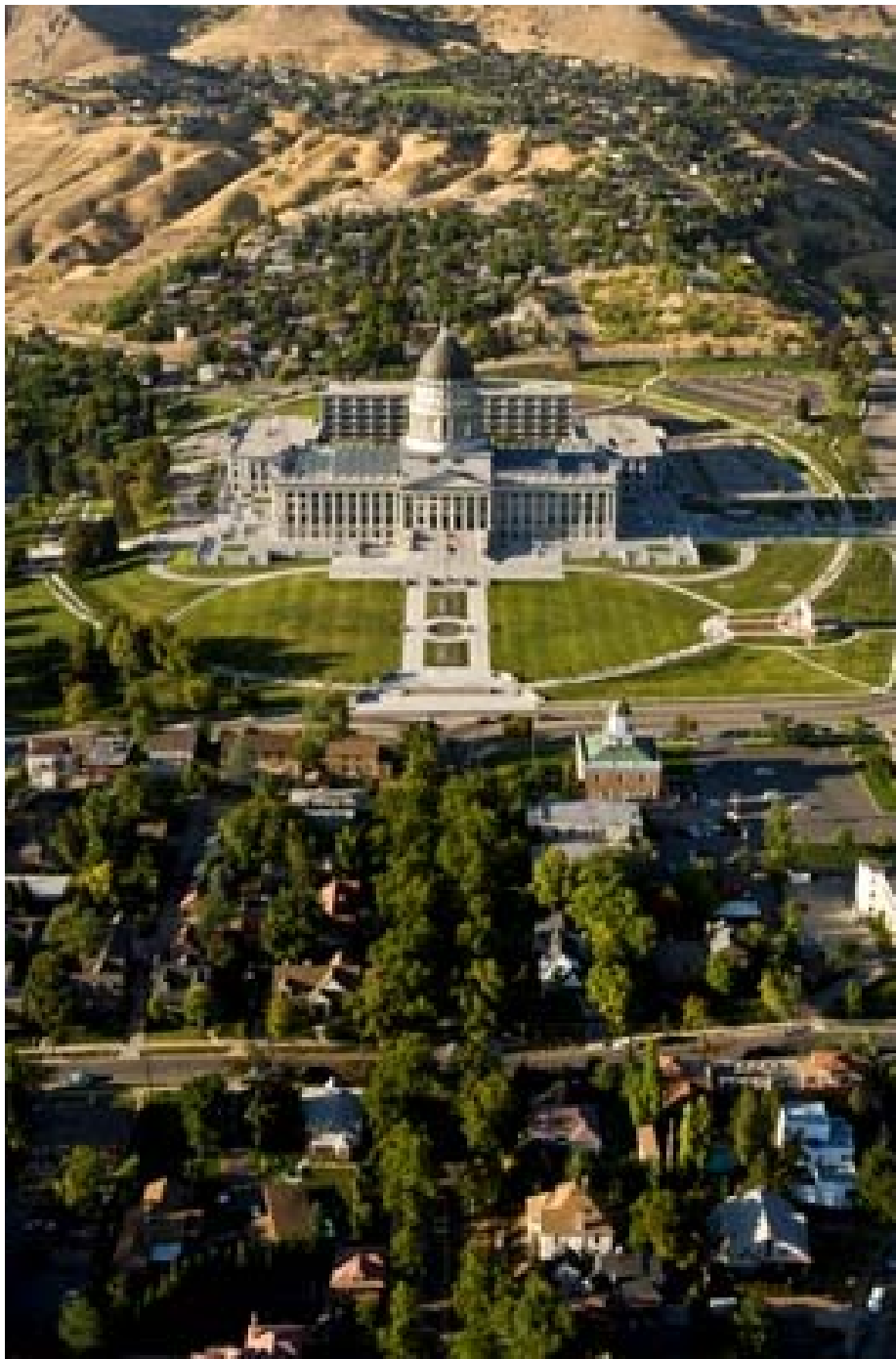


# 2008 Executive Summary



Department of Human Resource Management

# **State of Utah**

## **Executive Summary**

**FY 2008**

The workforce profile provides the state and agencies with the pertinent information needed to quickly assess the makeup of the workforce and to detect potential challenges in recruiting and retaining qualified employees. It is one component of the Department of Human Resource Management's workforce planning, reporting, and policy analysis function.

