



CALIFORNIA PRISON INDUSTRY AUTHORITY

Workforce and Succession Plan 2025-2028

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Message from Executive

I am pleased to introduce the California Prison Industry Authority’s (CALPIA) 2025-2028 Workforce and Succession Plan (WSP), a critical component of our Strategic Business Plan for 2024-2027. This plan outlines our commitment to enhancing our workforce, developing future leaders, and ensuring the continued success of our mission to provide effective rehabilitation and support to incarcerated individuals.

CALPIA’s workforce is the backbone of our organization. To support and develop our team, several key initiatives will be implemented. CALPIA will provide mentorship and training opportunities to help our employees grow and develop their skills. This includes workshops, seminars, and on-the-job training to ensure our team is well-equipped to meet the challenges of our mission. We are dedicated to offering ongoing professional development opportunities for our staff. This includes access to educational resources, certifications, and career advancement programs to help our employees reach their full potential, with the goal of engaging our staff and contributing to improved retention.

Our WSP is a collaborative effort involving various stakeholders, including all levels of staff employed in the organization, with the support of supervisors, managers, executive leaders, and the expertise of the Human Resources team members. Each group plays a vital role in shaping and implementing the plan to ensure its success.

The WSP aligns with our mission to provide a safe and supportive environment that fosters rehabilitation and personal growth. By investing in our workforce and developing future leaders, we are ensuring the continued success and growth of our agency. This, in turn, contributes to safer communities for all Californians.

We expect organization-wide involvement in the implementation of the WSP. Every team member has a role to play in supporting our mission and achieving our goals. By working together to implement objectives in the WSP, we can make a positive impact on the success of our staff, fostering support for those we serve, which will contribute to the successful rehabilitation of the incarcerated population.

We are excited about the future and the positive changes these initiatives will bring.

Thank you for your continued support and commitment to our mission.

DocuSigned by:  CFB141705BE146E William Davidson, <i>General Manager</i>	7/31/2025 Date
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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 manufacturing and service enterprises employing incarcerated individuals in institutions. These enterprises provide incarcerated individuals 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 incarcerated individuals 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, coupled 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

The detailed components of the CALPIA's strategic plan are identified in **Appendix G: Mission, Vision, Values, and Strategic Map**

CALPIA's Mission provides incarcerated individuals with life-changing career development opportunities so they may be productive, successful contributors when they return to their communities. As a self-funded state entity, CALPIA prioritizes rehabilitation through vocational programs and supporting second chances, while training participants to produce quality products and services for its customers.

CALPIA's Vision is to lead career training and rehabilitation for incarcerated individuals by delivering innovative career and vocational programs for successful re-entry.

To achieve its mission and vision, the Department's 2024 – 2027 Strategic Business Plan identifies the following goals and objectives:

- Goal 1: Enhance Incarcerated Individuals Lives to Reduce Recidivism
- Goal 2: Foster Continuous Improvement and Professional Development
- Goal 3: Produce High Quality, Sustainable Products and Services for Customers

CALPIA operates each day expecting the same set of core values for each member of its staff, civil service and incarcerated individuals. These core values are:

- Leadership: Have a vision, inspire, and empower others to act
- Rehabilitation: Be willing to provide development opportunities to incarcerated individuals, so they may be productive, successful contributors when they return to their communities
- Professionalism: Mutual courtesy and respect among all levels of staff
- Accountability: Accept responsibility for the outcomes expected of you – both good and bad
- Integrity: Do the right thing in all circumstances
- Teamwork: Be collaborative in working toward solutions
- Innovation: Changing lives through innovative job training for a safer California
- Safety: Be proactive in identifying and preventing safety issues

WSP Development Process

CALPIA follows the [State of California Workforce Planning Model](#) which provides guidance for developing strategies that align staffing with the strategic mission and critical needs of the organization and the [State of California Succession Management Model](#) which provides tools to identify critical positions and prioritize succession management strategies. In line with our strategic direction and State Leadership Accountability Act (SLAA) Report risk controls, the CALPIA WSP establishes specific initiatives for the review, mitigation, and resolution of workforce needs that support CALPIA's strategic goal to promote a diverse, forward-looking, engaged, and supportive workforce culture throughout the department.

Environmental Factors

CALPIA is a self-sustaining state agency that does not receive funds from the State's General Fund. The Department provides productive work assignments for approximately 5,800 incarcerated individuals within CDCR's institutions. CALPIA manages over 100 manufacturing, service, and consumable operations in all 31 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 continues to present unique challenges for the Department. In addition to tackling the remote geographic location of the institutions, general institutional environment, external

perception of working with incarcerated individuals, and the potential for overfamiliarity violations, CALPIA must comply with California Code of Regulation 8004.4 as it pertains to Incarcerated Individuals Workforce Allocation. The established business hours are aligned with those of private industry and to help incarcerated individuals 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.

In addition to these historical and on-going factors, there are lasting impacts on recruitment and retention due to the Governor issuing an order which directed all agencies and departments to implement a hybrid telework policy, which currently requires the majority of state employees to report to the office a minimum of two in-person days per work week. This adds the additional challenge of competing for qualified staff with other state Departments and private sector jobs that allow additional work-from-home options or even 100% remote options.

Methodology

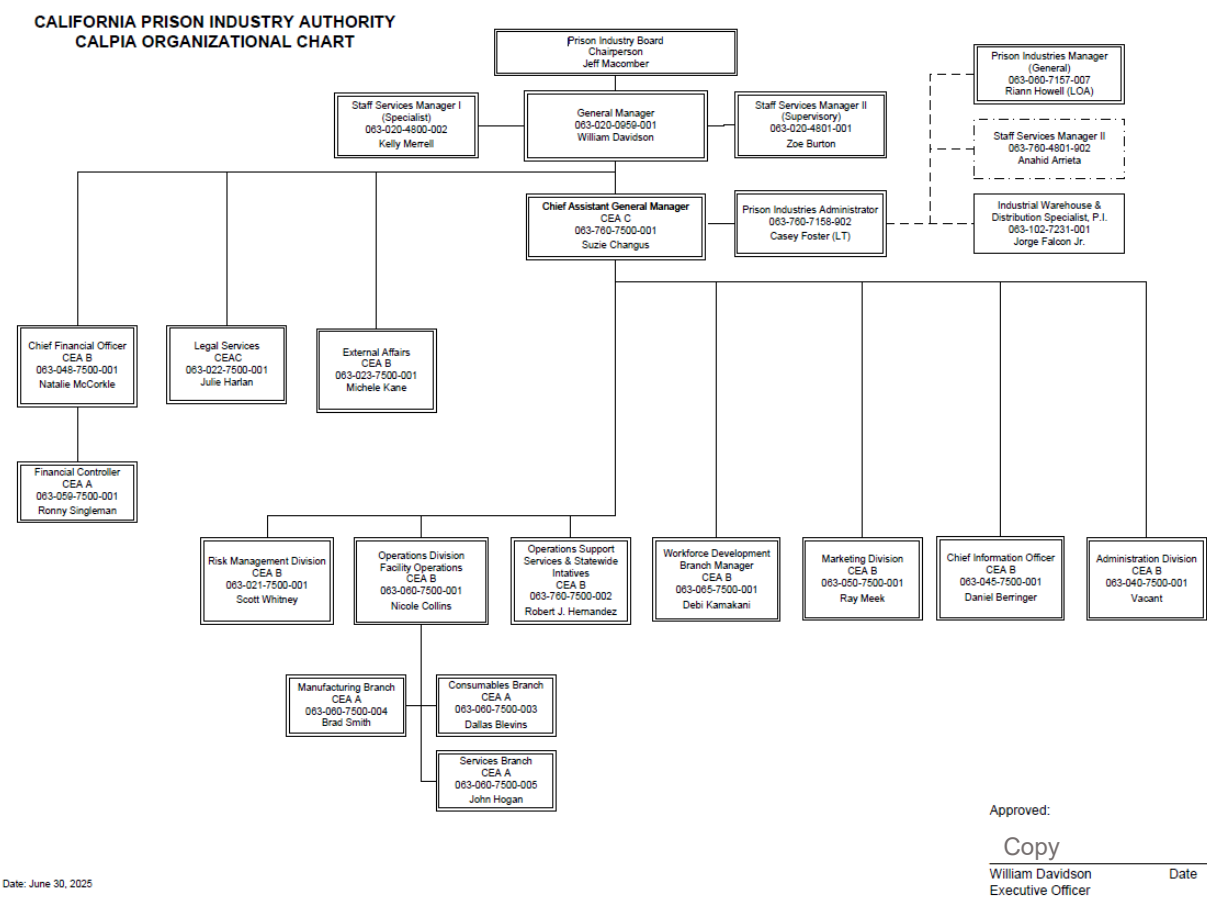
The CALPIA Human Resource Office, in partnership with the Executive team, developed CALPIA's WSP through a systematic approach involving review of the annual CALPIA Workforce Analysis, data collection through surveys, collaboration with internal staff and subject matter experts, analysis of Management Information Reporting System (MIRS) reports, and analysis of the Department Demographic 5102 report. Based on the data analysis, CALPIA has developed strategies to address identified gaps and align workforce capabilities with organizational goals. Strategies include recruitment and retention initiatives, knowledge transfer strategies, succession management plans, professional development initiatives, and employee engagement strategies.

