



# People Forward: Human Capital Trends and Innovations South Carolina

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

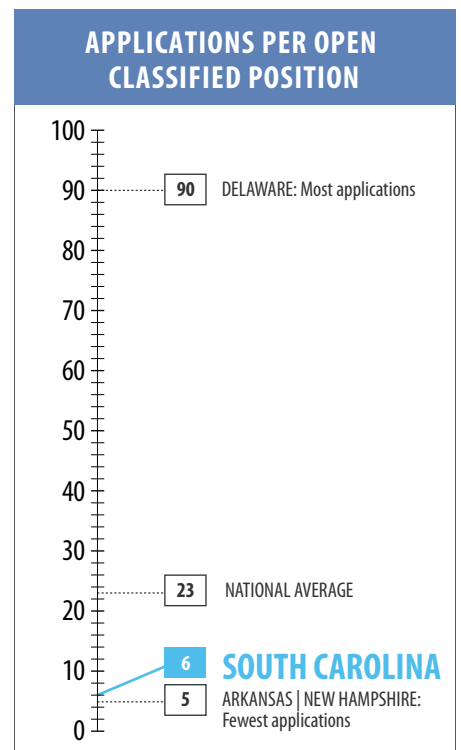
- The South Carolina Office of Human Resources offers a thorough toolkit through its workforce planning Web site, providing resources to agencies in an effort to help develop their workforce plans. A Workforce Planning Champion is designated in each agency to direct and encourage agency efforts.
- The South Carolina Human Resource Management Information Technology system maintains real-time, "cradle-to-grave" workforce information on employees and classifications since the year 1976.
- Since 2000, South Carolina has had a fully developed competency management system that integrates competencies into all HR functions (development, performance appraisal, recruitment, selection and workforce planning).

## 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	
58 days	6	Voluntary	9.6%
		Involuntary	22.2%

### Observations

- South Carolina has recently improved e-recruitment efforts with a new online application system, which is expected to increase the number of applications per job opening over the next few years. Overall, the Web site is fairly limited in terms of content and presentation.
- South Carolina has serious problems with new hire turnover (indicative of an inability to hire qualified applicants). In 2006 for example, the South Carolina Department of Corrections terminated nearly half of new hires and another 31 percent left voluntarily, meaning the Department retained less than 20 percent of its new hires.
- The "Apply Online 24/7" branding strategy sets South Carolina apart from other employers. This effort, combined with a flexible referral compensation program and sign-on bonuses, aids the state's recruitment.



**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates	
Total	16.3% <sup>1</sup>
Voluntary	8.2%
Involuntary	2.6%
Retired	5.3%
Layoff	0.1%

Total classified compensation (2007 dollars)	\$47,600
Fringe benefits as a percentage of salary, classified employees	29.0%
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	9

<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	22
Per manager	23

Training expenditure	
As a percentage of total payroll cost	1.4%
Per employee	\$268
Per manager	\$244

Employee development	
Total number of development programs	11
Hours in senior leadership program	386
Percentage of employees with a career plan	23.0%

**Observations**

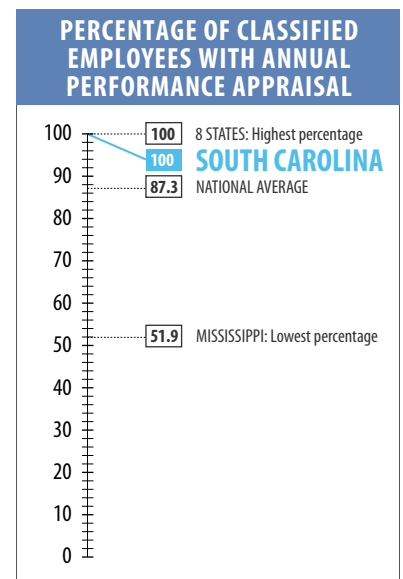
- South Carolina has devoted a significant amount of resources toward developing an e-learning system through Geolearning, a sophisticated, interactive learning approach.
- Promotion and transfer rates are relatively low and only 23 percent of employees have career development plans—indicating that career advancement opportunities could be limited.
- The Executive Institute is an established senior leadership program in South Carolina that, combined with the Certified Public Manager program and Agency Directors Organization, effectively develops leadership skills for the key officers in state agencies.

**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	
100.0%	Performance problems	1 day
	Behavior problems	1 day

**Observations**

- Competencies are integrated into the Employee Management Performance System, a process that requires agencies to upload critical performance information into a central electronic system so that the Office of Human Resources can review the data.
- South Carolina has a peer recognition program called Partners in Performance, which is designed to recognize employees in creative and innovative ways; 100 percent of employees are eligible for pay-for-performance incentives, individual bonuses, group bonuses and spot bonuses in South Carolina.
- South Carolina law mandates that an employee receiving an unsatisfactory performance appraisal during the probationary period be terminated. This provision, combined with the State Employee Grievance Procedure Act, ensures a standard of fair but expedited termination proceedings.



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.