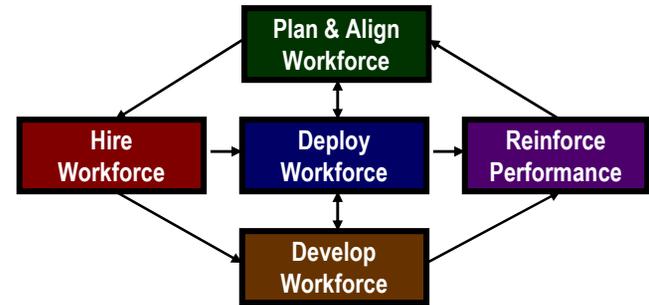

State of Washington Human Resource Management Report

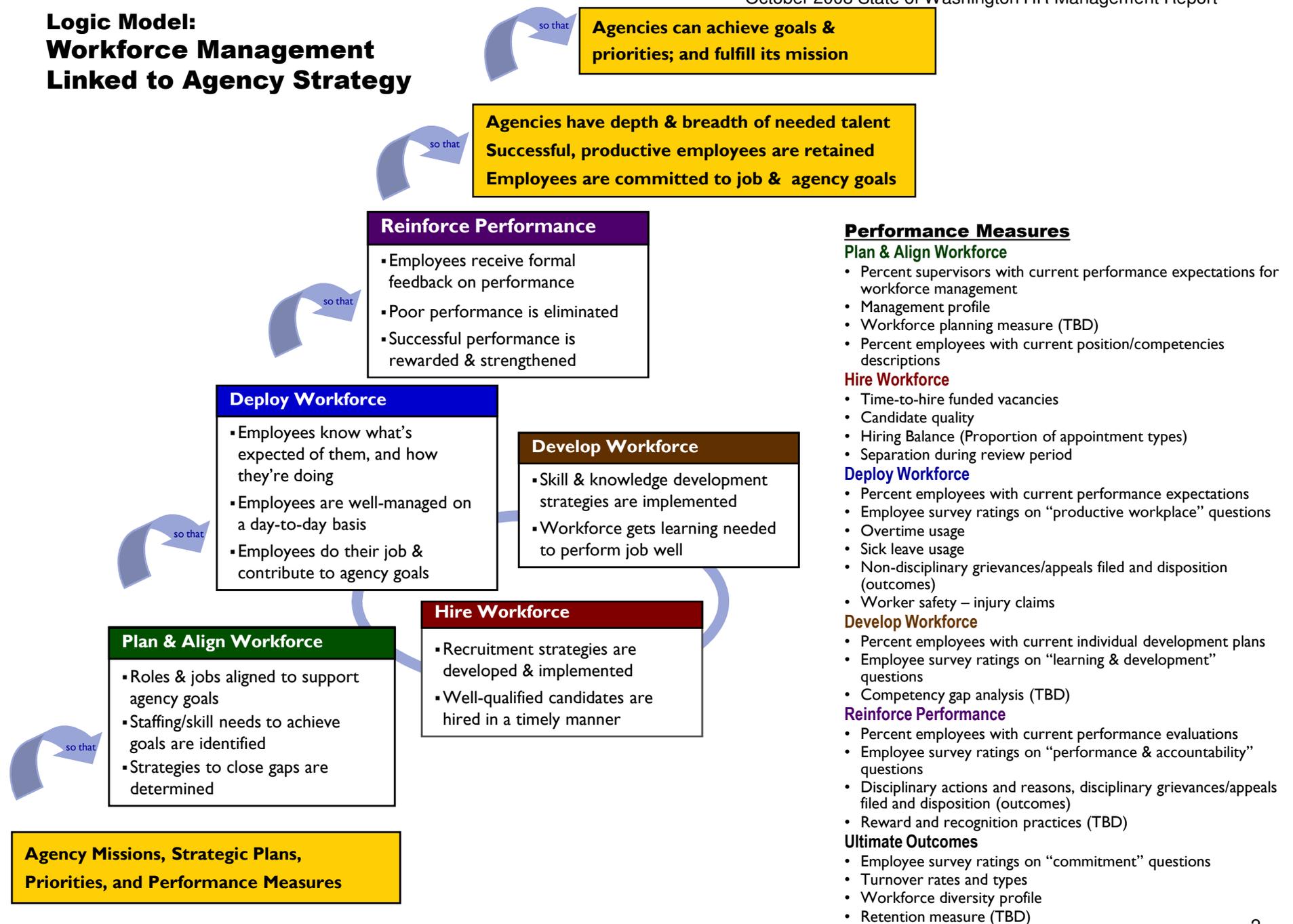
**Statewide Rollup
October 2008 Reporting Period**



Prepared by:
Department of Personnel
Eva Santos, Director
Published: November 7, 2008



Logic Model: Workforce Management Linked to Agency Strategy



Statewide Executive Summary

October 2008 State of Washington HR Management Report

Performance Measure	Statewide Status	Comments
PLAN & ALIGN WORKFORCE		
% supervisors who have performance expectations for WF mgmt	99%	As of 6/30/08
Management profile	8.8 % = "Managers"; 7.5% = WMS only	As of 6/30/08; WMS control point = 7.6%
% employees with current position/competency descriptions	89.7%	As of 6/30/08
HIRE WORKFORCE		
Average Time to Hire Funded Vacancies	58.3 avg days to hire (of 7,279 vacancies filled)	7/1/07 - 6/30/08. 35 agencies.
Candidate quality ratings	60.9% cand. interviewed had competencies needed 97% mgrs said they were able to hire best candidate	7/1/07 - 6/30/08. 35 agencies.
Hiring balance (% types of appointments)	34% promo; 42% new hires; 13% transfers; 8% exempts; 3%	7/1/07 - 6/30/08
Number of separations during post-hire review period	781 (roughly 7% of new hire / promotional appointments)	7/1/07 - 6/30/08
DEPLOY WORKFORCE		
Percent employees with current performance expectations	77.1%	As of 6/30/08
Employee survey 'productive workforce' ratings	3.83 (1-5 scale)	As of 11/07. Up +.02 from 4/06 survey
Overtime usage: (monthly average)	3.1 hours (per capita); 17.6% of EEs receiving OT	OT cost = \$68.9M. 7/1/07 - 6/30/08
Sick leave usage: (monthly average)	6.3 hours (per capita); 11.8 hours (for those who took S/L)	7/1/07 - 6/30/08
# of non-disciplinary grievances	501 grievances	7/1/07 - 6/30/08
# of non-disciplinary appeals & Dir's Reviews filed	19 appeals, 95 Director's Reviews	7/1/07 - 6/30/08
Projected annual number of accepted claims per 100 FTEs	7.7	Avg for last 3 years. As of 6/30/08.
DEVELOP WORKFORCE		
Percent employees with current individual training plans	76.9%	As of 6/30/08
Employee survey 'training & development' ratings	3.71 (1-5 scale)	As of 11/07. Up +.05 from 4/06 survey
REINFORCE PERFORMANCE		
Percent employees with current performance evaluations	78.6%	As of 6/30/08
Employee survey 'performance & accountability' ratings	3.78 (1-5 scale)	As of 11/07. Up +.03 from 4/06 survey
Number of formal disciplinary actions taken	174	7/1/07 - 6/30/08
Number of disciplinary grievances and appeals filed	204 grievances; 19 appeals	7/1/07 - 6/30/08
ULTIMATE OUTCOMES		
Employee survey 'Employee Commitment' ratings	3.67 (1-5 scale)	As of 11/07. Up +.05 from 4/06 survey
Turnover percentages (leaving state service)	7.90%	7/1/07 - 6/30/08
Diversity Profile	53% female; 18% people of color; 75% 40+; 4% with disabilities	As of 6/30/08
Employee survey rating on 'Support for a diverse workforce'	3.83	As of 11/07 survey. New measure.

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)

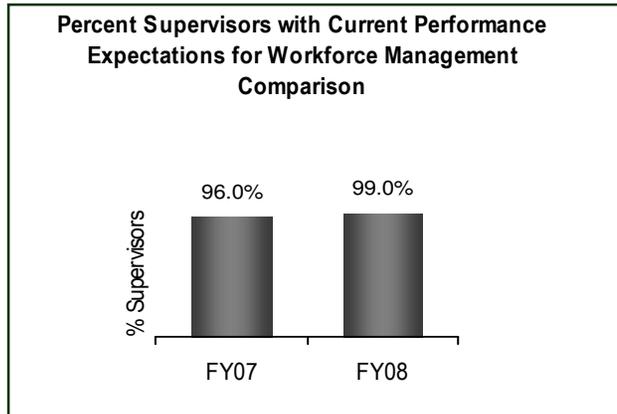
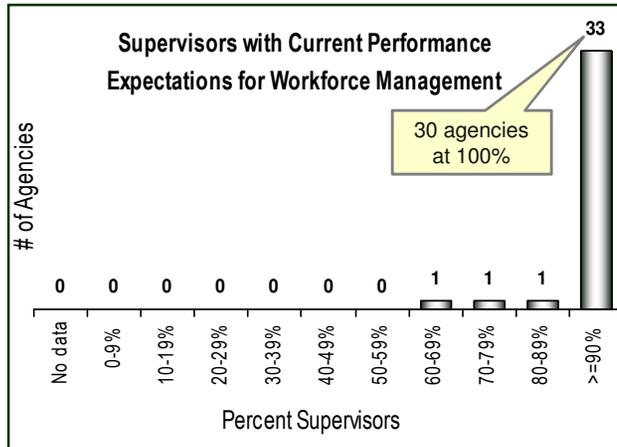
Percent employees with current position/competency descriptions

Agency Priority: High=9, Med=7, Low=14, N/A=6

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 99%*

*Based on 9,965 of 10,070 supervisors, as reported in agencies' HR Management Reports



** The logic model on page 2 of this report provides a high level description of desired outcomes of managers' role in managing their employees.

