Item: **Workforce and Succession Plan**

Item Summary: Government Code sections 13400 through 13407, known as the State Leadership Accountability Act (SLAA), was enacted to reduce the waste of resources and strengthen internal control. SLAA requires each state agency to maintain effective systems of internal control, to evaluate and monitor the effectiveness of these controls on an ongoing basis, and to biennially report on the adequacy of the agency's systems of internal control. The Board identified its workforce as a risk to its internal control in 2020. The following report is submitted for Board review, edit and approval, prior to its submission to the Department of Finance.

RESPIRATORY CARE BOARD
OF CALIFORNIA

Workforce and Succession Plan
2021 -2024

A Message from the Executive Officer

The Respiratory Care Board of California (Board) developed a Workforce and Succession Plan to guide the Board's preparedness in workforce and leadership continuity and in response to the State Leadership Accountability Act (SLAA), which was enacted to reduce the waste of resources and strengthen internal control. SLAA requires each state agency to maintain effective systems of internal control, to evaluate and monitor the effectiveness of these controls on an ongoing basis, and to biennially report on the adequacy of the agency's systems of internal control.

The plan strives to have the right people with the right skills in the right place at the right time. The Board relies upon a knowledgeable, committed workforce of skilled professionals to achieve its mission of protecting California consumers from unlicensed and unqualified respiratory care practitioners through oversight, enforcement, and licensure of the respiratory care practitioner profession. In addition, the Board has an extremely low staff turn over rate. Of its 17 employees 16 have been employed with the Board for 8-29 years and the Board's newest staff member was hired five years ago. The 0% turn over rate results in several layers of cross training and increased institutional knowledge, efficiency and productivity.

The Board's ability to deliver services effectively in the future is at risk due to projected retirement of 9 or 53% of the Board's workforce over the next two to five years. With the departure of experienced employees, who possess a wealth of institutional knowledge and perform vital roles, it is important for the Board to outline opportunities where it can enhance its infrastructure and be proactive in developing workforce planning guidance.

Succession planning is the process of identifying and developing employees to fill key positions in an organization. It can prepare an organization for when employees leave and when they are promoted, as well as reorganization. Succession planning recognizes that some jobs are extremely valuable to the organization and are too critical to be left vacant or filled by anyone but the most qualified persons. Efficiently done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leaders.

Workforce and succession plans allow senior leaders to demonstrate their commitment to employees and citizens of California by planning and preparing for the continuity of services in the future. This document is not intended to be all-inclusive of available methods to achieve the goal of continuity and succession planning. It is, however, the framework for the Board's workforce and succession planning efforts.

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Introduction

The enabling statute to license Respiratory Care Practitioners (RCPs) was signed into law in 1982, thus establishing the Respiratory Care Examining Committee. In 1994, the name was changed to the Respiratory Care Board of California (Board).

The Board was the eighth "allied health" profession created "within" the jurisdiction of the Medical Board of California (MBC). Although created within the jurisdiction of the MBC, the Board had sole responsibility for the enforcement and administration of the Respiratory Care Practice Act (RCPA). At the time the Board was established, the MBC had a Division of Allied Health Profession (DAHP) designated to oversee several allied health committees. It was believed that this additional layer of oversight (in addition to the Department of Consumer Affairs (DCA) was unnecessary and ineffective. Therefore, the DAHP subsequently dissolved on July 1, 1994.

The Board is comprised of a total of nine members, including four public members, four RCP members and one physician and surgeon member. Each appointing authority, the Governor, the Senate Rules Committee and the Speaker of the Assembly, appoints three members. This current framework helps prevent quorum issues and provides a balanced representation needed to effectuate the Board's mandate to protect the public from the unauthorized and unqualified practice of respiratory care and from unprofessional conduct by persons licensed to practice respiratory care (B&P, § 3701). The Board is further mandated to ensure that protection of the public shall be the highest priority in exercising its licensing, regulatory, and disciplinary functions. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public shall be paramount (B&P, § 3710.1).

