Workforce Plan

California Fair Political Practices Commission

2018-2023

FAIR POLITICAL PRACTICES COMMISSION WORKFORCE & SUCCESSION PLAN

Workforce planning is a systematic process for identifying the employees required to meet organizational goals and developing the strategies to meet these requirements. Workforce planning is not a one-time event; it's about developing competencies to address workforce issues over time.

Succession planning is an important subset of workforce planning, designed to ensure the continued effective performance of an organization, division, or work group, by making a provision for the development and replacement of leaders over time. A succession planning program is a deliberate effort by an organization to ensure leadership continuity in key positions and encourage individual advancement. The goal of succession planning is to match the organization's available present talent to its needed future talent, to ensure that the lessons of organizational experience/institutional memory will be preserved and combined with reflection on that experience to achieve continuous improvement in work results.

Together, workforce and succession planning help to ensure that an organization can achieve its mission by having the right people with the right skills in the right place at the right times.

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Introduction

Workforce planning is an ongoing process that seeks to align the needs and priorities of the organization to the number of staff and respective knowledge, skills, and abilities required of its workforce. Workforce planning is an active process which informs the organization and stakeholders of current and future environmental impacts and incorporates initiatives and strategies necessary to ensure human capital and talent management efforts support the business goals.

Workforce planning is a challenging process as it forces us to think about how to strategically align the workforce to the organizational business needs. Workforce planning can include any workforce challenge an organization faces—from recruitment, selection, compensation and training—to knowledge transfer, succession planning, retention and more.

Within this report, we will discuss the challenges and opportunities faced by the FPPC and provide a comprehensive analysis of our existing workforce. We will also identify several strategic initiatives that will be undertaken in the next five years to ensure the FPPC can meet its mission, vision, goals, and objectives.

Strategic Direction

FPPC's Mission is:

To promote the integrity of state and local government in California through fair, impartial interpretation and enforcement of political campaign, lobbying and conflict of interest laws.

FPPC's Vision is:

The FPPC is tasked with regulating and enforcing some of the most rigorous campaign finance, conflict of interest, and lobbying laws in the country. These laws are at the heart of fostering the public's trust and confidence in government. The FPPC is committed to helping public officials comply with their obligations under the Political Reform Act, while also improving the public's access to fundamental information about how the political process works. We have developed comprehensive educational materials and interactive tools to achieve these important goals

By promoting compliance, the FPPC leads the charge to provide transparency, fairness, and integrity to California's political system.

FPPC's Goals include:

Foremost, we will continue to diligently prosecute serious violations of the law, ensuring that officials operate in a way that does not betray the public's confidence.

Second, the Commission will increase transparency by utilizing technology to provide "smart disclosure," giving more people easy access to vital information about their public officials and campaign financing.

Finally, we will concentrate on adopting meaningful reforms while maintaining the highest ethical standards. Our objective is to streamline the rules to reduce redundancy, eliminate loopholes and improve accountability with more timely and accurate disclosures.

FPPC's History:

In 1974, during the fallout from Watergate, a coalition of political reformers presented a statewide ballot initiative that they claimed would "put an end to corruption in politics." These reform groups sought to end corruption by reducing the amount of money spent in elections and by eliminating secret or anonymous contributions. With the advent of the new law, the campaign activities and the personal financial affairs of state and local officials were subjected to greater public scrutiny than at any other time in California's history. And the initiative directed that the law be vigorously enforced by the newly created Fair Political Practices Commission. Proposition 9 had six main provisions, it:

1. Imposed mandatory spending limits on candidates for statewide offices and statewide ballot measure committees. However, in the landmark case, *Buckley v. Valeo* (1976) 424 U.S. 1, the United States Supreme Court held that mandatory spending limits were unconstitutional.

2. Imposed restrictions on lobbyists. It required lobbyists to register with the state and to file reports disclosing their activity expenses. It also imposed a $10 gift limit on lobbyists and prohibited lobbyists from making contributions.

3. Imposed strict conflict of interest laws and required state and local agencies to establish conflict of interest codes, requiring agency officials who routinely participate in decisions to publicly disclose personal financial information.

