# Developing a Workforce Plan: Setting the Foundation

**Presented by**
Stacie Abbott, Coordinator
Erica Salinas, Analyst
Danielle Metzinger, Analyst
**on Wednesday April 23, 2014 at CalHR**

# Why is Workforce Planning Important?

- Workforce Planning provides a strategic basis for making Human Resources decisions

- Provides the process to plan for change instead of reacting to it

# Objectives

- Workforce planning pitfalls
- Align to department's strategic direction
- Establish steering committee
- Secure executive support
- Collect workforce data

# Workforce Planning Pitfalls

- Plan not sponsored by Executive Staff
- Workforce plan goals unrealistic
- Plan is too complex
- Failing to plan for changes
- Failing to address recruitment
- Failing to address competencies

# Workforce Planning Pitfalls

- Failing to provide development opportunities
- Only HR involved
- Lack of ownership/accountability
- Failing to prioritize
- Failing to incorporate succession planning
- No metrics for success

# Review Strategic Plan

- Align to department's goals and objectives
- Break strategic plan down by division into simple objectives

# STRATEGIC PLAN

## 2014-2016

**dca**

CALIFORNIA DEPARTMENT OF
CONSUMER AFFAIRS

# GOAL 1: ENFORCEMENT

**PREVENT, REDUCE, OR ELIMINATE UNLICENSED ACTIVITY AND HARMFUL CONDUCT BY LICENSED PROFESSIONALS THAT POSE A THREAT TO THE HEALTH, SAFETY, AND WELFARE OF CALIFORNIANS.**

1.1   Jointly work with DCA's Boards and Bureaus to develop and implement enforcement best practice standards to improve investigative cycle times.

1.2   Collaborate with the Department's enforcement partners to find ways to more quickly take actions against a licensee in response to egregious conduct.

1.3   Facilitate a data exchange procedure with the Attorney General's Office to streamline the formal investigation and discipline process.

1.4   Improve working partnerships between DCA's Division of Investigation and California's law enforcement community and other stakeholders.

1.5   Establish an enforcement managers' consortium to provide training, enhance collaboration, and encourage resource sharing among enforcement programs.

1.6   Explore means of collecting unpaid citation penalties, fines, and investigative costs.

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1.6   Explore means of collecting unpaid citation penalties, fines, and investigative costs.

# No Current Strategic Plan?

- Review previous strategic plan

- Stakeholder survey

- Environmental scan
  - [SWOT analysis](#)

- Environmental Trend Report

- Input from divisions

# Secure Executive Support

- Barriers to support
- **Cost** context
  - Budget
  - Productivity
- Statewide issue
- Plan to use existing resources

# Steering Committee

## Workforce planning not solely HR function

| Committee Member | Roles & Responsibilities |
|---|---|
| **Executive Sponsor** | Ownership, Resources for success |
| **Workforce Plan Project Manager** | Facilitation, Coordination, Develop goals and strategies |
| **Human Resources** | Information, Partnership |
| **Division/Program Managers** | Commitment, Input on key positions |

# Important Contributors

| Important Contributor | Roles & Responsibilities |
|---|---|
| **Frontline Supervisors** | Implementation, Identify skill and knowledge gaps |
| **Employees** | Knowledge, Provide feedback |

- Download a detailed list of the Steering Committee and Important Contributors' Roles & Responsibilities

# Steering Committee

Securing support

- Increase personal connection to process
- Bring attention to risks associated with failure to plan

# Workforce Planning Data

- Types of data

- Collection procedures

- Analysis strategies

# Statewide Data

- US and California labor market trends

- State government characteristics

- Context for your department's workforce planning effort

# Recommended Sources of Statewide Data

- Bureau of Labor Statistics

- Employment Development Department

- Census of State Government Employment

- Bureau of State Audits' High Risk Reports

- CalHR's State Employee Demographics

- CalPERS' State Worker Retirements Data

# Department Data

- Division/program input is an excellent place to start gathering department data

# How do I get Division/Program Input?

- Consider using the [Workforce Planning Survey & Development Tool](#)

# Department Data

- In addition to division/program input
  - Records of exiting employees
  - Demographics

# MIRS Reports
## Management Information Retrieval System
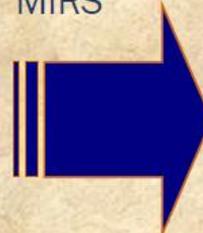
# MIRS Reports

Submit MIRS Report Request to Department's Human Resources division

No access?

Arle Simon 916-324-6577

# MIRS Reports

Employment History

- Includes current EH transactions plus 24 months of transactional history

| Class Title | Employee Name | Position # | Age | Seniority Service Months | Status | Tenure | CBID | Transaction Code |
|---|---|---|---|---|---|---|---|---|

# MANAGEMENT INFORMATION RETRIEVAL SYSTEM (MIRS)
## Report Request

PLEASE READ INSTRUCTIONS ON REVERSE BEFORE MAKING REQUEST, IMPROPER REQUEST MAY RESULT IN INCORRECT DATA BEING GENERATED.

| 1. Date of request: | 2. Date/Time report is needed: | 3. Requestor (name/unit): | 4. Phone Number: |
|---|---|---|---|
| | | | |

**5. Purpose of report:**
Gather data for workforce planning

| 6. Frequency of report (check appropriate box): | 7. Type of Request: | 8. Period covered: |
|---|---|---|
| ☐ One-time request<br>☐ Monthly<br>☐ Quarterly<br>☑ Other (specify) semi-annual (recommended) | ☑ New Report<br>☑ Revise Existing Report<br>Number: ____ N/A ____ | Current plus 24 months |

**9. Report description** (data required: i.e., employee name, class title, etc.):
Employee History Report: refer to sample attached for data required

**10. Report layout** (attach a sample of how you wish the report to be formatted): Refer to sample attached

**11. Sort by** (indicate how you want data sorted; i.e., by SSN, by reporting unit, alphabetically, etc.):
ie: alphabetically by class title

**12. Special instructions** (i.e., subtotal gross pay for each unit, etc.):

**13. Selection criteria** – check appropriate box(es):

**A. Employment History**

| | | |
|---|---|---|
| ☑ Active employees<br>☑ Temporarily separated employees<br>☑ Permanently separated employees<br>☐ Other (specify) _____ | ☑ Permanent<br>☑ Limited Term<br>☐ TAU<br>☑ Retired Annuitant<br>☑ CEA<br>☐ Emergency | ☑ Full-time<br>☑ Part-time<br>☑ Intermittent<br>☐ Indeterminate |

**B. Payment data**

| | | |
|---|---|---|
| ☐ Type of payment (i.e., regular, overtime, etc.) _____<br>☐ Pay period(s) _____<br>☐ Other (specify) _____ | | ☐ Full-time<br>☐ Part-time<br>☐ Intermittent<br>☐ Indeterminate |

