

**Cover Sheet:**           **PA Employee Mobility Information Program**

**Category:**               Nomination for NASPE's Eugene H. Rooney, Jr. Award -  
Innovative State Human Resource Management Program

Program Title:           Employee Mobility Information Program  
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## **Summary: PA Employee Mobility Information Program**

The Commonwealth of Pennsylvania's Employee Mobility Information Program (EMIP) creates a consistent practice for collecting data on employees entering state government, transferring within and between state organizations and agencies, and exiting state service. The surveys were first deployed in January 2007. The primary intent of data collection is trend analysis to assist agencies and the commonwealth in developing enhanced recruitment and retention strategies. Identifying information contained in these surveys is confidential unless the information reveals harassment or other illegal or discriminatory activity. The integrity of the program relies on confidentiality.

As part of the commonwealth's overall workforce planning and succession management program, the data collected through the EMIP is used to identify employee preferences and address systemic issues that could lead to employee turnover. A unique feature to the EMIP is the automated nature of survey deployment to employees.

Affected employees are notified electronically and invited to respond to the appropriate survey. The entrance and employment change (transfer) surveys are prompted by personnel actions in the system and do not require any additional human intervention. Designated human resource office staff initiate the online distribution of the exit survey when an employee is identified to be voluntarily leaving state government. Data for all three are deposited in a centralized database for recording and analysis. Since the program's inception, there has been nearly a 65 percent response rate for each of the three surveys.

Each agency HR office has the capability to view data from employees within their organizations, while enterprise-wide, cross-agency data access is limited to select individuals within the Governor's Office of Administration. An initial analysis of each survey's responses and a subsequent report was prepared in the fall of 2007. Another comprehensive formal report followed in August 2008, presenting data and identifying trends covering the first 18 months of implementation. Agency employee mobility coordinators, assigned to human resource offices, collaborate with agency recruitment teams and the State Civil Service Commission, as well as share relevant information with managers to enhance performance management and retention efforts. HR staff also design ad hoc queries to retrieve, analyze, and report on specific areas of interest to that agency.

At the enterprise level, data has been collated and analyzed to support recruitment, retention, and development of targeted job classifications or series. Additionally, program findings have been used to support a national Governors' Association Engagement Initiative for Volunteerism, assisting in identifying those retiring employees who are interested in continuing to serve the commonwealth in a voluntary capacity. Further, reported issues regarding equal employment opportunity will be summarized and shared with the central office Bureau of Equal Employment Opportunity to address issues with the appropriate agency or centrally at the enterprise level.

## **Narrative: PA Employee Mobility Information Program**

**1. Brief description of the program.** The commonwealth's Employee Mobility Information Program was established to create a consistent practice for collecting data on employees entering, exiting, and transferring within state organizations and agencies. The surveys began to be deployed in January 2007.

Data collected through the Employee Mobility Information Program is used to identify employee preferences and address systemic issues, which lead to employee turnover. Affected employees are notified electronically and invited to respond to the appropriate survey. Ad hoc reporting capability enables human resource analysts at the agency and enterprise levels to retrieve responses, analyze the data, and report on various areas of interest.

The primary intent of data collection is to conduct trend analysis to assist agencies and the commonwealth in developing enhanced recruitment and retention strategies.

Examples of the new hire entrance, employment change (transfer), and exit information surveys, the corresponding introductory messages, and the governing policy/procedures 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.portal.state.pa.us/portal/server.pt?open=514&objID=269080&mode=2>.

**2. How long has this program been operational?** The program's three surveys were first distributed in January 2007.

**3. Why was this program created?** 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.

**4. Why is this program a new and creative 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.

**5. What was the program's start up costs?** Start-up costs were negligible and included in annual operational costs. Three human resource analysts administer the program, as part of other work responsibilities.

**6. What are the program's operational costs?** Operational costs are limited to standard operational costs.

**7. How is this 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.

**8. Did this program originate in your state?** Yes.

**9. Are you aware of similar programs in other states? If so, how does this program differ?** 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.

**10. How do you measure the success of this program?** 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.

## **11. How has this 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.