State of Michigan

Michigan Department of Community Health

Workforce

&

Succession Planning

"It's Essential"

- Workforce Planning has the goal of hiring the right people, across the organization, in the right place at the right time.

- Succession Planning is a subset of workforce planning. Its goal is similar but its focus is on having the right leadership in place at every level of the organization.

Both are critical to the health of an organization!

Workforce Planning addresses staffing needs by:

- Linking human resources planning with strategic planning – assuring that human resources are aligned with the department's strategic goals and priorities
- Planning for how the department's functions will change over time
- Preparing for changes in functions that will affect job requirements
- Adapting for the changing workforce -demographics, skills, interest, and performance
- Understanding how well the current workforce is prepared for future job requirements and identifying potential gaps
- Developing strategies, including recruitment, retention, training, etc, to address staffing needs based on the gaps

Succession Planning is where critical positions are targeted and staff prepared to qualify for the targeted positions. To assure consistent succession, the department must:

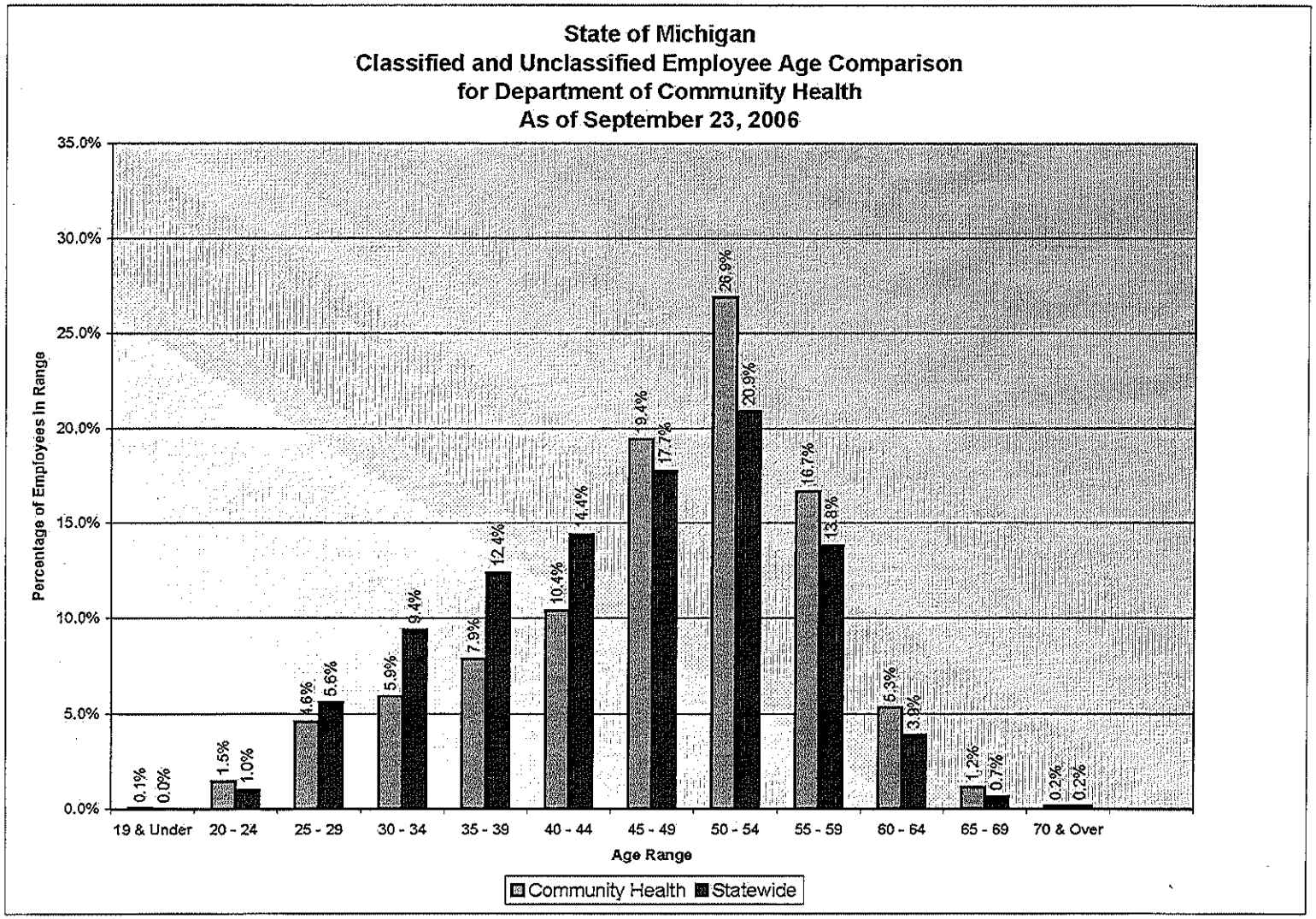
- Assess the potential for vacancies in leadership and other key positions
- Assess the readiness of current staff to assume these positions
- Develop strategies to address these needs based on the gaps including:
  - Mentoring
  - Formal training in leadership and supervisory skills
  - Assuring we have appropriate promotional pools
  - Focusing on hard to fill titles
  - Developing strategies to retain current and potential staff

Why Now?

- Aging workforce across state government
- Baby Boomers opportunity to retire
- Declining incentives for younger workers to stay
- Turnover rates are increasing

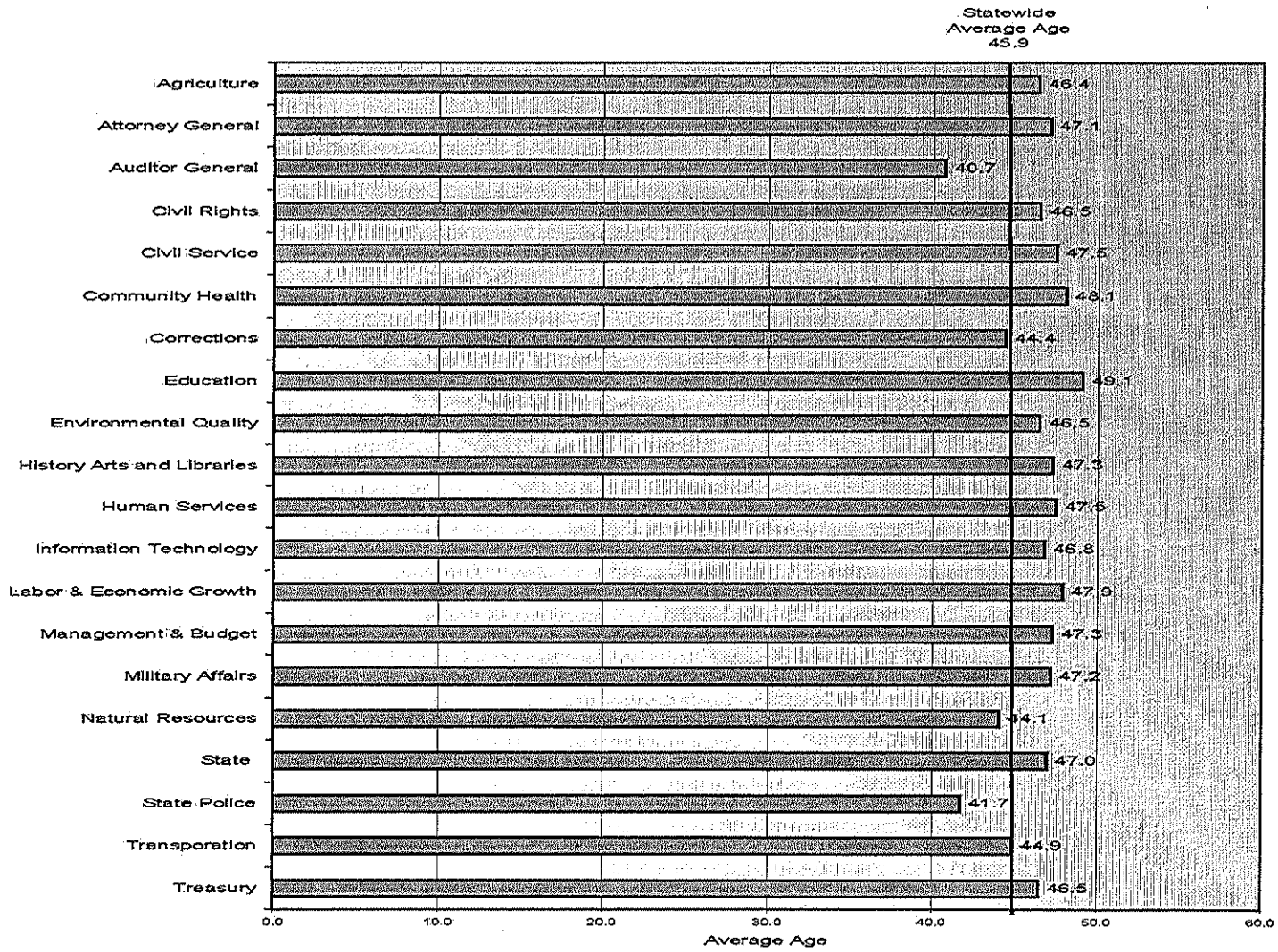
State of Michigan
Strategic Workforce Planning

