

## Classification and Compensation Needs Assessment

The issue(s) described below must link directly to one or more of the criteria and you must explain how the issue(s) you are trying to resolve meet the criteria. For more information and resources go to the [HR Professional Tools](#) webpage. Contact your assigned [State HR Classification & Compensation Team](#) for assistance.

Submit completed form to the State Human Resources Enterprise Classification, Compensation & HR Analytics Team at [classandcomp@ofm.wa.gov](mailto:classandcomp@ofm.wa.gov) by **September 15, 2019**.

<b>Agency/HE Institution</b> Department of X	<b>Agency/HE HR Contact</b> <b>Name</b> John Doe <b>Phone</b> 111-222-3333 <b>Email</b> John.Doe@DOX.wa.gov
<b>Agency/HE Subject Matter Expert (Must be Non-Rep)</b> <b>Name</b> Jane Smith <b>Phone</b> 444-555-6666 <b>Email</b> Jane.Smith@DOX.wa.gov	<b>Agency/HE Budget Contact</b> <b>Name</b> Edward Jones <b>Phone</b> 777-888-9999 <b>Email</b> Ed.Jones@DOX.wa.gov
<b>Select Criteria</b>	
Select choice(s) below. Class Plan Maintenance <input type="checkbox"/> Compression <input type="checkbox"/> Higher Level Duties <input type="checkbox"/> Inversion <input type="checkbox"/> Inequities <input type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input checked="" type="checkbox"/>	
For descriptions and examples go to <a href="#">Classification and Compensation Proposal Process 2021-23</a> .	
<b>Class Title(s) – Complete a separate assessment for each Class Series</b>	
Class Title(s) and Class Code(s) Widget Maker 1-5 (001A-001E), Widget Maker Senior (001F) and Widget Maker Supervisor (001G)	
Positions represented by a Master Agreement? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If <b>yes</b> , list Master Agreement(s): Widget Makers Local 23 Non-Represented	
<b>Describe the Issue(s)</b>	
What is the issue(s) you are trying to resolve or business need(s) you are trying to meet? Be specific and descriptive. What services are provided and how they are being adversely affected?	
<p>The Widget Maker Program in the Department of X has continued to experience an unsustainable rate of turnover with multiple employees, including supervisory, across program sites. Many employees are leaving Department of X for employment in the private sector. The Widget Maker Program has consistently experienced individuals withdrawing prior to their start date or shortly after, citing acceptance of a higher salary in the new position.</p> <p>Further, the Widget Maker Program has had several employees resign during their first 12 months of employment, or shortly thereafter, citing poor fit (e.g. working with high risk/highly complex machinery and working in a very large warehouse setting). Given the vacancy rate as indicated in the State HR turnover data, this problem results in a substantial net increase in training/administrative costs and reduction in direct product manufactured. The open continuous recruitment has had a net negative impact on program's ability to train and effectively retain staff as well as increased risk inherent with constantly filling multiple positions.</p> <p>During FY2015 alone, 15 staff members separated from Widget Maker positions to take higher paying positions in the private sector. During FY 2016, 2017 and 2018, 29 out of 40 positions within the Widget Maker Program were vacated. This high vacancy rate has resulted in a scenario where the program is consistently unable to meet existing customer needs as well as legislative mandates. The rate of Widget Maker Supervisor turnover (four out of the six supervisor positions) creates instability and decreased sustainability of the programs as a whole. This work is currently being</p>	

performed by WMS employees, which takes away from their work on the strategic direction of the program. The consequences of not addressing these issues are:

- Lengthened timeframes for product delivery;
- Violations of state law; and
- Reduced trust from the public

#### **What Efforts Have Been Made to Address the Issue(s)?**

Explain what you have tried and the results achieved (e.g. revised agency/HE work processes, organizational structures, or enhanced recruitment efforts).

The Widget Maker Program has attempted recruitment techniques to include various means of outreach to universities as well as paying for both in-state and out of state recruitment advertisements. The agency created an in-training college recruitment program as an opportunity for recent graduates lacking the required widget manufacturing experience. The Widget Maker Program has had open continuous recruitments; pulling registers on a weekly or bi-monthly basis and conducting frequent interviews. Outreach includes posting on university alumni job boards, speaking at Master's level classes and hosting Master's level practicum students.

The Widget Maker Program starts the salary for new hires at or above step J. This tactic has proven effective for getting incumbents in the door, but once they complete the training program, private sector employers hire them at a higher salary for doing the same level of work.

#### **What are the Proposed Changes?**

Describe the proposed classification(s) and salary changes. Provide specific examples.

The Department of X is proposing a 4-range increase to the Widget Maker 1 through Supervisor to prevent future turnover issues. The salaries being paid to the departing employees (as reported during the exit survey) averages 10-20% higher than they are receiving at Department of X. Increasing the salary by 10% should help retain our remaining workforce.

#### **How Does the Proposal Resolve the Issue(s)?**

Describe the service improvements you expect to see if this proposal is implemented.

Increasing the number of filled positions will improve the services the Department of X is required to provide to the citizens of the State. Further, it will significantly reduce agency risk and minimize potential legal liability.

Successful hiring and retaining of Widget Maker's is critical to providing the required level of service outlined within Federal and State mandates. Increasing the salaries for all levels within the series should allow the Department to hire and retain the necessary staff to satisfy the federal requirements and ensuring all citizens have the mandated number of widgets as outlined in Statute.

Without adequate staffing the agency will continue to struggle to provide the appropriate level of widgets and meet the requirements as outlined in federal statute.

#### **What are the Impacts on Services?**

Identify potential consequences if the issue(s) is not resolved. (e.g. impact on agency/HE priorities, service delivery, risk, or liability).

Legislative mandate requires the Widget Maker Program to manufacture a minimum of 1 million widgets per month. This is to satisfy federal requirements to ensure all citizens have their daily widget requirements for survival. Due to staffing levels however, the Widget Maker's have only been able to manufacture an average of 700,000 widgets per month over the last two years and, with employees continuing to leave for higher-paying private sector jobs, this number is expected to continue the trend downward.

<b>Agency/HE Director or Designated Approving Authority Signature</b>	
Date 9/4/2019	Name/Title Signature

Additional Resources:

- [Inequities Tool](#)
- [Recruitment Data Tool](#)
- [Recruitment Summary Template](#)
- [Higher-Level Duties Tool](#)

SAMPLE