

## **2023 – 2026 Workforce Plan**

### **Executive Summary**

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The Department of Industrial Relations (DIR) was established in 1927. Housed within the California Labor and Workforce Development Agency (LWDA), the Department is dedicated to improving working conditions for California's 18 million wage earners and advancing opportunities for profitable employment in California. The Department administers and enforces laws governing wages, hours worked, retaliation, workplace safety and health, apprenticeship training programs, medical care, and other benefits for injured workers.

To continue its 95-year-old mission, DIR seeks to nimbly reinvent its practices to flex with the ever-changing environment. The heart of the operations is our people. This 2023 – 2026 Workforce Plan aligns staffing and competencies with the Department's business needs and strategic goals. Over the next four years, the plan will guide the Department's bold initiatives to address gaps in its workforce in hiring, recruitment, retention, and succession planning. The initiatives drive the Department's goal of being an employer of choice, promoting a diverse and inclusive workforce, and ensuring the Department has the workforce needed to fulfill its mission to improve working conditions for California's wage earners.

The Department's current workforce consists of 2700 team members in over 50 offices across 17 California counties. These team members are comprised of safety engineers, industrial hygienists, deputy labor commissioners, attorneys, judges, analysts, consultants, and specialized administrative staff.

Over the past two years, the Department strengthened its workforce infrastructure by actively engaging in targeted recruitment for hard-to-fill positions, proactive succession management, and supporting team members' professional development. The Department leverages technology to attract and retain the best talent possible.

This plan highlights how we “Invest in our Team”:

| Initiative                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Increase professional development opportunities for team members by providing training, upward mobility, and career development programs and facilitating knowledge transfer strategies – all essential to promote retention and succession planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Reintroduced the Upward Mobility Program and created Career Development Program</li> <li>• Created career ladders for lists of job classifications.</li> <li>• Developed Land Your Dream Job, Strategies to Promote State Service training.</li> <li>• Developed and implemented 12 guidance memos and 23 policies – which include a Promotion in Place policy and numerous training offerings.</li> <li>• Developing Future Leaders Program.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Initiative                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Improve recruitment, selection, and onboarding practices to ensure the department can recruit and retain a knowledgeable, competent, and well-trained workforce.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Launched and participated in career fairs; updated external Career Opportunities webpage; advertised on CalCareers “Job Carousel,” created job bulletin templates; and developed applicant survey.</li> <li>• Converted all paper-based examinations to online examinations and offer them continuously.</li> <li>• Created Recruitment and Hiring Toolbox; developed Recruitment and Hiring Guidelines and Frequently Asked Questions; created “locked duty statements” and interview questions bank; updated job description templates; and created personalized contact letters.</li> <li>• Engaged in mass hiring efforts, conducting interviews where multiple hires are made.</li> <li>• Analyzed and updated the hiring process after a peer review process assessment and continuous quality improvement by HR staff.</li> <li>• Developed and implemented a New Employee Orientation program.</li> <li>• Developed recruitment videos to promote job opportunities.</li> <li>• Engaging in targeted recruitment campaigns.</li> <li>• Developed and implemented an exit feedback survey.</li> <li>• Participated in a Financial Services Non-Traditional Apprenticeship Program.</li> <li>• Developing Job Shadowing, Mentorship, and Rotational Assignment Programs.</li> </ul> |
| Initiative                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Create a diverse, inclusive workplace culture where all team members feel respected and valued, can contribute their full and unique talents, and are recognized for their contributions to the department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Conducted monthly Diversity and Inclusion Volunteer meetings and educational sessions.</li> <li>• Provided executive coaching services to leaders.</li> <li>• Engaged in the annual Department-wide Merit Award Recognition Program.</li> <li>• Created Language Access Initiative to ensure team members have resources available to serve stakeholders in their language of choice.</li> <li>• Developed IIPP and COVID-19 Prevention Program Policy, Contact Tracing, and training.</li> <li>• Implemented Trauma-Informed and Mediation training.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Initiative                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Promote and sustain an ethical workplace culture.                                                                                                                                                                                                                                                                                                                                                                                                               |
| Results                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Developed Diversity and Inclusion training.</li> <li>• Developed and implemented Performance Management Process training.</li> <li>• Hiring supervisors and managers are required to take Best Hiring Practices and Writing Effective and Compliant Duty Statements trainings to ensure hiring is merit-based.</li> <li>• Ensuring all complaints are investigated expeditiously and handled appropriately.</li> </ul> |

DIR will continue to experience transitions in staffing, management, and leadership, like most state departments. Our noted average separation rate of 8% is consistent with the statewide turnover rate of 7.6%. To mitigate turnover, we must innovatively attract, recruit, and hire from diverse and multigenerational populations to offset the loss of team members and institutional knowledge.

The plan examines current staffing and gains insights into the strengths, trends, and vulnerabilities of the Department's workforce. The Department's workforce plan centers on leveraging technology to adapt to workforce needs and trends (e.g., social media, telework, virtual career fairs, online advertising, and new automation solutions). Also, it demonstrates a significant investment in our workforce in recruitment, hiring, onboarding, training, ensuring we are actively engaged in professional development and retention strategies. This plan solidly demonstrates our commitment to our workforce and the Californians we serve.

In our concerted efforts to expand equity and language access, we are exceptionally interested in bilingual candidates. Please support our team by visiting our [JOBS](#) website page and sharing the link.



**Occupational Safety  
and Health Appeals Board**



**Occupational Safety  
and Health Standards Board**



**Workers' Compensation  
Appeals Board**





State of California  
**Department of  
Industrial Relations**

# Workforce Plan

2023 – 2026



## Table of Contents

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|                                                                                 |    |
|---------------------------------------------------------------------------------|----|
| A Message from Director Katie Hagen .....                                       | 1  |
| About The Department .....                                                      | 2  |
| Overview .....                                                                  | 5  |
| About This Workforce Plan.....                                                  | 7  |
| Workforce Recruiting, Retention and Environmental Challenges .....              | 7  |
| Methodology.....                                                                | 8  |
| Strategic Direction .....                                                       | 9  |
| Accomplishments .....                                                           | 9  |
| Recruitment & Outreach, Examinations, and Hiring .....                          | 9  |
| Retention .....                                                                 | 12 |
| Career Development and Advancement .....                                        | 13 |
| Policy, Training and Workforce Support Accomplishments .....                    | 15 |
| Current and Future Department Initiatives .....                                 | 18 |
| Knowledge Transfer and Succession Planning .....                                | 20 |
| Core Competencies.....                                                          | 23 |
| Staff Competencies.....                                                         | 23 |
| Leadership Competencies .....                                                   | 23 |
| Specialized Positions .....                                                     | 25 |
| The Department's Key Divisions by the Numbers .....                             | 25 |
| Demographics .....                                                              | 27 |
| Appointments and Separations by Division 2019 - 2022 .....                      | 30 |
| 2019 .....                                                                      | 30 |
| 2020 .....                                                                      | 30 |
| 2021 .....                                                                      | 31 |
| 2022.....                                                                       | 31 |
| Appointments and Separations by Specialized Non-Leadership Positions 2022 ..... | 32 |
| Conclusion .....                                                                | 33 |
| Appendix A: Mission, Principles, Values and Strategic Plan .....                | 34 |
| Appendix B: Action Plan.....                                                    | 35 |
| Appendix C: Organizational Chart.....                                           | 39 |
| Appendix D: Competency Models .....                                             | 40 |
| Staff Competencies.....                                                         | 41 |
| Leadership Competencies .....                                                   | 41 |
| Appendix E: Divisional Hiring .....                                             | 42 |
| Appendix F: Career Ladders .....                                                | 43 |
| Contact.....                                                                    | 58 |

## A Message from Director Katie Hagen

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It is with great pleasure I present the 2023 – 2026 Workforce Plan for the Department of Industrial Relations.

The Department's current workforce consists of 2,711<sup>1</sup> team members in more than 50 offices located throughout 17 California counties. These team members are comprised of Safety Engineers, Industrial Hygienists, Deputy Labor Commissioners, Attorneys, Judges, Analysts, Consultants, and specialized administrative staff.

Over the past two years, the Department strengthened its workforce infrastructure by focusing on team member recognition, offering training opportunities, filling vacancies, addressing backlogs, and much more. The Department actively engages in targeted recruitment for hard-to-fill positions, succession management, and team member professional development efforts. The Department leverages technology to attract and retain the best talent possible.

This 2023 – 2026 Workforce Plan aligns staffing and competencies with the business needs and strategic goals of the Department. Over the next four years, the Workforce Plan will guide the Department's numerous initiatives to address several gaps in its workforce concerning hiring, recruitment, retention, and succession planning.

This 2023 – 2026 Workforce Plan also supports the Department's goal of an employer of choice, promoting a diverse and inclusive workforce, and ensuring the Department has the workforce needed to fulfill its mission to improve working conditions for California's wage earners. This Workforce Plan also aligns with the Department's overall Strategic Plan, especially Goal 4: "Investing In Our Team."

This plan solidly demonstrates our commitment to our workforce and the Californians we serve.

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<sup>1</sup> All data in this Workforce Plan comes from DIR's authorized position file budget from the State Controller's Office (SCO) Report dated January 1, 2023; Alpha listing dated January 1, 2023; SCO monthly MIRS report dated January 1, 2023; Salesforce data from 1/2019 to 1/2023; and/or the CalHR Annual Census of Employees in State Civil Service dated October 2021, unless otherwise noted.

## About The Department

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The Department was established in 1927 through a merger of existing state employment and housing agencies. Housed within the California Labor and Workforce Development Agency (LWDA), the Department is dedicated to improving working conditions for California's 18 million wage earners and advance opportunities for profitable employment in California. The Department administers and enforces laws governing wages, hours worked, retaliation, workplace safety and health, apprenticeship training programs, medical care, and other benefits for injured workers.

The Department also publishes materials and holds workshops and seminars to promote healthy employment relations, conducts research to improve its programs, and coordinates with other agencies to target labor law violations and tax laws in the underground economy.

Over the past 95 years, the Department has evolved and currently consists of four main program divisions.

- [\*\*Division of Apprenticeship Standards \(DAS\)\*\*](#) consults with employers to develop a skilled workforce to increase productivity and strengthen our economy.
- [\*\*Division of Labor Standards Enforcement \(DLSE\), also known as Labor Commissioners Office \(LCO\)\*\*](#) promotes economic justice through robust enforcement of labor laws. DLSE puts earned wages into workers' pockets and helps level the playing field for law-abiding employers by combating wage theft, protecting workers from retaliation, and educating the public.
- [\*\*Division of Occupational Safety and Health \(DOSH\), also known as CalOSHA\*\*](#) oversees the health and safety of working people in California through on-site inspections, investigating potential workplace hazards, and developing accident prevention plans.
- [\*\*Division of Workers' Compensation \(DWC\)\*\*](#) monitors the administration of workers' compensation claims and provides services to assist in resolving disputes with claims for workers' compensation benefits.

The Department also includes the following independent entities:

- [\*\*California Apprenticeship Council \(CAC\)\*\*](#) conducts the business of apprenticeship in California and fulfills its statutory responsibilities by proposing and issuing rules and regulations on specific apprenticeship subjects for the building and construction and firefighter occupations to be published in the California Code of Regulations and conducting appeals hearings.
- [\*\*Commission on Health and Safety and Workers' Compensation \(CHSWC\)\*\*](#) is a joint labor-management body created by the workers' compensation reform legislation of 1993 and charged with overseeing the health and safety and workers' compensation systems in California and recommending administrative and/or legislative modifications to improve their operation.
- [\*\*Interagency Advisory Committee on Apprenticeship \(IACA\)\*\*](#) provides advice and guidance to the Administrator of Apprenticeship and Chief of the Division of Apprenticeship Standards on apprenticeship programs, standards, and agreements outside the jurisdiction of the California Apprenticeship Council.
- [\*\*Occupational Safety and Health Appeals Board \(OSHAB\)\*\*](#) is a three-member, quasi-judicial body appointed by the Governor and confirmed by the Senate to handle employer appeals from health and safety citations issued by the Division of Occupational Safety and Health (DOSH).



- **Occupational Safety and Health Standards Board (OSHSB)** is a seven-member body appointed by the Governor and is the safety standards-setting agency within the Cal/OSHA program. The Standards Board's objective is to adopt reasonable and enforceable standards at least as effective as federal standards. The Standards Board also has the responsibility to grant or deny applications for variances from adopted standards and respond to petitions for new or revised standards. The part-time, independent board holds monthly meetings throughout California.
- **Workers' Compensation Appeals Board (WCAB)** is a seven-member, judicial body appointed by the governor and confirmed by the Senate, reviews petitions for reconsideration of decisions by DWC administrative law judges and regulates the adjudication process by adopting rules of practice and procedure.

The following offices provide support services for the Department.

- **Diversity and Inclusion Office (DIO)** is responsible for implementing non-discrimination policies, procedures, and practices and ensuring their integration into every aspect of employment in the Department. The DIO also coordinates departmental diversity and inclusion efforts intended to foster community, belonging, and educational awareness.
- **Office of Administrative Services (OAS)** includes Contracts, Procurement and Business Services Office, Human Resources Office (HRO) and Training, Policy, and Special Projects Branch. The HRO supports efforts to build and retain a diverse workforce, assist team members with personnel related matters, and administers payroll and benefits. The Contracts, Procurement and Business Services Office assists with space planning, fleet management and procurement activities. The Training, Policy and Special Projects Branch develops, implements, and administers policies, procedures, and guidelines for a variety of Department-wide administrative and human resources functions.
- **Office of External Affairs, Communications and Outreach (OEA)** coordinates communication activities, manages media inquiries, and acts as the liaison between Department representatives and the public for all the Department's divisions, boards, commissions, and programs using various visual and informational resources.
- **Office of Fiscal Services (OFS)** plans, coordinates, and directs all accounting, budgeting, and fiscal reporting activities for the Department.
- **Office of Information Services (OIS)** provides digital services, responsive solutions for business needs, and provides quality assurance for information technology (IT) projects and services.
- **Office of Legislative and Regulatory Affairs (OLRA)** coordinates legislative and regulatory activities and advises the Director on proposed legislation. OLRA serves as the primary liaison between the Department and the state legislature, as well as federal, local, and state agencies and handles all legislative and regulatory inquiries.
- **Office of Self Insurance Plans (OSIP)** determines the ability of employers to self-insure their workers' compensation liabilities and pay any worker compensation that may become due. OSIP also tests and certifies individual claims administrators and licenses third-party administrators who handle the claims of self-insured employers.



- **Office of Strategic Enforcement (OSE)** is a coalition of California State government enforcement agencies working together and in partnership with local agencies to combat the underground economy. Within the OSE is the interagency Labor Enforcement Task Force (LETF) comprised of several Departments. In this joint effort, information and resources are shared to ensure team members are paid properly with safe work conditions and honest, law-abiding businesses have the opportunity for healthy competition.
- **Office of the Director – Internal Audits** provides independent, reasonable assurance the Department's governance and internal control processes are operating effectively and efficiently through risk based and objective assurance advice and insight.
- **Office of the Director – Legal (OD Legal)** represents the Director as Administrator of several special workers' compensation funds and provides legal analysis, advice and representation to the Director and the Department on a variety of subject matters, including public works, apprenticeship, internal employment law and personnel matters, Public Records Act, privacy issues, State contracting, litigation, and more.

Within OD Legal, the Anti-Fraud Unit combats provider fraud in the workers' compensation system and protects the welfare of injured workers through medical provider suspension hearings and dismissal of fraudulent liens.

- **Office of the Director – Research (ODR)** helps the regulated public and stakeholders by analyzing and providing impartial statistical data. ODR conducts research and prepares and maintains databases on alternative workweek programs, the California Consumer Price Index, occupational injuries, and illnesses, and publishes prevailing wages for public works projects.

Learn more in [Appendix C: Organizational Chart](#)

## Overview

The following table highlights recent accomplishments in line with Goal 4 of the Department's Strategic Plan, "Investing In Our Team."

| Initiative                                                                                                                                                                                                                                          | Efforts Taken                      | Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase professional development opportunities to team members by providing training, upward mobility and career development programs and facilitating knowledge transfer strategies – all essential to promote retention and succession planning. | Career Development and Advancement | <ul style="list-style-type: none"> <li>• Reintroduced Upward Mobility Program and created Career Development Program</li> <li>• Created career ladders for lists of job classifications.</li> <li>• Developed Land Your Dream Job, Strategies to Promote in State Service training.</li> <li>• Developed and implemented 12 guidance memos and 23 policies.</li> <li>• Implemented formal team member feedback.</li> <li>• Developing Future Leaders Program.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Improve recruitment, selection, onboarding practices to ensure the department can recruit and retain a knowledgeable, competent, and well-trained workforce.                                                                                        | Recruitment and Outreach           | <ul style="list-style-type: none"> <li>• Established career fairs; updated external Career Opportunities webpage; advertised on CalCareers "Job Carousel", created job bulletin templates; and developed applicant survey.</li> <li>• Developed and administered examinations online.</li> <li>• Created Recruitment and Hiring Toolbox; developed Recruitment and Hiring Guidelines and Frequently Asked Questions; created "locked duty statements" and interview questions bank; updated job description templates; and created personalized contact letters.</li> <li>• Engaged in mass hiring efforts.</li> <li>• Conducting classification studies.</li> <li>• Updating hiring process.</li> <li>• Implementing New Employee Orientation program</li> <li>• Developing recruitment videos to promote job opportunities.</li> <li>• Engaging in targeted recruitment campaigns.</li> </ul> |
|                                                                                                                                                                                                                                                     | Retention                          | <ul style="list-style-type: none"> <li>• Developed exit survey.</li> <li>• Participated in Financial Services Non-Traditional Apprenticeship Program.</li> <li>• Developing Job Shadowing Program, Mentorship Program and Rotational Assignment Program.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Initiative                                                                                                                                                                                              | Efforts Taken                                   | Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create a diverse, inclusive workplace culture where all team members feel respected and valued, can contribute their full and unique talents, and recognized for their contributions to the department. | Policy, Training and Workforce Support Programs | <ul style="list-style-type: none"> <li>• Conducted monthly Diversity and Inclusion meetings and educational sessions.</li> <li>• Provided executive coaching services to leaders.</li> <li>• Engaged in annual Department-wide Merit Award Recognition Program.</li> <li>• Created Language Access Initiative.</li> <li>• Developed COVID-19 Prevention Program Policy, Contact Tracing, and training.</li> <li>• Implemented Trauma Informed and Mediation training.</li> </ul>                          |
| Promote and sustain an ethical workplace culture.                                                                                                                                                       | Training                                        | <ul style="list-style-type: none"> <li>• Developed Diversity and Inclusion training and Performance Management Process training.</li> <li>• Hiring supervisors and managers required to take Best Hiring Practices and Writing Effective and Compliant Duty Statements trainings.</li> <li>• Managed workplace disabilities through effective claims administration through Return to Work.</li> <li>• Supplemented permanent staffing by utilizing retired annuitants and student assistants.</li> </ul> |

Learn more in [Appendix A: Mission, Principles, Values and Strategic Plan](#)

## About This Workforce Plan

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California Department of Human Resources (CalHR) policy requires<sup>2</sup> California state agencies to create workforce plans and report annually on the status of workforce planning and management efforts. This workforce plan analyzes and forecasts workforce supply and demand to address gaps and ensure the Department has the right people with the right skills in the right places at the right time to fulfill their mission. This workforce plan is essential for the Department's divisions and offices to address recruitment efforts and filling specialized positions.

