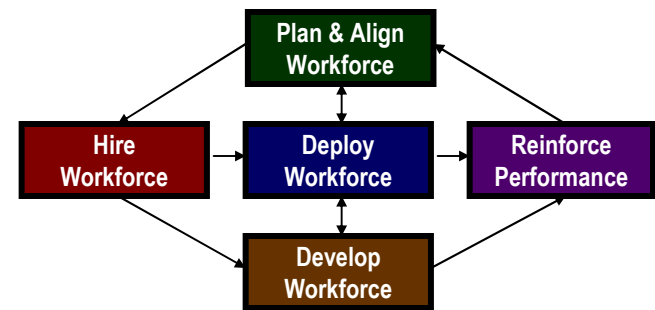

State of Washington Human Resource Management Report

Statewide Roll-up April 2007 Reporting Period



Prepared by:
Department of Personnel
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June 2007
(Publication 6/27/07)

Managers' Logic Model for Workforce Management



Standard 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)
- Safety & workers compensation claims measure (TBD)

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
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Executive Summary - HR Management Report Roll-up April 2007

PLAN & ALIGN WORKFORCE	Status	Comments
% supervisors with performance expectations for WF mgmt	97.4%	30/37 agencies are >90%
Management Profile: •Percent of workforce that is WMS •Percent workforce that is coded "Manager" *	7.9% (4,749) 9.0% * (5,412)	Data as of May 30, 2007 *All Managers (WMS, Exempts, GS)
Percent employees with current position descriptions	87.3% (up by 20% since 10/06)	21/37 agencies are > 90%
HIRE WORKFORCE		
Number of days to fill job vacancies	67.1 days [preliminary data based on 273 appointments]	Based on limited data in E-recruit system
Candidate quality ratings	Data not yet available	Data not yet available in E-recruit system
Percent types of appointments	3,165 appts: 48% promo; 21% new hire; 15% transfers; 11% exempts	Data is in question due to coding issues
Separations during post-hire review period	304	% unavailable due to data coding issues
DEPLOY WORKFORCE		
Percent employees with current performance expectations	83.4% (up by 19% since 10/06)	22/37 agencies are > 90%
Employee survey "productive workplace" ratings	3.8 (1-5 scale)	Data as of 4/06
Average overtime usage - per capita, per month	3.7 hours/mo; 18.4% employees receiving OT per month	Data for 7/1/06 – 12/31/06
Average sick leave hours per month	6.2 hours per capita; 11.7 hours for just those using S/L	Data for 7/1/06 – 12/31/06
Number of non-disciplinary grievances and appeals filed	249 non-disciplinary grievances; 1 PRB appeal, 36 Dir. Reviews	Data for 7/1/06 – 12/31/06
DEVELOP WORKFORCE		
Percent employees with individual development plans	75.2% (up by 11% since 10/06)	17/37 agencies are > 90%
Employee survey "training & development" ratings	3.7 (1-5 scale)	Data as of 4/06
REINFORCE PERFORMANCE		
Percent employees with current performance evaluations	77% (up by 14% since 10/06)	19/37 agencies are > 90%
Employee survey "performance & accountability" ratings	3.7 (1-5 scale)	Data as of 4/06
Number of formal disciplinary actions taken	109 (does not include pay reduction action)	Data for 7/1/06 – 12/31/06
Number of disciplinary grievances and appeals filed	167 disciplinary grievances; 6 disciplinary appeals	Data for 7/1/06 – 12/31/06
ULTIMATE OUTCOMES		
Employee survey "employee commitment" ratings	3.6 (1-5 scale)	Data as of 4/06
Percent turnover (leaving state service)	4.4% (first 6 months of FY 07)	Data for 7/1/06 – 12/31/06
Percent workforce diversity	52% female; 18% people of color; 5% disabled; 75% over 40	

Workforce Management Expectations

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

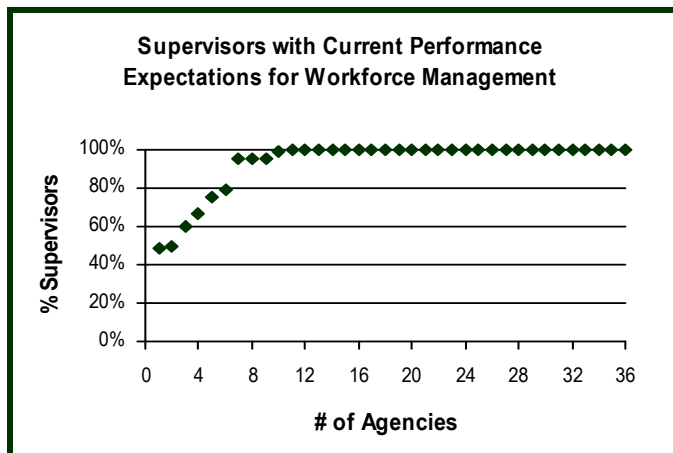
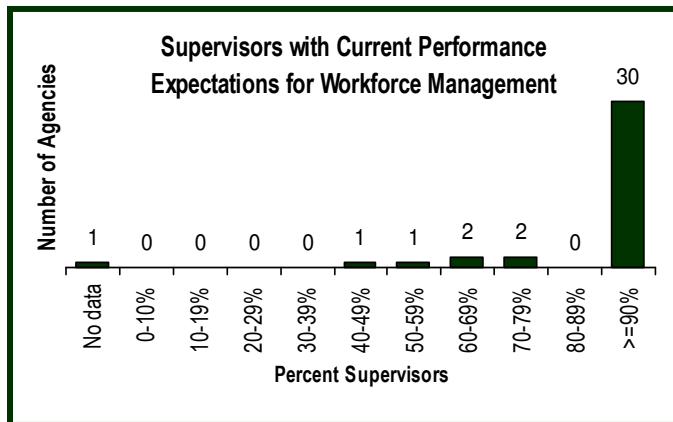
Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Supervisors with current performance expectations for workforce management = 97.4%*

* Based on 8,715/8,951 reported number of supervisors



Analysis:

- 30 agencies reporting data for this measure said they have “workforce management” expectations in place for over 90% of their supervisors. These 30 agencies represent approximately 92% of the general government workforce, an increase of 37% since the last reporting period.
- 19 agencies provided evidence of clear and on-going expectations for workforce management beyond an annual communication from the director. These 19 agencies account for about 44% of the general workforce.
- Since October 2006, DOP consulted with many agencies that had not set management performance expectations. 5 agencies that were previously below 75% are now at 95-100%.
- It is important that executives inform managers of what their workforce management responsibilities are and hold them accountable for fulfilling those responsibilities.
- The logic model on page 2 of this report provides a high level description of desired outcomes of managers’ role in managing their employees.
- The HR Management Report is about *managers’* accountability, not the HR Office. The performance measures contained in the report are intended to give a high level indication of how managers are doing. Executives are encouraged to use this information during management reviews.

Action:

- By Sept 2007, DOP Client Service Managers will follow up with the 6 agencies that are still behind on this measure.

Data as of 1/1/2007
Source: Agency HRM Reports- 37 agencies reporting

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

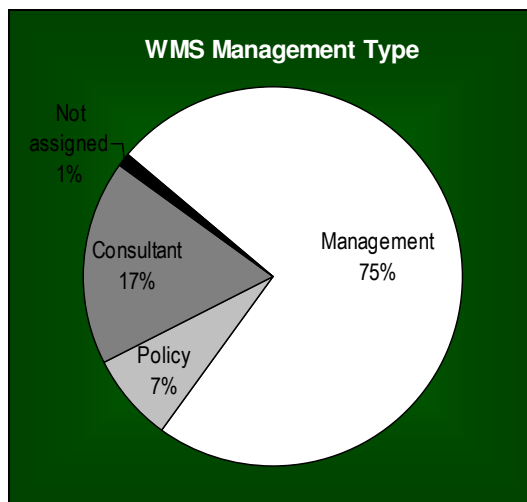
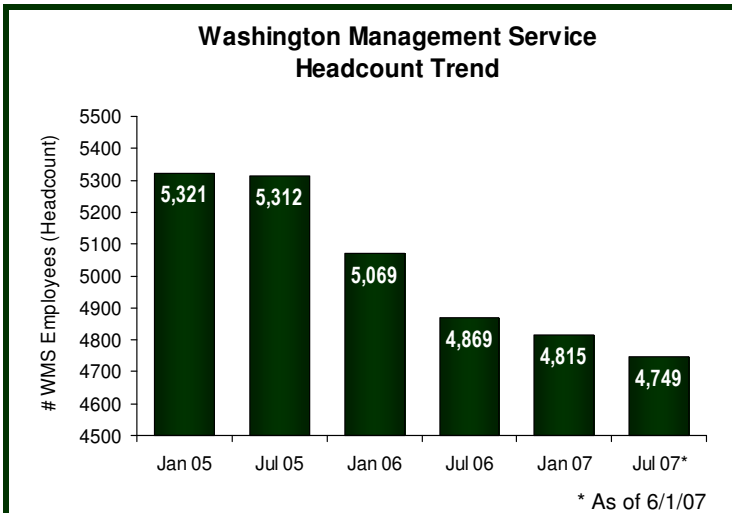
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

