Workforce Plan

Fiscal Years 2019 – 2021

Table of Contents

A Message from the General Manager

![CALPIA logo - Quality Products ★ Changed Lives ★ A Safer California]

Memorandum

Date: December 18, 2018

To: All CALPIA Staff

From: California Prison Industry Authority • 560 East Natoma Street • Folsom, California 95630-2200

Subject: **CALPIA WORKFORCE PLAN 2019 - 2021**

I am pleased to present the California Prison Industry Authority (CALPIA) Workforce Plan for 2019-2021. This plan assesses the current state of our agency and then sets the course of CALPIA's future civil service workforce goals. These goals are directly tied to CALPIA's current Strategic Business Plan, 2016-2021, and our mission and core values. Never has there been such a critical need to ensure that we invest in our most important resource – our staff – to ensure the continued success and longevity of this agency and the sustained fulfillment of our public safety goals.

Two immediate areas that this plan will address are:

1. Ensuring we mentor all staff and guide them to becoming the agency's next leaders. As CALPIA's managers and supervisors reach retirement age, it is all the more important that we make sure we have emerging leaders in place who are ready to continue the agency's success. We need to ensure our leaders set the example, empower and enable their staff to act, and build trust in each other.

2. Ensuring we share information and collaborate. Information should not be withheld from staff, but rather I call on each and every one of you to foster collaboration and help create a climate of trust so that we can learn from each other and celebrate all victories together. We should have no Divisional information silos but, rather, share information to ensure this agency is the best version of itself it can be.

To overcome these challenges, I challenge and encourage all of you to approach your days differently. Look for opportunities to collaborate with other staff, other agencies, and other partners. Look for ways to say, "Yes, we can overcome these challenges together," as opposed to "No, we can't do that." Look for training opportunities that will help build your skills and awareness and ask your management if you can attend them. Find ways to encourage and participate in information-sharing so that information is not retained in one single person but shared as a common understanding. These little acts will do much as we work to introduce more formal, agency-wide initiatives to address our workforce risks.

Together, I am confident that CALPIA will continue to be a state entity where highly innovative and talented people come together to serve the public safety mission of the state of California.

CHARLES L. PATTILLO
General Manager

State of California
Department of Corrections and Rehabilitation

Introduction

Pursuant to Penal Code 2800-2818, effective July 1, 2005, CALPIA was granted the authority to operate independent of the California Department of Corrections and Rehabilitation (CDCR). The purpose of the authority, among other things, is to develop and operate industrial, agricultural, and service enterprises employing prisoners (offenders) in institutions. These enterprises provide offenders with the opportunity to work productively, to earn wages, and to acquire or improve work habits and occupational skills.

CALPIA also operates multiple work and educational programs which ultimately provide offenders with the knowledge, skills, and abilities needed to provide a better life for themselves when they are released from custody, and ultimately reducing recidivism rates.

CALPIA must maintain a well-qualified and developed civil service workforce, in order to meet the requirements listed above. With ever changing technology, partnered with varying customer needs and demands, the Department seeks to stay at the forefront of its industries and enterprises. By implementing this workforce plan and through adequate succession planning, CALPIA will ensure the ability to remain as agile and optimal as required.

Strategic Direction

CALPIA's mission is forthright. The Department is a self-supporting, customer-focused business that reduces recidivism, increases prison safety, and enhances public safety by providing offenders productive work and training opportunities. This mission is mirrored in our vision statement, "Changing offenders' lives through innovative job training for a safer California."

To achieve its mission and vision, in 2016 the Department released its most recent Strategic Plan (Appendix E: Mission, Vision, Values, and Strategic Map) which lists the following Goals and Objectives:

1. Reduce Offender Recidivism
2. Maintain Self Sufficiency
3. Develop High-Performing Staff and Organization
4. Increase Customer Satisfaction

In addition to the strategic goals listed above, CALPIA operates each day through expecting the same set of core values among each member of its staff. These core values are:

- Leadership: Have a vision, and inspire others to support that vision.
- Respect: Treat others the way you wish to be treated.
- Professionalism: Mutual respect among all levels of staff.
- Integrity: Do the right thing in all circumstances.
- Teamwork: Be proactive in soliciting others opinions.
- Safety: Be proactive in identifying and preventing safety issues.
- Accountability: Accept responsibility for the outcomes expected of you.

CALPIA's workforce plan supports the Strategic Plan Goal #3 most distinctly. The initiatives in the workforce plan support developing CALPIA's staff through significant knowledge transfer and retention efforts, and ensuring the department retains those staff through succession planning and other professional development efforts. CALPIA's goals of providing superior customer service and leveraging technology to enhance our services are also fortified by addressing these workforce gaps.

CALPIA operates through adhering to the established Quality Policy by implementing the following Quality Principles:

- Customer Focus
- Leadership
- Involvement of People
- Process Approach
- System Approach
- Continual Improvement
- Factual Approach to Decision Making

Through the development and implementation of the CALPIA workforce plan, CALPIA can ensure it continues to deliver the quality of customer service and product expected by all clients.

Environmental Factors

CALPIA is a self-sustaining state agency that does not receive funds from the General Fund. The Department provides productive work assignments for approximately 7,000 offenders within CDCR institutions. CALPIA manages over 100 manufacturing, service, and consumable operations in all 35 CDCR institutions throughout California. Although, the department has created an agile environment by selling produced goods and services predominately to other state agencies, it is susceptible to economic downturn. Like any business, the basic law of supply and demand can influence CALPIA's economic stability.

