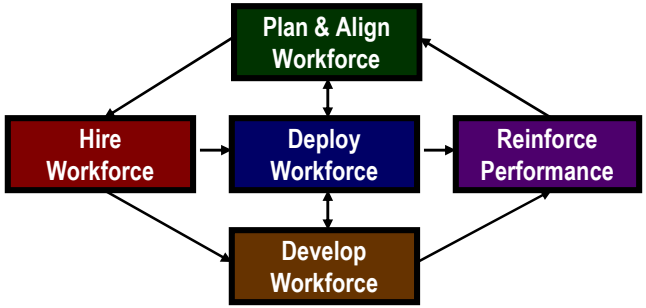
Washington State
Liquor Control Board

State of Washington
WA State Liquor Control Board

Human Resource Management Report



October 2009

(July 1, 2008 – June 30, 2009)

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.

Ultimate Outcomes

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

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success

Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.

Executive Summary

Performance Measure	Status	Action Priority [e]	Comments
PLAN & ALIGN WORKFORCE			
Management profile [a]	***15.2% = "Managers"; 3.0% = WMS only**		***There are 161 Liquor Stores with a Manager in each**
% employees with current position/competency descriptions [b]	**93.00%**		
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies [c]	29 avg days to hire (of 269 vacancies filled)		
Candidate quality ratings [c]	See comments		Supervisors are having difficulty accessing the Quality Hire Survey through the E-Recruiting system.
Hiring balance (% types of appointments) [c]	**22% promo; 59% new hires; 17% transfers; 0% exempts; 2% other**		
Number of separations during post-hire review period [c]	60		
DEPLOY WORKFORCE			
Percent employees with current performance expectations [b]	86.00%		
Overtime usage: (monthly average) [c]	2.3 hours (per capita); 40.2% of EEs receiving OT		
Sick leave usage: (monthly average) [c]	5.8 BI hours (per capita)		
# of non-disciplinary grievances [c]	20 grievances		
# of non-disciplinary appeals & Dir's Reviews filed [c]	0 appeals, 0 Director's Reviews		
DEVELOP WORKFORCE			
Percent employees with current individual training plans [b]	86.00%		
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations [b]	86.00%		
Number of formal disciplinary actions taken [c]	18		
Number of disciplinary grievances and appeals filed [c]	14 grievances; 0appeals		
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) [c]	**11.30%**		
Diversity Profile [a]	**54% female; 16% people of color; 77% 40+; 2% with disabilities**		
Employee survey overall average rating [d]	3.7 (both years - survey responses)		2006 - 742; 2007 - 1076

a) Data as of 6/30/09
b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)
c) Data from 7/1/08 through 6/30/09
d) Data as of November 2007 State Employee Survey
e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

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:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Agency Priority: High

Management Profile

WMS Employees Headcount = 44

Percent of agency workforce that is **WMS = 3.0%**

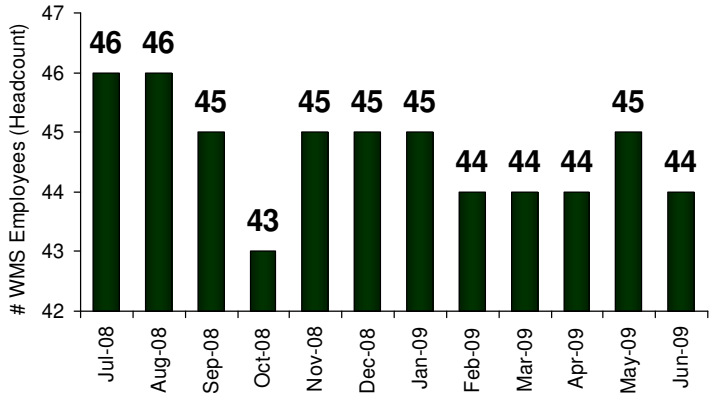
All Managers/Supervisors* Headcount = 213 *(includes 161 Retail Store Managers 3, 4 [12.2% Non WMS including classified personnel] these positions were not included last reporting cycle and does not include 161 Asst. Store Managers)*

Percent of agency workforce that is Managers/Supervisors* = **15.2%**

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Data Time Period: 07/08 through 06/09

Washington Management Service Headcount Trend



Analysis:

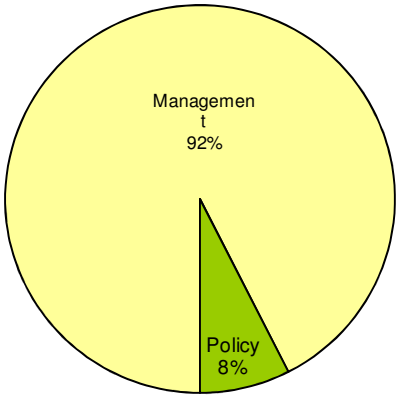
- WSLCB continues to be below its Washington Mgmt. System (WMS) percentage goal (control point) by **4.6%** (WMS Control Point: **7.6%.)**
- WSLCB hired 3 WMS during this reporting period.
  - WMS01 – Store Development Mgr
  - WMS02 – Labor Relations Mgr
  - WMS03 – Audit Mgr

Action Steps:

- WSLCB will continue to control mid-management WMS positions to stay below the allotted **7.6%.** Management Team with support from HR will control these numbers - **Ongoing**
- WSLCB continues to utilize the Job Value Assessment Chart (JVAC) to review and monitor divisional activity and conduct JVAC meetings as required - **Ongoing**

WMS Management Type

Management	41
Policy	3



Data as of 06/30/09
Source: Business Intelligence

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:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Agency Priority: High

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 93%*

*Based on **1067 of 1142** reported employee count
Applies to employees in permanent positions, both WMS & GS

Action Step(s):

