

**DEPARTMENT OF JUSTICE  
DIVISION OF OPERATIONS  
OFFICE OF HUMAN RESOURCES  
TALENT MANAGEMENT TEAM  
ADVERSE ACTIONS TEAM**

**INCUMBENT:** VACANT

**JOB TITLE:** Staff Services Manager I (Specialist)

**CBID DESIGNATION:** E48

**STATEMENT OF DUTIES:** Under the general direction of the Staff Services Manager I (Supervisor), the Staff Services Manager (SSM) I (Specialist) serves as a highly-skilled, independent consultant, team leader, trainer, and project leader for the Office of Human Resources (OHR), Disciplinary Actions and Rejections Team (DART). The SSM I (Specialist) acts as a subject matter expert (SME) in complex formal personnel action duties, including drafting adverse actions and rejections during probation; provides mentoring, guiding, and training to team members; and serves as a project leader to research and develop new and streamlined processes and procedures relating to a variety of formal action issues.

**SUPERVISION RECEIVED:** Reports directly to the SSM I (Supervisor).

**SUPERVISION EXERCISED:** None.

**TYPICAL PHYSICAL DEMANDS AND WORKING CONDITIONS:** In a remote work environment, home office or similar environment. At the office, an enclosed or open-spaced cubicle in a smoke-free environment located within a high-rise building in Sacramento, CA. Some travel within California may be required.

**ESSENTIAL FUNCTIONS**

**35%** Serves as a SME and senior consultant regarding all aspects of formal actions, including, but not limited to, the following:

**Gathering & Reviewing Documents:** In partnership with the Performance Management Team, ensures that program management has first moved through the preventive and corrective phases of performance management, gathers performance management materials (e.g., evaluations, chronologies, work samples, etc.), and clarifies the facts of the case. Partners with the Professional Standards Group, the Equal Employment Rights and Resolution Office, and the Employment and Administrative Mandate Section (i.e., our in-house counsel) to gather investigative materials (e.g., investigation reports, analyses, interview transcripts, and exhibits) and to clarify the facts of the investigation. Reviews the material and conducts independent analyses, including identifying any weaknesses and mitigating factors (e.g., grievances, worker's compensation claims,

Family and Medical Leave Act-associated absences, etc.); develops a recommendation regarding the appropriate level of discipline; and presents the summary and recommendation to the Performance Management Team and OHR management and deliberates on next steps. Will also deliberate with program and OHR management to determine if the employee should be placed on Administrative Time Off (ATO).

**Drafting Formal Actions:** Drafts formal actions that accurately, clearly, and concisely convey the scope of the employee's career, duties, regulatory requirements, responsibilities, expectations, allegations, and prior notice (i.e., prior discipline), and cites to materials that appropriately support the facts presented. Ensures any formal action taken is in conformance with departmental policies and procedures, collective bargaining agreements, and control agency policies and precedential decisions, such as those of the State Personnel Board (SPB), the California Department of Human Resources, and the State Controller's Office (SCO). In partnership with the Performance Management Team, advises program management on how to navigate performance management while a formal action is in-process. Routes the drafted formal action through several levels of managerial review, incorporates reviewer edits, and researches and responds to reviewer questions and comments. Consults with EAM attorneys and program and OHR management regarding the strengths and weaknesses of the more complex and sensitive cases. Independently advises and deliberates with all levels of management on varied and complex performance management issues, including the interpretation and enforcement of labor agreements as they relate to performance management and formal actions.

**Serving Formal Actions & Logistics:** Identifies employees that are at an appropriate level and are available to serve as the Skelly officer, consults with OHR management to confirm the Skelly officer, and provides advice and support to the Skelly officer while ensuring that the employee's Skelly rights are met. Consults with OHR's Payroll and Benefits Services Unit to determine the appropriate time to serve the formal action so that it does not negatively impact SCO processes (i.e., to ensure the timely payment of wages). Coordinates service logistics, including identifying an appropriate day, time, and location within which to serve the formal action, the server, and any mitigating factors in service (e.g., what Department property must be collected from the employee, whether or not there are safety concerns, etc.). Forwards the Skelly officer's recommendation to the OHR Director, consults with the OHR Director on any issues that occurred during the Skelly hearing, assists the OHR Director in drafting the decision letter, and ensures that the decision letter is issue to the employee and/or their employee representative timely. Files the formal action with the SPB timely. Actively logs and tracks case milestones and the progress of the formal action.

**Formal Action Appeals:** Receives, files, and tracks all formal action appeal documentation, including hearing notices, motions, discovery requests, etc. Reviews documents to be submitted to the SPB (e.g., Pre-Hearing and Settlement Conference

statements, motions, etc.). May assist EAM attorneys in gathering documents responsive to discovery requests. Consults with EAM attorneys, program and OHR management, and union stewards and employee representatives to develop settlement options, and presents those options to OHR management, and as applicable, executive staff. Deliberates with OHR management, EAM attorneys, and as applicable, executive staff regarding settlement authority. Interfaces with, develops, and maintains cooperative working relationships with the unions, including union stewards and employee representatives. Communicates directly with union stewards and employee representatives regarding formal actions, which includes actively negotiating settlement agreement terms. Briefs management on union proposals regarding settlement. Attends Pre-Hearing and Settlement Conferences, Investigatory Hearings, and Evidentiary Hearings with EAM attorneys as the Department's representative with settlement authority, actively reports settlement offers from the conferences/hearings to OHR management, and deliberates with EAM attorneys and OHR management regarding the settlement offers.

- 35% Team Lead and Trainer:** Serves as a SME and senior consultant regarding all aspects of formal actions. Serves as a team lead that advises, guides, and mentors, including reviewing team member work product and providing feedback, assisting team members with their analysis of complex data, and answering team member questions. Develops and provides training to team members, including developing and/or refining the team's training program and associated materials, providing comprehensive training to new team members, providing training to all team members on new, unique, and/or novel issues. Develops and provides training to program management, including identifying program's discipline training needs, developing and/or refining training programs and associated materials, presenting training materials and answering questions.
- 20% Project Lead:** Serves as a project leader, including researching, developing, streamlining, and revising processes and procedures relating to a variety of formal action issues; researching, developing, and reviewing policies, action plans, and tools relating to formal action methodologies for both internal and external use; assisting with gathering, analyzing, and reporting workload data; utilizing various resources to gather and measure customer service feedback; and conducting special studies and leading administrative projects regarding sensitive and/or controversial issues.
- 10%** Advises the SSM I (Supervisor) of any complex or sensitive issues which may warrant their involvement, attends a variety of staff and program meetings and training classes. Provides back-up support to the SSM I (Supervisor) and SSM I (Specialist) as needed. Attends the Performance Management/Progressive Discipline Forum. Assists other teams as needed.

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I have read and understand the essential functions and typical physical demands required of this

job, and I am able to perform the essential functions with or without reasonable accommodation.  
(Refer to the Essential Functions Health Questionnaire, STD. 910.)

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Employee's Name

\_\_\_\_\_  
Supervisor's Name

\_\_\_\_\_  
Employee's Signature      Date

\_\_\_\_\_  
Supervisor's Signature      Date