

Workforce Planning
Agency Data Resources Toolkit

SC Budget and Control Board
Human Resources Division
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Workforce Planning Agency Data Resources Toolkit

Overview

To maintain a quality workforce now and in the future, South Carolina state government must anticipate the workplace challenges of the future, provide work environments that attract and retain the best workers, and make the best use of our valuable human resources. Achieving these goals requires that we undertake a process called workforce planning -- a process by which an organization's future human resources needs are assessed so that a strategic plan for workforce development can be constructed.

State HRD has created this "toolkit" of resources to identify agency workforce data you can capture as well as some tools to help you gather, analyze, report, and strategically use your agency's data. The toolkit is arranged as follows:

Section I: Recruitment Data

This section lists the kinds of data you will need to track your agency's recruitment activities. You may not have tracked this data previously, and some of this information may not be readily or currently available to you. To assist you in generating and analyzing this data, we have included a number of worksheets, formulas, and procedures. (For example: calculating recruitment costs, a guide to determining the time required to fill a position, etc.).

Section II: Retention Data

This section lists the kinds of data you will need to monitor retention factors. We have included two samples of exit interviews that could be used to help you generate and analyze this data.

Section III: Work Environment Data

This section addresses information you will need to assess and monitor your agency's workplace climate. A sample employee satisfaction survey is included to help you gather and analyze this data.

The resources in this toolkit are intended to serve as a guide to your agency's efforts. We recognize that many organizations have procedures in place to capture much, if not all, of this information. These resources can provide assistance for agencies that need it and help identify a list of common data elements that best practice research shows to be critical for effective workforce planning. Feel free to duplicate these documents in their present form or use them as the basis for creating your own data tools. Based on your agency's specific needs, you may choose to track and analyze additional data elements.

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Section I

RECRUITMENT DATA

Gathering and analyzing data on your recruitment activities are important part of developing an effective workforce plan. Of special importance is the measurement of the time required to fill a position and the total costs of recruiting new employees.

Existing documents may capture much of this information. With slight modifications, additional valuable information could be captured and made a part of the process. With these additions, all of the elements necessary for the determination of relevant recruitment costs would be in place.

Effective workforce planning requires an examination of the following recruitment data:

1. Impact of Agency Geographic Location

2. Recruitment Obstacles

3. Recruitment Costs

Suggested Resources:

Calculating Recruitment Costs

We suggest the following definitions and formulas for calculating the direct and indirect costs of recruiting a new employee to fill an existing FTE position. We have allowed for the inclusion of a number of discretionary costs, recognizing that many agencies have different policies and procedures regarding allowable costs when recruiting for positions.

- **Calculating Recruitment Costs.** The direct costs of turnover can be determined by adding the actual costs that arise from the recruitment activities required to replace departed employees. Much harder to quantify and measure are the indirect costs, including time spent processing separating employees and conducting exit interviews, lost productivity, lost opportunities, and other agency-specific activities.

Direct costs should include, at a minimum, the costs of advertising, time spent interviewing (the hourly rate, either an average or the actual rates, of the interviewing individuals), and the estimated training costs for the probationary period of the replacement employee. An additional measurement for indirect costs could include the cost of lost productivity for positions that are critical, expressed as a daily cost of vacant positions at entry level salaries.

Suggested Formula for Calculating Recruitment Costs

Advertising Costs
+ # of Interview Team Members' Average Hourly Rate
+ Probationary Period Training Costs
+ Any Additional Costs (e.g., applicant travel reimbursement, relocation allowances, etc.)
=Total Recruitment Costs

4. Length of time to fill a position

Suggested Resource:

We recommend using the following definition when tracking the length of time required to fill a position: *the elapsed time from the actual posting of a position to the final acceptance of a job offer expressed in calendar days*. Data collected on “continuously posted” positions would need to be qualified to allow for a valid time-frame average calculation. NEOGOV can be used to track this if information is entered into the system in a timely manner.

5. Success in hiring measured in terms of % accepting offers.

6. Quality of applicant pool measured in terms of the number (%) of applicants meeting preferred qualifications.

7. Reasons applicants failed to meet preferred qualifications.

Suggested Resource:

The following Applicant Information for Position Chart could be used to track data elements 5 and 6.

