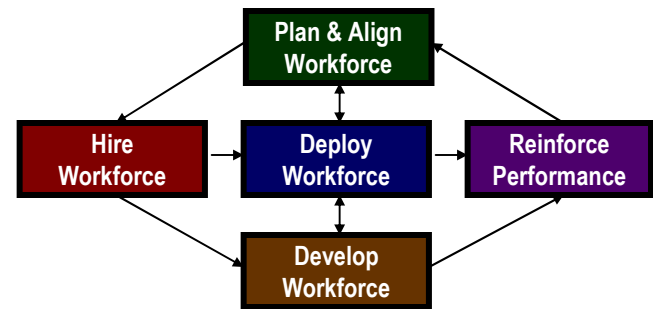

State of Washington Human Resource Management Report

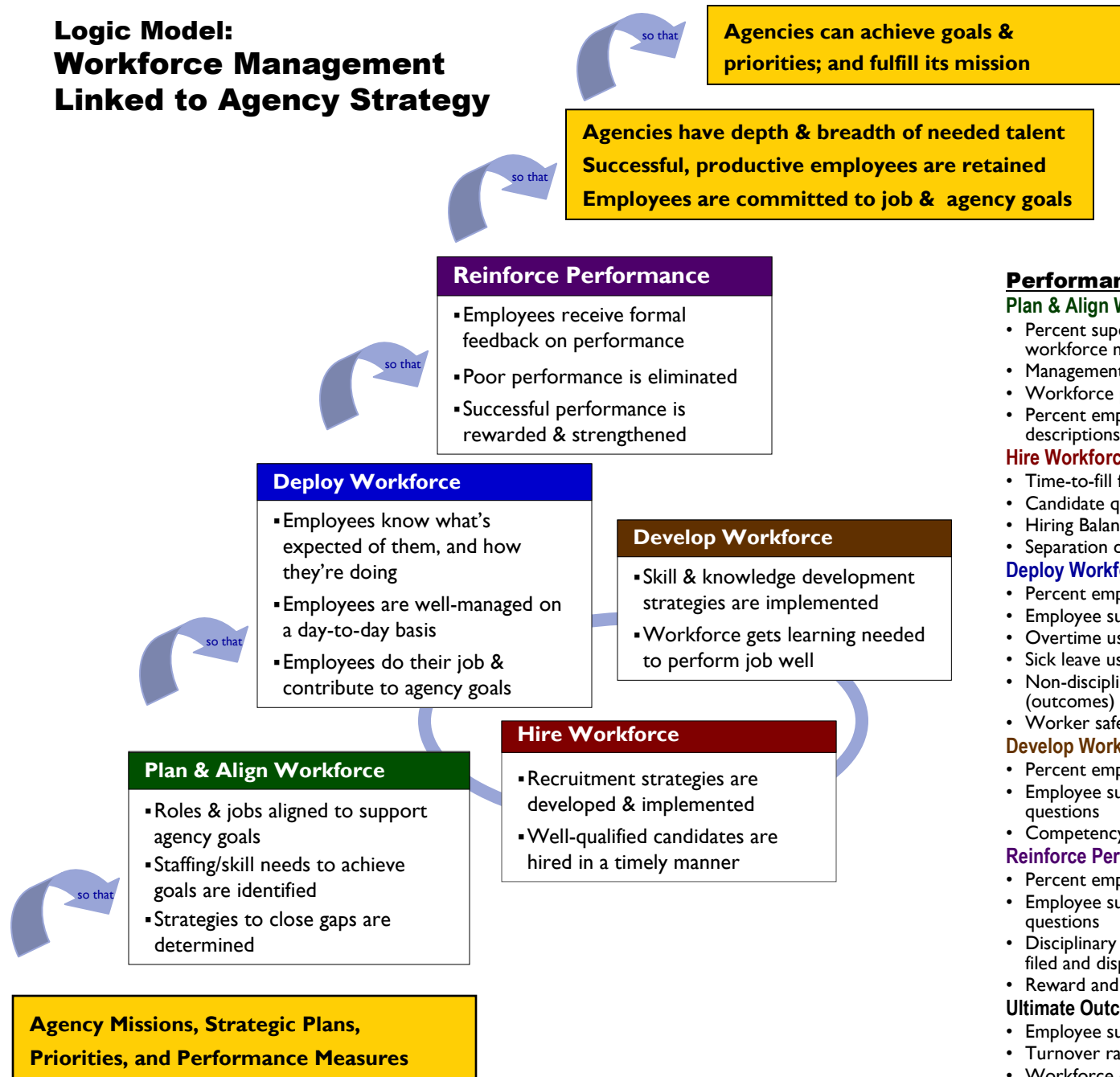
**Statewide Rollup
October 2007 Reporting Period**



Prepared by:
Department of Personnel
Eva Santos, Director
Published: November 5, 2007



Logic Model: Workforce Management Linked to Agency Strategy



Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety – injury claims

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Workforce diversity profile
- Retention measure (TBD)

Executive Summary - HR Management Report – FY 2007 Statewide Roll-up

State of Washington
October 2007

PLAN & ALIGN WORKFORCE	Status	Comments
% supvs with performance expectations for WF mgmt	96%	
Management Profile (percent of workforce)	7.6% (4,642) WMS.* 8.9% (5,413) "Manager" (WMS, Exempts, GS).*	As of 10/07, WMS = 7.6%. Overall WMS control point is 7.6%.
Percent employees with current position descriptions	92.5%	Up from 67% for FY06.
HIRE WORKFORCE		
Average Number of days to fill job vacancies	79.5 avg days. (based on E-Recruiting data for 963 appointments)*	Measure will be adjusted by 4/08 to improve accurate reporting
Candidate quality ratings	73.5% of those interviewed had competencies to perform job 94.8% managers said they could hire best candidate interviewed	Preliminary data from E-recruit System. Data based on 452 candidates & 58 hires.
Percent types of appointments	7,247 appts: 41% promo; 29% new hire; 15% transfers; 11% exempt; 4% other	Data under review due to possible coding issues.
Separations during post-hire review period	627 (roughly 9% compared to number of hires during same time)**	
DEPLOY WORKFORCE		
% employees with current performance expectations	80.2%	Up from 64% for FY06.
Employee survey "productive workplace" ratings	3.8 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
Average overtime usage - per capita, per month	3.3 hours/mo; 17.7%/mo employees receiving OT; OT Costs = \$62.8 million**	High in Nov, low in April. OT numbers exclude DNR.
Average sick leave hours per month	6.4 hours/mo per capita; 11.9 hours/mo for just those using S/L**	Avg hrs/mo, per cap range = 5.5-7.3. High in Jan, low in July.
Number of non-disciplinary grievances and appeals filed	444 non-disc grievances; 9 non-disc appeals, 63 Director's reviews**	Down from 769 in FY06.
Worker Safety – Injury claims rate (New Measure)	7.9 avg claims/quarter per 100 FTE over last 5 years; FY06=7.7; FY07=n/a.	As of 1/07. Overexertion = 26% of claims. Source: L&I
DEVELOP WORKFORCE		
Percent employees with individual development plans	85.3 %	Up from 64% for FY06.
Employee survey "training & development" ratings	3.7 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
REINFORCE PERFORMANCE		
Percent employees with current performance evaluations	84.3 %	Up from 63% for FY06.
Employee survey "performance & accountability" ratings	3.7 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
Number of formal disciplinary actions taken	210**	Data does not include pay reduction action.
Number of disciplinary grievances and appeals filed	305 disciplinary grievances; 15 disciplinary appeals**	
ULTIMATE OUTCOMES		
Employee survey "employee commitment" ratings	3.6 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
Percent turnover (leaving state service)	8.3%** (Resignation=5%, Retirement=1.7%, Dismissal=0.4%, Other=1.2%)	Data does not include movement across agency lines.
Percent workforce diversity	53% female; 18% people of color; 5% disabled; 75% over 40*	

Only agencies with >100 employees are required to report. *Data as of 6/30/07 **Data from 7/1/06 – 6/30/07

Source: Department of Personnel

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

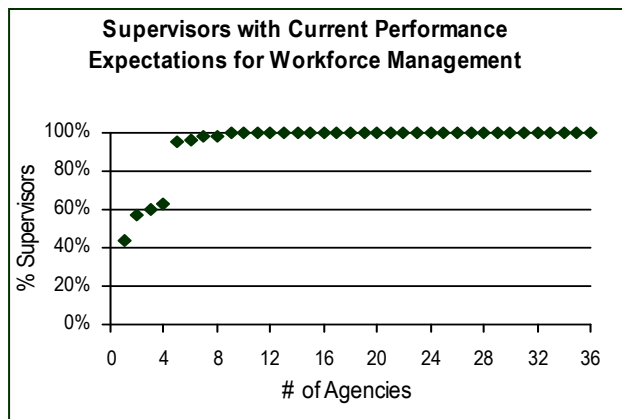
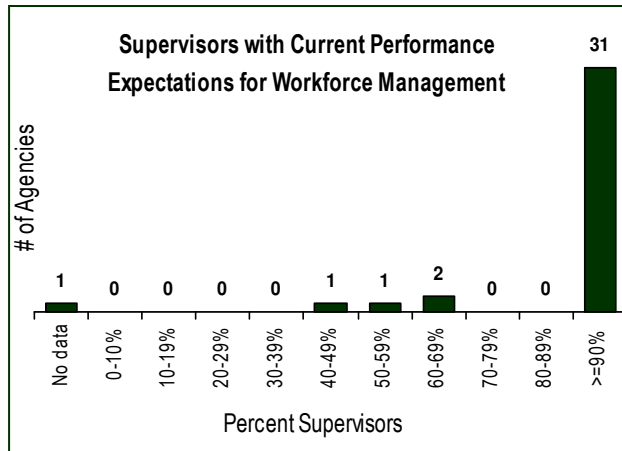
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 96%*

