

The logo of the Respiratory Care Board of California is a circular emblem. It features a stylized sunburst or fan-like design in the center, with light blue and tan segments. The words "RESPIRATORY CARE BOARD" are arched across the top, and "OF CALIFORNIA" is arched across the bottom, both in a light tan color. The entire emblem is set against a white background.

DRAFT

Workforce and Succession Plan

2025 – 2030

Respiratory Care Board of California

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MESSAGE FROM THE EXECUTIVE OFFICER

I'm proud to introduce the RCB Pathways Program, our refreshed and intentional approach to succession planning. As a small team with a big public protection mission, it's essential that we stay prepared, adaptable, and focused on the future. This plan reflects our commitment to growing talent from within, supporting staff development, and ensuring smooth transitions when roles change.

Succession planning isn't just about replacing people, it's about building an environment where everyone can grow. This plan is the result of thoughtful collaboration across our licensing, enforcement, administrative, and executive teams. Together, we reviewed our workforce demographics, considered future challenges, and outlined strategies to support development at every level.

We've shaped this plan with RCB's unique needs in mind: a small but skilled staff, a significant number of employees nearing retirement, and increasing demands in a complex regulatory environment. To meet these challenges, we're focusing on flexibility, accessibility, and readiness.

Key tools include the Department of Consumer Affairs' (DCA) Skilled Enhancement Training (SET) series, SOLID courses, and job shadowing opportunities, all supported by active mentorship and supervisor involvement. These resources help staff build knowledge across program areas and gain the skills needed to lead. The program is open to all, and we encourage everyone to take part.

Succession planning is not the responsibility of leadership alone. Every employee plays a role in our future, by staying engaged, building skills, supporting one another, and being open to growth. I encourage you to explore the opportunities outlined in this plan, speak with your supervisor about your goals, and take ownership of your development journey.

Together, we will ensure that RCB remains a strong, capable, and mission-driven organization, well into the future.

Sincerely,



Christine Molina
Executive Officer
Respiratory Care Board

INTRODUCTION

The Respiratory Care Board (RCB) Succession Plan is a strategic workforce development initiative designed to ensure leadership continuity, operational stability, and long-term organizational health. As a small but essential regulatory agency, RCB recognizes that its ability to fulfill its consumer protection mission depends on having knowledgeable, capable, and well-prepared individuals in key roles, both now and in the years ahead.

The plan aims to identify, develop, and retain internal talent through structured training, mentorship, and leadership exposure, ensuring readiness for future transitions. Referred to as the RCB Pathways Program, this framework supports staff development at all levels and emphasizes leadership growth, competency building, and cross-functional learning.

This updated version of the succession plan represents a more formal and intentional approach. It expands beyond executive roles to include analytical and supervisory classifications, incorporates tools from CalHR, DCA's Strategic Organizational Leadership and Individual Development (SOLID) unit, and the Skilled Enhancement Training (SET) series, and addresses workforce risks identified in SLAA reporting, such as retirements, knowledge loss, and limited cross-program training.

Key improvements in this plan include:

- Structured development opportunities for all staff, regardless of classification
- Defined competency models based on CalHR standards
- Flexible readiness evaluation methods, including supervisor feedback, performance reviews, and job shadowing
- A clearly articulated governance and ownership structure, with oversight from the Executive Officer and designated Staff Services Manager

With this plan, RCB is not only preparing for inevitable workforce transitions but also investing in its people, promoting growth from within, and building a more resilient organization. This plan will guide succession efforts through 2030 and be revisited as needed in response to staffing changes, employee interest, or evolving priorities. To put this framework into context, the following overview explains how succession planning aligns with RCB's strategic goals and statewide risk management requirements.

OVERVIEW

Methodology

The RCB's succession planning strategy is designed to ensure continuity in leadership and preservation of critical operational knowledge, aligning with the RCB's long-term strategic goals and statutory responsibilities. This plan supports the RCB's mission to protect and serve the public by effectively regulating the practice of respiratory care, and is rooted in the core values of consumer protection, integrity, accountability, and transparency.

Alignment with Strategic Goals and SLAA Risk Controls

RCB's succession plan supports Goal 1.3 of its 2023–2027 Strategic Plan, which calls for monitoring succession planning to minimize workflow disruptions. It also aligns with the DCA's 2022–2027 Strategic Plan by advancing Goal 3.4 (continuity and knowledge transfer) and Goal 6.3 (a well-trained, reliable licensing workforce).

