

South Carolina Workforce Plan-2009

Office of Human Resources – South Carolina Budget and Control Board

Background/History

Over the past eight years, the Office of Human Resources (OHR) has been engaged in promoting and developing workforce planning strategies to assist state agencies to deal effectively with emerging workforce issues. OHR asked agencies to appoint a “Workforce Planning Champion” who serves as the agency’s representative at workforce planning educational meetings and promotes workforce planning in the agencies. OHR has provided education on workforce planning issues and strategies in a variety of ways. More detailed information on past educational 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 the Teacher and Employee Retention Incentive (TERI) program over the next five years. Considering that a significant number of these employees were in key leadership jobs, agencies were encouraged to develop succession plans and knowledge transfer approaches among other workforce planning strategies. Due to our current economy, state government is downsizing not only through normal attrition, but also through RIF’s. In FY 2008 around 300 employees were separated from state government by RIF’s and 14 were re-hired in other state agency positions. The average age for RIF’d employees since 7/1/08 is between 45 and 46 years old.

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 shows 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 59% and black and other minorities comprising approximately 41%. Female employees outnumber males 60% to 40%. The state government population continues to age with the majority of workers ranging from 50-54 years of age. A salary level review reveals that the average pay rate for a classified position is \$36,973 and \$69,979 for unclassified employees. The average service time for a state employee is shown to be 11 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 pay band, gender, years of service, age brackets, ethnic distribution, and turnover rates. The trend data shows 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 5-9 have slightly increased over the past five fiscal years. Moreover, the trend data shows 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 has been between the ages of 50-54 years. Turnover rates in state government have seen a decrease over the last year with FY2008 experiencing a 14.06% turnover rate.

3. <http://www.ohr.sc.gov/wfplan/WFP-index.phtm>

This website provides workforce planning information on specific areas within agencies where employees are participating in the TERI program, 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 2442 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 2335 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 15,666 employees who are eligible to retire within the next 5 years. The average age of those eligible to retire is 60 years old and will decrease to an average of 56 years of age over the next 5 years.

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

OHR has been recognized by the PEW's Grading of the States 2008, Governing Magazine, as a state that meets the top criteria in regularly conducting and updating a thorough analysis of its human capital needs.

Summary of trends: The above demographic trends show that issues such as an aging workforce, diversity, and the exodus of experienced leaders continue to be significant factors in agencies having the human capital and talent needed to reach their strategic goals. OHR continues to emphasize the need for workforce planning particularly succession planning and knowledge transfer as methods to deal with potential talent and experience deficits. In addition, the current economic picture coupled with RIFS this past fiscal year, has impacted all human resource functions especially in areas such as recruitment (branding) and retention.

Current initiatives

Workforce Planning Champions Meetings

<http://www.ohr.sc.gov/OHR/wfplan/wfplan-archives.htm>

Agency Workforce Planning Champions are appointed by their agency directors to lead workforce planning initiatives in the agency and to represent the agency at workforce planning champions meetings. This past year WFP Champions met with Human Resource staff frequently on topics, such as On Boarding, which were relevant to both groups. In addition to discussing best practices, agencies share their experiences with workforce planning strategies during the meetings.

SCEIS/HR Payroll Project

<http://www.sceis.sc.gov/>

The South Carolina Enterprise Information System, or SCEIS, is a revolutionary new business management system, designed to consolidate business processes into a single statewide system. Sam Wilkins, Director of the Office of Human Resources, serves on the SCEIS Executive Oversight Committee. The primary goals of the SCEIS program include:

- Improving customer service through easy access to public information and services;
- Providing management with consistent, accurate, and timely information to support decision-making; and
- Improving efficiency and effectiveness by implementing best business practices. SCEIS, also a statewide integrated business system, will unite nearly all state agencies when it is fully implemented to carry out the State's business functions in the following areas: Accounting/Finance, Purchasing/Materials Management, Human Resources, Payroll, and Budgeting functions.

OHR has been working closely with the SCEIS team to develop documentation of the State's current HR/payroll business processes in support of the blueprint phase of the project. OHR has continually provided updates to the HR community on progress with the SCEIS project in addition to providing input on statewide HR processes and procedures. Over the next 18-24 months, the blueprint phase of the project will be implemented with continuing demand on OHR and statewide human resources.