Data as of 7/1/2008
Source: Agency HRM Reports – 36 of 36 agencies reporting

Analysis:

- 33 of 36 agencies reporting data for this measure said they have “workforce management” expectations in place for over 90% of their supervisors.
- This measure is about supervisors' accountability for effectively managing their staff.* This includes a wide range of responsibilities, such as effective hiring practices, workforce deployment, day-to-day employee management, coaching & feedback, developing staff, corrective activities, setting expectations, evaluations, and more.
- It is important that executives inform managers/supervisors of what these workforce management expectations are and hold them accountable for fulfilling those responsibilities.**

Action:

- Examples of action steps described in agencies HRM Reports include:
 - Development of Performance Management Leadership Training.
 - Establishing core leadership competencies for agency managers.
 - Ensuring all agency leaders are evaluated on their workforce management skills.
 - Agency Director's workforce management expectations incorporated in all supervisory and management training.

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 employees with current position/competency descriptions

Agency Priority: High=5, Med=5, Low=21, N/A=5

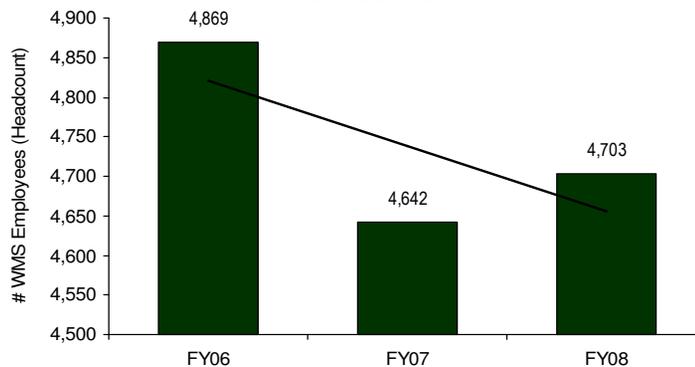
Management Profile

Washington Management Service	FY06	FY07	FY08
WMS Headcount	4,869	4,642	4,703
% of state workforce that is WMS	9.5%	7.6%	7.5%
Managers* Headcount	N/A	5,413	5,513
% of state workforce that is Mgrs*	N/A	8.9%	8.8%
Total number of Employees**	51,457	60,578	62,947

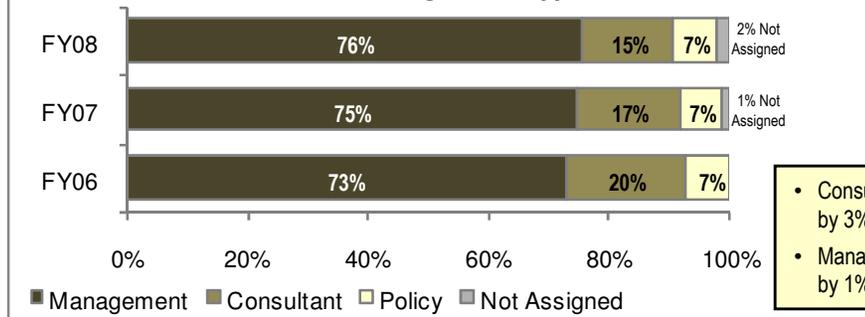
* In positions coded as "Manager" (includes Exempts, WMS, and General Service)

** Includes all general government, executive branch employees, regardless of status

Washington Management Service Headcount Trend



WMS Management Type



- Consultants decreased by 3% since FY07
- Management increased by 1% since FY07

Analysis:

- Since July 2007, the WMS headcount increased by 1.3% (4,642 to 4,703); however, the general government workforce grew by 3.9% (60,578 to 62,947). This resulted in an overall 0.1% decrease in WMS employees to 7.5% in FY08; below the 7.6% control point set in July 2007.
- Agencies monitor WMS usage against control points set in July 2007 and report twice yearly in agency HR Management Reports.
- As of July 2008, 21 agencies are currently below their WMS control point, 6 are at their control point, and 6 agencies are over their control point. 3 reporting agencies do not have WMS positions.
- Additional agency monitoring activities include:
 - Yearly review of WMS positions to ensure positions are appropriately included in WMS.
 - WMS position vacancies are reviewed by agency Director and HR Director prior to recruitment.

Action:

- DOP continues to monitor statewide management profile data on a quarterly basis and work with individual agencies that are over the established control point. No additional action is needed at this time.

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)

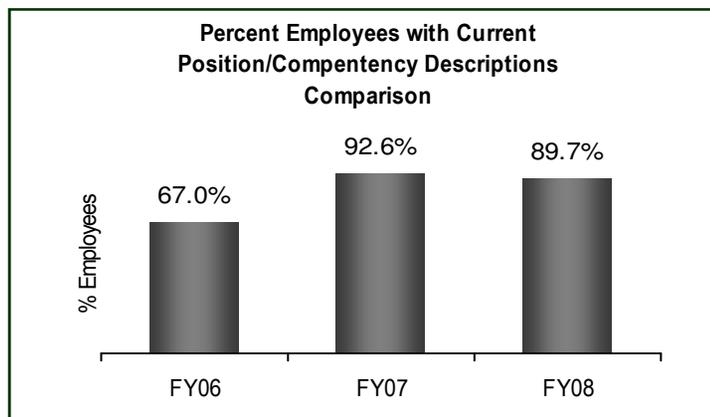
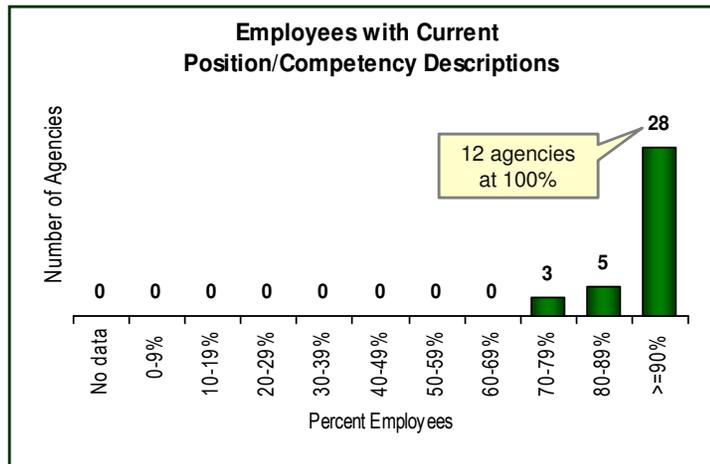
Percent employees with current position/competency descriptions

Agency Priority: High=9, Med=11, Low=10, N/A=6

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 89.7%*

*Based on 50,419 of 56,200 reported employee count
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2008
Source: Agency HRM Reports – 36 of 36 agencies reporting

Analysis:

- 89.7% of employees have current position and competency descriptions – a decrease from 92.6% in FY07. Agencies cite movement of employees and supervisors as a cause for the decrease. In addition, some agencies are using improved tracking systems to provide a more accurate count of completed position descriptions.
- Since October 2006, the number of agencies having 90% and higher current job descriptions has more than doubled (from 13 to 28 agencies).
- Of the 8 agencies with less than 90% current job descriptions, 4 have improved their percentage since October 2007.
- Two agencies have shown significant improvement in the percentage of employees with current position/competency descriptions.
 - Health Care Authority – up 33%
 - Department of Health - up 14.6%
- DOP updated the Performance and Development Plan (PDP) Supervisory training materials to clarify that accurate, up-to-date position descriptions are required in order to properly complete the PDP.

Action:

- The updated PDP form clarifies that accurate, up-to-date position descriptions are required in order to properly complete the PDP. The PDP form will be posted on the new DOP web site in December 2008.

