



Office of Statewide Health Planning and Development

Workforce Management and Succession Plan 2017-2021



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Director's Message



I am pleased to introduce the 2017-2021 Workforce Management and Succession Plan for the Office of Statewide Health Planning and Development (OSHPD). This is the first such plan for OSHPD, which was developed to closely align with our Strategic Plan. A workforce plan helps ensure an organization's human workforce has the skills and capacity necessary to support the organization's business needs and goals.

During the Strategic Plan refresh process, staff at all levels reassessed OSHPD's vision, mission, goals, and values. Goal objectives and performance metrics were updated to strengthen OSHPD's ability to anticipate and respond to change. The goals identified in OSHPD's Strategic Plan require a talented, professional, and skilled workforce to achieve them. OSHPD has already started strategic workforce development by realigning our organizational structure and streamlining business processes to maximize effectiveness. OSHPD must continue to work diligently to recruit and retain a highly skilled, diverse team of professionals dedicated to the mission of advancing

access to health care throughout California.

In this Workforce Plan, we outline the current composition of the OSHPD workforce, identify knowledge, skill gaps, and risks within the workforce, and discuss strategies for mitigating these concerns.

Thank you for your interest in OSHPD's Workforce Plan, which will guide our workforce development activities over the next five years.

Very truly yours,

A handwritten signature in black ink that reads "Robert P. David". The signature is written in a cursive, flowing style.

Robert P. David
Director

Introduction

Forward

The purpose of workforce and succession planning is to align the needs and goals of an organization with the appropriate number of staff with the requisite knowledge, skills, and abilities. The ever-changing economic and technological environments demand that workforce and succession planning be active and ongoing processes that will enable the organization to proactively plan its workforce in anticipation of future changes. Public sector agencies must also realign their priorities to changes in legislation, budget funding, and authorized positions, as well as to the knowledge, skills, and abilities required of its workforce.

To be competitive in the workforce marketplace, private and public sector companies must actively manage their recruitment methodologies. Dynamic workforce planning is even more critical in the public sector, where salaries are often below those in the private sector. Public sector recruitment methodologies must incorporate evolving and innovative strategies to be competitive and to ensure maximization of workforce talent in support of the agency's goals.

The Office of Statewide Health Planning and Development's (OSHPD) vision is to provide access to safe, quality healthcare environments that meet California's dynamic and diverse needs. To accomplish this vision, OSHPD relies on its skilled, knowledgeable, and dedicated workforce.

The success of this high functioning workforce depends on the recruitment and retention of highly trained specialized staff, the transfer of specialized knowledge, and effective training and promotional opportunities.

Strategic Direction

OSHPD's strategic direction will continue to support the Department's vision, mission, and goals. OSHPD's goals and performance metrics were recently updated, with input from its community of stakeholders, to strengthen OSHPD's ability to anticipate change and to provide greater flexibility to respond to change while increasing fiscal efficiency, customer service, and transparency across the organization. OSHPD's strategic direction will be regularly adjusted to adapt to political, economic, and technological changes.

Vision:

Access to safe, quality healthcare environments that meet California's dynamic and diverse needs.

Mission:

To advance access to safe, quality healthcare environments through innovative and responsive services and information.

Goals:

- Provide Valuable Public Service
- Advance Operational Excellence
- Foster a Dynamic OSHPD Community
- Optimize Fiscal Stewardship



Introduction, cont.

OSHPD's Strategic Plan 2016-2018 can be found at <http://www.oshpd.ca.gov/documents/OSHPD-Strategic-Plan-2016.pdf>

History

OSHPD was created in 1978 to provide Californians with an enhanced understanding of the structure and function of its healthcare delivery systems. Over the years, the role has evolved to include programs and services designed to promote healthcare accessibility throughout California. OSHPD is the statewide leader in collecting data and disseminating information about California's healthcare infrastructure, promoting an equitably distributed healthcare workforce, and publishing valuable information about healthcare outcomes.

OSHPD also monitors the construction, renovation, and seismic safety of hospitals and skilled nursing facilities, and provides loan insurance to facilitate the capital needs of California's nonprofit healthcare facilities.

OSHPD has five programmatic areas (four divisions and one foundation) that are advised by five boards and commissions. With 481.6 authorized positions in Fiscal Year (FY) 2017-18 operating in Sacramento and Los Angeles, OSHPD serves a variety of constituencies, including hospitals, insurers, health plans, patients, the building and construction industry, academia, healthcare professionals, and healthcare students and graduates.

