Human Resources Management Report

Fiscal Year 2018

Office of Financial Management
State Human Resources

State of Washington

HR Management Report Customers

Leader Briefings

SHR Management Team

HR Managers

Deputies

The Governor's Office

HR Practitioners

Strategy Briefings

Disability Inclusion Network

Latino Leadership Network

Rainbow Alliance and Inclusion Network

Veterans Employee Resource Group

Washington Immigrant Network

Diversity Equity & Inclusion Council

Talent Management Council

Workforce Planning Committee

DES Small Agency Services

Other Reports

Strategy Briefing Roll-up

Statewide HRMR (Excel file)

Employee Engagement Survey

Results Washington Reviews

Legislative Requests

The HR Management Report includes data from 81 Executive Branch agencies.
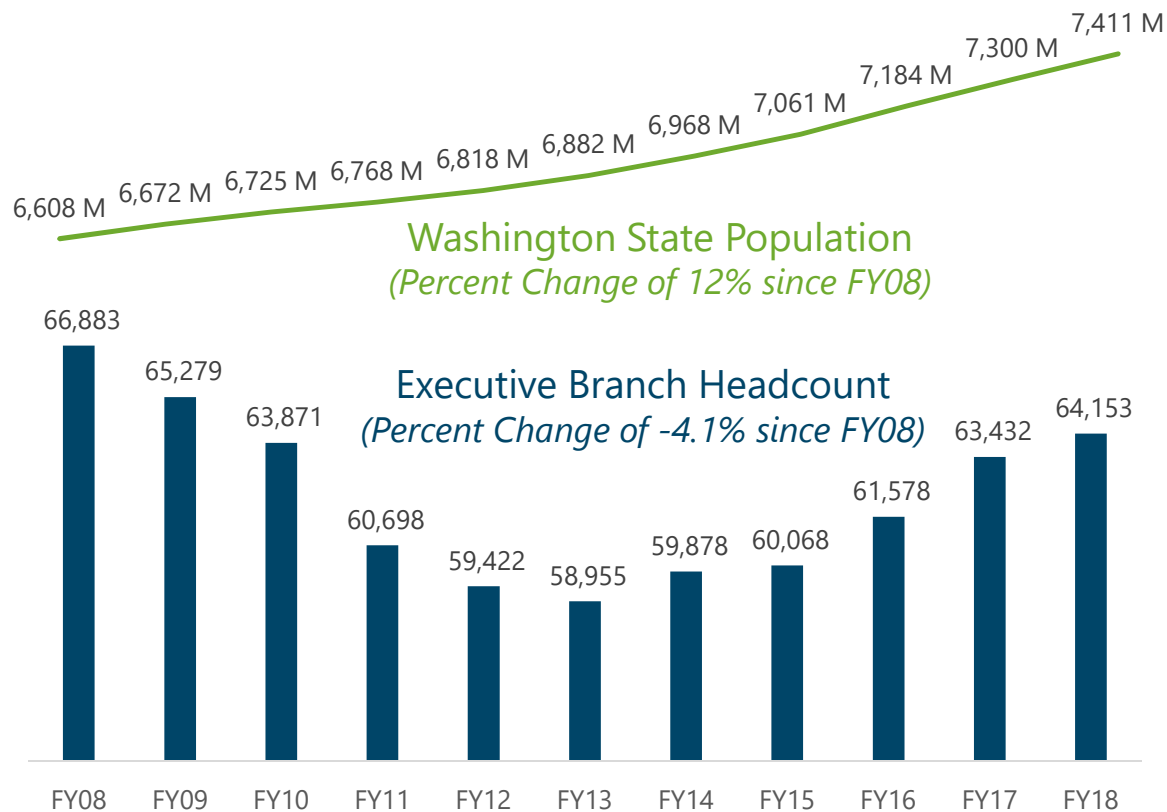
✓ 65 agencies submitted reports

✓ 100% response rate from agencies with 100 or more employees
(39 of 39 agencies)

✓ 62% response rate from agencies with 100 or fewer employees
(26 of 42 agencies)

More **Washingtonians** are being served by fewer employees.

Washington State Population
(Percent Change of 12% since FY08)

Executive Branch Headcount
(Percent Change of -4.1% since FY08)

Washington State Population values: 6,608 M, 6,672 M, 6,725 M, 6,768 M, 6,818 M, 6,882 M, 6,968 M, 7,061 M, 7,184 M, 7,300 M, 7,411 M

Executive Branch Headcount values: 66,883; 65,279; 63,871; 60,698; 59,422; 58,955; 59,878; 60,068; 61,578; 63,432; 64,153

Years: FY08, FY09, FY10, FY11, FY12, FY13, FY14, FY15, FY16, FY17, FY18

Workforce Profile:

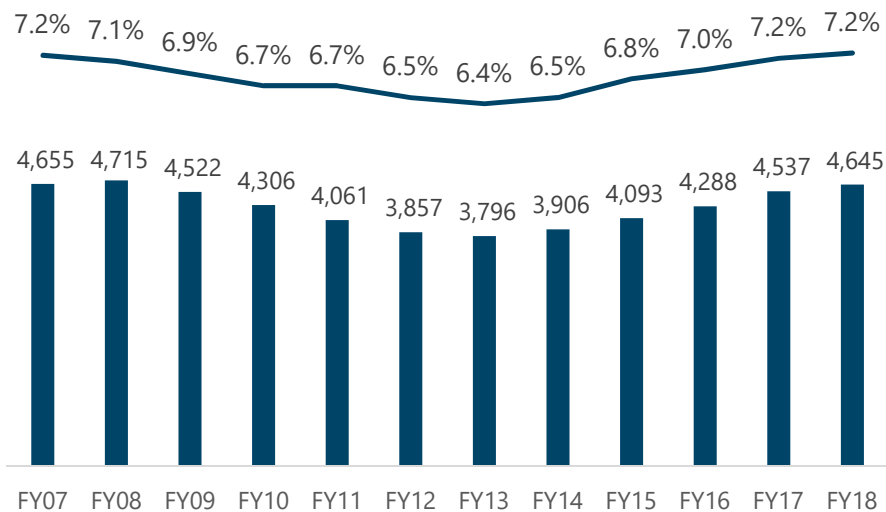| Permanent	Full-time
90%	**95%**
Represented	OT Eligible
76%	**69%**

Source: HRMS and OFM Forecasting   4

MANAGEMENT PROFILE

Washington Management Service
Includes Classified WMS workforce

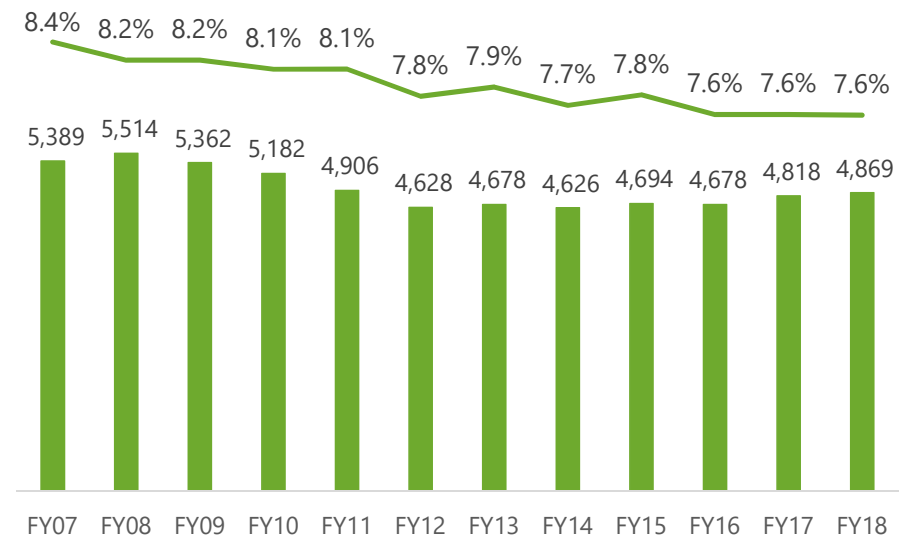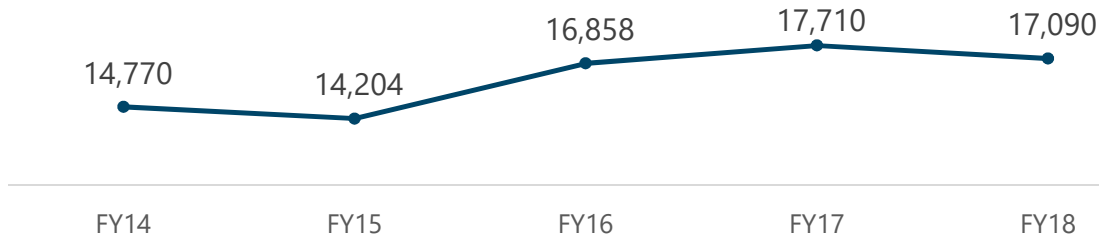### WMS workforce returns to pre-recession levels.

FY	%	Count
FY07	7.2%	4,655
FY08	7.1%	4,715
FY09	6.9%	4,522
FY10	6.7%	4,306
FY11	6.7%	4,061
FY12	6.5%	3,857
FY13	6.4%	3,796
FY14	6.5%	3,906
FY15	6.8%	4,093
FY16	7.0%	4,288
FY17	7.2%	4,537
FY18	7.2%	4,645

Managers
Includes WMS, EMS, and WGS employees coded as "Management"

Percentage of managers remains steady.

FY	%	Count
FY07	8.4%	5,389
FY08	8.2%	5,514
FY09	8.2%	5,362
FY10	8.1%	5,182
FY11	8.1%	4,906
FY12	7.8%	4,628
FY13	7.9%	4,678
FY14	7.7%	4,626
FY15	7.8%	4,694
FY16	7.6%	4,678
FY17	7.6%	4,818
FY18	7.6%	4,869

Source: HRMS

The number of **appointments** decreased in **FY18**.

