# Utilizing workforce data to assist in justifying recruitment efforts

### Slide 1- Utilizing workforce data to assist in justifying recruitment efforts

Presented by CalHR's Statewide Workforce Planning Unit.

### Slide 2- Objectives

Understanding your workforce data.

7 steps to justify recruitment efforts.

Importance of collaborating with your departments Workforce Planning Coordinator.

### Slide 3- Step 1

Analyze your workforce data by comparing your established positions to your departments. vacancy percentage for those classifications.

### Slide 4- Workforce Data by Vacancy Percentage

We sort the departmental workforce data by the largest vacancy percentage.

In this case, the classification with the highest vacancy percentage is the Legal Secretary at 50%.

### Slide 5- Step 2

Once you have determined your vacancy rate review the demographics of your filled positions.

### Slide 6- Step 2 Example

Demographics of staff in remaining positions.

For the Legal Secretary classification, the two that currently hold this position are nearing retirement age.

## Slide 7- Step 3

Compare the amount of vacancies in the established position with current recruitment efforts.

## Slide 8- Step 3 Example

Compare vacancies with current recruitment efforts.

For the Legal Secretary classification, two current employees are nearing retirement and only one position is being recruited.

## Slide 9 -Step 4

Analyze your departments age demographics for the position for total amount that may retire in 5 years.

## Slide 10- Step 4 Example

Sort workforce data based on age to see impact in 5 years

In this case, the largest number of staff that may retire in 5 years is in the Staff Information Systems Analyst (Specialist), with a total of 38 staff.

## Slide 11- Step 5

Compare the amount of vacancies with amount retiring minus current recruitment efforts to determine the potential vacancy impact over the next 5 years.

## Slide 12- Step 5 Example

Identify upcoming recruitment opportunities.

In this case, the Senior Personnel Specialist and the Digital Print Operator II are at 100% impact and need to be recruited for.

## Slide 13- Step 6

To further justify increased recruitment efforts obtain the average age of retirement for the classification.

## Slide 14- Calculate Average Age of Retirement

The average retirement for the Senior Personnel Specialist Classification over the last year was 58.77.

# Slide 15- Step 6 Example

Find average age of retirement for impacted classifications.

To confirm the probability of your upcoming retirements, calculate average age of retirement last year. In this case, the average retirement age for the Senior Personnel Specialist was 58.77. The age data shows that 3 staff are at or near the average retirement age.

# Slide 16- 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.

# Slide 17- Step 6, Continued

Review the job specification and estimated knowledge, skills and abilities to fill position to determine if increased recruitment should occur.

What is the available candidate pool on current examination lists?

Finally review job trends.

# Slide 18- Senior Personnel Specialist

This is the expert journey level of the series. Under general direction, incumbents serve as the expert staff resource responsible for the most difficult and complex personnel/payroll issues. As a "staff specialist", researches critical personnel problems and recommends alternative solutions; develops and maintains specialized training programs; reviews various control agency letters, memos, and bargaining contract provisions, and develops/revises internal procedures as necessary; prepares management reports, spreadsheets, and charts; drafts correspondence; functions as a team member on personnel-related projects; are coordinators for a variety of

personnel/payroll programs, e.g., FMLA; and may act in a lead role (i.e., training, workload, etc.) over lower-level staff.

## Slide 19- Review Job Specification for Position

The job specification shows if the classification as has a higher level of knowledge and abilities and will be a hire from inside the state system.    In this case, Senior Personnel Specialist requires a high level of knowledge and abilities.

## Slide 20- Review Job Trends

Review State Job Trends.

Review the VPOS to determine how many other departments are recruiting for this position.

## Slide 21- Step 7

Re-analyze your Workforce Data

## Slide 22- Step 7 Example

Identify other classifications at risk.

Re-analyze the workforce data based on vacancy percentage, age, recruitment effort, and the level of required knowledge skills and abilities. In this case, Staff Information Systems Analyst Specialist, Associate Programmer Analyst Specialist, Staff Programmer Analyst Specialist and Data Processing Manager II are all at risk positions because they are high vacancy, older, little recruitment effort, and highly specialized.

## Slide 23- Conclusion

Potential impact of retirements on your positions.

Collaborate with your Workforce Planning Coordinator.

Data helps justify increased recruitment.