Managing and maintaining adequate staffing within the institutional setting presents unique challenges for the Department. In addition to dealing with the remote geographic location of the institutions, general institutional environment, external perception of working with offenders, and the potential for overfamiliarity violations, CALPIA must comply with California Code of Regulation 8004.4 as it pertains to Inmate Workforce Allocation. The established business hours are aligned with those of private industry and to help offenders work productively in order to acquire effective work habits. However, it can be challenging to structure CALPIA's Enterprise hours with CDCR's Custody regulations.

CALPIA experiences communication challenges due to the decentralized nature of the department. CALPIA's Central Office operates out of Folsom, California, with more than 70 percent of the remaining staff operating within the 35 CDCR institutions. Due to this decentralization, communications from Central Office to the various institutions can be challenging where decision making is concerned.

Methodology

During the summer of 2018 CALPIA began the development of this workforce plan. The CALPIA Executive team and other key program managers participated in a facilitated strengths, weaknesses, opportunities, and threats (SWOT) analysis to help identify workforce challenges as well as develop goals to assist the Department in meeting established strategic plan objectives.

In addition to meeting with the Executive team, the department compiled and analyzed data on employee demographics (i.e., age, ethnicity, sex, etc.), separation trends, and other pertinent pieces of information on the current and past employee workforce for CALPIA.

Using the analyzed workforce data along with the SWOT analysis feedback, the CALPIA Human Resources Office produced the Department's first ever workforce plan. This plan outlines the current state of CALPIA's workforce, including the existing challenges as a way to also prepare for the future workforce entering the department.

Workforce Overview

CALPIA is a medium-sized department with 1,064 permanent staff at the time of this study. The organization is composed of six primary branches: Executive, Administration, Fiscal, Marketing, Operations, and Workforce Development. Within these branches there are 24 business areas:

- Accounting Services
- Budgeting and Financial Planning Section
- Business Services
- Career Technical Education
- Consumables Branch
- Customer Service
- Engineering Services
- Enterprise Resource Planning
- External Affairs
- Healthcare Facilities Maintenance
- Human Resources
- Industry Employment Program
- Inventory Management
- Joint Venture/Free Venture
- Legal Services
- Management Information Systems
- Manufacturing Branch
- Marketing Services
- Production, Planning, Analysis, and Reporting
- Quality Management Section
- Regulatory Compliance
- Sales
- Services Branch

- Staff Development

The CALPIA organization chart can be found in Appendix F: Organizational Chart.

Demographics

Ethnicity and Gender

As of September 2018, CALPIA's workforce is comprised of 68.5 percent men and 31.5 percent women. When compared to the total workforce of all state organizations in California, there is a high variance in the percentage of men versus women. Given that, it is not unusual in public or private sector manufacturing and service operation businesses to have a higher percentage of male employees due to the nature of the work. While these numbers represent the CALPIA workforce in whole, there are some divisions within CALPIA that vary significantly from these averages.

CALPIA's overall ethnic composition is 50.3 percent Caucasian, 32.4 percent Hispanic, 6.8 percent Asian, and 7 percent African American. Pacific Islander, Native American, and "Other" make up 3.6 percent of the CALPIA workforce. Listed below is a comparison of CALPIA's ethnicity and gender statistics compared to civil service statewide data.

Demographic	CALPIA	Total Percentage	Statewide	Total Percentage Statewide
Women	335	31.5%	98,056	46.1%
Men	729	68.5%	114,459	53.9%
Caucasian	535	50.3%	94,574	44.5%
Hispanic	345	32.4%	51,874	24.4%
Asian	72	6.8%	36,534	17.2%
African American	74	7.0%	21,482	10.1%
Other	38	3.6%	8,051	3.8%

Disabled Employee Representation

As shown in the 2018 Workforce Analysis Report, CALPIA's representation for people with disabilities is 7.3 percent. The statewide workforce representation goal for representation for people with disabilities is 13.3 percent. CALPIA recognizes its current representation is below statewide standard. However, like the above section, it is not uncommon in public or private sector manufacturing and service operation businesses to have a lower than average percentage of disabled employees.

In September 2017, CALPIA created its Disability Advisory Committee (DAC), and in the past year, this committee has become a fully functional DAC with representation on the Statewide Disability Advisory Council (SDAC). The CALPIA DAC publishes a monthly CALPIA Newsletter and plans to assist with future recruitment events geared towards bringing qualified disabled candidates into civil service.

Age Demographics

The average age of a CALPIA employee is nearly 47 years old, and the average tenure in civil service is 9 years.   In comparison to other state agencies, this is a young workforce overall. While this may seem to be an asset to the Department in terms of retention potential, this can also be a risk since employees with fewer years of civil service and younger in age may not have the depth of historical organizational knowledge that is typically experienced.