- The State of Michigan workforce has:
  - 33.3% of state employees eligible to retire within 5 years
  - 52.1% are eligible in 10 years
  - Also, 57.2% are age 45 or older



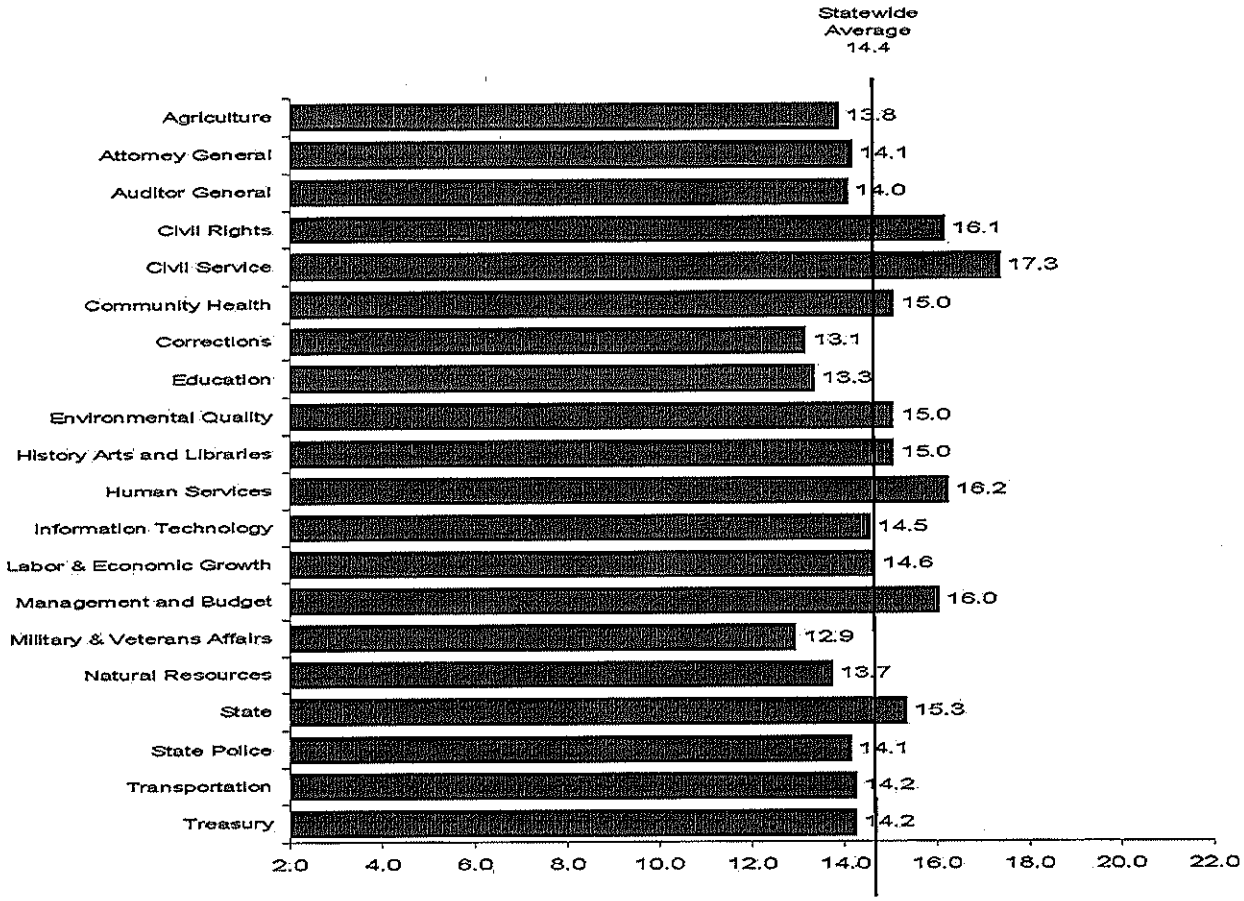
Source: MHR-0344

Average Age for Classfied and Unclassified Employees by Department as of September 23, 2006



