

Washington State  
**Office of the Attorney General**  
Human Resource Management Report

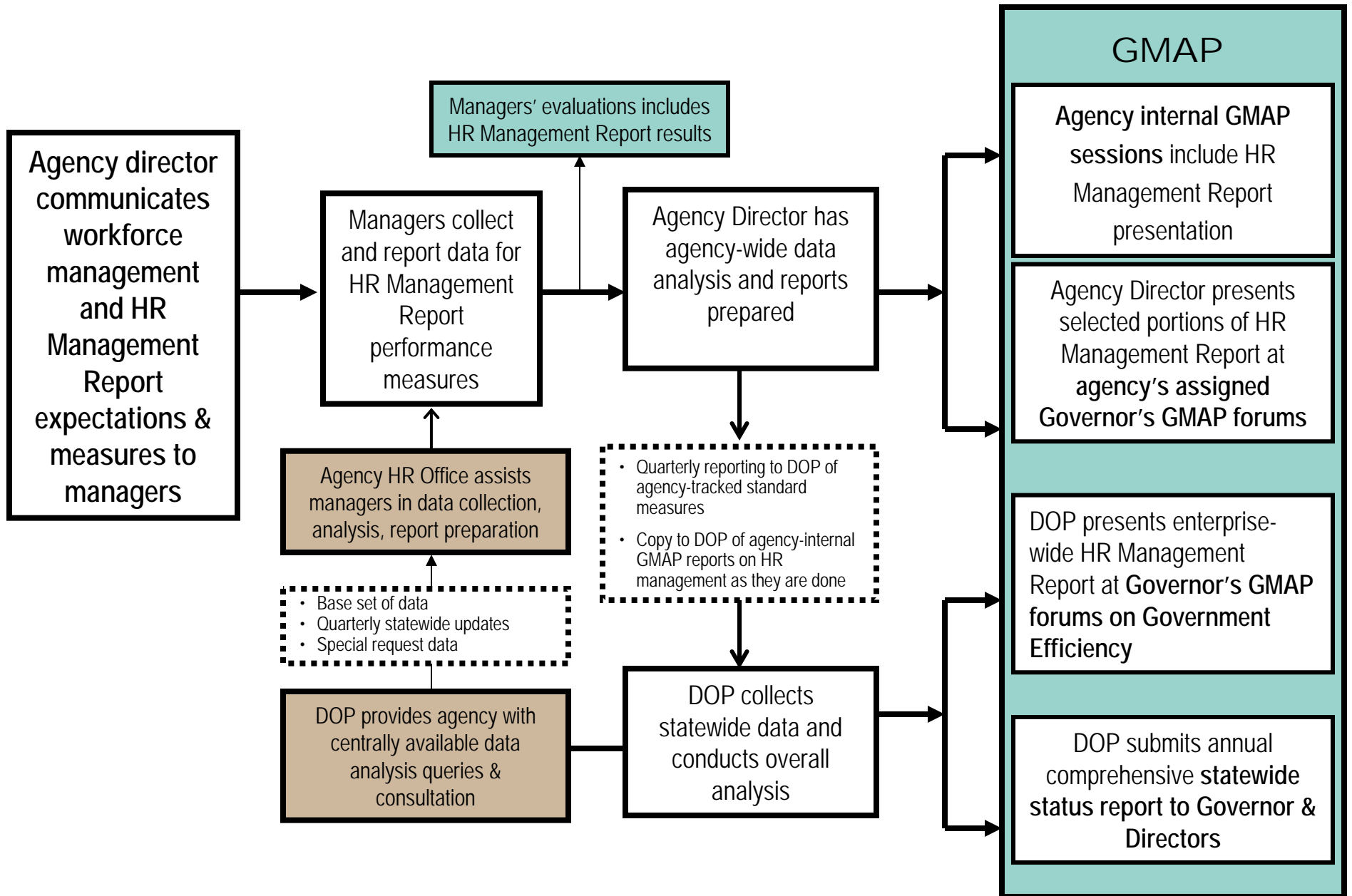
2006 Annual Report

Prepared for:  
Honorable Rob McKenna  
Attorney General

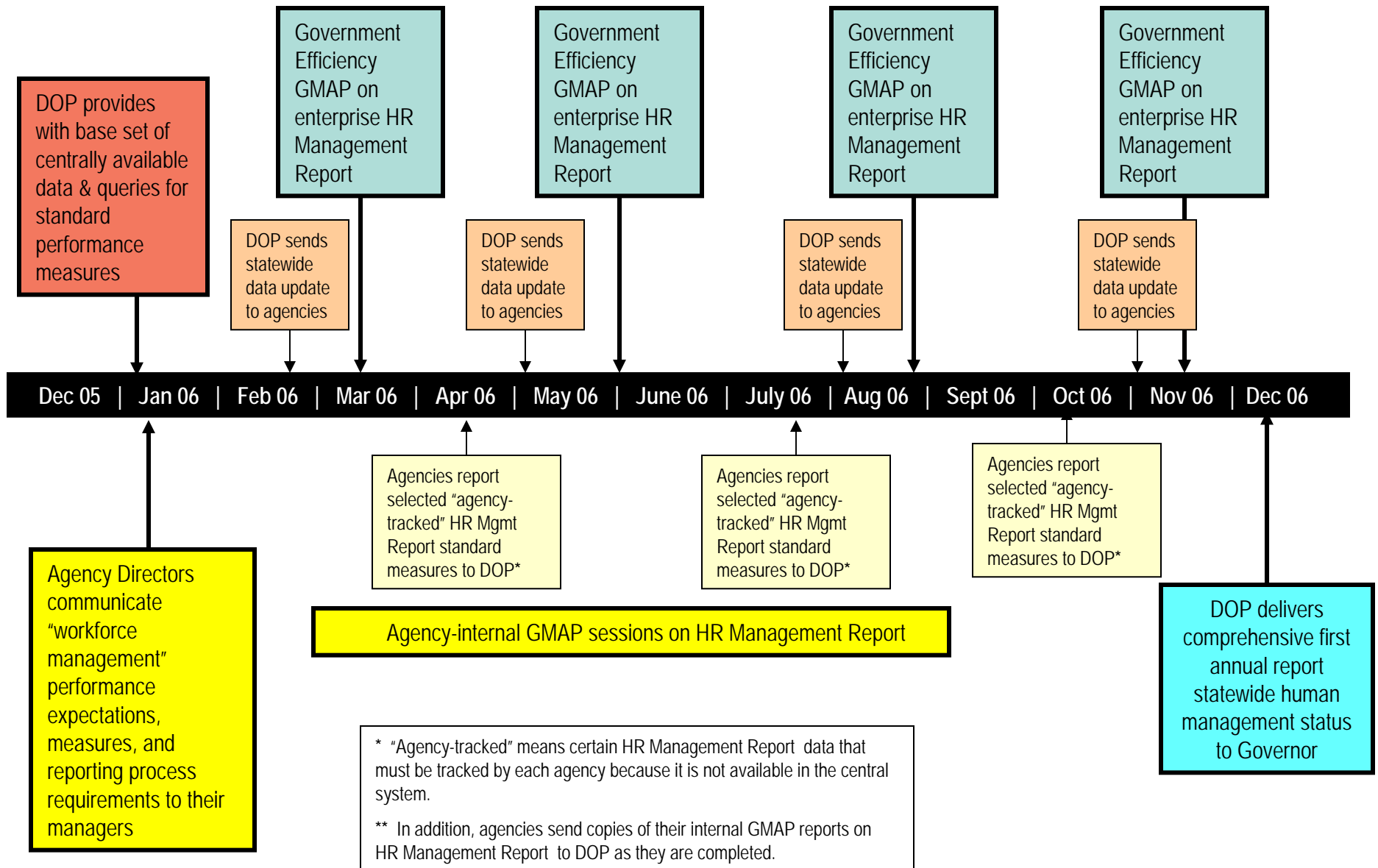
