Washington State

Human Resource Management Report

Prepared by:
Department of Personnel
April 2006 (rev 6/06)
Updated through FY 2006 1st & 2nd Quarters
Human Resource Management Report - Reporting Process

Agency director communicates workforce management and HR Management Report expectations & measures to managers.


Agency director presents selected portions of HR Management Report at agency's assigned Governor's GMAP forums.

Agency Director has agency-wide data analysis and reports prepared.

Managers' evaluations include HR Management Report results.

Agency HR Office assists managers in data collection, analysis, report preparation.

• Base set of data
• Quarterly statewide updates
• Special request data

DOP collects statewide data and conducts overall analysis.

DOP provides agency with centrally available data analysis queries & consultation.

• Quarterly reporting to DOP of agency-tracked standard measures
• Copy to DOP of agency-internal GMAP reports on HR management as they are done

DOP presents enterprise-wide HR Management Report at Governor's GMAP forums on Government Efficiency.

DOP submits annual comprehensive statewide status report to Governor & Directors.

GMAP

Agency internal GMAP sessions include HR Management Report presentation.

Agency Director presents selected portions of HR Management Report at agency's assigned Governor's GMAP forums.

DOP collects statewide data and conducts overall analysis.
DOP provides with base set of centrally available data & queries for standard performance measures

DOP sends statewide data update to agencies

Government Efficiency GMAP on enterprise HR Management Report

Government Efficiency GMAP on enterprise HR Management Report

Government Efficiency GMAP on enterprise HR Management Report

Government Efficiency GMAP on enterprise HR Management Report

October's report to Governor

* “Agency-tracked” means certain HR Management Report data that must be tracked by each agency because it is not available in the central system.

** In addition, agencies send copies of their internal GMAP reports on HR Management Report to DOP as they are completed.
Managers’ Accountability for Strategic Workforce Management

Managers have five primary workforce management functions:

- Manage Human Resources
- Plan & Align Workforce
- Hire Workforce
- Deploy Workforce
- Reinforce Performance

Mobilize Resources
- Manage Financial Resources
- Manage Human Resources
- Manage Business Processes
- Manage Relationships

Deliver Services
- Achieve Public Value & Benefit

Priorities of Government
- Plan the Organization
- Strategic Plan
Agency Managers’ Logic Model for Workforce Management

**Plan & Align Workforce**

**Hire Workforce**

**Deploy Workforce**
- Work assignments & requirements defined. Positive workplace environment & relations created. Coaching, feedback, corrections.

**Develop Workforce**
- Individual development plans. Time/resources for training. Continuous learning environment created.

**Reinforce Performance**

**Key Outputs**

**Initial Outcomes**
- Workforce levels, competencies, & strategies are aligned with agency priorities
- Managers’ accountabilities are communicated & understood

**Intermediate Outcomes**
- Foundation in place to build and sustain a productive, high performing workforce
- The right people are in the right job at the right time
- Time & talent is used effectively. Employees are motivated & productive.
- Employees have competencies for present job & career advancement
- Employees know how their performance contributes to success of organization. Strong performance rewarded; poor performance eliminated
- Successful performance is differentiated & strengthened. Employees are held accountable.

**Ultimate Outcomes**
- Agencies have workforce depth & breadth needed for present and future success
- Employees are committed to the work they do & the goals of the organization
- Productive, successful employees are retained
- Agency is enabled to successfully carry out its mission. The citizens receive efficient, cost-effective government services.
**Human Resource Management Report**

**Standard Performance Measures**

### Plan & Align Workforce
- Percent current position/competencies descriptions [agency tracking system]
- Percent supervisors with current performance expectations for workforce management [agency tracking system]

### Hire Workforce
- Time-to-fill funded vacancies [agency tracking system]
- Percent satisfaction with candidate quality [agency tracking system]
- New Hire-to-Promotional ratio [DOP Data/Business Warehouse]
- Percent turnover during review period [DOP Data/Business Warehouse]

