

*Fiscal Year 2016*

# Statewide Human Resources Management Strategy Roll-up Report

State Human Resources Division  
Office of Financial Management  
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## Executive Summary

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### Background

Executive branch agencies with 100 or more employees are required to submit an annual Agency Human Resource Management Report to State Human Resources. Agencies are encouraged to use the workforce data report produced by State HR to complete their agency HR Management Report analysis. The workforce data report includes workforce data on all executive branch agencies, including those with fewer than 100 employees.

Starting in 2016, agencies submitted reports using an online survey instead of formal reports. This improvement streamlined the agency reporting process. Thirty-nine executive branch agencies with approximately 100 or more employees submitted an annual Agency HR Management Report in October.

### Key workforce issues and strategies

The HR Management Report survey asks agencies about workforce successes, challenges and strategies. It also assesses progress toward several workforce-related initiatives and executive orders.

Topics covered in the survey are:

- § Key workforce issues and strategies
- § Employee performance management practices
- § Employee engagement and employer of choice strategies
- § Modern work environment strategies
- § Affirmative action employment plans
- § Disability employment plans
- § Veterans employment plans

### Statewide HR Management Strategy Roll-up Report

The Statewide HR Management Strategy Roll-up Report comprises summary information on key workforce strategies. This report uses a combination of agency HR management reports and workforce performance measure data to analyze enterprise workforce measures and summarize agency and enterprise strategies. Starting in 2016, State HR replaced the Statewide HR Management Roll-up Report with this shorter strategy report.

Please note that information in this report pertains to the executive branch only. Higher education institutions and the legislative and judicial branches are not included. In addition, strategies related to employee engagement, employer of choice and modern work environment are reported as part of the Results Washington reporting process and are not included in this roll-up report.

### Strategy briefing key highlights

State HR staff analyzed data and agency survey responses, compiling the results to create the HR Management Strategy Briefing Roll-up Report. Below are key highlights:

- § Recruitment, retention and succession planning were the most-often reported challenges for agencies during fiscal year 2016.
- § Manager and supervisor training continues to be a key factor in the quality and completion rate of performance evaluations.
- § Senior leadership and hiring managers continue to be drivers of cultural climate and influence the progress of increasing utilization rates of underrepresented populations.

- § Voluntary disability disclosure continues to be an issue for agencies. Employees have concerns that information collected will negatively affect promotional opportunities.
- § Agencies report challenges recruiting veterans for some positions.

For questions about the Statewide HR Management Strategy Briefing Roll-up Report, contact [shrplanning@ofm.wa.gov](mailto:shrplanning@ofm.wa.gov).

## Key Workforce Strategies

### Brief summary

- § Recruitment and retention was the most reported workforce issue (25 of 37 agencies reporting).
- § Succession planning was the second most reported workforce issue (9 of 37 agencies reporting).

*68 percent of agencies named recruitment and retention as a challenge during fiscal year 2016.*

### Background

The Fiscal Year 2016 HR Management Report highlights state agency successes, challenges and strategies over the year. Recruitment and retention was the most common workforce issue, as reported by 68 percent of agencies. Succession planning was the second most-mentioned workforce issue, as reported by 24 percent of agencies. Multiple agencies reported issues with the recruitment of specialized positions, high turnover rates and noncompetitive salaries as factors affecting recruitment, retention and succession planning.

Several agencies shared challenges related to recruitment, retention and succession planning specific to an aging workforce. During fiscal year 2016, 44 percent of the state workforce, or 27,250 employees, were 50 years old or older. In contrast, 21 percent of the state workforce, or 12,729 employees, were 34 years old or younger.

Percentage of Workforce		
Age <20–34	Age 35–49	Age 50–65+
12,729 (21%)	21,599 (35%)	27,250 (44%)

We can reasonably assume that within the next 10 years, many executive branch employees will retire.