Applicant Information for Position

“Position Title”
“Position #/Class/Slot”

Interviewer: _____

								External	Non	Met Preferred	If no,	Offer	Offer
	WM	WF	BM	BF	OM	OF	Int.	State	State	Quals. (yes/no)	Specify	Made?	Accepted?
App. Name													
App1													
App2													
App3													
App4													
App5													
App6													
App7													
App8													
App9													
App10													
Totals:													

- *Int: Internal Applicant
- *ExternalState: Other State Agency Applicant
- *Non State: External to State Government Applicant

Preferred Qualifications Codes:

- Job Content: JC
- Education Requirements: ER
- Computer Skills: CS
- Mgt. Supervisory Skills: MS
- Communication Skills: CO
- Team Skills: TS
- Customer Relations: CR
- Interpersonal Skills: IS

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SECTION II

RETENTION DATA

State government, like other employers, will not be able to keep all of its desired employees. A certain amount of turnover is inevitable and even desirable. We must, however, measure and respond to the reasons employees leave as well as the reasons why others stay. Regardless of the reasons, a determination of valid separation issues is critical to the continued retention of the employees who remain.

Turnover can be costly, regardless of the reasons. Determining the reasons for and assessing the financial impact of turnover will assist in showing the value of effective recruitment activities and will go a long way towards helping in the development of employee retention initiatives.

Effective workforce planning requires an examination of the following retention data:

1. Terminations by job classifications

2. Reasons for terminations

3. Exit interview data

Suggested Resource:

Sample Exit Interviews

An effective method to collect information from departing employees is the exit interview. While many organizations pay only cursory attention to exit interviews, those that perform this function well have found that there is no better way to identify work environment conditions that can contribute to turnover.

We have included two samples of exit interviews that are designed to collect pertinent information on the exiting employee and the work conditions and individual perceptions that may have contributed to the departure.

A properly executed exit interview can provide valuable information to the human resources director and to the management team of the agency. The following examples are meant to serve as templates for an organization to ask those questions that will result in measurable data from which analyses can be performed.

The samples that follow lend themselves to either completion by the exiting employee or completion by the interviewer during a formal exit interview process. In either case the method of collecting this information should be open and non-threatening, and the questions should focus on organizational issues. We have suggested a set of demographic data that should also be gathered on the exiting employee to assist in targeting recruitment areas and to help identify any potential areas of perceived preferential treatment.

Employee Exit Interview
Sample I

<u>ITEM</u>		Agree	Disagree	No Opinion
1.	I knew what was expected of me at work.			
2.	I had the materials and equipment I needed to do my work right.			
3.	I had the opportunity to do what I do best each day.			
4.	I received recognition or praise for doing good work.			
5.	My supervisor, or someone at work, seemed to care about me as a person.			
6.	There was someone at work who encouraged my development.			
7.	At work, my opinions seemed to count.			
8.	The mission/purpose of my company made me feel my job was important.			
9.	My fellow employees were committed to doing quality work.			
10.	I had a best friend at work.			
11.	In the last six months, someone at work talked to me about my progress.			
12.	This last year, I had opportunities to learn and grow at work.			

Employee Exit Interview Survey

Sample II

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
<u>My Supervisor</u>				
1. My supervisor recognized contributions that I made to the organization.	1	2	3	4
2. My supervisor set an example for others to follow.	1	2	3	4
3. My supervisor treated me with dignity and respect.	1	2	3	4
4. My supervisor gave me <u>useful</u> feedback on my performance.	1	2	3	4
5. My supervisor gave me <u>timely</u> feedback on my performance.	1	2	3	4

Leadership

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
6. The leadership of this organization cares about people.	1	2	3	4
7. The leadership of this organization sets a high standard of performance.	1	2	3	4
8. The leadership of this organization has created an effective organizational structure.	1	2	3	4
9. I felt that my work efforts contributed to the mission and goals of the agency.	1	2	3	4

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
<u>Organizational Commitment</u>				
10. I value the relationships that I have developed with others in the organization.	1	2	3	4
11. Being in this organization was like being part of a family.	1	2	3	4
12. People in this organization look out for one another.	1	2	3	4

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Compensation/Benefits

- | | | | | |
|---|------------|-----------|---------------------------------|---|
| 13. The compensation I received was commensurate with my level of education and experience. | 1 | 2 | 3 | 4 |
| 14. My pay was in line with the current market rates for people with my skills and experience. | 1 | 2 | 3 | 4 |
| 15. The benefits I received were an incentive to remain employed by state government. | 1 | 2 | 3 | 4 |
| | <u>Yes</u> | <u>No</u> | <u>Not Leaving State System</u> | |
| 16. I compared the value of the state's benefits plan with that of my new employer before making the decision to leave. | 1 | 2 | 3 | |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Advancement/Growth

- | | | | | |
|--|---|---|---|---|
| 17. My job provided me with an opportunity to learn and grow professionally. | 1 | 2 | 3 | 4 |
| 18. This organization provided opportunities for promotion and/or advancement. | 1 | 2 | 3 | 4 |
| 19. I was given adequate training to do my job. | 1 | 2 | 3 | 4 |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Challenging Work