4. Banned anonymous contributions of $100 or more and established extensive campaign disclosure laws. The underlying theory behind campaign disclosure is that an informed electorate will vote against the candidate or proposal having financial alliances adverse to the public interest. In addition, candidates are less likely to accept a contribution from a source with whom they do not want to be identified.

5. Enacted laws to curtail incumbent advantage (e.g., a prohibition on sending "mass mailings" at public expense). Many of these laws have been tailored significantly by regulatory or court action.

6. Created an independent centralized authority to secure compliance with the Act. Prior to the creation of the FPPC, campaign disclosure laws were rarely enforced.

In addition to creating the FPPC, Proposition 9 established strict auditing of campaign statements by the Franchise Tax Board. Prior to the Act, no systematic method existed to determine whether a candidate or committee reported all contributions and expenditures.

FPPC's Divisions and Programs

External Affairs and Education Division – the division prepares and conducts extensive training and outreach, including workshops and webinars, to assist interested parties better understand their obligations under the Act. The division also provides timely and available information to the public and media about Commission activities.

Legal Division – the division is responsible for representing the Commission in litigation, providing advice to the regulated community, drafting regulations and legislation, and developing state and local conflict of interest codes.

Administration and Technology Division – the division oversees personnel functions, budgeting, accounting, business services, print services, and employee-employer relations services. The division also oversees the information technology unit, which plays a crucial role in fulfilling the Commission's goal to increase transparency through technology.

Enforcement Division – the division investigates and prosecutes suspected violations of the Political Reform Act.

Environmental Factors

FPPC's internal environmental factors includes the uniqueness of the law that the agency is tasked with enforcing, interpreting, and administering. Campaign finance, lobbying, and conflicts of interests are specialized areas of law that require specialized staff expertise. The Commission membership turns over every two - four years which adds complexity to long-term strategic planning and vision. Four of the five commissioners are part-time and receive a $100 per diem per day of work.

FPPC's external environmental factors includes the highly political subject matter regulated by the Commission. Legislation and cultural events are sometimes driven by headline-grabbing political or ethical scandals, leading to policies adopted in reaction to events regardless of whether the policies are directly related or could mitigate future occurrences of the scandals.

Methodology

Demographic data was collected via CalHR 5102 forms and analyzed the third quarter of 2015, 2016, and 2017. Third quarter was chosen because it was the most recent quarter in 2017 where data was available during the drafting of this report.

The FPPC's Administration Division complied and analyzed the separation trends and forecasts data using the methodology recommended within the CalHR "Workforce and Succession Plan" template.

Workforce Overview

Demographics

Ethnicity and Gender

The FPPC's 2017 workforce is comprised of 61 percent women and 39 percent men. Some divisions within the FPPC vary significantly from the averages. At the FPPC, more men work in the legal division while significantly more women work in fiscal, management, and staff services. The FPPC's gender divide is also much different compared to the state's overall workforce gender demographic with 61 percent of the FPPC workforce being women compared to 46 percent of the state workforce.

The FPPC's overall ethnic composition for 2017 is 57 percent Caucasian, 10 percent Hispanic, 22 percent Asian, 3 percent African American, 3 percent Filipino, and 5 percent "Other".

Table 1. *FPPC* and *State Workforce Ethnicity, Gender, and Disability Demographics.*

Demographic[1]	2015	2016	2017	State Work Force	California Census Data
Women	64%	61%	61%	46%	51%
Men	36%	39%	39%	54%	49%
Caucasian	66%	58%	57%	44%	38%
Hispanic	10%	13%	10%	25%	39%
Asian	13%	18%	22%	11%	15%
African American	5%	4%	3%	10%	7%
Filipino	1%	3%	3%	6%	n/a
Other	5%	4%	5%	3%	4%
Disabled	18%	19%	16%	11%	11%[2]

Disabled Employee Representation

The FPPC's representation for people with disabilities is 16 percent, a decrease from 18 percent in 2015 and 19 percent in 2016. Despite the decrease, over the last three years, FPPC employees with disabilities have outpaced the overall state workforce population with disabilities with 11 percent of the state workforce falling into that category.

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[1] Source of FPPC and State Work Force data is from California Human Resources Report 5102, 3rd Quarter.
[2] *2015 Disability Status Report – California.* Cornell University (2016). http://www.disabilitystatistics.org/.

