



Leadership Succession Plan

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CALIFORNIA STATE LANDS COMMISSION
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A Message from Executive Officer, Jennifer Lucchesi

The importance of business leadership is captured by this simple observation: a good leader can make a success of a weak business plan, but a poor leader can ruin even the best plan. That's why developing effective leadership at all levels across the Commission can return significant organizational value. A well-constructed Leadership Succession Plan helps ensure the continuity of good leadership.

I am pleased to present the California State Lands Commission Leadership Succession Plan (Plan). This Plan is designed to complement our Workforce Plan and to help the Commission build talent from within the organization, maintain institutional knowledge, and identify, assess, and develop employees to ensure leadership continuity at the Executive Leadership Team level. Without a strong succession planning program, organizations are not prepared to fill openings created by retirements or unexpected departures, nor can they meet demands for additional executive leaders resulting from growth.

In 2018, staff developed and adopted its first-ever Workforce Plan. The new Workforce Plan provides a roadmap for how the Commission addresses workforce and succession challenges associated with building and sustaining a workforce at all levels with the capability to support operational and strategic objectives.

The Workforce Plan includes several short- and long-term talent management strategies. Between August 2018 and December 2018, as an offshoot of the Workforce Plan, this Plan has been created and includes developing a Leadership Development Program to retain its talented employees and cultivate and inspire the leaders of tomorrow. The Commission is in the process of forming an implementation team to oversee the Leadership Development Program.

The Commission will encourage leadership development by leveraging a variety of tools, training opportunities, and resources. Ongoing leadership development supports Commission goals by ensuring the Commission develops existing and future leaders with the skills, attributes, and experiences needed to fill leadership positions and ensure continuity of leadership by maintaining institutional knowledge.

It is a privilege to be part of the statewide movement to address one of California's leading workforce challenges—succession planning—which was also identified as a challenge in the Commission's 2017 State Leadership Accountability Act Report. The Plan ensures all employees have access to leadership development opportunities. This will allow us to cultivate a deep bench of potential candidates ready to fill key leadership roles.

Jennifer Lucchesi

Introduction

The Commission fosters a culture of learning to support our employees, internal and external customers, and the State of California. Succession planning is a continuous process of identifying and developing critical workforce talent—often some level of leadership/management, technical professionals, and/or top performers. While our Workforce Plan focuses on the entire workforce, this Plan is more narrowly focused on leadership positions most critical to the future of the Commission to preserve and manage knowledge essential to our organization, and to protect the Commission’s future viability by ensuring that qualified talent is available to fill key positions as they become vacant. Succession planning is a key component of workforce planning.

The Commission’s Plan takes a proactive and strategic approach toward identifying and implementing comprehensive succession planning strategies to increase the competency levels of staffing the leadership pipeline. The Commission’s entire Executive Leadership Team (Table 1) is mission critical to achieve the Commission’s goals. The Plan calls for a Leadership Development Program and several strategic initiatives that will be undertaken in the next 2 to 3 years to ensure leadership continuity by encouraging employee growth at all levels and development within the entire leadership pipeline. A well-designed Leadership Development Program is the key to identifying, attracting, finding, and retaining engaged leaders to compete successfully with external candidates.

Overview

Methodology

In August 2018, the Commission released its first [Workforce Plan](#). The Workforce Plan initiatives address recruitment, retention (onboarding), professional development, knowledge transfer, and succession planning. The succession planning initiative involves implementing a Leadership Development Program that will be spearheaded by an implementation team. The Workforce and Leadership Succession Plans align with CalHR’s newly developed and recently implemented [Workforce and Succession Plans Requirement Policy](#).

The Leadership Succession Plan is focused on:

- 1) Ensuring continuity in the Commission’s leadership positions at the Executive Leadership Team level, the majority of which are Career Executive Assignments (CEAs). Emphasis is on strategies to prepare the candidate pool in typical pipeline positions (Appendix A).
- 2) Aligning talent with organizational goals to continuously enhance morale, increase retention, and improve leadership skills through development and performance management.