By:  
Renee Zirkle  
September 2006

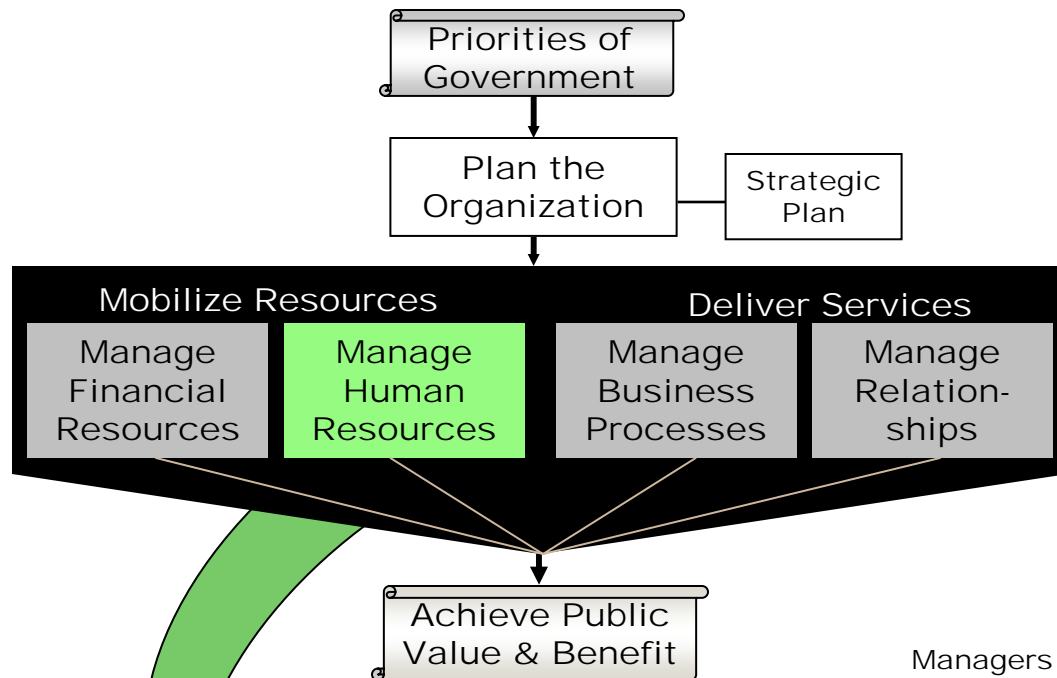


# Human Resource Management Report - Reporting Process



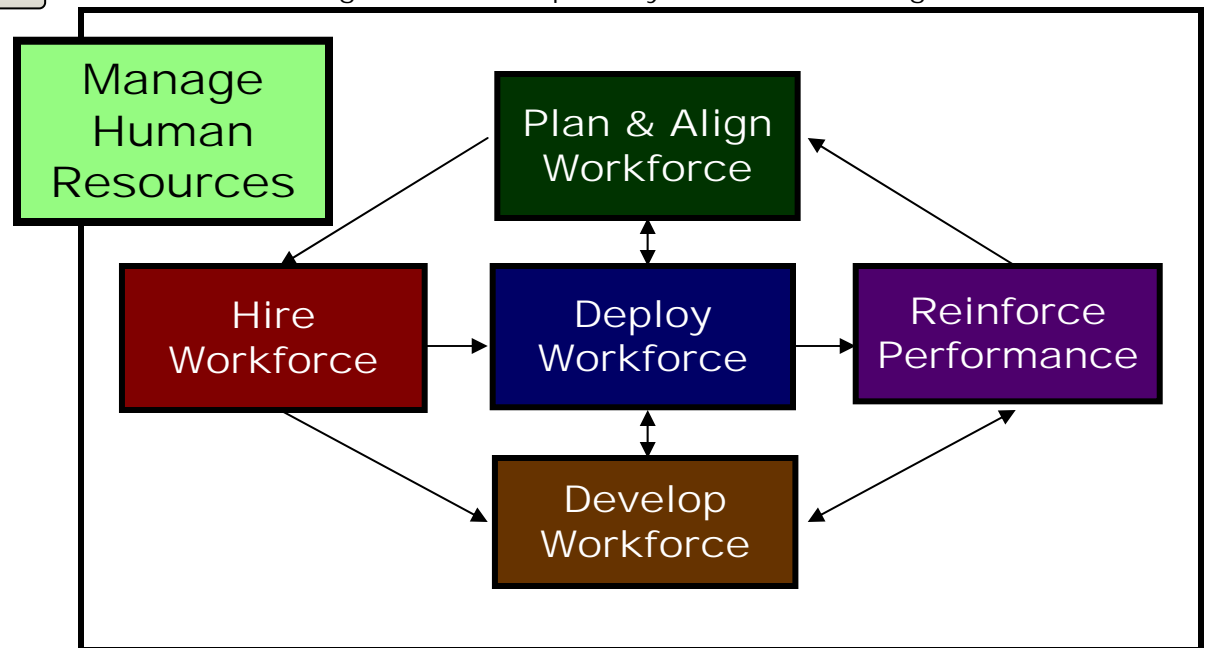
# Human Resource Management Report - Reporting Timeline