**C. Deduction data**

| | | |
|---|---|---|
| ☐ Type of deduction (i.e., health, dental, vision, etc.) _____<br>☐ State share<br>☐ Employee contribution<br>☐ Pay period(s) _____<br>☐ Other (specify) _____ | | ☐ Full-time<br>☐ Part-time<br>☐ Intermittent<br>☐ Indeterminate |

**D. Leave data** (for departments participating in CLAS)

| | | |
|---|---|---|
| ☐ Leave Benefits (i.e., vacation, sick leave, annual leave, etc.) _____<br>☐ Leave Period(s) _____<br>☐ Leave Transactions (i.e., use, earn, accrual, etc.) _____<br>☐ Other (specify) _____ | | ☐ Full-time<br>☐ Part-time<br>☐ Intermittent<br>☐ Indeterminate |

**MIRS REPORT WRITER USE ONLY**

# MIRS Monthly Costs

- **Departments with less than 1000 but more than 700 employees:**
  - $356.00
- **Departments with less than 700 but more than 400 employees:**
  - $307.00
- **Departments with less than 400 employees:**
  - $235.00

- **Departments with 1000 or more employees:**
  - $505.00
  - $.02 per employee
  - Actual system usage charge (CPU)

# Filled/Vacant Position Report

[Access through HR Net on CalHR homepage](Access through HR Net on CalHR homepage)

## State of California
# Human Resources Network

**Established/Vacant Positions Database**
**Search results**
The source of this data is the State Controller's Office records effective 03/31/14 .
Download the Data

| CBID | Agency | Facility | Class Code | Class Title | FTE Established | FTE Filled | FTE Vacant | % Vacant |
|------|--------|----------|------------|-------------|-----------------|------------|------------|----------|
| E79 | | | 0539 | SR LABR REL OF | 2.00 | 0.00 | 2.00 | 100.00% |
| E99 | | | 0588 | CHIEF COUN CA HR | 1.00 | 1.00 | 0.00 | 0.00% |
| E99 | | | 0805 | DEP DIR | 1.00 | 1.00 | 0.00 | 0.00% |
| E97 | | | 1138 | OFF TECHNICN (GEN) | 0.00 | 3.30 | 0.20 | 2000000.03% |
| R04 | | | 1138 | OFF TECHNICN (GEN) | 3.50 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1139 | OFF TECH (TYPING) | 0.00 | 8.00 | 0.00 | 0.00% |
| R04 | | | 1139 | OFF TECH (TYPING) | 8.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1148 | OF SER SUP I (TYP) | 0.00 | 2.00 | 0.00 | 0.00% |
| U04 | | | 1148 | OF SER SUP I (TYP) | 2.00 | 0.00 | 0.00 | 0.00% |
| E98 | | | 1150 | OF SER SUP II (GN) | 0.00 | 1.00 | 0.00 | 0.00% |
| S04 | | | 1150 | OF SER SUP II (GN) | 1.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1247 | EXEC SEC I | 0.00 | 2.00 | 0.00 | 0.00% |
| R04 | | | 1247 | EXEC SEC I | 2.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1277 | LEGAL SUPPRT SUP I | 0.00 | 1.00 | 0.00 | 0.00% |
| S04 | | | 1277 | LEGAL SUPPRT SUP I | 1.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1282 | LEGAL SECRETARY | 0.00 | 3.80 | 0.20 | 2000000.03% |
| R04 | | | 1282 | LEGAL SECRETARY | 4.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1303 | PERSNL SP | 0.00 | 2.00 | 0.00 | 0.00% |
| R01 | | | 1303 | PERSNL SP | 2.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1312 | ST INFO SYS AN/SP | 0.00 | 2.00 | 0.00 | 0.00% |
| R01 | | | 1312 | ST INFO SYS AN/SP | 2.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1337 | SR INFO SYS AN/SP | 0.00 | 1.00 | 0.00 | 0.00% |
| R01 | | | 1337 | SR INFO SYS AN/SP | 1.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1367 | SYS SFTWR S III/TC | 0.00 | 1.00 | 0.00 | 0.00% |
| R01 | | | 1367 | SYS SFTWR S III/TC | 1.00 | 0.00 | 0.00 | 0.00% |
| E97 | | | 1373 | SYS SFTWR S II/TC | 0.00 | 3.00 | 0.00 | 0.00% |
| R01 | | | 1373 | SYS SFTWR S II/TC | 3.00 | 0.00 | 0.00 | 0.00% |
| E99 | | | 1387 | DATA PROC MGR IV | 0.00 | 1.00 | 0.00 | 0.00% |
| M01 | | | 1387 | DATA PROC MGR IV | 2.00 | 0.00 | 1.00 | 50.00% |
| E97 | | | 1470 | AS INFO SYS AN/SP | 0.00 | 4.00 | 0.00 | 0.00% |

# Additional Analysis

- Importance of analyzing your workforce data to see where future gaps will occur

- Assists with continued Executive support

- Data should have the following fields, established positions, filled, vacant, employee demographics, current recruitment, length of service

