

2011 Human Resource Management Report

# Statewide Roll-Up



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## Overview

The Human Resource Management (HRM) Performance and Accountability system measures and monitors the state's workforce management practices toward achieving the ultimate outcome of citizens receiving efficient government services. It supports the [Governor's Management Framework](#) and [Government Management Accountability and Performance](#) (GMAP) by emphasizing the use of data and information to:

- Identify and anticipate HRM issues impacting delivery of state services;
- Enable data-driven HRM strategies and solutions; and
- Improve processes and recognize HRM successes.

The statewide [logic model](#) outlines the desired initial, intermediate and ultimate outcomes associated with managers five primary workforce responsibilities. Standard performance measures have been derived from the logic model to monitor managers' progress toward achieving these outcomes. These performance measures are reported out annually in the statewide [HR Management Report](#).

In the HR Management Report Statewide Roll-Up, the Office of the State HR Director (OSHRD) compiles a statewide data summary and analysis for each of the performance measures. Executive branch agencies with 100 or more employees are required to follow the established [HR Management Report Process](#) and submit a fiscal year executive summary to OSHRD. Information provided in the agency summaries are incorporated in the analysis.

The annual [HR Management Report](#) data and analysis allows for accountability, comparison and trending. The Governor, Cabinet, and Office of the State HR Director review the data and statewide roll-up to identify successes, challenges and strategies to improve state government workforce management.

## Executive Summary for Fiscal Year 2011 (July 1, 2010 – June 30, 2011)

The performance measure results in the [HR Management Report - FY11](#) show some gains made using workforce management strategies and best practices. The enterprise showed overall improvements in the time it takes to hire and in overtime usage.

Employee performance management and development measures do show a significant drop in the overall percentage. The Department of Social and Health Services (DSHS) suspended the evaluation process effective November 1, 2010 through June 30, 2011 while a joint Labor-Management workgroup developed an improved evaluation system. As DSHS makes-up approximately one-third of the workforce the lack of reporting significantly skews the overall reporting for performance expectations, individual development plans, and performance evaluations. If DSHS is removed from the equation, the percentage shows that the rest of the workforce continues to improve in these areas.

The gains achieved were offset by the struggle to keep employees engaged and productive as the adverse affects of the great recession continued to cascade through the workforce. In fiscal year 2011 resignations and retirements drove increasing turnover, take-home pay decreased and despite enhanced recruitment tools, efforts to recruit and retain younger talent fell short.

### FY 2011 Workforce Impacts:

- **Salary Freeze** – Legislatively mandated freeze on pay increases for civil service exempt and Washington Management Service employees.
- **Hiring Freeze** – Legislatively mandated freeze on all hiring except for jobs that met the legislative exemption criteria or received an exemption from OFM.
- **Budget Cuts** – Agency operating budget reductions.
- **Layoffs** - Over 1,200 layoff actions resulting in separations, demotions, non-permanent appointments and placement on layoff lists.
- **Temporary Layoffs** – Agency and legislatively mandated furloughs for approximately one-third of the workforce.
- **Organizational Restructuring** – Agency internal restructuring to manage workloads with decreasing staff and funding.

The HR Management Report does not have a measure to gauge employee morale or productivity. However, it is evident to the HR community and agency management that the overriding challenge in the next fiscal year is re-energizing a demoralized workforce. To meet this challenge the enterprise needs to implement strategies that result in:

- Becoming smaller and more flexible while retaining core competencies and effectively delivering services.
- Prioritizing the delivery of services and realigning expectations where available resources do not match the demands of the business.
- Formalizing succession planning and knowledge transfer.
- Raising awareness of the state as an employer of choice.
- Continuing to focus on management practices that build and reinforce a competent, productive and engaged workforce.

## PLAN & ALIGN WORKFORCE

ARTICULATION OF  
MANAGER'S HRM  
ACCOUNTABILITIES. HR  
POLICIES. WORKFORCE  
PLANNING. JOB CLASSES  
AND SALARIES ASSIGNED.



STAFFING LEVELS &  
COMPETENCIES ALIGNED  
WITH AGENCY PRIORITIES.  
MANAGER'S HRM  
ACCOUNTABILITIES ARE  
UNDERSTOOD.

