

**RECRUIT  
RETAIN  
DEVELOP**



# Succession Planning White Paper

*April 2017*



2016 Emerging Leaders Capstone Project  
West Virginia Department of Environmental Protection

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# EXECUTIVE SUMMARY

A little over one-third of DEP's workforce is eligible to retire immediately or within less than five years. These employees represent a significant portion of agency technical expertise as well as managerial leadership, much of which will need to be replaced through a combination of developing existing staff, hiring exceptional new talent, and retaining high performers. There are barriers and impediments in hiring new talent as a result of outdated hiring practices throughout state government. Within the agency, there is high employee turnover in programs due to the agency's inability to reward exceptional performers with higher pay, and as a result of real or perceived uneven workloads. The intention of this succession planning project is to provide decision-makers with policy options to address recurring issues that impact how effectively and efficiently the agency uses its resources to meet statutory and regulatory obligations, as well as how the agency responds to developing issues, all with shrinking funds.

The 2016 Emerging Leaders class recommends these following actions:



## Recruit

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- Collaborate with DOP to begin the process to change tested entry level technical (ERS1, ENV1) positions to an unassembled application instead of a test-based application.
- Place the realistic salary range in the job postings, along with interview letters and other correspondence with applicants.
- Expand posting reach by submitting to college job offices and by posting all positions externally instead of posting internally first.
- Develop recruitment materials/video that highlight the benefits of working for DEP – agency mission, plus other employment benefits; paid time off, 457, retirement, etc.



## Retain

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- Develop annual surveys to evaluate employee engagement and identify potential problem areas for improvement.
- Revamp the use of exit interviews to determine root causes and trends for employee departures.
- Encourage the continuation of the implementation of the Pay Progression for all job classes.



## Develop

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- Improve the on-boarding process through training and establishing job expectations of new employees.
- Formalize coaching and mentoring throughout the agency.
- Division Directors assess and develop priorities of training and leadership needs for staffing needs in the next three years.

The benefits of taking these actions are:

- Implementation of the recruitment strategies will give DEP a larger pool of qualified and interested applicants, while reducing the amount of time DEP staff spend on hiring.
- The retention strategies above will reduce turnover among DEP employees, which will greatly reduce the agency's training and hiring costs.
- Using the development strategies above will increase employees' job satisfaction and enhance their performance, in addition to creating a versatile workforce for the agency.

The risks of taking these actions are:

- Implementation of the recruitment strategies could have the unintended consequence of increasing the pool of applicants that are unqualified for the position.
- In addition, some applicants that decide not to apply for a position because of salary may have accepted a position for a lower salary than they desire.
- The retention strategies above may come with an increased initial cost to the agency, and the potential for dissatisfaction among employees whose concerns in surveys are not addressed immediately.
- Using the development strategies above will require managers and employees to devote more time in the short-term to training and creation of job expectations, as well as more time on the development of training priorities.

# INTRODUCTION

DEP's Emerging Leaders Program includes a capstone project requirement in which the cohort leverages its experience within the various programs as well as the skills developed during the classroom activities to address a real-world issue faced by the agency using a cross-disciplinary approach. In fulfillment of this requirement, the 2016 Emerging Leaders present this white paper on succession planning, specifically as it pertains to recruiting, retaining, and developing employees at the West Virginia Department of Environmental Protection (DEP). The intention is to provide decision-makers with policy options to address recurring issues that impact how effectively and efficiently the agency uses its resources to meet statutory and regulatory obligations, as well as how the agency responds to developing issues, all with shrinking funds.

# BACKGROUND

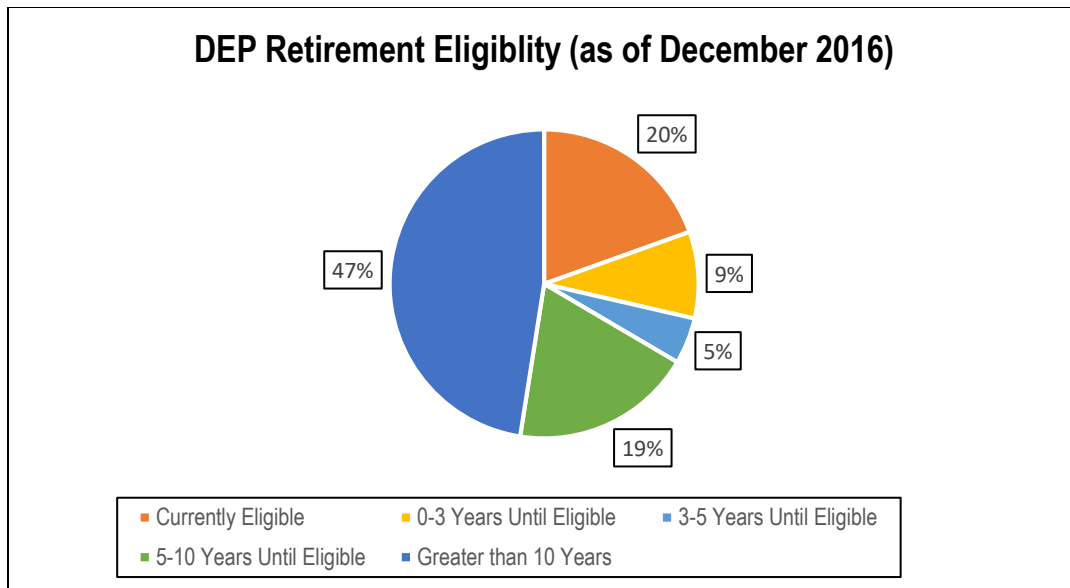
Succession planning affects all organizations, and is a particular concern for state agencies, such as DEP, as a large portion of the workforce approaches retirement eligibility. Salaries have also remained flat for a number of years thereby making it difficult to attract qualified employees in sufficient numbers necessary to provide continuity of service. Succession planning provides a framework for conserving funding and time as budgets shrink while still maintaining services to the regulated community and public.

The potential solutions provided for identified challenges and impediments may aid more than one problem. For example, unnecessary bureaucracy in the hiring process creates artificial barriers to identifying and hiring suitable candidates. The inability to hire qualified staff in a timely fashion creates an increasingly uneven distribution of workload over time, which leads to issues with retaining and developing existing staff. Therefore, a streamlined hiring process will lead to a more even distribution of workload, thereby relieving one of the frequently cited reasons for leaving the agency.

## Approach and Scope of Need for Succession Planning in DEP

The 2016 Emerging Leaders made a presentation on the choice of succession planning as a capstone project to DEP's Executive Staff in November 2016. Following that, the approach taken for this project was to begin by reviewing the results of a 2014 DEP Employee Engagement Survey and interviewing DEP senior leadership to baseline some of the existing concerns as well as identify possible solutions. These data informed the development of the 2017 Planning for DEP Future Survey focused on recruiting, retaining, and developing practices within the agency. There were 238 survey respondents representing an approximately 29% response rate. The survey results are provided in Appendix A, and highlights are discussed within the report. Discussions with DEP Human Resources staff, as well as with Mr. Joe Thomas, Acting Director for the WV Division of Personnel, also informed this report.

The need for succession planning at DEP is immediate and ongoing. As shown in the chart below, a little over one-third of DEP's workforce is eligible to retire immediately or within five years. As of December 2016, approximately 20% of DEP's workforce is immediately retirement eligible, with another 9% eligible within the next three years, and an additional 5% eligible in five years. These employees represent a significant portion of technical expertise as well as managerial leadership, many of whom will need to be replaced by a combination of development of existing staff and new hires while continuing to retain high performers.



## Cost of Not Engaging in Succession Planning

As budgets are further tightened, DEP is challenged to maintain an engaged, professional workforce in order to carry out its mission, all while being effective stewards of taxpayer dollars.

One cost to taxpayers of not engaging in succession planning is the continued turnover of employees. Quantifying the true cost of employee turnover is difficult, and estimation formulae vary considerably (Merhar, 2016).

*“Some studies (such as SHMR) predict that every time a business replaces a salaried employee, it costs 6 to 9 months’ salary on average. For a manager making \$40,000 a year, that’s \$20,000 to \$30,000 in recruiting and training expenses.*

*But others predict the cost is even more - that losing a salaried employee can cost as much as 2x their annual salary, especially for a high-earner or executive level employee.*

*Turnover seems to vary by wage and role of employee. For example, a CAP Study found average costs to replace an employee are:*

- *16% of annual salary for high-turnover, low-paying jobs (earning under \$30,000 a year). For example, the cost to replace a \$10/hour retail employee would be \$3,328.*
- *20% of annual salary for mid-range positions (earning \$30,000 to \$50,000 a year). For example, the cost to replace a \$40k manager would be \$8,000.*
- *Up to 213% of annual salary for highly educated executive positions. For example, the cost to replace a \$100k CEO is \$213,000.*



*What makes it so hard to predict the true cost of employee turnover is there are many intangible, and often untracked, costs associated with employee turnover.*

*...One of the reasons the real cost of employee turnover is an unknown, is most companies don't have systems in place to track exit costs, recruiting, interviewing, hiring, orientation and training, lost productivity, potential customer dissatisfaction, reduced or lost business, administrative costs, lost expertise, etc. This takes collaboration among departments (HR, Finance, Operations), ways to measure these costs, and reporting mechanisms."*

The average DEP salary across all employees is \$44,935. Even the low-end metric of a 16% turnover cost is \$7,190 per employee. The nine-month salary metric yields a turnover cost of \$33,701 per employee. At the higher end of a twice annual salary estimate, turnover cost is \$89,870 per employee. DEP has an annual turnover rate across 804 employees of approximately 10%, that is, about 80 employees per year leave the agency or change positions within the agency, thereby creating vacancies. The result is an estimated annual turnover cost ranging from \$575,200 to \$2,696,080, (and up to \$7,189,600) depending on whether the low-end, nine-month salary metric, or higher-end factors are used.

## Statewide

The West Virginia Division of Personnel (DOP) acknowledges many of the barriers and impediments to succession planning identified in this white paper in its own *Annual Report FY 2016* (p. 17) reflecting statewide findings, stating:

*"The following options should be considered by all stakeholders to provide better tools for recruiting and retaining well educated and skilled workers who can replace retirees and individuals effected by relocation and to potentially decrease the number of workers who leave the state for other employment.*

- *Update salary structure and pay plan*
- *Provide tools for improving compensation for strong performers, i.e. merit increases*
- *Offer flexible benefit options for workers seeking non-traditional benefits such as educational loan repayment*
- *Encourage promotion within, job progression, continuing education and succession planning."*

Therefore, the solutions provided by DEP to these same issues should find a willing partner in creating more efficient state government processes.



# RECRUIT

The recruitment of skilled employees is not only important to the success of the agency, but also provides a cost savings to hire the right person for the right position in a timely and efficient manner. There are many opportunities for employment with DEP, but the overall hiring process can take as long as six months to complete. The length of the hiring process alone can discourage applicants who do not understand the process. As revealed in discussions, senior level staff members also felt the timeframes were excessive and detrimental to the overall hiring process. Current budgetary issues, such as merit raises, will continue to impact the agency's ability to recruit the best candidates for entry level positions.

## Recommendations and Action Items

### **Collaborate with DOP to begin the process to change tested entry-level technical (ERS1) positions to unassembled applications instead of test-based applications.**

- There has been much discussion on the effectiveness of the current testing procedure. Currently DOP does not track the pass/fail rate for applicants' testing for positions. This limits the agency's ability to know if the best candidates are being considered for the position and if the test reflects current knowledge needs of the agency.
- Removal of testing will allow the agency to evaluate the candidates based on qualifications and not just the ability to take a test. This will also allow evaluation of candidates based on the office or division for which they are applying to work, as the test does not separate the job knowledge required to work in the diverse positions that utilize the classification.

