



Managing the Workforce in Today's Economy: Using Strategy and Analytics to Do More with Less

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September 25, 2008
GTC East

Objective

Today's public sector workforce challenges are perhaps the most difficult in recent history. Tight budgets, hiring freezes and the baby boomer retirement wave are all converging, creating a perfect storm state and local government technology managers and leaders.

We will discuss:

- Analyze existing processes to better utilize
 - Newest available technology
 - your existing workforce;
- Enhance skill sets;
- Utilize technology to maximize workforce allocation; and
- Target training programs to improve process efficiencies.

Critical Challenges in Public Sector Workforce and Talent Management

- Tight budgets
- Hiring freeze
- Baby-boomer retirement wave



Workforce Issues in Government

•Ensuring Key Staffing Levels:

- Over 45% of government workers are eligible for retirement by 2012
- Over 50% of Government Workers are over the age of 45
- At least 10 States will have a worker shortage in the next 10 years

•Ensuring the Right Skills:

- 94% of Government Executives indicated a gap between job requirements and actual competencies
- 86% of Government Employees feel their skills are not utilized
- 95% of Government Employees are unsure how their job relates to the mission

•Ensuring Hiring and Retaining Success:

- 11% of Government Jobs are Vacant
- Turnover costs can be as high as 150% of Employees Salary.
- Less than 16% of College Grads interested in Government Careers
- 57% say that retention of qualified employees was a major or moderate problem
- 61% say that recruiting qualified employees was a major or moderate problem

How Do You Fight the Trends?

- Connecting employees to meaningful missions and goals
- Conduct workforce analysis and planning to prepare for increased turnover and other impacts of the aging workforce.
- Offering employees tangible and intangible rewards for high-performance to increase retention
- Ensure Employees Competencies and Skills are Utilized and Driven to Agency Mission and Goals
- Use succession planning as a way to prepare a pool of qualified candidates to meet future workforce needs
- Streamline recruitment and compensation processes to facilitate replacing or retaining employees.
- Expand and enhance pro-active outreach recruitment efforts in order to be more competitive against the private sector.

What Do You Need to Do?

- Keep the best people rather than losing them to competition or retirement,
- Take full advantage of the people you do have, then
- Hire the right people in the first place,

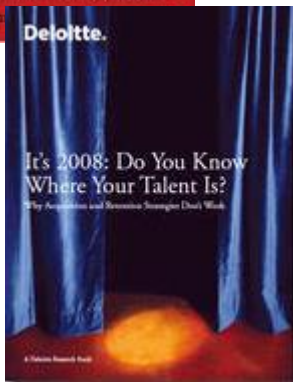
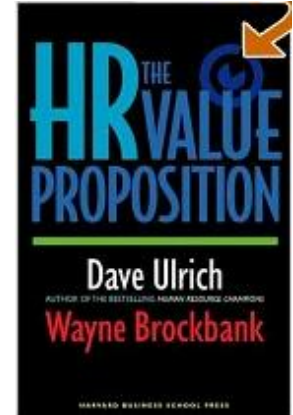
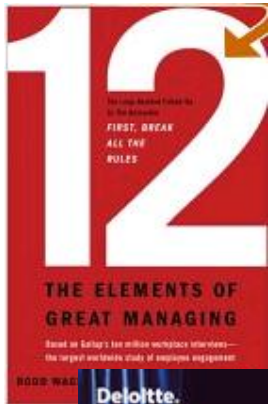
Tools for Success

- *People*
- *Process*
- *Technology*

Engaging your workforce

The Value of Engagement

- 12% Higher Profitability
- 31-51% Less Turnover
- 27% Fewer Absences
- 12% Increased Customer Satisfaction



A 15% increase in employee engagement translates to a 2.4% decrease in cost

What Engages People?



What Does Engagement Look Like?

- I am evaluated based on standard competencies and values
- I can enroll in learning according to my scheduling and style needs.
- I can create a learning path to achieve my learning goals.
- I understand what it will take to qualify for a desired role.
- I can apply for jobs on an internal recruiting site that is tailored to employee interests.
- I can connect with my colleagues through
 - Web conferences
 - Online chat
 - Discussion forums

What's being done in other states?