- HR Employment & Recruiting (E&R) will continue to enter PDF receipt in HRMS – including the entry of manual audit results. **Est. completion January 2010**.
- HR E&R to conduct position audit verifying which positions are permanent and which are non-permanent. (Non-permanent positions do not require PDFs for purposes of HRM). **Est. completion January 2010.**
- Continue to conduct position file audits to ensure that the PDFs are being completed and filed - **On-going**

Analysis:

- The number of permanent positions rose by 48 or by **4.4%.**
- The increase in permanent positions is partially due to the timing of cross over from non-permanent to probationary positions. This movement causes small variables to occur in the total count.
- This increase is also due to Divisional needs of permanent positions. A permanent position may be allocated for a specific need while other Division positions remain in the tracking, but are no longer filled.
- Position Description Forms (PDFs) on file increased by **67 or 6.7%** over the last report of 6/30/08.
- Increase in PDFs is partially due to a more concerted effort by HR Employment and Recruiting to require them for all recruitments and affected employees.
- The increase in PDFs is also due to an evolving tracking system and a position file audit completed in Summer 2009.
- PDFs are reviewed and signed by a Human Resource Consultant (HRC) who verifies that CORE competencies are aligned and that the description matches the position.
- Some permanent positions have remained vacant without a PDF on file. When those are filled, a PDF will be completed and maintained.

Data as of 06/30/09
Source: HRMS/LCB Internal Tracking

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

Time-to-Hire / Candidate Quality

Agency Priority: High

Time-to-Hire Funded Vacancies

Average number of days to hire*:	29
Number of vacancies filled:	269

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

Candidate Quality

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

•Supervisors are having difficulty accessing the Quality Hire Survey through the E-Recruiting system. This has been reported to DOP and not reported on in this report.

•June of 2009, the agency initiated an internal survey. The number of results are too small to draw any conclusions.

Analysis:

- Reduced time to Hire by **34%** (from 49 to 29)
- Recruitments were reduced by **40%** due in part to the state-wide hiring freeze
- ***Hiring per Division:***
  - Head Quarters – **24 or 9%**
  - Enforcement - **9 or 3%**
  - Distribution Center - **59 or 22%**
  - Retail - **177 or 66%**
- ***Average Days to Hire:***
  - Head Quarters & Enforcement - **33**
  - Distribution Center - **23**
  - Retail - **36**

Action Steps:

- Steps were taken by HR and Agency Leadership to ensure hiring those WA State employees impacted by layoff by opening recruitments up for only State employees.
- **HR initiated a "Career Suite" to prepare candidates for employment opportunities commencing April 2009**
- In August 2008, the Retail Division's hiring process was streamlined. The Average days to hire has increased by **36%** however, overall our days to hire dropped by **34%.** Part of the reason may be because a more thorough process was developed and it was new process to learn for Store Mgrs. Three retail positions were over 100 days to fill - More research is being done to discover why.

Data Time Period: 07/01/08 through 06/30/09
Source: WSLCB recruitment tracking sheet

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

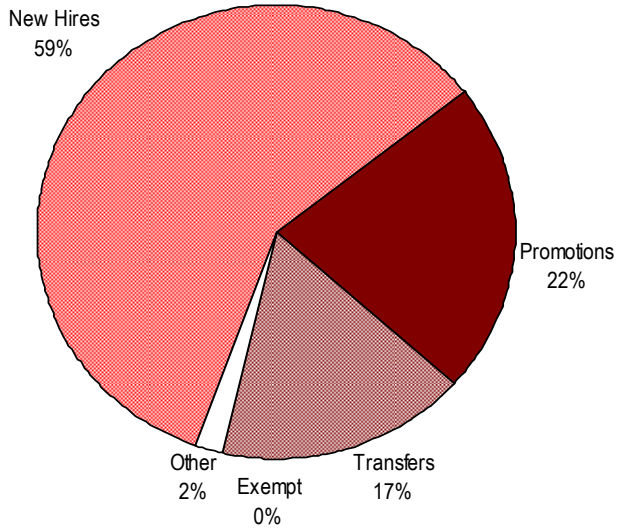
Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Med

Types of Appointments



Total number of appointments to permanent vacant positions only = 169*

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

Analysis:

- Prob Seps (Voluntary) continue to lead causative factors; Prob Seps decreased by **25.6%** over last reporting cycle.
- Prob Seps (Involuntary) increased by **12.5%**
- Trial Serv. Sep (Voluntary) decrease by **40%**
- Trial Serv Sep (Involuntary) increased by **.2%**

Analysis:

- % of New Hires remained the same
- Promotions increased by **13.6%**
- Transfers decreased slightly by **1%;** This may have been caused by lack of promotable opportunities and state wide hiring freeze

Separation During Review Period	
Probationary Separations – Voluntary - Admin Services ……..2 - Board……..…..1 - DC……...…..1 - Enforcement ……...…1 - Retail Stores …….24	**29**
Probationary Separations – Involuntary - Distribution Center …. 4 - Enforcement ……...…1 - IT ……..……..1 - Licensing ……....1 - Retail Stores ……. 20	**27**
Total Probationary Separations	**56**
Trial Service Separations – Voluntary Admin Services ……..1 Enforcement ……..…..1 Retail Stores ……..1	**3**
Trial Service Separations – Involuntary Admin Services ……..1	**1**
Total Trial Service Separations	**4**
Total Separations	**60**

