

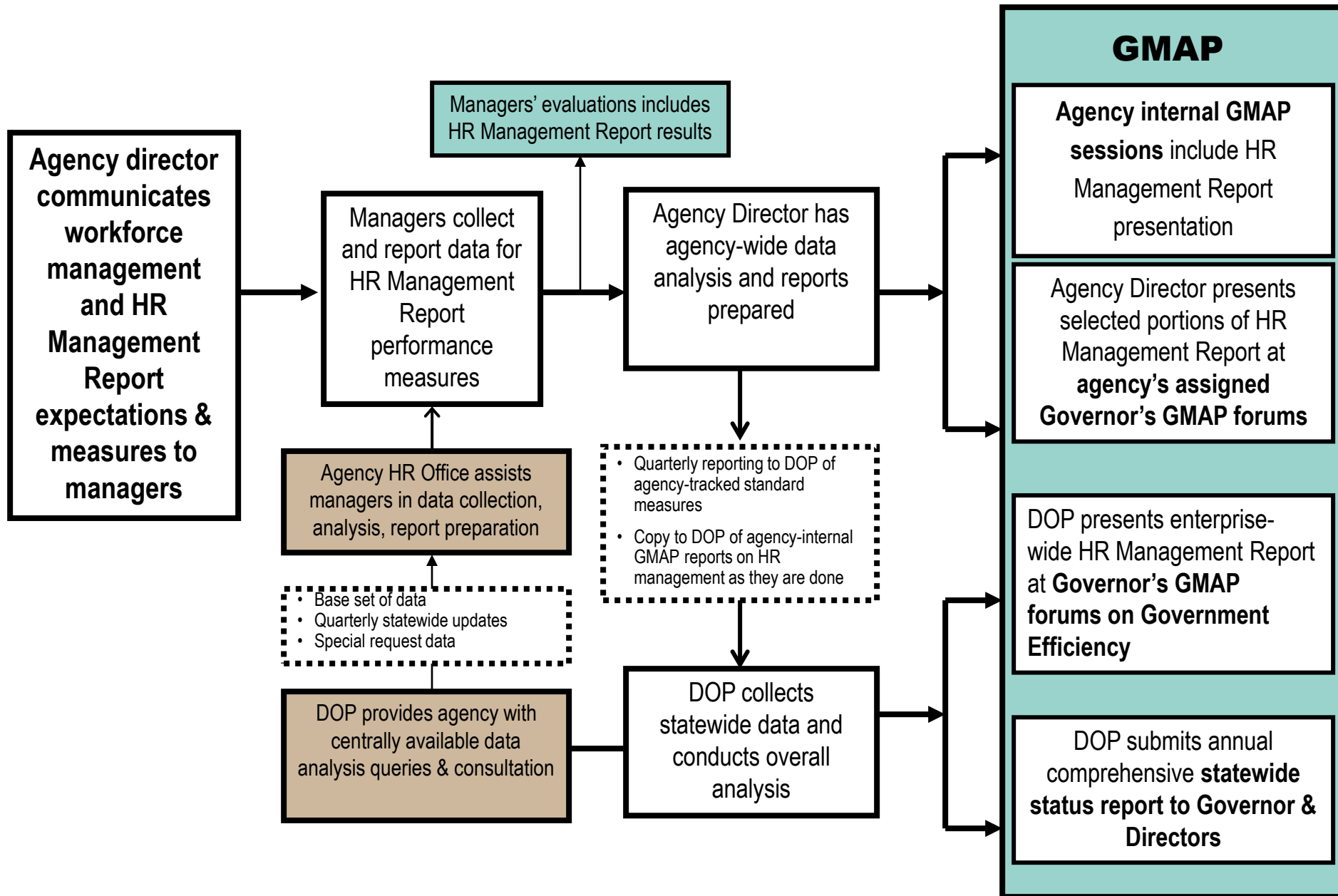
**Washington State**  
**Office of Administrative Hearings**  
**Human Resource Management Report**