*Based on 8,731 of 9,093 supervisors, as reported in agencies' HR Management Reports



Analysis:

- 31 agencies reporting data for this measure said they have “workforce management” expectations in place for over 90% of their supervisors. These 31 agencies represent approximately 87% of the general government workforce, an increase of 32% since October 2006. The 4 agencies that are below 90% indicate specific action for improvement.
- Since October 2006, DOP consulted with many agencies that had not set workforce management expectations. 6 agencies that were previously below 75% are now at 95-100%.
- In reviewing agencies’ most recent HR Management Reports, it appears that there is some misunderstanding of what this performance measure means. While many use the intended broad definition of “workforce management” (see bullet below), some have limited interpretation to performance management or doing performance expectations & evaluations for employees.
- This measure is about supervisors’ accountability for effectively managing their staff.* This includes a wide range of responsibilities, such as effective hiring practices, workforce deployment, day-to-day employee management, coaching & feedback, developing staff, corrective activities, setting expectations, evaluations, and more.
- It is important that executives inform managers/supervisors of what these workforce management expectations are and hold them accountable for fulfilling those responsibilities.**

Action:

- Good examples of actions that some agencies are taking include:
 - Directive from the agency executive to all managers/supervisors clarifying responsibilities and expectations for effective workforce management.
 - Putting workforce management expectations into supervisors’ performance agreements or PDPs.
 - Incorporating workforce management responsibilities in agency supervisory training or other informational forums.
- By 3/2008, DOP will provide clarification to agencies of the meaning of this performance measure to attain more consistent interpretation.

** The logic model on page 2 of this report provides a high level description of desired outcomes of managers’ role in managing their employees.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Washington Management Service (WMS) Headcount = 4,642

Percent of agency workforce that is WMS = 7.6%

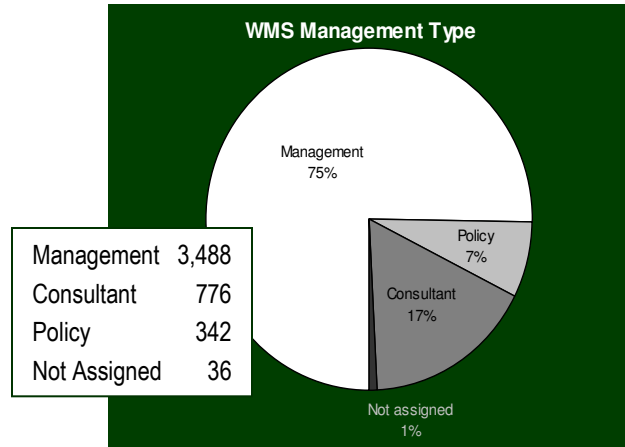
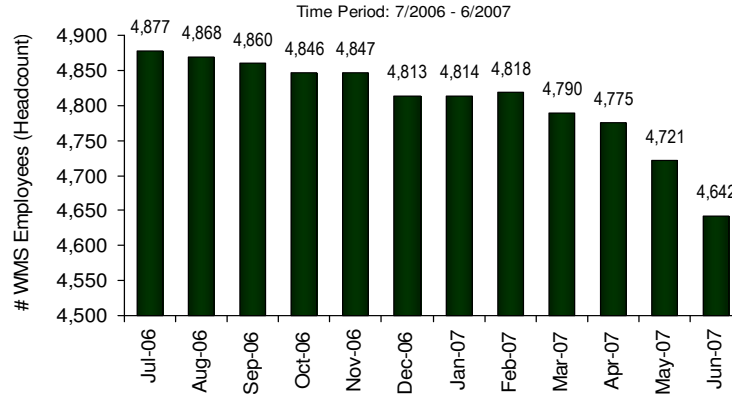
Managers* Headcount =5,413

Percent of agency workforce that is Managers* = 8.9%

* In positions coded as "Manager" (includes Exempts, WMS, and General Service)

Data as of July 2007

Washington Management Service Headcount Trend



Data as of 7/1/2007 Source: DOP HRMS/BW

Analysis:

- As of July 1, 2007, the total number of managers was 5,413 or 8.9% of the workforce. This number includes all positions in Exempt Management Service, WMS, and General Service that are coded as "Manager".
- Since January 2005, WMS headcount has declined by 13% (from 5,321 to 4,642). The percent of general government workforce that is WMS declined from 9.2% in January 2005 to 7.6% on July 1, 2007.
- The statewide control point for number of WMS employees is 7.6% of the workforce. From July to October 2007, the actual percentage of WMS headcount has remained constant at 7.6%.
- DOP is monitoring WMS usage on an on-going basis and agencies are actively managing WMS usage against the control points set in July 2007. Usage is reported in agencies' semi-annual HR Management Reports.
- Examples of monitoring actions cited by agencies in their October 2007 HR Management Reports include:
 - Review management positions annually and update job duties as necessary.
 - Update WMS policy and procedures manual.
 - Review all WMS positions to confirm qualification and appropriate banding.
 - Submit quarterly reports to senior management to identify new, abolished, and re-banded WMS positions.
 - Establish criteria for inclusion of positions in WMS to ensure staffing stays within control point.

Action:

- Agencies will continue to be expected to report this data in their HRM Reports and for GMAP forums.
- DOP will continue to monitor statewide management profile data on a quarterly basis.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

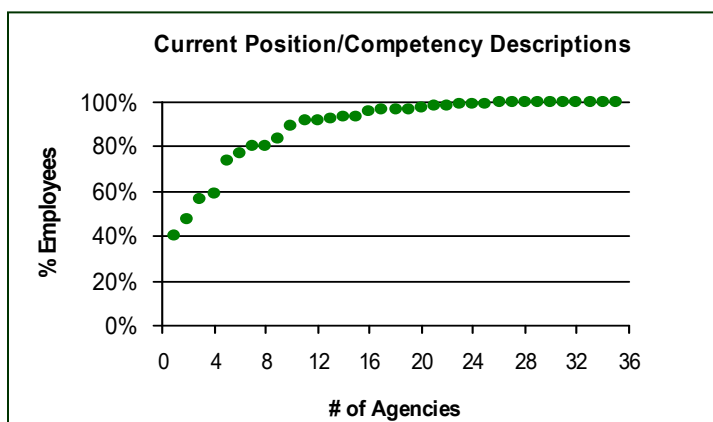
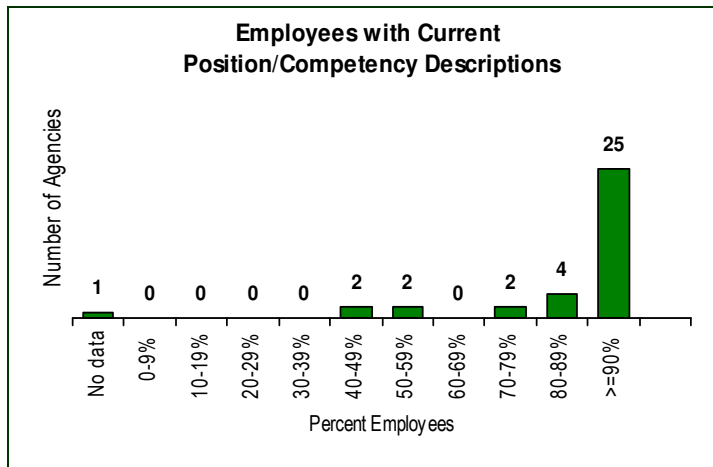
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 92.6%*

*Based on 47,333 of 51,135 reported employee count
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2007
Source: Agency HRM Reports – 35 of 36 agencies reporting

Analysis:

- 92.6% of employees have current position & competency descriptions - an increase from 67% in October 2006.
- Twice as many agencies now have over 90% current job descriptions compared to October 2006 (from 13 to 25 agencies).
- Of the 10 agencies with less than 90% current job descriptions, 8 have improved their percentage since October 2006.
- Having current position/competency descriptions is an essential ingredient to ensuring that jobs and workforce skills are properly aligned with the goals and priorities of the agency.
- Current descriptions are also necessary for hiring purposes and for informing employees of their essential duties and skill requirements.
- It is anticipated that as agencies make progress toward completing Performance & Development Plans (PDP) for 100% of their employees, improvement will be made in completing position and competency descriptions, as this is a prerequisite to properly prepared PDPs.