### *Supporting Information*

The Emerging Leader class met with Acting Division of Personnel Director, Mr. Joe Thomas, on February 22, 2017. Mr. Thomas noted that DEP has the option to remove testing requirements for entry level positions; however, rules require all state agencies that share a classification to follow the same procedures. Thus, if DEP wants to change or remove the testing requirement for Environmental Resources Specialist 1 (ERS1) positions, the agency would need to coordinate with other state agencies to do so.

If the process to create an unassembled application for the ERS1 position runs into road blocks, an alternate suggestion would be to develop tests specific to the job position being posted. In that instance, a Division of Water and Waste Management (DWWM) ERS1 test could be differentiated by whether water

knowledge versus mining knowledge was more important for the job advertised. Additionally, other state agencies that use the ERS1 classification would also have the opportunity to find candidates with jobs skills and interest specific to their needs.

Allowing the agency to find ways to reduce hiring timeframes and to hire qualified candidates faster will help in the recruitment of qualified applicants. The State of Alabama recently allowed selected state agencies to do their own hiring, and they have documented easier and faster hiring practices (Barrett, 2016).

DEP is not the only agency to experience frustration with the DOP hiring process creating delays in the timely hiring of a qualified workforce. As recently as the 2017 Legislative Session, bills were proposed in both the Senate (SB 322) and House (HB 2477) that would have provided special appointment procedures for the West Virginia Department of Transportation's Division of Highways (DOH) within the civil service system. Among its provisions, the proposed procedures would have allowed DOH to establish its own pay ranges for employment classifications with DOP in a reviewing capacity.

**♻ Place the realistic salary range in the job postings, along with interview letters and other correspondence with applicants.**

- The current salary range in each job classification includes the pay of the lowest paid individual in that classification and the highest paid individual in that classification. Budgetary requirements and other employees in that classification impact the true salary range of each position, and actual salaries offered tend to be on the lower end of the scale in most circumstances.
- Providing the realistic salary range will reduce applications for some positions, but will prevent interviewing and/or offering positions to candidates who would consider the lower end of the salary range unacceptable or noncompetitive.

***Supporting Information***

Compensation is experienced as a barrier to recruiting qualified employees, as 75% of survey respondents indicated that they thought this was a hurdle to recruiting qualified talent and 71% also indicated that pay progression was a factor.

**♻ Expand posting reach by submitting to college job offices and by posting all positions externally instead of posting internally first.**

- Each step of the hiring process takes 10-15 days. If positions are posted internally and then moved to an external posting for inclusion of the register, two additional weeks are added onto the timeframe once the decision to compile a register is made.

- Posting job positions at college job offices will increase the number of opportunities for recent graduates—who may otherwise leave the state—to find a position within the state.

### ***Supporting Information***

As with any civil service position, the hiring process can be lengthy and time consuming. This process can also be cumbersome to candidates who are required to test, live out of state, or do not fully understand the pay scale listed on job postings. The majority of the 2017 Planning for DEP Future Survey respondents (74%) indicated that the speed of the hiring process was a challenge in hiring talent.

Changing technology is also an important step in the hiring process. The State of Minnesota has modified their application process and now allows applicants to follow their application through each stage of the process (Barrett, 2016). This technology is something that could greatly benefit DOP and allow better customer service for both applicants and agencies involved in the hiring process.

### **♻️ Develop recruitment materials/video that highlight the benefits of working for DEP, including agency mission and employment benefits (paid time off, 457 account, retirement pension, etc.).**

- The agency offers many benefits that exceed private industry standards. These benefits should be better promoted to encourage external candidates who may only be considering the base salary benefit.

### ***Supporting Information***

While people choose to work for DEP for many reasons, the results of the survey also indicate that DEP benefits are big inducements, with the top reasons employees choose to work for DEP including paid time off (52%), retirement benefits (47%), and insurance (36%).

# RETAIN

One of the principle goals of succession planning is developing retention strategies for high quality employees. More than merely the loss of job-related knowledge and skills, the real cost of turnover—particularly in key positions—includes the significant financial burden to the agency. The total monetary impact of high employee turnover includes the direct costs incurred through position advertising, applicant screening, interviewing, and ultimately onboarding and new-hire training, as well as the indirect costs related to position vacancy, such as lost productivity and diminished customer service. Per-employee cost associated with turnover varies by position, but is generally considered as high as 1.5 times the position salary (Environmental Family of Classifications Career Progression Plan, 2016). Within DEP, the current turnover rates for employees hired between January 1, 2011 and January 1, 2015 in the Environmental Resources Specialist classification series, which includes the Analyst and Program Manager titles, is 28.05% (Environmental Family of Classifications Career Progression Plan, 2016). Two critical barriers that need to be addressed with respect to employee retention in DEP are employee engagement and compensation.

## Recommendations and Action Items

### **Develop annual surveys to evaluate employee engagement and identify potential problem areas for improvement to reduce employee turnover.**

- To enhance employee engagement, the agency should foster a culture of continual feedback whereby employees feel as though their concerns may be discussed with their supervisors and managers on a regular basis.
- Employee feedback surveys should be incorporated into the annual Employee Performance Appraisal (EPA) process. Potential survey topics include: the agency, the employee's division or office, and the employee's supervisor. The agency currently has a license with Survey Monkey, which could be utilized at no additional cost for the purposes of creating these (or similar) surveys.

### *Supporting Information*

Data suggest that the rate of efficiency at which an organization operates because of poor engagement is approximately 30% (Public Administration Times). It is critical, therefore, for DEP to identify and resolve potential problem areas and address them to increase operational efficiency and reduce employee turnover. Engagement, in this context, is an umbrella term meant to encompass the aspects of employee life that lead to job contentment, such as perceived fairness and the responsiveness of management. The 2017 Planning for DEP Future Survey responses indicate that 36% of employees believe that job contentment is

the primary reason good employees leave. Similarly, 37% of respondents cite management issues as the most likely factor in employment termination.

**♻ Revamp the use of exit interviews to determine root cause trends for employee departures.**

- Create a series of uniform tools for use in employee exit interviews.
- Encourage consistent use of the exit interviews.

***Supporting Information***

Current exit interview procedures are inconsistently implemented across the agency, and consequently are of little value to the agency, division or employees considering seeking new employment. Standardized exit interview tools and procedures are necessary to better address root causes and identify any systemic issues leading to employee turnover. By creating a series of uniform tools which are consistently implemented, value can be gained from departing employee feedback.

**♻ Encourage the development and implementation of a pay progression plan for all job classes.**

- A DEP pay progression plan for all job classes would allow employees to advance in job classification as skills improve or responsibilities increase without necessitating a change in position.
- Pay progression plans are necessary to ensure that employees are fairly compensated over time and also improve employee engagement, as they install a career-ladder approach to employee development.

***Supporting Information***

The greatest challenge the agency faces with respect to employee retention is adequate and fair compensation. Responses to the 2017 Planning for DEP Future Survey rank compensation as the number one reason why it is hard to retain employees. Without a merit-based pay system in place, there are very few options available for high-quality state government employees to seek salary increases over time. Under the current structure, an employee must either request job reclassification or consider alternative employment to better meet their salary needs. Reclassification may not be an option depending on the division organization chart, which often leaves a new position as the best avenue to career or financial growth.

DEP has instituted a pay progression plan for the Environmental Inspector/Oil and Gas Inspector classifications, which has yielded significant positive results. Prior to the implementation of this plan, the turnover rate in the first year of employment was 18.8%. After implementation of the pay progression plan, the

turnover rate has been reduced to 9.52% (Environmental Family of Classifications Career Progression Plan, 2016).

**♻️ Institute a mechanism to provide cost of living raises.**

- DEP should provide to employees an annual percentage-based pay increase indexed to economic information.

***Supporting Information***

As economic inflation out-paces salary growth, employees may feel as though they are paid less annually for the same job, the effect of which is compounded by an absent merit-based pay system. Installing some measure of annual cost-of-living raises allows employees to feel as though they are at least keeping up with the changing costs of goods and services they require.

# DEVELOP

Succession planning involves leveraging an organization's current talent by developing it to its full potential (Rothwell, 2007). These recommendations are focused on increasing the skills of supervisors in developing and coaching employees.

In the 2017 Planning for DEP Future Survey, 56% of employees reported the most likely factor that would contribute to their leaving the agency was management issues or job contentment factors (such as workload, fairness, etc.). An additional 33% reported they would leave the agency for career development opportunities. The agency should endeavor to give employees the most skillful and professional managers to increase morale and reduce potential turnover. In addition, the agency should encourage managers to find appropriate development opportunities for employees, considering both the employee's current position and potential career trajectory within the agency. To be fully prepared, Rothwell notes:

*"A talent pool is identified underneath each level and a typical goal is to prepare as many successors as possible to be 80 percent ready for promotion to any position at the next level on the organization chart. The remaining 20 percent of development is provided when individuals have been promoted to higher level responsibility."*

## Recommendations and Action Items

### **Formalize coaching and mentoring throughout the agency.**

- New managers, as required by DOP Policy-18, should continue to take the EPA course within 12 months of their appointment (DOP Supervisor/Manager Training Program Policy, 2014).
- Managers who have not taken the DOP EPA course in the last 12 months should be required to take a refresher course on the process.
  - DOP could develop a refresher course.
  - DEP managers could take the existing introductory EPA course.
  - In either case, DEP can request DOP to provide training at DEP offices (either regional or headquarters).
- Continue monthly supervisor meeting to highlight/reinforce the concept of coaching employees.
  - Human resources staff should invite DOP representatives to monthly manager meetings to clarify for managers the areas of agency discretion versus that of DOP, as well as to promote consistent implementation.



- Create a culture that encourages the intent of the EPA system.
  - Ensure that employees are included in the goal-setting process by their managers.
  - Managers should take the “Coaching & Developing Employee Performance” course offered by DOP at least once every five years.
  - The creation of a coaching form may be beneficial.
    - Managers should discuss an employee’s progress with him/her more frequently than twice per year.
    - The coaching form would assist in the planning of interim coaching meetings between the DOP-required EPA meetings.
    - The coaching form would likely need to be approved by DOP.
    - The coaching form could define action items for employees to work on to achieve goals established in EPAs.
    - Alternatively, DEP could modify the EPA-1 form to be used as a coaching form.
    - This form would need approved by DOP.
- Encourage employees to update their position descriptions frequently.
  - Position description updates and reviews should occur during the EPA process, that is approximately every six months.
  - The updated position description should then be compared to current job goals and expectations to ensure high productivity.
  - Additionally, opportunities for “additional duties” pay or promotion should be determined.

### ***Supporting Information***

The top five development opportunities provided by the agency as identified by respondents to the survey were: knowledge-sharing between employees (64%), new and challenging projects (32%), cross-training (22%), informal mentoring (21%), and skills training outside of current field of expertise (15%). Several individuals commented that the Rewards and Recognition program was a good idea but perhaps should be implemented within divisions so that more people could be recognized. The educational reimbursement program was mentioned by several commenters as beneficial but not widely known. Several commenters noted that informal mentoring was helpful in settling in to a new position, and some suggested having a more formal mentoring program.

Formalizing a mentoring or coaching program can be achieved through the current EPA process, with a few changes. The current EPA course, “Employee Performance Appraisal: The Foundation for Performance Management”, instructs managers on the following topics: partnering with employees to establish meaningful goals, writing measurable performance expectations, using performance appraisals as a meaningful management tool, and holding performance discussions. Mastery of these skills is necessary for managers to establish specific performance expectations for each employee, and for managers to hold each employee accountable for the quality of his/her performance.

Though the EPA course also explains the correct uses of DOP’s EPA forms and the correct implementation of the EPA system, the agency should also strive to create a culture that encourages the intent of the EPA system. Correct implementation of the EPA system involves a minimum of at least three events (defined as meetings, conferences, conversations, etc.) and at least two activity periods between a manager and his/her employee. However, there are multiple anecdotal reports of managers delivering EPA forms to employees without discussion or collaboration to establish performance expectations (*DOP Employee Performance Appraisal Policy*, 2006). DEP should ensure that employees are included in the goal-setting process by their managers. Employees will be more invested in their performance if given this opportunity.

