



# People Forward: Human Capital Trends and Innovations Alaska

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at [www.pewcenteronthestates.org/gpp](http://www.pewcenteronthestates.org/gpp).

## Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

### Observations

- The Division of Personnel (DOP) provides an excellent workforce planning guide to state agencies; it addresses the need to link workforce planning to the strategic planning process, and it offers a four-phase workforce planning model. However, less than 10 percent of state agencies produced workforce plans between FY 2004 and FY 2006.
- DOP also produces an annual report that includes a robust supply analysis of the state workforce and an update on key performance indicators. An annual Employee Movement Report outlines turnover, promotions, and transfers both within and among agencies.
- The state plans to implement an HR data warehouse that will enable agencies to retrieve relevant data on demand.

## Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
NA	NA	Voluntary	NA
		Involuntary	NA

### Observations

- Alaska makes use of flexible base pay practices to recruit for and fill positions critical to the state's core services and strategic plan.
- Nearly 95 percent of recruitments end with an appointment; the state uses this measure as evidence of the quality of new hires.
- The state's central hiring Web site allows job seekers to search for and apply for open positions online, but provides little information regarding state employment, in general.

**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates <sup>1</sup>		Total classified compensation (2007 dollars) <sup>1</sup>	
Total	15.0%*	Fringe benefits as a percentage of salary, classified employees	39%*
Voluntary	14.0%*	Percentage of health insurance premiums paid by employees	NA
Involuntary	1.0%*	Grievances per 1,000 classified employees	NA
Retired	NA		
Layoff	NA		

<sup>1</sup> These figures are for the Alaska Executive Branch as a whole.

**Criterion 4** Developing a state’s workforce.

Average hours of training	Training expenditure	Employee development
Per employee	As a percentage of total payroll cost	Total number of development programs
Per manager	Per employee	Hours in senior leadership program
	Per manager	Percentage of employees with a career plan

**Observations**

- Central training efforts are supported by charges to agencies on a course-by-course basis; only 14 courses are offered by DOP, mainly “soft skills” courses and training for supervisors.
- The DOP operates a week-long “Academy for Supervisors,” though it is not always well-attended because many supervisors are reluctant to be out of the office for a full week; a Certified Public Manager course also is offered through the University of Alaska Southeast.

**Criterion 5** Managing a state’s workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
NA	Performance problems	NA
	Behavior problems	NA

**Observations**

- The state provides a “Rater’s Guide” that offers guidance to supervisors on how to evaluate employees; this is part of an effort to standardize the review procedure and provide objective feedback to employees.
- The performance appraisal instrument used by the state leaves little room for personalization and does not provide a mechanism for linking employee performance goals with those of the agency or the state.

The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (\*) was extracted from state sources independently of the GPP survey. “NA” indicates insufficient data. The information included in this report is current as of February 1, 2008.