Percentage of Workforce			
50–54	55–59	60–64	65+
8,351 (14%)	9,038 (15%)	7,223 (12%)	2,638 (4%)

### Summary of strategies

A variety of agency strategies address recruitment and retention, including:

- § Creating internship programs to develop candidate pools to guide and evaluate talent.
- § Increasing employee engagement.
- § Evaluating traditional hiring processes.
- § Increasing investment or reinvesting in tuition reimbursement programs.
- § Creating and/or improving recruitment websites.

Several agencies reported the following succession planning strategies:

- § Design in-training programs to develop the skills and experience necessary for employees to qualify for higher-level positions.
- § Develop new employee orientation and onboarding processes.

- § Evaluate management positions to identify potential retirements.
- § Reinforce and support leadership's role in developing staff.

**Enterprise strategies:**

- § The Workforce Planning Committee, a statewide HR governance group, identified succession planning as a priority. Last year, it completed interviews with a number of state agencies to analyze succession planning activities.
- § The Staffing Council, the state's recruitment advisory group, held two half-day recruitment conferences for agency recruiters on best practices in hiring.
- § The Health Care Provider Staffing Work Group formed to collaborate across agencies to stabilize staffing of key health care positions in executive branch agencies, including institutions.

**Agency successes:**

- § Leadership Academy. The Department of Commerce designed and launched a Leadership Academy to help employees develop the skills necessary to lead with confidence. The Leadership Academy consists of 16 core courses, 10 elective courses and an optional mentorship program. The program is self-paced and can last up to 18 months.
- § Employee engagement. The Department of Financial Institutions implemented a new divisional recognition program that provides flexibility in how peers and managers can recognize staff.
- § In-training programs. The Employment Security Department began using in-training plans for hard-to-fill positions. The agency hires employees who want the opportunity to learn and grow in the discipline but who do not possess sufficient experience to qualify for the higher classifications.

**Contact information:**

Cassie Bordelon, statewide planning and strategy specialist  
Office of Financial Management, State Human Resources Division  
[Cassie.Bordelon@ofm.wa.gov](mailto:Cassie.Bordelon@ofm.wa.gov) | 360-480-1799

## Employee Performance Management

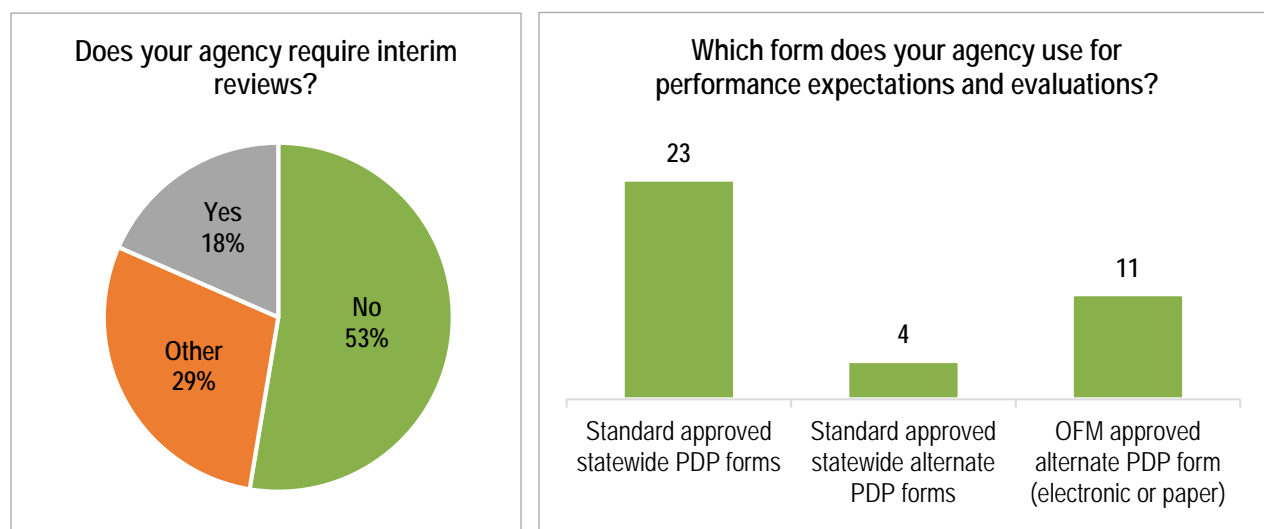
### Brief summary

- § Agencies reported small declines in both completed expectations and evaluations.
- § More than 70 percent of agencies use standard statewide performance development plan forms.

