

State of Washington
[Office of Financial Management]

Human Resource Management Report

October 16, 2006

This is the 10-20-06 email message from Dan Myers about this report:

Here's my "best" effort and I have to say, I'm not real happy with it.

As you both know, I've have some challenges with data. There is a large number of merit system 9 exempt employees in OFM. In addition there are 338 employees listed in OFM (105); however, only 270 employees are what I consider OFM "Proper." The other 68 employees are part of and report to the Governor's Office.

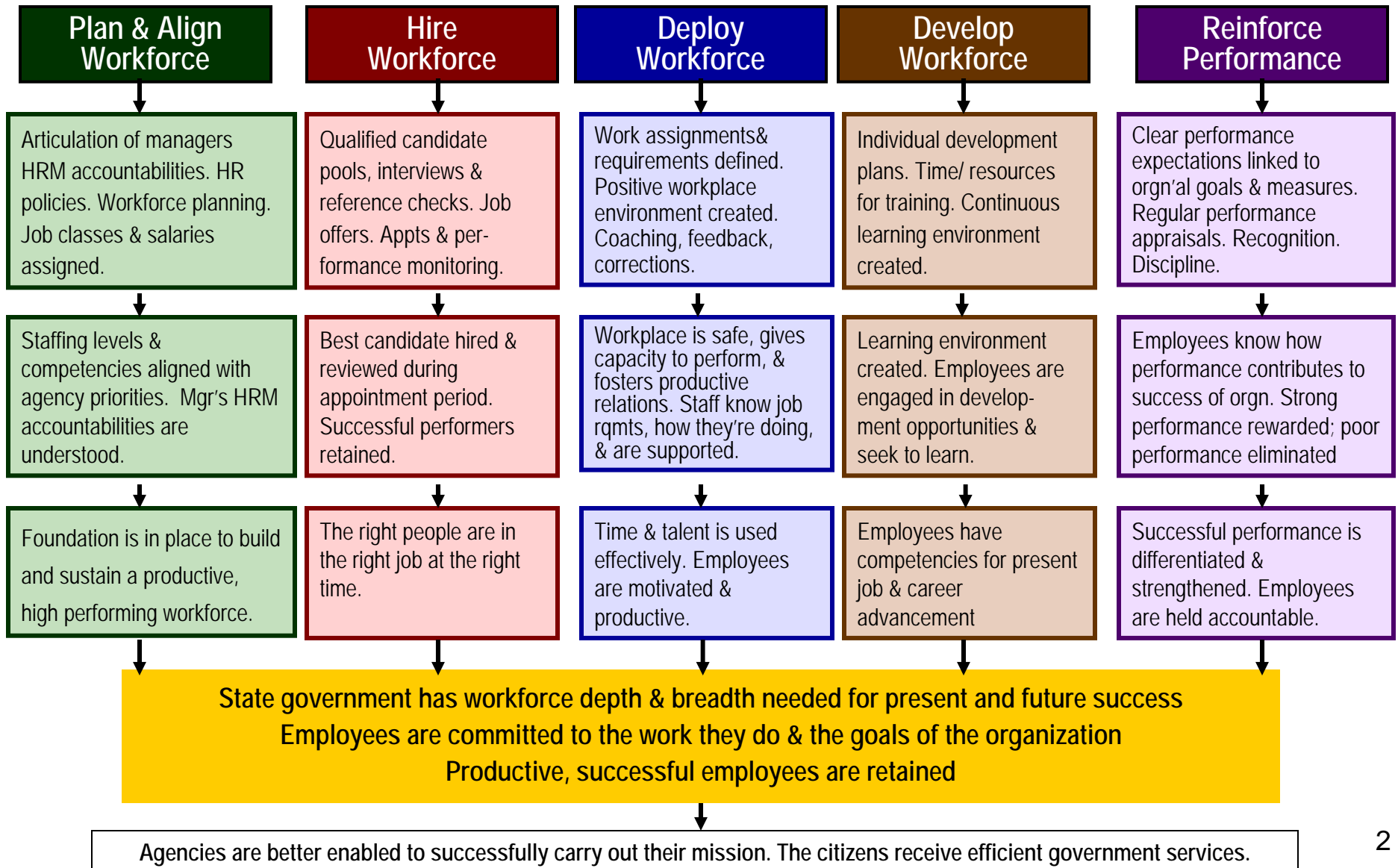
The information on hiring balance, turnover, and diversity is based on 338 employees. The information concerning position descriptions, individual development plans, performance expectations, performance evaluations and employee survey is based on 270 employees. I was not able to provide sick leave or overtime reports.

