



People Forward: Human Capital Trends and Innovations Maryland

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

- Although the state does not produce a statewide workforce plan, the Office of Personnel Services and Benefits provides a Human Resources Management Strategic Plan that outlines key goals, objectives and performance measures; Maryland also produces a Human Capital Plan that details action steps, deliverable dates, responsible parties, necessary resources and status updates.
- The state provides some workforce planning resources for agencies, but agency-level workforce planning is not required by policy or law. Fewer than half of state agencies published a formal workforce plan in FY 2006.
- An annual personnel report produced by the Department of Budget and Management provides a comprehensive snapshot of the current workforce, but it does not include analyses of future workforce needs or the external labor environment.

Criterion 2

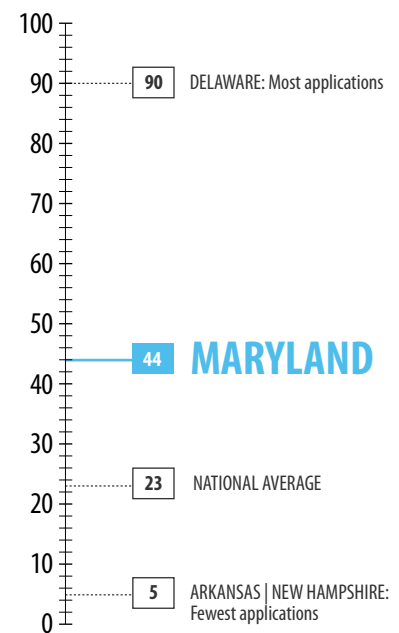
Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
45 days	44	Voluntary	NA
		Involuntary	4.2%

Observations

- The state's central hiring Web site provides basic information about state employment and serves as a bulletin board of current job openings; the site would benefit greatly from search options for finding relevant open positions and online application functionality.
- Maryland uses a branding strategy for attracting new college graduates, retaining current state employees and encouraging retirees to return to the workforce.
- The state uses recruitment-based compensation, such as referral and sign-on bonuses, for nurses, correctional officers and other hard-to-fill positions.

APPLICATIONS PER OPEN CLASSIFIED POSITION



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	13.0% ¹
Voluntary	7.1%
Involuntary	1.0%
Retired	4.5%
Layoff	0.1%

Total classified compensation (2007 dollars)	\$46,800
Fringe benefits as a percentage of salary, classified employees	33.1%
Percentage of health insurance premiums paid by employees	20.0%
Grievances per 1,000 classified employees	9

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	NA
Per manager	NA

Training expenditure	
As a percentage of total payroll cost	1.0%
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	10
Hours in senior leadership program	NA
Percentage of employees with a career plan	59.0%

Observations

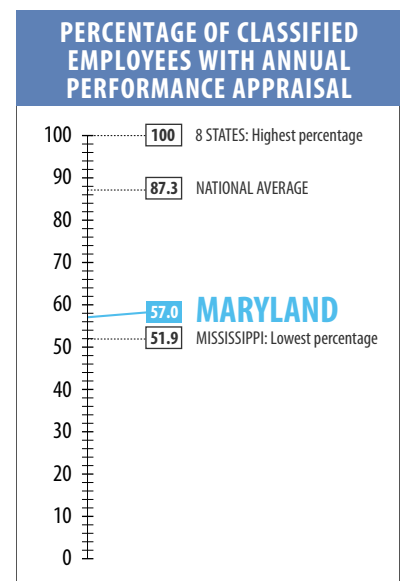
- Maryland's training and development efforts are completely decentralized, likely leading to redundancies in training efforts among state agencies.
- The Department of Public Safety and Correctional Services has both manager/supervisor training and a senior-level leadership development program, and the Department of Human Resources (Maryland's agency charged with providing protective and preventive social services) is in the process of developing a leadership development program.
- Both the Department of Public Safety and Correctional Services and the Department of Human Resources make extensive use of cross-functional training.

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	
57.0%	Performance problems	7 days
	Behavior problems	7 days

Observations

- The state's performance appraisal instrument uses behavioral elements as part of the evaluation process, and it includes performance improvement and development plans, narrative feedback and an optional self-evaluation for employees.
- All state employees are eligible for individual performance bonuses, but very few received one in FY 2006 due to budget constraints.
- In some agencies, such as the Department of Public Safety and Correctional Services, collective bargaining provisions make it difficult to terminate employees for cause; in some cases, it takes up to 18 months.



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.