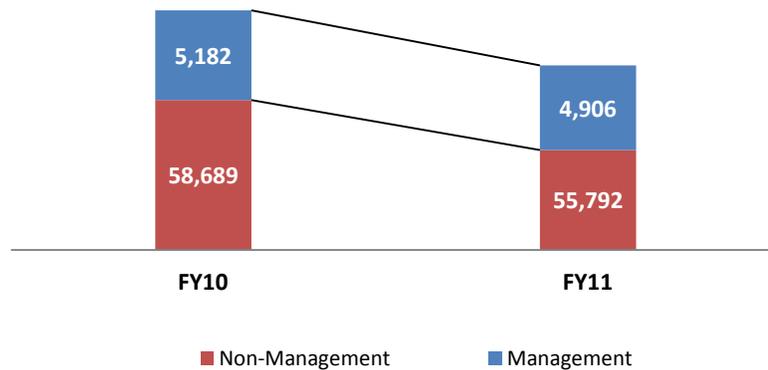


FOUNDATION IS IN PLACE  
TO BUILD AND SUSTAIN A  
PRODUCTIVE, HIGH  
PERFORMING  
WORKFORCE.

### Management Profile

Downsizing was not limited to any specific group within the workforce and equally affected both management and non-management positions. To meet shifting organizational business priorities, At Will, Classified Washington Management Service (WMS) and Classified General Service management positions were downsized or redeployed.

**Management and Non Management headcounts declining at the same rate**



WMS as a sub-group showed a six percent headcount decrease in fiscal year 2011.

### Agency Strategies:

- Implement training for supervisors and managers on best practices of supervising and change management to development and enhance leadership capacity.
- WMS Coordinators are in the process of training their WMS Committees on the new rules, tools and processes that became effective April 1, 2011.

## PLAN & ALIGN WORKFORCE

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ACCOUNTABILITIES. HR  
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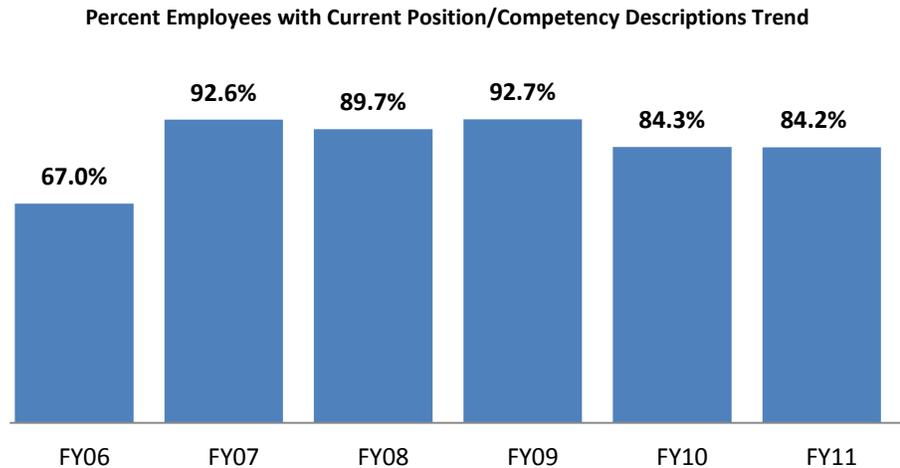
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### Employees with Current Position / Competency Descriptions

Fiscal year 2011 saw a slight decrease in the number of employees with current position / competency descriptions from the previous fiscal year.



#### Agency Strategies:

- Establish common competencies for each level of leadership within agency.
- Develop and implement an audit process to provide feedback to managers on the quality of position descriptions.
- Implement use of newly revised position/competency description form.
- Train all supervisors on writing effective position descriptions.
- Increase frequency of internal requirement to review position descriptions for currency.
- Engage employees in being more proactive in updating descriptions with new duties.
- Create electronic position description library accessible to managers.

## HIRE WORKFORCE

QUALIFIED CANDIDATE  
POOLS, INTERVIEWS &  
REFERENCE CHECKS. JOB  
OFFERS, APPOINTMENTS,  
PERFORMANCE  
MONITORING.



BEST CANDIDATE HIRED AND  
REVIEWED DURING  
APPOINTMENT PERIOD.  
SUCCESSFUL PERFORMERS  
RETAINED.

