

Fiscal Year 2013  
Statewide HR Management Roll-up  
Report



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## Overview

To be a competitive employer, it is vital that state managers engage in management practices that build and reinforce a competent, productive and inspired workforce.

The HR Management Performance and Accountability system measures and monitors the state's workforce management practices toward achieving this ultimate outcome.

In addition, the HR Management Performance and Accountability system emphasizes the use of data and factual information to:

- Identify and anticipate HR management issues impacting delivery of state services.
- Enable data-driven HR management strategies and solutions.
- Improve processes and recognize HR management successes.

Approximately 35 executive branch agencies with 100 or more employees submit an annual HR Management Report to State Human Resources in October. These reports outline key workforce successes, challenges, and strategies. In addition, Statewide Human Resources publishes a [statewide HR Management Report](#) that details, by agency, the results of key workforce [performance measures](#).

This statewide HR Management Roll-Up report uses a combination of agency HR Management Reports and the statewide HR Management Report to analyze enterprise workforce measures and summarize agency and enterprise strategies.

Please note that information in this report reflects the executive branch only. Higher education, legislative, and judicial branches are excluded. Unless otherwise noted, information in this report is from the HRMS Business Intelligence system.

For questions on the statewide HR Management Roll-up Report, contact: [strategichr@ofm.wa.gov](mailto:strategichr@ofm.wa.gov)

### Logic model

Washington's [Accountability for Workforce Management's Logic Model](#) is a tool used for the HR Management report. The logic model outlines the desired initial, intermediate and ultimate outcomes associated with 5 primary responsibilities for managers:



**Logic Model  
Managers Accountability for Workforce Management**

Plan & Align Workforce	Hire Workforce	Deploy Workforce	Develop Workforce	Reinforce Performance
<ul style="list-style-type: none"> <li>Managers' Human Resource Management (HRM) accountabilities are articulated</li> <li>Human Resource policies are in place</li> <li>Workforce planning is administered</li> <li>Job classes and salaries are assigned</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Qualified candidate pools.</li> <li>Interviews and reference checks are conducted</li> <li>Job offers and appointments are made</li> <li>Onboarding activities are in place</li> <li>Performance monitoring procedures are in place</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Work assignments and requirements are defined</li> <li>A positive workplace environment is created</li> <li>Coaching and feedback is provided</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Individual development plans are current</li> <li>Time/resources are designated for training</li> <li>A continuous learning environment is created</li> <li>Individual skill assessments are done</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Clear performance expectations are linked to goals and measures</li> <li>Regular performance appraisals are conducted</li> <li>Recognition is given</li> <li>Discipline is administered</li> </ul> <p><i>So that...</i></p>
<ul style="list-style-type: none"> <li>Staffing levels and competencies are aligned with agency priorities</li> <li>Manager's HRM accountabilities are understood</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Best candidates are hired and reviewed during the appointment period</li> <li>Employees are oriented to their job</li> <li>Successful performers are retained</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Workplace is safe, fosters productive relations, and encourages performance</li> <li>Employees know job requirements and how they are performing</li> <li>Employees are supported</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Employees have access to formal and informal learning opportunities</li> <li>Employees are engaged in development opportunities and seek to learn</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Employees know how their performance contributes to the success of the organization</li> <li>Strong performance is rewarded; poor performance is addressed</li> </ul> <p><i>So that...</i></p>
<ul style="list-style-type: none"> <li>A strong foundation is in place to build and sustain a productive, high performing workforce</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>The right people are in the right job at the right time</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Time and talent is used effectively</li> <li>Employees are motivated, productive and engaged</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Employees have competencies for present job and career advancement</li> </ul> <p><i>So that...</i></p>	<ul style="list-style-type: none"> <li>Successful performance is differentiated and strengthened</li> <li>Employees are held accountable</li> </ul> <p><i>So that...</i></p>
<ul style="list-style-type: none"> <li>State government has workforce depth &amp; breadth needed for present and future success</li> <li>Employees are committed to the work they do and the goals of the organization</li> <li>Productive, successful employees are retained</li> </ul> <p><i>So that...</i></p>				

***Agencies are better enabled to successfully carry out their mission and citizens receive efficient government services***

## Performance measures

The high-level performance measures listed below expand on the logic model on the previous page. These measures align with most sections of this report. See [Appendix A](#) for performance measure definitions.

### ● Plan and align workforce

- Management profile
- Employees with current position/competency descriptions

### ● Hire workforce

- Time-to-hire
- Hiring balance - proportion of appointment types
- Separations during review period

### ● Deploy workforce

- Percent employees with current performance expectations
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and outcomes

### ● Develop workforce

- Percent employees with current individual development plans

### ● Reinforce performance

- Percent employees with current performance evaluations
- Disciplinary actions taken; disciplinary grievances/appeals filed and outcomes

### ● Ultimate Outcomes

- Turnover rates and types
- Workforce diversity profile
- Employee survey ratings

## Executive Summary

The Statewide HR Management Roll-up Report reflects state agencies' successes and challenges over fiscal year 2013. As seen in this report, Washington state employees have been impacted by the nationwide economic downturn and the resulting state budget cuts, hiring freeze, layoffs, salary freeze for management positions and a 3 percent temporary salary reduction. As the economy begins to improve, agencies are concerned about retention issues and the possibility of an increase in staff retirements.

### Fiscal year 2013 workforce impacts and activities:

- **Exempt and WMS salary freeze** – A legislatively mandated freeze on pay increases for civil service exempt and Washington Management Service (WMS) employees ended June 30, 2013.
  - **Pay restoration** – Employees affected by a 3 percent salary reduction received restoration of their pay effective June 30, 2013.
  - **Performance awards** – A legislatively mandated moratorium on monetary performance awards that began on February 15, 2010, ended on June 30, 2013. On July 1, 2013, the Office of Financial Management's State Human Resources Director suspended the performance based awards and incentives portion of the Performance Management Confirmation (PMC) program until March 31, 2014 (WAC 357.28.295) – this affects only non-represented staff of seven PMC agencies.
  - **Temporary salary reduction leave** –Temporary Salary Reduction leave for employees subject to the 3 percent salary reduction ended June 30, 2013.
  - **Results Washington** – Governor Jay Inslee instituted Results Washington, a new performance management initiative that integrates Lean principles and tools with the best elements of the former Governor's Government Management and Accountability Performance program.
  - **Lean transformation** – Agencies continued to foster a Lean culture in fiscal year 2013 by:
    - Making improvements to HR processes, such as recruitment, reasonable accommodation, payroll and personnel actions, workers compensation claims and employee investigations.
    - Training and developing employees and managers in Lean thinking and tools.
    - Encouraging employee participation in Lean process improvements
    - Encouraging employees to suggest improvements
    - Using Lean tools for problem solving
    - Holding events such as book groups and quarterly discussion groups on Lean topics.
- In addition to agency efforts, State Human Resources contributed to the Lean Transformation by:
- Improving the Fiscal Impact Statement and Group C Assignment Pay processes.
  - Developing trainings and working with agencies to create online resources on HR's role in Lean transformation.

The following Executive Summary Trend information summarizes enterprise workforce measures over seven HR Management report cycles:

**Executive Summary Trend**

<b>PLAN &amp; ALIGN WORKFORCE</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>Management profile</b>							
% of workforce that is WMS	7.2%	7.1%	6.9%	6.7%	6.7%	6.5%	6.4%
% of workforce that is managers	8.4%	8.2%	8.2%	8.1%	8.1%	7.8%	7.9%
% employees with current position descriptions	92.5%	89.7%	92.7%	84.3%	84.2%	81.7%	87.0%
<b>HIRE WORKFORCE</b>							
Avg number of days to fill job vacancies	80	59	56	57	39	41	44
Total number of appointments	11,499	15,292	9,233	9,290	6,888	12,702	13,224
% promotions	46.1%	39.7%	34.3%	34.3%	29.7%	30.3%	31.3%
% new hires/rehires	30.5%	30.6%	28.6%	28.8%	30.9%	25.8%	32.1%
% transfers	15.1%	13.3%	21.1%	20.4%	25.1%	31.9%	19.3%
% hires from layoff list	0.7%	0.4%	0.8%	2.0%	2.0%	1.7%	1.1%
% other appts	7.5%	16.0%	15.1%	14.5%	12.3%	10.4%	16.2%
Number of separations during review period	890	951	856	588	449	555	850
<b>DEPLOY WORKFORCE</b>							
% employees with current performance expectations	80.2%	77.1%	76.1%	82.2%	64.3%	78.0%	84.6%
Avg overtime hours used per month (of eligible)	5.6	5.2	4.4	4.0	3.8	4.1	4.8
Avg % of employees rec'ving overtime per month (of eligible)	30.4%	29.8%	28.0%	27.3%	26.9%	26.6%	27.7%
Avg sick leave hours used per month	6.4	6.3	6.4	6.5	6.6	5.8	5.9
Avg sick leave hours balance	N/A	N/A	240.2	236.0	239.0	246.1	249.0
Number of non-disciplinary grievances filed	444	501	427	661	611	537	437
Number of non-disciplinary appeals/PRB	9	19	33	55	33	23	33
Number of Director's Reviews filed	63	95	92	49	56	120	62
<b>DEVELOP WORKFORCE</b>							
% employees with current individual development plans	85.3%	76.9%	76.6%	81.0%	62.3%	77.5%	83.8%
<b>REINFORCE PERFORMANCE</b>							
% employees with current performance evaluations	84.3%	78.6%	79.3%	83.4%	67.8%	83.0%	76.8%
Number of disciplinary actions taken	303	248	311	311	350	288	295
Total number of disciplinary grievances and appeals filed	320	223	225	277	296	261	288
Number of grievances	305	204	198	261	282	249	275
Number of appeals	15	19	27	16	14	12	13
<b>ULTIMATE OUTCOMES</b>							
<b>Turnover rates (leaving state service)</b>							
% of total turnover	9.1%	8.6%	7.9%	8.3%	9.7%	10.9%	10.1%
% of resignation	5.0%	4.5%	3.2%	3.3%	3.8%	4.1%	4.4%
% of retirement	1.8%	2.0%	1.9%	2.1%	2.7%	2.5%	3.0%
% of dismissals	0.3%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
% of layoffs	0.1%	0.1%	0.4%	0.8%	1.0%	1.8%	0.4%
% of other turnover	1.8%	1.8%	2.1%	2.0%	2.0%	2.3%	2.0%
<b>Workforce diversity/diversity profile</b>							
% of females	51.0%	51.0%	51.0%	50.9%	50.7%	50.6%	51.1%
% of persons of color	17.9%	17.9%	18.0%	18.0%	18.0%	18.0%	18.3%
% of persons with disabilities	4.0%	3.7%	3.7%	3.4%	3.3%	3.4%	3.1%
% of persons age 40 and older	69.3%	68.7%	70.0%	71.1%	72.5%	72.6%	71.7%
% of veterans	N/A	N/A	11.8%	11.5%	11.1%	10.5%	9.9%
Avg employee survey rating - Scale 1 (lowest) to 5 (highest)	3.78*	3.8	N/A	3.84	N/A	3.72	N/A

\*Employee Survey results from April 2006 but reported on FY 2007 HR Management Report

Note: Some trend data may differ from past HR Management Reports due to recent reporting improvements and data cleanup by agencies.