WMS employees headcount = 4,749
 Percent of agency workforce that is WMS = 7.9%
 Managers* headcount = 5,430
 Percent of agency workforce that is Managers* = 9.0%

* In positions coded as "Manager" (includes EMS, WMS, and GS)



Analysis:

- Since January 2005, WMS headcount has declined by 11%.
- The percent of general government workforce that is WMS declined from 9.2% in January 2005 to 7.9% on June 1, 2007.
- Although the decline in WMS headcount is associated with the Governor's mandate to reduce 1,000 management positions during 2005-07, there is not a 1:1 correlation because:
 - Cuts included vacant and filled *positions*
 - Cuts included WMS, *plus* exempt and general service positions
 - Some additions occurred through legislative authorization
- As of June 1, 2007, the total number of managers was 5,412 or 9.0% of the workforce. This includes WMS, Exempts, and General Service positions that are coded as Managers.

Action Plan:

- Management profile performance measures have been added to the HR Management Report to monitor number of managers in relation to the total workforce.
- Agencies are expected to not exceed the percent of their workforce that is WMS (headcount) as of July 2007.
- Each agency will report this data in their HR Management Reports that are submitted to DOP semi-annually and for GMAP forums.
- DOP will monitor statewide management profile data on a quarterly basis.

Current Position/Competency Descriptions

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

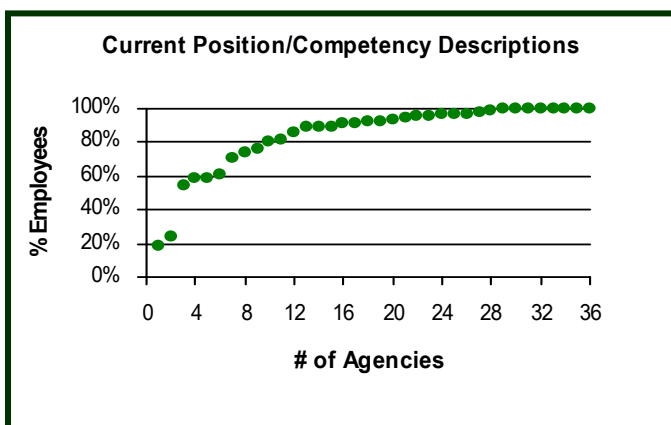
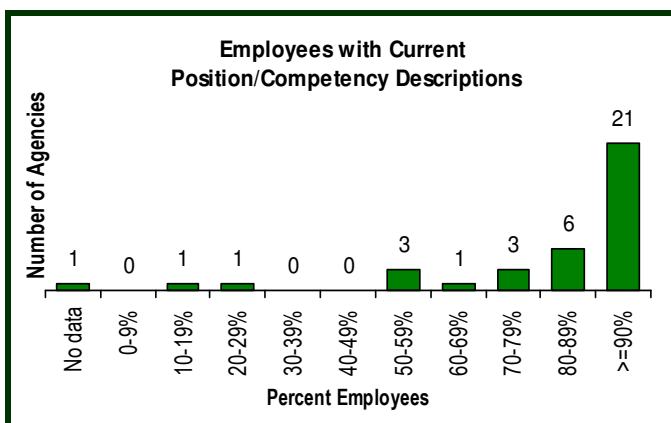
Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Percent employees with current position/competency descriptions = 87.3%

Based on 41,257/47,244 reported employee count
Applies to employees in permanent positions, both WMS & GS



Analysis:

- 87.3% of employees have current position/competency descriptions, an increase of 20% since October 2006.
- 21 agencies have over 90% current job descriptions, an increase of 8 agencies since October 2006.
- Of the 15 agencies with less than 90% current job descriptions, 6 agencies had an action plan *and date* they expect to have near 100%. Successful completion of these 6 plans would improve statewide results by 3.6%. The other 9 agencies account for 6% of the statewide gap but have no target dates in their action plans.
- 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 for 100% of their employees, improvement will be made in completing position and competency descriptions, as this is a prerequisite to properly done PDPs.

Action:

- By January 2008, DOP will revise 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

Hiring: Time-to-Fill and Candidate Quality

Time-to-fill Funded Vacancies

Average Number of Days to fill*: 67.1

Number of vacancies filled: 273

*Equals # of days from creation of the requisition to job offer acceptance

Time Period: HRMS E-Recruiting implementation to 4/30/07

Candidate Quality

Data not available until 10/2007

Analysis:

- These measures reflect numbers from HRMS E-Recruiting and are a rough estimate due to the recent implementation of the system.
- 15 agencies used E-Recruiting to track time-to-fill information for this reporting period.
- Some agencies expressed concern for time-to-fill results due to the start and end dates used. The time begins when the first requisition is entered in the system. This includes advance efforts prior to posting. For the end time, E-Recruiting automatically time stamps the job accepted date when the candidate is marked "to be hired" in the system. There may be an administrative lag time between when the job offer is actually accepted and when the information is entered in E-Recruiting. These and other contributors to time-to-fill results need to be understood by each agency so that they can address any important roadblocks to achieving the goals of quality and timely hiring.

Action Steps:

- Monitor process and use of E-Recruiting for these measures, and evaluate larger sample of data which will be available for the next Reports (DOP, by Nov 2007).
- Identify ways to measure time between creation date and posting date (DOP, by April, 2008).
- Identify ways to sample data by acceptance date (DOP, by April, 2008).

Appointments and Post-hire Review

Hire Workforce

Outcomes:

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

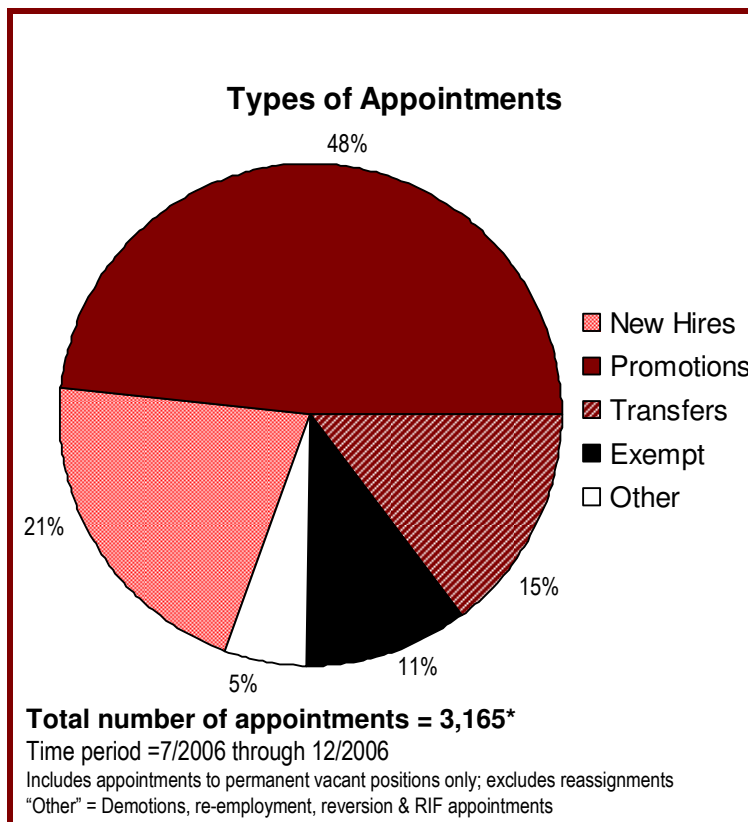
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period



Separation During Review Period	
Probationary separations - Voluntary	136
Probationary separations - Involuntary	76
<i>Total Probationary Separations</i>	<i>212</i>
Trial Service separations - Voluntary	83
Trial Service separations - Involuntary	9
<i>Total Trial Service Separations</i>	<i>92</i>
Total Separations During Review Period	304
Time period = 7/2006 through 12/2006	

Analysis:

- This is the first reporting cycle where Appointment Type data has been retrieved from the HRMS/Business Warehouse since full conversion to the HRMS in mid-2006.
- There are substantial reasons to suspect the integrity or accuracy of the Appointment Type data shown in this chart. Reasons include:
 - In converting to the HRMS, personnel/payroll staff in many agencies did not fully understand the proper usage of the coding types in the new system. They also found that needed codes for certain appointment transactions no longer existed. Therefore, many agencies coded transactions incorrectly and/or developed their own coding approach. Consequently, agency and enterprise-level data integrity is compromised due to inconsistent coding practices.
 - During the HRM Report data workshops provided by DOP in February-March 2007, agency participants frequently questioned the validity of the appointment data – noting that the data from the system did not match up with their personal knowledge of the actual appointment transaction going on within their agency.

