

FTB's Leadership Culture PowerPoint

Franchise Tax Board Meeting

Thursday, June 9, 2022

Slide 1: FTB's Leadership Culture

Presenter Names: Michelle Smith – Administrative Services Division

June 9, 2022

Slide 2: Cultivating Resilience

- Pandemic's impact on workforce
- Recruiting challenges
- Our leadership culture has cultivated resilience to prepare for these challenges

Slide 3: Workforce Development

- Workforce planning helps identify needs proactively
- Programs help close the gaps workforce planning identifies
- Leadership culture helps us through challenges

Slide 4: Recruitment and Culture

- Workforce behaviors shifting
- Culture contributes to retention
- Job seekers consider culture
- Leverage culture as a recruitment strategy

Slide 5: Retention and Leadership Culture

- Current studies show:
 - 55% of workers open to new jobs
 - 71% not fulfilled by job
- Leadership culture enhances engagement
- Engagement supports retention

Slide 6: FTB's Formal Leadership Programs

- Growing Leaders at All Levels
- Enterprise Coaching and Mentoring
- Management Development Program
- Management Rotation Program
- Training Leaders in Supervision
- Executive Assessment and Development Program

Slide 7: FTB's Formal Leadership Programs (Continued)

- Mentoring Programs
- Sacramento State College of Continuing Education
 - Leadership for the Government Executive
 - Leadership for the Government Manager
- California Innovation Playbook for Government Change Agents (Cal-IPGCA)

Slide 8: FTB's Informal Leadership Programs

- Mission & Values Team
 - Offers opportunities to gain leadership experience while serving their community
- Talent Management Service Teams
 - Comprised of divisional representatives
 - Assists in solving enterprise challenges for those respective areas

Slide 9: FTB's Employee Lifecycle

A diagram displays the lifecycle of an FTB employee, from Beginner, to Junior, to Senior, to Management, and ending with Leadership.

- Growing Leaders at all Levels (GLL)
- Mission & Values Team
- Talent Management Service Teams
- Executive Assessment and Development Program
- Leadership for the Government Executive
- Enterprise Coaching and Mentoring
- Management Development Program
- Management Rotation Program
- Training Leaders in Supervision
- Leadership for the Government Manager

Slide 10: How We Measure Success of Leadership Programs

- Direct correlation between leadership culture and organization's success
- Promotes cross training
- Immerses participants in business knowledge outside core function
- Organic succession-ready leaders

Slide 11: How We Measure Success of Leadership Programs (Continued)

- 95% of Executive Management participated in 70% of programs
- Supports strong workforce bench

Slide 12: Retirement Risk As Of January 2022

A bar chart shows data for Key Leadership, Manager/Supervisor, and Rank and File employees:

- 30% of workforce retirement eligible and approaching retirement risk thresholds
- Critical to continue offering programs that cultivate leadership culture

Slide 13: Management Rotation Program Quote

“The world is moving too fast to rely on our past successes and knowledge alone. Management rotations allow leaders to grow and obtain a broader perspective of the services and information taxpayers need to file accurate and timely tax returns. This leadership opportunity builds new relationships allowing us to better serve our customers. It also appreciates the talented people at FTB who work hard to deliver these services and products to our customers.” – Susan Larson

Slide 14: Enterprise Coaching and Mentoring Quote

“This was my second year participating as a mentee. I've benefited from this program in networking, learning about other areas, and being exposed to other Management styles. I appreciate the time Mary Yessen took to listen and provide valuable feedback. It was great to have someone bounce ideas off of and learn from another perspective. She also educated me on her business area and the tours she took me on were especially interesting. I look forward to participating in this program again as a mentor and hope that I can pass on some of these benefits.” – Karyn McDaniel

Slide 15: Conclusion

- Programs are well attended
- Leadership culture promotes retention and succession readiness
- 95% retention rate of permanent staff

Slide 16: Questions?

Slide 17: Public Comment