The Board continually strives to enforce its mandate and mission in the most efficient manner, through exploring new and/or revised policies, programs, and processes. The Board also strives to increase the quality or availability of services, as well as regularly provide courteous and competent service to its stakeholders.

The Board administers over 43,000 licenses including maintaining minimum qualifications and levels of competency for licensure, screening applications, investigating complaints and disciplining persons who have violated the law.

Workforce planning is an ongoing process that seeks to align the needs and priorities of the organization to the number of staff and respective knowledge, skills, and abilities required of its workforce. It forces the Board to think about how to strategically align the workforce to the organizational business needs. Workforce planning can include any workforce challenge an organization faces—from recruitment, selection, compensation, and training—to knowledge transfer, succession planning, retention, and more.

This plan will discuss the challenges and opportunities faced by the Board while providing a comprehensive analysis of our existing workforce. This plan will identify several strategic initiatives that will be undertaken in the next three years to ensure the Board can achieve its mission and prepare its workforce for and minimize the challenges ahead.

Strategic Direction

The Board has begun a business process that will align staffing with the strategic missions and critical needs of the Board. The process will identify the Board's future workforce needs and will help to ensure we have a talented workforce. The Board's findings will be reflected in its next Strategic Plan scheduled in 2022.

The Board's current Strategic Plan highlights the following:

Mission Statement: To protect and serve consumers by licensing qualified respiratory care practitioners, enforcing the provisions of the Respiratory Care Practice Act, expanding the availability of respiratory care services, increasing public awareness of the profession; and supporting the development and education of respiratory care practitioners.

Vision Statement: All California consumers are aware of the Respiratory Care profession and its licensing Board, and receive competent and qualified respiratory care.

Board Values

- Ethical Decision Making
- Diversity
- Dignity
- Individual Growth

- Quality Service
- Flexibility
- Teamwork
- Efficiency

Action items expected to be added to the Board's goal of Organizational Effectiveness in its next Strategic Plan include:

Knowledge Transfer: Document and update as necessary, all business processes for standardization, consistency, and training.

Recruitment and Retention: Establish a staff upward mobility and retention plan to ensure staff with institutional knowledge possess the skills and knowledge to advance. Reclassify positions as necessary to ensure essential positions have the most talented and experienced staff and duties for entry level positions are appropriately aligned.

Environmental Factors

The Board's internal and external factors encompass the following areas: Enforcement, Licensing, Profession Standards, and Organizational Effectiveness. Below is a summary of each area followed by a short description of factors impacting that area.

Enforcement: The Board ensures it prevents, reduces, or eliminates unlicensed activity and harmful conduct by respiratory care practitioners that pose a threat to the health, safety, and welfare of Californians. The Board currently has nine "enforcement" staff members, six at retirement age. The sole enforcement manager is also at retirement age. All of the Board's three non-sworn investigators

are at retirement age. These investigators have proven to significantly increase productivity and timeliness of case investigations while also significantly reducing Board expenditures. In addition, one of the Board's two probation monitors is at retirement age and the staff member who has developed solid relationships with the people at the Office of the Attorney General is at retirement age. Factors being addressed in this area include reviewing business processes documentation to ensure it is current, providing formal investigative training, cross-training, and professional development.

Licensing: The Board ensures the initial and continuous competency of all licensed RCPs and it expeditiously licenses qualified applicants allowing timely entrance into the California respiratory care workforce, artificial barriers to licensure are not established, and consumer protection is maintained. Two of the four staff members in the licensing unit are at retirement age. The person directly responsible for and who goes above and beyond to license people swiftly is at retirement age and has 19 years of institutional knowledge. Factors being addressed in this area include reviewing business processes documentation to ensure it is current and that two other staff members are fully cross-trained.

Profession Standards: The Board proactively establishes regulatory standards for respiratory care practice in California and ensures professional qualifications of all RCPs are current with National standards. Profession standards include but are not limited to standards in education and practice. The Board relies heavily upon its professional members to provide direction and guidance in these areas based upon their personal experience, as well as their knowledge gained through professional state and national organizations. One of the two executive staff members who research and develop proposals and promulgate regulations is at retirement age. Factors being addressed in this area include professional development of staff members in the area of regulation and legislation.

