State of Washington

Human Resource Management Report

	Plan & Align Workforce	
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce	

Statewide Roll-up Report - October 2006

Eva Santos, Director
Department of Personnel
November, 2006

HR
WSD Personnel

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.

Ultimate Outcomes

Employees are committed to the work they do & the goals of the organization

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success

Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.

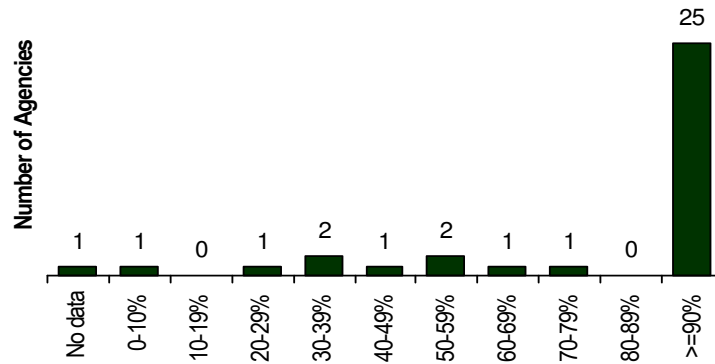# Standard Performance Measures

Plan & Align Workforce
- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce
- Time-to-fill funded vacancies
- Percent satisfaction with candidate quality
- Percent hiring types (hiring balance)
- Percent turnover during review period

Deploy Workforce
- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Number & type of non-disciplinary grievances and appeals, disposition
- Workers compensation claims measure (TBD)

Develop Workforce
- Percent employees with current annual individual development plans
- Employee survey ratings on "learning/development" questions
- Competency gap measure (TBD)

Reinforce Performance
- Percent current performance evaluations
- Employee survey ratings on "performance accountability" questions
- Number/type of disciplinary issues, actions, appeals disposition
- Recognition/reward measure (TBD)

Ultimate Outcomes
- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories
- Workforce and diversity profile
- Retention measure (TBD)

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Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile
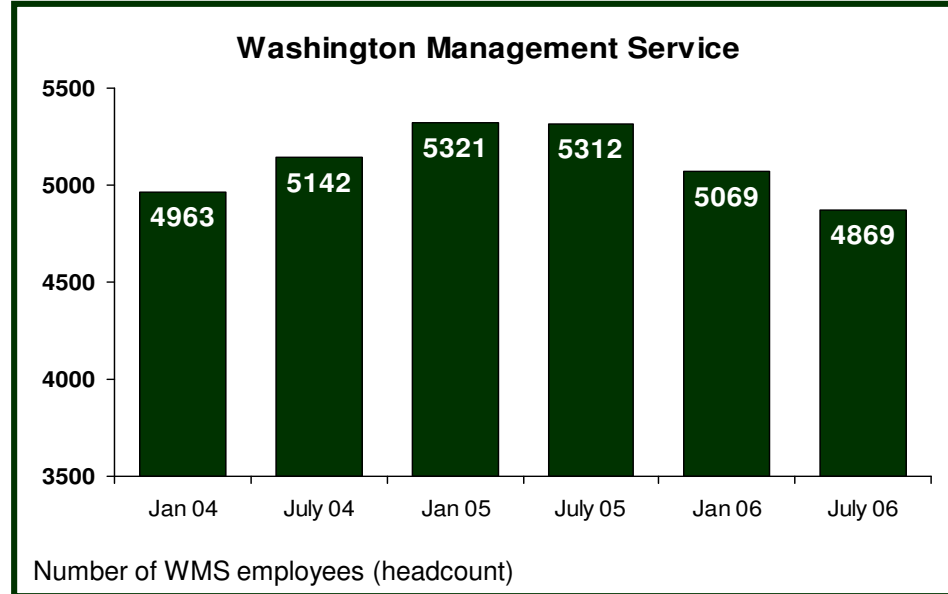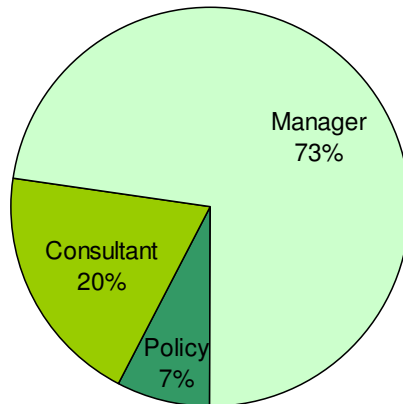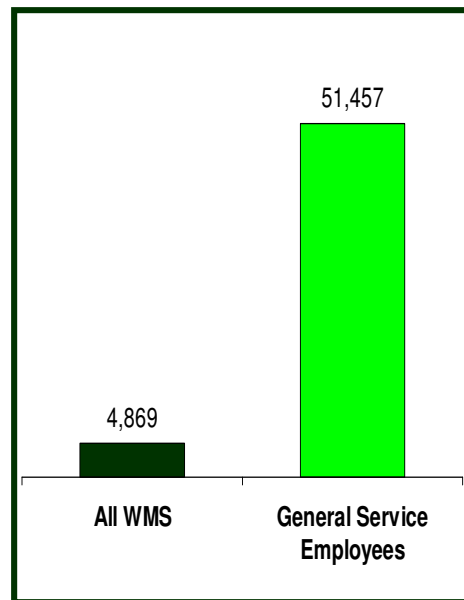
Workforce Planning measure (TBD)

Percent current position/competency descriptions

Percent Supervisors with Current Performance Expectations for Workforce Management

Number of Agencies

No data	0-10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-89%	>=90%
1	1	0	1	2	1	2	1	1	0	25

1 reporting agency did not submit data for this measure

Per Agency Distribution

% Supervisors with Performance Expectations for Workforce Management
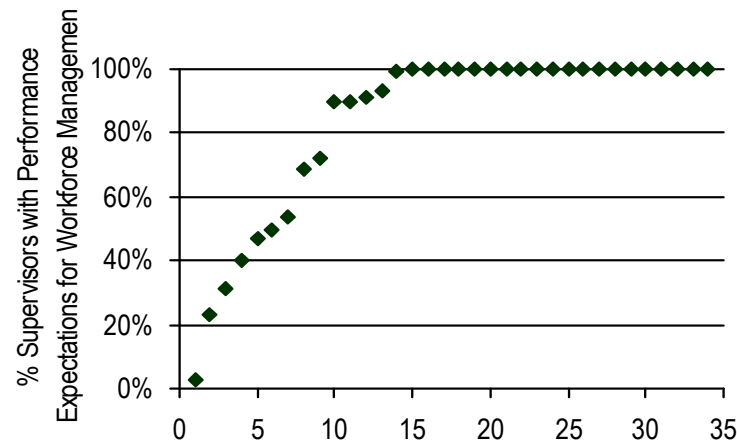
Analysis:

- This data is derived from the 35 agencies that submitted their HR Management Reports to DOP in October 2006

- 25 agencies reporting data for this measure have "workforce management" performance expectations in place for over 90% of their supervisors. These 25 agencies represent approximately 55% of the general government workforce.

- Managers must know what their workforce management responsibilities are and be held accountable for fulfilling those responsibilities. This is fundamental to strategic human resource management.

- The review of agencies' HRM Reports indicates that some agencies may not understand the meaning of this measure and/or how the measure can be accomplished.

- Agencies that have achieved 100% on this measure did so by sending a firm communication from the director to all supervisors as to what their workforce management accountabilities are.

Action:

- DOP will consult with those agencies that have less than 90% workforce management expectations in place to help them progress with this measure

Data as of July 2006
Source: Agency HR Management Reports Oct 2006 (35 agencies reporting)

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Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent current position/competency descriptions

Washington Management Service

Date	Value
Jan 04	4963
July 04	5142
Jan 05	5321
July 05	5312
Jan 06	5069
July 06	4869

Number of WMS employees (headcount)

WMS Management Type

Manager 73%
Consultant 20%
Policy 7%

Manager	3,529
Consultant	955
Policy	363
Uncoded	22

All WMS: 4,869
General Service Employees: 51,457

Analysis:

- The data shown in these charts is based on headcount, not FTEs or positions.

- The management profile data shown in this slide represents a new performance measure that is proposed for the Human Resource Management Report. It enables monitoring of the alignment of managers to staff at the agency and enterprise levels.

- In consultation with agencies, the Department of Personnel has prepared a briefing paper for the Governor regarding administrative controls on the use of the Washington Management Service.

Source: HR Data Warehouse and HRMS Data as of October 2006.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent current position/competency descriptions

Percent employees with current position/competency descriptions = 67% statewide*

Percent Employees with Current Position/Competency Descriptions
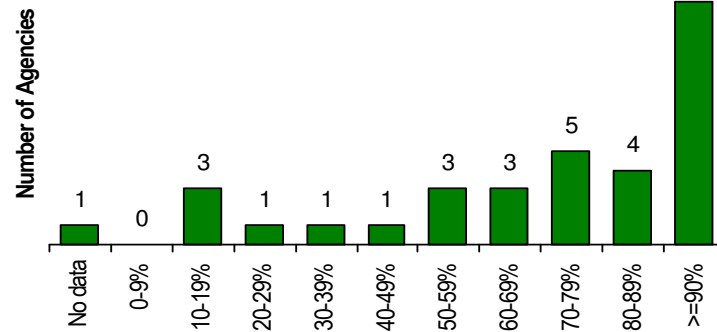
1 reporting agency did not submit data for this measure
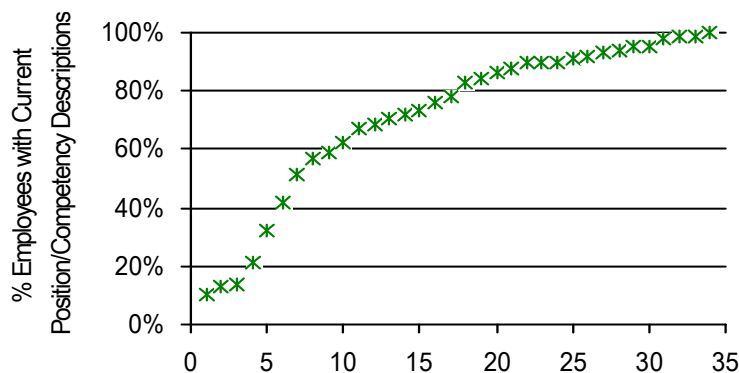
Per Agency Distribution

* Estimated based on agency size
Data as of July 2006
Source: Agency HR Management Reports Oct 2006 (35 agencies reporting)

Analysis:

- This data is derived from agencies' HR Management Reports that were submitted to DOP in October 2006.