Data Time Period: 07/01/08 through 06/30/09
Source: BI

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

Overtime usage

Sick leave usage

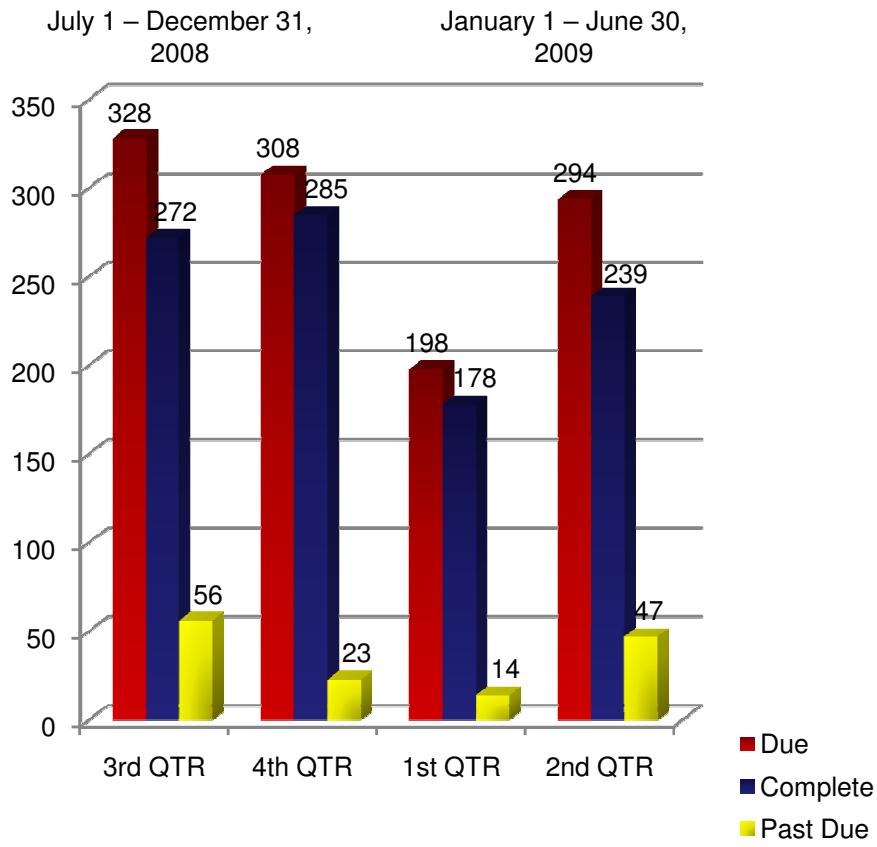
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 86%*

*Based on **974** of **1128** reported employee count
Applies to employees in permanent positions, both WMS & GS



Analysis:

- Multiple tracking methods have impacted Agency's data integrity; Failure of DC's WMS appears to have impacted multiple divisions ability to be timely with their PDP delivery schedule
- "Quality of Message" Pilot Program which was initiated by HR in Spring 2009 will allow Agency to address quality of PDP messages and process; ***Report due in 4Qtr.09***
- Due to state-wide regional and store locations, use of "anniversary dates vs. hard/fast date" and fluctuating retail hours, PDP completion rate has been slow to improve.

Action Steps: (What, by whom, by when)

- HR has developed a centralized tracking process (Access D/B) to ensure timeliness and accuracy. **Completed 1QTR09 and underway**
- HRCs review expectations for "Quality of Message" (Piloted 2009). HRCs review expectations with supervisor/manager to align message with the Agency's Strategic plan. **Began 1QTR09 with report due 4Qtr09**

Additionally, a dedicated effort has been led by the Retail Director and District Managers to hold Store Managers accountable for completing frontline PDP's in a timely manner; some divisions have gone to **1X/per year cycle**

Data as of: 7/1/2008 - 6/30/2009
Source: WSLCB internal tracking

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

Overtime usage

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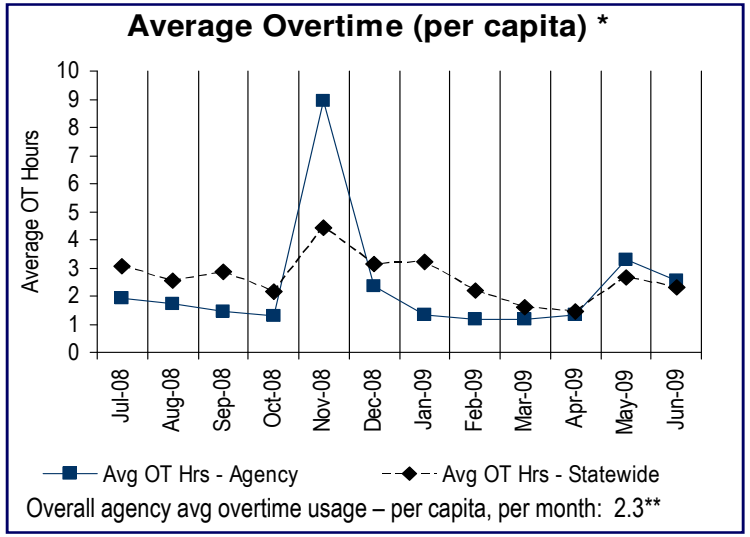
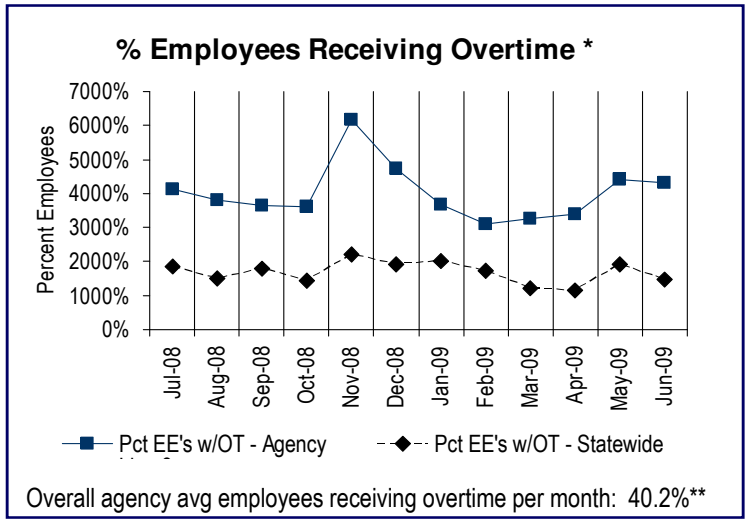
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: High



