April 22, 2024

OFM
Lunch & Learn
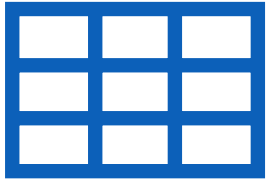
OFM

OFFICE OF FINANCIAL MANAGEMENT

WELCOME!

HR Management Report FY2023 Findings

Office of Financial Management

State Human Resources

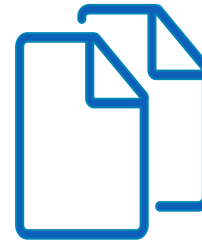# Annual Human Resources Management Report (HRMR)

Workforce Performance Measure Data (HRMS)

- Appointments
- Workforce demographics
- Overtime
- Performance management
- Modern Work Environment
- Turnover

Data Dashboards

- [Workforce Performance Measures](#)
- [HR Management Leader Briefing](#)
- [Modern Work Environment](#)

HRMR Survey

- Complete survey: Agencies with 100 and more employees
- Abbreviated Survey: Agencies with less than 100 employees

HR Management Strategy Roll-up Report

- HRMR Survey findings
- Workforce data insights
- Subject Matter Experts analysis
- State HR recommendations

What HRMR findings will be reviewed

2023 Priority highlights

2023 Top HR Priorities

Workforce status

- Workforce representation
- Employee diversity data

Recruitment & retention

- Agencies' recruitment practices & successful strategies
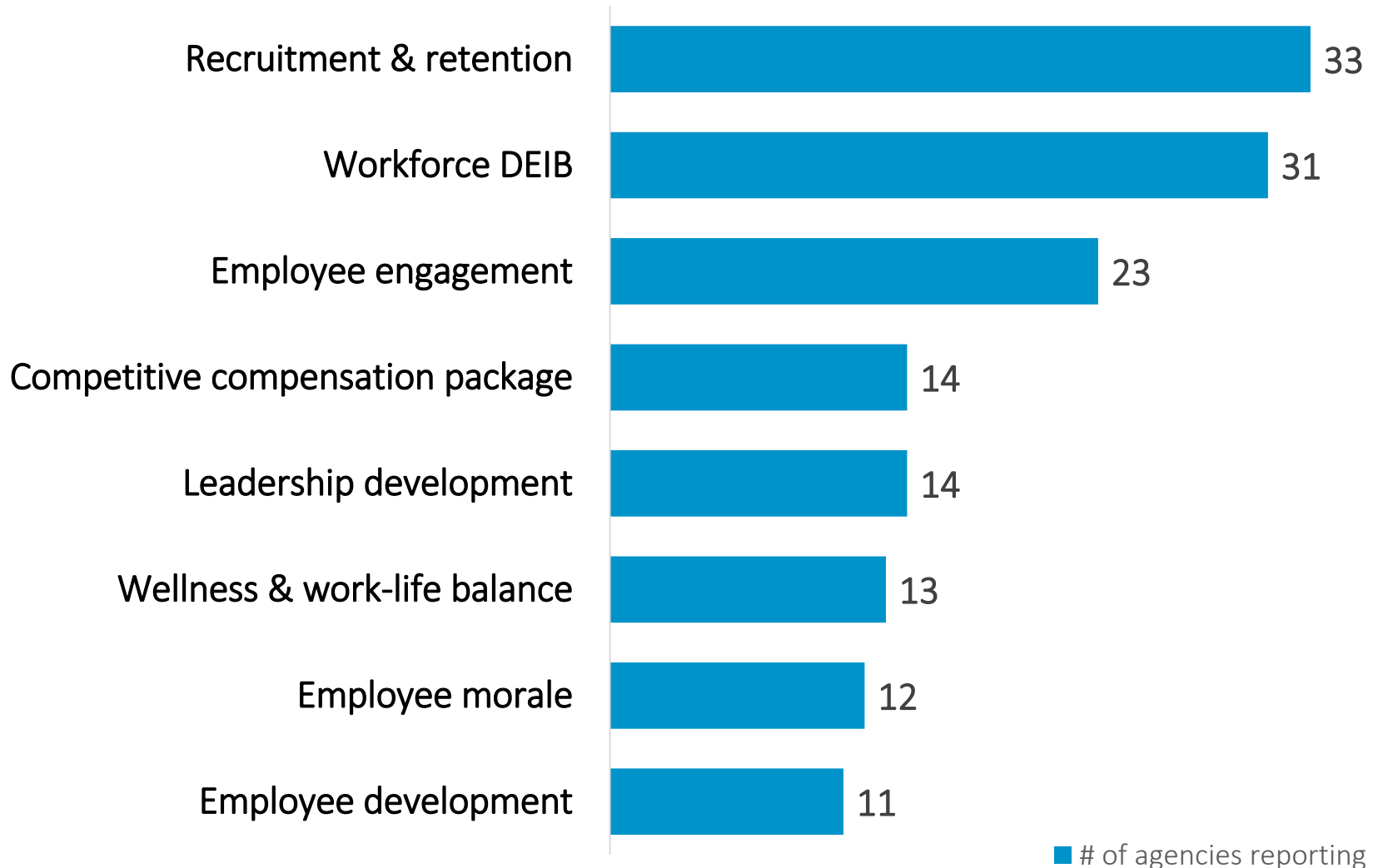- Retention priorities reported by agencies

Agency DEI Efforts

- Policies and agency efforts

Employee sentiments & actions

- How agencies measure success
- How agencies use employee sentiments

2023 Top HR Priorities (38 agencies reporting)

Most mentioned HR priorities

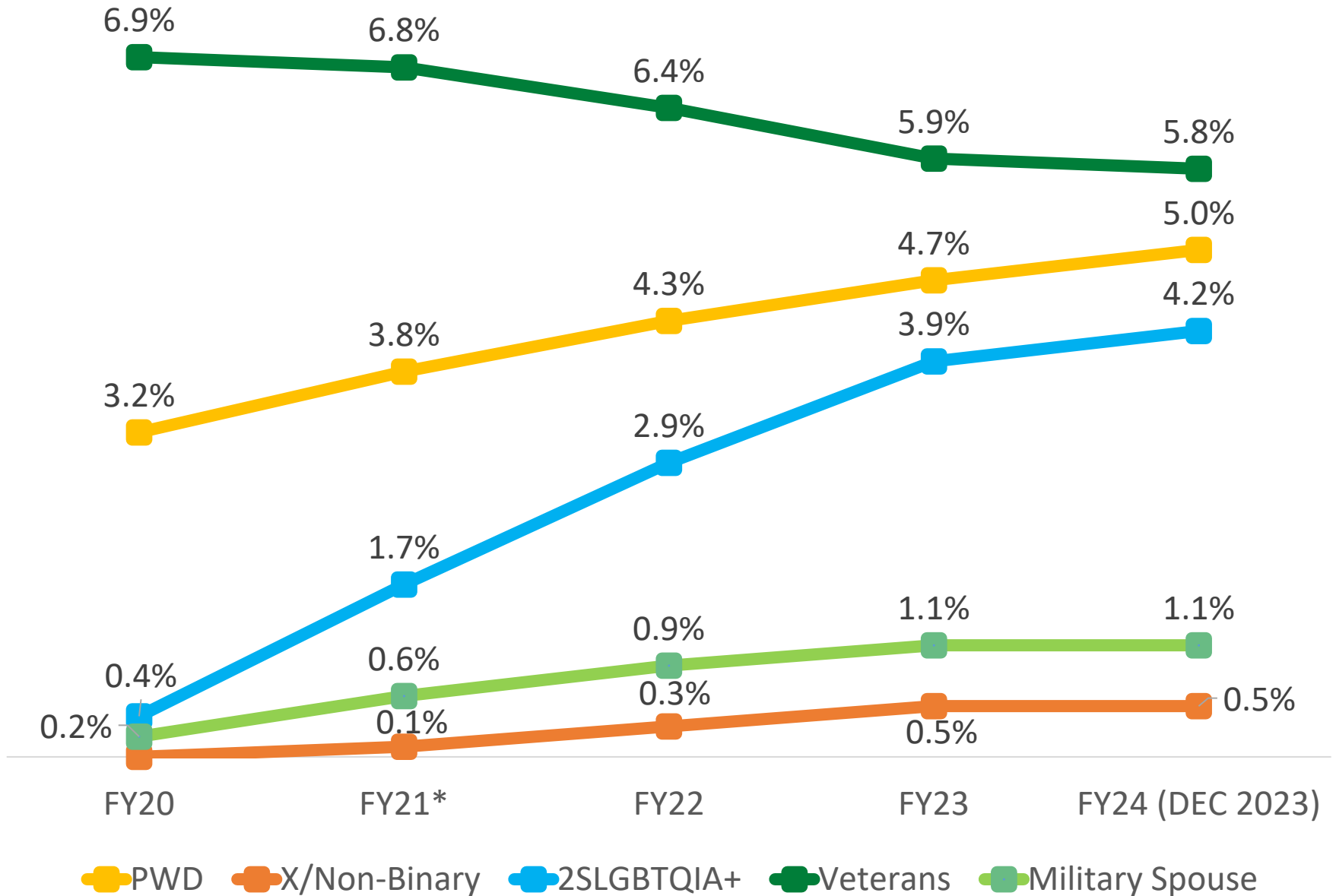| Priority	# of agencies reporting
Recruitment & retention	33
Workforce DEIB	31
Employee engagement	23
Competitive compensation package	14
Leadership development	14
Wellness & work-life balance	13
Employee morale	12
Employee development	11

■ # of agencies reporting

Workforce representation in the Executive Branch

- State workforce has grown steadily with more diverse representation.

