

2022 Recruitment and Retention Committee Report

Bargaining Unit 1

Executive Summary

This report is the culmination of the hard work of the committee and represents a comprehensive review of the following classifications and their associated series: Correctional Case Records Analyst, Employment Program Representatives, Financial Institutions Examiner, Hearing Reporters, Information Technology, Insurance Rate Analysts, Investigative Auditors, State Historians, Tax Auditors, and Workers' Compensation Compliance Officer. Overall, the committee is recommending for a majority of the classifications a salary study be conducted at the classification level for market rate and equity as several of the classification have demonstrated a lag behind either private, local or federal competitors in their specific labor market. In addition, the Investigative Auditor and the State Historian classifications specifications do not appear to accurately reflect either or a combination of the scope, breadth, or complexity of the classification as it is utilized in its current capacity. This report is organized by classification. Each section will review the classification description, the series description and associated classification schematic group, and pay scales. Each section will detail the current labor market information available to the committee and will discuss any challenges and solutions identified by the committee.

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Purpose

In accordance with the Memorandum of Understanding (MOU) Article 5.17.1, the State agrees to establish a Recruitment and Retention Committee that shall meet on an annual basis to discuss the recruitment and retention issues of Bargaining Unit 1 classifications. The Committee shall consist of ten (10) members: five (5) selected by the State and five (5) selected by the Union.

Committee members or expert witnesses required by the Committee shall serve without loss of compensation. The Committee shall review no more than ten (10) classifications annually. The review shall include a comparison of compensation (e.g. salary, other pay items, compensated leave, health benefits, pension benefits, and retiree health benefits) as well as vacancy rates (both historical and current). If the Committee agrees that pay equity adjustments are recommended for the effective recruitment and retention of particular classifications, the State and the Union shall mutually report their findings to the Director of the California Department of Human Resources (CalHR). The Director of CalHR shall report these findings to the administration.

Information Reviewed

According to Government Code section 19826(a) and (c), when the state establishes or adjusts salaries, "consideration shall be given to the prevailing rates for comparable service in other public employment and in private business." The committee reviewed available data from the Federal Department of Labor, the Employment Development Department Labor Market Information Division, and California State Controllers', and private and public job posting and salary survey data.

Meeting Dates:

September 27, 2022

September 28, 2022

September 29, 2022

October 26, 2022

November 17, 2022

December 13, 2022

January 19, 2023

Committee Members:

Union Representatives

Susan Rodriguez, Chair, Bargaining Unit 1

Mike Ramos, Vice Chair Bargaining Unit 1, District Sales Representative, CSL

Vincent Green, Alternate Vice Chair Bargaining Unit 1, Information Technology Specialist I, DVA

Carolyn Alluis, Management Service Technician, DIR

Eloise Merrifield, SEIU Local 1000, Contract Staff

Union Representatives Subject Matter Experts (SME)

Karen DeVoll, Correctional Case Records Analyst, CDCR

Joyce Wheeler-Owens, Employment Program Representative, EDD

Dorrie Popp, Financial Institutions Examiner, DFPI

Natasha Kaupanger-Swacker, Hearing Reporter, DIR

Juralynne Mosley, Information Technology Specialist I, CPUC

Frank Askin, Information Technology Associate, CUIAB

Shuqian Guan, Senior Insurance Rate Analyst, CDI

Christian Reyes, Investigative Auditor, DOJ

Shannon Pries, State Historian II, DPR

Ahmad Tolbert, Tax Auditor, CDTFA

Kristin Carmody, Workers Compensation Compliance Officer, DIR

State Representatives

Brian Lin Walsh, Senior Labor Relations Officer, CalHR

Leslie Just, Labor Relations Officer, DIR

Kristine Cathey, Labor Relations Specialist, DOJ

Mary Kreyborg, Associate Program Analyst, DOI

Steve Satake, Labor Relations Officer, FTB

Ray Asbell, Labor Relations Specialist, DOI

Anna Reyes, Assistant Chief of Labor Relations, CDCR

Kelly DeRoss, Labor Relations Officer, EDD

Odiri Napper, Labor Relations Officer, DPR

Jorrell Sorenson, Director of Employee Relations, State Fund

Classification Overview and Recommendation

Correctional Case Records Analyst

Series Description

The Correctional Case Records Analyst series specification describes five class levels used in the Department of Corrections and the Department of Mental Health to prepare, maintain, interpret, and manage comprehensive inmate and parole criminal case records on all persons committed to the Departments. Incumbents perform a specialized records function requiring interpretation, research, analysis, and application of State laws, court decisions, and administrative policies connected with commitments to correctional institutions and parole; and assume responsibility for calculating inmates' and parolees' release and discharge dates.

Incumbents perform a variety of activities in many specialized areas including: Interpretation of court commitment orders; initiation of criminal identification process; analysis and research of inmate legal status to determine crime and sentence with applicable enhancements, aggravations, and limitations; identification and computation of proper credit earning status per sentencing laws to accurately determine inmate release dates; computation of parole and discharge dates; direction of the preparation of legal forms for transfer, extradition, parole, and discharge of persons under jurisdiction of the Departments; direction of the appropriate administrative processes involved in the legal resolution of criminal charge and detainers pending against inmates in California and other State and Federal jurisdictions.

The Correctional Case Records Analyst also acts as consultant and advisor to departmental staff, other governmental agencies and court officers, inmates, inmates' family members, and other authorized persons regarding (a) departmental responsibility under pertinent laws and administrative standards; and (b) interpretation and application of laws and standards related to inmate receipt, sentencing, paroling, and release which includes responding to inmate appeals.

Series Composition

The series is comprised of:

Classification	Schem Code	Class Code
Correctional Case Records Analyst	XS80	1152
Correctional Case Records Supervisor	XS70	1149
Correctional Case Records Manager	XS60	1146
Correctional Case Records Administrator	XS50	1144

The Correctional Case Records Analyst is grouped under Rehabilitation which covers:

Schematic Group	Schematic Code
Vocational	XG00
Community Services	XJ00
Behavioral Scientists	XK00
Clinical Psychology	XL00
Psychiatric Social Work	XP10
Medical Social Work	XQ00
Youth Authority Social Work	XR00
Correctional Counseling and Classification	XS00
Chaplaincy Services	XT00
Veterans Affairs	XU00

Salary Rates	Min - Max
Correctional Case Records Analyst	\$3,622 - \$5,889
Correctional Case Records Supervisor	\$5,475 – \$6,781
Correctional Case Records Manager	\$6,286 – \$7,805
Correctional Case Records Administrator	\$7,204 – \$8,950

Position Information

Vacancy rates have increased 33% from March 2020 (18.7%) to March 2022 (24.9%). As of October 5, 2022, the median vacancy rate amongst the institutions employing Correctional Case Records Analysts was 20%, which is .08% greater than the overall Bargaining Unit 1 vacancy rate. The classification trends demonstrate a lower voluntary separation rate over the overall bargaining unit at 0.9% compared to the 3.1% unit average. Employer data also shows the CCRA maintains a higher 5-year median Retirement rate of 4.7% percent compared to the overall unit 5-year median rate of 3.85% percent. An average CCRA has a total of 5.6 years of service in the CCRA classification, with a median service rate of 5.5 years. The most common length of service in the classification is 6.7 years. Based on the classification's salary structure and Alternate Range Criteria a CCRA who enters into the classification at the minimum salary rate will take approximately 7 years to reach the maximum salary rate of the classification.

Employment Data:

This classification falls under Standard Occupational Classification Code 13-1199.¹ This is an “All Other” occupation where jobs do not fit into well-defined occupations are placed. O*NET data is not available for this type of title.

No other state has more complex sentencing laws than California, and no other jurisdiction has a higher level of complexity or consequence of error placed on their Case Records staff. The California Department of Corrections and Rehabilitation (CDCR) continues to face the long-standing issue of retaining these critical staff. Pay differentials have provided short-term relief; however, they have not recognized the ever-increasing complexity and responsibility assigned these positions and staff continue to move to other classifications with less demanding workload.

A review of SCO data for the period 2016-2021 shows employees leave the class for a variety of reasons; the main ones being appointment to a different class – this includes promotion within the CCR series and to other classifications inside and outside the department. Internal appointments to Parole Service Associate and Staff Services Analyst (SSA)/Associate Governmental Program Analysts (AGPA) are among the highest number, as well as promotions to CCR Supervisor. Incumbents have also been appointed to a variety of classes in outside agencies including State Hospitals, Transportation, CalFire, Social Services, EDD, CHP, and others. Most appointments have been to SSA/AGPA. Both the Parole Services and AGPA classification salary maximums exceed the CCRA by approximately 21% and 15%; respectively.

Recommendation:

Review classification salary structure with a focus on classification movement to adjust the salary structure to focus on increase in retention, recognize increased complexity in the job duties, and assist in recruitment of new employees.

¹ <https://www.onetonline.org/link/summary/13-1199.00>

Employment Program Representative

Series Description

The Employment Program Representative is a departmental specific classification utilized by the Employment Development Department. The classification is primarily used in two program areas within Employment Development Department: Unemployment Insurance and Job Services.

Within Job Services, the Employment Program Representative is responsible for gathering and disseminating labor market information to employers and applicants; assisting employers in their labor needs; interviewing, testing, and referring applicants for work; making job development contacts; negotiating on behalf of applicants for salary, benefit, and experience requirements; providing employment and placement services to special applicant groups such as ex-offenders, the disabled, veterans, and minorities; complying with all Federal and State legislation, departmental policies, and procedures with respect to special services and considerations for these groups; promoting self-service employment services for employers and job seekers; assisting in providing employment-related services; contacting employers to identify and list available jobs; promoting and marketing the Department's services (i.e., automated labor exchange systems, placement services, the one-stop career center resources, and other specific programs); assisting job seekers in meeting their employment goals or referring customers to partner resources; utilizing a personal computer and telephone; and providing services in community organizations or other government sites.

Within the Unemployment Insurance, the Employment Program Representative is responsible for a variety of task such as: conducting unemployment insurance eligibility interviews; gathering all relevant facts through employer and other contacts and claimant's statement; interpreting and applying laws, policies, and precedent decisions consistently to individual cases; analyzing employer and claimant statements and resolving conflicts through further questioning and analysis; identifying possible false statements and fraudulent claims and reporting to the Employment Development Department's Investigation Division for possible prosecution; resolving all eligibility issues surrounding claimant's unemployed status, determining claimant's eligibility for benefits, and informing claimant and employer of decision; paying claims; documenting all findings, actions, and decisions; assisting individuals in filing Unemployment Insurance benefit claims; independently reviewing, investigating, and determining eligibility for Unemployment Insurance benefits, in accordance with laws, regulations, and policies; and informing individuals of their rights and responsibilities under the Unemployment Insurance Program.

