

STATE FISCAL YEAR  
**2023 – 2026**

# WORKFORCE PLAN

Employment Development  
Department



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## A Message from the Director

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At the Employment Development Department (EDD), we believe our employees are our most valuable resource. Each day, thousands of dedicated employees are called upon to provide essential services to the people of California.

The EDD is one of California's largest departments. Our employees are located at over a hundred offices throughout the State, providing assistance to millions of Californians under the Workforce Services, Unemployment Insurance (UI), Disability Insurance (DI), Paid Family Leave, and Labor Market Information programs. As one of the nation's largest tax collection agencies, the Tax Branch works with California's 1.76 million employers to collect employment taxes and data to support the State's UI, DI, Paid Family Leave, Personal Income Tax, and child support programs.

As California's demography and economy evolve, our commitment to providing excellent customer service requires that we continue to respond to customer expectations through alternative methods and provide increased customer convenience. Our business solutions must leverage technology, improve existing processes, and be accessible to California's diverse community. To meet these business needs, the EDD must have a workforce prepared to meet the challenge. This Plan supports the EDD's efforts to have the right people, with the right skills, in the right jobs, at the right time, to accomplish these goals.

The 2023-2026 EDD Workforce Plan responds to that challenge by establishing a strategy for our Department to effectively:

- Recruit qualified candidates to fill critical vacancies;
- Retain an inclusive workforce;
- Provide employees with training to develop the necessary skills to perform their jobs; and
- Prepare employees to assume leadership roles.

Please take the time to familiarize yourself with this Plan. Whether you are a long-time EDD employee looking forward to retirement, mid-way through your career, or newly hired, the 2023-2026 EDD Workforce Plan includes something for everyone and will help shape the future of the Department.

Nancy Farias  
Director, EDD

## Introduction

In 2018, a Workforce Planning Unit (WPU) was created to help create the workforce and succession planning strategy and engage branch leadership in related planning activities.

This Workforce Plan builds on the foundation of the 2018-2021 EDD Workforce Plan, which included efforts to enhance the EDD's employee engagement and career development programs. A summary of the 2018-2021 plan is below.

Initiative	Gap	Responsible Person(s)	Planned Outcome	Status	Strategic Alignment
<b>One to Two Year Initiatives</b>					
<i>Innovative Recruitment Strategies</i>	<i>Recruitment</i>	<i>HRSD Recruitment/ Public Affairs Branch</i>	<i>Increase in number of candidates applying for EDD's job vacancies</i>	<i>Ongoing</i>	<i>Skilled Workforce/ Sustainable Business Operations</i>
<i>Upward Mobility &amp; Career Ladders</i>	<i>Retention</i>	<i>HRSD Recruitment/EEO</i>	<i>Documents will be updated and posted to intranet. Marketing campaign will be launched and enrollees will be tracked.</i>	<i>In progress</i>	<i>Sustainable Business Operations</i>
<i>Online Engagement Surveys</i>	<i>Retention</i>	<i>Directors Office Interns /Workforce Planning Committee</i>	<i>Managers will review data from the surveys and adjust as needed to improve retention</i>	<i>Ongoing</i>	<i>Sustainable Business Operations</i>
<i>Leadership Development</i>	<i>Professional Development</i>	<i>EDD University/ Branch Training Teams</i>	<i>Leadership classes will be developed or mapped to the Five Practices of Exemplary Leadership</i>	<i>Completed</i>	<i>Skilled Workforce</i>
<i>Learning Repository</i>	<i>Professional Development</i>	<i>EDD University/ Branch Training Teams</i>	<i>Learning resources developed by EDD University and the Branch Training teams will be uploaded and content will be shared across the enterprise.</i>	<i>Completed</i>	<i>Skilled Workforce</i>

Initiative	Gap	Responsible Person(s)	Planned Outcome	Status	Strategic Alignment
<i>Classroom &amp; e-Learning classes</i>	<i>Professional Development</i>	<i>EDD University/ Branch Training Teams</i>	<i>Additional classroom trainings will be provided and new content loaded to staff and management portals.</i>	<i>Completed and ongoing</i>	<i>Skilled Workforce</i>
<i>Develop Succession Plan</i>	<i>Succession Planning</i>	<i>Workforce Planning Committee</i>	<i>Succession Plan published and submitted to CalHR</i>	<i>Completed</i>	<i>Sustainable Business Operations</i>
<b>Three to Five Year Initiatives</b>					
<i>EDD Expo</i>	<i>Retention</i>	<i>HRSD Recruitment/ Branch Representatives</i>	<i>Surveys after the Expo to gauge success. Track web hits on SharePoint page that will be developed.</i>	<i>Delayed</i>	<i>Skilled Workforce/ Sustainable Business Operations</i>
<i>Implement a Talent Management System</i>	<i>Professional Development</i>	<i>HRSD/EDDU/ ITB/Branch Training Teams</i>	<i>Training and performance records will be maintained within the system, allowing managers to identify skill gaps and direct training accordingly</i>	<i>Completed</i>	<i>Skilled Workforce/ Sustainable Business Operations</i>
<i>Knowledge Transfer</i>	<i>Knowledge Transfer</i>	<i>Workforce Planning Committee/ Branch Representatives</i>	<i>Critical positions identified and training plans developed for these critical positions in all branches.</i>	<i>Delayed</i>	<i>Sustainable Business Operations</i>

## Strategic Direction

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The EDD's Workforce Plan supports the following EDD Strategic Plan goals:

- Fiscal Stewardship
- Skilled Workforce
- Sustainable Business Operations
- Responsible Service
- Technological Innovation

This Workforce Plan supports the EDD's strategic goals and addresses the workforce related risk controls identified in the EDD State Leadership Accountability Act (SLAA) Report by outlining a plan to ensure we have the right people, with the right skills, in the right jobs, at the right time. All initiatives in the EDD Workforce Plan support developing staff through knowledge transfer, retention efforts, and ensuring we prepare staff for succession planning and other professional development opportunities. The EDD's goals to provide responsible service and fiscal stewardship will enhance our services and are fortified by addressing any gaps in our workforce.

*For more information on EDD's Strategic Plan, please see [Appendix A: Mission, Vision, Values, and Strategic Map](#).*

## Environmental Factors

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The EDD's staffing levels are dependent on the State's economy. When the economy flourishes, the unemployment rate drops, workload levels may decline, and fewer staff may be needed to administer EDD's UI program. For this reason, the EDD has a number of permanent intermittent staff to allow for the fluctuation of staffing levels.