Action:

- By January 2008, DOP will re-visit the language in the Performance & Development Plan form to clarify that accurate, up-to-date position descriptions are required in order to properly complete the PDP.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Fill / Candidate Quality

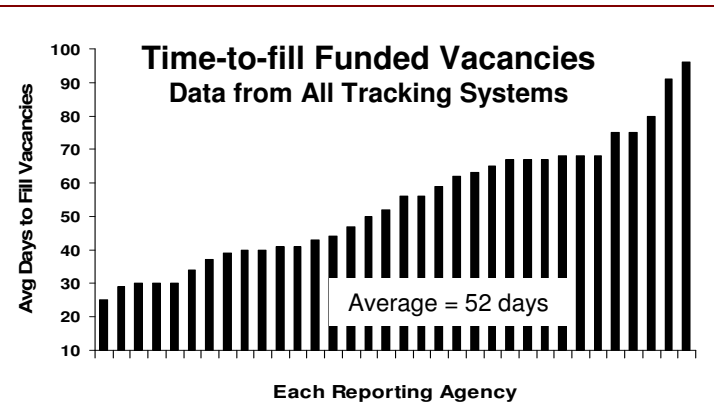
Time-to-fill Funded Vacancies Data from E-Recruiting System Only

Average number of days to fill*: 79.5

Number of vacancies filled: 963

*Equals # of days from creation of hiring requisition to the approximate appointment date

Time Period: Implementation to 6/30/2007, data from E-Recruiting



Analysis:

Time-to-fill

- 35 agencies reported data, 7 from E-Recruiting and 28 from their own agency tracking system. Averages ranged from 25 to 96 days with most in the 40-70 day range. 8 agencies reported average times of less than 40 days. Several agencies reported a decrease in their average since April, due to process improvements.
- Agencies' work on this measure has shown the need to re-evaluate the start and end dates used. There is reason to question the comparability of the data shown in the bar chart, since some agencies may be using different start/end dates than others.

Candidate Quality

- The Candidate Quality questionnaire became fully automatic in the E-Recruiting system in August 2007. This should increase the data available for the next reporting period. The data reported here is from preliminary use prior to August.

- 14 agencies reported data from their own processes.

Action:

- Review and stabilize start and end dates used for Time-to-fill data (DOP, by April, 2008). For example, some agencies have noted they could provide data more efficiently using the appointment date. This will likely result in a revised definition of the Time-to-fill performance measures. The revised parameters would apply to all agencies, whether they use the E-Recruiting system to gather this data or some other method.
- Several agencies have created a position to focus fully on recruitment – to improve the process, improve the quality of candidates, or focus on hard-to-fill jobs.

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 332 Percentage = 73.5%*

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 55 Percentage = 94.8%

Hiring managers indicating "no":

Number = 3 Percentage = 5.2%

*Percentage based on 332 of 452 Candidates interviewed

Time Period: Implementation to 6/30/2007, data from E-Recruiting

Hiring Balance / Separations During Review Period

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

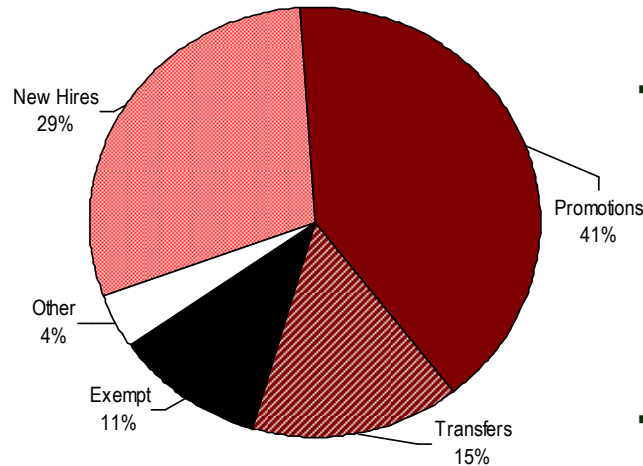
Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Types of Appointments



Total number of appointments = 7,247*

Time period = 7/2006 through 6/2007

* Includes appointments to permanent vacant positions only; excludes reassignments. "Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Total Probationary Separations 440

Voluntary 287

Involuntary 153

Total Trial Service Separations 187

Voluntary 172

Involuntary 15

Total Separations During Review Period = 627

Time period = 7/2006 through 6/2007

Analysis:

- Number of appointments in FY 2006 was 11,884, compared to 7,247 appointments in FY 2007. This drop in appointments correlates with HRMS implementation and may be attributed to how agencies are coding appointments (see Action Steps below).
 - Common strategies agencies are using to address recruitments:
 - Develop a strategic recruitment plan (one agency is utilizing ads on billboards, radios and buses).
 - Continue outreach on college campuses and professional organizations.
 - Incorporate agency's recruitment strategy into strategic plan.
 - Implement promotional strategies for critical job classes; hire at a lower level and develop specialized knowledge & skills for advancement.
 - The 627 separations during review period is roughly estimated to be about 10% of new hire and promotional appointments. It is recognized that separation during the review period is not necessarily a bad thing. It can sometimes be difficult to get a perfect match and it is important that supervisors monitor this during the review period. Also, occasionally a newly hired individual voluntarily leaves for reasons not related to the job.
 - Common strategies agencies are using to address separations during review period:
 - Train supervisors and managers on hiring practices. Ensure they're providing support and feedback to new hires where needed.
 - Stress the importance of the exit interview process and use data collected to analyze trends and feedback.
 - Clearly identify core competencies in job expectations and recruitments.
- Action:**
- By Spring 2008, DOP will analyze the scope and specifics of the suspected coding problems with Appointment Types and prepare an action plan to resolve the problems.
 - By June 2008, the newly created enterprise Recruitment Strategy Team will provide action recommendations to the Cabinet on the top ten issues related to recruiting, hiring, and retention.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

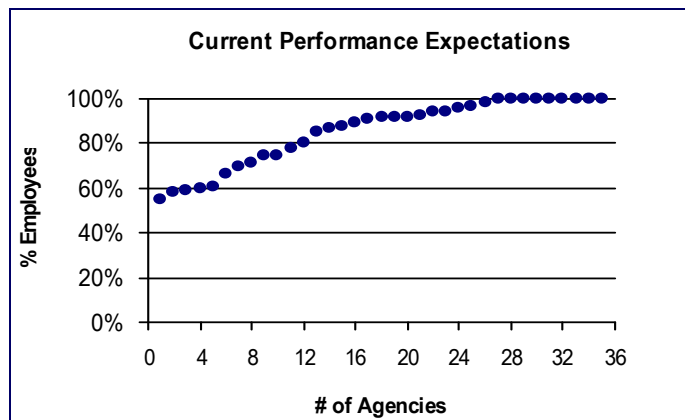
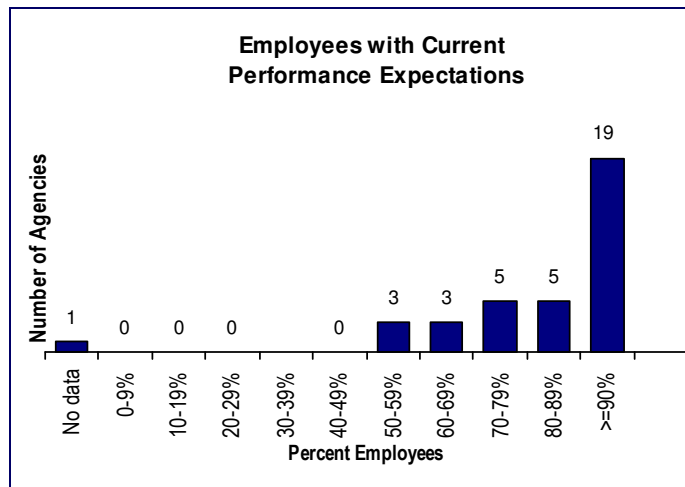
Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
 Overtime usage
 Sick leave usage
 Non-disciplinary grievances/appeals filed and disposition (outcomes)
 Worker safety

Current Performance Expectations

Percent employees with current performance expectations = 80.2%*

*Based on 34,788 of 43,376 reported employee count
 Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2007
 Source: Agency HRM Reports – 35 of 36 agencies reporting

Analysis:

- Statewide, the percent of employees with current performance expectations increased from 64% to 80% since October 2006.
- 5 more agencies are over 90% now than a year ago, and no agency is below 50% (6 were below 50% in October 2006).
- The percent of "Current Performance Expectations" is typically determined by whether Part 1 of the employee's Performance & Development Plan (PDP) is current.
- A number of agencies use the percent completed performance evaluations as a proxy measure since the setting of future performance expectations usually coincides with completing the evaluation for the previous year.
- Other agencies are moving away from this proxy measurement approach in favor of a precise accounting of how many employees actually have performance expectations in place. Consequently, the percent employees with current expectations does not equal the percent employees with completed performance evaluations.

