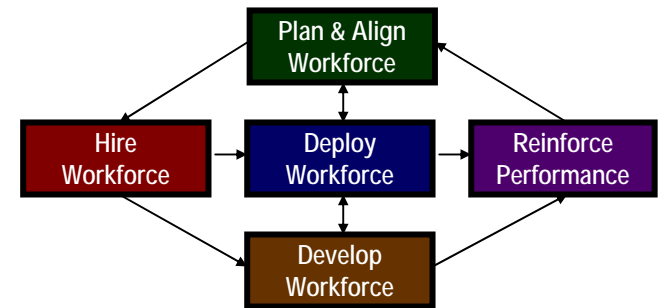


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State of Washington  
Department of Transportation  
Merit 1 Employees Only

Human Resource  
Management Report



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**October 2007**  
FY2007 07/01/06-06/30/07

[Note: This is the standard format provided by DOP as of 8/21/07. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.]

# 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)
- Worker safety

## 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 = 57%\***

\*Based on 399 of 696 reported number of WMS Managers.

WMS Staff Count	Total
As of July 1st	696
Manager (WMS) Received	399
Manager (WMS) Completion Rate	57%

- Reporting Period: July 2006 – June 2007
- 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 fiscal year, 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).

## Action Steps:

- WSDOT is on target for complete implementation of the PMP by October 31, 2007.
- During the implementation period, managers & supervisors have been required to set expectations.
- As a result, at the conclusion of the transition period the percentage complete will be near 100%.

## Management Profile

**WMS Employees Headcount = 696**

Number of all employees = 6148

**Percent of agency workforce that is WMS = 11.3%**

**Managers\* Headcount = 689**

**Percent of agency workforce that is Managers\* = 11.2%**

\* In positions coded as "Manager" (includes [30] EMS and WMS)

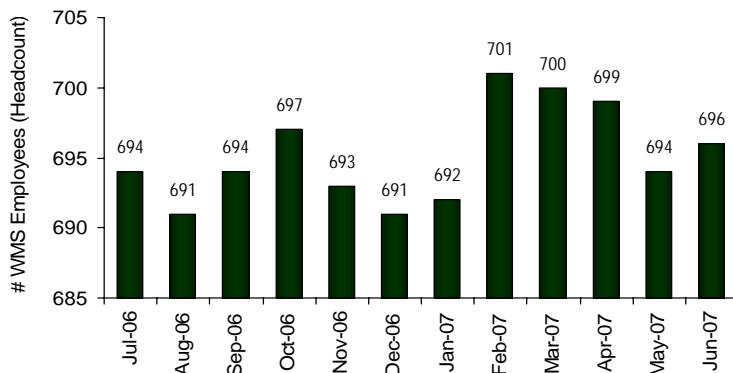
### Analysis:

- WSDOT's percent of agency workforce that is WMS declined from last reporting period by 0.2%.
- While WSDOT was approved to have a total of 730 WMS positions by the end of the 05-07 biennium due to project delivery requirements, they were not all filled at the time the count was taken in early July '07 to determine the baseline. As a result, should they all be filled our management to employee ratio would be closer to 11.9%.

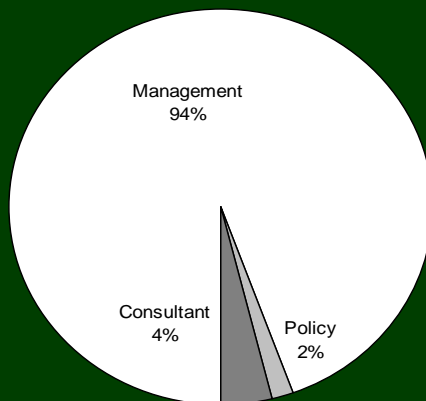
### Action Steps:

- WSDOT will continue to closely monitor WMS usage.

**Washington Management Service  
Headcount Trend**



**WMS Management Type**



Management	657
Consultant	28
Policy	11

# 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

# 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 = 80%\***

\*Based on 4554 of 5698 reported employee count.

