WORKFORCE PLAN

CALIFORNIA DEPARTMENT OF MOTOR VEHICLES

2022–2027

A Message from Director Steve Gordon

I am pleased to present the 2022-2027 Workforce Plan for the Department of Motor Vehicles (DMV).

Our vision is to deliver an outstanding experience to our customers, and our team members play a central role in our ability to make that vision a reality. The Workforce Plan provides a roadmap to ensure our ability to attract, develop, and retain the necessary talent to achieve our vision now and in the future.

Technological innovation continues to provide opportunities for the DMV to enable more customer-centric service channels and streamlined processes. The DMV leverages these changes to reimagine our organization at all levels and create the DMV of the future.

Aligning our workforce needs with the strategic needs of the DMV is the foundation for the future success of the department. As we execute our strategic plan, Californians benefit through a motivated workforce, better and faster technology solutions, more digital options, efficient operations, and overall better customer service.

As we continue to build an innovative and engaged workforce through enhanced recruiting, team member development, and support, we will increase our capacity to meet current and future customer needs and expectations.

I invite you to explore our Workforce Plan for initiatives such as career academies, competency assessments, and customized learning journeys. These and other initiatives will become available through a phased rollout and will enable the DMV to build the informed, engaged, and dynamic workforce needed to achieve our strategic vision, while supporting the career development of all employees.

Steve Gordon

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Introduction

Workforce planning is the process an organization uses to analyze its workforce and determine the steps it must take to prepare for future staffing needs.

The process of workforce planning gives the DMV the ability to align its workforce initiatives with the organization's strategic goals. Workforce planning may include staffing analysis, forecasting based on supply and demand, and identifying any challenges that would prevent the plans from being successful. These challenges may include but are not limited to recruitment, employee development, succession planning, retention, and employee engagement.

This workforce plan provides leaders with a strategic basis for making human capital decisions based on specific focus points that impact the organization. It allows leaders to anticipate and prepare for change and provides strategic methods for addressing present and anticipated workforce issues. It is a dynamic, ongoing process that will change with the strategic plan and the critical needs of the DMV.

The DMV Workforce Plan is a living document that will be reviewed every two years to provide updates based on changes in the labor market, technology, DMV organizational changes, and any other changes that impact the workforce. Active projects will be tracked and monitored in the DMV Dashboard and reviewed at least monthly by the Enterprise Governance Council (EGC).

The continuing trend towards automation, technology deployment, and virtualization of services and away from manual processes will change the workforce dynamics. The workforce plan initiatives will help position the DMV so it is able to achieve its strategic goals from both a people and customer engagement perspective. This plan serves as a call to action for the enhancement and sustainability of the department's workforce.

DMV Strategic Direction

MISSION
We proudly serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety.

VISION
Deliver an outstanding experience to all our customers, powered by our people and technology.

VALUES

S — **SERVICE**
Striving for Customer-centric Service

T — **TRUST**
Earning Trust

R — **RESPECT**
Upholding Respect

I — **INNOVATION**
Pushing for Innovation

D — **DEVELOPMENT**
Prioritizing our People Development

E — **EXCELLENCE**
Delivering Excellence

GOALS

WORKFORCE — Foster the **WORKFORCE** and culture of innovation to make DMV a leader in talent attraction and retention.

DIGITAL SERVICES — Deliver simpler, faster ways to fulfill customer needs through expanded **DIGITAL SERVICES**.

TECHNOLOGY & DATA — Create flexible, secure **TECHNOLOGY & DATA** to enable innovation and continuous improvement.

OPERATIONAL EFFICIENCY — Embed **OPERATIONAL EFFICIENCY** in every aspect of the organization.

CUSTOMER — Become California's leading **CUSTOMER**-centric public sector organization.

OBJECTIVES

WORKFORCE	DIGITAL SERVICES	TECHNOLOGY & DATA	OPERATIONAL EFFICIENCY	CUSTOMER
OBJECTIVE 1.1: Develop DMV into a desirable and dynamic employer	**OBJECTIVE 2.1:** Substantially increase services outside of the in-person channels	**OBJECTIVE 3.1:** Substantially increase the portion of the IT portfolio offered on standard platforms	**OBJECTIVE 4.1:** Increase the quantitative measuring of productivity and performance	**OBJECTIVE 5.1:** Increase overall customer satisfaction
OBJECTIVE 1.2: Increase employee satisfaction	**OBJECTIVE 2.2:** Increase ease of completing all transactions	**OBJECTIVE 3.2:** Increase enterprise visibility through integrated, connected systems with an ability to monitor in real time	**OBJECTIVE 4.2:** Increase productivity to surpass industry benchmarks for service delivery	**OBJECTIVE 5.2:** Apply a human-centered design approach to all new services and products
OBJECTIVE 1.3: Increase employee engagement in customer-facing roles	**OBJECTIVE 2.3:** Increase completion of all transactions outside the in-person channels	**OBJECTIVE 3.3:** Centralize the enterprise-wide data model to provide timely business intelligence		
		OBJECTIVE 3.4: Increase privacy and security capabilities across the enterprise		

Core Functions within the DMV

As we look at the makeup of the DMV workforce and address challenges and opportunities, it is important to have a good foundational understanding of the different functions that exist.

Driver License and Identification Card Program
We test and issue licenses to qualified drivers, provide identification services to the public, and verify the identity of licensed drivers and identification card holders.

Vehicle Titling and Registration Program
We issue titles and register automobiles, trailers, and vessels, as well as commercial vehicles used for both interstate and intrastate commerce.

Driver Safety Program
We promote traffic safety by monitoring and evaluating the driving performance of licensed drivers.

Licensing of the Motor Vehicle Industry
We license and regulate the occupations and businesses related to the manufacture, transport, sale, and disposal of vehicles.

Enforcement Services
We conduct auditing, monitoring, inspecting, and investigative services on the internal and external entities related to our core programs.

Support Functions within the DMV

Administrative Services

Responsible for budgetary and fiscal management, contract and procurement processes, human resources management, facilities and properties management, training, mail operations, and printing services.

Revenue Collection Distribution

Annually, the DMV collects and tracks about $13 billion in revenue that is distributed to other state agencies, local governments, Motor Vehicle Account, and California's General Fund.

Information Technology (IT) Services

Provides programming, installation, and maintenance for the DMV's complex and unique IT systems.

Investigations

Responsible for complex criminal, administrative, and civil investigations involving identity theft, financial fraud, document counterfeiting, illegal computer access, and sale of confidential personal information provided to and stored by the department.

Environmental Factors

Current and future potential environmental factors that affect workforce capacity, workload demand, and current competency gaps were estimated by identifying existing and future projects, process changes, demographic trends, and technology changes that could impact the DMV's workforce.

Current factors affecting the DMV workforce

Increased task automation and use of RPA technology

Many existing work processes and tasks are being automated or streamlined through RPA (Robotic Process Automation) such as Automated Check Processing and Bank Issued Checks RPA, Automated Printing of Registration Sticker and Card, Document Imaging, Digital Mailroom, and Real ID Automatic Verification Program (RADVP).

Increased use of virtual customer services

To stay competitive with increasing technological advances and virtual service offerings, the DMV continues expanding customer access to virtual options for conducting transactions and services with initiatives such as:

- State of the Art Call Center – Interactive Voice Response (IVR)
- AWS Phone System
- Remote Testing and Proctoring
- Digital eXperience Platform (DXP)
- Mobile DL and SR1 Enhancements

Additionally, IT teams will experience additional short- and medium-term workload demands to implement and integrate these services with legacy systems and databases.

Increased use of eLearning for employee training and development

The DMV is expanding its employees' access to virtual training through initiatives like Project Apollo – Learning@DMV, Virtual Basic DL, and Basic VR training. These initiatives will promote continuous development of the workforce, expand employee knowledge, and prioritize upskilling with relevant and up-to-date competencies. As a result, the DMV expects a need to strengthen competencies related to the development of online instruction materials.

Potential factors affecting the DMV workforce in the future

Transition into enhanced enterprise-wide IT applications

Implementation of enterprise-wide systems, such as the Digital eXperience Platform (DXP), that integrate, consolidate, and replace the current outdated legacy systems. These systems will provide more efficient data management, workflows and customer and employee experiences through initiatives such as the Digital eXperience Platform (DXP) and the field office timekeeping project. Based on these initiatives, IT teams will experience additional short- and medium-term workloads to implement and integrate applications with existing legacy systems and databases.

Additional impacts could be felt by the lack of digital fluency within the workforce. Staff may not initially possess the skillset needed to transition with these implementations, preventing the DMV from moving at the speed necessary to drive change and accomplish its goals.

Workflow process improvement initiatives

Initiatives, such as the Digital Mailroom, Guidehouse Reorganization Project, Workforce Planning and Business Process Improvement (BPI) Project, Infinite Solutions, Contact Center One-Stop-Shop, CSD Command Center, DMV of the Future Recommendations, will improve workflows and work processes. These improvements focus on achieving efficiencies, greater productivity, and improved customer experience.