Action Steps:

- By February 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.

Current Performance Expectations

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

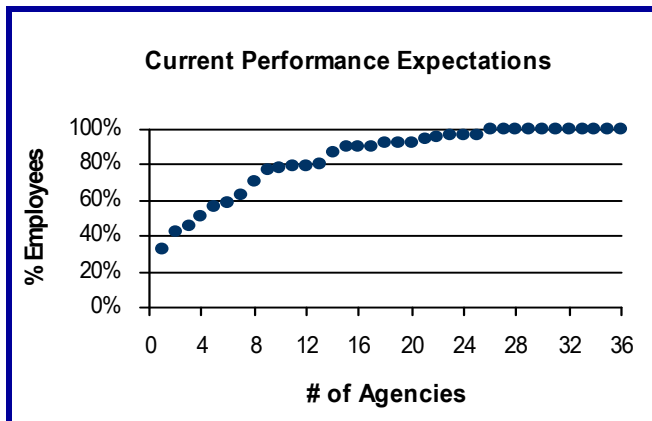
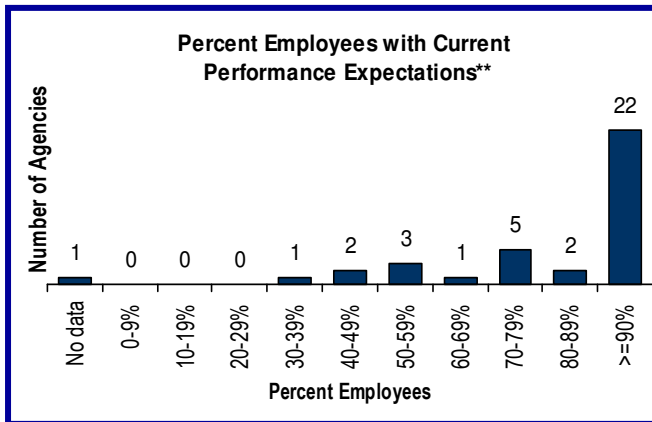
Sick leave usage

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

Safety and Workers Compensation (TBD)

Percent employees with current performance expectations = 83.4%

Based on 37,506/44,953 reported employee count
*Applies to employees in permanent positions, both WMS & GS



Source: Agency HRM Reports

Analysis:

- This data is derived from agencies' HR Management Reports that were submitted to DOP for the April 2007 reporting cycle.
- Statewide, the percent of employees with current performance expectations increased from 64% to 83% since the last reporting period (10/06).
- 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.
- 14 Of 37 agencies have current performance expectations for less than 90% of their employees. All 14 have action plans (3 with specific dates) for improvement. 5 of the 14 agencies reported improvement since their last HRM Report.
- 5 agencies with 90% or more current expectations include target dates when they expect to achieve 100%
- 5 agencies with 100% include action steps to focus on the *quality* of the expectations and the outcomes achieved.

Action:

- The next statewide employee survey will occur in October 2007. Results will be analyzed in relation to the full performance management process, and reported in the April 2008 HR Management Reports.

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

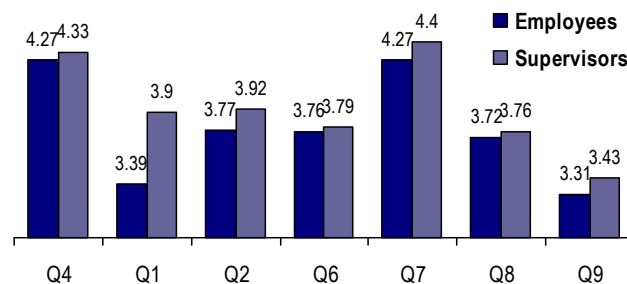
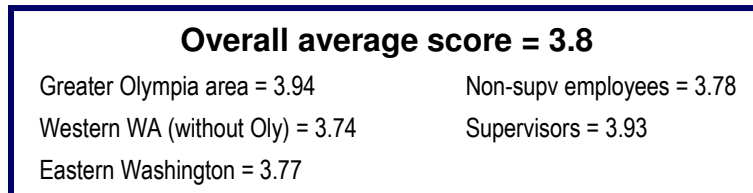
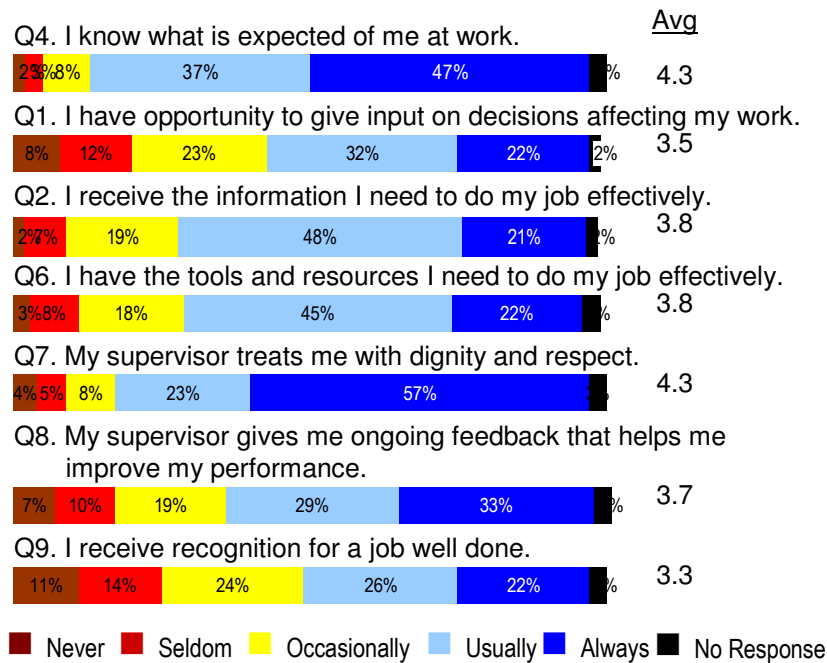
Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings

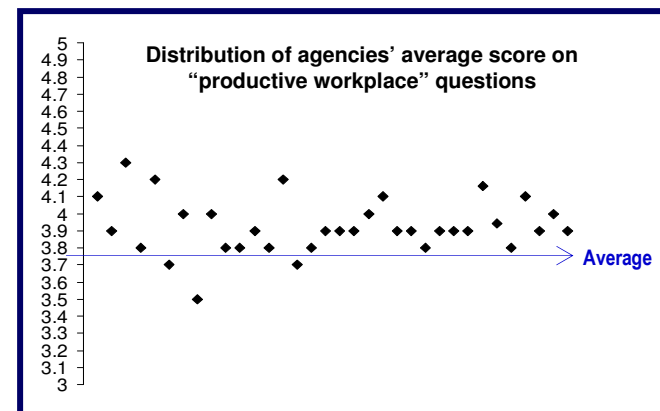


Highlights:

- 80% indicate that their supervisor treats them with dignity and respect.
- Approximately 2/3rd 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% have current performance expectations documented. 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.

Action:

- 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. Best practices will be shared at upcoming scheduled events, such as the Fall 2007 Leadership Conference.