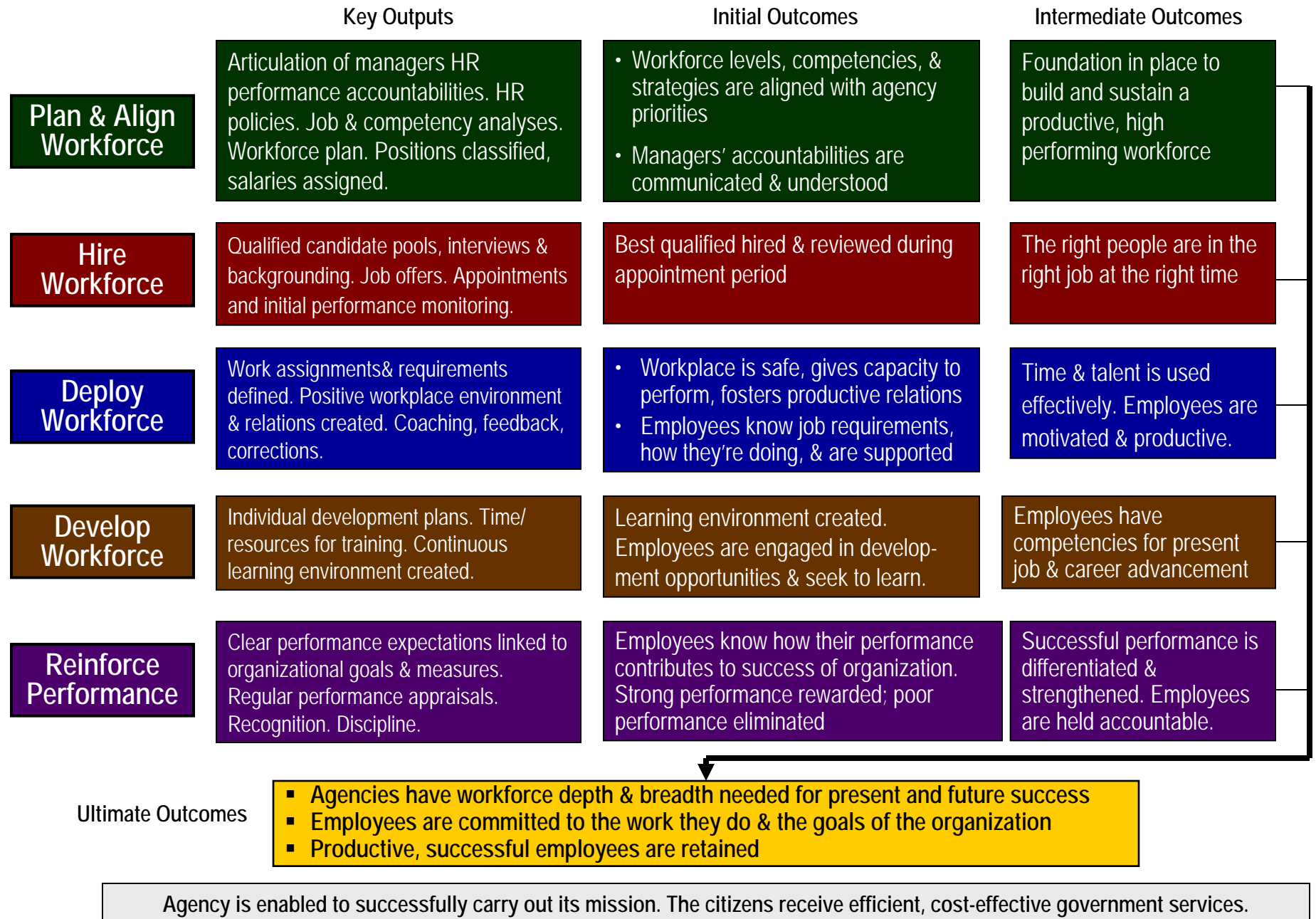


# Managers' Accountability for Strategic Workforce Management

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 positions with current job and competency descriptions

96% of our 569 exempt staff have current job descriptions

95% of our 700 classified and WMS staff have current job descriptions

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

99% of AGO supervisors have performance expectations for workforce management outlined in their current Performance Development Plans.

# 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
- Retention/dismissal rate during review period

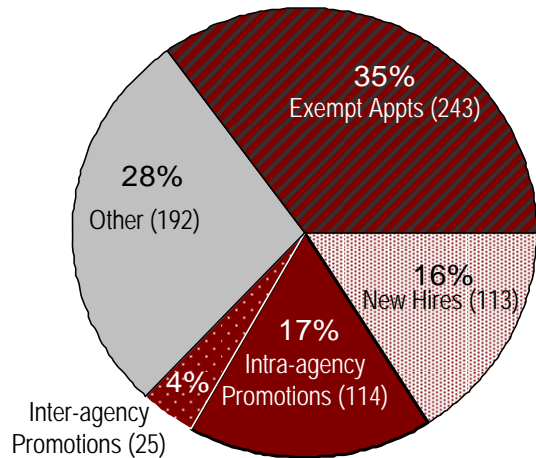
### Days to Fill Vacancies

This information will be gathered through the new E-Recruiting System and will be reported after the new system is put in place.

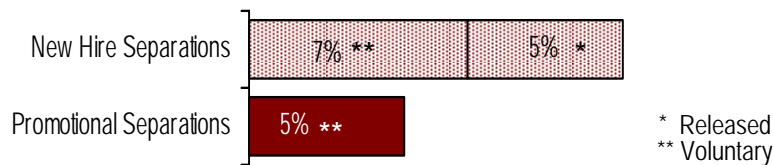
### Candidate Quality (managers' satisfaction rating)

This information will be gathered through the new E-Recruiting System and will be reported after the new system is put in place.

