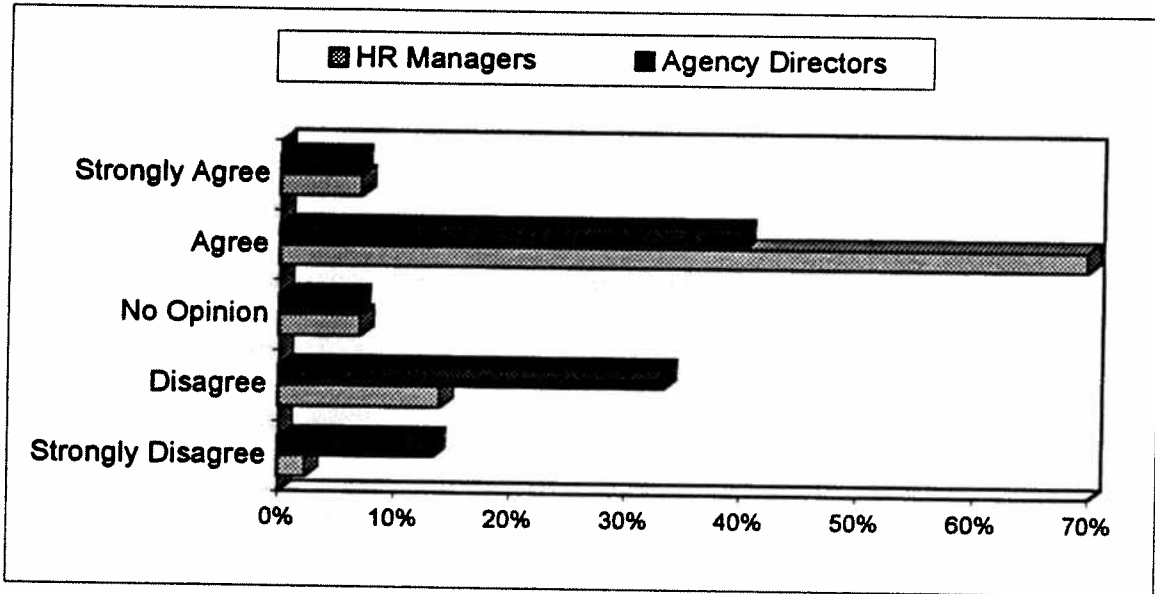
Communication regarding employee relations is well managed.



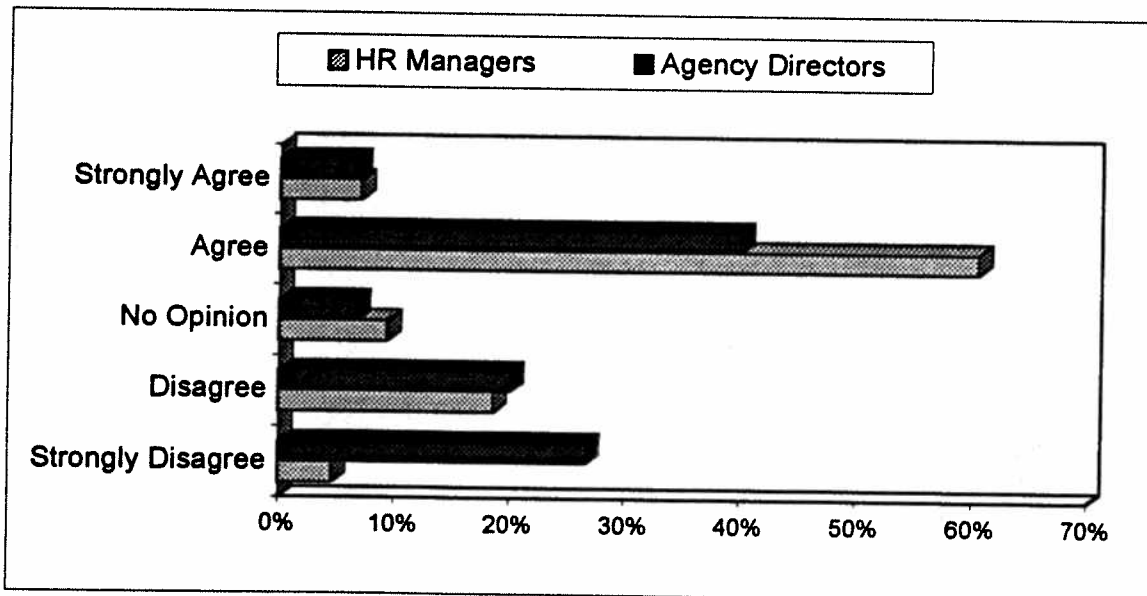
We try to resolve grievances at the agency level first.



