Excerpts from "Developing a Workforce Plan: Setting the Foundation" Training Presentation

Presented by

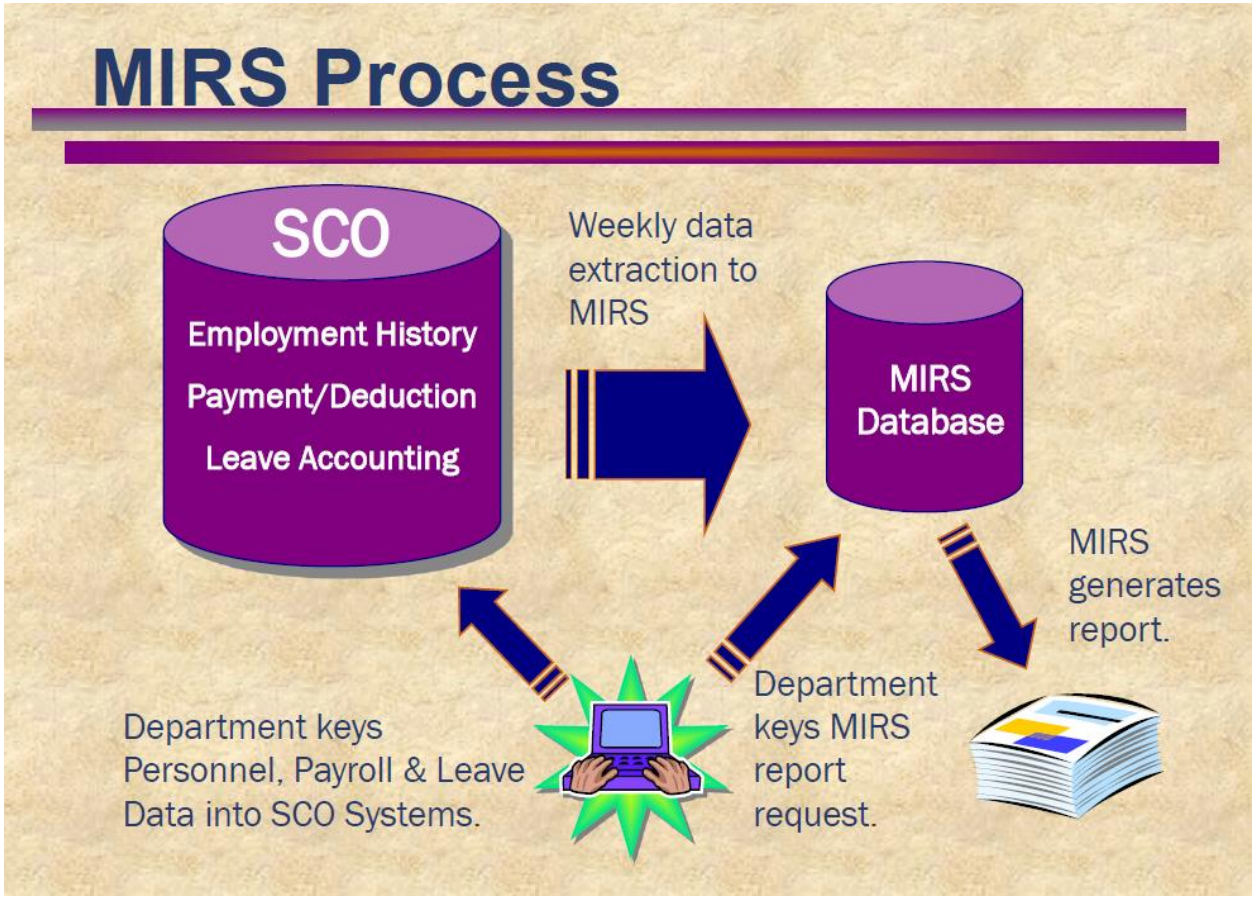
CalHR's Statewide Workforce Planning and Recruitment Unit

Department Data

- Division/program input is an excellent place to start gathering department data
  - Consider using the Survey and Development Tool or similar questionnaire to gather input
- 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?
  - Contact Arle Simon 916-324-6577
- Request Employment History Report
  - Includes current EH transactions plus 24 months of transactional history

