

2025 Recruitment and Retention Committee Report – Bargaining Unit I

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Executive Summary

This report summarizes key discussions from the meeting between the State of California and Service Employees International Union, Local 1000 (SEIU), representatives regarding the union's request on identified recruitment and retention challenges within the following associated series and classifications:

- Associate Tax Auditor, Board of Equalization (ATA, BOE)
- Disability Insurance Specialist (DIS)
- Hearing Reporter (HR)
- Investigative Auditor (IA)
- Associate Management Auditor (AMA)
- Staff Services Management Auditor (SSMA)
- Management Services Technician (MST)
- Staff Services Analyst (SSA)
- Associate Governmental Program Analyst (AGPA)
- Information Technology Specialist I (ITS I)

The meeting featured presentations by subject matter experts identifying issues including uncompetitive compensation, high turnover, and hazardous working conditions. In response, SEIU has proposed a series of actions, including financial incentives and support for improved working conditions.

The report is organized by the classification identified by SEIU. Each section provides an overview of the classification description and the associated pay-scale effective July 1, 2025. Each section will outline the issues raised and recommended solutions by the committee if applicable.

The following classifications were reviewed by the Recruitment and Retention Committee in 2022 and/or 2024: Associate Tax Auditor, BOE; Hearing Reporter; and the Investigative Auditor IV which will include a comparison with the previous vacancy rates and recommendations.

The SSA, AGPA, and ITS I classifications are statewide, generalist classifications. Even though the data does not support recruitment and retention issues, the nature of the concerns provided by the Subject Matter Experts (SMEs) indicated a desire for additional training and knowledge transfer to facilitate their career growth and overall satisfaction with their positions. These generalist classifications equate to approximately 30,000 positions, 50% of the established positions in BU 1, and 12.5% of the total established positions in State service.

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PURPOSE

SEIU's purpose of this meeting was to formally present proposals to address potential recruitment and retention problems affecting state classifications as represented by their members. This included ongoing difficulties in attracting and retaining talent for these roles which negatively impacts service delivery and institutional knowledge. By detailing the specific challenges and proposed solutions, this report aims to provide a basis for informed decision-making and collaborative action.

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.

MEETING DATE(S)

July 29 -30, 2025

October 27, 2025

January 6, 2026

COMMITTEE MEMBERS

Union Representative(s)

Mike Ramos, Vice Chair of Bargaining Unit (BU) 1, Lottery

Vincent Green, Alternate Vice Chair BU 1, DVA

Carolyn Alluis, BU Negotiation Committee, DIR

Karen DeVoll, BU Negotiation Committee, CDCR

Joshua Zelman, BU Negotiation Committee, EDD

Eloise Merrifield, SEIU Local 1000 Staff

Union Representatives Subject Matter Experts (SME)

Scott "Chance" Carrico, Associate Tax Auditor, CDTFA, Stockton

Virginia Yancey, Disability Insurance Specialist, EDD, San Bernardino

David Bienstock, IT Specialist I, DSH, Patton State Hospital

Anna Cunanan, Associate Management Auditor, Cal OES, Mather

Xue "David" Liu, Management Services Technician, CDCR

Melissa Ailbracht, Staff Services Analyst, DSH

Natasha Swacker, Hearing Reporter, DIR

Christian Reyes, Investigative Auditor, DOJ

Marilyn Belton, Associate Governmental Program Analyst, CDCR

State Representatives

Kelly DeRoss, Labor Relations Officer, CalHR

Mark Magee, Labor Relations Manager, CDTFA

Jordan Neves, Labor Relations Specialist, DSH

Lisa Christensen, Labor Relations Analyst, CDTFA

Sherri Gustinelli, Labor Relations Manager I, DIR

Nisma Haugen, Labor Relations, DOJ

Breanna Williams, Labor Relations, CDCR

CLASSIFICATION OVERVIEW and RECOMMENDATIONS

Associate Tax Auditor, Board of Equalization

The classification of Associate Tax Auditor, Board of Equalization (ATA, BOE) in California state civil service is a full journey-level position that involves performing more complex and difficult audit functions than the entry-level Tax Auditor. The ATA, BOE is utilized and more commonly known and referenced as the ATA, California Department of Tax and Fee Administration (CDTFA). While this overview is focused on the ATA, BOE, the Franchise Tax Board (FTB), and Employment Development Department (EDD) have similar classifications with the primary distinctions defined by the specific tax laws each department administers.

