

WORKFORCE PLAN

LOGISTICS

APRIL 2015



Cal OES

GOVERNOR'S OFFICE
OF EMERGENCY SERVICES

A message from the Chief Deputy Director

At the California Governor's Office of Emergency Services (Cal OES), we believe our employees are our most valuable resource. Every day, committed Cal OES employees provide essential services to the public and our partners.

Cal OES strives to be a model organization with great partnerships providing superior services and products. While Cal OES has doubled in size over the last decade, our core mission has remained the same, and we continue to protect lives and property, build capabilities, and support our communities for a resilient California.

Similar to other state departments, a large part of Cal OES' workforce is comprised of people in the retirement age or rapidly approaching it. Additionally, issues such as the reduced availability of potential workers, employers competing for a limited pool of qualified staff, and classification issues present us with the challenge of recruiting and retaining a workforce to achieve Cal OES' vision, mission, values, and goals. This plan addresses these challenges by establishing a five year strategy which is detailed in the pages that follow.

The plan includes numerous initiatives to transfer institutional knowledge that would be lost due to retirement, transfers, and general attrition from employees of all ages and will ensure Cal OES has the right people in the right job with the right skills all the time.

Please read and familiarize yourself with this plan. Whether you are newly hired or near the end of your career, you are a vital piece in the successful implementation of the Cal OES Workforce Plan and in shaping the future of the California Governor's Office of Emergency Services.

Nancy Ward
Chief Deputy Director

Introduction

Forward

The Office of Human Resources (OHR) partnered with The Office of Performance Management to develop a comprehensive Workforce Plan. The team is guided by Cal HR best practices and is using the standard planning template. Many of the desired workforce plan activities and efforts were underway by OHR, the Office of Civil Rights and Equal Employment Opportunity and the Idea Ambassador Corps, so an effort to synthesize and coordinate these efforts was the logical approach.

The following pages detail our methodology, challenges and trends, current workforce demographics, classification issues, and our plan to address workforce needs.

Strategic Direction

Vision: The leader in emergency management and homeland security through dedicated service to all.

We will realize our vision by building towards a safer more resilient California, leveraging effective partnerships, developing our workforce, enhancing our technology, and maintaining a culture of continuous improvement.

Mission: We protect lives and property, build capabilities, and support our communities for a resilient California.

We achieve our mission by serving the public through effective collaboration in preparing for, protecting against, responding to, recovering from, and mitigating the impacts of all hazards and threats.

Values:

Integrity: We maintain trust by fulfilling our mission with honesty, accountability, and transparency.

Service: We are dedicated to carrying out the duties and responsibilities entrusted to us and upholding a shared and principled commitment to our mission.

Respect: We recognize and value the diversity that exists within our organization, throughout our communities, and among our partners while demonstrating concern and compassion for all.

Resiliency: We promote safe and prepared communities with the strength to withstand or rebound from any event or emergency.

Strategic Goals:

- Goal 1:** Anticipate and enhance prevention and detection capabilities to protect our state from all hazards and threats.
- Goal 2:** Strengthen California's ability to plan, prepare for, and provide resources to mitigate the impacts of disasters, emergencies, crimes, and terrorist events.
- Goal 3:** Effectively respond to and recover from both human-caused and natural disasters.
- Goal 4:** Enhance the administration and delivery of all state and federal funding, and maintain fiscal and program integrity.
- Goal 5:** Develop a united and innovative workforce that is trained, experienced, knowledgeable, and ready to adapt and respond.
- Goal 6:** Strengthen capabilities in public safety communication services and technology enhancements.

History

In 2007, Cal OES contracted with CPS to assist in the Workforce Planning process resulting in key findings and some preliminary data/demographic analysis. Due to mergers and priority changes, the project was stalled.

In September 2014, OHR partnered with the Office of Performance Management to charter a project to develop our Workforce Plan and identify the key components and activities associated with a comprehensive Workforce Plan.

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Overview

The goals of workforce planning and succession planning are the same: putting the right people—across the organization—in the right jobs, doing the right things at the right time. However, the difference between workforce and succession planning is distinct. Workforce planning is typically budget-driven and focused on staff-level jobs, hiring forecasts, and internal resource projections, such as:

- Understanding trends that will impact clients, customers, products, services, funders, regulators, and investors.
- Developing individual and teamwork plans that align with department goals or organization-wide strategies.
- Understanding how changes will impact job requirements, internal activities, and costs.
- Understanding labor-market demographics, workforce readiness, training needs, and talent resources.
- Hiring, recruitment plans and processes, orientation, and onboarding plans.