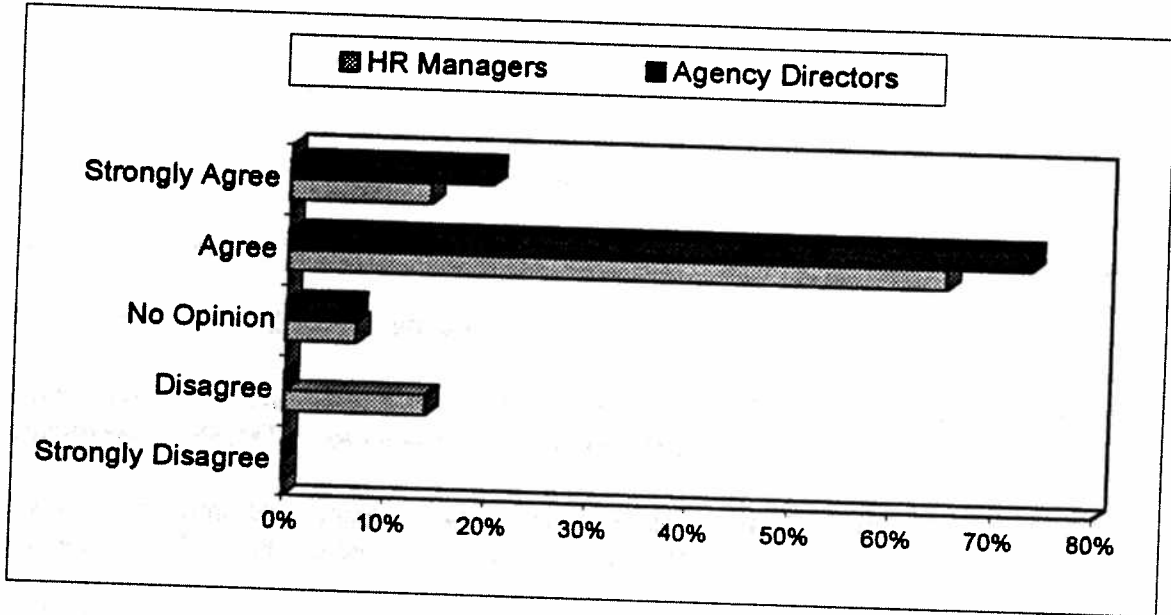
The Employee Performance Management System is a useful tool in managing personnel.



The Employee Performance Management System is easy for managers to use.



Employees in my agency have an opportunity to provide upward feedback.



Employee Relations

The following statements reflect comments received from agency human resources managers and agency directors during the confidential opinion survey:

The EPMS process should be standardized for all agencies.

EPMS form needs to be redesigned and condensed to one page. Managers responsible for a large number of employees find it overwhelming.

The EPMS should be redesigned with input from managers.

An employee survey would be helpful in providing an opportunity for upward feedback.

EPMS should have different rating levels.