MHR-0348

AVERAGE YEARS OF SERVICE BY DEPARTMENT
Fiscal Year 2005-06



Source: MHR-0347

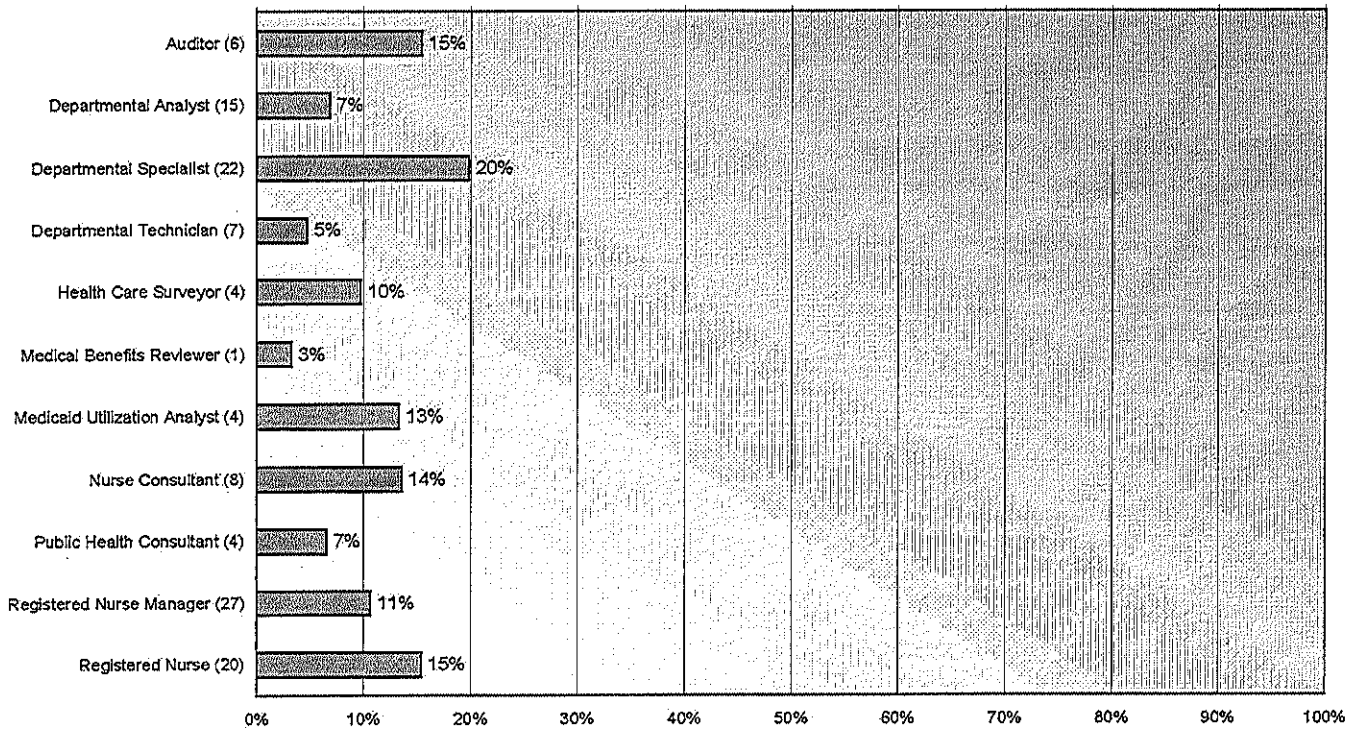
Department of Community Health Strategic Workforce Planning

- The Department of Community Health has:
  - 35.5% of employees eligible to retire in 5 years
  - 59.3% are eligible to retire in 10 years
  - Also, 69.7% are age 45 or older
  - During FY 2002-2003, approximately 15.7% of DCH employees took the early out

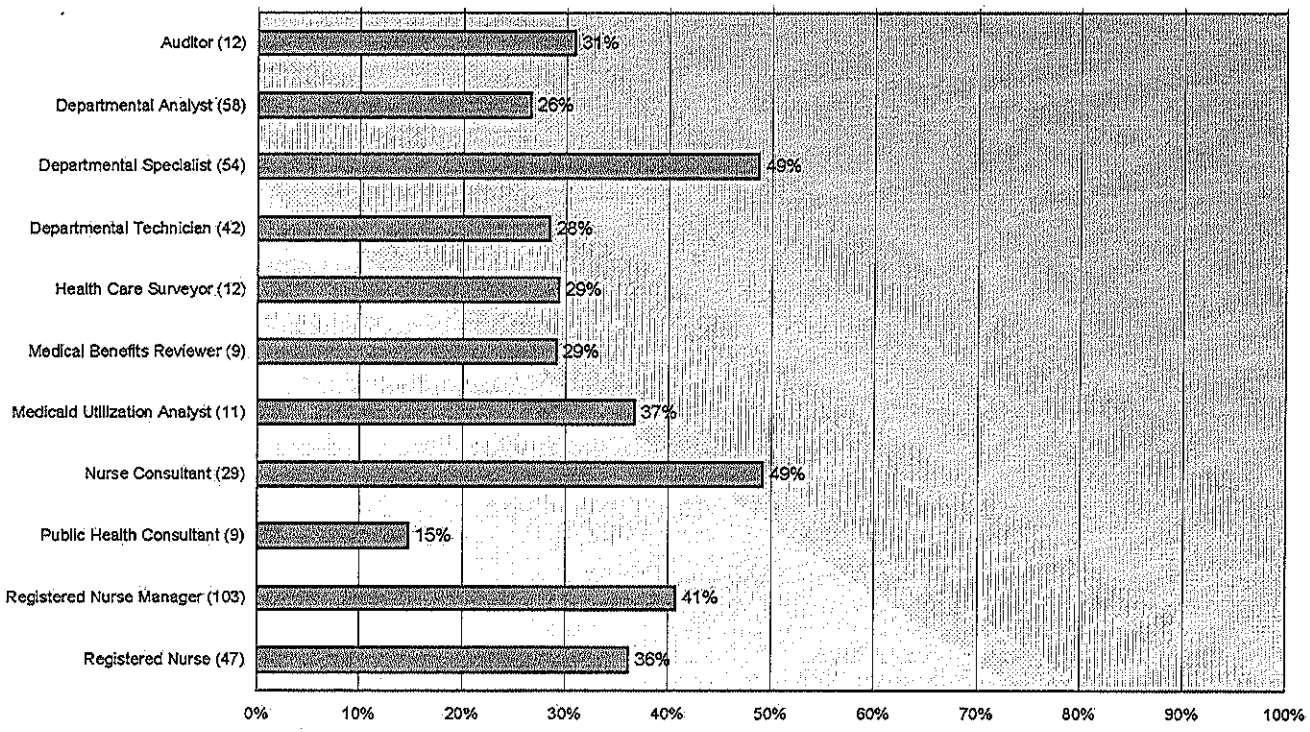
State of Michigan
Strategic Workforce Planning

	Retirement Projections	
Department	5 Years (2011)	10 Years (2016)
Agriculture	26.8%	47.8%
Attorney General	31.8%	49.8%
Auditor General	14.8%	27.5%
Civil Rights	35.4%	47.2%
Civil Service	40.8%	54.9%
Community Health	35.5%	59.3%
Corrections	25.8%	47.8%
Education	32.8%	58.1%
Environmental Quality	29.0%	49.0%
Human Services	37.1%	55.4%
History Arts & Library	33.0%	50.0%
Information Technology	29.5%	48.5%
DLEG	34.1%	55.1%
Management & Budget	34.4%	56.8%
Military Affairs	25.9%	46.4%
Natural Resources	23.5%	41.0%
State	30.4%	53.2%
State Police	21.3%	43.7%
Transportation	25.3%	42.5%
Treasury	28.8%	50.2%