It should be noted that though the EPA policy dictates a minimum number of meeting events, it does not dictate a maximum. In fact, the EPA-1 form can be used an unlimited number of times within one year. If a manager’s expectations of an employee must be changed or modified, the EPA-1 form can be used at that time. The EPA policy also gives the agency discretion to modify the DOP EPA forms, as long as all information included in the DOP forms are included in the new agency forms. DOP does require the agency to obtain approval for the modified forms (*DOP Employee Performance Appraisal Policy*, 2006).

To further the development of a coaching program, managers should take The Coaching & Developing Employee Performance course offered by DOP. This course helps supervisors improve performance of employees and helps supervisors facilitate employees’ learning & development. Specifically, managers are instructed in establishing goals, applying coaching models, and using specific performance counseling strategies for dealing with dysfunctional behavior (*Coaching and Developing Employee Performance*). Mastery of these skills is necessary for managers to encourage the development of high-performers, and to improve the performance of struggling employees.

#### **Improve the on-boarding process of new employees.**

- Add a 15-minute section on employee development, focusing on the Employee Performance Appraisal process, to new employee orientation.

- Increase the frequency of new employee orientation (to at least to every other month).
- Ensure there is a process to on-board new hires within each section to orient the employee to their program and division.
  - Managers should ask new hires about their career plans and help the employee see how there may be a path for him/her within DEP and/or state government (not just that section).

### ***Supporting Information***

Development of DEP employees should begin the moment an employee is hired. On-boarding new employees is a prime opportunity to engage them in the mindset of thinking both about their own career development as well the value their development brings to the agency. The main goal of a manager is to ensure the new employee is trained to do the specific job competently and quickly, to ensure program requirements are met. Additionally, employee development can enhance the depth of knowledge within that program, and serve as a way to retain good employees by investing in them.

Currently, new employee orientation occurs once per quarter (on the second Thursday of the last month in the quarter), and involves approximately 13 staff members. Depending on the start-date of a new hire, it could be up to three months before he or she is formally introduced to DEP, and a prime opportunity for engagement may be missed.

### **🔄 Division Directors should assess staffing and develop a plan for training priorities and leadership needs for the next three years.**

- Human Resources staff should develop a checklist to assist Directors with identifying potential training and employment gaps and how to plan for them.
- A model for this process should be presented at monthly manager meetings, and time for discussion should be allowed.

### ***Supporting Information***

A part of development is having a common understanding among senior leadership of why succession planning is important in order to prioritize the identification of training and leadership needs in the near future. A comprehensive training plan will aid in ensuring continuity of service in all program areas as the agency loses employees through retirements and other separations from service. There is an initial time commitment required to assess current and upcoming staffing gaps and to institute a plan for cross-training as well as leadership development. However, the dividends will help provide for a smoother transition for staff interactions with the regulated community and public, as well as high internal productivity and morale. One leadership

development program, Emerging Leaders, is now in its second year and has received good feedback from participants as well as strong interest from potential candidates.

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# APPENDIX A

## 2017 Planning for DEP Future Survey Results



# Planning for DEP Future

Monday, February 13, 2017

# 238

**Total Responses**

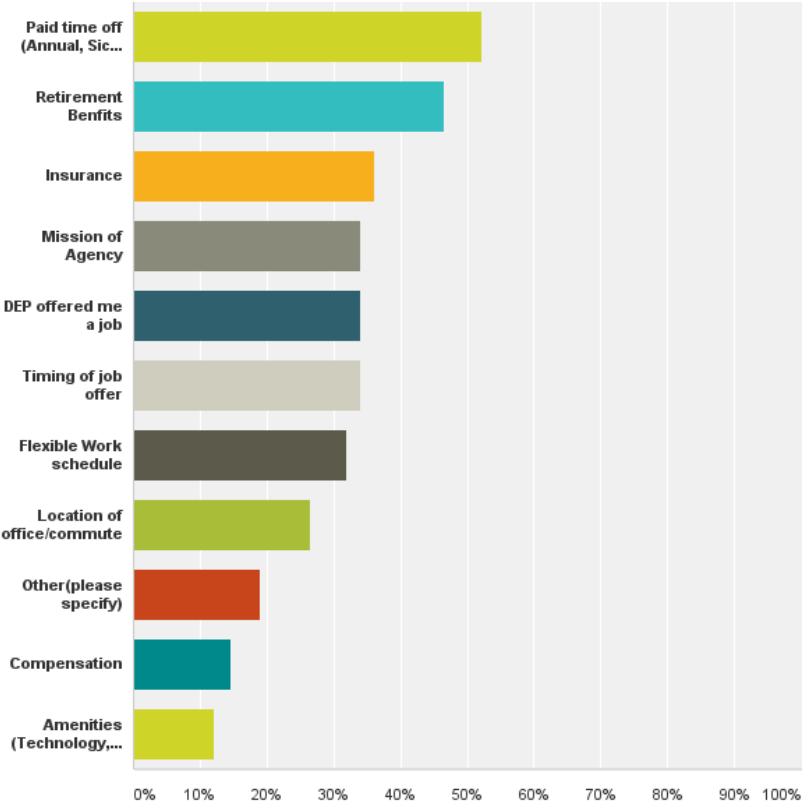
Date Created: Thursday, February 02, 2017

Complete Responses: 238

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# Q1: Why did you choose to work at DEP?

Answered: 238    Skipped: 0



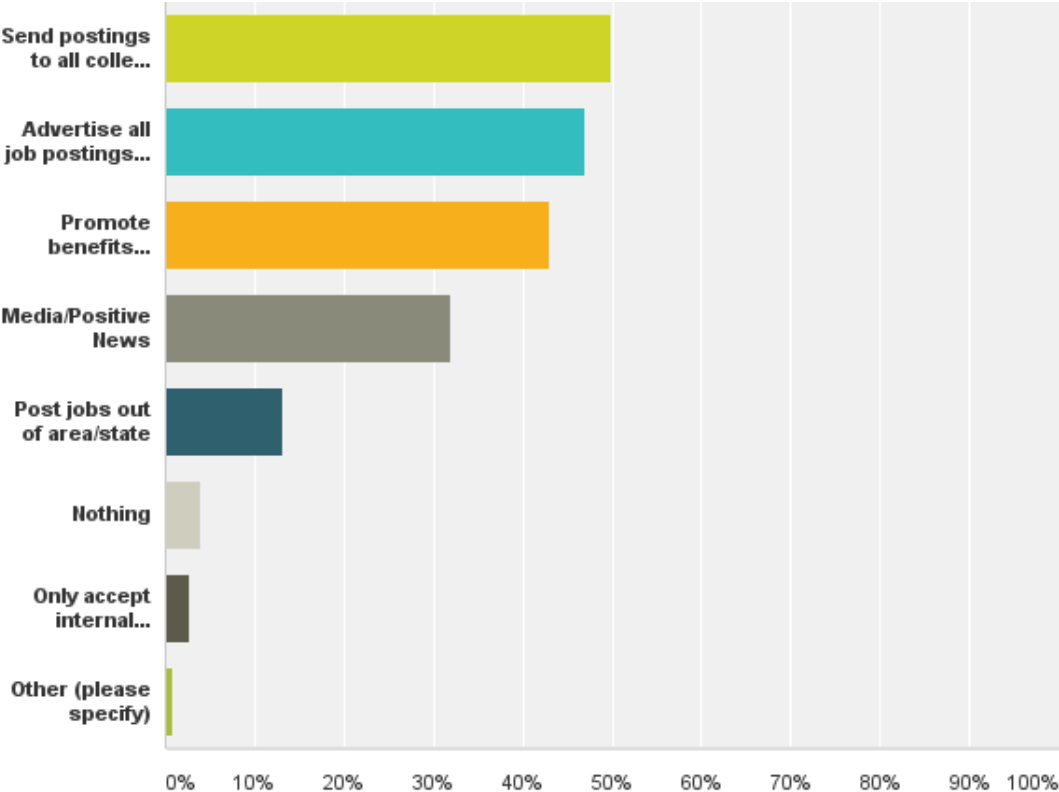
# Q1: Why did you choose to work at DEP?

Answered: 238    Skipped: 0

Answer Choices	Responses	
Paid time off (Annual, Sick and Holiday Leave)	52.10%	124
Retirement Benfits	46.64%	111
Insurance	36.13%	86
Mission of Agency	34.03%	81
DEP offered me a job	34.03%	81
Timing of job offer	34.03%	81
Flexible Work schedule	31.93%	76
Location of office/commute	26.47%	63
Other(please specify)	18.91%	45
Compensation	14.71%	35
Amenities (Technology, vehicle, wellness program)	12.18%	29
Total Respondents: 238		

## Q2: What can the DEP do to recruit qualified employees?

Answered: 228    Skipped: 10



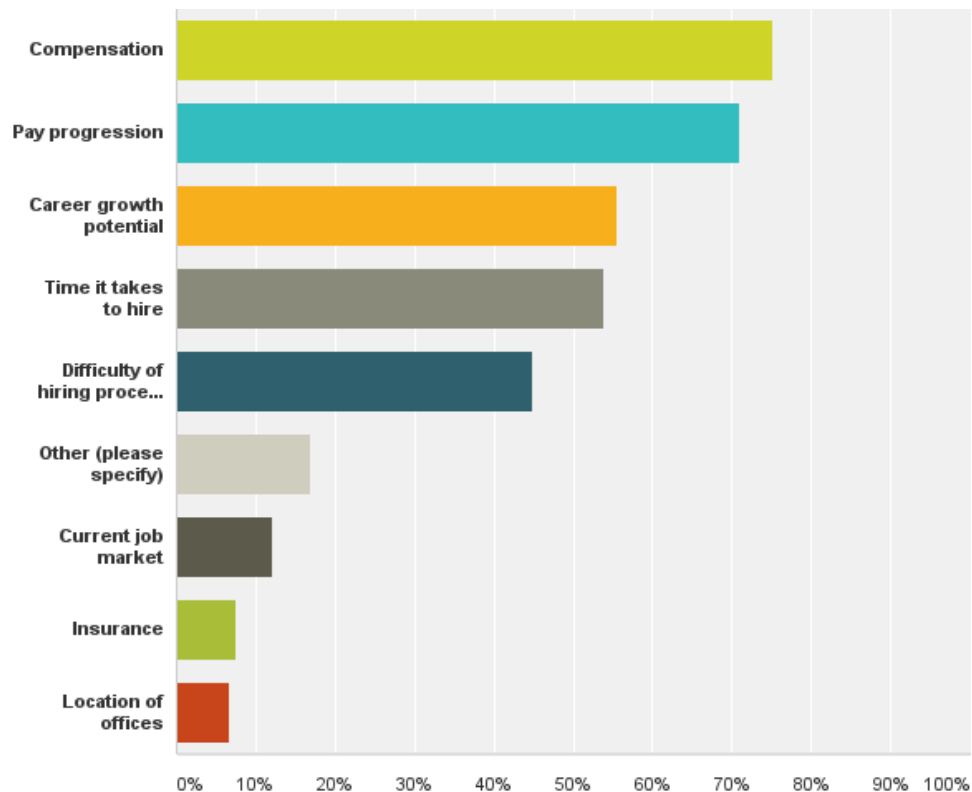
## Q2: What can the DEP do to recruit qualified employees?