*Manager and supervisor training continues to be a key factor in the quality and completion rate of performance evaluations.*

### Background

WAC 357-37 requires performance feedback for classified employees at least annually. Many agencies also provide reviews for exempt and management service employees. Performance development plans provide written expectations and assessments of an employee's demonstrated key results and competencies.



### Summary of strategies

#### Agency strategies:

- § Improve manager and supervisor training and resources, clarify leadership competencies, and hold managers and supervisors accountable.
- § Create developmental opportunities with job shadowing, developmental assignments and mentorships.
- § Define how each employee's work contributes to the mission of the agency.
- § Frequently communicate performance development plan due dates and completion rates with executives and supervisors.

#### Enterprise strategies:

- § Results Washington, Gov. Inslee's performance management initiative, and the Department of Enterprise Services delivered problem-solving and coaching training.
- § OFM and several agencies continued to use insights from the Washington State Employee Engagement Survey to improve the employee development and evaluation process. In particular, agencies used results from survey questions related to receiving performance feedback and opportunities to learn and grow.



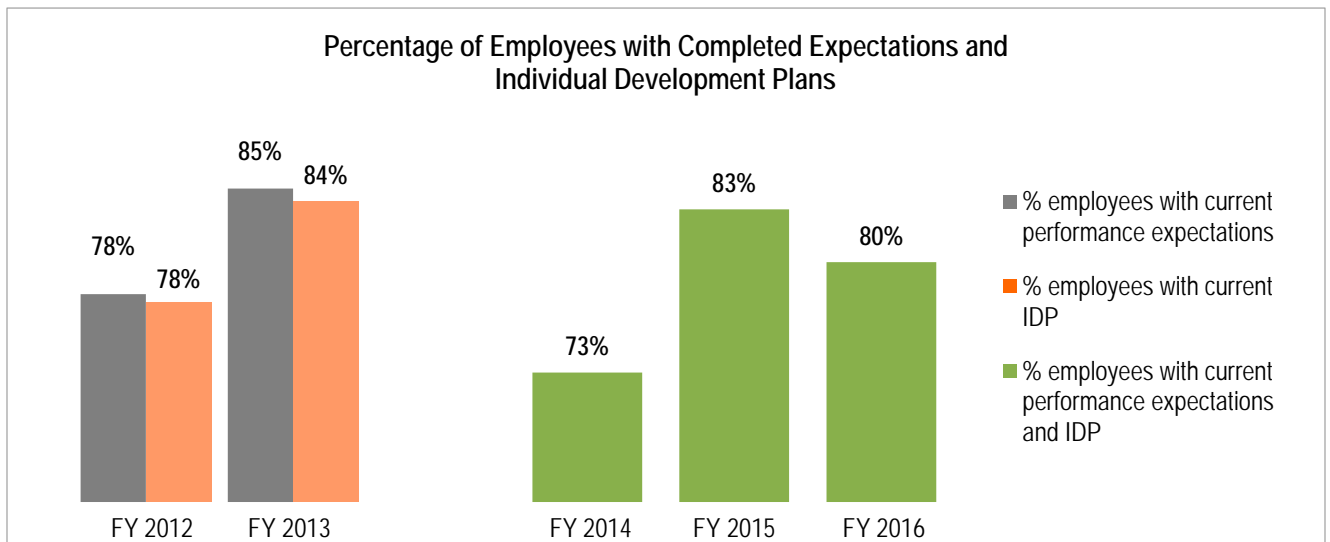
§ State HR is working to revise the previous Performance Management Confirmation program to better align with industry best practices. A pilot of this program will launch in 2017.