Finally, some of the labels on the charts did not update (see employee survey charts and diversity chart). The graphs updated but not the labels.

Please let me know if you need anything else from me.

Logic Model

Managers Accountability for Workforce Management



Human Resource Management Report

Standard Performance Measures

Plan & Align Workforce

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

Hire Workforce

- Time-to-fill funded vacancies
- Percent satisfaction with candidate quality New Hire-to-Promotional ratio
- Percent turnover during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Leave usage (sick, LWOP, unscheduled leave)
- Overtime usage
- Number & type of non-disciplinary grievances

Develop Workforce

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

Reinforce Performance

- Percent current performance evaluations
- Employee survey ratings on “performance accountability” questions
- Number/type of disciplinary issues, actions, appeals disposition

Ultimate Outcomes

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

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

Plan & Align Workforce

Overall foundation & management accountability system to build & sustain a high performing workforce

Performance Measures

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

Agency-wide Percent
Current Position &
Competency Descriptions

68.5%

Analysis:

- 102 Classified Positions
- 102 CQ's or PDF's on File
- 168 Exempt Positions
- 84 CQ's or PDF's on File

All classified positions in OFM “proper” have position descriptions on file (CQ's or PDF's). Supervisors of exempt positions have always been required to conduct a thorough job analysis, identifying key job responsibilities and key competencies. Descriptions for exempt positions are in the form of either CQ's, PDF's, Workforce Plans or recruitment documents. OFM has made a concerted effort to implement the new Position Description Form. 32 exempt PDF's were on file in January 2006 this number has increased to 84 as of October 15, 2006.

Action Steps:

- Continue to require Position Description Forms be developed or updated when:
 - Establishing new positions
 - Recruiting to fill vacancies
 - Duties/responsibilities change
 - Conducting PDP/Performance Evaluations

Plan & Align Workforce

Overall foundation & management accountability system to build & sustain a high performing workforce

Performance Measures

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

Percent supervisors with current performance expectations for workforce management

100%

OFM supervisors have expectations for managing performance. Policies on performance, diversity, recruitment, and training are in place and being managed under the direction of senior leadership. A consultant recently conducted an organization review of the agency and concluded that performance management is being practiced by supervisors throughout the agency. A recent agency communication assessment, employee surveys as well as exit interview data confirm performance management is an expectation of and practiced by supervisors. OFM supervisors are expected to attend HELP, Harassment Prevention, Diversity Awareness/Management, Ethics, and DOP Supervisory Training.

Analysis:

- All 50 supervisors in OFM “proper” have expectations to manage employee performance
- 7 supervisors are in the classified service
- 43 supervisors are in exempt positions

Action Steps:

- Continue to ensure supervisors are aware of expectations to manage performance.
- Continue to monitor required supervisor training
- Continue to provide HR assistance to supervisors in performance management (monitoring and reporting status of Performance Development Plans)
- Strategic Plan Objectives in place

Performance Measures

- Days to fill vacancies
- % satisfaction with candidate quality
- % new hires; % promotional hires
- % separation during review period

Days to Fill Vacancies

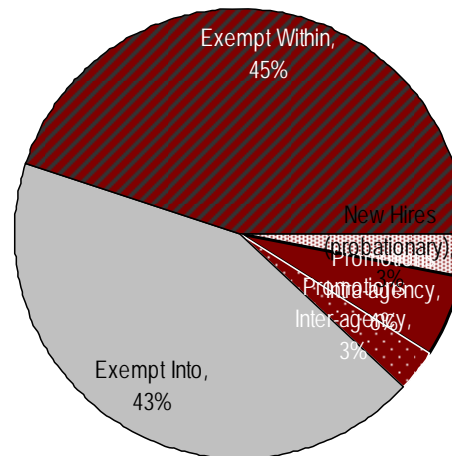
This data will be reported by agencies to DOP in April 2007

Candidate Quality (managers' satisfaction rating)

This data will be reported by agencies to DOP in April 2007

Hiring Balance - FY 2006

Total of 67 appointments (2/1/06 – 10/15/06)



Separation during Review Period

New Hire Separations
 Promotional Separations

* Released
 ** Voluntary

Analysis:

- 2 Probationary Appointments
- 2 Trial Service Appointments into OFM
- 4 Trial Service Appointments with OFM
- 29 Exempt Appointments into OFM
- 30 Exempt Appointments within OFM
- Total of 67 Appointments includes all appointments made in Agency 105
- No Separations during Review Period to report

