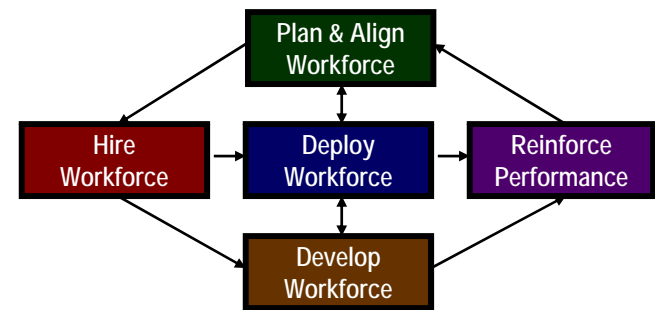


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# State of Washington Human Resource Management Report

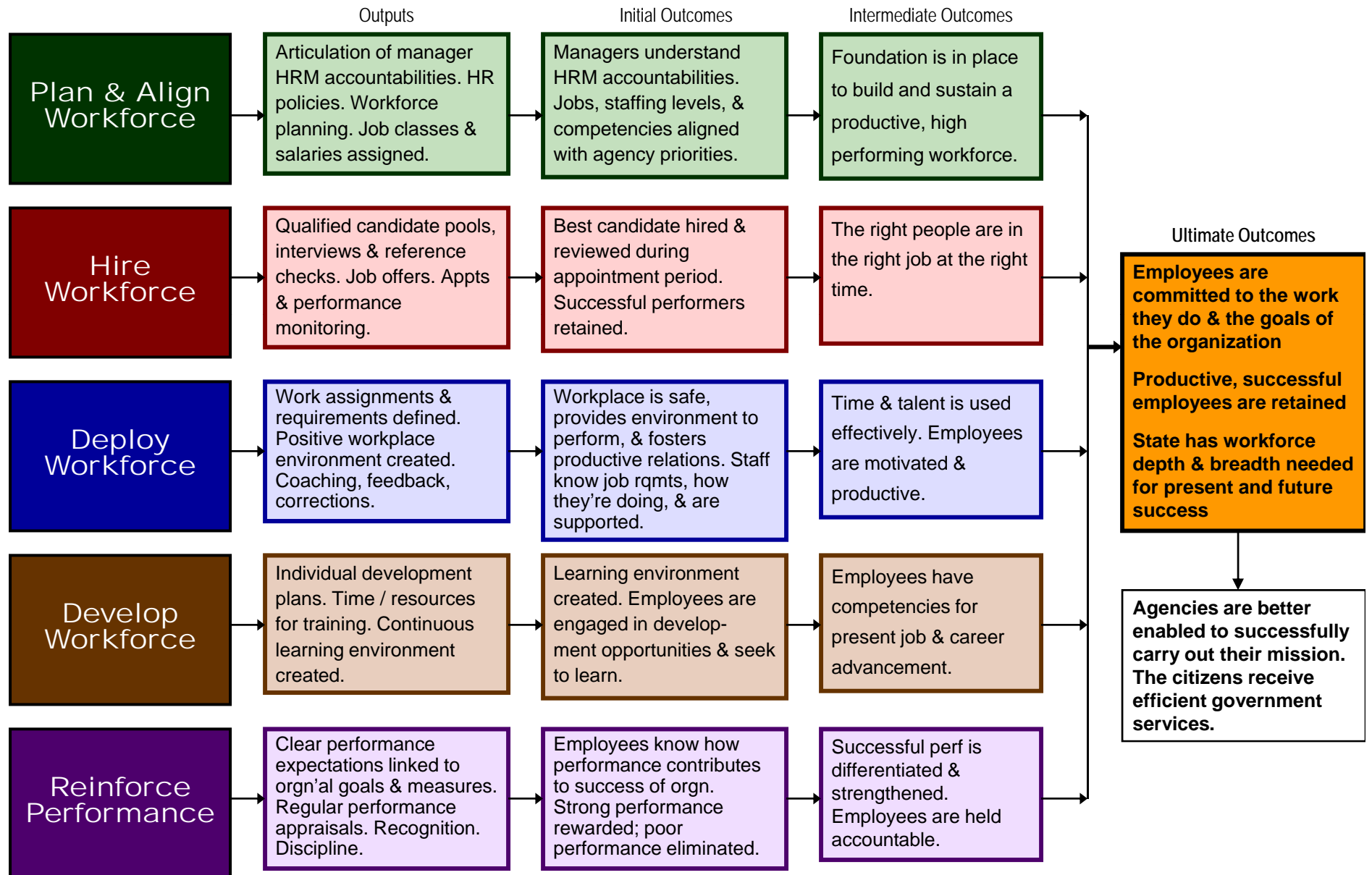
Statewide Rollup  
October 2009 Reporting Period



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Prepared by:  
**Department of Personnel**  
Eva Santos, Director  
Published: December 18, 2009

# Managers' Logic Model for Workforce Management



## Executive Summary

Performance Measure	Status	Comments
<b>PLAN &amp; ALIGN WORKFORCE</b>		
Management profile <sup>a</sup>	6.9% WMS - 1.9% At-will Managers	WMS control point = 7.5%
% employees with current position/competency descriptions <sup>a</sup>	92.7%	
<b>HIRE WORKFORCE</b>		
Average Time to Hire Funded Vacancies <sup>b</sup>	56 avg days to hire	
Candidate quality ratings <sup>b</sup>	76% cand. interviewed had competencies needed 95% mgrs said they were able to hire best candidate	
Hiring balance (% types of appointments) <sup>b</sup>	2,016 promotions; 2,658 new hires; 69 Interagency transfers	
Number of separations during post-hire review period <sup>b</sup>	712	
<b>DEPLOY WORKFORCE</b>		
Percent employees with current performance expectations <sup>a</sup>	76.1%	
Overtime usage: (monthly average) <sup>b</sup>	2.6 hours (per capita); 16.8% of employees received OT	
Sick leave usage: (monthly average) <sup>b</sup>	6.4 hours (per capita)	
# of non-disciplinary grievances <sup>b</sup>	427 grievances	
# of non-disciplinary appeals & Dir's Reviews filed <sup>b</sup>	33 appeals, 92 Director's Reviews	
<b>DEVELOP WORKFORCE</b>		
Percent employees with current individual development plans <sup>a</sup>	76.6%	
<b>REINFORCE PERFORMANCE</b>		
Percent employees with current performance evaluations <sup>a</sup>	79.3%	
Number of formal disciplinary actions taken <sup>b</sup>	236	
Number of disciplinary grievances and appeals filed <sup>b</sup>	198 grievances; 27 appeals	
<b>ULTIMATE OUTCOMES</b>		
Turnover percentages (leaving state service) <sup>b</sup>	7.3%	
Diversity Profile <sup>a</sup>	53% female; 18% people of color; 74% 40+; 4% with disabilities	
2009 Employee survey overall average rating	3.84, 37,882 survey responses	

a) Data as of 6/30/09

b) Data from 7/1/08 through 6/30/09

# 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)

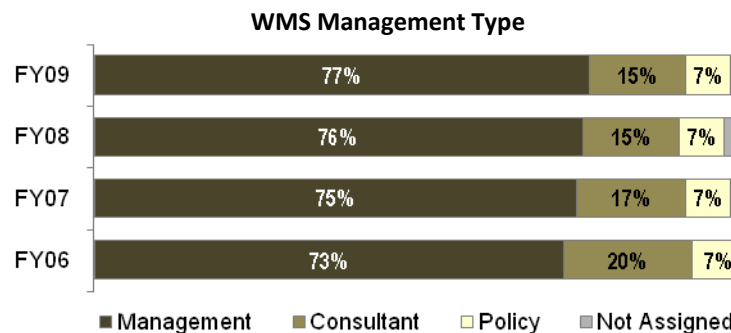
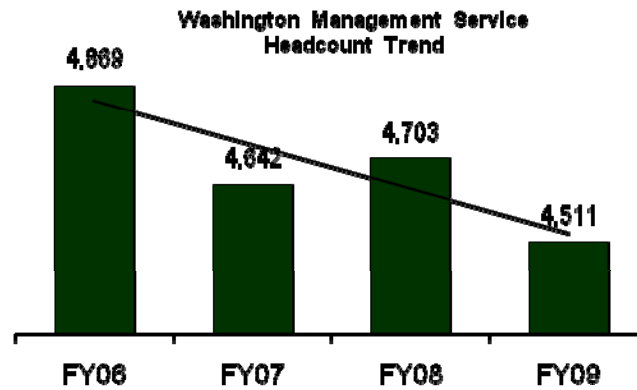
Percent employees with current position/competency descriptions