- 3) Succession planning for Executive Leadership Team positions and considering development needs of the entire pipeline of leadership talent (Appendix A), while also taking into consideration rank and file positions. (Appendix C)
- 4) Addressing other critical leadership and non-leadership positions at the Commission.
- 5) Increasing diversity and inclusion at the Commission and emphasizing them as foundational values that contribute to the success of our high-performing team, organization, and the Plan.

This Plan addresses the progressive development of leaders from supervisory to Executive Leadership Team positions. The Plan is also designed to complement our Workforce Plan and develop our high potential employees to enter management careers.

Succession Plan Initiatives



The need to develop a strong leadership pipeline is a significant driver for the Commission's Plan. The Commission's Executive Leadership Team (Table 1) helps facilitate the execution of the Commission's mission, vision, and strategic goals. The Plan initiatives aim to provide opportunities for professional growth and development of the leadership pipeline (Appendix A) to ensure enhancement of competencies and readiness for future promotional opportunities to the Executive Leadership Team.

The Plan initiatives are divided into five categories: Commission-wide, Staff to Leadership Development, Supervisor Development, Manager Development, and Executive Development. The initiatives are outlined in Appendix C: Action Plan.

Commission-wide

The Commission-wide initiatives seek to create a learning environment to encourage leadership development for all Commission employees. Commission-wide mentorship opportunities, and leadership resources will be identified. The goal is to motivate employees to further develop and build on their leadership competencies. The Commission's intranet, Compass, will include a leadership development area available to all staff so they can access a variety of leadership development tools and resources. Employees can also apply to the Commission's Mentorship Program when the program becomes available. The Mentorship Program is part of the **Workforce Plan**.

Staff to Leadership

Every staff member contributes to the ongoing success of the Commission. Journey-level staff are recognized as the next generation of potential leaders. The Staff to Leadership initiatives will prepare and develop staff with the key competencies that are useful in many of the day-to-day responsibilities of a management role, such as leading teams, developing initiatives, collaborating with others, and problem-solving. Future iterations of the Plan will continue to

include initiatives that address the development of all staff. The Commission intends to raise awareness on leadership career paths and prepare the individuals interested in leadership with the skills to transition from technical expert to manager. See Appendix C: Action Plan for current initiatives.

Leaders as Supervisors

Supervisors provide day-to-day operational support and are the Commission's first level of formal leadership. Supervisory positions are typically the entry into management for many staff with little or no prior leadership training or experience. Supervisors play a critical role as they have a direct impact on employee engagement, retention, and job satisfaction.

A supervisor's success and their ability to deliver results is based on internal and external support resources. The Commission will provide continuing leadership development opportunities to refresh and enhance a supervisor's management skills. See Appendix C: Action Plan for current initiatives.

Leaders as Managers

Managers facilitate the Commission's mission and vision throughout the agency by leading and delivering results tied to our strategic goals. Successful management includes getting things done effectively and efficiently through supervisors and subordinate staff. Managers collaborate across divisions with an enterprise approach to day-to-day decision making and carrying out agency initiatives. Managers have an increased level of accountability and responsibility for the quality and productivity of their team. Managers are responsible for fostering employee engagement and a positive, professional workplace culture. See Appendix C: Action Plan for current initiatives.

Leaders as Executives

At the Commission, the Executive Leadership Team is responsible for articulating the Commission's vision, setting policy, and fostering an inclusive, engaged workforce. Executives demonstrate the highest level of proficiency in leadership competencies and serve as role models for other staff. Executives routinely demonstrate Commission-wide collaboration, set policy, and engage in cooperative partnerships with external stakeholders. Executives will support, mentor, and coach participants in the Leadership Development Program to accelerate growth of the next generation of leaders. See Appendix C: Action Plan for current initiatives.

The Proposed Leadership Development Program is outlined in Appendix B.

Gap Analysis



A gap analysis determines the gap between workforce supply (existing competencies) and demand (competencies needed). Performing a competency gap analysis will identify the current and future supply and demand in skill, knowledge, and ability in the Commission's leadership pipeline. At this time, the gap analysis will be primarily focused on addressing the competency gaps in the potential candidate pool in classifications closest to the CEA positions. See the Leadership Pipeline shown in Appendix A.

