

Fiscal Year 2018

Statewide Human Resources Management Strategy Roll-up Report



State Human Resources Division
Office of Financial Management
March 2019

Table of Contents

- Executive Summary 1
- Key Workforce Strategies..... 3
- Employee Performance Management..... 5
- Modern Work Environment..... 7
- Inclusive and Respectful Work Environments 10
- Workforce Diversity and Inclusion 12
- People with Disabilities 15
- Veterans..... 17
- LGBTQ+ 20
- Appendix 22

To accommodate persons with disabilities, this document is available in alternate formats by calling the Office of Financial Management at 360-902-0599. TTY/TDD users should contact OFM via the Washington Relay Service at 711 or 1-800-833-6388.

Visit our website at www.ofm.wa.gov.

Executive Summary

Background

Executive branch agencies are required to submit an annual Agency Human Resource Management Report. Agencies with fewer than 100 employees submit an abbreviated version. Sixty-five of 81 agencies submitted fiscal year 2018 reports.

A new section was added to the report in 2018 in support of the governor's memo on inclusive and respectful work environments. Agency responses presented in this report will inform the work directed by the governor's memo to identify improvements to policies, training, data and investigations.

Statewide HR Management Strategy Roll-up Report

This report analyzes and provides summary information on key workforce performance measure data, enterprise workforce measures and agency and enterprise strategies. Topics covered are:

- Key workforce issues and strategies
- Employee performance management practices
- Employee engagement and employer of choice strategies
- Modern work environment strategies
- Inclusive and respectful work environments
- Affirmative action employment plans
- Disability employment plans
- Veterans employment plans
- LGBTQ+ inclusion and safe places policies

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 thus are not included in this roll-up report.

Strategy briefing key highlights

Key highlights in the HR Management Strategy Briefing Roll-up Report are:

- The top three agency priorities for FY 2019 are recruitment and retention, employee training and development, and employee engagement.
- Providing the training that employees need to perform their job duties continues to be a performance management best practice.
- A majority of agencies increased access to mobile technology.
- Positions throughout the executive branch have been created to develop and implement diversity, equity and inclusion strategies.
- Agencies continue to develop and implement internal diversity committees and business resource groups.
- Plans that recruit people with disabilities need enhancement.

- Effective veteran employment plans should not be limited to participation in the statewide Veterans Employee Resource Group.
- A majority of agencies do not have policies related to the inclusion of LGBTQ+ employees.

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

Key Workforce Strategies

Brief summary

- Creating a culture that attracts and retains the best employees (recruitment and retention) continues to be the most-reported workforce planning challenge for the upcoming fiscal year.
- Agencies are striving to be an employer of choice and prioritizing workforce-related initiatives.

The top three agency priorities for FY 2019 are recruitment and retention, employee training and development, and employee engagement.

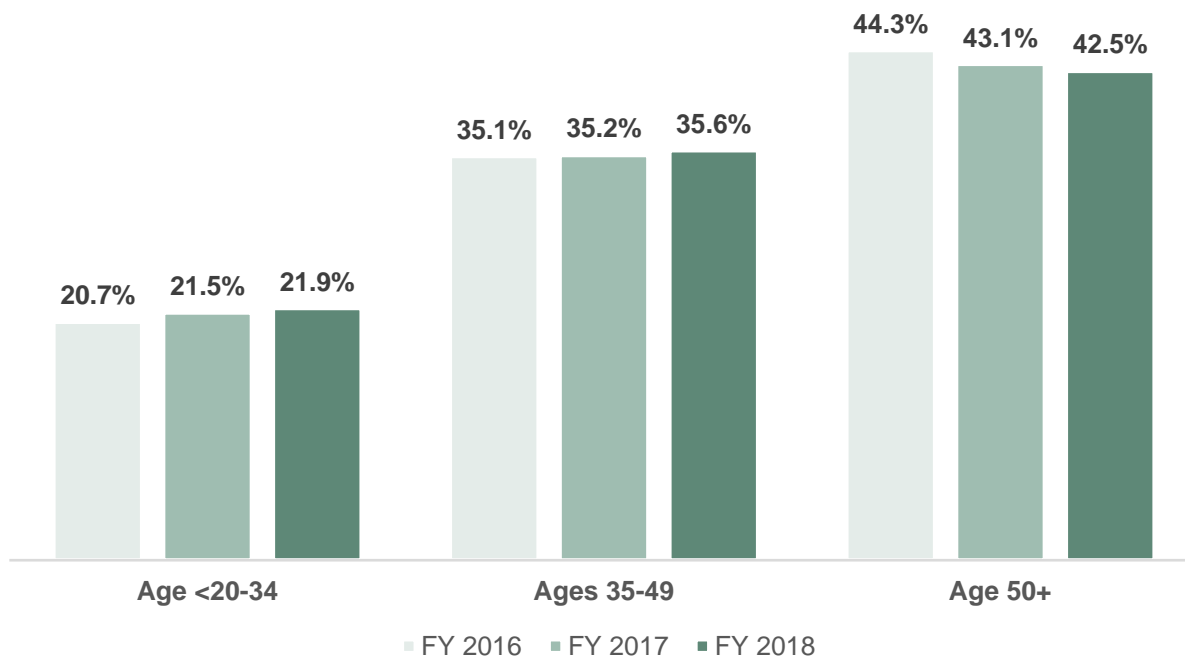
Background

Agencies were asked to outline their strategies to mitigate key workforce challenges. The top three strategies were:

- Recruitment and retention (28 of 39 agencies reporting)
- Employee training and development (23 of 39 agencies reporting)
- Employee engagement (21 of 39 agencies reporting)

The percentage of the workforce 34 years old and younger continues to increase, albeit slowly. At the same time, the percentage of the workforce aged 50 and older continues to decrease, but at a faster rate.