OSHPD's diverse programmatic divisions are listed below:

- The Facilities Development Division regulates the design and construction of healthcare facilities to ensure they are safe and capable of providing services to the public.
- Cal-Mortgage Loan Insurance Division administers the California Health Facility Construction Loan Insurance Program and provides credit enhancement for eligible nonprofit healthcare facilities when they borrow money for capital needs.
- The Healthcare Workforce Development Division collects, analyzes, and publishes data about California's healthcare workforce and health professional training, identifies areas of the state in which there are shortages of health professionals and service capacity, and coordinates with other state departments in addressing the unique medical care issues facing California's rural areas.
- The Health Professions Education Foundation, a nonprofit 501(c)(3) corporation, improves access to healthcare in underserved areas of California by providing scholarships, loan repayments, and programs to health professional students and graduates who are dedicated to providing direct patient care in those areas.
- The Information Services Division integrates and centralizes enterprise data operations with healthcare analytics, using common technology infrastructure to improve data accessibility and usage to better serve all OSHPD clients and stakeholders.



Overview

The importance of workforce and succession planning cannot be overemphasized. The ability of a department to achieve its mission and goals depends on its workforce. OSHPD's 2017-2021 Workforce Management and Succession Plan (Plan) identifies challenges and workforce gaps that could threaten the Department's ability to develop and retain the knowledge and expertise needed to provide quality services to the state or its external stakeholders, or to accomplish the Department's mission to advance access to safe, quality healthcare environments through innovative and responsive services and information.

The Plan presents an analysis of the Department's historical and current employment and retirement data, and workforce practices that impact staffing. This is followed by discussions of the challenges and risks that result from workforce gaps. Finally, the Plan presents a series of action strategies directed at minimizing the risks and workforce gaps. The strategies will be implemented over a period of six months to five years. The Plan will be regularly reviewed and updated.



Challenges

The global phenomenon of an aging population and the associated retirement risks are at the forefront of government and business workforce planning. With a large percentage of employees preparing to leave the workforce, employers are working to retain as much corporate knowledge as possible before the mass exodus occurs. Successful implementation of a transition plan to a younger workforce that has the expertise and training necessary to continue the Department's mission and vision requires that OSHPD overcome challenges presented by workforce gaps in the areas of recruitment, retention, critical skills and expertise, knowledge transfer, and succession planning. Most of these challenges are endemic in California state government, while a few are unique to OSHPD.

Methodology

In developing its Plan, OSHPD applied the basic process model of the workforce management model recommended by the California Department of Human Resources (CalHR) through its Statewide Workforce Planning and Recruitment Unit¹. The model includes data gathering, analytics, and action steps as represented in the sub-sections of the Plan:

1. Strategic Direction (part of Introduction)
2. Workforce Overview
3. Workforce Gap Analysis
4. Action Plan



Workforce Overview

Workforce Profile

OSHPD is one of the smaller California state departments, with 481.6 authorized positions in FY 2017-18. Much of its workforce has come from within state service. There is, however, a significant number of positions requiring specialized college degrees, such as engineering, which present recruitment challenges when competing with private sector firms that pay higher salaries than the State of California.

The Department's small size also limits the scope of some career paths, which then limits promotional opportunities for employees in those classifications, and can negatively impact employee retention.

One of the most significant current and near-term workforce risks is related to the "silver tsunami" of retiring baby boomer employees. Per California Public Employees' Retirement System (CalPERS) pension information², the average age of FY 2014-15 state miscellaneous service retirees at retirement was 60 years old with an average 23.2 years of state service credit. Over 50 percent of OSHPD employees are age 50 and older, and over 17 percent are age 60 and older. This longevity is a source of core strength for many areas of the Department because it represents years of accumulated knowledge and passionate, dedicated employees.

Analysis of OSHPD data (employee age, state service, and recent retirement history), however, shows that retirement risk is an issue, particularly in executive and supervisory/managerial classifications.

Addressing this retirement risk will require the Department's immediate focus on related knowledge transfer and succession planning gaps.

Recruitment, employee retention, knowledge transfer, and succession planning gaps and risks are discussed in detail and are addressed in the Action Plan.

Demographic Overview

Ethnicity and Gender

CalHR issued its 2016 Annual Workforce Analysis of OSHPD's workforce composition, which included a review of OSHPD's 2016 workforce analysis and employment goals. The Department was found to have four classification groups with significant underutilization by race/ethnicity or gender. Underutilization means that there was a statistically significant lower percentage of persons of a specific race/ethnicity or gender in an occupation or at a particular level in that state agency than would be reasonably expected by that group's percentage in the relevant labor force. ("Relevant labor force" is defined by CalHR as the pool of individuals who possess the requisite qualifications for the job within the geographic areas in which the agency can reasonably be expected to recruit.) The significant underutilizations by race/ethnicity or gender are listed below:

- In the classification groups of Staff Services and Civil Engineers, OSHPD was deficient in ethnically white individuals.
- In the classification groups of Staff Services, Information Systems/System Software, and Construction Inspectors, OSHPD was deficient in the male gender category.
- In the classification groups of Civil Engineers and Construction Inspectors, OSHPD was deficient in ethnically Hispanic individuals.

