

Fiscal Year 2017

Statewide Human Resources Management Strategy Roll-up Report



State Human Resources Division
Office of Financial Management
April 2018

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Executive Summary

Background

Executive branch agencies with 100 or more employees are required to submit an annual Agency Human Resource Management Report to State Human Resources. Agencies are encouraged to use the workforce data report produced by State HR to complete their agency HR Management Report analysis. The workforce data report includes workforce data on all executive branch agencies, including those with fewer than 100 employees.

Starting in 2016, agencies submitted reports using an online survey instead of formal reports. This improvement streamlined the agency reporting process. Thirty-eight executive branch agencies with approximately 100 or more employees submitted an annual Agency HR Management Report in October.

Key workforce issues and strategies

The HR Management Report survey asks agencies about workforce successes, challenges and strategies. It also assesses progress toward several workforce-related initiatives and executive orders. Topics covered in the survey are:

- Key workforce issues and strategies
- Employee performance management practices
- Employee engagement and employer of choice strategies
- Modern work environment strategies
- Affirmative action employment plans
- Disability employment plans
- Veterans employment plans
- LGBTQ policies

Statewide HR Management Strategy Roll-up Report

The Statewide HR Management Strategy Roll-up Report comprises summary information on key workforce strategies. This report uses a combination of agency HR management reports and workforce performance measure data to analyze enterprise workforce measures and summarize agency and enterprise strategies.

Please note that information in this report pertains to the executive branch only. Higher education institutions and the legislative and judicial branches are not included. In addition, strategies related to employee engagement and employer of choice are reported as part of the Results Washington reporting process and are not included in this roll-up report.

Strategy briefing key highlights

State HR staff analyzed data and agency survey responses, compiling the results to create the HR Management Strategy Briefing Roll-up Report. Below are key highlights:

- Succession planning and diversity and inclusion were the most-often reported challenges for agencies during fiscal year 2017.

- Manager and supervisor training continues to be a key factor in the quality and completion of performance feedback and employee development.
- A majority of agencies plan to increase access to mobile technology.
- Agencies increased efforts to develop and implement diverse employee resource groups.
- Voluntary disability disclosure continues to be an issue for agencies. Safety and ease in reporting are important factors.
- The percentage of veterans in the workforce is higher than the availability of veterans in Washington state's population.
- Seventy-three percent of employees work at agencies that have policies related to the inclusion of LGBTQ staff.

For questions about the Statewide HR Management Strategy Briefing Roll-up Report, contact shrplanning@ofm.wa.gov.

Key Workforce Strategies

Brief summary

- Succession planning was the most-reported workforce issue (26 of 38 agencies reporting).
- Diversity and inclusion was the second most-reported workforce issue (13 of 38 agencies reporting).

A majority of agencies report succession planning as the most common workforce issue.

Background

Succession planning continues to be a common issue, as reported by 69 percent of agencies. This is substantially more than the 24 percent of agencies reporting succession planning as an issue during the previous fiscal year. Diversity and inclusion was the second most-mentioned workforce issue, as reported by 33 percent of agencies.

As the state’s workforce continues to age, it is no surprise that succession planning is the top issue reported by agencies. During fiscal year 2017, 43 percent of the state workforce, or 27,339 employees, were 50 years old or older. In contrast, 22 percent of the workforce, or 13,637 employees, were 34 years old or younger. This represents a slight decrease in the number of employees over the age of 50 and a slight increase in the number of employees 34 years old or younger.

| Generations (Percentage of Workforce) | | | | | |
|---------------------------------------|--------------|--------------------|--------------|-----------------------------|--------------|
| Millennials Age <20–34 | | Gen X Age 35–49 | | Baby Boomers+ Age 50–65+ | |
| 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| 12,729 (21%) | 13,637 (22%) | 21,599 (35%) | 22,328 (35%) | 27,250 (44%) | 27,339 (43%) |

We can reasonably assume that within the next 10 years, many executive branch employees will retire.

| Baby Boomers+ (Percentage of Workforce) | | | | | | | |
|---|-------|-------------|-------|-------------|-------|------------|------|
| 50–54 | | 55–59 | | 60–64 | | 65+ | |
| 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| 8,351 (14%) | (13%) | 9,038 (15%) | (14%) | 7,223 (12%) | (12%) | 2,638 (4%) | (4%) |

Diversity and inclusion are noted as important topics to agencies. The overall number of people of color, women, veterans and people with disabilities in the workforce continues to increase. Similarly, statewide efforts to incorporate and give rise to groups who are not currently counted, such as the lesbian, gay, bisexual, transgender and queer/questioning (LGBTQ+) and immigrant groups have agencies seeking additional tools and resources to foster inclusion.

| Diversity (Percentage of Workforce) | | | |
|-------------------------------------|------------|-----------------|--------------------------|
| Women | Veterans | People of Color | People with Disabilities |
| 33,143 (52%) | 5,616 (9%) | 12,831 (20%) | 2,023 (3%) |

Summary of strategies

Agency succession planning

- Create leadership academies to develop current and future leaders.
- Formalize and document knowledge transfer procedures.
- Use the leadership competency model to help identify future leaders.
- Focus on training opportunities for staff.