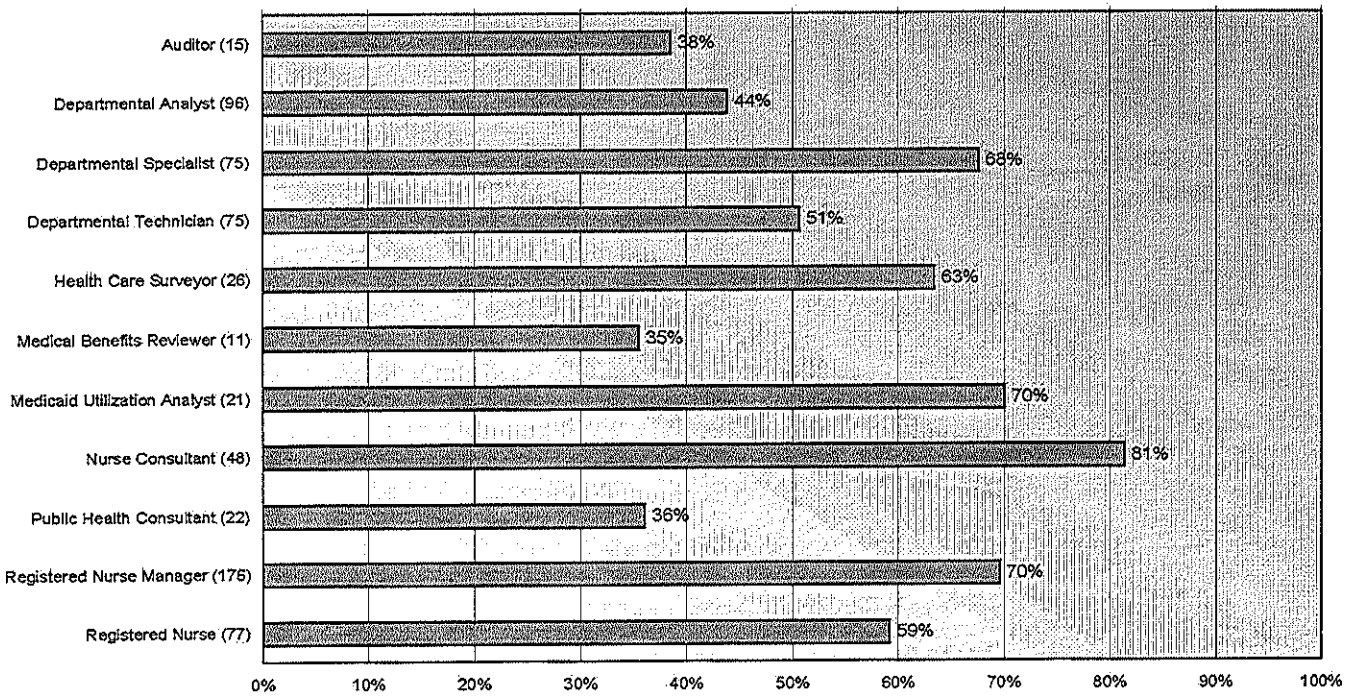
STATE OF MICHIGAN
Department of Community Health Current Year Retirement Projection
by Selected Job Titles
as of September 23, 2006



STATE OF MICHIGAN
Department of Community Health Five Year Retirement Projection
by Selected Job Titles
as of September 23, 2006



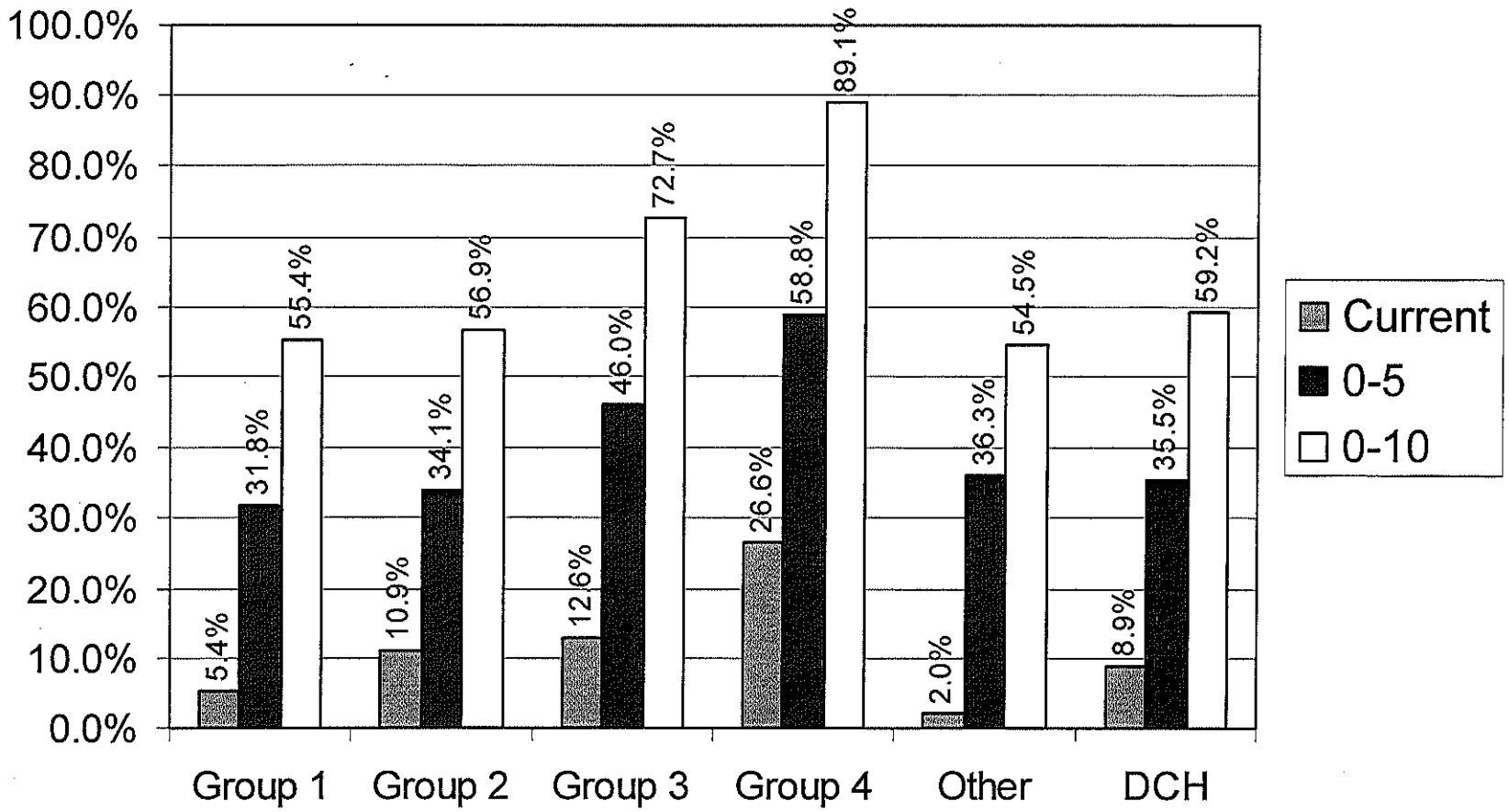
STATE OF MICHIGAN
Department of Community Health Ten Year Retirement Projection
by Selected Job Titles
as of September 23, 2006

