Workforce and Succession Plan

California Fair Political Practices Commission

2024-2029

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 Fair Political Practices Commission ("FPPC" or "Commission") 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 (the "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 and timely enforce the Act's provisions with a special focus on prosecuting the most serious violations of the law and promoting public trust.

Second, we plan to use emerging technology to increase agency efficiency, promote timely and robust disclosure, and better educate political candidates, public officials, and other members of the regulated community.

Finally, we will continue to support and adopt meaningful external and internal policy reforms consistent with the FPPC's mission.

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 and the FPPC. 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

Audit Division – the division conducts an ongoing program of mandatory and discretionary audits as permitted by the Political Reform Act. Audits include analysis of committee campaign statements and reports filed by candidates for elective offices, statewide offices, and local jurisdictions, as well as reports filed by lobbying firms and lobbyist employers.

Legal Division – the division serves as the legal advisor for the Chair and other Commissioners on a full range of policy matters and 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. In addition, the division prepares and conducts extensive training and outreach and runs the Political Reform Education Program (PREP), which acts as a "traffic school" to educate people who have little or no experience with the Act and commit minor violations instead of issuing them fines through the enforcement process.

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. In addition, the Statement of Economic Interests ("SEIs") unit in the Administration Division administers and acts as a filing officer for public officials from all levels of government across California. The SEI unit processes over 25,000 of these statements every year. For transparency, the Commission posts all statements of economic interests required to be filed with the Commission by elected officers on or after January 1, 2010, to its website.

Enforcement Division – the division's mission is to fairly, effectively, and efficiently enforce the provisions of the Act. To accomplish this, the Enforcement Division investigates and prosecutes suspected violations of the Act with a focus on the more serious and intentional violations.

Environmental Factors

FPPC's internal environmental factors include 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 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. The Chair is full-time and acts in the Commission's stead between meetings.

FPPC's external environmental factors include 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. In addition, the current situation with the California budget may restrain the implementation of training programs or recruitment procedures.

Methodology

Demographic data was collected via CalHR 5102 forms and analyzed the fourth quarter of 2018, 2019, 2020, 2021, 2022, and 2023. The fourth quarter was chosen because it was the most recent quarter in 2023 where data was available during the drafting of this report.

The FPPC's Administration and Executive Divisions compiled 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 workforce is comprised of 63 percent women and 37 percent men. Some divisions within the FPPC vary from the averages. The FPPC's gender divide is also much different compared to the state's overall workforce gender demographic with 63 percent of the FPPC workforce being women compared to 46 percent of the state workforce.

The FPPC's overall ethnic composition for 2023 was 54.1 percent Caucasian, 17.3 percent Hispanic, 14.2 percent Asian, 3.1 percent African American, 2 percent Filipino, and 9.2 percent "Other." (See Table 1 on the following page.)

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

Demographic[1]	2018	2019	2020	2021	2022	2023	State Work Force	California Census Data
Women	61.6%	60%	61.3%	64.2%	62.1%	63.3%	46.2%	50.56%
Men	38.4%	40%	38.8%	35.8%	37.9%	36.7%	53.8%	49.44%
Caucasian	63%	61.3%	56.3%	56.8%	58.6%	54.1%	36.7%	41%
Hispanic	9.6%	9.3%	17.5%	16%	16.1%	17.3%	26%	39.4%
Asian	19.1%	22.6%	18.8%	18.5%	14.8%	14.2%	13.1%	15.4%
African American	4.1%	1.3%	1.3%	1.2%	2.3%	3.1%	8.1%	5.7%
Filipino	1.4%	2.7%	2.5%	2.5%	2.3%	2%	5.1%	n/a
Other	2.7%	2.7%	3.8%	3.7%	5.7%	9.2%	10.87%	4%
Disabled	13.7%	10.7%	10%	11.1%	9.2%	8.2%	7.1%	11.7%[2]

Disabled Employee Representation

The FPPC's representation for people with disabilities is 8.2% percent, a decrease from 13.7% percent in 2018. Over the last five years, the percentage of FPPC employees with disabilities has declined. Despite the decrease, over the past five years, FPPC employees with disabilities have outpaced the overall state workforce population with disabilities, with 7.1% of the state workforce falling into that category.

