

2025 Report on Employment of People With Disabilities in State Civil Service



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Report on Employment of People With Disabilities in State Civil Service 2025



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Director

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Executive Summary

On October 05, 2021, the Governor signed AB 313, which requires CalHR to evaluate and report on progress toward increasing employment of persons with disabilities in California state civil service. The report includes available data on hiring trends, departmental progress on corrective action plans, implementation of recommendations from the Governor’s Diversity Task Force, and recommendations for future efforts. California’s civil service system operates¹ on the merit principle and is committed to equitable hiring practices. While some departments have demonstrated strong efforts to recruit and retain individuals with disabilities, others continue to face challenges in meeting minimum workforce representation benchmarks.

This report analyzes hiring trends across California’s state civil service from Fiscal Year (FY) 2019 through June 2025, comparing hiring outcomes over two consecutive three-year periods.² For purposes of this report, a disability includes one or more physical or mental impairments or medical conditions that limit a major life activity. A condition may be considered a disability even if it is episodic or in remission, if it would limit a major life activity when active. An impairment may also be considered a disability even when mitigating measures, such as medication, assistive devices, prosthetics, or other accommodations, reduce or eliminate the effects of the condition³. It highlights departments with notable changes in hiring persons with disabilities (PWDs), as well as those with consistent or no hiring activity.

The report also provides insight into departmental implementation of corrective action plans, strategies to improve PWD representation, and reasonable accommodation policies. CalHR will continue to advance disability inclusion statewide through ongoing support, accountability, and leadership. The report also highlights new and emerging efforts.

In 2019, Governor Gavin Newsom launched the California Leads Initiative to advance inclusion and equity across the state workforce. The initiative established four task forces, including the Diversity and Inclusion Task Force Subgroup, which developed recommendations to expand employment opportunities for people with disabilities in state employment.

CalHR has made measurable progress in implementing and institutionalizing these recommendations through expanded oversight, training, strengthened accountability, and collaboration with partner agencies. Key accomplishments include issuing the [Model Reasonable Accommodation Policy](#), launching the statewide [dashboard](#) displaying statewide and departmental representation of persons with disabilities and annual goals, expanding Limited Examination Appointment Program (LEAP) examinations, and supporting departments through the Workforce Analysis, Upward Mobility (UM), and Reasonable Accommodation (RA) Programs.

¹ *Cal. Const.* art. VII, § 1(b) (requiring appointments and promotions to be “based on merit ascertained by competitive examination”).

² Sources of data are the California State Controller’s Office, New Employee, and Change or First-Time Completion of the Disability Status Survey.

³ Adapted from CalHR’s Disability Status Survey guidance, which defines disability broadly to include physical or mental impairments or medical conditions that limit a major life activity, including certain episodic or remitted conditions and conditions mitigated by treatment or accommodations.

State Departments and the Workforce Analysis Process

CalHR collects workforce composition data from departments annually and requires them to compare their workforce data with similar occupations in the labor force through the Workforce Analysis (WFA) process. As part of this review, departments must evaluate their representation of persons with disabilities against the statewide disability parity rate of 16.6 percent, which is based on the 2000 U.S. Census and adopted by the State Personnel Board (SPB) as the statewide standard.

The WFA process requires departments to identify whether they fall below 80 percent of that parity rate, which equals 13.3 percent and reflects an underrepresentation of persons with disabilities. When a department's disability representation falls below 13.3 percent, CalHR identifies the department as having a deficiency and requires the establishment of hiring goals and the development of an action plan. Departments with disability representation between 13.3 percent and 16.5 percent are still considered deficient but are not required to submit formal hiring goals and action plans.

Departments must investigate significant underutilization of protected groups. A group is considered to be significantly underutilized when its representation in an occupation or at a specific level within a state department is lower than would be expected based on its presence in the relevant labor force⁴. Departments must take steps to address non-job-related barriers⁵ to equal employment opportunity.

Departments must set goals to improve the representation of persons with disabilities and promote upward mobility for qualified employees to advance from lower-paying positions into entry-level technical, professional, or administrative classifications in accordance with Government Code section 19402 and related Upward Mobility Program regulations. This process identifies underrepresentation and guides focused hiring efforts, including the use of the LEAP to increase opportunities for persons with disabilities.

Pursuant to Government Code Section 19238, CalHR reviews and approves annual corrective action plans submitted by departments that do not meet at least 80 percent of the disability parity rate. When plans do not demonstrate sufficient progress or fail to meet minimum requirements, CalHR may require corrective action and provide technical assistance.

Summary of Civil Service Hiring of Persons with Disabilities

The State of California collects disability data through a confidential and voluntary online [survey](#) completed by state employees. Disability is defined in accordance with Government Code section 12926.

Data Source and Methodology

Disability data is comprised of the number of LEAP hires and responses collected through a confidential and voluntary online survey administered to state employees. Data on appointments (hires) of persons with disabilities is derived from aggregated State Controller's Office (SCO) personnel and payroll transaction records. Disability data is maintained as confidential voluntary self-identification information and is used in

⁴ Government Code section 19791(b) defines "underutilization" as having a statistically significant smaller percentage of persons of a group in an occupation or at a level in a state agency than would reasonably be expected based on their representation in the relevant labor force.

⁵ A non-job-related employment barrier is an employment policy or practice unrelated to the requirements of the job or does not meet the definition of a business necessity.

aggregate form for reporting and analysis purposes.

Percent changes in hiring of persons with disabilities were calculated using aggregated State Controller’s Office (SCO) personnel and payroll transaction data for FY 2019–2022 and FY 2022–2025. Hiring data was reviewed for completeness and consistency and was not based on department self-reported hiring totals.

Due to the voluntary nature of the state’s employee survey, the results presented in this report reflect only employees who have opted to complete the survey and self-identified as having a disability. As of December 2025, 12 percent of the state workforce (231,026 employees) have taken the survey. Of those that have taken the survey, 19,034 employees, representing 8.2 percent of the statewide workforce, have self-identified as having a disability. Higher participation in the survey would help to improve the completeness of the data used to measure disability representation.

Purpose and Use of Workforce Demographic Data

In addition to identifying possible underrepresentation or barriers to employment, the data helps monitor workforce diversity, ensures compliance with state and federal equal employment opportunity (EEO) requirements, and supports the development of inclusive workplace policies and programs. Summary [reports](#) based on this data are published on the CalHR website to promote transparency and accountability in the state’s commitment to EEO.

Annual PWD Representation

This table shows the number and percentage of state employees who voluntarily self-identified as having a disability through the Change or First-Time Completion of the Disability Status Survey for FY 2019–2020 through FY 2024–2025.

Fiscal Year	Number of Employees with Disabilities	Percent of Employees with Disabilities
2019–2020	21,111	9.4%
2020–2021	19,592	8.7%
2021–2022	18,079	8.0%
2022–2023	16,537	7.3%
2023–2024	18,599	8.0%
2024–2025	18,800	8.0%

During this period, disability representation ranged from 7.3 percent to 9.4 percent of the state workforce. As of FY 2024–2025, 18,800 employees, representing 8.0 percent of the workforce, had self-identified as having a disability. Because completion of the survey is voluntary, changes in representation may reflect both workforce demographics and employee participation in the survey.

Statewide Hiring Summary

Between FY 2019-2022 and FY 2022-2025, the total number of reported individuals with disabilities hired in state civil service declined by 15, from 2,888 to 2,873. This represents a decline of approximately 0.5 percent. Some departments did make progress, while others, particularly some larger departments, appear to have experienced declines. (Appendices A, B, and C.) Given that only 12 percent of the state workforce has taken the disability status survey as of December 2025, it is important to note that the numbers could provide a useful tool to drive continued action but may be of limited statistical value. (Appendices [A](#), [B](#), and [C](#))

Analysis of Persons with Disabilities Hires Across State Departments

The analysis includes 159 departments that reported PWD hires in both reporting periods. Of these, 25 reported zero PWD hires in FY 2019–2022, which prevented the calculation of a valid percent change⁶; these departments were not included in the percent change analysis. However, their PWD hires in the second reporting period are included in the overall totals. Departments with percent change calculation errors are denoted by an asterisk (*). (Appendices [A](#) and [B](#))

Out of the 134 departments reviewed, 49 showed increases in hiring persons with disabilities during the reporting period. These increases were observed among small and medium-sized departments, with nine doubling their PWD hires, which may reflect increased attention to inclusive employment practices. Small-sized departments can experience greater variability in their reported rates than large-sized departments because of the limited number of total hires. A small number of additional survey responses may substantially shift representation in a small-sized department, while the same change may only slightly alter a large-sized department's reported rates. (Appendices A, B, and C)

During the same period, 63 departments reported either a decline or no change in hiring persons with disabilities. Among them, four of the six largest state employers experienced reductions in hiring individuals with disabilities. (Appendices [A](#), [B](#), and [C](#))

Given the size of these departments, such decreases had a considerable impact on overall statewide performance. Additionally, 22 smaller departments reported zero PWD hiring activity, which may indicate opportunities for additional outreach, technical assistance, or engagement.

While progress is evident in many parts of state government, sustained efforts, particularly among large-sized departments, will be important to increase disability representation more broadly across the civil service workforce.

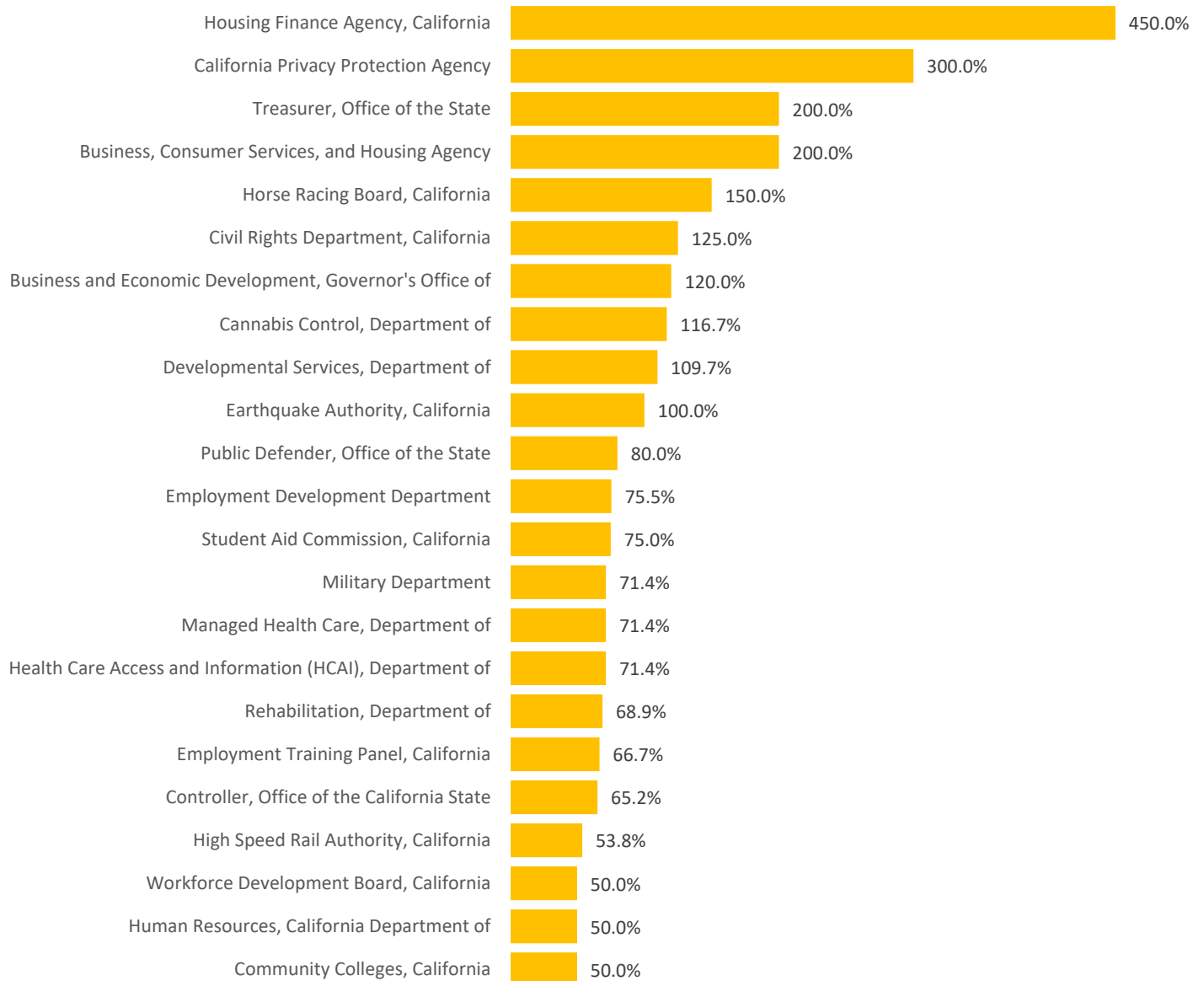
Persons with Disabilities Hiring Trends (2019-2025)

