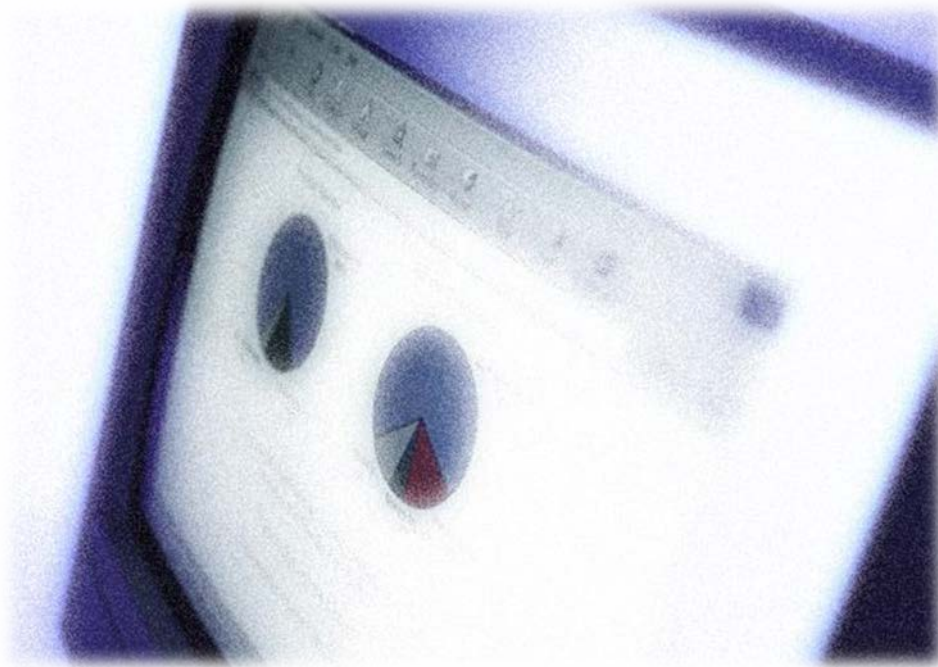


Fiscal Year 2014

# WASHINGTON STATE WORKFORCE DATA & TRENDS REPORT

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AN OVERVIEW OF WASHINGTON'S WORKFORCE DATA & TRENDS WEB PAGES



Produced by  
**Office of Financial Management**  
**State Human Resources**

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## A Message from OFM's State Human Resources Assistant Director

I am pleased to present the 2014 Workforce Data and Trends web pages. The purpose of this information is to provide the public and other interested parties with current, accurate and useful information on the state workforce such as percent of managers, diversity, and hiring/turnover trends. High level analysis also provides context and background.

Employment activity in fiscal year 2014 reflected the state economy's slow recovery. Restoration of state [employee salaries](#) that had been reduced by three percent during the 2011-2013 biennium resulted in an increase in the median annual base salary from \$49,056/year in fiscal year 2013 to \$51,216/year in fiscal year 2014. Other enterprise workforce efforts included:

- Introducing a state 'Employer of Choice' initiative and metrics in collaboration with the Governor's Performance and Accountability Office.
- Implementing several new initiatives to support Governor Inslee's first two executive orders on employment of transitioning service members and persons with disabilities.

In 2014, Governor Inslee also introduced new priorities for government performance and accountability. As part of the Governor's fiscal year 2015 priority for an effective, efficient, and accountable government, State Human Resources will continue and expand efforts to increase the capacity of the state workforce through:

- Expanding support of Employer of Choice initiatives in state agencies, including training and developing HR professionals to work with managers on employee engagement.
- Supporting Lean process improvements in HR programs and services.
- Developing and implementing a new HR governance system to improve delivery of HR services to state agencies.
- Collaborating with the Department of Transportation and Department of Enterprise Services to implement the Governor's Executive Order on Telework and Flexwork.
- Implementing and expanding strategies to employ veterans and persons with disabilities.

I hope you find these pages informative and useful. Please email us at [strategichr@ofm.wa.gov](mailto:strategichr@ofm.wa.gov) if you have questions or suggestions.

Sincerely,

Glen Christopherson, Assistant Director for State Human Resources  
Washington State Office of Financial Management

## Introduction / About the Data

This document is comprised of screen prints from the Washington State Workforce Data & Trends web pages for the close of fiscal year 2014. *Screen print hyperlinks and interactive graph capabilities are not enabled.*

For a more interactive experience, visit:

<http://hr.wa.gov/WorkforceDataAndPlanning/WorkforceDataTrends/Pages/default.aspx>

Note: Data on the Workforce Data & Trends web pages is updated on a quarterly or fiscal year schedule. Update frequency and last updated dates are included on each page.

For questions related to these pages, contact: [strategichr@ofm.wa.gov](mailto:strategichr@ofm.wa.gov)

## Workforce at a Glance

### Workforce Data & Trends Overview

The Washington state workforce information reported in this section focuses on state employees in the general government portion of the executive branch. This includes all permanent and non-permanent employees in state agencies under the jurisdiction of the Governor and other executive elected officials.

This does not cover employees in higher education, the legislative and judicial branches, and certain others, such as emergency firefighters, youth conservation corps, and those who are paid by the state's payroll system but are not considered to be state employees.

Excluding higher education and commodities commissions, the executive branch makes up about 98 percent of the workforce. The legislative branch and judicial branch make up the remaining 2 percent.

The primary source of the information is the enterprise Human Resource Management System (HRMS).

### Key Events Impacting the Workforce from Fiscal Years 2010 to 2014

#### February 2010

- Legislature imposes moratorium on monetary performance awards.
- Legislature freezes Civil Service Exempt and Classified WMS.

#### March 2010

- Legislature imposes hiring freeze.
- Affordable Care Act signed into law March 23, 2010.

#### April 2010

- Legislature signs the Reduction In Operating Expenses (ESSB 6503) law closing state agencies on ten specified dates resulting in temporary layoffs for state employees.

#### May 2013 - Governor's Executive Orders:

- 13-01: Veteran's Transition Initiative creates private / public partnerships to focus on the transition of veteran's to civilian employment.
- 13-02: Improving Employment Opportunities and Outcomes for People with Disabilities in State Government. Challenges state agencies to increase employment of persons with disability by June 2017 and creates the Disability Employment Task Force.

*Key Events continued...*

## Key Events Continued...

### July 2011 – June 2013

- Negotiated and legislatively imposed salary reductions of 3 percent for most state employees for the 2011-2013 biennium.
- Salary freeze continues.
- Moratorium on monetary performance awards continues and expands to non-monetary awards. Limitation on recognition awards to non-monetary awards continues.
- Senate Bill 5931 passes. Eliminates the departments of Information Services, General Administration, Personnel, and the State Printer. Creates two new agencies: Consolidated Technology Services (CTS) and the Department of Enterprise Services (DES).

### July 2013

- Salary freeze ends.
- Employees affected by 3 percent salary reductions receive reinstatement of pay (effective June 30, 2013)
- Legislative moratorium on performance awards is lifted. Office of Financial Management suspends new performance awards pending review of the program.
- Washington Management Service Reform administrative controls implemented July 1, 2013.

### October 2013

- Implementation of the Affordable Care Act (ACA) as Washington Health Plan Finder begins enrolling consumers.

See [Key Events archive](#) for information prior to 2010.

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**Last Updated:** 8/31/2014

**Time Period:** N/A

**Update Frequency:** Annually (end of fiscal year)

## Workforce Profile Trend

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Notes
<b>Workforce Headcount</b>	63,871	60,698	59,422	58,955	59,878	Perm & Non-perm
<b>Median Age</b>	48 yrs	48 yrs	49 yrs	48 yrs	48 yrs	Perm & Non-perm
<b>Female</b>	50.9%	50.7%	50.6%	51.1%	51.4%	Perm & Non-perm
<b>Persons of Color</b>	18.0%	18.0%	18.0%	18.3%	18.7%	Perm & Non-perm
<b>Persons with Disabilities</b>	3.4%	3.3%	3.4%	3.1%	2.9%	Perm & Non-perm
<b>All Veterans</b>	11.5%	11.1%	10.5%	9.9%	9.5%	Perm & Non-perm
<b>Vietnam Era Veterans</b>	4.8%	4.4%	3.9%	3.3%	2.8%	Perm & Non-perm
<b>Disabled Veterans</b>	1.6%	1.5%	1.5%	1.4%	1.4%	Perm & Non-perm
<b>Median Length of Service</b>	10 yrs	10 yrs	11 yrs	11 yrs	10 yrs	Perm or intent to become perm only - includes seasonal
<b>Median Annual Base Salary</b>	\$50,004	\$50,568	\$49,056	\$49,056	\$51,216	Perm & Non-perm, Full time only
<b>Classified</b>	89.6%	89.6%	89.3%	90.0%	89.8%	Perm & Non-perm
<b>At-Will</b>	5.1%	4.9%	5.2%	5.2%	5.3%	Perm & Non-perm
<b>Covered by Collective Bargaining</b> (or similar provision)	74.6%	74.9%	74.5%	75.3%	75.3%	Perm & Non-perm
<b>Full-time</b>	98%	98%	94.9%	95.3%	95.7%	Perm & Non-perm, Full time only
<b>Permanent Employees</b>	90.3%	91.2%	91.1%	90.6%	90.8%	Perm or intent to become perm only - includes seasonal
<b>Turnover Rate (Avg)</b>	8.3%	9.7%	10.9%	10.1%	9.8%	Leaving state service Perm or intent to become perm only
<b>Movement to another agency</b>	N/A	N/A	N/A	N/A	1.9%	New measure - does not include movement within agencies Perm or intent to become perm only

See [WA State Employee Survey](#) for information on the State Employee Survey.

