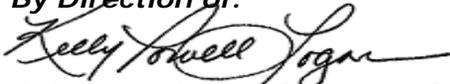


# MANAGEMENT DIRECTIVE

## Commonwealth of Pennsylvania Governor's Office

<b>Subject:</b> Employee Mobility Information Program	<b>Number:</b> 505.15 Amended
<b>Date:</b>  April 12, 2012	<b>By Direction of:</b>  Kelly Powell Logan, Secretary of Administration
<b>Contact Agency:</b> Office of Administration, Office of Human Resources Management, Bureau of Workforce Planning and Development, Telephone 717.787.3813	

**This directive establishes policy, responsibilities, procedures, and standardizes the use of an employee mobility information program to identify employee preferences and employment trends for the purpose of addressing systemic issues that lead to employee turnover. Changes are indicated by marginal dots.**

1. **PURPOSE.** To establish policy, responsibilities, and procedures for an employee mobility information program to gather standardized data through the use of computer-based, on-line surveys to assess employee turnover and develop hiring and retention practices.
2. **SCOPE.** Applies to all departments, boards, commissions and councils (hereinafter referred to as "agencies") under the Governor's jurisdiction.
3. **OBJECTIVES.**
  - a. To standardize and automate the collection of information for employees joining the commonwealth, transferring between agencies or organizations within an agency during their employment, and voluntarily separating from state service.
  - b. To identify 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.
  - c. To better attract and retain high performing employees based on trends identified through the employee mobility information program. Trends may be determined by time, events, or volume of responses.

#### 4. DEFINITIONS.

- a. **Employment Change Survey.** To be completed by permanent employees who are transferring between agencies or organizations within an agency considered under the Governor's jurisdiction.
- b. **Exit Information Survey.** To be completed by permanent employees in agencies under the Governor's jurisdiction voluntarily separating from state service.
- c. **New Hire Entrance Survey.** To be completed by newly hired or rehired, permanent employees in agencies under the Governor's jurisdiction.
- d. **Separation.** The ending of a person's commonwealth employment.
- e. **Turnover Rates.** The number of exiting employees as a percent of the average number of active employees during a one year period. Data may be consolidated but should also be reported separately for retirements, resignations, furloughs, involuntary terminations, and deaths. Interagency transfers, temporary assignments, employee reinstatements, and returns from furloughs should not be included in the overall turnover rate.

#### 5. POLICY.

- a. Agencies shall designate a management-level or confidential employee within the agency Human Resource Office as an Employee Mobility Information Coordinator. If the designee does not also serve as the Workforce/Succession Planning Coordinator, procedures shall be established to administer the employee mobility information program and to ensure appropriate reporting of employee mobility information necessary to develop and maintain comprehensive workforce plans.
- b. Agencies will have the ability to view and access data from completed surveys for their respective organization. Data obtained through the use of the employee mobility information program shall be analyzed by agencies for human resource management and administration, workforce and succession planning, and the formulation of recruitment and retention strategies. Results of the data analysis should also be used for budget planning, succession preparation, employee development, and knowledge transfer. Analysis shall include specific turnover challenges, such as instances of unusually high turnover by occupational groupings, "difficult to fill" classifications, designated key program areas, common geographical areas, age and/or length of service groupings, impact on diversity, and other significant trends. Summary reports including turnover rates and any identified issues as described above shall be prepared at least annually and provided to the agency head or designee for appropriate action. Information contained in New Hire Entrance, Employment Change, or Exit Information surveys shall be treated as confidential to the extent provided by law. To the extent that the information disclosed reveals allegations of harassment or other illegal or discriminatory activity, such information will be reviewed and appropriate action taken up to and including an investigation pursuant to *Management Directive 410.10, Guidelines for Investigating and Resolving Internal Discrimination Complaints*.

- c. The Office of Administration (OA) will have enterprise access to survey data and shall analyze and evaluate this data on a commonwealth-wide basis and work in conjunction with agencies to address systemic workforce planning, recruitment, and retention issues.
- d. For those employees without immediate online access or without a valid CWOPA email address, agencies shall provide, where possible, an opportunity for employees to access and/or complete the appropriate mobility survey through the use of a shared computer terminal.
- e. Agencies are also encouraged to conduct oral discussions prior to employee departures in an attempt to retain valued and high performing employees. Agencies conducting oral discussions should provide a setting conducive to a free flow of responses, provide any necessary accommodations to employees with disabilities, stress confidentiality, and ensure that all oral questions asked are appropriate and non-leading. Questions suited to unique agency conditions may be asked. Employee participation in either completing online mobility surveys or oral discussions is voluntary, although participation should be encouraged. Where problems or trends are found, reasonable corrective action should be initiated to reduce unwanted employee turnover.
- f. Agencies shall routinely assess their organizational climate to determine employment factors that may impact employees' decisions to leave their jobs. Agencies shall consult with their labor relations and equal employment opportunity offices or OA, Bureau of Labor Relations and OA, Bureau of Equal Employment Opportunity before conducting such assessments to ensure that any labor relations and equal employment opportunity obligations are properly identified and addressed.

