



# PROMOTIONAL EXAMINATION FOR CALIFORNIA STATE EMPLOYEES

## STAFF SERVICES MANAGER II (SUPERVISORY)

### DEPARTMENTAL PROMOTIONAL FOR: CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

IT IS AN OBJECTIVE OF THE STATE OF CALIFORNIA TO ACHIEVE A DRUG-FREE STATE WORK PLACE. ANY APPLICANT FOR STATE EMPLOYMENT WILL BE EXPECTED TO BEHAVE IN ACCORDANCE WITH THIS OBJECTIVE BECAUSE THE USE OF ILLEGAL DRUGS IS INCONSISTENT WITH THE LAW OF THE STATE, THE RULES GOVERNING CIVIL SERVICE AND THE SPECIAL TRUST PLACED IN PUBLIC SERVANTS.

|                              |  |
|------------------------------|--|
| POSITIONS EXIST              | Statewide  |
| WHO SHOULD APPLY             | <p>This is a departmental promotional examination for the California Department of Social Services.</p> <ol style="list-style-type: none"><li>1. Applicants must have a permanent civil service appointment with the California Department of Social Services as of the final file date, in order to participate in this examination; or</li><li>2. must be a current or former employee of the Legislature for two or more years as defined in Government Code § 18990; or</li><li>3. must be a current or former non-elected exempt employee of the Executive Branch for two or more consecutive years as defined in Government Code § 18992; or</li><li>4. must be a person retired from the United States military, honorably discharged from active military duty with a service-connected disability, or honorably discharged from active duty as defined in Government Code § 18991.</li></ol> <p>For applicants under items 2, 3, or 4, if promotional examinations are given by more than one department for the same classification, the applicant must select one department in which to compete. If applicable, submit a copy of the DD214 or other official discharged documents.</p> |
| HOW TO APPLY                 | <p>Submit Standard State Application (STD 678) <b>and two-page Statement of Qualifications</b> may be filed in person with the California Department of Social Services, Personnel Bureau, Examination Unit, 744 P Street, MS 8-15-59, Sacramento, CA 95814, or mailed to the California Department of Social Services, Personnel Bureau, Examination Unit, P.O. Box 944243, Sacramento, CA 94244-2430. Please include the examination title on the application. Applications without the examination title <b>and the Statement of Qualifications</b> will not be processed. <b>DO NOT SUBMIT APPLICATIONS TO THE STATE PERSONNEL BOARD.</b></p>  |
| APPLICATION DEADLINE         | <p><b>FINAL FILING DATE: JANUARY 26, 2009</b></p> <p>Applications (STD 678) and <b>Statement of Qualifications</b> must be P O S T M A R K E D no later than the final filing date. <b>Applications postmarked, personally delivered or received via interoffice mail after the final filing date will not be accepted for any reason.</b></p>   |
| SPECIAL TESTING ARRANGEMENTS | <p>If you have a disability and need special testing arrangements, mark the appropriate box in Part 2 of the "Examination Application". You will be contacted to make specific arrangements.</p>   |
| REQUIRED IDENTIFICATION      | <p><b>NOTE:</b> Accepted applicants are required to bring either a photo identification card or two forms of signed identification to each phase of the examination.</p>   |
| SALARY RANGE                 | \$5576 - \$6727 per month  |
| POSITION DESCRIPTION         | <p>This is a full supervisory level over analytical and administrative work. In most settings, persons at this level are in charge of a well established and fully developed Staff Services function in a moderate to large department. Positions at this level normally supervise a moderate to large number of technical staff and spend the majority of their time in supervisory activities as distinct from working level assignments. On rare occasions positions at this level may function as nonsupervisory experts.</p>  |
| ELIGIBLE LIST INFORMATION    | <p>A departmental promotional eligible list will be established for the California Department of Social Services. The list will be abolished 12 months after it is established unless the needs of the service and conditions of the list warrant a change in this period.</p>   |

SEE NEXT PAGE FOR ADDITIONAL INFORMATION

REQUIREMENTS  
FOR ADMITTANCE  
TO THE  
EXAMINATION

NOTE: It is your responsibility to make sure you meet the minimum qualifications requirements for this examination by the final file date. Your signature on your application indicates that you have read, understood, and possess the basic qualifications required.

Qualifying experience may be combined on a proportionate basis. For example, candidates possessing qualifying experience amounting to 50% of the required time of Pattern I, and additional experience amounting to 50% of the required time of Pattern II, may be admitted to an examination as meeting 100% of the overall experience requirement.

MINIMUM  
QUALIFICATIONS**Either I**

One year of experience in the California state service performing the duties of a Staff Services Manager I.

**Or II**

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst. and  
Current employment in a class with a level of responsibility not less than that of Staff Services Manager I.

**Or III**

Two years of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst.