In compliance with the State Leadership Accountability Act (SLAA), RCB has identified risks such as knowledge loss, retirements, and challenges in recruiting specialized staff. To mitigate these risks, this plan emphasizes knowledge transfer, cross-training, and mentorship, reducing vulnerability from turnover in key roles. With these priorities established, RCB next examined the specific drivers of its succession planning approach.

Drivers of the Succession Management Effort

Succession management at RCB is driven by the need to:

- Maintain continuity in mission-critical operations and regulatory oversight
- Preserve institutional knowledge and expertise, particularly in positions with limited external talent pools
- Prepare the next generation of leaders by building internal capacity and expanding professional development opportunities
- Respond proactively to workforce trends such as retirements, turnover, and underutilization in key positions

These drivers are informed by the RCB's organizational vision to be a recognized leader in consumer protection and workforce excellence within California's regulatory framework.

Input and Collaboration

The development of this plan included engagement with key internal stakeholders to ensure a well-informed and inclusive process. Input was solicited from:

- Executive Leadership (Executive Officer)
- Management staff across Enforcement, Licensing, and Administration units
- Employees with long-standing institutional knowledge of RCB operations

This collaborative approach allowed the RCB to gather insights on current and anticipated workforce challenges, including hiring delays, onboarding needs, and knowledge gaps, while identifying positions that may be at risk due to retirements or turnover. Additionally, input from staff was used to identify areas where mentorship or cross-training could strengthen workforce resilience. Building on this feedback, RCB identified the key positions most critical to organizational continuity.

KEY POSITIONS

Identification and Prioritization Methodology

The RCB identified key positions by evaluating roles that significantly influence the RCB's policies, strategic goals, business operations, and mission-critical functions. This assessment was informed by organizational structure, input from management, and workforce risk controls, with attention to both current operational needs and anticipated future challenges.

Key positions were prioritized based on:

- Strategic and operational impact
- Technical or regulatory complexity
- Institutional knowledge required
- Risk of vacancy due to retirement or turnover
- Difficulty of recruitment or training
- Availability of an internal succession pipeline

This prioritization process ensures that positions most essential to consumer protection, regulatory oversight, and organizational stability remain the focus of succession efforts. The analysis was guided by the RCB's mission to protect the public and maintain continuity in its licensing and enforcement programs.

Key Positions Identified

The following have been identified as key positions for succession planning:

- **Executive Officer**
Leads the organization, sets strategic direction, oversees policy implementation, and serves as the primary liaison to stakeholders and the DCA. The EO position is central to all RCB functions and continuity of leadership.
- **Staff Services Manager I (2 positions)**
These positions supervise the Licensing, Enforcement, and Administration units and play a key role in daily operations, staff development, and implementation of regulatory processes. Their leadership directly affects program performance and organizational effectiveness.
- **Investigators (2 full-time, 2 retired annuitant positions)**
These staff conduct complex enforcement investigations critical to the RCB's consumer protection mandate. Their work requires specialized regulatory expertise, strong judgment, and experience navigating administrative law processes.
- **Associate Governmental Program Analysts (4 positions)**
AGPAs perform high-level analytical work supporting licensing, enforcement, and strategic initiatives. These roles require technical expertise, policy knowledge, and program coordination skills, making them integral to core operations and knowledge continuity.

The remaining classifications, including Staff Services Analysts (3 positions) and Office Assistants (2 positions) are not designated as key positions but are considered part of the internal pipeline for upward mobility into AGPA or SSMI roles. While essential to operations, they are not currently the focus of succession planning due to their developmental nature and broader external applicant pool.

Workforce Characteristics and Considerations

RCB maintains a small, highly specialized workforce that is central to carrying out its consumer protection mission. While the size of the organization allows for close collaboration and operational agility, it also heightens the impact of turnover in key roles. Understanding the strengths and challenges of this workforce is critical to shaping effective succession strategies.

Strengths

- **Deep institutional knowledge**
Many employees bring decades of experience with RCB’s licensing, enforcement, and administrative processes. This knowledge base provides continuity and stability in daily operations.
- **Commitment to mission**
Staff demonstrate a strong dedication to consumer protection and public service, reflecting pride in their work and in RCB’s role within California’s regulatory framework.
- **Flexibility and adaptability**
Operating as a lean organization, RCB employees often collaborate across program areas, demonstrating resourcefulness and the ability to adjust to changing priorities and workloads.