# Additional Analysis
## Vacancy Rate

| Class Title | Established Positions | Vacant Positions | Vacancy Percentage | Age 50-54 | Age 55-59 | Age 60-64 | Age 65+ | Grand Total | Recruit | Potential Impact |
|---|---|---|---|---|---|---|---|---|---|---|
| LEGAL SECRETARY | 4 | 2 | **50.00%** | 0 | 1 | 1 | 0 | 2 | 1 | 75 |
| ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 14 | 5 | 35.71% | 2 | 2 | 1 | 0 | 5 | 0 | 70.14 |
| OFFICE TECHNICIAN (GENERAL) | 23 | 7 | 30.43% | 1 | 5 | 1 | 0 | 7 | 1 | 56.52 |
| OFFICE TECHNICIAN (TYPING) | 27 | 8 | 29.63% | 6 | 3 | 1 | 1 | 11 | 0 | 70.3 |
| SENIOR PERSONNEL SPECIALIST | 4 | 1 | 25.00% | 1 | 3 | 0 | 0 | 4 | 0 | 100 |
| STAFF PROGRAMMER ANALYST (SPECIALIST) | 40 | 10 | 25.00% | 9 | 3 | 2 | 0 | 14 | 0 | 60 |
| SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 67 | 12.2 | 18.21% | 16 | 7 | 4 | 0 | 27 | 2 | 40.5 |
| DATA PROCESSING MANAGER II | 24 | 4 | 16.67% | 7 | 1 | 1 | 0 | 9 | 0 | 58.2 |
| EXECUTIVE SECRETARY II | 13 | 2 | 15.38% | 5 | 1 | 1 | 0 | 7 | 0 | 69.23 |
| PERSONNEL SPECIALIST | 13 | 2 | 15.38% | 2 | 1 | 5 | 1 | 9 | 1 | 76.92 |
| SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST) | 52 | 8 | 15.38% | 7 | 12 | 4 | 0 | 23 | 0 | 59.61 |
| ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST) | 65 | 7.25 | 11.15% | 13 | 14 | 3 | 0 | 30 | 0 | 57.3 |
| SENIOR PROGRAMMER ANALYST (SPECIALIST) | 18 | 2 | 11.11% | 5 | 2 | 1 | 0 | 8 | 0 | 55.55 |
| STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 64 | 7 | 10.94% | 15 | 14 | 8 | 1 | 38 | 0 | 70.31 |
| SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30 | 3 | 10.00% | 5 | 3 | 0 | 1 | 9 | 2 | 40 |
| EXECUTIVE SECRETARY I | 11 | 1 | 9.09% | 4 | 2 | 2 | 0 | 8 | 0 | 81.81 |
| PERSONNEL SUPERVISOR I | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 66.66 |
| STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 0 | 1 | 1 | 0 | 2 | 0 | 66.66 |
| SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 66.66 |
| INFORMATION SYSTEMS TECHNICIAN | 4 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 50 |
| DATA PROCESSING MANAGER IV | 5 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 1 | 20 |
| DATA PROCESSING MANAGER III | 25 | 0 | 0.00% | 7 | 4 | 3 | 0 | 14 | 0 | 56 |
| DIGITAL PRINT OPERATOR II | 3 | 0 | 0.00% | 3 | 0 | 0 | 0 | 3 | 0 | 100 |
| OFFICE ASSISTANT (GENERAL) | 2 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 100 |
| MATERIALS AND STORES SPECIALIST | 3 | 0 | 0.00% | 1 | 1 | 0 | 0 | 2 | 0 | 66.66 |
| STOCK CLERK | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| PROPERTY CONTROLLER II | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 4 | 0 | 0.00% | 1 | 2 | 1 | 0 | 4 | 0 | 100 |
| INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 3 | 0 | 0.00% | 2 | 1 | 0 | 0 | 3 | 0 | 100 |

# Additional Analysis
## Demographics

| Class Title | Established Positions | Vacant Positions | Vacancy Percentage | Age 50-54 | Age 55-59 | Age 60-64 | Age 65+ | Grand Total | Recruit | Potential Impact |
|---|---|---|---|---|---|---|---|---|---|---|
| LEGAL SECRETARY | 4 | 2 | **50.00%** | 0 | 1 | 1 | 0 | 2 | 1 | 75 |
| ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 14 | 5 | 35.71% | 2 | 2 | 1 | 0 | 5 | 0 | 70.14 |
| OFFICE TECHNICIAN (GENERAL) | 23 | 7 | 30.43% | 1 | 5 | 1 | 0 | 7 | 1 | 56.52 |
| OFFICE TECHNICIAN (TYPING) | 27 | 8 | 29.63% | 6 | 3 | 1 | 1 | 11 | 0 | 70.3 |
| SENIOR PERSONNEL SPECIALIST | 4 | 1 | 25.00% | 1 | 3 | 0 | 0 | 4 | 0 | 100 |
| STAFF PROGRAMMER ANALYST (SPECIALIST) | 40 | 10 | 25.00% | 9 | 3 | 2 | 0 | 14 | 0 | 60 |
| SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 67 | 12.2 | 18.21% | 16 | 7 | 4 | 0 | 27 | 2 | 40.5 |
| DATA PROCESSING MANAGER II | 24 | 4 | 16.67% | 7 | 1 | 1 | 0 | 9 | 0 | 58.2 |
| EXECUTIVE SECRETARY II | 13 | 2 | 15.38% | 5 | 1 | 1 | 0 | 7 | 0 | 69.23 |
| PERSONNEL SPECIALIST | 13 | 2 | 15.38% | 2 | 1 | 5 | 1 | 9 | 1 | 76.92 |
| SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST) | 52 | 8 | 15.38% | 7 | 12 | 4 | 0 | 23 | 0 | 59.61 |
| ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST) | 65 | 7.25 | 11.15% | 13 | 14 | 3 | 0 | 30 | 0 | 57.3 |
| SENIOR PROGRAMMER ANALYST (SPECIALIST) | 18 | 2 | 11.11% | 5 | 2 | 1 | 0 | 8 | 0 | 55.55 |
| STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 64 | 7 | 10.94% | 15 | 14 | 8 | 1 | 38 | 0 | 70.31 |
| SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30 | 3 | 10.00% | 5 | 3 | 0 | 1 | 9 | 2 | 40 |
| EXECUTIVE SECRETARY I | 11 | 1 | 9.09% | 4 | 2 | 2 | 0 | 8 | 0 | 81.81 |
| PERSONNEL SUPERVISOR I | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 66.66 |
| STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 0 | 1 | 1 | 0 | 2 | 0 | 66.66 |
| SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 66.66 |
| INFORMATION SYSTEMS TECHNICIAN | 4 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 50 |
| DATA PROCESSING MANAGER IV | 5 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 1 | 20 |
| DATA PROCESSING MANAGER III | 25 | 0 | 0.00% | 7 | 4 | 3 | 0 | 14 | 0 | 56 |
| DIGITAL PRINT OPERATOR II | 3 | 0 | 0.00% | 3 | 0 | 0 | 0 | 3 | 0 | 100 |
| OFFICE ASSISTANT (GENERAL) | 2 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 100 |
| MATERIALS AND STORES SPECIALIST | 3 | 0 | 0.00% | 1 | 1 | 0 | 0 | 2 | 0 | 66.66 |
| STOCK CLERK | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| PROPERTY CONTROLLER II | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 4 | 0 | 0.00% | 1 | 2 | 1 | 0 | 4 | 0 | 100 |
| INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 3 | 0 | 0.00% | 2 | 1 | 0 | 0 | 3 | 0 | 100 |

# Additional Analysis
## compare vacancies with recruitment efforts

- The following equation could assist in determining potential impact in most scenarios: (Vacancies + total over 50—recruitment)/established positions = potential impact.

