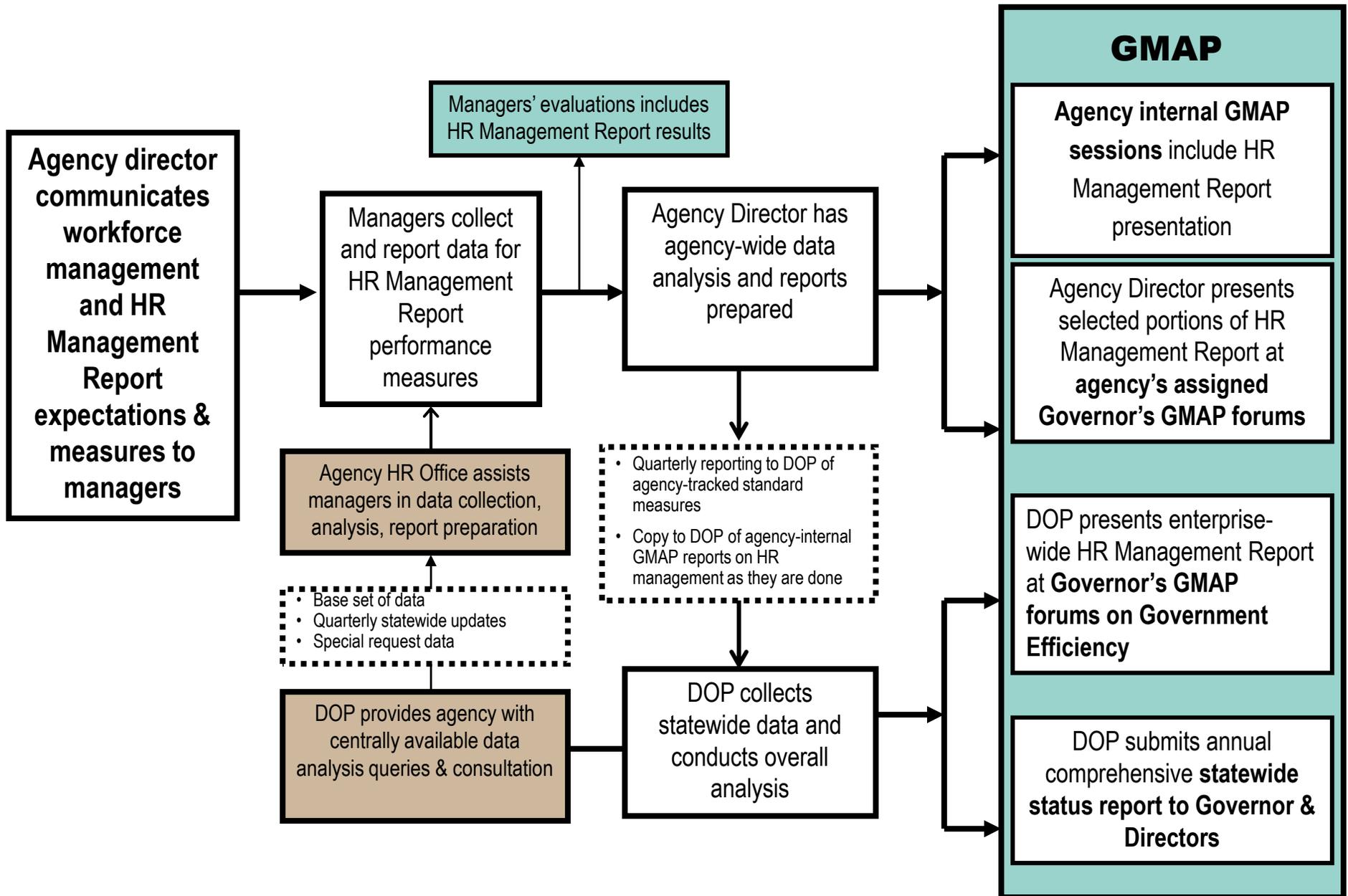


# **Washington State Human Resource Management Report**

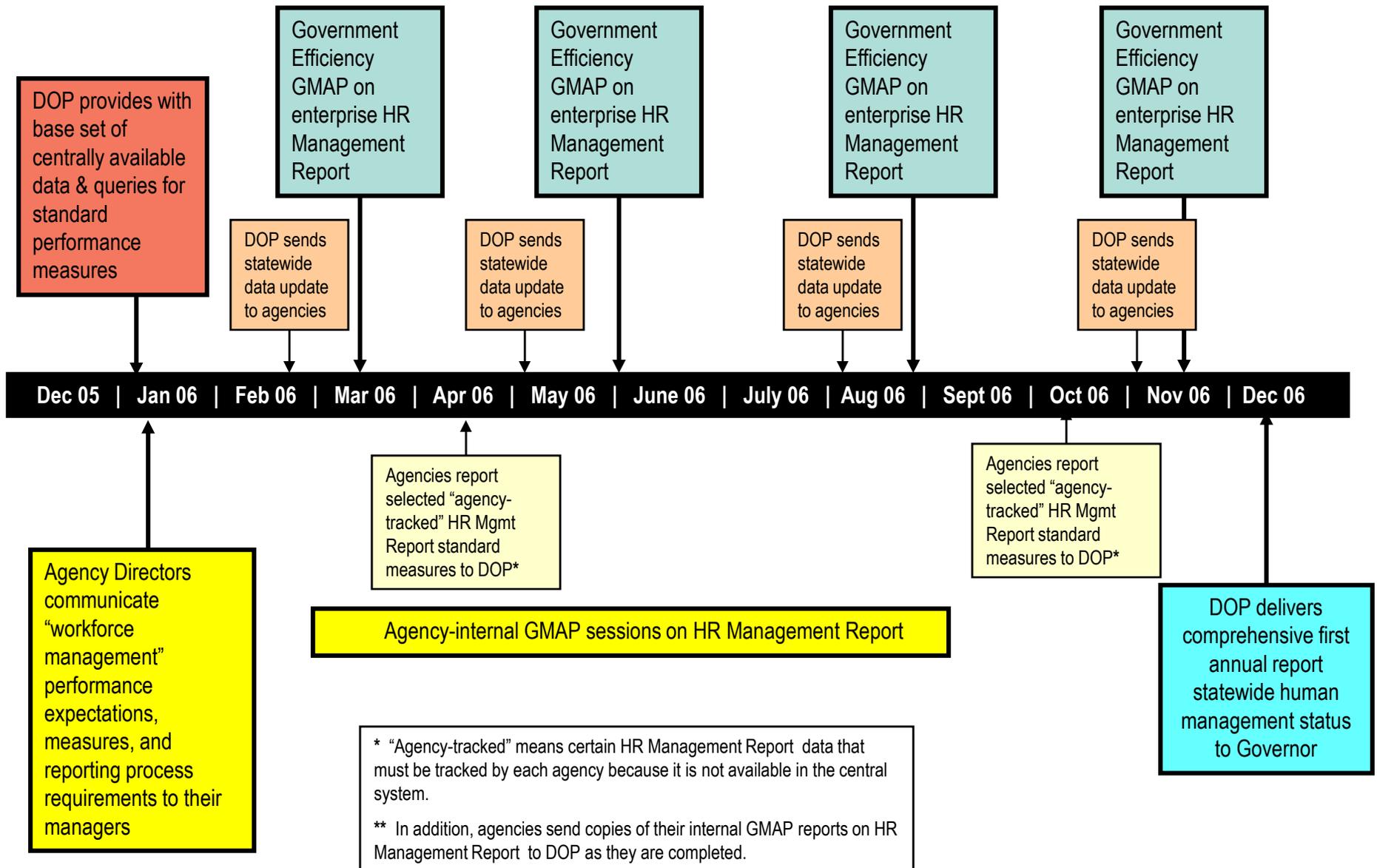
Prepared by:  
Department of Personnel  
April 2006 (rev 6/06)  
Updated through FY 2006 1<sup>st</sup> & 2<sup>nd</sup> Quarters