## Workforce Recruiting, Retention and Environmental Challenges

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The Department has experienced various recruiting, retention, and environmental challenges over the years. In April 2019, a State Personnel Board (SPB) investigation found the Department made multiple non-merit based appointments and consequently the Department lost its hiring delegation for all civil service appointments<sup>3</sup>. For several months, the Department was under a hiring freeze, followed by a year of being under the purview of CalHR for review and approval of all merit-based recruitments, appointments, and examinations. This significantly impacted the Department's vacancy rate and time to hire; however, in March 2021, the Department regained its hiring delegation after instituting the SPB's corrective actions and demonstrating to CalHR the ability to ensure all appointments were consistent, equitable, and merit based.

During this SPB and CalHR oversight, the Department made 296 total appointments in 2019; with 94 of those appointments made following the loss of hiring delegation in April 2019. However, as is shown in this plan's "Workforce Gains & Losses" section, the number of appointments increased substantially in 2022.

| Date Range                              | Appointments |
|-----------------------------------------|--------------|
| January 1 – April 30, 2019 <sup>4</sup> | 202          |
| May 1 – December 31, 2019 <sup>5</sup>  | 94           |
| 2020                                    | 252          |
| 2021                                    | 725          |
| 2022                                    | 837          |

As of January 1, 2023, the Department has a vacancy rate of 967<sup>6</sup> positions (27%) out of 3,637<sup>7</sup> authorized positions.

For context, there are a few factors in relation to these vacancies. These vacant position numbers also include 197 new positions allocated to the department in recent budget change proposals. Those new positions make up 21% of the vacant positions mentioned above.

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<sup>2</sup> [Human Resources Manual - CalHR](#): "CalHR requires state organizations with civil service employees to have workforce and succession plans."

<sup>3</sup> [SPB Special Investigation Report dated April 9, 2019](#)

<sup>4</sup> This is the time frame prior to loss of hiring delegation.

<sup>5</sup> This is the time frame following the loss of hiring delegation.

<sup>6</sup> This figure includes 124 blanket positions as of January 1, 2023.

<sup>7</sup> SCO Position File Budget dated January 1, 2023

Additionally, many hires at the Department include internal transfers or promotions, which do not result in a net change in the vacancy rate but represents an important mobility opportunity for our team. Like other departments, the end of the calendar year is a common time for retirements, which affects the vacancy rate as well. The Department received an additional 154.5 budget change proposal positions in FY 2022 – 2023 which contributes to the continuously high vacancy rates, but the Department continues to fill these newly authorized positions.

To offset the vacancy rates and to expedite the hiring process, the Department's HRO increased the number of analysts and managers working in various hiring capacities. The HRO has also worked diligently to fill its own vacancies to help improve the distribution of work as well as restructured its operations to improve the review of hiring packages. In addition to increasing HRO resources, programs have also increased personnel liaisons and program staff such as hiring managers within Divisions who are also instrumental in the hiring process.

As demonstrated in this workforce plan, recruiting, and retaining a high-quality workforce continues to be a major focus. Historically, recruitment and outreach efforts were delegated to the divisions and offices. The HRO had limited bandwidth to assist divisions or offices to recruit staff, identify opportunities for incorporating technology in the recruitment process, or coordinate outreach efforts to attract the broadest pool of qualified candidates. Attrition rates demanded the Department to focus on proactive tactics to bolster a qualified workforce and be regarded as an employer of choice. In response to this critical need, the Department created the Recruitment and Outreach Unit in 2020. This unit is responsible for implementing the recruitment and retention initiatives addressed within this plan and working in collaboration with program staff across the Department.

These recruitment efforts are especially important as the Department relies on a diverse number of classifications demanding unique technical expertise.

The Department, like many other employers, was impacted during the COVID pandemic. The Department saw significant levels of separations and retirements, in line with the "Great Resignation" – and the Safety Engineer and Industrial Hygienist skillsets the Department relies on were in especially high demand in the private sector given the unique challenges posed by the pandemic.

Lastly, several of the Department's divisions were on the front lines of the pandemic response – from Cal/OSHA inspecting workplaces to ensure hazards were properly mitigated, to the Labor Commissioner's Office ensuring workers received their COVID supplemental paid sick leave benefits, to the DWC informing workers on the COVID presumption so they could receive the medical care they were entitled to – the increase in workload and challenge of vacancies illustrated the importance of investing in our existing team to ensure they have the necessary tools and support.

## Methodology

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To develop this Workforce Plan, the following materials were analyzed.

- Collected information about team member demographics from the Department's HRO.
- Collected turnover data from the HRO reflecting the number of team members who retired or separated from State service as well as team members who transferred to other State Departments in the 42-month period from January 1, 2019, to January 1, 2023.

- Created a list of specialized classifications<sup>8</sup> in both leadership and non-leadership roles.
- Reviewed workforce and succession plans from other California agencies, including CalHR.
- Reviewed workforce diversity information prepared by the Department's DIO.
- Department's Strategic and Business Plans.
- Department's bilingual survey; and
- Approved and proposed budget change proposals outlining projected growth.

## Strategic Direction

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This Workforce Plan supports the following strategic goals:

- Goal 1: Ensure Workers Health, Safety and Rights are Safeguarded.
- Goal 2: Support Employer Education and Ensure Equitable Enforcement.
- Goal 3: Continue Improving Access and Efficiency of Services.
- Goal 4: Investing In Our Team.

This workforce plan supports these goals by ensuring the Department has the right people with the right skills in the right jobs at the right time. All initiatives in this workforce plan support developing the Department's staff through hiring, recruitment and retention efforts, career development, and ensuring the Department prepares team members through succession planning and knowledge transfer. The Department's goals of developing talent, enhancing its services, and addressing gaps in the workforce will further its mission of protecting workers and enforcing labor laws.

Learn more in [Appendix A: Mission, Principles, Values, and Strategic Plan](#).

## Accomplishments

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Despite the recruiting, retention and environmental challenges listed above, the Department has set and accomplished numerous goals in the following areas to offset and meet those challenges.

## Recruitment & Outreach, Examinations, and Hiring

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### Recruitment & Outreach

As previously mentioned, the first steps were taken in 2020 to address the Department's recruitment and retention challenges. The Department created a Recruitment and Outreach Unit within the HRO dedicated to recruiting talent as well as identifying and implementing strategies to retain its workforce. Recent efforts include developing a strategy whereby each division advertises its vacancies on specific career and outreach websites to garner applicants and the creation of an outreach and events calendar, which enables the Department and program recruiters to be aware of and participate in college, professional and division specific events and conferences, both online and in person.

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<sup>8</sup> CalHR defines a key position as one whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission-critical projects. A key position can be a managerial position or a highly specialized individual contributor position. An "individual contributor" is defined as a "professional employee, without management responsibilities, who independently helps an organization support its goals and mission." For the purposes of this workforce plan, "key" and "specialized individual contributor" positions are interchangeable. Key and specialized individual contributor positions are differentiated by leadership and non-leadership roles.

The Department currently uses career employment websites and social media, such as Indeed, LinkedIn, and Handshake, to broaden its candidate pool and share recruiting videos broadly. These websites reach thousands of potential candidates daily. The Department has created a procedure simplifying the advertising process for these employment websites, whereby divisions submit a request to the Recruitment and Outreach Unit to have their vacancies posted externally on various job posting platforms. Further, the Recruiting and Outreach Unit works with Divisions to strategize and target specific applicant pools through specialized websites and social media platforms with relevant audiences, e.g., postings for attorney positions are listed with some Bar Association sites. The Department will continue to research other employment websites and social media platforms to target a larger, more diverse candidate pool.

The Department is also addressing its vacancies by increasing awareness of openings in the most high-demand positions in the following ways.

- The Department's Recruitment and Outreach Unit collaborated with DOSH, DLSE, Legal and the Office of Fiscal Services to host and promote external career fairs. These career fairs are promoted by posting invites on social media and asking other agencies and stakeholders to share event details. These events are successful hiring efforts where new to state candidates express interest in specialized Safety Engineer, Industrial Hygienist, Industrial Relations Representative, legal positions, Deputy Labor Commissioner, and administrative positions. The Department continues to collaborate with academic institutions and other divisions in hosting external job and career fairs. Future virtual career fairs will be forthcoming.
- The Department updated its external Career Opportunities webpage. The Career Opportunities webpage is an important facet of recruiting efforts. The page includes information on classifications, how to apply for a state job, how to take an examination, some of the benefits of working for the State of California, a sample of the job titles and professions, and a brief description of each.
- The CalHR CalCareers page is a unique, compelling, no-cost opportunity to market to applicants who may not be familiar with the work the Department does or the positions offered. Additionally, CalHR spotlights classifications and hard to recruit job vacancies on the CalCareers home page. These announcements appear on a rotating banner ("Jobs Carousel") with a compelling photo selected by the Department to pique viewers' interest. These photos include links to the classification or job vacancies. The Recruitment and Outreach Unit works with divisions to strategize which classifications should be highlighted on the Jobs Carousel. The goal is to continuously advertise classifications with the highest vacancy rate or hard to recruit vacancies using this platform.
- All State agencies must post vacant positions on CalHR's Examination and Certification Online System (ECOS), which will appear on the Department's external webpage. In many cases, job postings lack creative language to entice potential candidates to apply for a vacancy, leaving very little to compel a candidate to apply or engage in a meaningful way. The Department has created job bulletin templates for hiring supervisors to better advertise vacant positions. These templates should simultaneously excite and inform applicants about the positions being offered. The template also aims to identify key benefits, opportunities, workplace culture and general statements to market the Department as an employer of choice.
- Finally, the Department understands the value of applicant surveys and their resulting data to improve how it attracts talent. This led to the development and implementation of an applicant



survey in April, 2021<sup>9</sup>. The applicant survey gathers data regarding how and where the applicant learned about the job. In turn, this tells the Recruitment and Outreach Unit which advertising platforms and social media to target. As of January 1, 2023, the applicant survey had 694 responses with a 99% completion rate. The top classifications applied to are:

| Classification                         | Responses (%) |
|----------------------------------------|---------------|
| Office Technician (Typing)             | 20            |
| Staff Services Analyst (General)       | 8             |
| Associate Governmental Program Analyst | 7             |
| Workers' Compensation Consultant       | 6             |
| Staff Services Manager I               | 5             |

According to the applicant survey, these are the top three places potential applicants discovered employment opportunities with the Department:

| How did you learn about this position?            | Responses (%) |
|---------------------------------------------------|---------------|
| Online portal (e.g., LinkedIn, Indeed, Handshake) | 56            |
| Calcareers or DIR website                         | 27            |
| DIR employee                                      | 13            |

### DOSH Recruitment Committee

The DOSH recruitment committee is comprised of various DOSH team members and the HR Recruitment and Outreach Unit to identify and develop innovative strategies to improve the caliber and quality of applicants seeking employment with DOSH.

### Examinations

The Department’s HRO partnered with CalHR to develop and administer many of its exams online to help improve the quality and size of its candidate pool. Previously, many of the Department’s exams were administered via pen and paper, and only offered every few years. As a result, the candidate pool was significantly limited. This contributed to the Department’s historically high vacancy rate. In December 2020, the Apprenticeship Consultant exam, Workers Compensation Consultant exam and seven Safety Engineer exams were made available online. In 2021, five Industrial Hygienist exams were also made available online.

Currently the Department has 18 Department specific exams online, in addition to many other service wide classifications (e.g., Office Technician, Staff Services Manager series) already available online. As the Department works to develop and administer multiple Department specific exams online, it will become more convenient for applicants take an exam to maintain a continuous applicant pool.

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<sup>9</sup> [Applicant Survey](#)

## Hiring

The Department remains committed to upholding the State's merit-based principles in all recruitment and hiring decisions by ensuring managers have the support needed to conduct merit-based hiring and protect them from making illegal hires. In accordance with the Department's agreement with the State Personnel Board (SPB) and CalHR, all staff involved with recruitment and examinations, including HRO team members and hiring managers, must continue to follow applicable laws, rules, and regulations. This includes adhering to the Department's own established procedures and CalHR's best hiring practices.

To ensure all team members comply with these rules, the Department created the Recruitment and Hiring Toolbox, developed Recruitment and Hiring Guidelines and Frequently Asked Questions (FAQ). The Recruitment and Hiring Guidelines ensure merit-based hiring practices are being followed, all supervisors and managers are required to take two training courses: "Best Hiring Practices" and "Writing Effective and Compliant Duty Statements".

The Department's HRO is implementing several innovative strategies to support hiring, including:

- "Locking" duty statements: Once duty statements are determined to meet the classification specifications and allocation guidelines, the duty statement can be "locked" and duty statements of the same classification can be used throughout the division.
- Interview question banks: Maintaining a central library of interview questions so hiring supervisors and managers can choose pre-approved questions based on the knowledge, skills, and abilities they are trying to assess.
- Mass hiring: Supporting programs by posting positions throughout California and engaging in "mass hiring" or group hiring efforts.
- Job description templates: Templates were created for hiring supervisors and managers to better advertise vacant positions. These templates aim to identify key benefits, opportunities, workplace culture and general statements to market the department as an employer of choice.
- Personalized contact letters: Including brief, job-specific personalized messages to attract candidates.

## Retention

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### Exit and Team Member Satisfaction Surveys

The Department's exit survey is being implemented and was announced to all team members in August 2022. While separating team members must be provided the opportunity to take the survey, completing the survey is optional.

This exit survey gives the Department the ability to gather and analyze specific reasons why team members separate from the Department. The exit survey also offers an optional exit meeting with a representative from the HRO if requested by the separating team member. The insights captured from the survey responses and interviews will enable the Department to identify and follow retention trends, sentiment, and vulnerabilities.

In addition to the exit survey, the ROU is developing a Team Member Satisfaction Survey. This survey will assess current Team Member satisfaction in different areas. The feedback will guide the Department's retention strategies and identify areas of improvement.

## Recognition

Recognition refers to the way the Department can show appreciation for team member contributions. Recognition can take many forms and can include achievements, going above and beyond, or milestones like tenure or a promotion. These can be as simple as a printed certificate to mark an occasion, an appreciative email after a project, a meeting to discuss specific team member accomplishments, the Department newsletter or unit-wide recognition emails. Recognition can motivate team members, increase morale, promote a positive work culture, and foster better working relationships with colleagues and supervisors. A team member who feels valued and recognized will be more inclined to stay, therefore retaining their institutional knowledge, skills, and abilities as well.

The Department has an annual, formal, Department-wide Merit Award Program, which includes two types of recognition: a Superior Accomplishment Award and a Sustained Superior Accomplishment Award<sup>10</sup>. All current and retired team members are eligible for nomination except those holding CEA or exempt positions. Recipients of either award receive recognition during the Department's annual awards ceremony whereby leadership presents the recipients with the award and a monetary prize. The annual awards ceremony recognizes all our work and honors team members throughout the Department.

- The Superior Accomplishment Award recognizes exceptional contributions to state government by individual team members and teams. Contributions meriting recognition include, but are not limited to, outstanding achievements, important contributions to science or research, unequaled personal efforts in overcoming unusual obstacles, completion of assigned tasks in significantly less time thought possible, major improvements in organization, methods, procedures, or products, and exceptional demonstrations of the Department's core values: accountability, integrity, compassion, diversity, customer service, and innovation. The Superior Accomplishment Award only recognizes work within the scope of the individual's official duties. The award includes a monetary prize up to \$500.
- The Sustained Superior Accomplishment Award recognizes superior job performance sustained over at least 24 months and resulting in an exceptional contribution to efficiency. A manager or supervisor must nominate team members. The award includes a monetary prize up to \$250.

In addition to the above formal recognition programs, many divisions and units regularly engage in recognition activities. In the next year, there are plans to share those activities to promote the importance of frequent and timely informal recognition.

## Career Development and Advancement

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### Upward Mobility Program (UMP)

The Department reintroduced its UMP in late 2020, administered by the DIO. This program recognizes the benefits of investing in team members' professional development. The UMP plays an important part in this effort by encouraging team members within designated low-paying classifications to reach their highest potential and to better compete for higher-paying positions.

A successful UMP provides team members a means for growth and development in their current classifications, and an opportunity for career advancement within the Department. This, in turn, creates an incentive for team members to stay instead of looking to other Departments for career opportunities. Consistent with the UMP policy, eligible team members approved to participate in the

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<sup>10</sup> [CalHR Superior Accomplishment Awards](#)

Department's UMP may be reimbursed up to \$3,000 per fiscal year (with certain exceptions) for tuition, fees, books, and supplies.

### **Career Development Program (CDP)**

The Department initially created a CDP in August 2019 and subsequently updated the program in April 2021. The CDP allows eligible team members to continue their education and help them advance in their career path. Participation in the CDP does not guarantee a promotion; rather, it can help team members develop their knowledge, skills, and abilities to better compete for promotions.

The CDP is open to team members ineligible to participate in UMP, providing another option for development and advancement. Consistent with the CDP policy, eligible team members approved to participate in the Department's CDP may be reimbursed up to \$3,000 per fiscal year (with certain exceptions) for tuition, fees, books, and supplies.

### **Career Ladders**

Career ladders lists a series of job classifications in which team members may gain experience to advance from entry-level classifications to higher-level technical, professional, or administrative classifications. The Department's career ladders can help team members identify their technical, professional, or administrative classification goal within the Department to include on their CDP form. By connecting training courses and competencies to career ladders, team members can identify which career path they can promote to, laterally or otherwise.

*Learn more in [Appendix F: Career Ladders](#)*

### **Land Your Dream Job, Strategies to Promote in State Service Training**

The Department's Training and Recruitment & Outreach units have also created a 1.5-hour course available to team members interested in learning about the State's recruitment process and promotion strategies. The training course is geared towards team members in entry-level technical classifications. The training course provided team members with information about the recruitment process from the hiring manager's perspective, tips on strengthening the application, best practices for preparing for the interview and an overview of the Department's UMP and CDP.

### **Telework**

The Department conducted an online telework survey among all team members in February 2022, with a total of 1,330 completed responses out of approximately 2,699 team members (49%).<sup>11</sup> The survey results indicated widespread support for telework. Among rank-and-file team members, reduced commuting (91%), flexibility (76%), reduced commuting costs (76%) and increased productivity (75%) were among the top telework benefits. The top challenges reported were social isolation (19%), internet or technological issues (13%) and having an adequate workspace (12%). Among the Department's managers and supervisors, fewer workplace conflicts (70%), increased staff retention (61%) and improved productivity (58%) were listed as the top benefits of telework. The top challenges were training new team members (52%), more email traffic (32%), and managing performance (28%).

Director Hagen held a town hall meeting in September 2022, in which she discussed updates to the Department's hybrid workplace policies and agreements, the benefits and challenges of telework, adding new technology to support telework, and administering the new stipend to support hybrid

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<sup>11</sup> SCO MIRs report dated February 4, 2022

work. In November 2022, Director Hagen issued a memo to all Department managers and supervisors outlining the Department's expectations and guidelines for telework.

## **Policy, Training and Workforce Support Accomplishments**

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In addition to the accomplishments above, the Department is either utilizing or developing the following programs and processes to further support its workforce.

### **Automation of HR Processes**

The Department's HRO is discussing plans to develop a Human Resource Information System (HRIS) to streamline key hiring efficiencies, standardize tasks, processes, and generate data-driven reports, along with other uses.

