

## 2008 Innovations Awards Program APPLICATION

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ID # (assigned by CSG): 08-E-23PA

Please provide the following information, adding space as necessary:

State: **Pennsylvania**

Assign Program Category (applicant): **Human Resources/Education** (Use list at end of application)

1. Program Name **Employee Mobility Information Program**
2. Administering Agency **Pennsylvania Governor's Office of Administration**
3. Contact Person (Name and Title) **John A. Soubik, Chief, Workforce Planning and Performance Division**
4. Address **613 North Street, Room 513B Finance Building, Harrisburg, PA 17120-0400**
5. Telephone Number **717-787-3813**
6. FAX Number **717-787-7763**
7. E-mail Address **jsoubik@state.pa.us**
8. Web site Address **www.wfpp.state.pa.us**

9. Please provide a two-sentence description of the program.  
**Pennsylvania's Employee Mobility Information Program gathers standardized data using computer-based, online surveys for assessing employee turnover to develop hiring and retention strategies. The surveys provide a means for identifying factors that influence employee decisions to choose the Commonwealth for employment, transfer between agencies or organizations within an agency during their employment, and voluntarily separate from state service.**

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 1, 2008 to be considered.

**The Employee Mobility Information Program has been operational for one (1) year. It was released in January 2007.**

11. Why was the program created? What problem[s] or issue[s] was it designed to address?

**The Employee Mobility Information Program was created to capture factors that influence employee employment decisions, as well as to replace/enhance the antiquated, non-mandated, and paper-driven Exit Information Program that captured only reasons why employees left state government. That program was sporadically implemented by our agencies, could not provide trend data for analysis because there was no centralized database, and essentially provided little value to the central Office of Administration (OA) or to the agencies that opted to use the program. The current Employee Mobility Information Program provides a new approach that is:**

**mandated to be used by all agencies under the Governor's jurisdiction;  
automated through use of computer-based, online surveys and a centralized database;  
used centrally by the OA to capture and analyze enterprise-wide data;  
used by individual agencies to determine agency-specific trends; and**

**captures data for three mobility phases – entrance, transfer, and exit – using the New Hire Survey, Employment Change (Transfer) Survey, and Exit Information Survey.**

**The program was created with extensive research of theory and existing programs in public and private organizations, and through collaboration with Commonwealth agencies, the unions, and central office human resources.**

12. Describe the specific activities and operations of the program in chronological order.  
**New Hire and Employment Change Surveys are system generated and sent to employees who have a valid state e-mail address. Employees receive an automatic e-mail notification and link to the appropriate new hire or employment change (transfer) survey within three (3) weeks of entry of the corresponding personnel transaction in the system.**

**Exit Information Surveys are initiated by agency Human Resource Offices by accessing a designated website directly or by selecting the “Generate Exit Survey” link located on the electronic Personnel Action Request (EPAR) Separation form. Users then are prompted to enter a valid Oracle User ID and Password with access to the Interim Reporting Information System (IRIS). After successful login, users enter the separating employee’s personnel number and anticipated separation start date, which prompts release of the exit survey to the employee.**

**Employees without immediate online computer access or those without a valid state e-mail address may be provided, where possible, with a unique employee mobility ID number and access to a shared computer terminal to complete the appropriate survey using the designated web link.**

**Agency data may be retrieved by designated agency Human Resource Office staff through Oracle employee mobility views.**

**New employees complete the new hire entrance survey within two (2) pay periods of the start of their Commonwealth employment. Current employees complete employment change (transfer) surveys within two (2) pay periods of the date of the employee’s transfer, either to a new agency or to another organization within the employee's current agency. Exit information surveys need to be completed prior to an employee’s separation.**

**Summary reports reflecting trend results of new hire entrance, employment change (transfer), and exit information surveys are prepared on at least an annual basis and provided to the administration’s leadership. Each agency also is required to complete at least an annual report for the agency head, as well as incorporate findings within its annual workforce and succession management plan.**

13. Why is the program a new and creative approach or method?  
**The Employee Mobility Information Program provides an innovative means for capturing data on employee movement through an automated system. The entrance and employment change (transfer) surveys are prompted by personnel actions in the system and do not require any additional human intervention. Upon knowing that an employee will be leaving state government, designated Human Resource Office staff initiate the online distribution of the exit survey. Data for all three surveys are deposited in a centralized database for recording and analysis. Identifying information is held confidential, unless the information reveals discriminatory or unlawful actions.**