**Full Report**

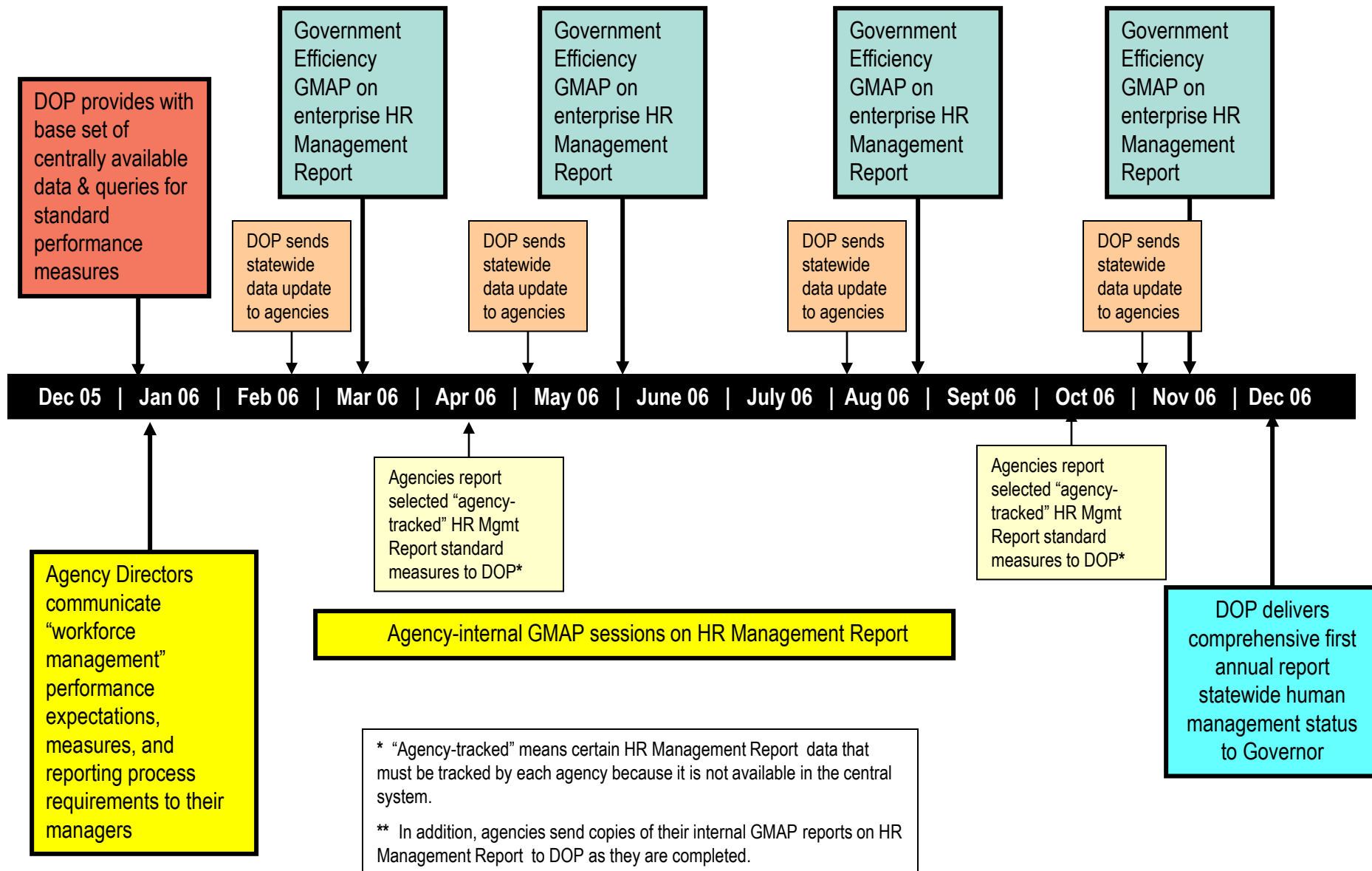
Prepared for:  
Department of Personnel

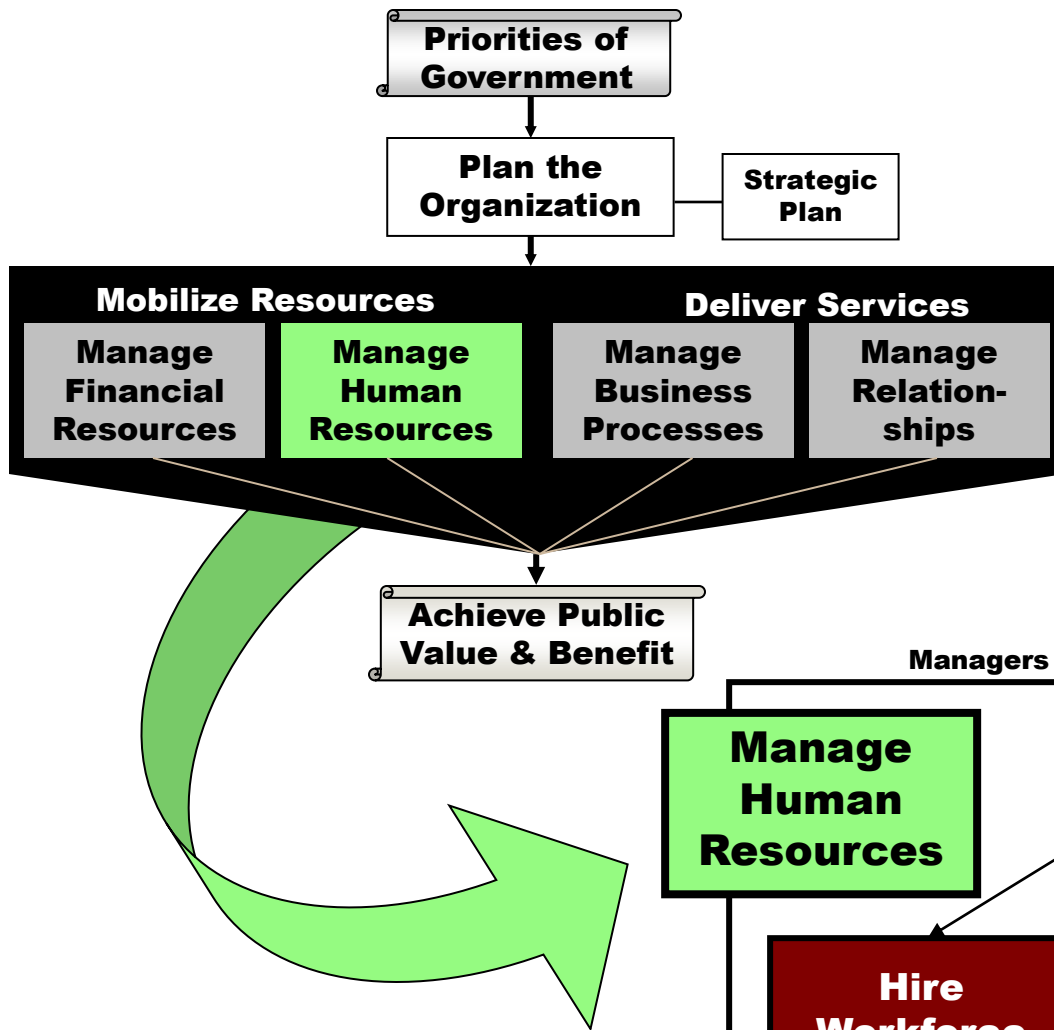
By:  
Office of Administrative Hearings  
October 2006

# Human Resource Management Report - Reporting Process

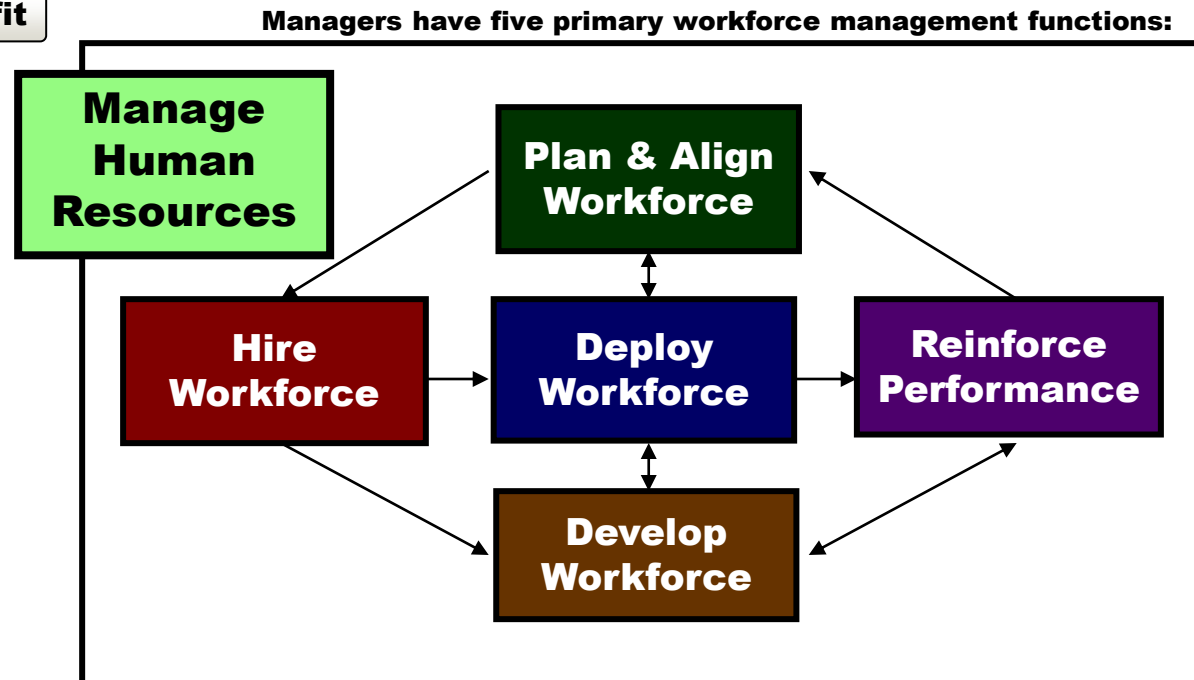


# Human Resource Management Report - Reporting Timeline

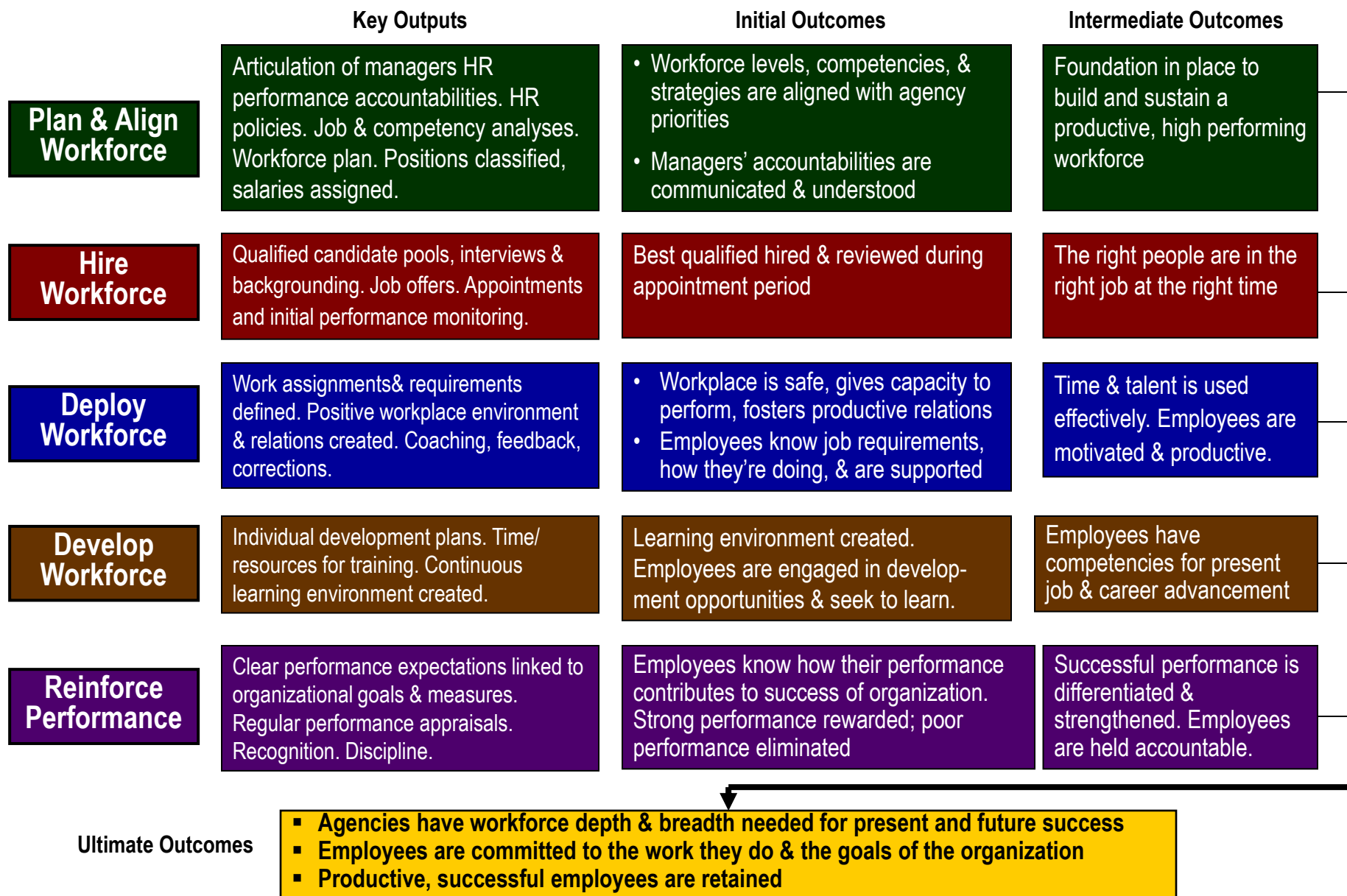




## Managers' Accountability for Strategic Workforce Management



# Agency Managers' Logic Model for Workforce Management



Agency is enabled to successfully carry out its mission. The citizens receive efficient, cost-effective government services.