Succession planning is a systematic approach to professional development with the express purpose of ensuring that selected (typically senior) staff is trained, experienced, and ready to assume future leadership positions. Succession planning also focuses on individual and team transition needs, and effectively guides implementation. Succession planning includes aspects of workforce planning but also requires:

- Identifying anticipated vacancies and backup resources for management and leadership.
- Redefining management profiles to include competencies, success criteria, and behavior traits.
- Accurate assessment of the readiness of senior staff and middle managers to assume greater responsibilities: an efficient process for assessing skills, competencies, interests, and motivations organization-wide for investments in emerging leaders.
- Assessment of organizational culture and the leaders within: cultural competencies for diversity and inclusion management.
- Developing individualized training, professional development, and mentoring opportunities to reduce gaps in skills and experience: identifying required support to ensure succession plans are workable while in current job.

Challenges and Trends

Over half of Cal OES' employees are 50 and older. This includes 62 percent of the Department's leadership positions and 55 percent of rank-and-file employees. The average age of retirement for Cal OES is 56, accounting for 32 percent of current employees. Cal OES must develop and implement a Workforce Plan to recruit for the upcoming vacancies and transfers the institutional knowledge within its ranks before staff retires, as well as implement recruitment strategies to build our workforce. Failure to do so may result in retirements and staff turnover that negatively impacts key positions through the loss of valuable knowledge and critical work functions, ultimately creating challenges across the Department.

Methodology

The Workforce Plan was developed using the State of California Seven Step Workforce Planning Model:

1. Review Strategic Plan
2. Identify Work Functions
3. Identify Staffing Requirements
4. Project Workforce Supply
5. Analyze Workforce Gaps
6. Develop Priorities and Solutions
7. Evaluate the Plan

Workforce Overview

Current Workforce Profile

Age Distribution for Total Employees by Directorate										
Directorate	18-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60+	Total
Office of the Director	1	1	7	2	7	8	6	6	2	40
Planning, Preparedness, Prevention	0	2	3	3	9	19	16	14	21	87
Response and Recovery	1	5	6	5	10	28	33	39	46	173
Logistics Management	3	11	20	30	48	65	94	90	56	417
Finance & Administration	0	8	14	11	24	23	24	33	17	154
Totals Overall	5	27	50	51	98	143	173	182	142	871

Demographics

Cal OES demographics as of October 2014:

Total employees: 871

Age 50 and older: 497 (57%)

*Age 56 and older: 277 (32%)

Age 60 and older: 142 (16.3%)

*Cal OES average retirement age

Demographic Challenges

Over half of Cal OES' employees are 50 and older. This includes 62 percent of the Department's leadership positions and 55 percent of rank-and-file employees. The average age of retirement for Cal OES is 56, accounting for 32 percent of current employees.

Classification Challenges

Based on the data on Cal OES' workforce (**Appendix B**), the current priority areas of classification issues include:

Fire and Rescue: Classification Concept has been prepared by Legal for submission to Cal HR.

- Twenty-eight (28) total employees, twenty-two (22) are the age of 50 or older. (78.6%)
- Additional recruitment and retention issues related to this classification include a disparity in compensation. The research and analysis is included in the Classification Concept documentation which will be submitted to Cal HR.

Law Enforcement: Classification Concept has been prepared by Legal for submission to Cal HR.

- Nine (9) total employees, seven (7) are the age of 50 or older. (77.8%)
- Additional recruitment and retention issues related to this classification include a disparity in compensation. The research and analysis is included in the Classification Concept documentation which will be submitted to Cal HR.

Telecommunication Technician Series: Classification pay package is pending at DOF.

- Sr. Tcom. Tech.
 - Seventy-one (71) total employees, fifty-four (54) are the age of 50 or older. (76.1%)
- Tcom. Tech.
 - Sixty-four (64) total employees, twenty-eight (28) are the age of 50 or older. (43.8%)
- Tcom. Tech. Trainee
 - One trainee in the age group 25-29.
- Additional recruitment and retention issues related to this classification include a disparity in compensation. The research and analysis was included in the Classification Concept documentation that was submitted to DOF and Cal HR. This request has been pending at the control agencies for months.

The following information is being provided on positions previously discussed as priority areas of concentration for specification analysis. Currently, and as required by Cal HR, Cal OES is conducting a job analysis on the Emergency Services Coordinator and Sr. Emergency Services Coordinator positions as part of its exam process. . The issues the Subject Matter Experts and HR staff have discussed thus far are that candidates need to have better writing and presentation skills, and there is question whether all ESC positions are truly performing ESC duties, such as those in security, grants, and certain planning areas. The Class Specifications and information on the Miscellaneous Public Safety Retirement are attached.

Sr. Emergency Services Coordinator/Emergency Services Coordinator: The HR Examination Unit Job Analysis will help assess whether or not a specification revision is necessary, as well as information from the Chief Deputy and Chief Counsel.

- Sr. ESC
 - Thirty (30) total employees, eighteen (18) are the age of 50 or older. (60%)
- ESC
 - Fifty (50) total employees, twenty-nine (29) are the age of 50 or older. (58%)
- The issues pertaining to these classifications include recruitment in geographical areas (Bay Area and Southern California); misallocation; and salary compaction in the Program Manager Series. Focused recruitment and retention strategies will assist in the geographic recruitment issues, and consistent management and hiring policies can address the misallocation issues. Supervisory salary compaction issues are a statewide problem that Cal OES will need to address collectively with Cal HR, DOF, and the Administration.
- Note: The classification specification was established in 1970, updated in 1980, and then again in 1998. A recent union-led legislative act in 2002-2003 resulted in this series being included in Miscellaneous Public Safety Retirement formula that was effective July 1, 2004, as well as an exemption from paying Social Security benefits.