### Notes:

Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions). Does not include Legislative and Judicial branch agencies.

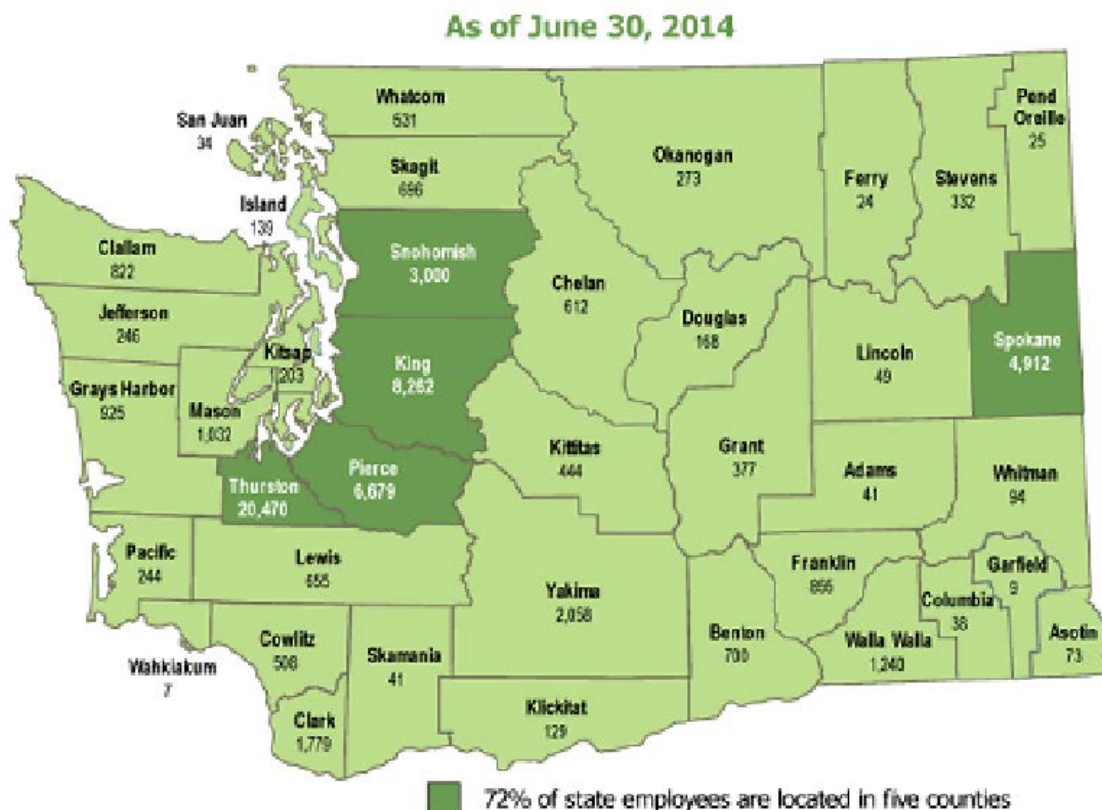
**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 - 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Geographic Distribution of Workforce

- At the end of fiscal year 2014, 72 percent of state employees were located in five counties:
  - Thurston (34 percent)
  - King (14 percent)
  - Pierce (11 percent)
  - Spokane (8 percent)
  - Snohomish (5 percent)
- Thurston, Pierce, Spokane, and Snohomish counties all experienced an increase in their state employee workforce from fiscal year 2013; however, King county had a slight decrease in state employees (0.7 percent) in the same time period.
- [Number of State Employees by Agency and County](#) (xls) - includes Legislative and Judicial employees
- [Number of State Employees by Job](#) (xls) - includes Legislative and Judicial employees



**Notes:**

Includes permanent and non-permanent employees.  
 Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).  
 Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

**Time Period:** As of 6/30/2014

**Update Frequency:** Quarterly (end of fiscal quarter)

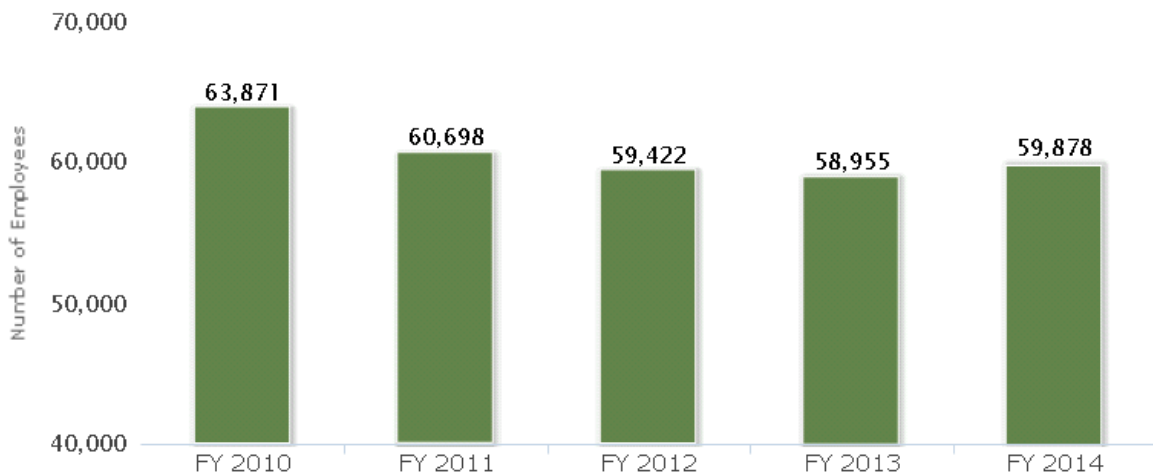


## Workforce Profile

### Number of Employees & Headcount Trends

- Summary of workforce headcounts as of June 30, 2014:
  - Executive Branch - 59,878
  - Legislative Branch - 709
  - Judicial Branch - 457
  - All General Government (excluding Higher Ed) - 61,044
- For the first time in five fiscal years, the Executive Branch headcount increased from the previous year (1.6 percent); however, it remains 6.3 percent lower than fiscal year 2010.
- Each June shows a normal pattern of seasonal hires such as park maintenance workers and firefighters
- [Number of State Employees by Agency and County](#) (xls) - includes Legislative and Judicial employees
- [Number of State Employees by Job](#) (xls) - includes Legislative and Judicial employees

Executive Branch Headcount by Fiscal Year

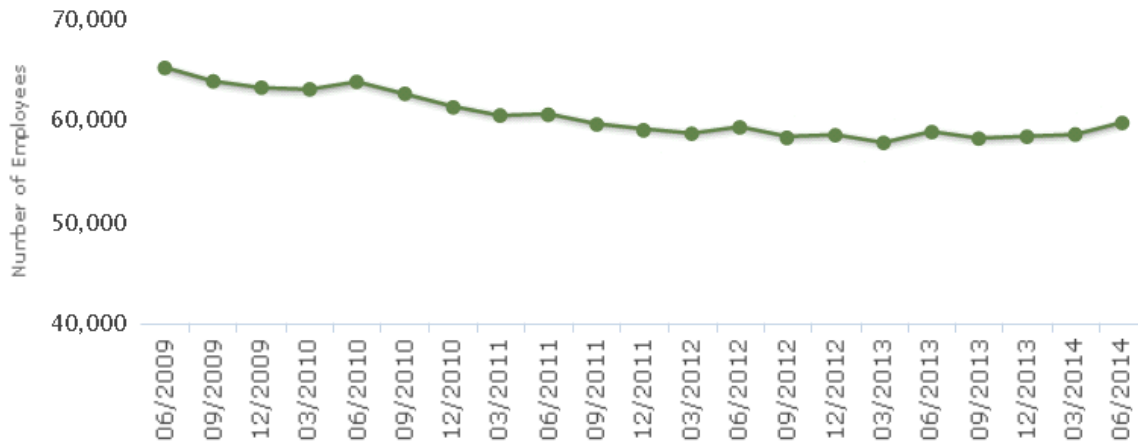


*Number of Employees continued...*

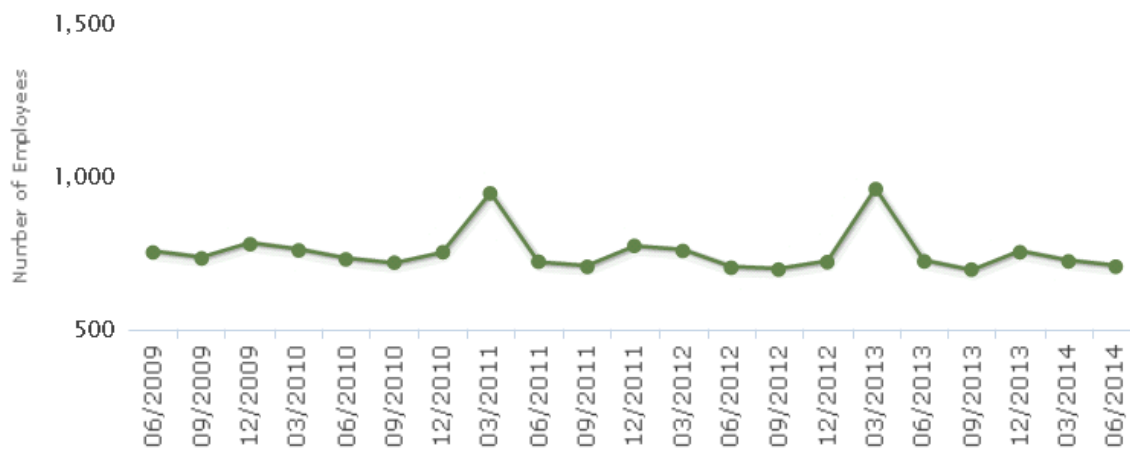
Number of Employees continued...

