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## **A Message From Executive Officer, Jennifer Lucchesi**

It is with great pleasure that I introduce the 2018 – 2021 Workforce Plan for the California State Lands Commission (Commission). Our Workforce Plan is aligned with CalHR standards and will be used as a tool to help ensure the Commission proactively plans to avoid talent surpluses or shortages. Workforce planning is based on the premise that an organization can be staffed more efficiently if it forecasts its talent needs as well as the actual supply of talent that is or will be available.

Workforce planning is not just about hiring the employees the Commission needs to be successful, but also about giving those employees the chance to thrive and enrich their careers while contributing to our strategic goals, vision and mission. Well executed workforce planning has multiple positive impacts on an organization. Some of the most significant include: eliminating surprises, smoothing out business cycles, preventing problems, and taking advantage of opportunities. Our workforce plan will help the Commission recognize the most effective and efficient use of employees in creating a workforce that is and will continue to be flexible and responsive to our evolving needs.

The Commission's workforce planning process was a collaborative initiative between CalHR, the Executive Office, and management staff from all the Commission's divisions: Administrative Services, Legal, External Affairs, Information Services, Environmental Planning and Management, Land Management, Marine Environmental Protection, and Mineral Resources Management.

In the following Plan, we address the Commission's current workforce, identify knowledge, skill gaps, and risks within the workforce, as well as discuss our plan for mitigating these concerns. The Commission uses a variety of management and regulatory tools to achieve a sustainable, balanced, deliberative approach to protecting and enhancing the State's lands and resources while ensuring the use of public lands and resources for the benefit of all Californians.

Here are a few highlights in the Commission's Workforce Plan:

- The average age of a Commission employee is 50.
- The Commission's workforce is primarily composed of Baby Boomers and Generation X.
- This plan contains competencies that can guide all levels of the Commission's workforce on the skill sets they need to master to be successful.
- This plan contains several initiatives intended to expand the Commission's workforce knowledge and engagement.

Thank you for your interest in the California State Lands Commission Workforce Plan. I hope you find this Plan an informative and engaging demonstration of our commitment to our workforce.

Jennifer Lucchesi

## Introduction

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Turnover is a fact of life for organizations and their human resources departments. So is employee engagement. And so are productivity goals. At the Commission, workforce planning is not just about hiring the employees we need to be successful, it is also about giving those employees the chance to thrive and enrich their careers while contributing to the Commission's mission, vision, goals, and objectives.

Workforce planning is a systematic, fully integrated organizational process that involves proactively planning to avoid talent surpluses or shortages. It is based on the premise that an organization can be staffed more efficiently if it forecasts its talent needs as well as the actual supply of talent that is or will be available. Workforce planning integrates forecasting with elements of each of the HR functions that relate to talent—recruiting, retention, redeployment, leadership development, performance management, potential retirements and employee development.

Within this Plan, we will discuss a comprehensive analysis of our existing workforce, and also identify gaps, risks, opportunities, and strategic initiatives that will be implemented in the next 3 years to ensure the Commission has the right number of people, with the right skills, in the right places, at the right time.

## Strategic Direction

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### **The Commission's Vision is:**

To be a recognized leader that champions environmentally sustainable public land management and balanced resource protection for the benefit and enjoyment of all current and future generations of California.

### **The Commission's Mission is:**

To provide the people of California with effective stewardship of the lands, waterways, and resources entrusted to its care through preservation, restoration, enhancement, responsible economic development, and the promotion of public access.

### **The Commission's Values are:**

Of Accountability, Integrity, Engagement, Quality, and being Solution-oriented to shape its culture and serve as a foundation to achieve its mission in accordance with its vision.

### **The Commission's Strategic Goals include:**

- Lead innovative and responsible land and resource management
- Meet the challenges of our future
- Engage Californians to help safeguard their trust lands and resources
- Cultivate operational excellence by integrating technology

The Commission's Strategic Plan is on [our website](#).



## History of the Commission

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The office predating the Commission was created in 1849 by the California Constitution and was known as the [Surveyor General](#). The Surveyor General, a constitutional officer elected by the people, surveyed and mapped the boundaries of state sovereign land, determined the state's mineral resource potential, and determined its agricultural and domestic animal population. The Surveyor General was also the engineer and commissioner of improvements of roads, canals, timber resources, draining of marshes, and irrigation project development. The office was abolished in 1929 and its responsibilities were transferred to the Department of Finance and its Division of State Lands.

In 1937, serious irregularities surfaced regarding the execution of a boundary line agreement in Malibu, settlement of trespass litigation that had been brought against Union Oil, and the issuance of permits for oil drilling in Huntington Beach. A Division Chief and Petroleum Production Inspector were charged and dismissed from state service by the Personnel Board. The necessity of an independent commission that makes its decisions in public was made apparent by the behavior of these individuals. Because of this malfeasance and the significant controversy surrounding the state's management and development of its oil and gas resources, and because of a desire to create a high level and autonomous board to make its decisions in a public forum, the [State Lands Act of 1938](#) created the California State Lands Commission as an independent body consisting of three members.

Since 1938, the Commission has consisted of these same members: the Lieutenant Governor, the State Controller, and the Governor's Director of Finance. The combination of the two principal financial officers of the state with two statewide elected officials ensures that decisions made by the Commission are fiscally sound and in the best interests of the state. Commission actions occur at publicly noticed open meetings that invite public awareness and participation. More information regarding these efforts can be found on the [Commission's website](#).

