



People Forward: Human Capital Trends and Innovations West Virginia

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

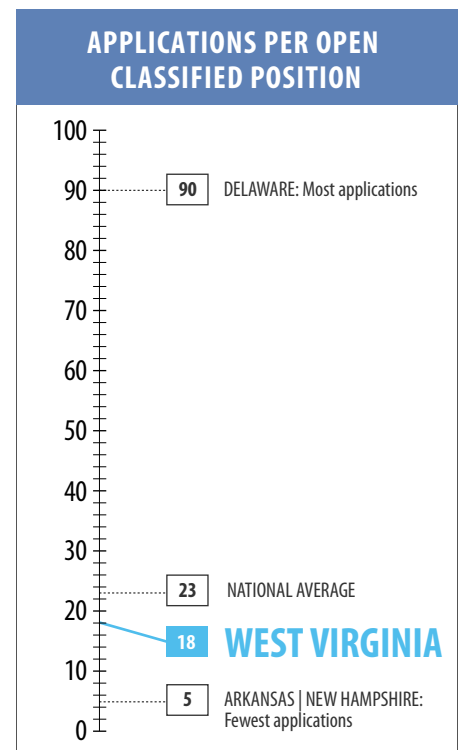
- The strategic plan for the Division of Personnel (DOP) links to the state's strategic plan and specifies some key HR metrics, but the plan lacks a link to the budgeting process.
- The DOP does not produce a statewide workforce plan or human capital plan, nor does it track the number of agencies that engage in workforce planning (which is not required of agencies).
- West Virginia was unable to provide substantial information regarding the statewide workforce.

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	
45 days	18	Voluntary	31.3%
		Involuntary	4.3%

Observations

- The central hiring Web site allows job seekers to apply online for open positions but the search function for these positions is somewhat limited; the site would benefit from more information about state employment.
- Nearly one out of every three new hires leaves voluntarily before the end of the probationary period. This relatively high number may indicate that many new hires view state employment as temporary, while continuing their permanent job search.
- The state does not offer referral bonuses, but it does make limited use of sign-on bonuses for hard-to-fill positions.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	13.3% ¹
Voluntary	6.9%
Involuntary	2.9%
Retired	3.3%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$45,000
Fringe benefits as a percentage of salary, classified employees	42.5%
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	27

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	24
Per manager	24

Training expenditure	
As a percentage of total payroll cost	1.3%
Per employee	\$330
Per manager	\$1,273

Employee development	
Total number of development programs	4
Hours in senior leadership program	70
Percentage of employees with a career plan	80.0%

Observations

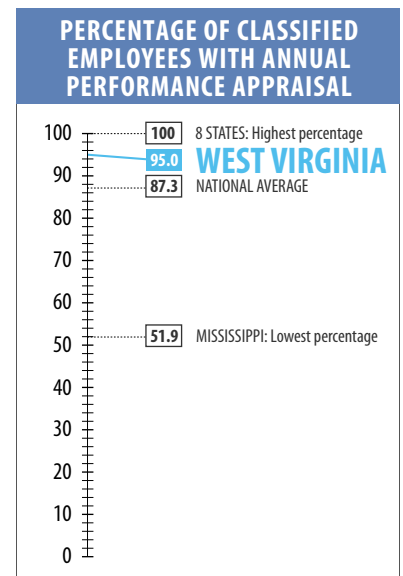
- Although training efforts are somewhat decentralized in the state, the DOP's Organization and Human Resource Development Section provides a wide variety of training courses, including project management and interpersonal skills courses.
- The statewide Managing for Excellence program has three levels: one 5-day program for middle managers, a 4-day off-site program for graduates of level one, and "Beyond Boundaries," an intensive 2½-day strategic planning course.

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	
95.0%	Performance problems	20 days
	Behavior problems	20 days

Observations

- The performance appraisal process allows employees to participate in setting annual objectives and involves at least two meetings during the performance cycle.
- The great majority of the workforce is eligible for performance-based compensation, but such compensation is not often awarded.
- A relatively high rate of involuntary turnover among classified employees coupled with a timely disciplinary procedure indicates that the state is willing and able to terminate employees for cause.



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.