## Headcount Trends by Quarter

### Executive Branch



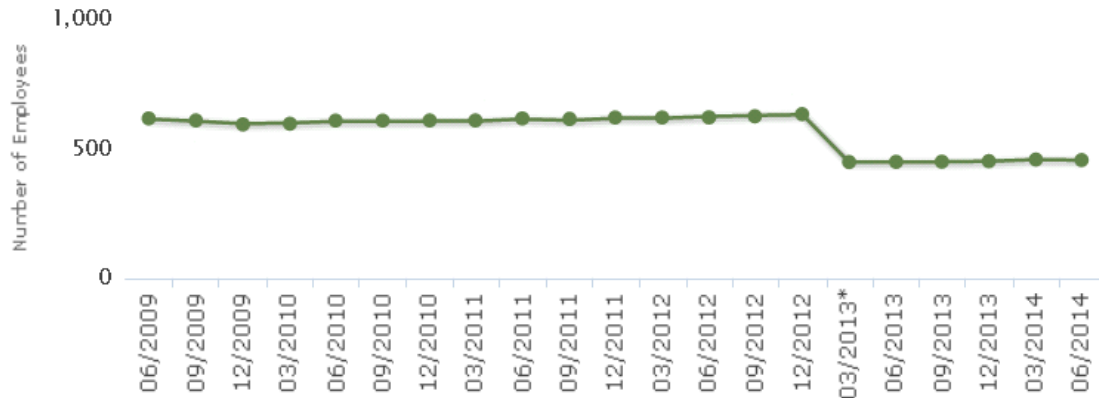
### Legislative Branch



Number of Employees continued...

Number of Employees continued...

Judicial Branch



\*Drop in Judicial Branch headcount in 3/2013 due to exclusion of Superior Court Judges who are not considered state employees.

**Notes:**

Includes permanent and non-permanent employees.  
Executive branch excludes Higher Education institutions.

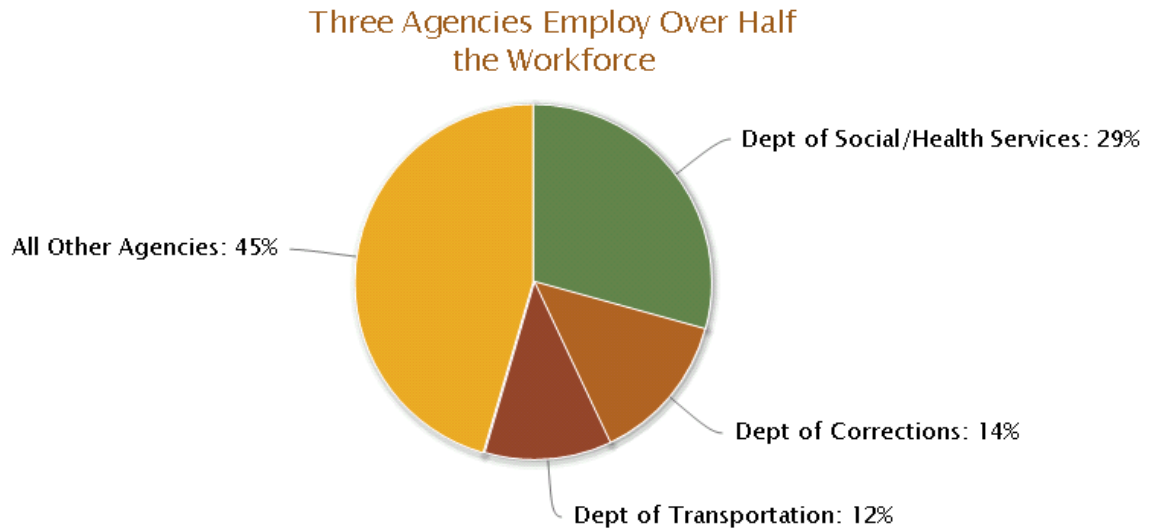
**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Quarterly (end of fiscal quarter)

## Workforce Distribution by State Agency

- 3 agencies employ 55 percent of the Executive Branch workforce and 79 agencies make up the remaining 45 percent
- The 44 smallest agencies employ less than 2 percent of the workforce
- [Number of State Employees by Agency and County](#) (xls) - includes Legislative and Judicial employees
- [Number of State Employees by Job](#) (xls) - includes Legislative and Judicial employees



Rollover chart to view number of employees  
Percentages on chart may not total 100 due to rounding

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**Notes:**

Includes permanent and non-permanent employees.  
Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).  
Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

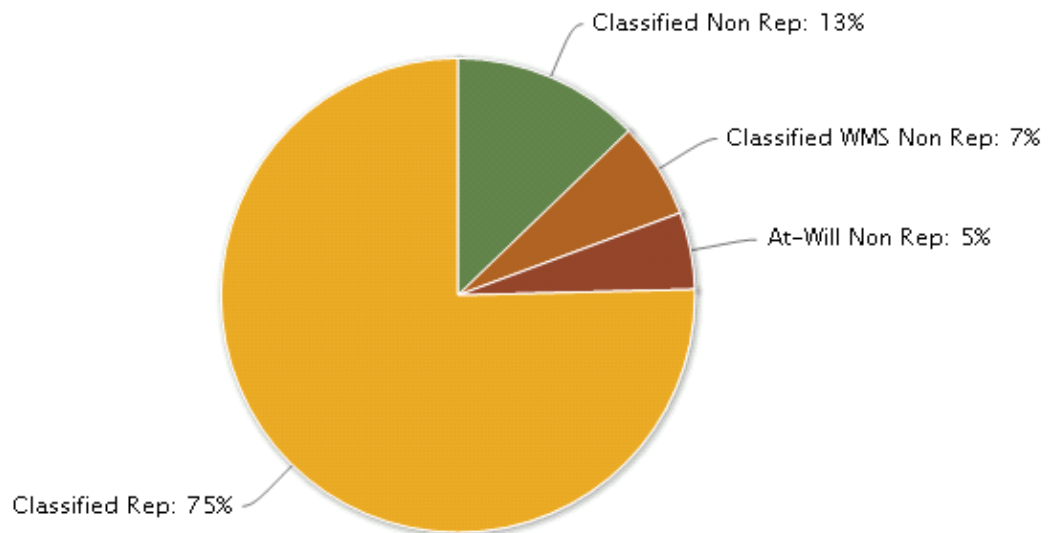
**Time Period:** As of 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Types of Employment

- Classified employees are subject to civil service law RCW 41.06 or similar statutory provision
- Most classified employees are union represented and covered by collective bargaining agreements
- Washington Management Service (WMS) employees are classified but not represented
- At-will employees serve at the pleasure of the appointing authority and are not represented

### 95% of the State Workforce is Covered by Civil Service Law or Bargaining Agreement



Rollover chart to view number of employees  
Percentages on chart may not total 100 due to rounding

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**Notes:**

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**Last Updated:** 8/31/2014

**Time Period:** As of 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Management Profile

- The ratio of managers to non-managers has stayed between 1:11 and 1:12 for the last five fiscal years
- The number of non-managerial staff increased 1.8 percent compared to fiscal year 2013; however, the number of managers decreased 1.1 percent in the same time period
- The Manager headcount is a combination of at-will and classified Executive branch employees identified as "Manager" by the employing agency
- Managers include at-will, elected officials, agency directors, classified Washington General Service (WGS) managers and classified Washington Management Service (WMS) managers

### The Ratio of Managers to Non-Managers Has Remained Steady



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**Last Updated:** 8/31/2014

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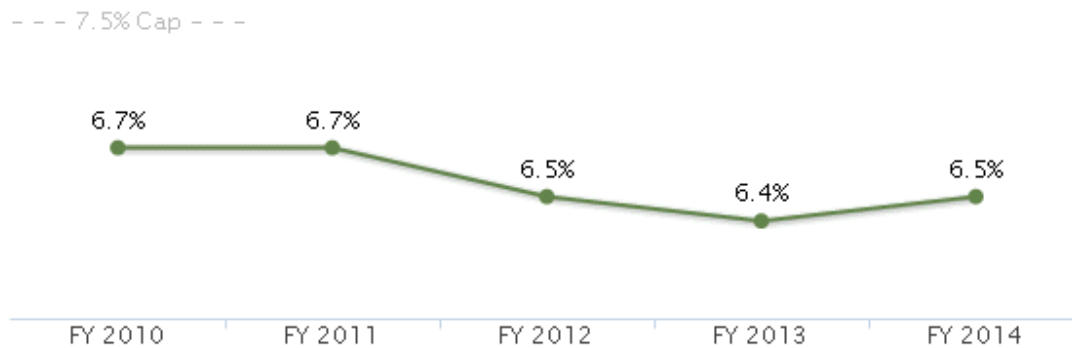
**Update Frequency:** Quarterly (end of fiscal quarter)