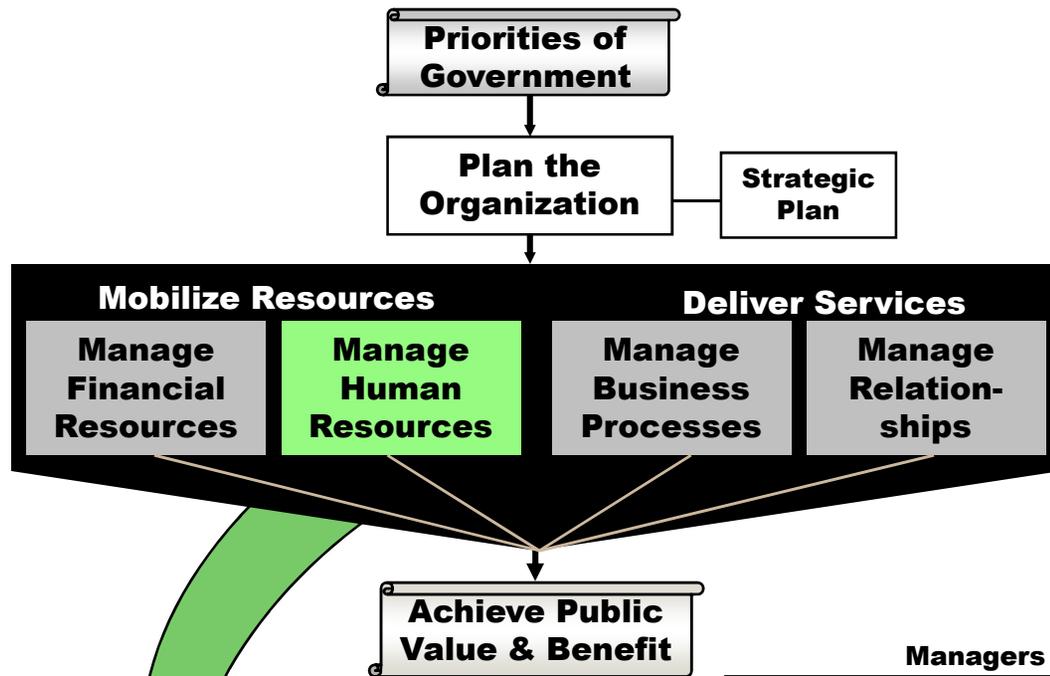


# Human Resource Management Report - Reporting Process



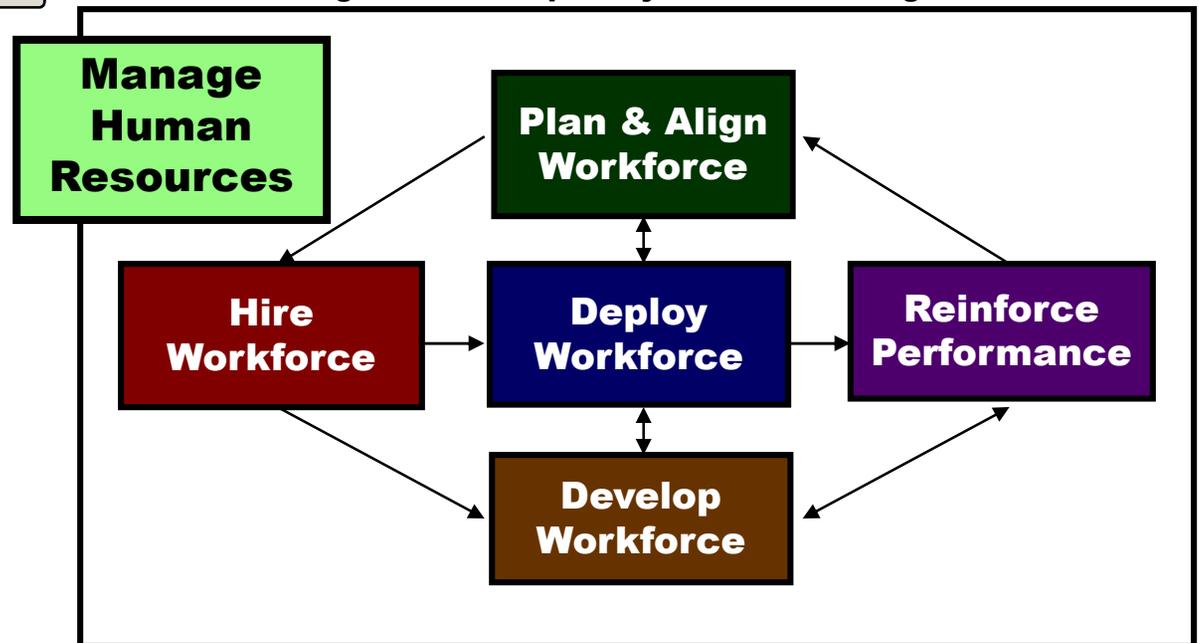
# Human Resource Management Report - Reporting Timeline