The Number of Millennials and Gen X in the Workforce Continues to Increase.



In FY 2018, the average age of retirees was 64 and the median age of the workforce was 47. Based on the age distribution, we can still reasonably assume that within the next 10 years, many executive branch employees will retire. Most notably, there has been a slight increase in the percentage of employees ages 65 and older, which is a bit lower than last year's total. Nonetheless, 11.4 percent of our workforce could be considered eligible to retire in the next five years.

| Age 50+ | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|---------|
| 50–54 | | 55–59 | | 60–64 | | 65+ | |
| FY 2017 | FY 2018 | FY 2017 | FY 2018 | FY 2017 | FY 2018 | FY 2017 | FY 2018 |
| 13.1% | 12.9% | 14.1% | 13.7% | 11.6% | 11.4% | 4.3% | 4.5% |

Workforce demographic trends

Unlike previous years where there has been a slight increase in the percentage of the workforce identifying as people of color and people with disabilities, this fiscal year both of these groups decreased. Additionally, the number of veterans in the workforce continues to decline. Finally, the percentage of women in the workforce increased very slightly.

| Head Count by Demographic Group | | | | | | | |
|---------------------------------|---------|----------|---------|-----------------|---------|--------------------------|---------|
| Women | | Veterans | | People of Color | | People with Disabilities | |
| FY 2017 | FY 2018 | FY 2017 | FY 2018 | FY 2017 | FY 2018 | FY 2017 | FY 2018 |
| 52.2% | 52.5% | 8.9% | 8.2% | 20.2% | 19.6% | 3.2% | 3.1% |

Summary of strategies

Enterprise strategies

- The full implementation and support of five statewide business resource groups have provided opportunities for subject matter experts and those with a lived identity within a particular group to provide actionable recommendations to State HR on the recruitment, retention and inclusion of minority populations.
- The Statewide Diversity, Equity and Inclusion Council will host a statewide summit on advancing this work by building community and competency among professionals and leaders in the executive branch workforce.
- Continue the use of HR governance committees and enterprise-wide work groups such as the Talent Management Council to identify and help resolve issues on recruitment, retention, inclusion and engagement of our workforce.

Contact information:

Cassie Bordelon, statewide planning and strategy specialist
 Office of Financial Management, State Human Resources Division
Cassie.Bordelon@ofm.wa.gov | 360-480-1799

Employee Performance Management

Providing the training employees need to perform their job duties continues to be a performance management best practice.

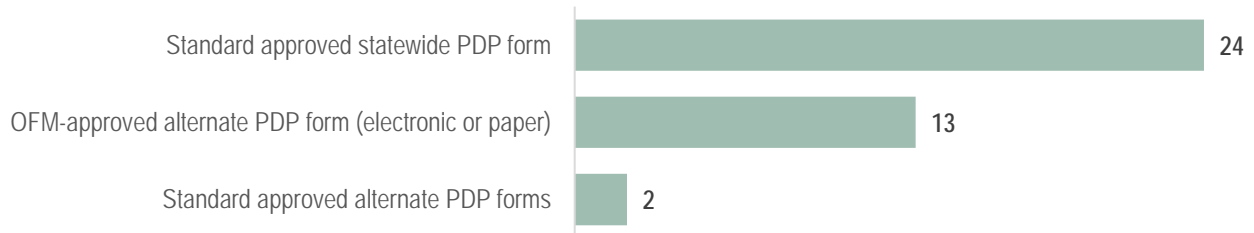
Brief summary

- Agencies reported significant increases in both completed performance expectations and evaluations.
- More than 65 percent of agencies use the standard statewide performance development plan.

Background

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

Which form does your agency use for performance expectations and evaluations?



Summary of strategies

Agency strategies

- Provide the training employees need to perform their job duties.
- 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.
- Set goals and establish a performance plan.
- Conduct regular and frequent coaching.

Enterprise strategies

- State HR and several agencies continue to use insights from the Employee Engagement Survey to improve the employee development and evaluation process. In particular, agencies used responses from survey questions on work connected to goals and ongoing feedback.
- The State HR Choice Performance Confirmation program recognizes agencies for performance management programs that develop employees and enhance a performance-based culture.

Agency successes

- The Department of Ecology trains supervisors and managers on how to complete position descriptions and conduct meaningful evaluations and expectations.
- The Department of Revenue identifies and measures annual performance contracts for senior-level leaders tied to agency goals and outcomes. New supervisors learn how to coach, mentor and conduct performance evaluations.
- The State Lottery Commission's Choice Performance Confirmation plan was approved.

Next steps

- Work with agencies to create new and innovative tools and resources for supervisors and managers to ensure employees understand their role in the agency's success.
- Follow up with agencies to increase awareness of the approval process for using an alternate performance development plan form.
- Market the Choice Performance Program and continue to help agencies apply.

Contact information:

Don Chavez, statewide planning and strategy specialist
Office of Financial Management, State Human Resources Division
Don.Chavez@ofm.wa.gov | 360-407-4125

Modern Work Environment

Brief summary

- Incompatibility with the type of work remained the most-reported barrier (29 of 39 agencies reporting).
- Budget limitations was the second most-reported barrier (20 of 39 agencies reporting).

A majority of agencies increased access to mobile technology in FY 2018.

Background

Washington’s modern workplace strategy initiative is an effort directed by Gov. 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.