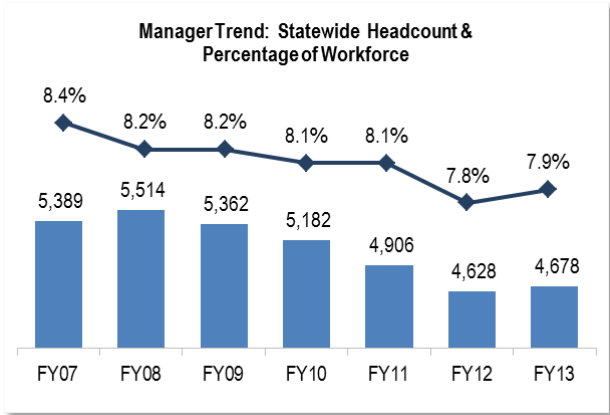
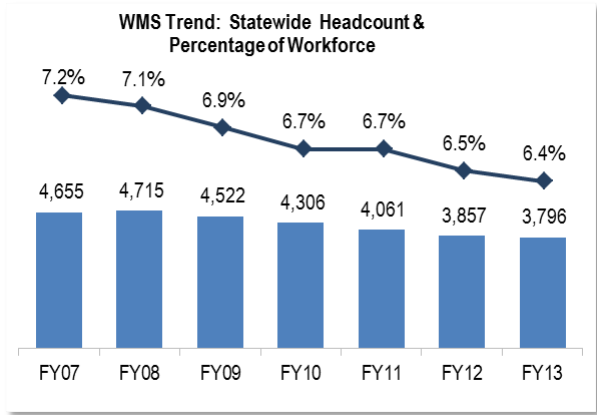
# Plan & Align Workforce

## Management profile

Executive branch management is a combination of WMS, exempt management service, and general service managers.

As management headcounts continue to decline, agencies are looking for opportunities to improve efficiencies through office consolidations, overhead program reductions, shared services and elimination of management layers.

The bulk of the management decrease in fiscal year 2013 was WMS employees.



## WMS reform initiative

To improve accountability, transparency, and consistency in the administration of the WMS, agency human resource directors developed a uniform, enterprise-wide process and rules for the inclusion and band placement of WMS positions. The State Human Resources Director adopted the recommendations effective April 1, 2011.

Agencies had until June 30, 2013 to re-evaluate all existing WMS positions in accordance with the new or revised rules using the enhanced training and tools. All agencies successfully completed the re-evaluations and appropriate alignment of WMS positions by June 30, 2013.

## Agency strategies

- Develop existing and future leaders identified through a comprehensive leadership competencies tool, and restore and/or implement leadership training eliminated during the economic downturn.
- Develop succession-planning programs.
- Develop and implement mentorship programs that provide resources to assist employees with developing the appropriate knowledge, skills and abilities to be competitive for future leadership positions.



- Develop additional phases of leadership training in partnership with the University of Washington's Executive Leadership program. Additional training will focus on:
  - managing staff in larger organizations.
  - preparing the right employees for future executive level positions, retaining talent within the agency.

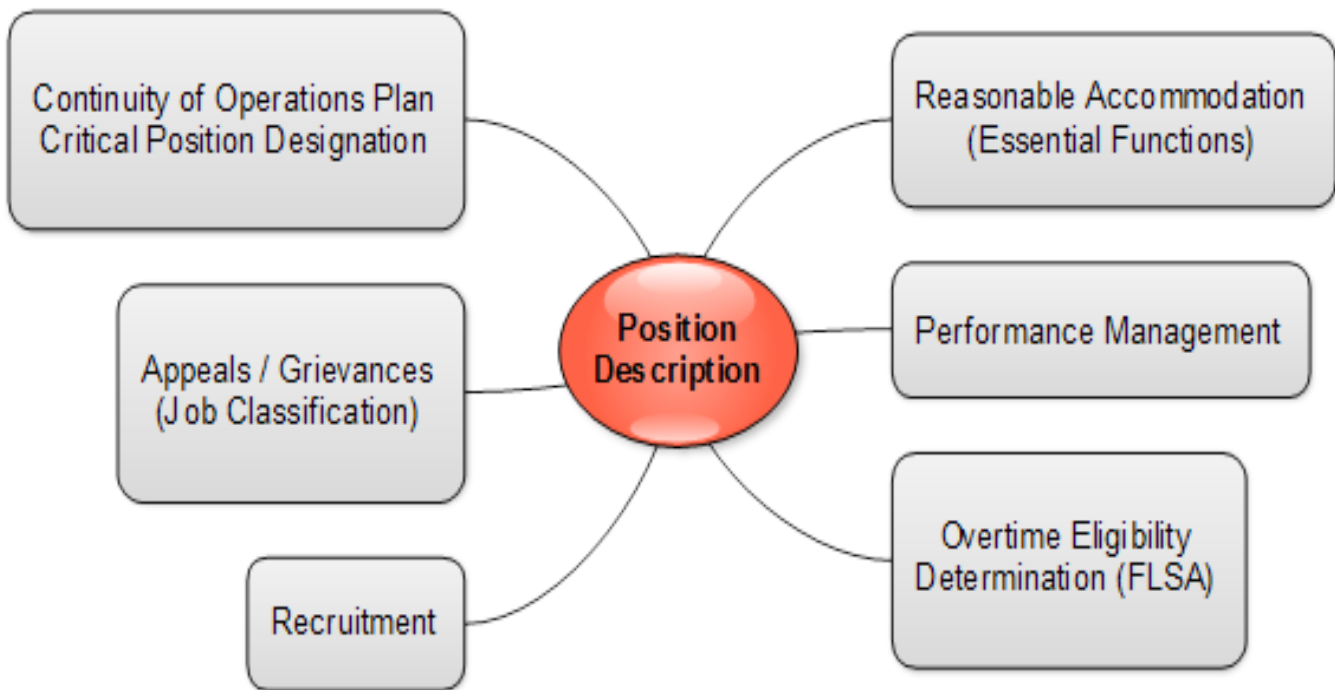
#### **Enterprise strategies**

- Continue to monitor statewide and agency WMS control points for ongoing growth management.
- State Human Resources will audit Exempt Management Service positions exempted under the salary setting authority of the State Human Resources Director. The new administration transition and agency management changes have highlighted the need to conduct a review to ensure current position files and appropriate use of classes and Governor's Pool positions.

**Current position / competency descriptions**

The position / competency description is the foundation for employee engagement and performance management. Position descriptions identify core work and related competencies for employees.

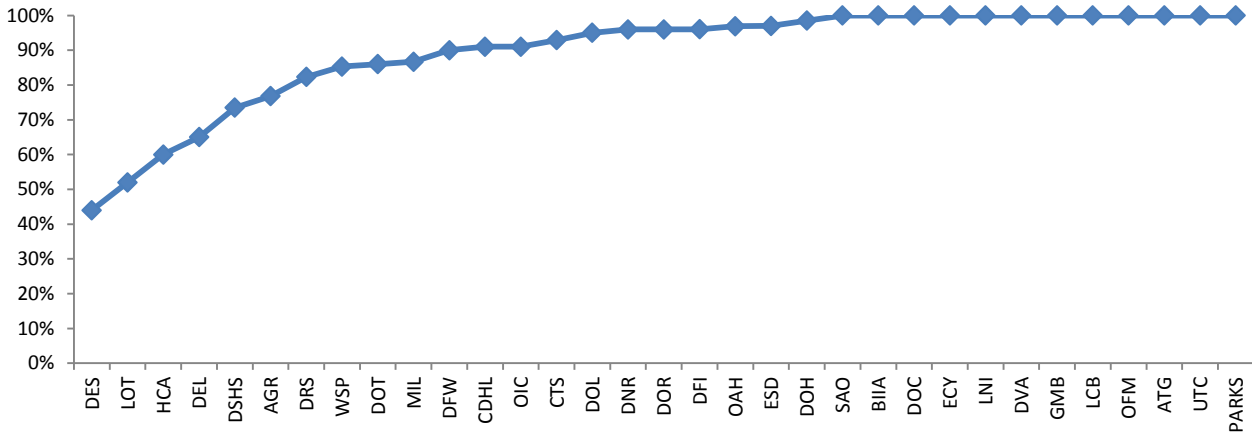
The contents of the position / competency description inform crucial decisions that affect individual employees and organizations. Decisions based on outdated descriptions may ultimately result in adverse allocation, compensation, or legal actions.



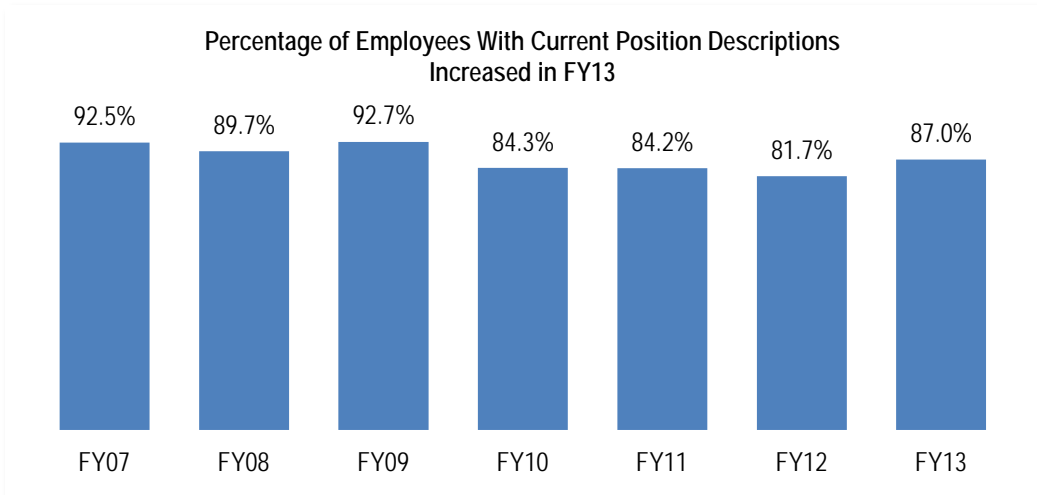
Of the agencies reporting on this measure in fiscal year 2013:

- Seventy percent had a 90 percent or greater completion rate.
- Thirty-six percent had a 100 percent completion rate.

