

Employment Development Department

INFORMATION TECHNOLOGY BRANCH



SUCCESSION PLAN STATE FISCAL YEARS 2005-2007

JANUARY 2006

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This Succession Plan provides Information Technology Branch (ITB) with a guide for ensuring that we will have the right number of staff with the right skills to fill critical vacancies when they occur during the next two years.

The Information Technology Executive Team (ITET) chartered a Business Plan Improvement initiative in 2004. A cross-divisional workgroup was formed with representation from the ITB Deputy Director's office and each ITB division. The objectives for this initiative were to develop long-term, renewable succession planning processes that provide sufficient ITB staff resources, in a timely manner, to perform mission-critical functions. The Plan covers a two-year period with processes for maintaining the plan to ensure that it remains current.

The process used by the Succession Plan workgroup was to: determine current ITB staffing levels and roles; determine what ITB functions will continue, change or be eliminated; determine staffing levels and skills needed to perform future ITB functions; identify ITB staffing and role gaps; prioritize those roles; and develop solutions for the prioritized roles. The workgroup received input from Division management teams and the ITET throughout the process.

The solutions are focused on recruitment strategies, including exam planning, staff development strategies, and outsourcing. The ITET will provide Human Resource Services Division (HRSD) with an annual prioritized list of open and promotional exams needed to facilitate recruitment efforts. Structured group and individual development plans will be created to ensure that staff and managers have identified training (formal and on-the-job) and experience needed during set timeframes to obtain core competencies for filling the critical roles. The Employment Development Department (EDD) will make every effort to hire, utilize, and retain State employees before resorting to the use of private contractors except in extremely unusual or urgent, time-limited circumstances, or under other circumstances where contracting out is recognized or required by law, Federal mandate, or court decisions/orders. Functions and roles that may require outsourcing must be consistent with the outsourcing strategy guidelines set by the collective bargaining agreement and labor relations, and approved by the Information Technology (IT) Governance Council.

It will take time to implement all the recommended solutions. In the meantime, ITB will continue to face the challenges of filling critical vacancies and staff shortages in particular roles required to meet our workload demands. The ITET will address the short-term needs as they arise (e.g., temporary job reassignments, overtime, providing less experienced staff on-the-job training). As EDD builds its Enterprise Architecture and IT Portfolio, demand for increased staffing and new skills and experience will be identified. The new Resource Management System that is currently being implemented will provide the data to track and support ITB's resource needs.

The ITB Cultural Principles encourages us to "accept accountability for our own careers and professional development. Supervisors coach and encourage us, and make opportunities (such as training) available to us; but initiatives come from each of us." Management and staff must work together to contribute to the success of this Succession Plan. As you review this plan and have questions, please direct them to your manager.

DALE JABLONSKY
Chief Information Officer

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INTRODUCTION

Succession planning ensures that an organization has well-qualified people ready to assume critical positions in the shortest possible time when vacancies occur. This Succession Plan will help the Employment Development Department (EDD) maintain the information technology (IT) workforce needed to achieve its strategic and operational goals.

Like many state agencies, EDD's IT workforce is aging and the IT Branch (ITB) is losing skilled resources, both managers and staff, due to retirements. Fewer candidates are in the "pipeline" due to downsizing over the past decade. Finding candidates is difficult in many of the IT classifications. Retention of remaining staff may be difficult as increased promotional opportunities become available and agencies compete for the limited pool of experienced staff.



The ITB faces many challenges:

- ◆ Limited ability and barriers to hire or promote staff
- ◆ Limited ability and barriers to outsource
- ◆ Limited resources available to staff projects and perform core functions
- ◆ Increased complexity of workload

Past budget shortfalls, hiring freezes, critical vacancies, and staffing reductions have all affected ITB's delivery of services. ITB needs to make sure that staff are prepared for the jobs and responsibilities of the future. ITB needs to make sure staff with obsolete skills get needed training so that they can continue to contribute. ITB needs to provide a workplace and work opportunities that make staff want to stay with the EDD.

Because IT Branch executive management recognizes the importance and critical nature of succession planning, a workgroup was formed to develop this business plan initiative. Members were from all areas of the IT Branch, representing both management, and rank and file employees. This Succession Plan represents the findings and recommendations of the workgroup as of August 2005.

ASSESSMENT OF NEED

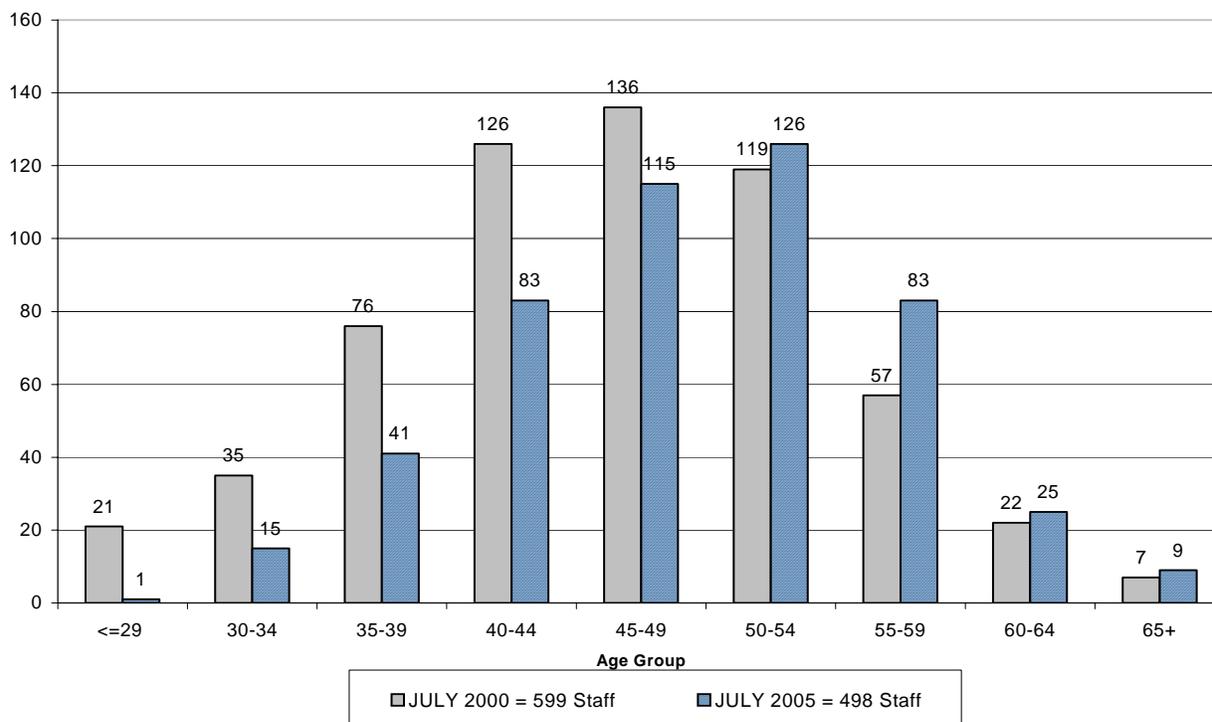
This section includes an assessment of the existing IT Branch (ITB) workforce and anticipated staffing and workload changes over the next two years. The analysis for succession planning needs is based on an estimate for attrition and unmet workload demand and growth.

