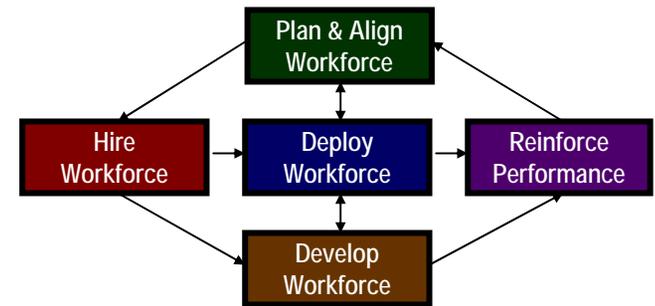

State of Washington

Washington State Department of Transportation (WSDOT)

Washington State Ferries (WSF)

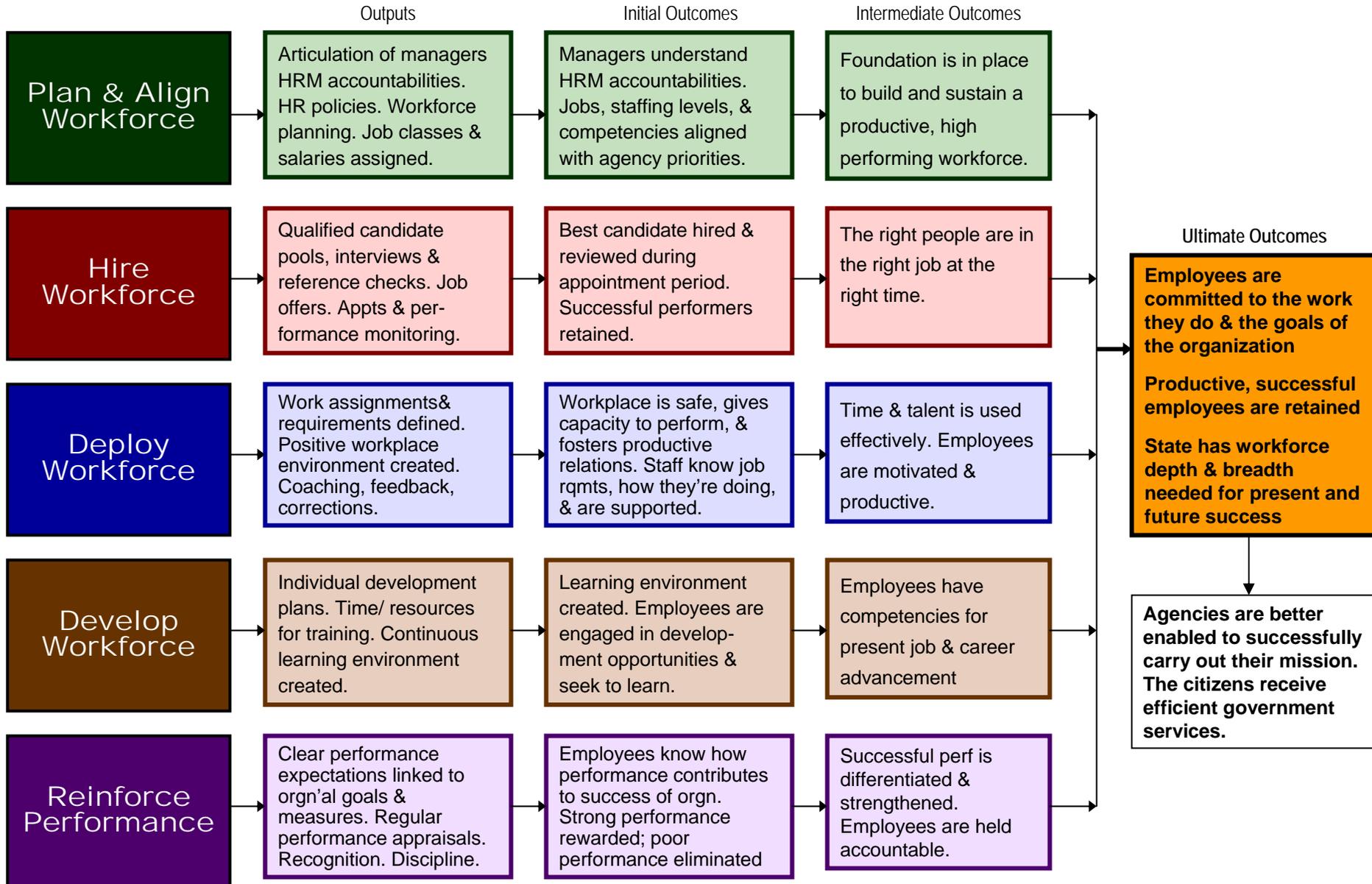
Merit System 1

Human Resource
Management Report
7/1/2006 – 12/31/2006



May 3, 2007

Managers' Logic Model for Workforce Management



Standard Performance Measures

Plan & Align Workforce

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

Hire Workforce

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

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

Develop Workforce

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

Reinforce Performance

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

Ultimate Outcomes

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

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent WMS Managers with current performance expectations for workforce management = 49%

Total # of WMS Managers with current performance expectations for workforce management = 158

Total # of WMS Managers due for period = 320

By Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob-Trial Srv	1st & 2nd Qtr FY07 Agency Total
Mngrs (WMS) Due	110	21	63	16	42	22	17	26	3	320
Mngrs (WMS) Received	40	5	14	16	19	21	17	26	0	158
Mngr (WMS) Completion Rate	36%	24%	22%	100%	45%	95%	100%	100%	0%	49%

- These results reflect only WMS Managers.
- This data makes the assumption that expectations are reviewed and updated when performance evaluations are completed.

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- WSDOT expects complete implementation of the PMP by October 31, 2007.
- During this implementation period, managers & supervisors are required to begin using the new program and setting up expectations.
- As a result, at the conclusion of the transition period the percentage complete will be near 100%.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Number of WMS employees = 703

Percent of agency workforce that is WMS = 11.5%

Number of all Managers* = 682

Percent of agency workforce that is Managers* = 11.1%

* Headcount in positions coded as "Manager" (includes [23] EMS and WMS)

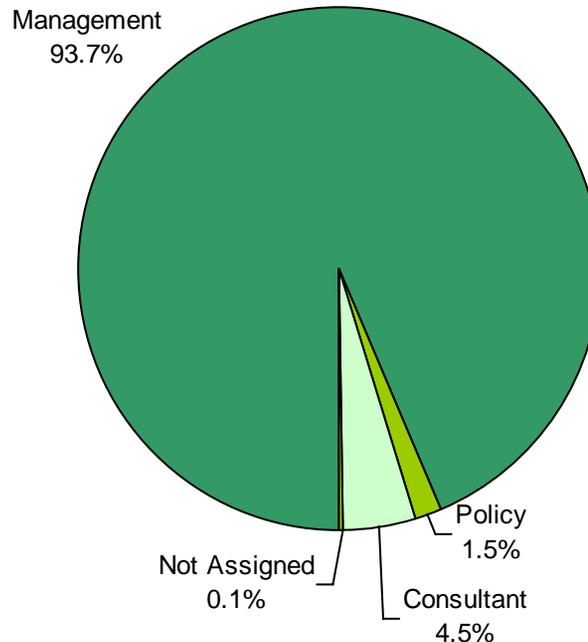
Analysis:

- DOT is responsible for the largest transportation project delivery requirement in the nation to date. The current project delivery makes use of many consultants as well as state employees. This has resulted in our management to employee ratio being a bit higher than industry average.
- The definitions of positions that are designated as Manager, Consultant and Policy have been defined by the Department of Personnel. The use of the term consultant in the chart identifies a WSDOT employee that

Action Steps:

- DOT will continue to closely monitor this ratio over the next six months.

WMS Management Type



"Manager"	659
"Consultant"	32
"Policy"	11
Not assigned	1

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 59%

Total # of employees with current position/competency descriptions* = 1686

Total # of employees* due for period = 2842

*Applies to employees in permanent positions, both WMS & GS

By Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob-Trial Srv	1st & 2nd Qtr FY07 Agency Total
Due	710	87	652	150	408	252	274	287	22	2842
Received	304	44	162	150	242	246	248	287	3	1686
Completion Rate	43%	51%	25%	100%	59%	98%	91%	100%	14%	59%

•This data makes the assumption that CQ's are reviewed and updated when performance evaluations are completed.

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the competencies for which the employees will be rated.

Action Steps:

- WSDOT expects complete implementation of the PMP by October 31, 2007.
- During this implementation period, managers & supervisors are required to begin using the new program and setting/updating position/competency descriptions.
- As a result, at the conclusion of the transition period the percentage complete will be near 100%.

Hire Workforce

Outcomes:
Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*: 66

Number of vacancies filled: 423

*Equals # of days from hiring requisition to appointment effective date

Analysis:

- The average number of days to fill has decreased from 68 to 66 days.

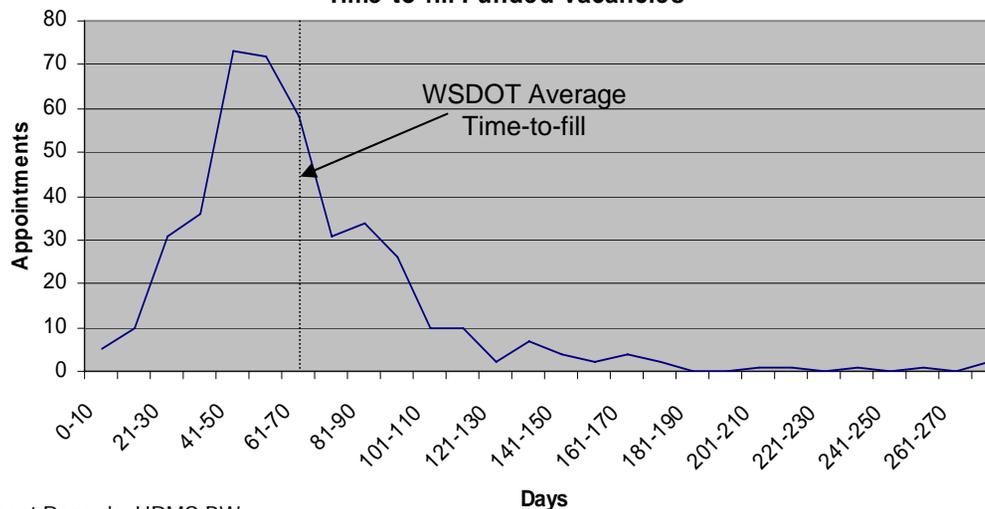
Action Steps:

- WSDOT HR is developing a tool that will track the various steps in the hiring cycle to identify areas for improvement.
- WSDOT HR will monitor the time-to-fill to note the effect of the E-Recruiting System.

Candidate Quality Not available from DOP

	Percent	Number
Candidates interviewed who had competencies needed for the job	[XX]%	[XX]
Hiring managers who indicated they could hire best candidate	[XX]%	[XX]

Time-to-fill Funded Vacancies



Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

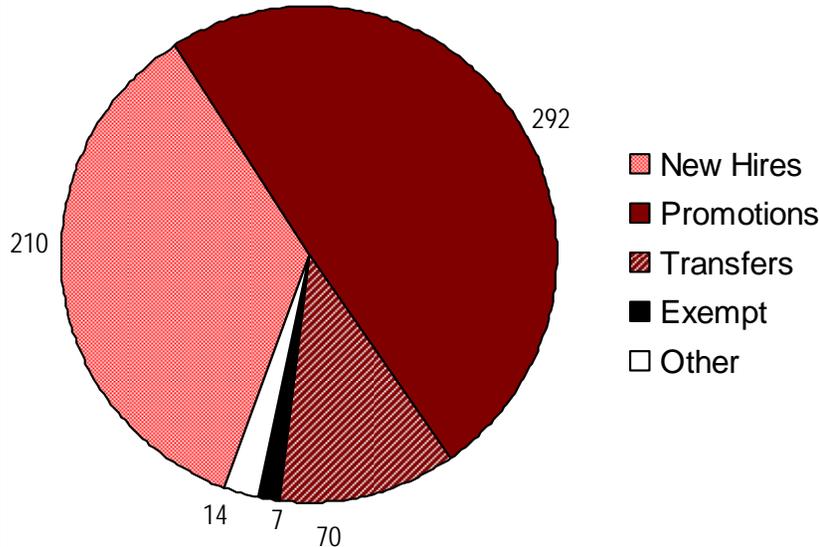
Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Types of Appointments



Total number of appointments = 593*

Includes appointments to permanent vacant positions only; excludes reassignments
*Other = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	18
Probationary separations - Involuntary	12
<i>Total Probationary Separations</i>	<i>30</i>
Trial Service separations - Voluntary	07
Trial Service separations - Involuntary	00
<i>Total Trial Service Separations</i>	<i>07</i>
Total Separations During Review Period	37

Analysis:

- Based on the rule/contract changes effective July 1, 2005, managers have been using the flexibility built into the language to recruit and hire.
- WSDOT has increased its amount of new hires over the past two years.
- Supervisors are using the probationary/trial service period to address employee performance before permanent status is attained.

