## Introduction

**Purpose:**

The annual HR Management Report measures and monitors the state’s workforce management practices.

The HR Management Report is composed of several report products:

* Statewide HR Management Report (xlsx format)
* Agency HR Management Reports
* Statewide HR Management Strategy Roll-up Report

Your responses to this survey serve as the Agency HR Management Report. Your agency’s survey responses will be analyzed with other agencies’ survey responses, along with agency and statewide data found in the Statewide HR Management Report (xlsx format) for analysis and reporting. Statewide reporting will include summarizing key strategies in the Statewide HR Management Strategy Roll-up Report and briefings to executive leadership.

This survey has two parts and replaces the Agency HRM Report (an MS Word document) used in prior years.

**Part One** of this survey includes the following sections of the report:

1. Workforce Strategies
2. Performance Management
3. Employee Engagement
4. Modern Work Environment

**Part Two** includes the following sections:

1. Affirmative Action Employment Plan
2. Veterans Employment Plan
3. Disability Employment Plan
4. LGBTQ Inclusion and Safe Places

**How will this information be used?**

Agency responses will be used by OFM State Human Resources, HR governance and community groups, and agency leaders to identify and anticipate HR management issues, assess progress toward key statewide initiatives, enable data-driven HR management strategies, and improve processes and recognize HR management successes.

**Who should complete the survey?**

Both parts of this survey should be completed by an agency HR manager or designee. Additional staff may be included in preparing responses, and review with leadership is encouraged. Please submit only one response to each survey per agency.

**What information should you consider?**

We strongly recommend that you use the Statewide HR Management Report (xlsx format) provided by OFM State HR for your analysis. Other data sources to consider include, but are not limited to, your agency’s Employee Engagement Survey results and Exit Survey results.

**How detailed should my responses be?**

The survey asks agencies about workforce successes, challenges and strategies. It also assesses progress toward several workforce-related initiatives and executive orders. Your responses should be brief but descriptive. We have included examples with each question that requires a narrative response. Please use the examples as your guide.

**How long will it take to complete the survey?**

The survey has 50 questions and should take approximately 1-2 hours to complete (e.g., data entry) with advanced preparation. To prepare, you will need to spend additional time researching strategies, analyzing data, and drafting your responses. The exact amount of time needed for this preparation will vary based on a number of factors, such as the size and complexity of your agency and your familiarity with the data and your agency’s strategies. We encourage you to begin work on your agency reporting as soon as possible to allow sufficient time for research, analysis, drafting, and internal discussions/reviews. Please submit a complete response for your agency, including responses to all required questions marked with an asterisk (\*).

To prepare responses in advance, we recommend using the Word version of the survey that was sent via email with the survey links. You can edit your responses, save and return to the survey as long as you use the same device and web browser (because a cookie is stored in your browser that remembers your survey responses). Cookies must be enabled for this feature to work. You should plan to submit your agency’s SurveyMonkey response after preparing responses in advance using the Word version. Copy and paste from your final Word version into the text and comment boxes in SurveyMonkey.

**Who should you contact with questions or for assistance?**

For questions, contact Sue Richards at (360) 407-4144 or [sueann.richards@ofm.wa.gov](mailto:sueann.richards@ofm.wa.gov) or the team using the [SHRPlanning@ofm.wa.gov](mailto:SHRPlanning@ofm.wa.gov) email address.

For more information, visit the [HRM Report site.](http://hr.ofm.wa.gov/workforce-data-planning/hr-management-performance-accountability/statewide-hrm-reports)

## Agency Information

**\*1. Agency Name:**

**\*2. Agency HR Management Report Contact:**

Name

Title/Role

Email Address

Phone Number

## Section 1: Workforce Strategies

This section asks about the key workforce-related strategies within your agency. It provides an opportunity to share successes, anticipated challenges or areas of risk, and workforce strategies and goals. To complete this section, it is highly recommended that you use the FY2017 Statewide HR Management Report (xlsx format) as a tool for analysis.

## Workforce Strategies: Reflecting on FY2017

**\*3. Reflecting back on FY2017, what were your agency’s key workforce strategies? Please list your strategies and briefly describe each of the following:**

* The problem addressed (opportunities to improve)
* Your successes (what worked)
* Challenges (lessons learned)

*Example:*

*Created a pilot internship program to include IT internships to develop the talent pool and promote a positive perception of state employment to attract qualified IT workers. As a result of the pilot, our agency was able to fill 5 of 23 vacant IT positions with people who had successfully completed the internship program. While the internship program has helped with the recruitment of ITS2s and ITS3s, it remains a challenge to find qualified talent for senior level/expert positions.*

### Workforce Strategies: Planning for FY2018

**\*4. Looking ahead to FY2018, please select from the list below the key workforce planning strategies your agency intends to address. (Check up to four strategies from the list below.)**

***Please note you will have the opportunity to describe your strategies in detail in the following question.***

Creating a diverse workforce

Dealing with a multi-generational workforce

Identifying and developing potential future leaders

Improving and managing employee performance

Increasing employee engagement

Managing telework/remote workers

Preparing for an aging workforce

Training and developing your employees

Creating a culture that attracts and retains the best employees (recruitment and retention)

Other (please describe):

**\*5. Looking ahead to FY2018, please describe the key workforce challenges and/or areas of risk for your agency, including any necessary background information and potential workforce strategies that would mitigate these challenges.**

*Examples:*

* *Ability to attract and retain critical talent in auditor positions.*
* *Identification and development of potential future leaders.*
* *Develop and implement leadership succession program.*

## Section 2: Employee Performance Management

This section measures the level of commitment each agency and the enterprise has in building a culture that links individual performance to organization goals and performance measures.