Challenges

- **Limited staffing depth**
With few positions in each unit, the departure of even a single employee can create workflow disruptions and increase strain on remaining staff.
- **Constrained upward mobility**
The small number of supervisory and managerial positions limits opportunities for advancement, which may affect retention and long-term workforce development.
- **Reliance on retired annuitants**
To sustain enforcement and other specialized functions, RCB continues to depend on retired annuitants, creating vulnerability if those resources are reduced or withdrawn.
- **Impending retirements**
A significant portion of the workforce is currently eligible to retire, increasing the risk of knowledge loss and potential leadership gaps within the next five years.

RCB’s succession planning efforts are designed to address these challenges directly—by reducing disruption, capturing and transferring institutional knowledge, and building a resilient internal pipeline that can sustain high standards of consumer protection.

The following tables summarize the career development pipeline and current workforce demographics, both of which shape RCB’s succession planning priorities.

Table 1: Key Position Pipeline

The table below outlines the career development pipeline for RCB's key positions. It shows a simplified path of progression through major career stages: bridging, supervisory, managerial, and executive, based on current classifications. This framework supports targeted development efforts and helps staff understand potential growth opportunities within the organization.

Career Development Stage	Classification(s)
Bridging Development	Staff Services Analyst (SSA)
Supervisor Development	Associate Governmental Program Analyst (AGPA)
Manager Development	Staff Services Manager I (SSMI)
Executive Development	Executive Officer (Exempt)

Table 2: Demographics

RCB's workforce includes 17 authorized positions, with 16 currently filled (including two retired annuitant appointments) and one vacancy. The 16 filled positions represent a broad range of ages, tenures, and backgrounds. The majority of staff are female (75%), and the largest racial group is White (50%), followed by Hispanic (30%). Tenure is evenly split, with half of employees having 20 or more years of service. Of the filled positions, two (13%) are already retired and serving in annuitant roles, three (19%) are currently eligible to retire, and another four (25%) will become eligible within the next five years. In total, nine employees, or 56% of RCB's workforce, could exit within the next five years, underscoring the urgency of strategic succession planning.

Category	Breakdown	Number	Percentage (%)
Total Staff - 16 filled (17 authorized)			
Age Groups	Under 50	7	44%
	50-59	5	31%
	60+	4	25%

Category	Breakdown	Number	Percentage (%)
Gender	Female	12	75%
	Male	4	25%
Race/Ethnicity	White	8	50%
	Hispanic	5	31%
	Other/Not specified	3	21%
Tenure	20+ years	8	50%
	Less than 20 years	8	50%
Retirement Eligibility	Already Retired	2	13%
	Eligible now	3	19%
	Eligible within 5 years	4	25%
	Not eligible within 5 years	7	25%

COMPETENCIES

Competency Model Identification

RCB uses the CalHR Leadership Competency Model as the foundation for succession planning and talent development. This framework defines core and leadership competencies essential for high performance in California's public service workforce, particularly for managers, supervisors, and technical experts.

Key competencies fall into several categories, including analytical and strategic thinking, communication and interpersonal skills, organizational awareness, decision-making and risk management, leadership and supervision, project and performance management, and cultural competency with a focus on diversity and inclusion. A reference to the full CalHR competency model is included in Appendix A.

Assessment Methodology

RCB will use a multifaceted approach to assess competencies and succession readiness across its internal pipeline. This approach combines supervisor input, formal evaluations, experiential learning, and structured training opportunities.

Key components include:

- **Supervisor Assessments**
Direct evaluations of leadership potential, communication skills, and job-specific competencies based on observed performance.
- **Performance Evaluations**
Annual reviews used to measure progress, highlight strengths, and identify development needs.
- **Job Shadowing and Acting Assignments**
Rotational or temporary placements that provide hands-on experience and reveal readiness for higher-level roles.
- **Career Development Planning**
Structured plans that identify competency gaps, align training opportunities, and track milestones.
- **Formal Training (SOLID, SET, UMP)**
Competency-based courses to strengthen technical, supervisory, and leadership skills. See Appendix B for details.

