



# People Forward: Human Capital Trends and Innovations Kansas

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

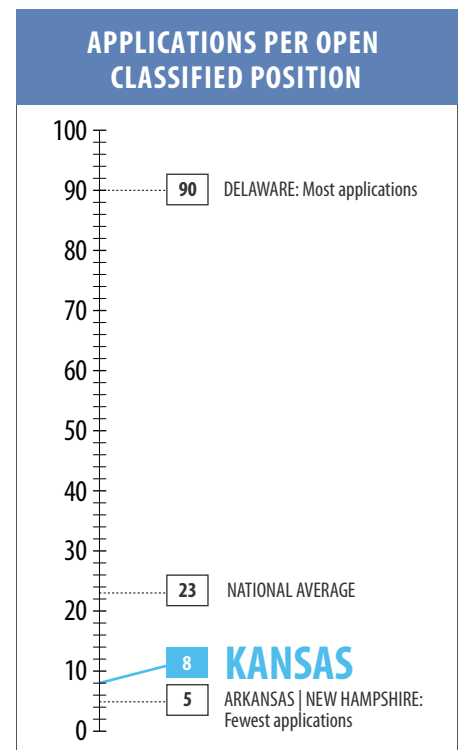
- Workforce planning is based on Kansas's shared-services model of government; the Department of Personnel Services gives agencies an Annual Workforce Report, and agencies are responsible for developing their own workforce plans.
- Kansas does not conduct statewide workforce planning and does not have a human capital plan.
- The Kansas Human Resource Management Information Technology system is relatively comprehensive, with information on compensation management, demographics, job classifications, performance management and recruitment.

## 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	
44 days	8	Voluntary	21.0%
		Involuntary	6.6%

### Observations

- Kansas has a strong e-recruitment Web site that features a recruiter blog, a "featured jobs" page, applicant workshops and a visually appealing homepage.
- Kansas recruitment efforts feature a new branding campaign labeled "Making Big Things Happen."



**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates	
Total	13.3% <sup>1</sup>
Voluntary	9.0%
Involuntary	1.6%
Retired	2.5%
Layoff	0.1%

Total classified compensation (2007 dollars)	\$46,500
Fringe benefits as a percentage of salary, classified employees	16.8%
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	6

<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	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	10
Hours in senior leadership program	300
Percentage of employees with a career plan	NA

**Observations**

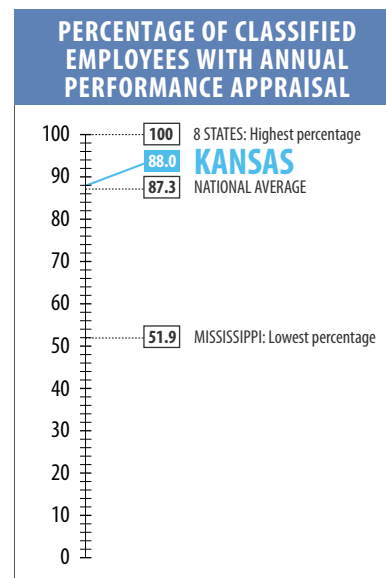
- Training is decentralized in Kansas, administered through a shared-services model through the Statewide Training Action Team.
- Kansas has a relatively high transfer rate and one of the best promotion rates in the nation, demonstrating strong opportunities for career advancement.
- Kansas state agencies partner with the University of Kansas to provide a Certified Public Management program, but the state does not have a senior leadership 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	
88.0%	Performance problems	13 days
	Behavior problems	13 days

**Observations**

- Although 98 percent of employees were eligible for individual and group bonuses, less than 1 percent of employees actually received them in FY 2006.
- Time-to-terminate in Kansas is relatively quick, and the performance appraisal policy includes a plan for correcting performance problems.
- Employees are required to be appraised once per year, and there are 36 predetermined criteria against which all employees are evaluated.



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.