FY14	FY15	FY16	FY17	FY18
14,770	14,204	16,858	17,710	17,090

Types of **Appointments**

Promotions	New Hires
31%	**30%**
Other	Transfers
24%	**15%**

Review period separations continue to increase.
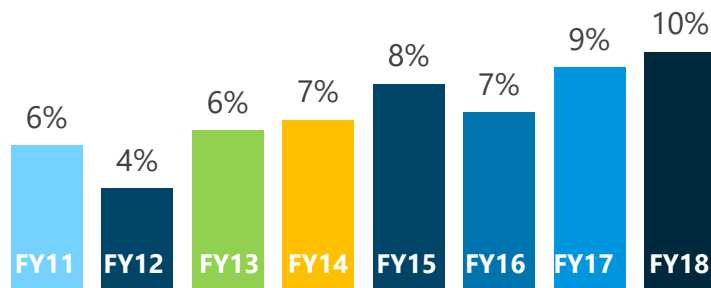
Job Classes* with high review period separation rates:

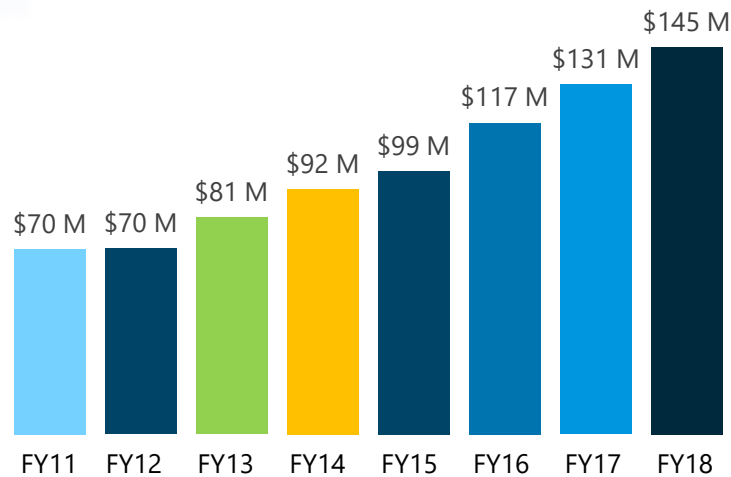| Job Class	Rate
Nursing Assistant (N=108)	45%
Licensing Services Rep 1 (N=130)	32%
Social Service Specialist 2 (N=307)	32%
Secretary Senior (N=106)	20%
Financial Services Specialist 2 (N=222)	19%
Financial Services Specialist 1 (N=160)	18%
Registered Nurse 2 (N=184)	18%
Social Service Specialist 3 (N=753)	13%
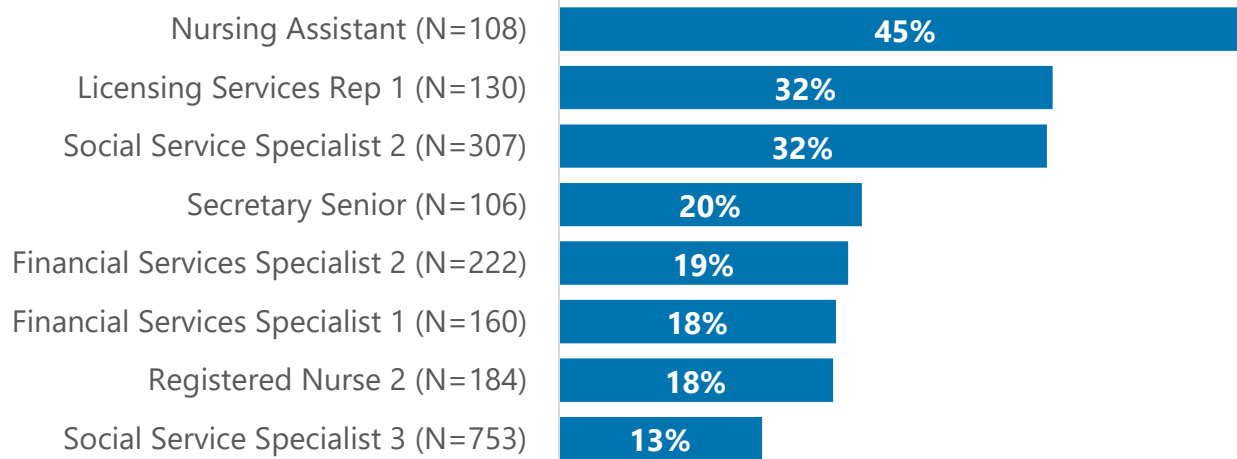
*N= Number of appointments to job class during FY18
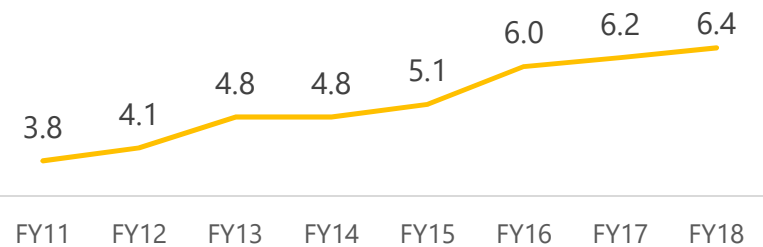Job Classes with more than 100 appointments.

✓ People with Disabilities have higher review period separation rates than other groups.

✓ 90% of employees complete review periods.

✓ 77% of review period separations are probationary separations.
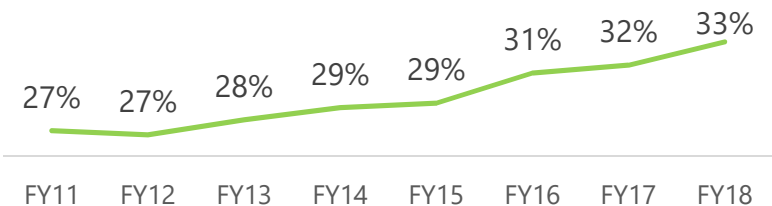
Overtime costs double over the past 8 years.

Bar chart (Overtime costs):
- FY11: $70 M
- FY12: $70 M
- FY13: $81 M
- FY14: $92 M
- FY15: $99 M
- FY16: $117 M
- FY17: $131 M
- FY18: $145 M

9% of employees receive **Comp Time** every month

Average of **1** hour of **Comp Time** worked per month

Average Overtime hours worked per month almost double since FY11.

Line chart (Average Overtime hours):
- FY11: 3.8
- FY12: 4.1
- FY13: 4.8
- FY14: 4.8
- FY15: 5.1
- FY16: 6.0
- FY17: 6.2
- FY18: 6.4

The average percent of employees receiving Overtime continues to increase.

Line chart (Percent of employees receiving Overtime):
- FY11: 27%
- FY12: 27%
- FY13: 28%
- FY14: 29%
- FY15: 29%
- FY16: 31%
- FY17: 32%
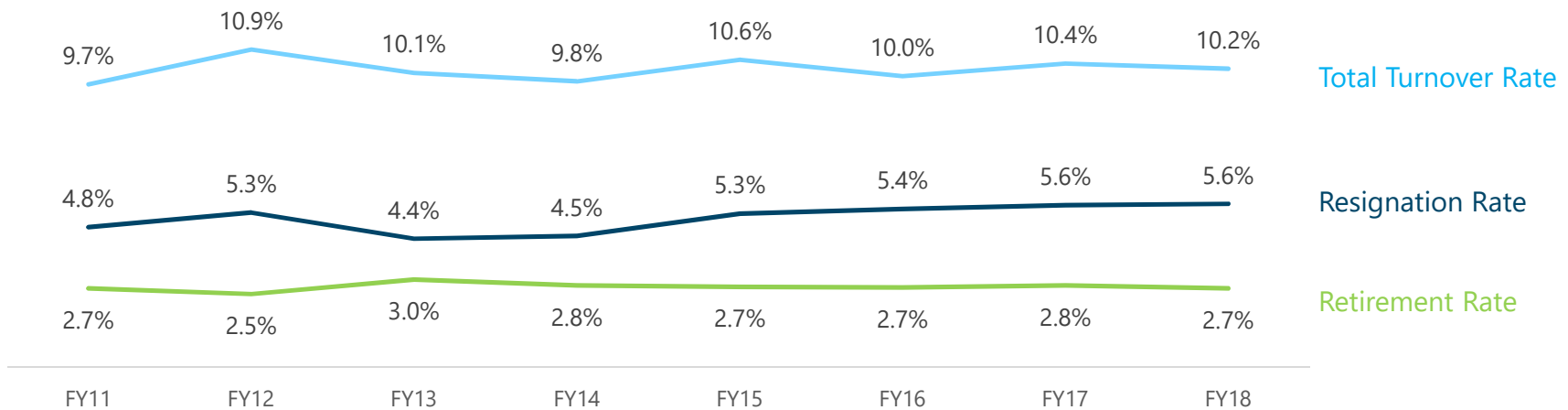- FY18: 33%

35% of employees have fewer than 5 years of service.
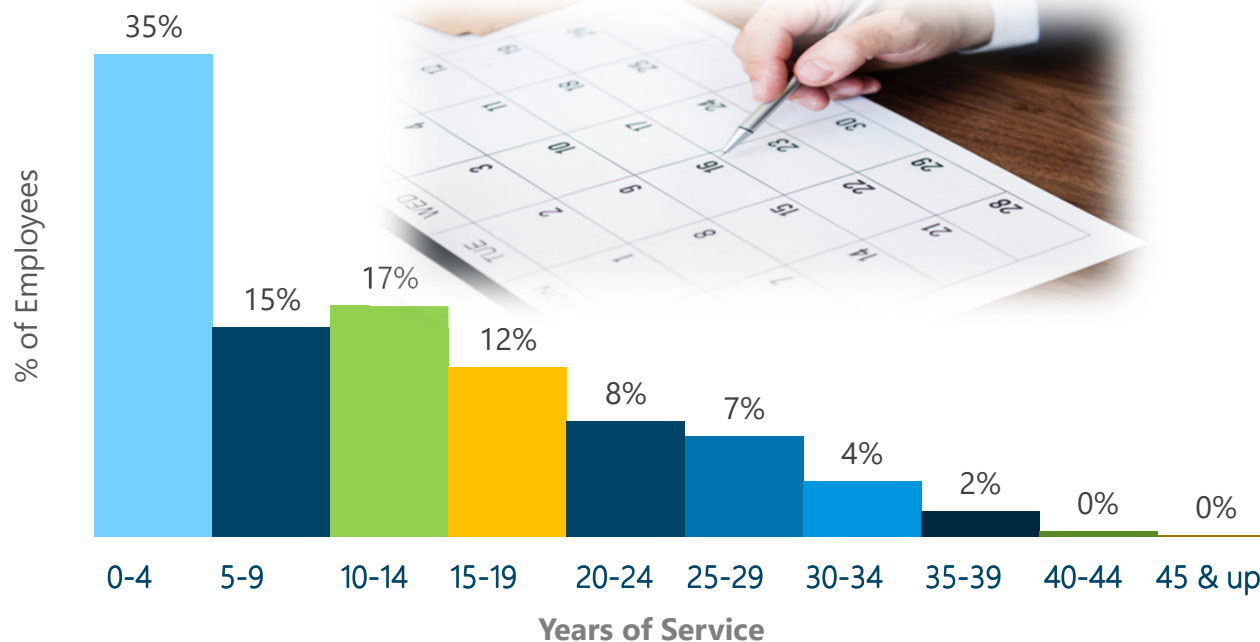
Median length of service longer than the benchmark.

