



# WORKFORCE PLAN

*SELECT OCCUPATIONAL SERIES*



As of  
**JULY 2010**

**DIVISION OF WORKFORCE PLANNING & DEVELOPMENT**

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BY OCCUPATIONAL SERIES / GROUP:

*CEA | Administrative | Environmental Planner | Right of Way |  
Transportation/Civil Engineer | Transportation Planner | Maintenance Update*

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## PURPOSE

*As of April 2010, roughly 5,200 employees – or, 25 percent of Caltrans' workforce – are 55 years of age or older.<sup>1</sup> The Department must ensure it can attract new employees and develop and retain existing staff with the required knowledge, skills, and abilities to replace those who retire.*

### *“Caltrans improves mobility across California”*

*If the Department is to perform this core mission effectively and efficiently, the quality of its workforce is paramount.*

## REPORT DESIGN

This report is arranged in sections – a general, encompassing outer document which provides background, context, and explanations of the Workforce Planning process, and sub-sections comprised of actual Workforce Plans for the various occupational series worked on to date.

In the case of the CEA (Career Executive Assignment) occupational group, its report represents the Succession Plan for the Department, detailing workforce composition and strategies for the leadership positions within Caltrans. Plan content includes classification information, age demographic profiles, data analyses, and issue / solution strategies.

It should be noted that Workforce Planning is a dynamic and collaborative process, and as such, the plans contained herein are at various stages in the development / solution process.

## BACKGROUND

The State of California is facing an unprecedented number of workers within its ranks that have reached retirement eligibility age, or soon will. This impending wave of retirements covers employees in both leadership and rank-and-file positions, and is expected to crest over the next five years. The majority in this group fall under the “baby boomer” moniker – the generation born between 1945 and 1965 – which comprise approximately 47 percent of the state workforce, and more critically, 70 percent of managers, supervisors, CEA's, and exempt personnel.<sup>2</sup>

Planning for these retirements has never been more of a mission critical issue to ensure continued delivery of state services.

In May 2007, the Bureau of State Audits (BSA) released its initial report identifying Human Resources management as one of five high-risk areas, due to the anticipated retirement of

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<sup>1</sup> Source: Caltrans – Division of Human Resources (MIRS Report)

<sup>2</sup> Source: Department of Personnel Administration

significant portions of the current State workforce.<sup>3</sup> It strongly urged agencies to begin developing and maintaining Workforce and Succession Plans to combat the exodus of experienced employees from its ranks.

The BSA followed up with another report in March 2009. It identifies Caltrans as one of five state agencies facing the highest risk of losing large segments of its leadership and rank-and-file employees to retirement during the next seven years.<sup>4</sup> BSA reached its conclusion by reviewing statewide demographic data over time and comparing Caltrans' age profile to the statewide average. The graphic below summarizes the criteria and findings, highlighting the state's overall aging workforce and how Caltrans lays above the norm. An update to the 2008 fiscal year-end numbers (at Q3 end, 2010) for the Department is also provided, showing a 3 percent jump across the board in just under a two-year span.

**Proportion of All State Employees vs. Caltrans**  
- Age 50 +, by Position Type -

% OF EMPLOYEES AGE 50 OR OLDER

POSITION TYPE	ALL STATE		CALTRANS	
	JUNE 30, 1988	JUNE 30, 2008	JUNE 30, 2008	MARCH 31, 2010
Leadership	33.5 %	51.5 %	55.1 %	58.2 %
Rank-and-File	20.3 %	35.7 %	41.5 %	44.1 %

Source: Bureau of State Audits High-Risk Update... - March 2009 Report 2008-605. Source: Caltrans - Division of Human Resources (MIRS Report)

Further, when looking at the historical and statewide demographic data, the BSA discovered that average age of retirement for state employees has remained relatively stable over the past 20 years. On a statewide basis, average age at retirement for employees in both leadership and rank-and-file positions has hovered around **60 years of age**.

For the period of June 1, 2009 to June 1, 2010, Caltrans rank-and-file and leadership retire at an average age of **61** and **60**, respectively.