Answered: 228   Skipped: 10

Answer Choices	Responses	
Send postings to all colleges in State	50.00%	114
Advertise all job postings externally	46.93%	107
Promote benefits package	42.98%	98
Media/Positive News	32.02%	73
Post jobs out of area/state	13.16%	30
Nothing	3.95%	9
Only accept internal applications	2.63%	6
Other (please specify)	0.88%	2
Total Respondents: 228		

### Q3: What hurdles or problems do you see facing the hiring of new qualified employees?

Answered: 238 Skipped: 0





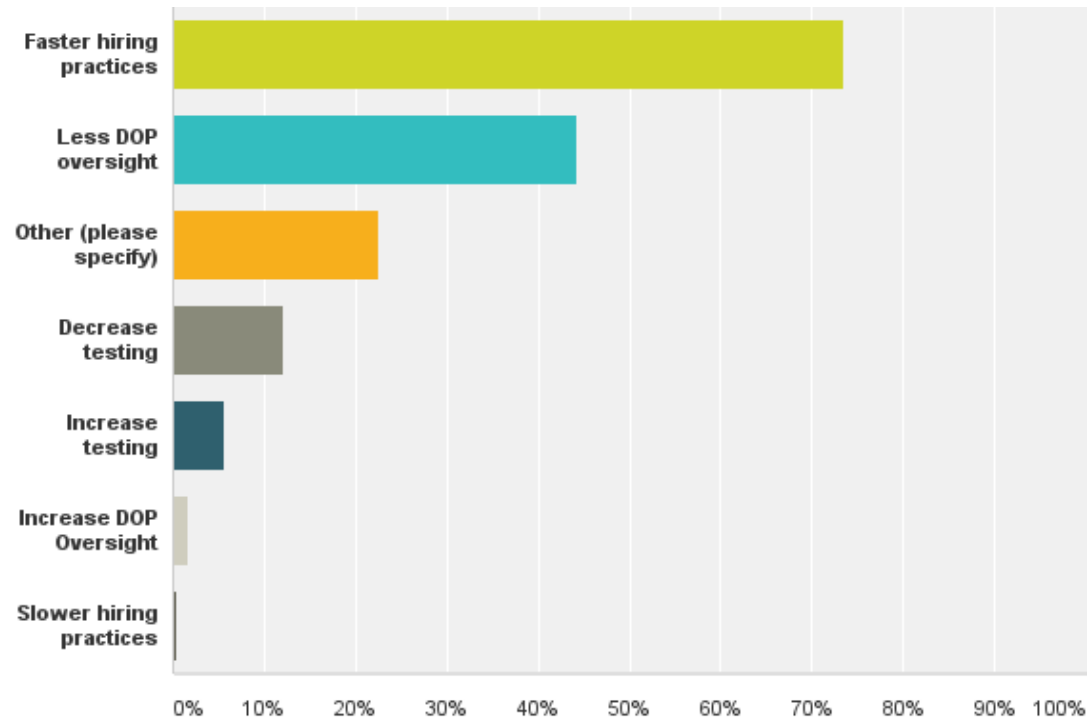
### Q3: What hurdles or problems do you see facing the hiring of new qualified employees?

Answered: 238    Skipped: 0

Answer Choices	Responses	
Compensation	75.21%	179
Pay progression	71.01%	169
Career growth potential	55.46%	132
Time it takes to hire	53.78%	128
Difficulty of hiring process (ie getting on the register)	44.96%	107
Other (please specify)	16.81%	40
Current job market	12.18%	29
Insurance	7.56%	18
Location of offices	6.72%	16
Total Respondents: 238		

## Q4: What changes would you make to the hiring process?

Answered: 230 Skipped: 8



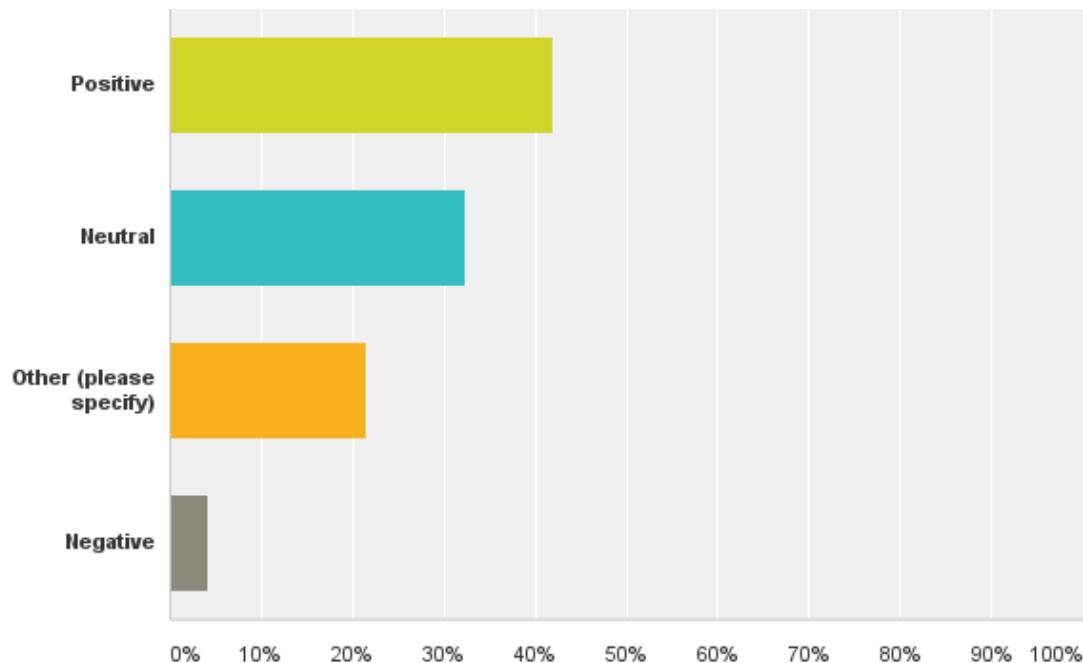
# Q4: What changes would you make to the hiring process?

Answered: 230    Skipped: 8

Answer Choices	Responses	
Faster hiring practices	73.48%	169
Less DOP oversight	44.35%	102
Other (please specify)	22.61%	52
Decrease testing	12.17%	28
Increase testing	5.65%	13
Increase DOP Oversight	1.74%	4
Slower hiring practices	0.43%	1
Total Respondents: 230		

## Q5: How was your recruitment/hiring experience with DEP?

Answered: 238 Skipped: 0



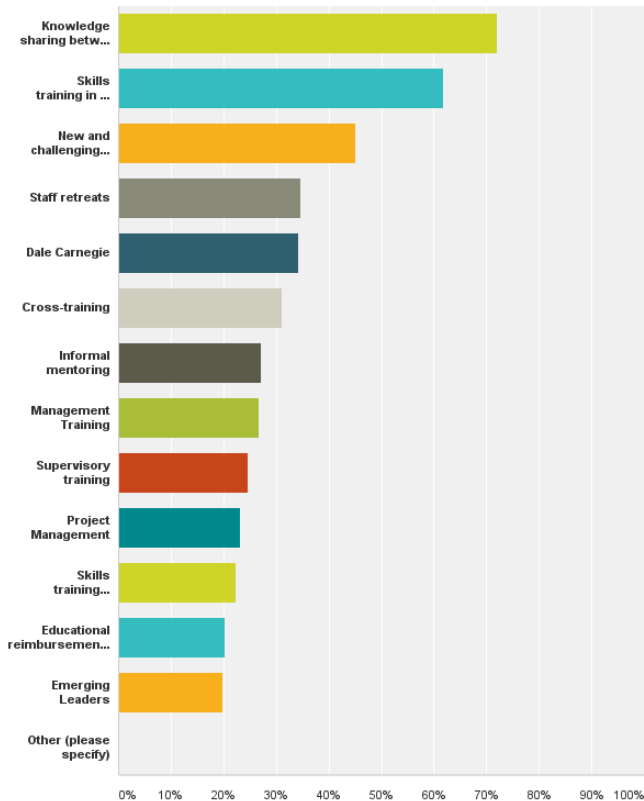
# Q5: How was your recruitment/hiring experience with DEP?

Answered: 238    Skipped: 0

Answer Choices	Responses	
Positive	42.02%	100
Neutral	32.35%	77
Other (please specify)	21.43%	51
Negative	4.20%	10
Total		238

# Q6: What development opportunities have been made available to you?

Answered: 228    Skipped: 10



# Q6: What development opportunities have been made available to you?

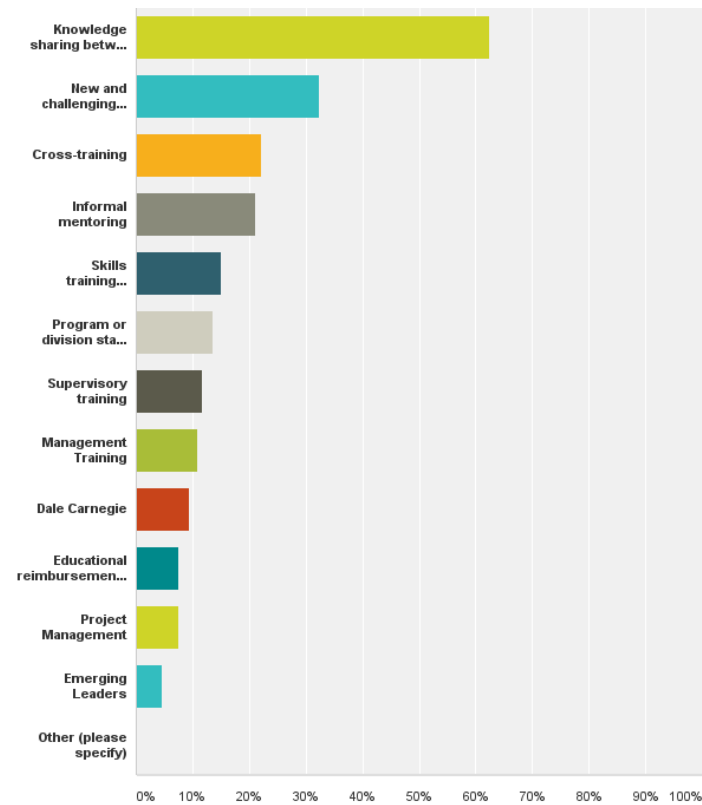
Answered: 228    Skipped: 10

Answer Choices	Responses	
Knowledge sharing between employees	71.93%	164
Skills training in my field of expertise	61.84%	141
New and challenging projects	45.18%	103
Staff retreats	34.65%	79
Dale Carnegie	34.21%	78
Cross-training	31.14%	71
Informal mentoring	27.19%	62
Management Training	26.75%	61
Supervisory training	24.56%	56
Project Management	23.25%	53
Skills training outside my current field of expertise	22.37%	51
Educational reimbursement program	20.18%	46
Emerging Leaders	19.74%	45
Other (please specify)	0.00%	0
Total Respondents: 228		



# Q7: Which of the development opportunities provided was the most useful/effective?

Answered: 213    Skipped: 25



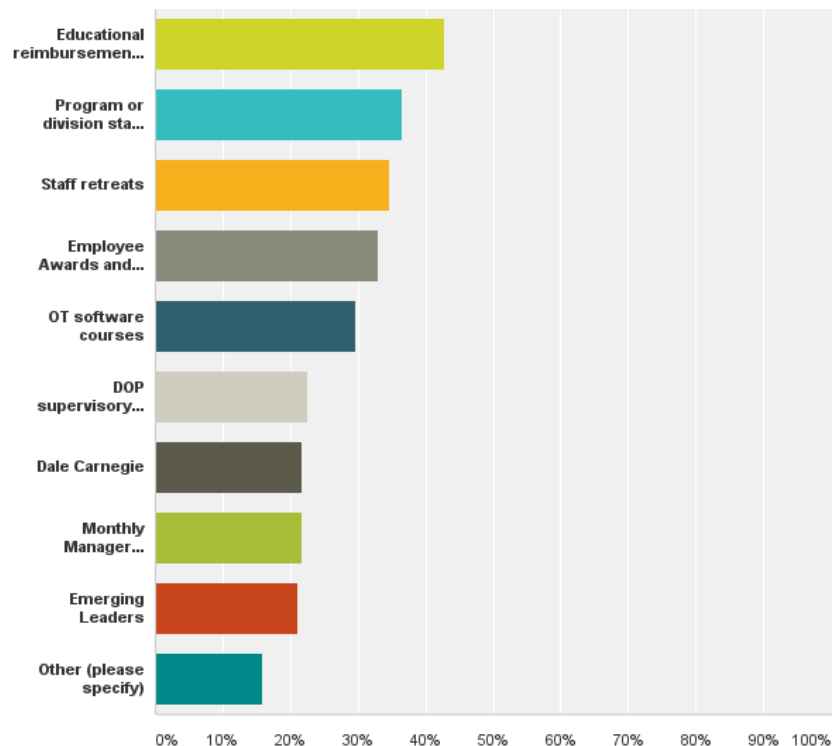
# Q7: Which of the development opportunities provided was the most useful/effective?

