# *Workforce Plan*
## 2019 – 2024

## The Office of the Inspector General

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# A Message from Roy Wesley, Inspector General

The Office of the Inspector General (OIG) provides an essential service to the State of California through assisting in safeguarding the integrity of the state's correctional system. Our employees are our most valuable resource, and it is with great pleasure that we introduce the 2019 - 2024 OIG Workforce Plan to ensure we continue to have the right people with the right skills in the right jobs at the right time. This workforce plan ensures our agency is able to continue our mission to provide oversight and transparency through monitoring, reporting, and recommending improvements regarding the policies and procedures of the California Department of Corrections and Rehabilitation (the department).

Our workforce plan works hand-in-hand with our 2020-2025 Strategic Plan to ensure we meet our workforce goals. The workforce plan covers a span of five years and will work in conjunction with our upcoming succession plan to identify risks to our workforce. The workforce plan guarantees success by rolling out the initiatives we will follow to mitigate risks and build contingency plans.

Workforce planning is a collaborative effort involving employees at all levels of the organization. This plan includes something for every employee, whether you are a long-time employee looking forward to retirement, mid-way through your career, or newly hired. The initiatives outlined in the plan address our workforce planning goals and should be internalized and acted upon by every unit to be successful. Only by working together on this plan can we fulfill our overall mission.

This workforce plan is based on analysis of our vision, mission, core values, and critical functions to arrive at pertinent and timely strategies to move our agency forward, tied to our strategic direction. We identify solutions to continue recruiting and retaining a talented, professional, and skilled workforce with the required education and specific knowledge to perform our various inspection functions concerning the department. We focus on ways to capture the tacit and institutional knowledge our veteran employees possess. This plan outlines the current state of our workforce, identifies gaps in our workforce, associated risks to our functions, and addresses these concerns.

We will actively monitor and evaluate this plan as a living document, so any and all input is welcome. Please take the time to familiarize yourself with this plan. This workforce plan is a tool to ensure each employee understands the critical role they play, but also demonstrates our commitment to our workforce, as well as to the state of California.

# Glossary of Key Terms

**Actual Impact (AI)** – The proportion of a classification that was lost due to separations in a given year.

**Attrition** – The gradual reduction in the number of employees by natural means, for example, by retirement, resignation, or death.

**Baby Boomers** – The generation born between 1946 and 1964. This generation is the oldest cohort of workers in our organization today. Many baby boomers occupy elevated positions of responsibility and authority and are currently retiring.

**Civil Service Appointments**– Appointments governed by CalHR and SPB hiring laws and regulations. Employees must successfully compete in the State's Merit hiring process in order to be appointed.

**Competencies** – Capabilities found within an organization that serve as a source of competitive advantage over competitors. Competencies are a set of behaviors that encompass knowledge, skills, and abilities, and personal attributes that, taken together, are critical to successful work accomplishments.

**Exempt Appointments** – Appointments exempt from CalHR and SPB hiring laws and regulations. Appointees may be elected, appointed, members of boards and commissions, an appointee of the Governor, or an appointee of the Governor's appointee. Exempt appointees are not required to compete in the State's Merit hiring process.

**Function** – A major responsibility of a program or agency with particular outputs and outcomes for internal or external customers.

**Gap Analysis** – The process of comparing information from the supply and demand analyses to identify the discrepancies between the supply and demand of human capital in meeting an organization's business needs. A gap may be either a shortage or a surplus.

**Generation X** – Also known as Gen X. The generation born between 1965 and 1980. This generation follows the Baby Boomer generation and sometimes referred to as the Baby Bust Generation.

**Initiative** – An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something.

**Knowledge Transfer** – The transfer of knowledge from one individual to another or from one part of an organization to another. It seeks to organize, create, capture, or distribute knowledge and ensure its availability for future users.

**Leadership Position** – Within the OIG this refers to any manager, supervisor, or CEA position, excluding those in an exempt appointment.

**Leadership Development** – A program or plan designed to develop the leadership competencies of employees and to create a base of leaders within an organization. The program may include formal training, mentoring, coaching, or other strategies to develop competencies such as effective communication, problem solving, team building, etc.

**Mentoring** – A process in which a role model or mentor offers support to another person. A mentor has knowledge and experience in an area and shares it with the person being mentored.

**Millennials** – Also known as Gen Y. The generation born between 1981 and 1999. This is the younger cohort of workers in organizations today. Their life experiences and work expectations differ dramatically from those of the older generations in the work place.

**Onboarding** – The action or process of integrating a new employee into an organization.

**Organizational Change Management** – A framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an organization.

**Potential Impact** – Project the percentage of a classification that could become vacant due to retirements and lack of recruiting efforts in the coming year.

**Projection** – An estimate of a future quantity based on historical experience or data.

**Professional Development** – Process of improving and increasing competencies of staff through access to education and training opportunities in the workplace.

**Recruitment** – Outreach, identification, and hiring of individuals who possess the competencies required to achieve the organization's goals.

**Retention** – Strategies to meet employees needs in the workplace so an employee will want to remain within the organization.

**Selection Process** – Picking the right candidate with prerequisite qualifications and capabilities to fill the jobs in an organization.

**Separation Factor (SF)** – The proportion of employees in a classification that voluntarily separated from state government during the last 12 months.

**Strategic Plan** – An internal document that outlines an organization's overall direction and purpose, examines its current status, sets long-term objectives, and formulates tactics to achieve them.

**Succession Planning** – A subset of workforce planning with a focus on ensuring that the right leaders are in place at every level of the organization. It involves developing employees with the skills, attributes, and experiences to fill specific positions and ensure continuity of leadership.

**Tacit Knowledge** – Also known as implicit knowledge. The knowledge that people possess and are not often aware of, such as habit or culture, which can only be transmitted via training or gained through personal experience. It provides context for people, places, ideas, and experiences. It is not easily shared and is difficult to communicate to the rest of the organization.

**Talent Management** – An organization's commitment to recruit, retain, and develop the most talented and superior employees available in the job market.

**Trend Analysis (TA)** – Estimate of the percentage of employees that can be expected to separate from a classification over a period of time.

**Turnover** – A specific type of attrition which refers to employees separating from State service or transferring to another position.

**Workforce Planning** – The strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, determining future workforce needs, identifying the gaps between the present and the future and implementing solutions so the organization can accomplish its mission, goals, and objectives. It is planning in advance to have the right number of people, with the right set of competencies in the right job at the right time.

# Introduction

Workforce planning is a continuous process that seeks to align the needs and priorities of the organization to the number of staff and respective knowledge, skills, and abilities required of its workforce to ensure the workforce is capable of delivering organizational objectives now and in the future. Workforce planning is also an active process which informs the organization and stakeholders of current and future environmental impacts and develops strategies to ensure the organization continues to recruit, develop, and retain the skilled and talented employees necessary to support business goals.

Workforce planning is a challenging process as it forces us to think about how to strategically align our workforce to our organizational business needs. Workforce planning can include any workforce challenge an organization faces—from recruitment, selection, compensation, and training—to knowledge transfer, succession planning, retention, and more.

Within this report, we discuss the challenges and opportunities faced by our agency and provide a comprehensive analysis of our existing workforce. We also identify several strategic initiatives we will embrace over the next five years to ensure we can meet our mission, vision, goals, and objectives. Definitions of the key terms used in this report can be found in the glossary on pages 5 - 7.

## Strategic Direction

### Vision

To safeguard the integrity of the state's correctional system, we work to provide oversight and transparency through monitoring, reporting, and recommending improvements on the policies and practices of the California Department of Corrections and Rehabilitation.

### Mission

To create an oversight agency that provides outstanding oversight service to our stakeholders, our government, and the people of the State of California. We do this through diligent monitoring, honest assessment, and dedication to improving the correctional system of our state. Our overriding concern is providing transparency to the correctional system so that lessons learned may be adopted as best practices.