Action Steps:

- WSDOT Human Resources will continue to train managers on interview and selection best practices.
- WSDOT will continue to refine its current position-specific recruiting practices. As we refine this process, probationary/trial service separations should decrease.
- WSDOT HR will monitor the number/type of appointment and separation during review period to note the effect of the E-Recruiting System.

Source: HRMS BW

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 59%

Total # of employees with current performance expectations* = 1686

Total # of employees* due for period = 2842

*Applies to employees in permanent positions, both WMS & General Service

By Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob- Trial Srv	1st & 2nd Qtr FY07 Agency Total
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Completion Rate	43%	51%	25%	100%	59%	98%	91%	100%	14%	59%

•This data makes the assumption that performance expectations are reviewed and updated when performance evaluations are completed.

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- Complete implementation of the PMP is expected by September/October '07.
- During this implementation period, managers/supervisors are required to begin using the new program and setting up performance expectations.
- As a result, at the conclusion of the transition period the percentage will be near 100%.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

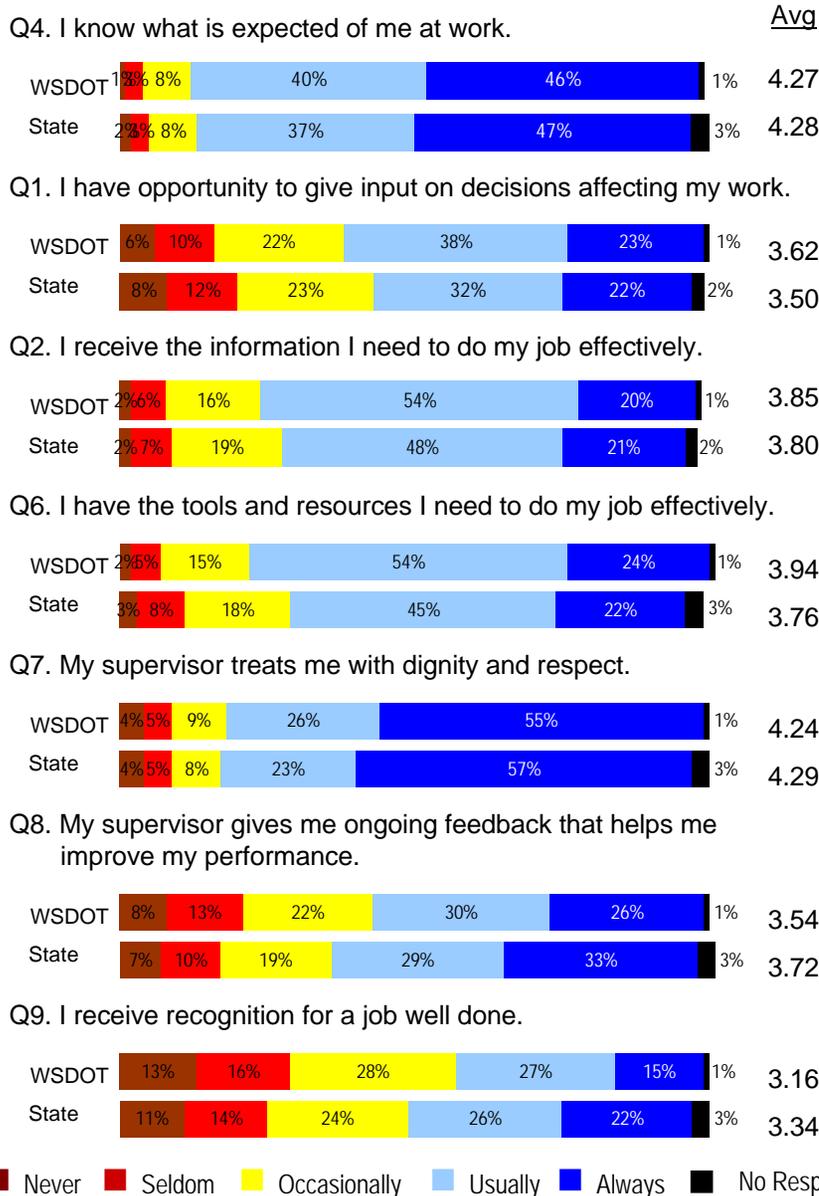
Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings



Analysis:

- The survey results for "Productive Workplace" are synonymous with the state averages.
- These ratings should improve when the number of Performance Evaluations improves.

Action Steps:

- WSDOT should continue to improve the number of performance evaluations completed in the department as noted in the previous slides pertaining to performance evaluations.

Productive Workplace Ratings

WSDOT Overall average score: 3.80
Statewide Overall average score: 3.81

Deploy Workforce

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

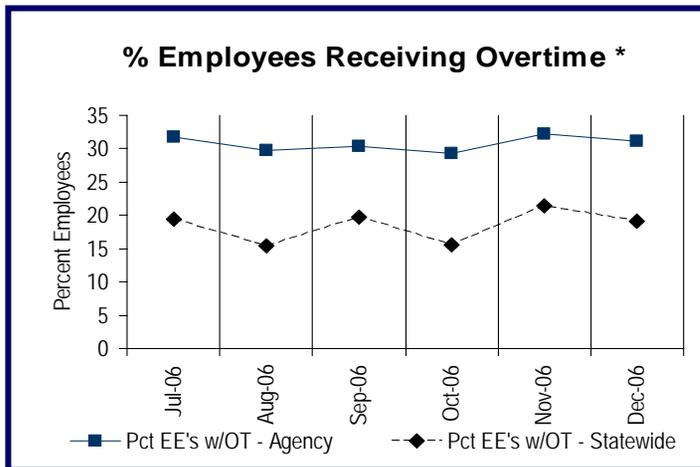
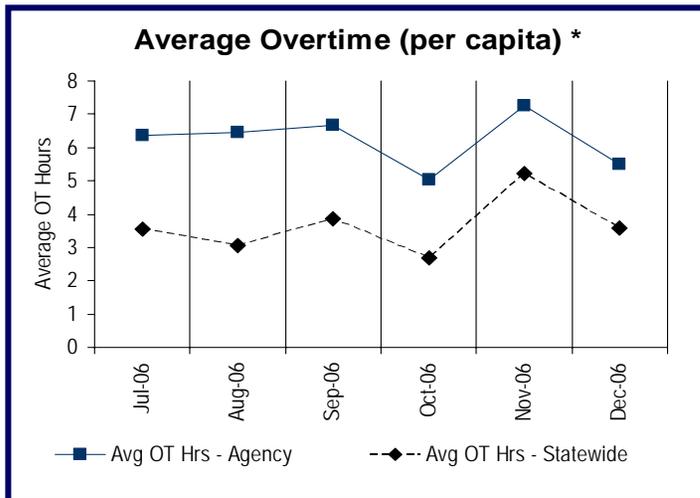
Overtime usage

Sick leave usage

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

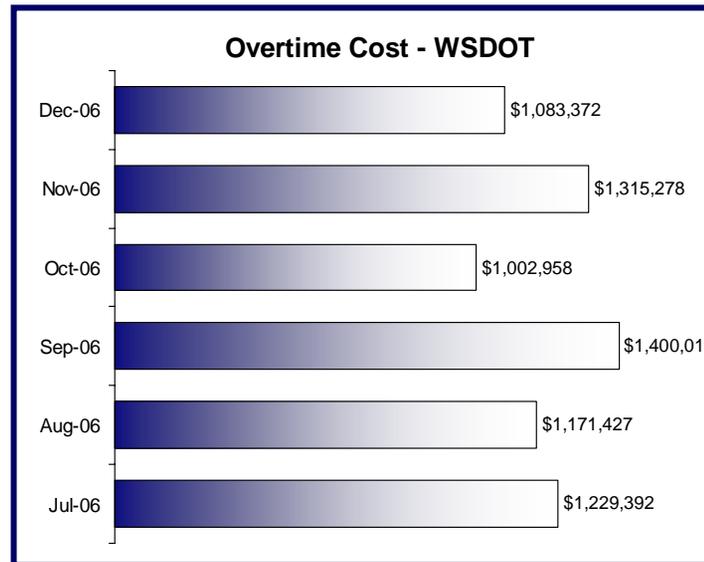
Safety and Workers Compensation (TBD)

Overtime Usage



*Overtime Costs displayed are based on employees in permanent, appointed, and civil service exempt positions.

* Statewide overtime values do not include DNR
Source: HRMS BW



Analysis:

- WSDOT is currently at 6.2 hours, per capita, per month in 1st & 2nd Qtr FY 2007.
- An average of 30.8% of WSDOT employees (per capita) are receiving overtime per month for 1st & 2nd Qtr FY 2007.
- WSDOT overtime usage tends to be higher in the summer and winter months due to project delivery demands and snow removal season.
- WSDOT's overtime usage, in relation to sick leave usage, runs contrary to the state trends. As overtime usage rises, sick leave usage declines. Conversely, as overtime usage declines sick leave usage rises.

Action Steps:

- WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of overtime for potentially negative trends by the next reporting period.

Deploy Workforce

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions

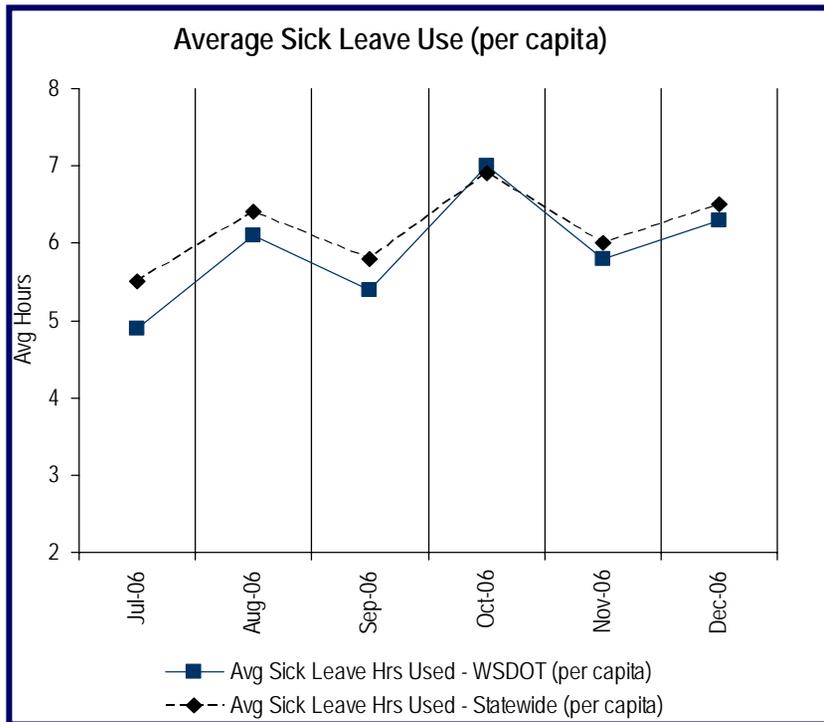
Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Sick Leave Usage



Analysis:

- WSDOT sick leave usage is running slightly higher than the statewide average.
- However, the trend line is parallel with the statewide average.
- WSDOT's sick leave usage, in relation to overtime usage, runs contrary to the state trends. As sick leave usage rises, overtime usage declines. Conversely, as sick leave usage declines overtime usage rises.