## What We Do

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The Commission manages approximately 4 million acres of tide and submerged lands and the beds of navigable rivers, streams, lakes, bays, estuaries, inlets, and straits. The Commission also manages approximately 458,000 acres of school lands, and monitors sovereign land granted in trust by the California Legislature to approximately 70 local jurisdictions that generally consist of prime waterfront lands and coastal waters. The Commission protects and enhances these lands and natural resources by issuing leases for use or development, providing public access, resolving boundaries between public and private lands, and implementing regulatory programs to protect state waters from oil spills and invasive species introductions. The Commission also protects state waters from marine invasive species introductions and prevents oil spills by providing the best achievable protection of the marine environment at all marine oil terminals in California and offshore oil platforms and production facilities. The Commission's staff provides public services primarily through the following divisions:

- Land Management Division**  
 Responsible for the surface management of all sovereign and school lands in California. This includes the identification, location, and evaluation of the state's interest in these lands and their leasing and management. Manages the surface and mineral ownership of hundreds of thousands of acres of school lands.
- Marine Environmental Protection Division**  
 Regulates and inspects all marine oil terminals in California and bulk oil operations at these terminals to provide the best achievable protection of the public health, safety, and the environment. Regulates large oceangoing vessels to protect against the introduction of invasive nonindigenous species into state waters.
- Mineral Resources Management Division**  
 Responsible for the safe and environmentally sound development, regulation, and management of all energy and mineral resources on sovereign and school lands under the Commission's jurisdiction. Provides resource management and engineering support to other state and local agencies. Manages energy and mineral resource development and use through approximately 130 oil, gas, geothermal, and mineral leases covering more than 95,000 acres of land.
- External Affairs Division**  
 Manages the Commission's granted lands program and is responsible for ensuring that the Commission is fulfilling its oversight responsibilities for legislatively granted Public Trust lands. Serves as a resource for grantees, and as part of that, maintains relationships with ports, harbor districts, cities, counties and other municipalities managing granted Public Trust lands. Plans, develops, organizes, directs and coordinates the Commission's state and federal legislative program. Manages the contents of the website, drafts and distributes press releases, curates social media, and responds to media inquiries.

## Workforce Overview

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The objective of the Commission's workforce plan is to develop and implement a plan with goals that support and align with our strategic direction.

The workforce plan supports these strategic plan goals:

- Lead innovative and responsible land and resource management
- Meet the challenges of our future
- Engage Californians to help safeguard their trust lands and resources
- Cultivate operational excellence by integrating technology

This workforce plan supports the second goal most distinctly by “Further developing the Commission’s team of experts.” All initiatives in the workforce plan support staff development through significant knowledge transfer and retention efforts, and ensuring we retain staff through succession planning and other professional development efforts. The Commission’s goals of providing superior internal and external customer service and leveraging technology to enhance its services are also fortified by addressing workforce gaps.

## Environmental Factors

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Internal and external environmental factors impacting the Commission consist of the following: the ability to integrate and leverage technology, constraints on staffing and other resources, and budget limitations. These factors affect the Commission’s ability to respond to threats to public lands and waterways (e.g., from legacy oil and gas wells and abandoned mines and vessels); address climate change, sea-level rise, marine debris and other emerging issues; market land and resource development opportunities; monitor and improve lease compliance and enforcement; and engage the public using social media and the Commission’s website.

Other environmental factors include: strengthening relationships with, and oversight of, grantees of public trust lands to ensure appropriate use and protection of Public Trust lands and assets; digitizing and preserving historical documents and maps relating to water boundaries and ownership of state lands; workforce and succession planning to attract and retain skilled staff and address the loss of institutional knowledge when staff retires.

## Methodology

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This workforce plan takes a deep look at the Commission’s workforce demographics to identify which classifications will experience higher retirement rates during the next 5 years, with an emphasis on developing activities to address workforce challenges on a Commission-wide level.

Most of the Commission’s Senior Staff, including the Executive Officer and Assistant Executive Officer participated in a 6-hour facilitated session on May 18, 2018, and a 2-hour facilitated session on June 18, 2018. The sessions were conducted to solicit input on current and future workforce challenges as well as existing strengths, weaknesses, opportunities, and threats. The participants identified several common pressing issues, which are summarized below:

- In some areas, lack of and loss of institutional knowledge
- Need for recruitment and retention efforts to address retirement attrition and loss of institutional knowledge
- Pay structure challenges and difficulty creating incentives for high performers
- Limited mentors and programs to help new staff and new managers
- Need for staff, managers, and executives to participate more widely in analytical, critical thinking, and leadership training and activities
- Lack of documented business processes and desk manuals



- The Information Services, Legal, and Administrative Services Divisions have several classifications with high percentages of staff nearing retirement
- A need for more activities to develop the Commission's next generation of future leaders
- Conducting more unique on-site and web-based trainings relating to the Commission's workforce and succession planning
- Expanding or creating new trainings focused on project management, performance management, performance evaluations, measuring competencies and achieving success at work through having honest conversations with staff

The participants' collective feedback was instrumental in identifying initiatives that will help the Commission build its bench of future leaders. The initiatives are described below in the Workforce Planning Initiatives Section.

## Current Workforce Profile

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The Commission is a small agency with less than 240 permanent staff. The organization is composed of the Executive Office and eight divisions:

- Administrative Services Division
- Legal Division
- External Affairs Division
- Information Services Division
- Environmental Planning and Management Division
- Land Management Division
- Marine Environmental Protection Division
- Mineral Resources Management Division

The Commission organizational chart can be found in Appendix E: Organizational Chart.

The Commission's workforce has traditionally come from within state service; however, some programs are unique in that competencies are specialized for certain positions, and that the candidate pool is significantly limited within state service. An example is the Marine Environmental Protection Division where experience reducing or eliminating the introduction of nonindigenous species through ballast water and other ship-mediated vectors, including vessel biofouling, is a critical competency, but few candidates possess this skill or experience.

## Demographics

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### Ethnicity and Gender

The Commission's workforce is composed of 42.5 percent of those who identify as women and 57.5 percent of those who identify as men. In areas like engineering, safety inspections and

information technology, the number of male employees is much higher as these fields generally attract a higher percentage of males.

The Commission's ethnic composition is 60 percent Caucasian, 16 percent Hispanic or Latino, 16 percent Asian, and 5 percent Black or African American. Pacific Islander and "Other or Multiple" make up 3.5 percent of the workforce. Listed below is a comparison of the Commission's ethnicity and gender statistics compared to statewide civil service data.

Table 1. *State Lands Commission and Statewide Gender and Ethnicity Demographics.*

Demographic	California State Lands Commission	Statewide
<b>Women</b>	42.5%	43.6%
<b>Men</b>	57.5%	51
<b>White</b>	60%	41%
<b>Hispanic or Latino</b>	16%	24%
<b>Asian – Chinese</b>	4.5%	4%
<b>Asian – Filipino</b>	5.5%	6%
<b>Asian – Indian</b>	2.5%	2%
<b>Asian – Japanese</b>	1.5%	1%
<b>Asian – Korean</b>	0.5%	0%
<b>Asian - Other or Multiple</b>	1.5%	0%
<b>Black or African American</b>	4.5%	9%
<b>Other or Multiple Race</b>	2.5%	3%
<b>Pacific Islander – Hawaiian</b>	0.5%	0%
<b>Pacific Islander - Other or Multiple</b>	0.5%	0%
<b>Veteran</b>	11%	5%
<b>Persons With Disabilities</b>	29.5%	11%

\*Excludes Retired Annuitants and Student Assistants

The Commission recognizes the importance of a diverse and inclusive workforce. Accordingly, we have identified inclusive recruiting outreach activities as one of the key workforce initiatives to help diversify our program areas and certain categories of employees.