## Strategic Goals

**Goal 1:** Provide stakeholders with a transparent view of California's prison system through effective oversight and reporting

**Goal 2:** Achieve an open flow of honest and accurate information with each other and our stakeholders

**Goal 3:** Support innovative, effective, and efficient work processes

**Goal 4:** Build our workforce with accomplished and highly-skilled staff

Although we are currently refreshing our strategic plan, our strategic goals will remain the same as above. This workforce plan supports Goal 4 of our 2020-2025 Strategic Plan. By building our workforce with accomplished and highly-skilled staff, we will ensure we are capable of meeting all of our strategic goals. This workforce plan will analyze our workforce data trends along with our environmental factors to identify gaps that pose risks and challenges to our organization. This workforce plan includes initiatives as strategies to be implemented to address the gaps we identify.

As stated previously, the most valuable resource to our organization is our staff, comprised of individuals with specific knowledge and experience. Our goal is to ensure our workforce continues to recruit, develop, and retain valuable employees to ensure we continue providing oversight of the department in the most effective and efficient way. See *Appendix D: Strategy Map* on page 41.

## History

Our agency has gone through periods of growth and also of recession resulting from legislative decisions and court cases. California law first established our office in 1994. We initially served as an entity within the Youth and Adult Correctional Agency (now abolished), with our staff conducting investigations, reviewing policy, and performing management review audits of wardens and superintendents.

In 1998 and 1999, legislative hearings revealed widespread abuse in the state's correctional system. The Legislature responded by significantly expanding our responsibility for overseeing the state's correctional system, transforming our office into an independent entity with discretionary authority to conduct audits and investigations. A major set of changes occurred in 2004 and 2005 as lawmakers expanded our duties to include the discipline monitoring process, warden vetting, and follow-up warden audits.

Most significantly, in 2011, legislation restructured our agency and removed our authority to conduct discretionary audits and investigations; limited our oversight to specified areas; required that special reviews be authorized only by the Governor or the Legislature; and added the medical inspection process.

Workforce planning for our agency includes being prepared for changing priorities and staffing levels. We need to ensure we are always prepared to meet the demand for oversight required of us, while managing the state's resources responsibly.

## What We Do

We have 106 permanent, civil service staff working in three regional offices in Sacramento, Bakersfield, and Rancho Cucamonga, and at headquarters in Sacramento. We have eight business areas:

- Administration
- Discipline Monitoring
- Special Assignments
- Force Accountability and Compliance
- Information Technology
- Legal
- Medical Inspections
- Oversight, CROB, Intake

### Critical Functions

- Perform personnel practices in accordance with policy and execute fiscally responsible purchases in compliance with procurement guidelines.
- Monitor the department's internal investigations, employee disciplinary process, and critical incidents.
- Provide data analysis, metrics, and reporting concerning the department.
- Monitor the department's use of force and contraband surveillance watch.
- Provide support for applications, network resources, and mobile device services.
- Representation in all our legal matters and analyze retaliation complaints submitted by the department's employees against the department.
- Perform and report on medical inspections to assess the quality of medical care within the department's adult institutions.
- Complaint intake and review, *Blueprint* monitoring, and warden vetting.

The OIG organization chart can be found in *Appendix E: Organization Chart* on page 42.

# Workforce Overview

## Methodology

Our workforce planning team spent four months in the California Department of Human Resources (CalHR) Workforce Cohort and received training and coaching to develop a comprehensive workforce plan. The first step in developing this workforce plan was to perform a thorough analysis of our workforce data, including current staffing levels, projected retirements, and separation trends from the Management Information Retrieval Systems (MIRS) and our agency's Request for Position Action (RPA) log.

We interviewed leadership in every functional area of our agency to determine what critical positions were needed to continue to perform each function efficiently and effectively. Furthermore, we received feedback on workloads and projected workforce needs. Invariably we found that each of our agency's functions depended on our skilled workforce.

We analyzed all data with key workforce planning areas in mind: recruitment, retention, knowledge transfer, and succession planning. Through this analysis we identified gaps in these areas and determined the risks of these gaps to our workforce's ability to meet its goals.

We presented our findings to the management team and discussed challenges to our workforce. During this meeting, management identified a priority for our workforce plan: develop our resources and competencies. Because our skilled staff are our greatest resource, the management team directed our workforce planning efforts be guided by our need to develop the competencies of our staff. Management considers competency development a priority, especially the written communication competency. Reports are our primary deliverable, and report authors need more than subject matter expertise to credibly evaluate the department's processes—our authors need writing skills to communicate their findings.

The priorities management identified for this workforce plan arose from the workforce gaps they were presented with, gaps in recruitment, retention, and knowledge transfer. By addressing these gaps, we hope to prepare our workforce to meet the workforce plan priorities. At the end of this workforce plan, the action plan lists initiatives aimed toward meeting the three workforce priorities within the aforementioned workforce gaps.

## Environmental Factors

We has some unique environmental challenges for workforce planning because we are a small agency with several highly specialized positions. Because of our size, even a small number of retirements can make a huge impact on our ability to meet agency goals. Furthermore, we have several specialized positions that are difficult to recruit.

Because the Inspector General is an appointed position, there is the potential for an administration change every six years. Each new Inspector General will approach the position differently and may have differing priorities that can impact our strategic direction. Changes to our direction will affect staff at all levels, as some staff may not be ready or receptive to change. This is why organizational change management is a consideration of our workforce planning efforts.

With the assistance of CalHR, our workforce planning team met with the management team to anticipate the changing environment of our agency over the next five years. Depending on legislative changes, we could see a period of growth over the next few years. We need to be prepared for any potential changes in legislation which could affect our responsibilities directly or through our oversight of the department. Ultimately, changes could impact our agency with a need to provide timely resources with an increased workload. The workforce plan considers these potential changes to our environment along with analysis of our current environmental challenges to ensure our agency has appropriate staffing levels to continue to accomplish our goals even with changing mandates.

Since our agency gained independent status to conduct audits and investigations in 1998, we have gone through periods of growth and also recession. During our last recession in 2011, many of our units were trimmed as our staffing levels were reduced. Since that time, we have expanded units, such as the Medical Inspection Unit (MIU). Our support units, such as Information Technology (IT) and Human Resources (HR), have not received more staff to account for the addition of new employees in other units. Also, additional staff has not been hired to aid units with special projects undertaken recently. Furthermore, several of our units have experienced high turnover and must complete extra workloads with even fewer staff.

## Demographics

The following demographic comparisons[1] reflect the most recent data of the OIG's permanent, civil service employees (106 as of February 2019) and statewide permanent, civil service employees (216,909 as of December 2018). Appointed employees are not included in the comparison data as these employees are exempt from CalHR and the State Personnel Board's civil service hiring laws, rules, regulations, and policies.

## Ethnicity, Gender, and Disabled Employee Representation

More than half of our workforce identifies as Caucasian (58 percent). The next highest ethnic identity within our workforce is Asian (23 percent). Employees of Hispanic and African American ethnicities make up 12 and 5 percent, respectively. Representation of all other ethnic identities account for 2 percent of our workforce.

