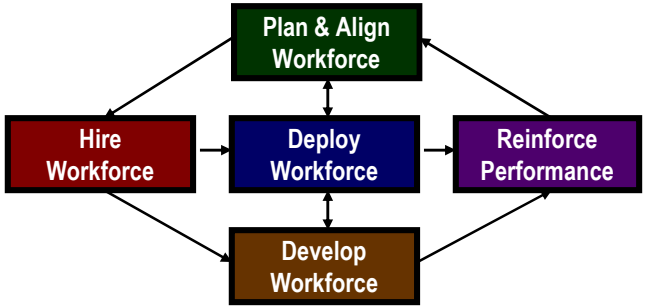
State of Washington
Department of Licensing

Human Resource Management Report



October 2008

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.

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

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:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Agency Priority: Low

Percent supervisors with current performance expectations *for workforce management* = 100%*

* Based on 258 of 258 reported number of supervisors

Core expectations applicable to all DOL supervisors and managers

- Understand and communicate the vision, mission and values of the organization.
- Provide for the meaningful involvement of others in the workplace and foster team spirit.
- Engage in effective problem solving and quality decision-making.
- Promote service delivery and customer focus.
- Build and maintain effective relationships.
- Apply effective human resource management practices, including, but not limited to, hiring, monitoring, developing, and providing performance feedback.
- Make a difference.

Analysis:

- Workforce management expectations were first provided to all supervisors via email from the agency Director.
- Subsequently, agency leadership core competencies and expectations were developed, which included workforce management expectations.
- These competencies form the foundation of the DOL Leadership Level 1 and 2 curricula, which all supervisors are required to take within three years of becoming a supervisor.
- Leadership core competencies have also been embedded into the Supervisor Performance and Development Plan document to ensure that all leaders are evaluated on their workforce management skills.
- A series of half-day workshops on leadership was developed for agency leaders who wished to further explore various aspects of leadership. The forums were facilitated by members of the Executive Leadership Team.
- A Leadership Topic of the month is provided to agency supervisors via the Intranet. Each topic includes a discussion guide for supervisors to use with their staff.

Action Steps:

- Continue on current course.

Data as of 6/2008
Source: DOL Human Resources Office

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:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Department of Licensing

Management Profile

Agency Priority: Low

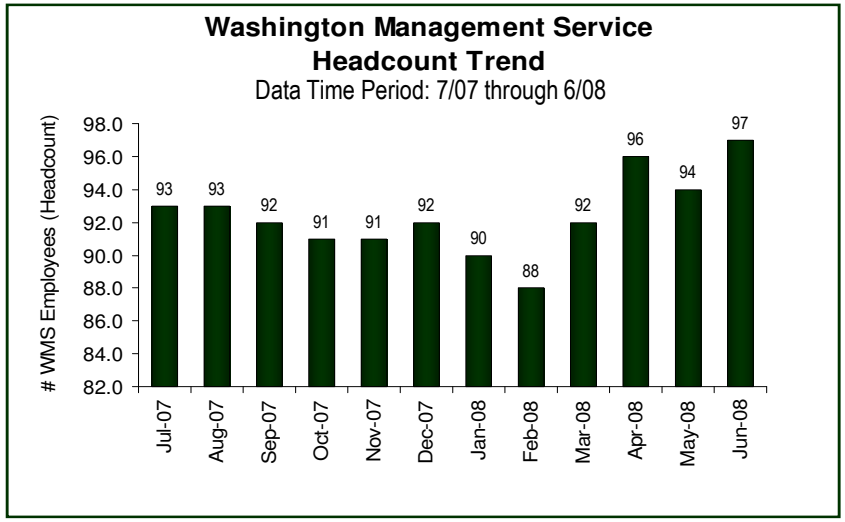
WMS Employees Headcount =97

Percent of agency workforce that is WMS = 7.0%

Managers* Headcount = 116

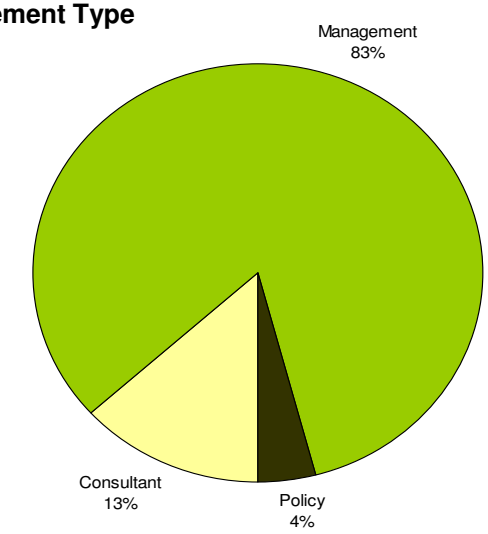
Percent of agency workforce that is Managers* = 8.4%

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



WMS Management Type

Management	80
Consultant	13
Policy	4



Analysis:

- In February 2008, DOL experienced a high number of vacancies due to a combination of resignations and WMS employees accepting exempt or other acting positions.
- DOL experienced a similar low in filled WMS positions in March 2007. We haven't yet ascertained if this is a pattern or just a weird coincidence.
- The Enhanced Driver's License project played a large part in WMS employees accepting project-related positions, many times creating a "ripple effect" with multiple WMS employees.

Action Steps:

- Continue to review management positions to ensure proper inclusion and evaluation.