Action Steps:

- WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of sick leave for potentially negative trends by the next reporting period.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
5.9 Hrs	6.2 Hrs	74.8%	79.8%

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

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
11.1 Hrs	11.7 Hrs	139.1%	145.8%

Sick Leave time period = 7/2006 through 12/2006

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

Deploy Workforce

Non-Disciplinary Grievances (represented employees)

Outcomes:

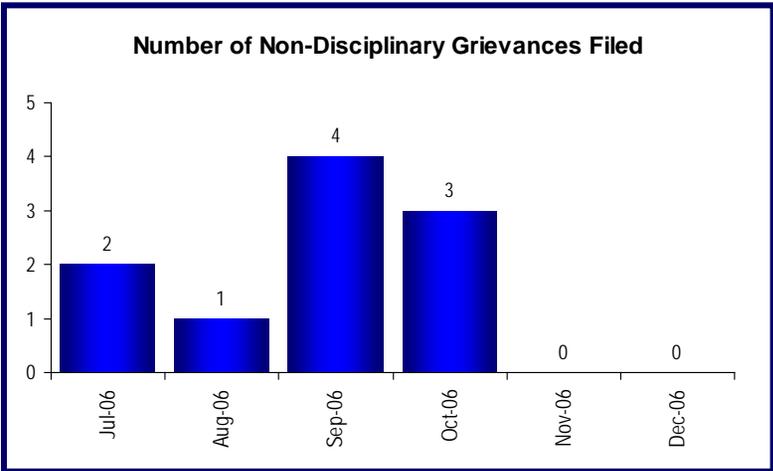
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

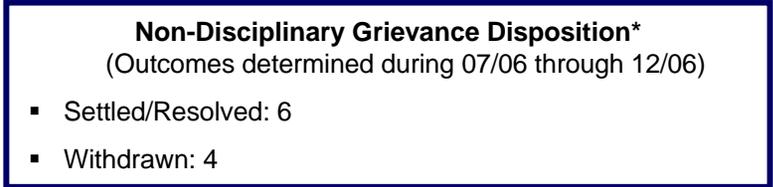
Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions
Overtime usage
Sick leave usage

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

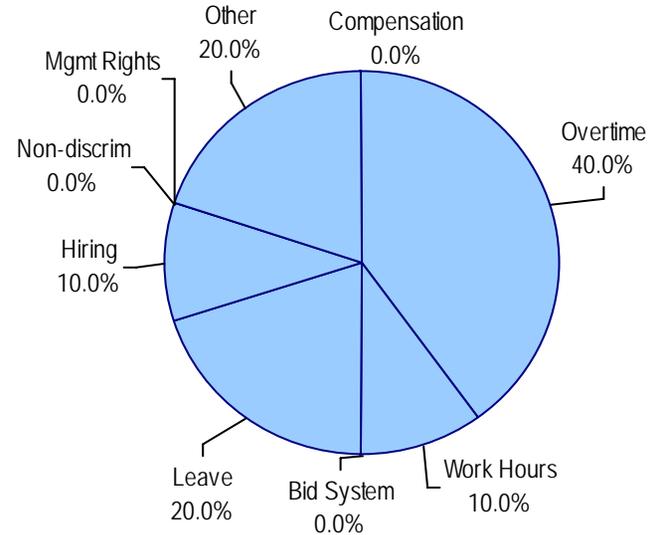
Safety and Workers Compensation (TBD)



Total Non-Disciplinary Grievances = 10



Type of Non-Disciplinary Grievances



Analysis:

- Overtime and hours of work issues continue to be a source of grievances because of the complexity of the contract language and new payroll system.

Action Steps:

- The department continues to train timekeepers, payroll staff, supervisors and employees on how to interpret contract language and work within the constraints of the HRMS system.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Deploy Workforce

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)**
- Safety and Workers Compensation (TBD)

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review	Filings with Personnel Resources Board
Time Period = 07/06 through 12/06	Time Period = 07/06 through 12/06
4 Job classification	0 Job classification
1 Rule violation	0 Other exceptions to Director Review
0 Name removal from register	0 Layoff
0 Rejection of job application	0 Disability separation
0 Remedial action	0 Non-disciplinary separation
5 Total filings	0 Total filings
	Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

- 1 Rule Violation
- 1 Job Classification
- 2 Total outcomes withdrawn

- 1 Job Classification
- 1 Total outcomes Affirmed – Upheld Agency

Develop Workforce

Individual Development Plans

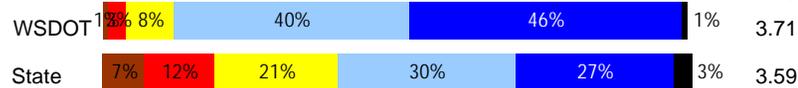
WSDOT Overall average score for Learning & Development Ratings: 3.63
Statewide overall average score for Learning & Development Ratings: 3.66

Percent employees with current individual development plans = 59%

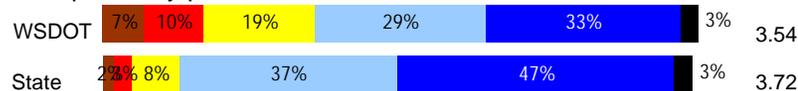
Total # of employees with current IDPs* = 1686
 Total # of employees* due for period= 2842
 *Applies to employees in permanent positions, both WMS & GS

Employee Survey “Learning & Development” Ratings

Q5. I have opportunities at work to learn and grow. Avg



Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



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

Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob-Trial Srv	1st & 2nd Qtr FY07 Agency Total
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Completion Rate	43%	51%	25%	100%	59%	98%	91%	100%	14%	59%

Analysis:

- During this reporting period, the agency was in transition between using the old EDPP/MDPP performance appraisal system and our new web-based competency driven Performance Management Program (PMP).
- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- Complete implementation of the PMP is expected by September/October '07.
- During this implementation period, managers/supervisors are required to begin using the new program and addressing individual development plans.
- As a result, at the conclusion of the transition period the percentage will be near 100%.
- Also, the WSDOT Staff Development Office maintains training curriculum for all job classes. Each employee can also access the Individual Recommended Training Plan that shows mandatory, statutorily required, and recommended training, as well as the status of completion. Information on completion of Mandatory & Statutorily Required training is also reported in the Gray Notebook.

Current Performance Evaluations

Percent employees* with current performance evaluations = 59%

Total # of employees with current performance evaluations* = 1686

Total # of employees* due for period= 2842

*Applies to employees in permanent positions, both WMS & GS

Region:	HQ	UCO	NWR	NCR	OR	SWR	SCR	ER	WSF Prob- Trial Srv	1st & 2nd Qtr FY07 Agency Total
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- While in transition, managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the expectations for which the employees will be rated.

Action Steps:

- Complete implementation of the PMP is expected by September/October '07.
- During this implementation period, managers/supervisors are required to begin using the new program and setting up employee appraisals.
- As a result, at the conclusion of the transition period the percentage will be near 100%.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

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

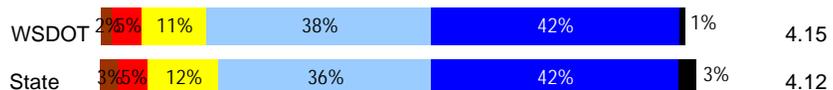
Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings

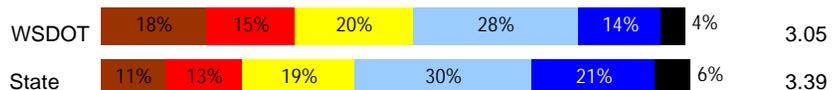
WSDOT overall average score for “Performance & Accountability” ratings: 3.62

Statewide overall average score for “Performance & Accountability” ratings: 3.74

Q3. I know how my work contributes to the goals of my agency. Avg



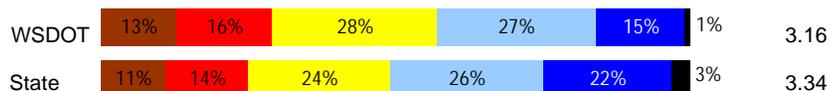
Q10. My performance evaluation provides me with meaningful information about my performance.



Q11. My supervisor holds me and my co-workers accountable for performance.



Q9. I receive recognition for a job well done.



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

Analysis:

- The survey results for “Performance & Accountability” are slightly lower than the state averages.
- These ratings should improve when the number of Performance Evaluations improves.

Action Steps:

- WSDOT should continue to improve the number of performance evaluations completed in the department as noted in the previous slides pertaining to performance evaluations.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

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

Reward and recognition practices (TBD)

Reinforce Performance

Outcomes:
 Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.
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Performance Measures
 Percent employees with current performance evaluations
 Employee survey ratings on "performance and accountability" questions
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
 Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken	
Dismissals	4
Demotions	2
Suspensions	1
Reduction in Pay*	N/A
Total Disciplinary Actions*	11

* Reduction in Pay is not currently available in HRMS/BW.

- Issues Leading to Disciplinary Action**
- Internet/Ethics
 - Poor Performance
 - Drug & Alcohol Policy Violations
 - Attendance
 - Violence in the Workplace Policy Violations
 - Safety
 - Neglect of Duty

- Analysis:**
- The Department has placed a new emphasis on safety and holding employees accountable for their unsafe actions. Disciplines based on safety issues have gone up during this reporting period.
 - Internet and e-mail abuse continues to be the Department's top disciplinary issue.
 - Managers are beginning to use performance improvement plans to track performance issues and the number of performance-based disciplines is rising.
 - The HRMS/BW is currently unable to identify how many actions resulted in a reduction in pay. However, WSDOT has tracked this internally and has made 11 reductions in pay for this reporting period.
- Action Steps:**
- The Department will expand the use of performance improvement plans to address performance issues early and attempt to correct performance problems. Continued performance issues will be addressed with disciplinary action.
 - The Department will continue to educate employees on the proper use of state resources, in particular the use of e-mail and the internet while at work.

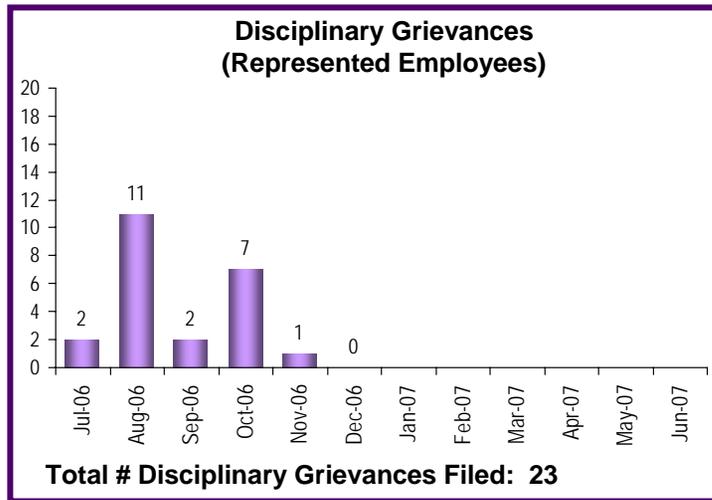
Reinforce Performance

Outcomes:
Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.
Employees are held accountable.

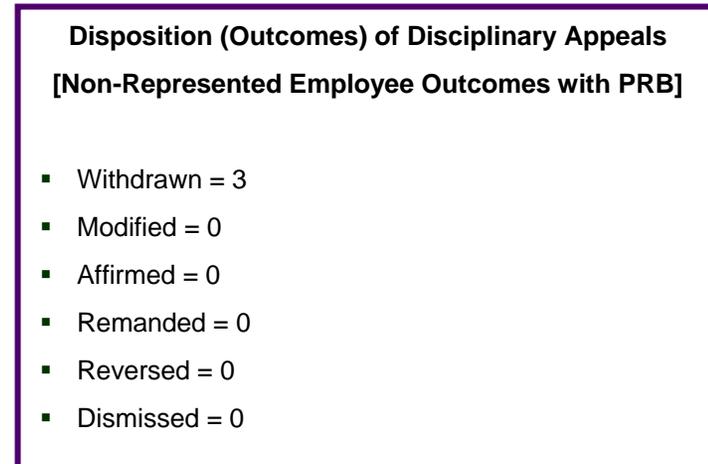
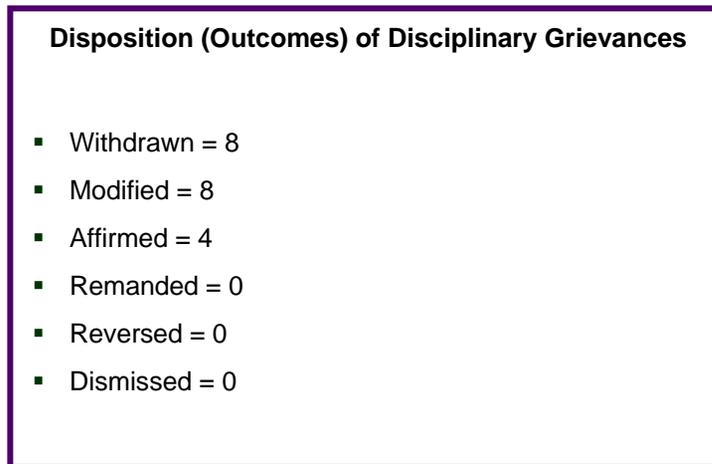
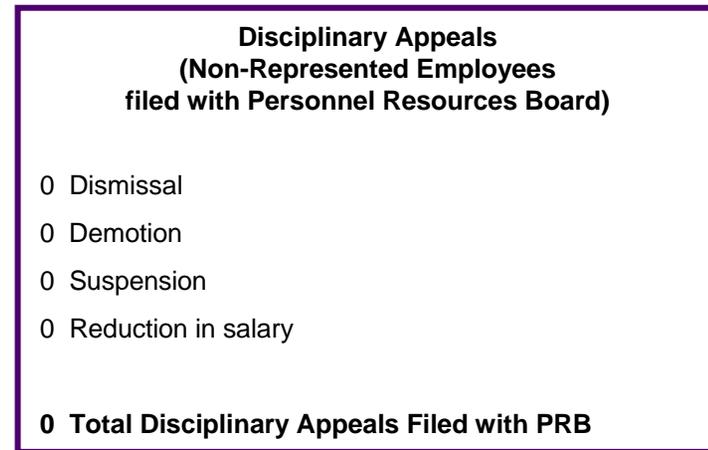
Performance Measures
Percent employees with current performance evaluations
Employee survey ratings on "performance and accountability" questions
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



ULTIMATE OUTCOMES

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

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

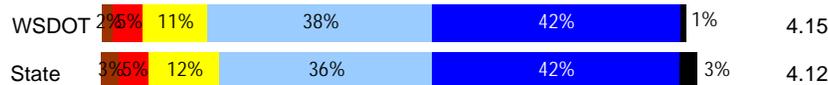
Retention measure (TBD)

Actions & Strategies

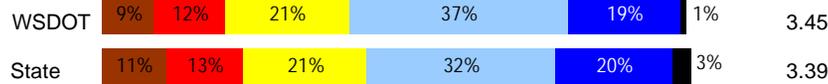
Employee Survey "Employee Commitment" Ratings

WSDOT overall average score for Employee Commitment ratings: 3.57
Statewide overall average score for Employee Commitment ratings: 3.62

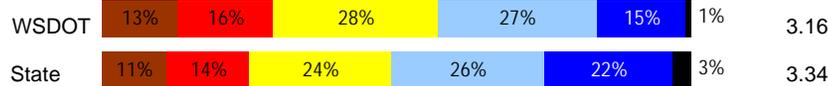
Q3. I know how my work contributes to the goals of my agency. Avg



Q12. I know how my agency measures its success.