Underutilization and Equal Employment Opportunity Plan

Based on the Annual Workforce Analysis submitted to CalHR this year, the FPPC has no classifications with underutilization. Therefore, there is no Equal Employment Opportunity Plan.

Separation Trends and Forecast

The FPPC's separation trends and forecast must consider 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.

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[1] Source of FPPC and State Work Force data is from California Human Resources Report 5102, 4th Quarter.
[2] *2022 Disability Status Report – California.* Cornell University (2023). http://www.disabilitystatistics.org/.
U.S. Census Bureau, 2020 Census Demographic Profile – U.S. Department of Commerce (2021)
https://www.census.gov/data/tables/2023/dec/2020-census-demographic-profile.html

Table 2. Headcount in 2024.[3]

Job Title	TOTAL IN CLASS	Separation	Retirement	Transfer	Actual Impact	HEADCOUNT
PROGRAM SPECIALIST II, FTB	2		1		50%	1
POLITICAL REFORM CONSULTANT II, FPPC	4	2			50%	2
ATTORNEY I, FPPC	11	1			.09%	10

Table 3. Retirements in previous 24 months.

Job Title	TOTAL IN CLASS	Retirement	RETIREMENT %
PROGRAM SPECIALIST II, FTB	2	1	50%

The Potential Impact of current vacancies and the current number of employees aged 50 or older is 27 positions (4 current vacancies plus employees aged 50 or older). The FPPC has a total of 107 positions. The potential impact of 27 positions that are vacant or may see a vacancy is approximately 25 percent of the agency workforce.

Retirement Eligibility

The FPPC has 23 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 prepared 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 4. FPPC Classifications where Employee is age 50 or over and may be at risk of retirement.

POSITION TITLE	Birth Year	Current Age
SPECIAL INVESTIGATOR	1951	72
SPECIAL INVESTIGATOR	1956	67
STAFF SERVICES MANAGER III	1960	63
STAFF SERVICES MANAGER I	1960	63
SUPERVISING MANAGEMENT AUDITOR	1962	62

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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)

SPECIAL INVESTIGATOR	1964	60
STAFF SERVICES MANAGER I	1964	60
STAFF SERVICES MANAGER I	1964	59
ATTORNEY III	1965	59
MANAGEMENT SERVICES TECHNICIAN	1966	58
STAFF SERVICES ANALYST	1966	58
POLITICAL REFORM CONSULTANT II	1966	57
ATTORNEY III	1967	57
STAFF SERVICES MANAGER I	1967	56
BUSINESS SERVICE ASSISTANT (SPECIALIST)	1968	56
CEA (ENFORCEMENT CHIEF)	1968	56
ATTORNEY IV	1970	54
STAFF SERVICES ANALYST	1970	54
EXECUTIVE DIRECTOR	1972	52
ATTORNEY IV	1972	52
ATTORNEY III	1972	52
ATTORNEY, ASSISTANT CHIEF COUNSEL	1972	51
SPECIAL INVESTIGATOR	1974	50

Competencies

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 several program experts who are the only experts within their respective program. If they separate from FPPC, either temporarily or permanently, 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 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 several knowledge transfer opportunities and professional development initiatives that will help us support the ongoing development of the FPPC competency proficiency including cross-training and back up positions.

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 reached out to 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. The Commission transitioned to a hybrid operation and reduced our office footprint. Risk includes disruption to operation and difficulty in maintaining a hybrid environment due to external factors. Benefits include incentive for new employees to join the agency. Executive staff feedback, in combination with FPPC's comprehensive workforce data analysis, revealed department-wide gaps in the areas of retention, knowledge transfer, and succession planning. Leadership training was provided and will continue to assist in knowledge growth in these areas.

Separation rates for the period July 1, 2022 through June 14, 2024 were analyzed. Results show a total of 4 separations for this period. 3 of these separations were voluntary, and 1 was a retirement.

Recruitment Gaps and Risks

Recruitment gaps resulting from current workforce challenges and trends include:

- Enforcement Division often finds positions difficult to recruit 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. As a small agency, each employee must have knowledge of several areas of human resource management.
- Audit Division has adequate staffing to fulfill its division's critical functions and is not currently recruiting. However, based on upcoming legislation, the Franchise Tax Board Audit Division workload may be transferred to the FPPC, requiring 6-7 additional positions to complete the task in area previously not part of the FPPC's workload.