- | | | | | |
|---|--|---|---|---|
| 20. My job provided me with challenging work to do. | 1 | 2 | 3 | 4 |
| 21. I enjoyed the type of work that I did here. | 1 | 2 | 3 | 4 |
| 22. My workload here was (check one): | <input type="checkbox"/> Too much for one person
<input type="checkbox"/> Occasionally heavy, but about right on days most
<input type="checkbox"/> Just right-not over or under worked
<input type="checkbox"/> Not enough-did not fully use my time | | | |

Support

Strongly Disagree **Somewhat Disagree** **Somewhat Agree** **Strongly Agree**

23. The equipment that I had to work with allowed me to perform at a high level.

1 2 3 4

24. The organization saw to it that I had the resources I need to do my job.

1 2 3 4

Strongly Dissatisfied **Somewhat Dissatisfied** **Somewhat Satisfied** **Strongly Satisfied**

Overall Satisfaction

25. What was your overall level of satisfaction with your job? Please explain.

1 2 3 4

My main reason(s) for leaving is/are:

- ___ higher pay
- ___ better benefits
- ___ better chance for advancement
- ___ my relationship with my supervisor
- ___ the agency work environment
- ___ the lack of resources to adequately do my job
- ___ other, please elaborate _____

What, if anything, could the organization have done that would have made it more likely for you to stay? _____

Are you going to a new job in:

- ___ another state agency, but in a similar kind of work
- ___ another state agency, but in a different kind of work
- ___ private sector, but similar kind of work
- ___ private sector, different kind of work
- ___ Other, please elaborate _____

Demographic Information (Please complete the following questions about you to assist us with compiling statistical data related to retention):

a. My date of birth:

_____ MM/DD/YY

b. My race is (check one):

- American Indian/Alaskan Native
- Asian/Pacific Islander
- Black/Non-Hispanic
- Hispanic
- White/Non-Hispanic
-

c. My gender is:

- Male
- Female
-

d. How many years of state service I have:

- 1-5
- 6-10
- 11-20
- more than 20
-

e. My current job classification is:

Thank you for your assistance.

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SECTION III

WORK ENVIRONMENT DATA

Once separation issues have been identified, the agency should determine the reasons other employees stay. An effective way of collecting this data is through an **employee satisfaction survey**. Employee satisfaction surveys should be performed on a periodic basis to respond to undesirable turnover situations, to obtain an environmental scan of agency climate, and to identify areas that may need to be addressed.

While an employee satisfaction survey will most likely point out areas of needed improvement, it will also serve to point out the things that employees believe are good about the workplace. The positive factors that affect employee satisfaction can be turned into recruitment selling points. All information generated by the survey should be put to its maximum use.

There are many satisfaction survey instruments in existence, and it is not our intent to endorse one over another. Large agencies may want to pursue a survey instrument that lends itself to automated methods of data collection. The State Human Resources Division has organizational development professionals who are skilled in the survey process and available to consult on this function with requesting agencies.

The included sample is meant to provide a template for an organization to ask those questions that will result in measurable data from which analyses can be performed. The survey that follows is designed to be distributed to either the entire workforce or to a statistically representative sample. We have suggested a set of demographic data that should also be gathered on each employee. Recognizing that some employees may feel uncomfortable providing this data, it is important to make sure that the survey is administered in a confidential, non-threatening way and in a setting of trust. Much of this information is the same as that asked of exiting employees; and, similar to the exit interview data, this information will assist in targeting recruiting areas and will help to identify any potential areas of perceived preferential treatment.

Sample Employee Satisfaction Survey

My Supervisor

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
1. My supervisor recognizes contributions that I make to the organization.	1	2	3	4
2. My supervisor sets an example for others to follow.	1	2	3	4
3. My supervisor treats me with dignity and respect.	1	2	3	4
4. My supervisor gives me <u>useful</u> feedback on my performance.	1	2	3	4
5. My supervisor gives me <u>timely</u> feedback on my performance.	1	2	3	4

Leadership

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
6. The leadership of this organization cares about people.	1	2	3	4
7. The leadership of this organization sets a high standard of performance.	1	2	3	4
8. The leadership of this organization has created an effective organizational structure.	1	2	3	4
9. I feel that my work efforts contribute to the mission and goals of the agency.	1	2	3	4

Organizational Commitment

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
10. I value the relationships that I have developed with others in the organization.	1	2	3	4
11. Being in this organization is like being part of a family.	1	2	3	4
12. People in this organization look out for one another.	1	2	3	4

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Compensation/Benefits

- | | | | | |
|---|---|---|---|---|
| 13. The compensation I receive is commensurate with my level of education and experience. | 1 | 2 | 3 | 4 |
| 14. My pay is in line with the current market rates for people with my skills and experience. | 1 | 2 | 3 | 4 |
| 15. The benefits I receive are an incentive to remain employed by state government. | 1 | 2 | 3 | 4 |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Advancement/Growth