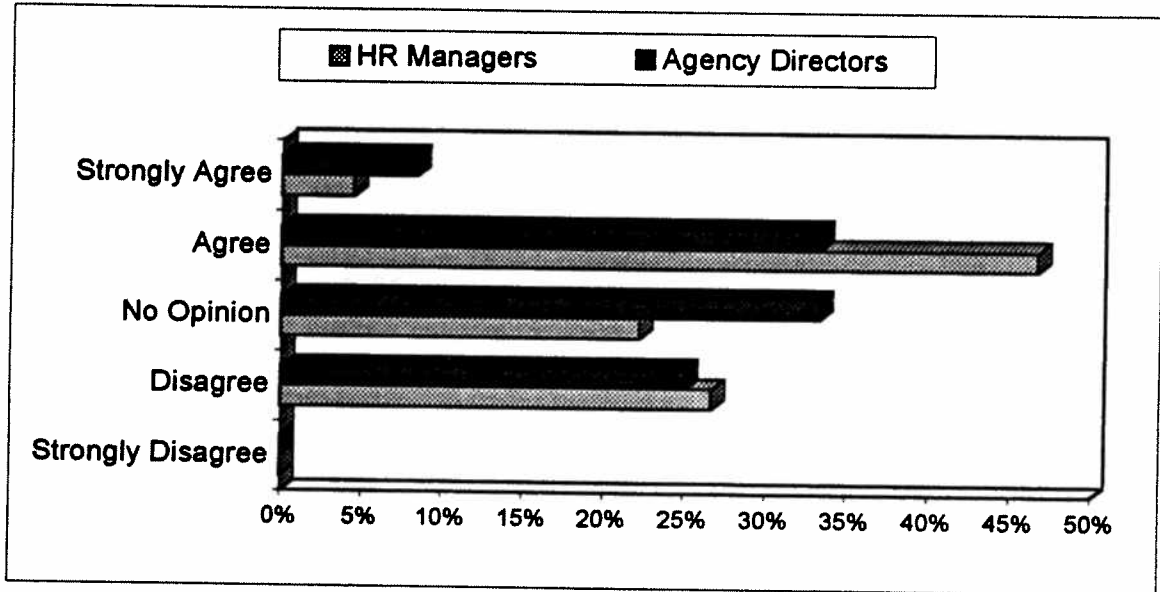
Employees are reluctant to provide upward feedback. EPMS is often misunderstood by employees. "Meets" is not viewed in proper context.

EPMS is too time consuming and complex resulting in ineffective and cursory use by supervisors. In reality, supervisors manage by exception.

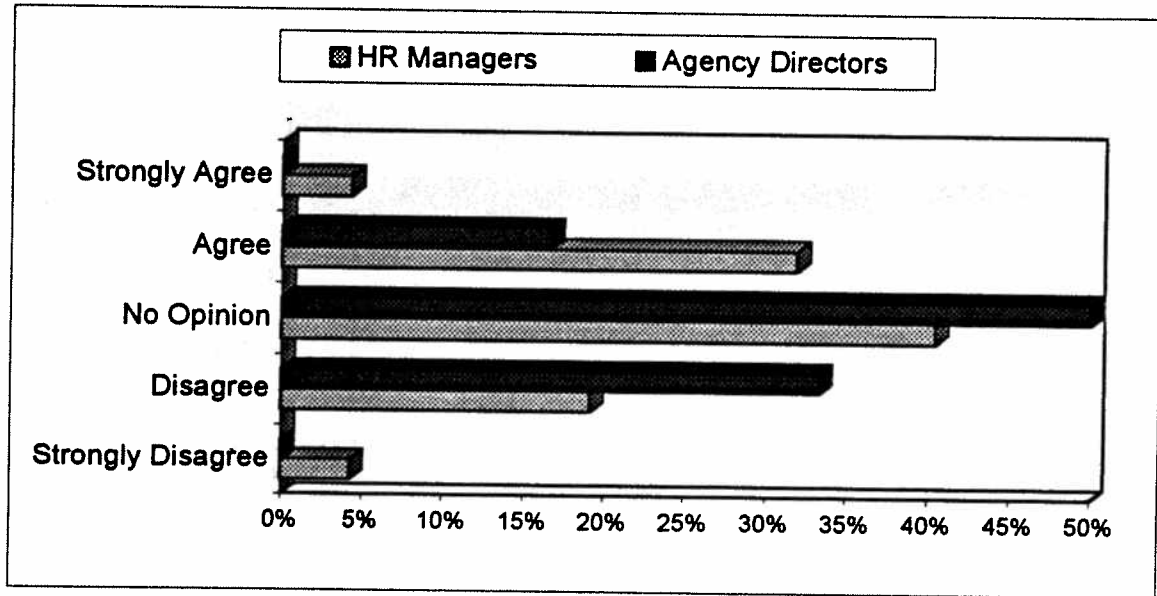
OHR should send out immediate and separate communications on employer and legal issues rather than a quarterly publication.