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

Time to hire vacancies

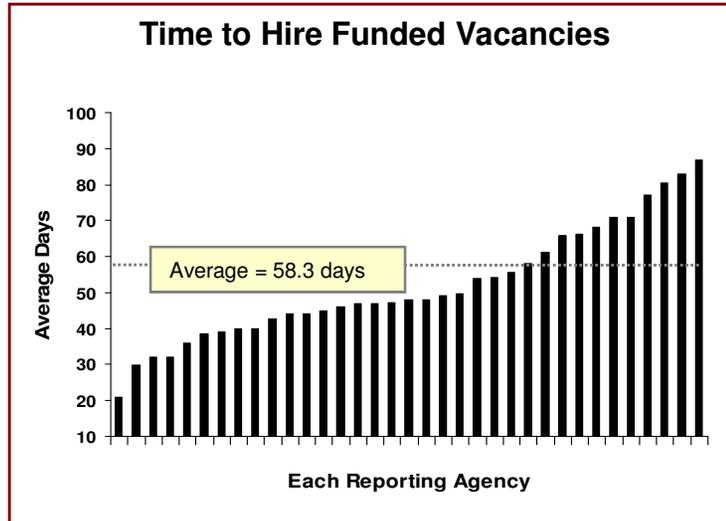
Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: High=9, Med=14, Low=7, N/A=6

Time to Hire / Candidate Quality



Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 8,578.5 Percentage = 60.9%*

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 1,970 Percentage = 97.0%

Hiring managers indicating "no":

Number = 62 Percentage = 3.1%

*Percentage based on manager assessments of 14,096 candidates interviewed

Analysis:

Time to Hire

- Most agencies are using the clarified time to hire definition. In April 2008, a group of agency representatives clarified the definition of time to hire performance measure to equal the # of days from the hiring supervisor notifying the HR office to start the recruitment process to job offer acceptance.
- 35 agencies reported data, 3 from E-Recruiting and 32 from their own agency tracking system. Averages ranged from 21 to 87 days. 13 agencies reported average times of less than 45 days, up from 8 agencies in October 2007.
- Five agencies reported significant improvement in their average number of days to hire since the October 2007 report due to process improvements and staff dedicated to recruitment activities. These are:
 - DOC – down 10.5 days
 - ESD – down 20 days
 - DFW - down 18 days
 - Military – down 14 days
 - Revenue – down 23 days

Candidate Quality

- 97.0% of managers reported they were able to hire the best candidate for the job (preliminary, un-weighted); however, most agencies reported difficulty in receiving candidate quality information from hiring managers.
- 11 of the 35 reporting agencies did not submit data for this measure.

Action:

Examples of action steps described in agencies HRM reports include:

- Additional applicant screening processes prior to submission to hiring manager to help increase candidate quality percentages.
- The addition of recruitment goals to agency strategic plans.

Data from 7/1/2007 – 6/30/2008
Source: Agency HRM Reports

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

Time to hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

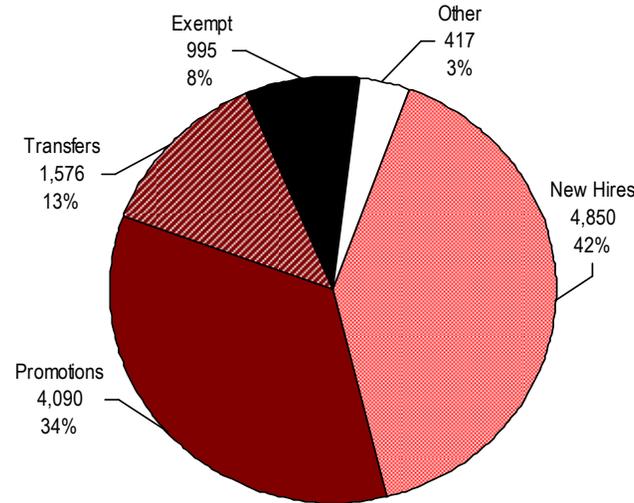
Separation during review period

Agency Priority: High=3, Med=4, Low=22, N/A=7

October 2008 State of Washington HR Management Report

Hiring Balance

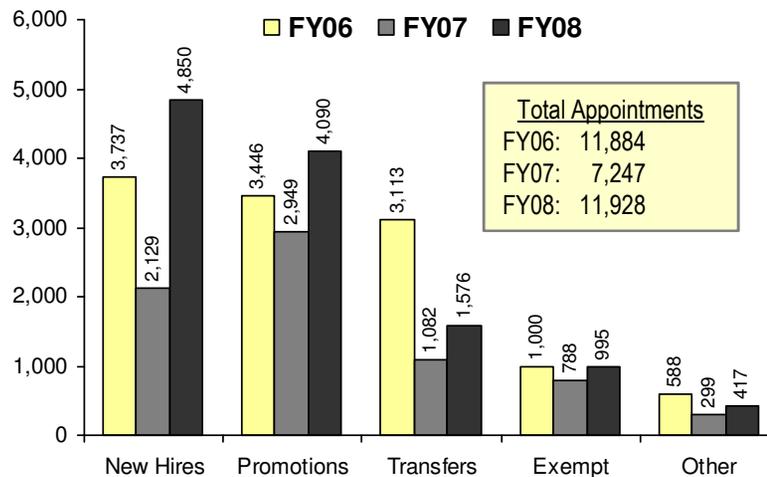
Types of Appointments - FY08



Total number of appointments = 11,928*

* Includes appointments to permanent vacant positions only; excludes reassignments. "Other" = Demotions, re-employment, reversion & RIF appointments

Types of Appointments - Comparison



Data from 7/1/2007 - 6/30/2008 Source: DOP HRMS Business Intelligence

Analysis:

- **Appointment data in this report is for the time period 7/2007 – 6/2008 - prior to the hiring freeze.**
- The number of appointments in FY08 was 11,928; compared to 7,247 in FY07 and 11,884 in FY06.
- The total number of New Hires in FY08 was 4,850. The total # leaving state service was 4,538 for an actual net increase in permanent appointments of 312. This number includes permanent appointments to permanent positions only.
- Classes showing the largest increase in hires in FY08 were:
 - Social Workers; Nursing Assistants, LPN's, RN's; Liquor Store Clerks; Corrections and Custody Officers.
 - These classifications are priority areas for the state and also tend to have the highest amount of turnover.

Action:

Examples of action steps described in agencies HRM reports include:

- Conduct hiring activities in accordance with the Governor's directive on the hiring freeze.
- Expand partnerships with DOP, colleges and universities to target quality candidates for hard to fill positions.
- Provide development and promotional opportunities for employees.
- Increase workforce/succession planning activities.

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

Time to hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: High=3, Med=4, Low=22, N/A=7

October 2008 State of Washington HR Management Report

Separations During Review Period

Separations During Review Period	FY06	FY07	FY08
Total Probationary Separations	449	440	572
Voluntary	295	287	378
Involuntary	154	153	194
Total Trial Service Separations	251	187	209
Voluntary	231	172	197
Involuntary	20	15	12
Total Separations	700	627	781

Analysis:

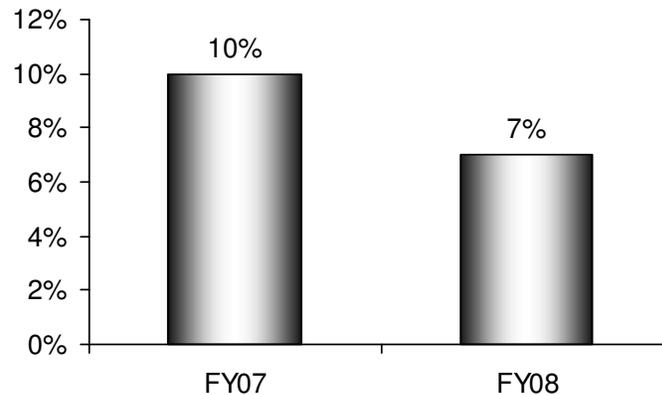
- The 781 separations during the review period is roughly 7% of the new hire and promotional appointments.

Action:

Examples of action steps described in agencies HRM reports include:

- Work with managers to ensure that employee performance is being properly evaluated during probationary and trial service periods.
- Review employee orientation processes to ensure new employees receive mentoring, guidance and support needed upon hire to help them succeed within the agency.

% Separations During Review Period*



* As compared to New Hire and Promotional Appointments for same time period

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

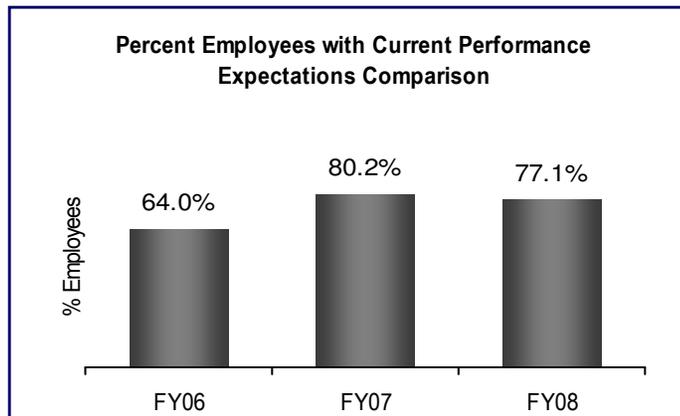
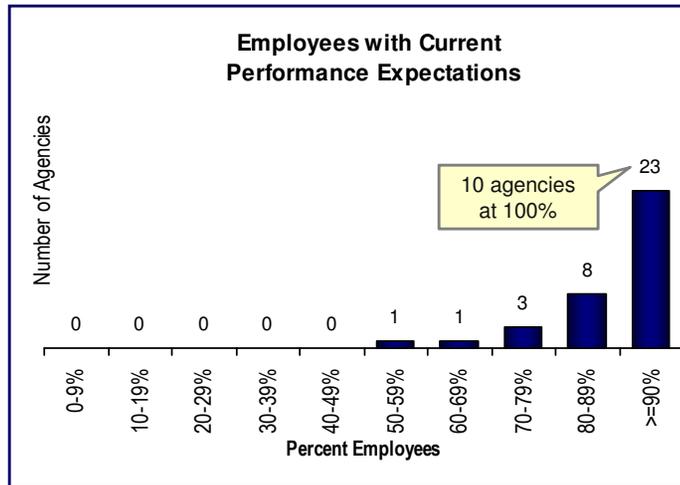
Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
 Overtime usage
 Sick leave usage
 Non-disciplinary grievances/appeals filed and disposition (outcomes)
 Worker safety