	FY19	FY20	FY21	FY22	FY23
Total	65,188	66,999	67,027	66,085	70,556
White	69.9%	68.6%	67.1%	65.2%	63.3%
POC	20.1%	20.6%	21.2%	21.8%	22.6%
Unspecified	10.0%	10.8%	11.7%	13.0%	14.1%

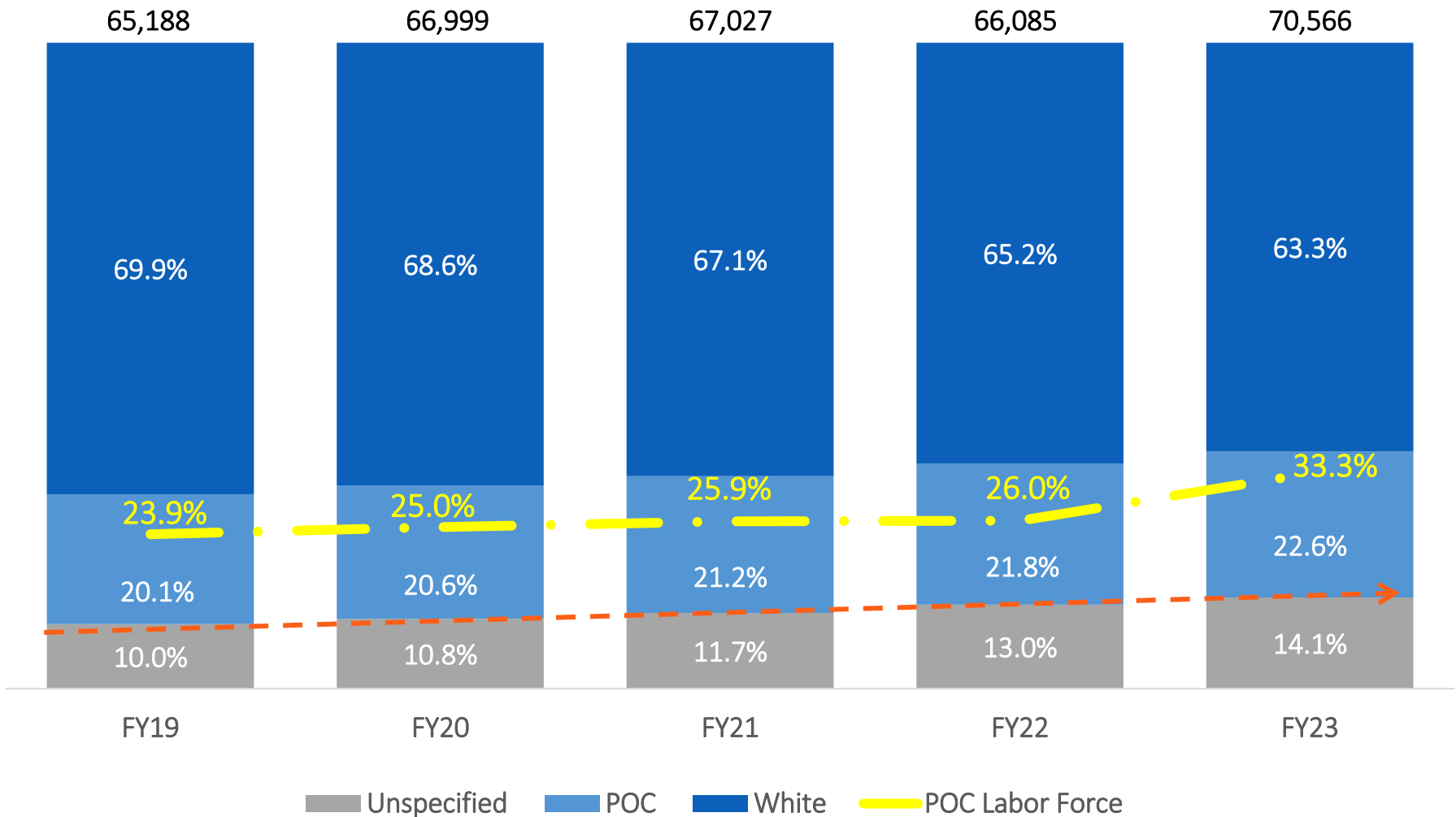Legend: Unspecified, POC, White
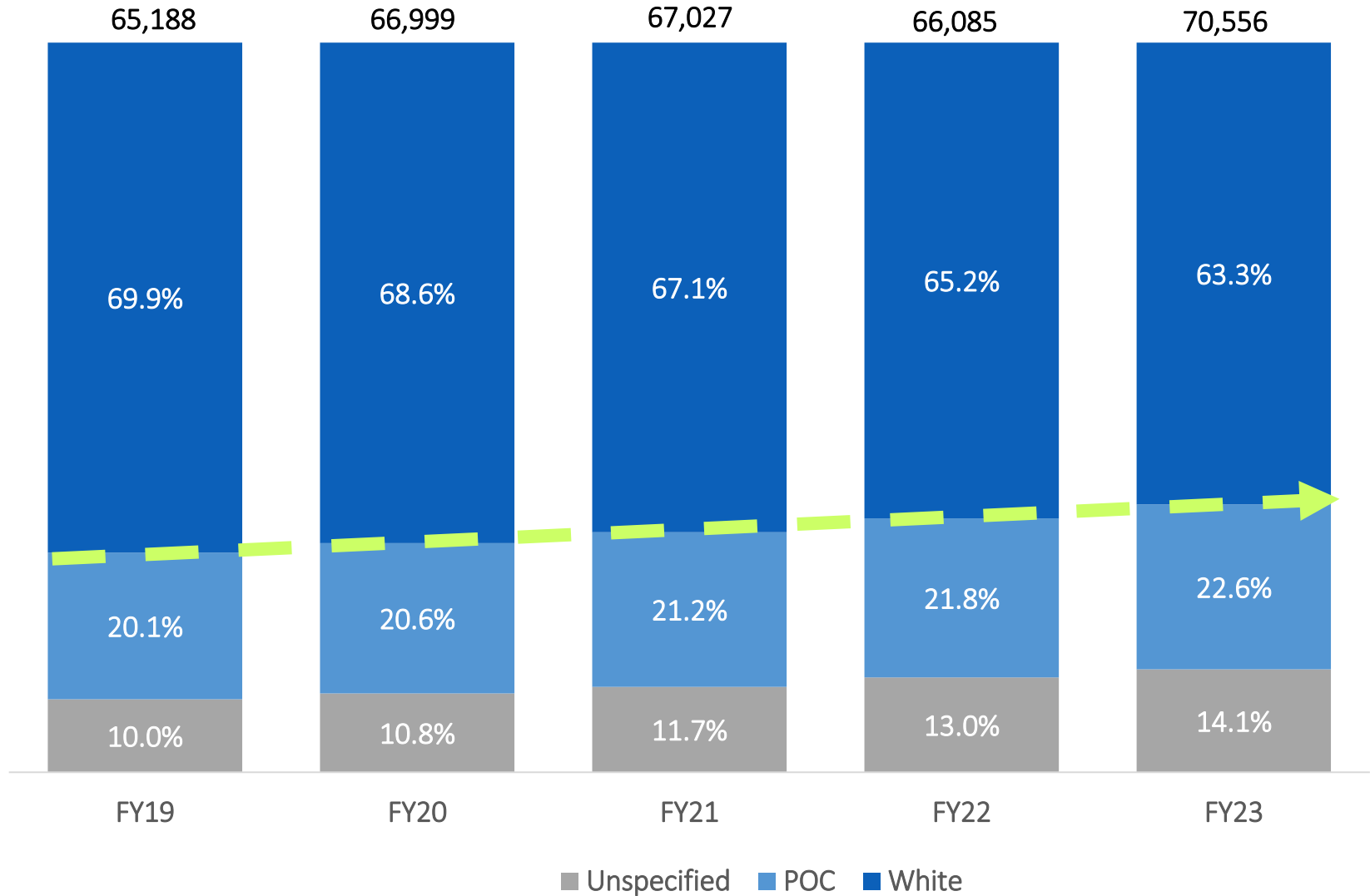
Workforce diversity representations

Workforce representation vs. Labor Force

- Washington state labor force has grown more diverse every year.
- Increasing concerns for state workforce representation data integrity as demographic information continue to decline.

