

**Department of Personnel Administration  
Memorandum**

**TO: Personnel Management Liaisons (PML)**

<b>SUBJECT:</b> Delegation of Personnel Management Functions	<b>REFERENCE NUMBER:</b> 2005-012
<b>DATE ISSUED:</b> 03-25-05	<b>SUPERSEDES:</b>

This memorandum should be forwarded to:

**Personnel Officers**

**FROM:** Department of Personnel Administration  
Office of the Director

**CONTACT:** Policy and Operations Division  
(916) 324-9381  
Fax: (916) 327-1886

Effective April 1, 2005, DPA will delegate responsibility to departments for many personnel management functions currently handled by our Policy and Operations Division (POD), such as position allocation and hiring-above-minimum. For a complete list of the delegated functions, including actions that still require DPA approval, please refer to the attached chart.

This expansion of our current delegation program is intended to give departments greater flexibility and control over personnel operations. We also expect this change will result in more timely processing of routine personnel matters, given that your department has more immediate access to the information needed for making appropriate personnel management decisions. It also allows us to redirect some POD staff to broader strategic issues, such as workforce planning, service-wide classification, and compensation studies.

DPA staff will continue to provide consultation and oversight regarding all delegated functions, particularly on positions that don't meet established allocation criteria. ***You must continue to come to DPA for approval of all exceptions to established criteria and those that don't clearly meet the standards.***

To assist you in carrying out these functions, DPA also will provide specialized online training and resource materials on our Web site. For instance, we're preparing to post a user-friendly version of our *Classification & Pay Guide* on the Personnel Information Exchange (PIE).

Implicit in this increased delegation of authority is that your department will be responsible for ensuring the integrity of the State's overall personnel classification system and engaging in sound personnel management practices.

In conjunction with this expanded delegation, DPA will implement a review program to ensure consistent statewide application of position allocation guidelines, personnel management practices, and policies established by control agencies. We expect to implement this review program by the end of the current fiscal year, at which time departments will be held accountable for actions taken under the expanded delegation. Based on legal requirements and prior experience with delegation, program reviews are needed to ensure departmental accountability and compliance with laws, regulations, and personnel program policies.

We've tentatively planned some initial program reviews prior to July 2005; after that, we'll establish a program review schedule for all agencies. If, in the course of conducting a program review, DPA discovers an illegal or improper appointment, wrongful position allocation, incorrect pay, etc., we will work with the department's management to determine appropriate corrective action. Corrective action plans will be mutually developed by the entities involved in the program review process.

When feasible, we will solicit departmental involvement in conducting program reviews. This will provide direct training and mentoring opportunities for staff in departmental personnel offices.

DPA's program reviews also will serve as a vehicle for departments to share best practices. Participants will have the opportunity to highlight effective personnel programs and policies and identify areas where there's a need for further training, classification changes, or other program adjustments.

We recognize this expanded delegation may require significant adjustments in your personnel operations. Your DPA analyst is ready to work with you to help ensure a successful transition and also to get your input for process improvements. Please call your DPA analyst or Personnel Services Branch representative if you have any questions or comments.

/s/ William A. Avritt

William A. Avritt  
Chief Deputy Director