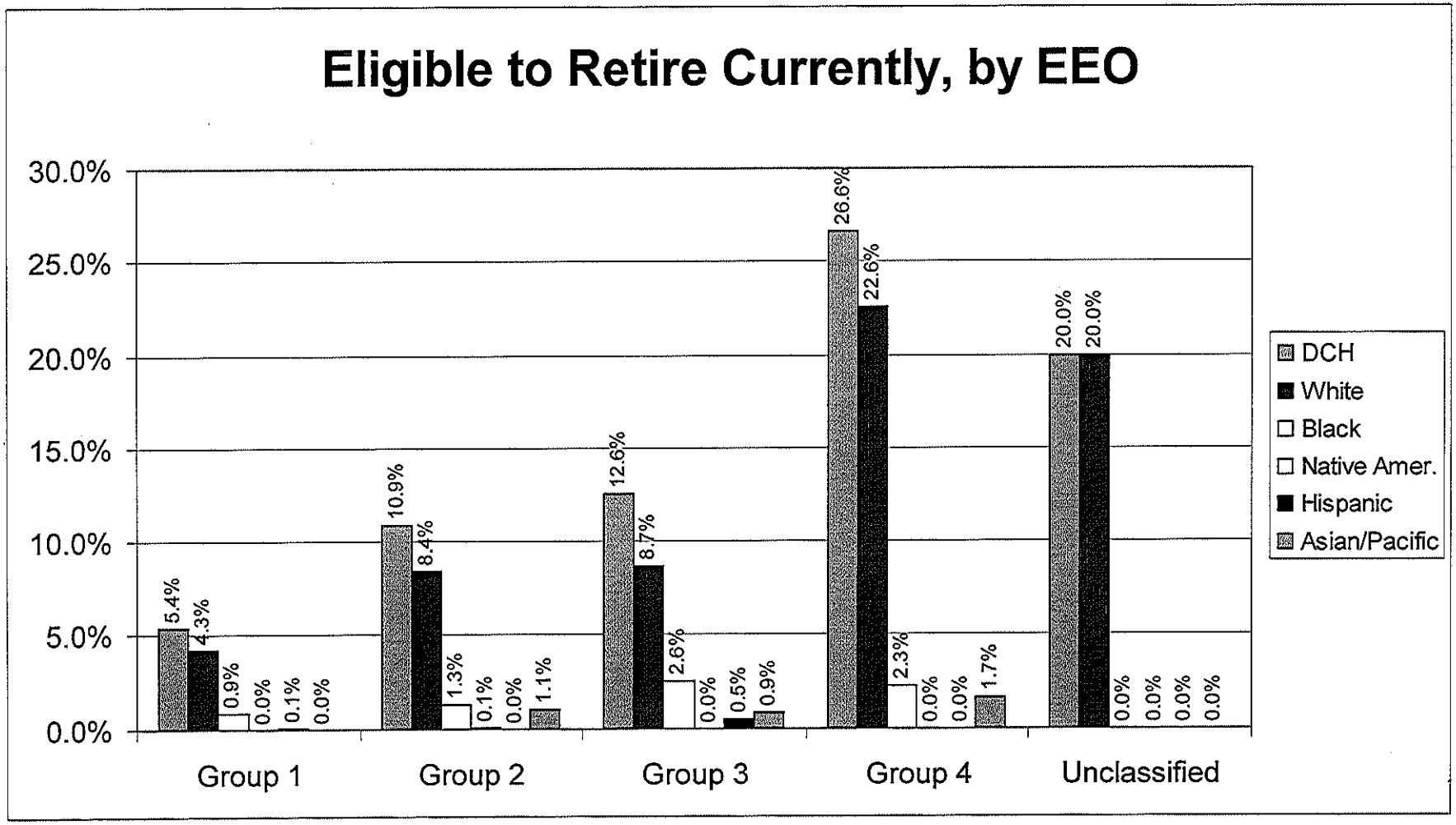


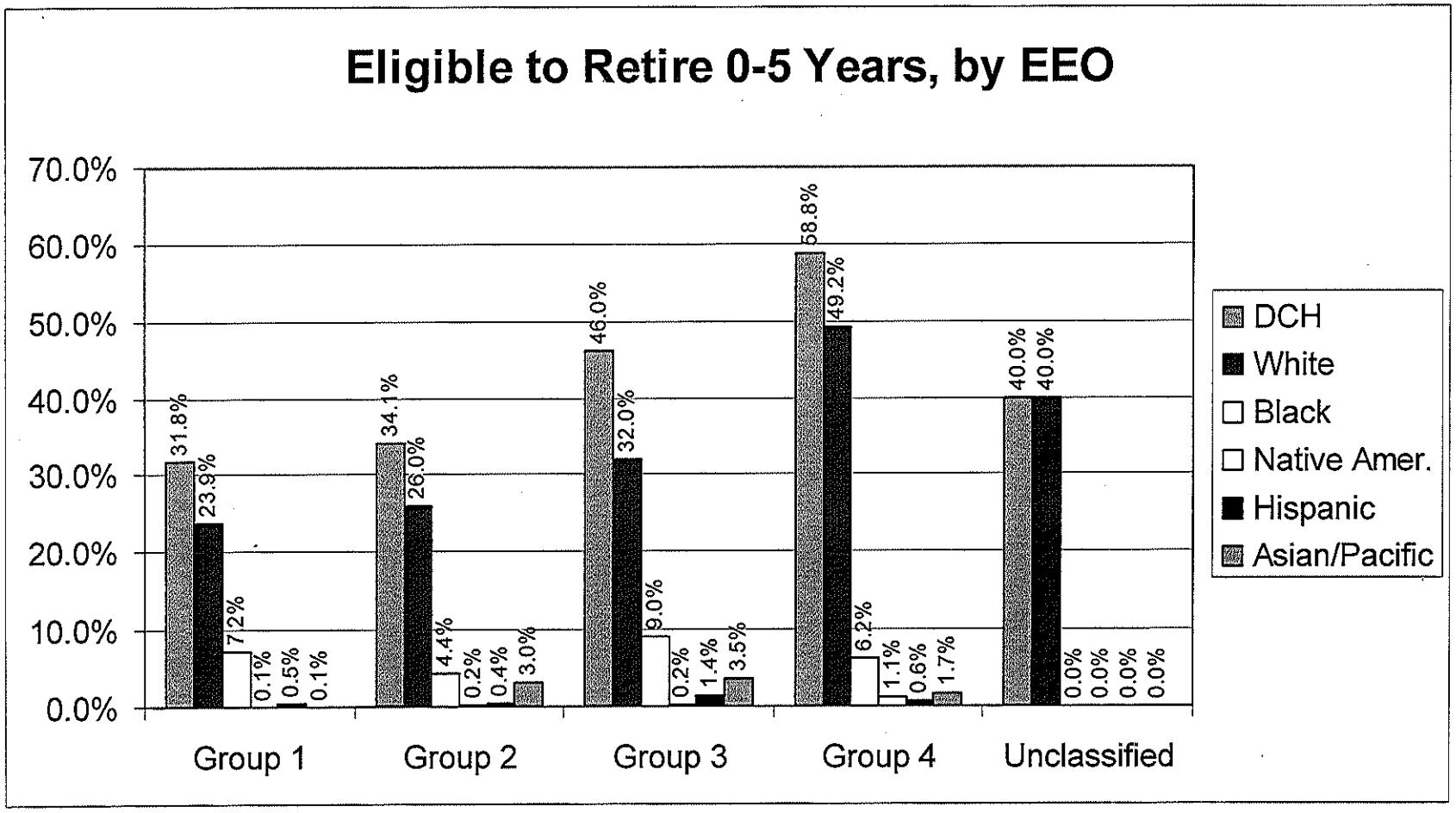
Equitable Classification Plan (ECP)