**Top Responses to the Question:
Please select the strategies your agency implemented in fiscal year 2018.**



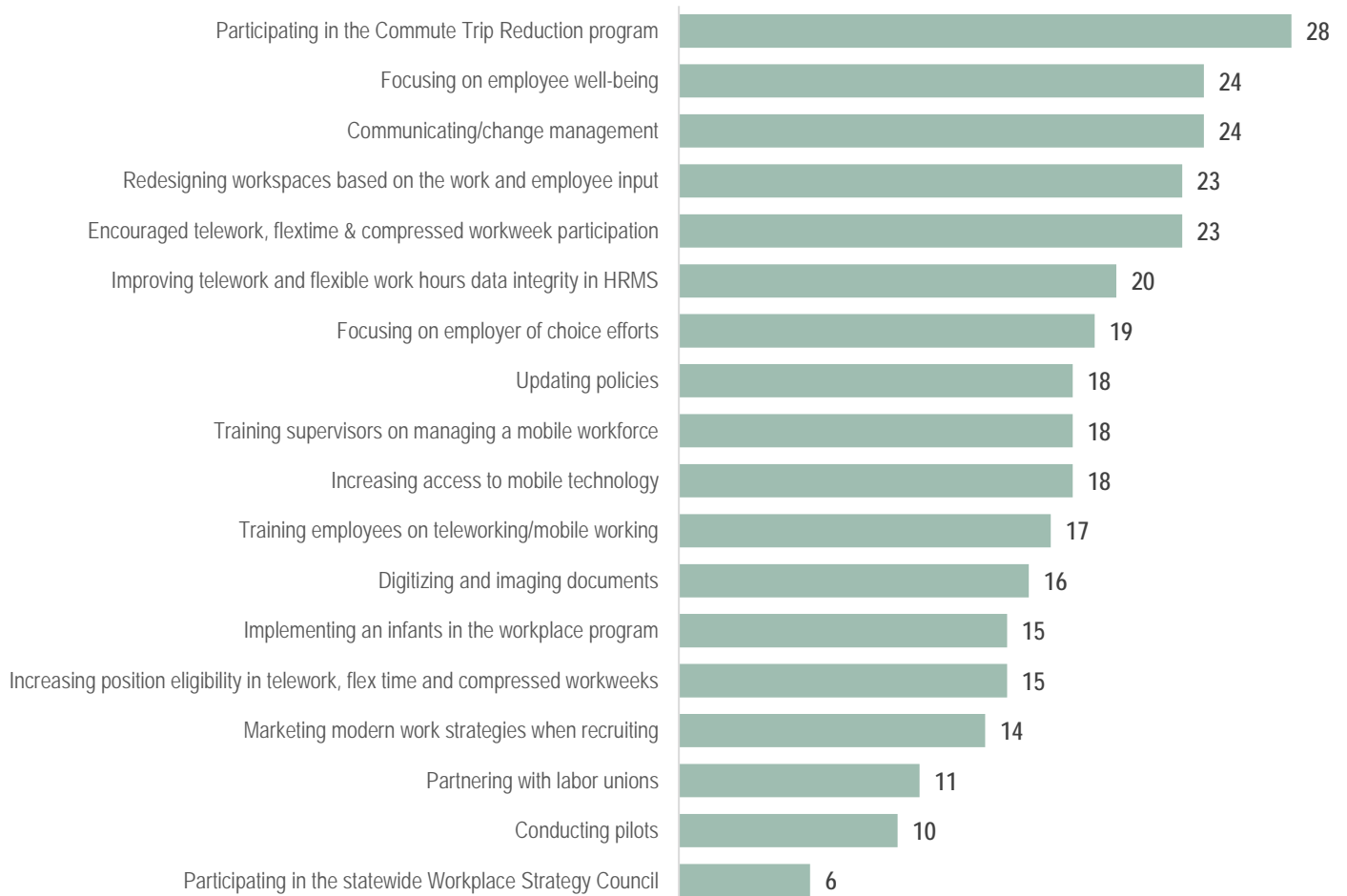
Summary of strategies

Agency strategies

- During FY 2018, agency strategies included increasing access to mobile technology, encouraging employee participation and redesigning workspaces based on the work and employee input.
- In FY 2019, agencies plan to enhance employee well-being, increase communication and use change management. Agencies plan to continue efforts in redesigning workspaces based on employee input.

Top Responses to the Question:

Please select the strategies your agency intends to work on to implement this executive order.



Enterprise strategies

- Work with agencies to increase access to mobile technology (such as WebEx and Skype for Business), allowing employees to participate in meetings from remote locations.
- Promote use of a mobile work center in downtown Seattle for all state employees, regardless of agency. Users of the center report higher productivity and job satisfaction.
- Continue support for agency supervisors by promoting the use of a mobile work for supervisors e-learning course through the Department of Enterprise Services.

Agency successes

- The Department of Retirement Systems promoted flexible and compressed workweek schedules. Employee Engagement Survey scores show that 77 percent of employees are satisfied or very satisfied with workplace flexibility.
- The Department of Natural Resources, Department of Ecology, State Lottery Commission, Office of Superintendent of Public Instruction and Washington State Patrol piloted infants-at-work programs, reporting positive feedback and plans to continue the program.

Additional detail

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

Contact information:

Cherie L. Willhide, organizational culture consultant
Office of Financial Management, State Human Resources Division
Cherie.Willhide@ofm.wa.gov | 360-407-4176

Inclusive and Respectful Work Environments

Positions throughout the executive branch have been created to develop and implement diversity, equity and inclusion strategies.

Brief summary

- Tracking required training can be difficult.
- Agencies report varying types of policies related to diversity, equity and inclusion.
- Most agencies review and update their policies every three to five years.
- Most agencies report training staff and creating or improving procedures as the best way to address barriers to the resolution of complaints and personnel investigations.

Background

In the spring of 2018, Gov. Inslee's memo directed agencies to review policies, track compliance with required training and create three committees, composed of agency representatives, to work on policies, training and data/investigations. To drive the work of these committees, new questions were added to the 2018 Human Resources Management Report to gather baseline data.

