



# WORKFORCE PLANNING AGENCY DATA TOOLKIT

Developed by

The South Carolina Department of Administration's  
Division of State Human Resources

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# Overview

The Division of State Human Resources (DSHR) has created this toolkit of resources to identify agency workforce data you can capture as well as some tools to help you gather, analyze, report, and strategically use your agency's data. The toolkit is arranged as follows:

## **Section I: Recruitment Data**

This section lists the kind of data you will need to track your agency's recruitment activities. You may not have tracked this data previously, and some of this information may not be readily or currently available to you. To assist you in generating and analyzing this data, we have included a number of worksheets, formulas, and procedures. (For example: calculating recruitment costs, a guide to determining the time required to fill a position, etc.).

## **Section II: Retention Data**

This section lists the kinds of data you will need to monitor retention factors. We have included two samples of exit interviews that could be used to help you generate and analyze this data.

## **Section III: Work Environment Data**

This section addresses information you will need to assess and monitor your agency's workplace climate. A sample employee satisfaction survey is included to help you gather and analyze this data.

*The resources in this toolkit are intended to serve as a guide to your agency's efforts. We recognize that many organizations have procedures in place to capture much, if not all, of this information. These resources can provide assistance for agencies that need it and help identify a list of common data elements that best practice research shows to be critical for effective workforce planning. Feel free to duplicate these documents in their present form or use them as the basis for creating your own data tools. Based on your agency's specific needs, you may choose to track and analyze additional data elements.*



## Section One: Recruitment Data

Gathering and analyzing data on your recruitment activities is an important part of developing an effective workforce plan. Of special importance is the measurement of the time required to fill a position and the total costs of recruiting new employees.

Existing documents may capture much of this information. With slight modifications, additional valuable information could be captured and made a part of the process. With these additions, all of the elements necessary for the determination of relevant recruitment costs would be in place.

Effective workforce planning requires an examination of the following recruitment data:

- 1. Impact of Agency Geographic Location**
- 2. Recruitment Obstacles**
- 3. Recruitment Costs Suggested Resources:**

We suggest the following definitions and formulas for calculating the direct and indirect costs of recruiting a new employee to fill an existing FTE position. We have allowed for the inclusion of a number of discretionary costs, recognizing that many agencies have different policies and procedures regarding allowable costs when recruiting for positions.

### *Calculating Recruitment Costs*

The direct costs of turnover can be determined by adding the actual costs that arise from the recruitment activities required to replace departed employees. Much harder to quantify and measure are the indirect costs, including time spent processing separating employees and conducting exit interviews, lost productivity, lost opportunities, and other agency-specific activities.

Direct costs should include, at a minimum, the costs of advertising, time spent interviewing (the hourly rate, either an average or the actual rates, of the interviewing individuals), and the estimated training costs for the probationary period of the replacement employee. An additional measurement for indirect costs could include the cost of lost productivity for positions that are critical, expressed as a daily cost of vacant positions at entry level salaries.

### *Calculating Recruitment Costs*

Total recruitment costs can be found by adding the following:

- Advertising Costs
- Interview Teams Members' Average Hourly Rate X Number of Hours Spent Interviewing
- Probationary Period Training Costs
- Any additional (e.g. applicant travel reimbursement, relocation allowances, etc.)

- 4. Length of time to fill a position**

We recommend using the following definition when tracking the length of time required to fill a position: *the elapsed time from the actual posting of a position to the final acceptance of a job offer expressed in calendar days.*

Data collected on “continuously posted” positions would need to be qualified to allow for a valid time-frame average calculation. NEOGOV can be used to track this if information is entered into the system in a timely manner.

**5. Success in hiring measured in terms of % accepting offers.**

NEOGOVS can be used to track this if information is entered into the system in a timely manner.

**6. Quality of applicant pool measured in terms of the number (%) of applicants meeting preferred qualifications.**

NEOGOVS can be used to track this if information is entered into the system in a timely manner.

**7. Reasons applicants failed to meet preferred qualifications.**

Agencies may choose to gather this information in a way that allows internal and external candidate information to be examined separately. It may also be helpful to maintain a list of reason people declined employment offers.

## Section Two: Retention Data

State government, like other employers, will not be able to keep all of its desired employees. A certain amount of turnover is inevitable and even desirable. We must, however, measure and respond to the reasons employees leave as well as the reasons why others stay. Regardless of the reasons, a determination of valid separation issues is critical to the continued retention of the employees who remain.