Q9. I receive recognition for a job well done.



Legend: Never (dark red), Seldom (red), Occasionally (yellow), Usually (light blue), Always (dark blue), No Response (black)

Analysis:

- The survey results for "Employee Commitment" are slightly lower than the state averages.
- These ratings should improve when the number of Performance Evaluations improves.

Action Steps:

- WSDOT should continue to improve the number of performance evaluations completed in the department as noted in the previous slides pertaining to performance evaluations.

ULTIMATE OUTCOMES

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

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

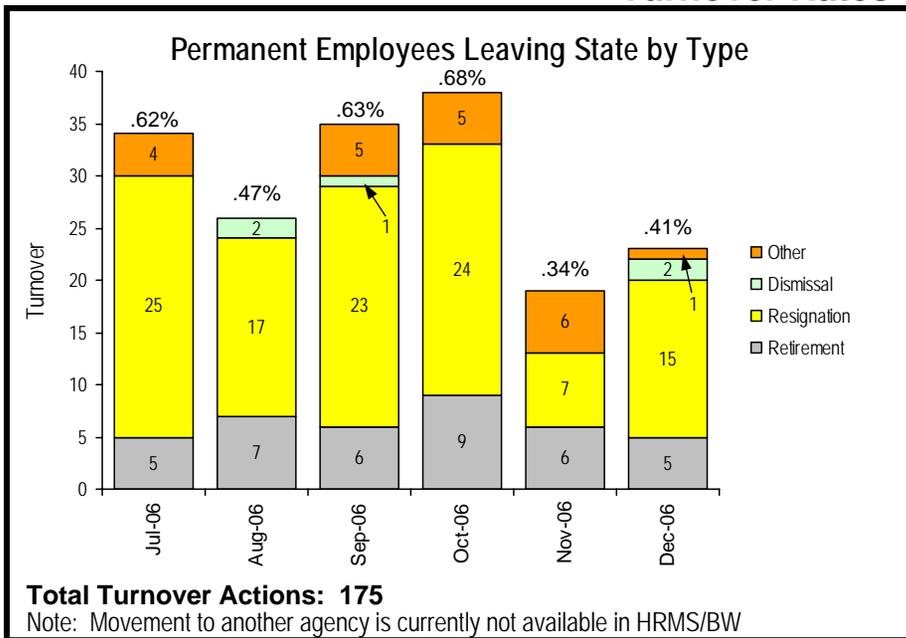
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Actions & Strategies

Turnover Rates

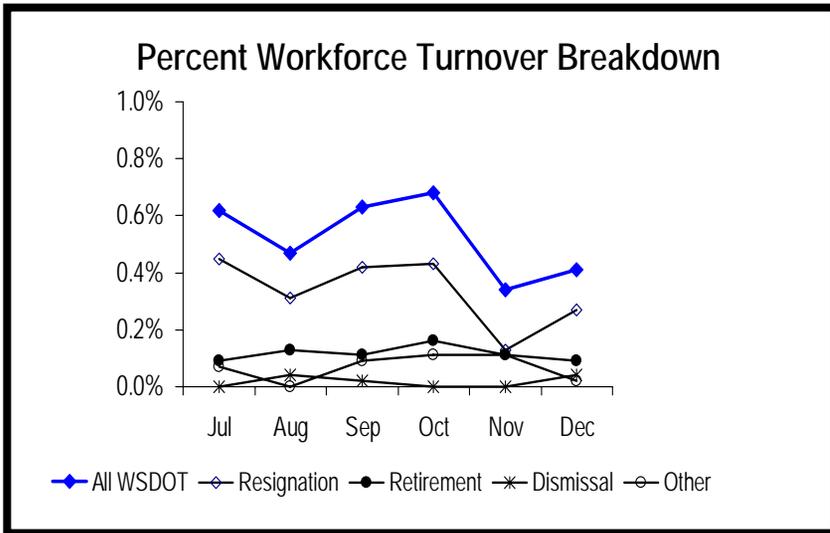


Analysis:

- WSDOT is currently at 3.04% turnover in a six month period.

Action Steps:

- WSDOT HR will monitor the turnover rate for unexpected trends that may appear.



Workforce Diversity Profile

ULTIMATE OUTCOMES

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

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

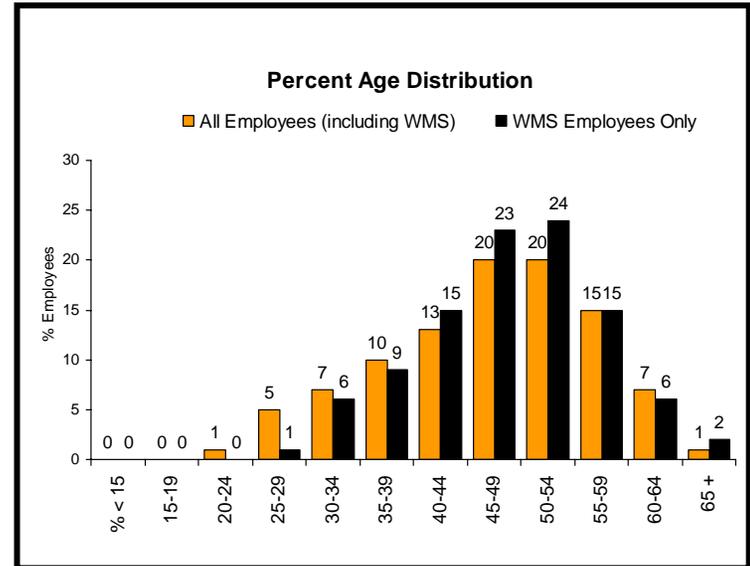
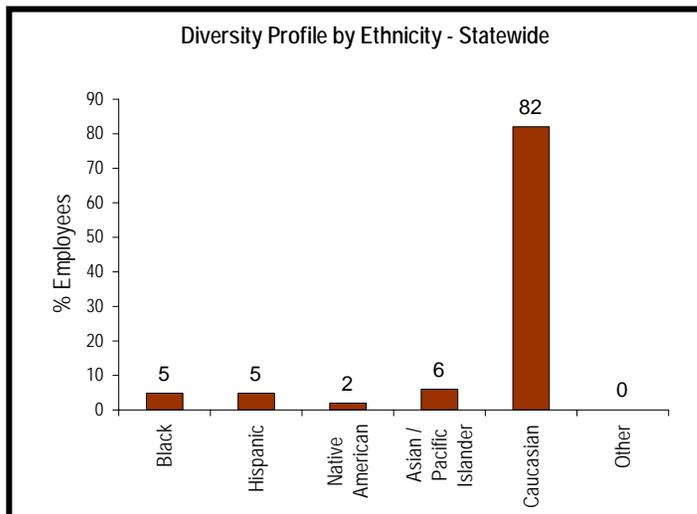
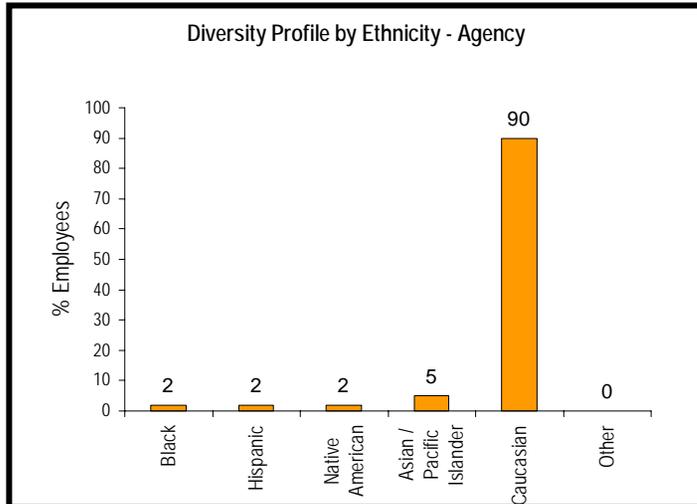
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Actions & Strategies

	Agency	State
Female	26%	52%
Disabled	4%	5%
Vietnam Vet	7%	7%
Disabled Vet	1%	2%
People of color	11%	18%
Persons over 40	76%	75%



Analysis:

- WSDOT needs to improve its representation of diversity in the organization.

Action Steps:

- Regional Managers and HR Professionals are working WSDOT's Office of Equal Opportunity and HQ Recruitment & Retention section to increase the recruitment and hiring of diverse candidates.

ULTIMATE OUTCOMES

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

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
Employee survey ratings on “commitment” questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Actions & Strategies

Actions & Strategies	Who	Date
<p>Performance Management - WSDOT has installed a new electronic performance management program. This program begins with supervisors ensuring that their employees have current position/competency descriptions. In addition they will know and understand their performance expectations prior to completing a performance appraisal. At the end of the rating period, the supervisor will rate the employee on the position/competency description and expectations that were established at the beginning of the rating period. WSDOT currently has seven regions/divisions who have been trained and are using the new performance management program. We are in the process of training two additional regions and plan to have all regions/divisions trained and using the new performance management program by October 2007. The agency plans to have completed a performance appraisal on all employees in the new performance appraisal system by October 2008.</p>	Director, Office of Human Resources	October 2008
<p>Overtime Usage - WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of overtime for potentially negative trends by the next reporting period.</p>	Director, Office of Human Resources	October 2007
<p>Sick Leave Usage - WSDOT HR, in conjunction with our Payroll Office, will further analyze the usage of sick leave for potentially negative trends by the next reporting period.</p>	Director, Office of Human Resources	October 2007

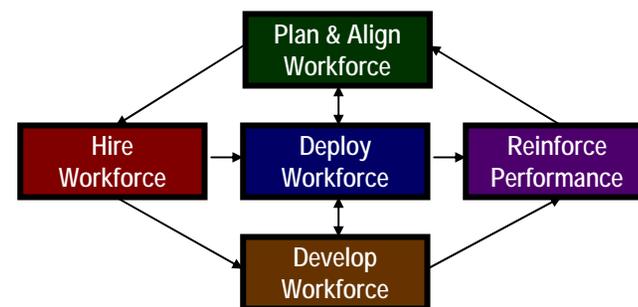
Washington State Department of Transportation
WSDOT HR Mgmt Report Executive Summary – 1st & 2nd Qtr FY 2007