### **Disabled Employee Representation**

The Commission's representation for people with disabilities is 30 percent agency-wide, whereas the statewide workforce representation for people with disabilities is 11 percent. Although the Commission's representation is above statewide representation, we continue to

seek ways to focus on disability awareness. For example, the Commission established an active Disability Advisory Committee that meets two to four times per year. The meeting agenda allows time for discussions geared towards sharing information relevant to our disabled employees. The meetings also provide a forum in which staff can bring forward issues and be heard.

### **Age Demographics**

The average age of a Commission employee is 50 years old and the average tenure in state service is 12 years. This lengthy tenure can be an asset to the Commission, but also can be challenging since employees with historical program knowledge can be difficult to replace. Currently, approximately 11 percent of the workforce are at the Commission's average retirement age of 65, and 23 percent are within 5 years of the average retirement age.

The Commission's workforce is composed of 20 percent (38 employees) Millennials<sup>1</sup>, 38 percent (80 employees) Generation X, 48 percent (101 employees) Baby Boomers, and 2 percent (4 employees) Traditionalists. The Commission has a large Generation X and Baby Boomer population which reinforces the need for significant knowledge transfer and professional development initiatives. In the following figure, (Figure 1. Generation Breakout State Lands Commission) a generational breakout is provided by classification. This information illustrates where there is a higher risk of knowledge loss due to impending retirements.



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<sup>1</sup> The birth years for each of these groups is shown in Figure 1.

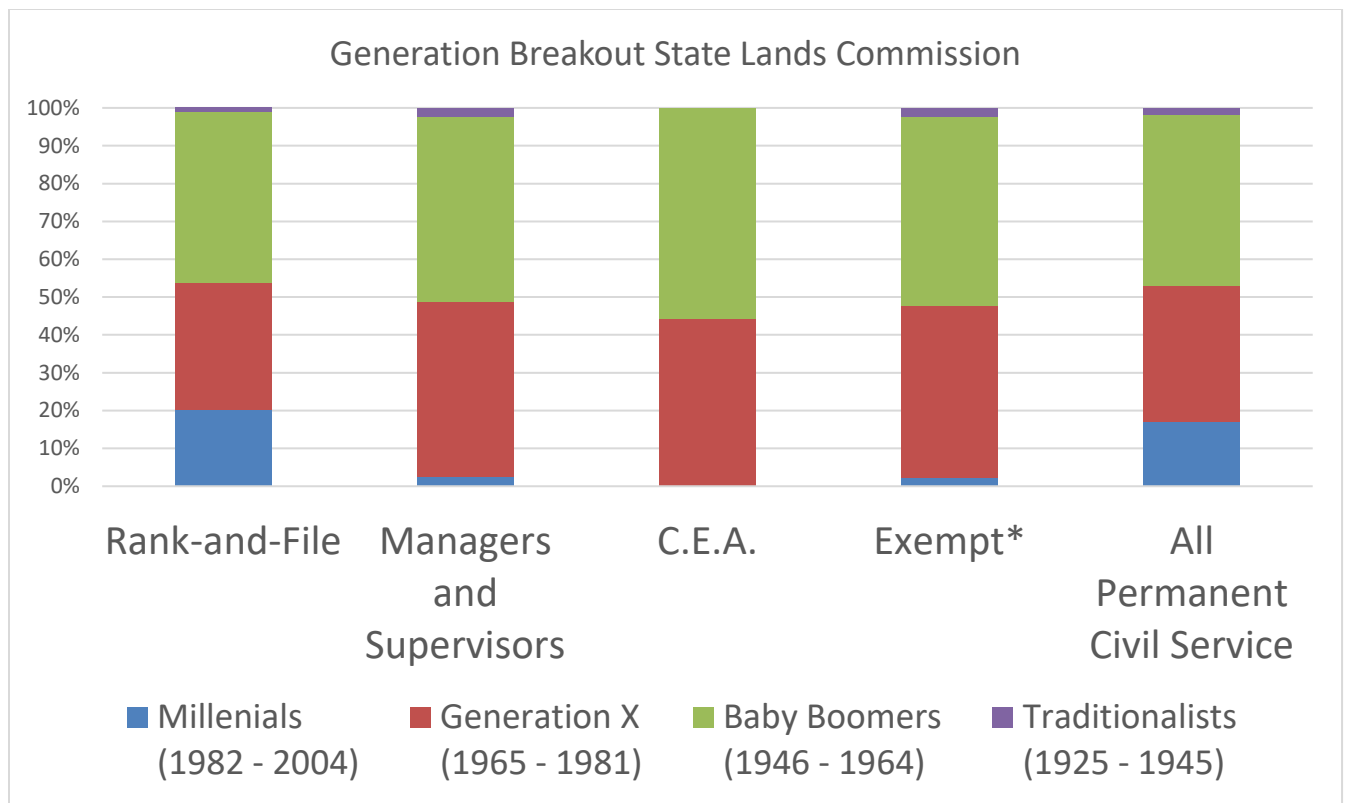


Figure 1. Generation Breakout

The following table shows that 50 percent of managers, supervisors, and CEAs are Baby Boomers with an average age of 60 years old. Fewer than 10 percent of managers and supervisors are Millennials. Generation X and Baby Boomers make up most of the Commission’s workforce.

**\*In the above graph, Exempt represents employees that are “exempt from bargaining.”**

## Retirement Eligibility

Based on Management Information Retrieval System data as of April 2018, the average age of a Commission employee is 50 years old. At the end of 2018, 114 employees will be eligible for retirement (50 +). Currently, 65 years old is the Commission’s average age of retirement, and 24 employees (11 percent) are at or above average retirement age.