Both the EDD's Workforce Services program and the UI program are primarily federally funded; therefore, EDD's staffing levels adjust with the amount of funding provided for these programs.

Staffing levels in EDD's Tax, DI and Paid Family Leave programs, and support branches remain fairly steady. New legislation may result in a need for increased staffing.

During the COVID-19 pandemic, the EDD faced an unprecedented spike in UI claims which required the Department to shift resources, redirect staff from other departments, and mass hiring. Staffing levels were increased to help administer the UI program. However, the mass hiring and streamlined training approach resulted in some employees who needed additional training, guidance, and direction. The UI systems also needed to be updated and improved. Although the Department had been working on a recession plan, the California unemployment rate during the COVID-19 pandemic was 30% greater than any prior recession, causing an exponentially greater workload for UI staff and some Department support organizations, such as the print, mail, scanning, and imaging production operations.

Senate Bill 390 required the EDD to develop a recession plan to prepare for an increase in UI claims due to an economic downturn such as the COVID-19 recession.

Some of the solutions in the plan include:

- Analyzing current job duties or classifications to ensure the right staff are doing the right work.
- Determining whether the current staff is ready to take on more complex work, increased volumes of work, or both.
- Identifying a backup system for a sudden influx of work.
- Assessing how existing seasonal and part-time staff are utilized, including whether the Department can temporarily alter the work duties of current staff instead of hiring new staff.
- Assessing how current staff can be cross-trained.

The EDD made great strides during the COVID-19 pandemic to improve its ability to project future UI workload levels. The opportunity now facing the EDD is to more closely monitor the national economic climate in order to accurately predict and prepare for an upcoming recession. While this appears to be a very straightforward goal, recessions are complex and are considered impossible to predict with certainty.

The COVID-19 Pandemic also shifted the majority of our workforce to a remote working environment. While public services have resumed, many of EDD's lines of business have been successful at adapting processes to the new hybrid telework environment. These new processes have given EDD employees the opportunity to learn new technology and expand their technical skills, giving employees a more competitive edge in the workplace. The EDD's shift to hybrid telework schedules has also had a positive impact on work-life balance and flexibility. This will enable the EDD to hire the best candidates, regardless of where they live.

## Methodology

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The EDD workforce planning approach has continued to evolve over the past few years. A Workforce and Succession Planning Development Framework was developed as a result of the EDD's 2009-2012 Workforce Plan. This Framework identified a lead to represent the Workforce and Succession Planning Committee. The Committee was made up of a Champion from each of the branches.

In 2017, this Committee deployed an enhanced Workforce Planning Portal on SharePoint. The Workforce Planning Portal includes a central location for EDD Workforce and Succession Plans, workforce planning reports, succession planning resources, leadership and staff development resources and tools, recruitment resources, retention resources, and the EDD Career Center information.

In 2018, the WPU was created to help strategize and implement the workforce planning initiatives in collaboration with the Committee and each of the branches. The Unit helped develop employee engagement and exit surveys, a Career Center, and the Internship Program amongst other initiatives. In addition, the unit has developed tools to assist with onboarding efforts, provided training to existing EDD staff on career development and developed tools for leaders to measure the bench strength at the highest levels of the organization.

## Workforce Overview

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The EDD is within the Labor and Workforce Development Agency and has over 8,000 permanent employees as of September 2022. The organization is composed of ten branches: Executive, Administration, Disability Insurance, Information Technology, Policy, Accountability and Compliance, Public Affairs, Tax, Unemployment Insurance, Legislative Affairs, and Workforce Services.

*The EDD organization chart can be found in [Appendix B: Organization Chart](#).*

## Demographics

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The EDD is committed to building, fostering, and retaining a diverse workforce that reflects the California population that we serve. The EDD's workforce is comprised of 65% women and 35% men. The EDD's overall ethnic composition is 29% Hispanic, 22% Caucasian, 25% Asian/Pacific Islander, and 15% African American. Native American and "Other" make up 9% of the EDD's workforce. In addition, approximately 5% of EDD employees are veterans, and 11% of employees are classified as individuals with disabilities. Listed below is a comparison of the EDD's ethnicity and gender statistics compared to civil service statewide data.

June 2022 Civil Service Demographics		
Demographic	EDD	Statewide
Women	65%	46%
Men	35%	54%
Caucasian	22%	39%
Hispanic	29%	26%
Asian/Pacific Islander	25%	19%
African American	15%	9%
Other	9%	7%
Veterans	5%	5%
Individuals with Disabilities	11%	8%

\*Excludes Retired Annuitants and Student Assistants

As one of the largest state departments, the EDD is committed to maintaining a diverse and inclusive workforce.