Series Composition

The Employment Program series is comprised of:

Schem	Class	Code	Code
Classification			
Employment Program Technician	WB40		9231
Employment Program Representative	WB35		9194
Employment Program Specialist I	WB68		9204
Employment Program Specialist II	WB66		9216
Employment Program Supervisor I	WB12		9190
Employment Program Manager I	WA92		9189
Employment Program Manager II	WA84		9197
Employment Program Manager III	WA74		9198

The series is grouped under the Social Security and Rehabilitation services:

Schematic Group	Schematic Code
Unemployment Insurance Claims and Placement	WA65
Disability Insurance	WE00

Salary Rates	Min – Max
Employment Program Technician	\$3,249 - \$4,067
Employment Program Representative	\$3,534 - \$5,500
Employment Development Specialist I	\$4,183 - \$6,296
Employment Development Specialist II	\$5,518 – 7,116
Employment Program Supervisor I	\$4,728 - \$5,919
Employment Program Manager I	\$5,686 – \$7,120
Employment Program Manager II	\$6,248 - \$7,821
Employment Program Manager III	\$6,862 – \$8,594

Position Information

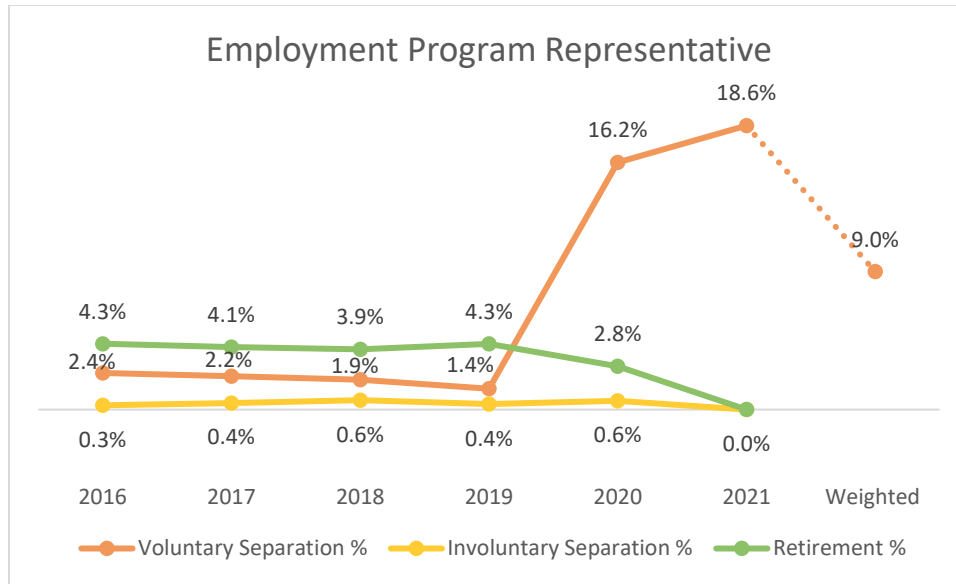
Employment Program Representative vacancy rates grew from 17.5% in March 2020 to 37.4% in March 2022. Vacant positions grew from 374 Full Time Equivalent (FTE) in March 2020 to 903 in March 2022, but that is down approximately 100 FTEs from March 2021. It is noted, the increase in vacancy rate and number of vacant positions is reflective of the additional positions authorized by the administration in response to the COVID pandemic as the Employment Development Department's payroll is influenced by negative economies as more Californians are dependent on the services the department provides.

This classification series is represented under Claims Adjusters, Examiners and Investigators in the 2018 California State Employee Total Compensation Report, published in December 2019. The overall vacancy rate as reflected in the survey is 9.8% for this group, as compared to the overall vacancy rate for BU 1 staff at 15.8%, and for all state employees at 14.1%. In review vacancy data from 2017 to current year, the EPR has historically maintained a higher vacancy rate than the Associate Governmental Program Analyst, Disability Evaluation Analyst III, and overall statewide vacancy average. However, it is noted the Staff Services Analyst vacancy rate over the same period of time, accounting for the negative economies effect on the department, is consistently higher than the classifications mentioned above with a median rate of approximately 18% compared to the classifications approximate median rate above at 15%, 13%, and 16% respectively. The EPR's approximate median vacancy rate from 2017 – 2019 was 15% roughly reflecting the overall unit average.

The turnover rate as reflected in the 2018 California State Employee Total Compensation Report, published in December 2019, for this group is 6.5%, as compared to 6.2% for all BU 1, and 6.9% for all state employees.

The 2021 Total Compensation Report, published in January 2023 reflects a decline in the occupational group turnover rate down 0.3% to 6.2%, with the overall unit turnover increasing 0.6% to 6.8%, and overall State turnover increasing 1.3% to 7.6%. The data trend appears to demonstrate the occupation group as a whole is faring better than the overall bargaining unit and statewide averages for turnover.

Turnover rates of the Employment Program Representative slightly decreased in 2021 to 18.6% from 19.6% in 2020. However, despite that drop, this was still a significant increase from 6% in 2019, and 6.5% in 2018. This is significantly higher than the average turnover rates for Bargaining Unit 1 which were 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. It is noted however these rates are likely reflective of the EDD right sizing its operations after large additions of temporary staff to address the unprecedented need placed upon EDD by the onset of the pandemic.



Employment Data

This classification falls under Standard Occupational Classification Code 43-4061.² This occupation determines eligibility of persons applying to receive assistance from government programs and agency resources, such as welfare, unemployment benefits, social security, and public housing. In California, workers on average earn \$58,760 per year. Ten percent of workers earn \$39,300 or less, and ten percent of workers earn \$71,800 or more. The maximum annual salary of the EPR is \$66,000.

The growth rate as reflected in the 2018 California State Employee Total Compensation Report, published in December 2019, reflects a decline in growth by 2.1%. However, the Survey reflects that this occupational group is paid 18.8% above the market average. According to the 2021 Total Compensation Report the compensation gap shorten, however, the occupation group is still above market average by approximately 10.8%.

Issues

It is the experience of staff that Journey Level staff pursue new career paths outside of the Employment Development Department to take higher paying positions with other departments who place a higher value on the skill sets learned and utilized by the Employment Development Department. Other departments, such as Department of Social Services (DSS), have pursued Employment Development Department staff in their recruitment process by offering higher pay and better career development. For example, the DSS recruits for the Disability Evaluation Analyst, (DEA) which has a monthly maximum of \$5,744, approximately \$244 dollars more than the EPR. However, the DEA classification

² <https://www.onetonline.org/link/summary/43-4061.00>

structure includes two additional levels, the DEA II and DEA III, which are non-supervisory. The DEA III's maximum salary rate is \$6,907 which is approximately 22% higher than the maximum salary received by the EPR. The EPR classification's median time in civil service is approximately 21 years, which is far greater than the median time in civil service of 12 years of the Unit 1 employee population. In addition, employees can move over to a Staff Services Analyst classification, with greater upward mobility within the promotional path to an AGPA, which has a maximum salary rate of \$6,907, approximately 22% above the maximum salary for a non-supervisory position within the EPR's promotional path.

The employment data for the EPR does not clearly demonstrate a classification that is hard to recruit, hard to fill, or demonstrates persistent high-turnover. However, the information presented and determined by this committee demonstrate classification structure interaction intricacies that the committee does not have the time to fully evaluate. It is also of note that the numbers reflect staffing levels necessary to handle increased workload due to the COVID 19 pandemic.

Recommendation

It is recommended that a regional or county review be considered as there is indicia of localized pressures that likely affect recruitment and retention.

Review classification salary structure to align with the DEA and SSA/AGPA salary structures to recognize the equity in pay against the overall scope, complexity, and consequence of error.

Financial Institutions Examiner

Series Description

The Financial Institutions Examiner series specification describes four class levels used in performing technical, analytical, supervisory, and managerial duties to assure State regulated financial institutions, business firms, and services comply with various laws and regulations under the jurisdiction of the Department of Financial Protection and Innovation and to provide the people of the State of California with a safe, sound, and efficient financial environment. Positions in these classes conduct or supervise the examination of books and records of financial institutions, business firms, and services; perform assignments relating to the administration and enforcement of applicable laws; plan, coordinate, and direct the appropriate examination programs; and work cooperatively with other agencies.

Series Composition

The classification series is composed of:

Classification	Schem Code	Class Code
Financial Institutions Examiner	JA20	4101
Senior Financial Institutions Examiner	JA15	4102
Financial Institutions Manager	JA05	4104

The Financial Institutions Examiner is grouped under Fiscal, Management and Staff Services, which covers:

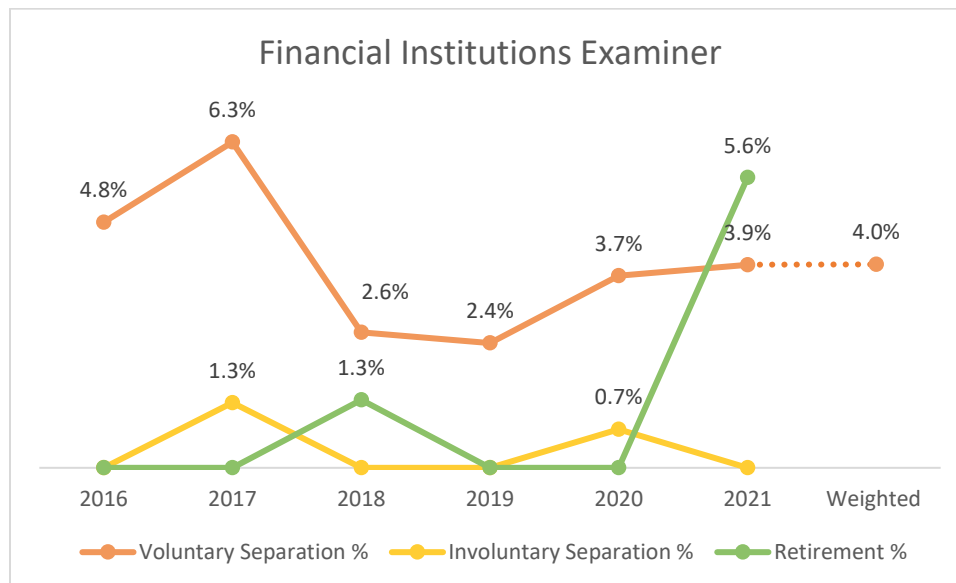
Schematic Group	Group Identifier
General Auditing and Financial Examinations	JA00
Public Utility Rates and Examinations	JG00
Tax Administration and Auditing	JH00
State Controller's Office	JK00
Accounting and Departmental Fiscal Control	JL00
Specialized Financial Staff Services	JR00
Financial Planning and Investments	JV00

Salary Rates	Min – Max
Financial Institutions Examiner	\$4,295 – \$8,367
Senior Financial Institutions Examiner	\$7,691 – \$10,108
Financial Institutions Manager	\$9,345 – \$11,143

Position Information

The vacancy rate for the Financial Institutions Examiner has increased approximately 50% between March 2020 and March 2022; growing from 10% to 15.3%; respectively. Annual job growth from 2020 - 2030 will be 18% at the nationally and 6% in California according to the Department of Labor.³

Turnover rates of the Financial Institutions Examiner increased in 2021 to 9.6% from 4.5% in 2020. This was an increase from 6% in 2019, and 6.5% in 2018. This is slightly higher than the average turnover rate for Bargaining Unit 1, which was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. The 5-year median total state service for this classification is 10 years which is lower than the overall unit 5-year state service median of 12 years. Further, DFPI has entered approximately twenty (20) hiring above the minimum adjustments for employees in the last two years.



Employment Data

This classification falls under Standard Occupational Classification Code 13-2061.⁴ This occupation enforces or ensures compliance with laws and regulations governing financial and securities institutions and financial and real estate transactions. Employees in this class may examine, verify, or authenticate records. In California, workers on average earn \$99,030 per year. Ten percent of workers earn \$60,490 or less, and ten percent of workers earn \$164,900 or more. The maximum annual salary rate for the Financial Institute Examiner is \$100,404.