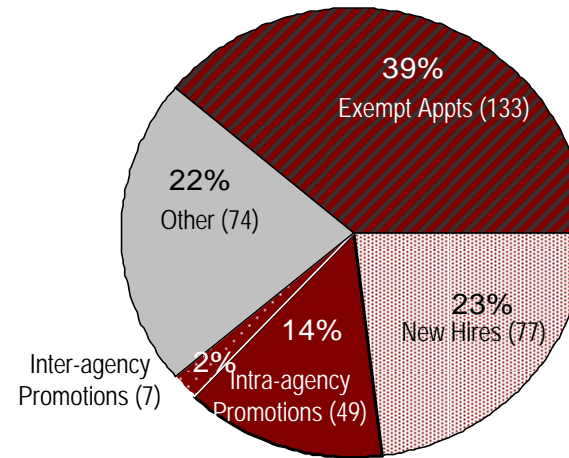
**Attorney General's Office  
Hiring Balance - 2003-05 Biennium**



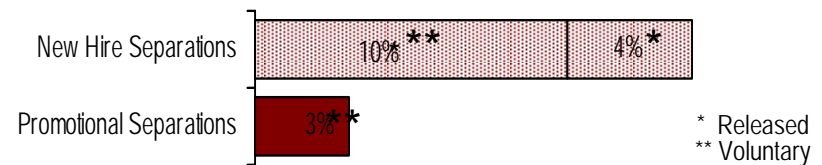
**Separation during Review Period**



**Attorney General's Office  
Hiring Balance - FY 2006**



**Separation during Review Period**



Other = transfers, demotions, reassignments, etc

# Deploy Workforce |

Employee time and talent is used effectively.  
Employees motivated.

## 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

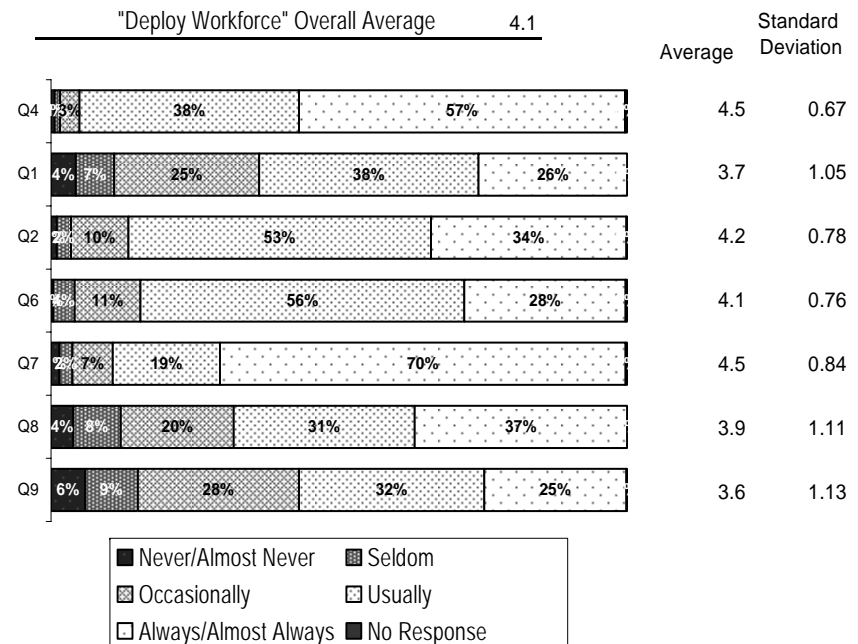
99% of all AGO employees have current performance expectations.

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

Survey conducted Spring 2006. Office of the Attorney General number of responses = 811

#### Deploy Workforce

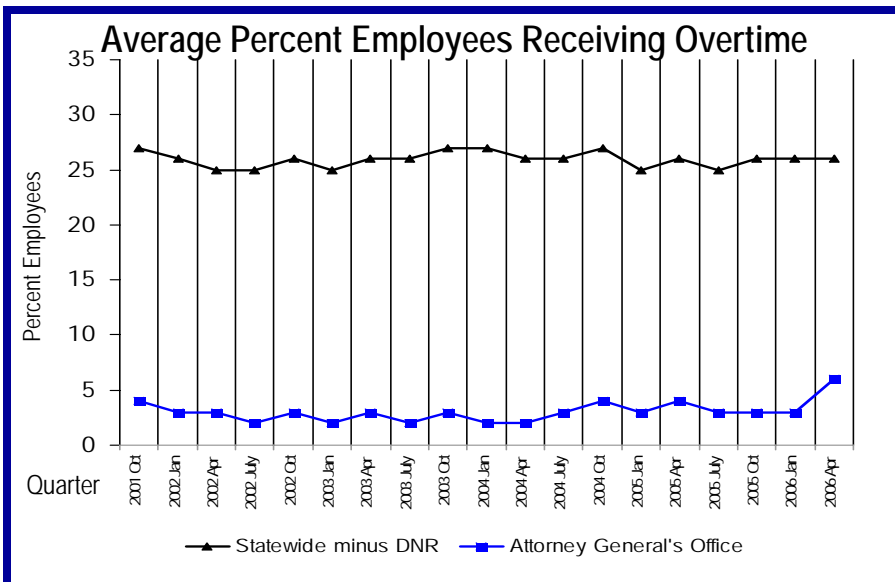
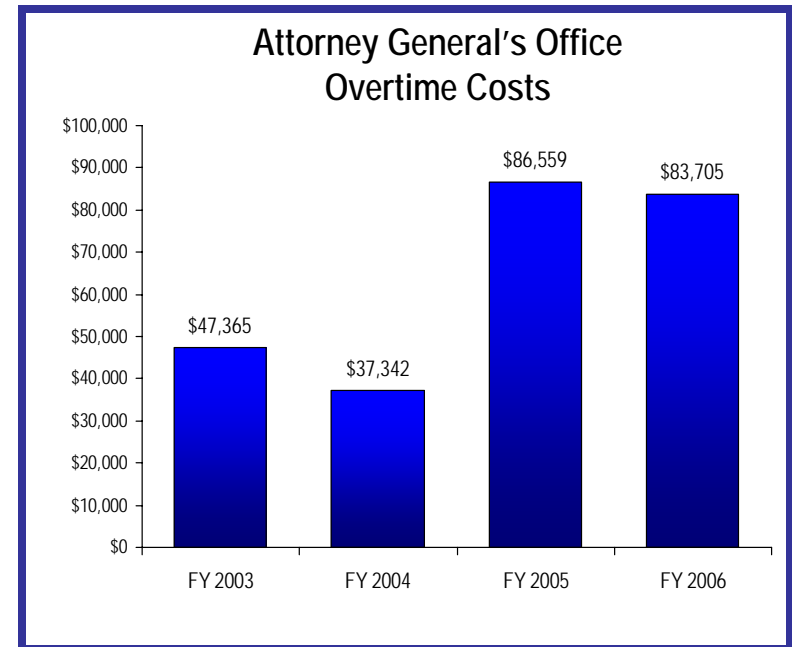
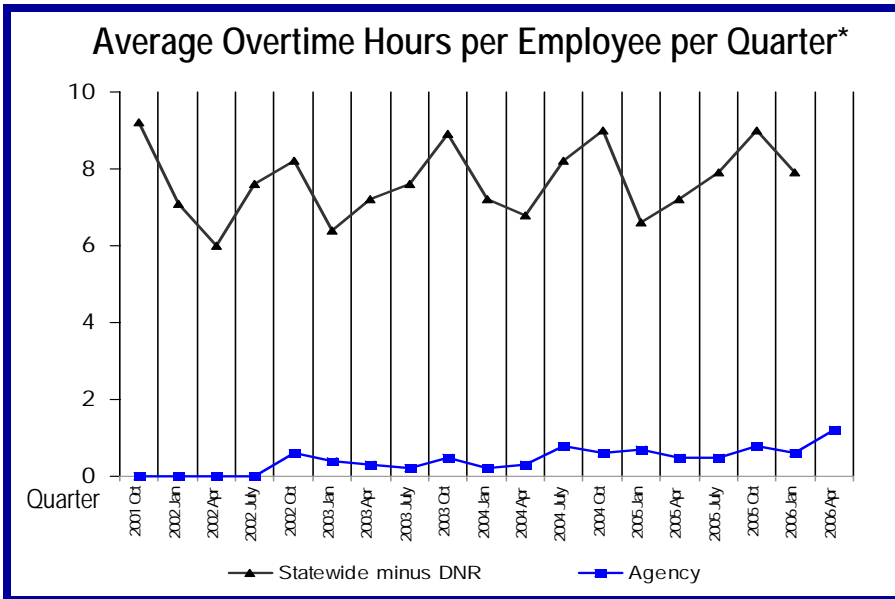
- 4) I know what is expected of me at work.
- 1) I have the opportunity to give input on decisions affecting my work.
- 2) I receive the information I need to do my job effectively.
- 6) I have the tools and resources I need to do my job effectively.
- 7) My supervisor treats me with dignity and respect.
- 8) My supervisor gives me ongoing feedback that helps me improve my performance.
- 9) I receive recognition for a job well done.



