



2025

Workforce and Succession Plan

Department of Pesticide Regulation



Workforce and Succession Plan
2025-2029

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Director's Message

The California Department of Pesticide Regulation (DPR) is pleased to present its Workforce and Succession Plan covering 2025-29. The plan aligns with the direction of DPR's current Strategic Plan, specifically focusing on advancing our vision for a California where pest management is safe, effective, and sustainable for everyone and our environment. Our Workforce and Succession Plan highlights our preparedness to meet this vision through support of our Diversity, Equity, and Inclusion Commitment, our support of existing employees' professional development, and an eye to building our pipeline of expertise through internal promotions and external recruitment.

Our Workforce and Succession Plan, developed by our Human Resources Branch, offers insights for our leadership team on what experience, knowledge, skills, and qualities of the workforce are key to the future success of our mission and achievement of our strategic goals, particularly to promote organizational excellence and innovation. This plan will serve as a tool to focus on leadership decisions and provide employees with increased clarity and understanding of DPR's work to support all staff, their future, and support the work of the Department.

As a science-based, mission-driven department, we know the employees that join us in our work desire to be part of this critical work and enter a space where they feel welcomed, supported, and celebrated. We are proud this plan brings these ideals forward and are excited to report out our successes and challenges over the next few years.


Karen Morrison (Jul 31, 2025 15:20:53 ADT)

Karen Morrison, Director

Introduction

This Workforce and Succession Plan for the California Department of Pesticide Regulation (DPR) provides an up-to-date snapshot of DPR's progress towards supporting a qualified, diverse workforce and maintaining a fully staffed organization. The focused time period in this plan is January 2025 through December 2029, and various staffing updates and initiatives will be executed throughout the reporting period. DPR's Strategic Plan outlines goals to retain talent to support the organization's business needs and goals. DPR launched its updated Strategic Plan in 2024, and this Workforce and Succession Plan seeks to meet the changes identified for the strategic goals outlined in the plan through 2028.

DPR met many of the initiatives that we set out to complete in prior plans. To ensure that mission tasks are met, we have worked to reduce the risk of tacit knowledge loss through retirement and/or transition, especially amongst our regulatory scientists. DPR currently continues to utilize competency-based hiring and training programs to retain approximately 92% of staff, which is an increased retention of 5% since our last report. Leadership continues to remain engaged in the workforce and succession planning process throughout each fiscal year operational planning cycle. Training plans and employee care programs support and strengthen the effort to develop and retain our employees. As a department, we are realizing the benefits of past training efforts in the form of increased employee retention, successful recruitment, improved employee performance, and the promotion of employees into leadership roles. We persist in expanding our employee engagement efforts in unique ways, as well as adopting LinkedIn Learning as both an employee benefit and an investment in knowledge development.

DPR is expanding its staffing to best address the high level and/or priority issues noted in the *Staffing Update* section. As we move into the future, DPR is committed to the development of staff in new roles to ensure that we meet the goals and objectives of new initiatives. DPR leadership remains dedicated to ensuring that we continue to grow and develop the talent base that will serve in future executive roles. By utilizing our continuing education programs, mentoring efforts, and succession planning initiatives, we can ensure that we will have the leadership needed at all levels.

In this report, we outline the current state of DPR's workforce, identify knowledge, skill gaps, risks within the workforce, and strengths, as well as discuss our plan for mitigating concerns. Leadership is committed to recruiting,

developing, and retaining staff needed to ensure that we are able to serve the State as we work towards fulfilling our mission.

Strategic Plan

Mission:

We protect human health and the environment by fostering sustainable pest management and regulating pesticides.

Vision:

Pest management that is safe, effective, and sustainable for all Californians and our environment.

Core Values:

ACCOUNTABILITY

We hold ourselves accountable to all Californians through transparency and engagement in advancing our mission of protecting human health and the environment.

COLLABORATION

We foster relationships and build partnerships through consultation, engagement and collaboration, internally and externally.

CONTINUOUS IMPROVEMENT

We engage in ongoing and continuous learning, innovation, and improvement in our work to best serve Californians.

INTEGRITY

We hold ourselves to a high standard of integrity in our objective scientific review processes and other actions, in our decision making, and through our engagement with others.

Diversity, Equity, and Inclusion (DEI) Commitment:

California continues to lead on important policies and initiatives to advance equity and opportunity for all. Consistent with these policies and initiatives, including Executive Order N-16-22, DPR is pursuing a deliberate, inclusive, and equity-centered approach in our strategic plan and through our ongoing work

protecting human health and the environment.

As part of our DEI commitment, we will:

- Embed a commitment to equity and environmental justice, including principles for meaningful engagement, in our decision-making processes to produce equitable outcomes for all Californians, particularly in mitigating pesticide-related risks and environmental burdens impacting disadvantaged communities and California Native American tribes.
- Expand and enhance outreach, education, external communications, and knowledge sharing opportunities through inclusive, culturally-responsive engagement.
- Improve access to information and data collected by the department and the reasoning supporting department decisions.
- Create a more inclusive workplace through thoughtful and equitable employee recruitment and retention, and continue to build on our equity and environmental justice

DPR Strategic Goals

Pest management protects public health and the environment and supports a stable, healthy food supply for all Californians. To provide equitable protection of people and the environment, DPR has identified the following four goals and 14 measurable subgoals as priorities for the next five years. These goals bolster the department's programs and partnerships that evaluate pesticides for safety and efficacy, focus resources on the development and adoption of safe, sustainable alternatives, foster collaboration and increase transparency into the department's priorities and decision making.

Goal 1: Increase Access to Safe, Effective, Sustainable Pest Management

As the climate crisis impacts pest pressures and the efficacy of current pest management approaches, and new studies and data point to adverse impacts related to high-risk pesticide use, DPR must support the accelerated availability and adoption of effective sustainable pest management (SPM) tools, practices, resources, and technologies.

Goal 2: Track, Evaluate, and Enforce Safe Pesticide Use

DPR will prioritize data collection and enforcement in disproportionately-impacted agricultural and urban areas, enhance the capacity of state and county enforcement programs, and strengthen relationships with all partners to inform department priorities and actions.

Goal 3: Foster Engagement, Collaboration and Transparency

To expand accessibility to DPR's programs, policies, and research, the department will increase transparency into its data and information collection and decision-making to strengthen relationships and collaborations with all partners.

Goal 4: Promote Organizational Excellence and Innovation

DPR will continue to cultivate a workplace that values diversity, equity, and inclusion, fosters a sense of urgency and efficiency in its actions, and embraces change to increase innovative and effective approaches across its work.

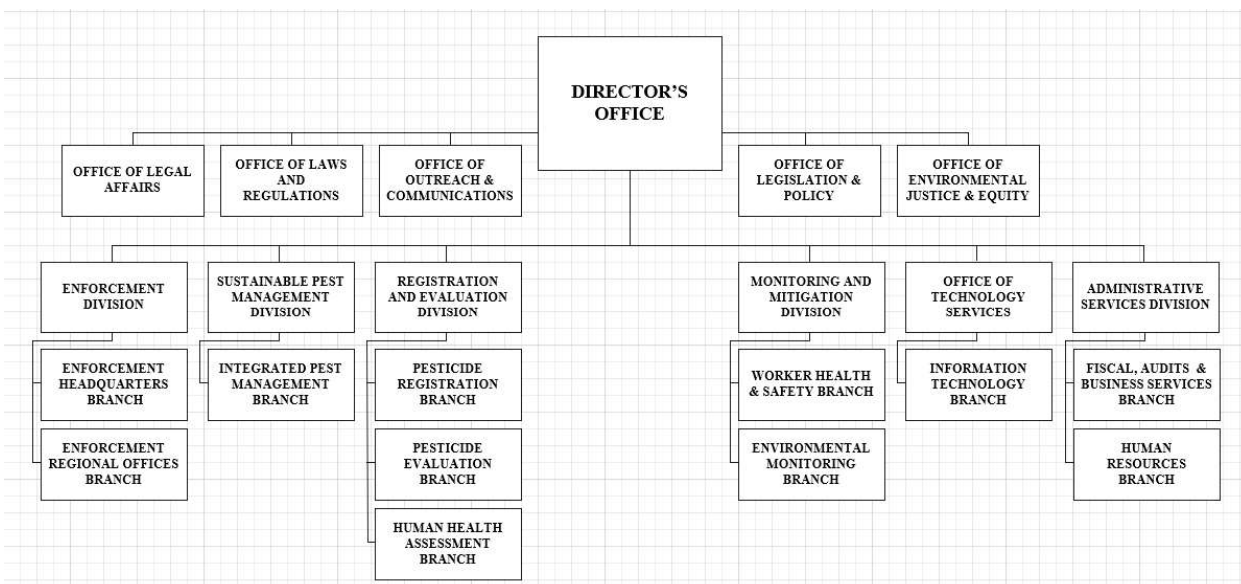
How the Strategic Plan Aligns with the Workforce and Succession Plan