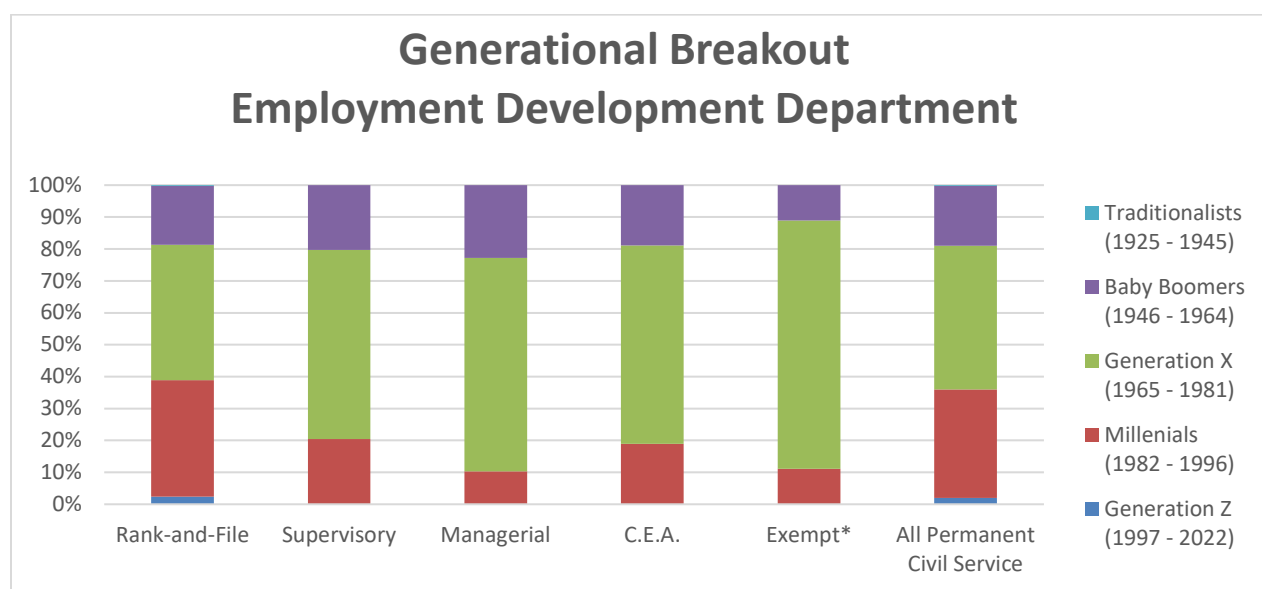
Generational Breakout



The average age of an EDD employee is 46 years old and the average tenure in state service is 11 years.

Approximately 2% of the EDD's employees are Generation Z (born 1997-2022), 33.9% are Millennials (born 1982-1997), and 18.7% are Baby Boomers. The EDD has a rather large percentage of Generation X (born 1965-1981) at 45.1%. Generation X is the largest percentage of our C.E.A. staff. With staff in the Generation X and Baby Boomer groups totaling over 60%, it reinforces the need for knowledge transfer, professional development, and succession planning initiatives.

The following chart is a generational breakout by classification type at EDD.

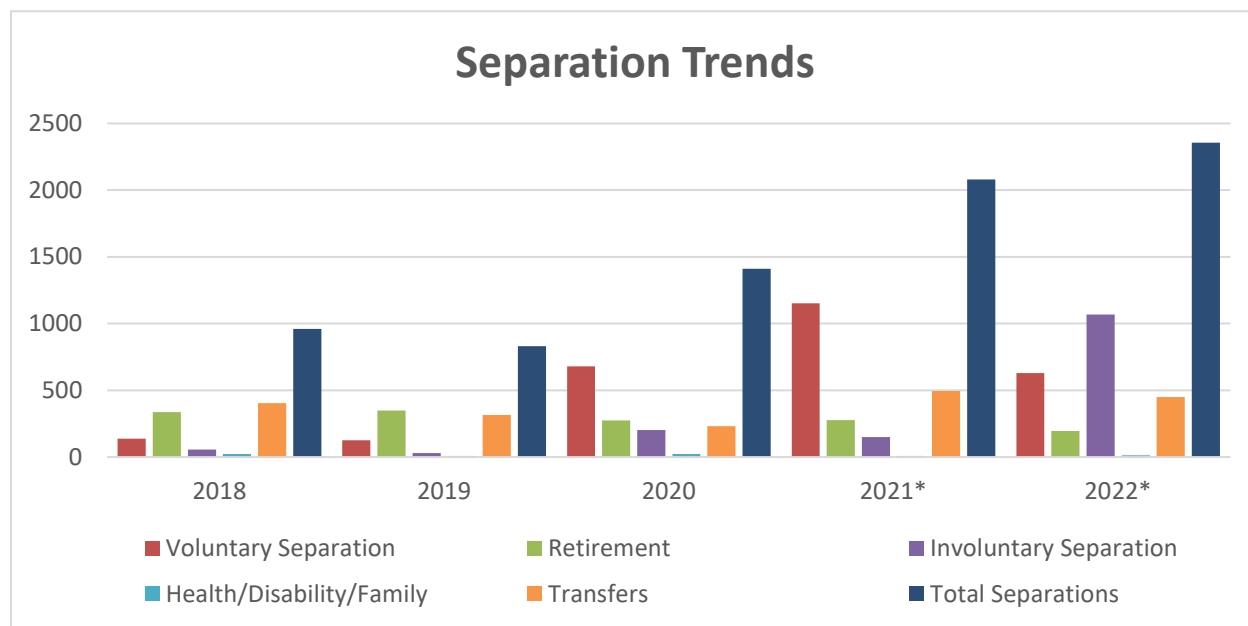


\*Exempt does not include student assistants.

## Separation Trends

Each year, approximately 1,150 people separate from the EDD via voluntary separation (resignation), retirement, involuntary separation, or health/disability/family reasons. This represents approximately 13% of the EDD's permanent workforce leaving every year. Another 4.4% (average of 379 employees) leave due to transfers to other State agencies each year. In recent years, these figures spiked as the COVID-19 pandemic created an unprecedented increase in unemployment and resulted in the need to mass-hire employees in 2020. Nearly 5,000 limited term employees were hired to address the flood of unemployment insurance claims, many of whom had a one to two-year contract. This caused an increase in the number of resignations in 2021 and 2022, as these employees sought permanent jobs.

Even factoring out the effects of the pandemic, EDD’s average turnover creates challenges in the areas of knowledge transfer, training and development, and employee retention. The EDD strives to develop bench strength in all classifications throughout the organization.



\*The EDD hired a large number of Limited-Term staff during the year 2020, causing an increase in the number of resignations during the years 2021 and 2022.

**For additional information, please see [Appendix C](#)**

### Retirement Eligibility

Approximately 40% of EDD’s workforce is 50 years or older and eligible to retire, and another 13% are within five years of being eligible to retire, as of September 2022\*. However, the latest trends show that employees are working longer than in the past. In 2022, the average age of retirement for the EDD rank and file employees was 62.9 years old and the average age of retirement for the EDD managerial, supervisory, and exempt employees was 61.1 years old. Service credit, benefit (or age) factor, and final compensation as assessed by CalPERS are now key considerations for all employees that are considering retirement. If employees continue working longer, the EDD may not see a large wave of retirements all at once but instead continue to see a steady flow of about 2-5% per year. The EDD’s continued focus on workforce planning will help to sustain the organization through expected retirements and ongoing attrition.

\*Employees can retire as early as age 50 with five years of service credit unless all service was earned on or after January 1, 2013, in which case employees must be at least age 52 to retire.

**For additional information, please see [Appendix D](#)**

## Competencies

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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.