Majority of Agencies Have Over 90% Current Position Descriptions



Percentage of Employees With Current Position Descriptions Increased in FY13



Notes:

- The Department of Social and Health Services (DSHS) suspended the evaluation process while a joint Labor-Management workgroup developed an improved evaluation system. Percentages for fiscal year 2011 were impacted since DSHS makes up over 30 percent of the reporting agencies.
- In fiscal year 2013, the Department of Enterprise Services experienced extraordinary organizational and reporting changes related to the creation and consolidation of the agency.

Source: Agency FY 2013 HR Management Reports

### **Agency strategies**

- Establish common leadership competencies for each level of organizational leadership within the agency.
- Require an updated position description before posting a recruitment announcement.
- Create a hiring and selection training module for supervisors that includes tools and training for preparation of position description forms.

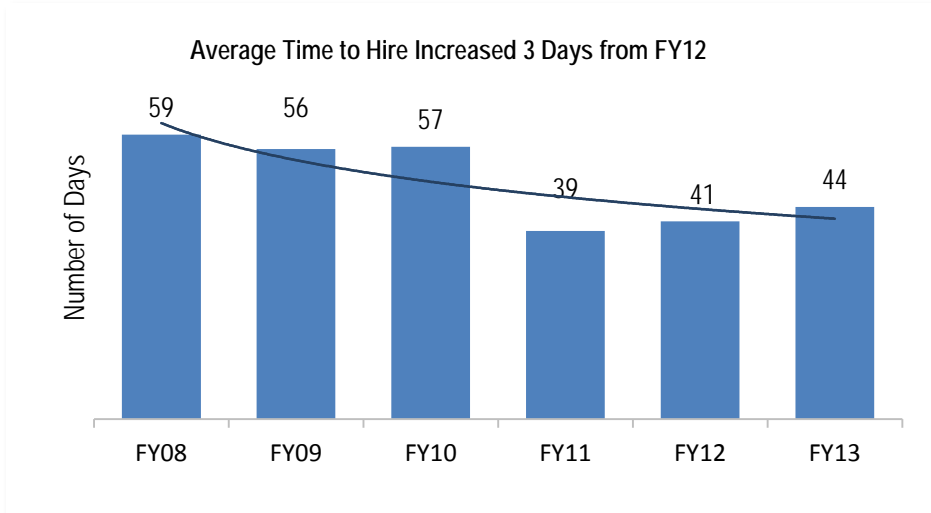
### **Enterprise strategies**

- State Human Resources will work with agencies with less than a 90 percent completion rate to implement strategies for improvement.

## Hire Workforce

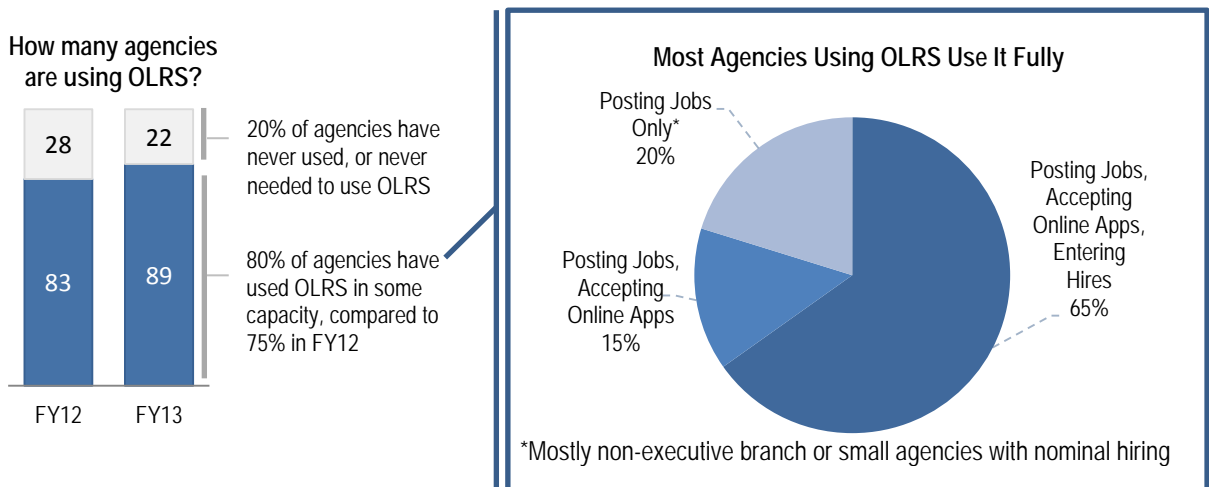
### Time to hire

While the average time to hire has increased over the last 2 fiscal years, the overall trend shows a decline in time to hire since fiscal year 2008.



The Online Recruiting System (OLRS) is an enterprise-wide, web-based tool that provides a single place for job seekers to find and apply for state agency jobs. The more agencies that use OLRs, the more consistent the job seeker experience when applying for positions in any agency. In addition, having a single source of recruiting data will result in better enterprise reporting and data analytics.

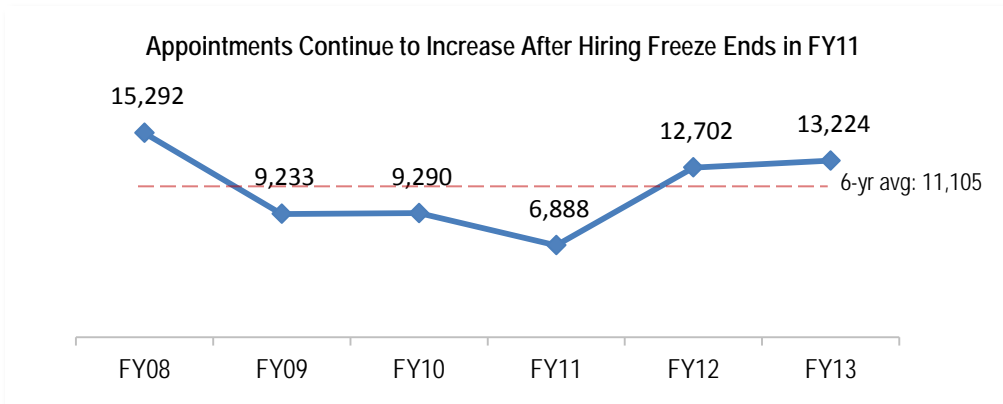
The number of agencies using the OLRs increased in fiscal year 2013.



Source: OLRs

### Hiring balance – types of appointments

While the number of appointments has continued to grow since the hiring freeze ended in fiscal year 2011, the overall headcount of the workforce has declined 12 percent since fiscal year 2008.



The majority of appointments in fiscal year 2013 were New Hires; however, the 6-year average indicates Promotions are the most common type of appointments in the workforce.

The number of Transfers dropped 13 percent from fiscal year 2012 to 2013. This drop is due to the inflated percentage of transfers in fiscal year 2012 when several agency consolidations occurred.

Types of Appointments	FY08	FY09	FY10	FY11	FY12	FY13	6-yr avg
New Hires/Rehires	31%	29%	29%	31%	26%	32%	30%
Promotions	40%	34%	34%	30%	30%	31%	33%
Transfers	13%	21%	20%	25%	32%	19%	22%
Hires from Layoff List	<1%	<1%	2%	2%	2%	1%	1%
Other*	16%	15%	15%	12%	10%	16%	14%

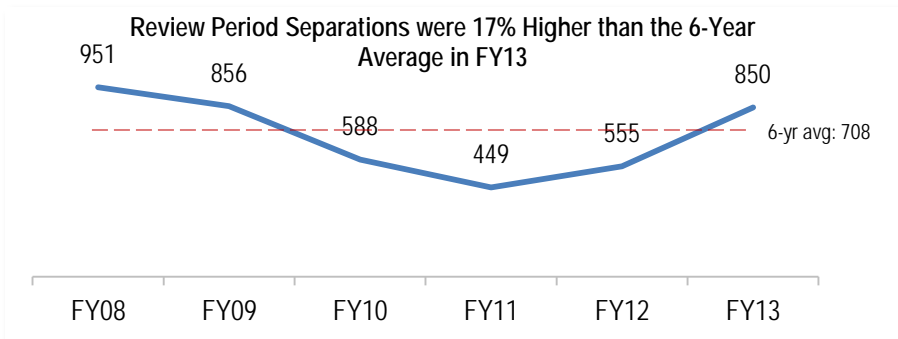
Note: Due to report updates to enhance data accuracy, trend data for appointments has been updated from past reports to reflect the new criteria. The most significant changes include:

- Moved probationary and project appointments from "Transfers" to "Other" since probationary and project appointments are not typically the result of a transfer.
- Removed "Complete In-Training Level" and "Complete In-Training Series" from Promotions since these are subsequent actions that typically follow another appointment action such as Promotions.
- Removed seasonal and non-permanent actions for permanent or intent to become permanent appointments.

## Separations during review period

The number of separations during review period increased 53 percent from fiscal year 2012. The increase in separations during review period is likely due to the increase in appointments in the same period.

When compared to the 6-year average on the appointments graph on the previous page, approximately 6 percent of appointments resulted in separation during review period.



## Agency strategies

To help make Washington state an employer of choice, some agencies are offering:

- Tuition reimbursement.
- Commute Trip Reduction incentives.
- Free parking.
- Alternative work schedules.

To expand recruitment efforts, agencies are:

- Using the Online Recruitment System (OLRS) to broaden access to candidates .
- Placing veterans in volunteer positions for exposure to civilian employment with the opportunity for eventual permanent placement.
- Using social media sites.
- Strengthening relationships with colleges and universities.
- Offering paid internships to students.

To increase efficiency and reduce time to hire, agencies are:

- Standardizing processes and forms.
- Using the Online Recruitment System to gain efficiencies.
- Using Lean process improvement principles and methods to streamline processes.
- Experimenting with pools of pre-screened applicants to speed up the hiring process.