Organizational Effectiveness: The Board's standard for decades has been to continuously improve organizational effectiveness, improve processes and provide quality and meaningful customer service in all programs. This factor is woven throughout the organization and impacts all of its stakeholders. It is key that new hires understand these attributes are the cornerstone of the Board's success.   One of the two executive staff members who continually reinforces this principle is at retirement age. The remaining executive staff member will continue to demonstrate and reinforce this principle and key staff members will participate in professional development.

Workforce Overview

The Board is a medium sized board under the umbrella of the Department of Consumer Affairs and the Business, Consumer Services, and Housing Agency. As of July 2020, the Board had 17 authorized positions. The Board's Organization Chart can be found in Attachment A.

Demographics

The Board's workforce is comprised of 18% men (3) and 78% (14) women. The Board's overall ethnic composition is 41% (7) Caucasian, 41% (7) Hispanic , 6% (1) African American, and 12% (2) Asian, (with Filipino, and Pacific Islander). Listed below is a comparison of gender and ethnicity statistics of California civil service statewide data compared to the Department of Consumer Affairs data and the Board's data (references: DCA data: https://www.calhr.ca.gov/Pages/workforce-analysis.aspx Statewide data: https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2018.aspx)

CIVIL SERVICE DEMOGRAPHICS: STATEWIDE VS. BOARD

	California Statewide	Department of Consumer Affairs	Respiratory Care Board
Men	54%	42.6%	18%
Women	46%	57.4%	78%
Caucasian	42.5%	47.8%	41%
Hispanic	25.4%	21.4%	41%
African American	9.6%	11.8%	6%
Asian, Pacific Islander	14.9%	11.9%	12%
Other	7.6%	7.1%	0

BOARD STAFF DEMOGRAPHICS BY RETIREMENT AGE

	2-24 Years from Retirement Age (7)	At Retirement Age (10 staff members)
Men	29%	10%
Women	71%	90%
Caucasian	28.5%	50%
Hispanic	43%	40%
African American	0	10%
Asian, Pacific Islander	28.5%	0
Other	0	0

Retirement Eligibility

The Board currently has 17 staff members. Ten or 59% of those staff members are eligible to retire today and two additional staff members for a total of 71% of the workforce are eligible to retire in two years.

The age at which staff are eligible to retire as used in this report is 50 years old. The "Beyond Retirement Age" noted below is 55+ years old. The Board is not anticipating that any staff member will retire before the age of 55, however within two years, ten or 59% of its total staff are at or beyond the typical age of 55 yrs for retirement. **The Board does anticipate nine of the ten or 53% of staff members in this group will retire within two to five years**, leaving only three staff members with significant institutional knowledge.

Tenure and experience are an asset to the Board. The percentage of employees approaching retirement poses a risk since employees with a wealth of historical business process knowledge can be difficult to replace in addition to their years of exemplary service.

	59% of total staff at or beyond retirement age 50+	
2 staff	4 staff	6 staff
2-7+ yrs	0-2 yrs Remaining	Beyond Retirement Age 55+
9-24+ yrs remaining	0-7+ yrs remaining	
5 Staff Members 29%	12 Staff Members 71%	

Breaking this down further, are the personnel classifications for those 10 staff members that are at or beyond the retirement age of 50 years old.

Board Class Titles and Retirement Eligibility

	Positions Filled	Filled by Personnel at Retirement Age 50+
Executive Officer	1	1
Staff Services Manager	2	1
Special Investigator (Non Sworn)	3	3
Associate Governmental Program Analyst	4	1
Staff Services Analyst	4	2
Management Services Technician	2	2
Office Technician	1	0

Competencies

A competency is defined as a set of skills, knowledge, attributes and behaviors that are observable and measurable. It is the ability to perform activities to the standards required in employment, using an appropriate mix of knowledge, skill and attributes. All three aspects must be present to be effective in the workplace.

