



2026 NASPE Awards Program

Advancing the HR Profession Award

Submission Deadline: April 17, 2026

Submission Method: Submit via the 2026 NASPE Awards Nomination Form.
Upload this completed template within the form.

Nominations from dues-paying states are considered for eligibility. Nominated programs or efforts should demonstrate a positive impact on the administration of state human resource programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: Washington Integrated Workforce Management State: WA

Contact Person: Travis Aberle

Contact's Title: Deputy Chief Human Resource Officer

Agency: Office of Financial Management

Mailing Address: P.O. Box 43113 Olympia, WA 98504-3113

Telephone: [Click or tap here to enter text.](#)

E-mail: Travis.Aberle@OFM.WA.GOV

NOMINATOR INFORMATION

Nominator: Angie Hogenson Title: HR Analytics & Systems Director

State: WA Agency: Office of Financial Management

Telephone: 360-688-0962

E-mail: Angie.Hogenson@ofm.wa.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements • Be submitted via the nomination form by April 17, 2026
- Include a complete nomination template • Conform to all copyright laws



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DETAILS

1. Please provide a brief description of this program.

Washington State has implemented a comprehensive, enterprise approach to advancing the HR profession by integrating communities of practice, cross-agency collaboration, statewide workforce tools, and statewide HR leadership. This coordinated model is designed to elevate HR from a transactional function to a strategic partner in achieving agency missions and meeting the Governor's workforce priorities.

Key components include:

- HR Communities of Practice (20 CoPs) that foster peer learning, knowledge sharing, and professional development across agencies.
- Cross-agency collaboration to implement executive orders and statewide priorities, ensuring consistency and alignment in workforce strategies.
- A suite of statewide workforce tools, including (but not limited to) the [Office of Financial Management website](#) providing breadth and depth of guidance, the [HR Management Report](#) that includes the Workforce Maturity Assessment framework, [Employee Engagement Survey](#), [Employee Exit Survey](#), [Workforce Data website](#), HR Professional Portal (*login required*), [Executive Order 24-04 Tool Kit](#), Statewide HR Compliance Center (*login required*), [HRMS Support Hub](#) and Online Reporting System dashboards (*login required*).
- Centralized State HR division provides policy guidance, consultation, data governance and technical assistance.

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Together, these efforts create a cohesive ecosystem that strengthens workforce management practices, enhances data literacy, and equips HR& payroll professionals and agency leaders with the tools and insights needed to make informed, strategic decisions.

2. How long has this program or effort been operational?

This effort represents an evolution of Washington State's statewide HR & Payroll strategy and has been operational in its current integrated form for over two years. Many individual components such as statewide reporting tools and surveys have existed longer, but significant enhancements and intentional alignment into a unified workforce strategy have occurred within the past 24–36 months. This work supports a federated system of approximately 100 general government agencies managing a workforce of 77,000+ employees.

3. Why was this program/effort created?

The strategic goals were created to address the growing need for HR & Payroll to function as a strategic business partner rather than a purely transactional service.

Agencies required better tools, data, and collaboration mechanisms to:

- Respond to statewide workforce challenges such as recruitment, retention, hybrid work and employee engagement.
- Implement statewide priorities and executive directives consistently across the enterprise.
- Implement statewide data definitions, standards and governance.

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- Improve transparency and accountability in workforce data.
- Build HR & Payroll capability across a decentralized state government structure.
- Respond to Governor's workforce priorities.

Additionally, there was a recognized need to increase workforce management literacy among both HR & Payroll professionals and executive leaders, ensuring that decisions are data-informed and aligned with organizational goals.

4. What are the costs of this program/effort?

Costs are distributed across multiple components and primarily consist of:

- Staff time for program development, data analysis, collaboration and facilitation of communities of practice.
- Technology investments for dashboard development, survey platforms, and web-based tools.
- Ongoing maintenance and enhancements of reporting systems and data infrastructure.

By leveraging existing systems, shared services, and cross-agency collaboration, Washington State has minimized the need for significant new funding while maximizing the value of existing resources.

5. How is this program/effort funded?

The program is funded through a combination of existing agency budgets, centralized State HR resources funding, and enterprise technology investments. Many components

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are supported through shared services models, allowing agencies to benefit from statewide tools and expertise without duplicative costs.

6. How do you measure the success of this program/effort?

Success is measured through both quantitative and qualitative indicators, including:

- Increased utilization of statewide workforce tools and dashboards monitored using Google Analytics, community surveys, etc.
- Improved data quality and consistency across agencies for example – in 2026 we have achieved 6 perfect payrolls in a row. No errors reported. Prior to 2026 we've only had 7 perfect payrolls in the last 20 years – and never back-to-back.
- Participation and engagement levels in HR Communities of Practice.
- Employee Engagement Survey results and trends over time.
- Insights from Employee Exit Surveys informing retention strategies.
- Feedback from HR professionals and agency leadership on the value of centralized support and tools via HR Management Reporting, monthly community meetings, etc.
- Demonstrated use of workforce data in strategic decision-making.

Collectively, these measures reflect progress in building a more data-driven, collaborative, and strategically aligned HR & Payroll community within state government.

7. How has the program/effort changed since its inception?

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The program has evolved from a collection of individual/siloed tools and one-off initiatives into a more integrated workforce strategic framework. Key advancements include:

- Stronger alignment across tools, data, and policy guidance.
- Introduction of maturity and competency frameworks to benchmark and track progress
- Expanded dashboards and public-facing workforce data to increase transparency and consistency in reporting
- Greater emphasis on data literacy and workforce analytics for HR and Payroll professionals.
- Strengthened HR Communities of Practice as a primary channel for communication and continuous learning.
- More proactive engagement with agency leadership, positioning HR as a strategic partner.

This evolution reflects a shift toward a more mature, enterprise-wide approach to workforce management. Overall, the program now operates as a more integrated and forward-looking model, with increased engagement from agency HR and Payroll professionals who report feeling better supported and heard.

8. Can this program or effort be adapted or replicated by other states? If so, how?

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Yes, this program is highly adaptable and transferable to other states. Key elements for replication include:

- Establishing HR Communities of Practice to build professional networks, gain experience and share best practices.
- Developing centralized workforce data tools and dashboards to support transparency, data literacy and decision-making.
- Implementing statewide surveys (e.g., engagement and exit surveys) to gather actionable insights from employees and customers.
- Using a centralized HR function to provide consistent policy guidance, strategic consultation and support.
- Promoting cross-agency collaboration and partnerships to align efforts with statewide priorities.
- Identifying scalable efforts to ensure engagement and success of agencies of all sizes.

States can scale these components based on their size, governance structure, and available resources. The foundational principle of integrating people, data, and business intelligence to elevate HR & Payroll as a strategic partner can be applied in any governmental context.

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December 2025

2025 Employee Engagement Survey Results

Spencer Nagley | Workforce Research & Policy Analyst
Mariely Norris | Workforce Research & Analytics Specialist
OFM/State Human Resources



Agenda

- Survey Overview
- Participation
- High Level Results
- Analysis
- New Agency Tools - Qualtrics
- Next Steps

Overview of the survey

- **12 Engagement Dimensions**
 - Each dimension represents 1 - 4 questions on the survey.
- **27 Likert Questions**
 - 5-point scale, Strongly Disagree – Strongly Agree
- **3 Follow-up Questions**
 - Intent to Stay
 - Equip Factors
 - Engagement
- **13 Demographic Questions**





Participation

Participation

- 84 agencies
 - No higher ed in 2025
- Participation rate: 63%
 - Up 1% from 2024
 - Down 5% from 2023

- 15 Largest Agencies - Notable changes:
 - DOR: +10 (82-92%)
 - AGO: + 9 (79-88%)
 - DSHS: +5 (52-57%)
 - WSP: -9 (44-35%)
 - DOC: -12 (59-47%)
 - DOH: -14 (74-59%)

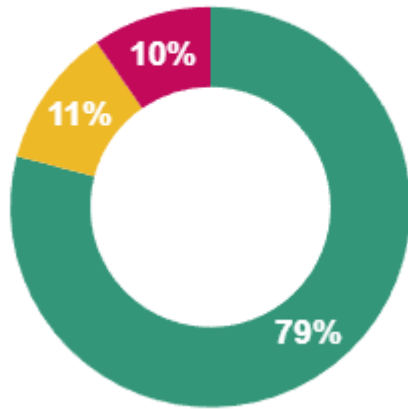




Survey Results

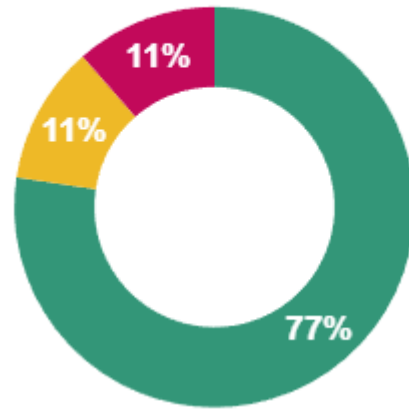
Survey Results: High Scoring

Manager Effectiveness



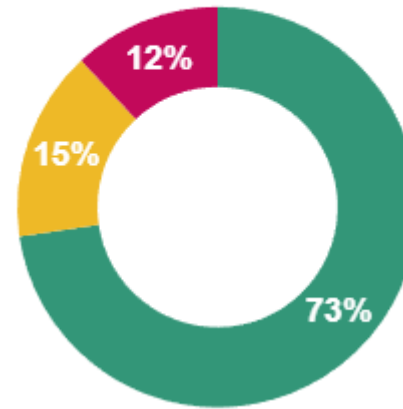
+1

Work/Life Balance

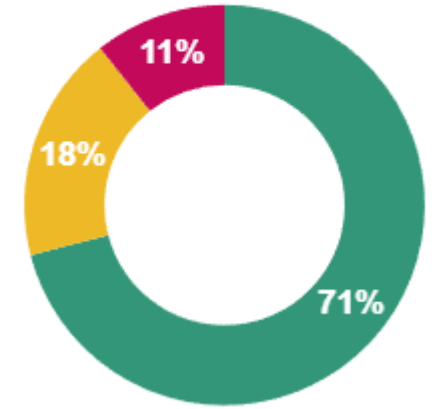


+2

Equip Factors



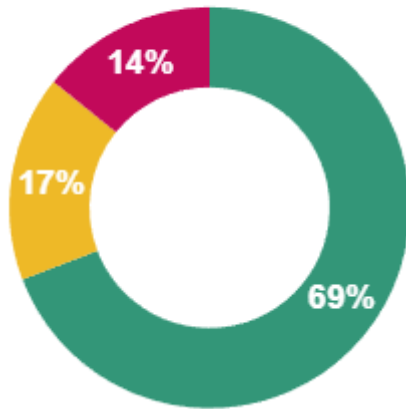
Future Vision



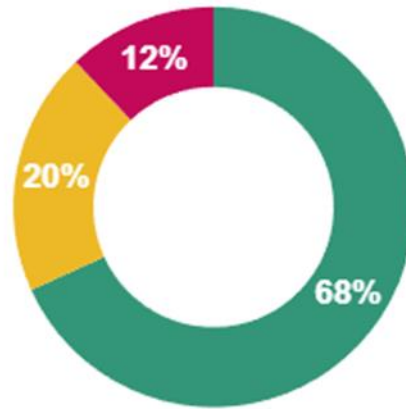
+2

Survey Results: Mid Scoring

Communication

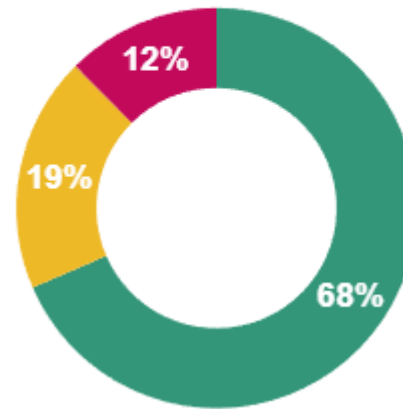


Engagement

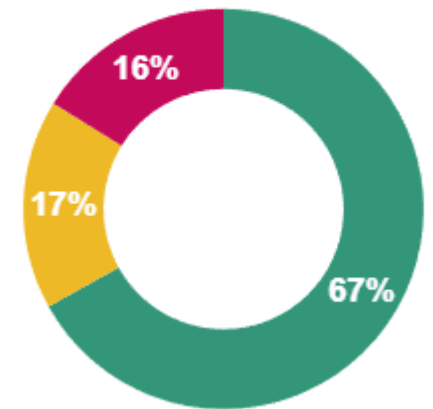


+1

Diversity



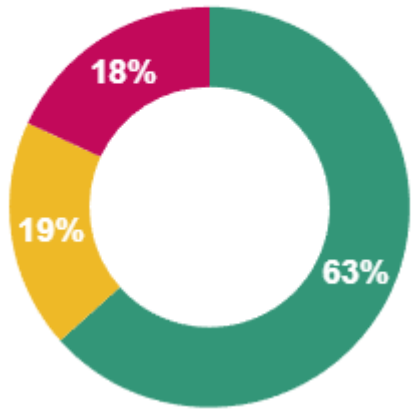
Involvement & Belonging



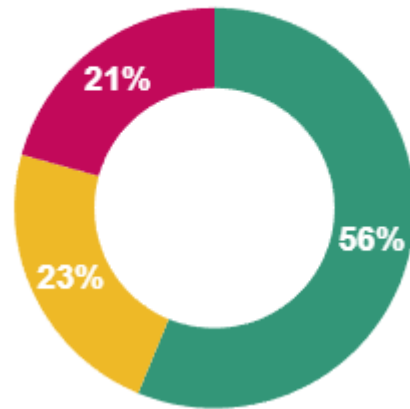
+1

Survey Results: Low Scoring

Recognition

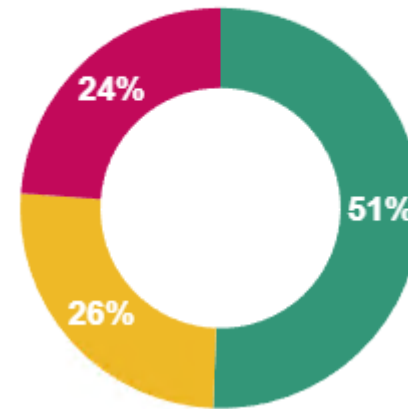


Growth & Development



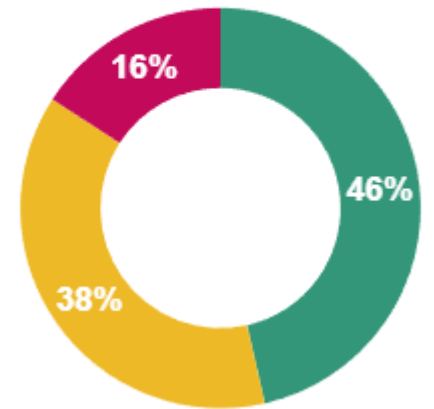
-4

Change Management



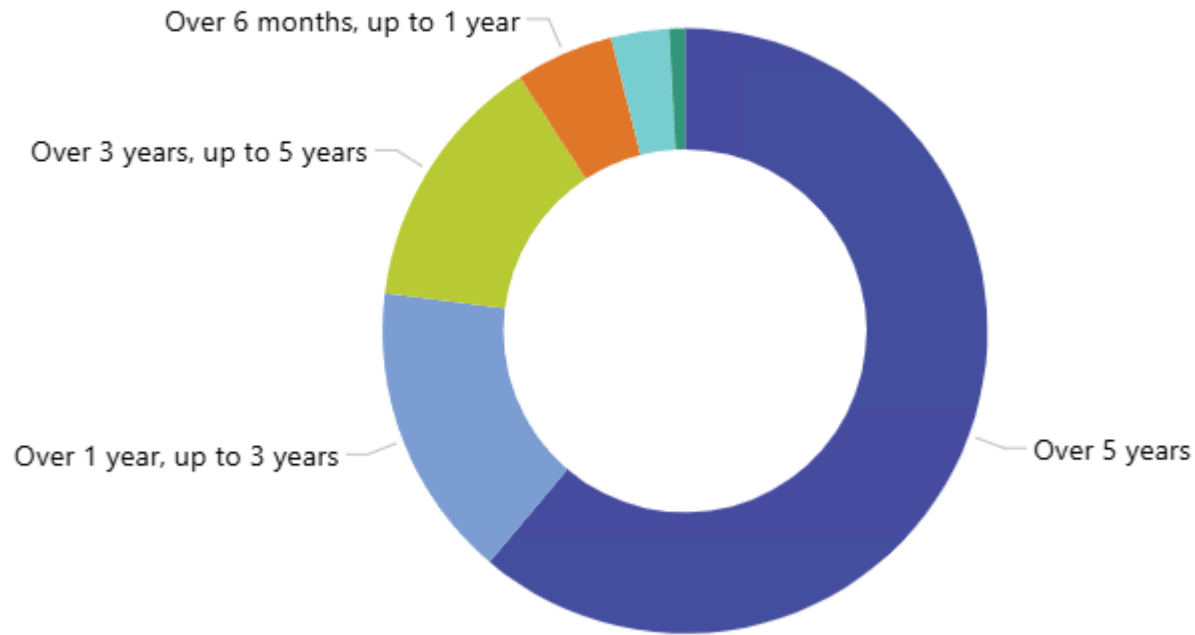
+4

Impact



Survey Results: Intent to stay

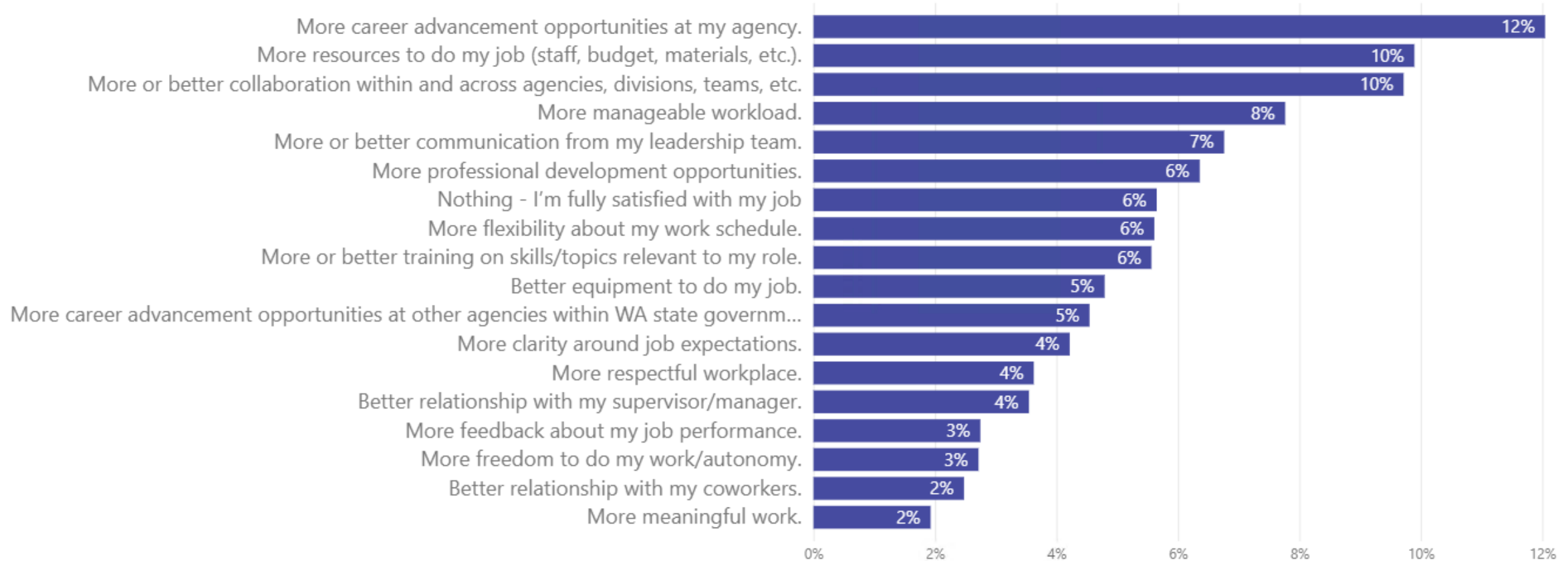
I intend to keep working at my agency/institution for...