To improve the quality of new hires, agencies are:

- Increasing training and coaching for managers on best hiring practices.
- Using internships to actively recruit and develop new talent.

To prepare for hiring demands, agencies are:

- Forecasting hiring needs.
- Working on succession plans and knowledge transfer.

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## Enterprise strategies

- Focus on the recruitment of veterans, persons with disabilities, and other diverse populations. Specific strategies include:
  - Resurvey the workforce to correct for under-reporting.
  - Target recruitment from talent pools maintained by state disability service agencies.
  - Increase participation in the state's Supported Employment Program.
  - Washington State Veterans Fellowship Program - Provide veterans with job shadowing opportunities.
  - Camo 2 Commerce Program - Partner with Employment Security Department / WorkSource and Pacific Mountain Workforce Development Council to offer 50 percent wage reimbursement to participating agencies that employ veterans in non-permanent career-track positions.
  - Military Skills & Experience Translation Resources – Identify tools and develop step-by-step guides to aid staffing consultants and hiring managers translate military skills and experience, and proactively recruit veterans.
  
- See [Persons with disabilities](#) and [Veterans transition](#) sections for more information.





# Deploy Workforce

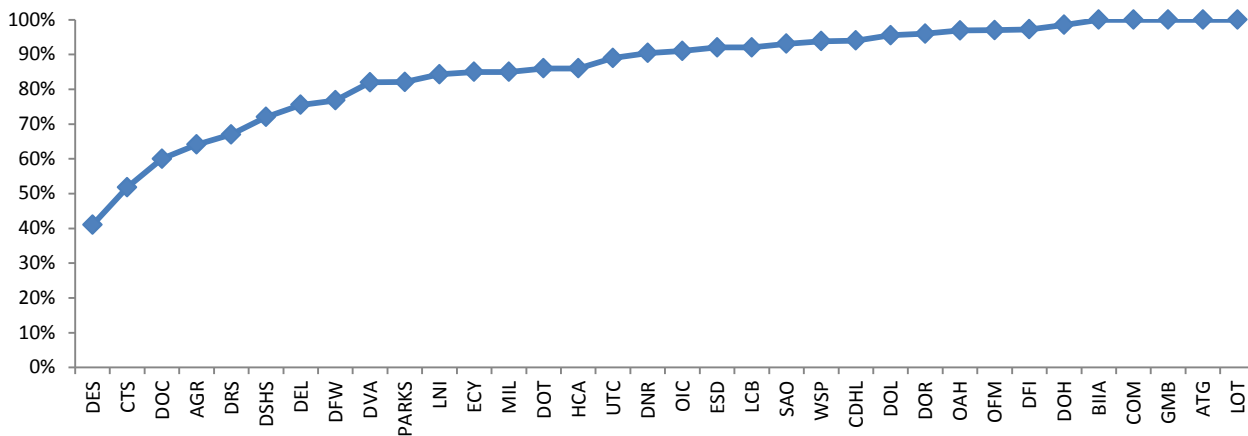
## Current performance expectations

Performance expectations outline the key results and competencies expected of the employee during a performance period. These expectations are based on the position’s major responsibilities.

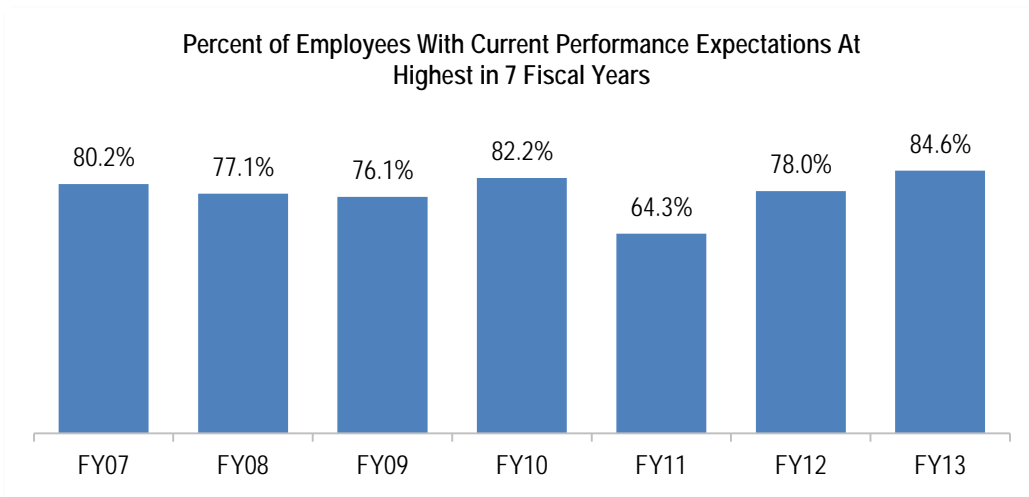
Of the agencies reporting on this measure in fiscal year 2013:

- Fifty-three percent had a 90 percent or greater completion rate.
- Fifteen percent had a 100 percent completion rate.

Majority of Agencies Have Over 90% Current Performance Expectations



Percent of Employees With Current Performance Expectations At Highest in 7 Fiscal Years



Notes:

- The Department of Social and Health Services (DSHS) suspended the evaluation process while a joint Labor-Management workgroup developed an improved evaluation system. Percentages for fiscal year 2011 were impacted since DSHS makes up over 30 percent of the reporting agencies.
- In fiscal year 2013, the Department of Enterprise Services experienced extraordinary organizational and reporting changes related to the creation and consolidation of the agency.

Source: Agency FY 2013 HR Management Reports



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### **Agency strategies**

Sixty-nine percent of the reporting agencies that track performance expectations indicated they would use training as a strategy to improve the quantity and/or quality of performance and development plans. Other strategies include:

- Implement a more proactive approach toward following up with managers and supervisors when performance expectations and/or feedback is not received in a timely manner.
- Set stretch goals for the timely delivery of expectations to new hires, transfers, and promoted staff; goal is 80 percent completed within 14 days of appointment.



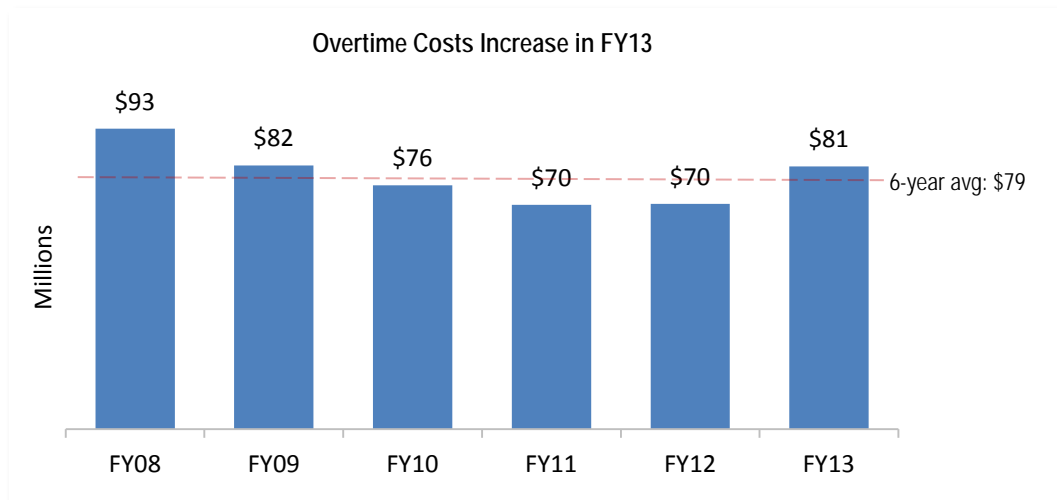
## Overtime usage

Overtime costs increased in fiscal year 2013, rising above the 6-year average of \$79 million. The overall increase in overtime costs is partially due to increased use of overtime at 2 agencies:

- Department of Social and Health Services overtime usage increased 32 percent from fiscal year 2012. The increase was caused by several factors, including:
  - Statewide Hiring Freeze – the Economic Services Administration was impacted by the freeze as demand for benefits remained high, requirements for determining eligibility remained in place, yet staffing levels declined to their lowest level in years.
  - Temporary Salary Reduction (TSR) – The use of TSR leave at 24/7 institutions resulted in additional overtime to cover shifts so that basic safety levels for direct support staff were met.
  - Arbitration Settlement – Fiscal year 2013 overtime costs include a \$3 million charge to overtime as a result of an arbitration settlement with hospital physicians and psychiatrists.

Note: Within the Economic Services Administration, the Community Services Division's workload to staff ratio has climbed steadily since 2000. Staffing decreases are a result of the factors listed above. At the same time, the basic food caseload increased when the income eligibility standard was raised to 200 percent FPL (Federal Poverty Level). This increase in basic food caseload and decrease in staff resulted in a ratio increase from 135 applications to 1 Full-time Equivalent (FTE) in 2008 to 232 applications to 1 FTE in 2012. In addition, there was an increase from 102 cases to 1 FTE in 2008 to 252 cases to 1 FTE in 2012.

- Department of Natural Resources overtime usage increased 104 percent from fiscal year 2012 due to a very active fire season.



Approximately 69 percent of the workforce was eligible for overtime pay in fiscal year 2013; and of those eligible, about 28 percent received overtime pay.

