



People Forward: Human Capital Trends and Innovations New York

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 New York Department of Civil Service (DCS) provides extensive guides that identify the planning steps of workforce and succession planning—from identifying gaps between the current workforce supply and projected demand to strategy development and evaluation of the workforce plan. However, the extent to which agencies conduct formal workforce planning is unclear.
- The DCS Web site highlights agency initiatives and best practices in areas such as retention and knowledge transfer.
- The state's annual Workforce Management Report includes a comprehensive workforce supply analysis, including jurisdictional classification, demographics, salary grade information, critical occupational groups, and agency-level profiles. However, there is no statewide analysis of future workforce needs or external labor market information.

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

- DCS runs an orientation program for all new hires that provides a common experience for everyone going through the onboarding process.
- Anecdotal evidence indicates that New York often has difficulty hiring from outside the state for any position that pays an annual salary of more than \$40,000.
- The state's central hiring Web site has good job search features, online application capability and excellent information about state employment. One drawback is that the per-exam fee may limit the number of applications the state receives for open positions.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates ¹		Total classified compensation (2007 dollars)	
Total	14.7%* ²	Fringe benefits as a percentage of salary, classified employees	NA
Voluntary	5.2%*	Percentage of health insurance premiums paid by employees	NA
Involuntary	6.2%*	Grievances per 1,000 classified employees	NA
Retired	3.1%*		
Layoff	0.0%*		

¹ Entire civil service for FY 2006 (from the 2007 Workforce Management Report)
² 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		Training expenditure		Employee development	
Per employee	NA	As a percentage of total payroll cost	NA	Total number of development programs	NA
Per manager	NA	Per employee	NA	Hours in senior leadership program	NA
		Per manager	NA	Percentage of employees with a career plan	NA

Observations

- Training in the state is almost entirely decentralized, with only an HR academy (including some online training) operated by the DCS.
- The Office of Child and Family Services maintains regional training centers and operates an extensive distance learning program that includes teleconferencing, Web-based learning and other computer-based instruction.
- Through the Governor's Office of Employee Relations, various development programs and partnerships are available to employees represented by various bargaining units. For example, employees in the Professional, Scientific and Technical Services unit can receive tuition reimbursement from the state for up to two credit-bearing courses at accredited colleges or universities.

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

- There is no central oversight of the performance appraisal process, other than withholding merit increases from employees who do not receive a satisfactory rating.

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.