



People Forward: Human Capital Trends and Innovations Maine

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

- The state does not produce a workforce plan, Human Resource Management strategic plan or workforce annual report.
- The Bureau of Human Resources (BHR) does not provide workforce planning resources to agencies or track agency engagement in workforce planning.
- The state's Human Resource Management Information Technology system provides basic functionality, such as payroll and benefits management, and includes a data warehouse for HR-related information.

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	3.0%
		Involuntary	5.5%

Observations

- The state operates a centralized recruitment program, but it is unable to track the time it takes to fill open positions or the number of applications received.
- The extremely low voluntary turnover rate among new employees may indicate that these hires are a good fit for their positions; this could be due in part to the mandatory performance reviews at both the three-month mark and at the end of the probationary period.
- The state's hiring Web site offers basic information about state employment, but it updates listings of available positions infrequently; in addition, the site's online application feature is relevant only for open competitive jobs and cannot be used for direct-hire positions.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	11.0% ¹
Voluntary	6.7%
Involuntary	0.6%
Retired	3.1%
Layoff	0.4%

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

¹ 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	8
Per manager	8

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	2
Hours in senior leadership program	21
Percentage of employees with a career plan	NA

Observations

- Training efforts in the state are highly decentralized, with the central Office of State Training and Organizational Development focusing largely on leadership development, organizational development and computer skills training.
- The Maine Leadership Institute is a three-day competency-based program designed to prepare state managers to become leaders; the Institute helps managers to identify their strengths and areas for personal and professional development through the use of 360-degree assessment instruments.

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
	Behavior problems	21 days

Observations

- The BHR does not track performance management information at the statewide level, although annual appraisals are mandated by the central office.
- While merit salary increases are contingent upon a satisfactory appraisal rating, other performance-based compensation practices, such as individual or group performance bonuses, are not used.
- The state's extremely low involuntary turnover rate may indicate that there is some difficulty in terminating employees for cause.

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.