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Date: February 14, 2020

**TO: MEMBERS, BOARD OF DIRECTORS**

|                                    |   |
|------------------------------------|---|
| <b>I. AGENDA ITEM # AND TITLE:</b> | Open Agenda Item 4 – Staffing Update  |
| <b>II. NAME AND PROGRAM:</b>       | Andreas Acker, Human Resources  |
| <b>III. ACTIVITY:</b>              | <input checked="" type="checkbox"/> Informational<br><input type="checkbox"/> Request for Direction<br><input type="checkbox"/> Action Proposed<br><input type="checkbox"/> Exploratory |
| <b>IV. JUSTIFICATION:</b>          | <input checked="" type="checkbox"/> Standard/Required Item<br><input type="checkbox"/> Board Request – New Item<br><input type="checkbox"/> New Topic from Staff                        |

**V. EXECUTIVE SUMMARY:**

The following is standard information requested by the Board in a variety of Human Resources areas.

**VI. ANALYSIS:**

State Fund ended the fourth quarter of 2019 with 4,189 employees, 374 separations, 295 new hires, and 489 promotions.

Of the 374 separations, 237 or 63% were due to retirements. Of the remaining separations, 72 were resignations, 35 were transfers to other agencies, and 30 were others (death or dismissals).

The overall separation rate was 5.3%; the primary driver was retirements.

**VII. RECOMMENDATION:** Information only.

**VIII. PRESENTATION EXHIBITS:** Enclosed.

**IX. APPENDIX:** Not applicable.

# Staffing Update



**Staffing Update**  
**Board of Directors – Open Agenda Item 4**  
**February 27, 2020**

**Andreas Acker, Executive Vice President and**  
**Chief Administrative Officer**



# State Fund Staffing Summary Report

## As of Dec 31, 2019

|  | 12/31/2007 | 12/31/2008 | 12/31/2009 | 12/31/2010 | 12/31/2011 | 12/31/2012 | 12/31/2013 | 12/31/2014 | 12/31/2015 | 12/31/2016 | 12/31/2017 | 12/31/2018 | 12/31/2019 |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>Permanent Employees</b> <i>(head count)</i> | 8,257      | 7,909      | 7,660      | 7,305      | 5,665      | 4,589      | 4,326      | 4,066      | 4,350      | 4,299      | 4,275      | 4,248      | 4,189      |
| Available Employees                            | 8,051      | 7,687      | 7,460      | 7,096      | 5,497      | 4,469      | 4,190      | 3,935      | 4,249      | 4,192      | 4,186      | 4,150      | 4,103      |
| Employees on Extended Leaves                   | 207        | 222        | 200        | 209        | 168        | 120        | 136        | 131        | 101        | 107        | 89         | 98         | 86         |
| <b>Non-Permanent Employees</b>                 | 286        | 258        | 53         | 16         | 3          | 17         | 146        | 109        | 129        | 50         | 85         | 57         | 52         |
| <b>Newhires (YTD)</b>                          | 273        | 240        | 109        | 23         | 15         | 43         | 95         | 92         | 567        | 266        | 271        | 321        | 295*       |
| <b>Promotions (YTD)</b>                        | 476        | 475        | 385        | 298        | 144        | 286        | 490        | 416        | 1,306      | 593        | 432        | 524        | 489        |
| <b>Separations (YTD)</b>                       | 861        | 522        | 340        | 398        | 1,638      | 1,118      | 372        | 365        | 323        | 334        | 318        | 368        | 374        |

