

**STAFF SERVICES MANAGER II (SUPERVISORY)
STAFF SERVICES MANAGER II (MANAGERIAL)**



State of California
DEPARTMENT OF
JUSTICE
P.O. BOX 944255
Sacramento, CA 94244-2550

**DEPARTMENTAL PROMOTIONAL
STATEWIDE**

CALIFORNIA STATE GOVERNMENT · AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER TO ALL REGARDLESS OF RACE, COLOR, CREED NATIONAL ORIGIN, ANCESTRY, SEX, MARITAL STATUS, DISABILITY, RELIGIOUS OR POLITICAL AFFILIATION, AGE OR SEXUAL ORIENTATION.

IT IS THE 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.

FINAL FILING DATE **August 8, 2008** - Examination Applications (Form STD 678) must be **POSTMARKED (U.S. MAIL)** no later than the final filing date. Applications must have an original signature. Applications postmarked, personally delivered, faxed, or received via interoffice mail **after** the final filing date will not be accepted for any reason.

WHO CAN APPLY Persons who meet the minimum qualifications by the final filing date as stated on this bulletin. Applicants must have a permanent civil service appointment with the Department of Justice as of the final file date in order to take this examination. Employees who have limited-term appointments in the department for which the examination is being given (provided they have had a permanent appointment and no subsequent break in service) are allowed to participate in departmental promotional examinations.

HOW TO APPLY All applicants must complete and return the entire examination packet by the final filing date. The examination packet must include the following:

- [Examination Application \(Form STD 678\)](#)
- [General Instructions/Affirmation](#)
- [Writing Skills Assessment](#)
- [Conditions of Employment](#)

Mailing Address:
Department of Justice
Testing and Selection Unit
P.O. Box 944255
Sacramento, CA 94244-2550

File in Person:
Department of Justice
Testing and Selection Unit
1300 "I" Street, Ste 720
Sacramento, CA 95814

**DO NOT SUBMIT APPLICATIONS TO THE STATE PERSONNEL BOARD, ONLINE,
VIA INTER-AGENCY MAIL OR FAX.**

CROSS FILING INFORMATION If you meet the entrance requirements for the Staff Services Manager II (Managerial) and the Staff Services Manager II (Supervisory) you may file for both examinations on a single application.

SPECIAL TESTING ARRANGEMENTS If you have a disability and need special testing arrangements, mark the appropriate box in Part 2 of the STD 678 - "Examination and/or Employment Application". You will be contacted to make specific arrangements.

GROUP PROBLEM SOLVING EXERCISE/ QUALIFICATIONS APPRAISAL INTERVIEW It is anticipated that the interviews will be conducted in **September 2008**.

SALARY RANGE
Staff Services Manager II (Supervisory) **\$5576-\$6727**
Staff Services Manager II (Managerial) **\$6173-\$6808**

The salaries used in this bulletin are the latest available from the State Controller's Office, but may not reflect the most recent salary adjustment.

CONTINUE TO THE NEXT PAGE

STAFF SERVICES MANAGER II (SUPERVISORY/MANAGERIAL)

Page 2 of 5

ELIGIBLE LIST INFORMATION

A departmental promotional eligible list will be established for the Department of Justice. 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.

REQUIREMENTS FOR ADMITTANCE TO THE EXAMINATION

All applicants must meet the education and/or experience requirements by the final filing date. All applications/resumes must include "To" and "From" employment dates (Month/Day/Year), time base and applicable classification titles.

MINIMUM QUALIFICATIONS

Experience applicable to one of the following patterns may be combined on a promotional basis with experience applicable to the other patterns to meet the total experience requirements.

Experience:

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 an Associate Government 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 preparing of reports and the preparation 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 experiences 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.)

DEFINITION OF TERMS

"Analytical Staff Duties"- Should typically be involved on a full-time basis in one or more the following areas of analytical work: management analysis, personnel, budget, training, legislative, equal employment opportunity, fiscal, or program planning.

"Program Planning/Evaluation"- Classifications are acceptable where the primary responsibility is program planning evaluation of the entire or major part of a statewide, servicewide, or department-wide program. Examples of excluded classifications are those where program planning/evaluation are not the primary responsibility of the job or where it relates to a specific field office or facility.

"Duties of a class with a level of responsibility..." requires that the applicant have State Service experience of appropriate type and length in a class at the same (or a higher) level of responsibility as the class specified.