The Department's generational breakout includes alarming data, particularly in groupings of Managers and Supervisors, Career Executive Assignments (CEA), and Prison Industry Administrators. The Prison Industry Administrator classification considered the feeder classification to CEA positions within the Department. Within these three employee groupings, the average age is 54 with the average number of civil service years being 20. Employees within these classifications fall under the safety retirement formula, are eligible to retire at 50 years of age, and are fully vested for health benefits at 20 years of service.
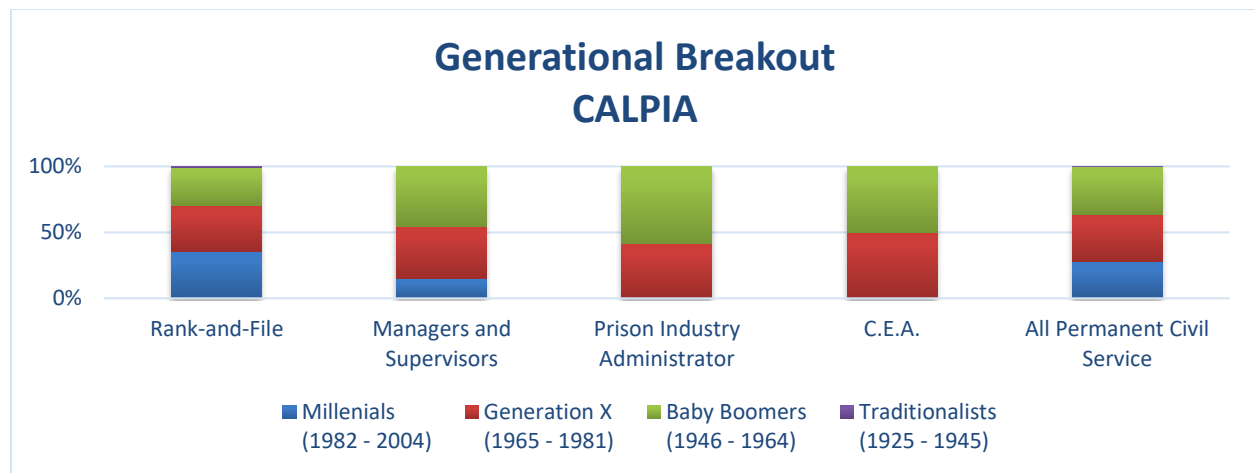
Overall, CALPIA has a mix of employees representing various age groups and generations, however, as shown in the General Breakout graph above, we now have more staff in categories Generation X and Baby Boomers. The CALPIA workforce is also comprised of 27.5 percent Millennials, who as the older generations begin to retire in the years to come, will serve as our future workforce. The combined experiences and talents of all employees strengthen our organizational culture. As new generations merge with the current workforce, CALPIA continues to foster appreciation of generational differences.

Separation Trends and Forecast

Separation rates for 2015, 2016, and 2017 were analyzed. Over the last several years, certain separation types from CALPIA have increased substantially. This may be attributed to the growth of the Healthcare Facilities Maintenance (HFM) Program that added over 400 positions to the total number of employees beginning late 2015.

In addition to the analysis of past years, forecasts for potential separations were calculated for 2018 and 2019.
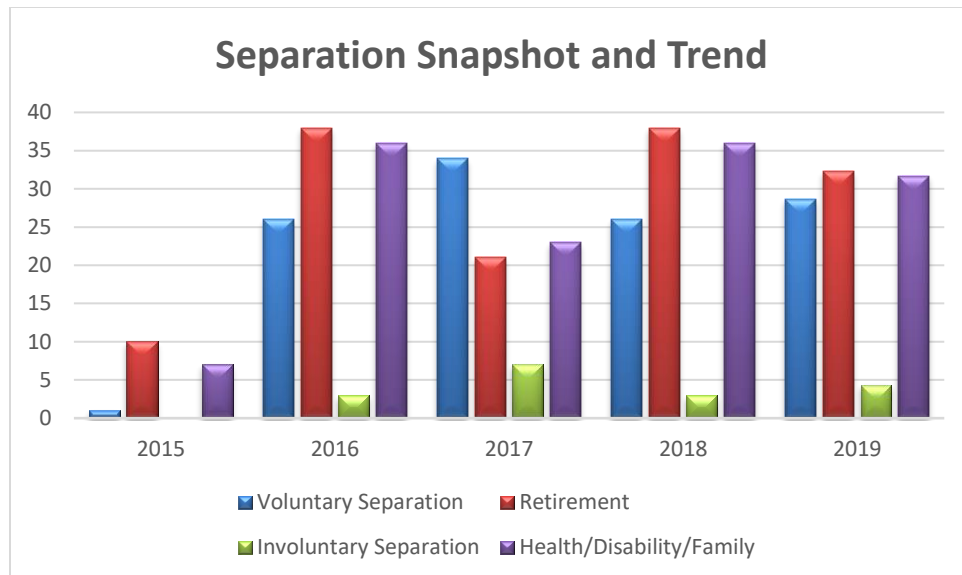
Retirement Eligibility

The following table contains a snapshot of CALPIA's workforce demographics by age and years of civil service in order to analyze the Department's retirement risk. It includes the total number of employees within a classification, the total number of employees currently at retirement age, the total number of employees reaching retirement age within five years, and the total percentage of employees that may retire within the next five years. Information is displayed only for those classifications encompassing more than three total employees with at least one employee at retirement age, but more than three total employees. Information for smaller classification groups comprised of less than three total employees and having at least one employee at retirement age are not included to protect the identity of those retirement aged employees.

The average age of retirement for CALPIA is 62. Of 836 current CALPIA employees, 384 (45.9%) are currently at or above retirement age.