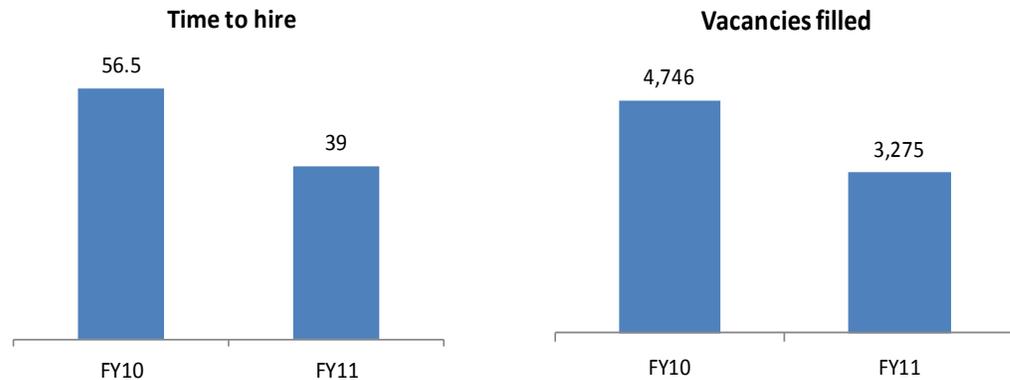


THE RIGHT PEOPLE ARE IN  
THE RIGHT JOB AT THE  
RIGHT TIME.

### Time to Hire

The Online Recruiting System (OLRS) went live July 2010 and quickly demonstrated a significant improvement in functionality for both recruiters and applicants. Additionally the OLRs reporting functionality allows for more consistent and systematic collection of time-to-hire data.

The average of 39 days to hire in fiscal year 2011 showed a significant decrease from the average 56.5 days in fiscal year 2010. Previously reported data was a combination of data from the E-Recruiting system and agency tracked data. Some of the improvement in time may be attributed to more consistent data collection. The number of vacancies filled decreased by 31 percent reflecting the effect of the hiring freeze and budget cuts.



### Agency Strategies:

- Explore the use of Candidate Pools for non-permanent recruitments and specialized skills.
- Provide training to hiring managers on the functionality of the Online Recruiting System.
- Centralize agency recruitment activities.

### Candidate Quality

Collection of candidate quality data has been a challenge in previous years due to the multiple systems and methods of data collection. The new OLRs provides a more consistent application system and method. Use of the OLRs in fiscal year 2011 as the primary collection tool has revealed data gaps that are currently under review. Due to incomplete data no roll-up information is reported for fiscal year 2011.

## HIRE WORKFORCE

QUALIFIED CANDIDATE  
POOLS, INTERVIEWS &  
REFERENCE CHECKS. JOB  
OFFERS, APPOINTMENTS,  
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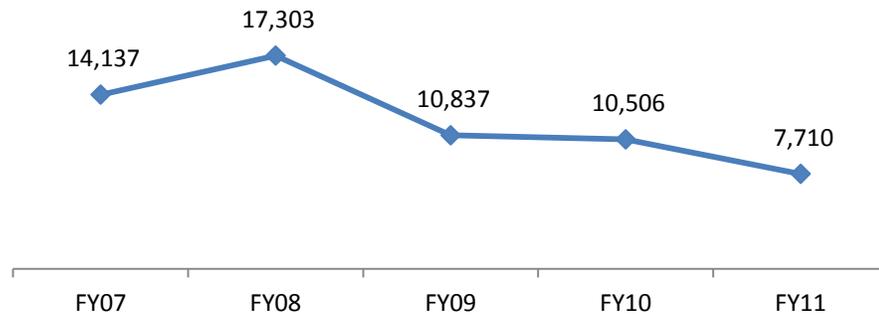


THE RIGHT PEOPLE ARE IN  
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### Hiring Balance / Separations During Review Period

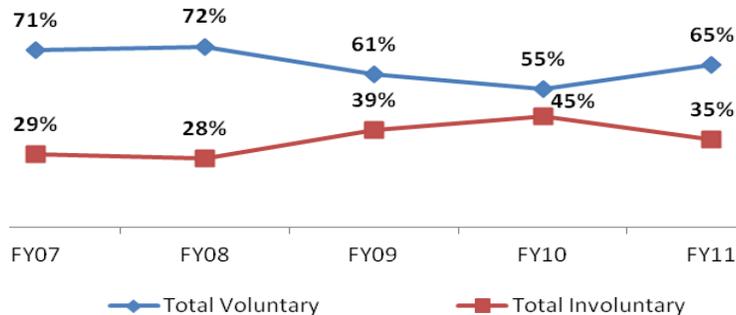
Total appointments were down 27 percent from the previous fiscal year as a result of the hiring freeze and budget cuts. Over 70 percent of the total appointments were positions filled with existing staff that promoted, transferred or were selected from the layoff list.

**Total Appointments Trend**



In upcoming fiscal years, this trend data should reflect the effectiveness of some of the recruitment, onboarding and retention strategies agencies are planning on implementing.