Workforce planning can be seen as the process by which we ensure that the State has the right people with the right skills in the right place at the right time to accomplish the purposes of state government. Utah code places the responsibility for human resource planning directly on DHRM: "...in cooperation with other agencies, conduct research and planning activities to...determine and prepare for future state personnel needs;..." 67-19-6(1)(f)(i)

The Workforce Profile is the foundation of workforce planning. With this component, DHRM can identify critical areas that require attention and gain insight into how current policy affects the ability of the state to retain a competent workforce. It consists of dimensions which have been chosen by state HR professionals to illustrate the basic demographic core of the state workforce. This reports only relates to the executive brand of state government.

### **Workforce Profile Dimensions**

**Average Age when Hired** - The actual age of the employee on his/her initial hire date.

**Average Years of Service (Tenure)**

**Average Age**

**Retirement Eligibility** – A prediction of the number of employees who will become eligible to retire in the next 5 years. The number who will actually retire is a prediction based on previous years analysis.

**External Turnover**- Employees that have left state employment.

**Internal Turnover**- Employees who move from one agency to another agency within state government.

**Overall Turnover**- The combination of external and internal turnover.

**Total Compensation Index** – The average percentage amount the state's total compensation package is behind the market.

**Quartile Distribution** – This is the percentage of state employees in each quartile of the pay range.

It is critical to note that this report profiles the state's "core" workforce rather than the "total" state workforce. The core is defined as the permanent and long term employees of the executive branch. This group consist of all career service employees (schedule B) and select non-career service employees in top level management and professional positions (schedules AD, AR, AS and AT). The "non-core" workforce is the seasonal and temporary employees, elected officials and immediate staff, department heads, and employees of the judicial and legislative branches.

The core workforce remains relatively stable over time allowing DHRM to track trends and conduct comparative analysis. The non-core workforce varies greatly over time and requires a different kind of evaluation than we are conducting here. This is the primary reason for focusing on a core for the workforce profile.

This report is in three parts.

- o The first is an executive summary of the dimensions which represent the most critical issues facing the state human resource system.
- o The second part is an executive summary of the remaining dimensions.
- o The third part is a detailed analysis of each dimension breaking the data down by agency and salary survey benchmark where possible.
- o Parts one and two are contained in this document. Part three may be obtained by contacting DHRM at 801-538-3025.

The data for this report is for fiscal year 08 and was pulled the first week in August 2008.

### **Basic Workforce Demographics**

- o Total employees, core and non-core: 25,771
- o Total core employees: 17,766  
69% of the workforce
- o Total career service employees: 16,639  
94% of the core workforce  
65% of the total workforce
- o Total schedule AD, AR, AS and AT: 1127  
6% of the core workforce  
4% of the total workforce
- o Gender composition of total workforce: Males = 50.6%  
Females = 49.4%
- o Gender composition of core workforce: Males = 50.7%  
Females = 49.3%

### **Ratio of State Employees to State Population**

<b>Year</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Ratio of Total workforce to state population	1.01%	0.98%	0.96%	.93%	.93%
Ratio of Core workforce to state population	0.71%	0.69%	0.67%	.64%	.64%

# Executive Summary – Part 1

## Critical Issues

Compensation can be shown by two dimensions: the Salary Index, and Quartile Distribution or position of the employee on the pay range.