DPR's Strategic Plan focuses on expanding education around Sustainable Pest Management, strengthening enforcement, improving accessibility to our work and cultivating an exemplary work force. These goals begin with ongoing recruitment and hiring of our positions, including 120 new positions over three years as approved in the 2024-25 state budget, as well as our commitment to our bench strengths and addressing our challenges. Our efforts for this Workforce and Succession Plan support the goals of our Strategic Plan and leadership will be instrumental in communicating to stakeholders, employees and beyond the specific steps we are taking to recruit, develop and retain staff so we can successfully carry out our Strategic Plan!

History of DPR

This is DPR's 34th year of operation as a department within the California Environmental Program Agency (CalEPA). Since the release of our initial Workforce and Succession Plan in July 2016, our leadership has worked diligently to enhance our programs and staffing to meet the changing needs and demands of the public, the legislature, and our stakeholders.

Our Organization:



Program Descriptions by Division:

Registration and Evaluation Division

Pesticide Registration Branch

DPR's Pesticide Registration Branch is responsible for the registration of pesticide products. With limited exceptions, pesticides must be registered with the state before they can be used, possessed or offered for sale in California.

The Pesticide Registration Branch coordinates the required scientific data evaluation process among other DPR branches and with other state agencies for product registration. The branch recently launched a new online system, CalPEST, in 2024 to facilitate this work.

Branch scientists share scientific data review responsibilities with staff scientists in other branches. The branch also manages all data received and oversees call-ins of data on environmental fate and acute and chronic toxicology. It maintains label files and the pesticide data library as well as provides information to pesticide enforcement agencies and the public on the registration status of pesticides and about product label instructions.

The branch also serves as primary liaison to companies applying to register their products (called registrants). It prepares public notices and corresponds with registrants regarding data requirements, determinations of the health effects of pesticides, and final actions on registrations.

Pesticide Evaluation Branch

To approve or deny an application to register a pesticide product in California, DPR's Evaluation Branch scientists evaluate pesticide data to assess its potential to adversely impact our environment and ecosystems.

DPR scientists with expertise in chemistry, microbiology, plant physiology, entomology, ecotoxicology, and environmental fate review data to evaluate product efficacy and potential for adverse environmental impacts. Branch scientists also support continuous evaluation of pesticides and their risks following product registration.

Human Health Assessment Branch

DPR's Human Health Assessment Branch assesses the potential adverse impacts of pesticides on human health.

The branch has two major functions: review of toxicology studies and preparation of risk assessments. DPR requires the submission of pesticide data on potential chronic, sub-chronic, and acute health effects.

Branch staff scientists review toxicology data for adequacy and potential adverse health effects. They use the results of these reviews and exposure information from other branches to assess the adequacy of product labels, and to conduct health risk evaluations and risk assessments that estimate the potential for adverse health effects in humans.

Enforcement Division

Pursuant to federal law, California has delegated primacy to enforce pesticide use requirements in the state. DPR oversees a multi-tiered enforcement program working with county and federal enforcement partners to enforce pesticide production, sales, and use laws. Organizationally, DPR's enforcement activities are split between two branches: Headquarters and Regional Offices.

Enforcement Headquarters Branch

DPR's Enforcement Headquarters Branch manages the following programs supporting statewide enforcement of pesticide use laws and regulations.

1. The Licensing and Certification Program examines and licenses those who sell, apply commercially, or consult on the use of pesticides. It also accredits continuing education courses necessary for license maintenance.
2. The Product Compliance Inspections Unit inspects pesticide manufacturers, distributors, and retailers to ensure compliance with pesticide producing, labeling, and registration requirements.

3. The Produce Residue Monitoring Program, which is the nation's largest state-run testing program for illegal pesticide residues.
4. To ensure uniform statewide enforcement, HQ staff develop statewide guidance and training on laws and regulations and enforcement policies and procedures, analyze compliance trends, and develop enforcement cases.

Enforcement Regional Offices Branch

Pesticide use enforcement in the field is largely carried out by California's 55 county agricultural commissioners (CACs) and their staff (approx. 500 staff collectively statewide). DPR's Enforcement Regional Office Branch – with regional offices located in Anaheim, Clovis and Sacramento – provides training, coordination, and technical support to CACs.

The branch maintains oversight responsibility for pesticide incident investigations and enforcement response to pesticide use violations as well as conducts outreach, provides guidance to county regulators, trains inspectors, and evaluates effectiveness of county pesticide use programs.

Monitoring and Mitigation Division

Worker Health and Safety Branch

DPR's Worker Health and Safety Branch is responsible for human safety (workers and the public) when pesticides are involved.

The branch's Human Health and Mitigation Program (HHMP) evaluates potential exposure, existing and emerging data, and risk assessments to develop and implement mitigation measures that reduce the risk of worker and public exposure to pesticides.

The branch's Pesticide Illness Surveillance Program (PISP) tracks human health illnesses from acute pesticide exposure. The PISP database can inform decision-making to reduce risks of pesticide-related illnesses, such as using personal protective equipment, and identifies areas where improvements are needed.

The Exposure Monitoring and Industrial Hygiene Program (EMIHP) scientists provide training focused on pesticide safety and investigate occupational and non-occupational environments for unsafe conditions and make recommendations to address potential hazards as necessary.

Environmental Monitoring Branch

DPR's Environmental Monitoring Branch monitors the environment to determine the fate of pesticides, analyzing potential hazards in air, soil, groundwater, and

surface water. The branch analyzes scientific data to develop pollution prevention strategies to protect public health and the environment from the potentially adverse effects of pesticides. The branch develops methods for collecting and analyzing environmental samples for pesticides and evaluates environmental data submitted by registrants.

The branch provides environmental monitoring data required for emergency eradication projects, environmental contamination assessments, pesticide registration and re-evaluation, and human exposure evaluations.

The branch takes the lead in carrying out many DPR environmental protection programs, including the Pesticide Contamination Prevention Act, designed to prevent groundwater pollution by pesticides.

Sustainable Pest Management (SPM) Division

Integrated Pest Management (IPM) Branch

DPR's IPM Branch advances DPR's mission to foster Sustainable Pest Management (SPM). The branch leads the department's implementation of recommendations and goals in the SPM Roadmap to accelerate a systemwide transition to safer, sustainable pest management.

Within the IPM Branch, the Innovation and Implementation Unit oversees IPM Grants, DPR's Pesticide Use Reporting (PUR), and the Endangered Species Project. These programs fund grants to reduce pesticide impacts in California and evaluate pesticide use data. They also map and evaluate pesticide impacts on endangered species and develop protective strategies to minimize identified risks.

The branch's Education and Outreach Unit includes the Choose IPM, Child Care IPM, and School IPM Programs. The School and Child Care IPM Programs promote and facilitate the training of California school and childcare staff in the adoption of safer, more sustainable IPM strategies for public schools and public and private childcare settings and provide compliance support for the Healthy Schools Act.

The Choose IPM Program carries out education and outreach efforts that encourage the use of safer, more sustainable IPM practices in agricultural, urban and wildland settings throughout California, and coordinates DPR's annual IPM Achievement Awards ceremony and networking event.

Executive Office

Office of Legal Affairs

DPR's Office of Legal Affairs advises Department executive management and staff on all aspects of the laws it implements and legal obligations applicable to Department operations.