Disabled Employee Representation

As of December 2015, disability representation for OSHPD was 31.7 percent an increase of 8.2 percent from the prior year's representation of 23.5 percent. Although the Department exceeds the state's goal setting threshold of 13.3 percent, OSHPD continues its efforts to focus on disability awareness. OSHPD also sponsors an active Disability Advisory Committee that regularly offers lunchtime videos for the entire Department to promote disability and diversity awareness, celebrates national disability

Workforce Overview, cont.

awareness efforts, and sponsors fund raisers to support local nonprofit organizations that provide services to disabled persons. OSHPD will continue to advance and regularly examine its actions in this area.

Gender Pay Gap

A different but related issue is that of the gender pay gap. In November 2016, CalHR released its 2014 Report on Women’s Earnings in State Civil Service Classifications. The conclusion was that the overall gender-pay-gap issue in the California civil service system is not the result of women receiving less pay than men for the same job, but reflects the fact that more men are employed in higher paying job classifications while more women are employed in lower paying classifications. The report shows that, while there has been some progress in reducing the gender pay gap in California civil service, the composition of women in male-dominated and higher-paying occupations still lags behind the rest of the United States and California’s overall workforce demographic. This issue is relevant because half of all jobs in the U.S. are now held by women³, and working mothers generally

contribute 40 percent of the household income⁴. The wage gap is not just a women’s issue — it’s a family issue.

The gender pay gap issue is particularly relevant for OSHPD’s employees. Table 1 below shows the number of OSHPD employees by gender in each of the Bargaining Units (BUs) except BUs 48, 97, and 99. Also listed is the associated average total compensation (sum of average wages, benefits, and overtime) of each BU taken from CalHR’s California State Employee Total Compensation Reports. (Males and females in the same BU were assumed to receive the same average CalHR compensation. CalHR’s statewide average compensation was used rather than the actual compensation for OSHPD employees to remove any other variables that may contribute to differences in total average compensation between males and females.)

As can be seen from Table 1, the number of women in the highest-paying BUs was fewer than the number of men. Only 20 percent of BU 2 Attorneys and Hearing Officers were women and only 17 percent

Table 1 Average Statewide Compensation by Bargaining Unit Applied to OSHPD’s Permanent Workforce
(As of August 2016, Excludes Retired Annuitant, Limited Term, and TAU or Temp. Exempt)

BU	Title	Average Total Annual Compensation ¹	Females	Males
1	Professional, Administrative, Financial, and Staff Services	\$102,389 ²	121	96
2	Attorneys and Hearing Officers	\$170,625 ²	1	4
4	Office and Allied	\$68,621 ²	30	12
9	Professional Engineers	\$161,971 ³	23	111
10	Professional Scientific	\$112,151 ³	5	4
Total employees⁴			180	227
Calculated average annual compensation			\$105,025	\$131,113

1 Sum of average wages, benefits, and overtime as reported in CalHR’s *California State Employee Total Compensation Reports* listed below
 2 CalHR, *2014 California State Employee Total Compensation Report for Bargaining Units 1, 2, 3, 4, 7, 11, 13, 14, 15, 16, 17, 18, 19, 20, and 21, January 12, 2016*
 3 CalHR, *2013 California State Employee Total Compensation Report for Bargaining Units 6, 9, 10, and 12, Revised May 2015*
 4 The compensation for 25 employees in BUs 48, 97, and 99 (defined as "excluded" by Government Code 3527 [b]) is not included since it is not defined in the CalHR reports.

Workforce Overview, cont.

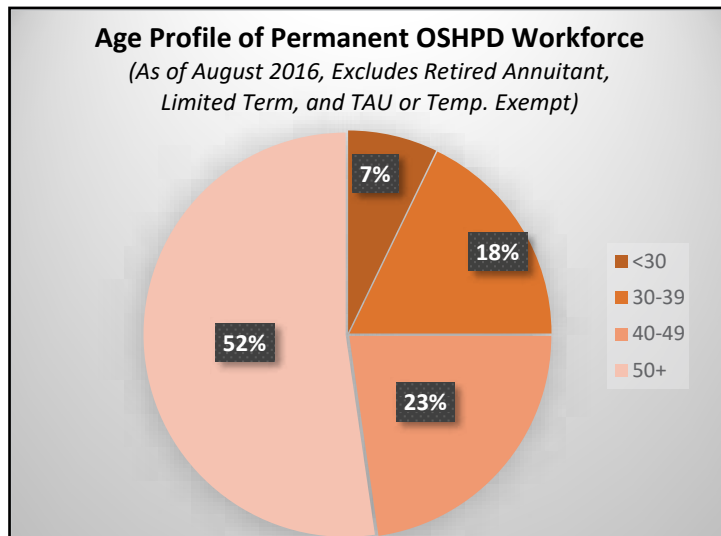
of BU 9 Professional Engineers were women. This fact considerably reduces the average compensation of OSHPD females compared to OSHPD males. It is well known that the engineering field continues to be male dominated, for various reasons. While OSHPD cannot address all the factors that contribute to this phenomenon, it can make sure that its own hiring and employment practices apply equitably to men and women.

OSHPD’s plans to address diversity issues may be found in the Action Plan section of this Plan.