**Agency successes:**

- § More than half of agencies continue to have greater than 90 percent completion rates for both expectations and evaluations.
- § The Department of Commerce consistently meets the 100 percent completion rate and works with a consultant to connect employees' work to the mission and goals of the agency.
- § Almost half of agencies require or recommend supervisors complete at least one interim review per year. The Attorney General's Office requires employee/supervisor communication three times per year.

**Next steps:**

- § Launch the Choice Performance Confirmation program in fiscal year 2017, replacing the Performance Management Confirmation program.
- § Follow up with agencies to increase awareness of the required approval process to use an alternate PDP form.
- § Conduct more research on the ideal frequency of performance discussions between supervisors and employees. This may result in process changes.



**Contact information:**

Nichole Seick, workforce research and performance manager  
Office of Financial Management, State Human Resources Division  
[Nichole.Seick@ofm.wa.gov](mailto:Nichole.Seick@ofm.wa.gov) | 360-407-4121

## Workforce Diversity and Inclusion

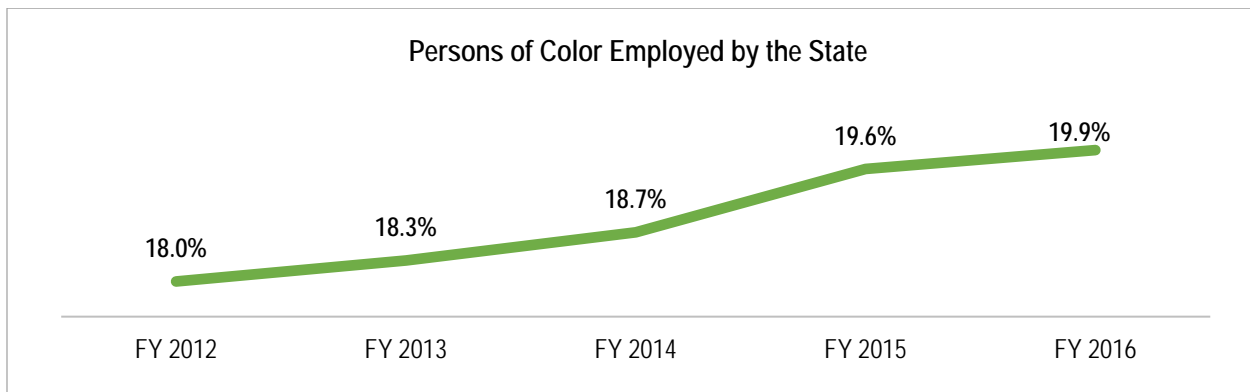
### Brief summary

- § Diversity and cultural competency training has increased across agencies.
- § Diversity committees, diversity leadership teams and staff equity teams inform leadership perspectives and improve staff experience.
- § Career fairs and job postings in diversity-related resources are the most frequently used strategies among agencies.
- § The percentage of people of color employed by the state increased by 0.3 percent from the previous fiscal year to 19.9 percent of the total workforce.

*Senior leadership and hiring managers continue to be the drivers of cultural climate and influence progress on increasing utilization rates of underrepresented populations.*

### Background

Executive Order 12-02 requires executive branch agencies to develop annual affirmative action plans.



### Summary of strategies

#### Agency strategies:

- § Provide support for (and expansion of) cultural competency training.
- § Promote and support internal diversity committees.
- § Participate in public and private sector partnerships that promote community engagement.
- § Improve internal communication to promote inclusive workplaces.
- § Improve external branding to highlight agencies as employers of choice.
- § Continue participation in job fairs to reach diverse job seekers.
- § Advertise employment opportunities to diverse job seekers.

#### Enterprise strategies:

- § State HR and the Department of Enterprise Services will partner with agencies to offer cultural competency training across the state.
- § State HR will provide agencies with semi-annual data reports as well as coaching and consultation on strategies.
- § State HR will support and coordinate enterprise strategies on employment of veterans, who as a group are more racially diverse than the general population, and persons with disabilities.