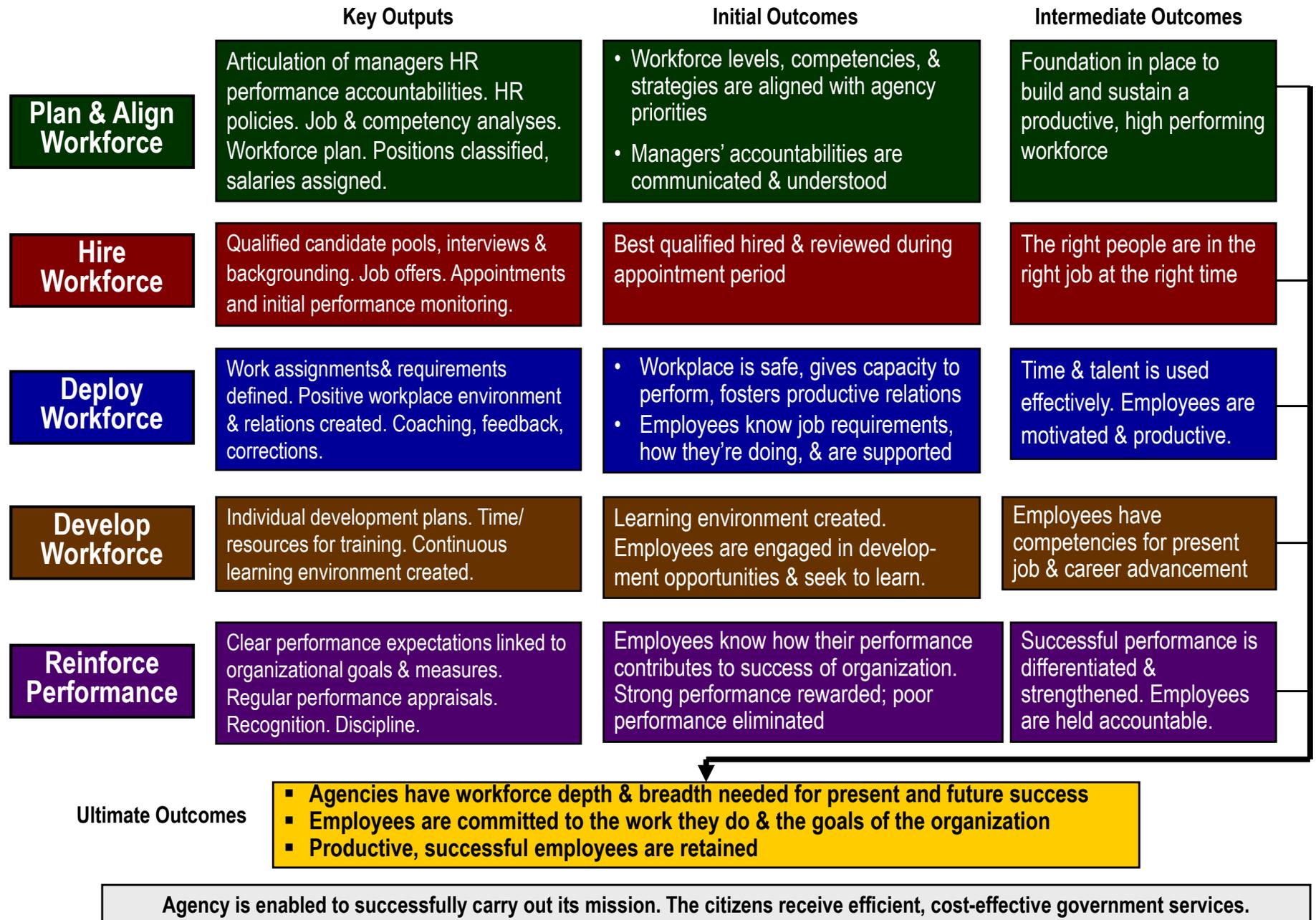


# Managers' Accountability for Strategic Workforce Management

Managers have five primary workforce management functions:



# Agency Managers' Logic Model for Workforce Management



# Human Resource Management Report

## Standard Performance Measures

### Plan & Align Workforce

- Percent current position/competencies descriptions [agency tracking system]
- Percent supervisors with current performance expectations for workforce management [agency tracking system]

### Hire Workforce

- Time-to-fill funded vacancies [agency tracking system]
- Percent satisfaction with candidate quality [agency tracking system]
- New Hire-to-Promotional ratio [DOP Data/Business Warehouse]
- Percent turnover during review period [DOP Data/Business Warehouse]

### Deploy Workforce

- Percent employees with current performance expectations [agency tracking system]
- Employee survey ratings on “productive workplace” questions [DOP standard survey]
- Leave usage (sick, LWOP, unscheduled leave) [DOP Data/Business Warehouse]
- Overtime usage [DOP Data/Business Warehouse]
- Number & type of non-disciplinary grievances [agency tracking system]

### Develop Workforce

- Percent employees with current annual individual development plans [agency tracking system]
- Employee survey ratings on “learning/development” questions [DOP standard survey]

### Reinforce Performance

- Percent current performance evaluations [agency tracking system]
- Employee survey ratings on “performance accountability” questions [DOP standard survey]
- Number/type of disciplinary issues, actions, appeals disposition [agency tracking system]

### Ultimate Outcomes

- Turnover rates and types (e.g., retirement, resignation, etc.) [DOP Data/Business Warehouse]
- Turnover rate of key occupational categories and of workforce diversity [DOP Data/Business Warehouse]
- Employee survey ratings on “commitment” questions [DOP standard survey]