POSITION DESCRIPTION

Staff Services Manager II (Supervisory) is the 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 and managerial activities as distinct from working level assignments. On rare occasions, positions at this level may function as non-supervisory experts.

CONTINUE TO THE NEXT PAGE

STAFF SERVICES MANAGER II (SUPERVISORY/MANAGERIAL)

Page 3 of 5

POSITION DESCRIPTION (Continued)

Staff Services Manager II (Managerial) is the first management level over analytical and administrative work. Positions in this class have significant responsibilities for formulating or administering agency or departmental policies and programs. 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 and managerial activities as distinct from working level assignments. On rare occasions, positions at this level may function as non-supervisory experts.

Positions at the Staff Services Manager II level may be characterized by the following allocations criteria: (a) In a moderate to large size department, directs a fully developed Staff Services function characterized by the supervision of a moderate to large number of subordinate technical staff. (b) May supervise a small technical staff in a small-to-medium sized department in a specialized operation when one of the following criteria are met. (1) There is responsibility for a complex operation with multiple department influence. (2) There is responsibility for a complex operation that is central to a department's primary mission. (c) Supervise a large group of technical staff in a well defined and established departmental function, typically through subordinate supervisors. (d) Functions as a non-supervisory expert in a position that meets all the following criteria: (1) The function to be performed is critical to the department's basic mission. (2) The level of expertise required is definably greater than that for any other supervisory position at this level in terms of both education and experience. (3) The person proposed for the position has established reputation in the area of expertise required. (e) In a small-to-moderate sized department, directs a variety of Staff Services functions as Chief Administrative Services.

EXAMINATION INFORMATION

The examination will consist of three (3) weighted components: Writing Skills Assessment, a Group Problem Solving Exercise and a Qualifications Appraisal Panel (QAP) interview. In order to obtain a position on the eligible list, a minimum rating of 70% must be attained. **COMPETITORS WHO DO NOT SUBMIT THE WRITING SKILLS ASSESSMENT OR APPEAR FOR THE GROUP PROBLEM SOLVING EXERCISE AND ORAL INTERVIEW WILL BE DISQUALIFIED.**

Writing Skills Assessment (weighted 25%)

This examination component will require your written responses to two (2) questions. The responses to these questions **MUST** be submitted with your application. If you fail to submit your responses to these questions with your application you will not be accepted into this examination. This component will test the following Knowledge, Skills and Abilities (KSAs):

Skill to:

1. Objectively identify all facts and implications related to a situation before drawing conclusions and determining courses of action.
2. Express facts and ideas in written form in a clear, succinct, and organized manner.
3. Write clear and concise reports, policies, procedures, and/or correspondence.

Ability to:

1. Conduct in depth research and analyses to support work assignments.

Group Problem Solving Exercise (weighted 20%)

This examination component will consist of a meeting with a pre-determined sized group. Each group will independently meet for the purpose of discussing and making departmental recommendations related to a specific topic. This component will test the following KSAs:

Knowledge of:

1. Team-building principles and techniques to conduct team-building sessions which contribute to and promote a positive, cooperative, professional work environment.

Skill to:

1. Develop solutions to problems and issues relating to work unit programs, procedures, business processes, and/or policies.
2. Identify and make an appropriate decision from a variety of alternative solutions.

CONTINUE TO THE NEXT PAGE

**EXAMINATION
INFORMATION
(Continued)**

Skill to (continued):

3. Build consensus and agreement through the give-and-take of negotiations and compromise to resolve a variety of issues.
4. Anticipate future consequences of present decisions or courses of action.
5. Communicate orally with employees, the public, and other State agencies.
6. Use tact and diplomacy when dealing with the needs, problems, and/or concerns of departmental employees, the public, and other State agencies.
7. Convey expectation, priorities, and vision to others.
8. Adapt leadership and management style and actions to a variety of situations.

Qualifications Appraisal Panel (QAP) (weighted 55%)

This examination component will consist of predetermined job related questions. Candidates will be provided a copy of the interview questions to review for a brief period of time before entering the interview room. This component will test the following KSAs:

Knowledge of:

1. Supervisory principles, practices, and techniques to plan, oversee, and direct the work activities of subordinate employees.
2. Merit system principles and practices to ensure that employees and candidates are treated fairly and equally with regard to employment-related policies, practices, and activities.
3. Supervisory principles, practices, and techniques to plan, oversee, and direct the work activities of subordinate employees.
4. Conflict resolution techniques to address and deal with conflicts and issues that may arise in the work group or division.

