



# 2015 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 2015. The survey, which was sent to Executive branch agencies and educational entities, yielded a 64% participation rate. The 2015 survey is similar in content to the 2014 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 2015 as in 2014 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.

# 2015 Workforce Planning Survey Results

## IMPORTANT WORKFORCE PLANNING CONSIDERATIONS FOR 2015

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 2015, 58% of agencies are concerned about the number of retirements within the next 5 years.

### Budget Cuts

- 68% of the respondents to the 2015 survey said that budget cuts are still a very important workforce consideration for their agency.
- Additionally, 26% said that Layoffs/Reductions in Force are of concern to them.

### Institutional Memory

- In 2015, 79% of agencies are concerned with the loss of institutional memory due to expected retirements.

### Attracting/Recruiting Employees

- 84% of respondents indicated issues with attracting and retaining employees due to pay. 58% of respondents also indicated issues with attracting and retaining employees due to budget concerns.

### Training

- 42% of respondents indicated a need for training for current employees to prepare them for career advancement within the agency.

## IMPLEMENTED COMPONENTS OF WORKFORCE PLANNING

68% of respondents indicated they had identified key positions likely to be vacated within the next five years.

26% of respondents have identified critical competencies needed for key positions.

32% of respondents indicated they have implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost.

58% of respondents indicated they had implemented training for employees to provide them with appropriate knowledge and skills.