Outreach and Communications Office

DPR's Outreach and Communications Office works across all department branches and programs to coordinate clear, concise, and accessible external communications, and the development of multilingual materials and coordinate outreach. The communications team additionally manages and reviews DPR's website content, email/listserv and social media and leads the public outreach associated with SprayDays California.

Office of Legislation and Policy

DPR's Legislation and Policy Office serves as the primary representative to the State Legislature, CalEPA, Department of Finance and the Governor's Office on all legislative actions, hearings, briefings and inquiries. Responsible for identifying legislative proposals impacting the department, this office works across all DPR programs to analyze and develop analyses for state and federal legislative proposals, and proposes positions on bills in concert with CalEPA's and the Governor's Office objectives.

Environmental Justice and Equity Office

DPR's Environmental Justice (EJ) and Equity Office works across all DPR programs and branches and with external stakeholders to advance EJ, embed equity across the department's policies and processes, and coordinate communication with California Native American Tribes. The office is lead on language access initiatives and the tribal affairs program and is responsible for supporting the Department's Environmental Justice Advisory Committee (EJAC).

Office of Technology Services

Information Technology Branch

DPR's Office of Technology Services provides department-wide information technology related activities and technical collaboration with CACs in the automation and process of the department's enforcement and use programs. The Information Technology Branch (ITB) operates under a centralized IT governance model. ITB is responsible for department-wide activities such as network services, server and desktop support, application and database

development, management and support, internal and external website design and administration, and information security.

Administrative Services Division

Fiscal, Audits and Business Services Branch:

DPR's Fiscal, Audits and Business Services Branch collects revenue and pays invoices, monitors cash flow, develops and monitors DPR's annual budget, assists program staff with contracting and purchasing, oversees asset management and conducts other business services.

The branch also audits pesticide sellers throughout the United States to ensure that they comply with sales reporting and mill assessment payments. They also follow up if violations are found. The branch is also responsible for disbursing a percentage of mill assessment revenue to CACs to help support local pesticide enforcement.

Human Resources Branch

DPR's Human Resources Branch (HRB) administers and oversees all personnel activities, including recruitment, examinations, hiring, onboarding/offboarding, labor relations, equal employment opportunity, diversity, equity and inclusion, employee health and safety, benefits, payroll, timekeeping, leave management, professional development, workforce development/succession planning, administrative directives, employee recognition/engagement, training, telework, bilingual services, performance and accountability, and operational and strategic planning.

Staffing Update:

DPR has continued its efforts to obtain and develop staff to meet the demands for the following priorities:

- AB 2113 (2024) expanded upon programs to help increase the adoption of safer, sustainable pest management and helped to increase pesticide use compliance and enforcement. Due to these new programmatic responsibilities, DPR was also approved by the Department of Finance for 117 permanent positions over three years, starting in July 2024. This also aligns with DPR's Strategic Goal 1 of Increasing Access to Safe, Effective, Sustainable Pest Management and Strategic Goal 2 of Tracking, Evaluating, and Enforcing Safe Pesticide Use.
- DPR also acquired additional positions through AB 652 (2023) and AB 1016 (2023). AB 652 required DPR to establish and convene an Environmental

Justice Advisory Committee to help provide recommendations on ways to integrate EJ considerations into DPR programs, policies, decision-making, and activities, and how DPR can improve its engagement with communities with the most significant exposure to pesticides. AB 1016 (2023) required the Department to accredit an education, training, and certification path for a farmer/grower to use drones to apply pesticides on their property. This is to create a separate pathway for drone use by private applicators and create a new Private Applicator Unmanned Pest Control Aircraft Pilot (PAUPCAP) certificate, which is accredited by the Director rather than the current apprentice/journeyman certificate required for all unmanned aerial applications. The additional positions' efforts to support AB 652 shall support DPR's Strategic Goal 3 and the AB 1016 positions shall support DPR's Strategic Goals 1 and 4.

- Through AB 1864, DPR received a \$490,000 one-time General Fund appropriation to support the expansion of pesticide use notification and further reduce the exposure of pesticides near schools by developing quarter mile boundaries around qualified private school sites within California. DPR also received \$200,000 in ongoing funding from the DPR Fund to support ongoing maintenance of the private school site data and for one Environmental Scientist position to analyze statewide compliance with the regulations.
- Through AB 2552, DPR received one Senior Environmental Scientist (Specialist) position, a one-time appropriation of \$258,000 (DPRF), and \$193,000 annually in ongoing DPR funds to support efforts with implementing and enforcing the new requirements and restrictions on first- and second-generation anticoagulant rodenticide (ARs) sales and use in California under Assembly Bill 2552 (Chapter 571, Statutes of 2024).

DPR was also impacted by the 2024 Budget Act and CS 4.12, which provides the Department of Finance (DOF) with the authority to reduce departmental budgets to capture savings related to vacant positions in 2024-25. DOF calculated DPR's reduction at \$3.3 million. As a result, DPR identified 17.5 vacant positions to be eliminated, to achieve a reduction of \$3.227 million in the current fiscal year and \$3.354 million in the budget year. The vacant positions came from various branches throughout the department. The enacted 2025 Budget Act includes provisions that require DPR to maintain the vacant positions until January 1, 2026 while the Joint Legislative Budget Committee reviews and determines whether to concur with the proposed reductions.

Workforce Overview:

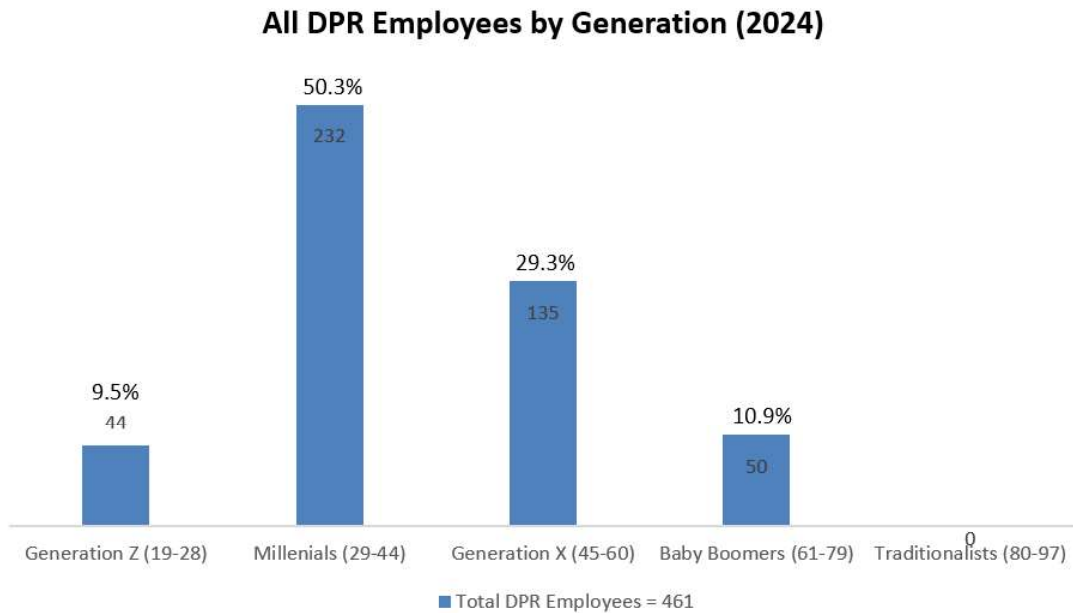
As of December 2024, DPR has approximately 461 employees (including temporary staff) out of 499.7 authorized positions. The regulatory science workforce (~51% of all staff) within DPR is comprised of employees within the Environmental Scientist series (40% of staff), the Toxicologist series (6.4% of staff), and the Research Scientist series (4.6% of staff). We have been able to successfully utilize the Scientific Aid classification to acquire qualified students who can gain State-service credit while finishing their schooling (if they have not yet obtained their undergraduate degree) to obtain their scientific degrees in lieu of an internship program.

Our non-scientific staff (~49% of all staff), who support administrative and information technology functions, comprise of generalist, analytical, and specialist classifications. These employees provide support for fiscal services, human resources, legal, auditing, information technology, as well as administrative support to the Program branches. For a full listing of the classifications that DPR employs and their corresponding age groups, please refer to Appendix B.