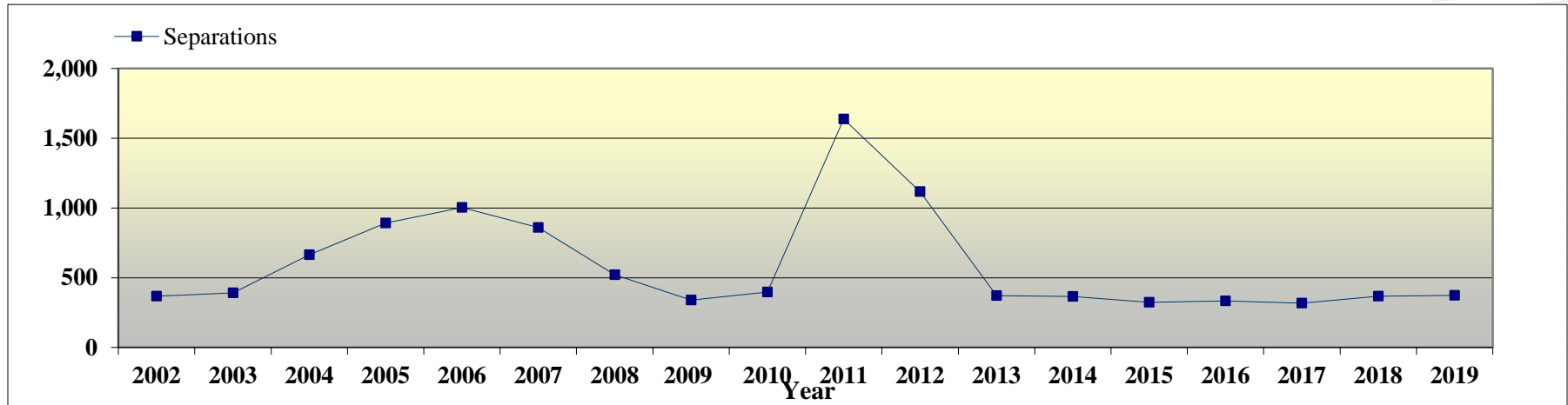


# Workforce Update

## Turnover Rate: 2002-2019

### As of Dec 31, 2019

| Year                                      | 2002  | 2003  | 2004  | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>Total Separations</b>                  | 368   | 391   | 664   | 893   | 1,004 | 861   | 522   | 340   | 398   | 1,638 | 1,118 | 372   | 365   | 323   | 334   | 318   | 368   | 374   |
| <b>Total Employees Beginning of Year*</b> | 6,992 | 7,799 | 8,833 | 9,597 | 9,548 | 8,800 | 8,257 | 7,909 | 7,647 | 7,218 | 5,636 | 4,589 | 4,326 | 4,066 | 4,350 | 4,299 | 4,275 | 4,248 |
| <b>Overall Turnover Rate</b>              | 5.3%  | 5.0%  | 7.5%  | 9.3%  | 10.5% | 9.8%  | 6.3%  | 4.3%  | 5.2%  | 22.7% | 20%   | 8.1%  | 8.4%  | 7.9%  | 7.7%  | 7.4%  | 8.6%  | 8.8%  |





# Age & State Service State Fund Employee Report As of Dec 31, 2019

| AGE BAND                        | STATE SERVICE BAND |               |              |               |               |              |               |              |              |              |              | Grand Total    | Percentage of Enterprise |
|---------------------------------|--------------------|---------------|--------------|---------------|---------------|--------------|---------------|--------------|--------------|--------------|--------------|----------------|--------------------------|
|                                 | 001-11 mo          | 01-04 yrs     | 05-09 yrs    | 10-14 yrs     | 15-19 yrs     | 20-24 yrs    | 25-29 yrs     | 30-34 yrs    | 35-39 yrs    | 40-44 yrs    | 45-49 yrs    |                |                          |
| 20-24                           | 17                 | 20            |              |               |               |              |               |              |              |              |              | 37             | 0.88%                    |
| 25-29                           | 31                 | 142           | 16           |               |               |              |               |              |              |              |              | 189            | 4.51%                    |
| 30-34                           | 24                 | 179           | 72           | 14            | 2             |              |               |              |              |              |              | 291            | 6.95%                    |
| 35-39                           | 26                 | 148           | 61           | 86            | 42            | 1            |               |              |              |              |              | 364            | 8.69%                    |
| 40-44                           | 29                 | 106           | 37           | 124           | 217           | 19           | 1             |              |              |              |              | 533            | 12.72%                   |
| 45-49                           | 12                 | 69            | 41           | 86            | 258           | 53           | 63            | 5            |              |              |              | 587            | 14.01%                   |
| 50-54                           | 9                  | 79            | 43           | 84            | 223           | 65           | 213           | 112          | 1            |              |              | 829            | 19.79%                   |
| 55-59                           | 8                  | 44            | 20           | 63            | 202           | 51           | 183           | 166          | 15           | 1            |              | 753            | 17.98%                   |
| 60-64                           | 2                  | 34            | 16           | 62            | 152           | 25           | 76            | 52           | 11           | 6            |              | 436            | 10.41%                   |
| 65-69                           |                    | 5             | 1            | 20            | 59            | 8            | 21            | 12           | 3            | 1            | 1            | 131            | 3.13%                    |
| 70 or Older                     |                    | 2             |              | 8             | 13            | 2            | 10            | 3            |              | 1            |              | 39             | 0.93%                    |
| <b>Grand Total</b>              | <b>158</b>         | <b>828</b>    | <b>307</b>   | <b>547</b>    | <b>1168</b>   | <b>224</b>   | <b>567</b>    | <b>350</b>   | <b>30</b>    | <b>9</b>     | <b>1</b>     | <b>4189</b>    | <b>100.00%</b>           |
| <b>Percentage of Enterprise</b> | <b>3.77%</b>       | <b>19.77%</b> | <b>7.33%</b> | <b>13.06%</b> | <b>27.88%</b> | <b>5.35%</b> | <b>13.54%</b> | <b>8.36%</b> | <b>0.72%</b> | <b>0.21%</b> | <b>0.02%</b> | <b>100.00%</b> |                          |