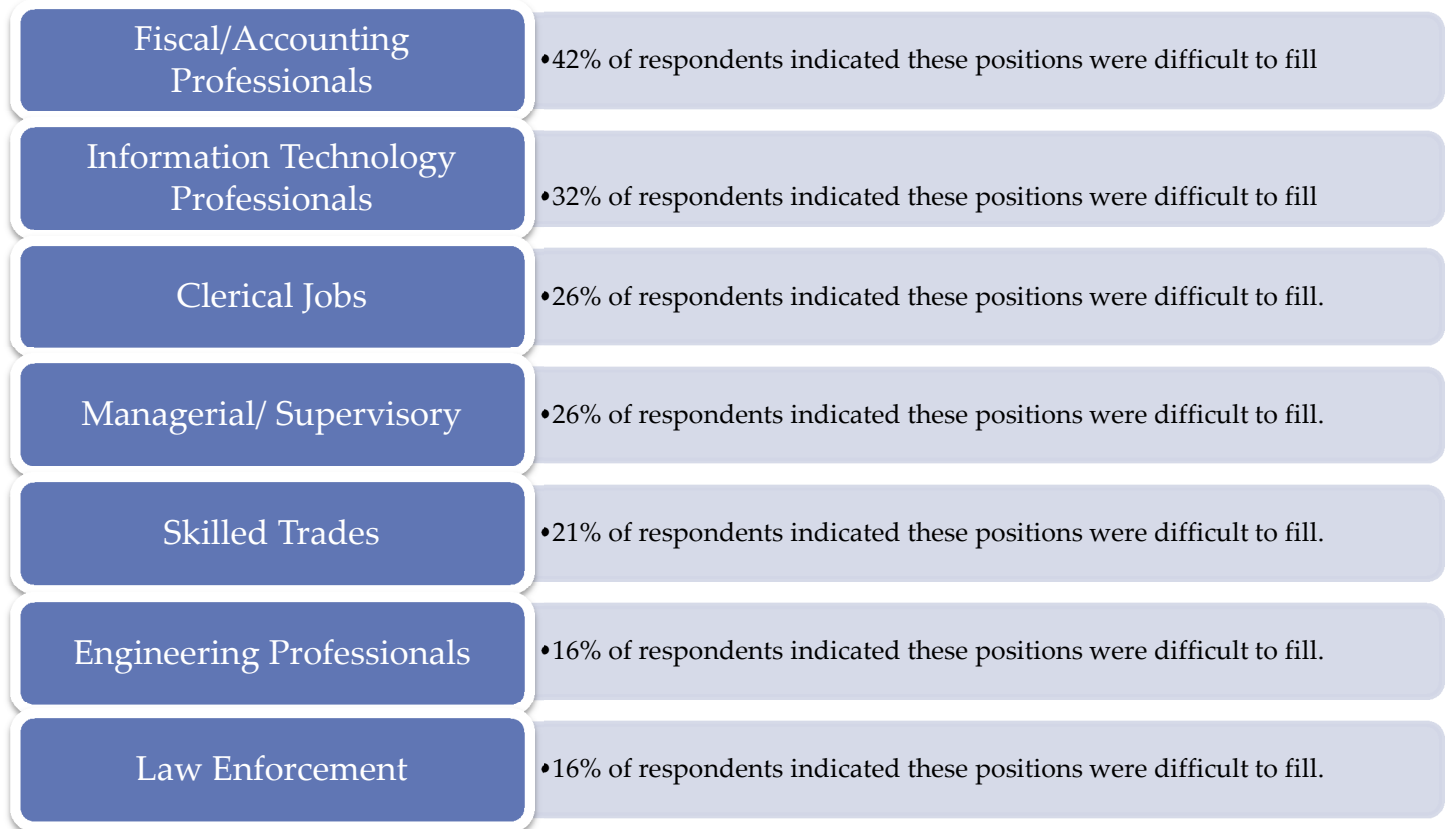
## RECRUITING AND HIRING

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 2015:

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

## MOST DIFFICULT TO FILL JOBS

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



## Job Titles with Highest Turnover Rates

The statewide turnover rate for FY 2014-2015 was 16.09% which is down from the FY 2013-2014 rate of 23.78%. The statewide voluntary turnover rate for FY 2014-2015 was 12.38% which is down from the FY 2013-2014 rate of 14.53%. While there was an overall decrease in statewide turnover there still continues to be a decrease in the number of state employees. The positions listed below had the highest turnover rates.

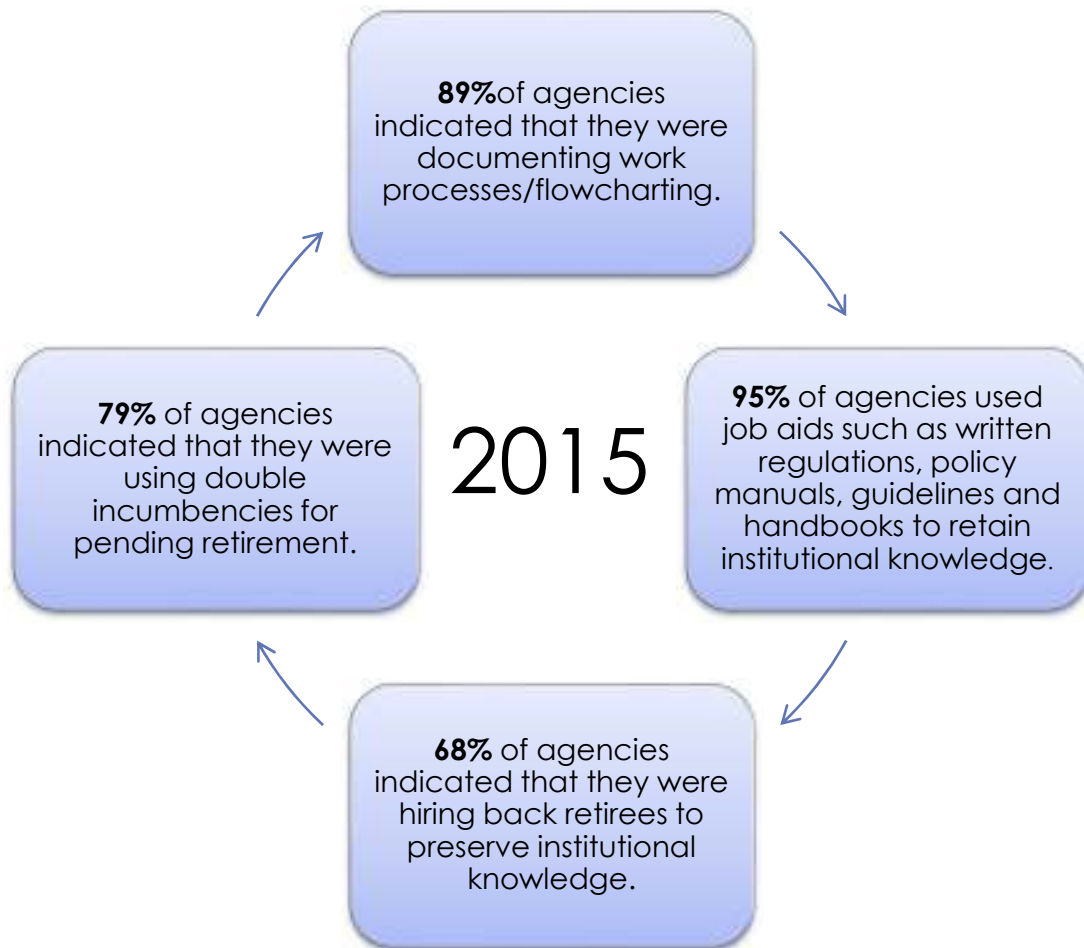
Job Title	Voluntary Turnover	Total Turnover
Corrections Cadet	82.98%	161.28%
Juvenile Justice Specialist 1	94.20%	134.78%
Residential Services Specialist	35.48%	66.13%
Nursing Assistant 2	30.35%	57.20%
Child Welfare Specialist Trainee	23.44%	55.07%
Laborer	24.91%	53.13%
Custodian 1	25.00%	40.79%
Food Services Specialist 3	30.00%	38.46%
Social Worker 3	31.37%	38.33%
Social Services Analyst 1	18.92%	37.91%
Education Program Consultant 3	23.39%	36.49%
Corrections Sergeant	30.00%	32.70%
Probation and Parole Officer 1-Adult	22.22%	32.00%
Juvenile Justice Specialist 2	29.03%	31.48%
Child Welfare Specialist 1	21.98%	31.45%
Practical Nurse/Licensed 2	16.71%	30.77%
Mobile Equipment Operator 1	22.56%	28.81%
Police Officer 2-A	16.27%	27.18%
Corrections Guard/Therapeutic	15.00%	27.12%
Registered Nurse 2	19.30%	26.67%

