
Workforce and Succession Plan

California Department of Food and Agriculture



2020 - 2022

A Message from Secretary Ross

Since its creation over 100 years ago by the California Legislature, the California Department of Food and Agriculture (CDFA) has served California's bountiful agricultural industry, culture and traditions through new and innovative approaches using the latest in science, technology, and innovation.

CDFA's nationally recognized scientists, veterinarians, economists, laboratory employees and other administrative and support staff provide vital programs and services to California's farming and ranching families, merchants, and citizens. CDFA is proud to protect and promote California agriculture and be a part of a state government that aspires to truly represent all, protect all, and nourish all who are part of this great state.

The Department is currently organized in eight divisions and located at more than 100 locations throughout the state. CDFA employees work with federal and county partners to support and advance the success of those who have made California agriculture a recognized world-leader in food and agricultural products.

CDFA is a beacon of effective governance and a rewarding place to work. However, CDFA cannot be successful in meeting the challenges of an increasingly diverse industry with tremendously varied crops and commodities without a thoughtful investment in our employees. Our Workforce and Succession Plan is presented here.

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Introduction

Foreword

Workforce Planning and Succession Management are continuous processes that seek to align an organization's needs and priorities with the number of employees with the respective knowledge, skills, and abilities required, while developing mission-critical talent at all levels. It ensures the workforce is capable of delivering on the organization's mission and objectives now and in the future. The processes also identify current and future challenges and trends that affect the organization and incorporate strategies necessary to ensure human capital and talent management efforts support the business goals. There are several internal and external factors that influence and can change the California Department of Food and Agriculture's (CDFA) strategic path. When an organization's strategic path changes, staffing needs change. Some of those factors include:

- A continual increase in the number of employees eligible for retirement;
- The effects of climate change on agriculture;
- Law, regulation and policy changes that impact CDFA's programs as well as California's agriculture industry;
- Competition with the private sector where positions that require a similar skill set to those with the state offer additional advantages such as higher salaries and access to more innovative resources.

Workforce Planning and Succession Management are challenging processes as they force CDFA to think about how to strategically align its workforce with its business needs, while ensuring employees are provided with opportunities to develop and strengthen critical competencies throughout their professional journey. These processes, although challenging, are helpful in identifying and focusing workforce efforts specific to the organization ranging from recruitment, selection, compensation and training – to knowledge transfer, retention and more.

This Plan discusses the challenges and opportunities CDFA faces, provides a comprehensive analysis of its existing and future workforce, and includes carefully considered strategies to ensure CDFA continues to meet its mission, vision, goals, and objectives.

Strategic Direction

CDFA's Mission

To serve the citizens of California by promoting and protecting a safe, healthy food supply and enhancing local and global agricultural trade, through efficient management, innovation, and sound science, with a commitment to environmental stewardship.

CDFA's Vision

To be recognized as the most highly respected agricultural agency in the world by leading and excelling in the programs and services delivered to meet the needs for the growing local and global food and agricultural system.

CDFA's Strategic Goals

CDFA's Strategic Goals can be achieved when the workforce gaps are closed using the strategies outlined in this Workforce and Succession Plan. The strategies included directly support Strategic Plan Goal Five, *Invest in Employee Development* with efforts dedicated to developing CDFA's employees and ensuring the Department can retain its talented and quality workforce. CDFA's Strategic Plan can be found on its website at

https://www.cdfa.ca.gov/exec/Public_Affairs/pdf/CDFA_StrategicPlan2019-22.pdf.

History

Just over 100 years ago, in 1919, the California Legislature had the foresight to create the California Department of Food and Agriculture. Last year CDFA celebrated its 100th anniversary and observed the many innovations, advancements, challenges and accomplishments that have marked California's rise to agricultural leadership. The Department provides oversight for an industry that has steadily developed over that century into a global leader in many respects.

In 2018, California farmers and ranchers grew crops, livestock and other commodities valued at nearly \$50 billion. Inside that substantial figure is a remarkable range of fruits and nuts, vegetables and grains, livestock and poultry, leafy greens, flowers, fiber, nursery plants, and the list goes on. California is home to regions nicknamed "Wine Country" and "The Salad Bowl of the Nation." California farms from the high desert to the coast, from the hillside avocados of San Diego County to the alfalfa fields that reach northward to Oregon. Its bounty is sold at markets and farmers' markets around the corner, ports, and exchanges halfway around the globe. California agriculture is recognized not only for its quality and quantity, but also for the sustainable, innovative, and the forward-thinking way it is grown. CDFA has evolved in tandem with its farmers and ranchers.

Simply, CDFA's role is to match the tremendous pace, productivity and variety of California agriculture with a regulatory structure that both protects and promotes these contributions to the food supply and other avenues of commerce. With its nationally recognized scientists, veterinarians, economists, laboratory employees and other administrative and support staff, CDFA serves and provides vital programs and services to California's farming families, merchants and citizens. Programs are consistently being reviewed and enhanced to improve critical services including animal health and food safety, pest and disease prevention, and responses to emergencies that threaten domestic and international trade. Currently organized in eight divisions and located at several offices, laboratories and other sites throughout the state, CDFA's employees work with its federal and county partners in striving to support and advance the success of those that have made California agriculture the recognized leader of food and agricultural products in the world.

- **Animal Health and Food Safety Services Division** – Responsible for the safety and security of meat, poultry, and dairy products, along with other foods of animal origins. The Division protects the public and animal health through prevention, detection, and eradication of livestock and poultry diseases and dairy contamination incidents. In addition, the Division protects cattle owners against loss of animals by theft, straying or misappropriation through ongoing inspections and investigative services. It is also home to the new and first-of-its-kind Antimicrobial Use and Stewardship program.
- **Cannabis Cultivation and Licensing Division** – Licenses cannabis cultivators and is responsible for administering the California Cannabis Track and Trace System as mandated by the Medicinal and Adult-Use Cannabis Regulation Act (MAUCRSA). MAUCRSA also provides for a dual-licensing structure in which both the state and local governments participate in the authorization of cannabis activities statewide.
- **Citrus Pest and Disease Prevention Division** – Protects California’s citrus from invasive pests and disease, and is responsible for the detection, suppression, and eradication of citrus pests including Asian citrus psyllid (ACP) and Huanglongbing (HLB) throughout the State. The Division conducts activities in a systematic and consistent manner that addresses local conditions, while augmenting quarantine regulation enforcement activities in existing and newly detected areas. These activities are accomplished through the operation of a statewide detection trapping program, ACP and HLB surveys, emergency treatment and response, and implementation of environmental monitoring practices.
- **Inspection Services Division** – Provides professional services that support and contribute to a safe, abundant, and quality food supply; environmentally sound agricultural practices; and an equitable marketplace for California agriculture. Services provided include California’s State Organic Program, Farmers’ Market Program and Office of Farm to Fork, as well as inspection of fruits, vegetables and nuts to ensure maturity, grade, size, weight, packaging and labeling meet the consumers’ quality expectations; chemical analysis services in support of food and environmental safety; verification audits to ensure good handling and agricultural practices are utilized to contribute to a safe food supply; and inspections ensuring fertilizer, animal feed, and livestock drugs are safe effective, and meet the quality and quantity guaranteed by the manufacturer.
- **Marketing Services Division** – Assists in the promotion and administrative oversight of agricultural marketing programs to promote California agricultural products, including: research and gathering information; disseminating marketing and economic information; identifying and helping resolve marketing problems; providing mediation to resolve problems between producers and handlers; and assuring that producers are paid for their products. The Division also provides oversight and leadership to the network of California Fairs and builds collaborations among the fairs and industry stakeholders.
- **Measurement Standards Division** – Responsible for the enforcement of California weights and measures laws and regulations that protect both buyer and seller and promote fair competition in the marketplace. The Division’s activities are designed to ensure the

accuracy of commercial weighing and measuring devices, verify the quantity of bulk and packaged commodities, and enforce the quality, advertising and labeling standards for most petroleum products.

- **Office of Environmental Farming and Innovation** – Supports agricultural production and incentivizes practices resulting in a net benefit for the environment through innovation, efficient management, and science. The Office promotes and supports Climate Smart Agriculture, which is an effort to assist the California agriculture sector adapt to climate change and mitigate greenhouse gases while at the same time ensuring agricultural food production for a growing population.
- **Pierce’s Disease Control Program** – Seeks to slow or stop the spread of the glassy-winged sharpshooter while short-term and long-term solutions to Pierce’s disease are developed. The Program is a partnership that includes CDFA, county agricultural commissioners, the United States Department of Agriculture, the University of California and California State Universities, other state and local agencies, industry, and agricultural organizations throughout the State.
- **Plant Health and Pest Prevention Services Division** – Protects California from the damage caused by the introduction or spread of harmful plant pests. The Division is responsible for conducting pest prevention and management programs that effectively protect California’s agriculture, horticulture, natural resources, and urban environments from invasive plant pests. The Division also protects the public from pests that pose human health threats and protects California’s position in the global economy by helping ensure quality agricultural crop production.
- **Executive Office** – Provides guidance, leadership, advice, and support to CDFA’s divisions. The Executive Office includes the Office of the Secretary, Legislative Office, Legal Office, Office of Public Affairs, Audit Office, and the Office of Information Technology Services.
- **Administrative Services Division** – Provides core services essential to CDFA’s day-to-day operations. The Division is responsible for directing the complete scope of administrative functions and employee services including: budgetary and fiscal management; grant and contract development and procurement; facilities management; and human resources management.