## Classified Washington Management Service

### Managing WMS Growth

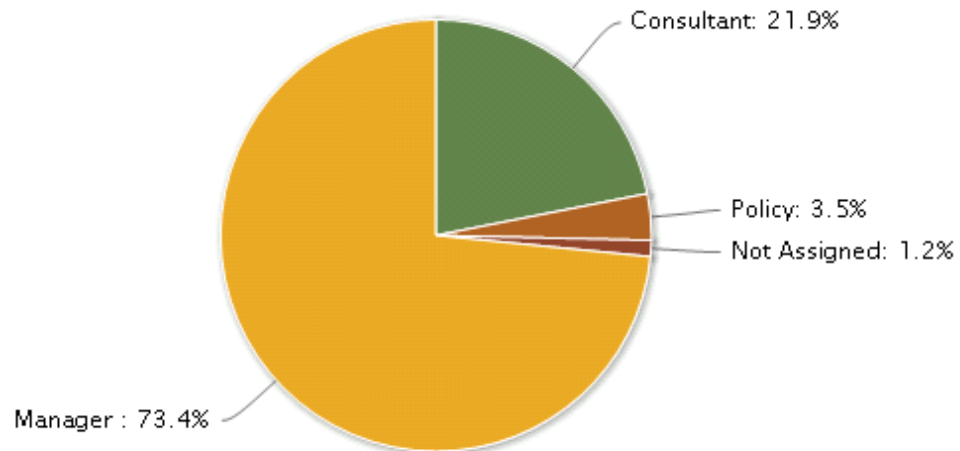
- There were 3,906 Washington Management Service (WMS) employees as of June 30, 2014
- The WMS Reform Initiative which was fully implemented as of July 1, 2013:
  - required a re-evaluation of all WMS positions
  - resulted in the removal of a number of positions from WMS since they no longer met the inclusion criteria
- The WMS biennial cap established in 2007 ensures management of WMS growth
- The current biennial cap is 7.5 percent
- For additional information, see [Washington Management Service](#)

### Percent of WMS Employees



*Classified Washington Management Service Continued...*

### Most WMS Employees are Managers of People



Percentages on chart may not total 100 due to rounding

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**Notes:**

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Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

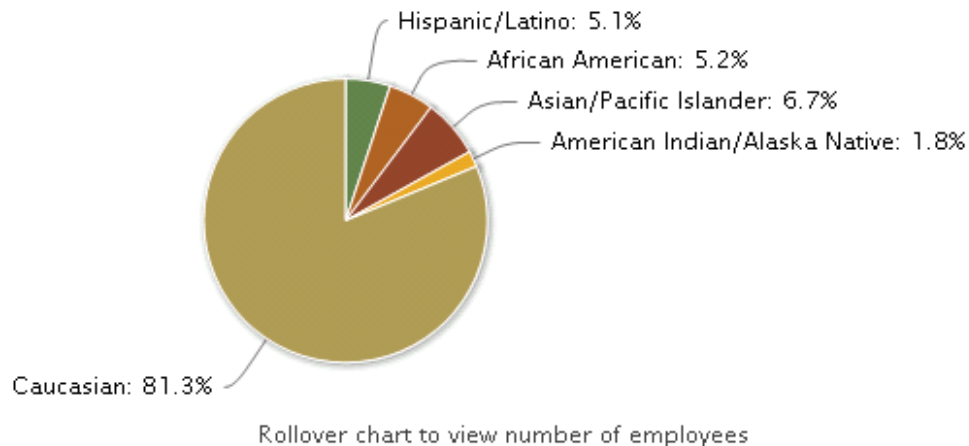
**Update Frequency:** Quarterly (end of fiscal quarter)



## Workforce Diversity

- In the Executive Branch:
  - Persons of color represent 18.7 percent of the workforce - up slightly from previous years.
  - Persons with disabilities represent 2.9 percent of the workforce. This percent has continued to decline since 2007. Work to increase [persons with disabilities in state government](#) is ongoing.
  - Veterans represent 9.5 percent of the workforce. Several new programs support the [hiring of veterans to state government](#).
- Ongoing commitments also support the goal of employing a [diverse and inclusive](#) workforce:
  - [EO 12-02 Workforce Diversity and Inclusion](#) issued by Gov. Gregoire reaffirmed the state's commitments to affirmative action and diversity. This order superseded Executive Order 93-07
  - [Chapter 446-70 WAC](#) (Affirmative Action) pertains to the Washington State Patrol
  - [Chapter 357-25 WAC](#) (Affirmative Action) pertains to all state employees
  - [EO 13-01 Veterans Transition Support](#)
  - [EO 13-02 Improving Employment Opportunities and Outcomes for People with Disabilities in State Employment](#)

### Persons of Color Make up 18.7% of the Workforce



*Workforce Diversity continued...*

Workforce Diversity continued...

### State Government vs State Civilian Workforce Diversity

	State Workforce					Civilian Workforce*
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	see source below
Persons of Color	18.0%	18.0%	18.0%	18.3%	18.7%	24.1%
Persons with Disabilities	3.4%	3.3%	3.4%	3.1%	2.9%	6.4%
Female	50.9%	50.7%	50.6%	51.1%	51.4%	46.6%
Vietnam Era Veterans	4.8%	4.4%	3.9%	3.3%	2.8%	3.0%
Disabled Veterans**	1.6%	1.5%	1.5%	1.4%	1.4%	0.8%
All Veterans	11.5%	11.1%	10.5%	9.9%	9.5%	9.1%
Persons 40 and Over	71.1%	72.5%	72.6%	71.7%	70.7%	53.1%

Note: To more closely align with the State HR Division's diversity reporting, Civilian Workforce percentages have been updated to include Hispanic/Latino and persons of multiple races in the total percent persons of color.

### Diversity Profile for Non Managers and Managers for FY 2014

	Non Managers	Managers
Persons of Color	19.1%	14.3%
Persons with Disabilities	2.9%	3.0%
Female	51.9%	45.8%
Vietnam Era Veterans	2.8%	3.4%
Disabled Veterans	1.4%	1.5%
All Veterans	9.4%	10.8%
Persons 40 and Over	69.1%	88.8%

### New Hires by Diversity

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Persons of Color	16.2%	16.1%	15.6%	16.0%	17.8%
Persons with Disabilities	0.9%	0.7%	0.5%	0.5%	0.6%
Female	49.7%	46.5%	50.2%	54.8%	55.2%
Vietnam Era Veterans	2.0%	1.9%	1.4%	0.7%	0.5%
Disabled Veterans	1.4%	1.4%	0.7%	1.2%	1.6%
All Veterans	7.8%	6.1%	5.6%	4.7%	6.1%
Persons 40 and Over	47.1%	44.3%	44.4%	40.6%	39.1%

Workforce Diversity continued...

## Turnover by Diversity

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Persons of Color	17.5%	17.9%	16.6%	16.3%	17.4%
Persons with Disabilities	4.4%	4.3%	3.3%	3.6%	3.5%
Female	52.8%	51.5%	49.9%	51.1%	51.3%
Vietnam Era Veterans	8.2%	7.8%	6.9%	6.8%	5.7%
Disabled Veterans	2.2%	2.0%	2.0%	1.5%	1.5%
All Veterans	13.6%	13.2%	12.2%	11.8%	11.4%
Persons 40 and Over	66.0%	70.9%	69.9%	69.4%	66.2%

\*Source: US Census Bureau, American Community Survey (ACS), WA civilian labor force, all occupations:

- Persons of color and Female: 2006-2010 ACS 5-year data for the WA civilian labor force 16 years and over (Census report EEO-ALLO2R, restricted to WA).
- Persons with disabilities: 2008-2010 ACS 3-year data for the WA civilian labor force 16 years and over (Census report DOLDSB-ALL1, restricted to WA).
- Vietnam Era Veterans, Disabled Veterans (Special Disabled Veterans\*\*), and Veterans in the workforce: PUMS census data, 2010-2012 3-year ACS, veterans in the WA workforce ages 16 and older (no upper age limit).
- Persons Age 40 and older: 2006-2010 5-year ACS data for the WA civilian labor force 16 years and over (Census report EEO-ALL14, restricted to WA).

\*\*The "Disabled Veterans" [definition in WAC](#) aligns with the "Special Disabled Veterans" [Federal interpretations and guidelines](#). The civilian workforce data benchmark has been realigned to better reflect this definition.

**Notes:**

Includes permanent and non-permanent employees.

Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).

Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

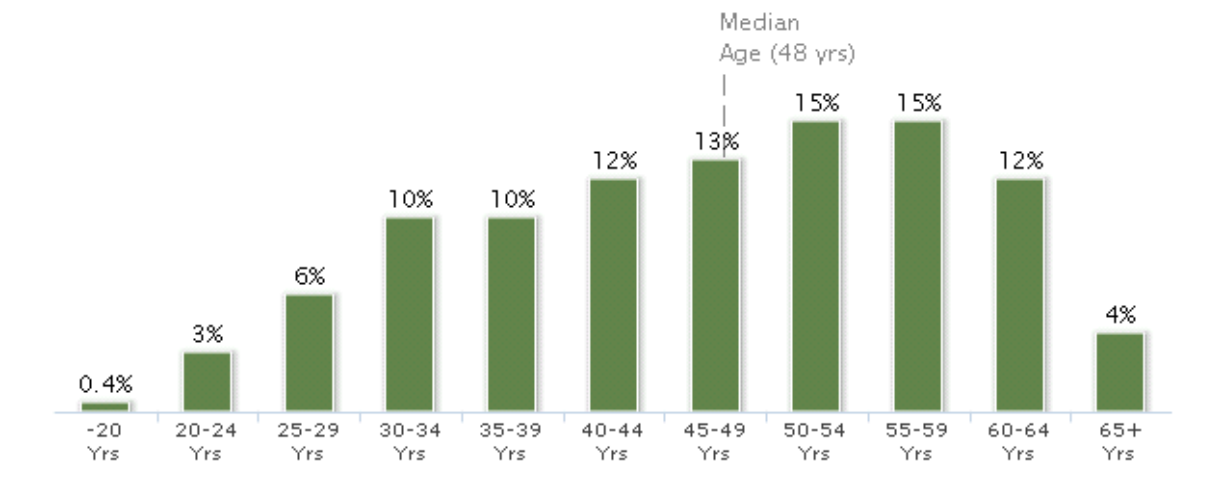
**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Workforce Age

- The median age of the Executive Branch workforce in fiscal year 2014 was 48 years - the [workforce profile](#) trend for age has remained stable the past five fiscal years
- The median age for managers and non-managers has changed little over the years:
  - Manager Median Age:
    - 2009: 52 years
    - 2014: 53 years
  - Non-Manager Median Age:
    - 2009: 47 years
    - 2014: 47 years

### 29% of Workforce is Under 40 Years Old



*Workforce Age Continued...*

Workforce Age continued...