Overall

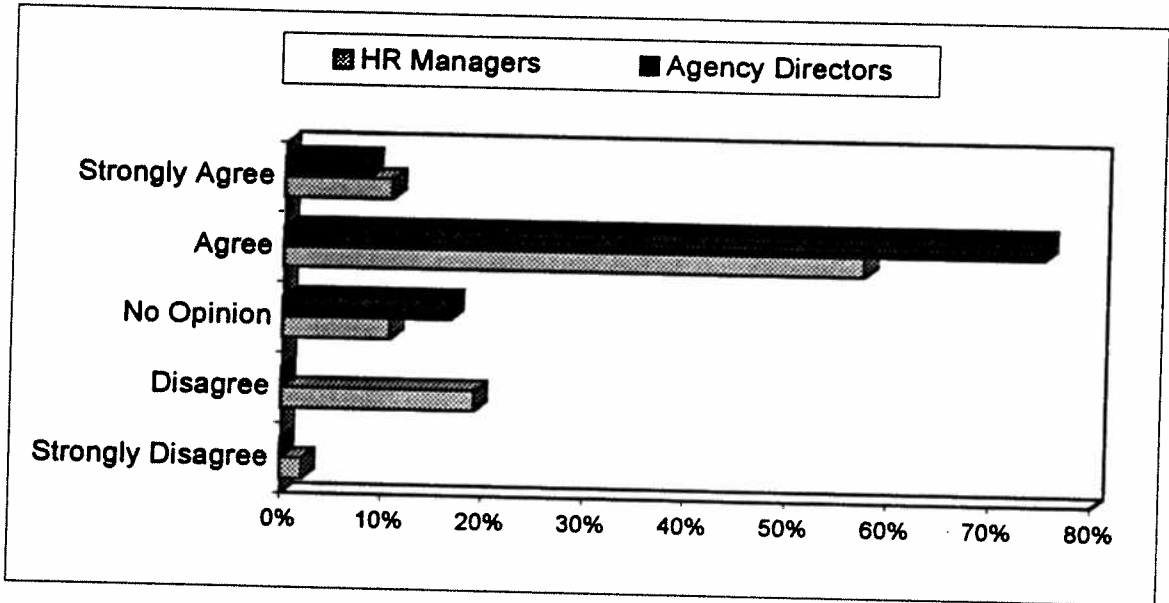
My agency has an overall integrated strategic plan for recruiting, staffing, training, classification, compensation, and benefits.



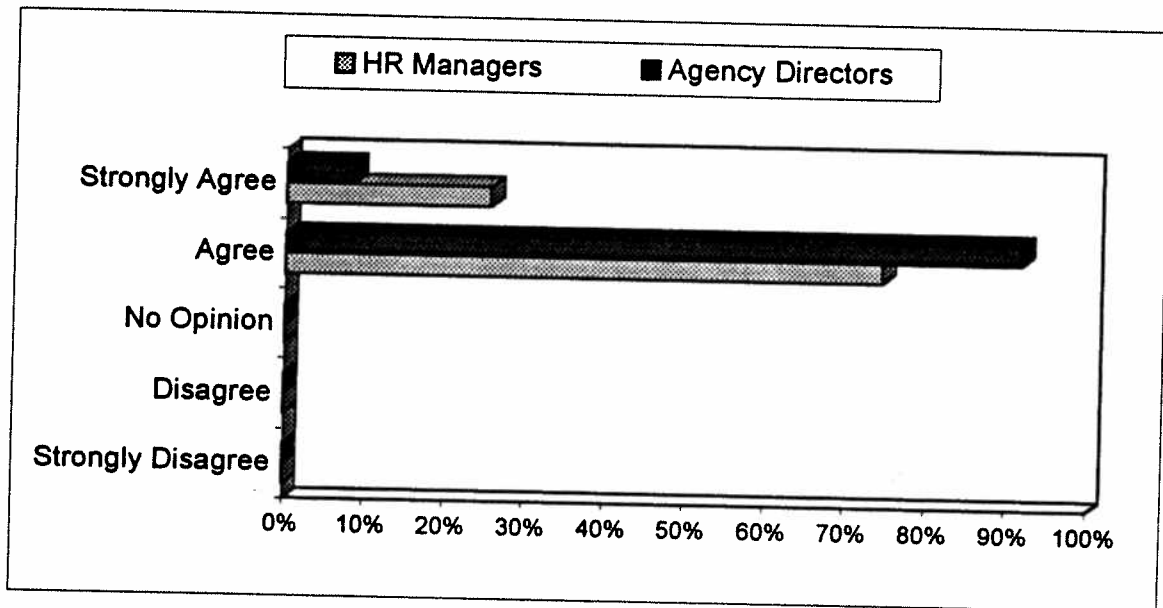
The state has an overall integrated strategic plan for recruiting, staffing, training, classification, compensation, and benefits.



