

2009 Innovations Awards Program APPLICATION

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ID # (assigned by CSG): 09-E-10PA

Please provide the following information, adding space as necessary:

State: Pennsylvania

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

1. Program Name: Employee Mobility program
2. Administering Agency: Office of Administration
3. Contact Person (Name and Title): Kimberly A. Helton, Director, Bureau of Workforce Planning and Development
4. Address: Room 517 Finance Building, 613 North Street, Harrisburg, PA 17120
5. Telephone Number 717-787-3813
6. FAX Number: 717-783-4429
7. E-mail Address khelton@state.pa.us
8. Web site Address:
http://www.portal.state.pa.us/portal/server.pt/community/workforce_and_succession_planning/1442/employee_mobility_information_program/269080
9. Please provide a two-sentence description of the program. The commonwealth's Employee Mobility Information Program (EMIP) was established to create a consistent practice for collecting data on employees entering, exiting, and transferring within state organizations and agencies. Data collected through the Employee Mobility Information Program is used to identify employee preferences and address systemic issues, which lead to employee turnover.
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 2, 2009 to be considered. 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 employment decisions for entering state government, transferring between jobs, and exiting state service, 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. The previous program was sporadically implemented by agencies, did not include a centralized database to support trend analysis, and provided little value to the Governor's Office of Administration (OA) or agencies.
12. Describe the specific activities and operations of the program in chronological order.
Employees are hired to work for the Commonwealth.
[New Hires](#):
They are automatically sent a survey as a result of a new hire transaction and asked a series of questions.

Data from the surveys is extracted in the form of reports for agency and enterprise use for trend analysis.

Transfers

Employees transfer within or across agencies

They are automatically sent a survey as a result of a transfer, reassignment or promotion transaction and asked a series of questions.

Data from the surveys is extracted in the form of reports for agency and enterprise use for trend analysis.

Exits:

Employees exit state service

They are automatically sent a survey as a result of a voluntary separation transaction

Data from the surveys is extracted in the form of reports for agency and enterprise use for trend analysis.

13. Why is the program a new and creative approach or method?, The current Employee Mobility Information program provides a new approach that is:
 - mandated for 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;
 - targets three mobility phases – entrance, transfer, and voluntary exit – using the New Hire Survey, Employment Change (Transfer) Survey, and Exit Information Survey;
 - pushes surveys to the desktop of employees, making it easier and accessible; and
 - allows engagement by employees who do not have consistent access to government computers by allowing web-based or HR-facilitated participation.
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.) Start-up costs were negligible and included in annual operational costs. Three human resource analysts administer the program, as part of other work responsibilities.
15. What are the program's annual operational costs? Costs associated with program are negligible and are included in with existing employee job duties. .
16. How is the program funded? The EMIP is funded through annual budgetary processes and absorbed in standard operational budgets within the Office of Administration - Human Resources and Management.
17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number. No. Guidelines are established in a Management Directive issued by the Secretary of Administration.
18. What equipment, technology and software are used to operate and administer this program? SAP and Microsoft Office software.
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. Kim Helton (khelton@state.pa.us), John Soubik (jsoubik@state.pa.us) and Dan Ray (dray@state.pa.us) – employees of the Office of Administration, 517 Finance Building, Harrisburg, PA 17120 – (717) 787-3813.
20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? No. Other states may manage employee surveys, but we are not aware of any automated systems as comprehensive in scope or integrated into workforce and succession management programs. In fact, several other states have inquired about the program, particularly the three surveys

21. Has the program been fully implemented? If NO, what actions remain to be taken? Yes
22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples. Each survey has a response rate of nearly 65 percent. Likewise, more and more agencies and job investigative committees are using EMIP data to support their programs. For instance, in early 2008, OA generated a detailed report in support of the information technology recruitment subcommittee, identifying among 76 IT job classes the key factors that attracted newly hired IT professionals, as well as the prime motivators for their colleagues to seek employment changes, such as inter- or intra-agency transfers, or to separate from state employment. Borne from that overarching study was a subsequent analysis in February 2009 that considered the most recent data for three specific IT fields. This analysis, unavailable prior to program implementation, was critical to engineering viable strategies for recruiting, retaining, and developing IT professionals. Workforce planners and human resource directors representing 33 agencies were introduced to comprehensive state-wide analysis in December 2008. This analysis provides workforce planners valuable insight into the preferences of employees, as well as induces cross-agency collaboration to solve staffing challenges. At the enterprise level, the Office of Administration is able to identify and develop solutions for addressing employee turnover. In addition, agencies are also identifying at the organizational level, those supervisors as well as supervisory behaviors or practices, as reported by separating or transferring employees, which attribute to turnover within specific work units. High turnover, if not monitored and analyzed, can impact an organization's culture and ability to recruit and retain talented individuals.
23. How has the program grown and/or changed since its inception? Following its inception in January 2007, human resource management professionals have resisted the urge to alter the program. Alterations could reduce the value of trend analysis for comparing responses over time. However, emergent budget and staffing challenges have since caused planners to consider enhancing volunteerism programs in order to leverage the dedication, knowledge, and experience of retired state employees. A new section to the exit survey is in development in anticipation of collecting more precise information on retired employee preferences to return to state service in a voluntary capacity. Program growth has been exponential at the agency and enterprise levels as workforce planners and human resource executives mine useful data from the Employee Mobility Information Program and integrate the findings into management practices and programs.
24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? Maintain ongoing collaboration with and buy-in from the unions, ensure agency support, and establish and maintain funding

2009 Innovations Awards Program Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations

- Administration
- Elections
- Public Information
- Revenue

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2009
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Lexington, KY 40578-1910

Contact:

Nancy J. Vickers, National Program Administrator
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This application is also available at www.csg.org, in the Programs section.

Deadline: March 2, 2009