Increased use of enhanced workforce planning tools and applications

Applications that enhance workforce efficiencies, improve workflows, and workforce planning, such as employee scheduling systems, time and attendance systems, and other HRIS systems will be added to the HR toolbox.

Changes in customer demand for DMV products and services

As the demand for DMV transactions, products, and services increases, staffing requirements may increase for some units, particularly in areas where technology, process improvements, and virtual services would not off-set the increase in demand.

Changes in policy and regulations

Changes in budgets, DMV products and services, service standards, and changes affecting workflow and procedures may have wide-ranging impacts on staffing and competencies. Impact will vary depending on specific regulatory and policy changes, particularly those related to changes in DMV products and services, information and verification requirements, or compliance mandates.

Changes in labor market

Changes in labor market conditions, such as prevailing wage rates, unemployment rates, and demand for workers from competing industries, can make it more difficult for the DMV to recruit and retain skilled employees. Additionally, the options for telework are an important aspect in a candidate's choice for employment. The DMV will continue exploring how it can incorporate telework options into its organization to stay competitive with recruitment.

Methodology

CalHR provides the foundational components of conducting a comprehensive workforce scan designed to produce a workforce and succession plan that is aligned with the organization's strategic vision. This image shows the phases that exist within this process.
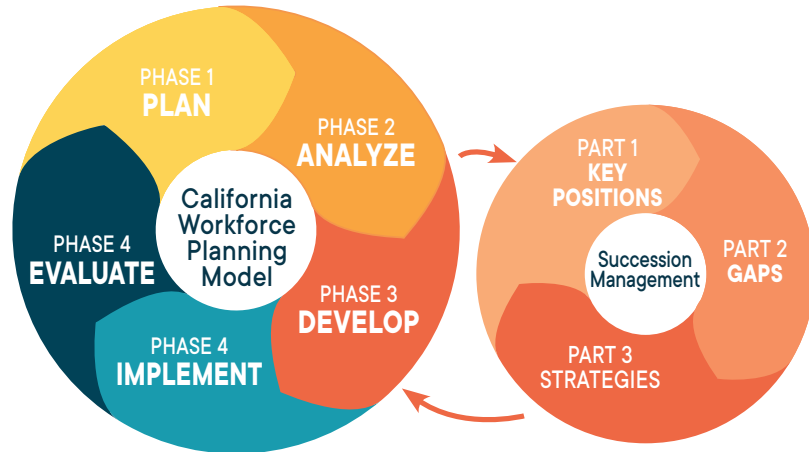
The DMV conducted an extensive workforce data analysis, gap identification, and competency analysis in accordance with the guidelines established by CalHR. The overall methodology for the development of this plan is explained in the image below. The initial step included two parallel gap analyses – a competency gap analysis and a staffing gap analysis. These gap analyses worked together to quantify and evaluate the risk associated with future workforce changes. This gave a full view into the workforce needs of the DMV, ultimately leading to the completion of this Workforce Plan.

Workforce and Succession Management Plan

Current and Future Staffing and Competency Gaps and 3-5 Year Strategies
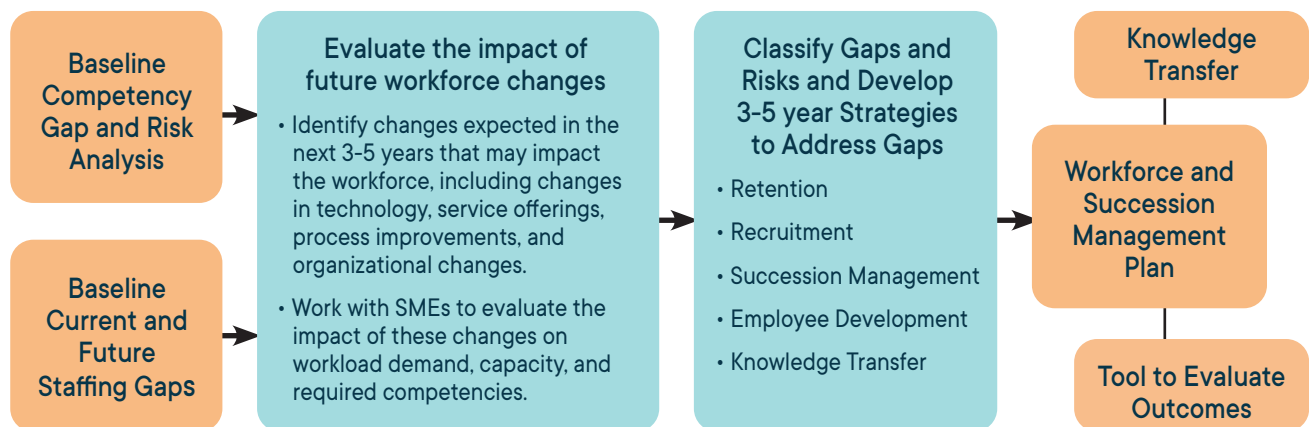
The competency and staffing gaps included an environmental scan by gathering current state documentation and workforce data related to staffing levels, positions, classifications, and competencies. The analysis team also conducted numerous stakeholder interviews at the branch chief and operational levels. Other data included in the process were separations, demographics, and retirement eligibility. Additional detail on the staffing gap analysis can be found in the Workforce Gap section below. The outputs of both the staffing and competency gap analyses are direct inputs into this workforce plan. They provided the insight necessary to focus this plan on the greatest needs across the DMV.

Workforce Overview

Demographics

As part of the environmental scan, it was important to understand the composition of the DMV's workforce at its current state. This data is used within the risk assessment and aids in identifying potential gaps and risks, specifically from a recruitment standpoint. This data assists in succession planning and making strategic decisions from a diversity, equity, and inclusion standpoint.

The demographics reviewed during this process include age, gender, ethnicity, veteran and disability status.

The chart below represents a comparison of DMV's gender statistics to state civil service data obtained from CalHR Statewide Reports. The DMV's gender breakdown is 69.45 percent female, 30.53 percent male, and 0.02 percent non-binary in contrast to the service-wide breakdown of 53.82 percent female, 46.18 percent male, and 0 percent non-binary.

The age distribution (see chart below) on DMV's employees is in-line and follows a similar trend when compared to CA Permanent State Employees. The state employee data is as of December 2021.

Gender Demographics

	Women	Men	Nonbinary
CA DMV	69.45%	30.53%	0.02%
Statewide	53.82%	46.18%	0.00%
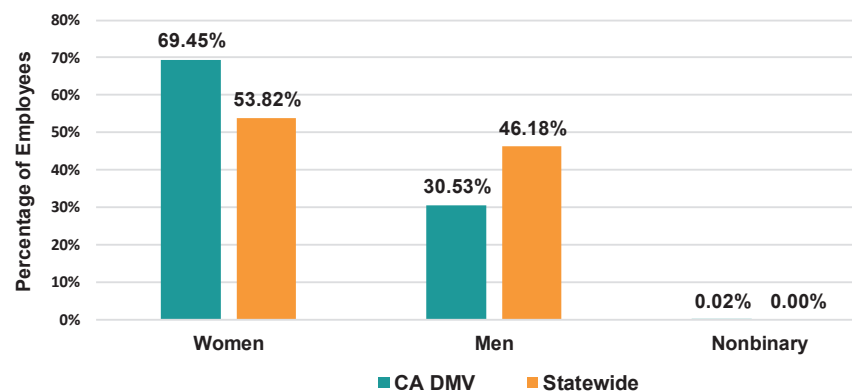
Age Distribution Comparison

Age Range	CA DMV	CA Permanent State Employees
18-24	0.8%	1.4%
25-29	5.5%	7.3%
30-34	11.8%	12.5%
35-39	13.8%	14.1%
40-44	14.1%	14.2%
45-49	13.6%	14.3%
50-54	15.3%	14.0%
55-59	12.7%	11.3%
60-64	8.7%	7.3%
65+	3.7%	3.6%

Age Distribution of Workforce and Average Age by Division

Age - 50 or older   ■ Yes ■ No ● Average Age

Division	Yes	No	Average Age
INV	32%	68%	44.1
FOD	36%	64%	45.1
CSD	38%	62%	45.6
EXE	34%	66%	45.7
ROD	41%	59%	46.2
ASD	42%	58%	46.3
LOD	42%	58%	46.9
ISD	52%	48%	50.1
LAD	51%	49%	50.5

The Information Services Division (ISD) accounts for more than 4 percent of the DMV workforce and has the highest percentage of the workforce over the age of 50, at 52.3 percent. This Division will therefore be a key target for the workforce initiatives around succession management planning and recruiting.

Management and supervisory employees account for nearly 15 percent of the DMV's workforce. Among critical classifications, Driver Safety Office has the highest percentage of employees over the age of 50, at 53.1 percent.