*Note: 41 percent of the entire State of California workforce is 50 years or older. Tenure and experience are an asset to the Commission; however, the percentage of employees approaching retirement poses a risk since employees with a wealth of institutional business process knowledge can be difficult to replace.*

## Competencies

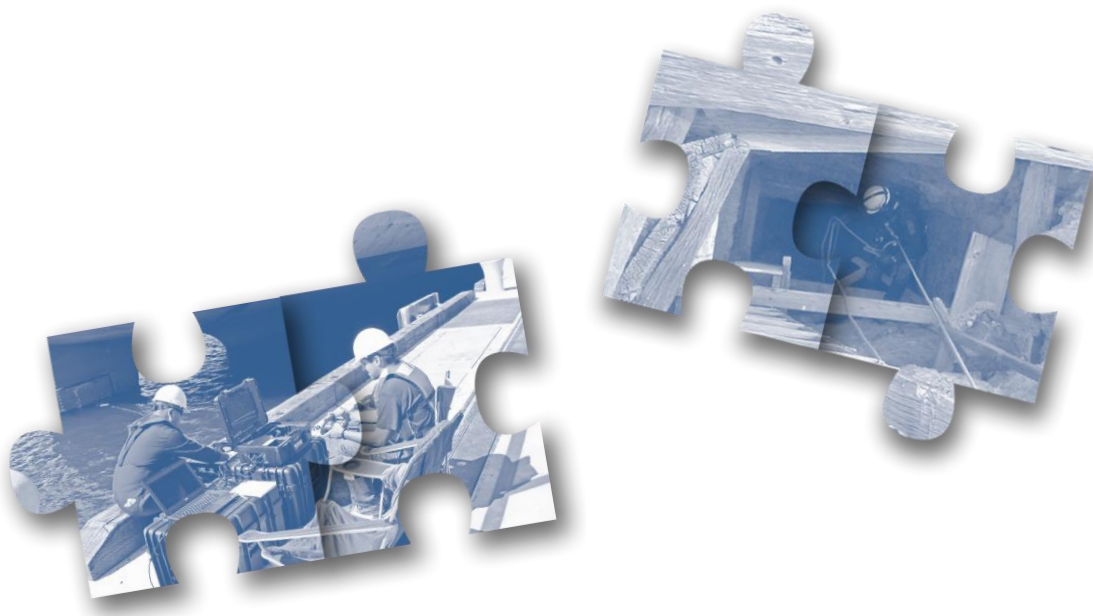
A competency is defined as a set of skills, knowledge, attributes and behaviors that are

observable and measurable. It is the ability to perform activities to the standards required in employment, using an appropriate mix of knowledge, skills and abilities. All three aspects must be present for an employee to be effective in the workplace.

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

The Commission's mission emphasizes accountability, integrity, engagement, quality and solutions. The Commission identified the knowledge, skills, abilities and attributes required for various classifications. These key skill sets for mission-critical positions are aligned with CalHR's Leadership Competency Model and general State of California job classification specifications. The results are below with the critical competencies necessary for mastery in the respective types and areas of work.

Some competencies are more critical in some positions than others. The information in the following tables should be considered a guide in determining broad competencies. The competencies should also be viewed as cumulative. For example, an employee in a mid-level management position should possess the leadership and staff competencies.



Executive Level Management	
Mission Critical Positions:	
<ul style="list-style-type: none"> <li>• Executive Officer</li> <li>• Assistant Executive Officer</li> <li>• Chief Counsel</li> <li>• Chief Land Management Division</li> <li>• Chief Administrative Services Division</li> <li>• Chief External Affairs Division</li> <li>• Chief Division of Environmental Planning and Management</li> <li>• Chief Information Services Division</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Mineral Resources Division</li> <li>• Chief Marine Facilities Division</li> <li>• Assistant Chief Counsel</li> <li>• Assistant Chief Land Management Division</li> <li>• Assistant Chief Administrative Services Division</li> <li>• Assistant Chief Division of Environmental Planning and Management</li> <li>• Assistant Chief Mineral Resources Management Division</li> <li>• Assistant Chief Marine Facilities Division</li> </ul>
Core Competencies for Leaders:	
<p><b>Strategic Agility</b> Provides high-level leadership, planning and direction for overall program. Anticipates economic, political, or regulatory change and takes the appropriate steps to prepare. Views the organization as a system.</p> <p><b>Risk-Taking &amp; Innovation</b> Experiments with and champions new ideas and methods even when a possibility of failure exists. Manages the surrounding issues while taking risks. Executes innovative ventures.</p> <p><b>Political Acumen</b> Liaison to industry, environmental groups, consumers, external stakeholders and board members. Interacts effectively with legislators, the Governor's Office, control agencies and professional groups. Plans and executes projects that are sensitive to political realities.</p> <p><b>Public Administration</b> Extensive knowledge of program functions, regulations, licensing, enforcement, and diversion program operations. Applies principles and practices, including organization and personnel</p> <p><b>Decision Making</b> Makes timely and sound decisions based on quantifiable data. Uses effective approaches for choosing a course of action. Understands the impact and implications of decisions. Includes others in decision making process as warranted.</p>	<p><b>Public Relations</b> Knowledge of industry practices and current consumer issues in the licensed profession. Develops and maintains cooperative relationships with stakeholders. Persuasive communicator with well-developed written presentation and negotiation skills.</p> <p><b>Performance Management</b> Results-oriented, focuses on the performance of the organization, departments, employees and processes. Inspires and motivates staff to achieve strategic and operational goals by aligning resources, systems, and employees with continuous critical objectives and performance standards.</p> <p><b>Change Management</b> Applies change management principles for directing change with leadership and key stakeholders. Aligns the organization's culture, values, people, and behaviors to encourage desired results. Redesigns strategy, systems and processes to guide the department's direction.</p> <p><b>Fiscal Management</b> Oversees budget development, budget change proposals, expenditure training, reserve fund management, state contracts and purchasing processes. Complies with administrative controls. Monitors and evaluates ongoing cost-effectiveness of programs and projects.</p> <p><b>Laws, Regulation and Policy</b> Understands the legislative and regulatory process. Ability to research and analyze current legislation and regulations. Acts as key policy advisor.</p>