Within the workforce and succession planning process, the core competencies identify the critical knowledge, skills, abilities, tasks, and personal attributes required to be successful in a mission critical position. Competencies provide guidance on skill sets to obtain and highlight what is needed to be a successful manager, or serve in the capacity of an administrative and policy-
influencing position for succession planning.

The Board's mission critical functions shown below represent areas for workforce planning and provide direction for employee development and knowledge transfer.

Enforcement

Prevent, reduce or eliminate unlicensed activity, unqualified practice and unprofessional conduct that pose a threat to the health, safety and welfare of Californians through:

- Complaint Response and Investigation;
- Ensuring Law and Regulation Compliance;
- License Discipline, and
- Probation Monitoring Program.

Licensing

Ensure all applicants and licensees are qualified to provide professional services in California and can expeditiously enter California's workforce through:

- Initial Licensure and Renewal Licensure;
- Criminal Background and Discipline Database Verification;
- Education Validation;
- Professional Qualifications Validation, and
- Examinations.

Legislation and Policy

Ensure that statutes, regulations, policies, and procedures strengthen and support the Board's mandate and mission through:

- Regulatory Development;
- Legal Review, and
- Legislative Advocacy.

Technology

Support technologies to serve stakeholders

through:

- Application and Software Services and
- BreEZe Licensing and Enforcement System.

Administrative Support

Provide administrative support services in the following

areas:

- Procurement, Contracting, and Purchasing;
- Budget and Fiscal Management, and
- Personnel Management.

The Department of Consumer Affairs identified the critical tasks, knowledge, skills, abilities and attributes required for various classifications. These key skill sets for mission-critical positions were aligned with the California Department of Human Resources Leadership Competency Model and general State of California job classification specifications. The results are displayed in the following tables with the critical competencies necessary for mastery in the respective classifications.

Some competencies are more critical in some positions than others. The information in the following tables should be a considered a guide in determining competencies required for each individual position. The competencies should also be viewed as cumulative. For example, an employee in a mid-level management position should include mastery of the competencies for analyst and professional level positions, as well as clerical and entry level positions.

Executive Level Management

Mission Critical Positions:

- Executive Officer
- Assistant Executive Officer

Core Competencies:

Strategic Agility
Provides high-level leadership, planning and direction for overall program. Anticipates economic, political, or regulatory change and takes the appropriate steps to prepare. Views the organization as a system.

Risk-Taking & Innovation
Experiments with and champions new ideas and methods even when a possibility of failure exists. Manages the surrounding issues while taking risks. Executes innovative ventures.

Political Acumen
Liaison to industry, consumers, external stakeholders and board members. Interacts effectively with DCA, legislators, the Governor's Office, control agencies and professional groups. Plans and executes projects that are sensitive to political realities.

Public Administration
Extensive knowledge of program functions, regulations, licensing, enforcement, and probation program operations. Applies principles and practices, including organization and personnel management.

Decision Making
Makes timely and sound decisions based on quantifiable data. Uses effective approaches for choosing a course of action. Understands the impact and implications of decisions. Includes others in decision making process as warranted.

Public Relations
Knowledge of industry practices and current consumer issues in the licensed profession. Develops and maintains cooperative relationships with stakeholders. Persuasive communicator with well-developed written presentation and negotiation skills.

Performance Management
Results-oriented, focuses on the performance of the organization, departments, employees and processes. Inspires and motivates staff to achieve strategic and operational goals by aligning resources, systems, and employees with continuous critical objectives and performance standards.

Change Management
Applies change management principles for directing change with leadership and key stakeholders. Aligns the organization's culture, values, people, and behaviors to encourage desired results. Redesigns strategy, systems and processes to guide the department's direction.

Fiscal Management
Oversees budget development, budget change proposals, expenditure training, reserve fund management, state contracts and purchasing processes. Complies with administrative controls. Monitors and evaluates ongoing cost-effectiveness of programs and projects.