**Separation During Review Period Trends**



#### Agency Strategies:

- Use social media as a recruitment tool.
- Continue to use exit interviews to identify issues and trends.
- Emphasize internal development and opportunity through competency development.

## 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  
REQUIREMENTS, HOW  
THEY ARE DOING & ARE  
SUPPORTED.



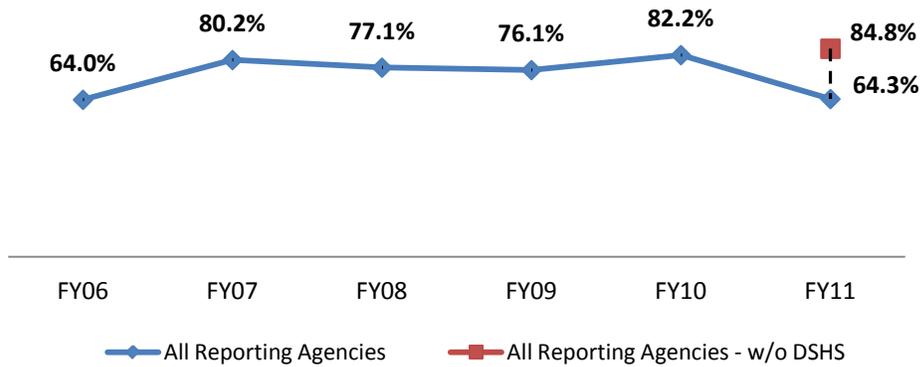
TIME & TALENT IS USED  
EFFECTIVELY. EMPLOYEES  
ARE MOTIVATED &  
PRODUCTIVE.

### Current Performance Expectations

Of the 36 reporting agencies, 9 agencies (25 percent) had a 100 percent completion rate. Only 16 of the reporting agencies were under a 90 percent completion rate.

The Department of Social and Health Services (DSHS) suspended the evaluation process effective November 1, 2010 through June 30, 2011 while a joint Labor-Management workgroup developed an improved evaluation system. As DSHS makes-up approximately one-third of the workforce the lack of reporting significantly skews the overall percentage. If DSHS is removed from the equation, the percentage shows that the rest of the workforce continues to improve in this area.

**Percent of Employees with Current Performance Expectations\***  
\* With and Without DSHS



### Agency Strategies:

- Provide training and standards for supervisors on how to meaningfully set clear performance expectations.
- Implement a review process to assess the quality and measurability of expectations.

## DEPLOY WORKFORCE

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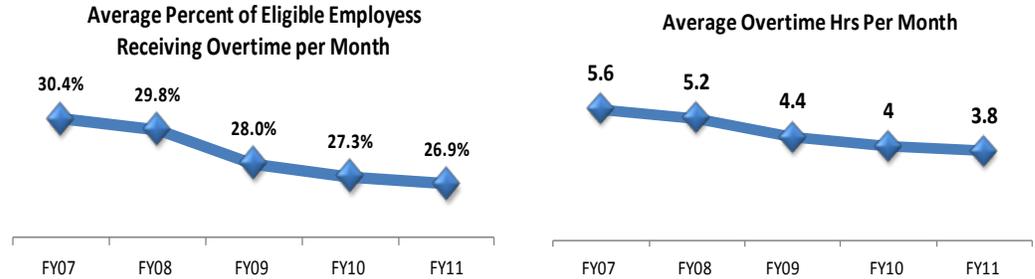
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## Overtime Usage

The statewide overtime usage trend for those eligible to receive overtime continues to show a steady decrease. As seen in the graphs below overtime-eligible employees are working less overtime. Overtime costs decreased \$6 million from fiscal year 2010. Overtime usage decreased by 8.8 percent during the same period.

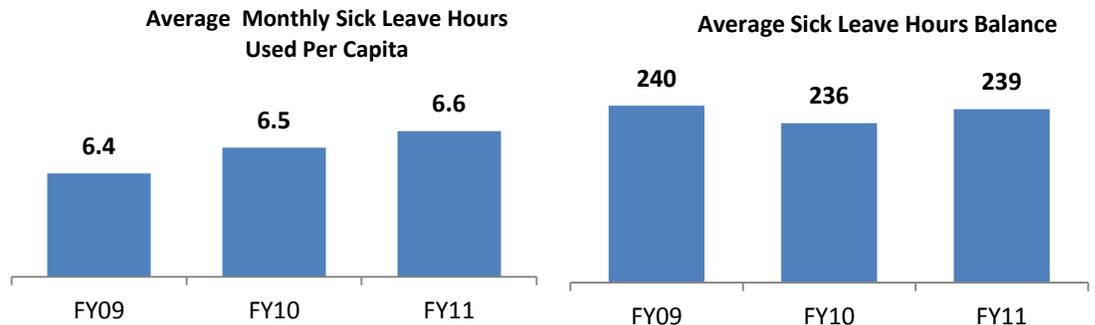


## Agency Strategies:

- Modify 24/7 work schedules.
- Use strategic staffing to cover weekends to eliminate call back or standby pay.
- Address attendance issues.