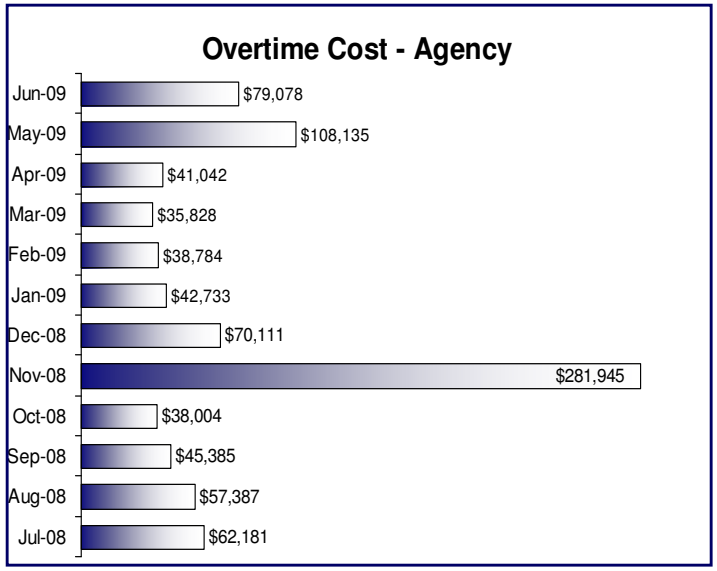
**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

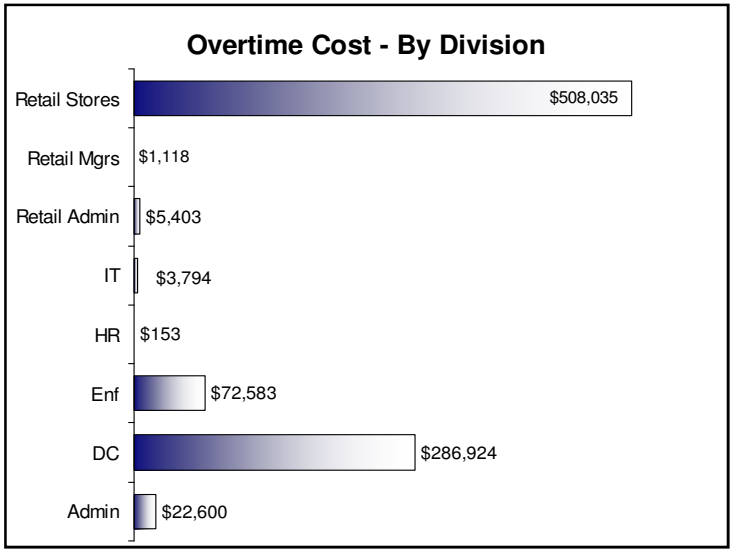


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/01/08 through 06/30/09
Source: BI





Analysis:

- O/T continues to peak in November due to seasonal retail environment which affects Retail and DC; 2009 peak due to WMS upgrade at DC and residual effects to Retail
- **Action Steps:** Daily monitoring of OT by BE with reporting to HQ

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

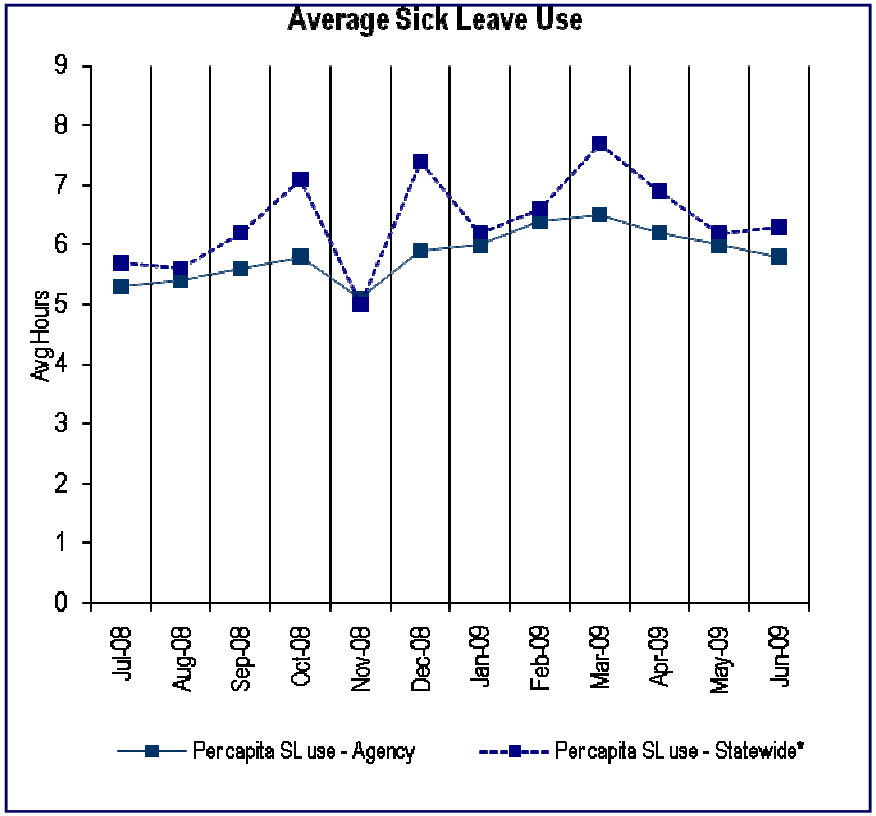
Overtime usage

Sick leave usage

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

Sick Leave Usage

Agency Priority: Med



Analysis:

- Per Capita, WSLCB average sick leave usage is consistently below state average.
- About **50%** of WSLCB employees are part-time, reducing earned sick leave and sick leave balances.
- Seasonal flu accounts for largest portion of illness along with allergies and accidents.

