

Workforce Succession Planning PowerPoint

Franchise Tax Board Meeting
Tuesday, March 28, 2023

Slide 1: Workforce Succession Planning at FTB

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March 28, 2023

Slide 2: Our Succession Planning Focus

- Workforce Planning refresh began December 2020
- Focus on recruiting challenges and employee retention

Slide 3: Our Workforce Planning Model

A circular graphic called *California Workforce Planning Model* is shown. There are five phases. An arrow is pointing to Phase 4.

- Phase 1 Plan
- Phase 2 Analyze
- Phase 3 Develop
 - Succession Management
 - Part 1
 - Part 2
 - Part 3
- Phase 4 Implement
- Phase 5 Evaluate

Slide 4: Are We Ready?

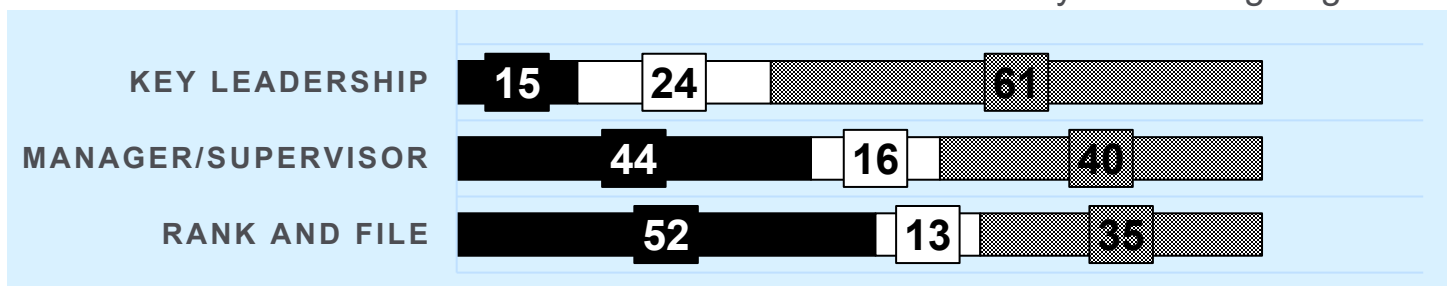
- Retirement eligibility as of February 2021
- Current retirement risk

RETIREMENT ELIGIBILITY BY POSITION TYPE AS OF FEBRUARY 28, 2021

■ Low to No Risk

□ Within Five Years

▒ At or Beyond Average Age



Slide 5: Succession Planning, Always a Priority

- Succession Planning is a top priority
- More than just leadership programs
- Focus on succession gaps, skill development, and critical knowledge retention
- Grow a robust talent bench

Slide 6: Our Succession Planning Strategy

- Recruiting
- Retention
 - Engagement
 - Succession Planning
 - I. Identify and record skill gaps and benchmarks
 - II. Identify talent development needs
 - III. Skill sensing processes

Slide 7: Succession Planning Timeline

- February 2023
 - Establish ways to identify and record skill gaps
- March 2023
 - Identify formal enterprise knowledge transfer process
 - Determine skill-sensing processes for future skill planning
- April 2023
 - Create a formalized Succession Planning Process
- July 2023
 - Begin benchmarking and assessing skill gaps
- January 2024
 - Develop mitigation strategies
 - Update Workforce Plan with Formal Succession Plan
- July 2025
 - Implement Succession Planning mitigation strategies

Slide 8: Why Succession Planning is Important to FTB

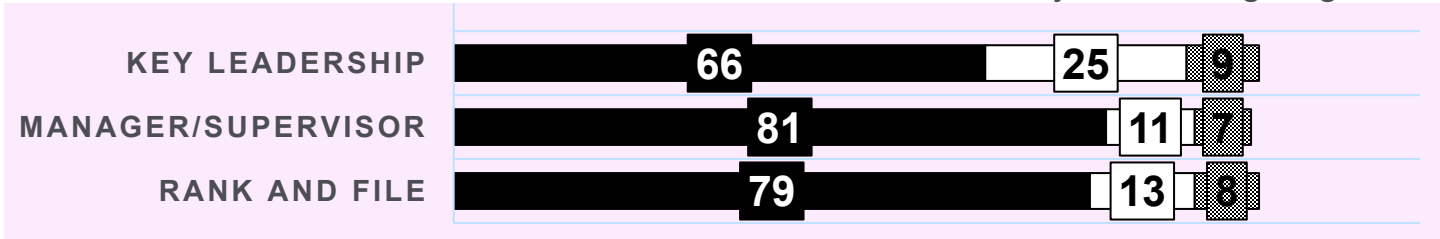
- Roughly 25% of FTB's workforce is at risk for retirement
- Risk increases over the next five years
- We are focused on ensuring we have the right talent in the right place at the right time

RETIREMENT RISK BY POSITION TYPE AS OF DEC 31, 2022

■ Low to No Risk

□ Within Five Years

▒ At or Beyond Average Age



Slide 9: Preparing for the Future, Today

- Workforce Planning is guiding Succession Planning

Slide 10: Questions?

Slide 11: Public Comment