³ [California Employment Trends: 13-2061.00 - Financial Examiners \(onetonline.org\)](https://www.onetonline.org/link/summary/13-2061.00)

⁴ <https://www.onetonline.org/link/summary/13-2061.00>

The 2018 California State Employee Total Compensation Report, published in December 2019, identified an approximately 19.5% lag behind Federal pay rates. The State’s 2021 Total Compensation Report identified an approximate 23.3% gap between State and Federal pay rates. The overall market average is 6% below the State’s average wage rate for this occupational group. However, the Federal government continues to be the largest employer competitor in this labor market. “In 2020, the [Federal Deposit Insurance Corporation](#) hired the most employees titled Financial Institution Examining, with an average salary of \$130,792.”⁵ The chart below provides the average salary:

Agency	Employees Hired	Average Salary
Federal Deposit Insurance Corporation	2,790	\$130,791.92
Office of Comptroller of Currency	2,316	\$141,672.47
Bureau of Consumer Financial Protection	384	\$123,627.37
Federal Housing Finance Agency	189	\$180,657.01
Farm Credit Administration	169	\$239,601.20

A recent study by the Conference of State Bank Supervisors (CSBS) comparing compensation of state to counterparts with the National Credit Union Association (NCUA) and the Federal Deposit Insurance Corporation (FDIC) indicates the average state salary is only 59% of the average federal employee salary in 2020. The pay gaps are widest for mid-career positions. These pay gaps affect retention rates, efficiency, and employee experience levels. The following chart represents the reported salaries from the State, FDIC and NCUA:

	DFPI FIE Max Annual Salary	NCUA CU-11 Max Annual Salary	Dollar Difference	Percentage Difference
Sacramento	\$100,404	\$130,230	\$29,826	29.7%
San Francisco	\$100,404	\$130,616	\$30,212	30.1%
Los Angeles	\$100,404	\$130,616	\$30,212	30.1%
San Diego	\$100,404	\$130,616	\$30,212	30.1%
Average	\$100,404	\$130,520		30.0%

⁵ [Financial Institution Examiner Salary Statistics \(federalpay.org\)](#)

	DFPI FIE Max Annual Salary	FDIC CG-11 Max Annual Salary	Dollar Difference	Percentage Difference
Sacramento	\$100,404	\$128,496	\$28,092	28.0%
San Francisco	\$100,404	\$154,983	\$54,579	54.4%
Los Angeles	\$100,404	\$136,196	\$35,792	35.6%
San Diego	\$100,404	\$135,656	\$35,252	35.1%
Average	\$100,404	\$138,833		38.3%

	DFPI SFIE Max Annual Salary	NCUA CU-12 Max Annual Salary	Dollar Difference	Percentage Difference
Sacramento	\$121,296	\$150,568	\$29,272	24.1%
San Francisco	\$121,296	\$152,384	\$31,088	25.6%
Los Angeles	\$121,296	\$152,384	\$31,088	25.6%
San Diego	\$121,296	\$152,384	\$31,088	25.6%
Average	\$121,296	\$151,930		25.3%

	DFPI SFIE Max Annual Salary	NCUA CU-13 Max Annual Salary	Dollar Difference	Percentage Difference
Sacramento	\$121,296	\$209,825	\$88,529	73.0%
San Francisco	\$121,296	\$253,076	\$131,780	108.6%
Los Angeles	\$121,296	\$222,398	\$101,102	83.4%
San Diego	\$121,296	\$221,516	\$100,220	82.6%
Average	\$121,296	\$226,704	\$105,408	86.9%

Issues

Federal salary rate is outpacing State salary rates. The recent National Credit Union Association Compensation Agreement provides a median increase of 13.5% percent for insurance examiners. This compensation is in addition to any locality adjusted compensation, which is approximately 45% above base pay for the Sacramento area.

Recommendation

- A study be authorized to review specific analysis to determine drivers of separations from the state and to review current salaries paid to FIEs or equivalents in the State's major employment geographical areas of the FIEs.

- Increase maximum rate of pay at higher levels and increases minimum salary entrance at Range A at each level to allow further salary movement and to address recurring need for HAM adjustments.

Hearing Reporter

Series Description

The Hearing Reporter classification series, primarily utilized by the Department of Industrial Relations (DIR) in the Division of Worker's Compensation (DWC), was established to, under direction, record in shorthand or machine shorthand writing and transcribe verbatim accounts of proceedings, hearings, and other meetings; and to do other related work.

The Hearing Reporter takes verbatim accounts of conferences, hearings, proceedings, trials, and other formal or informal meetings in shorthand or machine shorthand writing; properly identifies speakers and notes the introduction of exhibits and other matters; takes depositions and the testimony of witnesses on a variety of subject matter within a number of fields of work; transcribes notes on a typewriter or re-dictates on dictating equipment for transcription by a transcriber; frequently working to meet fixed deadlines, prepares a complete transcript of evidence and testimony; frequently travels to various locations to record proceedings and hearings; appears before quasi-judicial bodies or other formal groups to read shorthand notes; takes and transcribes dictated summaries of minutes of meetings, and performs incidental related clerical and stenographic work.

Series Composition

This series is comprised of one classification:

	Schem Code	Class Code
Hearing Reporter	CD20	1229

The Hearing Reporter classification is grouped under Office and Allied Services, which covers:

Schematic Group	Group Identifier
GENERAL	CA00
TYPING	CC00
STENOGRAPHY AND SECRETARIAL	CD00
LEGISLATIVE	CF00
PAYROLL	CG05
PERSONNEL-CLERICAL	CG40
Salary	Min - Max
Hearing Reporter	\$6,284 – \$7,864

In order to meet the minimum qualifications to serve in a Hearing Reporter position, and individual must either:

- Have one year of experience taking and transcribing verbatim accounts of conferences, hearings, proceedings, trials, and other formal meetings in shorthand or machine shorthand writing; or
- Possess a State of California License as a Certified Shorthand Reporter; or
- Possess a Certificate of Proficiency or a Certificate of Merit issued by the National Shorthand Reporters' Association (NSRA). (Completion of eighteen months of full-time study at a school specializing in Hearing Reporter training may be substituted for not more than half of the required experience under Pattern I.)

Historically, incumbents have met the minimum qualification through possession of a State of California License as a Certified Shorthand Reporter.

Employment Data

This classification falls under Standard Occupational Classification Code 27-3092.⁶ This occupation uses verbatim methods and equipment to capture, store, retrieve, and transcribe pretrial and trial proceedings or other information. Includes steno-captioners who operate computerized stenographic captioning equipment to provide captions of live or prerecorded broadcasts for hearing-impaired viewers. In California, workers on average earn \$88,050 per year. Ten percent of workers earn \$32, 510 or less, and ten percent of workers earn \$125,320 or more. The maximum annual compensation provided to a hearing reporter is \$94,368.

Issues:

Compensation for Hearing Reporters is below similar positions in other government sectors, and retirements and resignations are decreasing the size of the workgroup.

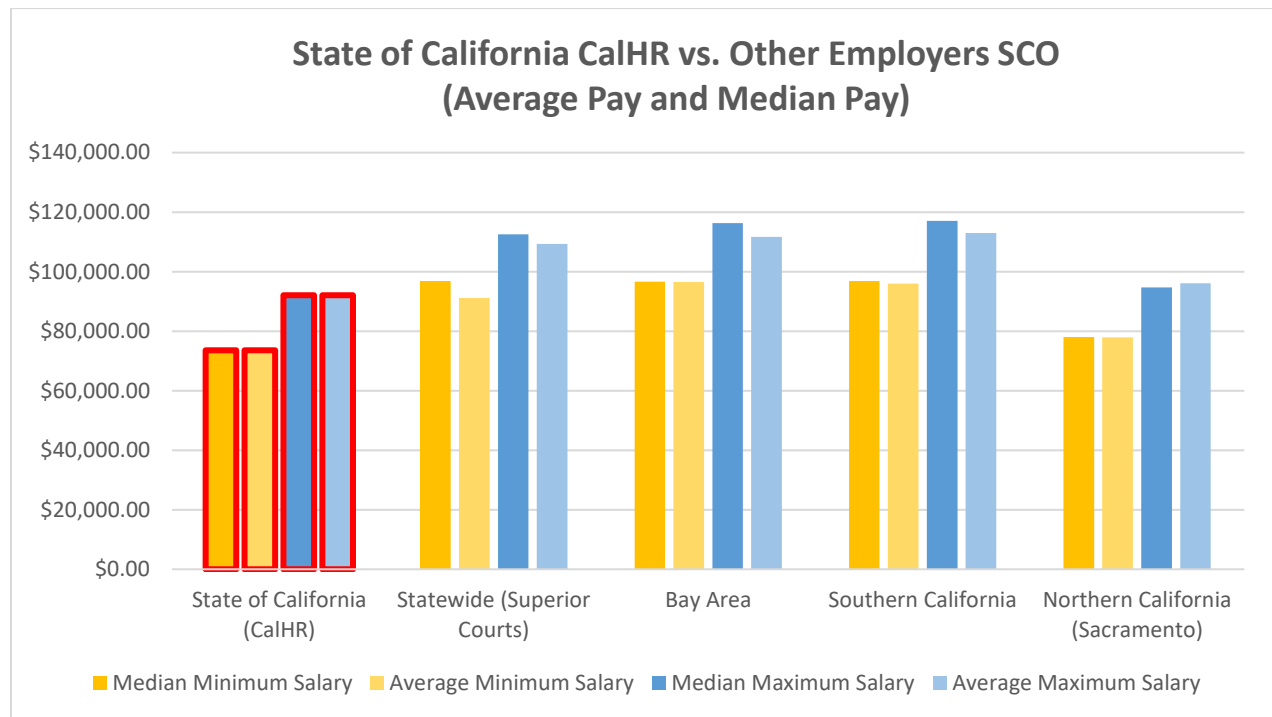
Deposition Reporters usually make \$1,200 to \$1,800 per day, can work from home or travel to law offices. As they are freelancers, they provide their own retirement and healthcare. Averages for full time yearly income range from \$120,000 to \$200,000. They are able sell their transcripts at a page rate for additional profit.

The work performed by Hearing Reporters is physically and mentally taxing. Attempts to mitigate this include asking for other offices to provide remote support. However, there are oftentimes no extra reporters available due to staffing shortages.

⁶ <https://www.onetonline.org/link/localwages/27-3092.00?st=CA>

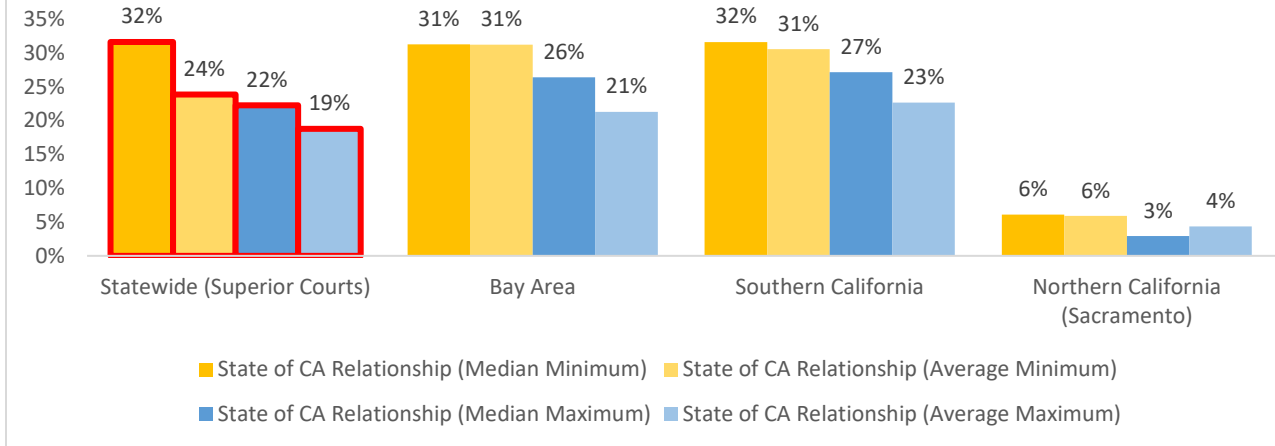
Official Reporters working for the County usually work on-site at the courthouse and pay ranges average from \$70,000 to \$130,000 base pay per year. The benefit package are comparable to what the state provides for Hearing Reporters. Official Reporters can also earn an additional 10% real-time⁷ pay differential. They also produce and sell their own transcripts for an additional \$3,000 to \$30,000 a year.

On average, based on data collected through the State Controller's Office (SCO) reports for government compensation in California, compared to other government employers statewide in 2021, and in particular the superior courts, average pay at the minimum of the pay ranges differs from Hearing reporters by 24%, and 19% at the maximum of those pay ranges. Such differences are more pronounced in the Bay Area and Southern California, where the difference in the average minimum entry salaries is as high as 31%.