- Calculating potential impact percentages helps you create classification watch lists that can guide and focus your knowledge transfer and recruiting strategies for at-risk positions

# Additional Analysis
## Potential Impact

| Class Title | Established Positions | Vacant Positions | Vacancy Percentage | Age 50-54 | Age 55-59 | Age 60-64 | Age 65+ | Grand Total | Recruit | Potential Impact |
|---|---|---|---|---|---|---|---|---|---|---|
| LEGAL SECRETARY | 4 | 2 | **50.00%** | 0 | 1 | 1 | 0 | 2 | 1 | 75 |
| ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 14 | 5 | 35.71% | 2 | 2 | 1 | 0 | 5 | 0 | 70.14 |
| OFFICE TECHNICIAN (GENERAL) | 23 | 7 | 30.43% | 1 | 5 | 1 | 0 | 7 | 1 | 56.52 |
| OFFICE TECHNICIAN (TYPING) | 27 | 8 | 29.63% | 6 | 3 | 1 | 1 | 11 | 0 | 70.3 |
| SENIOR PERSONNEL SPECIALIST | 4 | 1 | 25.00% | 1 | 3 | 0 | 0 | 4 | 0 | 100 |
| STAFF PROGRAMMER ANALYST (SPECIALIST) | 40 | 10 | 25.00% | 9 | 3 | 2 | 0 | 14 | 0 | 60 |
| SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 67 | 12.2 | 18.21% | 16 | 7 | 4 | 0 | 27 | 2 | 40.5 |
| DATA PROCESSING MANAGER II | 24 | 4 | 16.67% | 7 | 1 | 1 | 0 | 9 | 0 | 58.2 |
| EXECUTIVE SECRETARY II | 13 | 2 | 15.38% | 5 | 1 | 1 | 0 | 7 | 0 | 69.23 |
| PERSONNEL SPECIALIST | 13 | 2 | 15.38% | 2 | 1 | 5 | 1 | 9 | 1 | 76.92 |
| SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST) | 52 | 8 | 15.38% | 7 | 12 | 4 | 0 | 23 | 0 | 59.61 |
| ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST) | 65 | 7.25 | 11.15% | 13 | 14 | 3 | 0 | 30 | 0 | 57.3 |
| SENIOR PROGRAMMER ANALYST (SPECIALIST) | 18 | 2 | 11.11% | 5 | 2 | 1 | 0 | 8 | 0 | 55.55 |
| STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 64 | 7 | 10.94% | 15 | 14 | 8 | 1 | 38 | 0 | 70.31 |
| SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30 | 3 | 10.00% | 5 | 3 | 0 | 1 | 9 | 2 | 40 |
| EXECUTIVE SECRETARY I | 11 | 1 | 9.09% | 4 | 2 | 2 | 0 | 8 | 0 | 81.81 |
| PERSONNEL SUPERVISOR I | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 66.66 |
| STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 0 | 1 | 1 | 0 | 2 | 0 | 66.66 |
| SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 66.66 |
| INFORMATION SYSTEMS TECHNICIAN | 4 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 50 |
| DATA PROCESSING MANAGER IV | 5 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 1 | 20 |
| DATA PROCESSING MANAGER III | 25 | 0 | 0.00% | 7 | 4 | 3 | 0 | 14 | 0 | 56 |
| DIGITAL PRINT OPERATOR II | 3 | 0 | 0.00% | 3 | 0 | 0 | 0 | 3 | 0 | 100 |
| OFFICE ASSISTANT (GENERAL) | 2 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 100 |
| MATERIALS AND STORES SPECIALIST | 3 | 0 | 0.00% | 1 | 1 | 0 | 0 | 2 | 0 | 66.66 |
| STOCK CLERK | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| PROPERTY CONTROLLER II | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 4 | 0 | 0.00% | 1 | 2 | 1 | 0 | 4 | 0 | 100 |
| INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 3 | 0 | 0.00% | 2 | 1 | 0 | 0 | 3 | 0 | 100 |

# Additional Analysis
## Potential Impact

re-sort

| Class Title | Established Positions | Vacant Positions | Vacancy Percentage | Age 50-54 | Age 55-59 | Age 60-64 | Age 65+ | Grand Total | Recruit | Potential Impact |
|---|---|---|---|---|---|---|---|---|---|---|
| SENIOR PERSONNEL SPECIALIST | 5 | 1 | 20.00% | 1 | 3 | 0 | 0 | 4 | 0 | 100 |
| DIGITAL PRINT OPERATOR II | 3 | 0 | 0.00% | 3 | 0 | 0 | 0 | 3 | 0 | 100 |
| OFFICE ASSISTANT (GENERAL) | 2 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 100 |
| STOCK CLERK | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| PROPERTY CONTROLLER II | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 4 | 0 | 0.00% | 1 | 2 | 1 | 0 | 4 | 0 | 100 |
| INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 3 | 0 | 0.00% | 2 | 1 | 0 | 0 | 3 | 0 | 100 |
| EXECUTIVE SECRETARY I | 11 | 1 | 9.09% | 4 | 2 | 2 | 0 | 8 | 0 | 81.81 |
| PERSONNEL SPECIALIST | 13 | 2 | 15.38% | 2 | 1 | 5 | 1 | 9 | 1 | 76.92 |
| LEGAL SECRETARY | 4 | 2 | 50.00% | 0 | 1 | 1 | 0 | 2 | 1 | 75 |
| STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 64 | 7 | 10.94% | 15 | 14 | 8 | 1 | 38 | 0 | 70.31 |
| OFFICE TECHNICIAN (TYPING) | 27 | 8 | 29.63% | 6 | 3 | 1 | 1 | 11 | 0 | 70.3 |
| ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 14 | 5 | 35.71% | 2 | 2 | 1 | 0 | 5 | 0 | 70.14 |
| EXECUTIVE SECRETARY II | 13 | 2 | 15.38% | 5 | 1 | 1 | 0 | 7 | 0 | 69.23 |
| PERSONNEL SUPERVISOR I | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 66.66 |
| STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 0 | 1 | 1 | 0 | 2 | 0 | 66.66 |
| SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 66.66 |
| MATERIALS AND STORES SPECIALIST | 3 | 0 | 0.00% | 1 | 1 | 0 | 0 | 2 | 0 | 66.66 |
| STAFF PROGRAMMER ANALYST (SPECIALIST) | 40 | 10 | 25.00% | 9 | 3 | 2 | 0 | 14 | 0 | 60 |
| SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST) | 52 | 8 | 15.38% | 7 | 12 | 4 | 0 | 23 | 0 | 59.61 |
| DATA PROCESSING MANAGER II | 24 | 4 | 16.67% | 7 | 1 | 1 | 0 | 9 | 0 | 58.2 |
| ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST) | 65 | 7.25 | 11.15% | 13 | 14 | 3 | 0 | 30 | 0 | 57.3 |
| OFFICE TECHNICIAN (GENERAL) | 23 | 7 | 30.43% | 1 | 5 | 1 | 0 | 7 | 1 | 56.52 |
| DATA PROCESSING MANAGER III | 25 | 0 | 0.00% | 7 | 4 | 3 | 0 | 14 | 0 | 56 |
| SENIOR PROGRAMMER ANALYST (SPECIALIST) | 18 | 2 | 11.11% | 5 | 2 | 1 | 0 | 8 | 0 | 55.55 |
| INFORMATION SYSTEMS TECHNICIAN | 4 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 50 |
| SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 67 | 12.2 | 18.21% | 16 | 7 | 4 | 0 | 27 | 2 | 40.5 |
| SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30 | 3 | 10.00% | 5 | 3 | 0 | 1 | 9 | 2 | 40 |
| DATA PROCESSING MANAGER IV | 5 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 1 | 20 |

# Additional Analysis
## Review Length of State Service

- **IMPORTANT:** Although knowing the average age of retirement assists you in identifying a potential upcoming retirement, **it is not the only factor.**

- Review your employees length of state service to determine additional probability of upcoming retirement.