Intent to stay	Percentage
Over 5 years	61%
Over 1 year, up to 3 years	16%
Over 3 years, up to 5 years	14%
Over 6 months, up to 1 year	5%
6 months or less	3%
Less than 30 days	1%

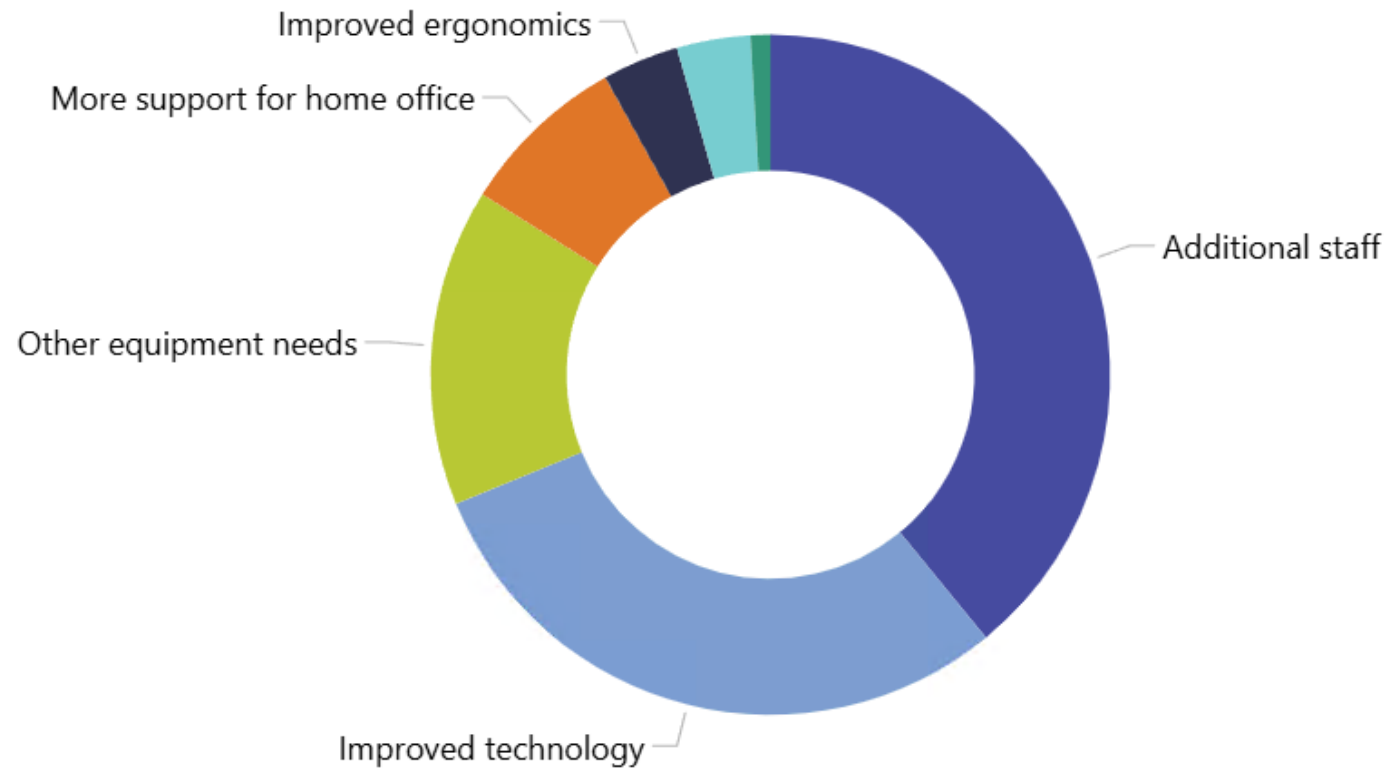
Survey Results: Engagement Follow-up

Which of the following would most improve your satisfaction with your job? (Select up to three)



Survey Results: Equip Factors Follow-up

Which of the following resources would most improve your work experience?



This follow-up question was only presented to employees who responded negatively ("Strongly Disagree", or "Disagree") to Question 14. "I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively". The responses shown here are from a subset of employees who do not feel they have adequate resources to perform their job effectively.

Resources	Percentage
Additional staff	39%
Improved technology	30%
Other equipment needs	15%
More support for home office	8%
Improved ergonomics	4%
Better safety equipment	4%
Additional office supplies	1%



Demographics



Demographics Collected

1. Agency
2. Days Teleworking
3. Time at current agency
4. Public Interaction
5. Supervisor
6. Work County
7. Age
8. LGBTQ+
9. Gender
10. Race
11. Veteran Status
12. People with Disabilities Status
13. BRG Participation



Demographics Participation

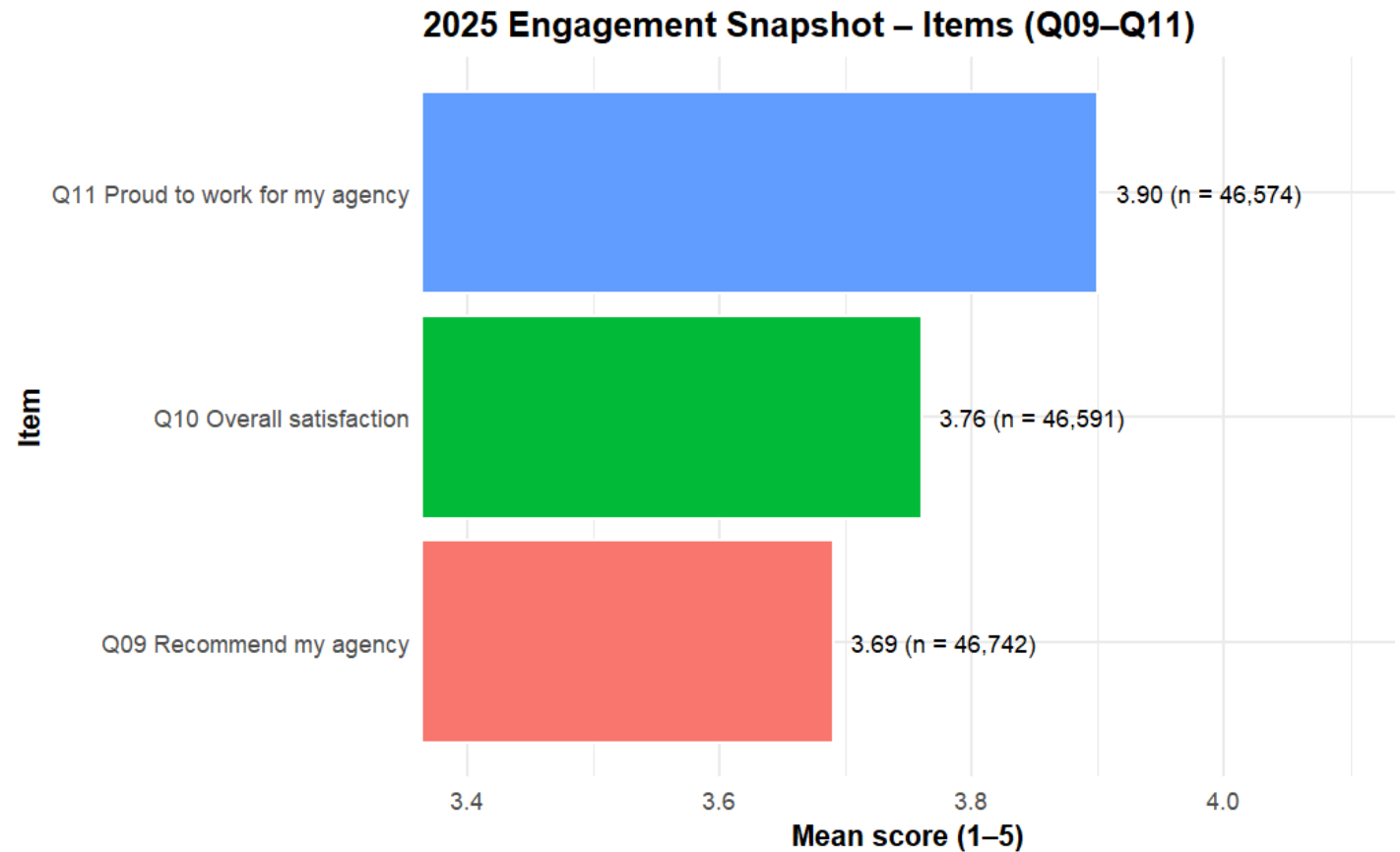
- EES demographic questions are self reported and optional
- Roughly **80%** response rate to demographic questions
- Respondents voluntarily provided more demographic information in the EES than what is collected during hiring process and recorded in the HRMS
 - Higher percentages of self identification for underrepresented groups
 - LGBTQ+, Veteran, Disabled
 - EES has additional race categories
 - Race is multiselect



Key Patterns and Insights

2025 Engagement Snapshot

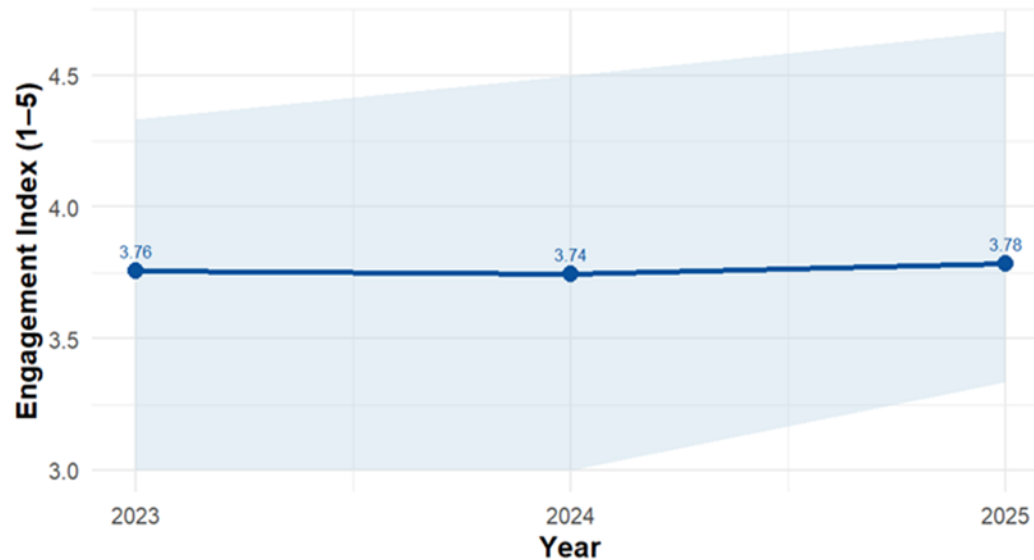
- Mean engagement index: 3.78 on a 1–5 scale (Q9–Q11)
- Over 46,000 valid engagement responses
- Reliability remains strong, indicating a cohesive and stable engagement scale.
- Most responses fall between 3.5 and 4.0, with a smaller group of employees scoring lower.



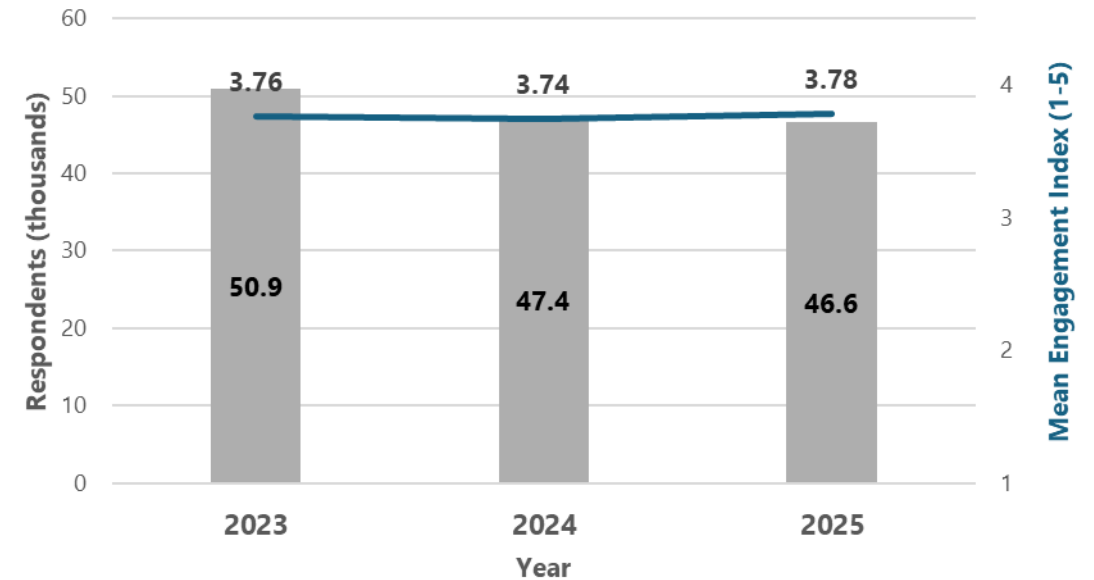
Three-Year Overall Engagement Trend

Three-Year Engagement Trend (2023–2025)

Mean engagement with 25th–75th percentile band



Employee Engagement Trend (2023–2025)

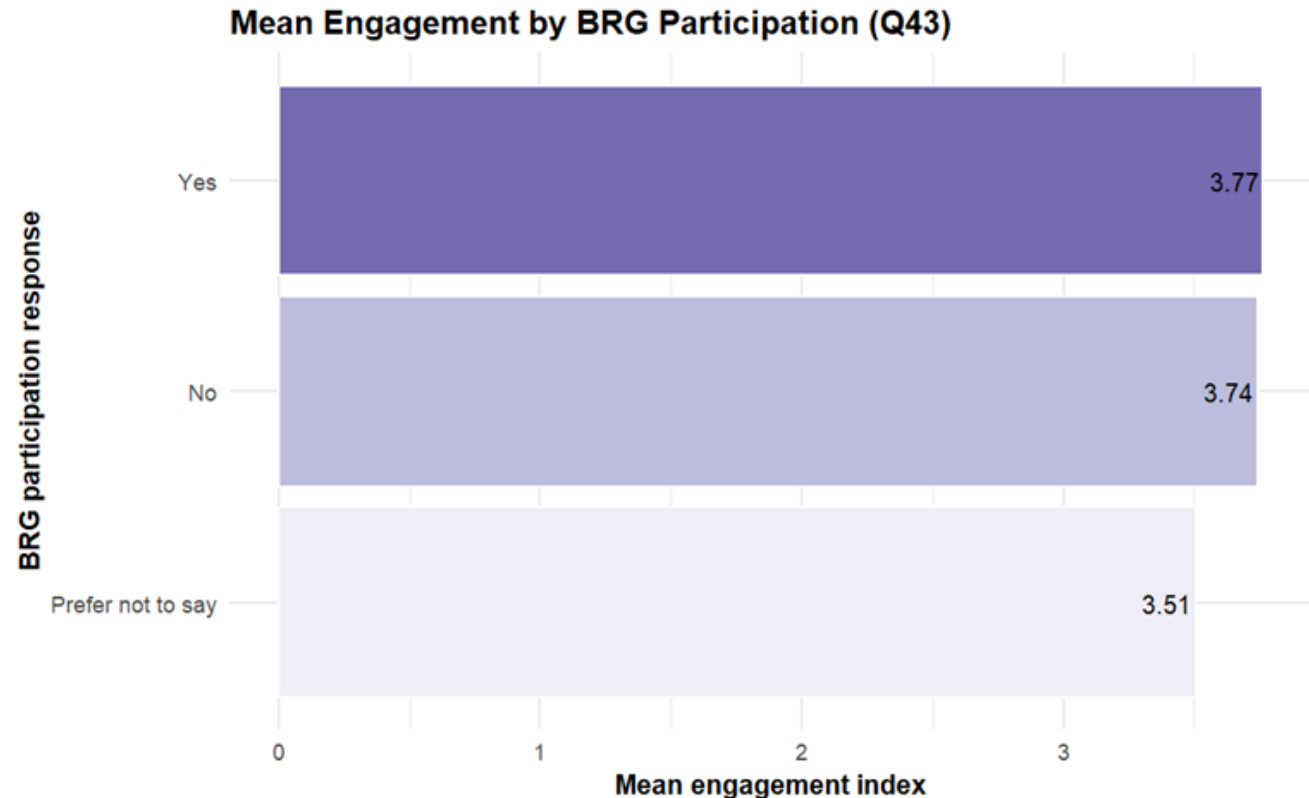


2025 Drivers: Telework & Work-Life Balance

Comparison:	Breakout:								
2025 EES % Pos. Sc...	Telework ▾								
Expand all	2025 EES % Pos. Score	1 day	100% telework	2 days	3 days	4 days	Less than 1 day/ ad ...	N/A - Doesn't apply ...	Prefer not to say
Response Counts	47356	1787	12960	3803	3919	5135	4343	9988	2729
✓ Engagement	68%	70%	75% ^	75% ^	77% ^	76% ^	67%	58% ▾	52% ▾
Q09. I would recommend my agency/institution as a great place to work.	64%	67% ^	70% ^	71% ^	73% ^	72% ^	63%	53% ▾	46% ▾
Q10. Overall, I am satisfied with my agency/institution as a place to work.	70%	70%	77% ^	75% ^	78% ^	77% ^	68% ▾	58% ▾	52% ▾
Q11. I am proud to work for my agency/institution.	71%	73%	77% ^	78% ^	79% ^	78% ^	70%	62% ▾	56% ▾

2025 BRG Participation and Engagement

- BRG participants: ~**3.77**
- Non-participants: ~**3.74**
- Statistically significant difference ($p \approx 0.025$)
- Modest but consistent pattern: BRG involvement aligns with higher engagement





2025 Demographics Highlights

- Older employees report higher engagement; younger employees score lower
- Gender differences small; “Prefer not to say” lowest
- Disability & veteran status groups show lower engagement
- “Prefer not to say” patterns consistently align with lower engagement



New Tools for Agencies

Qualtrics – AI Features



Qualtrics Assist: Interactive AI chat built into the dashboard to help surface results and move toward action



Custom Recommendations: Available on each Likert question, the tool will walk you through 4 questions before recommending actions, with step-by-step action plans based on your input.

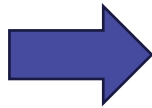


Text Summaries: Available on added open text questions, this tool allowed us to categorize and summarize open text fields for fast and easy consumption of the information shared by employees.

Qualtrics – Assist



Qualtrics Assist: AI dashboard assistant to quickly highlight important survey findings and help users understand their results.



 **Qualtrics Assist said:**

Hi, how can I help you today? Here are a few suggestions.