Laws, Regulation and Policy
Understands the legislative and regulatory process. Ability to research and analyze current legislation and regulations impacting the organization. Acts as key policy advisor.

Mid-Level Management

Mission Critical Positions:

- Enforcement Manager

Core Competencies:

Coaching and Mentoring
Coaches and mentors employees, offering examples as to how the job can be done. Delegates important and meaningful tasks and gives direct reports appropriately challenging assignments. Shows interest in employees' needs, career plans and suggests resources. Recognizes individual and team accomplishments.

Relationship Building
Fosters positive working environments with internal and external stakeholders, demonstrating principles of negotiation and collaboration.

Teambuilding
Credits their team when things go well and shoulders the blame when things do not work out as planned. Consistently encourages team members to share information or train others in individual areas of expertise. Holds regular meetings and empowers others to develop skills.

Workload Management
Plans, organizes and directs the workflow of essential services. Effective delegation, monitoring and reporting of employee performance. Effective decision-maker, problem-solver and troubleshooter.

Visionary
Truly thinks they can make positive changes. Sees the future, creating an ideal and unique image of what a department can be. Through quiet actions, enlists others in their vision and creates excitement for what is possible.

Large Project Management
Manages teams performing complex research, analysis of politically sensitive issues and provides recommendations to leadership for policies, procedures, and processes.

Personnel Management
Thorough understanding of state employment processes, Personnel Procedures Handbook, rules and regulations. Supervises employees, evaluates staff performance and assesses training needs. Familiar with the preventive and corrective steps of progressive discipline and the grievance process. Oversees employee development.

Government Administration
Strong organizational and decision-making skills. Experience preparing and working with a governmental budget, administrative procedures, regulatory and disciplinary processes.

Conflict Management
Effectively diffuses tense situations. Listens to both sides of a disagreement and works to settle matters to both parties' satisfaction. Works with conflict by applying strategies that minimize resistance and maximize performance. Demonstrates the ability to negotiate complex alliances while maintaining composure and professionalism.

Role Model
Establishes principles concerning the way all internal and external stakeholders should be treated and the way objectives should be pursued. Establishes standards of excellence (by word and action) for others to follow. Advocates for change when others are resistant. Works at least as hard as they want their staff to work.

Analyst and Professional Level

Mission Critical Positions:

- Investigator
- Associate Gov. Program Analyst
- Staff Services Analyst

Core Competencies:

Critical Thinking
Approaches a situation or problem by defining the problem or issue, determining its significance, collecting data, using tools to find meaning and patterns in the data, and using logic to arrive at conclusions, make decisions or present recommendations.

Interpersonal Skills
Considers and responds appropriately to different situations. Relates well with others. Maintains confidentiality. Demonstrates consistency and fairness. Anticipates and resolves confrontations, disagreements, and complaints in a win-win way. Is compassionate and treats others with respect.

Small Project Management
Defines a project and creates a plan for handling assigned projects. Plans, organizes and controls resources to achieve specific goals within project scope, timeframe, budget, and available resources.

Statistics, Research, and Analysis
Applies research techniques, developing instruments for data collection. Uses statistics and critical thinking to analyze data and measure results. Prepares report summaries of results.

Advanced Computer Skills
Mastery of Microsoft Office Suite, DCA systems/applications and other job-specific software tools such as QBIRT and BreEZe.

Laws, Regulation and Policy
Legislative review, knowledge of the regulations development process, and the laws affecting the board. Review and analyze existing regulations to determine alignment with current law.

Enforcement and Investigations
Expert knowledge of enforcement procedures, complaint intake, investigations and formal discipline. Knowledge of standard investigative principles and techniques, inspection procedures, interviewing skills, complaint resolution, knowledge of state and local law enforcement agencies. Familiarity with proceedings and has strong reporting and court testifying skills.

Licensing
Expert knowledge of initial and licensing renewal procedures, processing licensing applications, continuing education, and the examination process.

Technical Support
Assures that information technology systems run appropriately, system troubleshooter, software specialist, provides support for computer examinations.