Program Manager Series:

- PM I
 - Eighteen (18) total employees, twelve (12) are the age of 50 or older. (66.7%)
- PM II
 - Five (5) total employees, two (2) are the age of 50 or older. (40%)
- PM III
 - Four (4) total employees, four (4) are the age of 50 or older. (100%)
- The issues pertaining to these classifications include salary compaction. Based on the benefits afforded to the ESC and Sr. ESC classifications, it is extremely difficult to incentivize rank and file to pursue supervision. The salary is only 5% more, incumbents lose miscellaneous safety retirement, lose overtime, and pay into Social Security benefits. Supervisory salary compaction issues are a statewide problem that Cal OES will need to address collectively with Cal HR, DOF, and the Administration.

Emergency Management Coordinator/Instructor, I/II and Senior:

- EMC I
 - No employees in this classification.
- EMC II
 - Nineteen (19) total employees, sixteen (16) are the age of 50 or older. (84%)
- Sr. EMC
 - Three (3) total employees, three (3) are the age of 50 or older. (100%)
- Issues associated with the classification pertain to the Sr. and EMC II classifications. Based upon the location of some of the positions, such as San Luis Obispo, it has been difficult to finding qualified individuals to apply for positions in this area. Strategies to effectively deal with the recruitment and retention issues can include exploring other comparable classifications, advertising for “training and development” opportunities, and geographically-focused recruitment in San Luis Obispo. Additionally, Cal OES must ensure our exams and lists are current and viable.

Disaster Assistance Program Specialist Series:

- DAPS I
 - Seven (7) total employees, five (5) are the age of 50 or older. (71.4%)
- DAPS II
 - Twelve (12) total employees, eleven (11) are the age of 50 or older. (91.7%)
- Issues associated with the classification pertain primarily to the DAPS I classification. Based upon the uncertain frequency and scope of major and catastrophic disasters, recruiting for DAPS I position is difficult. This issue is being factored into our recovery planning processes, and we are ensuring our exams and lists are current and viable.

Action Plan

One to Two Year Initiatives

Employee Exit Survey – The Employee Exit Survey was developed to obtain valuable feedback from separating employees in order to improve aspects of the Department and reduce turnover rate. The exit survey will be sent out to all employees leaving the department beginning in 2015.

Employee Work Satisfaction Survey – This biennial survey is administered by the Performance Management Branch. The purpose of this survey is to collect responses in order to learn how we can improve as a department. The results help identify what steps we can take to provide opportunities for employees to succeed and achieve professional goals as we work together to achieve our mission. The first survey was issued in September 2013 and the next survey is scheduled for October 2015.

Formal Mentoring Program – The Mentoring Program Project Charter was established in August and held a Kick-Off Meeting on September 24, 2014. The Charter has 32 members and its purpose is develop and establish an agency-wide Mentoring Program to assist in ensuring the transfer of institutional knowledge and expertise amongst staff, and to enhance employee development, organizational strength, retention, and morale.

Intern Program – The Cal OES Internship Program was created to match interns from local universities with programs/divisions seeking assistance. During their internship, students gain practical skills while working on special projects or ongoing work, provide our programs with staffing support, and offer a cost-effective screening program for recruiting highly-qualified students.

New Employee Orientation – The Project charter team was established in November and has 10 members. The kickoff meeting was held on December 8, 2014, and there have been two working meetings since. The purpose of this charter is to create a relevant and sustainable new hire orientation that will contribute to the retention of new and existing employees by 1) making them feel welcome to Cal OES, 2) helping them understand the culture of Cal OES, 3) giving them a knowledge base that will help them feel like a contributing employee 4) giving them a high-level understanding of the various departments and roles at Cal OES, and 5) understanding their own role at Cal OES and preparing them for their emergency management obligations. The proposed new hire orientation will be a combination of topics covered by management (e.g. tour of facilities, using Lotus notes to complete time sheet) and self-serve online modules (department/unit overviews).

Leadership Development Program – The Cal OES Leadership Development Program pilot program was officially launched January 21, 2015, and 25 of our supervisors and managers are attending this 6-month program that will strengthen their leadership skills and improve communication and collaboration, as well provide them with techniques to appropriately deal with change and conflict management. This program, designed and administered by California State University, Sacramento, includes a 360 Leadership Practices Inventory (assessment) and the following classes: Kick-off and Personal Leadership; Building a Service Culture; Teams and Teamwork; Communication and Coaching; Organizational Change and Overcoming Resistance; Conflict Management; Coaching, Mentoring and Motivating Others; and Graduation and Presentations. Graduates will receive 4.2 CEUs and a certificate of completion. We are planning to administer another 360 Leadership Practices Inventory (assessment) for the participants within 12 months of graduation.