### Measures to add in the future:

Current workforce plans that align staff with business priorities

Safety and Workers Compensation measures

Competency gap analysis measure

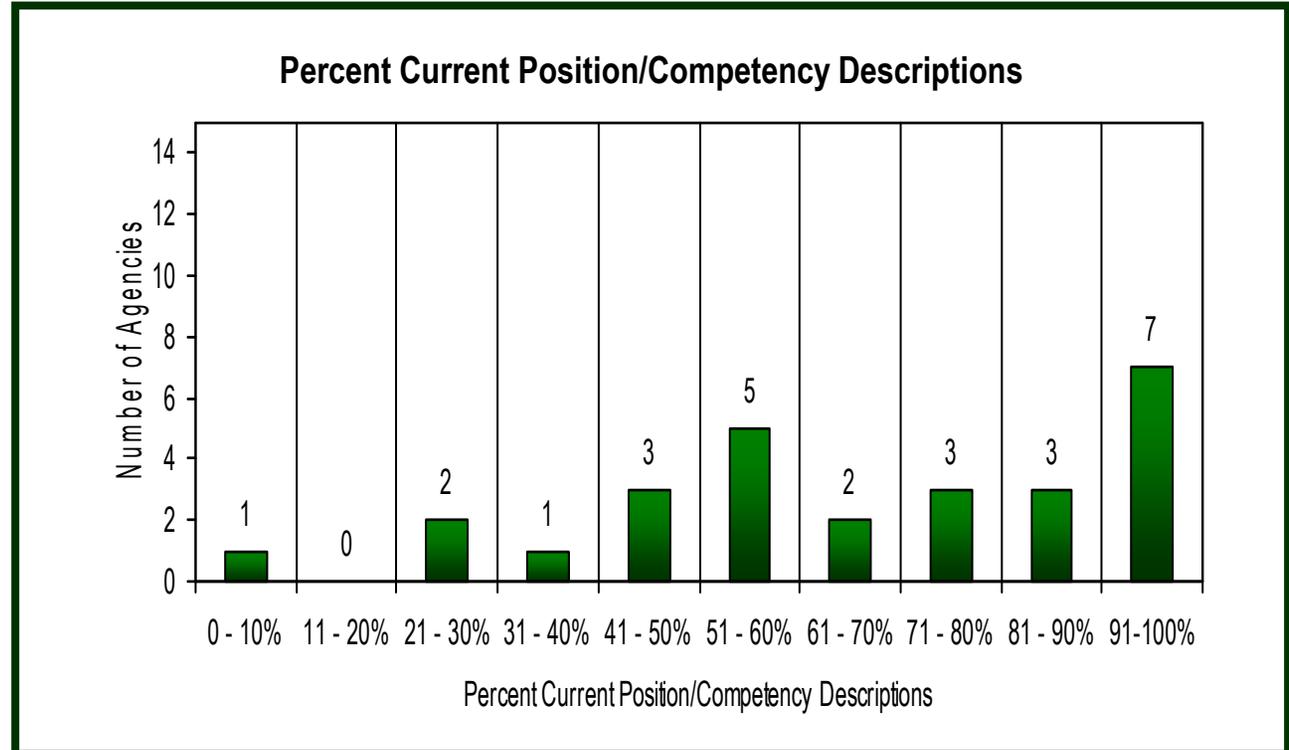
Recognition/reward measure

Others to be determined

### HR Management Report

(preliminary standard measures)

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management



#### Percent supervisors with current performance expectations for workforce management

This data will be reported by agencies to DOP on October 15, 2006

# Hire Workforce | Right People in the Right Job at the Right Time

## HR Management Report

### (standard measures)

- Days to fill vacancies (from requisition to appointment)
- % satisfaction with candidate quality
- % new hires; % promotional hires
- % separation during review period

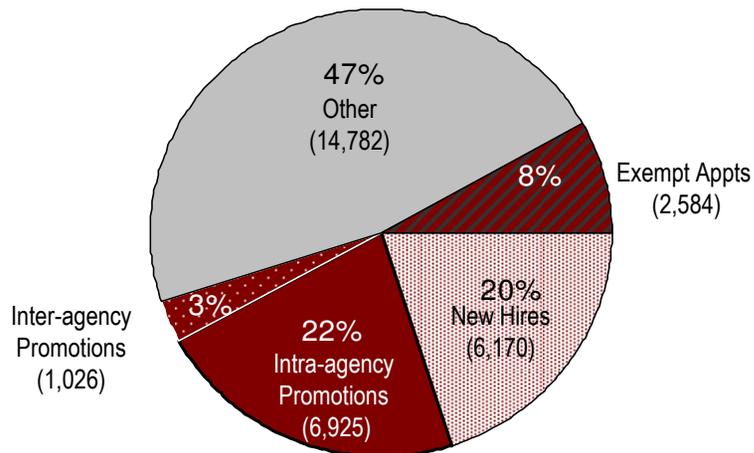
### Days to Fill Vacancies

This data will be reported by agencies to DOP on October 15, 2006

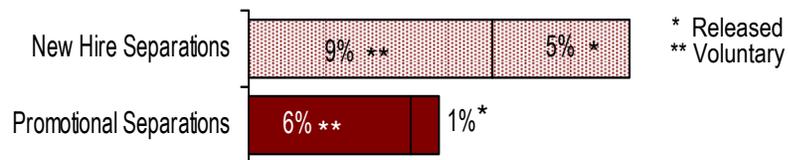
### Candidate Quality (managers' satisfaction rating)

This data will be reported by agencies to DOP on October 15, 2006

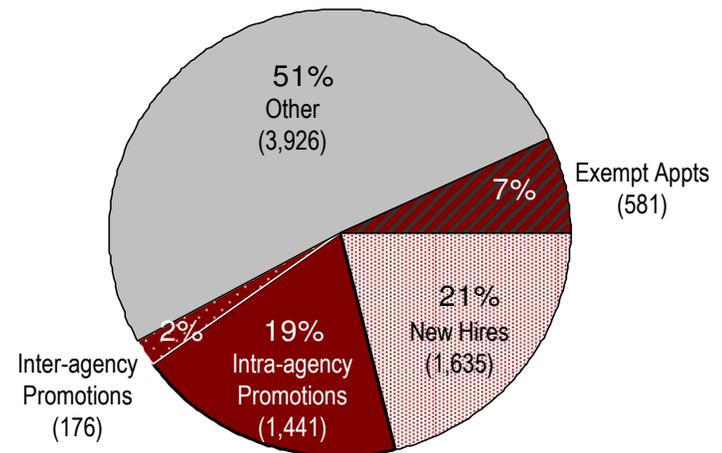
### Hiring Balance - 2003-05 Biennium



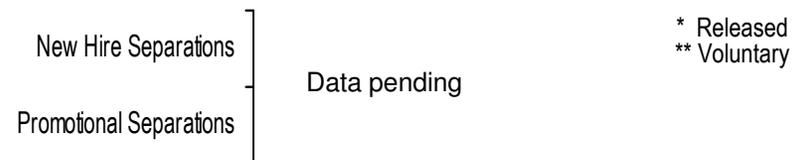
### Separation during Review Period



### Hiring Balance - FY 2006 First Half



### Separation during Review Period



Other = transfers, demotions, reassignments, movement in lieu of RIF, etc.

### HR Management Report

(standard measures)

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage (and “unscheduled” leave if available)
- Number & type of non-disciplinary grievances and disposition

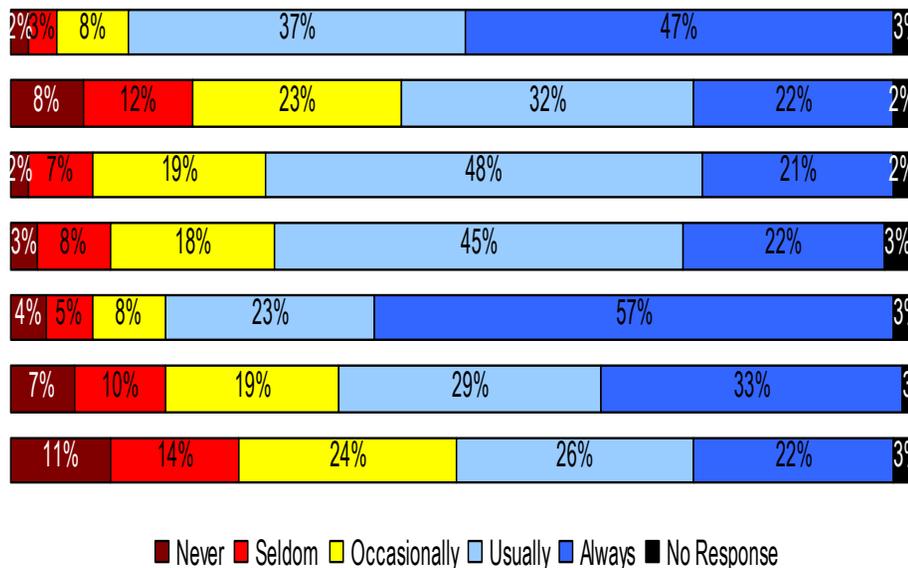
### Percent employees with current performance expectations