Answered: 213    Skipped: 25

Answer Choices	Responses	
Knowledge sharing between employees	62.44%	133
New and challenging projects	32.39%	69
Cross-training	22.07%	47
Informal mentoring	21.13%	45
Skills training outside my current field of expertise	15.02%	32
Program or division staff retreats	13.62%	29
Supervisory training	11.74%	25
Management Training	10.80%	23
Dale Carnegie	9.39%	20
Educational reimbursement program	7.51%	16
Project Management	7.51%	16
Emerging Leaders	4.69%	10
Other (please specify)	0.00%	0
Total Respondents: 213		

## Q8: What development and training programs/practices in the agency do you feel are effective/successful (even if you have not experienced them)?

Answered: 222 Skipped: 16



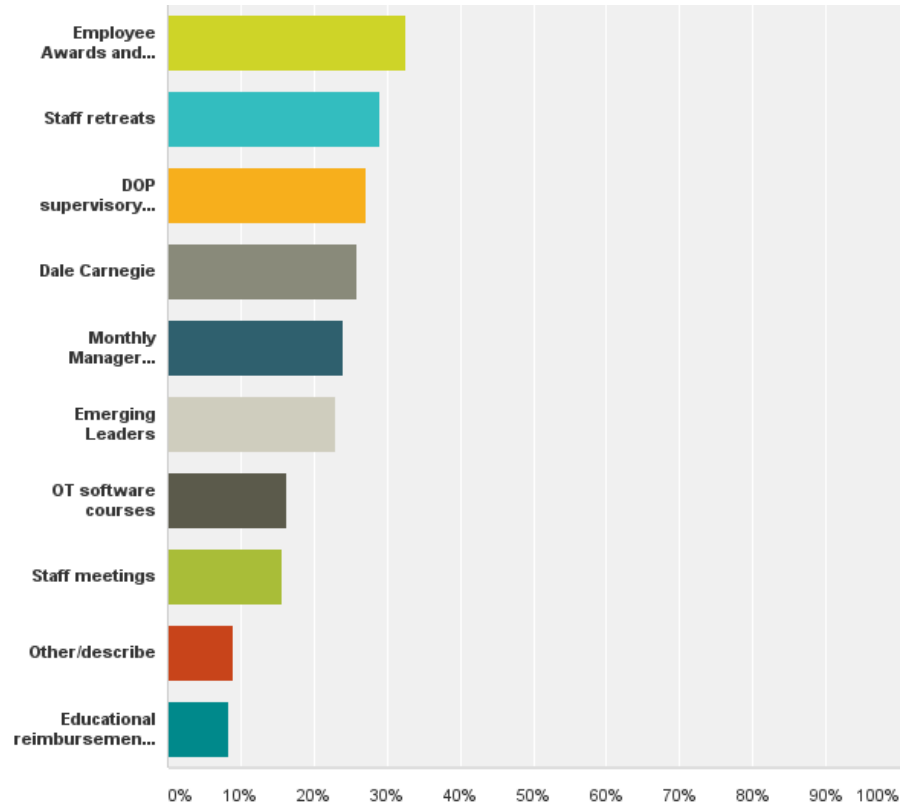
## Q8: What development and training programs/practices in the agency do you feel are effective/successful (even if you have not experienced them)?

Answered: 222   Skipped: 16

Answer Choices	Responses	
Educational reimbursement program	42.79%	95
Program or division staff meetings	36.49%	81
Staff retreats	34.68%	77
Employee Awards and Recognition Program	32.88%	73
OT software courses	29.73%	66
DOP supervisory training courses	22.52%	50
Dale Carnegie	21.62%	48
Monthly Manager meetings	21.62%	48
Emerging Leaders	21.17%	47
Other (please specify)	15.77%	35
Total Respondents: 222		

## Q9: What development and training programs/practices in the agency do you feel are ineffective (even if you have not experienced them)?

Answered: 166 Skipped: 72



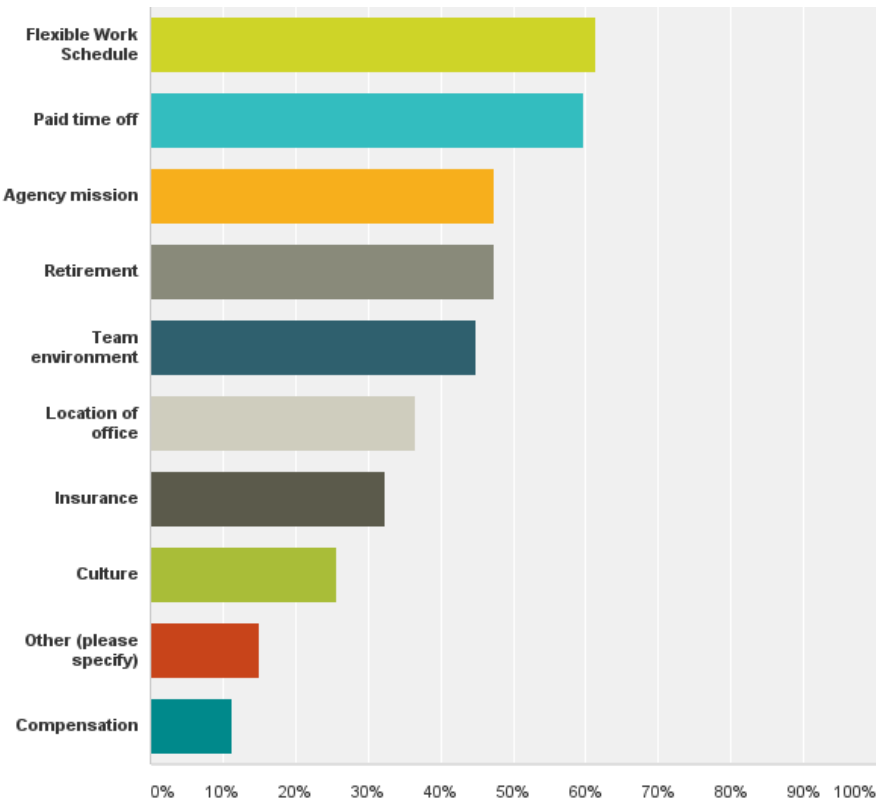
## Q9: What development and training programs/practices in the agency do you feel are ineffective (even if you have not experienced them)?

Answered: 166   Skipped: 72

Answer Choices	Responses	
Employee Awards and Recognition Program	32.53%	54
Staff retreats	28.92%	48
DOP supervisory training courses	27.11%	45
Dale Carnegie	25.90%	43
Monthly Manager meetings	24.10%	40
Emerging Leaders	22.89%	38
OT software courses	16.27%	27
Staff meetings	15.66%	26
Other/describe	9.04%	15
Educational reimbursement program	8.43%	14
Total Respondents: 166		

# Q11: What aspects of working at DEP do you enjoy most?

Answered: 238    Skipped: 0



# Q11: What aspects of working at DEP do you enjoy most?

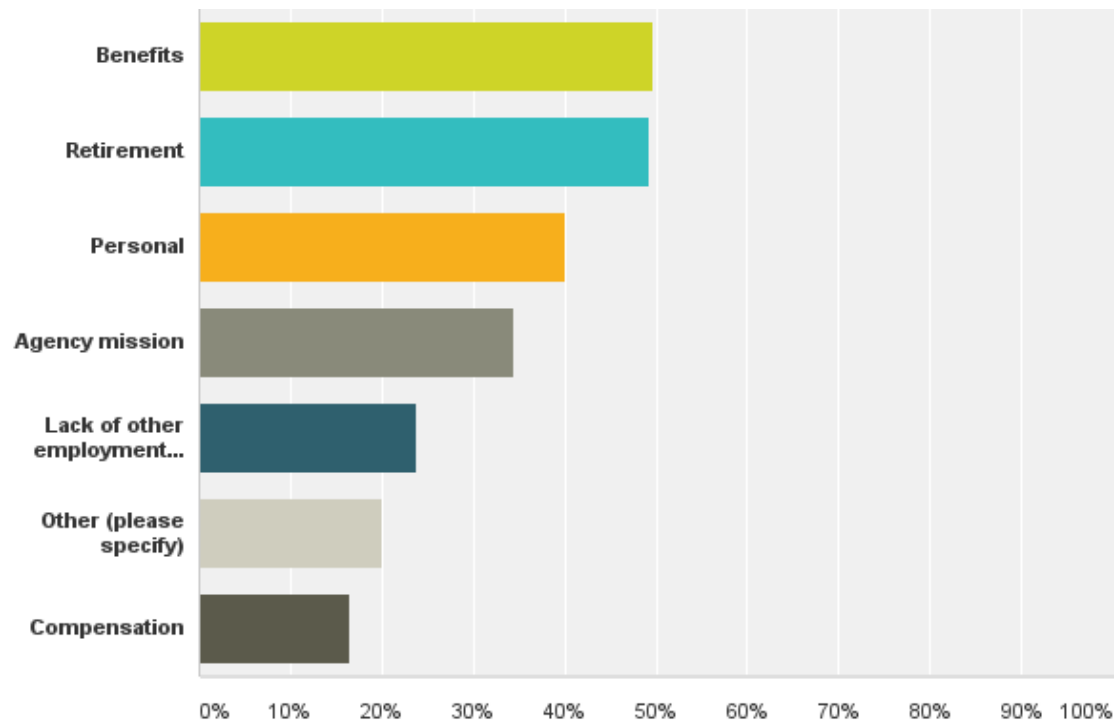
Answered: 238    Skipped: 0

Answer Choices	Responses	
Flexible Work Schedule	61.34%	146
Paid time off	59.66%	142
Agency mission	47.48%	113
Retirement	47.48%	113
Team environment	44.96%	107
Location of office	36.55%	87
Insurance	32.35%	77
Culture	25.63%	61
Other (please specify)	15.13%	36
Compensation	11.34%	27
Total Respondents: 238		



## Q12: Why have you stayed with the agency?

Answered: 235 Skipped: 3



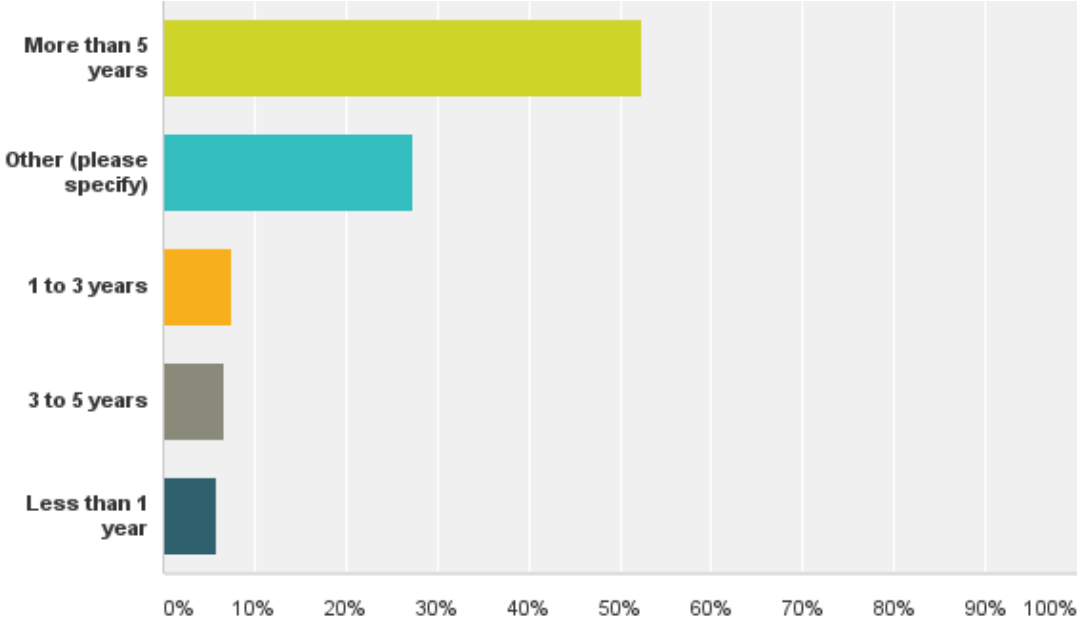
# Q12: Why have you stayed with the agency?