Supervisor Success Academy – The Cal OES Supervisor Success Academy courses are customized for Cal OES and are conducted by internal Subject Matter Experts and Cal HR in order to provide critical information and guidance on how best to maximize employee outcomes while following all policies, laws, and best practices. Each module is interactive allowing students to fully participate. The training is mandatory for all supervisors even if they have previously taken supervisory training. The first session of the Cal OES Supervisor Success Academy was held September 25, 26, 29, 30, and October 1, 2014. The second session was held January 27, 28, 29, and February 3, 4, 5, 2015.

Anti-Harassment Training – Cal OES makes every effort to provide a workplace free of harassment and retaliation in compliance with state and federal laws and guidelines. This harassment-free environment enables Cal OES employees to achieve their goals and function effectively in the workplace. Training is delivered online and in person to ensure accessibility and accountability to all employees.

ORT/IST Program – Cal OES's primary responsibility is to mitigate, plan and prepare for, coordinate and support response and recovery activities for all disasters. Cal OES must be ready at all times to staff Regional Emergency Operations Centers (REOCs), the State Operations Center (SOC), or a Joint Field Office (JFO) with trained and experienced staff. Operating under the Emergency Services Act and utilizing the Incident Command System (ICS) and the Standardized Emergency Management System (SEMS), the Cal OES Operational Readiness Program is in place. In emergency management, key priorities are saving and sustaining lives, protecting property, and environmental and economic recovery. Through enhanced planning, preparedness, response, recovery, and mitigation activities, the Incident Support and Operational Readiness Teams enable Cal OES to maximize personnel resources and meet mission critical requirements.

Three to Five Year Initiatives

Strategic Planning - Goal 5 of the Cal OES Strategic Plan provides for developing a united and innovative workforce that is trained, experienced, knowledgeable, and ready to adapt and respond. The strategies involved in reaching this goal include developing and implementing a workforce succession plan, monitoring employee turnover rates, and fostering an environment that promotes professional and personal growth. As part of this effort of the Idea Ambassador Corps, a department-wide team of professionals participate in teams and forums to develop and solicit best practices and key initiatives, ideas, and implementation of improvements at Cal OES.