The FPPC's separation trends and forecast must take into account that the size of the agency means any transfer, retirement, or voluntary separation can have a significant impact on the data and possibly the agency's work.

Table 2. Headcount in 2017.[3]

Job Title	TOTAL IN CLASS	Separation	Retirement	Transfer	Actual Impact	HEADCOUNT
STAFF SERVICES MANAGER I	4		1		25%	1
STAFF SERVICES ANA, FPPC	1	1			100%	1
SYSTEM SOFTWARE SPECIALIST	1			1	100%	1
ASST CHIEF COUNSEL	1		1		100%	1
SPECIAL INVESTIGATOR	8	1			13%	1
CEA	3		1		33%	1

Table 3. Retirements in 2017.[4]

Job Title	TOTAL IN CLASS	Retirement	RETIREMENT %
STAFF SERVICES MANAGER I	4	1	25%
ASST CHIEF COUNSEL	1	1	100%
CEA	3	1	33%

The Potential Impact of current vacancies and the current number of employees aged 50 or older is 32 positions (8 current vacancies plus 24 employees aged 50 or older). The FPPC has a total of 79 positions. The potential impact of 32 positions that are vacant or may see a vacancy is 40 percent of the agency workforce.

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[3] Headcount = Total employees in the classification minus total employees expected to be lost to actual impact. (Multiply the total employees by the Actual Impact percentage to determine the total employees expected to be lost to separations)

[4] Retirements = Total retirements during last twelve months divided by average monthly number of employees in the classification during last twelve months

The FPPC has 24 employees who are age 50 or over in various positions throughout the agency. This data illustrates the possible risks of retirement in the near term that the FPPC should be prepare to address. Other factors that may affect an employee's retirement risk is whether they have reached maximum pay and the number of state service years accumulated.

Table . *FPPC Classifications where Employee is age 50 or over and may be at risk of retirement.*

POSITION TITLE	Birth Year	Current Age
DATA PROCESSING MANAGER II	1949	68
SPECIAL INVESTIGATOR	1951	66
AGPA, FPPC	1954	63
LEGAL SECRETARY	1954	63
SPECIAL INVESTIGATOR	1956	61
POLITICAL REFORM CONSULTANT II, FPPC	1957	60
INFORMATION OFFICER II - SSM III	1960	57
PROGRAM SPECIALIST II	1960	57
RESEARCH ANALYST II	1960	57
SPECIAL INVESTIGATOR	1960	57
POLITICAL REFORM CONSULTANT II, FPPC	1962	55
PROGRAM SPECIALIST II	1962	55
POLITICAL REFORM CONSULTANT II, FPPC	1963	54
POLITICAL REFORM CONSULTANT II, FPPC	1963	54
STAFF SERVICES ANALYST, FPPC	1963	54
STAFF SERVICES MANAGER II	1963	54
SPECIAL INVESTIGATOR	1964	53
STAFF SERVICE MANAGER I (SPEC)	1964	53
STAFF SERVICES MANAGER I - SEI	1964	53
POLITICAL REFORM CONSULTANT II, FPPC	1966	51
STAFF SERVICES ANA, FPPC	1966	51
GENERAL COUNSEL CEA-B	1967	50
STAFF SERVICES MANAGER I	1967	50
SUPERVISING MANAGEMENT AUDITOR	1967	50

FPPC's Executive staff has identified a lack of depth as a workforce risk at several levels within the organization. Throughout the organization there are a number of program experts who are the only experts within their respective program. If they separate from FPPC, either temporarily or permanently, historic program knowledge will be lost without a knowledge management plan. Additionally, in many program areas there are a lot of new staff (hired within the last two years) that do not yet possess in-depth program knowledge.

Finally, some of the leadership team at FPPC is fairly new to their roles. While many team members have leadership experience at other state departments, their knowledge of FPPC processes and business practices is still developing.

It is these challenges that have resulted in FPPC identifying a number of knowledge transfer opportunities and professional development initiatives that will help us support the ongoing development of the FPPC competency proficiency.

