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.

<table>
<thead>
<tr>
<th>✓✓</th>
<th>65 agencies submitted reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓✓</td>
<td>100% response rate from agencies with 100 or more employees (39 of 39 agencies)</td>
</tr>
<tr>
<td>✓✓</td>
<td>62% response rate from agencies with 100 or fewer employees (26 of 42 agencies)</td>
</tr>
</tbody>
</table>
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)

Workforce Profile:

Permanent  
90%

Full-time  
95%

Represented  
76%

OT Eligible  
69%

Source: HRMS and OFM Forecasting
WMS workforce returns to pre-recession levels.

Percentage of managers remains steady.

Washington Management Service
Includes Classified WMS workforce

Managers
Includes WMS, EMS, and WGS employees coded as “Management”

Source: HRMS
The number of appointments decreased in FY18.

Types of Appointments

<table>
<thead>
<tr>
<th>Types</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotions</td>
<td>14,770</td>
<td>14,204</td>
<td>16,858</td>
<td>17,710</td>
<td>17,090</td>
</tr>
<tr>
<td>New Hires</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Source: HRMS, OFM SHR Website: Workforce Diversity
Review period separations continue to increase.

Job Classes* with high review period separation rates:

- 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.

Source: HRMS & Workforce Gaps
Overtime costs double over the past 8 years.

Average Overtime hours worked per month almost double since FY11.

The average percent of employees receiving Overtime continues to increase.

9% of employees receive Comp Time every month

Average of 1 hour of Comp Time worked per month

Source: HRMS
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

Turnover rates remain steady.

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

Source: HRMS & Workforce Gaps
Resignation rates remain steady.

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.

Source: HRMS & Workforce Gaps

Job Classes* with highest resignation rates.

<table>
<thead>
<tr>
<th>Job Class</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trooper Cadet (N=84)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Licensing Services Representative 1 (N=68)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Nursing Assistant (N=181)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Food Service Worker (N=158)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Licensed Practical Nurse 2 (N=236)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Social Service Specialist 2 (N=509)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Attendant Counselor 1 (N=553)</td>
<td>4.8%</td>
<td>5.3%</td>
<td>4.4%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.6%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

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

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.

Source: HRMS & Workforce Gaps

Job Classes* with the highest retirement rates.

<table>
<thead>
<tr>
<th>Job Class</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>OFFICE ASSISTANT 3 (N=786)</td>
<td>2.8%</td>
<td>2.7%</td>
<td>2.7%</td>
<td>2.8%</td>
<td>2.7%</td>
</tr>
<tr>
<td>TRANSPORTATION ENGINEER 3 (N=333)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WMS BAND 2 (N=2431)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WMS BAND 1 (N=847)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WMS BAND 3 (N=883)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT SYSTEMS/APP SPEC 6 (N=623)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WORKFIRST PROGRAM SPECIALIST (N=319)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*N= Job class headcount on 6/30/2017
Job Classes with more than 100 employees.
Quits rates are lower than the benchmark.

- Includes permanent, short-term, and seasonal employees.
- Quits includes employees who left voluntarily (does not include retirement, dismissal, layoff, death, or disability).
Workforce Diversity Profile
The generational make up of the workforce remains consistent over time.

A majority of the workforce is 45 years or older.

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.

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)

Source: Workforce Gaps
Diversity Profile

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

<table>
<thead>
<tr>
<th></th>
<th>People with Disabilities</th>
<th>People of Color</th>
<th>Veterans</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Branch</td>
<td>3.1%</td>
<td>19.6%</td>
<td>8.2%</td>
<td>52.5%</td>
</tr>
<tr>
<td>Washington Population</td>
<td>6.2%</td>
<td>22.7%</td>
<td>7.2%</td>
<td>49.5%</td>
</tr>
</tbody>
</table>

Source: HRMS, American Community Survey.
The percentage of People of Color employed by the state decreased.

### Percentage of population compared to workforce by ethnic group.

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>Executive Branch</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am Indian/Alaska Native</td>
<td>1.7%</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>Asian/Pacific Islander</strong></td>
<td><strong>7.0%</strong></td>
<td><strong>9.6%</strong></td>
</tr>
<tr>
<td>Black/African American</td>
<td>5.6%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>80.4%</td>
<td>71.6%</td>
</tr>
<tr>
<td><strong>Hispanic/Latino</strong></td>
<td><strong>5.3%</strong></td>
<td><strong>10.5%</strong></td>
</tr>
</tbody>
</table>

### Agencies with the highest percentage of People of Color:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Licensing</td>
<td>28%</td>
</tr>
<tr>
<td>Department of Social &amp; Health Services</td>
<td>28%</td>
</tr>
<tr>
<td>Employment Security Department</td>
<td>28%</td>
</tr>
<tr>
<td>Department of Veterans Affairs</td>
<td>27%</td>
</tr>
<tr>
<td>Military Department</td>
<td>25%</td>
</tr>
<tr>
<td>Department of Financial Institutions</td>
<td>23%</td>
</tr>
<tr>
<td>Office of the State Auditor</td>
<td>23%</td>
</tr>
</tbody>
</table>

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.