Rank and File Staff	
Core Competencies for Staff:	
<p><b>Adaptability</b> Flexible and works well in a variety of situations, and with various individuals and groups. Open to different and new ways of doing things. Willing to modify one's preferences and priorities.</p> <p><b>Collaboration</b> Develops, maintains, and strengthens relationships while working together to achieve results.</p> <p><b>Communication</b> Listens, writes, and presents ideas, opinions, and information in diverse situations.</p> <p><b>Customer Engagement</b> Creates a connection with internal and external customers through positive experiences and exceptional service in response to current and future needs.</p> <p><b>Digital Fluency</b> Use technology effectively in the performance of one's job. Includes the integration and acceptance of new technology when appropriate.</p> <p><b>Resilience</b> Overcomes challenges, does the job, and remains optimistic under pressure and adversity.</p>	<p><b>Ethics and Integrity</b> Behaves in a trustworthy, fair, and forthright manner. Respects concerns shared by others and follows through on commitments.</p> <p><b>Fostering Diversity</b> Works effectively in an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals.</p> <p><b>Innovative Mindset</b> Demonstrates curiosity, develops new insights, considers creative approaches and applies novel solutions.</p> <p><b>Interpersonal Skills</b> Interacts positively with courtesy, sensitivity and respect with a variety of individuals and makes every effort to understand and relate to others.</p>

Administrative Services Division	
• Human Resources and Records Management Section	• Fiscal Services Section
Core Competencies:	
Technical competency in the employee's area of administrative services. Ability to assume responsibility for a variety of tasks. Have or gain an understanding of the Commission's mission, vision, and program responsibilities.	

External Affairs/Granted Lands Division
<b>Core Competencies:</b>
Competency in reviewing and analyzing legislation. Ability to manage and respond to media inquiries, write concisely and disseminate press releases, manage the Commission's website and content. Knowledge in curating and sustaining social media. Manage granted Public Trust lands and waterfront development.

Environmental Planning & Management Division
<b>Core Competencies:</b>
Competency in evaluating/analyzing scientific data to reach reliable conclusions and develop sound recommendations. Ability to establish cooperative relations and effective communications with the public and governmental agency staffs on a variety of topics including environmental evaluations. Develop and apply expertise in natural resource management issues and work as part of a diverse, interdisciplinary team.

Information Services Division
<b>Core Competencies:</b>
Ability to automate and integrate processes using project management and system developing lifecycles. Working closely with teams of technical experts and subject matter experts to improve the movement of data through systems and allow the business to extract that data for analyzation and decision making. Ability to learn, understand, and implement the principles of good solid architectural design. Design cost-effective technical architecture that puts pieces together so that the software and hardware work seamlessly, without sacrificing ease of use.

Land Management Division
<b>Core Competencies:</b> <b>Land Management Negotiators*</b>
Applies critical analysis to inquiries and applications for use of sovereign land. Commitment to active and positive engagement with stakeholders. Skills negotiating contract terms. Ability to prepare staff reports, contract documents and rent calculations related to the use of sovereign land. Ability to leverage technology for improved work flow and efficiency. Maintains positive attitude under pressure and adversity. Dedicated team player and upholds the mission and vision of the Commission.

*\*The above competencies are reflective of one (1) unit within the Land Management Division. Other units in the Division consist of: Boundary/Title, Appraisal, Clerical/Administrative, and Graphic Design.*

Legal Division
<b>Core Competencies:</b>
Skilled at reviewing and drafting written documents to ensure they are clear and legally sound. Ability to conduct legal analysis based on facts and the law to provide opinions on potential legal outcomes. Skilled at formulating recommendations to resolve complex, sensitive, and controversial issues; and negotiating to implement those recommendations

Marine Environmental Protection Division
<b>Core Competencies:</b>
Ability to analyze and evaluate data and reach sound conclusions. Review, check, and interpret scientific, engineering, and environmental reports. Assess the impact of proposed State and Federal environmental legislation and regulations. Prepare clear, complete, and technically accurate reports. Apply laws, rules, regulations, policies, and requirements of California and Federal environmental protection and resource management programs.

Mineral Resources Management Division
<b>Core Competencies:</b>
Perform mathematical calculations as required for plan inspections and volumetric calculations to ensure that the operators adhere to appropriate standards and State royalties are properly paid. Review or prepare geologic reports involving State school lands for the Commission's consideration of a Modification of Right of Surface Entry application. Review economic evaluations for Preferential Mineral Extraction Lease applications to determine if a commercially valuable mineral deposit has been discovered and make the appropriate recommendations to the Commission.

## Key Leadership

A key leadership position describes one held by an employee who can positively influence and maximize efforts of others towards achieving mission critical goals. The Commission's key leadership positions are:

- Executive Officer
- Assistant Executive Officer
- Chief Counsel
- Land Management Division Chief
- Administrative Services Division Chief
- External Affairs Division Chief
- Environmental Planning and Management Division Chief
- Information Services Division Chief
- Mineral Resources Management Division Chief
- Marine Facilities Division Chief

## Entrance and Exit Survey Results

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At this time, the Commission has not implemented a New Employee Survey and Employee Exit Survey. In spring 2018, the Commission participated in its first employee satisfaction and engagement survey and have received results. The results suggest additional workforce planning needs. The Executive Office will collaborate with Senior Management to develop additional workforce planning initiatives as part of workforce planning. Any new initiatives will be included in the Workforce Plan as an addendum.

## Workforce Gap Analysis

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In each of the gaps sections below, key issues are identified based on input gathered from the facilitated workforce planning sessions and from the Commission's 2016 - 2020 Strategic Plan.

### Recruitment Gaps and Risks

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Recruitment gaps resulting from current workforce challenges include:

- Need for recruitment and retention efforts to address attrition,
- Reductions in staff resources resulting from ongoing State budget constraints, and the ability to attract and retain a diverse and skilled staff,
- The Divisions of Marine Environmental Protection, and Information Services have found recruitment efforts difficult because industry professionals are in high demand with private and public organizations.