Position Type

Position Type	Yes	No	Average Age
Rank and File	36%	64%	44.8
Management & Supervisory	47%	53%	48.9
Analyst / Specialist	41%	59%	47

Critical Classifications

Classification	Yes	No	Average Age
Driver Safety Officer	53%	47%	49.6
Motor Vehicle Assistant	47%	53%	47.2
Manager III, DMV	47%	53%	49.3
Manager I, DMV	44%	57%	48.3
Senior Motor Vehicle Technician	42%	58%	47
Associate Governmental Program Analyst	36%	64%	45.7
Licensing Registration Examiner	34%	66%	45
Motor Vehicle Field Representative	34%	66%	44.2

■ Yes ■ No ● Average Age

Separation Trends and Forecast

The analysis team also forecasted separations and created estimates to aid in identifying divisions and branches at highest risk of operational disruptions due to staffing changes. Thirteen unique separation codes in the staffing data were mapped into categories, such as Retirements, Voluntary Separations, Involuntary Separations, Health/Family/Disability, Transfers, etc. Based on the methodology provided in the CalHR Workforce Data Analysis Methodology, current and future separation trends were calculated for each branch and included in the analysis.

These forecasts identify classifications and branches where the priority exists for succession planning. This information is a key factor in defining the succession plan and specific employee development initiatives.

DMV Separation Forecasts by Branch

This forecast includes the subset of branches that were a part of the staffing gap analysis, which is 90 percent of the total DMV staffing number.

A total of 2022 separations are forecasted between FY21-22 to FY23-24 across all DMV Branches included in the assessment. Field Office Operations (FOD - 8 regions) are expected to have the largest separations with 1,344 employees, followed by Customer Information Branch (CSD) with 121 employees, Driver Licensing Branch (LOD) with 78 employees, and the Driver Safety Branch within Legal Affairs with 77 employees.

Division	Branch	FY 21-22	FY 22-23	FY 23-24	Total
ASD	Administrative Support Branch	5	6	5	16
ASD	Business Management Branch	4	4	4	12
ASD	Facilities Operations Branch	4	5	5	14
ASD	Financial Services Branch	4	4	4	12
ASD	Human Resources Branch	6	6	6	18
ASD	Learning and Development Branch	3	3	3	9
CSD	Staff Services Branch	1	1	1	3
CSD	Customer Information Branch	41	39	41	121
DSD	Digital Information Branch	2	2	2	6
DSD	Information Services Branch	10	10	10	30
EXE	Audits Branch	2	2	2	6
INV	Administrative Services Branch	3	3	3	9
INV	Facility Operations Branch	16	16	17	49
INV	Special Operations Command Branch	4	4	4	12
ISD	Enterprise Applications Branch	11	11	12	34
LAD	Legal Affairs Division (Legal Office)	3	4	4	11
LOD	Diver Licensing Branch	25	26	27	78
LOD	Driver Safety Branch	26	26	25	77
LOD	Occupational Licensing Branch	10	11	11	32
LOD	Program & Policy Development Branch	4	4	5	13
LOD	Staff Services Branch	2	2	3	7
ROD	Registration Policy & Automation Branch	3	3	3	9
ROD	Registration Services Branch	22	23	23	68
ROD	Customer Service Program Support Branch	10	11	11	32
FOD	Field Office Operations	444	444	456	1344
TOTAL		**665**	**670**	**687**	**2022**

** The staffing number in the table above reflects the data provided for the staffing gap analysis, which included 90% of the workforce, and is not inclusive of all DMV headcount.

Retirement Eligibility

As part of the workforce analysis, a risk assessment was conducted utilizing the CalHR methodology. The assessment resulted in assigning each classification a level of risk - high, medium, or low. This data provides valuable insight into future workforce needs based on projected retirement eligibility, and allows the DMV to prepare the succession plan for these expected future separations.

Risk Assessment Findings (retirement eligibility only)

Out of approximately 9,464 DMV employees, 3,666 are aged 50 or older, making up 38.7 percent of the workforce. Furthermore, IT and the Senior Motor Vehicle Technician classifications were those most at risk due to the preponderance of retirement-eligible staff and the overall large numbers of staff in these classifications. The CalHR Risk Assessment Methodology and Flowchart, along with the completed assessment for all classifications, can be found in Appendices.

DMV Key Leadership Retirement Eligibility as of April 2022

Category	Percentage
At or Above Age Retirement Age (60+)	10%
At or Above Age Retirement Age or Within 5 Years (55+)	26%
Eligible for Retirement (50+)	43%
Eligible for Retirement or Within 5 Years (45+)	60%
Eligible for Retirement or Within 10 Years (40+)	76%
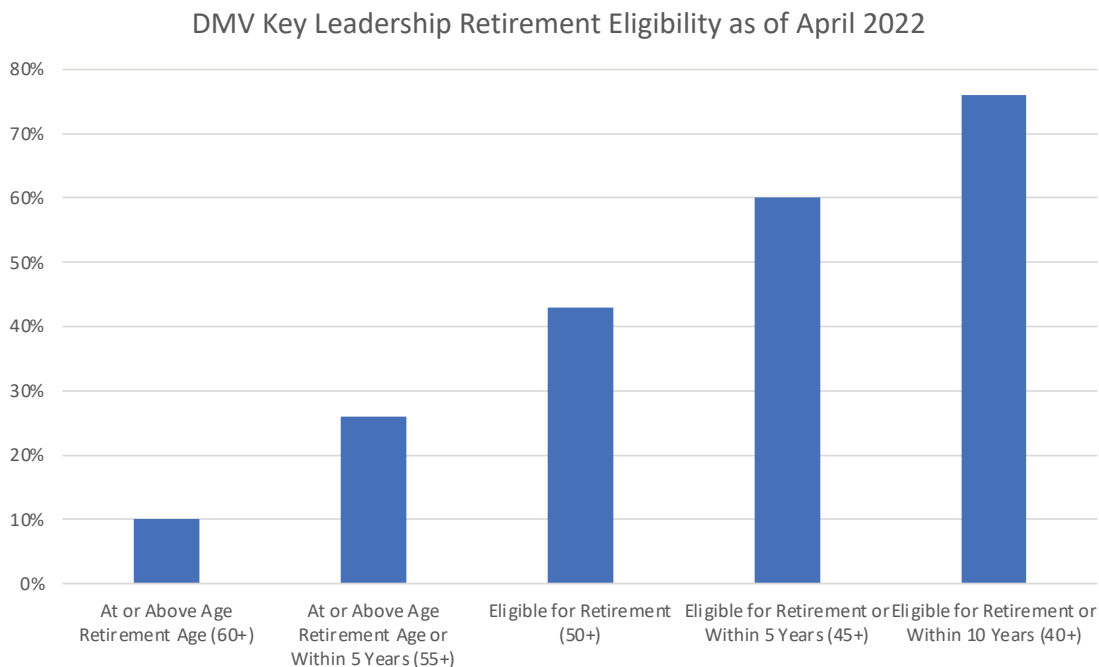
Competencies

The DMV is adopting the CalHR competency models for both Core and Leadership competencies.

Competencies are the knowledge, skills, and behaviors needed for individuals to succeed on the job. CalHR has developed statewide competencies for Agencies and Departments to align all human resources operations by describing the necessary capabilities required to optimize individual and organizational performance. These competencies support the State's efforts to attract, develop, and retain a highly talented workforce.

Competencies help employees to:

- Understand what is expected in their job
- Know what key behaviors to demonstrate
- Discuss strengths and development areas with their supervisor/manager
- Align training and development opportunities for current and future growth

Competencies Models

CORE COMPETENCIES
- Resilience
- Collaboration
- Communication
- Customer Engagement
- Digital Fluency
- Diversity & Inclusion
- Innovative Mindset
- Interpersonal skills