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)

Safety and Workers Compensation (TBD)

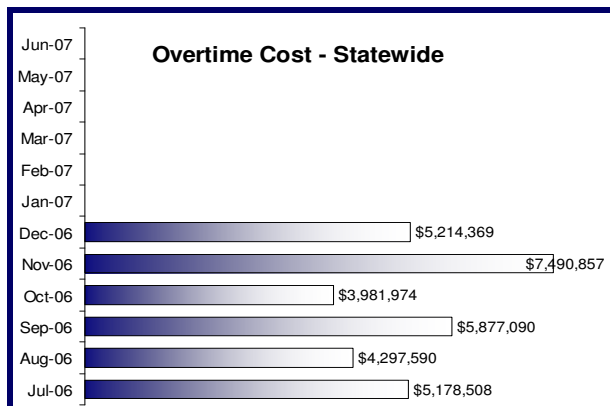
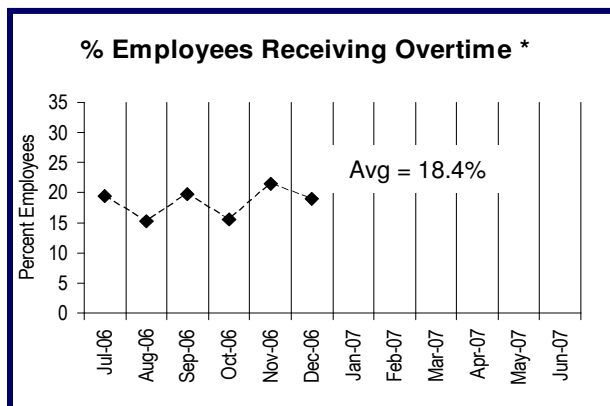
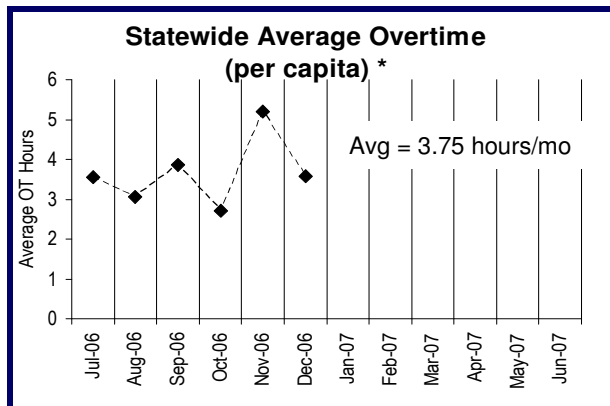
Overtime Usage

Analysis:

- Data for this reporting cycle involved transition from the old Data Warehouse to the new HRMS Business Warehouse. Because the data is configured differently, trends cannot be well ascertained yet.
- 92% of all overtime occurs in 6 agencies: DOC, DSHS, DOT, Agriculture, WSP, LCB.
- About 10 other agencies use a moderate amount of OT, usually due to workload peaks/backlog, emergencies, mandatory holiday work, etc. Overtime use is insignificant in all other agencies.
- Overtime is used extensively in institutions where 24/7 coverage is essential. Holiday work, vacancy rates, and absenteeism drive OT. OT may also drive absenteeism.

Action Steps:

- Following the January 2007 Government Efficiency GMAP, Governor Gregoire asked agencies to examine sick leave, overtime usage and the percentage of completed performance evaluations. The Cabinet directed that the agency deputies further analyze the data, share best practices, and make any appropriate recommendations. See Addendum A of this report for a summary of findings.
- In their HR Management Reports, agencies listed several actions they are taking (or plan to take) to minimize OT use - examples include:
 - Close monitoring by senior management
 - Supervisory accountability to control OT use
 - Required pre-approval
 - Review of institutional staffing models
 - Work process improvements & efficiencies
 - Hiring strategies to reduce vacancy rates
 - Enforcing OT eligibility requirements
 - Tracking planned vs. unplanned leave
 - Use of alternative work schedules
 - Explore re-negotiating workweek time eligibility to earn OT



* Statewide overtime values do not include DNR Data as of 12/2006 Source: HRMS BW

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

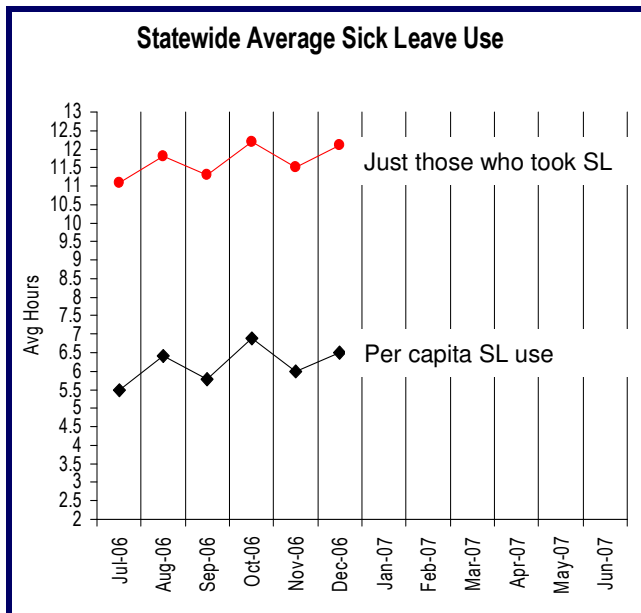
Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Sick Leave Usage



Analysis:

- Data for this reporting cycle involved transition from the old Data Warehouse to the new HRMS Business Warehouse. Because the data is configured differently, trends cannot be well ascertained yet.
- Starting this reporting cycle, sick leave and overtime data is now displayed monthly, rather than quarterly. This will allow a more precise examination of leave usage, including correlations with overtime.
- During this time period, those who took sick leave used an average of 46% 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.

Action Steps:

- Following the January 2007 Government Efficiency GMAP, Governor Gregoire asked agencies to examine sick leave, overtime usage and the percentage of completed performance evaluations. The Cabinet directed that the agency deputies further analyze the data, share best practices, and make any appropriate recommendations. See Addendum A of this report for a summary of findings.
- Most agencies indicated that they are monitoring sick leave and taking appropriate action where needed – examples include:
 - 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)

Statewide Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita)	% of SL Hrs Earned (per capita)
6.2 Hrs	79.8%

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

Avg Hrs SL Used (those who took SL)	% SL Hrs Earned (those who took SL)
11.7 Hrs	145.8%

Sick Leave time period = 7/2006 through 12/2006

* 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

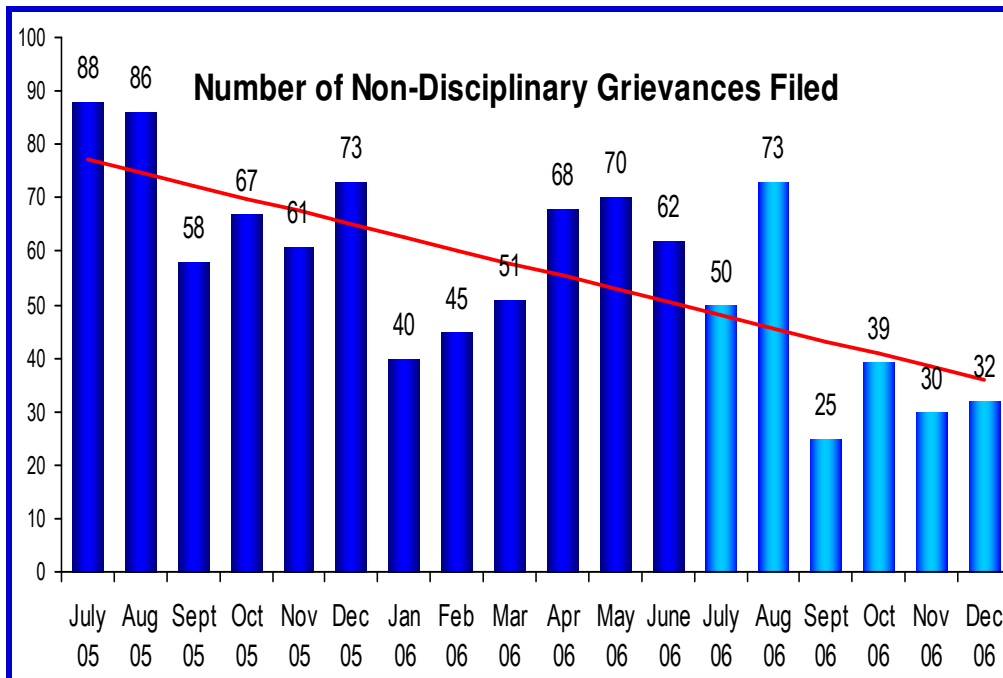
Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees)

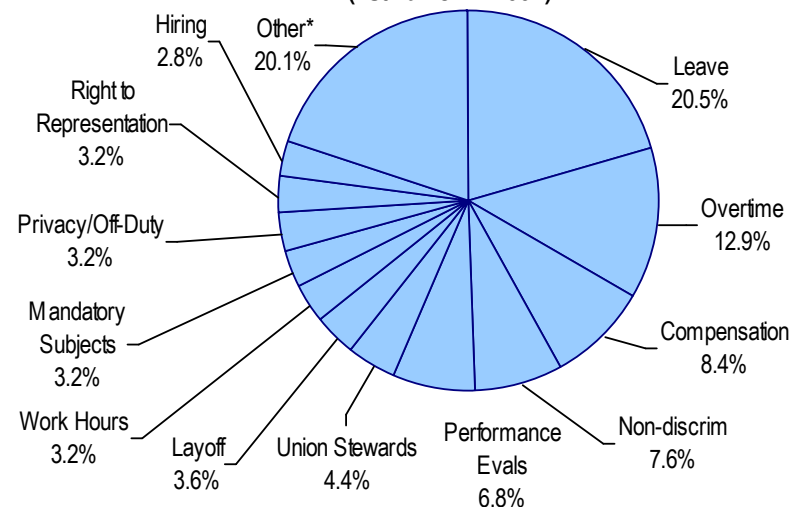


Analysis:

- Since the July 2005 effective date of the master collective bargaining agreements, the number of *non-disciplinary* grievances filed have generally declined. During the first half of FY 2007 (7/06 – 12/06), a total of 249 non-disciplinary grievances were filed. This compares to 433 during the same time period in FY 2006.
- In its HR Management Report, one large agency attributes much of this decline in filings to increasing familiarity and understanding of contract language by employees, unions, and management.