# Human Resource Management Report

## Standard Performance Measures

### Plan & Align Workforce

- Percent current position/competencies descriptions [agency tracking system]
- Percent supervisors with current performance expectations for workforce management [agency tracking system]

### Hire Workforce

- Time-to-fill funded vacancies [agency tracking system]
- Percent satisfaction with candidate quality [agency tracking system]
- New Hire-to-Promotional ratio [DOP Data/Business Warehouse]
- Percent turnover during review period [DOP Data/Business Warehouse]

### Deploy Workforce

- Percent employees with current performance expectations [agency tracking system]
- Employee survey ratings on “productive workplace” questions [DOP standard survey]
- Leave usage (sick, LWOP, unscheduled leave) [DOP Data/Business Warehouse]
- Overtime usage [DOP Data/Business Warehouse]
- Number & type of non-disciplinary grievances [agency tracking system]

### Develop Workforce

- Percent employees with current annual individual development plans [agency tracking system]
- Employee survey ratings on “learning/development” questions [DOP standard survey]

### Reinforce Performance

- Percent current performance evaluations [agency tracking system]
- Employee survey ratings on “performance accountability” questions [DOP standard survey]
- Number/type of disciplinary issues, actions, appeals disposition [agency tracking system]

### Ultimate Outcomes

- Turnover rates and types (e.g., retirement, resignation, etc.) [DOP Data/Business Warehouse]
- Turnover rate of key occupational categories and of workforce diversity [DOP Data/Business Warehouse]
- Employee survey ratings on “commitment” questions [DOP standard survey]

#### Measures to add in the future:

Current workforce plans that align staff with business priorities

Safety and Workers Compensation measures

Competency gap analysis measure

Recognition/reward measure

Others to be determined

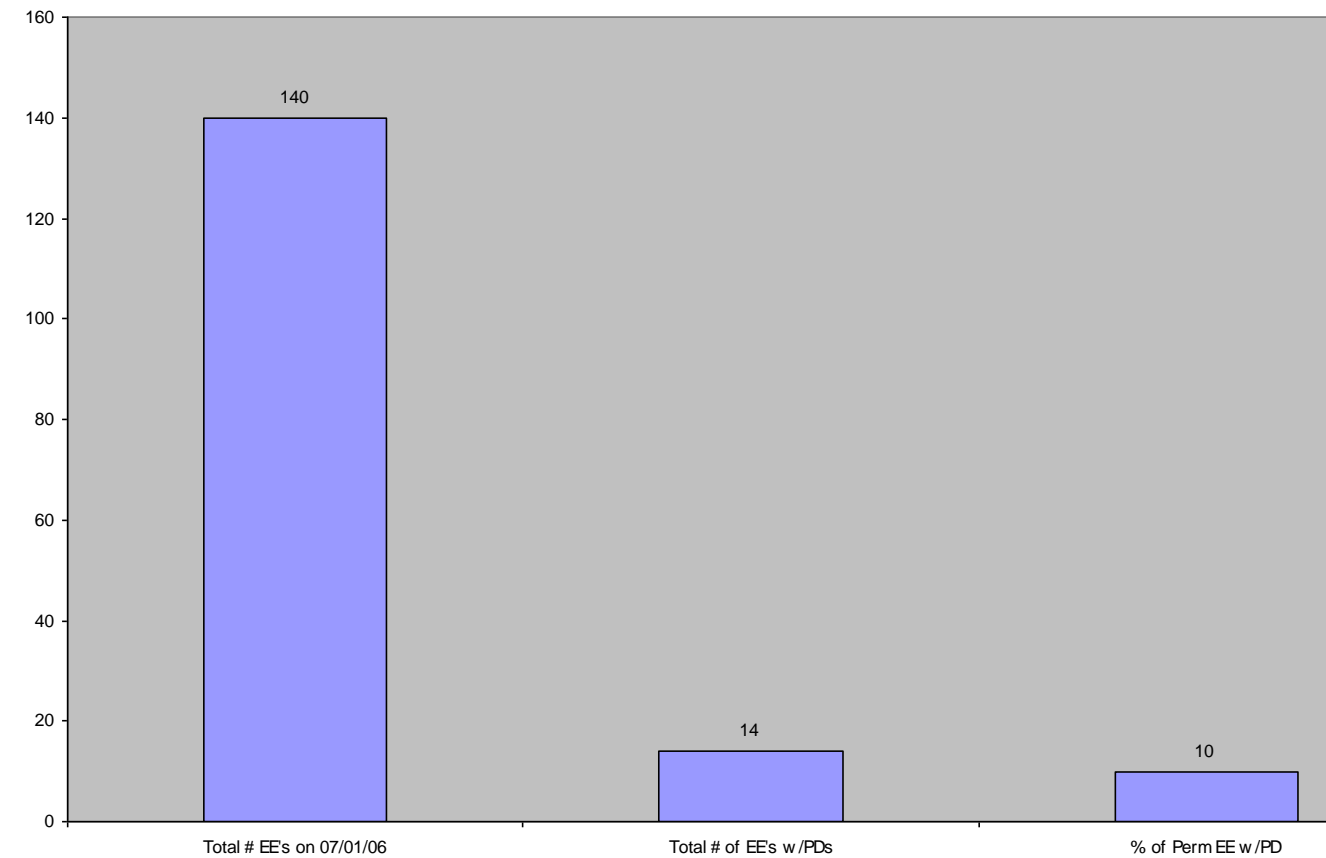
Performance Measures

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

**Analysis:**

- The agency is still transitioning to the new PD form and the PDP.
- Our Exempt staff consists mostly of Administrative Law Judges (ALJs) and the PDP process began last year for Senior ALJs.

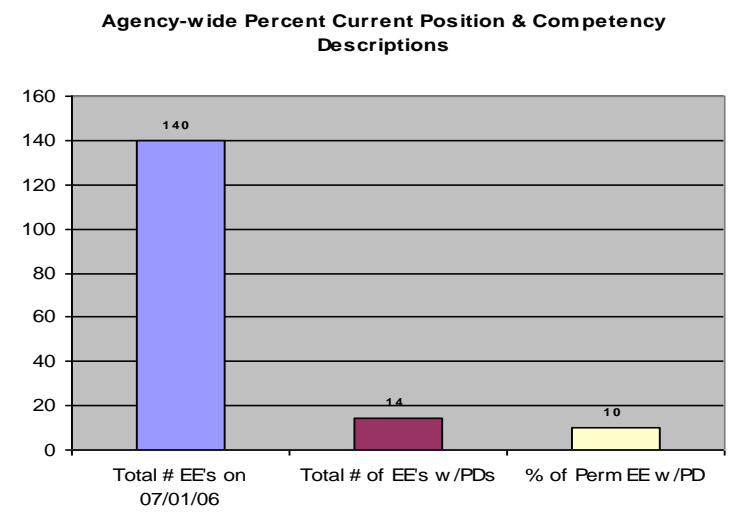
Agency-wide Percent Current Position & Competency Descriptions



**Action Steps:**

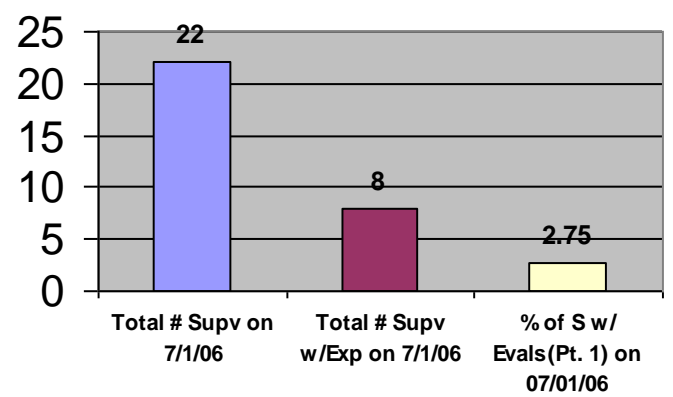
- The agency is currently in the process of updating all PDs and PDPs for supervisors.

- ### Performance Measures
- Percent current position/competency descriptions
  - Percent supervisors with current performance expectations for workforce management



- ### Analysis:
- The agency is still transitioning to the new PD form and the PDP.
  - Our Exempt staff consists mostly of Administrative Law Judges (ALJs) and the PDP process began last year for Senior ALJs.

## Percent Supervisors with Current Performance Expectations for Workforce Management



- ### Action Steps:
- Provisions are being made to provide current performance expectations for all supervisors.
  - The PDP process began this year for our lead and line ALJs and data will be reflected in April's report.



## HR Management Report

### (standard measures)

- Days to fill vacancies (from requisition to appointment)
- % satisfaction with candidate quality
- % new hires; % promotional hires
- Retention/dismissal rate during review period

### Days to Fill Vacancies

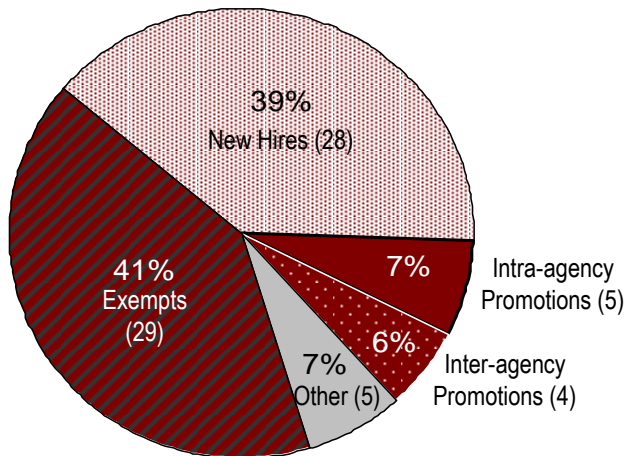
It takes approximately 4-6 weeks to fill a vacancy.