- If the employee is at or near the average age of retirement and has enough state service to be vested with medical the more likely they are to retire in the near future.

# Additional Analysis
## Review Job Specifications

**Staff Information Systems Analyst (Specialist)**

- **Either I**

  One year of experience in the California state service performing duties comparable to an Associate Information Systems Analyst (Specialist) or an Associate Information Systems Analyst (Supervisor).

- **Or II**

  Two years of progressively responsible analytical experience performing a variety of information technology systems analysis, design, development, installation, implementation, procurement, or technical support duties in connection with information technology systems, multifunction office automation systems, microcomputer systems, or teleprocessing networks or analysis of operational methods and designing information technology systems to meet desired results. At least one year of this experience must include leadership on an information technology project, or participation with other analysts on information technology systems studies of complex nature or broad scope.

- **Or III**

  Thirty semester units or 45 quarter units of graduate work in information technology-related coursework from a recognized college or university.

# Additional Analysis
## Review Job Trends

# Additional Analysis
## Potential Impact

| Class Title | Established Positions | Vacant Positions | Vacancy Percentage | Age 50-54 | Age 55-59 | Age 60-64 | Age 65+ | Grand Total | Recruit | Potential Impact |
|---|---|---|---|---|---|---|---|---|---|---|
| SENIOR PERSONNEL SPECIALIST | 5 | 1 | 25.00% | 1 | 3 | 0 | 0 | 4 | 0 | 100 |
| DIGITAL PRINT OPERATOR II | 3 | 0 | 0.00% | 3 | 0 | 0 | 0 | 3 | 0 | 100 |
| OFFICE ASSISTANT (GENERAL) | 2 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 100 |
| STOCK CLERK | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| PROPERTY CONTROLLER II | 1 | 0 | 0.00% | 0 | 0 | 1 | 0 | 1 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 100 |
| SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 4 | 0 | 0.00% | 1 | 2 | 1 | 0 | 4 | 0 | 100 |
| INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 3 | 0 | 0.00% | 2 | 1 | 0 | 0 | 3 | 0 | 100 |
| EXECUTIVE SECRETARY I | 11 | 1 | 9.09% | 4 | 2 | 2 | 0 | 8 | 0 | 81.81 |
| PERSONNEL SPECIALIST | 13 | 2 | 15.38% | 2 | 1 | 5 | 1 | 9 | 1 | 76.92 |
| LEGAL SECRETARY | 4 | 2 | 50.00% | 0 | 1 | 1 | 0 | 2 | 1 | 75 |
| STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 64 | 7 | 10.94% | 15 | 14 | 8 | 1 | 38 | 0 | 70.31 |
| OFFICE TECHNICIAN (TYPING) | 27 | 8 | 29.63% | 6 | 3 | 1 | 1 | 11 | 0 | 70.3 |
| ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 14 | 5 | 35.71% | 2 | 2 | 1 | 0 | 5 | 0 | 70.14 |
| EXECUTIVE SECRETARY II | 13 | 2 | 15.38% | 5 | 1 | 1 | 0 | 7 | 0 | 69.23 |
| PERSONNEL SUPERVISOR I | 3 | 0 | 0.00% | 1 | 0 | 1 | 0 | 2 | 0 | 66.66 |
| STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 0 | 1 | 1 | 0 | 2 | 0 | 66.66 |
| SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISOR) | 3 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 66.66 |
| MATERIALS AND STORES SPECIALIST | 3 | 0 | 0.00% | 1 | 1 | 0 | 0 | 2 | 0 | 66.66 |
| STAFF PROGRAMMER ANALYST (SPECIALIST) | 40 | 10 | 25.00% | 9 | 3 | 2 | 0 | 14 | 0 | 60 |
| SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST) | 52 | 8 | 15.38% | 7 | 12 | 4 | 0 | 23 | 0 | 59.61 |
| DATA PROCESSING MANAGER II | 24 | 4 | 16.67% | 7 | 1 | 1 | 0 | 9 | 0 | 58.2 |
| ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST) | 65 | 7.25 | 11.15% | 13 | 14 | 3 | 0 | 30 | 0 | 57.3 |
| OFFICE TECHNICIAN (GENERAL) | 23 | 7 | 30.43% | 1 | 5 | 1 | 0 | 7 | 1 | 56.52 |
| DATA PROCESSING MANAGER III | 25 | 0 | 0.00% | 7 | 4 | 3 | 0 | 14 | 0 | 56 |
| SENIOR PROGRAMMER ANALYST (SPECIALIST) | 18 | 2 | 11.11% | 5 | 2 | 1 | 0 | 8 | 0 | 55.55 |
| INFORMATION SYSTEMS TECHNICIAN | 4 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 0 | 50 |
| SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 67 | 12.2 | 18.21% | 16 | 7 | 4 | 0 | 27 | 2 | 40.5 |
| SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30 | 3 | 10.00% | 5 | 3 | 0 | 1 | 9 | 2 | 40 |
| DATA PROCESSING MANAGER IV | 5 | 0 | 0.00% | 2 | 0 | 0 | 0 | 2 | 1 | 20 |

# Additional Analysis
## Turnover

- Turnover rate is determined by the following calculation:

    Divide the number of employees in a classification that left during the last twelve months by the total number of employees you have in that classification.  Exclude promotions, retirements and dismissals.

NOTE:  Turnover rates from 15 – 20% are cause for concern.

# Additional Analysis
# Transfer Data

- Transfer data should be captured from exit interviews or by position control.