### Agency strategies

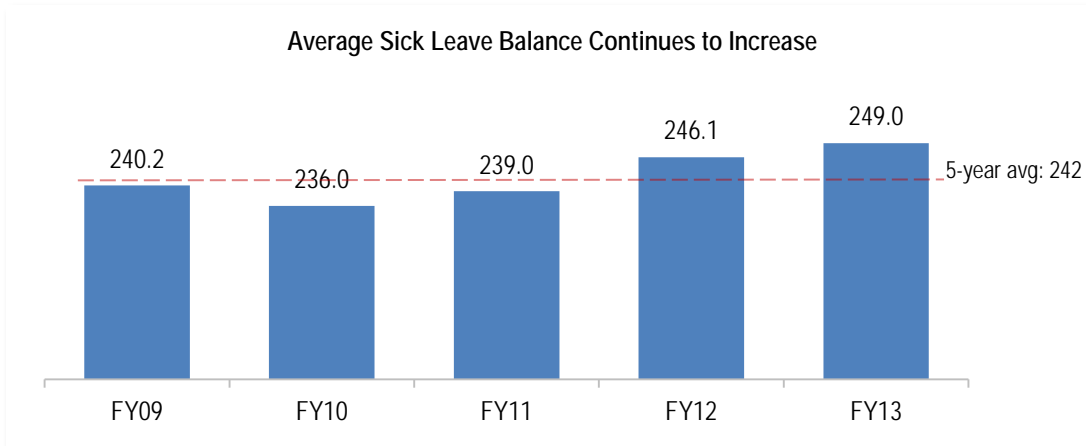
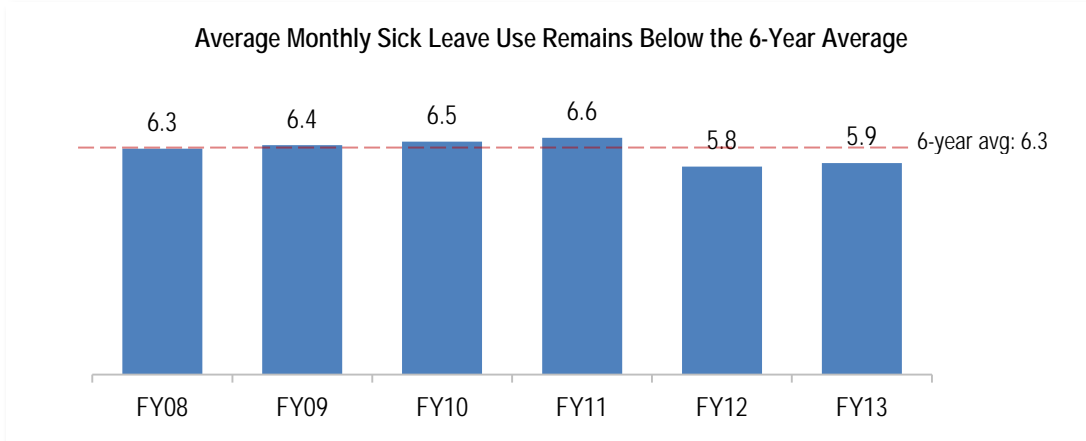
- Conduct monthly reviews of overtime with leadership.
- Address staffing shortages through hiring, managing unscheduled leave, and use of non-permanent “floating” and on-call positions.



## Sick leave usage

Average monthly sick leave usage increased slightly in fiscal year 2013, but remained below the 6-year average of 6.3 hours.

Sick leave balances continued to grow, averaging 249 hours in fiscal year 2013.



The below-average sick leave usage and increased balances may be due to the implementation of the Temporary Salary Reduction (TSR) leave in fiscal year 2012, which granted most employees an additional 5.2 hours of leave per month. Because most TSR leave had to be used by the end of fiscal year 2013, it is anticipated that average sick leave usage will increase and average sick leave balances will decrease during the next fiscal year.

## Enterprise strategies

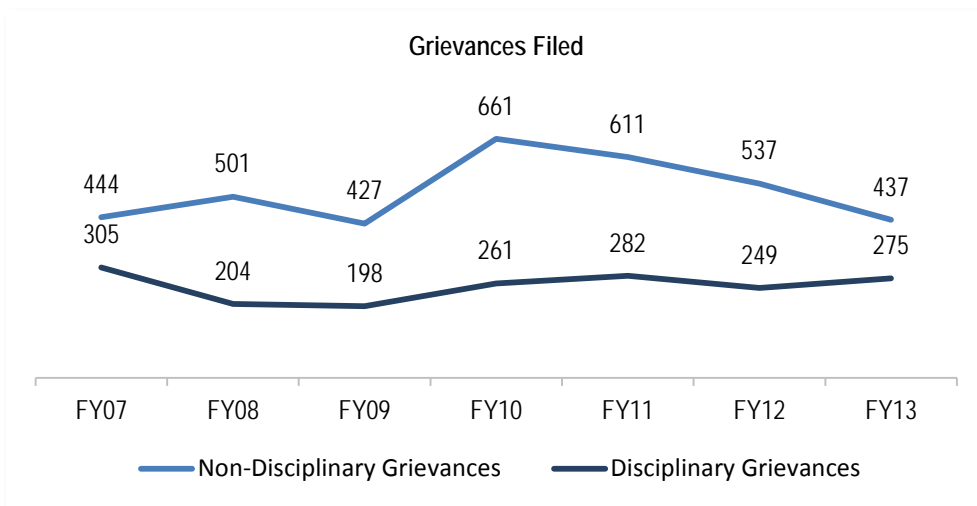
- [Executive Order 13-06](#) established the State Employee Health and Wellness Steering Committee to improve the health of state employees and implement health and wellness changes.



## Grievances filed

Grievances apply to represented employees only. The number of non-disciplinary grievances filed has decreased 34 percent since fiscal year 2010. The spike was due to the effects of budget restrictions and the resulting temporary layoffs and reduced schedules of state employees. Agencies strive to resolve grievances within the agency:

- Fifty-seven percent of non-disciplinary grievances resolved in fiscal year 2013 were settled at the lowest level.
- Thirty-four percent of non-disciplinary grievances were settled at the agency head level.
- Only 1 percent of the non-disciplinary grievances resolved in fiscal year 2013 required arbitration.

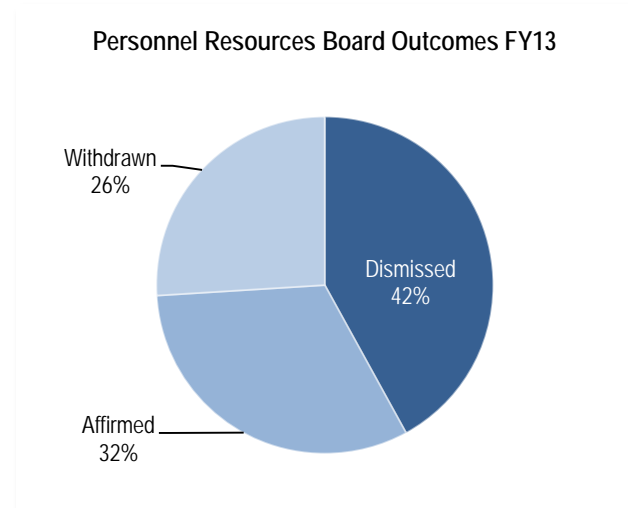
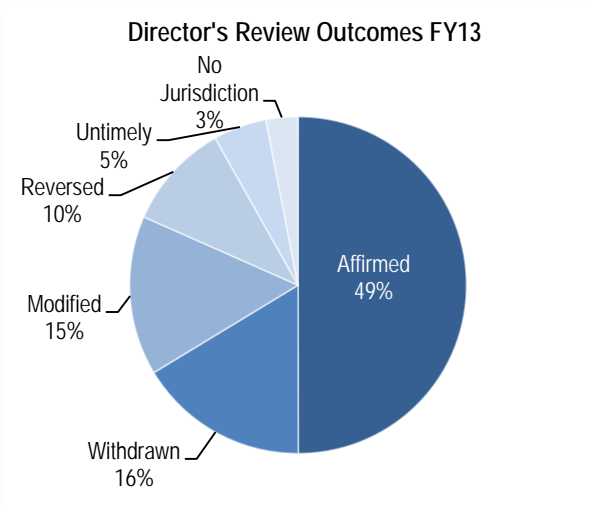
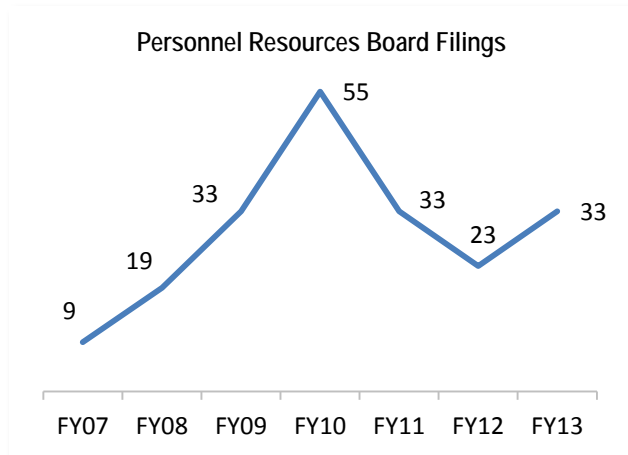
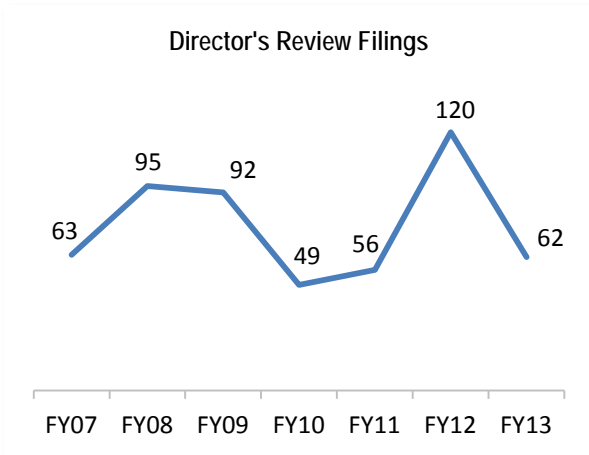




## Non-disciplinary appeals

In fiscal year 2013, 92 percent of the non-disciplinary Director’s Review filings and 70 percent of the Personnel Resources Board (PRB) filings were related to job classification. This trend has continued over the last 7 years.

The spike in non-disciplinary Director’s Review filings in fiscal year 2012 was due to a large number of reviews filed because of agency consolidations.



Note: There is not a one-to-one correlation between fiscal year 2013 filings and outcomes shown in the charts above. The time lag between the filing date and when a decision is rendered may cross fiscal year periods.

Source: Director’s Reviews and PRB Appeals

## Enterprise strategies

- The State Human Resources Classification and Compensation team recently created an “Introduction to Position Allocation” training for state agencies. This training instructs agencies on how to conduct a quality position review, manage the allocation process, and understand the internal and external allocation resources available.