	FY19	FY20	FY21	FY22	FY23
Total	65,188	66,999	67,027	66,085	70,566
White	69.9%	68.6%	67.1%	65.2%	63.3%
POC	20.1%	20.6%	21.2%	21.8%	22.6%
Unspecified	10.0%	10.8%	11.7%	13.0%	14.1%
POC Labor Force	23.9%	25.0%	25.9%	26.0%	33.3%

Legend: Unspecified, POC, White, POC Labor Force

How agencies collect employee demographic data

Onboarding

- OFM Affirmative Action & Demographic data form (71 %)

- Agency demographic data form (37%)

Employee Self-update

- MyPortal Demographic Data tile (82%)

- Other tools (24%)

Data Review & Validation

HRMS

WWA

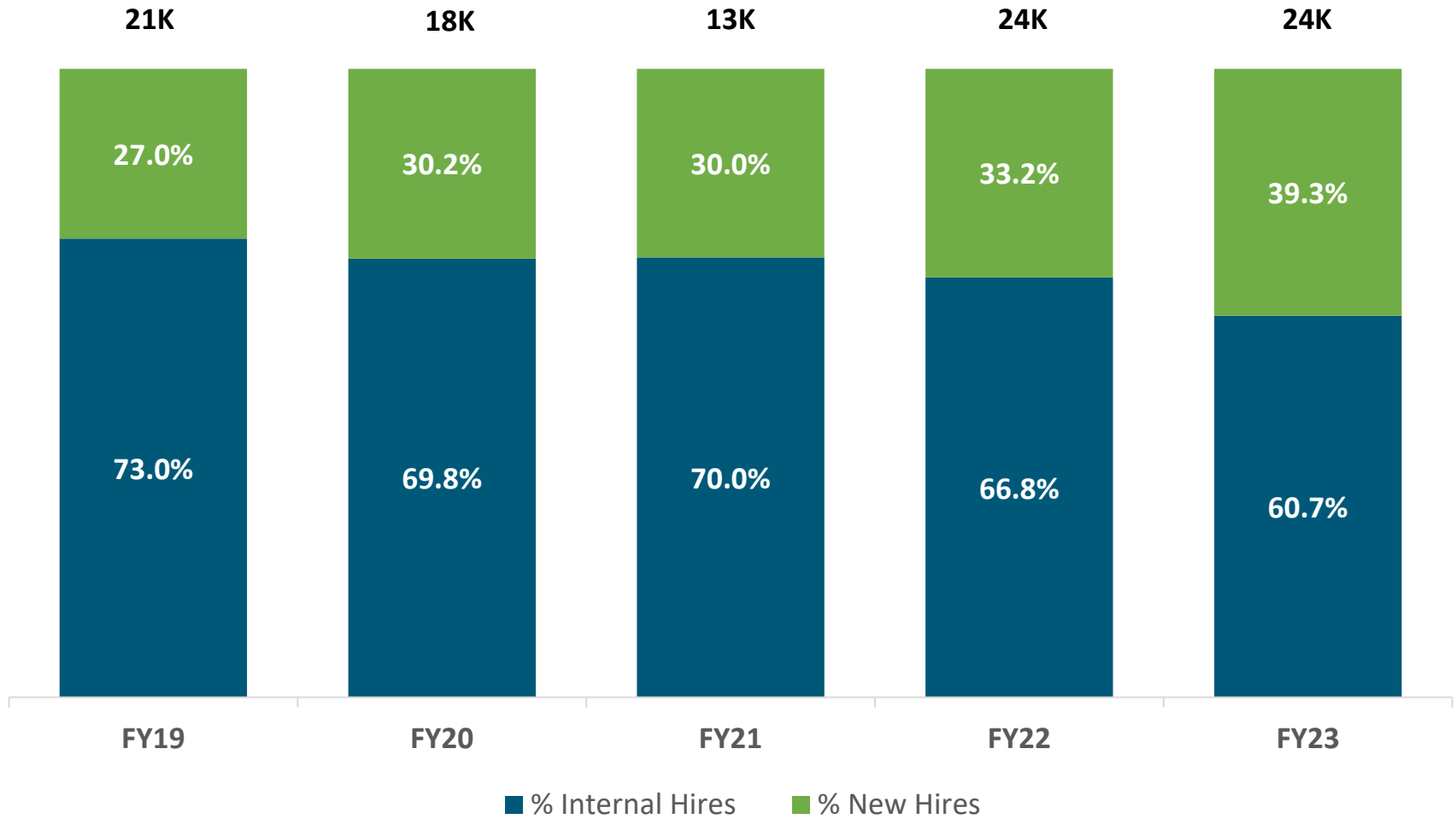Statewide EES data

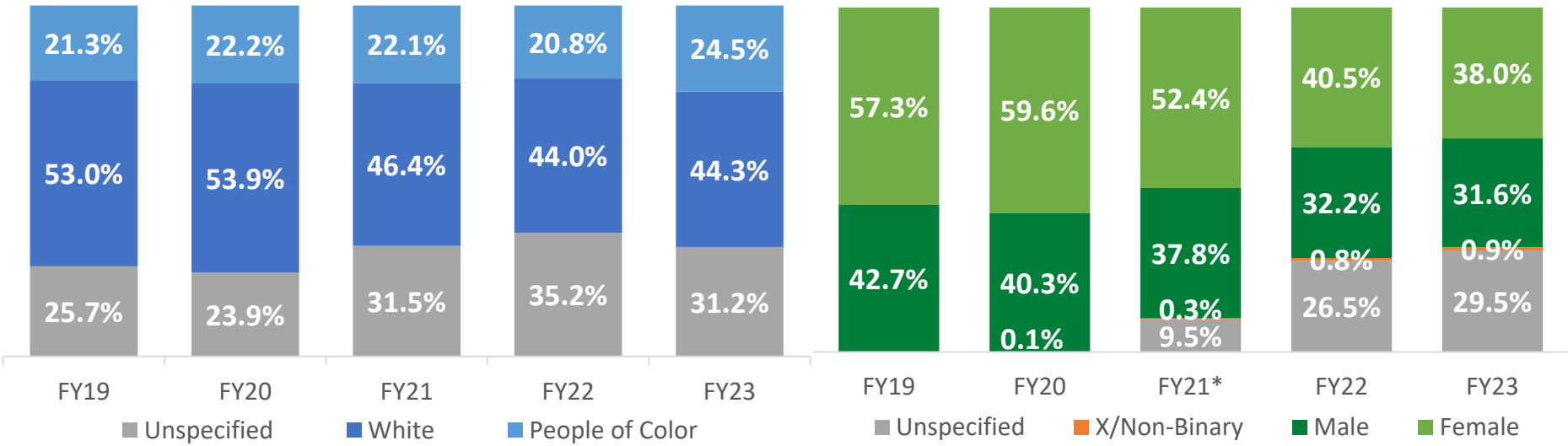**Improve employee trust** → **Communicate consistently** → **Identify gaps & take actions**