Executive Branch = 9.6 Years

State Government = 5.9 Years
Benchmark*

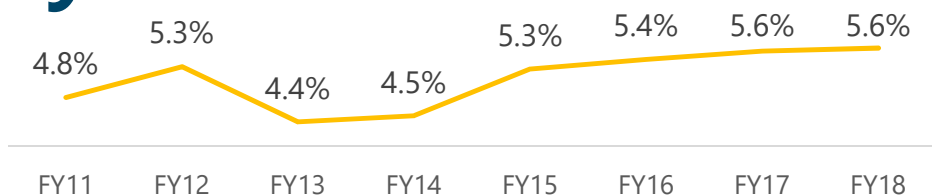*Source: HRMS, Workforce Gaps*

Bureau of Labor Statistics: Median years of tenure.   9

Turnover rates remain steady.

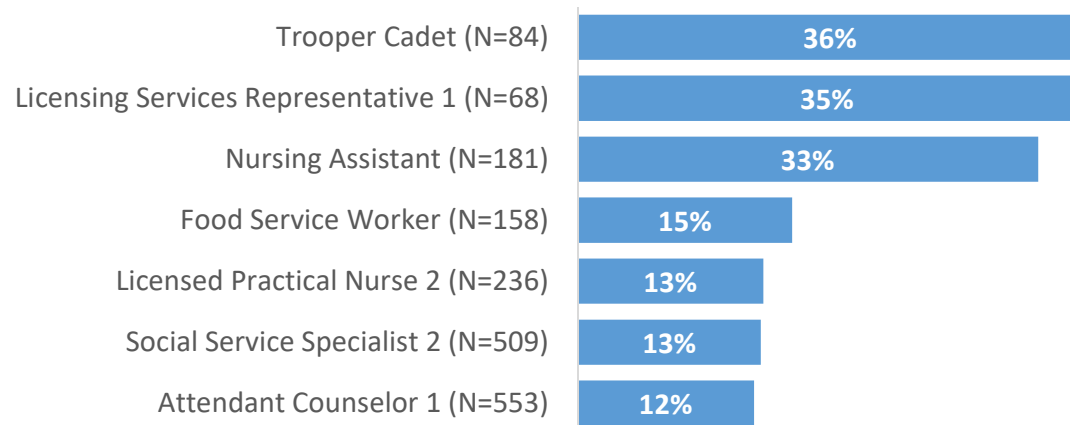|	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Total Turnover Rate	9.7%	10.9%	10.1%	9.8%	10.6%	10.0%	10.4%	10.2%
Resignation Rate	4.8%	5.3%	4.4%	4.5%	5.3%	5.4%	5.6%	5.6%
Retirement Rate	2.7%	2.5%	3.0%	2.8%	2.7%	2.7%	2.8%	2.7%

Turnover = employee who leaves state service for voluntary and involuntary reasons including: resignation, retirement, other (dismissal, layoff, death, disability)

Resignation rates remain steady.

4.8% 5.3% 4.4% 4.5% 5.3% 5.4% 5.6% 5.6%

FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

Job Classes* with highest resignation rates.

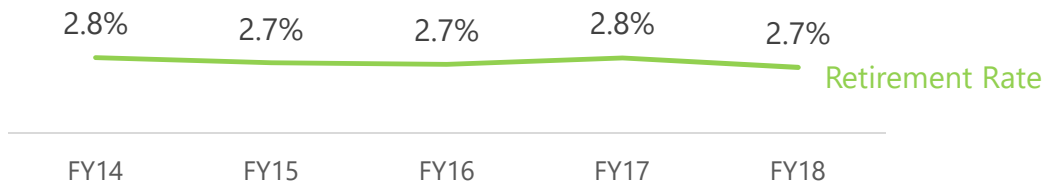| Job Class	Rate
Trooper Cadet (N=84)	36%
Licensing Services Representative 1 (N=68)	35%
Nursing Assistant (N=181)	33%
Food Service Worker (N=158)	15%
Licensed Practical Nurse 2 (N=236)	13%
Social Service Specialist 2 (N=509)	13%
Attendant Counselor 1 (N=553)	12%

*N= Job class headcount on 6/30/2017
Job Classes with more than 100 employees.

✓ 39 & Younger have higher **resignation rates** than other groups.
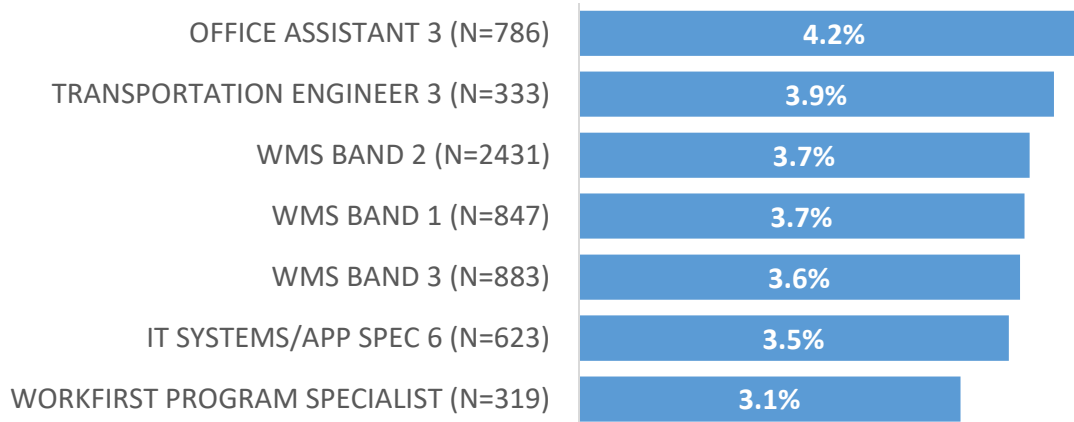
✓ 69% of **resignations** occur with less than 5 years of service.

✓ 27% of **resignations** occur with less than 1 year of service.
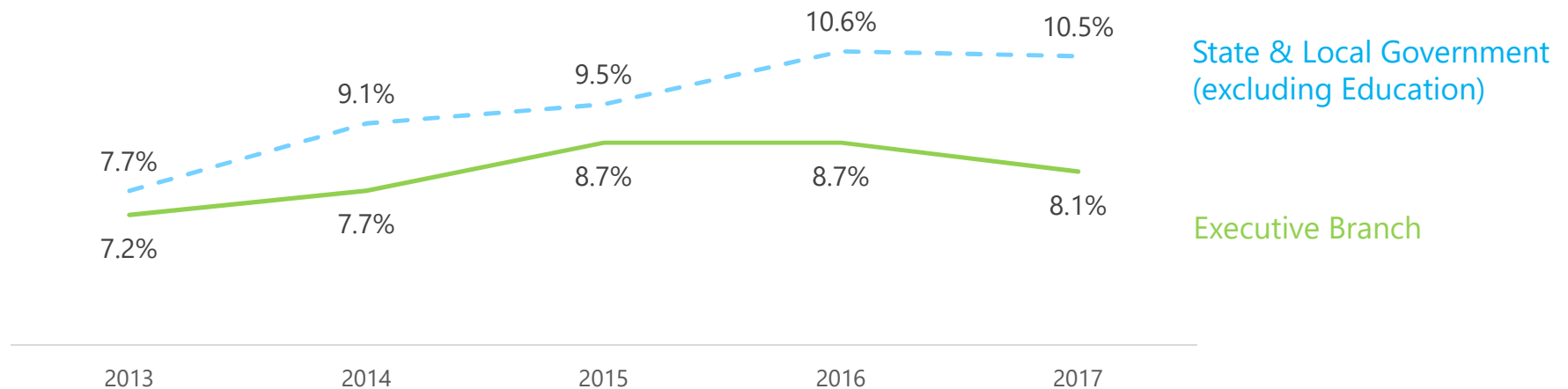
Retirement rates remain steady.

2.8%   2.7%   2.7%   2.8%   2.7%

Retirement Rate

FY14   FY15   FY16   FY17   FY18

Job Classes* with the highest retirement rates.

Job Class	Rate
OFFICE ASSISTANT 3 (N=786)	4.2%
TRANSPORTATION ENGINEER 3 (N=333)	3.9%
WMS BAND 2 (N=2431)	3.7%
WMS BAND 1 (N=847)	3.7%
WMS BAND 3 (N=883)	3.6%
IT SYSTEMS/APP SPEC 6 (N=623)	3.5%
WORKFIRST PROGRAM SPECIALIST (N=319)	3.1%

N= Job class headcount on 6/30/2017
Job Classes with more than 100 employees.

✓ Veterans and People with Disabilities are **retiring** at twice the rate of other groups.

✓ The average age of retirees is 64.

✓ 16% of the workforce is 60 years or older

Quits rates are lower than the benchmark.

