

HR Management Report

Performance Measure Parameters

Plan & Align Workforce	
Workforce Profile	
Measure:	Number and percentage of permanent and non-permanent employees
Definition:	Permanent includes employees with permanent or intent to become permanent appointment status. Includes the following work contracts: Permanent, In Training, Probationary, Trial Service, InTrng/Prob, InTrng/Trl Srv, Transitional, Apprntc/Trnstnl, Exempt, Seasonal, Seasonal TrSvc, Seasonal – Prob, Project, Project TrSvc, Project – Prob, WMS Review, Board/Comm, and Review Period Non-permanent includes employees with non-permanent appointment status. Includes the following work contracts: Acting, NonPerm On Call, NonPerm Limited, and Temporary
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Number and percentage of full-time and part-time employees
Definition:	Full-time and part-time based on Part-time Indicator Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Median length of service
Definition:	Calculated from Seniority Date Includes permanent and seasonal employees (excludes non-permanent employees)
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Number and percentage of overtime eligible and overtime exempt employees
Definition:	Overtime status based on Employee Subgroup Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Number and percentage of union represented employees
Definition:	Union representation based on Personnel Subarea Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)

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Performance Measure Parameters

Measure:	Number and percentage of Human Resources employees
Definition:	Human resources employees includes WMS and non-classified employees assigned Human Resources Market Segement or WGS employees assigned the following job classes: Human Resource Consultant Assistant 1, Human Resource Consultant Assistant , Human Resource Consultant 1, Human Resource Consultant 2, Human Resource Consultant 3, or Human Resource Consultant 4 Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Management Profile	
Measure:	Number and percentage of WMS employees
Definition:	WMS employees include Classified WMS Workforce Indicator. Includes permanent and non-permanent employees.
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Number and percentage of managers
Definition:	Managers includes employees assigned the Management Type "Management" Includes permanent and non-permanent employees.
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Number and percentage of WMS employees by Management Type - "Management", "Policy", "Consultant", and "Not Assigned"
Definition:	Includes Classified WMS Workforce Indicator and based on Management Type Includes permanent and non-permanent employees.
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Current Position Descriptions	
Measure:	Percentage of employees with current position descriptions
Definition:	Number of employees with current position descriptions that accurately reflect their job duties divided by the number of employees required to have current position descriptions Includes permanent employees - both WMS and WGS
Timing:	As of June 30
Source:	Agency provides numbers to calculate percentages

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Hire Workforce	
Hiring Balance / Separations During Review Period	
Measure:	Number of total appointment actions and percentage of appointments by type
Definition:	Includes the following appointment types: new hires/rehires, promotions, transfers, hires from layoff list, and other appointments (such as full-time, year-round positions) Percentages by type calculated by summing the number of appointments by type and dividing by the total number of appointments Includes employees in permanent or intended to become permanent appointments only (excludes seasonal and non-permanent employees) Does not include demotions, reassignments, reallocations, or status changes
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Measure:	Number of total separations during review period and number of voluntary and involuntary separations during review period by appointment status
Definition:	Includes employees who separated while in one of the following appointment statuses: probationary, review period, trial service, transition, and WMS review Appointment status based on work contract
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Deploy Workforce	
Current Performance Expectations / Individual Development Plans	
Measure:	Percentage of employees with current performance expectations and individual development plans
Definition:	Number of employees with current performance expectations and individual development plans completed in "Part 1" and "Part 2" of their performance development plan divided by the number of employees required to have performance expectations and individual development plans Includes permanent employees - both WMS and WGS
Timing:	As of June 30
Source:	Agency provides numbers to calculate percentages
Overtime Usage	
Measure:	Average monthly overtime hours used of those eligible for overtime
Definition:	Calculated by summing the average monthly overtime hours worked per overtime-eligible employee and dividing by the number of months in the reporting period Includes permanent and non-permanent employees
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)