### Retention Gaps and Risks

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Retention gaps resulting from current workforce challenges include:

- Pay structure challenges and the difficulty associated with creating incentives for high Performers,

- Loss of institutional knowledge when business processes and desk manuals are not updated and turnover occurs
- Opportunities for promotion and career growth
- Private sector competition

## **Professional Development Gaps and Risks**

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Professional development gaps resulting from current workforce challenges include:

- Conducting more unique on-site and web-based trainings
- Expanding or creating trainings focused on competency and leadership development

## **Knowledge Transfer Gaps and Risks**

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Knowledge Transfer gaps resulting from current workforce challenges include:

- Lack of and loss of institutional knowledge
- Lack of documented business processes and desk manuals
- Several divisions have classifications with high percentages of staff nearing retirement

## **Succession Planning Gaps and Risks**

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Succession planning gaps resulting from current workforce challenges include:

- Limited mentors and programs to help staff and managers
- A need for more leadership activities to develop the Commission's next generation of future leaders
- High percentage of staff nearing retirement

## **Summary of Risks**

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Workforce and succession planning gaps resulting from the above workforce issues have the potential to negatively affect the Commission if not addressed. The risk of not addressing these issues is that the Commission may not be able to retain the knowledge and personnel resources needed to provide quality services, develop top-notch leaders, and ensure the Commission's vision and mission are successfully executed.

## Workforce Planning Initiatives

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Based on identified issues, gaps, and risks, the Commission will consider implementing or expanding on the following initiatives to meet current and future workforce needs. Activities will be carried out during this 3-year plan.

Initiative	Primary Targeted Gap(s)	Responsible Entity/Entities
Development and implementation of diverse/inclusive recruitment strategies	Recruitment	Human Resources Executive Office Legal Division Lands Management Division External Affairs Division
On-boarding plan	Retention	Commission-wide Human Resources Lands Management Division
Mentorship Pilot Program	Professional Development	Marine Environmental Protection Division Commission-wide
Commission Resource Library (e.g., books, videos, policies, procedures, desk manuals, business process documentation)	Knowledge Transfer	Administrative Services Division Mineral Resources Management Division Legal Division
Future Leadership Development Program	Succession Planning	Executive Office Human Resources Administrative Services Division Commission-wide

## Recruitment Initiatives

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The Commission will develop strategies to attract a diverse and capable workforce. We have organized a team of people to develop and implement strategies for attracting a diverse candidate group to our exam and recruitment efforts. The team will look for options that will provide opportunities for the Commission to build relationships with organizations that work with diverse communities, and to increase the Commission's visibility with those communities



## Retention Initiatives

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Commission staff is working to strengthen its employee engagement, career growth, and recognition efforts. We are in the process of evaluating retention initiatives as part of workforce and succession planning, such as an on-boarding plan to help integrate a new employee into the Commission and its culture. Components that will be considered in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce new staff to their jobs and the Commission. Research demonstrates that these techniques lead to positive outcomes for new employees, such as higher job satisfaction, better job performance, greater organizational commitment, and reduction in occupational stress and intent to quit. These outcomes are particularly important to the Commission as we look to retain a competitive advantage in an increasingly mobile and globalized workforce.

## Professional Development Initiatives

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The Commission is committed to developing its employees to cultivate a staff who are prepared to perform the Commission's challenging, rewarding, and important work. We are evaluating professional development initiatives and plan to implement an employee mentorship pilot program. The Commission's needs include leadership and management development, more effective onboarding/acclimation of new staff, knowledge transfer when employees retire, and boosting retention. For the mentee, the benefits of having a sage, trusted mentor can be invaluable. Particularly at the outset of a career, learning the ropes from someone who's been there, done that, is extremely valuable for professional growth. A mentor can teach about the responsibilities specific to a job role or the state of an entire industry. Additionally, a mentor can also teach about the Commission's organizational chart, policies, practices and business methodologies.

## Knowledge Transfer Initiatives

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Knowledge transfer, an important element of workforce and succession plans, describes how critical organizational information is shared with current and future employees. Knowledge transfer is the process of capturing skills and information and sharing them with employees and various parts of an organization. The goal is to ensure knowledge is available to current and future employees. Knowledge transfer applies to knowledge that is obvious and easily defined. It also applies to knowledge that is harder to define or articulate.

The Commission's Intranet is a central repository for policies, procedures, Commission-wide project updates, new employee resources, benefit documents, calendars, forms, contact lists, and online training. It helps employees quickly and easily locate information relevant to their roles and responsibilities. Staff can access information at any time from their computer. This improves job performance, accuracy, and instills confidence in staff.

A future Knowledge Transfer Initiative will consist of:

- Developing a resource library with books, videos, policies, procedures, desk manuals, and valuable Commission information. This will help ensure that staff turnover does not negatively affect ongoing business processes at the individual position level and Commission-wide, and will allow staff to build their institutional knowledge and develop their job competencies.

## Succession Planning Initiatives

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Like other State of California agencies and departments, the Commission's executive management has identified a lack of comprehensive succession planning as a risk to the organization, especially as employees approach retirement. To retain its talented employees and develop its bench of future leaders, the Commission will engage in succession planning and develop a leadership program.

The Commission will encourage leadership development through a variety of tools and opportunities. 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. To contribute to the goal of developing leaders, the Commission will create a current and aspiring leadership development program. This program may include the following opportunities:

- Be paired with a mentor
- Attend onsite training focused on developing leadership competencies
- Work on a special project that could positively affect the Commission and the people of California
- Develop new working relationships
- Expand knowledge
- Meet with internal and external executives who will share their career advice

The anticipated goals and benefits include:

- Develop the Commission's next generation of leaders
- Solve issues identified during potential executive brown bag gatherings
- Facilitate the sharing of perspectives on issues and constraints that State and Commission leaders experience
- Demonstrate to internal and external customers that the Commission is committed to public service

## Implementation

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The Workforce Plan will be shared with employees and posted on the Intranet. The plan and status updates will be shared during future senior staff meetings and via division meetings with

staff. Staff responsible for workforce planning initiatives will establish work groups to further define the initiative, establish tasks and milestones, and schedule activities. The work group will provide reports to the Executive Office on progress made and challenges encountered. The Workforce Plan will also be discussed at Commission meetings.

## Conclusion

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A critical factor in a successful organization, is committed, skilled and engaged employees. The Commission's Workforce Plan is a guide for developing its employees so they feel valued, perform successfully, engage meaningfully in their work, and facilitate the attainment of the Commission's strategic goals. An engaged workforce fosters innovation that will help the Commission protect the lands and resources entrusted to its care through balanced management, marine protection and pollution prevention, adaption to climate change, and ensuring public access to these lands and waters for current and future generations.

The Commission will engage in several initiatives to attract and sustain a diverse, talented, and capable workforce. The Commission will also strive to strengthen employee engagement, foster career growth, cultivate leadership development, and improve its staff recognition program. The Commission is committed to developing staff who are prepared to perform the Commission's challenging, rewarding, and important work on behalf of the people of California. The Commission anticipates the recruitment, retention, professional development, knowledge transfer and succession planning initiatives in this plan will build a viable workforce.