### Candidate Quality (managers' satisfaction rating)

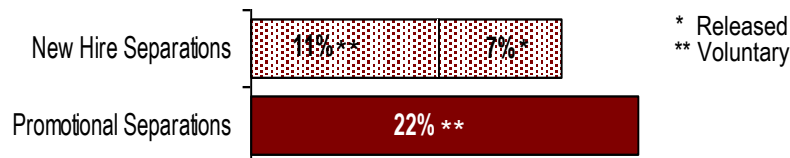
Agency-unique data would be collected and inserted by agency. DOP will provide agencies with suggested standard rating tool.

Report to DOP 10-15-06

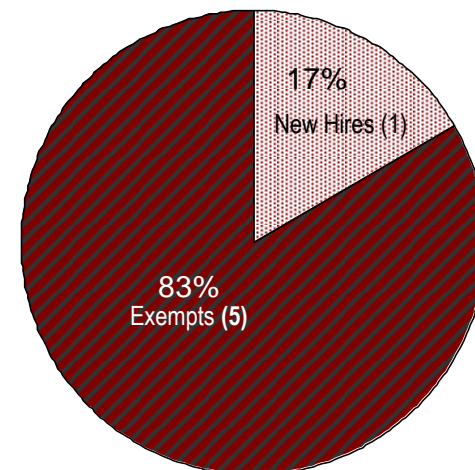
### Office of Administrative Hearings Hiring Balance - 2003-05 Biennium



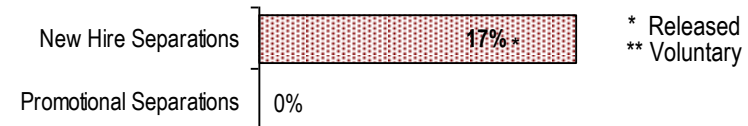
### Separation during Review Period



### Office of Administrative Hearings Hiring Balance - FY 2006 First Half



### Separation during Review Period



### Performance Measures

- Days to fill vacancies
- % satisfaction with candidate quality
- % new hires; % promotional hires
- % separation during review period

#### Days to Fill Vacancies

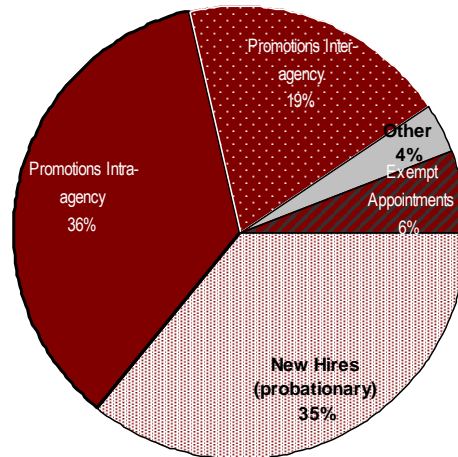
Approximately 4-6  
weeks

#### Candidate Quality (managers' satisfaction rating)

This data will be  
reported by agencies  
to DOP in April 2007

### Hiring Balance - FY 2006

Total of 20 appointments



### Separation during Review Period

New Hire Separations 1%\* 10%\*\*  
Promotional Separations 5%

\* Released  
\*\* Voluntary

### Analysis:

### Action Steps:

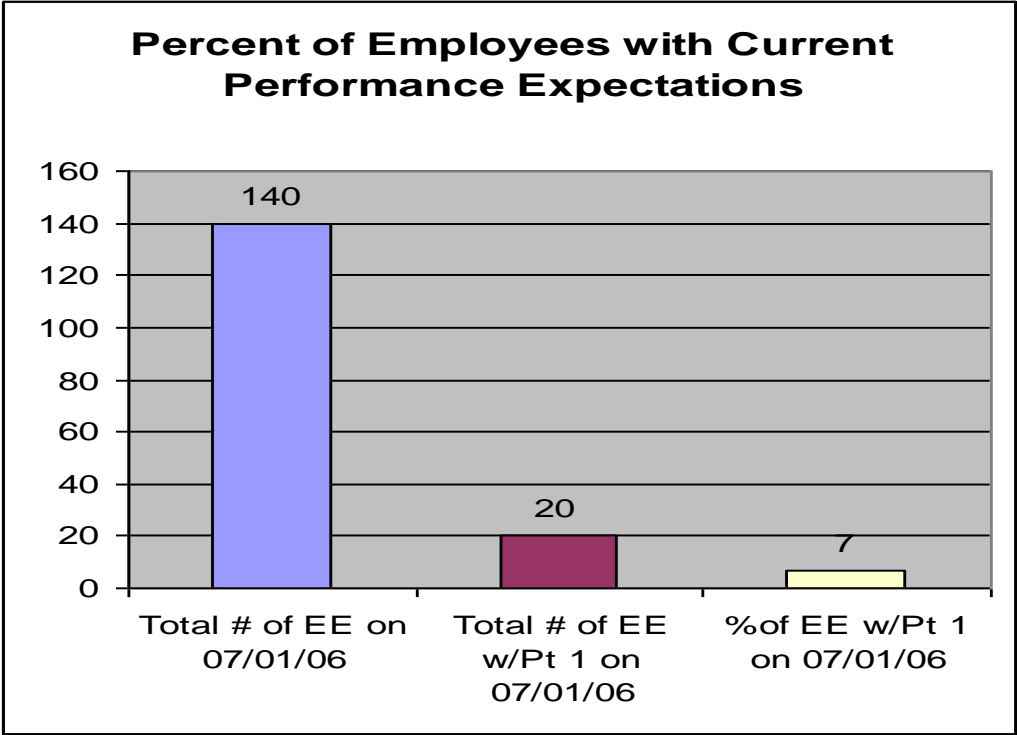
Double click on charts to  
add your agency's data

Performance Measures

■ Percent employees with current performance expectations

Analysis:

- Supervisors are transitioning from the EDP to the PDP.



Action Steps:

- Supervisors are conducting performance evaluation according to employee's anniversary date or calendar month they've chosen to conduct the evaluation.

## HR Management Report

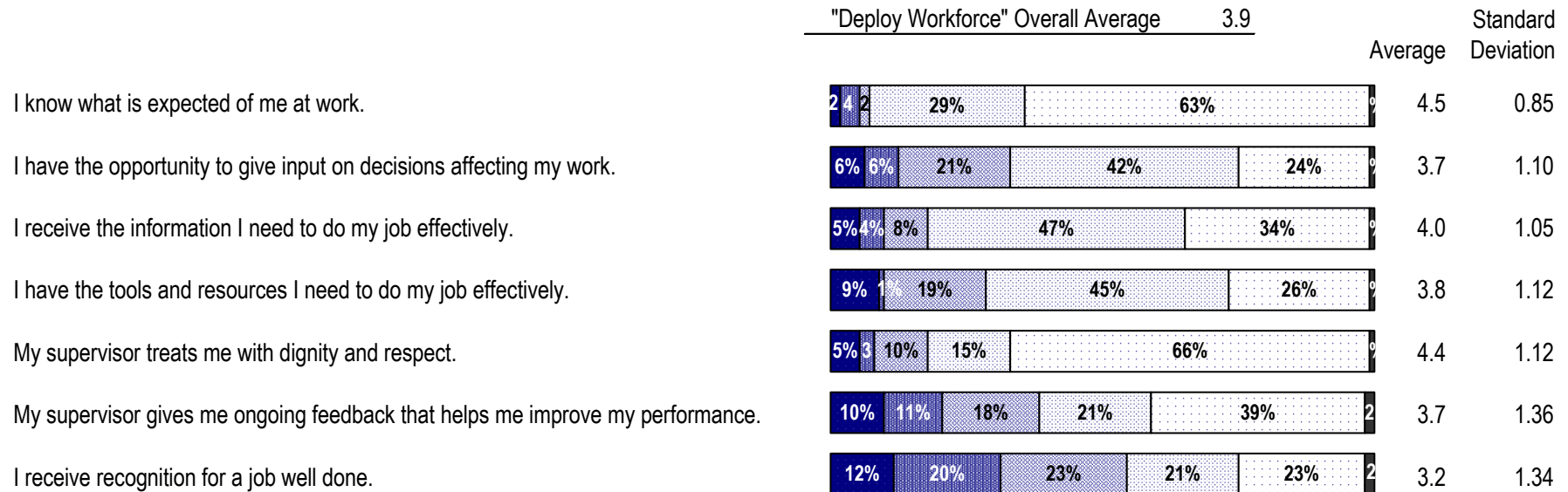
Deploy Workforce - Slide 1 of 4

(standard measures)