Effective July 1, 2025, the salary range for the ATA, CDTFA is \$6,646 - \$8,740.

Position Information and Employment Data

Associate Tax Auditor, BOE, vacancy rates and comparison with the 2024 R&R committee reports.:

Month / Year	Established	Filled	Vacant	Vacancy Rate
2024 R&R Report	498	316	182	38%
February 2025	454	292	162	36%
March 2025	449	292	157	35%
July 2025	390	319	87	22%

**2024 R&R Report was average monthly numbers between January and August 2024

The voluntary separation, turnover, and retirement rates data are the same as the 2024 R&R Committee reports. Similarly, the 2021 Total Compensation Report utilized in the 2024 R&R Committee report is the most current report available and not reiterated in this report.

Issues

Since the 2024 R&R Report there are no longer reports auditors are separating from the State to be employed within the federal government. In March 2025, Governor Newsom issued an Executive Order N-22-25 for state departments in conjunction with the California Department of Human Resources (CalHR) to actively recruit federal employees. In line with this effort, the

CDFTA has revamped their hiring process and conducted job fairs to expedite the hiring process. Since March 2025, CDTFA has filled an additional 23 Associate Tax Auditor positions.

Recommendation

Review additional R&R incentives based on a CalHR review of position requirements which may include specialized training, certification, or geographical issues.

Increase career development, peer-to-peer training, and learning and development opportunities in de-escalation procedures, safety enhancements, and problem-solving strategies.

Disability Insurance Specialist Series

The Employment Development Department (EDD) administers California's wage-replacement programs for eligible workers through its Disability Insurance (DI) and Paid Family Leave (PFL) programs. The Disability Insurance Specialist (DIS) series includes the entry-level Specialist I and the full journey-level Specialist II. Specialist I focuses on developing analytical skills and assisting with policy support, while Specialist II handles more complex analytical work, policy formulation, and statewide program coordination. While the series offers a clear pathway for professional development, it is challenged by high claim volume, complex medical documentation, frequent regulatory changes, and evolving fraud tactics. Continued investment in training, technology, and process improvement is essential to mitigate these challenges and ensure program integrity and efficient service delivery.

Incumbents develop analytical skills; participate in policy and procedure formulation; gather and analyze data; consult with field and other departmental personnel in securing and disseminating necessary information; prepare reports and correspondence on technical Disability Insurance issues, problems and concerns; and prepare reports and correspondence in these same areas. As a technical expert in a particular program area, may act in a consulting capacity to the field and other departmental staff by providing problem-solving advice and program information; may have regional or statewide responsibility for coordinating activities in a particular program or program area ensuring consistent application of policies, procedures, and standards.

Series Composition

Class Code	Classification	Salary Range Effective July 1, 2025
9218	Disability Insurance Specialist (DIS) I	Range A \$4,570 - \$5,725 Range B \$5,494 - \$6,880
9227	Disability Insurance Specialist (DIS) II	\$6,031 - \$7,547

Position Information and Employment Data

Classification	Month / Year	Established	Filled	Vacant	Vacancy Rate
DIS I	March 2025	10	5	5	50%
DIS I	July 2025	10	7	3	30%
DIS II	March 2025	27	21	6	22%
DIS II	July 2025	28	22	7	25%

The DIS I and DIS II are interchangeable positions. Depending on the incumbent’s experience, time and grade in the position, the positions are filled as a DIS I or II. The DIS I and II are a combined 38 established positions, averaging approximately 10 vacancies a month, with a vacancy rate of 26%. Information presented indicates that the DIS I positions are quickly promoted into the DIS II classification.