- Minnesota: October 2007, Governor initiated formalized workforce planning for all state agencies, to be coordinated by the Dept. of Employee Relations ... a comprehensive plan ... long-term monitoring and tracking
- Mississippi: web-based system to manage registration and approval for employee enrollment in classroom training and 4000+ online courses
- Washington: In 1998, the Department of Health developed a Guide to help its departments develop succession plans in advance of an expected wave of retirements

What's being done in other states?

- Oregon: Created a program in conjunction with two major universities that allows state employees to take courses, during the workday, in a two-year “Certificate of Public Management” program
- Virginia: Created the TeleWork program that facilitates flexible work schedules and working from home
- California: In 2006, launched “Boomerang” program with centralized database of retired state employees interested in temporary positions

Results and Metrics

A variety of measurements:

- Grievances resolved
- Personal or professional development hours
- Citizen satisfaction with services
- Transaction costs and cycle times

Best practices from the private sector

- Employee and manager self-service
 - Shortens cycle times and reduces administrative “hassle” which leads to employee satisfactions
 - Facilitates gathering of data from which to build analytic capabilities
 - Set goals, measure success
 - Helps “take up the slack” as employee population becomes smaller
- Time & Attendance systems
- Recruiting Management Systems to facilitate applicant sharing among departments

Best practices from the private sector

- Career planning
- Competency management
 - Database to compile and understand the competencies of employees
 - Encouraging employees to develop competencies
- Internal web conferencing to facilitate collaboration among physically dispersed employees
- Succession planning

Best practices from the private sector

- Metrics and analytics
 - Separation rates
 - High-performer turnover
 - First-year-of-service voluntary separation “Quick Quits”
 - HR expenditures per employee (payroll, benefits, staff support)
 - Attendance trends
 - Cost per hire
 - Training and development activity
 - Safety incidents
 - Progress against EEO goals
 - Quality of hire



- By department/
cost center

- By job code

- By job family

What Do You Need to Know?

- Which key roles need to remain filled?
- Who are your best people currently?
- Why do people leave?
- Which individuals are likely to leave in the next year, two years, five, ten?
- What key skills/knowledge will go with those people if/when they leave?
- Who within the organization could be developed/trained/ educated to fill those expected gaps?
- Where do you usually find the best people
 - Colleges? Other agencies? Someplace else?

Information

Analytics

“Analytics” means ...

The examination of something in detail in order to understand it better or draw conclusions from it

- Cost and effectiveness of activities such as recruitment and training, or programs (e.g. compensation)
- Performance
 - Individual
 - Departmental
 - Organization
- Workforce modeling and planning

Using Analytics to Hire the Right People

Today, new hiring is curtailed, you'll be hiring again, there will be competition for good people. To be ready, you can be using analytics to lay the groundwork:

- Defining “the right people” – which people would you clone if you could?
- Establishing profiles – what are the competencies of those high performers? Where did you find them?

Using Analytics to Keep the Best People

- Knowing who is likely to retire and when
- Identifying qualified people who can step up in the near future
- Identifying next-tier employees who need a little training or mentoring (longer-term)

Using Analytics to Make the Best Use of Existing Talent

Training and development are valuable tools in making the best use of existing talent:

- Target your training
 - Computer literacy
 - Writing
 - Skills that would help in lateral movement
- Training/development to keep people interested in work
 - Skills that would help in lateral movement
 - Skills that prepare for movement up the ladder
 - Skills that prepare for part time work