The implementation team will identify the competency gaps and address them through the Leadership Development Program, other ongoing training and the Individual Development Plan (IDP). An IDP is a tool to assist employees in their personal and career development. The Commission will reinforce the importance of IDPs and encourage IDP completion for all employees to enhance their competencies to reach their career goals.

Additional strategies to close the competency gaps within the Commission are further outlined in Appendix C: Action Plan.

Leadership Development Program

Program Overview

The Leadership Development Program will prepare leaders for assuming senior or executive leadership responsibilities. The Leadership Development Program will be designed to help participants gain the personal insight and perspective to further expand their executive leadership potential and enhance key leadership skills. The goal is for participants to acquire competencies that will enable them to become qualified competitors for future Commission leadership positions. The investment in the participants' career development will help the Commission close any competency gaps identified by the gap analysis. However, selection to the Leadership Development Program does not guarantee job promotions, and to meet their career goals, participants may need to consider seeking promotional opportunities at other public and private sector organizations.

Key Positions



Table 1

Executive Leadership Team	
Mission Critical Positions:	
<ul style="list-style-type: none"> • Executive Officer • Assistant Executive Officer • Chief Counsel • Chief Land Management Division • Chief Administrative Services Division • Chief External Affairs Division • Chief Division of Environmental Planning and Management • Chief Information Services Division 	<ul style="list-style-type: none"> • Chief Mineral Resources Division • Chief Marine Environmental Protection Division • Assistant Chief Counsel • Assistant Chief Land Management Division • Assistant Chief Administrative Services Division • Assistant Chief Division of Environmental Planning and Management • Assistant Chief Mineral Resources Management Division • Assistant Chief Marine Environmental Protection Division (Operations, Planning, Engineering) • Assistant Chief Marine Environmental Protection Division (Environmental)

The staff listed in Table 1 participated in a Succession Planning Survey identifying critical competencies for their positions.

Competencies



CalHR has created Core and Leadership Competency Models that identify the knowledge, skills, and behaviors that leaders need to be successful in their roles. Leaders are expected to have proficiency in all of the core and leadership competencies. **Leadership Competencies** define leadership behaviors that could be relevant to state employees who want to build and develop leadership skills. For more information about CalHR's Core and Leadership Competencies visit <http://calhr.ca.gov/Training/>.

The Executive Leadership Team identified and ranked CalHR's core and leadership competencies that contribute toward their ability to lead their division's/program's critical functions and support the Commission's mission and vision to achieve its strategic goals (Table 3). A survey was sent to the Executive Leadership Team to identify the competencies required by their positions. The survey results were aggregated, and the top competencies were identified (Table 4).

Table 3: CalHR Competency Model

Core Competencies	Leadership Competencies
Adaptability	Business Acumen
Collaboration	Inspirational Leadership
Communication	Results Driven
Customer Engagement	Stewardship
Digital Fluency	Talent Management
Ethics and Integrity	Vision and Strategic Thinking
Fostering Diversity	
Innovative Mindset	
Interpersonal Skills	
Resilience	

The top three core competencies identified in the survey results in Tables 4 and 5 were: 1) Ethics and Integrity; 2) Communication; and 3) Interpersonal Skills. While most leadership competencies received a high-ranking score, the core competencies were rated as a higher priority to the Executive Leadership Team.

Table 4: Commission’s Top Competencies

Top 3 – Core Competencies	Top 3 – Leadership Competencies
Ethics & Integrity	Vision & Strategic Thinking
Communication	Results Driven
Interpersonal Skills	Talent Management

Table 5: Commission’s Competency Priority List Identified by Survey

1. Ethics & Integrity	9. Talent Management
2. Communication	10. Inspirational Leadership
3. Interpersonal Skills	11. Business Acumen
4. Vision & Strategic Thinking	12. Resilience
5. Adaptability	13. Innovative Mindset
6. Collaboration	14. Fostering Diversity
7. Results Driven	15. Stewardship
8. Customer Engagement	16. Digital Fluency

Candidate Pool



The Commission's Leadership Development Program will aim to address those positions that can promote into the Commission's Executive Leadership roles, which include classifications shown in Appendix A, Internal Leadership Pipeline table. Participation in the Program will be offered to incumbents in those classifications, with managers being given preference. Supervisors and others identified in the leadership pipeline will be included on a space available basis. The implementation team will determine the minimum qualifications, application process, and selection process for applicants to the Leadership Development Program.