Between FY 2019–2022 and FY 2022–2025, 49 departments reported increases in the hiring of persons with disabilities. Small and medium-sized departments exhibited the highest percentage growth, while large-sized departments showed more moderate gains. (Appendices [A](#), [B](#), and [C](#))

⁶ Percent change not calculated for departments with zero hires in FY 2019–2022 due to a zero denominator

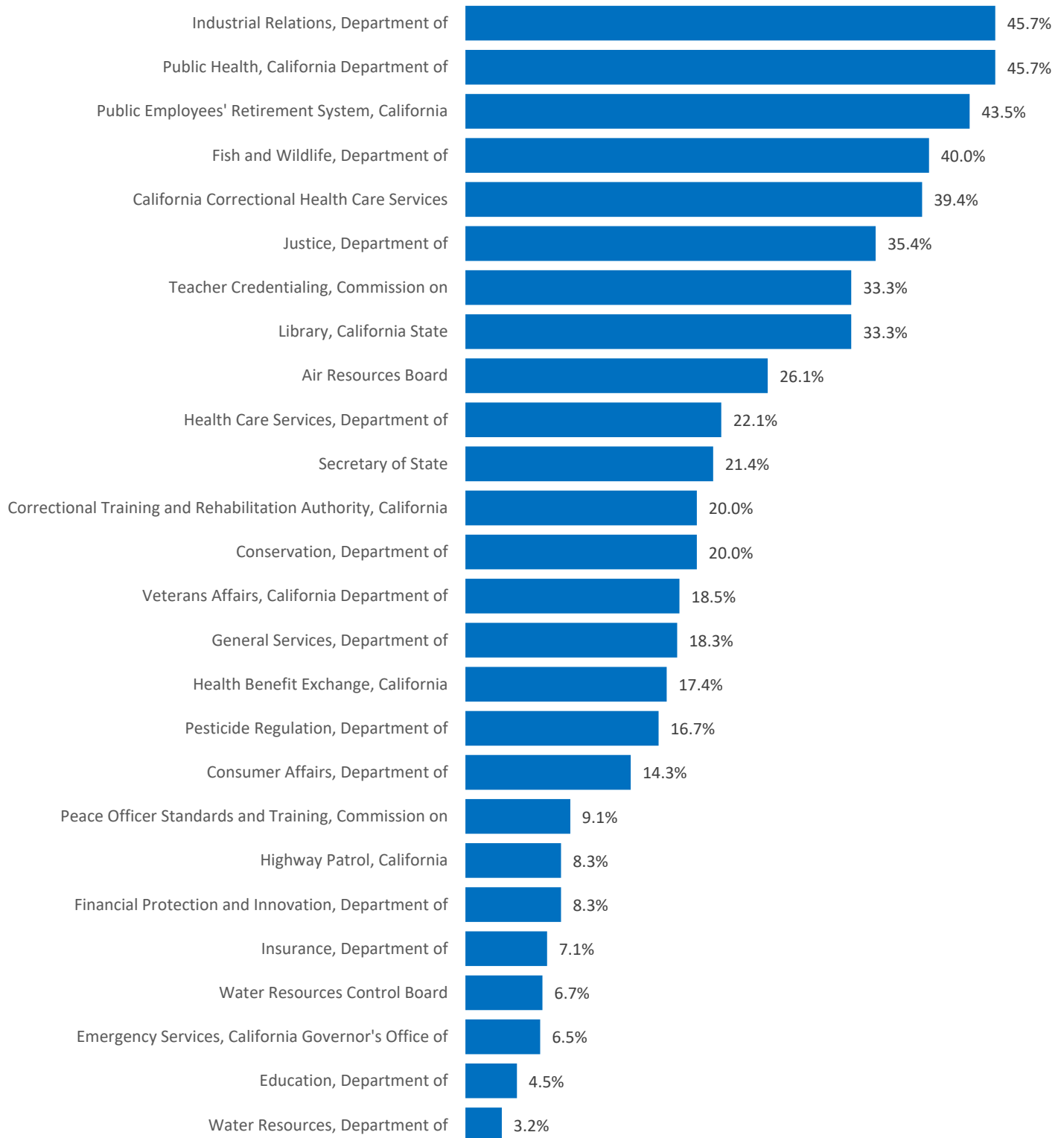
This chart highlights departments with increases (50 percent or more) in hiring persons with disabilities between FY 2019–2022 and FY 2022–2025, illustrating continued efforts toward inclusion across varied state entities.

Departments Increasing Persons with Disabilities Hires by 50 Percent or More 2019-2025



This chart highlights departments with increases (under 50 percent) in hiring persons with disabilities from FY 2019–2022 to FY 2022–2025, illustrating steady but varied growth across state entities.

Departments Increasing Persons with Disabilities Hires by 50 Percent or Less 2019-2025



Hiring Trends Across Small, Medium, and Large Departments

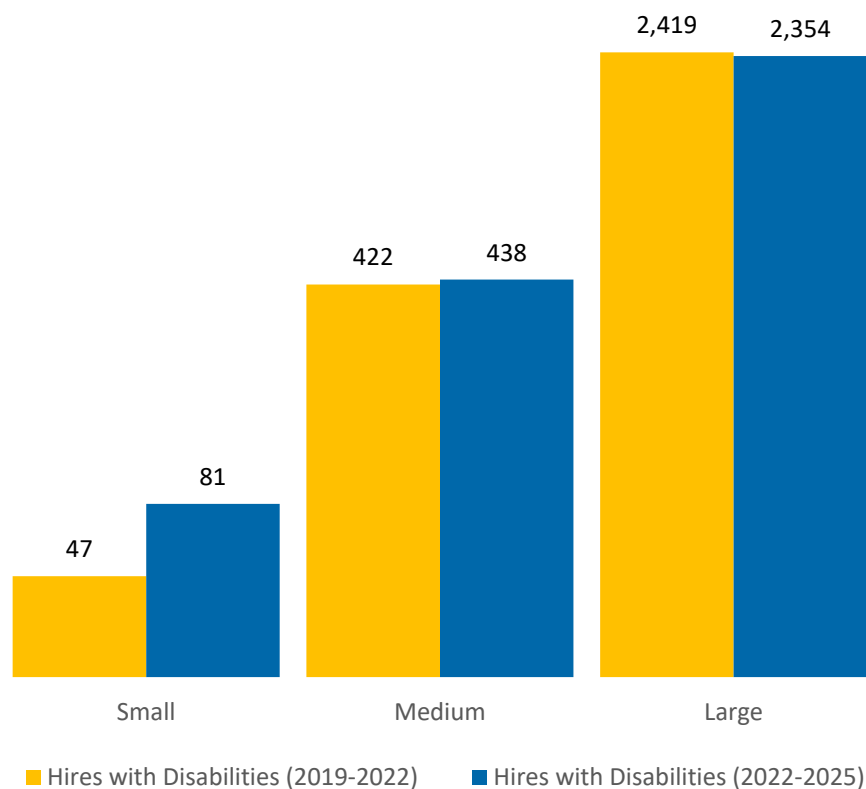
Small-sized departments recorded the largest percentage increase in hiring persons with disabilities, with a 72.3 percent rise between FY 2019–2022 and FY 2022–2025. ([Appendix A](#))

Medium-sized departments experienced an increase of 3.8 percent. ([Appendix B](#))

In contrast, large-sized departments, which are the largest state employers and collectively represent the majority of all PWD hires, saw a decline of 2.7 percent. ([Appendix C](#))

Overall, the decrease of 0.5 percent in hiring persons with disabilities across all departments underscores both areas of advancement and ongoing challenges.

Persons with Disabilities Hires by Department Size



Static or Declining Persons with Disabilities Hiring Rate

Between FY 2019–2022 and FY 2022–2025, a total of 85 departments experienced either a decline or no change in the hiring of persons with disabilities. This represents a significant portion of state entities and points to areas where further support for disability inclusion may be beneficial. Of these departments, 11 reported zero percentage change in hires between FY 2019–2022 and FY 2022–2025, while another 14 reported no hires following FY 2019–2022. In addition, 52 departments experienced decreases in hiring persons with disabilities, with declines ranging from 4.5 percent to 100 percent, calculated based on hire counts across the two three-year fiscal periods.

Within this group, many departments maintained consistent PWD hiring levels, often at very low or zero PWD hires. These tend to be smaller, specialized entities and commissions, where opportunities for growth can be

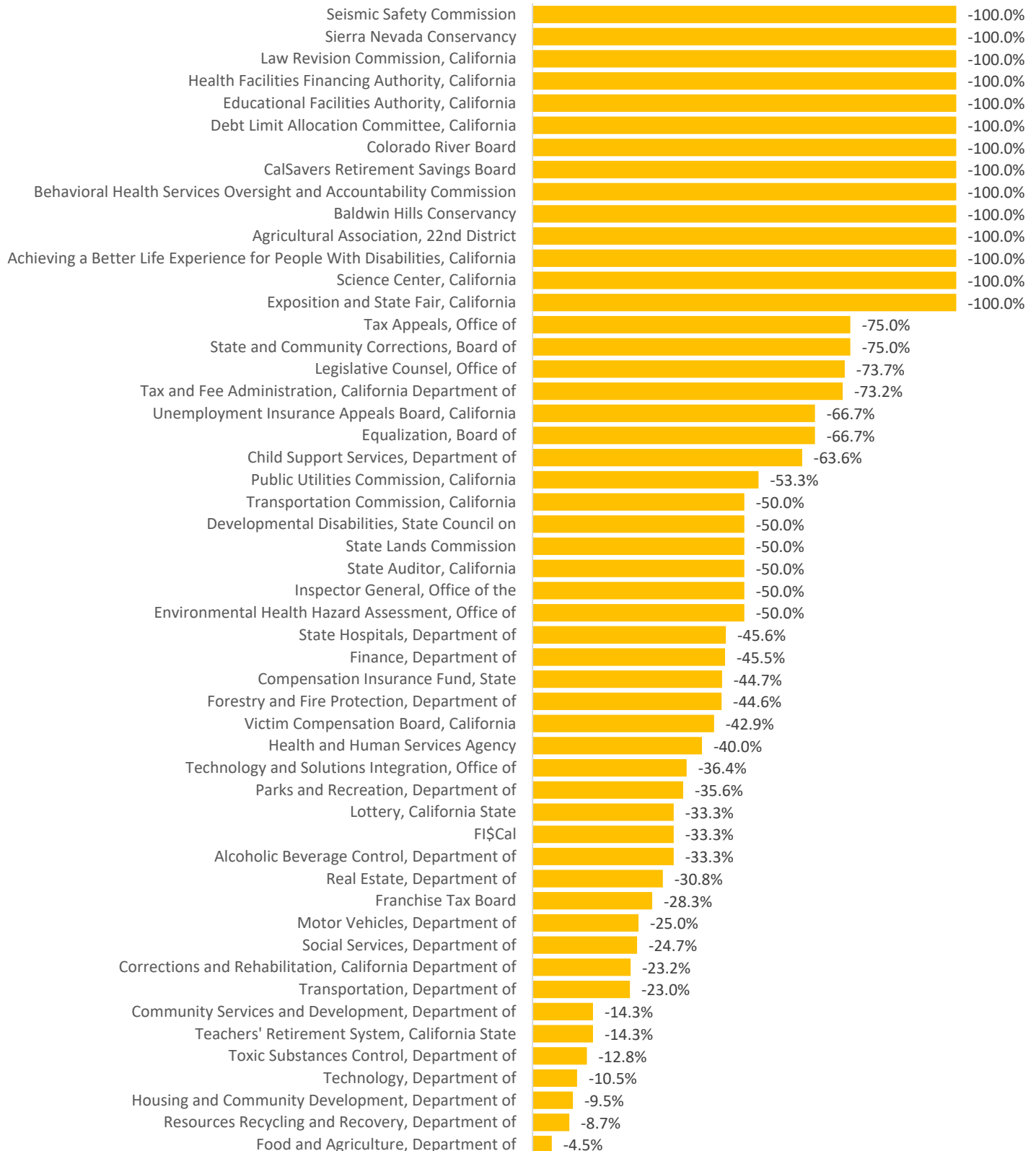
limited due to workforce size. In these smaller entities, a few hires can create significant shifts in the disability representation rate.

