



People Forward: Human Capital Trends and Innovations Iowa

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

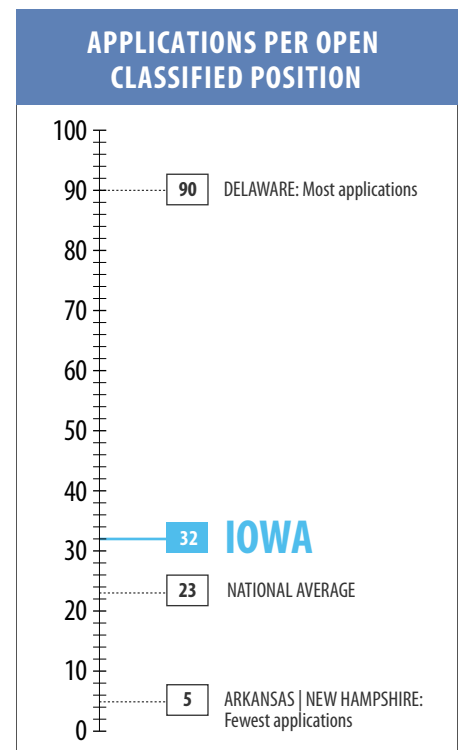
- Iowa's strategic workforce plan is one of the nation's best, joining an extensive supply analysis with a thorough demand/gap analysis that is linked to competencies and external labor trends.
- The ambitious Integrated Information for Iowa (I/3) initiative will upgrade the Human Resource Management Information Technology system to make workforce data readily available for all agencies; this complements the statewide workforce profile, a document that demonstrates the availability of critical data that informs Human Capital Management decisions.
- Since 1996, Iowa has had a robust competency management system that is integrated into all major human capital management decisions (hiring, performance appraisal, development and workforce planning).

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	
70 days	32	Voluntary	5.8%
		Involuntary	6.5%

Observations

- Iowa receives a relatively large number of applications per job opening, perhaps due to the state hiring Web site's BrassRing online application feature, which allows users to create a profile, search for open positions and apply online. This feature is one of the best online application processes in the nation, but the rest of the site would benefit from more information and greater navigability.
- Iowa has a relatively strong employee branding program that links internal branding efforts with recruitment initiatives through the message: "Government's partner in achieving results."
- Iowa is challenged in meeting its ambitious affirmative action goals, despite strong minority recruitment efforts.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	5.1%
Voluntary	2.5%
Involuntary	1.3%
Retired	1.3%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$66,400
Fringe benefits as a percentage of salary, classified employees	29.5%
Percentage of health insurance premiums paid by employees	0.0%
Grievances per 1,000 classified employees	76

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	8
Per manager	5

Training expenditure	
As a percentage of total payroll cost	0.5%
Per employee	\$157
Per manager	\$69

Employee development	
Total number of development programs	7
Hours in senior leadership program	NA
Percentage of employees with a career plan	1.8%

Observations

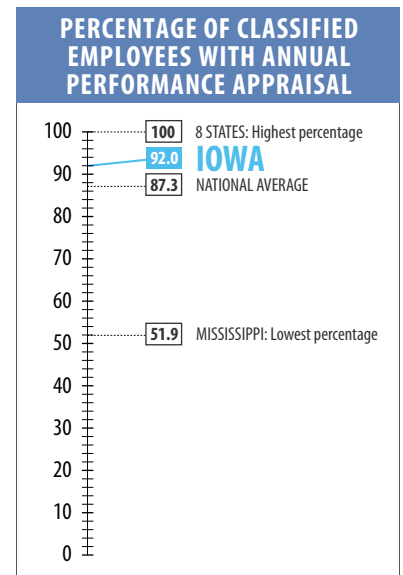
- The Performance and Development Solutions Division maintains a powerful training and development Web site, offering 62 percent of courses online—possibly accounting for the state's relatively low training expenditures as a percentage of payroll.
- Iowa does not use broadbanding on the principle that it inflates wages and obfuscates position classification; this might explain the high number of employees at the top of their salary grades.
- Beyond its Certified Public Manager program, Iowa does not have a statewide leadership training 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	
92.0%	Performance problems	1 day
	Behavior problems	1 day

Observations

- Iowa is implementing automated performance evaluation tracking, upgrading the results-driven approach for performance appraisal.
- Iowa offers several unique forms of compensation, including special duty pay, extraordinary duty pay, exceptional performance pay, recruitment and retention bonuses, and additional credential pay.
- The state's short time to terminate and low appeal rates suggest a fair and reliable termination process.



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.