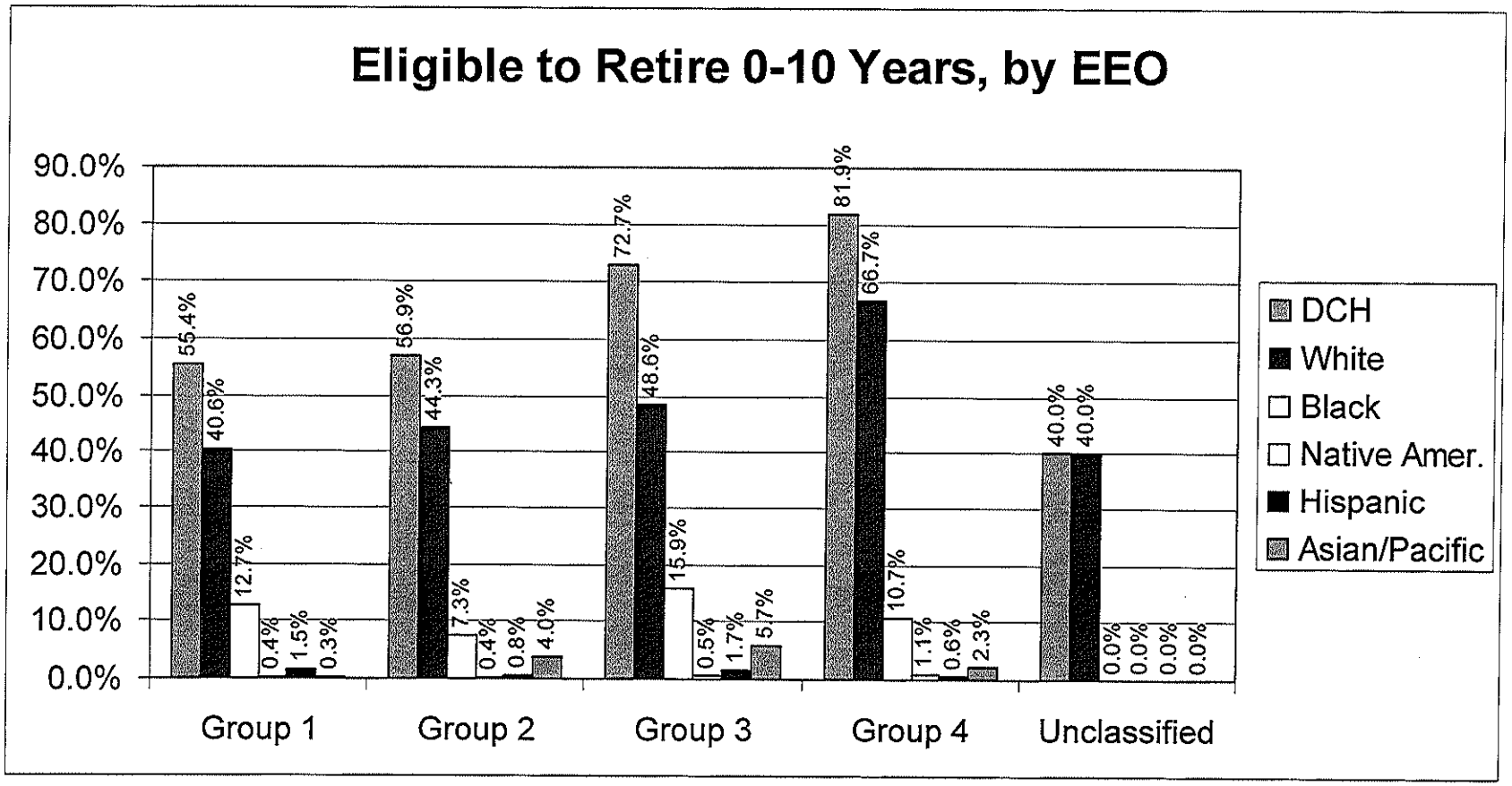
- Group 1
  - Technical, Office, Paraprofessional and Service Occupations (Non-Supervisory)
- Group 2
  - Business, Human Service, Scientific and Engineering Professional Classes (Non-Supervisory)
- Group 3
  - Supervisors and Managers
- Group 4
  - Executives and Administrators
- Unclassified
  - Gubernatorial appointees

Retirement by Classification




Eligible to Retire Currently, by EEO
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
5.4%
4.3%
0.9%
0.0%
0.1%
0.0%
10.9%
8.4%
1.3%
0.1%
0.0%
1.1%
12.6%
8.7%
2.6%
0.0%
0.5%
0.9%
26.6%
22.6%
2.3%
0.0%
0.0%
1.7%
20.0%
20.0%
0.0%
0.0%
0.0%
0.0%
Group 1
Group 2
Group 3
Group 4
Unclassified
DCH
White
Black
Native Amer.
Hispanic
Asian/Pacific


Eligible to Retire 0-5 Years, by EEO
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
31.8%
23.9%
7.2%
0.1%
0.5%
0.1%
34.1%
26.0%
4.4%
0.2%
0.4%
3.0%
46.0%
32.0%
9.0%
0.2%
1.4%
3.5%
58.8%
49.2%
6.2%
1.1%
0.6%
1.7%
40.0%
40.0%
0.0%
0.0%
0.0%
0.0%
Group 1
Group 2
Group 3
Group 4
Unclassified
DCH
White
Black
Native Amer.
Hispanic
Asian/Pacific