## 6. RESPONSIBILITIES.

- a. **Office of Administration** shall provide a means to collect employee mobility information, provide training and/or technical assistance to agencies in implementing the Employee Mobility Information Program, and analyze data obtained through the completion of new hire entrance, employment change, and exit information surveys on an enterprise-wide basis.
- b. **Agency Human Resource Directors** shall ensure the frequent review, analysis, and use of the findings collected through the surveys as a basis for personnel and program decisions. Each Human Resource Director shall ensure that the identity and responses of individual employees who complete mobility information surveys and/or who participate in oral discussions remain confidential to the extent provided by law. Where, however, the information disclosed reveals alleged harassment or other illegal or discriminatory activity, the information will be reviewed and appropriate action taken up to and including an investigation pursuant to *Management Directive 410.10, Guidelines for Investigating and Resolving Internal Discrimination Complaints*. Agency Human Resource Directors shall identify the agency's Employee Mobility Information Coordinator and notify OA of the employee's name and any subsequent changes to this assignment.

- c. **Agency Employee Mobility Information Coordinators** shall ensure that agency procedures are followed and that employees have the opportunity and are encouraged to complete the appropriate survey at the proper time. Coordinators shall also monitor the completion rate and prepare an analysis of the data results.
- d. **Agency Workforce/Succession Planning Coordinators** shall integrate employee mobility results into their agency workforce planning process and identify trends and resulting actions in employee mobility reports and the agency Workforce and Succession Management Plan.

## 7. PROCEDURES.

- a. **New Hire and Employment Change Surveys** are system generated and sent to employees with a valid CWOPA email address. Employees will receive an automatic email notification and link to the appropriate new hire or employment change survey within three weeks of entry of the corresponding transaction in SAP.
- b. **Exit Information Surveys** shall be initiated by agency Human Resource Offices by accessing the following web address: <http://oaiss.state.pa.us/EmpMob/ExitSurvey/Login.asp>. This URL may be accessed directly or by selecting the "Generate Exit Survey" link located on the electronic Personnel Action Request (E-PAR) Separation form. The "Generate Exit Survey" link will only appear for E-PAR Separation actions in the "HR Resource Account" or "HR Office" status. Users will then be prompted to enter a valid Oracle User Identification Number and Password with access to the Interim Reporting Information System (IRIS). After successful login, entry of the separating employee's personnel number and anticipated separation start date will be required.
- c. Employees without immediate online access or without a valid CWOPA email address may be provided, where possible, with a unique employee mobility identification number and access to a shared computer terminal to complete the appropriate survey. The employee mobility identification number may be entered at the following location to gain access to the appropriate survey: <http://oaiss.state.pa.us/EmpMob/SurveyEntry.asp>. Employee mobility identification numbers may be located through established Oracle employee mobility views.
- d. Agency data may be retrieved by designated agency Human Resource Office staff through Oracle employee mobility views. Existing Oracle User Identification Numbers and Passwords may be utilized. Access to the employee mobility views must be requested on an individual basis through completion of the following online request form: <http://oaiss.state.pa.us/hrisdauthorization>.
- e. New employees should complete the new hire entrance survey within two pay periods of the start of their commonwealth employment. Current employees need to complete employment change surveys within two 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.

- f. Summary reports reflecting trend results of new hire entrance, employment change, and exit information surveys should be prepared on at least an annual basis and provided to agency heads or designees.
- g. Examples of the new hire entrance, employment change, and exit information surveys and the corresponding introductory messages, are available by accessing the Employee Mobility Information Program section of the OA Human Resources Management website.
- h. All survey records and reports are considered to be records of OA, and only OA may grant access to the records and reports. All survey records and reports shall be treated as confidential by any employee to whom access to the records is granted. Records shall be retained for the minimum amount of time necessary to accomplish their business purpose.

**This directive replaces, in its entirety, *Management Directive 505.15*, dated October 3, 2007.**