The average age of a DPR employee is 43 years old. Approximately 20% of staff are at or above the potential retirement age of 55, and the average retirement age of a DPR employee is 62.

DPR's workforce is comprised of 9.5% Generation Z employees, ages 19-28, and 232 millennial employees, or 50.3% of staff, ages 29-44. DPR's largest age group is the Millennials, and many Generation Z and Millennial employees are new to State service and in entry-level positions. DPR's Baby Boomer population consists of 50 employees, or 10.9% of staff, ages 61-79. Many of these employees are in key leadership positions and most have more than 25 years of service with the State. This group presents a workforce and succession planning risk within the Department, as they may be eligible to retire. The second largest age group, with 135 employees (29.3% of staff) is Generation X, ages 45-60. DPR recognizes that we must take steps to ensure that these employees have opportunities to build their skill sets and prepare for future leadership roles within the Department.

Overall, DPR has a younger workforce compared to the statewide workforce. Many of our challenges and initiatives are reflective of this, and we have a focus on the skill sets and competencies needed for all positions.



Demographic Overview

Table A: DPR vs. Statewide Demographic Comparison

Demographic	DPR	Statewide
Women	54.4%	46.2%
Men	45.6%	53.8%
White	52.7%	36.7%
Hispanic or Latino	12.5%	26.0%
Chinese	8.7%	3.7%
Filipino	1.2%	5.1%
Korean	0.2%	0.6%
Japanese	2.6%	0.7%
Pacific Islander	0.2%	0.9%
Vietnamese	2.2%	1.8%
Black or African American	4.7%	8.1%
Asian - Indian	3.8%	2.4%
Native American or Alaska Native	0.7%	0.6%
Other or multiple race	10.7%	9.5%
Persons with disabilities	10.9%	7.1%
Veterans	2.6%	4.6%

CalHR Workforce Analysis data, as of December 31, 2024

Key Position Identification

<u>Program/Division</u>	<u>Functional Title</u>	<u>Level</u>
Executive	Director	Exempt
Executive	Chief Deputy Director	Exempt
Executive	Deputy Director, Environmental Justice and Equity Office	CEA A
Executive	Deputy Director, Legislation and Policy	Exempt
Executive	Deputy Director, Outreach & Communications Office	CEA A
Executive	Chief Counsel	Exempt
Executive/Enforcement	Deputy Director, Enforcement	CEA A
Executive/Sustainable Pest Management	Deputy Director, Sustainable Pest Management	CEA A
Executive/Registration and Evaluation	Deputy Director, Registration and Evaluation	CEA A
Executive/Monitoring and Mitigation	Deputy Director, Monitoring and Mitigation	CEA A
Executive/Office of Technology Services	Deputy Director, Chief Information Officer	ITM II
Executive/Administrative Services	Deputy Director, Administrative Services	CEA B

Position Prioritization & Succession Management

DPR sends out an annual Succession Plan Survey that specifically requests management to identify succession planning successes from across the department. These findings are compiled by the Human Resources Branch and the goal is to eventually share them out for cross-department usage.

One recent, unique succession planning transition for the Department was a Deputy Director transitioning to a program-related role where they could use more of their time to utilize their valuable knowledge and skills to support DPR and support their successor's transition into their role as a new Deputy Director.

Key Position Competencies

DPR utilizes the CalHR Competency and CalHR Leadership Competency models available at [CalHR Core Competency Models](#). We also utilize a list of competencies created at the department-level.

For our Key Positions, we assess them for the following specific competencies (including but not limited to):

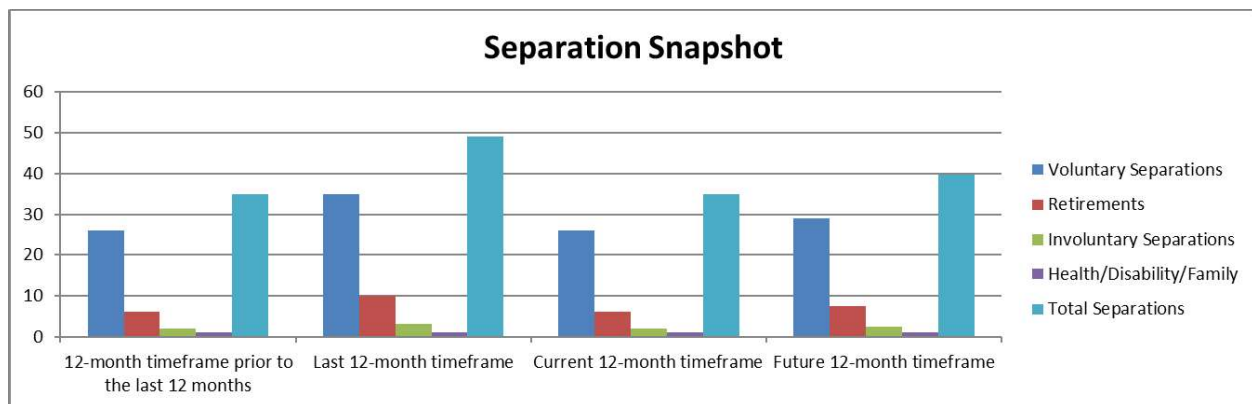
- Leading Change
- Transparency
- Communications
- Self-Motivation
- Optimism
- Sustained Commitment
- Perseverance
- Patience
- Emotional Intelligence/Interpersonal Awareness
- Decisiveness
- Coaching/Mentoring/Continual Learning
- Ethics/Integrity
- Leverage/Value Diversity
- Political Acumen
- Conflict Resolution
- Technical Credibility
- Problem Solving
- Customer Service Orientation
- Adaptability
- Networking
- Project Management
- Teamwork

Retirement Eligibility

DPR has 127 employees who are aged over 50, which represents roughly one quarter of our staff. In Appendix A, we identify their specific classifications, and of those employees, a total of 58 are eligible for retirement, with a “medium risk level” for retirement separation. None of our positions have a high risk of retirement. While this does pose a knowledge transfer risk for DPR, we are actively working to ensure knowledge gaps are minimized.

Separation Snapshot

DPR had a total of 49 separations in 2024, which was a 40% increase from 2023 when the Department had 35 separations. Of the 49 total separations, 10 employees retired, which is a 66% increase from 2023. Based on forecasted trends, DPR anticipates about 29 total separations for 2025. See chart below for a breakdown of separations.



Turnover

Aside from retirements, DPR had a total of 35 voluntary separations in 2024 ranging from leaving state service to transferring to another state agency. This equated to 7.6% of DPR's employees throughout 2024. In 2023, DPR had a total of 26 voluntary separations, which shows roughly a 36% increase from 2023 to 2024.

Gap Analysis Initiatives:

DPR's Gap Analysis identifies the following key topics that are known gaps that we are taking initiative to address.

Recruitment:

Utilization of the Scientific Aid Classification – This temporary employment opportunity has effectively allowed DPR to recruit and retain scientific students from local colleges and universities. It provides flexibility in work schedules and allows students to complete their degrees while gaining valuable experience. It also helps pave a pathway to professional scientific classifications at DPR, such as Environmental Scientists and Research Scientists.

Recruitment Events – The Department regularly participates in many in-person and virtual career fairs and recruiting events. DPR attends many events with colleges and universities throughout California as well as events with professional organizations and employment agencies. When deciding which events to attend and which organizations to partner with, DPR often seeks opportunities that focus on Science, Technology, Engineering, and Mathematics (STEM), environmental careers, or other themes that will help in recruiting for the Department's many scientific roles. DPR also aims to attend events with diverse organizations or events that promote diversity, equity, and inclusion in order to

continue to sustain DPR's diverse workforce. In addition to attending events hosted externally, DPR also hosts its own recruiting events and employment workshops and partners with the other boards, departments, and offices (BDOs) within CalEPA on collaborative events and career fairs.

Outreach – The Department has expanded its outreach efforts and has developed a recruitment database to help streamline recruitment outreach. This database keeps track of various universities, groups, professional organizations, and employment agencies that DPR can contact for outreach purposes. DPR utilizes this database to help notify multiple groups every time a new job is posted. This database also helps in conducting additional outreach for hard-to-recruit positions by categorizing recruitment resources that may be helpful for specific types of positions.