Leadership Development Program

Feedback is critical to improving performance and should be used in conjunction with setting development goals. The implementation team will determine the components of the Leadership Development Program based on the Program components featured in Appendix B: Proposed Leadership Development Program. The goal of the Program is to understand a participant's strengths and gaps, and then to set goals and a plan of action to prepare the participant to successfully assume new roles.

Division chiefs, managers, and mentors will monitor participants' progress on an ongoing basis and track completed milestones. The Program's effectiveness will be evaluated after each group of participants completes the Program and any needed modifications will be made.

Appendix B illustrates the Program's proposed structure.

Conclusion

The Executive Office will identify a Leadership Development Program implementation team. The team is responsible for the Plan and will govern the Program. As the Plan and Program further develop, the implementation team will evaluate the Program for successes, challenges, and lessons learned, and develop metrics to measure results. The Commission's employees are its most valuable resource. Actively pursuing succession planning ensures that employees have the opportunity to develop their skills and abilities to fill each needed leadership role in the organization.

As the Commission provides promotional opportunities, or loses key employees to retirement or job transfers, our Workforce and Leadership Succession Plans will help ensure there are qualified employees available to compete for these promotions or new roles. The Commission strives to foster a culture that supports the development of all staff. Through our succession planning process, we have an opportunity to retain outstanding employees because we appreciate and invest in their development. Employees are motivated and engaged when they can see a career path for their continued growth and development. With the Commission's

Workforce Plan complete, and many of the initiatives underway, the implementation team is excited to roll out this Plan as the next phase of securing and developing our workforce. The Commission’s managers and supervisors will continue to listen to our valued employees about their professional goals and interests as we strive to retain talented employees and cultivate and develop the leaders of tomorrow.



Appendix A: Key Position Pipeline Classifications

Executive Leadership Team	
Mission Critical Positions:	
<ul style="list-style-type: none"> • Executive Officer • Assistant Executive Officer • Chief Counsel • Chief, Land Management Division • Chief, Administrative Services Division • Chief, External Affairs Division • Chief, Division of Environmental Planning and Management • Chief, Information Services Division 	<ul style="list-style-type: none"> • Chief, Mineral Resources Division • Chief, Marine Environmental Protection Division • Assistant Chief Counsel • Assistant Chief, Land Management Division • Assistant Chief, Administrative Services Division • Assistant Chief, Division of Environmental Planning and Management • Assistant Chief, Mineral Resources Management Division • Assistant Chief, Marine Environmental Protection Division (Operations, Planning, Engineering) • Assistant Chief, Marine Environmental Protection Division (Environmental)

Internal Leadership Pipeline	
Mission Critical Positions	Typical Pipeline Positions
Executive Officer	Assistant Executive Officer, CEA C Chief Counsel, CEA C Chief, Mineral Resources Management, CEA C Chief, Land Management, CEA B Chief, Marine Environmental Protection, CEA B Chief, Administrative Services, CEA A Chief, External Affairs, CEA A Chief, Environmental Planning and Management, CEA A
Assistant Executive Officer, CEA C	Chief Counsel, CEA C Chief, Mineral Resources Management, CEA C Chief, Land Management, CEA B Chief, Marine Environmental Protection, CEA B Chief, Administrative Services, CEA A Chief, External Affairs, CEA A Chief, Environmental Planning and Management, CEA A
Chief Counsel, CEA C	Assistant Chief Counsel Attorney III, IV