Action Steps: (What, by whom, by when)

- HR to monitor monthly leave usage (reporting to affected divisions) and report to MTM with quarterly trend analysis (GMAP). Action plans to be developed upon review - **Ongoing**
- HR continues to partner with divisions to analyze causes and address individual and "pocketed" areas of concern - **Ongoing**
- HRC's along with RTW Coordinator and Safety Officers to provide case-by-case assistance to managers regarding leave abuse issues - **Ongoing**

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
5.8 Hrs	**[176.4]** Hrs	6.4 Hrs	240.2 Hrs

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

Data Time Period: July 2008 through June 2009
Source: WSLCB internal data and DOP tracking

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

Overtime usage

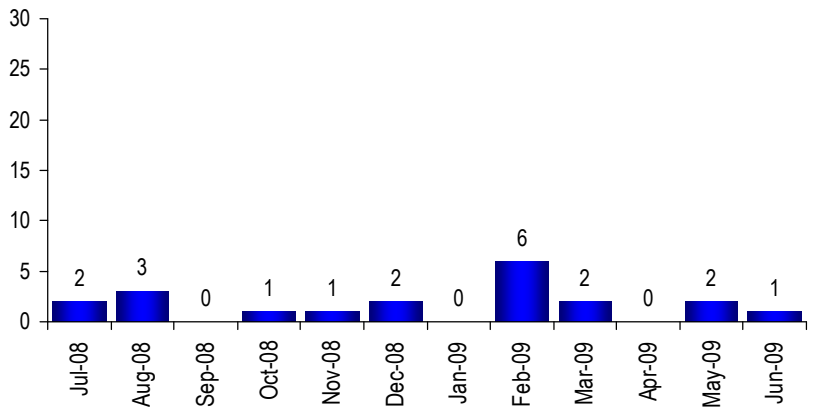
Sick leave usage

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

Non-Disciplinary Grievances (represented employees)

Agency Priority: High

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = [20]

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated. There were 6 grievances filled in the month of February, which details no anomalies that are relevant for this time period.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

▪ Settled	UFCW 2	WPEA 0
▪ Withdrawn	UFCW 13	WPEA 3
▪ Still Open	UFCW 1	WPEA 1

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Seniority/Scheduling	8
2. Non Selection (hire)	3
3. Separation	3
4. Return to Work/RA	2
5. Medical Verification	2
6. Misc.	2

Analysis:

- UFCW Local #21's CBA requires employees' work schedules to be determined by seniority; hours worked in acting positions are not credited toward seniority
- Employees (UFCW and WPEA) contend the tenets of just cause were not sufficiently outlined for termination
- Employees (UFCW) contend seniority provides overriding determination for appointment to positions for employee requested transfers (Assistant Managers)

Action Steps:

- WSLCB and UFCW entered into MOU and added language to '09-'11 contract to provide credit for hours in acting assignment towards seniority.
- HR/LR will continue to support all divisions to ensure that the tenets of "just cause" are met and will train all supervisory level personnel thru CORE training – **Current and ongoing**
- HR (E&R) along with Retail and L/R will develop process for providing referral lists with employee requested transfers ; Include UFCW **by 1/1/10**

Data Time Period: 7/1/08 through 6/30/09
Source: LRO and PATS

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

Overtime usage

Sick leave usage

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

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

[2] Job classification (Agency already successful with Benchmarking [Lic. Spec. Series] and submitted Class Pkg but removed due to Budget/Impact. Both rejected by Director

[0] Rule violation

[0] Name removal from Layoff List

[0] Exam results or name removal from applicant/candidate pool, *if DOP did assessment*

[0] Remedial action

Filings with Personnel Resources Board

[0] Job classification

[0] Other exceptions to Director Review

[0] Layoff

[0] Disability separation

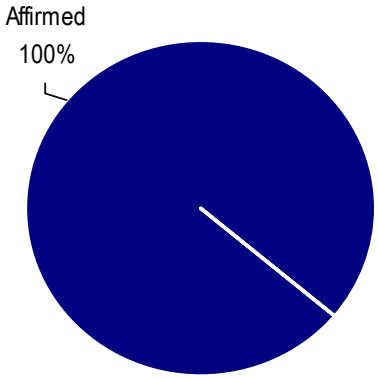
[0] Non-disciplinary separation

[0] Total filings

Non-Disciplinary appeals only are shown above.

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

Director's Review Outcomes



Total outcomes = 2 Requests for Licensing Specialist Reallocation to Investigator. Agency denial upheld.

Personnel Resources Board Outcomes

No filings or data applicable to this reporting period.

Total outcomes = [0]

Data Time Period: [07/08] through [06/09]
Source: Department of Personnel

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

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 86%*

Based on **974** of **1128** reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Each WSLCB supervisor creates individual development plans in consultation with direct reports.
- Except for Risk Related Agency-Wide Core Training, discretionary training has been limited to mission critical or personnel action related since 9/2008.