### **COVID-19 Prevention Program Policy, Contact Tracing and Training**

The HRO Labor Relations Unit developed and implemented the Department's COVID-19 Prevention Program Policy, developed an internal contact tracing program, and administered COVID-19 prevention virtual, instructor-led training to all team members. The COVID-19 Prevention Program Policy identifies specific requirements for all team members and ensures a safe and healthful workplace. The implementation of COVID-19 contact tracing helped reduce COVID-19 transmission and protect our team members, enabling them to feel safe and healthy at work. The COVID-19 Prevention and Program Policy training course provided team members with the Department's specific COVID-19 prevention and safety protocols, team members' roles and responsibilities to prevent COVID-19 transmission, masking and/or testing requirements.

### **Diversity and Inclusion Training**

The DIO implemented a pilot training program over the last year in certain units within DOSH and implemented two initiatives around training. The first initiative was a half day training focused on the importance of diversity and inclusion, workplace communications, professionalism, and resolving conflict respectfully and professionally. The second initiative was an Executive Coaching engagement for leaders interested in professional development. This pilot was considered a great success, and DIO is currently developing an expanded program for other divisions within the Department.

### **Financial Services Non-Traditional Apprenticeship Program**

The Department is participating in the third Financial Services Non-Traditional Apprenticeship Program cohort in early fall 2020, with a January 2023 OJT/Curriculum start. The Financial Services Non-Traditional Apprenticeship Program provides state team members at participating departments with the instruction, training, and expertise to qualify for the Accountant Trainee, Tax Auditor, and Tax Compliance Representative classification exams. The program is up to two years in duration and is comprised of on-the-job training (OJT) and college instruction. An apprentice's OJT tasks can include evaluating financial documents to ensure compliance with appropriate guidelines and discussing financial rules and regulations with customers.

### **Illness and Injury Prevention Program (IIPP)**

The Department is committed to a safe and healthy work environment and maintaining an injury and illness free workplace by ensuring all employees have the tools, knowledge, and resources to perform their jobs safely. The Department is currently updating our Illness and Injury Prevention Program (IIPP) to effectively communicate with all Department team members the procedures to ensure compliance with the applicable laws and regulations governing workplace safety.

The IIPP program strives to identify, evaluate, and eliminate workplace hazards and create safe work practices. This includes everything from ergonomic assessments to building security and emergency response.

Recognizing the importance of having open, two-way communication between management and staff on health and safety issues, the Department established a Health and Safety Committee that meets quarterly to review results of periodic inspections, accident investigations and exposures, and makes recommendations for the prevention of future incidents.

### **Investigations, Complaints and Grievances**

The Department is making a concerted effort to respond to complaints and grievances, and engage in timely fact-finding and investigations, to ensure the Department continues to foster a workplace culture where all team members feel respected and valued. To this end, additional human resources were implemented to ensure complaints and grievances are resolved harmoniously, and at the lowest level, to prevent disruption to the Department's missions while promoting and sustaining an ethical workplace culture.

The Department now utilizes tracking systems to monitor grievances and complaints to ensure timely response. As a grievance/complaint preventative measure, the Department has established Joint Labor Management Committees (JLMCs) with state employee unions (California Attorneys, Administrative Law Judges & Hearing Officers in State Employment, Service Employees International Union Local 1000, and Professional Engineers in California Government), to address general workplace concerns. These forums for open communication and information serve to prevent misunderstandings leading to grievances and complaints.

### **Language Access Initiative**

The Language Access Initiative seeks to ensure there is sufficient access to translation resources for team members as well as the employers and workers the Department serves. The Department's language access workgroup is currently working towards the goals of improving language access in various ways, including consolidating vendor access for those team members or stakeholders who are not multilingual; increasing the number of team members who are bilingual, and ensuring all our collateral materials are accessible in the appropriate languages.

Every state agency with public contact team members must provide the same level of service as it does in English to all substantial language groups. The Department previously conducted a bilingual survey in 2020 and another in August 2022.

## **Mediation and Negotiation Training**

DLSE is building capacity through training in negotiation and mediation. Such training efforts create process efficiencies whereby team members are better equipped to investigate claims by applying relevant negotiation and mediation techniques, in conjunction with the Trauma Informed strategies discussed later in this section, resulting in meaningful outcomes for workers.

DLSE's Industrial Relations Representatives, Deputy Labor Commissioners and Attorneys are receiving one or both (Mediation/Negotiation) trainings in addition to the Trauma Informed trainings. The trainings have been available since 2021 and there is a desire to extend the training contract into the year 2023.

## **Performance Management Process Training**

The HRO Performance Management Unit developed and began administering a virtual, instructor-led training course in 2021. This training course provides supervisors and managers an overview of the state employee performance management process through three phases: preventative, corrective, and adverse. The training course defines the supervisor's role during the onboarding process, setting expectations, training, evaluating, and counseling team members to ensure performance is consistent with the job requirements. Additionally, the training course also addresses the supervisor's and manager's role in documenting and drafting memorandums in both the preventative and corrective phases and familiarizes the supervisor with the adverse and administrative action process.

## **Policy Development**

Since 2020, the OAS Training and Policy Branch has developed and implemented 12 guidance memos and 23 policies for the Department ensuring current team members are equipped with useful resources and knowledge to navigate through administrative processes and programs. The Training and Policy Branch is currently working on additional policies and guidance memos to further clarify and provide guidance on procedures and resources offered at the Department.

## **Return-to-Work**

The Department's Return-to-Work Unit (RTW) manages the Department's workplace disabilities through effective claims administration consistent with the Master Service Agreement between CalHR and State Compensation Insurance Fund, and the Interactive Process for Reasonable Accommodation (IPRA) consistent with the Americans with Disabilities Act (ADA) and the Fair Employment and Housing Act (FEHA). The RTW Unit collaborates closely with the Office of the Director Legal, managers, supervisors, and employees in developing safe, productive, and effective stay at work/return to work plans while employees recover/heal from the effects of their injuries or illnesses, as well as facilitates/coordinates ergonomic requests as a reasonable accommodation, to assist employees with non-industrial medical needs in the successful performance of their job duties.

The RTW Unit has appointed an Employee Wellness Coordinator (EWC) responsible for facilitating quarterly the Department's Safety Committee meetings, providing monthly communications to all DIR team members on a wide range of topics including, fitness, stress reduction, nutrition, and financial health. The EWC also acts as the Department's Employee Assistance Program point of contact for team members. The Department has prioritized the development of a robust wellness program to promote a positive workplace culture, help team members prioritize their health, which in turn will increase productivity and contribute to better employee retention and less absenteeism.



## **Timesheet Automation**

In 2021, the Department launched its new electronic timekeeping system, Tempo. Team members in the HRO and OFS worked in collaboration with the OIS to procure and implement the Tempo electronic timekeeping system. The Tempo system helped the Department ensure compliance with audit requirements, offers transparency to team members and supervisors to view readily available leave balances as well as the status of leave and overtime requests online. Implementation of this system eliminated the paper process and significantly reduced the time required to complete timesheets across the Department. This innovative and proactive approach resulted in a superlative transition from paper to an electronic timekeeping system department wide.

## **Trauma Informed Training and Hiring**

Trauma Informed Training is a perspective recognizing people come from all different experiences, including traumatic experiences impacting how they perceive the world and function. Trauma Informed Training is an approach recognizing trauma and strives to eliminate harm and increase safety. The vulnerability of trauma victims is exploited by predatory employers. The vulnerability of workers denied a basic protection can cause irreparable harm to an individual and their family. These are complex matters not reconciled by law alone.

The Labor Commissioner's Office (LCO) is building career pipelines to vulnerable communities to support them gaining practical access the civil service hiring processes and to consider a career with the LCO. A goal of these projects, aside from filling vacancies, is building Trauma Informed hiring approaches and tools.

## **Current and Future Department Initiatives**

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### **Recruitment and Hiring**

Recruiting a diverse and talented workforce requires a combination of creativity and diligence. This workforce plan seeks to identify, attract, and hire the best candidates for vacant positions. The Department uses the following methods to advertise employment opportunities.

### **Classification Studies**

The Department has contracted with *CPS HR Consulting* to conduct classification studies examining the Special Investigator, Industrial Relations Representative, Deputy Labor Commissioner, Workers' Compensation Consultant, and Workers' Compensation Compliance Officer classifications, among others.

These studies will help identify where duties may overlap in their respective classifications and if an update to the classification specifications or a consolidation of the classification(s) is warranted. These studies are expected to start in a few months, and the results will provide a better understanding of the work performed by incumbents in these classifications and determine if they are appropriately classified. The results of the studies will also help effectively target candidates for these hard-to-fill classifications.

### **Hiring Process**

Recruiting and hiring talent in an efficient manner is essential for organizational success. Continually evaluating and adjusting hiring processes and training or retraining managers on the process can serve to identify inefficiencies and promote continuous organizational change designed to improve the delivery of services to stakeholders.

Human resources professionals from the California Department of Justice (DOJ) have conducted a peer-review of the Department's hiring processes. The goal of the review was to assess

opportunities for improving efficiencies and removing redundancies in the hiring process. The Department has developed an action plan and has implemented many of the recommendations made by the DOJ HR professionals.

### **New Employee Orientation and Onboarding**

An effective onboarding process can make a difference when it comes to a new team member's experience and success. The sooner a team member can learn their new duties and contribute in a meaningful way, the sooner they feel like part of the team.

- **New Employee Orientation (NEO):** NEO involves making sure new team members are clear about start dates and times, assigning a workstation, reviewing HRO policies, and completing any needed paperwork or training. The Department is developing a NEO and will introduce it in 2023.
- **Onboarding:** Onboarding is a valuable long-term process. Onboarding means spending time with new team members, allowing them to immerse themselves in how the Department works. This immersion comes from training and exposure to resources to help team members understand the role they play within the Department.

Successful onboarding also includes providing key information and important context for the team member in areas such as their specific role, in addition to policies, culture, and best practices. The development of a comprehensive onboarding process can have a positive impact on team member recruiting and retention.

### **Organizational Health Assessment**

An organizational health assessment (OHA) examines several areas of a department, including the ability to function effectively, cope with change appropriately, and grow from within. In general, OHAs can help increase team member involvement in an employer's development process and strengthen team member understanding, commitment, and morale.

Additionally, OHAs can offer insight into processes, morale, how the organization handles change and managerial blind spots via surveys of various team members, from leadership and rank and file. This tends to improve team member performance and job satisfaction, both of which play a key role in team member retention. The HRO will work with the Director's Office to develop and execute a contract to retain a vendor to perform an OHA in 2024 and expects to conduct the assessment in 2025.

### **Recruitment Videos**

The Recruitment and Outreach Unit is developing several recruitment videos for social media sites to promote job opportunities. Currently, there is one recruitment video completed, and more slated for production. These videos will target the following classifications:

- Administrative Law Judge
- Attorney
- Deputy Labor Commissioner
- Industrial Hygienist
- Industrial Relations Representative
- Safety Engineer

Other planned videos will include information on examinations, applying to the Department, and opportunities for students, volunteers, and interns.

### **Targeted Recruitment Campaigns**

The Department is actively recruiting for difficult, hard-to-fill classifications, including Hearing Reporter and Industrial Hygienist positions. To capture a wider applicant pool, the Recruitment and Outreach Unit advertises hard-to-fill classifications through external career websites like Indeed and LinkedIn, diversity groups, trade associations, universities, nonprofit employment groups, and professional organizations.

Further, the Department is developing “pipelines” to ensure a flow of candidates. These pipelines will involve working with colleges, universities, professional organizations, community-based organizations, non-profits, labor groups and industry partners to recruit experienced candidates. These pipelines will see increased advertisement and recruitment efforts with the institutions and organizations listed above.

### **Team Member Development**

Team member development and retention are intertwined. Retention is one of the most important factors in contributing to the success of an organization. Content team members serve as one of the biggest recruitment tools for employers. Dissatisfied team members can tarnish an employer's reputation and deter potential candidates from applying. This workforce plan identifies several strategies for retaining talent and addressing some of the underlying reasons for team member separations.

### **Team Member Feedback**

Constructive and frequent feedback is vital to team members' ongoing development. Formal and informal feedback clarifies expectations, helps individuals learn from their mistakes and builds confidence. Constructive feedback is one of the best tools managers can utilize to achieve positive outcomes. When delivered properly it can reinforce positive behavior, correct negative performance, and ensure a strong working environment.

The Department utilizes probation reports and annual performance appraisals to provide formal feedback. Feedback in the form of probation reports and annual performance appraisals helps employees professionally develop and course correct when needed, while encouraging a culture of constructive feedback.

The Department strongly encourages frequent informal team member feedback. Informal feedback can offer opportunities for improvement, development and/or greater job satisfaction, which can translate into an increased desire to stay.

## **Knowledge Transfer and Succession Planning**

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As an increasing number of team members approach retirement age, it is vital to develop an effective succession planning strategy to facilitate the transfer of technical expertise from retiring team members to younger ones. Effective succession planning helps identify positions critical to the Department's obligation to California workers and employers and enhances the strategic effort to prepare team members for leadership roles. Some ways to transfer knowledge from one generation to the next include the following:

### **Developing Future Leaders**

To further the Department's succession planning efforts, the Department is working to establish a training academy for team members interested in pursuing leadership opportunities. This voluntary program, in close consultation with the divisions, would consist of cohort classes designed to foster

leadership and organizational excellence. This is an important initiative supporting the Department in improving diversity at the leadership level across the Department as well. This effort is under development with a target implementation in 2023.

### **Job Shadowing Program**

Job shadowing is an effective way to motivate and retain team members while developing their understanding of various functions. Job shadow programs are different from mentorship programs in numerous ways. Job shadowing is for a shorter period of time and is designed to expose participants to roles or aspects of the department they would otherwise not be. It can also provide participants valuable exposure to different roles within the Department, which can lead to improved communication and fewer silos. Job shadow programs can complement other forms of training and development.

The Department's Recruitment and Outreach Unit is working to identify opportunities for implementing an internal job shadowing program, targeted for implementation in 2024.

### **Mentorship Program**

Mentoring, either formal or informal, is a learning relationship focused on long-term career development. The primary purpose of a mentoring program is to drive a team member's personal growth and to build skills, knowledge, and understanding. In general, protégés participate in this type of program to improve work performance, position themselves for upward mobility, and develop new skill sets. Mentoring programs can help increase job satisfaction, reduce turnover, create a learning culture, and reduce training costs. An effective system of knowledge transfer will need to first establish the framework and procedures for a mentorship program and be promoted accordingly.

The Recruitment and Outreach Unit is in the process of developing Mentorship Program APM to be distributed to Department team members in 2023.

### **Retired Annuitants**

Due to the Department's high vacancy rate, Retired Annuitants (RA) are utilized to temporarily assist with mission-critical work, to ensure adequate staffing and assist the DIR with addressing the impacts of the COVID-19 pandemic. Additionally, the Department can utilize existing and future RAs for knowledge transfer, mentorship, and job shadowing in specialized positions.

### **Rotational Assignment Program**

Rotational Assignment Programs are temporary assignments moving a team member through one or more positions within or among units and offices. This would expose team members to different parts of the Department while growing and expanding their skill sets. Rotational assignments fall into two broad areas:

- Skill development opportunities, which tend to be lateral opportunities to broaden knowledge base and skills, and
- Leadership development opportunities, which tend to be opportunities for increased management and leadership to gain higher-level experience.

Rotational Assignment Programs can improve motivation and retention because these programs demonstrate the Department's commitment to talent development. They can also help develop organizational capacity. The Department will research options for implementing a rotational assignment program, consistent with merit principles, and leverage from Departments with successful programs. This program is targeted for implementation in 2026.

## **Student Assistants**

The Department employs Student Assistants in two different ways:

- Civil Service Student Assistants: employed through civil service appointment and earn some benefits; or
- Contracted Student Assistants: employed through a partnership program with a local college. The Department typically uses third parties, such as the Community College Foundation (CCF) and University Enterprises, Inc. (UEI), for hiring contracted students. CCF and UEI student assistant positions are part-time, non-benefited positions.

It is the practice of the Department to employ college students in the Student Assistant, Student Assistant – Engineering and Architectural Sciences, and Graduate Student Assistant classifications through a temporary appointment. The Student Assistant classification is designated for undergraduates who will perform pre-professional duties. The use of the Student Assistant-Engineering and Architectural Sciences classification is designated for undergraduates who will perform pre-professional duties related to engineering or architectural sciences. The use of the Graduate Student Assistant classification is restricted to students working towards an advanced degree in a professional field and requires the performance of entry-level professional work.

The intent of these classifications is to familiarize college students with career opportunities in State employment, gain their interest in state employment, and provide students with opportunities to perform specialized project work related to their field of study. The primary duties of a Student Assistant should not be general technical or administrative work. Student Assistants should be assigned duties related to their college curriculum to provide practical work experience related to their field of study and academic goals.

## **Training**

The Office of Administrative Services (OAS) Training and Policy Unit is actively developing a departmental training plan, beginning with a department-wide training gap analysis to assess team member training needs. The training plan is targeted for release in 2023.

The OAS Training Unit will develop the following documentation and execute the following tactics to support this effort:

- Create Training Liaisons within the DIR divisions to serve as points of contacts for training related activities and establish clear communication channels between the divisions and OAS Training Unit, Accounting Office, and OAS Contracts and Procurement Branch.
- Procure and implement an enterprise learning management system (LMS) to provide training administration, training delivery, training reporting, and store and generate training documentation. The LMS will replace a manual process of coordinating and tracking all training and provide a centralized learning platform for all DIR team members. The LMS will also be key in ensuring all compliance training is completed, e.g., sexual harassment training, ethics training, supervisory training, information security training and/or defensive driving training.
- Develop a department-wide training needs assessment to document current and future training needs and gaps. This will assist in the development of an annual training plan. This annual training plan will allow the Divisions across the Department to determine what training can be completed within the Department and which training will be accomplished through outsourcing. This tactic is an effort to ensure our team members receive increased training opportunities.

- The Training and Policy Unit is developing a policy which will enhance the training request process for the department. The training plan will cover establishing Individual Development Plans for team member's continuous development, and will cover compliance training, job required training, job-related training, and career development training.
- The DIO implemented a pilot training program over the last year in certain units within DOSH and implemented two initiatives around training. The first initiative was a half day training focused on the importance of diversity and inclusion, workplace communications, professionalism, and resolving conflict respectfully and professionally. The second initiative was an Executive Coaching engagement for leaders interested in professional development. This pilot was considered a great success, and DIO is currently developing an expanded program for other divisions within the Department.

## **Core Competencies**

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Core competencies are the knowledge, skills and behaviors needed for individuals to succeed on the job. The Department has adopted CalHR's statewide competencies to optimize individual and organizational performance. Staff and leadership competencies support the state's efforts to attract, develop, and retain a highly talented workforce. Core competencies do not describe all competencies needed to successfully perform a job. There are occupation and job specific skills required in each position.

### **Staff Competencies**

The following staff competencies help team members to understand what is expected in their job; know what key behaviors to demonstrate; discuss strengths and development areas with their supervisor or manager; and align training and development opportunities for current and future growth.

**Collaboration** – Develops, maintains, and strengthens relationships while working together to achieve results.

**Communication** – Listens, writes, and presents ideas, opinions, and information in diverse situations.

**Customer Engagement** – Creates a connection with internal and external customers through positive experiences and exceptional service in response to current and future needs.