# Deploy Workforce

Employee time and talent is used effectively.  
Employees motivated.

Overtime: Is employee time well managed?



### Statewide Overtime Costs

(In \$Millions. All agencies, except DNR)

- FY 2003 = \$45.2 million
- FY 2004 = \$46.9 million
- FY 2005 = \$48.9 million
- FY 2006 = \$39.8 million

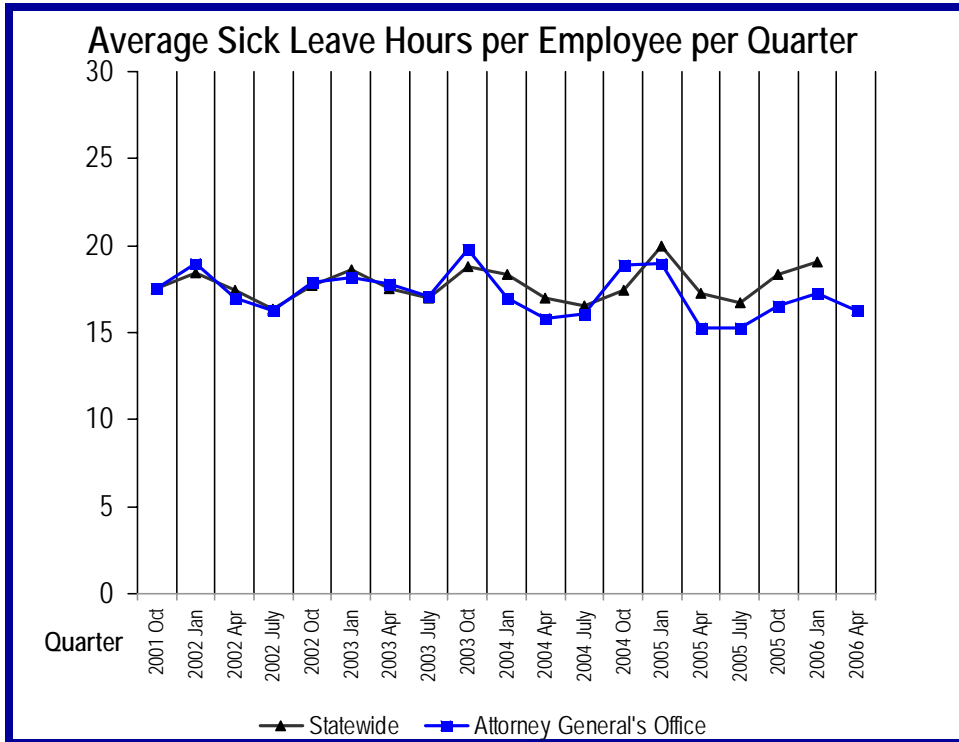
\* Per capita

Source: DOP Data Warehouse

# Deploy Workforce |

Employee time and talent is used effectively.  
Employees motivated.

Leave: Do employees come to work as scheduled?



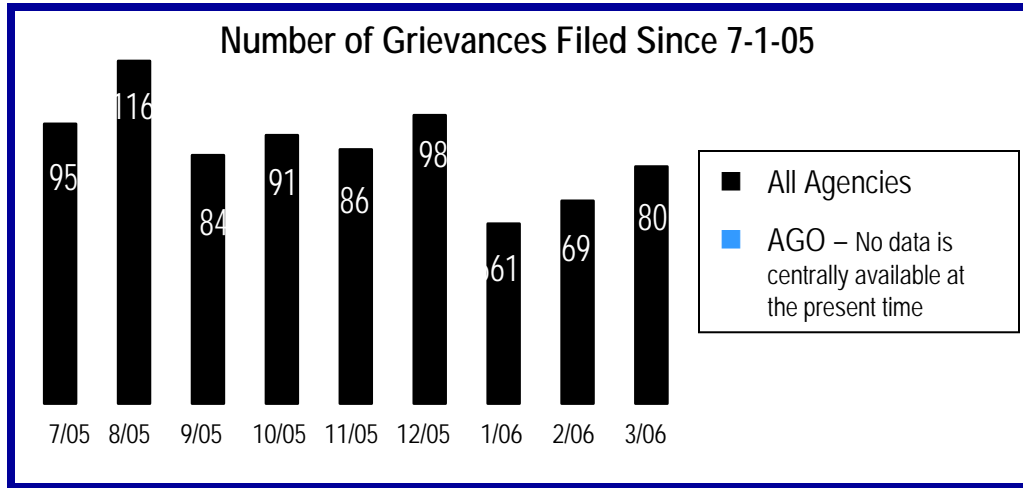
Notes:

- 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.