Challenges and Trends

CDFA is not unique in its workforce challenges within California state government, with gaps identified in the areas of recruitment, retention, employee development, knowledge transfer, and succession management. Understanding the internal and external factors that continuously and uniquely impact CDFA is critical to effective workforce planning succession management. In order to create and implement an effective Workforce and Succession Plan for CDFA, the challenges associated with retirement eligibility, hiring competition, organizational silos, and statutory, regulatory, and policy changes must be constantly monitored and evaluated.

Retirement Eligibility

CDFA must operationalize knowledge transfer opportunities between employees who are at or near retirement eligibility age and those remaining in the workforce. Several of CDFA's scientific and agricultural classifications have high numbers of employees in the Traditionalist and Baby Boomer demographic. The risk of an aging workforce is losing valuable, historical, and in-depth knowledge of tasks and programs that subject matter experts have initiated, developed, and managed. An effective knowledge transfer plan must be implemented to ensure key understanding and expertise can be retained within CDFA.

Hiring Competition

CDFA's scientific, agricultural, information technology, and accounting classifications face significant challenges regarding recruitment and retention. The salary disparity between the public and private sectors, coupled with the specific subject matter expertise required for some of CDFA's scientific positions, make recruitment and retention difficult. The risk of insufficient recruitment marketing is that CDFA may not be able to attract and retain quality talent. CDFA must be creative with its recruitment strategies to market the Department and its positions, advertising not just salaries but total compensation packages, including health benefits, retirement, and leave accruals.

Organizational Silos

The diverse responsibilities of CDFA's divisions create organizational silos. By not breaking down these silos, CDFA risks continuing to limit bench strength growth and critical knowledge transfer among its divisions and programs. It is crucial CDFA identifies and implements succession management strategies to prepare potential successors for key mission-critical positions and ensures knowledge transfer occurs at all levels.

Statutory, Regulatory, and Policy Changes

New and amended laws, regulations, and each new administration's policies can result in changes to CDFA's workforce needs, such as revised or additional responsibilities, requirements for new subject matter expertise, and program expansions. Risks associated with these changes may require further modifications of current duties, additional positions, incorporating new classifications, eliminating outdated classifications, and possible reorganizations. CDFA must be forward-thinking in anticipating these changes and the impacts they may have on the Department and determine how these changes will affect the structure of CDFA's future workforce.

Methodology

CDFA began development of its Workforce and Succession Plan by attending the California Department of Human Resources' (CalHR) Succession Planning cohort. Because of the diverse nature of CDFA's divisions and the mission-critical roles they each serve, CDFA determined that its highest-risk key leadership positions were the Career Executive Assignment (CEA) classifications, which serve in roles such as Division Director, Assistant Division Director, Branch

Chief, and Deputy Secretary for Administration and Finance. (See *Appendix A: Key Position Pipeline Classifications* for a list of classifications in the CEA pipeline.)

Of CDFA's CEA positions, 50% are currently at retirement age and an additional 17% will be eligible to retire within the next five years. Based on this data, in the next five years this classification alone may face a 67% turnover rate. Once this classification was identified as the focus of the initial succession plan, a survey was sent to all CEA incumbents to identify the core competencies, leadership competencies, (see *Competencies* section) and the critical knowledge, skills, and abilities required for their positions. The incumbents were also solicited for input on training requirements, knowledge transfer, mentoring, and recruiting tools and techniques to aid in developing CDFA's Succession Program. Strategies were then identified to prepare the candidate pool in classifications closest to these key leadership positions. These strategies are identified in the *Succession Management Strategies* section of this plan.

In preparation for the Succession Program, CDFA performed a competency-based gap analysis, an evaluative process that defines the competencies required for a key position and then compares an individual's current competency proficiency levels to that requirement. For this analysis, CDFA identified its candidate pool for the CEA classification. The top competencies necessary for success in the CEA classification were identified as a focus for its Succession Program.

In 2019 CDFA established its Succession Program, primarily consisting of mentoring activities, to prepare its leaders for those key leadership positions. The Program requires each mentee to complete a self-assessment of their competency levels at the beginning of the Program to determine their competency gaps. The nine-month Succession Program, now occurring annually, provides opportunities for mentors to provide knowledge, advice, and insight to assist the mentees in leadership and career development. Each year the graduating mentees have an opportunity to become future mentors to help increase the Program's reach, expanding the Program from CDFA's key leadership positions to all CDFA leadership positions.

Once the Succession Program was established, CDFA participated in CalHR's Workforce Planning cohort to expand its existing Succession Plan into a full Workforce and Succession Plan. CDFA's Workforce and Succession Plan development has been guided by the California Statewide Workforce Planning and Succession Management Models. CDFA gathered data on its workforce demographics, retirement, separations, and turnover in order to perform a gap analysis identifying current and future workforce needs. Based on the results of the gap analysis, strategies were identified and discussed with executive management to help CDFA address its future workforce needs. These strategies are identified in the *Workforce Planning Strategies* section of this plan.

While a traditional Workforce and Succession Plan typically covers three to five years, this Plan will only cover three years (2020 – 2022). CDFA will continue to collect and evaluate its workforce data as recommended by the California Statewide Workforce Planning Model and

will update its Workforce and Succession Plan in 2023 to ensure it aligns with its new 2023 Strategic Plan. With this model, starting in 2023 CDFA’s data efforts, goals and plan development processes will all be in alignment.

Workforce Overview

CDFA is a medium-sized department with 1,749 permanent positions located at CDFA Headquarters in Sacramento as well as several field offices throughout the State, in addition to facilities in Arizona and Hawaii. CDFA is comprised of several branches within its eight divisions. (See the *What We Do* section for a full list of all CDFA’s divisions and functions, and *Appendix D: Organizational Charts* for CDFA and its divisions and programs.)

Current Workforce Profile

CDFA’s workforce is a blended group of four age demographic generations: Traditionalists, Baby Boomers, Generation X, and Millennials. Each generational group presents unique skill sets and communication styles. While many generations work collaboratively within CDFA’s divisions and programs, the Department faces the challenge of ensuring it addresses the needs of each generational group. Through Workforce Planning and Succession Management efforts, CDFA can ensure it has a strong and capable workforce as well as a quality candidate pool to fill mission-critical key positions.

CDFA’s workforce is made up of occupations such as scientists, veterinarians, economists, inspectors, and investigators as well as administrative and support staff. The Department uses more than 130 different classifications for its workforce.

Category	Number of Classifications	Percentage of Employees
Executive Leadership	5	1.9%
Manager/Supervisor	37	20.7%
Attorney	2	0.3%
Scientific	18	21.8%
Agricultural	19	23.0%
Investigative	1	3.6%
Information Technology	6	3.4%
Administrative/Support	40	23.4%
Veterinary	4	1.9%
Total	132	100.0%

Demographics

Ethnicity and Gender

The table below shows a comparison of CDFA’s demographics to statewide demographics. As reflected in the table, CDFA’s gender demographics are consistent with statewide figures; however, CDFA has a higher ratio of White and a lower ratio of Black employees than the statewide average.

Demographic	CDFA	Statewide
Women	48%	46%
Men	52%	54%
White	47%	42%
Hispanic	27%	26%
Asian	15%	18%
Black	4%	9%
Other	7%	5%

CDFA’s Equal Employment Office (EEO) and Farm Equity Advisor are developing an internal Diversity, Equity, and Inclusion Committee. The Committee will work on implementing the Department’s Diversity and Equity Action Plan as well as performing outreach to different organizations both to foster public interaction with CDFA and to share job opportunities. This Committee will have a broad focus on race, sexual orientation, and gender diversity. Outreach and awareness will be a large focus to foster an environment of diversity at CDFA.

Disabled Employee Representation

CDFA’s representation for people with disabilities is six percent Department-wide, which is less than the statewide average of ten percent. CDFA continues to seek ways for inclusion of those with disabilities into its workforce.