Action:

- Compare this increase in current performance expectations to the results of the next statewide employee survey which will occur in October - November 2007. (DOP, by May 2008)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

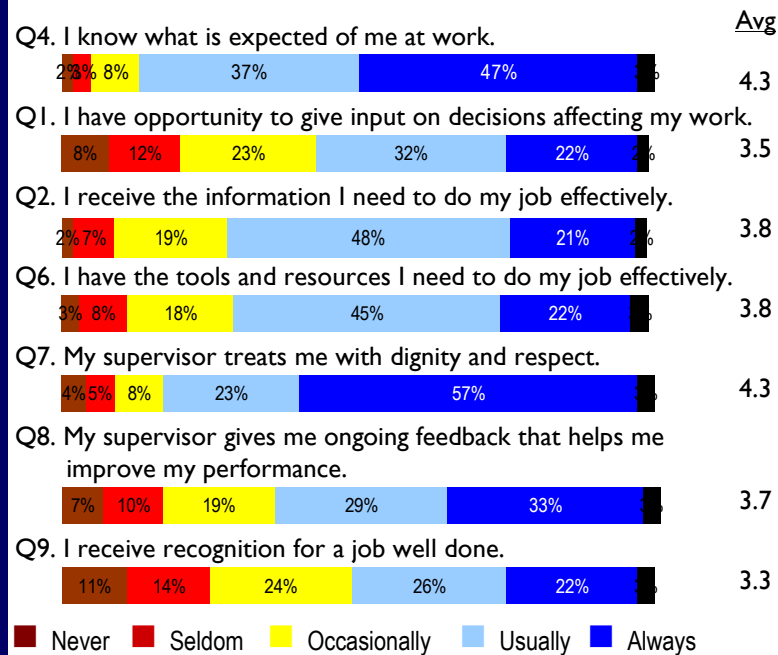
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings



Overall average score = 3.8
 Greater Olympia area = 3.94 Non-supv employees = 3.78
 Western WA (without Oly) = 3.74 Supervisors = 3.93
 Eastern Washington = 3.77

Analysis:

- 80% indicate that their supervisor treats them with dignity and respect.
- Approximately two-thirds of respondents feel they have the information, tools, and resources to do their job.
- While 84% indicate that they know what is expected of them at work, only 64% had current performance expectations documented at the time of the survey. See analysis in slide 9.
- Only 62% receive regular feedback and nearly 50% of respondents indicate that they never-to-occasionally receive recognition for a job well done.
- 71% of supervisors agree that they have the opportunity to give input on decisions affecting their work, as compared to 52% of non-supervisory employees.
- At the request of the Governor, DOP convened an interagency focus group to identify high scoring agencies' best practices on survey questions 8 and 9. Findings were presented at the Governor's GMAP on January 17, 2007.

Action:

- The Statewide Employee Survey is again being conducted in October/November 2007. This new data will be available in early 2008. DOP will analyze the results and compare to the April 2006 baseline data shown in this slide. Statewide results will be reported out at the Government Efficiency GMAP forum scheduled in early 2008.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

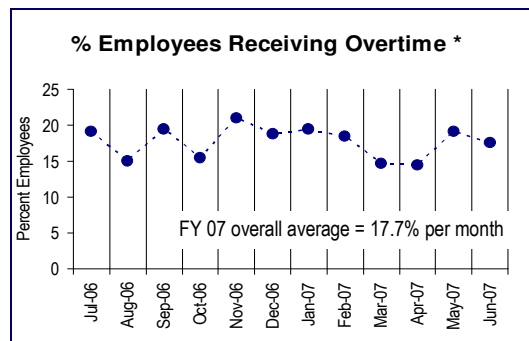
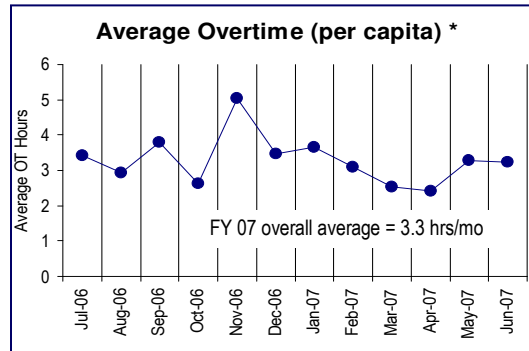
Worker safety

Overtime Usage

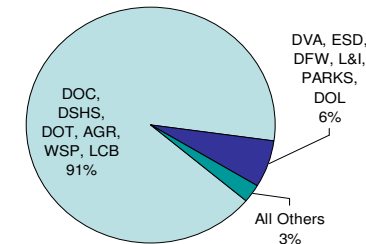
State of Washington

Analysis:

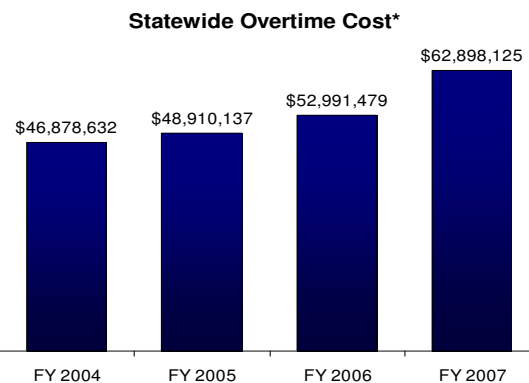
- 91% of all overtime occurred in 6 agencies (excluding DNR): DOC, DSHS, DOT, Agriculture, WSP, LCB.



Total Overtime Usage Breakdown (excluding DNR)



- OT use is moderate in all other agencies. OT is usually due to workload peaks/backlog, emergencies, mandatory holiday work, etc.
- OT is used extensively in institutions where 24/7 coverage is essential. Holiday work, vacancy rates, and absenteeism drive OT. OT may also drive absenteeism.
- November spike in OT usage due to holidays in the month – Thanksgiving and Veteran's Day.
- It appears that much of the increased cost between FY 2006 and FY 2007 may be due to increased OT usage in DOC. DOC reports that vacancy rate is a key causal factor for OT.
- It is also important to point out that data for FY07 began the transition from the HR Data Warehouse to HRMS Business Warehouse. Trends from previous reporting periods cannot be well ascertained due to changes in how data is configured.



*Statewide overtime values do not include DNR

Data as of 7/2006 – 6/2007 Source: DOP HRMS/BW

Action:

- Most agencies mentioned in their October 2007 HR Management Report that they continue to closely monitor OT and related trends.
- Agencies listed several actions they are taking (or plan to take) to minimize OT use - examples include:
 - Monthly monitoring by executive management of OT usage.
 - Review OT designation on positions as part of classification study.
 - Begin recruitment initiatives to adequately staff facilities.
 - Review positions that are OT eligible to ensure they are properly classified.
 - Require employees meet production standards to be eligible for OT.
 - Fill vacancies in a more timely manner and plan for attrition.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

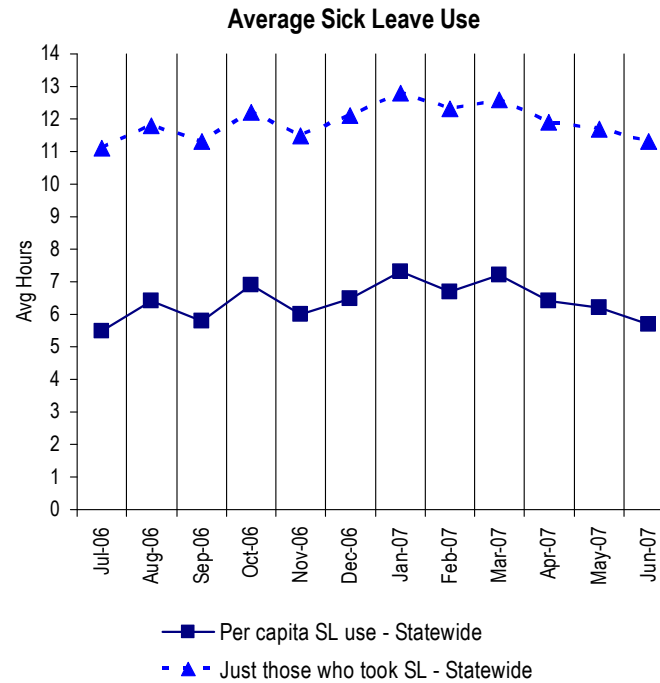
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage



Analysis:

- During this time period, those who took sick leave used an average of 48% more than they earned. This would indicate the importance for employees to maintain an adequate sick leave balance to cover those occasions when they must be out for more than a day.
- Data for FY07 began the transition from Data Warehouse to HRMS Business Warehouse. Trends from previous reporting periods cannot be well ascertained due to changes in how data is configured.

