



**Mental Health Services
Oversight & Accountability Commission**

WORKFORCE & SUCCESSION PLAN

2018–2023

A Message from the Executive Director

To support and further the mission of the Mental Health Services Oversight & Accountability Commission, the department has created the 2018–2023 MHSOAC Workforce & Succession Plan. The work of the Commission requires a talented pool of employees with a high level of knowledge and skill to work to reduce negative outcomes in mental health, and also meet the State's requirements to function as a department. This Workforce & Succession plan addresses current and future workforce issues and provides strategies on how to address these challenges through goals, objectives and performance measures that highlight the Commission's key workforce priorities. The Commission is grounded in its contribution to organizational performance to assist in its mission to provide vision and leadership, in collaboration with clients, their family members, and underserved communities, to improve access and outcomes in mental health, and to ensure Californians understand mental health is essential to overall health. This workforce plan is vital to sustaining and continuing the progress that has been achieved through the work of the Commission, and will assist in a proactive and strategic approach to recruiting, developing and retaining a skilled and diverse workforce necessary to meet current and future organizational needs.



Toby Ewing, Executive Director
Mental Health Services Oversight & Accountability Commission

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INTRODUCTION

In November 2004, California voters passed Proposition 63, the Mental Health Services Act (MHSA). Section 10 of the MHSA (Welfare and Institutions Code Section 5845) established the Mental Health Oversight and Accountability Commission and defined the creation and composition of the Commission. The Commission is responsible for developing strategies to overcome the seven negative outcomes of untreated mental illness, and at any time, may advise the Governor or the Legislature on mental health policy. The Commission holds public mental health systems accountable by providing oversight for eliminating disparities, promoting wellness, recovery and resiliency, and ensuring positive outcomes for individuals living with serious mental illness and their families.

The role of the Commission is to oversee the implementation of the MHSA in the following areas:

Review of MHSA Programs

The MHSOAC oversees the MHSA funded programs and services through the counties' Three-year Program and Expenditure Plans and annual updates. Counties submit updates every year to reflect the status of programs and services in their counties.

Evaluations

The MHSOAC has a statutory authority to evaluate how MHSA funding has been used, what outcomes have resulted, and how to improve services and programs.

Research

The MHSOAC supports collaborative research efforts to develop and implement improved tools and methods for program improvement and evaluation statewide.

Triage

County triage personnel provide linkages and services to what may be the first mental health contact for someone in crisis. Crisis services are provided at shelters, jails, clinics and hospital emergency rooms to help link to appropriate services.

Stakeholder Contracts

Statewide stakeholder advocacy contracts are focused on supporting the mental health needs of consumers, children and their families, transition aged youth, veterans, and racial and ethnic minority communities through education, advocacy, and outreach efforts.

Commission Policy Projects

The Commission's policy projects under the direction of a subcommittee of Commissioners, conducts research through public input, review of academic literature, and interviews with those closely affected by the topic to formulate recommendations for administrative or legislative changes.

Technical Assistance & Training

The Commission offers technical assistance and training to counties to support the goals of the MHSA and specific responsibilities of the Commission, such as review of counties' MHSA-funded Innovative Program Plans.

Strategic Direction

The mission of the Mental Health Services Oversight and Accountability Commission is to provide leadership in implementing and achieving the goals and objectives in the Mental Health Services Act and to provide decision makers and the general public with recommendations to increase access to mental healthcare services. The Commission is continuing its efforts to provide vision and leadership, in collaboration with clients, their family members, and underserved communities, to ensure Californians understand mental health is essential to overall health. The Commission will continue to work to provide oversight to eliminate disparities; promote wellness, recovery, and resiliency; and ensure positive outcomes for individuals living with serious mental illness and their families. The Commission is utilizing vigorous and deliberated methodology to plan, recruit, develop and retain a skilled and diverse workforce to meet current and future organizational need and to continue the mission and work of the Commission.

