

Human Resources Series

Workforce Planning Analytics

Marc Lefebvre, Executive Director, Human Resources,
Office of the Auditor General of BC

Office Culture and Onboarding

Kymber Waltmunson, King County Auditor

Justin Anderson, Senior Management Auditor, King County

New Employee Training

Sarah Anderson, Principal Auditor, Oregon State Auditor's
Office

Erin Fifield, Staff Auditor, Oregon State Auditor's Office



OFFICE OF THE
Auditor General
of British Columbia

Workforce Planning Analytics

Marc P. Lefebvre, MA, CHRP

Presentation to PNIAF

September 26, 2014

Office of the Auditor General Overview

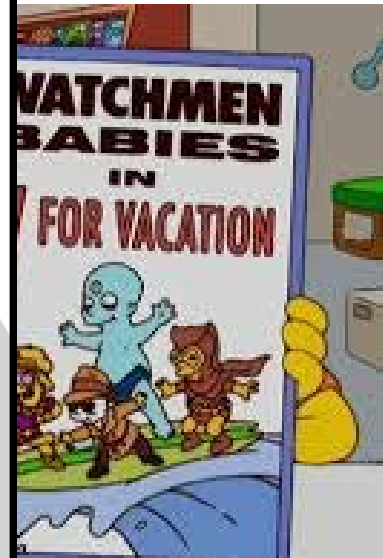
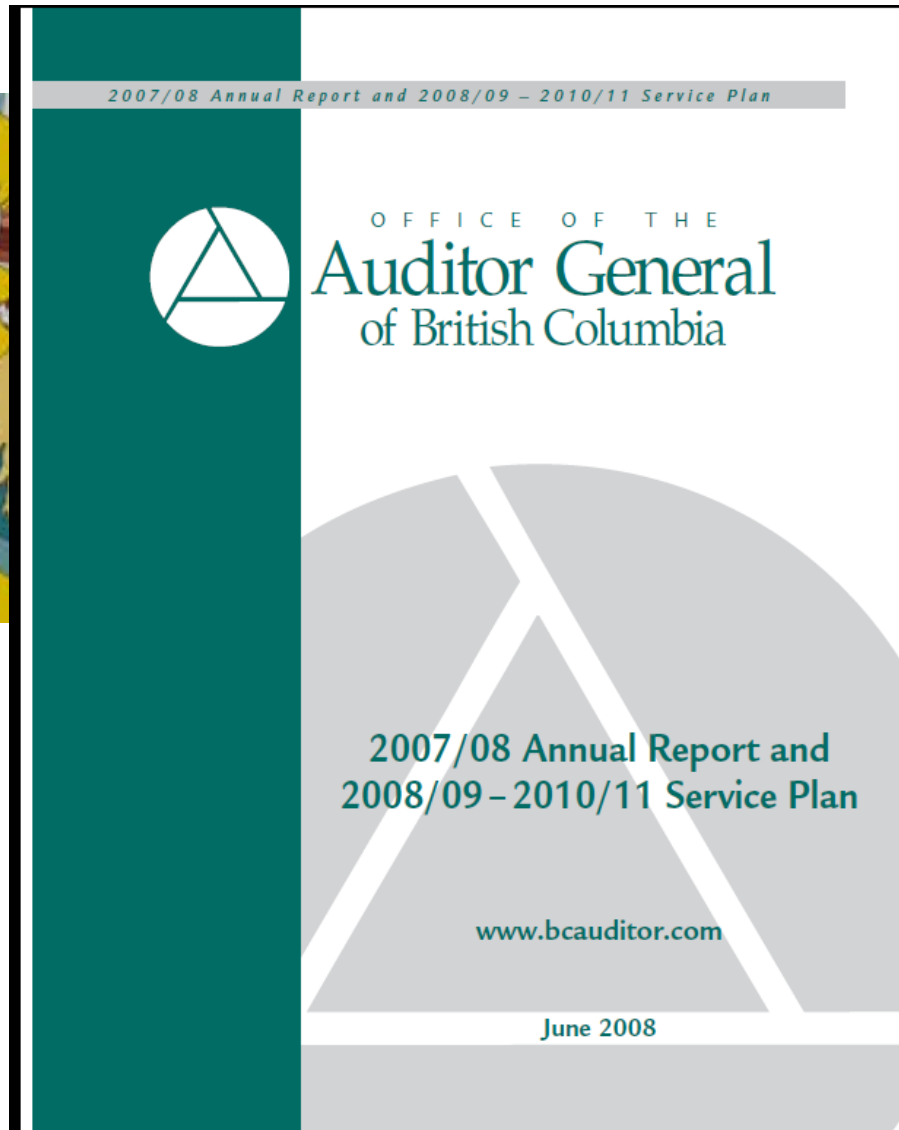


- Re-established in 1977
- Responsible for auditing most of government, including its ministries, Crown corporations, and other organizations such as school districts and colleges
- ~115 Full-time EEs
- HR Team of 3 + ½ time T&D Manager from Audit Portfolio

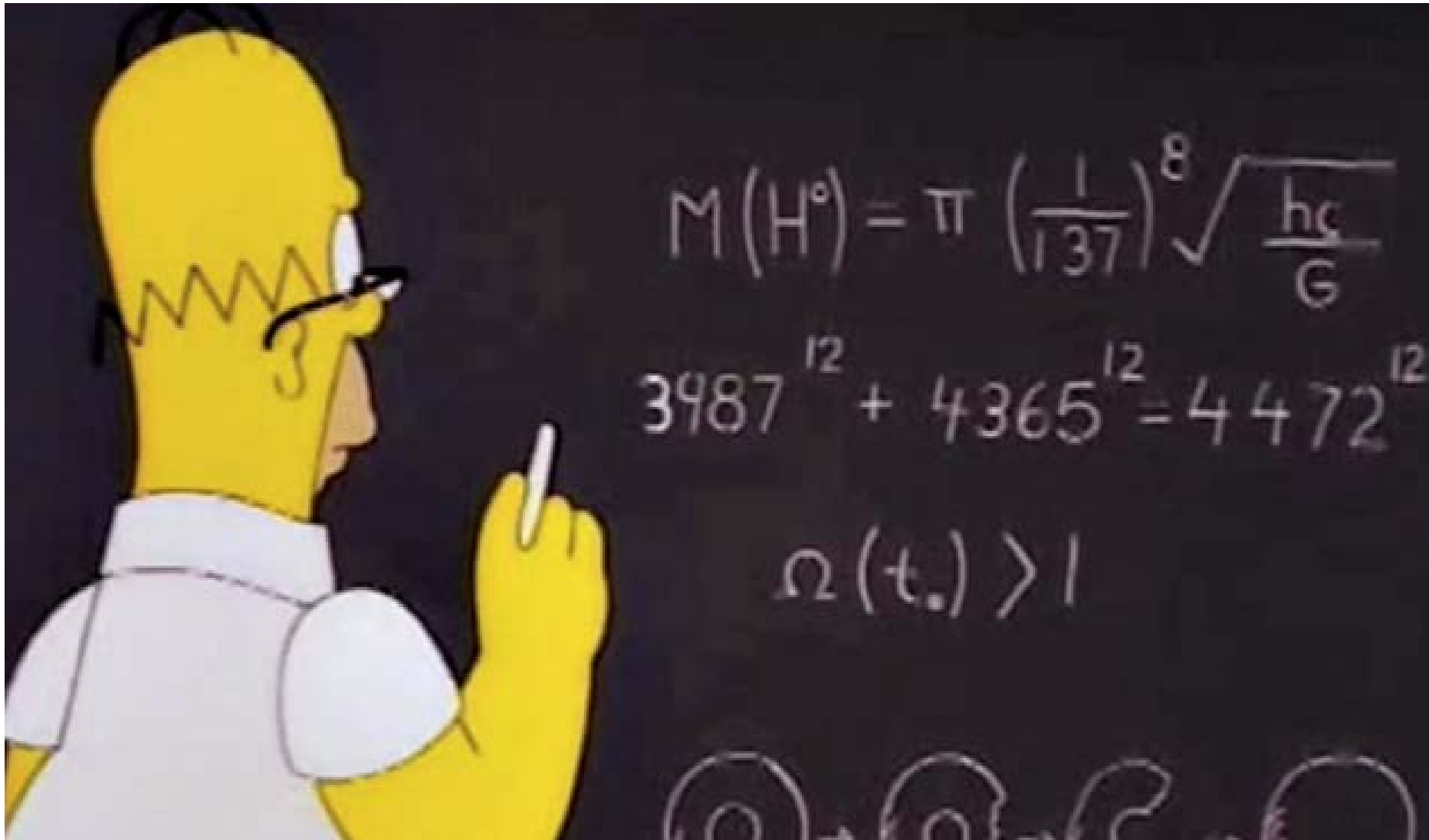
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what's new?