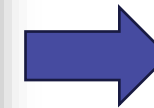
[Strengths](#) [See Opportunities](#)

[Engagement score](#)

[Engagement drivers](#)

[Recommended actions](#)

[View Filters](#)



Strengths:

- **Q24. I am satisfied with my telework and remote work opportunities** (96% Favorable): This indicates employees are highly satisfied with the flexibility and opportunities for remote work provided by the agency.
- **OAH 5. My co-workers treat me with respect** (94% Favorable): This reflects a strong sense of mutual respect and positive interpersonal relationships among employees.
- **OAH 3. I am able to complete my work within performance standards** (94% Favorable): This demonstrates that employees feel confident in their ability to meet expectations and perform effectively in their roles.

These strengths positively impact the organization by fostering a supportive and productive work environment, enhancing employee satisfaction, and promoting collaboration and efficiency.

Source: [OAH - Engagement Correlations & Detailed Results -> Engagement Correlations]



Qualtrics –Custom Recommendations



Qualtrics Recommendations: Action planning has been updated and infused with interactive AI recommendations for acting on agency data.

Engagement Correlations ▾

Impact	Question	Responses	Distribution	2024 Agency % Pos. Score	2025 WA State % Pos. Score	Recommendations
	Q05. I feel as if I belong at my agency/institution.	181	77% 17% 6%	79%	67% ^	Generate recommendations >
	Q02. I feel valued as an employee at my agency/institution.	182	70% 17% 13%	71%	62% ^	Generate recommendations >
	Q20. Senior leadership at my agency/institution demonstrate inclusion (through leadership, communications, participating in related activities, etc.).	179	64% 22% 14%	63%	60%	Generate recommendations >
	Q19. Senior leadership at my agency/institution are genuinely committed to attracting, developing, and keeping a diverse work force.	180	62% 24% 14%	63%	59%	Generate recommendations >
	Q08. I have a clear understanding of what is expected of me.	181	86% 7% 7%	89%	76% ^	Generate recommendations >



Personalized Action Recommendations

Answer a few quick questions to help us understand your team and generate tailored recommendations.

How it works:

1. Answer 4 generated questions that are tailored to your opportunity area.
2. Our AI will analyze your responses and dashboard data.
3. Receive personalized recommendations with actionable and relevant steps.

[Get started >](#)

[Cancel](#)



Opportunity area selected: Q05. I feel as if I belong at my agency/institution.

In order to receive the most relevant recommendations, make sure to provide as much detail as possible.

Question 1 of 4

What challenges do you observe in fostering a sense of belonging within your team?

- ☒ Lack of recognition for individual contributions
- ☒ Limited opportunities for team collaboration
- ☐ Difficulty in addressing diverse perspectives and needs
- ☐ Unclear communication of organizational values and goals
- ☐ Other (please specify)

Enter additional information

0 / 500



Opportunity area selected: Q05. I feel as if I belong at my agency/institution.

In order to receive the most relevant recommendations, make sure to provide as much detail as possible.

Question 2 of 4

How do you currently support team members in feeling connected to the agency/institution?

- ☐ Organizing team-building activities
- ☒ Providing regular feedback and recognition
- ☐ Encouraging open communication and idea sharing
- ☐ Aligning individual roles with organizational goals
- ☐ Other (please specify)

Enter additional information

0 / 500



Opportunity area selected: Q05. I feel as if I belong at my agency/institution.

In order to receive the most relevant recommendations, make sure to provide as much detail as possible.

Question 3 of 4

What behaviors or habits within the team might be contributing to a lack of belonging?

- ☐ Limited interaction between team members
- ☐ Focus on individual tasks over team collaboration
- ☐ Resistance to change or new ideas
- ☒ Inconsistent application of organizational values
- ☐ Other (please specify)

Enter additional information

0 / 500



Opportunity area selected: Q05. I feel as if I belong at my agency/institution.

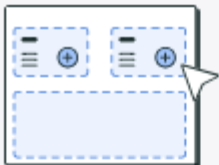
In order to receive the most relevant recommendations, make sure to provide as much detail as possible.

Question 4 of 4

Can you describe any specific practices, actions, or initiatives your team is currently using to address and improve this area of opportunity? Please provide as much detail as possible.

Enter additional information

0 / 500



Select recommendations to add to idea board or action plan

These recommendations have been generated by AI. Make sure to check your organization policies and procedures before taking action.

Launch a quarterly peer recognition program.

☐ Add

- Create a nomination process where employees recognize peers for contributions aligned with core values, using a simple online form.
- Announce winners during quarterly team meetings and provide a small award, such as a gift card or certificate.
- Review all nominations publicly to reinforce the importance of individual contributions and team values.

[Get more details >](#)

Facilitate cross-team collaboration opportunities.

☐ Add

- Organize monthly virtual or in-person brainstorming sessions where employees from different sub-teams collaborate on shared challenges.
- Rotate session facilitators to ensure diverse perspectives and engagement across the team.
- Track participation and outcomes to identify successful collaboration practices and refine future sessions.

[Get more details >](#)

Standardize team achievement acknowledgment practices.

☐ Add

- Develop a consistent framework for recognizing team achievements, such as a monthly email highlighting successes and contributions.
- Encourage managers to share specific examples of team wins during regular meetings to ensure visibility.
- Monitor feedback on acknowledgment practices quarterly to ensure they resonate with employees and foster belonging.

[Get more details >](#)

[Download as PDF](#)



Additional guidance content does not carry over to action planning or idea boards. To save this information, make sure to download it.

Additional guidance for "Facilitate cross-team collaboration opportunities."

Objective:

Strengthen team members' sense of belonging and recognition through collaboration and acknowledgment initiatives.

Step-by-Step Action Plan:

Organize Monthly Collaboration Sessions

1. Schedule monthly virtual or in-person brainstorming sessions.
2. Invite employees from different sub-teams to participate, ensuring diverse representation.
3. Rotate facilitators each month to encourage varied perspectives and engagement.
4. Provide a clear agenda focused on shared challenges or opportunities.
5. Track participation and document outcomes to identify successful practices for future sessions.

Implement Employee Recognition Program

1. Launch a quarterly nomination program where employees recognize coworkers for achievements aligned with core values.
2. Collect nominations with a brief description of the behavior.
3. Present winners with awards (e.g., \$25 gift card or certificate) during team meetings.
4. Read all nominations aloud to reinforce the importance of core values and celebrate contributions.



Identify Barriers to Collaboration

1. Facilitate a discussion with your team to identify obstacles hindering collaboration and inclusion.
2. Use focused listening questions such as:
 - What are the barriers to people putting forth their very best?
 - What would improve the motivation of your workgroup?
3. Develop a plan to address these barriers and share it with the team for feedback and refinement.

Track and Share Progress

1. Monitor participation and outcomes of collaboration sessions and recognition programs.
2. Share progress updates with the team during monthly meetings.
3. Highlight successful practices and recognize individuals who contribute to fostering inclusion and collaboration.

Tips for Effective Implementation

- Ensure collaboration sessions are structured with clear objectives and time limits.
- Use anonymous surveys to gather honest feedback on barriers and recognition programs.
- Rotate facilitators to maintain engagement and fresh perspectives.
- Celebrate small wins to keep momentum and motivation high.

Conclusion:

By fostering collaboration and implementing recognition initiatives, you can strengthen the sense of belonging and inclusion within your team. Regularly track progress and adapt strategies to ensure sustained engagement and success.

Leadership

When talking about Leadership, most of the comments have a very positive sentiment.

Responses: 30/47 | This team:  very positive



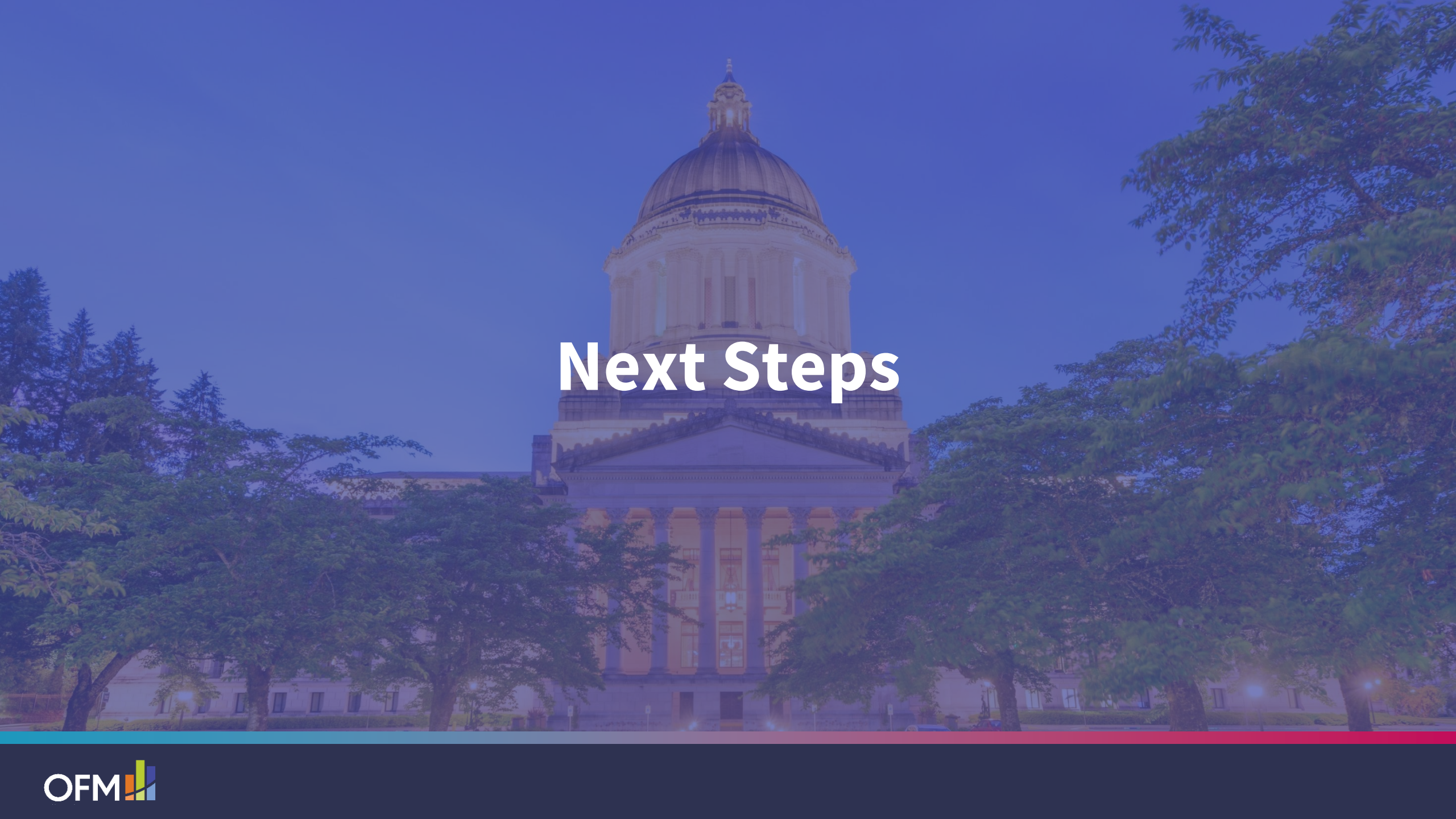
✦ Here's a summary of what people are saying

- Employees generally find their direct supervisors supportive and appreciative, with positive relationships noted. However, there is a notable dissatisfaction with upper management, characterized by a lack of communication, consideration of employee input, and respect, leading to a toxic workplace atmosphere.
- Communication issues are prevalent, with employees feeling excluded from decision-making processes that impact their work. This contributes to a sense of frustration and disconnection from leadership.
- There is a significant concern about pay disparities, particularly regarding King County premium pay and the inadequacy of compensation for remote work, which is seen as unfair.
- Opportunities for professional development are perceived as limited, with some feeling that the agency's mission and management practices are not aligned, affecting overall job satisfaction.
- Inclusivity and diversity in the workplace are seen as lacking, with calls for more active practices beyond mere concepts.

 [View all 30 comments](#)

Did you find this summary useful?





Next Steps

Next Steps

Enterprise & Agency Reporting:



Excel reports: Agencies will be receiving their specific reports, Thursday, 12/18/25.

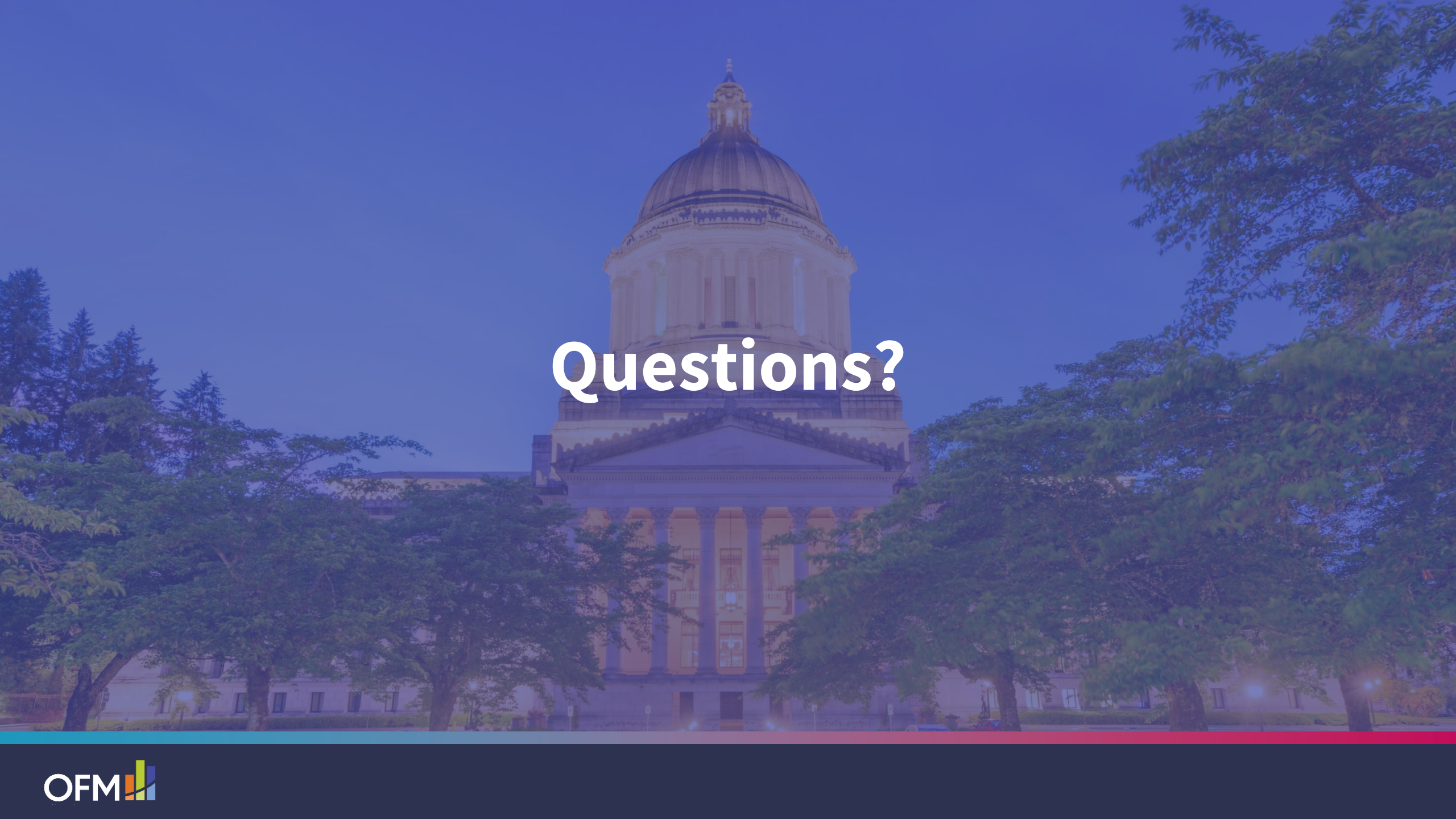


Qualtrics Dashboards: Agencies will receive access to specific reports, Thursday, 12/18/25.



Enterprise Dashboard: Agencies will receive access, Thursday, 12/18/25.

- Dashboard posted to public website, Thursday, 1/16/26
- Governor's email to accompany the results posting.



Questions?

For more information

Contact:

- Spencer Nagley| Workforce Research & Policy Analyst
- Mariely Norris| Workforce Research & Analytics Specialist

@StrategicHR@ofm.wa.gov

OFM/State HR/HR Analytics & Systems Section



Scan the QR code to visit ofm.wa.gov or find us on social media.



January 2025

FY 2025 HR Management Roll-up Report

Washington State Executive Branch Workforce

Office of Financial Management – State HR



Agenda

- **HR Management Roll Up Report Overview**
 - Purpose
 - Timeline
 - Process
 - Focus Areas & Reporting
 - Reporting Timeline
- **Executive Branch Workforce Landscape**
 - FY25 Executive Branch Workforce
 - Workforce Adaption to External Factors
 - Executive Branch Workforce Challenges
 - Executive Branch Workforce Opportunities
 - Workforce Management Maturity Assessment
 - Executive Branch Workforce Maturity
 - Governor's Workforce Priorities
 - Recommendations
 - Summary
- **Questions**

Overview

HR Management Report Purpose

Facilitating Awareness and Engagement

Providing senior leadership and partners with clear, agency informed insights into the workforce to foster collaboration on strategic initiatives and inform decision-making.

Strategic Alignment

Identifying HR activities that align workforce initiatives with broader organizational goals, Governor's workforce priorities and ensuring that HR efforts support business strategies.

Workplace Culture Insights

Evaluating key workforce focus areas to gauge workplace culture's health and identify improvement areas.

Highlighting HR's Impact

Showcasing HR contributions by demonstrating how workforce initiatives align with and drive overall business success.

2025 HRMR Project Timeline



- Project kickoff
- Report outline approval



- Survey questions review & development



- Survey questions approval (early June)
- Qualtrics setup & testing
- Agency communication



- HRMR Survey launch
- SME analysis resource planning



- Survey closes
- Qualtrics dashboards
- Survey findings analysis
- Report drafting



- Report draft internal review
- Comms review



- Report approval
- Roll-Up Report publication
- Lessons learned

MARCH

APRIL/MAY

JUNE/JULY

AUGUST

SEP/OCT

NOVEMBER

DECEMBER



HR Management Report Process

Scope

- **All executive branch agencies** were surveyed on core workforce topics for the fiscal year. Agencies responded to 54 multi-part questions covering a range of workforce management areas. For FY 2025 (July 1, 2024–June 30, 2025), **82 out of 84** executive branch agencies submitted responses.
- A team of 21 **subject matter experts from the OFM State HR** developed the questionnaire, reviewed agency submissions, and conducted the topical roll-up analysis.
- **Generative AI tools**, including MS Copilot, ChatGPT, and Qualtrics Stats iQ were used to support data synthesis, thematic coding, and pattern identification. These tools were applied to enhance efficiency and clarity while preserving the integrity of agency-provided data. All outputs generated through these tools underwent quality assurance and control.

