



People Forward: Human Capital Trends and Innovations Washington

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

Observations

- The Washington State Department of Personnel (DOP) supports agency workforce planning efforts by providing a robust workforce planning guide in addition to consultation services; there is, however, no statewide workforce plan to address issues that may span across agencies, nor is there an apparent link to the budgeting process.
- Each agency produces a semi-annual human resource management report; these are rolled into a single statewide report that policy leaders and the DOP use to identify HR issues impacting the delivery of services and to enable data-driven strategies and solutions.
- Washington uses a competency-based system as a common foundation for all HR processes. The DOP has created a robust catalog of both general and job-specific qualifications that can be used across HR functions, including a set of statewide leadership competencies, and agencies develop their own core competencies that are tailored to their organizational needs.

Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
NA	NA	Voluntary	7.9%
		Involuntary	4.1%

Observations

- Washington maintains an excellent hiring Web site where prospective applicants can create a profile, search for jobs using a variety of criteria, apply online and track the status of their applications; the site would benefit from more information about state employment and the inclusion of interactive features such as an e-mail subscription service.
- The extensive use of competencies in the recruitment and selection process appears to work well for the state, as both the voluntary and involuntary turnover rates for new hires are well below average.
- The state does not use recruitment-based compensation such as referral or sign-on bonuses.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	7.5%
Voluntary	4.1%
Involuntary	1.4%
Retired	1.8%
Layoff	0.2%

Total classified compensation (2007 dollars)	\$49,800
Fringe benefits as a percentage of salary, classified employees	33.7%
Percentage of health insurance premiums paid by employees	6.1%
Grievances per 1,000 classified employees	18

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	13
Per manager	35

Training expenditure	
As a percentage of total payroll cost	1.0%
Per employee	\$440
Per manager	NA

Employee development	
Total number of development programs	11
Hours in senior leadership program	80
Percentage of employees with a career plan	75.2%

Observations

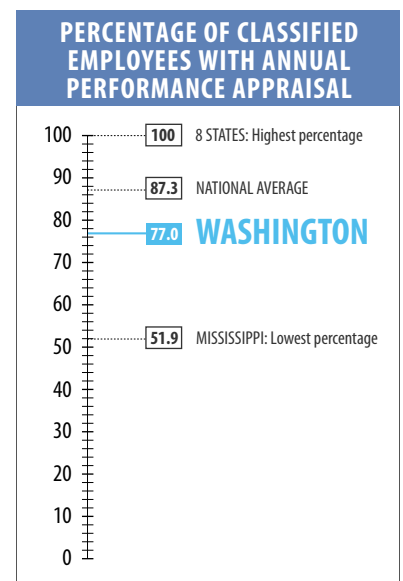
- The DOP provides a strong e-learning network, with more than 1,200 online classes offered to employees, as well as a strong competency-based leadership development program.
- Training is available to supervisors and managers of all levels; the senior-level program is a robust 80-hour residential program that is developed in cooperation with the University of Washington and taught by a team of nationally and locally recognized experts.
- Career development efforts in Washington are strong: Competencies are used in the career planning process, and three-quarters of all state employees have a formal career plan in place.

Criterion 5 Managing a state's workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
77.0%	Performance problems	15 days
	Behavior problems	15 days

Observations

- Washington's competency program enables it to link state and agency goals to employee performance.
- The Performance Management Confirmation process ensures that an agency has the capacity to fairly and transparently use performance appraisal ratings in making compensation and layoff decisions.
- Washington makes limited use of individual and group performance bonuses (including gain sharing), and it offers a variety of non-monetary recognition programs in place as well.



The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.