Answered: 235    Skipped: 3

Answer Choices	Responses	
Benefits	49.79%	117
Retirement	49.36%	116
Personal	40.00%	94
Agency mission	34.47%	81
Lack of other employment opportunities	23.83%	56
Other (please specify)	20.00%	47
Compensation	16.60%	39
Total Respondents: 235		

# Q13: How long do you intend to stay with the agency?

Answered: 237    Skipped: 1



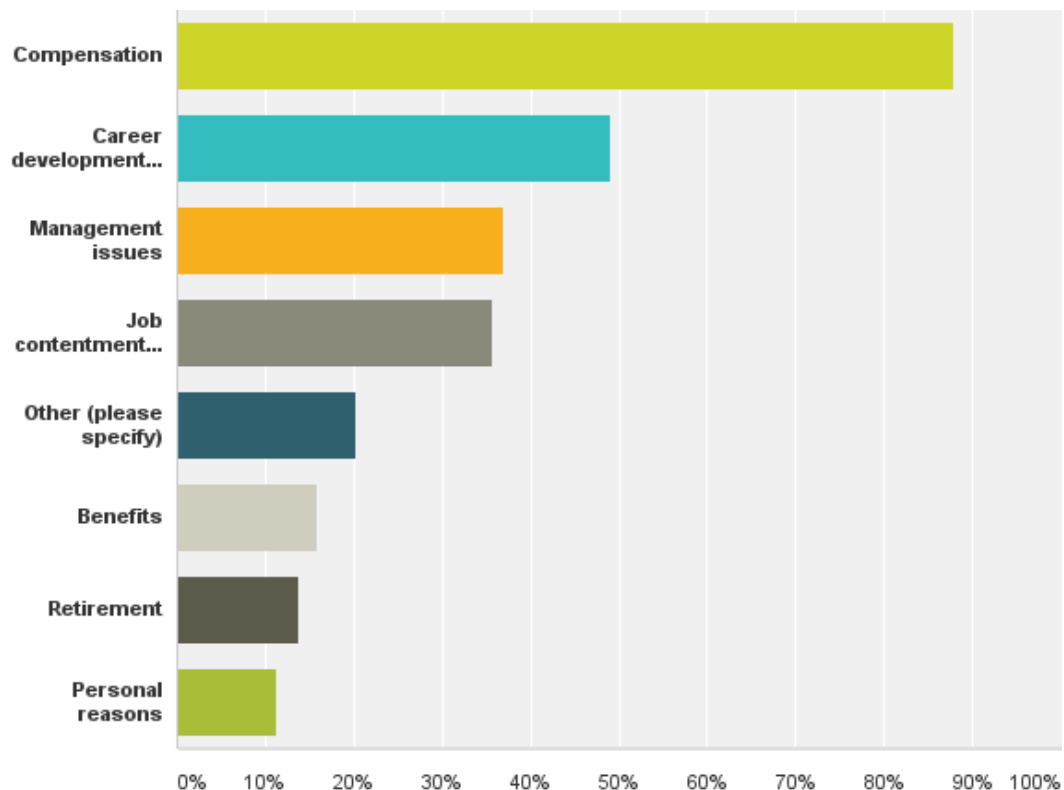
# Q13: How long do you intend to stay with the agency?

Answered: 237    Skipped: 1

Answer Choices	Responses	
More than 5 years	52.32%	124
Other (please specify)	27.43%	65
1 to 3 years	7.59%	18
3 to 5 years	6.75%	16
Less than 1 year	5.91%	14
Total	237	

## Q14: In your opinion, what are the primary reasons the agency loses good employees?

Answered: 238 Skipped: 0



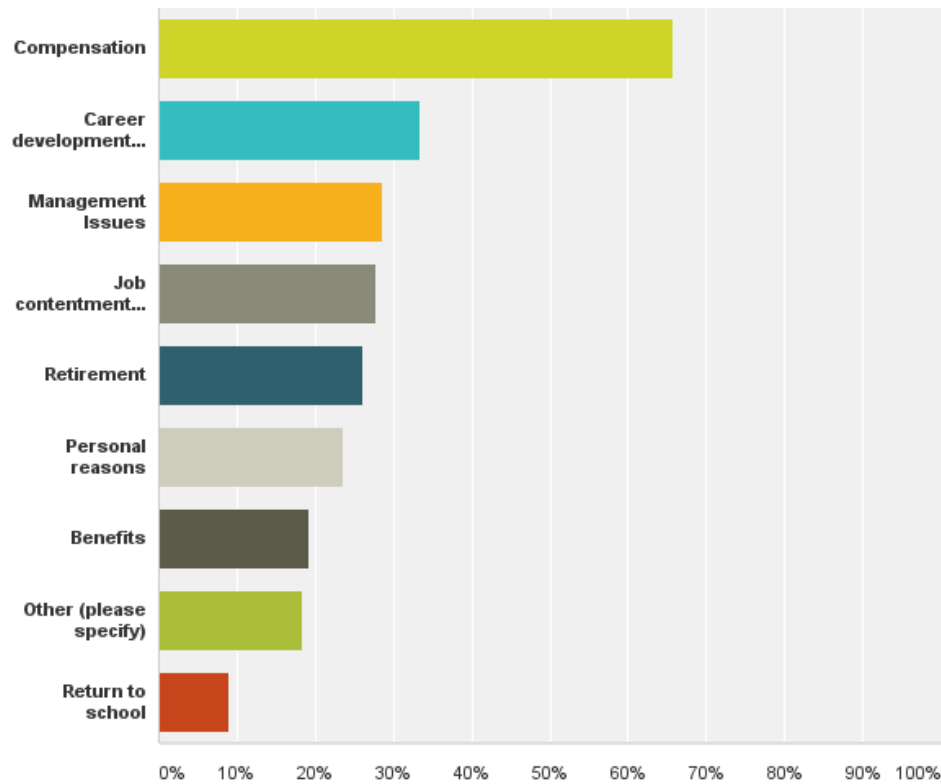
# Q14: In your opinion, what are the primary reasons the agency loses good employees?

Answered: 238    Skipped: 0

Answer Choices	Responses	
Compensation	87.82%	209
Career development opportunities	49.16%	117
Management issues	36.97%	88
Job contentment factors (i.e., workload, fairness)	35.71%	85
Other (please specify)	20.17%	48
Benefits	15.97%	38
Retirement	13.87%	33
Personal reasons	11.34%	27
Total Respondents: 238		

# Q15: What reasons would encourage you to leave DEP?

Answered: 234    Skipped: 4



# Q15: What reasons would encourage you to leave DEP?

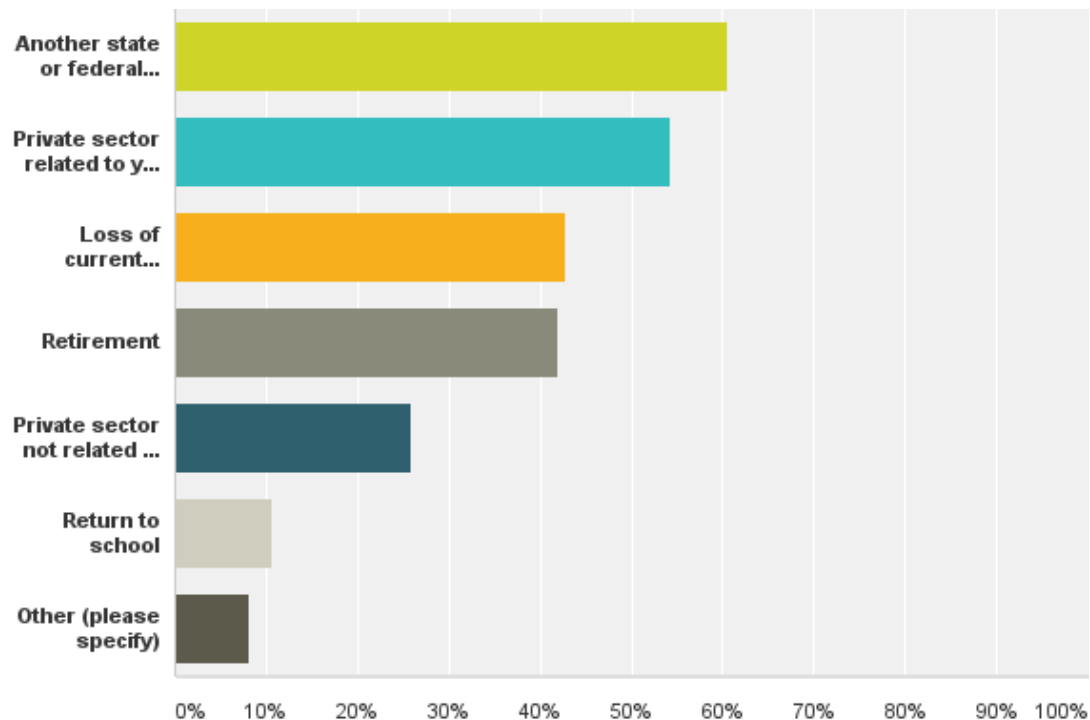
Answered: 234    Skipped: 4

Answer Choices	Responses	
Compensation	65.81%	154
Career development opportunities	33.33%	78
Management Issues	28.63%	67
Job contentment factors (i.e., workload, fairness)	27.78%	65
Retirement	26.07%	61
Personal reasons	23.50%	55
Benefits	19.23%	45
Other (please specify)	18.38%	43
Return to school	8.97%	21
Total Respondents: 234		



## Q16: For which career opportunity would you consider leaving the DEP?

Answered: 236 Skipped: 2



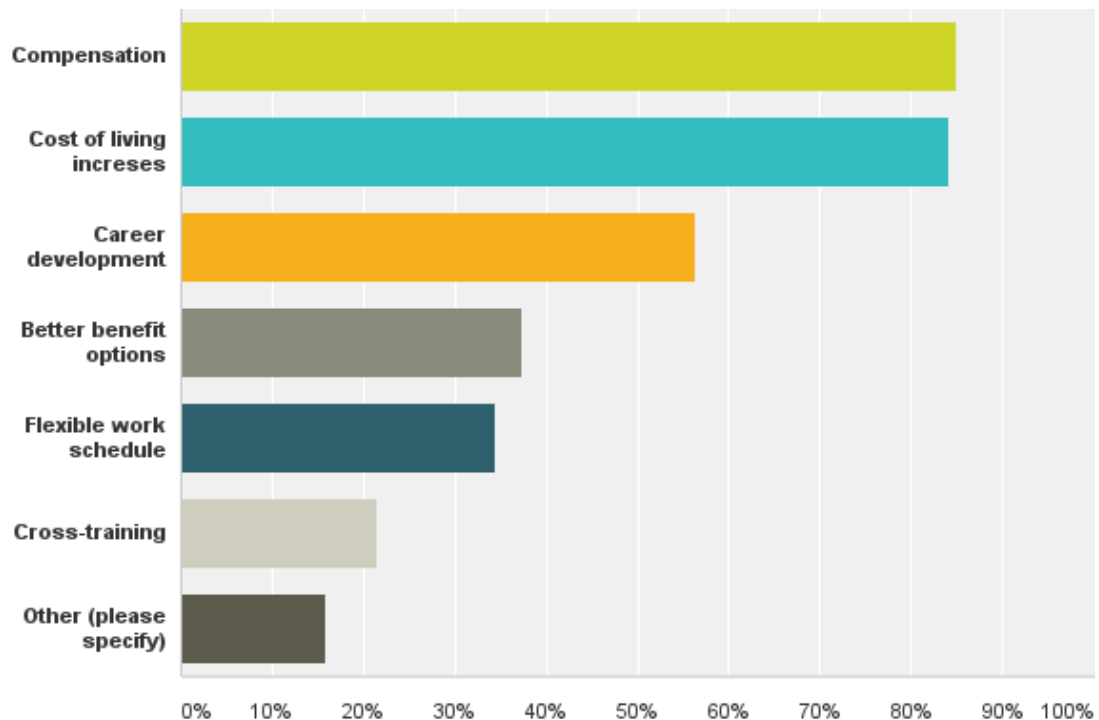
# Q16: For which career opportunity would you consider leaving the DEP?

