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OUR FIRST EDITION

Welcome to the first quarterly edition of our newsletter. In this edition, succession planning and workforce development (SPWD) as well as recruitment will be defined. We will also describe our unit's role and projects in development to support the Department of General Services (DGS) SPWD efforts.

Future editions will provide tips, project updates and/or resources to assist your office in addressing

its SPWD needs as well as data analysis (DGS workforce age profiles and projected retirements). We will save all issues on the intranet, accessible by clicking onto the following link <http://www.ohr.dgs.ca.gov/default.htm>

Thank you for taking the time to read our first edition. We welcome your feedback, so please feel free to provide input to any member of our staff.

MEET OUR UNIT

The SPWD Unit staff consists of the following DGS staff:

- ▶ Moana Tedrow, Manager
- ▶ Ezac J. Reyes, Recruitment Officer
- ▶ Somer Ratanamany, Program Analyst

Our mission is to support DGS's SPWD efforts to develop its workforce and meet future staffing needs driven by factors creating high vacancy rates and anticipated "baby boomer" retirements.

Together we form a small team charged with assisting DGS with the ultimate goal to have "the right people in the right place at the right time" as positions become vacant.

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"We support DGS efforts to find the right people in the right place at the right time."

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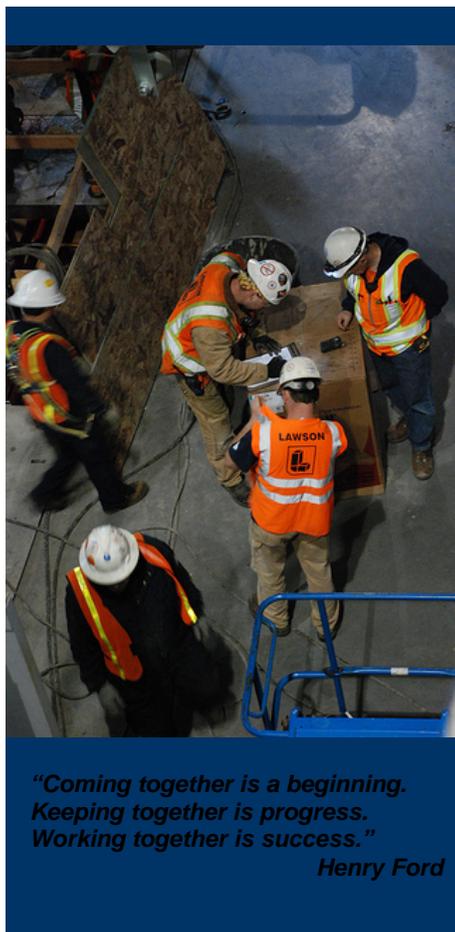
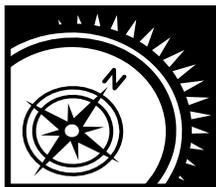
OUR BACKGROUND

Our unit was created in June 2007 in response to DGS's need to: Training and Performance Enhancement Section (TPES).

- Conduct Data Analysis (profile workforce information)
- Project and plan for anticipated "baby boomer" retirements
- Develop strategies to address high vacancy rates in critical classifications
- Develop and implement strategies to develop DGS's workforce

Under the direction of André Watkins, TPES Section Manager, this small unit works together to address DGS's overall SPWD goals and objectives. Please refer to page 4 for a summary of our unit's key activity and accomplishments during fiscal years 2007/08 and 2008/09.

With these objectives in mind, the SPWD Unit was created and is organizationally placed within the Office of Human Resources,



*"Coming together is a beginning.
Keeping together is progress.
Working together is success."*

Henry Ford

WHAT IS SUCCESSION PLANNING & WORKFORCE DEVELOPMENT?

Succession Planning is the process by which a department systematically and deliberately prepares for future vacancies in leadership and key positions deemed mission critical.

Workforce Development is the process of developing staff to function effectively at their current level and/or prepare them for future promotional opportunities. Development of employees who may eventually replace retiring staff will ensure the continued effective performance and success of an organization.

Additionally, DGS incorporates the concept of Knowledge Transfer Management to its collection of tools and approaches to meet its SWPD goals.

Succession Planning

"Today is the tomorrow you worried about yesterday."

Recruitment Tip

"Campus placement offices can be contacted to determine what types of job placement services are provided to students and alumni (e.g., job fairs or employer presentation opportunities) and if publicizing employment opportunities is a service provided."

