



# People Forward: Human Capital Trends and Innovations Ohio

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](http://www.pewcenteronthestates.org/gpp).

## Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

### Observations

- The state's strategic plan (in the form of the Director's Performance Agreement) for the Department of Administrative Services (DAS) links directly to the strategic objectives of the current governor's administration, and it includes specific results to be achieved as well as HR performance metrics for the next four years.
- Ohio does not currently produce a statewide workforce plan or track the extent to which agencies engage in workforce planning, but the DAS reviews agency workforce plans upon request.
- The state plans to employ workforce planning information technology as part of a newly implemented enterprise resource planning (ERP) system.

## 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	9.2%

### Observations

- Ohio was unable to provide much data regarding recruitment and selection, however a module, slated for implementation as part of the ERP system, will allow for tracking a wide range of recruitment data.
- The state's central hiring Web site allows prospective employees to apply online for open positions, but it offers limited information about state employment, and site navigation often is confusing.
- Ohio does not use recruitment-based compensation strategies such as referral or sign-on bonuses.

## Criterion 3

## Retaining a skilled workforce.

Classified job turnover rates	
Total	7.0% <sup>1</sup>
Voluntary	2.0%
Involuntary	2.0%
Retired	3.0%
Layoff	0.1%

Total classified compensation (2007 dollars)	NA
Fringe benefits as a percentage of salary, classified employees	30.0%
Percentage of health insurance premiums paid by employees	15.0%
Grievances per 1,000 classified employees	NA

<sup>1</sup> 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	21
Per manager	24

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	\$421
Per manager	\$421

Employee development	
Total number of development programs	3
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

## Observations

- The state can now award continuing education credits for all of the training programs developed and administered by the DAS Office of Training and Development; as a result, state employees who require continuing education for ongoing licensing and certification can earn those credits from their participation in state-issued training programs.
- Ohio does not have a comprehensive career ladder or job series system in place to support employees' career advancement.
- The state has a one-day training program called "Peer Today Boss Tomorrow" to train new supervisors in basic management skills. In addition, the state is collaborating with employee unions to develop a new leadership academy.

## 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

- The state is striving to improve its performance appraisal system through more uniform administration of performance indicators and measurements. The DAS has asked agencies to submit best practices and policies to inform the process of setting goals and objectives.
- The current performance appraisal instrument uses 360-degree feedback, involves employees in the goal-setting process and links employees' goals to the agency's strategic direction.
- The state does not make use of any performance-related compensation strategies, such as individual or group performance bonuses, gain sharing or spot bonuses.

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.