Action Steps:

- Hiring is Balanced no actions planned other than implementation of the HRMS E-Recruiting System

Double click on charts to add your agency's data

Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage Number & type of non-disciplinary grievances and disposition

Percent employees with current performance expectations

100%

Analysis:

- 58 classified employees with PDPs on file = 56.9%
- 55 exempt employees with PDPs on file = 41.9%

Data gathered through exit interviews, employee surveys, organizational unit reviews conducted by OFM's HR/Management Consulting group as well as the many agency accomplishments, indicated that OFM employees know what is expected of them. OFM revised its evaluation policy on July 1, 2005 and has been using the PDP tool. The number of employees with current PDP's has increased from 58 to 112. While not required by WAC, supervisors of exempt employees are expected to establish performance expectations and conduct annual assessments of performance. OFM leadership encourages supervisors of exempt employees to follow best practices in the management of performance of their staff.

Action Steps:

- Continue to track and report PDP completion
- Develop a method for use by agency leadership that ensures PDPs are developed in accordance with agency policy
- Strategic Plan objectives in place

Deploy Workforce

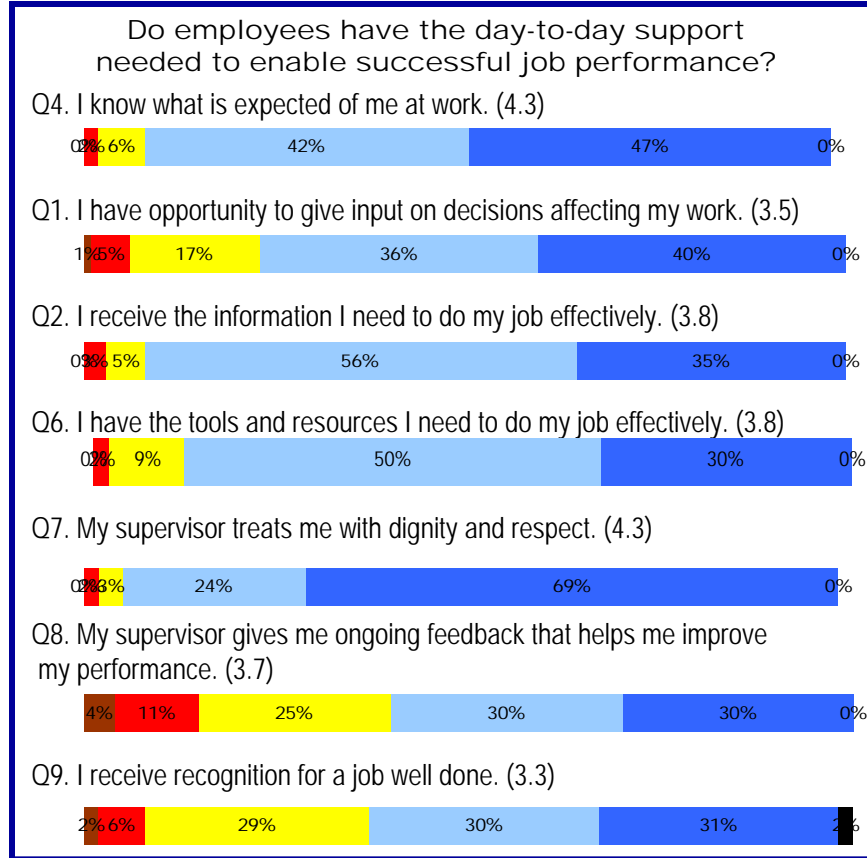
Employee time and talent is used effectively.
Employees motivated.

Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage Number & type of non-disciplinary grievances and disposition

Overall average score for "productive workplace" questions is "4.16"

DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA



Analysis:

- Q4 = 4.38
- Q1 = 4.10
- Q2 = 4.23
- Q6 = 4.25
- Q7 = 4.61
- Q8 = 3.71
- Q9 = 3.83

Action Steps:

- Senior Managers of divisions or major works group are looking for opportunities to improve