Additionally, DPR regularly sends a recruitment newsletter to interested job seekers to notify them of DPR's new job opportunities. This helps simplify the job search for potential candidates and helps DPR remain consistently connected with those who are interested in working for the Department.

Use of Working Titles in IT Advertisements – The Department has made an effort to promote the use of the Workforce Development Advisory Council's (WDAC) IT Classification Mapping document and encourage IT job postings to include working titles in order to help applicants find relevant IT job opportunities. Since there are multiple domains within IT, the use of descriptive working titles is meant to assist job seekers in finding opportunities that align well with their interests and skillsets.

Employee Development:

LinkedIn Learning Training – The Department secured a contract with LinkedIn Learning to provide departmental staff with on-demand training and development opportunities, as well as aid the Human Resources Branch with tracking and logging training for compliance. The system also assists with providing Continuing Education (CE) Training for supervisors/managers, as there are many different leadership training opportunities available on-demand, as well as providing career development training options for staff. Over 1,600 hours of training were logged in the Department's first year of usage, focusing on key skills related to Microsoft Excel, mindfulness, change management, change readiness, and adaptability. The Department's Strategic Plan encourages increased usage over time, as supervisors/managers are directed to use LinkedIn Learning for team building exercises and general staff improvement.

Implicit Bias Training – The Department created and implemented an Implicit Bias training module and flyer that were successfully provided to all DPR employees. The training and flyer were incorporated into DPR's required onboarding training for all new hires as well.

Advancing Racial Equity (ARE) Training – The Department requires all staff to complete ARE training. The training is delivered in two, three-hour parts and satisfies six CE hours for all supervisors/managers. The ARE curriculum was developed by a CalEPA workgroup comprised of trainers from each of the BDOs who all saw the need for an expansion of our discussions of race at the agency and departmental level. The course explores race, the dimensions of racism, and an organizational model of change to become an antiracist organization. Participants engage with peers in developing a shared understanding of fundamental racial equity concepts, and dive into the link between structural racism and environmental justice. The training also introduces racial equity tools that staff can utilize to take the necessary steps with embedding racial equity within their work.

HRB Manager/Supervisor Training – The Human Resources Branch offers leadership training that has dual purposes; serving as part of the mandated continuing education program for leadership staff and aiding in providing department-specific curriculum in critical human resource-related areas. This training helps to ensure that leadership staff are confident and well-trained in their new roles. This program also serves as a refresher course for those who have been in leadership roles but may need more information on the many changes and updates to various practices and processes.

Retention

Employee Care Programs – The Department awarded 57 individuals through our internal Director's Employee Recognition Awards (DERA) for individual and group work conducted during the FY 22/23 nomination period. DPR's DERA captures the innovative and creative spirit of our department's employees and highlights them in accordance with the State's Merit Award program guidelines. DPR's Employee Care Program also continues to ensure success stories are honored across the Department through retirement awards and 25-year service awards.

New/Promoted DPR Employee Announcements and Celebration of Milestones – Each quarter, DPR highlights employees who have been either newly hired to

DPR or recently promoted. The employees that have reached either the 15, 20, and/or 25-year milestones are highlighted as well. Employees are mentioned by the Director in quarterly all-staff meetings. This is a thoughtful gesture to welcome new DPR staff, celebrate existing staff while encouraging a sense of community for the Department.

Employee Engagement Workgroup – After receiving the results of a 2020 CalEPA-wide Employee Engagement Survey, a department-wide Employee Engagement Workgroup was developed to address the results. The workgroup, comprised of all levels of staff and management, has analyzed and discussed the factors behind the results of the survey, as well as the more recent 2022 Employee Engagement Survey results. The workgroup has developed recommendations and initiatives driven towards increasing employee engagement within the Department and is now working to further develop and implement these recommendations, with a focus on increasing executive visibility, increasing informal communication between employees, building employee understanding of the Department's structure and mission, and acclimating employees to a hybrid-work environment following the 2024 Return-to-Office Mandate. Initiatives that have been implemented include an intranet-hosted Anonymous Feedback Portal, a lunchtime series of presentations that feature DPR's leadership team sharing their professional journeys, as well as personal advice, in person socialization events, and recurring informal chat sessions hosted on Zoom.

DEI Workgroup – In 2023, DPR re-branded and relaunched its Racial Equity Workgroup to pivot to an overarching focus on all the Department's DEI efforts. The workgroup aims to make meaningful strides towards a more inclusive and equitable future for DPR by developing and implementing department-wide programming that accepts, celebrates, and raises awareness of individual and collective differences, facilitates a sense of belonging, and is representative of the millions of Californians we serve.

CalEPA Affinity Groups – DPR participates in and encourages the voluntary, employee-driven Affinity Groups Program to promote diverse and inclusive workspaces. Affinity groups are typically created around and focused on issues affecting people from traditionally underrepresented groups. The Affinity Groups Program provides the opportunity for those who have common interests to build community together. DPR serves as leadership in two of the currently established Affinity Groups (Concerned Black Employees and Hispanic & Latinx Unidos).

Workforce Gap Analysis

Under Utilization Plan

As identified in the 2024 Workforce Analysis Report Summary, significant underutilization occurred in the following classification groups:

1. **Business Operations Specialists** (Management Analysts)
 - Men
 - Hispanic or Latino
2. **Life Scientists** (Epidemiologists, Medical Scientists)
 - Hispanic or Latino
3. **Physical Scientists** (Chemists, Environmental Scientists)
 - Men
 - Asian – Filipino
 - Asian – Indian
 - Asian – Korean
 - White

Although DPR had underutilization in the above groups, no non-job-related barriers were identified as having caused the underutilization. The Department will continue to strengthen our current policies, procedures, recruitment and selection practices to ensure a diverse workforce. DPR actively advertises vacancies on CalHR's CalCareers website, internally through email blasts and with professional networks (community-based organizations, and other organizations identified in the DEI Recruitment Database etc.), to reach departmental employees and the public. Applicants were hired based on education and experience listed on their applications, not identifiers related to protected characteristics. DPR follows recruitment interview best practices by developing screening criteria prior to job advertisements and includes at least one interview question to measure all candidates' ability to demonstrate awareness of the importance of DEI and their capacity and willingness to work effectively alongside colleagues with different backgrounds than their own as well as with multicultural communities and work teams.

DPR values DEI as core to our mission and has recognized the importance of an equity-centered approach in our current Strategic Plan. Our DEI efforts support and develop employees through formal and informal training and education efforts regarding unconscious bias, the history of racism in the United States, institutional and structural racism, and the government's role in advancing racial equity as well as other equity-related topics.

DPR continues to attend diversity recruitment fairs, develop a variety of recruitment partnerships, add to the DEI Recruitment Database, include DEI language in its job postings, and review/update employment policies and practices at least annually. Also, DPR's external website has been updated to include a link to the Work for California website to help prospective applicants navigate the State's hiring process.

New Employee Recruitment Survey

DPR sends a survey to all newly hired staff to gather information about their background and education and learn more about what led them to apply for jobs with DPR. When staff complete this voluntary survey, they can indicate what they studied in school, groups and organizations they are a part of, and other related information. This data has helped to identify many different universities, programs, and organizations that DPR can work with for recruitment purposes. As a result, DPR has attended recruiting events with some of these schools and organizations and shared job opportunities with them.

Knowledge Transfer through Subject Matter Experts

DPR continues to work to identify employees who are subject matter experts within the Department's programs. Identifying these key staff members can help the Department avoid relying too heavily on particular staff which can result in having no back-ups in our various technical programs, databases, registration-specific processes, as well as the regulatory and county outreach efforts. Management is continuing to develop innovative ways to preserve this knowledge and is working to identify communication and collaboration strategies in DPR's State Leadership Accountability Act (SLAA) Report.

Exit Surveys/Interviews

All eligible employees are offered an exit interview upon their separation from the Department. Employees can choose HR, their direct supervisor/manager, or their Branch Chief conduct the exit interview. Exit interview questions include capturing why the employee is leaving, what they enjoyed most/least about working with the Department, and if they have any suggestions for improving DPR as a whole. The answers are captured and recorded and suggested changes may be adopted if applicable/feasible.