This layered methodology provides a balanced view of employee development and ensures RCB maintains a capable internal pipeline. By combining observation, evaluation, and structured learning, RCB can better identify employees who are ready for greater responsibility while also supporting those who need additional growth. The approach emphasizes fairness, consistency, and transparency, giving staff multiple avenues to demonstrate their potential.

Participation in these efforts strengthens skills, expands cross-program knowledge, and prepares employees for advancement opportunities. While it does not guarantee selection or appointment to a future role, it ensures that when vacancies occur, RCB has a pool of well-prepared candidates ready to step into mission-critical positions with confidence and competence.

With this assessment framework in place, RCB can now define the specific competencies required for success in its key positions.

Table 3: Competency Requirements by Key Position

This chart outlines which core competencies are required for each of RCB's key roles, based on CalHR's leadership competency model.

Competency	Executive Officer	Staff Services Manager	Investigator	AGPA (Analyst)
Strategic Thinking	✓	✓		✓
Policy Development	✓	✓		
Supervision & Team Leadership	✓	✓		
Performance Management	✓	✓		
Regulatory/Policy Knowledge	✓	✓	✓	✓
Analytical & Investigative Thinking	✓	✓	✓	✓
Organizational Awareness	✓	✓		
Cultural Competency	✓	✓	✓	✓
Adaptability & Change Management	✓	✓		
Judgment & Decision-Making	✓	✓	✓	✓
Collaboration & Interpersonal Skills	✓	✓	✓	✓

The table above highlights the competencies most critical to RCB's key positions. To support the development of these competencies, RCB has identified a set of formal training opportunities through SOLID and other statewide programs. The following chart links each competency to sample courses that employees can pursue as part of their development plan.

Table 4: Competency Development Resources – Sample SOLID Training Courses

This chart links each competency to sample SOLID courses that employees can use to strengthen their skills and prepare for advancement.

Competency	Sample SOLID Training Courses
Strategic Thinking & Planning	Strategic Thinking for Leaders, Introduction to Strategic Planning
Supervision & Team Leadership	Basic Supervision, Leading Effective Teams
Communication	Business Writing, Conflict Resolution, Effective Communication
Performance Management	Managing Employee Performance, Coaching for Success
Cultural Competency	Inclusive Leadership, DEI in the Workplace
Regulatory/Policy Knowledge	Policy Writing, Introduction to the Legislative Process
Analytical Thinking	Root Cause Analysis, Problem Solving for State Programs
Change Management	Leading Through Change, Navigating Organizational Shifts

GAP ANALYSIS

Methodology for Identifying Competency Gaps

RCB used a combination of qualitative assessments and observational input to identify current and projected competency gaps in its internal pipeline. The following methods informed the gap analysis:

- **Supervisor Feedback**
Informal and formal input from managers regarding employee strengths, readiness, and developmental needs.
- **Performance Evaluations**
Annual reviews highlighting progress, skill areas, and leadership potential.

- **Participation in Training**
Attendance in SOLID courses and in-house workshops to assess initiative and developmental follow-through.
- **Direct Observation**
Insights gathered through job shadowing, cross-training, and daily performance.

This process helped evaluate both the existing competency supply in current staff and the future competency demand driven by projected retirements, organizational needs, and changes in the regulatory environment. The analysis revealed both areas of strength and significant gaps in the current pipeline, summarized below.

Current Strengths

RCB's internal pipeline demonstrates strengths in:

- **Customer service and responsiveness**
Staff consistently provide timely, high-quality service to applicants, licensees, and the public, reinforcing RCB's consumer protection mission.
- **Team collaboration**
Employees work well together across units, leveraging a small-team environment to support one another and maintain workflow continuity.
- **Analytical thinking and task execution**
Staff display strong problem-solving skills and attention to detail in carrying out licensing, enforcement, and administrative functions.

In addition, several employees in AGPA, SSA, and entry-level SSMI roles have demonstrated both the interest and capacity to advance into higher-level positions. With continued mentorship, targeted training, and increased exposure to cross-program responsibilities, these individuals represent a strong foundation for future leadership and succession readiness. Their presence provides confidence that RCB can cultivate internal talent to meet upcoming workforce challenges.