Develop Workforce

Employees have competencies for present job and future advancement

Performance Measures

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

Percent employees with current Individual Development Plans

100%

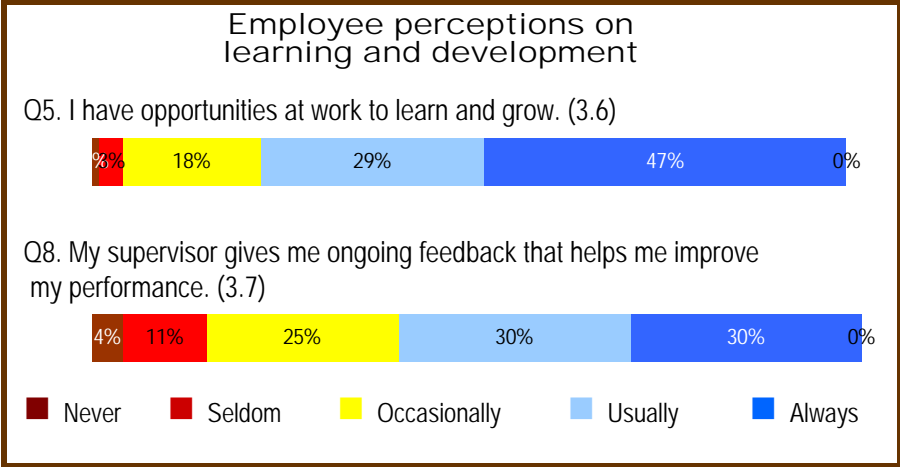
Analysis:

- Q5 = 4.18
- Q8 = 3.71

Action Steps:

- Continue to develop employee development plans as part of the new hire process and/or the PDP development process
- Continue to sponsor agency training forum
- Continue to support employee training and development

Overall average score for "Learning & Development" questions is "3.94"



DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA

OFM has a strong employee development focus. Each year, OFM sponsors an agency-wide training forum where employees receive just in time training, attend required training and learn about the direction and needs of the agency. In addition, OFM regularly approves training and education requests in accordance with agency policy and budget constraints (this includes requests for training needed for the employee's current job, to improve general work performance, for career development and to meet mandatory training requirements).

Reinforce Performance

Successful performance is differentiated & strengthened. Employees are held accountable.

Performance 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

Overall average score for "performance & accountability" questions is "3.87"

Percent employees with current performance evaluations

43.7%

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

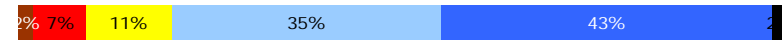
Q3. I know how my work contributes to the goals of my agency. (4.1)



Q10. My performance evaluation provides me with meaningful information about my performance. (3.4)



Q11. My supervisor holds me and my co-workers accountable for performance. (4.1)



Q9. I receive recognition for a job well done (3.3)



Legend: Never (dark red), Seldom (red), Occasionally (yellow), Usually (light blue), Always (dark blue)

Analysis:

- 74 of 102 classified employees with performance evaluations on file = 72.5% - 11 not due
- 44 of 168 exempt employees with evaluations on file = 26.2% - 33 not due
- Q3 = 4.36
- Q10 = 3.18
- Q11 = 4.12
- Q9 = 3.83

Action Steps:

Continue to track and report PDP completion

Develop a method for use by agency leadership that ensures PDPs are developed in accordance with agency policy

DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA

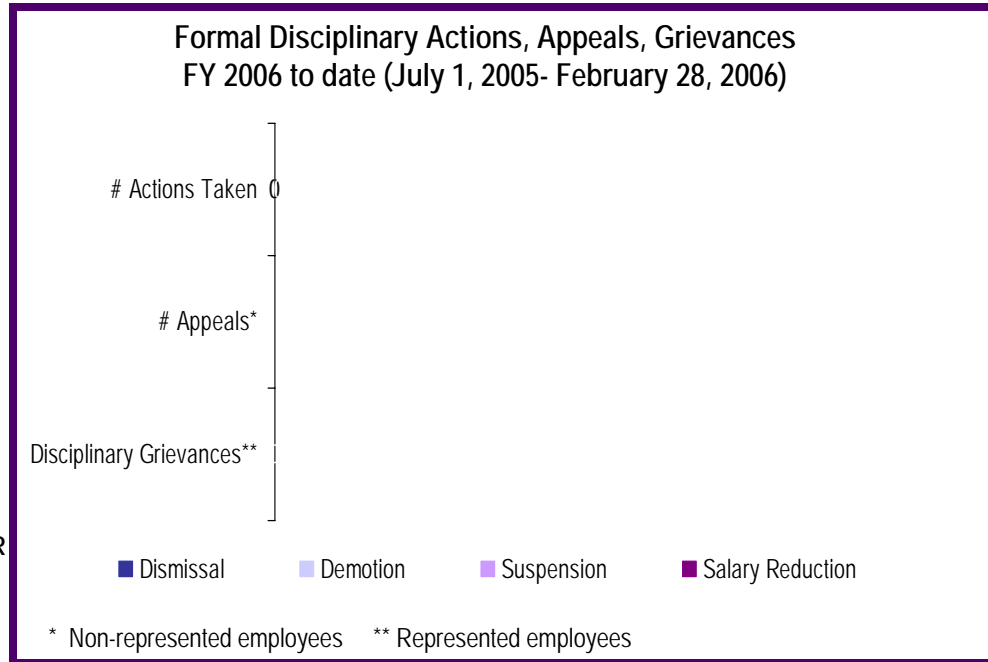
Reinforce Performance

Successful performance is differentiated & strengthened. Employees are held accountable.

Performance 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

DOUBLE CLICK ON THE CHART TO ENTER YOUR AGENCY'S DATA



Analysis:

- No Disciplinary Actions, Appeals, or Grievances filed.

Action Steps:

Issues Leading to Disciplinary Action

[List of general categories of reasons that agency took disciplinary action for this time period]

Disposition of Disciplinary-related Grievances or Appeals

[List disposition of grievances/appeals for this time period.]

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.

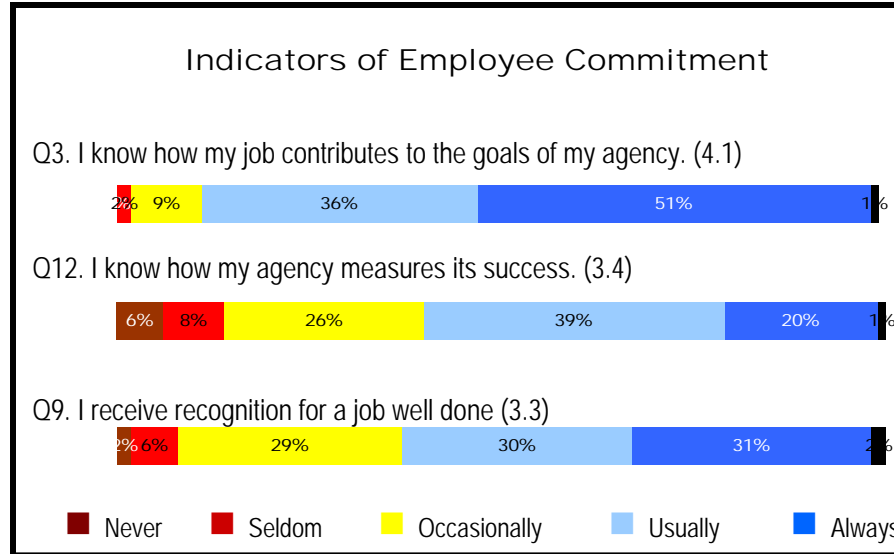
Successful, productive employees are retained.

Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories - TBD
- Diversity profile [& turnover TBD]

Overall average score for "performance & accountability" questions is "3.93"

DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA



Analysis:

- Q3 = 4.36
- Q12 = 3.60
- Q9 = 3.83

Action Steps:

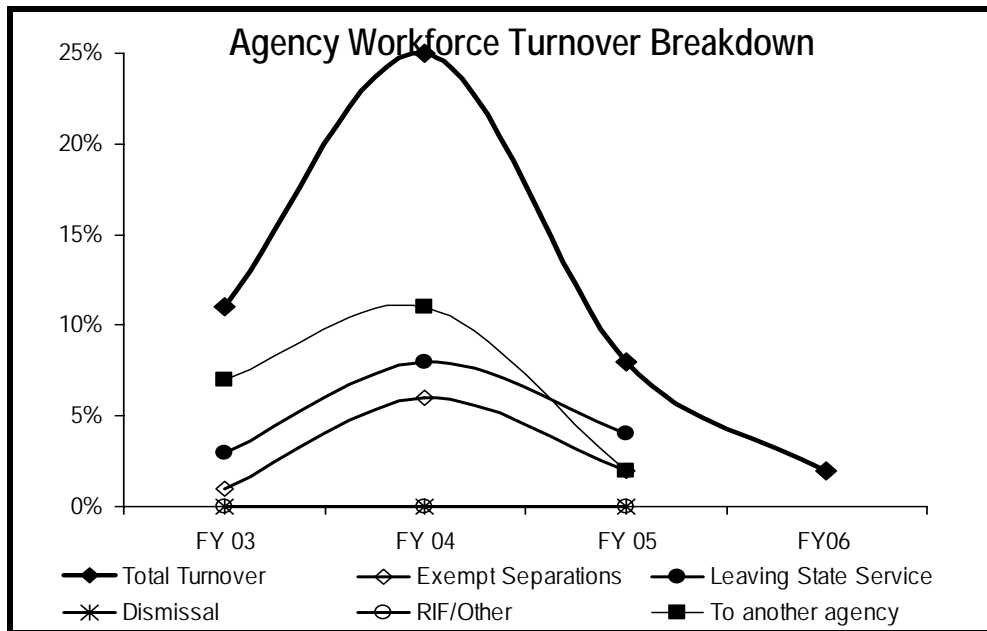
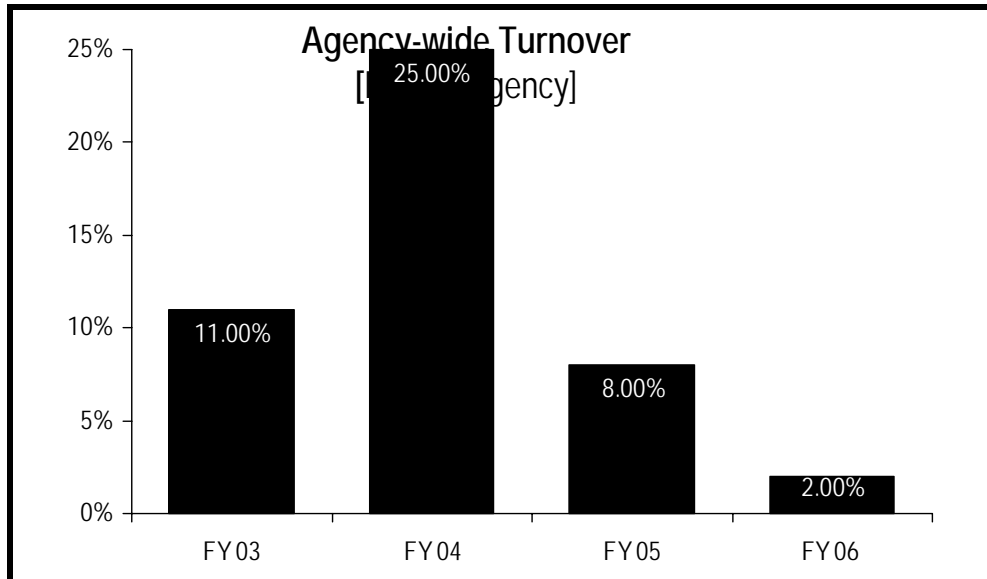
Strategic plan objectives in place

Ultimate Outcomes | continued

Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories - TBD
- Diversity profile [& turnover TBD]

DOUBLE CLICK ON THE CHARTS TO ENTER YOUR AGENCY'S DATA



Analysis:

- Data for FY05 and FY06 are approximate. HRMS does not provide detail for separations to other agencies
- Data challenges due to Merit System 9 as well as HRMS

Action Steps:

- No action contemplated at this time

Ultimate Outcomes | continued

Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories - TBD
- Diversity profile [& turnover TBD]

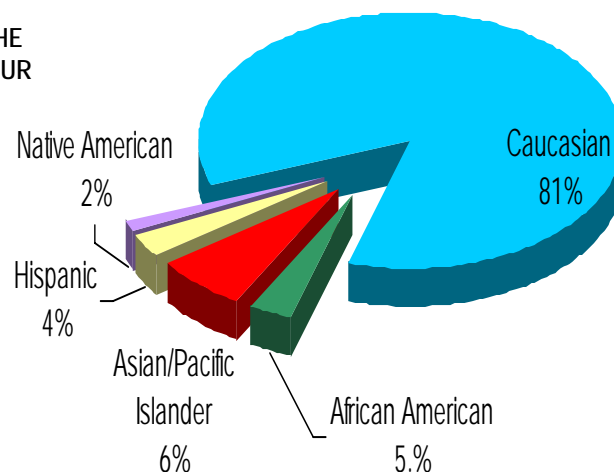
Diversity Profile	[OFM]	State
Women	59%	52%
Persons with disabilities	4.2%	5%
Vietnam Veterans	5.7%	7%
Disabled Veterans	1.5%	2%
People of color	14.8%	17.5%

Notes:

- Chart labels did not update

DOUBLE CLICK ON THE CHART TO ENTER YOUR AGENCY'S DATA

Office of Financial Management



WA State Government