Additionally, some departments moved from active PWD hiring to none in the most recent period. While many of these are smaller entities, this shift highlights areas where continued efforts could help maintain or improve the representation of persons with disabilities.

These trends, especially in larger departments, suggest that additional focus could support improving employment opportunities for persons with disabilities across the state.

This chart highlights a decline in hiring of persons with disabilities, represented by a percent decrease from -4.5 percent to -100 percent across FY 2019–2022 and FY 2022–2025.

Percent Decrease in Persons with Disabilities Hires 2019-2025



2024 Annual Workforce Analysis

Departments Required to Submit Corrective Action Plans

In the 2024 Workforce Analysis (WFA) cycle⁶, a total of 105⁷ departments were below the 13.3 percent benchmark for persons with disabilities representation. ([Appendix D](#)) This benchmark represents 80 percent of the 16.6 percent statewide disability parity rate that departments are encouraged to meet. Pursuant to Government Code section 19233(d), these departments were required to submit corrective action plans to improve their hiring and retention of individuals with disabilities.

CalHR reviewed each plan to determine whether the department would be required to modify the plan and identify strategies to address the underrepresentation of PWD in its workforce. CalHR's evaluation focused on the following criteria:

- Progress Over Time: Demonstrated improvement in PWD representation year over year.
- Data-Informed Hiring Goals: Clear, reasonable, and attainable goals based on current workforce and departmental data.
- Implementation of Coordinated Strategies, including:
 - Communication plans promoting the [Change or First-Time Completion of the Disability Status Survey](#).
 - Training initiatives supporting disability inclusion and employee retention.
 - Focused recruiting efforts such as job fairs and partnerships with disability-focused organizations.
 - Use of the Limited Examination and Appointment Program (LEAP) as a targeted recruitment pathway.

Summary of Deficiencies Identified

CalHR's review identified common deficiencies across many plans. Several departments listed only one or two brief action items, which did not include sufficient detail or scope to support meaningful outcomes. Specific gaps included:

- **Change or First-Time Completion of the Disability Status Survey:** Many departments lacked familiarity with CalHR's available resources to support survey campaigns. Survey plans were often general, with limited detail on implementation strategies needed to improve participation.
- **Focused Recruiting:** While some plans mentioned focused outreach, most lacked specific events, partners, or strategies to support recruitment of candidates with disabilities.
- **Disability Advisory Committees (DACs):** Several departments reported difficulties maintaining active DACs in accordance with Government Code section 19795.
- **Hiring Goals:** Departments were asked to add or revise hiring goals to ensure they were data-informed, realistic, and compliant with Government Code section 19232.

⁶ WFA reports are based on data from the prior calendar year. For example, the 2024 report reflects 2023 data, and the 2025 report reflects 2024 data.

⁷ The source of data is departmental annual workforce analysis submittals.

Summary of Corrected Action Plans

CalHR engaged with departments to revise and strengthen their action plans. The updated plans reflected improved alignment with best practices and a strengthened commitment to inclusion. Departments were encouraged to implement multiple strategies to maximize impact.

- **Improved Change or First-Time Completion of the Disability Status Survey Campaigns:** Departments enhanced communication efforts using CalHR's [Disability and Veteran Status Survey Toolkit](#), incorporating leadership messaging, DAC involvement, and internal communications during National Disability Employment Awareness Month. (PWD representation data prior to survey campaign efforts is contained in [Appendix D](#), and data after survey campaign efforts is in [Appendix E](#) for comparison.)
- **Expanded Focused Recruiting:** Departments identified specific events and partner organizations, including the CHP multi-department job fair, the Abilities Job Fair hosted by PRIDE Industries, and the Pathways to Employment events hosted in collaboration with the Department of Rehabilitation.
- **Increased Knowledge and Use of LEAP:** Corrected plans emphasized internal training on LEAP, broader staff awareness, and inclusion of LEAP materials at recruitment events.
- **Disability Advisory Committees (DACs):** Departments included strategies to re-engage their DACs in activities such as awareness training, outreach partnerships, and policy review.
- **Training:** Departments incorporated new or expanded training plans, including disability awareness sessions, Equal Employment Opportunity policy updates, and presentations by community-based disability organizations.



Summary of Effective Strategies

CalHR's analysis indicates that departments with stronger initial or revised action plans are more likely to meet or surpass the 13.3 percent representation threshold in 2025 and will not be required to submit a corrective action plan. Departments that include three to five coordinated strategies generally require fewer revisions and have higher levels of disability representation. In contrast, departments that submit only one or two strategies often need to revise and expand their action plans. For example, effective plans typically include increased communication to promote the completion or updating of the [Change or First-Time Completion of the Disability Status Survey](#) as a higher impact strategy along with targeted recruitment efforts focused on disability inclusion and disability awareness training. Departments employing this combination of strategies generally report improved representation outcomes.

The number of departments no longer required to submit an action plan rose from 43 in 2024 to 89 in 2025. This improvement corresponded with a 43 percent reduction in the number of departments required to submit corrective action plans declining from 105 in 2024 to 60 in 2025. These results correspond with the implementation of CalHR guidance and oversight activities supported by funding provided in Fiscal Year 2023–2024.

Use of Key Strategies and Resulting Hiring Outcomes Across Departments

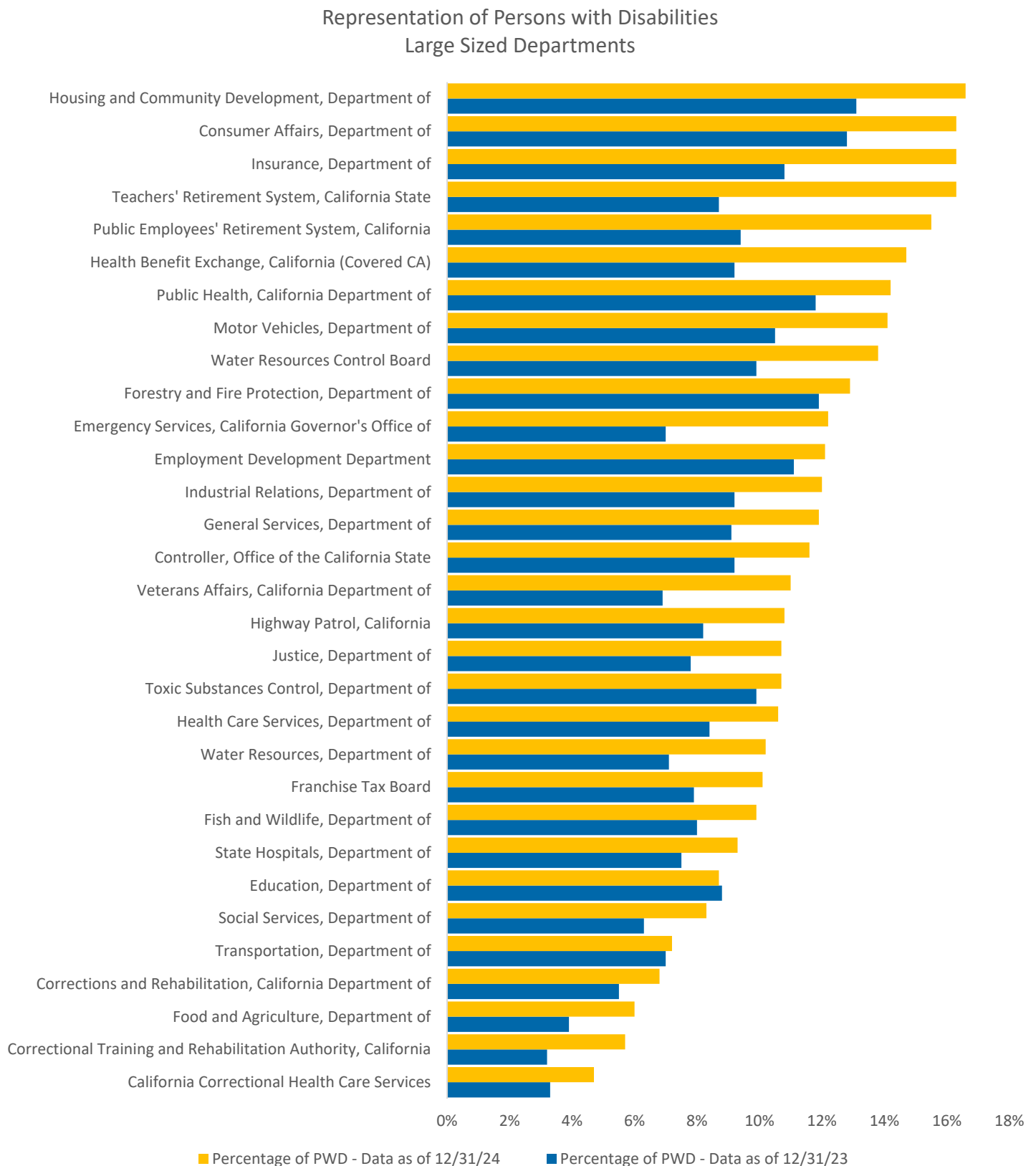
Overall, the data indicates a relationship between the use of CalHR's recommended strategies, including improved communication about the [Change or First-Time Completion of the Disability Status Survey](#), and increases in PWD hiring and representation. CalHR will continue monitoring workforce data and providing technical assistance to departments to sustain progress and help more departments meet or exceed the statewide benchmark.

In 2024, 105 departments were required to update their action plans to improve hiring and representation of PWDs. By 2025, 99 of these departments increased overall PWD representation, and 47 also increased PWD hires. Hires doubled, from 450 in 2023-2024 to 902 in 2024-2025, reflecting a 100 percent increase. ([Appendix E](#))