### Deploy Workforce
- Percent employees with current performance expectations [agency tracking system]
- Employee survey ratings on “productive workplace” questions [DOP standard survey]
- Leave usage (sick, LWOP, unscheduled leave) [DOP Data/Business Warehouse]
- Overtime usage [DOP Data/Business Warehouse]
- Number & type of non-disciplinary grievances [agency tracking system]

### Develop Workforce
- Percent employees with current annual individual development plans [agency tracking system]
- Employee survey ratings on “learning/development” questions [DOP standard survey]

### Reinforce Performance
- Percent current performance evaluations [agency tracking system]
- Employee survey ratings on “performance accountability” questions [DOP standard survey]
- Number/type of disciplinary issues, actions, appeals disposition [agency tracking system]

### Ultimate Outcomes
- Turnover rates and types (e.g., retirement, resignation, etc.) [DOP Data/Business Warehouse]
- Turnover rate of key occupational categories and of workforce diversity [DOP Data/Business Warehouse]
- Employee survey ratings on “commitment” questions [DOP standard survey]

### Measures to add in the future:
- Current workforce plans that align staff with business priorities
- Safety and Workers Compensation measures
- Competency gap analysis measure
- Recognition/reward measure
- Others to be determined
HR Management Report
(preliminary standard measures)

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

Percent Current Position/Competency Descriptions

- Percent supervisors with current performance expectations for workforce management

This data will be reported by agencies to DOP on October 15, 2006
HR Management Report

(standard measures)

- Days to fill vacancies (from requisition to appointment)
- % satisfaction with candidate quality
- % new hires; % promotional hires
- % separation during review period

**Days to Fill Vacancies**

This data will be reported by agencies to DOP on October 15, 2006

**Candidate Quality**

(managers’ satisfaction rating)

This data will be reported by agencies to DOP on October 15, 2006

**Hiring Balance - 2003-05 Biennium**

47% Other (14,782)
8% Exempt Appts (2,584)
22% Intra-agency Promotions (6,925)
20% New Hires (6,170)
3% Inter-agency Promotions (1,026)

**Separation during Review Period**

New Hire Separations: 5% Released, 5% Voluntary
Promotional Separations: 6% Released, 1% Voluntary

**Hiring Balance - FY 2006 First Half**

51% Other (3,926)
7% Exempt Appts (581)
19% Intra-agency Promotions (1,441)
21% New Hires (1,635)
2% Inter-agency Promotions (176)

**Separation during Review Period**

New Hire Separations
Promotional Separations: Data pending

Other = transfers, demotions, reassignments, movement in lieu of RIF, etc.

Source: DOP Data Warehouse
HR Management Report (standard measures)
- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage (and “unscheduled” leave if available)
- Number & type of non-disciplinary grievances and disposition

Do employees have day-to-day support to enable successful job performance?
NOTE: The “productive workplace” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

- I know what is expected of me at work. (4.3)
- I have opportunity to give input on decisions affecting my work. (3.5)
- I receive the information I need to do my job effectively. (3.8)
- I have the tools and resources I need to do my job effectively. (3.8)
- My supervisor treats me with dignity and respect. (4.3)
- My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)
- I receive recognition for a job well done. (3.3)

Percent employees with current performance expectations

This data will be reported by agencies to DOP on October 15, 2006
Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Overtime: Is employee time well managed?

Average Overtime Hours per Employee per Quarter*

Statewide Overtime Costs – In Millions (all agencies except DNR)

Average Percent Employees Receiving Overtime

* Per capita

Source: DOP Data Warehouse
**Employer time and talent is used effectively. Employees motivated.**

**Leave: Do employees come to work as scheduled?**

**Average Sick Leave Hours per Employee per Quarter**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Ave. Sick Leave Hours Used per Quarter</th>
<th>Percent of Earned Sick Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Capita Sick Leave Use*</td>
<td>17.7 hours</td>
<td>74%</td>
</tr>
<tr>
<td>Just Those Who Took Sick Leave*</td>
<td>22.8 hours</td>
<td>95%</td>
</tr>
</tbody>
</table>

*Source: DOP Data Warehouse*

**Notes:**
- It is unknown whether the sick leave usage shown was planned or unplanned.
- For the most part, only actual leave time gone from work is shown. Leave hours donated and most cashed out leave hours have been removed from this display.