Challenges

DPR identified the current challenges surrounding workforce and succession management. These challenges align with our SLAA Report and are described

below. In developing this plan, DPR will use it as a tool to address these challenges and implement solutions.

Overview of Recruitment Challenges

Hard-to-Recruit Positions – DPR has many Research Scientist and Toxicologist positions, but these classifications are difficult to fill because they require advanced degrees in specialized fields. It is challenging to find candidates who meet the minimum qualifications, and there are small numbers of candidates on these classifications' respective eligibility lists. In addition to the difficulty of finding qualified candidates, another hiring barrier is the salary of these classifications, which is typically lower than what is offered to similar roles in the private sector.

Additionally, many of DPR's positions in other classifications have become increasingly difficult to recruit for. Due to the specialized nature of many of DPR's positions, many hiring managers have faced challenges in filling Senior Environmental Scientist and Environmental Scientist roles and finding candidates with the specific skillsets needed.

Equitable Hiring – DPR is making efforts to ensure its hiring process is fair and equitable. However, there are limitations to some of the tools and systems that DPR must utilize when hiring. The Examination and Certification Online System (ECOS) does not currently have a feature that allows users to hide candidate names or information. This increases the potential for bias during the selection process. Additionally, there is limited demographic information available on applicants when they are applying for DPR jobs. This makes it difficult for DPR to measure and analyze recruiting trends over time. Despite efforts by DPR to provide useful information on the State's application process on its website and CalHR's Work for California initiative, many applicants still express difficulty in navigating the State's hiring process.

Return-to-Office Mandates – DPR already suffers from difficult to fill scientific and technical positions. The more recent return-to-office, followed by Union agreements to delay mandates by one year, mandates impacted our recruitment efforts when candidates compared positions to opportunities that remain remote-centered. We will persist in monitoring for any updates regarding future return-to-office mandates.

Succession Management Gaps & Risks

Our annual Operational Planning process surveys executives to ensure we are aware of and preparing for succession management gaps and risks. DPR

recognizes the importance of succession readiness, however, it can still be a challenge. DPR encourages knowledge sharing to avoid key staff dependency.

Workforce and Succession Planning Initiatives

Methodologies

DPR's approach to workforce and succession planning included gathering input from executive staff and Branch Chiefs to identify goals and challenges of the Department and to assist in developing objectives. DPR's newly developed Strategic Plan and accompanying strategic goals have also been used to facilitate workforce planning efforts and ensure that staff are adequately trained to implement DPR's goals related to protecting public health and the environment and fostering sustainable pest management. Additionally, DPR's SLAA report has been referenced as helping to evaluate and monitor risks and controls related to workforce and succession planning.

Recruitment

DEI Recruitment Database - The Recruitment Specialist has worked with DPR's DEI Coordinators to develop a DEI Recruitment Database. This database is being used to help DPR quickly and easily find additional job boards and resources DPR can utilize to share its job opportunities. The DEI Recruitment Database has been instrumental in expanding outreach to more diverse communities and groups. It has also helped to streamline the process of regularly posting jobs on additional websites and job boards, and new tools and resources have been added to this database over time.

Outreach and Job Fairs - It is part of DPR's recruitment strategy to do recruitment and outreach to many different types of potential job seekers. By recruiting individuals at different stages of their careers and at different levels of education, DPR can maintain a steady pipeline of new talent and position the organization well for when existing employees promote, leave DPR, or retire.

Employee Development

DEI – DPR continues to collaborate with the cross-BDO CalEPA Racial Equity Workgroup and associated subgroups on the ongoing initiative to advance racial equity at CalEPA. DPR provides leadership on CalEPA's Training and Capacity Subgroup which provides opportunities for active trainers to discuss barriers, lessons learned and curriculum modifications specific to the ARE Training. The Training and Capacity Subgroup also serves as a coordination and

resource sharing space for DEI practitioners to discuss the logistics of implementing capacity-building efforts beyond the ARE training.

In addition, DPR's DEI Workgroup is engaged in a variety of internal equity initiatives such as the creation of an events and observances calendar that is available in Outlook and the DPR intranet; a virtual and in-person series to compliment the honoring and celebration of the events and observances included in the calendar; a learning series focused on a variety of DEI-related concepts to bring awareness and facilitate a shared understanding throughout the Department; and the development of a Cultural Humility and Microaggressions Training to increase staff's understanding of how biases impact interactions with each other and the communities they serve.

DPR has a dedicated specialist position in the Human Resources Branch to serve as the DEI Coordinator, focused on internal initiatives, such as educating employees in equity concepts and developing outreach and hiring efforts to better engage underrepresented demographics. Additionally, DPR has an executive role as the Deputy Director of Environmental Justice and Equity, who focuses on external equity considerations for the Department and its stakeholders.

Professional Enrichment - DPR hosts a scientific and technologically advanced set of employees. To meet the needs of the constantly changing scientific and technological landscape, DPR's Training Unit secured a LinkedIn Learning contract to ensure access to the latest training courses is constantly available. From administrative analysts to scientists, training relevant to their immediate needs is at their fingertips. Additionally, the use of LinkedIn Learning provides budget savings for each of the branch's annual training budgets, which allows branches to apply more training dollars towards highly technical training at conferences or graduate programs.

Career Development Opportunities - The Career Development Coordinator is available to all employees who would like to participate in one-on-one guidance. The Career Development Coordinator can advise on resources like the Upward Mobility Program, LinkedIn Learning courses, TED Talks, and applicable literature to assist employees in their career goals.

Retention

Public Service Recognition Week – The Department has made a commitment to celebrating Public Service Recognition Week (PSRW) annually during the first week in May. The week is focused on commending the hard work of the public servants in the Department and their dedication to DPR's mission of protecting

human health and the environment. The week includes coordinated events like meet-and-greets with executive management, hosted mindfulness moments, and staff social events. PSRW is an opportunity to show appreciation for the diligent staff at DPR, and the Department will continue these efforts each year moving forward.

Onboarding Program – The Human Resources Branch has continued developing its Onboarding Program. The Onboarding Coordinator meets one-on-one with new DPR staff to assist them through the variety of paperwork and training needed within their first few weeks on the job. This allows employees to have a point of contact available to assist them and welcome them to the department. The Onboarding Coordinator ensures staff are aware that the Department is committed to guiding them as they settle into their new position and throughout their career with DPR.

Engagement

The Human Resources Branch is developing a series of hybrid and in-person sessions that will encourage staff to develop interpersonal relationships outside of their direct work units. This series will incorporate the already-implemented Informal Coffee Chat sessions, held weekly on the remote Zoom platform, as well as an upcoming regular series of in-person socializing sessions at the main headquarters building, and quarterly online staff development and networking opportunities.

Career Advancement Readiness

DPR provides regular training to staff and those in management and leadership positions. For instance, the HRB Manager/Supervisor Training is designed to give DPR managers and supervisors skills and tools to help them grow in their supervisory roles, while supporting their role as a supervisor within the Department.

DPR is adopting the CalHR Core and Leadership Competency Models in addition to our internal core competencies. The models serve as a helpful rubric when promoting and developing educational efforts for our leadership and our department overall.

This aligns with our commitment to LinkedIn Learning in our Strategic Plan, as LinkedIn Learning curates relevant courses that match the CalHR Core and Leadership Competency Models. These courses align with the related competencies and LinkedIn Learning allows you to search for courses based on the competencies as well. This streamlines our supervisors' and managers' use of

LinkedIn Learning as a tool to support the pipeline of future leaders in our current workforce. DPR strives to exceed state expectations in all ways, and holding the CalHR Core and Leadership Competency Models as our bellwethers for success will ensure we remain a competitive, future-focused department.

Knowledge Transfer/Succession Management

DPR takes a progressive approach to ensuring our knowledge transfer and succession management efforts are successful. On a broader scale, DPR encourages the development of process manuals and is transitioning manual processes to digital, including in our Pesticide Registration Branch, to further improve cross-branch expertise.

Current and Future Competencies

To assess current and future competencies for DPR's staff and talent pipeline, DPR utilizes our annual Succession Planning Survey for the Department's managers and supervisors to complete. This survey asks each of DPR's managers/supervisors about different topics related to succession planning, including the competencies needed for current and future staff to be successful in their positions. To help address any gaps in competencies, DPR's Human Resources staff have developed a variety of different training courses for all levels of staff.