Applies to employees in permanent positions, both WMS & GS – excluding Exempt

Represents Permanent (Non Exempt) Staff	FY07 Agency Total
As of July 1st	5698
Received	4554
Completion Rate	80%

- Reporting Period: July 2006 – June 2007
- This data makes the assumption that position/competency descriptions are reviewed and updated when performance reviews are completed.

## Analysis:

- During this fiscal year, 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).
- 1st half FY 2007 = 59%,
- 2nd half FY 2007= 80%; Although still in transition, we've achieved a 21% increase in completion due to the implementation of the new PMP.
- Managers using the new program are reviewing position descriptions and setting competencies for which the employees will be rated.

## Action Steps:

- WSDOT is on target for complete implementation of the PMP by October 31, 2007
- During the implementation period, managers & supervisors are required to use the new program for setting or 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 / Candidate Quality

### Time-to-fill Funded Vacancies

Average number of days to fill\*: 67.6

E-Recruit (8 recruitments) average number of days to fill\* 60.8

Number of vacancies filled: 843

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

Time Period: 07/01/2006 – 06/30/2007

### Candidate Quality

E-Recruit per agency data unavailable from DOP.

Candidate Quality not currently tracked at WSDOT.

### Analysis:

- Average days to fill positions remains consistent with previous WSDOT reports.
- The practice of appointing hires on the 1st or 16th of the month (due to HRMS limitations) impacts average days to fill.

### Action Steps:

- WSDOT HR will create Hiring Best Practices training program for managers in an effort to decrease the number of days currently required to fill positions.
- WSDOT HR will develop methods to capture and report candidate quality.

# Hire Workforce

## Hiring Balance / Separations During Review Period

### Outcomes:

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

Performance Measures

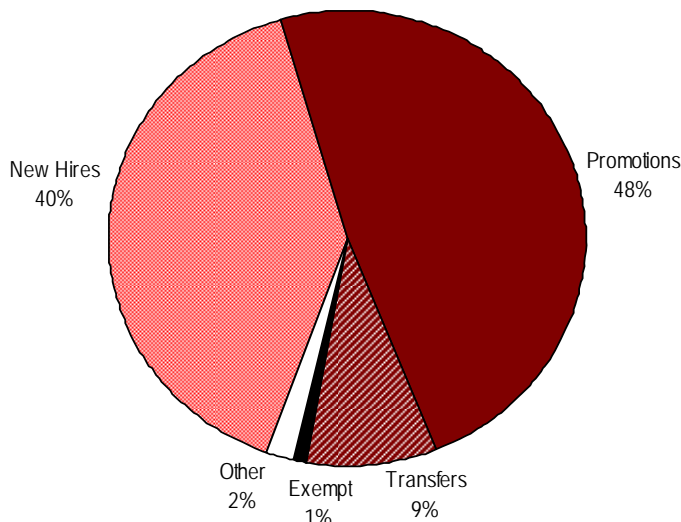
Time-to-fill vacancies

Candidate quality

**Hiring Balance (proportion of appointment types)**

**Separation during review period**

### Types of Appointments



**Total number of appointments = 1,214\***

Time period = 07/2006 through 06/2007

Includes appointments to permanent vacant positions only; excludes reassignments

\*Other = Demotions, re-employment, reversion & RIF appointments

### 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 the number of new hires over the past two years.
- Supervisors are appropriately using the probationary/trial service period to address employee performance before permanent status is attained.

### Action Steps:

- WSDOT HR 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 appointments and separations during next review period to note the effect of the E-recruiting System.