10.6% 10.5%

State & Local Government (excluding Education)

9.5%

9.1%

7.7%

7.2% 7.7% 8.7% 8.7%

8.1%

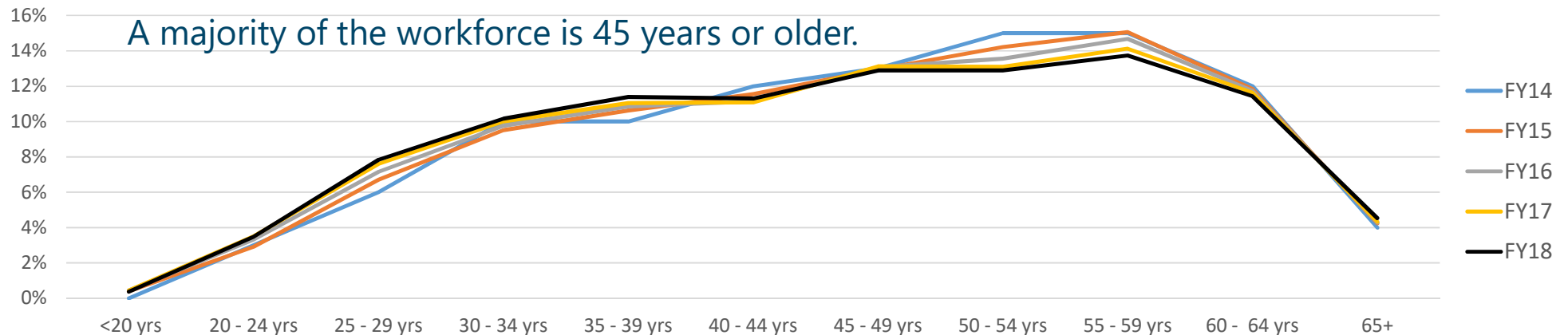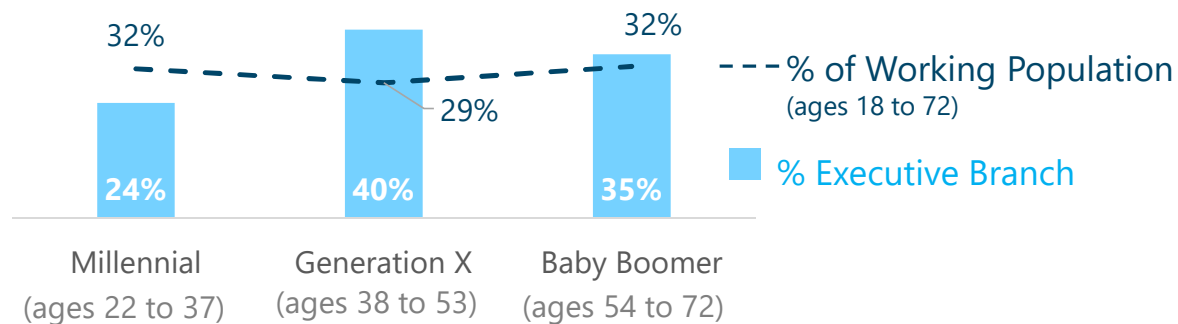**Executive Branch**

2013 2014 2015 2016 2017

- Bureau of Labor Statistics Job Openings and Labor Turnover Survey (JOLTS), July 2018, not seasonally adjusted.
- Includes permanent, short-term, and seasonal employees.
- Quits includes employees who left voluntarily (does not include retirement, dismissal, layoff, death, or disability).

13

Workforce Diversity Profile

GENERATIONS AT WORK

The **generational** make up of the workforce remains consistent over time.

- - - % of Working Population (ages 18 to 72)

■ % Executive Branch

	Millennial (ages 22 to 37)	Generation X (ages 38 to 53)	Baby Boomer (ages 54 to 72)
% of Working Population	32%	29%	32%
% Executive Branch	24%	40%	35%

A majority of the workforce is 45 years or older.

Legend: FY14, FY15, FY16, FY17, FY18

X-axis: <20 yrs, 20 - 24 yrs, 25 - 29 yrs, 30 - 34 yrs, 35 - 39 yrs, 40 - 44 yrs, 45 - 49 yrs, 50 - 54 yrs, 55 - 59 yrs, 60 - 64 yrs, 65+

Source: HRMS, Workforce Gaps, American Community Survey, PEW Research Center

GENERATIONS BY DIVERSITY

People of Color are trending younger while People with Disabilities and Veterans are older and will be retiring sooner.
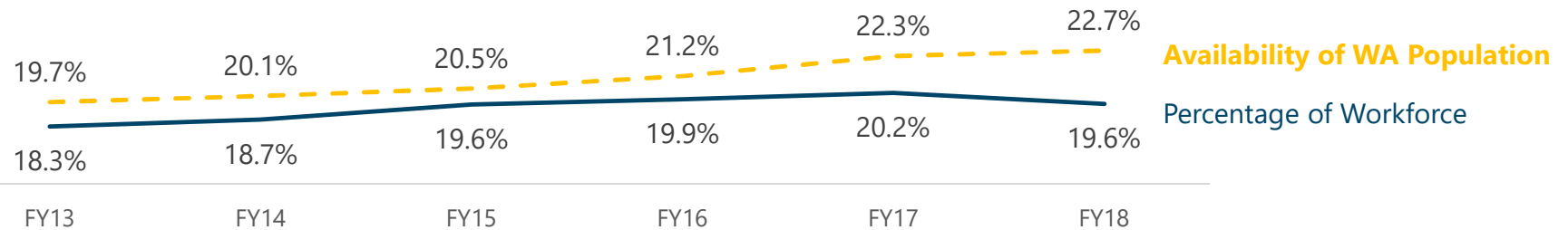

	People with Disabilities	Veterans	People of Color	Female	Executive Branch
Baby Boomer	55%	47%	29%	34%	35%
Gen X	33%	39%	43%	41%	40%
Millennial	11%	13%	28%	24%	24%

Baby Boomer
(ages 54 to 72)
(32% of WA Working Population)

Gen X
(ages 38 to 53)
(29% of WA Working Population)

Millennial
(ages 22 to 37)
(32% of WA Working Population)
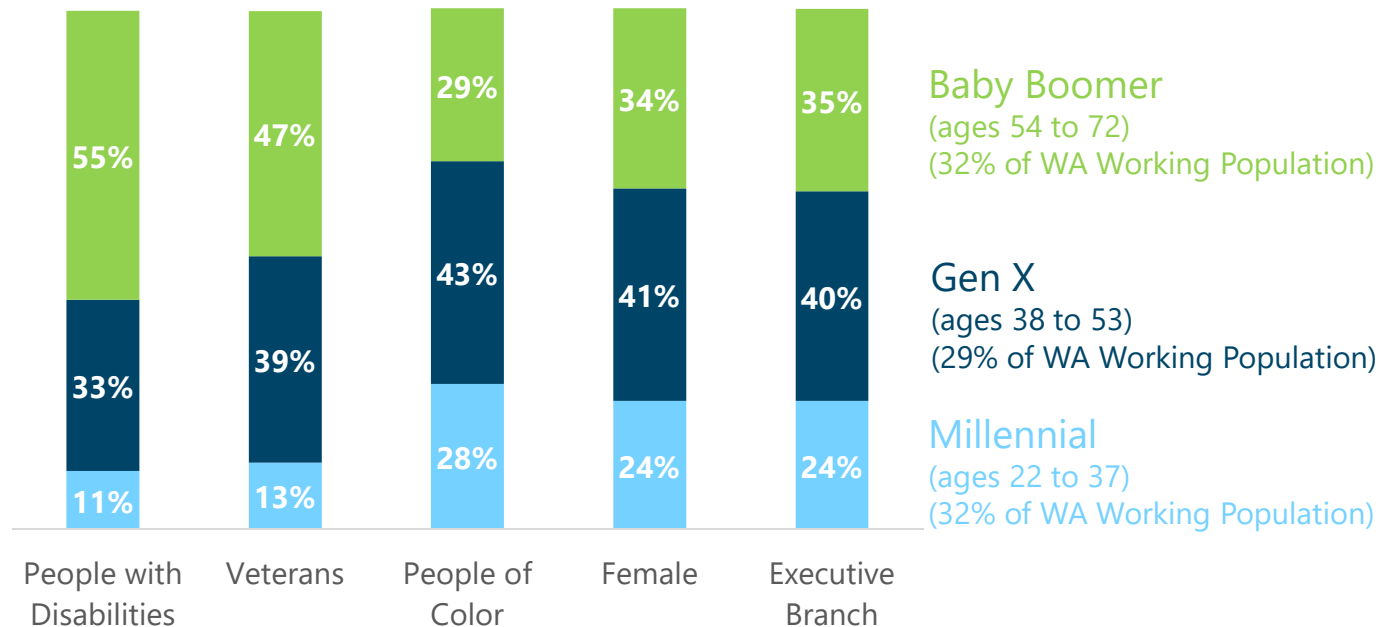
Diversity Profile

People with Disabilities and People of Color fall below the availability of Washington's population.

	People with Disabilities	People of Color	Veterans	Female
Executive Branch	**3.1%**	**19.6%**	8.2%	52.5%
Washington Population	6.2%	22.7%	7.2%	49.5%

The percentage of People of Color employed by the state decreased.

Availability of WA Population

	FY13	FY14	FY15	FY16	FY17	FY18
Availability of WA Population	19.7%	20.1%	20.5%	21.2%	22.3%	22.7%
Percentage of Workforce	18.3%	18.7%	19.6%	19.9%	20.2%	19.6%

Percentage of population compared to workforce by ethnic group.

Ethnic Group	Executive Branch	Population
Am Indian/Alaska Native	1.7%	1.2%
Asian/Pacific Islander	**7.0%**	**9.6%**
Black/African American	5.6%	3.6%
Caucasian	80.4%	71.6%
Hispanic/Latino	**5.3%**	**10.5%**

Agencies with the highest percentage of People of Color:

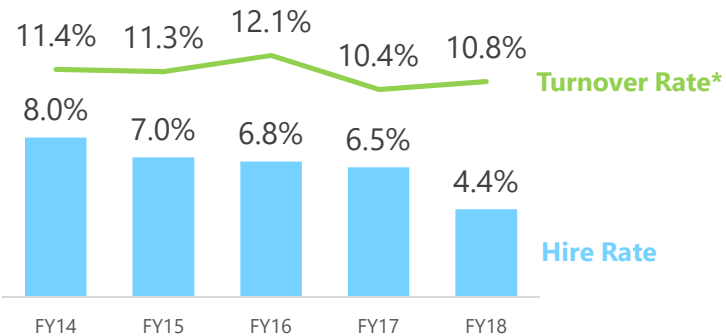|	
Department of Licensing	28%
Department of Social & Health Services	28%
Employment Security Department	28%
Department of Veterans Affairs	27%
Military Department	25%
Department of Financial Institutions	23%
Office of the State Auditor	23%

Source: HRMS and American Community Survey; conducted by the U.S. Census Bureau. Includes Washington population ages 16 and over.

