



# People Forward: Human Capital Trends and Innovations Wyoming

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

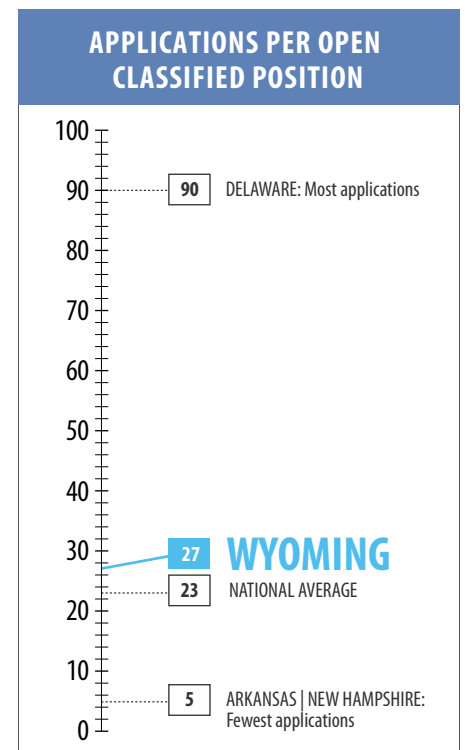
- The workforce planning section of the Human Resources Division (HRD) Web site is an archive of workforce reports and supplementary turnover information. HRD does not produce a statewide workforce plan, nor does it track the extent to which agencies engage in workforce planning.
- The HRD strategic plan specifies and tracks three metrics: the decrease in turnover within the first five years of service, the decrease in overall turnover and the increase in wellness program participation.
- The data contained within the 2006 Workforce Report are fairly comprehensive, including some agency- and occupational-level profiles, turnover rates by agency and classification, and voluntary separations by age and length of service; the state does not use a data warehouse for compiling HR-related data.

## 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	
66 days	27	Voluntary	13.3%
		Involuntary	5.5%

### Observations

- The state's central hiring Web site allows prospective employees to apply for open positions online, a feature that has doubled the number of applications for state jobs. The online application process, however, is somewhat confusing, and the site posts only limited information about state employment.
- HRD coordinates a statewide internship program intended for students who have completed their second year of college; the program has proven to be especially successful in bringing attorneys into state government.
- The state makes limited use of recruitment-based compensation in the form of sign-on bonuses for some hard-to-fill positions.



**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates	
Total	13.4% <sup>1</sup>
Voluntary	9.3%
Involuntary	1.9%
Retired	2.0%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$52,200
Fringe benefits as a percentage of salary, classified employees	36.2%
Percentage of health insurance premiums paid by employees	15.0%
Grievances per 1,000 classified employees	NA

<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	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	1
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

**Observations**

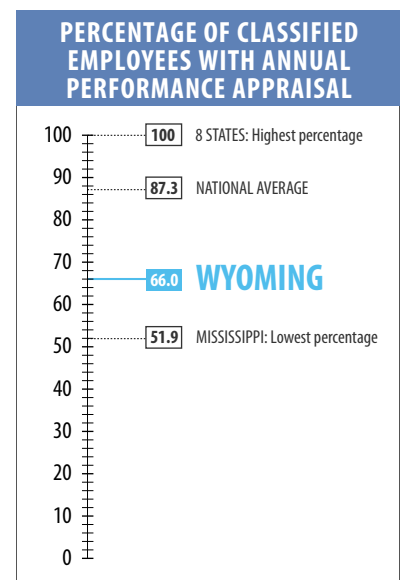
- The state uses an Interagency Training Collaborative program, which is designed to create synergies among agencies that have similar training needs.
- Although training is heavily decentralized in the state, HRD has implemented a learning management system that allows state employees to view information about and register for centrally offered training opportunities (mainly for developing computer skills).
- The state offers very few centralized manager/supervisor or executive-level leadership training opportunities.

**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	
66.0%	Performance problems	180 days
	Behavior problems	180 days

**Observations**

- The state provides a comprehensive "Guide to Performance Appraisal" handbook to both employees and supervisors, which includes sample forms and tips on how to conduct the performance appraisal meeting with various types of positions.
- Wyoming does not appear to make use of any performance-related compensation strategies.
- While the involuntary turnover rate among classified employees is relatively high, the termination process includes a "dismissal review period" of up to six months wherein employees are suspended with pay; this practice risks draining the state's resources.



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.