Cost Savings Programs

<http://www.ohr.sc.gov/OHR/OHR-employer.phtm#savings>

With the impact of the current economy on state agencies' budgets, OHR has offered information on cost savings options for agencies to consider. The following initiatives are some of the options that have been discussed with agencies: implementation of a hiring freeze, cross training, and elimination of certain activities or programs such as overtime, tuition assistance and nonessential travel. In addition, agencies have been encouraged to explore actions such as voluntary and mandatory furloughs, voluntary separation and retirement incentive programs in order to avoid a reduction in force (RIF). Information on these options has been distributed through Agency Director Organization (ADO) meetings, HR Advisory meetings, podcasts, and information posted on OHR's website. In addition OHR's Director of Human Resources conducted a webinar with media representatives last fall to describe cost saving strategies such as RIFs and furloughs. OHR consultants are working directly with agencies to educate and advise them on implementation of these options. OHR is also exploring other cost saving measures for agencies such as the use of process improvement tools to improve the efficiency and effectiveness of current agency processes.

Assistance to employees affected by RIF

<http://www.ohr.sc.gov/OHR/OHR-rif-assistance.phtm>

Leaders in South Carolina state government, through Statute 8-11-185, recognize that employees affected by a RIF need assistance in a variety of ways. Information and a list of resources are provided on OHR's website at (put in link here) to help support employees leaving their jobs.. They will find a link listing available public and private sector resources offered by organizations, including legal assistance, credit counseling, food assistance, healthcare needs, retirement, and employment assistance. Under the Reduction in Force Frequently Asked Questions section, employees can access information about the rights and benefits available to them. The same link will allow them to search for any job vacancies that are available in state government. State government employees separated by a reduction in force (RIF) with grievance rights can participate in OHR's RIF Applicant Pool. State agencies are required to submit specific information electronically to OHR concerning employees separated by a RIF. The information provided by state agencies becomes OHR's official RIF Applicant Pool database. Any state agency that posts a vacancy is required to give priority consideration to employees separated by a RIF.

Employees can also participate in two online training modules that will assist them with résumé writing and job interview skills. For agencies that would like assistance from OHR in communicating to their employees affected by a Reduction in Force, OHR staff can attend meetings with employees to discuss job search, resume writing and interviewing advice.

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 continue as two initiatives designed to assist agencies with recruiting and retaining "hard to fill" positions. Previously a pilot program that was scheduled to end in June 2008, the Healthcare Employees Recruitment and Retention Program was adopted by the South Carolina General Assembly and codified in the 2008-2009 Appropriations Act. In addition a new recruiting video that seeks

attract applicants (particularly the younger generation) through a branding strategy was developed and included on the SC Jobs website page (include link here).

E-Recruitment

South Carolina state government went live with the new e-recruitment system in 2007. The E-recruitment system continues to be a very effective tool for SC State Government personnel and jobseekers across the State. In November 2008, the Office of Human Resources offered Advanced NEOGOV training to users of the E-recruitment system. The training consisted of the following topics: Advanced Filtering, EEO data collection, Security Settings, Email Notifications, and System Updates.

According to agencies' HR personnel, the system has increased the quantity and quality of applicants and provides more accurate, efficient and paperless ways to screen applications for minimum and/or preferred qualifications. The response from the public has been positive as well. Jobseekers state that the new www.jobs.sc.gov website is user-friendly, dependable, and increases their chances of landing a position with the SC State Government.

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 (CPM) Program, and the Public Professional Development (PPD) Program. The Certified Public Manager Program has incorporated a social networking tool (Dim-Dim) that facilitates team collaboration on developmental projects. Advanced Supervisory Practices is a program for experienced supervisors and the Human Resource Development (HRPD) Program is an HR professional development program that is being offered in response to the wave of retiring HR leaders. In FY 2008, 47 were awarded the CPM certification, 140 completed the APM Program, 25 completed the PPD Program, and 10 completed the HRPD Program.

In October 2008, OHR co-sponsored a national conference with the National Association of Government Training and Development (Nagtd) in Columbia, SC to HR and Training professionals. The theme: "Bridge to the Future" focused on how to align learning and development strategies with organizational goals. In addition, sessions emphasized the new learning technology, its application and potential. During the conference, participants were able to share best practices in learning and development and network with other HR and Training professionals across the country.

Continuing education has been provided to HR professionals through webinars sponsored by NASPE/IPMA and other organizations. Podcasts continue in order to give HR professionals up to date information condensed into short "user friendly" briefings. NeoGov recognized the State of South Carolina for the use of podcasts by the "Innovations in Human Resources 2008 Award".