Written Communication
Writes clear, complete content to convey a credible, professional message. Organizes written ideas clearly. Tailors writing to effectively reach audience. Documents created include correct spelling, grammar and punctuation.

Clerical and Entry Level

Mission Critical Positions:

• Management Services Technician   • Office Technician

Core Competencies:

Accountability
Takes responsibility for personal performance. Meets deadlines. Proactively keeps supervisor informed of progress, issues and potential problems. Takes ownership of projects and work assignments.

Oral Communication
Articulates information in a clear and concise manner. Tailors oral communication to the level and experience of the audience. Listens effectively.

Customer Service Orientation
Responds to public inquiries, customer requests and complaints. Delivers high-quality customer service by being attentive, asking and responding to questions, confirming understanding, providing accurate information about the organization's services. Maintains confidentiality with sensitive documents.

Technical Staff Work
Demonstrates general knowledge of job functions specific to the position which may include complaint intake, reception, typing, filing, administrative processing, etc. Complies with administrative policies/procedures.

Cultural Sensitivity
Awareness of cultural diversity and understanding of how perceptions, attitudes, and stereotypes of self and others influence interpersonal relationships.

Time Management
Effectively organizes and prioritizes tasks to comply with due dates and manages time efficiently to address organizational needs. Ability to multi-task and be flexible to handle fluctuations in workload.

Basic to Intermediate Computer Skills
Proficient in Microsoft Office, DCA systems/ applications and other job-specific software tools.

Planning and Organization
Anticipates and prepares for upcoming events and projects. Considers the impact of something before it happens and makes necessary preparations. Organizes tasks and goals into management steps.

Records Management
Filing, maintaining records inventory and schedules per state guidelines.

Key Leadership

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 Board's key leadership positions are:

• Executive Officer   • Staff Services Managers

Workforce Gap Analysis

Key leadership identified Professional Development Gaps and Knowledge Transfer Gaps as the only areas that currently pose a threat of interruption to existing operations and the future success of the Board to carry out its consumer protection mandate.

Professional Development Gaps

Professional gaps resulting from current workforce challenges include:

• Needing key staff to participate in legislative, regulatory, budget and investigative training;
• Needing key staff to participate in job-specific training, and
• Needing key staff to participate in professional development.

Knowledge Transfer Gaps

Knowledge Transfer gaps resulting from current workforce challenges include:

• Lack of and loss of institutional knowledge, and
• Lack of current documented business processes and desk manuals.

Recruitment Gaps

• Need for recruitment and retention efforts to address retirement attrition.

Summary of Risks

Workforce and Succession Planning Gaps resulting from the above workforce issues have the potential to negatively impact the Board if not addressed. The risk of not addressing these issues is that the Board may not be able to retain the knowledge needed to provide quality services, maximize resources and control investigation expenditures.

Workforce and Succession Planning Initiatives

The Board has identified succession planning as a risk to the organization as more employees approach retirement. To develop its bench of future leaders and ensure continuity, the Board will engage in succession planning efforts.

Based on identified issues, gaps, and risks, the Board will implement or expand on the following initiatives to meet current and future workforce needs. Activities associated with the initiatives will be carried out during the term of this plan.

• Current Desk Manuals and Business Process
  Documentation
• Investigation, Legislation, Regulation and Budget Training
• Job-specific Training
• Professional Development

Professional Development Initiatives

Upward Mobility Program: The Upward Mobility Program assists in the planned development and advancement of employees in lower paying classifications by providing options and possibilities for upward mobility and career development. This program, administered by DCA's Equal Employment Opportunity Office, supports the goals of workforce and succession planning by offering employees in low-paying occupations additional support to develop their careers.

Leadership Academy:
The Leadership Academy provides management training by focusing on the principles of good leadership and the critical functions of supervision in state service. The Academy is ideal for both current and new supervisors and managers. Topics covered include:

• Leadership Fundamentals
• Leader as Communicator
• Hiring & Onboarding New Employees
• Safety, Wellness, and
  Accommodation

• Creating Effective Teams
• Performance Management
• Labor Relations
• Strategic Management

The Leadership Academy enables participants to learn the strategies, tools, and techniques to

become effective leaders. Participants will increase their performance by learning skills to improve productivity, employee performance, and employee satisfaction. Completion of the academy meets the eighty-hour training requirement under California Government Code Section 19995.4(b).