Identified Gaps

The following gaps were identified:

- **Cross-functional knowledge:** Employees typically work within siloed program areas (e.g., licensing vs. enforcement) and lack exposure to broader organizational operations.
- **Supervisory readiness:** While analytical skills are strong, few pipeline employees have hands-on leadership or team management experience.
- **Policy and regulatory development:** Staff often lack deep familiarity with laws, regulations, and the legislative process required in key roles.
- **Strategic thinking and external stakeholder engagement:** Employees are not consistently involved in high-level planning or external communication.
- **Succession risk:** As shown in the demographics section, 50% of key position incumbents are eligible to retire now or within five years, increasing urgency to close gaps quickly.

Table 5: Competency Gap Analysis

This table compares the current strength of competencies within RCB's workforce against the future demand required in key positions. The analysis highlights areas where no gaps exist, as well as moderate and significant gaps that require targeted development strategies.

Competency	Current Pipeline Strength	Future Demand in Key Positions	Gap Status
Customer Service	Strong	Consistently Needed	No Gap
Analytical Thinking	Strong	High	No Gap
Cross-Program Knowledge	Moderate to Weak	High	Significant Gap
Supervision & Leadership	Limited	High	Significant Gap
Policy/Regulatory Expertise	Moderate	High	Moderate Gap
Strategic Thinking	Limited	High	Moderate Gap
Communication/Engagement	Limited	Moderate	Moderate Gap
Decision-Making & Judgment	Strong	High	Moderate Gap

The most urgent gaps are in cross-program knowledge and supervisory readiness, with additional needs in policy development, strategic thinking, and external engagement. These findings directly inform the targeted strategies outlined in the following section.

Targeted Strategies for Addressing Gaps

To close identified gaps, RCB will implement the following strategies:

- **Cross-training and rotational assignments:** Expose staff to licensing, enforcement, policy, and administrative functions outside their current roles.
- **Mentorship and acting assignments:** Provide high-potential staff with supervisory exposure by shadowing key position holders.
- **Expanded use of SOLID training:** Strengthen supervisory, policy, and leadership skills through formal training opportunities.
- **Career development planning:** Create individualized plans with regular check-ins to track progress toward succession readiness.
- **Leadership involvement in outreach and policy:** Engage staff in legislative and stakeholder activities to build external-facing skills.

These strategies aim to build a broader, more flexible pipeline capable of stepping into mission-critical roles and sustaining long-term operations.

RCB PATHWAYS PROGRAM - STRATEGIES

The RCB Pathways Program serves as the RCB's formal structure for identifying, developing, and preparing employees at all levels to advance into key roles. Built around CalHR's competency model and supported by the DCA internal resources, this program reinforces the RCB's commitment to leadership continuity, professional growth, and workforce resilience.

Succession planning at RCB is not limited to executives, it is inclusive of every level of the organization. The strategies below outline how the RCB is approaching development by workforce tier, ensuring that each employee group is equipped to contribute to the future success of the organization.

Board-Wide Development

All employees, regardless of classification or career stage, benefit from access to foundational development opportunities. RCB encourages broad participation in the DCA's internal wellness and engagement programs, which include staff newsletters, employee recognition efforts, and mental health resources. The RCB also promotes ongoing training through DCA's SOLID unit, encouraging employees to take advantage of courses in communication, customer service, personal productivity, and more. Regular staff meetings further support cross-program awareness and reinforce a culture of growth and collaboration.

This approach helps build baseline competencies in areas such as communication, resilience, and teamwork, which are all qualities that support operational excellence at every level of the organization.

Staff to Leadership Bridging

To support the advancement of early-career staff and mid-level analysts, RCB leverages the DCA's Upward Mobility Program (UMP). This statewide program is designed to provide permanent employees in traditionally low-paying occupations with structured opportunities to advance into entry-level technical, professional, and administrative classifications.

Participation in the UMP is a shared responsibility between the employee and the department and includes the development of a Career Development Plan (CDP), ongoing support from supervisors, and access to targeted training through DCA's SOLID unit.

While the UMP focuses on bridging employees into new career paths, RCB enhances this effort by offering additional in-house opportunities such as job shadowing, cross-program assignments, and informal mentorship. These hands-on experiences are essential to broadening employee knowledge, promoting internal mobility, and preparing staff to meet future workforce needs. Though participation in UMP does not guarantee promotion, it offers staff the tools, structure, and support to grow and compete for higher-level positions in State service.

This tier of development strengthens the internal pipeline and helps address the RCB's current gap in cross-functional knowledge and supervisory readiness.