The ITB is an aging workforce. In July 2005, the total staffing in the ITB was 498, including 49 managers and supervisors. By December 31, 2005, 117 staff (23%), including 19 managers and supervisors (38%), will be at or above age 55, and could likely retire at any time.

Additionally, 126 staff (25%), including 14 managers and supervisors (28%), will be between the ages of 50 and 54, and could likely have plans to retire within the next 3-5 years.

These totals indicate that 49% of all ITB staff, and 67% of all ITB managers, will be at or above age 50 by the end of the calendar year.

ITB Staff Ages - JULY 2000 and JULY 2005



Existing Services or Systems that will be changed or enhanced between State Fiscal Years 2005/06 and 2006/07

- ◆ JAVA and .NET development environments will continue to be supported and the workload demand is expected to grow, as they are the enterprise standard for new development. Web services, supported by Service Oriented Architecture, will allow different applications from different sources to communicate with each other without time-consuming custom coding, and because all communication is in XML, web services will not be tied to one operating system or programming language.
- ◆ EDD's large mainframe systems are mainly written in COBOL and the workload demand is not expected to change over the next two years. However, legislation may require EDD to modify existing systems. As new systems are developed, there may be a need to integrate or interface with these existing systems. To support these systems, ITB needs to maintain the core level of staff resources.
- ◆ The work demand for other application platforms may decrease. New development will be in standard architectural platforms and ITB will be less capable of taking on major enhancement work on other application platforms due to staff attrition, therefore causing a freeze of the applications until converted, rewritten, or upgraded. Examples of other application platforms include FileMaker Pro, Cold Fusion, Delphi, and "C".

Potential New Services, Technologies, or Business Processes between State Fiscal Years 2005/06 and 2006/07

- ◆ Consistent with the State IT Strategic Plan, EDD is moving towards standardizing its Enterprise Architecture (EA). The standardization will require new or different skills or abilities that staff may not currently possess. Until standardization occurs, both current and new architecture models and components require support. The centralization of IT services is an ongoing effort to leverage the Department's IT resources and to build an enterprise approach for the direct support of mission-critical and department-critical applications, as well as customer support. As this enterprise approach in delivering IT services provides for the seamless integration and data sharing across Branch programs, our capacity to perform many IT services by remote access, instead of "in-person", will result in a decrease in workload for IT system administrators; however, this will be offset by an increase in workload for customer service. By developing an effective and cost-efficient IT support infrastructure, the Department moves towards standardization, not just in technology, but also in the level of service that it can provide to ITB customers.

- ◆ Voice over Internet Protocol (VoIP) may or may not impact ITB over the next two years. VoIP is new technology that transmits voice and data across data networks using Internet or Intranet protocols. Maintaining one network for voice and data will save the EDD money, and it also adds the Department's ability to provide new services, such as integrated or unified messaging, voice e-mails, and bandwidth on demand. The Call Center Network Platform and Application Upgrade (CCNPAU) project is a business-based project and the technology solution is not yet determined. VoIP and similar Internet Protocol technologies require qualified staff to maintain current systems and to implement needed upgrades.
- ◆ Data Replication Services is the process of creating and managing duplicate versions of a database. Replication not only copies a database but also synchronizes a set of data so that changes made to one replica are reflected in all the others. Instead of supporting one data source, staff will need to support the data source and replicas as well as design and monitor ongoing replication jobs.
- ◆ Automated Workflow is a defined series of tasks within an organization that produce a final outcome. Once the task is complete, the workflow software ensures that the individuals responsible for the next task are notified and receive the data they need to execute their stage of the process. Baseline skill sets need to be developed and staffed to realize the benefits of automated workflow technologies.
- ◆ Directory Services is a network service that identifies all resources on a network and makes them accessible to users and applications. Directory management is a complex activity encompassing aspects of security, identity management, and privacy practices. As EDD moves information and applications closer to end users and partners through service-oriented architecture, personnel with needed skill sets are critical to properly secure and manage EDD's information assets and application resources.
- ◆ Open Source software will become more available and attractive. For example, Linux OS is a freely distributable open source operating system that runs on a number of hardware platforms. The operating system makes sure that different programs and users running at the same time do not interfere with each other. It is also responsible for security, ensuring that unauthorized users cannot access the system. In addition, there are many open source application packages that will integrate with or extend the function of existing supported applications. Open Source software is low-to-no cost; however, support requirements are similar to proprietary software and require similar staffing levels.