## Sick Leave Usage

Sick leave usage remains constant despite the fluctuations in the workforce. Agencies can anticipate an increase in employee sick leave balances in fiscal year 2012 with the implementation of Temporary Salary Reduction (TSR).



## DEPLOY WORKFORCE

WORK ASSIGNMENTS &  
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POSITIVE WORKPLACE  
ENVIRONMENT CREATED.  
COACHING, FEEDBACK,  
CORRECTIONS.



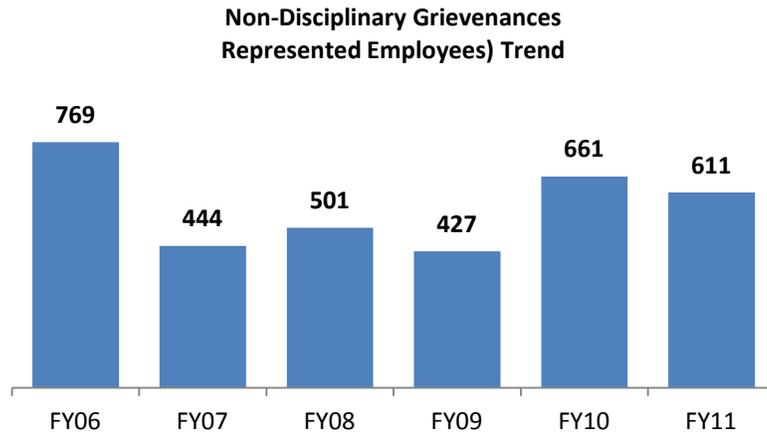
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### Non-Disciplinary Grievance (represented employees)

Non-disciplinary grievances decreased 8 percent from fiscal year 2010.



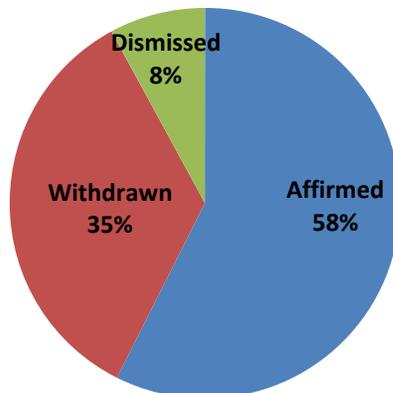
#### Agency Strategies:

- Continue to work with union representatives to resolve issues.

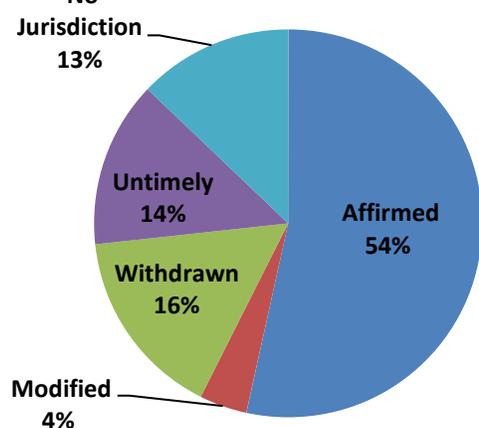
### Non- Disciplinary Appeals (mostly non-represented employees)

Of the 56 Director's Reviews filed, 80 percent were related to job classification. Of the 33 PRB appeals filed, 53 percent were also related to job classification.

**Personnel Resources Board Outcomes**



**Director's Review Outcomes**



## DEVELOP WORKFORCE

INDIVIDUAL DEVELOPMENT  
PLANS. TIME / RESOURCES  
FOR TRAINING.

CONTINUOUS LEARNING  
ENVIRONMENT CREATED.



LEARNING ENVIRONMENT  
CREATED. EMPLOYEES ARE  
ENGAGED IN DEVELOPMENT  
OPPORTUNITIES & SEEK TO  
LEARN.

