

WORKFORCE HORIZONS

Planning Tomorrow's Workforce Today

Louisiana Department of Civil Service

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GOVERNMENT PERFORMANCE PROJECT

The Government Performance Project (GPP) is a non-partisan, independent research program that evaluates how well state governments perform their basic management functions. The research team is made up of academics and journalists. The project gives states information they can use to improve management and achieve their goals. States are graded in four categories (Money, People, Infrastructure, and Information) using an “A,” “B,” “C” grading system and the results are published in Governing Magazine.

Louisiana got an overall grade of “B” in 2005. We also got a “B” in the “People” category, which is the area of most concern to Human Resources professionals. A large part of this was based on the strength of our training programs in the state. The report

WORKFORCE PLANNING MAXIM OF THE DAY

“Leadership and learning are indispensable to each other” – **John F. Kennedy**

issued on Louisiana indicated that our key opportunity area is in workforce planning. Currently we have a mixture of formal and informal processes with much of it decentralized. The 2005 report noted that one particular problem in Louisiana is in retention of new hires; we lose an above average number of new hires to termination or resignation. For more on the GPP project or to view the entire report on Louisiana, go to <http://results.gpponline.org>

In order to benefit from the information GPP has provided us, the Department of Civil Service will continue promoting workforce planning throughout the state in the upcoming year. This will include development and delivery of additional seminars, courses and workshops by Civil Service and CPTP and development of job aids related to workforce planning. We also want to facilitate exchange of information among agencies about workforce planning issues that are important to them and what they are doing in the area of workforce planning.

In addition we will be documenting and assembling information on what is being done. All of you are doing workforce planning even though you may not call it that. Submitting an annual budget document requesting needed positions is a component of workforce planning. Planned training for employees is workforce planning. Recruiting and retention efforts are workforce planning. In order to help us assess the "state of the state" with respect to workforce planning, Civil Service will be sending out a survey to agencies later this month. It will consist of 20-25 multiple choice and short answer questions. When it is completed, we will tabulate the results and make them available to all agencies.

We would like to make Louisiana a leader in workforce planning because that is how we build a better Louisiana and a government that is more efficient, more effective and more responsive to the needs of our citizens. The old saying is that a chain is only as strong as its weakest link. Workforce planning makes sure you have no weak links. We need all agencies to work together to make this happen. So join the team. Let's start building a better Louisiana through workforce planning.

NEED FOR JOB PROFILING COURSE EXPRESSED AT SEPTEMBER 25 WORKFORCE PLANNING SEMINAR

On September 25, 2006, Civil Service delivered a half-day seminar that was a shortened version of the workforce planning workshop held in July. Fifty people attended. Feedback indicated that the shortened version was more popular than the one-day workshop. Therefore, if we deliver this again, it will be in the half-day format.

Participants at the seminar expressed a desire for more training and assistance in the

area of job profiling. This was also expressed at the July workshop. In response, Civil Service is developing a training course in job profiling that will give participants the opportunity to do an actual job profile during the course. The course is intended for practitioners who will actually do job profiles. The various uses of job profiling will also be covered. We expect to have the course ready around the end of February 2007.

WORKFORCE PLANNING TERMS

Workforce planning has its own specialized vocabulary and a variety of definitions abound for the most common terms. In order to standardize our usage, the Department of Civil Service is adopting the definitions used by the Government Performance Project and Governing Magazine where available. We will be using these definitions in future publications and reference materials. Below are four common terms and their definitions taken from the glossary on the GPP web site:

Workforce plan

Documentation of the systematic assessment of the current and future capacity of the state government or agency workforce, which outlines the actions the state or agency needs to take to respond to the future employment needs of the state government or agency.

Workforce planning

A systematic assessment of the current and future capacity of the state government workforce. The assessment should include both external factors (such as the availability of skills in the labor market) and internal factors (such as the age and competencies of the state workforce) The analysis is used to assess whether the future skill needs of state government will be met by promoting current employees, by training employees,

by recruiting new employees, or by contracting out services

Succession planning

A systematic and deliberate plan to ensure leadership continuity in key state government positions and to encourage individual development of state employees. The process should identify potential replacements for key state government positions and provide strategies for developing and/or acquiring individuals to meet future state government needs.

Competency:

A knowledge, skill, ability, personal quality, experience, or other characteristic, such as value, motivation, and initiative, that contributes to job performance and/or the achievement of state government goals.

QUOTE OF THE DAY

“The fool doth think he is wise, but the wise man knows himself to be a fool.” – **William Shakespeare**

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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