- ◇ End-user computing will be formally supported by the ITB in order to leverage the enterprise's investment in desktop software and application infrastructure. The ITB will provide the intranet portal and content management tools, support development and testing of workgroup applications, and ensure access to shared data.
- ◇ Asset Management is a department-wide management process that is maintained by the effective use of resources and technology. This provides timely and accurate management information on an ongoing basis. The Asset Management process is used to plan, fund, acquire, deploy, track, and manage IT assets and related processes through the entire asset life cycle, supporting the efficiency and effectiveness of ITB's internal operations, and benefiting ITB's external customers. A combination of tools, training, and appropriate staffing levels are required to implement asset management initiatives.
- ◇ Business Process Modeling (BPM) is a business process improvement technique performed by enterprise architects and business analysts to model the current and future states of the enterprise and lines of business within the enterprise. Future state migration will require new change management programs to implement the new business processes and may require new IT development initiatives. With advances in technology, the vision of BPM models becoming fully executable (and capable of round-trip engineering) is coming closer to reality. Supporting technologies include Unified Modeling Language (UML), model-driven architecture, and service-oriented architecture (SOA).
- ◇ Requirements Management is a structured approach for the capture, organization, and management of business requirements. With approved business requirements in hand, we are able to proceed with the process of managing the requirements, which involves the phases of the Systems Development Life Cycle (SDLC): analyze, design, build, test, deploy, and support.



IT Projects

In addition to the existing and potential new services described, there will be a constant demand to participate in IT projects. No matter what the scope of the IT project, there will be some critical roles that are commonly needed during some phase of each project: system engineer, security architect, network engineer, database engineer, solution integrator, and project managers. The limited number of qualified staff in these roles results in resource contention that, in turn, may cause project delays.

The IT Governance Council (ITGC) must approve IT projects. A resource analysis will be conducted to determine if sufficient IT resources are available to complete the project. Any resource constraints must be addressed prior to approving the project. Ongoing resources required to support the new infrastructure or application must also be addressed during the approval process.

SOLUTIONS AND STRATEGIES

This section defines how the workgroup determined where ITB has or will have gaps in staffing and skill levels within the State Fiscal Years (SFY) 2005/06 through 2006/07 timeframe, and the recommended solutions to fill those gaps.

After extensive research, ITB adopted the New York State Agencies Succession Plan as a model. This approach required ITB to identify functions to be performed over the next two years and the staffing and skills required to perform those functions. A gap assessment was conducted against current staffing levels and anticipated attrition to select the roles that could potentially be included in the Succession Plan. ITB's Cost and Resource Management Section provided the current staffing levels by role and historical attrition data. The ITET and Division Management teams provided input into the work and the demand. **(See Appendix A: Assessment of Need)**

The ITET prioritized the most critical roles based on their knowledge of the current and future work demands. As such, not every role that appears to have a gap will require a solution to ensure that staff are ready to assume critical vacancies when they occur.

Succession Plans typically have multiple parts to address the multiple goals of succession planning. These may include:

- ◆ Recruitment Strategies to build a pool of qualified staff to meet current and future needs. The ITB will adopt the Department's Succession Plan to recruit and retain a workforce that reflects the diversity of California. The EDD Succession Plan is expected to be completed in early 2006. Until then, the ITB will plan exams to ensure that there are lists of qualified candidates to recruit. **(See Appendix B: Recruitment Best Practices)**
- ◆ Staff Development Strategies to bridge the gap between current skills and the demands of the future is the responsibility of the hiring manager. **(See Appendix C: Staff Development Best Practices)**
- ◆ Outsourcing Strategies may be implemented only after the EDD has made every effort to hire, utilize, and retain State employees except in extremely unusual or urgent, time-limited circumstances, or under other circumstances where contracting out is recognized or required by law, Federal mandate, or court decisions/orders. The contract will clearly state that it will be the contractor's responsibility to provide mentoring services to EDD staff.

If unable to hire staff at the higher expertise levels through recruitment efforts, ITB may need to increase staffing numbers in lower-level roles and develop the staff to eventually move into the higher-level roles. Outsourcing will only be considered as a last resort and will be considered an interim solution. When outsourcing to fill a gap, ITB must ensure that staff are available for knowledge transfer during the outsource engagement.

Listed below are the recommended strategies for the most critical ITB roles.

<p>DATABASE ARCHITECT</p> <p>DATABASE ENGINEER</p> <p>NETWORK ENGINEER</p> <p>SECURITY ARCHITECT</p> <p>SOLUTION INTEGRATOR</p> <p>SYSTEM ARCHITECT</p> <p>SYSTEM ENGINEER</p>	<p>Strategy SFY 2005/06:</p> <ul style="list-style-type: none"> ➤ Recruit State employees at the highest skill level available. ➤ For System Engineer, recruit EDD Decentralized IT (DIT) employees. ➤ Prepare a Structured Development Plan (SDP) for selected roles. The SDP should include required courses, on-the-job training, mentoring, and periodic evaluations.¹ ➤ Contract out after all efforts to hire, utilize, and train State employees have been exhausted or in extremely unusual or urgent, time-limited circumstances.
	<p>Strategy SFY 2006/07:</p> <ul style="list-style-type: none"> ➤ Request Systems Software Specialist open exams (July 2006). ➤ Recruit from open exam list. ➤ Prepare a SDP for selected roles. The SDP should include required courses, on-the-job training, mentoring, and periodic evaluations.¹

¹ See Appendix D: Structured Development Plan Templates

<p>MAINFRAME DESIGNER</p> <p>MAINFRAME DEVELOPER</p>	<p>Strategy SFY 2005/06:</p> <ul style="list-style-type: none"> ➤ Recruit State employees at the highest skill level available. Recruit from Statewide open Associate Programmer Analyst exam list. ➤ Request Staff Programmer Analyst open exam (January 2006). ➤ Prepare a SDP for selected roles. The SDP should include required courses, on-the-job training, mentoring, and periodic evaluations.² ➤ Contract out after all efforts to hire, utilize, and train State employees have been exhausted or in extremely unusual or urgent, time-limited circumstances. ➤ Prepare a Programmer Development Plan (PDP) for selected roles. The PDP should include required courses, on-the-job training, mentoring, and periodic evaluations. ➤ Begin recruitment and testing for staff to participate in the PDP program.
	<p>Strategy SFY 2006/07:</p> <ul style="list-style-type: none"> ➤ Recruit from open exam lists for Associate/Staff Programmer Analyst. ➤ Begin Programmer Development training.