**Digital Fluency** – Uses technology effectively in the performance of one's job. Includes the integration and acceptance of new technology when appropriate.

**Diversity and Inclusion** – Works effectively in an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals.

**Innovative Mindset** – Demonstrates curiosity, develops new insights, considers creative approaches, and applies novel solutions.

**Interpersonal Skills** – Interacts positively with courtesy, sensitivity, and respect with a variety of individuals and makes every effort to understand and relate to others.

**Resilience** – Overcomes challenges, does the job, and remains optimistic under pressure and adversity.

### **Leadership Competencies**

The following leadership competencies enable supervisors and managers by identifying the knowledge, skills and behaviors leaders need to be successful in their roles. Leaders are expected to have proficiency in all the core and leadership competencies.

**Business Acumen** – Understands and demonstrates sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of operations and services.

**Inspirational** – Energizes and creates a sense of direction, purpose, excitement, and momentum for the organization's mission. Creates a positive work environment offering clarity around goals and objectives and ensuring collaboration to achieve results.

**Results-Driven** – Focuses efforts to efficiently achieve measurable and customer-driven results consistent with the organization's mission, goals, and objectives.

**Stewardship** – Focuses on being responsible and accountable for managing resources well, choosing to use influence to serve the long-term collective good of the public. Places public interests above self-interests and focuses on the larger purpose or mission of the organization.

**Talent Management** – Recruits, selects, and develops effectively to retain world-class team members.

**Vision and Strategic Thinking** – Supports, promotes, and ensures alignment with the organization's vision and values. Creates a compelling future state of the unit or organization. Understands how an organization must change considering internal and external trends and influences.

Learn more in [Appendix D: Competency Models](#)



## Specialized Positions

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The Department has identified several specialized leadership and non-leadership positions.

A specialized leadership position is one whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission-critical projects. The following are defined as specialized leadership positions.

- Assistant Chief Counsel
- Assistant Chief, Division of Labor Standards Enforcement
- Career Executive Assignment (CEA)
- Chief Hearing Reporter
- Exempt Appointees
- Information Technology Manager II
- Labor Relations Manager I
- Principal Safety Engineer (Pressure Vessels; Mining, Tunneling and Minerals; Construction; Elevators)
- Regional Manager, Claims Adjudication (DWC)
- Regional Manager, DOSH
- Staff Services Manager III
- Workers' Compensation Manager

The following are defined as specialized non-leadership positions. These classifications have a high number of authorized positions, vacancy rates and/or require specialized knowledge or advanced degrees. As of January 1, 2023, the Department has 1,312 team members in specialized, non-leadership positions<sup>12</sup>.

- Administrative Law Judge
- Attorney series
- Deputy Labor Commissioner series
- Hearing Reporter
- Industrial Hygienist series
- Industrial Relations Counsel series
- Industrial Relations Representative
- Safety Engineer series
- Workers' Compensation Compliance Officer series
- Workers' Compensation Consultant

## The Department's Key Divisions by the Numbers

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As of January 1, 2023, the Department has:

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<sup>12</sup> SCO monthly MIRS report dated January 1, 2023

- 3,637 authorized positions
- 2,711 team members
- 967 vacancies
- an overall vacancy rate of 27%

Of the 967 vacancies, 507 (52%) are in specialized, non-leadership positions. These positions perform essential functions within the Department and present unique recruitment and retention challenges that the Department has been working to mitigate.

#### **Vacancy rates within DOSH:**

- Attorney series - 13%<sup>13</sup>
- Industrial Hygienist series - 73%<sup>14</sup>
- Safety Engineer series - 32%

#### **Vacancy rates within DLSE:**

- Attorney/Industrial Relations Counsel series - 47%
- Deputy Labor Commissioner series - 39%
- Industrial Relations Representatives - 35%

#### **Vacancy rates within DWC:**

- Administrative Law Judge - 8%
- Attorney/Industrial Relations Counsel series - 15%
- Hearing Reporters - 32%
- Workers' Compensation Compliance Officers - 11%
- Workers' Compensation Consultants - 7%

The Department has received additional resources over the last few years, impacting the vacancy rate and further demonstrating the importance of deploying targeted and intentional recruitment strategies to find qualified and diverse candidates.

The analysis above demonstrates some of the positions the Department and the Recruitment and Outreach Office has focused on in the last two years as mentioned in the Accomplishments section.

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<sup>13</sup> As of January 1, 2023, Alpha listing and position file budget; this accounts for blanket positions as well.

<sup>14</sup> The Industrial Hygienist classification's high vacancy rate is attributed to a couple of factors; lower salary than private sector, an overabundance of new authorized positions, and having to reinstate the classification series after not utilizing them for an extended period of time.

## Demographics

### People with Disabilities

People with Disabilities (PWD) comprise 12% of the Department's workforce. Comparatively, approximately 16% of all California State employees and 30% of all adult California State residents are PWD.

| DIR | CA State Employees | CA State Population |
|-----|--------------------|---------------------|
| 12% | 10%                | 30%                 |

The Department supports PWD through its DIO, which oversees an all-volunteer Disability Advisory Committee (DAC), that hosts events and educational activities. The DAC ensures all team members are informed of their rights and can participate fully at work, regardless of disability. Additionally, the DIO are active participants in the Statewide Disability Advisory Council (SDAC).

This office is committed to supporting the Department's mission and strategic goals by implementing equal employment opportunity policies, procedures, providing educational opportunities, hosting events and actively fostering an inclusive work environment in which all team members are respected, valued, and can contribute their full and unique talents, and are recognized for their contributions to the Department.

### Gender

The Department's workforce is comprised of 60% women and 40% men. Comparatively, the State of California employee workforce is comprised of 46% women and 54% men.

| Gender           | DIR | CA State Employees | CA State Population |
|------------------|-----|--------------------|---------------------|
| Women            | 60% | 46%                | 50%                 |
| Men              | 40% | 54%                | 50%                 |
| Non-Binary/Other | <1% | <1%                | <1%                 |

### Workforce Race and Ethnicity<sup>15</sup>

The Department is committed to maintaining a diverse and inclusive workforce. The Department's ethnic makeup generally aligns with the ethnic composition of the State of California's employee workforce and California's overall adult population. The following charts summarize the ethnic composition of the Department overall, DOSH, DLSE and DWC compared to the State of California's employee workforce and California's overall adult population.

While the Department, the State workforce and the California population have comparable ethnic composition numbers overall, some ethnicities within specialized leadership and non-leadership positions are underrepresented. To this end, DIO actively fosters an inclusive work environment by implementing equal employment opportunity (EEO) policies, procedures, and practices in which all team members are respected, valued, and recognized for their contributions to the Department.

<sup>15</sup> [CalHR Annual Census of Employees in State Civil Service 2019](#)

The Recruitment and Outreach Unit is working to create partnerships among underrepresented groups in local nonprofit organizations, colleges, and universities to recruit more individuals from these underrepresented ethnicities and races to create a diverse workforce aligned with the public it serves.

Below is a comparison of California's state employees and California's overall adult population ethnic composition to the Department overall and by division: DOSH, DLSE, and DWC.

| Race/Ethnicity          | CA State Population | CA State Employees | DIR | DOSH | DLSE | DWC |
|-------------------------|---------------------|--------------------|-----|------|------|-----|
| Asian                   | 15%                 | 18%                | 25% | 20%  | 22%  | 20% |
| Black/African American  | 6%                  | 9%                 | 8%  | 6%   | 9%   | 10% |
| Hispanic/Latino         | 39%                 | 26%                | 11% | 10%  | 17%  | 17% |
| Native/Alaskan American | <1%                 | <1%                | <1% | -    | <1%  | <1% |
| Pacific Islander        | <1%                 | <1%                | <1% | -    | <1%  | <1% |
| Caucasian               | 37%                 | 42%                | 36% | 46%  | 24%  | 36% |
| Other <sup>16</sup>     | 3%                  | 4%                 | <1% | <1%  | 3%   | 3%  |

The Department recognizes the importance of our workforce representing the state and the constituency it serves. The above illustrates the importance of continuing to amplify our efforts to reach candidates from underrepresented communities. The Department is leveraging professional organizations and community partners to distribute job postings. Additionally, the Department must support our diverse workforce internally through robust diversity and inclusion efforts.

#### Language Access Initiative<sup>17</sup>

The Department currently has bilingual members in five languages. Below is the number of certified bilingual team members by Division.

| Number of Certified Bilingual Team Members Within Each Division |      |      |     |
|-----------------------------------------------------------------|------|------|-----|
| Language Spoken                                                 | DOSH | DLSE | DWC |
| Cantonese                                                       | 2    | 2    | 1   |
| Korean                                                          | 1    | 0    | 0   |
| Mandarin                                                        | 1    | 0    | 0   |
| Mandarin/Cantonese                                              | 0    | 1    | 0   |
| Spanish                                                         | 45   | 59   | 23  |
| Tagalog                                                         | 0    | 1    | 0   |
| Vietnamese                                                      | 1    | 0    | 0   |

<sup>16</sup> "Other" is defined by CalHR as either multiple ethnicities or an ethnicity not found in the broader categories above

<sup>17</sup> DIR HRO Certified Bilingual Employees report dated November 30, 2022

Below are the top five projected foreign language encounters based on the number of public contacts encountered by each Division as of September 28, 2022.<sup>18</sup>

| Number of Public Contacts Encountered By Each Division |        |         |         |
|--------------------------------------------------------|--------|---------|---------|
| Language                                               | DOSH   | DLSE    | DWC     |
| Armenian                                               | 754    | 52      | 1,716   |
| Cantonese                                              | 156    | 2,990   | 1,560   |
| Mandarin                                               | 442    | 3,224   | 884     |
| Spanish                                                | 58,188 | 140,816 | 116,610 |
| Tagalog                                                | 130    | 1092    | 1,560   |

**Analysis:** While each Division has numerous team members certified as bilingual in Spanish, each Division lacks bilingual team members for the other top languages projected to be encountered in public contacts. Other languages not in the top five but also encountered include large numbers of Arabic, Farsi, Korean, Punjabi, and Vietnamese speakers. The Department currently bridges this gap by utilizing contract translators.

The Department embeds equity in its recruiting, hiring, and communicating with the public by increasing efforts to recruit and hire bilingual team members wherever possible.

### Workforce Age Groups<sup>19</sup>

While the Department has a comparative population of Generation X (Gen-X) to the state workforce, the Department employs many “Baby Boomer” (Boomers) team members compared to the rest of the State workforce<sup>20</sup>. 54% of the Department’s workforce is at or older than the eligible retirement age of 50.

| Generation (Ages)     | DIR | CA State Employees |
|-----------------------|-----|--------------------|
| Millennials (18-40)   | 24% | 32%                |
| Gen-X (41-57)         | 46% | 47%                |
| Boomers (58-76)       | 29% | 21%                |
| Traditionalists (77+) | <1% | <1%                |

Of the Department’s 2,711 team members:

- The average age of the Department’s workforce is 50 years of age.
- The average age of retirement within the Department is 60 years of age.
- 54% or 1,456 of the Department’s team members are at or older than the State’s eligible retirement age of 50, compared to 33% of the State’s overall workforce.
  - o 51% of team members at or older than the age of 50 are in specialized non-leadership positions.
- Another 13% of the Department’s team members are within five years (ages 45-49) of the State’s eligible retirement age of 50.

<sup>18</sup> The projected number of annual contacts in a specific language is found by multiplying the actual contact numbers during the 10-day survey period by 26.

<sup>19</sup> SCO MIRs Report dated January 1, 2023

<sup>20</sup> [CalHR Annual Census of Employees in State Civil Service 2019](#)

- Of the 1,312 team members in specialized non-leadership positions, 25% are at or older than the average retirement age of 60<sup>21</sup>.
  - o An additional 17% of the Department's team members in specialized non-leadership positions are within five years (ages 55 – 59) of turning 60.
  - o 261 (40%) of the Department's 652 Millennials are in specialized non-leadership positions.

Without a concerted recruiting and retention effort, the Department is facing a significant workforce and knowledge deficit as team members move towards, and into, retirement.

## **Appointments and Separations by Division 2019 - 2022**

### **2019**

|              | <b>DOSH</b> | <b>DLSE</b> | <b>DWC</b> | <b>Total</b> |
|--------------|-------------|-------------|------------|--------------|
| Appointments | 56          | 80          | 58         | 194          |
| Separations  | 84          | 70          | 113        | 267          |
| Net Gain     | -28         | 10          | -55        | -73          |

The Department had an average of 2,837 team members in 2019<sup>22</sup>. The key divisions made a total of 194 appointments; of those appointments, 94 (48%) were to specialize non-leadership positions across DOSH, DLSE and DWC.

The key divisions had a total of 267 separations in 2019, for an overall separation rate<sup>23</sup> of 9%. Of those, 95 (36%) were from specialized non-leadership positions across DOSH, DLSE and DWC.

### **2020**

|              | <b>DOSH</b> | <b>DLSE</b> | <b>DWC</b> | <b>Total</b> |
|--------------|-------------|-------------|------------|--------------|
| Appointments | 38          | 53          | 63         | 154          |
| Separations  | 63          | 54          | 52         | 169          |
| Net Gain     | -25         | -1          | 11         | -15          |

The Department had an average of 2,610 team members in 2020. The key divisions made a total of 154 appointments; of those appointments, 101 (66%) were to specialized non-leadership positions across DOSH, DLSE and DWC.

The key divisions had a total of 169 separations in 2020, for an overall separation rate of 6%; of those, 101 (60%) were from specialized non-leadership positions across DOSH, DLSE and DWC.

<sup>21</sup> [CalPERS Facts at a Glance for Fiscal Year 2020-21](#)

<sup>22</sup> Team member data comes from the Department's Alpha listings for 2019 – 2022. Not all historical data is available, so the figures represented are the average of the months available.

<sup>23</sup> Average separation rate for each year is calculated by dividing the average number of team members in a given year by the total number of separations for that year.

## 2021

|              | DOSH | DLSE | DWC | Total |
|--------------|------|------|-----|-------|
| Appointments | 110  | 215  | 182 | 507   |
| Separations  | 65   | 49   | 80  | 194   |
| Net Gain     | 45   | 166  | 102 | 313   |

The Department had an average of 2,647 team members in 2021. In March 2021 the Department regained its hiring and examination delegation authority. The key divisions made a total of 507 appointments; of those appointments, 332 (65%) were to specialized non-leadership roles across DOSH, DLSE and DWC. The number of total appointments by the three key divisions in 2021 represents a 229% increase over 2020.

The key divisions had a total of 194 separations in 2021, for an overall separation rate of 7%; of those, 94 (48%) were from specialized non-leadership positions across DOSH, DLSE and DWC.

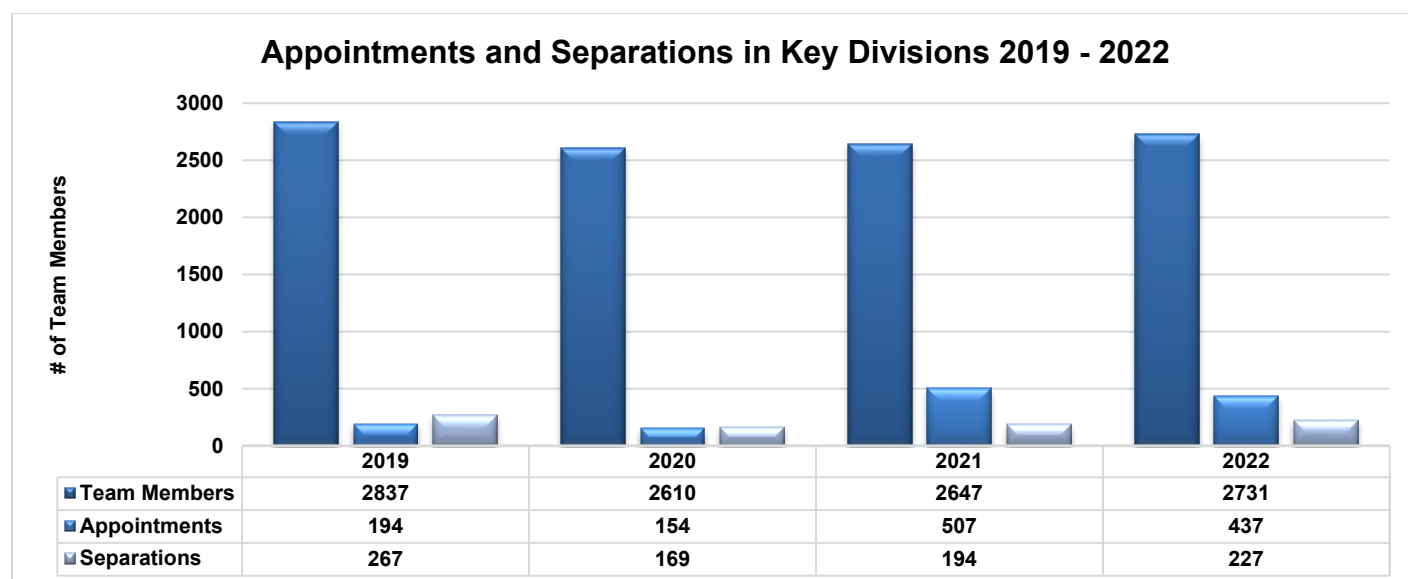
## 2022

|              | DOSH | DLSE | DWC | Total |
|--------------|------|------|-----|-------|
| Appointments | 109  | 128  | 200 | 437   |
| Separations  | 55   | 79   | 93  | 227   |
| Net Gain     | 54   | 49   | 107 | 210   |

As of January 1, 2023, the Department had an average of 2,711 team members in 2022. The key divisions made a total of 437 appointments; of those appointments, 240 (55%) were to specialized non-leadership positions across DOSH, DLSE and DWC.

The key divisions saw 227 separations for a separation rate of 8%; of those, 120 (53%) were from specialized non-leadership positions across DOSH, DLSE and DWC.

The following graph offers a side-by-side comparison of the average number of team members, appointments and separations in the Department's key Divisions based on the information above.





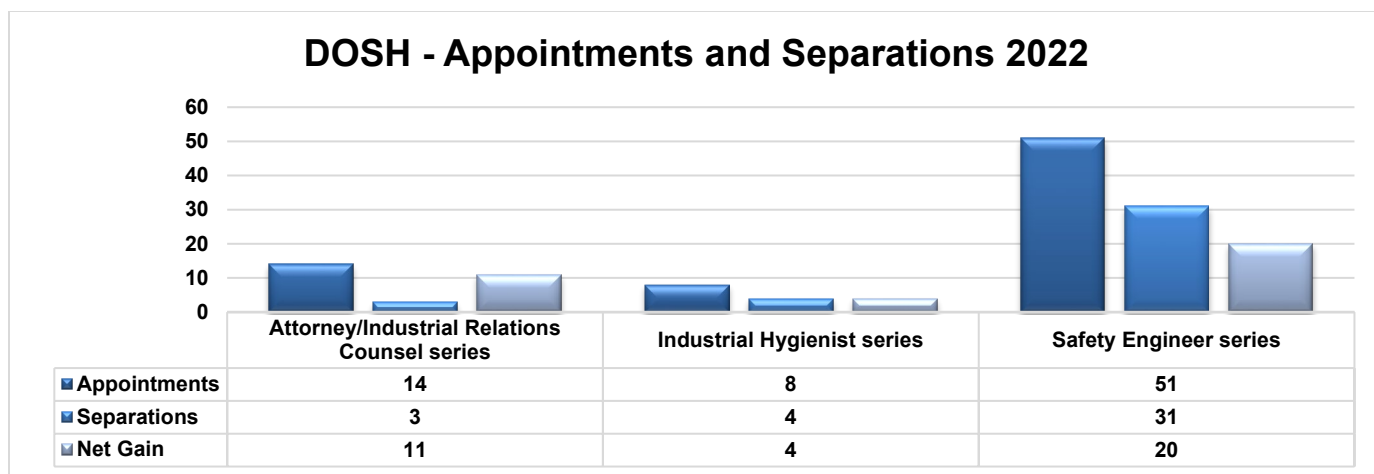
**Analysis:** The Department has seen an average separation rate of 8% between 2019 – 2022 which is consistent with the statewide turnover rate for state agencies at 7.6%.