Workforce Overview

CALPIA is a medium-sized department with approximately 1,250 permanent staff at the time of this study. The organization is composed of nine primary divisions:

- Executive
- Management Information Systems
- Legal
- Administration
- Fiscal Services
- Marketing
- Operations
- Workforce Development
- Risk Management

The CALPIA organization chart can be found in [Appendix I: Organizational Chart](#).



Demographics

Ethnicity and Gender

As of December 31, 2024, CALPIA's workforce is comprised of 35.8 percent women, 64.1 percent men and 0.1 percent non-binary.

CALPIA's overall ethnic composition is 36.4 percent Caucasian, 33.1 percent Hispanic, 6.8 percent Asian, and 13.7 percent African American. Pacific Islander, Native American, and "Other" make up 18.3 percent of the CALPIA workforce. Listed below is a comparison of CALPIA's ethnicity and gender statistics compared to civil service statewide data.¹

Demographic	(CAPLIA) Total Percentage	Statewide Total Percentage
Women	35.8%	46.2%
Men	64.1%	53.7%
Non-Binary *	0.1%	0.1%
Asian - Cambodian*	0.0%	0.1%
Asian - Chinese	0.3%	3.6%
Asian - Filipino	1.5%	5.0%
Asian - Indian	0.4%	2.6%
Asian - Japanese*	0.2%	0.6%
Asian - Korean*	0.3%	0.6%
Asian - Laotian*	0.0%	0.1%
Asian - Other or Multiple	2.2%	3.7%
Asian - Vietnamese	0.3%	1.9%
Black or African American	8.5%	7.8%
Hispanic or Latino	33.1%	25.7%
Native American or Alaska Native	0.7%	0.6%
Other or Multiple Race	16.6%	11.7%
Pacific Islander - Guamanian*	0.1%	0.1%
Pacific Islander - Hawaiian	0.3%	0.1%
Pacific Islander - Other or Multiple	0.6%	0.5%
Pacific Islander - Samoan*	0.0%	0.1%
White	36.4%	35.2%
Veterans	3.3%	4.4%
Persons With Disabilities	4.8%	8.8%

*Indicates 3 or less employees

¹ CalHR [Statewide 5102](#) (12/31/2024)

Representation of Persons with Disabilities

The California Department of Human Resources (CalHR) estimates the percentage of Persons with Disabilities (PWD) in the California labor force is 16.6 percent, based on the 2000 U.S Census. As illustrated in the Demographic Overview, PWD category for CALPIA shows a deficiency at 4.8 percent. To address this deficiency CALPIA's Human Resource Division continues to partner with CALPIA's Equal Employment Opportunity Office to ensure awareness of job opportunities are in alignment with the goals of CALPIA's Workforce Analysis. CALPIA has established a working relationship with the Department of Rehabilitation (DOR) to increase networking statewide to promote job opportunities and appeal to PWD. However, it is not uncommon in public or private sector manufacturing, blue collar, or service operation businesses to have a lower-than-average percentage of disabled employees due to the physical nature of the duties being performed.

CALPIA continues to partner with CDCR and the California Correctional Health Care Services (CCHCS) Disability Advisory Committee (DAC), in addition to DOR. The CALPIA Recruitment and Workforce Planning Unit plans to partner with the DAC and DOR for future recruitment events which are geared towards bringing qualified disabled candidates into civil service. By partnering with the DAC, CALPIA can promote disabled employees' representation within the Department.

CALPIA strives to promote disabled employees' representation by continuing to advertise and encourage potential candidates to pursue the examinations through the Limited Examination and Appointment Program (LEAP). LEAP is designed to help people with disabilities get jobs in the California state civil service. CALPIA currently includes links to LEAP Examinations in all applicable job advertisements, in addition to providing information about the LEAP program at events.

Generational Breakdown

The average age of a CALPIA employee is 45 years old, with 64 employees currently over the age of 65.

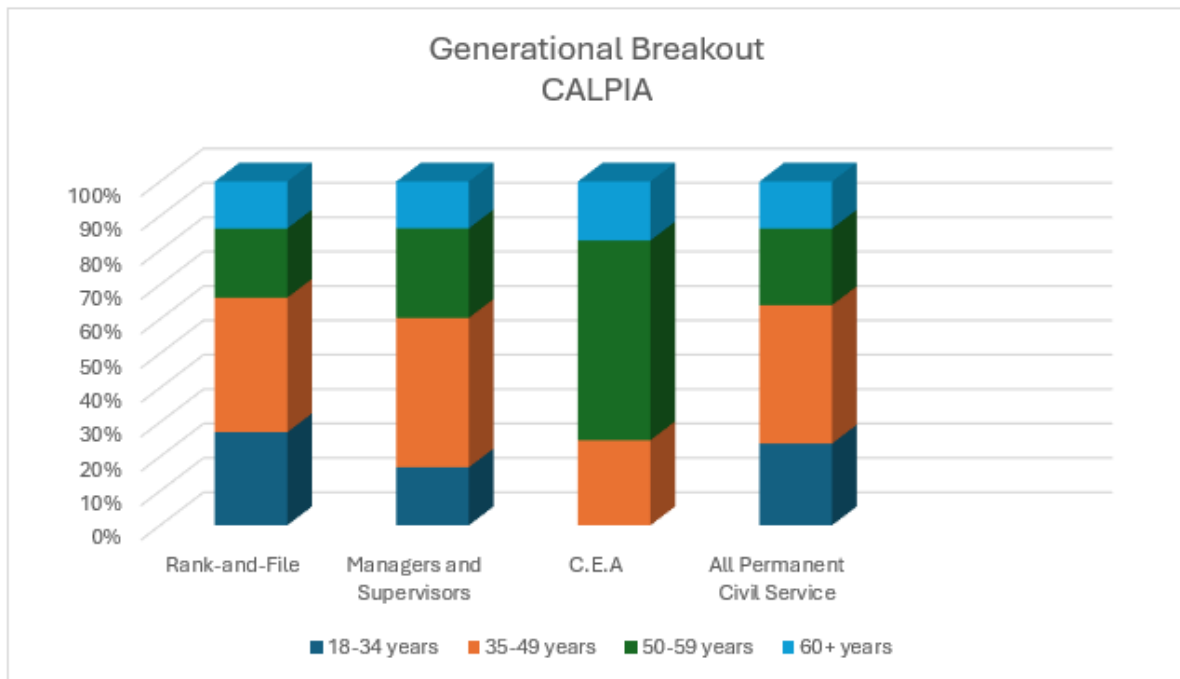
Over the last three years, significant progress has been made towards stabilizing CALPIA's workforce in relation to age. This ensures that there is a qualified workforce in the pipeline trained to assume the duties of the next level of supervision, management, and executive levels.

The most critical concern for the Department over the next three to five years is the pipeline for the Career Executive Assignments (CEA), with approximately 71% of the Executive Management Team preparing to retire during the term of the WSP.

Overall, CALPIA has a mix of employees representing various age groups. However, since 2022, CALPIA has increased from 36.0 percent to 52.0 percent of the workforce between the ages of 18-44. This shows a large pipeline of staff who have the ability to be supervisors and managers over the next several years. The combined experience and talent of all employees strengthen our organization culture.