Age Demographics

The average age of an OSHPD permanent employee as of August 2016 was 48 years old. As shown in Figure 1 below, 52 percent of employees were age 50 and older. This picture of an aging workforce is part of a worldwide phenomenon. Over growing concern about the potential loss of critical knowledge through pending retirements, many companies are seeking ways to retain experienced workers to act as mentors and teachers.

Figure 1 Age Profile of Permanent OSHPD Workforce



Permanent Positions		
Age (yrs)	Number Ees	
<30	31	7%
30-39	77	18%
40-49	98	23%
50+	226	52%
TOTAL	432	100%

Workforce Overview, cont.

OSHPD’s aging profile also needs to be viewed in relation to the number of years of state service. The combination of age and years of state service, as shown in Table 2 informs management on the near-term risks of retirement.

Table 2 shows that, as of August 2016, there were 22 OSHPD employees who were age 60+ with 20+ years of state service. Per CalPERS data on the average age and years of state service at retirement of FY 2014-15 retirees (60 years old and 23.2 years of state service credit), these 22 employees are “ripe”

for retirement. While these individuals currently make up only five percent of all OSHPD employees, it is important to note the potential retiree pipeline over the next several years.

Over 37 percent of OSHPD employees are age 50+ with 10+ years of state service. These employees will be age 60+ with 20+ years of state service within the next 10 years. If these employees remain with the Department until retirement, almost 40 percent of OSHPD’s workforce could turn over in the next 10 years.

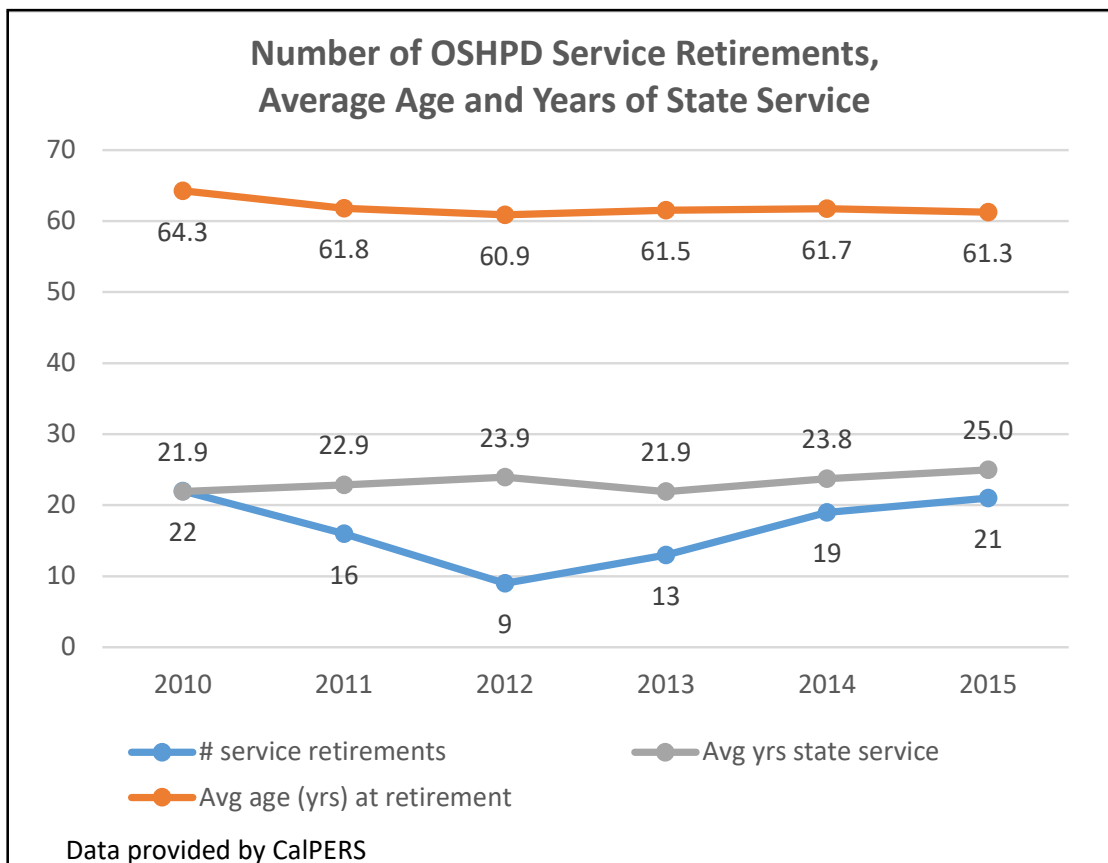
Table 2 *State Service Credit Profile of Permanent OSHPD Workforce Age 50+*
(As of August 2016. Excludes Retired Annuitant, Limited Term, and TAU or Temp. Exempt)

Age Group and Service Credit	Number Ees	Percent of Age Group	Percent of Total Ees
Age 50 and over:	226		52%
10 or more years state service	159	70%	37%
20 or more years state service	76	34%	18%
Age 60 and over:	74		17%
10 or more years state service	51	69%	12%
20 or more years state service	22	30%	5%

Workforce Overview, cont.