Issues

Normal promotional pattern occurs from the Disability Insurance Program Representative (DIPR) classification into the DIS I with a promotion in place to the DIS II. The DIPR, DIS I, and DIS II incumbents either lateral into the SSA or AGPA classifications or promote into the Disability Program Manager series.

The DIS I and II are department specific classifications used solely by the Employment Development Department (EDD). The EDD also utilizes a similar Employment Development Specialist series to perform comparable duties in their Unemployment Insurance Branch and Workforce Services Branch. These examinations for these classifications are promotional, limiting the recruitment pool.

Recommendations

Review Classification Specification Series and Minimum Qualifications with a focus on responsibilities, scope of duties, and reducing barriers for promotional opportunities.

Hearing Reporter

The Hearing Reporter classification is primarily utilized by the Department of Industrial Relations (DIR) in the Division of Workers' Compensation (DWC).

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.

Effective July 1, 2025, the salary range for the Hearing Reporter is \$7,211 - \$9,023.

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.

Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
2024 R&R Committee Report	79	63	16	20%
March 2025	75	63	12	16%
July 2025	75	56	21	28%

**2024 R&R Report was average monthly numbers between January and August 2024

In 2022, the R&R committee reviewed the Hearing Reporter classification and recommended a special salary adjustment and a study program or apprenticeship program to assist with increasing the eligible candidate pool. Effective July 1, 2023, the Hearing Reporter received a 5% Special Salary Adjustment, and a pay differential was established to entice Division of Workers' Compensation and Workers' Compensation Appeal Board employed as a Management Services Technician, Senior Legal Typist, or Office Technician to obtain a certificate of completion from a California-recognized court reporting school, or certification from such school evidencing equivalent proficiency.

Since the 2024 R&R Report, there are an additional 9 vacant positions. The pay differentials established during the 2023 negotiations have not been successful in recruiting internal staff into this classification. The SME's indicated the cost and time necessary to receive the pay differential is discouraging.

Issues

Compensation for Hearing Reporters is below similar positions in other government and private sectors. There are more reporters retiring each year than entering the field. The small number of new reporters entering the field go to the County Superior Courts because of the higher pay and bonuses, or become deposition reporters to work remotely, leaving State Hearing Reporter positions unfilled.

Recommendation

Review application and implementation of Section 11.54.1 Division of Workers' Compensation and Workers' Compensation Appeal Board Education Pay Differential.

Consider providing a retention and recruitment incentive based on a CalHR review of market-rate salary comparisons.

Consider a Hiring Above Minimum (HAM) to improve recruitment.

Investigative Auditors (DOJ)

This series specification describes classes used in several programs within the Department of Justice (DOJ). Incumbents in these classes, working in conjunction with Deputy Attorneys General and Special Agents, organize and direct statewide auditing and investigative activities. 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 include review 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.

Class Code	Classification	Salary Range Effective July 1, 2025
4203	Investigative Auditor II, DOJ	\$5,528 - \$7,269
4215	Investigative Auditor III, DOJ	\$6,646 - \$8,740
4224	Investigative Auditor IV, Specialist, DOJ	\$6,955 - \$9,142
4226	Investigative Auditor IV, Supervisor, DOJ	\$7, 530 - \$9,823

Position Information and Employment Data

Classification	Month / Year	Established	Filled	Vacant	Vacancy Rate
IA II	2024 R&R Report	5		4	100%
IA II	March 2025		1	4	
IA II	July 2025	6	3	4	66.7%
IA III	2024 R&R Report	27		7	22.3%
IA III	March 2025	29	22	7	24%
IA III	July 2025	26	18	8	
IA IV	2024 R&R Report	34		9	43.9%
IA IV	February 2025	39	23	16	41
IA IV	March 2025	41	24	17	41.5%
IA IV	July 2025	43	30	15	35%

**2024 R&R Report were average monthly numbers between January and August 2024.

Vacancy rates vary by classification; however, the vacancies rates for the series are above the 16.4% overall Bargaining Unit 1 vacancy rate.