Enforcement Academy: The Enforcement Academy's primary purpose is to provide a well-grounded, standard baseline of knowledge and practices for new and existing employees who perform enforcement functions. The Academy, administered by the DCA, is also intended as a venue for participants to learn from one another and form valuable working relationships.

Key Leadership Gatherings: The Key Leadership Gatherings help to strengthen communication and understanding among the key leadership of the Board. Inviting key staff members to these gatherings provide an opportunity to obtain broader input on challenges in the workplace, receive training, and to solicit feedback on other activities that benefit the Board in meeting its mandate.

• Best practices in managing workplace challenges;
• Delegation skills;
• Building workplace philosophies;
• How to constructively manage difficult or confrontational conversations;
• How to continually improve customer services in all units, and
• How to adjust or change processes to increase efficiency.

These activities will assist supervisors and managers to satisfy the new legislatively mandated training requirements of 20 hours every 2 years while introducing key staff members to management practices.

Knowledge Transfer Initiatives

Knowledge management describes how an organization shares critical organizational information with both current and future employees. Knowledge transfer is the process of capturing skills and information and sharing them among employees and various parts of an organization. The primary goal is to ensure knowledge is available to current and future employees. Knowledge transfer applies to knowledge that is obvious and easily defined. It also applies to knowledge that is harder to define or articulate. Knowledge transfer is an important part of the succession planning process.

DCA Intranet: The DCA Intranet at, http://inside.dca.ca.gov/ serves as a central repository for departmental policies, procedures and more. It helps employees to quickly and easily locate and view information that is relevant to their specific roles and responsibilities with their program. Users can access data at any time from any computer with DCA network access. This increases employees' ability to perform their jobs faster, more accurately, and with confidence that they have the right information.

The DCA Intranet holds a wealth of information for both new and existing employees including DCA Departmental Procedures Memorandums (DPMs), department-wide project updates, new employee resources, benefits documents, calendars, forms, DCA policies, contact lists, and online training.

Policies, Procedures, Desk Manuals, and Business Process Mapping: Documenting business processes at the individual position level is the best way to ensure that staff turnover does not negatively affect ongoing business processes. The updating of job-specific desk manuals, business process maps, and procedures and policies should also be part of the exit process for knowledgeable employees leaving the organization to ensure that new employees placed in that position have the guidance necessary to maintain business continuity.

Job-Specific Training: Job-specific training includes training for key personnel who have demonstrated the ability and willingness to learn in those areas identified in this report. Training by existing staff will include job shadowing, supplemented by training provided by DCA's SOLID program.

Recruitment Initiatives

The Board has several staff members that have demonstrated the ability and willingness to take advantage of learning opportunities and Professional Development. High risk positions identified in this report may be filled by existing staff who have participated in additional training as outlined above, leaving lower level positions vacant. Upon any vacancy, the Board will begin the process to fill all vacancies according to the guidelines provided by the DCA's Office of Human Resources.

Communication Plan and Accountability

The Board's Workforce and Succession Plan will be shared with all Board employees. In addition, status updates will be shared as appropriate and at a minimum annually, with the Board's Executive Committee.

Conclusion

One critical factor in a successful organization, is the commitment and devotion of its people. The Board's Workforce and Succession Plan is a guide for developing its employees so they see the value of their work as well as being devoted and engaged. An engaged workforce fosters innovation that will help the Board continue to re-engineer its processes to achieve maximum efficiency while meeting its highest priority and consumer mandate of consumer protection. The Board anticipates the Professional Development, Knowledge Transfer, and Recruitment Initiatives in this plan will ensure the right people with the right skills are in the right place at the right time guaranteeing continuity in operations with the most skilled leaders.

Appendix A: Organization Chart