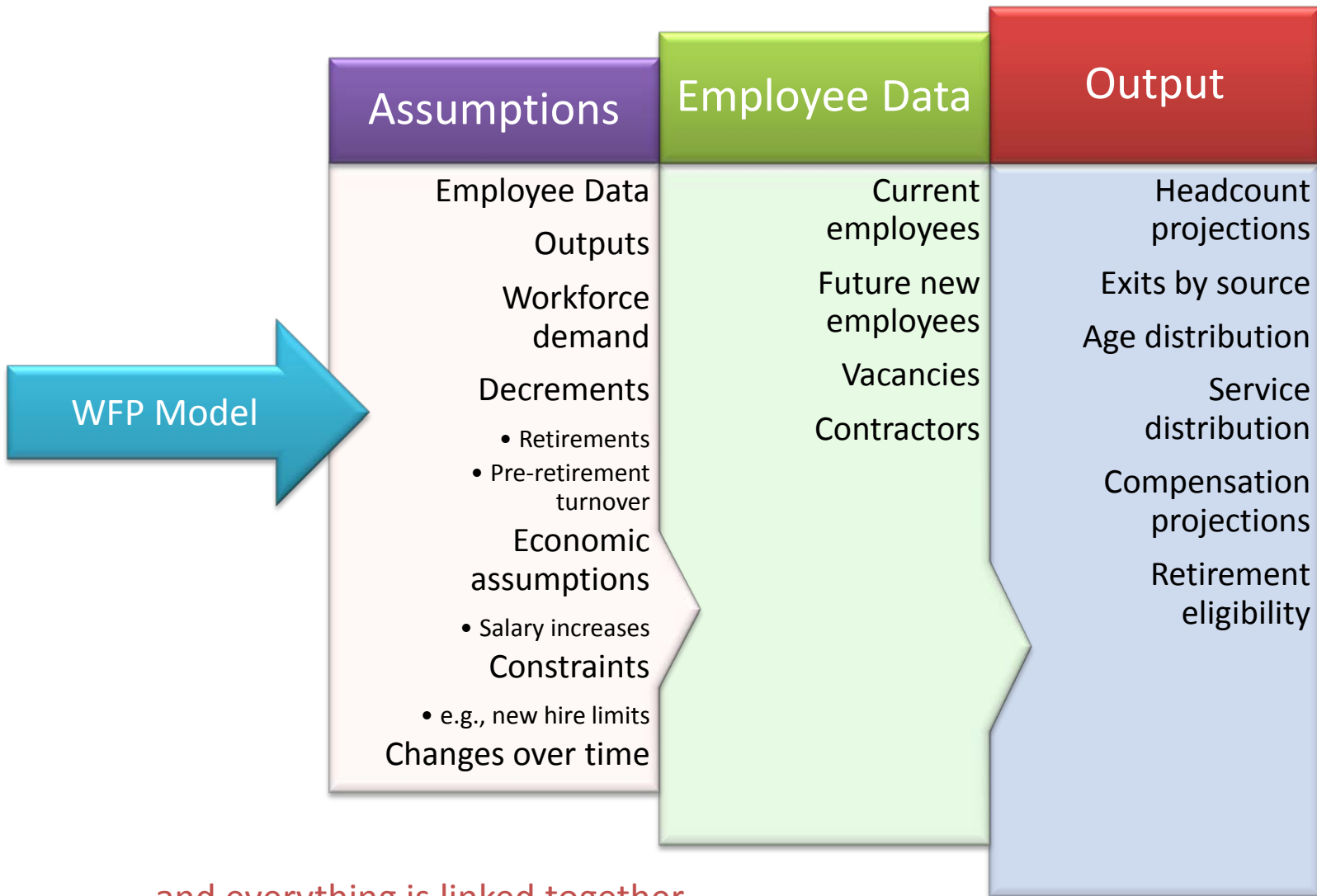
I have a story...



Pop Quiz, Hot Shot...What do you do?



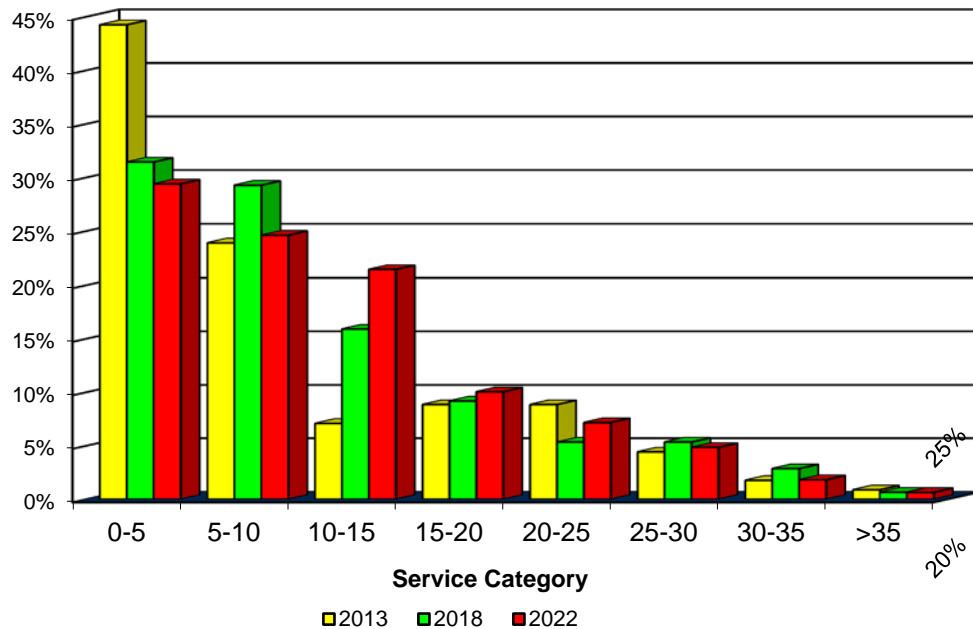
The most reliable way to forecast the future is to try to understand the present –John Naisbitt