One example of this is the Department's ARE Training, which has been developed and delivered to all DPR staff and directly relates to the core competency of Diversity and Inclusion. DPR has also worked to recruit prospective candidates with identified competencies by attending specific recruiting events and strategically partnering with organizations that consist of candidates that may have specific competencies DPR is looking for. Additionally, DPR's Recruitment Specialist leads a departmental recruitment work group to consult with subject matter experts in different programs to leverage their expertise, help determine effective recruitment strategies and gain more insight into the skills and qualifications needed of future staff.

Workforce Plan Evaluation Process/Action Plan

Effectiveness

DPR's current Workforce and Succession Plan spans from 2025 to 2029. It is DPR's practice to develop a new plan every four years. However, DPR also reviews and evaluates its Workforce and Succession Plan annually to ensure that the Department is on track to accomplish its goals and determine if any adjustments

to the plan need to be made. As DPR develops new goals and is faced with different challenges, the plan may be amended or adjusted as needed. Human Resources staff review the plan periodically and consult with executive management and DPR's Branch Chiefs to determine the effectiveness of the existing plan and collaborate on any necessary updates.

DPR's Action Plan, described in the table below, is our primary guide to turn our vision into reality.

Action Plan					
Strategy Description	Gap <i>(Which workforce planning gap does the strategy address?)</i>	Person(s) Accountable	Timeline	Key Performance Indicators & Benchmarks	Alignment <i>(Which strategic, workforce analysis, and/or SLAA goal(s) does the strategy support?)</i>
Increase recruitment outreach	Recruitment	Recruitment Specialist	July 2025 – June 2029	Increase number of contacts on recruitment newsletter recipient list by 10% each year, and increase number of contacts in diverse organization job recipient list by 10% each year	Strategic goal 4, SLAA
Develop and provide training to all DPR supervisors/managers	Recruitment/retention	Human Resources Staff	July 2025 – June 2029	All managers and supervisors complete training within the first year of management and periodically thereafter. Increases in hiring efficiency and retention	Strategic goal 4

Host recruitment events	Recruitment	Recruitment Specialist	July 2025 – June 2029	Increase in departmental/agency-wide recruiting and informational events to help educate potential job seekers and share employment opportunities	Strategic goal 4, SLAA
Continue to provide employee onboarding program	Retention	Onboarding Coordinator	July 2025 – June 2029	Provide an onboarding meeting for all new hires within the first week of working for DPR. Reduce chances of staff turnover	SLAA
Continue to provide staff with access to LinkedIn Learning	Employee development	Training Officer/Human Resources Staff	July 2025 – June 2029	Increase in opportunities for staff to develop job-related skills and competencies	Strategic Goal 4

Workforce and Succession Planning Conclusion

DPR values our employees and is committed to supporting and developing their careers. The implementation of this Workforce and Succession Plan will act as a guide and a resource to achieve that goal.

While there are challenges to workforce planning and succession management, such as budgeting and resources, DPR will continually evaluate and adjust this plan to make it as effective as possible. DPR is confident this plan will help its current and future employees build their careers and reach their highest potential, while allowing the Department to continue to hire and maintain a qualified and diverse workforce.

DPR will know the success of these efforts from our internal metrics described above, as well as our Strategic Plan metrics' successes!

DPR will continue to grow and work towards our mission to protect human health and the environment.

Appendices

Appendix A: Retirement Eligibility

Classification	Risk Level	Risk Number	Age Group
AS ACCT ANALYST	Low	2	Ages 50-54
AS TOXICOL	Low	4	
AS TOXICOL	Low	4	
ASO GOVRL PROG ANL	Low	1	
ASO GOVRL PROG ANL	Low	2	
ASO GOVRL PROG ANL	Low	2	
ASO GOVRL PROG ANL	Low	2	
ENV SCIENTIST	Low	2	
ASO GOVRL PROG ANL	Low	2	
ASO GOVRL PROG ANL	Low	2	
ASSOC BUS MNGT ANL	Low	2	
ENV PROG MGR I/SUP	Low	3	
ENV PROG MGR I/SUP	Low	3	
ENV PROG MGR I/SUP	Low	2	
ENV PROG MGR I/SUP	Low	2	
ENV PROG MGR I/SUP	Low	2	
ENV PROG MGR II	Low	4	
ENV PROG MGR II	Low	4	
ENV SCIENTIST	Low	3	
ENV SCIENTIST	Low	2	
ENV SCIENTIST	Low	3	
ENV SCIENTIST	Low	3	
INF OF I/SP	Low	3	
INFO TECH SPEC I	Low	4	
INFO TECH SPEC I	Low	4	
INFO TECH SPEC III	Low	4	
INFO TECH SUP II	Low	4	
OFF TECHNICN (GEN)	Low	1	
PERSNL SP	Low	2	
SCIENTIFIC AID	Low	2	
SCIENTIFIC AID	Low	2	
SEN ENV SCI (SPEC)	Low	3	
SEN ENV SCI (SPEC)	Low	3	
SEN ENV SCI (SPEC)	Low	4	

Classification	Risk Level	Risk Number	Age Group
STAFF SER AN	Low	2	
STAFF SER AN	Low	1	
STF SVS MGR II/SUP	Low	2	
R S III/C S	Med	5	
R S III/C S	Med	5	
ACCOUNTING TECH	Low	3	55-62
ASO GOVRL PROG ANL	Low	3	
ASO GOVRL PROG ANL	Low	2	
ASO GOVRL PROG ANL	Low	2	
ASO GOVRL PROG ANL	Low	2	
ASO GOVRL PROG ANL	Low	2	
ASO MANGMT AUDITOR	Low	3	
ATTORNEY IV	Low	3	
ENV PROG MGR I/SUP	Low	4	
ENV PROG MGR I/SUP	Low	4	
ENV PROG MGR I/SUP	Low	4	
ENV SCIENTIST	Low	3	
ENV SCIENTIST	Low	4	
ENV SCIENTIST	Low	3	
ENV SCIENTIST	Low	3	
ENV SCIENTIST	Low	4	
LMTD EX&A P C/I C	Low	2	
OFF ASST/GEN	Low	3	
OFF TECH (TYPING)	Low	2	
PROG TECH II	Low	3	
R S I/E B	Low	4	
R S IV/E/B	Low	4	
SCIENTIFIC AID	Low	2	
SEN ENV SCI (SPEC)	Low	3	
SEN ENV SCI (SPEC)	Low	4	
ST SVS MANAGE AUD	Low	3	
STAFF SVS MANGER I	Low	4	
STF TOXICOL/SP	Low	4	
C.E.A.	Med	5	
ENV PROG MGR I/SUP	Med	5	
ENV PROG MGR II	Med	5	
ENV PROG MGR II	Med	5	
ENV PROG MGR II	Med	5	

Classification	Risk Level	Risk Number	Age Group
INFO TECH SPEC I	Med	5	
INFO TECH SPEC I	Med	5	
INFO TECH SPEC I	Med	6	
INFO TECH SPEC I	Med	6	
INFO TECH SPEC II	Med	7	
PROG TECH III	Med	5	
R S II/E/B	Med	5	
R S III/C S	Med	5	
R S III/C S	Med	5	
R S III/P/E S	Med	5	
SEN ENV SCI (SPEC)	Med	5	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	5	
SR ENV SCI (SUP)	Med	7	
SR ENV SCI (SUP)	Med	6	
SR ENV SCI (SUP)	Med	5	
SR ENV SCI (SUP)	Med	5	
SR ENV SCI (SUP)	Med	6	
SR TOXICOL	Med	7	
SR TOXICOL	Med	7	
STF TOXICOL/SP	Med	5	
STF TOXICOL/SP	Med	5	
STF TOXICOL/SP	Med	5	
ENV SCIENTIST	Low	4	63 and over
ENV SCIENTIST	Low	3	
OFF TECHNICN (GEN)	Low	4	
ENV PROG MGR I/SUP	Med	7	
ENV PROG MGR I/SUP	Med	6	
ENV PROG MGR I/SUP	Med	7	
ENV SCIENTIST	Med	5	
ENV SCIENTIST	Med	5	
ENV SCIENTIST	Med	5	
ENV SCIENTIST	Med	5	
ENV SCIENTIST	Med	6	
INFO TECH MNGR I	Med	7	
RES DATA SPECLT II	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	