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 helping public officials comply with their obligations under the Act, while also improving the public's access to fundamental information about how the political process works and enforcing the law quickly and equitably.

Retention Gaps and Risks

Retention gaps resulting from current workforce challenges and trends include:

- Cross-training has been difficult to implement because the size of each FPPC unit is small, 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 because of the agency's small size.

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 and enforcing the law quickly and equitably.

Knowledge Transfer Gaps and Risks

Knowledge gaps resulting from current workforce challenges and trends include:

- A lack of documented key competency identification. Without identifying key competencies, it is challenging to create an effective professional development plan for employees.
- There is a lack of knowledge transfer within divisions, but also between divisions.
- New hires are on-boarded in a more consistent manner now but agency-wide trainings are sporadic. The FPPC is looking to use the existing PREP program to more consistently educate new employees.

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.

Succession Planning Gaps and Risks

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

- Small agency with limited positions creates challenges in cross-training and backups.
- Employees who left during the previous calendar year had suitable replacements, but less expertise.
- Staff experts are relied upon exclusively without any backup to assist in their absence.
- 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.

Key Positions

A key position is one whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission-critical projects. We identified the key positions after analyzing the organizational chart to identify critical roles that are essential for the Commission's continued success, and we also considered the result of the Workforce Gap analysis.

Table 5. Programs/Divisions and Key Positions – Prioritized by Risk High to Low

Program/Division	Functional Title	Classification
Enforcement Division	FPPC Sr. Counsel	Attorney
Legal Division	FPPC Sr. Counsel	Attorney
Advice	Consultant	POLITICAL REFORM CONSULTANT II
PREP	PREP Manager	SSM 1
SEI	SEI Manager	SSM 1
Human Resource	HR Analyst	Personnel Specialist
Executive Division	Executive Director	Exempt
Legal Division	General Counsel	CEA B
Enforcement Division	Chief of Enforcement	CEA A
Audit Division	Chief of Audit	CEA A
Admin Division	Chief of Admin	CEA A

Competency Model

Leadership Competency Model

- **Strategic Thinking**: Ability to envision the future, develop strategic plans, and anticipate challenges.

- **Decision-Making**: Making informed decisions promptly and taking responsibility for the outcomes.

- **Communication**: Clearly conveying information and ideas to individuals and groups.

- **Emotional Intelligence**: Understanding and managing one's emotions and the emotions of others.

- **Change Management**: Leading and managing organizational change effectively.

We will continue to create and tailor each competency model to meet the specific requirements of each role and organization, ensuring that employees possess the necessary attributes to succeed in their positions.

Methodology for Assessing Pipeline

Methodology for assessing the pipeline's current competencies and overall readiness for succession to key positions:

- Conduct a detailed job analysis to understand the skills, knowledge, and attributes required for each key position.

- Create competency profiles outlining the essential qualifications and experiences needed for success in these roles.

- Create tailored development plans for high-potential employees to address skill gaps and prepare them for future roles. Offer targeted training programs, mentoring, and coaching to develop necessary competencies.

- Provide opportunities for employees to gain experience in different roles or take on challenging projects to build their skills and knowledge.

- Conduct periodic reviews to assess the progress of high-potential employees and adjust development plans as needed.

- Establish continuous feedback mechanisms to ensure that employees are receiving constructive input on their development.

- Ensure that the succession management plan is aligned with the organization's strategic goals and long-term vision.

- Align with FPPC's State Leadership Accountability Act (SLAA) workforce-related risk controls, the Commission will continue to develop and implement a comprehensive workforce development plan to prepare staff to fill key positions.