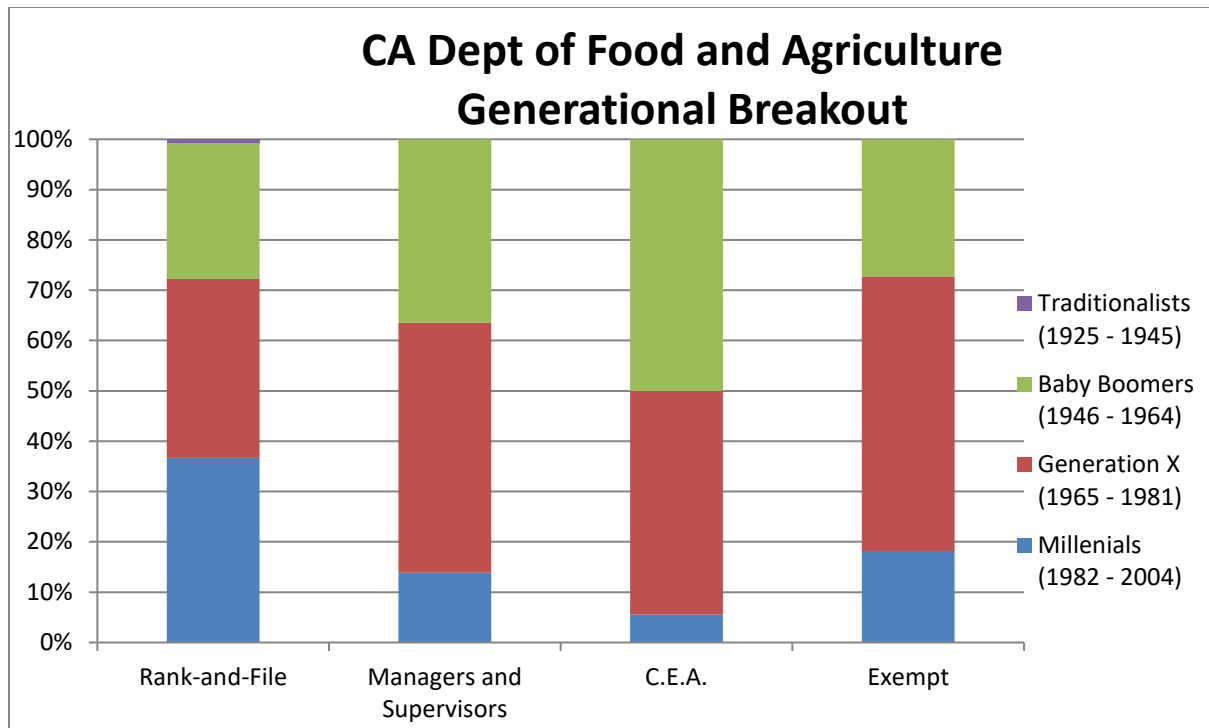
CDFA is proud to host an active Disability Advisory Committee (DAC). The DAC hosts disability awareness events including hiring events and canine companion events. The DAC also works closely with the Society for the Blind to accommodate and work with people who have a disability related to sight. More recently, the DAC has put together a taskforce to perform outreach to different programs that benefit people with disabilities, with the intent to provide information on how to apply for state jobs and showcase the opportunities CDFA has to offer.

Furthermore, CDFA encourages its employees to participate in the statewide annual disability survey and the Annual Disability Awareness Fair each October for National Disability Employment Awareness Month.

Age Demographics

The average age of a CDFA employee as of December 2019 is 48 years old. The breakout between generations is relatively even with 31 percent Millennials, 39 percent Generation X and 30 percent Baby Boomers. (However, there are only six Traditionalists which make up a very small workforce percentage.) While CDFA's workforce seems evenly distributed, most of the Millennials are new to state service and are in entry-level positions such as Agricultural Technician, Scientific Aid, some Information Technology classifications and support positions. CDFA's Generation X and Baby Boomer populations have a larger number of employees in key leadership positions which reinforces the need for significant knowledge transfer, employee development, and succession management efforts.

Division	Millennials (1982 - 2004)	Generation X (1965 - 1981)	Baby Boomers (1946 - 1964)	Traditionalists (1925 - 1945)
Administrative Services	38.9%	38.9%	21.3%	0.7%
Animal Health & Food Safety Services	21.3%	34.1%	43.1%	1.4%
CalCannabis Cultivation and Licensing	52.0%	36.9%	10.9%	
Citrus Pest and Disease Prevention	70.0%	30.0%		
Executive Office	46.8%	28.1%	25.0%	
Inspection Services	33.3%	33.9%	32.7%	
Marketing Services	25.6%	58.9%	15.3%	
Measurement Standards	32.5%	37.2%	30.2%	
Information Technology	17.3%	60.8%	21.7%	
Pierce's Disease Control		61.1%	38.9%	
Plant Health & Pest Prevention Services	31.1%	38.8%	29.5%	0.4%



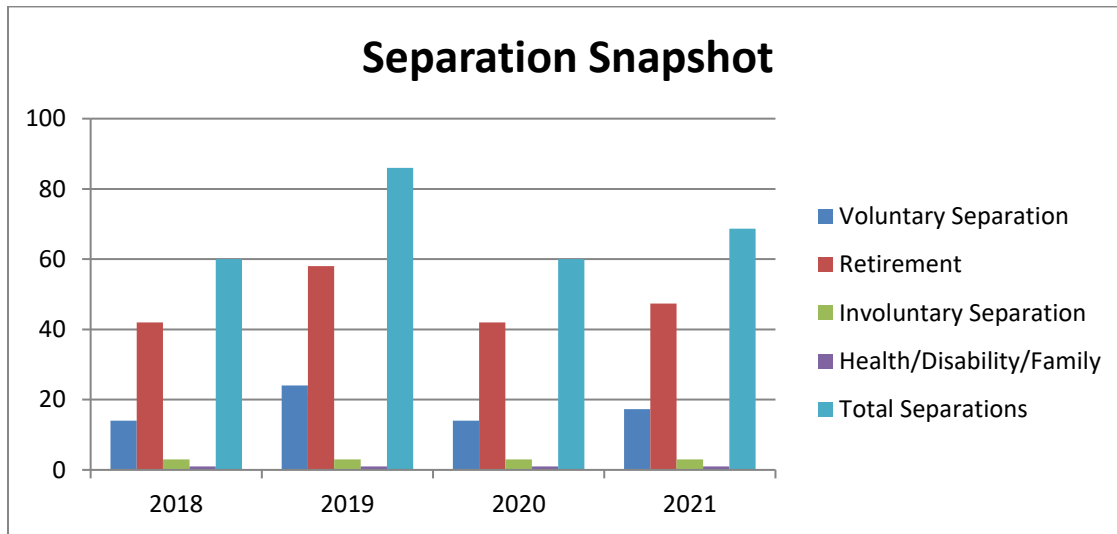
Separation Trends and Forecast

Separations include retirements, voluntary separations, terminations without fault, and transfers to other State departments. CDFA's separations were analyzed for a two-year period, calendar years 2018 and 2019. In 2018 there were 60 full-time employees that separated from CDFA. Of these 60 employees, 42 of the separations were due to retirement. In 2019 there were 86 full-time employees that separated from CDFA. Of these 86 employees, 58 were due to retirement.

The following is a breakout of separations by month, January 2018 to December 2019.

Month	2018	2019
January	2	9
February	2	2
March	4	-
April	5	4
May	2	4
June	9	6
July	7	9
August	2	6
September	3	6
October	5	12
November	5	7
December	14	21
Total	60	86

The graph below illustrates the actual separations for 2018 and 2019, as well as projected separations for 2020 and 2021. The projected separations, based on 2018 and 2019 data, is expected to decrease slightly because as more employees retire, there are fewer remaining who are at retirement eligibility age. The projections show that in 2020 there may be 60 full-time employees who separate from CDFA, of which 42 may be from retirement. In 2021 there may be 69 full-time employees who separate from CDFA, of which 47 may be from retirement.



See *Appendix B: Separation Trends and Forecast* for more information on classifications with high separation / retirement rates.

Retirement Eligibility

Approximately 29 percent of CDFA’s current workforce is at or above the retirement eligibility age of 55 years and another 13 percent are within five years of retirement eligibility age. These numbers have reached critical levels for many of CDFA’s executive, scientific, and technical classifications including CEAs, Research Scientists, Environmental Program Managers and Veterinarians. Of the employees in managerial and supervisory positions within CDFA, approximately 35 percent are at or above retirement eligibility age, and 16 percent are within five years of retirement eligibility age. However, CDFA’s culture is one where employees often work past their retirement age. In fact, most CDFA employees retire around age 62.

The following table shows the percentage of employees at or near retirement age within different classification categories.