Building work environments that are respectful, supportive and inclusive to everyone requires intentional effort on multiple fronts. Agencies must create environments that engage, motivate and support staff doing their best work. Agencies must also address problems that stand in the way of respectful work environments and promote diversity, equity and inclusion in services provided.

New employee onboarding strategies

For new employees, the respectful work environment begins with an introduction to agency culture. The top three strategies that agencies incorporated in the onboarding process were:

- Ensure new hires are aware of policies and procedures for raising concerns and filing complaints about their work environment (61 of 65 agencies reporting).
- Encourage managers to create onboarding plans with regular check-ins (42 of 65 agencies reporting).
- Integrate diversity, equity and inclusion in onboarding sessions (34 of 65 agencies reporting).

Required training

Employees must know what is expected of them at work. Most agencies reported compliance with required trainings but several reported staff turnover, training and budget limitations as barriers. Several agencies reported plans to schedule diversity awareness training for all staff during FY 2019.

Policies

Policies must be in place to address desired behaviors to build a respectful workplace. Agencies reported whether their HR policies contained language related to sexual harassment prevention, discrimination, affirmative action, reasonable accommodation, equal employment opportunity, workplace behavior/civility and diversity and inclusion. All agencies have sexual harassment prevention policies. This is unsurprising because agencies are legally obligated to have this type of policy. However, only 58 percent of agencies report having a policy with specific diversity and inclusion language.

The Diversity, Equity and Inclusion Policy Committee will use this data as a baseline for the recommendation of enterprise-wide policies. The committee will then develop model policies and work with agencies to adopt them.

Complaints and investigations

Agencies must address problems that stand in the way of respectful work environments so employees have confidence that their work environment concerns will be taken seriously and addressed appropriately.

Twenty-nine percent of agencies reported no barriers to the resolution of complaints and personnel investigations. The most-reported barriers to resolution were workload/resources, no process to track complaints/investigations and the lack of trained investigators.

The Diversity, Equity and Inclusion Data and Investigations Committee will improve how employee complaints and personnel investigations are handled. The committee will increase leadership oversight and create best practices so employees have confidence that their work environment concerns will be taken seriously and addressed appropriately. When asked how they could address these barriers, the most common response was to train staff and create or review procedures.

Next steps

- Agencies will need to ensure that their committee members and liaisons are introduced and collaborating internally so leadership is aware of each respective group's contributions.
- Business resource groups may be asked, on occasion, to provide input or feedback on recommendations, tools and resources developed by the council or committees.
- State HR will continue to explore ways to build collaboration among the council, committees, business resource groups, Talent Management Council and HR governance groups.

Contact information:

Cassie Bordelon, statewide planning and strategy specialist
Office of Financial Management, State Human Resources Division
Cassie.Bordelon@ofm.wa.gov | 360-480-1799

Workforce Diversity and Inclusion

Brief summary

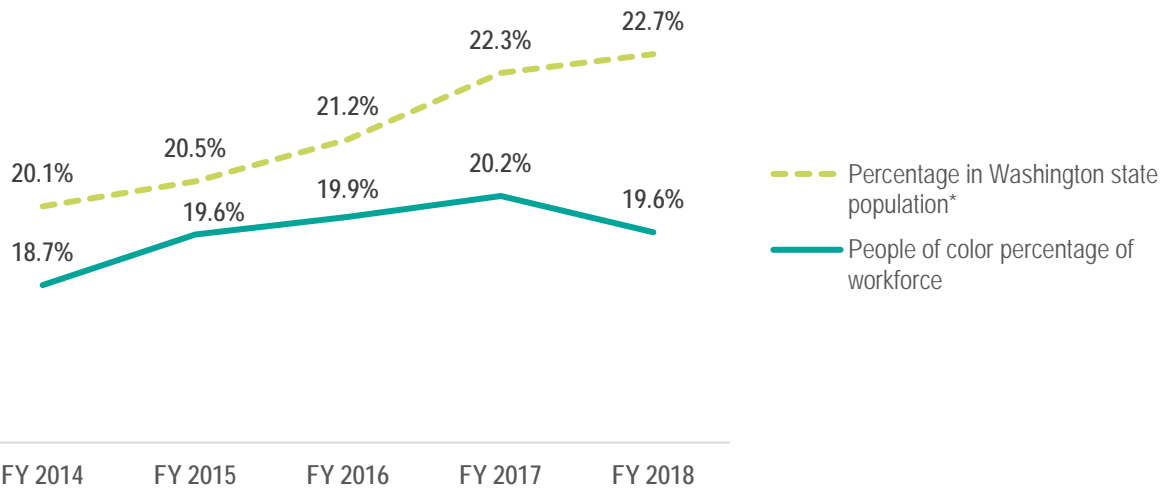
- The percentage of people of color employed by the state decreased slightly in FY 2018 and continues to fall below the percentage in the population.
- Agencies continue to develop and implement internal diversity committees and business resource groups.

Agencies increased efforts to develop and implement diverse business 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.

The Percentage of People of Color Employed by the State Compared to the Percentage in the Population.



*American Community Survey, conducted by the U.S. Census Bureau. Includes Washington population 16 and older.