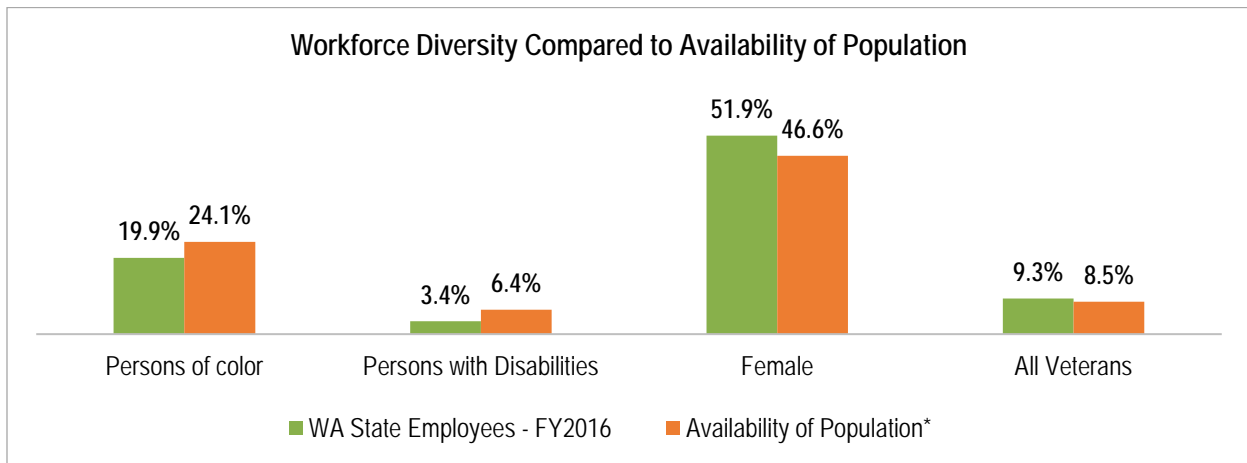
§ State HR will continue to support employee resource groups for veterans, Latinos and LGBTQ employees as well as explore options to launch a resource group for employees with disabilities.

**Agency successes:**

- § The Department of Health, Office of the Insurance Commissioner, Department of Social and Health Services, Department of Corrections and Employment Security Department hosted diversity and equity training for senior leadership.
- § DOH, OIC, ESD and ATG and are model agencies that require diversity training for staff and provide resources to ensure training is available in the agency, through DES or at other locations.
- § Agency leadership attended diversity and equity training hosted by Gov. Inslee’s office as part of the executive strategy to highlight the importance of workforce diversity and inclusion.

**Next steps:**

- § DES and State HR will collaborate on the development of statewide cultural competency training.
- § State HR will convene a meeting with representatives of diversity and equity teams operating in agencies to discuss best practices, governance and training needs to best position agencies for success.
- § State HR will partner with employee resource groups’ executive sponsors and leadership team chairs to determine effective governance, structural and collaborative opportunities to positively influence agency services, employee satisfaction and staff opportunities.
- § State HR will propose adding a cultural competency measure to the Results Washington goal 5 map to increase visibility of the importance of building a culturally competent workforce and to collaborate on strategies.



\*American Community Survey, conducted by the U.S. Census Bureau. Includes Washington civilian labor force age 16 and older.

**Contact information:**

Chanin Kelly-Rae, state diversity manager  
Office of Financial Management, State Human Resources Division  
[Chanin.Kelly-Rae@ofm.wa.gov](mailto:Chanin.Kelly-Rae@ofm.wa.gov) | 360-407-4125