OSHPD’s own recent retirement history, shown in Figure 2, indicates that retirements have been increasing since 2012. (OSHPD’s averages in terms of age at retirement and years of state service are only slightly different from CalPERS averages for FY 2014-15 state miscellaneous retirees.)

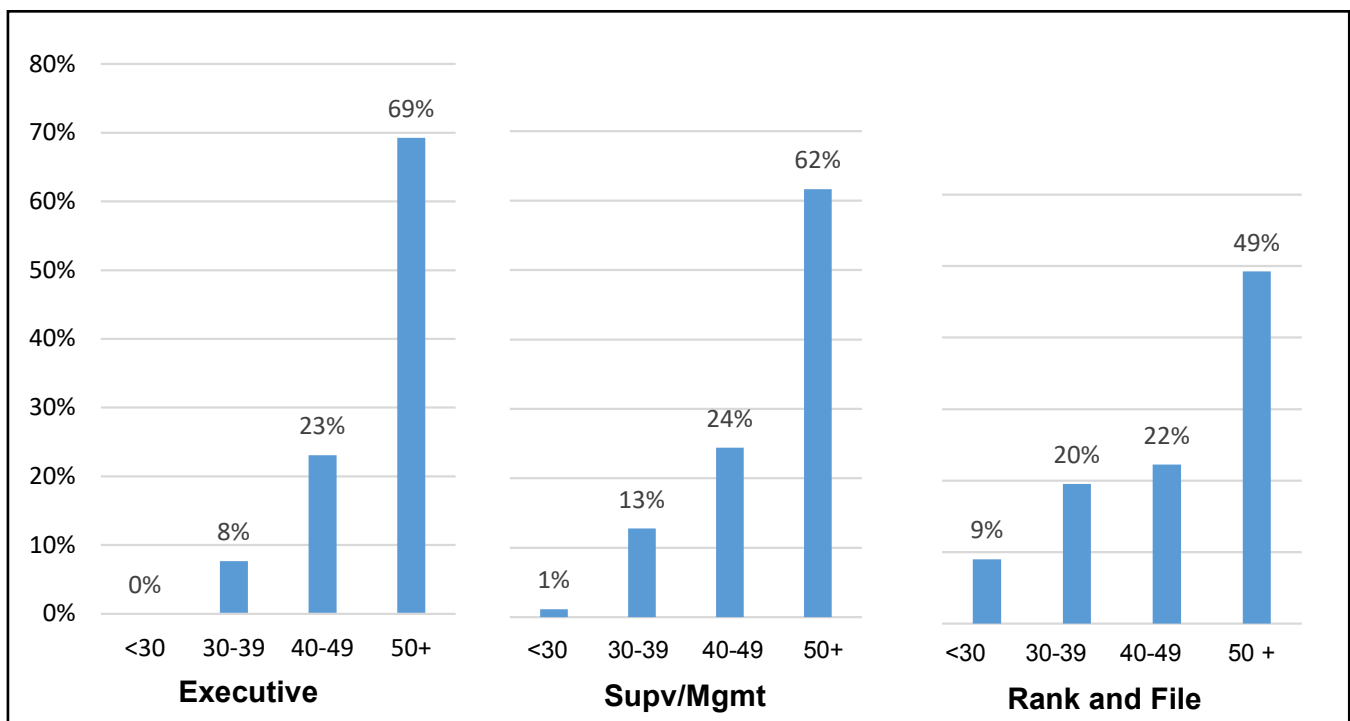
Figure 2 OSHPD Six Years Retirement Data



Workforce Overview, cont.

It is also important to know if the aging phenomenon affects any rank level more than others. Figure 3 shows OSHPD’s employee age profile in terms of rank level as Executive, Supervisor/Manager, or Rank and File. As can be seen, 69 percent of executives and 62 percent of supervisors/managers are age 50+. This data reinforces the need to address existing knowledge transfer gaps and to develop leadership qualities within the rank and file.

Figure 3 *Permanent OSHPD Employees, Percentage by Age Group and Rank Level*
 (As of August 2016. Excludes Retired Annuitant, Limited Term, TAU or Temp. Exempt)



Workforce Overview, cont.

Another important metric is age profile in terms of generations, since lifestyle perspectives, motivations, and work ethic can be very different between these groups. Figure 4 below uses the definitions shown in Table 3.