Action Steps:

- Agency mentoring program in pilot phase fall-winter of **2009-2010 led by HR Div.**
- Enforcement & Education Div. is developing a career development plan for all levels by **Spring 2010.**
- HR Div. and ITS are evaluating the open-source software Moodle (as well as others) to serve as agency Learning Management System - **underway**

Data as of 7/1/2008 to 6/30/22009
Source: WSLCB internal tracking

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

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

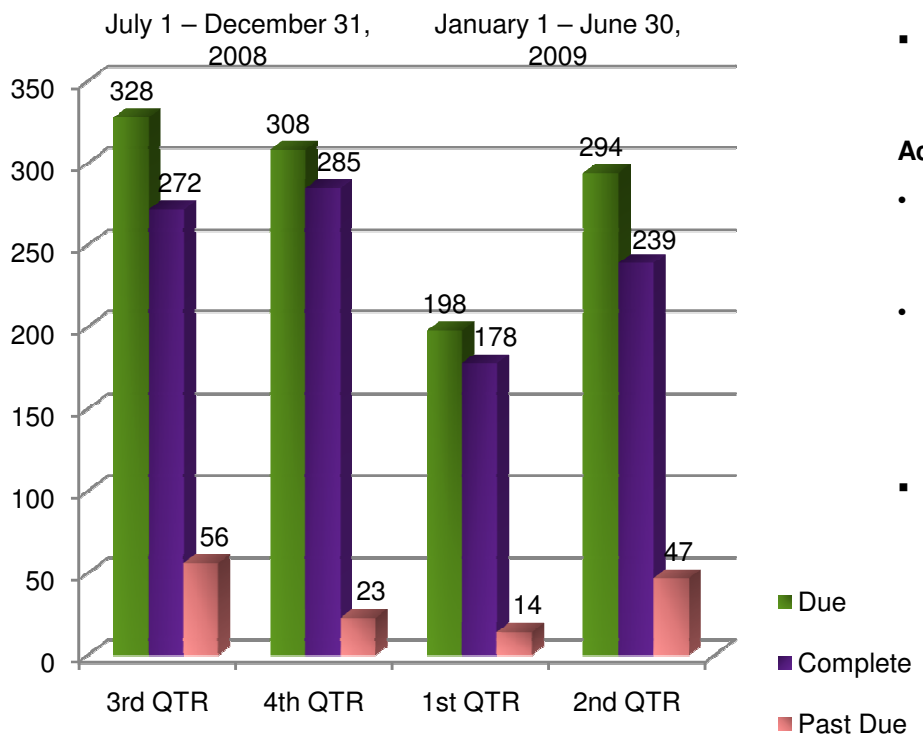
Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 86%*

*Based on **974** of **1128** reported employee count
Applies to employees in permanent positions, both WMS & GS



Analysis:

- Multiple tracking methods have impacted Agency's data integrity; Failure of DC's WMS appears to have impacted multiple divisions
- "Quality of Message" Pilot Program will allow Agency to address quality of communications and process
- Due to state-wide regional and store locations and fluctuating retail hours, PDP completion rate has been slow to improve.

Action Steps: (What, by whom, by when)

- HR has developed a centralized tracking process (Access D/B) to ensure timeliness and accuracy. **Completed 1QTR09**
- HRCs review expectations for "Quality of Message" (Piloted 2009). HRCs review expectations with supervisor/manager to align message with the Agency's Strategic plan. **Began 1QTR09 with report due 4Qtr09**
- A dedicated effort has been led by the Retail Director and District Managers to hold Store Managers accountable for completing frontline PDP's in a timely manner; Some divisions are moving to a **1X/year process**

Data as of: 7/1/2008 - 6/30/2009
Source: WSLCB internal tracking

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

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

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: High

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	3
Demotions	0
Suspensions	12
Reduction in Pay*	3
Total Disciplinary Actions*	**18**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Sales to Minors
- Unprofessional/inappropriate conduct.
- Impaired at work.
- Theft of product or state property
- Time theft.
- Hostile work environment.
- Misuse of state resources

Data Time Period: 7/1/08 through 6/30/09
Source: Personnel Action Tracking (PAT)

Analysis:

- Employees dismissed for misconduct (included, 2 theft [product, time], and 1 verbal abuse [customer and employee]).
- Five (5) of twelve (12) suspensions (or 42%) were the result of "prohibited sale to minor"
- Probationary and non-permanent employees who commit a "prohibited sale to minor" are identified under "probationary separation" and not included here
- Reduction in pay action resulted from "prohibited sale to minor" due to 2-step penalties (Pay Reduction/Suspension)
- Employees impaired at work have received various level of discipline decided on a case by case basis

Action Steps:

- WSLCB (Retail and HR/LR) will continue to provide training regarding "prohibited sales to minors" - **ongoing**
- **Effective November 1, 2009**, the WSLCB will implement Pre-employment drug testing in an effort to decrease drug and alcohol abuse in the work place.
- WSLCB will continue to provide CORE training which includes Sexual Harassment, Understanding Discrimination, Harassment & Violence in the Workplace - Workplace Resolutions, Drug and Alcohol Awareness, and training for a safe work environment free from discrimination on scheduled basis - **current and ongoing**
- WSLCB will continue to use EAP to address drug/alcohol issues and support mgmt. training – **current & ongoing**

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

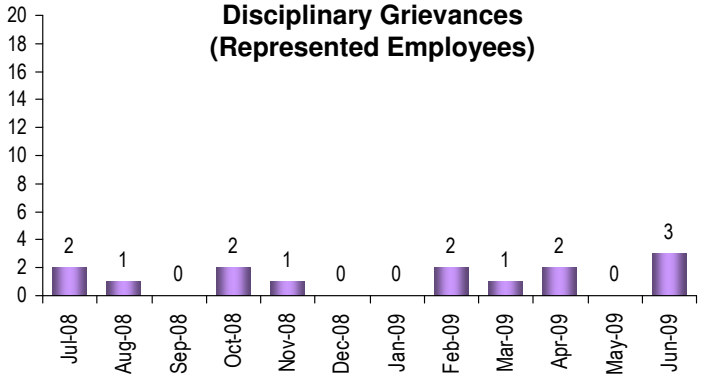
Percent employees with current performance evaluations