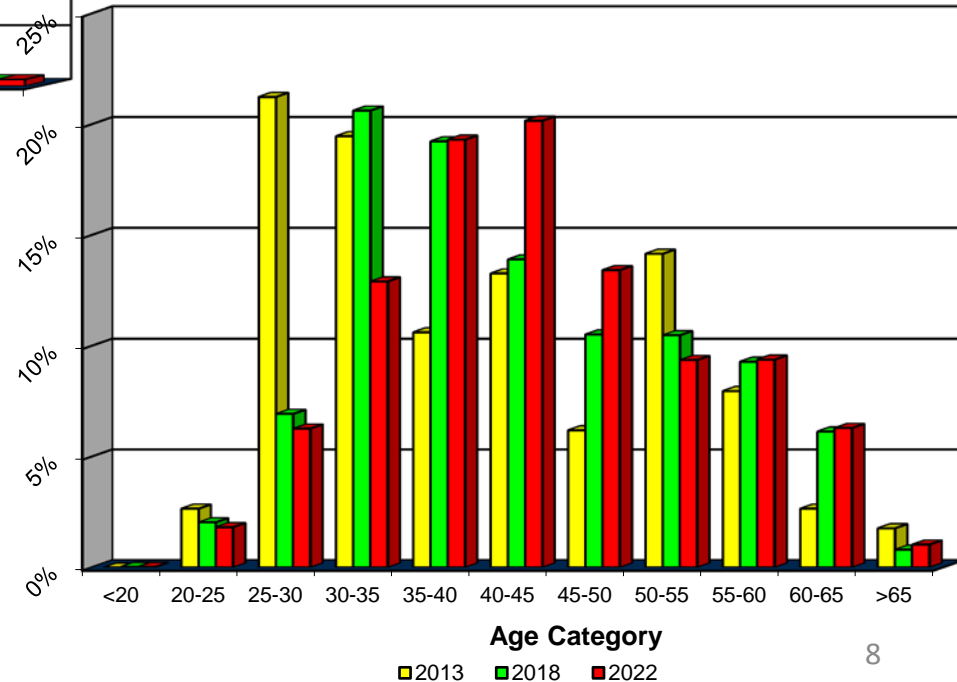
...and everything is linked together

Projected Workforce Profiles

Projected Service Distribution

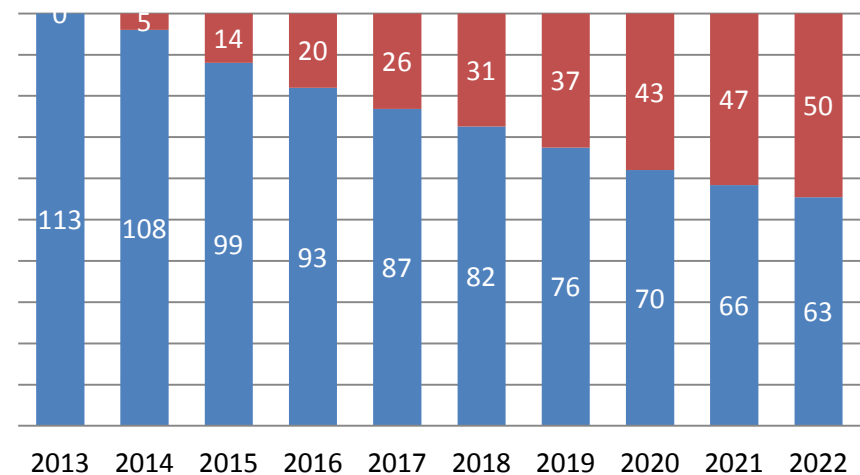
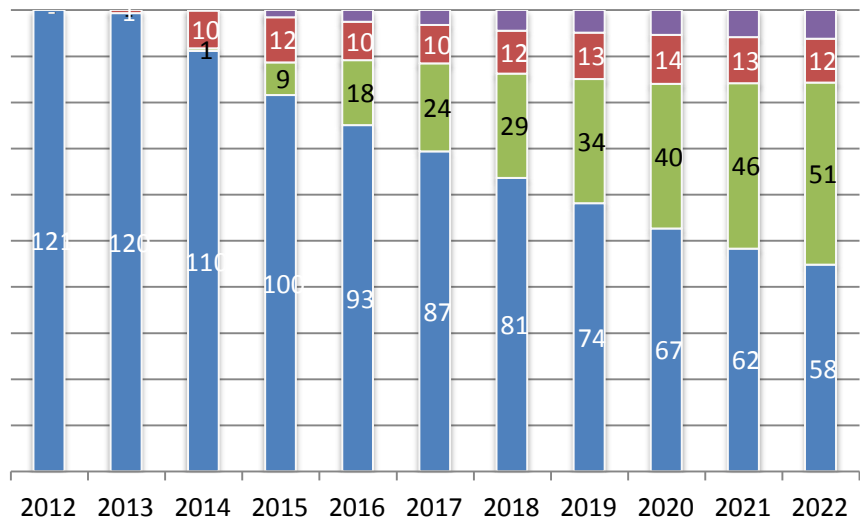
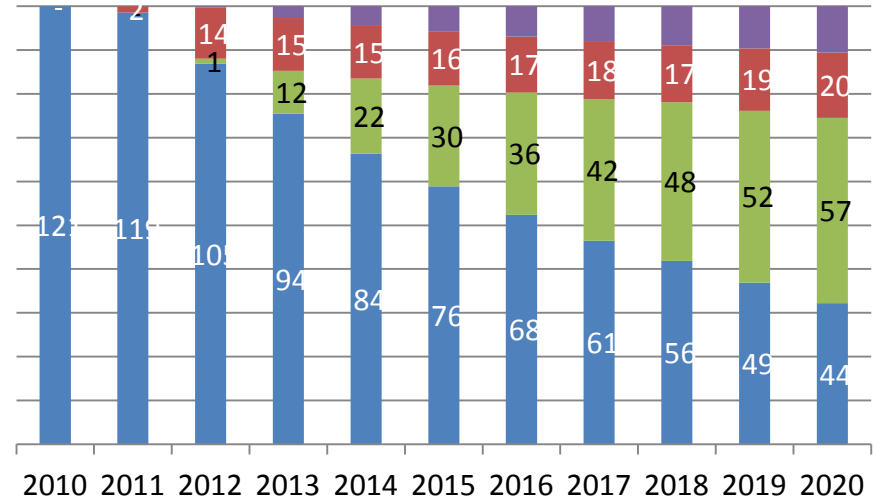
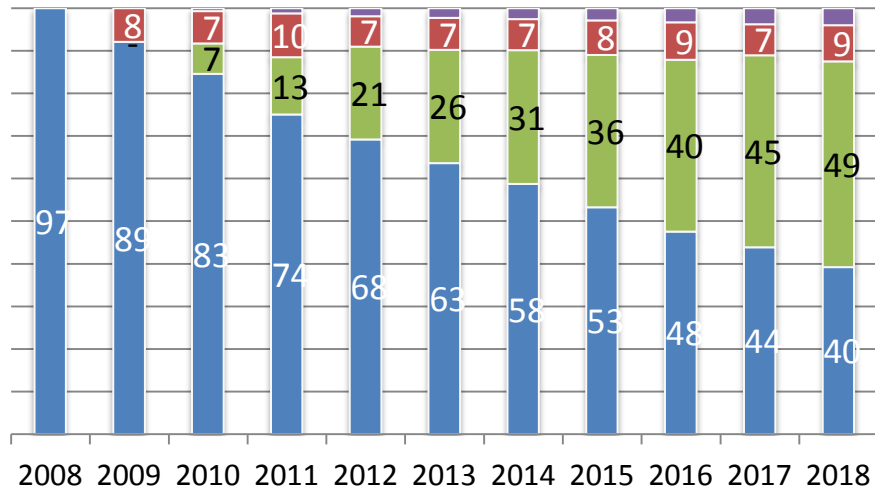


Projected Age Distribution



If you have to forecast, forecast often...

4 Workforce Projections 2008-2013



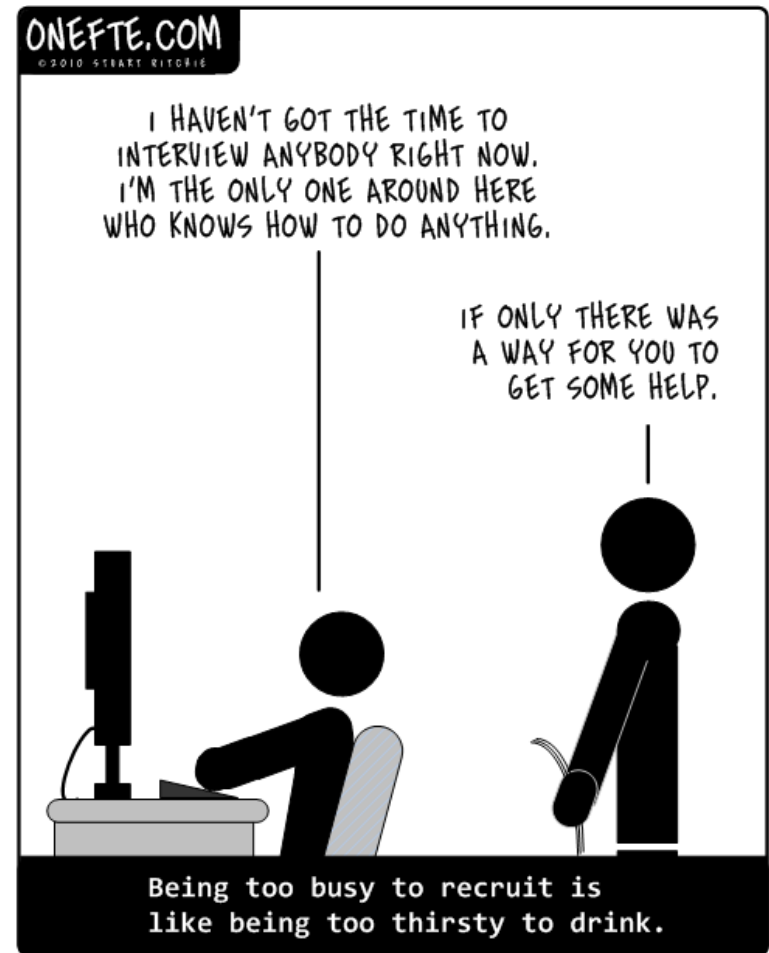
■ Remaining Current Employees
 ■ Remaining New Hires
 ■ In Year Hires
 ■ New Hires Terminating

