



People Forward: Human Capital Trends and Innovations Massachusetts

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 Massachusetts does not produce a statewide workforce plan, the Human Resources Division (HRD) provides a comprehensive set of guidelines and tools for agencies to use in their required workforce planning efforts.
- The HRD agency strategic plan outlines several strategic objectives defining service to state agencies through their shared services model; this plan includes several key performance metrics.
- The annual report produced by HRD provides basic information about the state workforce, including employment trends, Equal Employment Opportunity (EEO) information, turnover data and labor unit statistics.

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	NA
		Involuntary	NA

Observations

- The shared-service model used by HRD allows for agency-level authority in hiring decisions while maintaining a centralized recruitment effort and state jobs Web site. A trade-off is that very little data regarding the recruitment and selection process are tracked centrally.
- The central hiring Web site allows job seekers to search for open positions, but it lacks information about state employment; applicants can apply online for positions with a limited number of state agencies.
- The state does not use recruitment-based compensation such as sign-on or referral bonuses.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	NA
Voluntary	NA
Involuntary	NA
Retired	NA
Layoff	NA

Total classified compensation (2007 dollars)	NA
Fringe benefits as a percentage of salary, classified employees	NA
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	48

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

Observations

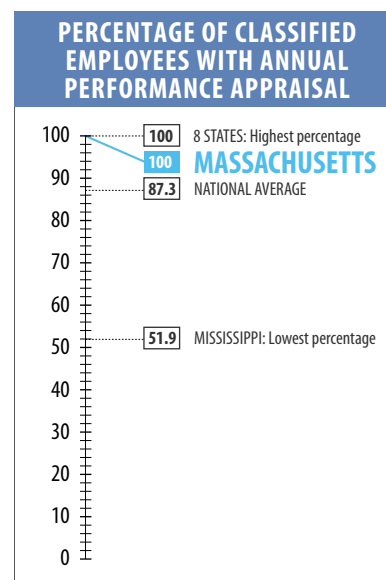
- Training efforts are almost entirely decentralized in Massachusetts, however HRD's Training and Development Unit provides courses on such topics as IT skills, diversity, and sexual harassment and workplace violence prevention.
- The state recently has implemented a Web-based learning management system that will house all training data from participating state agencies in one standardized and integrated system.
- The state has expressed interest in establishing a Certified Public Manager program, but it does not yet have an active curriculum.

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	
100.0%	Performance problems	1 day
	Behavior problems	1 day

Observations

- The performance appraisal process includes employee involvement in goal setting at the start of the cycle, a mid-year progress review and optional development and career planning sections that are used at employees' discretion; in addition, employees are encouraged to perform a self-evaluation at the end of the cycle.
- Managers are evaluated using the Achievement and Competency Enhancement System, which assesses managers' performance in several core management competencies.
- HRD coordinates an annual Commonwealth of Massachusetts Performance Recognition Program to formally recognize state employees and teams who make meaningful contributions to their agency's mission.



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.