Summary of strategies

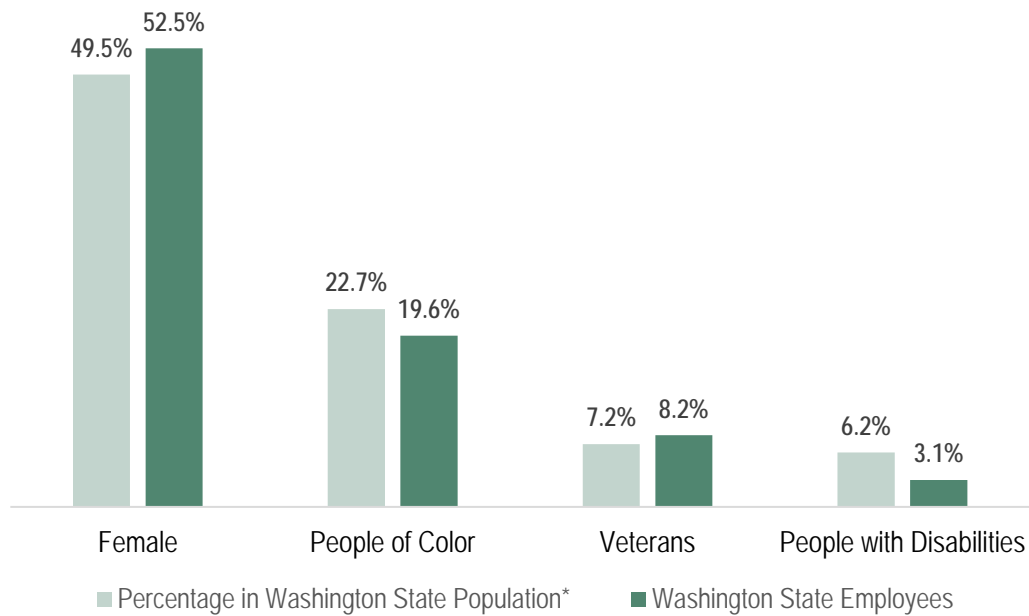
Agency strategies

- 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.
- Offer diversity awareness training for hiring managers.

Enterprise strategies

- State HR will continue to provide agencies with semi-annual affirmative action utilization 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 Innovations Council to assist agencies with strategy recommendations and best practices on creating a more diverse, equitable and inclusive workforce.

Workforce Diversity Compared to Percentage in Population.



*American Community Survey, conducted by the U.S. Census Bureau.

Agency successes

- The Department of Labor and Industries began using an online tool to help hiring managers and recruiters create interview questions based on job-specific competencies to help manage unconscious bias in recruitment. The online tool also generates evaluation tools.
- The Department of Ecology trained hiring managers to capture applicant diversity data in the online recruiting system. This allows HR to generate applicant demographic reports that inform outreach efforts.
- By focusing recruitment efforts, WaTech increased the representation of women in IT positions compared to the previous fiscal year.

Next steps

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

Contact information:

Altavia Jones, diversity, equity and inclusion innovations strategist
Office of Financial Management, State Human Resources Division
Altavia.Jones@ofm.wa.gov | 360-407-4131

People with Disabilities

Plans to recruit people with disabilities need enhancement.

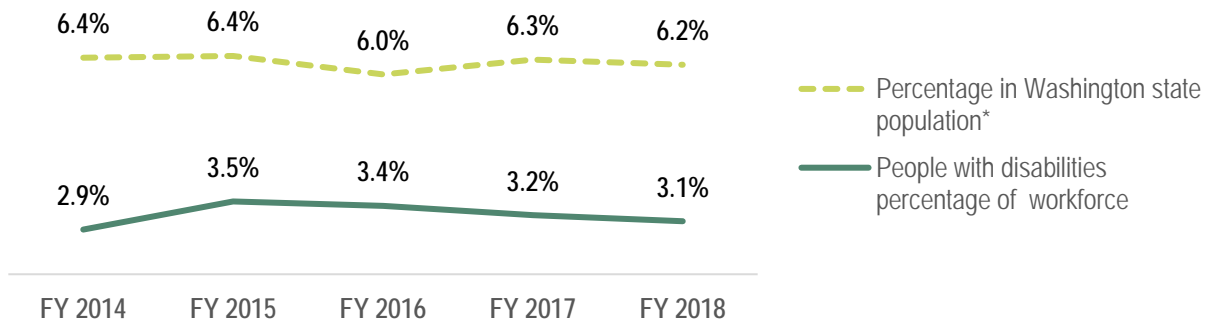
Brief summary

- The percentage of people with disabilities in the workforce continues to fall short of the 5 percent goal set by [Executive Order 13-02](#).
- Agencies need to provide an environment of respect and inclusion to ensure employees feel safe to disclose disabilities.

Background

Executive Order 13-02 requires executive branch agencies to develop an annual employment plan for addressing underrepresentation of people with disabilities. There are 1,970 employees who identify as having a disability (53 fewer employees than in FY 2017), or just 3.1 percent of the workforce. This number is well below the 6.2 percent total in the Washington state population.

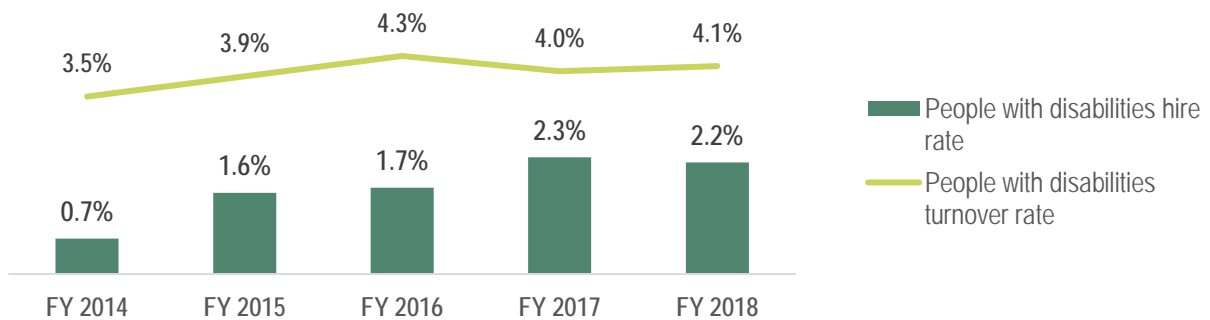
The Percentage of People with Disabilities Employed by the State Compared to the Percentage in the Population.