Environmental Factors

The Commission is in a transformative period with some uncertainty, yet has numerous opportunities to improve processes while strengthening its resolve and commitment to the goals of the MHSA. Significant changes to California's public mental health system have occurred in more recent years including: the elimination of the Departments of Mental Health (DMH) and Alcohol and Drug Programs (DADP); the release of MHSA funds directly to counties without state approval for funding or programs (with the exception of the Innovation Program Component); and the mandate to develop a comprehensive joint plan for coordinated evaluation of outcomes. The Commission and its programs are also constrained by financial limitations as well as the Governor's budget. Volatile funding produces challenges and opportunities to continually re-evaluate the role and resources of the MHSA and the Commission. Legislation is another significant variable for the work of the Commission as new laws and regulations have tremendous impact on the role and responsibilities of the Commission. After the passage of Assembly Bill 100 in March 2011, the role of the Commission shifted from review and approval of county plans to providing training and technical assistance for county mental health planning as needed. When AB 1467 passed in June 2012, the MHSOAC's role of training and technical assistance and evaluation expanded; approval of county Innovation plans by the MHSOAC was also reinstated.

Methodology

This workforce plan identifies and analyzes the Commission's staffing needs in respect to the knowledge, skills and abilities necessary for the organization to succeed in executing its mission and organizational goals. An analytical approach was utilized to provide a fact based method of understanding workforce variability. This analysis included a review of employee recruitment, promotion, and turnover data as well as causes of low productivity. This was a systematic process identifying gaps and aligning resources and initiatives to ensure the Commission has the right people, with the right skills, at the right time and cost, to execute the goals and mission of the Commission. Two main components were considered in developing this workforce plan: strategic and operational. The strategic

component takes the long view to forecast the critical roles the organization will need in the future; where the operational component looks at the short term demands of the Commission compared to current talent supply in order to determine where additional resources may be needed. This plan provides an analysis of the Commission’s current workforce and addresses the future goals, challenges and opportunities the Commission may have in maintaining and growing its workforce.

WORKFORCE OVERVIEW

Demographics

The Commission’s workforce in 2017, consisted of 31 employee and 14 classifications including: the Executive Director, two Career Executive Assignments, an Administrative Advisor II, a Health Program Manager III, an Information Officer II, two Staff Services Manager IIs, a Research Manager III, a Consulting Psychologist, and one Staff Services Manager I (Specialist). Rank and file classifications include Staff Services Analyst/Associate Governmental Program Analyst, Health Program Specialist I/II, Research Program Specialist II, Research Scientist III, and an Information Technology Specialist I. In 2017, the Commission employed 20 female employees and 11 male. The average and median age of an employee at the Commission is approximately 42 years, with the youngest being 26, and the oldest 62. Age analysis shows that the Commission has a wide representation of age groups amongst its employees. Additionally, according to the Disability Parity Report from 2017, the Commission has 10 employees who identify as having a disability. When compared to a deficiency parity of 16.6%, the Commission has a parity score of 194.3%, well above the statewide deficiency number.

The following Chart illustrates the representation of race and ethnicity within the Commission’s workforce as of December 2017.

Race/Ethnicity	# of Employees	Percentage of Workforce
Asian (Chinese, Filipino, Indian)	5	16.1%
Black or African-American	2	6.5%
Hispanic or Latino	2	6.5%
Other	1	3.2%
White	21	67.7%

Separation Trends and Forecast

In 2017, the department had two voluntary separations, a rejection during probation, and two transfers. Due to the size of the department it is difficult to provide an in-depth analysis of separation trends as the department has a limited number of employees. However, in January of 2017, the Commission had a vacancy rate of 23%, and separation rate of 16.1%. As of July 2018, the department has 36 employees and is running a vacancy rate of less than 10%. Of the three current vacancies, one is an Associate Governmental Program Analyst, which is an easy to fill classification; a Research Program Specialist, and a Research Manager III which are hard-to-fill classifications. The Commission has five additional Research Specialist II positions, and one Research Scientist III, all are also hard-to-fill classes; however they are currently filled with no indicators of separation. The Commission's recruitment and retention initiatives will help to address this specific recruitment challenge. At this time, the department is not aware of any pending retirements or any positions at risk for retirement before 2020. The age analysis indicates that one employee may be getting close to retiring, though states that they plan to work a few years longer. There is concern about knowledge transfer in this area as the incumbent is a subject matter expert; this concern will be addressed through the Commission's knowledge transfer initiatives outlined in this plan.

Key Leadership Competencies

The competencies necessary to successfully achieve the mission and critical functions of the organization have been identified for the most critical leadership positions, and how these competencies contribute towards the Commission's functions, strategic goals, mission and overall success.