### 10-Year Salary Index History: (State Salaries compared to the Market)

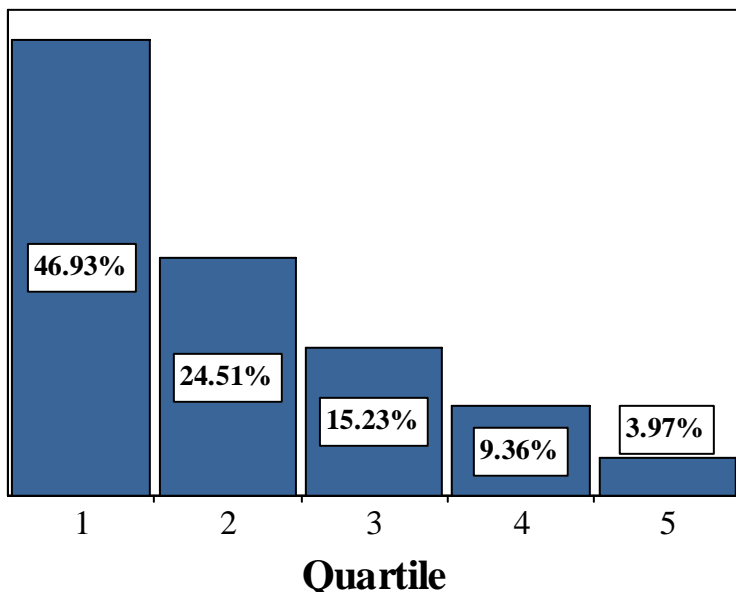
- The same companies do not respond to our survey each year which may cause the numbers to vary.

Calendar Year	Salary Index %
1997	-08.8
1998	-11.7
1999	-12.9
2000	-12.7
2001	-12.8
2002	-17
2003	-18.1
2004	-19.9
2005	-16.0
2006	-16.1
2007	-16.8
2008	-13.9

There is a wide range of the salary index among the 93 salary benchmarks.

- One benchmark representing 34 employees is below the market average by -40% or more.
- Six benchmarks representing 1,417 employees are below the market average by -30% or more.
- Sixteen benchmarks representing 1,589 employees are below the market average by -20% or more.
- Forty benchmarks representing 10,324 employees are below the market average by -10% or more.
- Approximately 55% of the workforce is below the market average by -10% or more.
- The remaining 30 benchmarks are within 10% of the market average or above.

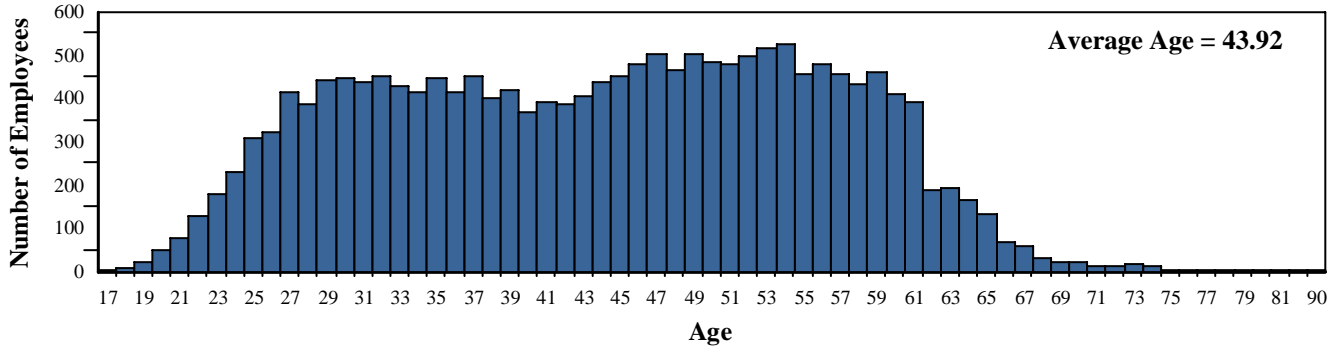
## Quartile Distribution Statewide



- There is a slight improvement in the distribution profile of 3.3% over the past three years.
- Six agencies have more than 80% of employees in the first two quartiles; Tax Commission, Dept of Human Services, Dept Environmental Quality, Dept of Workforce Srvs, Financial Institutions, Insurance Department (Part 3, p.20)
- Thirty benchmark groupings have more than 80% of employees in the first two quartiles. (Part 3, p.27)
- The 5<sup>th</sup> column is longevity status.