Analytical Framework

- **Assessment Factors:**
 - **Drivers:** Factors or conditions that actively promote, accelerate, or enable progress toward a goal.
 - **Constraints:** Factors or conditions that limit, slow, or obstruct progress toward a goal.
 - **Opportunities:** Situations or actions that can be leveraged to improve outcomes or achieve goals more effectively.
- **Agency Size Categories**
 - Small agency (53): 1–199 employees.
 - Medium agency (16): 200–699 employees.
 - Large agency (15): 700 or more employees
- **Core Function Categories**
 - Education (8)
 - Governmental Operations (39)
 - Human Services (14)
 - Natural Resources and Recreation (12)
 - Transportation (9)

Focus Areas

- **Hybrid Workforce and Government Efficiency**
How effectively hybrid work models support our adaptability to change.
- **Workforce Diversity, Equity, Inclusion, Belonging and Access (DEIBA)**
How operational improvements are aligned with and enhancing our DEIBA commitments.
- **Recruitment and Hiring Efficiency**
How agile we are in responding to emerging hiring strategies and evolving challenges aimed at attracting a diverse and skilled workforce.
- **Retention Strategies and Workforce Stability**
How workforce stability strengthens service delivery and elevates quality of service.
- **Succession Planning for Sustainable Leadership**
How succession planning strategy influences performance and ensures service continuity.
- **Employee Engagement and Its Role in Government Performance**
Initiatives we have implemented to improve the workforce experience and strengthen change management.
- **Labor Relations Collaboration and Support**
Understanding agency's labor relations activities and where additional support or resources should be prioritized.
- **Legislative and Policy Impacts on Workforce Efficiency**
Proactive measures taken to remain compliant and ahead of evolving legislation.

Focus Area Reporting

Summary

Hybrid Workforce and Government Efficiency

Topic Summary

Summary of Agency Feedback	Government Efficiency, Customer Service, and Workforce Experience Insights
Hybrid work is now common across agencies and is delivering clear benefits — better work-life balance, higher job satisfaction, more focus, and less absenteeism. Agencies say it helps with recruiting and retaining employees, but most are using it reactively rather than as a strategic tool for long-term planning, performance, or workforce management. Employers also see challenges. Some report reduced team connection, uneven access to hybrid work, and feelings of isolation for some staff. Even though the 2024 Employee Engagement Survey shows employee high satisfaction with telework, agencies say it can be harder to maintain collaboration and team cohesion. Another major issue is that data about hybrid work is often fragmented and not used consistently, making it hard for agencies to plan or evaluate its full impact. Hybrid work has helped agencies stay adaptable during disruptions, but it is not yet consistently built into formal business continuity plans. To make hybrid work more effective over the long term, agencies need better data, stronger engagement practices, and more intentional use of hybrid work to support efficiency, service quality, and workforce experience.	Government Efficiency Insights • Operational Benefits: Hybrid work improves focus, reduces absenteeism, and increases employee satisfaction — supporting overall productivity. • Continuity Readiness: Agencies see hybrid work as valuable for continuity during disruptions, but few have formally integrated it into continuity planning. • Strategic Data Use: Hybrid work data is mostly used for recruiting and retention — not for forecasting, scheduling, or performance management. • Data Analytics Capacity: Limited analytics capacity, inconsistent data management, and siloed data make it harder to make informed decisions about hybrid workforce planning. • Efficiency Opportunity: With shared metrics, stronger analytics, and updated performance goals, hybrid work could become a key tool for improving efficiency. Customer Service and Workforce Experience Insights • Employee Experience Supports Service Delivery: Better work-life balance and job satisfaction contribute to more stable, engaged, and reliable service delivery. • Team Connection Matters: Reduced communication and collaboration can affect coordinated service delivery and internal teamwork. • Equity and Accessibility: Not all employees have the same access to hybrid options or technology, which may affect consistency in service quality. • Tools Enable, But Need Management: Virtual tools improve coordination, but success depends on intentional leadership and communication. • Engagement Drivers Service Quality: Customer service improves when hybrid engagement is supported through clear communication, inclusion, and employee recognition.

Analysis Layout

Each focus area includes an analysis of Executive Branch agency feedback across the following dimensions:

- Drivers
- Constraints
- Opportunities
- Emerging Themes
- Recommendations



Executive Branch Workforce Landscape



FY 2025 Executive Branch Workforce

Executive Branch Workforce	FY 2025
Headcount	76,451
Represented	59,533
Median Age	45 yrs
Female	47.8%
X/Non-Binary	0.6%
LGBTQ+	4.9%
Persons of Color	24.0%
Persons with Disabilities	5.6%
All Veterans	5.4%
Vietnam Era Veterans	0.2%
Disabled Veterans	0.8%
Military Spouse	1.2%
Permanent Employees	92.4%
Median Length of Service	6 yrs
Full-time	96.5%
Turnover Rate (Average)	9.3%
Median Annual Base Salary	\$86,244

Workforce Adaption to External Factors

Agencies must keep adjusting to change to meet their business needs. Over the past 25 years, budget ups and downs, new laws, technology changes, evolving workforce practices, shifting missions, and changes in the workforce have all influenced how the state manages its employees. These changes have required the state to adapt to continue delivering essential services to Washington residents. The examples below show some of the major external factors that have shaped where we are today:

Period / Year	Event	Impact Type	Workforce Impact
2001–2002	Mild recession	Economic downturn	Washington froze hiring; reduced revenue led to cuts in education, infrastructure, and administrative jobs.
2007–2009	Great Recession	Global financial crisis	Widespread state layoffs and hiring freezes, furloughs, pay raise freezes.
2009–2010	American Recovery and Reinvestment Act (ARRA)	Federal stimulus	Temporarily funded jobs in infrastructure, health, education, and unemployment programs; helped state and local governments avoid deeper cuts.
2013	Federal sequestration / “fiscal cliff”	Budget constraint	Automatic federal spending cuts impacted defense, science, and some agency staff; trickle-down effects on states with federally funded programs.
2020–2022	COVID-19 pandemic	Global health crisis	Public health systems overwhelmed; remote work exploded; surge in unemployment services, IT, contact tracers; long-term shift to hybrid work.
2020–2021	Federal and state hiring freezes	Emergency budget response	Washington froze most hiring under Directive 20-05.
2021–2022	“Great Resignation”	Labor market shift	Millions voluntarily left jobs due to burnout, caregiving, and remote work preferences; hardest-hit sectors: health care, education, hospitality, government.
2022–2023	Post-COVID inflation and tight labor market	Economic stressor	Hiring challenges in public service especially IT, corrections, health care.
2024–2025	State and local budget tightening	Fiscal contraction	Forecasted budget deficits lead to renewed hiring freezes, spending curbs, and prioritization of mission-critical roles.

Executive Branch Workforce Challenges

Data & Analytics	Workforce Sustainability	Leadership Practices	Capacity & Equity Gaps
Inconsistent Data Use Data use is expanding in various HR areas but lack of consistent enterprise practices. Limited Analytics Capabilities Limited analytics capacity, inconsistent data management, and siloed data make it harder to make informed decisions and need further investment.	Compensation Pressures Budgetary constraints added constraints to pay flexibility for offering compensation incentives. Advancement Barriers Lack of promotional opportunities or clear career pathways continues to drive employee departures.	Varied Leadership Commitment Across Enterprise Inconsistent leadership visibility, cultural alignment, and communication practices undermine workforce stability, engagement, and performance.	Scale Disadvantage Impacts Smaller Agencies Capacity and equity gaps among small and medium-size agencies. Small agencies point out capacity constraints and “scale disadvantage” on resources and staffing.

Executive Branch Workforce Opportunities

Operation Optimization	Workforce Inclusion & Belonging	Modernize Recruitment & Retention
Data-Informed Collaboration Share information and work together across agencies to make smarter decisions, avoid duplicate work, and keep the workforce steady and efficient.	Equity-Centered Practices Embed equity in workforce strategies to improve culture, build trust, broaden talent pools, and strengthen relationships with constituents.	Competency-Based Hiring Hire people based on the skills needed to fill roles faster with a strong fit to better serve the public.
Establish Tiered Implementation Models One size does not fit all. Capacity and equity gaps among small and medium agencies need different levels of support.	Structured Engagement Models Engage employees intentionally to boost morale, build trust, and make service to the public more responsive.	Retention and Workforce Reliability Invest in retention strategies to ensure stable service delivery, reduce onboarding costs, and sustain a reliable, experienced workforce.
Flexible Workforce Models & Analytics Enhancement Expand flexible workforce models and enhance analytics capabilities to improve performance, inclusion, operational resilience, and strategic workforce planning.		Leadership Pipeline Development Build programs to grow future leaders, so key positions are ready when needed and the organization can keep running smoothly.



Workforce Management Maturity Assessment

Topic Area	Emerging	Developing	Established	Optimized
Hybrid Work	Hybrid work is adopted reactively with minimal structure or tracking. Limited tools or guidance for staff.	Hybrid policies and tools in place but inconsistently applied; some performance and engagement measures tracked.	Hybrid model integrated into workforce strategy, measurable benefits in productivity and adaptability.	Fully embedded in organizational culture; data-driven optimization of hybrid models supports agility, inclusion, and resilience.
Workforce DEIBA	Basic awareness and policy statements in place; limited data collection or accountability.	DEIBA initiatives active but siloed, limited connection to performance or policy outcomes.	DEIBA goals are embedded in workforce plans, supported by data and inclusive practices.	DEIBA is fully integrated across systems and culture, continuous improvement through transparency, metrics, and employee voice.
Recruitment and Hiring Efficiency	Hiring processes are manual, lengthy, and inconsistent, limited outreach or DEI focus.	Some digital tools and streamlined processes; moderate responsiveness to hiring needs.	Data-informed recruitment, leveraging workforce analytics and diverse pipelines.	Predictive analytics and agile hiring models support rapid, inclusive, and skill-aligned hiring.
Retention and Workforce Stability	High turnover with no systematic analysis; retention addressed case by case.	Data collection on turnover and retention trends underway; basic strategies in use.	Retention strategies tailored to workforce segments; integrated with engagement and development efforts.	Predictive retention modeling and adaptive policies sustain workforce stability and service continuity.
Succession Planning	No formal succession planning; reliance on ad hoc replacements.	Emergency or role-specific planning in place; limited leadership pipeline development.	Agency-wide succession framework implemented; leadership development embedded.	Continuous succession planning is integrated with workforce analytics, learning, and strategic forecasting.
Employee Engagement and Government Performance	Engagement measured inconsistently, limited connection to organizational outcomes.	Regular surveys and pulse checks; improvement actions identified but unevenly executed.	Engagement initiatives linked to performance, innovation, and retention outcomes.	Engagement embedded in continuous improvement, culture of collaboration and feedback drives performance excellence.
Labor Relations Collaboration and Support	Reactive engagement with labor partners; minimal consultation or shared problem-solving.	Regular engagement but limited consistency or documentation; guidance occasionally sought.	Proactive collaboration with unions; established protocols for communication and issue resolution.	Strategic labor-management partnerships drive innovation, trust, and shared workforce priorities.
Legislative and Policy Impacts on Workforce Efficiency	Reactive compliance with limited monitoring; policy impacts understood after implementation.	Compliance processes structured, early awareness of major legislative changes.	Proactive policy review and alignment; participation in legislative feedback loops.	Anticipatory governance model: predictive assessment of workforce and policy impacts enhances agility and efficiency.

Executive Branch Workforce Maturity

FY 2025 Workforce Maturity Snapshot



Washington’s Workforce Landscape

- Established areas:
Employee Engagement, Retention, Labor Collaboration
- Areas requires more enterprise investment:
Hybrid Work, DEIBA, Recruitment & Hiring, Succession Planning, Legislative & Policy Integration

Continued focus on *cross-agency analytics* and *leadership pipelines* will accelerate progress toward an optimized, equitable workforce model.

Governor's Workforce Priorities

Washington's executive branch workforce maturity aligns closely with the governor's enterprise priorities of Government Efficiency and Customer Service and Workforce Experience.

Government Efficiency

Core Enablers	Maturity Level	Strategic Impact
<i>DEIBA</i>	Developing	Equity-centered practices strengthen workplace culture and constituent trust.
<i>Employee Engagement</i>	Established	Structured engagement drives morale, trust, and service responsiveness.
<i>Hybrid Work</i>	Developing → Established	Flexible models sustain continuity; improved analytics can optimize performance and inclusion.
<i>Retention and Stability</i>	Established	Strong retention supports consistent service delivery and workforce reliability.

Customer Service & Workforce Experience

Core Enablers	Maturity Level	Strategic Impact
<i>Labor Relations</i>	Established	Data-informed collaboration and structured engagement improve efficiency and workforce stability.
<i>Legislative and Policy Integration</i>	Developing → Established	Shared frameworks enhance policy consistency and anticipatory governance.
<i>Succession Planning</i>	Developing	Building leadership pipelines supports long-term continuity and readiness.
<i>Recruitment and Hiring</i>	Developing	Competency-based hiring improves role alignment and response time to workforce needs.

Recommendations

Invest in Shared Infrastructure

- Develop and/or enhance enterprise toolkits and training
- Leverage agency successes to support the enterprise and reduce redundant efforts
- Standardized workforce data and metrics for the enterprise
- Have tiered resources and scale tools to need

Enhance Resilience

- Embed succession, hybrid, and retention strategies into continuity planning
- Scale mentorship, onboarding, and internal mobility programs

Taking Steps for Leadership Accountability

- Include DEIBA, engagement, and retention in executive performance measures



In Summary

To strengthen government performance through workforce practices:

- **Scale** what works
- **Simplify** what's complex
- **Share** what's valuable
- **Invest** in enterprise tools and resources
- **Align** workforce strategies to mission, policy, and service delivery



Questions?

For more information

Contact:

OFM – State Human Resources
Strategichr@ofm.wa.gov



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February 2025

FY 2025 HR Management Roll-up Report

Washington State Executive Branch Workforce &
OFM Findings

State Human Resources



Agenda

- **Report Overview**
 - Purpose
 - Reporting focus areas
- **2025 Workforce Landscape**
 - Drivers, challenges and opportunities
 - Workforce Management Maturity Assessment
 - Governor's workforce priorities
 - Recommendations summary
- **OFM Challenges and Opportunities: Growth & Development**



Report Overview

HR Management Report Purpose

Facilitating Awareness and Engagement

Providing senior leadership and partners with clear, agency informed insights into the workforce to foster collaboration on strategic initiatives and inform decision-making.

Strategic Alignment

Identifying HR activities that align workforce initiatives with broader organizational goals, Governor's workforce priorities and ensuring that HR efforts support business strategies.

Workplace Culture Insights

Evaluating key workforce focus areas to gauge workplace culture's health and identify improvement areas.

Highlighting HR's Impact

Showcasing HR contributions by demonstrating how workforce initiatives align with and drive overall business success.

2025 Focus Areas & Reporting Format

- **Hybrid Workforce** and Government Efficiency
- **Workforce Diversity, Equity, Inclusion, Belonging and Access**
- **Recruitment and Hiring** Efficiency
- **Retention Strategies** and Workforce Stability
- **Succession Planning** for Sustainable Leadership
- **Employee Engagement** and Its Role in Government Performance
- **Labor Relations** Collaboration and Support
- **Legislative and Policy Impacts** on Workforce Efficiency



Summary

Hybrid Work	DEIBA	Recruitment	Retention	Succession	Engagement	Labor Relations	Legislation	Landscape
Hybrid Workforce and Government Efficiency								
Topic Summary								
Summary of Agency Feedback			Government Efficiency, Customer Service, and Workforce Experience Insights					
Hybrid work is now common across agencies and is delivering clear benefits — better work-life balance, higher job satisfaction, more focus, and less absenteeism. Agencies say it helps with recruiting and retaining employees, but most are using it reactively rather than as a strategic tool for long-term planning, performance, or workforce management. Employers also see challenges. Some report reduced team connection, uneven access to hybrid work, and feelings of isolation for some staff. Even though the 2024 Employee Engagement Survey shows employee high satisfaction with telework, agencies say it can be harder to maintain collaboration and team cohesion. Another major issue is that data about hybrid work is often fragmented and not used consistently, making it hard for agencies to plan or evaluate its full impact. Hybrid work has helped agencies stay adaptable during disruptions, but it is not yet consistently built into formal business continuity plans. To make hybrid work more effective over the long term, agencies need better data, stronger engagement practices, and more intentional use of hybrid work to support efficiency, service quality, and workforce experience.			Government Efficiency Insights • Operational Benefits: Hybrid work improves focus, reduces absenteeism, and increases employee satisfaction — supporting overall productivity. • Continuity Readiness: Agencies see hybrid work as valuable for continuity during disruptions, but few have formally integrated it into continuity planning. • Strategic Data Use: Hybrid work data is mostly used for recruiting and retention — not for forecasting, scheduling, or performance management. • Data Analytics Capacity: Limited analytics capacity, inconsistent data management, and siloed data make it harder to make informed decisions about hybrid workforce planning. • Efficiency Opportunity: With shared metrics, stronger analytics, and updated performance goals, hybrid work could become a key tool for improving efficiency. Customer Service and Workforce Experience Insights • Employee Experience Supports Service Delivery: Better work-life balance and job satisfaction contribute to more stable, engaged, and reliable service delivery. • Team Connection Matters: Reduced communication and collaboration can affect coordinated service delivery and internal teamwork. • Equity and Accessibility: Not all employees have the same access to hybrid options or technology, which may affect consistency in service quality. • Tools Enable, But Need Management: Virtual tools improve coordination, but success depends on intentional leadership and communication. • Engagement Drives Service Quality: Customer service improves when hybrid engagement is supported through clear communication, inclusion, and employee recognition.					

Analysis Layout

- Drivers
- Constraints
- Opportunities
- Emerging Themes
- Recommendations



2025 Executive Branch Workforce Landscape

Workforce Drivers

Flexibility as Stability	Equity & Innovation under Recruitment Constraints	Engagement & Culture Prioritization	Data Analytics as a Gateway Capability	Fiscal Impacts lead to Strategic Prioritizations	Consistency & Standardization as Key for Enterprise Success
Continuity & Resilience Hybrid flexibility reported as a driver of continuity, adaptability, and disruption readiness.	Equitable Hiring Practice Statewide policy changes driving more equitable hiring practice.	Equitable Access & Cultural Cohesion Are gaining focus to prevent disengagement, sustain morale and mitigate turnover.	Demand for Data Metrics & Analytics Strong consensus on data analytics enable strategic workforce planning and equity tracking.	Secure Critical Roles & Reduce Retention Risks Budget constraints pivot HR focus towards recruiting and retaining mission- critical roles.	Legislative & Policy Implementation Consistent governance, implementation, and evaluation to translate policy and legislation into measurable outcomes.
Hybrid Models & Engagement Trust-based management and integrated hybrid models positively correlate with employee engagement scores.	Streamlined Process & Continuous Improvement Recruitment team shifted focus on improving recruiting process and candidate experience during hiring freeze .	Shared Practices, Tools & Executive Visibility Continue to improve how management lead employee engagement.	Standardized & Consistent Data Practices Can enhance enterprise workforce and planning but gaps exist in analytical maturity and practice.	Knowledge & Service Continuity Succession planning is critical to service continuity and stability during layoff and hiring freeze.	Scalable Support Models Differentiated, scalable support models are required to address agency size and capacity disparities.

Workforce Challenges

Data & Analytics	Workforce Sustainability	Leadership Practices	Capacity & Equity Gaps
Inconsistent Data Use Data use is expanding in various HR areas but lack of consistent enterprise practices.	Compensation Pressures Budgetary constraints added constraints to pay flexibility for offering compensation incentives.	Varied Leadership Commitment Across Enterprise Inconsistent leadership visibility, cultural alignment, and communication practices undermine workforce stability, engagement, and performance.	Scale Disadvantage Impacts Smaller Agencies Capacity and equity gaps among small and medium-size agencies. Small agencies point out capacity constraints and “scale disadvantage” on resources and staffing.
Limited Analytics Capabilities Limited analytics capacity, inconsistent data management, and siloed data make it harder to make informed decisions and need further investment.	Advancement Barriers Lack of promotional opportunities or clear career pathways continues to drive employee departures.		

