



People Forward: Human Capital Trends and Innovations Mississippi

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

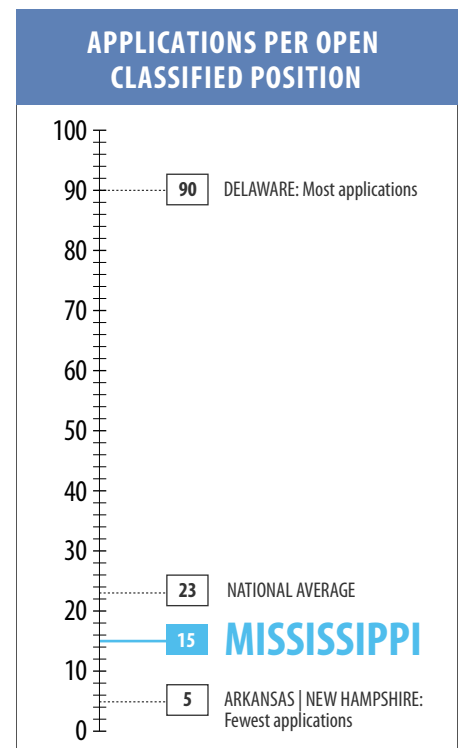
- The Mississippi State Personnel Board encourages agencies to engage in workforce planning and advises them in their efforts. However, fewer than one-half of agencies participate in workforce planning, and there is no published statewide plan.
- Workforce planning efforts in the agencies are informal and unpublished at best; there is no evidence of a planning strategy or system on a statewide or agency level.
- Mississippi has a very basic, sparse competency guide, which is set to become part of job descriptions and classification processes in the state when fully implemented.

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	15	Voluntary	31.9%
		Involuntary	15.4%

Observations

- The Mississippi hiring Web site has a tracking system and online application feature, but it has a limited ability to attract applicants with appropriate content and navigability.
- The high new-hire dismissal rate, coupled with the high new-hire voluntary separation rate, demonstrate Mississippi's limited capacity to hire high-quality candidates who have appropriate expectations of state employment.
- The state brand, "Promoting A Quality Workforce," does not highlight the unique qualities of state employment in Mississippi. A productive recruitment brand would attract applicants by differentiating state employment from other options.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	15.6% ¹
Voluntary	10.5%
Involuntary	2.9%
Retired	2.2%
Layoff	0.1%

Total classified compensation (2007 dollars)	\$45,100
Fringe benefits as a percentage of salary, classified employees	35.4%
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	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	11
Hours in senior leadership program	40
Percentage of employees with a career plan	NA

Observations

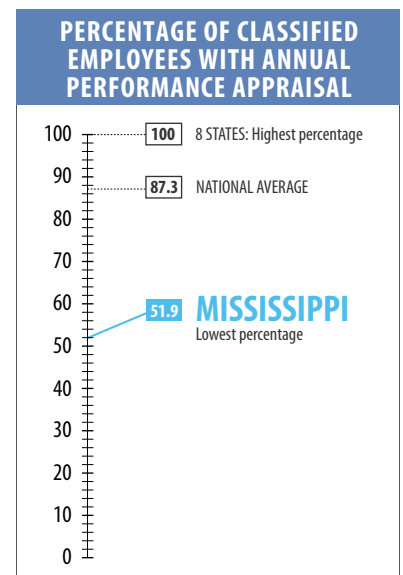
- Though the state does not track training data on a statewide level, it does follow promotion rates. Promotion rates are very high, and approximately 20,000 employees are on career ladders.
- As an alternative to broadbanding, Mississippi has career ladders with built-in flexibilities that serve a similar function.
- Training and development is handled primarily by the agencies; however, the Mississippi State Personnel Board does provide senior leadership programs and a Certified Public Manager 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	
51.9%	Performance problems	10 days
	Behavior problems	10 days

Observations

- Mississippi uses a uniform performance appraisal instrument for all employees, and this process links agency goals and job goals to individual performance goals.
- The state does not provide bonuses, and only 2 percent of employees were eligible for pay-for-performance compensation in FY 2007, suggesting a challenge in compensating employees for high performance.
- Mississippi has a performance improvement system in place that gives employees 90 days to improve after they have been designated as having performance problems, which compliments a thorough appeals process, in an effort to ensure fair and justified termination.



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.