*Average since 10/01*
Notes:
- The data shown in these charts is for “represented” employees as reported monthly by agencies to the State Labor Relations Office (LRO).
HR Management Report
(standard measures)

- Percent employees with current annual individual development plans
- Employee survey ratings on “learning & development” questions

Percent employees with current annual individual development plans

This data will be reported by agencies to DOP on October 15, 2006

Employee perceptions on learning and development:
NOTE: The “learning & development” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

- I have the opportunities at work to learn and grow. (3.6)
- My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)
HR Management Report
(standard measures)

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on “performance and accountability” questions
- Number and type of disciplinary issues, actions, appeals disposition

Do employees see a meaningful linkage between their performance and the success of the organization?

NOTE: The “performance and accountability” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

- I know how my work contributes to the goals of my agency. (4.1)
- My performance evaluation provides me with meaningful information about my performance. (3.4)
- My supervisor holds me and my co-workers accountable for performance. (4.1)
- I receive recognition for a job well done. (3.3)
Disciplinary action: Is poor performance dealt with?

Formal Disciplinary Actions, Appeals, Grievances
FY 2006 to date (July 1, 2005- February 28, 2006)

- # Actions Taken
  - Dismissal: 190
  - Demotion: 26
  - Suspension: 91
  - Salary Reduction: 79

- # Appeals*
  - 21

- Disciplinary Grievances**
  - 182

Issues Leading to Disciplinary Action and Disciplinary Grievances

Placeholder. DOP will be developing list of categories for disciplinary-related issues.

Disposition of Disciplinary-related Grievances and Appeals

Placeholder. Too early in new process for reliable disposition data.

* Non-represented employees
** Represented employees (data on type of disciplinary grievance not yet collected)
Ultimate Outcomes | State has workforce breadth & depth for present & future success.
Employees are committed to the work they do and the goals of the organization.
Successful, productive employees are retained.

HR Management Report (standard measures)

- Employee survey ratings on “commitment” questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

Indicators of Employee Commitment
NOTE: The “employee commitment” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

- I know how my agency measures its success. (3.4)
- I know how my work contributes to the goals of my agency. (4.1)
- I receive recognition for a job well done. (3.3)

<table>
<thead>
<tr>
<th>Question</th>
<th>Never</th>
<th>Seldom</th>
<th>Occasionally</th>
<th>Usually</th>
<th>Always</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know how my agency measures its success.</td>
<td>11%</td>
<td>13%</td>
<td>21%</td>
<td>32%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>I know how my work contributes to the goals of my agency.</td>
<td>3%</td>
<td>5%</td>
<td>12%</td>
<td>36%</td>
<td>42%</td>
<td>3%</td>
</tr>
<tr>
<td>I receive recognition for a job well done.</td>
<td>11%</td>
<td>14%</td>
<td>24%</td>
<td>26%</td>
<td>22%</td>
<td>3%</td>
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<td>22%</td>
<td>3%</td>
</tr>
</tbody>
</table>
HR Management Report category:
Ultimate Outcomes | continued

*Note:
All but ~2% of the turnover is employees leaving state government. The ~2% is workforce movement across agency lines.
### State Government Diversity Profile (as of 1-1-06)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>52.0%</td>
</tr>
<tr>
<td>Persons w/ disabilities</td>
<td>5.2%</td>
</tr>
<tr>
<td>Vietnam Veterans</td>
<td>7.3%</td>
</tr>
<tr>
<td>Disabled Veterans</td>
<td>1.3%</td>
</tr>
<tr>
<td>Persons over 40</td>
<td>73.1%</td>
</tr>
<tr>
<td>People of color</td>
<td>7.6%</td>
</tr>
</tbody>
</table>

### WA State Government

- Caucasian: 82.4%
- Native American: 2.0%
- Hispanic: 4.4%
- Asian/Pacific Islander: 6.8%
- African American: 5.0%

### WA Labor Force

- Caucasian: 81.1%
- Native American: 2.4%
- Hispanic: 6.4%
- Asian/Pacific Islander: 6.8%
- African American: 3.3%

Source: DOP Data Warehouse