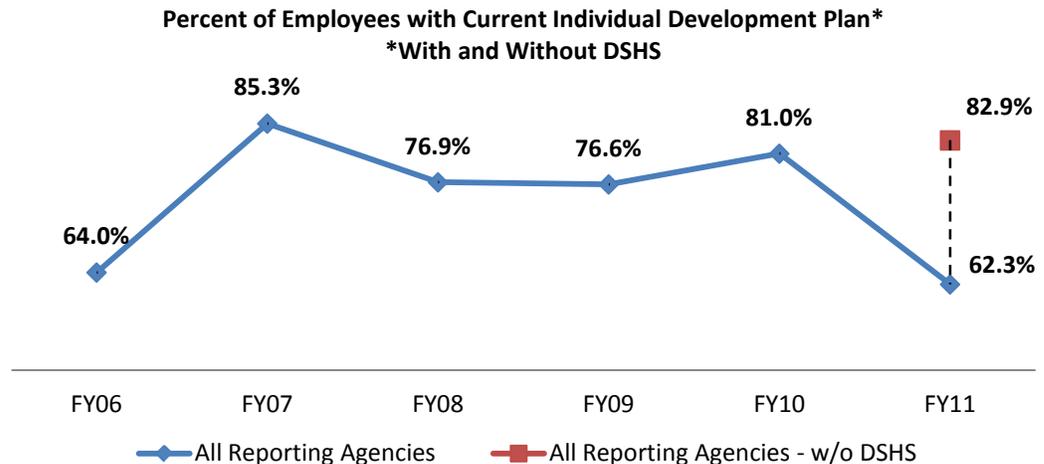


EMPLOYEES HAVE  
COMPETENCIES FOR  
PRESENT JOB & CAREER  
ADVANCEMENT.

### Individual Development Plans

Of the 36 reporting agencies, seven agencies (19 percent) had a 100 percent completion rate. Just under half (17) of the reporting agencies were under a 90 percent completion rate.

The Department of Social and Health Services (DSHS) suspended the evaluation process that includes the individual development plans effective November 1, 2010 through June 30, 2011 while a joint Labor-Management workgroup developed an improved evaluation system. As DSHS makes-up approximately one-third of the workforce the lack of reporting significantly skews the overall percentage. If DSHS is removed from the equation, the percentage shows that the rest of the workforce continues to improve in this area



### Agency Strategies:

- Identify non-traditional, low and no-cost development activities.
- Cascade strategic plan goals down to the frontline employee and ensure the individual development plan has the needed skills and knowledge identified to support achieving the strategic goals.
- Ensure that development opportunities for employees align with and support current work and career path in the agency.
- Provide training to supervisors on how to create individual development plans.
- Implement ongoing compliance reporting on individual development plans.

## REINFORCE PERFORMANCE

CLEAR PERFORMANCE EXPECTATIONS LINKED TO ORIGINAL GOALS & MEASURES. REGULAR PERFORMANCE APPRAISALS. RECOGNITION. DISCIPLINE.



EMPLOYEES KNOW HOW PERFORMANCE CONTRIBUTES TO SUCCESS OF ORGANIZATION. STRONG PERFORMANCE REWARDED; POOR PERFORMANCE ELIMINATED.

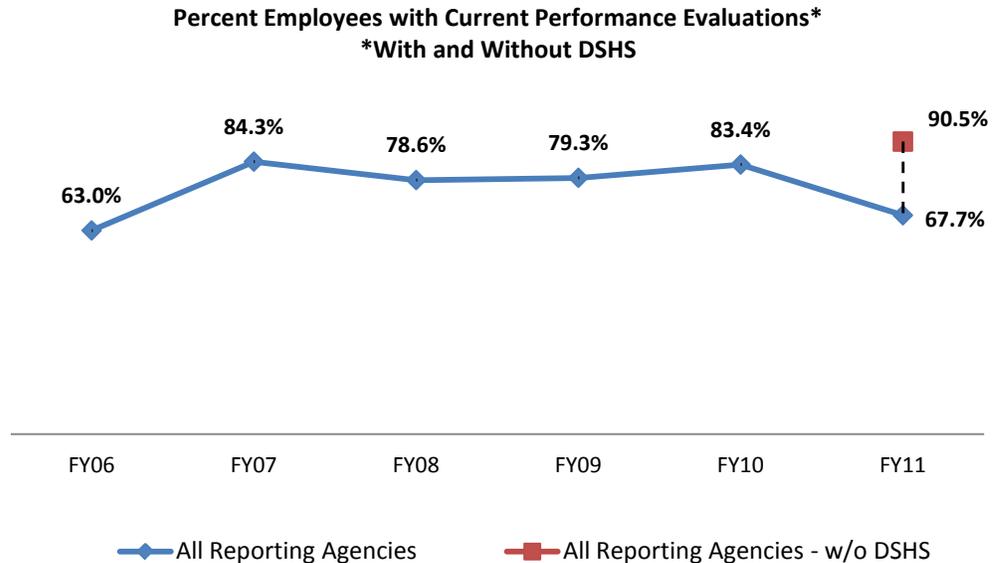


SUCCESSFUL PERFORMANCE IS DIFFERENTIATED & STRENGTHENED. EMPLOYEES ARE HELD ACCOUNTABLE.