Class Code	Class Title	Number of Employees	At Retirement Eligibility (50+) %	W/in 5 Years of Retirement Eligibility (45-49) %	Total Potential Retirements in 5 Years
4552	Accounting Administrator I (Specialist)	3		33.3%	33.3%
4549	Accounting Administrator I (Supervisor)	4	75.0%	25.0%	100.0%
1741	Accounting Technician	9	88.9%	11.1%	100.0%
5393	Associate Governmental Program Analyst	33	21.2%	12.1%	33.3%
5142	Associate Personnel Analyst	4	25.0%	25.0%	50.0%
7500	C.E.A.	12	75.0%	25.0%	100.0%
2006	Custodian (Correctional Facility)	151	29.1%	9.3%	38.4%
2004	Custodian Supervisor II (Correctional Facility)	29	44.8%	10.3%	55.2%
6826	Heavy Equipment Mechanic (Correctional Facility)	4	50.0%	25.0%	75.0%
6379	Heavy Truck Driver-Correctional Facility	44	54.5%	6.8%	61.4%
648	Industrial Supervisor, Prison Industries (Crop Farm)	5	80.0%	20.0%	100.0%
682	Industrial Supervisor, Prison Industries (Dairy)	11	54.5%	9.1%	63.6%
7198	Industrial Supervisor, Prison Industries (Fabric Products)	20	85.0%	5.0%	90.0%
7155	Industrial Supervisor, Prison Industries (Food and Beverage)	10	40.0%	10.0%	50.0%
2109	Industrial Supervisor, Prison Industries (Laundry)	22	40.9%	13.6%	54.5%
7215	Industrial Supervisor, Prison Industries (Maintenance and Repair)	22	68.2%	9.1%	77.3%
7191	Industrial Supervisor, Prison Industries (Metal Fabrication)	15	40.0%	13.3%	53.3%
7150	Industrial Supervisor, Prison Industries (Optical Products)	10	60.0%	20.0%	80.0%
7131	Industrial Supervisor, Prison Industries (Poultry Processing)	5	40.0%	40.0%	80.0%
7207	Industrial Supervisor, Prison Industries (Shoe Manufacturing)	6	83.3%	16.7%	100.0%
7178	Industrial Supervisor, Prison Industries (Wood Products)	7	57.1%	14.3%	71.4%
7236	Industrial Warehouse and Distribution Manager I, Prison Industries	5	60.0%	20.0%	80.0%
7231	Industrial Warehouse and Distribution Specialist, Prison Industries	22	27.3%	22.7%	50.0%
7234	Industrial Warehouse and Distribution Supervisor, Prison Industries	6	83.3%	16.7%	100.0%
1401	Information Technology Associate	5	40.0%	20.0%	60.0%
1402	Information Technology Specialist I	11	45.5%	18.2%	63.6%
2005	Lead Custodian (Correctional Facility)	25	36.0%	4.0%	40.0%
5278	Management Services Technician	11	27.3%	9.1%	36.4%

1139	Office Technician (Typing)	34	38.2%	11.8%	50.0%
7158	Prison Industries Administrator	17	76.5%	17.6%	94.1%
7157	Prison Industries Manager (General)	29	55.2%	17.2%	72.4%
7154	Prison Industries Superintendent II (Maintenance and Repair)	10	40.0%	20.0%	60.0%
7190	Prison Industries Superintendent II (Metal Products)	4	50.0%	50.0%	100.0%
7162	Product Engineering Technician, Prison Industries	4		50.0%	50.0%
9927	Program Technician	9	33.3%	11.1%	44.4%
7149	Sales Representative, Prison Industries	10	70.0%	10.0%	80.0%
6212	Skilled Laborer	5		40.0%	40.0%
5157	Staff Services Analyst (General)	16	18.8%	6.3%	25.0%
4800	Staff Services Manager I	16	62.5%	18.8%	81.3%
4801	Staff Services Manager II (Supervisory)	6	16.7%	33.3%	50.0%

A classification watch list was created to highlight those classifications that are at the highest risk of separations and is included as Appendix A.

Workforce Gap Analysis

A gap analysis was performed to determine the gap between the workforce supply and demand for CALPIA. Results are intended to reveal gaps and surpluses in staffing levels and competencies needed to perform the Department's mission.

The Human Resources Office conducted meetings with the various divisions to help identify the most mission critical workforce gaps, taking into consideration current labor market trends, such as diversity expectations and challenges, as well as difficult to recruit classifications. Understanding external factors that have an impact on the mission and services of CALPIA (i.e., administration changes, Prison Industry Board changes, political trends, CDCR policies, etc.) was also a critical component of exploring current and future workforce gaps.

Executive staff feedback, in combination with comprehensive workforce data analysis, revealed department-wide gaps in the areas of recruitment, retention, professional development, knowledge transfer, and succession planning.

Recruitment Gaps and Risks

Recruitment gaps and risks identified include:

- Our demographic overview shows that our overall ethnic composition, in certain business areas, is more diverse than others. For example, our Healthcare Facilities Maintenance (HFM) program represents individuals who are primarily Hispanic. Whereas, our Administration and Executive Divisions consists of individuals who possess the requisite qualifications and are primarily Caucasian. The risk associated with failing to address our diversity challenges is that CALPIA may not be able to

attract a diverse workforce, retain inclusivity, and showcase fair representation of the Department.

- Each of CALPIA's Divisions experience challenges with the State's hiring practices. Due to the hiring process being strenuous, we lose the interest of candidates who find employment opportunities elsewhere. For example, on average the hiring process from advertisement to candidate selection is about 4-8 weeks. If the department does not find a way of decreasing the complexity of the hiring process, it may continue to lose qualified candidates.

- The Recruitment Unit often finds positions difficult to recruit for in CALPIA enterprises because unique skill sets are generally required. For example, the two institutions Richard J. Donovan Correctional Facility (RJD) and California Men's Colony (CMC) house CALPIA's Shoe Manufacturing enterprises which require specific experience such as injection molding, upholstery, and pattern making. CALPIA has the capability of locating qualified candidates only to discover they are also in demand with a number other public and private entities which may be more attractive to the candidate than working in an institution.

The risk of not addressing these challenges is that CALPIA may not be able to retain a high performing and diverse workforce, attract high caliber employees, provide exceptional services to its customer base, or meet agency strategic and business goals.

