



People Forward: Human Capital Trends and Innovations Florida

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

- Though the state does not currently engage in strategic workforce planning, the Division of Human Resource Management (DHRM) has hired a consultant to develop a five-year human resource strategic plan for the state personnel system.
- DHRM produces an annual workforce report that provides an overview of the personnel system for the previous five years, including demographics, compensation, length of service, turnover, training and Equal Employment Opportunity (EEO) reporting information. The report lacks a discussion of future workforce needs, external workforce data and strategy development.
- As part of its HR information technology system, the state uses a data warehouse that is updated daily and allows users to run impromptu standardized reports. Agency managers also may request customized data from DHRM.

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

- The state's hiring Web site has robust job search and online application functions, but navigating the system can be confusing. In addition, the site would benefit from more information about state employment, such as career development or internship opportunities, organizational diversity and recruitment calendars.
- The state does not report turnover rates for new hires, but it does report that the number of classified employees who failed to complete their probationary period has increased 32 percent during the past five fiscal years.
- Data from 2005 put employee vacancies at a relatively high rate of 4 percent, indicating that the state has some difficulty filling open positions.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	17.7%* ¹
Voluntary	12.1%*
Involuntary	2.9%*
Retired	2.5%*
Layoff	0.1%*

Total classified compensation (2007 dollars)	\$55,100 ^{2*}
Fringe benefits as a percentage of salary, classified employees	66.0% ^{2*}
Percentage of health insurance premiums paid by employees	12.0%*
Grievances per 1,000 classified employees	NA

¹ Job turnover rate components may not add up to total turnover rate due to rounding.

² These figures include annual leave, sick leave, and holidays.

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	0.9%*
Per employee	\$505*
Per manager	NA

Employee development	
Total number of development programs	NA
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

Observations

- The state’s HR information technology system includes a learning management system that allows employees online access to training information and videos.
- The state provides a “Career Pathing and Enhancement Plan” on the DHRM Web site for use as an optional supplement to employee performance appraisals, but the extent to which it is used is unknown.
- The state administers a tuition waiver program through which state universities and community colleges can waive tuition and fees for state employees to enroll in up to six credit hours of courses per term.

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’s performance appraisal process specifies that performance goals must link to the agency mission and/or budget, and it requires at least two meetings per year.
- Although the state’s HR information technology system provides a standard performance appraisal instrument, not all agencies make use of it.
- State statutes allow for the use of individual performance bonuses, but the state does not track the frequency of their use.

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.