



People Forward: Human Capital Trends and Innovations Oklahoma

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

- Oklahoma does not have a statewide workforce plan, but has incorporated a very robust supply analysis into the annual report.
- Beginning in 2007, agencies were mandated to include formal workforce plans as part of their strategic plans.
- Statewide, the Oklahoma Office of Workforce Planning has set up a workforce analytics database, known as Outlook Oklahoma, designed to provide a comprehensive set of statistics to help Oklahoma state agencies with workforce planning efforts.

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	45.1%
		Involuntary	8.9%

Observations

- Oklahoma's e-recruitment Web site fared poorly when compared with the usability of similar sites nationwide, largely because it lacks online application capacity and job search functionality.
- Oklahoma takes advantage of recruitment-based compensation such as referral bonuses or sign-on bonuses.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	14.4%
Voluntary	9.3%
Involuntary	0.2%
Retired	2.7%
Layoff	2.2%

Total classified compensation (2007 dollars)	\$52,800
Fringe benefits as a percentage of salary, classified employees	38.4%
Percentage of health insurance premiums paid by employees	0.0%
Grievances per 1,000 classified employees	11

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	NA
Per manager	12

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

Employee development	
Total number of development programs	4
Hours in senior leadership program	40
Percentage of employees with a career plan	NA

Observations

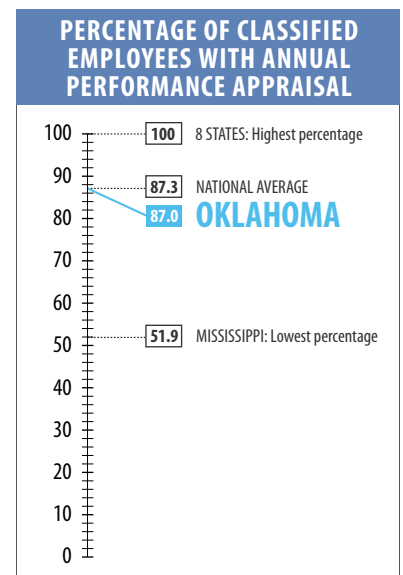
- Oklahoma Office of Personnel handles management and supervisory training for each agency, which then follows up to meet individual training needs (therefore, no statewide training data are collected).
- Oklahoma could not provide information on how many employees have career plans statewide.
- The leadership development program, which was implemented in 2007, is part of a University of Oklahoma and Oklahoma State University effort called the Governor's Executive Development Program for State Officials.

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	
87.0%	Performance problems	2 days
	Behavior problems	2 days

Observations

- Oklahoma has a very robust performance appraisal process handbook outlining the statewide policy, which requires a mid-term interview between supervisor and employee to discuss progress toward performance goals.
- All employees are eligible for pay-for-performance compensation, with nearly 90 percent of employees receiving such compensation in FY 2006. And 100 percent of employees are eligible for individual bonuses, with more than 80 percent receiving them 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.