Internal Leadership Pipeline	
Mission Critical Positions	Typical Pipeline Positions
Assistant Chief Counsel	Attorney III, IV
Chief, Land Management, CEA B	Assistant Chief, Land Management Boundary Determination Officer (Supervisory) Public Land Manager I, II
Assistant Chief, Land Management, Assistant Manager, Land Operations	Public Land Manager I, II Public Land Management Specialist IV
Chief, Administrative Services, CEA A	Assistant Chief, Administrative Services Accounting Administrator I, II Staff Services Manager I, II, III
Assistant Chief, Administrative Services, Staff Services Manager III	Accounting Administrator I, II Staff Services Manager II (Supervisory) Staff Services Manager II (Managerial) Staff Services Manager I
Chief, External Affairs & Legislative Liaison, CEA A	Staff Services Manager I, II, III
Chief, Environmental Planning and Management, CEA A	Assistant Chief, Environmental Planning and Management Environmental Program Manager I (Supervisory)
Assistant Chief, Environmental Planning and Management, Environmental Program Manager I (Supervisory)	Environmental Program Manager I (Supervisory) Senior Environmental Scientist
Chief, Information Services, Information Technology Manager II	Information Technology Supervisor I, II Information Technology Manager I
Chief, Mineral Resources Management, CEA C	Supervising Mineral Resources Engineer Assistant Chief Mineral Resources Management
Assistant Chief, Mineral Resources Management	Senior Mineral Resources Engineer (Supervisory) Supervising Mineral Resources Engineer
Chief, Marine Environmental Protection, CEA B	Assistant Chief, CEA A Assistant Chief, Environmental Program Manager I
Assistant Chief, Marine Environmental Protection (Operations, Planning, Engineering), CEA A	Marine Safety Supervisor Marine Safety Operations Supervisor
Assistant Chief, Marine Environmental Protection (Environmental), Environmental Program Manager I	Environmental Program Manager I Senior Environmental Scientist (Supervisory or Specialist)

Appendix B: Proposed Leadership Development Program

The following table provides an overview of the application process and program components that the Commission may consider for possible inclusion in its Leadership Development Program.

Proposed Leadership Development Program
Open to positions in Appendix A in the following priority order: 1) Managers, 2) Supervisors, 3) Others
Program limited to 10 – 15 participants at a time
Self-Nominate with Application
<p><u>Minimum qualifications:</u></p> <ul style="list-style-type: none"> • Supervisor approval • In good standing • Not on probation, in a Limited Term position, or in a Training and Development Assignment <p><u>Application includes:</u></p> <ul style="list-style-type: none"> • Years of state service • Position of interest • Education • Internal and external leadership experience • Statement of interest • Leadership philosophy • Self-assessment of competency levels
Participate in a Leadership Practices Inventory (LPI) assessment, also known as a 360-degree assessment, with an hour coaching session to review results
Applicant completes Leadership Development Plan including StrengthsFinder ¹ or other talent assessment tool, a 360-degree assessment ² , and develops the leadership competencies identified for the Executive Leadership position of interest
Paired with executive for mentorship as available
Meet monthly
Relevant selections of leadership books or other resources
Participate in follow-up LPI assessment with an hour coaching session to review results
Focus group evaluation sessions for participants and executives

¹ StrengthsFinder is a talent assessment instrument.

² The 360-degree assessment is made up of many surveys. Participants receive detailed surveys from colleagues and managers about your behaviors at work. You may also be asked to fill out a survey about your own work. The results of all of the surveys are compiled into a report.

Appendix C: Action Plan



This appendix relates to the Initiatives section of the plan.

