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## Appendix A

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**Table 1: Nature of Workforce Planning Efforts in North Carolina Counties**

(n=46)

	<b>Percent</b>
Formal county-wide workforce plan approved by the county's legislative body, chief elected official, or chief administrative official	0%
Formal county-wide workforce plan developed and used by the central Human Resources office	4%
Informal county-wide workforce plan developed and used by the central Human Resources office	7%
County departments are required to develop workforce plans.	9%
County does not conduct central workforce planning.	80%

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**Table 2: Workforce Planning Identified as a Need in North Carolina Counties**

(n=46)

	<b>Percent</b>
Yes	50%
No	39%
N/A	11%

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**Table 3: Identified Timeline of Workforce Plan Development**

(n=40)

	<b>Percent</b>
Within 1 year	10%
Within 2 years	25%
Within 3 years	20%
More than 3 years from now	15%
Our county does not intend to develop a plan	30%

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<b>Table 4: Types of Workforce Data Collected</b>				
	<b>Yes</b>	<b>Developing</b>	<b>No</b>	
			<i>Identified As a Need</i>	<i>Not Identified As A Need</i>
Demographics (e.g. gender, race, ethnicity, etc.)	76%	0%	2%	22%
Age distribution of current workforce	49%	2%	16%	33%
Skills of current workforce	14%	9%	41%	36%
Competencies of current workforce	18%	11%	30%	41%
Average years of service of current workforce	59%	5%	16%	21%
Time to fill vacant positions	36%	5%	25%	34%
Employee performance levels	60%	11%	13%	16%
Turnover rates	51%	4%	18%	27%
Labor market skill availability	14%	5%	36%	46%

<b>Table 5: Types of Workforce Planning or Analysis Activities Conducted</b>				
(n=46)				
	<b>Yes</b>	<b>Developing</b>	<b>No</b>	
			<i>Identified As a Need</i>	<i>Not Identified As A Need</i>
Retirement projections	30%	4%	35%	30%
Competitiveness of compensation strategies	46%	7%	33%	15%
Inclusion of a human resources section in county strategic plan	36%	0%	36%	29%
Short-term staffing needs (1 year or less)	22%	7%	22%	50%
Long-term staffing needs (more than 1 year)	15%	9%	37%	39%
Recruiting plans	37%	7%	26%	30%
Identification of high-potential employees	14%	4%	40%	42%
Identification of critical hiring areas	31%	7%	33%	29%
Identification of key positions within the county	40%	4%	29%	27%
Identification of competencies of key positions	27%	9%	36%	29%
Succession plans	9%	9%	40%	42%
Training plans	30%	11%	37%	22%
Workforce gap analysis	2%	11%	38%	49%

<b>Table 6: Workforce Training or Employee Development Activities Conducted</b>				
(n=46)				
	<b>Yes</b>	<b>Developing</b>	<b>No</b>	
			<i>Identified As a Need</i>	<i>Not Identified As A Need</i>
Formal cross-training programs	16%	13%	36%	36%
Formal mentoring	11%	9%	33%	47%
Leadership development programs	29%	13%	31%	27%
Management development programs	20%	13%	42%	24%
Individual development plans	30%	9%	35%	26%
Individual development gap analysis	4%	16%	29%	51%
Rotational work assignments	9%	0%	22%	69%
Identification of organizational competencies	9%	5%	35%	51%
360-degree evaluations	9%	2%	16%	73%
Provide money for external training	76%	0%	11%	13%
Supervisory training	72%	4%	17%	7%
Formal Coaching	13%	7%	36%	44%
Shadowing upper level managers	0%	2%	37%	59%
Task force and problem team assignments (leading role)	24%	0%	22%	53%

**Table 7: Counties with Measurement of HR Performance and Outcomes**

(n=44)

	<b>Percent</b>
Yes	<b>21%</b>
No	<b>68%</b>
Currently being developed.	<b>11%</b>

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**Table 8: Identified Barriers to Workforce Planning**

(n=46)

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	<b>Counties Identifying (Percentage)</b>
Insufficient human resources to manage program	67%
Low priority given by senior management	30%
Low priority given by elected officials	30%
Inadequate rewards for initiative/risk	59%
Lack of mobility of employees	24%
Insufficient financial resources	61%
Insufficient time to participate	54%
Lack of role models	13%
Organizational culture	40%

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**Table 9: Nature of Succession Planning Efforts in North Carolina Counties**

(n=46)

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	<b>Percent</b>
Formal county-wide succession plan approved by the county's legislative body, chief elected official, or chief administrative official	0%
Formal county-wide succession plan developed and used by the central Human Resources office	4%
Informal county-wide succession plan developed and used by the central Human Resources office	4%
County departments are required to develop succession plans.	2%
County does not conduct central succession planning.	89%

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**Table 10: Succession Planning Identified as a Need in North Carolina Counties**  
(n=46)

	<b>Percent</b>
Yes	54%
No	44%
N/A	2%

**Table 11: Identified Timeline Succession Plan Development**  
(n=32)

	<b>Percent</b>
Within 1 year	13%
Within 2 years	25%
Within 3 years	22%
More than 3 years from now	16%
Our county does not intend to develop a plan	25%