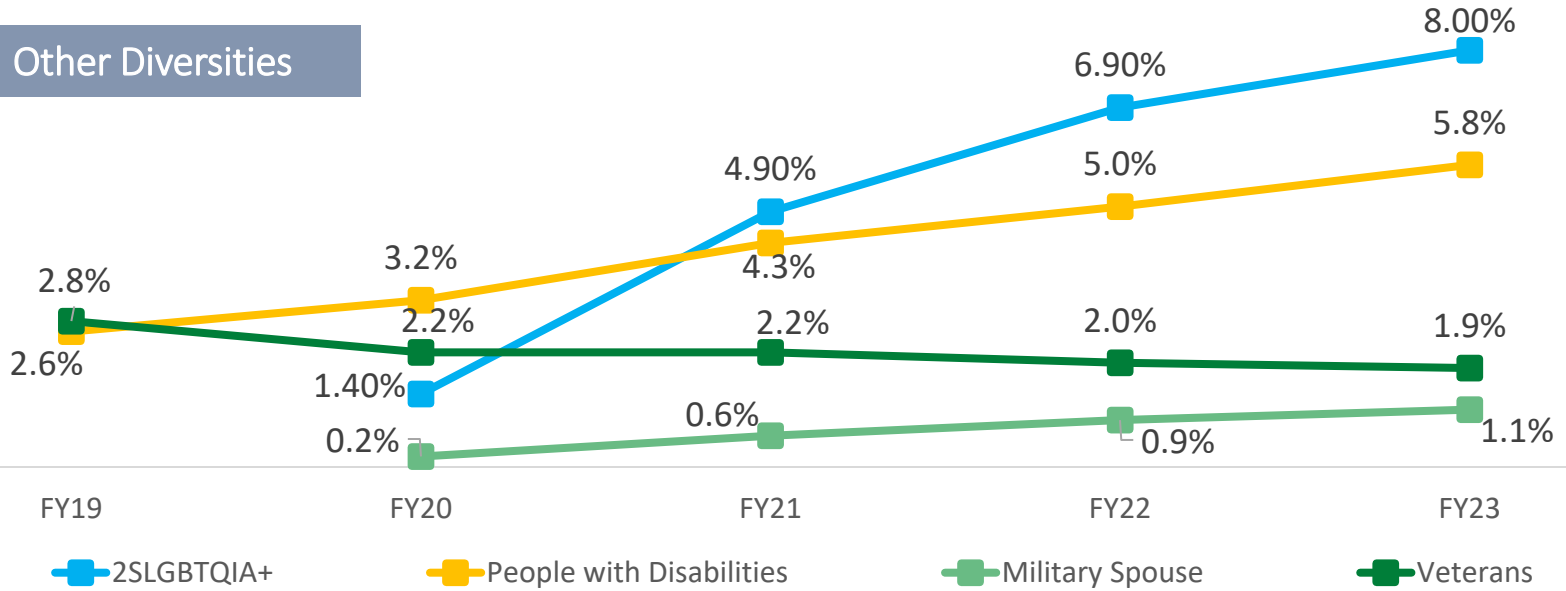# Hiring Balance (Permanent positions): Internal Hires vs. New Hires
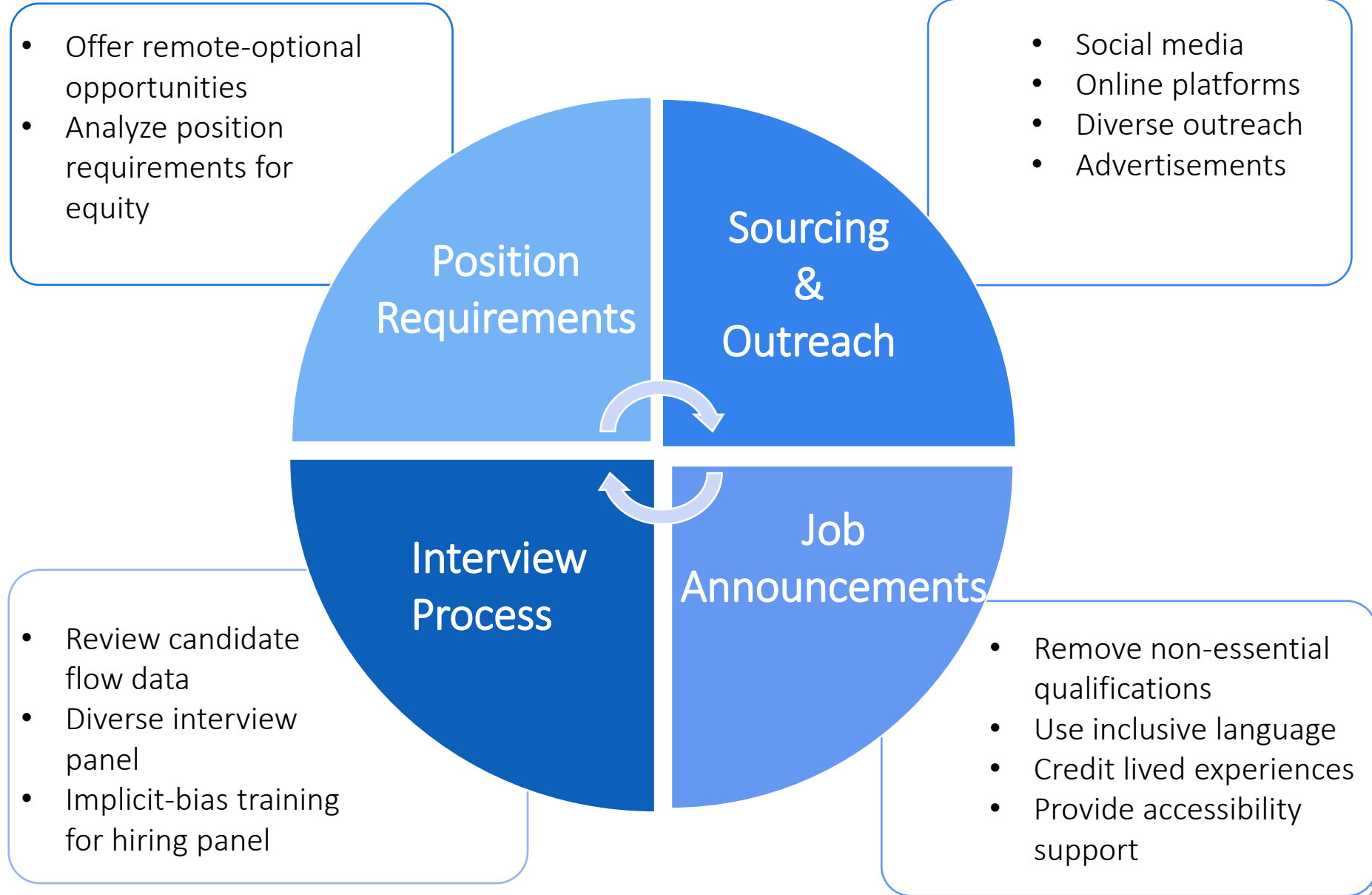
New Hires Diversity

Race/Ethnicity Diversity

	FY19	FY20	FY21	FY22	FY23
People of Color	21.3%	22.2%	22.1%	20.8%	24.5%
White	53.0%	53.9%	46.4%	44.0%	44.3%
Unspecified	25.7%	23.9%	31.5%	35.2%	31.2%

- Unspecified
- White
- People of Color

Gender Diversity

	FY19	FY20	FY21*	FY22	FY23
Female	57.3%	59.6%	52.4%	40.5%	38.0%
Male	42.7%	40.3%	37.8%	32.2%	31.6%
X/Non-Binary		0.1%	0.3%	0.8%	0.9%
Unspecified			9.5%	26.5%	29.5%

- Unspecified
- X/Non-Binary
- Male
- Female

Other Diversities

Line chart values:

2SLGBTQIA+: FY20 1.40%, FY21 4.90%, FY22 6.90%, FY23 8.00%

People with Disabilities: FY19 2.6%, FY20 3.2%, FY21 4.3%, FY22 5.0%, FY23 5.8%

Military Spouse: FY20 0.2%, FY21 0.6%, FY22 0.9%, FY23 1.1%

Veterans: FY19 2.8%, FY20 2.2%, FY21 2.2%, FY22 2.0%, FY23 1.9%

- 2SLGBTQIA+
- People with Disabilities
- Military Spouse
- Veterans

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Agencies' recruitment practices & successful strategies

- Offer remote-optional opportunities
- Analyze position requirements for equity

- Social media
- Online platforms
- Diverse outreach
- Advertisements

Position Requirements

Sourcing & Outreach

Interview Process

Job Announcements

- Review candidate flow data
- Diverse interview panel
- Implicit-bias training for hiring panel

- Remove non-essential qualifications
- Use inclusive language
- Credit lived experiences
- Provide accessibility support