## Management Profile

Profile*	FY06	FY07	FY08	FY09
WMS headcount	4,869	4,642	4,703	4,511
% of workforce that is WMS	7.9%	7.2%	7.1%	6.9%
Managers headcount*	4,298	4,768	4,906	4,725
% of workforce that are managers	6.9%	7.4%	7.4%	7.2%
Total workforce headcount**	62,516	64,263	66,714	65,290

\* "Managers" includes at-will managers and WMS positions coded as managers only.

\*\* Includes permanent and non-permanent employees in executive branch general government agencies.



## Analysis:

- Since July 2008, the WMS headcount decreased by 4.1% while the total state workforce decreased by 2.3%.
- DOP is currently working with agencies to put in place administrative controls on the inclusion of positions in the WMS and salary banding. A monitoring process is also being developed.
- The numbers shown in the first chart differ from those shown in previous HR Management Reports since we are now counting all general government employees. Previous reports had not included certain groups such as the DOT Marine Division, WSP troopers, Assistant Attorneys General, and Printing 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:

Management profile

Workforce Planning measure (TBD)

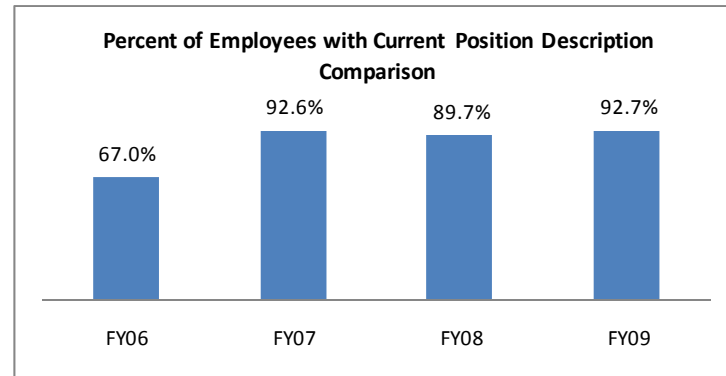
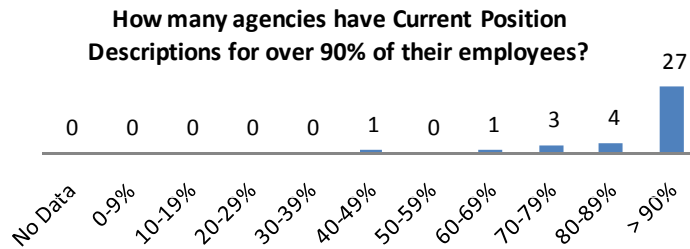
**Percent employees with current position/competency descriptions**

Agency Priority: High-14 , Med-14, Low-7, N/A-1

## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 92.7%\***

\*Based on 49,909 of 53,854 reported employee count  
Applies to employees in permanent positions, both WMS & GS



## Analysis:

- 11 agencies reported a 100% completion rate.
- 18 agencies reported an improvement in the percent of employees with current position descriptions from FY08 to FY09, 10 agencies reported a decrease, and 8 agencies reported no change.
- Overall, the statewide percent of employees with current position descriptions is up 3% from FY08 to FY09.
- Two agencies reported double digit improvements on this measure for 2009:
  - Washington State Patrol – up 15%
  - Department of Labor & Industries – up 13%
- No agencies had less than a 70% completion rate for this measure in FY08. In FY09, 2 agencies had less than a 70% completion rate.
- Several agencies cited layoff activity and the resulting redistribution of duties to remaining staff as the biggest impact to keeping employee position descriptions current.

## Action Steps: (What, by whom, by when)

- An updated Position Description Form, as well as other tools and resources for completion of Position Descriptions, has been posted to the Strategic HR section of the new DOP web site, as of February 2009.
- DOP will continue to monitor and report status of this measure on the 2010 HRM Report.

Data as of 7/1/2009

Source: Agency October 2009 HR Management Reports – 36 of 36 agencies reporting

# 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-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: High-7, Med-15, Low-14

### Time-to-Hire Funded Vacancies

Average number of days to hire*:	56
Number of vacancies filled:	4,242

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High-10, Medium-13, Low-10, N/A-3

### Candidate Quality

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

Number = 5,496 Percentage = 76%

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

Hiring managers indicating "yes":

Number = 1,071 Percentage = 95%

Hiring managers indicating "no":

Number = 55 Percentage = 5%

### Analysis:

- Time-to-hire ranged from 27 days to 74 days. Half of the 36 reporting agencies reported 45 days or less.
- When measuring whether candidates had the competencies needed to perform the job, agency results ranged from 53% to 100% (30 agencies reporting). Half the agencies said 78% or better of their candidates had the competencies, with 6 agencies reporting 90-100%. Eight agencies reported that 67% or fewer of their candidates had the needed competencies.
- Though progress has been made in reporting these two measures, there seems to be inconsistencies on the tracking of this measure. For example:
  - 4 agencies report much higher numbers of vacancies filled in the Time to Hire measure than they do appointments made in the Hiring Balance measure.
  - On average, only 60% of appointments have Time to Hire data and only 42% have Candidate Quality data.
  - 6 agencies aren't reporting data for this measure.

### Action Steps: (What, by whom, by when)

- DOP will research data inconsistency issues related to this measure and propose improvements to these measures in light of the planned recruitment single point of entry. Action plan in place prior to October 2010 report.

# 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-hire vacancies

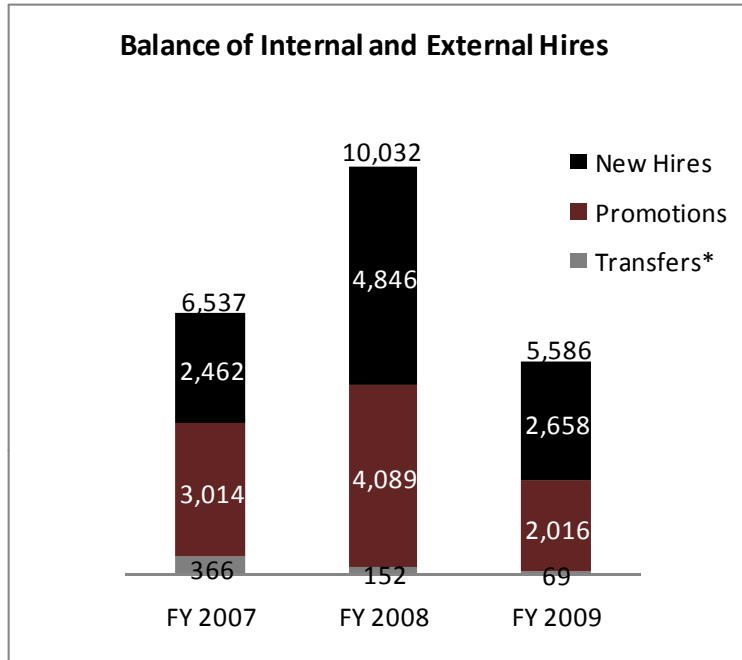
Candidate quality

**Hiring Balance (proportion of appointment types)**

Separation during review period

Agency Priority: High-2, Med-10, Low-19, N/A-1

## Hiring Balance



\*Note: Transfers include interagency transfers only. Exempt seasonal appointments and miscellaneous internal movement are not included.