Leaders as Supervisors

Staff Services Managers I are essential to program performance and employee engagement. To ensure they have the tools to lead effectively, RCB requires all SSMs to complete mandatory SOLID supervisory training. In addition, they are strongly encouraged to participate in DCA's Skilled Enhancement Training (SET) series. This eight-week program covers 15 courses aligned with CalHR's core competencies, including collaboration, communication, digital fluency, interpersonal skills, and resilience. SET provides supervisors with actionable tools to improve individual and team performance and supports their development as confident, effective leaders.

By investing in training and practical development at this level, the RCB strengthens day-to-day program operations while preparing future managers and executives.

Leaders as Managers

More experienced managers, especially those overseeing multiple functions or strategic initiatives, require broader exposure and development. In addition to the SET series, these leaders benefit from greater involvement in cross-functional meetings, participation in legislative and regulatory discussions, and occasional shadowing of executive-level activities. These experiences help deepen organizational awareness, build strategic thinking capacity, and increase their comfort navigating complex leadership issues.

RCB views this group as critical to ensuring continuity of operations and building a stable bridge to future executive leadership.

Leaders as Executives

Executive succession planning is one of the most critical areas for long-term organizational stability. RCB is committed to providing overlap, mentorship, and transitional planning for future Executive Officers. Leadership candidates at this level may be nominated to participate in CALHR or SOLID-sponsored executive leadership development programs. These external opportunities, combined with internal mentoring and exposure to strategic decision-making, help prepare candidates for the multifaceted demands of executive leadership.

By identifying potential successors early and equipping them with leadership tools and insight into the RCB's mission and values, RCB ensures a strong and steady hand at the top.

RCB PATHWAYS PROGRAM

Program Overview

The RCB Pathways Program is the RCB's structured succession management and leadership development initiative. It is designed to build organizational resilience by preparing internal candidates at all levels for advancement into mission-critical roles. This program supports the RCB's long-term strategic priorities by addressing competency gaps, promoting internal mobility, and ensuring continuity of leadership.

The Pathways Program incorporates strategies outlined throughout this plan, tailored to support the development of competencies identified as critical for success in RCB's key positions, Executive Officer, SSML, Investigators, and AGPA. The program provides equitable access to career development resources and focuses on long-term workforce sustainability.

Strategies and Program Components

The Pathways Program includes a mix of department-led and DCA-supported strategies, designed to meet staff where they are in their career journey. These components address current competency gaps identified through supervisor feedback, performance evaluations, and succession risk assessments.

Key components include:

- Participation in DCA's SOLID training catalog, including core skills, supervisory development, and communication. Descriptions of these programs and related resources are included in Appendix B.
- Promotion of DCA's Skilled Enhancement Training (SET) series for supervisory and managerial competencies. Descriptions of this program is included in Appendix B.
- Shadowing and mentorship to develop leadership capacity and cross-functional understanding.
- Career development planning aligned with CalHR competencies and the employee's classification.
- Opportunities to participate in strategic initiatives, cross-program assignments, and internal committees to build awareness and broaden perspective.

These strategies specifically address identified gaps in cross-program knowledge, supervision, policy development, and strategic thinking. Participation also supports broader competency development in decision-making, and communication, skills necessary across all key positions.

Underutilization Plan

RCB has determined that no key positions are currently flagged for underutilization based on race, ethnicity, or gender. However, the RCB remains committed to inclusive succession planning practices. DEIA considerations are integrated into leadership development efforts, and the program will continue to monitor representation trends and promote equitable access to advancement opportunities.

Candidate Pool

The candidate pool for the RCB Pathways Program includes all staff across all classifications and program areas. RCB has opted for an open and inclusive approach, encouraging employees at all levels, particularly those in SSA, AGPA, SSMI, and other analytical or technical roles, to participate. This broad scope ensures that emerging talent is supported early and that opportunities are not limited by role or tenure alone.

The rationale for selecting an open candidate pool is based on RCB's small size, the presence of high-potential staff across classifications, and the RCB's desire to foster a culture of growth and internal mobility.

Minimum Qualifications

While the program is open to all staff, participants are expected to meet basic readiness indicators to fully benefit from development activities. These include:

- Classification at SSA level or higher (or demonstrated potential for leadership in current role)
- A satisfactory or better performance evaluation
- Demonstrated interest in career growth
- Supervisor support and participation in career planning

These minimum standards ensure that resources are directed toward engaged employees who are positioned to grow into leadership roles.