- Lateral transfers account for a significant impact on your workforce

# Attrition Rate

- The attrition rate is calculated as follows:

All retirements (both disability and service retirements)/# of filled positions in class during twelve month period.

| CLASS CODE | CLASS TITLE | POTENTIAL IMPACT | TURNOVER PERCENTAGE | ATTRITION RATE | LATERAL TRANSFER |
|---|---|---|---|---|---|
| 1317 | SENIOR PERSONNEL SPECIALIST | 100.00% | 25.02% | 0.00% | 26.87% |
| 1412 | DIGITAL PRINT OPERATOR II | 100.00% | 0.00% | 0.00% | 0.00% |
| 1441 | OFFICE ASSISTANT (GENERAL) | 100.00% | 0.00% | 50.00% | 0.00% |
| 1509 | STOCK CLERK | 100.00% | 0.00% | 100.00% | 0.00% |
| 1549 | PROPERTY CONTROLLER II | 100.00% | 0.00% | 0.00% | 0.00% |
| 1558 | SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 100.00% | 33.33% | 0.00% | 10.00% |
| 1559 | SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 100.00% | 0.00% | 0.00% | 0.00% |
| 1562 | INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 100.00% | 33.33% | 0.00% | 12.00% |
| 1247 | EXECUTIVE SECRETARY I | 81.81% | 0.00% | 0.00% | 0.00% |
| 1303 | PERSONNEL SPECIALIST | 76.92% | 20.00% | 0.00% | 23.00% |
| 1282 | LEGAL SECRETARY | 75.00% | 0.00% | 0.00% | 0.00% |
| 1312 | STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 70.31% | 5.00% | 6.25% | 12.62% |
| 1139 | OFFICE TECHNICIAN (TYPING) | 70.30% | 4.34% | 0.00% | 8.00% |
| 1579 | ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 70.14% | 7.14% | 7.14% | 10.00% |
| 1245 | EXECUTIVE SECRETARY II | 69.23% | 3.00% | 0.00% | 0.00% |
| 1304 | PERSONNEL SUPERVISOR I | 66.66% | 0.00% | 0.00% | 14.00% |
| 1316 | STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOI | 66.66% | 0.00% | 0.00% | 16.00% |
| 1506 | MATERIALS AND STORES SPECIALIST | 66.66% | 0.00% | 0.00% | 0.00% |
| 1340 | SENIOR INFORMATION SYSTEMS ANALYST (SUPERVIS( | 66.00% | 0.00% | 0.00% | 10.00% |
| 1581 | STAFF PROGRAMMER ANALYST (SPECIALIST) | 60.00% | 5.00% | 5.70% | 14.00% |
| 1337 | SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST | 59.61% | 5.76% | 0.00% | 5.00% |
| 1470 | ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIA | 57.30% | 3.07% | 0.00% | 15.00% |
| 1138 | OFFICE TECHNICIAN (GENERAL) | 56.52% | 8.69% | 4.34% | 10.00% |
| 1393 | DATA PROCESSING MANAGER III | 56.00% | 0.00% | 0.00% | 4.00% |
| 1583 | SENIOR PROGRAMMER ANALYST (SPECIALIST) | 55.55% | 0.00% | 0.00% | 10.00% |
| 1360 | INFORMATION SYSTEMS TECHNICIAN | 50.00% | 25.00% | 0.00% | 12.00% |
| 1384 | DATA PROCESSING MANAGER II | 50.00% | 4.16% | 0.00% | 12.00% |
| 1373 | SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 40.50% | 1.49% | 1.49% | 20.00% |
| 1367 | SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30.00% | 3.33% | 0.00% | 4.00% |
| 1387 | DATA PROCESSING MANAGER IV | 20.00% | 0.00% | 0.00% | 0.00% |

| CLASS CODE | CLASS TITLE | POTENTIAL IMPACT | TURNOVER PERCENTAGE | ATTRITION RATE | LATERAL TRANSFER | ACTUAL IMPACT |
|---|---|---|---|---|---|---|
| 1509 | STOCK CLERK | 100.00% | 0.00% | 100.00% | 0.00% | 33.33% |
| 1317 | SENIOR PERSONNEL SPECIALIST | 100.00% | 25.02% | 0.00% | 26.87% | 17.30% |
| 1441 | OFFICE ASSISTANT (GENERAL) | 100.00% | 0.00% | 50.00% | 0.00% | 16.67% |
| 1562 | INFORMATION SYSTEMS TECHNICIAN SPECIALIST I | 100.00% | 33.33% | 0.00% | 12.00% | 15.11% |
| 1558 | SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY) | 100.00% | 33.33% | 0.00% | 10.00% | 14.44% |
| 1303 | PERSONNEL SPECIALIST | 76.92% | 20.00% | 0.00% | 23.00% | 14.33% |
| 1360 | INFORMATION SYSTEMS TECHNICIAN | 50.00% | 25.00% | 0.00% | 12.00% | 12.33% |
| 1581 | STAFF PROGRAMMER ANALYST (SPECIALIST) | 60.00% | 5.00% | 5.70% | 14.00% | 8.23% |
| 1579 | ASSOCIATE PROGRAMMER ANALYST (SPECIALIST) | 70.14% | 7.14% | 7.14% | 10.00% | 8.09% |
| 1312 | STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST) | 70.31% | 5.00% | 6.25% | 12.62% | 7.96% |
| 1138 | OFFICE TECHNICIAN (GENERAL) | 56.52% | 8.69% | 4.34% | 10.00% | 7.68% |
| 1373 | SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL) | 40.50% | 1.49% | 1.49% | 20.00% | 7.66% |
| 1470 | ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIA | 57.30% | 3.07% | 0.00% | 15.00% | 6.02% |
| 1384 | DATA PROCESSING MANAGER II | 50.00% | 4.16% | 0.00% | 12.00% | 5.39% |
| 1316 | STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOI | 66.66% | 0.00% | 0.00% | 16.00% | 5.33% |
| 1304 | PERSONNEL SUPERVISOR I | 66.66% | 0.00% | 0.00% | 14.00% | 4.67% |
| 1139 | OFFICE TECHNICIAN (TYPING) | 70.30% | 4.34% | 0.00% | 8.00% | 4.11% |
| 1337 | SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST | 59.61% | 5.76% | 0.00% | 5.00% | 3.59% |
| 1340 | SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISO | 66.00% | 0.00% | 0.00% | 10.00% | 3.33% |
| 1583 | SENIOR PROGRAMMER ANALYST (SPECIALIST) | 55.55% | 0.00% | 0.00% | 10.00% | 3.33% |
| 1367 | SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL) | 30.00% | 3.33% | 0.00% | 4.00% | 2.44% |
| 1393 | DATA PROCESSING MANAGER III | 56.00% | 0.00% | 0.00% | 4.00% | 1.33% |
| 1245 | EXECUTIVE SECRETARY II | 69.23% | 3.00% | 0.00% | 0.00% | 1.00% |
| 1412 | DIGITAL PRINT OPERATOR II | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1549 | PROPERTY CONTROLLER II | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1559 | SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY) | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1247 | EXECUTIVE SECRETARY I | 81.81% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1282 | LEGAL SECRETARY | 75.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1506 | MATERIALS AND STORES SPECIALIST | 66.66% | 0.00% | 0.00% | 0.00% | 0.00% |
| 1387 | DATA PROCESSING MANAGER IV | 20.00% | 0.00% | 0.00% | 0.00% | 0.00% |

# Classification Risk Assessment Tool

- Systematically apply workforce data
- Prioritize classifications based on risk level
- Consider all major risk areas:
  - Retirements
  - Retention
  - Mission-critical
  - Recruitment
- Download the [Classification Risk Assessment Flowchart](#)

# Coming Soon:
# Recruitment and Retention Program Reports

**Employee Entrance Survey (EES)**

- Voluntary, anonymous online survey for all NEW employees to department

- Share what brought them in and perceptions of hiring process

- Data helps improve recruitment strategies

**Retention Strategy Survey**

- Voluntary, anonymous online survey for ALL exiting employees

- Share perceptions and reasons for leaving

- Data helps develop retention strategies

# Employee Entrance Survey



How did you first hear about the position?