### Separation During Review Period

Probationary separations - Voluntary	48
Probationary separations - Involuntary	27
<i>Total Probationary Separations</i>	<i>75</i>
Trial Service separations - Voluntary	15
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>15</i>
<b>Total Separations During Review Period</b>	<b>90</b>

Time period = 07/2006 through 06/2007

Data as of 7/2006-6/2007  
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)

Worker safety

## Current Performance Expectations

### Percent employees with current performance expectations = 80%\*

\*Based on 4554 of 5698 reported employee count.  
Applies to employees in permanent positions, both WMS & GS  
– excluding Exempt

Represents Permanent (Non Exempt) Staff	FY07 Agency Total
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Completion Rate	80%

•Reporting Period: July 2006 – June 2007

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

## Analysis:

- During this fiscal year, 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).
- 1st half FY 2007 = 59%,
- 2nd half FY 2007= 80%; Although still in transition, we've achieved a 21% increase in completion due to the implementation of the new PMP.
- Managers using the new program are beginning to meet with employees to review their position descriptions and set the expectations for which the employees will be rated.

## Action Steps:

- WSDOT is on target for complete implementation of the PMP by October 31, 2007.
- During the implementation period, managers & supervisors are required to use the new program to set up performance expectations.
- As a result, at the conclusion of the transition period the percentage complete 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**

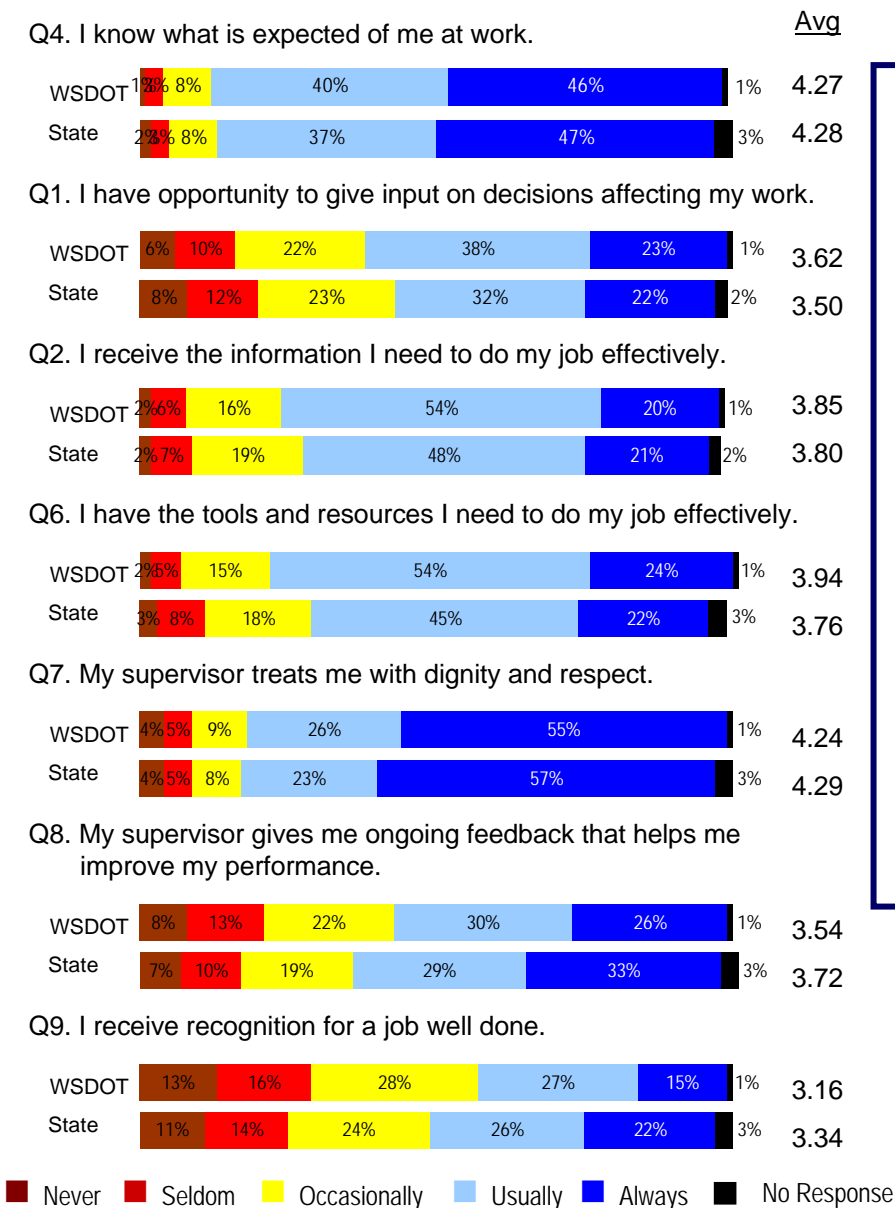
Overtime usage

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.

