LEADERSHIP SUCCESSION PLAN

Employment Development Department

EDD
Employment
Development
Department
State of California

A Message from the Director

The Employment Development Department (EDD) is proud to present its Leadership Succession Plan for the state fiscal year 2023-2026. The EDD has been committed to constructing a successful planning framework to ensure we meet our goal of building a highly skilled and responsive workforce by identifying, assessing, and developing employees to ensure leadership and business continuity.

This plan is directly tied to the recently revised Workforce Plan that outlines our four-year strategy to recruit, retain, train, and prepare employees for leadership roles. Succession planning is an important subset of workforce planning. Its goal is the same but focuses specifically on having the appropriate leadership in place at every level of the organization. It prepares an organization for anticipated knowledge gaps and losses by developing staff for future supervisory and management positions. Succession planning allows for coaching of staff early in their careers to determine what specific training they may need - to become successful leaders.

The EDD has been dedicated to workforce and succession planning efforts. I am proud to build on past successes and deploy new strategies to ensure that we have the right people, in the right jobs, doing the right things, at the right time. Please take the time to familiarize yourself with this plan. Whether you are a long-time EDD employee, mid-way through your career, or newly hired, the state fiscal year 2023-2026 EDD Leadership Succession Plan includes something for everyone and will help shape the future of the EDD.

Nancy Farias
Director, EDD

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Introduction

Succession planning is a proactive approach to developing staff for leadership positions. It exemplifies a commitment from the enterprise to develop our most valuable resource – our employees. Succession planning is a component of workforce planning that is focused on business continuity and successful future operations.

The EDD's Leadership Succession Plan (Plan) strives to take a strategic approach towards improving the EDD's readiness to adapt to the risk associated with a high number of retirements from critical enterprise level positions. The Plan will identify strategic initiatives, critical positions, and continuing efforts that will be undertaken over the next four years to ensure successful leadership continuity.

Overview

Methodology

A Workforce Planning Unit was established within the Human Resource Services Division (HRSD) in 2018 to be focused on workforce and succession planning efforts for the Department.

This plan builds off of EDD's prior (2018-2021) plan, which focused on executive-level positions (Deputy Directors and Division Chiefs), primarily CEA level positions, and aligns with the Department's Strategic Plan and Statewide Leadership Accountability (SLAA) Report.

Due to a recent upward trend of turnover at the CEA level, the initial focus of this plan will also be CEA level succession planning. These leadership positions are vital to business continuity within the EDD. However, the Plan encompasses Leadership Development, which the EDD recognizes can be at any level of the organization.

The Plan takes into account bridging strategies designed to ensure clear and desirable paths for all employees to move up in their careers should they choose to do so.

Key Leadership Positions

The EDD is a large department with over 8,000 employees as of September 2022 and is comprised of ten branches that administer four large programs. EDD's key leadership positions include the Director, Chief Deputy Director, Assistant Director, General Counsel, the Deputy Directors, and the Division Chiefs. Each of these key leadership positions play a critical role in decision-making for the Department and significantly influence EDD's policies, strategic goals, business operations, and mission-critical projects.

Leadership Structure Occupational Groups (as of September 2022)	Employees
Director/Chief Deputy Director/Assistant Director*	3
CEA C (Deputy Directors)	9
CEA B (Division Chiefs)	26
CEA A	2
Exempts	7
Managerial Level	136
Supervisory Level	1,070
Journey Level Staff (bridging to supervisory)	6,577
Entry Level Staff (bridging to journey)	612
Grand Total	**8,442**

*The Assistant Director position is currently vacant as of September 2022.

Competencies

The EDD has adopted the Statewide Leadership Competency Model for managers and supervisors. Business Acumen, Inspirational Leadership, Results-Driven, Stewardship, Talent Management, and Vision/Strategic Thinking have all been identified as key competencies that leaders at the EDD need to exhibit. Due to the overall size and vast responsibilities of the Department, each leadership role will differ in the core competencies that are most desirable for the position.