## Persons with Disabilities

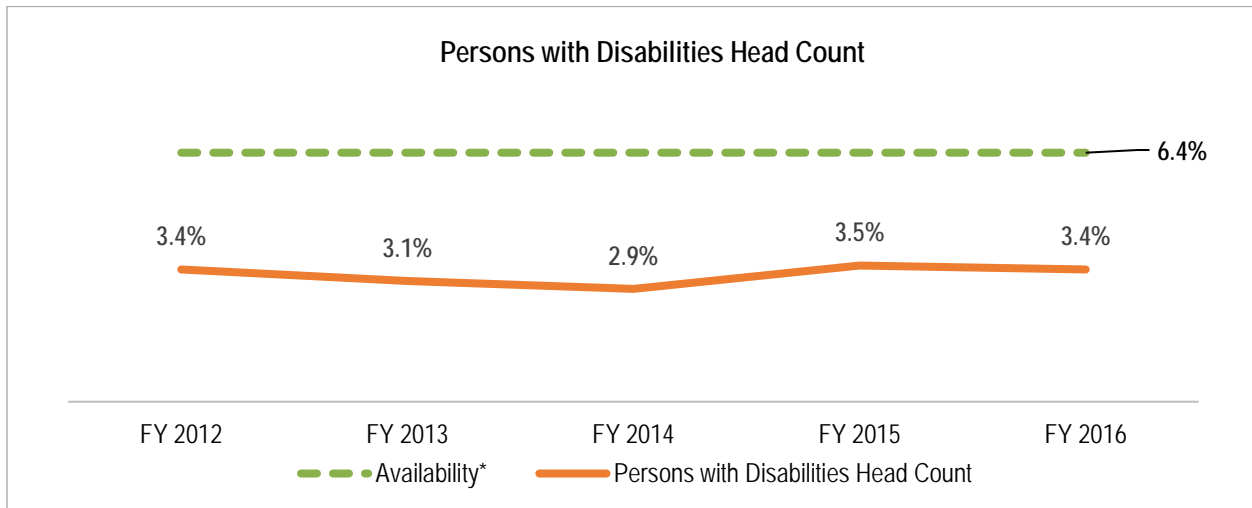
### Brief summary

- § There was a slight decrease in the number of hires of persons with disabilities.
- § The percentage of new hires continues to fall short of statewide goals.
- § Turnover of persons with disabilities increased.
- § Retirements accounted for 53 percent of the turnover for persons with disabilities.

*Voluntary disability disclosure continues to be an issue for agencies. Employees with disabilities still have concerns that information collected will negatively affect promotional opportunities.*

### Background

Executive Order 13-02 requires executive branch agencies to develop an annual employment plan for addressing underrepresentation of persons with disabilities.



\*2008-10 American Community Survey, conducted by the U.S. Census Bureau. Includes Washington civilian labor force age 16 and older.

### Summary of strategies

#### Agency strategies:

- § Participate in the state's Supported Employment Program, which provides paid competitive employment opportunities for individuals with disabilities.
- § Post jobs to electronic job boards that support persons with disabilities, such as [worksourcewa.com](http://worksourcewa.com).
- § Build stronger relationships with the Division of Vocational Rehabilitation and the Department of Services for the Blind to access resources for recruitment and retention.
- § Resurvey employees to encourage self-reporting and improve the integrity of disability and hiring data.
- § Support employee resource groups.

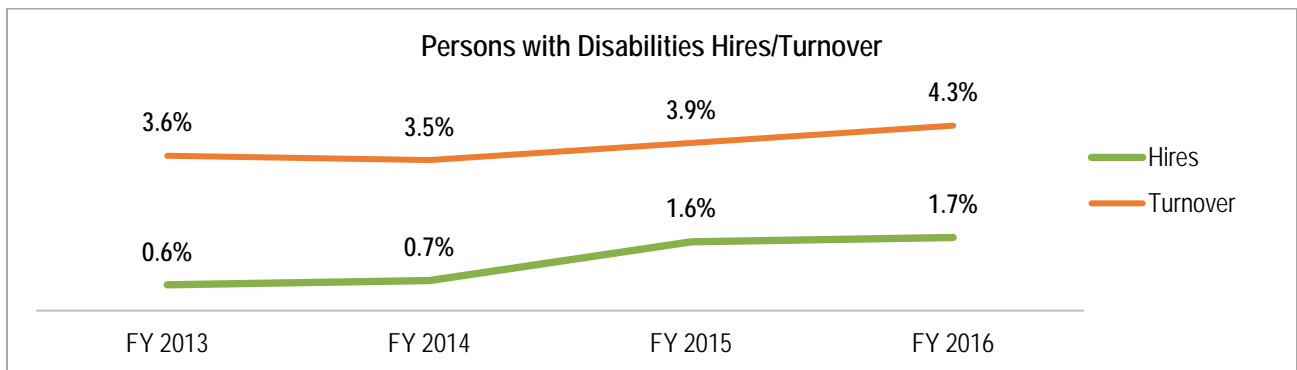
#### Enterprise strategies:

- § State HR will collaborate with the Division of Vocational Rehabilitation to assist agencies in recruiting and retaining employees in supported employment positions.

- § State HR will provide guidance on resurveying employees to improve the integrity of disability employment and hiring data as well as look at other options to address employee concerns about self-disclosing disability information.
- § Explore the possibility of creating an employee resource group for persons with disabilities.

**Agency successes:**

- § The Department of Licensing scored 90 percent on the Disability Equality Index. The index is a national, transparent, annual benchmarking tool that scores businesses on a scale of zero to 100 on disability inclusion policies and practices. Companies with a score of 80 or above are considered “DEI Best Places to Work.”
- § The Department of Revenue held a virtual career event last May for persons with disabilities to coincide with National Disability Employment Awareness Month. For several months after, enough applicants with disabilities applied to offset those who retired. The Disability Inclusion and Cultural Enrichment team (an internal employee resource group) improved the culture for employees with disabilities.



**Contact information:**

Tammy Pitre, statewide HR planning and strategy specialist  
 Office of Financial Management, State Human Resources Division  
[Tammy.Pitre@ofm.wa.gov](mailto:Tammy.Pitre@ofm.wa.gov) | 360-407-4127

## Veterans

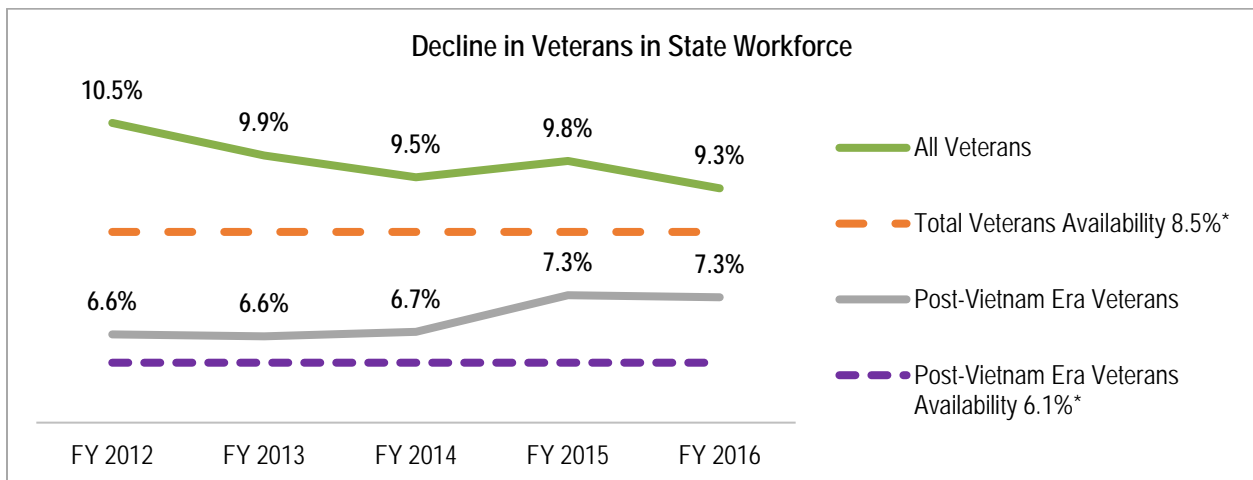
### Brief summary

- § Hires of veterans decreased slightly to 9.3 percent.
- § Factors in the decrease of veteran hires include the drawdown of employment and training providers at military bases over the past year and the retirement of Vietnam era veteran employees.
- § Employment of both total veterans and post-Vietnam era veterans remains higher than the general labor force. (Post-Vietnam era veterans began military service after 1975.)