Understand the dynamics of turnover



Recruiting advantages

- ✓ Leverage our employment brand – RELATIONSHIP rather than INCIDENT recruitment
- ✓ Ability to better absorb external shifts in the labor market
- ✓ Better Office anticipation of change
- ✓ Optimized staff turnover



Staff Development Advantages

- ✓ Knowledge management
- ✓ Training and competency development
- ✓ Improved planning & OD
- ✓ Informed retention & rewards



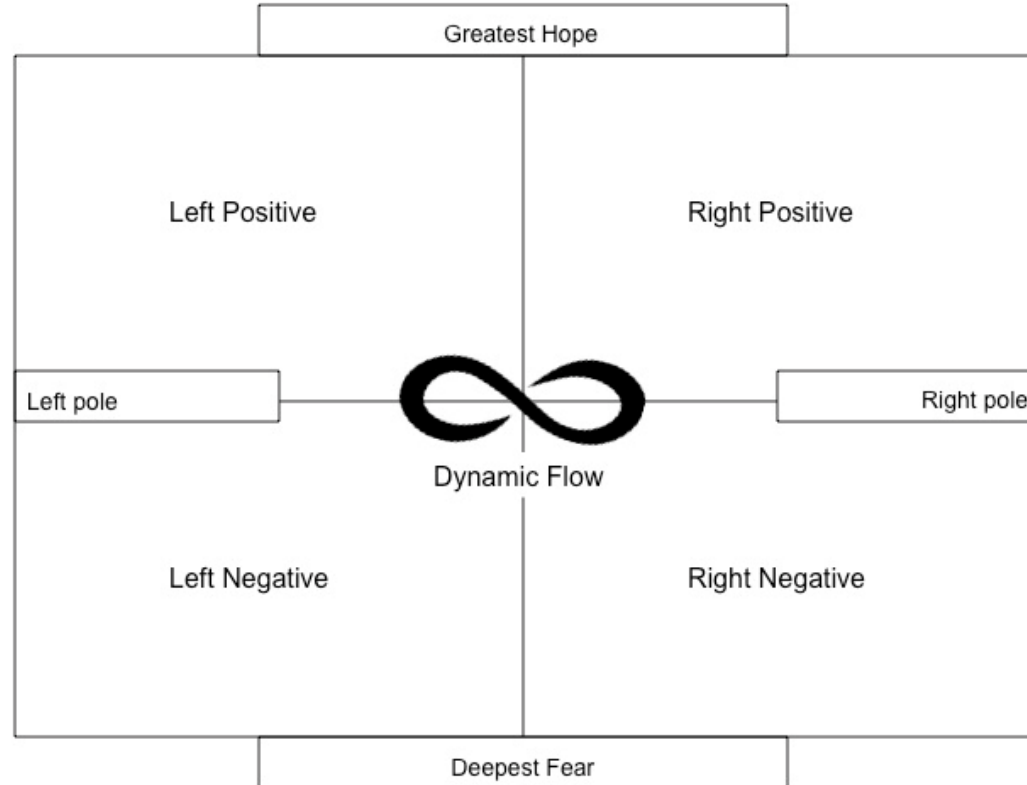
Projected Compensation

User Defined Group	Last 6 Months Fiscal 2013/14	Fiscal 2014/15	Fiscal 2015/16	Fiscal 2016/17	Fiscal 2017/18	Fiscal 2018/19	Fiscal 2019/20	Fiscal 2020/21	Fiscal 2021/22	Fiscal 2022/23
Corporate Services	\$806,415	\$1,608,172	\$1,630,040	\$1,663,506	\$1,709,709	\$1,735,171	\$1,758,972	\$1,760,387	\$1,785,958	\$1,835,935
Financial Audit	\$1,913,348	\$3,790,688	\$3,822,585	\$3,850,972	\$3,881,023	\$3,855,324	\$3,786,825	\$3,854,271	\$3,880,821	\$3,912,413
Junior Auditor	\$461,564	\$938,454	\$1,016,781	\$1,090,029	\$1,166,081	\$1,239,526	\$1,336,982	\$1,448,661	\$1,540,189	\$1,628,385
Performance Audit	\$1,034,020	\$2,042,603	\$2,043,846	\$2,031,451	\$2,026,577	\$2,046,241	\$2,076,454	\$2,116,445	\$2,155,217	\$2,177,931
Grand Total	\$4,215,348	\$8,379,916	\$8,513,252	\$8,635,958	\$8,783,391	\$8,876,262	\$8,959,234	\$9,179,764	\$9,362,186	

Our Ah-ha, or Ah-duh, Moment

We failed to notice that we should have been managing a polarity.
Not solving a problem with a solution...

Polarity Mapping captures the dynamic flow that is generated by the creative tension between the two poles.



Two Forces: Crusading and Tradition Bearing



Crusading Force – people who want to move from the downside of the current pole to the upside of the opposite pole which has not been emphasized lately



Tradition Bearing Force – people who resist the shift from the current pole to opposite pole. They are the preservers of what is best from the past and the present

OAG Transformation 2008-2011



2008



Total = 48
Retirements=14
Voluntary = 23
Involuntary = 11



Total = 62
Associates = 24
Applied Band = 32
Business Band = 3
Strategic Band = 2
Exec Band B = 1

2011



DAG

S=9

B=59

A=34

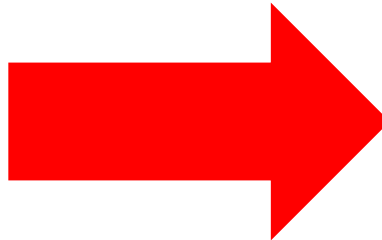


BB: 5

S:7

B: 37

A:57



DAG = Deputy Auditor General

BB= Executive Band B (AAGs)

S = Strategic (Executive Director, some Directors)

B= Business (Directors, Assoc. Directors, Sr. Managers, Managers)

A= Applied (Assist. Mgrs, PAA, Auditors, Senior Auditors, Associates)

*Not including Auxiliaries

Leadership Pipeline – SAMPLE



Eligible to retire
(rule of 85)