The 2022-2026 EDD Workforce Plan includes a full gap analysis for the Department's workforce, which includes identifying the gaps and risks relating to recruitment, retention, and knowledge transfer within the Department that align with the EDD's strategic goals and the risks outlined in the Department's SLAA report. The plan includes the initiative to build out a competency assessment, which will help gauge the competencies of EDD managers and supervisors and allow the Department to assess their overall readiness to obtain key leadership positions. Future EDD Succession Plans will utilize the competency assessment along with the EDD readiness assessment to perform a full competency gap analysis.

Leadership Succession Plan Initiatives

Leadership Succession Plan Initiatives – Enterprise-wide

Leadership development is important to the EDD's continuity of business operations. The Plan's initiatives facilitate the Department's mission, vision, and strategic goals. The Plan focuses on developing current staff to ensure readiness for future promotional opportunities.

On an enterprise level, the EDD will continue to foster development at all levels of the organization. The Workforce Planning portal provides a digital Career Ladder document to help employees understand how they can grow in their careers. The Workforce Planning Unit also manages a Career Center and provides one-on-one career consultations. Lastly, the EDD has many leadership trainings available through the Learning Management System (LMS).

Entry to Journey Level Bridging

For staff in entry-level or staff-level classifications interested in advancing in their career, an online Analyst Prep School curriculum is available. This program is voluntary and allows the user to work at their own pace with their manager as their coach. Guides for the participant and coach are available on the portal to help foster the employee's development through the courses.

Other courses are available on the EDD's LMS, including a series for Interview Prep, Business Process Improvement (BPI) Tools, and the EDD Lunch and Learn series of webinars featuring a variety of soft skills to help employee development. The EDD will continue to develop an e-learning curriculum for staff to assist them in developing their skills and prepare them for future opportunities.

In addition, a newly enhanced upward mobility program ran by the Equal Employment Opportunity Office (EEO) will be implemented in Fall 2024. The program will admit up to 25 eligible employees in entry level low-paying occupations on a semi-annual basis. The program will consist of mentoring, training and educational opportunities, and career counseling.

Journey to Supervisory Level Bridging

For journey-level classifications interested in moving up, an online Leadership Prep School curriculum is available. This program is voluntary and allows the user to work at their own pace with their manager as their coach. Guides for the participant and coach are available on the portal to help foster the employee's development through the courses.

Other courses geared toward journey-level staff focusing on project management, conflict resolution, and technical skills related to transitioning to a virtual and hybrid working environment will continue to be offered through EDD University.

Supervisory to Managerial Level Bridging

The EDD requires all new supervisors attend the Supervisor Development Program within 12 months of becoming a supervisor. In addition, all supervisors are required to complete twenty hours of continual leadership and development every other year.

The HRSD provides Hot Topic webinars to all managers and supervisors approximately six times per year to focus on human resource related topics as well as soft skill leadership development.

The EDD also participates in the Leadership for the Government Supervisor and Manager programs offered by the California State University, Sacramento (CSUS).

EDD University will be looking closely at the Leadership Competency model to develop workshops on each competency. This will be tied to EDD's 360 evaluation that managers and supervisors are offered each year – those that sign up for the courses will be given the 360 evaluation and results will be discussed in the training workshops, including an action plan for how to work on areas that need to be strengthened.

Prior to the Pandemic, the EDD had a Leadership Development Mentorship Program open to staff at the Staff Services Manager I level and above. Mentors were executive level staff within the Department. The WPU plans to develop new framework to re-launch the program to provide current supervisors and managers the opportunity to actively participate in their career growth and upward mobility. Supervisors and managers will work alongside Department leaders to gain insight into EDD branch and Department programs, learn leadership practices and theories, and broaden their leadership abilities.

In addition, the EDD has subscribed to an e-learning content library that offers on-demand videos sorted by leadership competency category. This resource can be utilized to meet the ongoing continual leadership development mandate.

The larger branches at the EDD have leadership academies and many branches have their own leadership mentoring programs.