Sample MIRS Report Request Form

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 ☑ Monthly ☐ Quarterly ☐ Other (specify): Semi-annual	☑ New Report ☐ Revise Existing Report 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.)**:**
Alphabetically by class title

MANAGEMENT INFORMATION RETRIEVAL SYSTEM (MIRS)

Report Request

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

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

A. Employment History

- ☑ Active employees
- ☑ Temporarily separated employees
- ☑ Permanently separated employees
- ☐ Other (specify) _____

- ☑ Permanent
- ☑ Limited Term
- ☐ TAU
- ☐ Retired Annuitant
- ☑ CEA
- ☐ Emergency

- ☑ Full-time
- ☑ Part-time
- ☑ Intermittent
- ☐ Indeterminate

B. Payment data

- ☐ Type of payment (i.e., regular, overtime, etc.) _____
- ☐ Pay period(s) _____
- ☐ Other (specify) _____

- ☐ Full-time
- ☐ Part-time
- ☐ Intermittent
- ☐ Indeterminate

C. Deduction data

- ☐ Type of deduction (i.e., health, dental, vision, etc.) _____
- ☐ State share
- ☐ Employee contribution
- ☐ Pay period(s) _____
- ☐ Other (specify) _____

- ☐ Full-time
- ☐ Part-time
- ☐ Intermittent
- ☐ Indeterminate

D. Leave data (for departments participating in CLAS)

- ☐ Leave Benefits (i.e., vacation, sick leave, annual leave, etc.) _____
- ☐ Leave Period(s) _____
- ☐ Leave Transactions (i.e., use, earn, accrual, etc.) _____
- ☐ Other (specify) _____

- ☐ Full-time
- ☐ Part-time
- ☐ Intermittent
- ☐ Indeterminate

MIRS Costs

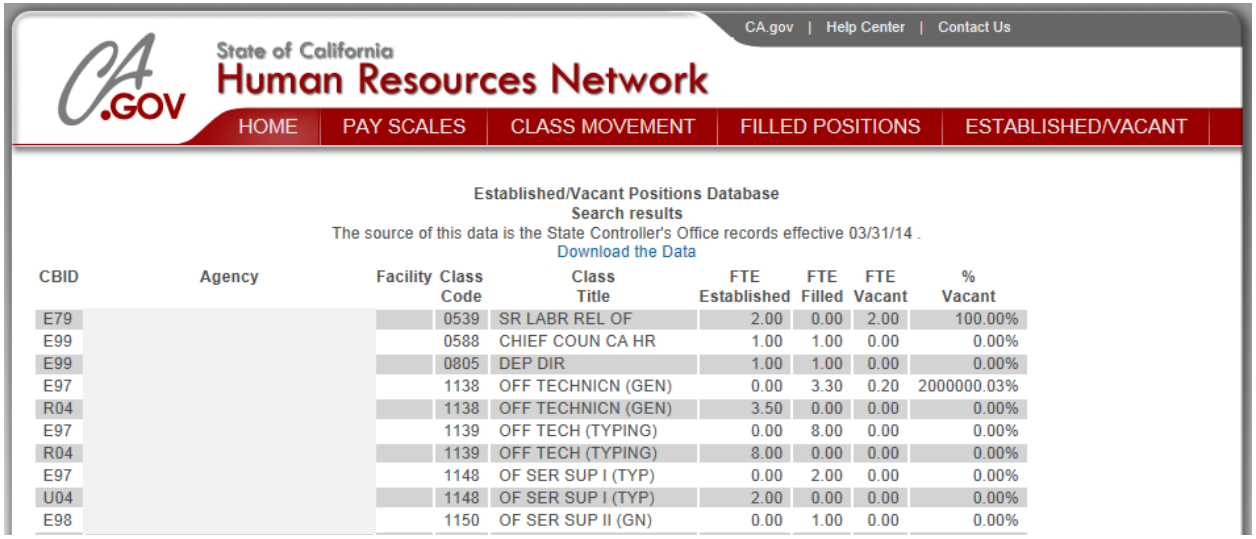
MIRS Monthly Costs

- 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's website]



