

South Carolina Workforce Plan-2006

Office of Human Resources – South Carolina Budget and Control Board

Background/History

Over the past five years the Office of Human Resources (OHR) has been engaged in promoting and developing workforce planning strategies to assist state agencies to effectively deal with emerging workforce issues. Initially, OHR's efforts were focused on promoting the need for workforce planning to state agencies through raising awareness of issues such as impending retirements and the overall benefits of workforce planning. For instance, OHR provided state government demographic reports to agencies that contained workforce characteristics and trend data. This information was gathered through the state's HRIS system and through written surveys completed by agencies.

In addition, OHR provided education on workforce planning issues and strategies in a variety of ways. OHR asked agencies to appoint a "Workforce Planning Champion" who would serve as the agency's representative at workforce planning educational meetings and promote workforce planning in the agencies. Numerous presentations and workshops were also offered to groups such as the Agency Director's Organization, the Human Resources Advisory Committee and agency senior management groups. More detailed information on these initiatives is included in previous workforce plans. (<http://www.ohr.sc.gov/OHR/wfplan/wfplan-archives.htm>)

Historical and Current Trends in Retirement

In 2001, a review of workforce demographics showed that 29% of the workforce would be eligible to retire or enter into TERI over the next five years. Current statistics for 2006 show that 45 % of those eligible to retire in 2001 are still employed, 27% entered the TERI program and 27% retired outright. If trends hold steady over the next five years, agencies will experience a slightly larger number of employees retiring with less than 10% returning to work in an FTE. Considering that a significant number of these employees may be in key leadership jobs, agencies have been encouraged to develop succession plans and knowledge transfer approaches among other workforce planning strategies.

The following presentation gives a more detailed picture of the previous and projected 5 year trends regarding retirements and Teri program participation. (<http://www.ohr.sc.gov/OHR/wfplan/OHR-sw.ppt>)

Synopsis of Workforce Demographics

Analyses of additional demographic reports show the following trends:

1. <http://www.ohr.sc.gov/OHR/statistics/EmployeeDemographicSheet.pdf>

On this page, the data show a variety of demographic trends in South Carolina state government. South Carolina's workforce reflects the overall state population, with whites comprising the majority at approximately 60% and black and other minorities comprising approximately 40%. Female employees outnumber males 60% to 40%. The state government population continues to age with the majority of workers ranging from 45-49 years of age. A salary level review reveals that the average pay rate for a classified position is \$35,033 and \$66,360 for unclassified employees. The average service time for a state employee is shown to be 12 years and the average educational level attained is an associate's degree. Other information shown includes: number of classified and unclassified positions, ethnic and gender distribution, and fringe benefit information.

2. <http://www.ohr.sc.gov/OHR/wfplan/AgenciesStatewide.pdf>

On this page, the charts show data based on: employees by band, gender, years of service, age brackets, ethnic distribution, and turnover rates. The trend data show that employees in Bands 1-3 have slowly decreased over the last five years, while those in Band 4 positions have gradually increased. Employees in Bands 5-10 have remained relatively stable over the past five fiscal years. Moreover, the trend data show the largest numbers of employees have been in state government service between 1 - 5 years. The age bracket chart shows the majority of employees over the past five years have been between the ages of 50-54 years. Turnover rates in state government have seen an increase over the last year with FY2006 experiencing a 15.58% turnover rate, up 2.54% from the FY2005 turnover rate. Part of this increase in turnover is due to the departure of the aging workforce.

3. http://www.ohr.sc.gov/wf_planning/WFP-index.phtml

This website provides workforce planning information on specific areas within agencies where employees are participating in TERI, are rehired retirees, or are eligible to retire within the next five years. OHR recognizes the importance of tracking the use of South Carolina state government's retired workforce.

The TERI summary section provides agencies information on current TERI employees and the TERI details section provides information on current participants broken down by occupational categories and subcategories. Currently, there are 3,911 employees participating in the TERI program. The majority of TERI participants are in administrative categories, with the most being in the Program Management subcategory.

The Retiree Summary page provides information on employees who have retired and returned to work and the Retiree Details page gives more detailed information by occupational categories and subcategories. Currently, there are 2,018 rehired retirees and the majority are in administrative categories, specifically in the Program Management subcategory. In addition, the Retiree Eligible section provides statistical data on employees who are eligible to retire within the next 5 years. Currently, there are 14,980 employees who are eligible to retire within the next 5 years. The average age of those eligible to retire is 59 years old and will decrease to an average of 53 years of age over the next 5 years.

