



# People Forward: Human Capital Trends and Innovations Connecticut

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

- Connecticut's Department of Administrative Services (DAS) provides workforce planning information and tools online, but these do not link to strategic planning or the budgeting process. Fewer than half of the state's agencies published workforce plans in FY 2006, and there is no evidence of a statewide plan.
- DAS produces a Human Resources Almanac that outlines key data including demographics, turnover statistics, leave usage and retirement eligibility; DAS provides assistance to other agencies that wish to run similar reports.
- Although Connecticut does not have a formal competency management system in place, the state makes use of competencies in certain areas: all job description, selection and promotion methods are competency-based, and some training programs make use of competencies as well.

## 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	13.6%
		Involuntary	2.0%

### Observations

- While the state was unable to provide statewide data on the time it takes to fill open positions, the Department of Corrections reported an average of 75 days to fill open positions, and the Bureau of Child Welfare Services reported an average time of only 45 days.
- Hiring is largely decentralized in the state, although DAS maintains a central hiring Web site offering information about state employment and a listing of open jobs. Features such as the ability to search for open positions based on specific criteria and the ability to apply online would be welcome additions for job seekers.
- The involuntary turnover rate among new hires is quite low, suggesting that new hires perform well; this may be due in part to the use of competencies as the basis for jobs descriptions.

**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates	
Total	5.8% <sup>1</sup>
Voluntary	2.4%
Involuntary	0.9%
Retired	2.4%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$72,100
Fringe benefits as a percentage of salary, classified employees	55.5%
Percentage of health insurance premiums paid by employees	6.1%
Grievances per 1,000 classified employees	63

<sup>1</sup> Job turnover rate components may not add up to total turnover rate due to rounding.

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

Average hours of training	
Per employee	21
Per manager	21

Training expenditure	
As a percentage of total payroll cost	1.5%
Per employee	\$609
Per manager	\$609

Employee development	
Total number of development programs	9
Hours in senior leadership program	105
Percentage of employees with a career plan	14.5%

**Observations**

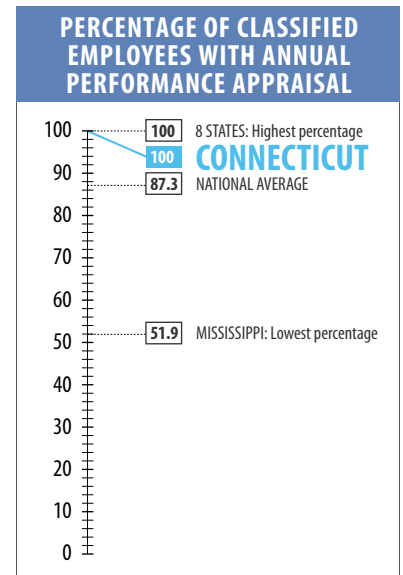
- The state has recently implemented e-learning for basic skills training; much of the state's online learning is administered at the agency level, and the Department of Information Technology has the procurement process in place to make a learning management system available to any agency that wishes to participate.
- Career planning varies widely across agencies. The Department of Corrections leads the way, boasting 100 percent of employees with a career plan; this is due to the tight integration of career planning with the performance appraisal process.
- Connecticut recently has implemented an 11-module orientation program for new managers within the first six months of their hire or promotion.

**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	
100.0%	Performance problems	15 days
	Behavior problems	15 days

**Observations**

- While Connecticut mandates that all employees receive at least one performance appraisal annually, the state does not have a consistent performance appraisal system for all employees. The appraisal process is set by individual bargaining units within agencies.
- Managers and supervisors are evaluated using a standard performance appraisal and review system, a comprehensive appraisal method for all exempt employees that includes a link to the goals of the agency as well as to compensation.
- Pay for performance is available to only about one-eighth of the workforce, though some agencies make use of non-monetary employee recognition programs.



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.