

What Is It?

Why Is It Important?

**WORKFORCE
PLANNING**



**SUCCESSION
PLANNING**



How is it Administered in State Government?

✓ Office of Administration (OA)

- Develop, Manage and Direct Statewide Human Resource Programs, Policy and Systems

✓ Civil Service (CS)

- Administer/Enforce Civil Service Rules - Recruit, Test, Certify Eligibility

✓ Agency Human Resources

- Manage Agency Recruitment/Placement/Retention programs to meet Agency Strategic Objectives within OA/CS policies. Educate, Consult, & Partner with Management on Workforce/Succession Planning.

WORKFORCE TRENDS

- The current workforce is aging
- Fewer candidates are in the pipeline to succeed the retiring baby boomers
- **Replacement workers will have different expectations, needs, and styles**
- **There will be a loss of institutional knowledge and expertise as experienced workers retire**

DEP WORKFORCE DEMOGRAPHICS

- 2,680 salaried positions
- 177 wage positions
- 95% of positions are civil service covered
- 70% of positions are union covered
- 72% of the workforce is located in the field (6 regional offices, 18 district offices and 6 mining offices)
- DEP uses about 300 different job titles

DEP WORKFORCE DEMOGRAPHICS

Total Workforce

- Average Age: **48**
- Average Length of Service: **15.7 years**

Leadership

- Average Age: **53**
- Average Length of Service: **22 years**

Workforce

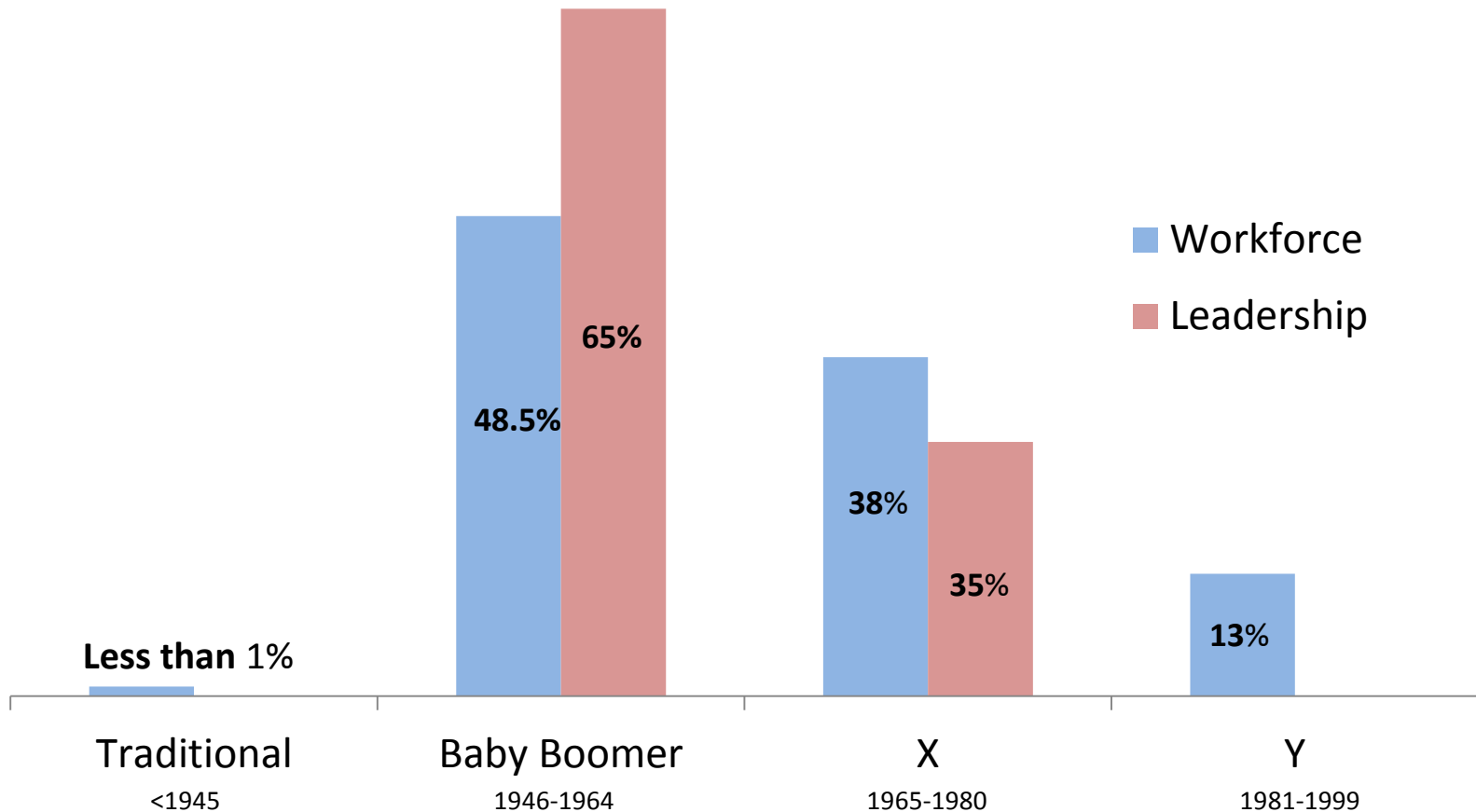
Approaching thirty percent (**30%**) of DEP's workforce is eligible to retire in the next four years.....