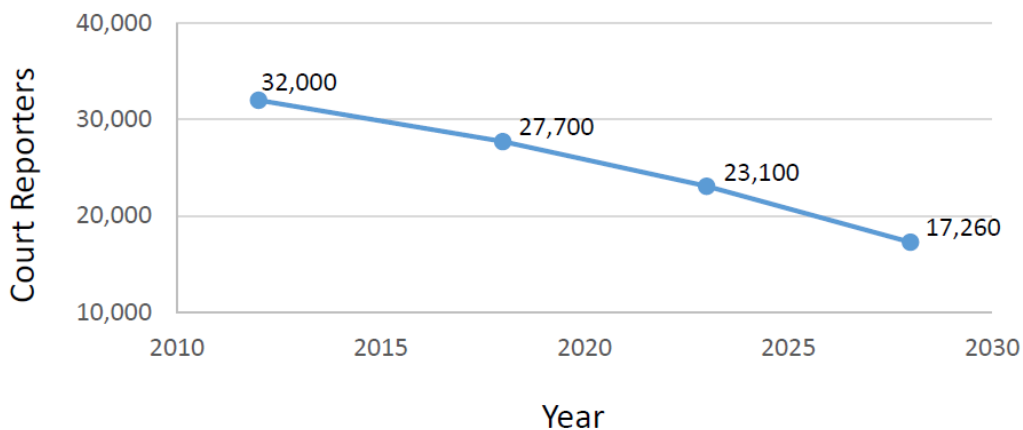
⁷ This is where a judge has instant access to what the court reporter is typing

State of California CalHR vs. Other Employers SCO (Percentage Differences)



While the pay gap in comparison to other employers is a factor, there has also been a decrease in qualified court reporters entering the field overall. In January 2022, in a report prepared for the 2022 California Trial Court Consortium⁸, since 2012, the number of court reporters in the United States has decreased by over 20 percent. By 2028, it will have decreased by half.

Number of Court Reporters in the United States, 2012-2028



Source: Speech to Text Institute (2019)

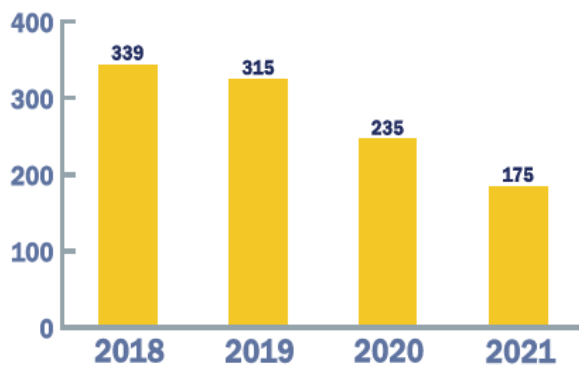
⁸ <https://www.siskiyou.courts.ca.gov/system/files?file=court-reporter-shortage-1-2022.pdf>

This downward trend is, in part, caused by the stenographer workforce aging out: the average court reporter is 55 years old.⁹ As a result, every year, the court reporting industry loses 82 percent more workers than it gains. While approximately 1,120 stenographers retire, at most 200 enter the market—a labor decrease of 920 reporters every year.¹⁰ DIR sees this trend reflected in its own hiring attempts and recent retirements, as previously identified.

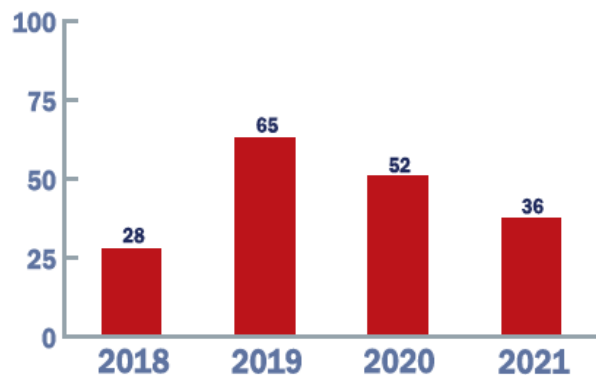
Further, the number accredited court reporting schools in the United States has sharply declined in the last decade. In 2012, there were 54 accredited programs in the U.S., which declined to 26 by the end of 2021. Despite California being one of the most equipped states in terms of its total number of schools, active schools continuously decrease. Court reporting program locations in this state have reduced by 44 percent in the last decade, from 16 in 2011 to 9 in 2021¹¹. This limits the eligible candidate pool of qualified individuals entering the court / hearing reporter field.

Additionally, fewer individuals are passed the exam to receive the California License as a Certified Shorthand Reporter. As previously identified, this typically used to meet minimum qualifications of the Hearing Reporter classification in State Service. In 2021, only 175 examinees took the licensing exam, and only 36 passed. This is reflective of a larger pattern of decline seen over the last 3-4 years.¹²

GRAPH 1: Total CSR Examinees



GRAPH 2: CSR Examinees Who Passed



While automation tools, have been considered to address the personnel shortage, such tools would not be consistent with the Labor Code under which the DWC operates. Specifically,

⁹ National Court Reporters Association, “NCRA Statistics,” (March 31, 2021) <https://www.ncra.org/home/aboutncra/NCRA-Statistics> (as of October 12, 2021).

¹⁰ Speech to Text Institute, *The Tipping Point: A Predictive Analysis of the Stenographer Shortage* (2019), page 3.

¹¹ California Court Reporters Association, “Court Reporting Schools” (2021), <https://www.cal-ccra.org/courtreporting-schools> (as of October 14, 2021).

¹² <https://www.siskiyou.courts.ca.gov/system/files?file=court-reporter-shortage-1-2022.pdf>

Labor Code Section 5708 states that "all oral testimony, objections, and rulings shall be taken down in shorthand by a competent phonographic reporter." This requirement under Workers' Compensation Proceeding law precludes the ability to use automated court reporting software and other similar tools that may be available to other state departments outside of DIR DWC.

The DIR hiring statistics from 2020 to 2022 demonstrate how these factors, as well as factors specific to DIR's legal procedure requirements, have uniquely impacted the DIR's ability to effectively recruit and retain qualified employees.

As of November 2022, there are approximately 94 DIR Hearing reporter positions, and 3 other Hearing Reporter positions at other departments (Board of Equalization and the Office of Tax Appeals), for a total of 97 Hearing Reporter positions statewide. Specific to DIR and DWC, DWC law under Labor Code Section 5708 requires that "All oral testimony, objections, and rulings shall be taken down in shorthand by a competent phonographic reporter." This means that the DIR DWC is unable to utilize automated court reporter tools that may be available to other State departments.

At DIR, there were 77 established Hearing Reporters in January 2021, with 17 positions vacant. By December 2021, an additional 16 positions were established, and the vacancies grew to 20 total positions, out of 93 established positions.

As of November 1, 2022, that further increased to 28 vacant positions out of 94 total established positions. 27 of those 28 positions are currently in active recruitment. Based on this information, DIR has been working to address this significant 29.7% vacancy rate.

Since 2020, only 24 Hearing Reporter appointments have been made at DIR, out of 76 total recruitments attempted during that period - a 31.5% recruitment success rate. Of the 76 total Hearing Reporter attempted recruitments attempts, 3 were in 2020, 24 were in 2021, and 49 were in 2022. For the 35 DIR Hearing Reporter recruitments for which additional data is available, the average number of applications received per recruitment was 5 applications. The median number of applications for these recruitments was also 5 applications. Generally, there is a low number of applications received per recruitment attempt.

Despite more than twice the attempted recruitments made in 2022 compared to 2021, there was a 78.5% decrease in appointments made to the Hearing Reporter classification. Of those 24 successful recruitments and appointments:

- 7 appointments were made in 2020.
- 14 appointments were made in 2021.
- 3 appointments were made in 2022 to date.

- 78.5% decrease in appointments from 2021.

This is in contrast to other DIR DWC hiring patterns for all other positions combined, as well as increased recruitment efforts specific to the Hearing Reporter between 2020 and 2022. During 12-month period between 2021 and 2022, DIR DWC has increased the rate of hiring for most other positions, reducing the overall vacancy rate to less than 15% as of November 2022. Out of 1103 positions in DIR DWC, only 93 positions total are vacant. The Hearing Reporter vacancies (28 total) make up 30% of all DWC vacancies combined

In addition to the difficulties with attempted recruitments since 2020, during that time DIR also had 33 Hearing Reporter separations, with nearly half of these related to retirements, reflecting broader labor market trends. Specifically:

- 14 service retired
- 1 disability retired
- 6 separated
- 1 died
- 8 transferred or promoted within DIR
- 3 were other types of position changes within DIR

The combination of recruitment difficulties, recent and forthcoming retirements, as well as other separations means that DIR may not have the capacity to provide essential services to the public.

Not having the essential Hearing Reporter positions filled means there is an increasing risk of judges, attorneys and injured workers having to wait longer for their cases to be heard. If not resolved, this could ultimately lead to the delay or prevention of claimants getting necessary treatment so they can return to work, in the near future.

Recommendation

- A Special Salary Adjustment for Hearing Reporters to address recruitment and retention issues and to narrow the pay gap should be considered in order to be competitive with local superior court systems statewide.
- A study program similar to the Actuarial Study Program as part of an overall Career Development Program enhancement, or an apprenticeship program specific to court and hearing reporters, may increase an eligible candidate pool to assist recruitment and in succession planning and outreach efforts.

Information Technology Series

Series Description

This series specification describes nine information technology classifications used to perform a variety of tasks in support of systems and services in the following six domains or closely related emerging information technology fields:

Business Technology Management - The management of information technology resources according to an organization's priorities and needs including activities such as information technology policy and program development, information technology portfolio management, information technology procurement, service performance management, process reengineering, business analysis, research and development, strategic planning, digital service user experience engagement, content design, and product and delivery strategy.

Client Services - The full lifecycle of end user device solutions including evaluation, configuration, provisioning, training, security, tracking, and support for an end user computing environment.

Information Security Engineering - The security aspects of the initiation, design, development, testing, operation, and defense of information technology data and environments to address sources of disruption, ranging from natural disasters to malicious acts.

Information Technology Project Management - The management or oversight of all phases of the project management and system development life cycles to ensure efficient and effective delivery of a unique information technology product, service, or system.

Software Engineering - The architecture, development, operation, and maintenance of software systems including user research, user centric design, development or configuration, programming, enterprise architecture, service-oriented architecture, testing, and implementation of the business application services.

System Engineering - The architecture, design, configuration, operation and maintenance of systems discovery and planning, design, configure, administer, and sustaining the operation of a defined system. System elements can include network, server, storage, operating system, database, program, hardware, and software.

Series is comprised of:

Classification	WWG	Schem Code	Class Code
Information Technology Technician	2	LM70	1400
Information Technology Associate	2	LM71	1401
Information Technology Specialist I	E	LM72	1402
Information Technology Specialist II	E	LM77	1414
Information Technology Specialist III	E	LM78	1415
Information Technology Supervisor I	E	LM73	1403
Information Technology Supervisor II	E	LM74	1404
Information Technology Manager I	E	LM75	1405
Information Technology Manager II	E	LM76	1406

Series Composition

The Information Technology series is grouped under Fiscal, Management and Staff Services, which covers:

Schematic Group	Group Identifier
ELECTRONIC INFORMATION PROCESSING	
Management	LK00
Acquisition	LL00
Programming and Analysis	LM00
Computer Operations and Information Processing	LN00

The current salary ranges as of October 2, 2022 are:

Classification	Min Salary	Max Salary
Information Technology Technician	\$3,783	\$6,051
Information Technology Associate	\$4,516	\$7,998
Information Technology Specialist I	\$5,960	\$9,643
Information Technology Specialist II	\$7,893	\$10,576
Information Technology Specialist III	\$8,700	\$11,659
Information Technology Supervisor I	\$7,080	\$9,486
Information Technology Supervisor II	\$7,783	\$10,428
Information Technology Manager I	\$8,591	\$11,512
Information Technology Manager II	\$10,421	\$12,688

Position Information

There were on average 6,012 Information Technology Specialist I employees in 2021, 6,068 in 2020, and 5,946 in 2019. Turnover rates of this classification slightly increased in 2021

to 5.7% from 4.7% in 2020, and 5.3% in 2019. The majority of the turnovers were due to retirement. The turnover rates on a year to year basis remained lower than the overall unit average.