Managerial to Executive Level Bridging

The EDD currently has new managerial staff complete CalHR's managerial training to meet the 40-hour training mandate.

The EDD participates in the Leadership for the Government Executive program offered by CSUS.

In addition, the EDD has subscribed to an e-learning content library that offers on-demand videos sorted by leadership competency category. This resource can be utilized to meet the ongoing continual leadership development mandate.

Division Chief to Deputy Level Bridging

New executives complete a 20-hour CalHR training curriculum within the first 6 to 12 months of appointment.

Prior to the Pandemic, new executives also participated in the EDD Executive Onboarding Program. This program will be re-evaluated to determine its effectiveness and re-imagined to allow for participation in a hybrid work environment.

Next Steps

Readiness Assessment

The Workforce Planning Unit (WPU) evaluated the key performance descriptions and the leadership competency model and determined the competencies and skills required for the Division Chiefs and Deputy Directors. The WPU developed the Executive Readiness Assessment to determine the readiness of direct reports based on the competencies identified. The survey was sent to Deputy Directors and Division Chiefs to assess their direct reports in 2019, which provided a clear picture at the most critical risks in the Department – at that time, 32% of Deputy Directors and Division Chiefs felt that their direct reports were not prepared to fill their positions.

Since January 2020, the EDD has faced an increase in executive turnover including two Directors, five Deputy Directors, and six Division Chiefs. The trend continued in 2021, with a total of six Deputy Director and ten Division Chief separations. With a total of 43 executive positions, currently, 65% of EDD executives have been in their role for two years or less. The Executive Readiness Assessments should be completed at this level again to assess skill sets and areas of development to focus on to build bench strength.

Although the current focus is on the most critical leadership at the top levels, the readiness assessment tool will be modified in the future to utilize for all staffing levels, allowing all managers/supervisors to assess their current bench strength of their teams, as well. Additional team effectiveness tools will be developed by HRSD upon request. These tools will include material on team collaboration, communication, conflict, giving and receiving feedback, team norms, goal setting, and roles and responsibilities.

Diversity, Equity, and Inclusion

The 2022-2026 EDD Workforce Plan addresses a detailed plan to build, foster, and retain a diverse workforce that reflects the population we serve. The EDD Workforce Plan includes initiatives to address the Department's sole underutilized group found in the EEO Workforce Analysis, which is individuals with disabilities. The EEO has outlined clear goals to hire individuals with disabilities in the following occupational groups: Office and Administrative Support Occupations, Business and Financial Operations Occupations, and Legal Occupations.

The Department plans to build out recruitment efforts to align with the underutilization goals set by the EEO while simultaneously promoting diversity through supportive and inclusive employment policies and practices.

Leadership Development

The EDD has a number of offerings for leadership development and these efforts will continue into the future. The EDD is committed to developing staff at all levels of the organization to prepare them for the next step in their career.

The full action plan related to these efforts can be found in Appendix A.

Conclusion

The EDD's employees are our most valuable resource. The organization strives to foster a culture that supports the development of staff. This Leadership Succession Plan is the first step in developing tools to increase our bench strength for critical positions. The Workforce Planning Unit will work closely with entities identified as responsible for Succession Planning initiatives and will provide reports to the EDD's Executive Leadership Team on the progress made and any challenges encountered on an annual basis, no later than June 1.

Workforce and succession planning is key to ensuring the EDD's mission to enhance California's economic growth and prosperity by collaboratively delivering valuable and innovative services to meet the evolving needs of employers, workers, and job seekers.

