

Washington State Human Resources Community Charter

Purpose

The purpose of the Washington State HR Community is to provide strategic planning leadership and guidance on human resource issues affecting the state workforce and government operations.

As a method of transitioning to this governance model the existing State Human Resources Advisory Committee will serve as the coordinating body to finalize and implement this charter. They will facilitate HR Community Meetings and serve as a liaison between the State HR Assistant Director and Washington State HR Community for a transition period not to exceed 24 months with a review at 12 months.

HR Community Objectives

- Provide leadership for the Washington State HR Community through alignment of agency HR objectives and activities with enterprise objectives and processes.
- Support enterprise HR initiatives by representing customer agencies perspectives, providing resources when necessary, championing the outcome and advocating for success.
- Recommend priorities, identify opportunities for collaboration and enterprise service improvements and provide cross-agency staff to work on issues as needed.
- Commit to open communication between agencies, State HR and the Department of Enterprise Services to ensure collaboration.
- Provide a forum to discuss and brainstorm strategic opportunities and ideas regarding HR process improvements.
- Provide oversight to the development of human resource professionals within state government.
- Serve as a forum to raise critical issues and seek resolution.
- Make appropriate human resource related decisions that impact the state human resource system and contributes to administrating HR programs in a fair and equitable manner.

Guiding Principles

- Act with integrity
- Know and understand roles and responsibilities
- Work to fulfill expectations through teamwork and mutual trust
- Be accountable and hold others accountable for their participation and work
- Encourage respectful debate, broad participation, and develop and maintain collaborative relationships
- Promote and support innovation
- Be open and honest
- Balance agency perspective with the needs of the enterprise as a whole

Roles and Responsibilities

The Washington State HR Community is comprised of agency or higher education institution Human Resources Managers or Directors. Members will serve as an advisory body to State Human Resources, the Department of Enterprise Services and the management teams within state agencies.

The HR Community will utilize a structure of Working Committees to facilitate and coordinate the sharing of advice and expertise and to formulate recommendations and decisions on specified workforce issues. (See Addendum: Working Committees operating guidelines.)

Terms of membership

Members of the HR Community will commit to serving on a specific Working Committee for a term of 2 years.

Each Working Committee will select a chairperson who will be responsible for coordinating the communication between the Working Committee and HR Community as a whole as well as to other stakeholders as necessary and agreed to.

Professional or managerial level agency HR staff with specific expertise in a subject area, may be appointed by their HR Manager/Director to represent their agency on a Working Committee.

OFM State HR Staff may be appointed to support a Working Committee by the OFM Assistant Director for State HR.

DES Staff may be appointed to support a Working Committee by the DES Assistant Director for HR Services.

A member or appointee's position on the Working Committee may be declared vacant if the member:

- Resigns from the Working Committee. (Resignations should be in writing to the Chair of the Working Committee with a copy to the OFM Assistant Director for State HR.)
- Fails to attend more than two meetings without prior notice.

In a case where a member's position is declared vacant, the Working Committee's chairperson may appoint an alternate to fill the position. In the event the position being vacated is the chairperson, the Working Committee will select a new chairperson who will then appoint an alternate. If the Working Committee does not select a new chairperson the OFM Assistant Director for State HR may appoint a chairperson from within or outside the Working Committee's membership.

Each Working Committee member will:

- Provide specific local expertise, including identifying emerging human resource issues;
- Review reports, data and information and comment promptly;
- Attend all meetings possible and prepare appropriately;
- Complete all necessary assignments prior to each meeting;
- Relay information to their constituents after each meeting and gather information/feedback from their constituents as practicable before each meeting;
- Articulate and reflect the interests that advisory committee members bring to the table;
- Maintain a focus on solutions that benefit the enterprise, not just their agency; and
- Present recommendations for action items to the HR Community and agency management as needed.

Addendum 1

Washington State Human Resources Community

Working Committee Operating Guidelines

Working Committees

Working Committees can be formed on an ad-hoc basis to address specific projects or areas of focus. Proposals for committees need to be brought to the Washington State HR Community for acceptance and adoption.

Convening of Meetings

- Meetings will be held at the time and place agreed to by members of the Working Committee.
- Meetings should be held at least quarterly to discuss relevant topics. A presentation on current Working Committee activities is expected at the monthly HR Manager's meeting at least once every quarter.

Conduct of meetings

- Meetings will be chaired and facilitated by a member of the HR Community.
- The chair or their designee will keep a record of meeting attendees, key issues raised, and actions required.
- Meetings will be open to all HR Community members.
- Meeting ground rules will be determined by the individual working committee members.

Working Committee Agenda Items

Agenda items and priority topics will be identified by seeking input from the entire HR Community initially with follow-up checkpoints as needed. Attention will be paid to:

- Emerging state-wide issues;
- Issues that could contribute to the state becoming an Employer of Choice;
- Issues that need better consistency within state government;
- Issues where the State has experienced legal or arbitration losses etc.

Communication

HR Community members will be informed of monthly meeting agenda topics and information by the Chair or their designee through email prior to the meeting.

Working Committees will determine their individual communication norms.

Decision Making

The HR Community serves as the leadership for Human Resources in Washington. In those areas where it has decision-making authority, decisions will be reached by consensus using the following process:

- Discussion and decision-making within the meeting agenda timeframe
- Information sharing, with each representative communicating the decision points within their agency and gathering feedback and recommendations and providing to Working Committee or designated HR Lead by a defined due date.
- Each member of the Working Committee will have one vote. If absent on the date of the vote, they may officially give their vote (in writing) to another committee member.
- Once a decision is made, all participants are expected to "live with" the proposed action. Participants will strive to work expeditiously and avoid revisiting decisions once made.

The OFM Assistant Director for State HR will retain final decision-making authority on those issues that require OFM action.

Conflict Resolution

Working Committee members will strive to resolve issues within the workgroup as soon as possible. In the event an issue is not resolved informally, the Working Committee members agree to the following:

- Information sharing, with each Working Committee representative communicating the issue decision points within their agency and gathering feedback and recommendations. This information will be brought to the next scheduled meeting or sent to a designated Working Committee chairperson by a defined due date.
- Feedback discussion and vote, with each member having one vote.
- Once a decision is made all participants are willing to “live with” the proposed action. Participants will strive to work expeditiously and try to avoid revisiting decisions once made.
- For issues that are not resolvable by the Working Committee and are needed to be resolved outside the work group, up to five (5) members of the full Washington State HR Community will be elected who will determine the method used to resolve the matter.