As of August 12, 2022, there were 1,361 eligible candidates on the Information Technology Specialist I employment list. As of March 2022, there were 1,044.2 vacant positions and 6,383 established positions, which comes to a 16.4% vacancy rate. From March 2020 to March 2021, there were 817.4 vacancies, which comes to a 13.1% vacancy rate – which is lower than the overall unit average of approximately 19%. The vacancy rate change represents a change of 22% from March 2020 to March 2022. As of August 12, 2022, there were 143 Information Technology Specialist I job postings.

Employment Data

This classification falls under Standard Occupational Classification Code 15-1211.¹³ This occupation analyzes science, engineering, business, and other data processing problems to develop and implement solutions to complex applications problems, system administration issues, or network concerns. Perform systems management and integration functions, improve existing computer systems, and review computer system capabilities, workflow, and schedule limitations. May analyze or recommend commercially available software.

In California, workers on average earn \$117,910 per year. Ten percent of workers earn \$68,900 or less, and ten percent of workers earn \$168,660 or more. The maximum annual salary for the Information Technology Specialist I is approximately \$115,716.

Issues

The State of California, as one of the largest economies in the world and is home to more than 37 million people. State government affects each and every Californian from health, education, safety, transportation, and oversight. Each of these areas require extensive information technology networks to securely, reliably, and intuitively provide the services the State has been tasked to provide. The ongoing development, implementation, and maintenance of these systems requires routine off-hour software releases and hardware upgrades in addition to the standard '8 to 5' workweek required of other occupational groups. In addition, the State's workforce responsible for these systems relies on their ability to be knowledgeable in current and emergent technologies to protect and provide the services their respective departments provide.

According to the Department of Labor the Computer System Analyst occupational group will grow approximately 13% by 2030, with over 12,000 employees exiting the workforce or

¹³ <https://www.onetonline.org/link/summary/15-1211.00>

leaving the occupation. The rapid growth and worker movements will maintain pressure on the State to recruit and retain highly-skilled workers.

Recommendation

- Review MOU language for WWG consistency and clarification where needed such as including sections such as 19.19.21 and 19.19.21(A).
- Through bargaining, work to address concerns regarding 24/7, emergency, after hour, and weekend required work for systems maintenance, support, and management and its effects on regular work hours.
- Though bargaining, work to address concerns regarding career-related training in upcoming and emergent technologies.

Insurance Rate Analysts

Series Description

This consolidated series specification describes four Insurance Rate Analyst (IRA) classifications used for positions with professional or supervisory responsibilities for the market conduct and rate regulation programs at the Department of Insurance.

The IRA series describes classes concerned with regulatory work to ensure compliance with the California Insurance Code and other insurance laws as related to insurance rating and underwriting issues. This series provides for four levels of technical, analytical, professional, and supervisory skills required to ensure the effective and efficient regulatory operation of the Department of Insurance. This includes the analysis, evaluation and determination regarding insurance rates, rating plans, classifications, and underwriting practices of insurance companies, rating and advisory organizations, and other groups and associations engaged in insurance ratemaking activities. Incumbents perform technical and analytical work to identify adherence to insurance laws by insurance providers regarding rating and underwriting; conduct examinations of the application and interpretation of rates, policy forms, rating guidelines, and underwriting practices to determine if insurers are fulfilling their legal obligations, evaluate rate filing applications and supporting documentation, and analyses to determine rate adequacy and compliance with rating and underwriting laws; and initiate corrective or enforcement actions for noncompliant insurance organizations.

Entry into this series is typically from comparable professional levels outside State service, from college recruitment sources, or a related State classification of a lower level.

Series Composition

Series is comprised of:

Classification	Schem Code	Class Code
Insurance Rate Analyst	JC40	4441
Associate Insurance Rate Analyst	JC38	4438
Senior Insurance Rate Analyst	JC34	4435
Supervising Insurance Rate Analyst	JC32	4432

The Insurance Rate Analyst series is grouped is grouped under Fiscal, Management and Staff Services, which covers:

Schematic Group	Group Identifier
General Auditing and Financial Examinations	JA00
Public Utility Rates and Examinations	JG00

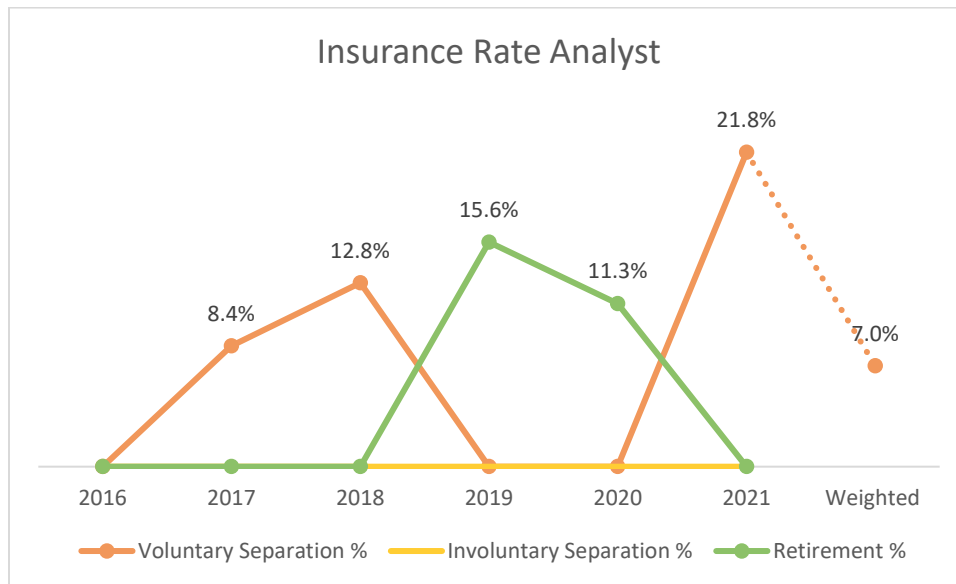
Tax Administration and Auditing	JH00
State Controller's Office	JK00
Accounting and Departmental Fiscal Control	JL00
Specialized Financial Staff Services	JR00
Financial Planning and Investments	JV00

Salary Rates

Insurance Rate Analyst	Min – Max \$4,091– \$6,611
Associate Insurance Rate Analyst	\$6,082 – \$7,966
Senior Insurance Rate Analyst	\$6,992 – \$9,612
Supervising Insurance Rate Analyst	\$8,113 – \$10,094

Position Information

For the purpose of this comparison, we are focusing the IRA classification. There were on average nine IRAs 2021, nine in 2020, and six in 2019. Turnover rates in this classification increased in 2021 to 21.8% from 11.3% in 2020, and 15.6% in 2019. The majority of the turnover for 2 of the last three data years (2019-2021) shows employee retirements affected the IRA turnover rates the greatest. For example, in 2019 and 2020 retirements accounted for the entirety of the IRA turnover. In 2021, voluntary separations accounted for the entirety of the IRA turnover within the State. The Average turnover rates for Bargaining Unit 1 was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. The turnover rates for IRAs are greater than those for BU 1 as a whole.



As demonstrated by the turnover rates in the IRA classification, there is a demonstrated recruitment and retention issue. Attempts to mitigate recruiting difficulties include efforts by

the California Department of Insurance's efforts by its human resources office, including involving its talent acquisition unit posting vacancies on social networking sites. Despite these efforts, job postings often need to be extended due to lack of applicants.

As of August 12, 2022, there were 35 eligible candidates on the IRA employment list. From March 2021 to March 2022, there were two vacant positions, which comes to a 12.5% vacancy rate. From March 2020 to March 2021, there were two vacancies, which comes to a 15.4% vacancy rate. This represents an improvement of 54.2% from March 2020 to March 2022. As of August 12, 2022, there was one job posting.

Employment Data

This classification falls under Standard Occupational Classification Code 13-1041.¹⁴ This occupation examines, evaluates, and investigates eligibility for or conformity with laws and regulations governing contract compliance of licenses and permits, and performs other compliance and enforcement inspection and analysis activities not classified elsewhere. In California, workers on average earn \$80,330 per year. Ten percent of workers earn \$48,660 or less, and ten percent of workers earn \$127,280 or more. The total maximum salary earned by the IRA is \$79,332; however, the largest employee group of the series is the Associate IRA, whose annual maximum salary is \$95,592. It is noted the Associate IRA classification's vacancy rate as of October 2022 was 18.99% which is approximately 2.3 percentage points above the October 2022 IRA vacancy rate of 16.67%, which is 4% higher than March of 2022. However, it is noted that with a small population size, small shifts in vacant positions will cause larger impacts to vacancy rates.

Issues

IRAs have an important role in ensuring insurance rates in California are set according to its laws, rules and regulations. Furthermore, the increase in the workload's complexity require more seasoned and experienced analysts. For example, filing reviews have become more complex due to the emergence of frequent usage of mathematical models and big data by insurance companies. The compensation does not reflect the complexity of the job. Experienced Senior IRAs and Associate IRAs are expected to quickly adapt to more complex filings, take on special projects, while also preparing rigorous training sessions and workshops for new hires.

Furthermore, with insurers moving in the direction of non-renewing policyholders, or withdrawing from the California insurance market, Californians are not able to receive cost-saving benefits and may continue to pay excessive rates on their renewals. New insurance

¹⁴ <https://www.onetonline.org/link/localwages/13-1041.00?st=CA>

products cannot reach the consumers sooner. This means fewer selections and options for California consumers.

Recommendation

- Review current market rate comparisons for salary adjustment to ensure competitive compensation.
- Review additional recruitment and retention incentives such as credential differentials to recognize increased skill and knowledge to address filing review in a complex regulatory environment.

Investigative Auditor Series

Series Description

This series specification describes classes used in several programs within the Department of Justice (DOJ). Incumbents in these classes, working in conjunction with Deputy Attorney Generals and Special Agents, plan, organize and direct statewide auditing and investigative activities; their duties include the performance of technical and administrative tasks according to generally accepted accounting practices and procedures to assure compliance with complex State and Federal laws and regulations under the enforcement or supervisory jurisdiction of the Attorney General.

Investigative audits for the DOJ will include reviews of: chemical manufacturers and distribution companies; operations of charitable trusts; assets obtained through illegal drug trafficking or fraudulent activities; corporations, financial institutions and other business entities used for fraudulent or white collar criminal activities; legitimate institutions used for laundering illegal proceeds from drug or fraudulent activities; medical practitioners, providers, clinics and facilities who commit Medi-Cal Fraud, patient abuse and drug diversion violations and any other activity designed to circumvent the law. Investigative audits in the above areas frequently result in criminal and/or civil prosecution.

Entry into this series is typically through the class of Auditor I.