This data will be reported by agencies to DOP on October 15, 2006

### Do employees have day-to-day support to enable successful job performance?

NOTE: The “productive workplace” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

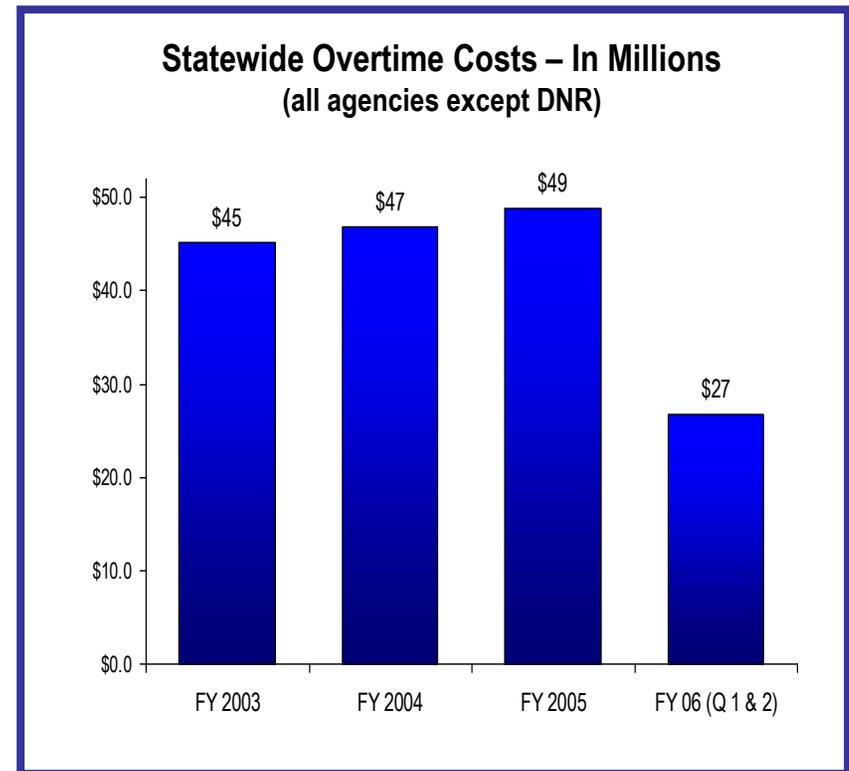
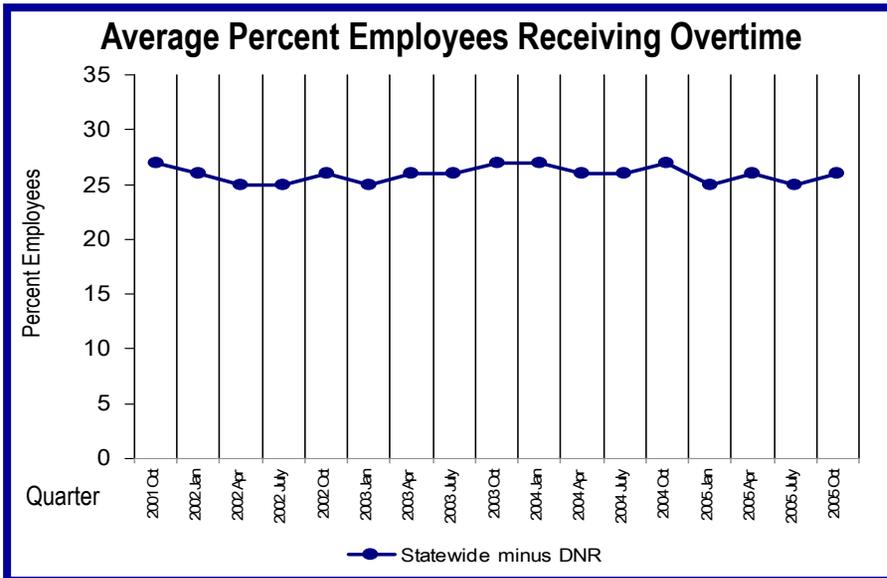
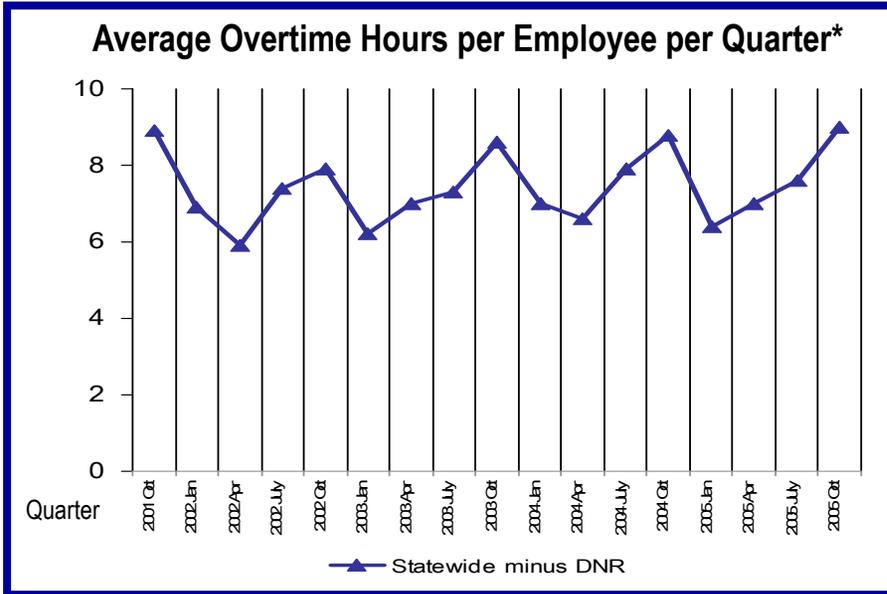
- I know what is expected of me at work. (4.3)
- I have opportunity to give input on decisions affecting my work. (3.5)
- I receive the information I need to do my job effectively. (3.8)
- I have the tools and resources I need to do my job effectively. (3.8)
- My supervisor treats me with dignity and respect. (4.3)
- My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)
- I receive recognition for a job well done. (3.3)



# Deploy Workforce

Employee time and talent is used effectively.  
Employees motivated.

