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FY 2024 HR Management Roll Up Report

OFM State HR
HR Analytics & Systems Team

WASHINGTON STATE
OFM
Office of Financial Management

Agenda

- 2024 report: objectives and new approach
- HR Management Report use cases
- Community feedback
- Q&A

2024 Report Objectives

- **Facilitating Awareness and Engagement** via data-driven insights
- **Strategic Alignment** with workforce initiatives and organizational goals
- **Workplace Culture Insights** to identify opportunities for improvement
- **Highlighting HR's Impact** and contribution to overall business success

What we did differently in 2024

- Refreshed look and template
- Prioritized timely topics
- Continuous improvement incorporating community feedback

- Qualtrics technology
- Consolidated questions
- All Executive Branch participation

- SMEs input across SHR functions
- Structured and targeted analyses
- Shorter turnaround time

- HRMR Workshops
- Customized support: DES Small Agencies

How to use this report

Report Purpose | Hybrid Workforce | Recruitment | Workforce DEIB | Employee Experience | Retention & Succession | New Legislation | Conclusion

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HR Management Report
Use Cases

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Use Case 1: Hiring Freeze

Governor's Directive 24-19, issued Dec. 2, 2024, a statewide hiring freeze is in effect until further notice.

- The hiring freeze applies to all state agencies that report directly to the Governor.
- The hiring freeze applies to all positions, including permanent, non-permanent, classified and exempt… This includes seasonal employees and interns as well.
- Supported employment positions are not impacted by the hiring freeze.

What agencies reported:

Retention & Succession Planning

Keeping and Growing Talent:

Intersection of Employee Retention and Succession Planning

The intersection of employee retention and succession planning highlights critical trends, successes, and challenges in organizational strategies. These efforts are essential for preserving institutional knowledge, ensuring leadership continuity, and promoting workforce stability.

Key Trends

Agencies are increasingly prioritizing skill development through training and leadership programs supported by tuition assistance and wellness initiatives. However, significant gaps remain, including addressing compensation disparities and underutilizing inclusive measures such as affinity groups or ERGs.

In succession planning, agencies utilize strategies like knowledge transfer, mentorships, and developmental roles, while smaller agencies often rely on informal approaches due to limited resources.

This growing focus on aligning retention and succession planning as part of a holistic talent management strategy underscores the importance of development-driven retention while revealing a need for scalable, inclusive, and well-supported frameworks to sustain engagement and leadership pipelines.

What improvement strategies to consider

Successes

- **Structured leadership programs**: Several agencies have implemented successful leadership programs and mentorship initiatives.
- **Formal knowledge transfer strategies**: These ensure continuity and preserve institutional memory.
- **Cross-agency partnerships**: Some agencies leverage external resources to mitigate costs and resource limitations.

Challenges

- **Resource constraints**: Smaller agencies face disproportionate challenges due to limited budgets and personnel.
- **Inconsistent practices**: Internal informal or ad-hoc approaches lack sustainability and scalability.
- **Competitive pressures**: Retention efforts often fail to address private-sector salary and benefit comparisons.

Recommended Retention Strategies

- **Enhance Recognition:** Introduce performance awards or additional paid leave to enhance existing recognition programs.
- **Strengthen Career Pathways:** Create structured career progression programs with visible advancement opportunities. Expand cross-training and job rotation initiatives to diversify skills and prepare future leaders.
- **Improve Employee Engagement:** Foster community building through resource groups and employee engagement initiatives to create a sense of belonging.
- **Expand Wellness Programs:** Launch comprehensive wellness programs, including mental health support, flexible work options, and initiatives promoting work-life balance.

Use Case 2: Recruitment EO 24-04

Hiring Standardization & Training Requirement

- State agencies will use the OLRS to appropriate assessment, categorization, and movement of candidates through the recruitment process stages.
- Every person participating in any part of the recruitment and hiring of new employees shall complete an anti-bias in hiring training.

What agencies reported:

Recruitment practices

Attracting Diverse Talent: Advancing Inclusive Recruiting Practices

Recruitment strategies and practices directly influence the talents an organization attracts and hires, shaping its culture and long-term success. Recognizing this, Washington state agencies are working to create equitable recruitment processes aligned with the Washington Law Against Discrimination and Title VII of the Civil Rights Act. As mandated by State HR Directive 20-02, all recruitment staff must undergo anti-bias training to recognize and mitigate implicit bias and conduct diversity data reviews to foster fairer hiring outcomes.

Agencies Reported on Progress in Key Practices:

Progress and Gaps in Mandated Anti-Bias Training

According to the FY 2024 HRMR survey:

- 61% (51) of state agencies reported using anti-bias training specific to eliminating bias in recruitment activities such as interviews provided by the Department of Enterprise Services (DES).
- Additional training sources included agency-developed programs (27 agencies) and vendor or other learning platforms (11 agencies).

Agencies reported working on meeting the compliance for the mandate, now that the anti-bias training is widely available.

Diversity Data Practices

Tracking diversity metrics throughout the recruitment process is essential to identify barriers and address inequities:

- Over half of the agencies (47) reported accessing diversity data tools, primarily the Online Recruiting System (OLRS).
- 30 agencies (including 20 large and medium-sized agencies) have a dedicated diversity tracking practice.
- Agencies lacking tracking practices are actively working toward establishing them, including hiring specialized staff.

Inconsistent and incomplete use of the OLRS by some agencies has led to unreliable recruitment data, limiting the ability to pinpoint where underrepresented populations are dropping out of the hiring process.

Efforts are underway to standardize and enhance data practices. Through collaborative efforts by DES, OFM State HR, and the Statewide Talent Management Council, agencies are being reminded of the importance of moving candidates through all OLRS recruitment steps. Encouragingly, 64 agencies have committed to improving their use of the OLRS to generate reliable equity data.

What improvement strategies to consider

Recommendations

- **Standardize OLRS Usage**
  - Regularly audit and monitor the consistent use of the OLRS to ensure reliable data tracking.
  - Offer targeted training for hiring managers to support standardized processes.
- **Invest in Recruiter Development**
  - Provide ongoing training for recruiters, including OLRS training available on the DES website.
- **Utilize OLRS Analytics and Reporting Tools**
  - Access the OLRS Analytics and Reporting dashboard for insights into candidate metrics, EEO reporting, job attractiveness, and other customizable reports.
  - Ensure lead recruiters, at a minimum, have dashboard access by coordinating with DES.
- **Track and Audit Diversity Outcomes**
  - Use HRMS data to evaluate and audit the diverse outcomes of recruitment efforts, identifying opportunities to improve representation in staffing.

Use Case 3: Inform & Educate Agency Leadership

Several agencies getting new executive leadership beginning January 2025.

- For incoming leaders, the report can provide a baseline of information on workforce activities and challenges.
- In combination with the Employee Engagement Survey results, the information can provide insight into enhancement or development of new workforce strategies.

Community Feedback
Q & A

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Questions:

There was mention of some agencies doing pre-boarding with staff. I'd love to learn more about what these other agencies are doing and what that preboarding looks like.

If State HR can share more about who is doing what and if others might benefit from the conversation?

For more information

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