



People Forward: Human Capital Trends and Innovations North Dakota

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

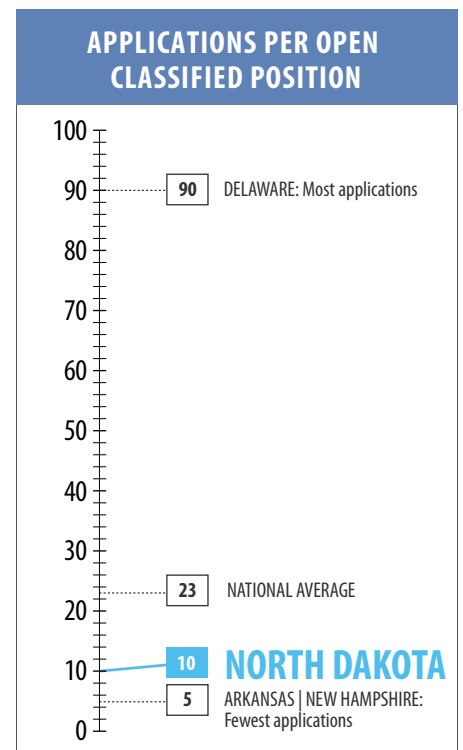
- North Dakota does not have a statewide strategic plan or a statewide workforce plan, and few of the state's agencies conduct workforce planning.
- The North Dakota Human Resources Management Information Technology system lacks critical components, and its Enterprise Resource Planning tool does not have workforce analytics capabilities.

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	
53 days	10	Voluntary	11.0%
		Involuntary	3.9%

Observations

- The e-recruitment effort of North Dakota is limited, with no search feature, online application option, or dynamic presentation.
- North Dakota does not have a funded internship program and receives a low number of job applications per job opening, suggesting the state may have difficulty hiring high-quality candidates.
- North Dakota does not have a statewide recruitment brand, and it does not make use of recruitment-based compensation such as referral or sign-on bonuses.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	10.6% ¹
Voluntary	6.6%
Involuntary	1.5%
Retired	2.3%
Layoff	NA

Total classified compensation (2007 dollars)	\$44,500
Fringe benefits as a percentage of salary, classified employees	16.6%
Percentage of health insurance premiums paid by employees	0.0%
Grievances per 1,000 classified employees	6

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

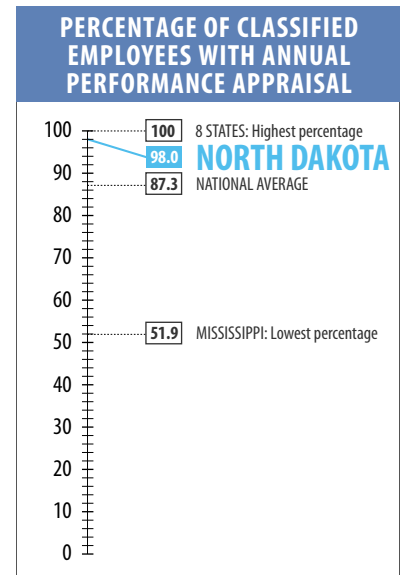
- North Dakota does not track training and development data statewide due to its decentralized system.
- North Dakota does not use broadbanding and has very low promotion and transfer rates statewide.
- The state has neither a senior leadership program nor a Certified Public Manager training program in place.

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	
98.0%	Performance problems	24 days
	Behavior problems	20 days

Observations

- The state's performance appraisal instrument connects job goals to individual goals and is linked to a pay-for-performance compensation plan.
- All employees are eligible for pay-for-performance increases, and the governor sponsors an Award of Excellence program.



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.