## Analysis:

- In the HR Management Report, we have traditionally looked at Hiring Balance to include internal movement for business redeployment purposes. (lateral transfers, demotions, reversions, etc.).\*
- To get a more accurate picture of hiring activity, we are now focusing on hires made using a more formal hiring process. Specifically, we are reporting new hires (external hires), promotions and interagency transfers. Ongoing agency internal movement is no longer included in these numbers.
- This more focused set of data shows the balance the state continues to make between providing growth opportunities for existing employees through promotion, and bringing new ideas and skills into the state workforce by hiring people from other industries.
- Job classes with the most new hire activity in FY09 include:
  - Office Assistants 2 & 3
  - Corrections Custody Officer 2
  - Social Worker 2 & 3
  - Liquor Store Clerk
  - LPN 2 & Registered Nurse 2
  - Transportation Engineer 1 & Transportation Technician 2

\* Using the historical reporting parameters, here are the total appointments by fiscal year:

FY06: 11,884 | FY07: 7,247 | FY08: 11,928 | FY09: 7,238

# 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-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

## Separation during review period

Agency Priority: High-6, Med-7, Low-17, N/A-2

## Separations During Review Period

Separations During Review Period	FY06	FY07	FY08	FY09
<i>Total Probationary Separations</i>	449	440	572	557
Voluntary	295	287	378	311
Involuntary	154	153	194	246
<i>Total Trial Service Separations</i>	251	187	209	155
Voluntary	231	172	197	128
Involuntary	20	15	12	27
<b>Total Separations</b>	<b>700</b>	<b>627</b>	<b>781</b>	<b>712</b>

### Percent of increase/decrease by Probationary and Trial Service appointments from FY08 to FY09:

	% Increase / Decrease from FY08 to FY09	
	Probationary	Trial Service
Voluntary Separations	↓ 17.7%	↓ 35.0%
Involuntary Separations	↑ 26.8%	↑ 125%

## Analysis:

- The total number of separations during review period dropped 8.8% from FY08 to FY09. This drop occurred mainly in Trial Service separations (25.8%) whereas the drop in Probationary separations was small (2.6%).
- Total involuntary separations increased 32.5% from FY08 to FY09 while voluntary separations decreased 23.4%.
- The FY08 and FY09 increase in the number of probationary separations is likely due to the increase in new hire appointments in FY08.

## Action Steps: (What, by whom, by when)

- Some action steps reported by agencies to address separations during review period for FY09 include:
  - Closely monitor exit interview process
  - Strengthen performance/development, in-training plans
  - Implement new background check process
  - Engage hiring managers more closely in hiring process
  - Find ways to improve interviewing/screening process with all new employees to help identify best candidates
  - Utilize probationary and trial service periods to manage performance
  - Conduct performance evaluations during review period



# Deploy Workforce

## Outcomes:

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

## Performance Measures:

### Percent employees with current performance expectations

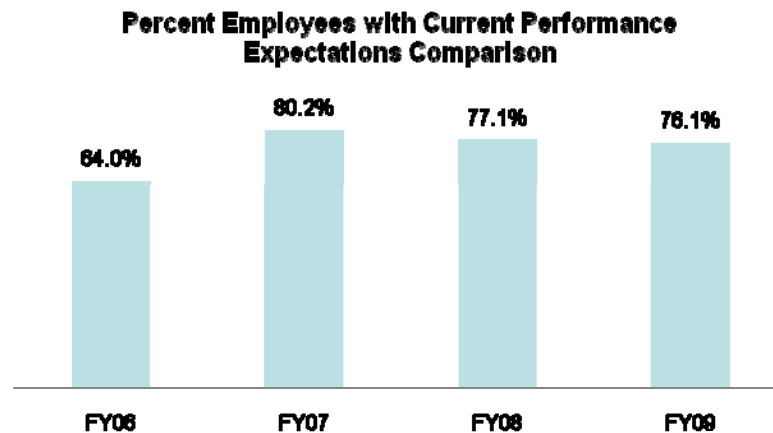
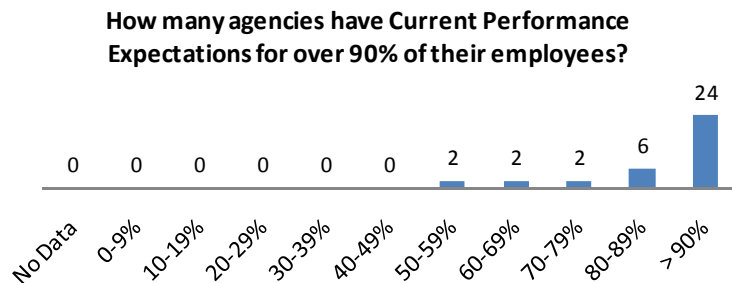
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: High-20 , Med-7, Low-8, N/A-1

## Current Performance Expectations

**Percent employees with current performance expectations = 76.1%\***

\*Based on 38,050 of 49,983 reported employee count  
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2009

Source: Agency October 2009 HR Management Reports – 36 of 36 agencies reporting

## Analysis:

- 9 agencies reported a 100% completion rate for this measure.
- 12 agencies reported an improvement in the percent of employees with current performance expectations between FY08 and FY09, 16 agencies reported a decrease, and 7 agencies reported no change.
- 3 agencies reported a double digit improvement on this measure in 2009:
  - Military Department: 17.4%
  - State Auditors Office: 10.9%
  - Washington State Patrol: 10%
- Agencies cite a clear commitment from agency leadership and regular reporting of this measure at internal GMAP sessions as having the greatest impact to the completion rate of this measure.
- Some agencies have moved to a more precise accounting of how many employees have performance expectations in place, which may account for the slight decline in completion percentage since FY07.
- The response to the Employee Survey Question 4 “I know what is expected of me at work” went up from 4.25 in 2007 to 4.31 in the 2009 employee survey.

## Action Steps: (What, by whom, by when)

- DOP will monitor for trends and report in the October 2010 roll-up report.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, provides environment to perform, & fosters productive relations.

Employee time and talent is used effectively.

Employees are motivated.