Executive Director

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

Key Skills: Visionary | Alignment | Change Leadership | Strategic Mindset

Current Level – Expert

- Establishes, monitors, adjusts, and communicates the vision and strategic plan to remain aligned with global and organizational changes and input from key stakeholders. Ensures that there is a clear connection between tactical business plans, the organization's strategic plan, and the vision.
- Champions the necessity for change and provides adequate resources to implement that change. Establishes and fosters an environment where individuals are recognized for positioning the department for future success in alignment with the vision and achievement of strategic goals.

Deputy Director, Program, Technology, and Legislation – C.E.A, Level B

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.

Key Skills: Social and Environmental Awareness | Resource Management | Organizational Knowledge | Public Trust

Current Level – Expert

- Navigates external influences to set the organization’s broader environment.
- Advocates for resources and maintains fiscal responsibility.
- Creates accountability for clear standards of work and fosters an environment where knowledge transfer occurs regularly.
- Fosters an environment where stewardship of the public trust is the standard.

Deputy Director, Program Operations, Evaluation – C.E.A, Level B

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

Key Skills: Organizational and Business Knowledge | Sound Judgment | Governance | Financial Management

Current Level– Expert

- Establishes systems to monitor expenditures, financial processes, and risk management to ensure that financial resources are effectively allocated to achieve goals and objectives t the county level.
- Sets an expectation for enterprise-wide understanding of the organization by ensuring a shared knowledge of the business, its processes, and stakeholder impact.
- Leads the Commission’s work in policy research and evaluation of statewide outcomes.
- Promotes a workforce environment that values independent or team-led decision making, based on empirical evidence and seasoned analysis, with clear efforts to eliminate the effects of unconscious bias and other impediments of good judgment.

Administrative Advisor II, C.E.A.

Legal and Ethical: legal responsibilities flow from formal laws and regulations; and ethical responsibilities have to do with basic principles and standards of conduct

Key Skills: Communication Skills | Sound Judgement | Organizational Knowledge| Public Trust | Adaptability

Current Level – Expert

- Exemplify ethical practices, professionalism and personal integrity.
- Holds self and the organization to the highest ethical and professional standards
- Amiable to change, flexible and resilient.
- Fosters an environment where stewardship of the public trust is the standard.

The Administrative Advisor II, C.E. A. classification is to be abolished upon vacancy. When the current incumbent vacates the position, a new classification will need to be identified that will meet the needs of the Commission. This is an issue the Commission will address proactively through future succession planning initiatives.

Entrance and Exit Survey Results

The Commission does not currently have a process for surveying entering and exiting staff. This is an area that offers an opportunity to implement new practices to improve turnover and retention rates. Part of this workforce plan includes an initiative to begin designing and implementing these surveys as a way to help the Commission understand and incorporate employee preferences, experiences, and perceptions into the working environment, as well as incorporate this feedback into workforce and succession planning efforts.

WORKFORCE GAP ANALYSIS

The Commission employs many subject matter experts who if they separate, either temporarily or permanently, would cause a loss of historical and technical knowledge. The executive management team has discussed the workforce gaps that can occur as a result of turnover and workforce volatility, and has met to discuss current and future external factors that may have a significant impact on the Commission in the future. It was found that the Commission's largest workforce gap is knowledge transfer. A knowledge transfer management plan is therefore one of the Commission's primary strategic organizational goals. The following analysis provides insight into the Commission's gaps in recruitment, retention, professional development, and knowledge transfer and succession planning.

Recruitment Gaps and Risks

The Commission aims to address challenges around how to attract a diverse and competent workforce. During the previous fiscal year, the Commission's Human Resources department has begun working to transform the recruitment process to follow best practices while creating more consistency across divisions. The Commission's HR department is ensuring we are hiring the best and most qualified candidates for the position by working with hiring managers to decrease turnaround time and ensure the requirements of the State's merit-based system are being met. The Commission has had difficulty filling classifications including the four executive staff positions, a Research Manager III, a Research Scientist III, and a Consulting Psychologist. Additionally, the Commission staff three Health Program Specialist II positions, and five Research Program Specialist II positions. As the workforce becomes more diverse and dynamic, the Commission will have to diversify its recruitment efforts to reach more candidates who have the knowledge skills and abilities needed within the organization. Additionally, the Executive Director position is appointed by the 16-member Commission, making this a volatile recruitment depending on the composition of the Commission at the time of vacancy as well as who is chairing the Commission.