**Table 12: Identified Barriers to Succession Planning**  
(n=46)

	<b>Counties Identifying (Percentage)</b>
Insufficient human resources to manage program	67%
Low priority given by senior management	26%
Low priority given by elected officials	26%
Inadequate rewards for initiative/risk	43%
Lack of mobility of employees	26%
Insufficient financial resources	58%
Insufficient time to participate	45%
Lack of role models	15%
Organizational culture	39%

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**Table 13: Index of Workforce Planning Activities**

(n=46)

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<b>Number of Activities</b>	<b>Number of Counties Engaged in Activities</b>
0	4
1 to 5	8
6 to 10	12
10 to 15	15
16 to 20	4
20 to 25	3
Greater than 25	1

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**Table 14: Planning Practices or Innovations in your County's Planning Process**  
**Qualitative Responses**

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Use of exit interviews, retention surveys, focus groups, leadership and organizational development

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In the last two years, the management team (that included the HR Director) began discussion with department heads regarding the need for succession planning and as a first step, identifying department head successors, HR conducted focus group meetings with department heads and identified successors to begin to identify training and development needs for these designees. The respondents identified six areas in which they would need support to succeed as acting department head.

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We are in the process of developing a Human Resources Department business planning and budget preparation

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I am working with our Economic Development Team on Skills Gap program that involves working with the high schools and colleges in the county to help address identified skills that are lacking in our work force (the County's and other businesses in the County)

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**Table 15: Obstacles to Implementation or Further Expansion of Workforce Planning Efforts: Qualitative Responses**

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The bottom line is a resource commitment on the part of the elected officials. In small, rural, economically distressed county the first funding priorities are mandated services. Unfortunately, human resources is not a mandated function. It is a business imperative, but it is difficult for the board to justify tax increases to fund discretionary programs/services

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The most important obstacle is lack of Commission understanding of the importance of the County's imminent lose of many of its upper level management staff. Within the coming 5-8 years, a majority of department directors will be eligible to retire.

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Years of service in critical positions

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Not enough time in the day to work on it. Currently, would have to take items home to work. Skilled motivated staff is needed also. Currently, working on change agent to prepare office staff

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The current job classification system and process is to rigid and does not allow flexibility and prevents rewarding high performers. This impacts employee motivation, retention, upward mobility, which in turn, hurts succession planning efforts.

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Insufficient staffing resources and funding

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Management style - deal with it when the need arrives

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Small county that does not have the resources or workforce to tackle the issue

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In the process of a complete turnover in key County leadership positions. Until we know what this management team identifies as their priorities, we cannot move forward with any plan. Major barriers under the last Manager were time, resources and conflicting priorities.

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Our county has struggled with financial resources and citizen groups that want to cut taxes. As a consequence we have not had sufficient revenues over the past three to four years to adequately manage. We may be forced to downsize county government if our economic picture does not improve. We know we need to devote more resources to HR but it is difficult when so many other areas of county government are also suffering.

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Lack of personnel and office space

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Human Resources staffing; funding

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HR Director position is currently vacant. Once someone is hired he/she will need to learn the County' s processes, procedures, etc prior to beginning work on workforce planning  
Organizational culture and fear of change

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Time is a major issue

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**Table 16: Identified Resource Needs or Assistance for Additional Planning Initiatives  
Qualitative Responses**

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Outside experts are always given more credibility than those of us preaching from the inside of the organization. Publication of materials or work sessions specifically for governing bodies' information would be helpful in assuring that our Commission recognizes this is a crucial factor to be addressed if we are to be prepared for the eventual change over from current to future organizational leaders.

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Time for planning

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More assistance for inundated HR Directors/Managers with classes, training, call in hotline, list-serve of ideas on specific topics like succession planning. Possibly more classes on how to prepare, organize, inform, sell the idea, and implement plans, etc.

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I would like to see an example or the actual plan any others currently have to address workforce planning and succession planning (including how these plans interact with their pay classification and promotions)

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Increased staffing and funding

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Presentation by professional to county manager and hr director

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Additional staff and funding resources

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Support of county manager and BOC

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County management and elected official designation of workforce planning as a priority. Resources (hr staff and financial) designated for workforce planning

Interested in more information in order to make an informed decision, or even to identify it as a need.

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Human resources and funding

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More money, more staff

Additional staff and funding for training programs

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Case Study and/pr benchmark organization in the public sector (preferably within North Carolina) where succession planning is formalized and centralized

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Training

Additional staffing or consulting resources

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**Table 17: Sample Descriptive Statistics**

Pop	Respond	N	Mean	Std. Deviation	Std. Error Mean
	0	53	78895.53	118012.812	16210.306
	1	47	82294.68	96931.814	14138.958

**Table 18: Independent Samples T Test – No Effect of Population on Response**

Pop		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
	Equal variances assumed	.424	.516	-.156	98	.876	-3399.153	21764.876	-46590.841	39792.536
	Equal variances not assumed			-.158	97.455	.875	-3399.153	21510.095	-46088.219	39289.914

**Table 19: Correlation between Population and HR Performance Measurement**

		Pop	Does County Collect HR Performance Data
Pop	Pearson Correlation		.352(*)
	Sig. (2-tailed)		.019
	N	47	44
Does County Collect HR Performance Data	Pearson Correlation	.352(*)	1
	Sig. (2-tailed)	.019	
	N	44	44

\* Correlation is significant at the 0.05 level (2-tailed).