As the new generations merge with the current workforce, CALPIA continues to foster appreciation of generational differences. (Power BI report)²

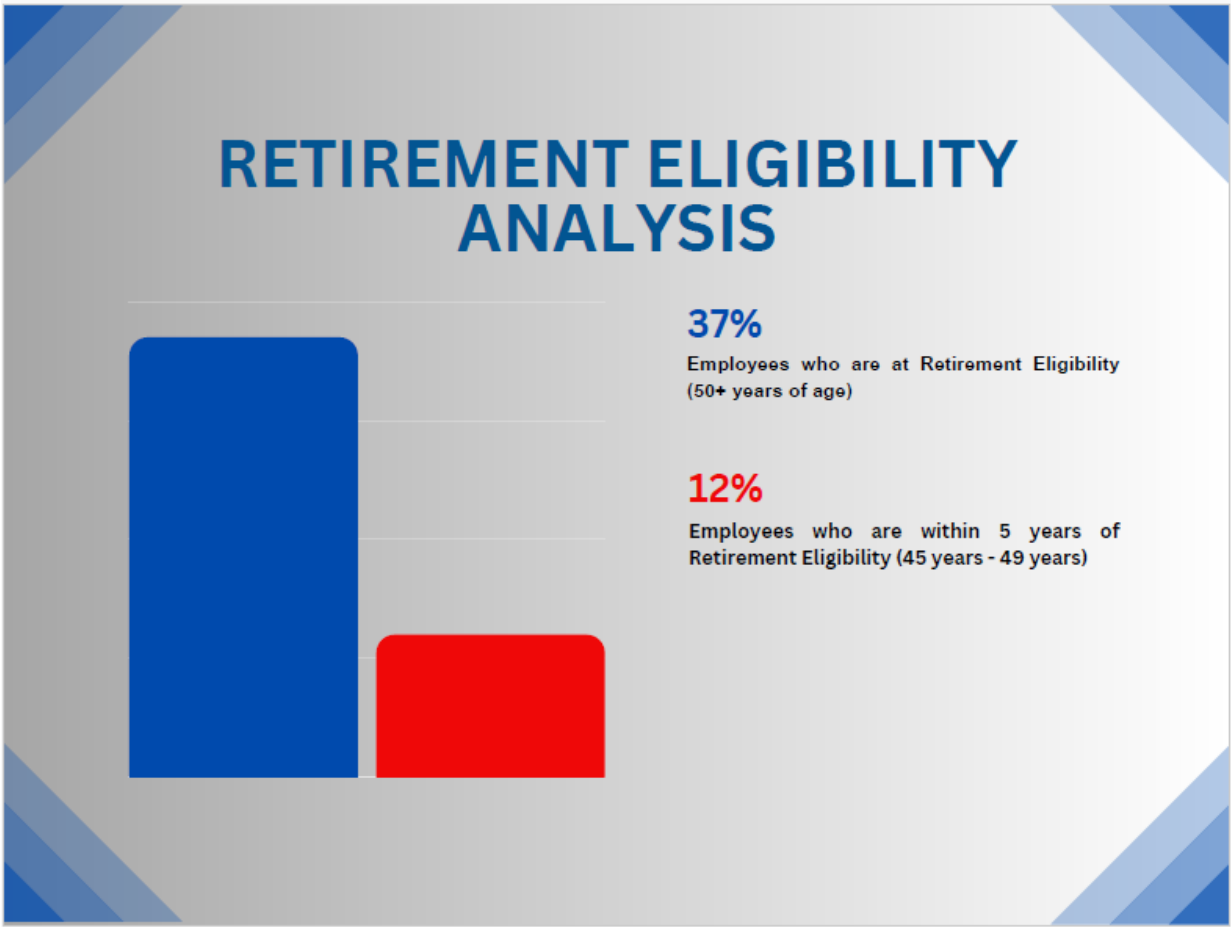
The following shows the age breakout of CALPIA's current workforce:



² CALPIA's Human Resources Power BI Report/Dashboard

Retirement Eligibility

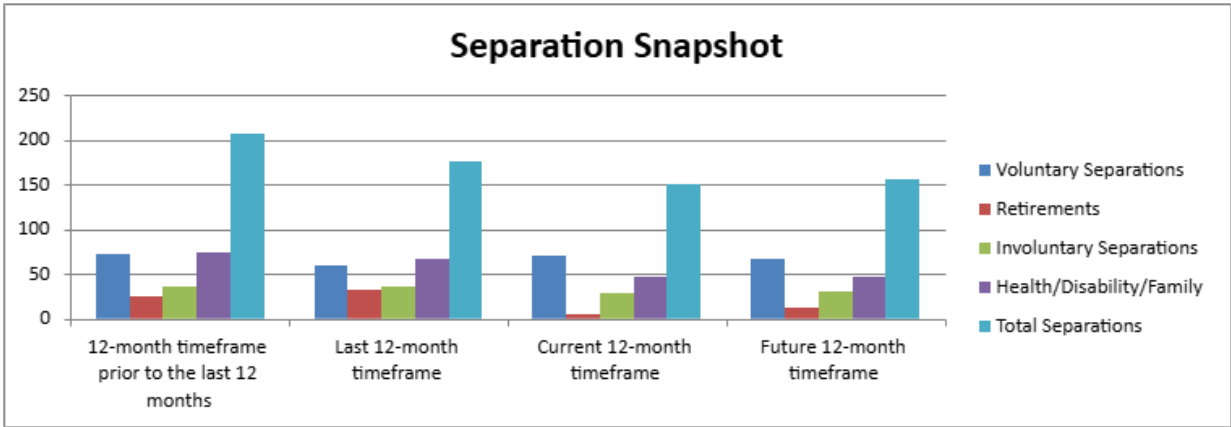
Currently 37 percent of CALPIA’ employees are eligible to retire now. Another 12 percent are eligible to retire in the next five years. There is a high potential for loss of personnel who possess knowledge and skills that are critical to CALPIA. Retirement, voluntary resignation, transfer to other departments, layoffs, rejection during probation, and dismissal are all reasons CALPIA may lose employees.³



³ CALPIA MIRS COM030 OCT 2024 – FEB 2025

Separation Snapshot

The snapshot below provides the total number of CALPIAs separations from January 2023 through December 2024.⁴



⁴ CALPIA MIRS separation report January 2023 – December 2024

Turnover

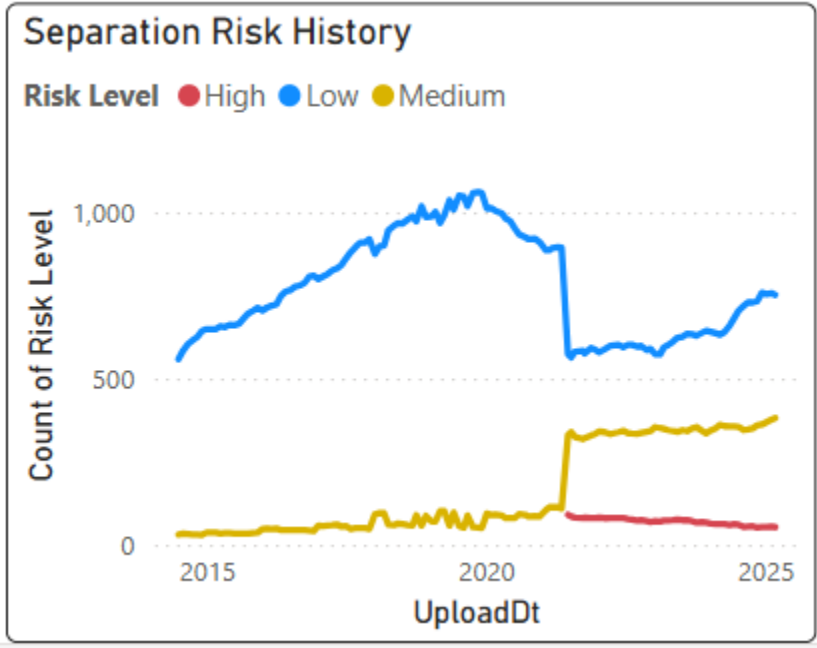
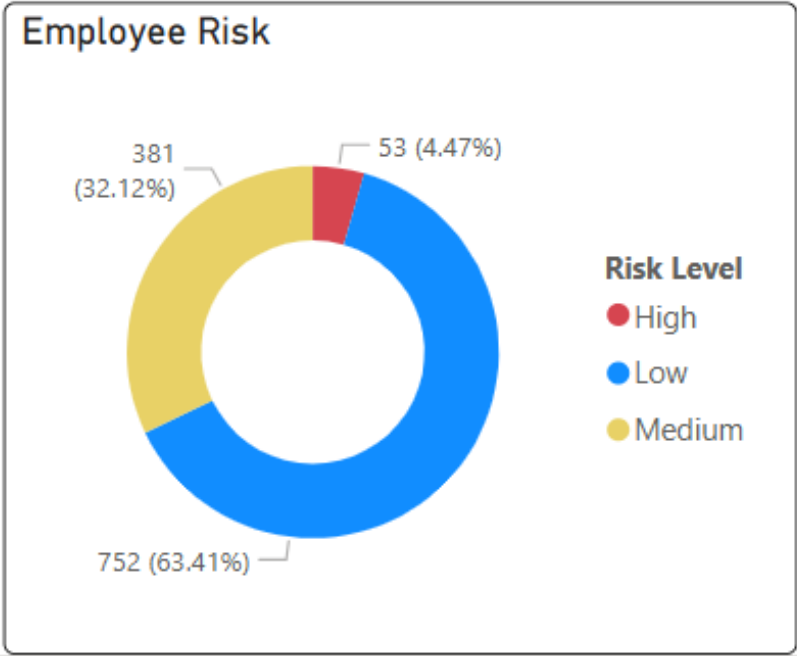
By adding the attrition rate to the percentage of employees eligible to retire now and in the next five years, CALPIA identifies the potential risk for employee loss is significant. CALPIA has the potential of losing 52 percent of its employees within the next five years.⁵