Retention Gaps and Risks

A retention gap is difficult to ascertain as current vacancy and separation rates are lower than the previous year. The Commission can face challenges however in regards to the level of work and classifications necessary to fulfill its mission. The high level nature of the work and scope of the Commission, requires exceptionally qualified candidates who can be difficult to recruit into State Civil Service System, and who are often pursued by the private sector with more resources to offer employees. Considering the size of the Commission, opportunities for promotion and career growth can be limited as well, leading employees to seek opportunities outside of the organization. In addition to retention, the Commission is looking at employee satisfaction and engagement, which are necessary to retain a happy and productive workforce. Outlined in this plan is the Commission's initiative to measure, analyze and hopefully improve employee satisfaction and engagement in the workplace.

Professional Development Gaps and Risks

The Commission plans to utilize professional development initiatives to address challenges such as identifying and providing training necessary to align competency development with the needs of the Commission. The Commission has had a difficult time finding quality training and professional development opportunities that address the specific needs of the organization. The number of options and the diversity of professional development opportunities are lacking, causing additional barriers in this area, which will be addressed through the initiative outlined in this plan.

Knowledge Transfer Gaps and Risks

Knowledge transfer poses the greatest risk as the Commission deals with various challenges, such as the complexity in communicating highly specialized knowledge, organizational silos, knowledge hoarding, and predominantly the investment of time and effort. Due to the Commission's small size, the challenge lies within the transfer of knowledge and the retention of staff expertise. The Commission is lacking in areas of standardized procedures and efficient sharing methods. Organizational silos also prevent communication and collaboration, which are main organizational goals for the Commission. These are challenges that inhibit the process of knowledge transfer, and which will be addressed in the Commission's knowledge transfer initiatives.

Succession Planning Gaps and Risks

The Commission's classifications form a unique team of individualized technical experts and specialists. The Commission needs to address the deficit in readiness of potential successors into key leadership positions. The current workforce will face future turnover, restructuring, and changes in business strategy. This workforce plan will help the Commission transition through these changes without interrupting the regular flow of business. The area of succession planning is one where the Commission has the most opportunity for growth and improvement. There are currently no employees identified for succession into key leadership roles within the Commission. The Commission will make progress in this area through implementation of the professional development and knowledge transfer initiatives outlined in this plan.

WORKFORCE PLANNING INITIATIVES

Recruitment Initiatives

The Commission will begin expanding recruitment efforts to increase the avenues in which potential candidates may hear about available positions, in an attempt to increase the pool of viable candidates. These efforts will include utilizing sites such as LinkedIn, as well as attending recruitment and job fairs, and reaching out to professional organizations and college recruitment centers. Staff will also attend the quarterly Recruiters Roundtable in order to learn new ways to promote State Civil Service to potential candidates.

Retention Initiatives

Obtaining feedback from employees is a powerful way to implement positive change, therefore, the Commission will begin developing a voluntary employee satisfaction survey to identify areas for improvement. Additionally, managers shall provide each employee with an annual performance evaluation and an opportunity to complete a voluntary Individual

Development Plan. This will be used as a time to engage the employee and encourage them to take ownership for their work, their position, and their role within the organization. The Commission will also begin using working titles as an opportunity for employee input as well as gauge how the employee views their role within the organization. Additionally, the Commission will seek to identify and implement an employee recognition program. The Commission will also continue to support social aspects of the workplace to encourage comradery and unity within the workforce, this includes birthday acknowledgements and milestone celebrations, holiday activities, and post commission meeting potlucks. Each of the initiative identified in this plan will work collectively to improve employee engagement, satisfaction, and help to create a dynamic workforce of satisfied employees.

Knowledge Transfer Initiatives

The Commission will increase utilization of strategies to develop its future leaders, including professional development, individual development plans, mentoring, job shadowing, stretch assignments, and rotational assignments. Standardizing procedures and creating efficient sharing methods will be a priority for the Commission. Management will identify opportunities for knowledge transfer and assist in the identification and establishment of a knowledge transfer process, program or system to be implemented. The documentation of policies and procedures is a critical strategic resource for the sustainability of the Commission's practiced workforce. An effective knowledge transfer process with ongoing review, updates and documentation of policies and procedures will lessen impact of turnover on business operations. The main strategic goal of the organization is to focus on a knowledge transfer management plan in an ongoing effort to carry out and sustain the mission of the Commission, and utilize this initiative as a way to also develop the current and future workforce.