## Appendices

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[Appendix A: Separation Snapshot](#)

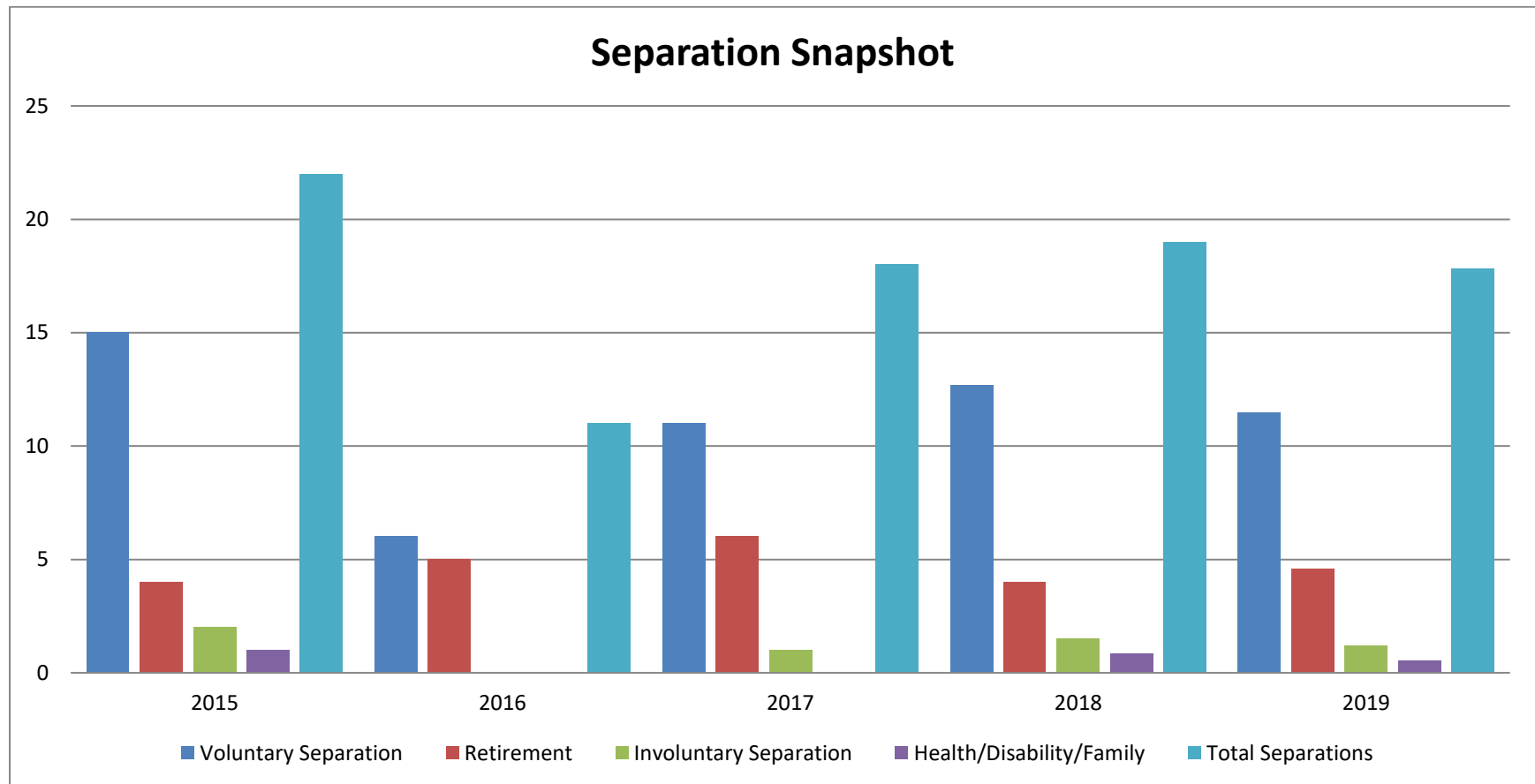
[Appendix B: Action Plan](#)

[Appendix C: Communication Plan](#)

[Appendix D: Mission, Vision, Values, and Strategic Map](#)

[Appendix E: Organizational Chart](#)

## Appendix A: Separation Snapshot



## Appendix B Action Plan

<b>Initiative</b> <i>What is the name of the initiative?</i>	<b>Gap</b> <i>Which workforce planning gap does the initiative address?</i>	<b>Responsible Person(s)</b> <i>Who is responsible for overseeing successful implementation of the initiative?</i>	<b>Performance Indicators</b> <i>How will we know we achieved our goal and what will success look like?</i>	<b>Due Date</b> <i>When will it be completed?</i>	<b>Strategic Alignment</b> <i>Which Strategic goal(s) does the initiative support?</i>
<b>Three Year Initiatives</b>					
<b>Development and implementation of diverse/inclusive recruitment strategies</b>	Recruitment	Human Resources Executive Office Legal Office Lands Management Division	A more diverse and skilled staff will be employed throughout all divisions	August 2020	Meeting the challenges of our future
<b>On-boarding Plan</b>	Retention	Commission-wide Human Resources Lands Management Division	The Commission will have engaged employees and career growth opportunities will be achieved and entice employees to stay longer	June 2019	Meeting the challenges of our future
<b>Mentorship Pilot Program</b>	Professional Development	Commission-wide Marine Environmental Protection Division	A staff who are prepared to perform the Commission's challenging, rewarding, and important work	January 2021	Meeting the challenges of our future
<b>Resource Library</b>	Knowledge Transfer	Administrative Services Division Mineral Resources Management Division	Skills and information will be captured and shared among employees and various divisions. The Commission will ensure knowledge is available to current and future employees	April 2019	Meeting the challenges of our future
<b>Leadership Development Program</b>	Succession Planning	Executive Office Human Resources	The Commission will develop its employees to be future leaders	December 2020	Meeting the challenges of our future

Assistant Executive Officer signature

Date

print name

Human Resources Director signature

Date

print name

## Appendix C: Communication Plan

*Clearly identify roles and responsibilities at all levels and for all parties responsible for the success of the workforce plan.*