Retention Gaps and Risks

Retention gaps and risks identified include:

- Employee engagement and recognition has not been a focus for CALPIA and as a result, our ability to retain key employees and provide an avenue to raise employee morale has led to decreased productivity in some areas, absenteeism, and turnover.

- A common retention barrier within our Department is the development of new programs without adding additional supporting administrative staff. This creates a challenge of maintaining staffing levels that lead to employee burnout and inadequate staff growth. The lack of time and effort invested to train more than one employee in performing a critical job function, creates mishaps in our current workforce and fosters an environment of key person dependency.

- Unlike some organizations that lose employees to conventional means, CALPIA loses some of its workforce to termination due to staff misconduct with offenders. This reoccurring challenge has made it difficult to retain our staff.

- Opportunities for promotion and career growth in some divisions are more likely than others. In the institutions, unique classifications specific to CALPIA enterprises often lack promotional opportunities. Some divisions also describe a lack in career path due to an unclear outline of movement and department specific classifications between them.

The risk of not addressing the above challenges is that CALPIA may not be able to retain and develop a high performing staff and organization, meet our core values or quality principles, and increase customer satisfaction.

Professional Development Gaps and Risks

Professional development gaps resulting from current workforce challenges and trends include:

- There is a lack of tacit knowledge transfer and within divisions. Without observation or experience through mentoring or coaching, this creates a challenge of CALPIA's bench strength to develop or improve staff performance.

- Professional development and training opportunities are available to CALPIA due to our extensive training budget. However, in various divisions identifying employee's specific competencies can be challenging when creating an effective professional development plan.

- The Department currently has two primary professional development strategies, including Staff Development and Upward Mobility. Without a formal mentoring program. it becomes difficult to transfer knowledge and develop employees through relationships with organizational leaders and experts.

The risk of not addressing these challenges is that CALPIA may not be able to retain the knowledge and expertise needed to develop a high performing staff and organization and support the ongoing development of bench strength.

Knowledge Transfer Gaps and Risks

Knowledge gaps resulting from current workforce challenges and trends include:

- Business policies and procedures are documented through CALPIA's International Organization for Standardization (ISO) Documents Library. The complexity of policies and procedures and numerous divisions lacking documentation, creates knowledge transfer gaps as personnel separate.

- In relation to the complexity of CALPIA's business policies and procedures, some employees refrain from investing time and effort to transfer knowledge which creates communication barriers and the transferring of valuable knowledge.

- Organizational silos often create barriers of knowledge transfer between divisions, as employees hoard knowledge in their own area of the organization. There is a lack of identifying high performers and a potential successor to key positions to ensure knowledge transfer occurs at all levels.

The risk of not addressing these challenges is that CALPIA cannot grow its workforce from within and develop diverse career pathways for the growth of internal talent.

Succession Planning Gaps and Risks

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

- A lack of talent or unidentified talent in emergency situations to properly prepare for succession.

- Flight risks of internal talent pool, which may lead to loss of critical knowledge and skills.

- Inconsistent or lack of ongoing knowledge transfer to mitigate potential loss of expertise needed to maintain CALPIA's vision and values.

- Aging workforce and impending Baby Boomer retirements, which widen the talent gap for the next generation of leaders and workforce.

The risk of not addressing these challenges is that we cannot identify internal talent to prepare for succession planning and retain the knowledge and expertise to support our bench strength.

Workforce Planning Initiatives

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

Recruitment Initiatives

- Improve outward facing public perception
- Partner with control agencies to begin consolidation of department-specific classifications and create an apprenticeship program
- Expand collaboration with recruitment outreach programs

Retention Initiatives

- Develop and implement an employee recognition program to supplement CALPIA's existing Employee of the Year Awards
- Develop and implement a diversity and inclusion program
- Develop and implement entrance and exit surveys

Professional Development Initiatives

- Identify individual key competencies through the Upward Mobility Program (UMP)
- Develop CALPIA specific training to supplement new employee onboarding

Knowledge Transfer and Succession Planning Initiative

- Identify all Key Leadership positions and their competencies within the department as the first step in developing CALPIA's first succession plan
- Develop a formal mentoring program to ensure continuous filling of Key Leadership positions

- Develop and implement a succession plan

Implementation

The Human Resources Office will own CALPIA's Workforce Plan to ensure successful implementation by adhering to the action plan initiatives, heightening awareness, and ensuring that stakeholders are aware of each milestone and successes. In collaboration with the Human Resources Office, the Project Management Office will highlight and track action plan due dates to ensure objectives are met and manage project phases.

Evaluating the Effectiveness of the Workforce Plan

The effectiveness of the Workforce Plan can be measured by assessing how successful the initiatives have been in closing the five gaps: recruitment, retention, professional development, knowledge transfer, and succession planning. If the gaps are reduced by initiatives discussed in this plan, then the plan will be deemed as a success. Each initiative will be monitored on its own timeline, while the Workforce Plan will be evaluated entirely on a quarterly basis by the Chief of Human Resources, Chief Project Officer, and Executive Staff.

Conclusion

CALPIA is a self-sustaining organization with a dynamic mission and vision. Our organization prides itself in our commitment to reduce recidivism, provide stellar customer service, and develop high performing staff. This Workforce Plan will be a continual effort to mitigate our focused efforts to retain a high performing and diverse workforce, attract high caliber employees, and provide exceptional services to our customers. By implementing initiatives such as developing a diversity and inclusion program and mentorship we will foster an environment of inclusivity and recognition. By identifying key leadership positions and developing CALPIA specific training will allow a proactive response to retention and prepare for succession planning. CALPIA's workforce plan will be evaluated on a quarterly basis and changes will be documented continually to ensure that the strategies are still effectively meeting the organization's needs. As we strive to invest in our workforce, we hope to remain proactive in aligning these proposed strategies with our strategic goals.