*Statewide Average since 10/01 *AGO Average since 10/02	Per Capita Sick Leave Use		Just Those Who Took Sick Leave	
	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave
Statewide	17.8 hours	74%	22.8 hours	95%
Attorney General's Office	17.2 hours	72%	21.3 hours	89%

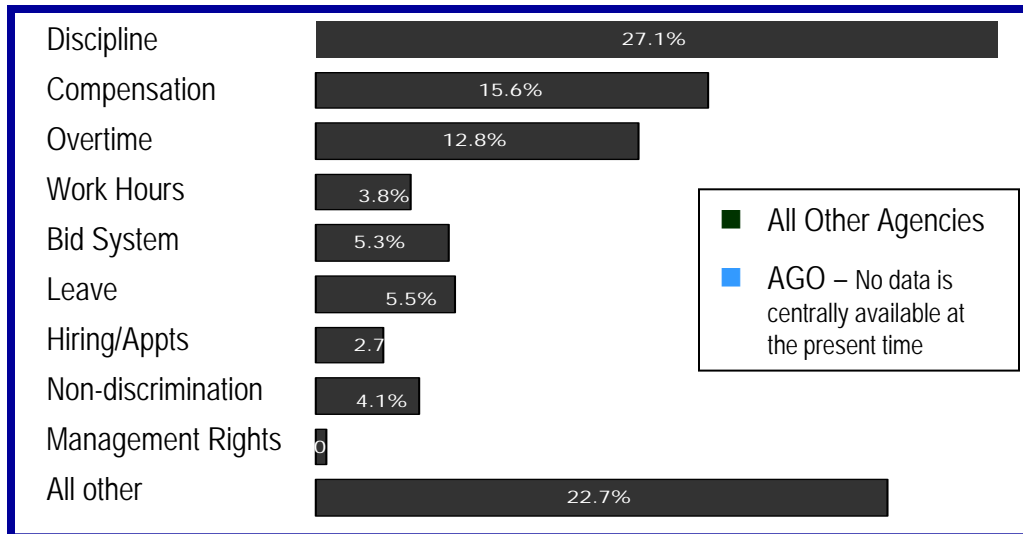
Source: DOP Data Warehouse

## 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).
- The AGO has no represented employees. And, no grievances have been filed since 7-1-05.
- Since 7-1-05, one employee in AGO has filed a job classification appeal with the Department of Personnel. That appeal has not yet been heard.



## 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

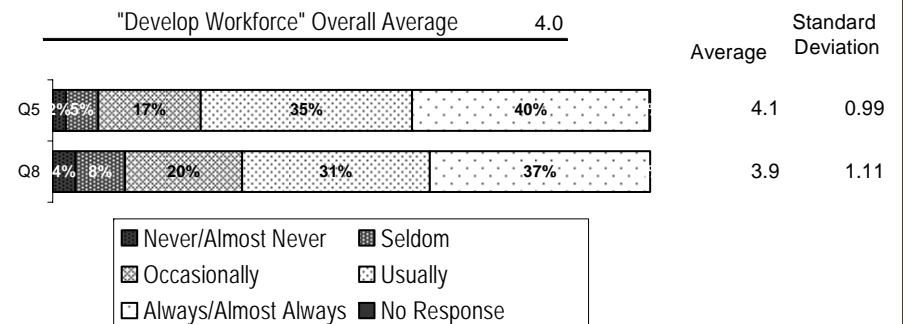
99% of all AGO employees have current individual development plans.

### Employee perceptions on learning and development:

Survey conducted Spring 2006. Office of the Attorney General number of responses = 811

#### Develop Workforce

- 5) I have opportunities at work to learn and grow.
- 8) My supervisor gives me ongoing feedback that helps me improve my performance.



# Reinforce Performance |

## 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**

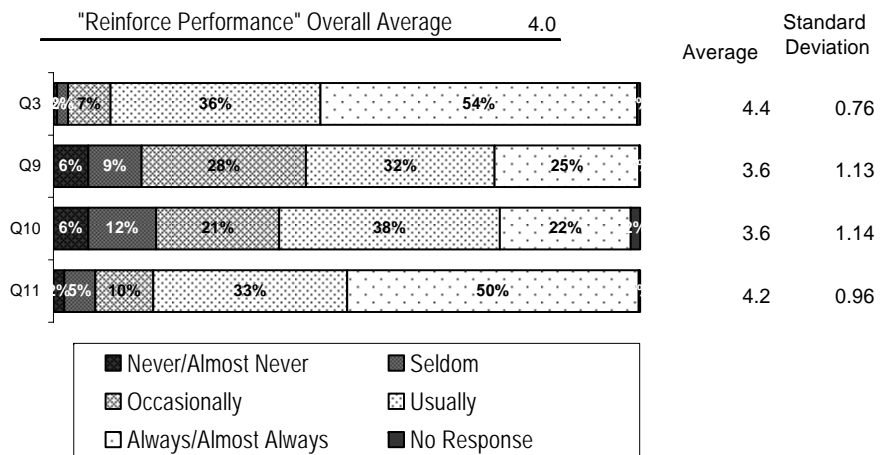
99% of all AGO employees have current Performance Development Plans. Because the AGO went to a standardized evaluation period for all employees, the results of those plans are not due until December 1, 2006.