## Develop Workforce

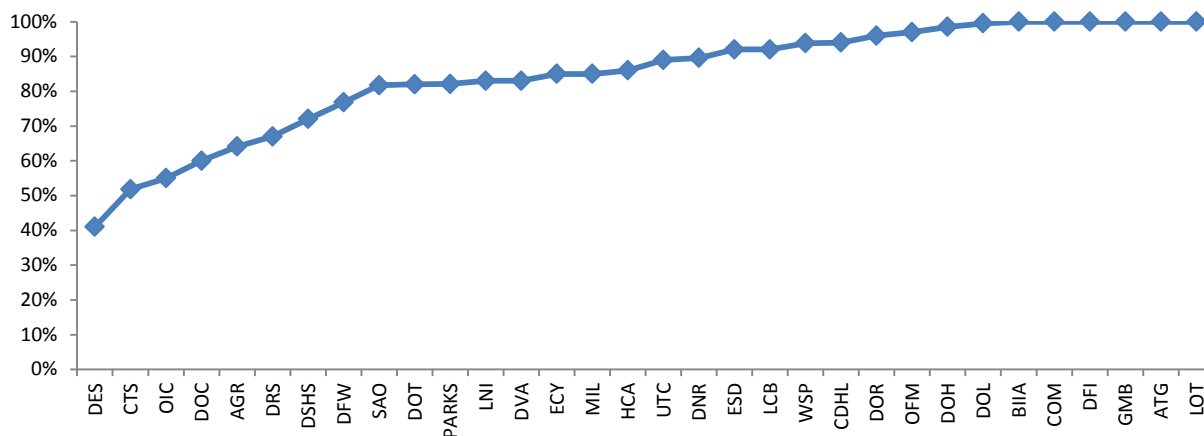
### Individual development plans

The key role of supervisors is training and developing employees. An individual development plan (IDP) focuses the investment of training resources where they will have the greatest impact on organizational performance and demonstrates to employees the organization's interest in their growth and development.

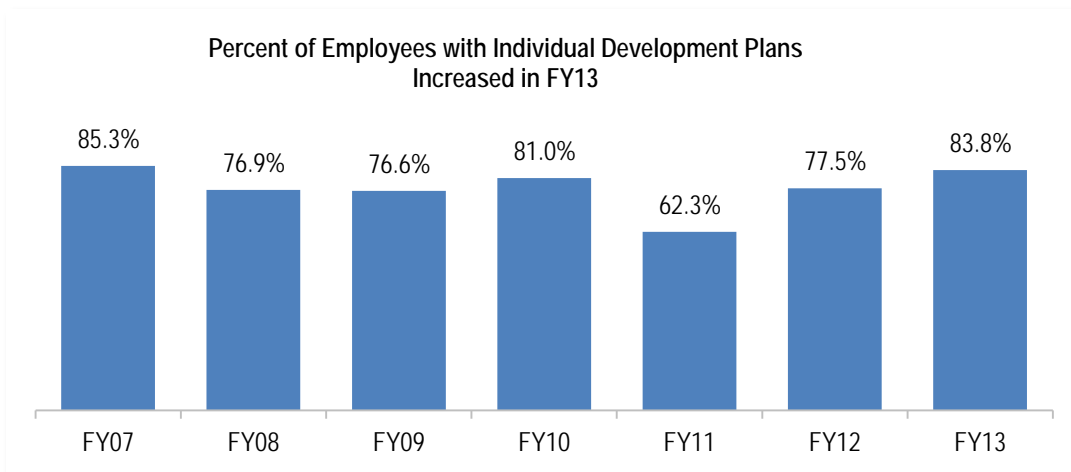
The number of employees with individual development plans rose 6.3 percent in fiscal year 2013. Of the agencies reporting on this measure:

- Forty-four percent had a 90 percent or greater completion rate.
- Nineteen percent had a 100 percent completion rate.

Majority of Agencies Have Less than 90% Current Individual Development Plans



Percent of Employees with Individual Development Plans Increased in FY13



Notes:

- The Department of Social and Health Services (DSHS) suspended the evaluation process while a joint Labor-Management workgroup developed an improved evaluation system. Percentages for fiscal year 2011 were impacted since DSHS makes up over 30 percent of the reporting agencies.
- In fiscal year 2013, the Department of Enterprise Services experienced extraordinary organizational and reporting changes related to the creation and consolidation of the agency.

Source: Agency FY 2013 HR Management Reports

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### **Agency strategies**

Sixty-nine percent of the reporting agencies indicated they would use training as a strategy to improve the quantity and/or quality of performance and development plans. Other strategies include:

- Expand cross-training, mentoring and developmental opportunities for staff.
- Create an opportunity for employees to learn and grow through participation in Lean projects.
- Create long-term continuity options in the Individual Development Plans so that yearly goals build larger, career-minded goals.





# Reinforce Performance

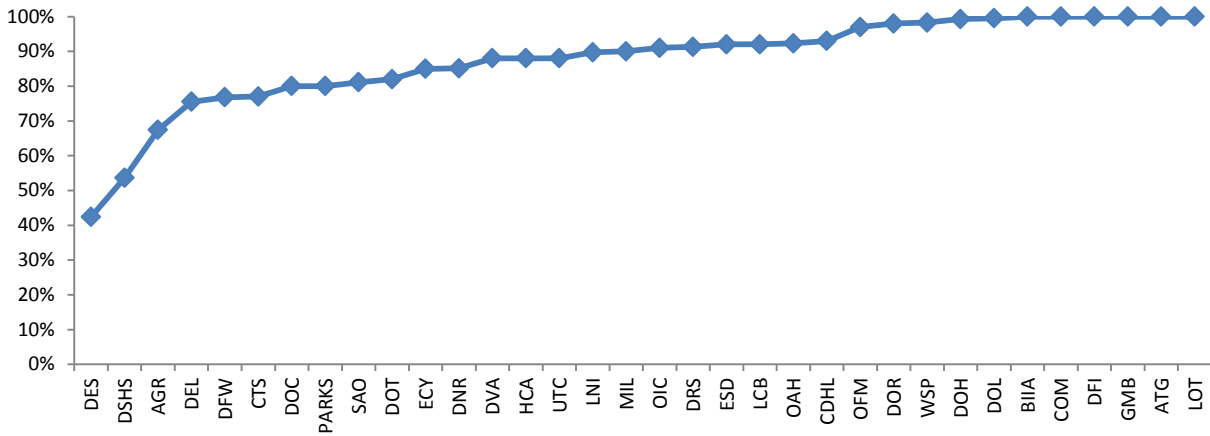
## Current performance evaluations

Performance evaluations provide a narrative assessment of the employee’s performance in relation to Key Results and Competencies Expected outlined in the employee’s performance expectations.

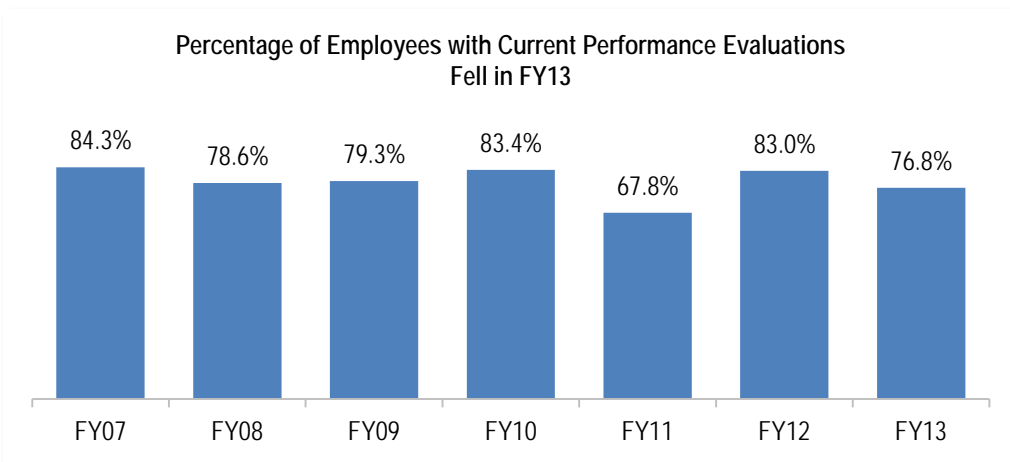
The percent of employees with current performance evaluations fell 6.1 percent in fiscal year 2013. Of the agencies reporting on this measure:

- Fifty-one percent had a 90 percent or greater completion rate.
- Eighteen percent had a 100 percent completion rate.

Approximately Half of Agencies Have More Than 90% of their Performance Evaluations Completed



Percentage of Employees with Current Performance Evaluations Fell in FY13



Notes:

- The Department of Social and Health Services (DSHS) suspended the evaluation process while a joint Labor-Management workgroup developed an improved evaluation system. Percentages for fiscal year 2011 were impacted since DSHS makes up over 30 percent of the reporting agencies.
- In fiscal year 2013, the Department of Enterprise Services experienced extraordinary organizational and reporting changes related to the creation and consolidation of the agency.

Source: Agency FY 2013 HR Management Reports

### **Agency strategies**

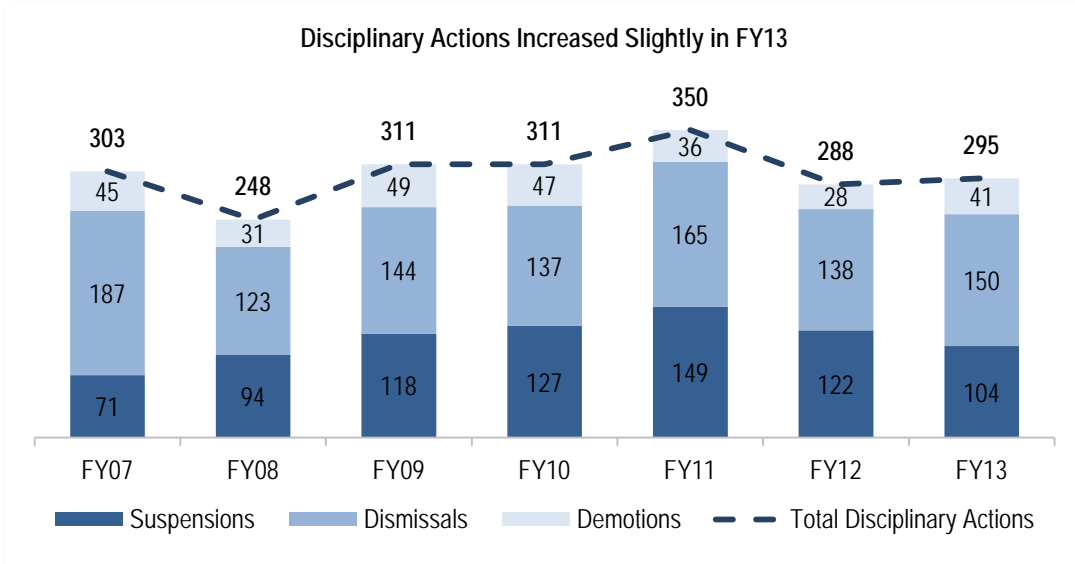
Seventy-one percent of the reporting agencies indicated they would use training as a strategy to improve the quantity and/or quality of performance and development plans. Other strategies include:

- Develop and implement an audit process to provide feedback to managers on the quality of performance evaluations.
- Align employees to strategic goals and core activities to begin to increase the quality of the evaluations.
- Move to a fiscal year evaluation process and timeline for all WMS employees.



