
Workforce and Succession Plan *2020-2025*

**Board of Pilot Commissioners
for the Bays of San Francisco, San Pablo, and Suisun**



2020-2025

A Message From the Executive Director

I am very pleased to present this first Board of Pilot Commissioners for the Bays of San Francisco, San Pablo, and Suisun's 2020-2025 Workforce and Succession Plan. This plan was designed to help identify the organization's workforce talents and needs, and successfully plan for succession of one of the State's smallest entities entrusted with the safe and efficient movement of goods on the San Francisco Bays, tributaries to Sacramento and Stockton, and on Monterey Bay.

In addition to the Board and its various committees, each of the four employees carries out a critical role to ensure that the entity's mission is carried out. This plan represents a focused effort to retain the organization's most valuable assets and continue to plan for the future.



Allen Garfinkle
Executive Director
August 27, 2020

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Introduction

The purpose of this Workforce and Succession Plan for the Board of Pilot Commissioners for the Bays of San Francisco, San Pablo, and Suisun (Board or BOPC) is to examine the capabilities and needs of the Board to ensure a talented, professional, and skilled workforce, to create a plan for succession to ensure the continuity of the organization and the achievement of the Board's mission.

The Board was created by the first legislative session of the new state of California in 1850 and has been serving continuously ever since. Originally an independent state entity, on January 1, 2009, the Board became an entity within the California Transportation Agency (formerly known as the Business, Transportation, and Housing Agency) that has responsibility for the movement of goods and people throughout the state of California.

Today, the Board licenses, trains and regulates up to 60 maritime pilots who navigate large vessels in the Board's pilotage grounds, and investigates maritime incidents involving its licensees. Geographically, the Board's pilotage grounds are from the high seas just beyond a sand bar approximately 12 miles west of the Golden Gate Bridge, and include navigable waters in the San Francisco Bay area, tributaries to Stockton and Sacramento, and Monterey Bay. The pilotage grounds cover over 100 square miles, and 70 separate marine terminals in ten counties. Ports and berths in the Board's pilotage grounds are located in the cities of San Francisco, Oakland, Redwood City, Martinez, Richmond, Benicia, Pittsburg, Vallejo, Rodeo, Antioch, Alameda, Stockton, Sacramento and Monterey. Board-licensees navigate in the Board's jurisdiction under the authority of their state and federal pilot's licenses.

The Board is the only state-level pilot commission in California. Pilots navigating on other California waters operate under the authority of their federal pilot's license and typically are regulated by a local government authority.

The Board consists of seven members appointed by the Governor, subject to the confirmation of the Senate, and one ex-officio member as follows:

- Two members are pilots licensed by the Board;
- Two members are shipping industry members - one from the tanker industry and one from the dry cargo industry;
- Three members are from the public who are neither pilots nor work for companies that use pilots; and,
- The Secretary of the California Transportation Agency, who serves as an ex officio non-voting member.

The Board employs four full-time staff: an Executive Director appointed by the Board, an Assistant Director (Career Executive Assignment) appointed by the Transportation Agency Secretary, an Associate Governmental Program Analyst, and an Administrative Assistant II.

The Board assigns critical issues to several committees of the Board. The committees conduct in depth reviews of the assigned issues, and then make recommendations to the Board for Board action. The various committees work closely with Board staff on their assignments.

Due to its small size, the Board contracts for a myriad of administrative and other support services from several State entities, and also contracts with private consultants and contractors who provide investigation, pension accounting and pilot training services.

The Board's statutes are found in the Harbor and Navigation Code (HNC) §1100 et. seq. The Board's regulations are found in Title 7, California Code of Regulations, Division 2, §§201-237.

The purpose of this Workforce and Succession Plan is to provide a roadmap to the Board how it can ensure the continued successful operations of a small governmental entity to meet its mission over the next five years.

Strategic Direction

CalSTA Mission

The mission of the California State Transportation Agency (CalSTA) is to develop and coordinate the policies and programs of the state's transportation entities to achieve the state's mobility, safety and air quality objectives from its transportation system.