Agency diversity and inclusion

- Create recruitment materials with a diversity and inclusion focus.
- Participate in diversity and inclusion leadership trainings.
- Create internal agency affiliation groups.

Enterprise strategies

- The Workforce Planning Committee identified succession planning as a focus and plans to build on interviews with state agencies to analyze current succession planning activities and develop a set of resources.
- The Diversity, Equity and Inclusion Council is working to ensure all statewide activities and resources are written and implemented with a diversity and inclusion focus.

Successes

- The Department of Revenue expanded its mentoring program from a pilot to an agency-wide program providing opportunities for both technical and leadership-focused skills. Feedback has been overwhelmingly positive, with participants wanting to become mentors and mentors wanting to continue participation in the program.
- The Department of Financial Institutions has identified employees to work alongside some of the “near future” retiring workforce to transfer knowledge and expertise.

Next steps

- State HR will continue to staff statewide committees and provide feedback on behalf of the enterprise related to succession planning and to diversity and inclusion efforts.
- State HR will continue to work closely with agency HR staff to identify hard-to-fill positions and provide subject-matter expertise and assistance in recruitment efforts.

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Employee Performance Management

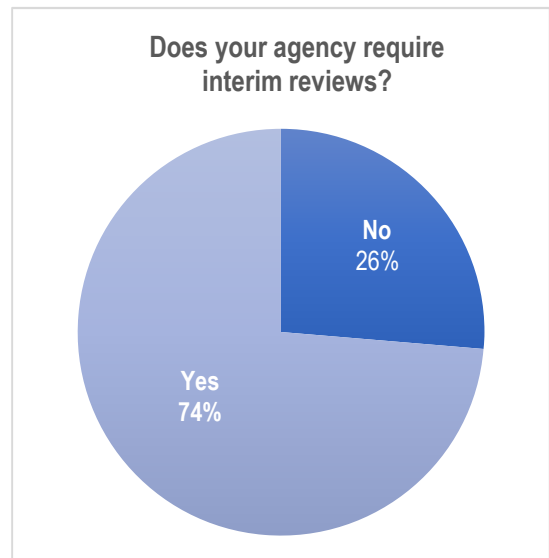
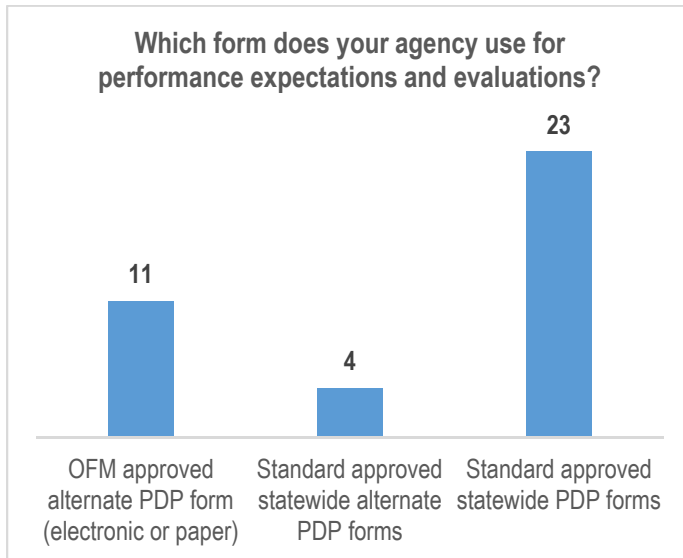
Brief summary

- Agencies reported small declines in both completed performance expectations and evaluations.
- More than 70 percent of agencies use standard statewide performance development plans as maintained by State HR.
- The use of interim reviews increased by 8 percentage points.

Manager and supervisor training continues to be a key factor in the quality of performance feedback.

Background

WAC 357-37 requires performance feedback for classified employees at least annually. Many agencies also provide reviews for exempt and management service employees. Performance development plans provide written expectations and assessments of an employee’s demonstrated key results and competencies.



Summary of strategies

Agency strategies

- Define how each employee’s work contributes to the mission of the agency.
- Frequently communicate performance development plan due dates and completion rates.
- Provide manager and supervisor training.
- Hold supervisors and managers accountable for following agency-specific performance management processes.

Enterprise strategies

- State HR and several agencies continue to use insights from the Washington State Employee Engagement Survey to improve the employee development and evaluation process. In particular, agencies used results from survey questions related to receiving performance feedback and opportunities to learn and grow.
- State HR launched the Choice Performance Confirmation program to recognize agencies for performance management programs that develop employees and enhance a performance-based culture.

Agency successes

- The Department of Commerce continues to meet a 100 percent completion rate and works with an outside consultant to connect employees' work to the mission and goals of the agency.
- The Office of the Attorney General requires employee/supervisor communication quarterly and is the first agency to receive the Choice Performance Confirmation platinum level award.