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)  
**Program start-up costs were minimal and consisted of allocating staff time for research, policy development, systems design, and training agency staff on the process. One policy analyst and one systems analyst maintain the program on a part-time basis. Essentially, the system runs itself.**
15. What are the program's annual operational costs?  
**Operational costs are minimal due to the program's automated nature. Staff time is contained to operational expenses inherent with program administration.**
16. How is the program funded?  
**Program funding is absorbed in ongoing operating expenses. One policy analyst and one systems analyst maintain the program in central office on a part-time basis. Each agency has an assigned coordinator who serves in a part-time role to oversee the administrative program functions within that agency.**
17. Did this program require the passage of legislation, executive order, or regulations? If YES, please indicate the citation number.  
**No, implementation of the Employee Mobility Information Program did not require the passage of legislation, executive order, or regulations.**
18. What equipment, technology, and software are used to operate and administer this program?  
**The Employee Mobility Information Program utilizes custom online web surveys developed in-house with active server page (ASP) technology. Employee Mobility data is housed in an Oracle Database. Agency Human Resource Office staff develop custom reports using Microsoft Access. The program also relies on automated scripts programmed by the Commonwealth Technology Center to notify individual employees via e-mail when surveys are available for completion. These automated e-mails are triggered by specific criteria passed in a series of daily/weekly data interfaces provided by Integrated Enterprise Systems, the organization responsible for maintaining the Commonwealth's SAP framework.**
19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number, and e-mail address.  
**Yes, Pennsylvania's Employee Mobility Information Program originated in-house, with extensive research conducted by the Governor's Office of Administration.  
Policy and Forms Content contact: John Soubik, Governor's Office of Administration, 513B Finance Building, Harrisburg, Pa 17120 – 717-787-3813 – jsoubik@state.pa.us  
Systems and Forms Distribution contact: Matthew McKenzie, Governor's Office of Administration, 508A Finance Building, Harrisburg, Pa 17120 – 717-787-8001 – [mmckenzie@state.pa.us](mailto:mmckenzie@state.pa.us).**
20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? **No, we are not aware of other states/jurisdictions with a similar automated program that assesses employee mobility at three different employment phases -- entrance, transfer, and exit.**
21. Has the program been fully implemented? If NO, what actions remain to be taken?  
**Yes, the program has been fully implemented.**
22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.  
**Pros – Survey results provide a means to empirically verify assumptions as to why employees select the Commonwealth as their employer, change jobs, or leave state employment. By analyzing the data, we were able to produce the first annual Employee Mobility Information Report for use by senior leadership and the agencies. The data confirmed our assumptions of why employees are leaving the Commonwealth. The two**

primary reasons cited were retirement eligible and change in healthcare benefits. Likewise, we found that salary was not a high motivational factor for attracting employees to state government; rather, other work-life benefits were more motivating to prompt employee movement. Results now can be used centrally and by individual agencies to design new and/or revise recruitment and retentions strategies. Because each survey is linked to employee demographic data, results may be analyzed for trends using a myriad of data elements, such as race/sex, union coverage, job classification, supervisory relationship, organizational location, geographic location, among many others.

**Cons – Although the program is mandated by policy for use in all agencies under the Governor’s jurisdiction, we cannot force employees to complete the surveys; therefore, the data is reflective of the number of employees who answer. Notwithstanding this challenge, we are pleased to have achieved the following response rates per survey type: Entrance 65%, Employment Change (Transfer) 63%, and Exit 66%.**

23. How has the program grown and/or changed since its inception?

**Because of security reasons, some agencies like the PA Department of Corrections do not provide computers to employees for daily use. Because the agency saw value in obtaining employee mobility information from its employees, a workaround solution was created to allow employees who do not have state e-mail addresses to participate in the program.**

**For Commonwealth employees who do not have immediate access to a computer or have a state e-mail account, agency Human Resource Offices may obtain a unique employee mobility ID assigned to each survey via a Microsoft Access database tool provided by the Office of Administration. This ID can be provided to agency employees during employee orientation, employee training, or during the exit interview process when the employee has access to a shared computer terminal. Employees may then complete the appropriate survey using the appropriate hyperlink and ID provided.**

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? **While there are no known specific limitations or obstacles, depending on other states’ systems, there may be a need to tailor the application to fit that state’s operating system. The program uses common automated technology that others could adapt, and transcends/supports a variety of human resource disciplines, such as recruitment/retention, policy, systems, employee/supervisor performance, labor relations, employee benefits, position classification, and equal employment opportunity.**

**Examples of the new hire entrance, employment change (transfer), and exit information surveys and the corresponding introductory messages, are available by accessing the Employee Mobility Information Program section of the Pennsylvania Governor’s Office of Administration’s Human Resources and Management website:**

**[http://www.wfpp.state.pa.us/portal/server.pt?open=512&objID=1442&&PageID=269080&level=4&css=L4&mode=2&in\\_hi\\_userid=2&cached=true](http://www.wfpp.state.pa.us/portal/server.pt?open=512&objID=1442&&PageID=269080&level=4&css=L4&mode=2&in_hi_userid=2&cached=true)**