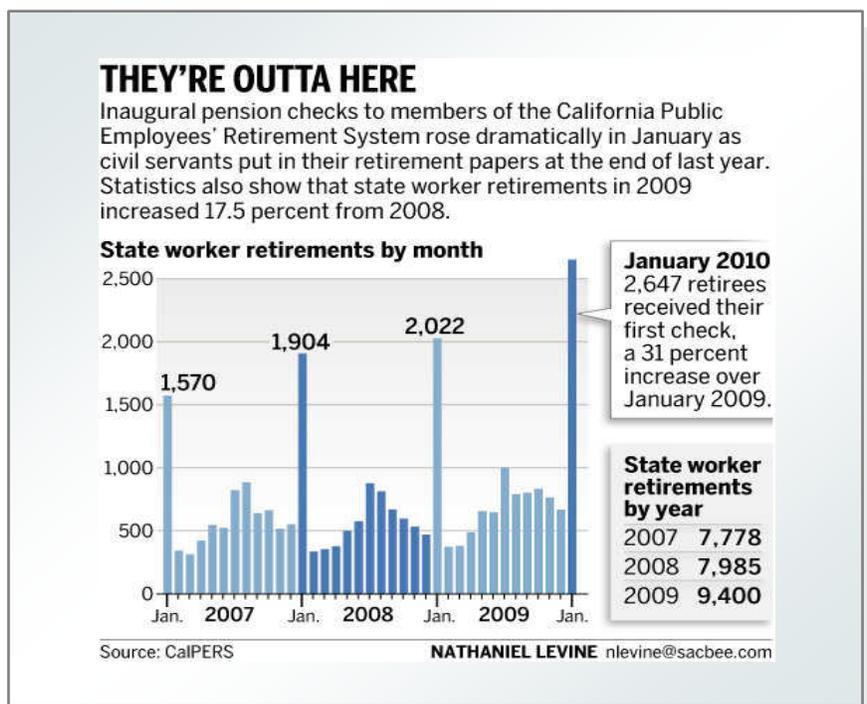
<sup>3</sup> "The California State Auditor's Initial Assessment of High-Risk Issues the State and Select State Agencies Face"

Full report can be found on the internet @ <http://bsa.ca.gov/pdfs/reports/2006-601.pdf>

<sup>4</sup> "High-Risk Update - Human Resources Management: A Significant Number of State Employees Are Beginning to Retire, While Certain Departments That Provide Critical State Services Lack Workforce and Succession Plans"

Full report can be found on the internet @ <http://bsa.ca.gov/pdfs/reports/2008-605.pdf>

The plight of an aging workforce facing the state is garnering increased attention by mainstream media, as evidenced by a recent front-page article on the topic in the April 14<sup>th</sup>, 2010 edition of the *Sacramento Bee*: “California State Worker Retirements Spike”. A compelling graphic from the article that highlights state employee retirement statistics (all CalPERS-eligible position types, by month) over the past several years is shown below.



### ***Caltrans and the Workforce Planning Process***

At the outset, one of the biggest challenges in preparing a workforce / succession plan for Caltrans is the sheer size and complexity of the Department. As Caltrans utilizes more than 400 different classifications, it was decided that the most effective approach in developing a Departmental Workforce Plan was to create separate plans by occupational grouping or similar classification series. Initial planning efforts have focused on the broad, "core" classes that feed into the CEA series (Transportation / Civil Engineer, Transportation Planner, Administrative, Right of Way, Environmental Planner), which comprise the majority of the Department's leadership.

Lastly, it is important to stress that the plans, and accompanying processes, are ongoing in nature. Workforce Plans take into account emergent issues facing the Department and the occupational groups being considered, meaning all previous plan subjects will be re-visited and re-evaluated on a going forward basis.

## WHAT IS WORKFORCE PLANNING?

Just as strategic planning helps an organization map where it is, where it's going, and how it plans to get there, Workforce Planning identifies human resource requirements and develops strategies to meet those needs, and in turn, ensures that Departmental strategic plan goals can be achieved.

***Workforce Planning** is defined as having the right number of people, with the right skills, working in the right jobs at the right time.*

- ***Succession Planning** is an important **subset** of workforce planning, which focuses specifically on having the right leadership in place at every level of the organization.*

## WHY IS WORKFORCE PLANNING IMPORTANT TO CALTRANS?

Presently, Caltrans has over **20,500 employees** throughout the State, consisting of five major program areas, with approximately **400 classifications** and 12 bargaining units. With such a large, diverse, and multi-dimensional labor pool, Workforce Planning provides a strategic approach and set of procedures to assist in managing staff resources. This is exceedingly important due to the oncoming wave of retirements over the next five years.

Specifically, Workforce Planning:

- ☑ Provides strategies and tools to analyze current workforce composition.
- ☑ Enables proactive planning to address changes in future workforce requirements.
- ☑ Highlights the critical need for knowledge transfer strategies – before institutional knowledge is lost to employee retirements.
- ☑ Encourages early and continuous development of existing and newly hired staff.
- ☑ Ensures that recruitment resources are more efficiently utilized.
- ☑ Emphasizes adoption of “Workplace of Choice” policies.



# WORKFORCE & SUCCESSION PLANS

BY OCCUPATIONAL SERIES / GROUP



## CEA

(Career Executive Assignment)

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Administrative



Environmental Planner



Right of Way



Transportation/Civil Engineer



Transportation Planner



Maintenance