### 16% More WA Workers Are Over 45 Than In WA Civilian & National Workforces\*



Click on legend title to add/remove items for additional analysis

\*Source: 2013 WA and National Civilian workforce data from US Bureau of Labor Statistics'

**Notes:**

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Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).

Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

**Time Period:** As of 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Compensation

### Annual Salary

- Fiscal year 2014's median annual base salary reflects the restoration of the 3 percent salary reductions from July 2011 to June 2013
- The average annual base salary of full-time Washington state employees was \$54,742 in fiscal year 2014. In comparison\*:
  - average state employee salary (all states): \$51,733
  - average private sector employee salary: \$51,770
- The 2009 legislation on salary freezes for At-Will and Washington Management Service employees expired on July 1, 2014
- See [Compensation Administration](#) for information on classified job and salary schedules

\*Source: [Bureau of Labor Statistics](#) Quarterly Census of Employment & Wages for 2012

Note: Comparison populations include legislative and judicial employees; Washington state average includes Executive branch only. Both populations exclude Higher Education.

### Median Annual Base Salary Increase Reflects 3% Salary Reduction Restoration



**Notes:**

Includes permanent and non-permanent employees.

Excludes part-time employees.

Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).

Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Wage Adjustments and Salary Increases

- The state workforce has not had a general wage increase in six years
- Prior to 2008, employees received a general wage increase every one to three years dating back to 1967
- In the last 24 years, state employees have received 13 general wage increases with an average increase of 3.06 percent
- 90 percent of the state workforce received a 3 percent temporary salary reduction from July 1, 2011 through June 29, 2013 - this was restored on June 30, 2013
- [General wage adjustments](#) are negotiated for represented employees and legislatively approved for non-represented employees
- See [General Wage Adjustment History](#) for more information

### Years with General Wage Adjustments

1990	1991	1992	1993	1995	1997	1999	2000	2001	2005	2006*	2007	2008	2011	2013
2.5%	6%	3.6%	3%	4%	3%	3%	3%	3.7%	3.2%	1.6%	3.2%	2%	-3% Reduction	3% Restored

\*2006 - Teamsters negotiated a 2.9% increase, all others received 1.6%

**Last Updated:** 8/31/2014

**Time Period:** 1/1/1990 to 6/30/2014

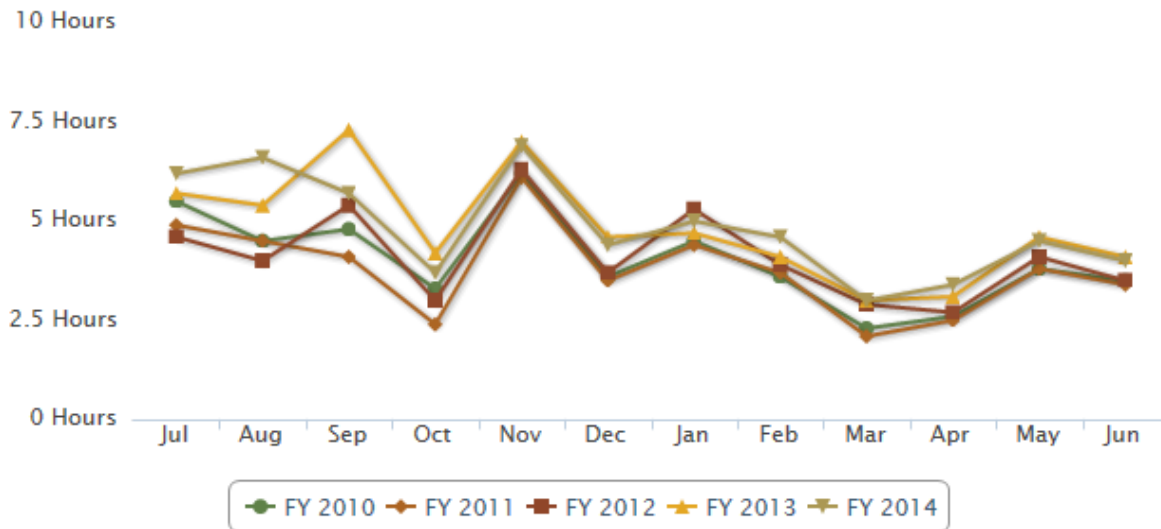
**Update Frequency:** Annually (end of fiscal year)

## Overtime Compensation (updated data 12/19/14)

- On average, 68.8 percent of the workforce was eligible for overtime pay in fiscal year 2014
- Of those overtime eligible employees, an average of 28.6 percent actually received overtime in fiscal year 2014
- The average monthly overtime hours remained at 4.8 hours per month in fiscal year 2014
- Due to continual efforts to improve the accuracy of reported data, the fiscal year 2014 data includes costs that were not identified as overtime costs in previous reporting. This was not accounted for in the original data and analysis posted on the website. The updated information is as follows:

	Historical OT Report Methodology	Updated OT Report Methodology
FY13 OT Costs	\$81,365,548	\$94,866,936
FY14 OT Costs	\$77,983,769	\$91,910,376
% OT Decrease from FY13	4.2%	3.1%

Average Monthly Overtime Follows Similar Seasonal Pattern from Year to Year

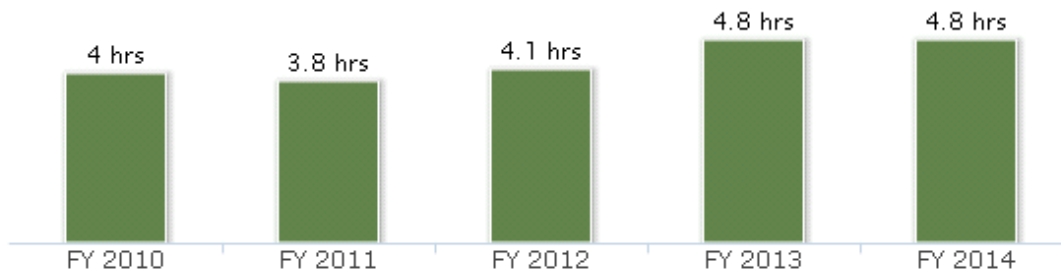


Click on legend title to add/remove items for additional analysis  
 Rollover data point to view average overtime hours by month

*Overtime Compensation Continued...*



### Average Monthly Overtime Hours by Fiscal Year (for those eligible)



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**Notes:**

Includes permanent and non-permanent employees.  
Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).  
Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

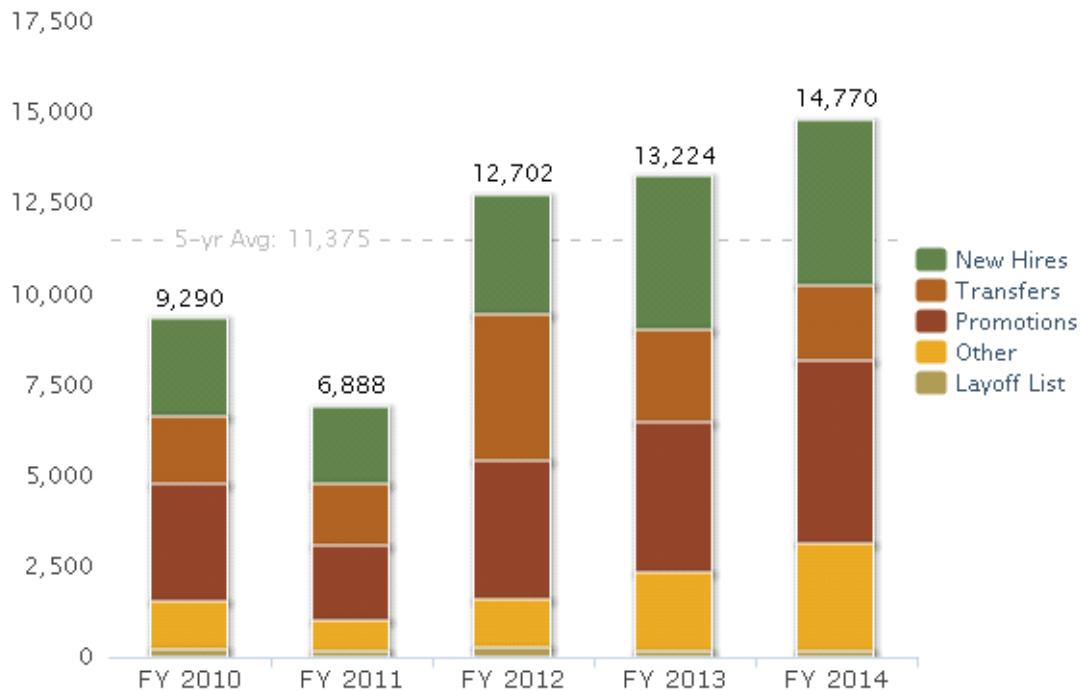
**Update Frequency:** Annually (end of fiscal year)