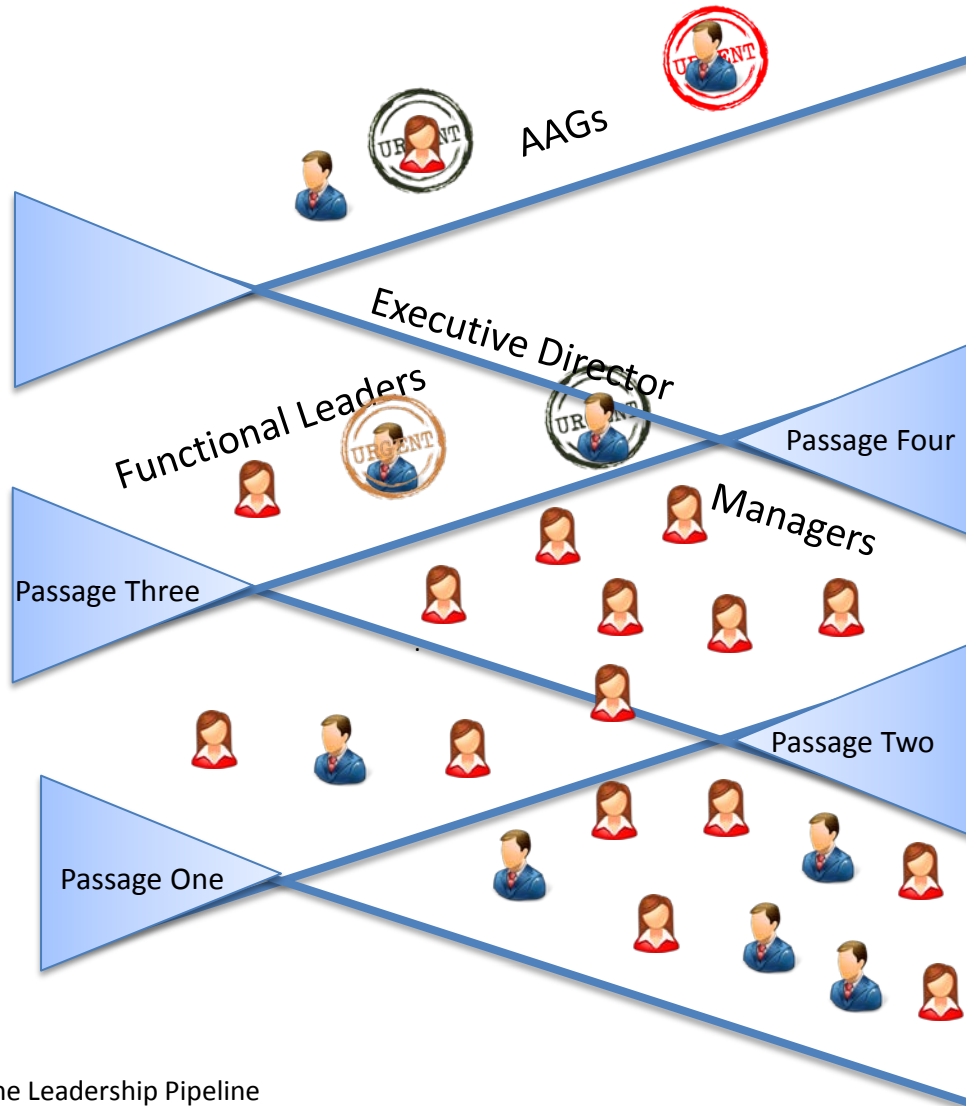


Eligible to retire
(between rule
of 80 & 85)

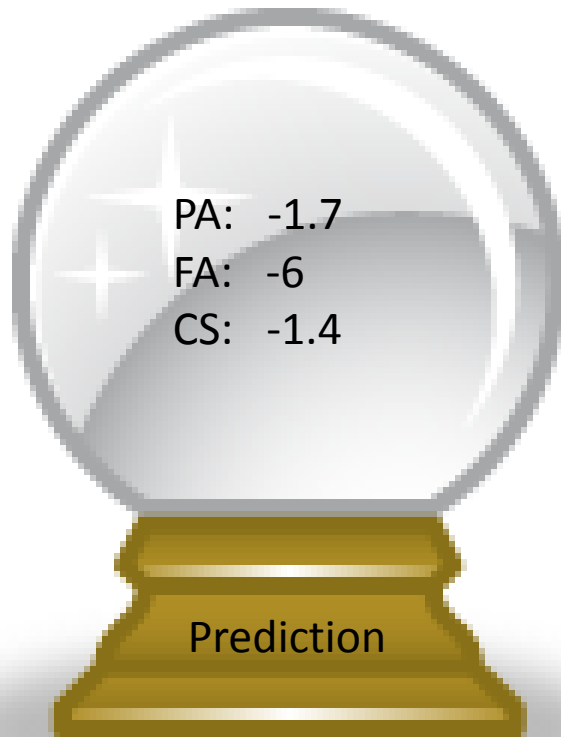


Close to retiring
(<5 years
before 80 rule)

Out

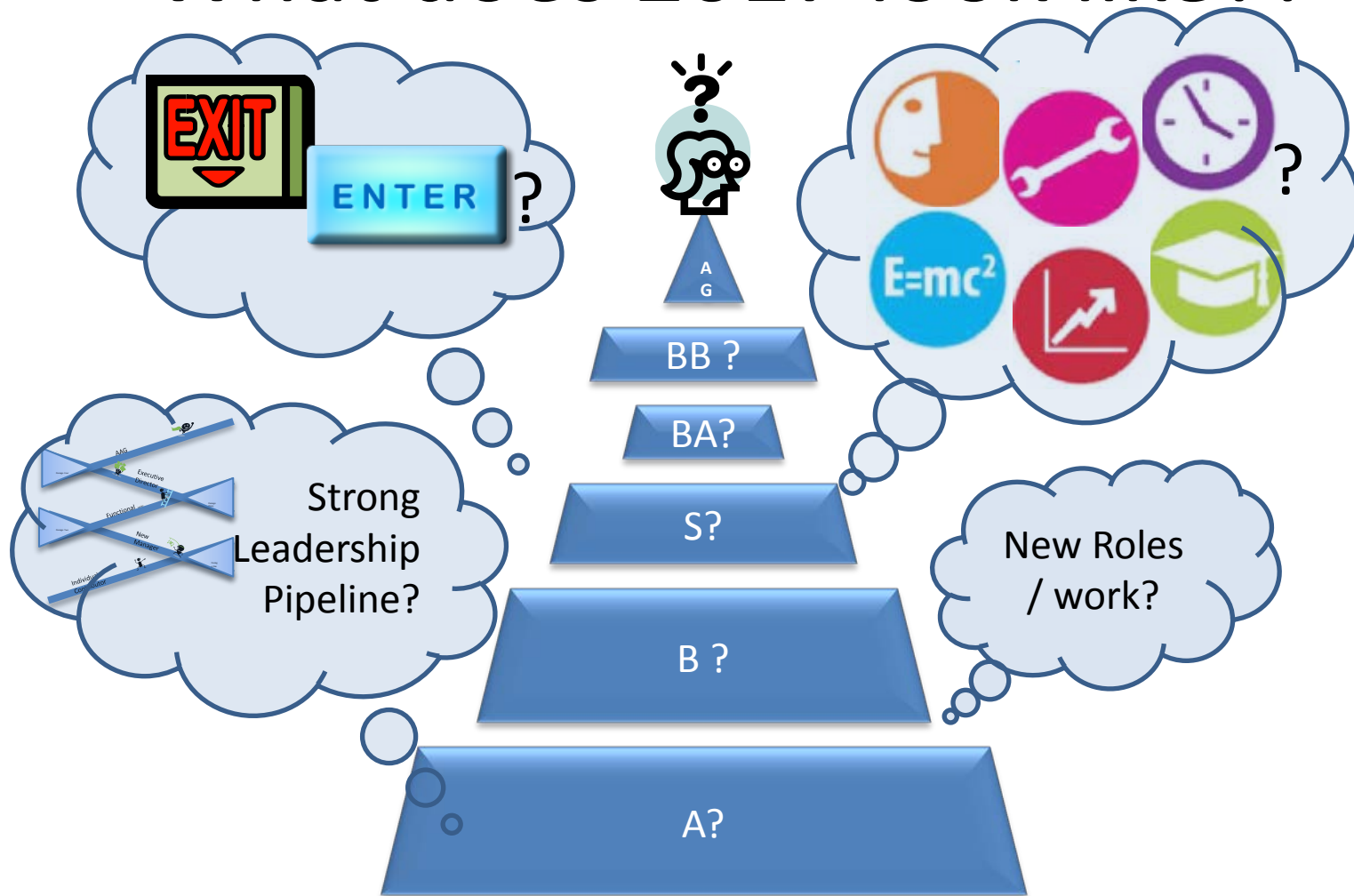


Turnover Stats: after 2 Quarters



PA: -1.8
FA: -5
CS: 0

What does 2017 look like??



OFFICE CULTURE AND ONBOARDING

Justin Anderson

Kymber Waltmunson

KCAO Experience

KCAO 2013





KCAO 2015



Rapid Pace of Change

Eight employees with less than three years at KCAO; eight with over three years

New management team:

- County Auditor
- Deputy Auditor
- Audit Supervisors
- Office Manager

By 2015, nine out of eleven auditors will be either new to KCAO or in new audit role

Impact

Average years of government audit experience declined from more than 17 to less than 10

Lost more than 150 years of auditing experience

Major challenge to continuity of office culture!