As team members continue working longer and later in life,<sup>24 25</sup> the Department may not see a large wave of separations, especially retirements, all at once, but instead a steady outflow of personnel if we are to assume an overall 8% year-over-year separation rate. The Department should focus on sustaining its workforce by tracking, comparing, and forecasting attrition rates and adjusting hiring practices accordingly.

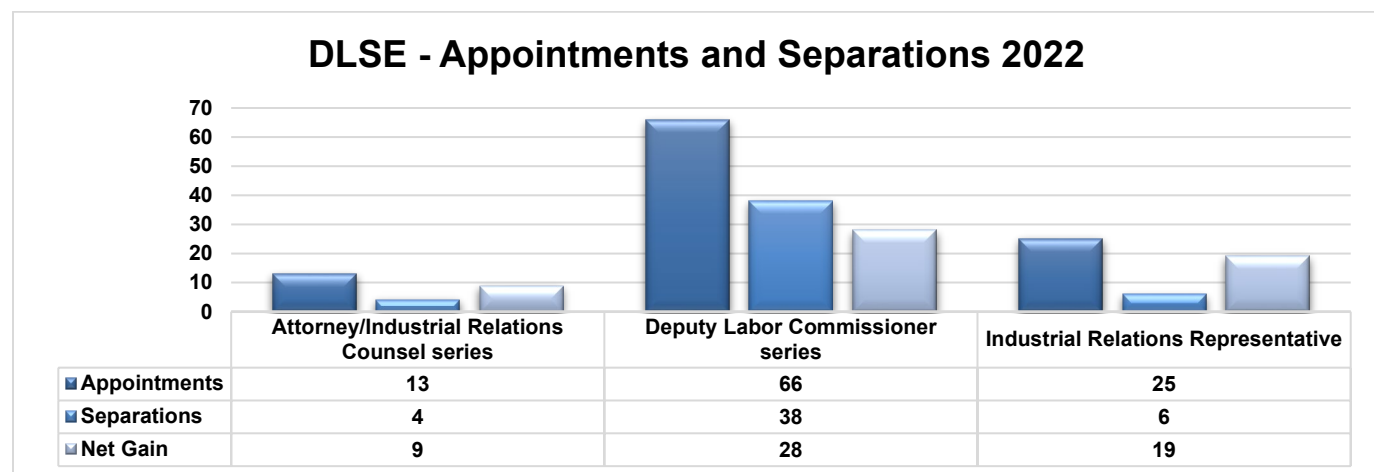
## Appointments and Separations by Specialized Non-Leadership Positions 2022

A total of 323 team members separated from the Department in 2022. Of those, 122 (38%) were in specialized non-leadership positions. The following graphs break down the appointments, separations and the net gains or losses of those positions for the key Divisions in 2022.

DOSH gained 73 team members in specialized non-leadership positions and lost 38, for a net gain of 35 team members.



DLSE gained 104 team members in specialized non-leadership positions and lost 48, for a net gain of 56 team members.

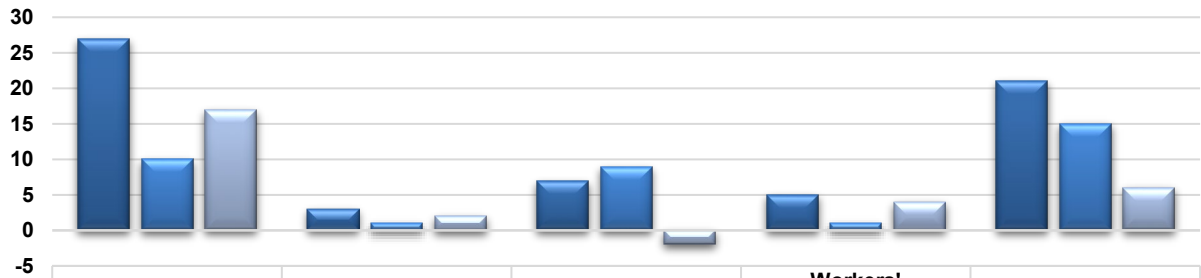


DWC gained 63 team members in specialized non-leadership positions and lost 36, for a net gain of 27 team members. Hearing Reporters were heavily impacted.

<sup>24</sup> [U.S. Bureau of Labor Statistics](#)

<sup>25</sup> [Pew Research Center](#)

## DWC - Appointments and Separations 2022



|                 | Administrative Law Judge | Attorney/Industrial Relations Counsel series | Hearing Reporter | Workers' Compensation Compliance Officer series | Workers' Compensation Consultant |
|-----------------|--------------------------|----------------------------------------------|------------------|-------------------------------------------------|----------------------------------|
| ■ Appointments  | 27                       | 3                                            | 7                | 5                                               | 21                               |
| ■ Separations   | 10                       | 1                                            | 9                | 1                                               | 15                               |
| ■ Net Gain/Loss | 17                       | 2                                            | -2               | 4                                               | 6                                |

## Conclusion

The Department will continue to experience transitions in staffing, management, and leadership; therefore, a concerted effort must be made to attract, recruit, and hire from future generations and underrepresented populations alongside other represented groups to offset the loss of team members and institutional knowledge.

Practical and comprehensive recruiting, retention and succession efforts will help strengthen the Department's operations and fulfill its mission to its stakeholders.

The Department is well positioned to develop and implement an effective program to recruit and retain team members, while transferring knowledge and skills from outgoing team members. This positioning comes from this plan's new insights into the strengths, trends, and vulnerabilities of the Department's workforce. The Department's workforce plan leverages technology to adapt to workforce needs and trends. By further leveraging technology (e.g., social media, telework, virtual career fairs, online advertising, and new automation solutions) to adapt to recruiting and retention needs and challenges, in conjunction with traditional recruiting methods and retention initiatives, the Department can grow the workforce and mitigate the projected loss of team members in the near and long term.



## DEPARTMENT OF INDUSTRIAL RELATIONS 2021 STRATEGIC PLAN

### MISSION:

Improve working conditions for California's wage earners and advance opportunities for fair and profitable employment, educate workers and employers on their rights and responsibilities, ensure health and safety in the workplace, vigorously enforce labor laws, and safeguard the interests of injured workers and employers.

### CORE PRINCIPLES:

- All California workplaces are safe and healthful.
- All workers are paid fair wages and have expanded employment training opportunities.
- All occupational related injuries are resolved equitably and efficiently.
- All businesses in California know their responsibilities and have equitable, clear paths to compliance.
- All workers in California know their rights and have clear and accessible paths to exercise their rights.

### CORE VALUES:

The values that guide our organization and our individual actions are:

- Accountability – commitment to willingness to accept responsibility.
- Integrity – commitment to being open, honest, and ethical.
- Compassion – commitment to being empathetic and considerate.
- Diversity – commitment to seeking and respecting diverse perspectives.
- Customer Service – commitment to providing timely and quality customer service.
- Innovative – commitment to finding creative solutions to improve service delivery.



## Strategic Goals

### GOAL 1: Ensure Workers Health, Safety and Rights are Safeguarded

1. Provide focused education and resources to workers to promote awareness of labor law requirements.
2. Provide services via culturally competent mediums to be responsive to workers' diverse needs.
3. Enforce laws to protect workers from wage theft and retaliation.
4. Enforce laws to promote occupational safety and health and prevent workplace injuries and illnesses for workers.
5. Ensure timely and appropriate medical care, and indemnity benefits for injured workers and that they return to work safely and quickly.
6. Ensure the applicable prevailing wage is paid to all workers who perform work on public works and other eligible projects.

### GOAL 3: Continue Improving Access and Efficiency of Services

1. Expand online services for employers and workers to minimize administrative burdens, improve access to services, streamline online tools, and increase compliance.
2. Expand inclusive apprenticeship, pre-apprenticeship, and on-the-job training opportunities for all Californians and to provide a skilled and trained workforce for the 21st century.
3. Adapt to meet the challenges of a changing economy, workforce, and workplace.
4. Create a culture of continuous, data-driven improvement with proper internal controls and improved access to information for all.
5. Identify opportunities for increased collaboration inside the Department, with community partners, stakeholders and other state and federal agencies.

### GOAL 2: Support Employer Education and Ensure Equitable Enforcement

1. Provide focused education to employers to promote awareness, and compliance with labor law requirements.
2. Provide services via culturally competent mediums to be responsive to employers' diverse needs.
3. Combat "bad actors" through robust enforcement of labor laws and to level the playing field for law abiding employers.
4. Reduce costs and combat fraud in the Workers' Compensation System.

### GOAL 4: Investing in Our Team

1. Increase professional development opportunities to team members by providing training, upward mobility and career development programs and facilitating knowledge transfer strategies – all essential to promote retention and succession planning.
2. Improve recruitment, selection, and onboarding practices to ensure the Department can recruit and retain a knowledgeable, competent, and well-trained workforce.
3. Create a diverse, inclusive workplace culture where all team members feel respected and valued, can contribute their full and unique talents, and are recognized for their contributions to the department.
4. Promote and sustain an ethical workplace culture.

## Appendix B: Action Plan

Outlined below is an approach to achieving the four initiatives listed in Goal 4 of the Department's Strategic Plan, "Investing in Our Team."

The chart identifies the initiatives to be completed, those responsible for coordination and implementation, the years in which implementation should be completed, and how the performance of each initiative will be assessed.

| Recruitment and Hiring Initiatives        |                    |                                                      |                                                                                                                                                    |             |
|-------------------------------------------|--------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Initiatives                               | Gap                | Responsible Person(s)                                | Performance Indicators                                                                                                                             | Deadline    |
| Career Opportunities Page                 | Recruiting, Hiring | HRO                                                  | Overall increase in DIR Careers Page traffic; analytics (e.g., visitor data, website navigation) across the Department's Career Opportunities page | End of 2023 |
| Classification Studies                    | Recruiting, Hiring | HRO                                                  | Identify duties overlapping within respective classifications and update class specifications as necessary.                                        | 2023 – 2024 |
| Career Ladders                            | Retention          | Training Unit<br>Individual supervisors and managers | Distribute career ladders across divisions for featured classifications.                                                                           | End of 2023 |
| Human Resources Information System (HRIS) | Recruiting, Hiring | HRO                                                  | Develop an HRIS to streamline key hiring efficiencies, standardize tasks, processes, and generate data-driven reports, along with other uses.      | 2023 – 2024 |
| Language Access Initiative                | Recruiting, Hiring | DIO                                                  | Increase number of bilingual DIR team members consistent with the bilingual survey results.                                                        | 2023 – 2024 |
| New Employee Orientation                  | Retention          | HRO<br>Individual supervisors and managers           | 100% of team members will receive NEO within 30 days of start date.                                                                                | End of 2023 |
| Onboarding                                | Retention          | HRO<br>Individual supervisors                        | Develop onboarding guidelines to assist supervisors and managers as they onboard new team members.                                                 | End of 2023 |

| Recruitment and Hiring Initiatives                     |                               |                                          |                                                                                                                                                                                                                                                                                                                            |             |
|--------------------------------------------------------|-------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Initiatives                                            | Gap                           | Responsible Person(s)                    | Performance Indicators                                                                                                                                                                                                                                                                                                     | Deadline    |
| Organizational Health Assessment                       | Retention                     | HRO                                      | Develop and administer an OHA with a goal of 80% participation rate.                                                                                                                                                                                                                                                       | 2025 – 2026 |
| Recruitment Videos                                     | Recruiting, Hiring            | HRO                                      | Develop several recruitment videos to promote job opportunities widely online. These videos will be posted on the Department's home page, Divisions webpages, social media sites, and employment websites. Overall increase in social media, DIR Careers Page traffic; analytics (e.g., visitor data, website navigation). | 2023 – 2024 |
| Targeted Recruitment Campaigns                         | Recruiting, Hiring            | Divisions working with HRO               | Reduce vacancy rate in hard-to-fill classifications (e.g., Hearing Reporter, Industrial Hygienist) to 15%.                                                                                                                                                                                                                 | 2023 – 2024 |
| Team Member Feedback                                   | Retention                     | HRO, Individual supervisors and managers | 100% of team members receive formal feedback from supervisors and managers in the form of probation reports and annual performance appraisals per Government Code sections 19171 and 19172.                                                                                                                                | 2023 – 2024 |
| Knowledge Transfer and Succession Planning Initiatives |                               |                                          |                                                                                                                                                                                                                                                                                                                            |             |
| Initiatives                                            | Gap                           | Responsible Person(s)                    | Performance Indicators                                                                                                                                                                                                                                                                                                     | Deadline    |
| Developing Future Leaders                              | Knowledge Transfer, Retention | Training Unit                            | Develop and implement a training program for future leaders in consultation with the divisions.                                                                                                                                                                                                                            | End of 2025 |
| Job Shadowing                                          | Retention, Knowledge Transfer | Divisions working with Human Resources   | Develop and implement a job shadowing program and begin seeking volunteers for program. Have ten participants within the first year.                                                                                                                                                                                       | End of 2024 |

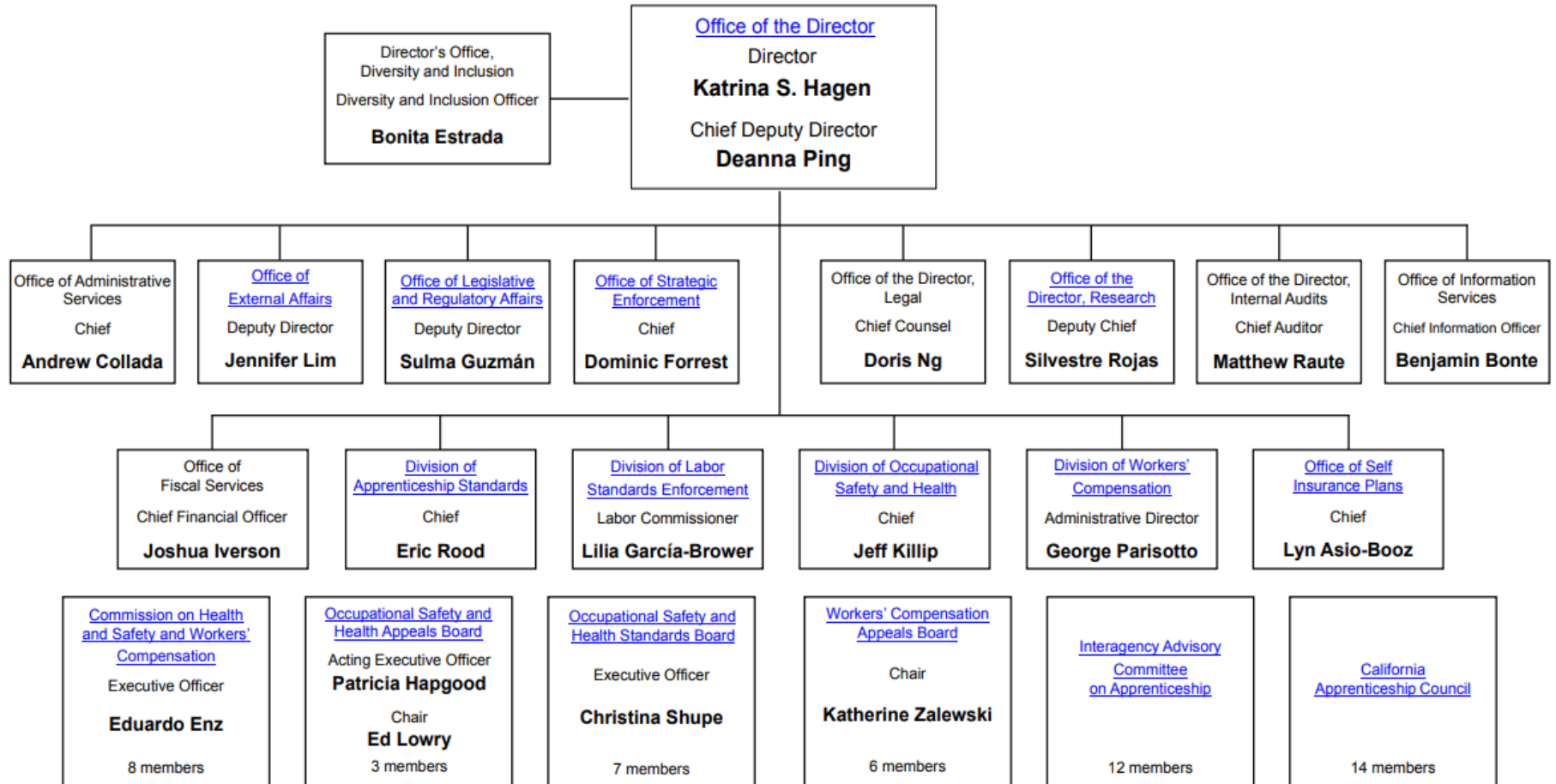
| <b>Knowledge Transfer and Succession Planning Initiatives</b> |                               |                                        |                                                                                                                                                                                                                            |                 |
|---------------------------------------------------------------|-------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Initiatives</b>                                            | <b>Gap</b>                    | <b>Responsible Person(s)</b>           | <b>Performance Indicators</b>                                                                                                                                                                                              | <b>Deadline</b> |
| Mentorship Program                                            | Knowledge Transfer            | HRO                                    | Develop Mentorship Program begin educating about program and have ten participants within the first year.                                                                                                                  | End of 2023     |
| Retired Annuitants APM                                        | Knowledge Transfer            | HRO                                    | Develop and implement a Retired Annuitant policy and have an increase of RA's within the first year.                                                                                                                       | End of 2023     |
| Rotational Assignments                                        | Knowledge Transfer, Retention | Divisions working with Human Resources | Develop program and begin seeking volunteers for program and have ten participants within the first year.                                                                                                                  | End of 2026     |
| Student Assistant APM                                         | Knowledge Transfer            | HRO                                    | Develop and implement a Student Assistant policy -increase of Student Assistants within the first year.                                                                                                                    | End of 2023     |
| Team Member Feedback Survey                                   | Hiring, Recruiting, Retention | HRO                                    | Begin identifying areas of improvement in team member satisfaction, streamline organizational performance and processes, and assist in recruitment, training, and retention efforts with a goal of 80% participation rate. | End of 2023     |
| Training Liaisons                                             | Retention                     | Training and Policy Branch             | Create Training Liaisons within DIR divisions to serve as points of contacts for training related activities and have one training liaison by division.                                                                    | 2023 – 2024     |
| LMS Implementation                                            | Retention                     | Training and Policy Branch             | Learning Management System implementation process. Monitor and track all required trainings through the new system.                                                                                                        | 2023 – 2024     |
| Training Needs Assessment                                     | Retention                     | Training and Policy Branch             | Develop a training plan to identify Department-wide training gaps, address the identified gaps with a goal of 80% participation rate.                                                                                      | End of 2023     |
| Training Plan                                                 | Retention                     | Training and Policy Branch             | Develop a policy which will standardize and streamline the training request process for the entire department.                                                                                                             | End of 2023     |



## Appendix C: Organizational Chart

### Department of Industrial Relations

The Department of Industrial Relations Director reports to [California Labor and Workforce Development Agency](#) Acting Secretary Stewart Knox who in turn reports to [Governor Gavin Newsom](#).