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Customer Service & Workforce Experience

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In Summary



To strengthen government performance through workforce practices:

- **Scale** what works
- **Simplify** what's complex
- **Share** what's valuable
- **Invest** in enterprise tools and resources
- **Align** workforce strategies to mission, policy, and service delivery



2025 OFM Challenges & Opportunities

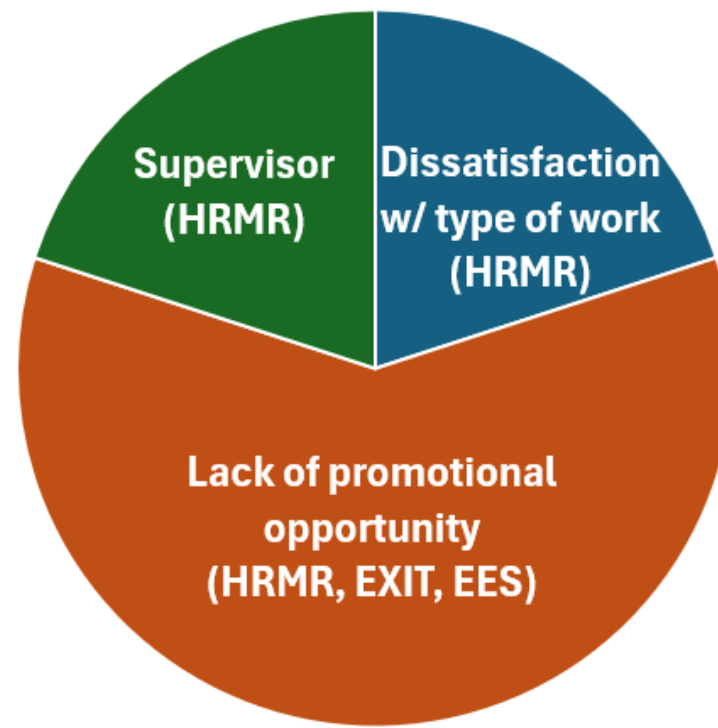
OFM Challenges: Growth & Development

FY 2025	Enterprise	OFM
Turnover Rate	9.3%	7.9%
Turnover Reasons		
Resignations	54.8%	58.2%
Retirement	22.6%	22.6%
Employee Age Distribution		
Under 30	11.4%	1.9%
30 - 44	38.30%	40.50%
45 - 65+	50.30%	57.80%
55+	25.50%	29.50%

Data source: HR Management System (HRMS)

Why employees left OFM?

OFM's Succession Planning or Knowledge Transfer Methodology?



"No consistent methodologies in place"
(HRMR)

OFM Outcomes: Growth & Development

Outcomes of Challenges for the Agency (HRMR)

Turnover Impacts

- Unable to meet **expectations**
- Loss of institutional **knowledge**
- Interrupt **service**
- Increase **workload**
- Delayed **deadlines**

Leadership Transition Challenges

- **Resist to change** from current leadership
- Lack of qualified **internal candidates**
- Insufficient leadership **training program**
- **Budget** constraints for leadership development

OFM Needs: Growth & Development

EMPLOYEES



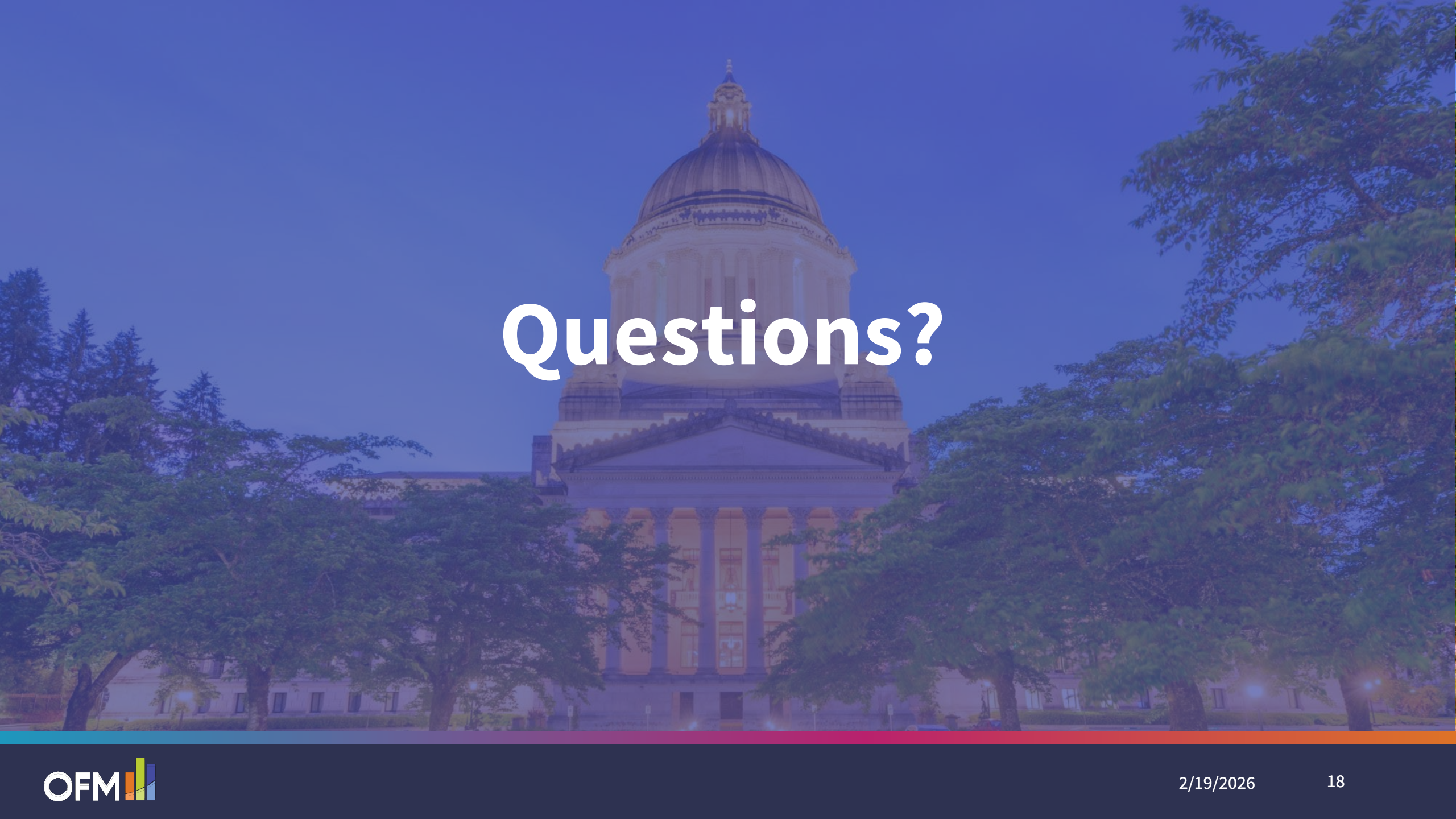
ORGANIZATION



OFM Opportunities: Growth & Development

- What are the programs or practices OFM uses to address top retention challenges? (HRMR)
 - Work-life balance support
 - Flexible work arrangements
 - **Career development opportunities**
- Where can you find additional information about growth & development opportunities?
 - OFM Performance Management





Questions?

For more information

Contact:

OFM – State Human Resources
StrategicHR@ofm.wa.gov



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March 2025

FY 2025 HR Management Roll-up Report

Business Resource Group Findings

State Human Resources

Agenda

- **Report Overview**
 - Purpose
 - Reporting focus areas
- **Supporting BRG Participation:
Agency Practices & Needs**

Report Overview

FY 2025 HR Management Report available on OFM website:

<https://ofm.wa.gov/data-research/state-employee-workforce/hr-management-report/>

HR Management Report Purpose

Facilitating Awareness and Engagement

Providing senior leadership and partners with clear, agency informed insights into the workforce to foster collaboration on strategic initiatives and inform decision-making.

Strategic Alignment

Identifying HR activities that align workforce initiatives with broader organizational goals, Governor's workforce priorities and ensuring that HR efforts support business strategies.

Workplace Culture Insights

Evaluating key workforce focus areas to gauge workplace culture's health and identify improvement areas.

Highlighting HR's Impact

Showcasing HR contributions by demonstrating how workforce initiatives align with and drive overall business success.

2025 Focus Areas & Reporting Format

- **Hybrid Workforce** and Government Efficiency
- **Workforce Diversity, Equity, Inclusion, Belonging and Access**
- **Recruitment and Hiring** Efficiency
- **Retention Strategies** and Workforce Stability
- **Succession Planning** for Sustainable Leadership
- **Employee Engagement** and Its Role in Government Performance
- **Labor Relations** Collaboration and Support
- **Legislative and Policy Impacts** on Workforce Efficiency



Summary

Hybrid Work	DEIBA	Recruitment	Retention	Succession	Engagement	Labor Relations	Legislation	Landscape
Hybrid Workforce and Government Efficiency								
Topic Summary								
Summary of Agency Feedback			Government Efficiency, Customer Service, and Workforce Experience Insights					
Hybrid work is now common across agencies and is delivering clear benefits — better work-life balance, higher job satisfaction, more focus, and less absenteeism. Agencies say it helps with recruiting and retaining employees, but most are using it reactively rather than as a strategic tool for long-term planning, performance, or workforce management. Employers also see challenges. Some report reduced team connection, uneven access to hybrid work, and feelings of isolation for some staff. Even though the 2024 Employee Engagement Survey shows employee high satisfaction with telework, agencies say it can be harder to maintain collaboration and team cohesion. Another major issue is that data about hybrid work is often fragmented and not used consistently, making it hard for agencies to plan or evaluate its full impact. Hybrid work has helped agencies stay adaptable during disruptions, but it is not yet consistently built into formal business continuity plans. To make hybrid work more effective over the long term, agencies need better data, stronger engagement practices, and more intentional use of hybrid work to support efficiency, service quality, and workforce experience.			Government Efficiency Insights • Operational Benefits: Hybrid work improves focus, reduces absenteeism, and increases employee satisfaction — supporting overall productivity. • Continuity Readiness: Agencies see hybrid work as valuable for continuity during disruptions, but few have formally integrated it into continuity planning. • Strategic Data Use: Hybrid work data is mostly used for recruiting and retention — not for forecasting, scheduling, or performance management. • Data Analytics Capacity: Limited analytics capacity, inconsistent data management, and siloed data make it harder to make informed decisions about hybrid workforce planning. • Efficiency Opportunity: With shared metrics, stronger analytics, and updated performance goals, hybrid work could become a key tool for improving efficiency. Customer Service and Workforce Experience Insights • Employee Experience Supports Service Delivery: Better work-life balance and job satisfaction contribute to more stable, engaged, and reliable service delivery. • Team Connection Matters: Reduced communication and collaboration can affect coordinated service delivery and internal teamwork. • Equity and Accessibility: Not all employees have the same access to hybrid options or technology, which may affect consistency in service quality. • Tools Enable, But Need Management: Virtual tools improve coordination, but success depends on intentional leadership and communication. • Engagement Drives Service Quality: Customer service improves when hybrid engagement is supported through clear communication, inclusion, and employee recognition.					

Analysis Layout

- Drivers
- Opportunities
- Recommendations
- Constraints
- Emerging Themes

HR Management Report – A Brief History

2006 - 2016

Workforce Management Logic Model

Logic model

Washington's [Accountability for Workforce Management's Logic Model](#) is a tool used for the HR Management report. The logic model outlines the desired initial, intermediate and ultimate outcomes associated with 5 primary responsibilities for managers:



2017 - 2020

Workforce Strategies & Statewide Priorities

Statewide HR Management Strategy Roll-up Report

This report analyzes and provides summary information on key workforce performance measure data, enterprise workforce measures, and agency and enterprise strategies. We've included the following topics:

- Key workforce issues and strategies
- Employee performance management
- Employee engagement survey
- Exit survey
- Modern work environment
- Telework and COVID-19 response
- Inclusive and respectful work environments
- Workforce diversity and inclusion:
 - Affirmative action employment plans
 - Disability employment plans
 - Veterans employment plans
 - LGBTQ+ inclusion and safe places policies

2021 - 2023

Employee Life Cycle

The employee life cycle

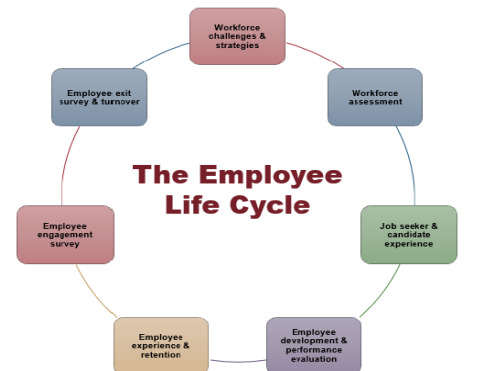
We've restructured the report this year to follow the employee life cycle. The employee life cycle covers the entire relationship between an employee and the employer.

We begin by assessing key workforce challenges and strategies.

Next, we complete a workforce assessment to prepare for future staffing needs.

After the workforce assessment, we analyze the job seeker and candidate experience; employee development and performance evaluation; employee experience and retention; employee engagement; and, finally, employee turnover.

By taking the time to evaluate the employee life cycle and understand our current metrics, we can make data-driven decisions and meaningful change to create a workplace that's more enjoyable, engaging and productive.



2024 - 2025

Enterprise Strategic Alignment

Report purpose, process, and focus areas

Purpose of the FY 2025 HR Management Roll-up Report

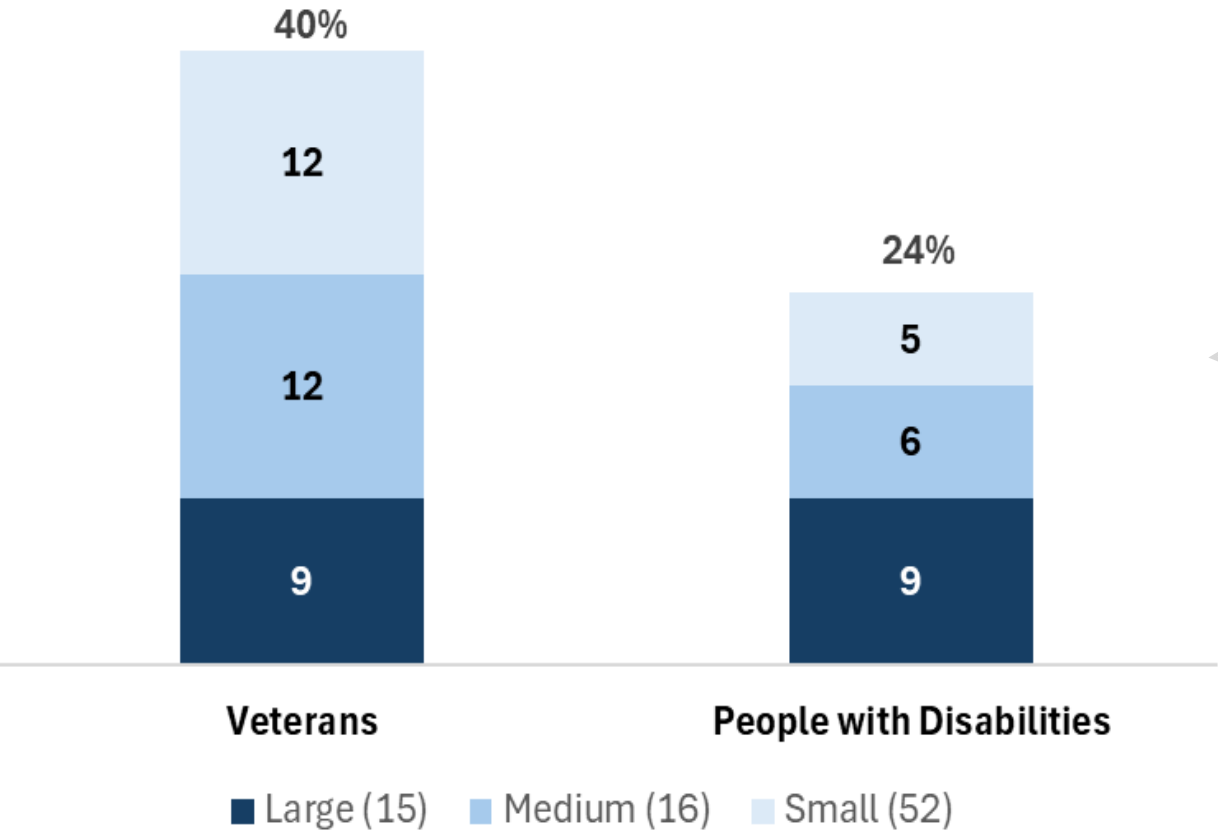
The FY 2025 HR Management Report analyzes key executive branch workforce focus areas, highlighting key trends and developments from the past fiscal year (FY). The main objectives of the report include:





Supporting BRG Participation: Agency Practices & Needs

Outreach with BRGs for Recruitment Efforts (2024)



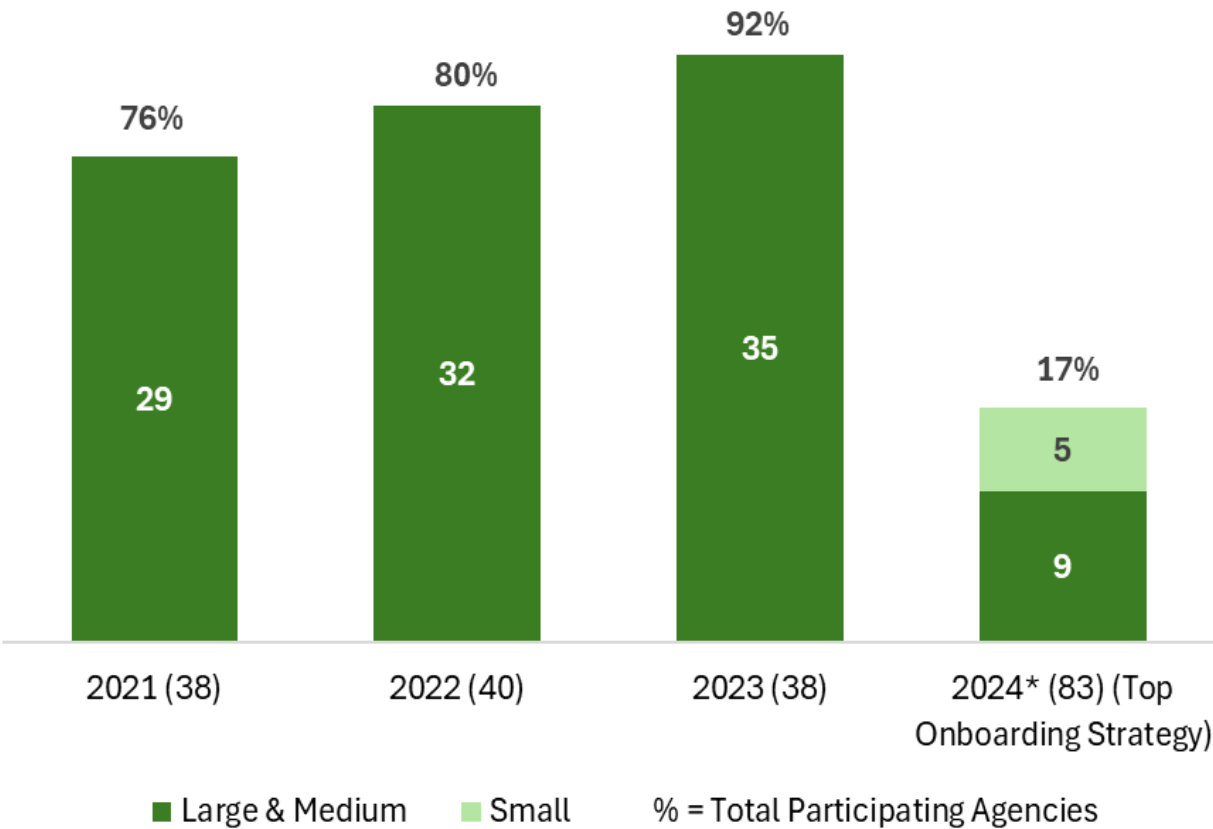
2024 HRMR:

- What were your FY2024 top 3 strategies to attract and recruit **veterans, National Guard and Reserve members, and military spouse**?
- What were your FY2024 top 3 strategies to attract and recruit **people with disabilities**?