² See Appendix D: Structured Development Plan Templates

MICROSOFT® DEVELOPER	<p>Strategy SFY 2005/06:</p> <ul style="list-style-type: none"> ➤ Request Staff Programmer Analyst open exam (January 2006). ➤ Recruit EDD DIT or other State employees at the highest skill level available. ➤ Prepare a SDP for selected roles. The SDP should include required courses, on-the-job training, mentoring, and periodic evaluations.³ ➤ Contract out after all efforts to hire, utilize and train State employees have been exhausted or in extremely unusual or urgent, time-limited circumstances.
	<p>Strategy SFY 2006/07:</p> <ul style="list-style-type: none"> ➤ Recruit from open exam list. ➤ Prepare a SDP for selected roles. The SDP should include required courses, on-the-job training, mentoring, and periodic evaluations.¹

CUSTOMER SERVICE	<p>Strategy SFY 2005/06 and 2006/07:</p> <ul style="list-style-type: none"> ➤ Recruit EDD DIT or other State employees at the highest skill level available. ➤ Redirect qualified ITB employees (lateral transfer or Training and Development). ➤ Prepare a SDP for selected roles. The SDP should include required courses, on-the-job training, mentoring, and periodic evaluations.¹
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³ See Appendix D: Structured Development Plan Templates

RESOURCE MANAGER

Strategy SFY 2005/06:

- Request Data Processing Manager II promotional exam (January 2006).
- Recruit from open exam list, EDD DIT or other State employees at the highest skill level available.
- Send selected staff to IT Managers Academy sponsored by the Department of Technology Services (DTS).
- Use the supervisory classifications versus specialist or technical classifications to recruit and train resource managers.

Strategy SFY 2006/07:

- Recruit from open exam list, EDD DIT or other State employees at the highest skill level available.
- Send selected staff to IT Managers Academy sponsored by the DTS.
- Prepare a Management Development Plan (MDP) for selected roles. The MDP should include required courses, on-the-job training, mentoring, and periodic evaluations.
- Review and participate in the Statewide Leadership Training program for Chief Information Officers (CIO) and IT managers and supervisors, and the EDD Leadership program. Determine if there is a need to develop a separate program for ITB managers in the event there is a gap in training between the two programs.

PROJECT MANAGER	<p>Strategy SFY 2005/06:</p> <ul style="list-style-type: none"> ➤ Recruit from open exam list, EDD DIT or other State employees at the highest skill level available. ➤ Send selected staff to Project Management Methodology training. ➤ Prepare a structured Project Management Development Plan (PMDP) for selected roles. The structured PMDP should include required courses (vendor management and contract management), on-the-job training, mentoring, and periodic evaluations.
	<p>Strategy SFY 2006/07:</p> <ul style="list-style-type: none"> ➤ Recruit from open exam list, EDD DIT or other State employees at the highest skill level available. ➤ Prepare a structured PMDP for selected roles. The structured PMDP should include required courses (vendor management and contract management), on-the-job training, mentoring, and periodic evaluations.



IMPLEMENTATION OF THE PLAN

This section defines the actions required to implement ITB's Succession Plan.

Implementation Timelines

SFY 2005/06

- ITET submits Information Technology Managers Academy (ITMA) nominations by June 2005 [**Completed**]
- ITB's Cost and Resource Management (CRM) Section submits ITET prioritized annual exam planning list to the Human Resource Services Division (HRSD) by July 2005 [**Completed**] (*See Appendix B: Recruitment Best Practices*)
- CRM Section develops a SDP template by October 2005 [**Completed**]
- Resource Managers complete SDPs for critical roles by May 2006
- ITET develops Job Rotation Process by June 2006
- ITET approves budget for SDPs by June 2006
- PDP recruitment and testing complete by June 2006
- ITET submits ITMA nominations by June 2006

SFY 2006/07

- CRM Section submits ITET prioritized annual exam planning list to HRSD by July 2006
- Resource Managers complete SDPs for critical roles by May 2007
- ITET approves budget for SDPs by June 2007
- ITET submits ITMA nominations by June 2007

Structured Development Plan

The SDPs will not replace Individual Development Plans (IDP) or Probation Reports. The SDP will complement the IDP for staff in selected roles. The SDP is a tool that documents the training, experience, and timelines required to assume the more critical roles in the future. (*See Appendix D: Structured Development Plan Templates*) Use of the SDP process requires that managers complete annual IDPs timely. The IDP process will include evaluation of staff's performance in their current role and readiness to participate in SDP activities that would prepare them to move to higher criticality roles. Typically, staff enter the workforce at an entry-level position and through experience and training, rise to higher-level roles that require greater degrees of independence on the more complex assignments. For instance, Database



Administrators typically progress into Database Engineers and then on to the Database Architect level. It takes time to progress from the entry level to the journey level and, finally to the expert level. SDP activities must be appropriate for the classification. **(See Appendix E: EDD Career Paths)**

Implementation Strategies and Assumptions

The ITB will fill vacancies based on the most critical needs and budget available. In addition, ITB funding may impact our ability to fully implement all the strategies identified.

Additional strategies and assumptions for implementation costs are listed below.

<p>Infrastructure Portfolio Roles</p> <p>Customer Service Database Architect Database Engineer Network Engineer System Architect System Engineer</p>	<ul style="list-style-type: none"> ◆ ITB will not be able to benchmark resource needs until IT Asset Replacement Project (ITARP) is completed. ITARP will change ITB’s Infrastructure Solutions and Management Division workload. ◆ ITB will only fill the most critical project roles prior to completion of ITARP. ◆ All other vacancies will be deferred until benchmarking is complete.
<p>Application Portfolio Roles</p> <p>Mainframe Designer Mainframe Developer Microsoft Developer</p>	<ul style="list-style-type: none"> ◆ ITB will complete the Enterprise Architecture (EA) design by May/June 2006. The design will include the disciplines, standards, and tools for each of the architectural domains. ◆ A general principle under the EA will be to reduce the commitment to COBOL. ◆ Until the commitment to COBOL applications can be reduced, ITB will re-implement the PDP with recruitment and aptitude testing in SFY 2005/06. The next PDP class will begin in SFY 2006/07 and requires two to three senior programmers full-time to mentor the trainees. ◆ ITB is working with Gartner Group to benchmark application resource needs.