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

Survey conducted Spring 2006. Office of the Attorney General number of responses = 811

#### Reinforce Performance

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

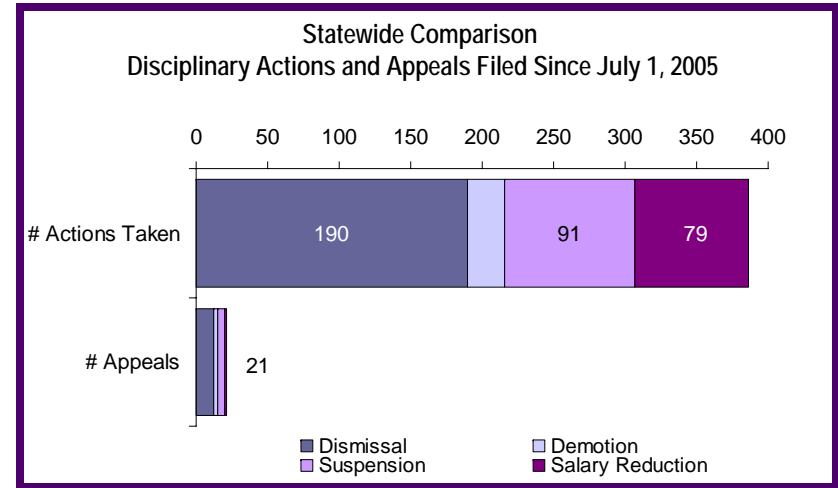
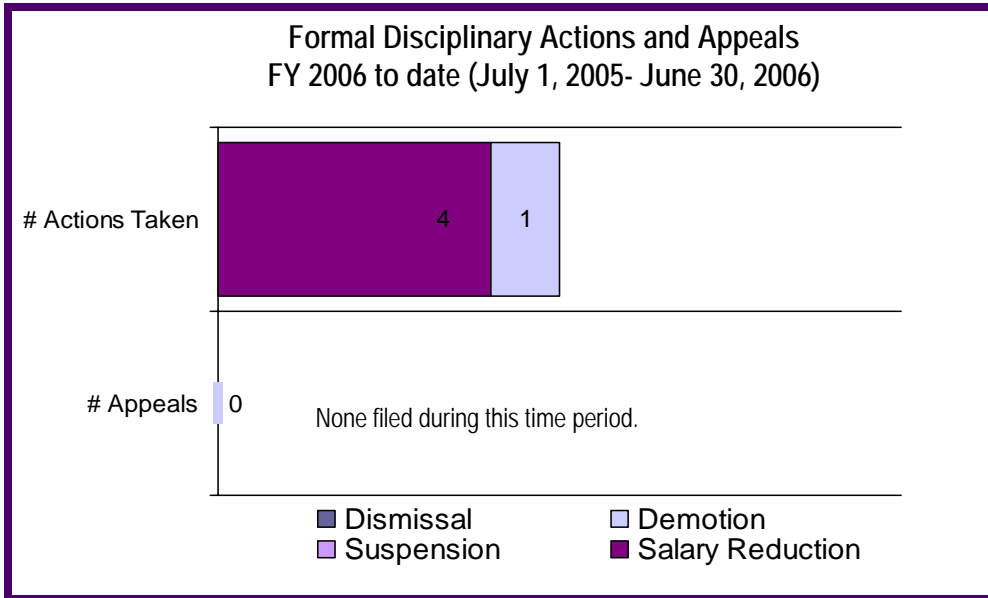


# Reinforce Performance

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

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

No disciplinary-related appeals for Attorney General's Office were filed with Personnel Resources Board during FY 2006.

# 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

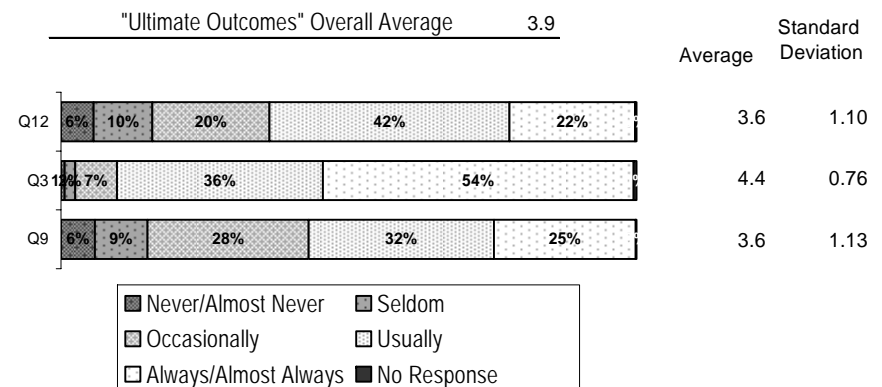
- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