Class Title	At Retirement Eligibility	Within 5 Years of Retirement Eligibility (50-54)	Within 6-10 Years of Retirement Eligibility (45-49)
Executive Leadership	46.0%	12.5%	8.3%
Manager/Supervisor	35.3%	16.0%	14.9%
Attorney	-	-	-
Scientific	29.8%	8.5%	7.1%
Agricultural	32.2%	12.4%	10.1%
Investigator	14.9%	-	10.6%
Information Technology	25.0%	15.9%	18.2%
Administrative/Support	19.1%	13.5%	10.9%
Veterinarian	54.2%	4.2%	12.5%

Competencies

CDFA has adopted CalHR’s Core and Leadership Competency Models. The Core and Leadership Competencies are essential in successfully achieving each Division’s/Program’s critical functions, supporting CDFA’s mission and achieving its strategic goals. CDFA will consider incorporating additional job-specific competency models in the future based on the needs of its divisions.

The top three Core and Leadership Competencies identified by CDFA’s executives are as follows:

Core Competencies	Leadership Competencies
Ethics and Integrity	Vision and Thinking
Interpersonal Skills	Inspirational Leadership
Global Perspective	Results-Driven

Key Positions

A key position is a position whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission-critical projects. A key position can be a managerial position or a highly specialized individual contributor position. Because of the diverse nature of CDFA’s divisions, the mission-critical roles they each serve, and the percentage of incumbents approaching retirement, CDFA determined that its highest risk key leadership positions are the Department’s CEA positions. As a result, these positions were the focus of CDFA’s initial Succession Program that began in 2019.

CDFA has identified several other key positions as well, such as Environmental Program Manager, Veterinarian, Research Scientist, and other specialized scientific classifications. Some

of these classifications have a high percentage of incumbents at or approaching retirement age, and others are subject matter experts with only one to two positions in that specific classification. (See *Appendix B: Separation Trends and Forecast* for more information on high risk classifications.) To ensure CDFA can maintain a strong bench strength, it must continue and expand its succession management efforts for these additional key positions.

Workforce Gap Analysis

A gap analysis was performed to determine the mission critical workforce gaps between CDFA's workforce supply and demand. Results are intended to reveal gaps and surpluses in staffing levels and competencies needed to perform the Department's functions. Understanding the internal and external factors which have a significant impact on CDFA's mission and services (retirement eligibility, hiring competition, organizational silos, and statutory, regulatory, and policy changes) were also a critical component of exploring current and future workforce gaps. Executive feedback, in combination with CDFA's comprehensive workforce data analysis, revealed department-wide gaps in the areas of recruitment, retention, employee development, knowledge transfer, and succession management.

Recruitment Gaps

CDFA has identified recruitment gaps resulting from current workforce challenges and trends including:

- Information Technology series – Because of the salary disparity between the public and private sector, as well as the education and experience requirements associated with state Information Technology classifications, CDFA struggles to recruit qualified candidates and considers this series hard-to-fill.
- Inspector (Livestock, Brand, Fruit and Vegetable) – CDFA's Inspectors are considered hard-to-fill because these positions are located in field offices throughout California which can result in smaller applicant pools. They are also considered high-risk because of the high percentage of incumbents at or nearing retirement age.
- Environmental Program Manager (EPM) series – Although CDFA has been able to leverage the statewide EPM I and II classifications as well as CalHR's consortium exams, EPMs are considered both hard-to-fill classifications at CDFA because of the subject matter expertise required for these specific positions and high-risk classifications because of the high percentage of incumbents at or nearing retirement age.
- Veterinarian series – CDFA considers its Veterinarian classifications hard-to-fill due to the private sector competitors who can frequently offer more competitive salary and benefits and some of these positions being located in field offices throughout California which can result in smaller applicant pools. The Veterinarian series also has a higher than average percentage of incumbents at or nearing retirement age.

- Accounting series – Because of the salary disparity between the public and private sector, as well as the education requirements associated with state Accounting classifications, CDFA struggles to recruit qualified candidates and considers the Accounting series hard-to-fill.
- Career Executive Assignment (CEA) – CDFA considers the CEA classification high-risk because of the high percentage of incumbents at or nearing retirement age.
- Senior Agricultural Economist – This classification is considered hard-to-fill because of the salary disparity between the public and private sector as well as the subject matter expertise required for these specific positions.
- Research Scientist – CDFA struggles to fill its Research Scientist positions with qualified candidates because of the salary disparity between the public and private sector as well as the subject matter expertise required for these specific positions.
- Senior Plant Pathologist – CDFA considers this classification hard-to-fill because of the salary disparity between the public and private sector and the subject matter expertise required for this specific classification, and high-risk because there are only three positions using this classification within CDFA.
- Senior Seed Botanist – CDFA considers this classification hard-to-fill because of the salary disparity between the public and private sector and the subject matter expertise required for this specific classification, and high-risk because there are only two positions using this classification within CDFA.
- Senior Plant Nematologist – CDFA considers this classification hard-to-fill because of the salary disparity between the public and private sector and the subject matter expertise required for this specific classification, and high-risk because there are only two positions using this classification within CDFA.
- Associate Insect Biosystematist – CDFA considers this classification hard-to-fill because of the salary disparity between the public and private sector and the subject matter expertise required for this specific classification, and high-risk because there is only one position using this classification within CDFA.
- Principal State Metrologist – CDFA considers this classification hard-to-fill because of the salary disparity between the public and private sector and the subject matter expertise required for this specific classification, and high-risk because there is only one position using this classification within CDFA.

Retention Gaps

CDFA has identified retention gaps resulting from current workforce challenges and trends including:

- Salaries are greater in the private sector and in many local government agencies causing employees to leave State service for other jobs; the total compensation that the State offers is not widely communicated.

- CDFA has limited success in retaining qualified accounting and information technology professionals, leading to high turnover rates. Qualified candidates leave CDFA for private and public competitors, as well as other state agencies who, because of their size or complexity, are able to offer higher positions in classifications for similar functions.
- CDFA conducts a biennial Employee Satisfaction Survey; however, the actions taken based on survey results are not always communicated to supervisors and staff, and no formal program has been established to ensure those actions are successful.
- With several field offices throughout the State, field employees often feel a disconnect between them and their coworkers, supervisors and management at CDFA's Sacramento offices.

Employee Development Gaps

CDFA has identified employee development gaps resulting from current workforce challenges and trends including:

- The varying program disciplines within CDFA limit opportunities for career growth outside an employee's specific career path. CDFA's Succession Program provides mentoring opportunities to expose employees to other areas of the Department. However, the Program is just starting its second year and space has been limited. In the Program's first two years, 29 employees have participated.
- Upward Mobility training for employees in low-paying classifications has been inconsistent. Ten percent of CDFA's workforce is in low-paying classifications. An expanded program would enable employees to develop skills to promote into higher paying classifications.
- CDFA has a learning management system, the Online University, containing hundreds of free courses for employees. However, very few employees take advantage of this resource as a career growth opportunity.
- Due to new provisions in the Service Employees International Union's collective bargaining agreements, the Individual Development Plan (IDP) can no longer be required by supervisors as a tool to help employees identify the knowledge, skills, and abilities they would like to obtain. Employees must initiate the IDP process themselves, and new employees may not even be aware the IDP exists.

Knowledge Transfer Gaps

CDFA has identified knowledge transfer gaps resulting from current workforce challenges and trends including:

- The diverse responsibilities of each of CDFA's divisions create organizational silos, limiting knowledge transfer amongst divisions and programs. As more CDFA employees near retirement age, it is crucial that the institutional knowledge within those silos is shared across the Department.

- Business resources, processes and procedures are rarely documented in a transition binder, desk procedure or manual. When employees leave the position, their replacements are often left with minimal or outdated resources and tools to continue meeting the responsibilities and performing the tasks required by the position.

Succession Management Gaps

CDFA has identified succession management gaps resulting from current workforce challenges and trends including:

- Many of CDFA's employees in key leadership roles are at or near retirement eligibility age and hold a wealth of institutional knowledge they will take with them when they leave the Department.
- As mentioned in the *Employee Development Gaps* section, the varying program disciplines within CDFA limit opportunities for career growth outside an employee's specific career path. CDFA's Succession Program provides mentoring opportunities to expose employees to other areas of the Department, increasing its bench strength. However, the Program is just starting its second year and space has been limited.

The risks of not addressing these workforce gaps are that CDFA may not be able to attract qualified candidates, retain its dedicated and knowledgeable employees, and ensure it can fill future key mission-critical positions in order to meet the Department's mission of promoting and protecting California agriculture.

Workforce Planning Strategies

Below are the strategies that will be implemented or improved upon to address the recruitment, retention, employee development, knowledge transfer, and succession management challenges CDFA identified in the *Workforce Gap Analysis* section of this plan.

See *Appendix C: Action Plan* for CDFA's complete action plan to implement the strategies identified in this section, including performance indicators and timeframes.

Recruitment Strategies

CDFA is committed to recruiting a diverse and talented workforce dedicated to delivering its mission. CDFA's Recruitment Strategies will help strengthen its ability to acquire the most qualified talent.