- | | | | | |
|--|---|---|---|---|
| 16. My job provides me with an opportunity to learn and grow professionally. | 1 | 2 | 3 | 4 |
| 17. This organization provides opportunities for promotion and/or advancement. | 1 | 2 | 3 | 4 |
| 18. I am given adequate training to do my job. | 1 | 2 | 3 | 4 |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Challenging Work

- | | | | | |
|---|--|---|---|---|
| 19. My job provides me with challenging work to do. | 1 | 2 | 3 | 4 |
| 20. I enjoy the type of work that I do here. | 1 | 2 | 3 | 4 |
| 21. My workload here is (check one): | <input type="checkbox"/> Too much for one person
<input type="checkbox"/> Occasionally heavy, but about right on days most
<input type="checkbox"/> Just right-not over or under worked
<input type="checkbox"/> Not enough-did not fully use my time | | | |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
--------------------------	--------------------------	-----------------------	-----------------------

Support

- | | | | | |
|--|---|---|---|---|
| 22. The equipment that I have to work with allows me to perform at a high level. | 1 | 2 | 3 | 4 |
| 25. The organization sees to it that I have the resources I need to do my job. | 1 | 2 | 3 | 4 |

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APPENDIX I

Reporting Summary

It is important to assess your workforce planning needs in order to develop a valid workforce planning effort. Demographic data and workforce statistics can help you plan where you need to focus your initial workforce planning efforts.

A SCEIS Report Summary is provided on the State Human Resources Division [website](#) which describes the data provided by various SCEIS reports. Agencies who are not live in SCEIS may obtain demographic and workforce statistics by contacting their Human Resources Consultant.

The South Carolina Retirement System also has an Employer Services [website](#) where employers can access information about their employees' retirement eligibility.

Demographic data such as race, gender, salary, training activities, educational levels, and the like are critical to understanding the nature of your workforce and anticipating the current and future needs of the workforce and the organization when hiring new employees or replacing those who depart. Demographic information gathered from applicants that respond to position openings also helps determine the availability and quality of the applicant pool for certain positions and the kinds of recruitment strategies that can attract them to your agency.

Effective workforce planning requires an examination of the following employee-specific data:

- 1. Employee Name**
- 2. Age**
- 3. Race**
- 4. Gender**
- 5. Hire Date**
- 6. Class code**
- 7. Pay band**
- 8. Salary**
- 9. County of Employment**
- 10. Separation date**

11. Educational level

12. Number of filled FTEs by organizational unit

13. Training

14. Employment History

15. Organizational Unit -enables the agency to track employee program area

16. Additional Agency-Specific Employee Data

SAMPLE REPORT FORMATS

Agency Turnover Data – Aggregate
Reporting Period: xx/xx/xx – xx/xx/xx

	Pgm. 1	Pgm. 2	Pgm. 3	Pgm. 4	TOTAL
No. Employees at Start Date					
No. of New Hires					
No. Voluntary Separations					
Other Employment					
Retirement					
Personal					
No. Involuntary Separations					
Other Separations					
Disability					
Death					
TOTAL					

Number of Employees at End Date _____

Avg. Employment During Period _____

Turnover Rate During Period _____

Voluntary Separations by Demographic Characteristics

Reporting Period: xx/xx/xx – xx/xx/xx

Educational Level by Race and Gender

	BM	BF	WM	WF	OM	OF
Education						
Under 12						
12						
14						
16						
18+						
TOTAL						

Voluntary Separations by Demographic Characteristics
Reporting Period xx/xx/xx – xx/xx/xx

Age by Race and Gender

	BM	BF	WM	WF	OM	OF
Age						
18 - 29						
30 - 39						
40 - 49						
50 - 59						
60 +						
TOTAL						

Organizational Unit by Race and Gender

	BM	BF	WM	WF	OM	OF
Program Area						
Program 1						
Program 2						
Program 3						
Program 4						
Program 5						
Program 6						
TOTAL						

Voluntary Separations by Retention Factors

Reporting Period: xx/xx/xx – xx/xx/xx

Frequency of Responses by Rating Category

<u>ITEM</u>		Agree	Disagree	No Opinion
1.	I knew what was expected of me at work.			
2.	I had the materials and equipment I needed to do my work right.			
3.	I had the opportunity to do what I do best each day.			
4.	I received recognition or praise for doing good work.			
5.	My supervisor, or someone at work, seemed to care about me as a person.			
6.	There was someone at work who encouraged my development.			
7.	At work, my opinions seemed to count.			
8.	The mission/purpose of my company made me feel my job was important.			
9.	My fellow employees were committed to doing quality work.			
10.	I had a best friend at work.			
11.	In the last six months, someone at work talked to me about my progress.			
12.	This last year, I had opportunities to learn and grow at work.			
	TOTAL			