



Statewide Workforce Planning Response for Little Hoover Commission

1. The History of the Statewide Workforce Planning Unit and the objectives the department wishes to achieve with the division's work.

The Statewide Workforce Planning Unit was created under the Department of Personnel Administration; however, it was not fully funded and did not receive the resources necessary to implement a statewide program. The Statewide Workforce Planning Unit then transitioned to the HR Modernization Program and was making strides towards statewide implementation in workforce and succession planning efforts. Unfortunately, this was halted with the decommissioning of the HR Modernization Program.

On July 1, 2012 under the reorganization of the newly created Department of Human Resources, the process to fund and obtain the resources necessary to develop the new Statewide Workforce Planning Unit began. In April 2013, I was appointed to be the Statewide Workforce Planning Coordinator and completed the unit with the hiring of two staff members in July 2013. Although we are not a large unit, our primary focus is the success of the statewide program and looking at innovative solutions to meet the needs of the state.

The mission of the Statewide Workforce Planning Unit is to build a quality sustainable workforce for the State of California. We are working collaboratively with departments to develop and implement successful workforce and succession plans by identifying potential weaknesses and developing mitigation strategies, providing training, developing an on-line forum for information sharing and collaboration, and developing user friendly tools and assessment measures.

2. What programs have you and your staff begun? What do you have on the horizon?

- April 29, 2013 Statewide data was analyzed to determine top departments at risk due to retirement.
- April 30, 2013 Classifications were placed on a watch list due to amount of staff nearing retirement and level of recruitment requirements.
- June 27, 2013 The Workforce Planning Coordinator was presented at the Personnel Ad Hoc meeting.
- July 8, 2013 Two support staff were hired to fully staff the Statewide Workforce Planning Unit.
- July 12, 2013 A Workforce Planning Survey and Development Tool was completed and released to assist new WFP Coordinators and departments who are having difficulty aligning Workforce Plans to strategic plans.
- July 31, 2013 A Workforce planning unit email box was created for easier access to our unit at WFP@calhr.ca.gov.
- August 1, 2013 A Workforce Planning Assessment Tool was developed and released to all Personnel Managers and Workforce Planning Coordinators to assist departments in the evaluation phase of their workforce plans.
- August 7, 2013 A Quick Response code was developed that links individuals to our website when scanned by a smartphone.
- August 15, 2013 An Frequently asked Questions Workforce Planning brochure was developed to be utilized at upcoming conferences and workforce meetings.
- August 22, 2013 Several demographic charts have been updated and are available on our website, including: Statistics reflecting Workforce Data as of June 2013: State Employee Age in 2013 CEA/Exempt, Mgr/Sup, Rank & File; Permanent State Employees by Age in 2013; Percent of Permanent State Workforce 50 and over in 2013; CEA/Exempts by Age in 2013; Managers and Supervisors by Age in 2013; Rank & File by Age in 2013; CEAs by Age in 2013; SSM III by Age in 2013.

- ~~September 5, 2013~~ ~~The Statewide Workforce Planning Coordinator presented “How to Utilize Workforce Data to Support Recruitment Efforts”.~~
- September 11, 2013 A workforce planning survey was submitted to Workforce Planning Coordinators to determine where departments are with their workforce plans, the age of departmental workforce statistics and strategic plan, as well as to identify training needs.
- September 19, 2013 The Statewide Workforce Planning Unit’s Workforce Planning Analysts presented the training “Maximizing the Strengths of a Multi-Generational Workplace.”
- September 30, 2013 Charts of the Average Age of Retirement by Classification were developed based on the State Controller’s Office separation data from April 1, 2012 to March 31, 2013, which provides a starting place for amassing retirement age data and creates urgency for departments to analyze their retirement data on a larger scale.
- October 2, 2013 The first Workforce Planning Coordinator Meeting was held at CalHR in the Leadership Conference Room, bringing together about 40 professionals currently assigned to workforce planning from nearly 20 different departments.

On the horizon

We have an aggressive timeline for future plans in our unit. In December we will be distributing Retention Strategy Surveys to be provided to employees that are separating from their department. Although this is similar to exit interviews conducted by departments, this is an anonymous survey that will capture all forms of separation types. The information gathered in these surveys will be shared with departments to assist in the development of effective retention strategies. It will also provide us with valuable statistics on our workforce trends.

In January of 2014 we will be presenting our first “mini” workshop which will consist of trainings that concentrate on specific areas that departments need training in to maximize the benefit. Our first training is scheduled for January 8, 2014 entitled “Preparing for Tomorrow and Beyond.” This training is for departments to develop successful succession planning and knowledge transfer strategies as well as understanding the dynamics of their workforce. We will be delivering training workshops in specific areas every three months.

Our next quarterly Workforce Planning Coordinator Meeting is scheduled for January 21, 2014.

Also, in April of 2014, our on-line forum board will be launched which will provide a collaboration platform for all workforce planning coordinators.

Lastly, in May of 2014 additional demographic information will be placed on the CalHR website to assist in analyzing workforce trends.

3. The ways in which you plan to reach out to state departments to help them develop workforce plans, and the value and need for these types of strategies in long-term management of the state's workforce.

We will continue to reach out to state departments by sending updates to the workforce planning coordinators list. We also plan to continue to participate in Personnel Ad Hoc Workforce Planning Coordinators meetings and on-line forum discussions. Lastly, we will continue to provide valuable training.

We will review departments' workforce and succession plans and offer suggestions for improving strategies as well as utilizing departments' successes in workforce plans as models for other departments. With forty-three percent (43%) of the state's workforce nearing retirement age, we believe successful workforce and succession plans are critical to the state maintaining the quality and efficiency of services we currently provide.