

NASPE Communications Awards

Human Resources Management Report State of Washington

Sue Ann Richards
(360) 407-4144

State Human Resources
Office of Financial Management
PO Box 47500
128 10th Avenue SW
Olympia, WA 98504

Provide a brief description of the submission

The annual HR Management Report assesses workforce data and trends for the State of Washington. All Executive Branch agencies are required to submit an agency HR Management Report to State Human Resources by October of each year using an online survey. The survey asks agencies about workforce successes, challenges, and strategies. It also assesses progress toward several workforce-related initiatives and executive orders.

Agency reports and workforce performance measures are analyzed and compiled into several different products for the statewide audience.

1. The [Workforce Performance Measures Data File](#), produced in mid-August of each year, contains detailed workforce performance measures such as turnover, appointments, and diversity by individual agencies with 100 or more employees. It also includes statewide roll-up numbers for comparison. The report provides performance measures from fiscal year 2011 through 2018. Agencies are encouraged to use the workforce data provided in this report to complete their annual agency HR Management Report analysis. The data measures are also used for statewide analysis as well as other reports such as the annual Employee Engagement Survey and Results Washington Reviews (meetings at which the governor and agency directors discuss objectives, improvement strategies, and metrics).
2. The [Workforce Performance Measures Data Dashboards](#) enable agencies to view their agency workforce performance measures graphically by comparing their agency data to the Executive Branch or another agency. The dashboards are new this year (scheduled to go live in April or May of 2019) and continue to develop and improve based on customer needs.
3. The [Strategy Briefing Roll-up Report](#) is the formal report that contains summary information on key workforce strategies. This report uses a combination of individual agency HR Management Reports and workforce performance measure data to analyze enterprise workforce measures and summarize agency and enterprise strategies. The report is presented to statewide business resource groups and several multi-agency workgroups and committees.
4. The [HR Management Leader Briefing Report](#) is a presentation that focuses on enterprise-level workforce performance measures, trends, comparisons and analysis. The briefing is presented in various venues to agency HR managers, deputy directors, HR practitioners, and the Governor's Office.

How long has the submission been in existence?

The HR Management Report has been around since 2006. It has evolved from a static slideshow, to a 40-page formal report, and finally to its current state, several different reports that cater to specific audiences. Multiple reports allow for the information to be presented in a more timely and meaningful way.

HR Management Report analysis is split into two sections, the Leader Briefing Report (data rich presentation) and the Strategy Briefing Report (narrative rich formal report). The Leader Briefing Report is an in-depth analysis of the workforce performance measures. It draws on data from agencies, the enterprise reporting system, other internal statewide surveys, and Census Bureau data. The resulting slide show is shared with all levels of the State Human Resources Division starting with subject matter experts, the Deputy Director and Management Team. Feedback is incorporated into the slideshow along

the way and then presented to agency HR Managers and Deputy Directors at their January monthly meetings. The report is also presented to the Governor's Office early in the year and finally in March it is presented to agency HR practitioners (those who generate the data) at a Lunch & Learn.

Splitting the analysis into different products enables agency HR leaders to see the workforce analysis months earlier than in the past. Instead of a 40-page report published to a website, the report is taken on a roadshow and presented in person, enabling real-time discussion to occur.

During the same time the workforce data is being analyzed, a team of subject matter experts (SMEs) begin analyzing agency narrative responses to workforce successes, challenges, strategies, and progress toward workforce-related initiatives and executive orders. Each of the SMEs prepare a two-to-three page strategy briefing using a combination of agency survey responses and HR metrics. Topics covered include:

- Key workforce issues and strategies
- Employee performance management practices
- Employee engagement strategies
- Modern work environment strategies (Executive Order 16-07)
- Inclusive and respectful work environments
- Affirmative Action Employment Plans (Executive Order 12-02)
- Veteran's Employment Plans (Executive Order 13-01)
- Disability Employment Plans (Executive Order 13-02)
- LGBTQ+ Inclusion and Safe Places Initiative

The Strategy Briefings are presented to various statewide workgroups, committees, and business resource groups by topic from November through April. Ultimately, they are compiled into a Strategy Briefing Roll-up Report and published to the website by March or April of each year. This is a full two to three months earlier than in prior years and is a third of the size of the original report.

Why was the submission created?

The HR Management Report measures and monitors the state's workforce data and trends that ultimately build and reinforce a competent, productive, and inspired workforce. Historically decisions in the human resources field have relied heavily on anecdotal observations and past practices to guide future decisions. The report emphasizes the use of data and factual information to:

- identify and anticipate HR management issues,
- enable data-driven HR management strategies and solutions,
- improve processes and recognize HR management successes, and
- for agencies to report out on progress towards executive orders.

How does this submission support the goals and objectives of your agenda/department?

Both the HR Management Report Leader Briefing and the Strategy Briefings allow state HR leadership to see the big picture in a format that is both engaging and timely. The analysis helps leadership set strategy that is supported by data. The report also helps foster innovation by sharing agency strategies with a statewide audience. This helps spark new ideas and fan the flames of emerging initiatives and programs.

Many of the topics covered in the reports are high-priority topics for the Governor. Washington State's Governor emphasizes the importance of providing a work environment that is respectful and inclusive for all employees. There are several directives and executive orders directing state agencies to develop employment plans for people with disabilities and veterans, as well as establishing diverse and inclusive work environments for all. The data collected helps establish enterprise strategy and set policy.

Have you been able to measure the effectiveness of this submission? If so, how?

Yes.

In this current diversity, equity, and inclusion environment, the HR Management Report serves as a benchmarking tool for agency leaders who look to the report as a gauge to judge agency performance. It allows for crosspollination of ideas. If an agency is struggling in a certain area, they can look to other agencies that are successful and find out how their policies and strategies enabled that success.

The report is the impetus of meaningful conversations on demographics as it relates to the diversity of our workforce, specifically people with disabilities, persons of color, and veterans. The data collected informs the work of statewide workgroups and committees across the enterprise to set guidelines, policies and strategic goals on such initiatives as diverse employment plans, infants at work policies, and the modern work environment (mobile work programs).

These are a few examples of the work that the HR Management Report informs:

1. New questions were added to the Fiscal Year 2018 HR Management Report survey in support of the Governor's April 2018 memo on inclusive and respectful work environments. In order to begin the work, State HR needed data to set baselines and see where there were gaps. The survey collected information about on-boarding strategies, HR policy language, mandatory employee training completion rates, and data on complaints and investigations. The baseline data is being used to inform the work of three committees, with statewide agency participation, that are developing recommendations, templates and best practices related to diversity, equity and inclusion statewide.

2. The State HR Management Team is using the HR Management Report Leader Briefing to inform the work of their teams. Questions explored by each manager include:
 - How can they use the information to inform the work of their team and improve the work they do for state agencies?
 - Does the data tell them anything about statewide strategies we should start, continue or stop?
 - Does the data tell them anything about any statewide operational efforts that would assist agencies?
3. The data from this report was used to create an Inclusive and Respectful Work Environments report presented to the Governor at the February 2019 Results Washington Review. The report explored the diversity of our workforce compared to the availability of the Washington State working population as well as the diversity of our employees in leadership positions.
4. The annual Employee Engagement Survey uses the HR Management Report data to see if there are correlations between employee engagement scores and HR metrics like job satisfaction and turnover rates.
5. The Department of Corrections, Department of Enterprise Services, and the Department of Social and Health Services each reported presenting the HR Management Leader Briefing Report to their executive leadership teams in order to inform them of the state of the workforce and their agency's performance within.