Plan & Align Workforce	Percent WMS managers with current performance expectations	WSDOT has 49% (158/320) of WMS managers with WF Mgmt expectations for 1st & 2nd Qtr FY 2007.
	Management profile: <ul style="list-style-type: none"> ▪Percent workforce that is coded as “Manager” ▪Percent workforce that is WMS ▪Percent WMS that is “manager”, “policy”, “consultant” 	11.1% 11.5% 93.7% manager, 1.5% policy, 4.5% consultant
	Percent employees with current position descriptions	WSDOT has 59% (1686/2842) of employees with position/competency descriptions for 1st & 2nd Qtr FY 2007.
Hire Workforce	Average days to fill job vacancies	66
	Candidate quality ratings	Data not available from DOP
	Hiring balance (% types of appointments)	292 promotions, 210 new hires, 7 exempts, 70 transfers, 14 other
	Percent separation during post-hire review period	6.2%
Deploy Workforce	Percent employees with current performance expectations	WSDOT has 59% (1686/2842) of employees with current performance expectations for 1st & 2nd Qtr FY 2007.
	Employee survey “productive workforce” ratings	3.80 WSDOT average rating (1-5 scale)
	Overtime usage: <ul style="list-style-type: none"> ▪Average overtime hours ▪Percent employees receiving overtime 	6.2 hours average, per capita, per month in 1 st & 2 nd Qtr FY 2007 30.8% average, per capita, per month in 1 st & 2 nd Qtr FY 2007
	Sick leave usage <ul style="list-style-type: none"> ▪Average sick leave use per capita ▪Average sick leave for just those who used sick leave 	5.9 hours, per capita, per month in 1 st & 2 nd Qtr FY 2007 11.1 hours, per month in 1 st & 2 nd Qtr FY 2007
	Number of non-disciplinary grievances filed	10 total for 1st & 2nd Qtr FY 2007
	Number of non-disciplinary appeals filed	5 total for 1st & 2nd Qtr FY 2007
Develop Workforce	Percent employees with current individual training plans	WSDOT has 59% (1686/2842) of employees with current individual development plans for 1st & 2nd Qtr FY 2007.
	Employee survey “training & development” ratings	3.63 WSDOT average rating (1-5 scale)
Reinforce Performance	Percent employees with current performance evaluations	WSDOT has 59% (1686/2842) of employees with current performance evaluations for 1st & 2nd Qtr FY 2007. 4/9 regions/divisions have performance evaluations for >90% of employees.
	Employee survey “performance & accountability” ratings	3.62 WSDOT average rating (1-5 scale)
	Number of formal disciplinary actions taken	11
	Number of disciplinary grievances/appeals filed	23 disciplinary grievances. 0 disciplinary appeals filed
Ultimate Outcomes	Employee survey “Employee Commitment” ratings	3.57 WSDOT average rating (1-5 scale)
	Statewide turnover percentages	3.04% WSDOT, leaving state service (Six month period)

•The numbers for current performance expectations, current position descriptions and current individual training plans are based on the assumption that these areas are reviewed and updated when the performance appraisal is completed.

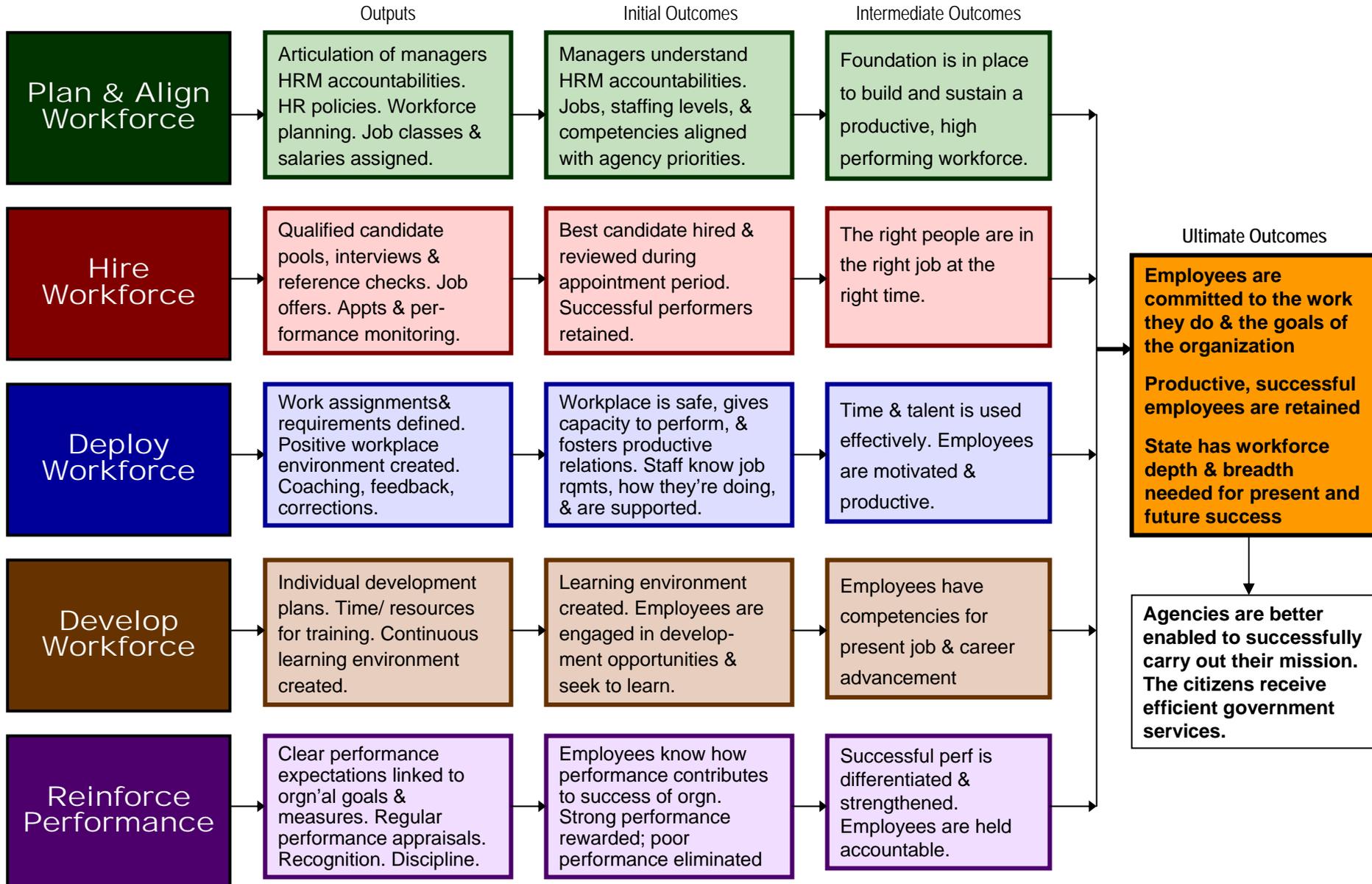
State of Washington
Washington State Department of Transportation (WSDOT)
Washington State Ferries (WSF)
Merit System 5

Human Resource
Management Report
07/01/06 to 12/31/06



May 3, 2007

Managers' Logic Model for Workforce Management



Standard Performance Measures

Plan & Align Workforce

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

Hire Workforce

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

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

Develop Workforce

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

Reinforce Performance

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

Ultimate Outcomes

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

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

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

Total # of supervisors with current performance expectations for workforce management = 179

Total # of supervisors = 179

Only FASPAA, MEBA Licensed, MM&P, and Metal Trades Collective Bargaining Units (CBU's) have Supervisory positions:

FASPAA: Terminal Supervisor; MEBA Licensed: Staff Chief Engineer, Chief Engineer; MM&P: Staff Master, Master; Metal Trades: General Forman

Performance Expectations Functional Equivalents:

- New Hire Orientation
- Tracking and Publication of WSF System Wide Metrics
- Quick Notices
- Fleet Focuses
- Weekly Meeting with Staff
- Staff Master, Staff Chief Meetings
- Attendance Records (quarterly reports)
- Safety Meetings & Records
- Training Records
- Safety Management System (SMS) (including annual internal audits)
- Bi-Monthly Training log
- "Initial Vessel Familiarization" for licensed deck personnel
- "Detailed Vessel Familiarization List" for specified deck personnel
- "Performance notifications"
- "Performance Log" for terminals employees

Analysis:

- The methods which are utilized are adequate for communication expectations
- However, whether the methods utilized, in the frequency utilized, are sustained adequately, needs to be tracked

Action Steps:

- Line HR Representatives assigned to Deck, Vessel Preservation & Maintenance, and Terminals will track the frequency of use of a sampling of areas over the next six months to help determine sustainability

Data as of 12/31/06

Source for data: HRMS, Org Charts

Source for performance appraisal equivalents information: Operating Departments; Communications Department; HR Department Records; Safety Management System (SMS), Automated Operating Support System (AOSS) Dispatch System.

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Number of WMS employees = 0

Percent of agency (Merit 5) workforce that is WMS = 0%

Number of all Managers = 0

Percent of agency (Merit 5) workforce that is Managers* = 0%

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

Analysis:

- There are no "Manager" positions (EMS, WMS, GS) in Merit 5
- All management oversight of Merit 5 employees is performed exclusively by Merit 1 employees

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 100%

Total # of employees with current position/competency descriptions as of 12/31/06 = 1,634

Total # of employees as of 12/31/06 = 1,634

Job Descriptions are Available in the following Formats:

- **Position Descriptions (including Essential Job Functions)**
- **Classification Questionnaires**
- **Safety Management System Documents**
- **Collective Bargaining Agreement Language**

Analysis:

- We have adequate numbers/methods of job descriptions (at least two per position in each of nine collective bargaining units)

Action Steps:

- Line HR Representatives will determine last updates of each job description and method by which they are updated and make determination as to whether frequency is adequate, and whether it is sustainable

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Data as of 12/31/06

Source for data: HRMS

Source for all descriptions: Operating & HR Departments; Safety Management System (SMS), Collective Bargaining Agreements (CBA's)

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies July 1, 2006 – December 31, 2006

Average Number of Days to fill*:	<u>20.23</u>
Number of vacancies filled:	<u>125</u>

*Equals # of days from job posting/advertisement (or equivalent) to start date

Analysis:

- Time-to-fill depends primarily upon bid timing process for each bargaining unit
- Numbers for first six months of fiscal year is weighted toward internal bids
- Number for second six months of fiscal year will likely be weighed toward external hires, so time to fill is expected to be much higher time-to-fill number
- Office jobs are 80+ days
- Recent realignment of HR department to assign HR generalists for each work group may help reduce the time to fill number

Action Steps:

- Will assign HRC-Recruiting to analyze data to track: 1) internal, 2) external, and 3) combined numbers, for better analysis
- Will assign to the HQ Office HR Manager to analyze and develop plan to track office separately and develop plan to lower these numbers. Will analyze whether “start on 1st or 16th of month only” has affected/will affect the numbers
- A “Recruiting Plan” template will be developed by the HRC-Recruiting to be utilized as a base to develop written recruiting plans for office positions; more management/professional input will be gained for sourcing and screening ideas. In use by 07/01/07
- Labor Relations Manager will analyze numbers bargaining unit-by-bargaining unit by 10/01/07. Example: eliminating IBU closed shop on 07/01/07 could reduce their number; however, continuing to have a MEBA closed shop will help to maintain their low number

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

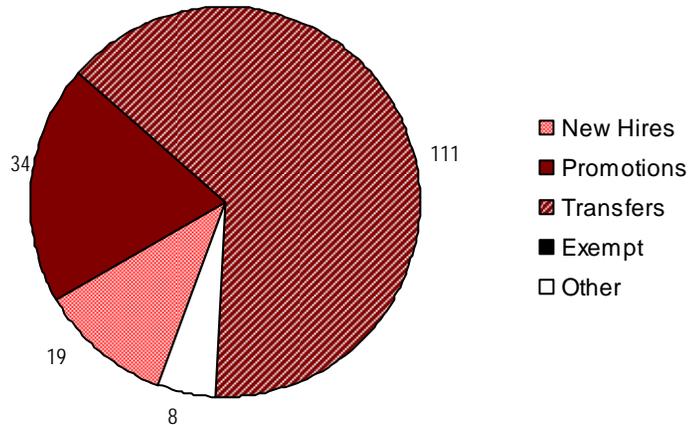
Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Types of Appointments



Total number of appointments = 172

Time period = 7/06 through 12/06

Includes appointments to permanent vacant positions; also permanent transfers to vacant positions through the bidding process.