In order to make educational meetings available to more HR professionals, OHR has partnered with the SC State Library in the use of a new online web based tool. As a service to State Government Employees, the State Library offers a new Online Programming Tool (OPT) through the use of its OPAL room for staff development and training. OPAL is a collaborative effort by libraries of all types to provide cooperative web-based programming and training. These live, online events are held in an online room where participants can interact via voice-over-IP, text chatting, and synchronized browsing.

<http://www.statelibrary.sc.gov/online-programming-tool/>

OHR offers updates and cutting edge workforce planning techniques through conferences such as the Agency Directors and Human Resources Directors conferences. Developmental materials from the conferences are posted on OHR's website at <http://www.ohr.sc.gov/OHR/OHR-hottopics.phtm>. The partnership between the Agency Director's Organization and the Moore School of Business at the University of South Carolina, has resulted in a leadership program for agency directors and deputy directors. Fourteen participants in that program completed certificate requirements in October 2008. Workforce planning issues and strategies are also discussed and shared at on-going meetings such as the quarterly HR Advisory Committee meetings. Model individual development plans and knowledge transfer methods are publicized on OHR's website.

Online Learning Center

<http://www.ohr.sc.gov/OHR/elearning/main.swf>

Based on feedback from agencies and HR/HRD professionals, OHR has extended online development to include a learning website for managers, employees, and HR professionals. The development of this website emulates a café environment to promote interaction and learning. The Online Learning Center offers supervisors and managers topics such as Managing Performance, Developing Your Employees and Coaching. Included are resources available from the South Carolina State Library, interactive scenarios, and printable job aids. Recently a resource area for the Certified Public Manager candidates has been developed that includes basic information about the program such as requirements and schedules in addition to pre-work and course handouts. The Employees and HR Professionals areas of the Online Learning Center are currently being developed at <http://www.ohr.sc.gov/OHR/elearning/CPM/CPMmain.swf>.

Enterprise eLearning Model

The South Carolina Statewide Strategic Information Technology Plan is a collaborative effort involving more than 50 agencies and the Agency Director Technology Advisory Committee. A proviso created in the 2008-09 Appropriations Act created the Joint Strategic Technology Committee for purposes of overseeing the statewide IT plan. The plan calls for the state to develop capabilities in 4 key areas; Education and Training has been designated as one area. An enterprise e-learning model is being developed as a method to enhance employee education and training through collaboration and a shared infrastructure. OHR has been designated the Coordinating Program Office for this initiative and OHR's Training Director participates in a leadership role on the Governance Board of the Enterprise eLearning Model in promoting participation in the enterprise system.

E-Learning User Group

An E-Learning User Group has been formed to promote sharing of e-learning experiences and resources among agencies to increase learning opportunities on a statewide basis. E-Learning developers meet frequently to demonstrate e-learning software applications and trouble shoot application issues.

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. State Employee Recognition Day is promoted each year and agencies are provided with suggestions on recognition activities in addition to information on discounts available to state employees. An Employer-E-News Blog has been developed to keep state employees abreast of news on a statewide level such as discounts offered on Employee Recognition Day.

RIF Communications Guide

<http://www.ohr.sc.gov/OHR/OHR-employer.phtm#savings>

Effective organizational communication during layoffs can assist with morale issues and also serve as a retention tool. OHR has developed a RIF Communications Guide for agencies to utilize in conjunction with the actual RIF plan. The Guide includes recommendations on a general sequence for communications; examples of resources/information for employees affected by a RIF; resources/information for supervisors of RIF'd employees and for staying employees.

Change Management Program

A Change Management Program is available to "staying employees" (those not separated by RIF) to alleviate "Survivor Layoff Syndrome". OHR developed the program to help employees understand the phases of change individuals and organizations experience when undergoing an organizational change such as a RIF or restructuring initiative. Employees can assess what change phase they are currently experiencing and develop techniques to help themselves manage change more effectively. By assisting employees in dealing with change,

organizations can provide meaningful support that may increase employees' connection to the mission and their jobs during a stressful time.

OHR has been recognized by the PEW's Grading of the States 2008, Governing Magazine, as a state that meets the top criteria in retaining a skilled workforce through creating a work environment that supports employees' life needs and maintaining productive relations with employees. In addition, OHR was cited by PEW as meeting top criteria for managing its workforce programs effectively. Criteria included: 1) linking state, department and employee goals; 2) recognizing and rewarding high performers; 3) regularly encouraging and utilizing employee feedback; 4) addressing employee performance/behavior weaknesses and terminating for cause in a timely and fair manner.

Future Directions

Future goals are listed in OHR's 3 Year Plan

<http://www.o hr.sc.gov/OHR/3-YearStrategicPlanningActions.pdf>