Top 10 Agencies	# of Non-Disciplinary Grievances	% of all Non-Disciplinary Grievances
Dept of Soc. & Health Services	77	30.9%
Dept of Labor & Industries	47	18.9%
Dept of Corrections	40	16.1%
Liquor Control Board	16	6.4%
Dept of Employment Security	11	4.4%
Dept of Transportation	11	4.4%
Dept of Fish & Wildlife	10	4.0%
Dept of Licensing	5	2.0%
Dept of Natural Resources	5	2.0%
Dept of Agriculture	4	1.6%

Type of Non-Disciplinary Grievances (1st half of FY 2007)



Non-Disciplinary Appeals (mostly non-represented employees)

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)

Safety and Workers Compensation (TBD)

Filings for DOP Director's Review

Time Period = 7/2006 through 12/2006

- 32 Job classification
- 3 Rule violation
- 1 Exam

36 Total filings

Filings with Personnel Resources Board

Time Period = 7/2006 through 12/2006

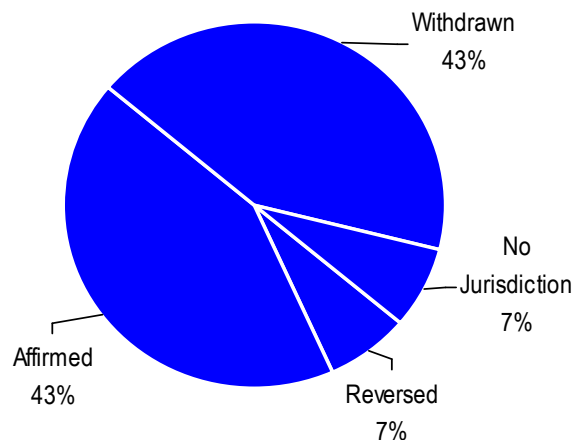
- 1 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

1 Total filing

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

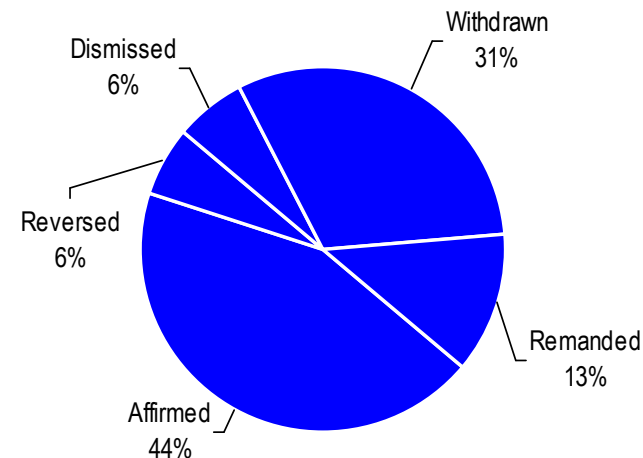


Total outcomes = 14

Time Period = 7/2006 through 12/2006

Source: Dept of Personnel

PRB Outcomes



Total outcomes = 16

Time Period = 7/2006 through 12/2006

Individual Development Plans

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

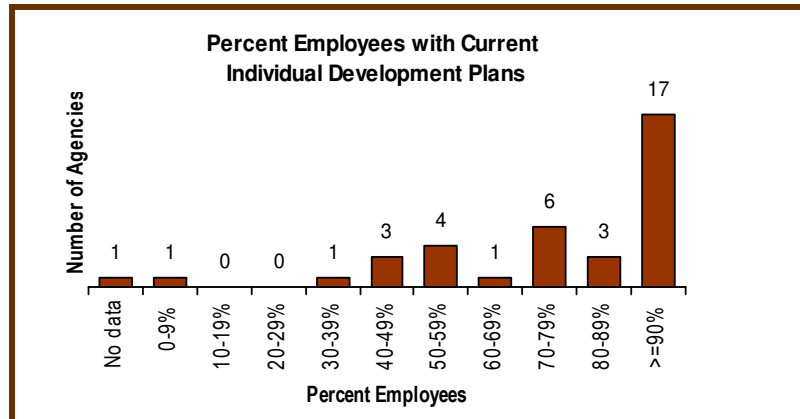
Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Percent employees with current individual development plans =75.2%

Based on 33,086/44,017 reported employee count

*Applies to employees in permanent positions, both WMS & GS



Employee Survey "Learning & Development" Ratings

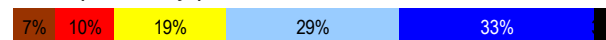
Q5. I have opportunities at work to learn and grow.

Avg
3.6



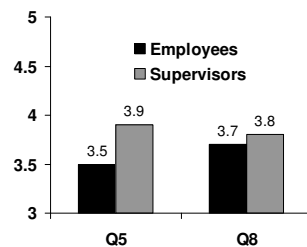
Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

3.7



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

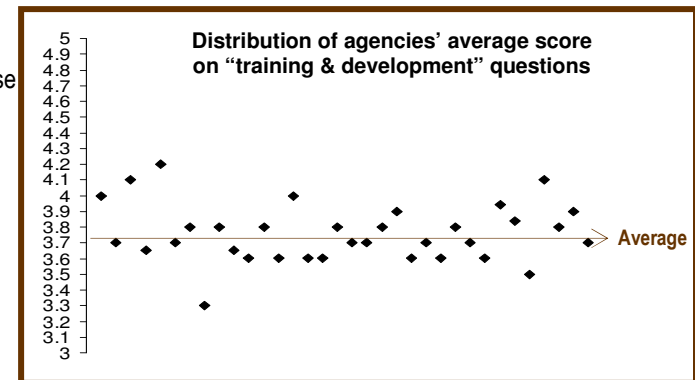
Overall avg score for Learning & Development Ratings: 3.7



Overall average score = 3.7

Non-supv employees = 3.62
 Supervisors = 3.83
 Greater Olympia area = 3.77
 Western WA (minus Oly) = 3.60
 Eastern Washington = 3.62

- There has been an 11.2% increase in current IDPs since Oct 2006. The 17 agencies with over 90% current IDPs generally link it with the Performance & Development Plan (PDP) process.
- Of 19 agencies with less than 90% current IDPs, 2 agencies had action plans that included a target date for improvement of their %. The other 17 agencies account for 20% of the gap and have no target dates.
- 14 agencies with less than 90% current IDPs also had less than 90% current performance expectations.
- With regard to employee survey results, only 55% of employees indicate that they have opportunities to learn and grow, as compared to 70% of supervisory employees.
- Approximately 36% of both supervisors and employees indicate that they never-to-occasionally receive ongoing feedback from their supervisor that helps them improve their performance.
- At the request of the Governor, DOP convened an interagency focus group to identify high scoring agencies' best practices on survey question 8. Findings were presented at the Governor's GMAP on January 17, 2007. Best practices will be shared at upcoming scheduled events, such as the Fall 2007 Leadership Conference.



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.