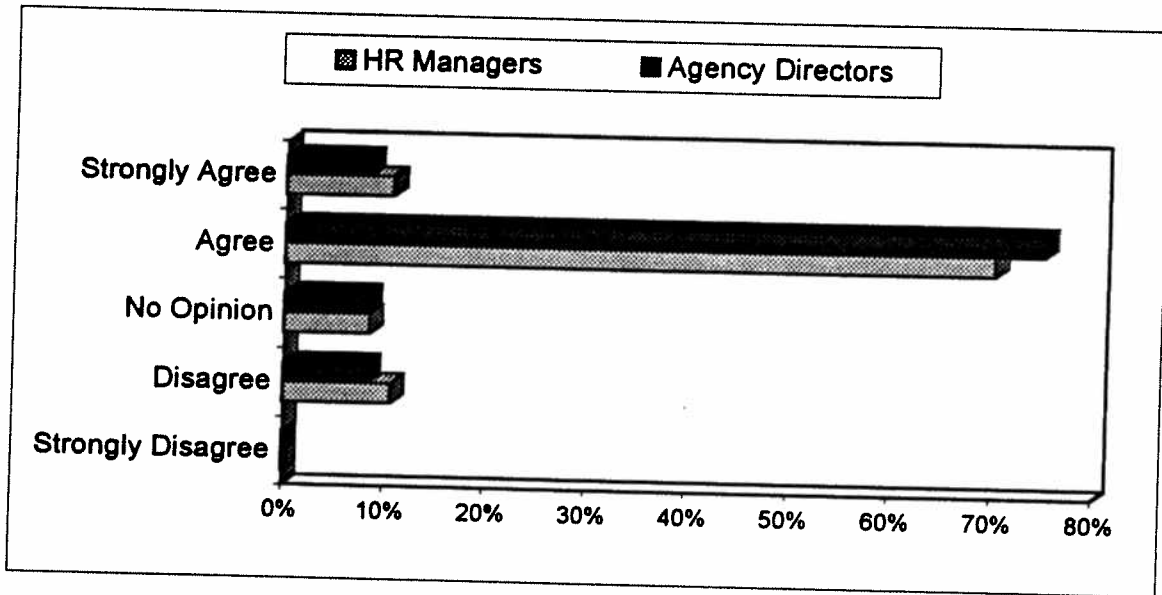
My agency adopts OHR's model policies.



My agency uses OHR's model policies in the development of agency policies.



My agency has adequate internal management information systems that track human resource elements.



Overall

The following statements reflect comments received from agency human resources managers and agency directors during the confidential opinion survey:

Data is available but, we need to design reports to access it since state government does not have a system for individual agency reports.

My agency is not going where we want to be technologically.

The HRIS needs a leave component and better reporting capabilities. The state needs a truly integrated system to bring HR, benefits, recruitment, and payroll together. This is a crucial consideration for ensuring consistent HR practices across state government.