- Having current position/competency descriptions is an essential ingredient to ensuring that jobs and workforce skills are properly aligned with the goals and priorities of the agency.

- Current descriptions are also necessary for hiring purposes and for informing employees of their essential duties and skill requirements.

- 10 agencies indicated that they have an action plan with target dates. Successful implementation of those plans, would mean an estimated 25% increase in the number of current position descriptions statewide.

- 16 agencies indicated no action plan <u>and</u> had less than 90% current job descriptions.

Action:

- Ensure that the need for accurate position and competency descriptions is incorporated into enterprise workforce planning guidelines on DOP's web site.

- Competency requirements in e-recruitment system should help boost achievement of this measure as part of hiring process.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Days to fill vacancies

% satisfaction with candidate quality

% types of hires (hiring balance)

% separation during review period

Days to Fill Vacancies

Agency and statewide data will be available in April 2007 and will be generated from the HRMS E-recruitment system. The measure is defined as the number of days from date of hiring requisition to the date that the job offer is accepted. We will attempt to chart data for all job openings, as well as for selected categories of jobs.

Candidate Quality

Agency and statewide data will be available in April 2007 and will be generated from the HRMS E-recruitment system. Data for this measure will be derived from a short survey that the hiring manager completes upon appointing the job candidate. The survey is generated by the E-recruitment system and asks about the quality of candidates interviewed and whether the manager was able to appoint the best candidate. We will attempt to chart data for all recruitments, as well as for selected categories of jobs.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
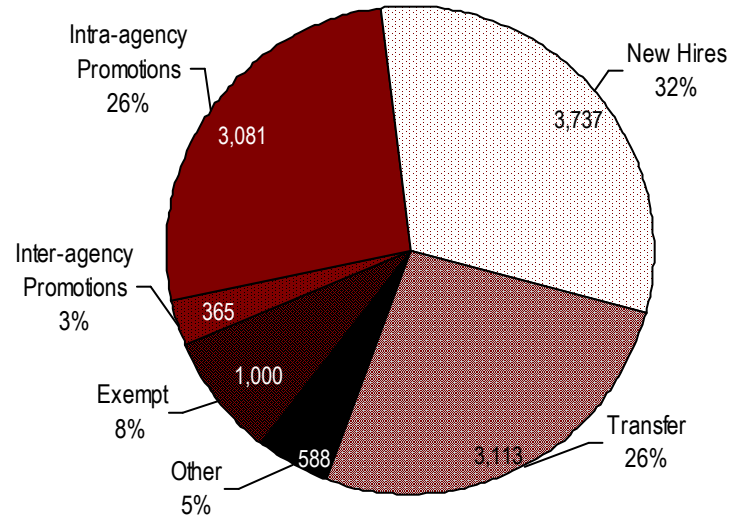
Performance Measures

Days to fill vacancies

% satisfaction with candidate quality

% types of hires (hiring balance)
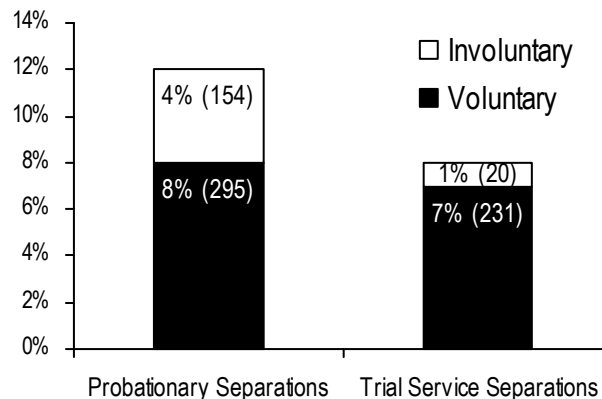
% separation during review period

Types of Appointments - FY 2006

New Hires 32% — 3,737
Intra-agency Promotions 26% — 3,081
Inter-agency Promotions 3% — 365
Exempt 8% — 1,000
Other 5% — 588
Transfer 26% — 3,113

Total number of appointments = 11,884*
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary Separations:
- Involuntary: 4% (154)
- Voluntary: 8% (295)

Trial Service Separations:
- Involuntary: 1% (20)
- Voluntary: 7% (231)

Total number of separations during review period = 700
Includes separation from permanent position new hire appointments and classified promotional appointments only

Analysis:

- Prior to July 1, 2005, the proportion of promotional appointments was typically higher than new hires. FY 2006 data shows a reversal of past trends. New hires now exceed promotional appointments by 6%.

- Possible causes for this new balance include:
  - Less restrictive candidate referral requirements as a function of civil service reform changes that became effective on 7-1-05
  - Agencies report that emphasis on competency-based, position-specific recruitment allows for more equal balance of new hires to promotionals

- Some agencies indicate that they are training supervisors on how to carefully select for those skills that are most critical to the organization, rather than broad brush credentials

- A few agencies use exit interviews to analyze why people leave during the review period

Action:

- Develop a standard set of exit interview questions that agencies can use to assess why newly appointed individuals leave before completing the review period

Reporting Period: July 1, 2005 – June 22, 2006
*Group 1 agencies are not included in the April, May and June 2006 data since they had converted to HRMS.
- Group 1 Employee Count = 5,709
- Group 2 Employee Count = 52,124
Source: HR Data Warehouse

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

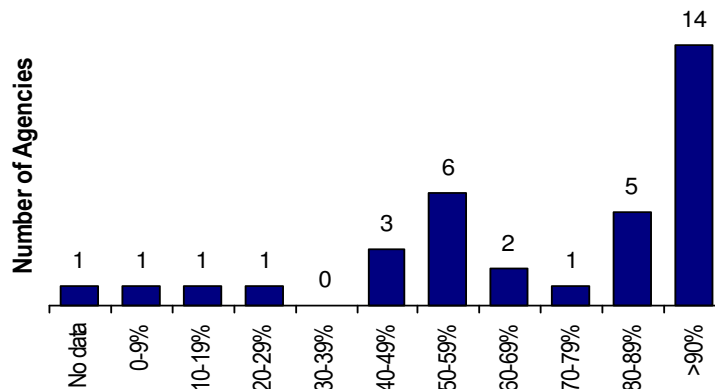Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Number & type of non-disciplinary grievance, appeals, and disposition

Worker Comp claims (TBD)

Employees who have current performance expectations = 64% statewide*

Percent Employees with Current Performance Expectations

1 reporting agency did not submit data for this measure
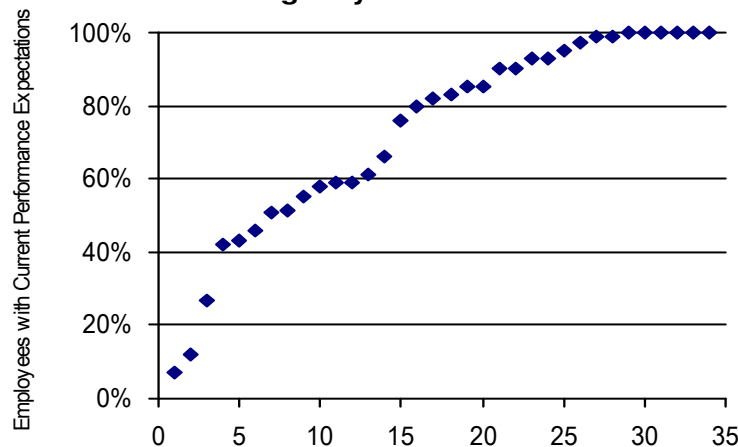
Per Agency Distribution

* Estimated based on agency size
Data as of July 2006
Source: Agency HR Management Reports Oct 2006 (35 agencies reporting)

Analysis:

- This data is derived from agencies' HR Management Reports that were submitted to DOP in October 2006.

- The percent of "Current Performance Expectations" is typically determined by whether Part 1 of the employee's PDP is current. This means documented performance expectations that are measurable and clearly linked to the goals of the organization.

- Some agencies indicated in their HR Management Report that they have a clear mandate from the agency executive that supervisors are accountable for documenting current performance expectations. Some monitor this in internal GMAP sessions.

- 14 agencies indicated that they have an action plan to achieve current performance expectations for all employees. Successful completion of these action plans would increase the statewide percentage by roughly 25%.

- 11 agencies indicated no action plan <u>and</u> had less than 90% current performance expectations.

- One agency pointed out that although only one-fourth of their employees have current performance expectations documented, nearly 90% of employees surveyed say they know what is expected of them on the job. Likewise, on a statewide basis, while only 64% have current performance expectations, 84% of those surveyed say they know what is expected of them at work.