## Talent Acquisition

### Hiring and Staff Movement

- The total volume of hiring and staff movement increased 11.7 percent in fiscal year 2014 compared to the previous year - this increase was mainly attributed to Promotions and "Other" internal movement such as non-permanent to permanent, permanent, probationary, and project appointments
- Notes regarding hiring activities in previous years:
  - Fiscal year 2011 - hiring activity was low due to the statewide hiring freeze from March 2010 to June 2011
  - Fiscal year 2012 - increase in transfers was partially due to a transferring 1,100+ employees from abolished agencies into the Department of Enterprise Service, Consolidated Technology Services, and the Office of Financial Management

#### Total Appointments Increased 30% Over the 5 Year Average



Click on legend title to add/remove items for additional analysis  
Rollover column to view number of hires by type

#### Notes:

Includes permanent or intent to become permanent employees only.  
Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).  
Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

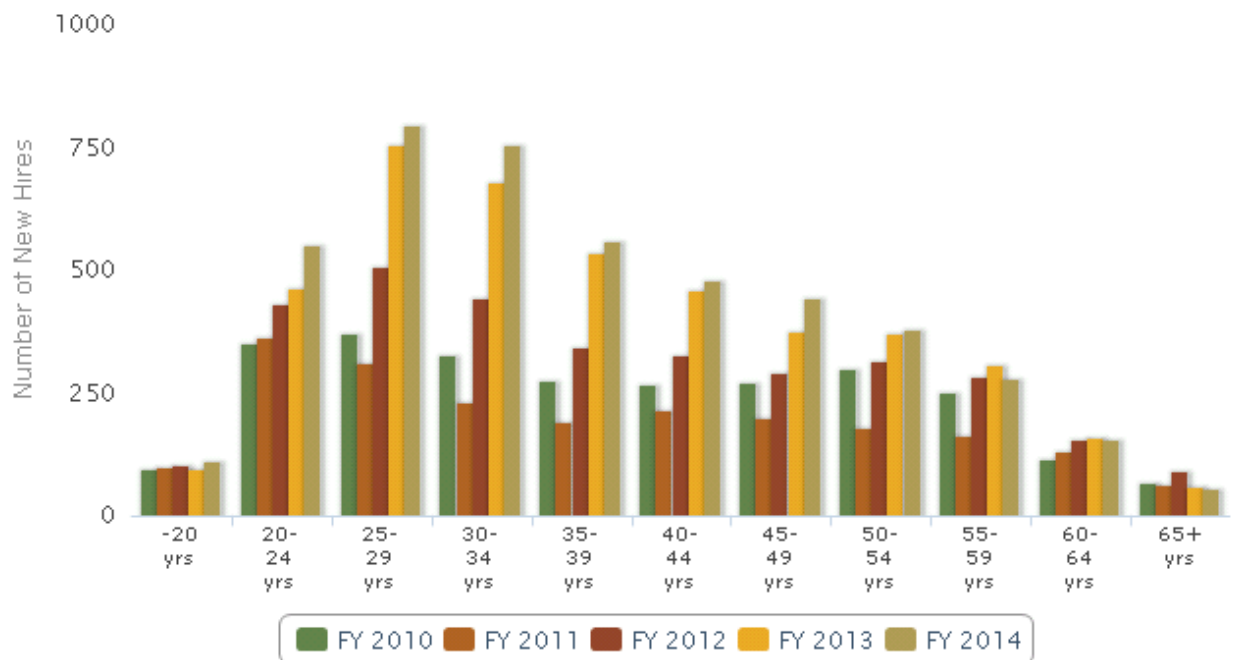
**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## New Hire Age

- 32 percent of the 4,541 new hires were under the age of 30 in fiscal year 2014 - this makes up 9.5 percent of the current workforce
- The median age of all new hires in fiscal year 2014 was 35
- See [Hiring and Staff Movement](#) for additional hiring and appointment information
- See [Turnover - Resignation](#) for information on the number of permanent or intent to become permanent resignations by age group
- See [Workforce Age](#) for information on the total workforce by age group - including both permanent and non-permanent appointments

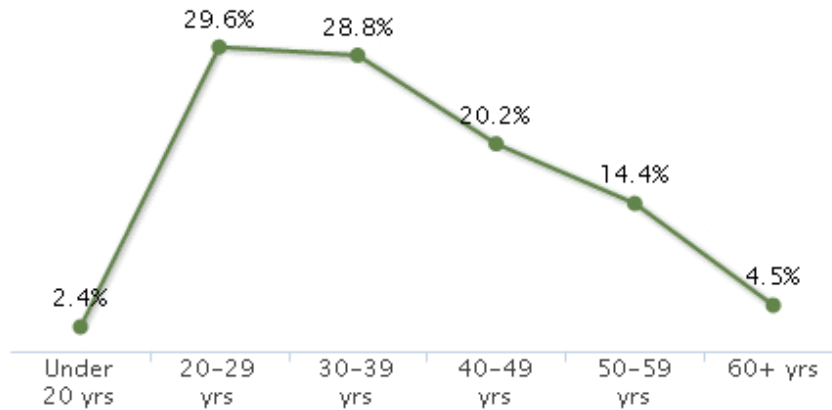
### 32% of New Hires Under Age 30 in FY 2014



Click on legend title to add/remove items for additional analysis  
 Rollover column to view number of new hires by age group

*New Hire Age Continued...*

### 58% of New Hires Between 20 and 39 Years of Age in FY 2014



**Notes:**

Includes permanent or intent to become permanent employees only.  
New Hire numbers include both new hire and rehire activity.  
Unless otherwise noted, all data reflects Executive branch only (excluding Higher Education institutions).  
Does not include Legislative and Judicial branch agencies.

**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Quarterly (end of fiscal quarter)

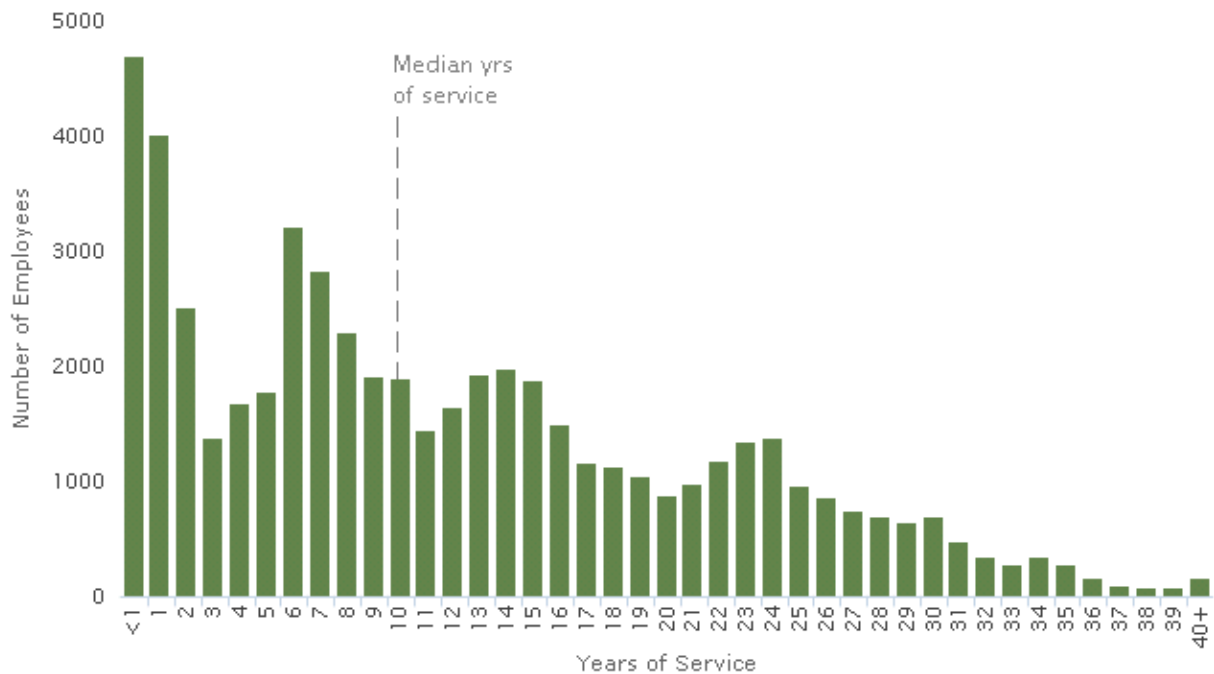
# Retention

## Length of Service

- The median length of service for Washington state employees was 10 years in fiscal year 2014
- Washington state employees tend to stay longer than state and local government employees in other states (6.4 years) and federal employees (9.5 years)\*
- Almost 30 percent of the Washington state workforce had 5 years of service or less in fiscal year 2014 - no change from fiscal year 2013