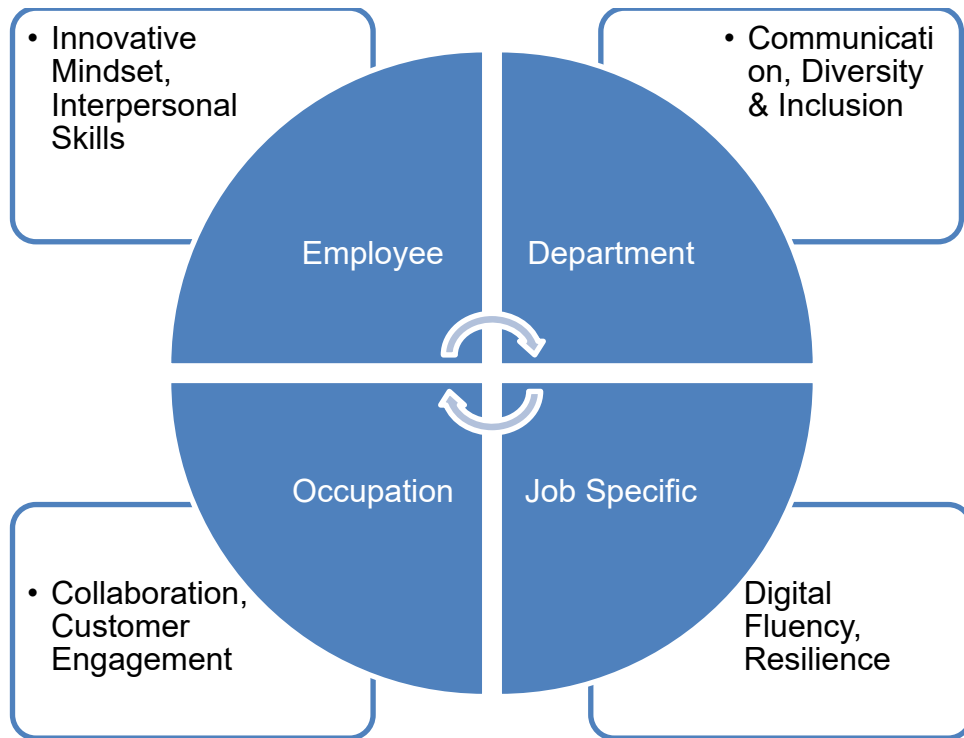
Dec 2022



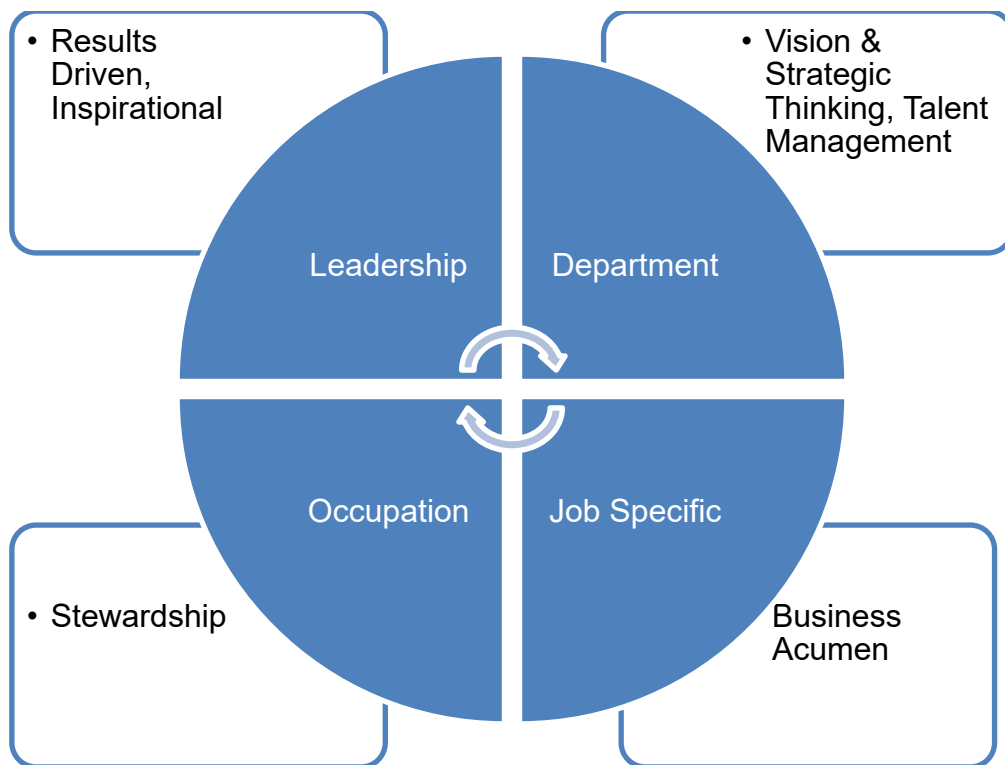
## Competencies



## Staff Competencies



## Leadership Competencies



## Appendix E: Divisional Hiring

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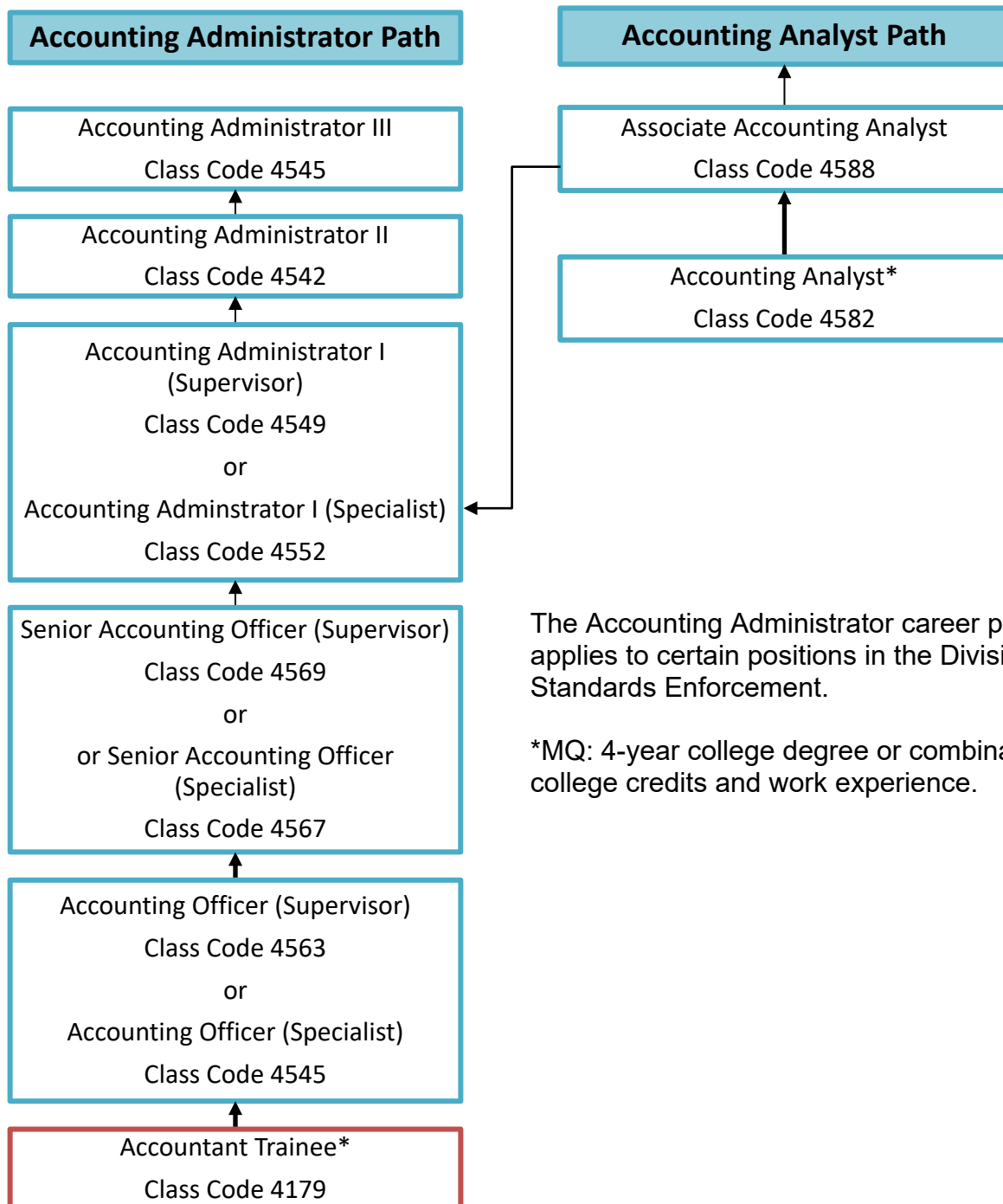
The Department divisions and programs are responsible for actively recruiting for all vacancies and continually assessing operational and business needs. Programs are responsible for preparing duty statements, interview questions, job bulletins, justifications (as required), and application screening matrices. They are also responsible for scheduling and conducting interviews, evaluating candidates, and submitting requests to hire or re-posting positions if they do not find qualified candidates.

The role of the Department's HRO is to guide supervisors, managers and personnel liaisons on recruitment and hiring practices to ensure all hires are following the State's merit-based principles and in alignment with CalHR's best hiring practices and classification allocations. As part of this process, the HRO reviews and approves hiring packages, including duty statements, organizational charts, job bulletins, justification memorandums, screening criteria, and interview questions. Once a candidate has been selected, the HRO verifies the candidate meets all requirements and minimum qualifications to ensure a lawful merit-based hire.

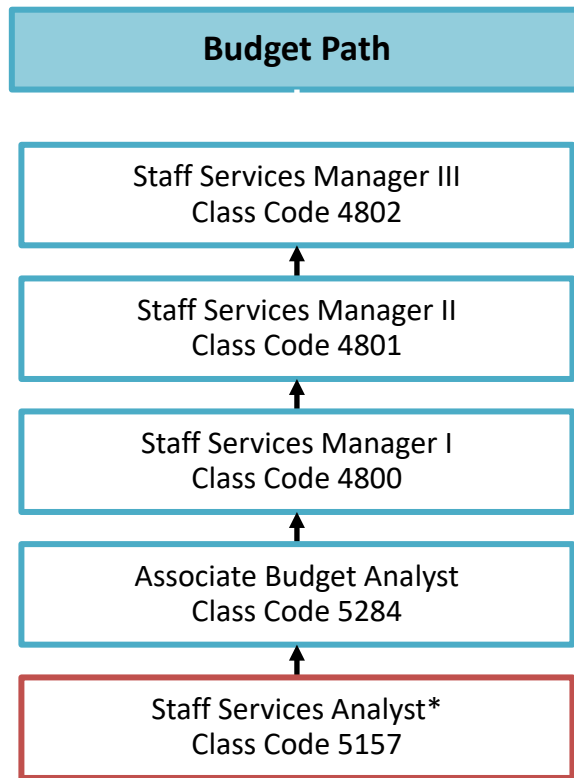
The Department is proactively evaluating its existing process to identify and implement strategies to be more efficient and effective. To provide some examples of recent efforts, the Department has:

- Trained all hiring supervisors and managers on CalHR hiring practices.
- Developed and distributed a toolkit of resources and job aides for team members involved in hiring to assist in the drafting of duty statements, interview questions, and completion of hiring packets.
- Partnered with the DOJ's HRO, who conducted a peer review of the Department's hiring process and made recommendations for improvements.
- Added positions and restructured the HRO to address the workload and business needs more adequately.
- Added positions in the large divisions dedicated to supporting hiring efforts.
- Enhanced the position tracking system, Salesforce, to provide metrics and detailed tracking throughout the hiring process to improve efficiencies and service levels.
- Implemented quarterly Personnel Liaison forums to provide training and resources on the hiring process.
- Actively developing a bank of approved interview questions for hiring managers to streamline the process.
- Implemented strategies to facilitate more hiring at scale, e.g., interviewing larger pools of candidates and making multiple hires when there are openings for the same classification/position.

### Accounting Office

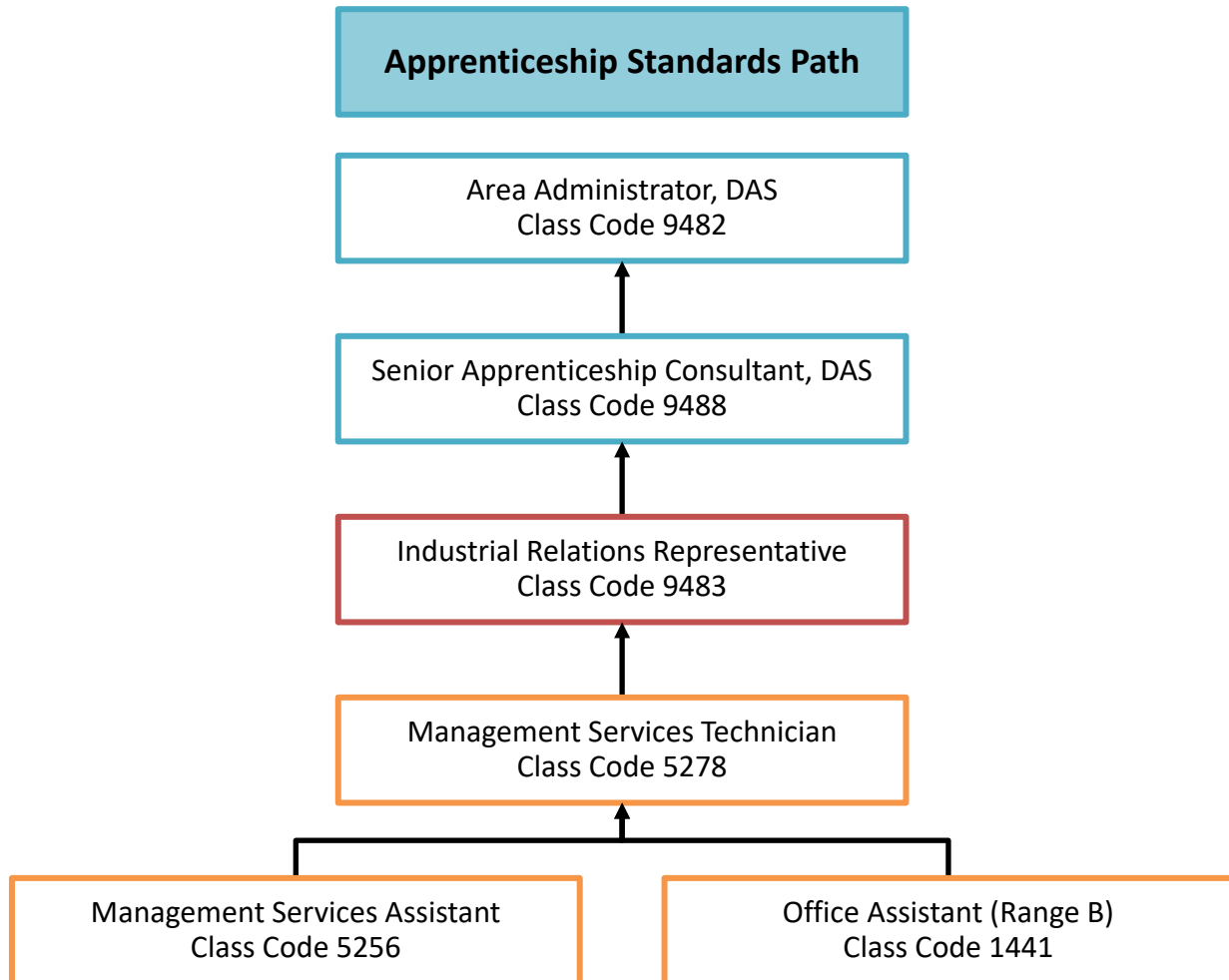


## Budget Office

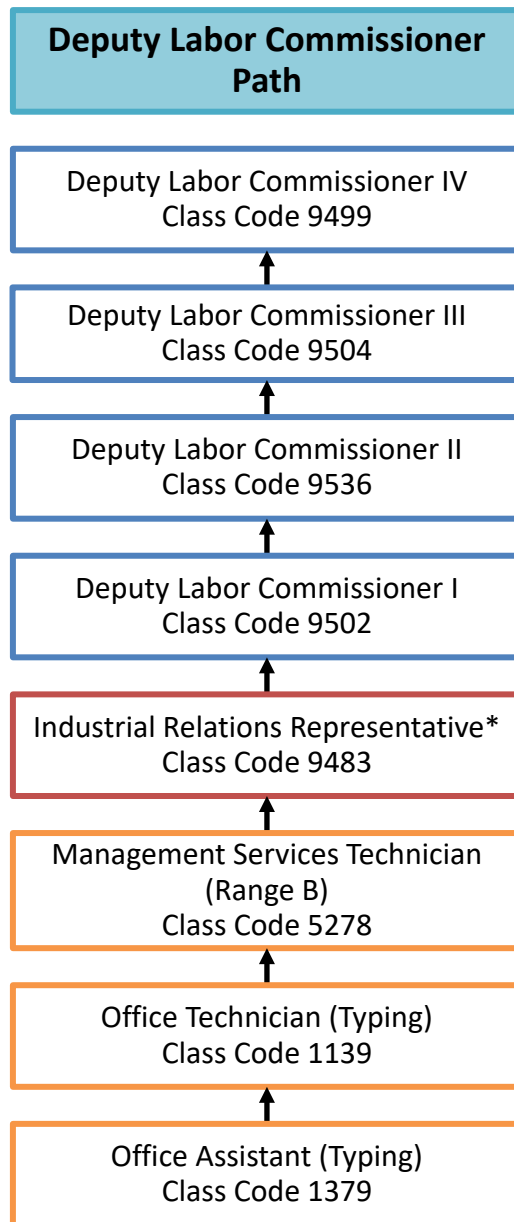


\*MQ: 4-year college degree or combination of college credits and work experience.

