

# Workforce Working Group Draft Recommendations

Adopted October 20, 2016

## 1. Employee Marketing & Recruitment Plan

*The Department of Human Resource Management should develop a comprehensive marketing and recruitment plan to help attract and retain qualified state employees. The plan should define the state's brand, present a complete picture of the employee experience, and demonstrate the professional and personal benefits of becoming a state employee. The plan should focus on attracting qualified employees with the appropriate skills and experience who are committed to long-term public service. The plan should utilize modern public relations and marketing strategies to reach the target audience.*

## 2. Employee Surveys

*A. Annual Employee Satisfaction Survey: The Department of Human Resource Management should conduct an annual survey of state employees to determine employee satisfaction in key areas including but not limited to their job role and responsibilities, compensation and benefits, professional development and personal growth, workplace environment and experience, and department and agency management and leadership. The Department should produce a report for the Governor and the General Assembly annually, and each agency should receive a report on the results of the survey annually.*

*B. Employee Exit Survey: The Department of Human Resource Management should develop a centralized exit survey for all state employees leaving employment with a state agency. The Department would contract with a third party to administer 5,000 - 10,000 exit surveys per year. The third party administrator would annually report back meaningful data to DHRM, including a priority ranking of the reasons why employees are leaving state government and where they are going. Nothing like this currently exists on a centralized and useful basis. The cost is estimated at \$75,000 GF annually.*

### **3. Agency Head Human Resources Training**

*Each state agency head should be required to participate in a human resources training program upon appointment, and then at intervals of at least once every four years. The training program, to be developed and managed by the Department of Human Resource Management, should serve to familiarize agency heads with state human resource policies including general policies, compensation management, benefits administration, training, succession planning, and the resources available at DHRM.*

### **4. Study Job Skills & Locations**

*The Commission on Employee Retirement Security & Pension Reform should commission a comprehensive study of state employee positions in each region of the Commonwealth and the skills of potential employees in each region. This study would be funded from the Department of Human Resource Management's 2016-2018 appropriation for the Commission. Further discussion and refinement of this general recommendation by the Retirement Reform Commission is suggested by the working group.*

### **5. Agency Succession Plans**

*Each agency of state government should develop and annually update agency succession plans for key personnel, executive positions, and for employees nearing retirement. Those plans should be submitted to the Director of the Department of Human Resource Management.*

### **6. Support for Compensation Reform**

*The Workforce Working Group voiced its support for recommendations of the Compensation Working Group aimed at addressing compensation issues for state employees. Compensation reform is an essential element of any attempt to improve workforce-related issues.*