- Continue to Use Consortium Exams – These exams allow CDFA to obtain a larger candidate pool for hard-to-fill classifications than department-administered exams. CDFA has been using consortium exams to fill its information technology, administrative, and support positions. Over the last few years CDFA has begun converting some of its scientific positions to classifications in the Environmental Scientist series, which has a consortium exam available, as a way of being able to expand the Department's reach and draw from a larger candidate pool.

- Advertise Telework Opportunities – Telework is now offered throughout the Department based on each individual position’s essential job functions. CDFA has begun to highlight the possibility of telework when advertising for vacancies that allow for remote work.
- Increase Outreach Through the Internship Program – Internships can be an option for students looking to gain a better understanding of California agriculture, as well as CDFA’s role among the State’s agricultural systems. CDFA will strive to increase the number of programs pursuing interns and the way in which outreach is conducted to find desirable interns that would benefit both them and the Department.
- Advertise Compensation Packages – Total compensation packages take into account State health and retirement benefits in addition to salary which puts compensation closer to what private sectors offer for similar positions. CDFA will review CalHR’s Total Compensation Report and begin including total compensation rather than just base salary when advertising for hard-to-fill classifications.
- Increase Career Fair Presence – CDFA will reinstitute its annual Career Fair to advertise its hard-to-fill positions and promote the Department as a desirable place to work. The Career Fair Committee, consisting of at least one representative from each CDFA Division, will also consider attending career fairs at Universities, Colleges, and industry-specific conferences throughout California.

Retention Strategies

CDFA is committed to ensuring that it retains its best workforce to fulfill its mission. The following Retention Strategies will help enhance workforce motivation, engagement, and performance.

- Expand Telework Opportunities – CDFA has begun identifying the positions that may be eligible for telework based on each position’s essential functions and offering a telework option when possible. Telework options are also being added to duty statements that allow for remote work.
- Increase Reach of the Upward Mobility Program – CDFA’s Upward Mobility Program requirements were revised this year to allow for all CDFA classifications to participate rather than just low-paying classifications. The change in requirements has significantly increased the number of participants in the Program.
- Improve Processes for Employee Feedback – CDFA’s Employee Satisfaction Survey is conducted biennially to obtain input from employees regarding their job satisfaction, engagement, and connection to the Department. CDFA intends to establish a program to communicate the results to employees and ensure strategies resulting from the survey are implemented. In addition to the survey, a Virtual Suggestion Box will be provided on CDFA’s intranet site to share survey results and provide an opportunity for employees to provide continuous feedback.

- Increase Retention Through the Internship Program – Internships can be an option for students looking to gain a better understanding of California agriculture, as well as CDFA’s role among the State’s agricultural systems. CDFA will strive to increase the number of programs pursuing interns and the way in which outreach is conducted to find desirable interns that would benefit both them and the Department. A robust Internship Program may provide a strong candidate pool for CDFA vacancies as they arise and allow the Department to retain these interns and leverage the knowledge and skills they have gained.
- Educate Employees on Total Compensation Packages – CDFA will use CalHR’s Total Compensation Report as a tool to inform its employees of their total compensation, as well as to hopefully retain those employees who may be looking at employment outside State service because of the salary disparity between the public and private sectors.
- Develop an Employee Recognition Program – Recognizing employees is important in any workplace, as employee recognition can have a positive impact on morale, productivity, engagement, and retention. CDFA will develop a formal Employee Recognition Program to routinely acknowledge and reward employees across the Department for exceptional performance, accomplishments, and creativity.

Employee Development Strategies

CDFA is committed to the development and growth of its highly skilled workforce. The following Employee Development Strategies will help promote the growth of competencies, exposure to more challenging experiences, and broaden employees’ horizons outside their divisions/programs.

- Re-Brand the New Employee Orientation – CDFA will re-brand its New Employee Orientation to highlight CDFA’s divisions and programs with all employees, not just new employees. The Department will regularly send out a different division’s portion of the Orientation to highlight its mission, activities, and accomplishments as a way to expose employees to different areas of CDFA.
- Expand the Mentoring Program – CDFA recognizes the importance of mentoring employees between varying program disciplines to help prepare them for promotional opportunities, as well as to create a pipeline of potential candidates to fill key mission-critical positions within the Department. CDFA will expand its current Succession Program to ensure the transfer of tacit and institutional knowledge for the development of employees at all levels of the organization.
- Increase Marketing of the Online University – There are hundreds of free courses available to employees on the CDFA Online University. Quarterly emails will be sent to employees highlighting different courses that can assist in their professional development. An increase in marketing and outreach will help promote the extensive list of training courses offered.
- Promote the Use of Individual Development Plans (IDP) – Due to new provisions in the Service Employees International Union’s collective bargaining agreements, supervisors can no longer require employees to complete IDPs, which have been used as a tool to help

employees identify the knowledge, skills, and abilities they'd like to obtain for professional growth. CDFA will encourage employees to request an IDP from their supervisor to help identify and pursue specific learning opportunities.

- Expand the Executive Leadership Program – CDFA conducts an annual Executive Leadership Program, providing future CDFA leaders in a formal classroom setting with opportunities to develop their leadership, teamwork, and networking skills. Expanding this Program to include rank-and-file employees as well as current managers and supervisors will help develop CDFA's workforce to become future leaders and increase the Department's bench strength.

Knowledge Transfer Strategies

CDFA is committed to ensuring mission-critical knowledge is being properly utilized and retained. The following Knowledge Transfer Strategies will help with identifying knowledge sources, determining what knowledge is critical to operations, and implementing methods for capturing and making knowledge accessible to the entire Department.

- Expand the Mentoring Program – CDFA recognizes the importance of mentoring employees between varying program disciplines to help prepare them for promotional opportunities, as well as to create a pipeline of potential candidates to fill key leadership positions within the Department. CDFA will expand its current Succession Program to ensure the transfer of tacit and institutional knowledge for the development of employees at all levels of the organization.
- Create Critical Position Transition Binders – CDFA will create transition binders for its critical classifications to ensure a transfer of knowledge when new employees fill these positions. A standard Transition Template will be developed and distributed to divisions.

Succession Management Strategies

CDFA is committed to succession management and career development at all levels of the organization. The following Succession Management Strategies will help develop a pipeline of potential candidates ready to fill key mission-critical positions.

- Expand the Mentoring Program – CDFA recognizes the importance of mentoring employees between varying program disciplines to help prepare them for promotional opportunities, as well as to create a pipeline of potential candidates to fill key leadership positions within the Department. CDFA will expand its current Succession Program to ensure the transfer of tacit and institutional knowledge for the development of employees at all levels of the organization.
- Expand the Executive Leadership Program – CDFA conducts an annual Executive Leadership Program, providing future CDFA leaders in a formal classroom setting with opportunities to develop their leadership, teamwork, and networking skills. Expanding this Program to include rank-and-file employees as well as current managers and supervisors will help develop CDFA's workforce to become future leaders.

Conclusion

This Workforce and Succession Plan identifies CDFA's strategies to address changes in the workforce in a formal and timely manner while keeping CDFA's core values at the forefront. CDFA's Workforce and Succession Plan will continue to evolve, and additional strategies will be added in the future as resources allow.

The strategies already implemented, as well as new strategies identified in the following Action Plan, express CDFA's commitment to developing its current and future workforce. To determine the Plan's effectiveness, CDFA will review and evaluate the Plan semi-annually, and update as necessary to ensure it is meeting the strategies identified. This Plan is intended to build on the strengths and unique qualities of CDFA's workforce, while also addressing areas of improvement, to help achieve its mission now and into the future.

Appendices

Appendix A: Key Position Pipeline Classifications

Appendix B: Separation Trends and Forecast

Appendix C: Action Plan

Appendix D: Organizational Charts

Appendix E: Contact Information

Appendix A: Key Position Pipeline Classifications

Below are the pipeline classifications for the Career Executive Assignment key leadership positions.

Bridge to Career Executive Assignment Level B, Deputy Secretary for Administration and Finance
Career Executive Assignment A
Career Executive Assignment B

Bridge to Career Executive Assignment Level B	Bridge to Career Executive Assignment Level A
Accounting Administrator III	Accounting Administrator II
Attorney III	Accounting Administrator III
Branch Chief, Department of Food & Agriculture	Branch Chief, Department of Food & Agriculture
Career Executive Assignment A	Environmental Program Manager I
Environmental Program Manager I	Information Technology Manager I
Environmental Program Manager II	Information Technology Manager II
Information Technology Manager I	Special Assistant, Department of Food & Agriculture
Information Technology Manager II	Staff Services Manager II
Research Scientist Manager (Veterinary Sciences)	Staff Services Manager III
Special Assistant, Department of Food & Agriculture	
Staff Services Manager III	

Appendix B: Separation Trends and Forecast

Below is separation trend and forecast data for some of CDFA's most high-risk positions.