WHAT IS RECRUITMENT?

Recruitment is a vital phase of the State's selection process. For DGS, it is a critical key element to ensure its employment lists created as a result of civil service examination processes are comprised of qualified candidates.

Additionally, recruitment is a critical activity to facilitate diversity in our workforce. DGS's continued success is dependent upon its ability to attract and retain a highly talented and motivated workforce.

The DGS Recruitment Program is administered in accordance with policies and practices established by the State Personnel Board (information available at <http://www.spb.ca.gov>).

Workforce Planning Model



PLANNING INFRASTRUCTURE

The DGS has developed an infrastructure to address SPWD efforts which consists of the following Workforce Planning Model steps:

1. Analyze Current Workforce
2. Assess Future Needs
3. Determine Gap
4. Develop & Implement Action Plan
5. Monitor & Evaluate Results
6. Identify Lessons Learned

The SPWD Unit will work in partnership with each division (as stakeholders) to meet future staff replacement needs within the above infrastructure. (Note: Succession Planning is a subset of Workforce Development, so the one planning model will meet both needs.)

UPCOMING PROJECTS

The SPWD Unit is working on several different projects. Three upcoming projects slated for completion by mid 2010 includes the following:

Recruitment Toolkit

The purpose of this toolkit is to define the policy, goals, roles and responsibilities, processes and resources relative to DGS's workforce recruitment efforts.

The toolkit will be divided into six sections and expound on the following:

- Policy, Goals & Authority
- Function Background
- Roles & Responsibilities
- Outreach Efforts
- Recruitment & Marketing
- Resources

Once completed, the toolkit will be made available upon request. Additionally, it will be provided on the intranet for all divisions to access and utilize.

Knowledge Transfer Management Toolkit

The primary objective of this toolkit is to help offices prepare for the exodus of key staff in the retention and preservation of their institutional knowledge.

The preservation of their knowledge is a vital component to the continued operation of the organization. The toolkit will provide an office with strategies and templates to use towards meeting this objective.

"Some kinds of learning experiences result in effective memory but poor transfer; others produce effective memory plus positive transfer."

How People Learn: Brain, Mind, Experience and School, Pg 51

New Employee Onboarding Toolkit

The purpose of this toolkit is to help managers and supervisors orientate new employees to their position and work environment through an onboarding program.

Effective onboarding programs can facilitate employee satisfaction, loyalty, and assimilation. Ultimately this can lead to staff retention, shorten time to productivity, customer satisfaction and facilitate strong employer branding.

The toolkit will discuss onboarding goals, strategic designs and provide resource tools to develop an effective onboarding program.

SPWD Unit
Key Activity & Accomplishment Highlights
Fiscal Years 2007/08 and 2008/09

Mission & Operational Based Activity

- Researched best practices (other California State agencies and other states)
- Determined SPWD effort infrastructure (*Workforce Planning Model*)
- Obtained Executive Team support of infrastructure approach
- Developed numerous templates to support planning model processes
- Developed and test piloted various succession planning templates within OHR
- Created various data analysis templates and processes
- Developed Managing Change topic curriculum (*Generational Profiles, Trends & Issues*) taught in mandatory supervisor's training

Data Analysis (annual activity)

- Obtains general DGS workforce information (employee ages, years of State service, classifications, reporting units and prior year appointment/separation information)
- Conducts data analysis (workforce ages and projected retirements)



Recruitment Activity

- Participated with Telecommunications Division in a job fair held at the American River College
- Assisted with DGS program's participation in job fairs held at various California State Universities (Chico, Pomona and Sacramento)
- Participated with RESD and PD at the "SROA & Layoff Employee Job Fair" (spearheaded by DPA/SPB and held @ CalExpo)

Employer Marketing Activity

- Determined DGS employer branding ("green theme" and "Join Our Team")
- Developed DGS marketing brochure
- Worked in partnership with RESD to develop focused recruitment brochure

Developed Networking Relationships

- Member of the succession/workforce planning subcommittee (via CA Workforce Solutions Board)
- Participates in the State Recruiters Roundtable (network of recruitment officers from other California State departments/agencies)
- Participates in the Workforce Planning Ad Hoc (network of State agencies and spearheaded by SPB/DPA)
- Formed interactive partnership with SETA (Sacramento Employment & Training Agency). The SPWD Unit provides SETA with all open-exam bullets and SETA disseminates the bullets to community based organizations in the region of testing.