Project Portfolio Roles

Project Manager
Solution Integrator

- ◆ ITB will assume that the IT Governance Council (ITGC) only approves projects that are compliant with the EA.
- ◆ If ITB is unable to hire staff in critical roles at the appropriate level, ITB may consider outsourcing for these services. The contract will clearly state that it will be the contractor's responsibility to provide knowledge transfer to EDD staff. ITB may outsource to customer organizations to obtain project managers.
- ◆ The number of projects approved by the ITGC will determine ITB's need for project managers and solution integrators.
- ◆ The approved projects will need to include funding for critical project roles. ITB may need to refill behind any redirected staff.

Administrative Roles

Resource Manager

- ◆ ITB will continue to send the maximum number of staff allowed to participate in the ITMA sponsored by the Department of Technology Services (DTS). Currently each state Department is allowed two slots.
- ◆ ITB will defer creating an internal MDP that will provide needed training to a larger number of ITB staff pending the outcomes of the California IT Strategic Plan, Human Resources Committee in June 2006. ↗
- ◆ Additional formal training and mentoring costs will not be known until Resource Managers have completed the SDP for staff in critical roles.

↗ California IT Strategic Plan, Goal 5, Objective 4: The State will develop and support a robust technology training program focused on leadership, project management, acquisition management, systems management, application management and other skills necessary to support new technologies.

MAINTENANCE OF THE PLAN

Potential triggers for updating the ITB Succession Plan

Internal

- ◆ Approval of major projects
- ◆ Organizational restructures
- ◆ Budget changes
- ◆ The EDD Succession Plan

External

- ◆ Governor's Executive Order
- ◆ California Performance Review
- ◆ The California IT Succession Plan
- ◆ Legislation

If none of the triggers occur, then the Succession Plan will be reviewed and updated annually to ensure that it remains current.

Actions that must be taken on trigger

- ◆ The ITET will acknowledge when a potential trigger is likely to occur and request that the Technology Foundation Services Division's CRM Section will be responsible for updating the data required to support the actions that must be taken.
- ◆ Update numbers (attrition, demand); update assumptions, strategies
- ◆ Validate priorities; timelines
- ◆ Revise exam priority list
- ◆ Verify availability of training dollars
- ◆ Review, recommend, and prioritize initiatives

Success Indicators

Listed below are some potential indicators that signify the ITB Succession Plan strategies are helping to decrease the gap between current staffing and demand for staff in critical roles.

- ◆ Average number of successors per critical role increases.
- ◆ Ratio of internal hires to external hires in critical roles increases.
- ◆ Percentage of SDPs in place increases and activities are tracked for critical roles.



APPENDIX A: ASSESSMENT OF NEED

Shaded rows are the critical roles identified as a priority as of July 1, 2005.

ITB Staffing - Gap Estimate								Division Input			
ITB Roles	APPLICATIONS	INFRASTRUCTURE	PROJECTS	Add. Branch Resources	Borrowed Employee	Current Total Staff	Gap	Criticality (High, Medium, Low)	Demand	Attrition	Total
Applications											
Application Architect	1					1	0	L	0	0	0
"C" Developer	1					1	0	L	0	0	0
Java Analyst	5					5	0	M	0	0	0
Java Architect	1					1	1	H	1	0	1
Java Designer	1					1	1	M	1	0	1
Java Developer	11					11	3	H	2	1	3
Java Documenter						0	1	M	1	0	1
Java Tester						0	1	M	1	0	1
Mainframe Analyst	3					3	0	L	0	0	0
Mainframe Architect						0	0	N/A	0	0	0
Mainframe Designer	10					10	1	M	0	1	1
Mainframe Developer	46					46	13	H	11	2	13
Mainframe Documenter						0	0	L	0	0	0
Mainframe Tester	6		3			9	2	H	2	0	2
Microsoft® Analyst	4		2			6	0	M	0	0	0
Microsoft® Architect	2		2			4	1	H	1	0	1
Microsoft® Designer	1		5			6	2	M	2	0	2
Microsoft® Developer	18		7		(1)	24	6	H	5	1	6
Microsoft® Documenter						0	1	M	1	0	1
Microsoft® Tester	2		3			5	2	M	2	0	2
Other Analyst	23					23	1	L	0	1	1
Other Designer	3					3	0	L	0	0	0
Other Developer	7					7	3	L	3	0	3
Other Documenter						0	0	L	0	0	0
Other Tester						0	0	L	0	0	0
Subtotal:	145	0	22	0	(1)	166	39		33	6	39

APPENDIX A: ASSESSMENT OF NEED (continued)

ITB Staffing - Gap Estimate								Division Input			
ITB Roles	APPLICATIONS	INFRASTRUCTURE	PROJECTS	Add. Branch Resources	Borrowed Employee	Current Total Staff	Gap	Criticality (High, Medium, Low)	Demand	Attrition	Total
Infrastructure											
Customer Service		19				19	4	H	3	1	4
Database Administrator - DB2/UDB	4					4	0	L	0	0	0
Database Administrator - IDMS	3					3	0	L	0	0	0
Database Administrator - SQL	3					3	2	H	2	0	2
Database Architect	2		1			3	2	H	2	0	2
Database Engineer - DB2/UDB	1					1	1	H	1	0	1
Database Engineer - IDMS	1					1	1	H	1	0	1
Database Engineer - SQL	2					2	3	H	3	0	3
Database Operator						0	0	N/A	0	0	0
Enterprise Architect		3				3	0	M	0	0	0
Infrastructure Analyst		20	6		(1)	25	0	L	0	0	0
Infrastructure Analyst - (MF)*		8				8	2	M	0	2	2
Infrastructure Analyst - (CM)**		7				7	4	M	4	0	4
Infrastructure Analyst - (CS)***		5				5	2	H	2	0	2
Network Administrator		6	1		(1)	6	7	H	7	0	7
Network Architect						0	1	H	1	0	1
Network Engineer		6	2			8	4	H	4	0	4
Network Operator		1				1	0	H	0	0	0
Security Administrator		1	1			2	0	L	0	0	0
Security Administrator - (MF)*		1				1	0	H	0	0	0
Security Architect						0	1	H	1	0	1
Security Engineer		2	1			3	2	H	2	0	2
Security Operator		2				2	2	H	2	0	2
System Administrator - (MF)*		4				4	3	H	0	3	3
System Administrator - PC		37			(1)	36	0	L	0	0	0
System Administrator - Server		14	20		(3)	31	0	L	0	0	0
System Architect						0	1	H	1	0	1
System Engineer		1	8			9	1	H	1	0	1
System Engineer - (MF)*		1				1	1	H	0	1	1
System Operator - (CS)***		1				1	0	L	0	0	0
System Operator - (MF)*		16				16	2	H	1	1	2
System Tester			1			1	2	H	2	0	2
Telecom Analyst		16				16	1	H	0	1	1
Subtotal:	16	171	41	0	(6)	222	49		40	9	49