Figure 1.   Ethnicity: OIG vs. Civil Service
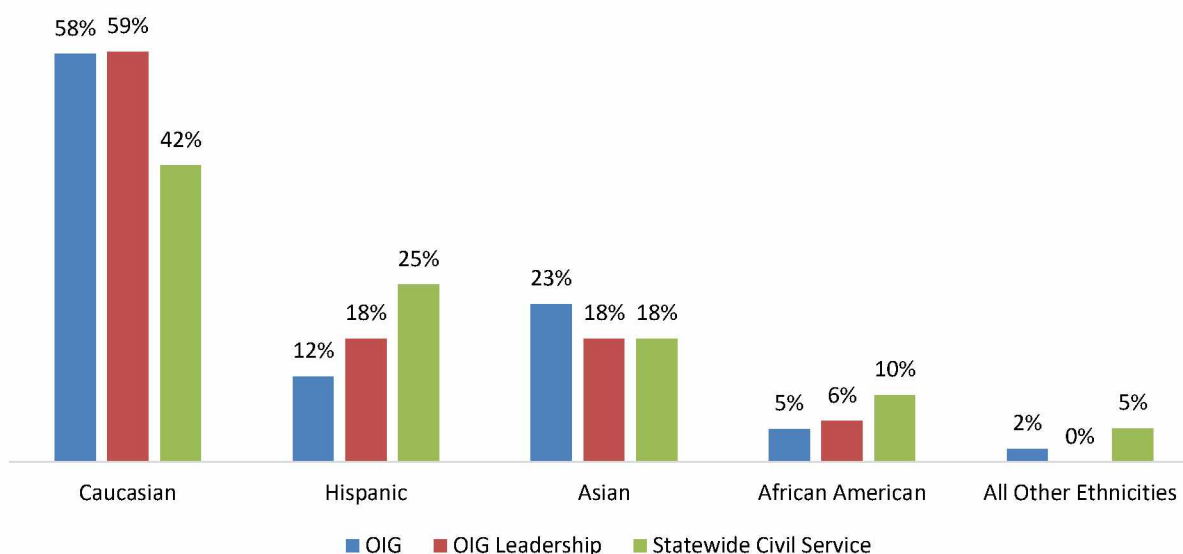


Source: OIG data–MIRS February 2019. Statewide data–CalHR 5102 Statewide Report – Demographic Data of State Employees by Occupational Group and Classification December 2018.

Ethnic representations for our leadership mirrors the ethic representation of the agency as a whole, with Caucasian being the highest ethnic representation (59 percent),

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[1] Figure 3. Percentage of Employees with Disabilities: OIG vs. Civil Service represents data from the December 2018 Statewide 5102 Report – State Employees by Occupational Group and Classification as this was the most recent data for employees with disabilities at the time this WFP report was written.

followed by Asian and Hispanic (18 percent each), and then African American (6 percent).

Our workforce is comprised of 54 percent women and 46 percent men. Although our agency is close to even representation of men and women, we do have some units where staffing leans more heavily towards one gender, typically due to the nature of the work performed. For example, while the Administrative Unit is staffed with both men and women, currently, the Business Services Unit is staffed by all men and Human Resources is staffed by all women. Another example of this type of imbalance can also be seen within the Information Technology Unit which currently is comprised of 17 percent women and 83 percent men. In terms of classifications, our greatest gender imbalance is seen within our medical classifications. Our nursing staff is comprised of 84 percent women and 16 percent men; our physician staff is 14 percent women and 86 percent men. Leadership positions within our agency are staffed by more men than women, 53 percent, and 47 percent, respectively.

Figure 2.   Employee Genders by percentage: OIG vs. Civil Service



Source: OIG data–MIRS February 2019. Statewide data–CalHR 5102 Statewide Report – Demographic Data of State Employees by Occupational Group and Classification December 2018.

Figure 3.  Percentage of Employees with Disabilities: OIG vs. Civil Service
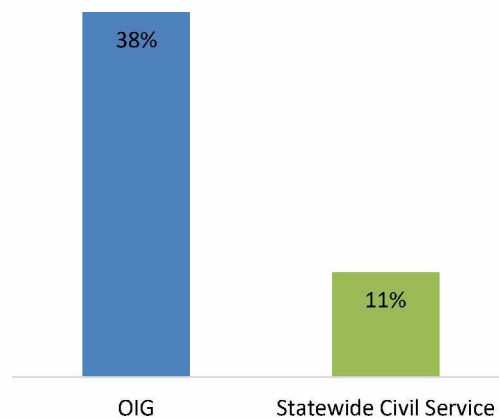


Source: OIG data–MIRS February 2019. Statewide data–CalHR 5102 Statewide Report – Demographic Data of State Employees by Occupational Group and Classification December 2018.
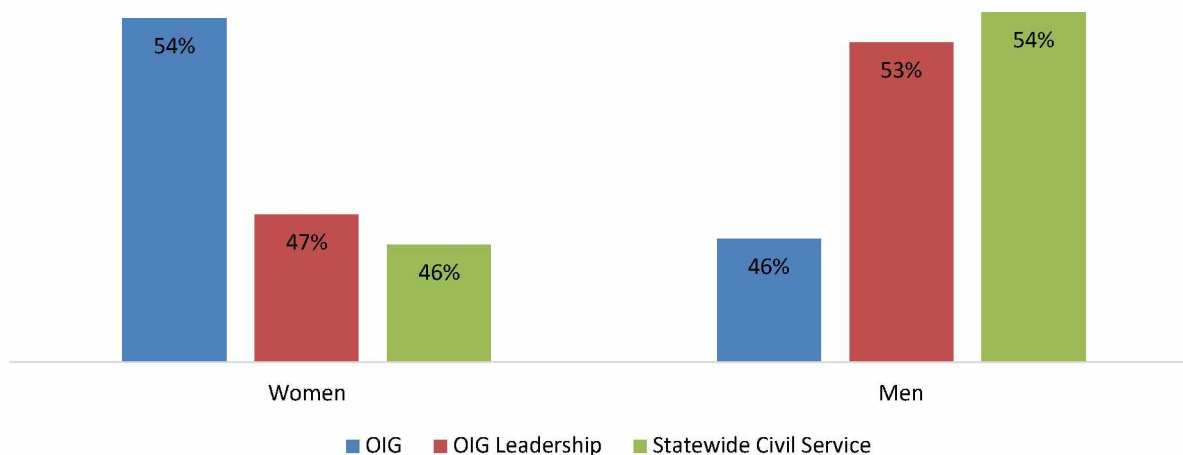
Among our employees, 38 percent identify as persons with one or more disabilities. Our representation for people with disabilities is 26 percent higher than the statewide civil service workforce representation of 10 percent.

## Employee Representation by Age

The average age of an employee at our agency is 44 years old. Our current employees have an average state service tenure of 11 years, while the average years of employment with our agency is 5 years. As indicated in Figure 4 below, the majority of our employees are at least 45 years of age (64 percent).

Figure 4.  Employee Age Groups by percentage: OIG vs. State Service
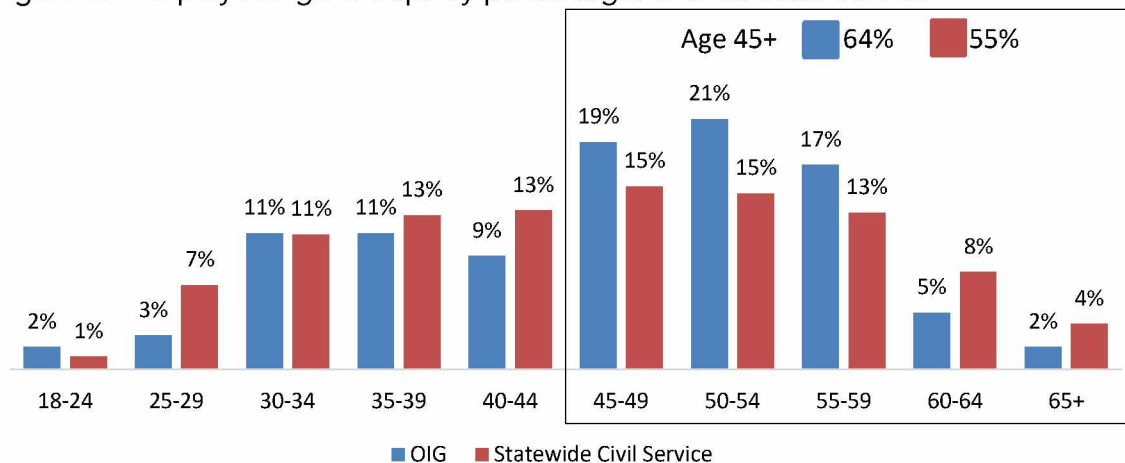


Source: OIG data–MIRS February 2019. Statewide data–CalHR Workforce Planning Statistics December 2018.

Our workforce is primarily comprised of older generations, the Baby Boomers, born between 1946 and 1964, and Generation X, born between 1965 and 1981. Over 50 percent of our workforce is made up of the older generations, whereas Millennials, born between 1982 and 2000 comprise only 19 percent of the OIG workforce. When we separate the workforce by staff and leadership, the percentage of Baby Boomers and Generation X is even higher, with 90 percent of our leadership comprised of these older generations. Around 10 percent of our leadership are millennials.