BOPC Mission and Goals

It is the mission of the BOPC to provide competent, efficient, and regulated pilotage for vessels sailing in the Monterey Bay and the Bays of San Francisco, San Pablo, and Suisun, and tributaries thereof, to ensure the safety of persons, vessels, and property, and to avoid damage to those waters and surrounding ecosystems as a result of vessel collision or damage.

The goals of the Board include the BOPC to:

- ✓ Continue to lead the nation in pilot oversight.
- ✓ Improve on already cutting-edge pilot and trainee medical regulations.
- ✓ Implement effective pilot fatigue management regulations.
- ✓ Implement on-going periodic pilot competency reviews.
- ✓ Refine Pilot Trainee Training Program testing protocols to achieve the selection of a diversified pool of the highest caliber pilot trainees.
- ✓ Providing exceptional training for BOPC-licensed pilots.
- ✓ Maintain a well-trained and diversified, equitably just workforce in a safe and efficient working environment.

Environmental Factors

Internal and external environmental factors that impact the BOPC's ability to carry out its mission principally involve the unique nature its business, and the small size if its organization.

While compulsory pilotage is not unique to the United States, the BOPC is the only state-level pilotage organization in California that handles pilot licensing and training. There is no other California state entity that possesses the maritime licensing and training knowledge and expertise of the BOPC staff.

Furthermore, the BOPC is charged with carrying all of the administrative and other functions required of all state entities--regulatory, legislative, administrative, budgetary, fiscal, personnel, contractual, etc.—with an extremely small staff. As such, the BOPC is reliant on other state and governmental entities and private contractors to achieve its mission and administrative requirements.

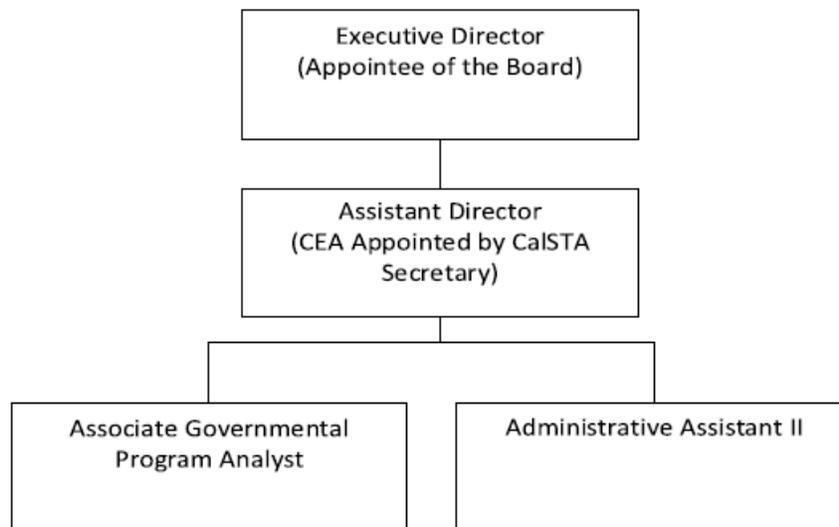
Methodology

This Workforce and Succession Plan was prepared by the BOPC’s Executive Director and Assistant Director from their direct knowledge of the organization and the issues facing the Board and staff.

Workforce Overview

The BOPC consists of a part-time Board of Governor appointees, includes committees of the Board that consist of Board members and subject-matter experts, and includes a total of four staff, with one position currently vacant as of the writing of this report.

The current BOPC staffing hierarchy is as follows:



Board Counsel, not shown on the organizational chart above, is currently a retired annuitant from the Department of Justice who works part-time as needed. Other Department of Justice staff also provide legal support to the Board.

Demographics

Due to BOPC’s small organizational size, no staff demographics are listed.

Separation Trends and Forecast

Retirements. The BOPC has had one retirement in the last 5 years, an Office Technician (OT). The position was reclassified upon the departure of the OT to an Administrative Assistant II, and filled at that level in April 2018.