## Performance Measures:

Percent employees with current performance expectations

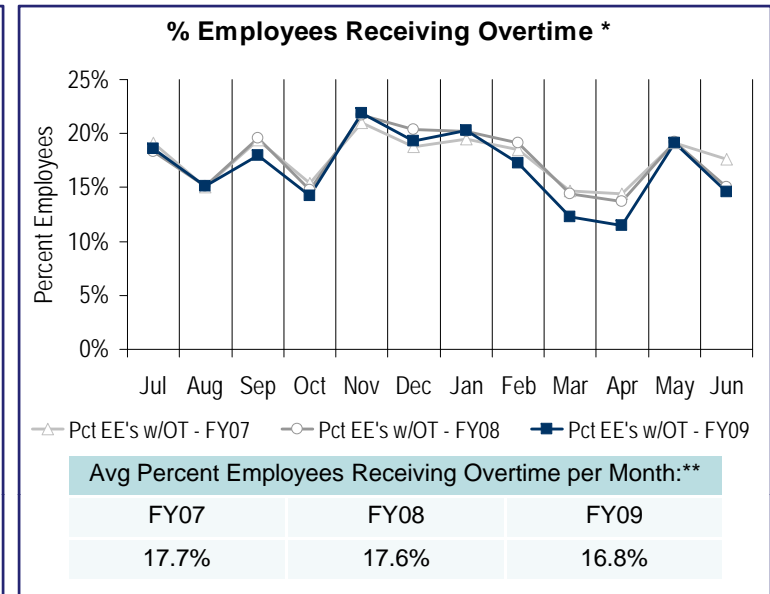
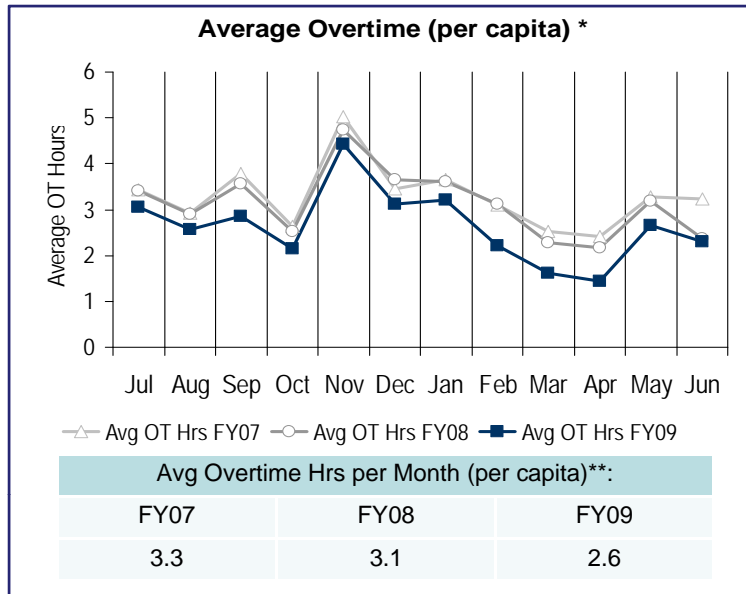
### Overtime usage

Sick leave usage

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

Agency Priority: High-4, Med-7, Low-20, N/A-1

## Overtime Usage

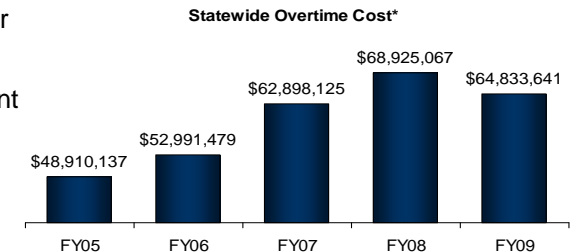


\*Statewide overtime amounts do not include DNR

\*\*Average Overtime Hrs per month and Average Percent of Employees Receiving Overtime are calculated using all employees, both FLSA eligible and ineligible.

### Analysis:

- While patterns of overtime usage have remained relatively steady, FY09 shows a decrease in the average overtime hrs per month (per capita) and the average percent of employees receiving overtime per month.
- During FY09, approximately 68% of the executive branch workforce was covered by the Fair Labor Standards Act (FLSA). 25.6% of those employees received overtime pay in FY09. They worked an average of 16 hours of overtime per month.
- From FY07 to FY09, the average hours of overtime worked per month (per capita) dropped 0.7 hrs. From FY08 to FY09, the hours dropped 0.5 hrs.
- As expected with a drop in Overtime usage from FY08 to FY09, the amount of Overtime paid dropped approximately \$4.1 million.



### Action Steps: (What, by whom, by when)

- Most agencies have indicated they closely monitor and regularly report out on overtime usage. In addition, they continue to review positions to confirm overtime eligibility status.
- Budget constraints have required some agencies cut their use of overtime and adjust work schedules as necessary.

Data Time Period: 7/08 through 6/09 Source: HRMS Business Intelligence

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, provides environment to perform, & fosters productive relations.

Employee time and talent is used effectively.

Employees are motivated.

## Performance Measures:

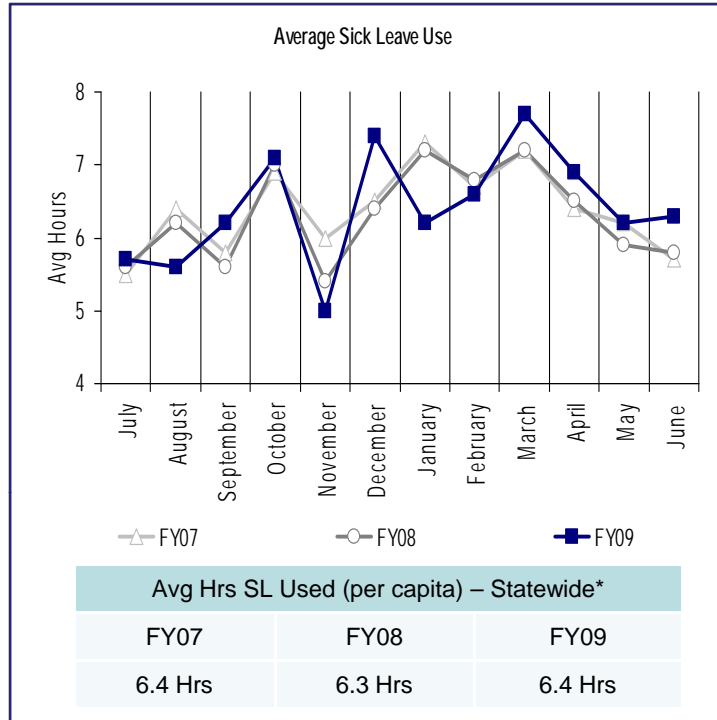
Percent employees with current performance expectations

Overtime usage

### Sick leave usage

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

## Sick Leave Usage



\* Statewide data does not include DOL, DOR, L&I, and LCB

## Analysis:

- Average Sick Leave balance for state employees in FY09 was 240.2 hrs.
- The average hours of sick leave used per capita rose 0.1 hrs from FY08 to FY09; however, this average has not varied by more than 0.1 hrs from FY07 to FY09.
- The 1% rise in Sick Leave usage from FY08 to FY09 in December may be related to extreme weather conditions and employees using sick leave for inclement weather.

## Action Steps: (What, by whom, by when)

- Most agencies report they are actively participating in wellness programs and focusing on safety.
- Flu shots, hand-washing posters, wide-spread availability of hand sanitizers, yoga & massage are a few examples of steps agencies are taking to promote wellness in the workplace.
- Most agencies report they are monitoring sick leave usage and dealing with sick leave abuse as necessary.
- While sick leave abuse is closely monitored, agencies are also stressing the importance of staying home when sick to prevent the spread of illness in the workplace.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, provides environment to perform, & fosters productive relations.

Employee time and talent is used effectively.

Employees are motivated.

## Performance Measures:

Percent employees with current performance expectations

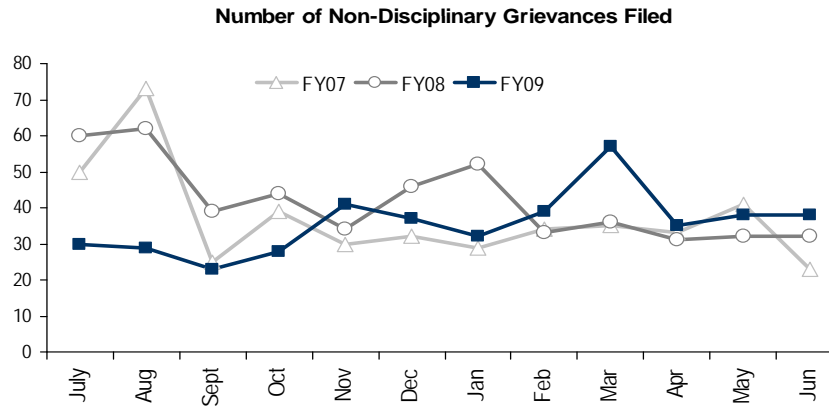
Overtime usage

Sick leave usage

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

Agency Priority: High – 3, Medium – 7, Low – 20, N/A - 4

## Non-Disciplinary Grievances (represented employees)



Non-Disciplinary Grievances By Type

Type	Number	% of Total
Non-Discrimination	72	16.9%
Hours of Work	41	9.6%
Leave	37	8.7%
Performance Evaluation	30	7.0%
Safety	27	6.3%
Compensation	26	6.1%
Bid System	25	5.9%
Overtime Eligible	25	5.9%
Hiring & Appointments	18	4.2%
No Violation Cited	13	3.0%
Grievance Procedure	12	2.8%
Reasonable Accommodation	10	2.3%
All Others	91	21.3%

## Analysis:

- Non-disciplinary grievances decreased from 501 in FY08 to 427 in FY09.
- 97% of non-disciplinary grievances were settled within the agency.