- The question then becomes whether what an employee thinks they are supposed to be doing when they come into work is the same as management's priorities. It would also be interesting to ask employees if they know how their performance is measured.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

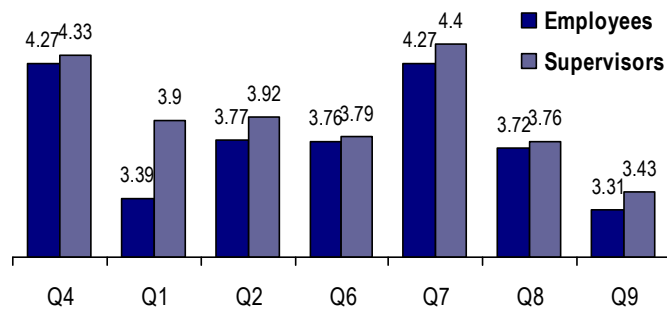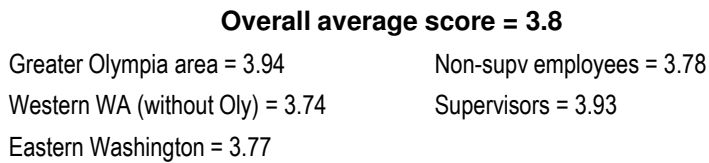**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Number & type of non-disciplinary grievance, appeals, and disposition

Worker Comp claims (TBD)

## Employee Survey "Productive Workplace" Ratings

Ave

Q4. I know what is expected of me at work.

| 2% | 3% | 8% | 37% | 47% | % | **4.3** |

Q1. I have opportunity to give input on decisions affecting my work.

| 8% | 12% | 23% | 32% | 22% | 2% | **3.5** |

Q2. I receive the information I need to do my job effectively.

| 2% | 7% | 19% | 48% | 21% | % | **3.8** |

Q6. I have the tools and resources I need to do my job effectively.

| 3% | 8% | 18% | 45% | 22% | % | **3.8** |

Q7. My supervisor treats me with dignity and respect.

| 4% | 5% | 8% | 23% | 57% | % | **4.3** |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 7% | 10% | 19% | 29% | 33% | % | **3.7** |

Q9. I receive recognition for a job well done.

| 11% | 14% | 24% | 26% | 22% | % | **3.3** |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score = 3.8

Greater Olympia area = 3.94   Non-supv employees = 3.78

Western WA (without Oly) = 3.74   Supervisors = 3.93

Eastern Washington = 3.77

Source: Statewide Employee Survey April 2006   N = 36,440 (58%)

■ Employees
■ Supervisors

	Q4	Q1	Q2	Q6	Q7	Q8	Q9
Employees	4.27	3.39	3.77	3.76	4.27	3.72	3.31
Supervisors	4.33	3.9	3.92	3.79	4.4	3.76	3.43

Highlights:

- 80% indicate that their supervisor treats them with dignity and respect

- Approximately 2/3rd of respondents feel they have the information, tools, and resources to do their job

- While 84% indicate that they know what is expected of them at work, only 64% have current performance expectations documented. See analysis in slide 9.

- Only 62% receive regular feedback and nearly 50% of respondents indicate that they never-to-occasionally receive recognition for a job well done

- 71% of supervisors agree that they have the opportunity to give input on decisions affecting their work, as compared to 52% of non-supervisory employees

Action:

- At the request of the Governor, DOP has convened an interagency focus group to identify high scoring agencies' best practices on survey questions 8 and 9. Findings will be presented at the Governor's GMAP on January 17, 2007.
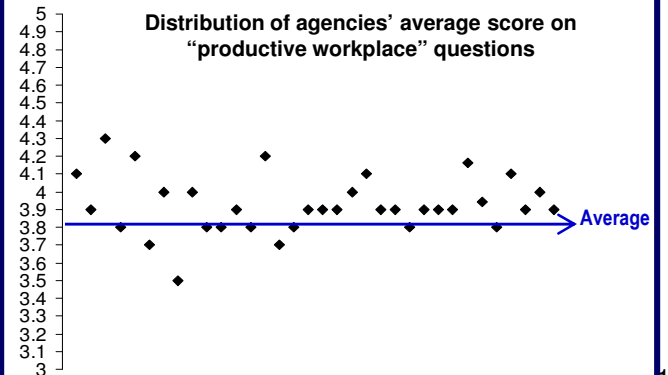
Distribution of agencies' average score on "productive workplace" questions

Average

Deploy Workforce

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

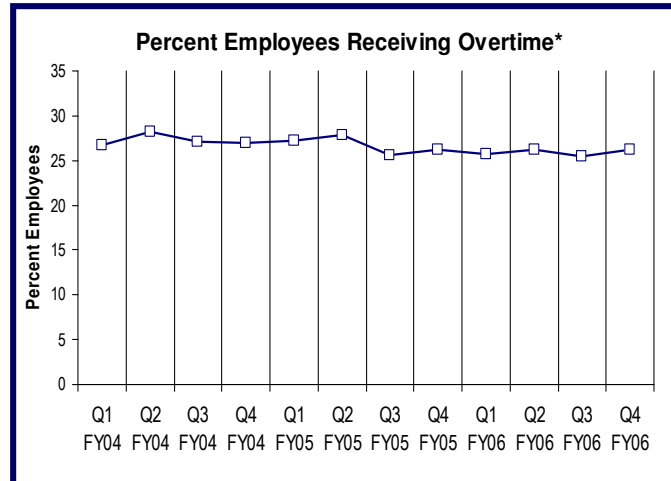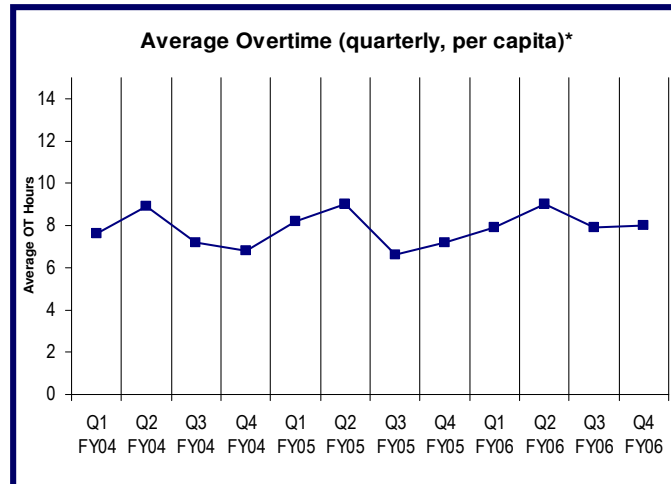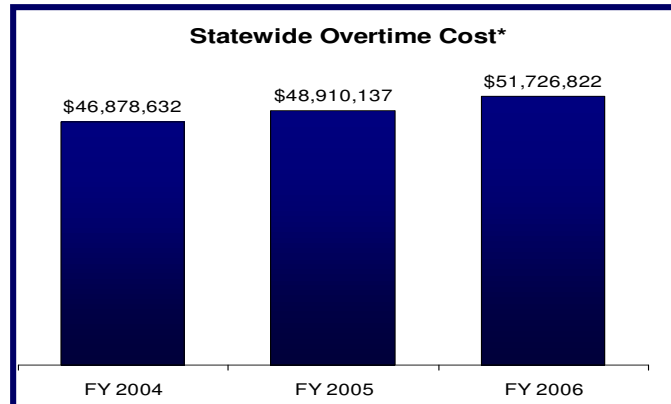Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Number & type of non-disciplinary grievance, appeals, and disposition

Worker Comp claims (TBD)

Statewide Overtime Cost*

$46,878,632 — FY 2004
$48,910,137 — FY 2005
$51,726,822 — FY 2006

Average Overtime (quarterly, per capita)*

Percent Employees Receiving Overtime*

Analysis:

- DNR is excluded from the data and analysis shown as their values cause extreme skewing due to fire season.

- 3 agencies make up 81-83% of the overtime usage and costs:
    - Dept of Corrections
    - Dept of Social & Health Services
    - Dept of Transportation

- The total overtime cost increase shown in FY 2006 (up $2.8M from FY 2005) is likely due to the 3.2% across the board salary increases for that year.

- There has been speculation that overtime usage might decline in FY 2006 due to civil service reform modifications. Data indicates a slight drop from average usage of 26.7% in FY 05 to 25.9% in FY 06.

- Fiscal year second quarter peaks appear to be driven primarily from overtime usage in the DOC and DSHS institutions. This likely due to holiday coverage, but is also correlated to sick leave use.