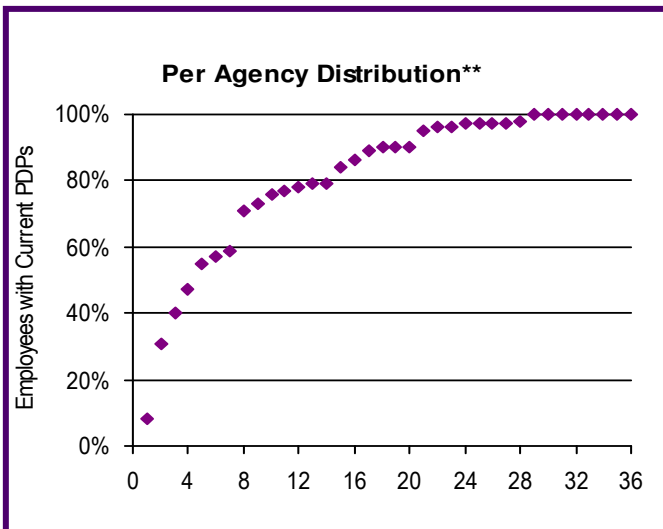
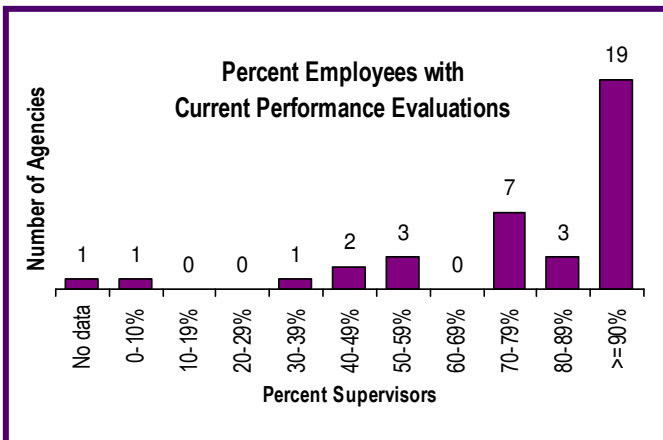
Performance Measures

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 = 77%

Based on 33,933/44,075 reported employee count
 *Applies to employees in permanent positions, both WMS & GS



Source: Agency HRM Reports

Analysis:

- Annual performance evaluations are required by statute. In the past, most agencies conducted evaluations on the employee’s anniversary date. Today, many agencies are transitioning to all-agency, once-a-year timing. During this transition period, the reported completion percentage may be impacted.
- 14% more employees have current evaluations since last reported in October 2006.
- 19 agencies have current performance evaluations for 90%-100% of their workforce, an increase of 4 agencies from Oct 2006 reports.
- Of 17 agencies with less than 90% current performance evaluations, 14 of them have identified or implemented new action that they expect will lead to improvement. These action plans target 22% of the workforce that does not have current evaluations and include the three largest agencies.

Action:

- 100% completion of performance evaluations is the universal target for all agencies. Presently, 8 of 37 reporting agencies are at 100%. Agencies will report on progress toward meeting the 100% target in the October 2007 reporting cycle.
- Following the January 2007 Government Efficiency GMAP, Governor Gregoire asked agencies to examine sick leave, overtime usage and the percentage of completed performance evaluations. The Cabinet directed that the agency deputies further analyze the data, share best practices, and make any appropriate recommendations. [See Addendum A for a summary of findings.]
- Agencies’ action plans should note the following from the above review:
 - 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.

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

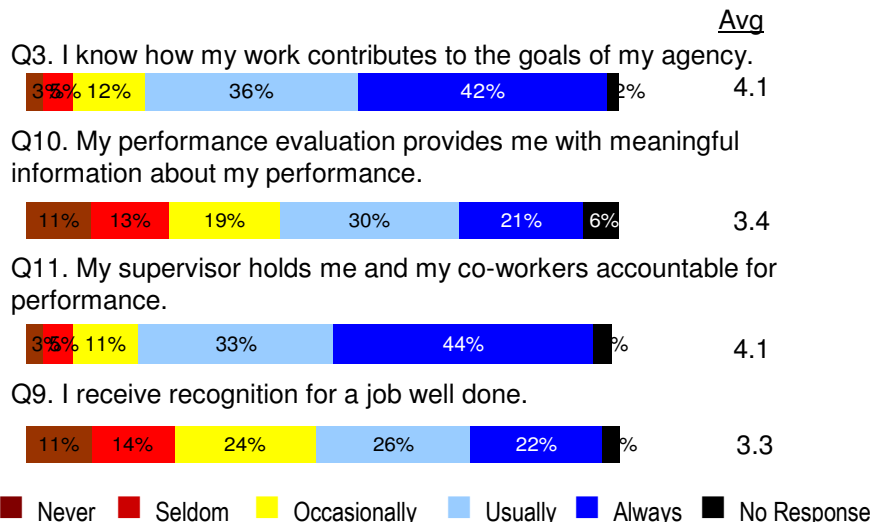
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

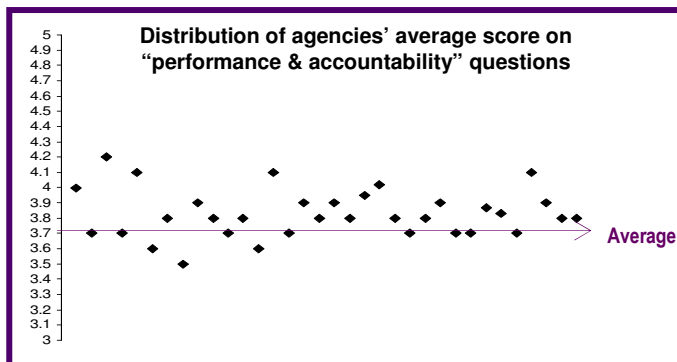
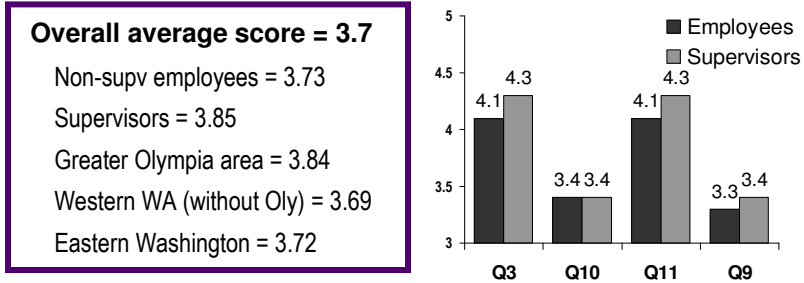
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings



Overall score for "Performance & Accountability" ratings: 3.7



Analysis:

- Approximately 78% of employees say that they know how their work contributes to the goals of their agency, and that they are held accountable for performance.
- Only 51% of employees indicate that their performance evaluation provides them with meaningful information.
- This survey data is from the April 2006 employee survey. Since that time, the percentage of complete performance evaluations has increased by 14%. It is hoped that the next round of employee survey data will indicate better results.
- A number of agencies have indicated in their HR Management Reports and/or other venues that they are providing training and consultation to supervisors on how to do effective performance evaluations.

Action:

- At the request of the Governor, DOP convened an interagency focus group to identify high scoring agencies' best practices on survey questions 9 and 10. Findings were presented at the Governor's GMAP on January 17, 2007. Best practices will be shared at upcoming scheduled events, such as the Fall 2007 Leadership Conference.
- The next employee survey will be conducted in October 2007, coordinated by DOP.

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)

Disciplinary Action Taken	
Time period =7/2006 through 12/2006	
Dismissals	52
Demotions	24
Suspensions	33
Reduction in Pay*	N/A
Total Disciplinary Actions*	109

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

# Agencies	Issue
11	Misuse of State Resources / Ethics Violation
7	Inadequate/Poor Performance
7	Misconduct / Inappropriate comments & behavior
6	Insubordination and unprofessional conduct
5	Not following agency policy/procedures
4	Confrontational/Disruptive Behavior
3	Theft
3	Neglect of Duty
2	Falsifying documents
2	Discrimination

Analysis:

- Determining year-by-year trends in disciplinary activity is difficult to do at this point since the present data only reflects the first 6 months of FY 2007 and it does not include Reduction in Pay actions due to data unavailability through HRMS.
- In FY 2006, Reduction in Pay actions comprised about 25% of disciplinary actions. Extrapolating that figure to the first half of FY 2007, allows a rough estimate of about 27 RP actions.

Action Steps:

- By January 2008, DOP will determine the feasibility of capturing Reduction-in-Pay actions via the HRMS/BW to allow complete analysis of this measure.
- Year-by-year trend data will be reported by DOP in the October 2007 HRM Roll-up Report.

