



People Forward: Human Capital Trends and Innovations Utah

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

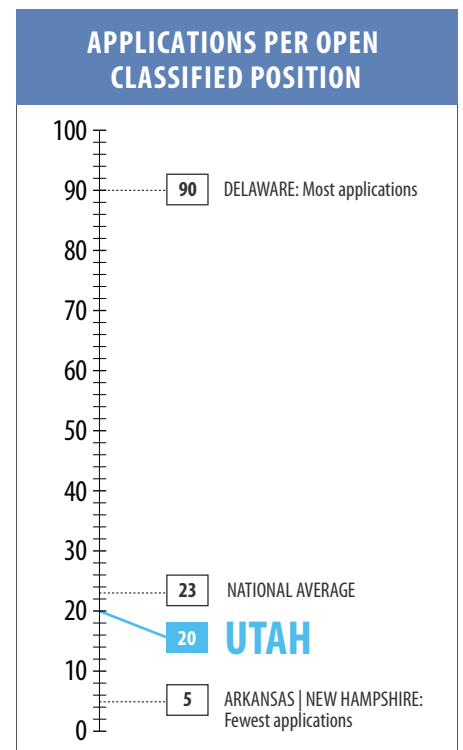
- Workforce planning is still in the early stages; key metrics are being developed in collaboration with the governor's statewide strategic planning "balanced scorecard" initiative. Future efforts will include the implementation of employee surveys and other research.
- Workforce profiles compiled by the Department of Human Resource Management (DHRM) provide a good supply analysis, but did not examine future workforce needs, a gap analysis, external labor market trends or strategy development.
- The state's Human Resources Management Information Technology system is quite strong; managers, HR professionals and other stakeholders are able to access a variety of HR data through Web portals.

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	
40 days	20	Voluntary	13.5%
		Involuntary	19.1%

Observations

- Utah's jobs Web site features an online application process and tracking for prospective employees, but is somewhat limited in usability and information about state employment.
- Involuntary turnover during the probationary period is very high, indicating that many newly hired employees are performing poorly in their new roles. And the number of under-performers could be even higher: less than one-quarter of new hires receive a performance appraisal by the end of their first 12 months of employment, which may mean that there are other, unidentified underperforming personnel.
- Utah is in the process of developing an aggressive branding strategy that is geared specifically toward state employment.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	12.4% ¹
Voluntary	7.7%
Involuntary	0.9%
Retired	3.7%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$58,900
Fringe benefits as a percentage of salary, classified employees	54.1%
Percentage of health insurance premiums paid by employees	7.0%
Grievances per 1,000 classified employees	5

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	36
Per manager	27

Training expenditure	
As a percentage of total payroll cost	1.3%
Per employee	\$732
Per manager	NA

Employee development	
Total number of development programs	11
Hours in senior leadership program	9
Percentage of employees with a career plan	21.0%

Observations

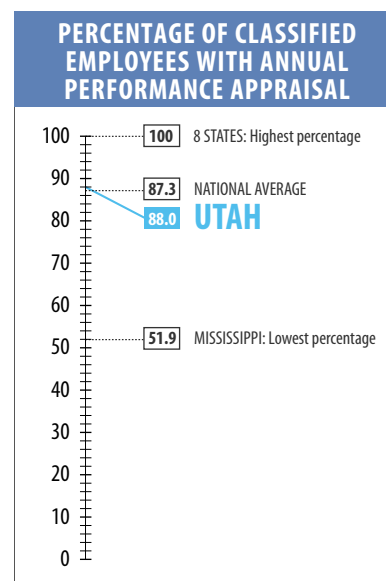
- Utah spends nearly twice the average amount per employee on training, and personnel receive nearly 40 hours of training annually; the state provides all 11 types of training programs that were queried in the survey.
- While only 21 percent of employees have a formal career plan, the great majority of employees have a development plan as part of the performance appraisal process; the development plan often includes a discussion of long-term career goals.
- The state's competency-based Certified Public Manager program has a flexible, modular design that makes it easy to customize for individual 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	
88.0%	Performance problems	15 days
	Behavior problems	15 days

Observations

- A recently launched performance management tool strategically aligns employee performance with each agency's balanced scorecard, which in turn links to the governor's strategic objectives for the state.
- The state uses pay-for-performance incentives, including individual performance bonuses and pay-for-performance raises. In addition, agencies can use non-monetary recognition programs, and the employee self-service section of the HR Web portal allows employees to nominate coworkers for these awards.



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.