- The need for overtime usage is also impacted by vacancy rates in the institutions, especially the correctional facilities

Data as of June 22, 2006
*Group 1 Agencies are not included in the April, May and June 2006 data since they had converted to HRMS.
- Group 1 Employee Count = 5,709
- Group 2 Employee Count = 52,124
Values for Q4 of FY06 are estimated from data from 5 of 6 pay periods.
*Statewide overtime values do not include DNR
Source: HR Data Warehouse

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

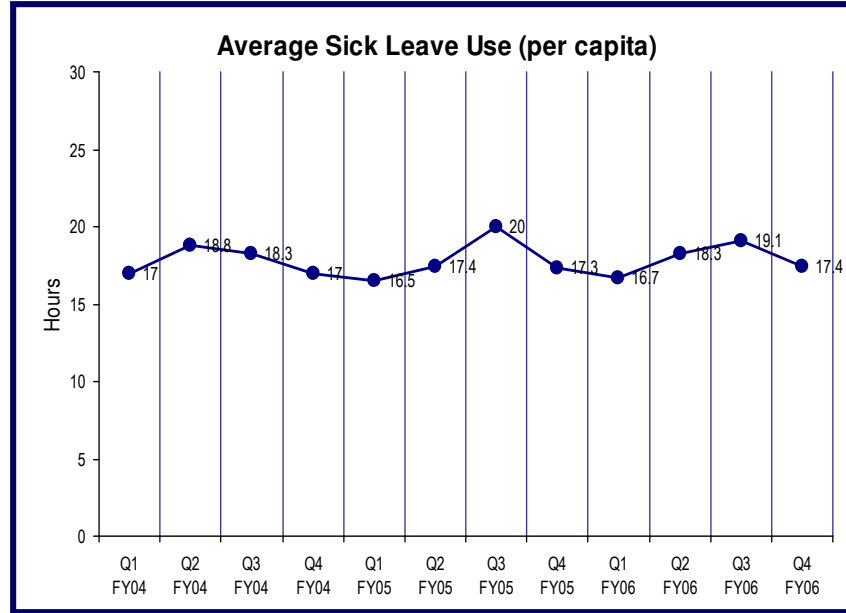Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Number & type of non-disciplinary grievance, appeals, and disposition

Worker Comp claims (TBD)

Average Sick Leave Use (per capita)

	Average Sick Leave use per quarter, per capita	Percent of Sick Leave earned	Average Sick Leave per quarter for just those who took sick leave	Percent of Sick Leave earned
Statewide	**17.8 hours**	**74%**	**22.8 hours**	**95%**

Quarterly average FY04-FY06

Analysis:

- Not surprisingly, sick leave use tends to peak during the winter months (during FY quarters 2 and 3).

- At present, there is no mechanism to track unplanned sick leave use at the enterprise level. It is hypothesized that a strong correlation exists between unplanned leave and overtime usage, especially in institutional settings.

- The table is intended to help respond to the question as to whether employees tend to use sick leave as soon as it is earned.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

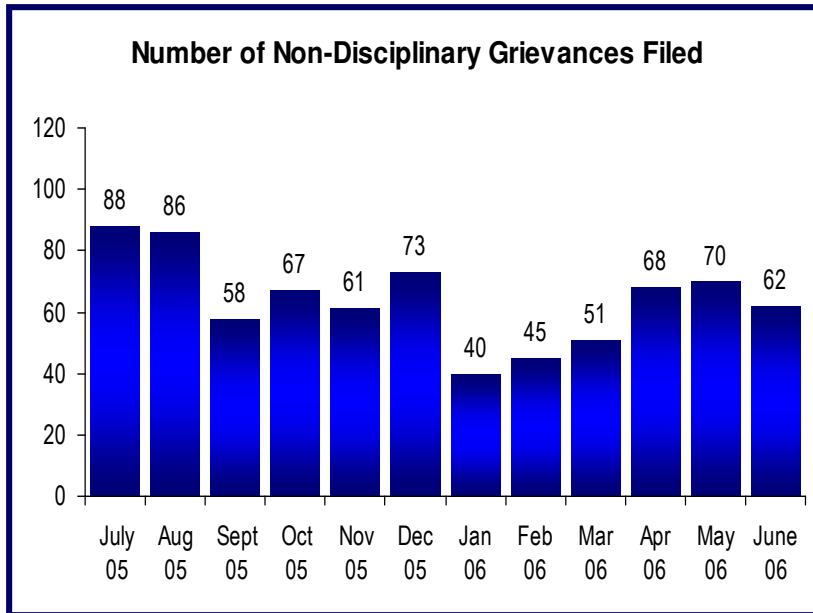Employee survey ratings on "productive workplace" questions
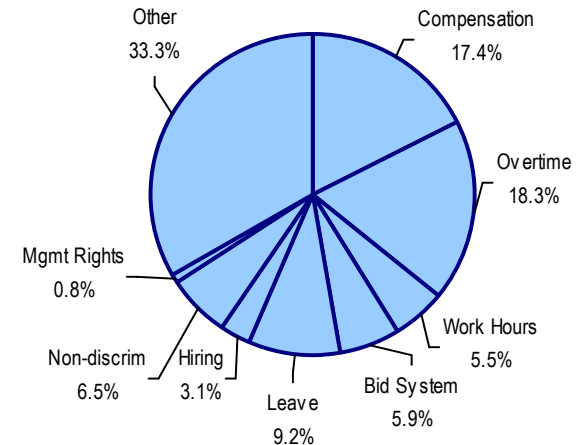
Overtime usage

Sick leave usage

Number & type of non-disciplinary grievance, appeals, and disposition

Worker Comp claims (TBD)

Non-Disciplinary Grievances
(represented employees)

Number of Non-Disciplinary Grievances Filed

Bar chart values: July 05: 88, Aug 05: 86, Sept 05: 58, Oct 05: 67, Nov 05: 61, Dec 05: 73, Jan 06: 40, Feb 06: 45, Mar 06: 51, Apr 06: 68, May 06: 70, June 06: 62

FY 06 Total Non-Disciplinary Grievances = 769

Pie chart: Other 33.3%, Compensation 17.4%, Overtime 18.3%, Work Hours 5.5%, Bid System 5.9%, Leave 9.2%, Hiring 3.1%, Non-discrim 6.5%, Mgmt Rights 0.8%

Top 10 Agencies	# of Non-Disciplinary Grievances	% of all non-disciplinary Grievances
Dept of Soc. & Health Services	233	30.26%
Dept of Corrections	174	22.60%
Dept of Labor & Industries	62	8.05%
WA State Patrol	43	5.58%
Dept of Transportation	39	5.06%
Liquor Control Board	34	4.42%
Dept of Fish & Wildlife	28	3.64%
Dept of Natural Resources	21	2.73%
Dept of Ecology	19	2.47%
Dept of Licensing	17	2.21%

Data as of July 2006
Source: Labor Relations Office

Analysis:

- Statewide data on the disposition of grievances during FY 2006 is not yet available from the state's Labor Relations Office.

- The data shown is for non-disciplinary grievances only. Data for disciplinary grievances is shown in slide 19.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

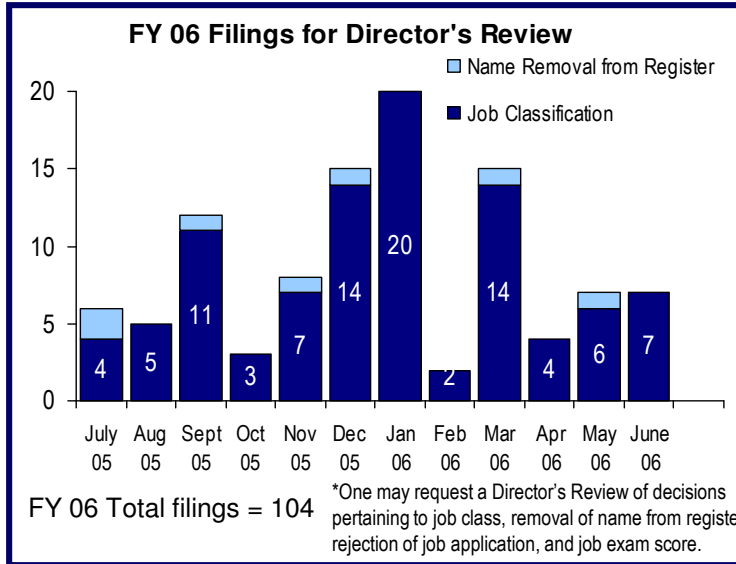Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Number & type of non-disciplinary grievance, appeals, and disposition**

Worker Comp claims (TBD)

Non-Disciplinary Appeals
(mostly non-represented employees)

FY 06 Filings for Director's Review

Legend: Name Removal from Register; Job Classification

Values by month:
- July 05: 4 (total 6)
- Aug 05: 5
- Sept 05: 11 (total 12)
- Oct 05: 3
- Nov 05: 7 (total 8)
- Dec 05: 14 (total 15)
- Jan 06: 20
- Feb 06: 2
- Mar 06: 14 (total 15)
- Apr 06: 4
- May 06: 6 (total 7)
- June 06: 7

FY 06 Total filings = 104

*One may request a Director's Review of decisions pertaining to job class, removal of name from register, rejection of job application, and job exam score.

FY 06 Filings with PRB/PAB

Legend: Layoff; Disability Separation; Job Classification

- Layoff: 9
- Disability Separation: 4
- Job Classification: 14

Non-Disciplinary appeals only are shown above. Disciplinary appeals are displayed in slide #20.
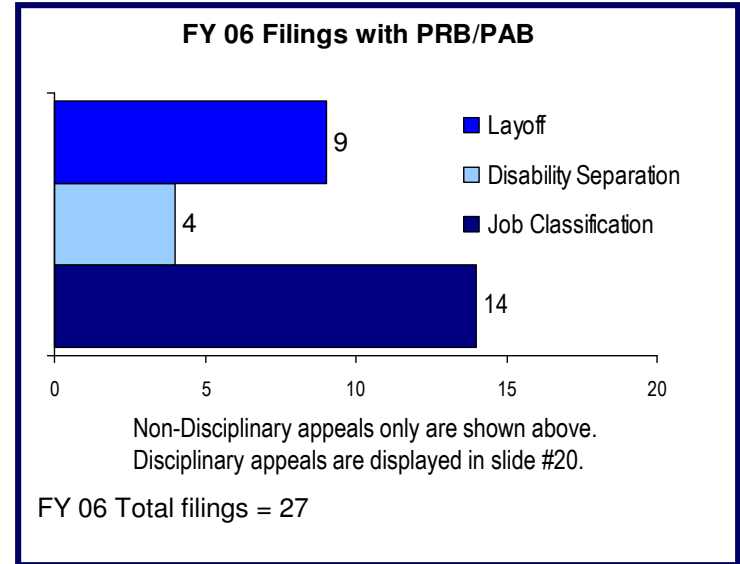
FY 06 Total filings = 27

There is no one-to-one correlation between the filings in FY 2006 shown above and the outcomes displayed in the chart below. The time lag between filing date and when a decision is rendered can cross fiscal years.