## Division of Apprenticeship Standards



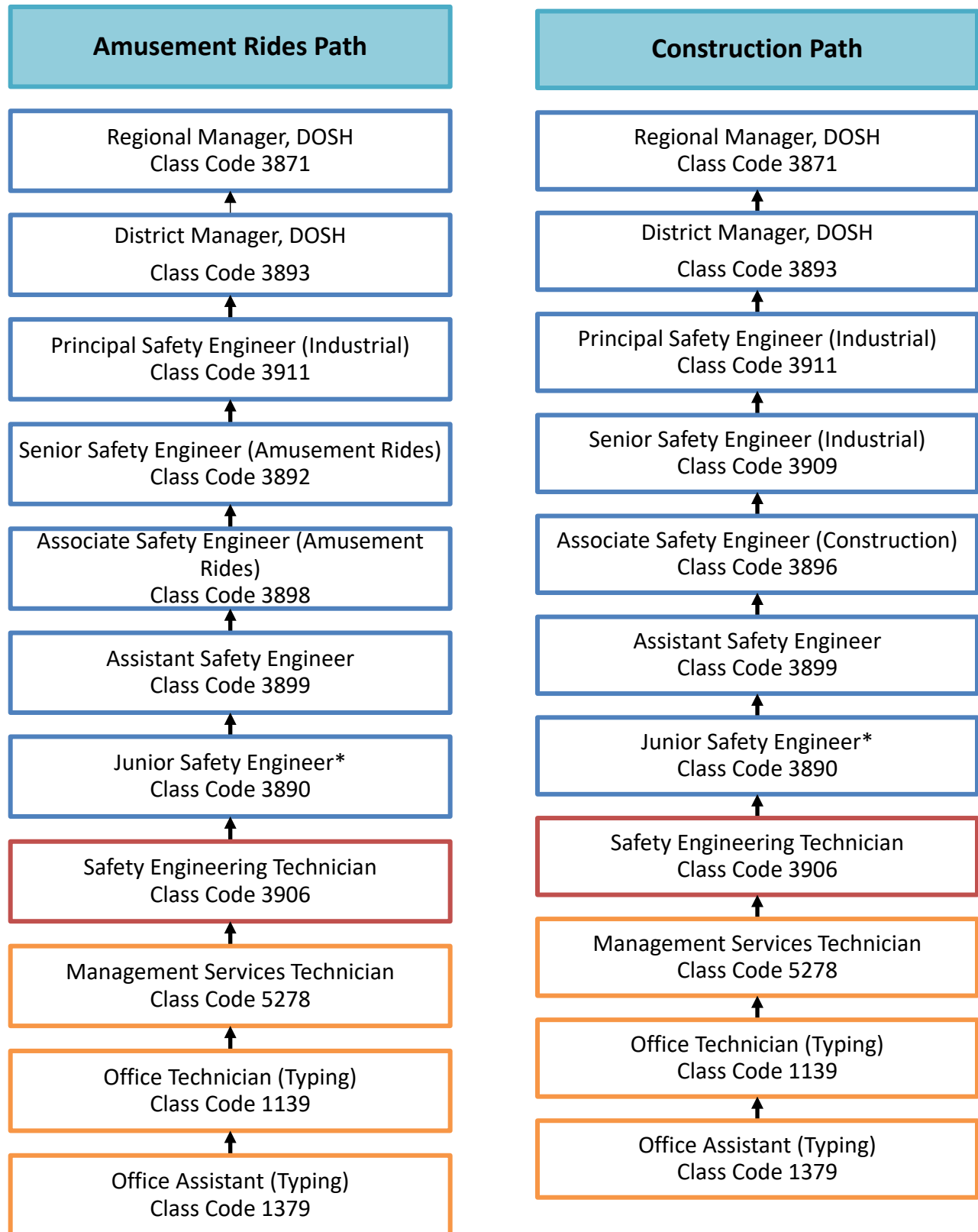
## Division of Labor Standards Enforcement



\*MQ: a 4-year college degree or combination of college credits and work experience.

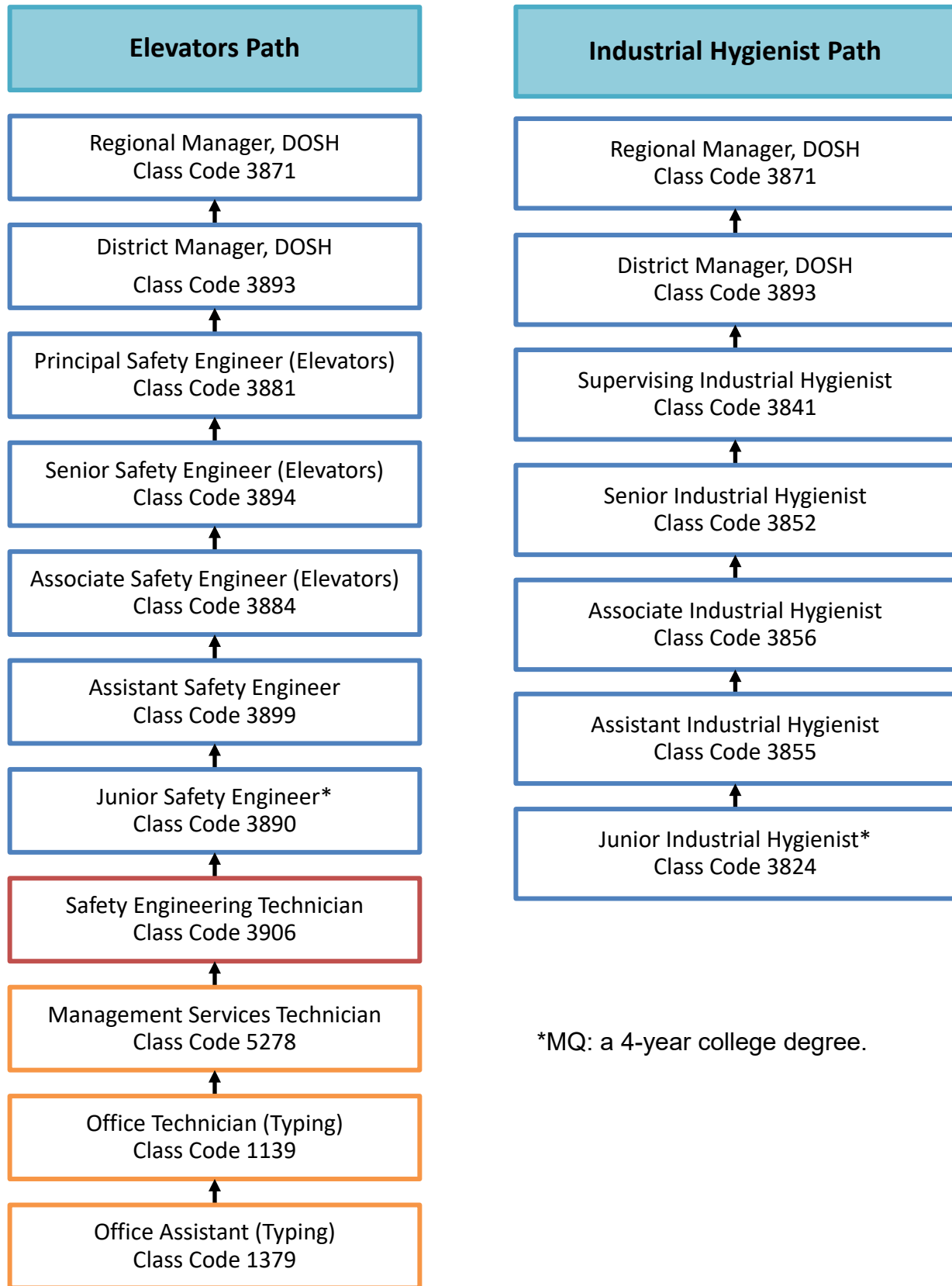


## Division of Occupational Safety and Health

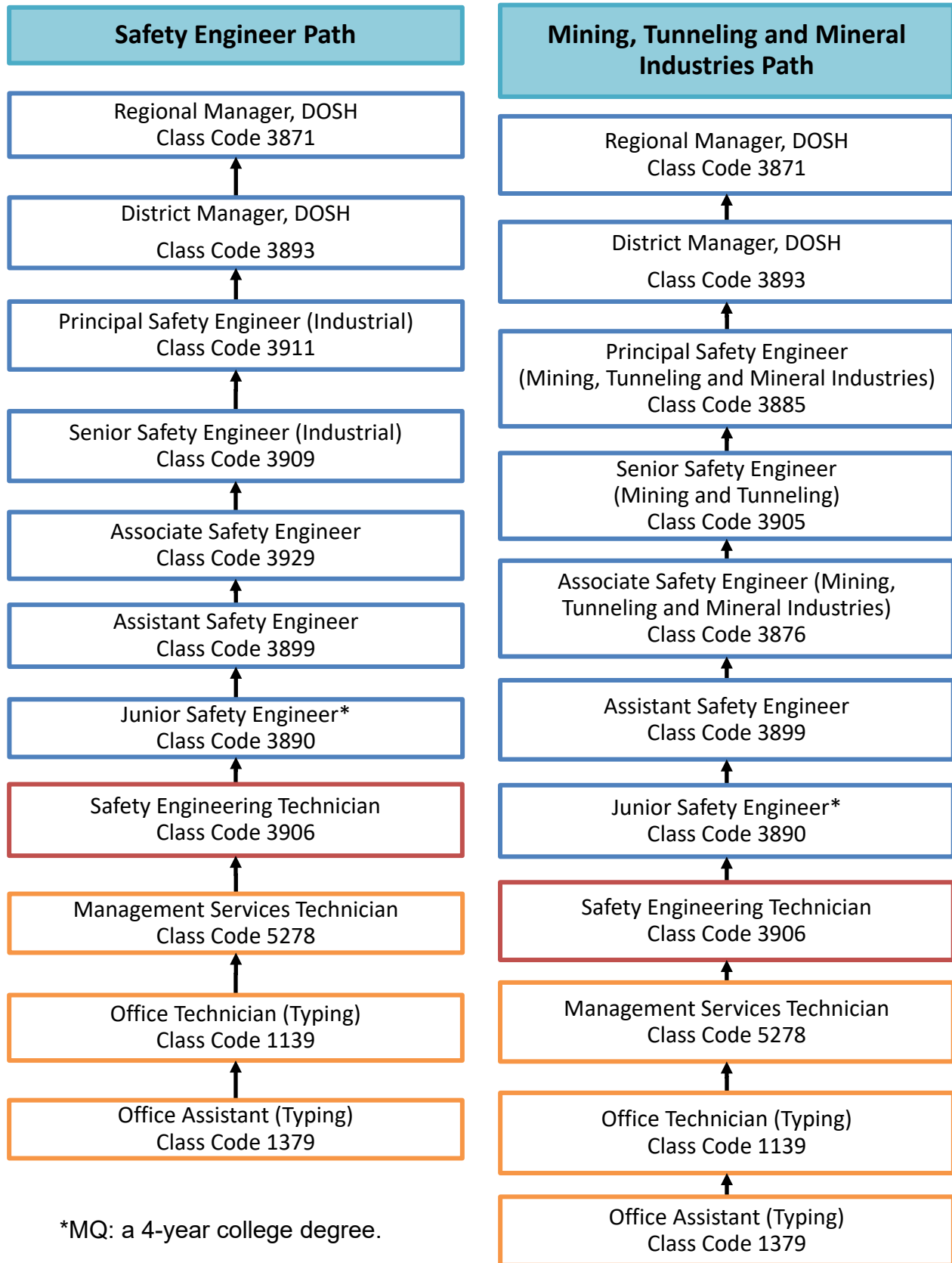


\*MQ: a 4-year college degree.

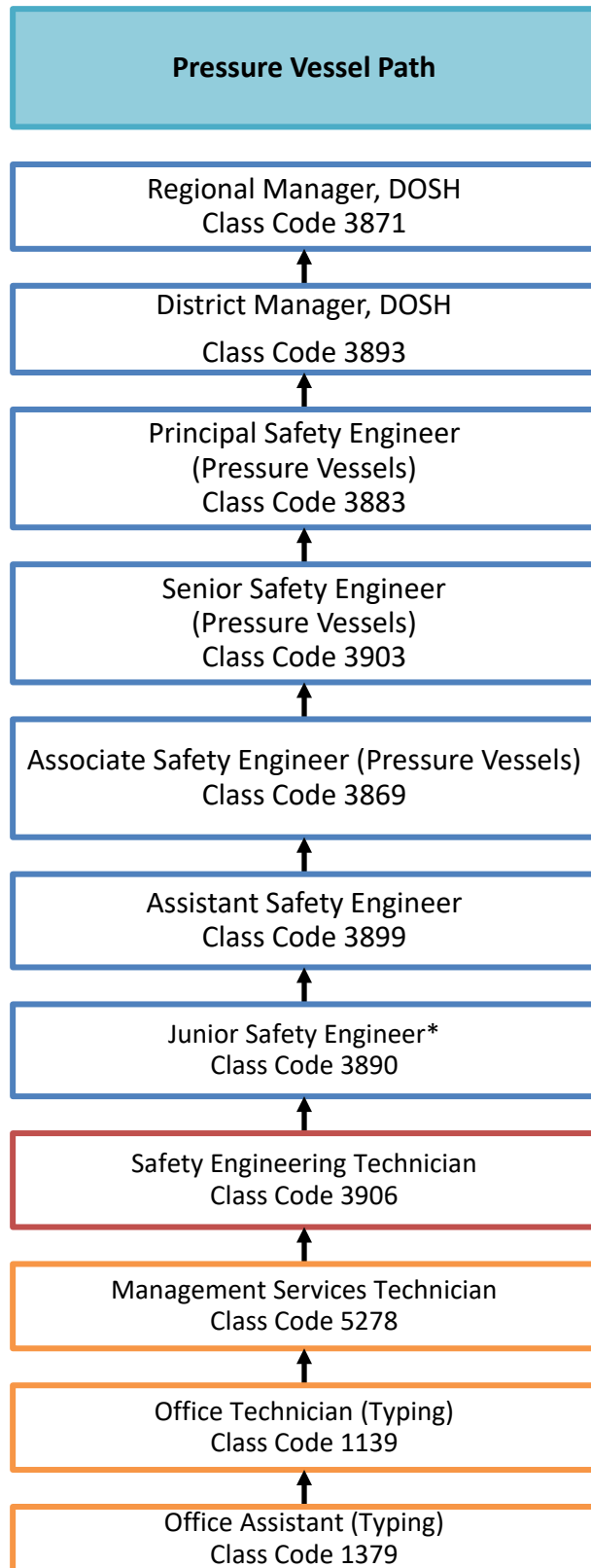
## Division of Occupational Safety and Health



## Division of Occupational Safety and Health

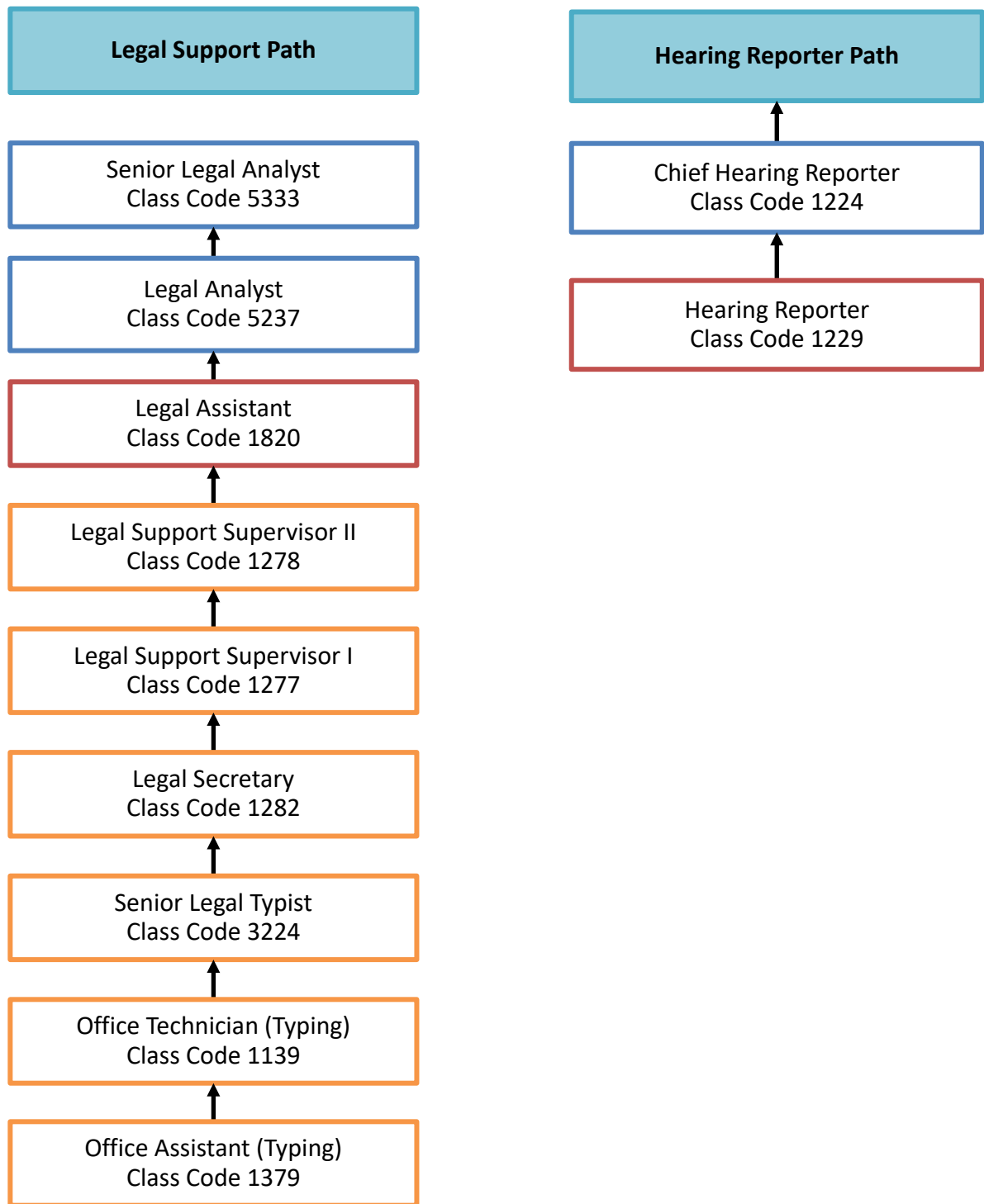


## Division of Occupational Safety and Health



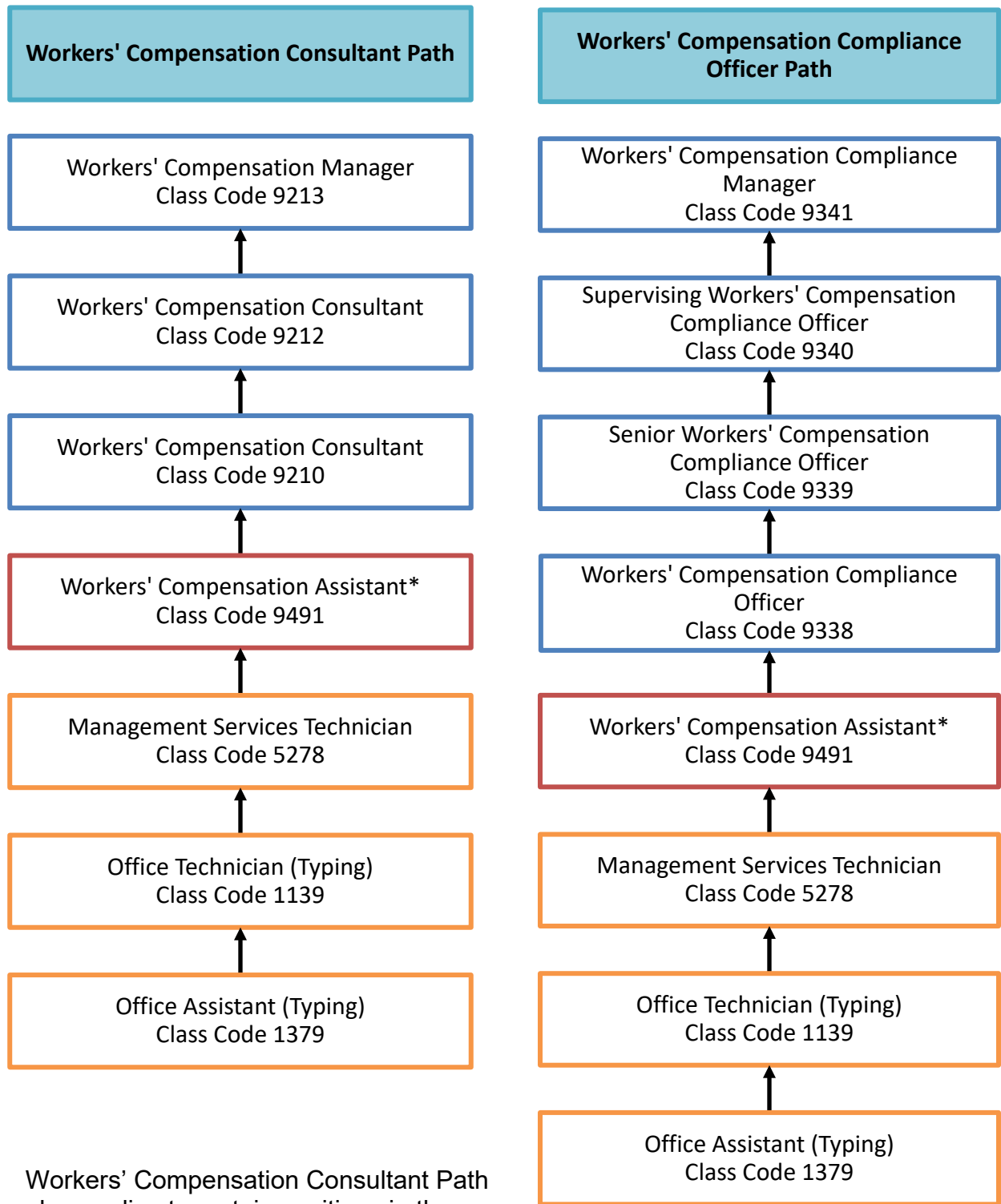
\*MQ: a 4-year college degree.