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

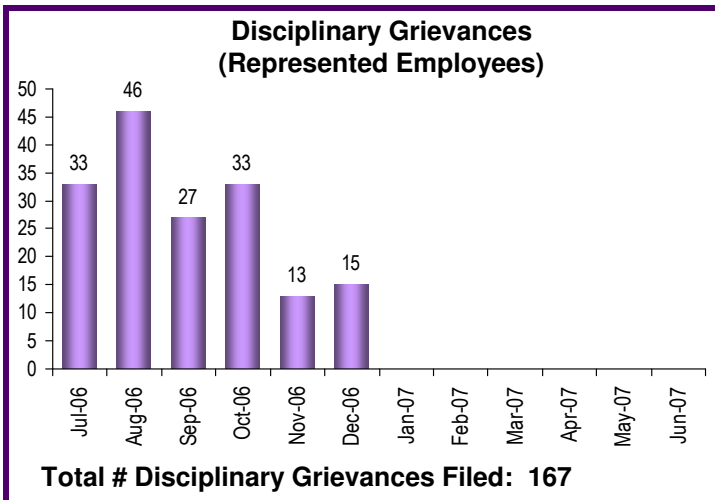
Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

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)



Top 9 Agencies	# of Disciplinary Grievances	% of all Disciplinary Grievances
Dept of Soc. & Health Services	59	35.3%
Dept of Corrections	30	18.0%
Dept of Transportation	21	12.6%
Dept of Labor & Industries	15	9.0%
Liquor Control Board	13	7.8%
Dept of Ecology	3	1.8%
Dept of Health	3	1.8%
Parks and Recreation Comm	3	1.8%
Dept of Veteran Affairs	3	1.8%

Data as of 12/2006
Source: LRO / Dept of Personnel

Disciplinary Appeals (Non-Represented Employees) filed with Personnel Resources Board

Time Period = 7/2006 through 12/2006

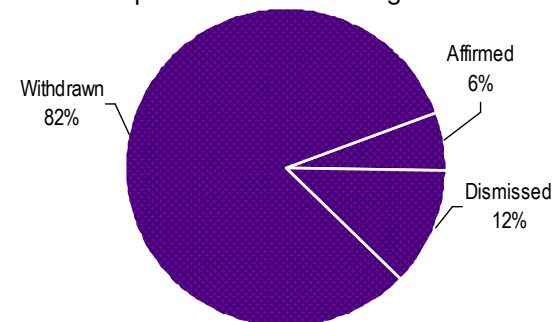
- 3 Dismissal
- 2 Demotion
- 1 Suspension
- 0 Reduction in salary

6 Total Disciplinary Appeals Filed with PRB

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.

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 7/2006 through 12/2006



Total outcomes = 17

*Outcomes issues by Personnel Resources Board

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

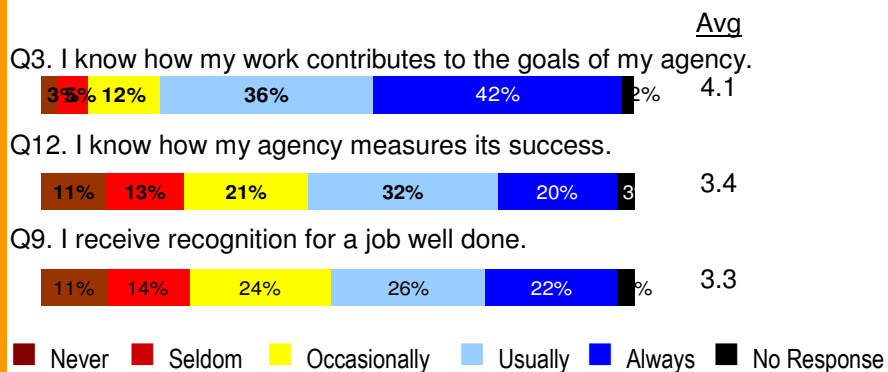
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

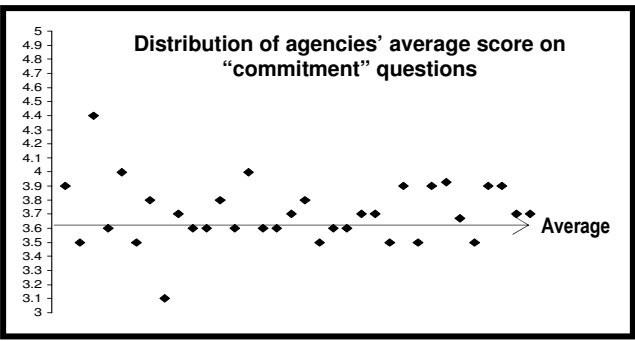
Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: 3.6

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



Analysis:

- Although 78% of employees indicate that 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:

- At the request of the Governor, DOP convened an interagency focus group to identify high scoring agencies' best practices on survey questions 9 and 12. Findings were presented at the Governor's GMAP on January 17, 2007. Best practices will be shared at upcoming scheduled events, such as the Fall 2007 Leadership Conference.

Data as of April 2006
 Source: DOP Employee Survey

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

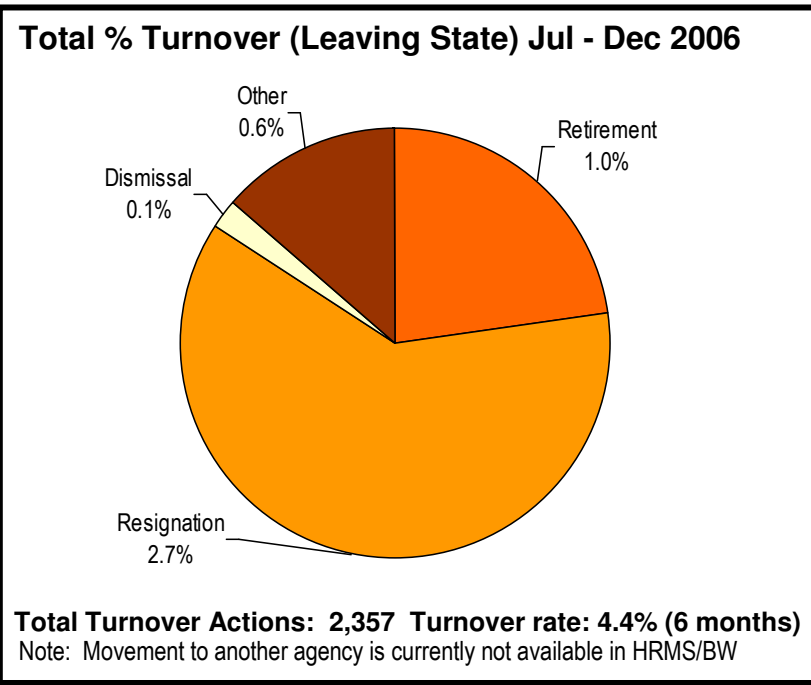
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

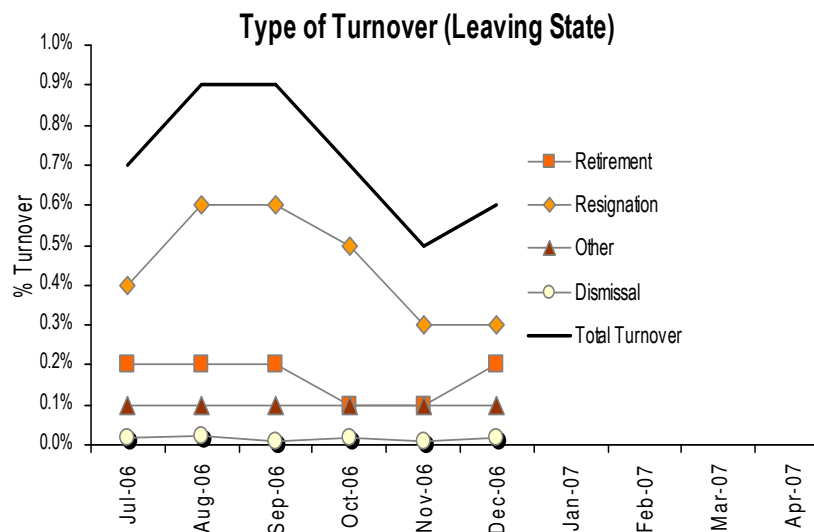
Retention measure (TBD)

Turnover Rates



Analysis:

- This chart shows data for the first 6 months of FY 2007 only. A rough extrapolation for the full year would suggest total turnover of 8.8% which is somewhat less than previous years.
 - Current data is not fully comparable to previous PAY1 data. Investigation of the difference has not yet identified a cause for the slight reduction from previous annual data.
 - 7 of 37 reporting agencies indicated a significant number of employees left their agency due to non-competitive wages
 - While many agencies regularly conduct exit interviews, there presently is no standard, enterprise-wide data. Having such information would be useful to identify common issues behind employee resignation and to determine appropriate retention strategies.
 - 5 of 37 reporting agencies expressed concern that a significant number of employees will be eligible to retire in the next 2-5 years.
 - Most agencies express the need to have turnover data showing movement to another agency, as well as leaving state service. Presently, cross-agency turnover data is not readily available from the HRMS.
- ### Action Steps:
- By 12/2007, DOP will explore the feasibility of obtaining cross-agency turnover data from the HRMS
 - By 1/2008, DOP will work with agencies to identify possible standard exit interview questions that can be used by the enterprise for analysis, reporting, and action planning.