Skill to:

1. Communicate orally with employees, the public, and other State agencies.
2. Plan, organize, supervise, direct, and oversee the work activities of subordinate employees.
3. Analyze situations accurately and thoroughly in order to determine and implement effective, appropriate courses of action.
4. Determine and establish priorities and service levels in the work unit or division to ensure that client needs are met.
5. Supervise a culturally diverse subordinate staff, ensuring that supervisory and management decisions are sensitive to the impact of culturally diverse perceptions.
6. Use tact and diplomacy when dealing with the needs, problems, and/or concerns of departmental employees, the public, and other State agencies.
7. Convey expectations, priorities, and vision to others.
8. Plan for the efficient use of personnel and resources to complete assigned projects or on-going work.

Ability to:

1. Lead by positive example in managing the employees of the work unit or division.
2. Be flexible in adapting to changes in priorities, work assignments, and other interruptions that may impact pre-established courses of action for completing or progressing with projects and assignments.

TOTAL WEIGHT OF THE EXAM 100%

**VETERANS
PREFERENCE/
CAREER CREDITS**

Veterans Preference Credits or Career Credits **will not** be granted in this examination.

CONTINUE TO THE NEXT PAGE

STAFF SERVICES MANAGER II (SUPERVISORY/MANAGERIAL)

Page 5 of 5

GENERAL INFORMATION

The Department of Justice 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 candidates will be notified.

It is the Candidate's Responsibility to contact the Department of Justice, (916) 324-5039, TDD (916) 952-8396 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 Department of Justice, (916) 324-5039, TDD (916) 952-8396 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 the State Personnel Board Offices (www.spb.ca.gov), and local Offices of the Employment Development Department (www.edd.ca.gov).

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.

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, 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) multi departmental promotional, 4) servicewide promotional, 5) departmental open, 6) open. When there are two lists of the same kind, the older list must be used first. Eligible lists will expire in from one to four years unless otherwise stated on this bulletin.

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.

Interview Scope: If an interview 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.

Veterans Preference: California law limits the granting of veterans preference credits to entrance examinations. When credit is granted it is as follows: 10 points for veterans, widows or widowers of veterans and spouses of 100% disabled veterans; and 15 points for disabled veterans. Directions for applying for veterans preference are on the Veterans Preference application form which is available from State Personnel Board offices or written test proctors.

High School Equivalence: Equivalence to completion of the 12th grade may be demonstrated in any one of the following ways: 1) passing the General Education 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.

Career Credits: In open, nonpromotional examinations, career credits are granted to: 1) State employees with permanent civil service status, 2) full-time employees of the State who are exempt from State civil service pursuant to the provisions of Section 4 of Article VII of the California Constitution, and who meet all qualification requirements specified by the Board and have 12 consecutive months of service in an exempt position, and 3) individuals who have served one full year in, or are graduates of, the California Conservation Corps (eligibility shall expire 24 months after graduation from the California Conservation Corps). Three points are added to the final test score of those candidates who meet the above criteria, and who are successful in the examination. Such examinations cannot be for managerial positions described in Government Code Section 3513. Competitors not currently employed in State civil service who have mandatory reinstatement rights may also be eligible for career credits, but they must explain their civil service status in the appropriate section of the application Form 100-678. (Section 4 of article VII of the California Constitution is posted at the State Personnel Board, 801 Capitol Mall, Sacramento.)

If hearing impaired, call the California Relay Service.

1-800-735-2929 (From TDD Phone)

1-800-735-2922 (From Voice Phone)

TDD is Telecommunications Device for the Deaf and is reachable only from telephones equipped with a TDD device.

DEPARTMENT OF JUSTICE
TESTING AND SELECTION UNIT
P.O. BOX 944255
SACRAMENTO, CA 94255-2550
(916) 324-5039

Department of Justice

Writing Skills Assessment General Instructions/Affirmation

Staff Services Manager II (Supervisor/Managerial)

The Writing Skills Assessment is one (1) of three (3) components of the Staff Services Manager II (Supervisor/Managerial) examination. The instructions below should be read carefully before completing this examination component. Failure to complete any one phase of this examination will result in your disqualification.

All applicants **must complete and return the entire** examination packet by the final filing date August 8, 2008. The examination packet consists of the following:

- [State Examination Application \(Form STD 678\)](#)
- [General Instructions/Affirmation](#)
- [Writing Skills Assessment \(two \(2\) questions\)](#)
- [Conditions of Employment](#)

The Affirmation & Examination Application must have original signatures.