The percentage of Veterans employed by the state continues to decrease.

9.5%   9.8%   9.3%   8.9%   8.2%

Percentage of Workforce

8.5%   8.1%   7.6%   7.5%   7.2%   Availability of WA Population

FY14   FY15   FY16   FY17   FY18
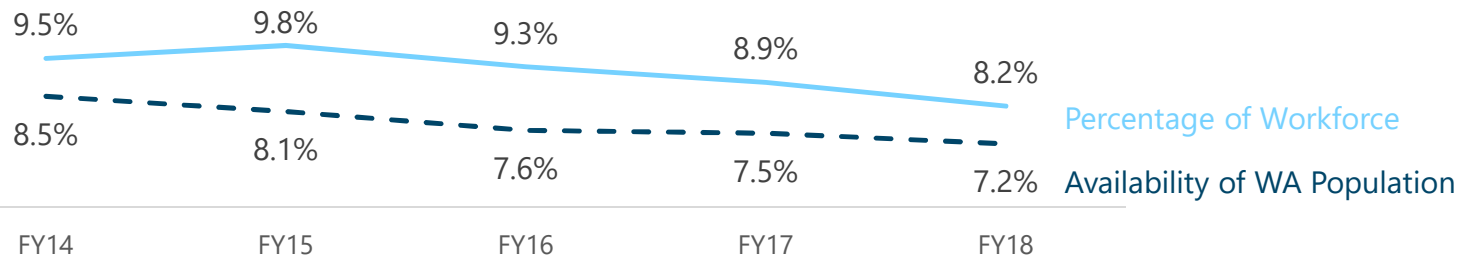
26% of Veterans are 60 years and older

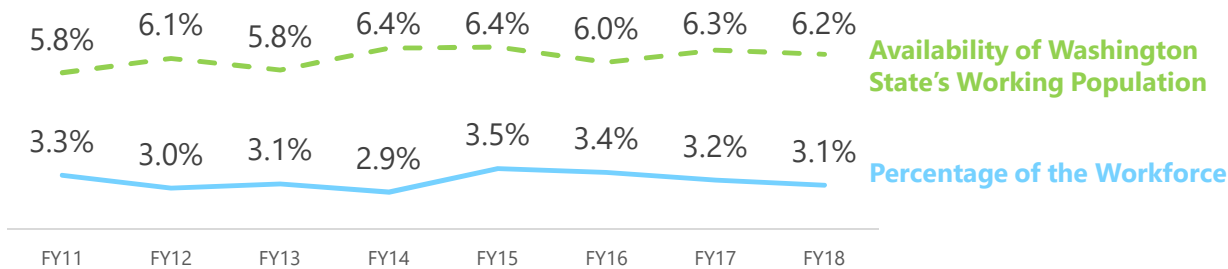## Veterans are leaving the workforce at higher rates than they are being hired.

11.4%   11.3%   12.1%   10.4%   10.8%

Turnover Rate*

8.0%   7.0%   6.8%   6.5%   4.4%

Hire Rate

FY14   FY15   FY16   FY17   FY18

*Turnover includes retirements.

Agencies with the highest percentage of Veterans:

|	
Military Department	28%
Washington State Patrol	17%
Department of Corrections	15%
Employment Security Department	12%
Gambling Commission	11%
Washington Technology Solutions	11%
Office of the Insurance Commissioner	11%

The percentage of People with Disabilities is far below the availability of the population.

Availability of Washington State's Working Population: 5.8%, 6.1%, 5.8%, 6.4%, 6.4%, 6.0%, 6.3%, 6.2%

Percentage of the Workforce: 3.3%, 3.0%, 3.1%, 2.9%, 3.5%, 3.4%, 3.2%, 3.1%

FY11, FY12, FY13, FY14, FY15, FY16, FY17, FY18

✓ **People with Disabilities** are retiring at twice the rate of the Executive Branch workforce.

✓ 31% of **People with Disabilities** are 60 years and older.

People with Disabilities are leaving the workforce at a rate almost twice that of being hired.
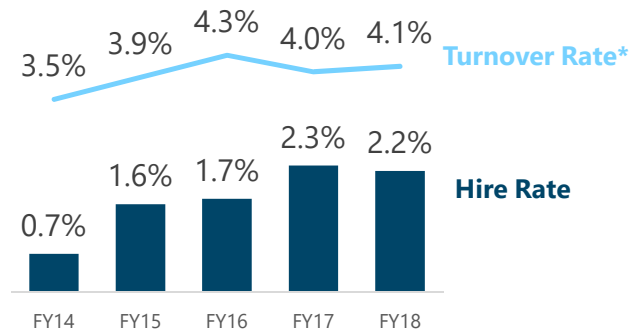
Turnover Rate*: 3.5%, 3.9%, 4.3%, 4.0%, 4.1%

Hire Rate: 0.7%, 1.6%, 1.7%, 2.3%, 2.2%

FY14, FY15, FY16, FY17, FY18

*Turnover includes retirements.

Agencies with the highest percentage of **People with Disabilities:**

Agency	Percentage
Center for Childhood Deafness	38%
State School for the Blind	16%
Department of Services for the Blind	9%
Department of Financial Institutions	8%
Department of Commerce	8%
Department of Licensing	8%
Military Department	6%

Source: HRMS and Workforce Gaps Data. American Community Survey; conducted by the U.S. Census Bureau. Includes Washington civilian labor force.

Workforce Strategies & Initiatives

MODERN WORK ENVIRONMENT

Barriers

1 Incompatibility with type of work

2 Budget limitations

3 Paper files/records

4 Balancing employee and customer needs

Strategies

1 Participating in the Commute Trip Reduction program

2 Focusing on employee well-being

3 Communicating/change management

4 Redesigning workspaces based on the work and employee input

Source: Agency HR Management Reports   22

LGBTQ+ INCLUSION

There were fewer agencies with specific policy language related to the inclusion of **LGBTQ+** staff than in FY17.

Agencies with **LGBTQ+** policies:

Department of Financial Institutions
Employment Security Department
Department of Corrections
Department of Natural Resources
Military Department
Office of the Insurance Commissioner

56% plan to implement, review, and/or update **LGBTQ+** policies in FY19.

57% report employee participation in RAIN (additional agencies will promote the group in FY19).

80% report current policies do **NOT** include **LGBTQ+** staff.

Source: Agency HR Management Reports 23

WORKFORCE

Challenges

1 Recruitment and retention

2 Employee training and development

3 Increasing employee engagement

Strategies

1 Mentoring programs

2 Developmental job assignments

3 Leadership training programs

4 Updating PDP and evaluation processes

5 Embedding diversity and inclusion work

Source: Agency HR Management Reports

Inclusive and Respectful Work Environment

In response to the Governor's inclusive and respectful work environment memo from April 2018, we added the following questions to the HR Management Report survey:

What strategies are incorporated into the on-boarding process?	**What percentage of employees have completed:** Diversity Awareness training Sexual Harassment training Supervisor and Management Development
Do your HR policies have specific language related to: Affirmative Action Discrimination Diversity and Inclusion Equal Employment Opportunity Reasonable Accommodation Sexual Harassment Prevention Workplace Behavior/Civility	**Could you provide data on:** Sexual harassment complaints Personnel investigations Discrimination complaints Grievances regarding workplace behavior Workplace behavior/respect in the workplace

Agencies report onboarding strategies that are respectful, supportive, and inclusive.

94% Ensure new hires are aware of policies and procedures for raising concerns and filing complaints.

65% Encourage managers to create onboarding plans with regular check-ins.

52% Integrate DEI into existing onboarding sessions.

48% Discuss organizational culture and how DEI is applied throughout agency.

42% Coach managers and team on how to welcome and respect each new hire.

**37%** Train new leaders on their role in creating a diverse, equitable and inclusive work environment.

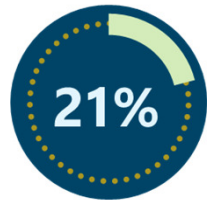**35%** Inform new hires about both internal and statewide business resource groups.

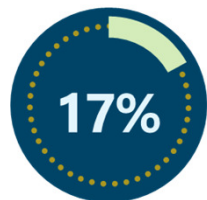**18%** Create a separate onboarding session to orient new hires to DEI efforts.

Source: Agency HR Management Reports.

Average percentage of employees who have NOT completed training requirement:
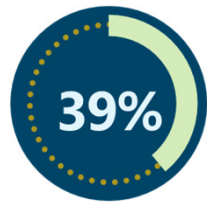
39% Diversity Awareness

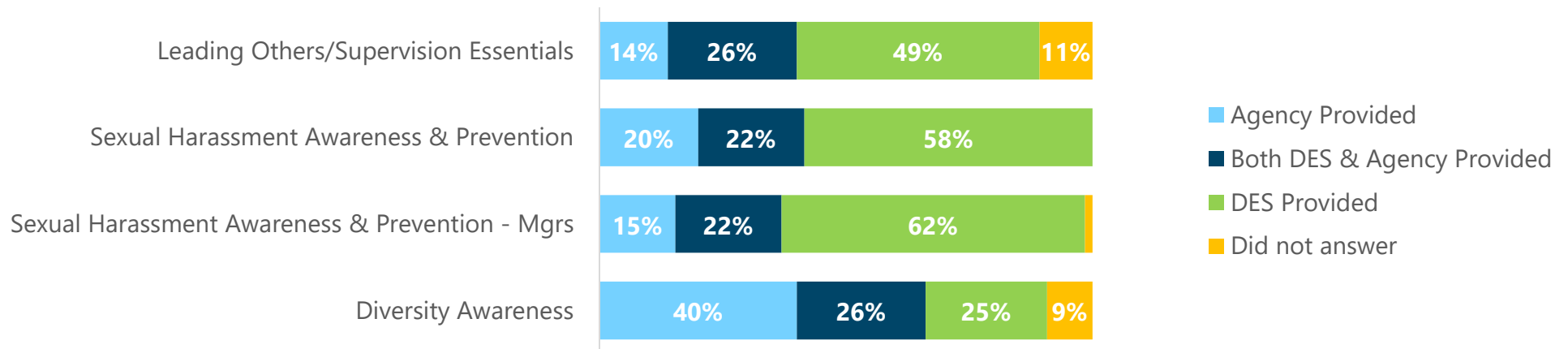**21%** Sexual Harassment Awareness and Prevention for Managers

17% Leading Others/Supervision Essentials

12% Sexual Harassment Awareness and Prevention

Which version of **training** do your employees attend?

