



People Forward: Human Capital Trends and Innovations Nevada

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

- Nevada's Department of Personnel (DOP) provides a workforce planning manual for agency use that includes competency descriptions; basic worksheets for supply, demand, and gap analysis; and other helpful analytic tools. However, no statewide workforce plan is produced, and the DOP does not track the degree to which agencies engage in workforce planning.
- Nevada has a data warehouse and data mining capabilities, but the state was unable to produce any substantial information regarding the statewide workforce.
- While there is no formal competency management program in place, the state outlines core competencies for eight classes of employee in the workforce planning manual and it allows for the use of competencies in the performance appraisal process.

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 state's central hiring Web site boasts excellent job search features and an online application that allows job seekers to track the status of their applications. The site would benefit from more information about state employment and the application process, as well as a better user interface.
- The state has developed an in-house applicant tracking system, which garnered a good response from agencies; further improvements are planned to accelerate the hiring process.
- Officials recognize that the state is having a difficult time filling positions and acknowledge that making the compensation structure more flexible could attract younger applicants to state employment.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	12.7% ¹
Voluntary	8.0%
Involuntary	2.1%
Retired	2.7%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$60,300
Fringe benefits as a percentage of salary, classified employees	32.3%
Percentage of health insurance premiums paid by employees	5.0%
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	NA
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

Observations

- The DOP is responsible for much of the state's training, but was unable to provide any data regarding the training they provide.
- The DOP has integrated a course management module into the HR information technology system, allowing employees to review course descriptions and register for training online.
- Training has not been well funded recently in Nevada, due in part to recent budget cuts. However, the state continues to invest in its nationally accredited 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	
NA	Performance problems	NA
	Behavior problems	NA

Observations

- Performance appraisals are mandatory at 4, 7, and 11 months, and then annually thereafter, but the state is having a difficult time ensuring that managers comply. Employees missing a current appraisal are still given a merit pay increase by default.
- Nevada does not make use of any performance-based compensation such as individual/group bonuses or pay-for-performance salary increases.
- The state operates a Merit Award program to reward ideas that result in cost savings, increased productivity or improved service with cash awards and recognition at an annual banquet; there were four recipients in FY 2006.

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.