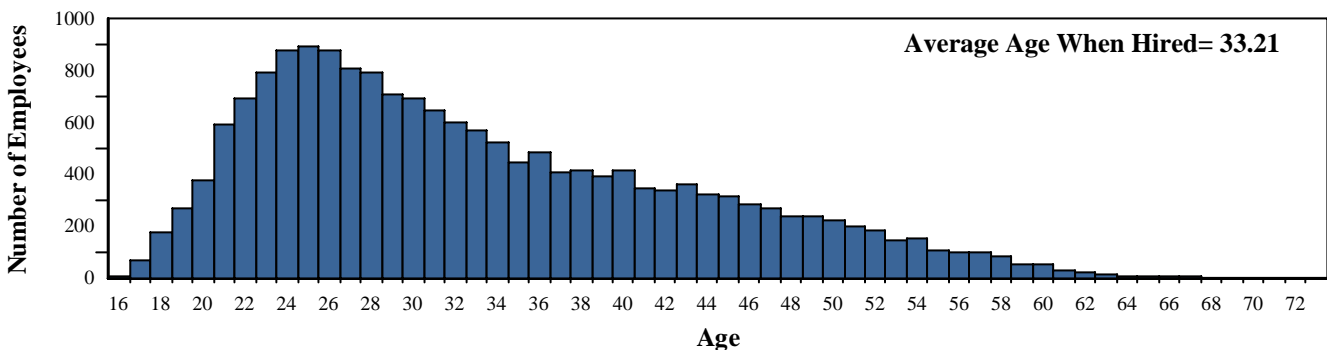
# Executive Summary – Part 2

**Average Age  
Statewide**



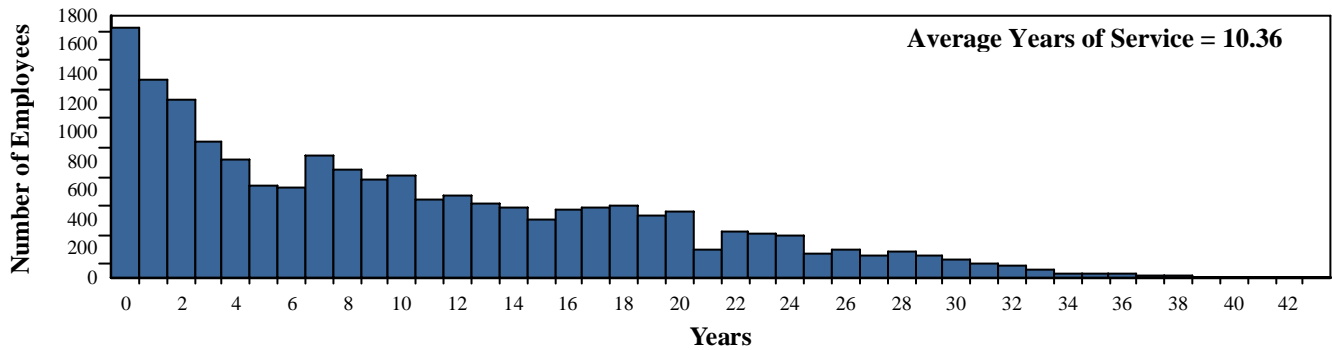
- This year’s average of 43.92 is just a slight change from last year’s average of 43.86.
- In three agencies the average age is 50 or more; State Treasurer, Dept of Agriculture, and Public Service Commission. (Part 3, p. 32)
- The youngest agencies are State Auditor (37 years), Dept of Public Safety (40 years), Dept of Corrections and Dept of Human Services (41 years).
- Twenty percent (-2% from last year) of core employees are over age 55. This is the group most likely to retire.

**Age When Hired  
Statewide**



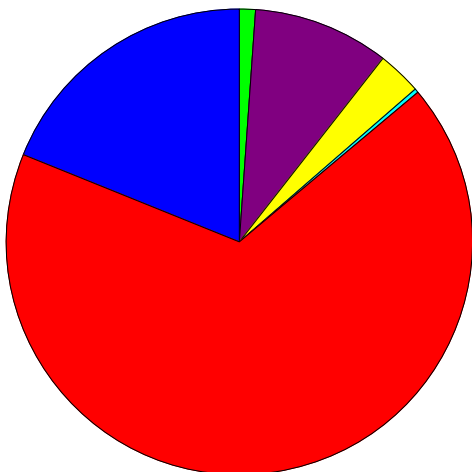
- The average of all core employees for FY08 when they were hired is 33.2 years.
- The average age of employees hired in FY06 is 32.5 years, FY05 is 33.3, and FY07 is 32.5 years.
- Only the State Auditor has an average age at hire of less than 30. (Part 3, p. 44)

