

WORKFORCE HORIZONS

Planning Tomorrow's Workforce Today

Louisiana Department of Civil Service

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UPCOMING SURVEY OF AGENCY WORKFORCE PLANNING ACTIVITIES

Later this month we will be sending an online Workforce Planning survey to many state agencies. The purpose of the survey is to compile some statewide information on what types of workforce planning activities are being done and what issues are important to agencies. We also want to identify workforce planning topics for which agencies may desire training or assistance. If you are on the distribution list for this newsletter, you may be one of the persons to receive the online survey. It will be a short survey of about 15-20 questions, mostly multiple-choice, but a few open-ended ones.

We will be using Survey Monkey software that is very user friendly and allows us to easily compile statistics and graphs on percentages of persons choosing each response. When you have completed the survey you will be able to send it to us

WORKFORCE PLANNING MAXIM OF THE DAY

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity” – **George S. Patton**

directly by clicking on the “DONE” button at the end of the survey. You won’t have to copy it and send it as an email attachment. We hope to tabulate the results in September and will share them with state agencies when they are available.

NASPE WORKFORCE PLANNING WEB CONFERENCE ON PUBLIC SECTOR RECRUITING

The fourth and final conference in this series is planned for Wednesday, September 20 at 1:00 p.m. It will focus on recruiting in the public sectors. Confirmed presentations include: South Carolina--Referral bonus program; Wyoming--Corrections officer recruitment; Michigan--Co-op program and engineer recruitment; and New York--Nursing and other specialty recruitment efforts.

There is a \$50 registration fee for the web conference. For online registration go to: <http://secure.csg.org/forms/naspe/workforce%20planning%20web%20conference.htm>.

FINDINGS FROM EMERGING WORKFORCE® STUDY

The Emerging Workforce Study is a research project commissioned by Spherion® Corporation to track and analyze changes in the American workforce in relation to ongoing social and economic events. It was begun nearly a decade ago. One part of the study evaluates eight drivers of retention:

1. Financial compensation
2. Benefits
3. Growth and earnings potential
4. Time and flexibility
5. Management climate
6. Supervisor relationship
7. Culture and work environment
8. Training and Development

One discovery is that the factors that drive retention of employees shift and re-shift in importance as the economy and workforce values change. For example, in the 1999 study, employees rated training and development provided by an employer as a top retention factor. This has changed. Perhaps because of rising benefit costs and long periods with few pay raises, compensation and benefits have moved to the top retention factor in the eyes of many employees. Training and development was rated last of eight retention factors by employees in the 2005 study.

The Emerging Workforce Study also reveals a disconnect between what employers think will retain employees and what employees actually want. For example, employers rated time and flexibility as last of eight retention factors. But employees are more and more concerned with work / life balance. They are interested in programs such as flextime, job sharing, telecommuting and sabbaticals. They rated time and

flexibility as their top retention factor after financial compensation.

Although this study was conducted with private sector employers, the data has some interesting implications for the public sector. Often the public sector finds it hard to compete with private industry in recruitment on the basis of compensation and benefits alone. However, the increasing employee interest in work / life balance creates a potential recruitment opportunity for the public sector. If public sector employers can offer flextime, job sharing, generous personal leave or other work / life balance enticements, employees might forgo a certain amount of monetary compensation in favor of these other benefits.

Here are some interesting statistics from the study:

- ◆ Whereas employers believe only 14% of their workforce will leave within the next year, the actual figure of employees planning to leave their current employer within the next year is 40%
- ◆ 86% of workers rate work fulfillment and balance as a top career priority
- ◆ Only 35% of workers cite being successful at work and moving up the organizational ladder as one of their top priorities
- ◆ A third of workers in the 25-39 age group feel burned out on their jobs; 28% of all workers feel the same
- ◆ 96% of workers find an employer more attractive when the employer helps them meet family obligations by providing flex-time, job sharing, telecommuting or other work / life

balance options. Employees who were offered and participated in such programs reported a 20% increase in likelihood of staying with their employer for the next five years.

For more on the Emerging Workforce Study go to www.spherion.com/press/emerging_workforce/EWF_introduction.jsp

QUOTE OF THE DAY

“He who every morning plans the transaction of the day and follows out that plan, carries a thread that will guide him through the maze of the most busy life. But where no plan is laid, where the disposal of time is surrendered merely to the chance of incidence, chaos will soon reign.”

– *Victor Hugo*

RECOMMENDED READING

Public Personnel Management, Volume 33, No. 4, Winter 2004. This is a special issue devoted entirely to Workforce and Succession Planning and all the articles in it are good. The following three articles from this issue are particularly recommended:

“Case Study: Henrico County, Virginia: Succession Management: A Developmental Approach,” by Sheryn R. Holinsworth. This article has a really good description of how to develop your internal employees via career development plans tied to competencies identified by job analysis in order to provide for succession planning.

“Introducing Technical (Not Managerial) Succession Planning,” by William J. Rothwell and Stan Poduch. This article makes the distinction between the two types of workforce planning. The first is finding replacement people or developing

replacements. The second is preserving the institutional knowledge or knowledge management.

“Bridging the Knowledge and Skills Gap: Tapping Federal Retirees,” by Jay Liebowitz, This article has great ideas about using retirees or retaining employees close to retirement as a strategy for preserving corporate knowledge.

For more information about the journal Public Personnel Management, go to www.ipma.hr.org

CREDITS

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Purpose: The purpose of the Workforce Horizons is to educate readers about workforce planning issues and best practices, inform them about upcoming Civil Service workshops and training related to workforce planning and to provide practical job aids to assist agencies with workforce planning.

Comments and submissions: We welcome questions about workforce planning and suggestions for improvements to the newsletter as well as submissions of articles about what your agency is doing in workforce planning. Questions, comments, and requests to be added to the distribution list for the newsletter should be sent to the editor.

Current and Back Issues are accessible under “Workforce Planning Newsletter” in the HR Reference section of the Civil Service web page at www.civilservice.louisiana.gov