The EDD has adopted the California Department of Human Resource (CalHR) core competency model for all staff. These competencies include Collaboration, Communication, Customer Engagement, Digital Fluency, Diversity and Inclusion, Innovative Mindset, Interpersonal Skills, and Resilience. The Learning Management System includes training modules tied to each of these competency clusters to help staff develop at their own pace as well as provides resources to our employees statewide.

## Key Leadership

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A key leadership position describes one held by an employee who can positively influence and maximize efforts of others towards achieving mission critical goals. The EDD's key leadership positions are:

- Director
- Chief Deputy Director
- General Counsel, Legal Office
- Deputy Director, Administration Branch
- Deputy Director, Disability Insurance Branch
- Deputy Director, Information Technology Branch
- Deputy Director, Legislative Branch
- Deputy Director, Policy, Accountability and Compliance Branch
- Deputy Director, Public Affairs Branch
- Deputy Director, Tax Branch
- Deputy Director, Unemployment Insurance Branch
- Deputy Director, Workforce Services Branch

In addition to the above EDD positions, the division chiefs play critical leadership roles in setting operational direction and achieving program objectives.

## Workforce Gap Analysis

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The following workforce gaps have been identified by the EDD:

## Recruitment Gaps and Risks

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As noted in the EDD State Leadership Accountability Act (SLAA) Report, the EDD has continued to face recruitment struggles since the onset of the pandemic. This can largely be attributed to a tarnished reputation. Since the COVID-19 pandemic hit in 2020, the EDD has faced extreme

criticism in the media due to massive backlogs and delays in processing UI claims, as well as widespread fraud. This negative publicity has not only tainted the image of the EDD, but also the morale of many EDD employees.

Particular challenges include recruiting for leadership roles and Information Technology (IT) positions. This is largely due to intense competition for highly skilled workers from the private sector, other state and federal agencies, and non-profit organizations. Additionally, according to the EDD Workforce Analysis conducted by the EDD's Equal Employment Opportunity Office (EEO), EDD's sole underutilized group within the Department is People with Disabilities. Though the EDD has a higher rate of employment for people with disabilities than the statewide average, the EDD still falls short of the CalHR parity figure of 13.3%, causing a recruitment need for this demographic. The EEO has undergone working closely with the Disability Advisory Committee (DAC) to raise awareness regarding the Veteran and Disability Status Employee Surveys to ensure that employees with disabilities are accurately represented in Department workforce data.

### Retention Gaps and Risks

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The EDD's average turnover rate is approximately 17%, including retirements but not including transfers within the Department. Retention of staff is a management concern to enable effective internal capacity and the seamless continuity of operations. Transfers to other State departments had the highest percentage of attrition for the EDD until 2020, when voluntary resignation significantly became the highest percentage of attrition. Mass hiring efforts in SFY 20-21 were for limited-term positions and many employees resigned when they found permanent work elsewhere.

Employees may have a defined career path within their branch, but if looking to expand their knowledge base, may not realize the opportunities available within other areas of the EDD. Additionally, employees within EDD specific classifications, such as Employment Program Representatives, struggle with promotional opportunities and a lack of transferrable positions available within the Department. According to the EDD Exit Survey, the main factors in employees leaving the EDD include growth opportunities and pay. This suggests that employees are opting to accept promotional opportunities outside of the EDD.

### Knowledge Transfer Gaps and Risks

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The EDD does not currently have a method to ensure consistent knowledge transfer throughout the Department. With approximately 40% of the current workforce at or within five years of retirement age and an average of 1,529 separations per year, the EDD would benefit from a consistent knowledge transfer plan and off-boarding process to support management and the remaining staff members. Benefits would include improved business continuity, a positive impact on productivity, and would benefit the image of the EDD by increasing employee morale. Employees' perception of the Department is especially important when considering the overall image of the EDD. Ensuring that each branch, division, and unit of the EDD is properly

prepared for resignations can result in higher employee satisfaction and have a lasting impact on positive work culture within the Department.

### Workforce Planning Initiatives

Based on the gap analysis and subsequent risks, key initiatives have been identified that should be implemented to meet current and future workforce needs. Activities associated with the initiatives will be carried out during the term of this plan.

#### One to Two Year Initiatives

Initiative	Targeted Gap(s)	Responsible Entity/Entities
Develop trainings for existing staff related to career development	Retention	Workforce Planning Unit
Develop and implement more innovative recruitment strategies to reach candidates	Recruitment	HRSD Recruitment/Public Affairs
Implement Upward Mobility Program	Retention	HRSD Recruitment/EEO
Implement Onboarding Toolkit for all branches	Retention	Workforce Planning Unit
Conduct regular engagement surveys for the organization	Retention	Workforce Planning Unit
Create knowledge transfer tools	Knowledge Transfer	Workforce Planning Unit
Participate in State Apprenticeship Programs	Retention	Workforce Planning Unit/Various Branches

#### Three to Five Year Initiatives

Initiative	Targeted Gap(s)	Responsible Entity/Entities
Improve IT recruiting process	Recruitment	HRSD Recruitment/ITB
Launch the Leadership Development Mentoring Program	Retention and Recruitment	Workforce Planning Unit
Develop a plan to promote internal career opportunities	Retention and Recruitment	HRSD Recruitment/Branch Representatives
Develop and implement action plans as a result of employee engagement survey	Retention	Branch/Divisions/Units
Develop engagement activities for employees	Retention	Workforce Planning Unit

<b>Recruit candidates within underutilized groups</b>	Recruitment	HRSD Recruitment/Branch Representatives
<b>Examine and revise specialized classifications specifications and minimum requirements</b>	Retention	HRSD
<b>Implement Competency Assessments</b>	Recruitment	Workforce Planning Unit
<b>Improve EDD's brand image</b>	Recruitment and Retention	Workforce Planning Unit/ Public Affairs

### Recruitment Initiatives

The EDD is engaged in many efforts to attract and retain a skilled workforce. In December 2017, the Department began accepting online job applications for all posted job vacancies. On average, the HRSD attends 21 virtual and in-person (Greater Sacramento area) job fairs per year. The EDD anticipates this number to go up once the HRSD begins deploying branch recruiters to job fairs statewide.