Eligible to Retire 0-10 Years, by EEO
90.0%
80.0%
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
55.4%
40.6%
12.7%
0.4%
1.5%
0.3%
56.9%
44.3%
7.3%
0.4%
0.8%
4.0%
72.7%
48.6%
15.9%
0.5%
1.7%
5.7%
81.9%
66.7%
10.7%
1.1%
0.6%
2.3%
40.0%
40.0%
0.0%
0.0%
0.0%
0.0%
Group 1
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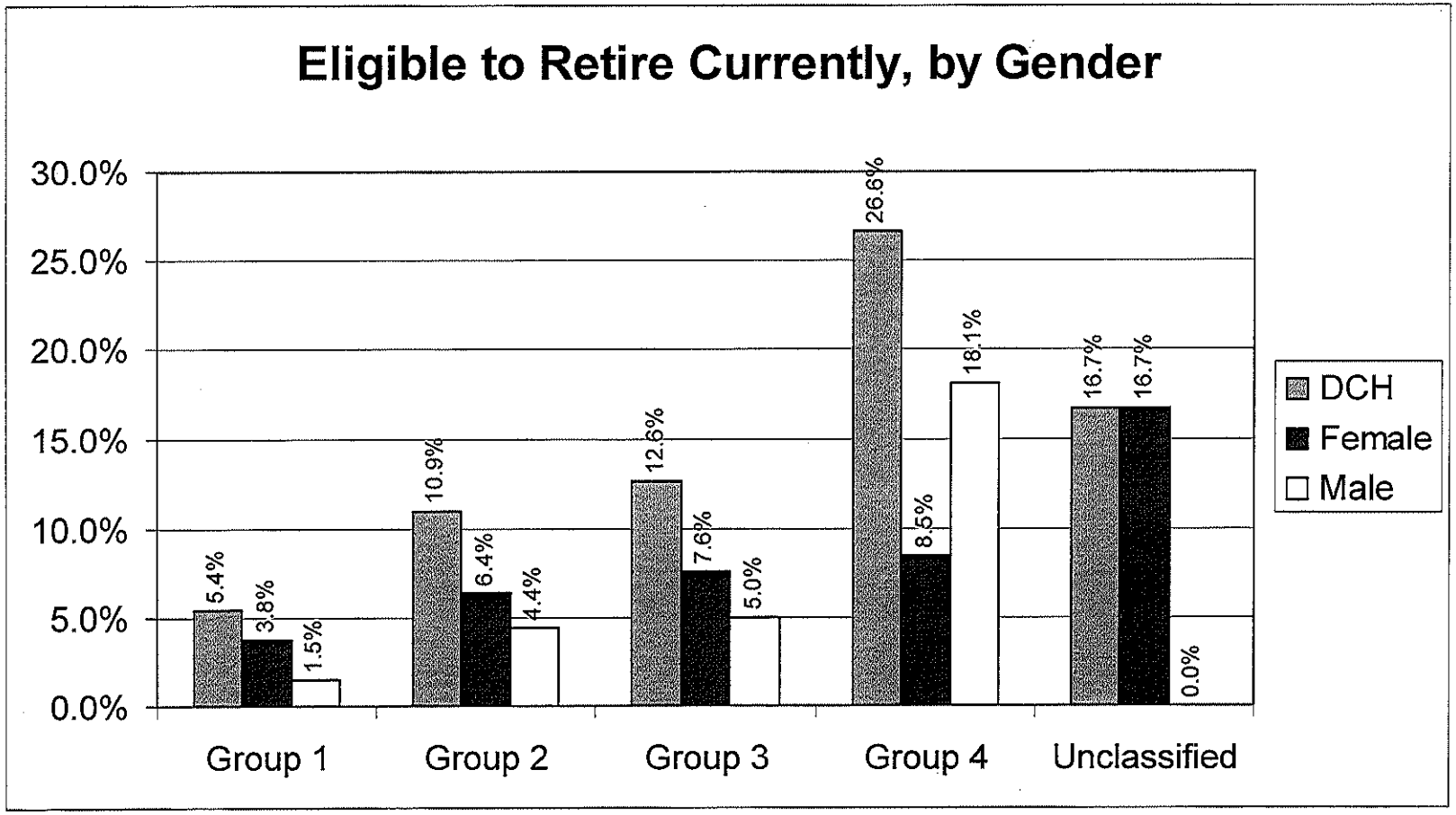
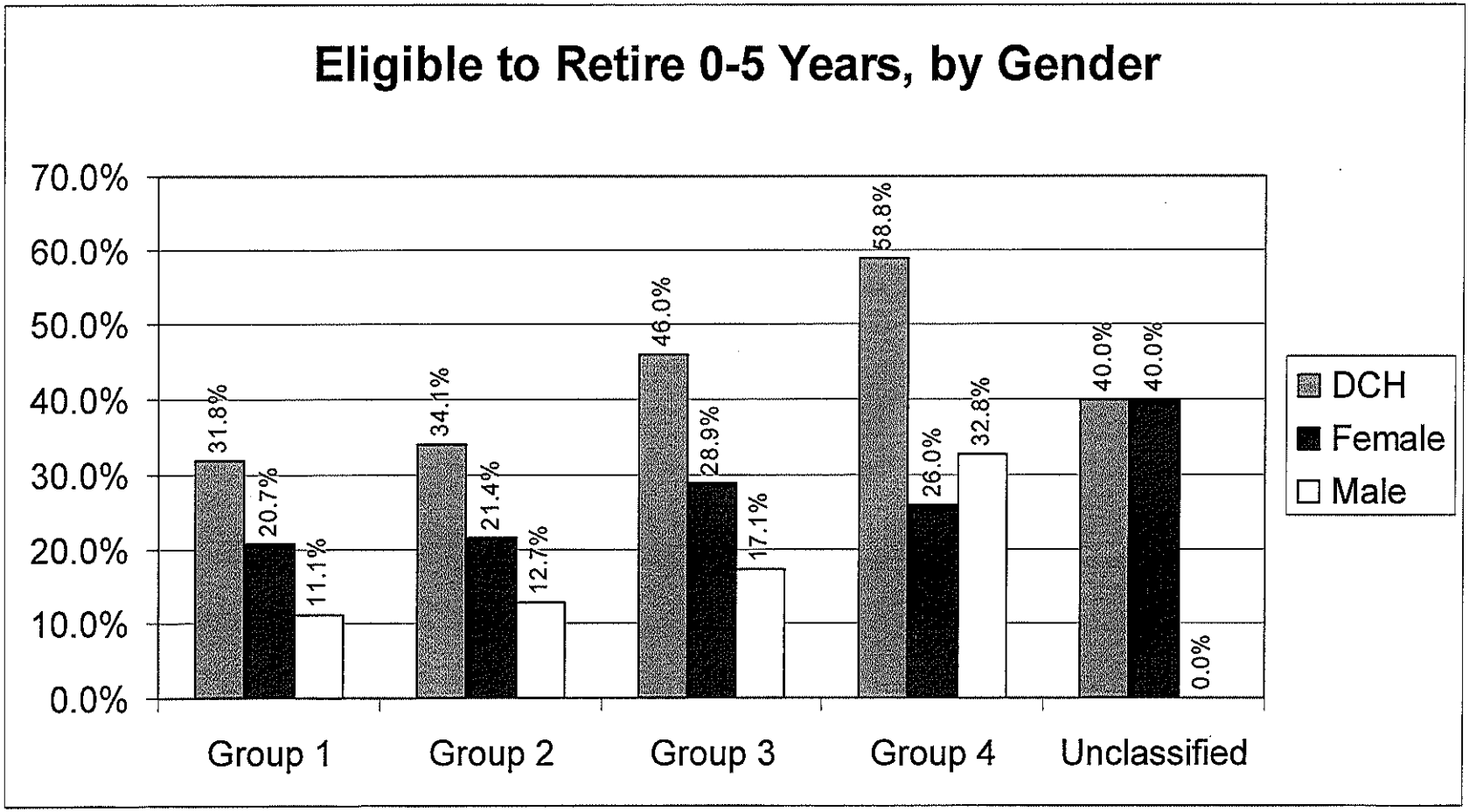
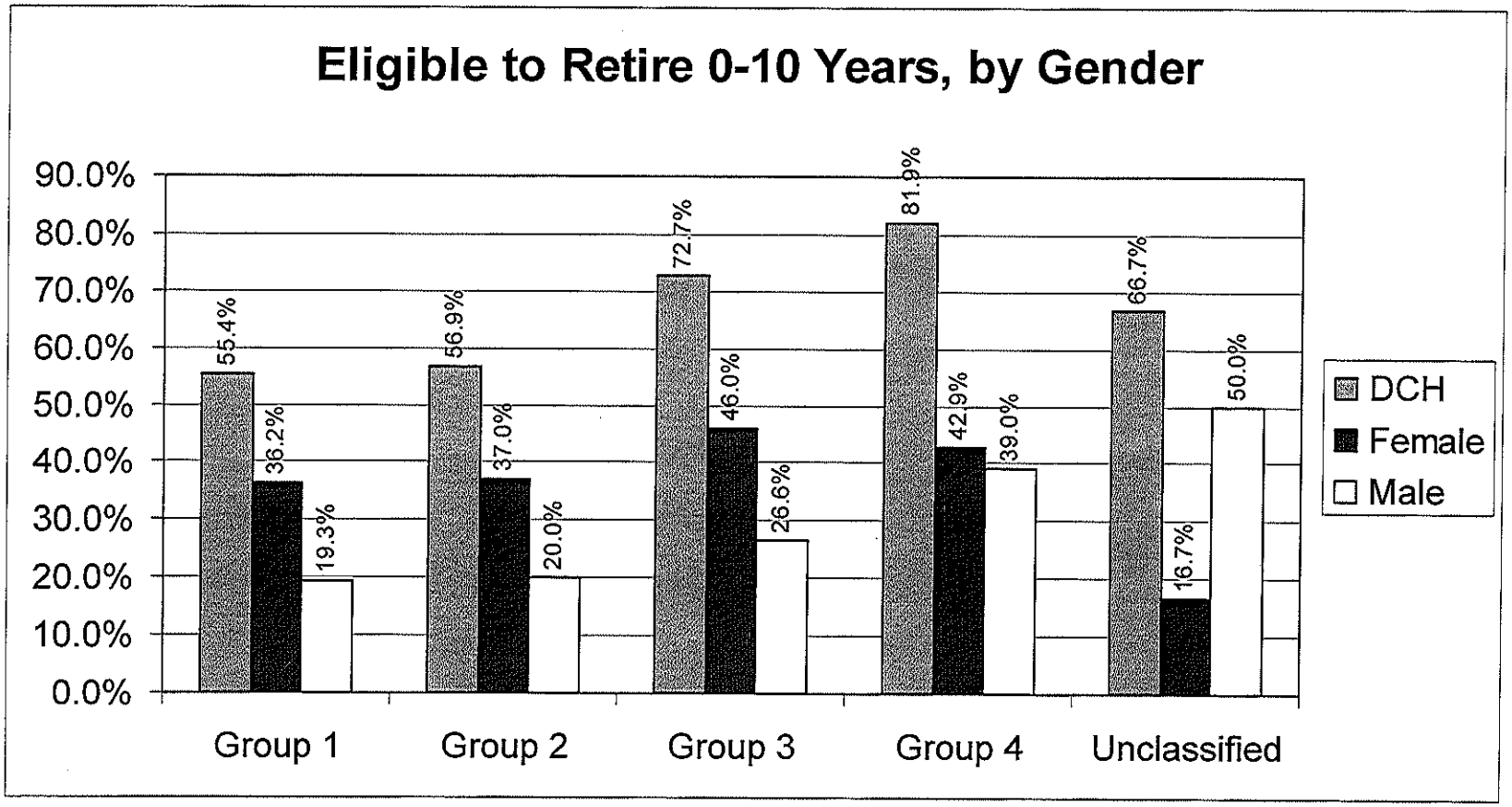
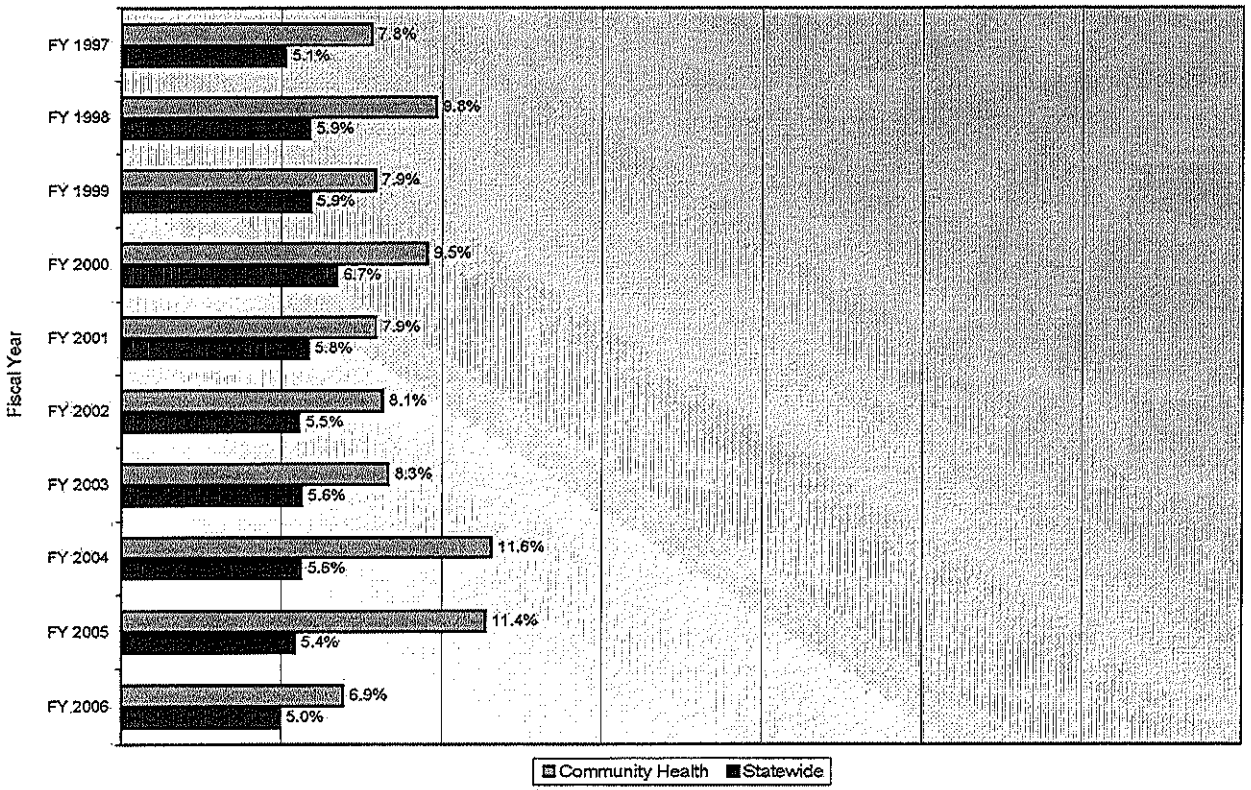