Action:

- Most agencies indicated they are monitoring sick leave and taking appropriate action where needed. Examples:
 - Requiring managers to analyze SL data for unusual or excessive patterns needing correction.
 - Assisting supervisors to deal with SL abuse.
 - Emphasizing safety and wellness.
 - Requiring medical verification where warranted.
 - Tracking planned vs. unplanned leave (noting that unplanned leave may be quite legitimate).
 - Educating staff and managers on the appropriate use of SL and SL codes.
- Specific wellness actions by agencies include:
 - Participating in Wellness Fair activities.
 - Implementing a Health & Productivity Mgmt model.
 - Publishing wellness related articles in daily bulletins.
 - Providing healthy alternatives in vending machines.
 - Sponsoring bike-riding events.
 - Providing on-site flu vaccinations.
 - Providing lunch hour yoga.
 - Providing on-site chair massage.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.9 Hrs	148.4%

Sick Leave time period =7/2006 through 6/2007

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: DOP HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

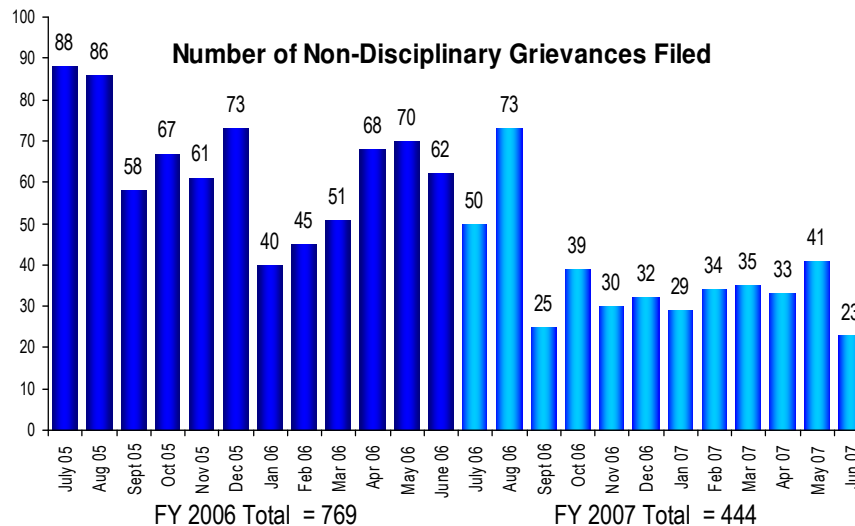
Overtime usage

Sick leave usage

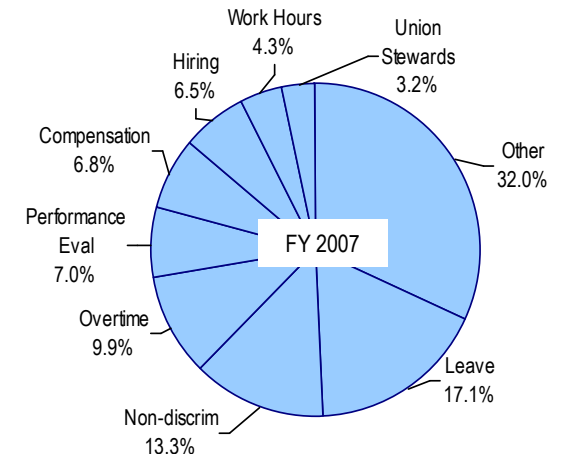
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)



Type of Non-Disciplinary Grievances



FY 2007 Non-Disciplinary Grievances

Agency	Number	% of Total
DSHS	170	38.3%
DOC	94	21.2%
L&I	61	13.7%
LCB	19	4.3%
DOT	19	4.3%
F&W	13	2.9%
ESD	11	2.5%
DNR	9	2.0%
DOH	8	1.8%
DOL	7	1.6%
All Others	33	7.4%

Analysis:

- The number of non-disciplinary grievances filed in FY 2007 shows a 42.3% decline since FY 2006. FY 2007 (7/06 – 6/07) had 444 non-disciplinary grievances filed, compared to 769 non-disciplinary grievances filed in FY 2006 (7/05 – 6/06).
- Many agencies attribute the decline in non-disciplinary grievances to:
 - Continued training and familiarity with contract language.
 - Learning from interpretive arbitration decisions.
 - Meeting regularly with Union leaders to discuss issues internally; fostering an environment of open communication and cooperation.
 - Resolving issues at the lowest level before they become a formal grievance.
- Agencies reported the majority of non-disciplinary grievances in FY 07 were settled. Next to being settled, the second highest disposition of non-disciplinary grievances in FY 07 were withdrawn.

Deploy Workforce

Outcomes:

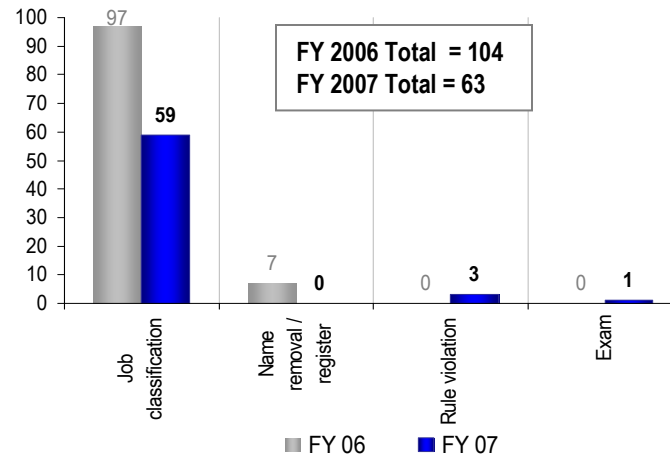
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

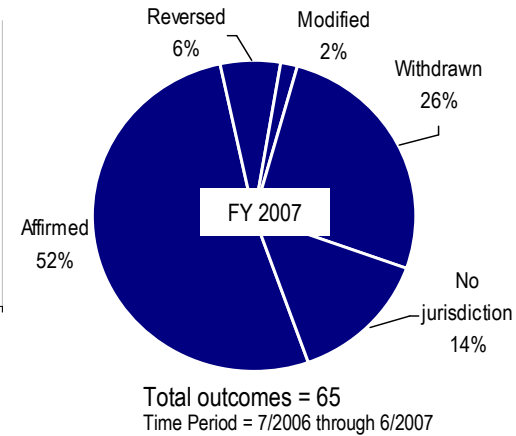
- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)**
- Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

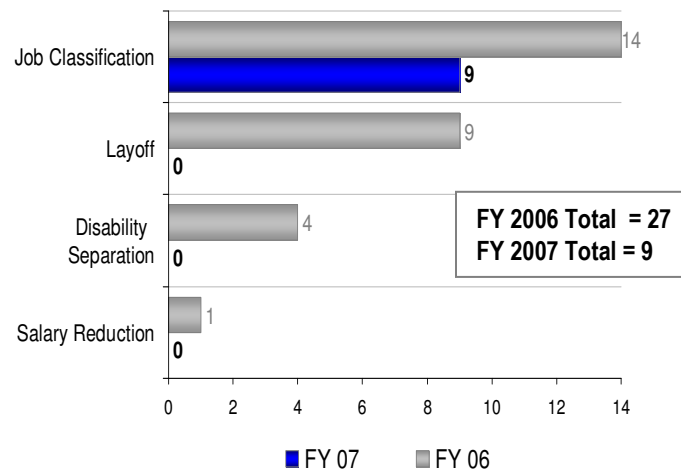
Filings for Director's Review



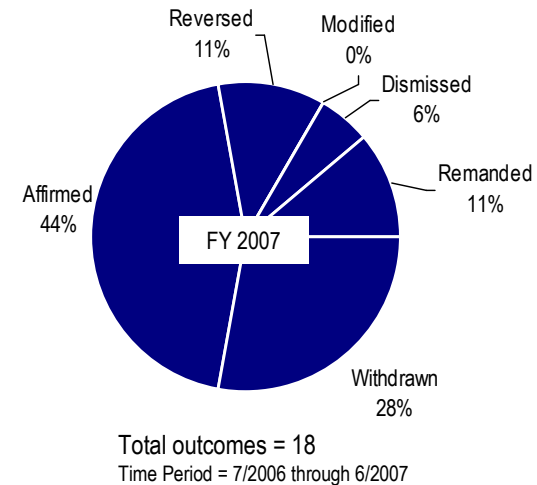
Director's Review Outcomes



Filings with Personnel Resources Board



Personnel Resources Board Outcomes



Source: Dept of Personnel
There is no one-to-one correlation between the number of filings and the outcomes displayed in these charts. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Worker Safety: All HRMR agencies

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis and Action:

- Over the last 5 years, injuries averaged 7.9 claims per quarter for every 100 full-time employees. FY06 averaged 7.7 (data received to date). 26% of all claims are Overexertion which includes musculoskeletal injuries.
- Employees have up to 2 years to file a claim. There is also a two-quarter data processing lag. Data from 2005Q1 (ending 9/30/04) to present is expected to mature and develop.
- This new measure supports the Governor's GMAP focus on safety. It reflects claim rates reported to L&I. Agencies describe safety committees, training & information, designated safety manager, and comparison to similar agencies in their HRM Reports.
- Specific enterprise action plans are outlined in the November 13, 2007 Worker Safety GMAP report prepared by the Department of Labor & Industries and OFM Risk Management Office.

