



People Forward: Human Capital Trends and Innovations Wisconsin

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

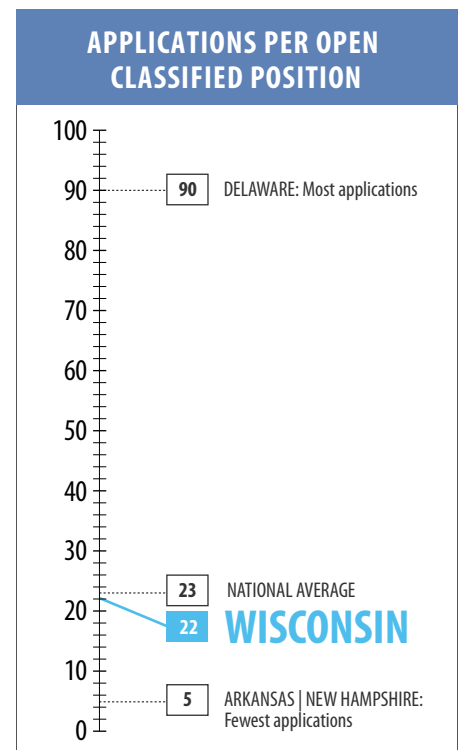
- Wisconsin has one of the best statewide workforce planning efforts in the nation. The state provides a robust workforce planning guide for agencies (100 percent of which are required to conduct workforce planning) and produces an advanced statewide plan, complete with supply, demand and gap analyses.
- Wisconsin's Human Resource Management Information Technology system is quite comprehensive, including a strong workforce profile.
- Although there is no enterprise-wide competency management system, some Wisconsin agencies have launched pilot competency systems to help establish objectives for training and performance management.

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	
115 days	22	Voluntary	2.0%
		Involuntary	0.4%

Observations

- Wisconsin excels in e-recruitment; its Web site includes promotional content and strong online job application and search features.
- 98 percent of executive branch positions require an exam, and on average, it takes Wisconsin a comparatively short 10 days to score these texts.
- The Wisconsin Career Access Network (WICAN) is a skill database for use in hiring processes; agencies can look up a specific skill and then search the WICAN system to find relevant applicants.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	NA
Voluntary	NA
Involuntary	NA
Retired	NA
Layoff	NA

Total classified compensation (2007 dollars)	\$66,500
Fringe benefits as a percentage of salary, classified employees	38.0%
Percentage of health insurance premiums paid by employees	5.7%
Grievances per 1,000 classified employees	NA

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	20
Per manager	18

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

Employee development	
Total number of development programs	8
Hours in senior leadership program	160
Percentage of employees with a career plan	NA

Observations

- Wisconsin has a decentralized training model, but enterprise-wide leadership training is conducted by the Office of State Employment Relations (OSER). Statewide data on training are not tracked.
- The promotion rate for the classified workforce was relatively low in FY 2006, but the classified transfer rate was relatively high. No explanation is readily available for this phenomenon, other than the possibility that employees are unsatisfied with the development options available in their current jobs and look elsewhere within state service.
- In 2006, OSER, in collaboration with the University of Wisconsin Certified Public Manager Program, initiated an advanced leadership training program called Enterprise Leadership Academy. OSER offers other management personnel training opportunities as well.

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	180 days
	Behavior problems	5 days

Observations

- Wisconsin's performance appraisal process lacks uniformity and standardization; the process is very brief and does not specify required frequency for performance evaluations.
- Wisconsin provides pay-for-performance compensation, with 34 percent of employees eligible, individual bonuses (35 percent eligible) and merit bonuses, but it does not provide group bonuses, gain sharing or spot bonuses.
- Wisconsin has the longest time to terminate for performance in the nation, because employees must be placed in a performance evaluation program prior to 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.