2023 Statewide Retention Challenges (38 agencies reporting)

Challenge	Large (15 agencies)	Medium (23 agencies)
Employee compensation (pay scales)	15	21
Competition with private sector	12	18
Inability for employee upward mobility	5	15
Work flexibility related issues	6	8
Other	3	5
Professional development	3	3
Lack of employee engagement	1	4
Budgetary constraints (non-perm positions)	2	3
DEIB concerns	2	
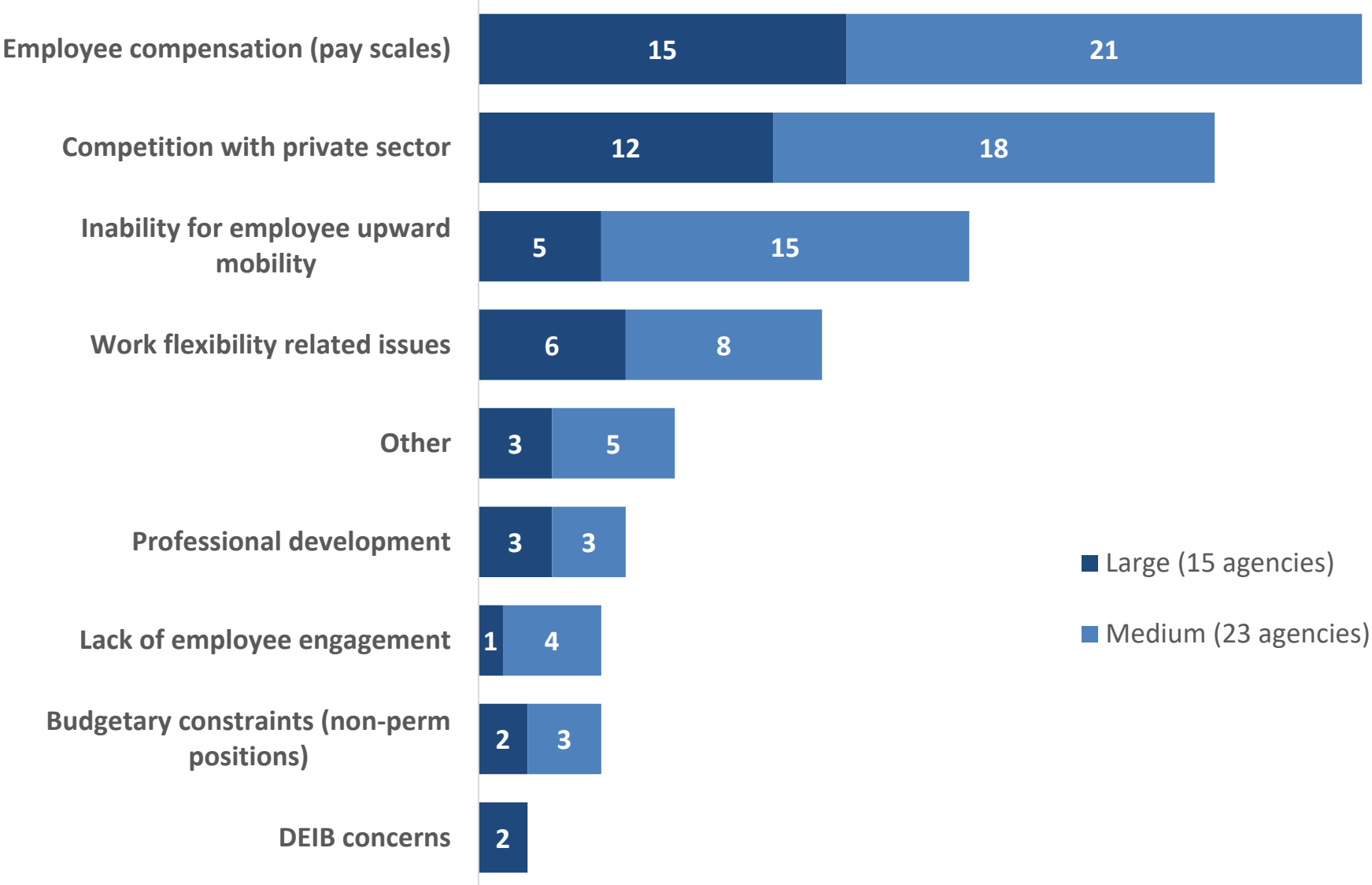
Executive Branch Quits Rate (Perm, Seasonal, Non-Perm): voluntary movement & resignations
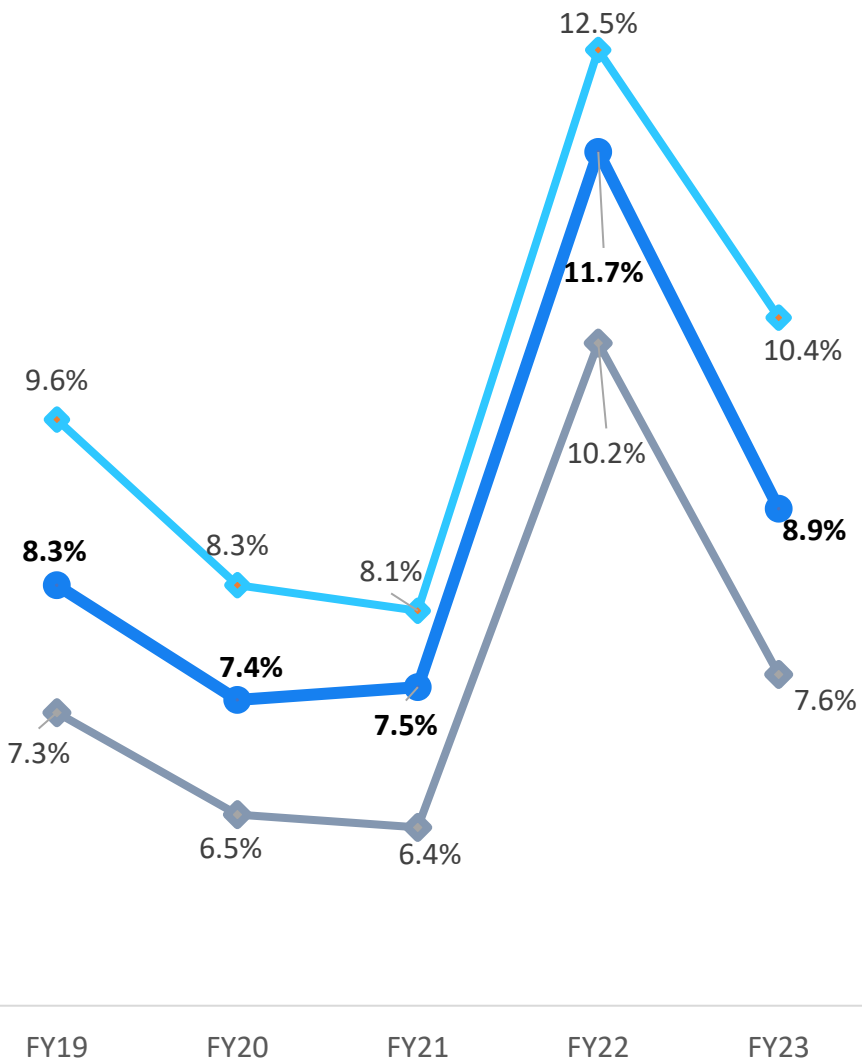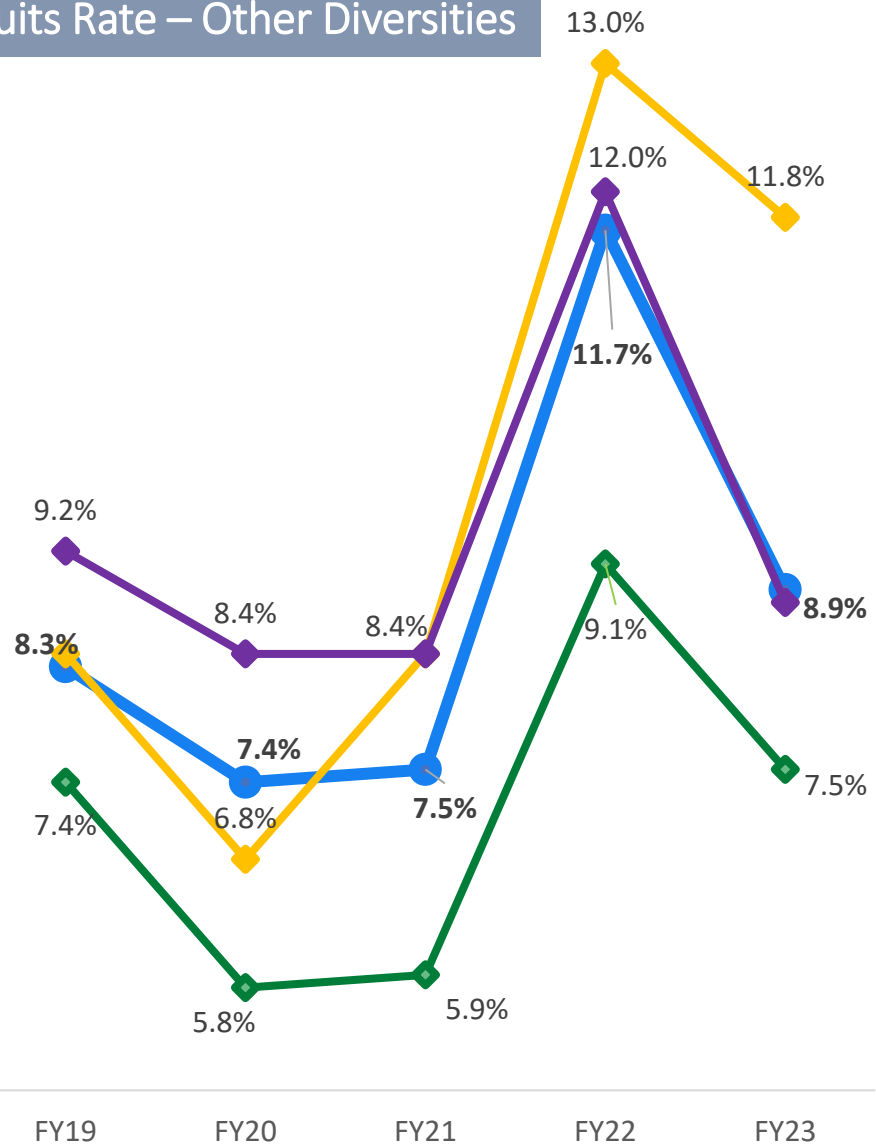
Retention priorities & strategic efforts (38 agencies reported)