## Disciplinary actions taken

Disciplinary actions increased slightly in fiscal year 2013, but remain below the 7-year average of 301 disciplinary actions per year. These totals include disciplinary actions taken for both represented and non-represented employees.



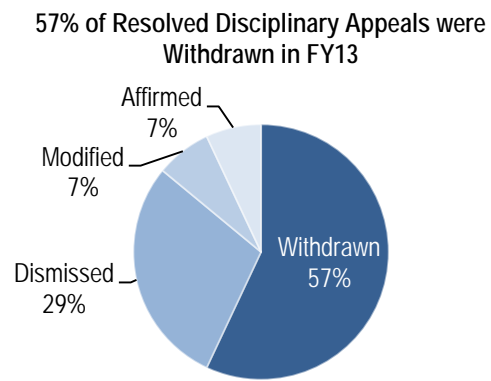
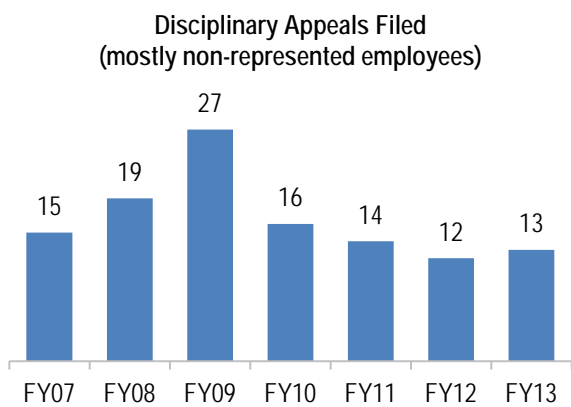
Additional types of disciplinary actions not reported at the enterprise level include oral and written reprimands and reductions in pay.

### Disciplinary grievances and appeals

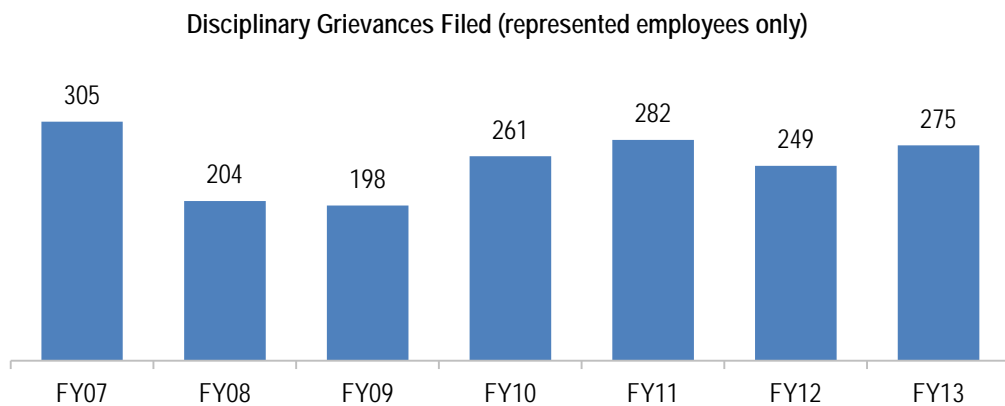
Disciplinary grievances apply to represented employees, while disciplinary appeals apply to mostly non-represented employees.

The number of disciplinary grievances filed increased in fiscal year 2013. Of the disciplinary grievances resolved in fiscal year 2013:

- Fifty-six percent were resolved at the lowest level.
- Thirty-three percent were resolved at the agency head level.
- Less than 2 percent of all disciplinary grievances went to arbitration.



The number of disciplinary appeals filed in fiscal year 2013 continued to remain below the seven-year average of 16 appeals. Fifty-seven percent of disciplinary appeals resolved at the Personnel Resources Board in fiscal year 2013 were withdrawn.



Note: There is not a one-to-one correlation between fiscal year 2013 filings and outcomes shown in the charts below. The time lag between the filing date and when a decision is rendered may cross fiscal year periods.

Source: Appeals data provided by PRB appeals.



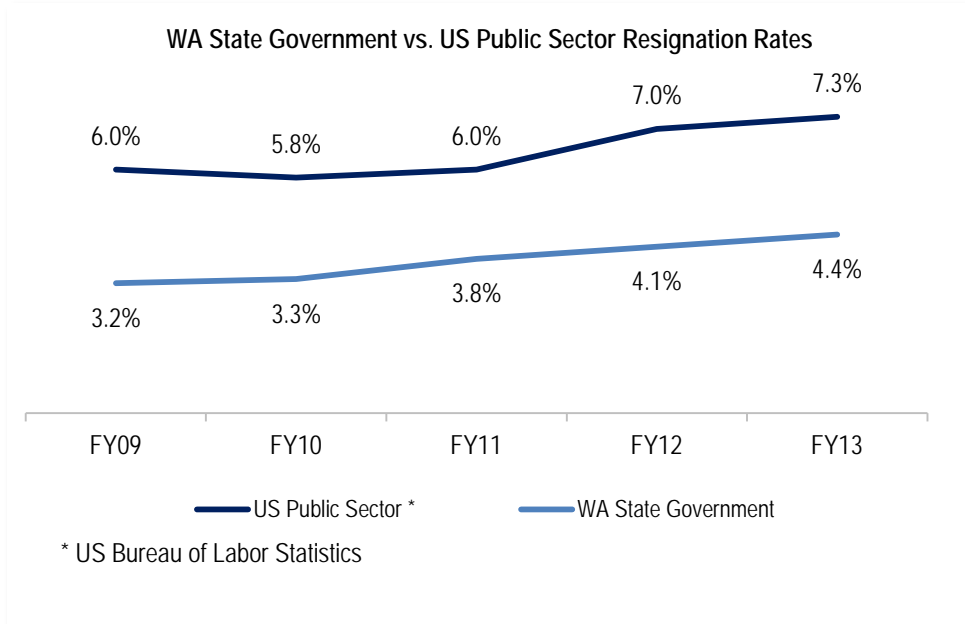
# Ultimate Outcomes

## Turnover (leaving state service)

In fiscal year 2013, total turnover decreased from 10.9 percent to 10.1 percent from fiscal year 2012. This drop in employees leaving state service was mainly due to the large decrease in layoffs.

Turnover Type	FY08	FY09	FY10	FY11	FY12	FY13	6-yr avg
Resignation	4.5%	3.2%	3.3%	3.8%	4.1%	4.4%	3.9%
Retirement	2.0%	1.9%	2.1%	2.7%	2.5%	3.0%	2.4%
Dismissal	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Layoff	0.1%	0.4%	0.8%	1.0%	1.8%	0.4%	0.8%
Other*	1.8%	2.1%	2.0%	2.0%	2.3%	2.0%	2.0%
<b>Total Turnover</b>	<b>8.5%</b>	<b>7.9%</b>	<b>8.3%</b>	<b>9.7%</b>	<b>10.9%</b>	<b>10.1%</b>	<b>9.2%</b>

While overall turnover decreased in fiscal year 2013, the number of resignations increased 7 percent and retirements increased 20 percent.



Note: Due to report updates to enhance data accuracy, all trend data has been updated to reflect the new criteria. The most significant changes include:

- Removed "Acting" employees from results since they are not considered permanent or intent to become permanent appointments.
- Moved "Exempt" and "Non-Disciplinary" separations from Resignation to Other since these actions cannot be exclusively identified as Resignations.
- Moved "Term of Project" from Other to Layoff.
- Removed seasonal and non-permanent actions for permanent or intent to become permanent employees.



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## Agency strategies

Sixty percent of the reporting agencies expressed concerns about their aging workforce and the need for adequate succession planning to transfer knowledge.

Most agencies developed strategies to increase employee retention and/or better prepare for increased retirements. Strategies include:

- Offer tuition reimbursement and certification programs to allow staff increased opportunities for training and development.
- Increase cross-training and combined training programs.
- Implement a career enrichment program to develop employees who have career interests that align with agency identified critical skill sets.
- Explore non-monetary rewards for high performance.
- Improve succession planning and knowledge transfer.
- Develop a new employee orientation program.
- Update desk manuals and policies.
- Begin conducting in-person exit interviews.
- Establish staffing projections to identify hiring needs due to retirements, and proactively recruit to develop pools.
- Implement a division-by-division focused approach to address turnover.



## Workforce diversity profile

Despite losing veterans from the state workforce, Washington state still exceeds the census benchmark for veteran employment. The table below shows how the workforce diversity profile has changed since fiscal year 2009.

Workforce Diversity Profile	FY09	FY13	Change from FY09 to FY13
Persons of Color	18.0%	18.3%	0.3%
Persons with Disabilities	3.7%	3.1%	-0.6%
Female	51.0%	51.1%	0.1%
Vietnam Era Veterans	5.2%	3.3%	-1.9%
Disabled Veterans	1.6%	1.4%	-0.2%
All Veterans	11.8%	9.9%	-1.9%
Persons 40 and Over	70.0%	71.7%	1.7%

The workforce exceeds the benchmark for persons over 40, and continues to increase. However, the workforce continues to fall behind the benchmark for persons of color and persons with disabilities.

Workforce Comparison	State Workforce FY13	Civilian Benchmark	Distance from Benchmark
Persons of Color	18.3%	24.1%	-5.8%
Persons with Disabilities	3.1%	6.4%	-3.3%
Female	51.1%	46.6%	4.5%
Vietnam Era Veterans	3.3%	3.3%	0.0%
Disabled Veterans	1.4%	1.3%	0.1%
All Veterans	9.9%	9.2%	0.7%
Persons 40 and Over	71.7%	53.1%	18.6%

### Agency strategies

- Recognize the need for a broader approach to diversity.
- Implement a Lean project to consolidate agency recruiting activities and talent pools.
- Offer in-house diversity training and opportunities to participate in and lead monthly activities sponsored by a multi-cultural workgroup.
- Require diversity training for new employees as part of orientation.
- Analyze position qualifications to identify any inadvertent barriers for protected groups.