## Action Steps: (What, by whom, by when)

- Agencies plan to continue Collective Bargaining Agreement (CBA) training for supervisors and managers, and require CBA training for new supervisors within 60 days.
- Agencies have increased, or plan to increase, the frequency and participation in Union Management Committee meetings to discuss potential issues and improve communication and cooperation.

## Non-Disciplinary Grievance Disposition\*

(Outcomes determined during time period listed below)

- 367 grievances were settled during this time period
- 94% (346) - settled or withdrawn at the lowest level
- 3% (11) – settled or withdrawn at the agency head level
- 1% (2) – Settled at pre-arbitration
- 2% (8) – Filed to arbitration

Data Time Period: 7/08 through 6/09  
Source: Labor Relations Office

# Deploy Workforce

**Outcomes:**

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

**Performance Measures:**

Percent employees with current performance expectations  
Overtime usage  
Sick leave usage

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

## Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

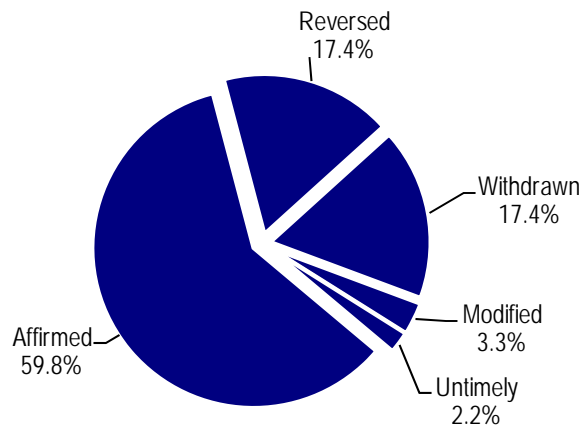
- 88 Job classification
- 4 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action
- 92 Total filings**

### Filings with Personnel Resources Board

- 23 Job classification
  - 1 Other exceptions to Director Review
  - 8 Layoff
  - 1 Disability separation
  - 0 Non-disciplinary separation
  - 33 Total filings**
- Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

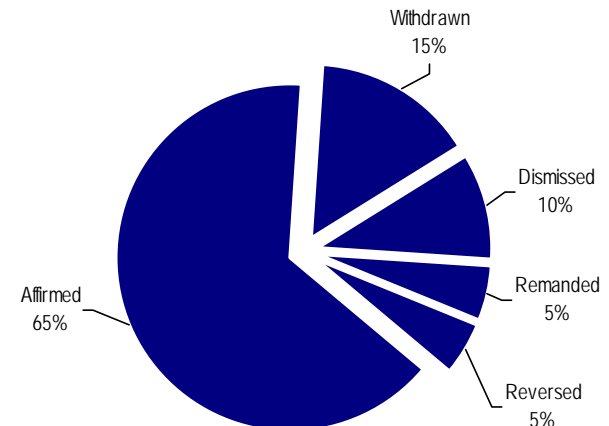
### Director's Review Outcomes



Total outcomes = 92

Data Time Period: 7/1/08 through 6/30/09  
Source: Department of Personnel

### Personnel Resources Board Outcomes



Total outcomes = 20

# 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

Competency gap analysis (TBD)

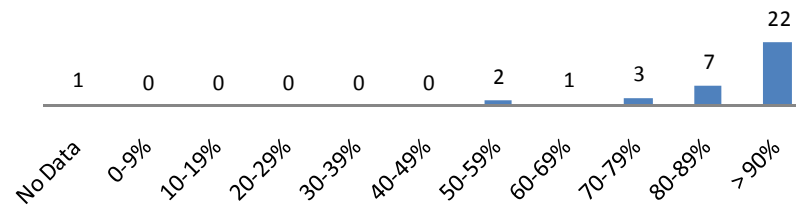
Agency Priority: High-17, Med-9, Low-8, N/A-2

## Individual Development Plans

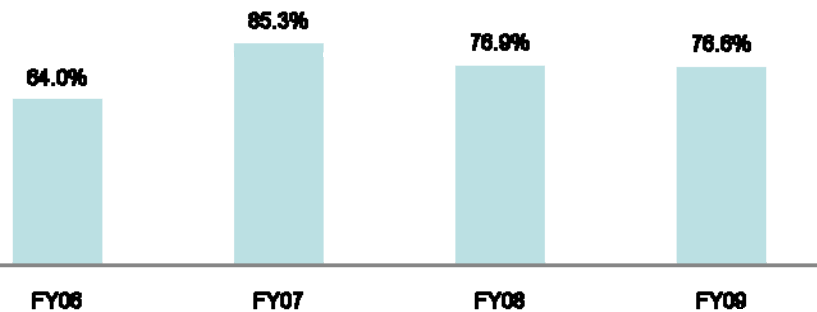
**Percent employees with current individual development plans = 76.6%\***

\*Based on 37,167 of 48,490 reported employee count  
Applies to employees in permanent positions, both WMS & GS

How many agencies have Current Individual Development Plans for over 90% of their employees?



Percent Employees with Current Individual Development Plans Comparison



Data as of 7/1/2009

Source: Agency October 2009 HR Management Reports – 36 of 36 agencies reporting

## Analysis:

- The percent of employees with current individual development plans remained steady between FY08 and FY09. 9 agencies reported a 100% completion rate for this measure.
- 12 agencies reported an improvement in the percent of employees with current individual development plans between FY08 and FY09, 18 agencies reported a decrease, and 6 agencies reported no change.
- Two agencies reported a double digit improvement on this measure between FY08 and FY09:
  - Military Department – up 19.7%
  - Department of Labor & Industries – up 11.2%
- In FY08, no agencies reported less than a 70% completion rate for this measure. In FY09, 3 agencies reported a completion rate of less than 70%.

## Action Steps: (What, by whom, by when)

- Examples of Action Steps described in agency HRM Reports include:
  - HR working with supervisors to develop strategies for completing staff IDPs.
  - Provide senior management with regular reports on timeliness of IDP submissions.