## Employee Performance Management: Completion Numbers

Total number of employees measured should include employees that are required to have current position descriptions, performance expectations, and performance evaluations, including permanent WMS and WGS employees.

**\*6. Employees with current position descriptions:**

Number completed:

Total employees measured:

**\*7. Employees with current performance expectations:**

Number completed:

Total employees measured:

**\*8. Employees with current performance evaluations:**

Number completed:

Total employees measure:

## Employee Performance Management - Forms

This page asks about the forms and systems your agency uses to set performance expectations and evaluate performance. The standard statewide forms, pre-approved alternates, and information about the alternative PDP approval process are available [here](http://hr.ofm.wa.gov/workforce-data-planning/employee-performance-management/performance-planning-and-evaluation).

**\*9. Which form does your agency use for employee performance expectations and evaluations?**

Standard approved statewide PDP forms

Standard approved statewide alternate PDP forms

An OFM-approved alternate PDP form (electronic system or paper)

**\*10. What format do you use for your approved alternate PDP form?**

Paper forms

Electronic system

## Employee Performance Management: Strategies

This page asks about strategies for managing employee performance, including use of interim reviews.

**\*11. Does your agency require the use of interim reviews?**

Yes

No

**\*12. What is the recommended frequency of your agency’s interim reviews?**

Once a year (in addition to annual review)

Quarterly

Monthly

Once every two weeks

Other (please describe):

**\*13. Please select from the list below the best practices your agency plans to use in its performance management program. (Check up to four strategies from the list below.)**

Conduct regular and frequent coaching

Create developmental opportunities for career advancement (i.e., job shadowing, developmental assignments, mentorships)

Define how each employee’s work contributes to the mission of the agency

Develop and communicate employee goals that clearly define the work to be done

Hold managers and supervisors accountable for conducting timely performance reviews

Provide the training employees need to perform their current job duties

Recognize and reward performance

Set goals and establish a performance plan

Train employees on giving and receiving feedback

Train managers on giving and receiving feedback

Other (please describe):

**14. Is there anything else you would like to share about your agency’s performance management program? (Optional)**

## Section 3: Employee Engagement Survey/Employer of Choice

This section measures the level of agency commitment to employee engagement and improving as an employer of choice.

## Employee Engagement/Employer of Choice: Reflecting on Prior Strategies

**\*15. Tell us about one prior employee engagement strategy your agency implemented and evaluated. Please describe the problem addressed, strategy used, metrics for success, and the challenges/lessons learned.**

*Example:*

*Our agency focused on improving the percent of positive responses to the question 'I receive clear information about changes being made within the agency.' We started weekly director's messages and quarterly employee forums to relay important information to employees that were also broadcast to field staff. We measured success based on follow up surveys to forum participants. We also measured success by looking at the change in the percent positive score to this question from the prior year's results. These surveys indicated that employees felt informed about agency changes. In addition, we improved our percent positive score to this question by 3% from 2014 to 2015. Some remote staff reported technical difficulties receiving the broadcasts.*

## Employee Engagement/Employer of Choice: Current Strategies

The next set of questions asks about the focus areas and improvement strategies currently underway in your agency in advance of the fall 2017 survey.

**\*16. Which survey question score(s) is your agency focused on improving leading up to the fall 2017 survey? (Check all that apply)**

I have the opportunity to give input on decisions affecting my work.

I receive the information I need to do my job effectively.

I know how my work contributes to the goals of my agency.

I know what is expected of me at work.

I have opportunities at work to learn and grow.

I have the tools and resources I need to do my job effectively.

My supervisor treats me with dignity and respect.

My supervisor gives me ongoing feedback that helps me improve my performance.

I receive recognition for a job well done.

We are making improvements to make things better for our customers.

A spirit of cooperation and teamwork exists in my workgroup.

I know how my agency measures its success.

My agency consistently demonstrates support for a diverse workforce.

I receive clear information about changes being made within the agency.

I am encouraged to come up with better ways of doing things.

We use customer feedback to improve our work processes.

People are treated fairly in my work group.

At my job, I have the opportunity to make good use of my skills.

In general, I'm satisfied with my job.

I would recommend my agency as a great place to work.

N/A – We are not focusing on improving survey scores.