- 15%
- 20%
- 30%
- 25%
- 5%
- 5%

Legend:
- Vacant Positions Database (VPOS) - state employees job search site
- Department website
- Word of mouth
- Employment Development Department (job center or website)
- Career center (specify career center location in the "Other" field below):
- Job fair (specify job fair location/sponsor in the "Other" field below):
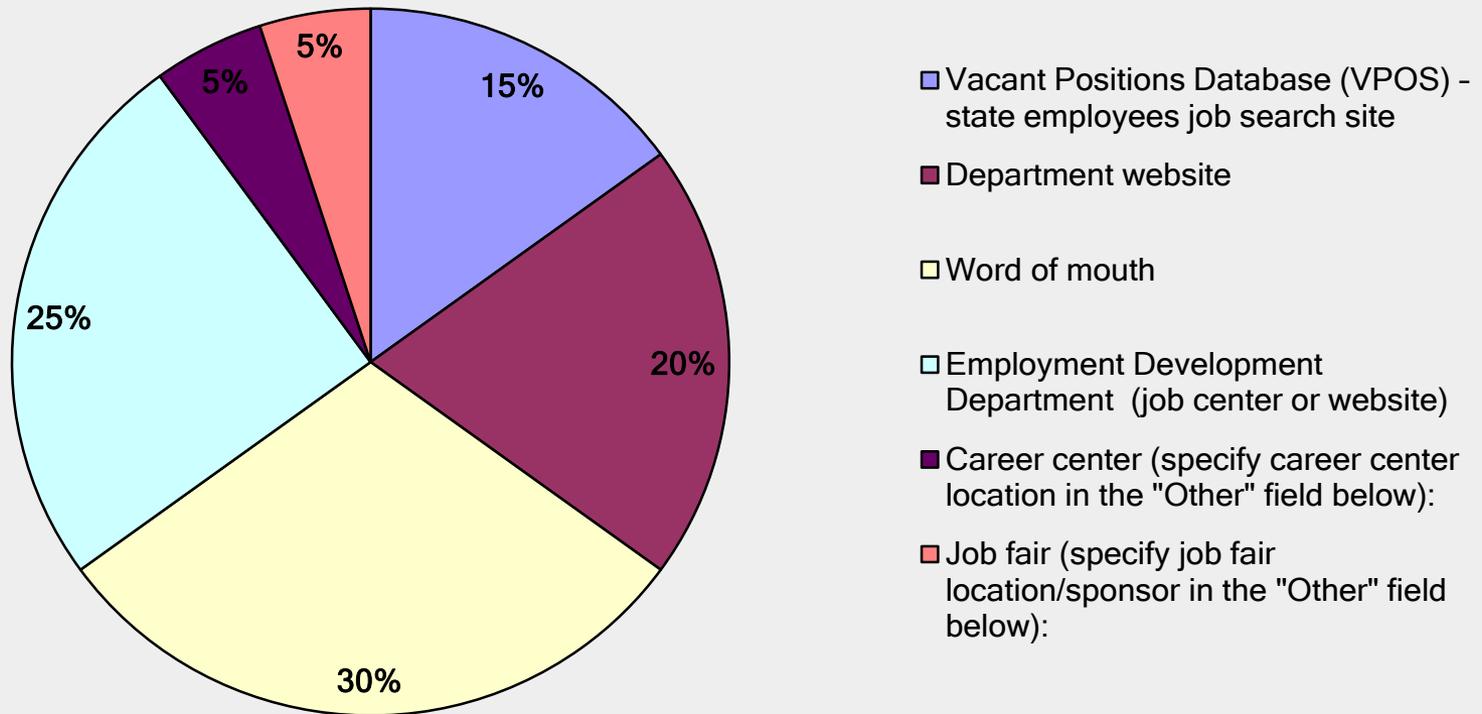
# Employee Entrance Survey



What other factors were also important in your decision to apply to state service? Choose all that apply.
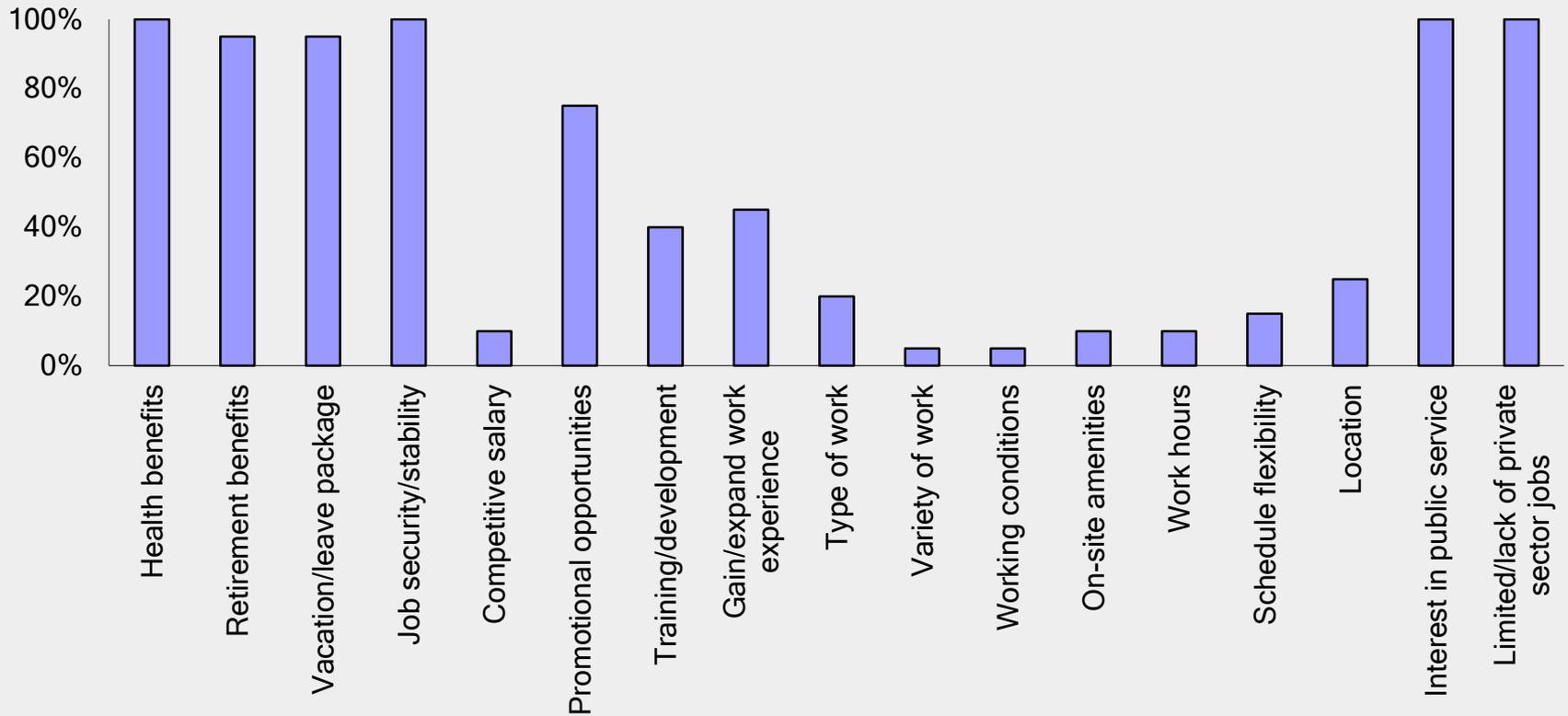
# Retention Strategy Survey