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

Separation During Review Period

Probationary separations - Voluntary	9
Probationary separations - Involuntary	8
<i>Total Probationary Separations</i>	<i>17</i>
Trial Service separations - Voluntary	<u>0</u>
Trial Service separations - Involuntary	<u>0</u>
<i>Total Trial Service Separations</i>	<i><u>0</u></i>
Total Separations During Review Period	17

Time period = 7/06 through 12/06

Analysis:

- WSF has no preconceived belief that the "mix" of types of appointments should be different than the current "mix"
- WSF HR recently began to distribute, once per month, a "Probationary Employee Status Chart", to ensure visibility to directors of the status of probationary employees, highlighting when they will complete probation. We need to track to see if this may actually raise the "involuntary" separation numbers of employees during their probationary periods

Action Steps:

- Line HR Representatives will analyze detail of the 17 probationary separations in this document by 07/01/07. With the HR Director, will develop action plan by 10/01/07, if they determine action plan needed beyond current action being taken
- Task force being developed by HR Director to examine options, including financial aspects and legal issues of "on call" positions. If eventually move to a "guaranteed minimum hours of work" system, may help to reduce overtime by having more readily available employees. Goal to have recommendations made and decision made on an action plan by 12/31/07

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 100%

Total # of employees with current performance expectations as of 12/31/06 = 1,634

Total # of employees as of 12/31/06 = 1,634

Performance Expectations Functional Equivalents:

- New Hire Orientation
- Tracking and Publication of WSF System Wide Metrics
- Quick Notices
- Fleet Focuses
- Weekly Meeting with Staff
- Staff Master, Staff Chief Meetings
- Attendance Records (quarterly reports)
- Safety Meetings & Records
- Training Records
- Safety Management System (SMS) (including annual internal audits)
- Bi-Monthly Training log
- "Initial Vessel Familiarization" for licensed deck personnel
- "Detailed Vessel Familiarization List" for specified deck personnel
- "Performance Notifications"
- "Performance Log" for terminals employees

Analysis:

- The methods which are utilized are adequate for communication expectations
- However, whether the methods utilized, in the frequency utilized, are sustained adequately, needs to be tracked

Action Steps:

- Line HR Representatives assigned to Deck, Vessel Preservation & Maintenance, and Terminals will track the frequency of use of a sampling of areas over the next six months to help determine sustainability

Data as of 12/31/06

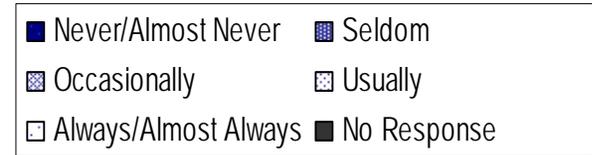
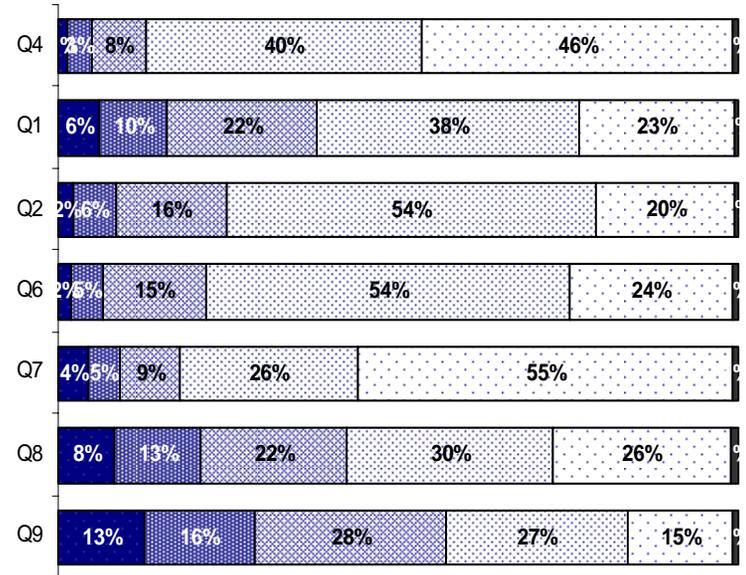
Source for data: HRMS, Org Charts

Source for performance appraisal equivalents information: Operating Departments; Communications Department; HR Department Records; Safety Management System (SMS), Automated Operating Support System (AOSS) Dispatch System.

Deploy Workforce

Employee Survey “Productive Workplace” Ratings

- 4) I know what is expected of me at work.
- 1) I have the opportunity to give input on decisions affecting my work.
- 2) I receive the information I need to do my job effectively.
- 6) I have the tools and resources I need to do my job effectively.
- 7) My supervisor treats me with dignity and respect.
- 8) My supervisor gives me ongoing feedback that helps me improve my performance.
- 9) I receive recognition for a job well done.



Analysis:

- Need to determine what WSDOT is doing for Merit 1, since survey results are combined Merit 1 and Merit 5, and action plan presumably addresses all

Action Steps:

- Action steps identified in other areas (e.g. “Workforce Management Expectations”, “Current Position/Competency Descriptions”, “Current Performance Expectations”), “Non-Disciplinary Grievances”, “Individual Development Plans”, and “Turnover Rates”) should all be factors in potentially improving these numbers

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures
Percent employees with current performance expectations

Employee survey ratings on “productive workplace” questions

Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

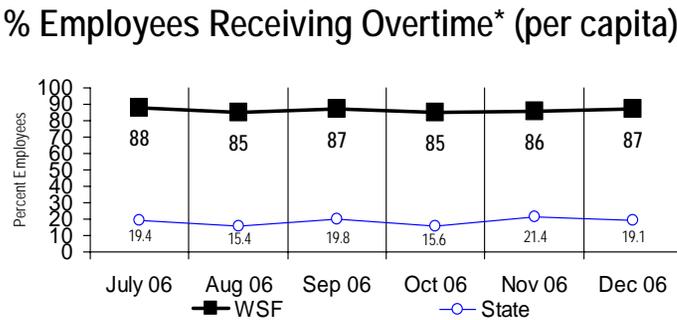
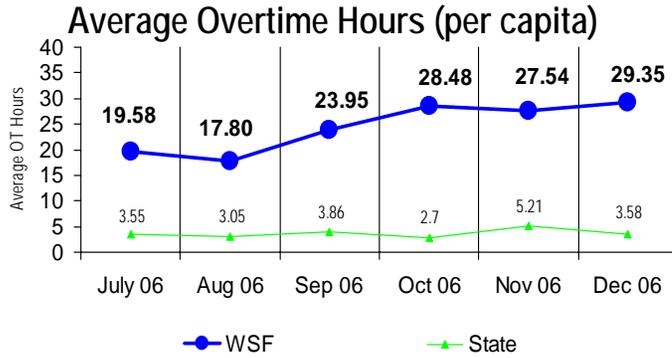
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

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

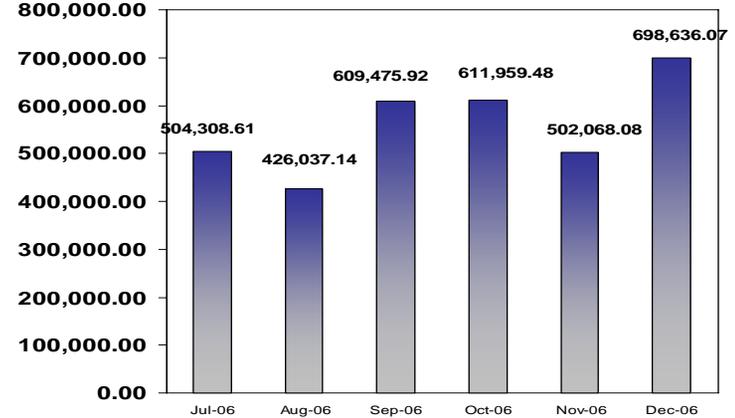
Safety and Workers Compensation (TBD)



Analysis:

- Collected Merit 5 overtime data from IT, by quarter, for FY 2007 – First Half, and created Excel spreadsheet to calculate the averages
- Note: 100% of Merit 5 employees are eligible for overtime, therefore “% of employees receiving overtime” may not be an appropriate comparator between Merit 5 and other agencies
- December winter storm boosted overtime usage, due to shift work

Overtime Cost – WSF Merit 5



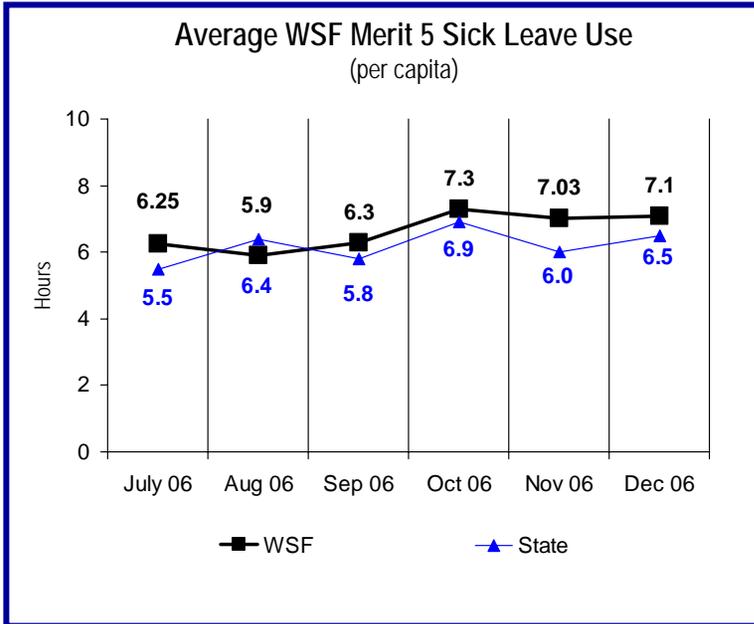
Action Steps:

- Payroll Manager, with support of Labor Relations Manager and Line HR Representatives, will research, obtain more detailed data, and then analyze further, concentrating on two areas: 1) Breaking down overtime to reflect overtime not directly related to a particular shift issue (e.g. vessel realignments, training assignments), or that are directly related to a particular shift issue (e.g. shift employee covering for an employee who calls in sick), 2) Periodic unpaid time off at request of employees (e.g. in lieu of sick day when calling in sick). Preliminary work to be completed by 09/01/07
- Other steps are being taken (details mentioned on other pages of report) to address: 1) Negotiations with the IBU on methodology/process used for dispatch of employees in the IBU, 2) Task force being developed to examine options, including financial aspects and legal issues of “on call” positions. If eventually move to a “guaranteed minimum hours of work” system, may help to reduce overtime by having more readily available employees

Deploy Workforce

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures
Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)
Safety and Workers Compensation (TBD)



Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
6.65 Hrs	6.2 Hrs	87%	79.8%

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

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
17.12 Hrs	11.7 Hrs	108%	145.8%

Sick Leave time period = 07/06 through 12/06

Source: Payroll; HRMS & IT Records

Analysis:

- Collected Merit 5 data from HRMS by quarter from 07/01/06 to 12/31/06 and created Excel spreadsheet to calculate the averages
- Note: On Jones Act injuries, employees can utilize full sick days in addition to maintenance payments. L & I employees will only use sick days to fill in "gap" between their L & I partial wages payment and full salary. May skew numbers higher for Merit 5
- Note: New IBU employees in "on call" status do not earn sick days until they have worked 1,040 hours. May skew numbers lower for Merit 5

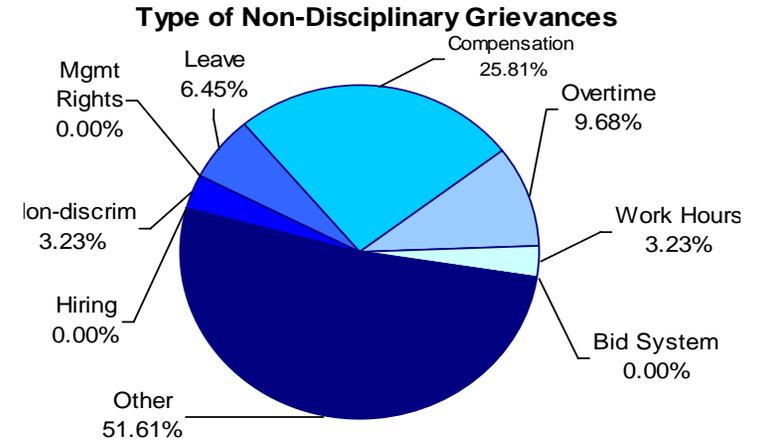
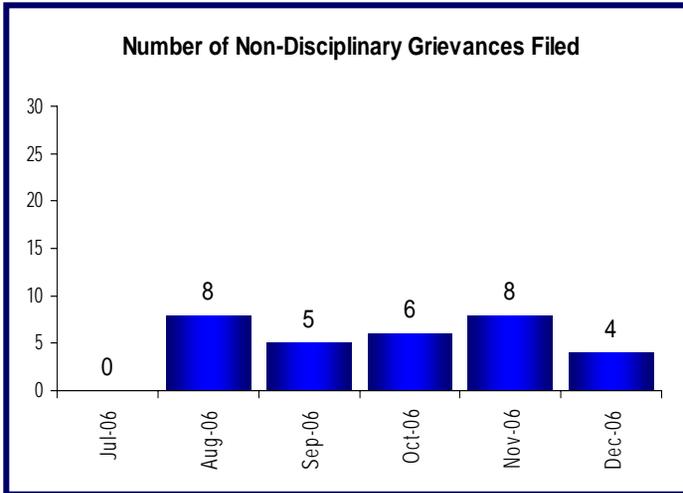
Action Steps:

- Payroll Manager, with support of Labor Relations Manager and Line HR Representatives, will research, obtain more detailed data, and then analyze further, concentrating on the "periodic unpaid time off at request of employee" issue to see if any impact on these numbers as well as breaking down data by bargaining unit and area. Preliminary work to be completed by 09/01/07
- Other steps are being taken (details mentioned on other pages of report) to address: 1) Negotiations with the IBU on methodology/process used for dispatch of employees in the IBU, 2) Task force being developed to examine options, including financial aspects and legal issues of "on call" positions. If eventually move to a "guaranteed minimum hours of work" system, may help to reduce sick leave usage by having more readily available employees
- Negotiated new leaves policy into most CBA's. This may ultimately positively affect numbers. Employee Risk Management/HR Services Manager and Labor Relations Manager must complete full implementation (updating, communicating, supervisory education, dissemination, etc.) by 07/01/07

Deploy Workforce

Non-Disciplinary Grievances (Represented Employees)

FY 2007 First Six Months



Total Non-Disciplinary Grievances = 31

Disposition (Outcomes) of Non-Disciplinary Grievances
Time period = 07/01/06 through 12/31/06

- **Settled/Resolved: 6**
- **Withdrawn: 3**
- **Denied: 22**
- **Denied, MEC/Private Arbiter Resolution: 7**
 - **Pending: 6**
 - **Withdrawn: 0**
 - **Settled: 1**
 - **WSF won: 0**
 - **WSF lost: 0**

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Analysis:

- WSF currently tracks and reports on the progress of every Merit 5 alleged contract violation and disciplinary grievance, resulting from management disciplinary action, from initial filing of the grievance through final resolution which would involve an ultimate appeal in an arbitration decision

Action Steps:

- LRO will be implementing a statewide grievance tracking system which WSF will adopt when it is fully implemented- bugs need to be worked out for CBU's that are different than state-wide ones. Until the above occurs, WSF will maintain its current system of monitoring the progress of grievances. Goal for use of system by 07/01/07, but dependent upon employees outside WSF/WSDOT
- WSF has developed a "Labor/Employee Relations Strategy Framework" to spend more time/effort on non-adversarial/proactive activities. Labor Relations Manager will track and analyze whether this will help us sustain some of the successes we have had over the past 2+ years in grievances and unfair labor practice filings and labor relations climate
- We will keep doing the work we have been doing to build on the success that we have had to sustain our positive momentum

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

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

Safety and Workers Compensation (TBD)

Non-Disciplinary Appeals (mostly non-represented employees)

NOT APPLICABLE

Filings for DOP Director's Review

Time Period = [mm/yy] through [mm/yy]

- [XX] Job classification
- [XX] Rule violation
- [XX] Name removal from register
- [XX] Rejection of job application
- [XX] Remedial action

- [XX] **Total filings**

Filings with Personnel Resources Board

Time Period = [mm/yy] through [mm/yy]

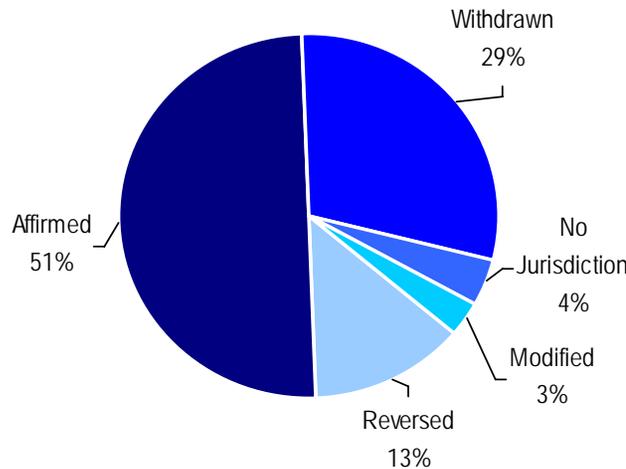
- [XX] Job classification
- [XX] Other exceptions to Director Review
- [XX] Layoff
- [XX] Disability separation
- [XX] Non-disciplinary separation

- [XX] **Total filings**

Non-Disciplinary appeals only are shown above.

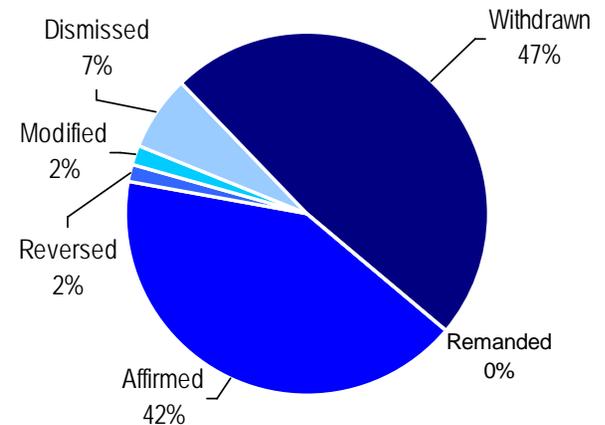
There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes



Total outcomes = [XX]
 Time Period = [mm/yy] through [mm/yy]

PRB/PAB Outcomes



Total outcomes = [XX]
 Time Period = [mm/yy] through [mm/yy]

Deploy Workforce

Outcomes:
 Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures
 Percent employees with current performance expectations
 Employee survey ratings on "productive workplace" questions
 Overtime usage
 Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)
 Safety and Workers Compensation (TBD)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on “learning & development” questions

Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 100%

Total # of employees with current IDP's as of 12/31/06 = 1,634
Total # of employees as of 12/31/06 = 1,634

Analysis:

- Determined what processes and measures are in place in order for a WSF Merit 5 employee to be able to identify a development plan; determined what is needed for a WSF Merit 5 employee to advance in his/her area
- Development plans exist for positions in each of the nine CBU's
- WSF Merit 5 employees make career advancements primarily through seniority and by training and certifications (e.g. USCG)
- OPEIU employees receive individual development plans as a result of their performance appraisals

Action Steps:

- Although development plans exist for individual jobs, need to evaluate how well these are communicated to individual employees. Line HR Representatives will develop an informal methodology to do this, to be used on an immediate basis for their Vessel, Terminal, Eagle Harbor visits
- Training & Development Manager is leading his department in developing “One Sheeters” on steps necessary for employees to take to advance to the next level, for use aboard vessels and in terminals, expected by 08/01/07. Line HR Representatives are developing a “Tick List” of what should be aboard vessels and in terminals, which will include these “One Sheeters”. They will monitor use

Data as of 12/31/06

Source: Operations Departments; Training Department Office; Collective Bargaining Agreements (CBA's)

Performance Evaluations as of 12/31/06

Percent employees with current
performance evaluations as of 12/31/06

OPEIU 6.8%

Probationary 34%

Sellers 100%

All Others N/A

Total # of OPEIU employees = 59

**Total # of OPEIU employees with current performance
evaluations = 4**

Total # of Merit 5 Probationary employees = 53

**Total # of Merit 5 Probationary employees with current
performance evaluations = 18**

Total # of Sellers = 201

**Total # of Sellers with current performance evaluations =
201**

Analysis:

- The only Merit 5 employees who we can legally do a full official performance evaluation on are the members of the OPEIU Collective Bargaining Unit
- We are allowed to do performance appraisals on the sales performance aspects of the sellers at the terminals, on a continuing basis
- We are also allowed to do full performance appraisals on Probationary employees
- The percents indicated are the total of OPEIU, Sellers, or probationary employees who have a completed performance evaluation within 07/01/06 and 12/31/06

Conditions:

- The OPEIU CBA allows a performance evaluation to be given and therefore WSF is continuing to process these evaluations as we are for Merit 1 employees
- Metal Trades have performed performance evaluations in the past but a moratorium through 6/09 has been placed on the practice by agreement between the LRO and Metal Trades CBU
- The remaining seven CBU's are silent on performance evaluations, therefore may not be performed as a term and condition of employment unless negotiated into each CBA. Probationary employees do not fall under the CBA in this aspect. There has been a past practice of doing the performance evaluation of the sellers on a quarterly basis

Action Steps:

- OPEIU members due a performance appraisal are listed on "Due" sheets handed out at director meetings once per month. This is a new practice. HR Director will publish and monitor results from this point on
- Probationary employees due a performance appraisal are listed on "Probationary" sheets handed out at director meetings once per month. This is a new practice. HR Director will publish and monitor results from this point on

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

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

Reward and recognition practices (TBD)

Reinforce Performance

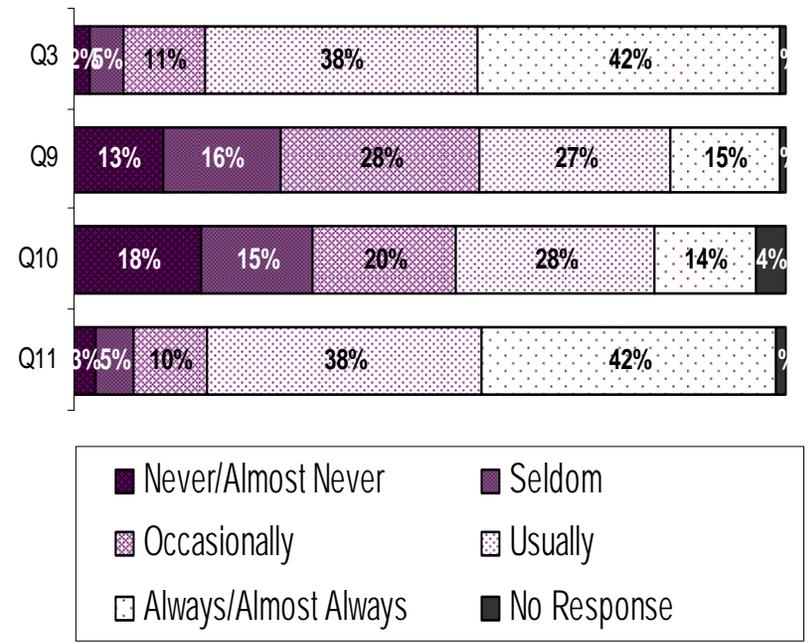
Outcomes:
 Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.
 Employees are held accountable.

Performance Measures

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

Employee Survey “Performance & Accountability” Ratings

- 3) I know how my work contributes to the goals of my agency.
- 9) I receive recognition for a job well done.
- 10) My performance evaluation provides me with meaningful information about my performance.
- 11) My supervisor holds me and my co-workers accountable for performance.



Analysis:

- Majority of Merit 5 employees do not receive a formal performance appraisal, therefore, #10 results will be difficult to move up for this group
- Need to determine what WSDOT is doing for Merit 1, since survey results are combined Merit 1 and Merit 5, and action plan presumably addresses all

Action Steps:

- Action steps identified in other areas (e.g. “Workforce Management Expectations”, “Current Position/Competency Descriptions”, “Current Performance Expectations”), “Non-Disciplinary Grievances”, “Individual Development Plans”, and “Turnover Rates”) should all be factors in potentially improving these numbers

Reinforce Performance

Outcomes:
Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.
Employees are held accountable.

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

Formal Disciplinary Actions

Disciplinary Action Taken
Time period = 7/1/06 through 12/31/06

Dismissals	11
Demotions	0
Suspensions	6
Reduction in Pay*	0
Total Disciplinary Actions*	17

* Reduction in pay data is not currently available in HRMS/BW.