Series Composition

This series is comprised of:

Classification	Schem Code	Class Code
Investigative Auditor II, DOJ	JE26	4203
Investigative Auditor III, DOJ	JE24	4215
Investigative Auditor IV (Specialist), DOJ	JE22	4224
Investigative Auditor IV (Supervisor), DOJ	JE20	4226

Salary Rates	Min – Max
Investigative Auditor II, DOJ	\$5,059 – \$6,651
Investigative Auditor III, DOJ	\$6,082 – \$7,998
Investigative Auditor IV (Specialist), DOJ	\$6,364 – \$8,366
Investigative Auditor IV (Supervisor), DOJ	\$6,891 – \$8,989

The Investigative Auditor series is grouped under Fiscal, Management and Staff Services, which covers:

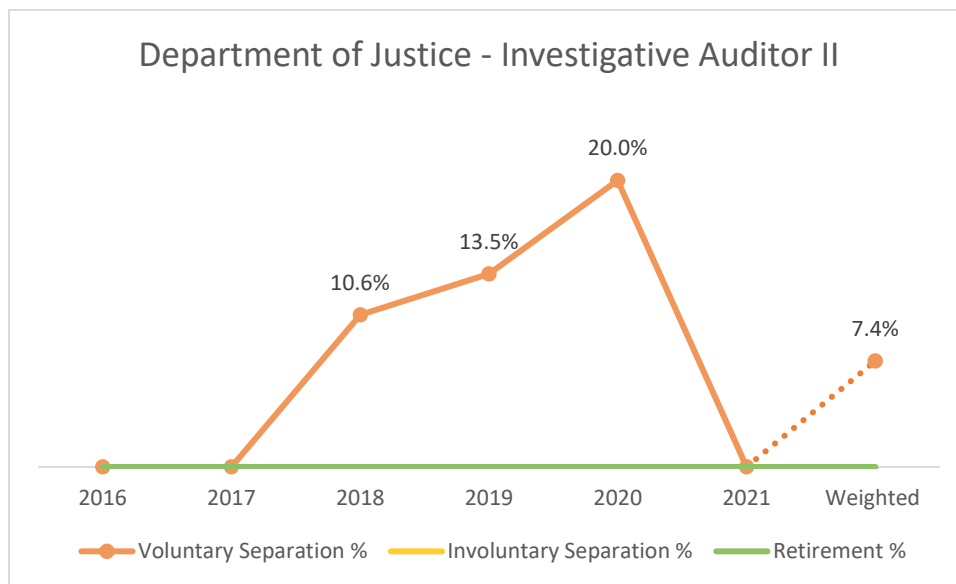
Schematic Group	Group Identifier
General Auditing and Financial Examinations	JA00
Public Utility Rates and Examinations	JG00
Tax Administration and Auditing	JH00
State Controller's Office	JK00
Accounting and Departmental Fiscal Control	JL00
Specialized Financial Staff Services	JR00

Position Information

As of August 12, 2022 there was one job posting for which there were 27 eligible candidates on the Investigative Auditor II employment list.

From March 2020 to March 2021, the number of vacant positions increase from 3 to 5, which is a 50% increase. From March 2021 to 2022, the number of vacant positions decreased from 5 positions to 4 positions – a 22% decrease. Overall, from March 2020 to 2022 vacancies have increased 28% from 3 vacant positions in 2020 to 4 vacant positions in 2022. The overall vacancy rate increased approximately 33% from March 2020 to March 2022 at 37.5% and 50%; respectively.

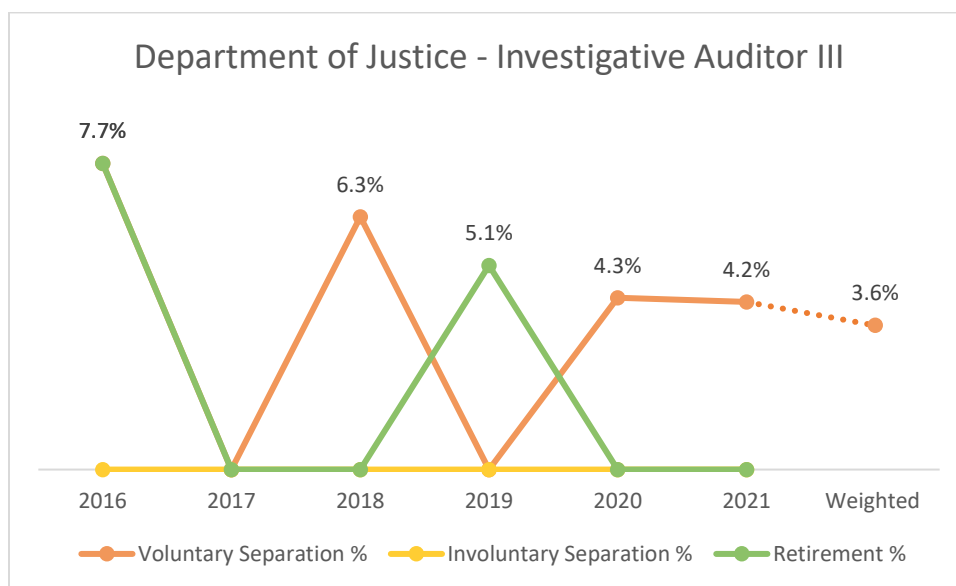
There was a total of 3 separations¹⁵ from the Investigative Auditor II classification between 2016 and 2021. The total average established positions over the same period equaled 41 positions resulting in a 7.4% turnover rate, which is a percentage point above the Bargaining Unit average of 6.3%.



¹⁵ Turnover is reflective of only separations that resulted in the employee existing civil service and does not reflect transfers or promotions.

As of March 2020 there were 28 established Investigative Auditor III positions, of which 7 were vacant resulting in a 25% vacancy rate. The vacancies dropped in 2021 to 4 and remained unchanged in 2022. However, the number of established positions declined in 2022 from 28 to 26, which reduced the vacancy rate of the classification from 25% to 15.4%. The percentage reduction of approximately 7% in positions appears to account for a large portion of the vacancy percentage reduction with the classification retaining 21, 23, and 22 filled positions from 2020, 2021, and 2022; respectively.

There was a total of 6 separations¹⁶ from the Investigative Auditor III classification between 2016 and 2021. The total average established positions over the same period equaled 111 positions resulting in a 5.4% turnover rate, which is a percentage point below the Bargaining Unit average of 6.3%.



Employment Data

This classification falls under Standard Occupational Classification Code 13-2011.¹⁷ This occupation examines, analyzes, and interprets accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others. Installs or advises on systems of recording costs or other financial and budgetary data. In California, workers on average earn \$80,540 per year. Ten percent of workers earn \$50,850 or less, and ten percent of workers earn \$139,000 or more. Alternately an additional Standard Occupational Classification Code to review is Code 13.2099.04.

¹⁶ Turnover is reflective of only separations that resulted in the employee existing civil service and does not reflect transfers or promotions.

¹⁷ <https://www.onetonline.org/link/summary/13-2011.00>

The 2018 California State Employee Total Compensation Report, published in December 2019, reflects that Accountants and Auditors are paid 2.9% more than their local government counterparts, 3.7% more than the private sector, and 19.5% behind their federal government counterparts. They are paid more than 2.5% above the market average.

According to the State's 2021 Total Compensation Report this occupational group receives approximately 4.6% more than local government, 8% more than private, and lags the Federal government by 23.3%; however, the report provides the State's compensation outpaced the 2018 market rate of 3.5%, moving to 6% above market average for this occupational group.

According to the Employment Development Department's Labor Market Information Division, as of the first quarter of 2021, the median wage of this occupational group is \$79,926 annually; or approximately \$38.42 per hour. As of October 2022, the CalHR Pay Scales identifies the average wage of the Investigative Auditor II is \$33.79 per hour or \$70,261 annually.

Issues

A barrier to hiring recruiting staff is that DOJ requires a modified pre-employment law enforcement background investigation prior to giving an applicant a formal job offer. This is a deterrent to many job applicants. There are currently no incentives for potential applicants to wait until the pre-employment background investigation is complete. Further, Investigative Auditors assist in the preparation of search warrants, court orders, and subpoenas for evidentiary materials needed to perform investigative audits, which some may find intimidating. Once employed, employees are required to travel multiple times a year, which can cause a hardship for personal and family reasons.

Recommendation

Complete Classification Specification review to determine if there is demonstrable change in the classification concept.

State Historian

Series Description

This series specification describes State Historian classes in the Department of Parks and Recreation. These classes are used to perform basic historical research; to recommend and execute programs of identification, description, evaluation, preservation and resource management of historical and cultural objects, sites, and buildings; and to direct the development of employee training programs concerning California historical resources and historic preservation.

Incumbents in these classes are assigned tasks related to the collection, identification, classification, evaluation, and preservation of a variety of objects and sites of historical interest; reviews historical objects to be used in exhibits for historical accuracy and integrity; does research or reference work in the history of existing and proposed parks, monuments or surrounding areas; develops or coordinates departmental historical and cultural resource programs with programs of other departments, educational institutions, historical groups, and other State, Federal, and local governmental agencies; provides a variety of administrative support and technical assistance activities in contract negotiation and review, grant administration, and other areas impacting historical resource management programs; coordinates and administers program of historical and cultural interest involving grant administration activities at local and other governmental levels; provides administrative and staff support to various boards and commissions; develops plans and recommendations for identifying and protecting objects, buildings, and sites of historical significance to the people of California; prepares inventories of existing cultural resources and recommends plans for cultural resource management and disposition; reviews and evaluates environmental documents and other reports regarding cultural resources for compliance with environmental regulations and policies; prescribes mitigation measures as necessary; assists or trains other field employees in historical research methods and techniques; prepares and gives talks to interested groups; prepares or assists in the preparation of budgets; and keeps necessary records and prepares reports.

Series Composition

This series is comprised of:

Classification	Schem Code	Class Code
State Historian I	BU70	2801
State Historian II	BU60	2800
State Historian III ¹⁸	BU50	2799

¹⁸ The State Historian III is the full supervisory level of the series.

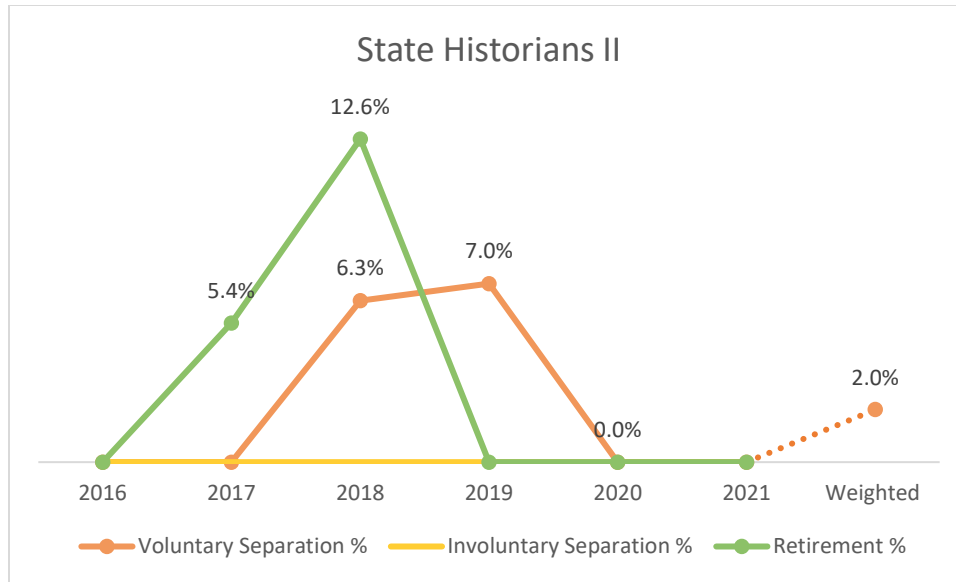
The State Historian class series is grouped under Agriculture and Conservation, which covers:

Schematic Group	Group Identifier
PARKS AND RECREATION	
Development and Management	BR00
Aquatic Safety	BS20
Park Protection	BS53
Information	BS60
Outdoor Recreation	BV00
Boating	BW00
FOREST PROTECTION	BW80
Salary Rates	Min – Max
State Historian I	\$4,602 – \$5,763
State Historian II	\$5,805 – \$7,268
State Historian III	\$7,112 – \$8,841

Position Information

As of August 12, 2022, there were 12 eligible candidates on the State Historian II employment list. From March 2021 to March 2022, there were 3.2 vacant positions, which comes to a 18.8% vacancy rate. From March 2020 to March 2021, there were 5.2 vacancies, which comes to a 28.9% vacancy rate. This represents an improvement of 39.3% from March 2020 to March 2022. As of August 12, 2022, there were no job postings.