Professional Development Initiatives

The Commission is utilizing a training coordinator to research and analyze diverse training and professional development opportunities to help increase the development of Commission staff. Managers will begin working closely with and mentoring their staff to identify the skills and resources necessary to support the career goals as well as the organization's needs. Professional development needs to be provided and encouraged as soon as an employee is on-boarded and should continue throughout their tenure with the organization. There is a need to look beyond trainings offered by the state, and to be creative about alternative opportunities for professional development. These initiatives will enhance the knowledge transfer initiative creating a synergy beneficial to the organization, and to the employee.

Succession Planning Initiatives

This workforce plan has identified the key executive leadership positions and their corresponding competencies. In the coming fiscal year the Commission will work to identify additional leadership positions within management to be prioritized as part of the succession planning strategy. The executive staff of the Commission will begin holding quarterly meetings to work on succession planning initiatives. Positions and incumbents will be identified to assist the Commission in identifying and developing bench strength for key positions throughout the organization. Through these succession planning meetings the Commission will be able to develop strategies to support leadership growth and competency. The Commission will also create a strategy for ensuring regular assessment of succession planning efforts in order to identify and mitigate risk caused vacancies in critical positions.

CONCLUSION

The Commission's workforce plan is a concentrated effort supporting its mission and future viability. This workforce plan implements strong strategic organizational goals to ensure that staff are able to pass on historical knowledge of business practices, policies and procedures. The plan supports future recruitment efforts, assuring that the Commission attracts prospective employees who possess the skill sets necessary to continue to carry out its critical and vital mission. The plan will guide the commission in establishing new initiatives to improve and sustain the Commission's workforce. The Commission's approach for operationalizing the plan and creating governance will be to have the executive and management teams meet quarterly for a workforce and succession planning summit in order to collaborate and discuss new opportunities, and assess and evaluate those initiatives that have been implemented. This plan is a work in progress which will continue to improve each year as the Commission grows its workforce and succession planning and begins implementing the several initiatives that have been outlined in this plan. As this is the Commission's first Workforce and Succession Plan, the organization will be dedicated in its attempt to implement each of the initiatives outlined and will work to improve our planning process.

APPENDICES

*Appendix A: Action Plan

*Appendix B: Organizational Chart

*Appendix C: Workforce Analysis

Appendix A: Action Plan

This appendix relates to the **Workforce Planning Initiatives** section of the plan and is included as an appendix because it lends itself to continuous updates/change.

<u>Initiative</u>	<u>Workforce Gap</u>	<u>Unit or Division Responsible</u>	<u>Performance Indicators</u>
Recruitment Outreach	Recruitment	Human Resources	<ul style="list-style-type: none"> Hires from outside state service Applications submitted from alternative venues
Satisfaction Survey	Retention	Human Resources	<ul style="list-style-type: none"> Surveys are sent and completed Feedback is incorporated
Annual Performance Review and IDP	Retention Professional Development	Management	<ul style="list-style-type: none"> Reviews and plans are completed Employee performance improves
Employee Recognition	Retention	Executive and Management staff	<ul style="list-style-type: none"> Plan is identified Plan implemented
Mentoring Program (job shadowing, stretch assignments, rotational assignment)	Retention Knowledge Transfer Professional Development Succession Planning	Executive and Management staff	<ul style="list-style-type: none"> Plan is identified Plan implemented

<u>Initiative</u>	<u>Workforce Gap</u>	<u>Unit or Division Responsible</u>	<u>Performance Indicators</u>
Standardizing and Documentation of Standards, Policies, and Processes	Knowledge Transfer	All Staff	<ul style="list-style-type: none"> • Policies and processes documented • Information standardized • Information shared
Knowledge Transfer Program	Knowledge Transfer Professional Development Retention Succession Planning	Executive and Management staff	<ul style="list-style-type: none"> • Plan is identified • Plan implemented
Training Initiative (identifying training outside of state offerings)	Professional Development	Training Coordinator	<ul style="list-style-type: none"> • New training opportunities are identified • Employees attend training
Succession Summit	Succession Planning	Executive and Management staff	<ul style="list-style-type: none"> • Summits scheduled • Summits attended • Work product implemented

Appendix B: Organizational Chart

The following page shows the organization's current organizational chart.