Workforce Gap Analysis

A gap analysis was performed to determine the gap between our workforce supply and demand. Results are intended to reveal gaps and surpluses in staffing levels and competencies needed to perform the department's functions. FPPC conducted meetings with division chiefs to help identify mission critical workforce gaps in competencies and staffing. This process took into consideration labor market trends, such as diversity expectations and challenges, as well as difficult to recruit classifications. Understanding the external factors which have a big impact on the mission and services of FPPC (e.g. legislative changes, collective bargaining activity, and governor term shifts) was also a critical component of exploring current and future workforce gaps. Executive staff feedback, in combination with FPPC's comprehensive workforce data analysis, revealed department-wide gaps in the areas of recruitment, retention, knowledge transfer, and succession planning. Executive staff was encouraged to provide feedback on solutions they felt to be impactful in addressing these gaps.

Separation rates for years 2016 and 2017 were analyzed. Results show a total of 8 separations (10.1 percent of total employees) in 2016 and 7 separations (8.8 percent of total employees) in 2017. During this same period, approximately 6.3 percent of employees that were at the average age of retirement (59 yrs.) retired. For the other categories of separations, which included termination without fault, voluntary separations, and transfer to other departments, they have trended downwards although the average count of employees increased slightly. The voluntary separation rate from FPPC remained at the same percentage during this same period. This rate excludes retirements and involuntary separations.

Recruitment gaps resulting from current workforce challenges and trends include:

- Enforcement Division often finds positions difficult to recruit for because they require campaign knowledge and in-depth knowledge of the conflict of interest rules. Campaign and lobbyist competitors, especially private sector, can frequently offer more competitive salary and benefits.
- The Legal Division and Information Technology Unit also find recruitment efforts challenging, due to industry professionals being in high demand with numerous public and private competitors.
- The Administrative Division experiences challenges with recruitment for some positions as well, due to a unique skill set required for area of services.
- External Affairs and Education Division positions require experienced phone customer service and Political Reform Act knowledge skills not often found in state government. Local government and lobbying competitors can frequently offer comparable salary and benefits.

The risk of not addressing these challenges is that FPPC may not be able to attract and retain qualified candidates, provide quality services to the state, or meet its vision to be the premier leader to help public officials comply with their obligations under the Political Reform Act, while also improving the public's access to fundamental information about how the political process works.

Retention Gaps and Risks

Retention gaps resulting from current workforce challenges and trends include:

- Cross-training has not been a focus for FPPC and as a result, knowledge has been lost when turnover occurs.
- Retention has also been a challenge for some divisions that were unable to "promote in place" or otherwise lacked promotional opportunities for employees. Some divisions describe a lack of a career path due to the use of a combination of general job classifications and department specific classifications that do not allow for movement between them.

The risk of not addressing these challenges is that FPPC may not be able to retain qualified candidates, provide quality services to the state, or meet its vision to be the premier leader to help public officials comply with their obligations under the Political Reform Act, while also improving the public's access to fundamental information about how the political process works.

Knowledge Transfer Gaps and Risks

Knowledge gaps resulting from current workforce challenges and trends include:

- Business policies and procedures are not documented in many divisions which may create knowledge transfer gaps as personnel separate.
- Professional development and training opportunities have not been widely available to FPPC in the past 4-5 years due to budgetary restrictions, which has created voids

in many employees' training history. However, the agency has been increasing its professional development and training opportunities recently, including hiring outside experts to train staff on various topics like leadership, legal writing and public speaking.

- A lack of documented key competency identification. Without identifying key competencies, it is challenging to create an effective professional development plan for employees.
- There a lack of knowledge transfer within divisions, but there is also a lack of knowledge transfer between divisions.
- New hires are on-boarded inconsistently, due to the lack of a formal on-boarding program.

The risk of not addressing these challenges is that FPPC may not be able to retain the knowledge and expertise needed to provide quality services to the state, or meet its vision to be the premier leader to help public officials comply with their obligations under the Political Reform Act, while also improving the public's access to fundamental information about how the political process works.

Succession Planning Gaps and Risks

Succession planning gaps resulting from current workforce challenges and trends include:

- A lack of documented succession planning programs, which include leadership competency identification.
- A lack of documented mentoring programs or professional development guidelines for management and employees to properly prepare for succession.

The risk of not addressing these challenges is that FPPC may not be able to retain the knowledge and expertise needed to provide quality services to the state, or meet its vision to be the premier leader to help public officials comply with their obligations under the Political Reform Act, while also improving the public's access to fundamental information about how the political process works.