Appendices

Appendix A: Separation Trend and Projection

Appendix B: Cal OES Workforce Data

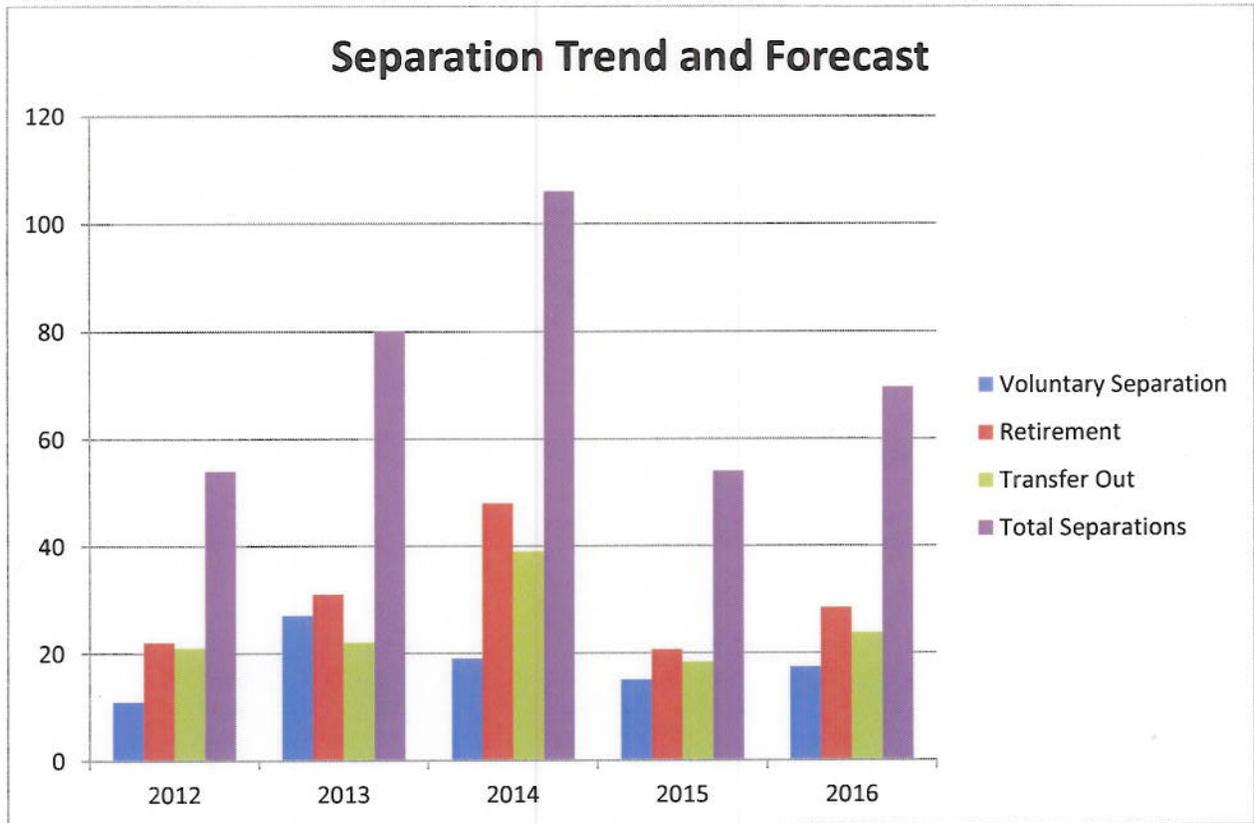
Appendix C: Action Plan Benchmarks

Appendix D: Mission, Vision, Values, and Strategic Map

Appendix E Organizational Chart

Appendix F Cal OES Workforce Plan Approval

Appendix A: Separation Trend and Forecast



	Voluntary Separation	Retirement	Transfer Out	Total Separations
2012	11.0	22.0	21.0	54.0
2013	27.0	31.0	22.0	80.0
2014	19.0	48.0	39.0	106.0
2015	15.0	20.7	18.3	54.0
2016	17.4	28.5	23.7	69.6

Appendix B: Cal OES Workforce Data

Classification	Total	> % 50	Classification	Total	> % 50	Classification	Total	> % 50	Classification	Total	> % 50
A INFO SYS AN	5	60.0%	COORD (RAD) OFF/E S	2	100.0%	MG SVS TECH	2	100.0%	SR TELECOMMUN TECHN	71	76.1%
ACCOUNTANT TRAINEE	1	0.0%	COORD LAW ENFOR OES	5	100.0%	OFF ASST/GEN	1	100.0%	ST INFO SVS AN/SP	9	44.4%
ACCOUNTING ADMR II	1	100.0%	COORD COMMUNCTN OES	5	60.0%	OFF ASST/TYP	2	50.0%	ST PROG ANALYST/SP	2	0.0%
ACCOUNTING TECH	1	0.0%	COORDINATOR	13	92.3%	OFF TECH (TYPING)	31	48.4%	STAFF MGMT AUDITOR	3	66.7%
ACCT ADMIN I/SUP	3	0.0%	CRM JUS SP II/TECH	1	0.0%	OFF TECHNICN (GEN)	6	66.7%	STAFF SER AN (GEN)	36	50.0%
ACCT I/SP	6	33.3%	DATA PROC MGR I	1	100.0%	PERSONL SP	4	50.0%	STAFF SVS MANGER I	26	61.5%
ACCT OF/SPL	2	100.0%	DATA PROC MGR II	4	25.0%	PERSONL SUP I	1	0.0%	STAFF SVS MGR III	2	50.0%
ADMINISTRV AST II	2	50.0%	DATA PROC MGR III	3	33.3%	PROG MGR I/OES	18	66.7%	STF SVS MGR II/MGR	2	100.0%
AS ACCT ANALYST	4	25.0%	DEPUTY DIRECTOR	2	0.0%	PROG MGR II/OES	5	40.0%	STF SVS MGR II/SUP	9	44.4%
AS INFO SVS AN/SP	12	33.3%	DIGITL PRINT OP II	1	0.0%	PROG MGR III/OES	4	100.0%	STOCK CLERK	1	0.0%
ASO ADM ANLY AC SY	1	0.0%	DIGTL C SP II	1	100.0%	RES ANLY II/GENRL	4	25.0%	SUP SVS A (GEN)	1	0.0%
ASO BUDGET ANALYST	3	0.0%	DIRECTOR	1	100.0%	RES ANLYST I/GIS	1	100.0%	SUP TELECOMMUN ENG	2	100.0%
ASO CIVIL ENGINEER	1	100.0%	DISASTR A PR SP I	7	71.4%	RES ANLYST II/GIS	2	0.0%	SYS SF SP I/TECH	1	0.0%
ASO GOVRL PROG ANL	103	45.6%	DISASTR A PR SP II	12	91.7%	RES MGR II/GIS	1	100.0%	SYS SFTWR SP II/S	1	100.0%
ASO MANGMT AUDITOR	6	66.7%	ELECT ENG	3	0.0%	RES PRO SP I/GIS	1	0.0%	SYS SFTWR S II/TC	9	66.7%
ASO PERSONNEL ANLT	5	60.0%	ELECT ENGRG TC II	2	50.0%	RES PROG SPECTLST I	1	100.0%	SYS SFTWR S III/TC	1	0.0%
ASO TELECOMMUN ENG	49	69.4%	ELECT ENGRG TEC I	1	0.0%	RES PROG SPECTLST II	2	0.0%	TEL MNT SUP I	14	85.7%
ASST DIR- RECOVERY	1	100.0%	ELECTRONICS TECH	3	100.0%	RESCH SP II VS	2	100.0%	TEL MNT SUP II	2	100.0%
ASST DIR SUPT	1	0.0%	EM MNG C/IN II OES	19	84.2%	SPECIAL ADVISOR	1	100.0%	TEL MNT SUP III	1	100.0%
ASST DIRECTOR	3	33.3%	EM NOTIFCATN CNTRL	10	60.0%	SR ACCT OF/SP	2	50.0%	TEL SVS MGR I/SP	21	57.1%
AST TELECOMMUN ENG	5	0.0%	EM SVS COORD/OES	50	58.0%	SR ACCT OF/SUP	2	50.0%	TEL SVS MGR I/SUP	2	100.0%
ATTORNEY	3	0.0%	ENV SCIENTIST	2	50.0%	SR COOR COMMCT OES	2	0.0%	TEL SVS MGR II/SUP	1	100.0%
ATTORNEY III	1	100.0%	EXEC SEC I	1	100.0%	SR COOR LAW EN OES	3	100.0%	TELEC SV ANLYST II	17	47.1%
AUD-VIS SP/TECH	1	0.0%	HEAVY EQUIPMT MECH	1	0.0%	SR COORDINATOR	7	100.0%	TELEC SVS ANLYST I	3	0.0%
BUS SVS O I/SP	3	66.7%	HEAVY TRUCK DRIVER	2	50.0%	SR EM MNG C/OES	3	100.0%	TELECOMMUNCTNS TEC	64	43.8%
BUSNVS SVS A SP	3	66.7%	INF OF I/SP	4	25.0%	SR EMERG SVS COORD	30	60.0%	TELECOMMUN TECH TRN	1	0.0%
C.E.A.	9	44.4%	INFO SVS TC	2	0.0%	SR ENGRG GEOLOGIST	1	100.0%	TELEVISION SPECTLST	1	100.0%
CHF DEP DIR	1	100.0%	INFORMATN OFFCR II	1	0.0%	SR ENVRMNTL PLNNR	2	100.0%	TRUCK DRIVER	1	100.0%
CHIEF	4	50.0%	LBR REL SP	1	0.0%	SR INFO SVS AN/SP	2	100.0%	WAREHOUSE MANGR II	1	0.0%
CHIEF COUNSEL	1	0.0%	LMTD EX&A P C/ C	1	0.0%	SR PERSONL SP	1	100.0%	WAREHOUSE WORKER	4	75.0%
COM OP	1	0.0%	MAINT MECHANIC	2	0.0%	SR PROG ANALYST/SP	2	50.0%			
COMMCT&WRN OF OES	1	100.0%	MAT & STORS SUP	1	0.0%	SR TELECOMMUN ENGR	10	80.0%			