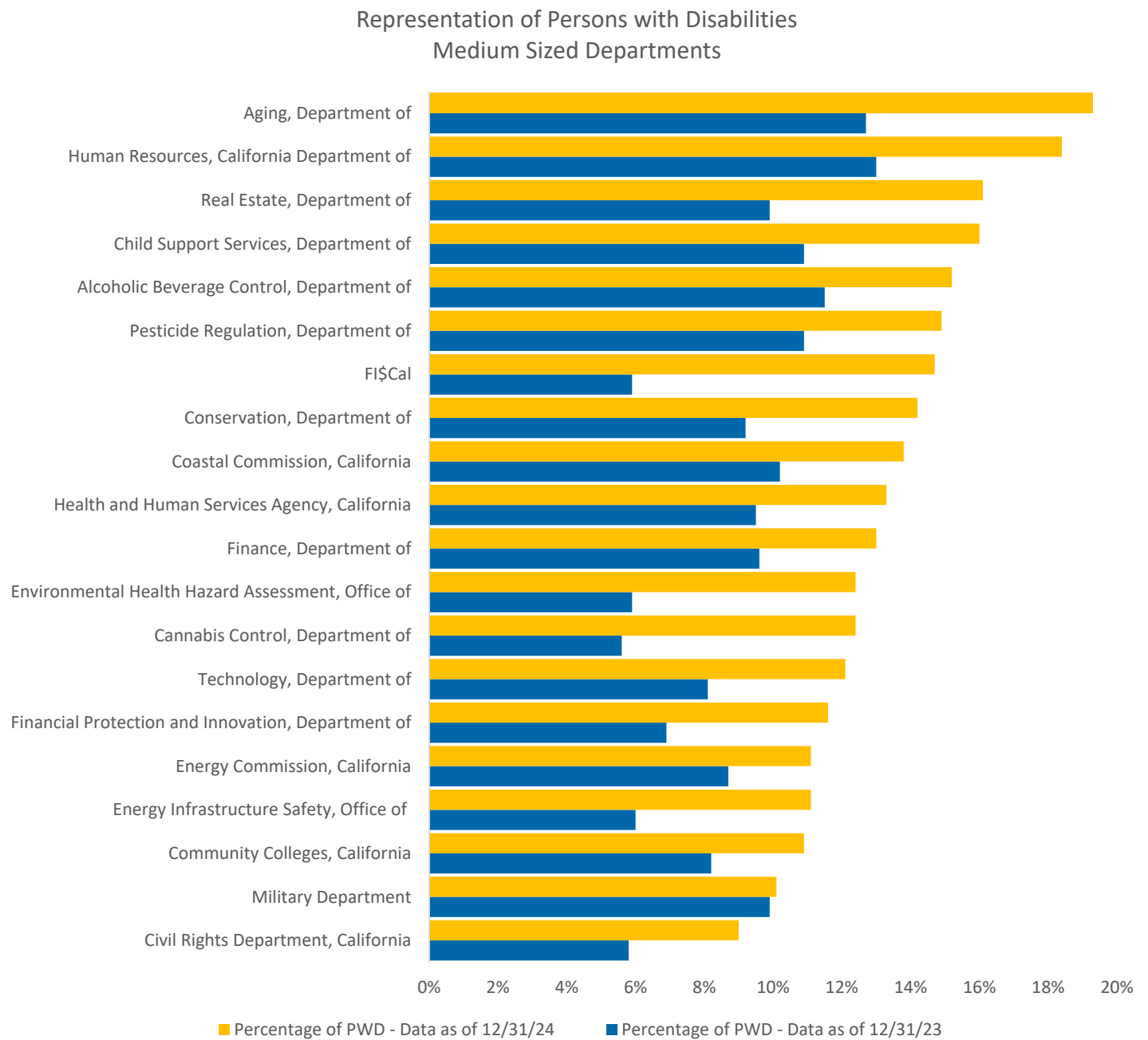
Most departments that applied CalHR's recommended strategies achieved measurable gains. Larger departments increased PWD hires from 414 in 2023-2024 to 809 in 2024-2025, which represents a 95 percent increase. ([Appendix E](#))

Medium-sized departments also made notable progress with an increase in PWD hires from 31 in 2023-2024 to 78 in 2024-2025, reflecting a 152 percent increase. Smaller departments increased PWD hires from 5 in 2023-2024 to 15 in 2024-2025, which represents a 200 percent increase. ([Appendix E](#))

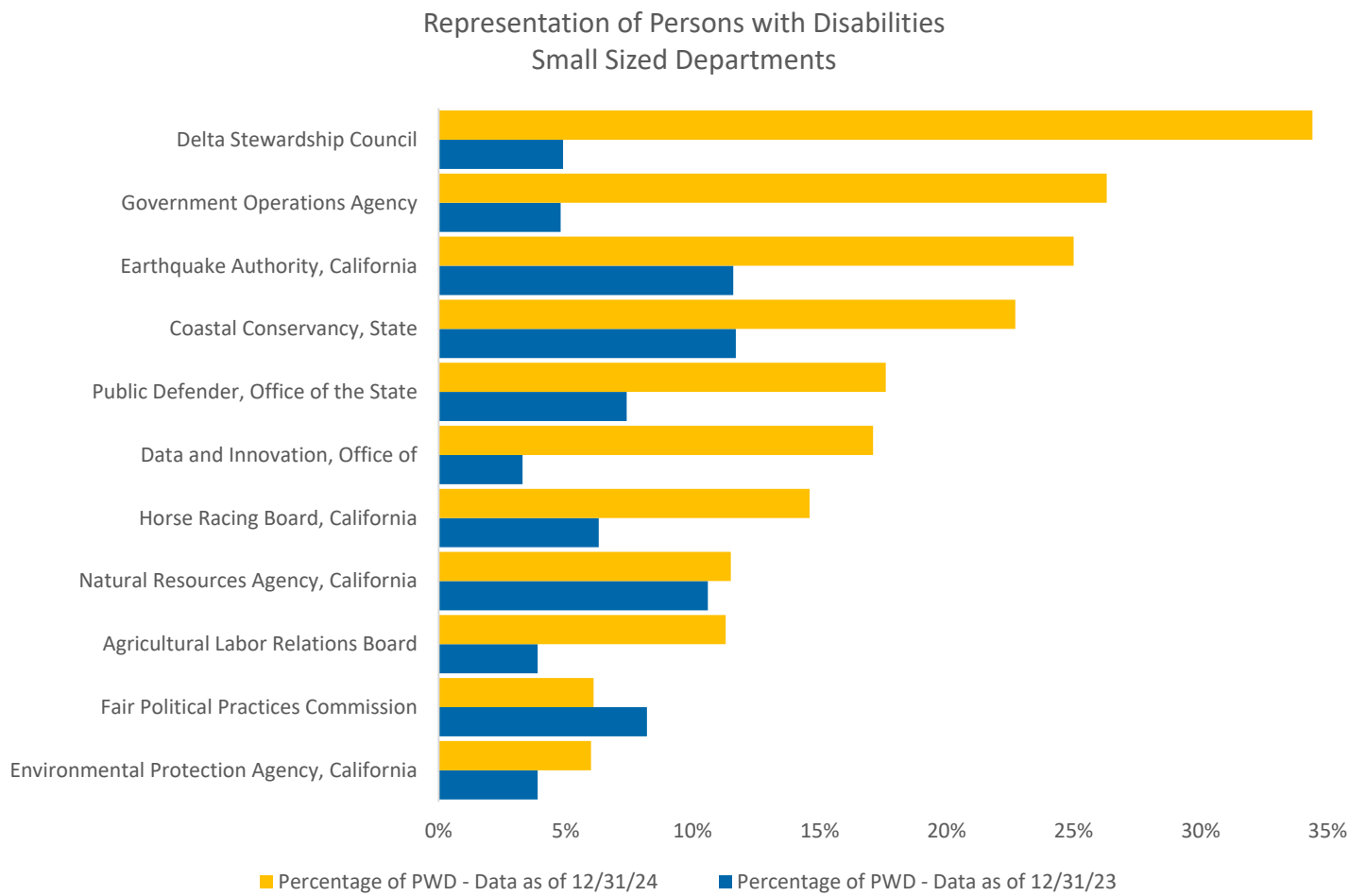
This chart shows the percentage of persons with disabilities in large-sized California state departments, comparing representation from 2023 and 2024. ([Appendix E](#))



This chart shows the percentage of persons with disabilities in medium-sized California state departments, comparing representation from 2023 and 2024. ([Appendix E](#))



This chart shows the percentage of persons with disabilities in small-sized California state departments, comparing representation from 2023 and 2024. ([Appendix E](#))



Challenges in Implementation

Departments reported several barriers to fully implementing action plan strategies:

- **Staff shortages and turnover in EEO roles:** Some departments were unable to meet goals or implement new strategies during and immediately after the pandemic. New Equal Employment Opportunity (EEO) staff require time to onboard and become familiar with program requirements and consult with CalHR.
- **Voluntary Participation in the Disability Status Survey:** Since employees are encouraged but not required to self-identify, representation data is incomplete. The effectiveness of the survey relies on each department's EEO Officer coordinating internal communication and obtaining leadership support each year.

Despite these challenges, many departments have achieved measurable improvements in the representation of persons with disabilities, indicating that survey campaigns and action plans are contributing to a positive impact.

Ongoing Support and Monitoring

CalHR will continue to monitor and oversee departmental progress through the annual WFA process. To support ongoing efforts, CalHR will provide technical assistance and resources, collaborate with departments and partners to share best practices, and support the implementation of statewide initiatives aimed at improving the hiring of persons with disabilities within California's civil service workforce.

Task Force Recommendations and Implementation Summaries

The Disability Subgroup of the Governor's Diversity and Inclusion Task Force identified a series of actions to expand opportunities for individuals with disabilities in state employment ([Appendix F](#)). In partnership with the Government Operations Agency (GovOps), the Department of Rehabilitation (DOR), Department of Developmental Services (DDS), the Association of California State Employees with Disabilities (ACSED), and other partners, CalHR has taken steps to implement these recommendations and strengthen statewide accessibility and employment opportunities for individuals with disabilities. Please see [Appendix F](#) for full list of implemented task force recommendations and implementation summaries.

To address Recommendations 1 through 1.4, CalHR established the Diversity, Equity, Inclusion, and Accessibility (DEIA) Office within the Equity and Accessibility Management Services Division (EAMSD). The office coordinates statewide programs that promote equitable employment practices, including Reasonable Accommodation, Upward Mobility, the Limited Examination and Appointment Program (LEAP), and Workforce Analysis. CalHR issued the statewide [Model Reasonable Accommodation Policy](#) in 2023, which departments now use as a framework for developing and maintaining policies that meet state and federal requirements. All departments have an RA policy. The Statewide Equal Employment Opportunity (EEO) Program also provides consultation to departments on complex or unique accommodation issues and tracks requests to identify training and policy needs.

Recommendations 2 through 5 focus on expanding hiring and career pathways for individuals with disabilities.

CalHR supports these goals through programs such as the State Internship Program (SIP) and LEAP, which create entry points into state service. Departments use the Workforce Analysis (WFA) process to monitor representation, identify barriers, and develop corrective action plans when rates fall below 13.3 percent. CalHR will continue working with departments and partner organizations to identify opportunities to strengthen these efforts and expand access to career pathways for individuals with disabilities in state service.

Recommendations 6 through 12 emphasize collaboration, communication, and consistency across departments. CalHR works closely with DOR, the Department of Developmental Services (DDS), the State Council on Developmental Disabilities (SCDD), and ACSED to promote inclusive recruitment strategies and identify ways to remove barriers in hiring and advancement. Departments are required to maintain active Disability Advisory Committees (DACs) and coordinate with the Statewide DAC (SDAC) to elevate employee voices and share effective practices. CalHR also developed and distributed the [Disability and Veteran Status Survey Toolkit](#) to ensure departments apply consistent ADA-aligned definitions and data collection methods.

Recommendations 13 and 14 reinforce CalHR's role in promoting equitable job structures and professional development. The Personnel Management Division (PMD) periodically reviews duty statements to ensure essential functions are accurately defined and compliant with the Americans with Disabilities Act (ADA). Additionally, PMD works to remove potential barriers to employment when updating classification specifications. EAMSD also reviewed classification specifications to remove outdated or offensive language under AB 248 (Dignity for All). Departments receive ongoing guidance through training and consultation resources, including courses developed by the EEO Academy, PMD, and the Legal Office. These training opportunities strengthen understanding of EEO, reasonable accommodation, and inclusive hiring practices, helping departments build work environments where all employees can succeed.

CalHR continues to advance the vision of the Disability Subgroup. These efforts reflect the ongoing work to implement task force recommendations and support employment opportunities for individuals with disabilities in California state service.

Recommendations for Future Efforts

Through consultation with the Department of Rehabilitation (DOR), the Department of Developmental Services (DDS), the State Council on Developmental Disabilities (SCDD), and the Association of California State Employees with Disabilities (ACSED), CalHR identified a range of opportunities to strengthen accessibility, reasonable accommodation, and disability employment practices across state government. These recommendations outline potential considerations for future efforts to build on existing progress and further support equitable employment opportunities for people with disabilities in state service.

CalHR and the Government Operations Agency (GovOps) will continue to engage with these partners through ongoing meetings and consultation to discuss opportunities, share information, and support continued collaboration on disability employment and accessibility efforts across state government. Please see [Appendix G](#) for the full list of recommendations for future efforts.

Strengthen Reasonable Accommodation Supports

Partners emphasized the importance of clear, consistent, and employee-centered approaches to reasonable accommodation, including clarifying expectations for medical documentation so employees with approved accommodations are not asked to submit information unnecessarily.