Issues

Since the inception of the Investigative Auditor (IA) classification series, established in March 1990, the duties for the IAs have evolved with the changing duties and responsibilities of the workload. While the minimum qualifications for the IA series include participating in criminal or civil field investigations, the duties for the current IA series have evolved to independently conduct criminal, civil, and administrative investigations. This includes solely preparing search warrants, serving them to the judge, and being fully responsible and liable for contents within.

The qualifications and responsibilities for the IA series have also increased to include the following duties:

- Knowledge and accountability of Law Enforcement chain of custody for evidence and Peace Officer Hearsay Testimony certification, as required by Proposition 115.
- IAs may also act as the primary lead investigator for Anti-Money Laundering Criminal Investigations and violations of the Federal Bank Secrecy Act.
- Prepare and may serve search warrants or engagements outside of standard work hours to adhere to personnel safety requirements.
- Maintain and enforce the state's asset forfeiture program.
- Within the DOJ's Division of Law Enforcement (DLE), IAs may frequently work in the field to conduct interviews, interrogate suspects, serve search warrants, and testify at court proceedings.
- Complete required Arrest and Firearms training in accordance with P.C. 832, every three years. The training is a mandatory 40-hour course, which includes both lecture and physical evaluation.
- Serve as Primary Lead Financial Investigator for various criminal prosecutions for the duration of the case.

Subsequently, the duties and responsibilities have changed since classification inception from an office-centric assistant investigative auditing support role to now a fully independent lead field investigator with extensive and complex auditing responsibilities.

The 2024 R&R Report indicated IAs left their DOJ position to pursue the private or federal sector where the pay is significantly higher, as auditors with investigative skills are often in demand at federal agencies, such as the Internal Revenue Service or other large private auditing firms.

Since the 2024 R&R Report, there are no longer reports auditors are separating from state service to be employed within the federal government. In March 2025, Governor Newsom issued an Executive Order for state departments in conjunction with the California Department of Human Resources (CalHR) to actively recruit federal employees.

Recommendation

Review R&R incentives based on a CalHR review of position requirements which may include specialized training, certification, or geographical issues.

Continue the review of Classification Specification with a focus on properly capturing current duties performed and reducing outdated education-based recruitment barriers.

Continue to offer resources such as training opportunities for the IA series.

Recognize staff for their achievements informally/formally (e.g., Attorney General Awards).

Associate Management Auditor / Staff Services Management Auditor

The Associate Management Auditor (AMA) in California state employment is a journey-level auditing position focused on evaluating the effectiveness of internal controls, risk management, and governance processes within government agencies. AMAs perform complex desk and field audits, ensuring compliance with laws, regulations, and best practices.

The Staff Services Management Auditor (SSMA) in California state employment is a recruiting, training, and development class for people qualified to learn, under close supervision, management auditing methods. Similar to the AMA, the SSMA auditing position focused on evaluating the effectiveness of internal controls, risk management, and governance processes within government agencies. The SSMA's perform the less complex desk and field audits, ensuring compliance with laws, regulations, and best practices.

These classifications analyze data, prepare detailed reports, and provide recommendations for organizational improvement, requiring proficiency in accounting principles, auditing standards, and communication skills. Management Auditors are also involved with audit programs in which the auditor may review accounts, records and reports, verify reconciliations of accounts, and determine that the financial statements accurately reflect financial status and transactions. Where the scope of examinations performed is primarily fiscal in nature and does not include a strong emphasis on management, performance, or operational auditing, positions are more appropriately allocated to the State Financial Examiner series.

Effective July 1, 2025, the salary ranges for the AMA and SSMA:

Series Composition

Class Code	Classification	Salary Range Effective July 1, 2025
4159	Associate Management Auditor	\$6,646 - \$8,740
5841	Staff Services Manager Auditor	Range A \$4,470 - \$5,330 Range B \$4,611 - \$5,770 Range C \$5,528 - \$7,269

AMA Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
March 2025	250	194	56	22%
July 2025	247	195	52	21%