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State of California
Human Resources Network

HOME | PAY SCALES | CLASS MOVEMENT | FILLED POSITIONS | ESTABLISHED/VACANT

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%

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
LEGAL SECRETARY	4	2	**50.00%**	0	1	1	0	2	1
ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	14	5	35.71%	2	2	1	0	5	0
OFFICE TECHNICIAN (GENERAL)	23	7	30.43%	1	5	1	0	7	1
OFFICE TECHNICIAN (TYPING)	27	8	29.63%	6	3	1	1	11	0
SENIOR PERSONNEL SPECIALIST	4	1	25.00%	1	3	0	0	4	0
STAFF PROGRAMMER ANALYST (SPECIALIST)	40	10	25.00%	9	3	2	0	14	0
SYSTEMS SOFTWARE SPECIALIST II (TECHNICAL)	67	12.2	18.21%	16	7	4	0	27	2
DATA PROCESSING MANAGER II	24	4	16.67%	7	1	1	0	9	0
EXECUTIVE SECRETARY II	13	2	15.38%	5	1	1	0	7	0
PERSONNEL SPECIALIST	13	2	15.38%	2	1	5	1	9	1
SENIOR INFORMATION SYSTEMS ANALYST (SPECIALIST)	52	8	15.38%	7	12	4	0	23	0
ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	65	7.25	11.15%	13	14	3	0	30	0
SENIOR PROGRAMMER ANALYST (SPECIALIST)	18	2	11.11%	5	2	1	0	8	0
STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST)	64	7	10.94%	15	14	8	1	38	0
SYSTEMS SOFTWARE SPECIALIST III (TECHNICAL)	30	3	10.00%	5	3	0	1	9	2
EXECUTIVE SECRETARY I	11	1	9.09%	4	2	2	0	8	0
PERSONNEL SUPERVISOR I	3	0	0.00%	1	0	1	0	2	0
STAFF INFORMATION SYSTEMS ANALYST (SUPERVISOR)	3	0	0.00%	0	1	1	0	2	0
SENIOR INFORMATION SYSTEMS ANALYST (SUPERVISOR)	3	0	0.00%	2	0	0	0	2	0
INFORMATION SYSTEMS TECHNICIAN	4	0	0.00%	2	0	0	0	2	0
DATA PROCESSING MANAGER IV	5	0	0.00%	2	0	0	0	2	1
DATA PROCESSING MANAGER III	25	0	0.00%	7	4	3	0	14	0
DIGITAL PRINT OPERATOR II	3	0	0.00%	3	0	0	0	3	0
OFFICE ASSISTANT (GENERAL)	2	0	0.00%	2	0	0	0	2	0
MATERIALS AND STORES SPECIALIST	3	0	0.00%	1	1	0	0	2	0
STOCK CLERK	1	0	0.00%	0	0	1	0	1	0
PROPERTY CONTROLLER II	1	0	0.00%	0	0	1	0	1	0
SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY)	3	0	0.00%	1	0	1	0	2	0
SYSTEMS SOFTWARE SPECIALIST III (SUPERVISORY)	4	0	0.00%	1	2	1	0	4	0
INFORMATION SYSTEMS TECHNICIAN SPECIALIST I	3	0	0.00%	2	1	0	0	3	0

Additional Analysis

Compare Vacancies with Recruitment

- The following equation could assist in determining potential impact: (Vacancies + total over 50—recruitment)/established positions = potential impact.
- Calculating potential impact percentages helps you create classification watch lists to target knowledge transfer and recruiting strategies

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.

Additional Analysis

Review Length of State Service

- 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 Class Specification and Trends

- Review the specifications of positions with high potential impact to determine level of difficulty recruiting for the position
- Search for the position on State of California job posting websites to review the recruitment demand for the position in the State government
- 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

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

Additional Analysis

Retirement (Attrition)

The attrition rate is calculated as follows:

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

Additional Analysis

Actual Impact

Average =

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%

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 Risk Assessment Flowchart

Identify Supply Gaps

- Past predictors
- Environmental scan results
- Input from division/programs
- Workforce data to identify lack of staff

Past Predictors

- Past predictors include the following calculations based on last year's data:

Turnover Rate:

– Total Voluntary separations / Total Employees

Attrition Rate:

– Retirements / Total Employees

Lateral Transfer Rate:

– Transfers to other departments / Total Employees

Average these percentages to get the Actual

Impact of separations on the classification

Example of Past Predictors Data

Class Title	Potential Impact	Turnover Percentage	Attrition Rate	Lateral Transfer	Actual Impact
STOCK CLERK	100%	0%	100%	0%	33%
SENIOR PERSONNEL SPECIALIST	100%	25%	0%	27%	17%
OFFICE ASSISTANT (GENERAL)	100%	0%	50%	0%	17%
INFORMATION SYSTEMS TECHNICIAN SPECIALIST I	100%	33%	0%	12%	15%
SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY)	100%	33%	0%	10%	14%

Example of Input from Division

- A division/program manager tells you they anticipate a need for 3 more Systems Software Specialist II (Supervisory) positions in the next year
- Use this information to adjust the demand for the position when you begin to analyze the supply gap

Analyze Supply Gaps

- Determine the **supply** and **demand** for the position in order to analyze the supply gap
- Demand – Supply = Supply Gap

Class Title	Actual Impact	Filled Positions	Demand	Supply	Supply Gap
SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY)	14%	10	13	8.6	4.4

Competencies

- Knowledge, skills, abilities, and personal characteristics
- Demonstrated through behaviors
- Needed to effectively perform a particular job

Criteria for Competencies

- Observable
- Measureable
- Linked to job requirements
- Linked to department's strategic and business needs
- Based on effective performance in that particular job/occupational group

Role of Competencies

- Foundational to many key HR processes
- In workforce planning:
  - Competency gap analysis
  - Defining priorities and opportunities for focused strategies

Types of Competencies

- General
- Technical
- Leadership
- Please refer to CalHR's Competency Dictionary

Identifying Competencies

- Determine using:
  - Competency guides
  - Class specifications
  - Duty statements

Competency Process

- Always start with division/program mission-critical classifications
- Competencies by classification
- Analysis based on core competencies
- **Core competencies** v. **Desirable qualifications**

Identifying Competency Gaps

1. Gather data
2. Analyze data
3. Trends/Forecast

- **Gather Data**

- Competencies v. duties
- Collection tools
- Job specific competencies v. core competency domains
- Individual v. org-wide sample

Collection Tools

- Work Efficiently
- Please refer to this example:
  - Online survey Competency Self-Assessment
- Higher level employees assess the competence of their lower level staff by classification, while all employees complete a competency self-assessment

Job Specific V. Core Competency Domains

- Competencies can be grouped into core competency domains or broken down into job specific technical competencies.
- Example:
- **Core competency domain:** Maximizing
- Performance Results
  - **Core competency:** Analytical Thinking
    - **Job Specific competency:** Financial Management

Collection Option 1

Option 1: Collect Individual Responses

- Gather individual level data
- Calculate average score for each competency per program/division area, then across the department
- Pros:
  - Captures specifics and variations
  - Data can be grouped
- Cons:
  - Can be time consuming