Appendices

Appendix A: Separation Trend and Forecast

Appendix B: Separation Snapshot

Appendix C: Action Plan

Appendix D: Communications Plan

Appendix E: Mission, Vision, Values, and Strategic Map

Appendix F: Organizational Chart

Appendix A: Separation Trends and Forecast

This graph illustrates a watch list to highlight classifications that are at the highest risk of separation.

Classification Title	Potential Retirements (70% and Higher)	Turnover Rate (25% and Higher)
Accountant Trainee		50%
Accounting Administrator I (Supervisor)	100.0%	
Accounting Technician	100.0%	
Associate Industrial Hygienist		50%
Career Executive Assignment (CEA)*	100.0%	
Custodian (Correctional Facility)		27.4%
Heavy Equipment Mechanic (Correctional Facility)	75.0%	44.4%
Industrial Supervisor, Prison Industries (Crop Farm)	100.0%	
Industrial Supervisor, Prison Industries (Fabric Products)	90.0%	
Industrial Supervisor, Prison Industries (Maintenance and Repair)	77.3%	
Industrial Supervisor, Prison Industries (Metal Products)	100.0%	
Industrial Supervisor, Prison Industries (Optical Products)	80.0%	
Industrial Supervisor, Prison Industries (Poultry Processing)	80.0%	
Industrial Supervisor, Prison Industries (Shoe Manufacturing)	100.0%	
Industrial Supervisor, Prison Industries (Wood Products)	71.4%	
Industrial Warehouse and Distribution Manager I, Prison Industries	80.0%	
Industrial Warehouse and Distribution Supervisor, Prison Industries	100.0%	
Prison Industries Administrator*	94.1%	
Prison Industries Manager (General)*	72.4%	
Product Engineering Technician, Prison Industries		50%
Sales Representative, Prison Industries	80.0%	
Staff Services Manager I	81.3%	

Classification is identified as a Key Leadership Position

Appendix B: Separation Snapshot

This is a high level, simple analysis of the separation types listed. This graph illustrates separation trends from 2015, 2016, and 2017. It is further broken out to reflect trends and forecast data for 2018 and 2019.
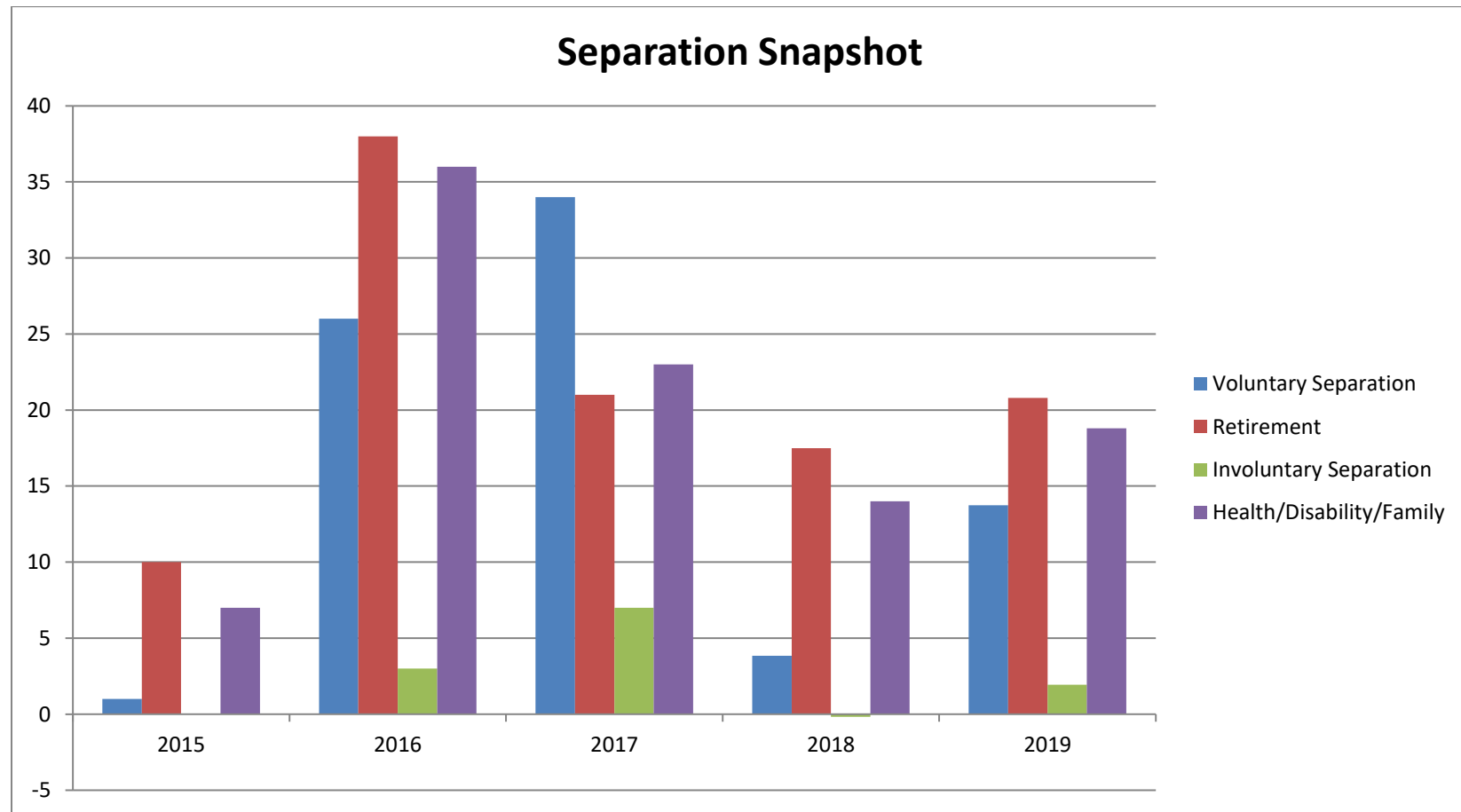
Appendix C: Action Plan

This appendix relates to the **Workforce Planning Initiatives** section of the plan. Based on the gap analysis and subsequent risks, identified below are key initiatives that will be implemented to meet current and future workforce needs.