Data as of 6/2008
Source: HRMS BI

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:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

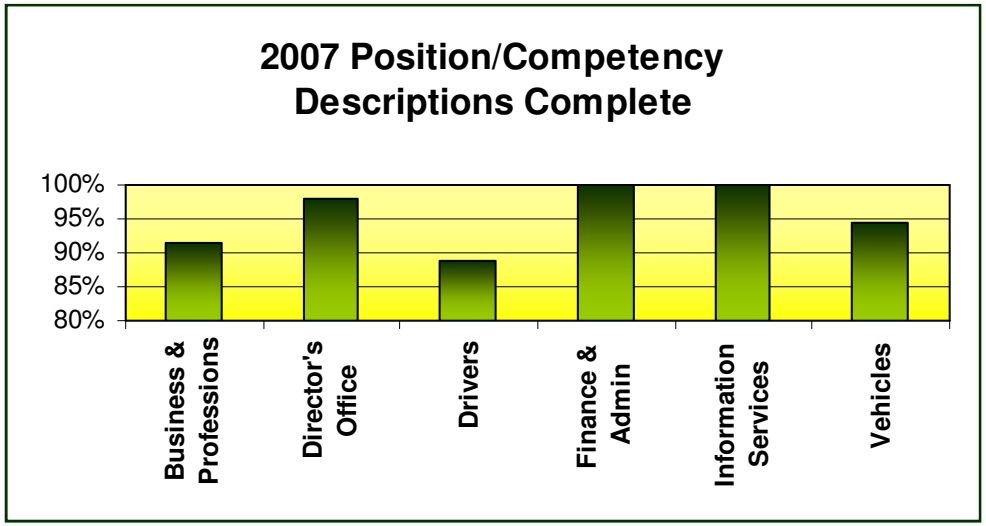
Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

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

* Based on 1,209 of 1,299 reported employee count
Applies to employees in permanent positions, both WMS & GS



Analysis:

- The percentage of employees with current position/competency descriptions is down 6% in the last six months. This is the first decrease since we began tracking.
- The act of asking for the data on a regular basis has caused the completion rate to increase dramatically.
- Positions are not posted without an updated position description and job analysis.

Action Steps:

- Work with leaders in those divisions with decreases to ensure position descriptions are updated regularly.
- Continue to provide assistance to supervisors on completion of the Position Description and Job Analysis forms.

Data as of 6/2008
Source: DOL Human Resources Office

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-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: High

Time-to-fill Funded Vacancies

Average number of days to fill*:	35.9
Number of vacancies filled:	159

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: High

Candidate Quality

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

Number = 219 Percentage = 48%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 56 Percentage = 86.2%

Hiring managers indicating "no":

Number = 9 Percentage = 13.8%

Analysis:

- Since our last report, we cut HR processing time down from 7.5 days to an average of **4.5** days.
- Our announcements are open for an average of **7.2** days, which is down from 8.5.
- It takes the Recruitment Team an average of **3.8** days to screen applicants in order to certify eligible candidates to the hiring manager. This number is down from 9.
- In general, it takes an average of **20.4** days for hiring managers to administer a selection process to the point of offer acceptance. This number is significantly lower than our last report of 44.5 days for two reasons. One, we formerly counted up to start date of the incumbent; however, we have adjusted our calculation to end with the date of offer acceptance. Two, we now have a fully staffed recruitment team to better assist hiring managers through recruitment and hiring.
- If we had continued to calculate time to fill ending with the incumbent's start date, our total time to fill would have been 59.5, which is still 10 days fewer than our last report.
- In Candidate Quality, we've experienced a decline from 66% to **48%** of hiring managers who thought the candidates they interviewed had the competencies to perform the job.
- We improved on the percentage of managers who felt they hired the best person for the job. Our percentage went up to **86.2%** from 76%.

Action Steps:

- Maintain time to fill numbers.
- Research and improve candidate quality satisfaction rating among hiring managers.

Data Time Period: 1/2008 through 8/2008
Source: DOL Human Resources Office

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-fill vacancies

Candidate quality

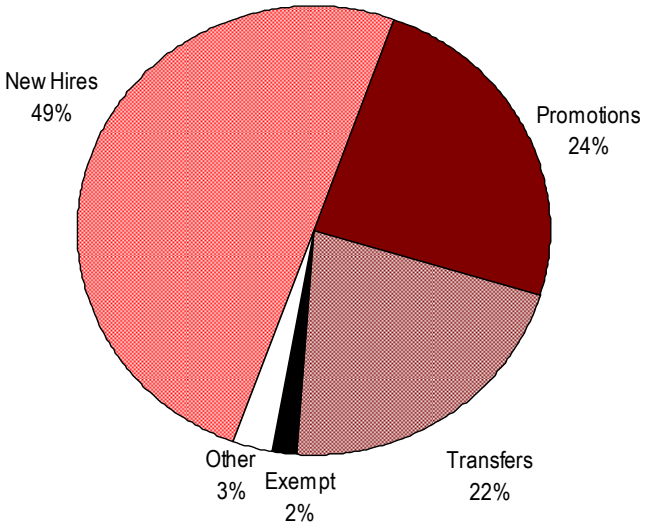
Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments



Total number of appointments = 389*

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	18
Probationary separations - Involuntary	8
Total Probationary Separations	*26*
Trial Service separations - Voluntary	4
Trial Service separations - Involuntary	0
Total Trial Service Separations	*4*
Total Separations During Review Period	**30**

Data Time Period: 7/2007 through 6/2008
Source: HRMS BI

Analysis:

- The percentage of new hires has increased from 39% to 49%, due to the large number of Licensing Service Representatives (LSRs) hired for the Enhanced Driver's License (EDL) project. LSRs represent over 40% of DOL's new hires through June 2008.
- Transfers have also increased by 8% overall, which again is largely due to LSRs transferring into and out of EDL positions. LSR transfers accounted for nearly 65% of all DOL transfers during this period.
- The number of separations during the review period has increased from 23 to 30 since the last full report. This is probably due in large part to the increase in external hires. We have done a good job helping supervisors to realize that the review period is the time to deal with performance issues. Now we need to help them hire better from the beginning.

Action Steps:

- We are currently developing an employee selection program to help supervisors identify the intangible competencies of candidates, which in turn should improve job matching of candidate to position.
- Continue to work with supervisors who are experiencing less than acceptable performance from new hires to ensure new employees are provided with the training and coaching needed to succeed. Where those efforts are unsuccessful, separate.