**Or IV**

Experience: Four years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience which shall have included the preparation of reports and the presentation of recommendations to management beyond the trainee level, at least one year of which must have been in a supervisory capacity. (Experience in the California state service applied toward this requirement must include one year performing the duties of a class with a level of responsibility not less than that of Staff Services Manager I.) (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) and

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

EXAMINATION  
INFORMATION

This examination will consist of a Statement of Qualifications and Qualifications Appraisal Interview. The Statement of Qualifications must be submitted with the application and is weighted pass/fail. Successful candidates that pass the Statement of Qualifications phase will proceed to the interview which is weighted 100%. The interview will include a number of predetermined job-related questions. In order to obtain a position on the eligible list, a minimum rating of 70% must be attained in the interview.

**COMPETITORS WHO DO NOT SUBMIT A STATEMENT OF QUALIFICATIONS OR APPEAR FOR THEIR ORAL INTERVIEW WILL BE DISQUALIFIED.**

DEFINITION OF  
STATEMENT OF  
QUALIFICATIONS

A Statement of Qualifications is not a resume, but a narrative discussion of how the candidate's training, experience, and skills meet the qualifications for the position. The Statement of Qualifications serves as a written documentation of each candidate's ability to present information clearly and concisely. The Statement of Qualifications will be rated by the subject matter experts.

INSTRUCTION ON  
STATEMENT OF  
QUALIFICATIONS  
SUBMISSION

Your document must be titled "Statement of Qualifications" and include your name. The Statement of Qualifications must be typed in 10 size font or larger, no more than two pages in length, and submitted with the application. It must state your experience in the scope areas below. Be specific in your experiences and cite examples. Do not assume the rating panel members will be knowledgeable of your specific program/organization. The Statement of Qualifications must be completed by you without assistance.

## STATEMENT OF QUALIFICATIONS – WEIGHTED PASS/FAIL

**Documents must be professional-looking and be free of grammatical and typographical errors. Documents that contain numerous errors will not pass the examination.**

## SCOPE:

## Skill to:

1. Counsel and guide employees regarding performance expectations, task completion, and overall performance issues.
2. Direct others in the planning of work activities and the implementation of a major project.
3. Oversee the implementation of policies, procedures and controls.
4. Motivate others and promote a positive, collaborative, professional working relationship.
5. Make appropriate decisions when faced with time constraints and limited information.
6. Present technical or complex information to a variety of audiences, adjusting the level of presentation to fit the specific audience.

*(Continued on next page)*

QUALIFICATION  
APPRAISAL  
INTERVIEW

It is anticipated that interviews will be held in March/April 2009. Ordinarily, these are scheduled in Sacramento, Oakland, Fresno, Los Angeles and San Diego. However, locations of interviews may be changed as conditions warrant.

EXAMINATION  
SCOPEQUALIFICATIONS APPRAISAL PANEL – WEIGHTED 100%  
(ORAL INTERVIEW)

## SCOPE:

## A. Knowledge of:

1. Effective supervisory principles, practices and techniques to appropriately and effectively plan, oversee and direct the work activities of subordinate employees.
2. Conflict resolution techniques to address and deal with conflicts and issues that may arise in the work group to provide a positive, cooperative, professional work environment.
3. Appropriate corrective actions and progressive disciplinary techniques to provide effective, appropriate monitoring, coaching, and counseling of the work performance of subordinate staff.
4. Team-building principles and techniques that contribute to and promote a positive, cooperative, professional work environment for staff.
5. Strategic planning principles and concepts to plan and manage projects and assignments.

## B. Skill to:

1. Use tact and diplomacy when dealing with the need, problems and/or concerns of employees, the public, and outside agencies.
2. Plan for the efficient use of personnel and resources to complete assigned projects.
3. Recognize the need to shift priorities, staff and resources to maximize work unit operations.
4. Resolve performance problems by planning and implementing measures to improve performance.
5. Determine and apply appropriate disciplinary action to employees in the work unit.
6. Identify and make an appropriate decision from a variety of alternative solutions.
7. Establish a course of action for self and /or staff to accomplish a specific goal.
8. Develop alternate work plans and strategies in response to changing priorities, problems, or setbacks to allow for the completion of projects and work assignments within desired timeframes.
9. Recognize and reward positive, valued employee contributions in an effort to reinforce such behavior and enhance overall employee performance.
10. Develop and write clear and concise reports, policies, documents, and correspondence.
11. Read and understand federal statutes and California State statutes, proposed legislation, and regulations in order to interpret, explain, and/or apply.
12. Evaluate written materials to ensure that prepared materials accurately and clearly document the information presented.
13. Plan, organize, supervise, and oversee the work activities of subordinate employees' assignments, and work unit operations to facilitate staff acceptance of performance expectations.
14. Give clear, accurate instructions and directions related to work assignments and performance expectations to staff.
15. Involve staff in the decision-making process regarding project timelines, work assignments, and work unit operations to facilitate staff acceptance of performance expectations.
16. Identify information, materials, and resources needed to complete projects and assignments.
17. Recommend changes to work unit policies and procedures to enhance program or work unit effectiveness.

## C. Ability to

1. Perform job duties under emergency situations with little or no input from others in decisions made, tasks completed, and/or priority of tasks completed.
2. Work under pressure of tight timelines when completing projects or assignments.
3. Take corrective actions and progressive disciplinary techniques to provide effective, appropriate monitoring, coaching, and counseling of the work performance of subordinate staff.