Appendix C: Action Plan Benchmarks

Initiative <i>How can we bridge the gap between current and future outlook?</i>	Responsibility <i>Who is responsible?</i>	Deadline <i>When will it be completed?</i>	Performance Indicators <i>How will we know we achieved our goal, and what will success look like?</i>
One to Two Year Initiatives			
Employee Exit Survey	OHR in coordination with Performance Management	Retroactive to December 1, 2014 and sent to any employee leaving the department	Cal OES will Monitor trends, analyze data, create quarterly reports. Assess if reasons for leaving point to areas in which Cal OES should focus additional attention. Assess if employees rate Cal OES in a positive manner
Employee Work Satisfaction Survey	Performance Management	October 2015	Scores on survey increasing; positive comments received, percent of participation increased
Formal Mentoring Program	Idea Ambassador Corps Chair sponsored by Chief Deputy	Ongoing	Percent of Employees participating, scores on program surveys
Intern Program	Idea Ambassador Corps Chair sponsored by Helen Lopez, Assistant Director, Financial Accountability and Compliance Section	Ongoing	The number of interns Cal OES utilizes; the number of Cal OES interns that get state jobs; the number of interns rating Cal OES as a great place to intern
New Employee Orientation	Idea Ambassador Corps Chair sponsored by Chief Deputy	Work underway. Pilot Program to begin 5/15/15 and it is anticipated that it will be opened up to all employees 6/15/15.	Project completed on time; number of employees viewing the orientation; number of employees rate the orientation as helpful and informative.