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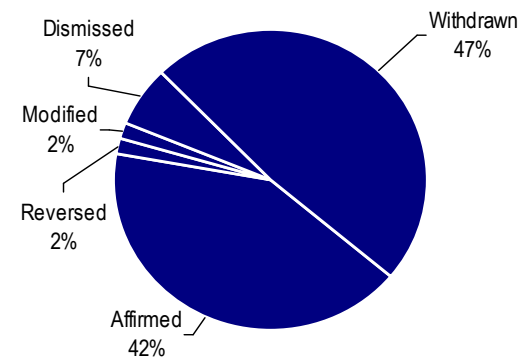### FY 06 Director's Review Outcomes

- Withdrawn 29%
- Affirmed 51%
- No Jurisdiction 4%
- Modified 3%
- Reversed 13%
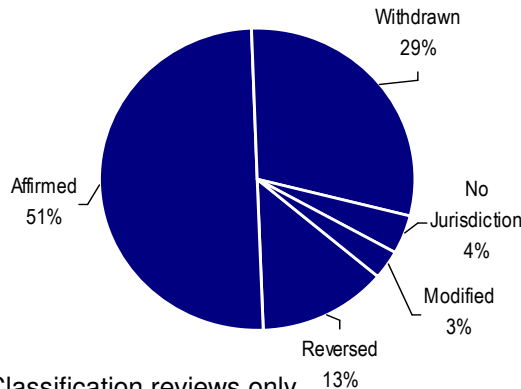
Job Classification reviews only
Total outcomes = 68

FY 06 PRB/PAB Outcomes

- Dismissed 7%
- Modified 2%
- Reversed 2%
- Affirmed 42%
- Withdrawn 47%

Total outcomes = 60

Data as of July 2006
Source: DOP LAD
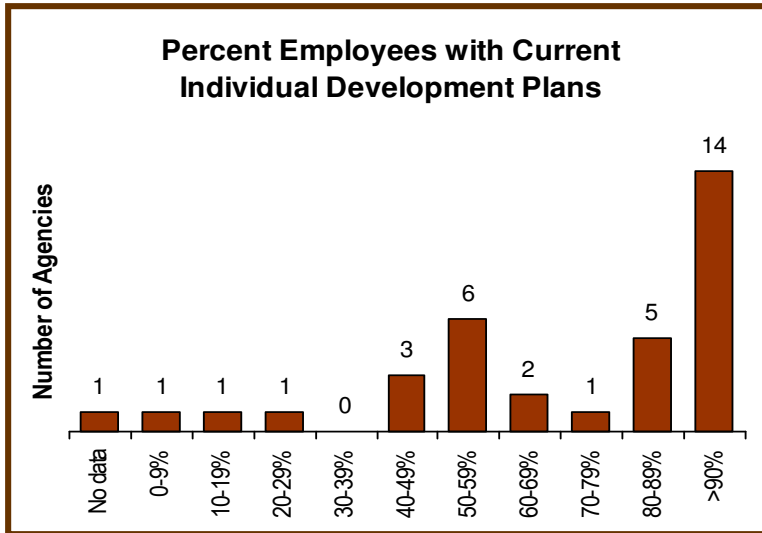
14

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "training & development" questions

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Employees who have current Individual Development Plans (IDPs) = 64% statewide*

Percent Employees with Current Individual Development Plans

Number of Agencies

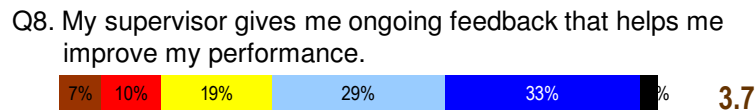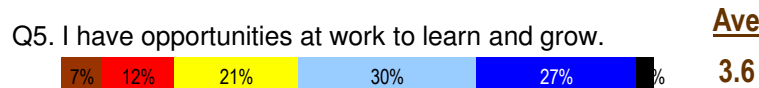| Category	Value
No data	1
0-9%	1
10-19%	1
20-29%	1
30-39%	0
40-49%	3
50-59%	6
60-69%	2
70-79%	1
80-89%	5
>90%	14

1 reporting agency did not submit data for this measure

Analysis:

- Upon review of agencies HR Management Reports, 12 appear to have action plans to achieve current IDPs for all employees. Fully achieving these action plans would increase the statewide percentage by roughly 17%.

- 15 agencies indicated no action plan <u>and</u> had less than 90% current IDPs.

- With regard to employee survey results, only 55% of employees indicate that they have opportunities to learn and grow, as compared to 70% of supervisory employees.

- Approximately 36% of both supervisors and employees indicate that they never-to-occasionally receive ongoing feedback from their supervisor that helps them improve their performance.

Employee Survey "Training & Development" Ratings

Ave

Q5. I have opportunities at work to learn and grow.

| 7% | 12% | 21% | 30% | 27% | % |

3.6

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 7% | 10% | 19% | 29% | 33% | % |

3.7

Distribution of agencies' average score on "training & development" questions

Average

Overall average score = 3.7 Non-supv employees = 3.62

Supervisors = 3.83

Greater Olympia area = 3.77

Western WA (minus Oly) = 3.60

Eastern Washington = 3.62

	Q5	Q8
Employees	3.5	3.7
Supervisors	3.9	3.8
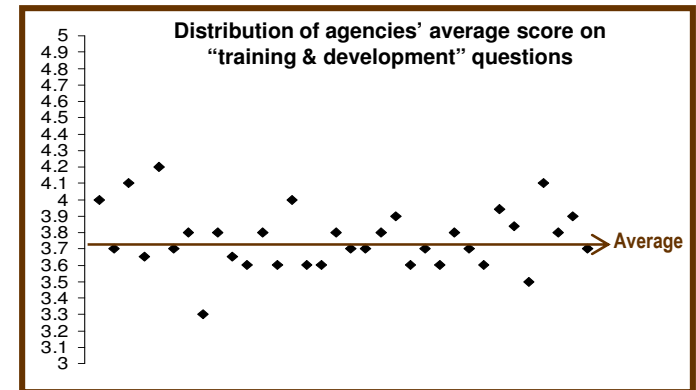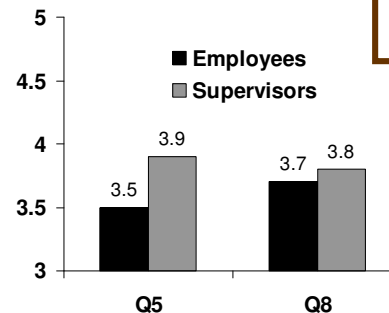
* Estimated based on agency size

Source: Agency HR Management Reports Oct 2006 (35 agencies reporting)

State Employee Survey April 2006   N = 36,440 (58%)

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Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
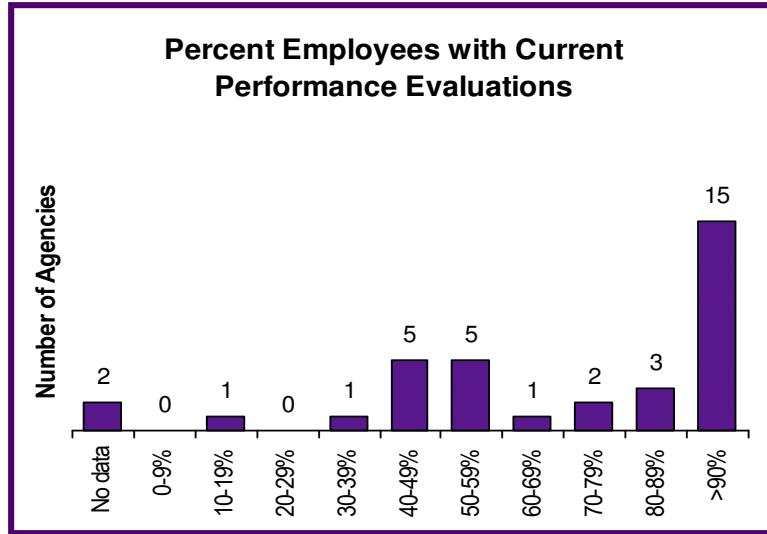
Performance Measures

Percent employees and managers with current annual performance evaluations

Employee survey ratings on "performance and accountability" questions

Number/type of disciplinary issues, actions, grievances, appeals, and disposition

Recognition program measure (TBD)

Employees who have current performance evaluations = 63% statewide*

Percent Employees with Current Performance Evaluations

2 reporting agencies did not provide specific data for this measure

Per Agency Distribution
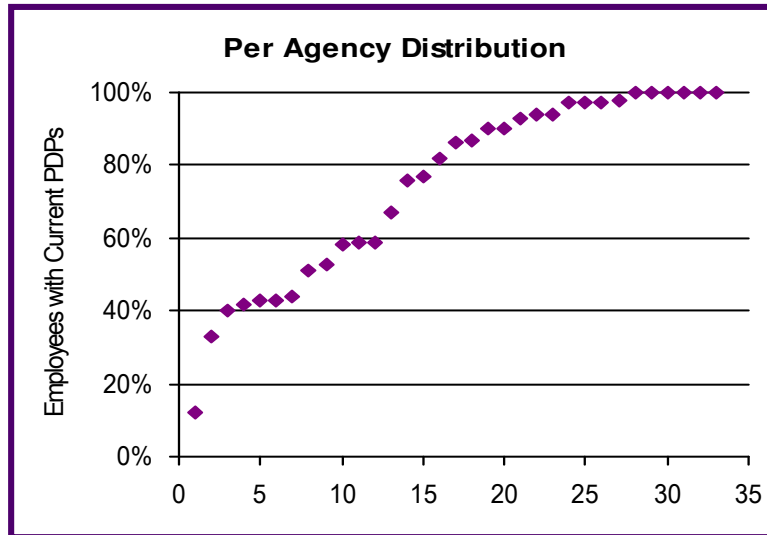
Analysis:

- Annual performance evaluations are required by statute. In the past, most agencies conducted evaluations on the employee's anniversary date. Today, many agencies are transitioning to all-agency, once-a-year timing. During this transition period, the reported completion percentage may be impacted.