Next steps

- Follow up with agencies to increase awareness of the required approval process for using an alternate PDP form.
- Market the Choice Performance Confirmation program and continue to help agencies apply.
- Perform additional research on the ideal frequency of performance discussions between supervisors and employees.

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Modern Work Environment

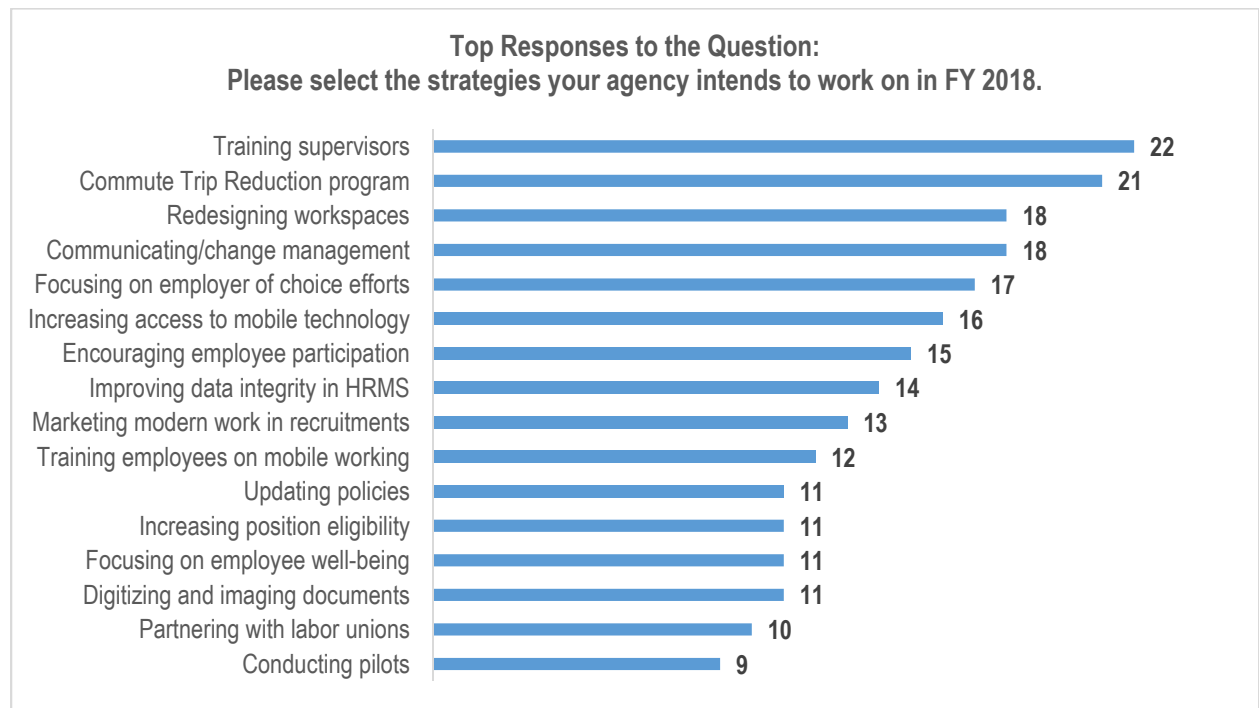
Brief summary

- Incompatibility with the type of work was the most-reported barrier (26 of 38 agencies reporting).
- Cultural resistance was the second most-reported barrier (20 of 38 agencies reporting).

A majority of agencies plan to increase access to mobile technology.

Background

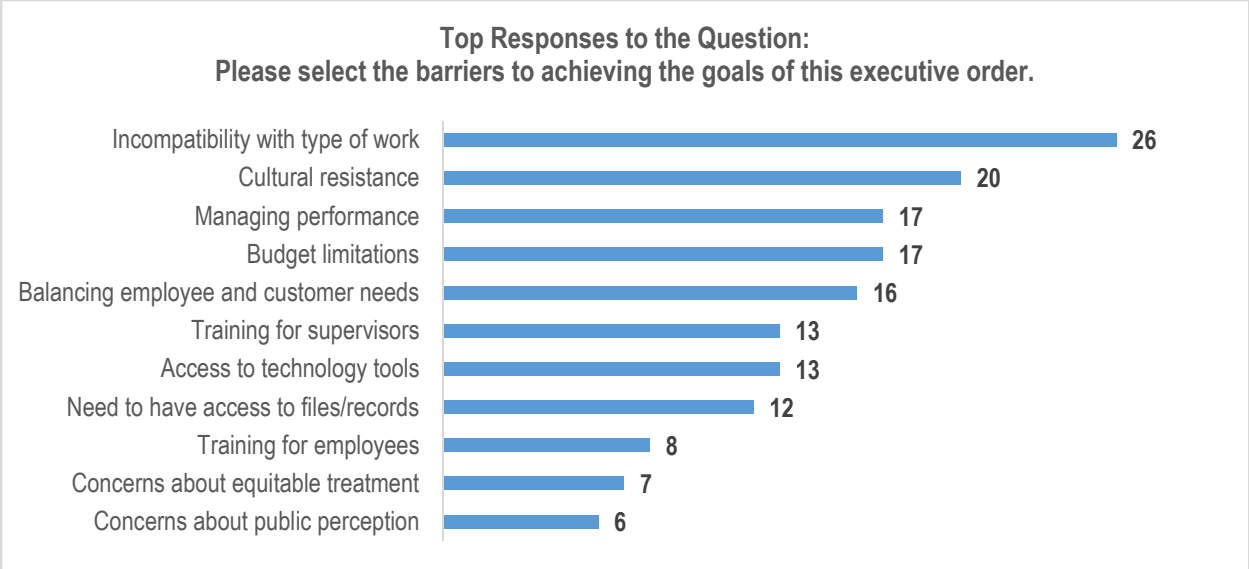
The state of Washington’s modern workplace strategy initiative is an effort directed by Gov. Jay Inslee through Executive Order 16-07. It is led by the Office of Financial Management to help agencies identify, experiment with and adopt innovative ways to support business by modernizing the physical environment, providing greater workplace flexibility and enabling a more mobile workforce.