Leading Others/Supervision Essentials: 14% Agency Provided, 26% Both DES & Agency Provided, 49% DES Provided, 11% Did not answer

Sexual Harassment Awareness & Prevention: 20% Agency Provided, 22% Both DES & Agency Provided, 58% DES Provided

Sexual Harassment Awareness & Prevention - Mgrs: 15% Agency Provided, 22% Both DES & Agency Provided, 62% DES Provided

Diversity Awareness: 40% Agency Provided, 26% Both DES & Agency Provided, 25% DES Provided, 9% Did not answer

Legend:
- Agency Provided
- Both DES & Agency Provided
- DES Provided
- Did not answer

Most agencies report HR policies with specific language relating to the workplace environment.

Percent of Agencies' HR policies with specific language related to:

100%	Sexual Harassment Prevention
97%	Discrimination
95%	Affirmative Action
95%	Reasonable Accommodation
92%	Equal Employment Opportunity
60%	Workplace Behavior/Civility
58%	Diversity and Inclusion

The majority of agencies review and update their HR policies every 3 to 5 years.

9% Every Year
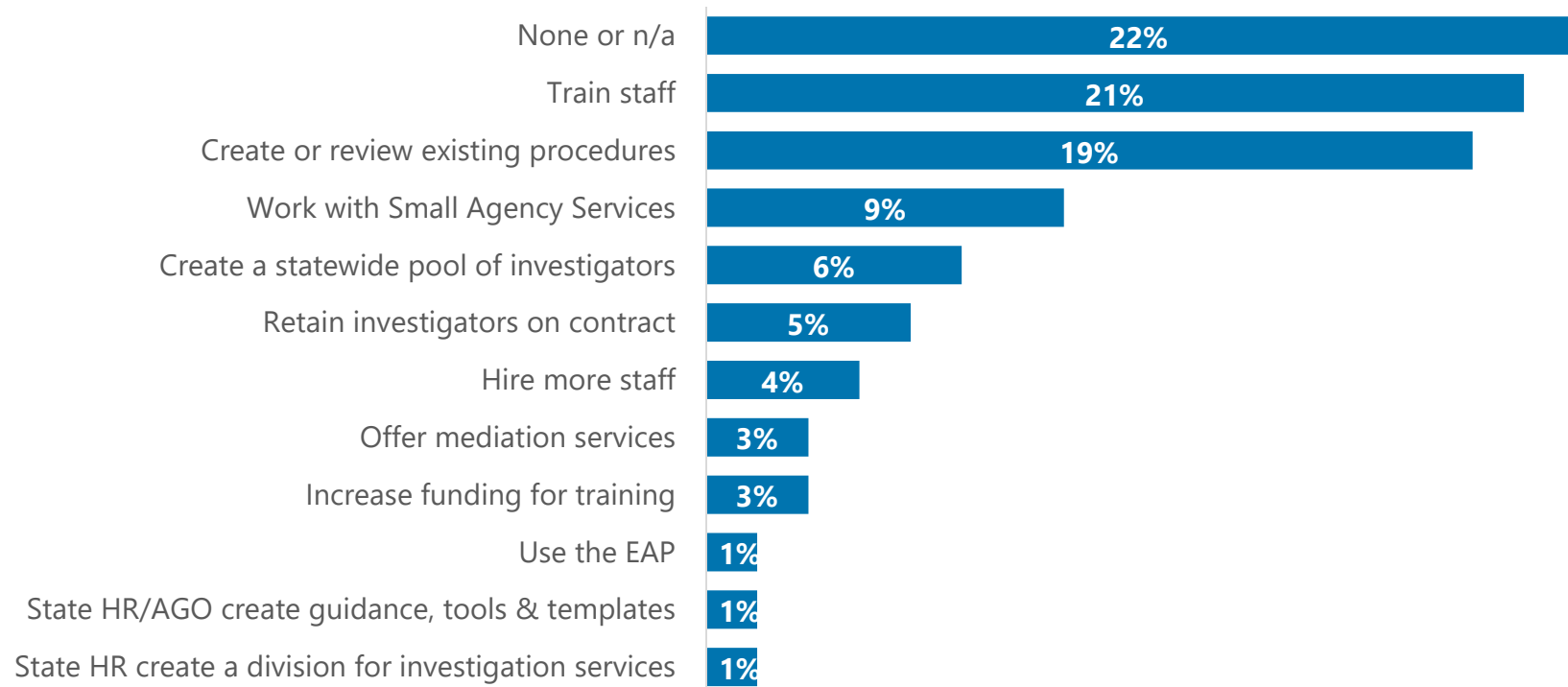25% Every 1 to 2 Years
43% Every 3 to 5 Years
23% Other**
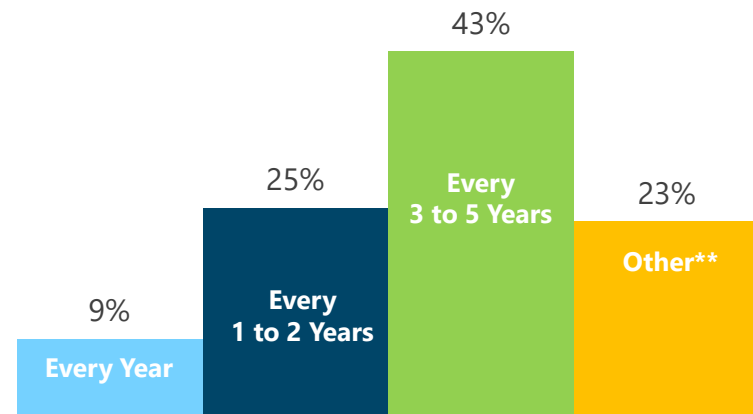
**Other:
- Review/update as needed or as rules change
- Will adopt a review policy going forward

Most agencies report no barriers to the resolution of complaints and personnel investigations.

No Barriers — 29%

Workload/Resources — 26%

Process — 14%

Lack of Trained Investigators — 13%

Agency Size (small) — 9%

Other — 4%

Trusting HR — 3%

Training for HR staff/Supervisors — 3%

Source: Agency HR Management Reports.

Most agencies report training staff as the best way to address barriers to the resolution of complaints and personnel investigations.

Category	Percent
None or n/a	22%
Train staff	21%
Create or review existing procedures	19%
Work with Small Agency Services	9%
Create a statewide pool of investigators	6%
Retain investigators on contract	5%
Hire more staff	4%
Offer mediation services	3%
Increase funding for training	3%
Use the EAP	1%
State HR/AGO create guidance, tools & templates	1%
State HR create a division for investigation services	1%

Source: Agency HR Management Reports. 32

Most agencies report they can provide complaints and investigation data upon request.

Percent of agencies able to provide data:

91% Sexual Harassment Complaints

91% Personnel Investigations

89% Discrimination Complaints

81% Grievances Regarding Workplace Behavior

80% Workplace Behavior / Respect in the Workplace

The Governor's inclusive and respectful work environment memo from April 2018 led to the creation of three diversity, equity and inclusion liaison committees:

✓ Policy Committee
✓ Data and Investigations Committee
✓ Training Committee

- The committees include representation from all cabinet-level agencies
- They've established charters and deliverables
- Information gathered from agency HR staff has helped identify and refine priorities
- Committees are currently finalizing work plans and timelines for producing final reports
- Committees will connect with agencies as they develop recommendations and will do broad stakeholdering

Performance Management

Performance Management Best Practices

1

Provide the training employees need to perform their current job duties.

2

Define how each employee's work contributes to the mission of the agency.

3

Develop and communicate employee goals that clearly define the work to be done.
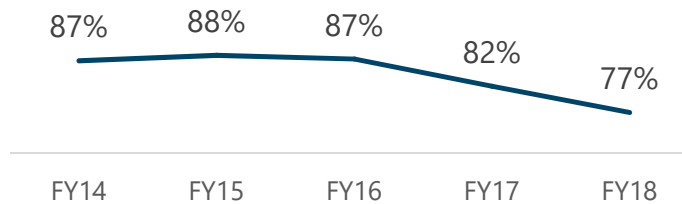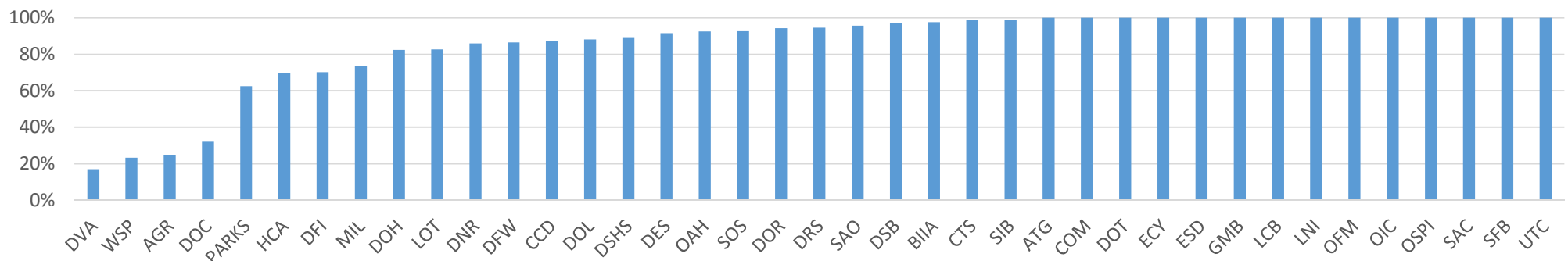
4

Set goals and establish a performance plan.

5

Conduct regular and frequent coaching.

Percentage of employees with current Position Descriptions continues to decrease.

20%	Increased
37%	Stayed the same
43%	Decreased

87% 88% 87% 82% 77%

FY14 FY15 FY16 FY17 FY18

Percent of employees with current Position Descriptions by agency.