# 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

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

Reward and recognition practices (TBD)

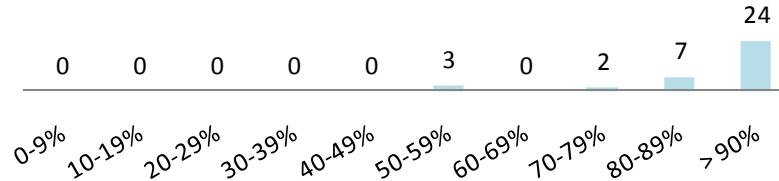
Agency Priority: High-21, Med-2, Low-11, N/A-2

## Current Performance Evaluations

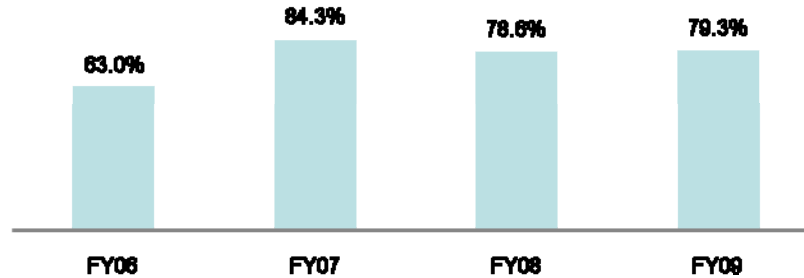
### Percent employees with current performance evaluations = 79.3%\*

\*Based on 39,411 of 49,680 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### How many agencies have Current Performance Evaluations for over 90% of their employees?



### Percent Employees with Current Performance Evaluations Comparison



## Analysis:

- The statewide percent of employees with current performance evaluations increased 0.7% between FY08 and FY09. 9 agencies reported a 100% completion rate for this measure.
- 12 agencies reported an improvement in the percentage of employees with current performance evaluations from FY08 to FY09, 18 agencies reported a decrease, and 6 agencies reported no change.
- Two agencies reported a double digit improvement on this measure for FY09:
  - Military Department – up 19.7%
  - Department of Labor & Industries – up 11.2%
- Several agencies cited recent organizational changes due to budget reductions and changes in supervisory staff as the biggest impact to having current employee performance evaluations.
- The response to Question 10 “My performance evaluation provides me with meaningful information about my performance” improved from 3.45 to 3.53 in the 2009 employee survey. The response to Question 8 “My supervisor gives me on-going feedback that helps me improve my performance” also improved from 3.76 to 3.80.

## Action Steps: (What, by whom, by when)

- Examples of Action Steps described in agency HRM Reports include:
  - HR working with supervisors to develop strategies for completing staff IDPs.
  - Provide senior management with regular reports on timeliness of IDP submissions.

Data as of 7/1/2009

Source: Agency October 2009 HR Management Reports – 36 of 36 agencies reporting

# 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

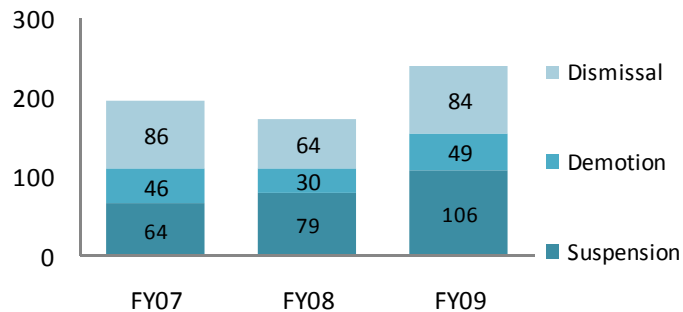
**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

Agency Priority: 2-High, 6-Medium, 25 –Low, 3 N/A

## Formal Disciplinary Actions

Disciplinary Action Taken



Data is not available for reduction in salary, which is also a form of formal disciplinary action.

### Most Commonly Reported Issues Leading to Disciplinary Action

- Misconduct
- Poor Performance
- Poor Attendance
- Misuse of State Resources
- Insubordination

## Analysis:

- The number of formal disciplinary actions taken by agencies increased by 66 (or 38.2%) from FY08 to FY09.
- Of 33 reporting agencies, 6 reported no disciplinary actions in FY09.
- Disciplinary Grievances (see next slide) are down slightly from FY08. Agencies cite clear and honest communication with the union and employee as having the most impact on the low number of grievances.
- 11 agencies reported no grievances or appeals filed.

## Action Steps: (What, by whom, by when)

- Most agencies have indicated they deal with performance and behavior issues as they occur.
- Actions taken by agencies to prevent the need for disciplinary actions:
  - Set clear expectations for performance.
  - Provide training on proper conduct and policies regarding issues such as use of state resources, harassment, and discrimination.
  - Provide performance coaching and proactively address issues.
  - Offer services of Employee Assistance Program (EAP).



# 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

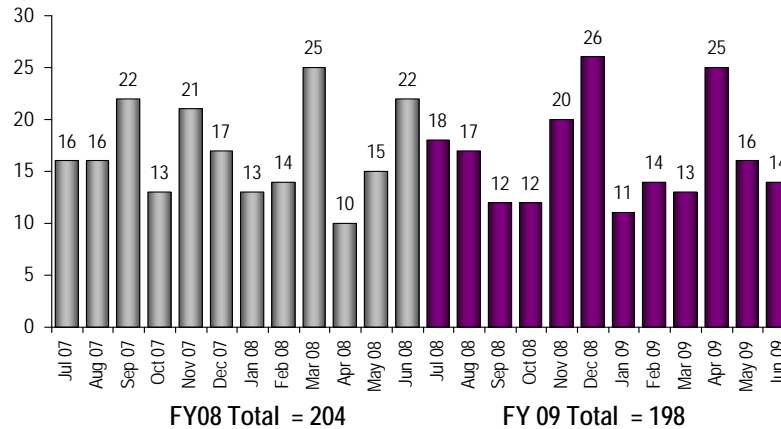
**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

Agency Priority: High=1, Med=2, Low=25, N/A=8

## Disciplinary Grievances and Appeals

**Disciplinary Grievances**  
(Represented Employees)



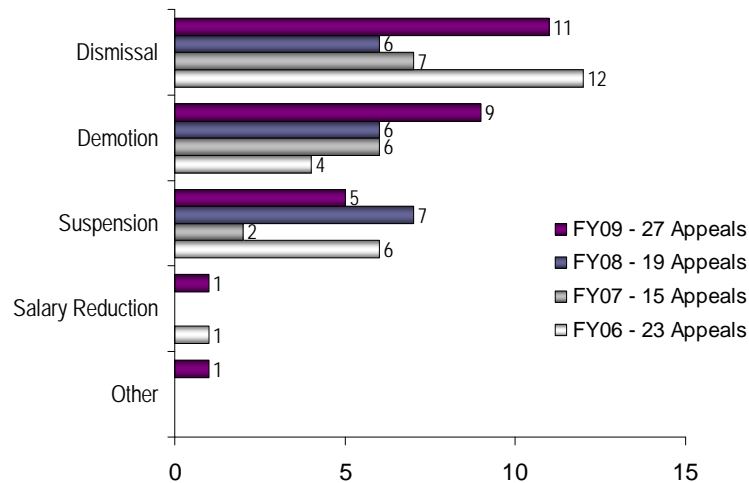
**Disciplinary Grievances – FY09**

Agency	Number	% of Total
DSHS	70	35.4%
DOC	40	20.2%
LNI	15	7.6%
DOT	15	7.6%
ESD	12	6.1%
DNR	10	5.1%
DOH	5	2.5%
GA	4	2.0%
PARKS	4	2.0%
All Others	23	11.5%

Data as of 7/1/2008 – 6/30/2009 Source: OFM Labor Relations Office

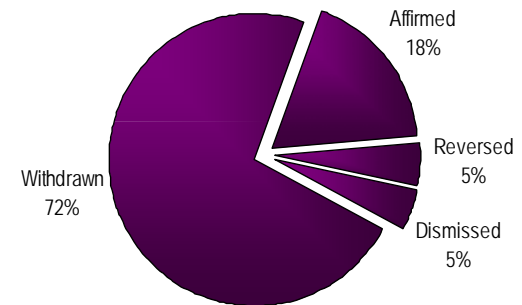
**Disciplinary Appeals**

Primarily Non-Represented Employees Filed with Personnel Resources Board (PRB)



