



# People Forward: Human Capital Trends and Innovations South 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](http://www.pewcenteronthestates.org/gpp).

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

### Observations

- While South Dakota does not produce a statewide strategic workforce plan, the central Bureau of Personnel (BOP) has staff dedicated to accumulating data and producing workforce planning guides for each agency, which are then distributed to agency managers.
- The state uses an information technology system that captures detailed workforce data, then uses the information to produce agency workforce planning guides that are essentially a roundup of relevant data about the agency over four fiscal years, including demographics, retirement eligibility, turnover, recruitment and exit interviews.

## 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	18*	Voluntary	NA
		Involuntary	NA

### Observations

- The BOP reports that relocation to the capital, Pierre, often is an obstacle to recruiting for state jobs.
- The Department of Social Services indicates that it is normally able to fill positions within a relatively expeditious four to six weeks.
- The state operates a paid college internship program that is not limited to state residents (though they are given preference); the program generally has more than 100 openings available each summer.
- South Dakota's central hiring Web site allows prospective employees to apply online and offers a subscription service that notifies applicants of new positions in their area of interest. The site would benefit by adding more information about state employment.

**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates	
Total	12.2% <sup>1</sup>
Voluntary	NA
Involuntary	NA
Retired	NA
Layoff	NA

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

<sup>1</sup> Statewide estimate based on anecdotal evidence

**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	NA
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

**Observations**

- The BOP offers a variety of computer skills training and professional development courses, with several courses available online.
- The BOP administers a leadership training program that is made up of 12 modules offered at various locations throughout the year. In addition, the state has partnered with the University of South Dakota to offer a 15-credit-hour Leadership Certificate program, consisting of five courses that are based on the Governor's Managerial Competency Model.

**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
	Behavior problems	NA

**Observations**

- The state has begun to integrate competencies into its Performance Planning and Review system; as part of this effort, job-specific performance appraisal instruments have been developed for several positions, including corrections officers, protective services field staff and managers/supervisors.
- South Dakota offers an excellent online guide for agency managers about everyday employee recognition, including a list of books, Web sites, and planning templates, as well as a set of best practices from agencies around the state.
- The state does not appear to make use of any performance-related compensation strategies.

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.