- Upon review of agencies' HR Management Reports, 12 appear to have action plans to achieve current performance evaluations for all employees. Fully achieving these action plans would increase the statewide percentage by roughly 19%.

- 14 agencies indicated no action plan <u>and</u> had less than 90% current performance evaluations.

- In the 15 agencies that have 90-100% of performance evaluations completed, 59% of employees say the evaluation provides meaningful information.

- On a statewide basis, although 63% of workforce has a current performance evaluation, only 51% of employees indicate that their performance evaluation provides them with meaningful information about their performance. Reference slide 17 for survey data.

* Estimated based on agency size
Data as of July 2006
Source: Agency HR Management Reports Oct 2006 (35 agencies reporting)

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Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
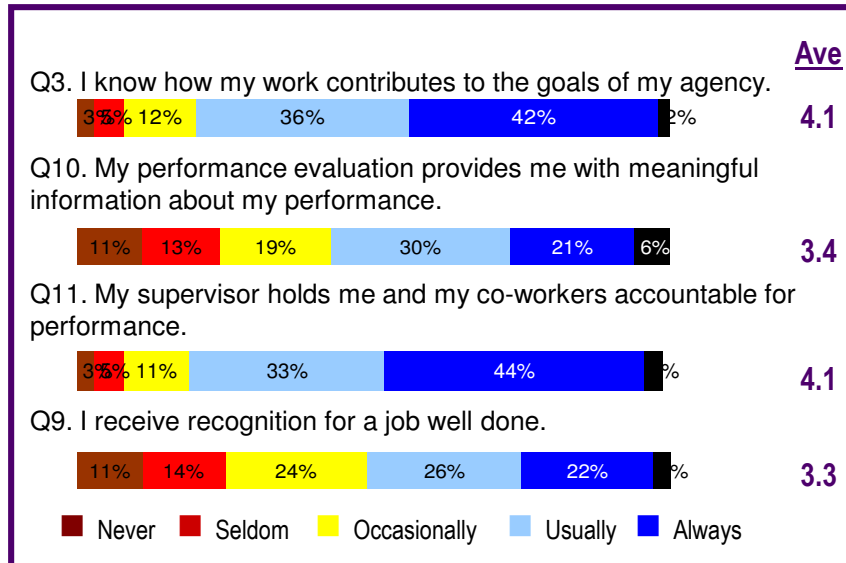
Performance Measures

Percent employees and managers with current annual performance evaluations

Employee survey ratings on "performance and accountability" questions

Number/type of disciplinary issues, actions, grievances, appeals, and disposition
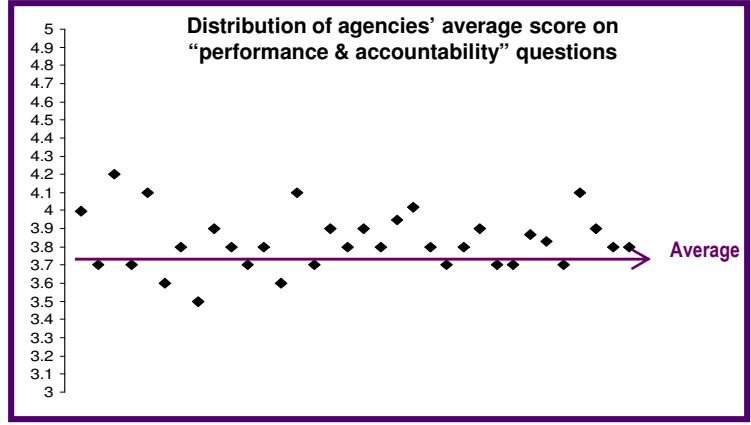
Recognition program measure (TBD)

Employee Survey "Performance & Accountability" Ratings

Ave

Q3. I know how my work contributes to the goals of my agency.
| 3% | 5% | 12% | 36% | 42% | 2% | **4.1** |

Q10. My performance evaluation provides me with meaningful information about my performance.
| 11% | 13% | 19% | 30% | 21% | 6% | **3.4** |

Q11. My supervisor holds me and my co-workers accountable for performance.
| 3% | 5% | 11% | 33% | 44% | % | **4.1** |

Q9. I receive recognition for a job well done.
| 11% | 14% | 24% | 26% | 22% | % | **3.3** |

■ Never ■ Seldom ▢ Occasionally ▢ Usually ■ Always

Overall average score = 3.7

Non-supv employees = 3.73
Supervisors = 3.85
Greater Olympia area = 3.84
Western WA (without Oly) = 3.69
Eastern Washington = 3.72

■ Employees ▢ Supervisors

	Q3	Q10	Q11	Q9
Employees	4.1	3.4	4.1	3.3
Supervisors	4.3	3.4	4.3	3.4

Distribution of agencies' average score on "performance & accountability" questions
→ Average

Analysis:

- Approximately 78% of employees say that they know how their work contributes to the goals of their agency, and that they are held accountable for performance.

- Although 63% of employees statewide have current performance evaluations, only 51% of employees indicate that their performance evaluation provides them with meaningful information.

- A number of agencies have indicated in their HR Management Reports and/or other venues that they are providing training and consultation to supervisors on how to do effective performance evaluations.

- See also data and analysis in slide 20.

Action:

- At the request of the Governor, DOP and the HR Management Advisory Group convened an interagency focus group to address the lowest scoring employee survey questions (including #9 and #10). The focus group represented agencies that scored highest on these questions. Findings are now being compiled, with the objective of identifying best practices that can be shared with other agencies. The findings will be presented at the Governor's GMAP forum scheduled for January 17, 2007.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
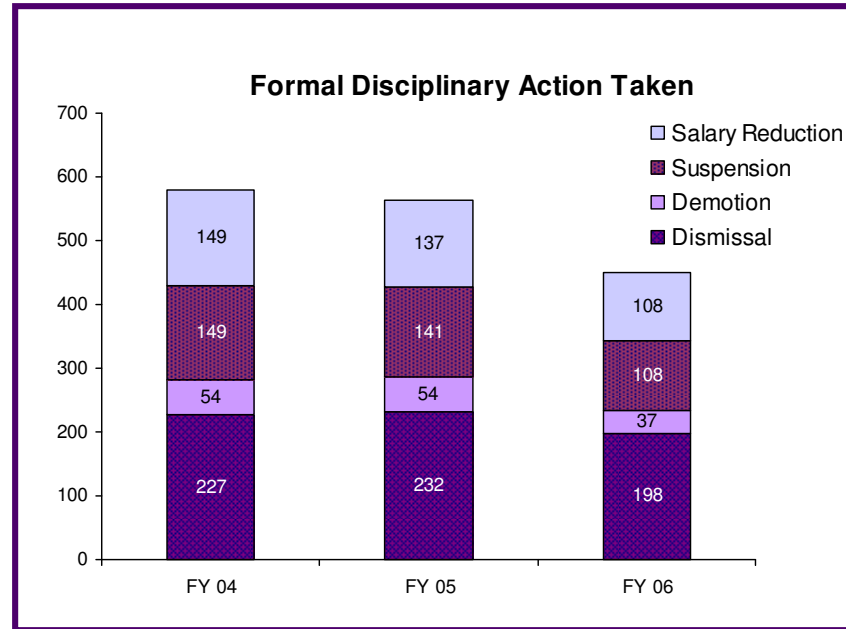
Performance Measures

Percent employees and managers with current annual performance evaluations

Employee survey ratings on "performance and accountability" questions

Number/type of disciplinary issues, actions, grievances, appeals, and disposition

Recognition program measure (TBD)

Formal Disciplinary Actions, Appeals, Grievances

Formal Disciplinary Action Taken

	FY 04	FY 05	FY 06
Salary Reduction	149	137	108
Suspension	149	141	108
Demotion	54	54	37
Dismissal	227	232	198

Issues Leading to Disciplinary Action

# Agencies	Issue	# Agencies	Issue
9	Inadequate/Poor Performance	1	Loss of driver's license following DUI
6	Misuse of State Resources / Ethics Violation	1	Failure to complete work assignments and comply with work schedule
6	Misconduct / Inappropriate comments & behavior	1	Abuse of Position
4	Insubordination and unprofessional conduct	1	Falsifying documents
3	Not following agency policy/procedures	1	Inappropriate offender contact
3	Sexual harassment	1	Loss of keys
3	Ethics Violation	1	Failure to call/show to work
3	Attendance	1	Sleeping on duty
2	Confrontational/Disruptive Behavior	1	Confidentiality
2	Failure to follow directions	1	Theft
2	Impaired at work / on duty	1	Sale to minor
1	Failure to communicate w/supervisor regarding absence from work following an arrest	1	Lying to internal investigator
1	Inappropriate use of a state vehicle	1	Inappropriate use of language
		1	Other