Collection Option 2

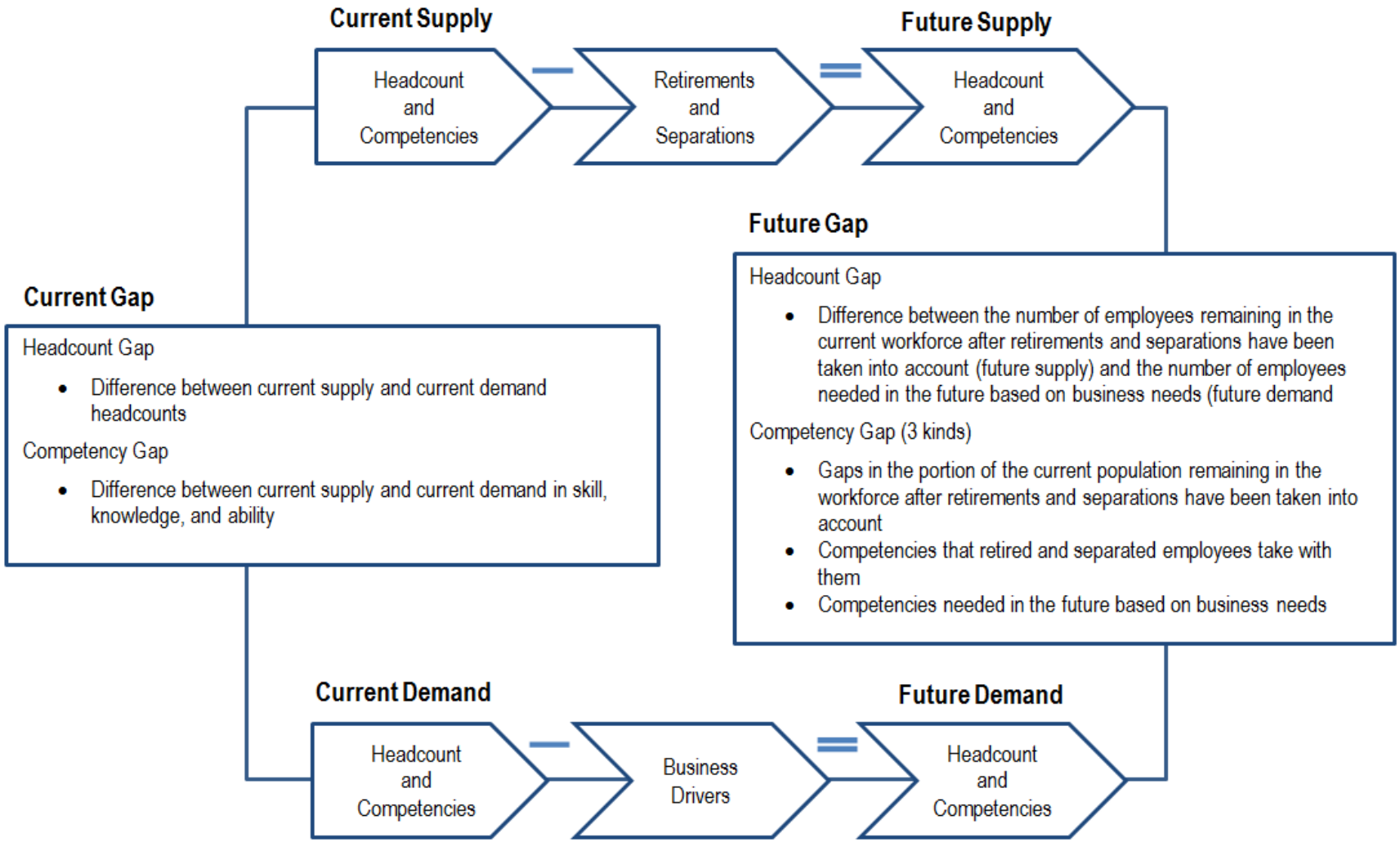
Option 2: Collect Organization-Wide Sample

- Convene a group who is collectively familiar with the skills and performance of a broad cross-section of the workforce
- Agree on a rating scale and reach consensus on the competence level of the workforce in each competency domain
  - Capture rationale for consensus
- Pros:
  - Ideal for making a global assessment
  - Can be completed by a small group in a short meeting
- Cons:
  - Data may suffer from sampling bias