BRGs as an Enterprise Resource

Onboarding

BRGs as Employee Onboarding Resources



2021 - 2023 HRMR:

- Select from the list below each strategy your agency incorporates into the onboarding process:
 - ✓ Inform new hires about both BRGs and internal ERGs

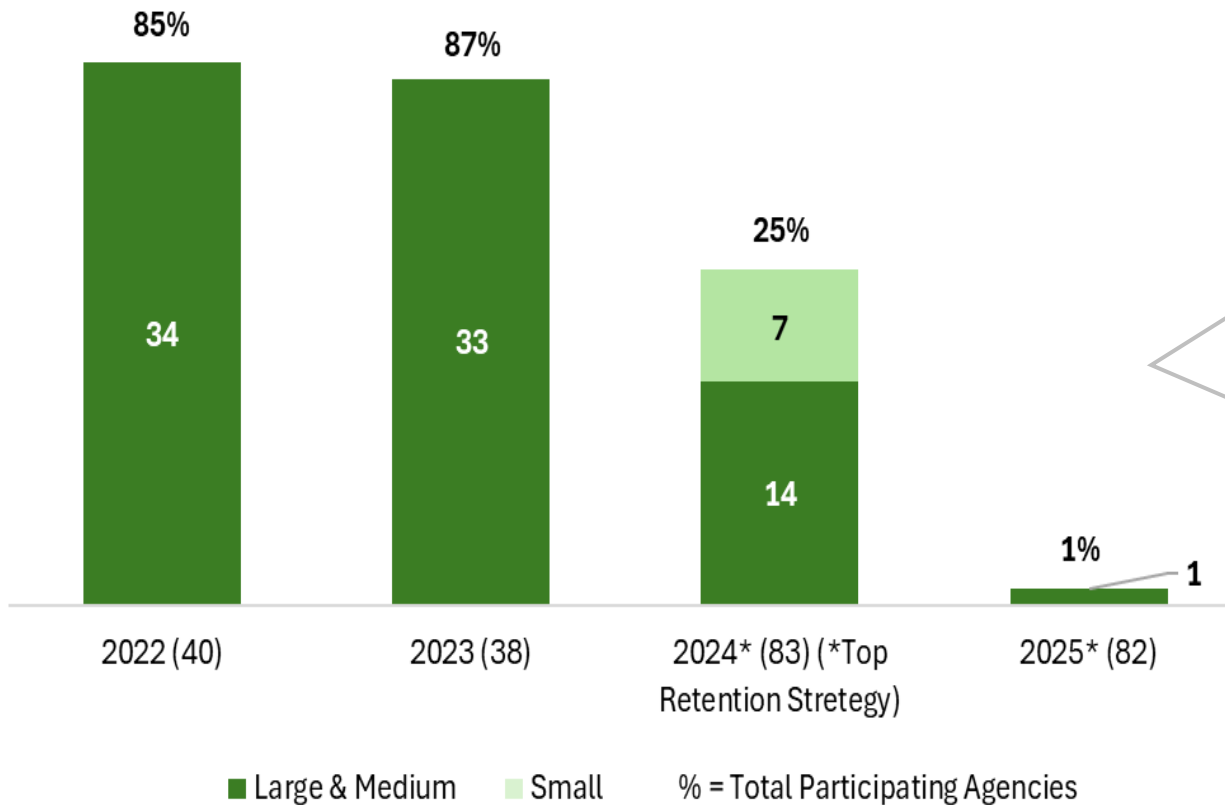
2024 HRMR:

- What were your agency's **top 3** FY2024 onboarding strategies that resulted in positive outcomes?
 - ✓ Inform about Resources - BRGs & ERGs

BRGs as an Enterprise Resource

Retention & Development

BRGs as Retention & Development Resources



2022 - 2023 HRMR:

- Which of the following programs does your agency currently use to encourage employee **retention and development**?
 - ✓ Business Resource Groups

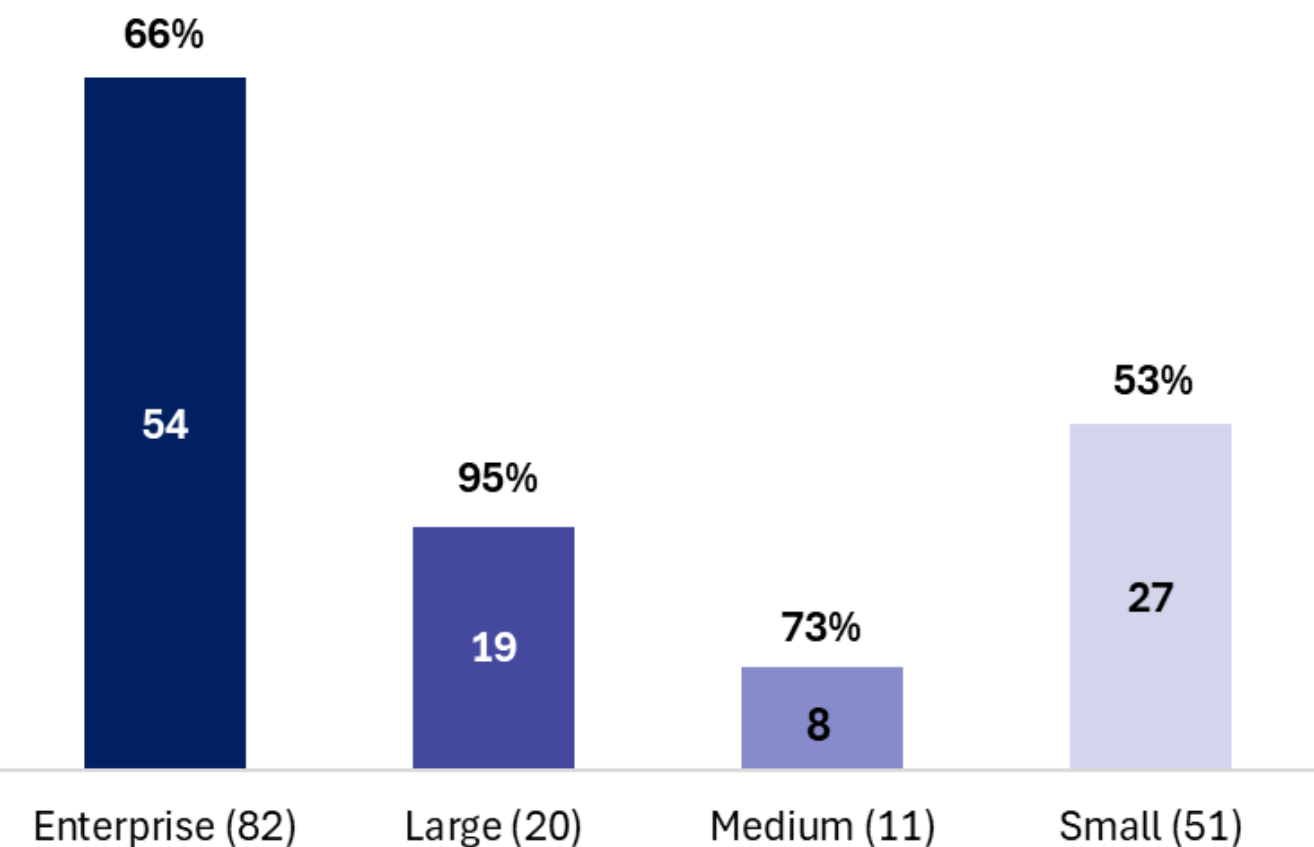
2024 - 2025 HRMR:

- Which of the following programs or practices did your agency use to address **top retention challenges**?
 - ✓ Business Resource Groups

BRGs as an Enterprise Resource

DEIBA

BRGs as the DEIBA Tool (2025)



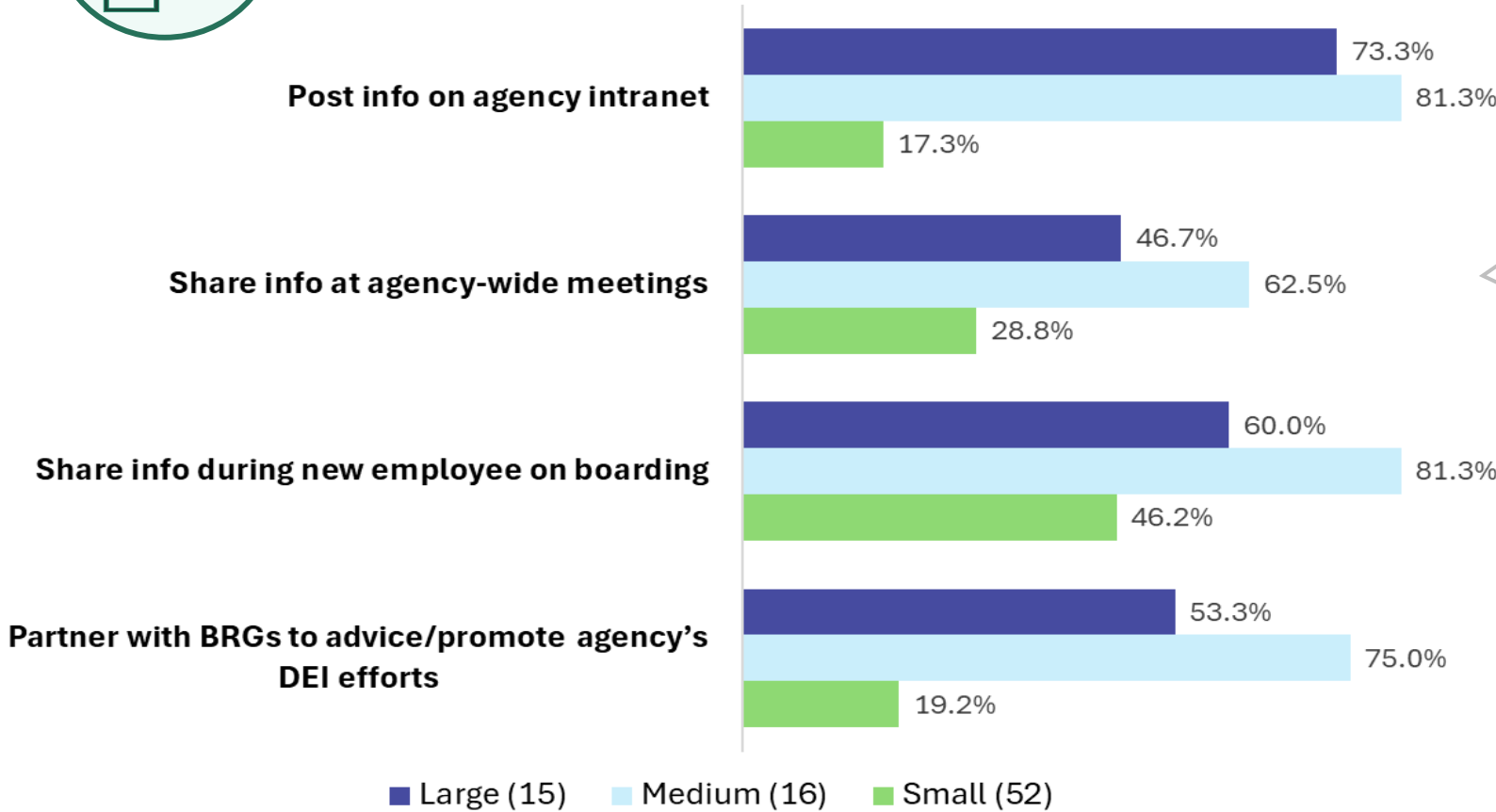
2025 HRMR:

- Which types of **Diversity, Equity, Inclusion, Belonging and Access (DEIBA) tools** did your agency use?
 - ✓ Business Resource Groups support and attendance

Supporting BRG Participation: Agency Practices (2024)



Top Agency Practices



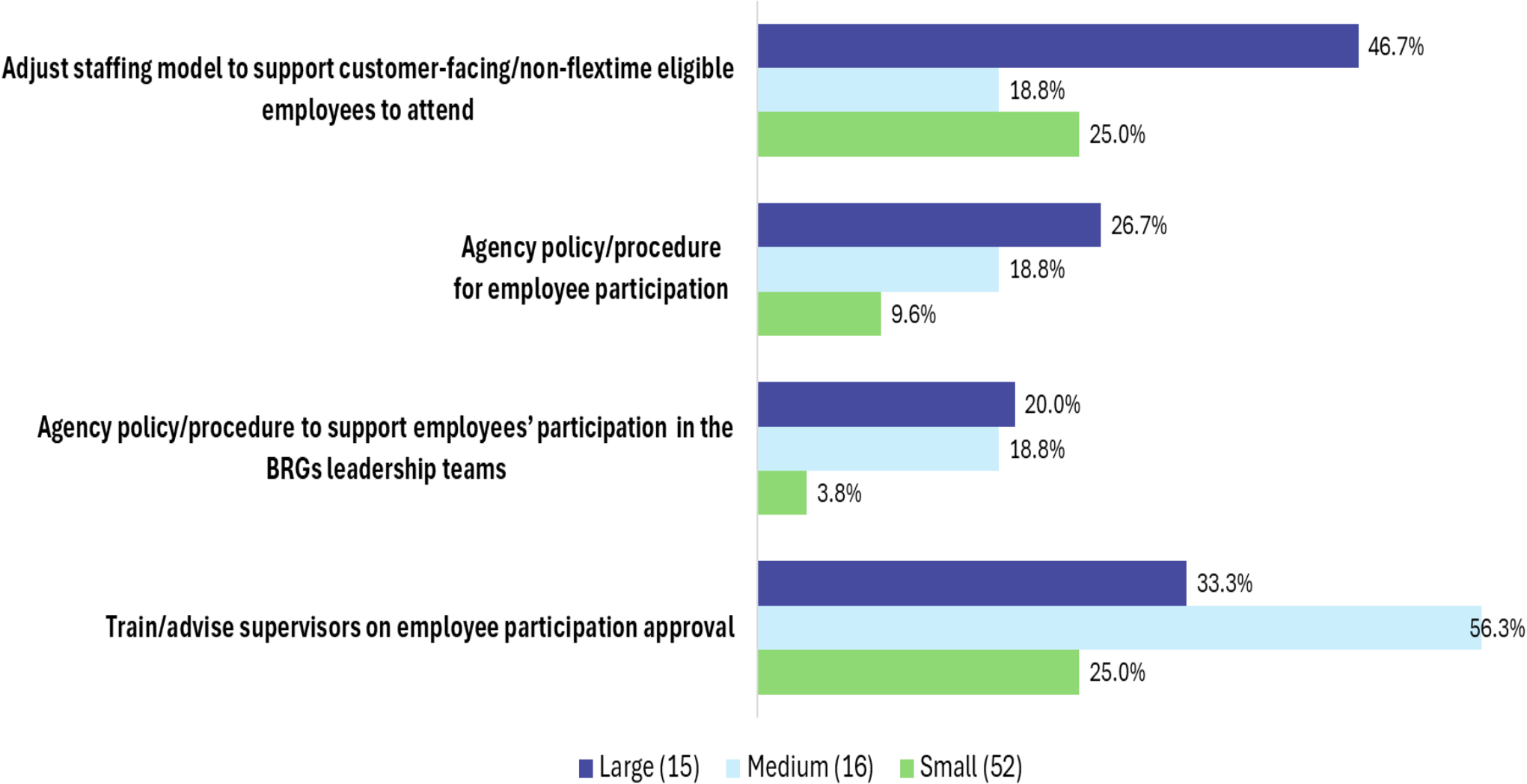
2024 HRMR:

- What **practice(s)** has your **agency adopted** in supporting employees' participation at the statewide employee resource groups?