Data as of 7/1/2008 - 6/30/2009 Source: Dept of Personnel

**Disposition (Outcomes) of Disciplinary Appeals (issued by the PRB) – FY09**



Total Outcomes = 22\*

\* There is no one-to-one correlation between the filings and the outcomes displayed in the charts above. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

# 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:

Turnover rate: key occupational categories

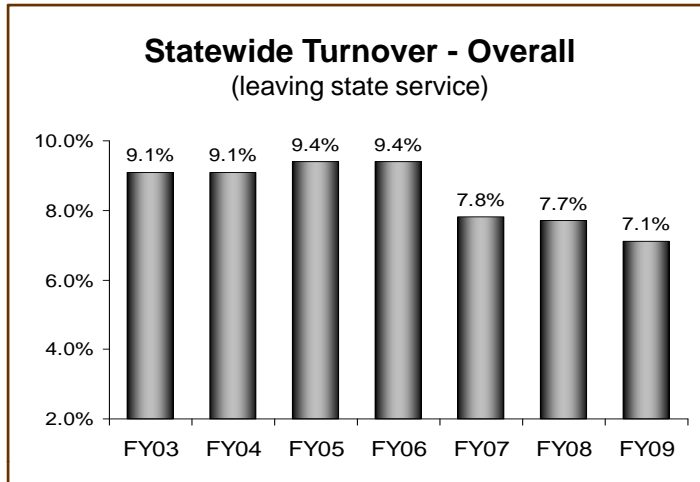
**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

Agency Priority: High-4, Med-17, Low-14, N/A-1

## Turnover Rates



## Statewide Turnover – By Type (leaving state service)

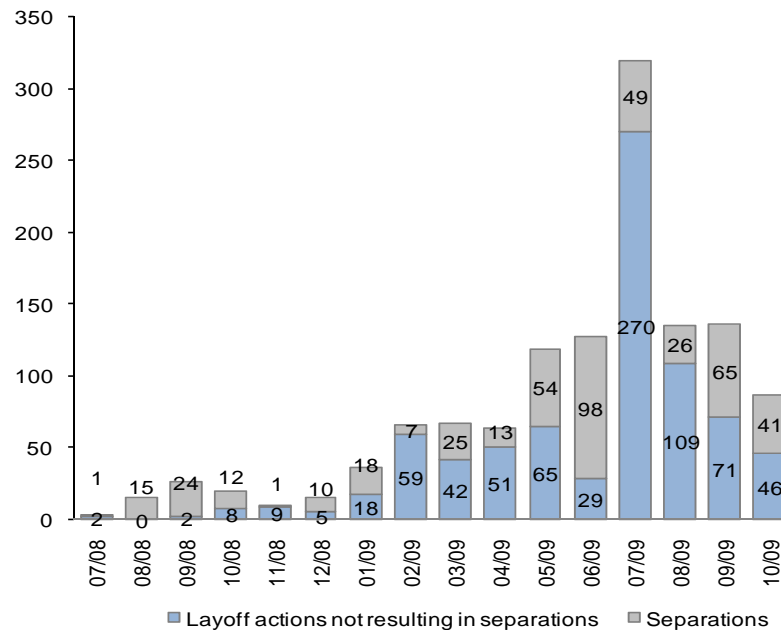
	FY04	FY05	FY06	FY07	FY08	FY09
Resignation	4.5%	4.9%	5.6%	4.8%	4.7%	3.7%
Retirement	1.9%	1.9%	1.7%	1.7%	1.9%	1.8%
Dismissal	0.4%	0.4%	0.4%	0.2%	0.1%	0.2%
RIF/Other	2.3%	2.2%	1.8%	1.2%	1.1%	1.4%

Note: Movement to another agency is currently not available in HRMS/BI

### Analysis:

- Total turnover actions in FY09 was 4,096.
- There was a noticeable drop in resignations in FY09. 3.7% is the lowest since FY04. This may be attributed to the economic climate and people holding on to their jobs.
- Retirements, Dismissals, and RIF/Other reasons for leaving have remained steady.
- Workforce reduction includes 1) layoff, 2) bumping and other appointment changes caused by layoff activity, and 3) attrition combined with a hiring freeze.
- Four agencies conducted 65% of the layoff related appointment changes and separations between 7/08 and 10/09; DSHS, DNR, Corrections, Fish & Wildlife.
- Layoff action reasons include appointments from the layoff list prior to separation from the state, and demotions in lieu of layoff.

## Layoff Actions



Data Time Period: 7/08 through 6/09  
Source: HRMS Business Intelligence

# ULTIMATE OUTCOMES

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

Performance Measures:

Turnover rates and types

Turnover rate: key occupational categories

**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

Agency Priority: High-9, Med-20, Low-6

## Workforce Diversity Profile

	WA State FY06	WA State FY07	WA State FY08	WA State FY09	WA Labor Force
Female	52%	53%	53%	53%	46.3%
Persons w/Disabilities	5%	5%	4%	4%	7.2%
Vietnam Era Vets	7%	7%	6%	6%	N/A
Vets w/Disabilities	2%	2%	2%	2%	N/A
People of Color	17.5%	18%	18%	18%	18.9%
Persons Over 40	76%	75%	75%	74%	N/A

Profile data includes permanent employees only.

### Analysis:

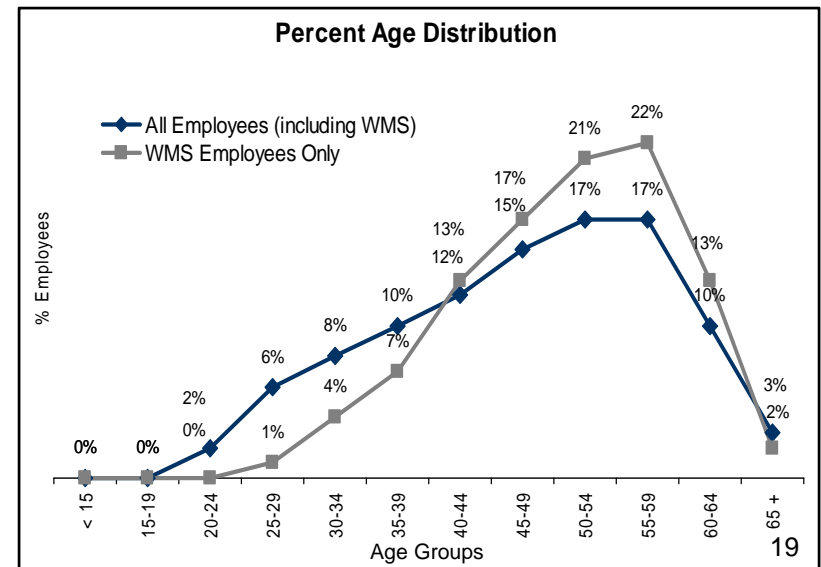
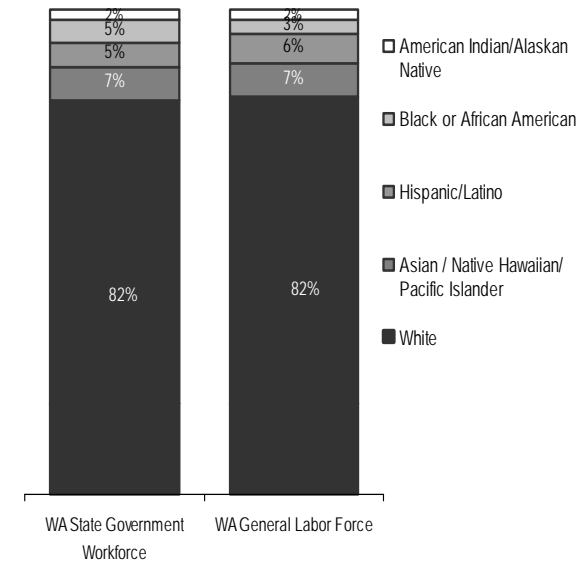
- The majority of all employees – WMS (43%) and non-WMS (34%) are between 50-59 years of age.
- The percent of persons over 40 has dropped from 75% to 74% since FY08, and 2% since FY06.