APPENDIX A: ASSESSMENT OF NEED (continued)

ITB Staffing - Gap Estimate								Division Input			
ITB Roles	APPLICATIONS	INFRASTRUCTURE	PROJECTS	Add. Branch Resources	Borrowed Employee	Current Total Staff	Gap	Criticality (High, Medium, Low)	Demand	Attrition	Total
Projects											
Project Analyst			13		(1)	12	4	H	3	1	4
Business Consultant			9			9	0	M	0	0	0
Project Manager			7		(1)	6	5	H	5	0	5
Project Oversight			2			2	1	H	1	0	1
Solutions Integrator			4			4	1	H	1	0	1
Subtotal:	0	0	35	0	(2)	33	11		10	1	11
Additional Branch Resources											
Senior Manager	3	4	1	1		9	5	H	4	1	5
Resource Manager	12	18	1	3		34	5	H	3	2	5
Policy and Standards				8		8	1	M	0	1	1
Administrative Staff			1	25		26	1	M	0	1	1
Subtotal:	15	22	3	37	(0)	77	12		7	5	12
Staffing Totals	176	193	101	37	(9)	498	111		90	21	111

* (MF) = Mainframe

** (CM) = Configuration Management

*** (CS) = Client Server

Notes:

The ITB estimates that it will need to replace 50 employees during each of the next two fiscal years due to retirements, transfers to other departments, and resignations from state service.

Borrowed employees are noted and have been included in the count for their roles.

Baseline = Current staff + demand

Demand = current needs to meet baseline; does not include positions for future projects

Gap = Demand + Attrition

Attrition = Current staff multiplied by:

10% for 55 or more years old

5% for 50 – 54 years old

3% for 49 or less years old

APPENDIX B: RECRUITMENT BEST PRACTICES

IT Branch Exam Priorities SFY 2005/06

CLASSIFICATION	EXAM REQUESTED
Data Processing Manager III	OPEN
Staff Programmer Analyst (Specialist)	OPEN
Data Processing Manager II	PROMO
Associate Programmer Analyst (Specialist)	OPEN
Systems Software Specialist I (Technical)	PROMO

The ITET will need to ensure that the ITB exam priorities are included in the Department's annual exam planning process. The open examination process will be supplemented by other recruitment efforts, e.g., State job fairs. EDD will establish a Department Recruitment Coordinator position to more aggressively address the Department's critical hiring needs. ITB will ensure that its needs are identified.

Additionally, the ITB may adopt the recruitment program developed by the CA IT Human Resources Committee that will focus on recruitment strategies for IT professionals.

***Excerpt from the CA IT Strategic Plan:
Objective 3 – Expand Recruiting Efforts for Technology
Professionals***

The State will develop a modern, ongoing recruitment program for IT classifications. This program will include recruitment of technology employees from colleges and universities, the private sector, the state workforce, and other public sector employers.

APPENDIX C: STAFF DEVELOPMENT BEST PRACTICES

Staff development strategies ensure that institutional history, knowledge, and skills are not lost, and that adequate supplies of competent employees are available to fill the vacancies.

Resource Managers must define the career path for each role. Each level in the path must require greater skills and knowledge. Training classes and specific job experience, required and desired, must be defined for each year in the role. Senior and Resource Managers will refer to these career ladders when completing Individual Development Plans/Leadership Development Plans/Probation Reports and training requests for each fiscal year. Hiring managers will be responsible for completing the Structured Development Plans for critical roles.

The ITET will hold Senior and Resource Managers accountable for providing performance feedback timely. Additionally, staff may have the option to lateral transfer to a variety of other classifications within ITB. Contact a Personnel Analyst at ITB's CRM Section for assistance with determining transfer eligibility to other classifications. For more information and references on career development, visit HRSD's intranet site at <http://hrsd.edd.ca.gov/>.

The ITET will develop a Job Rotation process to provide staff with broader IT experience. If planned and not done in a crisis mode, staff can job-shadow experienced staff and gain needed knowledge and experience.

Development of Project Managers includes formalized training, participation in projects in various roles, attendance at PM Forums, and managing projects of increasing complexity.

APPENDIX D: STRUCTURED DEVELOPMENT PLAN TEMPLATES

Structured Development Plan (SDP) (Template)

PARTICIPATING SECTION:

(Division name), ARU _____

PARTICIPATING EMPLOYEE:

(Trainee's name)

PERIOD OF ASSIGNMENT:

This Structured Development Plan is for (time period) beginning (date), and ending (date) unless terminated earlier by any of the parties.

ROLE IN WHICH THE EMPLOYEE WILL TRAIN:

ITB Role – (beginning date) to (ending date)

DUTIES AND ASSIGNMENTS:

Brief description of participant's duties and assignments

TRAINING:

Recommended list of courses: (Include all training for this SDP)

Title	Length (days)	Dates
ABC Course	2 days	10/01/YY – 10/05/YY

List on-the-job training objectives. (For example, test plan development, .NET application development.)

Provide performance level expectation(s). For example, "By month three (3), be able to complete basic program changes to the TAS application".

APPENDIX D: STRUCTURED DEVELOPMENT PLAN TEMPLATES (continued)

Structured Development Plan (SDP) (Template)

Trainee: _____

Date: _____

Supervisor: _____

Employee “Start” Date: _____

Purpose: Brief description of the expectations of progress during this SDP, and the feedback on that progress.

Distribution: List everyone who will receive this report.