Figure 5 shows a comparison of our generational makeup and that of statewide civil service employees. Figure 6 shows which of our units have a higher retirement risk.

Figure 5.  Generational Breakout: OIG vs. State Civil Service
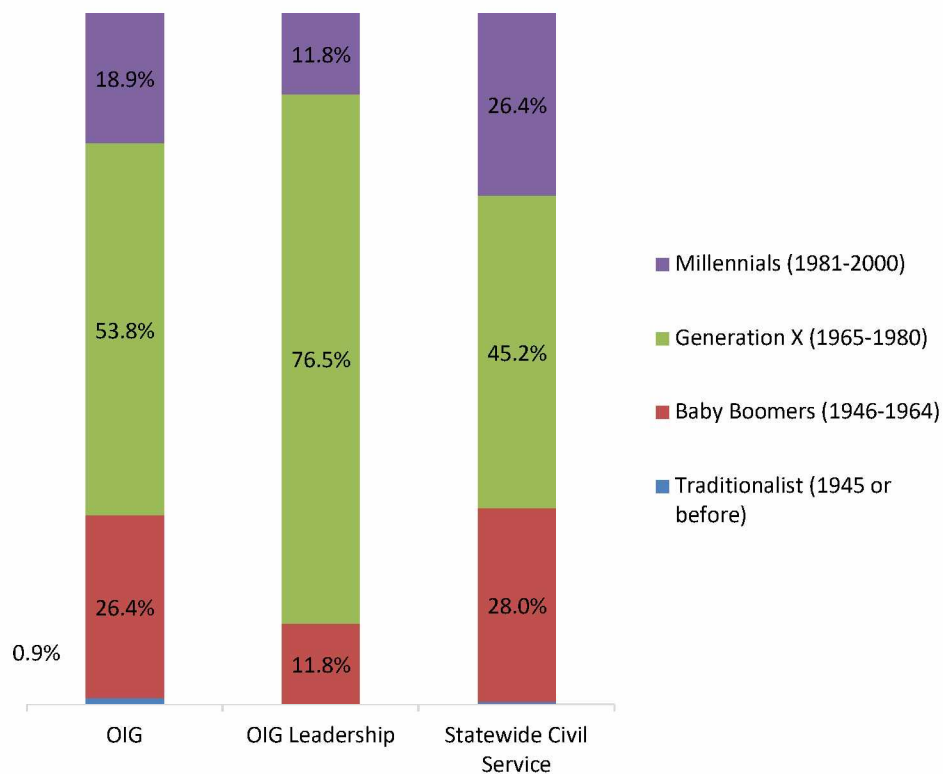


Source: OIG data–MIRS February 2019. Statewide data–CalHR Workforce Planning Statistics December 2018.

Figure 6. Generational Breakout by OIG Unit[2]
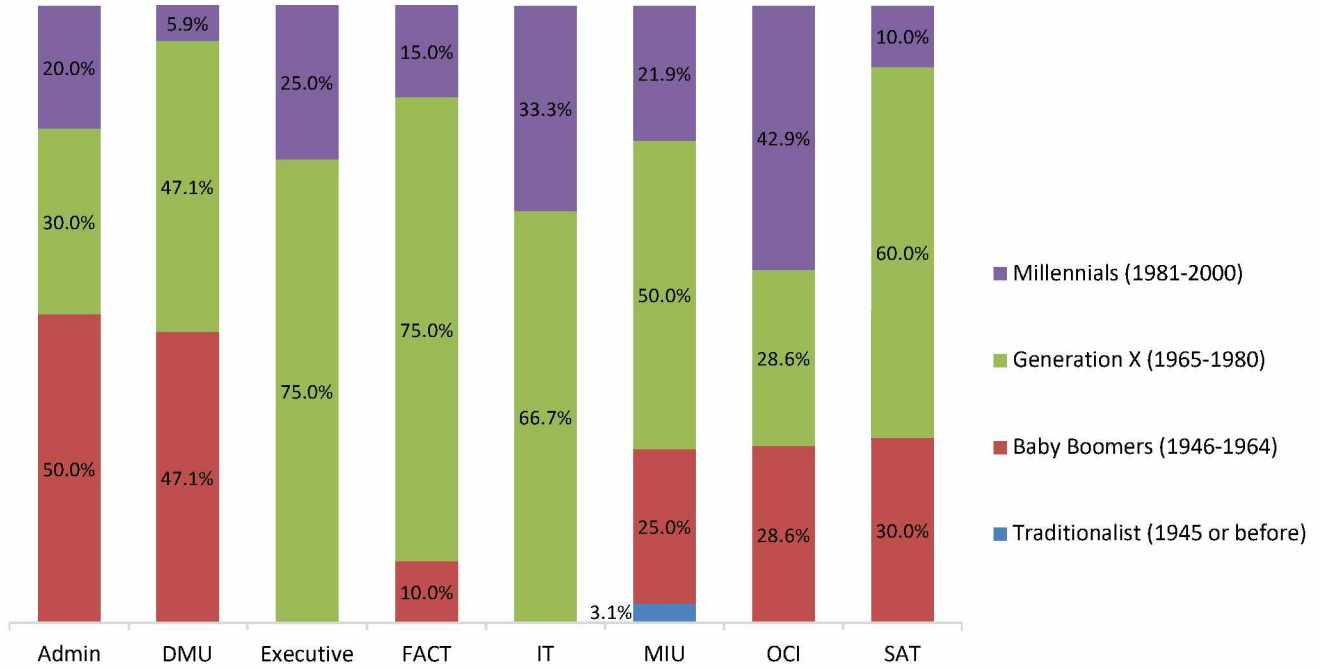
Source: OIG data—MIRS February 2019.

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[2] Appointed positions are not included as they are exempt from civil service hiring laws and rules.

## Retirement Eligibility

Over half of our workforce is either at or within a few years of being eligible for retirement (50 years old). Right now, 44 percent of our workforce is eligible to retire, with another 19 percent being eligible within the next five years. Our leadership has an even higher retirement risk, with 24 percent of our managers and supervisors already eligible to retire and additional 41 percent eligible to retire in the next five years.[3] It is critical we develop staff to fill vacancies to provide for continuity of leadership through succession planning.

The average age of those who retired from our agency in 2017 and 2018 was 57 years old. When we account for this average retirement age, we find that our retirement risk drops significantly to 18 percent for all staff, and 1 percent for leadership. Staff and leadership (managers and supervisors) who are within five years of our average retirement age make up 21 percent and 2 percent of our workforce, respectively.

Figure 7.   Retirement Eligibility, All Staff vs Leadership[4]
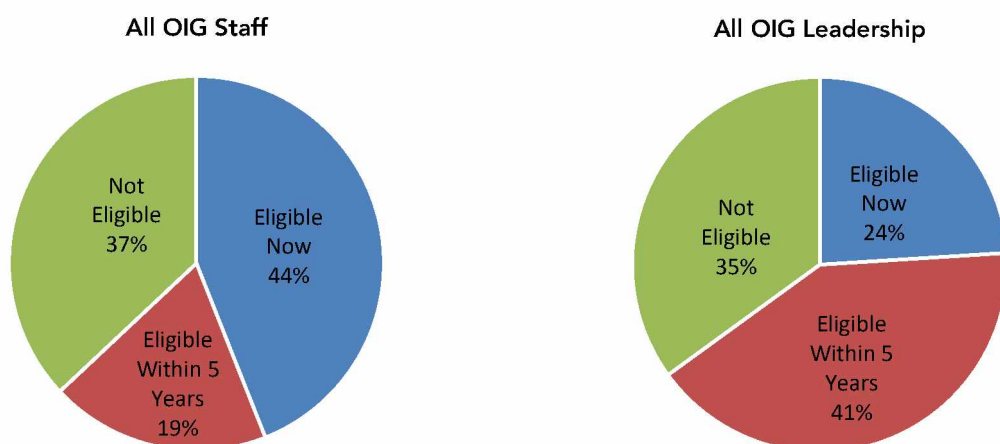


Source: OIG data–MIRS February 2019.