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Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
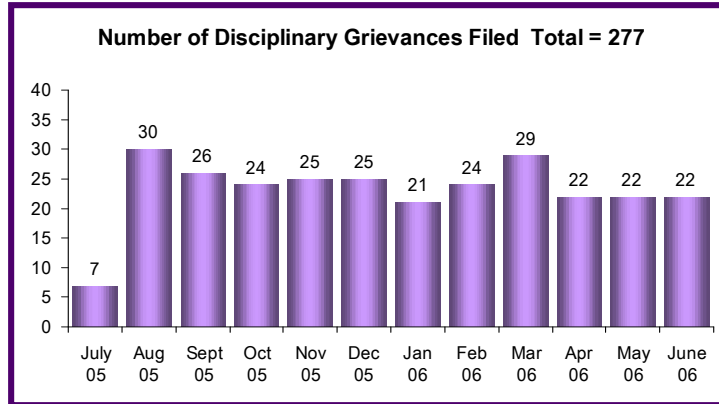
Performance Measures

Percent employees and managers with current annual performance evaluations

Employee survey ratings on "performance and accountability" questions

Number/type of disciplinary issues, actions, grievances, appeals, and disposition
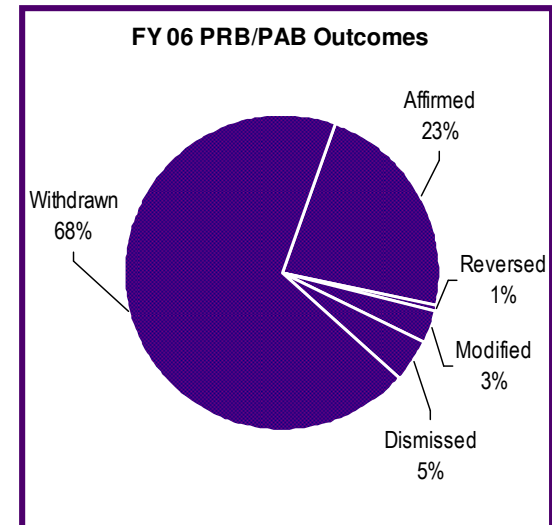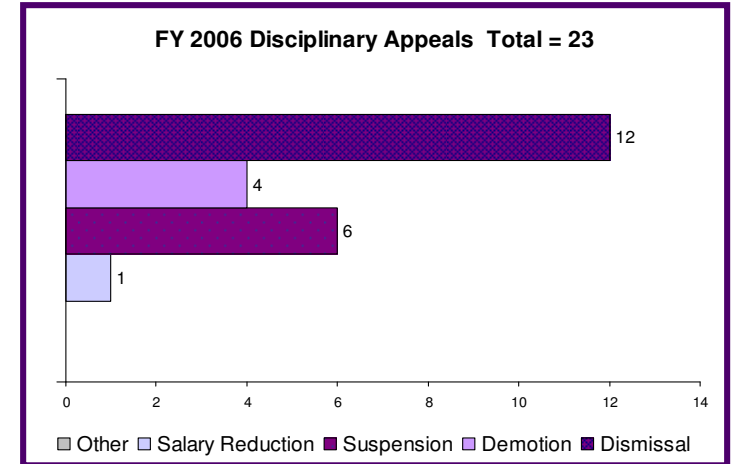
Recognition program measure (TBD)

Disciplinary Grievances (Represented Employees)

Number of Disciplinary Grievances Filed Total = 277

Month	Value
July 05	7
Aug 05	30
Sept 05	26
Oct 05	24
Nov 05	25
Dec 05	25
Jan 06	21
Feb 06	24
Mar 06	29
Apr 06	22
May 06	22
June 06	22

Statewide data on the disposition of disciplinary grievances for FY 2006 was not available

Top 10 Agencies	# of Disciplinary Grievances	% of all Disciplinary Grievances
Dept of Soc. & Health Services	96	34.66%
Dept of Corrections	82	29.60%
Liquor Control Board	19	6.86%
Dept of Transportation	12	4.33%
Employment Security Dept	11	3.97%
Dept of Labor & Industries	9	3.25%
WA State Patrol	7	2.53%
Dept of Health	6	2.17%
Dept of Natural Resources	5	1.81%
Dept of Revenue	5	1.81%

Disciplinary Appeals (Non-Represented Employees)

FY 2006 Disciplinary Appeals Total = 23

- Dismissal: 12
- Demotion: 4
- Suspension: 6
- Salary Reduction: 1

Legend: Other, Salary Reduction, Suspension, Demotion, Dismissal

FY 06 PRB/PAB Outcomes

- Withdrawn 68%
- Affirmed 23%
- Reversed 1%
- Modified 3%
- Dismissed 5%

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

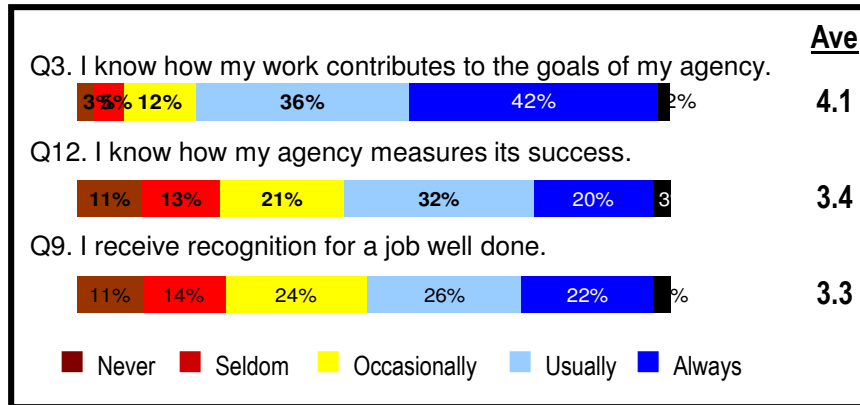**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate of key occupational categories (TBD)
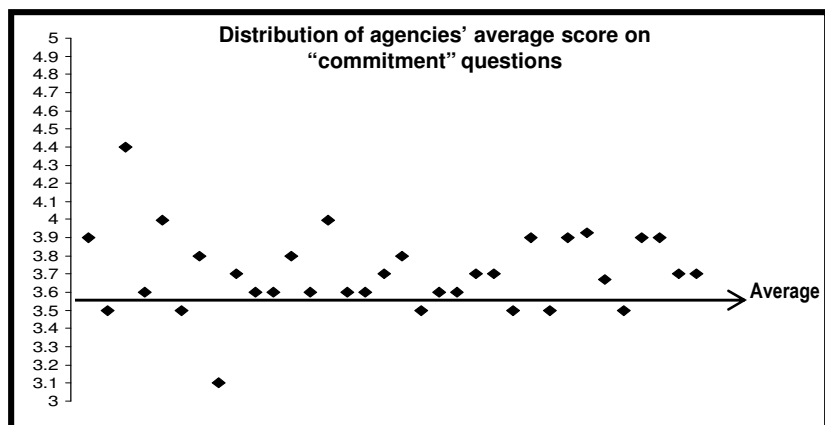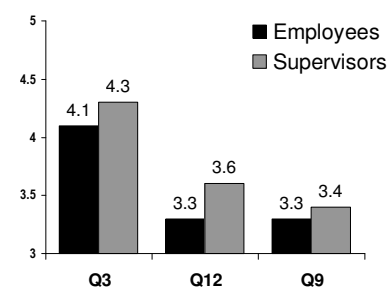
Workforce and diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Ave

Q3. I know how my work contributes to the goals of my agency.
| 3% | 5% | 12% | 36% | 42% | 2% |

4.1

Q12. I know how my agency measures its success.
| 11% | 13% | 21% | 32% | 20% | 3 |

3.4

Q9. I receive recognition for a job well done.
| 11% | 14% | 24% | 26% | 22% | % |

3.3

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score = 3.6

Non-supv employees = 3.57

Supervisors = 3.77

Greater Olympia area = 3.76

Western WA (without Oly) = 3.53

Eastern Washington = 3.58

Bar chart:
■ Employees ■ Supervisors
- Q3: 4.1, 4.3
- Q12: 3.3, 3.6
- Q9: 3.3, 3.4

Distribution of agencies' average score on "commitment" questions

(scatter plot with Average line)

Analysis:

- Although 78% of employees indicate that they know how their work contributes to the goals of the agency, 45% do not have a good feel for how the agency measures success against those goals.

- In a performance-based culture, recognition should be tied to performance that is clearly linked to progress in successfully achieving the agency's priorities. The low ratings on knowledge of agency success measures parallel the low survey ratings on recognition, although it is not known if there is a causal relationship.

- Informal discussions with agency HR managers suggest that the low recognition ratings relate to day-to-day informal recognition, as opposed to more formal ceremonies.

Action:

- At the request of the Governor, DOP and the HR Management Advisory Group convened an interagency focus group to address the lowest scoring employee survey questions (including #9 and #12). The focus group represented agencies that scored highest on these questions. Findings are now being compiled, with the objective of identifying best practices that can be shared with other agencies. The findings will be presented at the Governor's GMAP forum scheduled for January 17, 2007.