Current Performance Expectations

Percent employees with current performance expectations = 77.1%*

*Based on 38,689 of 50,131 reported employee count
 Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2008
 Source: Agency HRM Reports – 36 of 36 agencies reporting

Analysis:

- The percent of employees with current performance expectations is down 3.1% from FY07.
- While the overall % employees with current performance expectations has gone down from 80.2%, the number of agencies at 90% or greater has increased from 19 to 23 since FY07.
- A number of agencies held managers accountable to establish performance expectations for employees within 30 days of appointment into a position.
- A few agencies use the percent completed performance evaluations as a proxy measure since the setting of future performance expectations usually coincides with completing the evaluation for the previous year.
- Other agencies have moved to a precise accounting of how many employees actually have performance expectations in place. Consequently, the percent of employees with current expectations does not equal the percent of employees with completed performance evaluations.
- Many agencies provided training for supervisors on tying strategic plan goals to individual employee performance expectations.
- While the numbers of employees with current performance expectations rose in FY07, the response to Question 4 "I know what is expected of me at work" did not change in the 2007 employee survey

Action:

- DOP will monitor this for trend and report in the April 2009 Government Efficiency GMAP forum.

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

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

	2007 Avg	2006 Avg
Q4. I know what is expected of me at work.	4.3	4.3
Q1. I have the opportunity to give input on decisions affecting my work.	3.6	3.5
Q2. I receive the information I need to do my job effectively.	3.8	3.8
Q6. I have the tools and resources I need to do my job effectively.	3.7	3.8
Q7. My supervisor treats me with dignity and respect.	4.3	4.3
Q13. My agency consistently demonstrates support for a diverse workforce.	3.8	N/A
Q8. My supervisor gives me ongoing feedback that helps me improve my performance.	3.8	3.7
Q9. I receive recognition for a job well done.	3.4	3.3

Overall average score for "Productive Workplace" ratings: 3.8

Greater Olympia area = 4.0
Western WA (without Oly) = 3.7
Eastern Washington = 3.8

Non-supv employees = 3.8
Supervisors = 4.0

Analysis:

- 82% indicate that their supervisor treats them with dignity and respect.
- Approximately two-thirds indicate they have the tools and resources to do their job effectively.
- 85% indicated they know what is expected of them at work. 80.2% of them had current performance expectations at the time of the survey; up from 64% at the time of the 2006 survey.
- 67% of employees agree that their agency consistently demonstrates support for a diverse workforce. The 2007 employee survey was the first time this question was asked.
- Only 64% receive regular feedback and 47% indicate they never to occasionally receive recognition for a job well done.

Action:

- Agencies reported action plans related to their employee survey ratings in the April 2008 HRM Report. These action plans were reported in the Government Efficiency GMAP in June 2008.
- DOP will be conducting the next State Employee Survey in fall 2009.

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

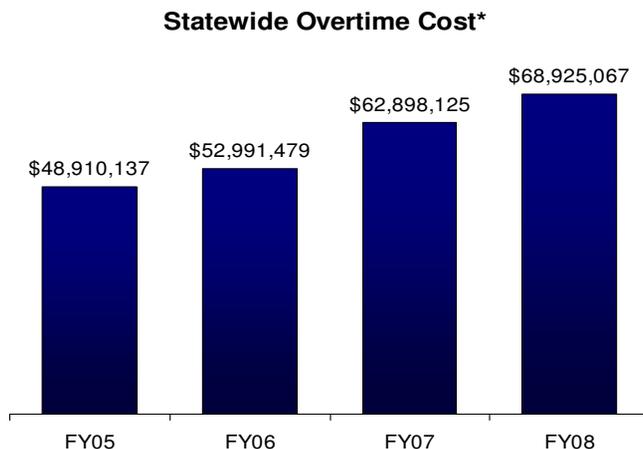
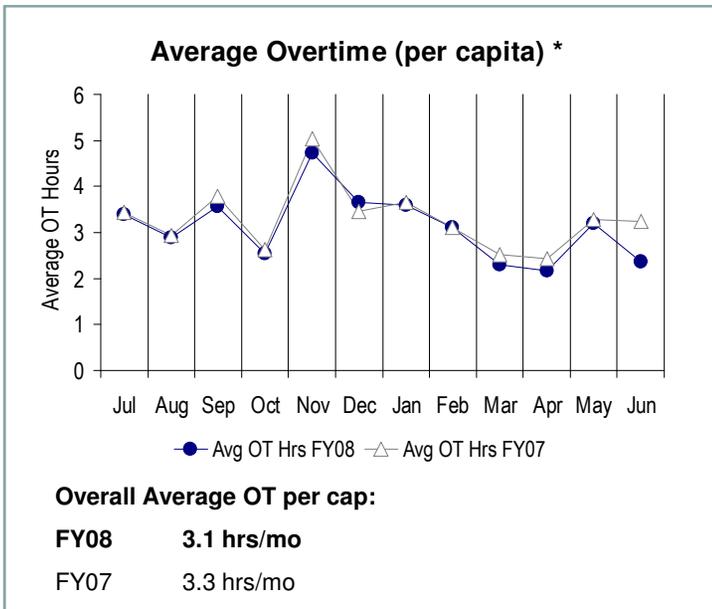
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Overtime Usage



*Statewide overtime values do not include DNR

Analysis:

- Average OT per capita and % Employees Receiving OT remained steady in FY07 and FY08.
- While overall average OT has remained steady, statewide OT costs continue to rise. This may be due to an increased employee population in conjunction with pay increases.
- Common reasons cited for OT are vacancy rates and seasonal needs. OT is tied to holidays and is a mandatory requirement in 24 hr facilities.
- Agencies instituted a requirement that all overtime eligible employees must complete time sheets, after a DOL audit found this information was not always properly captured. This requirement may result in increased overtime costs.

Action:

- Examples of action steps described in agencies HRM reports include:
 - Monitor staffing models/scheduling to ensure proper staffing.
 - Audit positions to ensure proper OT eligible/exempt coding.

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

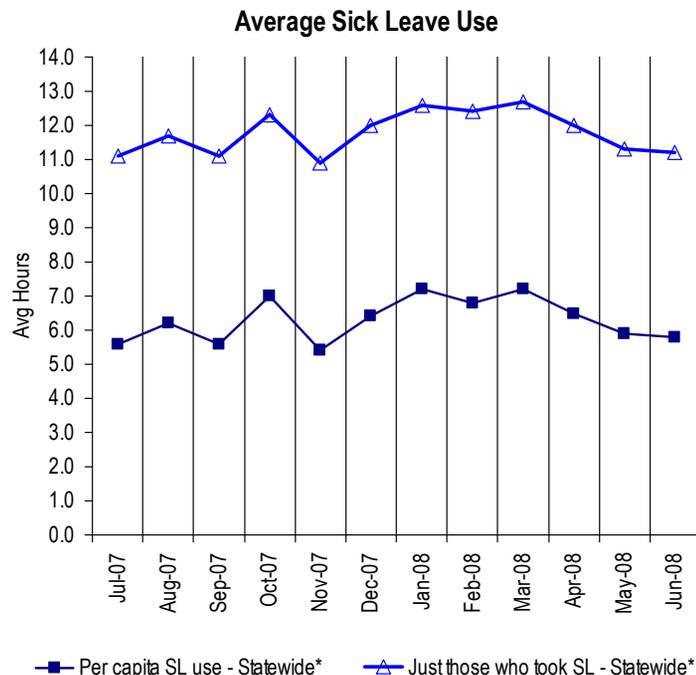
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage



Sick Leave Hrs Used / Earned (per capita)

	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
FY08	6.3 Hrs	81.3%
FY07	6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
FY08	11.8 Hrs	147.3%
FY07	11.9 Hrs	148.4%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data from 7/1/2007 - 6/30/2008 Source: DOP HRMS Business Intelligence

Analysis:

- Per capita, the average sick leave hours used fell by 0.1 while the percent of sick leave hours used versus earned fell by 1.2%.
- For only those who took sick leave, the average sick leave hours used fell by 0.1 while the percent of sick leave hours earned fell by 1.1%.
- Overall, sick leave usage per capita and for those who took sick leave remains cyclical and has remained steady between FY07 and FY08.
- HCA and WSP identified Sick Leave as a high priority for their agency.

Action:

- Actions identified by agencies to address Sick Leave usage include:
 - Implement wellness programs and encourage participation in wellness activities.
 - Offer flu shots.
 - Develop Crucial Conversations training to assist supervisors in dealing with chronic abusers.
 - Stock on-site vending machines with "Fit Picks" as a healthy alternative choice.
 - Sponsor Dietician led brown bag lunch.
 - Monitor effects of 4/10 schedule on Sick Leave usage.