LEADER COMPETENCIES
- Resilience
- Business Acumen
- Inspirational Leadership
- Results-Driven
- Stewardship
- Talent Management
- Vision & Strategic Thinking
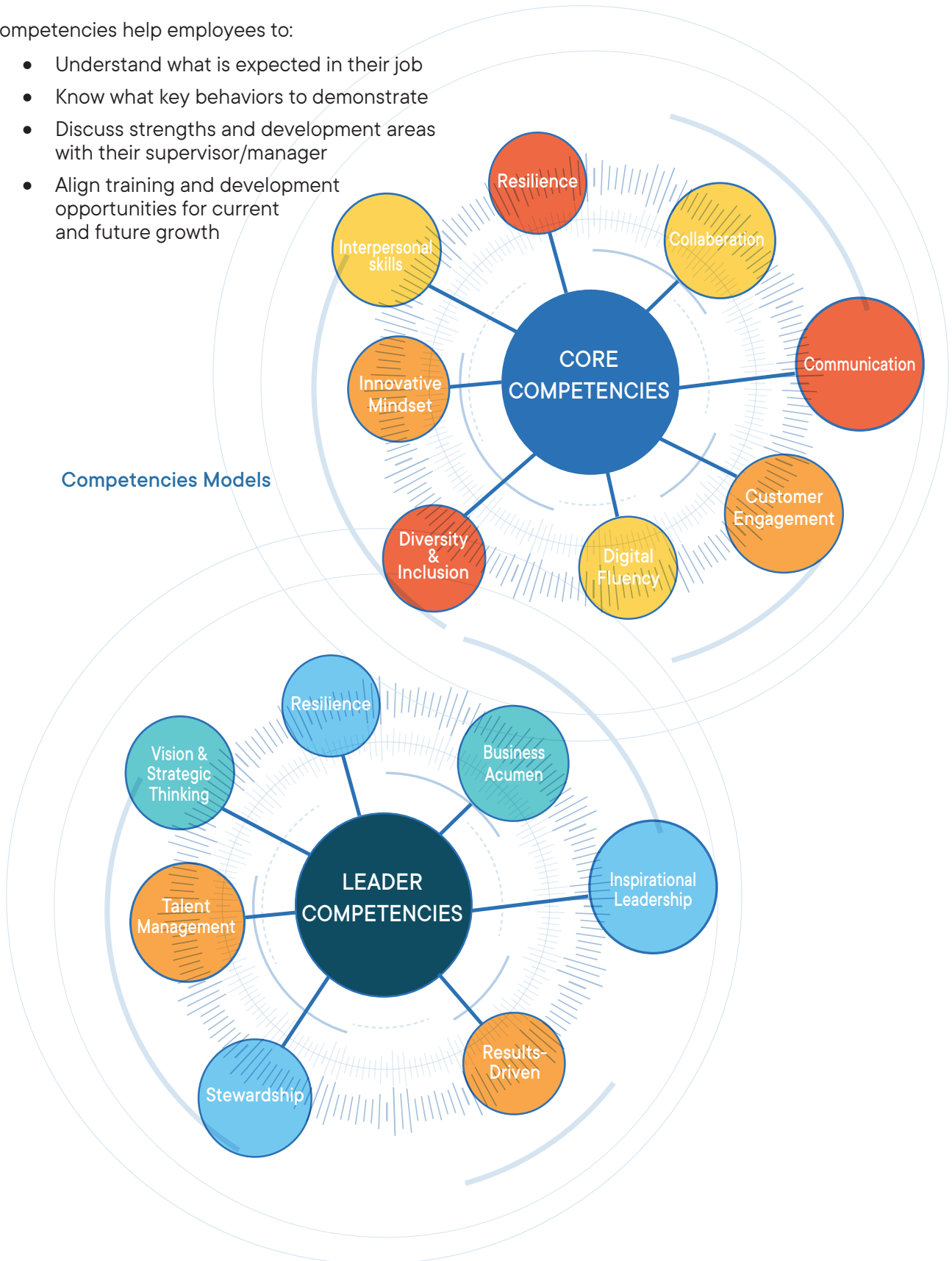
Key Positions

A key position describes a position that has decision-making authority and related responsibilities that significantly influence organizational policies, strategic goals, business operations, or mission-critical projects.

KEY POSITIONS - CLASSIFICATION TITLE
Assistant Chief/Program Manager
C.E.A.
Chief Deputy Director
Deputy Director
Director
Driver Safety Manager I
Information Technology Manager I
Labor Relations Manager II
Manager Series I-V
Research Data Supervisor II
Staff Services Management Auditor
Supervising Investigator I

Entrance, Stay, and Exit Survey Results

At this time, entrance surveys are not being conducted for newly hired team members. This process will be implemented as part of the employee onboarding program that is listed as a workforce initiative. The DMV implemented an Exit Survey process through a pilot program that began in late 2019. Due to the pandemic, that process was put on hold. The current process is being re-evaluated and will be relaunched by the end of 2022. This initiative is included in the action plan. Stay interviews are used to measure engagement across a small population, usually a specified department or classification. This process is not currently being conducted; however, this is an initiative planned for 2024.

Conducting these surveys will provide valuable information that can be used for recruitment, retention, and employee engagement purposes.

Workforce Gap Analysis

The DMV performed a workforce staffing gap analysis to accompany the work done around classifications. This effort had the following objectives:

- Estimate baseline current and future workforce staffing gaps
- Provide a basis for the Workforce and Succession Management Plan
- The baseline staffing gaps quantified here will be further evaluated considering broader contextual factors and initiatives, such as changes in technology, service delivery, process improvements, and potential future increases in productivity
- Combined with the competency gap analysis, this analysis will provide a basis for identifying risks and developing recommended workforce strategies and actions to address gaps as part of the DMV Workforce and Succession Management Plan

Methodology

To complete the staffing gap analysis, each non-operational division, in conjunction with the study team, developed a list of work products and services that are provided to its customers. Once the products had been documented, historic data was gathered on the amount of workload produced, backlogs, and average time spent to complete each product. The operational divisions used various data sources, including workload reports and official forecasts to identify staffing gaps. This data was analyzed to identify the largest and most pressing needs at the DMV. This analysis was also conducted alongside the identification of competencies and other skills necessary to complete each product. This provided the data necessary to evaluate impacts and risks associated with not staffing to adequate levels across the DMV.

The figure below shows the methods used to measure the staffing gap for each organizational unit across the DMV. These methods included evaluating the workload of each branch, measuring the estimated workload demand (using available data and applicable methods as shown in the figure below), gathering workload capacity by staffing levels, and comparing these data points to capture the estimated staffing gaps.
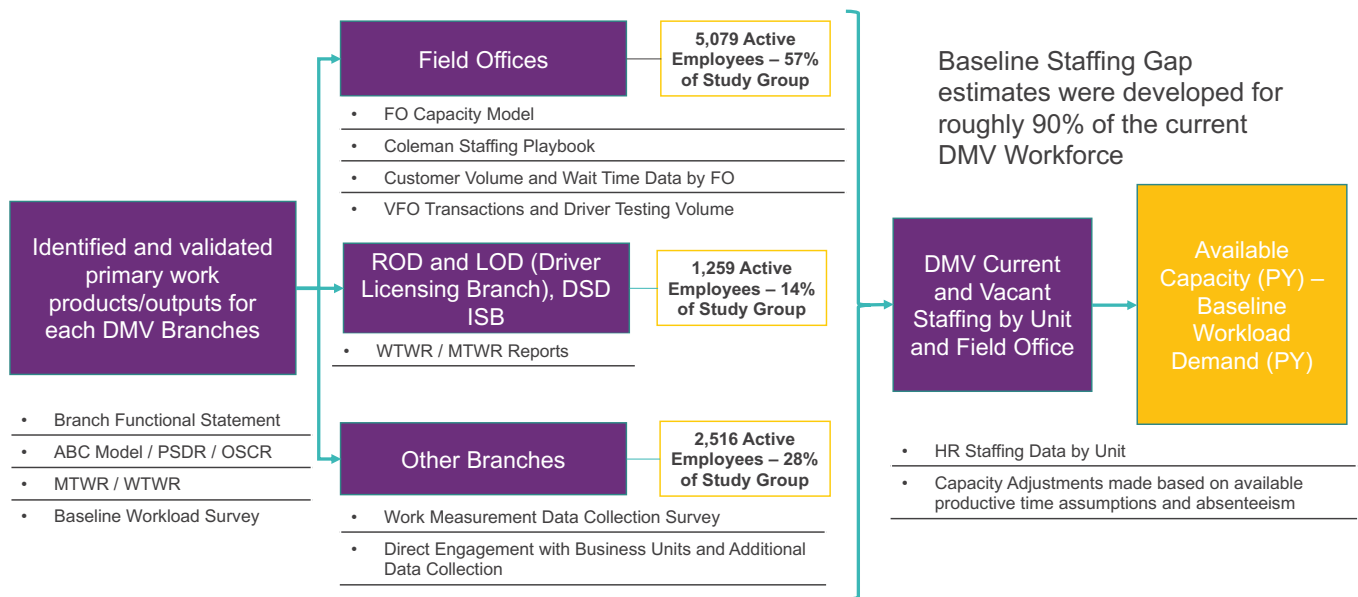
Collected/analyzed measures and factors:

- Current staffing numbers
- Vacancies
- Workload drivers
- Historic workload volumes
- Forecasted workload volumes
- Average time to complete unit of workload

Data Collection Methods:

- Facilitated working sessions with leadership
- Review of functional statements
- Activity Based Costing Model
- Time and Workload Reports
- Field Office Capacity Model
- Coleman staffing playbook
- Customer volumes and wait time data by FO
- VFO Transactions
- Work Measurement Data Collection Survey
- HR Staffing Data

Key Findings from Workforce Staffing Gap Analysis

- Among the 25 DMV branches included in the Staffing Gap Analysis (i.e., approximately 90 percent of total DMV staffing), the **total baseline Workload Demand was estimated at 9,223 PY** (Personnel Years)

- When compared to the analyzed DMV branches' total staffing, **the estimated gap between baseline workload demand and current staffing is 369 PY or -4.0 percent**

- The branches with the **highest estimated gaps (shortfall)** between workload demand and current staffing were:

  - *ASD Human Resources Branch (-36 percent)*
  - *ASD Learning and Development Branch (-32.9 percent)*
  - *ISD Enterprise Applications Branch (-32.2 percent)*
  - *LOD Program and Policy Development Branch (-31.9 percent)*
  - *ASD Financial Services Branch (-20.6 percent)*