Eligible to Retire Currently, by Gender
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
5.4%
3.8%
1.5%
10.9%
6.4%
4.4%
12.6%
7.6%
5.0%
26.6%
8.5%
18.1%
16.7%
16.7%
0.0%
Group 1
Group 2
Group 3
Group 4
Unclassified
DCH
Female
Male


Eligible to Retire 0-5 Years, by Gender
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
31.8%
20.7%
11.1%
34.1%
21.4%
12.7%
46.0%
28.9%
17.1%
58.8%
26.0%
32.8%
40.0%
40.0%
0.0%
Group 1
Group 2
Group 3
Group 4
Unclassified
DCH
Female
Male


Eligible to Retire 0-10 Years, by Gender
90.0%
80.0%
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
55.4%
36.2%
19.3%
56.9%
37.0%
20.0%
72.7%
46.0%
26.6%
81.9%
42.9%
39.0%
66.7%
16.7%
50.0%
Group 1
Group 2
Group 3
Group 4
Unclassified
DCH
Female
Male

State of Michigan
Turnover Rates for Fiscal Years 1997 – 2006
for the Department of Community Health



This report reflects turnover for classified full-time, part-time, permanent intermittent, limited term, seasonal, and non career employees except for Student_Assistant-E, Construction Aide (TRANS)-E, and State Workers which make up approximately 95% of all non career classes. Early Retirements are excluded from this report.