Workforce Planning Initiatives

Based on the result from the Workforce Gap analysis and subsequent risks, identified below are key initiatives that will be implemented to meet current and future workforce needs.

Two to Five Year Initiatives

KEY INITIATIVES	WORKFORCE GAP(S)
Collect on-boarding and off-boarding recruitment and retention data	Recruitment and Workforce Demographics Data
Develop and implement targeted recruitment strategies for hard to recruit positions	Recruitment
Develop and implement employee recognition program	Retention
Conduct a career path review within and across divisions	Retention
Assess employees training history and develop training plans	Retention and Knowledge Transfer
Update and implement policies and procedures	Knowledge Transfer
Develop and consistently implement on-boarding and new employee orientation program	Knowledge Transfer

Long Term Initiatives

KEY INITIATIVES	WORKFORCE GAP(S)
Develop and implement succession leadership plan	Succession Planning
Identify key competencies by position and explore automated solution to track	Knowledge Transfer
Develop and implement mentoring program	Retention and Succession Planning

Recruitment Initiatives

On-Boarding Data
With the collection of data from new FPPC employees, we will be able to better understand where successful candidates learned about FPPC's job opportunities, the demographic make-up of new hires, and what attracted these workers to FPPC. Similarly, by collecting data whenever an employee separates from FPPC, we will gain an understanding of what prompted the departure, so that we might improve retention strategies.

Targeted Recruitment
Due to FPPC's recruitment challenges for positions that require a specific expertise, targeted recruitment strategies for hard-to-recruit positions will be developed and implemented. These strategies may include developing new marketing materials, job advertisements, and alternate outreach strategies. Additional recruitment strategies may include developing a candidate "pipeline" by working with local colleges and universities to provide education and exposure to FPPC so that graduates will consider FPPC as an employer.

Retention Initiatives

Employee Recognition
Recognition is important for any workplace that wishes to retain and develop high achieving and innovative employees. FPPC lacks a documented employee recognition program that would allow for peer-to-peer recognition as well as supervisory-to-staff recognition. Program development may include tools for "day-to-day" recognition, "informal recognition" and "formal recognition." Once tools are developed, a communication plan will be undertaken to educate FPPC employees.

Career Path Review
Retention has been a challenge for some divisions within FPPC that describe being unable to "promote in place" or otherwise offer promotional opportunities for employees. This problem is attributed to the usage of a combination of general job classifications and department specific classifications that do not allow for movement between them. To analyze this problem, FPPC will conduct a career path review within and across divisions to determine if changes are needed with classifications utilized. This review will be concurrent with the statewide class consolidation effort currently underway, to ensure career paths are consistent with the state classification plan. Once this review is complete, a communication plan will be developed to ensure all FPPC employees are educated.

Professional Development initiatives

Employee Training and Professional Development
Due to historical budget shortfalls, many FPPC employees have voids in their training and professional development history. During the annual performance appraisal process in 2016, supervisors are tasked with reviewing and documenting their staff's training history and discussing which training they should participate in over the next 12 months which

align with performance objectives. Additional professional development opportunities will also be identified in order to emphasize a culture of learning at FPPC.

Policies and Procedures

There is a lack of documentation of business processes, policies, and procedures in many divisions which has resulted in knowledge transfer gaps as separations occur. FPPC is conducting a review of all its current department policies and updating as appropriate. In addition, the FPPC Intranet is being reviewed and updated so all employees have a consistent understanding and resource for FPPC business processes.

Knowledge Transfer Initiatives

Cross-training

Cross-training within and outside the divisions has not historically been a focus for the organization and as a result vital knowledge has been lost when separations occur. In addition, documentation is lacking in most divisions for many business processes. Business process reengineering has been a focus for FPPC in the last two years, with approximately 8 projects concluded, but much work remains.   This will continue to be a focus in the next two to five years.

Job Rotation Program

FPPC has identified a need to explore and develop a job rotation program to provide employees with an opportunity to learn a new skill or competency outside of their immediate assigned duties. Some employees may wish to participate in a job rotation opportunity within FPPC or outside the department. This initiative would explore various models of job rotations in use within and outside state service, and ultimately develop and implement a program.