As a result of the COVID-19 pandemic, the EDD hired more than 5,000 new staff. In response to this immediate hiring need, the EDD recruitment team used multiple methods to promote the vacancies, including but not limited to:

- Promoting vacancies on recruitment platforms (such as Indeed, LinkedIn, and Handshake)
- Marketing hiring information on the EDD social-media platforms (such as Facebook, Instagram, and Twitter)
- Partnering with CalHR to put on a three-part virtual workshop on EDD employment opportunities
- Highlighting vacancies through the public-facing EDD homepage and Careers page
- Promoting the Department through virtual career fairs
- Interacting with job seekers through email and the LinkedIn Recruiter Seat
- Attending on campus hiring and recruiting events at California high schools, colleges, and universities

This approach, in addition to word-of-mouth and media reporting on the Department's efforts to hire new employees, resulted in the EDD receiving almost 20,000 job applications Department-wide in 2020.

The EDD will be focusing on the following recruitment efforts going forward:

#### Innovative Recruitment

In addition to the proven techniques used above, the EDD will continue to use innovative recruitment strategies in order to reach candidates that are not aware of the CalCareers website ([www.jobs.ca.gov](http://www.jobs.ca.gov)) and/or unfamiliar with the state hiring process. These strategies include:

- Establishing a team of Recruitment SPOCS and representatives from all EDD branches that can attend career fairs – increasing EDD’s presence at these events and attracting talent from across the State
- Holding quarterly recruitment roundtable meetings with branch recruitment SPOCs to discuss recruitment efforts, best recruitment practices, past/present/future recruitment events, and more
- Highlighting hybrid telework flexibility in job postings to attract talent for EDD vacancies
- Highlighting vacancies through the public-facing EDD homepage and Careers page
- Utilizing the labor exchange system ([www.caljobs.ca.gov](http://www.caljobs.ca.gov)) to post vacancies and promote advertisements
- Developing an email distribution list that will distribute a weekly EDD jobs announcement email for staff and job seekers interested in receiving information on career opportunities in the Department
- Offering training/workshops and feedback to personnel liaisons, managers, and supervisors on how to write job bulletins to attract the right candidates for vacancies
- Expanding the use of social media and other job advertisement sites such as LinkedIn, Indeed, Handshake, and more to attract well-qualified job seekers

#### Improve IT Recruiting Process

The EDD will work to improve IT recruitment practices to attract qualified candidates for IT positions that are difficult to fill. This includes attending relevant recruitment fairs and updating job bulletins on CalCareers. Additionally, the EDD is currently participating in an IT Hiring Process Improvement Pilot alongside CalHR and the Workforce Development Advisory Council to improve the hiring timeline for IT positions and stay competitive with the private sector.

#### Recruit Candidates within Underutilized Groups

The EDD’s Workforce Analysis conducted by the EEO identified employees with disabilities as the sole underutilized group within the Department. The EDD aims to combat this underutilization rate by increasing recruitment efforts geared toward individuals with disabilities. Efforts will include updating our job advertisement process to allow EDD programs the opportunity to indicate a hiring preference for Limited Examination and Appointment Program (LEAP) candidates on their job vacancies, as well as working with the EEO and EDD Disability Advisory Committee (DAC) to raise awareness about the CalHR Change in Disability Status Survey and promote recruitment and retention initiatives. Additionally, the Workforce Planning Unit (WPU) plans to gather information, training, and resources from organizations that support people with disabilities and participate in targeted job fairs and recruitment events.

#### Implement Competency Assessments

The Workforce Planning Unit will build out competency assessments for staff to help understand what competency gaps may exist within the EDD’s current workforce. There will be an assessment for core competencies as well as leadership competencies. The results of the

competency assessments will help the Department build out additional initiatives that focus on recruiting, hiring, and retaining skilled employees and leaders with the right competencies.

#### Building EDD's Brand Image

The EDD will re-build a positive reputation by utilizing social media to promote the valuable programs EDD offers and highlighting positive employee and customer experiences. Additionally, the EDD plans to create a recruitment video that will give insight to the different work environments the Department has to encourage job seekers to start their career with EDD.

The EDD will continue to use any and all tools available to recruit the best candidates, including advertising positions that have the ability to telework. All outlined recruitment practices will be reviewed on an annual basis with EDD executives and branch recruitment SPOCs.

#### Retention Initiatives

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The EDD has developed a number of tools available to managers and supervisors related to retention available on the EDD SharePoint page. These tools include guidelines on conducting stay surveys and interviews, which can assist managers and supervisors in learning what motivates employees and what keeps them productive, as well as exit interview guidelines and resources to assist in promoting work/life balance. Building on that foundation, the EDD's future retention efforts will include:

#### Upward Mobility

The newly enhanced upward mobility program 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.

#### Trainings

A series of trainings will be offered to EDD employees to help with their career goals. These trainings include How to Apply for a State Job, How to Write a Statement of Qualifications, and an Introduction to Interviews. Attendees will be offered the ability to schedule a one-on-one appointment with the Career Center for more personalized assistance.

#### Apprenticeship Programs

The Department currently participates in State Apprenticeship Programs that are designed to provide state employees an opportunity to advance their careers in a designated field. If selected, apprentices enter a training and development (T&D) assignment where they receive on-the-job training and related educational instruction through a community college. At the conclusion of the T&D, apprentices may demonstrate that they meet the minimum qualifications of the designated classification and will be able to take the examination, apply, and compete for positions. The EDD will continue to participate in relevant Apprenticeship Programs to promote internal career growth.



### Promote Internal Career Opportunities

The EDD will develop innovative ways of promoting job vacancies to internal candidates and providing a path for employees to learn how to do jobs in other branches that interest them. In the past, the Department held an EDD Expo to provide employees with information about jobs in each branch at the EDD. This was a very successful event that will be enhanced and administered on a more consistent basis and in a virtual format to allow staff from all areas of California to benefit from the information.

### Employee Engagement

The Department will conduct engagement surveys on a continuous basis rather than only administering them every few years. The results of the surveys, along with general employee engagement recommendations, will be shared with Deputy Directors and Division Chiefs. Division Chiefs will be encouraged to discuss results with managers and create action plans that fit their division.

In addition, the WPU will work to develop employee engagement activities for employees. This will include building out dedicated employee engagement SharePoint pages on the Department's intranet, as well as resources and tools for EDD managers to utilize.