Improve onboarding experience

- Holistic onboarding program
- Automate onboarding process
- Supervisor training (new employee onboarding)

Enhance workforce culture & belonging

- Leadership development
- Employee DEIB trainings
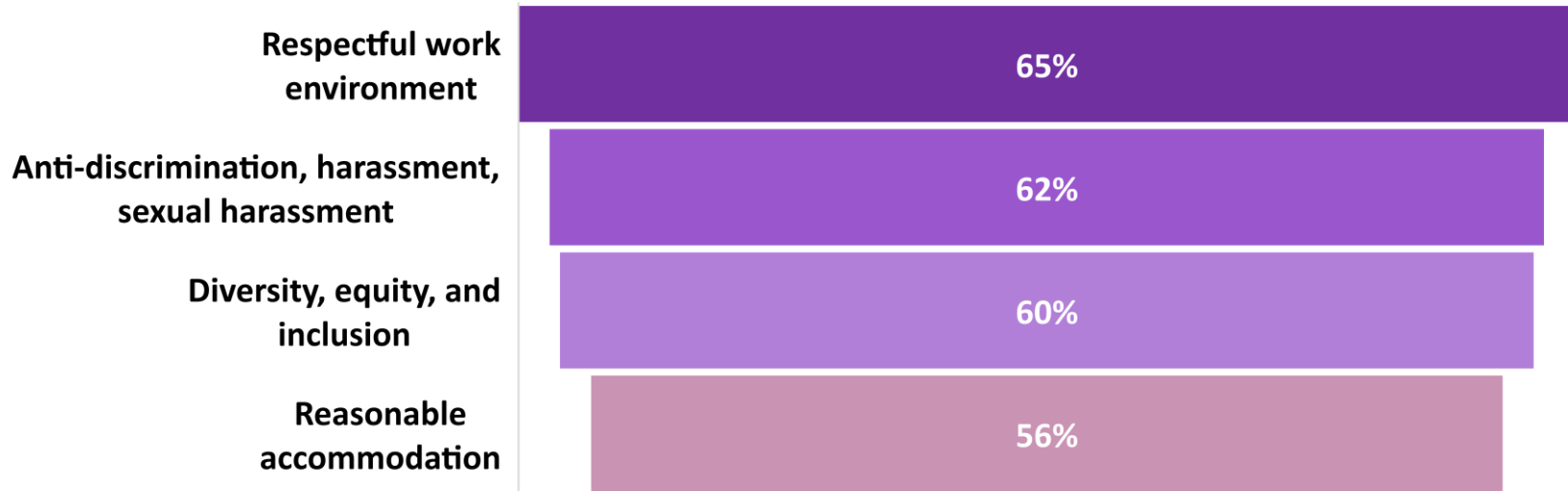- Wellness program
- BRGs & ERGs participations
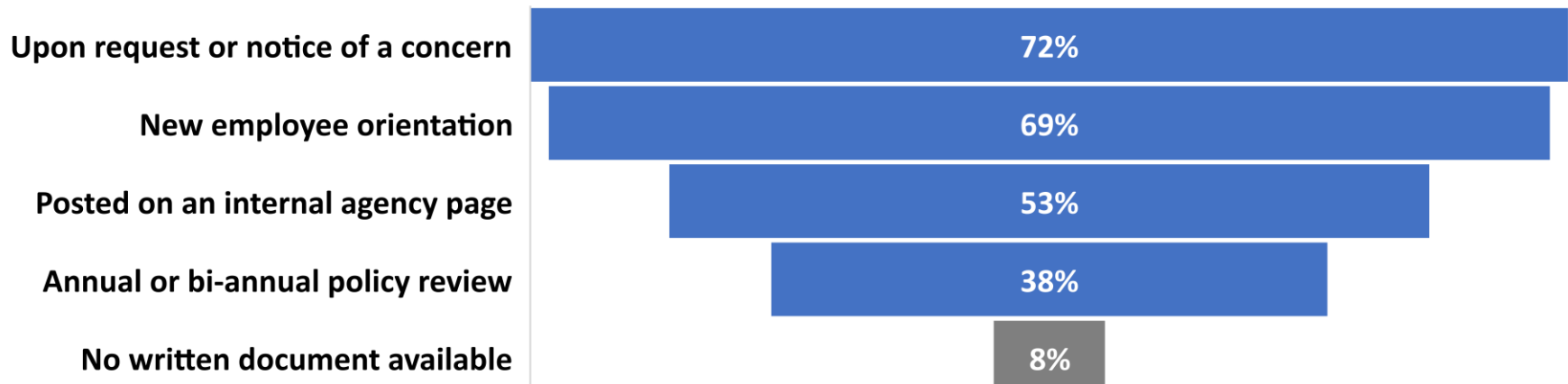
Support employee & supervisor development

- Tuition assistance
- Mentorship program
- Supervisor trainings (performance evaluation, employee engagement)

Statewide DEI efforts – Policies & Procedures
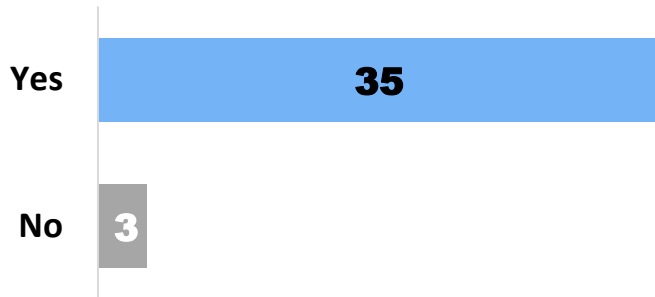## (78 agencies reporting)

DEI Policies update

Policy	%
Respectful work environment	65%
Anti-discrimination, harassment, sexual harassment	62%
Diversity, equity, and inclusion	60%
Reasonable accommodation	56%

Complaint filing policy & procedure

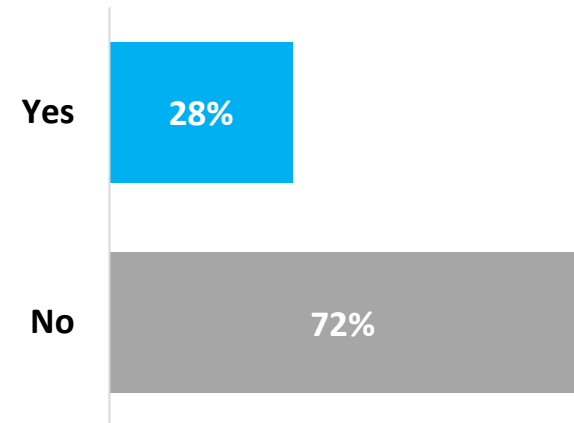| Method	%
Upon request or notice of a concern	72%
New employee orientation	69%
Posted on an internal agency page	53%
Annual or bi-annual policy review	38%
No written document available	8%