Competency Identification

In order to develop the training programs, knowledge transfer strategies, and succession planning efforts described in this workforce plan, it is important to identify competencies for positions within the organization. This is an ongoing task included in many projects. While FPPC has done some competency identification, not all competencies have been mapped to each of the approximate 80 positions at FPPC. Due to the detailed nature of this project and the need to access and update competencies as work changes, it is important to explore an automated solution to track competencies. Many automated solutions may also fulfill training and succession planning needs. The exploration of this solution will be done concurrently with exploration of an automated learning management system.

Succession Planning Initiatives

Like many departments across the state, FPPC has identified succession planning as a significant risk to the organization as many key personnel reach retirement age. In order to retain and cultivate the knowledge and expertise needed to continue to provide services to the state and meet its vision to be the premier leader to help public officials comply with their obligations under the Political Reform Act, while also improving the public's access to fundamental information about how the political process works, FPPC must develop a

succession planning program. Noting that many of the agency's jobs require extensive subject matter expertise, the agency has begun to train and develop newer staff so that they acquire additional knowledge in advance of anticipated retirements of key, knowledgeable staff.

Competency Identification
In order to develop the training programs, knowledge transfer strategies, and succession planning efforts described in this workforce plan, it is important to identify competencies for positions within the organization. This is an ongoing task included in many projects. While FPPC has done some competency identification, not all competencies have been mapped to each of the approximate 80 positions at FPPC. Due to the detailed nature of this project and the need to access and update competencies as work changes, it is important to explore an automated solution to track competencies. Many automated solutions may also fulfill training and succession planning needs. The exploration of this solution will be done concurrently with exploration of an automated learning management system.

Mentoring
FPPC intends to leverage the resources provided for departments that are interested in developing an employee mentorship program. It is likely that mentoring will be one strategy utilized in the succession planning program outlined in the two to five year initiatives; however, a longer-term initiative will also allow for development of a more formal mentoring program with multi-directional recognition for staff at all levels and interests.

Conclusion

FPPC is a small and nimble organization with an important mission. It's an organization that is high-performing and strives to provide innovative solutions to its stakeholders. This Workforce Plan is a focused effort to retain this valued workforce, further develop the workforce and continue to attract high caliber employees in the future. Implementing strategies such as onboarding and succession planning will enrich opportunities for employees to reach their individual potential in a supportive environment. We strive to lead as an exemplary department in illustrating that we value our greatest asset, our employees. We hope to extend this culture of accountability and to promote the integrity of state and local government in California through fair, impartial interpretation and enforcement of political campaign, lobbying and conflict of interest laws.
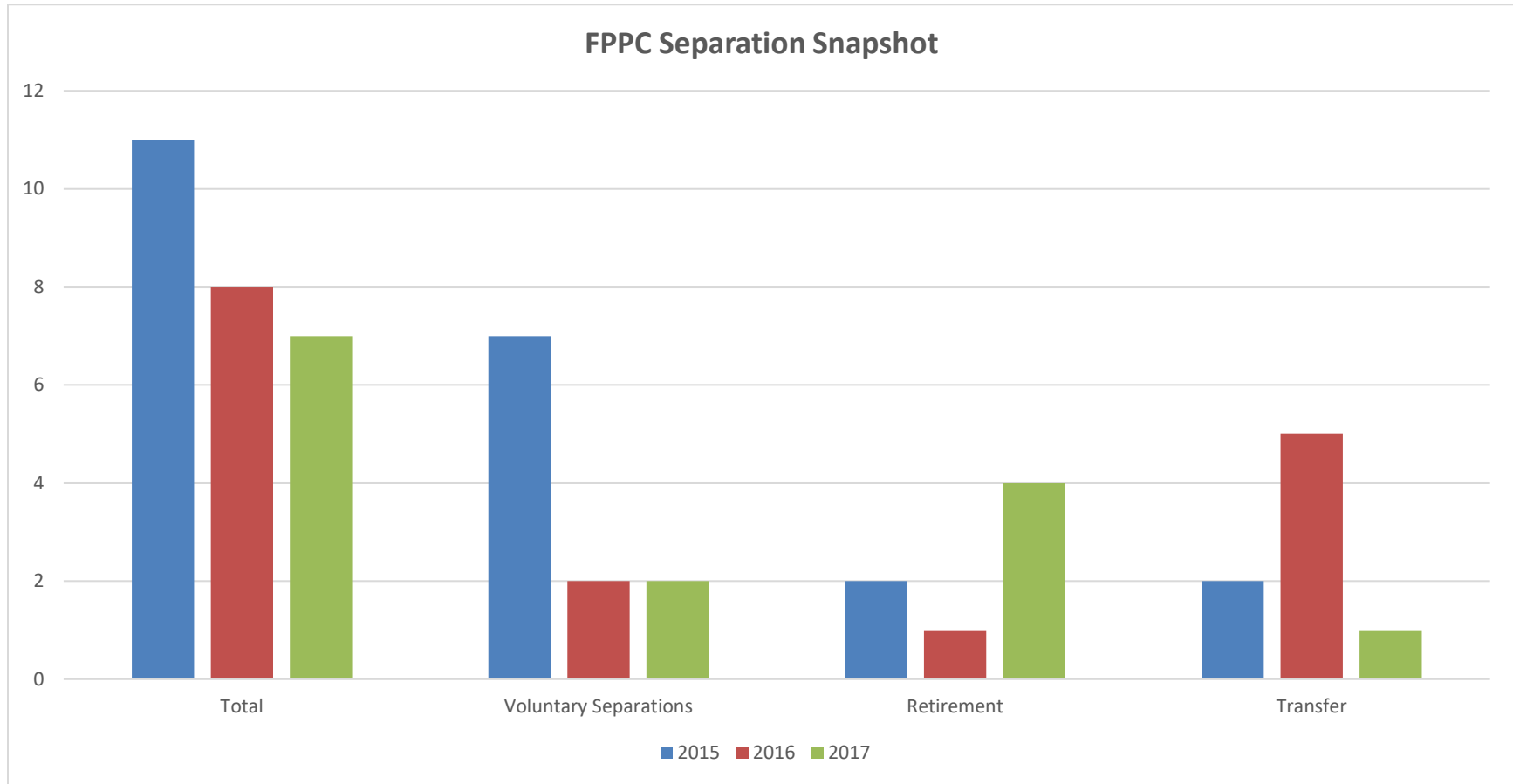
Appendices