Note: On-line demographics are updated on a regular basis

Summary of trends: The above demographic trends show that issues such as an aging workforce, diversity, the exodus of experienced leaders and a potentially higher turn over rate could all be significant factors in agencies having the human capital and talent needed to reach their strategic goals. OHR is addressing these issues through a number of initiatives listed below ranging from recruitment to retention strategies. In addition, OHR continues to assess agency workforce planning needs and respond to these needs through conferences, training, agency consultations and professional development meetings.

Current Initiatives

Enhanced website (<http://www.ohr.sc.gov/OHR/wfplan/wfplan-home2.htm>)

OHR has designed a workforce planning website that is user friendly and is focused on sharing current workforce planning information, practices and resources. Demographic information is updated on a regular basis and agencies' experiences with workforce planning strategies and techniques are posted.

Workforce Planning Champions Meetings (<http://www.ohr.sc.gov/OHR/wfplan/wfplan-archives.htm>)

Agency Workforce Planning Champions are appointed by their agency to lead workforce planning initiatives in the agency and to represent the agency at workforce planning champions meetings. The list of workforce planning champions was updated in the summer of 2006 and quarterly meetings continue. While previous meetings involved mainly OHR offering educational sessions, current meetings include agencies sharing their experiences with workforce planning strategies.

Talent Management Initiatives

Recruitment (<http://www.ohr.sc.gov/OHR/wfplan/wfplan-recruitment.htm>)

Recruitment strategies include a number of actions that have been on-going over the past several years such as career fairs, executive recruitment searches, assistance with hiring/interview teams for agency positions, telecommuting, and tuition assistance guidelines. The Referral Bonus program and the Healthcare Employees Recruitment and Retention program are two new initiatives designed to assist agencies with recruiting and retaining "hard to fill" positions.

In addition, OHR has presented information to the HR community on strategic recruitment initiatives in state government. The following presentation provides agencies various strategies for recruiting in today's job market and explains the need for agencies to be more proactive and innovative in their efforts. In reviewing and streamlining current employment processes, South Carolina state agencies are better able to compete in acquiring talent. (<http://www.ohr.sc.gov/OHR/wfplan/StrategicRecruitment.ppt>)

Development (<http://www.ohr.sc.gov/OHR/wfplan/wfplan-development.htm>)

Continuing developmental initiatives include OHR's professional certificate programs; the Associate Public Manager (APM) Program, the Certified Public Manager Program (CPM) and the Public Professional Development (PPD) Program. In addition, the Human Resource Development Program (HRPD) is an HR professional development program that is being offered in response to the wave of retiring HR leaders.

New modules on workforce planning are being offered through the CPM and HRPD programs and are specifically geared to educate managers and HR professionals on important workforce issues.

Continuing education has been provided to HR professionals through webinars sponsored by NASPE and other organizations. (<http://www.ohr.sc.gov/OHR/OHR-webinars.phtm>) OHR offers updates and cutting edge workforce planning techniques through conferences such as the Agency Directors and Human Resources Directors conferences. Workforce planning issues and strategies are also discussed and shared at on-going meetings such as the quarterly HR Advisory Committee meetings.

New initiatives include the Virtual Classroom with a variety of on-line courses for all state employees and the Supervisory Challenge, an interactive e-learning program for brand new supervisors. Also model individual development plans and knowledge transfer methods are publicized on OHR's website.

Retention (<http://www.ohr.sc.gov/OHR/wfplan/wfplan-retention.htm>)

Many of the retention strategies are similar to recruitment strategies; however, several reward and recognition programs are featured on the workforce planning website and OHR has provided consultation and assistance to agencies on implementing a reward and recognition program.

Workforce Planning Questionnaire (<http://www.ohr.sc.gov/OHR/wfplan/wfp-questionnaire.doc>)

OHR has transitioned from collecting information from agencies on their workforce planning issues and plans through an online survey to an oral questionnaire that is conducted with OHR consultants and agency representatives. This new method was developed to facilitate the exchange of information with agencies through a more personal communication method and to assist agencies with identifying possible solutions to their workforce issues. OHR consultants interviewed 19 agencies concerning their workforce planning strategies.

The majority of agencies interviewed have initiated strategies in their agencies to address workforce planning needs in the areas of recruitment and selection, retention, knowledge transfer, staff development, job classification and organizational change. The Summary Report indicates which strategies are used more frequently and which are used less often. (<http://www.ohr.sc.gov/OHR/wfplan/2007SummaryReport.pdf>)

Future Directions

Future goals are listed in OHR's 3 Year Plan (<http://www.ohr.sc.gov/OHR/3-YearStrategicPlanningActions.pdf>)