Supporting BRG Participation: Agency Practices (2024)

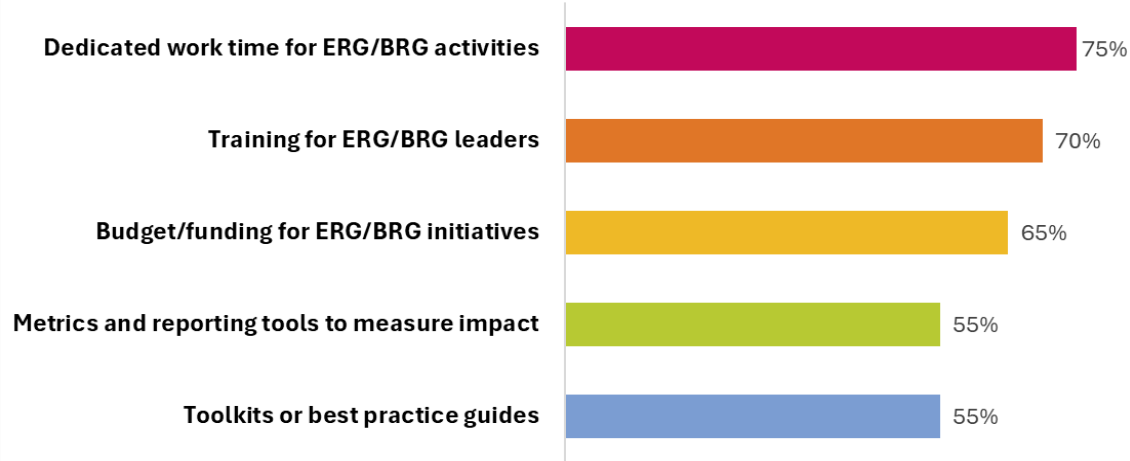


Practices Enabling Employee Participation

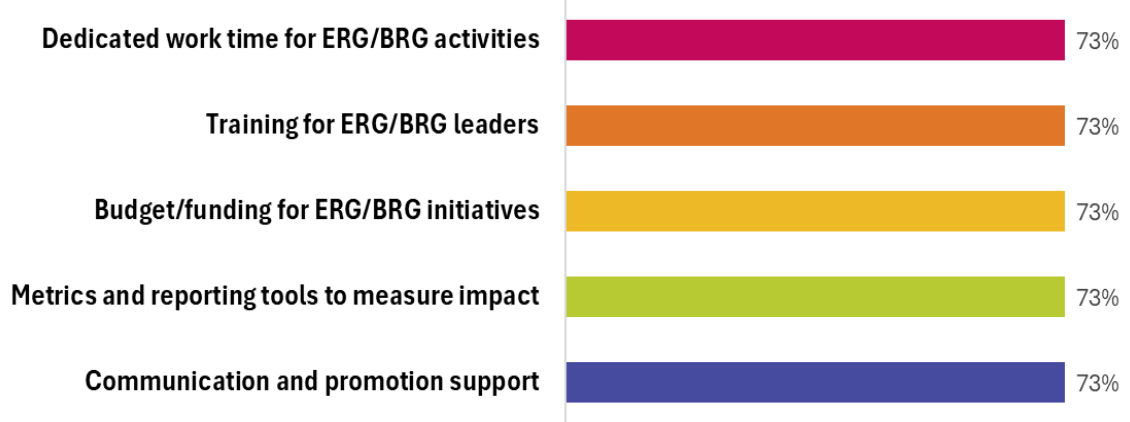


Supporting BRG Participation: What Agencies Need (2025)

Large Agencies (20)



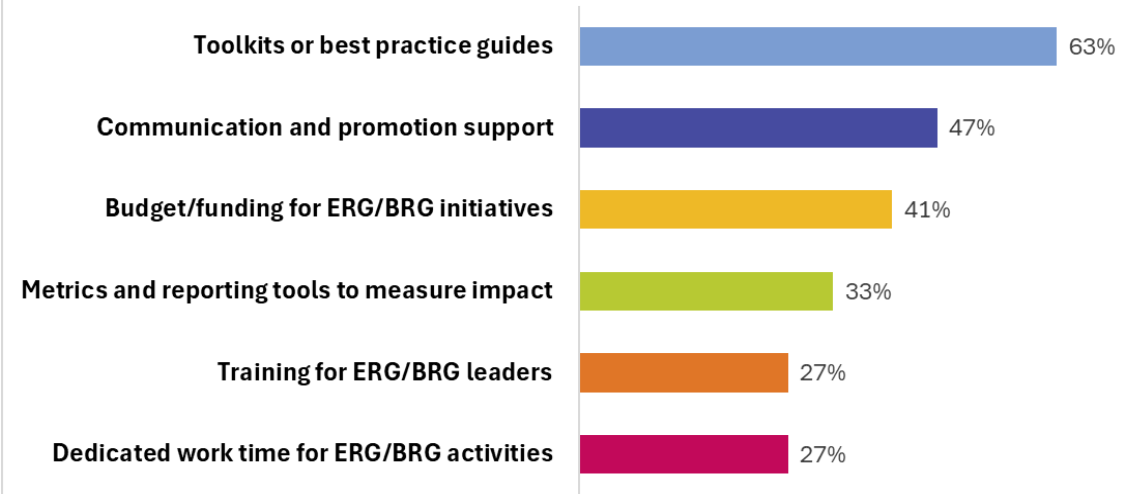
Medium Agencies (11)



2025 HRMR:

- As an employer, what **additional resources would be most helpful** in supporting employee participation in Business Resource Groups?

Small Agencies (51)



Key Takeaways from HRMR Findings

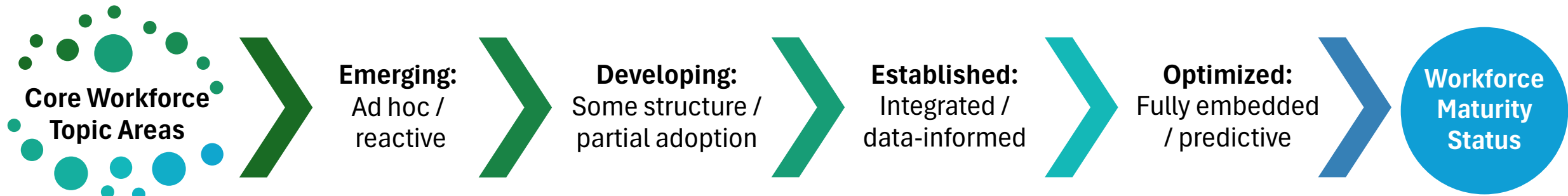
- **BRGs provide values throughout employee life cycle:**
BRGs have been widely adopted by Executive Branch agencies as a key workforce DEIBA and engagement tool/resource.
- **Capacity and awareness matters:**
Agencies' awareness, capacity and unique business lines directly impact how they support employee participation.
- **One size doesn't fit all – driving changes with tailored and scalable strategies/support:**
 - BRG resource needs varied by agency's current BRG collaboration practice.
 - Large and Medium-size agencies needs more dedicated BRG time and trainings.
 - Small agencies will be benefited from receiving communication / promotion toolkits and best practices.



HR Management Roadmap: Workforce Management Maturity Assessment

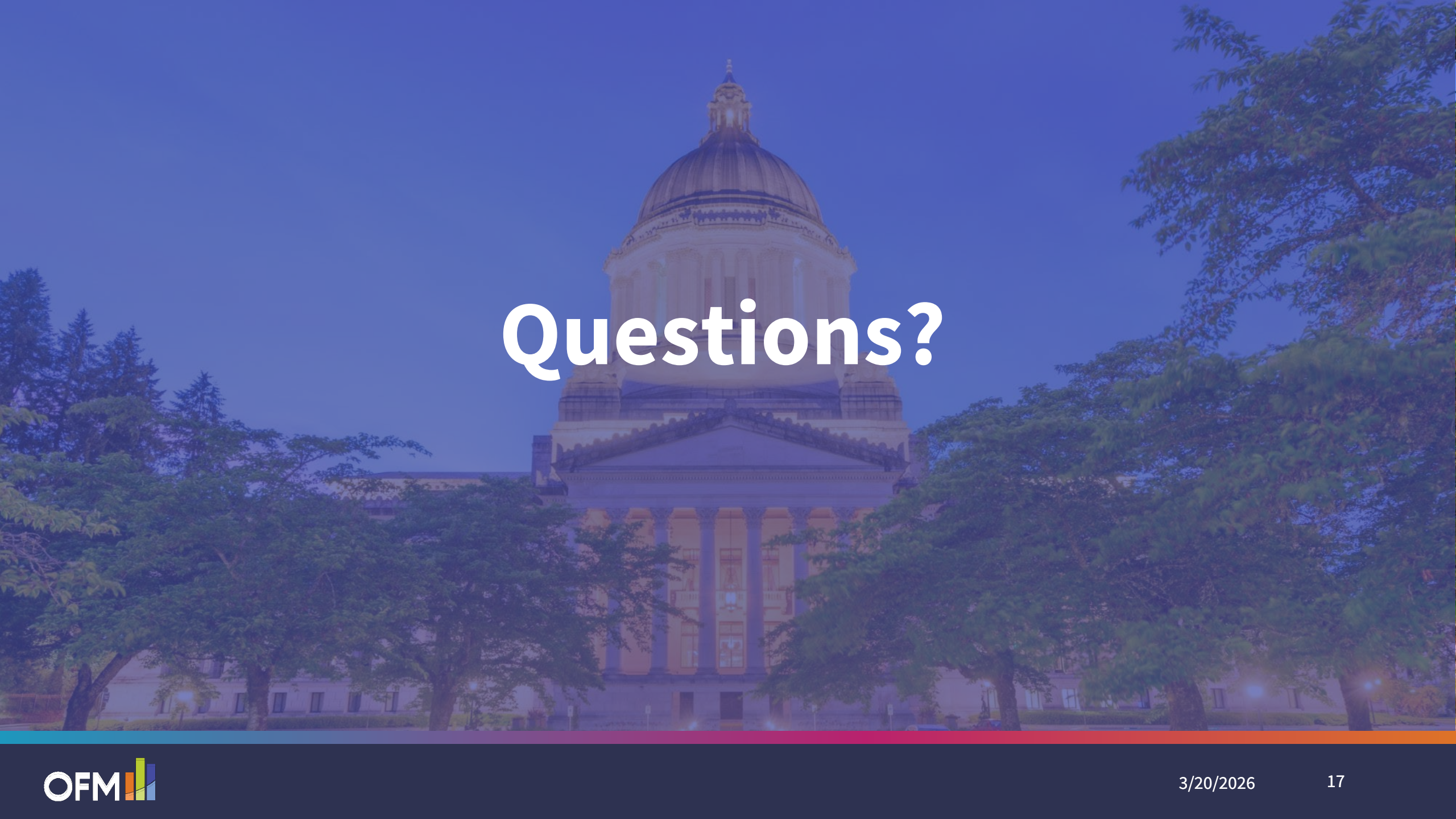
Q: What role(s) can
your BRG play in
supporting enterprise
workforce maturity?

Levels of Maturity



Core Workforce Topic Areas:

- Hybrid Work
- Workforce DEIBA
- Recruitment & Hiring
- Retention & Stability
- Succession Planning
- Employee Engagement
- Labor Relations
- Legislative & Policy Readiness



Questions?

For more information

Contact:

OFM – State Human Resources
StrategicHR@ofm.wa.gov



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ofm.wa.gov or find us on
social media.



April 2026

2025 Employee Engagement Survey + Public Facing Insights

Washington State Executive Branch Workforce

Office of Financial
Management – State HR



Today's Focus: EES Public Facing Employees

Public Facing Employee
Engagement

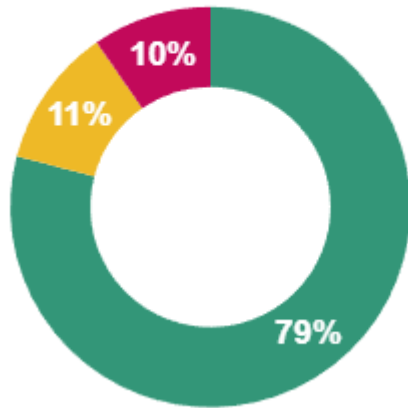
Enterprise Employee
Engagement

Together, we find:

- What is working
- Unique Challenges
- Opportunities

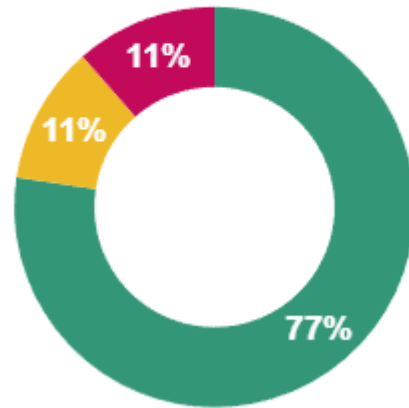
EES: What's working for employees

Manager Effectiveness



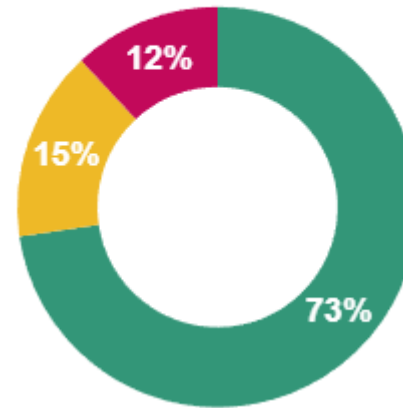
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Work/Life Balance

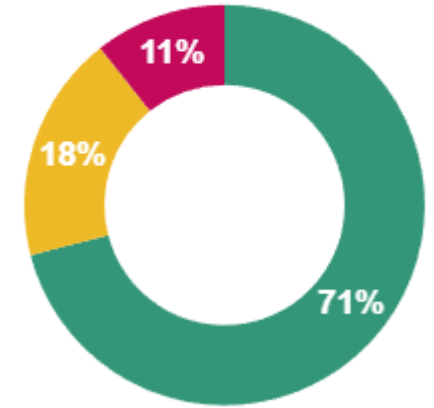


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Equip Factors



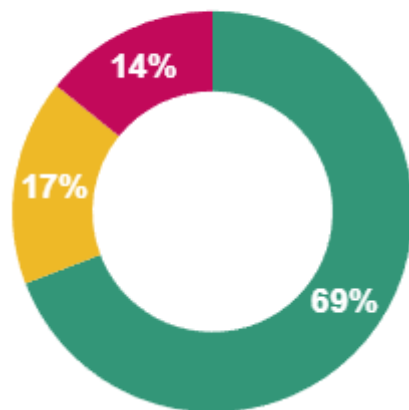
Future Vision



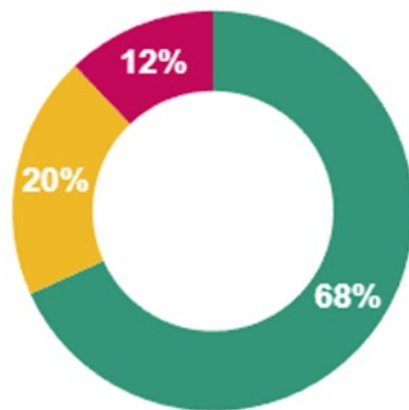
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EES: What's caught in the middle

Communication

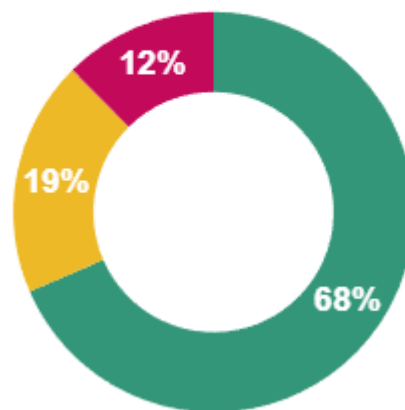


Engagement

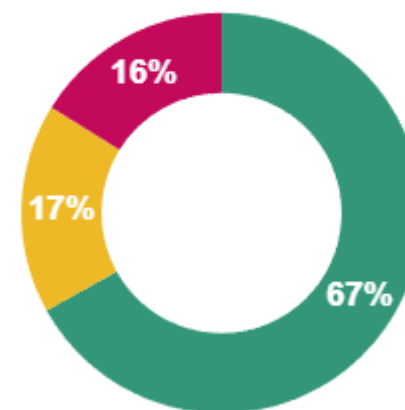


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Diversity



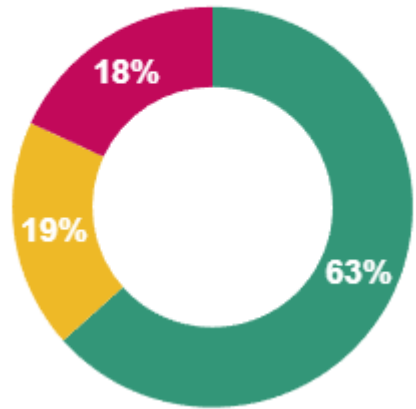
Involvement & Belonging



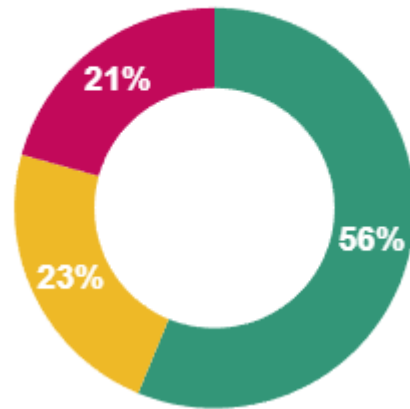
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EES: What's driving attrition

Recognition

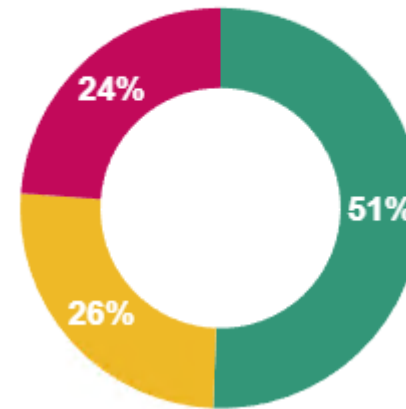


Growth & Development



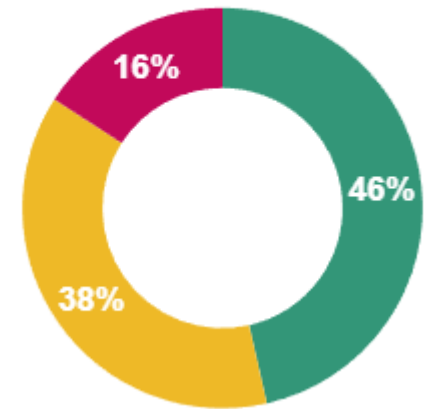
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Change Management



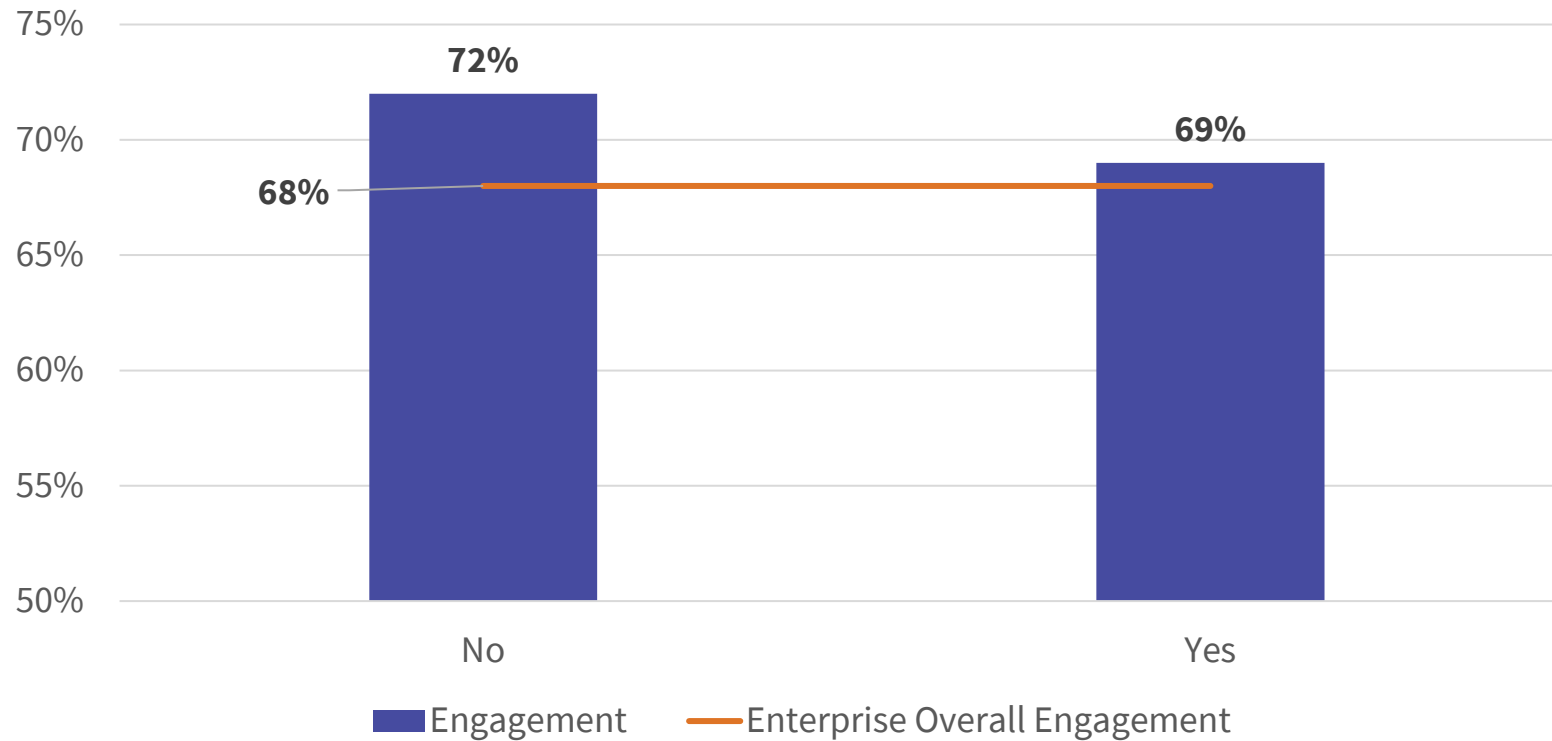
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Impact