Please indicate your reasons for leaving state service (select all that apply):
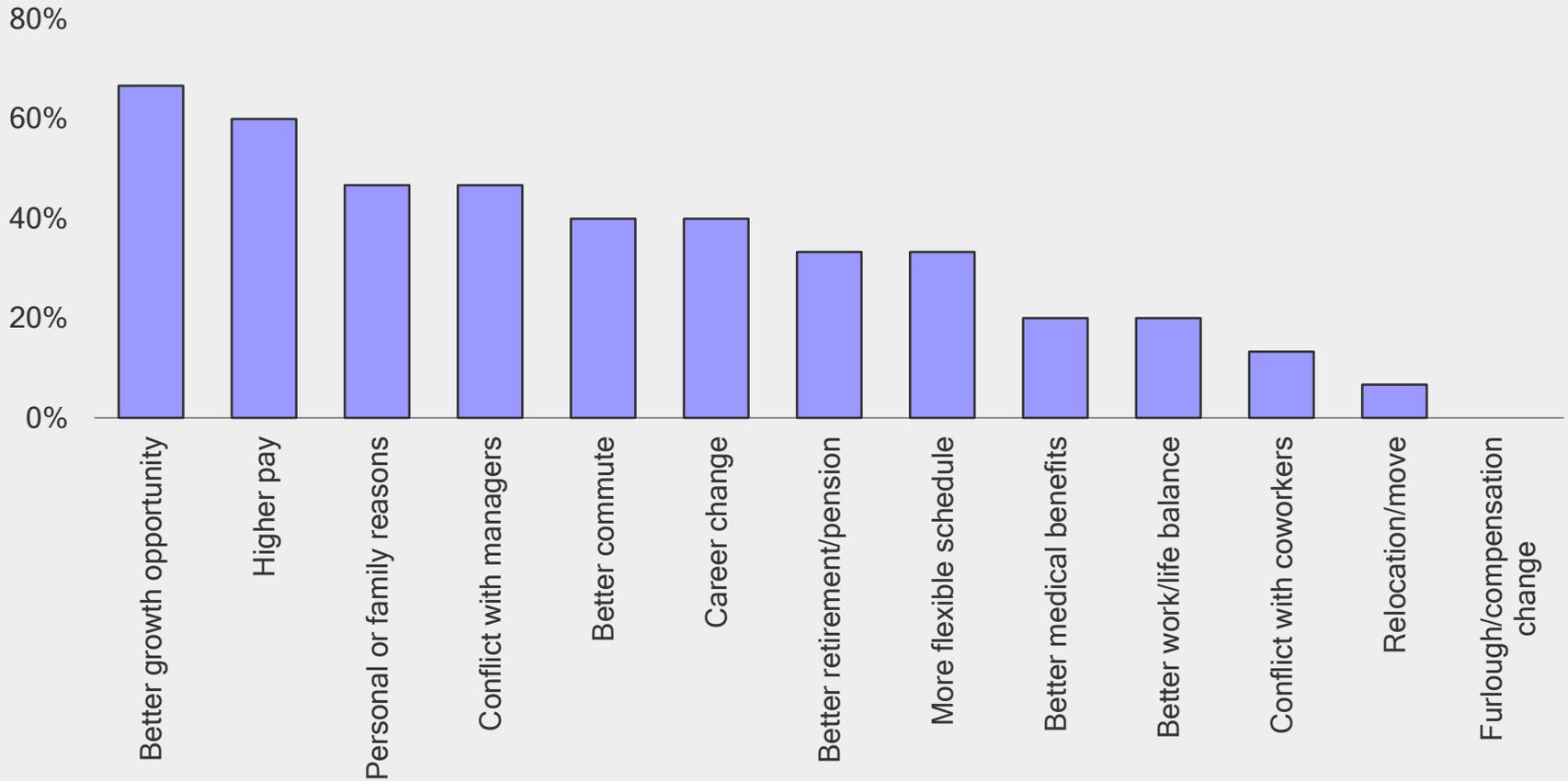
# Retention Strategy Survey

| Part I: The Job | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Response Count |
| My job was challenging | 19 | 5 | 4 | 3 | 10 | 41 |
| Expectations were clearly communicated | 6 | 9 | 4 | 6 | 16 | 41 |
| My workload was reasonable | 7 | 7 | 9 | 12 | 6 | 41 |
| There were ample promotional opportunities | 14 | 12 | 4 | 7 | 4 | 41 |
| I had opportunities to apply my skills effectively | 7 | 6 | 7 | 14 | 7 | 41 |
| I received adequate training to perform my job duties | 6 | 5 | 10 | 14 | 6 | 41 |
| I had sufficient resources to perform my job duties | 5 | 4 | 15 | 12 | 5 | 41 |
| The department encouraged and accepted diversity in the work place | 4 | 6 | 12 | 15 | 4 | 41 |
| The leadership at this department was committed to diversity | 7 | 5 | 11 | 12 | 6 | 41 |
| | | | | | *answered question* | 41 |
| | | | | | *skipped question* | 3 |