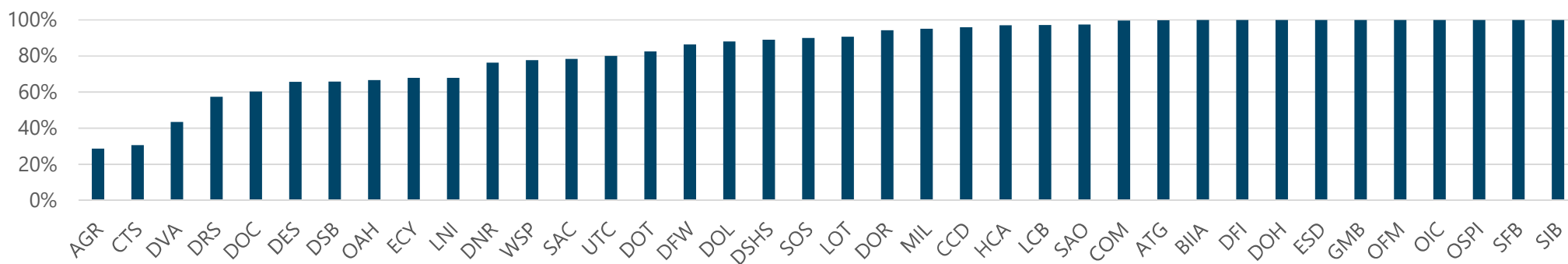# Percentage of employees with current Performance Expectations increased.

34%	Increased
23%	Stayed the same
43%	Decreased

73%   83%   80%   75%   79%

FY14   FY15   FY16   FY17   FY18
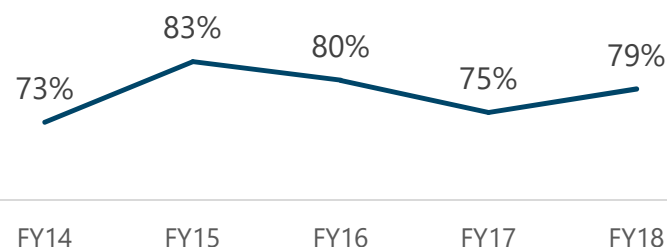
Percent of employees with current Performance Expectations by agency.

Bar chart y-axis: 0%, 20%, 40%, 60%, 80%, 100%

Agencies (x-axis): AGR, CTS, DVA, DRS, DOC, DES, DSB, OAH, ECY, LNI, DNR, WSP, SAC, UTC, DOT, DFW, DOL, DSHS, SOS, LOT, DOR, MIL, CCD, HCA, LCB, SAO, COM, ATG, BIIA, DFI, DOH, ESD, GMB, OFM, OIC, OSPI, SFB, SIB

Source: Agency reported   38

Percentage of employees with current Performance Evaluations increased.

37%	Increased
20%	Stayed the same
43%	Decreased

Line chart:
- FY14: 72%
- FY15: 85%
- FY16: 82%
- FY17: 73%
- FY18: 81%
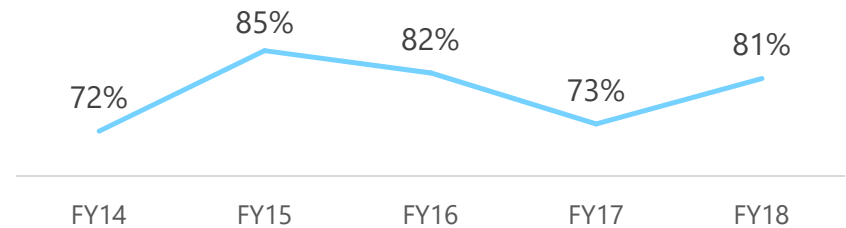
Percent of employees with current Performance Evaluations by agency.
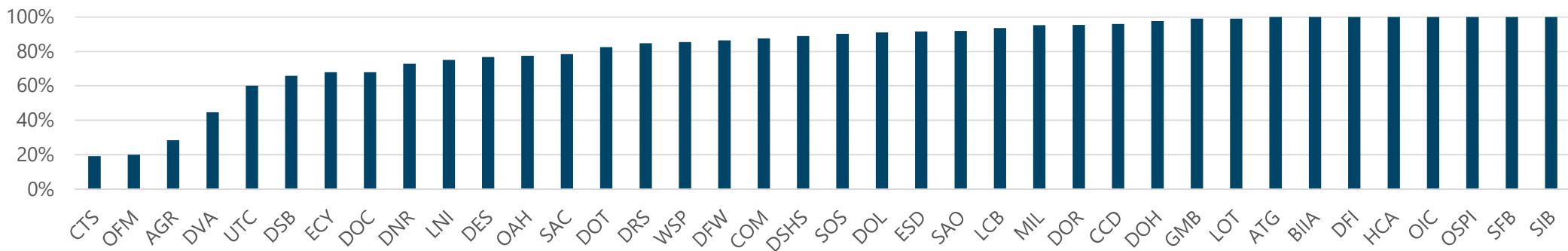
Bar chart with agencies (left to right): CTS, OFM, AGR, DVA, UTC, DSB, ECY, DOC, DNR, LNI, DES, OAH, SAC, DOT, DRS, WSP, DFW, COM, DSHS, SOS, DOL, ESD, SAO, LCB, MIL, DOR, CCD, DOH, GMB, LOT, ATG, BIIA, DFI, HCA, OIC, OSPI, SFB, SIB

Source: Agency reported 39

Disciplinary Actions, Grievances, SHR Directors Reviews, and Personnel Resource Board Filings
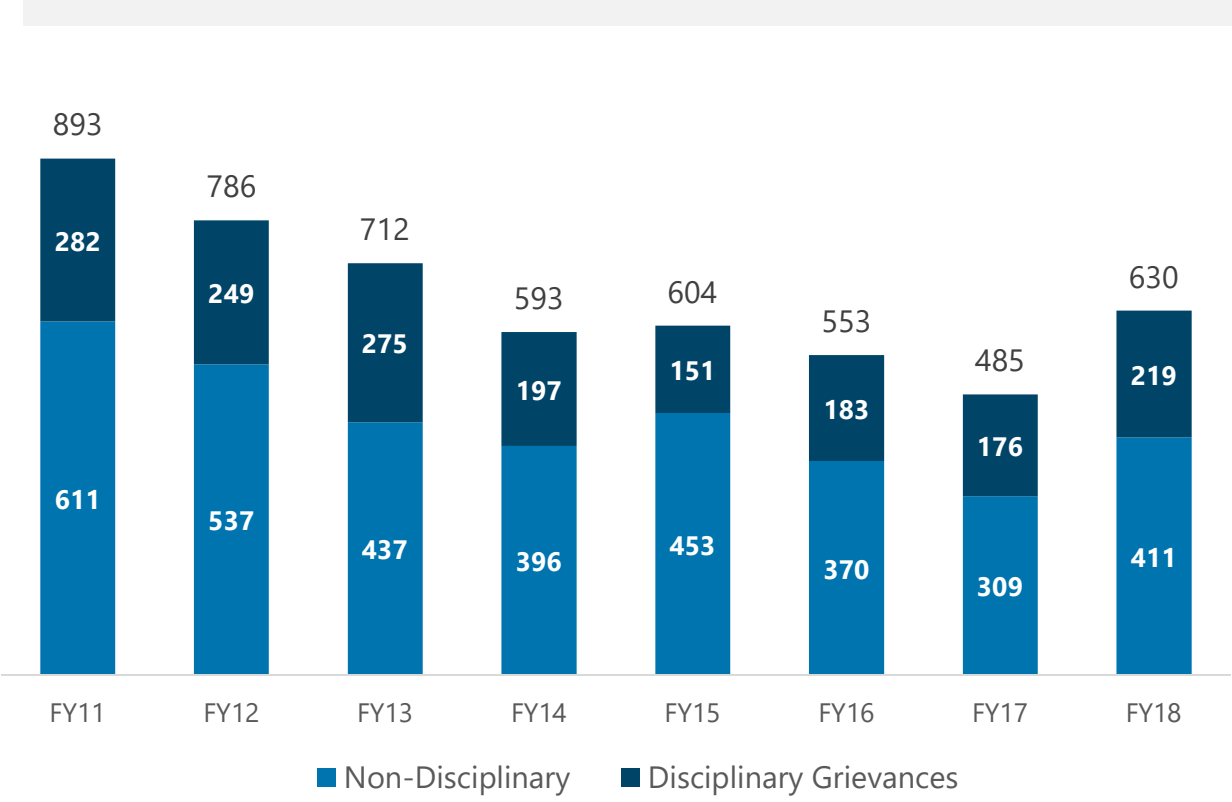
Disciplinary Actions increased by 19% since last fiscal year.
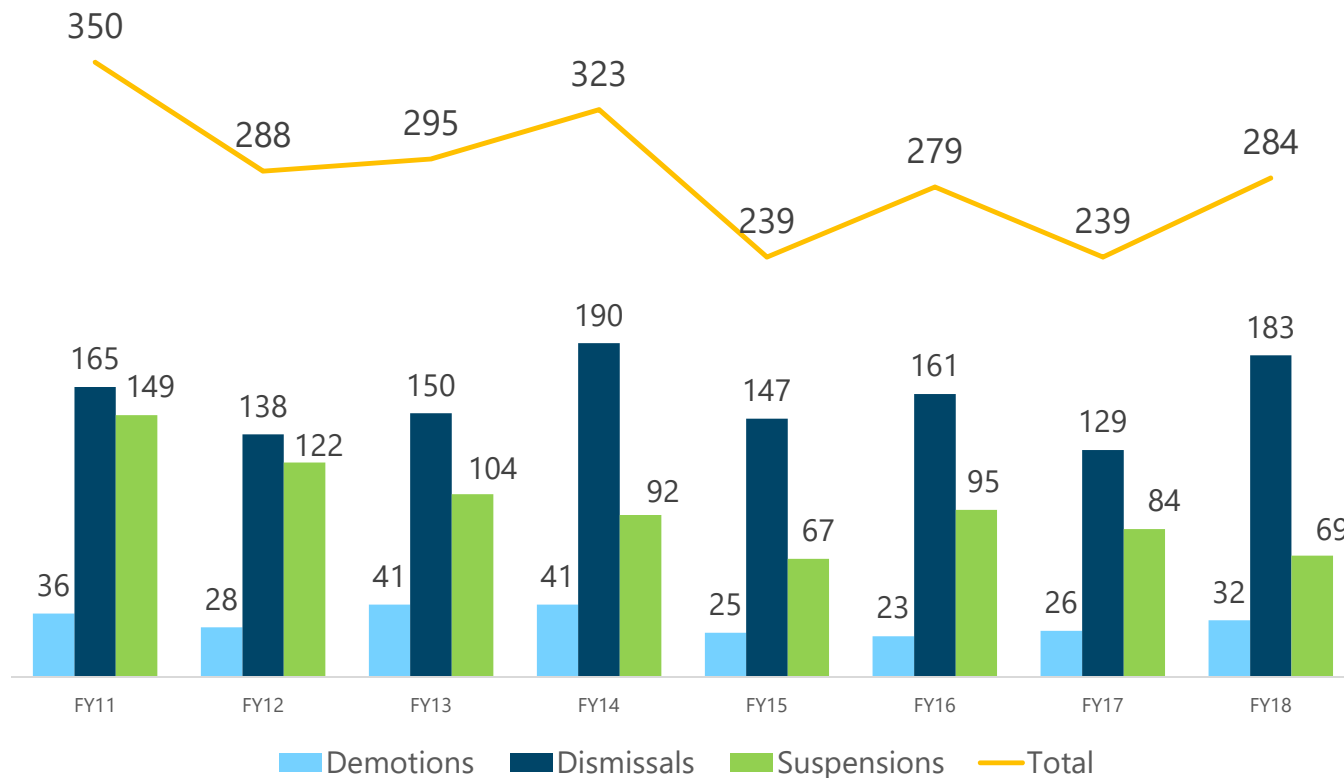
Compared to FY17:

- 54 more dismissals
- 15 fewer suspensions
- 6 more demotions

Grievances increased by 30% since last fiscal year.