Statewide DEI efforts – Supporting People with Disabilities & 2SLGBTQIA+

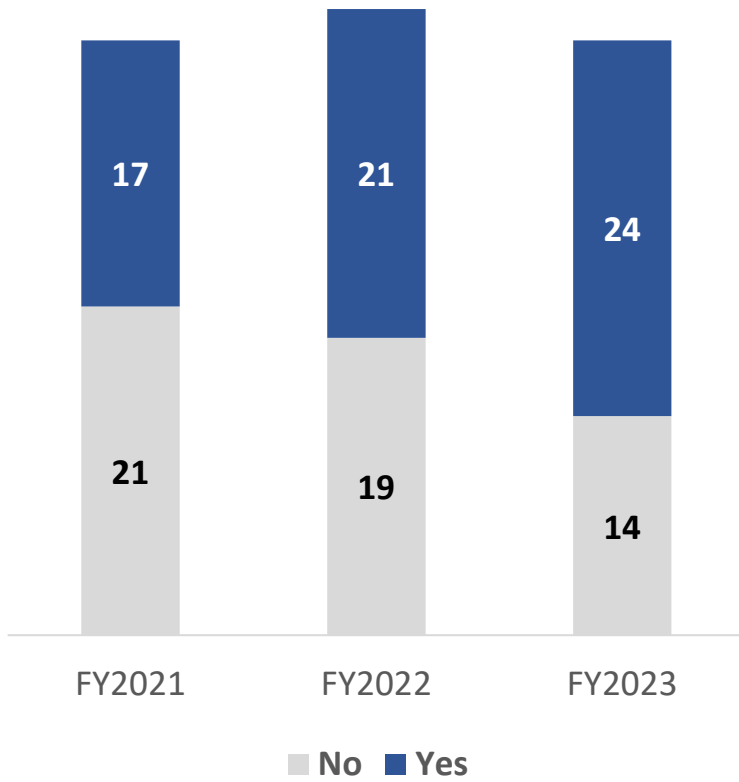## Inform Reasonable Accommodations Policies & Procedures
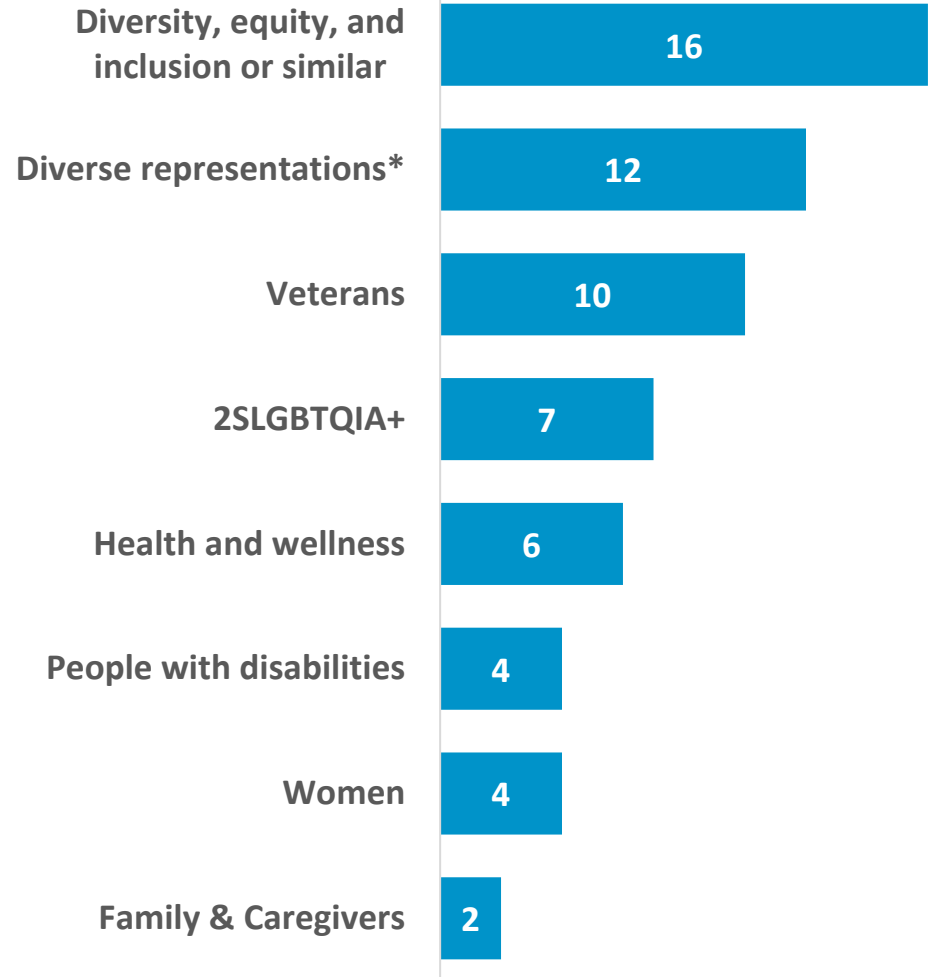
- Yes: 35
- No: 3

Supported Employment Program

- Yes: 13
- No: 25

2SLGBTQIA+ Best Practices

- Yes: 28%
- No: 72%
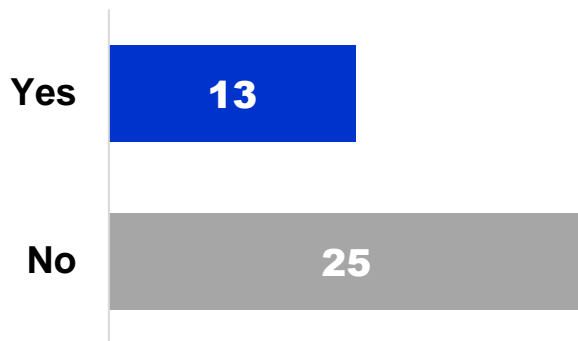
Statewide DEI efforts – Employee Resource Groups
(38 agencies reporting)

Agencies with ERGs

FY2021: No 21, Yes 17
FY2022: No 19, Yes 21
FY2023: No 14, Yes 24

No Yes

Types of ERGs

Diversity, equity, and inclusion or similar	16
Diverse representations*	12
Veterans	10
2SLGBTQIA+	7
Health and wellness	6
People with disabilities	4
Women	4
Family & Caregivers	2

How agencies measure success

HRMS data (90%)

Statewide Employee Engagement Survey (90%)