Initiative *What is the name of the initiative?*	Gap *Which workforce planning gap does the initiative address?*	Responsible Person(s) *Who is responsible for overseeing successful implementation of the initiative?*	Performance Indicators *How will we know we achieved our goal and what will success look like?*	Due Date *When will it be completed?*	Strategic Alignment *Which Strategic goal(s) does the initiative support?*
One to Two Year Initiatives					
Improve outward facing public perception	Recruitment	External Affairs (with support from Workforce Development Branch)	Percentage of external stakeholder's satisfaction levels increase and increased number of applicants for vacancies	Ongoing	3, 4
Expand collaboration w/recruitment outreach programs	Recruitment	Human Resources (with support from SME's from applicable enterprises)	Percentage of vacancies filled for hard-to-recruit classifications will be reduced	June 2020	3, 4
Develop & implement an employee recognition program	Retention	Human Resources	Percentage of employees who rate high on job satisfaction surveys	March 2019	3
Identify all key	Succession	Human	Number of positions with key	January	2, 3, 4

Initiative *What is the name of the initiative?*	Gap *Which workforce planning gap does the initiative address?*	Responsible Person(s) *Who is responsible for overseeing successful implementation of the initiative?*	Performance Indicators *How will we know we achieved our goal and what will success look like?*	Due Date *When will it be completed?*	Strategic Alignment *Which Strategic goal(s) does the initiative support?*
leadership positions	Planning	Resources/ Executive Staff/Branch Managers	competencies identified	December 2020	
Identify individual key competencies through the Upward Mobility Program (UMP)	Professional Development	Upward Mobility Coordinator (with support from all supervisors and managers)	Number of participants in UMP will increase and high percentage of key competencies identified	December 2019	2, 3
Develop & implement entrance and exit surveys	Retention	Human Resources	Percentage of employees complete onboarding and employee exit surveys will increase. Department will gain insight into reasons for employee separations	September 2019	2, 3, 4
Three to Five Year Initiatives					
Consolidate department-specific Industrial Supervisors & create an apprenticeship program	Recruitment	Human Resources/ Operations/Labor Relations/External Control Agencies	Increased number of qualified journey-level candidates. Sustained high performance	December 2021	2, 3, 4

Initiative *What is the name of the initiative?*	Gap *Which workforce planning gap does the initiative address?*	Responsible Person(s) *Who is responsible for overseeing successful implementation of the initiative?*	Performance Indicators *How will we know we achieved our goal and what will success look like?*	Due Date *When will it be completed?*	Strategic Alignment *Which Strategic goal(s) does the initiative support?*
Develop & implement a diversity inclusion program	Retention	Equal Employment Opportunity Officer	Lowered turnover rates, more employee satisfaction, and higher levels of employee engagement department-wide	June 2020	3, 4
Develop a formal mentoring program	Knowledge Transfer & Succession Planning	Executive Office/Branch Managers	Percentage of employees receiving mentoring and being prepared for high level leadership positions in the future	January 2021	2, 3
Develop & implement a succession plan	Succession Planning	Human Resources with support from Executive Office and Branch Managers	Decrease in recruitment timeframe due to early indication of impending vacancies and internal qualified candidates	September 2021	2, 3

Appendix D: Communication Plan

The CALPIA Workforce Plan will be shared with all CAPIA employees to spread organization-wide awareness. The plan will be discussed at the monthly Executive Staff Meeting, and all division managers and supervisors will be tasked with discussing the plan at their next scheduled staff meetings, to allow employees to ask questions. The Chief Administrative Officer and Human Resources Chief will demonstrate how the Workforce Plan connects to the Department's strategic plan and discuss how this plan will benefit each employee and the organization. Quarterly reports will be provided to Executive staff to monitor implementation of the plan.

Responsible Person(s)	Strategy	Role(s)/Responsibility(ies)	Communication Deadline
General Manager	Internal memorandum	Responsible for supporting communication of the plan	January 2019
Executives	Responsible for communicating and supporting the plan within respective divisions and programs consistently.	Responsible for development and implementation of specific initiatives	January 2019 and ongoing
Chief Administrative Officer	Executive Sponsor/ Responsible for ensuring that the action plan and timelines are implemented and that the HR Chief and WFP Coordinator have resources needed.	Provide quarterly report to Executive Staff	January 2019 and ongoing
Chief of Human Resources	Plan and initiate oversight	Responsible for development and implementation of specific initiatives/development of quarterly report/collaborating with PMO	January 2019 and ongoing
Project Management	Track the plan successes/ plan initiatives oversight/	Incorporate updates/ manage plan phases	January 2019 and ongoing

Responsible Person(s)	Strategy	Role(s)/Responsibility(ies)	Communication Deadline
Office			
EEO Officer	Initiatives oversight	Responsible for development and implementation of specific initiatives	January 2019 and ongoing
Division/ Program Managers	Responsible for communicating the plan to employees	Participates in initiatives and demonstrates to employees how the plan connects with the strategic plan	January 2019 and ongoing
Employees		Participants in workforce plan initiatives	Ongoing

CALPIA Strategic Business Plan

CALPIA's Strategic Business Plan is comprised of the following elements:

Our Vision inspires us to achieve results for California offenders. Our Vision is not bound by time, it represents our long-term direction and serves as our identity.