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

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 100%

*Based on 1,245 of 1,245 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- This is the third year that all evaluations were due in the 90-day period of September through November. This has greatly increased our completion rate.
- Expectations for the new year are typically completed at the time the performance evaluation is completed.

Action Steps:

- Develop and implement an automated tracking system for performance and development plans for new employees who begin employment between performance periods.
- Continue stressing the importance of setting, reviewing, and assessing performance expectations for all staff.

Data as of 4/2008
Source: DOL Human Resources Office

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

Employee survey ratings on "productive workplace" questions

Overtime usage

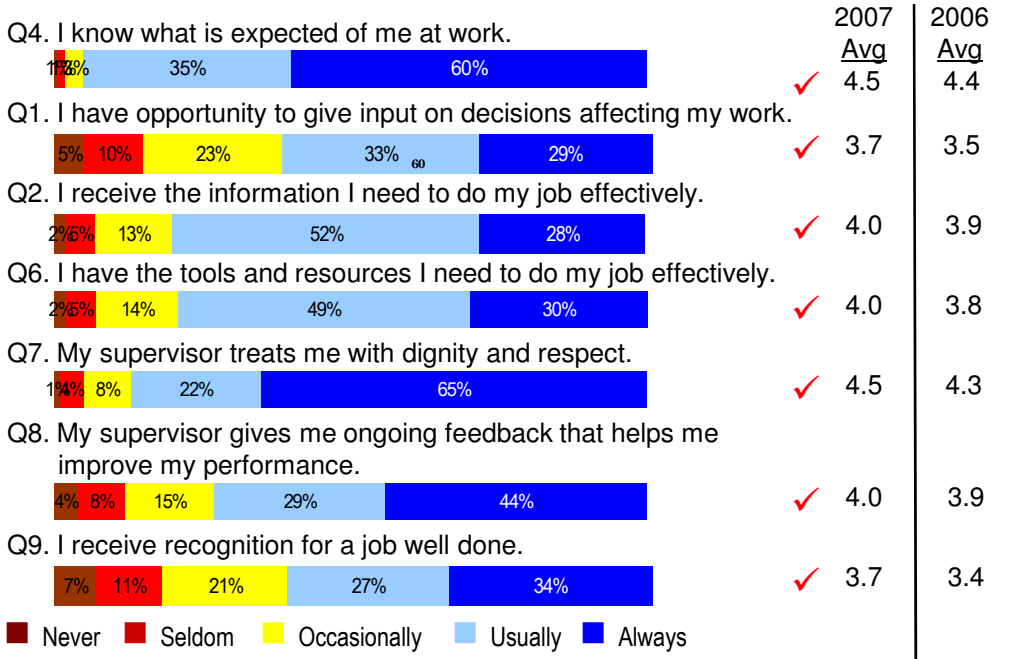
Sick leave usage

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

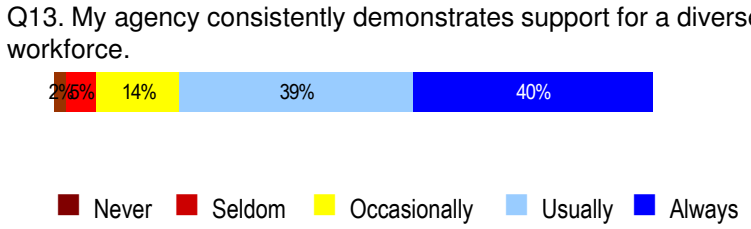
Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings

Agency Priority: High



	2007 Avg	2006 Avg
Q4. I know what is expected of me at work.	4.5	4.4
Q1. I have opportunity to give input on decisions affecting my work.	3.7	3.5
Q2. I receive the information I need to do my job effectively.	4.0	3.9
Q6. I have the tools and resources I need to do my job effectively.	4.0	3.8
Q7. My supervisor treats me with dignity and respect.	4.5	4.3
Q8. My supervisor gives me ongoing feedback that helps me improve my performance.	4.0	3.9
Q9. I receive recognition for a job well done.	3.7	3.4
Overall average for Productive Workplace Ratings:	4.05	3.88



Q13. My agency consistently demonstrates support for a diverse workforce.	4.1	---

Data as of 10/2007
Source: DOL Human Resources Office

Analysis:

- We have improved the scores for each of the elements within this dimension, having focused efforts throughout the agency.
- Supervisor training stresses the how-to of holding difficult and meaningful conversations with employees.

Action Steps:

- Continue to stress in leadership training the importance of establishing meaningful and realistic expectations, goals and performance standards.
- Meetings are being held with division and unit leadership teams to identify actions to build and sustain a workplace culture of highly engaged employees.
- "Tips" were published on the how-to of making performance evaluations more meaningful. A checklist and guide was developed for "reviewers" to help improve the quality of performance evaluations and plans.
- Develop and administer a survey this fall on employee engagement to help identify areas or issues needing attention.

