

HR Management Report

Performance Measure Parameters

Plan & Align Workforce

Workforce Profile

Definition:	<p>Number and percentage of permanent and non-permanent employees</p> <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ Permanent includes employees with permanent or intent to become permanent appointment status. Includes the following work contracts: Permanent, In Training, Probationary, Trial Service, InTrng/Prob, InTrng/Trl Srv, Transitional, Apprntc/Trnstnl, Exempt, Seasonal, Seasonal TrSvc, Seasonal – Prob, Project, Project TrSvc, Project – Prob, WMS Review, Board/Comm ▪ Non-permanent includes employees with non-permanent appointment status. Includes the following work contracts: Acting, NonPerm On Call, NonPerm Limited, and Temporary
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	<p>Number and percentage of full-time and part-time employees</p> <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ Full-time and part-time status based on Part-time Indicator
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	<p>Median length of service</p> <ul style="list-style-type: none"> ▪ Calculated from Seniority Date ▪ Permanent and seasonal employees (excludes non-permanent employees)
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	<p>Number and percentage of overtime eligible and overtime exempt employees</p> <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ Overtime status based on Employee Subgroup
Timing:	Data as of June 30

Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	Number and percentage of union-represented employees <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ Representation status based on Personnel Subarea
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	Number of unions by agency
Timing:	Data as of June 30
Source:	OFM State Human Resources, Labor Relations
Definition:	Number and percentage of Human Resources employees <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ Human Resources includes WMS and non-classified employees assigned Human Resources Market Segment and employees in the following WGS job classes: HRCA 1, HRCA 2, HRC 1, HRC 2, HRC 3, HRC 4.
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Management Profile	
Definition:	Number and percentage of WMS employees <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ WMS employees include Classified WMS workforce indicator
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	Number and percentage of managers <ul style="list-style-type: none"> ▪ Managers include employees with Management Type ID coded as “Management” ▪ Permanent and non-permanent employees
Timing:	Data as of June 30

Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	<p>Number and percentage of WMS employees by Management Type – “Management,” “Policy,” “Consultant,” and “Not Assigned”</p> <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees ▪ WMS employees include Classified WMS workforce indicator
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Current Position Descriptions	
Definition:	<p>Number of employees with current position descriptions that accurately reflect their job duties and number of employees required to have current position descriptions</p> <ul style="list-style-type: none"> ▪ Provide agency-wide numbers used to calculate percentages ▪ Permanent employees – both WMS and WGS
Timing:	As of June 30
Source:	Agency-tracked

Hire Workforce

Hiring Balance / Separations During Review Period

Definition:	<p>Number and percentage of appointments by type and the total number of appointments</p> <ul style="list-style-type: none"> ▪ Includes the following appointment types: <ul style="list-style-type: none"> ○ new hires /rehires ○ promotions ○ transfers ○ hires from layoff list ○ other appointments (such as full-time, year-round positions) ▪ Calculated as summing the number of appointments by type and dividing by the total number of appointments ▪ Employees in permanent or intent to become permanent appointments only ▪ Does not include demotions, reassignments, reallocations, or status changes
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)

Definition:	Number of voluntary and involuntary separations from state service during probationary, trial service, transition, and WMS review periods <ul style="list-style-type: none"> ▪ Only includes employees who separated while in probationary, trial service, transition, or WMS review appointment status
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)

Deploy Workforce

Current Performance Expectations/Individual Development Plans

Definition:	Number of employees with current performance expectations and individual development plans completed in “Part 1” and “Part 2” of their performance development plan and number of employees required to have performance expectations and individual development plans <ul style="list-style-type: none"> ▪ Provide agency-wide numbers used to calculate percentages ▪ Permanent employees – both WMS and WGS
Timing:	As of June 30
Source:	Agency-tracked

Comp Time Usage

Definition:	Average monthly comp time hours worked of those eligible for overtime <ul style="list-style-type: none"> ▪ Calculated by summing the monthly comp time hours worked and dividing by the number of months in the reporting period ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	Average monthly percentage of employees receiving comp time of those eligible for overtime <ul style="list-style-type: none"> ▪ Calculated by summing the monthly comp time percentages and dividing by the number of months in the reporting period ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)

Source:	HRMS Washington Workforce Analytics (WWA)
Overtime Usage	
Definition:	<p>Average monthly overtime hours used of those eligible for overtime</p> <ul style="list-style-type: none"> ▪ Calculated by summing the monthly overtime hours worked and dividing by the number of months in the reporting period ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)
Definition:	<p>Average monthly percentage of employees receiving overtime of those eligible for overtime</p> <ul style="list-style-type: none"> ▪ Calculated by summing the monthly overtime percentages and dividing by the number of months in the reporting period ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)
Overtime Cost	
Definition:	<p>Total cost of overtime</p> <ul style="list-style-type: none"> ▪ Overtime cost includes overtime, callback, and comp time payouts ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)
Sick Leave Usage	
Definition:	<p>Average monthly sick leave hours used</p> <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWA)

