



People Forward: Human Capital Trends and Innovations Arkansas

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.

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

Observations

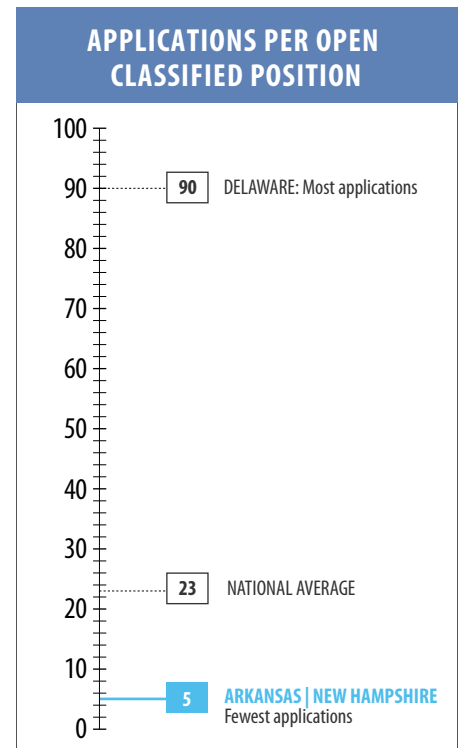
- Arkansas does not have a statewide workforce plan and does not track the percentage of agencies that engage in workforce planning.
- The Arkansas Human Resource Management Information Technology system currently includes data mining and demographic information, and it will include career planning, knowledge planning and succession planning within the next two years.
- Arkansas does not survey agencies regarding satisfaction with services provided by the central human resource management agency.

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	
30 days	5	Voluntary	NA
		Involuntary	2.7%

Observations

- The Arkansas e-recruitment Web site lacks an online application system and automated selection capabilities.
- More than 40 percent of total turnover occurs in employees with less than one year of service in Arkansas; because new hire fire rates are low, this suggests that new hires are leaving voluntarily at a high rate.
- State Temporaries Active in Retirement is a statewide rehiring program designed to help agencies/institutions with their temporary employment needs by bringing back state government retirees.



Criterion 3

Retaining a skilled workforce.

Classified job turnover rates	
Total	18.8%
Voluntary	12.2%
Involuntary	4.4%
Retired	2.2%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$45,000
Fringe benefits as a percentage of salary, classified employees	25.0%
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	14

Criterion 4

Developing a state's workforce.

Average hours of training	
Per employee	NA
Per manager	NA

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	0
Hours in senior leadership program	88
Percentage of employees with a career plan	5.0%

Observations

- The Arkansas Inter-agency Training Program Advisory Council developed a broad training effort, but the organization does not track statewide information from these programs.
- Leadership training is offered as part of the Inter-agency Training Program. Although the state does not operate a Certified Public Manager program in-house, it does offer some courses at the University of Arkansas that count toward CPM certification.

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	1 day
	Behavior problems	1 day

Observations

- While there is a very basic Performance Appraisal Instrument in the forms section of the Office of Personnel Management Web site, there appears to be no statewide effort in this area.
- Statewide, 95 percent of employees are eligible for individual bonuses; however, Arkansas does not provide group bonuses, gain sharing, merit compensation or spot bonuses.
- Arkansas has a low time-to-terminate for performance and behavior problems and an above average involuntary turnover rate, suggesting a willingness and ability to separate employees in a timely manner.

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.