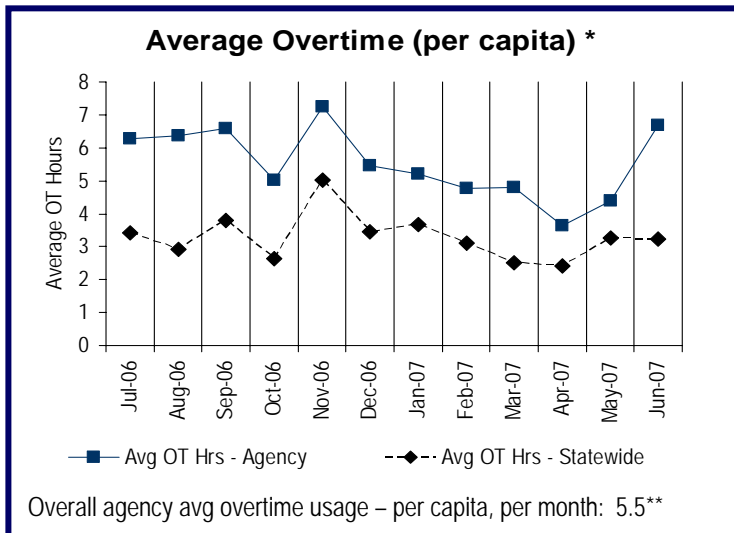
## Performance Measures

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

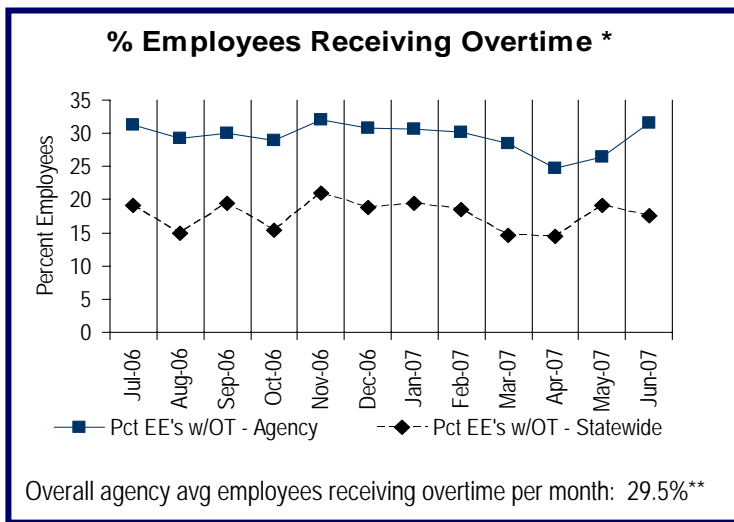
## Overtime usage

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

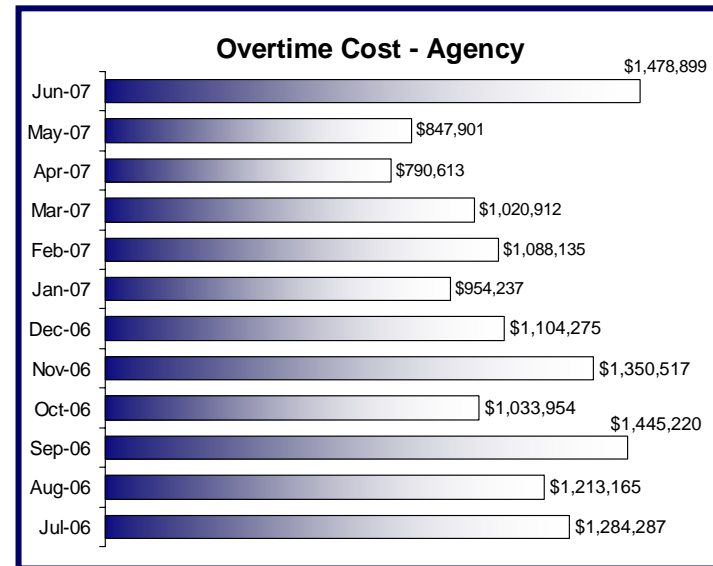
# Overtime Usage



\*Statewide overtime values do not include DNR  
 \*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months