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

People with disabilities are leaving the workforce at higher rates than those at which they are being hired.

People with Disabilities Turnover Rate Exceeds Hire Rate.



Summary of strategies

Agency strategies

- Participate in the state's Supported Employment Program, which provides paid competitive employment opportunities for individuals with disabilities.
- Create recruitment plans that target people with disabilities.
- 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.
- State HR created an enterprise-wide business resource group, the Disability Inclusion Network, to identify the experience, values and knowledge of people with disabilities in state government.

Agency successes

- The Department of Financial Institutions continues to collaborate with the Division of Vocational Rehabilitation and Services for the Blind to expand applicant pools of people with disabilities. As a result of these recruitment efforts, the percentage of people with disabilities increased to 7.9 percent, more than twice the rate of the executive branch.
- The Department of Licensing's percentage of people with disabilities increased from 3.1 percent in FY 2017 to 7.5 percent in FY 2018. The increase follows an effort that encouraged employees to share their experiences living with a disability. The agency has a disability and inclusion group to create inclusive environments for employees and offer training to educate supervisors and managers on how to recruit people with disabilities.

Next steps

- Conduct quarterly milestone reviews at the employment plan coordinators meetings.

Contact information:

Tammy Pitre, workforce planning and strategy specialist
Office of Financial Management, State Human Resources Division
Tammy.Pitre@ofm.wa.gov | 360-407-4127

Veterans

Brief summary

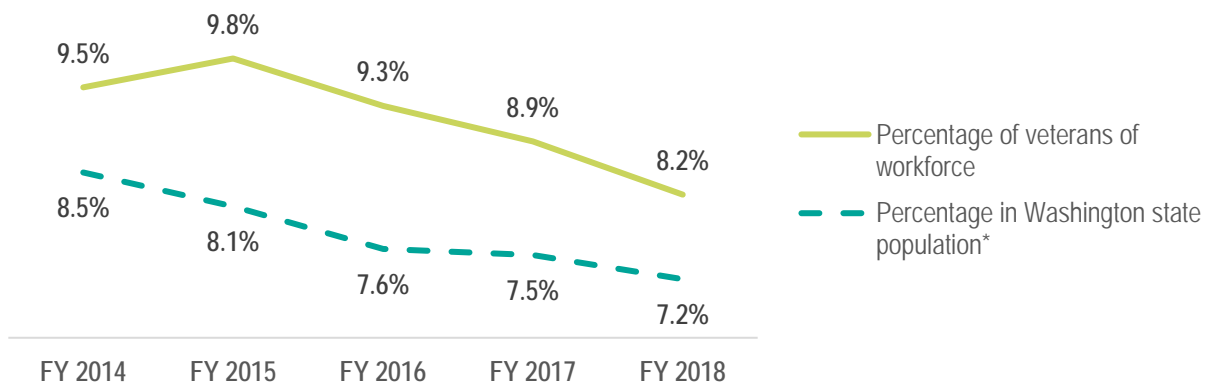
- The percentage of veterans in the workforce continues to decline yet the percentage of veteran applicants remains higher than the percentage of veterans in Washington’s population.
- Employment opportunities such as internships, fellowships and job shadow assignments are effective strategies to attract veteran talent yet are almost nonexistent or unreported across the enterprise.
- Veterans are leaving the workforce at higher rates than they are being hired.

Veteran employment plans should be broader than participation in the statewide Veterans Employee Resource Group.

Background

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

The Percentage of Veterans in the State Workforce Remains Higher than the Percentage in the Population.



*American Community Survey, conducted by the U.S. Census Bureau, data accessed from Public Use Microdata. Sample includes all veterans in Washington civilian labor force ages 16 and older.

Summary of strategies

Agency strategies

- Support events organized by the statewide Veterans Employee Resource Group, or VERG, a network that encourages transitioning service members to enter state service.
- Attend customized hiring events for veteran and military communities.
- Include veterans on recruitment teams or assign as military liaisons.
- Create veterans affinity groups or provide support to groups at the agency level.
- Target colleges, universities and associations to attract highly specialized veteran talent.

- Participate in summits, quarterly workshops, recruitment events and brown bags at Joint Base Lewis-McChord.
- Educate hiring managers on military culture, emphasizing implicit bias against veterans.
- Assist veterans in the application process, skills translation and résumé reviews.
- Ensure self-identification veteran data is captured correctly in HRMS, the statewide human resources management system.
- Analyze applications to identify causes that eliminate veterans in the hiring process.
- Create mentorship programs, recognition events and a veteran-friendly workplace culture.