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

Employee survey ratings on "productive workplace" questions

Overtime usage

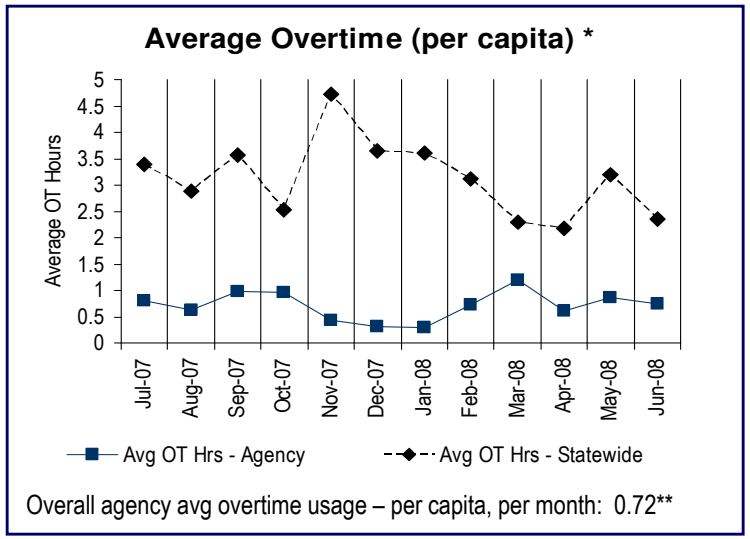
Sick leave usage

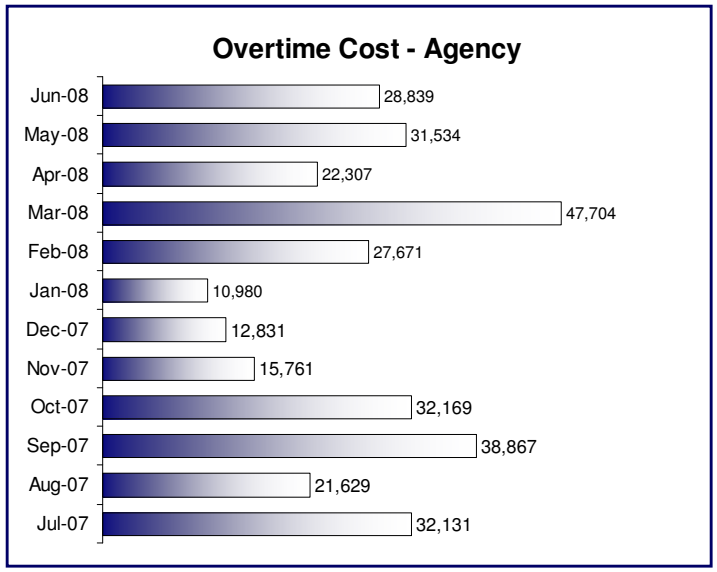
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Overtime Usage

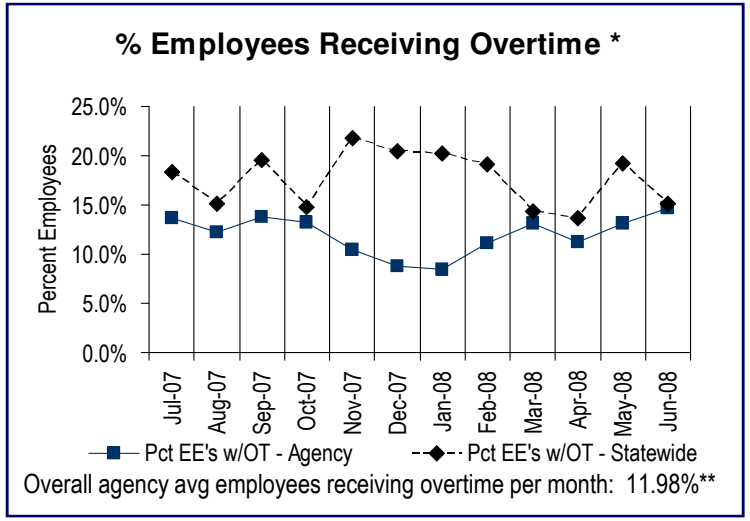
Agency Priority: Low





*Statewide overtime values do not include DNR

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



*Statewide overtime values do not include DNR

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

Analysis:

- Average overtime used has increased from 0.69 to 0.72 hours per month, which is still well below the state average.
- The average of employees receiving overtime per month has decreased about 0.5%
- Licensing Service Representative (LSR) overtime accounts for nearly 40% of DOL's overtime cost, which is caused from employees working small segments of overtime to ensure customers are served at the end of the day. Although LSRs do adjust shifts when possible, because of staffing shortages, they have been unable to flex workweeks to avoid overtime. The spike of overtime usage in March was caused from LSR overtime.

Action Steps:

- Continue to monitor.

Data Time Period: 7/2007 through 6/2008
Source: HRMS 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

Employee survey ratings on "productive workplace" questions

Overtime usage

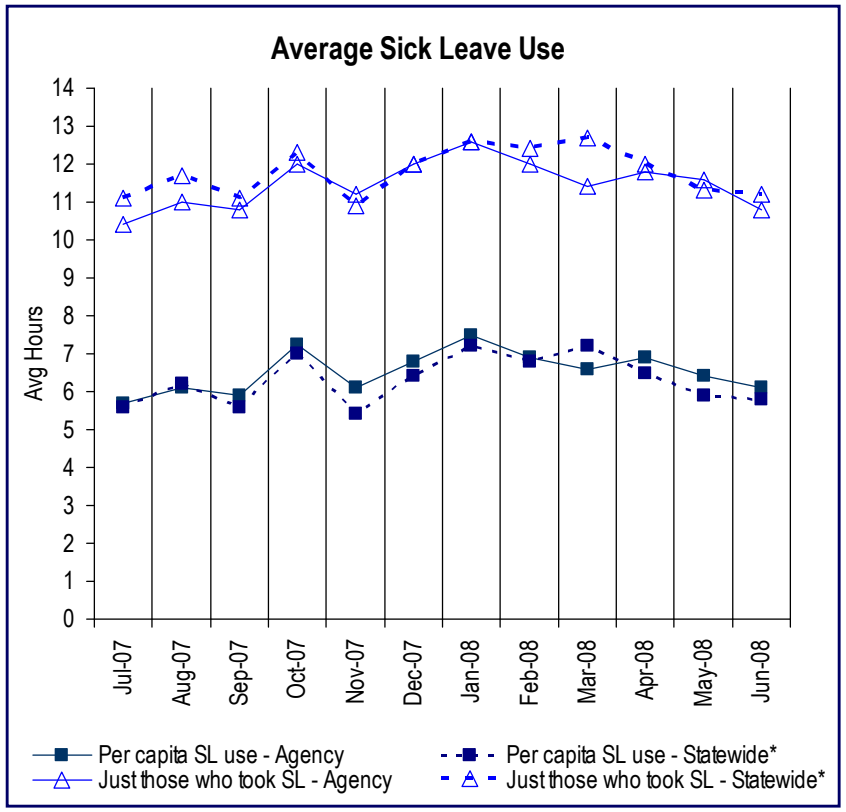
Sick leave usage

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

Worker safety

Sick Leave Usage

Agency Priority: Low



Analysis:

- There has been very little change in sick leave usage in the past six months. The average hours of sick leave used has only increased 0.3%, while the average hours of sick leave used only by those who took sick leave only increased 0.4%.
- Of the sick leave used, 63% was used for personal illness or injury, while about 13% was used for preventative care. This is a decrease of three (3) percentage points from the last reporting period.

Action Steps:

- Continue to collaborate with like organizations on best practices and strategies to reduce sick leave use.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.5 Hrs	**84.4**%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.5 Hrs	**145.1**%	11.8 Hrs	147.3%

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

Data Time Period: 7/2007 through 6/2008
Source: DOL Human Resources Office, Department of Personnel

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

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

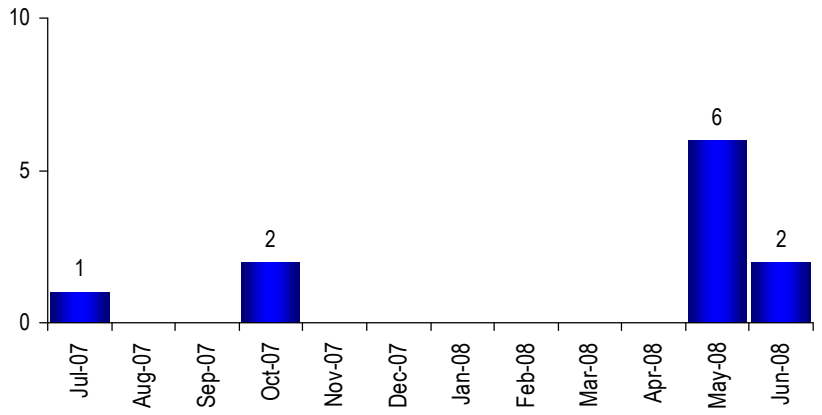
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = 11

* 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.

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

- Five filed in May 2008 are pending.
- Six were withdrawn

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

Grievance Type	# Grievances
1. Performance Evaluations	3
2. Informal discipline	2
3. Non-discrimination	2
4. Personnel files, Disability Separation, Privacy, Classification (1 of each)	1 of each item = 4 grievances total

Analysis:

- Supervisors are documenting progressive poor performance in evaluations as well as taking disciplinary action.
- Five grievances filed in May are from one employee with performance issues. Grievances range from performance evaluation content, supervisor file content, discipline, etc. Grievances are pending because employee is out on a medical leave of absence until March 2009.

Action Steps:

- Continue training supervisors on performance evaluations and the disciplinary process.

Data Time Period: 7/2007 through 6/2008
Source: DOL Human Resources Office

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

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

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

Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

7 Job classification

0 Rule violation

0 Removal of name from Layoff List

0 Rejection of job application

0 Remedial action

7 Total filings

Filings with Personnel Resources Board

0 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

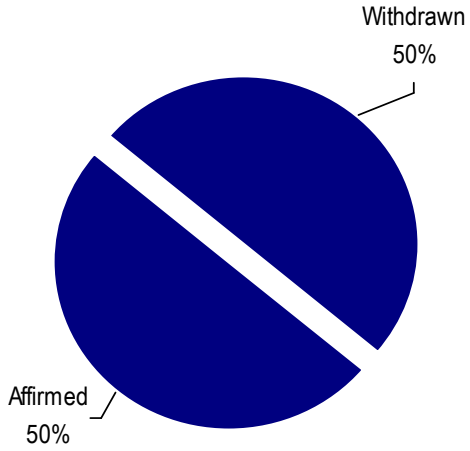
0 Non-disciplinary separation

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 = 4

Personnel Resources Board Outcomes

No non-disciplinary appeals were filed for the time period of 7/2007 to 6/2008.

Total outcomes = 0

Data Time Period: 7/2007 through 6/2008
Source: Department of Personnel

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

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Licensing, Department of

Agency Priority: Medium

Analysis:

- Bodily reaction and exertion 83%of cumulative trauma claims and 12% of total claims
- Peak rates in 2003Q1, 2005Q1, 2006Q1, 2007Q2- related to rise in WMSD-related injuries
- Accepted claims & compensable (time-loss) claims rates are able to be independent of each other

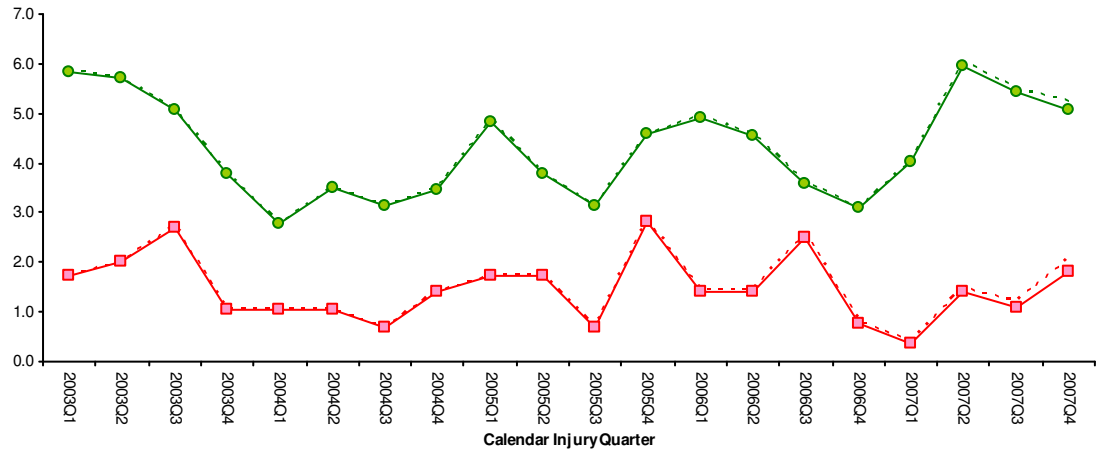
Action Steps:

- Provide and offer training on ergonomics to worker and management levels.
- Continue active claim management with employee, management, L&I, and health providers.
- Implement agency-wide ergonomic solutions regarding the workplace.
- Continue to provide updated PDFs and job analysis to ADA specialist & health providers and offer light/modified positions for timely return to work options

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

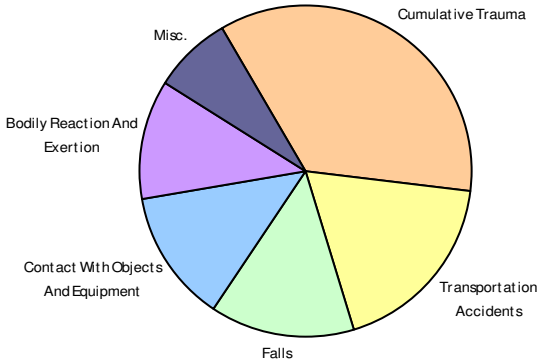


All rates as of 06-30-2008

Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	72
9	Other Events Or Exposures	14
0	Contact With Objects And Equipment	1

Data as of 6/2008
Source: Labor & Industries, Research and Data Services

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

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: [High/Medium/Low]

Percent employees with current individual development plans = 100%*

* Based on 1,245 of 1,245 reported employee count
Applies to employees in permanent positions, both WMS & GS

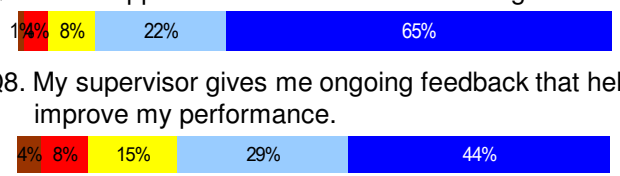
Analysis:

- Development plans are typically completed at the time the performance evaluation is completed. Those areas where the senior leaders are highly committed to their completion are the areas where they're getting done.

Employee Survey "Learning & Development" Ratings

Agency Priority: [High/Medium/Low]

		2007 Avg	2006 Avg
Q5. I have opportunities at work to learn and grow.	✓	3.8	3.6
Q8. My supervisor gives me ongoing feedback that helps me improve my performance.	✓	4.0	3.9
Overall average for Learning & Development Ratings:		4.25	4.10



Never Seldom Occasionally Usually Always

Analysis:

- Experience continues to show that when there is senior level commitment, performance plans are developed on time in a more meaningful way.
- A major challenge continues to be balancing staff interest in attending classes with the need to meet business demands.

Action Steps:

- Leadership classes continue to stress the importance of developmental plans focusing on more than training classes.
- Over the next year, focus managerial attention on the quality of feedback discussions and evaluation documents.

Data as of 4/2008
Source: DOL Human Resources Office

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

Employee survey ratings on "performance and accountability" questions

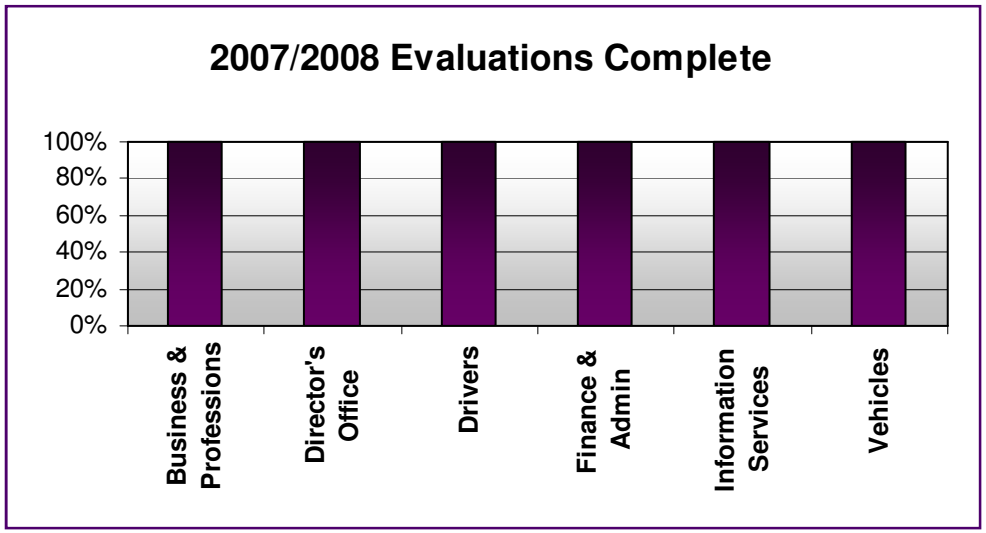
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees* with current performance evaluations = 100%

*Based on 1,245 of 1,245 reported employee count
Applies to employees in permanent positions, both WMS & GS



Analysis:

- This is the second year that all evaluations were due in the 90-day period of September through November. This has greatly increased our completion rate.
- By using an August to August performance period, we are able to more easily cascade down the agency's strategic plan into individual employees' goals and objectives.

Action Steps:

- Before the next evaluation cycle, create a reviewer training program and checklist to help second-line supervisors review evaluation content and ensure quality of evaluation drafts.
- For the next evaluation cycle, ensure that all senior leaders emphasize evaluation completion within their divisions.