\*Statewide overtime values do not include DNR  
 \*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months



## Analysis:

- WSDOT is at 5.5 hours, per capita, per month for FY 2007. During 1<sup>st</sup> & 2<sup>nd</sup> Qtr FY 2007 WSDOT was at 6.2 hours per capita, per month.
- An average of 29.5% of WSDOT employees (per capita) are receiving overtime per month. During 1<sup>st</sup> & 2<sup>nd</sup> Qtr FY 2007 30.8% of WSDOT employees were receiving overtime per month.
- WSDOT overtime usage tends to be higher in the summer and winter months due to project delivery demands and snow removal season.
- In WSDOT, as overtime usage rises, sick leave usage declines. Conversely, as overtime usage declines, sick leave usage rises.

## Action Steps:

- WSDOT will continue to monitor usage for negative trends.

# 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

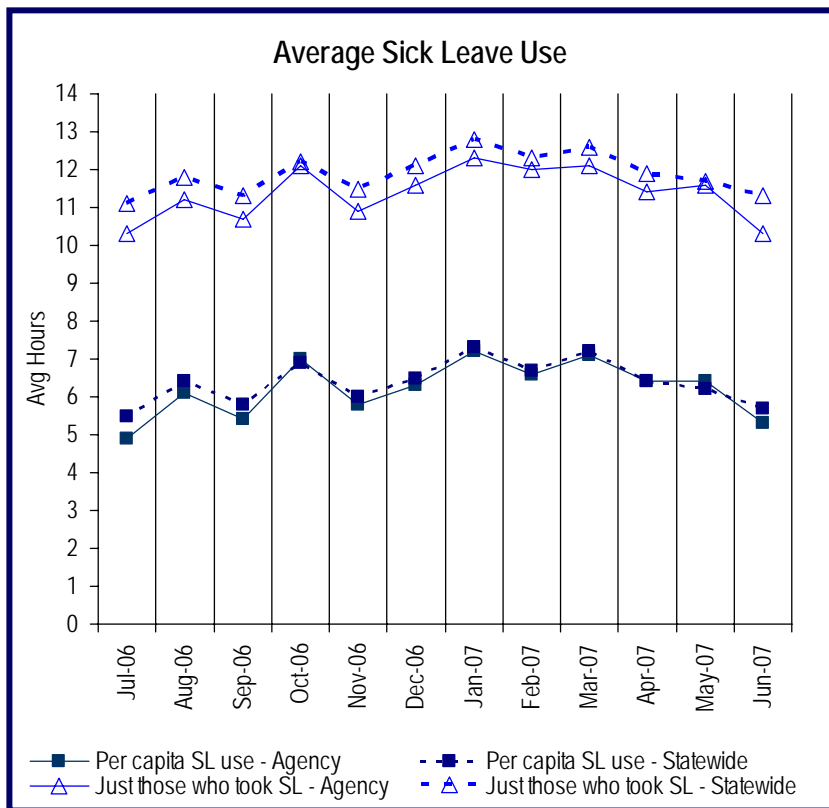
Overtime usage

## Sick leave usage

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

Worker safety

# Sick Leave Usage



## Analysis:

- WSDOT sick leave usage continues to run slightly lower than the statewide average.
- However, the trend is parallel with the statewide average.
- As noted on the overtime slide, as sick leave usage rises in WSDOT, overtime usage declines.