- When comparing total workload demand by **authorized staffing levels (active + vacancies)**, there is no longer a gap in staffing with respect to workload, but rather an **excess of staffing of roughly 11.1 percent across all DMV Branches**

- DMV Branches estimated to maintain **notable negative staffing gaps with respect to workload, even after considering authorized staffing levels** are ASD Human Resources Branch (-23.9 percent) and ISD Enterprise Applications Branch (-20.6 percent)

- In terms of future workload and staffing gaps, a **significant increase is projected in workload demand and staffing gaps in FY21-22**, as compared to the previous fiscal year – **followed by a gradual decrease in overall demand beginning in FY22-23**

- The projected increase in workload demand in FY21-22 is largely driven by increases in demand for the **Customer Information Branch (CSD) and Field Office Operations (FOD) – driven largely by expected increases in customer volume at field offices and Customer Contact Centers**

- Special projects and legislation may unexpectedly increase demand for services as well

- Workload forecasts were made based on available data for 15 branches that represent roughly 84 percent of total DMV staffing. Based on this sample, **the overall staffing gap with respect to workload demand is expected to be -12.9 percent in FY21-22, and -11.3 percent in FY22-23**

The divisions that were identified as having the largest staffing and competency gaps were Operations, Policy, and Administrative Services. As the workforce plan and succession plans are implemented, it will be important to keep these divisions as a higher priority to ensure that the appropriate level of focus exists for improvement and closure of these gaps.

Workforce Gaps and Risks

Recruitment

Complexity in the Hiring Process

The State civil service hiring process is complex, with multiple check points built into the system. It is often difficult for both internal and external candidates to understand the entire hiring process and best practices for navigating through the system without guidance. Non-civil service employees find it difficult to understand which classifications they qualify for, especially those that are DMV-specific. This supports possible efforts to consolidate and rationalize classifications.

Length of Time to Recruit and Hire Candidates

The process of recruiting and hiring candidates in State civil service is time intensive, which sometimes results in long periods of vacancy when incumbents leave a position. It takes approximately six months for a new employee to be fully onboarded, adding to the length of time for positions to be backfilled. As key leadership and critical positions become vacant, a lengthy recruitment process has created hardships for units and divisions. As the DMV's workforce ages and more retirements are expected, it will be crucial to fill key vacancies expeditiously to ensure continuity and reduce disruption in services.

Retention

To identify retention gaps, the DMV must understand why people leave the department. The department will aim to improve the capture of employee exit data and determine why employees choose to separate from State service or transfer to another department.

Based on the 2019 employee engagement survey, the following areas were identified as opportunities that could result in disengaged employees:

- Among the eight organizational cultural questions included in the survey, the highest-influence and lowest-scoring questions were, "I feel valued as an employee," "I feel encouraged to come up with new and better ways of doing things," and "I am treated fairly at work." These culture questions represent areas that the will seek to improve.

- Among the seven workplace factors included in the survey, "Leadership and Managing Change" had the highest influence and lowest score, followed by "Training and Development." These workplace factors represent the areas where the DMV can benefit most from improvement.

Personal & Professional Development

The DMV's professional development gaps and risks relate to the need for developing the competencies of the department's workforce. The lack of a comprehensive and structured program for the development and assessment of competencies means that the DMV is not able to accurately evaluate the ability of its workforce, including both team members and team leadership. Any competency gaps that exist must be addressed through training. DMV University is an efficient vehicle for delivering required training, but special care will be taken to ensure that the training offered is designed to address competency gaps and meets the quality, quantity, availability, and accessibility needed by the workforce.

Although career development courses exist, there are additional career development programs in various divisions throughout the organization which are not offered department-wide and therefore, do not benefit all team members and leadership. Additionally, these independent programs create inconsistencies and do not optimize resources. It is imperative that the DMV continues to further develop DMV University to provide a consistent method of delivering, tracking, and assessing professional development trainings. This will help the DMV to grow these programs through continuous evaluation and improvement, and to become an employer of choice by offering consistent, high quality, and widely available developmental opportunities.

With the modernization efforts that are underway in automation and future technology advances at the DMV, gaps still exist within the current workforce from a digital aptitude perspective. Providing the appropriate training and upskilling efforts will be crucial to ensure team members are prepared for the changes these modernizations efforts will bring to their day-to-day tasks.

Knowledge Transfer

Insufficient knowledge transfer is an enterprise challenge that threatens operational continuity. This is the result of many issues that include information silos, a lack of standardized procedures, and inefficient knowledge sharing practices. Without a way of capturing existing knowledge, there is a risk to the enterprise as team members retire and/or separate from the DMV. Of special note is the risk of knowledge loss caused by retiring/separating team members in key positions of leadership or subject matter expertise. Extra effort will be made through the workforce and succession planning process to ensure the DMV has ways to capture, retain, and access this wealth of knowledge to ensure continuity of operations.

Succession Management

The succession plan will exist as a separate document from the workforce plan. Effective succession planning will enable the DMV to assess and develop team members with the potential to take on future roles of responsibility to build talent from within the organization, thereby ensuring workforce and leadership continuity.

The State Leadership Accountability Act (SLAA) identified succession planning as one of California's leading workforce challenges. The succession plan will address this challenge by identifying the DMV's Key Leadership Pipeline and building the workforce's strength by providing team members with opportunities to participate in competency-based professional development. This will increase the workforce's strength and provide a career path to key positions of responsibility, safeguarding readiness for leadership succession by increasing the DMV's talent pool of potential candidates.

Workforce Planning Initiatives

Based on the results from the Workforce Gap Analysis section and subsequent risks identified through the completed environmental scans, the following workforce planning initiatives will need to be implemented or improved upon to meet current and future workforce needs.

Recruitment Initiatives

- Improve recruitment process and reduce time to hire
- Establish targeted recruitment strategies for hard-to-fill positions
- Establish relationships with local universities
- Build partnerships with professional career organizations
- Develop training for managers on recruitment – focus on interviewing and selection
- Establish DE&I Program

Retention Initiatives

- Explore flexible schedules/tele-commuting based on the 2022 State Telework Policy and implement a consistent employee onboarding program, including a new manager onboarding for external hires and/or internal promotions
- Revamp the exit interview program
- Implement a stay interview program
- Develop a workforce retention program to provide supervisors/managers with tools and strategies to assist in staff retention

Employee Development initiatives

- Launch the CalHR competency model across the department
- Align training plans based on identified competency gaps found during the competency gap analysis
- Implement Personal Growth Plans
- Align existing career development opportunities with succession initiatives – via the HRB career center
- Implement job rotation program
- Retain and enhance mentoring and coaching program
- Develop career ladders that show horizontal and vertical career paths

Knowledge Transfer Initiatives

- Develop knowledge management practices to identify, capture, and leverage institutional knowledge
- Increase documentation of business processes
- Develop cross-training opportunities

Succession Management Initiatives

The succession plan is a separate document from the workforce plan and the initiatives and program information are referenced within that plan.

Conclusion

The purpose of the workforce plan is to support and align with the DMV's strategic plan by providing information and initiatives, which will enable the workforce to align with the organization's mission and vision, meet strategic goals, and provide superior customer service to internal and external customers. The DMV provides essential services to California and, as such, requires specialized knowledge and skills to successfully operate.

As the enterprise streamlines its processes and moves toward more digital platforms, the workforce will need additional competencies to provide seamless, exceptional service to DMV customers. The increasing trend towards automation is likely to require staff to have additional digital fluency, data analytics, and innovation skills over the next three to five years.

The proposed initiatives in this plan are designed to address concerns raised in the 2019 Employee Engagement Survey, along with opportunities and risks identified through the workforce and competency gap analysis. Implementing the initiatives in this plan will better ensure the organization is able to recruit, develop, engage, and retain team members who possess the competencies necessary to successfully perform their roles now and in the future.

Appendices

The following appendices are referenced earlier in the workforce plan:

- **Appendix A:** Separation Trend and Forecast
- **Appendix B:** Separation Snapshot
- **Appendix C:** Risk Assessment
- **Appendix D:** Action Plan
- **Appendix E:** Communication Plan
- **Appendix F:** Organizational Chart

Appendix A: Separation Trends and Forecast.

The Trend Analysis (TA) value is used to identify classifications which, on average, experience a relatively greater impact due to separations in general. A relatively high TA is a signal that a high number of separations can be expected from the classification.