Summary of strategies

Agency strategies

- During fiscal year 2017, agency strategies focused on redesigning workspaces and increasing access to mobile technology. Strategies also focused on creating or updating modern work environment policies and removing barriers to flexible work options.
- In fiscal year 2018, agencies plan to train supervisors to manage a mobile workforce and market their modern work environment in recruitment efforts. Agencies plan to continue to focus on increasing access to mobile technology and redesigning the workspace.



Enterprise strategies

- Working with agencies to improve data integrity in the Human Resource Management System for telework, flextime and compressed workweek.
- Working with agencies to identify opportunities to increase the percentage of eligible positions and participating employees.
- Helping supervisors become better equipped to effectively manage remote workers by promoting and tracking the use of a mobile work for supervisors e-learning course through the Department of Enterprise Services.

Agency successes

- The Department of Health implemented a new policy encouraging supervisors to “start with yes” during flexible work conversations rather than starting with “no.” As a result, telework participation rates nearly doubled and participation rates increased for both flextime and compressed workweek schedules.
- The Office of Administrative Hearings installed wireless internet access in all field offices. This allows employees to bring laptops to meetings and work from nontraditional workspaces.
- The Department of Labor and Industries conducted eight telework pilot programs. As a result, the number of telework agreements increased by 190 percent and employees report higher job satisfaction.

Additional detail

- A variety of mobile work resources are available on the Office of Financial Management’s [Modern Work Environment](#) webpage.
- Agency participation rates are posted to the [Results Washington Goal 5](#) website.

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Workforce Diversity and Inclusion

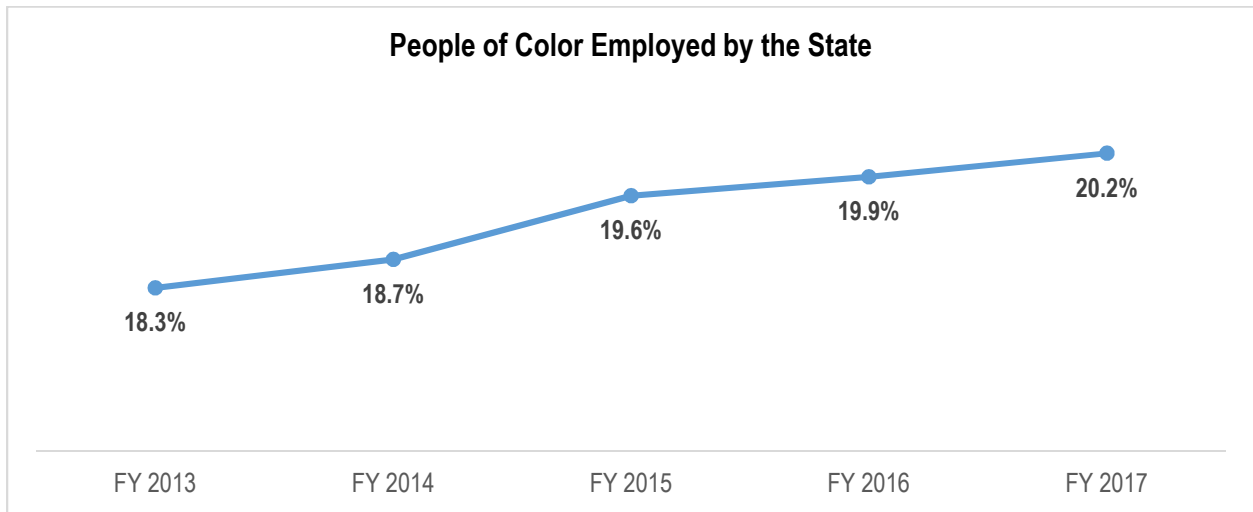
Brief summary

- The percentage of people of color employed by the state increased by 0.3 percentage points from the previous fiscal year to 20.2 percent of the total workforce.
- Agencies continue to develop and implement internal diversity committees and employee resource groups.