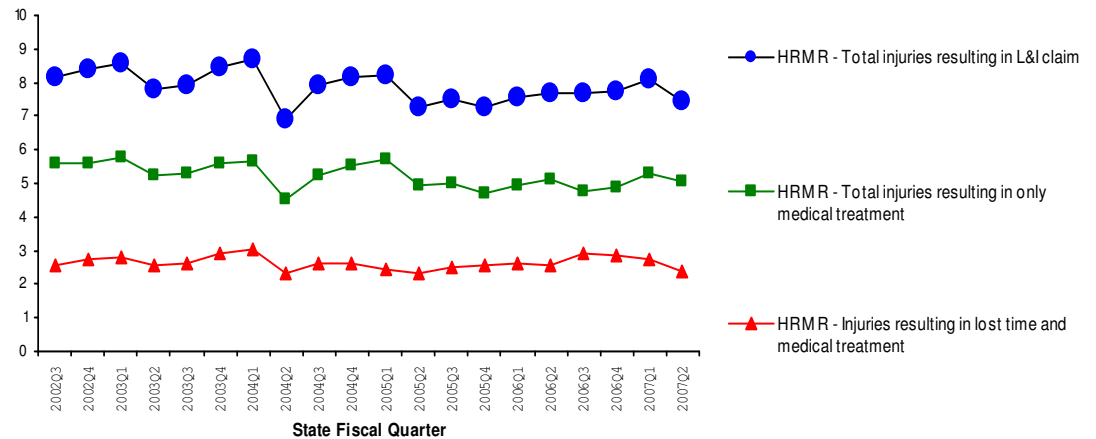
Allowed Annual Claims Rate*^:

Agency vs. All HR Management Report (HRMR) agencies

*Annual claims rate is # claims / 100 FTE

1 FTE = 2000 hours

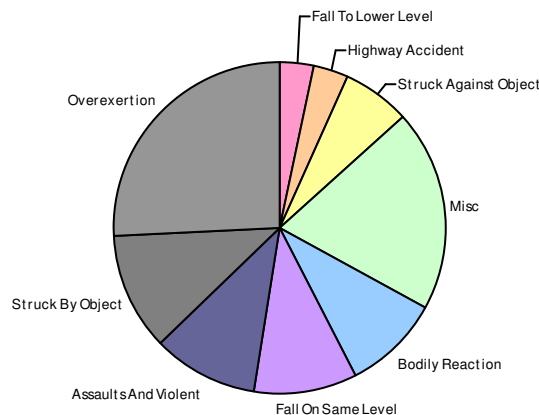
^Due to natural lag in claim filing, rates are expected to increase significantly over time



Injuries by Occupational Injury and Illness Classification (OIICS) event:

For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')



Oiics Code	Oiics Description	Percent	Number
61	Assaults And Violent	10%	2200
21	Bodily Reaction	9%	2031
13	Fall On Same Level	10%	2183
11	Fall To Lower Level	3%	701
41	Highway Accident	3%	743
-	Misc	19%	4213
22	Overexertion	26%	5533
1	Struck Against Object	7%	1421
2	Struck By Object	11%	2432

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

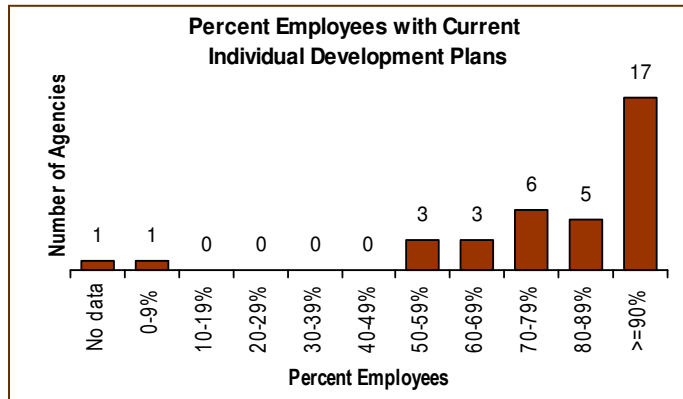
Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 85.3%*

*Based on 41,350 of 48,481 reported employee count
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2007 Source: Agency HRM Reports – 35 of 36 agencies reporting

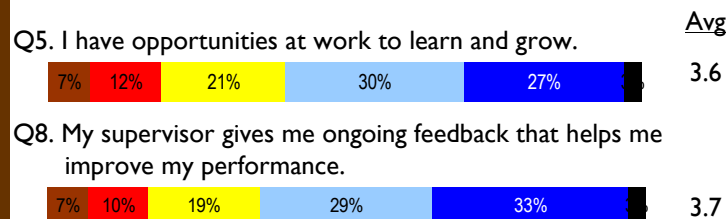
Analysis

- There has been a 21% increase in current IDPs since Oct 2006 and 3 more agencies have over 90%.
- The 17 agencies with over 90% current IDPs generally link it with the Performance & Development Plan (PDP) process. 15 agencies with less than 90% current IDPs also had less than 90% current performance expectations.

Action:

- Action items in Agency HRM Reports include:
 - Use HRMS or other systems to track IDP due dates.
 - Review the quality of IDPs.
 - Collaborate with employees when writing the IDPs.
 - Review and update IDPs every quarter.
 - Monitor employee training and development.
 - Develop employees through brown bag learning sessions, cross-divisional teams, job rotations, and in-training programs.

Employee Survey "Learning & Development" Ratings



Analysis and Action:

- The survey results are from the Statewide Employee Survey conducted in April 2006. The analysis and action language reported in the October 2006 and April 2007 Statewide HR Management Reports still applies and is not repeated here.
- The State Employee Survey is again being conducted statewide in October/November 2007. This new data will be available in early 2008. DOP will analyze the results and compare to the April 2006 baseline data shown in this slide. Statewide results will be reported out at the Government Efficiency GMAP forum scheduled in early 2008.

Overall average score = 3.7

Greater Olympia area = 3.77 Non-supv employees = 3.62
Western WA (without Oly) = 3.60 Supervisors = 3.83
Eastern Washington = 3.62

Survey data as of April 2006 Source: DOP Employee Survey

Current Performance Evaluations

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

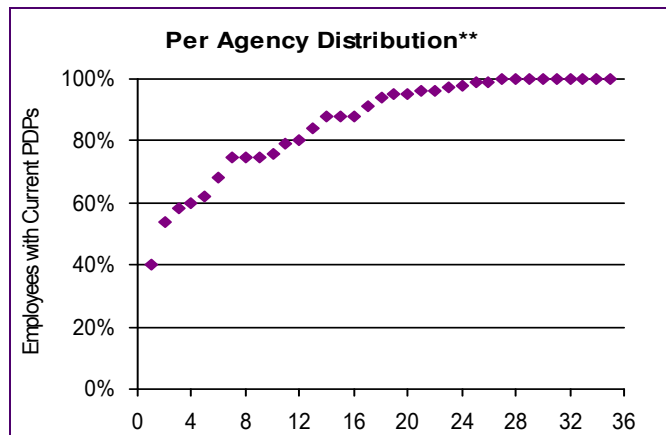
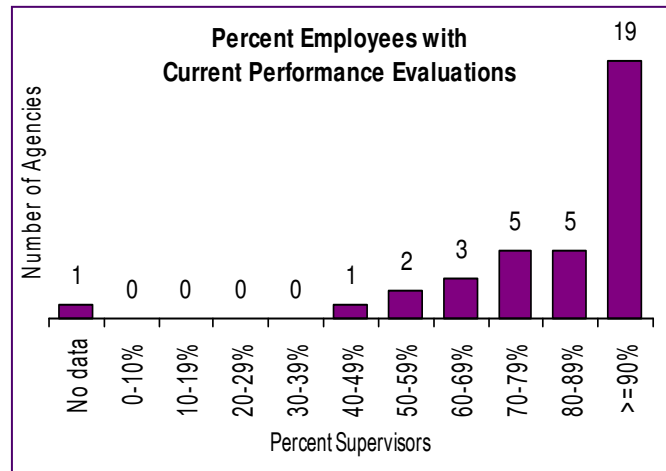
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 84.3%*

*Based on 36,569 of 43,368 reported employee count
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2007
Source: Agency HRM Reports – 35 of 36 agencies reporting

Analysis:

- 84.3% of employees have current evaluations, up 21% since reported in October 2006.
- 100% completion of performance evaluations is the universal target for all agencies. Presently, 9 of 36 reporting agencies are at 100%. However, 19 agencies have current performance evaluations for 90%-100% of their workforce, an increase of 4 agencies from Oct 2006 reports.
- Of the 16 agencies with less than 90% current performance evaluations, 9 improved since October 2006 and 5 lost further ground.
- The target for current performance evaluations is 100% completion. This is expected by the Governor and is required by statute.
- Following the January 2007 Government Efficiency GMAP, Governor Gregoire asked agencies to examine their percentage of completed performance evaluations. Key best practices resulting from this review included:
 - Success on this measure requires executives to set the tone and diligently monitor and hold managers and supervisors accountable for performance management.
 - Best practices include: uniform evaluation cycles, PDP quality standards, interim reviews and supervisory feedback mechanisms.