Classification Title	Retirement	Transfer	Voluntary Separations	Potential Impact	Actual Impact	Trend Analysis
Deputy Director	0%	0%	0%	100%	0%	25%
Senior Management Auditor	0%	0%	0%	100%	0%	13%
Information Technology Manager I	0%	0%	0%	59%	0%	11%
Supervising Investigator II	9%	0%	0%	45%	9%	11%
Manager V, DMV	12%	0%	0%	55%	12%	11%
Special Investigator Assistant	0%	0%	11%	0%	11%	11%
Deputy Chief INV & E	0%	0%	0%	100%	0%	10%
Assistant Chief/Program Manager	11%	0%	0%	58%	11%	10%
Information Technology Supervisor I	0%	0%	0%	40%	0%	8%
Staff Counsel	0%	0%	14%	43%	14%	7%
Motor Vehicle Representative	1%	0%	6%	35%	7%	7%
C.E.A.	3%	0%	0%	49%	3%	7%
Driver Safety Manager II	7%	0%	0%	60%	7%	7%
Associate Construction Analyst	0%	0%	0%	50%	0%	6%
Manager IV, DMV	4%	0%	0%	49%	4%	6%
Manager II, DMV	3%	0%	0%	43%	3%	5%
Supervising Investigator I	4%	0%	0%	36%	4%	5%
Senior Personnel Specialist	0%	0%	0%	40%	0%	5%
Investigator	2%	0%	1%	30%	3%	4%
Manager I, DMV	4%	0%	1%	41%	4%	4%
Manager III, DMV	2%	0%	0%	45%	2%	4%
Information Technology Specialist III	0%	0%	0%	18%	0%	0%
Research Data Supervisor II	0%	0%	0%	0%	0%	0%
Digital C Specialist II	0%	0%	0%	100%	0%	0%
Supervising Inspector	0%	0%	0%	83%	0%	0%
Chief Engineer II	0%	0%	0%	100%	0%	0%
Information Technology Manager II	0%	0%	0%	57%	0%	0%
Graphic Designer III	0%	0%	0%	75%	0%	0%
Associate Architect	0%	0%	0%	100%	0%	0%
Research Data Analyst II	0%	0%	0%	50%	0%	0%
Assistant Chief Counsel	0%	0%	0%	50%	0%	0%
Labor Relations Manager II	0%	0%	0%	0%	0%	0%

(Separation data as of 11/2021)

Table 1.1: Retirement Eligibility

Class #	Classification	Count	≥50	% above 50	Retirement Risk
1103	Office Servs Man I	3	1	33%	Medium
1107	Off Occupation Clk	1	1	100%	High
1897	Motor Vehicle Field Representative	4876	1715	35%	Medium
1404	Information Technology Supervisior II	25	16	64%	High
1139	Office Technician (Typing)	97	30	31%	Medium
1141	Office Assitant (General)	3	1	33%	Medium
5157	Staff Services Analyst (General)	106	22	21%	Low
1150	Office Services Supervisor II	3	3	100%	High
1151	Office Services Supervisor III	2	2	100%	High
1176	Secretary	1	0	0%	Low
1181	Word Proc Tech	1	1	100%	High
1282	Legal Secretary	4	3	75%	High
1291	Asst Dep Dir Comm	1	1	100%	High
1303	Personnel Specialist	35	9	26%	Low
1304	Personnel Supervisor I	6	2	33%	Medium
1317	Senior Personnel Specialist	5	2	40%	High
4800	Staff Services Manager I	65	21	32%	Medium
1379	Office Asstistant (Typing)	23	5	22%	Low
5758	Res Data Speclt II	5	3	60%	High
8737	Control Cashier Ii (MVS)	60	39	65%	High
8539	Supervising Invesigator I	28	10	36%	Medium
1400	Information Technology Technician Ranges A,B, And C	7	3	43%	High
1405	Information Technology Manager I	22	13	59%	High
8734	Manager III, Dmv	242	108	45%	High
2011	Custodn I	17	13	76%	High
1401	Information Technology Associate Ranges A,B, C And D	115	41	36%	Medium
1402	Information Technology Specialist I Ranges A,B, And C	208	106	51%	High
1403	Information Technology Supervisor I	10	4	40%	High
1406	Information Technology Manger II	6	4	67%	High
1412	Digitl Prnt Op II	2	1	50%	High
1414	Information Technology Specialist II	69	40	58%	High
1415	Information Technology Specialist III	11	2	18%	Low
1419	Key Data Operator	55	30	55%	High
1420	Key Data Supervisor I	2	2	100%	High
1435	Key Data Supervisor III	1	1	100%	High
1441	Office Assistant (Gen)	51	21	41%	High
1459	Mailing Mach Sup I	5	3	60%	High
1471	As Info Sys An/Sup	1	1	100%	High
1500	Warehouse Mangr II	1	1	100%	High

Class #	Classification	Count	≥50	% above 50	Retirement Risk
1503	Mat & Stors Sup	2	1	50%	High
5737	Res Data Sup II	2	0	0%	Low
1515	Pr Trd Sup I/Gen	1	1	100%	High
8728	Driver Safety Manager I	36	17	47%	High
1516	Pr Trd Sup Ii/Gen	1	1	100%	High
1728	Executive Assistant	7	5	71%	High
1779	Mail Mach Op I	2	0	0%	Low
1844	Service Assistant (Dmv Ops)	2	0	0%	Low
1890	Senior Motor Vehicle Technician	496	220	44%	High
8736	Control Cashier I (Mvs)	72	29	40%	High
1780	Mail Mach Op II	28	21	75%	High
5304	Aso Adm Anly Ac Sy	12	2	17%	Low
8611	Sp Invstgr Asst	9	0	0%	Low
5571	Television Speclst	2	1	50%	High
1898	Motor Vehicle Assistant	146	70	48%	High
2886	Graphic D III	3	2	67%	High
3064	Chf Dig Trans Off	1	0	0%	Low
3640	Aso Telecommun Eng	1	0	0%	Low
4106	Aso Constrct Anlyt	8	4	50%	High
4707	Buisness Service Assistant	5	3	60%	High
4126	Departmental Construction And Maintenance Supervisor (SO9)	1	1	100%	High
4159	Associate Management Auditor	24	7	29%	Low
4160	Staff Management Auditor	7	0	0%	Low
4161	Senior Management Auditor	2	2	100%	High
4163	Supervising Management Auditor	2	2	100%	High
4179	Accountant Trainee	10	0	0%	Low
4545	Accounting Administrator III	2	2	100%	High
6220	Warehouse Worker	14	6	43%	High
4546	Accounting Officer (Spec)	12	4	33%	Medium
4169	Rec C&Mtn Sup/DMV	6	3	50%	High
5306	Assistant Administrative Analyst -Accounting Systems- (RO1)	3	1	33%	Medium
4549	Accounting Administrator I(Sup)	7	3	43%	High
4567	Senior Accounting Officer(Spec)	10	4	40%	High
4569	Senior Accounting Officer(Sup)	1	0	0%	Low
4588	As Acct Anlyst	11	6	55%	High
4621	Assistant Chief/Program Manager	56	31	55%	High
4687	Lmtd Ex&A P C/I C	1	0	0%	Low
4715	Associate Space PL	3	1	33%	Medium
4742	Associate Buisness Management	4	2	50%	High
4771	Space Planner	2	1	50%	High
4801	Staff Services Manager II	30	16	53%	High
4802	Staff Services Manager III	4	4	100%	High

Class #	Classification	Count	≥50	% above 50	Retirement Risk
4969	Staff Services Manager II (Managerial) (M01)	2	1	50%	High
5142	Associate Personnel Analyst	11	6	55%	High
5160	Personnel Technician	2	1	50%	High
5194	Training Officer II	3	1	33%	Medium
5197	Training Officer I	7	4	57%	High
5278	Management Services Technician	28	14	50%	High
5302	Sr Adm Anlyst Ac S	2	2	100%	High
5303	Staff Adm Anl Ac S	1	0	0%	Low
5361	Adminstrative Assitant I	1	1	100%	High
5393	Associate Governmental Program Analyst	185	67	36%	Medium
5595	Informatn Offcr II	2	1	50%	High
5694	Dir Tv&Cm C/Sup	1	1	100%	High
5731	Res Data Anly II	1	1	100%	High
1741	Acounting Technician	2	2	100%	High
5740	Res Data Manager	1	0	0%	Low
5742	Res Data Speclst I	6	1	17%	Low
5778	Staff Counsel	4	1	25%	Low
5780	Attorney IV	5	4	80%	High
5795	Staff Supervisor (Spec)	12	5	42%	High
1506	Mat & Stores Sp	3	3	100%	High
5871	Assistant Chief Counsel (M02)	2	1	50%	High
6126	Admin Law Judge II	1	1	100%	High
6318	Dep Dir & Chf Csl	1	1	100%	High
6334	Asst Chief Dep Dir	1	1	100%	High
6335	Deputy Director	1	1	100%	High
6381	Truck Driver	2	2	100%	High
1247	Executive Secretary I	6	2	33%	Medium
6695	Chief Engineer II (S13)	1	1	100%	High
6698	Chief Engineer I	1	1	100%	High
6712	Stat Eng	2	0	0%	Low
7222	As Prnt Pl Sup	1	0	0%	Low
7258	Digtl C Sp III	3	3	100%	High
1733	Account Clerk II	1	1	100%	High
5601	Inf Of I/Sp	2	0	0%	Low
7322	Wbfd Of Prs O I	1	1	100%	High
7327	Shtfd Of Prs O III	2	1	50%	High
7331	Wbfd Of Prs O II	2	1	50%	High
7399	Bookbinder IV	1	0	0%	Low
7401	Bookbinder III	3	1	33%	Medium
4542	Accounting Administrator II	2	0	0%	Low
7500	C.E.A.	39	19	49%	High
8483	Dep Ch Inv & E	5	5	100%	High
8540	Supervising Invesigator II	11	5	45%	High
8610	Investigator	162	43	27%	Low