SPECIAL  
PERSONAL  
CHARACTERISTICS

Demonstrated ability to act independently, open-mindedness, flexibility and tact.

VETERANS  
PREFERENCE

Veterans preference credit is not granted in promotional examinations.

## GENERAL INFORMATION

**Americans with Disabilities Act, Title II:** The California Department of Social Services (CDSS) is committed to a strong policy of equal employment opportunity. To this end, CDSS does not discriminate against or exclude any person from participating in the employment process, advancement, benefits of employment, or in the admission and access to programs or activities administered by CDSS on the basis of: race; color; national origin; ancestry; religion; creed; sex; marital status; sexual orientation; pregnancy; age; veteran status; political affiliation; or disability (including AIDS) as required by Title II of the Americans with Disabilities Act (ADA). Reasonable accommodations for qualified individuals with disabilities will be made available upon request.

**It is the candidate's responsibility** to contact the California Department of Social Services three days prior to the written test date if he/she has not received his/her notice.

**For an examination** without a written feature it is the candidate's responsibility to contact the California Department of Social Services, Personnel Bureau, at (916) 657-1762 or CALNET 437-1762 three weeks after the final filing date if he/she has not received a progress notice.

**If a candidate's notice** of oral interview or performance test fails to reach him/her prior to the day of the interview due to a verified postal error, he/she will be rescheduled upon written request.

**Applications** are available at State Personnel Board offices, local offices of the Employment Development Department and the Department noted on the front.

**If you meet the requirements** stated on the reverse, you may take this examination, which is competitive. Possession of the entrance requirement does not assure a place on the eligible list. Your performance in the examination described on the other side of this bulletin will be compared with the performance of the others who take this test, and all candidates who pass will be ranked according to their scores.

**The State Personnel Board** reserves the right to revise the examination plan to better meet the needs of the service if the circumstances under which this examination was planned change. Such revision will be in accordance with civil service laws and rules and all competitors will be notified.

**Examination Locations:** When a written test is part of the examination, it will be given in such places in California as the number of candidates and conditions warrant. Ordinarily, oral interviews are scheduled in Sacramento, San Francisco, and Los Angeles. However, locations of interviews may be limited or extended as conditions warrant.

**Eligible Lists:** Eligible lists established by competitive examination, regardless of date, must be used in the following order: 1) subdivisional promotional, 2) departmental promotional, 3) multidepartmental promotional, 4) servicewide promotional, 5) departmental open, 6) open. When there are two lists of the same kind, the older must be used first. Eligible lists will expire in from one to four years unless otherwise stated on this bulletin.

**Promotional Examinations Only:** Competition is limited to employees who have a permanent civil service appointment. Under certain circumstances other employees (*i.e., former Department employees or current employees on TAU, T&D, and LT status*) may be allowed to compete under provisions of Rules 234, 235, and 235.2. State Personnel Board Rules 233, 234, 235, 235.2 and 237 contain provisions regarding civil service status and eligibility for promotional examinations. These rules may be reviewed at departmental personnel offices or at State Personnel Board offices.

**General Qualifications:** Candidates must possess essential personal qualifications including integrity, initiative, dependability, good judgment, and ability to work cooperatively with others; and a state of health consistent with the ability to perform the assigned duties of the class. A medical examination may be required. In open examinations, investigation may be made of employment records and personal history and fingerprinting may be required.

**Criminal Record Clearance Information:** Some positions, within various divisions of the California Department of Social Services, are subject to fingerprinting and criminal records check requirements. This check will be completed by the Department of Justice. Applicants will be notified during the hiring process if the position is affected by the criminal records clearance procedure. Criminal record clearance is a condition of employment in positions affected by this procedure.

**Interview Scope:** If an optional oral presentation is conducted, in addition to the scope described on the other side of this bulletin, the panel will consider education, experience, personal development, personal traits, and fitness. In appraising experience, more weight will be given to the breadth and recency of pertinent experience and evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of his/her experience. Evaluation of a candidate's personal development will include consideration of his/her recognition of his/her own training needs; his/her plans for self-development; and the progress he/she has made in his/her efforts toward self-development.

**High School Equivalence:** Equivalence to completion of the 12th grade may be demonstrated in any one of the following ways: 1) passing the General Educational Development (GED) Test; 2) completion of 12 semester units of college-level work; 3) certification from the State Department of Education, a local school board, or high school authorities that the candidate is considered to have education equivalent to graduation from high school; or 4) for clerical and accounting classes, substitution of business college work in place of high school on a year-for-year basis.

## CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

P.O. BOX 944243

SACRAMENTO, CA 94244-2430

If deaf or hearing impaired, call the California Relay Service - From TDD phones: 1-800-735-2929

From voice phones: 1-800-735-2922

TTY telephone number: Sacramento (916) 653-5457; CALNET 453-5457

TTY is Telecommunications Typewriter and is reachable only from phones equipped with a TTY/TDD Device