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

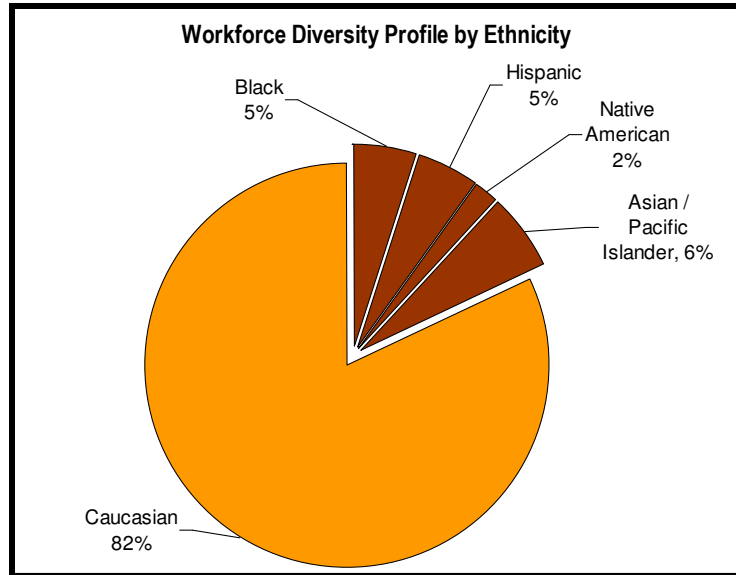
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile



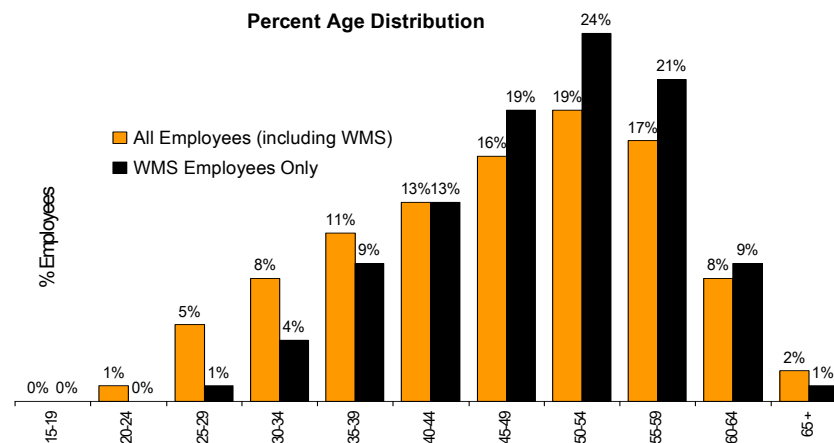
Female	52%
Disabled	5%
Vietnam Vet	7%
Disabled Vet	2%
People of color	18%
Persons over 40	75%

Analysis:

- The 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.

Action Steps:

- The statewide employee survey that DOP will be coordinating in October 2007 will include a new question pertaining to workforce diversity. Analysis of that data will be included in the April 2008 HRM Roll-up Report.



Data as of 12/2006
Source: HRMS BW

ADDENDUM A

Manage the Workforce:

Review of performance evaluations, sick leave, and overtime usage

Overview

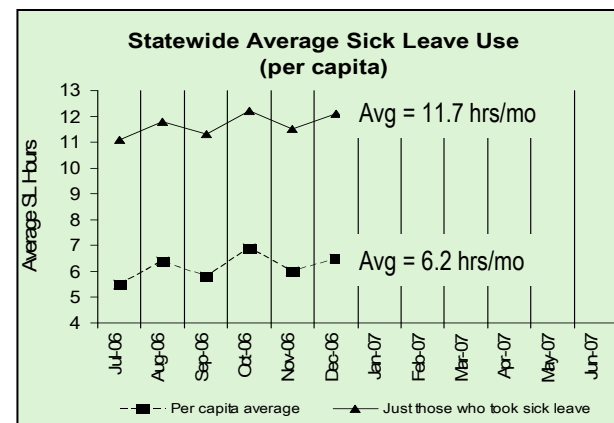
- Following the January 2007 Government Efficiency GMAP, Governor Gregoire asked agencies to examine sick leave, overtime usage and the percentage of completed performance evaluations. The Cabinet directed that the agency deputies further analyze the data, share best practices, and make any appropriate recommendations.
- Facilitated by DOP, the deputies divided into workgroups along like business and working environments. Each workgroup met 3-4 times and began by asking the following questions:
 - Why are the numbers the way they are?
 - Is there a problem? Why or why not?
 - If so, what might be done about it?

Summary

- One consistent theme from the meetings – Using the tools available to them, **managers should manage** their staff.
- While there are certain issues particular to sick leave, overtime, and performance evaluations respectively, the general best practices focused on good management.
- Agencies that consistently achieve the best results are those where senior leadership monitors the data, sets clear expectations, and holds managers accountable. Specific actions taken by successful organizations included:
 - Agency executive leadership provides clear direction and clear expectations for managers and supervisors.
 - Regular review and discussion of available data.
 - Train and coach supervisors on how to analyze issues and develop appropriate strategies.
 - Hold managers and supervisors accountable for failing to perform.
- In addition, agencies that engage in effective workforce planning are better prepared to build and sustain staffing capacity and performance.
- There is no “one size fits all” fix. Using the tools currently available to them, managers and supervisors need to analyze the data, pay attention to patterns and practices, and anticipate and address issues timely.

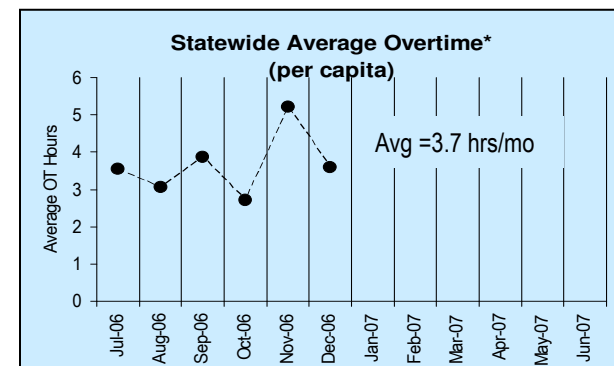
Sick Leave

- There does not appear to be a systemic problem with sick leave usage that would merit target setting in all cases.
- Most agencies indicate that they are monitoring sick leave and taking appropriate action where needed – examples include:
 - Requiring managers to analyze SL data for unusual or excessive patterns needing correction
 - Requiring medical verification where warranted
 - Assisting supervisors to deal with SL abuse
 - Tracking planned vs. unplanned leave (noting that unplanned leave may be quite legitimate)
 - Emphasizing safety and wellness
- For some agencies, there is a distinct correlation between sick leave, overtime, and vacancy rates – especially in 24/7 mandatory posts. These agencies are carefully analyzing this data and developing strategies to mitigate.



Overtime

- 92% of all overtime occurs in 6 agencies: DOC, DSHS, DOT, Agriculture, WSP, LCB. About 10 other agencies use a moderate amount of OT. Overtime use is insignificant in all other agencies.
- Overtime is used extensively in institutions where 24/7 coverage is essential. Holiday work, vacancy rates, and absenteeism drive OT. OT may also drive absenteeism.
- In their HR Management Reports, agencies list several actions they are taking (or plan to take) to minimize OT use - examples include:
 - Close monitoring by senior management
 - Hiring strategies to reduce vacancy rates
 - Supervisory accountability to control OT use
 - Enforcing OT eligibility requirements
 - Required pre-approval
 - Tracking planned vs. unplanned leave
 - Review of institutional staffing models
 - Use of alternative work schedules
 - Work process improvements & efficiencies
 - Explore re-negotiating workweek time eligibility to earn OT



Performance Evaluations

- 100% completion of performance evaluations is the universal target for all agencies. Presently, 8 of 37 reporting agencies are at 100%.
- 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.