Appendix A: Separation Trends and Forecast

The FPPC's Administration Division complied and analyzed the separation trends and forecasts data using the methodology recommended within the CalHR "Workforce and Succession Plan" template.

Job Title	TOTAL IN CLASS	Separation	Retirement	Transfer	Appointment	Actual Impact	HEADCOUNT	RETIREMENTS	TRANSFERS	VOLUNTARY SEPARATIONS
OFFICE ALLIED SERVICES										
SEASONAL CLEARK	1					0%	0	0%	0%	0%
LEGAL SECRETARY	1					0%	0	0%	0%	0%
TECHNICAL ASSISTANT II, FPPC	0						0			
FISCAL, MANAGEMENT, AND STAFF SERVICES										
PROGRAM SPECIALIST II, FTB	2					0%	0	0%	0%	0%
PROGRAM SPECIALIST I	1					0%	0	0%	0%	0%
STAFF SERVICES MANAGER III	2					0%	0	0%	0%	0%
STAFF SERVICES MANAGER II	1					0%	0	0%	0%	0%
STAFF SERVICES MANAGER I	4		1		1	25%	1	25%	0%	0%
MANAGEMENT SERVICES TECHNICIAN	2				2	0%	0	0%	0%	0%
POLITICAL REFORM CONSULTANT II, FPPC	6					0%	0	0%	0%	0%
POLITICAL REFORM CONSULTANT I, FPPC	3					0%	0	0%	0%	0%
ASSOCIATE GOV PROG ANALYST, FPPC	1					0%	0	0%	0%	0%
STAFF SERVICES ANA, FPPC	1	1			2	100%	1	0%	0%	100%
LEGISLATIVE COORDINATOR	1					0%	0	0%	0%	0%