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

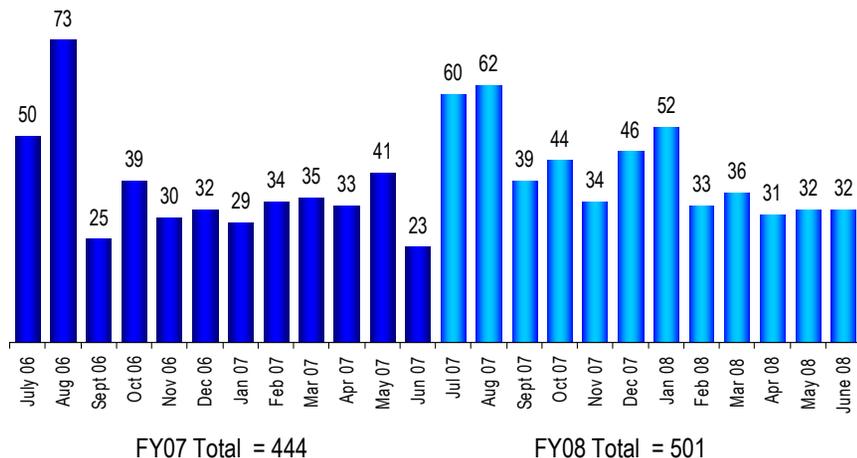
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

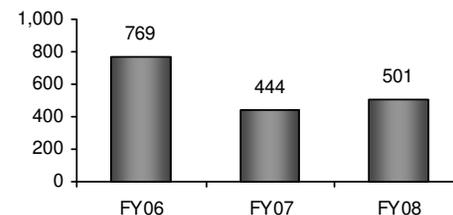
Number of Non-Disciplinary Grievances Filed



Analysis:

- The number of non-disciplinary grievances filed in FY08 increased by 12.8% from FY07.

Number of Non-Disciplinary Grievances Filed - Comparison



- While the 12.8% increase since FY07 may seem high, FY07 saw a 42.6% decrease from FY06 (769 non-disciplinary grievances). Compared to FY06, FY08 non-disciplinary grievances was substantially lower.
- Some agencies attributed the increase in non-disciplinary grievances filed to:
 - Changes in representation of employee bargaining units.
 - Grievances filed regarding performance appraisals due to the increase in number of performance appraisals completed.
 - Changes in overtime language in bargaining agreements.
- Agencies reported the majority of non-disciplinary grievances were settled at the agency level. The second highest disposition were withdrawn.

FY 08 Non-Disc. Grievances By Agency			FY 08 Non-Disciplinary Grievances By Type		
Agency	Number	% of Total	Type	Number	% of Total
DSHS	201	40.1%	Non-Discrimination	70	14.0%
DOC	98	19.6%	Leave	46	9.2%
Ferries	64	12.8%	Overtime	42	8.4%
L&I	23	4.6%	Compensation	39	7.8%
WSP	17	3.4%	Perf. Evals	35	7.0%
DOH	16	3.2%	Hours of Work	33	6.6%
DOT	14	2.8%	Hiring & Appoints	30	6.0%
LCB	11	2.2%	Bid System	27	5.4%
Licensing	9	1.8%	Classification	16	3.2%
ESD	8	1.6%	Mgmt Rights	16	3.2%
All Others	40	8.0%	Safety	16	3.2%
			All Others	131	26.0%

Deploy Workforce

Outcomes:

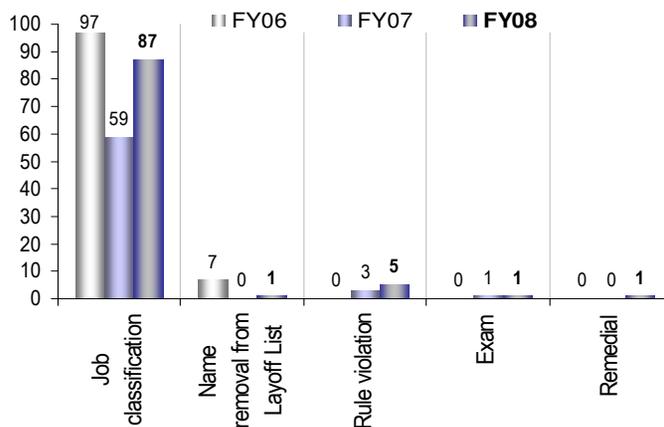
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)**
- Worker safety

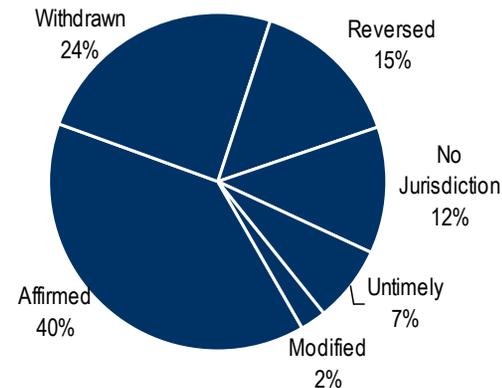
Non-Disciplinary Appeals

Filings for Director's Review



FY06 Filings = 104
 FY07 Filings = 63
 FY08 Filings = 95

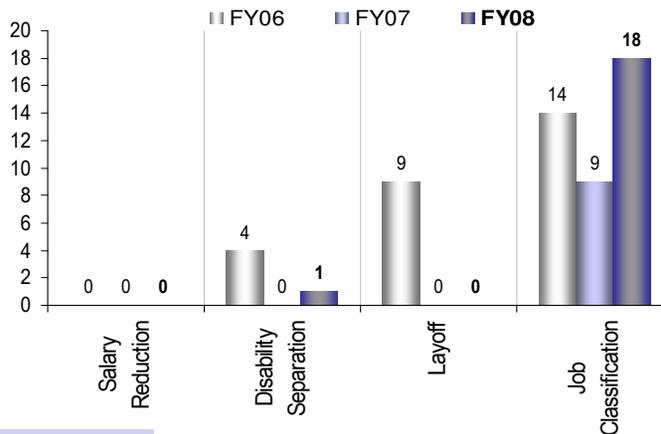
Director's Review Outcomes - FY08



Total outcomes = 82

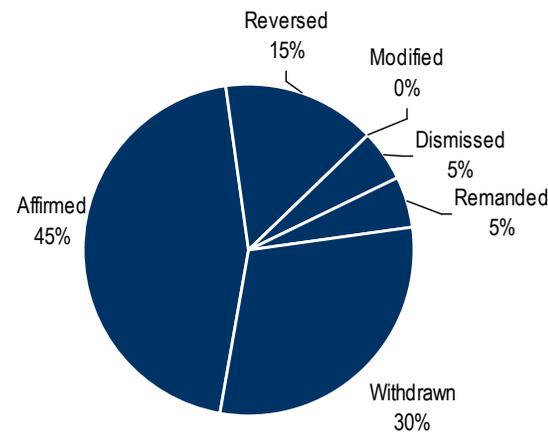
There is no one-to-one correlation between the number of filings and the outcomes displayed in these charts. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Filings with Personnel Resources Board



FY06 Filings = 27
 FY07 Filings = 9
 FY08 Filings = 19

Personnel Resources Board Outcomes - FY08



Total outcomes = 20

Data from 7/1/2007 - 6/30/2008 Source: Dept of Personnel

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
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Agency Priority: High=1, Med=5, Low=1, N/A=29

Worker Safety: Statewide

Analysis and Action:

- This measure supports the Governor's GMAP focus on Safety. It reflects information reported to the Department of Labor and Industries.
- Over the last three years, injuries averaged 7.7 claims per quarter for every 100 full-time employees. FY 07 averaged 7.3 (data received to date).

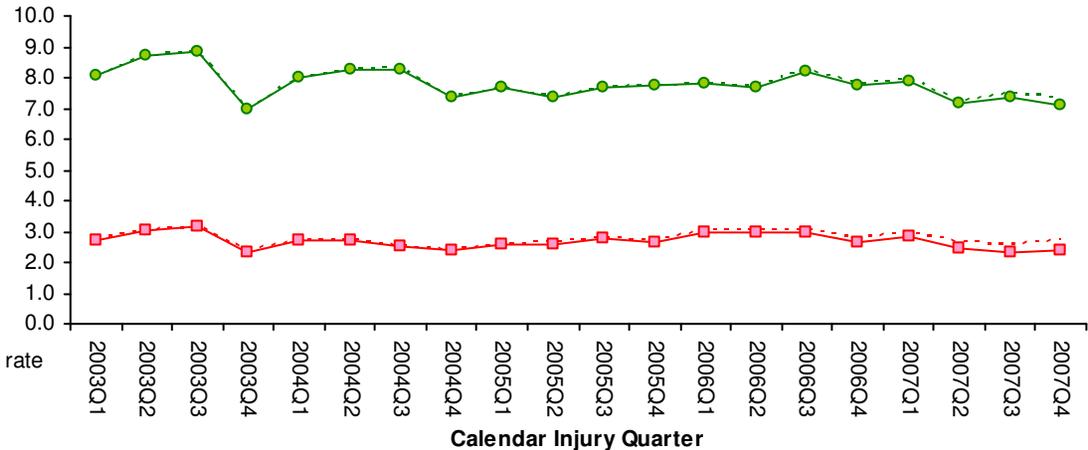
- Employees have up to 2 years to file a claim so the information is expected to be amended as additional information becomes available.
- Agencies describe conducting regular ergonomics assessments; hiring a Risk/Safety Manager to focus on implementing the safety action plan; and a focus on return-to-work programs in their agency HR Management reports.
- Specific enterprise action plans related to workers safety are described in the September 19, 2008 Worker Safety GMAP report prepared by the Department of Labor and Industries.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate

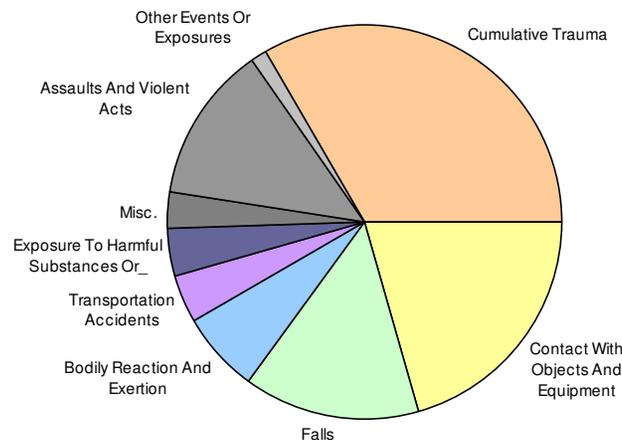


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	6,196
9	Other Events Or Exposures	631
0	Contact With Objects And Equipment	46

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 "learning & development" questions

Competency gap analysis (TBD)

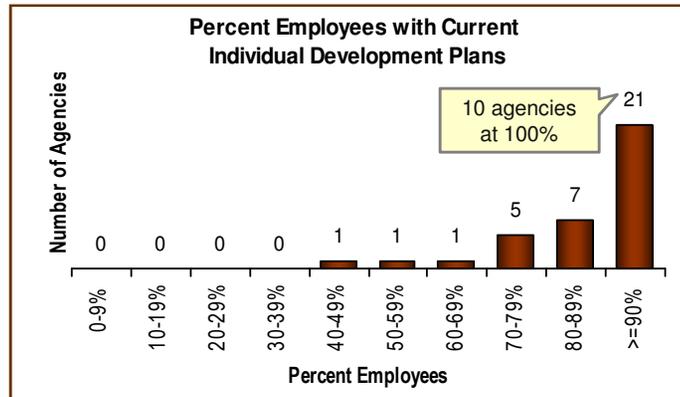
Agency Priority: High=13, Med=13, Low=7, N/A=3

October 2008 State of Washington HR Management Report

Individual Development Plans

Percent employees with current individual development plans = 76.9%*

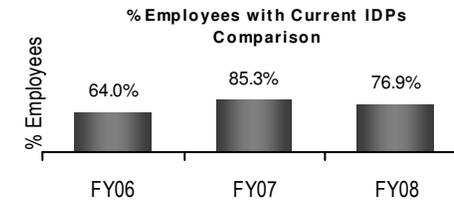
*Based on 38,632 of 50,191 reported employee count
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2008 Source: Agency HRM Reports – 36 of 36 agencies reporting

Analysis

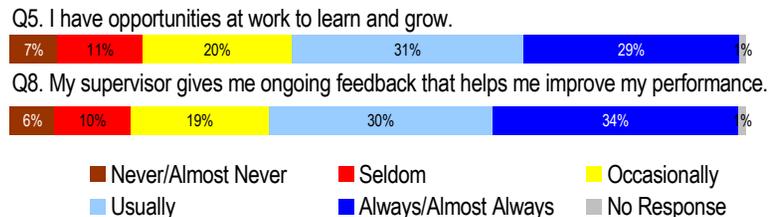
- Percent of employees with current IDPs decreased by 8.4% since October 2007. Agencies cite tracking process improvements and staff movement as main issues related to the decrease in current IDPs.



Action:

- Examples of action steps described in agency HRM reports include:
 - Focus on tying IDPs to agency mission and vision.
 - Update agency tracking systems to include monthly reminders of IDP due dates.
 - Provide supervisor training to focus on the importance of employee IDPs.

Employee Survey "Learning & Development" Ratings



Overall average score = 3.7

Greater Olympia area = 3.8 Non-supv employees = 3.7
Western WA (without Oly) = 3.6 Supervisors = 3.9
Eastern Washington = 3.7

Data as of November 2007
Source: DOP Employee Survey

2007 Avg	2006 Avg
3.7	3.6
3.8	3.7

Analysis and Action:

- Statewide scoring for Q5 on having opportunities at work to learn and grow improved significantly, moving from 3.59 in 2006 to 3.66 in 2007; an increase of +.07.
- Q10, "My supervisor gives me ongoing feedback that helps me improve my performance", increased from 3.73 to 3.76, +.04. This likely correlates with the increase in the number of completed performance evaluations, from 63% in 2006 to 84% in 2007.

Current Performance Evaluations

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.

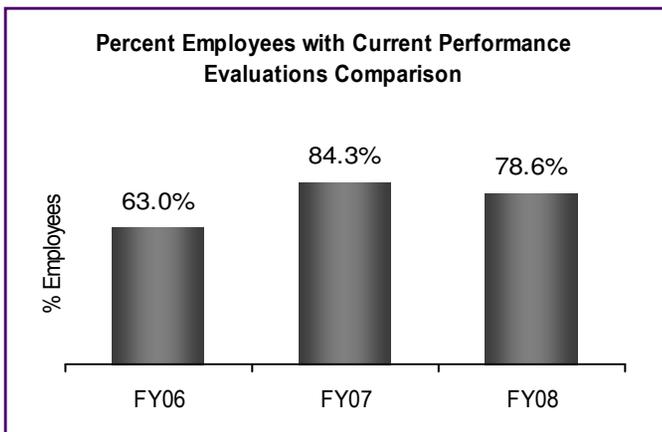
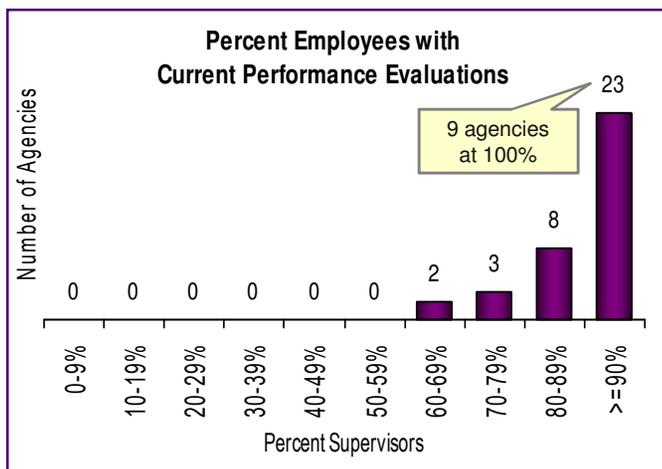
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 78.6%*

*Based on 38,605 of 49,127 reported employee count
Applies to employees in permanent positions, both WMS & GS



Data as of 7/1/2008
Source: Agency HRM Reports – 36 of 36 agencies reporting

Analysis:

- 78.6% of employees have current evaluations – down 5.7% since FY07 (84.3%).
- 100% completion of performance evaluations is the universal target for all agencies.
- 23 agencies have current performance evaluations for 90%-100% of their workforce - an increase of 4 agencies from FY07 reports.
- Of the 13 agencies with less than 90% current performance evaluations, 5 improved their percentage and 8 lost further ground. Agencies with the most improved percentage:
 - Dept. of Printing (38.4% improvement - from 60.1% to 98.5%)
 - Dept. of Agriculture (35.2% improvement – from 62.0% to 97.2%)
 - Dept. of Early Learning (42.0% improvement – from 58.0% to 100%)
 - Office of Admin. Hearings (38.0% improvement – from 40.0% to 78.0%)
 - Office of Financial Management (31.0% improvement – from 68% to 99.0%)
- In the 2007 State Employee Survey, the statewide score for Q10 on receiving meaningful performance evaluations improved significantly, moving from 3.39 in 2006 to 3.45 in 2007, an increase of +.06. This may be related to the increased percentage of employees with completed performance evaluations from FY06 to FY07.

Action:

- Examples of action steps described in agencies HRM Reports include:
 - Implement automated tracking and notification system.
 - Send out written expectations that evaluations are a priority for the agency.
 - Ensure supervisors and managers are trained on the importance of on-time and quality performance evaluations.
 - Change to an annual performance expectation cycle.
 - Implement a Performance Management team to review each evaluation with a focus on quality.