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
Continue to develop new employee trainings	Knowledge Transfer

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 more training, coaching, and leadership programs	Retention
Promotional Processes	Retention
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*
Identify and inventory information and documentation available	*Knowledge Transfer*
Identify information and documentation gaps	*Knowledge Transfer*
Develop and/or revise information and documentation to close gaps	*Knowledge Transfer*
Continue to develop new employee trainings	*Knowledge Transfer*
Review which job duties must be completed in the office	*Retention*
Establish continuous return to office schedules for all other employees who are eligible for telework	*Retention*

Long Term Initiatives

KEY INITIATIVES	*WORKFORCE GAP(S)*
Develop and implement succession leadership plan	*Succession Planning*
Identify key competencies by position and explore automated solutions	*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 specific expertise, targeted recruitment strategies for hard-to-recruit positions will continue to be developed and

implemented. These strategies include developing new marketing materials, job advertisements, and alternate outreach strategies. The FPPC has begun advertising position openings on various social media as well as legislative publications and has used LinkedIn to promote our executive postings. The FPPC has also begun to work with various local colleges and universities and internship programs to hire student assistants and interns interested in working with the FPPC. The FPPC will continue to develop and sustain this candidate "pipeline" to attract potential candidates.

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. This is challenging when state resources cannot be used to fund any rewards or bonuses and existing state programs are rigid. Program development may include tools for "day-to-day" recognition, "informal recognition" and "formal recognition." The FPPC has started a monthly newsletter highlighting a different employee each month. Once additional 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. To analyze this problem, FPPC will conduct a career path review within and across divisions to determine if changes are needed. 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

Each year, the FPPC conducts internal agency training on a wide variety of topics relevant to each division's duties. These trainings are conducted over the course of two weeks and provide an opportunity for employees to learn across divisions. The FPPC also encourages employees attend state-offered training, such as those courses offered by CalHR and CPS HR catalogs. These require the approval of the FPPC Training Officer and are scrutinized with the statewide budgetary concerns in mind.

Policies and Procedures

Over the years, the FPPC has created formal desk manuals for many agency positions. Campaign manuals that give detailed information on all aspects of the Act are also maintained. During the onboarding process, personnel specialists provide new employees with information concerning their position as a state employee at the FPPC and provides a checklist of all forms required for onboarding. FPPC is continually conducting reviews of all its current department policies and updating them as appropriate.

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, although much progress has been made in the past two years, documentation is lacking in some divisions for business processes. Business process reengineering has been a focus for FPPC in the last two years. 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
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 approximately 100 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. To retain and cultivate the knowledge and expertise needed to continue to provide services to the state and meet its vision, FPPC must develop a fuller 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.

Mentoring
FPPC intends to create a more formal employee mentorship program. Mentoring will be one strategy utilized in the succession planning program outlined in the two-to-five year initiatives.

FPPC will conduct an annual evaluation and evaluate the overall plan's effectiveness using key performance indicators and benchmark data.

Conclusion

FPPC is a small and nimble organization with an important mission. It is an organization that is high-performing and strives to provide innovative solutions to its stakeholders. This Workforce Plan is a focused effort to retain and further develop this valued workforce and continue to attract high-caliber employees in the future. Implementing strategies such as professional development initiatives 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 Trend and Forecast