Discussions also focused on efficiencies of reasonable accommodation procurement. Recommendations include allowing approved equipment to transfer with employees between departments when appropriate, creating a reference list of commonly used assistive technologies, and streamlining purchases of low-cost items.

Additional suggestions include publishing a statewide reasonable accommodation guide for departments, an employee-facing guide that explains the accommodation process in plain language, expanding the [Model Reasonable Accommodation Policy](#) to promote timely communication and consistency, and developing statewide tools to track accommodation timelines to identify and address delays. Partners also recommended ongoing training for supervisors and clear expectations for when to engage Reasonable Accommodation Coordinators for support.

Expand Hiring and Career Pathways for People with Disabilities

Recommendations to strengthen hiring focus on practical ways departments can increase representation and opportunity. Partners supported completing and sharing a statewide best practices guide that highlights effective approaches, informed by models such as the California Health & Human Services Agency (CalHHS) Hiring Playbook. They also encouraged CalHR to continue reviewing education requirements in class specifications to ensure they reflect the actual knowledge and skills needed for the job, and do not create unnecessary barriers to qualified applicants. For example, recognizing the high school certificate of completion earned by many students with disabilities as an alternative or equivalency to the high school diploma where appropriate.

To further expand access, departments are encouraged to make broader use of the Limited Examination and Appointment Program (LEAP), including consideration of LEAP-preferred hiring and the use of LEAP-only certification lists, as authorized under CalHR Manual policy 1107, where appropriate and consistent with existing CalHR policy, and to consider department-specific classifications that could be made LEAP-eligible. Departments with limited progress toward disability representation goals are encouraged to work with CalHR to identify opportunities to expand the use of LEAP to diversify applicant pools and support equitable hiring outcomes.

Partners also discussed opportunities to review broader hiring practices to identify ways to improve accessibility for applicants with disabilities. This could include considering elements of the LEAP process that help reduce barriers and exploring whether similar approaches could inform improvements to general hiring practices.

The State Internship Program (SIP) and other internship opportunities can be strengthened and expanded to create inclusive career pathways. Including evaluating SIP effectiveness and outcomes, updating program elements per evaluation findings, expanding the number of state eligible classifications for SIP, and aligning internships with available state jobs.

Partners highlighted barriers that people with permanent disabilities may face when accepting state jobs. The State can allow a person with a permanent disability that substantially limits one or more major life activities who is a state, county or municipal employee an option to not count earned income when determining eligibility for state and locally funded public benefit programs. This may include, but is not limited to, Medi-Cal, Cal Fresh, CalWORKs Women-Infants-Children and cash assistance programs. These considerations may require coordination with other state entities and could require legislative action.

Improve Data, Outreach, and Representation

Collecting better data and promoting awareness are part of achieving long-term progress. Recommendations include enhancing the accuracy and timeliness of disability representation data, increasing outreach to encourage employees to voluntarily complete the [Disability Status Survey](#), and clearly explaining how that information is used, as well as reviewing participation trends to better understand potential barriers to voluntary completion.

Partners also encouraged stronger recruitment and outreach efforts to encourage people with disabilities, including veterans with disabilities, to work for the state. This includes working with the State Recruiters' Roundtable, promoting veterans' preference points and benefits under the Wounded Warriors Transitional Leave Act, and ensuring recruitment materials reflect the state's commitment to inclusion and equal opportunity.

Foster Inclusion and Retention

Building an inclusive culture and supporting career growth are essential to retaining employees with disabilities. Partners recommended expanding disability awareness and inclusion training across all levels of state service, integrating disability etiquette and accessibility topics into existing courses, and offering additional training focused on inclusive communication and workplace practices.

Retention strategies should identify what helps departments sustain inclusive workplaces and maintain employee engagement. These practices would be incorporated into the statewide best practices guide to encourage consistent application. Partners also suggested strengthening onboarding processes by ensuring all new hires receive information about reasonable accommodations, available resources, and their rights early in their employment.

Update Upward Mobility Regulations

Finally, partners recommended reviewing and, if appropriate, updating Title 2, California Code of Regulations, section 599.981(f) to ensure the Upward Mobility Program continues to meet its intended purpose. This review would assess whether the current language supports career development for employees in low-paying entry-level positions, including those with disabilities, and identify any updates that would expand participation while maintaining program integrity and alignment with state policy.

Together, these proposals highlight practical, collaborative steps that would strengthen accessibility, streamline reasonable accommodation processes, and expand employment and advancement opportunities for people with disabilities. They reflect a shared commitment across departments and partner organizations to continue building a more inclusive, equitable, and accessible state workforce.

Data References

Civil service hires data came from the State Controller's Office employment history database and CalHR's employee disability status survey results.

Endnotes

[1] Sources of data are the California State Controller's Office, the New Employee Survey, and the Change or First-Time Completion of the Disability Status Survey.

[2] Percent change not calculated for departments with zero PWD hires in FY 2019–2022 due to a zero denominator.

[3] WFA reports are based on data from the prior calendar year. For example, the 2024 report reflects 2023 data, and the 2025 report reflects 2024 data.

[4] Sources of data are departmental annual workforce analysis submittals.

[5] Total number of employees as of June 30, 2025, or most recent available data.

Appendix A – Small Departments (99 or Fewer Employees)

This appendix lists small state departments with 99 or fewer employees and compares hiring of persons with disabilities (PWD) across two three-year reporting periods: 2019–2022 and 2022–2025. The table includes annual PWD hires, totals for each reporting period, and the percent change in PWD hires between the two periods.

Department	Total Number of Employees ⁸	Total PWD Hires 2019-2020	Total PWD Hires 2020-2021	Total PWD Hires 2021-2022	GRAND TOTAL PWD Hires 2019-2022	Total PWD Hires 2022-2023	Total PWD Hires 2023-2024	Total PWD Hires 2024-2025	GRAND TOTAL PWD Hires 2022-2025	PWD Percent Change between 2019-2022 and 2022-2025
Achieving a Better Life Experience for People With Disabilities, California	3	1	0	0	1	0	0	0	0	-100.0%
Administrative Law, Office of	22	0	0	0	0	0	1	0	1	*
African-American Museum, California	10	0	0	0	0	1	0	0	1	*
Aging, Commission on	3	0	0	0	0	0	0	0	0	0.0%
Agricultural Association, 22nd District	94	0	0	1	1	0	0	0	0	-100.0%
Agricultural Labor Relations Board	55	1	0	2	3	1	1	1	3	0.0%
Alcoholic Beverage Control Appeals Board	4	0	0	0	0	0	0	0	0	0.0%
Alternative Energy and Advanced Transportation Financing Authority	25	0	0	0	0	1	0	0	1	*
Arts Council, California	27	0	0	0	0	1	0	1	2	*
Asian and Pacific Islander American Affairs, Commission on	6	-	-	0	0	-	0	1	1	*
Baldwin Hills Conservancy	2	1	0	0	1	0	0	0	0	-100.0%
Behavioral Health Services Oversight and Accountability Commission	49	1	3	0	4	0	0	0	0	-100.0%

⁸ Total number of employees as of June 30, 2025, or most recent available data.

- Data not available.

* Calculation error due to division by zero.

Business, Consumer Services, and Housing Agency	46	0	1	0	1	1	2	0	3	200.0%
California Hope, Opportunity, Perseverance, and Empowerment (HOPE) for Children Trust Account Program Board (HOPE Board)	3	-	-	-	0	-	0	0	0	0.0%
California Privacy Protection Agency	42	-	-	1	1	3	1	0	4	300.0%
CalSavers Retirement Savings Board	15	0	0	1	1	0	0	0	0	-100.0%
Cannabis Control Appeals Panel	5	-	-	0	0	0	0	0	0	0.0%
Children and Families First Commission	31	0	0	2	2	1	0	1	2	0.0%
Coachella Valley Mountains Conservancy	3	0	0	0	0	0	0	0	0	0.0%
Coastal Conservancy, State	73	0	0	0	0	1	0	1	2	*
Colorado River Board	6	0	1	0	1	0	0	0	0	-100.0%
CRADLE TO CAREER	24	-	-	0	0	2	0	0	2	*
Data and Innovation, Office of	35	-	0	0	0	0	1	2	3	*
Debt and Investment Advisory Commission, California	17	0	0	0	0	0	0	0	0	0.0%
Debt Limit Allocation Committee, California	18	0	1	0	1	0	0	0	0	-100.0%
Delta Protection Commission	6	0	0	0	0	0	0	0	0	0.0%
Delta Stewardship Council	57	0	0	0	0	1	0	1	2	*
Developmental Disabilities, State Council on	70	1	0	1	2	1	0	0	1	-50.0%
Earthquake Authority, California	67	1	0	0	1	2	0	0	2	100.0%
Education Audit Appeals Panel	3	0	0	0	0	0	0	0	0	0.0%
Educational Facilities Authority, California	3	1	0	0	1	0	0	0	0	-100.0%
Environmental Protection Agency	82	0	0	0	0	1	0	1	2	*
Gambling Control Commission, California	32	0	0	0	0	0	0	0	0	0.0%
Government Operations Agency	19	0	0	0	0	1	0	0	1	*
Health Facilities Financing Authority, California	13	1	0	0	1	0	0	0	0	-100.0%
Horse Racing Board, California	43	1	1	0	2	0	2	3	5	150.0%
Independent Living Council, State	2	0	0	0	0	0	0	0	0	0.0%
Labor and Workforce Development Agency	26	0	0	0	0	4	0	2	6	*

Law Revision Commission, California	7	0	1	2	3	0	0	0	0	-100.0%
Little Hoover Commission	6	0	0	0	0	0	0	0	0	0.0%
Native American Heritage Commission	12	0	0	0	0	0	0	0	0	0.0%
Natural Resources Agency, California	86	0	0	1	1	1	0	0	1	0.0%
Office of the Inspector General, California High-Speed Rail	9	-	-	-	0	-	-	0	0	0.0%
Personnel Board, State	55	0	1	1	2	0	0	2	2	0.0%
Pilot Commissioners, Board of	4	0	0	0	0	1	0	0	1	*
Pollution Control Financing Authority, California	29	0	0	0	0	0	0	0	0	0.0%
Public Defender, Office of the State	98	5	0	0	5	4	2	3	9	80.0%
Public Employment Relations Board	66	0	0	0	0	0	0	0	0	0.0%
Sacramento-San Joaquin Delta Conservancy	13	0	0	0	0	0	0	1	1	*
San Diego River Conservancy	2	0	0	0	0	0	0	0	0	0.0%
San Francisco Bay Conservation and Development Commission	49	1	1	0	2	0	2	0	2	0.0%
San Gabriel Lower Los Angeles Rivers and Mountains Conservancy	8	0	0	0	0	0	1	0	1	*
San Joaquin River Conservancy	4	0	0	0	0	0	1	0	1	*
Santa Monica Mountains Conservancy	6	0	0	0	0	0	0	0	0	0.0%
Scholarshare Investment Board	13	0	0	0	0	0	1	0	1	*
School Finance Authority, California	14	0	0	0	0	0	0	0	0	0.0%
Seismic Safety Commission	0	1	-	-	1	-	-	-	0	-100.0%
Senior Legislature, California	1	0	0	0	0	0	0	0	0	0.0%
Service and Community Engagement, Governor's Office of	86	-	-	-	0	-	-	2	2	*
Sierra Nevada Conservancy	41	0	0	1	1	0	0	0	0	-100.0%
State Mandates, Commission on	14	0	0	0	0	0	0	1	1	*
Summer School for the Arts	3	0	0	0	0	0	0	1	1	*
Tahoe Conservancy, California	55	0	0	0	0	0	0	0	0	0.0%
Tax Credit Allocation Committee, California	72	0	0	0	0	0	0	2	2	*

Transportation Agency, California State	54	0	0	0	0	3	0	0	3	*
Transportation Commission, California	41	2	0	0	2	1	0	0	1	-50.0%
Wildlife Conservation Board, California	41	1	1	0	2	2	0	0	2	0.0%
Women and Girls, Commission on the Status of	8	0	0	0	0	0	0	0	0	0.0%
Workforce Development Board, California	91	2	0	2	4	5	1	0	6	50.0%