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

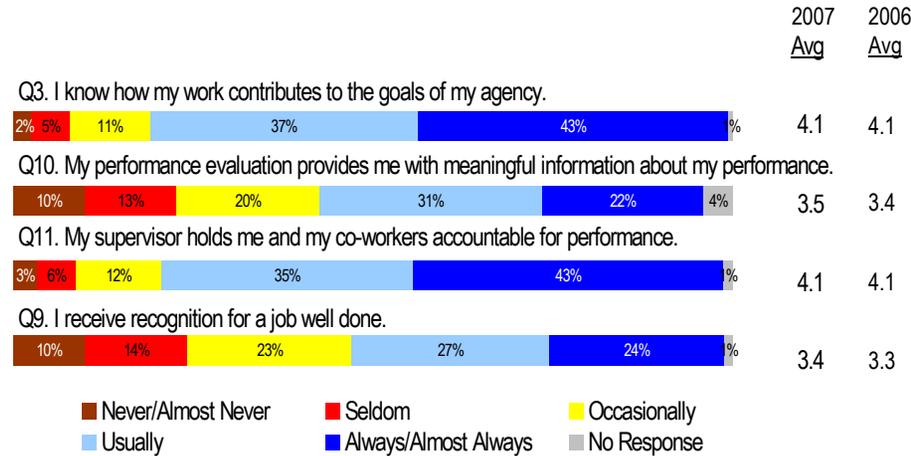
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings:	3.8
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Greater Olympia area = 3.9
 Western WA (without Oly) = 3.7
 Eastern Washington = 3.7

Non-supv employees = 3.7
 Supervisors = 3.9

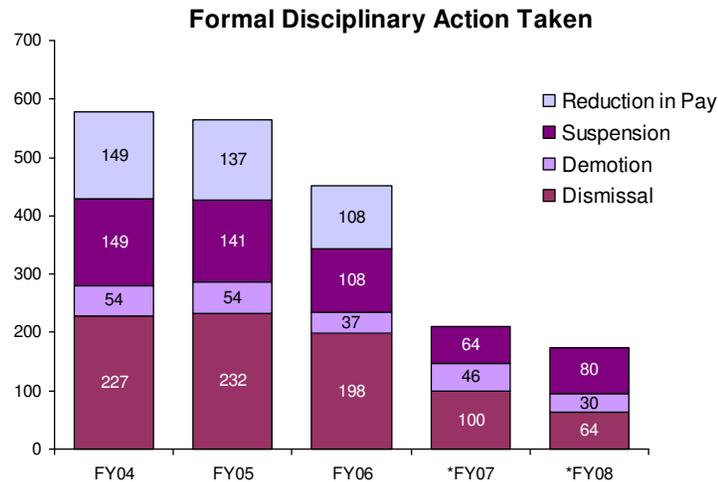
Analysis:

- Statewide score for Q10 on receiving meaningful performance evaluations improved significantly, moving from 3.39 in 2006 to 3.45 in 2007, an increase of +.06
- In their HR Management Reports, many agencies described efforts to improve performance management, including executive direction, supervisory training, and renewed emphasis on timely completion of evaluations. These efforts are clearly starting to make a difference.
- The most improved score from the 2007 employee survey was for Q9 "I receive recognition for a job well done, which moved from 3.34 in 2006 to 3.43 in 2007, an increase of +.09.
- Although Q9 was the most improved score, it continues to be the lowest scoring question of the survey. Approximately 25% indicate that they never or seldom receive recognition for a job well done.

Action:

- Agencies reported action plans related to their employee survey ratings in the April 2008 HRM Report. These action plans were reported in the Government Efficiency GMAP in June 2008.
- DOP will be conducting the next State Employee Survey in fall 2009.

Formal Disciplinary Actions



* Reduction in Pay is not currently available in HRMS BI and is not included in FY07 or FY08.

Top Issues Leading to Disciplinary Action

- Misuse of state resources / ethics violations
- Inadequate / poor performance
- Neglect of Duty
- Attendance
- Misconduct / inappropriate comments & behavior
- Insubordination / unprofessional conduct
- Confrontational / disruptive behavior
- Not following agency policies or procedures

Analysis:

- Inadequate / poor performance and misuse of state resources / ethics violations have consistently been top issues leading to disciplinary action.

Action:

- DOP to determine means of reporting reduction in pay as result of disciplinary action by October 2009 HRM report.
- Below are some steps being taken by agencies who have identified disciplinary actions taken as a high priority:
 - Train supervisors on the expectation of addressing performance management issues in a timely and equitable manner.
 - Implement a better tracking system, resulting in a decrease of “unspecified” disciplinary matters.
 - Fully staff HRCs to provide guidance and professional HR advice to managers/supervisor.
 - Using performance improvement plans and training to address performance issues early and correct issues when they occur.

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 with current performance evaluations
Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Reinforce Performance

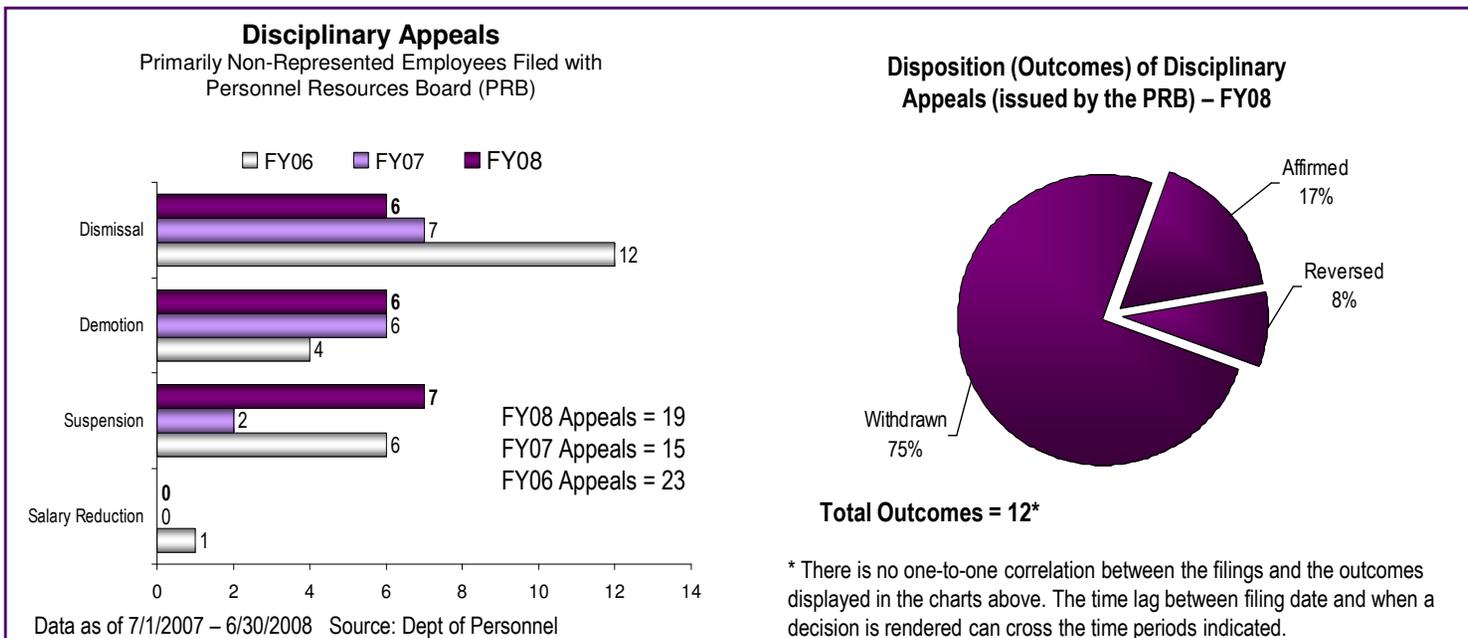
Outcomes:

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Performance Measures

Percent employees with current performance evaluations
 Employee survey ratings on "performance and accountability" questions
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)



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

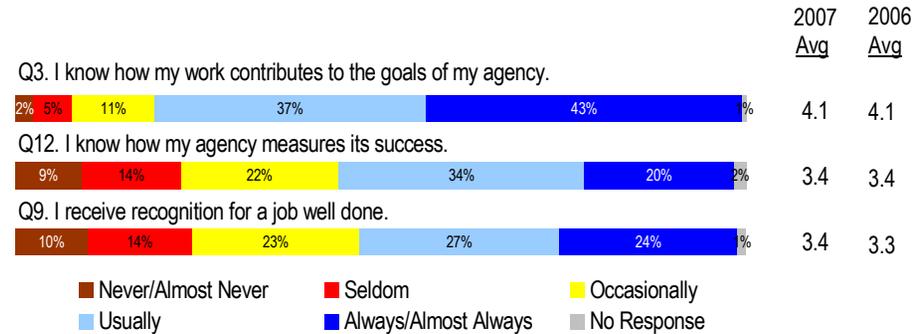
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for "Employee Commitment" ratings:	3.7
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Greater Olympia area = 3.8
 Western WA (without Oly) = 3.6
 Eastern Washington = 3.6

Non-supv employees = 3.6
 Supervisors = 3.8

Analysis:

- Statewide score for Q12 "I know how my agency measures its success" improved by +.04, moving from 3.39 to 3.43. It remains tied as the lowest scoring question of the survey, but this 2007 improvement is significant.
- Although 80% of employees indicate 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.
- Clearly articulated agency success measures that employees know and understand are central to a strong performance-based culture.
- Executive leadership, visibility and frequent communication about what success looks like and how each employees' job and performance contributes to that success is key. It helps solidify a clear linkage of agency priorities with employee performance, feedback, and recognition.