Class #	Classification	Count	≥50	% above 50	Retirement Risk
8720	Chief Dep Dir/DMV	1	1	100%	High
8722	Driver Safety Manager III	1	0	0%	Low
8723	Driver Safety Manager II	15	9	60%	High
8727	Driver Safety Officer	123	65	53%	High
8730	Manager V, DMV	51	28	55%	High
8731	Manager IV, DMV	80	39	49%	High
8738	Control Cashier I (VR)	18	12	67%	High
8739	Control Cashier II (VR)	16	8	50%	High
5841	Staff Services Management Auditor	2	0	0%	Low
8740	Manager II, DMV	121	52	43%	High
8746	Manager I, DMV	623	256	41%	High
8758	Liscensing Registration Examiner	604	207	34%	Medium
8811	Supvng Insp	6	5	83%	High
8829	Inspector/DMV	43	20	47%	High
9115	Deputy Director	1	1	100%	High
9147	Deputy Director	1	1	100%	High
9535	Lbr Rel Sp	2	1	50%	High
9539	Lab Rel Mgr II	1	0	0%	Low

Appendix C: Classification Risk Assessment Methodology

Table 1.2: Classifications and Counts within Analyzed Branches

Separation Trend and Forecast
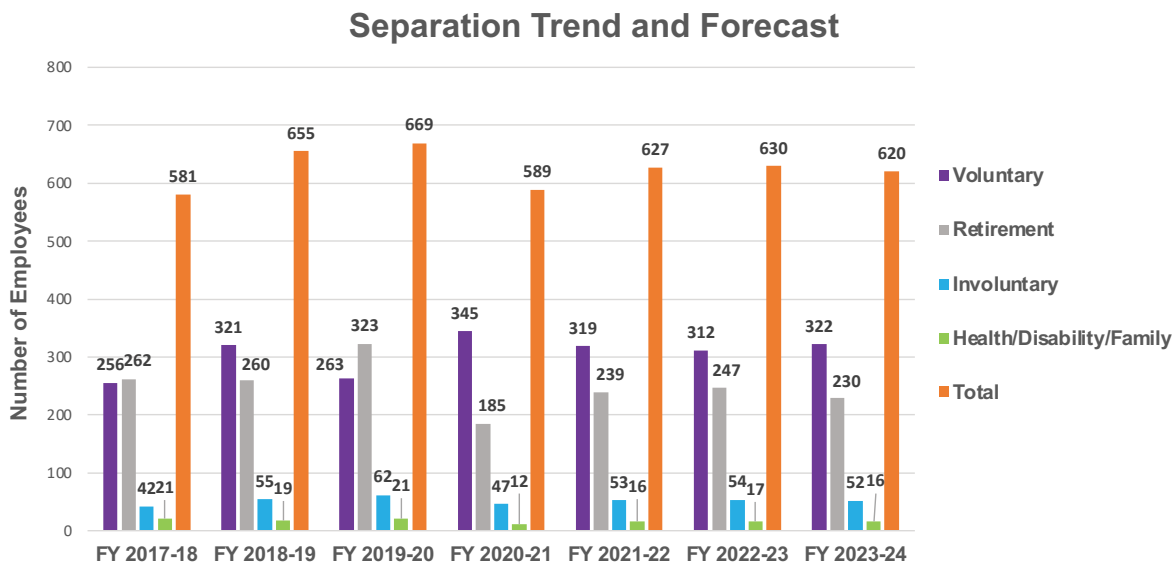
Key Leadership

The Classification Risk Assessment methodology was provided by CalHR and is shown in the flowchart here. There was an adjustment in how this data was reviewed - The separations percentage was shifted 5 % higher for each risk level.

The date reviewed as part of this assessment was:

- Total employee count
- Age of every employee
- Length of State service of every employee
- Average age of retirement
- Average years of state service at retirement
- Vacancy rate
- Voluntary separation rate

- Current recruitment efforts
- Whether the classification is considered critical to achieving the mission of division(s) in the organization
- Whether the classification is a leadership position and/ or a classification in a leadership career path
- Current efforts or activities to capture and share employee knowledge

Start

| Are 30% or more 50 or older? | **YES** → | Are 40% or more 50 or older? | **YES** → | Are 50% or more 50 or older? |

NO ↓   **NO** ↓ / NO →   **NO** / **YES** ↓

| Are 30% or more within 5 years of average retirement age or average years of service at retirement? | **YES** → | Are 40% or more within 5 years of average retirement age or average years of service atretirement? | **YES** → | Are 50% or more within 5 years of average retirement age or average years of service at retirement? |

NO ↓   **NO** ↓ / NO →   **NO** / **YES** ↓

| Did 10% or more voluntarily separate last year? | **YES** → | Did 15% or more voluntarily separate last year? | **YES** → | Did 20% or more voluntarily separate last year? |

NO ↓   **NO** →   **NO** / **YES** ↓

| Does the classification contain mission critical positions such as leadership, highly technical, operational, etc.? | **YES** → | Does the classification have vacancies? | **NO** → | Are there existing strategies to capture and share knowledge of the positions within the classification? |

NO ↓   **YES** ↓   **YES** / **NO** ↓

Is the organization currently recruiting for the vacancies, or plan to in next 2 months?

YES ↓

| **LOW RISK** | **MEDIUM RISK** | **HIGH RISK** |

Class Code	Class Title	Counts
5871	Assistant Chief Counsel	2
1291	Assistant Deputy Director of Communications (Exempt)	1
4621	Assistant Division Chief/Program Manager, Department of Motor Vehicles	56
7500	Career Executive Assignment	39
8483	Deputy Chief, Investigations and Enforcement, Department of Consumer Affairs	5
6318	Deputy Director and Chief Counsel (Exempt)	1
9147	Deputy Director of Communications (Exempt)	1
6335	Deputy Director of Legislation (Exempt)	1
5740	Research Data Manager	1
4969	Staff Services Manager II (Managerial)	2

Upper Managers

Class Code	Class Title	Counts
4545	Accounting Administrator III	2
4621	Assistant Division Chief/Program Manager, Department of Motor Vehicles	56
4126	Departmental Construction and Maintenance Supervisor	1
8722	Driver Safety Manager III	1
1405	Information Technology Manager I	22
1406	Information Technology Manager II	6
9539	Labor Relations Manager II	1
8730	Manager V, Department of Motor Vehicles	51
4802	Staff Services Manager III	4
4163	Supervising Management Auditor	2

Middle Managers

Class Code	Class Title	Counts
4542	Accounting Administrator II	2
8723	Driver Safety Manager II	15
1404	Information Technology Supervisor II	25
8734	Manager III, Department of Motor Vehicles	242
8731	Manager IV, Department of Motor Vehicles	80
5737	Research Data Supervisor II	2
5302	Senior Administrative Analyst (Accounting Systems)	2
4161	Senior Management Auditor	2
4800	Staff Services Manager I	65
4801	Staff Services Manager II (Supervisory)	30
8540	Supervising Investigator II, Department of Motor Vehicles	11

Supervisors

Class Code	Class Title	Counts
4549	Accounting Administrator I (Supervisor)	7
1471	Associate Information Systems Analyst (Supervisor)	1
7222	Associate Printing Plant Superintendent	1
6695	Chief Engineer II	1
5694	Director, Television Communications Center (Supervisor)	1
8728	Driver Safety Manager I	36
5595	Information Officer II	2
1403	Information Technology Supervisor I	10
8746	Manager I, Department of Motor Vehicles	623
8740	Manager II, Department of Motor Vehicles	121
4569	Senior Accounting Officer (Supervisor)	1
5303	Staff Administrative Analyst (Accounting Systems)	1
4160	Staff Management Auditor	7
8811	Supervising Inspector, Department of Motor Vehicles	6
8539	Supervising Investigator I, Department of Motor Vehicles	28
5194	Training Officer II	3