<u>Initiative</u>	<u>Responsible Person(s)</u>	<u>Performance Indicators</u>	<u>Due Date</u>
<i>What is the name of the initiative?</i>	<i>Who is responsible for overseeing successful implementation of the initiative?</i>	<i>How will we know we achieved our goal and what will success look like?</i>	<i>When will it be completed?</i>
Commission-wide Initiatives			
Explore and expand leadership development resources available to Commission employees	Chief of Administrative Services Division and Working Group	Increase Commission employee access to a wide variety of leadership development tools and resources. This includes the creation of a leadership development area on the Commission's intranet which makes the information available to all staff.	December 2019
Mentorship Pilot Program	Assistant Chief Marine Environmental Protection Division and Working Group	Effectively address staff desires for additional coaching and training to navigate career advancement and development starting with five pairings (mentors/mentees) over a 6-month period. Evaluate and increase to ten pairings per year.	December 2019
Staff to Leadership Initiatives			
Offer a lunchtime seminar hosted by a panel of leaders that discuss what it means to be part of an Executive Leadership Team	Assistant Executive Officer	Hold quarterly lunchtime seminars for non-supervisory staff interested in learning more about leadership. Twenty percent of non-supervisory staff attend one session during the year.	June 2019
Market statewide training offerings of the So You Want to be a Supervisor course, and other related external training offerings	Training Officer	Market trainings via the Intranet and track the number of hits.	Based on program enrollment dates

Initiative	Responsible Person(s)	Performance Indicators	Due Date
<i>What is the name of the initiative?</i>	<i>Who is responsible for overseeing successful implementation of the initiative?</i>	<i>How will we know we achieved our goal and what will success look like?</i>	<i>When will it be completed?</i>
Use IDP process to identify promotional goals and to increase leadership training	Personnel Officer and Managers and Supervisors	The percentage of IDPs addressing leadership development increases by 10 percent.	Ongoing
Leaders as Supervisors Initiatives			
Ensure all new supervisors attend the mandatory 80-hour training within their first year	Training Officer	One hundred percent of supervisors complete required training and submit certificates of completion on time.	Ongoing
Leadership Development Program	Executive Officer Assistant Executive Officer Implementation Team To Be Identified	The Commission will develop an LDP utilizing primarily internal resources. The program will be presented to groups of 10-15 staff at least once a year.	December 2020
Ensure all supervisors complete their 20 hours of continued leadership development training every 2 years.	Training Officer	One hundred percent of supervisors complete required training and submit certificates of completion on time.	Ongoing
Increase participation in California Leadership Academy or other equivalent leadership courses (e.g., University Extension)	Division Chiefs	One hundred percent of supervisors complete required training and submit certificates of completion on time.	Ongoing

<u>Initiative</u>	<u>Responsible Person(s)</u>	<u>Performance Indicators</u>	<u>Due Date</u>
<i>What is the name of the initiative?</i>	<i>Who is responsible for overseeing successful implementation of the initiative?</i>	<i>How will we know we achieved our goal and what will success look like?</i>	<i>When will it be completed?</i>
Leaders as Managers Initiatives			
Ensure all new managers attend the 40-hour manager development training within their first year	Training Officer	One hundred percent of managers complete required training and submit certificates of completion on time.	Ongoing
Leadership Development Program	Executive Officer Assistant Executive Officer Implementation Team To Be Identified	The Commission will develop an LDP utilizing primarily internal resources. The program will be presented to groups of 10-15 staff at least once a year.	December 2020
Ensure all managers complete their 20-hours of continued leadership development training every 2 years	Training Officer	One hundred percent of managers complete required training and submit certificates of completion on time.	Ongoing
Increase participation in California Leadership Academy or other equivalent leadership courses (e.g., University Extension)	Division Chiefs	Increase participation rate by 10 percent from previous year.	Ongoing
Leaders as Executives Initiatives			
Ensure all new executives attend the 20-hour executive leadership development training within their first year	Training Officer	One hundred percent of executives complete required training and submit certificates of completion on time.	Ongoing
Offer resources for executive leadership development	Chief of Administrative Services Division and Working Group	Develop resource page on SharePoint or Compass to provide tool/tips and resources, including an interactive component.	December 2019

<u>Initiative</u> <i>What is the name of the initiative?</i>	<u>Responsible Person(s)</u> <i>Who is responsible for overseeing successful implementation of the initiative?</i>	<u>Performance Indicators</u> <i>How will we know we achieved our goal and what will success look like?</i>	<u>Due Date</u> <i>When will it be completed?</i>
Increase participation in California Leadership Academy or other equivalent leadership courses (e.g., University Extension)	Division Chiefs	Increase participation rate by 10 percent from previous year.	Ongoing

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