For the purpose of this comparison, we are focusing the State Historian II classification. There were on average 15 State Historians II 2021, 15 in 2020, and 14 in 2019. Turnover rates in this classification increased remained stable, at 0% in 2021, 0% in 2020, and 7% in 2019. The only position lost in 2019 was due to voluntary separation. Average turnover rates for Bargaining Unit 1 was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. The turnover rates for State Historians II are substantially less than those for Bargaining Unit 1 as a whole.



Employment Data

This classification falls under Standard Occupational Classification Code 19-3093.¹⁹ This occupation researches, analyzes, records, and interprets the past as recorded in sources, such as government and institutional records, newspapers and other periodicals, photographs, interviews, films, electronic media, and unpublished manuscripts, such as personal diaries and letters. In California, workers on average earn \$81,230 per year. Ten percent of workers earn \$44,970 or less, and ten percent of workers earn \$116,910 or more.

Issues

DPR cultural resources staff is organized into three main series (*Museum Curators*, *State Historians*, and *State Archeologists*) as well as two stand-alone classes (*Museum Custodian* and *Museum Technician*).

The *State Historian* class is the oldest and was established in 1961. This was followed in 1966 with the establishment of the *State Archeologist* class and shortly thereafter, the *Museum Custodian* class was added in 1968. By 1979, the *State Historian* series was being revised with a title change. Professional collections-related classifications were addressed in the late 1980s when the *Museum Curator* series was established in 1987, and the following year the *Museum Technician* class was established and the *Museum Custodian* class was revised. The last significant changes to any cultural classes occurred in 1991 when the *Assistant State Archeologist* and the *Supervisor, Cultural Resource Program* were established with concomitant revisions to the *Associate* and *Senior State Archeologist* classes to bring them into alignment.

¹⁹ <https://www.onetonline.org/link/summary/19-3093.00>

An effort to consolidate and redefine the increasingly varied and complex duties of the *State Archeologist* series and the *State Historian* series, under the all-purpose title of *Heritage Scientist* was proposed in 2015. In addition, it was also proposed that within the *Heritage Scientist* class that a *Senior Heritage Scientist Specialist* be added and a *Program Manager Heritage Scientist* also be included, along with the existing levels of all three series.

Although generally well received, the *Heritage Scientist* consolidation proposal stalled. When the proposal was picked up again in May of 2016, much of the new language for the *Heritage Scientist* series was adopted but re-packaged for only the *State Archeologist* series. Therefore, the proposal did not include the State Historian classification.

Recommendation

- Complete a Classification Specification review to determine if the stated scope of work is appropriate and in line with current duties.
- Review current market rate comparisons for salary adjustment to ensure competitive compensation.
- Review additional recruitment and retention incentives in order to recognize increased skill and knowledge that may be needed for position.

Tax Auditor Series

Series Description

Tax Auditors with the Board of Equalization (now known as the California Department of Tax and Fee Administration) either: (1) conduct field audits of taxpayers' accounting books and records, using generally accepted auditing standards and procedures to ensure correct reporting of business taxes; or (2) perform audit-related functions in Headquarters. Supervising Tax Auditors I, II, and III either: (1) plan, direct, and evaluate the work of an audit crew, unit, or program; or (2) in the Hearing Section of the Legal Section, conduct informal tax hearings. The Principal Tax Auditor manages the State Board of Equalization's business taxes audit programs.

Tax Auditors series with Employment Development Department are used to perform professional auditing work in accordance with departmental audit standards, and to assure compliance with the tax program provisions of California's Unemployment, Disability Insurance, and Personal Income Tax Withholding laws. The Tax Auditor may as assigned: conduct uniform audits and investigations of employer records; perform special and complex assignments related to the field audit or investigation; determine and obtain compliance with tax laws; develop and interpret tax auditing and compliance procedures; interpret and apply provisions of the California Unemployment Insurance Code, California Code of Regulations, Title 22, California Labor Code, and California Unemployment Insurance Appeals Board decisions for assigned benefit and wage investigations; or apply provisions of the Internal Revenue Code and other California Codes, e.g., Revenue and Taxation Code, Business and Professions Code, etc., as they relate to the programs administered by the Employment Development Department.

Positions in the classes of Tax Auditor, Associate Tax Auditor, and Staff Tax Auditor are not designated as management or supervisory, although incumbents may occasionally act as "lead persons" performing such functions as training new staff or reviewing the assignments of lower level staff. Such "lead persons" have duties substantially similar to those of their subordinates and they do not have the authority in the interest of management to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, discipline, or responsibly direct other employees, or to adjust their grievances, or effectively recommend such actions.

The Supervising Tax Auditor I is a supervisory class which supervises a staff of Tax Auditors with authority in the interest of management to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, discipline, and responsibly direct other employees, and to adjust their grievances, or effectively recommend such actions.

Tax Auditors with the Franchise Tax Board are positions which are assigned technical responsibilities to assure compliance with the provisions of California's Personal Income Tax and Bank and Corporation Tax Laws. The Auditor conducts or leads the uniform audit of individual or corporation records; or performs special and complex assignments related to the field or office audit. Tax Auditors either: (1) conduct office or field audits to determine tax liability under provisions of California's Personal Income Tax and Bank and Corporation Tax Laws; or (2) perform audit-related functions in the Central Office.

Series Composition

This series is comprised of:

Classification	Schem Code	Class Code
Tax Auditor, Board of Equalization	JH53	4267
Associate Tax Auditor, Board of Equalization	JH50	4281
Supervising Tax Auditor I, Board of Equalization	JH40	4280
Supervising Tax Auditor II, Board of Equalization	JH30	4277
Supervising Tax Auditor III, Board of Equalization	JH20	4271
Tax Auditor, Employment Development Department	JJ49	4336
Associate Tax Auditor, Employment Development Dept.	JJ40	4339
Staff Tax Auditor, Employment Development Department	JJ35	4341
Tax Auditor, Franchise Tax Board	JI61	4362
Associate Tax Auditor, Franchise Tax Board	JI50	4361

The Tax Auditor series is grouped under Fiscal, Management and Staff Services, which covers:

Schematic Group	Group Identifier
General Auditing and Financial Examinations	JA00
Public Utility Rates and Examinations	JG00
Tax Administration and Auditing	JH00
State Controller's Office	JK00
Accounting and Departmental Fiscal Control	JL00
Specialized Financial Staff Services	JR00

Salary Rates	Min – Max
Tax Auditor, BOE	\$4,091 – \$6,651
Associate Tax Auditor, Board of Equalization	\$6,082 – \$7,998
Supervising Tax Auditor I, Board of Equalization	\$7,020 – \$9,224
Supervising Tax Auditor II, Board of Equalization	\$7,704 – \$10,130
Supervising Tax Auditor III, Board of Equalization	\$8,497 – \$11,168

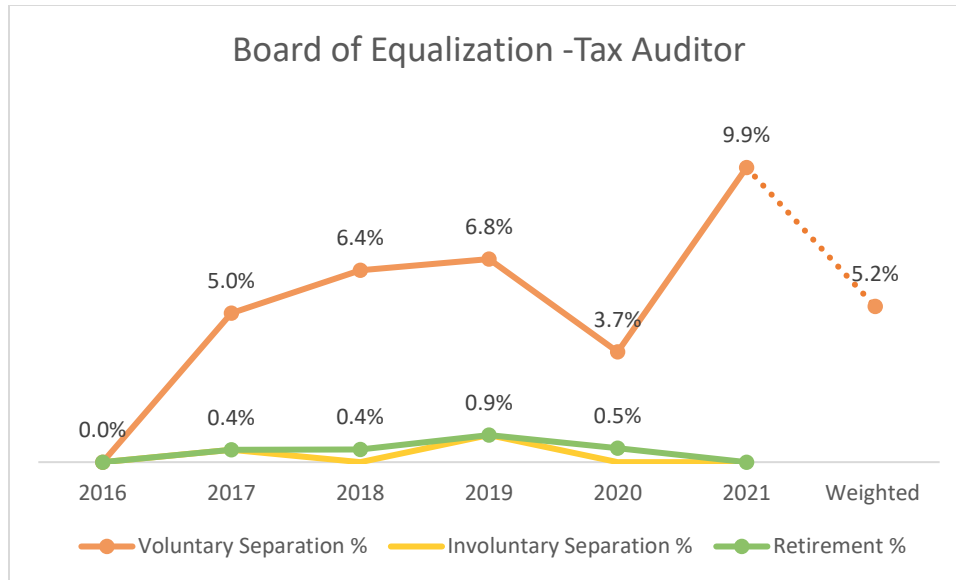
Tax Auditor, Employment Development Department	\$4,091 – \$6,651
Associate Tax Auditor, Employment Development Dept.	\$6,082 – \$7,998
Staff Tax Auditor, Employment Development Department	\$6,365 – \$8,366
Tax Auditor, Franchise Tax Board	\$4,091 – \$6,651
Associate Tax Auditor, Franchise Tax Board	\$6,082 – \$7,998

Position Information

For the purpose of this comparison, we are focusing the Tax Auditor classes with Board of Equalization, Employment Development Department, and Franchise Tax Board. It is noted the Franchise Tax Board (FTB) and the California Department of Tax and Fee Administration (CDTFA) utilize a Program Specialist and Business Tax Specialist series after the Auditor level to address the more complex cases that require a deeper and broader knowledge of the applicable tax codes and in cases where there is significant consequence of error.

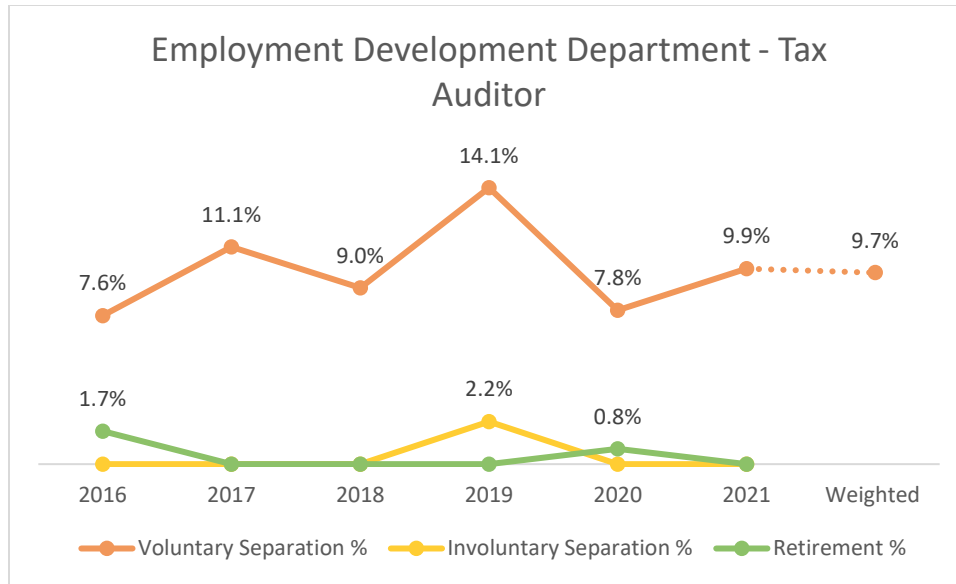
As of August 12, 2022, there were 262 eligible candidates on the Tax Auditor (Board of Equalization) employment list. From March 2021 to March 2022, there were 81.3 vacant positions, which comes to a 27% vacancy rate. From March 2020 to March 2021, there were 95.3 vacancies, which comes to a 31.8% vacancy rate. This represents a change of 13.5% from March 2020 to March 2022. On August 12, 2022, there were seven job postings.

There were on average 223 Tax Auditors with Board of Equalization 2021, 216 in 2020, and 221 in 2019. Turnover rates in this classification increased to 9.9% in 2021, as compared to 4.2% in 2020, and 8.6% in 2019. The main reason for employee turnover was due to voluntary separation for three years. Average turnover rates for Bargaining Unit 1 was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. The turnover rates for Tax Auditors with Board of Equalization was elevated slightly in 2021 and 2019 was elevated as compared to Bargaining Unit 1 as a whole.