## Division of Workers' Compensation



Legal Support Path also applies to certain positions in OD Legal, OSHAB, and DLSE.

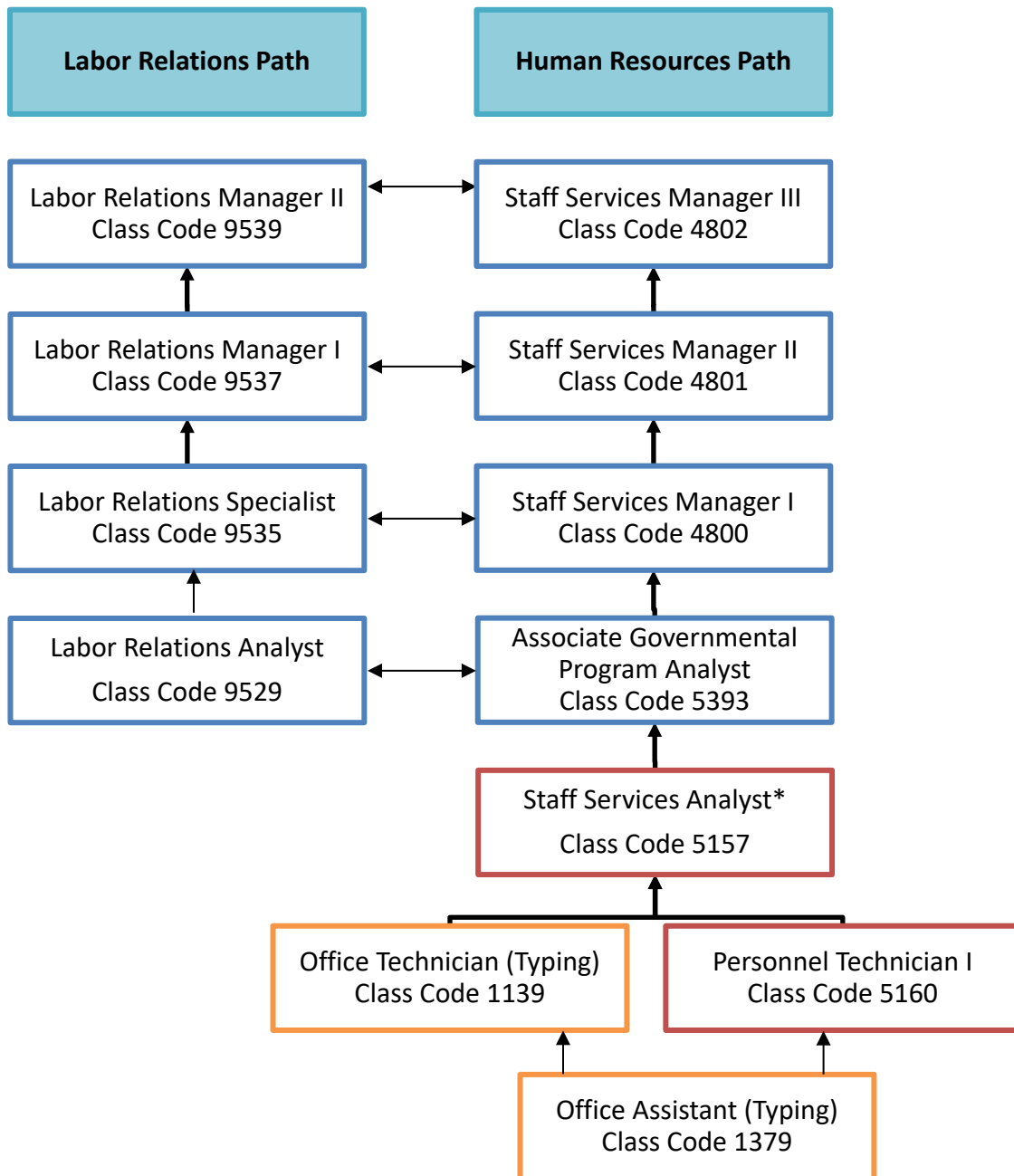
## Division of Workers' Compensation



Workers' Compensation Consultant Path also applies to certain positions in the Office of Self Insurance Plans and the Public Information Office.

\*MQ: 4-year college degree or combination of college credits and work experience.

## Human Resources Office

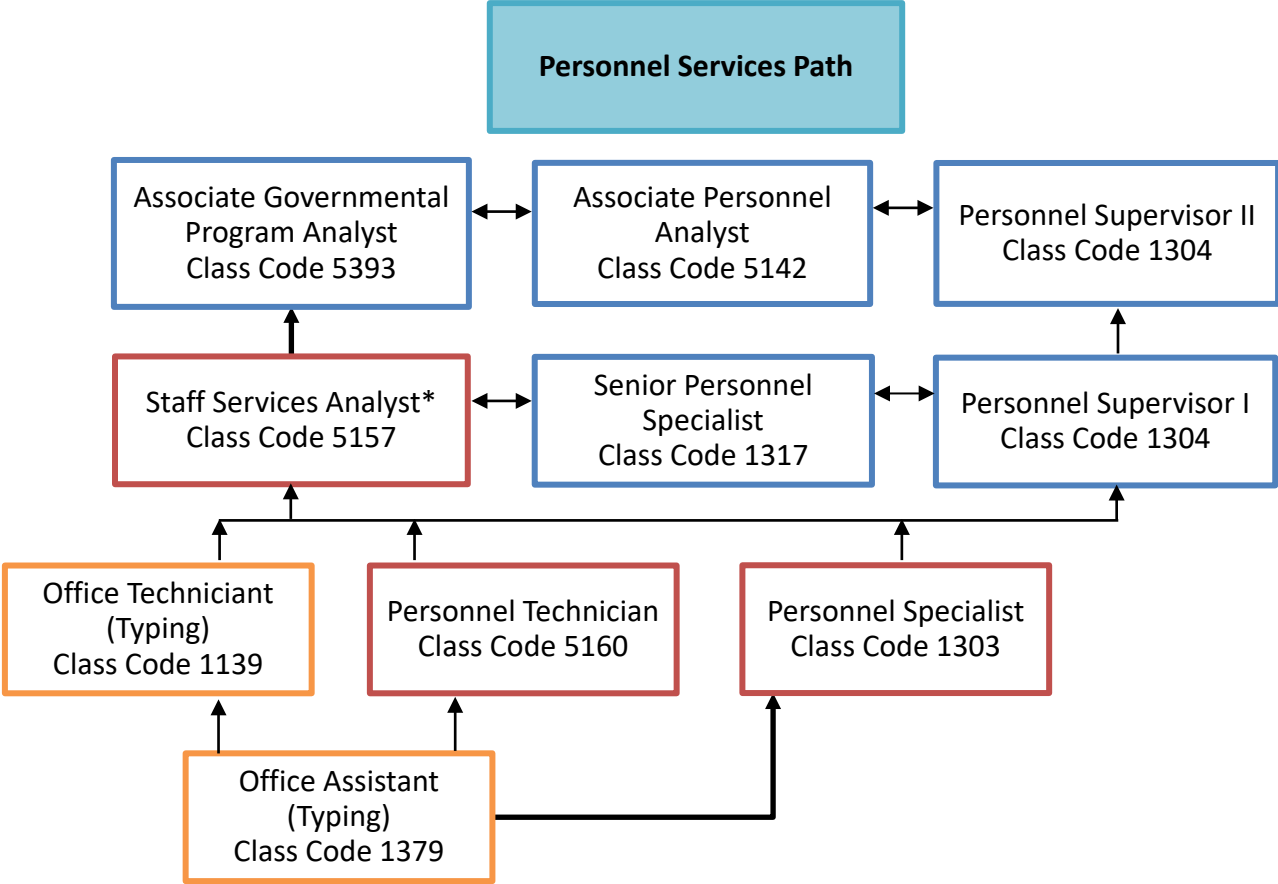


The Human Resources path also applies to certain positions in OD, Accounting, Business Services, DAS, DLSE, DOSH, DWC, OSHAB, and CSHSW.

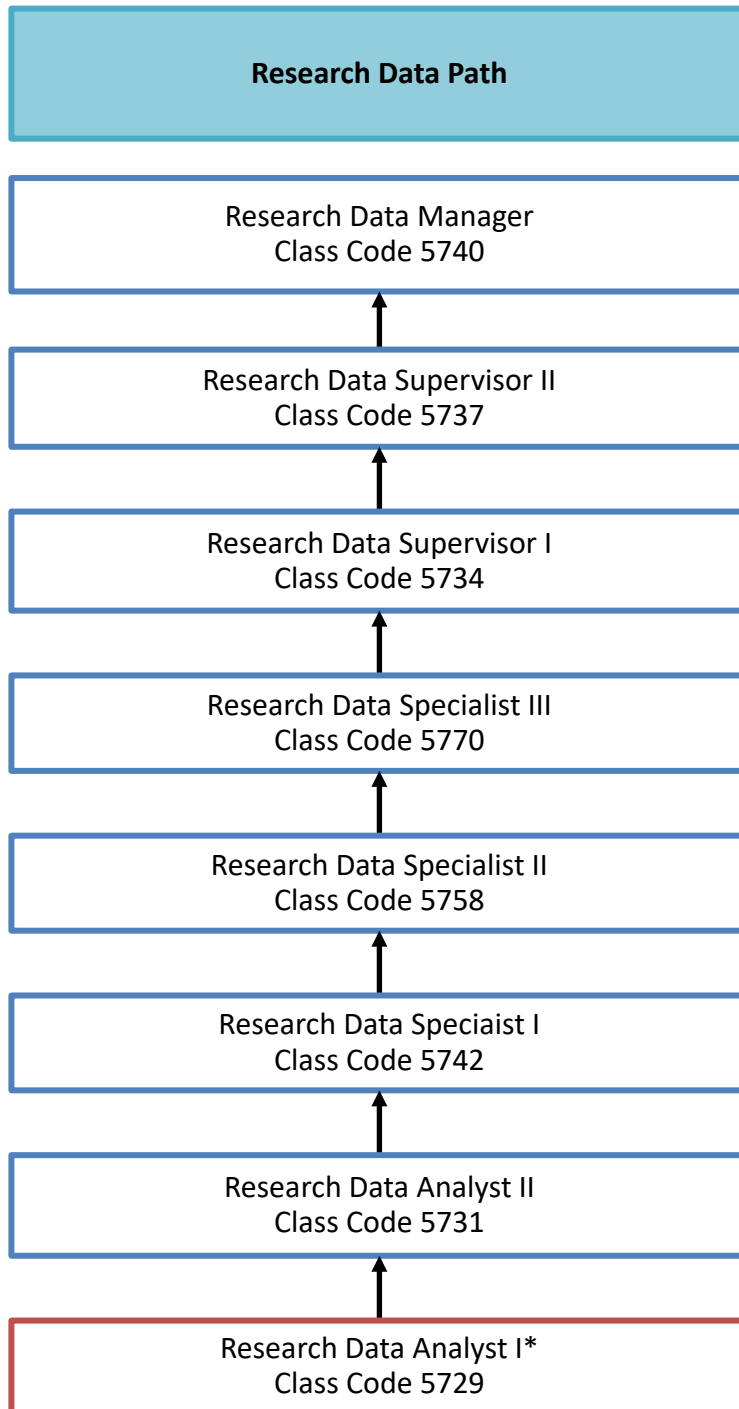
\*MQ: 4-year college degree or combination of college credits and work experience.



# Human Resources Office

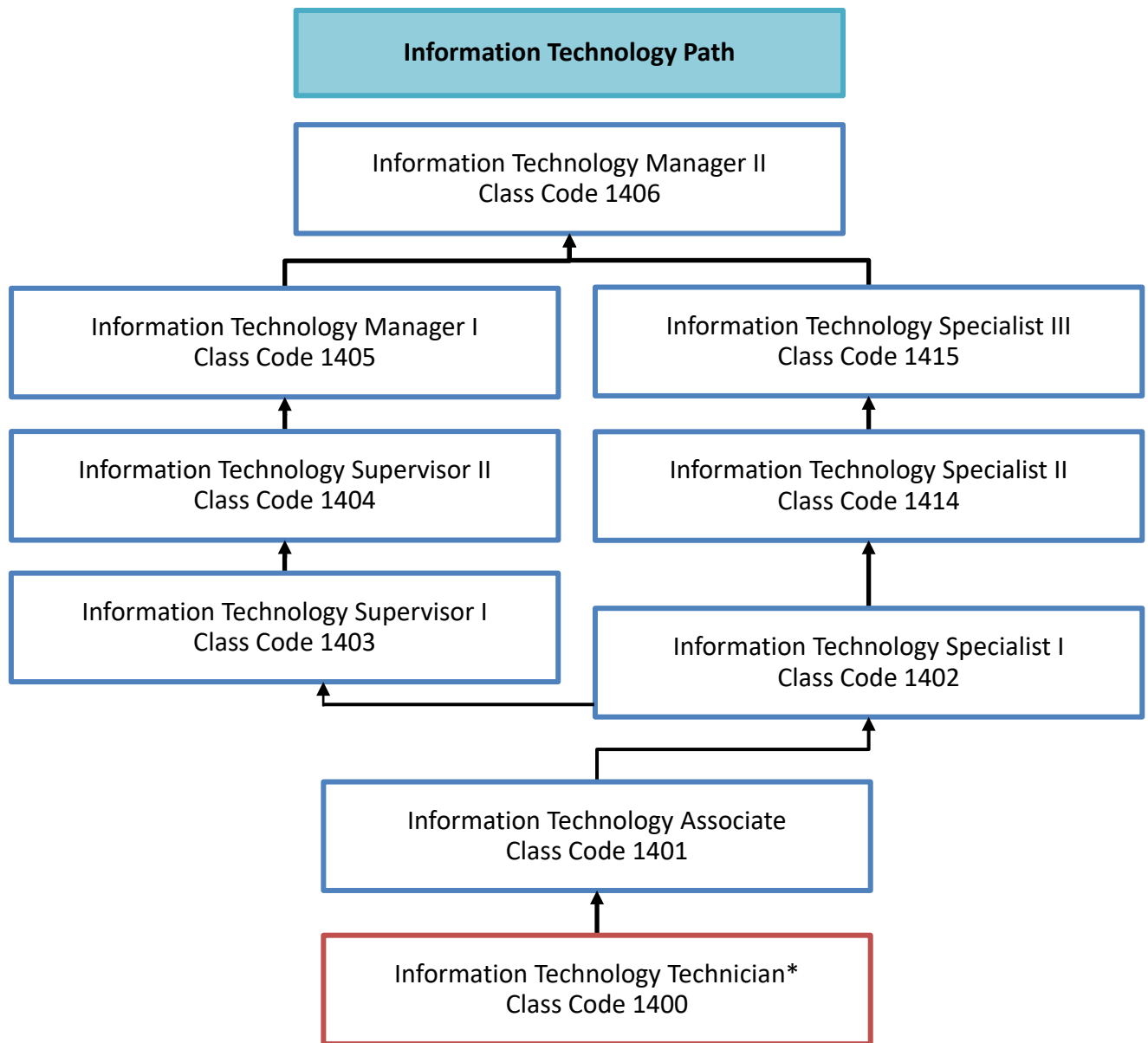


## Office of the Director - Research



Research Data Promotional Path also applies to certain positions in CHSWC.

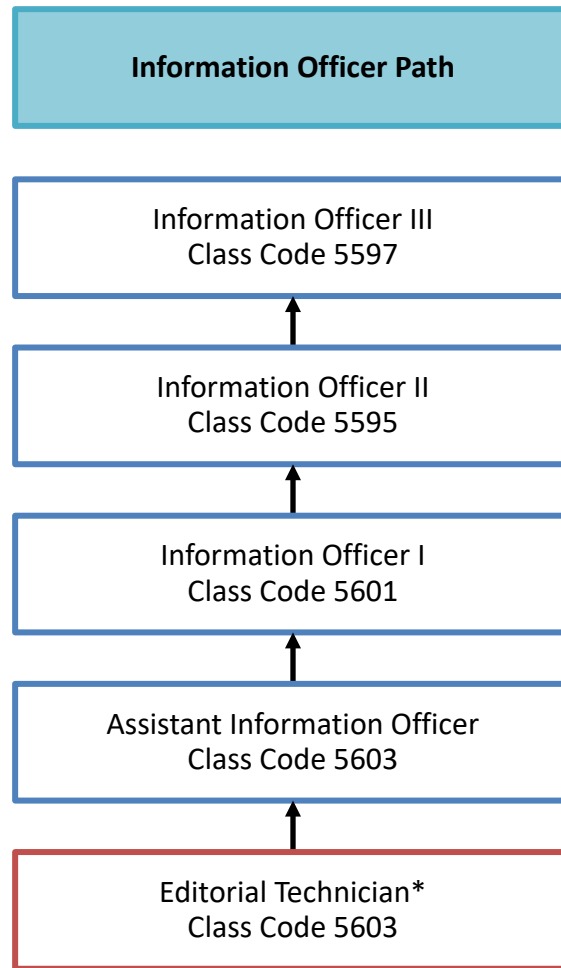
\*MQ: 4-year college degree and 12-semester units in a data-driven research-related field.



The information Technology promotional path also applies to certain positions in Business Services.

\*Requires 15-semester units from an accredited college or university or six months of general information technology experience.

## Office of External Affairs, Communications and Outreach



\*MQ: 4-year college degree in journalism, public relations, English, or a closely related field.

## Contact

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**Department of Industrial Relations  
Office of Administrative Services  
Human Resources  
2180 Harvard Street, Suite 160  
Sacramento, CA 95815  
(916) 283 – 2187**