Turnover can be costly, regardless of the reasons. Determining the reasons for and assessing the financial impact of turnover will assist in showing the value of effective recruitment activities and will go a long way towards helping in the development of employee retention initiatives.

Effective workforce planning requires an examination of the following retention data:

- 1. Terminations by job classifications**
- 2. Reasons for terminations**
- 3. Exit interview data Suggested Resource:**

### *Sample Exit Interviews*

An effective method to collect information from departing employees is the exit interview. While many organizations pay only cursory attention to exit interviews, those that perform this function well have found that there is no better way to identify work environment conditions that can contribute to turnover.

We have included two samples of exit interviews that are designed to collect pertinent information on the exiting employee and the work conditions and individual perceptions that may have contributed to the departure.

A properly executed exit interview can provide valuable information to the human resources director and to the management team of the agency. The following examples are meant to serve as templates for an organization to ask those questions that will result in measurable data from which analyses can be performed.

The samples that follow lend themselves to either completion by the exiting employee or completion by the interviewer during a formal exit interview process. In either case the method of collecting this information should be open and non-threatening, and the questions should focus on organizational issues. We have suggested a set of demographic data that should also be gathered on the exiting employee to assist in targeting recruitment areas and to help identify any potential areas of perceived preferential treatment.

## Employee Exit Interview Sample One

		Agree	Disagree	No Opinion
1.	I knew what was expected of me at work.			
2.	I had the materials and equipment I needed to do my work right.			
3.	I had the opportunity to do what I do best each day.			
4.	I received recognition or praise for doing good work.			
5.	My supervisor, or someone at work, seemed to care about me as a person.			
6.	There was someone at work who encouraged my development.			
7.	At work, my opinions seemed to count.			
8.	The mission/purpose of my company made me feel my job was important.			
9.	My fellow employees were committed to doing quality work.			
10.	I had a best friend at work.			
11.	In the last six months, someone at work talked to me about my progress.			
12.	This last year, I had opportunities to learn and grow at work.			

## Employee Exit Interview Sample Two

<b>My Supervisor</b>	
My supervisor recognized contributions that I made to the organization.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor set an example for others to follow.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor treated me with dignity and respect.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor gave me useful feedback on my performance.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor gave me timely feedback on my performance.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree

## Leadership

The leadership of this organization cares about people.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
The leadership of this organization sets a high standard of performance.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
The leadership of this organization has created an effective organizational structure.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
I felt that my work efforts contributed to the mission and goals of the agency.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree

## Organizational Commitment

I value the relationships that I have developed with others in the organization.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
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<p>Being in this organization was like being part of a family.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
<p>People in this organization look out for one another.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree

**Compensation/Benefits**

<p>The compensation I received was commensurate with my level of education and experience.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
<p>My pay was in line with the current market rates for people with my skills and experience.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
<p>The benefits I received were an incentive to remain employed by state government.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree

<p>I compared the value of the state's benefits plan with that of my new employer before making the decision to leave.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
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**Advancement/Growth**

<p>My job provided me with an opportunity to learn and grow professionally.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
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<p>This organization provided opportunities for promotion and/or advancement.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
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<p>I was given adequate training to do my job.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
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**Challenging Work**

<p>My job provided me with challenging work to do.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
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<p>I enjoyed the type of work that I did here.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
<p>My workload here was (check one):</p>	<input type="checkbox"/> Too much for one person <input type="checkbox"/> Occasionally heavy, but about right on most days <input type="checkbox"/> Just right – not over or under worked <input type="checkbox"/> Not enough – did not fully use my time

**Support**

<p>The equipment that I had to work with allowed me to perform at a high level.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
<p>The organization saw to it that I had the resources I need to do my job.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree

**Overall Satisfaction**

<p>What was your overall level of satisfaction with your job?</p>	<input type="checkbox"/> Strongly satisfied <input type="checkbox"/> Somewhat satisfied <input type="checkbox"/> Somewhat dissatisfied <input type="checkbox"/> Strongly dissatisfied
<p>Please explain:</p>	