What is Office Culture?

CULTURAL ICEBERG



**Conscious
Tangible Aspects**

**Artifacts & Symbols
and Behavioural Norms
Espouse Values**

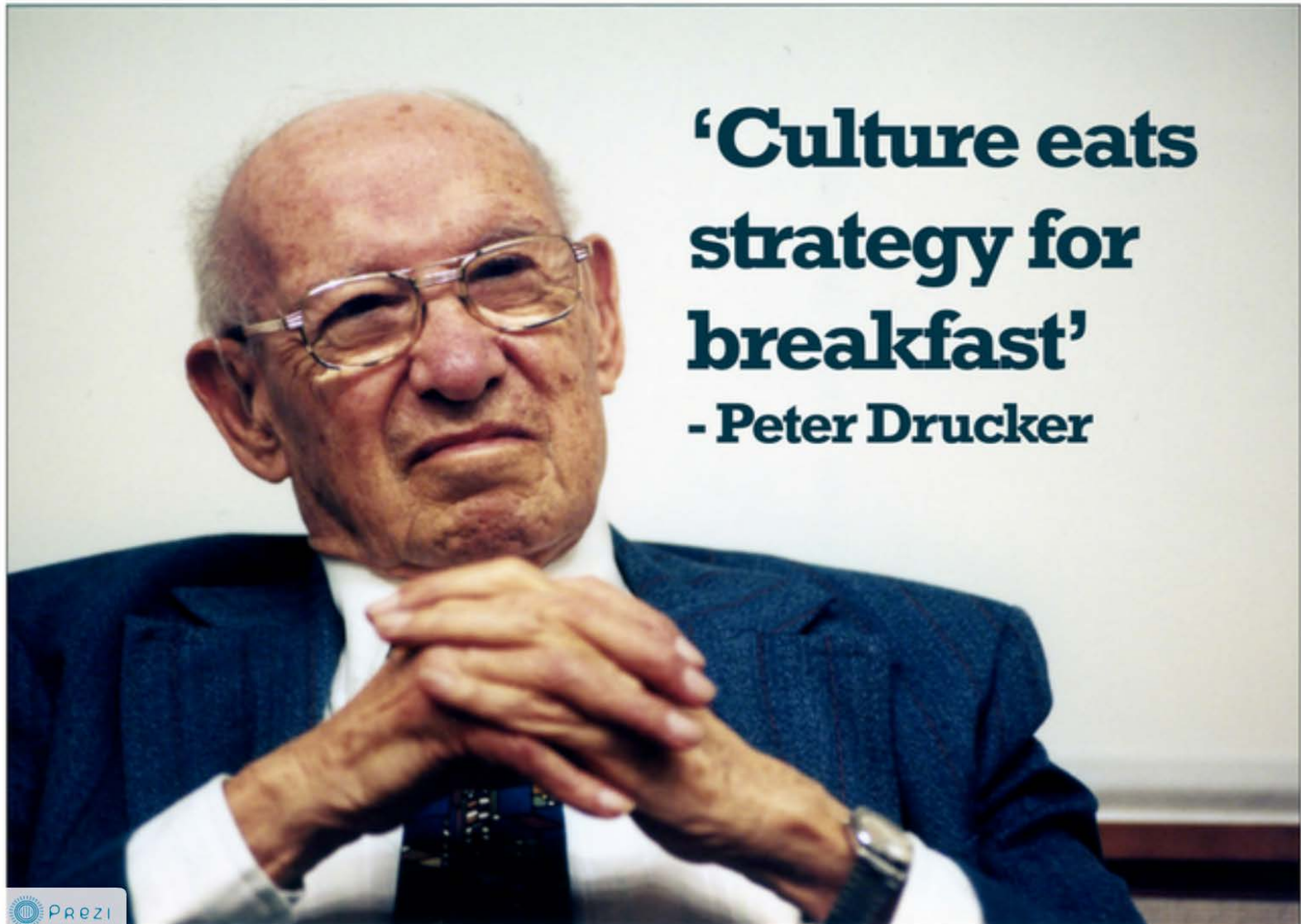
**The Way We Say
We get things Done**

**Unconscious
Intangible Aspects**

**Historically Determined
Shared Beliefs & Assumptions
Regarding the Appropriate Way
to Think & Act**

**The Way We Really
Get Things Done**

Why This Matters



Steps

1. Identify our strengths
2. Set ourselves up for success-don't kill the goose
3. Identify how we wanted to improve
4. Execute and measure if we achieved our goals

1. Identify Strengths

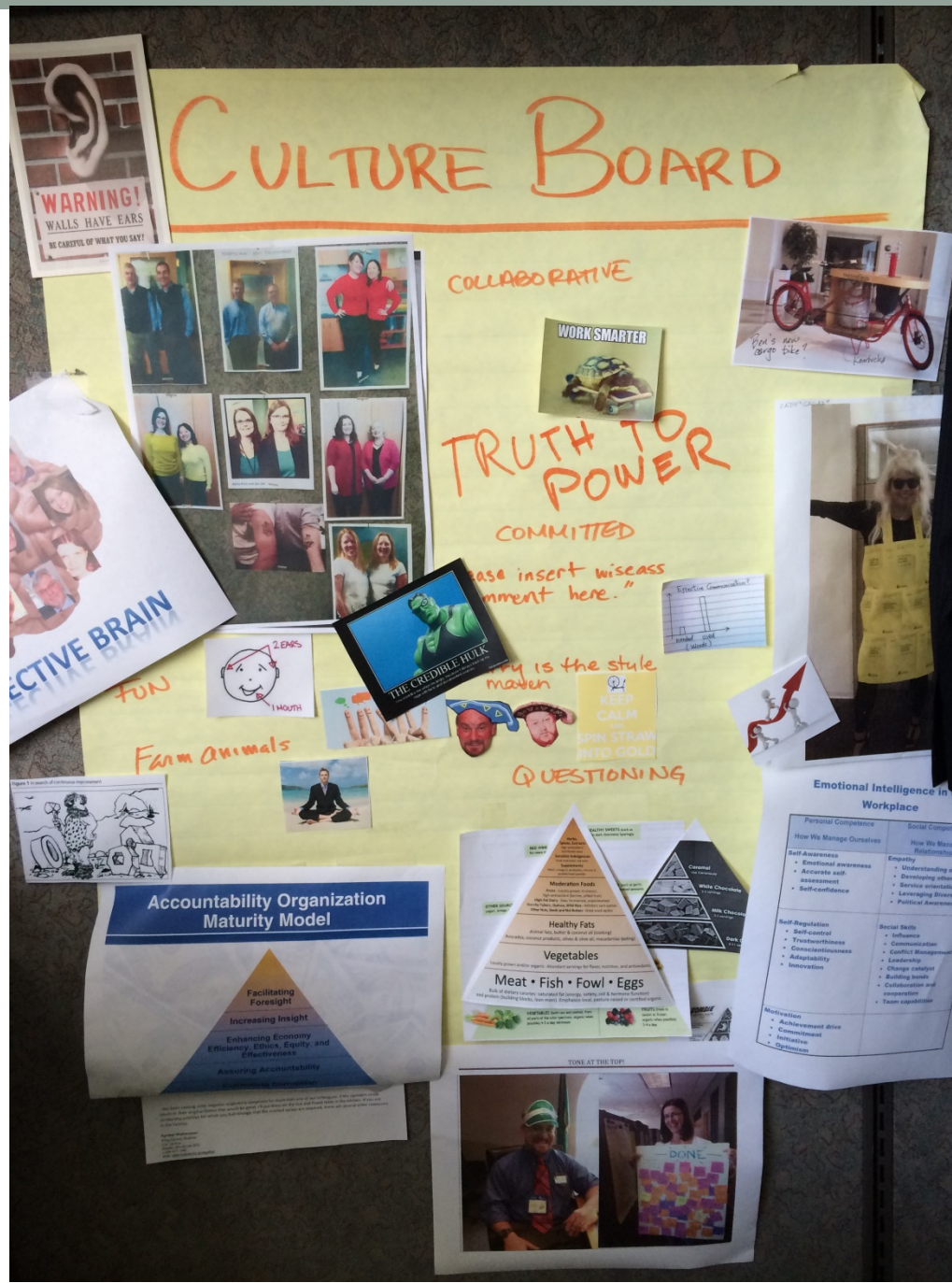
- Analytic expertise - esp. cost/benefit and economic analysis
- Subject matter expertise
- Historical experience
- Professionalism
- Credible, honest brokers