## Action Steps:

- WSDOT will continue to monitor usage for negative trends.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.2 Hrs	78.3%	6.4 Hrs	82.5%

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

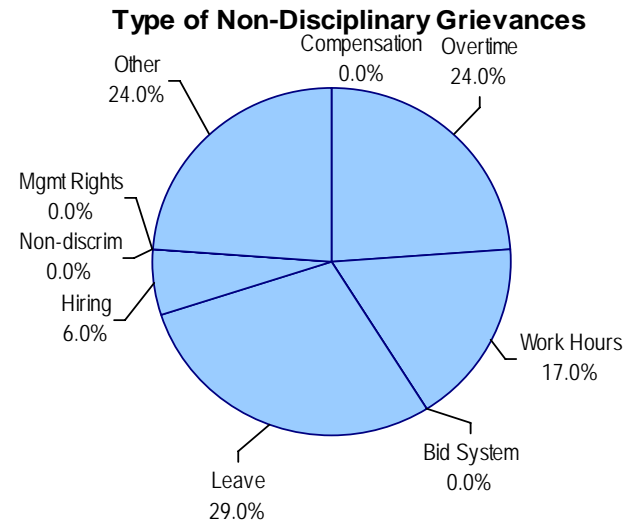
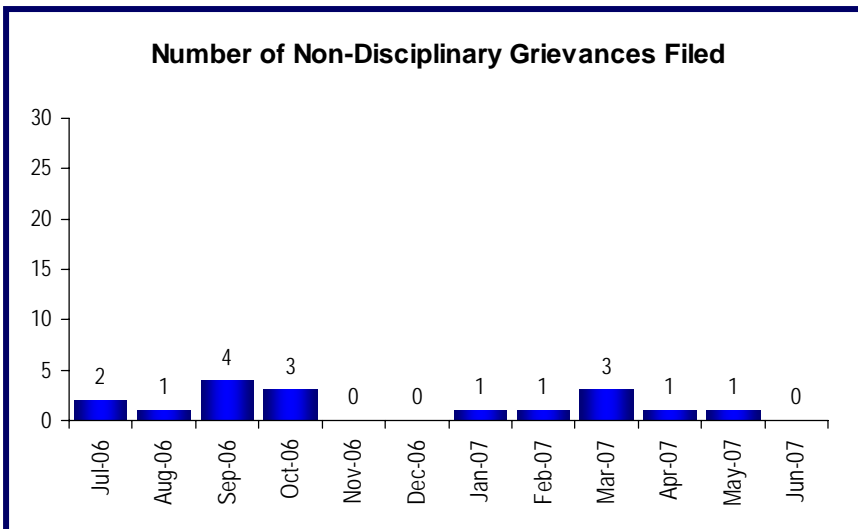
Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
11.4 Hrs	142.2%	11.9 Hrs	148.4%

Sick Leave time period =07/2006 through 06/2007

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

# Deploy Workforce

## Non-Disciplinary Grievances (represented employees)



**Total Non-Disciplinary Grievances = 17**

### Non-Disciplinary Grievance Disposition\* (Outcomes determined during 07/06 through 06/07)

- Resolved by providing the appropriate overtime pay.
- Resolved by agreeing to address office issues and discuss the process of union representation at the next managers meeting.
- Grievance withdrawn by allowing employee to interview for three future positions.
- Grievance withdrawn by providing four hours of compensatory time and mentioning shop stewards during a management meeting.
- Grievance resolved by restoring sick leave.
- Grievance resolved by making the performance evaluation a letter of concern.
- Three leave grievances withdrawn

\* 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.

Data as of July 2006 – June 2007  
Source: WSDOT Labor Relations Office

### Analysis:

- The Department's recently implemented Performance Management Program has increased appraisal completions and the Union has challenged our process on several occasions reflected mostly in the "Other" category.
- Several "Leave" and "Work Hours" issues are filed by the Union to preserve timeframes. However, once meetings are held between Management and the Union the issues are typically resolved by informing the Union.

### Action Steps:

- The Department will continue to train employees and managers on the new Performance Management Program specifically focusing on the process and ensuring completion percentages increase.
- The Department will continue to train on hours of work and overtime in attempt to resolve contractual disputes before they occur.