<p>My main reason(s) for leaving is/are:</p>	<input type="checkbox"/> Higher pay
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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Better benefits</li> <li><input type="checkbox"/> Better chance for career advancement</li> <li><input type="checkbox"/> My relationship with my supervisor</li> <li><input type="checkbox"/> The agency work environment</li> <li><input type="checkbox"/> The lack of resources to adequately do my job</li> <li><input type="checkbox"/> Other (please elaborate):</li> </ul>
<p>What, if anything, could the organization have done that would have made it more likely for you to stay?</p>	
<p>Are you going to a new job in:</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Another state agency, but in a similar kind of work</li> <li><input type="checkbox"/> Another state agency, but in a different kind of work</li> <li><input type="checkbox"/> Private sector, but similar kind of work</li> <li><input type="checkbox"/> Private sector, but different kind of work</li> <li><input type="checkbox"/> Other (please elaborate):</li> </ul>

## Demographic Data

*Please provide the following information about you to assist us with compiling statistical data related to retention. Please not completion of this section is completely voluntary.*

Date of Birth

Race (Check One)

- Hispanic or Latino
- White (Not Hispanic or Latino)
- Black or African American (Not Hispanic or Latino)
- Native Hawaiian or Pacific Islander (Not Hispanic or Latino)
- Asian (Not Hispanic or Latino)
- Native American or Alaska Native (Not Hispanic or Latino)
- Two or More Races (Not Hispanic or Latino)

Gender

- Male
- Female

Years of State Service

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 20 years
- More than 20 years

Former Job Classification

Class Code:  
Classification Title:

## Section Three: Work Environment Data

Once separation issues have been identified, the agency should determine the reasons other employees stay. An effective way of collecting this data is through an employee satisfaction survey. Employee satisfaction surveys should be performed on a periodic basis to respond to undesirable turnover situations, to obtain an environmental scan of agency climate, and to identify areas that may need to be addressed.

While an employee satisfaction survey will most likely point out areas of needed improvement, it will also serve to point out the things that employees believe are good about the workplace. The positive factors that affect employee satisfaction can be turned into recruitment selling points. All information generated by the survey should be put to its maximum use.

There are many satisfaction survey instruments in existence, and it is not our intent to endorse one over another. Large agencies may want to pursue a survey instrument that lends itself to automated methods of data collection.

The included sample is meant to provide a template for an organization to ask those questions that will result in measurable data from which analyses can be performed. The survey that follows is designed to be distributed to either the entire workforce or to a statistically representative sample. We have suggested a set of demographic data that should also be gathered on each employee. Recognizing that some employees may feel uncomfortable providing this data, it is important to make sure that the survey is administered in a confidential, non-threatening way and in a setting of trust. Much of this information is the same as that asked of exiting employees; and, similar to the exit interview data, this information will assist in targeting recruiting areas and will help to identify any potential areas of perceived preferential treatment.

## Sample Employee Satisfaction Survey

### My Supervisor

My supervisor recognizes contributions that I make to the organization.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor sets an example for others to follow.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor treats me with dignity and respect.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor gives me useful feedback on my performance.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
My supervisor gives me timely feedback on my performance.	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree

## Leadership

<p>The leadership of this organization cares about people.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
<p>The leadership of this organization sets a high standard of performance.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
<p>The leadership of this organization has created an effective organizational structure.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
<p>I feel that my work efforts contribute to the mission and goals of the agency.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>

## Organizational Commitment

<p>I value the relationships that I have developed with others in the organization.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
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<p>Being in this organization is like being part of a family.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
<p>People in this organization look out for one another.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>

**Compensation/Benefits**

<p>The compensation I receive is commensurate with my level of education and experience.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
<p>My pay is in line with the current market rates for people with my skills and experience.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>
<p>The benefits I receive are an incentive to remain employed by state government.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strongly agree</li> <li><input type="checkbox"/> Agree</li> <li><input type="checkbox"/> Neither agree nor disagree</li> <li><input type="checkbox"/> Disagree</li> <li><input type="checkbox"/> Strongly Disagree</li> </ul>

## Advancement/Growth

<p>My job provides me with an opportunity to learn and grow professionally.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
<p>This organization provides opportunities for promotion and/or advancement.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
<p>I am given adequate training to do my job.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>