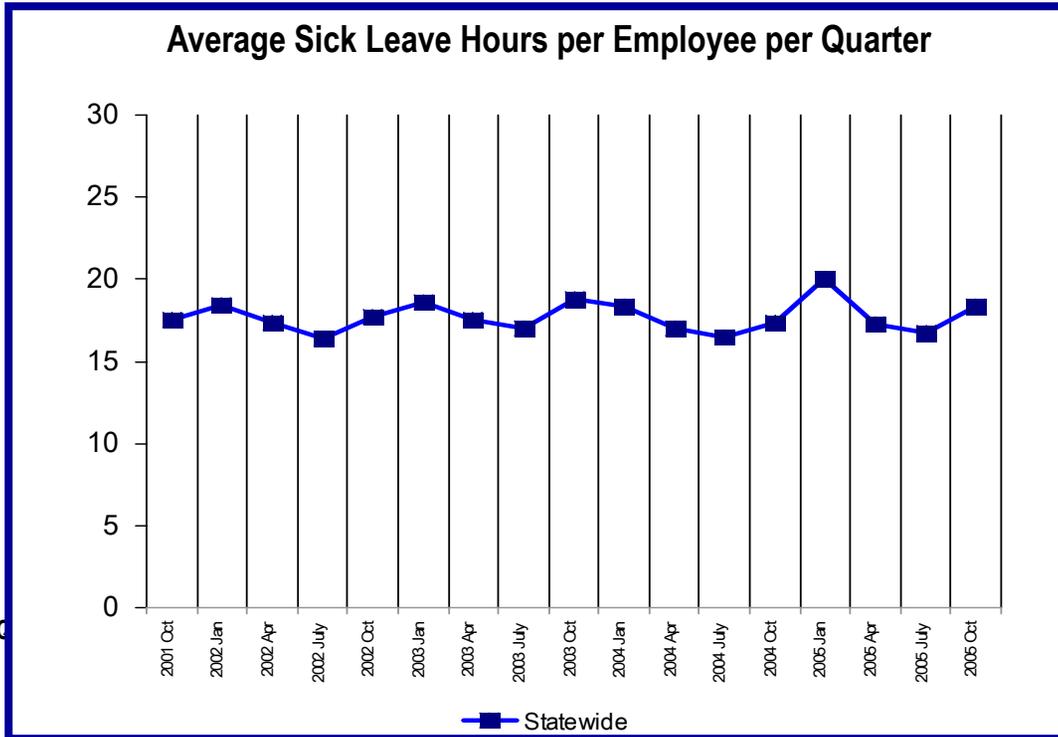
## Overtime: Is employee time well managed?



\* Per capita

Source: DOP Data Warehouse

## Leave: Do employees come to work as scheduled?



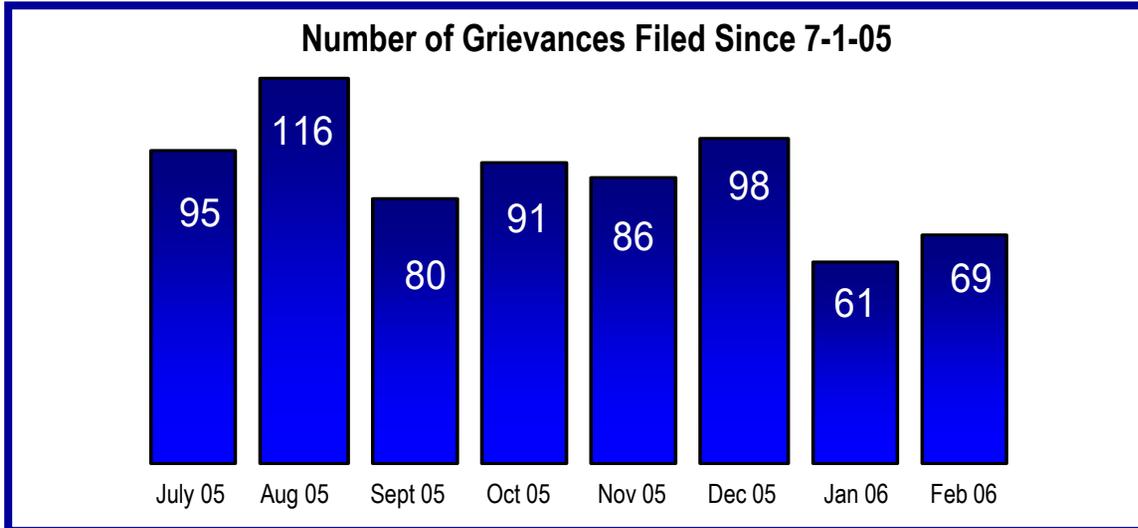
**Notes:**

- It is unknown whether the sick leave usage shown was planned or unplanned.
- For the most part, only actual leave time gone from work is shown. Leave hours donated and most cashed out leave hours have been removed from this display.

	Ave. Sick Leave Hours Used per Quarter	Percent of Earned Sick Leave
Per Capita Sick Leave Use*	17.7 hours	74%
Just Those Who Took Sick Leave*	22.8 hours	95%

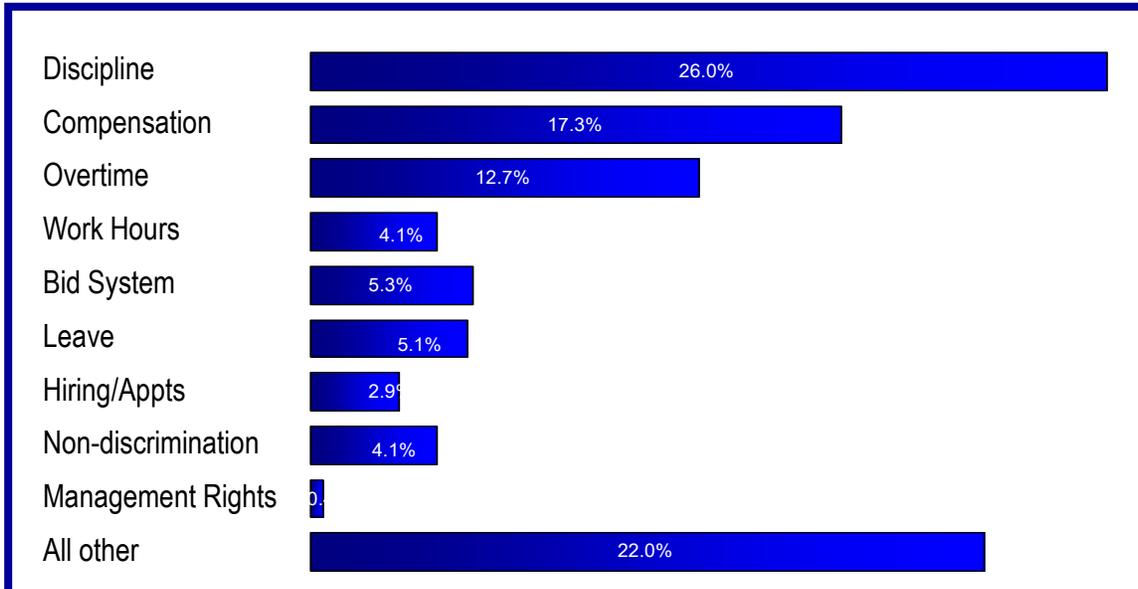
\*Average since 10/01

### Employee relations: Are contracts/policies applied appropriately?



**Notes:**

- The data shown in these charts is for “represented” employees as reported monthly by agencies to the State Labor Relations Office (LRO).



