



2016 Annual Workforce Planning Survey

Department of State Civil Service

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EXECUTIVE SUMMARY



To provide human resource services and programs that enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana."

- State Civil Service Mission

The annual workforce planning survey was conducted in October 2016. The survey, which was sent to Executive branch agencies and educational entities, yielded a 67% participation rate. The 2016 survey is similar in content to the 2015 survey. Responses provided by the major agencies that participated in the survey are arranged by subject category and are summarized and highlighted below.

The economic and business climates look very similar in 2016 as in 2015 with agencies continuing to address budget cuts due to declining revenue. Agencies are still concerned about turnover, using pay mechanisms to attract talent, and using recruiting efforts to fill vacancies. Budget concerns are

also an issue for more than half of the agencies who responded.

While agencies are still using budget friendly options to attract and retain new talent such as job sharing, telecommuting, rewards and recognitions, and flexible work hours, the majority of agencies indicated they use various pay mechanisms to attract and retain current employees. As with last year, agencies are still concerned about reductions in force. This trend will likely continue until budgets and the economy stabilize.

2016 Workforce Planning Survey Results

IMPORTANT WORKFORCE PLANNING CONSIDERATIONS FOR 2016

The survey data indicates that respondents show significant concern for the impact of retirements, budget cuts, and attracting/retaining employees due to pay.

Retirements

- In 2016, 55% of agencies are concerned about the number of retirements within the next 5 years.

Budget Cuts

- 77% of the respondents to the 2016 survey said that budget cuts are still a very important workforce consideration for their agency.
- Additionally, 18% said that Layoffs/Reductions in Force are of concern to them.

Institutional Memory

- In 2016, 73% of agencies are concerned with the loss of institutional memory due to expected retirements.

Attracting/Recruiting Employees

- 86% of respondents indicated issues with attracting and retaining employees due to pay. 45% of respondents also indicated issues with attracting and retaining employees due to budget concerns.

Training

- 55% of respondents indicated a need for training for current employees to prepare them for career advancement within the agency.

IMPLEMENTED COMPONENTS OF WORKFORCE PLANNING

73% of respondents indicated they had identified key positions likely to be vacated within the next five years.

41% of respondents have identified critical competencies needed for key positions.

27% of respondents indicated they have implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost.

45% of respondents indicated they had implemented training for employees to provide them with appropriate knowledge and skills.