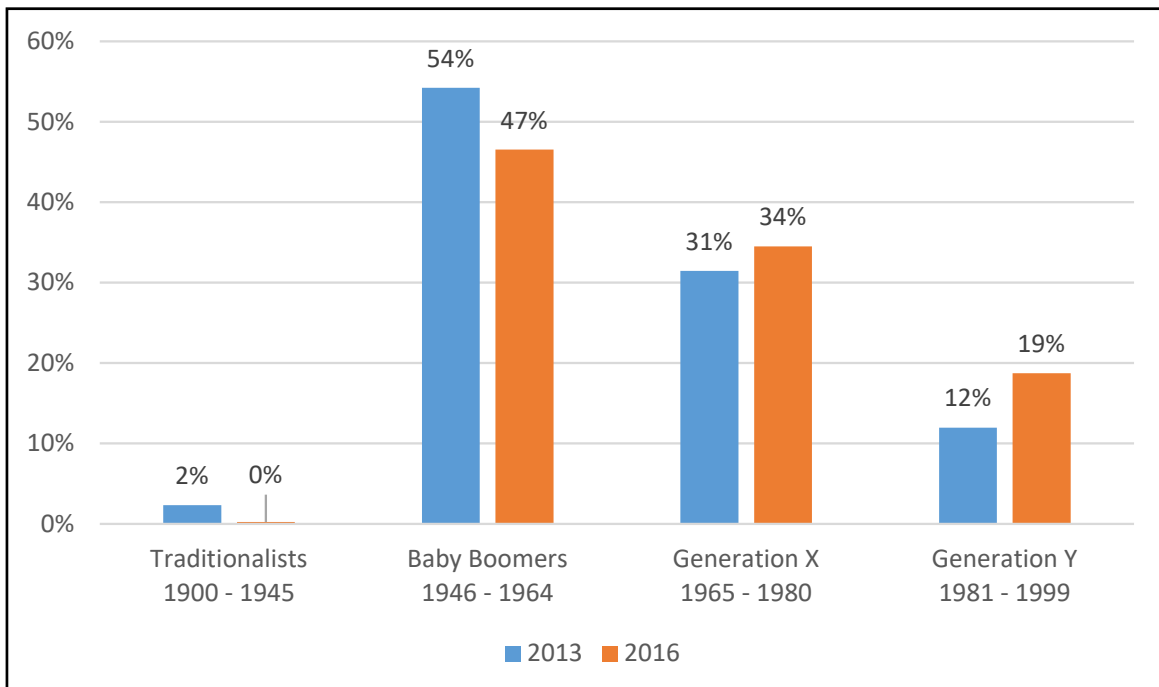
Table 3 *Age Ranges of Defined Generations as of 2016*

GENERATION	Traditionalists 1900 - 1945	Baby Boomers 1946 - 1964	Generation X 1965 - 1980	Generation Y 1981 - 1999
Years of age in 2016	>70	52-70	36-51	17-35

Figure 4 below shows that the percentage of permanent employees in Baby Boomer and Traditionalist generations has declined since 2013, while the percentage in the younger generations has increased. (This is due, in part, to the 47 retirements between July 2013 and August 2016.)

Generational data is important to the Department’s recruitment and retention efforts. Outreach and training efforts will be most successful when communicated in a manner that will appeal to the employees’ values and motivations.

Figure 4 *Permanent OSHPD Employees, By Generation*
(As of July 2013 and August 2016. Excludes Retired Annuitant, Limited Term, TAU or Temp. Exempt)



Workforce Gap Analysis

Bench Strength Challenges

OSHPD has determined that several areas of the organization exhibit a lack of bench strength. A number of members of the leadership team are fairly new to the Department and are still building their program knowledge and mastering their roles on the leadership team. Similarly, several divisions have many new staff who have yet to master their program areas, duties, and core skills. An additional risk is presented by a few program experts who are the only ones with the knowledge and experience to effectively perform the specific duties of their jobs.

In response to these challenges, OSHPD is developing initiatives and strategies to build leadership strength, develop critical skills and competencies, and to ensure the development of effective knowledge-transfer methodologies.

Recruitment and Retention Data Challenges

Through the summer and fall of 2015, employee feedback was sought through open forums with the community to revise the Strategic Plan, to map out a clear vision and efficient processes to advance OSHPD's mission, and to guide the work of the Department over the next three years. The feedback from this outreach led to an updated mission statement, revised goal objectives, key performance indicators to help measure progress towards meeting those goals, and an updated Strategic Governance Model to guide the implementation of the new Strategic Plan.

OSHPD's governance model was developed with department-wide participation and lead to, among other innovations, ongoing goal teams that are staffed by representatives from each OSHPD division. The Dynamic OSHPD Community (DynoCom) team specifically focuses on the workforce environment, including the development of training and advancement opportunities. This team meets regularly and provides essential ongoing feedback from staff on the Department's efforts in these areas. DynoCom's goals are listed:

- Empower innovation at all levels.
- Enhance key skills, abilities, and transfer of knowledge.
- Improve meaningful communication among and within divisions.
- Model OSHPD values.

The DynoCom committee is led by a committed group of individuals who have developed surveys on the need for communication, with leadership and information forums on training/advancement/succession issues. The group will be providing lunchtime speakers on these issues and will resurvey the community on a regular basis to refresh feedback.

OSHPD is also working on mechanisms to capture data on employee experiences. In 2016, the Department conducted an employee feedback survey that collected input from the entire workforce. One result of the survey was an overwhelming sense of the employees' dedication to the mission of the Department and to their individual programs. In August of 2016 and April of 2017, DynoCom provided responses to and updates on the progress in responding to the key survey issues, such as the requests for training and development assignments, cross-training, and mentoring opportunities. OSHPD intends to continue conducting annual surveys to collect feedback, assess progress, and develop trends.