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[3] When discussing leadership, we are referring to manager and supervisor classifications.
[4] Data used for chart uses retirement age of 50 and does not account for average retirement age for OIG (57).

# Workforce Gap Analysis

## Workforce Profile

When we surveyed leadership, we found that although we have increased our responsibilities, we have not hired enough staff to accomplish the work that has arisen from these extra responsibilities. These extra responsibilities come from special project requests, updating existing tools or programs, new reporting requirements, shifting of duties, and larger-scale advertising campaigns, which have taken place during the past few years. We have not added more staff to account for these added workloads. We have shifted staff from one unit to another to handle extra work with the result being an increased workload in the unit staff were moved from, creating a backlog of work. We have also lost staff through attrition during this time which has created an immediate threat to accomplishing our goals.

Seven of the twelve managers and supervisors surveyed currently did not have adequate staffing to fulfill their unit's critical missions, and only three of those seven said they were currently in the process of establishing more positions:

Anticipated changes to workforce needs or critical functions, based on shifts in departmental missions, customer expectations, technology, or other external factors can have a huge impact on our workforce, which is currently working hard just to get work done with current staffing levels. Any addition of staff will also impact the support units.

## Separation Rate – Trends and Forecasts

In addition to retirements, our workforce is also impacted by voluntary separations (resignations), involuntary separations, and transfers to other state agencies. During 2017 and 2018, an average of 21 percent of our workforce left. This average includes 7 percent that retired, 4 percent that resigned from state service, and 10 percent that transferred to other state agencies. Our most impacted classification in terms of retirements was our Nurse Consultant Program Review (NCPR) classification. An average of 35 percent of this classification left during 2017 and 2018. The next highest impacted classification was our Senior Assistant Inspector General (SrAIG) at 25 percent.

Our average attrition rate (transfers and resignations) for the past two years is 14 percent (16.28 percent for 2017 and 11.58 percent for 2018), which is slightly higher

than the rates identified during our fiscal year 2008-2009 and fiscal year 2010-2011 workforce planning efforts (12 percent and 11 percent, respectively). During the past two years, our Physician and Surgeon classification had the highest attrition rate at 50 percent. Our Special Assistant Inspector General (SAIG) had the next highest attrition rate at 30 percent. Both of these classifications are mission critical to our agency. The SAIG is an especially difficult classification to recruit. There are a limited number of candidates with the years of experience and level of expertise required to meet the minimum qualifications, resulting in small candidate pool.

While the actual impact over the past two years has been moderate, the current potential impact our agency could face is high at 42 percent. Potential Impact (PI) projects the percentage of established positions that could become vacant due to retirements and/or lack of recruiting. Our agency actively recruits for every vacancy; however, we have a large population of retirement eligible staff. Furthermore, there are several classifications with even higher individual potential impact percentages, many of which are either mission critical or key support positions.

Our data does not consider the occasional internal transfers which occur within our agency. While the internal transfer is a benefit for the receiving unit, many times the previous unit is left in a position to complete the same workload with less employees, requiring a backfill of the position. Future iterations of our workforce plan will also include internal transfer data. For additional separations data, see *Appendix A: Separation Trend and Forecast* on page 35.

# Workforce Gaps and Risks

## Recruitment Gaps and Risks

Recruitment gaps resulting from current workforce challenges and trends include:

- The SAIG classification has a limited pool of candidates. This classification is highly specialized and requires years of experience to qualify. Furthermore, the demanding role of Administrative Officer of the Day (AOD) performed by SAIGs can be a deterrent. As a result, we often recruit SAIGs toward the end of their career, close to retirement, and will need to recruit again for this classification after only a few years on the job.

- Because of the highly specialized positions we employ, a gap will always exist when compared to the statewide average of recruiting younger generations. Several of our high demand positions require many years of education and experience, that the younger generations will not have acquired yet. Although we do have a number of younger student assistants currently employed, they do not appear in our workforce data as they are non-civil-service employees.[5]

### Risks

Some supervisors who were surveyed felt we may not have enough SAIGs to fulfill our goals and work that only can be completed by individuals in the SAIG classification. This is an issue that must be studied further to understand the concern.

Furthermore, knowledge transfer can be more of a challenge without an available supply of younger staff to learn from the retiring staff. As an agency, we will need to be more diligent in documenting processes as well as institutional knowledge to avoid losing tacit knowledge about our agency and keep a continuity of culture.

## Retention Gaps and Risks

We identified the following workforce challenges that contribute to a lack of retention: lack of opportunity for promotion and career growth, low employee engagement in some units, and competencies mismatched with job duties. Furthermore, data shows that employees who willingly leave our agency for other state agencies or jobs outside

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[5] Although we contract with University Enterprises, Inc., for student assistants, they are temporary and non-civil-service employees.

of state government typically leave within the first two years, which could mean our onboarding process needs improvement.

Retention gaps resulting from current workforce challenges and trends include:

- In the past two years, 21 percent of our workforce left the agency (7 percent retired, 4 percent resigned from state service, and 10 percent transferred to other state agencies).

**Risks**

We risk spending resources on training employees who are not staying at our agency and not having training resources for those employees who choose to stay. Ineffective onboarding may lead to a need to recruit over and over for the same position. This could hinder our recruitment process because Human Resources keep putting efforts into recruiting for people who are leaving and cannot put effort into other much needed recruitment for positions to fill gaps from retirements. Workloads in units from staff leaving could lead to low morale and overworking staff who may also choose to leave our agency. Furthermore, lack of the written communication competency will slow down the production of our primary deliverable, our reports.

## Knowledge Transfer Gaps and Risks

Knowledge transfer gaps resulting from current workforce challenges include:

- Gap in employing younger generation
- No time built into retiring employees schedule to document or transfer knowledge before leaving
- Some desk procedures out of date or non-existent
- Limited staffing budget does not allow for training replacement staff by retiring staff (cannot hire until position vacated)
- No mentoring program to transfer knowledge

**Risks**

We can lose valuable tacit and institutional knowledge through retirements. Furthermore, lack of cross-training and silos in units can result in lack of knowledge of certain position duties and work processes.

## Succession Planning Gaps and Risks

Upcoming retirements could create huge workforce gaps and could be a real risk to our agency. It is imperative that we address this risk. To do so, we will begin succession planning toward the end of this workforce plan. We will identify key position dependence and risk to our agency. We have already identified some of these through the creation of this workforce plan.

# Action Plan

Based on the gap analysis and subsequent risks, the following action plan includes initiatives to meet current and future workforce needs to reinforce our workforce plan priorities of developing our resources and competencies.

## Workforce Planning Initiatives

During the five years this workforce plan covers, we will work on initiatives to address each gap identified in the following areas: **recruitment, retention, and knowledge transfer**. Throughout the implementation of each initiative we will take a reflective approach to ensure we allow for building on lessons learned. The initiatives within the action plan covering five years have been carefully considered and arranged to ensure that we can build on the work of one initiative with a future initiative.

For example, the focus for recruitment during the first three years of the workforce plan will be on the immediate need to recruit for the high-demand and hard to recruit for classification SAIG. Experience doing targeted recruiting for this and other high-demand classifications, such as the Deputy Inspector General (DIG) and Chief Physician and Surgeon (CP&S), will be applied to recruitment initiatives during the last two years of this workplan, allowing for lessons learned. Also, there are retention initiatives that will need to occur during the first three years, to prepare for the larger recruitment initiatives that are initiatives set up for the last two years of this plan.

Furthermore, we will create a workforce planning dashboard to continue monitoring our workforce data which will be updated quarterly and shared with executives. The workforce planning team will carefully monitor this dashboard to determine if any changes need to be made based on the new data to the action plan and initiatives of this workforce plan, whether some initiatives need to be moved up in time or even if there are new initiatives that need to be developed and implemented. This workforce plan is not a static document, it will constantly evolve through the five years.