SDP Duties and Assignments: Description of what the employee will be doing during this SDP.

Category	(Example)
Skill --expertise in doing specific tasks, accuracy, precision, completeness, neatness, quantity and quality of work, meeting time commitments	In first 3 months, ability to <ul style="list-style-type: none"> • Follow unit desk procedures In first 6 months, ability to <ul style="list-style-type: none"> • Perform basic analysis of customer requests and document requirements
Comments:	

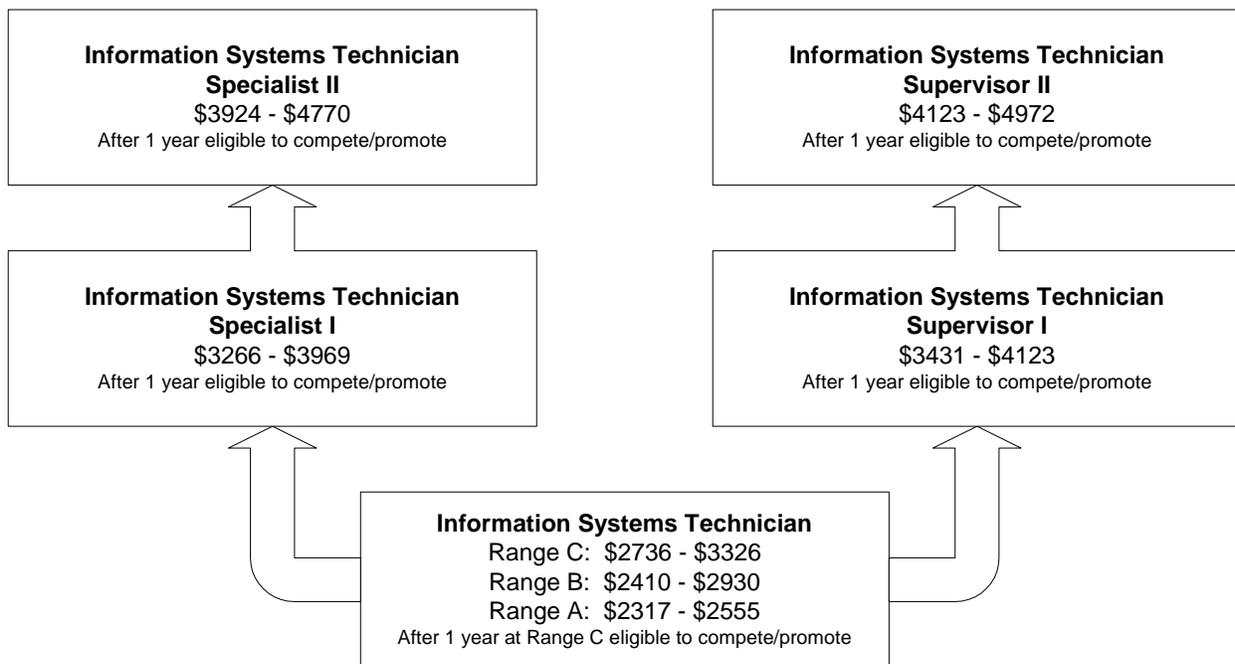
Category	(Example)
Knowledge --extent of knowledge of methods, materials, tools, equipment, technical environment and processes and procedures in troubleshooting and testing, and other fundamental subject matter	In the first 3 months, know how to <ul style="list-style-type: none"> • Sort input and output files, create printed forms, and reports. In first 6 months, know how to <ul style="list-style-type: none"> • Design test cases and plan for minor program or form and document both according to standards
Comments:	

APPENDIX D: STRUCTURED DEVELOPMENT PLAN TEMPLATES (continued)

Category	(Example)
<p>Learning ability--speed and thoroughness in learning standards, procedures, policies, technical environment, and other details. Demonstrates alertness and perseverance.</p>	<p>By first 6 months</p> <ul style="list-style-type: none"> Progressively more able to use own initiative in carrying out recurring assignments independently without specific instruction
<p>Comments:</p>	