Mental Health Services Oversight and Accountability Commission

MHSOAC
16 Members

Toby Ewing
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Vacant
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RS III
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SSM II
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Tom Orrock
SSM II
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RPS II
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SSM I Specialist
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Grace Reedy
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Ashley Mills
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Angela Brand
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Shannon Tarter
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Vacant
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KEY

- AGPA** – Associate Governmental Program Analyst
- AA II, CEA** – Administrative Adviser II, CEA
- CEA** – Career Executive Assignment
- CP** – Consulting Psychologist
- IO II** – Information Officer II
- HPM III** - Health Program Manager III
- HPS I** – Health Program Specialist I
- HPS II** – Health Program Specialist II
- RA** – Retired Annuitant
- RM** – Research Manager III
- RPS II** – Research Program Specialist II
- RPS II** – Research Program Specialist II (Soc/Behavioral)
- RS III** – Research Scientist III
- SMHS**- Staff Mental Health Specialist
- ITS I** – Information Technology Specialist I
- SSA** – Staff Services Analyst
- SSM II** – Staff Services Manager II
- SSM I (S)** – Staff Services Manager I (Specialist)
- SSM II** – Staff Service Manager II

Appendix C: Workforce Analysis

The following pages include data from the Commission's Workforce Analysis

Employee Category	Schem Code	Class Code	Class Title	F	M	Total			
Totals for Department				20	64.5%	11	35.5%	31	100.0%
			Asian - Chinese	1	3.2%	0	0.0%	1	3.2%
			Asian - Filipino	1	3.2%	2	6.5%	3	9.7%
			Asian - Indian	1	3.2%	0	0.0%	1	3.2%
			Black or African American	2	6.5%	0	0.0%	2	6.5%
			Hispanic or Latino	1	3.2%	1	3.2%	2	6.5%
			Other or Multiple Race	0	0.0%	1	3.2%	1	3.2%
			White	14	45.2%	7	22.6%	21	67.7%
			Persons With Disabilities	*	*	*	*	10	32.3%
Occupational Group Totals									
Business and Financial Operations Occupations Totals				13	65.0%	7	35.0%	20	100.0%
			Asian - Filipino	0	0.0%	1	5.0%	1	5.0%
			Asian - Indian	1	5.0%	0	0.0%	1	5.0%
			Black or African American	2	10.0%	0	0.0%	2	10.0%
			Hispanic or Latino	1	5.0%	1	5.0%	2	10.0%
			White	9	45.0%	5	25.0%	14	70.0%
			Persons With Disabilities	*	*	*	*	8	40.0%
Computer and Mathematical Occupations Totals				2	50.0%	2	50.0%	4	100.0%
			Asian - Filipino	0	0.0%	1	25.0%	1	25.0%
			White	2	50.0%	1	25.0%	3	75.0%
Life, Physical, and Social Science Occupations Totals				2	100.0%	0	0.0%	2	100.0%
			Asian - Chinese	1	50.0%	0	0.0%	1	50.0%
			Asian - Filipino	1	50.0%	0	0.0%	1	50.0%
Management Occupations Totals				3	75.0%	1	25.0%	4	100.0%
			White	3	75.0%	1	25.0%	4	100.0%
Office and Administrative Support Occupations Totals				0	0.0%	1	100.0%	1	100.0%