### HR Management Report

(standard measures)

- Percent employees with current annual individual development plans
- Employee survey ratings on “learning & development” questions

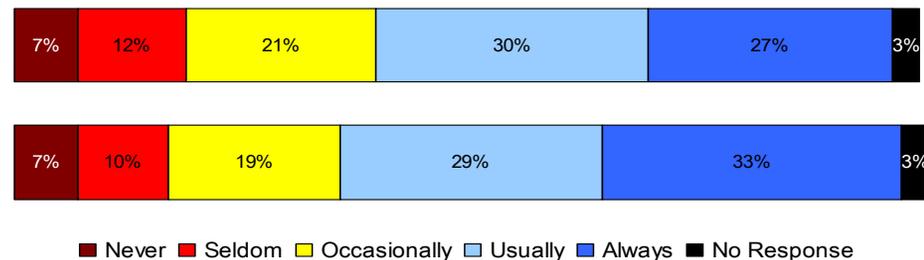
#### Percent employees with current annual individual development plans

This data will be reported by agencies to DOP on October 15, 2006

#### Employee perceptions on learning and development:

NOTE: The “learning & development” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

- I have the opportunities at work to learn and grow. (3.6)
- My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)



### HR Management Report

(standard measures)

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on “performance and accountability” questions
- Number and type of disciplinary issues, actions, appeals disposition

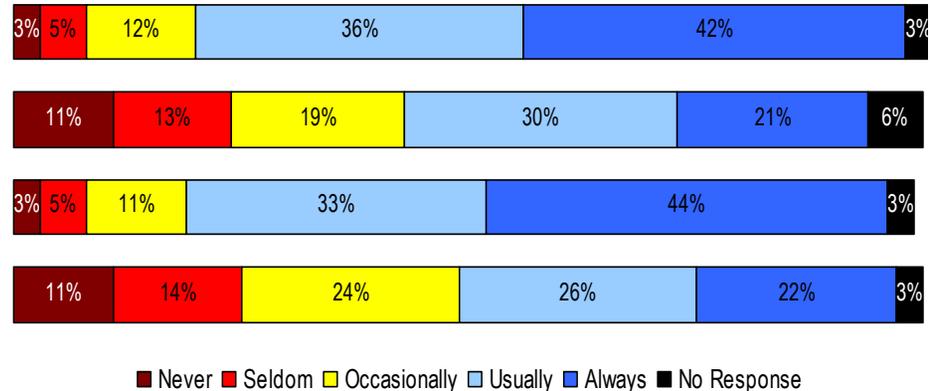
### Percent employees and managers with current annual performance evaluations

This data will be reported by agencies to DOP on October 15, 2006

### Do employees see a meaningful linkage between their performance and the success of the organization?

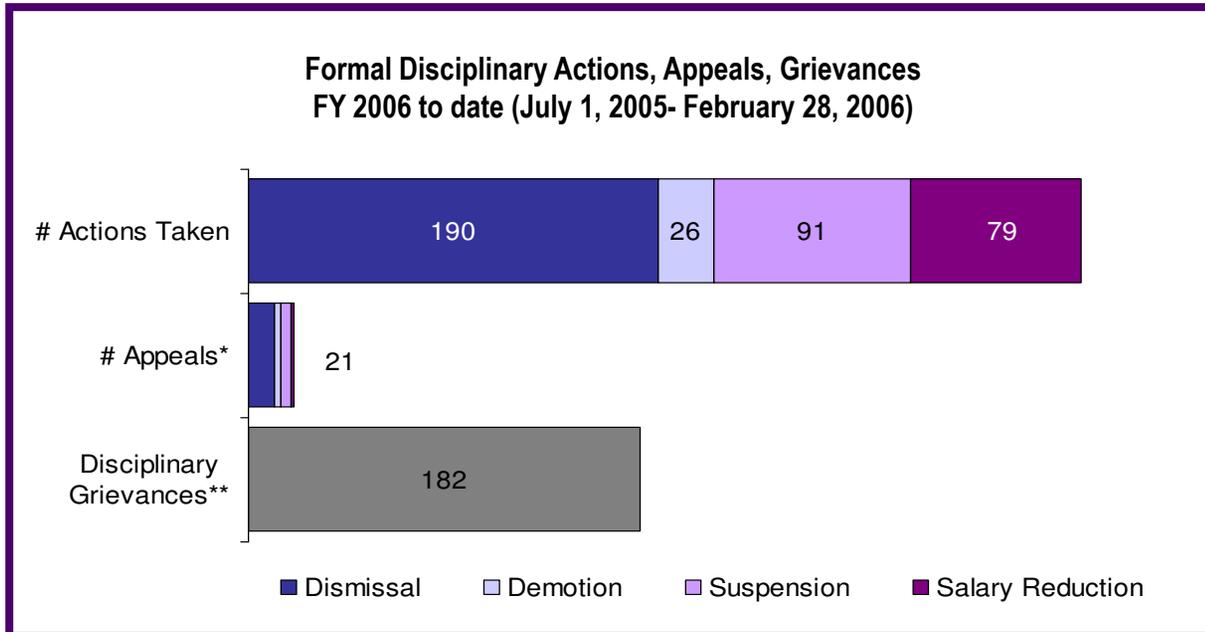
NOTE: The “performance and accountability” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.

- I know how my work contributes to the goals of my agency. (4.1)
- My performance evaluation provides me with meaningful information about my performance. (3.4)
- My supervisor holds me and my co-workers accountable for performance. (4.1)
- I receive recognition for a job well done. (3.3)



## Disciplinary action: Is poor performance dealt with?

Reinforce Performance - Slide 2 of 2



### Issues Leading to Disciplinary Action and Disciplinary Grievances

Placeholder. DOP will be developing list of categories for disciplinary-related issues.

### Disposition of Disciplinary-related Grievances and Appeals

Placeholder. Too early in new process for reliable disposition data.