- Employee survey ratings on "productive workplace" questions

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

Survey conducted Spring 2006. OAH number of responses = 112

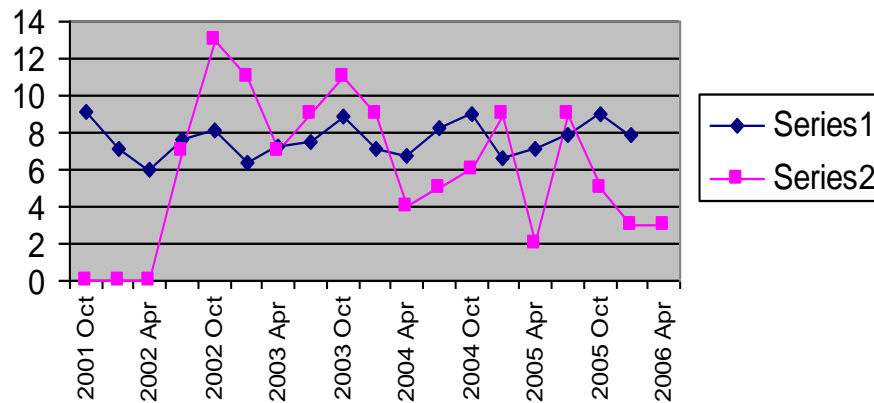


Never/Almost Never
  Seldom
  Occasionally
  Usually
  No Response

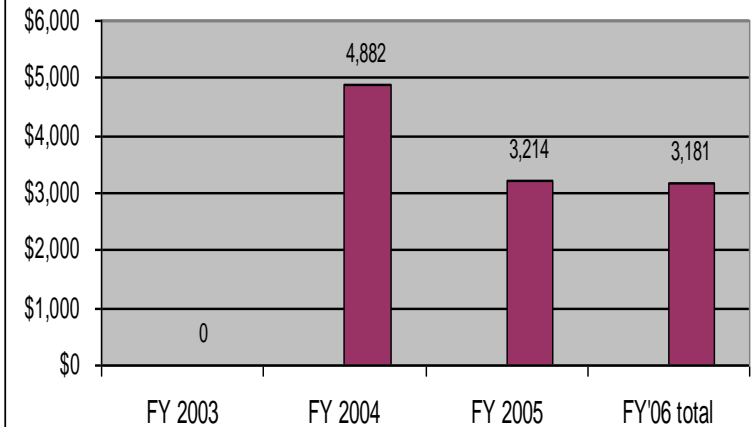
### Overtime: Is employee time well managed?

Deploy Workforce - Slide 2 of 4

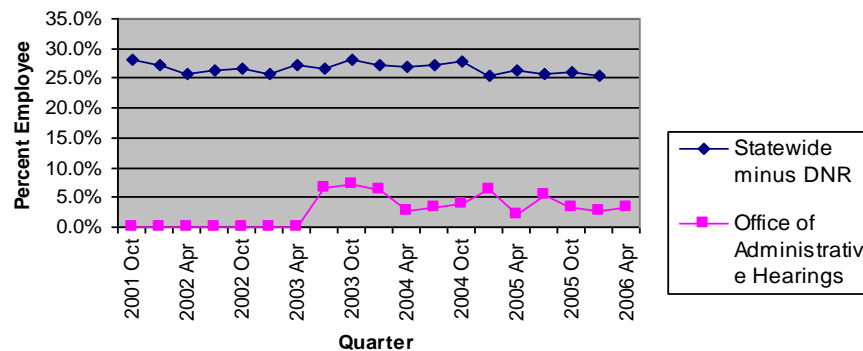
Average Overtime Hours Per Employee Per Quarter



Office of Administrative Hearings Overtime Costs



Average Percent Employees Receiving Overtime



#### Statewide Overtime Costs

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

FY 2003 = \$45.2 million

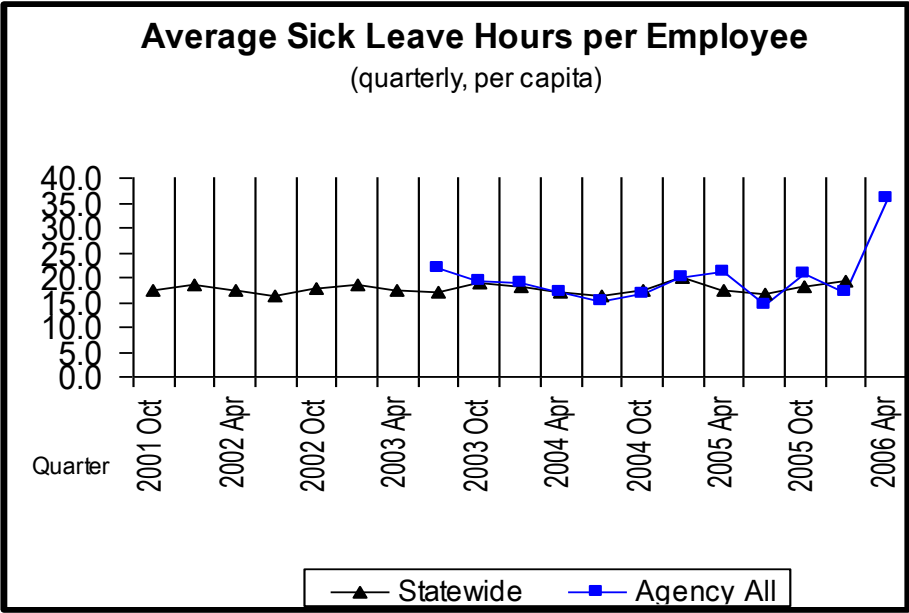
FY 2004 = \$46.9 million

FY 2005 = \$48.9 million

FY 2006 (1<sup>st</sup> & 2<sup>nd</sup> quarters) = \$26.7 million

Leave: Do employees come to work as scheduled?

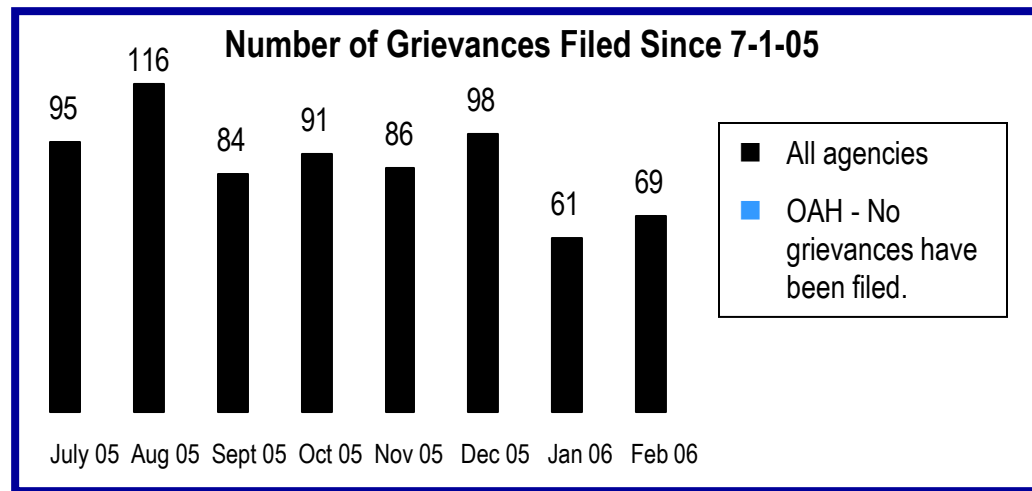
Average Sick Leave Hours per Employee per Quarter



- Notes:**
- Sick leave usage is scheduled and unscheduled leave.
  - Only actual leave time gone from work is shown. Leave hours donated and cashed out leave hours are not shown in this display.

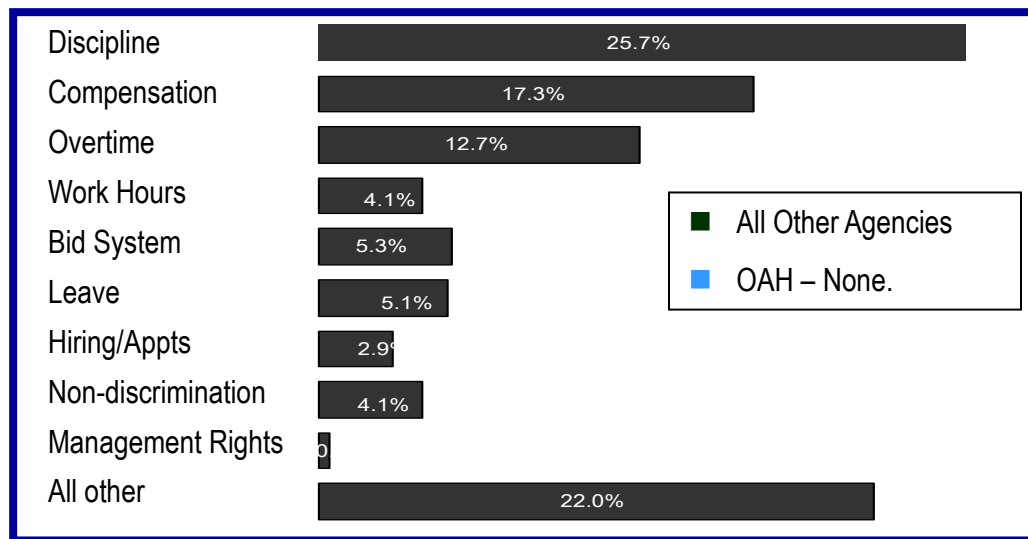
	Per Capita Sick Leave Use			Just Those Who Took Sick Leave		
	Ave. Sick Leave Hours Used per Qtr*		% of Earned Sick Leave	Ave. Sick Leave Hours Used per Qtr*		% of Earned Sick Leave
Statewide	17.8	hours	74%	22.8	hours	95%
Agency All	19.9	hours	83%	21.8	hours	91%
*Average since 10/01						