Appendix C: Action Plan Benchmarks

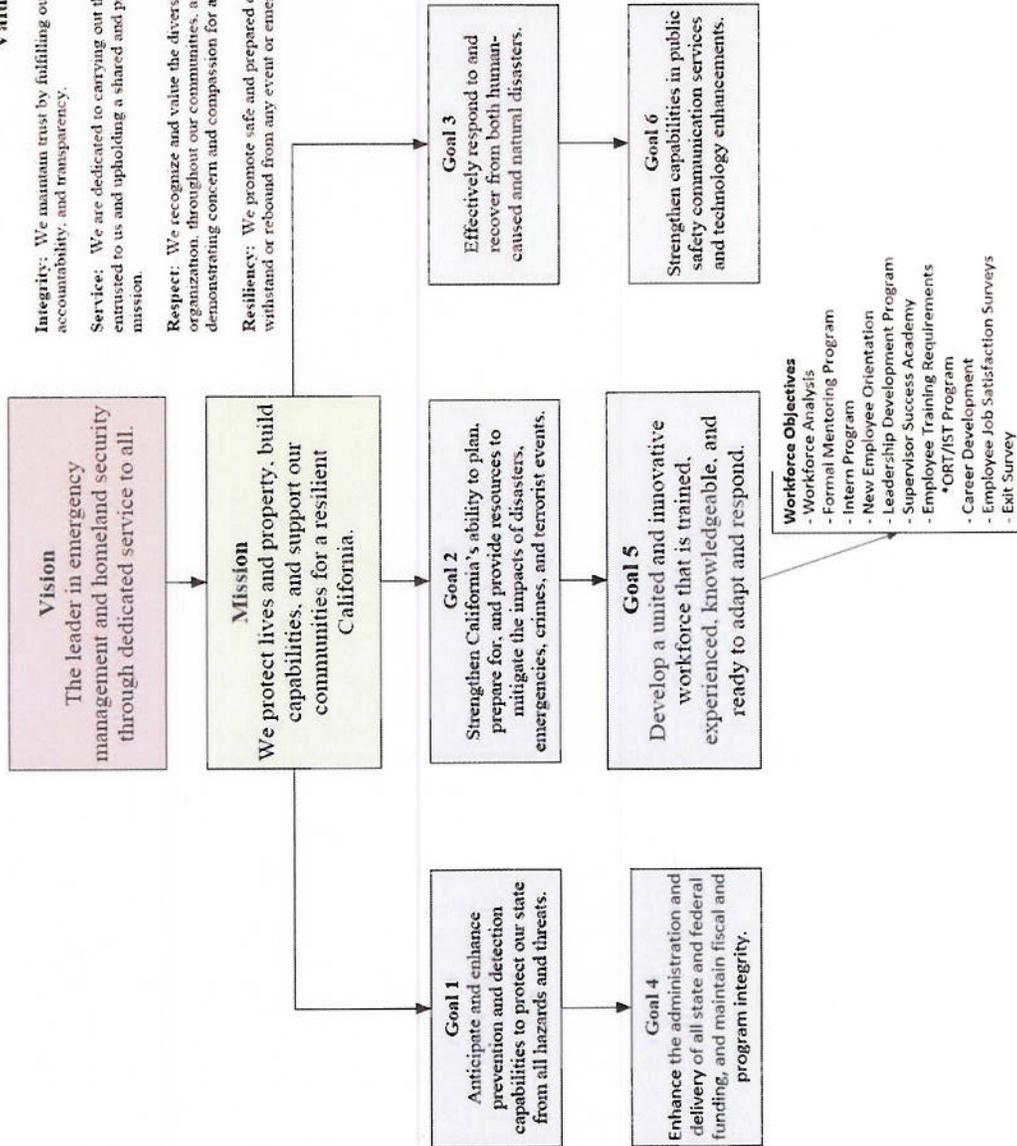
Initiative <i>How can we bridge the gap between current and future outlook?</i>	Responsibility <i>Who is responsible?</i>	Deadline <i>When will it be completed?</i>	Performance Indicators <i>How will we know we achieved our goal, and what will success look like?</i>
One to Two Year Initiatives			
Leadership Development Program	Executive/Special Advisor	Pilot ending in June 2015 for Sr. Management; next class will be offered in FY 2015-16 for Executive (CEA's and Third Line Managers)	Course evaluation scores; improved 360 LPI assessments one year later on managers going through the program; number of participants rating the courses as helpful and useful.
Supervisor Success Academy	OHR	3 Offerings each year; next offering scheduled for June of 2015.	Improved supervisor performance; scores on the class evaluations; improved Employee Survey scores on managers and supervisors.
Anti-Harassment Training	EEO	Annual Requirement	Number of employees taking the class; reduced number of complaints; improved morale
Workforce Plan Update and Maintenance	OHR	Review status each quarter, and update plan by end of each FY, beginning June 30, 2016	Quarterly reviews conducted; plan updated each years; plan objectives achieved.
ORT/IST Program	Response Operations/CSTI Training	Ongoing	Continued expansion of the program; number of personnel trained for specific functions; number of employees with emergency management certifications

Appendix C: Action Plan Benchmarks

<u>Initiative</u> <i>How can we bridge the gap between current and future outlook?</i>	<u>Responsibility</u> <i>Who is responsible?</i>	<u>Deadline</u> <i>When will it be completed?</i>	<u>Performance Indicators</u> <i>How will we know we achieved our goal, and what will success look like?</i>
Three to Five Year Initiatives			
Strategic Planning	Performance Management/Special Advisor/Executive	Quarterly reporting; Annual Review and update	Percent of programs meeting their objectives; percent increase in Employee Survey on questions relating to strategic plan; regular reporting and updates with Director and Chief Deputy.