The 2025 position information shows a total of 247 (AMA) FTE positions allocated between 38 departments. The median number is 4 – 5 AMA positions within a department. July 2025 data reports a total 52 total vacancies which equated to 21% of the positions currently unfilled. Of the 38 departments, there are 16 departments with a 15% or greater vacancy. These 16 departments have 173 FTE allocated positions for the AMA classification, with 46 vacancies or 27% vacancies. The top three departments which utilize the greatest amount of the AMA classification are broken down as follows:

CBID	Agency	Class Code	Class Title	FTE Established	FTE Filled	FTE Vacant	% Vacant
R01	Transportation	4159	AMA	13	8	5	38.46%
R01	General Services	4159	AMA	23	19	4	17.39%
R01	State Controller's Office	4159	AMA	82	61	21	25.61%

Issues

As of July 2025, three departments accounted for over 65% of the vacancies, with the majority concentrated in the State Controller's Office (SCO). In consultation with SCO, as of October 2025, there are only 12 vacancies, which reduces the vacancy rate to 15%. This reduction in vacancy rates is across all departments. As of October 2025, there are 243 AMA established positions, 43 vacancies, and an 18% vacancy rate.

SSMA Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
March 2025	301	227	74	25%
July 2025	300	242	58	19%

Issues

The 2025 position information shows a total of 227 242 (SSMA) FTE positions allocated between 42 departments. The median number is 6 – SSMA positions within a department. July 2025 data reports a total 58 vacancies which equated to 19% of the positions currently unfilled. Of the 42 departments, there are 9 departments with a 15% or greater vacancy. These 9 departments have 98 FTE allocated positions for the SSMA classification, with 32 vacancies or 33% vacancies. The CalRecycle utilizes the greatest amount of the SSMA classification with 54 established positions and a 31% vacancy rate.

Recommendations

Review R&R incentives based on a CalHR review of position requirements which may include specialized training, certification, or geographical issues.

Management Services Technician

The Management Services Technician (MST) in California state employment is a paraprofessional classification involving a variety of duties that vary significantly by department and program, including data analysis, research, report preparation, administrative support, and project assistance under the supervision of a manager. MSTs require strong analytical, written, and verbal communication skills to interpret and analyze data, manage information systems, and provide technical assistance in areas like budget, personnel, or program support. This role serves as a key support function, assisting management with less complex tasks in diverse fields such as correctional programs, disability insurance, and public works.

Effective July 1, 2025, the MST has two salary ranges, Range A is \$3,558 - \$4,457, Range \$4,017 - \$5,032

Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
March 2025	702	537	165	23.5%
July 2025	688	569	166	24%

Issues

The MST is a bridging, developmental classification designed to facilitate movement from sub-professional to professional and technical classifications. These classifications are an integral part of the State's Upper Mobility program because they provide the opportunity to move, through lateral transfers and testing, to higher-paid classifications with expanded career growth possibilities. The MST can be used as a bridging classification for the Staff Services Analyst. Due to the nature of these positions, MST positions have an expected higher turnover.

In reviewing the July 2025 established, filled, and vacancy data, there is a discrepancy in the data, the number of filled and vacant positions, exceed the number of established ($569 + 166 = 735$).

Recommendations

Review the upper mobility plan to include the MST and expand opportunities for professional growth by establishing career mobility opportunities.

Staff Services Analyst

Under supervision, incumbents may audit, calculate, gather, tabulate, compile, reconcile, interpret, and analyze data and other materials; develop creative solutions, provide recommendations and develop procedures; plan, implement, monitor, forecast, and evaluate assignments, projects and program initiatives; conduct administrative compliance reviews and field evaluations; plan, implement, and conduct training; respond to public complaints and inquiries; coordinate with colleagues, coworkers, management, and/or other stakeholders to perform various tasks; plan and perform administrative analysis; review and analyze proposed legislation and advise management on the potential impact; conduct eligibility analysis, contract/grant administration, and case management activities; and other program analysis. Duties and responsibilities require research, analysis, and the use of independent judgment and discretion to interpret and apply statutes, regulations, and policies and procedures.

Note: The Staff Services Analyst was reclassified as Analyst I as part of the Analyst Consolidation Reclassification effective January 2026.

Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
March 2025	3,999	5,392	712	17.8%
July 2025	3,980	5,790	751	18.9%

Issues

In reviewing the March and July 2025 established, filled and vacancy data, there is a discrepancy in the data, the number of filled and vacant positions, exceed the number of established ($5,790 + 751 = 6,541$).

Recommendations

Explore mentoring programs and cross-training to promote staff development and increase promotional opportunities.

Should an agency identify an R & R issue, that agency will consider further training and resources to develop employees.

Create allocations and guidelines that identifies duties appropriate for the (Analyst III / IV) positions.

Associate Governmental Program Analyst

Incumbents may be assigned to lead efforts to audit, calculate, gather, tabulate, compile, reconcile, interpret, and analyze data and other materials; develop creative solutions, provide recommendations and develop procedures; plan, implement, monitor, forecast, and evaluate assignments, projects and program initiatives; conduct administrative compliance reviews and field evaluations; plan, implement, and conduct training; respond to public complaints and inquiries; coordinate with colleagues, coworkers, management, and/or other stakeholders to perform various tasks; plan and perform administrative analysis; review and analyze proposed legislation and advise management on the potential impact; conduct eligibility analysis, contract/grant administration, and case management activities; and other program analysis. Duties and responsibilities require extensive research, analysis, and the use of higher-level independent judgment and discretion to interpret and apply statutes, regulations, and policies and procedures.

Note: The Associate Governmental Program Analyst was reclassified as Analyst II as part of the Analyst Consolidation Reclassification effective January 2026.

Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
March 2025	18,572	13,946	2,652	14.28%
July 2025	18,681	15,803	2,724	14.58%

Issues

The AGPA classification is the largest within Bargaining Unit 1 and encompasses a broad range of duties. While this breadth highlights versatility and value, it can also result in varied responsibilities and a lack of visibility, leaving some employees feeling their contributions are not fully recognized.

Recommendations

Explore mentoring programs and cross-training to promote staff development and increase promotional opportunities.

Should an agency identify an R & R issue, that agency will consider on further training and resources to develop employees.

Create allocations and guidelines that identifies duties appropriate for the (Analyst III / IV) .

Information Technology Specialist I

Incumbents may: perform feasibility studies and research analysis related to technology projects; provide information technology consultation in support of business programs; establish inventory management guidelines; provide metrics on service level agreements; install or repair hardware or peripheral equipment; develop, implement, and maintain security and privacy training; investigate security incidents; develop and/or review data sharing agreements prior to release of confidential information; analyze business impact and exposure based on emerging security threats; monitor project milestones and deliverables; coordinate and consult with users, administrators, and engineers to identify business and technical requirements; develop and sustain cooperative working relationships with project stakeholders; perform software product deployment and release management activities; define and design software solutions; identify infrastructure system requirements and recommend technology, hardware, software, and plans installation; advise, create, or participate in the design of new system architecture, standards, and methods to support organizational needs; install, configure, administer, test, and maintain communication infrastructure systems; conduct research and perform analysis to recommend system upgrades, cost-effective solutions, and process improvements; troubleshoot, track, and conduct root cause analysis of system/database/operational issues; and act in a lead role over lower-level staff.

Position Information and Employment Data

Month / Year	Established	Filled	Vacant	Vacancy Rate
March 2025	6,498	5,805	693	10.7%
July 2025	6,552	6,100	768	11.72

In reviewing the July 2025 established, filled, and vacancy data, there is a discrepancy in the data, the number of filled and vacant positions, exceed the number of established (6,552 - 6,100 = 768).

Issues

Knowledge transfer from contractors to IT staff can strengthen workforce utilization and support career development. However, inconsistent implementation creates unequal opportunities among staff. Additionally, limited access to training hinders skill development and contributes to challenges in developing qualified IT personnel.

Recommendations

Agencies will endeavor to provide training, education, and resources to develop employees towards specialties such as Cyber security, Artificial Intelligence (AI), subject to operational needs and budgetary constraints.

Departments and agencies should use existing resources to build an effective training program.

Review IT contract transition plans to assist with knowledge transfer and development of State staff.