
Survey of State Human Resource Directors

In August 1999, the Legislative Auditor's Office conducted a survey of state human resource directors. We asked human resource directors from 34 larger state agencies to identify current recruitment and retention problems. The agencies we surveyed are:

Administration	Mediation Services
Agriculture	Military Affairs
Attorney General	Minnesota State Retirement System
Children, Families & Learning	Natural Resources
Economic Security	Planning
Commerce	Pollution Control
Corrections	Public Employment Retirement Association
Employee Relations	Public Safety
Environmental Assistance	Public Service
Finance	Revenue
Health	Secretary of State
Housing Finance	State Auditor
Human Rights	Teacher Retirement Association
Human Services	Trade and Economic Development
Labor and Industry	Transportation
Lottery	Veterans Affairs
MnSCU	Zoo

All 34 agencies responded to our survey.

Human Resources Directors Questionnaire

August 1999

Office of the Legislative Auditor Program Evaluation Division

The Office of the Legislative Auditor is conducting a study of state employee compensation. As part of this study we are surveying state agency Human Resources Directors. We are interested in learning about the classification, compensation, and staffing problems that your agency has experienced over the past two years. Answers to this questionnaire will be analyzed and reported in summary form; individual comments will not be identifiable. **Please complete this questionnaire and return in it the enclosed envelope by September 10, 1999.** Direct any questions about the questionnaire to Jenn Moenck Feige or Elliot Long at 651/296-4708.


Name of Person Completing Survey: _____

Title: _____

Organization or Agency: _____

Phone Number: _____ E-mail: _____

1. **In which, if any, of the following “career families” (as defined by the Department of Employee Relations) have you experienced difficulty recruiting and/or retaining employees?** *(Please check the box by the job categories in which you have experienced difficulty. See the attachment, entitled “State of Minnesota Career Families,” for further information on each career family as defined by the Minnesota Department of Employee Relations and copied from its web site.)*

- | | | |
|---|--|---|
| a. <input type="checkbox"/> Accounting/Auditing/Financial | n. <input type="checkbox"/> Food/Personal Service | aa. <input type="checkbox"/> Natural Resource/Environmental |
| b. <input type="checkbox"/> Agriculture | o. <input type="checkbox"/> Human Resources | bb. <input type="checkbox"/> Office Administration |
| c. <input type="checkbox"/> Building/Construction | p. <input type="checkbox"/> Human Services/Development | cc. <input type="checkbox"/> Planning/Research/Analysis |
| d. <input type="checkbox"/> Commerce | q. <input type="checkbox"/> Industrial Safety/Regulation | dd. <input type="checkbox"/> Printing/Graphic Arts |
| e. <input type="checkbox"/> Corrections | r. <input type="checkbox"/> Information Technology | ee. <input type="checkbox"/> Protective Service |
| f. <input type="checkbox"/> Diversity and EEO | s. <input type="checkbox"/> Insurance/Benefits | ff. <input type="checkbox"/> Psychology/Counseling |
| g. <input type="checkbox"/> Economic Development | t. <input type="checkbox"/> Laboratory Sciences | gg. <input type="checkbox"/> Public Health |
| h. <input type="checkbox"/> Economic Security | u. <input type="checkbox"/> Law | hh. <input type="checkbox"/> Public Relations/Marketing |
| i. <input type="checkbox"/> Education and Teaching | v. <input type="checkbox"/> Library/Information Resource | ii. <input type="checkbox"/> Purchasing/Administrative Service |
| j. <input type="checkbox"/> Electronic Installation/Maintenance | w. <input type="checkbox"/> Loans/Grants | jj. <input type="checkbox"/> Rehabilitation Therapy |
| k. <input type="checkbox"/> Engineering/Architecture/Appraisal | x. <input type="checkbox"/> Management Careers | kk. <input type="checkbox"/> Revenue/Gaming Regulation |
| l. <input type="checkbox"/> Executive Leadership | y. <input type="checkbox"/> Manufacturing/Equipment | ll. <input type="checkbox"/> Transportation Operations/
Regulation |
| m. <input type="checkbox"/> Facilities Operation/Maintenance | z. <input type="checkbox"/> Medical/Dental/Nursing | mm. <input type="checkbox"/> Other (please specify) _____ |
- zz. ☐ Our agency has not experienced any recruitment and/or retention problems over the past two years.
(Stop here and go to Question 7 on the back page.) 

2. **In which of the previous job categories have you had the most difficulty recruiting and/or retaining employees?** *(Please list up to five problem job categories, with the most significant first.)*

a. _____

d. _____

b. _____

e. _____

c. _____

3. For the top problem areas ranked in Question 2, please list below the specific job classifications, skills, or expertise with which you've had problems recruiting and/or retaining employees.

(1) Top Problem Job Categories	(2) Specific Job Classifications/Skills/Expertise Associated with Recruitment and/or Retention Problems
<i>Example:</i> a. <i>Electronic Installation/Maintenance</i>	<i>audio visual aide</i>
a.	
b.	
c.	
d.	
e.	

4. Please describe the reasons for the recruitment and/or retention problems for the top problem job categories you highlighted in Question 3. (Consider such factors as inadequate salaries, inadequate benefits, inflexible working conditions or arrangements, lack of bonuses or other compensation rewards, insufficient labor pool, undesirable location, or other recruitment/retention issues.)

a. (1) Problem Job Category: _____

(2) Reasons for Problems:

b. (1) Problem Job Category: _____

(2) Reasons for Problems:

c. (1) Problem Job Category: _____

(2) Reasons for Problems:

d. (1) Problem Job Category: _____

(2) Reasons for Problems:

e. (1) Problem Job Category: _____

(2) Reasons for Problems:

5. How could the Department of Employee Relations help solve any of the recruitment and/or retention problems you mentioned in Questions 1 through 4? *(Attach an additional sheet if needed.)*

6. **What types of legislative changes would help solve these recruitment and/or retention problems?**
(Attach an additional sheet if needed.)
7. **Please provide in the space below any additional comments you have regarding problems with state employee compensation, classification, or recruitment/retention.** *(Attach an additional sheet if needed.)*

Thank you for completing this survey!
Please return it in the enclosed envelope by September 10, 1999 to:

**Office of the Legislative Auditor
Centennial Building – First Floor South
St. Paul, MN 55155**

Or fax to: 651/296-4712