⁵ COM030 OCT 2024 – FEB 2025

Separation Risk

CALPIA continuously monitors the retirement risk of our workforce. CALPIA's separation risk tracking tool assesses the age and years of state service for each employee and separates them into three (3) categories: Low, Medium, and High Risk. As of March 2025, 37 percent of the workforce are in the Medium and High-Risk categories, as shown below:



Key Position Risk

CALPIA's WSP identifies Leaders as Executive level positions. Identifying the key leadership positions at the CEA and the respective competencies needed for these positions is crucial. The data analysis of our Executive workforce identified 27 percent of our CEA incumbents are at risk of immediate retirement (less than two years) and 42 percent of our CEA incumbents are at risk of retirement within the next five years.

Table 1: Programs/Divisions and Key Positions – Prioritized by Risk High to Low

Programs/Division	Functional Title	Classification
Workforce Development	Assistant General Manager (AGM) - Workforce Development	CEA B
Executive	General Manager	Exempt
Operations	AGM - Operations	CEA B
Marketing Services	AGM - Marketing	CEA B
Operations	Branch Manager	CEA A
Legal	Chief Counsel	CEA C
Financial Management	Chief Financial Officer	CEA B
Operations	Branch Manager	CEA A
Management Information	Chief Information Officer	CEA B
External Affairs	Chief External Affairs	CEA B
Operations	AGM - Support Services	CEA B
Administration	AGM - Administration	CEA B
Executive	Chief AGM	CEA C
Fiscal	Financial Controller	CEA A
Operations	Branch Manager	CEA A
Risk Management	AGM - Risk Management	CEA B

Table 2: Key Position Pipeline

A key position describes a position whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission critical projects. A key position can be leadership, managerial, or a highly specialized individual contributor position.

Bridging Development	Supervisor Development
Associate Accounting Analyst	Accounting Administrator I (Specialist)
Associate Budget Analyst	Accounting Administrator I (Supervisor)
Associate Business Management Analyst	Accounting Officer (Specialist)
Associate Governmental Program Analyst	Equipment Maintenance Supervisor (CF)
Associate Personnel Analyst	Information Technology Supervisor II
Industrial Supervisor	Industrial Warehouse & Distribution Supervisor, P.I.
Industrial Warehouse & Distribution Specialist, P.I.	Staff Services Manager I
Information Officer I (Specialist)	Staff Services Manager I (Specialist)
Information Technology Associate	
Information Technology Specialist I	
Information Technology Specialist II	
Labor Relations Specialist	
Senior Personnel Specialist	
Supervising Program Technician II	
Training Officer I	
Manager Development	Executive Development
Accounting Administrator II	Assistant General Manager, Administration
Accounting Administrator III	Assistant General Manager, Marketing
Industrial Warehouse & Distribution Manager I, P.I.	Assistant General Manager, Operations (Facility Operations)
Industrial Warehouse & Distribution Manager II, P.I.	Assistant General Manager, Operations (Facility Support)
Information Technology Manager I	Branch Manager, Consumables
Prison Industries Administrator	Branch Manager, Services
Prison Industries Manager	Branch Manager, Manufacturing
Prison Industries Superintendent I	Chief Counsel I
Prison Industries Superintendent II	Chief, External Affairs
Sales Manager, Prison Industries	Chief Financial Officer
Staff Services Manager II (Supervisory)	Chief Information Officer
Staff Services Manager III	Chief Workforce Development Branch
	Financial Controller
	General Manager

See *Appendix F: Key Position Pipeline*

Competency

Competencies are the knowledge, skills, and behaviors needed for individuals to succeed on the job. Assessing the competencies of CALPIA's current staff is crucial to securing, retaining, and cultivating a highly skilled and accomplished workforce. The competencies measured were established by adopting CalHR's Core and Leadership Competency Models.

CalHR has created Core and Leadership Competency Models that identify the knowledge, skills, and behaviors that leaders need to be successful in their roles. Competition supports the state's efforts to attract, develop, and retain a highly talented workforce. Leaders are expected to have proficiency in all of the core and leadership competencies.

CalHR Core Competency Model

CALPIA adopted the CalHR Core Competencies:

- Collaboration
- Communication
- Customer Engagement
- Digital Fluency
- Diversity and Inclusion
- Innovative Mindset

CalHR Leadership Competency Model

CALPIA adopted the CalHR Leadership Competencies:

- Business Acumen
- Inspirational Leadership
- Results-Driven
- Stewardship
- Talent Management
- Vision and Strategic

CALPIA's top three common leadership competencies remain 1) Results-Driven; 2) Business Acumen; and 3) Vision & Strategic Thinking. While most leadership competencies received a high-ranking score, these specific competencies were rated as a higher priority to the Executive Management team. These three competencies remain the higher priority competencies for the leadership within CALPIA for the 2025 – 2028 fiscal years.

Entrance, Stay, and Exit Survey Results

CALPIA recently implemented stay interviews, an informal discussion between a manager or supervisor and a current employee to learn why the employee continues to work for CALPIA and what could trigger the employee to consider leaving. These planned conversations help managers and supervisors better understand what motivates and interests their employees by providing valuable feedback on what employees like about their role and working at CALPIA, and what could be better about their work environment.

The goal of a stay interview is to implement changes that will increase employee morale, engagement, and retention. Stay interviews allow managers and supervisors to engage and communicate with their direct reports, which is an effective way for employees to hear directly from their manager or supervisor that they are invested in the employee's success and want them to stay and grow with CALPIA. Through these discussions, managers and supervisors take responsibility for the retention and engagement of their employees. Employees, in turn, are more likely to stay with CALPIA, and trust grows between the employee and manager or supervisor.

Workforce and Succession Management Gap Analysis

Retirement eligibility data highlights potential future workforce gaps within CALPIA. If a large number of employees in certain classifications all retire at a similar time, valuable knowledge would be lost.

This research displays the 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., Executive level changes, Prison Industry Board changes, political trends, CDCR policies, etc.) is also critical components of exploring current and future workforce gaps and creating a plan to mitigate these gaps.

Recruitment Gaps and Risks – Succession Plan Initiatives (Gaps)

Outdated class specifications can create missed opportunities to stay up to date with evolving skills and competencies of candidates. The Classification and Recruitment Unit often finds CALPIA department-specific positions difficult to recruit for, due to the narrow scope of the minimum qualifications. The risk associated with failing to address the outdated class specifications can significantly increase the number of candidates who may not meet the minimum requirements and negatively impact filling our vacant positions.

CALPIA currently utilizes 26 unique parenthetical department specific classifications. This has been identified as a critical risk to maintaining a sufficient pipeline of qualified candidates. Each parenthetical classification requires separate and distinct minimum qualifications, which prevents potentially qualified candidates from meeting the appointment requirements. CALPIA tends to utilize Training and Development assignments for entry level classifications, which allow current state employees to gain the skills and knowledge of the position.

Each of CALPIA's divisions experience challenges with the State's hiring practices. Due to the nature of the strenuous hiring process, candidates tend to lose interest and find employment opportunities elsewhere. The Classification and Recruitment Unit has made efforts to speed up the hiring process, however on average the hiring process from advertisement to candidate selection is approximately 45 – 60 days. If the department does not find a way of expediting the hiring process, it may continue to lose qualified candidates.