## *Recruitment*

Recruitment of new employees is critical maintaining capacity to carry out our mission. Because so many of our employees are at or near retirement age, we will need to recruit to ensure we can continue delivering on our mission and strategic goals, as well as develop our resources and competencies as an agency. To aid in our recruitment efforts, we have identified initiatives to work on in this workforce plan:

### Targeted Recruitment

Currently, we are doing targeted advertising outside of the CalHR employment site, CalCareers, by running ads in six publications: Kern County Bar Association, Daily Journal, National Association for Civilian Oversight of Law Enforcement, Western San Bernardino County Bar Association, Riverside County Bar Association, and Sacramento Bar Association. Currently, we do not know if our advertisements for the SAIG classification are effective because we have no feedback mechanism to track the results.

We will revise our advertising campaign for the SAIG classification to increase the number of publications we advertise in and/ or broaden the locations of the advertisements. Also, we will reach out to the publications for any available data regarding views of our advertisements. Furthermore, we plan to gather data from applicants regarding where they encountered our ads. Data gathered can be reviewed at specified intervals to determine necessary modifications to our advertising efforts. We will use the data and lessons learned to create a targeted recruitment model, which we will use to recruit other high-demand classifications such as the Deputy Inspector General (DIG) and the Chief Physician and Surgeon (CP&S) classifications.

#### Benefits

- Less time and money spent on recruitment efforts.
- Successful recruitment of skilled professionals to develop our resources and competencies.
- Recruitment of staff who will stay at our agency – improved retention rate.

### Ambassador Program

We will continue utilizing staff in an informal way to do outreach for our agency. Furthermore, we will use the outreach efforts currently used to create a framework for an ambassador program for all of OIG.

Under the ambassador program, leadership will promote our agency to their acquaintances in their profession through communicating the benefits of working for the state and our agency. Leadership will be responsible for rolling out the ambassador program to their staff through promoting the positive culture of our agency.

### Benefits

- Word of mouth recruitment of skilled professionals.
- Employee retention through promoting a positive workforce environment via direct supervisor.

## Proactive Recruitment

Currently, we do not actively recruit for positions unless there is a vacancy. Our current recruitment efforts include posting vacancies on CalCareers and a few outside publications for SAIG, CP&S, and IT positions. We must broaden candidate pools for both classifications with a high retirement rate and also for classifications that are a challenge to recruit. Furthermore, we will use data analysis to identify classifications that could decrease through retirements or become even more difficult to recruit and begin a proactive advertising campaign for these classifications.

### Benefits

- Help broaden our candidate pools, especially for classifications which are challenging to recruit or have high level of retirement eligible staff.
- Change from reactive to proactive approach in recruitment to develop our resources.
- Larger selection of qualified and skilled workers from which to choose.
- Higher competency level of new employees.

## Retention

Retention of new employees is critical to the workforce priority of developing our resources and competencies. A high turnover rate and low retention must be addressed and improved upon for our agency to develop. We must provide employees incentive to continue with our agency. To aid in our retention efforts, we have identified initiatives for the workforce plan:

## Professional Growth and Career Development

The gap in retention can be attributed to a lack of professional growth and career advancement for several classifications. In the past, we attempted to provide some growth and advancement for these classifications. For example, in September 2016 our agency implemented the introductory training program for the Associate Deputy Inspector General (ADIG) classification. Through job shadowing with DIGs, participants would gain an understanding of primary duties associated with the ADIG and DIG classifications. The program was restricted to employees eligible for lateral transfer into the ADIG classification.

This training program is inactive currently. Previously, staff in the Associate Governmental Program Analyst (AGPA) classification in our Headquarters did participate in the program, with a North DIG Senior identifying the participation as a success. We do not have AGPAs or ADIGs in our central and south regions, so the program has not been implemented.

We will revise the ADIG introduction training program to ensure support staff are competitive candidates for ADIG vacancies. We will tie the ADIG introductory program directly to the mentorship component of the DIG Academy.

### Benefits

- Viable career path for classifications will improve retention rates.
- Create a competitive work environment.
- Improve employee engagement and morale.
- Aid in succession planning efforts and knowledge transfer opportunities.

## Leadership Training and Mentoring

Training and development of DIGs has been an informal process with little structure or leadership emphasis to prepare DIGs for senior or lead positions. We will create a coordinated and structured DIG academy with a leadership emphasis for all DIGs to attend. This training will take place following the DIGs attendance at the New Employee Orientation to ensure DIGs are trained before they go out into the field.

In developing the DIG academy, we will look at incorporating one-on-one sessions, case studies, leadership training, site visits, and mentorship opportunities to compliment the job-specific training classes currently required for the DIG classification. Mentoring will focus on the competencies needed to pass the DIG exam and DIG probationary period. Mentoring will complement the ADIG introductory training. The OIG can utilize a

Learning Management System (LMS), as well as other training resources to provide the training program.

### Benefits

- Aid in retention of DIGs who will be prepared to succeed before going out into the field.
- DIGs mentoring ADIGs and/ or AGPAs is an opportunity for transferring tacit and institutional knowledge.
- Will allow for competency development, professional development, and career growth.
- Foster a culture of knowledge sharing in lieu of knowledge hoarding or silos of knowledge.
- Aid in succession planning efforts.

## Comprehensive Onboarding Program

Currently, new staff are acclimated to the agency through a one-day New Employee Orientation (NEO) and individual training with a peer/manager to learn job duties. In addition, some classifications have specific job-related training requirements. New employees also receive a one-on-one meeting with Human Resources to complete new hire documents. Human Resources can spend up to an hour and a half with each new employee, with follow-up sessions as needed. However, employees new to the SAIG classification receive a more detailed onboarding with job shadowing and a two-part orientation.

We solicit feedback after each NEO and have found the new employees find the agency overview valuable. However, we do not solicit feedback from new employees regarding the training they received from peers, managers, and supervisors, or for classification-specific training. Because we do not receive feedback on these trainings, we do not know how effective they are for the new employees.

We will look at expanding our current NEO to include a prison tour, group sessions with Human Resources, and mandated trainings, such as Information Security. We will pilot the NEO and adjust as needed. Furthermore, we will look at soliciting feedback from new employees by developing and utilizing entrance and midpoint surveys. Feedback can be used to modify our onboarding efforts.

### Benefits

- Allow for debrief of prison tour to reinforce learning experience as well as eliminate coordination of separate tours.
- Group meetings with Human Resources are more time effective.
- Gain feedback on all facets of new employee onboarding.
- Advertise our thorough onboarding program to recruit new staff.
- New staff receive a uniform message and gain solidarity through the training program.

## Competency Development

Competency development of the written communication is crucial to retention at our agency because our primary deliverable is the written report. We must develop our resources and competencies in order to increase the frequency and quality of our reports. We can increase the written communication competency across the agency through training, as requested by our management team, who identified this as a top priority. All staff responsible for writing reports will receive training to increase competency in written communication. We will also explore ways to reinforce learning and provide refresher training.

### Benefits

- Reduce frustration and increase employee retention by ensuring staff with writing responsibilities are comfortable and feel capable in the written communication competency.
- Create well written reports in a timely manner.
- Improve communication of findings and results with stakeholders.

## Competency-based Professional Development

Currently, staff may request career-related and upward-mobility training; however, these trainings are lower in priority compared to job-required and job-related trainings (APM 4.2). The approval of career-related and upward-mobility training opportunities is dependent upon the training budget. Staff select the training they feel will be beneficial to their professional development. We do not survey staff to gather information regarding career-related or upward-mobility trainings.

We will analyze the training budget from previous years to determine training priorities and reallocate funds as needed to meet training needs. We will analyze job

functions and map the required competencies for each position. We will then begin to offer training opportunities to align with staff competency needs.

Utilizing a Learning Management System (LMS) and out-service vendors, we will suggest elective trainings to develop specific competencies in staff. Furthermore, we will explore other ways to develop staff outside of training, such as job shadowing and special project assignments.