Other (such as agency-added questions). Please describe below:

**\*17. Which of the following strategies is your agency participating in to improve employee engagement leading up to the fall 2017 survey? These strategies may be new to your agency, or a continuation/adjustment of prior strategies.**

Developing an agency employee value proposition

Encouraging use of the HR Employee Engagement Toolkit by HR practitioners

Implementing statewide leadership competencies within your agency

Improving survey outreach/response rates for October 2017 survey

Increasing employee participation in modern work strategies (workplace redesigns, mobile work/telework, flex work)

Participating as a member of the Employer of Choice Committee (an HR governance group)

Participating in formal Lean trainings (either through DES or agency-specific courses)

Participating in the development of a statewide employee value proposition

Participating in the pilot study to test new question wording for the customer value survey questions.

Sending supervisors to the redesigned supervisor 101 training (“[Leading Others](http://www.des.wa.gov/training/CourseDescription/2017)”)

Using Lean principles and tools to improve employee engagement (examples: A3 thinking, root cause analysis, PDCA cycles, mini-experiments, etc.)

N/A – We are not participating in any of these strategies

**\*18. What other strategies are you using to improve employee engagement leading up to the fall 2017 survey?**  **Please describe the problem(s) addressed, strategy(s) used, metrics for success, and anticipated results.**

**\*19. What (if any) internal groups, trainings, communications, etc., within your agency are currently in place related to being an Employer of Choice?**

**\*20. Who is your agency partnering with to make improvements leading up to the fall 2017 survey? (Check all that apply)**

Agency employees

Agency executives

Agency Human Resources managers and staff

Agency Lean advisor and/or practitioners

Agency managers and supervisors

Department of Enterprise Services

Employer of Choice Committee

External consultants/vendors

OFM State HR

Other agencies

Results WA

Union representatives

N/A – We are not partnering with others on this work

Other (please describe):

## Section 4: Modern Work Environment

[Executive Order 16-07. Building a Modern Work Environmen](http://www.governor.wa.gov/sites/default/files/exe_order/eo_16-07.pdf)t was issued by Gov. lnslee on June 3, 2016. It superseded the prior Executive Order 14-02, Expanding Telework and Flexible Work Hours Programs.

## Modern Work Environment: Agency Contacts

**\*21. Agency contact implementing this Executive Order:**

Name

Title/Role

Email Address

Phone Number

### Modern Work Environment: Reflecting on FY2017

**\*22. Reflecting back on FY2017, please describe any strategies your agency worked on to improve telework and flexible work participation, enable mobile work, and/or improve work-space utilization. Include successes and lessons learned, if applicable.**

*Examples:*

* *Our agency began imaging documents. This has removed several barriers to employees working remotely as well as decreasing workspace dominated by filing cabinets. The former file room has been converted to a collaboration space.*
* *Our agency created a work space with non-assigned stations that includes individual, collaborative, and meeting workspaces. The space supports approximately 30 staff in an area that formerly supported only 15 traditional cubicles. We installed flexible and innovative furniture designs to increase production efficiency. Employees are enjoying the new team environment. Next time we transform a space like this, we will solicit employee input before we begin planning to increase employee buy in and create a more inclusive workspace that meets everyone’s needs.*

**\*23. Please select from the list below the top barriers to achieving the goals of this executive order. (Check all that apply.)**

***Please note you will have the opportunity to describe your barriers in detail in the following question.***

Access to technology tools

Balancing employee and customer needs

Budget limitations

Concerns about equitable treatment

Concerns about public perception

Cultural resistance

Inaccurate data

Incompatibility with type of work

Managing performance

Need to have access to files/records

Training for employees

Training for supervisors

Other (please describe):

**\*24. What are the top barriers to achieving the goals of this executive order? Please describe.**

*Example:*

*Our agency does not have fully trained backups for all positions, and one of the agency's criteria for allowing for a telework or flex schedule is the availability of such a backup.*

## Modern Work Environment: Planning for FY2018

**\*25.** **Looking ahead to FY2018, please select the strategies your agency intends to work on to implement this executive order. (Check all that apply.)**

***Please note you will have the opportunity to describe your strategies in detail in the following question.***

Communicating/change management

Conducting pilots

Digitizing and imaging documents

Encouraging employee participation

Focusing on employee well-being

Focusing on employer of choice efforts

Improving telework and flexible work hours data integrity in HRMS

Increasing access to mobile technology

Increasing position eligibility

Launching/piloting an infants in the workplace program

Marketing modern work strategies when recruiting

Participating in the Commute Trip Reduction program

Participating in the statewide Workplace Strategy Council

Partnering with labor unions

Redesigning workspaces based on the work and employee input

Training employees on teleworking/mobile working

Training supervisors on managing a mobile workforce (“Mobile Work for Supervisors” in LMS)

Updating policies

Other (please describe):

**\*26. Looking ahead to FY2018, please describe any strategies your agency intends to work on to implement this executive order.**

*Example:*

*In FY2018, our agency will expand technical support for telecommuting employees.*

## Thank You!

You've reached the end of Part One of the HRMR Agency Reporting Survey. Please proceed to Part Two of the Survey.

For more information, visit the [HRM Report site.](http://hr.ofm.wa.gov/workforce-data-planning/hr-management-performance-accountability/statewide-hrm-reports)