Application and Selection Process

The RCB Pathways Program does not require a formal application or selection process. Participation is informal and initiated through interest expressed during performance evaluations, career development discussions, or supervisor recommendation. This flexible structure encourages organic growth and minimizes barriers to participation.

Because there is no formal selection panel or scoring process, participation is based on mutual agreement between the employee and their supervisor, in alignment with organizational goals and staffing needs.

Key Position Pipeline Development Plan

To evaluate staff readiness for advancement into key positions, RCB will continue to rely on a blend of structured and observational assessment tools. These include:

- Supervisor assessments and feedback
- Annual performance evaluations
- Participation in formal training programs (such as SET, SOLID, and Upward Mobility)
- Results from job shadowing and project-based learning
- Career development planning discussions

These tools allow RCB to identify both individual strengths and organizational development needs. Combined, they support a more prepared and flexible internal pipeline that can adapt to retirements, turnover, or evolving regulatory demands.

CONCLUSION

The RCB Pathways Program marks a significant step forward in the RCB's commitment to workforce development and organizational continuity. As a small but high-functioning team, RCB recognizes the importance of intentional planning to ensure smooth leadership transitions, preserve institutional knowledge, and empower staff to grow within the organization.

Succession management will be jointly overseen by the Executive Officer and SSMLs who will be responsible for coordinating development efforts, tracking progress, and adjusting strategies as needed. Given the RCB's size, the program will be managed with flexibility and responsiveness. Rather than rigid reporting cycles, succession planning will be revisited annually or when key milestones occur, such as an employee announcing retirement, an internal candidate expressing interest in advancement, or a shift in workforce structure.

To evaluate the program's effectiveness, the RCB will consider simple but meaningful indicators such as:

- The presence of internal candidates ready to fill key roles,
- The percentage of staff completing development activities (e.g., SOLID, SET, mentorship),
- The success rate of internal promotions into mission-critical positions, and
- The RCB's ability to maintain operational continuity during staff transitions.

The anticipated impact of this plan is far-reaching. Through consistent development and succession preparation, RCB expects to reduce the risk of leadership and knowledge gaps, increase internal promotion opportunities, and build a workforce that is more confident, capable, and prepared for the future.

This plan reflects RCB's long-term commitment to succession management. It is not a one-time project, but an ongoing framework that will evolve with the organization. The current plan is designed to carry through 2030, with updates made as needed to reflect staffing changes, new strategies, or workforce trends.

To All RCB Employees

Your growth matters. Whether you're just starting out or already in a leadership role, this plan is for you. RCB is committed to supporting your professional development and helping you explore opportunities for advancement. Succession planning is not just about preparing for who comes next, it's about recognizing the potential we already have and investing in it today.

We invite all staff to engage in the Pathways Program and take ownership of their development journey. Together, we are building a stronger, smarter, and more sustainable future for the RCB and the public we serve.

APPENDICES

The following appendices provide external resources that inform RCB's succession planning framework and offer staff additional reference material.

Appendix A: CalHR Leadership Competency Model

RCB's succession plan is built on the CalHR Leadership Competency Model, which defines the skills and behaviors required for effective leadership in California's public service.

CalHR Leadership Competency Model: <https://www.calhr.ca.gov/about-calhr/divisions-programs/workforce-development-division/competencies/leadership-competency-model/>

This framework serves as the foundation for RCB's competency identification, assessment, and development strategies.

Appendix B: Training Resources – SOLID, SET, and Upward Mobility

RCB leverages training and development programs through DCA's SOLID unit to strengthen competencies and prepare staff for advancement.

- **SOLID (Strategic Organizational Leadership and Individual Development)**
Professional development training, strategic planning, and workforce improvement tools.
Learn more about SOLID: <https://inside.dca.ca.gov/solid/index.shtml>
- **SET (Skilled Enhancement Training)**
An eight-week, 15-course series focused on collaboration, communication, digital fluency, interpersonal skills, and resilience.
Learn more about SET: <https://inside.dca.ca.gov/solid/set.shtml>
- **Upward Mobility Program (UMP)**
Structured career development plans that support advancement into technical, professional, and administrative roles.
Learn more about the UMP: https://inside.dca.ca.gov/solid/upward_mobility.shtml

Together, these resources are core components of the RCB Pathways Program, ensuring equitable access to training and reinforcing organizational resilience.