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

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: High



Total # Disciplinary Grievances Filed: 14

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

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

Disposition (Outcomes) of Disciplinary Grievances

Settled	UFCW 1	WPEA 3
Withdrawn	UFCW 1	WPEA 6
Still Open	UFCW 0	WPEA 4

Disposition (Outcomes) of Disciplinary Appeals*

No data applicable this reporting period

*Outcomes issued by Personnel Resources Board

Data Time Period: [mm/yy] through [mm/yy]
Source: [Enter Data Source]

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

Turnover rate: key occupational categories

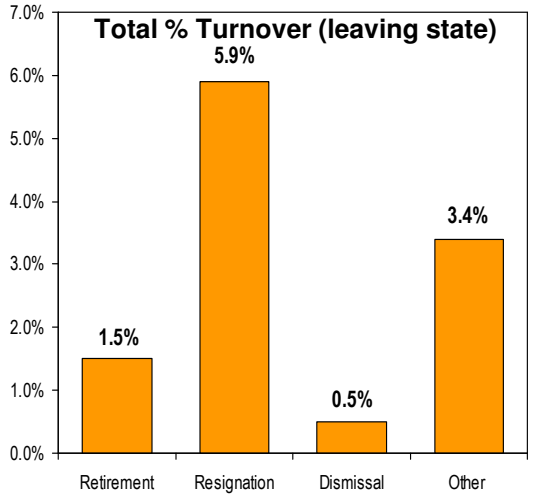
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Agency Priority: High

Turnover Rates



Analysis:

- Retirements continued to decrease by **28.6%** over last reporting cycle: (2.1% FY08 1.5% FY09) due in part of economic down turn and impact to PERS; Employee perception contributing factor and lack of "retirement" opportunities for add'tl work cited as impact
- Resignations continue to lead T/O Actions, but have decreased by **30.6%:** (8.5% FY08 to 5.9%FY09) due in part to economic down turn and lack of comparable positions in state/private sector
- Dismissal rate remained static
- Other actions increased by 9.7% (3.1% FY08 and 3.4% FY09) count for 3.4% of Turnover which is up by .3% over FY08.
- Retail T/O due to part time status of clerk positions unlike private sector; T/O rates are comparable to industry averages (general gov. and retail)

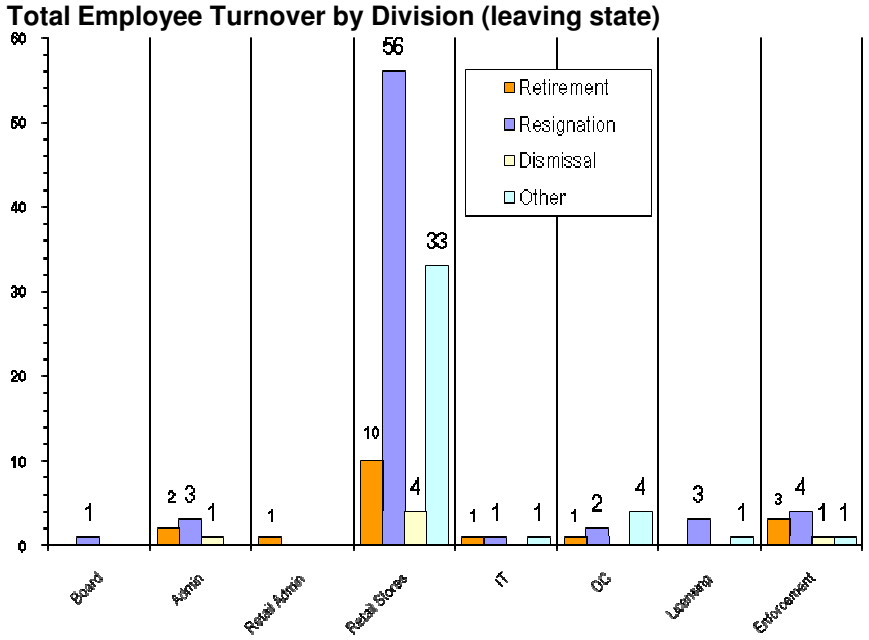
Total Turnover Actions: 134
Total % Turnover: 11.3%

Note: Movement ("migration") to another agency is currently not available in HRMS/BI ; Other includes: Abandon Position; Disability Seps; Non-Disciplinary Seps; Non-perm Seps; Prob Seps

Action Plan:

HR and LR to monitor T/O rates and report quarterly and thru GMAP – **Current and Ongoing**

HR and LR to identify trends and recommend potential fixes to affected divisions – **Current and ongoing**



Data Time Period: 07/01/08 -06/30/09
Source: BI

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Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

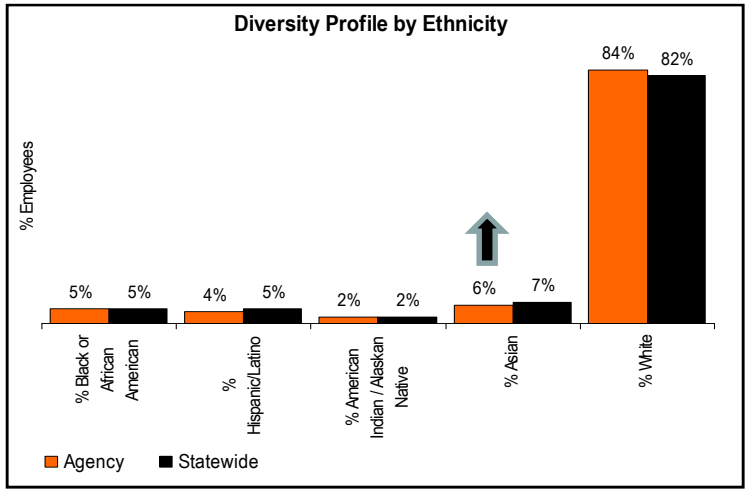
Retention measure (TBD)