Appendix B: Separation Snapshot

Appendix C: Organizational Chart
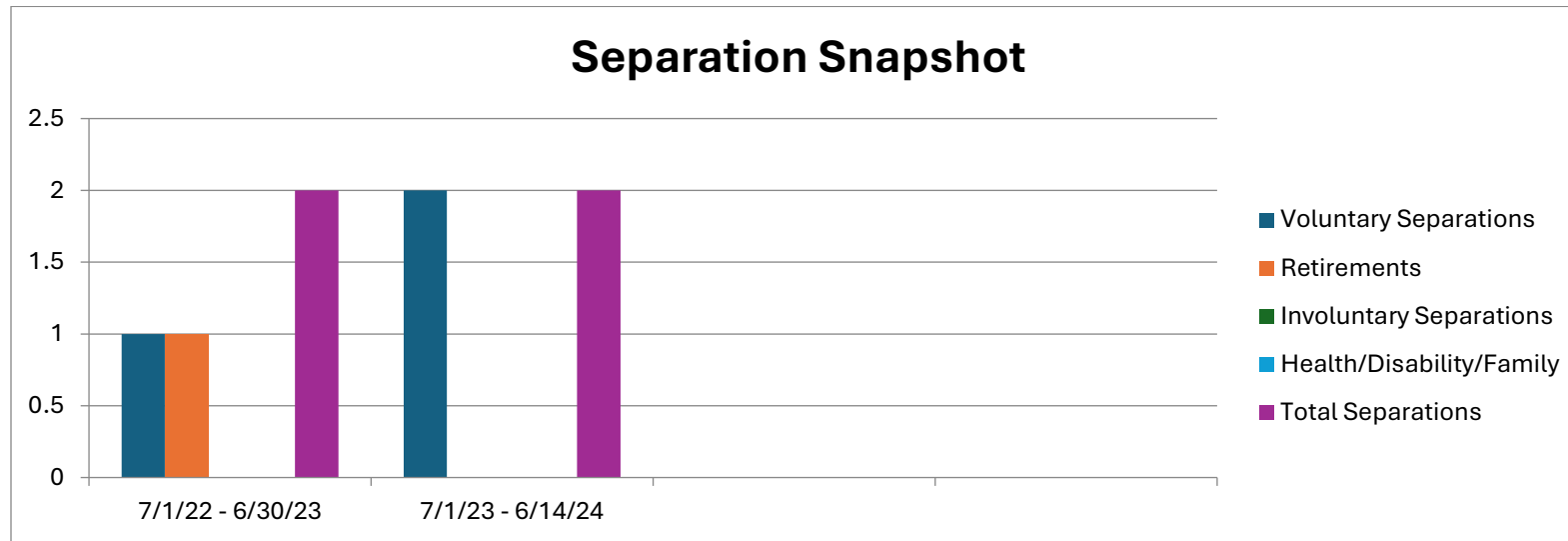
Appendix A: Separation Trends and Forecast

The FPPC's Administration Division compiled 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 CLERK	2				2		2	0%	0%	0%
OFFICE TECHNICIAN	2					0%	2	0%	0%	0%
LEGAL SECRETARY	0					0%	0	0%	0%	0%
TECHNICAL ASSISTANT II, FPPC	0					0%	0	0%	0%	0%
FISCAL, MANAGEMENT, AND STAFF SERVICES										
PROGRAM SPECIALIST II, FTB	2		1			50%	1	50%	0%	0%
PROGRAM SPECIALIST I	0					0%	0	0%	0%	0%
STAFF SERVICES MANAGER III	1					0%	1	0%	0%	0%
STAFF SERVICES MANAGER II	1					0%	1	0%	0%	0%
STAFF SERVICES MANAGER I	6					0%	6	0%	0%	0%
STAFF SERVICES MANAGEMENT AUDITOR	2				2	0%	2	0%	0%	0%
SUPERVISORY MANAGEMENT AUDITOR	1					0%	1	0%	0%	0%
ASSOCIATE MANAGEMENT AUDITOR	2				2	0%	2	0%	0%	0%
MANAGEMENT SERVICES TECHNICIAN	2					0%	2	0%	0%	0%

Classification										
POLITICAL REFORM CONSULTANT II, FPPC	4	2				50%	3	0%	0%	50%
POLITICAL REFORM CONSULTANT I, FPPC	8				3	0%	8	0%	0%	0%
ASSOCIATE GOV PROG ANALYST, FPPC	6				4	0%	6	0%	0%	0%
STAFF SERVICES ANALYST, FPPC	14				8	0%	14	0%	0%	100%
LEGISLATIVE COORDINATOR	0					0%	0	0%	0%	0%
BUSINESS SERVICE ASSIST (SPEC)	1					0%	1	0%	0%	0%
ASSOCIATE BUDGET ANALYST	0					0%	0	0%	0%	0%
DATA PROCESSING MANAGER II	0					0%	0	0%	0%	0%
STAFF PROG ANALYST (SPEC)	0					0%	0	0%	0%	0%
ASSOC PERSONNEL ANALYST	1					0%	0	0%	0%	0%
SYSTEM SOFTWARE SPECIALIST	0					100%	0	0%	100%	0%
INFO TECHNOLOGY ASSOCIATE	3				1	0%	3	0%	0%	0%
INFO TECHNOLOGY SPECIALIST I	2				1	0%	2	0%	0%	0%
INFO TECHNOLOGY MANAGER II	1					0%	1	0%	0%	0%
RESEARCH ANALYST II	3					0%	2	0%	0%	0%
LEGAL										
ATTORNEY I, FPPC	11	1			1	.9%	11	0%	0%	100%
ATTORNEY III, FPPC	10					0%	9	0%	0%	0%
ATTORNEY IV	2				1	0%	2	0%	0%	0%
SENIOR COMMISSION COUNSEL (ATTNY III)	1					0%	1	0%	0%	0%
ASST CHIEF COUNSEL	4				1	0%	4	100%	0%	0%