<u>Responsible Person(s)</u> <i>Who is Responsible?</i>	<u>Strategy</u> <i>How will the information be communicated? What modalities will be used?</i>	<u>Audience and Purpose</u> <i>Who is the intended audience? What is the desired outcome for the intended audience?</i>	<u>Target Date(s)</u> <i>When will it be completed?</i>	<u>Additional Training Required (yes/no)</u>
Executive Officer and Assistant Executive Officer	Staff emails, voice mail messages, Intranet	Agency-wide. Outcome is for employees to take an interest in implementation of the plan	September 2018	Yes
Division Chiefs	Discuss at supervisor and staff meetings and via email	Division staff to engage staff in the implementation of and participation in workforce planning initiatives	September 2018 and ongoing	Yes
Managers and Supervisors	Discuss in staff meetings , during IDP meetings and via email	Division staff to engage staff in the implementation of and participation in workforce planning initiatives	September 2018 and ongoing	Yes
Employees	By participating in the planning of initiatives	Participate in developed initiatives	2019	Yes



## Appendix D: Mission, Vision, Values, and Strategic Map

### STRATEGIC GOALS



### VISION STATEMENT

The California State Lands Commission is a recognized leader that champions environmentally sustainable public land management and balanced resource protection for the benefit and enjoyment of all current and future generations of Californians.

### MISSION STATEMENT

The California State Lands Commission provides the people of California with effective stewardship of the lands, waterways, and resources entrusted to its care through preservation, restoration, enhancement, responsible economic development, and the promotion of public access.



### GUIDING PRINCIPLES AND VALUES

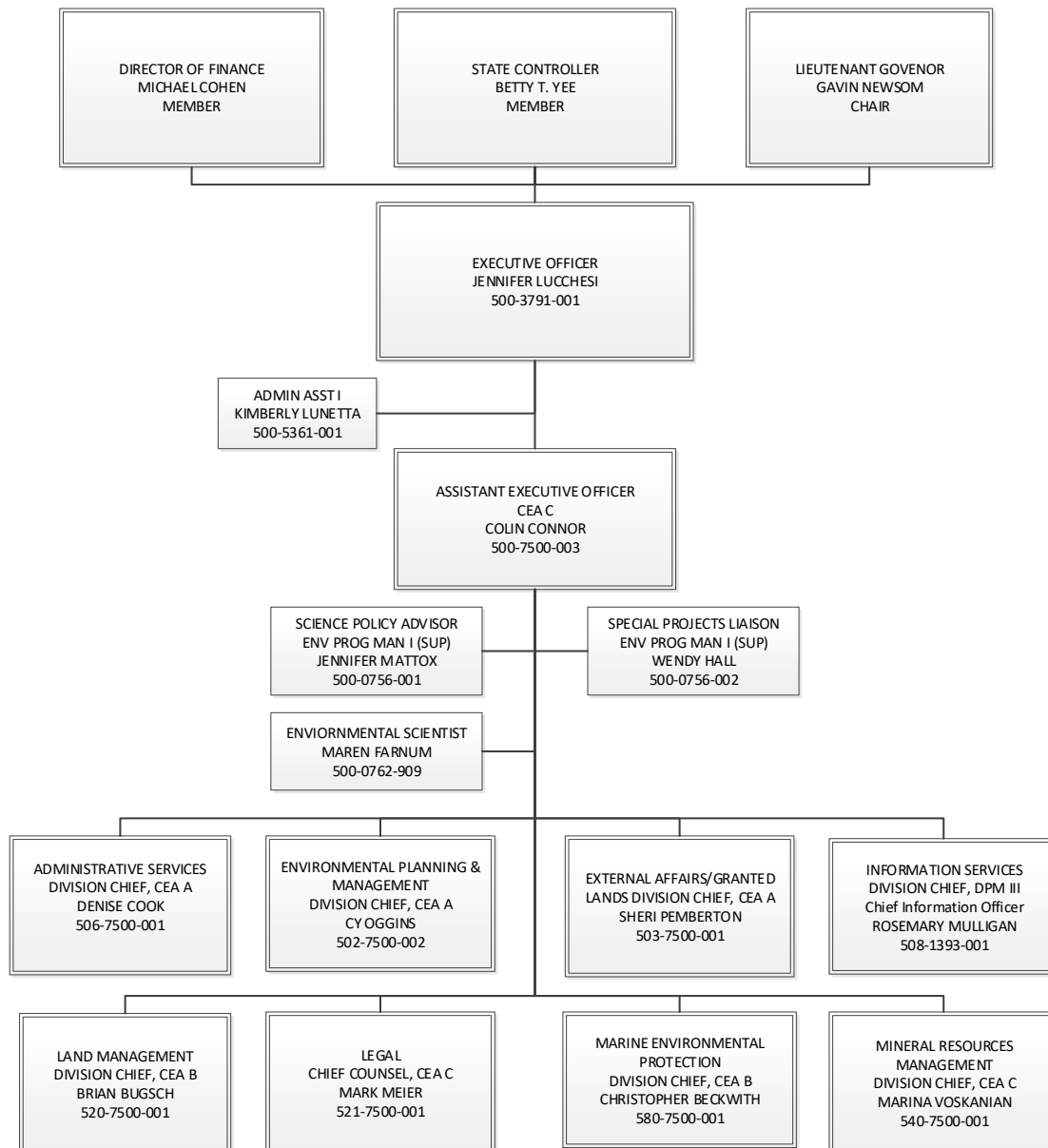
*The Commission's core purpose is to protect the lands and resources entrusted to its care through balanced management, marine protection and pollution prevention, adaptation to climate change and ensuring public access to these lands and waters for current and future generations of Californians. The Commission's principles and values shape its culture and serve as a foundation to achieve its mission in accordance with its vision.*

- **Accountability** – Seek balance among competing uses with long-term protection of lands and resources, consistent with constitutional, statutory, and common law provisions.
- **Integrity** – Adhere to the highest ethical standards in all aspects of our work and service to the public.
- **Engagement** – Ensure robust and transparent public engagement.
- **Quality** – Provide superior public service through our expansive and unique professional staff expertise.
- **Solution-oriented** – Committed to making science-based decisions in the public's best interest through a collaborative and informed public process.

## Appendix E: Organizational Chart

### CALIFORNIA STATE LANDS COMMISSION

December 20, 2017



## Contact Information

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### State Lands Commission

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### Workforce Planning Coordinator:

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Human Resources

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