### Benefits

- Effective use of training budget.
- Competency-based professional development for all classifications.
- High staff morale and less turnover.

## Employee Engagement

Over the years, the OIG has engaged in several team building activities that improve employee engagement on an agency-wide level, such as the all staff meeting, holiday parties, food contests, charity drives, as well as individual regions or individual units/groups potlucks and birthday lunches. We also send out a quarterly newsletter to all staff, the *Juggernaut.*

In addition, to increase work-life balance, staff have the option of setting their regular work hours to begin or end one hour before or after our agency's normal business hours of 8:00 am to 5:00 pm. Furthermore, we also actively promote employee wellness through the Employee Assistance Program (EAP).

We will survey existing staff to gather more up-to-date information and to gage employee satisfaction. We will explore options and activities for employee engagement based on the results of these surveys. Furthermore, we will explore new team building activities.

Leadership will begin to promote the ambassador program to their staff, first by modeling the positive work environment of our agency. The *Juggernaut* will reinforce the positive messages through articles developed to promote the OIG positive environment and the article, *"Why I like working at the OIG".*

We will also focus our efforts in increasing our wellness program, with healthy activities for staff, including exercise options. We will look at developing a fitness group our staff can use during lunchtime or potentially before or after work hours.

### Benefits

- Improve employee morale.
- Engaged workforce and lower turnover.
- Create a positive workplace environment.
- Healthier and happier staff.

## Knowledge Transfer

### Documentation

Knowledge transfer is critical for mission continuity, competency development, as well as to successful succession planning in the future. Because of the upcoming retirements, we must find a way to capture tacit and institutional knowledge to ensure we can continue to meet our strategic goals, especially as our agency grows.

Our current policy requires every assignment to have a current desk manual (APM 3.5). Right now, only the DIG and SAIG classifications have desk manuals published and readily available on our intranet site. The DIG desk manual is from February 2017, but the SAIG is more recent with a date of February 2019.

We will ensure desk manuals are updated and also research the status of desk manuals for other classifications. For classifications that have no written desk manuals, we will develop and impose a completion timeline. The maintenance of desk manuals will work along with mentoring to lower the risk of losing knowledge.

### Benefits

- Prepared for succession planning.
- Firm foundation of knowledge for mission continuity.
- Seamless transfer of tacit and institutional knowledge to new employees.
- Competency development based on standardized knowledge.

### Cross-training, Rotations, and Information Sharing Meetings

 To steer our agency away from a culture of knowledge silos to one of knowledge sharing, we will explore cross-training and information sharing meetings. We will develop cross-training programs for support staff to ensure several staff can complete the same task. We will coordinate a program for staff rotation and/ or unit workload rotations.

We will implement mandatory meetings to share information. Each unit's manager or supervisor will have quarterly meetings with their staff either in the office or off-site at a lunch and learn. Unit managers and supervisors will continue to meet each month at the leadership meetings, and meeting minutes will be shared with all staff. We will explore ways to bring all employees together outside of the annual all staff meeting.

**Benefits**

- Staff will become more valuable with a bigger picture of our agency.
- Units benefit from the knowledge of other units or functions.
- Knowledge will be shared among units, and from managers and supervisors to staff.
- Units will increase their communication and become high-performing teams.

## Succession Planning

The Workforce Planning team will identify key leadership positions and the risk to each of these positions. We will also look at each position to determine leadership competencies critical to successfully fill each position. We will then determine how to recruit for these positions as well as develop leadership training to ensure staff are prepared with the competencies to fill these vital roles in the organization.

For more information on initiatives, see *Appendix B: Action Plan Benchmarks,* pages 36-39.

# Conclusion

## Workforce Plan Implementation and Evaluation

**Following the adoption of this workforce plan, the workforce planning team will:**

1. Assign a responsible person to each initiative, including succession planning initiatives.

2. Assign a timeline for completion for each initiative.

**Each responsible person for the initiatives will:**

1. Report to human resources on initiative progress and any obstacles to completion on a quarterly basis.

2. Report completion and evaluations of initiative to human resources when initiative is completed.

**Human resources will:**

1. Roll up and review all initiative progress and obstacles on a quarterly basis.

2. Communicate solutions to obstacles and record progress.

3. Record completion and initiative evaluation on the workforce plan.

4. Review workforce plan and amend initiatives based on evaluation feedback and completion status annually.

## Accomplishments and future commitments

Because our expert workforce are our greatest resource, this workforce plan is of critical importance. It is a guide to continue attracting skilled candidates, developing our employees, retaining an engaged staff, and providing tools for knowledge transfer. Initiatives in this plan will assist with our strategic goal to build our workforce with accomplished and highly-skilled staff. Furthermore, this plan will ensure we continue to deliver on our mission to create an oversight agency that provides outstanding oversight services to our stakeholders, our government, and the people of the State of California.

# Appendices

Appendix A: Separation Trends and Forecast

Appendix B: Action Plan Benchmarks

Appendix C: Communications Plan

Appendix D: Strategy Map

Appendix E: Organizational Chart

## Appendix A: Separation Trends and Forecast[6]

| Class Code | Classification Title | Retirements (R) | Transfers (T) | Separations (S) | Actual Impact (AI) AI = R +T+S/ EEs | Potential Impact (PI)[7] |
|---|---|---|---|---|---|---|
| 1138 | Office Technician, General | 0% | 0% | 0% | 0% | 100% |
| 1139 | Office Technician, Typing | 0% | 17% | 0% | 17% | 67% |
| 1317 | Senior Personnel Specialist | 0% | 0% | 0% | 0% | 100% |
| 1401 | Info Tech Associate | 0% | 0% | 0% | 0% | 0% |
| 1402 | Info Tech Specialist I | 0% | 0% | 25% | 25% | 0% |
| 1405 | Info Tech Manager I | 0% | 0% | 0% | 0% | 0% |
| 1414 | Info Tech Specialist II | 0% | 0% | 0% | 0% | 0% |
| 1728 | Executive Assistant | 0% | 0% | 0% | 0% | 100% |
| 4800 | Staff Services Manager I | 0% | 0% | 25% | 25% | 0% |
| 4801 | Staff Services Manager II | 50% | 0% | 0% | 50% | 0% |
| 5157 | Staff Services Analyst | 0% | 17% | 0% | 17% | 50% |
| 5333 | Senior Legal Analyst | 0% | 0% | 0% | 0% | 0% |
| 5393 | Associate Gov. Program Analyst | 4% | 4% | 4% | 12% | 31% |
| 5795 | Attorney III | 0% | 0% | 0% | 0% | 0% |
| 6039 | Special Assistant Inspector General | 0% | 19% | 12% | 31% | 53% |
| 6040 | Senior Assistant Inspector General | 25% | 0% | 0% | 25% | 75% |
| 6041 | Chief Assist Inspector General | 0% | 0% | 0% | 0% | 0% |
| 8327 | Nurse Consultant Program Review | 35% | 13% | 0% | 48% | 38% |
| 9263 | Physician and Surgeon, CF | 0% | 38% | 13% | 50% | 50% |
| 9267 | Chief Physician and Surgeon, CF | 50% | 0% | 0% | 50% | 0% |
| 9275 | Registered Nurse, CF | 0% | 16% | 0% | 16% | 67% |
| 9318 | Supervising Registered Nurse II | 0% | 0% | 0% | 0% | 0% |
| 9704 | Associate Deputy Inspector General | 0% | 0% | 0% | 0% | 0% |
| 9705 | Deputy Inspector General | 17% | 6% | 0% | 22% | 43% |
| 9706 | Deputy Inspector General, Senior | 10% | 0% | 0% | 10% | 20% |
| Total | All Classifications | 7% | 10% | 4% | 21% | 42% |

[6] Data used to calculate retirements, transfers, separations, and actual impact spans 24 months from calendar years 2017 and 2018. Data was obtained from MIRS and the OIG's RPA log.

[7] Potential Impact (PI) = current vacancies + total employees aged 50 or older – total positions being recruited / total positions established in the classification. Data for PI is as of February 2019 and was obtained from MIRS and the OIG's RPA log.