Our Mission defines who we are and what we do every day.

Our Values are the human factors that guide our conduct as we work with each other and with offenders. Values represent the operating behaviors that guide the implementation of our objectives.

Our Goals are the broad statements that reflect our most important priorities. They focus our attention toward our purposes.

Our Objectives are the defined means of accomplishing the goals.

CALPIA Vision

Changing offenders' lives through innovative job training for a safer California.

CALPIA Mission

CALPIA is a self-supporting, customer-focused business that reduces recidivism, increases prison safety, and enhances public safety by providing offenders productive work and training opportunities.

CALPIA Values

- **Leadership**
Have a vision, and inspire others to support that vision

- **Respect**
Treat others the way you wish to be treated

- **Professionalism**
Mutual respect among all levels of staff

- **Integrity**
Do the right thing in all circumstances

- **Teamwork**
Be proactive in soliciting others' opinions

- **Safety**
Be proactive in identifying and preventing safety issues

- **Accountability**
Accept responsibility for the outcomes expected of you – both good and bad

Changing offenders' lives through innovative job training for a safer California.

Appendix F: Organizational Chart

CALIFORNIA PRISON INDUSTRY AUTHORITY
CALPIA ORGANIZATIONAL CHART

Prison Industry Board
Chairperson
Ralph Diaz (A)

General Manager
063-020-0959-001
Charles L. Pattillo

Staff Services Manager II (S)
063-010-4801-001
Thy Vuong

Chief Information Officer
CEA A
063-045-7500-001
Suzie Changus
- Management Information Systems
- Project Management Office

Administration Division
CEA A
063-040-7500-001
Randy Fisher
- Business Services Section
- Human Resources

Chief Financial Officer
CEA B
063-048-7500-001
Vacant

Chief, Strategic Initiatives
CEA A
063-059-7500-001
Natalie McCorkle
- Accounting Services
- Enterprise Resource Planning Resource Unit
- Inventory Management Unit
- Budgeting and Financial Planning Section

Workforce Development Branch Manager
CEA A
063-061-7500-001
Milo Fitch
- Joint Venture/Free Venture (JV/FV)
- Career Technical Education (CTE)
- Industry Employment Program (IEP)

External Affairs
CEA A
063-023-7500-001
Michele Kane

Operations Division
CEA B
063-060-7500-002
Scott Perkins

Legal Services
Chief Counsel I
063-022-5872-001
Jeffery Sly

Marketing Division
CEA A
063-050-7500-001
Ray Meek
- Sales
- Customer Service
- Marketing Services
- Quality Management Section
- Regulatory Compliance

Manufacturing Branch
CEA A
063-060-7500-005
Rocco Papietro

ASP
Avenal State Prison
CCWF
Central California Women's Facility
CMF
CA Medical Facility
CTF
Correctional Training Facility
SVSP
Salinas Valley State Prison
PVSP
Pleasant Valley State Prison
SQ
CSP-San Quentin
SOL
CSP-Solano
VSP
Valley State Prison

Engineering Services
Fabric Engineering

Services Branch
CEA A
063-060-7500-004
Dallas Blevins

CCI
California Correctional Institution
CAC
California City Correctional Facility
CMC
California Men's Colony
FSP
Folsom State Prison
CSP - SAC
CSP - Sacramento
LAC
CSP – Los Angeles
PBSP
Pleasant Valley State Prison

CSFM
Construction Services
Facilities Maintenance
E-Waste
M&R
Maintenance & Repair
MBE
Modular Building Enterprise
OTD
On-Time Delivery
Health and Safety

Consumables Branch
CEA A
063-060-7500-003
Rusty Bechtold

CIM
California Institution for Men
CIW
California Institution for Women
CRC
CA Rehabilitation Center
COR
CSP - Corcoran
SATF
California Substance Abuse Training Facility (CSATF)
DVI
Deuel Vocational Institution
SCC
Sierra Conservation Center
MCSP
Mule Creek State Prison
RJD
Richard J. Donovan Correctional Facility
SCC
Sierra Conservation Center

PPAR
Production Planning, Analysis and Reporting

Healthcare Facilities Maintenance
CEA A
063-760-7500-001
Dolores Olivarez

CEN
Ca State Prison, Centinela
CAL
Calipatria State Prison
CVSP
Chuckawalla Valley State Prison
ISP
Ironwood State Prison
HDSP
High Desert State Prison
CCC
California Correctional Center
CHCF
California Health Care Facility
KVSP
Kern Valley State Prison
NKSP
North Kern Valley State Prison
WSP
Wasco State Prison

HFM
Health Facilities Maintenance

Analyst: Judy Troja
Date: December 12, 2018

Page 1 of 1

Contact Information

California Prison Industry Authority
560 E. Natoma Street, Folsom, California 95630

Workforce Planning Coordinators:

Courtney Tanner
Recruitment Analyst
(916) 358-2794
Courtney.Tanner@calpia.ca.gov

Monique Jones
Recruitment Analyst
(916) 358-1202
Monique.Jones@calpia.ca.gov

Debi Kamakani
Chief of Human Resources
(916) 358-1784
Debi.Kamakani@calpia.ca.gov