### Leadership Development

The WPU plans to develop new framework to re-launch the Leadership Development Mentoring Program that was once offered by the EDD Director's Office. This program will provide current supervisors and managers the opportunity to actively participate in their career growth and upward mobility by working alongside Department leaders to gain insight into EDD branch and Department programs, learning leadership practices and theories, and broadening their leadership abilities. Focusing on leadership development will benefit the Department by preparing supervisors and managers to acquire internal leadership roles that may become available in the future.

## Knowledge Transfer Initiatives

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### Knowledge Transfer Strategy

Knowledge transfer is critical in sustaining a continuity of business operations when employees leave due to attrition and/or retirement. Knowledge transfer tools and a transition toolkit will be developed to help retain institutional knowledge.

### Succession Planning Initiatives

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Succession planning is vital in every organization and will enable the EDD to develop future plans while building a strong leadership structure. To cultivate the knowledge and expertise needed to meet its vision and mission, the EDD is updating its Leadership Succession Plan now and it will be updated again in 2026.

### **Communication Plan and Accountability**

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The EDD Workforce Plan will be posted to the Workforce and Succession Planning portal on the Department's intranet. A message from the Director will be sent out via e-mail to announce the new Plan. The Plan and status reports will be shared during Executive Business Team meetings. The Workforce Planning Unit will work closely with entities identified as responsible for Workforce 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.

### **Conclusion**

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The EDD's greatest resource is its employees. The EDD Workforce Plan is a guide for attracting skilled candidates, developing its employees, retaining an engaged staff, and providing tools for knowledge transfer. Initiatives in this Plan will assist EDD in its efforts to become an Employer of Choice.

## **Appendices**

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Appendix A: Mission, Vision, Values, and Strategic Map

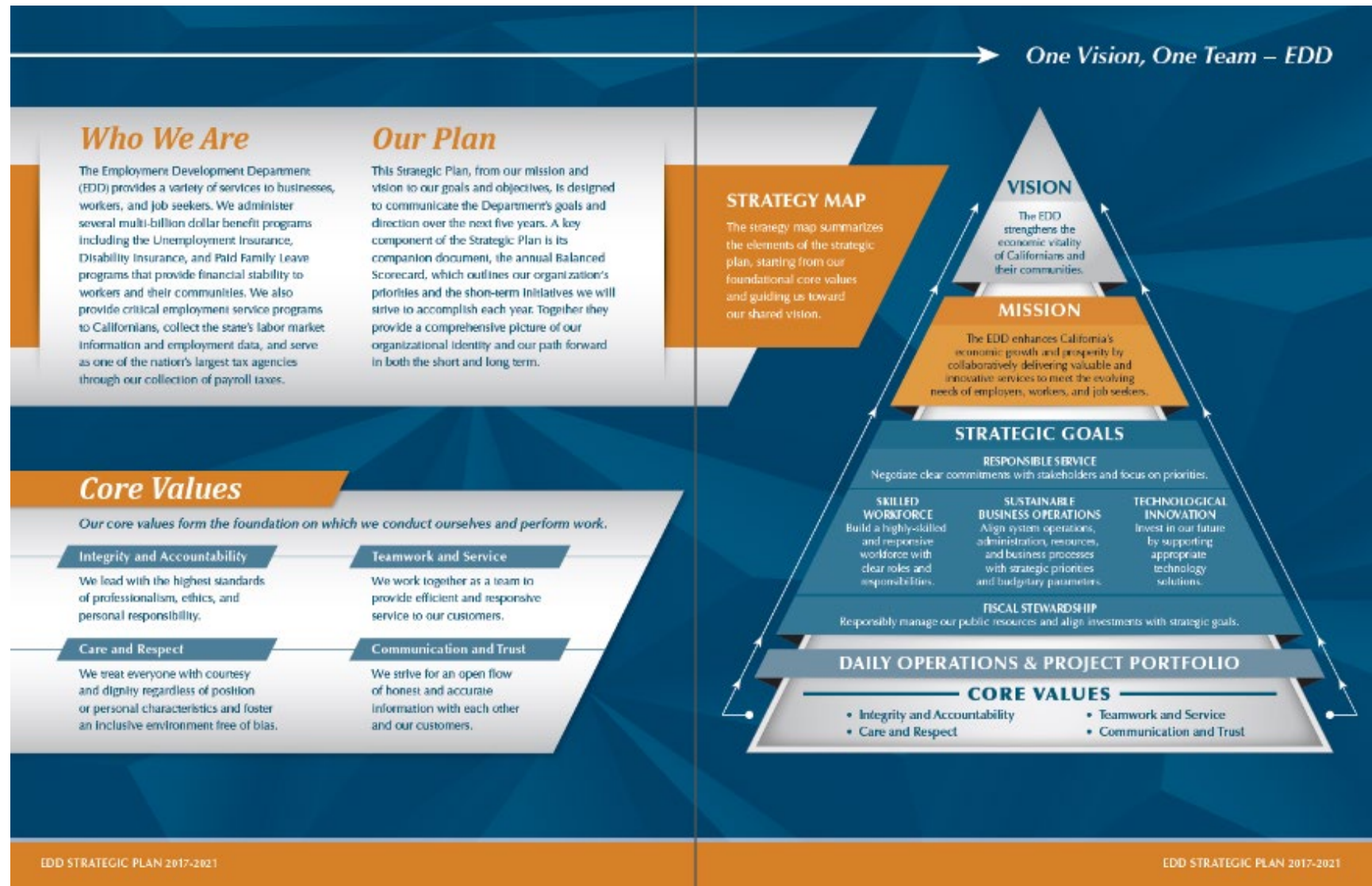
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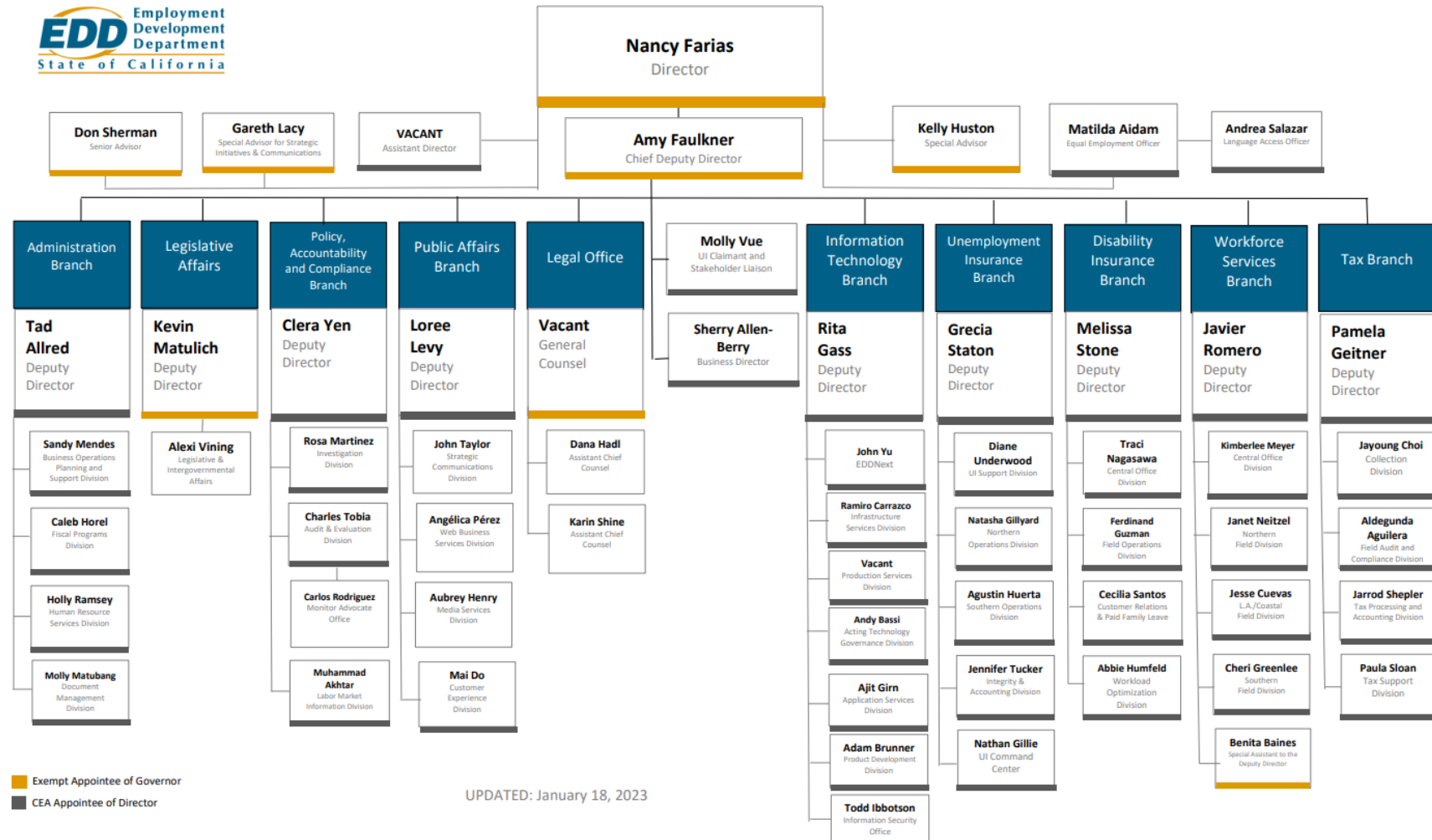
Appendix D: Projected Staffing Summary