Answered: 236    Skipped: 2

Answer Choices	Responses	
Another state or federal agency	60.59%	143
Private sector related to your current position	54.24%	128
Loss of current position	42.80%	101
Retirement	41.95%	99
Private sector not related to your current position	25.85%	61
Return to school	10.59%	25
Other (please specify)	8.05%	19
Total Respondents: 236		

## Q17: How can the agency more effectively retain good employees?

Answered: 238 Skipped: 0



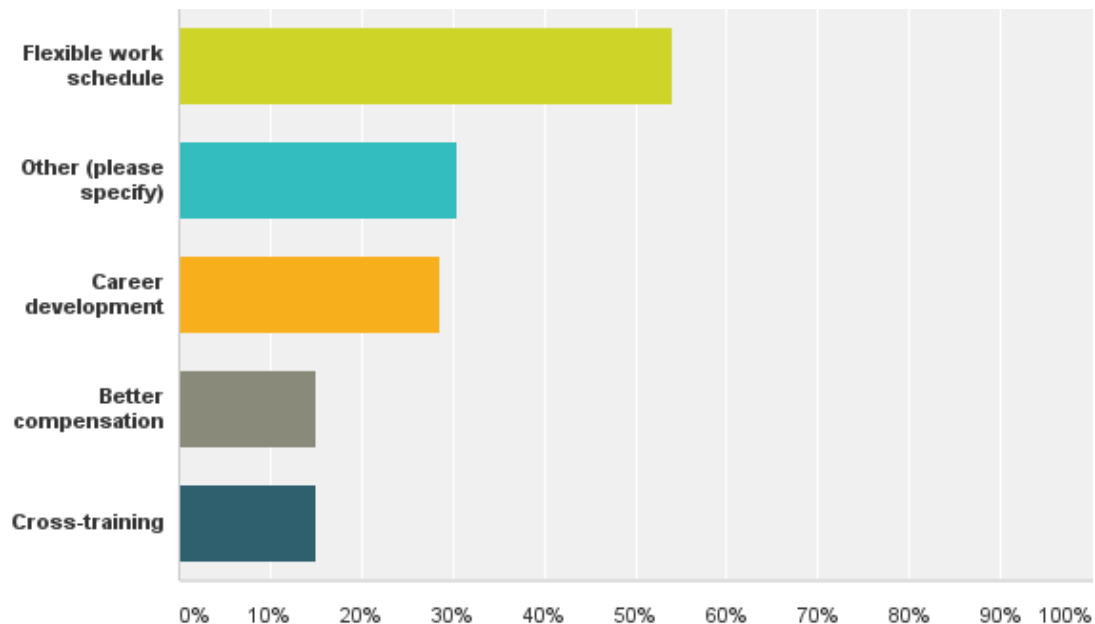
# Q17: How can the agency more effectively retain good employees?

Answered: 238    Skipped: 0

Answer Choices	Responses	
Compensation	84.87%	202
Cost of living increses	84.03%	200
Career development	56.30%	134
Better benefit options	37.39%	89
Flexible work schedule	34.45%	82
Cross-training	21.43%	51
Other (please specify)	15.97%	38
Total Respondents: 238		

## Q18: What retention practices have been offered to you?

Answered: 200 Skipped: 38



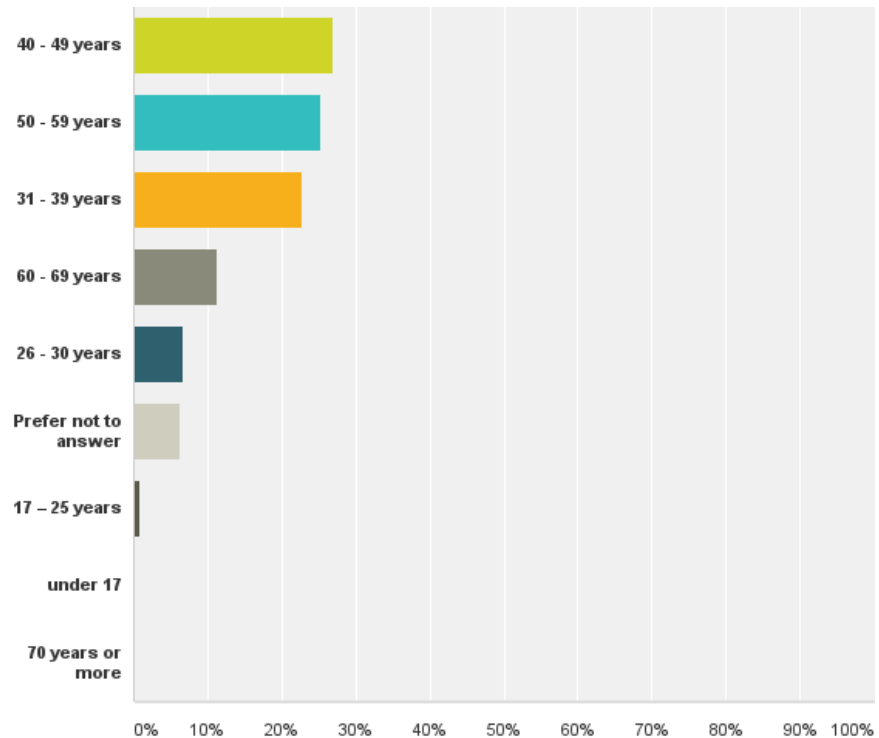
# Q18: What retention practices have been offered to you?

Answered: 200    Skipped: 38

Answer Choices	Responses	
Flexible work schedule	54.00%	108
Other (please specify)	30.50%	61
Career development	28.50%	57
Better compensation	15.00%	30
Cross-training	15.00%	30
Total Respondents: 200		

## Q20: What is your age?

Answered: 238 Skipped: 0



# Q20: What is your age?

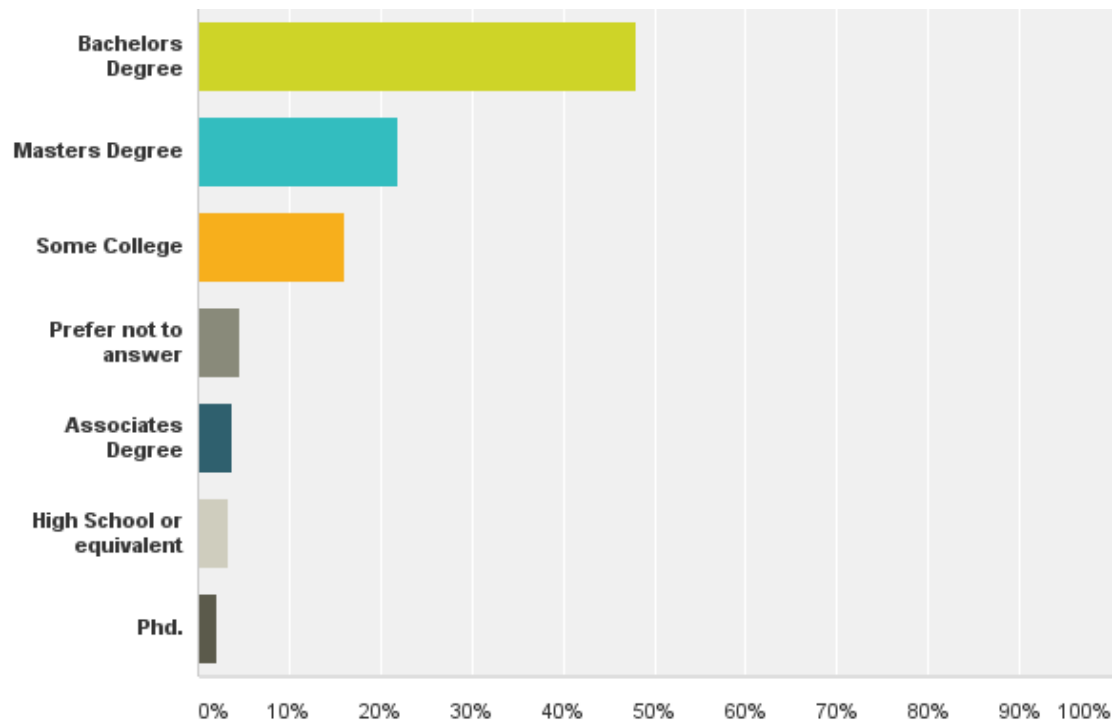
Answered: 238    Skipped: 0

Answer Choices	Responses	
40 - 49 years	26.89%	64
50 - 59 years	25.21%	60
31 - 39 years	22.69%	54
60 - 69 years	11.34%	27
26 - 30 years	6.72%	16
Prefer not to answer	6.30%	15
17 – 25 years	0.84%	2
under 17	0.00%	0
70 years or more	0.00%	0
Total		238



## Q21: What is your highest level of education?

Answered: 237 Skipped: 1



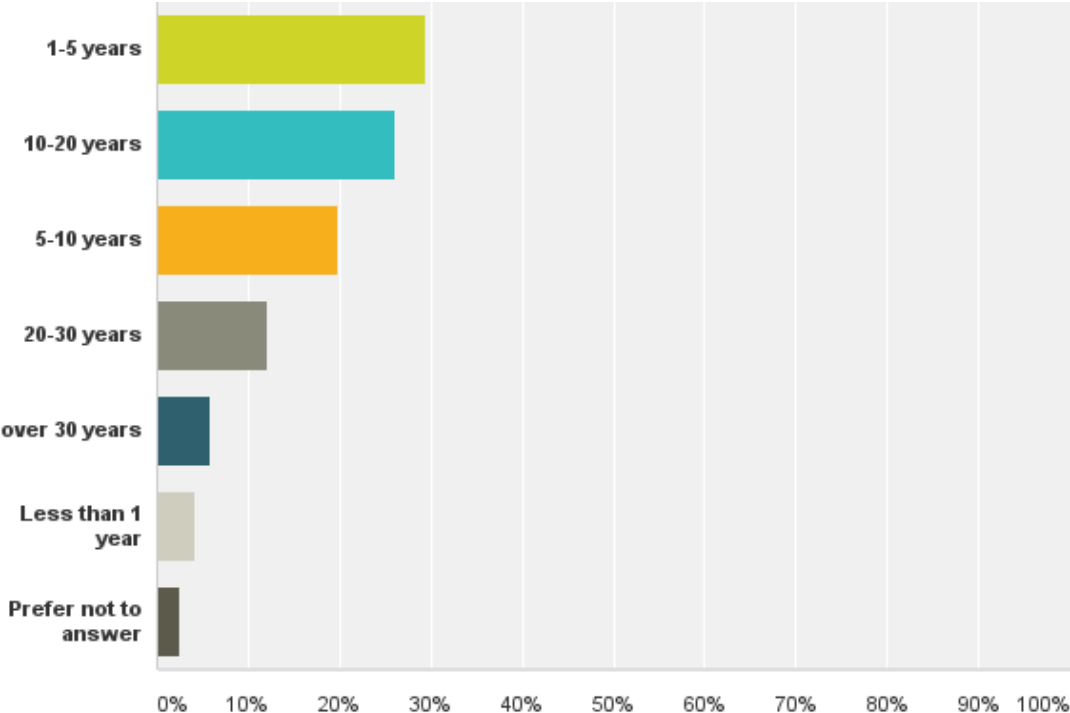
# Q21: What is your highest level of education?