- **Analyze Data**

- Supply Inventory
- Demand Inventory
- Identify gaps

Gap Analysis Methodology



Gap Analysis

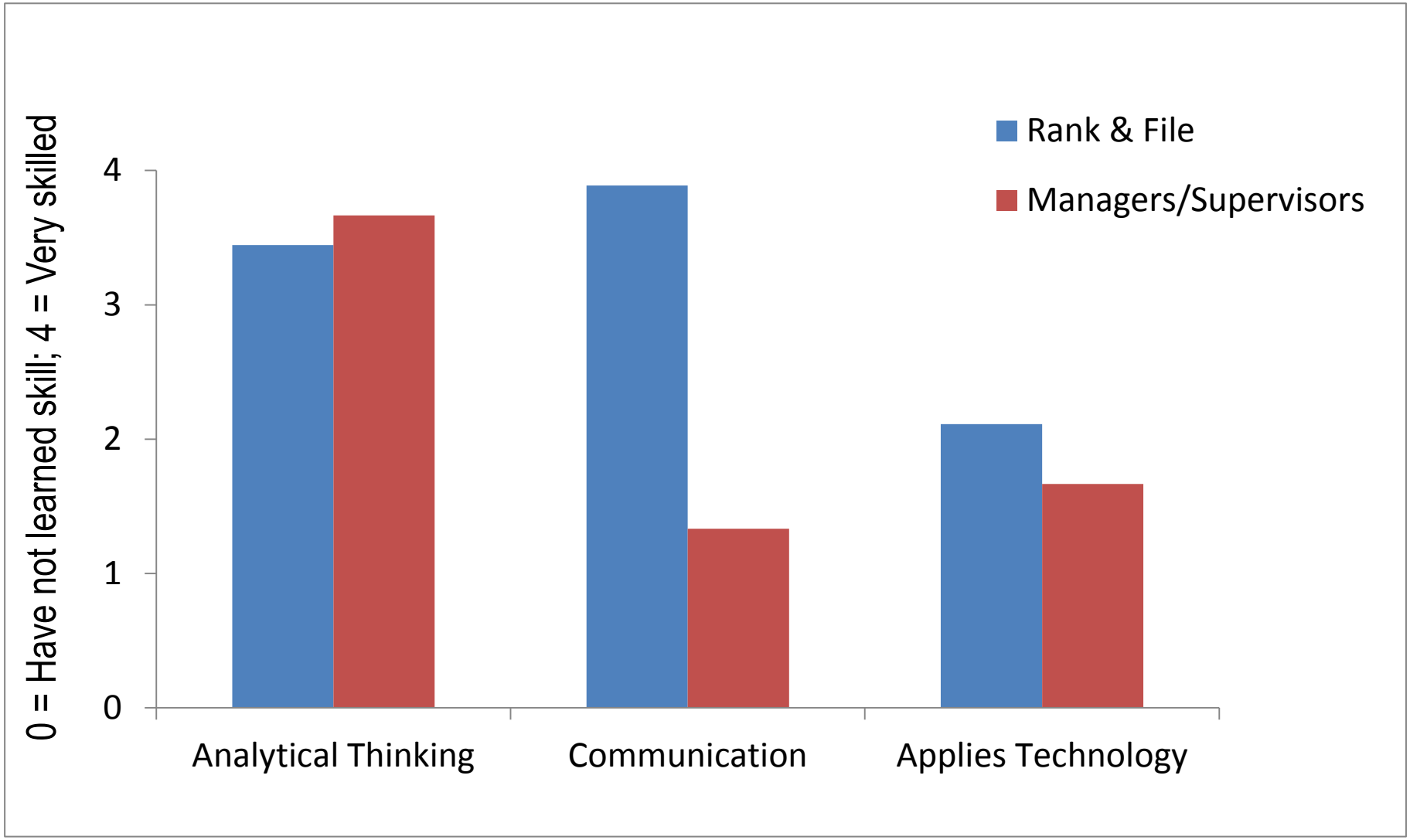
- Current supply – future demand = gap
- Gather the competency ratings from staff's self-assessments and their managers/supervisors' competency assessments
- Average the ratings for each competency so you have an overall average score from staff and managers for each competency you measured

Compare Averages

Once you have the average scores for each competency, subtract the self-assessment average from the competency assessment average to determine the competency gap

Self-Assessment average **–** Competency Assessment average **= Competency Gap**

Example Competency Gap Analysis



Competency Gap Areas

Address competency gaps in 2 areas:

- Gaps in current workforce

– What strategies can assist in developing your current workforce?

- Gaps in recruitment
  – How do you tailor recruitment strategies to attract candidates with the competencies you need?

3. Trends/Forecast

- Identifying past and current trends will help you anticipate future demand
- Anticipate demands based on:
    - Loss in workforce
    - Potential impacts of changes in technology, policies/legislation, budget, etc.
    - Industry trend patterns to tailor recruitment
- Develop 3 – 5 year plan that identifies competencies needed, and identifies a plan to develop existing staff and recruit needed staff