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)**

Worker safety

# 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)**

Worker safety

## Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

Time Period = 07/2006 through 06/2007

- 04 Job classification
- 01 Rule violation
- 00 Name removal from register
- 00 Rejection of job application
- 00 Remedial action

**05 Total filings**

### Filings with Personnel Resources Board

Time Period = 07/2006 through 06/2007

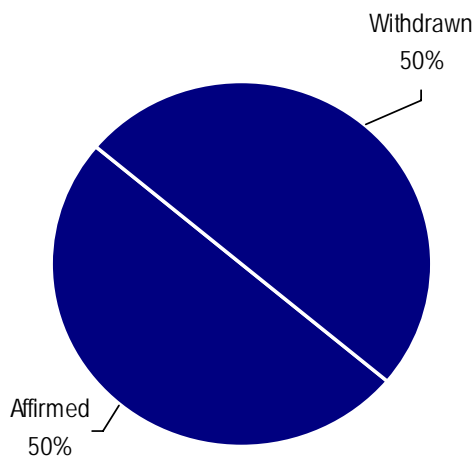
- 00 Job classification
- 00 Other exceptions to Director Review
- 00 Layoff
- 00 Disability separation
- 00 Non-disciplinary separation

**00 Total filings**

Non-Disciplinary appeals only are shown above.

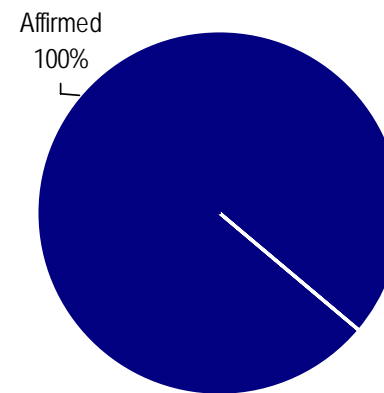
There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Director's Review Outcomes



Total outcomes = 4  
 Time Period = 07/2006 through 06/2007

### Personnel Resources Board Outcomes



Total outcomes = 1  
 Time Period = 07/2006 through 06/2007

# Worker Safety: Transportation, Department of

## 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

### Analysis:

• WSDOT manages its Safety Program based on OSHA-recordable injuries, not claims as depicted in the graph below, to proactively manage safety. Although WSDOT activities involve many high risk positions, WSDOT's claims rates in the three categories shown below are lower than the Statewide HRMR rates, and are trending downward. This is likely due to the department's aggressive safety culture.

• Assessing recordable injuries allows the Department to address safety issues proactively by preventing similar occurrences and potential L&I claims. Data for FY06 and FY07 is attached.

- In addition, WSDOT uses Pre-Activity Safety Plans to recognize job-specific hazards and establish controls to prevent worker exposure to those hazards.

• WSDOT had 466 OSHA recordable injuries in FY06, and set a target to reduce the number by 30% during FY07. Although we did not meet the goal, recordable injuries decreased 23% during this time period.

### Action Plan:

- Interim Secretary Hammond set an aggressive target to reduce recordable injuries from the FY06 total (466 injuries) by 50% in FY08.

- To achieve this goal WSDOT will focus on reducing sprains and strains and hearing standard threshold shifts. This includes: training employees on risk factors, continuing the use of well-prepared Pre-Activity Safety Plans, continuing to enforce safety accountability, exploring the possibility for a stretch and flex program in conjunction with WSDOT's Employee Wellness program and continuing to implement an aggressive hearing conservation program.

- WSDOT will continue the data-driven accident prevention program, which promotes focusing prevention efforts where they matter the most.