Transfers. The BOPC has experienced turnover in the analytical position with all incumbents citing their desire to seek promotional opportunities within the state personnel system that are not available at the BOPC. The BOPC's sole analytical position was previously classified as a Staff Service Analyst (SSA). Two SSAs were in the position less than 4 years, and left to pursue promotional positions with other state entities. In January 2018, the SSA position was reclassified to an Associate Governmental Program Analyst (AGPA), and the incumbent was promoted in place in the hopes that the staff member would remain in that position for a longer period of time. That AGPA staff member left the organization in November 2018 after 2 years with the BOPC, and took a lateral position with another state entity. The exit interview revealed that the staff member wished to pursue promotional opportunities that do not exist at the BOPC.

Retirement Eligibility

The BOPC anticipates that both the Executive Director and Assistant Director positions are filled with incumbents who have been with the organization 10 years and 7 years, respectively, both over the age of 60, and both will likely retire within the next five years, taking with them significant organizational knowledge and expertise that cannot easily be replicated since there are no promotional opportunities for others within the organization to attain either of these positions.

Competencies

Competencies are the knowledge, skills and behaviors needed for individuals to succeed on the job. Competencies help employees to:

- Understand what is expected in their job
- Know what key behaviors to demonstrate
- Discuss strengths and development areas with their supervisor/manager
- Align training and development opportunities for current and future growth

BOPC's Competencies are aligned with CalHR's competency model and are listed below:

Leadership Competencies

- Business Acumen
- Inspirational Leadership
- Results-Driven
- Stewardship

- Talent Management
- Vision and Strategic Thinking

Core Competencies

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

Key Positions

The key positions at the Board are the Board President, the Executive Director, the Assistant Director, and Board Counsel.

Entrance, Stay, and Exit Survey Results

Verbal discussions with departing employees reveals that turnover in the Board's analyst position is principally due to lack of advancement at the Board, which will likely be the reason for turnover in the Board's Administrative Assistant II position as well.

Executive staff have a history of remaining at the Board for many years, and future executive staff are presumed to make this same kind of commitment to the job and the Board.

Workforce Gap Analysis

The BOPC has two executive staff (Executive Director and Assistant Director), and two professional staff (Associate Governmental Program Analyst and Administrative Assistant II). The loss of institutional knowledge represents a succession management risk that would put a significant strain on the remaining staff to ensure that mission critical work is completed.

Due to the small size of the organization, the lack of promotional opportunities for professional staff also presents a retention risk that is beyond the control of BOPC.

To mitigate these risks BOPC has developed this workforce and succession plan and its initiatives as a proactive approach to future risk.

Workforce and Succession Plan Initiatives

BOPC will develop sufficiently detailed written procedures covering mission-critical processes that are performed by key staff that can be followed other BOPC staff or by key staff replacements.

BOPC will update procedures and create desk manuals and/or transition binders to mitigate the loss of institutional knowledge. BOPC will continue to invest in staff development to increase its ability to retain professional staff.

Conclusion

BOPC is a small organization essential to the safety of the Monterey Bay, Bays of San Francisco, San Pablo, and Suisun, and tributaries thereof. BOPC routinely manage risks as they arise on a day-to-day basis and by implementing this plan will proactively mitigate potential risks. Our most valuable assets are our employees, their vast institutional knowledge, and commitment to carry out the organization's mission. This plan represents a focused effort to retain the organization's most valuable assets and continue to plan for the future. This plan will be evaluated on an ongoing basis by measuring progress of the action plan will be revised as needed.

Appendix

Appendix A: Action Plan

<u>Initiative</u> <i>What is the name of the initiative?</i>	<u>Gap</u> <i>Which workforce planning gap does the initiative address?</i>	<u>Responsible Person(s)</u> <i>Who is responsible for overseeing successful implementation of the initiative?</i>	<u>Performance Indicators</u> <i>How will we know we achieved our goal and what will success look like?</i>	<u>Due Date</u> <i>When will it be completed?</i>
Develop desk manual for each position and/or function.	Knowledge Transfer	Assistant Director	Completion of detailed written procedures.	July 2022
Develop transition binders for Key Positions.	Succession Management/Knowledge transfer	Assistant Director	Completion of Executive Director and Assistant Director transition binders.	July 2021



Allen Garfinkle, BOPC Executive Director

August 27, 2020

Date



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August 27, 2020

Date

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