Agencies increased efforts to develop and implement diverse employee resource groups.

Background

Executive Order 12-02 requires executive branch agencies to develop an annual affirmative action plan for addressing underrepresentation of women, people of color, persons with disabilities and veterans.



Summary of strategies

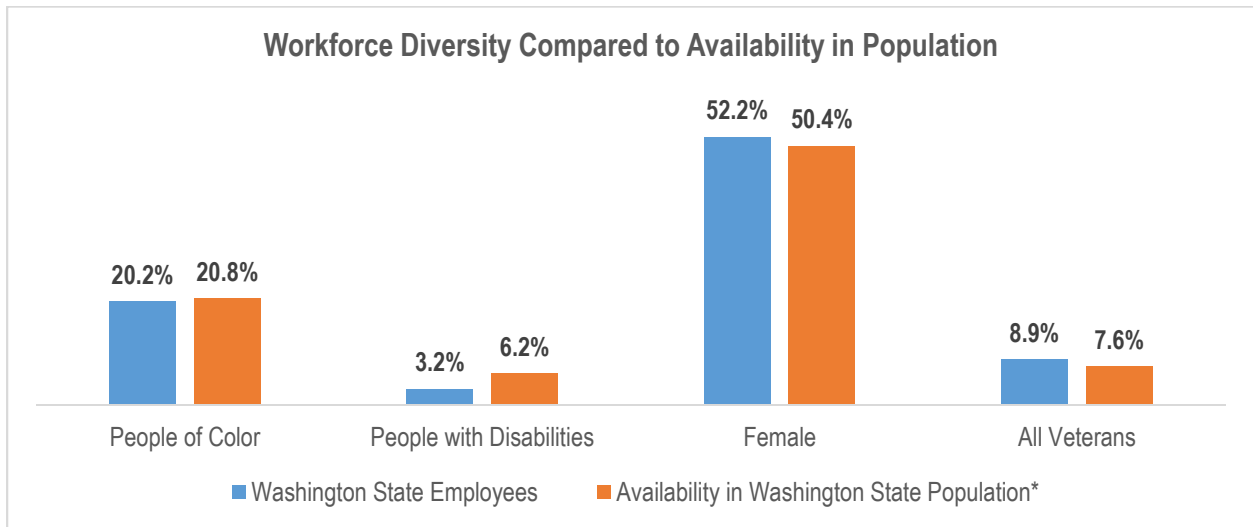
Agency strategies

- Conduct targeted outreach to diverse job seekers.
- Promote and support internal diversity committees and employee resource groups.
- Use social media for outreach and recruitment.
- Participate in enterprise-wide diverse business resource groups.
- Track diverse applicants through the recruitment process to see where candidates drop out of the process.
- Offer diversity awareness training for hiring managers.

Enterprise strategies

- State HR will continue to provide agencies with semi-annual data reports as well as regular training, coaching and strategy consultation.
- State HR will continue to coordinate enterprise strategies on employment of veterans, people with disabilities and people of color.

- State HR will continue to support LGBTQ, immigrant, Latino, and disability business and employee resource groups.
- State HR will work closely with the Diversity, Equity and Inclusion Council to assist agencies with strategy recommendations and best practices on creating a more diverse, equitable and inclusive workforce.



*American Community Survey, conducted by the U.S. Census Bureau. Includes Washington civilian labor force working age.

Agency successes

- The Department of Health established a Best Practices for Hiring a Diverse Workforce Initiative.
- The Department of Ecology increased the use of social media and professional networking on all engineering, scientific, environmental and information technology positions. As a result, there was an increase in the number of diverse applicants compared to the prior fiscal year.
- The Department of Financial Institutions focused on the diverse character of each recruitment and regularly informed management of recruitment and hiring utilization data.

Next steps

- State HR and the Diversity, Equity and Inclusion Council will continue to provide feedback and recommendations to agencies.