The Third Tool for Success: Technology



Roadmap to Analytics via Technology



Employee & manager self service

Roadmap to Analytics via Technology



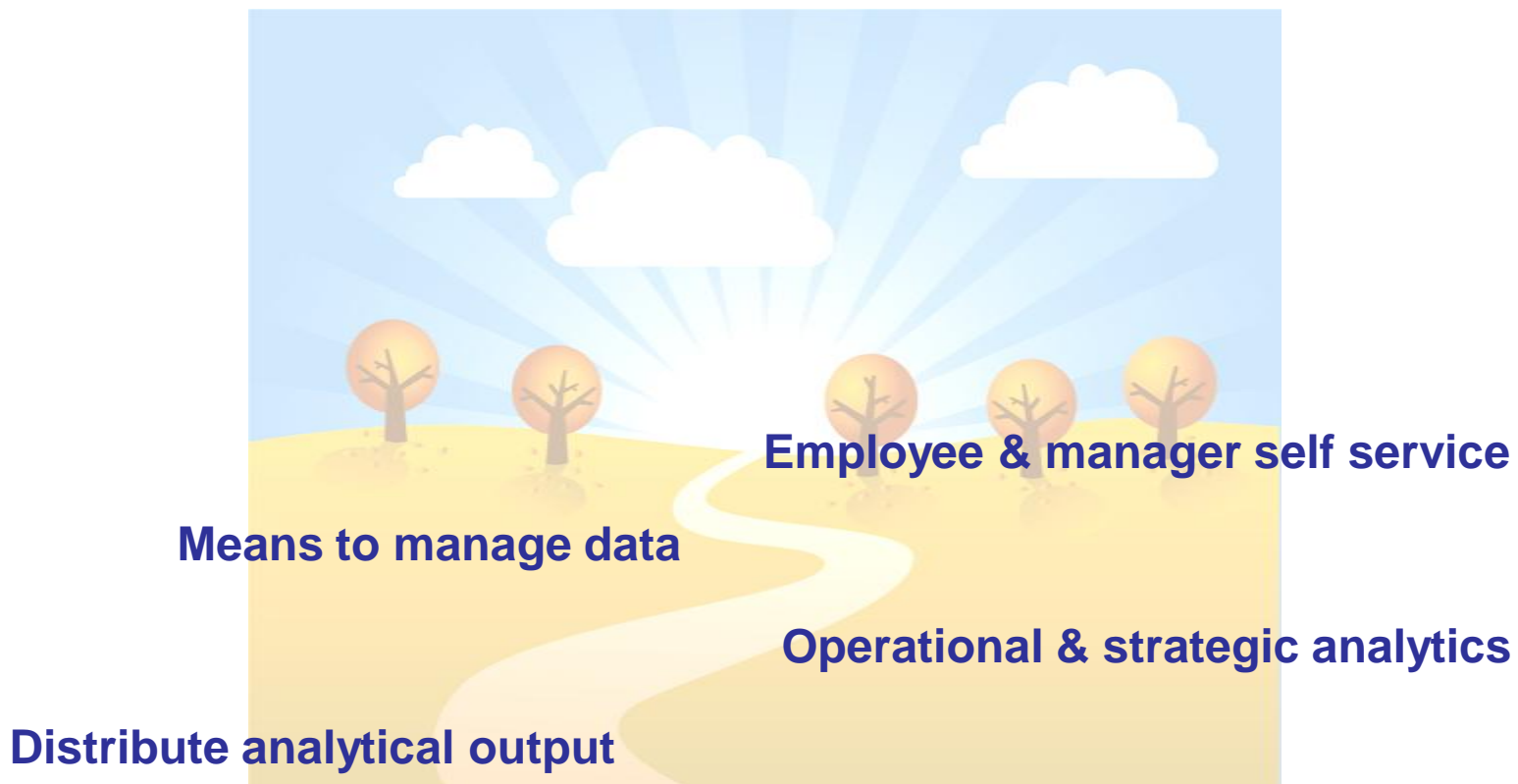
Means to manage data

Employee & manager self service

Roadmap to Analytics via Technology



Roadmap to Analytics via Technology



Technology that can help with all of this?

- Data Warehouse
- SOA (service-oriented architecture)
- Self Service Applications
 - Online benefits enrollment to collect data without data entry
 - Recruiting technology to screen applicants and narrow the applicant pool to those most qualified
 - Performance management to streamline performance evaluation in support of your Merit system
 - Learning management for online training administration
 - Career Planning and Succession Planning
- Dashboard
 - Scorecard with key metrics and correlations
- Workforce Planning

Starting now ...

“When all is said and done, a state's skill with information is found at the intersection of three distinct operations: the willingness to share data, the capacity to generate good information, and the ability to get those who should use the data to do so.”

The Mandate to Measure: Grading the States '08
(A Report from the Pew Center for the States)

To succeed, you need ...

- Strategy
- Goals
- A plan
- Tools
 - Information
 - Processes
 - Technology
- A way to measure success

Starting Now ...

- Develop the strategy
 - What does it take to retain people?
 - What processes can be streamlined to improve efficiency?
 - How can technology be put to the best use?
 - What information and metrics will help us now and in the future?
- Identify specific goals
 - Begin gathering basic information
 - Simple reports
 - Current age
 - By department, job title, job family, location ...
 - Spreadsheet projections
- Communicate and educate for a new culture of management by metrics

Thank You

Questions?



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