Classification	Risk Level	Risk Number	Age Group
SEN ENV SCI (SPEC)	Med	5	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SEN ENV SCI (SPEC)	Med	6	
SR IND HYGIENIST	Med	7	
SR MANGMNT AUDITOR	Med	6	
SR TOXICOL	Med	8	
STAFF SER AN	Med	5	
STAFF SVS MANGER I	Med	7	
STF TOXICOL/SP	Med	6	
STF TOXICOL/SP	Med	8	
STF TOXICOL/SP	Med	8	

Appendix B: Demographics

Table 1 – All Permanent State Employees as of December 2023 (per CalHR)

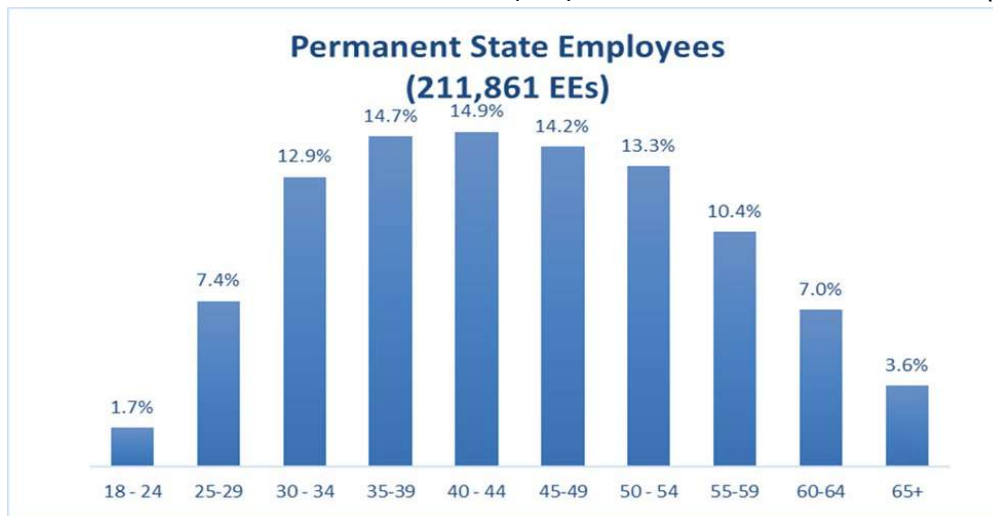


Table 2 – DPR Employees by Age as of December 2024

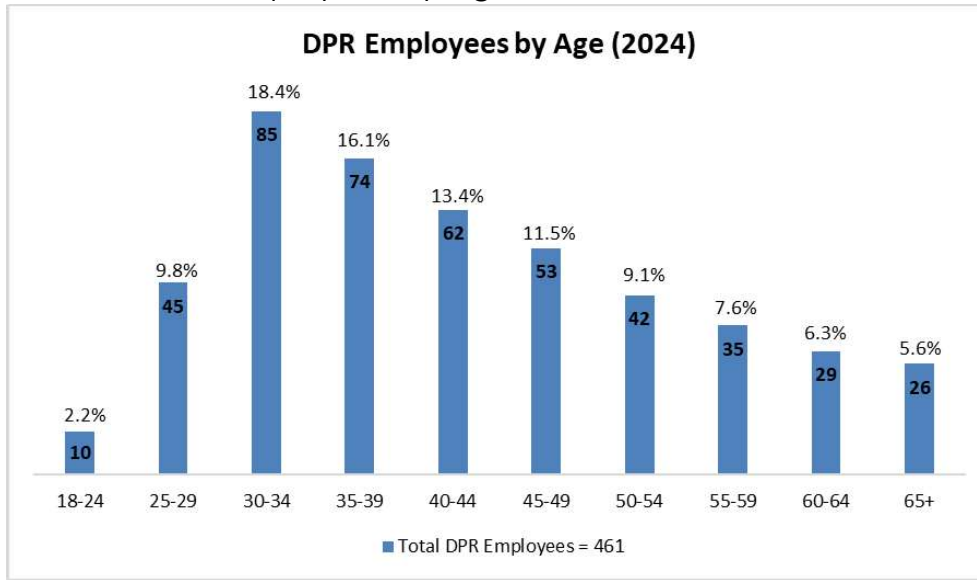


Table 3 - Age Distribution of Employees by Classification 2024

Classification	Total	Gen. Z (19-28)	Millennials (29-44)	Gen. X (45-60)	Baby Boomers (61-79)	Traditionalists (80-97)
Accounting Officer Specialist	1		1			
Accountant Trainee	1		1			
Accounting Technician	1			1		
Administrative Assistant II	1		1			
Associate Accounting Analyst	2		1	1		
Associate Industrial Hygienist	1	1				
Associate Toxicologist	6		3	3		
Associate Governmental Program Analyst	35	2	18	15		
Associate Management Auditor	2			2		
Associate Business Management Analyst	2		1	1		

Classification	Total	Gen. Z (19-28)	Millennials (29-44)	Gen. X (45-60)	Baby Boomers (61-79)	Traditionalists (80-97)
Attorney	2	1	1			
Attorney III	1			1		
Attorney IV	3		2	1		
C.E.A.	6		4	2		
Chief Counsel	1		1			
Chief Deputy Director	1		1			
Director	1				1	
Deputy Director	1		1			
Environmental Program Manager I (Supervisory)	27		8	16	3	
Environmental Program Manager II	8		1	6	1	
Environmental Scientist	102	16	62	15	9	
General Auditor II	1		1			
Information Officer I (Specialist)	2		1	1		
Information Officer II	1		1			
Information Technology Associate	8	1	7			
Information Technology Manager I	2		1		1	
Information Technology Manager II	1		1			
Information Technology Specialist I	11		5	5	1	
Information Technology Specialist II	4		3		1	
Information Technology Specialist III	2			2		
Information Technology Supervisor I	1			1		
Information Technology Supervisor II	5		2	3		
Information Technology Technician	1		1			

Classification	Total	Gen. Z (19-28)	Millennials (29-44)	Gen. X (45-60)	Baby Boomers (61-79)	Traditionalists (80-97)
Office Assistant (General)	1				1	
Office Technician (General)	8	3	2	2	1	
Office Technician (Typing)	2			2		
Personnel Specialist	4	1	1	2		
Personnel Supervisor I	1		1			
Program Technician II	2			2		
Program Technician III	1				1	
Research Scientist I (Epidemiology/Biostatistics)	2		1		1	
Research Scientist II (Epidemiology/Biostatistics)	4		2	1	1	
Research Scientist III (Chemical Sciences)	4			4		
Research Scientist III (Epidemiology/Biostatistics)	4		2	1	1	
Research Scientist III (Physical/Engineering Sciences)	3		2	1		
Research Scientist IV (Epidemiology/Biostatistics)	1			1		
Research Scientist IV (Physical/Engineering Sciences)	1			1		
Research Data Specialist I	1		1			
Research Data Specialist II	2		1		1	
Scientific Aid	22	11	8	2	1	
Seasonal Clerk	2		2			

Classification	Total	Gen. Z (19-28)	Millennials (29-44)	Gen. X (45-60)	Baby Boomers (61-79)	Traditionalists (80-97)
Senior Administrative Analyst (Accounting Systems)	1		1			
Senior Environmental Scientist (Specialist)	62		33	17	12	
Senior Environmental Scientist (Supervisory)	21		13	7	1	
Senior Industrial Hygienist	1				1	
Senior Legal Analyst	1			1		
Senior Management Auditor	1				1	
Senior Toxicologist	5		1	1	3	
Special Investigator	1			1		
Staff Management Auditor	1		1			
Staff Service Management Auditor	1				1	
Staff Services Analyst (General)	14	2	6	5	1	
Staff Services Manager I	13		10	2	1	
Staff Services Manager II (Supervisory)	5		4	1		
Staff Services Manager III	2		1	1		
Staff Toxicologist (Specialist)	20		6	8	6	
Student Assistant	3	2	1			
Total	461					