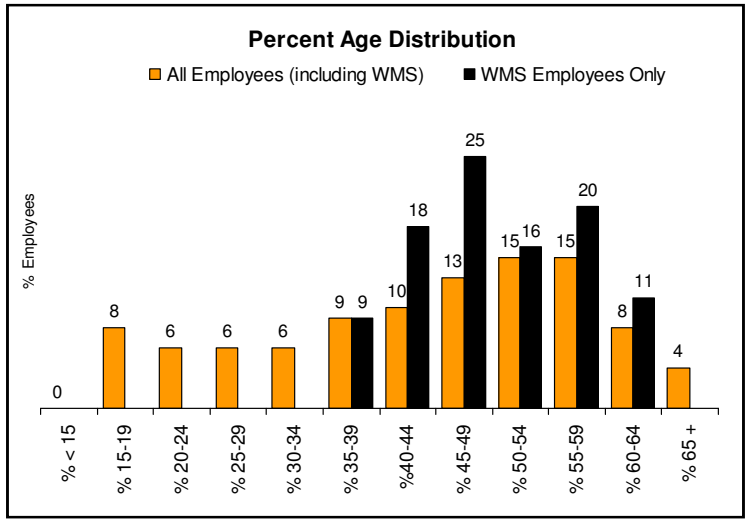
WA State Liquor Control Board

Workforce Diversity Profile

Agency Priority: High

	Agency	State
Female	54%	53%
Persons w/Disabilities	2%	4%
Vietnam Era Veterans	4%	6%
Veterans w/Disabilities	3%	2%
People of color	16%	18%
Persons over 40	77%	74%





Analysis:

- WSLCB decreased Female representation by 1.8% over last reporting cycle. Persons w/Disabilities, Vietnam Era Veterans, Vets w/Disability, and People of color remained the same. Persons over 40 **decreased by 2.5%.** The agency and State continue to have a high percentage of people over 40.
- The diversity profile by ethnicity generally remains the same but increased from 5% to 6% in the Asian category.
- ***Percent Age Distribution:***
  - ✓ 35-39 – All employees increased by **28.6%** (WMS decreased by 47%)
  - ✓ 40-44 – All employees decreased by **23%** (WMS increased 28.6%)
  - ✓ 45-49 – All employees reduced by **18.8%** (WMS increased by 78.6%)
  - ✓ 50-54 – All employees decreased by **25%** (WMS decreased by 38.5%)
  - ✓ 55-59 – All employees decreased by **11.8%** (WMS increased 81.8%)
  - ✓ 60-64 – All employees decreased by **20% (**WMS decreased 35.3%) - 65 + remained unchanged

Action Steps: (What, by whom, by when)

- HR will be pursuing approval to create a diversity committee to increase awareness and recruitment strategies (re:diversity) **by 12/1/09**
- Continue to monitor and report EEO stats (Qtrly and thru GMAP) and develop in conjunction with GAAPCOM and WSLCB Diversity initiatives - **ongoing**
- Recruitment Mgr member of WSDEN/SSDEN and HR Director is member of GAAPCOM which will provide much needed education and support - **current/ongoing**
- WSLCB Core Training: Understanding discrimination, harassment, and violence in the workplace addresses issues pertaining to racial, gender, natural origin, religion, etc. will continue to be core courses ensuring support of change – **current/ongoing**

Data as of 06/30/09
Source: BI

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Retention measure (TBD)

Employee Survey Ratings

WA State Liquor Control Board

Agency Priority: High

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.4	3.5
2) I receive the information I need to do my job effectively.	3.7	3.8
3) I know how my work contributes to the goals of my agency.	4.0	4.1
4) I know what is expected of me at work.	4.3	4.3
5) I have opportunities at work to learn and grow.	3.4	3.4
6) I have the tools and resources I need to do my job effectively.	3.6	3.8
7) My supervisor treats me with dignity and respect.	4.1	4.3
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.7	3.7
9) I receive recognition for a job well done.	3.3	3.3
10) My performance evaluation provides me with meaningful information about my performance.	3.5	3.4
11) My supervisor holds me and my co-workers accountable for performance.	4.2	4.1
12) I know how my agency measures its success.	3.1	3.1
13) My agency consistently demonstrates support for a diverse workforce.		
Overall average:	3.7	3.7
Number of survey responses:	742	1076

Data as of November 2007
Source: Statewide Employee Survey

Analysis:

- WSLCB improved their overall performance in 5 categories; maintained in 5 and dropped in 2 categories over 2006
- Discussions regarding "performance" appear to be the most difficult; this may be due in part to lack of foundational training regarding PDP's and communications (last course: 2006); Agency has hired over 400+ new employees who have not received adequate training and over 50 new supervisors/managers
- Employees believe that the most critical improvements were in the areas of "tools" and respect. This may be due in part to the Agency Administrative Director's approach with regards to cultural changes within the agency.
- All other categories had maintained their ratings

Action Steps:

- HR will partner with Agency Leadership to initiate PDP/Performance training during **2009-2011**; emphasis will be placed on training new/existing supervisors; **Development underway and pending release date**
- WSLCB currently participating in State-wide Survey – **results pending 12/1/09 (Current participation exceeded 2007)**
- Agency will continue to monitor performance in all areas and include in ongoing GMAP and other relevant reports – **Current and ongoing**