### Employee relations: Are contracts/policies applied appropriately?



#### Notes:

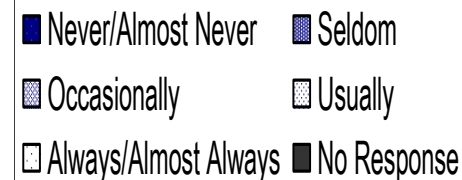
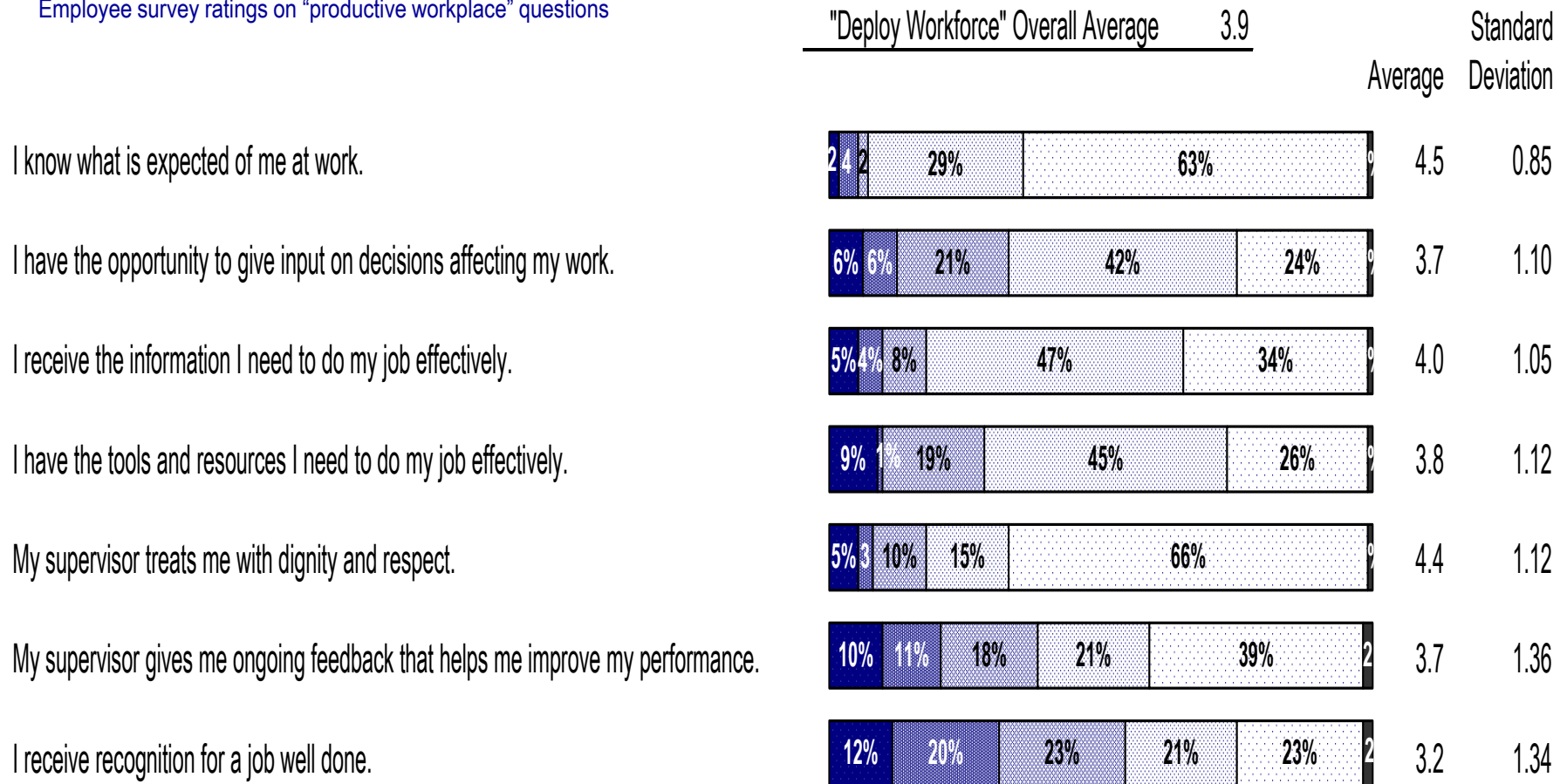
- The data shown in these charts is for “represented” employees as reported monthly by agencies to the State Labor Relations Office (LRO).
- OAH has no represented employees. No grievances have been filed.
- Since 7-1-05, no appeals have been filed with the Personnel Resources Board.



# Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

## Performance Measures

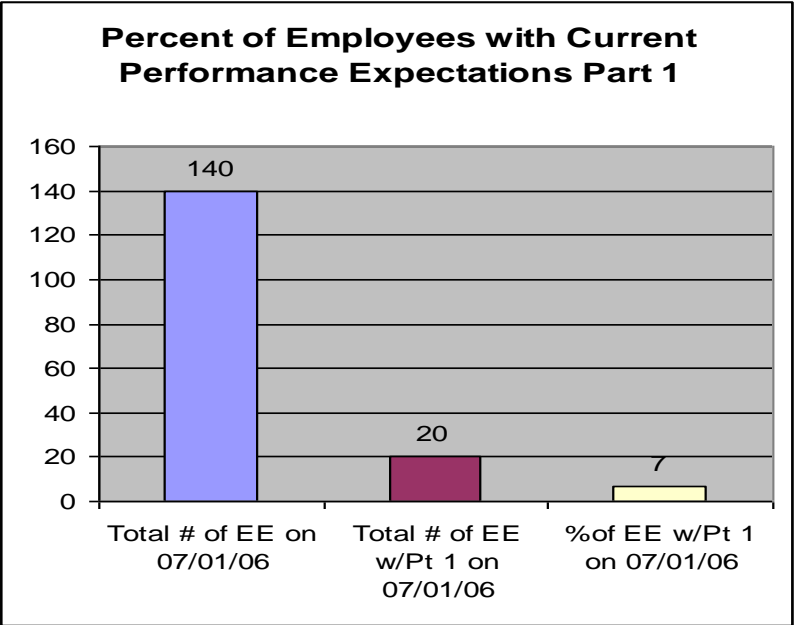
Employee survey ratings on "productive workplace" questions





Performance Measures

■ Percent employees with current performance expectations



Analysis:

Action Steps:

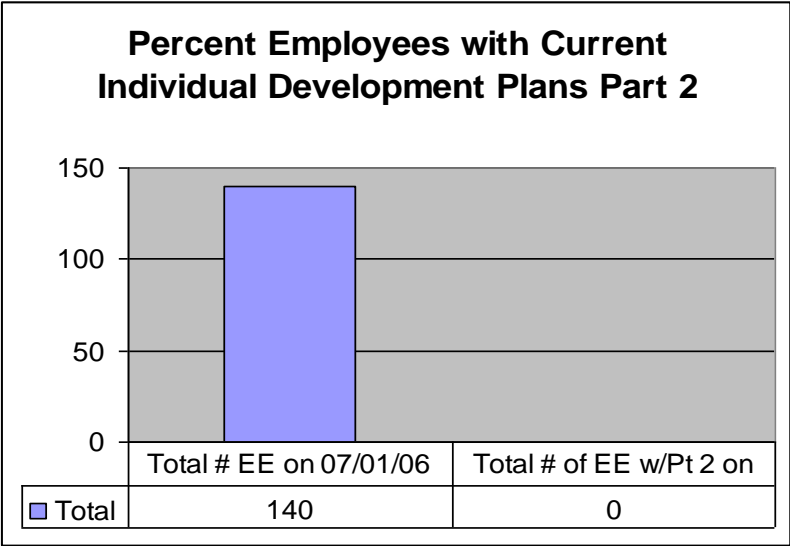
Develop Workforce |

Employees have competencies for present job and future advancement

Performance Measures

- Percent employees with current annual individual development plans
- Employee survey ratings on "learning & development" questions

Overall average score for "Learning & Development" questions is 3.6



Analysis:

- The percent of employees with annual PDPs will be up for the April report.