The Department has also adopted onboarding guidelines that go beyond creating a welcoming work environment to enable the new employee to feel comfortable and ready to become an effective team member. The guidelines also provide the supervisor the core elements of the Department's training and performance feedback processes (including probation reports) that are aimed at helping the employee develop skills to meet performance criteria.

OSHPD currently has no process for exit interviews. As a result, the reasons for employment separation are largely anecdotal. The Department will research and review effective exit interview strategies before

Workforce Gap Analysis, cont.

beginning the development of its own standardized format. In the Action Plans section of the Plan, the Department proposes a strategy to address the need to develop departmental guidelines for exit interviews.

Recruitment Gaps and Risks

OSHPD faces several different kinds of recruitment risks. Private sector competition, in the form of higher wages and competitive benefits, is the single greatest challenge to recruitment for professional positions. The state of the economy is also a significant factor. There are more qualified professional applicants when the economy is slow than when it is at full employment. Private sector competition, the vagaries of the economy, and other factors present challenges in recruiting for professional positions in several specific divisions:

- The Facilities Development Division experiences private sector competition and the effects of the economy when recruiting for any of its engineer classifications, but most acutely when recruiting structural engineers, who are required to be both certified engineers and experienced in hospital construction. Recruitment can also be hindered by restrictions existing in the state hiring process. The state exam and hiring process has become very protracted, often resulting in the loss of qualified individuals to other, more nimble, employers.
- The Cal-Mortgage Loan Insurance Division hires experienced banking professionals into its Health Facility Construction Financing series and has great difficulty competing with the private sector during a robust economy.
- The Information Services Division likewise competes with the private sector when recruiting for any of its information technology systems positions. Additional recruitment challenges are presented by the state exam process for information technology systems positions. These exams are often considered confusing and non intuitive by qualified private sector applicants due to outdated terminology and antiquated qualifications required for specific civil service classifications.

- The data sections of the Information Services Division experiences challenges in recruiting for the Research Scientist classifications. The state specifications do not reflect what is really needed in the position and should be updated to reflect the current direction of the business community and research industry.

The recruitment risk when hiring into non-professional classifications does not reflect a lack of candidates, but a lack of candidates with the rights skills. Many of the generalized classifications (such as Staff Services Analyst, Associate Government Program Analyst, Health Program Specialist, Research Program Specialist, and Staff Services Manager) within the Department have significant deficiencies in communication (oral and written) skills, analytical skills, and in the ability to produce completed staff work. There is concern that some of the state examination processes pass candidates who are incapable of performing the job, placing a burden on the Department to develop its own standardized screening techniques to ensure hiring at the highest skill level for each classification.

The most effective recruitment measures will result in hiring the right person with the right skills for the right job at the right time. OSHPD has recruitment risk related to the lack of a standardized assessment tool to screen applicants for writing and analytical competency.

Currently, the Department must provide training to employees who are deficient in the basic skills required of their classifications. The Department will develop classification-appropriate writing and analytical competency assessment tools for use in recruiting efforts across all divisions.

The Department will be developing strategies to promote wide-ranging discussions of exam processes and the need for effective marketing techniques, including discussions with CalHR on current external marketing methods and uniform skill assessment tools and exercises to determine qualified candidates.

Workforce Gap Analysis, cont.

Retention Gaps and Risks

Because OSHPD is a small department, career paths are often limited. In some divisions, there may be only one authorized position in an occupational series, meaning that an incumbent who wants to advance must seek promotion in another division or outside OSHPD. Although the Department has not conducted exit interviews, it is widely reported that lack of promotional opportunity or poor fit of skills to the position are the principal reasons people leave their positions.

The risk of not addressing retention challenges is that OSHPD may be unable to retain qualified candidates, provide quality services, or meet its vision. Turnover is expensive. New recruits must be trained and work slows during the training process. Excessive turnover can place a burden on remaining staff who must carry the additional workload. Although OSHPD cannot eliminate the problem of limited promotional opportunities, the Department can develop strategies that will expedite training of new recruits, motivate employees, and assess employee satisfaction, with the goal of maximizing the employee's experience and productivity.

Retention also reflects the employee's perception of benefits and recognition in the workplace. Work life balance, clear expectations, training and development are key to employee satisfaction. OSHPD is already addressing these issues through its DynoCom team, which focuses on the workforce environment, including the development of training and advancement opportunities.



The Department is also in the process of reorganizing divisions to properly align functions and establish infrastructures that support employees and offer some promotional opportunities. For example, the Healthcare Workforce Development Division recently created a research unit, which established a career path for research analysts/specialists.