## Challenging Work

<p>My job provides me with challenging work to do.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>
<p>I enjoy the type of work that I do here.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Strongly agree</li><li><input type="checkbox"/> Agree</li><li><input type="checkbox"/> Neither agree nor disagree</li><li><input type="checkbox"/> Disagree</li><li><input type="checkbox"/> Strongly Disagree</li></ul>

<p>My workload here is (check one):</p>	<input type="checkbox"/> Too much for one person <input type="checkbox"/> Occasionally heavy, but about right on most days <input type="checkbox"/> Just right – not over or under worked <input type="checkbox"/> Not enough – did not fully use my time
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<b>Support</b>	
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<p>The equipment that I have to work with allows me to perform at a high level.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
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<p>The organization sees to it that I had the resources I need to do my job.</p>	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
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<b>Overall Satisfaction</b>	
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<p>What is your overall level of satisfaction with your job?</p>	<input type="checkbox"/> Strongly satisfied <input type="checkbox"/> Somewhat satisfied <input type="checkbox"/> Somewhat dissatisfied <input type="checkbox"/> Strongly dissatisfied
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Please explain:

<p>What, if anything, could the organization do that would make it more likely for you to remain?</p>	
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## Demographic Data

*Please provide the following information about you to assist us with compiling statistical data related to retention. Please not completion of this section is completely voluntary.*

Date of Birth

Race (Check One)	<ul style="list-style-type: none"><li><input type="checkbox"/> Hispanic or Latino</li><li><input type="checkbox"/> White (Not Hispanic or Latino)</li><li><input type="checkbox"/> Black or African American (Not Hispanic or Latino)</li><li><input type="checkbox"/> Native Hawaiian or Pacific Islander (Not Hispanic or Latino)</li><li><input type="checkbox"/> Asian (Not Hispanic or Latino)</li><li><input type="checkbox"/> Native American or Alaska Native (Not Hispanic or Latino)</li><li><input type="checkbox"/> Two or More Races (Not Hispanic or Latino)</li></ul>
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Gender	<ul style="list-style-type: none"><li><input type="checkbox"/> Male</li><li><input type="checkbox"/> Female</li></ul>
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Years of State Service	<ul style="list-style-type: none"><li><input type="checkbox"/> Less than 1 year</li><li><input type="checkbox"/> 1 to 5 years</li><li><input type="checkbox"/> 6 to 10 years</li><li><input type="checkbox"/> 11 to 20 years</li><li><input type="checkbox"/> More than 20 years</li></ul>
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Current Job Classification	Class Code: Classification Title:
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## Reporting Summaries

It is important to assess your workforce planning needs in order to develop a valid workforce planning effort. Demographic data and workforce statistics can help you plan where you need to focus your initial workforce planning efforts.

Workforce statistics can be provided through SCEIS reports or, for agencies not using SCEIS, your Human Resources Consultant.

Demographic data such as race, gender, salary, training activities, educational levels, and the like are critical to understanding the nature of your workforce and anticipating the current and future needs of the workforce and the organization when hiring new employees or replacing those who depart. Demographic information gathered from applicants that respond to position openings also helps determine the availability and quality of the applicant pool for certain positions and the kinds of recruitment strategies that can attract them to your agency.

Effective workforce planning requires an examination of the following employee-specific data:

- Employee Name
- Age
- Race
- Gender
- Hire Date
- Class code
- Pay band
- Salary
- County of Employment
- Separation date
- Educational level
- Number of filled FTEs by organizational unit
- Training
- Employment History
- Organizational Unit (enables the agency to track employee program area\_
- Additional Agency-Specific Employee Data

## Sample Report Formats

### Agency Turnover Data – Aggregate Reporting Period: xx/xx/xx – xx/xx/xx

	Program 1	Program 2	Program 3	Program 4	Program 5
Number of employees at start date.					
Number of New Hires					
Number of Voluntary Separations					
Other Employment					
Retirement					
Personal					
Number of Involuntary Separations					
Other Separations					
Disability					
Death					
Total					

Number of Employees at End Date: \_\_\_\_\_

Average Employment During Period: \_\_\_\_\_

Turnover Rate During Period: \_\_\_\_\_

Note: Turnover can be examined along specific employee characteristics to identify areas of higher than expected turnover. These characteristics include:

- Educational Level
- Years of Service
- Race
- Gender
- Age

The turnover rate among different departments or divisions can also be compared to each other and examined

individually to identify areas of concern.