### Action Steps: (What, by whom, by when)

- DOP and GAAPCom are preparing a policy briefing outlining the recommendations from the Governor's Disability Sub-committee report.
- DOP in partnership with DSHS/DVR is working on an action plan on how to make WA state a model employer for persons with disabilities.

Data as of 6/09  
Source: HRMS Business Intelligence

People of Color  
WA State Government vs WA General Labor Force



# 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:

Turnover rates and types

Turnover rate: key occupational categories

**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

Agency Priority: High-14, Med-13, Low-7, N/A-2

## Employee Survey Ratings

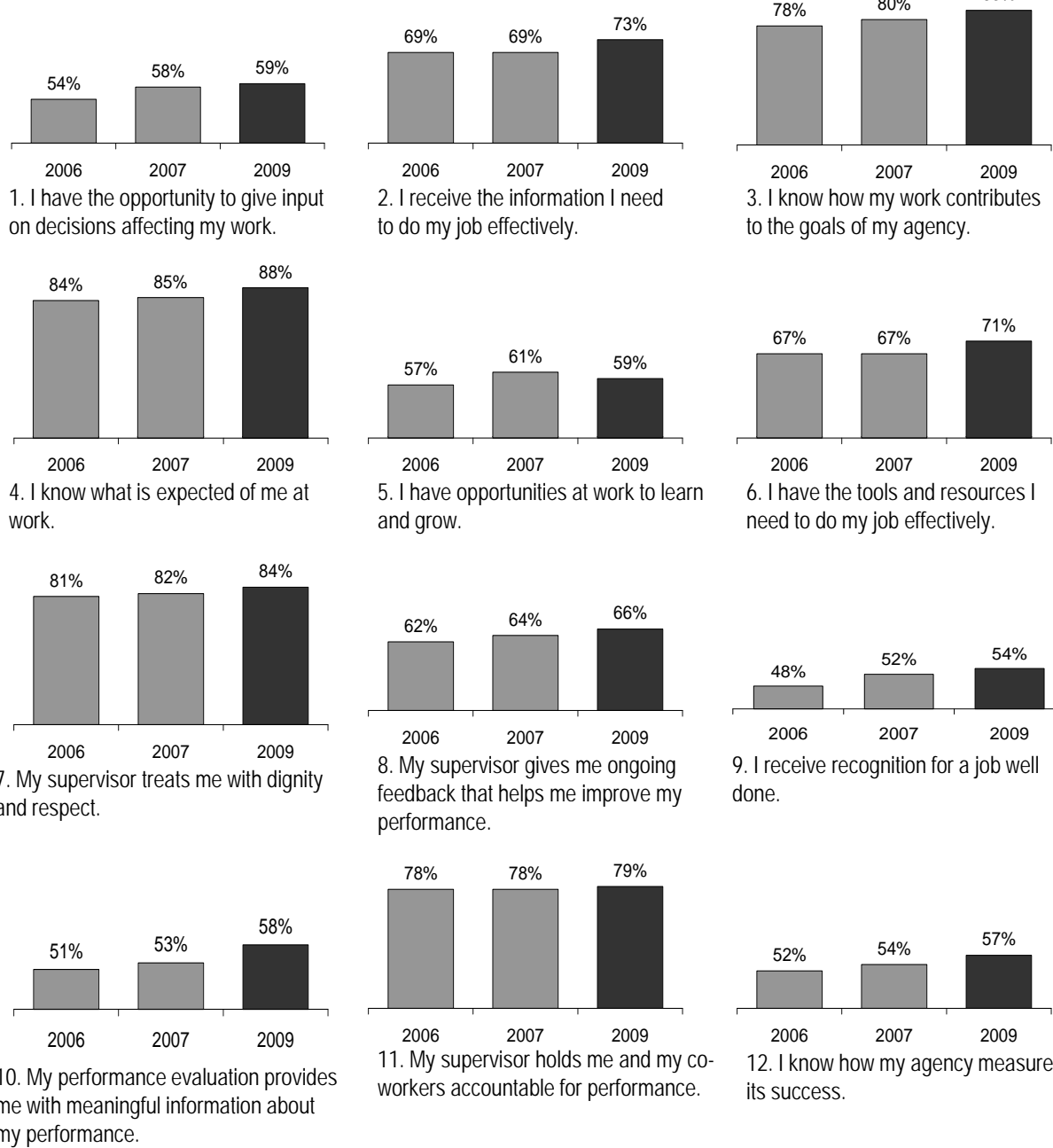
Question	4/06 Avg	11/07 Avg	10/09 Avg	Change 07-09
1) I have the opportunity to give input on decisions affecting my work.	3.50	3.56	3.58	+02
2) I receive the information I need to do my job effectively.	3.80	3.77	3.84	+07
3) I know how my work contributes to the goals of my agency.	4.12	4.14	4.21	+07
4) I know what is expected of me at work.	4.28	4.25	4.31	+06
5) I have opportunities at work to learn and grow.	3.59	3.66	3.60	-.06
6) I have the tools and resources I need to do my job effectively.	3.76	3.75	3.80	+05
7) My supervisor treats me with dignity and respect.	4.29	4.29	4.33	+04
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76	3.80	+04
9) I receive recognition for a job well done.	3.34	3.43	3.47	+04
10) My performance evaluation provides me with meaningful information about my performance.	3.39	3.45	3.52	+07
11) My supervisor holds me and my co-workers accountable for performance.	4.14	4.11	4.11	0
12) I know how my agency measures its success.	3.39	3.43	3.49	+06
13) My agency consistently demonstrates support for a diverse workforce.	N/A	3.83	3.89	+06
<b>Overall average</b>	<b>3.78</b>	<b>3.80</b>	<b>3.84</b>	<b>+04</b>
<b>Number of survey responses</b>	<b>36,451</b>	<b>35,838</b>	<b>37,882</b>	

Source: Statewide Employee Survey

### Analysis:

- The State Employee Survey was administered during a 4-week period beginning in September 2009.
  - A rating scale of 1 (lowest) to 5 (highest) was used.
  - 68 agencies, boards, and commissions participated in the survey. 42 agencies had more than 50 respondents.
  - 18 additional agencies participated in the 2009 survey.
  - The overall average score for 2009 was 3.84, compared to 3.80 in 2007. This is a statistically significant increase.
  - 37,882 employees took the survey, for a response rate of 59%.
  - 75% of respondents were non-supervisory employees; 22% were supervisors. The geographic distribution of respondents was similar to the distribution of employees statewide.
- Action Steps:** (What, by whom, by when)
- Survey results have been distributed to agencies for internal analysis of results.
  - Detailed analysis will be posted to DOP web site January 2010.

# “Usually to Always” Agree Ratings



**Notes:**

- These charts reflect the sum of the 4 and 5 ratings for each question on the 2009 State Employee Survey (scale of 1 to 5, 5 is highest score).
- Scores improved on all questions, except #5 – I have opportunities at work to learn and grow. The cause of this decline is unclear. Budget restrictions over the past year reduced training and put a damper on career advancement. This may likely be a factor.
- The most improved question was #10 regarding performance evaluations, which went up by 5%. Many agencies have placed more emphasis on completing performance evaluations on time and improving the quality of those evaluations. 79% employees had current evaluations in 2009, compared to 63% in 2006.
- Question #9 (regarding recognition) and question #12 (knowing how agency measures success) are still the lowest scoring questions. However, both continue to see improvement.