\*Source: 2012 U.S. Bureau of Labor Statistics

### 52% Percent of the Workforce Has 10 or More Years of Service



Rollover column to view number of employees by median years of service

**Notes:**

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**Last Updated:** 8/31/2014

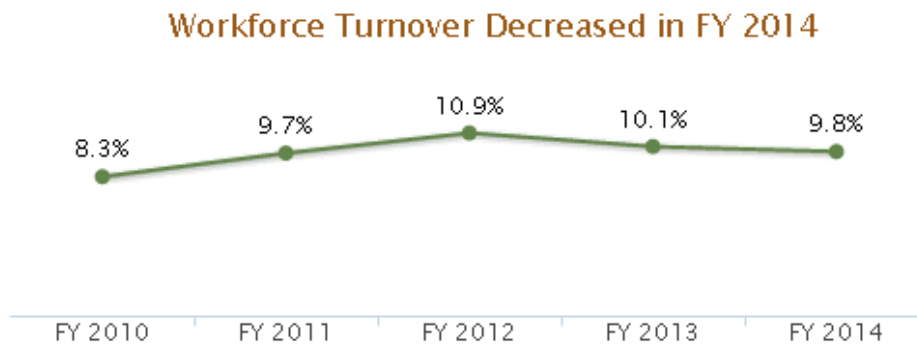
**Time Period:** As of 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Workforce Turnover

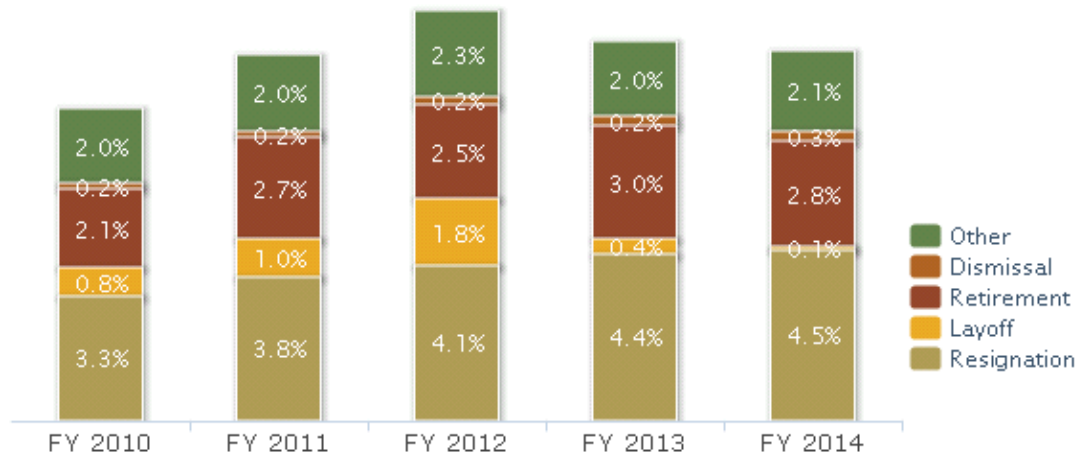
- In fiscal year 2014, the turnover rate was 9.8 percent compared to the national public sector separation rate of 16.3 percent\*
- Washington state turnover trends resemble national public sector trends, with a spike in separations during summer months and a lull in winter months
- Additional turnover analysis is available on the [Layoffs](#), [Retirements](#), and [Resignations](#) pages
- While turnover percentages capture employees leaving state service, some employees leave their current positions to move to another agency - see [Movement Between Agencies](#) for more information

\*Source: [U.S. Bureau of Labor Statistics](#)



*Workforce Turnover Continued...*

### Most Turnover Due to Resignations and Retirements



Click on legend title to add/remove items for additional analysis

Note: "Other" turnover includes miscellaneous separations such as end of appointments, voluntary/involuntary disability separations, reversions, abandonment of positions

**Notes:**

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**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Quarterly (end of fiscal quarter)

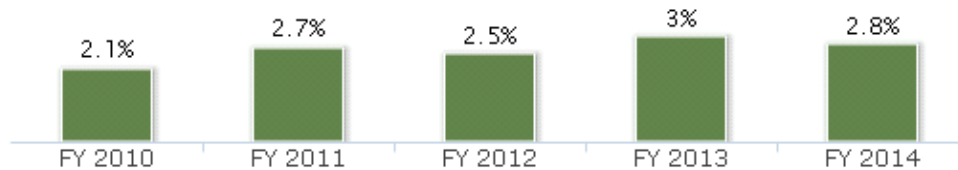
## Turnover – Retirement

- The number of retirements decreased from 1,605 in fiscal year 2013 to 1,527 in fiscal year 2014
- The average age at retirement increased slightly to 63.3 years of age
- The average retirement age in the U.S. is 62\*

### Average Age of Retirees Gradually Increasing



### Percent of the Workforce That Retires Per Year Remains Stable



\*Source: [Gallup's Annual Economy and Personal Finance Survey conducted in April of 2014](#)

#### Notes:

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**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

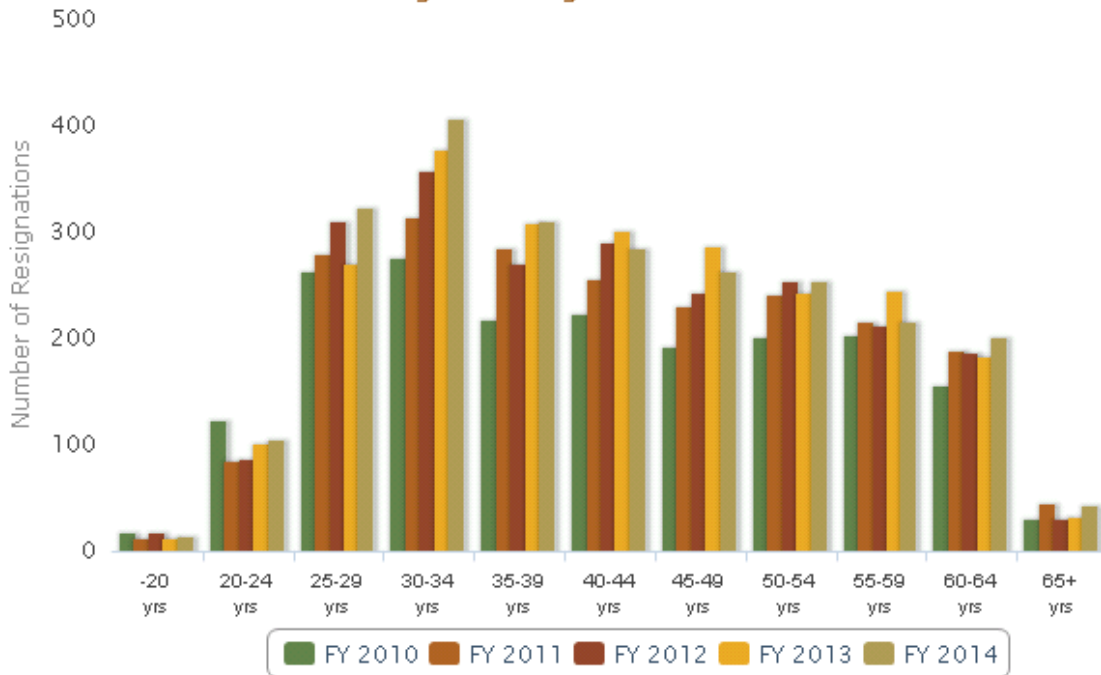
**Update Frequency:** Annually (end of fiscal year)



## Turnover – Resignation

- The number of resignations increased slightly from 2,356 in fiscal year 2013 to 2,417 in fiscal year 2014
- The resignation rate in fiscal year 2014 was 4.5 percent; well below the 7.1 percent "quit rate" reported for the public sector nationwide\*
- See [New Hire Age](#) for information on the number of new hires/rehires by age group
- See [Workforce Age](#) for information on the total workforce by age group - including both permanent and non-permanent appointments
- See [Turnover](#) for information on all workforce separations

### Median Resignation Age was 41 Years in FY 2014



Click on legend title to add/remove items for additional analysis  
 Rollover column to view number of resignations by age group

\*Source: [U.S. Bureau of Labor Statistics](#)

**Notes:**

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**Last Updated:** 8/31/2014

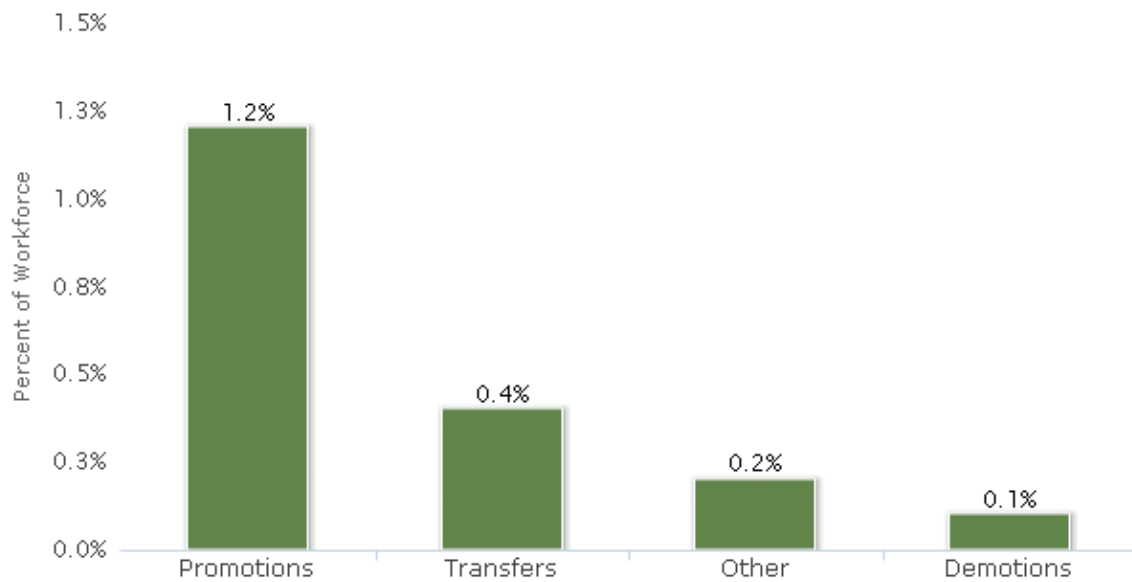
**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Movement Between Agencies