The risk associated with failing to address our recruitment challenges is that CALPIA may not have a sufficient civil service workforce to supervise the incarcerated individuals who are critical to CALPIA's mission of reducing recidivism.

Retention Gaps and Risks

A common retention barrier within the 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 in effectively cross-training staff also leads to burnout, because staff do not feel like they can take time off, and because the work and emails will pile up when they are away.

Private sector competition challenges arise from competing for qualified staff with private sector jobs that allow additional work-from-home options or even 100% remote options and pay higher wages. As previously mentioned, CALPIA has the capability of locating qualified candidates only to discover they are also in demand with a number of other public and private entities which may be more attractive to the candidate than working in an institution.

Unlike some organizations that lose employees to conventional means, CALPIA loses some of its workforce to termination due to staff misconduct with incarcerated individuals. This reoccurring challenge has made it difficult to retain our staff. Over the past five years, CALPIA has reduced this risk from 78 percent to 29 percent through a revamped New Employee Orientation (NEO) process. Through NEO, new staff are educated on the prison environment and provided methods to protect themselves from the potential risk of overfamiliarity with the incarcerated population. While progress has been made in

reducing terminations, the department will always be susceptible to this risk based on the correctional environment.

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 may adversely affect customer satisfaction ratings.

Knowledge Transfer Gaps and Risks

Opportunities for promotion and career growth in some divisions are more likely than others. CALPIA has created an Upward Mobility Program, which has not been a focus for our department and as a result, many of our employees are unaware of the program that has been created to facilitate career development and to provide expanded avenues for achievement and promotion for employees who are interested in career advancement. There continues to be a lack of tacit knowledge transfer within divisions. Without observation or experience through mentoring or coaching, this creates a challenge for CALPIA's bench strength to develop or improve staff performance.

According to the 2023 SLAA report, agency succession planning identified risks such as a lack of talent or unidentified talent in emergency situations to properly prepare for succession. Flight risks of the internal talent pool, which could 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 and aging workforce and impending retirements, which widen the talent gap for the next generation of leaders and workforce.

There continues to be a lack of training offered to those in classification who are interested in being supervisors. Without proper training, the skills and knowledge needed required to work at the supervisory level creates barriers for transferring knowledge to lower-level classifications.

The risk of not addressing these challenges is that CALPIA may not be able to grow and retain the knowledge and expertise of high performing staff within the organization.

Succession Management Gaps and Risks

CALPIA is at risk with approximately 71-percent of the Executive management team preparing to retire within the next five years. The risk pending the exit of some of our more tenured and high-ranking leadership positions creates planning gaps and trends.

Succession planning gaps resulting from current workforce challenges and trends include

- Identifying the leadership scope and abilities of the current incumbent.
- Identifying governance areas of the role to include divisional policies, processes, organizational structure, staff development and divisional strategic roadmaps.

- Inconsistent or lack of ongoing critical knowledge transfer and developing competencies necessary to perform in key positions needed to maintain CALPIA's vision and values.

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 operations.

Workforce and Succession Management Strategies

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

Recruitment Strategies

CALPIA has implemented many changes in the area of hiring in the past several years. This initiative provides an opportunity to evaluate those updates while also considering hiring challenges. The goal is to identify weak or blind spots and cohesively address them so we can implement a more streamlined approach for hiring managers and Human Resources, while still adhering to state mandated directives.

To maintain the merit-based hiring process and to improve efficiency of the hiring process, CALPIA has adopted a mandatory Recruitment and Selection Training for hiring managers and applicable staff. This training is required prior to being allowed to participate in the hiring process.

CALPIA has identified the need to expand our network and collaborate with recruitment outreach programs. The Recruitment and Workforce Planning Unit does extensive statewide research to build partnerships with employment organizations, local trade programs, and Career Education Centers that offer or teach skills related to CALPIA's industry-specific classifications. In addition, the Recruitment and Workforce Planning Unit partners with other state departments to share job opportunities in an effort to continue to increase the size of the qualified candidate pools.

CALPIA endeavors to finalize the Classification Consolidation process with CalHR to condense the number of parenthetical classifications. This should significantly expand the candidate pools for the Industrial Supervisor and Superintendent I and II classifications.

Retention Strategies

Develop and implement an employee recognition program to supplement CALPIA's annual Employee and Supervisor of the Year Awards. CALPIA recently participated in the Public Service Recognition Week honoring all CALPIA staff. This event will be held annually in the month of May. In addition, we will be working to develop other meaningful ways to recognize our staff.

CALPIA's Ambassador and Mentoring Program (CAMP) was developed in 2024 and launched in January 2025 to create opportunities for present talent to be matched with new talent. This facilitates shared communication to ensure that the lessons of organizational experience will be preserved and combined with reflection on that experience to achieve continuous improvement in work results. This program will continue to offer opportunities for mentorship to all new employees who are hired with CALPIA.

Develop a workforce retention program to provide supervisors/managers with tools and strategies to assist in staff retention.

- Providing support to hiring managers on how to communicate appropriately with employees who may not have interviewed well.
- Provide tips and resources to use when asked to provide constructive feedback to employees who interview for higher level positions. This is meant to open lines of communication and offer encouragement to employees who will consider applying for higher level positions in the future.

Expand and promote the Upward Mobility Program in efforts to develop current CALPIA employees who express interest in planned development and advancement in low-paying classifications into entry level technical, professional, and administrative positions with the department. CALPIA plans to develop a bi-monthly online presentation to expose staff statewide to the Upward Mobility Program and encourage participation to prepare rank and file staff to increase their opportunity for upward mobility into entry level supervisory positions.

Employee Development Strategies

CALPIA recognizes that analyst and journey-level classifications serve as the candidate pool for the potential first-line supervisor positions and is committed to providing development opportunities to gain the leadership competencies needed to effectively lead. Employees at the Associate Governmental Program Analyst and Industrial Supervisor level or equivalent and above are currently invited to participate in leadership-related training courses through outside vendors such as CalHR and Cooperative Personnel Services Human Resources Consulting.

The Staff Development Unit (SDU) will be developing a training academy to help prepare rank and file staff for upward mobility into entry level supervisory positions. CALPIA

recognizes supervisors as the first line leaders in our department. Supervisors provide the day-to-day operational support needed to carry out CALPIA's mission and vision. They have some of the greatest impacts on employee engagement, retention, and job satisfaction.

In addition, a new supervisor training academy will also be developed by SDU to supplement the mandatory CalHR 80-hour supervisory training. While the CalHR training provides a basic overview of supervision, staff feedback consistently sites a lack of real-life supervisory training. This training will include expectations for supervisors related to grievance responses, employee discipline, time-off requests, workers' compensation requirements, and other CALPIA specific topics.

CALPIA recognizes supervisors as the candidate pool for the potential managerial positions who carry out our mission and vision by leading and delivering results throughout the department. Managers get this done efficiently and effectively by collaborating across organizational lines with an organizational approach to day-to-day decision-making and by carrying out organizational initiatives. Managers are role models for the organization, demonstrating CALPIA's core values in their everyday activities and interactions. CALPIA supervisors are currently invited to participate in leadership-related training courses through outside vendors such as CalHR and CPS HR Consulting as well as CALPIA's Executive Leadership Academy (ELA). CALPIA recognizes the need for leadership skills at all levels of the leadership pipeline and additional professional development opportunities and programs will be explored in future iterations of this succession plan to include more specific development of the pipeline for First Line Supervisor and Manager Developments. Additionally, in 2025 SDU will begin development on an academy to help prepare supervisory staff for upward mobility into managerial positions.

Knowledge Transfer Strategies

The CAMP program, which launched in January 2025, was developed for existing staff to make connections with new employees and provide a mentoring relationship for the employee to gain confidence, ask questions, and gain valuable CALPIA experience from a successful employee. This voluntary, one year program provides a structured program for employees new to CALPIA to immediately begin building relationships, which not only share knowledge, but also helps overall staff retention

Succession Management Strategies

CALPIA successfully launched the ELA, a comprehensive six-month course aimed at future executive leaders. CALPIA recognizes the need for leadership skills at all levels of the leadership pipeline and additional professional development opportunities and programs explored in future iterations of this succession plan to include more specific development of the pipeline for first-line supervisor and manager development.