			Other or Multiple Race	0	0.0%	1	100.0%	1	100.0%
Classification Totals									
Business and Financial Operations Occupations				13	65.0%	7	35.0%	20	100.0%
Business Operations Specialists, All Other				1	100.0%	0	0.0%	1	100.0%
	KI44	8325	STAFF MENTAL HEALTH SPECIALIST	1	100.0%	0	0.0%	1	100.0%
			White	1	100.0%	0	0.0%	1	100.0%
Management Analysts				12	63.2%	7	36.8%	19	100.0%
	JY35	5393	ASSOCIATE GOVERNMENTAL PROGRAM ANALYST	1	25.0%	3	75.0%	4	100.0%
			Black or African American	1	25.0%	0	0.0%	1	25.0%
			Hispanic or Latino	0	0.0%	1	25.0%	1	25.0%
			White	0	0.0%	2	50.0%	2	50.0%
			Persons With Disabilities	*	*	*	*	1	25.0%
	KH10	8338	HEALTH PROGRAM SPECIALIST I	5	71.4%	2	28.6%	7	100.0%
			Hispanic or Latino	1	14.3%	0	0.0%	1	14.3%
			White	4	57.1%	2	28.6%	6	85.7%
			Persons With Disabilities	*	*	*	*	2	28.6%
	JY20	5157	STAFF SERVICES ANALYST (GENERAL)	3	75.0%	1	25.0%	4	100.0%
			Asian - Filipino	0	0.0%	1	25.0%	1	25.0%
			Black or African American	1	25.0%	0	0.0%	1	25.0%
			White	2	50.0%	0	0.0%	2	50.0%
			Persons With Disabilities	*	*	*	*	2	50.0%
	JY15	4800	STAFF SERVICES MANAGER I	1	100.0%	0	0.0%	1	100.0%
			White	1	100.0%	0	0.0%	1	100.0%
	JY12	4801	STAFF SERVICES MANAGER II (SUPERVISORY)	2	66.7%	1	33.3%	3	100.0%
			Asian - Indian	1	33.3%	0	0.0%	1	33.3%
			White	1	33.3%	1	33.3%	2	66.7%
			Persons With Disabilities	*	*	*	*	1	33.3%
Computer and Mathematical Occupations				2	50.0%	2	50.0%	4	100.0%
Computer Systems Analysts				0	0.0%	1	100.0%	1	100.0%
	LM86	1312	STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST)	0	0.0%	1	100.0%	1	100.0%
			White	0	0.0%	1	100.0%	1	100.0%
Statisticians				2	66.7%	1	33.3%	3	100.0%
	LQ70	5758	RESEARCH PROGRAM SPECIALIST II	0	0.0%	1	100.0%	1	100.0%
			Asian - Filipino	0	0.0%	1	100.0%	1	100.0%
	LQ72	5767	RESEARCH PROGRAM SPECIALIST II -(SOC/BEHAV)	2	100.0%	0	0.0%	2	100.0%
			White	2	100.0%	0	0.0%	2	100.0%
Life, Physical, and Social Science Occupations				2	100.0%	0	0.0%	2	100.0%
Epidemiologists				1	100.0%	0	0.0%	1	100.0%
	LR02	5577	RESEARCH SCIENTIST I (EPIDEMIOLOGY/BIOSTATISTICS)	1	100.0%	0	0.0%	1	100.0%
			Asian - Filipino	1	100.0%	0	0.0%	1	100.0%
Sociologists				1	100.0%	0	0.0%	1	100.0%
	LR17	5605	RESEARCH SCIENTIST III (SOCIAL/BEHAVIORAL SCIENCES)	1	100.0%	0	0.0%	1	100.0%
			Asian - Chinese	1	100.0%	0	0.0%	1	100.0%
Management Occupations				3	75.0%	1	25.0%	4	100.0%
Chief Executives				1	50.0%	1	50.0%	2	100.0%
	ZZ90	7500	C.E.A.	1	50.0%	1	50.0%	2	100.0%
			White	1	50.0%	1	50.0%	2	100.0%
Managers, All Other				1	100.0%	0	0.0%	1	100.0%
	OA05	6033	ADMINISTRATIVE ADVISER II C.E.A.	1	100.0%	0	0.0%	1	100.0%
			White	1	100.0%	0	0.0%	1	100.0%
Public Relations and Fundraising Managers				1	100.0%	0	0.0%	1	100.0%
	LZ05	5597	INFORMATION OFFICER III C.E.A.	1	100.0%	0	0.0%	1	100.0%
			White	1	100.0%	0	0.0%	1	100.0%
Office and Administrative Support Occupations				0	0.0%	1	100.0%	1	100.0%
Office Clerks, General				0	0.0%	1	100.0%	1	100.0%
	CA46	1139	OFFICE TECHNICIAN (TYPING)	0	0.0%	1	100.0%	1	100.0%
			Other or Multiple Race	0	0.0%	1	100.0%	1	100.0%

CONTACT INFORMATION

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