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
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: \( \frac{\text{Vacancies} + \text{total over 50} - \text{recruitment}}{\text{established positions}} = \text{potential impact} \)
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.