



People Forward: Human Capital Trends and Innovations Nebraska

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

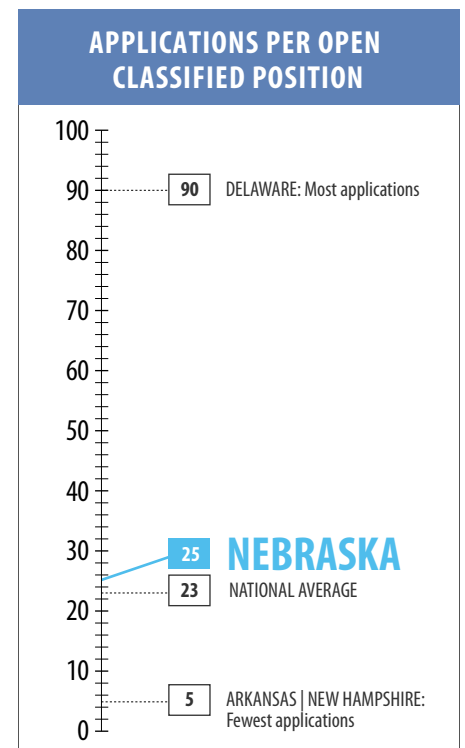
- Nebraska uses a decentralized workforce planning strategy in which the State Personnel Department serves in an advisory role to agency HR offices in their workforce efforts. Fewer than 50 percent of agencies participate in workforce planning.
- The statewide workforce profile is one of the most robust sources for state demographic information in the country.
- Nebraska encourages the use of competencies in agencies and uses a very innovative competency-based interview system for selection purposes.

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	
54 days	25	Voluntary	12.7%
		Involuntary	3.9%

Observations

- Nebraska's e-recruitment effort is relatively limited in navigability and search functionality.
- Nebraska uses a competency-based interview system to select and place highly qualified candidates.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	12.7% ¹
Voluntary	8.0%
Involuntary	2.4%
Retired	1.9%
Layoff	0.2%

Total Classified Compensation (2007 dollars)	\$63,100
Fringe benefits as a percentage of salary, classified employees	55.5%
Percentage of health insurance premiums paid by employees	21.0%
Grievances per 1,000 classified employees	18

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

Observations

- Training in Nebraska is fully decentralized, and statewide training data are not collected or tracked by the central HRM agency.
- There is no evidence of a career development planning initiative either statewide or in the agencies.
- The only managerial development program offered statewide is called SuperVision, which is a three-day class offered by the Organization Effectiveness Group.

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	2 days
	Behavior problems	2 days

Observations

- Performance management is delegated to agencies. Statewide policy requires Nebraska employees to be evaluated for performance on an annual basis, but it does not explicitly link individual performance goals to state, agency or job goals.
- 100 percent of employees were eligible for individual performance bonuses, and 90 percent were eligible for group performance bonuses; Nebraska does not provide pay-for-performance salary increases.
- High involuntary turnover rates coupled with low time to terminate figures demonstrate the state's willingness and ability to dismiss employees for performance and behavior problems.

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.