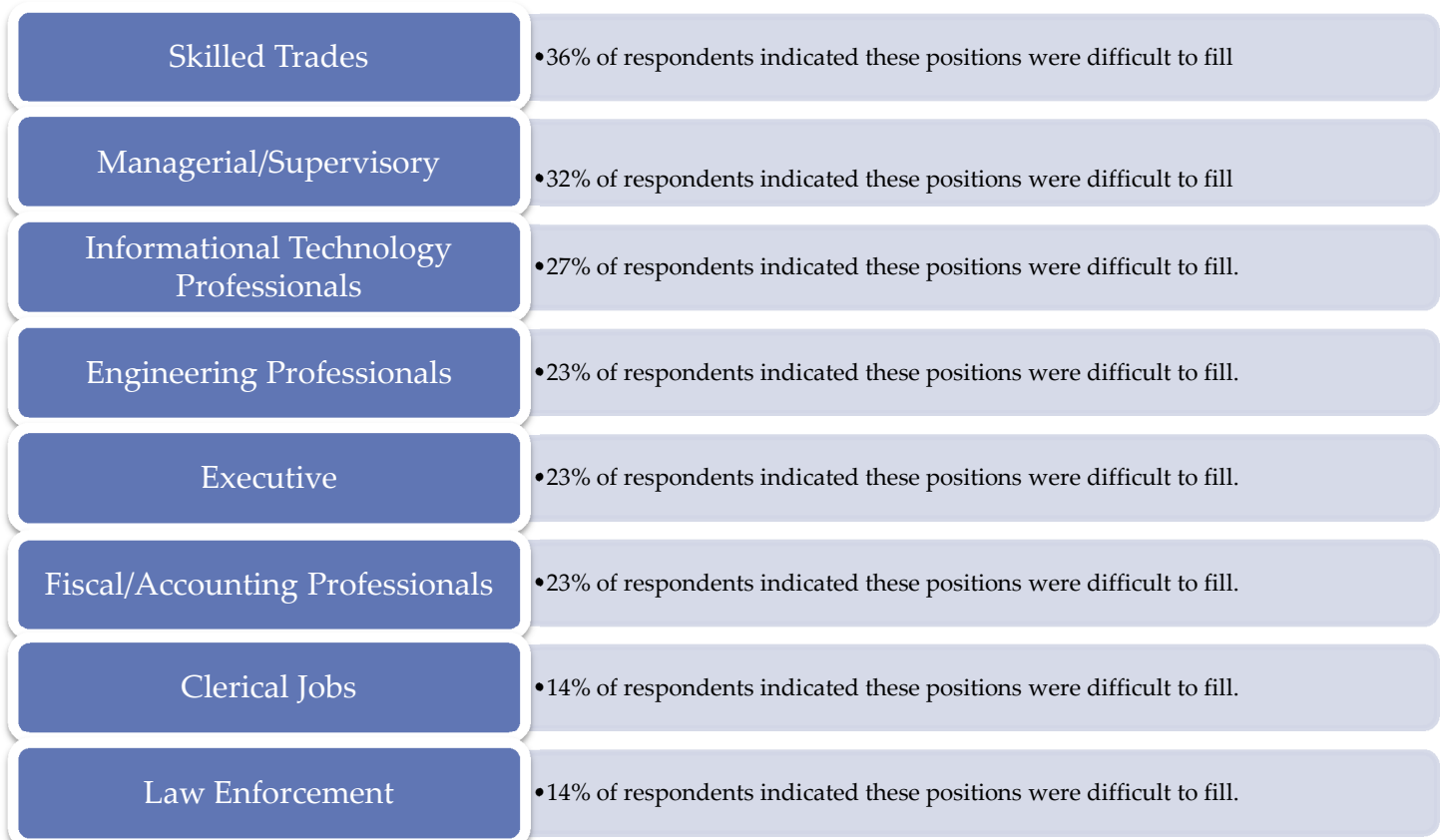
RECRUITING AND HIRING

Due to the current economic climate, recruiting efforts have been reduced by most agencies. However, while the need to recruit is not as great on an ongoing basis, there are still many essential jobs in specific areas that must be filled even during hiring freezes and budget shortfalls. Agencies continue to use the following array of recruiting tools listed below to maintain their market presence in 2016:

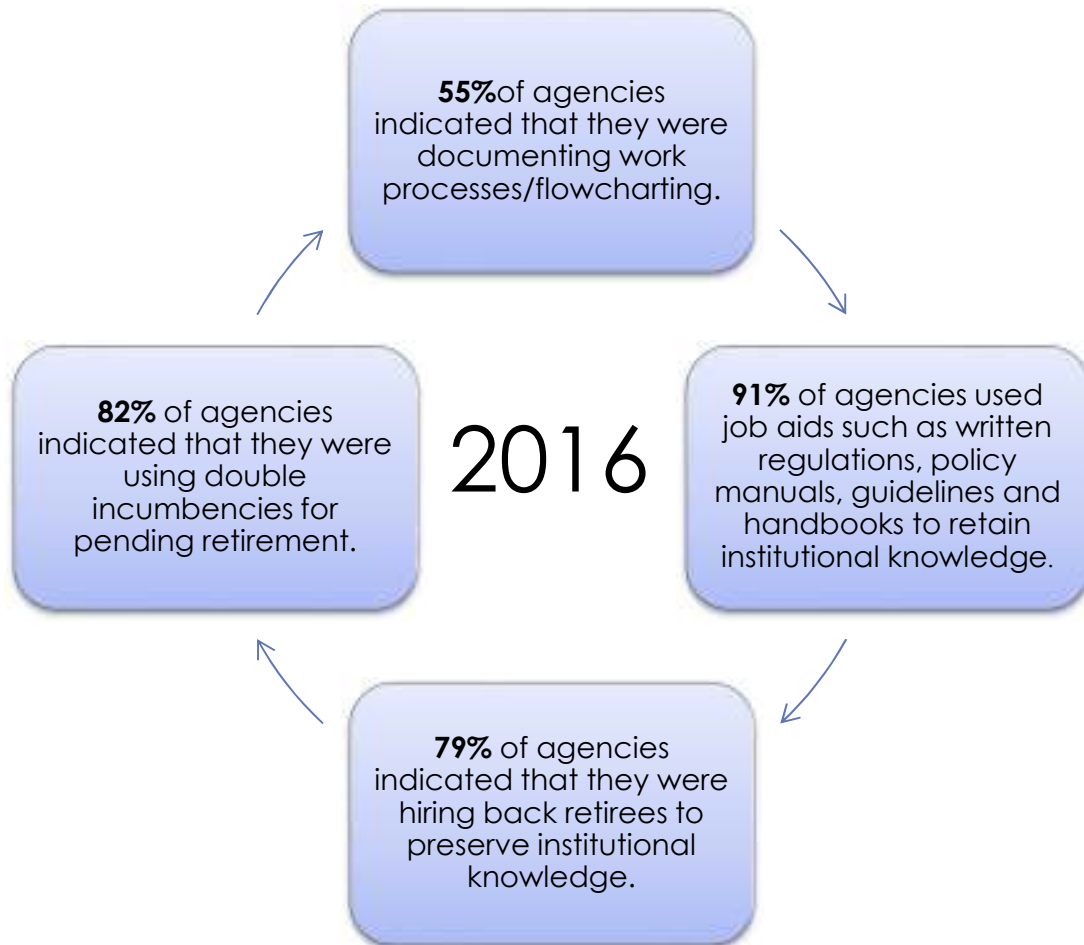
- *Paying above minimum of range (Special Entrance Rates, pay for extraordinary qualifications/credentials, etc.)*
- *Posting vacancies on internet job boards other than La Careers*
- *Career fairs*
- *Professional journals/associations*
- *Premium pay*
- *Student intern programs*
- *Social media*
- *Referrals by current employees*
- *Special pay*
- *Newspaper ads*

MOST DIFFICULT TO FILL JOBS

Survey respondents were provided with several job categories and asked to indicate which are the most difficult to fill.