Data as of April 2006
Source: Statewide Employee Survey N = 36,440 (58%)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

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The state has the workforce breadth and depth needed for present and future success

Performance Measures
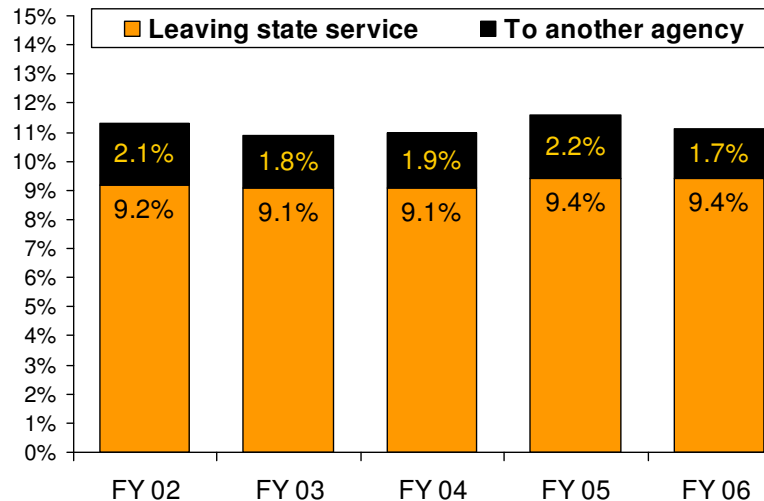
Employee survey ratings on "commitment" questions

Turnover rates and types
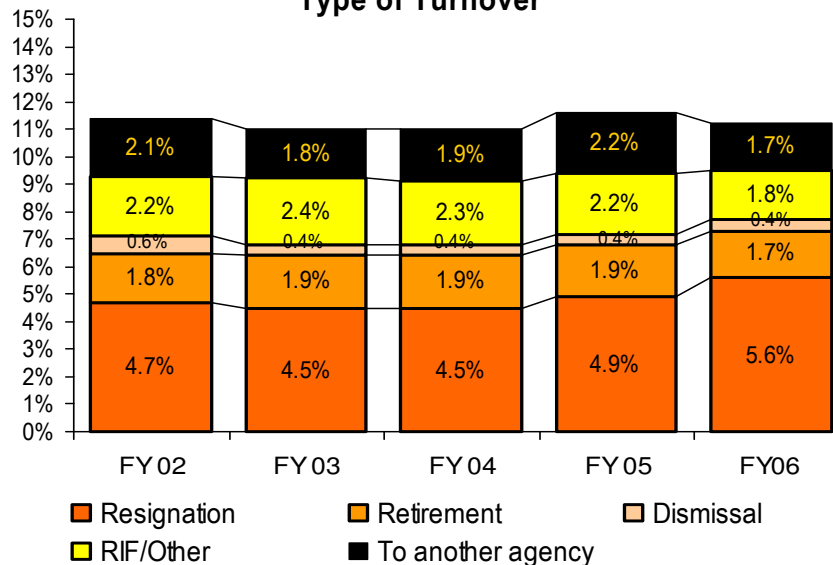
Turnover rate of key occupational categories (TBD)

Workforce and diversity profile

Retention measure (TBD)

Statewide Turnover

Legend: Leaving state service ■ To another agency

	FY 02	FY 03	FY 04	FY 05	FY 06
To another agency	2.1%	1.8%	1.9%	2.2%	1.7%
Leaving state service	9.2%	9.1%	9.1%	9.4%	9.4%

Type of Turnover

	FY 02	FY 03	FY 04	FY 05	FY06
To another agency	2.1%	1.8%	1.9%	2.2%	1.7%
RIF/Other	2.2%	2.4%	2.3%	2.2%	1.8%
Dismissal	0.6%	0.4%	0.4%	0.4%	0.4%
Retirement	1.8%	1.9%	1.9%	1.9%	1.7%
Resignation	4.7%	4.5%	4.5%	4.9%	5.6%

Legend: ■ Resignation ■ Retirement ▢ Dismissal ▢ RIF/Other ■ To another agency

Analysis:

- On a statewide basis, employees leaving state service has maintained a steady rate of about 9.2% over the past five years. There has been a slight increase in the past two years.

- Despite the aging workforce data and concerns of baby boomer retirement projections, turnover due to retirement has not increased on a statewide level.

  Retirement pockets: It is noted that some agencies and some occupational groups are more vulnerable to retirement turnover.

- The most significant increase in type of turnover is resignation. Since FY 04, resignations have increased by 1.1% (from 4.5% to 5.6%)

  Resignation pockets: It is noted that some agencies and some occupational groups are more vulnerable to resignation turnover.

- Agencies' HRM Reports indicate the need to analyze exit interview data to determine why people resign and what the best strategies are to address this issue.

Action:

- Analyze pocket retirement and resignation data and challenges

- Assess/develop statewide workforce planning needs and approach

- Develop standard exit interview questions for agency use and statewide data

Data as of June 22, 2006
Group 1 agencies are not included in the April-June 2006 data since they had converted to HRMS. Group 1 = 5,709. Group 2 = 52,124   Source: HR Data Warehouse

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ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

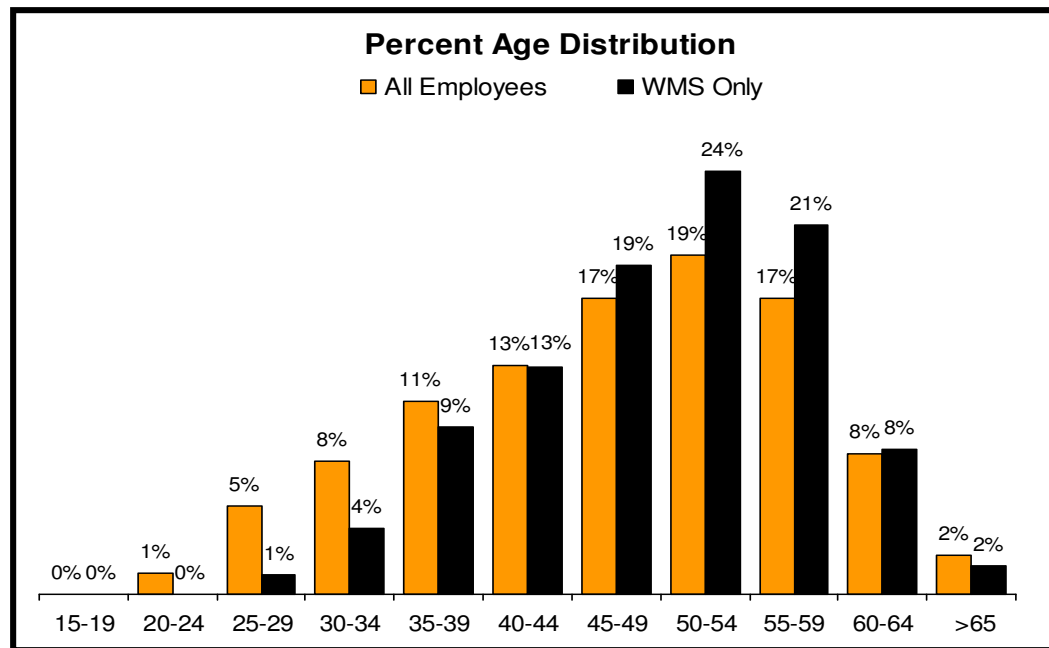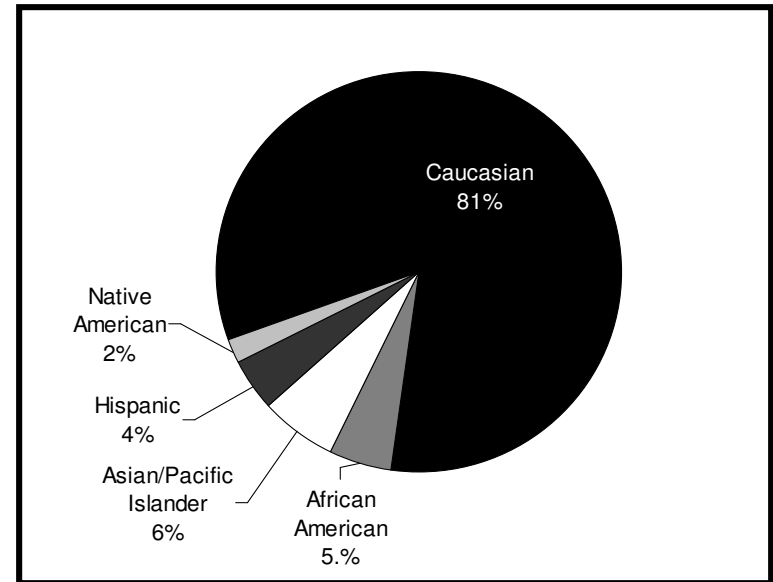Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate of key occupational categories (TBD)

Workforce and diversity profile

Retention measure (TBD)

Diversity Profile

Women	52%
Persons with disabilities	5%
Vietnam Veterans	7%
Disabled Veterans	2%
People of color	17.5%
Persons over 40	76%

Caucasian 81%

Native American 2%

Hispanic 4%

Asian/Pacific Islander 6%

African American 5.%

Percent Age Distribution

■ All Employees ■ WMS Only

Age	All Employees	WMS Only
15-19	0%	0%
20-24	1%	0%
25-29	5%	1%
30-34	8%	4%
35-39	11%	9%
40-44	13%	13%
45-49	17%	19%
50-54	19%	24%
55-59	17%	21%
60-64	8%	8%
>65	2%	2%

Approximately 86% of WMS is >40 years old.

Approximately 54% of WMS is >50 years old.

Data as of July 2006
Source: HRMS Business Warehouse (BW)

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