2. Set up for Success

- Resiliency, not just knowledge transfer
- Overlap new and retiring staff
- Strategic hiring and staffing decisions
- Define current culture to maintain and build

How we defined office culture

- Close observation
- Conversations with staff
- Culture board
- Culture lunch



What we agreed to at our culture lunch:

- You can be yourself at work
- You feel ready to face the workload
- You feel supported
- Your strengths are magnified
- KCAO achieves meaningful results
- Your daily work rewarding
- There are no stupid rules

3. Identify How to Improve

Priorities:

1. Teamwork
2. Efficiency
3. Communication

Respectful intellectual antagonism

Continuous improvement

Increase velocity and products

4. Execute and Measure

Constant presence:

- Metacommunication
- Deadlines and interim deadlines
- Meetings-obj setting, message, dry runs
- Quarterly performance meetings
- Annual performance evaluations
- Staff meetings
- Accountability checklists
- Monthly email
- Post project reviews

4. Execute and Measure

Performance Measure:

Number of Products

- Set a goal of 21 for 2014
- Monitor progress
 - Currently at 14

4. Execute and Measure

Performance Measure:

Number of Council Contacts

- No goal in 2014 – setting baseline
- Monitor progress
 - Currently at avg of 6.2 for closed projects
 - 30 administrative contacts
 - 96 project-related contacts

4. Execute and Measure

Culture Diagnostic:

- based on seven goals
- helped set priorities

- Performance Measure:

Readiness to Face Workload

- provided baseline
 - 75% strongly agree or agree

Take-Aways for Office Culture

- A lot of literature not directly applicable
- Take advantage of opportunities
- Do it before it needs to be done
- Go faster than you feel comfortable
- Tone at the top is very important

What is Onboarding?

Orientation vs. Onboarding

- Orientation is an event
- Onboarding is a process

Orientation vs. Onboarding

- Orientation provides a new employee with information necessary to do their job
- Onboarding provides a new employee with the information necessary to succeed at their job

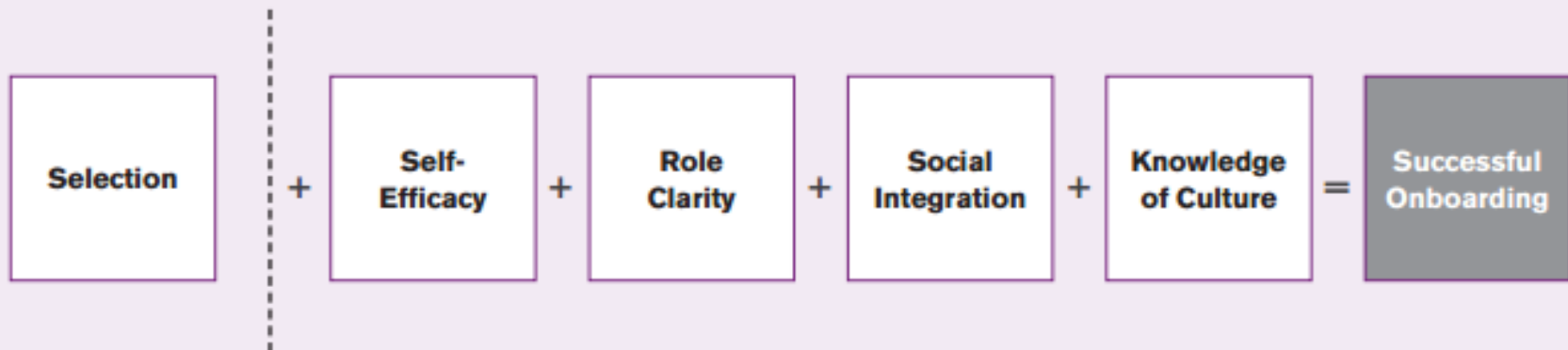
Our Experience

- 5 new staff in 2013
- 9 staff in new positions out of 16 total

Why Onboard?

Benefits

- Higher productivity from new staff
- Increased retention rates for new employees



After selection and entry, new employees go through multiple adjustments.







Our Goal

- Provide new employees with the tools and knowledge they need to reach their potential as quickly as possible
- Reduce frustration for all parties

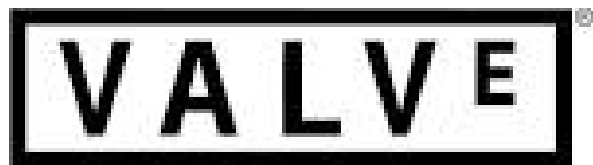
Who Does This Well?







NETFLIX



V A L V E



Google



Zappos
POWERED by SERVICE

Our Onboarding Process

- Identified what people really needed to know
- Tailored to each individual
- Prioritized sessions
- Set up buddy system
- Yellow book study group for new auditors

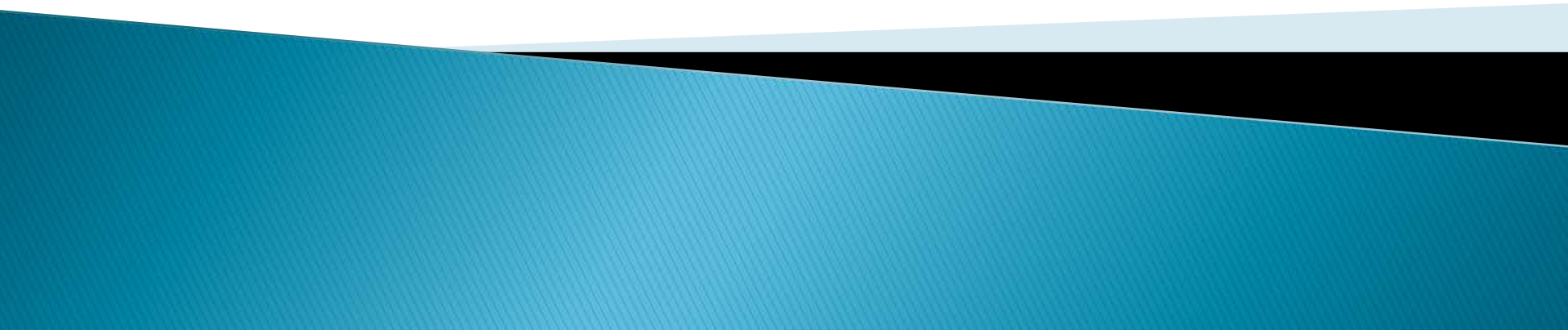


Take-Aways for Onboarding

- Make time
- Have a plan
- Assign challenging work
- Team choice is important
- Provide opportunities for informal interaction

Oregon Secretary of State Audits Division: New Employee Training

Sarah Anderson and Erin Fifield
September 26, 2014

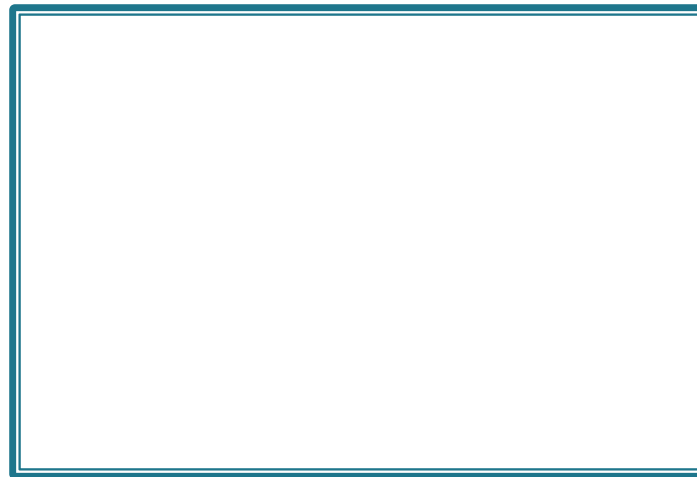


Introduction



Activity – Drawing

You have pieces of paper on your tables.
On these, please take a few minutes to
draw a picture of a bird.