*Eligibility does not always lead to immediate retirement. Used as a planning tool.

*Anticipate *Trend* to remain steady within current system (pay, benefits, pension)

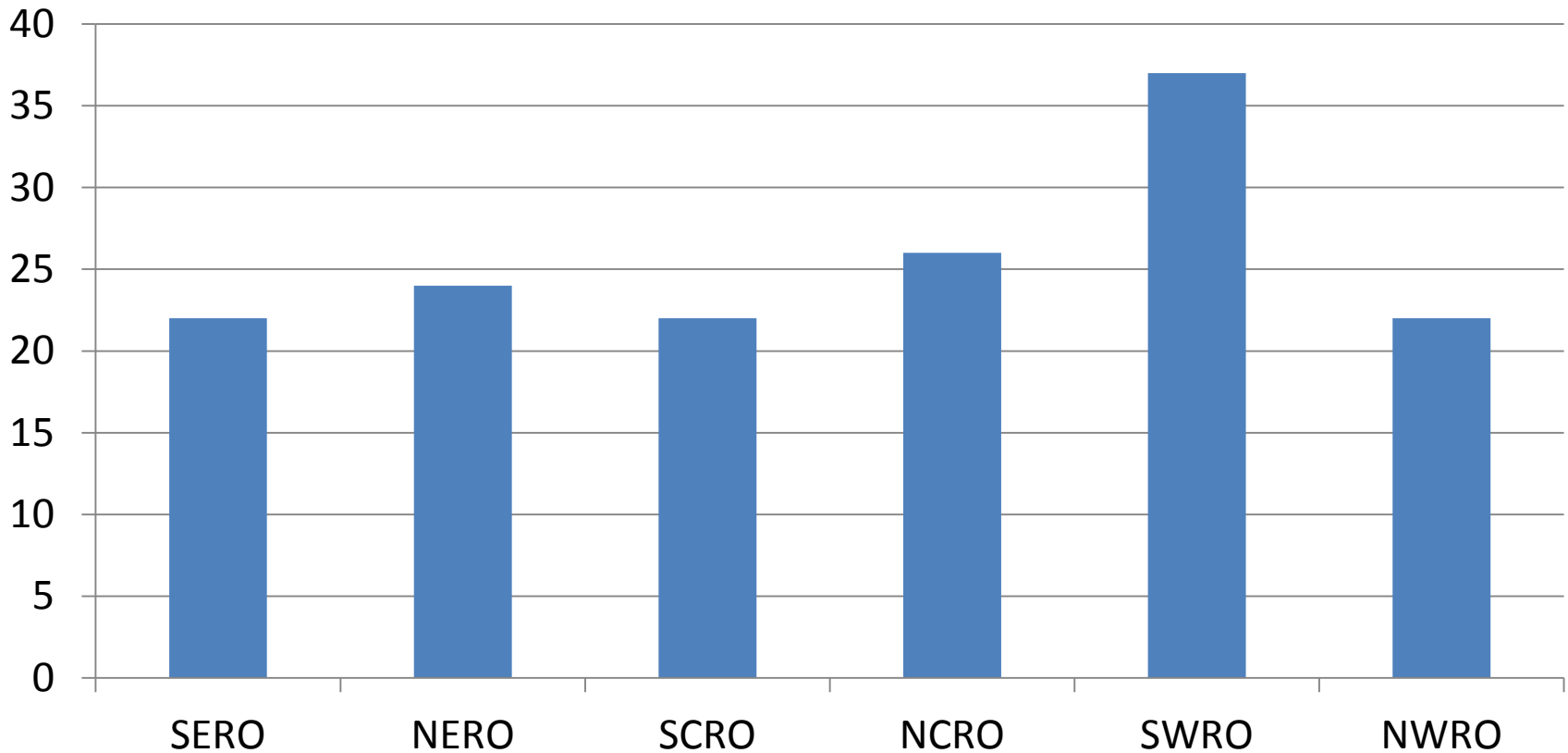
DEP EMPLOYEES BY GENERATION

➤ Percentages based on filled salaried positions within DEP as of 01/5/2015



POTENTIAL RETIREMENTS

Percentage by Region



EXAMPLE OF CLASS TITLES WITH ANTICIPATED RETIREMENTS

Managers

- Construction Inspector Manager
- District Mining Manager
- Environmental Emergency Response Manager
- Environmental Group & Program Manager
- Mine Drainage Treatment Plant Manager
- Mine Safety Electrical Engineer Manager
- Radiation Protection Program Manager

Supervisors:

- Oil and Gas Inspector Supervisor
- Radiation Protection Program Supervisor
- Sanitarian Supervisor
- Solid Waste Supervisor
- Surface Mine Conservation Inspector Supervisor