\* Non-represented employees

\*\* Represented employees (data on type of disciplinary grievance not yet collected)

# Ultimate Outcomes

**State has workforce breadth & depth for present & future success.**

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

**Successful, productive employees are retained.**

## HR Management Report

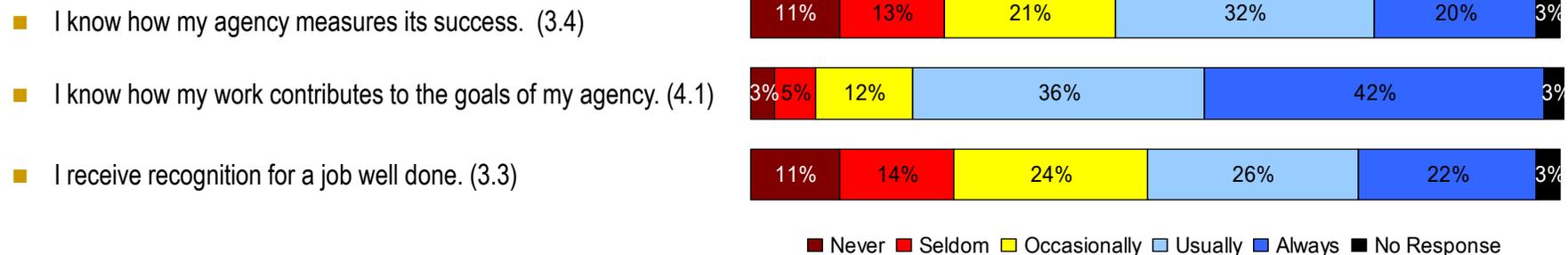
(standard measures)

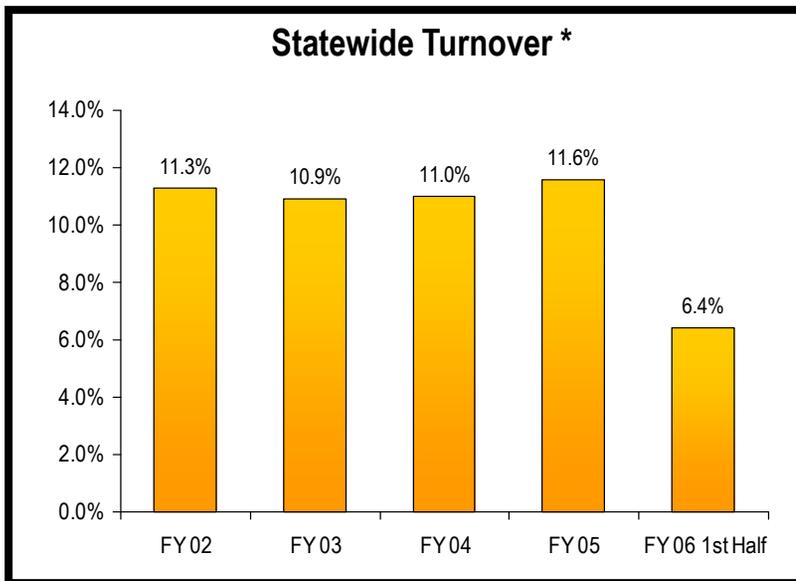
Ultimate Outcomes - Slide 1 of 3

- Employee survey ratings on “commitment” questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

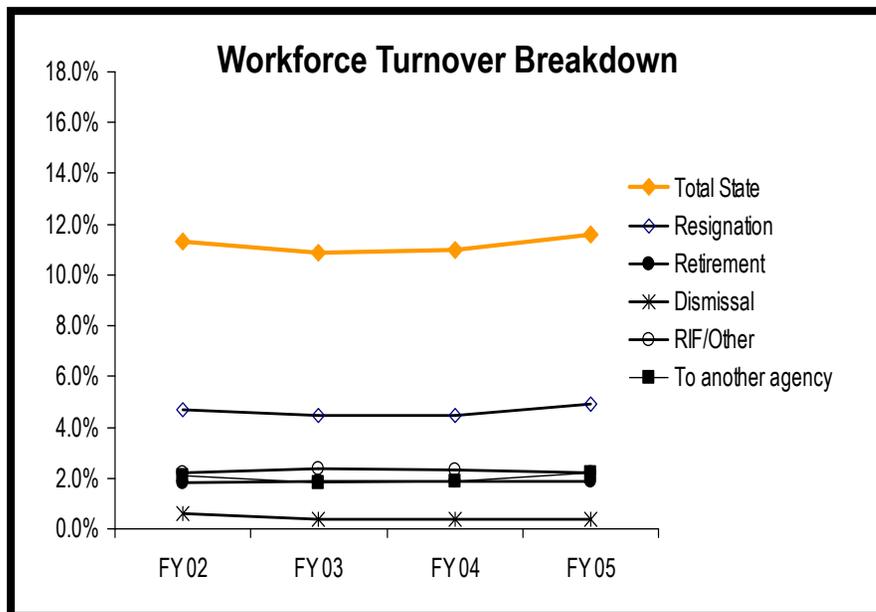
### Indicators of Employee Commitment

NOTE: The “employee commitment” questions from the statewide employee survey are shown below. This survey was conducted in Spring 2006.





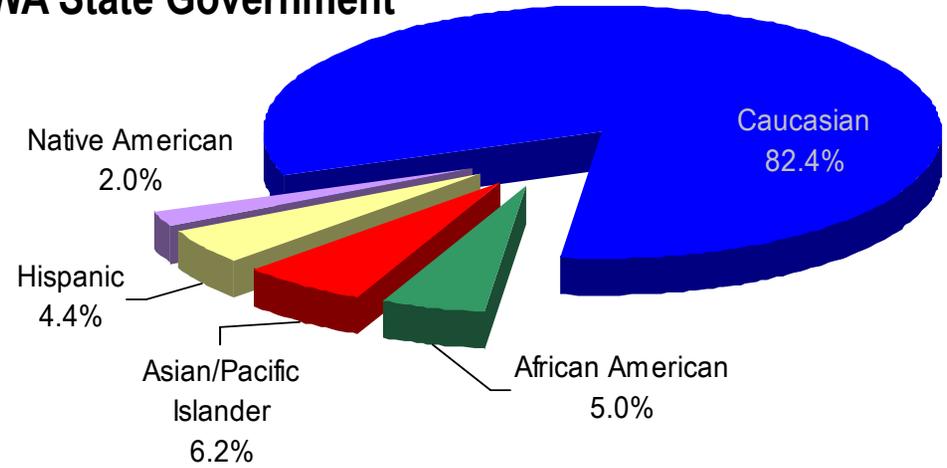
**\*Note:**  
 All but ~2% of the turnover is employees leaving state government. The ~2% is workforce movement across agency lines.



**Workforce Diversity**

State Government Diversity Profile (as of 1-1-06)	
Women	52.0%
Persons w/ disabilities	5.2%
Vietnam Veterans	7.3%
Disabled Veterans	1.3%
Persons over 40	73.1%
People of color	7.6%

**WA State Government**



**WA Labor Force**