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People with Disabilities

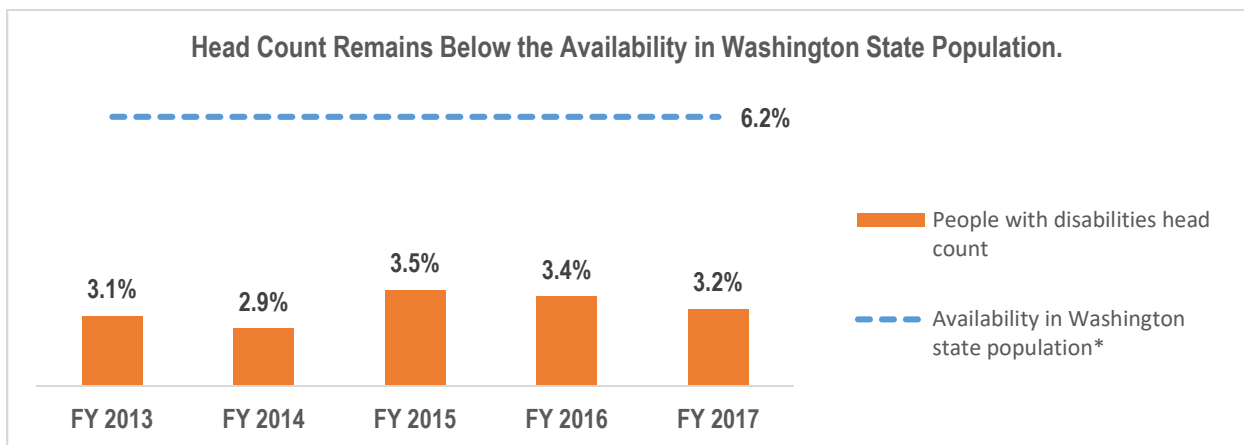
Brief summary

- The percentage of people with disabilities in the workforce continues to fall short of the 5 percent goal set by Executive Order 13-02.
- Voluntary disability disclosure continues to be an issue for agencies. Agencies need to provide an environment of respect and inclusion to ensure employees feel safe disclosing a disability.

Agencies need to provide an atmosphere of respect and inclusion to ensure employees feel safe disclosing a disability.

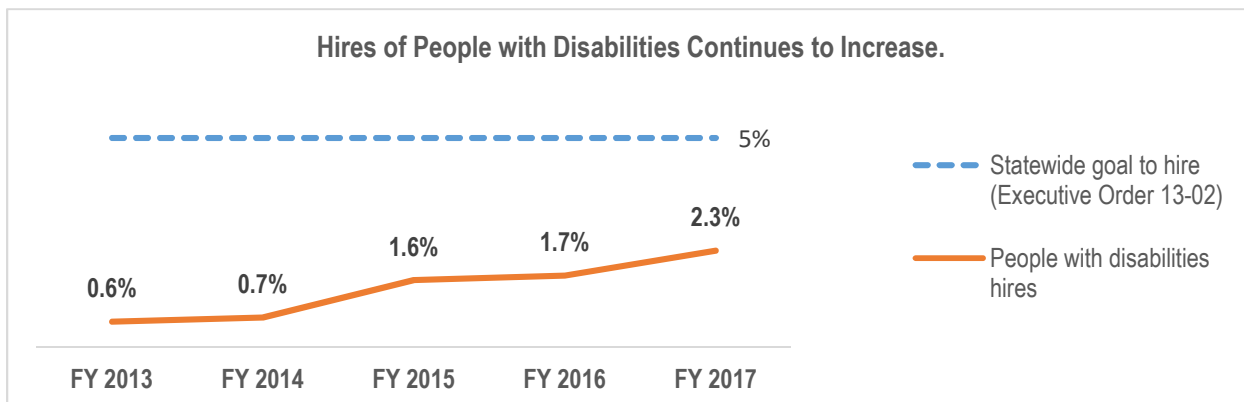
Background

Executive Order 13-02 requires executive branch agencies to develop an annual employment plan for addressing underrepresentation of people with disabilities. There are 2,023 employees who identify as having a disability, or just 3.2 percent of the workforce. This number is well below the availability in the Washington state population.



*American Community Survey, conducted by the U.S. Census Bureau. Includes Washington civilian labor force age 18 to 64 years. (The average of five one-year tables, 2012–16.)

Hires of people with disabilities continues to increase but still falls short of the 5 percent goal.



Summary of strategies

Agency strategies

- Participate in the state's Supported Employment Program, which provides paid competitive employment opportunities for individuals with disabilities.
- Participate in the Disability Equality Index, a benchmarking tool that provides a confidential, objective score on disability inclusion policies and practices.
- Build stronger relationships with the Department of Social and Health Services Division of Vocational Rehabilitation and the Department of Services for the Blind to access resources for recruitment and retention.
- Resurvey employees to encourage self-reporting and improve the integrity of disability and hiring data.
- Support employee resource groups and enterprise-wide business resource groups.

Enterprise strategies

- State HR will collaborate with the Division of Vocational Rehabilitation to assist agencies in recruiting and retaining employees in supported employment positions.
- State HR will provide guidance on resurveying employees to improve the integrity of disability employment data and look at other options to address employee concerns about self-disclosing disability information and difficulty in reporting.
- Explore the possibility of creating an employee resource group for people with disabilities.

Agency successes

- The Military Department increased the percentage of people with disabilities in the agency from 4.6 percent to 5.1 percent by attending job fairs and posting announcements on websites that target individuals with disabilities.
- The Department of Corrections partnered with Division of Vocational Rehabilitation to promote job opportunities. It updated its website and job postings, making them compliant with the Americans with Disabilities Act and increasing access to the available opportunities.
- The Department of Labor and Industries sent staff to disability job fairs. It posted positions with WorkSource and met with the Wounded Warriors organization, which resulted in higher affirmative action utilization in several job groups.

Next steps

- Conduct quarterly milestone reviews at the Employment Plan Coordinators meetings.