SPECIAL INVESTIGATOR	10				1	0%	10	0%	0%	0%
SUPERVISING SPECIAL INVESTIGATOR I	2				2	0%	2	0%	0%	0%
CAREER EXECUTIVE ASSIGNMENT										
EXECUTIVE DIRECTOR, FPPC	1					0%	1	0%	0%	0%
CEA A	2				1	0%	2	0%	0%	0%
CEA B	2				1	0%	2	33%	0%	0%

Appendix B: Separation Snapshot[4]

Appendix B. Organizational Chart

FAIR POLITICAL PRACTICES COMMISSION

| COMMISSIONER Elsa Ortiz | COMMISSIONER E. Dotson Wilson | CHAIR Adam E. Silver | COMMISSIONER Abby Wood | COMMISSIONER Catharine Baker |

| EXECUTIVE OFFICE | EXECUTIVE DIRECTOR Galena West |

| LEGAL DIVISION David Bainbridge, General Counsel | ADMINISTRATION & TECHNOLOGY Jue Wang, Chief | ENFORCEMENT DIVISION James Lindsay, Chief | Audit Division Shrdha Shah, Chief |
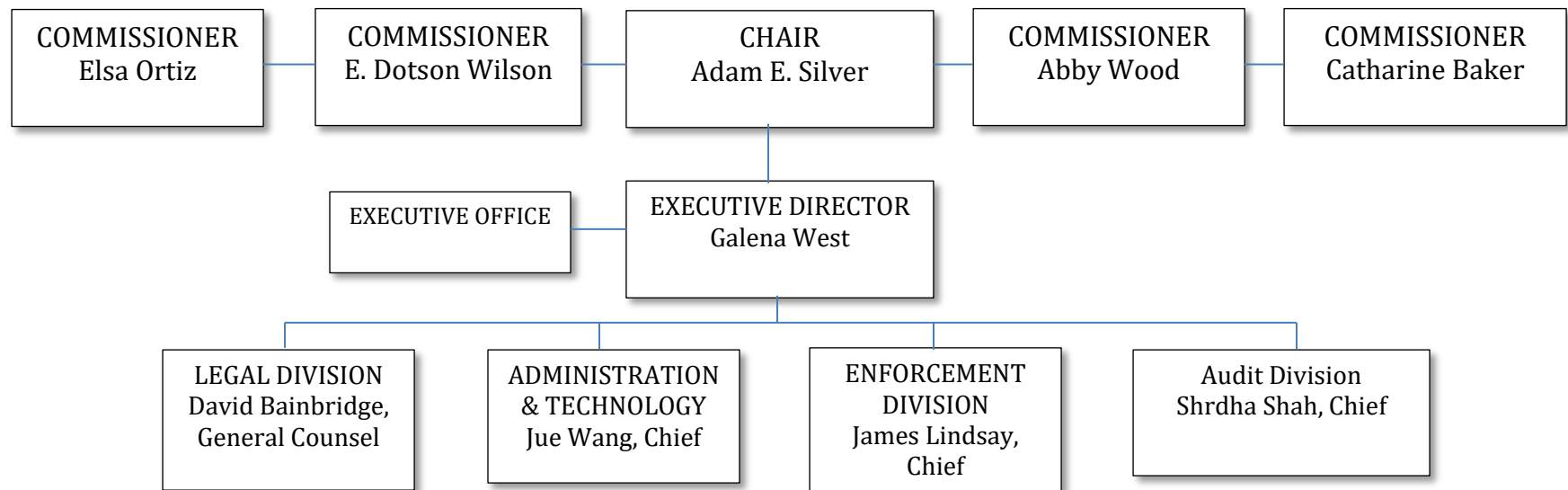
Contact Information

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Sacramento, CA 95811

Workforce Planning Coordinator:

Jue Wang, Chief of Administration
279-237-5915
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