### Current Performance Evaluations

Of the 36 reporting agencies, nine had a 100 percent completion rate and 16 were under the 90 percent completion rate.

The Department of Social and Health Services (DSHS) suspended the evaluation process effective November 1, 2010 through June 30, 2011 while a joint Labor-Management workgroup developed an improved evaluation system. As DSHS makes-up approximately one-third of the workforce the lack of reporting significantly skews the overall percentage. If DSHS is removed from the equation the percentage shows that the rest of the workforce continues to improve in this area.



### Agency Strategies:

- Automating performance evaluation process to include more structured deadlines, prompt notification of supervisors and comprehensive tracking system.
- Focus on providing career enrichment opportunities for employees based on agency's critical career paths.
- Develop and implement audit process to provide feedback to managers on quality of position descriptions and performance evaluations.
- Provide training to supervisors on giving quality evaluations.

## REINFORCE PERFORMANCE

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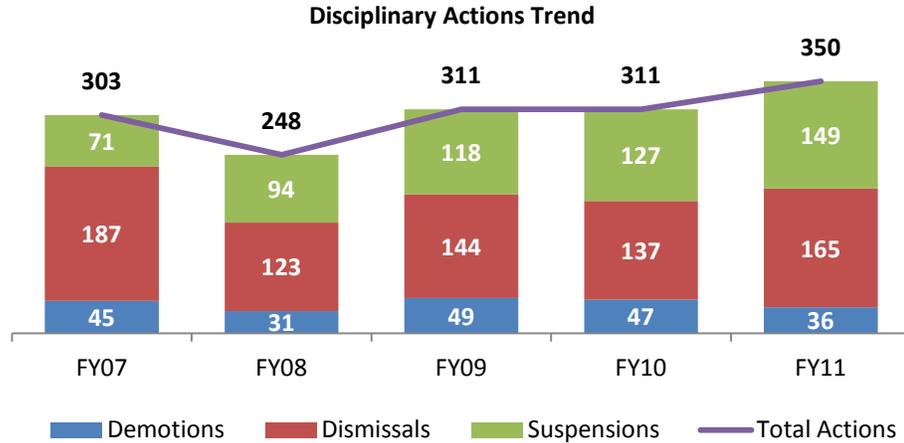
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SUCCESSFUL PERFORMANCE IS DIFFERENTIATED & STRENGTHENED. EMPLOYEES ARE HELD ACCOUNTABLE.

### Disciplinary Actions Taken

The overall number of disciplinary actions continues to increase.



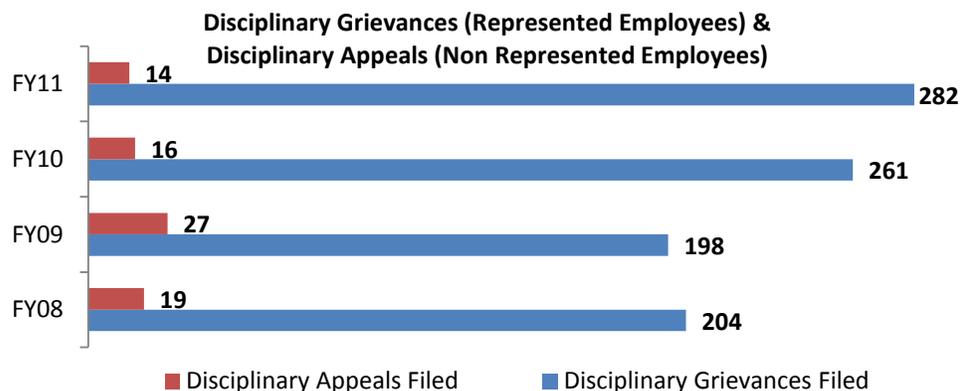
Despite the increase in actions, the overall number of agencies reporting disciplinary actions is decreasing. Of the 36 reporting agencies, 31 percent reported no formal disciplinary actions taken in fiscal year 2011 in comparison to only 14 percent reporting the same in fiscal year 2010.