Appendices

Appendix A: Leadership Pipeline Categories and Classifications

Appendix B: Action Plan

Appendix A: Leadership Pipeline Categories and Classifications

Journey Level Classifications

- Accountant Trainee
- Accounting Administrator I (Specialist)
- Accounting Officer (Specialist)
- Administrative Assistant II
- Assistant Administrative Analyst - Accounting Systems
- Associate Accounting Analyst
- Associate Architect
- Associate Budget Analyst
- Associate Business Management Analyst
- Associate Governmental Program Analyst
- Associate Management Auditor
- Associate Personnel Analyst
- Associate Tax Auditor, EDD
- Attorney
- Attorney III
- Attorney IV
- Auditor I
- Bookbinder III
- Digital Composition Specialist II
- Digital Print Operator II
- Disability Insurance Program Rep
- Disability Insurance Spec. I
- Disability Insurance Spec. II
- Employment Development Specialist I
- Employment Development Specialist II
- Employment Program Rep
- Engineer
- Executive Secretary II

- Graphic Designer II
- Graphic Designer III
- Information Officer I (Specialist)
- Information Technology Associate
- Information Technology Specialist I
- Information Technology Specialist II
- Investigator
- Labor Relations Analyst
- Labor Relations Specialist
- Legal Analyst
- Mailing Machines Operator II
- Materials & Stores Specialist
- Principal Compliance Representative
- Research Data Specialist I
- Research Data Specialist II
- Research Data Specialist III
- Senior Accounting Officer (Specialist)
- Senior Legal Analyst
- Senior Personnel Specialist
- Senior Tax Compliance Representative (Specialist)
- Sheetfed Offset Press Operator II
- Sheetfed Offset Press Operator III
- Special Investigator
- Staff Services Analyst (General)
- Staff Services Management Auditor
- Staff Tax Auditor, EDD
- Tax Auditor, EDD
- Tax Compliance Representative, EDD

Supervisory Level Classifications

- Accounting Administrator I (Supervisor)
- Accounting Administrator II
- Accounting Officer (Supervisor)
- Associate Printing Plant Superintendent
- Disability Insurance Program Manager I
- Disability Insurance Program Manager II
- Disability Insurance Program Manager III
- Employment Program Manager I
- Employment Program Manager II
- Employment Program Manager III
- Information Officer II
- Information Technology Supervisor I
- Information Technology Supervisor II
- Key Data Supervisor I
- Key Data Supervisor II
- Key Data Supervisor III
- Key Data Supervisor IV
- Legal Support Supervisor I
- Legal Support Supervisor II
- Mailing Machines Supervisor I
- Mailing Machines Supervisor II
- Office Services Supervisor I (General)
- Office Services Supervisor I (Typing)
- Office Services Supervisor II (General)
- Office Services Supervisor III (General)
- Personnel Supervisor I
- Personnel Supervisor II
- Printing Trades Supervisor I (General)
- Printing Trades Supervisor II (General)
- Research Data Supervisor I
- Research Data Supervisor II
- Senior Accounting Officer (Supervisor)
- Senior Management Auditor
- Senior Printing Trades Specialist (General)
- Staff Management Auditor

- Staff Services Manager I
- Staff Services Manager II (Supervisor)
- Supervising Criminal Investigator I
- Supervising Criminal Investigator II
- Supervising Program Technician I
- Supervising Program Technician II
- Supervising Program Technician III
- Tax Administrator I
- Tax Administrator II
- Warehouse Manager I
- Warehouse Manager II

Managerial Level Classifications

- Accounting Administrator III
- Assistant Chief Counsel
- Employment Development Administrator
- Information Technology Manager I
- Information Technology Manager II
- Information Technology Specialist III
- Labor Relations Manager II
- Research Data Manager
- Staff Services Manager III
- Supervising Management Auditor
- Tax Administrator III

Executive Level Classifications

- CEA A
- CEA B (Division Chiefs)
- CEA C (Deputy Directors)
- General Counsel
- Chief Deputy Director
- Assistant Director
- Department Director