### Agencies with the highest percentage of Veterans:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military Department</td>
<td>28%</td>
</tr>
<tr>
<td>Washington State Patrol</td>
<td>17%</td>
</tr>
<tr>
<td>Department of Corrections</td>
<td>15%</td>
</tr>
<tr>
<td>Employment Security Department</td>
<td>12%</td>
</tr>
<tr>
<td>Gambling Commission</td>
<td>11%</td>
</tr>
<tr>
<td>Washington Technology Solutions</td>
<td>11%</td>
</tr>
<tr>
<td>Office of the Insurance Commissioner</td>
<td>11%</td>
</tr>
</tbody>
</table>

*Turnover includes retirements.

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Source: HRMS and American Community Survey; conducted by the U.S. Census Bureau (2015-2017)—data accessed from PUMS, includes all veterans in Washington civilian labor force.
The percentage of People with Disabilities is far below the availability of the population.

People with Disabilities are leaving the workforce at a rate almost twice that of being hired.

Agencies with the highest percentage of People with Disabilities:

- 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%

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

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

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
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

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td>Plan to implement, review, and/or update LGBTQ+ policies in FY19.</td>
</tr>
<tr>
<td>57%</td>
<td>Report employee participation in RAIN (additional agencies will promote the group in FY19).</td>
</tr>
<tr>
<td>80%</td>
<td>Report current policies do NOT include LGBTQ+ staff.</td>
</tr>
</tbody>
</table>

Source: Agency HR Management Reports
**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:

<table>
<thead>
<tr>
<th>What strategies are incorporated into the on-boarding process?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do your HR policies have specific language related to:</td>
</tr>
<tr>
<td>- Affirmative Action</td>
</tr>
<tr>
<td>- Discrimination</td>
</tr>
<tr>
<td>- Diversity and Inclusion</td>
</tr>
<tr>
<td>- Equal Employment Opportunity</td>
</tr>
<tr>
<td>- Reasonable Accommodation</td>
</tr>
<tr>
<td>- Sexual Harassment Prevention</td>
</tr>
<tr>
<td>- Workplace Behavior/Civility</td>
</tr>
</tbody>
</table>

| What percentage of employees have completed:                   |
| - Diversity Awareness training                                 |
| - Sexual Harassment training                                  |
| - Supervisor and Management Development                       |

| 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

*Source: Agency HR Management Reports.*
Which version of training do your employees attend?

Source: Agency HR Management Reports.
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.

**Other**:
- Review/update as needed or as rules change
- Will adopt a review policy going forward

Source: Agency HR Management Reports.
Most agencies report no barriers to the resolution of complaints and personnel investigations.

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.

- 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.
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

*Source: Agency HR Management Reports.*
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.

Source: Agency reported
Percentage of employees with current Position Descriptions continues to decrease.

- **20%** Increased
- **37%** Stayed the same
- **43%** Decreased

Percent of employees with current Position Descriptions by agency.

Source: Agency reported
Percentage of employees with current Performance Expectations increased.

- **34%** Increased
- **23%** Stayed the same
- **43%** Decreased

Percent of employees with current Performance Expectations by agency.

Source: Agency reported
Percentage of employees with current Performance Evaluations increased.

Percent of employees with current Performance Evaluations by agency.

Source: Agency reported
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

Source: HRMS
Grievances increased by 30% since last fiscal year.

The majority of grievances were resolved at the lowest level.

<table>
<thead>
<tr>
<th></th>
<th>Non-Disciplinary</th>
<th>Disciplinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolved at lowest level</td>
<td>199</td>
<td>94</td>
</tr>
<tr>
<td>Resolved at agency head</td>
<td>64</td>
<td>46</td>
</tr>
</tbody>
</table>

Source: OFM Labor Relations
State HR Director’s Reviews remain steady.

The majority of State HR Director’s Reviews were affirmed.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affirmed</td>
<td>74%</td>
</tr>
<tr>
<td>Reversed</td>
<td>9%</td>
</tr>
<tr>
<td>Modified</td>
<td>6%</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>9%</td>
</tr>
<tr>
<td>Untimely</td>
<td>2%</td>
</tr>
<tr>
<td>No Jurisdiction</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: OFM Rules & Appeals
### Personnel Resources Board filings Increased by 73%.

<table>
<thead>
<tr>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Disciplinary</td>
<td>47</td>
<td>35</td>
<td>46</td>
<td>25</td>
<td>53</td>
<td>53</td>
<td>71</td>
</tr>
<tr>
<td>Disciplinary</td>
<td>14</td>
<td>12</td>
<td>13</td>
<td>12</td>
<td>8</td>
<td>13</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Non-Disciplinary</th>
<th>Disciplinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affirmed</td>
<td>48%</td>
<td>0%</td>
</tr>
<tr>
<td>Dismissed</td>
<td>21%</td>
<td>9%</td>
</tr>
<tr>
<td>Modified</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>Remanded</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Reversed</td>
<td>23%</td>
<td>0%</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>4%</td>
<td>82%</td>
</tr>
</tbody>
</table>

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

Source: OFM Rules & Appeals
Feedback and Questions

sueann.richards@ofm.wa.gov