Appendix B – Medium Departments (100 - 999 Employees)

Department	Total Number of Employees ⁸	Total PWD Hires 2019-2020	Total PWD Hires 2020-2021	Total PWD Hires 2021-2022	GRAND TOTAL PWD Hires 2019-2022	Total PWD Hires 2022-2023	Total PWD Hires 2023-2024	Total PWD Hires 2024-2025	GRAND TOTAL PWD Hires 2022-2025	PWD Percent Change between 2019-2022 and 2022-2025
Aging, Department of	260	3	4	8	15	9	1	5	15	0.0%
Agricultural Association, 32nd District	113	0	0	0	0	0	0	0	0	0.0%
Agricultural Associations	110	0	0	0	0	0	0	6	6	*
Alcoholic Beverage Control, Department of	498	5	1	3	9	1	1	4	6	-33.3%
Business and Economic Development, Governor's Office of	164	2	0	3	5	6	3	2	11	120.0%
Cannabis Control, Department of	569	-	-	6	6	4	4	5	13	116.7%
Child Support Services, Department of	595	9	0	2	11	2	0	2	4	-63.6%
Civil Rights Department, California	321	2	0	2	4	3	3	3	9	125.0%
Coastal Commission, California	187	3	0	3	6	3	1	2	6	0.0%
Community Colleges, California	175	2	2	0	4	6	0	0	6	50.0%
Community Services and Development, Department of	120	2	2	3	7	1	3	2	6	-14.3%
Conservation Corps, California	462	3	4	4	11	3	5	3	11	0.0%
Conservation, Department of	720	3	1	6	10	5	3	4	12	20.0%
Emergency Medical Services Authority	760	6	2	1	9	2	4	3	9	0.0%
Employment Training Panel, California	103	1	0	2	3	1	3	1	5	66.7%
Energy Commission, California	857	9	1	3	13	2	6	5	13	0.0%
Energy Infrastructure Safety, Office of	161	-	-	0	0	1	3	7	11	*
Environmental Health Hazard Assessment, Office of	131	0	0	2	2	1	0	0	1	-50.0%
Equalization, Board of	148	3	1	2	6	0	1	1	2	-66.7%

Department	Total Number of Employees ⁸	Total PWD Hires 2019- 2020	Total PWD Hires 2020- 2021	Total PWD Hires 2021- 2022	GRAND TOTAL PWD Hires 2019- 2022	Total PWD Hires 2022- 2023	Total PWD Hires 2023- 2024	Total PWD Hires 2024- 2025	GRAND TOTAL PWD Hires 2022- 2025	PWD Percent Change between 2019-2022 and 2022- 2025
Exposition and State Fair, California	671	1	0	3	4	0	0	0	0	-100.0%
Fair Political Practices Commission	103	0	0	0	0	0	1	1	2	*
FI\$Cal	372	4	1	7	12	4	1	3	8	-33.3%
Finance, Department of	407	5	2	4	11	2	2	2	6	-45.5%
Financial Protection and Innovation, Department of	774	5	3	4	12	5	2	6	13	8.3%
Health and Human Services Agency	112	2	2	6	10	0	3	3	6	-40.0%
Health Care Access and Information (HCAI), Department of	617	2	3	9	14	8	8	8	24	71.4%
High Speed Rail Authority, California	374	6	5	2	13	9	7	4	20	53.8%
Housing Finance Agency, California	184	1	0	1	2	3	5	3	11	450.0%
Human Resources, California Department of	394	1	6	5	12	7	4	7	18	50.0%
Inspector General, Office of the	197	2	2	0	4	1	1	0	2	-50.0%
Legislative Counsel, Office of	569	16	2	1	19	1	3	1	5	-73.7%
Library, California State	152	2	1	0	3	2	2	0	4	33.3%
Lottery, California State	970	6	9	6	21	5	4	5	14	-33.3%
Managed Health Care, Department of	665	6	4	4	14	6	12	6	24	71.4%
Military Department	354	4	0	3	7	3	2	7	12	71.4%
Peace Officer Standards and Training, Commission on	211	4	4	3	11	5	5	2	12	9.1%
Pesticide Regulation, Department of	455	4	2	6	12	5	3	6	14	16.7%
Real Estate, Department of	321	2	8	3	13	1	1	7	9	-30.8%
Resources Recycling and Recovery, Department of	843	13	5	5	23	7	7	7	21	-8.7%

Department	Total Number of Employees ⁸	Total PWD Hires 2019- 2020	Total PWD Hires 2020- 2021	Total PWD Hires 2021- 2022	GRAND TOTAL PWD Hires 2019- 2022	Total PWD Hires 2022- 2023	Total PWD Hires 2023- 2024	Total PWD Hires 2024- 2025	GRAND TOTAL PWD Hires 2022- 2025	PWD Percent Change between 2019-2022 and 2022- 2025
Science Center, California	121	0	0	3	3	0	0	0	0	-100.0%
Secretary of State	639	4	8	2	14	7	5	5	17	21.4%
State and Community Corrections, Board of	123	2	1	1	4	1	0	0	1	-75.0%
State Auditor, California	176	0	1	5	6	1	1	1	3	-50.0%
State Lands Commission	196	1	1	0	2	1	0	0	1	-50.0%
Student Aid Commission, California	131	1	0	3	4	2	5	0	7	75.0%
Tax Appeals, Office of	100	1	1	2	4	1	0	0	1	-75.0%
Teacher Credentialing, Commission on	160	1	1	1	3	3	1	0	4	33.3%
Technology and Solutions Integration, Office of	387	5	3	3	11	2	3	2	7	-36.4%
Technology, Department of	940	5	4	10	19	5	5	7	17	-10.5%
Treasurer, Office of the State	200	0	0	1	1	1	1	1	3	200.0%
Unemployment Insurance Appeals Board, California	333	2	2	2	6	2	0	0	2	-66.7%
Victim Compensation Board, California	239	2	1	4	7	1	2	1	4	-42.9%

Appendix C – Large Departments (1,000 or More Employees)

Department	Total Number of Employees ⁸	Total PWD Hires 2019-2020	Total PWD Hires 2020-2021	Total PWD Hires 2021-2022	GRAND TOTAL PWD Hires 2019-2022	Total PWD Hires 2022-2023	Total PWD Hires 2023-2024	Total PWD Hires 2024-2025	GRAND TOTAL PWD Hires 2022-2025	PWD Percent Change between 2019-2022 and 2022-2025
Air Resources Board	1,854	18	3	2	23	15	9	5	29	26.1%
California Correctional Health Care Services	14,779	-	14	52	66	28	18	46	92	39.4%
Compensation Insurance Fund, State	3,781	19	8	11	38	8	6	7	21	-44.7%
Consumer Affairs, Department of	3,089	45	43	31	119	31	37	68	136	14.3%
Controller, Office of the California State	1,475	7	5	11	23	6	18	14	38	65.2%
Correctional Training and Rehabilitation Authority, California	1,176	4	2	4	10	1	1	10	12	20.0%
Corrections and Rehabilitation, California Department of	39,363	77	56	44	177	32	26	78	136	-23.2%
Developmental Services, Department of	2,249	14	7	10	31	22	23	20	65	109.7%
Education, Department of	1,976	15	1	6	22	10	3	10	23	4.5%
Emergency Services, California Governor's Office of	1,584	16	10	20	46	15	19	15	49	6.5%
Employment Development Department	8,313	26	45	23	94	40	53	72	165	75.5%
Fish and Wildlife, Department of	3,163	13	10	17	40	24	12	20	56	40.0%
Food and Agriculture, Department of	1,836	7	6	9	22	4	5	12	21	-4.5%
Forestry and Fire Protection, Department of	11,852	55	31	35	121	18	16	33	67	-44.6%
Franchise Tax Board	6,375	14	17	15	46	11	8	14	33	-28.3%
General Services, Department of	3,764	21	19	20	60	25	16	30	71	18.3%
Health Benefit Exchange, California	1,333	7	9	7	23	8	10	9	27	17.4%
Health Care Services, Department of	4,517	38	23	25	86	47	13	45	105	22.1%
Highway Patrol, California	10,551	22	8	18	48	11	22	19	52	8.3%

Department	Total Number of Employees ⁸	Total PWD Hires 2019- 2020	Total PWD Hires 2020- 2021	Total PWD Hires 2021- 2022	GRAND TOTAL PWD Hires 2019- 2022	Total PWD Hires 2022- 2023	Total PWD Hires 2023- 2024	Total PWD Hires 2024- 2025	GRAND TOTAL PWD Hires 2022- 2025	PWD Percent Change between 2019-2022 and 2022- 2025
Housing and Community Development, Department of	1,203	17	15	31	63	31	13	13	57	-9.5%
Industrial Relations, Department of	3,014	3	19	24	46	16	16	35	67	45.7%
Insurance, Department of	1,195	6	1	7	14	8	5	2	15	7.1%
Justice, Department of	5,207	22	25	32	79	34	28	45	107	35.4%
Motor Vehicles, Department of	8,127	45	24	19	88	48	5	13	66	-25.0%
Parks and Recreation, Department of	7,016	25	10	10	45	18	7	4	29	-35.6%
Public Health, California Department of	4,767	44	32	51	127	47	51	87	185	45.7%
Public Utilities Commission, California	1,533	18	14	13	45	9	6	6	21	-53.3%
Rehabilitation, Department of	1,927	16	14	15	45	24	10	42	76	68.9%
Franchise Tax Board	6,375	14	17	15	46	11	8	14	33	-28.3%
Social Services, Department of	5,623	25	19	33	77	19	16	23	58	-24.7%
State Hospitals, Department of	11,266	54	21	28	103	13	15	28	56	-45.6%
Tax and Fee Administration, California Department of	3,627	87	57	50	194	25	21	6	52	-73.2%
Teachers' Retirement System, California State	1,423	11	6	4	21	1	6	11	18	-14.3%
Toxic Substances Control, Department of	1,202	10	10	19	39	10	12	12	34	-12.8%
Transportation, Department of	22,795	68	45	87	200	55	29	70	154	-23.0%
Veterans Affairs, California Department of	2,842	17	19	18	54	20	19	25	64	18.5%
Water Resources Control Board	2,535	8	11	11	30	10	9	13	32	6.7%
Water Resources, Department of	3,566	13	10	8	31	10	8	14	32	3.2%

Appendix D – List of Departments Required to Submit Corrected Action Plans in 2025

This appendix lists departments whose representation of persons with disabilities (PWD) was below the 13.3 percent benchmark in the 2024 Workforce Analysis and were therefore required to submit corrective action plans for 2025.

