Developing a Workforce Plan: Setting the Foundation - Session 1

Slide 1 – Developing a Workforce Plan Session 1

Presented by CalHR's Statewide Workforce Planning and Recruitment Unit

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Slide 2 – 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

Slide 3 – Objectives

Workforce planning pitfalls

Align to department's strategic direction

Establish steering committee

Secure executive support

Collect workforce data

Slide 4 – 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

Slide 5 – Workforce Planning Pitfalls (continued)

Failing to provide development opportunities

Only HR involved

Lack of ownership/accountability

Failing to prioritize

Failing to incorporate succession planning

No metrics for success

Slide 6 – Review Strategic Plan

Align to department's goals and objectives

Break strategic plan down by division into simple objectives

Slide 7 – Example of a Strategic Plan

Example of a strategic plan: Department of Consumer Affairs Strategic Plan for 2014-2016

Slides 8 and 9 – Department of Consumer Affairs Strategic Plan Goal 1

Goal 1: Enforcement

Goal is broken down into objectives

Consider the human resources needed to fulfill each objective in the goal

Slide 10 – No Current Strategic Plan?

Review previous strategic plan

Stakeholder survey

Environmental scan

–SWOT analysis

Environmental Trend Report

Input from divisions

Slide 11 – Secure Executive Support

Barriers to support

Cost context

–Budget

–Productivity

Statewide issue

Plan to use existing resources

Slide 12 – Steering Committee

Workforce planning not solely HR function

Executive Sponsor is responsible for ownership and resources for success of workforce planning

Workforce Plan Project Manager is responsible for facilitation, coordination, and developing goals and strategies for workforce planning

Human Resources is responsible for providing information and partnership for workforce planning

Division/Program Managers are responsible for commitment and input on key positions in their division/program

Slide 13 – Important Contributors

Frontline Supervisors are responsible for implementation and identifying skill and knowledge gaps

Employees provide their firsthand knowledge and feedback

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

Slide 14 – Steering Committee

Securing support

Increase personal connection to process

Bring attention to risks associated with failure to plan

Slide 15 – Workforce Planning Data

Types of data

Collection procedures

Analysis strategies

Slide 16 – Statewide Data

US and California labor market trends

State government characteristics

Context for your department's workforce planning effort

Slide 17 – 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

Slide 18 – Department Data

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

Slide 19 – How do I get Division/Program Input?

Consider using the Workforce Planning Survey & Development Tool

Slide 20 – Department Data

In addition to division/program input

–Records of exiting employees

–Demographics

Slides 21 and 22 – MIRS Reports

Management Information Retrieval System

Submit MIRS Report Request to Department's Human Resources division

No access? Contact Arle Simon 916-324-6577

Slide 23 – MIRS Reports Employment History

Includes current EH transactions plus 24 months of transactional history

The following fields will be available in the report:

Class Title

Employee Name

Position #

Age

Seniority Service Months

Status

Tenure

CBID

Transaction Code

Slide 24 – MIRS Report Request

When filling out a MIRS Report Request for workforce planning data, specify the following:

Box 5 - Purpose of report: Write in “Gather data for workforce planning”

Box 6 - Frequency of report: Check “Other (please specify)” and write in “semi-annual”

Box 7 - Type of Request: Check “Revise Existing Report” and write in “N/A”

Box 8 - Period Covered: Write in “Current plus 24 months”

Box 9 - Report description: Write in “Employee History Report: refer to sample attached for data required”

Box 10 - Report layout: Write in “Refer to sample attached”

Box 11 - Sort by: Write in the way you would like the report sorted, such as alphabetically by class title

Box 13 - Selection Criteria, Section A - Employment History:

- Check “Active employees”, “Temporarily separated employees”, and “Permanently separated employees”

- Check “Permanent”, “Limited Term”, and “CEA”
- Check “Full-time”, “Part-time”, and “Intermittent”

Slide 25 – MIRS Monthly Costs

Department with 1000 or more employees: $505, $.02 per employee, actual system usage charge (CPU)

Departments with less than 1000 but more than 700 employees: $356

Departments with less than 700 but more than 400 employees: $307

Departments with less than 400 employees: $235

Slides 26 and 27 – Filled/Vacant Position Report

Access through HR Net on the CalHR homepage

Execute your search using the criteria you need

You can export the data to an Excel spreadsheet

Slide 28 – 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

Slide 29 – Additional Analysis: Vacancy Rate

Using the Vacant positions report from HR Net, determine the vacancy rate.

Vacancy percentage is calculated by dividing the number of established positions by the number of vacant positions

Slide 30 – Additional Analysis: Demographics

Using the MIRS report data, determine the number of employees 50 years old and older in each classification.

Slide 31 – 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

Slides 32 and 33 – Additional Analysis: Potential Impact

Once you have calculated potential impact for all classifications, re-sort the data so that those with the highest potential impact are at the top of the table

High potential impact indicates that these classifications should be monitored

Slide 34 – 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

Slide 35 – Additional Analysis: Review Job Specifications

Review the job specifications of positions with high potential impact to determine level of difficulty recruiting for the position

Slide 36 – Additional Analysis: Review Job Trends

Search for the position on State of California job posting websites to review the recruitment demand for the position in the State government

Slide 37 – Additional Analysis: Potential Impact

Revisit your potential impact list and highlight those that may be difficult to recruit for based on your research of the job specifications and job trends

Slide 38 – 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

Slide 39 – 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

Slide 40 – 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

Slides 41 and 42 – Data Analysis

Once you have calculated the potential impact, turnover percentage, attrition rate, and lateral transfer for each classification, place the information in a table

For each classification, the first column should have potential impact, the next should have turnover percentage, the next should have attrition rate, the next should have lateral transfers, and finally the rightmost column should be the actual impact which is an average of all of these percentages.

Slide 43 – 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]

Slide 44 – 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

Slides 45 and 46 – Employee Entrance Survey

Examples of data that will be captured by the Employee Entrance Survey include questions such as:

- How did you first hear about the position?
- What factors were important in your decision to apply to State service? Choose all that apply.

Slides 47 and 48 – Retention Strategy Survey

Examples of data that will be captured by the Retention Strategy Survey include questions such as:

- Please indicate your reasons for leaving State service. Choose all that apply.
- Part 1: The Job. Please indicate how much you agree or disagree with these statements about your job.