Answered: 237    Skipped: 1

Answer Choices	Responses	
Bachelors Degree	48.10%	114
Masters Degree	21.94%	52
Some College	16.03%	38
Prefer not to answer	4.64%	11
Associates Degree	3.80%	9
High School or equivalent	3.38%	8
Phd.	2.11%	5
Total	237	

# Q22: How long have you been with DEP?

Answered: 238    Skipped: 0



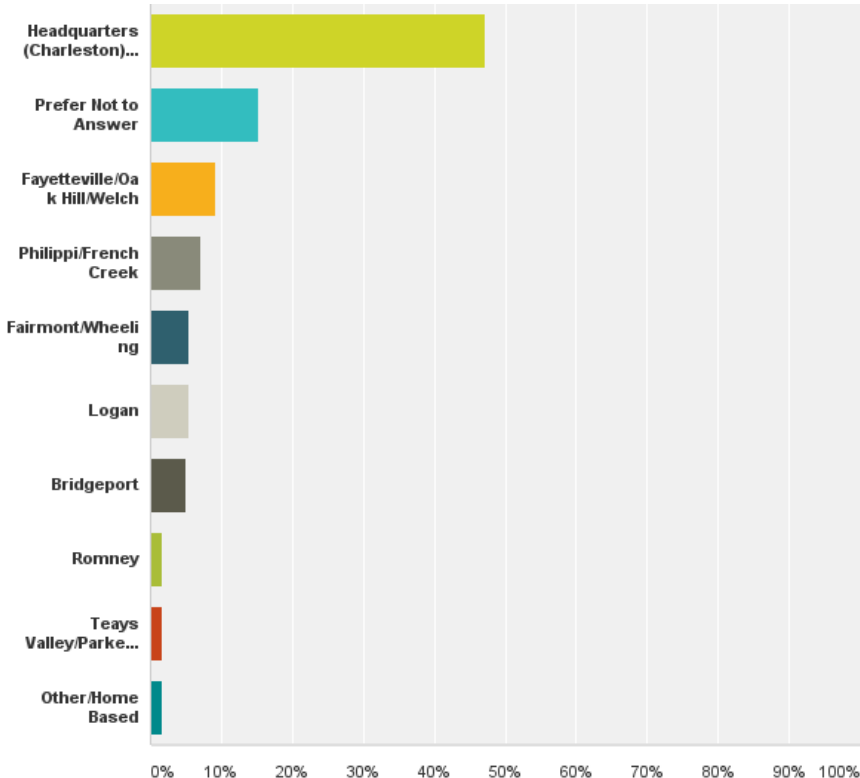
# Q22: How long have you been with DEP?

Answered: 238    Skipped: 0

Answer Choices	Responses	
1-5 years	29.41%	70
10-20 years	26.05%	62
5-10 years	19.75%	47
20-30 years	12.18%	29
over 30 years	5.88%	14
Less than 1 year	4.20%	10
Prefer not to answer	2.52%	6
Total	238	

# Q23: Which DEP Office location are you associated with?

Answered: 237    Skipped: 1



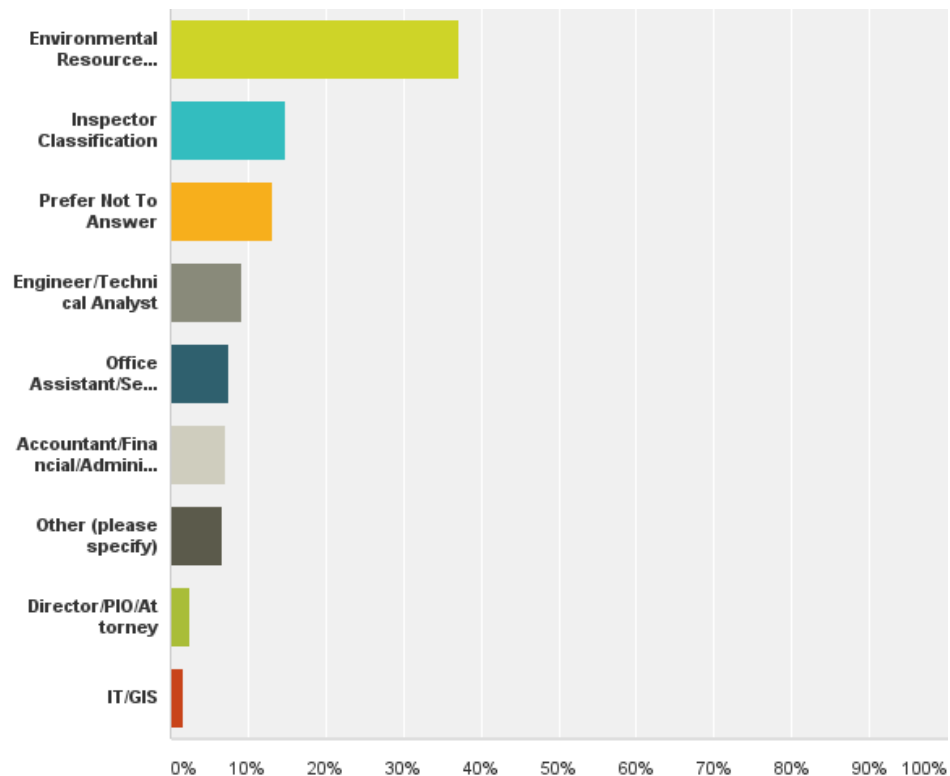
## Q23: Which DEP Office location are you associated with?

Answered: 237   Skipped: 1

Answer Choices	Responses	
Headquarters (Charleston)/Elkview/Guthrie	47.26%	112
Prefer Not to Answer	15.19%	36
Fayetteville/Oak Hill/Welch	9.28%	22
Philippi/French Creek	7.17%	17
Fairmont/Wheeling	5.49%	13
Logan	5.49%	13
Bridgeport	5.06%	12
Romney	1.69%	4
Teays Valley/Parkersburg	1.69%	4
Other/Home Based	1.69%	4
Total		237

## Q24: What is your job type?

Answered: 237 Skipped: 1



## Q24: What is your job type?

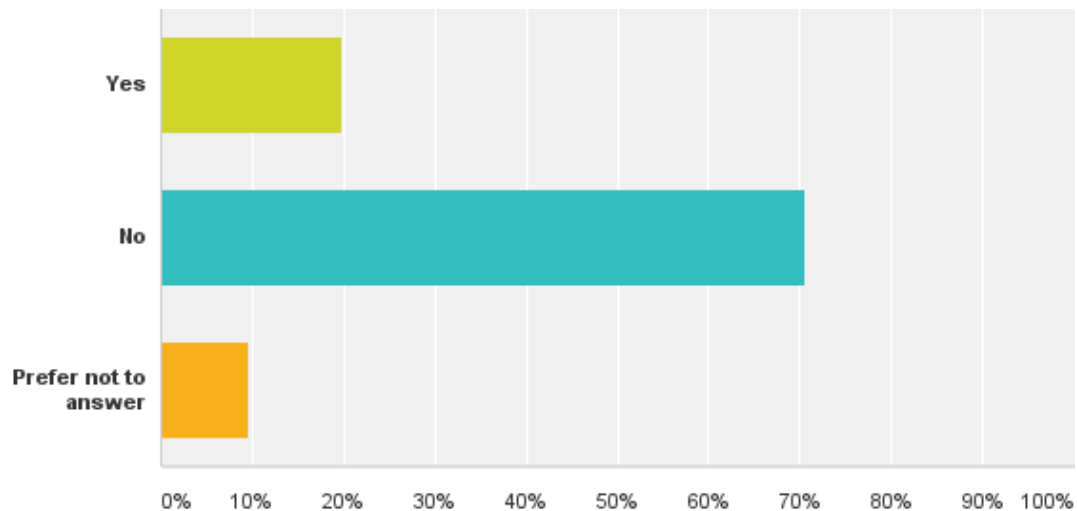
Answered: 237   Skipped: 1

Answer Choices	Responses	
Environmental Resource Classification	<b>37.13%</b>	88
Inspector Classification	<b>14.77%</b>	35
Prefer Not To Answer	<b>13.08%</b>	31
Engineer/Technical Analyst	<b>9.28%</b>	22
Office Assistant/Secretarial/Support	<b>7.59%</b>	18
Accountant/Financial/Administrative Services	<b>7.17%</b>	17
Other (please specify)	<b>6.75%</b>	16
Director/PIO/Attorney	<b>2.53%</b>	6
IT/GIS	<b>1.69%</b>	4
<b>Total</b>	<b>237</b>	



## Q25: Are you in a supervisory position?

Answered: 237 Skipped: 1



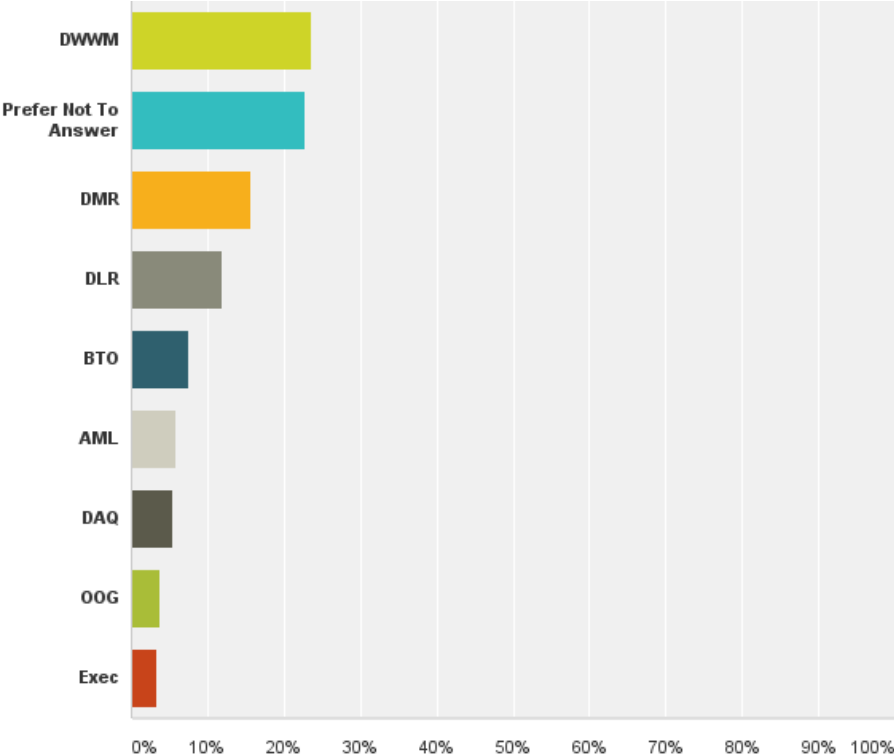
# Q25: Are you in a supervisory position?

Answered: 237    Skipped: 1

Answer Choices	Responses	
Yes	19.83%	47
No	70.46%	167
Prefer not to answer	9.70%	23
Total		237

# Q26: What division or office do you work in?

Answered: 237    Skipped: 1



# Q26: What division or office do you work in?

Answered: 237    Skipped: 1

Answer Choices	Responses	
DWWM	23.63%	56
Prefer Not To Answer	22.78%	54
DMR	15.61%	37
DLR	11.81%	28
BTO	7.59%	18
AML	5.91%	14
DAQ	5.49%	13
OOG	3.80%	9
Exec	3.38%	8
Total		237