Definition:	Average monthly sick leave hours balance <ul style="list-style-type: none"> ▪ Permanent and non-permanent employees
Timing:	Fiscal year (July-June)
Source:	HRMS Washington Workforce Analytics (WWWA)
Non-Disciplinary Grievances/Appeals	
Definition:	Number of non-disciplinary grievances filed (represented employees) <ul style="list-style-type: none"> ▪ Represented employees only
Timing:	Fiscal year (July-June)
Source:	HRMS grievance tracking system (provided by OFM Labor Relations)
Definition:	Rate of non-disciplinary grievances filed (represented employees) <ul style="list-style-type: none"> ▪ Rate of non-disciplinary grievances is calculated by summing the number of non-disciplinary grievances filed and dividing by the number of represented employees ▪ Represented employees only
Timing:	Fiscal year (July-June)
Source:	HRMS grievance tracking system (provided by OFM Labor Relations)
Definition:	Number of non-disciplinary appeals filed and number and percentage of non-disciplinary appeal outcomes by category <ul style="list-style-type: none"> ▪ Number of State HR Director’s Review filings by category – job class, rule violation, layoff register, exam results, remedial action ▪ Number and percentage of State HR Director’s Reviews outcomes by category – affirmed, reversed, modified, withdrawn, untimely, no jurisdiction ▪ Number of Personnel Resources Board (PRB) filings by category – job classification, other exceptions, layoff, disability separation, non-disability separation, other ▪ Number and percentage of PRB outcomes category – dismissed, modified, reversed, affirmed, withdrawn, remanded
Timing:	Fiscal year (July-June)
Source:	State HR Director’s Review and PRB tracking systems

Employees with current individual development plans – see Deploy Workforce “Percent employees with current performance expectations / individual development plans”

Reinforce Performance

Current Performance Evaluations

Definition: **Number of employees with a current annual performance evaluation**

- Provide agency-wide numbers used to calculate percentage
- Permanent employees – both WMS and WGS

Timing: As of June 30

Source: Agency-tracked agency

Disciplinary Actions Taken

Definition: **Number of disciplinary actions taken by type – dismissal, demotion, suspension**

- OPTIONAL – Disciplinary actions that result in a reduction in pay. This information is not available using the Formal Disciplinary Actions report from the HRMS portal; however, agencies are encouraged to provide this information if it is being tracked internally
- Permanent and non-permanent employees

Timing: Fiscal year (July-June)

Source: HRMS Washington Workforce Analytics (WWA) / Agency tracked for disciplinary issues resulting in a reduction in pay

Disciplinary Grievances and Appeals

Definition: **Number of disciplinary grievances filed (represented employees)**

- Represented employees only

Timing: Fiscal year (July-June)

Source: HRMS grievance tracking system (provided by OFM Labor Relations)

Definition: **Rate of disciplinary grievances filed (represented employees)**

- Rate of disciplinary grievances filed is calculated by summing the number of disciplinary grievances filed and dividing by the number of represented employees
- Represented employees only

Timing:	Fiscal year (July-June)
Source:	HRMS grievance tracking system (provided by OFM Labor Relations)
Definition:	<p>Number of disciplinary appeals filed and the number and percentage of outcomes</p> <ul style="list-style-type: none"> ▪ Number of disciplinary appeals filed with PRB by category – dismissal, demotion, suspension, pay reduction, other ▪ Number and percentage of PRB disciplinary outcomes by category – withdrawn, remanded, dismissed, modified, reversed, affirmed
Timing:	Fiscal year (July-June)
Source:	State HR Director’s Review and PRB tracking systems

Ultimate Outcomes

Turnover Rates

Definition:	<p>Number and percentage of employees who left state service and total number of separations</p> <ul style="list-style-type: none"> ▪ Includes the following turnover types: <ul style="list-style-type: none"> ○ retirement ○ resignation ○ dismissal ○ layoff ○ other separations ○ non-permanent and seasonal separations (optional) ▪ Employees in permanent or intent to become permanent appointments only
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Timing: Fiscal year (July-June)

Source: HRMS Washington Workforce Analytics (WWA)

Retirement Age

Definition:	<p>Average retirement age</p> <ul style="list-style-type: none"> ▪ Includes employees with retirement turnover type ▪ Employees in permanent or intent to become permanent appointments only
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Timing: Fiscal year (July-June)

Source: HRMS Washington Workforce Analytics (WWA)

Movement Between Agencies

Definition:	<p>Number and percentage of employees who moved between agencies</p> <ul style="list-style-type: none"> ▪ Includes the following movement types: <ul style="list-style-type: none"> ○ transfers ○ promotions ○ demotions ○ other (such as probationary, project, reassignment, reversion, etc.) ▪ Note: these movement types are actions associated with the <i>losing</i> agency, not the <i>gaining</i> agency. For example, if an agency shows three promotions, it means three employees took promotions to work at another agency. ▪ Employees in permanent or intent to become permanent appointments only ▪ Appointment changes with a change in business area (agency)
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Timing:	Fiscal year (July-June)
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Source:	HRMS Human Capital Management (HCM)
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Workforce Diversity Profile

Definition:	<p>Number and percentage of employees by diversity groups</p> <ul style="list-style-type: none"> ▪ Includes the following diversity groups: <ul style="list-style-type: none"> ○ female ○ persons with disabilities ○ Vietnam era veterans ○ veterans with disabilities ○ all veterans ○ persons of color (Black / African American, Hispanic / Latino, American Indian / Alaska Native, Asian / Pacific Islander) ○ persons age 40 and older ▪ Diversity data is self-reported by employees ▪ Permanent and non-permanent employees
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Timing:	Data as of June 30
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Source:	HRMS Washington Workforce Analytics (WWA)
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Employee Age

Definition:	<p>Median age</p> <ul style="list-style-type: none"> ▪ Includes permanent and non-permanent employees
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Timing:	Data as of June 30
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Source:	HRMS Washington Workforce Analytics (WWA)
Percent Age Distribution	
Definition:	<p>Percentage of employees by age group for all employees and for WMS employees only</p> <ul style="list-style-type: none"> ▪ Includes permanent and non-permanent employees
Timing:	Data as of June 30
Source:	HRMS Washington Workforce Analytics (WWA)