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Measure:	Average monthly percentage of employees receiving overtime of those eligible for overtime
Definition:	Calculated by summing the monthly overtime percentages and dividing by the number of months in the reporting period Includes permanent and non-permanent employees
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Overtime Cost	
Measure:	Total cost of overtime
Definition:	Overtime cost includes overtime, callback, and comp time payouts Includes permanent and non-permanent employees
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Non-Disciplinary Appeals	
Measure:	Number of filings for State HR director's review by category
Definition:	Includes the following categories: job class, rule violations, layoff register, exam results, and remedial action
Timing:	Fiscal year (July 1 - June 30)
Source:	State HR Director's Review tracking system
Measure:	Number of director's review outcomes and percentage of outcomes by category
Definition:	Includes the following categories: affirmed, reversed, modified, withdrawn, untimely, and no jurisdiction
Timing:	Fiscal year (July 1 - June 30)
Source:	State HR Director's Review tracking system
Measure:	Number of non-disciplinary appeals filed with the Personnel Resources Board by category
Definition:	Includes the following categories: job classification other exceptions, layoff, disability separation, non-disability separation, and other
Timing:	Fiscal year (July 1 - June 30)
Source:	State HR Personnel Resources Board tracking system
Measure:	Number of non-disciplinary outcomes with the Personnel Resources Board and percentage of outcomes by category
Definition:	Includes the following categories: dismissed, modified, reversed, affirmed, withdrawn, and remanded
Timing:	Fiscal year (July 1 - June 30)
Source:	State HR Personnel Resources Board tracking system

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Reinforce Performance	
Current Performance Evaluations	
Measure:	Percentage of employees with current annual performance evaluations
Definition:	Number of employees with current performance evaluations completed divided by the number of employees required to have performance evaluations Includes permanent employees - both WMS and WGS
Timing:	As of June 30
Source:	Agency provides numbers to calculate percentages
Disciplinary Actions Taken	
Measure:	Number of disciplinary actions taken by type
Definition:	Includes the following types: dismissals, demotions, and suspensions Includes permanent and non-permanent employees
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Disciplinary Appeals	
Measure:	Number of disciplinary appeals filed with the Personnel Resources Board by category
Definition:	Includes the following categories: dismissal, demotion, suspension, pay reduction, and other
Timing:	Fiscal year (July 1 - June 30)
Source:	State HR Personnel Resources Board tracking system
Measure:	Number of total disciplinary outcomes with the Personnel Resources Board and percentage of outcomes by category
Definition:	Includes the following categories: withdrawn, remanded, dismissed, modified, reversed, and affirmed
Timing:	Fiscal year (July 1 - June 30)
Source:	State HR Personnel Resources Board tracking system
Ultimate Outcomes	
Turnover Rates	
Measure:	Number of total turnover actions and percentage of turnover by type
Definition:	Includes the following types: retirement, resignation, dismissal, layoff, and other separations Percentages calculated by summing the number of turnover actions and dividing by the average number of employees Turnover includes employee who left state service; it does not include employees who moved between agencies Includes employees separating from permanent or intent to become permanent appointments only (excludes seasonal and non-permanent employees)
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)

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Retirement Age	
Measure:	Average age of retirees
Definition:	Includes employees with a retirement action reason Includes employees separating from permanent or intent to become permanent appointments only (excludes seasonal and non-permanent employees)
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Movement Between Agencies	
Measure:	Number of total movement between agency actions and percentage of movement between agencies by type
Definition:	Includes the following types: transfers, promotions, demotions, and other Includes appointment change actions with a change in business area (agency) Note: these movement actions are associated with the losing agency, not the gaining agency. For example, if an agency shows three promotions, it means three employees left that agency and took promotions to work at another agency Includes employees moving from permanent or intent to become permanent appointments only (excludes seasonal and non-permanent employees)
Timing:	Fiscal year (July 1 - June 30)
Source:	HRMS Washington Workforce Analytics (WWA)
Workforce Diversity Profile	
Measure:	Number of total employees and number and percentage of employees by diversity groups
Definition:	Includes the following diverse groups: female, x/non-binary, LGBTQ+, persons with disabilities, veterans, Vietnam era veterans, veterans with disabilities, military spouse, persons age 40 and older, and persons of color (black/african american, hispanic/latino, american indian/alaska native, asian/pacific islander) Diversity data is self-reported by employees Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Employee Age	
Measure:	Median age
Definition:	Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)
Percent Age Distribution	
Measure:	Percentage of employees by age group for all employees and for WMS employees only
Definition:	WMS employees include Classified WMS Workforce Indicator. Includes permanent and non-permanent employees
Timing:	As of June 30
Source:	HRMS Washington Workforce Analytics (WWA)

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Modern Work Environment	
Measure:	Modern work environment eligibility and participation rates by type
Definition:	Includes the following types: telework, flextime, and compressed workweek Eligibility rate calculated by summing the number of eligible positions and dividing by the total number of positions Participation rate calculated by summing the number of employees participating and dividing by the number of employees in eligible positions Includes permanent and non-permanent positions and employees
Timing:	As of June 30
Source:	HRMS HCM