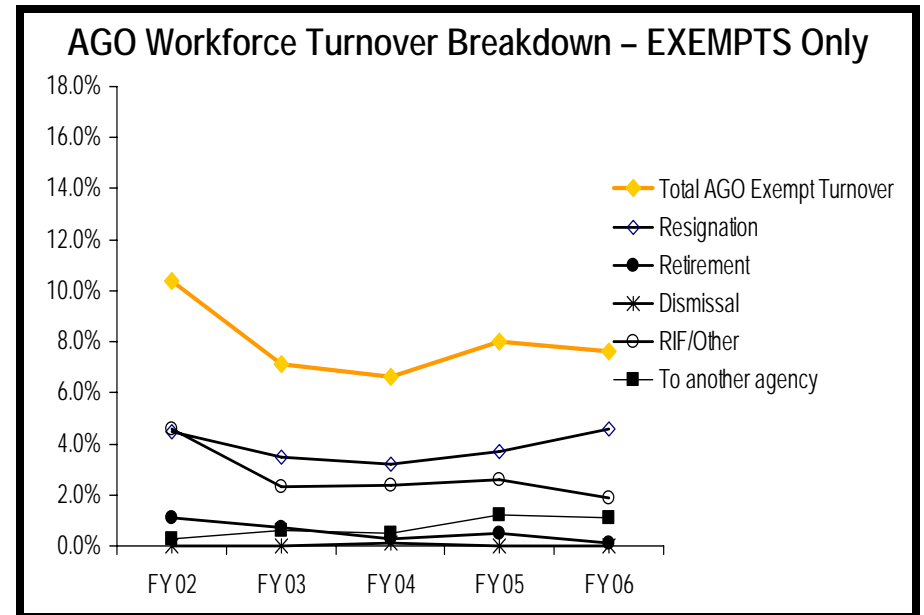
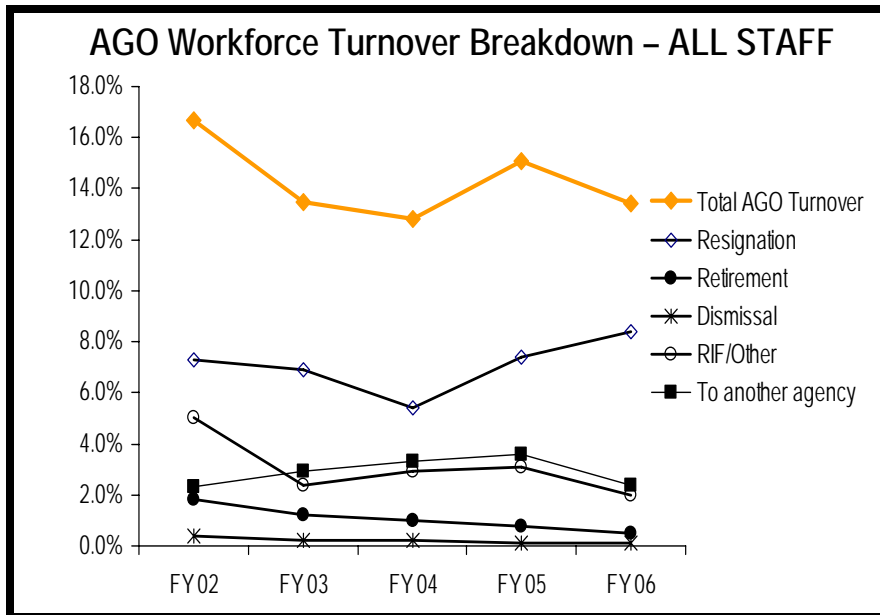
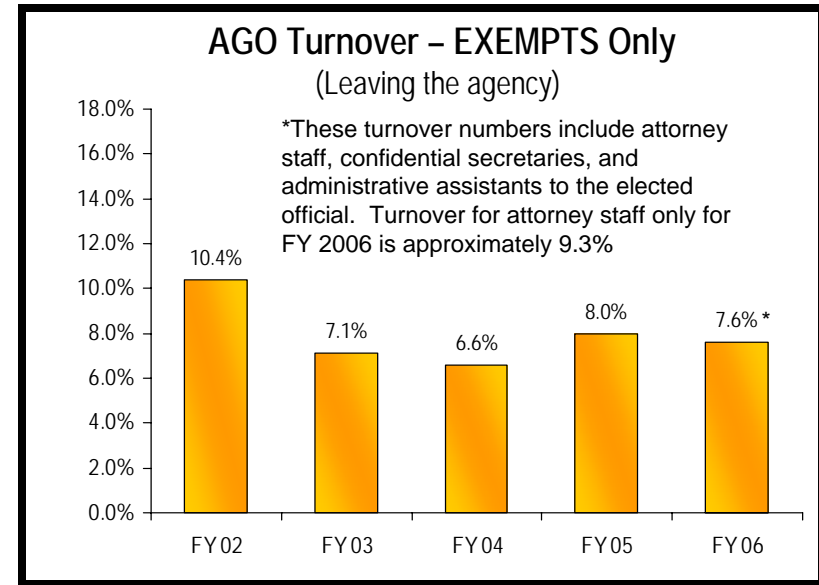
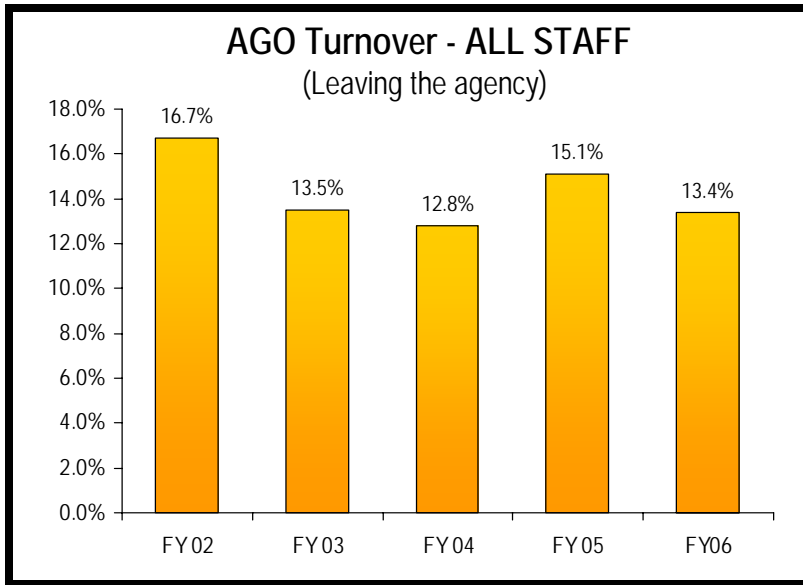
### Indicators of Employee Commitment

Survey conducted Spring 2006. Office of the Attorney General number of responses = 811

#### Ultimate Outcomes

- 12) I know how my agency measures its success.
- 3) I know how my work contributes to the goals of my agency.
- 9) I receive recognition for a job well done.

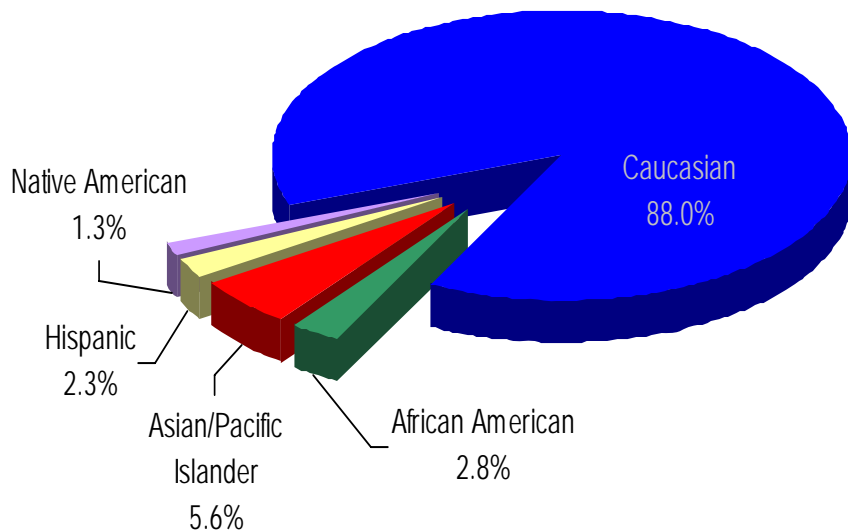




## Office of the Attorney General - Workforce Diversity

Diversity Profile	State	AGO-All	AGO-Exempt
Women	52.0%	67.9%	55.8%
Persons with disabilities	5.2%	6.0%	3.7%
Vietnam Veterans	7.3%	4.0%	2.1%
Disabled Veteran	1.3%	0.5%	0.5%
Persons over 40	73.1%	67.0%	62.3%
People of color	17.6%	12.0%	7.4%

AGO – ALL STAFF



AGO – EXEMPT Only