## Years of Service Statewide



- The average tenure of a state employee is 10.36 years. This number has been consistent over the past 9 years.
- In three agencies, the average tenure is less than 9 years; Utah National Guard (8.01), Labor Commission (8.56), Dept of Commerce (8.07), and Insurance Department (8.09) (Part 3, p. 57)
- Benchmark groups with the lowest tenure tend to be clerical positions, some regulatory professionals such as financial examiners and utility analysts, and some medical positions such as nurse and doctor. (Part 3, p. 64)

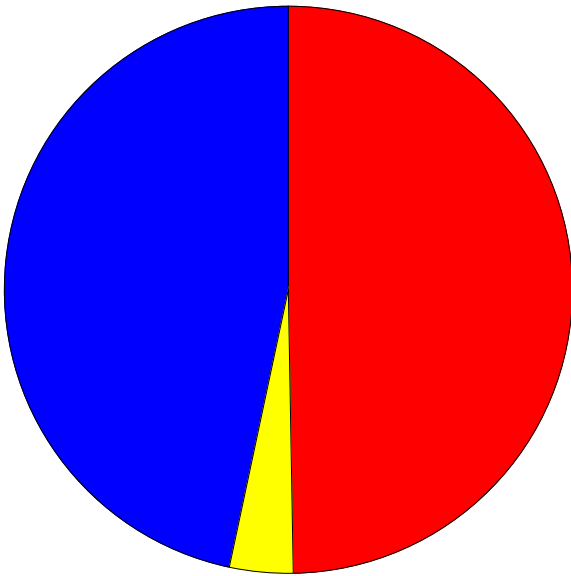
## External Turnover Statewide



- The percent of employees leaving state employment is 10.72%
- Among agencies with one hundred or more employees; those with the highest external turnover rate are Human Services (15.9%), Dept. of Commerce (13.64%), Board of Education (12.55%), Dept. of Public Safety (12.04%), Alcoholic Beverage Control (11.46%), and Dept. of Agriculture and Foods (11.22%) (Part 3, p. 69)

<span style="color: green;">■</span> Abandonment of Position	19	1.0%
<span style="color: purple;">■</span> Disciplinary Action	183	9.6%
<span style="color: yellow;">■</span> Other	56	2.9%
<span style="color: cyan;">■</span> Reduction in Force	5	0.3%
<span style="color: red;">■</span> Resignation	1282	67.3%
<span style="color: blue;">■</span> Retirement	361	18.9%
<b>Total:</b>	<b>1906</b>	<b>100.0%</b>

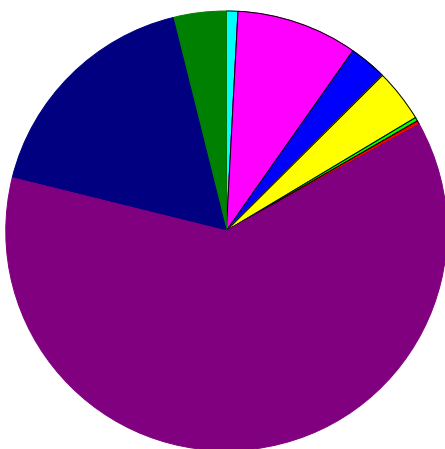
## Internal Turnover Statewide



Promotion	83	49.7%
Reassignment	6	3.6%
Transfer	78	46.7%
Total:	167	100.0%

- The percent of employees moving to other state agencies is .94%
- Among agencies with one hundred or more employees; those with the highest internal turnover rate are Human Resource Management (4.71%), Dept. of Administrative Services (2.52%), Dept. of Workforce Services (1.87%), and Dept. of Commerce (1.65%) ([Part 3, p. 79](#))