- Issues Leading to Disciplinary Action**
- **Attendance**
 - **Code of Conduct**
 - **Performance**

Analysis:

- Determined the method for tracking Merit 5 Grievances, Appeals and Disciplinary Actions at WSF
- WSF HR Labor Relations department tracks and reports on the condition of every Merit 5 grievance, appeal and disciplinary action from inception to finalization
- As we are now enforcing, or will enforce newly negotiated provisions in collective bargaining agreements effective at beginning of the present or next fiscal year, the number of formal disciplinary actions may actually rise – however, we at least we do not expect any reduction in formal disciplinary actions in the foreseeable future

Action Steps:

- Labor Relations Manager will compile and analyze more detailed information for the 17 disciplinary actions (e.g. was discipline for, CBU) by 07/01/07. Action plan will be developed, if warranted
- Continue to support Operations and Maintenance Departments, along with others, in processing employee discipline – this needs to be recognized as a cultural change at WSF for less than major issues
- WSF will adopt the LRO Statewide tracking system in July of 2007, or soon as “bugs” are worked out if after that date

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

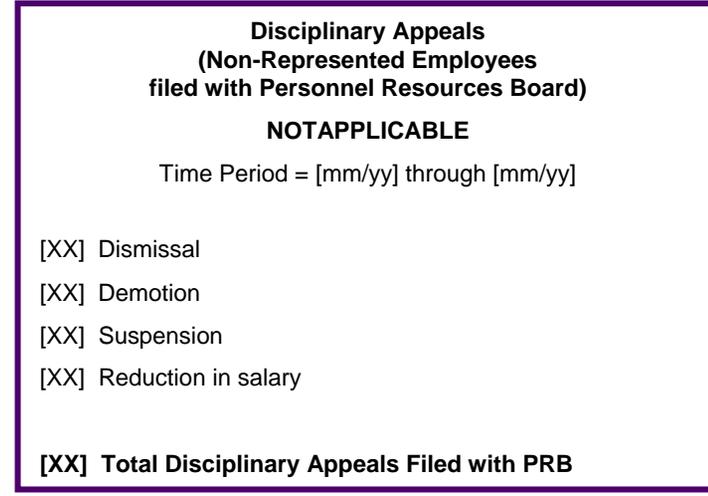
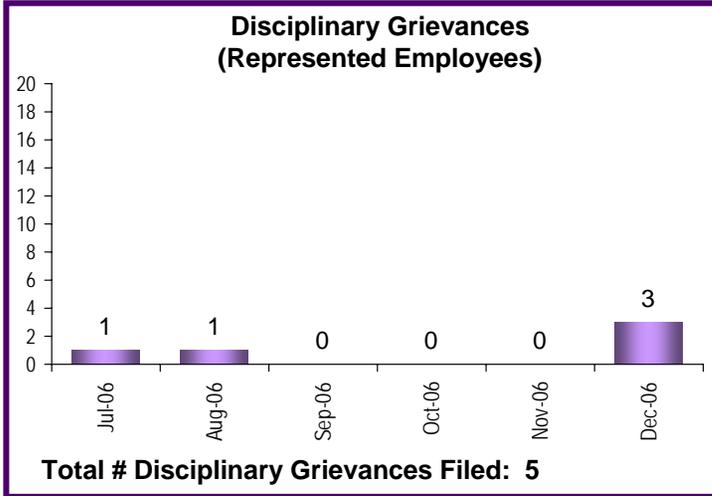
Performance Measures

Percent employees with current performance evaluations

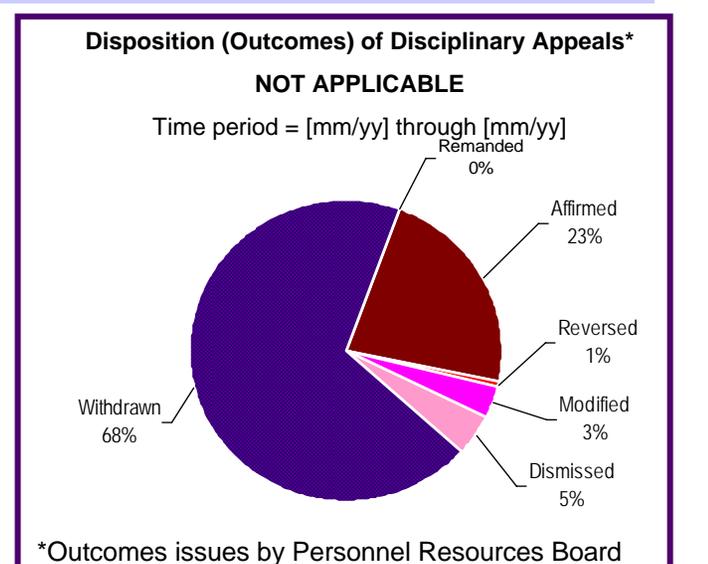
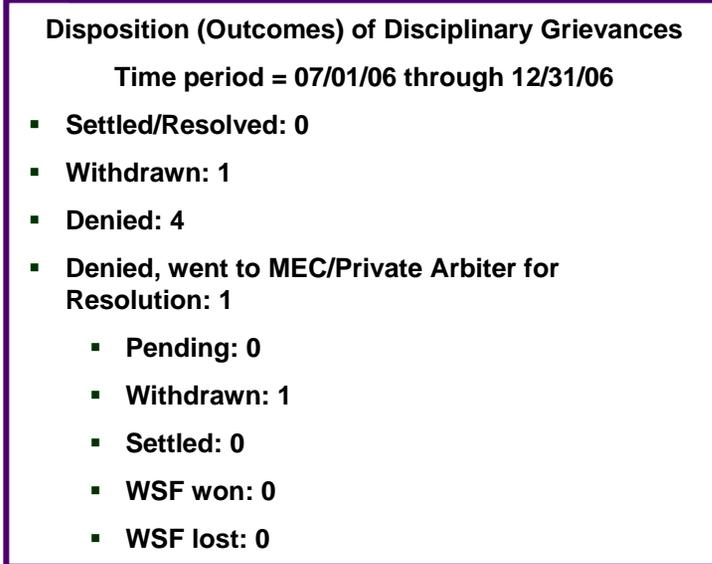
Employee survey ratings on "performance and accountability" questions

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

Reward and recognition practices (TBD)



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



Data as of 12/31/06

Source: WSF Labor Relations section of WSF HR Department, Grievance Log

Note: WSF will be utilizing statewide grievance tracking system, as soon as some "bugs" in system are worked out to reconcile with process for non-statewide unions

ULTIMATE OUTCOMES

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

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

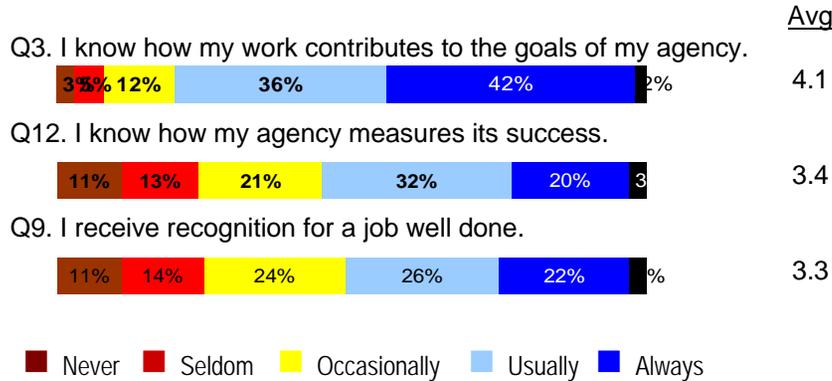
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: [XX]

Action Steps:

- WSF is currently reviewing and revamping its employee recognition programs, lead by the HQ Office HR Manager. We expect this will be completed by the end of the fiscal year
- WSF has developed a "Labor/Employee Relations Strategy Framework" to spend more time/effort on non-adversarial/proactive activities. We believe this will help us sustain some of the successes we have had over the past 2+ years in grievances and unfair labor practice filings and labor relations climate. This may have a positive influence on the numbers, but is a continuous improvement process with no end date
- In particular, the "Employee Relations" segment and the "Employee Communications" segment of the Labor /Employee Relations Strategy, headed up by the Line HR Rep for Vessel Maintenance & Preservation, and the Director of HR, respectively, are doing continuous improvement work that may improve these numbers
- In short, we need to keep building on the success that we have had to sustain our positive momentum

ULTIMATE OUTCOMES

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

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

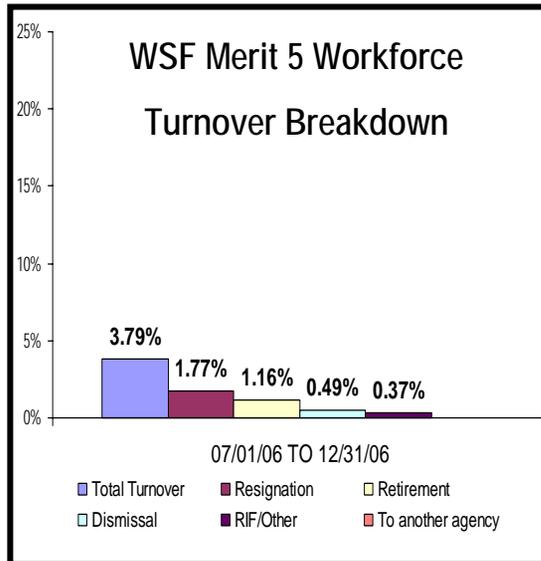
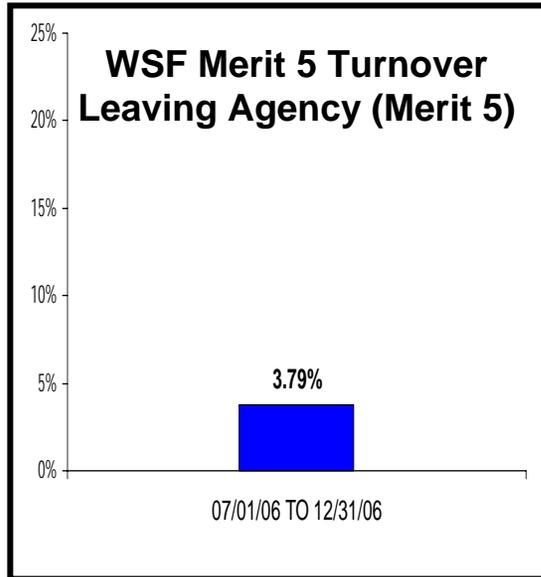
Performance Measures
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)



Data as of 12/31/06
Source: HRMS, ACCESS Reports

Analysis:

- Recovered information from HRMS and departmental ACCESS reports; need to continue to analyze in more detail for specifics behind each category
- Note that anecdotally, we generally have a high concern on retirements and upcoming retirements; however, in this group, about double the number of employees resign or are dismissed, then retire

Action Steps:

- Task force being developed by HR Director to examine options, including financial aspects and legal issues of "on call" positions. If eventually move to a "guaranteed minimum hours of work" system, may help to reduce turnover by sustaining employees' interest in their jobs and WSF. Goal to have recommendations and decisions made on any action plan by 12/31/07
- Recent realignment of HR provides individual HR Reps for Vessel Maintenance & Preservation, Terminals, and Deck, who are intimately involved in this year's recruitment process. At the end of the recruiting season (end of summer), they will provide recommendations on the recruiting process, sourcing, screening, and initial retention. HR Director will assist Line HR Reps in developing statistical screening models to help them predict "applicant-to-hire" ratios by 09/01/07
- There is no quantifiable data regarding the reliability and validity of most of our current screening methods for Merit 5 fleet employees. The Line HR Reps and the HRC-Recruiting have been assigned to review the screening devices for possible testing, with goal to identify areas to test before next recruiting season
- Long-term workforce/manpower planning programs need to be developed on a greater and more in-depth scale. HR Director will work with Line HR Reps to develop models and train in analysis and methodology, so models may be utilized beginning in 2008, in particular addressing analysis of expected retirements over the next 10-15 years
- Several segments of the "Labor/Employee Relations Framework" (e.g. "Employee Communications", "Employee Relations") lend themselves to a continuous improvement process in enhancing the employee relations climate. These are permanent efforts to be proactive rather than reactive

ULTIMATE OUTCOMES

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

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile (Permanent Employees Only)

Diversity Profile	WSF MS5	State
Women	24.9%	52.0%
Persons with disabilities	2.0%	5.2%
Vietnam Veterans	2.8%	7.3%
Disabled Veterans	0.5%	1.3%
Persons over 40	79.8%	73.1%
People of color	12.5%	17.6%

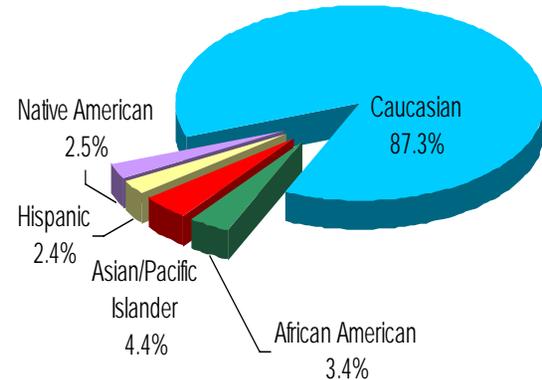
Analysis

- Anecdotal, we believe that the number of employees who would self-identify as "disabled" is much higher with employees, currently, than when they were hired, which is the only time they had opportunity to self-identify. That said, most of the fleet positions do not correlate well with "Persons with Disabilities" or "Disabled Veterans"

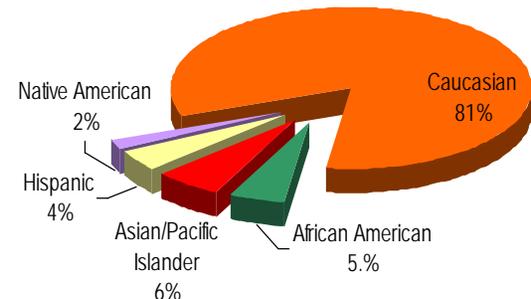
Action Steps

- Work with OEO Representative and Fleet Line HR Reps to develop and execute a plan to allow employees to self-identify their current status as disabled, by 12/31/07
- WSF has developed seven "Action Items" from its Affirmative Action Plan (AAP). The HR Director has assigned specific HR personnel to lead each action item, and is conducting quarterly meetings with the assigned personnel, OEO reps, and Line WSF management to evaluate progress. These will remain in affect until/unless next AAP identifies higher importance objectives

WSF Merit System 5



WA State Government



Data as of 12/31/06
Source: HRMS, WSF OEO Office, WSF HR Department