While current external leadership programs cover all types of leadership, CALPIA's will be tailored to the needs of our supervisory staff. Given the success of our pilot ELA, we're confident that the upcoming academies will be just as successful. By expanding the program to include both mid-level and entry-level management, we can help prepare employees for leadership roles within CALPIA. Creating and running our own leadership academies will also allow us to tap into the expertise of current employees who can share their knowledge and experience with those ready to step into leadership roles.

CALPIA recognizes managers as the candidate pool for the potential executive positions which are responsible for articulating CALPIA's vision and fostering an inclusive, engaged workforce. Executives show others what organizational values mean through their behaviors. Executives demonstrate the highest level of proficiency in leadership competencies and serve as role models within CALPIA. Executives mentor and support CALPIA's next generation of leaders and participate in the Executive Leadership Academy to prepare managers for upward mobility.

Conclusion

CALPIA is a self-sustaining organization with a dynamic mission and vision. Our organization prides itself on our commitment to reduce recidivism, provide stellar customer service, and develop high-performing staff. The Workforce Plan will be a continual effort to mitigate risks by focusing our efforts to retain a high performing and diverse workforce, attract high caliber employees, and provide exceptional services to our customers.

By identifying key leadership positions and developing CALPIA specific training will allow a proactive response to retention and prepare for adequate succession planning. CALPIA's Workforce Plan will be evaluated and changes documented continually to ensure 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

The following appendices are included as part of your organization's workforce plan:

Appendix A: Retirement Eligibility

Appendix B: Separation Snapshot

Appendix C: Turnover

Appendix D: Demographics

Appendix E: Communication Plan

Appendix F: *Key Position Pipeline Classifications*

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

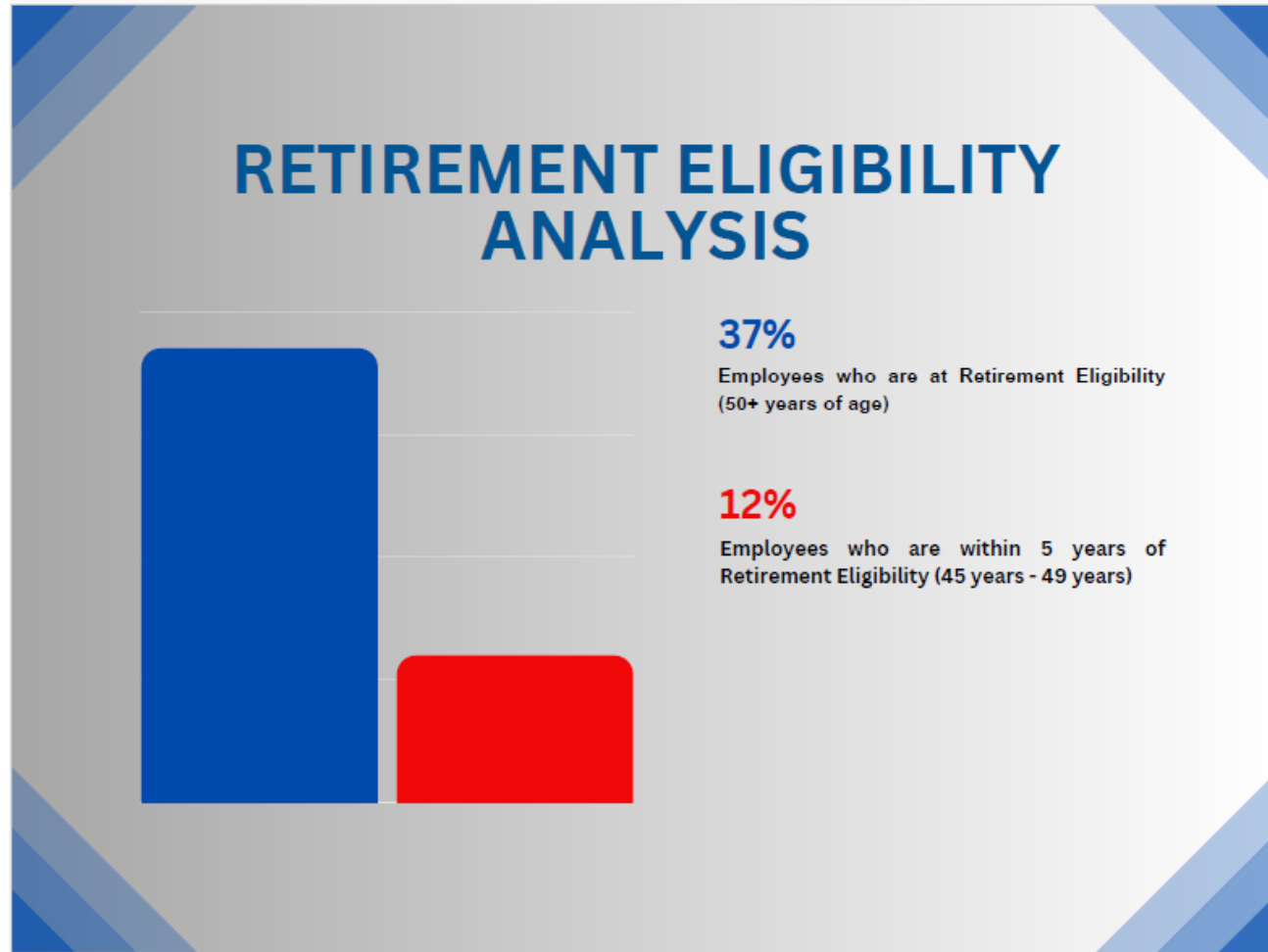
Appendix H: Competency Model

Appendix H(a): *Leadership Competency Model*

Appendix I: Organizational Chart

Appendix J: Action Plan

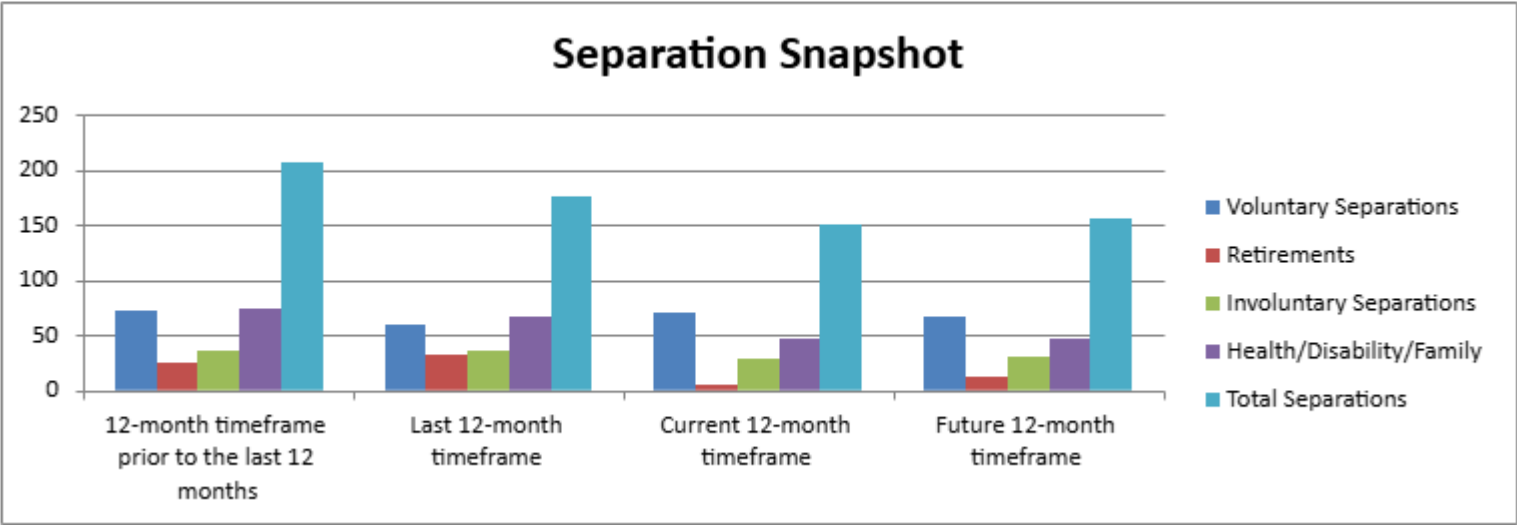
Appendix A: Retirement Eligibility



Appendix B: Separation Snapshot

This appendix relates to the Workforce Overview:

Separation Snapshot



Appendix C: Turnover



Appendix D: Demographics

** Indicates three employees or less*

Demographic	(CALPIA) Total	(CAPLIA) Total Percentage	Statewide Total	Statewide Total Percentage
Women	414	35.8%	106683	46.2%
Men	740	64.1%	123998	53.7%
Non-Binary *	1	0.1%	163	0.1%
Asian - Cambodian*	0	0.0%	344	0.1%
Asian - Chinese	4	0.3%	8384	3.6%
Asian - Filipino	17	1.5%	11557	5.0%
Asian - Indian	5	0.4%	5953	2.6%
Asian - Japanese*	2	0.2%	1448	0.6%
Asian - Korean*	3	0.3%	1341	0.6%
Asian - Laotian*	0	0.0%	308	0.1%
Asian - Other or Multiple	25	2.2%	8627	3.7%
Asian - Vietnamese	4	0.3%	4277	1.9%
Black or African American	81	8.5%	17895	7.8%
Hispanic or Latino	382	33.1%	59300	25.7%
Native American or Alaska Native	8	0.7%	1375	0.6%
Other or Multiple Race	192	16.6%	27007	11.7%
Pacific Islander - Guamanian*	1	0.1%	183	0.1%
Pacific Islander - Hawaiian	4	0.3%	165	0.1%
Pacific Islander - Other or Multiple	7	0.6%	1268	0.5%
Pacific Islander - Samoan*	0	0.0%	124	0.1%
White	420	36.4%	81288	35.2%
Veterans	38	3.3%	10144	4.4%
Persons With Disabilities	55	4.8%	20377	8.8%

Appendix E: Communication Plan

Responsible Person(s)	Strategy	Role(s) / Responsibility(ies)	Communication Deadline
General Manager	Internal Memorandum	Responsible for supporting communication of the Workforce and Succession Plan	December 2025
Executives	Responsible for communicating and supporting the plan within respective divisions and programs consistently	Responsible for development and implementation of specific initiatives	December 2025 and Ongoing
HR Chief	Plan and initiate oversight	Provide quarterly report to Executive Staff	December 2025 and Ongoing
Project Management Office	Track the plan successes/plan initiatives oversight	Incorporate updates / manage plan phases	December 2025 and Ongoing
EEO Officer	Initiatives Oversight	Responsible for development and implementation of specific initiatives	December 2025 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	December 2025 and Ongoing
Employees			Ongoing

Appendix F: Key Position Pipeline

Bridging Development	Supervisor Development
Associate Accounting Analyst	Accounting Administrator I (Specialist)
Associate Budget Analyst	Accounting Administrator I (Supervisor)
Associate Business Management Analyst	Accounting Officer (Specialist)
Associate Governmental Program Analyst	Equipment Maintenance Supervisor (CF)
Associate Personnel Analyst	Information Technology Supervisor II
Industrial Supervisor	Industrial Warehouse & Distribution Supervisor, P.I.
Industrial Warehouse & Distribution Specialist, P.I.	Staff Services Manager I
Information Officer I (Specialist)	Staff Services Manager I (Specialist)
Information Technology Associate	
Information Technology Specialist I	
Information Technology Specialist II	
Labor Relations Specialist	
Senior Personnel Specialist	
Supervising Program Technician II	
Training Officer I	
Manager Development	Executive Development
Accounting Administrator II	Assistant General Manager, Administration
Accounting Administrator III	Assistant General Manager, Marketing
Industrial Warehouse & Distribution Manager I, P.I.	Assistant General Manager, Operations (Facility Operations)
Industrial Warehouse & Distribution Manager II, P.I.	Assistant General Manager, Operations (Facility Support)
Information Technology Manager I	Branch Manager, Consumables
Prison Industries Administrator	Branch Manager, Services
Prison Industries Manager	Branch Manager, Manufacturing
Prison Industries Superintendent I	Chief Counsel I
Prison Industries Superintendent II	Chief, External Affairs
Sales Manager, Prison Industries	Chief Financial Officer
Staff Services Manager II (Supervisory)	Chief Information Officer
Staff Services Manager III	Chief Workforce Development Branch
	Financial Controller
	General Manager

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

MISSION, VISION, VALUES & GOALS

MISSION

CALPIA provides incarcerated individuals with life-changing career development opportunities so they may be productive, successful contributors when they return to their communities. As a self-funded state entity, CALPIA prioritizes rehabilitation through vocational programs and supporting second chances, while training participants to produce quality products and services for its customers.



VISION

To lead in career training and rehabilitation for incarcerated individuals by delivering innovative life and vocational programs for successful reentry.



VALUES

- Leadership
- Rehabilitation
- Professionalism
- Accountability
- Integrity
- Teamwork
- Innovation
- Safety



GOAL 1:

Enhance Incarcerated Individuals' Lives to Reduce Recidivism

GOAL 2:

Foster Continuous Improvement and Professional Development

GOAL 3:

Produce High Quality, Sustainable Products and Services for Customers

CALPIA Enterprise, Career Technical Education (CTE), and Joint Venture (JV) Locations

- 1 Pelican Bay State Prison (PBSP)**
 - Construction Services & Facilities Maintenance
 - Laundry
 - Support Services
 - **CTE Programs**
 - Computer-Aided Design
 - Computer Coding
- 2 High Desert State Prison (HDSP)**
 - Construction Services & Facilities Maintenance
 - Support Services
 - **JV Program**
 - Barnum Farming
- 3 Folsom State Prison (FSP)**
 - Construction Services & Facilities Maintenance
 - Digital Services
 - License Plates
 - Metal Products
 - Metal Signs
 - Modular Building
 - Printing
 - Support Services
 - **CTE Programs**
 - Computer-Aided Design
 - Pre-Apprentice Construction Labor
 - Pre-Apprentice Iron Worker
 - Pre-Apprentice Carpentry
- 4 CSP Sacramento (SAC)**
 - Construction Services & Facilities Maintenance
 - Laundry
- 5 California Medical Facility (CMF)**
 - Construction Services & Facilities Maintenance
 - Support Services
- 6 CSP Solano (SOL)**
 - Bindery
 - Construction Services & Facilities Maintenance
 - Laundry
 - Metal Products
 - Optical
 - Support Services
 - **JV Program**
 - Customer Model Laundry
- 7 Mule Creek State Prison (MCSP)**
 - Coffee Roasting
 - Construction Services & Facilities Maintenance
 - Fabric Products
 - Food & Beverage Packaging
 - Laundry
 - Mattress
 - Meat Cutting
 - Support Services
- 8 California Health Care Facility (CHCF)**
 - Construction Services & Facilities Maintenance
- 9 CSP San Quentin (SQ)**
 - Construction Services & Facilities Maintenance
 - **CTE Programs**
 - AVP (Audio Video Production)
 - Computer Coding
 - Pre-Apprentice Construction Labor
- 10 Sierra Conservation Center (SCC)**
 - Construction Services & Facilities Maintenance
 - Fabric Products
- 11 Valley State Prison (VSP)**
 - Construction Services & Facilities Maintenance
 - Laundry
 - Optical
- 12 Central California Women's Facility (CCWF)**
 - Construction Services & Facilities Maintenance
 - Dental Lab
 - Optical
 - Support Services
 - **CTE Programs**
 - Pre-Apprentice Carpentry
- 13 Correctional Training Facility (CTF)**
 - Construction Services & Facilities Maintenance
 - Fabric Products
 - Furniture
 - Support Services
 - **JV Program**
 - Surplus Services
- 14 Salinas Valley State Prison (SVSP)**
 - Construction Services & Facilities Maintenance
- 15 Pleasant Valley State Prison (PVSP)**
 - Construction Services & Facilities Maintenance
- 16 CSP Corcoran (COR)**
 - Construction Services & Facilities Maintenance
 - Dairy
 - Food & Beverage Packaging
 - Laundry
 - Support Services
- 17 Substance Abuse Treatment Facility (SATF)**
 - Construction Services & Facilities Maintenance
 - Food & Beverage Packaging
- 18 Avenal State Prison (ASP)**
 - Construction Services & Facilities Maintenance
 - Egg Production
 - Furniture
 - General Fabrication
 - Laundry
 - Poultry
 - Support Services
- 19 North Kern State Prison (NKSP)**
 - Construction Services & Facilities Maintenance
- 20 Kern Valley State Prison (KVSP)**
 - Construction Services & Facilities Maintenance
 - Support Services
- 21 Wasco State Prison (WSP)**
 - Construction Services & Facilities Maintenance
 - Laundry
- 22 California Men's Colony (CMC)**
 - Construction Services & Facilities Maintenance
 - Fabric Products
 - Knitting Mill
 - Printing
 - Shoes
 - Support Services
- 23 California Correctional Institution (CCI)**
 - Construction Services & Facilities Maintenance
 - Fabric Products
- 24 CSP Los Angeles County (LAC)**
 - Cleaning Products
 - Construction Services & Facilities Maintenance
 - Laundry
 - Support Services
- 25 California Institution for Men (CIM)**
 - Construction Services & Facilities Maintenance
 - Food & Beverage Packaging
 - Laundry
 - Support Services
 - **CTE Programs**
 - Commercial Diving
- 26 California Rehabilitation Center (CRC)**
 - Construction Services & Facilities Maintenance
- 27 California Institution for Women (CIW)**
 - Construction Services & Facilities Maintenance
 - Fabric Products
 - **CTE Programs**
 - AVP (Audio Video Production)
 - Computer Coding
 - Pre-Apprentice Construction Labor
 - **JV Program**
 - NBC Universal
- 28 Ironwood State Prison (ISP)**
 - Construction Services & Facilities Maintenance
- 29 Calipatria State Prison (CAL)**
 - Construction Services & Facilities Maintenance
- 30 R.J. Donovan Correctional Facility (RJD)**
 - Bakery
 - Construction Services & Facilities Maintenance
 - Laundry
 - Shoes
 - Support Services
- 31 Centinela State Prison (CEN)**
 - Construction Services & Facilities Maintenance
 - Fabric Products
 - Support Services

