



People Forward: Human Capital Trends and Innovations Illinois

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

- Illinois does not produce a statewide workforce plan offering resources to agency leaders, nor does it track whether agencies engage in workforce planning.
- There is no evidence that workforce planning efforts are linked to the state’s strategic direction or budgeting process, although Illinois does have a “Hispanic Employment Plan” designed to provide increased access to state employment.
- The state was unable to provide substantial data regarding the statewide workforce.

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	
310 days	NA	Voluntary	4.8%
		Involuntary	1.0%

Observations

- Illinois takes nearly ten months to fill open positions in the state’s classified workforce, due in part to the considerable amount of time it takes to administer exams and produce eligibility lists.
- The state’s residency requirement also hinders the hiring process, because HR professionals are required to receive written approval from the Department of Central Management Services before offering a job to a non-resident.
- The state’s hiring Web site features basic search functions for open positions and offers some information about state employment, but the site lacks interactivity, including the ability to apply online for open positions.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates		Total classified compensation (2007 dollars)	
Total	5.5%	Fringe benefits as a percentage of salary, classified employees	NA
Voluntary	1.9%	Percentage of health insurance premiums paid by employees	7.8%
Involuntary	2.2%	Grievances per 1,000 classified employees	21
Retired	1.4%		
Layoff	0.0%		

Criterion 4 Developing a state’s workforce.

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

Observations

- Illinois offers tuition reimbursement for employees, who must commit to four additional years of state service for degree programs and 18 months of additional service beyond the last course paid for by the state for non-degree programs.
- The state’s “Upward Mobility Program” is designed to give employees an opportunity to advance to more challenging, higher paying positions; 874 state employees participated in FY06.
- The state does not have a central leadership development program.

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 does not have a uniform performance appraisal system, but instead evaluates employee performance through various bargaining units.
- Non-union employees (about 16 percent of the workforce) are covered by a merit pay plan wherein an employee may advance a step if he or she has had satisfactory performance; these merit increases, however, were suspended from July 1, 2003 to Jan. 1, 2007.

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.