Activity – Drawing (contd)

▶ Feedback!

- Share your drawing with someone near you.
- Take a minute to provide feedback to each other on your drawings, particularly what's good, and what could be improved.

The Oregon State bird:



Today's agenda

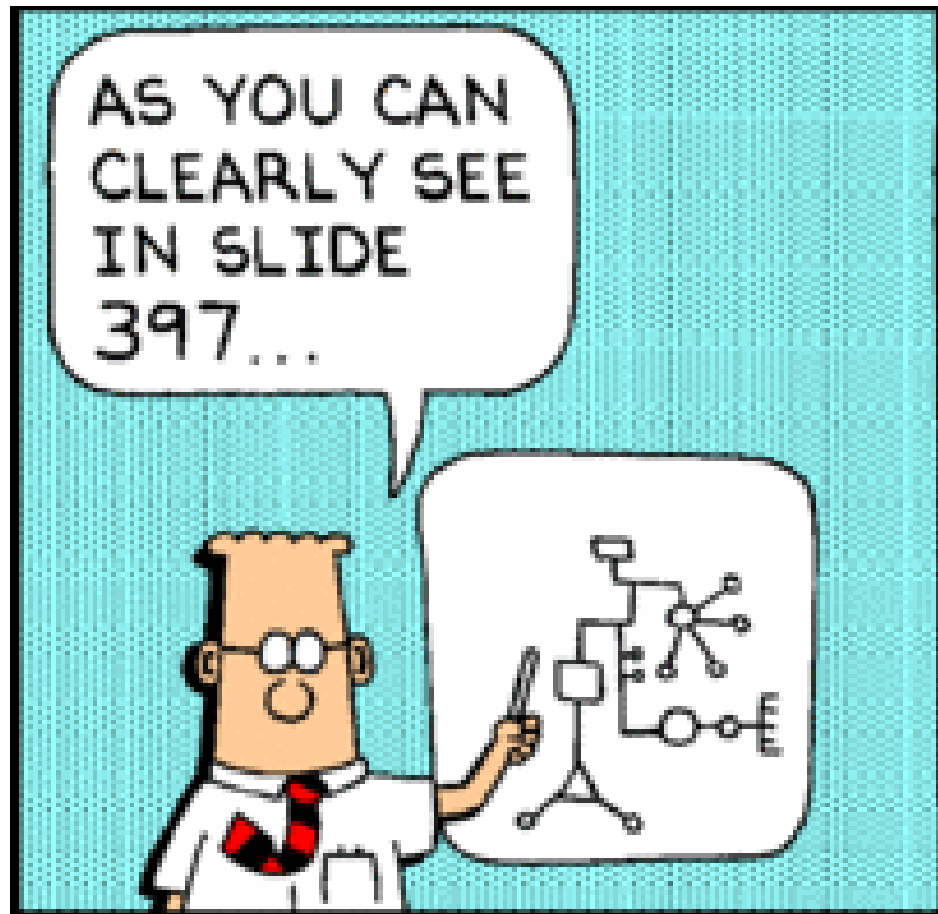
1. History of Oregon Audits Division (OAD) training
2. What we mean by training
3. Training at OAD: where we're going

How did we get here?

- ▶ Input from new and current staff
 - Strong desire for training
 - Lack of confidence to perform their job duties
 - Learning through trial and error



Training is NOT...



What is meant by training:

- Provides clear expectations
- Is structured and intentional
- Sets the learner up for success



What makes training effective

THE LEARNING CONE (EDGAR DALE 1969)



OAD Training: Past vs. Future

	Past	Future
Classroom training	<ul style="list-style-type: none">• Power point• Sharing/presenting information• Inconsistent	<ul style="list-style-type: none">• Learning objectives• Standards• Focus on what the employee needs to be able to do

OAD Training: Past vs. Future

	Past	Future
On-the-Job-Training	<ul style="list-style-type: none">• Depends on the In-Charge• Learn as you go• Feedback through re-work	<ul style="list-style-type: none">• Clear expectations and standards• Performance checklist• Training for In-Charge

OAD Training: Past vs. Future

	Past	Future
Training system	<ul style="list-style-type: none">• Focus on CPE	<ul style="list-style-type: none">• Ensure standards for training• Manage training system

OAD Training: Past vs. Future

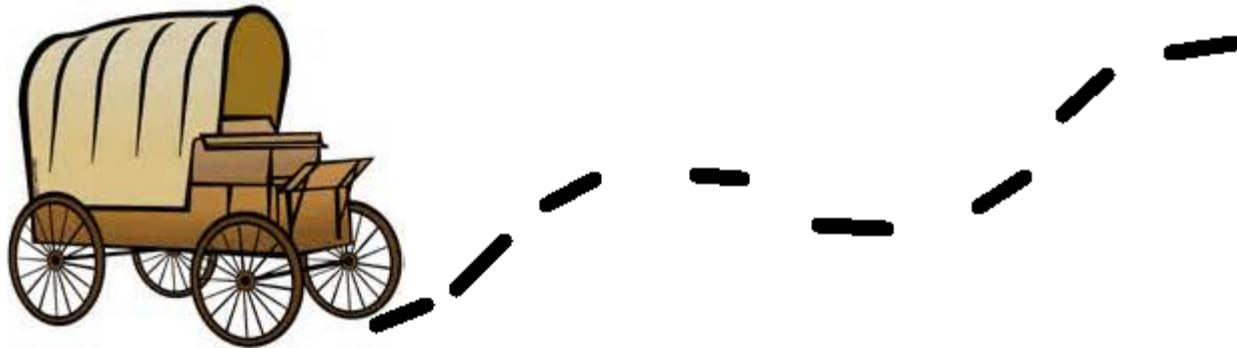
	Past	Future
Classroom training	<ul style="list-style-type: none">• Power point• Sharing/presenting information• Inconsistent	<ul style="list-style-type: none">• Learning objectives• Standards• Focus on what the employee needs to be able to do
On-the-Job-Training	<ul style="list-style-type: none">• Depends on the In-Charge• Learn as you go• Feedback through re-work	<ul style="list-style-type: none">• Clear expectations and standards• Performance checklist• Training for In-Charge
Training system	<ul style="list-style-type: none">• Focus on CPE	<ul style="list-style-type: none">• Ensure standards for training• Manage training system

OAD Training Development Process – Where we are going

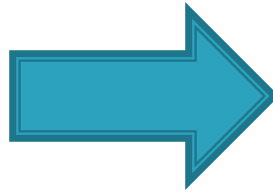
- ▶ Time Intensive
- ▶ Change Management
- ▶ Development Plan



Microsoft Office
Word Document



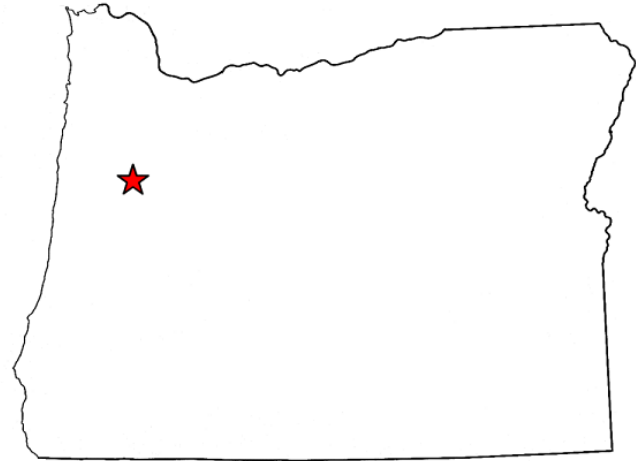
Takeaway



Questions?

Feel free to contact us:

- ▶ Sarah Anderson, CPA
 - Sarah.a.anderson@state.or.us
- ▶ Erin Fifield, MPA
 - Erin.e.fifield@state.or.us



10:10 to 10:25

Table Discussion

Each table should...

1. Develop one hard, journalistic question on the assigned issue
2. Assign a questioner
3. Assign a note taker

10:25 to 10:50

Press Conference

Tables' assigned questioner asks the question of the panel

Note taker documents key statements from the panel

Route notes to the panel for later distribution