Appendix E: Action Plan

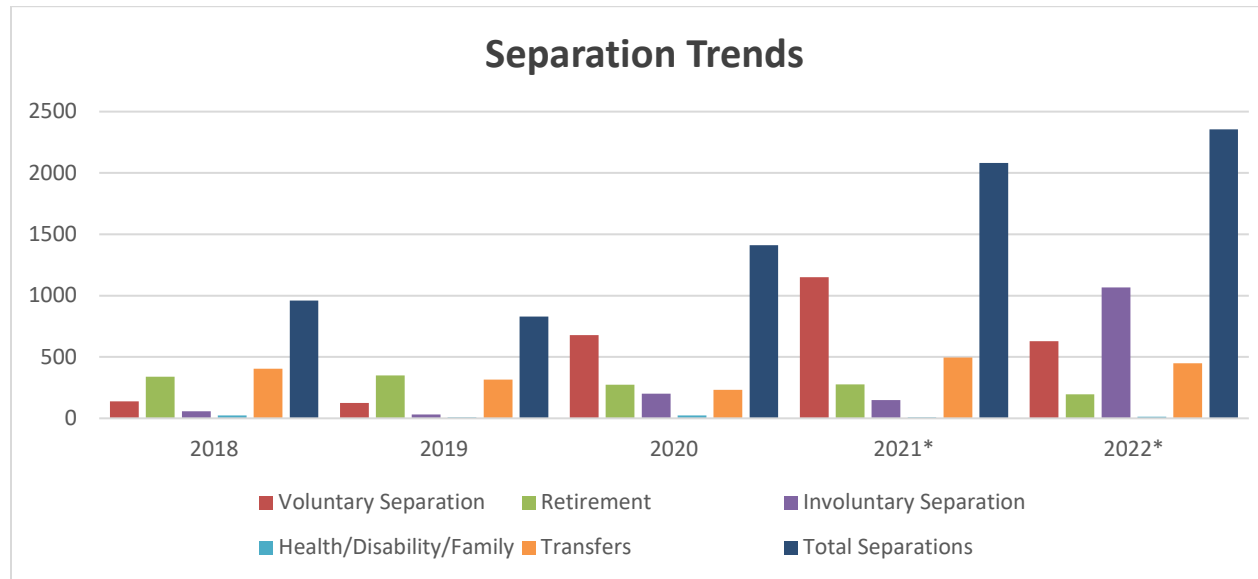
## Appendix A: Mission, Vision, Values, and Strategic Map



## Appendix B: Organizational Chart



## Appendix C: Separation



### Separation Snapshot for Permanent, Civil Service Employees EDD

Years	Voluntary Separation	Voluntary Separation Rate	Retirement	Retirement Rate	Involuntary Separation	Involuntary Separation Rate	Health/Disability/Family	Health/Disability/Family Rate	Transfers	Transfer Rate	Total Separations	Turnover Rate	Avg. Annual EEs Count
2018	139	1.91%	338	4.65%	57	0.78%	23	0.32%	404	5.56%	961	13.22%	7271
2019	126	1.76%	350	4.88%	31	0.43%	8	0.11%	315	4.39%	830	11.58%	7170
2020	679	7.58%	275	3.07%	202	2.25%	23	0.26%	232	2.59%	1411	15.75%	8958
2021	1151	10.88%	277	2.62%	149	1.41%	9	0.09%	495	4.68%	2081	19.67%	10577
2022	629	6.69%	196	2.09%	1068	11.36%	13	0.14%	450	4.79%	2356	25.07%	9398

## Appendix D: Projected Staffing Summary

The following staffing summary was prepared for 2022. The projected attrition rate for separations other than retirement is 13.60% for 2023. When these rates are applied to EDD's current workforce, the Department is able to project the estimated number of retirements and other attrition for the coming year. The following chart reflects the projected staffing summary for 2023.