Department Name	2024 PWD Percentage
Aging, Commission on	0.0%
Agricultural Association, 32nd District	0.0%
Cannabis Control Appeals Panel	0.0%
Debt Limit Allocation Committee, California	0.0%
Little Hoover Commission	0.0%
Pollution Control Financing Authority, California	0.0%
Sacramento-San Joaquin Delta Conservancy	0.0%
San Francisco Bay Conservation and Development Commission	0.0%
Scholarshare Investment Board	0.0%
School Finance Authority, California	0.0%
Women and Girls, Commission on the Status of	0.0%
Emergency Medical Services Authority	1.6%
Agricultural Associations	1.7%
Tax Credit Allocation Committee, California	1.8%
Parks and Recreation, Department of	1.9%
Exposition and State Fair, California	2.0%
Agricultural Association, 22nd District	2.8%
Correctional Training and Rehabilitation Authority, California	3.2%
California Correctional Health Care Services	3.3%
Digital Innovation, Office of (Data and Innovation)	3.3%
Business, Consumer Services, and Housing Agency	3.4%
Arts Council, California	3.8%
Agricultural Labor Relations Board	3.9%
Environmental Protection Agency, California	3.9%
Food and Agriculture, Department of	3.9%
Sierra Nevada Conservancy	4.4%
Alternative Energy and Advanced Transportation Financing Authority	4.5%
Government Operations Agency	4.8%
Delta Stewardship Council	4.9%
Corrections and Rehabilitation, California Department of	5.5%
Cannabis Control, Department of	5.6%
Civil Rights Department	5.8%
Environmental Health Hazard Assessment, Office of	5.9%
FISCAL (Financial Information System for California)	5.9%
Energy Infrastructure Safety, Office of	6.0%
Air Resources Board	6.1%
Horse Racing Board, California	6.3%
Social Services, Department of	6.3%
Financial Protection and Innovation, Department of	6.9%
Public Utilities Commission, California	6.9%
Veterans Affairs, California Department of	6.9%

Department Name	2024 PWD Percentage
Developmental Services, Department of	7.0%
Emergency Services, California Governor's Office of	7.0%
Transportation, Department of	7.0%
Water Resources, Department of	7.1%
Public Defender, Office of the State	7.4%
Tax Appeals, Office of	7.4%
Workforce Development Board, California	7.4%
State Hospitals, Department of	7.5%
African-American Museum, California	7.7%
Justice, Department of	7.8%
Franchise Tax Board	7.9%
Fish and Wildlife, Department of	8.0%
Treasurer, Office of the State	8.0%
Technology, Department of	8.1%
Community Colleges, California	8.2%
Fair Political Practices Commission	8.2%
Highway Patrol, California	8.2%
Science Center, California	8.3%
Health Care Services, Department of	8.4%
Energy Commission, California	8.7%
Teachers' Retirement System, California State	8.7%
Education, Department of	8.8%
General Services, Department of	9.1%
Secretary of State	9.1%
Conservation, Department of	9.2%
Controller, Office of the California State	9.2%
Health Benefit Exchange, California (Covered CA)	9.2%
Industrial Relations, Department of	9.2%
Public Employees' Retirement System, California	9.4%
Health and Human Services Agency, California	9.5%
Finance, Department of	9.6%
Gambling Control Commission, California	9.7%
Military Department	9.9%
Real Estate, Department of	9.9%
Toxic Substances Control, Department of	9.9%
Water Resources Control Board	9.9%
CalSavers Retirement Savings Board	10.0%
Native American Heritage Commission	10.0%
Tahoe Conservancy, California	10.0%
High Speed Rail Authority, California	10.1%
Coastal Commission, California	10.2%
Business and Economic Development, Governor's Office of	10.4%
Motor Vehicles, Department of	10.5%
Natural Resources Agency, California	10.6%
Insurance, Department of	10.8%
Child Support Services, Department of	10.9%
Pesticide Regulation, Department of	10.9%
Cradle to Career	11.1%
Employment Development Department	11.1%

Department Name	2024 PWD Percentage
Systems Integration, Office of (Technology and Solutions Integration)	11.4%
Alcoholic Beverage Control, Department of	11.5%
Earthquake Authority, California	11.6%
Managed Health Care, Department of	11.6%
Coastal Conservancy, State	11.7%
Public Health, California Department of	11.8%
Forestry and Fire Protection, Department of	11.9%
Student Aid Commission, California	12.1%
Legislative Counsel, Office of	12.4%
Health Facilities Financing Authority, California	12.5%
Library, California State	12.6%
Aging, Department of	12.7%
Consumer Affairs, Department of	12.8%
Human Resources, California Department of	13.0%
Housing and Community Development, Department of	13.1%

Appendix E – Comparison of PWD Hires and Representation Increases

This appendix compares departmental representation of persons with disabilities (PWD) and related hiring activity across two reporting periods. It includes disability representation percentages as of December 31, 2023 and December 31, 2024, along with the number of PWD hires during the 2023–2024 and 2024–2025 periods.

2024 Departments	Percentage of PWD – Data as of 12/31/23	Total PWD Hires 2023-2024	Percentage of PWD – Data as of 12/31/24	Total PWD Hires 2024-2025
Public Health, California Department of	11.80%	51	14.20%	87
Corrections and Rehabilitation, California Department of	5.50%	26	6.80%	78
Employment Development Department	11.10%	53	12.10%	72
Transportation, Department of	7.00%	29	7.20%	70
Consumer Affairs, Department of	12.80%	37	16.30%	68
California Correctional Health Care Services	3.30%	18	4.70%	46
Justice, Department of	7.80%	28	10.70%	45
Health Care Services, Department of	8.40%	13	10.60%	45
Industrial Relations, Department of	9.20%	16	12.00%	35
Forestry and Fire Protection, Department of	11.90%	16	12.90%	33
General Services, Department of	9.10%	16	11.90%	30
State Hospitals, Department of	7.50%	15	9.30%	28
Veterans Affairs, California Department of	6.90%	19	11.00%	25
Social Services, Department of	6.30%	16	8.30%	23
Fish and Wildlife, Department of	8.00%	12	9.90%	20
Public Employees' Retirement System, California	9.40%	7	15.50%	17
Water Resources, Department of	7.10%	8	10.20%	14
Franchise Tax Board	7.90%	8	10.10%	14
Water Resources Control Board	9.90%	9	13.80%	13
Motor Vehicles, Department of	10.50%	5	14.10%	13
Food and Agriculture, Department of	3.90%	5	6.00%	12
Teachers' Retirement System, California State	8.70%	6	16.30%	11
Correctional Training and Rehabilitation Authority, California	3.20%	1	5.70%	10
Human Resources, California Department of	13.00%	4	18.40%	7
Real Estate, Department of	9.90%	1	16.10%	7
Energy Infrastructure Safety, Office of	6.00%	3	11.10%	7
Military Department	9.90%	2	10.10%	7
Technology, Department of	8.10%	5	12.10%	7
Financial Protection and Innovation, Department of	6.90%	2	11.60%	6
Pesticide Regulation, Department of	10.90%	3	14.90%	6
Agricultural Associations	1.70%	0	4.50%	6
Cannabis Control, Department of	5.60%	4	12.40%	5
Aging, Department of	12.70%	1	19.30%	5
Conservation, Department of	9.20%	3	14.20%	4
Alcoholic Beverage Control, Department of	11.50%	1	15.20%	4
FISCAL (Financial Information System for California)	5.90%	1	14.70%	3
Horse Racing Board, California	6.30%	2	14.60%	3

2024 Departments	Percentage of PWD – Data as of 12/31/23	Total PWD Hires 2023-2024	Percentage of PWD – Data as of 12/31/24	Total PWD Hires 2024-2025
Public Defender, Office of the State	7.40%	2	17.60%	3
Coastal Commission, California	10.20%	1	13.80%	2
Child Support Services, Department of	10.90%	0	16.00%	2
Tax Credit Allocation Committee, California	1.80%	0	4.20%	2
Digital Innovation, Office of (Data and Innovation)	3.30%	1	17.10%	2
Coastal Conservancy, State	11.70%	0	22.70%	1
Delta Stewardship Council	4.90%	0	34.40%	1
Sacramento-San Joaquin Delta Conservancy	0%	0	50.00%	1
Arts Council, California	3.80%	0	31.30%	1
Environmental Protection Agency, California	3.90%	0	6.00%	1
GRAND TOTAL		450		902

Appendix F – Task Force Recommendations and Implementation Summaries

This appendix outlines the implemented recommendations developed by the Disability Subgroup of the Governor’s Diversity and Inclusion Task Force and summarizes implementation efforts. Each recommendation reflects the Task Force’s intent to expand opportunities for individuals with disabilities in state employment. The implementation summaries describe the actions CalHR and partner agencies have taken to advance each recommendation across state government.

Recommendation Number	Recommendation	Implementation Summary
1	Establish a “Diversity and Inclusion Branch” to exclusively focus on diversity and inclusion within state employment, including for persons with disabilities.	• In 2022, Governor Newsom appointed a State Chief Equity Officer within the Government Operations Agency (GovOps) to lead statewide DEIA efforts. • The Chief Equity Officer provides strategic leadership and consultation to agencies and departments, including leading equity communities of practice and disability employment initiatives. • Within CalHR, the DEIA Office operates within the Equity and Accessibility Management Services Division (EAMSD). • EAMSD coordinates Reasonable Accommodation, Upward Mobility, LEAP, and Workforce Analysis programs, and identifies potential barriers to employment through consultations, trainings, and roundtable discussions with departments and stakeholders.
1.1	The “Diversity and Inclusion Branch” will also issue recommendations for recruitment, outreach, and hiring procedures to increase diversity, including for persons with disabilities.	• CalHR provides outreach, training, and consultation to strengthen inclusion and accessibility. • Since 2021, CalHR has facilitated approximately 66 statewide presentations on LEAP, RA, and UM. • EEO and HR professionals receive guidance on legal requirements and best practices. • Departments integrate CalHR’s recommendations into Workforce Analysis (WFA) action plans. • CalHR is developing best practices based on successful departmental models, including efforts to identify and address potential hiring barriers and improve employment opportunities for persons with disabilities.
1.2	The “Diversity and Inclusion Branch” will review and approve departments’ plans to hire persons with disabilities.	• CalHR’s Compliance Unit reviews Workforce Analysis (WFA) reports and action plans. • Departments below 13.3% disability representation must include corrective actions. • Annual progress reviews provide feedback to strengthen implementation. • The Compliance Unit also reviews LEAP program usage as a recruitment tool.

Recommendation Number	Recommendation	Implementation Summary
1.3	The “Diversity and Inclusion Branch” will track and report on departments’ handling of reasonable accommodation requests.	• RA requests are managed by each department’s RA Coordinator under state and federal law. • Departments use CalHR’s Model RA Policy and may consult CalHR for complex cases.
1.4	The “Diversity and Inclusion Branch” will advise departments, with CalHR as appropriate, on unique or complex reasonable accommodation issues.	• CalHR’s Statewide EEO Program Manager provides consultation on complex RA cases. • Consultations address trends, new policies, and collaboration opportunities. • CalHR is implementing a tracking system for consultation topics to identify training needs.
2	Extend the internship option under Government Code section 19242 for people with developmental disabilities and direct DOR to promote the program among departments.	• The State Internship Program (SIP) offers individuals with developmental disabilities work experience toward Minimum Qualifications (MQs). • Assembly Bill 121 (2023) made SIP a permanently administered program. • DOR collaborates with departments and provides quarterly data to CalHR.
3	Establish career counseling services for persons with disabilities to assist with LEAP, job applications, and accommodations.	• CalHR supports career growth through the Upward Mobility (UM) Program. • CalHR partners with DOR and ACSED for biannual LEAP, RA, and application workshops. • The CalCareers Team currently offers career counseling services to assist users in their search for State jobs.
4	Create a position in each Agency to work with departments within that Agency to coordinate and lead disability employment activities and serve as liaison with CalHR.	• Many agencies have created equity positions, providing the opportunity for disability employment coordination efforts. • Departments may also leverage Equal Employment Opportunity (EEO) Officers and Disability Advisory Committees (DACs) to support disability employment coordination and related accessibility initiatives.
4.1	Duties of this role ensure departments implement a reasonable accommodation policy based on CalHR’s model policy.	• CalHR published the Model RA Policy in 2023. • All departments have established RA policies and access to CalHR’s consultation. • CalHR does not review departmental policies but offers guidance upon request.
4.2	Require departments with disability representation below 16% to create plans to improve hiring of persons with disabilities that identifies at least two of the recommended strategies from CalHR’s best practices.	• Departments report disability representation through the WFA process. • Those below 13.3% submit corrective action plans. • CalHR’s Compliance Unit reviews plans, provides feedback, and effective strategies. • CalHR will develop a best practices guide.
4.3	Ensure departments convene Disability	• Departments report annually on DAC activity through

Recommendation Number	Recommendation	Implementation Summary
	Advisory Committees (DACs) and coordinate with the Statewide DAC (SDAC).	the WFA process. • Departments without active DACs must explain why. • CalHR provides SDAC with training and collaborates on disability inclusion events.
4.4	Identify other best practices for recruitment, hiring, and retention of employees with disabilities.	• Since 2023, CalHR has partnered with DOR and ACSED to present on LEAP, RA, and UM best practices. • CalHR is developing a statewide best practices guide to improve representation and retention.
5	Direct departments with 100+ employees and disability representation below 16% to submit hiring plans under Government Code 19232.	• Departments report representation annually through the WFA process. • Those below 13.3% must include hiring and retention action plans. • CalHR's Compliance Unit reviews plans and provides improvement recommendations.
6	Ensure statewide plans and strategies to promote overall diversity in employment include people with disabilities as a target population.	• CalHR integrates disability inclusion into DEIA and WFA processes. • The EEO Academy and DEIA Office promote accessibility in workplace practices. • A new RA for Supervisors course is being developed.
7	Direct CalHR to issue a model reasonable accommodation policy for departments to use. The policy shall include standard workflow for requests, suggested timeframes for each step of the workflow, and standards for evaluating requests.	• CalHR published the Model RA Policy in 2023 with procedures and evaluation criteria for accommodation requests, without timeframes specified. • Departments use this as a framework for updating their own policies.
8	Engage community experts and partners when developing policies impacting people with disabilities.	• CalHR collaborates with DOR, ACSED, and other partners on disability-inclusive policies. • Ongoing engagement ensures equitable and inclusive practices.
9	Add a question to the state job application (STD 678) about reasonable accommodation needs during the application process, interview, or to perform the essential functions of the position, while ensuring privacy protections.	• The STD 678 asks if applicants require a reasonable accommodation for exams or assessments. • Job Opportunity Bulletins list EEO contact information for interview accommodations. • CalHR will include this information in its statewide best practices guide to help departments apply consistent procedures and ensure privacy throughout the hiring process.
10	Review all job classifications to ensure that all possible LEAP classifications exist and add any that are eligible.	• As civil service exams are updated, corresponding LEAP exams are also created for those classifications. • Departments can request LEAP exams for specific classifications. • As of October 2025, 159 active LEAP exams exist, including STEM fields.