Classification Title	Number of Employees	Retirement	Voluntary Separations	Potential Impact	Actual Impact
Information Technology (Series)	55	11.0%	1.8%	92.7%	10.9%
Inspector (Livestock, Brand, Fruit and Vegetable)	53	1.9%	3.8%	85.0%	5.6%
Environmental Program Manager (Series)	34	11.8%	-	91.2%	11.8%
Veterinarian (Series)	24	12.5%	8.3%	91.6%	20.8%
Accounting Officer (Series)	19	5.2%	10.5%	63.2%	15.8%
Career Executive Assignment	18	-	-	67.0%	-
Senior Agricultural Economist	7	-	-	42.9%	-
Research Scientist (Series) (Epidemiology/Biostatistics)	7	-	14.3%	28.6%	14.3%
Senior Plant Pathologist	3	-	-	67%	-
Senior Seed Botanist	2	-	-	100%	-
Senior Plant Nematologist	2	-	-	100%	-
Associate Insect Biosystematist	1	-	-	100%	-
Principal State Metrologist	1	-	-	100%	-

The formulas used to calculate each factor:

- Retirement – Total retirements divided by the average number of employees in the classification during 2019.
- Voluntary Separations – Total voluntary separations divided by average monthly number of employees in the classification during 2019.
- Potential Impact – Sum of total current vacancies, total number of employees at or within 5 years of retirement age, lateral transfers, and voluntary separations divided by average monthly number of employees in the classification during 2019.
- Actual Impact – Sum of total retirements, lateral transfers, and voluntary separations divided by average monthly number of employees in the classification during 2019.

Appendix C: Action Plan

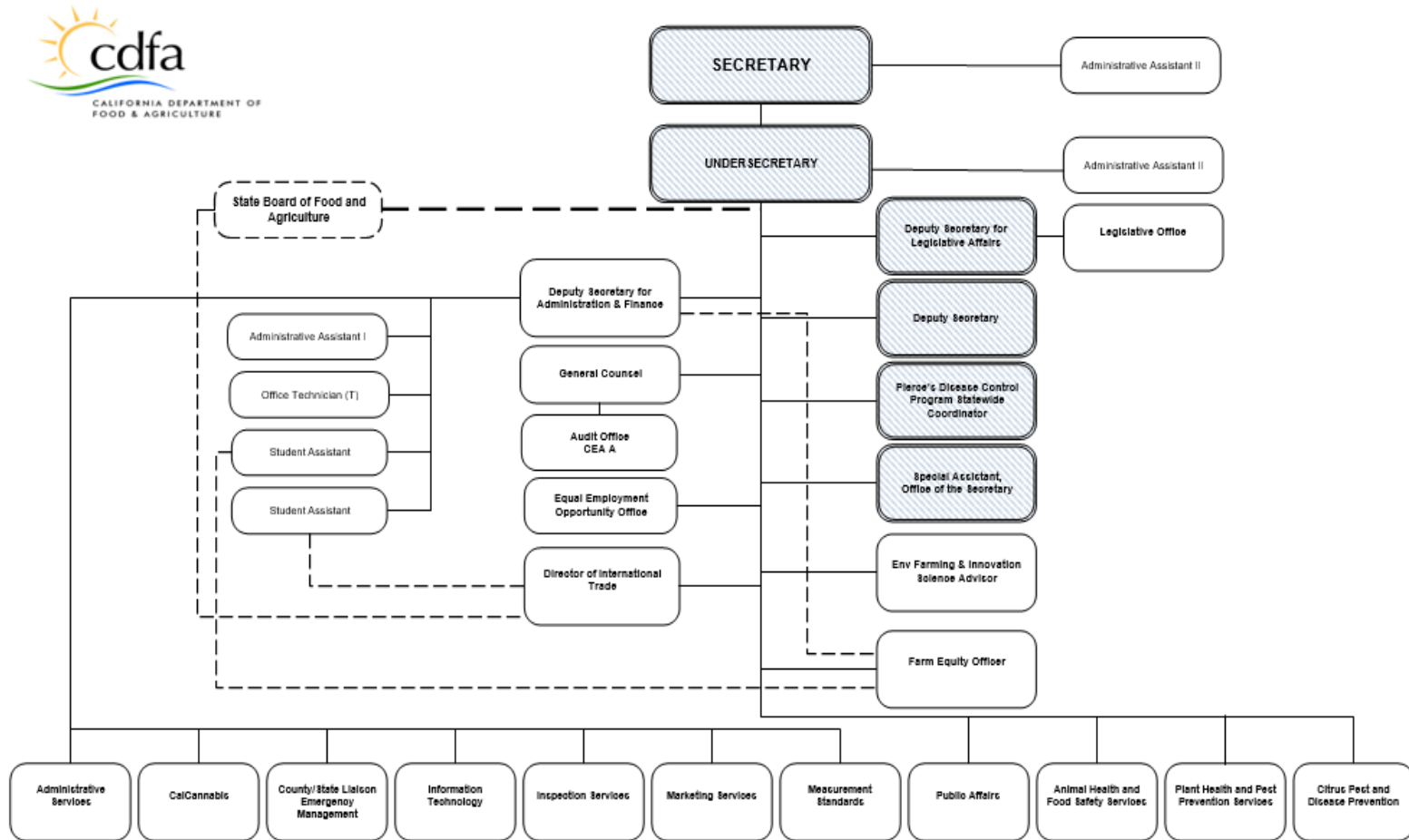
Based on the gap analysis and subsequent risks, identified below are key strategies that will be implemented to meet current and future workforce needs.

<u>Strategy</u>	<u>Targeted Gap(s)</u>	<u>Performance Indicator</u>	<u>Timeframe</u>
Year One Strategies – 2020			
Consortium Exams – Continue to explore opportunities for using classifications which allow for statewide consortium exams to obtain larger candidate pools	Recruitment	Increase in the number of consortium vs department-administered exams	Ongoing
Telework – Identify the possibility of teleworking when advertising for vacancies that allow for remote work	Recruitment, Retention	Option to telework identified on job announcements and duty statements that allow for remote work	Complete by December 2020
Upward Mobility Program – Increase participation from only low-paying classifications to all CDFA classifications	Retention	Increase in the number of participants in the Upward Mobility Program	Completed
Employee Satisfaction Survey – Establish a program to communicate biennial survey results to employees and ensure strategies implemented are successful	Retention	Create a page on the CDFA intranet to share survey results and provide a Virtual Suggestion Box to receive continuous employee feedback	Complete by January 2021
Mentoring Program – Expand CDFA’s annual program to include all managers and supervisors with the goal of developing employees into future leaders	Employee Development, Knowledge Transfer, Succession Management	Increase participation by 50% from the previous year	September 2020 - June 2021

Strategy	Targeted Gap(s)	Performance Indicator	Timeframe
Year Two Strategies – 2021			
Internship Program – Increase outreach to find desirable interns and develop those interns to become CDFA employees	Recruitment, Retention	Increase in the number of CDFA programs pursuing interns, as well as in the number of interns hired	Complete by December 2021
Total Compensation Packages – Identify total compensation instead of salary only when advertising vacant positions	Recruitment, Retention	Include total compensation on job announcements for hard-to-fill classifications	Complete by June 2021
New Employee Orientation – Re-brand to use as a tool to share what CDFA’s divisions do with all employees, not just new employees	Employee Development	Re-brand the “orientation,” and send out a different division’s portion each month to all CDFA employees to highlight and share the Department’s and divisions’ missions and activities	Complete by December 2021
Online University – Increase outreach to promote the extensive list of training courses offered	Employee Development	Send out a quarterly email to CDFA employees highlighting different courses available	Complete by June 2021
Individual Development Plans (IDP) – Encourage employees to request an IDP from their supervisor to identify opportunities for professional growth	Employee Development	Increase in the number of employees receiving IDPs and the training opportunities taken	Complete by December 2021
Executive Leadership Program – Increase enrollment to develop more employees into future leaders as budgets allow	Employee Development, Succession Management	Increase participation from the previous year and include rank-and-file employees as well as supervisors and managers	January 2021 – June 2021
Mentoring Program – Expand CDFA’s annual program to include all employees with the goal of developing employees into future leaders	Employee Development, Knowledge Transfer, Succession Management	Increase participation by 50% from the previous year	September 2021 – June 2022