**Voluntary Turnover :**  
Separations from state service due to resignation, retirement or death.

**Involuntary Turnover :**  
Separations from state service through dismissal, layoff, separation during probationary period, or non-disciplinary removal.

**Total Turnover :**  
Voluntary Turnover + Involuntary Turnover

## PRESERVING INSTITUTIONAL KNOWLEDGE



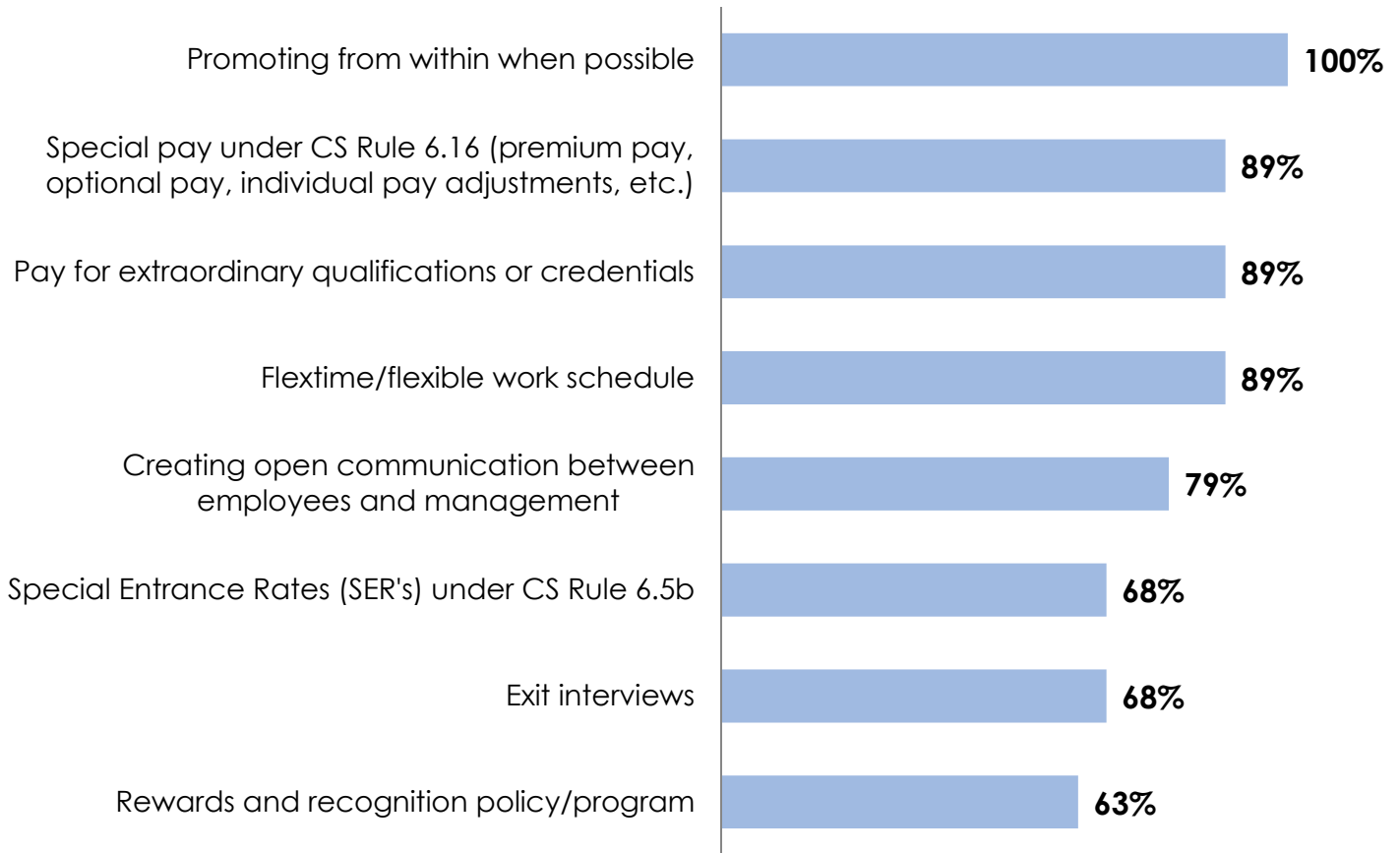
## TRAINING

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 2015:

- Online or computer based training or webinars
- CPTP
  - Mandatory supervisory courses
  - Non-mandatory Managerial/Leadership courses
  - Computer/Software courses
  - Professional certificate courses
  - Professional development courses
- Outside seminars and workshops
- Cross-training through various assignments in equivalent positions
- Classroom training using agency trainers
- Mentoring by a more experienced employee
- Assistance paying for college courses/tuition
- Rotating employees in and out of higher-level position (through detail) to determine ability and interest

## EMPLOYEE RETENTION

Survey respondents were asked to identify which employee retention mechanisms were used at the agency in 2015.



## VETERANS

Survey respondents were polled to determine what steps were implemented in order to assist returning veterans secure a place in Louisiana's state workforce in 2015. The following mechanisms were used to see that veterans received assistance in their search for employment with the State of Louisiana:

- *Interviewing applicants with Veterans Preference Points or made other efforts to see that veterans were considered for employment*
- *Using the veterans testing exemption*
- *Participating in programs that assist veterans such as Army PaYS, Hero 2 Hired, etc.*
- *Attending veterans career fairs*



# LIST OF SURVEY RESPONDENTS

## **Executive Branch**

1. Department of Health and Hospitals
2. Louisiana Workforce Commission
3. Department of Natural Resources\*
4. Department of Wildlife & Fisheries
5. Department of Environmental Quality
6. Coastal Protection and Restoration Authority
7. Department of Transportation and Development
8. Department of State Civil Service
9. Louisiana Public Service Commission
10. Secretary of State
11. Department of Insurance
12. Department of Children and Family Services
13. Department of Culture, Recreation and Tourism
14. Department of Public Safety
15. Department of Treasury
16. LA Economic Development
17. Department of Agriculture and Forestry

## **Higher Education**

18. University of New Orleans
19. Louisiana State University
20. Louisiana Tech University
21. Nicholls State University

*\*The Department of Natural Resources provided a single response on behalf of DNR, the Department of Wildlife & Fisheries, and the Department of Environmental Quality.*

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