Recommendation Number	Recommendation	Implementation Summary
11	Clarify the definition of “disability” in the Disability and Veteran Status Survey Toolkit to align with the ADA.	• Survey definitions align with ADA and FEHA, developed collaboratively through the Joint Project in 2017. • CalHR published the Disability and Veteran Status Survey Toolkit in 2024.
12	Consult with agencies experienced in disability employment to implement effective recruitment strategies.	• CalHR collaborates with DOR, DDS, and SCDD to strengthen disability hiring. • CalHR presents at statewide events and develops inclusive best practices.
13	Oversee review of job classifications and duty statements to ensure they reflect actual job requirements and avoid disparate impact on persons with disabilities.	• CalHR’s Personnel Management Division (PMD) provides training on Best Hiring Practices and Writing Effective Duty Statements. • EAMSD reviewed class specifications and removed offensive language. under AB 248. • PMD continues to update class specifications and duty statements to ensure inclusive language, job-related accuracy, and compliance with ADA and equal employment requirements.
14	Design and implement training for departments on new requirements and obligations from the Disability Subgroup recommendations.	• EAMSD manages the EEO Academy, RA Roundtable, and LEAP Coordinator Roundtable. • EAMSD programs equip departments with tools to meet EEO and accessibility requirements. • CalHR Legal provides RA and Medical Actions training; PMD provides hiring practice training. • CalHR integrates task force recommendations into training content and communications.

Appendix G – Recommendations for Future Efforts

Recommendations for future efforts were developed in collaboration with the Department of Rehabilitation (DOR), the Department of Developmental Services (DDS), the State Council on Developmental Disabilities (SCDD), and the Association of California State Employees with Disabilities (ACSED). These partners contributed valuable perspectives on how the State can continue to strengthen accessibility, reasonable accommodation practices, and opportunities for people with disabilities in state service. Each recommendation reflects a shared commitment to advancing inclusion, equity, and meaningful employment for all Californians.

Recommendations	Proposed Actions
Reasonable Accommodation Policy and Guidance: Strengthen understanding of the reasonable accommodation process through clear, consistent, and accessible guidance for state job applicants, employees, and departments. Create an employee-facing guide and a statewide reasonable accommodation guide with best practices and strategies. Encourage timely communication, consistent procedures, and supervisor training through expanded guidance in the model policy, including recommended acknowledgement and response timeframes.	Proposed Action: CalHR will expand statewide reasonable accommodation training and practical resources for EEO Officers, HR professionals, managers, and supervisors. Efforts include development of the “Role of the Supervisor in the Reasonable Accommodation Process” course, interactive process training, and practical tools such as checklists, FAQs, and templates. CalHR will also conduct biennial outreach to departments to confirm they maintain a Reasonable Accommodation Policy. The Government Operations Agency will release a Reasonable Accommodation Guide that offers useful approaches for providing timely and effective accommodations and includes sample language for departmental RA policies and procedures. Timeframe: Develop and expand trainings and resources during 2026–2028. Start biennial outreach to departments in 2027. The Reasonable Accommodation Guide is targeted for release in 2026.
Strengthen the Hiring of People with Disabilities: Develop and share best practices with departments to support recruitment and hiring of people with disabilities, informed by analysis and collaboration consistent with Government Code Section 19238(a)(2).	Proposed Action: CalHR will develop and share best practices, training, and practical resources to support departments in strengthening recruitment and hiring efforts for people with disabilities. Efforts include providing training and technical assistance related to disability workforce data and utilization analysis, identifying common barriers discussed through department consultations, sharing outreach and recruitment strategies identified through collaboration with the Department of Rehabilitation, the Department of Developmental Services, the State Council on Developmental Disabilities, and organizations representing persons with disabilities. Timeframe: Develop and share resources, technical assistance, and related training during 2026–2027.
Medical Documentation for Reasonable Accommodation: Clarify that employees with ongoing reasonable accommodations generally do not need to provide new medical documentation each year unless their needs change. Departments should not request documentation when the disability and related	Proposed Action: CalHR will develop statewide guidance clarifying that employees with ongoing reasonable accommodations generally do not need to provide updated medical documentation unless accommodation needs or circumstances change. Guidance would also clarify that departments should not request documentation when the disability and need for accommodation are obvious and may include factors departments can consider when determining whether updated documentation is appropriate.

Recommendations	Proposed Actions
need for accommodation are obvious. Provide departments with general guidance for determining when new or updated documentation may be appropriate, recognizing that procedures and resources vary across departments.	Timeframe: Develop guidance and incorporate related updates to existing training and model policy resources during 2026-2027.
Promote the Use of Limited Examination and Appointment Program (LEAP): Strengthen the Limited Examination and Appointment Program (LEAP) by promoting its use, reviewing effectiveness, and analyzing occupational groups with low representation of people with disabilities.	Proposed Action: CalHR will continue LEAP related outreach, training, and technical assistance to support department understanding and utilization of the program. Efforts include continuing development of LEAP examinations so classifications have corresponding LEAP exam options, promoting department use of LEAP certification lists, and providing training and resources on LEAP hiring authorities, including use of LEAP referral list consistent with CalHR LEAP policy and Government Code section 19232. Timeframe: Continue LEAP development, outreach, analysis, and related training efforts during 2026–2027.
Change Upward Mobility Regulations Explore potential updates to Upward Mobility regulations to better reflect current workforce needs and support broader program participation.	Proposed Action: CalHR, in collaboration with SPB, will explore the feasibility and potential options for reviewing and, if appropriate, updating 2 CCR 599.981(f) to reflect current workforce needs and support expanded participation in the Upward Mobility Program. Areas for consideration may include evaluating existing eligibility criteria, reviewing occupational group definitions, and identifying opportunities to improve career advancement pathways and program accessibility for employees. Timeframe: Explore potential regulatory and programmatic options during 2026-2027.
Career Pathways and Internships Explore opportunities to strengthen and expand internship and career pathway programs to support inclusive employment opportunities for people with disabilities.	Proposed Action: CalHR, in collaboration with GovOps, DDS, and DOR, will explore the feasibility and potential options for strengthening and expanding the State Internship Program (SIP) and other internship opportunities to support inclusive career pathways. Areas for consideration may include evaluating SIP effectiveness and outcomes, identifying potential program updates based on evaluation findings, assessing opportunities to expand the number of eligible classifications, and exploring ways to better align internship opportunities with available state career pathways and workforce needs. Timeframe: Explore potential program enhancements and assess implementation options during 2027-2028.
Increase Representation of People with Disabilities: Improve data collection and outreach efforts to encourage employees to self-identify, and support departments in using LEAP and other inclusive hiring practices to increase representation.	Proposed Action: CalHR will support departments in increasing representation of people with disabilities through outreach, training, workforce analysis, and promotion of inclusive hiring practices, including use of the Limited Examination and Appointment Program (LEAP). Efforts include conducting a statewide outreach campaign encouraging employees to voluntarily complete the Disability Status Survey and providing departments

Recommendations	Proposed Actions
	with templates and resources related to these efforts. Timeframe: Conduct statewide outreach efforts, training, and related resource development during 2027–2028.
Actively Recruit People with Disabilities: Expand outreach and recruitment efforts, including to veterans with disabilities, highlighting the State’s commitment to accessibility and inclusion.	Proposed Action: CalHR will expand outreach and recruitment efforts to support employment opportunities for people with disabilities, including veterans with disabilities. Efforts include participating in and hosting career fairs focused on disability and veteran employment, expanding outreach to colleges, universities, transition programs, veteran organizations, and disability-focused organizations, providing in-person and virtual career counseling, promoting LEAP and other state hiring resources, and sharing recruitment strategies and outreach materials with departments to support inclusive hiring efforts. Timeframe: Continue and expand outreach, recruitment, and career counseling efforts during 2027-2028.
Foster an Inclusive Culture: Expand training opportunities and awareness to promote inclusion of people with disabilities and develop strategies that support retention and long-term career growth.	Proposed Action: CalHR will expand EEO and DEIA training, outreach, and awareness efforts that support inclusion of people with disabilities. Efforts include integrating disability inclusion and accessibility topics into statewide trainings, promoting Disability Employment Awareness Month activities, developing accessibility resources, hosting roundtables, incorporating disability inclusion topics into the 2027 Statewide EEO Conference, and sharing effective practices identified through collaboration with departments and partner organizations. Timeframe: Continue development and expansion of training, outreach, and related resources during 2026–2027.
Onboarding New Hires: Explore opportunities to strengthen onboarding materials and resources related to reasonable accommodation and workplace support.	Proposed Action: CalHR will explore the feasibility and potential options for enhancing onboarding materials and communications to help ensure new employees receive clear information regarding the reasonable accommodation process and available workplace support resources. Areas for consideration may include development of template onboarding materials, informational resources, and communication strategies to improve employee awareness and understanding of available support and accommodation processes. Timeframe: Explore potential onboarding enhancements and implementation options during 2027-2028.
Remove Educational Barriers to Employment: Review education requirements in classification specifications to identify and reduce potential barriers to employment for qualified candidates with disabilities.	Proposed Action: GovOps, in collaboration with SPB and CalHR, will explore the feasibility and potential options for reviewing education requirements in identified classification specifications to ensure they align with essential job functions and do not create unintended barriers for qualified candidates with disabilities. Areas for consideration may include evaluating alternative education

Recommendations	Proposed Actions
	equivalencies, such as recognition of high school certificates of completion earned by some students with disabilities, where appropriate and consistent with classification requirements. Timeframe: Explore potential review approaches and assess implementation options during 2026-2027.
Reasonable Accommodation Procurement: Identify ways to make the procurement of reasonable accommodation equipment and services more timely and efficient across departments, while maintaining compliance with existing laws and procedures. Examples include allowing approved accommodations to transfer between departments when appropriate, developing reference lists of common equipment, and streamlining purchase of low-cost items.	Proposed Action: GovOps, through the forthcoming Reasonable Accommodation Guide, will explore potential strategies to help improve and streamline the procurement process for accommodations. Timeframe: The Reasonable Accommodation Guide is targeted for release in 2026.
Allow Retention of Public Benefits: Allow state employees with permanent disabilities to retain access to state and locally-funded public benefits.	Policy Consideration: DDS will explore the feasibility of allowing a person with a permanent disability that substantially limits one or more major life activities who is a state employee an option to not count earned income when determining eligibility for state and locally funded public benefit programs. This may include, but is not limited to, Medi-Cal, Cal Fresh, CalWORKs Women-Infants-Children and cash assistance programs. Timeframe: Explore opportunities during 2027.