Data as of 4/ 2008
Source: DOL Human Resources Office

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

Employee survey ratings on "performance and accountability" questions

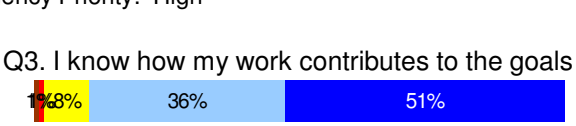
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: High

	2007 Avg	2006 Avg
Q3. I know how my work contributes to the goals of my agency.	✓ 4.3	4.1
Q10. My performance evaluation provides me with meaningful information about my performance.	✓ 3.7	3.6
Q11. My supervisor holds me and my co-workers accountable for performance.	4.2	4.2
Q9. I receive recognition for a job well done.	✓ 3.7	3.4
Overall average for "Performance & Accountability" ratings:	3.97	3.82



Never Seldom Occasionally Usually Always

Analysis:

- Recent work on "recognition" revealed many different definitions and expectations. The conversations held in leadership classes regarding ways to meaningfully engage employees in the workplace are beginning to pay dividends.

Action Steps:

- Continue discussions in leadership classes and meetings regarding successful ways to connect with employees, showing appreciation and praise where appropriate for their work.
- The HR staff is facilitating team discussions on the how-to of truly engaging staff in the workplace.
- Clarity of expectations set forth in performance plans, as well as "connectivity" with workplace goals, continues to be stressed.

Data as of 10/2007
Source: DOL Human Resources Office

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

Employee survey ratings on "performance and accountability" questions

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

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	3
Demotions	0
Suspensions	1
Reduction in Pay*	1
Total Disciplinary Actions*	**5**

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

Issues Leading to Disciplinary Action

- Poor customer service
- Stealing money
- Poor performance/behavior

Analysis:

- Supervisors use Employee Relations staff regularly to help employees succeed.
- All supervisors are required to attend Employee Performance Management training as part of Leadership DOL upon becoming supervisors.
- Formal discipline is taken in instances where employee performance does not improve or egregious behavior occurs. In all three dismissals, progressive discipline worked since employees were subjected to a lower level discipline and they did not improve, therefore, they were dismissed.

Action Steps:

- Continue efforts to train and coach supervisors to work with problem performance early and often.
- Continue to foster positive relationships with labor representatives to help employees succeed.

Data Time Period: 7/2007 through 6/2008
Source: HRMS BI, DOL Human Resources Office

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

Employee survey ratings on "performance and accountability" questions

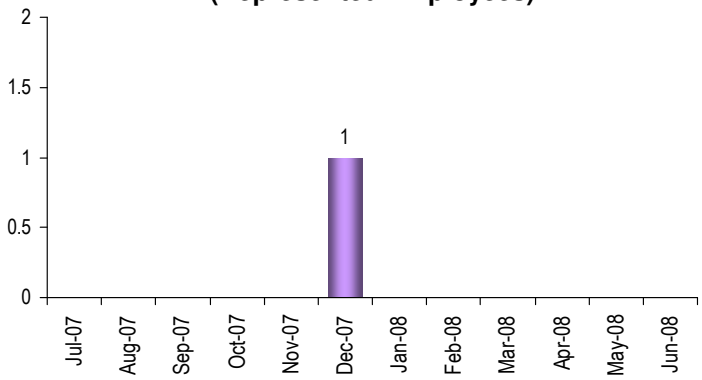
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low

Disciplinary Grievances (Represented Employees)



Total # Disciplinary Grievances Filed: 1

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 – employee resigned in lieu of dismissal.

Disposition (Outcomes) of Disciplinary Appeals*

No disciplinary appeals were filed for the time period of 7/2007 to 6/2008.

*Outcomes issued by Personnel Resources Board

Data Time Period: 7/2007 through 6/2008
Source: DOL Human Resources Office, Department of Personnel

ULTIMATE OUTCOMES

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

Employee survey ratings on "commitment" questions

Turnover rates and types

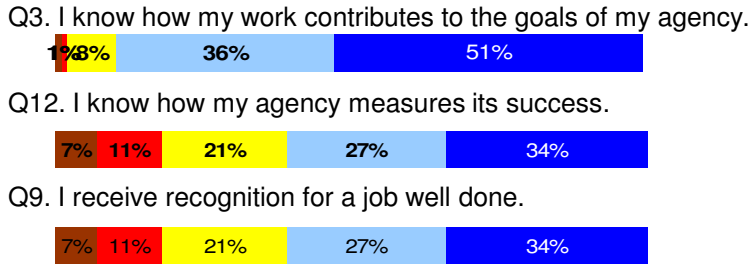
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: High



	2007 Avg	2006 Avg
Q3. I know how my work contributes to the goals of my agency.	✓ 4.3	4.1
Q12. I know how my agency measures its success.	✓ 3.5	3.2
Q9. I receive recognition for a job well done.	✓ 3.7	3.4
Overall average for Employee Commitment ratings:	3.83	3.56

Never Seldom Occasionally Usually Always

Analysis:

- Efforts over past two years to link employee work to agency success is paying off as can been seen in the data.
- While staff may understand how their work contributes to the business objectives, understanding how agency success is measured is still relatively unclear.

Action Steps:

- Meetings are being held with division and unit leadership team to identify action steps to more fully engage employees in the workplace.
- Continue to stress in internal communications a "one vision, one voice" culture.
- Develop and administer a survey this fall of all employees to identify areas where levels of engagement can be improved.