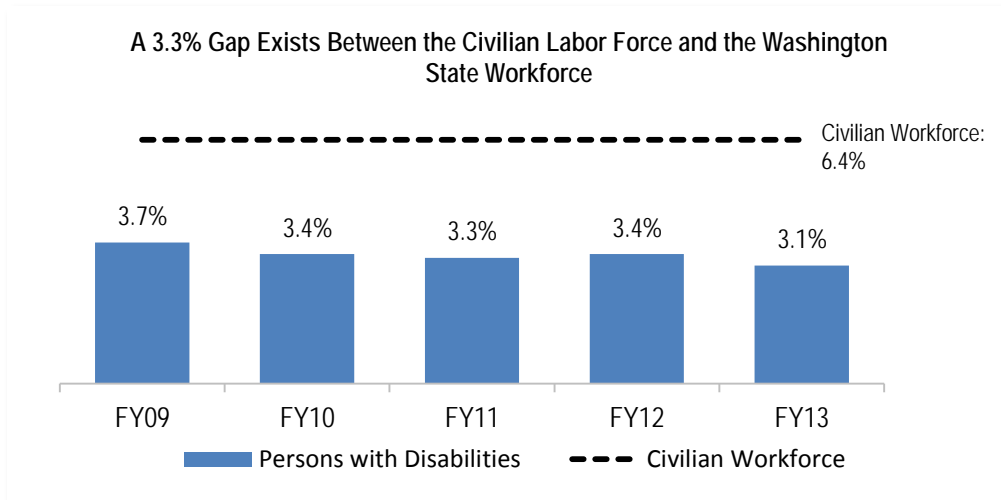
### Enterprise strategies

- State Human Resources is providing consultation as requested and collaborating with Department of Enterprise Services to develop relevant cultural competency training.

## Persons with disabilities

While the number of persons with disabilities has been an ongoing measure as part of the HR Management Report, agency and enterprise strategies are included in this report in response to Governor Inslee's Executive Order [13-02 Improving Opportunities and Outcomes for People with Disabilities in State Employment](#).

In fiscal year 2013, persons with disabilities had the lowest utilization of all affirmative action categories.



### Agency strategies

- Target participants for Return to Work Program.
- Develop and implement targeted executive communication, managerial training, and recruitment resource guides.
- Develop new recruitment resources representing persons with disabilities.
- Develop a new diversity and inclusion training strategy.

### Enterprise strategies

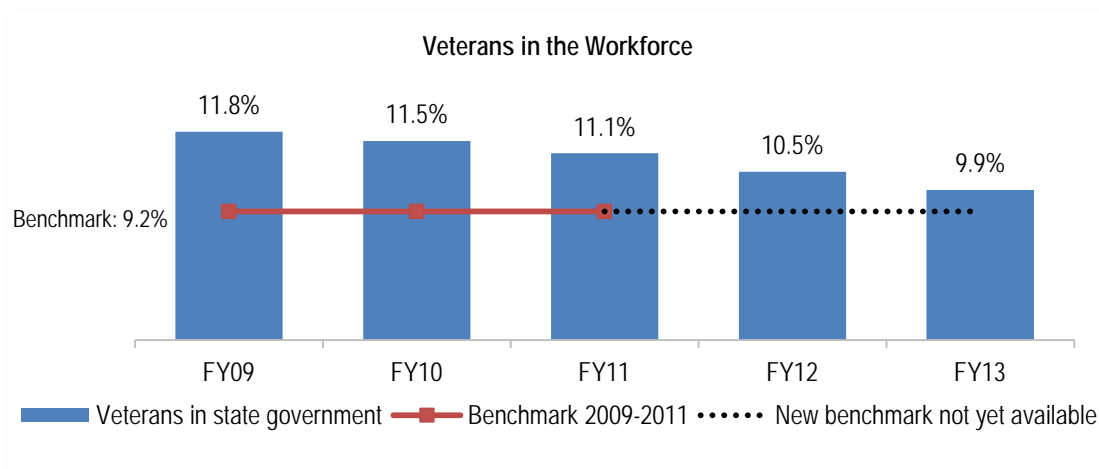
- Resurvey the workforce to correct for under-reporting.
- Target recruitment from talent pools maintained by state disability service agencies.
- Increase participation in the state's Supported Employment Program.



## Veterans transition

While various measures of the veteran community have been ongoing measures of the HR Management Report, agency and enterprise strategies are included in this report in response to Governor Inslee's Executive Order [13-01 Veterans Transition Support](#).

The recent decline in the state's veteran workforce follows a similar decline in the total labor force availability of veterans.



### Agency strategies

- Continue comprehensive job shadowing for veteran job seekers.
- Leverage relationships with military transition assistance programs on bases across the state.
- Utilize the Veteran Conservation Corps and related programs.
- Use WorkSource Veteran Employment Resources.
- Support and participate in the Veterans Employee Resource Group.
- Use veteran skills and experience translation resources.

### Enterprise strategies

- Washington State Veterans Fellowship Program – Provide veterans with job shadowing opportunities.
- Camo 2 Commerce Program – Partner with Employment Security Department / WorkSource and Pacific Mountain Workforce Development Council to offer 50 percent wage reimbursement to participating agencies that employ veterans in non-permanent career-track positions.
- Military Skills & Experience Translation Resources – Identify tools and develop step-by-step guides to aid staffing consultants and hiring managers translate military skills and experience, and proactively recruit veterans.



## Employee survey

The statewide employee survey is administered every 2 years. The most recent survey was conducted in November 2013. **This document will be updated with current survey information when results are published in early 2014.**

Survey results for the 2011 employee survey reflected declining morale as the workforce faced reorganizations, layoffs and pay cuts. A small number of agencies expect their 2013 survey results to be affected by ongoing funding challenges, heavy workloads, and layoffs. However, many agencies said they are looking forward to seeing if survey results improve with the upcoming survey.

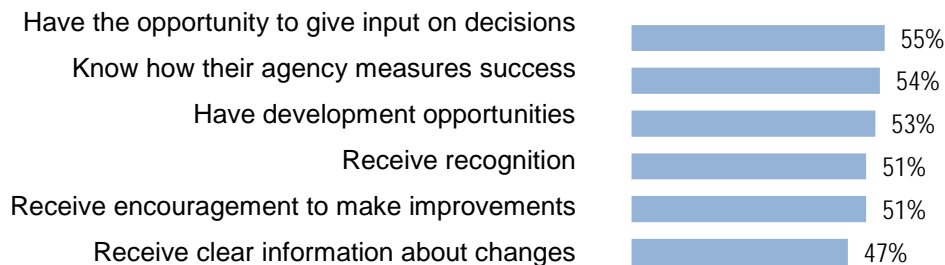
### Agencies' overall scores ...



### Many employees ...



### But many don't ...





## Agency strategies

All 35 reporting agencies described actions they are taking to improve employee engagement and satisfaction:



Note: Total number of strategies above is higher than the total number of reporting agencies since most agencies reported using multiple strategies.

- Communication – Many agencies are trying to improve communication about changes and decisions. They are using a variety of methods to communicate with employees, including email, newsletters, intranet sites and meetings.
- Training and development – Almost half of agencies are focused on improving training and development opportunities. Strategies include:
  - Training supervisors on effective performance management and feedback.
  - Training employees on Lean process improvement principles and methods.
  - Expanding the use of developmental assignments, job sharing, and on the job training.
  - Reinstating tuition reimbursement.
  - Developing more internal and online trainings.
- Recognition – Many agencies said they are increasing recognition of good performance. Strategies include conducting a variety of formal and informal recognition events and researching options for tangible rewards.
- Gathering additional employee feedback – Several agencies are gathering additional employee feedback to identify concerns and develop strategies for improvement. Research methods include additional employee surveys, focus groups and interviews.
- Making process improvements – A quarter of agencies said they are using lean principles and tools, customer feedback and employee suggestions to improve how work is done.
- Other strategies – Agencies are using a variety of other strategies to improve employee satisfaction and engagement, including:
  - Offering a comprehensive wellness program.
  - Offering flexibility in when and where work is performed.
  - Focusing on changing organizational culture.
  - Partnering with unions to resolve issues.

Employee Survey results are on the website at: <http://hr.wa.gov/WorkforceDataAndPlanning>

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# Appendix A

## Performance Measure Definitions

### PLAN & ALIGN WORKFORCE

#### Management profile

Definition: Number and percent of WMS employees and number and percent of the workforce that is managers compared to the total workforce

- “Managers” include EMS, WMS, & Gen. Svc coded as Manager

Number and percent of WMS employees coded as “Manager”, “Policy”, “Consultant”, and “Unassigned”

#### Employees with current position/competency descriptions

Definition: Percent of employees with a current Position Description Form (PDF) or similar document on file that accurately reflects their job duties and competencies

### HIRE WORKFORCE

#### Time-to-hire

Definition: Average number of days to hire on funded vacancies and the number of vacancies filled  
Average is calculated using the date the hiring supervisor informs the agency's HR Office to start the process to fill the position and the date the job offer is accepted

#### Hiring balance - proportion of appointment types

Definition: Number and percent of appointments by type compared to the total number of appointments

#### Separations during review period

Definition: Number of voluntary and involuntary separations from state service during probationary and trial service review periods

### DEPLOY WORKFORCE

#### Percent employees with current performance expectations

Definition: Percent of employees with current performance expectations completed in “Part 1” of their Performance Development Plan (PDP)

#### Overtime usage

Definition: Amount of overtime paid for overtime hours worked – for those eligible for Overtime

The Executive Summary Trend data also includes:

- Average monthly overtime hour usage (per capita) – for those eligible for Overtime
- Average monthly percent of employees receiving overtime of those eligible for Overtime

#### Sick leave usage

Definition: Average monthly sick leave hours used (per capita)  
Average sick leave balance

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**Non-disciplinary grievances/appeals filed and outcomes**

Definition: Number of non-disciplinary grievances (represented employees) and appeals (mostly non-represented employees)

**DEVELOP WORKFORCE****Percent employees with current individual development plans**

Definition: Percent employees with a completed individual development plan referred to in "Part 2" of their Personal Development Plan (PDP)

**REINFORCE PERFORMANCE****Percent employees with current performance evaluations**

Definition: Percent of employees who have a completed annual performance evaluation

**Disciplinary actions taken; disciplinary grievances/appeals filed and outcomes**

Definition: Number of disciplinary actions taken by type - dismissal, demotion, suspension.  
Number of disciplinary grievances /appeals filed

**ULTIMATE OUTCOMES****Turnover rates and types**

Definition: Number and percent of employees who left state service by turnover type and total turnover for the agency

**Workforce diversity profile**

Definition: Number and percent of the state workforce by diversity groups

**Employee survey ratings**

Definition: Average rating for questions on the State Employee Survey

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