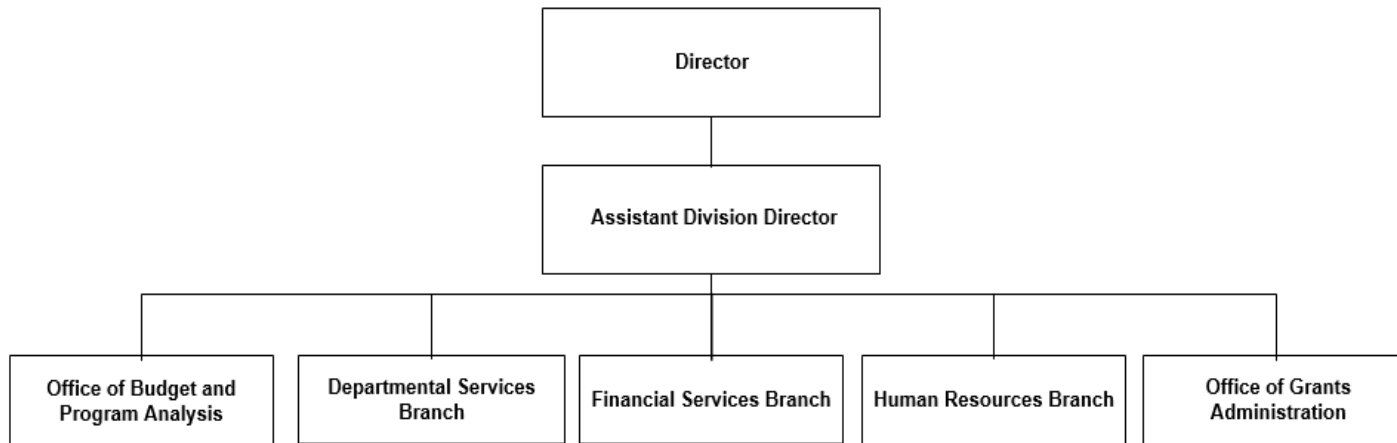
<u>Strategy</u>	<u>Targeted Gap(s)</u>	<u>Performance Indicator</u>	<u>Timeframe</u>
Year Three Strategies – 2022			
Career Fairs – Reinststitute CDFA’s annual Career Fair and participate in career fairs throughout the State	Recruitment	Organize a CDFA Career Fair and participate in multiple career fairs throughout the State	Complete by December 2022
Employee Recognition Program – Develop a formal employee recognition program to acknowledge and reward employees for exceptional performance, accomplishments, and creativity	Retention	Formal recognition of at least one employee from each division	Complete by June 2022
Critical Position Transition Binders – Create transition binders for CDFA’s critical classifications to ensure transfer of knowledge when new employees fill these positions	Knowledge Transfer	Create a standard Transition Template and begin preparing binders for critical classifications with a goal of 25% complete in the first year	Complete by December 2022
Mentoring Program – Increase participation in CDFA’s annual program with the goal of developing employees into future leaders	Employee Development, Knowledge Transfer, Succession Management	Increase participation by 50% from the previous year	September 2022 – June 2023