Data as of 10/2007
Source: DOL Human Resources Office

ULTIMATE OUTCOMES

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

Successful, productive employees are retained

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

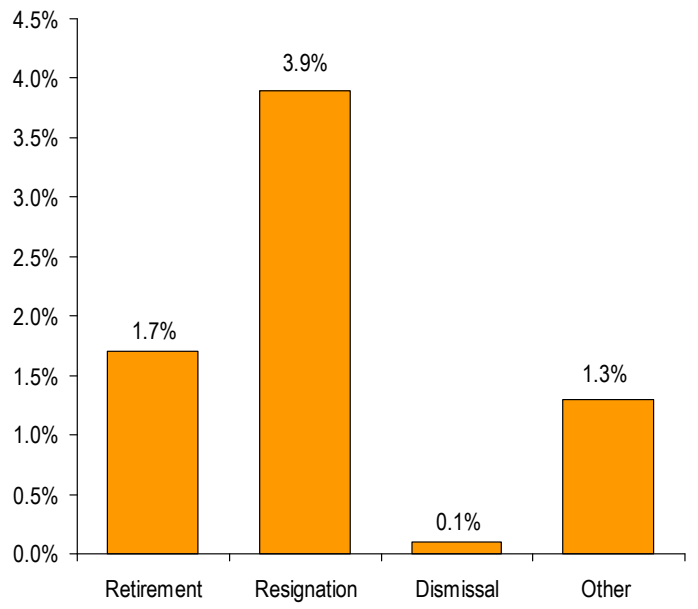
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Total Turnover Actions: 94
Total % Turnover: 7.0%

Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- Turnover has increased 4% since December 2007, although is only 0.2% higher than for the last fiscal year reported.

Action Steps:

- Implement an agency-wide exit interview program.

Data Time Period: 7/2007 through 6/2008
Source: HRMS BI

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

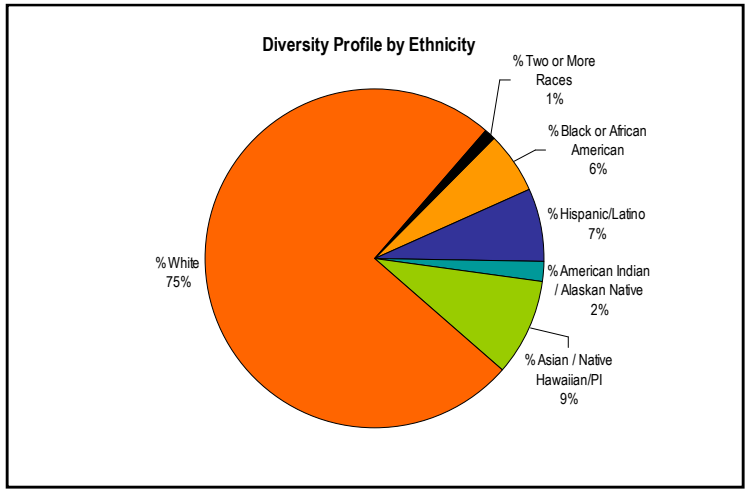
Workforce diversity profile

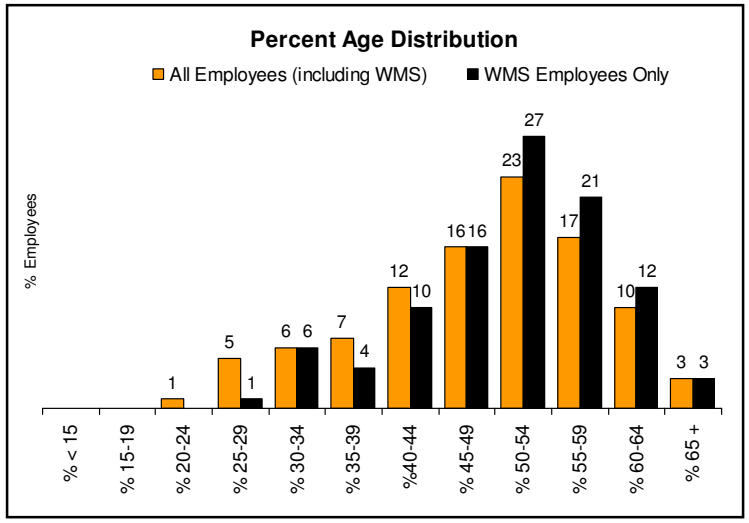
Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	61%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	7%	6%
Veterans w/Disabilities	2%	2%
People of color	24%	18%
Persons over 40	81%	75%





Analysis:

- DOL's overall diversity profile remains strong.
- The agency's Affirmative Action plan was recently updated to reflect more statistically appropriate job groupings and availability calculations. As part of that plan, one of our largest job groups, Licensing Service Reps, were realigned into 3 geographic groups. That realignment showed us a previously undetected underutilizations of several affected groups in Eastern Washington.
- The new plan also showed that unlike many other organizations, DOL is at parity for all people of color in the officials and administrators group, but is underutilized in several areas for the administrative support and skilled labor group.

Action Steps:

- Develop targeted recruitment strategies for underutilized groups, particularly in Eastern Washington.

Data as of 6/2008
Source: Department of Personnel

ULTIMATE OUTCOMES

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Successful, productive employees are retained

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

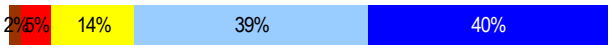
Workforce Diversity Profile

Agency Priority: Medium

Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: [High/Medium/Low]

	2007 Avg	2006 Avg
Q13. My agency consistently demonstrates support for a diverse workforce.	4.3	---
Overall average for Employee Commitment ratings:	4.3	



Never Seldom Occasionally Usually Always

Analysis:

- DOL has rich history in promoting diversity of all types, including diversity of opinions, ideas, etc. All employees complete diversity training that promotes the value that diversity, in the broadest of perspectives, brings to the success of the agency. This is amplified on in leadership and customer service classes, as we strive to build a culture where diversity is truly valued.

Action Steps:

- Continue to promote the value of diversity in classes and in internal communications – demonstrating how the value actually benefits the agency and the public served.

Data as of 10/2007
Source: DOL Human Resources Office