

WORKFORCE HORIZONS

Planning Tomorrow's Workforce Today

Louisiana Department of Civil Service

Volume Two, Issue 12: March 2007

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UPCOMING JOB PROFILING TRAINING

Many agencies have expressed interest in training in job profiling. Job profiling is a systematic process of identifying important tasks and competencies required for particular jobs. Job profiling can be used in a variety of human resources applications including workforce planning, recruitment and selection, training, and performance evaluation.

To respond to this need, Civil Service has developed a three-part process.

Part 1: Introduction to Job Profiling Course
– A half-day course covering the basic steps

of job profiling. Persons attending will receive a binder containing 21 pages of text plus appendices and exercises. The text is primarily for the attendees to take home for later reference. The instruction includes a power-point slide presentation with periodic reference to the text, plus nine exercises which give attendees practice developing task and competency descriptions and evaluating tasks and competencies for particular jobs. This course has been developed and piloted internally. It will be delivered to agencies in May of 2007.

“Teachers open the door. You enter by yourself.” – Chinese Proverb

Part 2: Job Profiling Workshop – This will be a follow-up to the Introduction to Job Profiling course delivered by Civil Service Staffing Division personnel about two or three weeks after the Introduction course. Having completed the Introduction to Job Profiling Course will be a pre-requisite to attending this workshop. The workshop will be smaller in size with only about 15 persons per workshop. Workshop attendees will be asked to bring position descriptions of a job class they want to work with to the workshop. The workshop will give attendees more in-depth practice in developing task and competency lists and

evaluating tasks and competencies using rating scales. Since each attendee will be dealing with a specific job class of interest to them, the final product will be an initial task and competency list that they can take back to Subject Matter Experts (such as incumbents in the job) at their agency who will further refine and develop the descriptions and ratings for some specific purpose such as developing training criteria or structured interview criteria.

Part 3: Job Profiling Agency Assistance –

This will not be a course or workshop but will be a follow-up on-site visit to an agency that attended the Part 2 Job Profiling Workshop. During these on-site visits, Civil Service staff will provide assistance to agency staff in working with Subject Matter Experts within the agency to further refine and evaluate the task and competency lists developed in the workshop toward a particular purpose such as developing selection or training criteria.

The final product for a person participating in all three parts of the job profiling training will be a job profile for a particular job class that is of importance to the agency.

Depending on what particular application or use of the job profile that the agency intends, Civil Service may be able to provide additional assistance upon request.

“I have never let my schooling interfere with my education.” – *Mark Twain*

HOW PREPARED IS YOUR AGENCY? A WORKFORCE PLANNING SELF-ASSESSMENT

With the aging workforce, pending retirements and other changes on the

horizon, have you taken the steps necessary to ensure that you get the right people, with the right skills, into the right jobs at the right time?

The checklist below represents typical actions taken to implement workforce planning. Use it to evaluate your current workforce planning efforts to determine areas of strength and areas that you still need to work on.

1. We have retirement eligibility data on all employees in key positions
2. We have identified key positions likely to be vacated within the next five years
3. We know our current and projected aggregate turnover rates
4. We have identified critical knowledge, skills and abilities needed for key positions
5. We have implemented a process to identify / develop a pool of potential replacements for key positions
6. We have evaluated the potential impact of technology changes, possible reorganizations, budget, etc., on the workforce
7. We know why employees who leave choose to do so
8. We know why employees who stay choose to do so
9. Our strategic plan addresses the human resources needed to accomplish our goals and objectives

10. Our recruiting efforts identify and attract the kind of applicants we need
11. Our managers create a work climate that fosters retaining high performers
12. Employees have individual training plans designed to support the organization's mission
13. We use a variety of methods to assure transfer of knowledge by experienced employees prior to retirement
14. We use employee satisfaction surveys to identify opportunities for organizational improvements
15. We make optimum use of flexible pay options
16. We make use of work / life balance incentives (e.g. flextime, part-time work, educational leave)

USE THE INTERNET IF YOU WANT TO RECRUIT COLLEGE STUDENTS

According to a January 2007 poll² by CollegeGrad.com, college students consider the Internet their primary source of information about entry – level job opportunities. This is a tremendous change from even ten years ago when the Internet played a minor role in college recruitment. The exact survey results were as follows:

What is your best source of entry – level job information?

The Internet – 59%
 Job Fairs – 19%
 Career Center – 13%
 Classmates – 9%

As can be seen, the Internet outranked all other sources combined. The Internet has helped level the playing field of competition since college students are no longer restricted to employers who visit the campus but can find out about jobs nationwide and disseminate their resumés accordingly.

Remember that the Civil Service JOB SEARCH site provides state agencies the means to post entry-level vacancies to attract the college graduates you need.

² “College Students Say Internet is the #1 Source of Job Information,” CollegeGrad.com, Inc., HR.COM – The Human Resources Portal

CREDITS

Editor: Max Reichert, Workforce Planning Assistant Division Administrator (email: max.reichert@la.gov)

Issued: Monthly

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