*Agencies report challenges recruiting veterans for some positions. However, the veteran hiring rate has remained steady since fiscal year 2013.*

### Background

Executive Order 13-01 requires executive branch agencies to develop an annual employment plan for addressing underrepresentation of veterans.



\*American Community Survey, conducted by the U.S. Census Bureau. Includes Washington civilian labor force age 16 and older.

### Summary of strategies

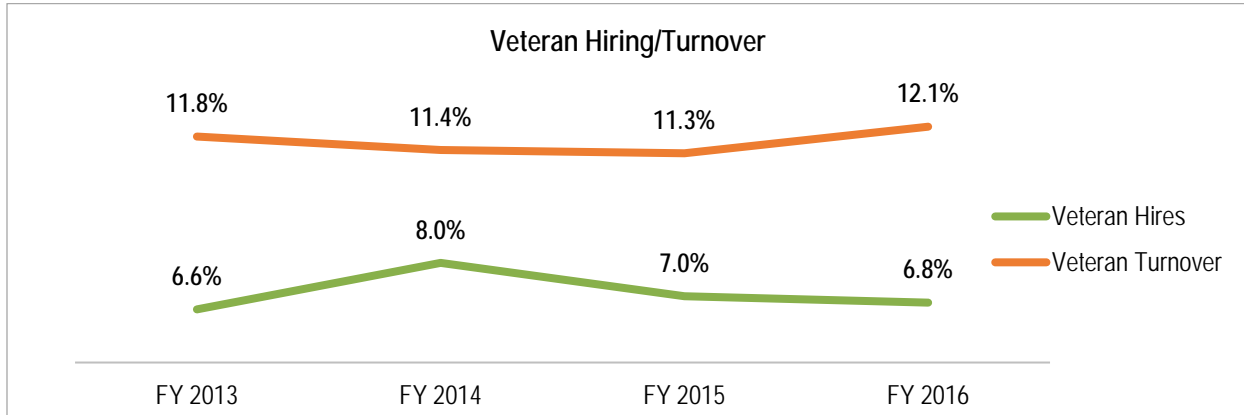
#### Agency strategies:

- § Support the Veterans Employee Resource Group, a network that encourages transitioning service members to enter state service.
- § Participate in the Northwest Edge (Onward to Opportunities) career transition program.
- § Collaborate with transition programs such as Rallypoint 6 and Camo to Commerce.
- § Participate in career fairs for veterans.
- § Sponsor and/or attend agency open houses, including those that are industry specific.
- § Support employee resource groups.

**Enterprise strategies:** State HR will continue to support the Veterans Employee Resource Group, which has been an effective means for agencies to boost hiring and retention of veterans.

**Agency successes:**

- § WaTech created a successful internship program that gives veterans valuable job experience to help them transition to the civilian workforce. Of the 12 veterans participating in the program, six found jobs, three of whom were hired by state agencies.
- § Presentations to hiring managers and staff on hiring veterans, training on translation of veterans' skills to the civilian sector, and consultation to supervisors and managers.
- § Most cabinet-level agencies participate in the Veterans Employee Resource Group and several have internal employee resource groups that help implement retention and recruitment strategies for veterans.



**Contact information:**

Tammy Pitre, statewide HR planning and strategy specialist  
Office of Financial Management, State Human Resources Division  
[Tammy.Pitre@ofm.wa.gov](mailto:Tammy.Pitre@ofm.wa.gov) | 360-407-4127

Office of Financial Management  
P.O. Box 47500 \* Olympia, WA \* 98504-7500  
Telephone: 360-407-4111