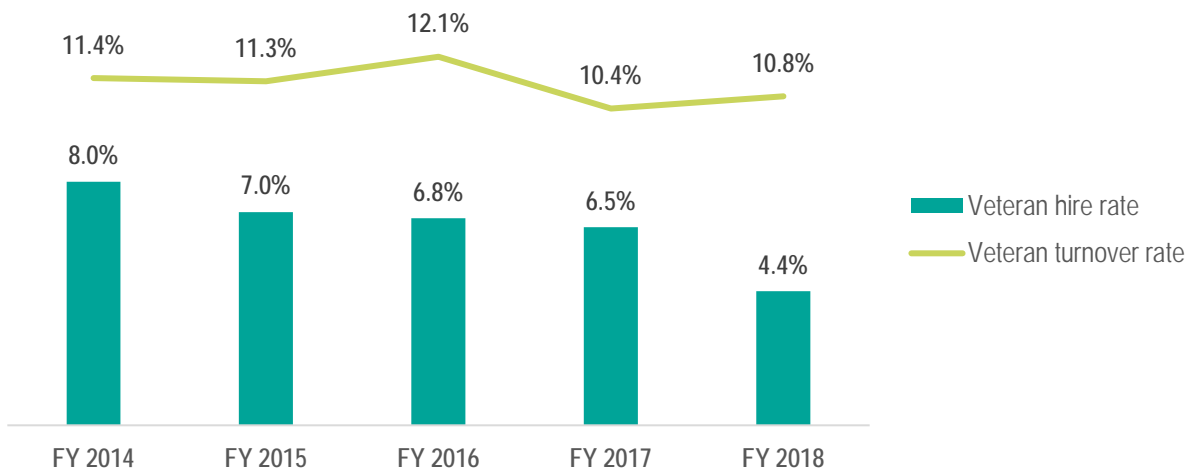
Enterprise strategies

- State HR will continue to support the VERG.
- State HR will assist in the reestablishment of the Veterans Fellowship Program.
- The Veteran’s Preference Quick Guidance document will be revised and published.

Agency successes

- WaTech received the 2018 Employer Support Freedom Award from the Secretary of Defense for providing exceptional support to members of the U.S. National Guard and Reserves.
- The Department of Revenue received the VERG’s 2018 State Agency Employer of the Year award.
- The Department of Ecology increased veteran hires by 21 percent over the prior year. Successful strategies included one-on-one meetings with veterans, advertising vacancies on the VERG distribution list and creating a video series for managers on how to accurately document data in the online recruiting system.
- The Health Care Authority hired a Camo2Commerce spouse intern, the first in Washington state government.

Veteran Turnover Rate Exceeds Veteran Hire Rate.



Next steps

- State HR will submit an updated military recruitment program proposal to the Legislature as required by [Senate Bill 5849](#).
- The Health Care Authority's internal veterans resource group will pilot a sponsor program as part of veteran onboarding.

Contact information

Flora Estrada, veteran strategy specialist
Office of Financial Management, State Human Resources Division
Flora.Estrada@ofm.wa.gov | 360-407-4103

LGBTQ+

Brief summary

A majority of agencies do not have policies related to the inclusion of LGBTQ+ employees. This could be for many reasons, including already having broad, nondiscrimination policies that agencies expect to cover LGBTQ+ staff.

Six of 39 agencies report having policies related to the inclusion of LGBTQ+ employees.

Background

Six of 38 agencies report having policies related to the inclusion of LGBTQ+ employees. This is less than half the agencies that reported having policies last year. It is possible that this drop is because agencies now have a better understanding about what a specific policy may look like.

Summary of strategies

Agency strategies

The top three strategies for agencies during FY 2019 are:

- Implement, review and/or update policies on the inclusion of LGBTQ+ employees (22 of 39 agencies reporting).
- Continue agency presence at the Rainbow Alliance and Inclusion Network, or RAIN, the Washington state employees' LGBTQ+ business resource group.
- Develop and support an internal LGBTQ+ affinity group.

Enterprise strategies

- State HR will continue to support RAIN's best practice, outreach and safe place subcommittees. These groups are responsible for providing well-researched policy and practice suggestions for enterprise-wide inclusion efforts.
- The Diversity, Equity and Inclusion Council will work collaboratively with the HR Management Advisory Group, State HR and agency HR offices to support strategic diversity efforts across state government.

Successes

- Fifty-seven percent of agencies report employee participation in RAIN. Additional agencies will promote participation in the group during FY 2019.
- The Department of Labor and Industries and other agencies have provided visibility to the LGBTQ+ community and its employees by holding Pride Month celebrations and creating educational displays for staff and customers on such themes as the history of the LGBTQ+ community.
- The Department of Ecology updated its diversity and sexual harassment training curricula to include members of the LGBTQ+ community.
- The Department of Health updated its workplace harassment, discrimination and retaliation policies and procedures to include LGBTQ+ protected classes.
- A few agencies have taken the step of installing gender-affirming signs on multi-stall restrooms as well as removing the gender-restrictive signs on single-stall restroom facilities.

Next steps

- State HR will continue to staff and advise RAIN and provide feedback on behalf of the enterprise on 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 on LGBTQ+ staff.
- State HR will continue to champion and advise the RAIN best practices subcommittee in developing recommendations for policies and practices related to the inclusion of LGBTQ+ employees, as called for in Directive 16-11.
- The Department of Enterprise Services will continue to develop, in coordination with RAIN and community partners, a Safe Place WA program mirrored after the Seattle and Olympia Police departments' safe place programs.

Contact information:

Cassie Bordelon, statewide planning and strategy specialist
Office of Financial Management, State Human Resources Division
Cassie.Bordelon@ofm.wa.gov | 360-480-1799

Appendix

JAY INSLEE
Governor



STATE OF WASHINGTON
Office of the Governor

DATE: April 19, 2018

TO: Agency Directors

FROM: Governor Jay Inslee

A handwritten signature in black ink, appearing to read "Jay Inslee".

SUBJECT: INCLUSIVE AND RESPECTFUL WORK ENVIRONMENTS

In early November, I asked each of you to recommit to building work environments that are respectful, supportive, and inclusive to everyone. When state employees have the workplaces they deserve, they are able to do their best work for the people of Washington. As leaders, I expect each of you to identify and take action to address problems in your agencies that stand in the way of respectful work environments, and that each of you promote diversity, equity and inclusivity in the services provided by your agencies.

A couple of months ago, the Office of Financial Management's State Human Resources Division asked your deputies to respond to an agency assessment survey. After reviewing the responses, along with other relevant data and information, we have identified several areas of opportunity for improvement that span state government. There is room for improvement in how we create rules and policies, reach collective bargaining agreements, train new employees, and align our goals, as well as our trainings in general, our reporting processes, and our agency culture.