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Veterans

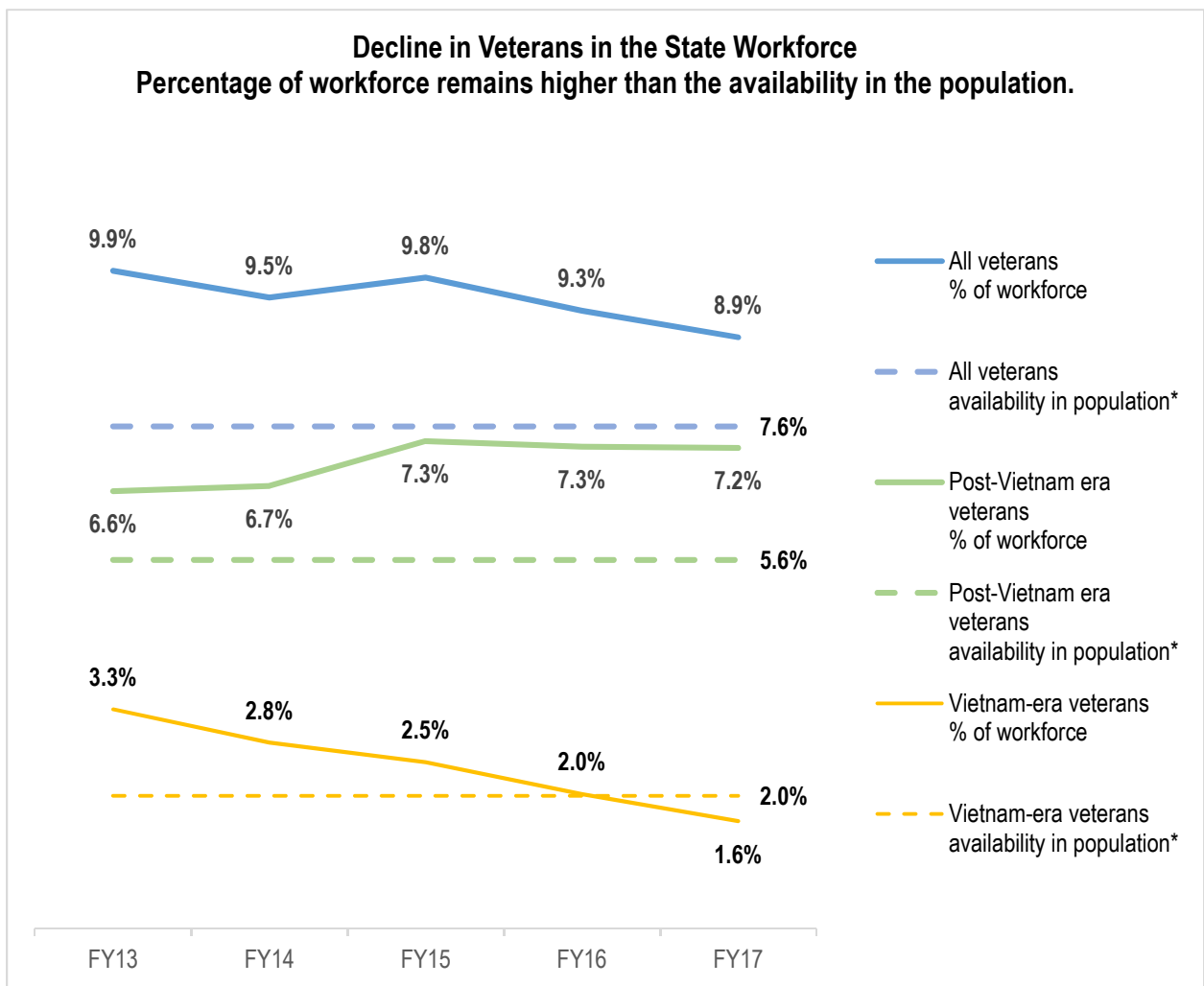
Brief summary

- Hires of veterans continues to decrease.
- Factors in the decrease of veteran hires include the retirement of Vietnam era veterans and the inactivity of both the state fellowship and internship programs.
- The percentage of veterans in the workforce continues to decrease yet remains higher than the availability of veterans in Washington’s population.

The Veterans Employee Resource Group supports hired veterans.

Background

Executive Order 13-01 requires executive branch agencies to develop an annual employment plan for addressing underrepresentation of veterans.