PRESERVING INSTITUTIONAL KNOWLEDGE



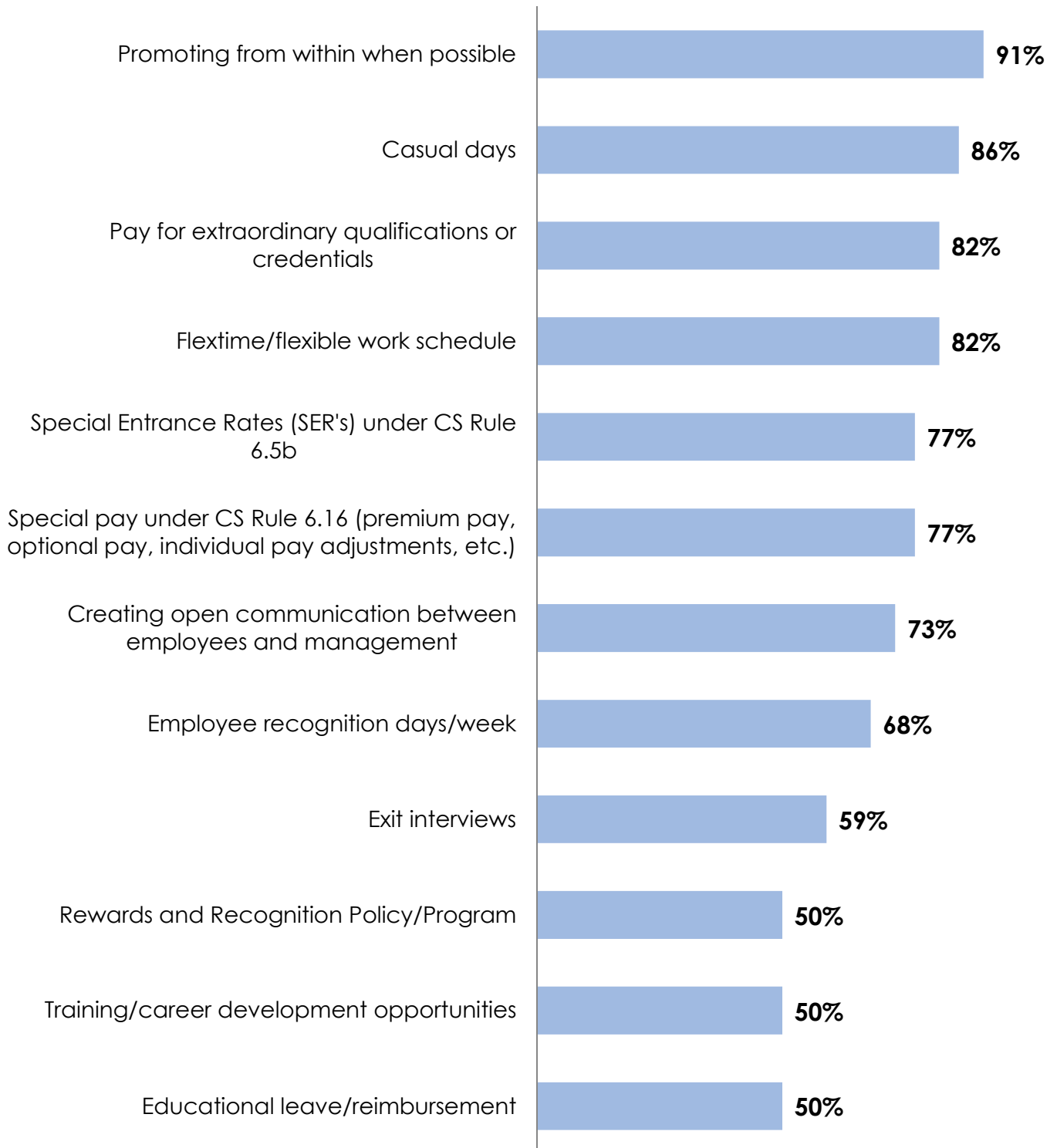
TRAINING

Survey respondents were asked to identify which types of training were used at the agency in order to train employees for possible career development. Agencies mostly used the following training mechanisms for employees in 2016:

- *CPTP*
 - *Mandatory supervisory courses*
 - *Non-mandatory Managerial/Leadership courses*
 - *Computer/Software courses*
 - *Professional development courses*
 - *Professional certificate courses*
- *Online or computer based training or webinars*
- *Outside seminars and workshops*
- *Cross-training through various assignments in equivalent positions*
- *Classroom training using agency trainers*
- *Assistance paying for college courses/tuition*
- *Assistance/reimbursement for work related certifications/licensures*
- *Creation of individual development plans for employees or groups of employees targeting development toward specific career goals*

EMPLOYEE RETENTION

Survey respondents were asked to identify which employee retention mechanisms were used at the agency in 2016.



LIST OF SURVEY RESPONDENTS

Executive Branch

1. *Division of Administration*
2. *Department of Agriculture and Forestry*
3. *Department of Children and Family Services*
4. *Department of State Civil Service*
5. *Department of Culture, Recreation and Tourism*
6. *Department of Economic Development*
7. *Department of Environmental Quality*
8. *Department of Natural Resources*
9. *Louisiana Public Service Commission*
10. *Louisiana Secretary of State*
11. *Department of Transportation and Development*
12. *Department of Veterans Affairs*
13. *Department of Wildlife and Fisheries*
14. *Louisiana Workforce Commission*
15. *Louisiana Department of Health*
16. *Department of Insurance*
17. *Department of Public Safety*

Higher Education

18. *Louisiana Tech University*
19. *Nicholls State University*
20. *Northwestern State University*
21. *Southeastern Louisiana University*
22. *University of New Orleans*

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