Chart — Grievances by fiscal year (stacked bars: Non-Disciplinary and Disciplinary Grievances)

Fiscal Year	Non-Disciplinary	Disciplinary	Total
FY11	611	282	893
FY12	537	249	786
FY13	437	275	712
FY14	396	197	593
FY15	453	151	604
FY16	370	183	553
FY17	309	176	485
FY18	411	219	630

■ Non-Disciplinary ■ Disciplinary Grievances

The majority of **grievances** were resolved at the lowest level.

	Non-Disciplinary	Disciplinary
Resolved at lowest level	199	94
Resolved at agency head	64	46

State HR Director's Reviews remain steady.
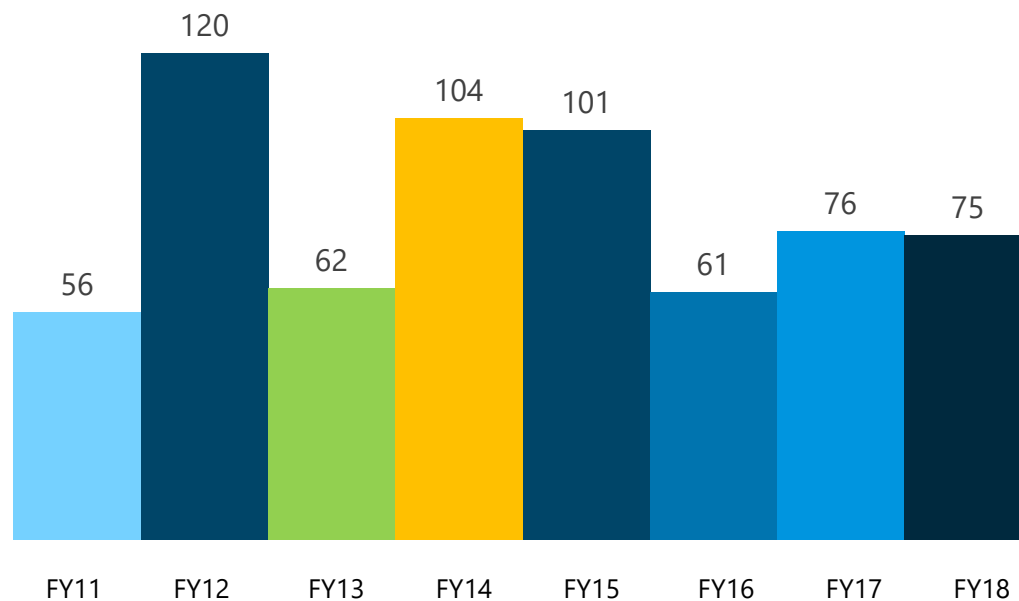
The majority of State HR Director's Reviews were affirmed.

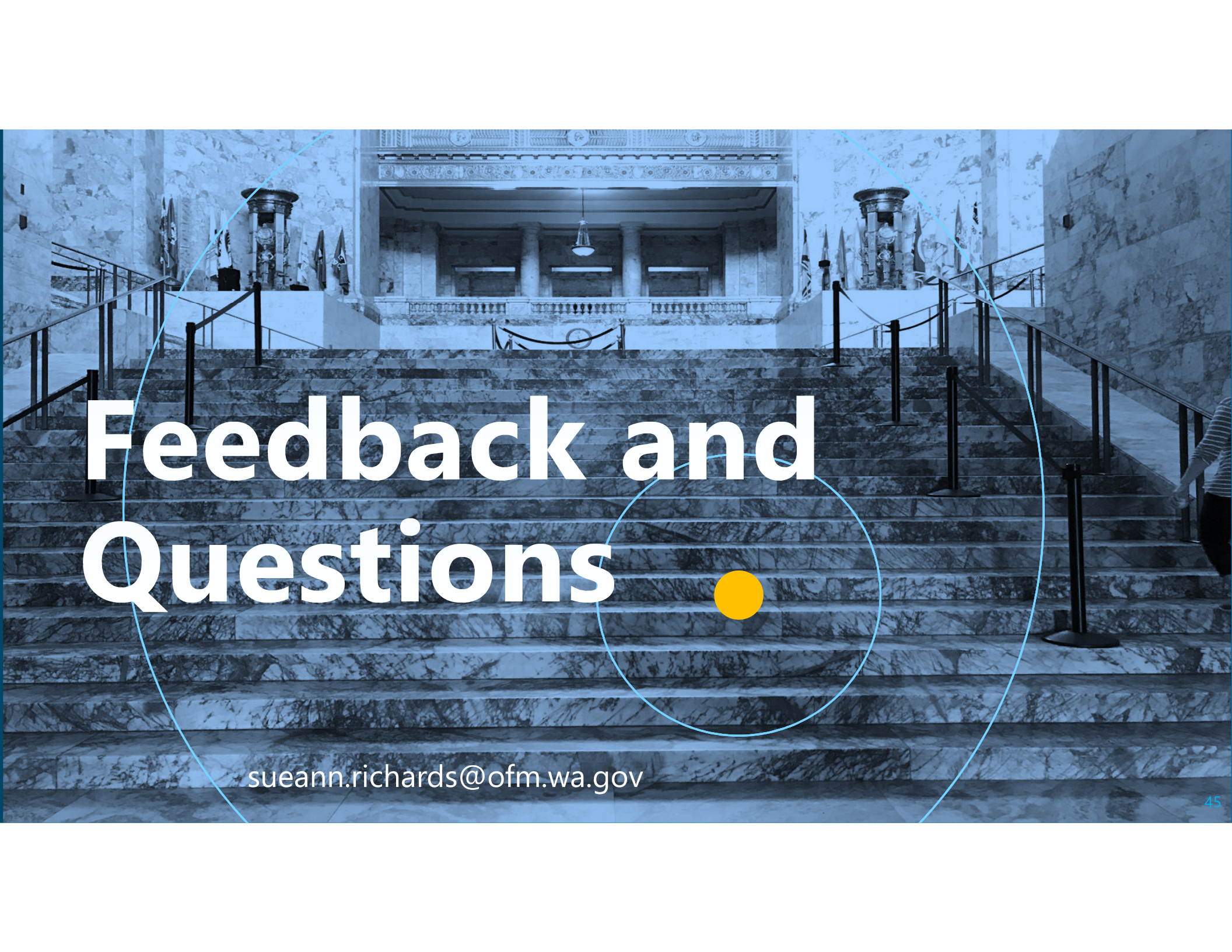|	
Affirmed	74%
Reversed	9%
Modified	6%
Withdrawn	9%
Untimely	2%
No Jurisdiction	0%

Personnel Resources Board filings Increased by 73%.
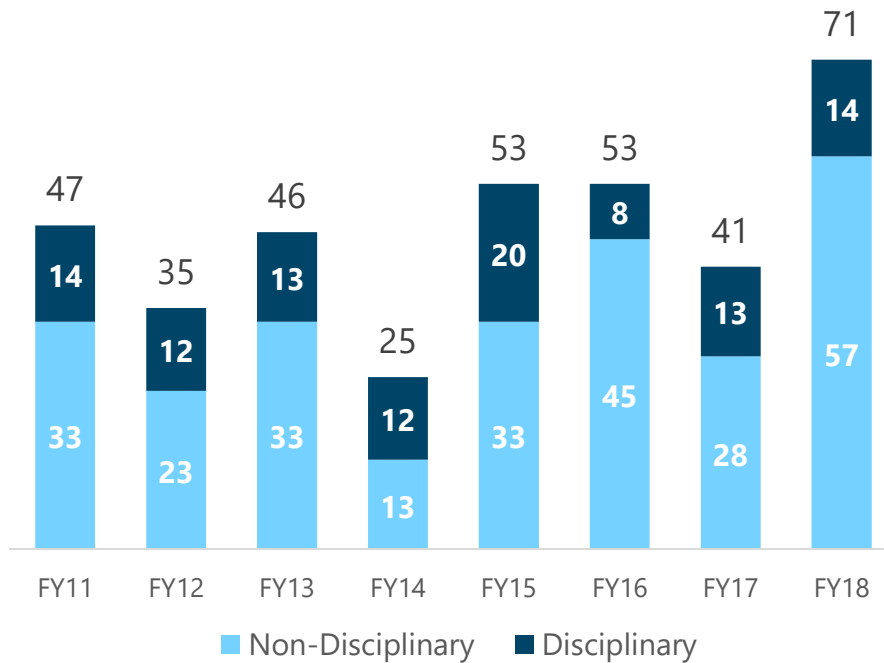
Outcomes	Non-Disciplinary	Disciplinary
Affirmed	48%	0%
Dismissed	21%	9%
Modified	2%	9%
Remanded	2%	0%
Reversed	23%	0%
Withdrawn	4%	82%

- The majority of non-disciplinary filings were affirmed.
- The majority of disciplinary filings were withdrawn.

Feedback and Questions

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