Action Steps:

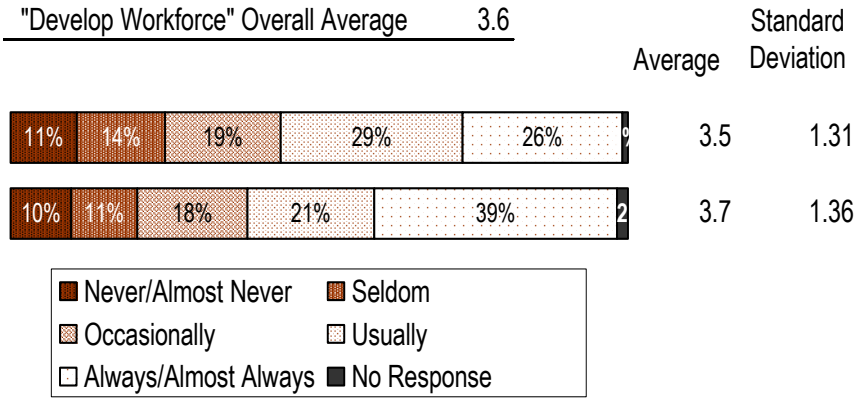
- XXX
- XXX

Employee perceptions on learning and development:

Survey conducted Spring 2006. OAH number of responses = 112

I have opportunities at work to learn and grow.

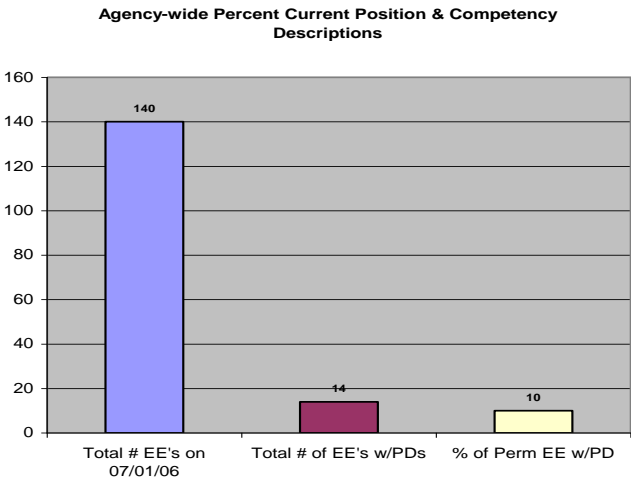
My supervisor gives me ongoing feedback that helps me improve my performance.



HR Management Report

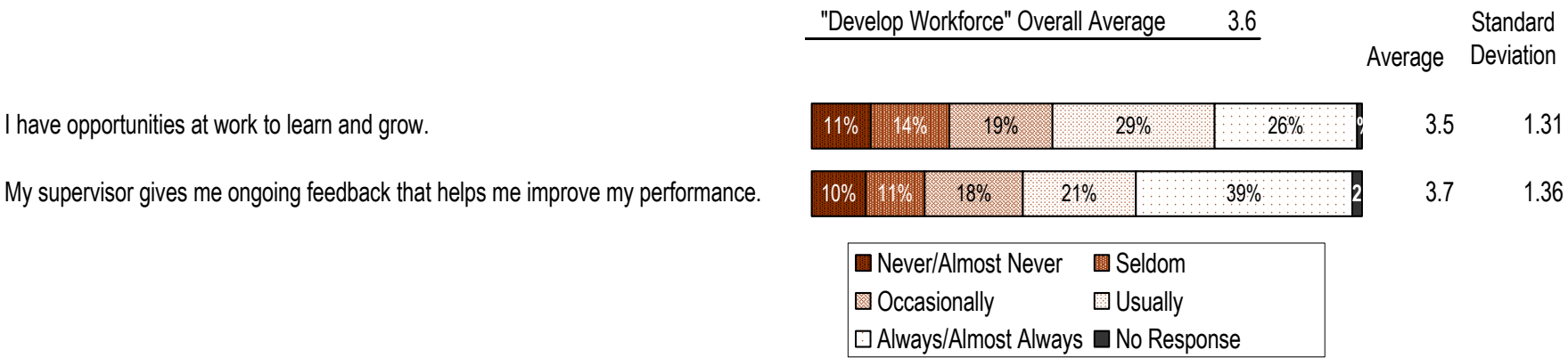
(standard measures)

- Percent employees with current annual individual development plans
- Employee survey ratings on “learning & development” questions



Employee perceptions on learning and development:

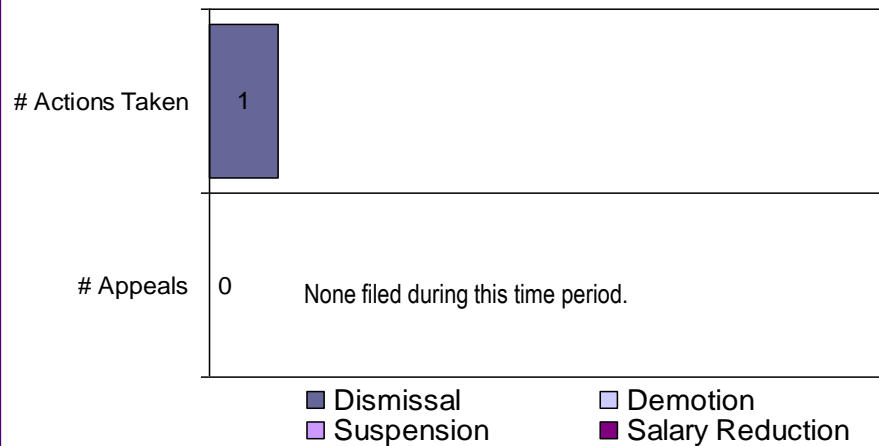
Survey conducted Spring 2006. OAH number of responses = 112



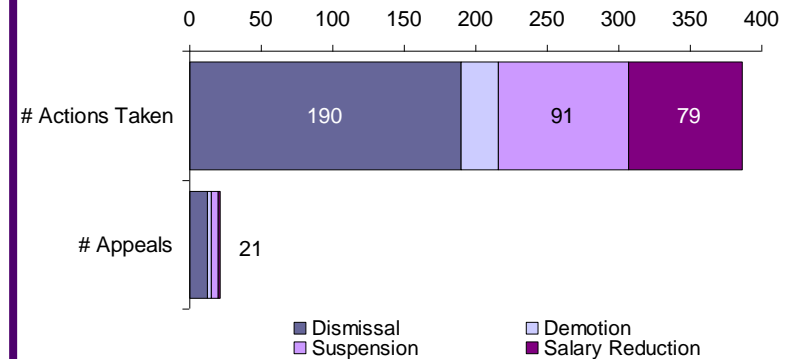
## Disciplinary action: Is poor performance dealt with?

Reinforce Performance - Slide 2 of 2

**OAH Formal Disciplinary Actions and Appeals**  
FY 2006 to date (July 1, 2005- April 30, 2006)



**Statewide Comparison**  
Disciplinary Actions and Appeals Filed Since July 1, 2005



### Issues Leading to Disciplinary Action and Disciplinary Grievances

Employee did not meet agency standards.

### Disposition of Disciplinary-related Grievances and Appeals

There are none for OAH.

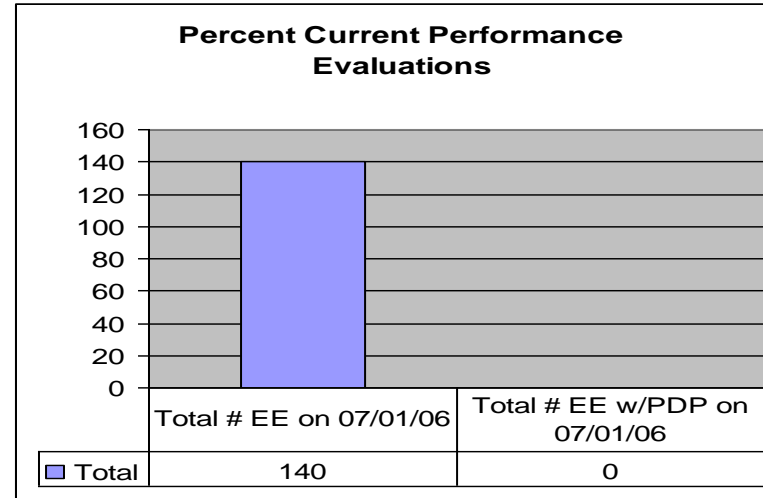
# Reinforce Performance |

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

## Performance Measures

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Number and type of disciplinary issues, actions, appeals disposition

**Overall average score for "performance & accountability" questions is 3.6**



## Analysis:

- Performance expectations are currently being done on employees.
- These numbers will be up in 2007.

## Action Steps:

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

Survey conducted Spring 2006. OAH number of responses = 112

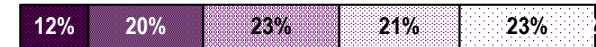
"Reinforce Performance" Overall Average 3.7

I know how my work contributes to the goals of my agency.



Average 4.4  
Standard Deviation 0.82

I receive recognition for a job well done.



Average 3.2  
Standard Deviation 1.34

My performance evaluation provides me with meaningful information about my performance.



Average 2.9  
Standard Deviation 1.58

My supervisor holds me and my co-workers accountable for performance.



Average 4.0  
Standard Deviation 1.24

■ Never/Almost Never    ■ Seldom  
 ■ Occasionally    ■ Usually  
 ■ Always/Almost Always    ■ No Response

# Ultimate Outcomes

State has workforce breadth & depth for present & future success.

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

Successful, productive employees are retained.