As of September 2022								
	Filled Permanent Non-Intermittent Positions***					2023 Projected Attrition		<i>Estimated Vacancies to Be Filled Due to Attrition</i>
All Branches	39 & Under	40-49	50-54	55+	Total Filled Positions	Est. Retirements*	Other Attrition**	
CEA	6	7	10	14	37	1	5	6
Managerial	13	50	28	45	136	3	18	21
Supervisory	199	347	199	325	1,070	18	146	164
Rank & File	2,659	1,747	934	1,849	7,189	96	978	1,074
Exempt	1	5	2	1	9	0	1	1
EDD Total	2,878	2,156	1,173	2,234	8,441	118	1,148	1,266

\*Based on minimum retirement age of 50 and average retirement rate of 3.46% for 2018-2022.

\*\*Based on projected attrition rate (other than retirement) of 13.60% calculated based on prior separation trends.

\*\*\*Total filled positions as of September 2022.


## Appendix E: Action Plan

Initiative	Gap	Responsible Person(s)	Timeline	Key Performance Indicators & Benchmarks	Alignment
<b>Career Development Trainings</b>	Retention	Workforce Planning Unit	Jan 2022-Dec 2022	Implement 3 trainings related to career development to be offered on a bi-monthly basis by December 2022.	Strategic Plan: Skilled Workforce
<b>Upward Mobility</b>	Retention	HRSD Recruitment/EEO	Jan 2022-Dec 2024	Implement Upward Mobility Program by Fall 2024.	Strategic Plan: Sustainable Business Operations
<b>Innovative Recruitment Strategies</b>	Recruitment	HRSD Recruitment/Public Affairs Branch	Jan 2022-Dec 2024	Implement a job advertisement training for personnel liaisons, managers, and supervisors by December 2024.	Strategic Plan: Skilled Workforce/Sustainable Business Operations
<b>Onboarding Toolkit</b>	Retention	Workforce Planning Unit	Jan 2022-Jun 2025	Pilot to HRSD through September 2024. Implement department-wide by June 2025.	Strategic Plan: Sustainable Business Operations
<b>Online Engagement Surveys</b>	Retention	Workforce Planning Unit	Jan 2022-Dec 2026	Increase annual survey participation rate by 15%.	Strategic Plan: Sustainable Business Operations
<b>Knowledge Transfer</b>	Knowledge Transfer	Workforce Planning Unit	Jun 2024-Jun 2025	Pilot Knowledge Transfer Toolkit with HRSD through December 2024. Implement department-wide by June 2025.	Strategic Plan: Sustainable Business Operations
<b>Apprenticeship Programs</b>	Retention	Workforce Planning	Ongoing	Implement Apprenticeship SharePoint pages by December	Strategic Plan: Skilled Workforce/



Initiative	Gap	Responsible Person(s)	Timeline	Key Performance Indicators & Benchmarks	Alignment
		Unit/Various Branches		2024. Increase EDD completion rate by 30% per cohort.	Sustainable Business Operations
<b>Develop a Leadership Development Mentoring Program</b>	Retention/Recruitment	Workforce Planning Unit	Jun 2024-Jan 2025	Build out program requirements by November 2024. Implement program by January 2025.	SLAA Report: Mitigate leadership recruitment and retention risk
<b>Improve IT Recruiting Process</b>	Recruitment	HRSD Recruitment/Information Technology Branch	Jun 2024-Jun 2025	Participate in CalHR 2024 IT Hiring Process Improvement Pilot. Implement process improvements by June 2025.	SLAA Report: Mitigate IT recruitment and retention risk
<b>Promote Internal Career Opportunities</b>	Retention/Recruitment	HRSD Recruitment/Branch Representatives	Ongoing	Begin tracking data to calculate the percentage of internal applicants being hired for supervisory positions by December 2024.	Strategic Plan: Skilled Workforce
<b>Employee Engagement Activities</b>	Retention	Workforce Planning Unit	Jun 2024-Dec 2025	Implement employee engagement resources for managers by December 2024. Develop an employee engagement SharePoint page by December 2025.	Strategic Plan: Sustainable Business Operations
<b>Employee Engagement Action Plan</b>	Retention	Branch/ Divisions/ Units	Jun 2024-Dec 2025	Build employee engagement action plan requirements by Dec 2025. Increase 2026 employee engagement rates.	Strategic Plan: Sustainable Business Operations

Initiative	Gap	Responsible Person(s)	Timeline	Key Performance Indicators & Benchmarks	Alignment
<b>Recruit Candidates within Underutilized Groups</b>	Recruitment	Workforce Planning Unit/Branch Representatives	Jan 2022-Dec 2025	Meet CalHR's 13.3% parity figure for Individuals with Disabilities by December 2025. Current Rate 11.4%.	Workforce Analysis: Recruit and Retain employees in underutilized groups
<b>Revise Specialized Classifications</b>	Retention	HRSD	Jan 2025-Dec 2026	Complete classification revision for EPR/DIPR by December 2025.	Strategic Plan: Sustainable Business Operations
<b>Implement Competency Assessment</b>	Recruitment	Workforce Planning Unit	Jan 2025-Dec 2026	Build out assessment and action plan by June 2025. Implement assessment by December 2026.	Strategic Plan: Skilled Workforce
<b>Improve Brand Image</b>	Recruitment/Retention	Workforce Planning Unit/ Public Affairs	Jan 2022-Dec 2026	Increase number of applicants by 5%.	Strategic Plan: Sustainable Business Operations

  
 Director Signature

Nancy Farias  
 Printed Name

7/29/2024  
 Date

  
 HRSD Chief Signature

Holly Ramsey  
 Printed Name

7/29/2024  
 Date

## Contact Information

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