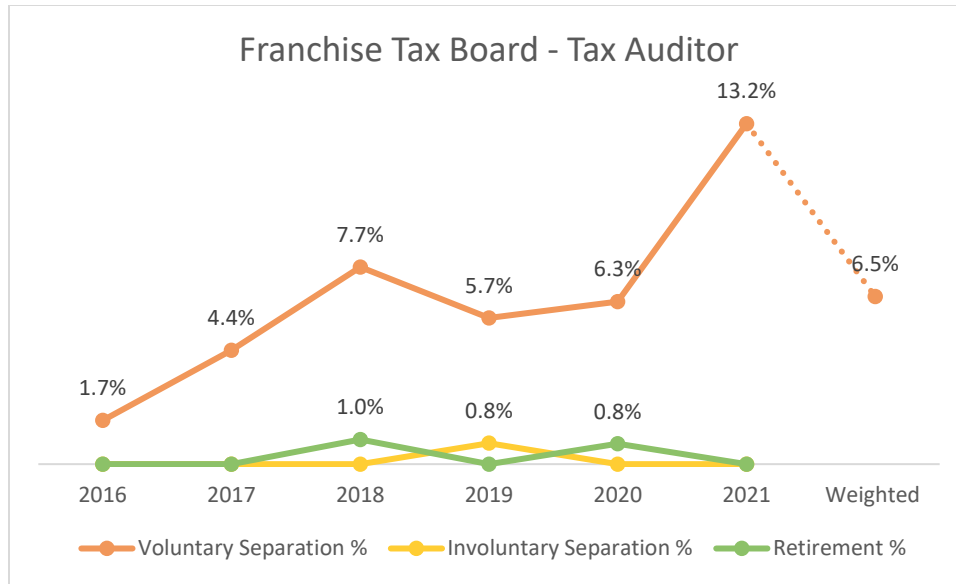
As of August 12, 2022, there were 382 eligible candidates on the Tax Auditor (Employment Development Department) employment list. From March 2021 to March 2022, there were 24.93 vacant positions, which comes to a 21.9% vacancy rate. From March 2020 to March 2021, there were 22 vacancies, which comes to a 21.6% vacancy rate. This represents a change of 73.2% from March 2020 to March 2022. On August 12, 2022, there were six job postings.

There were on average 151 Tax Auditors with Employment Development Department 2021, 128 in 2020, and 93 in 2019. Turnover rates in this classification increased to 9.9% in 2021, as compared to 8.6% in 2020. However, the turnover rate was 16.2% in 2019. The main reason for employee turnover was due to voluntary separation. Average turnover rates for Bargaining Unit 1 was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. The turnover rates for Tax Auditors with Employment Development Department was elevated as compared to Bargaining Unit 1 as a whole.



As of August 12, 2022, there were 484 eligible candidates on the Tax Auditor (Franchise Tax Board) employment list. From March 2021 to March 2022, there were 15.9 vacant positions, which comes to a 19.1% vacancy rate. From March 2020 to March 2021, there were 9.5 vacancies, which comes to a 11.6% vacancy rate. This represents a change of 62.8% from March 2020 to March 2022. On August 12, 2022, there was one job posting.

There were on average 113 Tax Auditors with Franchise Tax Board 2021, 127 in 2020, and 123 in 2019. Turnover rates in this classification increased to 13.2% in 2021, as compared to 6.3% in 2020, and 5.7% in 2019. The main reason of employee turnover was due to voluntary separation. Average turnover rates for Bargaining Unit 1 was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019. The turnover rates for Tax Auditors with Franchise Tax Board significantly increased in 2021 as compared to Bargaining Unit 1 as a whole.



Employment Data

This classification falls under Standard Occupational Classification Code 13-2011.²⁰ This occupation examines, analyzes, and interprets accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others. Installs or advises on systems of recording costs or other financial and budgetary data. In California, workers on average earn \$80,540 per year. Ten percent of workers earn \$50,850 or less, and ten percent of workers earn \$139,000 or more.

The 2018 California State Employee Total Compensation Report, published in December 2019, reflects that Accountants and Auditors are paid 2.9% more than their local government counterparts, 3.7% more than the private sector, and 19.5% behind their federal government counterparts. They are paid more than 2.5% above the market average. According to the State’s 2021 Total Compensation Report this occupational group receives approximately 4.6% more than local government, 8% more than private, and lags the Federal government by 23.3%; however, the report provides the market average grew 3.5% to 6% above market average for this occupational group.

According to the Employment Development Department’s Labor Market Information Division, as of the first quarter of 2021, the median wage of this occupational group is \$79,926 annually; or approximately \$38.42 per hour. As of October 2022, the CalHR Pay Scales identifies the average base wage of the Tax Auditor is \$30.98 per hour or \$64,453 annually. The average base wage over the Tax Auditor, CDTFA series is \$44.01 per hour or \$91,555.

²⁰ <https://www.onetonline.org/link/summary/13-2011.00>

Overall vacancy rates for the Tax Auditor and associated classes such as the Program Specialist, Auditor, and Associate Tax Auditor classifications demonstrate an escalating vacancy rate in excess of the Bargaining Unit average. The most recent reports received from the SCO provide the occupational group of Accountants and Auditors provides the overall vacancy rate is 18.5% which is greater than the Bargaining Unit average of 16.6%, and the Statewide average of 17.7%. The specific vacancy rate for the Tax Auditors (FTB, EDD, CDTFA) are 29.6%, 24.5%, and 38.1%; respectively.

Issues

The competition for qualified individuals is increasing, with reports of sign-on bonuses being offered. However, the committee has not been able to verify the amount, or pervasiveness of this practice in the industry. In addition, as demonstrated within most entry level classifications, there remains high-turnover in the Tax Auditor (CDTFA, EDD, FTB) classification.

Recommendation

- Review for possible Recruitment and Retention differential either annual bonus or monthly percent differential for all auditors.
- Provide a Special Salary Adjustment for recruitment and retention to address overall increasing market competition.

Workers Compensation Compliance Officer

Series Description

This series specification describes four professional classes to be used in performing, supervising and managing activities of the Audit and Enforcement Unit of the Department of Industrial Relations' Office of Benefit Assistance and Enforcement.

Workers' Compensation Compliance Officers have considerable knowledge in workers' compensation audits procedures and the application and interpretation of program policies, procedures, rules regulations, and appropriate laws. Workers' Compensation Compliance Officers independently conduct audits of the most complex cases of insurers, self-insured employer, and third-party administrators. Workers' Compensation Compliance Officers assure prompt receipt of full benefits to injured workers by identifying compensation due injured workers, reporting on problems and deficiencies, and taking effective action. The Supervising Workers' Compensation Compliance Officer plans, organizes, and directs the work of a staff of Workers' compensation Compliance Officers and Senior Workers' Compensation Compliance Officers in a designated area of the State. The Workers' Compensation Compliance Manager is responsible for planning, organizing and managing the operations of the unit on a statewide basis.

Entry in this series is typically from the Workers' Compensation Assistant class or outside experience comparable to duties which have provided knowledge in the workers' compensation laws, rules regulations, and policies.

The factors affecting position allocation is the degree of supervisory responsibility, area of geographic concern, scope and consequence of decisions made, sensitivity and complexity of work assignments, and program and policy involvement serve as differentiating factors between individual classes.

Series Composition

The series is comprised of:

Classification	Schem Code	Class Code
Workers' Compensation Compliance Officer	WO04	9338
Senior Workers' Compensation Compliance Officer	WO04	9339
Supervising Workers' Compensation Compliance Officer	WO02	9340
Workers' Compensation Compliance Manager	WO01	9341

The Workers Compensation Compliance Officer series is grouped under Social Security and Rehabilitation Services, which covers:

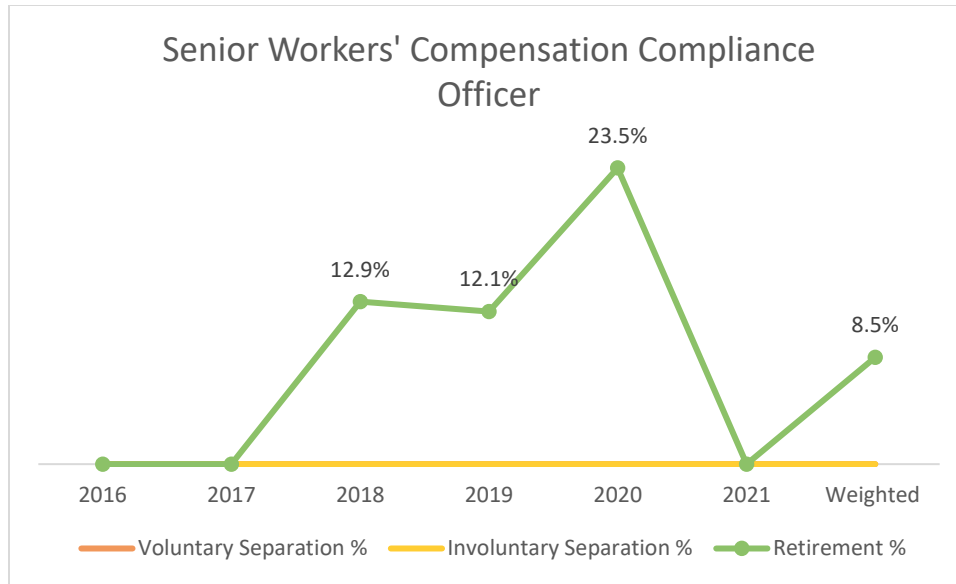
Schematic Group	Group Identifier
Field Representation	WO05
Apprenticeship Standards	WO10
Labor Law Enforcement	WQ00
Fair Employment Practices	WR00
Conciliation	WS00

Salary Rates	Min – Max
Workers' Compensation Compliance Officer	\$5,793 – \$7,256
Senior Workers' Compensation Compliance Officer	\$6,061 – \$7,587
Supervising Workers' Compensation Compliance Officer	\$7,204 – \$8,950
Workers' Compensation Compliance Manager	\$8,759 – \$9,945

Position Data

As of August 12, 2022, there were zero eligible candidates on the Senior Workers Compensation Compliance Officer employment list because there is not an active list. From March 2021 to March 2022, there were zero vacant positions, which comes to a 0% vacancy rate. From March 2020 to March 2021, there were two vacancies, which comes to a 22.2% vacancy rate. On August 12, 2022, there were seven job postings.

For the purpose of this comparison, we are focusing the Senior Workers' Compensation Compliance Officer. There were on average eight Senior Workers Compensation Compliance Officers in 2021, nine in 2020, and eight in 2019. Turnover in this classification was 0% in 2021, as compared to 23.5% in 2020, and 12.1% in 2019. The turnover in 2020 and 2019 were only due to retirement. Average turnover rates for Bargaining Unit 1 was 6.7% in 2021, 6.3% in 2020, and 6.1% in 2019.



Employment Data

This classification falls under Standard Occupational Classification Code 13-1041.²¹ This occupation examines, evaluates, and investigates eligibility for or conformity with laws and regulations governing contract compliance of licenses and permits, and perform other compliance and enforcement inspection and analysis activities not classified elsewhere. In California, workers on average earn \$80,330 per year. Ten percent of workers earn \$48,660 or less, and ten percent of workers earn \$127,280 or more.

Issues

The current maximum salary for a Senior Workers Compensation Compliance Officer is 4.56% higher than the maximum salary for the Workers Compensation Compliance Officer classification. By comparison, the maximum salary for Senior Associate Insurance Compliance Officers is 9.84% higher than the Associates in that series.

During the administration of the last contract which became effective July 2, 2016, Senior Workers' Compensation Claims Adjusters received a 5% Special Salary Adjustment, and their salary is now more than the Senior Workers Compensation Compliance Officer.

Recommendation

Determine if salary equity between the WCCO and WCCA classifications is appropriate.

²¹ <https://www.onetonline.org/link/summary/13-1041.00>