Tools used for measuring success

Agency specific surveys (55%)
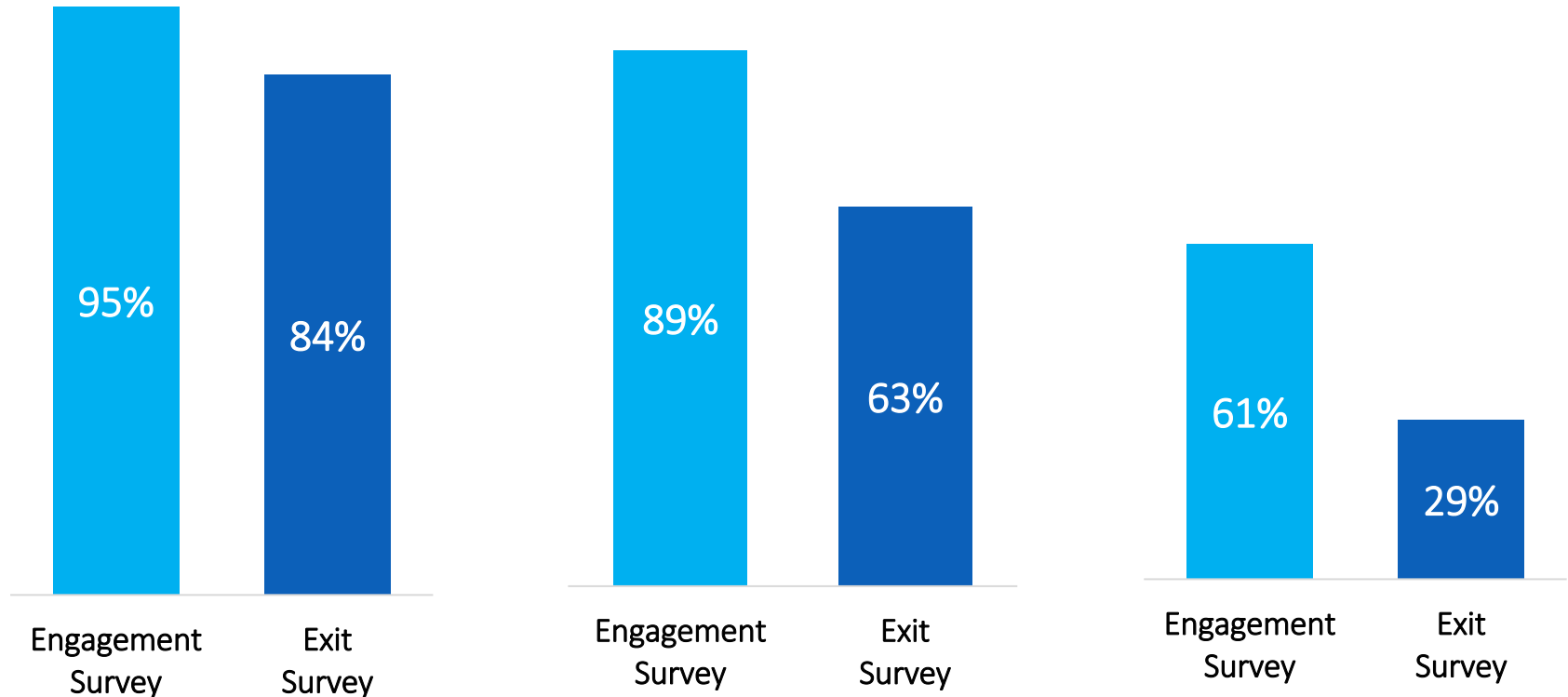
Statewide Employee Exit survey (61%)
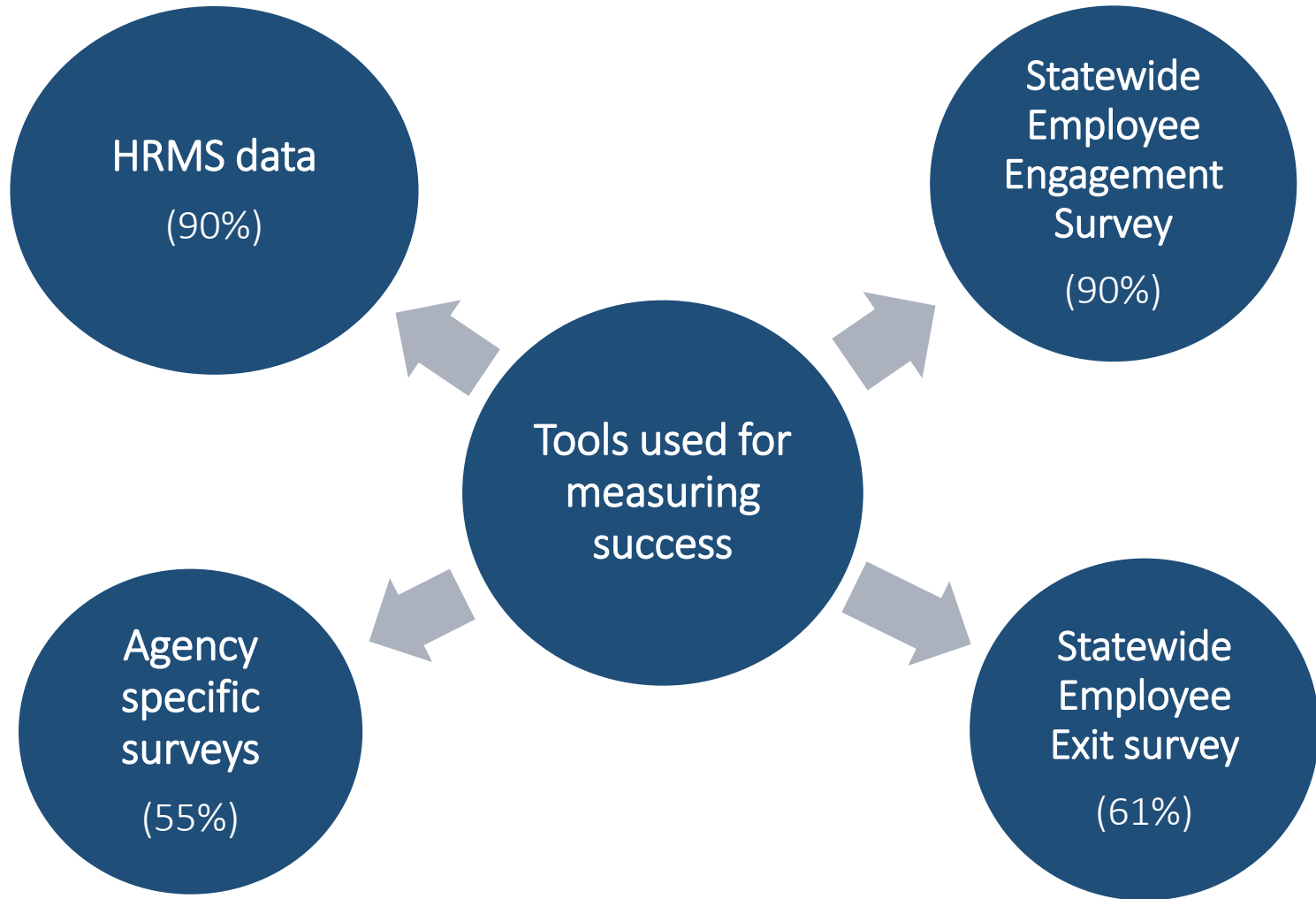
How agencies use statewide employee surveys

Measure overall employee sentiments ▶ **Identify issues & priorities** ▶ **Make policy decisions based on survey findings**

Measure overall employee sentiments

- Engagement Survey: 95%
- Exit Survey: 84%

Identify issues & priorities

- Engagement Survey: 89%
- Exit Survey: 63%

Make policy decisions based on survey findings

- Engagement Survey: 61%
- Exit Survey: 29%

FY2023 HRMR key takeaways

| What agencies reported	State HR Priorities
Recruitment and retention continue to be agencies' #1 priority.	Statewide recruitment system
DEIB efforts are incorporated in recruitment and retention practices.	Enhance equity & abolishes racism
Lack of employee trust is the major obstacle for employee **demographic data integrity**	Technology & data governance
Perceived pay gap between public and private sector continue to cause recruiting challenges.	Classification & Compensation

OFM workforce data resources (public-facing)

- ❑ [HR Management Report | Office of Financial Management (wa.gov)](wa.gov)

- ❑ [Workforce data & trends | Office of Financial Management (wa.gov)](wa.gov)

- ❑ [Workforce Diversity | Office of Financial Management (wa.gov)](wa.gov)

- ❑ [HRMS data definitions | Office of Financial Management (wa.gov)](wa.gov)

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HR Management Report dashboards (public-facing)

Workforce Performance Measures Dashboard

HR Management Leader Briefing Report
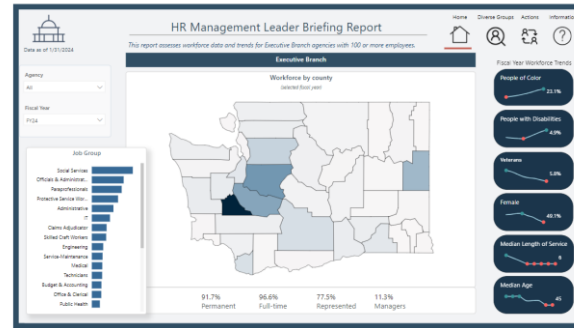

Modern Work Environment Dashboard
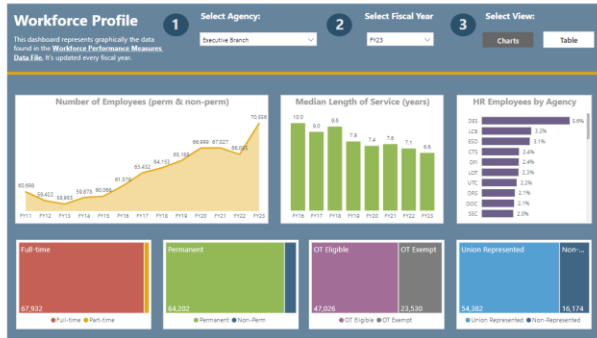
Workforce Performance Measures Dashboard

- Workforce data: management and diversity

- Workforce trends: Hiring, turnover, and movement

- Labor force data

HR Management Leader Briefing Report Dashboard

- Workforce and management profiles

- Hiring, turnover, and movement data

- Diversity profile

Modern Work Environment Dashboard

Employee eligibility and participation rates for the Executive Branch employees:

- Telework
- Flextime
- Compressed workweek

For more information

ShiauYun Wang | HR Management Report
Workforce Research and Policy Analyst
(360)870-6321
shiauyun.wang@ofm.wa.gov

HR Analytics & Systems, State Human Resources
StrategicHR@ofm.wa.gov

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