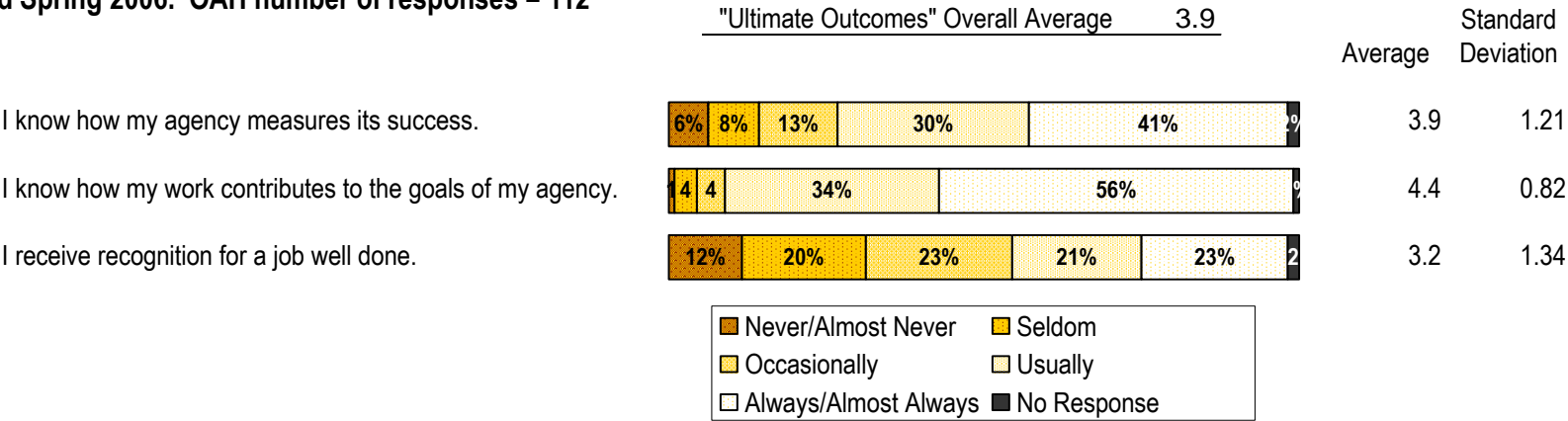
## HR Management Report (standard measures)

Ultimate Outcomes - Slide 1 of 3

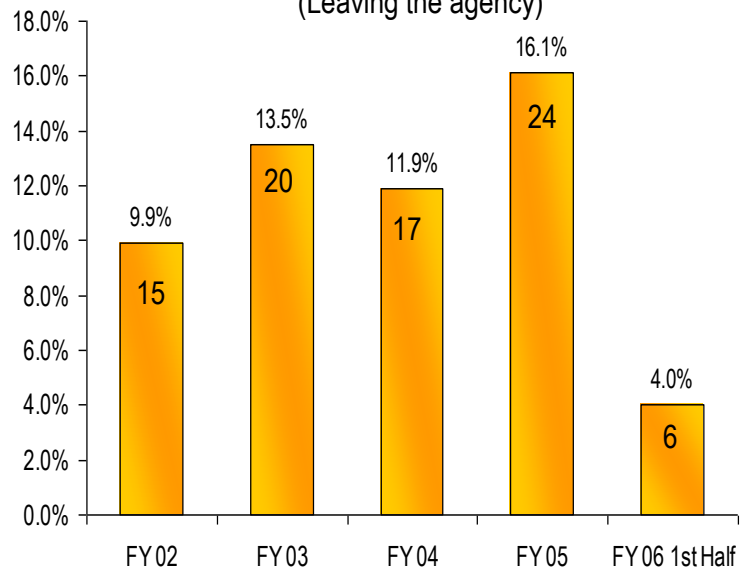
- Employee survey ratings on “commitment” questions

### Indicators of Employee Commitment

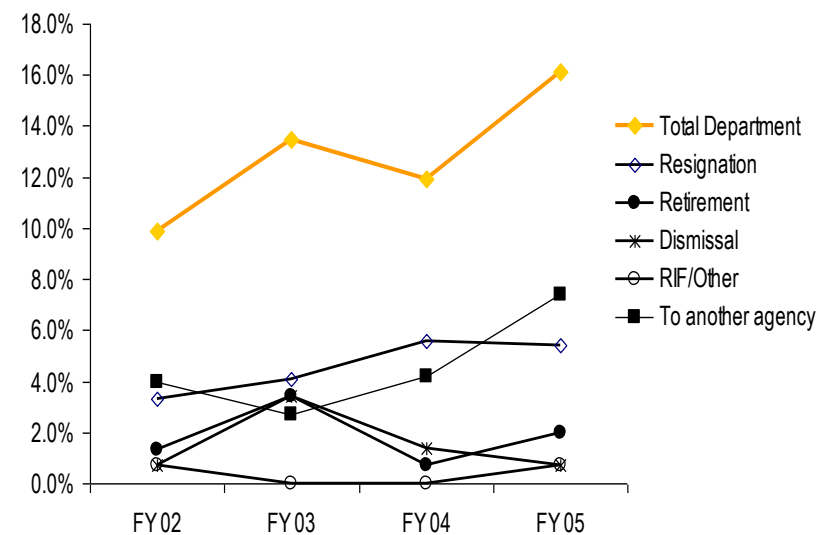
Survey conducted Spring 2006. OAH number of responses = 112



**Turnover – Office of Administrative Hearings**  
(Leaving the agency)



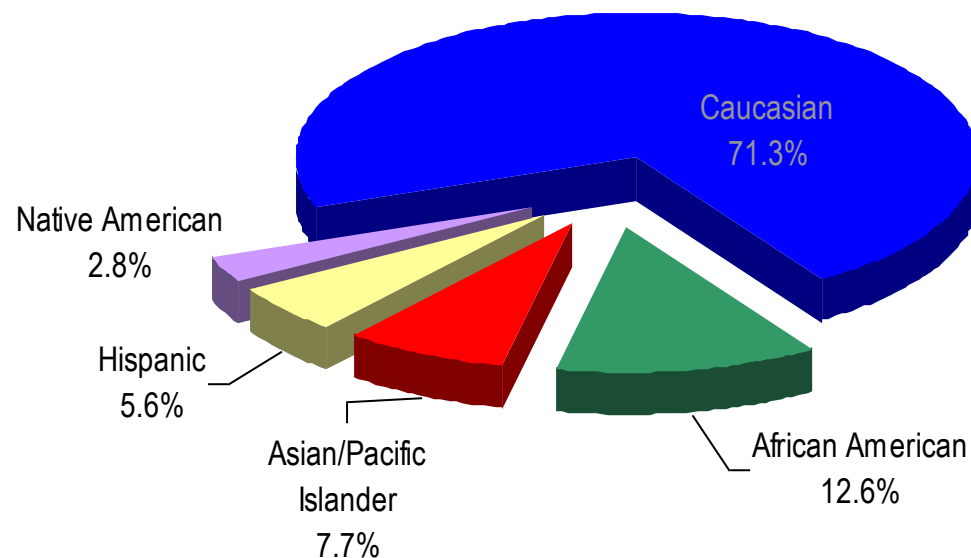
**Workforce Turnover Breakdown**



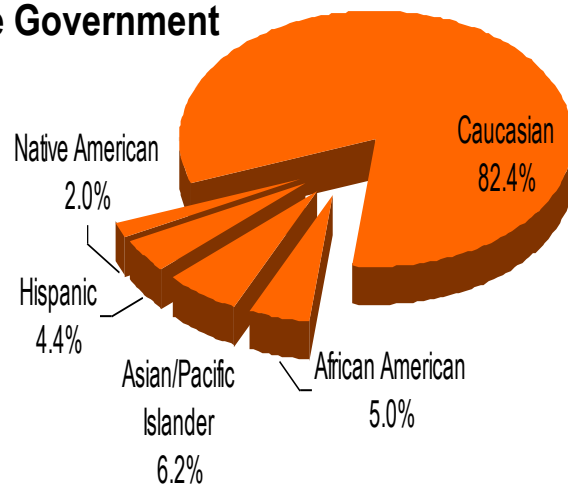
## Workforce Diversity

Diversity Profile	Admin Hearings	State
Women	66.4%	52.0%
Persons with disabilities	10.5%	5.2%
Vietnam Veterans	7.0%	7.3%
Disabled Veterans	1.4%	1.3%
Persons over 40	79.0%	73.1%
People of color	28.7%	17.6%

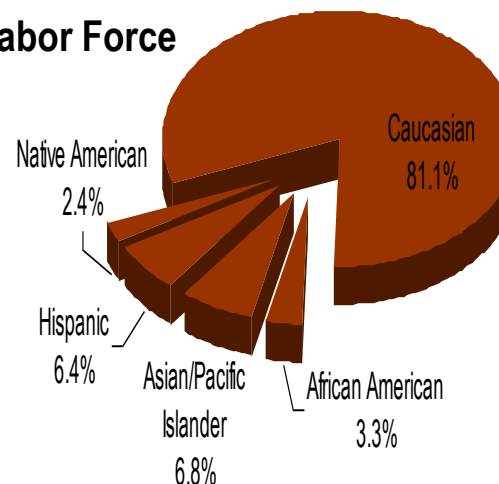
## Office of Administrative Hearings



## WA State Government



## WA Labor Force



Agency data as of January 1, 2006

Source: DOP Data Warehouse