Appendix B: Action Plan

Initiative	Responsible Person(s)	Key Performance Indicators & Benchmarks	Timeline	Strategic Alignment
Entry to Journey Level Initiatives				
Update Upward Mobility Program	EDD Recruitment and EEO	Implementation of the upward mobility program will result in having at least 25 staff per year promote into higher paying classifications.	Fall 2024	Strategic Plan: Sustainable Business Operations
Continue to offer new content on the Learning Management System (LMS)	EDDU	Focusing on project management, conflict resolution, and technical skills related to transitioning to a hybrid working environment.	Ongoing	Strategic Plan: Skilled Workforce
Continue to offer the Analyst Prep School	EDDU	Focusing on curriculum to help entry level staff who are interested in preparing themselves for analyst roles.	Ongoing	Strategic Plan: Skilled Workforce
Implement Competency Assessment	Workforce Planning Unit	Implement competency assessment for both core and leadership competencies.	December 2026	Strategic Plan: Skilled Workforce
Journey to Supervisory Level Initiatives				
Supervisor readiness e-learnings	Branch Training Teams	Bring awareness and interest for analyst level staff for supervisor opportunities.	Ongoing	SLAA Report: Mitigate leadership recruitment and retention risk
Continue to offer new content on the Learning Management System	EDDU	Focusing on project management, conflict resolution, and technical skills related to transitioning to a hybrid working environment	Ongoing	Strategic Plan: Skilled Workforce
Continue to offer the Emerging Leaders Program	EDDU	Focusing on curriculum to help rank-and-file staff who are interested in preparing themselves for leadership roles.	Ongoing	SLAA Report: Mitigate leadership recruitment and retention risk

Initiative	Responsible Person(s)	Key Performance Indicators & Benchmarks	Timeline	Strategic Alignment
Supervisory to Managerial Level Initiatives				
Supervisor Development Program (80 hour hybrid e-learnings and live webinars)	EDDU	At least 99% compliance on an annual basis for all required leadership development training.	Ongoing	Strategic Plan: Skilled Workforce
Hot Topics Webinars	EDDU/ HRSD	Provide at least five Hot Topics Webinars annually.	Ongoing	Strategic Plan: Skilled Workforce
HRSD Targeted Trainings	EDDU/HRSD	Utilize the LMS to access all managers throughout the state to provide updates on a number of human resource (HR) topics.	Ongoing	Strategic Plan: Skilled Workforce
California State University, Sacramento (CSUS) College of Continuing Education – Leadership for the Government Supervisor/Manager Program	Branches	Send at least five managers/supervisors from the Department to the CSUS offering annually.	Ongoing	Strategic Plan: Skilled Workforce
Develop training around the Leadership Competency Model and Incorporate 360 Reviews	EDDU	Provide an overview class for the leadership competency model, as well as separate classes focusing on each competency. Incorporate a 360 evaluation into the training for leaders to develop an action plan for any areas of weakness	December 2023 and Ongoing	Strategic Plan: Skilled Workforce
Leadership Academies	Branch Training Teams	Continue to administer Leadership Academies at least once per year.	Ongoing	Strategic Plan: Skilled Workforce
Managerial Level to Executive Level Initiatives				
CSUS College of Continuing Education – Leadership for the Government Executive Program	Branches	Send at least two high level managers from the Department annually to the CSUS class.	Ongoing	Strategic Plan: Skilled Workforce

Initiative	Responsible Person(s)	Key Performance Indicators & Benchmarks	Timeline	Strategic Alignment
New Managerial Training	EDDU via CalHR/CSUS	Ensure 100% compliance with new managerial training mandate annually.	Ongoing	Strategic Plan: Skilled Workforce
Ongoing Leadership Development	EDDU	Subscribe to e-learning content and ensure 99% compliance for continual leadership development annually.	Ongoing	Strategic Plan: Skilled Workforce
Leadership Development Mentoring Program	Workforce Planning Unit	Build out program requirements implement the first cohort by January 2025.	Jan 2025	SLAA Report: Mitigate leadership recruitment and retention risk
Division Chief to Deputy Level				
Readiness Assessment	Workforce Planning Unit, Deputies & Division Chiefs	Deputies and Division Chiefs will complete a readiness assessment survey for all of their direct reports in order to determine bench strength.	December 2025	Strategic Plan: Skilled Workforce/ Sustainable Business Operations

Director Signature

Nancy Farias
Printed Name

7/29/2024
Date

HRSD Chief Signature

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