Completed examination packets must be returned to one of the following addresses:

Mailing Address:

Department of Justice
Attention: Kim Kramnic
Testing and Selection Unit
P.O. Box 944255
Sacramento, CA 94244-2550

File in Person:

Department of Justice
Attention: Kim Kramnic
Testing and Selection Unit
1300 I Street, Suite 720
Sacramento, CA 95814

I hereby certify that the information provided on this Writing Skills Assessment is my own work and all references to the work of others have been cited. I also understand that if it is subsequently discovered that I have not complied with the above, I may be removed from the examination and/or the eligible list resulting from this examination, suffer loss of State employment, and/or suffer loss of right to compete in any future State examinations.

Your Signature:

Date:

Your Name (Printed):

STAFF SERVICES MANAGER II (Supervisor/Managerial)
Writing Skills Assessment

GENERAL INSTRUCTIONS

This Writing Skills Assessment is the first of three components of the Staff Services Manager II (Supervisor/Managerial) examination. The Writing Skills Assessment will be rated by Subject Matter Experts (SMEs). The instructions below should be read carefully and understood before completing this examination component. Failure to do so may result in an inability to process the Writing Skills Assessment component of your examination.

- This Writing Skills Assessment consists of two (2) questions.
- You must type your responses to these questions; however, you may use your preferred writing software program to do so.
- Note that regardless of the writing software program you choose to use, your response to each question must consist of no more than one (1) sheet of paper, single spaced, in 12 point Times New Roman font, with a one (1) inch margin on the top and bottom of the page, and a (one) 1 inch margin on the left and right of the page.
- You must enter the number of the question to which you are responding in the top ½ inch left corner of each page. You may hand write this number, however, it must be clearly legible.
- You **must** enter the last four (4) digits of your social security number in the top ½ inch right corner of each page. You may hand write this number, however, it must be clearly legible.
- Please keep your answers concise, but be sure to answer both questions. Providing specific information will allow the SMEs to properly evaluate your writing skills. Omitted information cannot be considered and will not be assumed.
- Please note that the Department of Justice may reference the information on the Writing Skills Assessment during any subsequent interviews.
- You are encouraged to conduct research on the Internet or from other sources. All writing must be your original work and all sources used should be cited as a reference. If you site any references include them as a second page to the response for that question.

Staff Services Manager II (Supervisor/Managerial)
Writing Skills Assessment

Question #1

California is facing a time of great fiscal constraint. At the same time, managers must continue to accomplish their unit's stated objectives while planning for the future. Describe how you would balance the need to accomplish current priorities while planning for the future.

Question #2

The Department has established an effort to become more environmentally friendly. Discuss strategies and challenges that would improve the department's efforts in this area.

DEPARTMENT OF JUSTICE
STAFF SERVICES MANAGER II (Supervisor/Managerial)
DEPARTMENT PROMOTIONAL
EXAM CODE: 8JU74-01/02

CONDITIONS OF EMPLOYMENT
FORM 631
IDENTIFICATION #: _____
(Personnel Office Use ONLY)

NAME: _____ (PLEASE PRINT)
Last First M.I.

If you are successful in the above examination, your name will be placed on the active list and certified to fill vacancies according to the conditions you have specified on this form. If you are unable to accept employment or do not reply to contacts from the department, your name will be placed on the inactive list for this classification.

PLEASE SELECT YOUR CHOICE(S) INDICATING LOCATION(S) YOU ARE WILLING TO WORK:

- ___ (05) Anywhere in the State
- ___ (0100) Oakland
- ___ (1000) Fresno
- ___ (3800) San Francisco
- ___ (1900) Los Angeles
- ___ (3700) San Diego
- ___ (3400) Sacramento

PLEASE INDICATE THE TYPE OF APPOINTMENT(S) YOU WILL ACCEPT

Please Check Your Choice(s):

- ___ (D) Permanent - full time only.
- ___ (R) Permanent - part time or intermittent.
Temporary - full time, part time, or intermittent.
- ___ (A) All of the above

NOTE: PLEASE NOTIFY THE DEPARTMENT OF JUSTICE/ TESTING AND SELECTION UNIT, IN WRITING, OF ANY CHANGE IN YOUR ADDRESS OR AVAILABILITY FOR EMPLOYMENT.

DEPARTMENT OF JUSTICE
TESTING & SELECTION OFFICE
1300 "I" STREET
SACRAMENTO, CA 95814