- 1.9 percent of the total state workforce moved from one agency to another in fiscal year 2014, compared to 9.8 percent who actually left state service
- Of the 1.9 percent who moved to another agency, the majority left for a promotion
- For information related to leaving state service, see [Workforce Turnover](#), [Retirements](#), and [Resignations](#)

### Employees More Likely to Move to Another Agency for a Promotion



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**Last Updated:** 8/31/2014

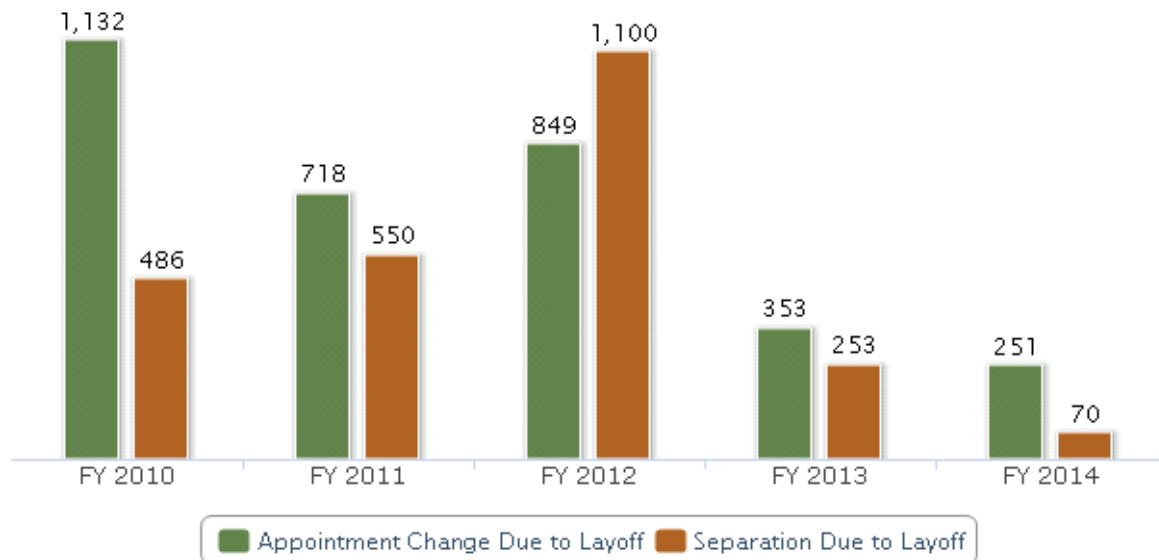
**Time Period:** 7/1/2013 to 6/30/2014

**Update Frequency:** Annually (end of fiscal year)

## Layoff Activity

- As evidenced in the chart below, the number of separations due to layoff has decreased substantially when compared to previous fiscal years
- Notes regarding layoff activities in previous years:
  - Fiscal year 2010 - Governor's supplemental budget required cuts in state agencies
  - Fiscal year 2012 - Layoff separations spiked due to the layoff of 800+ [Liquor Control Board](#) employees following liquor sales privatization
  - Fiscal year 2013 - 60 percent of layoff separations were due to reductions at the Employment Security Department

### Number of Layoff Actions the Lowest in 5 Years



[Click on legend title to add/remove items](#)

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**Notes:**

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**Last Updated:** 8/31/2014

**Time Period:** 7/1/2009 to 6/30/2014

**Update Frequency:** Quarterly (end of fiscal quarter)

# Employee Performance Management

## Performance Planning and Evaluation

*Note: This page will be updated when agency HR Management reports have been submitted in October 2014.*

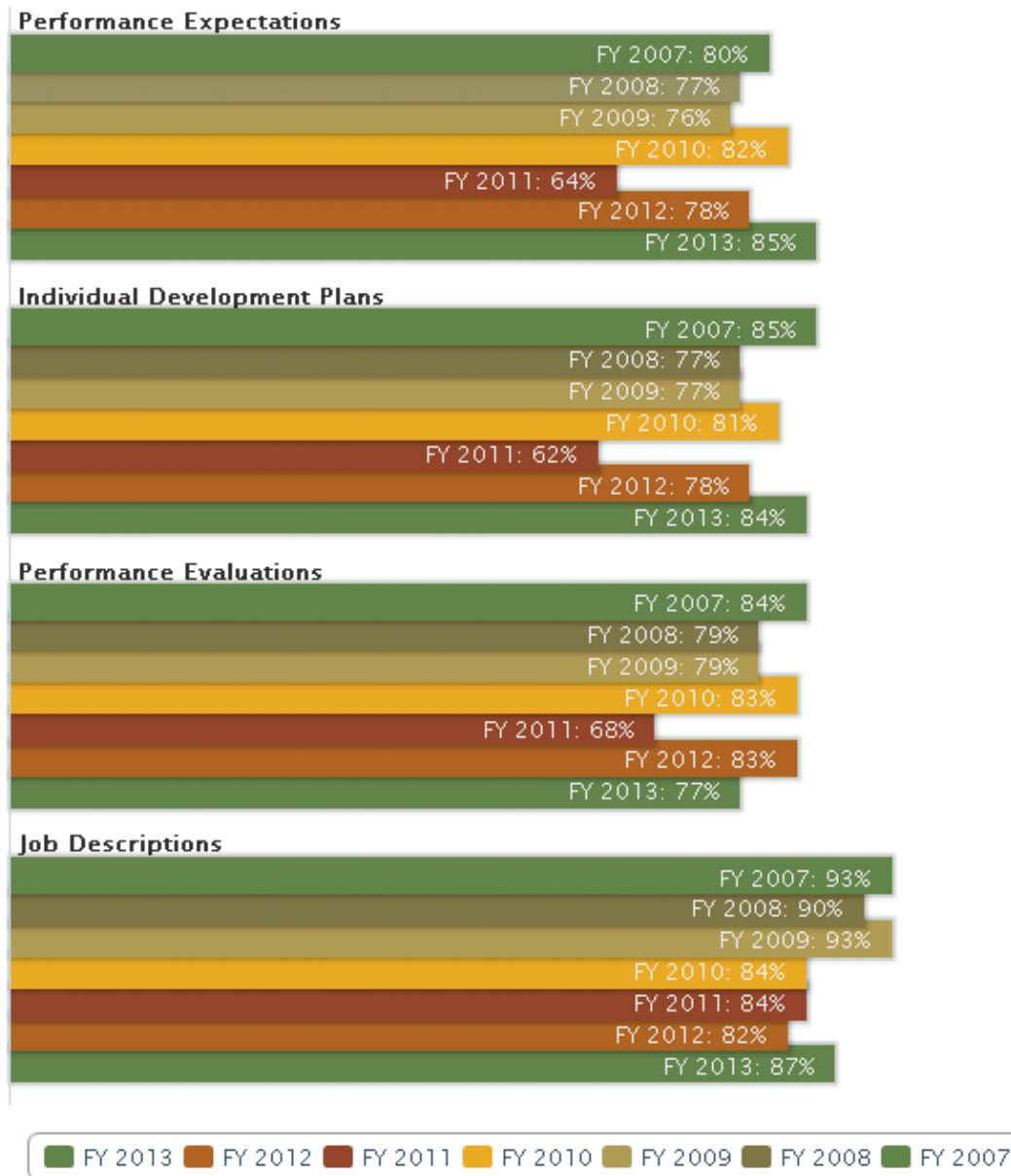
- Performance Management is a process and commitment to building a culture that links individual performance to organizational goals and performance measures. This ensures the organization and staff succeed in achieving business objectives while promoting employee engagement, productivity, growth, and retention
- Performance management tools such as performance expectations and evaluations help employees know what is expected of them and how they are performing
- In fiscal year 2013:
  - Eighty-seven percent of the workforce had current position descriptions
  - The percent of employees with current performance expectations was at its highest in 7 fiscal years
  - The percent of employees with current individual development plans increased from 78 percent to 84 percent
  - The percent of employees with current performance evaluations fell 6.1 percent

**Notes:**

The Department of Social and Health Services (DSHS) suspended the evaluation process while a joint Labor-Management workgroup developed an improved evaluation system. Percentages for fiscal year 2011 were impacted since DSHS makes up over 30 percent of the reporting agencies. In fiscal year 2013, the Department of Enterprise Services experienced extraordinary organizational and reporting changes related to the creation and consolidation of the agency.

*Performance Planning and Evaluation Continued...*

### Percent of employees with current performance expectations highest in 7 years while percent with performance evaluations declines



Click on legend titles to add/remove items for additional analysis

## Employee Satisfaction

### Employee Survey

- Every year, State Human Resources administers the State Employee Survey for the Executive Branch
- In 2013:
  - 86 agencies, boards, and commissions participated in the survey
  - 32,996 employees took the survey for a response rate of 56 percent
  - Statewide, no question lost ground and 12 had modest gains - this reflects a cautious increase in employee optimism as the economy begins to recover
  - New this year, employee survey results will be used to [improve Washington state government as an employer of choice](#) - progress will be reported through the [Results Washington](#) Employer of Choice measure
- See [WA State Employee Survey](#) for more information, data, and analysis

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**Last Updated:** 8/31/2014  
**Time Period:** As of 6/30/2014  
**Update Frequency:** As needed