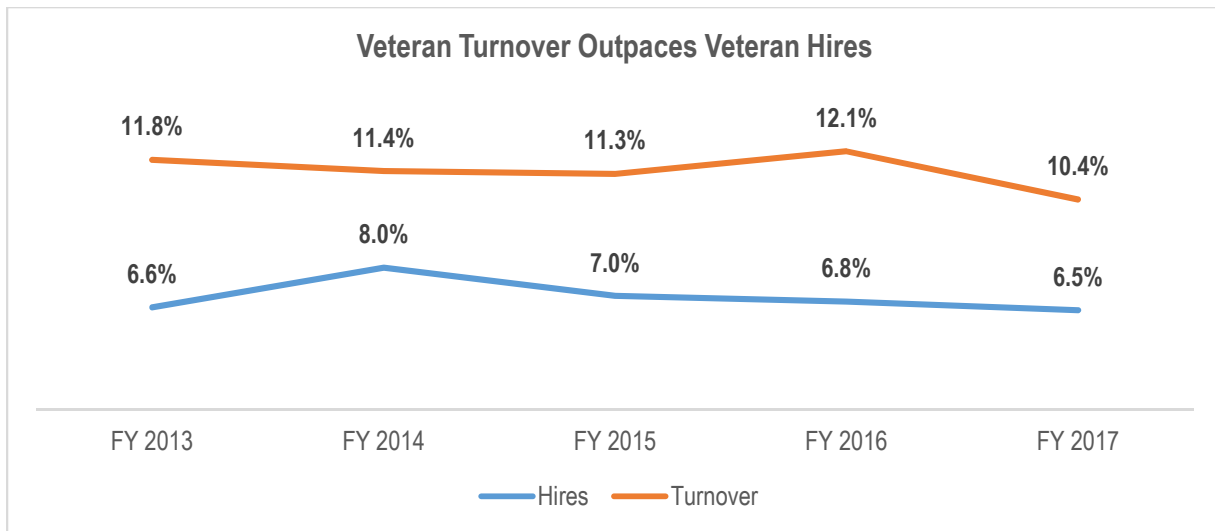


*American Community Survey, conducted by the U.S. Census Bureau, data accessed from Public Use Microdata. Sample includes all veterans age 16 and older.

Summary of strategies

Agency strategies

- Support the Veterans Employee Resource Group, a network that encourages transitioning servicemembers to enter state service.
- Collaborate with the Onward to Opportunity and other career transition programs at Joint Base Lewis McChord.
- Attend military career fairs, workshops and networking events.
- Use veteran support group services such as Hire our Heroes, Camo 2 Commerce, Wounded Warriors and others.
- Host agency open house events for veterans and their spouses.
- Create internal agency veterans affinity groups.
- Conduct industry-specific informational interviews.



Enterprise strategies

- State HR will continue to support the Veterans Employee Resource Group, which has been an effective means for agencies to boost hiring and retention of veterans and helps integrate the experience, values and knowledge of both veterans and servicemembers in state government.
- State HR will continue to encourage agencies to collaborate with military transition programs.

Agency successes

- The Department of Labor and Industries received the Veterans Employee Resource Group's second annual employer of the year award for hosting a military outreach employment forum.
- The Department of Social and Health Services created a web-based military skills translator job-search tool. It allows veterans to enter military operations codes to look for employment opportunities across all Washington state agencies.

- The Department of Revenue piloted a how-to-get-hired-by-the-state class for transitioning servicemembers. The class helps transitioning servicemembers translate military experience into civilian skills and abilities.
- The Department of Veterans Affairs developed a public-private partnership with Spokane County and Westcare to increase veteran access, services and outreach in Eastern Washington. The agency received the 5 Pillars of Excellence Awards from the federal Department of Veterans Affairs.

Next steps

- State HR submitted a report to the Legislature proposing a veteran recruitment program, as required by Senate Bill 5849.

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LGBTQ

Brief summary

- Less than half of reporting agencies have policies specifically related to the inclusion of LGBTQ staff.
- Some agencies that do not have inclusion policies may have broad, nondiscrimination policies that cover LGBTQ staff.

Most agencies do not have policies related to the inclusion of LGBTQ employees.

Background

Fifteen of 38 agencies report having policies related to the inclusion of LGBTQ employees. While this is not a majority of agencies, it is a majority of employees. Seventy-three percent of employees work at agencies that have policies related to the inclusion of LGBTQ staff.

Summary of strategies

Agency strategies

- Continue to participate on the statewide business resource group known as RAIN (Rainbow Alliance and Inclusion Network).
- Update diversity and inclusion policies to specifically include LGBTQ employees.
- Create agency diversity teams.

Enterprise strategies

- State HR will continue to support the business resource group, RAIN, active best practices, outreach and safe place subcommittees, well-researched policy and practice suggestions for enterprise-wide inclusion efforts.
- The Diversity, Equity and Inclusion Council will support strategic diversity efforts across state government.

Agency successes

- Several agencies, including the Health Care Authority, are developing internal employee resource groups to align with diversity, equity and inclusion efforts at the agency level.
- Some agencies, including the Department of Labor and Industries, have worked to provide visibility to the LGBTQ community and its employees by holding pride month celebrations and putting together educational displays for staff and customers on themes such as the history of the LGBTQ community.
- The Secretary of State's office is asking employees to voluntarily identify their LGBTQ status. These data collection efforts are unique for Washington state agencies, and could potentially serve as a foundation for better aligning statewide and agency policies to all state employees.

Next steps

- State HR will continue to staff the RAIN group and provide feedback on behalf of the enterprise related to the diversity, equity and inclusion of LGBTQ employees.
- State HR will continue to work closely with agency HR staff to identify strategies and resources for assisting agencies in developing inclusion policies related to LGBTQ staff.

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