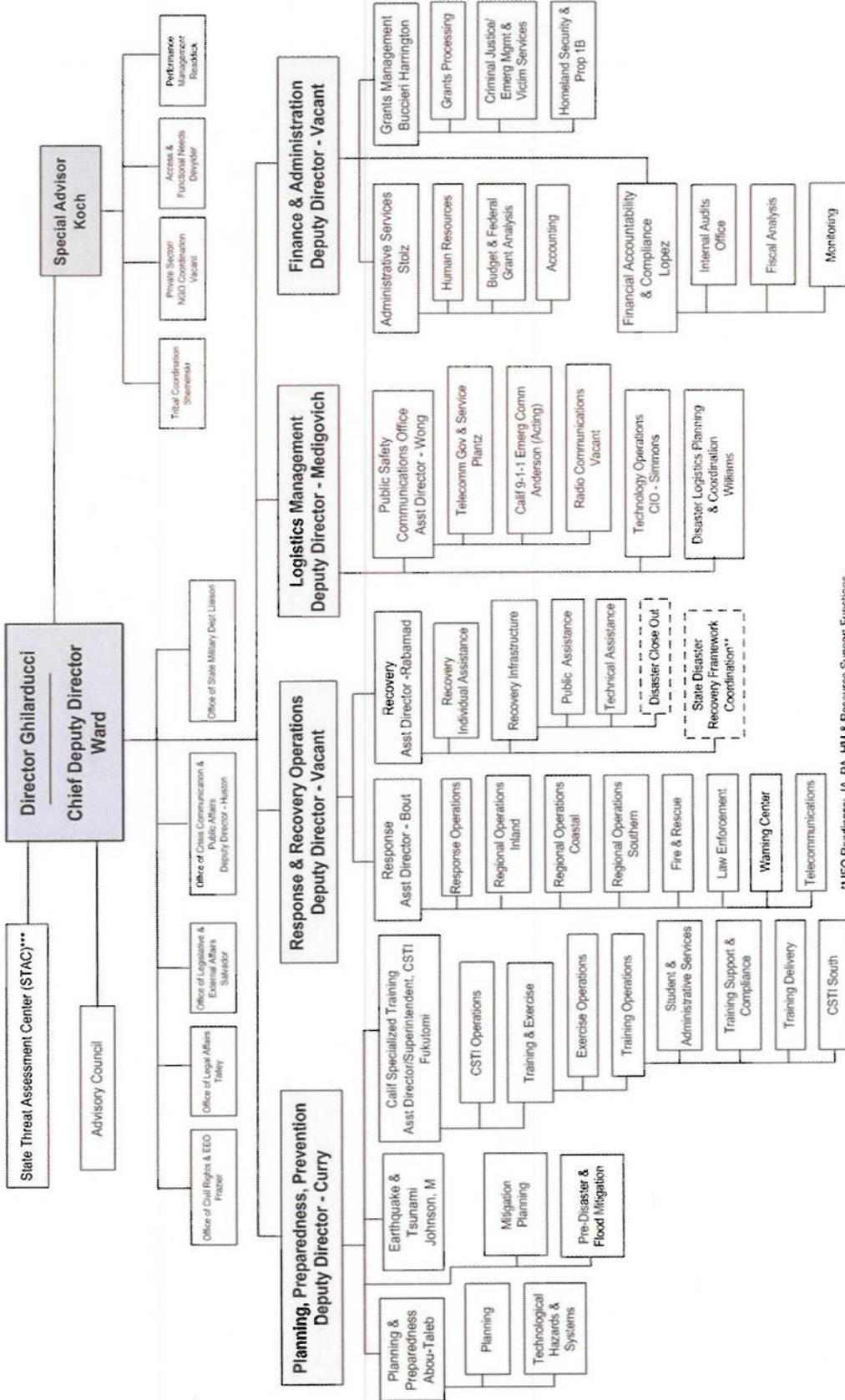
Values

- Integrity:** We maintain trust by fulfilling our mission with honesty, accountability, and transparency.
- Service:** We are dedicated to carrying out the duties and responsibilities entrusted to us and upholding a shared and principled commitment to our mission.
- Respect:** We recognize and value the diversity that exists within our organization, throughout our communities, and among our partners while demonstrating concern and compassion for all.
- Resiliency:** We promote safe and prepared communities with the strength to withstand or rebound from any event or emergency.



Appendix E: Organizational Chart

California Governor's Office of Emergency Services March 2015



**JFO Readiness: IA, PA, HM & Resource Support Functions
***Contractors
***State Agencies/Contractors

Rev 03/01/15

Appendix F: Cal OES Workforce Plan Approval

Cal OES Workforce Plan Approval

Nancy Ward for Mark Ghilarducci
Director Signature Date *4/2/15*

Nancy WARD
Print Name

Leslie Oakley *4/1/15*
Human Resources Chief Signature Date

Leslie Oakley
Print Name