CALPIA Enterprise, Career Technical Education (CTE),
and Joint Venture (JV) Locations



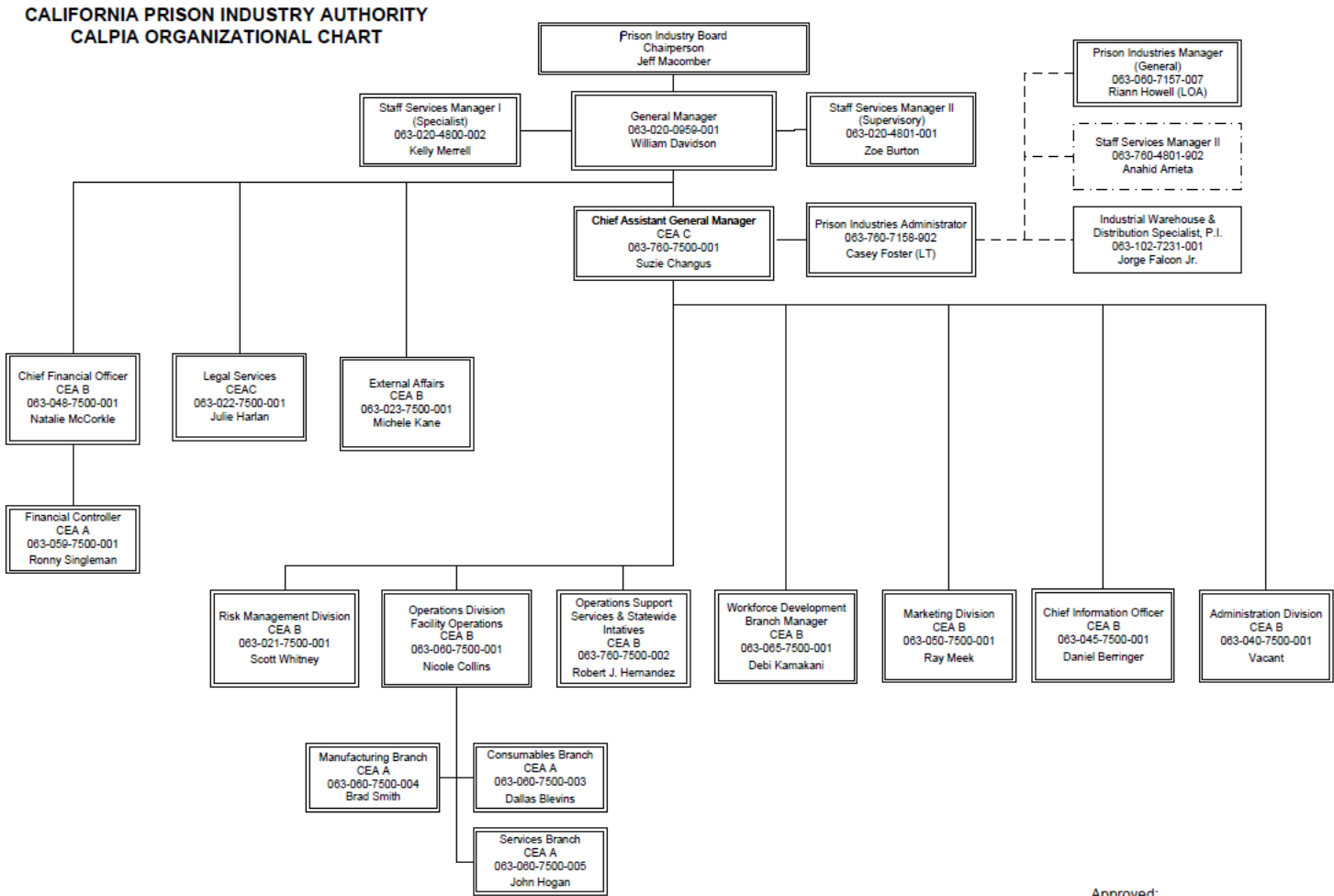
Appendix H: Competency Model

CalHR Core Competencies	
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	Use 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.

Appendix H(a): Leadership Competency Model

CalHR Leadership Competencies	
Business Acumen	Understands and demonstrates sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of operations and services.
Inspirational Leadership	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 that those who are led work collaboratively to achieve results.
Results Oriented	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 staff.
Vision & Strategic Thinking	Supports, promotes, and ensures alignment with the organization's vision and values. Creates a compelling future state of the unit or organization using the division's strategic plan. Understands how an organization must change in light of internal and external trends and influences.

Appendix I: Organizational Chart



Approved: _____
Copy
William Davidson
Executive Officer
Date _____

Date: June 30, 2025

Appendix J: Action Plan

Initiative	Gap	Responsibility	Deadline	Performance Indicators	Strategic Alignment
Recruitment Strategies					
Revise Class Specs	Recruitment	Human Resources	June 2026	Decrease the number of times a position has to be re-advertised, due to no viable candidates	Consolidate class specs & Revise MQs
Increase the number of job centers, career education centers, and trade schools that we partner with statewide	Recruitment	Human Resources	June 2026	Decrease the number of T&D appointment, increase number of qualified candidates who are eligible for list appointments to harder to fill positions.	Expand collaboration with recruitment outreach programs
Develop Recruitment and Selection Training into LMS eLearning for employees who assist with the hiring process	Recruitment	Human Resources & Staff Development Unit	December 2025	Increase compliance with the merit based hiring process	Improving the efficiency of the hiring process
Retention Strategies					
Expand CALPIA Ambassador Mentoring Program	Retention	Human Resources & Staff Development Unit	Ongoing	Increase number of employees who chose to enroll in the CAMP program each year	Knowledge Transfer

Develop Workforce Retention Program	Retention	Leadership	June 2026	Increase number of internal employees who are appointed to higher positions	Employee Development
Develop Academy for Rank and File staff	Retention	Leadership	June 2026	Increase staff retention and upward mobility of current employees who have interest in becoming supervisory staff	Promote upward mobility
Employee Development Strategies					
Develop New Supervisor Training	Succession Management	Staff Development Unit	December 2025	Increase knowledge of expectations for supervisor who supervise staff on personnel related topics	Employee Development
Executive Leadership Academy	Succession Management	Staff Development Unit & Leadership	Ongoing	Develop leadership skills for current supervisor, increase knowledge competencies for CALPIA's first line supervisors	Cross training
Create opportunity to share career ladders and pathways to increase awareness of CALPIA's Upward Mobility Program	Knowledge Transfer	EEO & Human Resources	Ongoing	Provide Upward Mobility Workshops for staff during all-staff meetings to increase the number of staff that participate in CALPIA's Upward Mobility Program	Promote upward mobility

DocuSigned by:

William Davidson

CEB141705BE146E

William Davidson, General Manager

7/31/2025

Date

Contact Information

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