## Overall Turnover Statewide

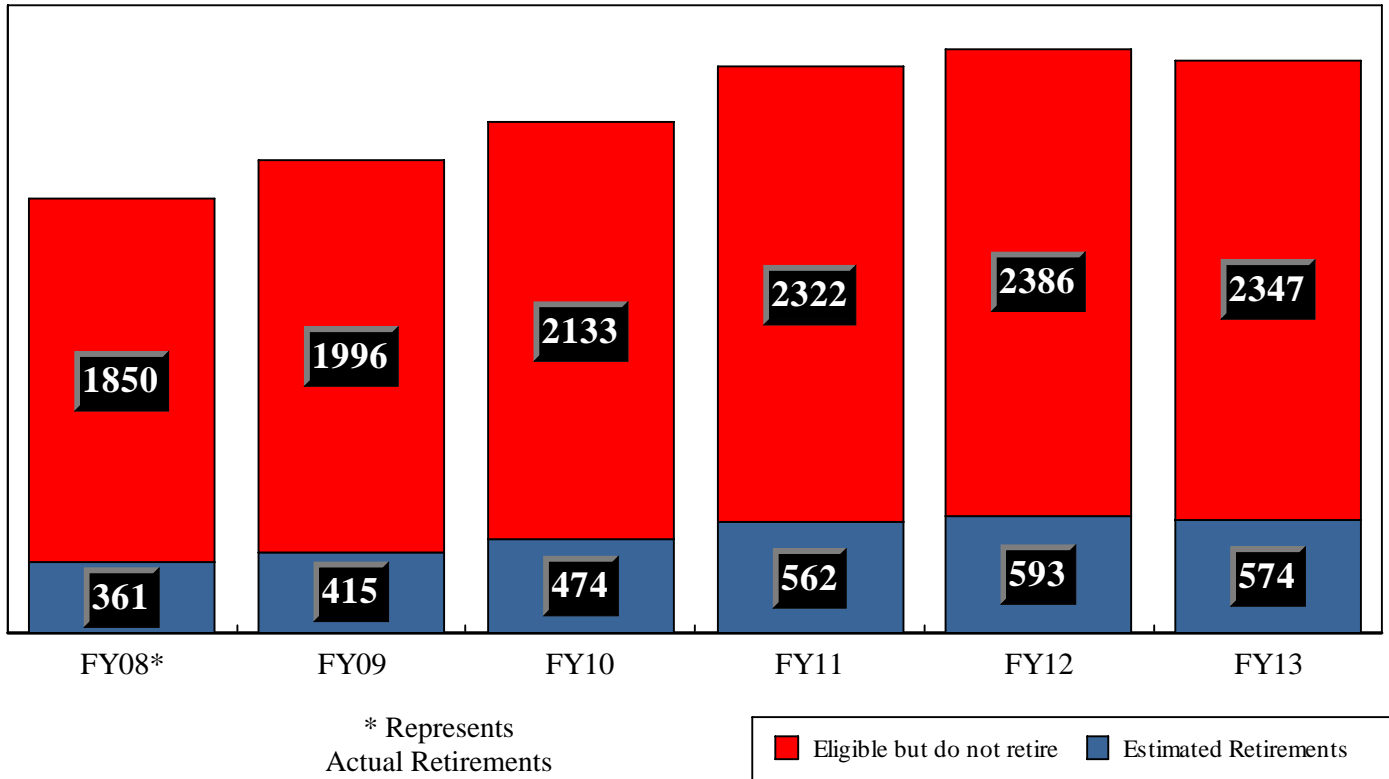


Abandonment of Position	19	0.9%
Disciplinary Action	183	8.8%
Other	56	2.7%
Promotion	83	4.0%
Reassignment	6	0.3%
Reduction in Force	5	0.2%
Resignation	1282	61.8%
Retirement	361	17.4%
Transfer	78	3.8%
Total:	2073	100.0%

- Overall turnover in the state is 11.67%.
- Among agencies with one hundred or more employees; those with the highest overall turnover rate are the Human Services (16.61%), Dept. of Commerce (15.29%), Board of Education (13.75%) and Dept. of Public Safety (13.15%).

# Retirement Projections

## Statewide



- Based on best estimates, the data represents how many people we anticipate will retire.
- The retirements are based on the total number of people we anticipate will be eligible minus the total number of people we estimated to retire the previous year.