BUSINESS SERVICE ASSIST (SPEC)	1					0%	0	0%	0%	0%
ASSOCIATE BUDGET ANALYST	1					0%	0	0%	0%	0%
DATA PROCESSING MANAGER II	1					0%	0	0%	0%	0%
STAFF PROG ANALYST (SPEC)	7					0%	0	0%	0%	0%
ASSOC PROGRAMMER ANALYST	1					0%	0	0%	0%	0%
SYSTEM SOFTWARE SPECIALIST	1			1	1	100%	1	0%	100%	0%
RESEARCH ANALYST II	1					0%	0	0%	0%	0%
LEGAL										
ATTORNEY IV	2				1	0%	0	0%	0%	0%
SENIOR COMMISSION COUNSEL	6					0%	0	0%	0%	0%
ASST CHIEF COUNSEL	1		1			100%	1	100%	0%	0%
FPPC COUNSEL	3				2	0%	0	0%	0%	0%
FPPC COUNSEL - ENFORCEMENT	4				3	0%	0	0%	0%	0%
SPECIAL INVESTIGATOR	8	1				13%	1	0%	0%	13%
SUPERVISING SPECIAL INVESTIGATOR II	0		1			0%	0			
CAREER EXECUTIVE ASSIGNMENT										
CHIEF COUNSEL I CEA	1					0%	0	0%	0%	0%
CEA	3		1			33%	1	33%	0%	0%

Appendix B: Separation Snapshot

FPPC Separation Snapshot

Appendix G. Organizational Chart

FAIR POLITICAL PRACTICES COMMISSION

COMMISSIONER Brian Hatch	COMMISSIONER Vacant	CHAIR Alice Germond	COMMISSIONER Allison Hayward	COMMISSIONER Frank Cardenas

EXECUTIVE OFFICE	EXECUTIVE DIRECTOR Erin Peth

LEGAL DIVISION Brian Lau, Acting General Counsel	ADMINISTRATION & TECHNOLOGY Loressa Hon, Chief	ENFORCEMENT DIVISION Galena West, Chief	EXTERNAL AFFAIRS & EDUCATION DIVISION Vacant, Chief
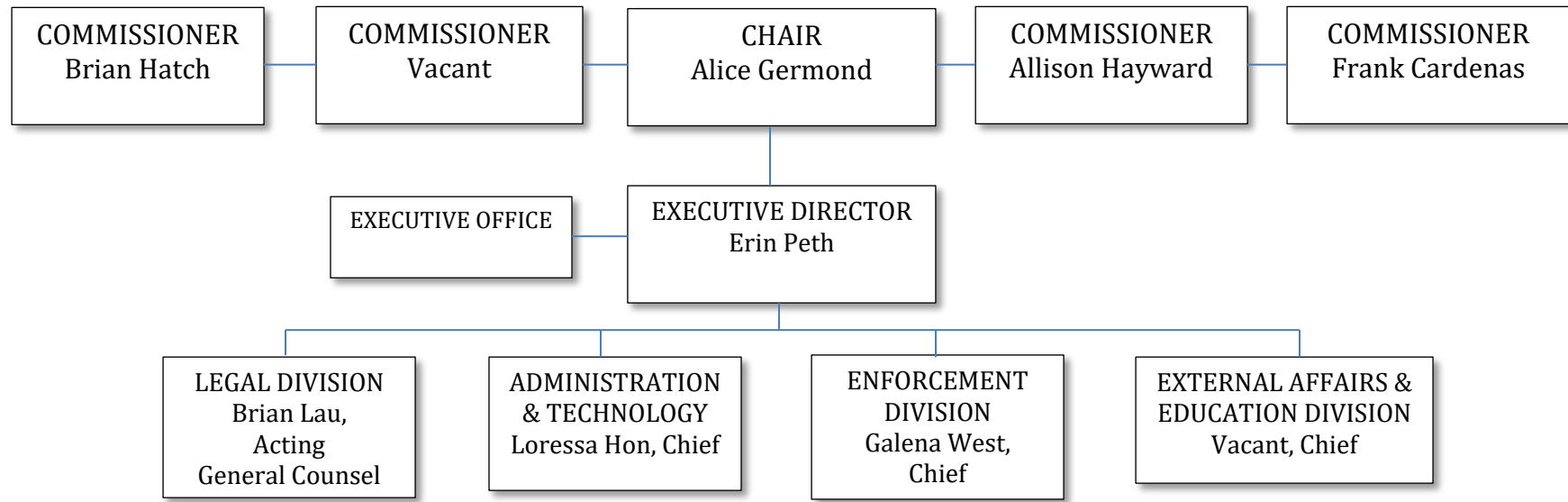
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