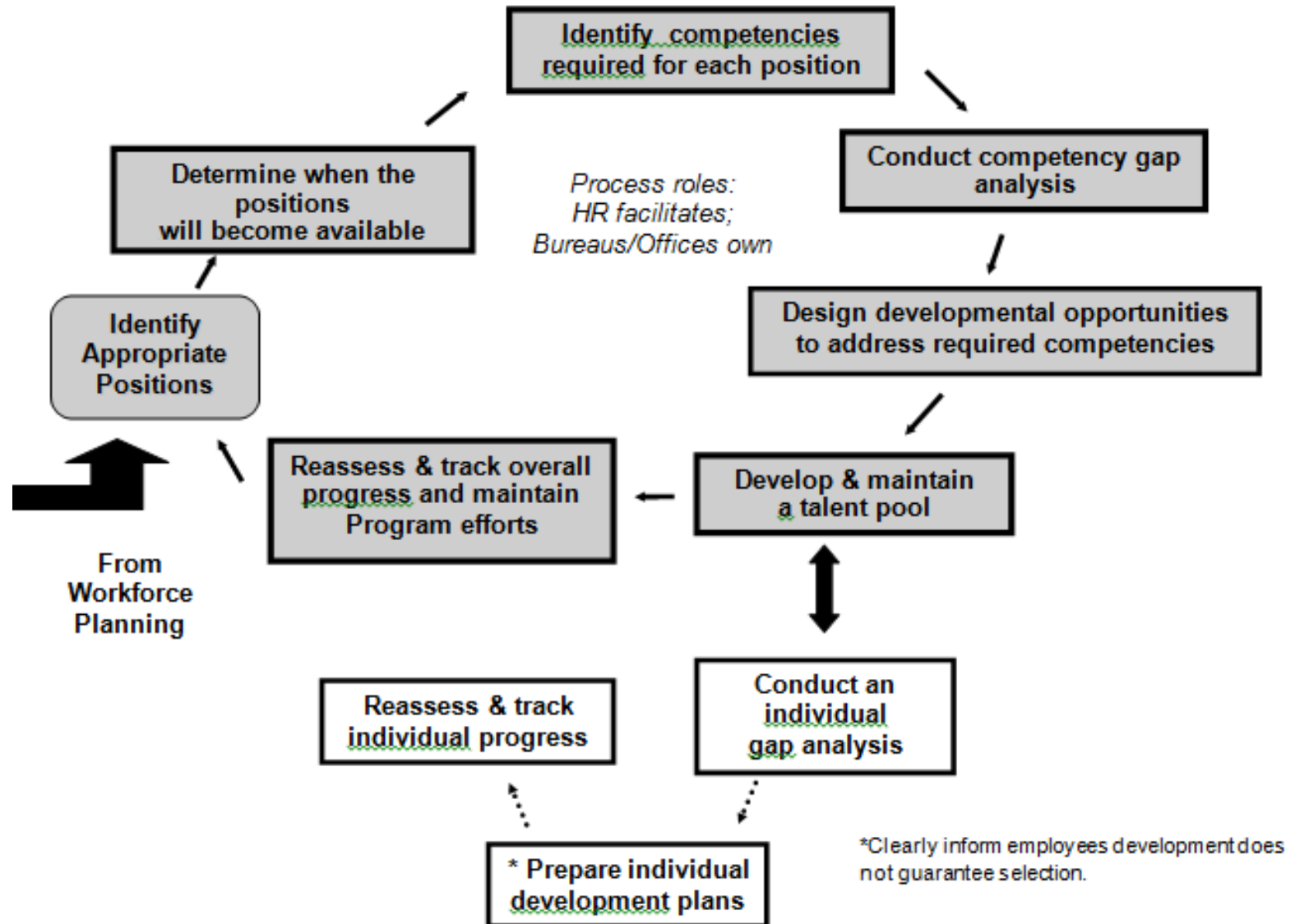
Professional/Technical

- Nuclear Safety Specialist
- Chemist 4
- Solid Waste Program Specialist

DEP WORKFORCE PLANNING MODEL



SUCCESSION PLANNING MODEL



IDENTIFYING COMPETENCIES

- **A COMPETENCY IS...**a personal characteristic (skill, knowledge, trait, motive) that drives behavior leading to outstanding performance. It is not just skills and knowledge.
- It's easier to hire for competencies and train for knowledge or skills... than to hire for knowledge or skills and then try to train competencies

DEP CORE COMPETENCIES

Target Culture

- Encouraging teamwork
- Maximizing constituent group satisfaction
- Delivering reliably on commitments to constituent groups
- Being flexible and adaptive in thinking and approach
- Continuously improving operations
- Treating employees fairly and consistently
- Using limited resources effectively
- Recognizing superior performance
- Providing employees with resources to satisfy constituent groups
- Attracting top talent
- Demonstrating understanding of the constituent group's point of view
- Capitalizing on creativity and innovation

How Work Is Done (Core Competencies)

- **Results Orientation**
- **Constituent Group Service Orientation**
- **Teamwork and Collaboration**
- **Continuous Improvement**
- **Valuing Diversity**

What Are We Doing?

- Providing Semi – Annual Workforce Statistics Report
- Meeting with Management on Retirement Projections to Discuss Options
- Weaving Workforce Stats into Open Civil Service Exams
- Developing Electronic Tools for Easy Access
- Developing Culture and Expectations

TOOLS

- Workforce & Succession Planning Guide
- Employee Development Plan
- Knowledge Transfer Checklist

SUCCESSSES

- AWARENESS and Planning
- Job Shadowing
- Knowledge Transfer Documentation
- Skills Assessment and Training

VISION FOR FUTURE?

Build on Success and Momentum

- ✓ Refine processes, expand program integration and develop tools for easier access and use

Adopt Proactive Consultation Practices

- ✓ Incorporate Workforce Statistics into regular consultation with Program Managers

Explore/Support Technical Solutions

- ✓ Streamlined Hiring via NeoGov
- ✓ Expand use of technology to improve awareness, accessibility and data coordination/collection

Questions?