Bridging

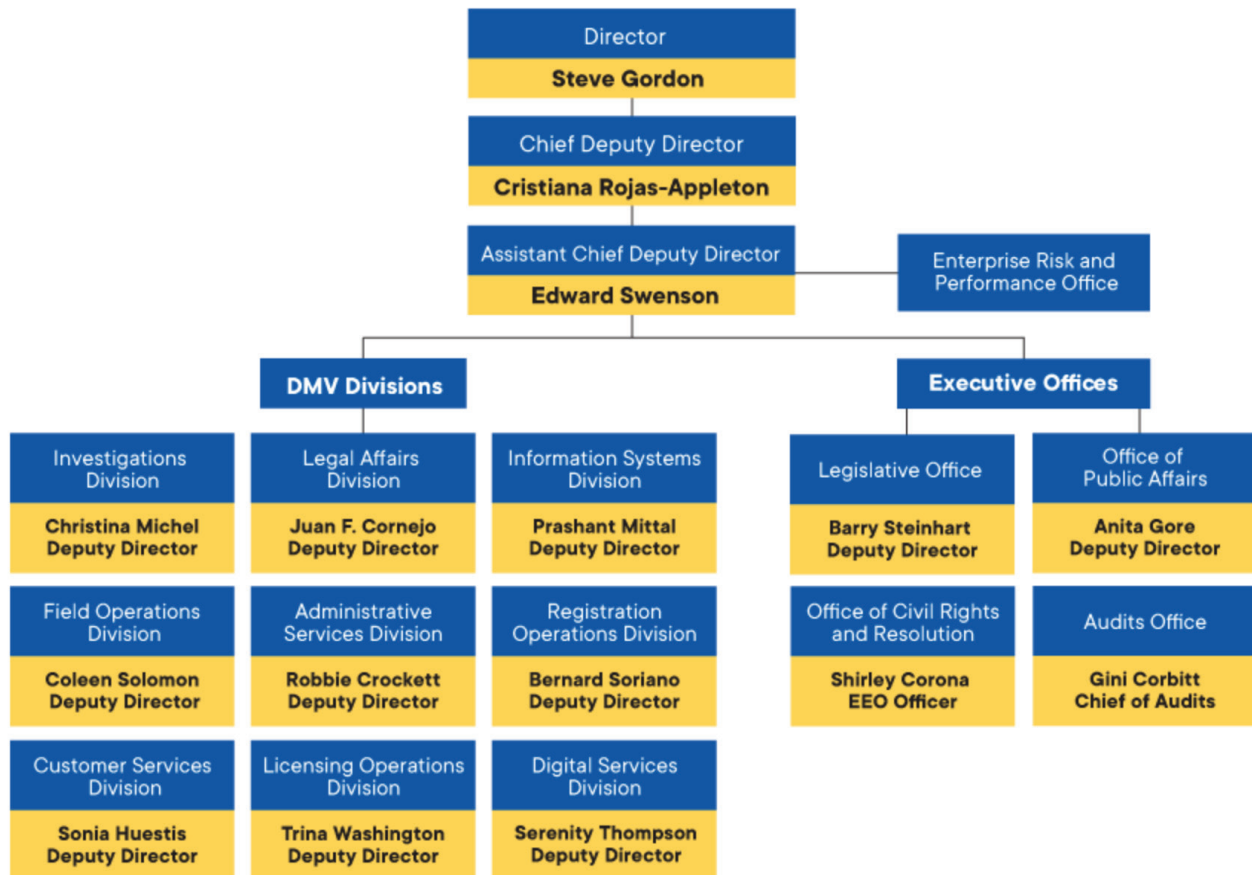| Class Code	Class Title	Counts
4588	Associate Accounting Analyst	11
5304	Associate Administrative Analyst (Accounting Systems)	12
4742	Associate Business Management Analyst	4
4106	Associate Construction Analyst	8
5393	Associate Governmental Program Analyst	185
4159	Associate Management Auditor	24
5142	Associate Personnel Analyst	11
4715	Associate Space Planner	3
3640	Associate Telecommunications Engineer	1
5795	Attorney III	12
5780	Attorney IV	5
6698	Chief Engineer I	1
8737	Control Cashier II (Motor Vehicle Services), Department of Motor Vehicles	60
8739	Control Cashier II (Vehicle Registration), Department of Motor Vehicles	16
8727	Driver Safety Hearing Officer	123
8728	Driver Safety Manager I (E48)	36
5601	Information Officer I (Specialist)	2
5595	Information Officer II (E48)	2
1401	Information Technology Associate	115
1402	Information Technology Specialist I	208
1414	Information Technology Specialist II	69
1415	Information Technology Specialist III	11
8829	Inspector, Department of Motor Vehicles	43
8610	Investigator	162
9535	Labor Relations Specialist	2
8758	Licensing-Registration Examiner, Department of Motor Vehicles	604
8734	Manager III, Department of Motor Vehicles (E48)	242
8731	Manager IV, Department of Motor Vehicles (E48)	80
4169	Regional Construction and Maintenance Superintendent, Department of Motor Vehicles (E48)	6
5731	Research Data Analyst II	1
5742	Research Data Specialist I	6
5758	Research Data Specialist II	5
4567	Senior Accounting Officer (Specialist)	10
1890	Senior Motor Vehicle Technician	496
5197	Training Officer I	7

Appendix D: Action Plan

Initiative	Gap	Responsible Person(s)	Performance Indicators	Due Date	Strategic Alignment
One to Two Year Initiatives					
Targeted Recruitment Strategies	Recruitment	HRB	# of hard-to-fill positions, time to fill, turnover	2022	Workforce
Telework Program	Recruitment/ Retention	ASD	TBD	2022	Workforce, Operational Efficiency
Exit Interview Process Revamp	Retention	HRB	# of surveys completed vs target	2022	Workforce
Launch new Competency Model department-wide	Retention/Employee Development	LDB	Track completion in LMS – all employees acknowledge	2022	Workforce
Career Center (Resume and cover letter review, mock interviews, etc.)	Recruitment/ Retention/Employee Development	HRB	Track participants success getting interviews, second interviews, and promotions	2023	Workforce
Manager Training – Recruitment focused	Recruitment/ Retention/Employee Development	LDB/HRB	# of completions in LMS – employee engagement scores	2023	Workforce
Vendor Relations – internships & professional organizations	Recruitment	HRB	TBD	2023	Workforce
Align Training Opportunities to Gaps	Retention/Employee Development	LDB	Track completion of assigned courses	2023	Workforce
Personal Growth Plan	Recruitment/ Retention/Employee Development	HRB	Track completed plans in place vs target	2023	Workforce
Develop Knowledge Management Practices	Retention/Employee Development/ Knowledge Transfer	HRB/ISD	Track # of classifications/ branches with process in place	2023	Workforce, Operational Efficiency, Technology & Data
Diversity, Equity, & Inclusion Program	Recruitment/ Retention	EXE/LDB	TBD	2023	Workforce
Stay Interview Program	Recruitment/ Retention	HRB	# of surveys completed vs target	2024	Workforce
Employee Onboarding Program	Recruitment/ Retention	LDB/HRB/ EXE	Track completion % of new hires	2024	Workforce, Technology & Data
Job Rotation Program	Recruitment/ Retention/Employee Development/ Knowledge Transfer	HRB	Track # of participants vs target	2024	Workforce, Operational Efficiency, Customer

Initiative	Gap	Responsible Person(s)	Performance Indicators	Due Date	Strategic Alignment
Three to Five Year Initiatives					
Workforce Retention Program for Managers	Retention/Employee Development	HRB	TBD	2026	Workforce
Cross Training Program	Recruitment/ Retention/Employee Development/ Knowledge Transfer	HRB/EXE	TBD	2025	Workforce, Operational Efficiency, Customer
Mentoring & Coaching Program	Recruitment/ Retention/Employee Development	LDB	Track # of participants vs target	2026	Workforce

Appendix E: Communication Plan

Audience and Purpose	Who	Strategy	Target Date(s)	Additional Training Required
HRB Team – discuss their role in the workforce plan and how they can support other employees	Chief Deputy Director/ Administrative Services Deputy Director/HRB Chief	Meeting followed by Email		No
Deputy Directors – Knowledge sharing, set expectations	Executives	Meeting followed by Email		No
Branch Chiefs – Knowledge sharing, set expectations, discuss communication plan for their branches	Deputy Directors	Meeting followed by Email		No
Managers – Knowledge sharing, set expectations, discuss communication plan for their teams/departments	Branch Chiefs	Meeting followed by Email		No
Rank and File – Discuss CalHR initiative – talk about engagement results and how this plan will help achieve organizational goals	Managers	Meeting followed by Email (where appropriate)		Yes
All Employees – Message from leadership	Executives	Virtual Town Hall – video messaging from Steve/Cris		No

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Appendix F: Organizational Chart

Director
Steve Gordon

Chief Deputy Director
Cristiana Rojas-Appleton

Assistant Chief Deputy Director
Edward Swenson

Enterprise Risk and Performance Office

DMV Divisions

Investigations Division	Legal Affairs Division	Information Systems Division
Christina Michel Deputy Director	Juan F. Cornejo Deputy Director	Prashant Mittal Deputy Director
Field Operations Division	Administrative Services Division	Registration Operations Division
Coleen Solomon Deputy Director	Robbie Crockett Deputy Director	Bernard Soriano Deputy Director
Customer Services Division	Licensing Operations Division	Digital Services Division
Sonia Huestis Deputy Director	Trina Washington Deputy Director	Serenity Thompson Deputy Director

Executive Offices

Legislative Office	Office of Public Affairs
Barry Steinhart Deputy Director	Anita Gore Deputy Director
Office of Civil Rights and Resolution	Audits Office
Shirley Corona EEO Officer	Gini Corbitt Chief of Audits

Contact Information

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