Action:

- Agencies reported action plans related to their employee survey ratings in the April 2008 HRM Report. These action plans were reported in the Government Efficiency GMAP in June 2008.
- DOP will be conducting the next State Employee Survey in fall 2009.

ULTIMATE OUTCOMES

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Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

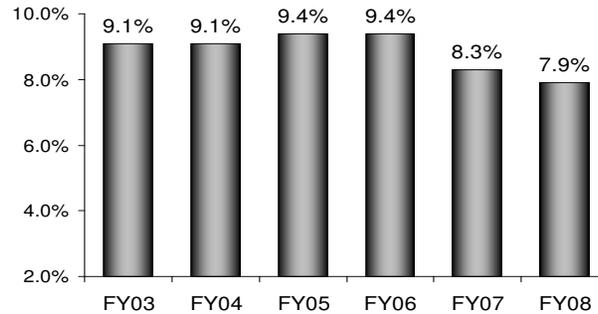
Retention measure (TBD)

Agency Priority: High=11, Med=9, Low=10, N/A=6

October 2008 State of Washington HR Management Report

Turnover Rates

Statewide Turnover - Overall (leaving state service)

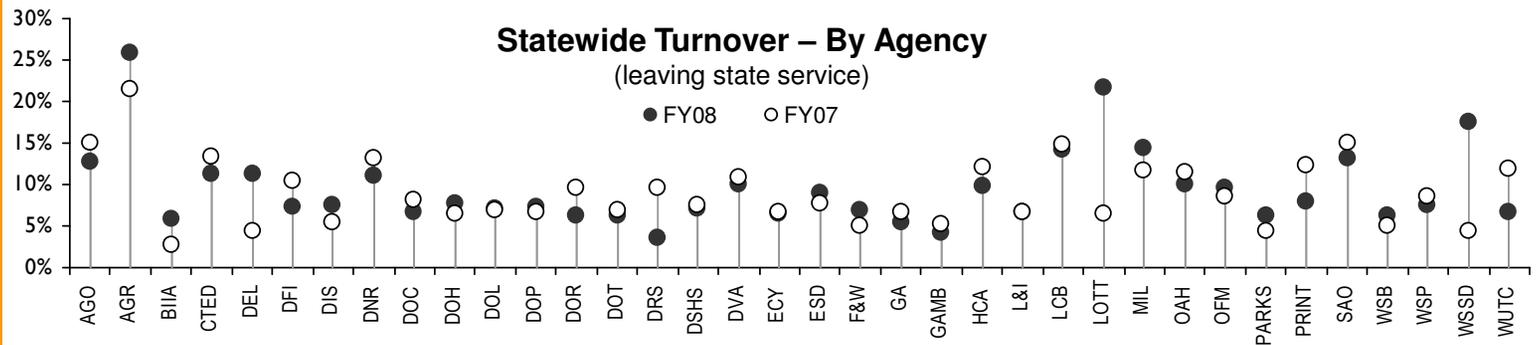


Statewide Turnover – By Type (leaving state service)

Type	FY04	FY05	FY06	FY07	FY08
Resignation	4.5%	4.9%	5.6%	5.0%	4.8%
Retirement	1.9%	1.9%	1.7%	1.7%	1.9%
Dismissal	0.4%	0.4%	0.4%	0.4%	0.1%
RIF/Other	2.3%	2.2%	1.8%	1.2%	1.1%

Note: Turnover due to movement to another agency averages 1.9%

Statewide Turnover – By Agency (leaving state service)



Data from 7/1/2007 - 6/30/2008 Source: DOP HRMS Business Intelligence

Analysis:

- The difference between FY06 and FY07/08 data is due to query revisions after conversion to HRMS. Prior to FY07, some non-permanent employees were included in the turnover results.
- Movement to another agency is not currently tracked in HRMS BI. Turnover due to movement to another agency averages 1.9%.
- Job classes with the largest amount of turnover in FY08 were Custody and Correctional Officers, Social Workers, and Liquor Store Clerks. This correlates with the increased number of appointments in FY08 for these classifications.
- Three agencies show the highest turnover:
 - The Department of Agriculture percentage of turnover is higher due to the agency coding their Seasonal Commodity Inspectors as exempt rather than non-permanent.
 - High turnover for Lottery has been attributed to retirements and losing employees to private industry.
 - High turnover for School for the Deaf may be due to the small number of employees in the agency.
- Common reasons for Turnover reported by agencies in their October 2008 HRM report:
 - Promotional opportunities.
 - Inability to compete with higher salaries, flexible work weeks and compressed work schedules available in private sector.

Action:

- DOP to determine means of reporting movement to another agency turnover by October 2009 HRM report.

ULTIMATE OUTCOMES

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

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: High=8, Med=19, Low=4, N/A=5

October 2008 State of Washington HR Management Report

Workforce Diversity Profile

	WA State FY06	WA State FY07	WA State FY08	WA Labor Force
Female	52%	53%	53%	46.3%
Persons w/Disabilities	5%	5%	4%	7.2%
Vietnam Era Veterans	7%	7%	6%	Not available
Veterans w/Disabilities	2%	2%	2%	Not available
People of Color	17.5%	18%	18%	18.9%
Persons Over 40	76%	75%	75%	Not Available

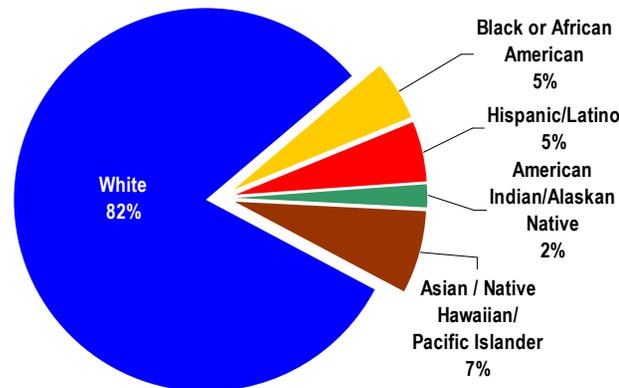
Analysis:

- 8 agencies identified Workforce Diversity as a High priority for their agency. 19 agencies identified it as a Medium priority.
- Washington State exceeds the overall Washington Labor Force in the percent of female employees by 6.7%.
- Washington State is slightly below the overall Washington Labor Force in the percent of people of color by 0.9%.
- Washington State trails the overall Washington Labor Force in the percent of Persons with Disabilities by 3.2% and has declined by 1% over the last year. There has been a trend of decline over the last 3 years.

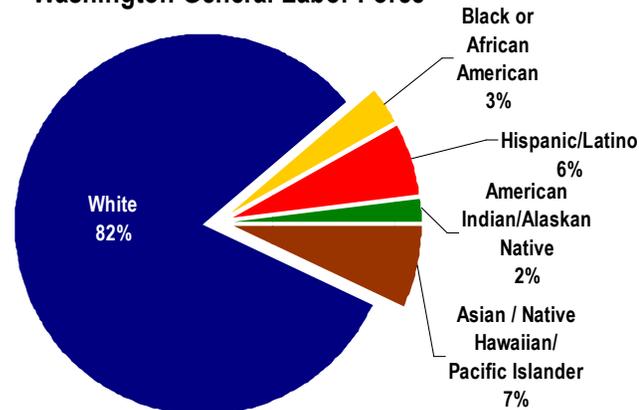
Action:

- In August, GAAPCom, DOP, and representatives from the disability services community established an action plan to provide focused strategies for addressing the overall decrease in representation of persons with disabilities in the state workforce. Formal recommendations to GAAPCom by December 31, 2008.

Washington State Government Workforce



Washington General Labor Force



ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

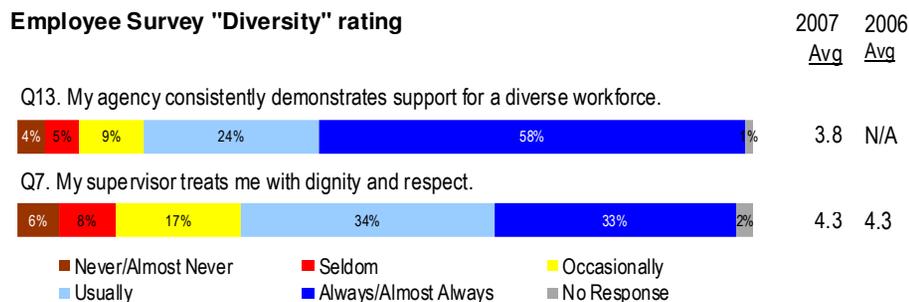
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Rating



Average rating for "Agency support for a diverse workforce":	4.1
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Analysis:

- The 2007 Employee Survey is the first time Q13, regarding agency support for a diverse work force, was included in the survey.
- 67% of employees indicate their agency always/usually demonstrates support for a diverse workforce.
- Some agencies are putting more focus on diversity awareness not just diversity recruitment activities.
- DOP's workforce diversity committee is made up of representatives from each division. Each month the committee sponsors activities for all staff with a particular focus.
- For the month of October the focus was on Disability Awareness.

Action:

- Examples of action steps described in agencies HRM Reports include:
 - Developing training for supervisors related to multi-generational differences.
 - Increase "Respect in the Workplace" training.
 - Increase the numbers of diversity events.