Action:

- Action items from agency HRM Reports include:
 - Track due dates using HRMS or other systems.
 - Train supervisors on individual performance management.
 - Review evaluations for quality.
 - Provide monthly status reports in GMAP or other sessions.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

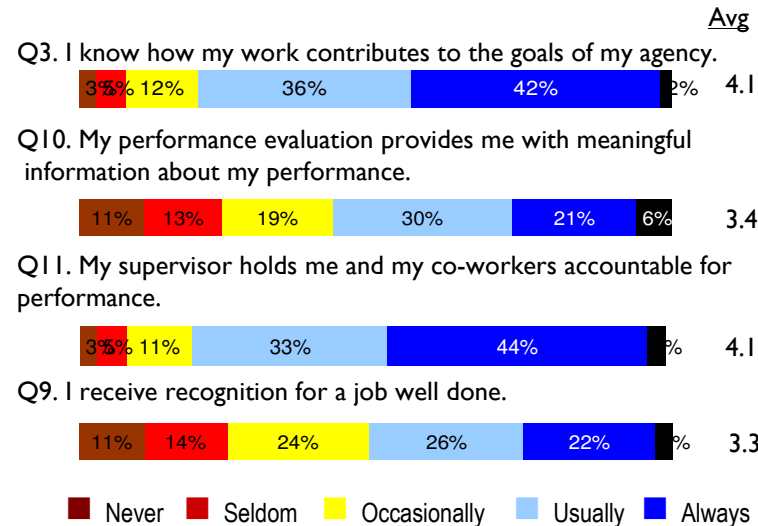
Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings



Overall average score = 3.7	
Greater Olympia area = 3.84	Non-supv employees = 3.73
Western WA (without Oly) = 3.69	Supervisors = 3.85
Eastern Washington = 3.72	

Analysis:

- Approximately 78% of employees know how their work contributes to the goals of their agency, and that they are held accountable for performance.
- Only 51% of employees indicate their performance evaluation provides them with meaningful information.
- A number of agencies indicated they are providing training and consultation to supervisors on how to do effective performance evaluations.
- This survey data is from the April 2006 employee survey. Since that time, the percentage of complete performance evaluations has increased by 21%. It is hoped that the next round of employee survey data will indicate better results on the quality of the evaluations.

Action:

- The State Employee Survey is again being conducted statewide in October/November 2007. This new data will be available in early 2008. DOP will analyze the results and compare to the April 2006 baseline data shown in this slide. Statewide results will be reported out at the Government Efficiency GMAP forum scheduled in early 2008.

Formal Disciplinary Actions

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

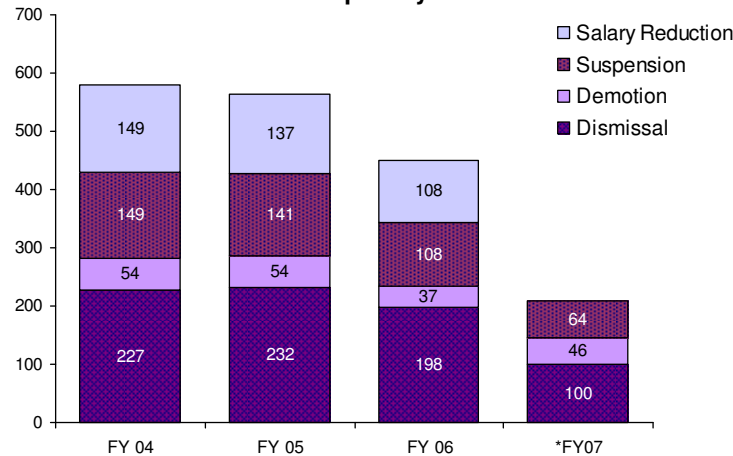
Performance Measures

Percent employees with current performance evaluations
Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Action Taken



* Reduction in Pay is not currently available in HRMS/BW and is not included in FY07.

Top Issues Leading to Disciplinary Action

- Misuse of state resources / ethics violations
- Inadequate / poor performance
- Misconduct / inappropriate comments & behavior
- Insubordination and unprofessional conduct
- Attendance
- Falsifying documents
- Not following agency policy / procedures
- Confrontational / disruptive behavior
- Failure to perform job duties
- Neglect of duty
- Operating vehicle in unsafe manner

Analysis:

- Top issue leading to disciplinary action for FY07 is misuse of state resources / ethics violations such as inappropriate use of state computer/email.
- Many agencies reported a drop in formal disciplinary actions taken due to working with issues at a lower level and practicing progressive discipline. This allows employees to correct their behavior before filing a formal disciplinary action.
- Most agencies are training managers and supervisors on the "Just Cause" process. This training is resulting in more effective resolution of issues so that formal action becomes unnecessary.
- One large agency reported a surge in disciplinary actions due to implementation of a disciplinary measure related to unsafe actions. This measure was enacted to address issues of accidents and worker safety on the job.
- Year-by-year trends in reduction in pay disciplinary activities are difficult at this point since Reduction in Pay actions are not available in HRMS/BW.

Action:

- By spring 2008, DOP will determine the feasibility of capturing Reduction-in-Pay actions via the HRMS/BW to allow complete analysis of this measure.

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

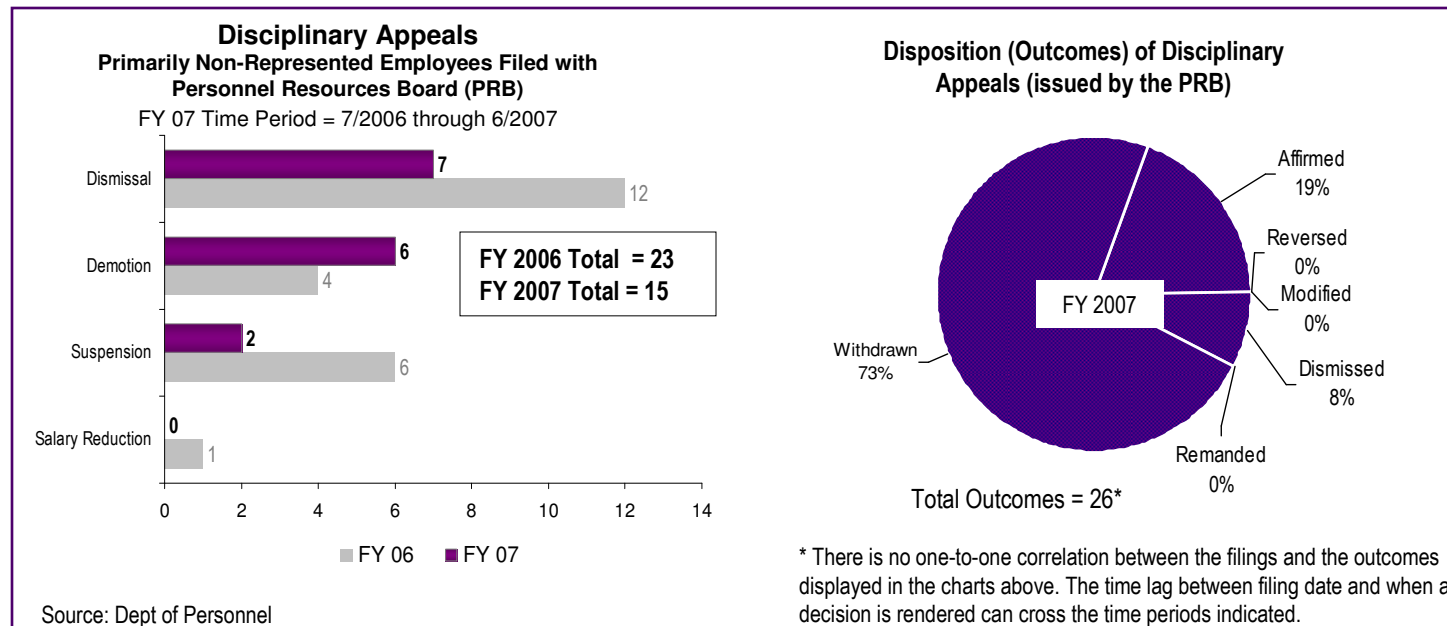
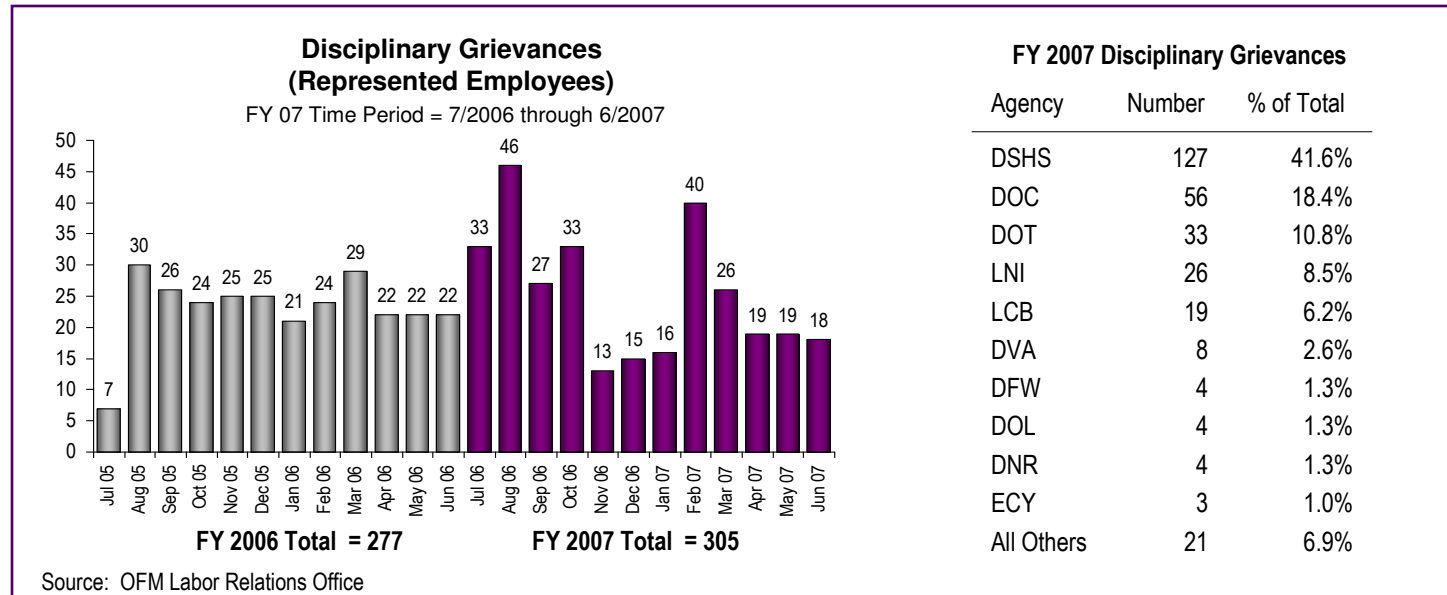
Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations
Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)



ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

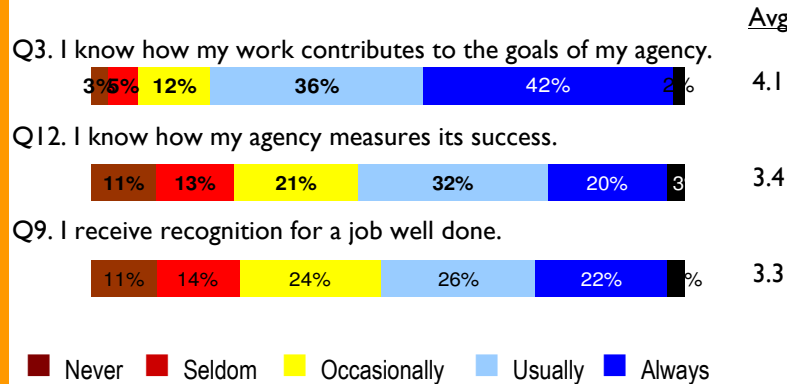
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score = 3.6 (1-5 scale)
 Greater Olympia area = 3.76 Non-supv employees = 3.57
 Western WA (without Oly) = 3.53 Supervisors = 3.77
 Eastern Washington = 3.58

Analysis:

- Although 78% of employees indicate they know how their work contributes to the goals of the agency, 45% do not have a good feel for how the agency measures success against those goals.
- In a performance-based culture, recognition should be tied to performance that is clearly linked to progress in successfully achieving the agency's priorities. The low ratings on knowledge of agency success measures parallel the low survey ratings on recognition, although it is not known if there is a causal relationship.
- Informal discussions with agency HR managers suggest that the low recognition ratings relate to day-to-day informal recognition, as opposed to more formal ceremonies.

Action:

- The State Employee Survey is again being conducted statewide in October/November 2007. This new data will be available in early 2008. DOP will analyze the results and compare to the April 2006 baseline data shown in this slide. Statewide results will be reported out at the Government Efficiency GMAP forum scheduled in early 2008.
- As agencies engage in the WSQA self-assessment, they may better learn to communicate to their employees how their agency measures its success. This is also a key component of Performance Management Confirmation. By June 2008, DOP will have discussions with agencies and GMAP staff about what action steps are being taken and how we can collaborate.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

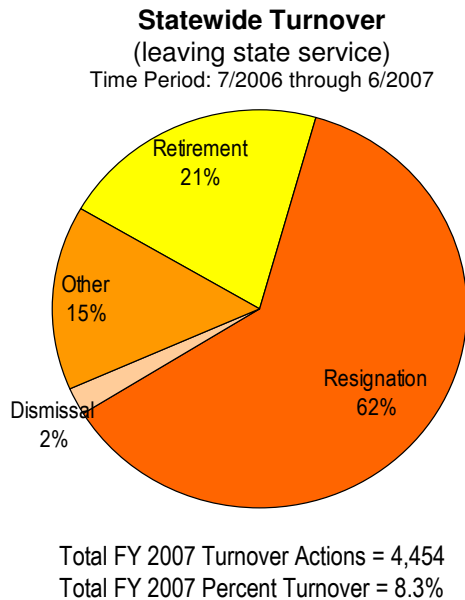
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)



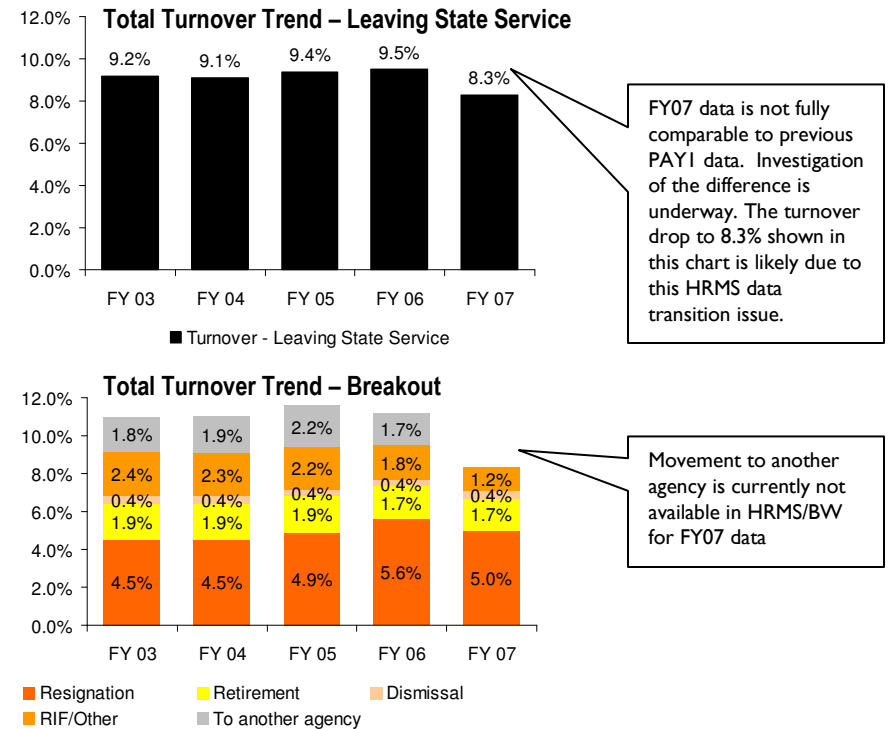
Analysis:

- According to agency HR Management Reports, common concerns regarding turnover include non-competitive wages and retirement. It is noted, however, that the percentage of retirements has not changed significantly over the past 5 years.
- FY 07 "churn-over" data (i.e., movement to another agency) is not yet available in HRMS/BW. However, based on data from previous years, churn-over is estimated at 2%.
- DOP is currently reviewing options to capture and report churn-over data from HRMS.

Source: DOP. Data Warehouse prior to FY 07. HRMS/BW for FY 07.

Turnover Rates

State of Washington



Action:

- An enterprise Recruitment Strategy Team, co-chaired by Eva Santos (DOP) and Karen Lee (ESD), has recently been established and is carefully reviewing retention and workforce planning issues. Recommendations to the Cabinet are expected by June 2008.
- Examples of action steps identified by agencies in their October HR Management Reports to address retention issues include:
 - Reviewing compensation for critical positions.
 - Implementing succession strategies.
 - Conducting thorough exit interviews.
 - Developing employee recognition programs.
 - Ensuring employees have a complete understanding of job expectations prior to hiring.

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

	<u>WA State Gov't</u>	<u>WA Labor Force</u>
Female	53%	46.3%
Disabled	5%	7.2%
Vietnam Vet	7%	Not available
Disabled Vet	2%	Not available
People of color	18%	18.9%
Persons over 40	75%	Not Available

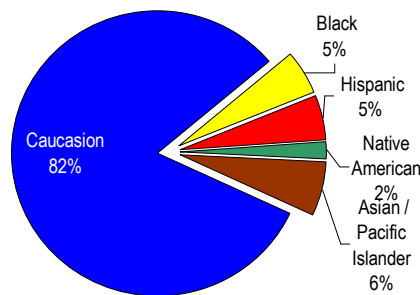
Analysis:

- Percentage of protected group members in the state government workforce remains stable in relation to previous reporting periods.
- The proportion of ethnic minorities in the state government is very close to that of the available civilian labor force in the state.
- Many agencies reported the need for succession planning due to the high percentage of employees over 40 in their agency.

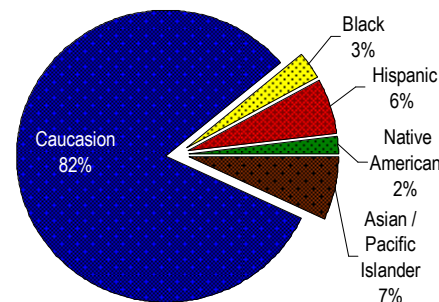
Action:

- The second statewide employee survey that is being conducted in October/November 2007 will include a new question pertaining to workforce diversity. Analysis of that data will be included in the April 2008 HR Management Report.

Washington State Government Workforce



Washington General Labor Force



Percent Age Distribution