Knowledge Transfer Gaps and Risks

Knowledge transfer gaps can present a real risk to any department that experiences turnover or succession planning issues, but are particularly risky to a department with limited promotional opportunities. If trained employees do not promote within the same unit, their knowledge base is gone when the employee leaves the organization. On a positive note, the influx of new employees to replace exiting workers can infuse the workforce with new ideas and perspective, as well as fresh skills. If the knowledge transfer is successful, the changeover can have positive impact on the Department.

Existing knowledge transfer gap issues among OSHPD divisions include the following:

- Dated, inconsistent, or nonexistent written desk and process procedures. It is essential that current desk and process procedures be in place to assure that critical information is readily available to a new employee and to back-up staff in the unit.



Workforce Gap Analysis, cont.

- Dated or nonexistent core competency identifiers. Identifying core competencies enables the assessment of an employee's strengths in relation to the unit's needs and helps prescribe necessary training. Competency identifiers are particularly important for identifying future leaders.
- Incomplete standardization of training requirements by classification or position. Ensuring that each person receives the appropriate training for his/her position is essential to success.
- Inconsistent individualized training and leadership development opportunities. Identifying and promoting individualized educational opportunities reduces the knowledge transfer gap and motivates and enriches the employee, which can also reduce the retention gap.
- There is no documented mentoring program for professional development of managers or employees.
- There is a lack of comprehensive training programs for all employees and a lack of identified training resources and tools.

Department-defined guidelines should be developed to address each of these gaps, with a requirement that each division document, within a defined time horizon, the development of desk manuals and procedures for key functions, succession plans, leadership competency assessments, and professional mentoring programs.

The 80 hours of supervisor training required by SB 848 (Chapter 35, Statutes of 2016) addresses the role of the supervisor and the techniques required to perform supervisory duties. Effective leadership is much more than the performance of supervisory tasks, however. The Department should also address the development of leadership skills, particularly where leadership competency or aptitude is lacking. This will require assessment of coaching and mentoring programs as well as possible collaboration with CalHR.

The Department has prioritized the enhancement of key skills, training, and knowledge transfer in its Strategic Plan as one of the goals of the DynoCom team. Additionally, the development of training curriculums and key competencies by position/classification are part of the Action Plan included in this Plan.

Succession Planning Gaps and Risks

Certain succession planning gaps appear throughout OSHPD:

- Succession plans, if present, are not documented.
- Leadership competency has not been developed for all divisions.

These are longer range goals in the Department's Action Plan, but their importance cannot be over emphasized. OSHPD's performance in a dynamic future will require quality leadership to ensure maximization of workforce talent in support of the agency's goals.



Action Plan

Strategy	Gap(s) Addressed	Deadline	Resources
Continue to improve the practices of the Disability Advisory Committee in response to OSHPD-specific data to ensure a talented and diverse workforce.	Workforce demographics	Annual review	EEO Officer
Develop awareness of gender pay gap data and promote recruitment efforts to reduce gender pay issues.	Workforce demographics	June 2018	Human Resources Division Deputies
Research and develop recruitment strategies for hard-to-fill classifications.	Recruitment	June 2019	Human Resources Division Deputies
Collect data and refresh on-boarding guidelines on a continuing basis. Include reasons for application and acceptance of position.	Recruitment and retention	Annual review	Human Resources
Develop exit questionnaire to gather data on reasons for leaving and improvements needed.	Retention	December 2017	Human Resources
Gather employee feedback on employee recognition measures and on improving the employment environment.	Retention	Annual review	DynoCom
Develop training curriculum for each position/ classification and a history of each employee's training.	Retention and knowledge transfer	June 2019	HR Manager, Training Officer, and Division Chiefs
Develop list of key competencies by position/ classification and track employees' mastery.	Retention and knowledge transfer	June 2020	Human Resources Division Deputies
Develop generalized format for desk/process procedures and set a Department-wide date for completion.	Knowledge transfer	June 2018	Division Deputies
Develop formalized back-up plans by position and explore possibility of job cross-training and rotation.	Knowledge transfer	June 2018	HR Manager and Division Deputies
Explore other knowledge transfer processes, such as informal sharing/teaching sessions by units in a division.	Knowledge transfer	June 2018	HR Manager, Training Officer, and Division Chiefs
Develop and set a Department-wide date for completion of leadership succession plans.	Succession planning	June 2020	Director, Human Resources, Division Deputies
Develop a leadership mentoring program.	Retention and succession planning	June 2020	Director, Human Resources, Division Deputies
Develop a succession plan that identifies the following: <ul style="list-style-type: none"> • Key leadership and highly technical positions that are critical to the Department's success • Competencies required to fill these positions • Leadership pipeline to potentially succeed these positions, or fill them on an interim basis • Methodology to assess leadership competencies and readiness of those in pipeline • Gap assessment of existing competencies compared to needed competencies • Realistic and achievable action plan with time-based metrics to address succession planning gaps 	Succession planning	Ongoing	Director, Human Resources, Division Deputies

References and Data Sources

All OSHPD employment data was provided by OSHPD Human Resources through its access to the State Controller's Office, Management Information Retrieval System.

OSHPD retirement and service credit data was furnished by CalPERS.

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