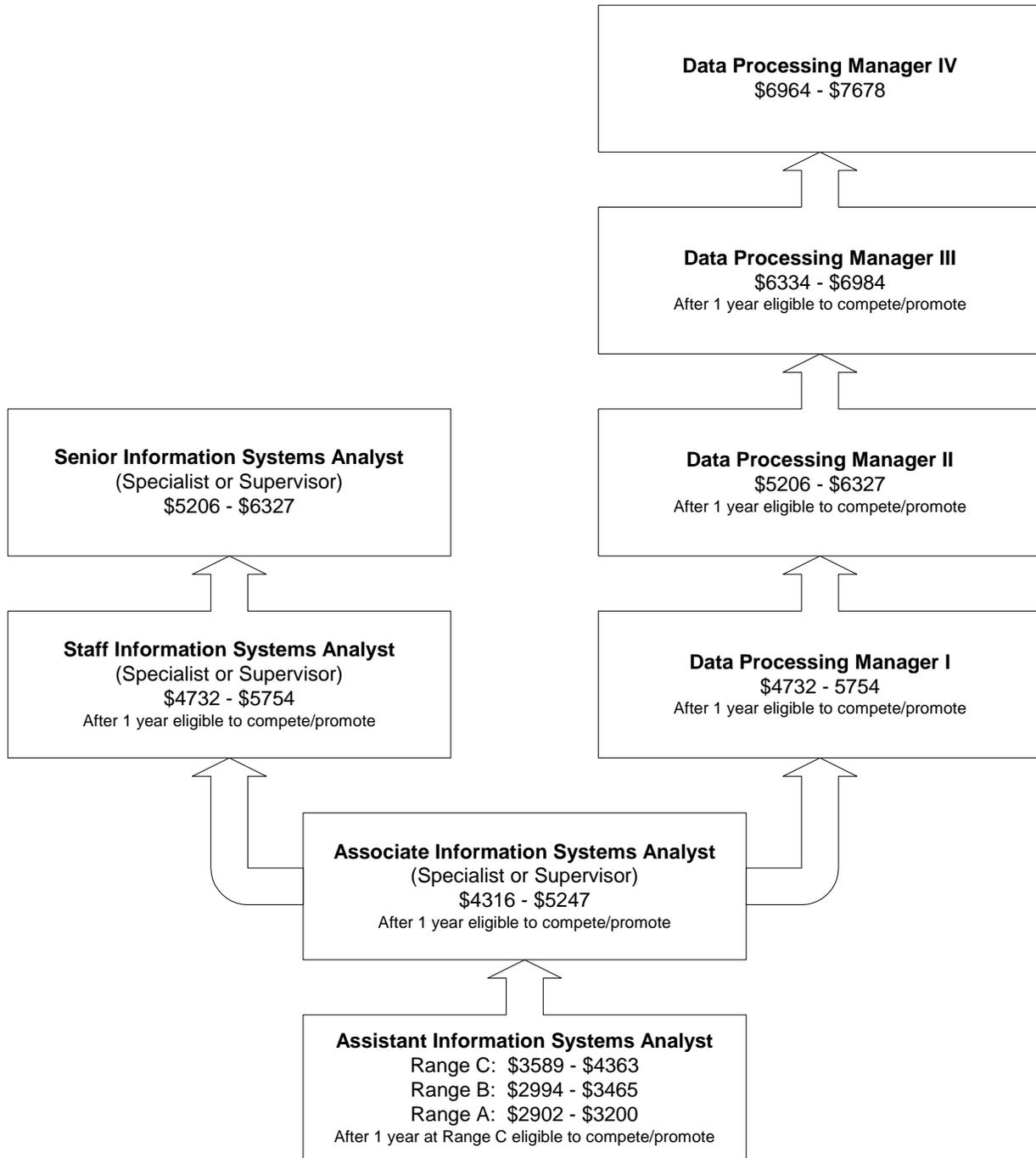
APPENDIX E: EDD CAREER PATHS

**INFORMATION SYSTEMS TECHNICIAN AND
INFORMATION SYSTEMS TECHNICIAN SUPERVISOR
CAREER PATH**



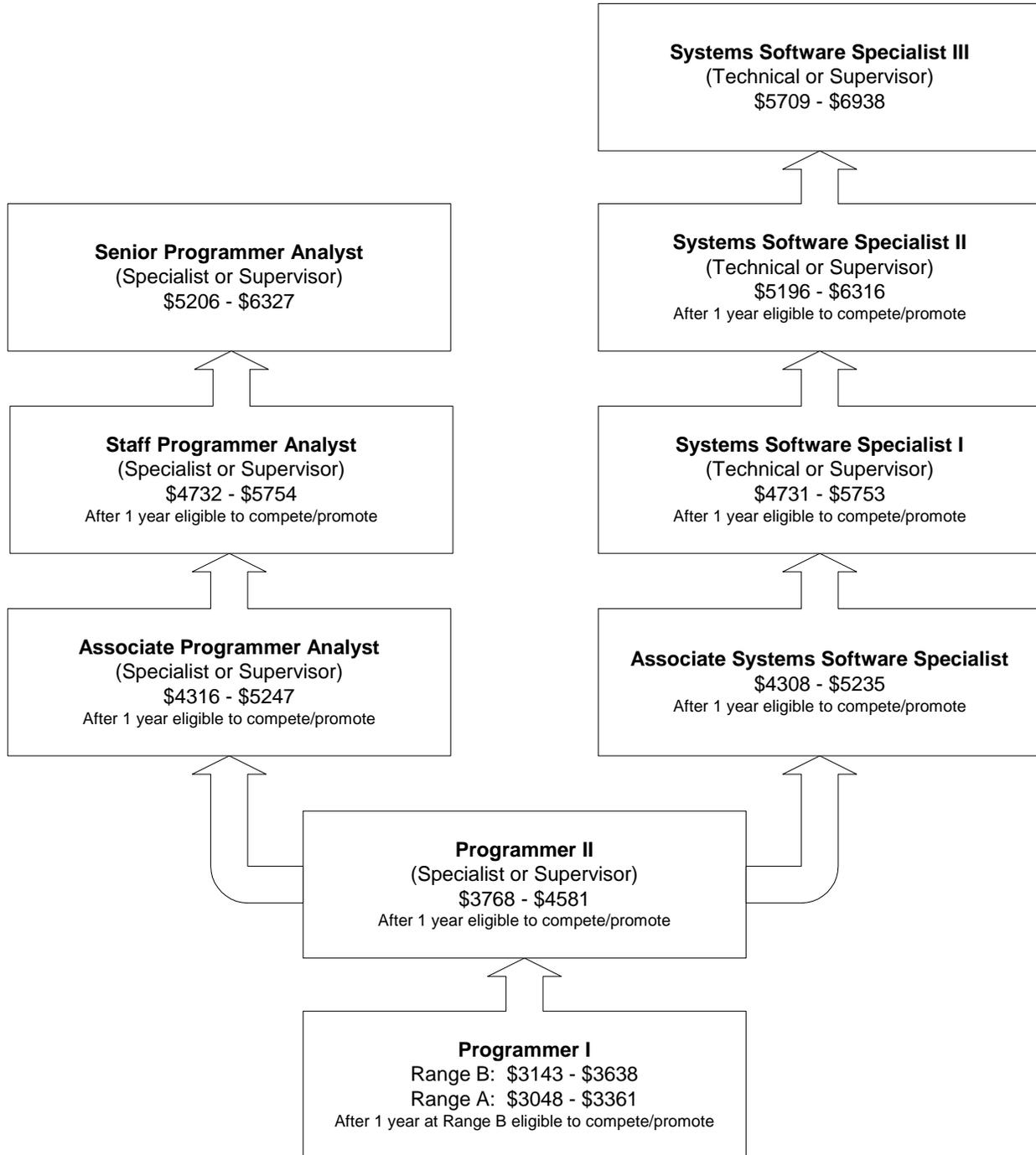
APPENDIX E: EDD CAREER PATHS (continued)

**INFORMATION SYSTEMS ANALYST
AND DATA PROCESSING MANAGER
CAREER PATH**



APPENDIX E: EDD CAREER PATHS (continued)

PROGRAMMER AND SYSTEMS SOFTWARE SPECIALIST CAREER PATH



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