Next Steps

Having identified these challenges, State Human Resources will work with agencies and workgroups to develop a roadmap for making improvements. Throughout these efforts, I expect your active engagement and support. The attached improvement plan contains details of these initial efforts.

To start, I expect each of you to take the following actions:

| Action Required | Completion Date |
|---|-----------------|
| 1. Identify a diversity, equity and inclusion (DEI) liaison. This person will serve on an ad hoc workgroup to help with statewide strategies and best practices for policies, training, employee onboarding, reporting processes, and business alignment. This person may also represent you on the standing Diversity, Equity and Inclusion Council. | May 7, 2018 |
| 2. Review your agency's diversity, equity and inclusion policies to identify strengths and gaps. These policies consist of, but are not limited to, sexual harassment prevention; discrimination; diversity and inclusion; reasonable accommodations; Equal Opportunity/Affirmative Action, and workplace behavior/civility. Your DEI liaison will help develop model policies and templates, so your prompt attention to reviewing these policies will help set the stage for this statewide effort. | June 1, 2018 |

| | |
|--|---------------------|
| <p>3. Identify your agency’s current policy/process to track compliance for required training. If none exists, develop an action plan to develop a policy/process. Your human resources staff can help identify best practices for developing compliance tracking methods for training.</p> | <p>June 1, 2018</p> |
| <p>4. Review your agency’s process for handling personnel investigations. If none exists or the process needs improvement, develop an action plan to establish a stronger process or create a new one. Your review should include how you resource this work, the timeliness of your investigations, and other related barriers to address employee complaints promptly. Your human resources and DEI liaison designee can help identify best practices.</p> | <p>July 9, 2018</p> |
| <p>5. Review the past three years of your agency’s formal and informal reporting. This review is to include information on harassment, discrimination, and workplace behavior/civility complaints, grievances, torts and settlements. Create an action plan as needed to improve identified opportunities.</p> | <p>July 9, 2018</p> |

Provide all action items by their respective completion dates to the Office of Financial Management’s State Human Resources, Workforce Development Planning and Strategy Manager, Ann Reiter at ann.reiter@ofm.wa.gov.

I expect each of you to proactively engage in learning about the impacts of the power and privilege that is inherent in the positions you hold. Communicate to your managers, supervisors, human resources team, and employees that having a respectful, supportive, and inclusive work environment is a top priority. Encourage them to come forward with any concerns, and remind them of their options for raising those concerns. As a leader of your organization, it is your responsibility to model respectful and inclusive behavior, and to ensure that all employees meet this expectation. I rely on each of you to assume responsibility for routine, proactive assessments of the work environment in your agency.

Going forward, engage your agencies in Results Washington’s employee engagement efforts; the Diversity, Equity and Inclusion Council coordinated by State Human Resources; and the Human Resources Managers group. These groups will be key partners in working on many strategies listed in the action plan, and we need your agency’s active participation.

Our goal is to provide the positive workplaces our employees and Washingtonians expect. Your prompt attention to these initial assignments will help us continue to strengthen the foundation we need to move forward.

Washington State has one of the best governments in the nation, but like other employers, we have issues we need to address. I ask each of you to fully engage in these efforts, and I will not accept anything less.

Thank you for your commitment.

INCLUSIVE AND RESPECTFUL WORK ENVIRONMENT ACTION PLAN

OFM State Human Resources (SHR) will work with agency staff in the following areas.

Rules and Policies

- Assist each agency in identifying any gaps in existing required policies.
- Further develop opportunities for workplace environment input from staff regarding problems and solutions.
- Work with agencies to provide clarity on required and recommended harassment, discrimination, and diversity and inclusion policies, including exploring the need for additional required policies.
- Increase awareness and reinforce by identifying additional methods to communicate about these policies with employees.

Training

- Update the state's required sexual harassment prevention course, reflecting a progression of expectations as employees climb the leadership ladder, and build in methods to assess the effectiveness of the courses.
- Integrate diversity, equity and inclusion (DEI) into other trainings, so that DEI is how we operate and not seen as a separate initiative.
- Explore the need to develop and deliver additional trainings, such as bystander intervention training, trauma-informed interviewing, and management power and privilege awareness.
- Ascertain that all agencies are tracking compliance with required trainings.

Employee Services

- Identify best practices for incorporating diversity, equity and inclusion when onboarding new employees so they understand, at the onset, that Washington State is committed to respectful and inclusive workplaces.
- Help employees at all levels know how to hold each other accountable in building and maintaining a respectful workplace.
- Institute additional reporting requirements for agencies to report on DEI practices.

Reporting Culture and Processes

- Lead the development of clear expectations for reporting processes.
- Adopt best practices to improve pathways for employees to escalate concerns about their workplace environments.
- Work with HR professionals on handling complaints, including looking at the effectiveness of investigative processes and areas for improvement.
- Provide a reporting mechanism for agency HR directors to elevate issues to agency leaders.
- Proactively identify potential problem areas by looking across various data and information sources, such as voluntary resignation rates, results from the state's Employee Engagement Survey and Exit Survey, as well as complaints, grievances, torts, and settlements.
- Determine options for reporting outside of an employee's "home" agency.
- Work with labor partners in creating and maintaining safe workplaces.

Business Alignment and Integration

- Enhance agency strategic plans so that all agencies have DEI goals and strategies represented.
- Convene a workgroup to include the Human Rights Commission, Attorney General's Office, and State HR to discuss opportunities to share and improve agency policies and practices.
- Develop culture assessment tools that can be used routinely by management to identify areas of risk and opportunity.

Office of Financial Management
P.O. Box 43113 • Olympia, WA • 98504-3113
Phone: 360-902-0599