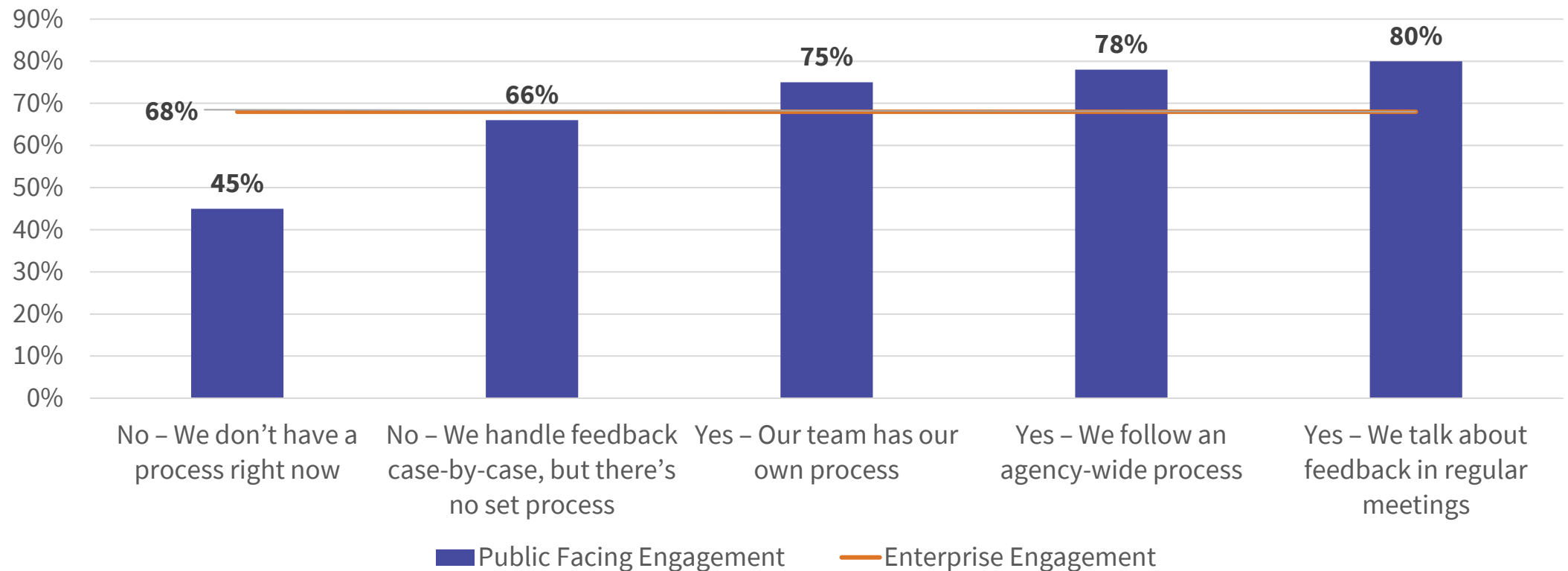
Engagement & Public Interaction

Do you directly interface with the public as part of your job?



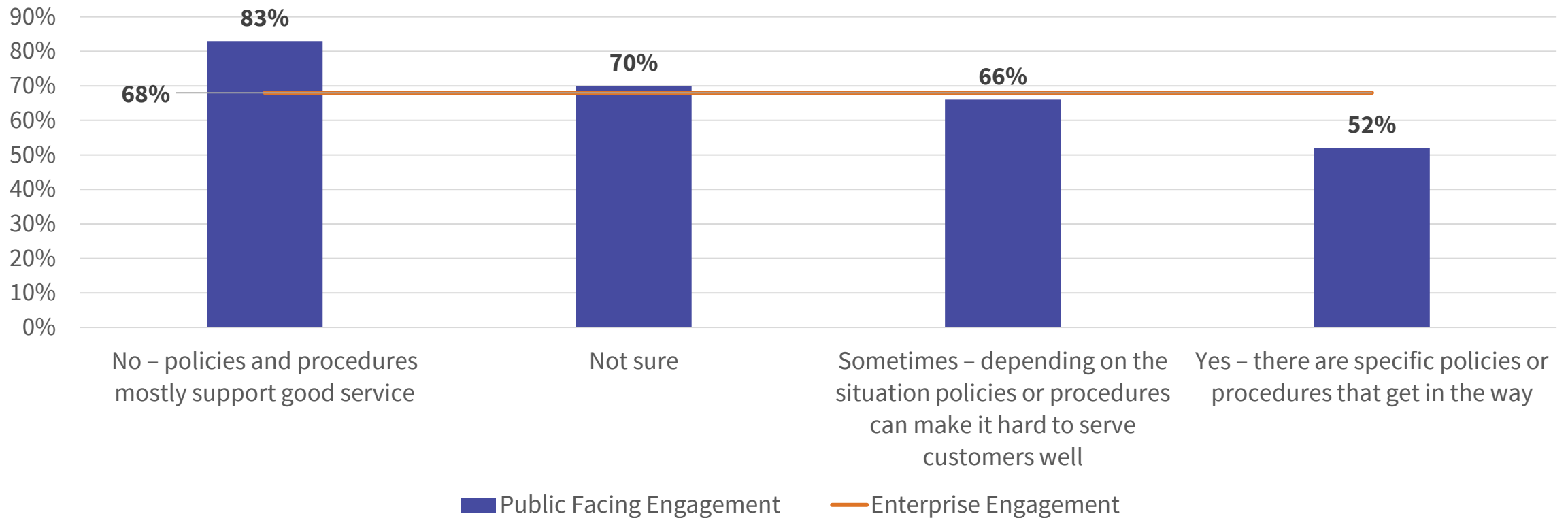
Engagement & Processes

Does your team have a set way of using customer feedback to make things better?



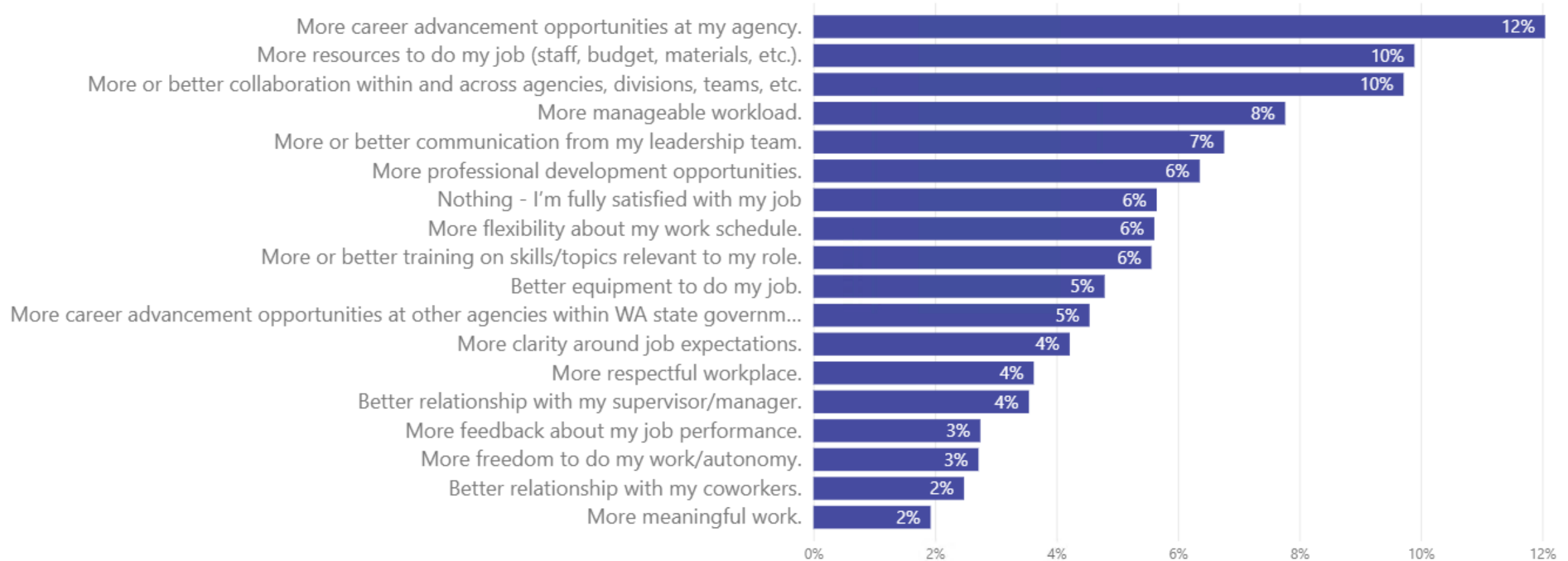
Engagement & Policy or Procedure

Are there any policies or procedures that make it harder to serve customers well?
(For example, rules that slow down service, forms or steps that are confusing, or procedures that make it difficult to address customer needs quickly.)



Enterprise: Engagement Follow-up

Which of the following would most improve your satisfaction with your job? (Select up to three)



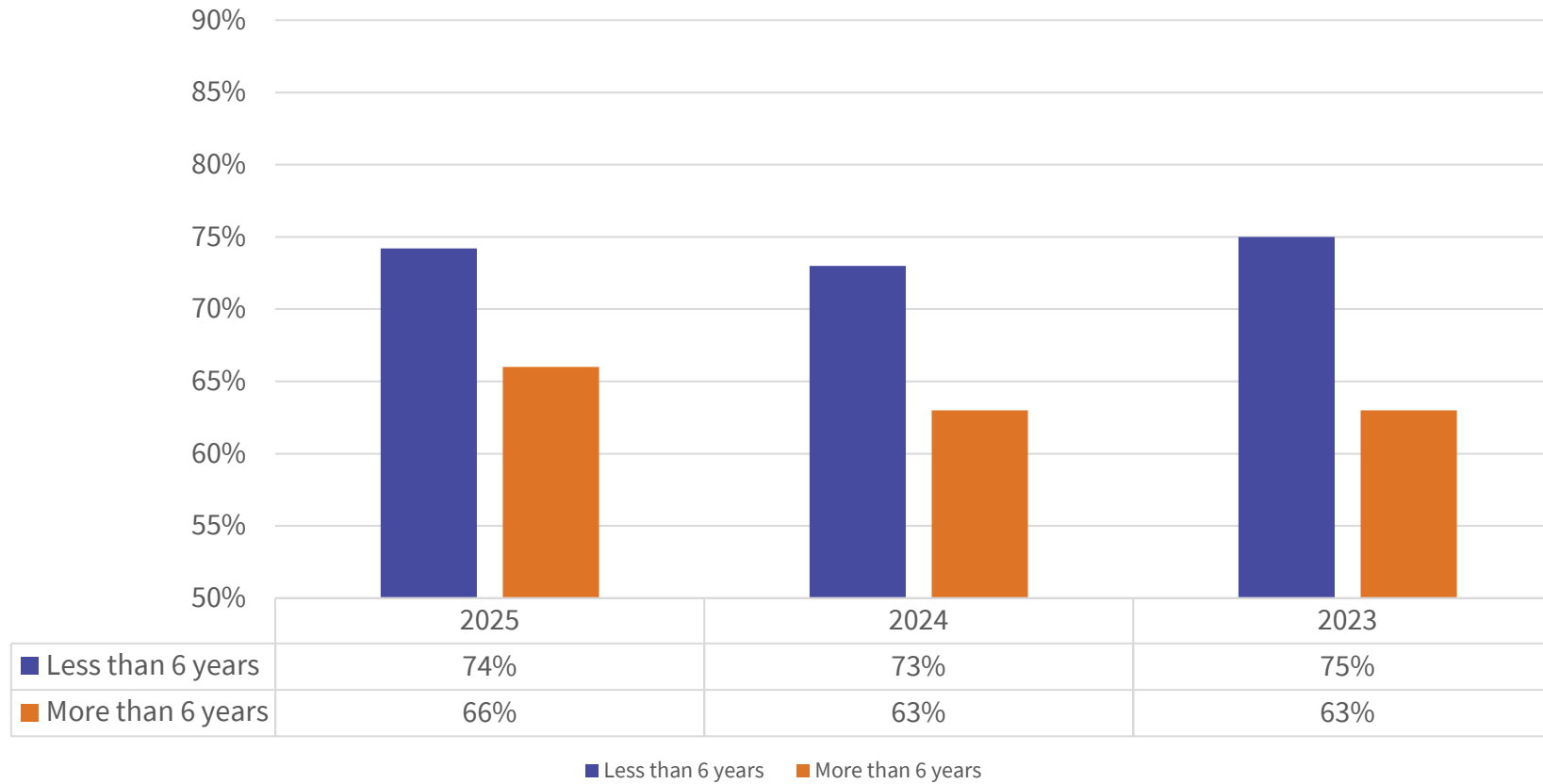
Public Facing: Engagement Follow-up

Which of the following would most improve your satisfaction with your job? (Select up to three)



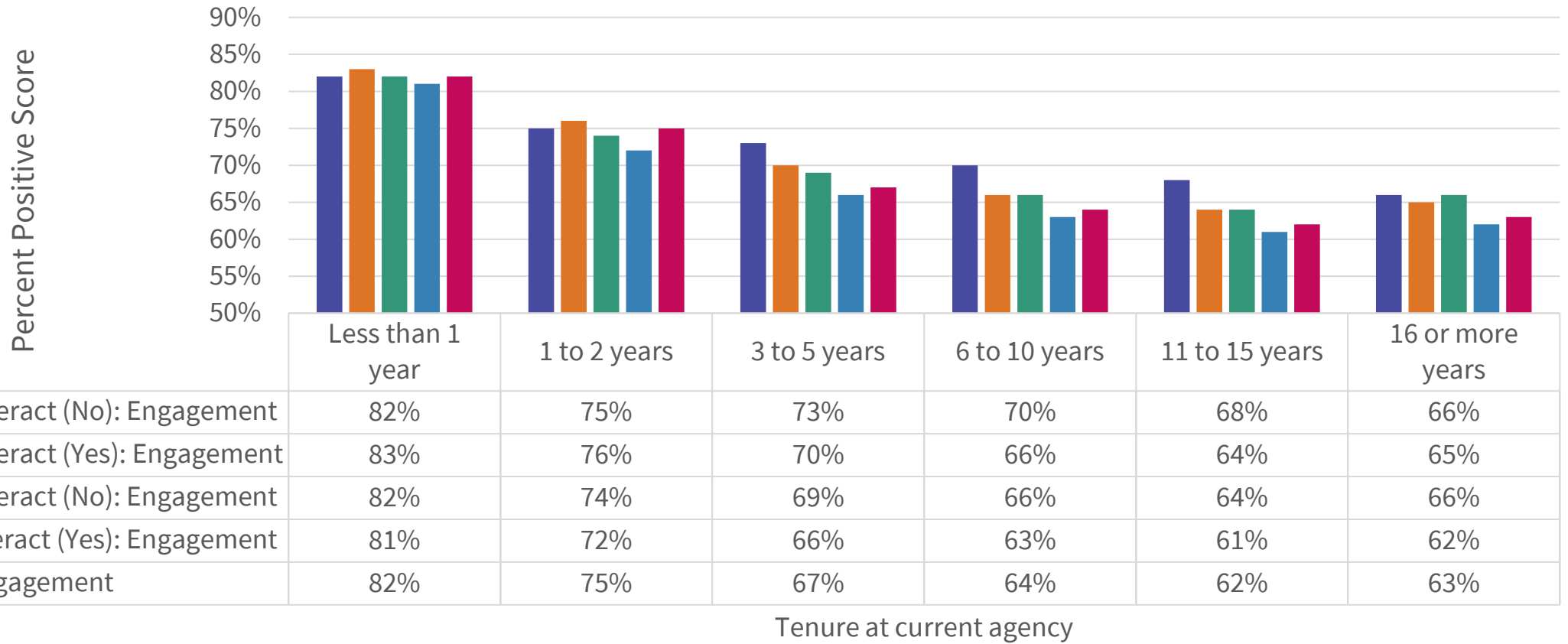
Tenure & Engagement - Trend

Engagement by Tenure



Tenure & Engagement - Trend

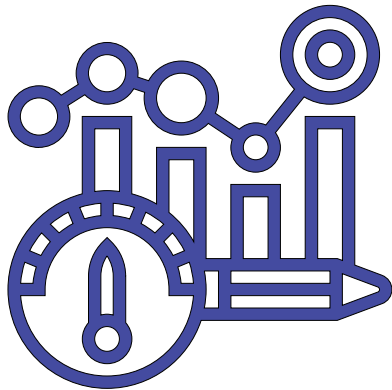
Engagement by Tenure



The Opportunity: Process is progress

Insight & Context:

- Integrated workforce analytics



Actions to take:

- Set a process for customer feedback
- Review policies related to customer service
- Support for tenured employees
- Focus on collaboration across teams

Engaged employees create better customer/ public experiences.

How to get there – Qualtrics AI Resource



Custom Recommendations: (New)

- Available on each actionable EES question
- The tool will walk you through 4 questions before recommending actions
- It will provide 3 step-by-step action plan options based on your answers

Dimension & Item Summary 

[Expand all](#)

Name	Responses	Distribution	2024 Agency % Pos. Score	2025 WA State % Pos. Score	Recommendations
► Recognition		78%13%9%	74%	63% ^	
▼ Involvement & Belonging		74%15%11%	74%	67% ^	
Q03. I am appropriately involved in decisions that affect my work.	559	64%21%16%	70% v	53% ^	Generate recommendations
Q04. In my team, it feels safe to take social risks (such as asking questions, making mistakes, highlighting problems).	554	82%9%9%	80%	75% ^	Generate recommendations
Q05. I feel as if I belong at my agency/institution.	554	74%18%8%	71%	67% ^	Generate recommendations



Pro Tip's from your HR Partners

- **Micro-wins matter:** Small, incremental workforce changes that are fully adopted often deliver more lasting impact than large, overambitious initiatives that never materialize.
- **Borrow what works:** Partner with other agencies and reuse proven approaches—collaboration saves time and creates win-win outcomes.
- **Pace the change:** Sustainable workforce improvement takes time; push too hard, too fast and you risk driving talent out the door.

In closing...

By bringing all workforce data together—*from HR reports to employee feedback*— we get a clear picture of what's happening, why it matters, and where we need to act. This insight helps leaders make better decisions, take proactive action, and align our people to mission priorities.



Support Available

Office of Financial Management – State HR

-  Strategic workforce consultation
-  Workforce Management Maturity Assessment
-  Data interpretation support
-  Communities of practice

Contact:

OFM – State Human Resources
StrategicHR@ofm.wa.gov



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social media.



Survey Terms & Definitions

Term	Definition
My Team	The people in your primary workgroup, who usually report to the same manager as you.
My immediate supervisor	The person you report to, usually the person who conducts your performance reviews. If you have more than one reporting line, you should refer to your primary reporting manager.
Senior leadership	The most senior team who make decisions at your agency (e.g., your agency director and their direct reports; top leaders of divisions, units, or functions)
Those my agency serves	(e.g., the public, patients, incarcerated individuals, students)