# Appendix B: Action Plan Benchmarks

*Based on the gap analysis and subsequent risks, identified below are key initiatives that will be implemented to meet current and future workforce needs.*

| Initiative  What is the name of the initiative? | Gap  Which workforce planning gap does the initiative address? | Responsible Person(s)  Who is responsible for overseeing successful implementation of the initiative? | Performance Indicators  How will we know we achieved our goal and what will success look like? | Due Date  When will it be completed? | Priority Alignment  Which executive priorities does the initiative support? |
|---|---|---|---|---|---|
| Develop a workforce planning dashboard for OIG executives | All | TBD | TBD | TBD | Resource and competency development |
| Revise advertising campaign for the SAIG classification | Recruitment | | | | Resource and competency development |
| Gather data on advertising efforts for SAIGs | Recruitment | | | | Resource and competency development |
| Create a recruitment model based on best practices from SAIG recruitment efforts | Recruitment | | | | Resource and competency development |
| Using model, begin targeted advertising for high-demand classifications, such as the DIG | Recruitment | | | | Resource and competency development |
| Use current staff for informal outreach | Recruitment | | | Ongoing | Resource and competency development |
| Create an OIG ambassador program to recruit high-demand classifications | Recruitment | TBD | TBD | TBD | Resource and competency development |

| Initiative
What is the name of the initiative? | Gap
Which workforce planning gap does the initiative address? | Responsible Person(s)
Who is responsible for overseeing successful implementation of the initiative? | Performance Indicators
How will we know we achieved our goal and what will success look like? | Due Date
When will it be completed? | Priority Alignment
Which executive priorities does the initiative support? |
|---|---|---|---|---|---|
| Increase Written Communication Competency across the agency | Retention | | | | Resource and competency development |
| Revise the current ADIG Introductory Program to ensure our support staff are competitive candidates. | Retention | | | | Resource and competency development |
| Expand DIG Academy to include one-on-one sessions, case studies, site visits, and mentoring in conjunction with ADIG Introductory Program | Retention/ Knowledge Transfer | | | | Resource and competency development |
| Expand the NEO to include prison tour and mandatory training | Recruitment | | | | Resource and competency development |
| Pilot of the new NEO | Retention | | | | Resource and competency development |
| Use employee feedback to modify onboarding program | Retention | | | | Resource and competency development |
| Update desk manuals | Knowledge Transfer | TBD | TBD | TBD | Resource and competency development |

| Initiative<br>*What is the name of the initiative?* | Gap<br>*Which workforce planning gap does the initiative address?* | Responsible Person(s)<br>*Who is responsible for overseeing successful implementation of the initiative?* | Performance Indicators<br>*How will we know we achieved our goal and what will success look like?* | Due Date<br>*When will it be completed?* | Priority Alignment<br>*Which executive priorities does the initiative support?* |
|---|---|---|---|---|---|
| Begin proactive recruitment based on potential positions needed | Recruitment | TBD | TBD | TBD | Resource and competency development |
| Create a timeline for completion for desk manuals | Knowledge Transfer | | | | Resource and competency development |
| Research the status of desk manuals for other classifications | Knowledge Transfer | | | | Resource and competency development |
| Develop and use entrance and midpoint surveys to get feedback from new hires | Retention | | | | Resource and competency development |
| Begin training of new NEO | Retention | | | | Resource and competency development |
| Analyze training budget and reallocate funds for other training | Retention | | | | Resource and competency development |
| Map competencies for each classification | Retention | | | | Resource and competency development |
| Identify competency-based training for classifications | Retention | | | | Resource and competency development |
| Provide competency-based training opportunities to all staff | Retention | | | | Resource and competency development |

| Initiative _What is the name of the initiative?_ | Gap _Which workforce planning gap does the initiative address?_ | Responsible Person(s) _Who is responsible for overseeing successful implementation of the initiative?_ | Performance Indicators _How will we know we achieved our goal and what will success look like?_ | Due Date _When will it be completed?_ | Priority Alignment _Which executive priorities does the initiative support?_ |
|---|---|---|---|---|---|
| Develop staff competencies (job shadowing and special project assignments | Retention | TBD | TBD | TBD | Resource and competency development |
| Survey staff to determine employee engagement | Retention | | | | Resource and competency development |
| Institute mandatory staff meetings for managers and supervisors | Knowledge transfer | | | | Resource and competency development |
| Cross-training of support staff with retiring employees | Knowledge transfer | | | | Resource and competency development |
| Rotation of staff and/ or workloads from unit to unit | Knowledge transfer/ Retention | | | | Resource and competency development |
| | | | | | |

_____     _____     _____
Chief Executive Officer signature          Date                    print name


_____     _____     _____
Human Resources Director signature       Date                    print name

# Appendix C: Communication Plan

| Responsible Person(s) *Who is Responsible?* | Strategy *How will the information be communicated? What modalities will be used?* | Audience and Purpose *Who is the intended audience? What is the desired outcome for the intended audience?* | Target Date(s) *When will it be completed?* |
|---|---|---|---|
| Workforce Planning Team | Article in the Juggernaut – OIG newsletter | All staff; Keep staff informed | April 2019 |
| Workforce Planning Team | Email draft of Workforce Plan | Executive team; Sign off | June 2019 |
| Workforce Planning Team | Email final draft of Workforce Plan | CalHR; Meet requirement | June 2019 |
| Workforce Planning Executive Sponsor | Presentation of Workforce Plan at Leadership meeting | OIG managers; initiative delegation | July 2019 |
| Roy Wesley, Inspector General | Informational email | All staff; Keep staff informed | September 2019 |
| Workforce Planning Executive Sponsor | Presentation of Executive Review of Workforce Plan at All Staff meeting | All staff; Share plan | October 2019 |
| Leadership (managers and supervisors) | Email or in person | Staff working on the initiatives; Information | October 2019 |

## Appendix D: Strategy Map (incorporates Vision, Mission, Strategic Goals, and Values)

## OIG "FIRST" VALUES

**Fairness**

**Integrity**

**Respect**

**Service**

**Transparency**

### VISION
To safeguard the integrity of the state's correctional system, we work to provide oversight and transparency through monitoring, reporting, and recommending improvements concerning the policies and practices of the California Department of Corrections and Rehabilitation

### MISSION
To create an oversight agency that provides outstanding oversight service to our stakeholders, our government, and the people of the State of California. We do this through diligent monitoring, honest assessment, and dedication to improving the correctional system of our state. Our overriding concern is providing transparency to the correctional system so that lessons learned may be adopted as best practices

### STRATEGIC GOALS
1. Provide Stakeholders with a transparent view of California's prison system through effective oversight and reporting
2. Achieve an open flow of honest and accurate information with each other and our stakeholders
3. Support innovative, effective, and efficient work processes
4. Build our workforce with accomplished and highly-skilled staff

# Appendix E: Organization Chart

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                        ┌──────────────────────┐
                        │  INSPECTOR GENERAL   │──────────┐
                        └──────────┬───────────┘     ┌─────┴──────┐
                                   │                 │ EXECUTIVE  │
                                   │                 │ ASSISTANT  │
                        ┌──────────┴───────────┐     └────────────┘
                        │   CHIEF DEPUTY       │
              ┌─────────│ INSPECTOR GENERAL    │
              │         └──────────┬───────────┘
       ┌──────┴─────┐   ┌──────────┴───────────┐
       │   LEGAL    │   │  ASSISTANT CHIEF     │
       └────────────┘   │ DEPUTY INSPECTOR     │
                        │     GENERAL          │
                        └──────────┬───────────┘
```

| INFORMATION TECHNOLOGY | ADMINISTRATION | SPECIAL ASSIGNMENTS TEAM | DISCIPLINE MONITORING UNIT | MEDICAL INSPECTION UNIT | OVERSIGHT, CROB, INTAKE | FORCE ACCOUNTABILITY AND COMPLIANCE TEAM |

| BUSINESS SERVICES | HUMAN RESOURCES |

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# Contact Information

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