|  |               |
|--|---------------|
| <b>648</b> Employees are over 55 and have 20 or more Years of Service  | <b>15.47%</b> |
| <b>1227</b> Employees are over 55 and have 10 or more Years of Service | <b>29.29%</b> |



# Historical Summary

## As of Dec 31, 2019

**Leave Over the 640 Cap - Historical Summary**

| Year        | Hours Over Cap | (Hours) Change in % | Avg Hours Over Cap/EE | (Hours) Change in % | Employees Over Cap | (Head Count) Change in % |
|-------------|----------------|---------------------|-----------------------|---------------------|--------------------|--------------------------|
| <b>2007</b> | 318,119        | -                   | 383                   |                     | 831                | -                        |
| <b>2008</b> | 258,237        | -18.8%              | 345                   | -9.8%               | 748                | -10.0%                   |
| <b>2009</b> | 277,956        | 7.6%                | 325                   | -5.9%               | 856                | 14.4%                    |
| <b>2010</b> | 231,184        | -16.8%              | 286                   | -11.9%              | 808                | -5.6%                    |
| <b>2011</b> | 199,024        | -13.9%              | 262                   | -8.5%               | 760                | -5.9%                    |
| <b>2012</b> | 183,769        | -7.7%               | 227                   | -13.2%              | 808                | 6.3%                     |
| <b>2013</b> | 157,665        | -14.2%              | 207                   | -9.1%               | 763                | -5.6%                    |
| <b>2014</b> | 134,354        | -14.8%              | 204                   | -1.0%               | 657                | -13.9%                   |
| <b>2015</b> | 123,597        | -8.0%               | 213                   | 4.0%                | 581                | -11.6%                   |
| <b>2016</b> | 118,365        | -4.2%               | 209                   | -1.9%               | 567                | -2.4%                    |
| <b>2017</b> | 85,777         | -27.5%              | 216                   | 3.5%                | 398                | -29.8%                   |
| <b>2018</b> | 65,701         | -23.4%              | 201                   | -6.9%               | 327                | -17.8%                   |
| <b>2019</b> | 50,478         | -23.2%              | 182                   | -9.3%               | 277                | -15.3%                   |



# 640 Hour Cap Summary

## As of Dec 31, 2019

### Annual Leave & Vacation over the 640 Cap for All Employees

| LEAVE TYPE:  | Hours Over Cap | # of EE's | Average Hours Over Cap | Liability Amount |
|--------------|----------------|-----------|------------------------|------------------|
| <i>Total</i> | 50,478         | 277       | 182                    | \$ 2,953,458     |

### Over the 640 Cap for *Frontline Contributors*

| LEAVE TYPE:  | Hours Over Cap | # of EE's | Average Hours Over Cap | Liability Amount |
|--------------|----------------|-----------|------------------------|------------------|
| <i>Total</i> | 19,415         | 141       | 138                    | \$ 1,013,537     |

### Over the 640 Cap for *Exempt, CEA, Managers and Supervisors*

| LEAVE TYPE:  | Hours Over Cap | # of EE's | Average Hours Over Cap | Liability Amount |
|--------------|----------------|-----------|------------------------|------------------|
| <i>Total</i> | 31,062         | 136       | 228                    | \$ 1,939,921     |

# Questions