#### Agency Strategies:

- Provide training and guidance to appointing authorities and managers on developing, correcting, motivating and engaging employees.
- Implement a performance management program for holding all employees accountable for meeting expectations and competencies for their position.
- Improve audit controls and processes to mitigate employee opportunity.

### Disciplinary Grievances and Appeals

As the number of disciplinary actions increase, the result is an increase in the number of grievances and appeals.



## ULTIMATE OUTCOMES

STATE GOVERNMENT HAS WORKFORCE DEPTH AND BREADTH NEEDED FOR PRESENT AND FUTURE SUCCESS. EMPLOYEES ARE COMMITTED TO THE WORK THEY DO AND THE GOALS OF THE ORGANIZATION. PRODUCTIVE, SUCCESSFUL EMPLOYEES ARE RETAINED.



AGENCIES ARE BETTER ENABLED TO SUCCESSFULLY CARRY OUT THEIR MISSION.

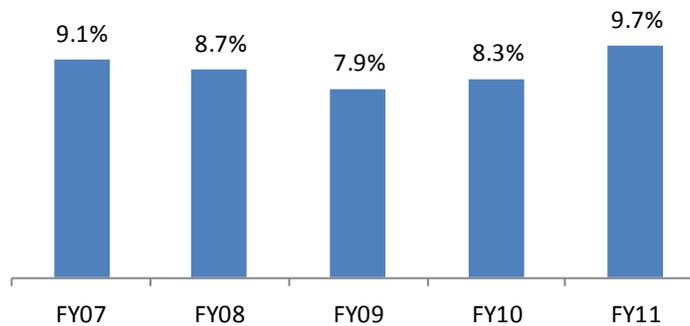


THE CITIZENS RECEIVE EFFICIENT GOVERNMENT SERVICES.

### Turnover Rates

Layoffs, resignations and retirements are driving the highest statewide turnover rate in five years. Agencies are fighting a war on two fronts. First, agencies struggle with the loss of long time employees who possess significant historical and technical knowledge. Second, they are unable to attract and retain a younger, skilled workforce in a climate of ongoing layoffs and budget cuts. As the workforce continues to age and public sector employment opportunities are no longer competitive with other sectors, these issues will remain significant challenges for the enterprise.

Turnover Highest in 5 Years



FY11 Turnover Statistics					
	Layoff	Resignation	Retirement	Dismissal	Other
% of Turnover	0.9%	4.8%	2.7%	0.2%	1.0%
Average Age	50	42	63	49	46
Average Length of Service	9	6	24	9	9

#### Agency Strategies:

- Bring new hires in at lower levels and further stretch our senior experts with the task of helping mentor and transfer knowledge while maintaining the workload.
- Utilize results of exit interviews to develop retention strategies.
- Develop onboarding programs to help new hires be more successful in the first year.
- Expand cross-training, mentoring and developmental opportunities.

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THE CITIZENS RECEIVE EFFICIENT GOVERNMENT SERVICES.

### Workforce Diversity Profile

The workforce has seen little overall change in the diversity profile for the last five fiscal years. The number of Vietnam Era Veterans, Disabled Veterans and Persons with Disabilities decreased this fiscal year. As the workforce continues to age, the number of persons over 40 years of age is steadily increasing.

% of Employees by Diversity Type	FY07	FY08	FY09	FY10	FY11
Female	51 %	51 %	51 %	51 %	51 %
Persons with Disabilities	4 %	4 %	4 %	3 %	3 %
Vietnam Era Veterans	6 %	6 %	5 %	5 %	4 %
Disabled Veterans	2 %	2 %	2 %	1 %	1 %
Persons of Color	18 %	18 %	18 %	18 %	18 %
Persons Age 40 and older	69 %	69 %	70 %	71 %	72 %
Black	5 %	5 %	5 %	5 %	5 %
Hispanic	4 %	5 %	5 %	5 %	5 %
Native American	2 %	2 %	2 %	2 %	2 %
Asian	6 %	6 %	6 %	6 %	7 %
White	82 %	82 %	82 %	82 %	82 %

### Agency Strategies:

- Focus recruitment on Joint Base Lewis McChord (JBLM) population that is far more diverse than Thurston County.
- Attend career days at local colleges, universities and high schools to raise awareness of the state as an employer of choice.
- Integrate cultural competency in recruitment, hiring and agency policies and training.
- Increase employee engagement in diversity awareness using web based resources and internal activities focused on cultural competency.

### Employee Survey Ratings

The biennial Employee Survey Ratings for October 2011 will be available in February 2012. Previous survey results can be found on the web at [WA State Employee Survey](#).