Appendix D: Organizational Charts



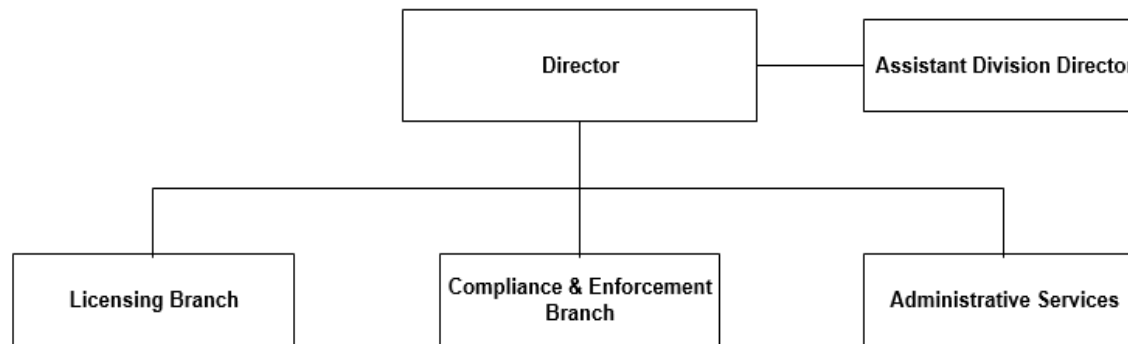


**Administrative Services
Division**

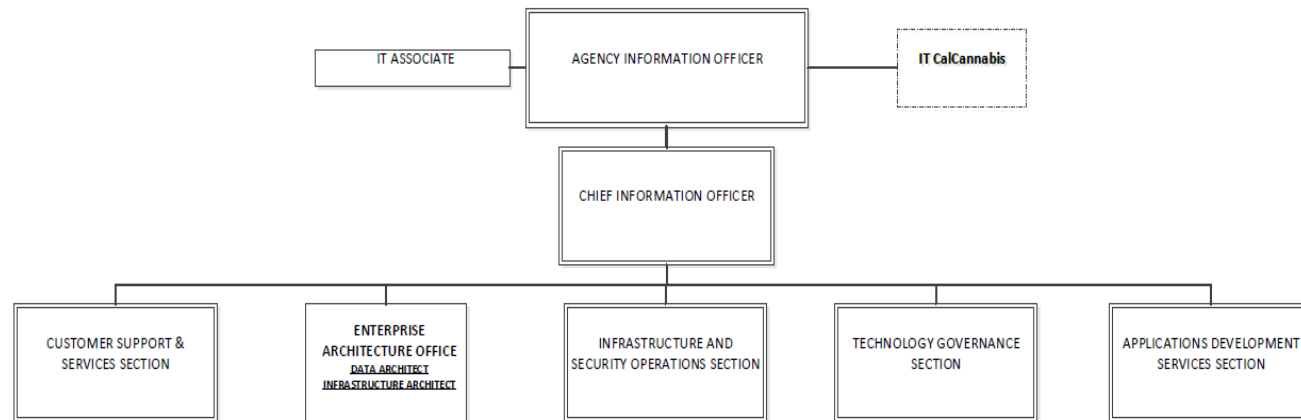




**CalCannabis Cultivation
Licensing Division**

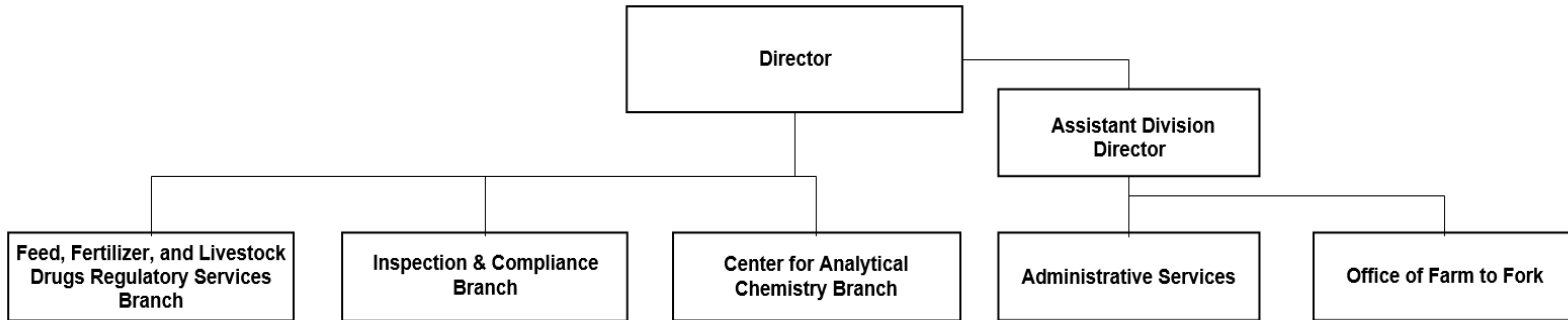


OFFICE OF INFORMATION TECHNOLOGY SERVICES



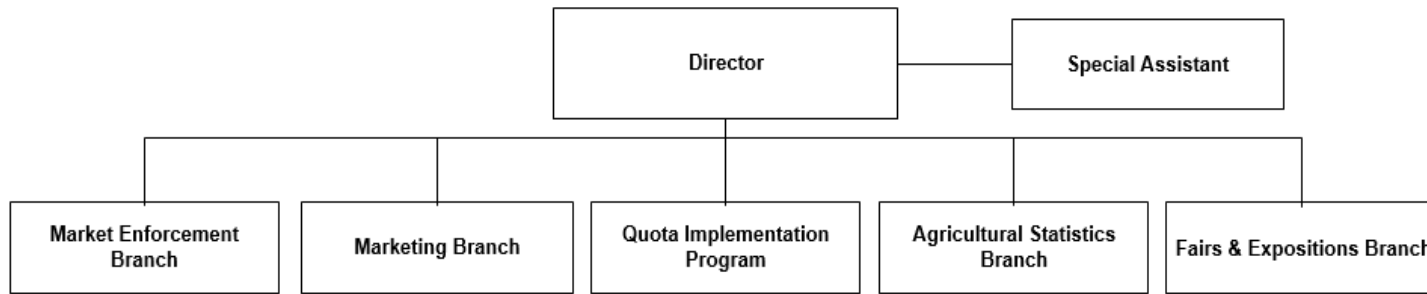


Inspection Services Division



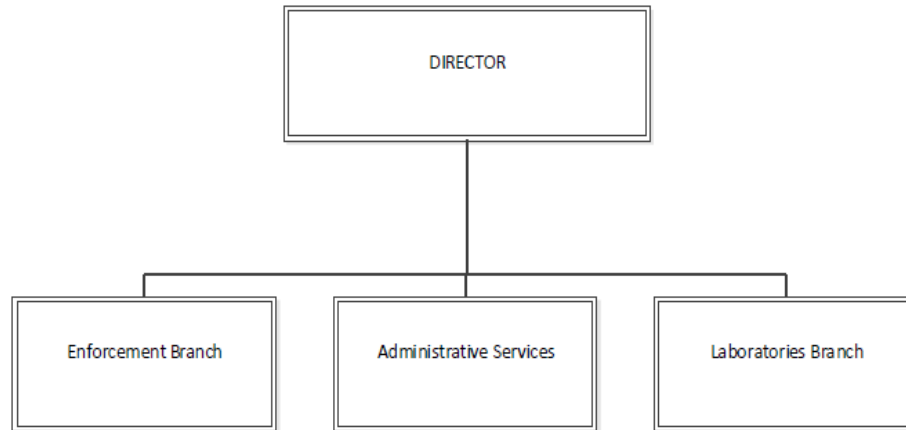


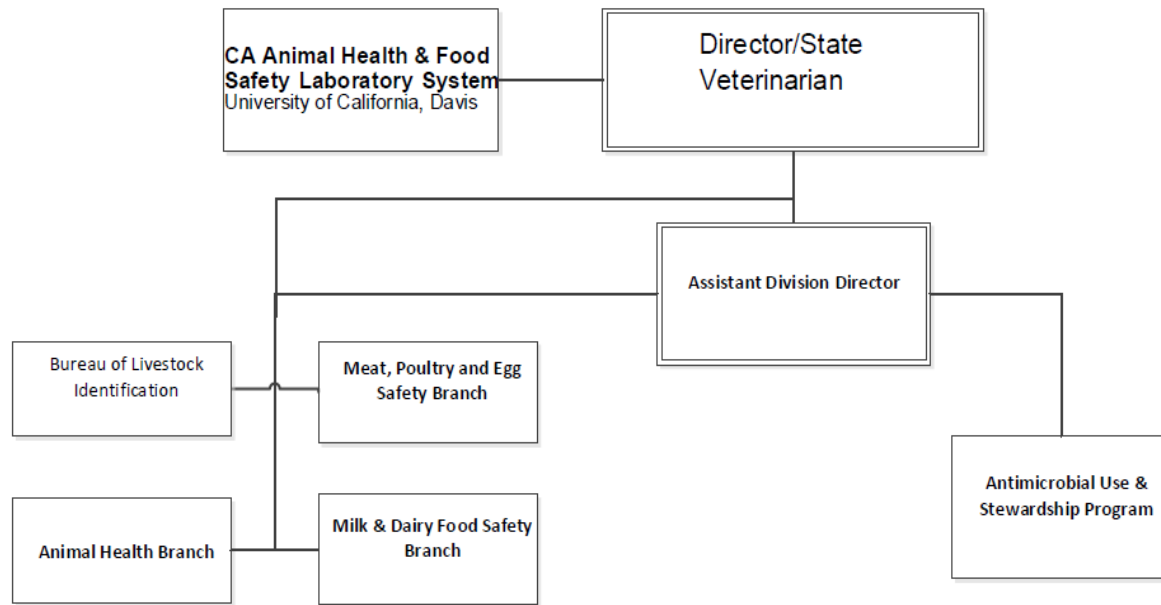
Marketing Services Division





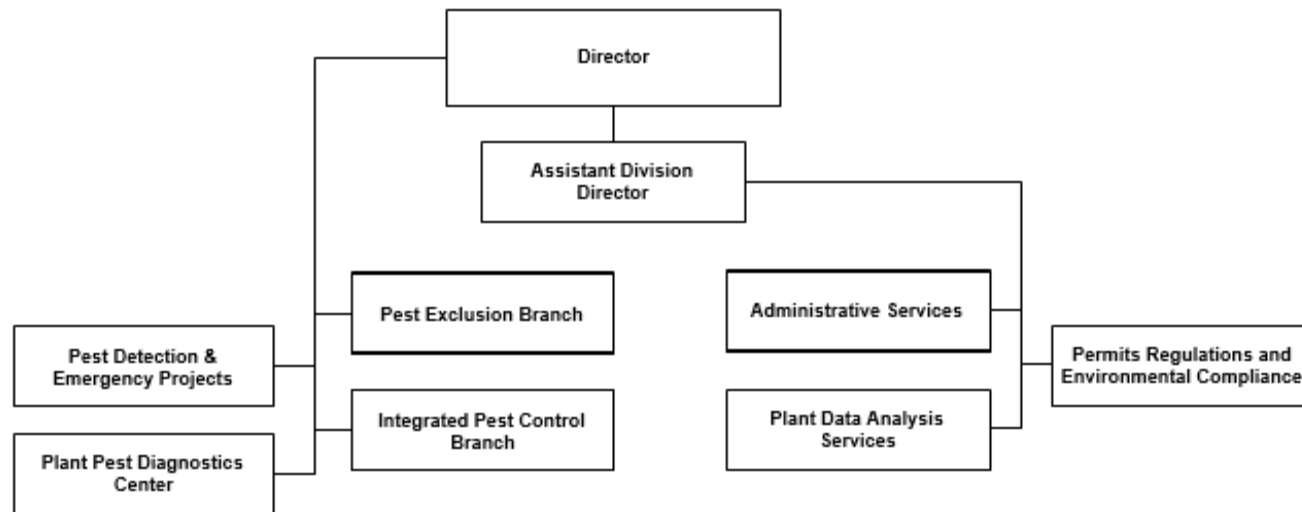
**Measurement
Standards Division**





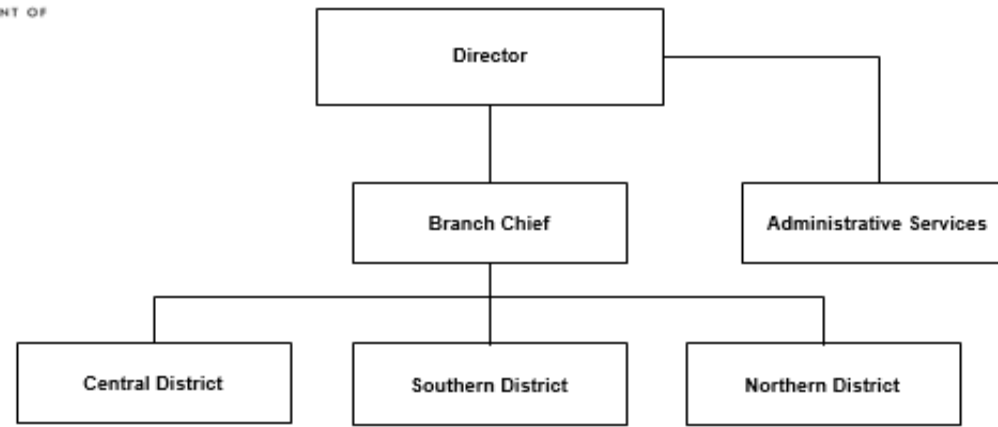


**Plant Health & Pest
Prevention Services Division**



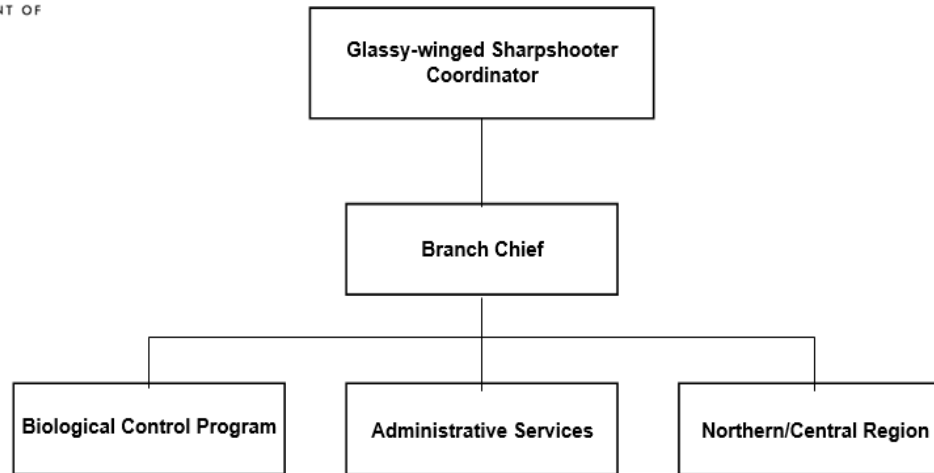


**Citrus Pest and Disease
Prevention Division**





Pierce's Disease Control Program



Appendix E: Contact Information

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