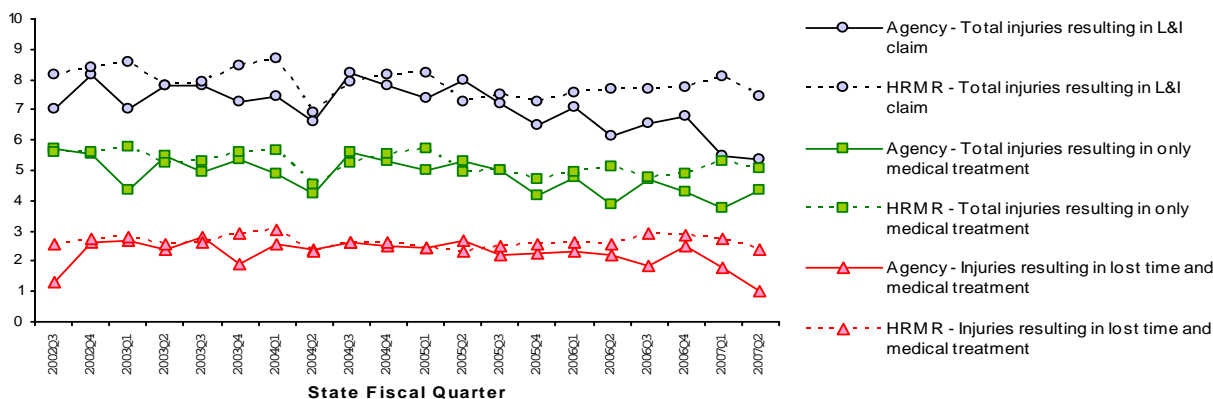
### Allowed Annual Claims Rate\*<sup>A</sup>:

Agency vs. All HR Management Report (HRMR) agencies

\*Annual claims rate is # claims / 100 FTE

1 FTE = 2000 hours

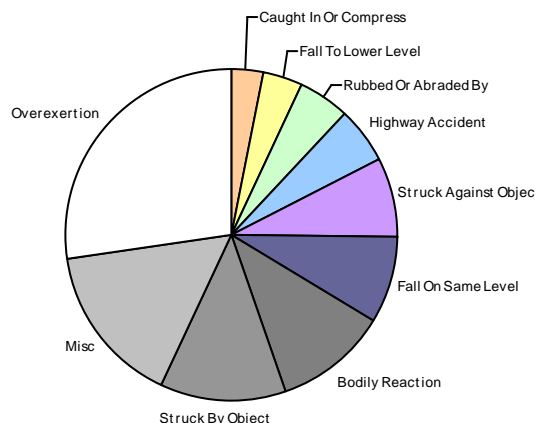
<sup>A</sup>Due to natural lag in claim filing, rates are expected to increase significantly over time



### Injuries by Occupational Injury and Illness Classification (OIICS) event:

For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')



Oiics Code	Oiics Description	Percent	Number
21	Bodily Reaction	11%	218
03	Caught In Or Compress	3%	60
13	Fall On Same Level	8%	163
11	Fall To Lower Level	4%	75
41	Highway Accident	6%	109
-	Misc	16%	306
22	Overexertion	27%	528
05	Rubbed Or Abraded By	5%	95
01	Struck Against Object	8%	149
02	Struck By Object	12%	235

Source: Labor & Industries, Research and Data Services (data as of 09/03/2007)

# WSDOT OSHA Recordable Incidents by Region: FY 06 and FY07

**OSHA Recordable Accidents FY 2007  
Compared to FY 2006**  
(Incidents deemed OSHA recordable in FY 2007 regardless of date of injury)

OSHA Recordable Accidents by Region and WSF																
	OSHA Recordable Rates								Number of OSHA Recordable Accidents							
	Maint		Eng		Admin		*TOTAL		Maint		Eng		Admin		*TOTAL	
	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007
NW	14.5	12.9	3.7	2.5	2.0	1.6	6.5	5.3	53	54	23	18	5	5	81	77
NC	19.3	12.5	8.0	2.2	3.6	2.1	12.3	7.3	24	17	7	2	2	1	33	20
OLY	16.6	13.4	3.2	2.3	1.3	0.0	7.0	5.6	40	36	12	9	2	0	54	45
SW	12.2	4.7	3.8	3.9	2.2	0.0	6.7	3.5	21	9	7	8	2	0	30	17
SC	13.9	7.1	2.7	5.6	1.0	1.3	6.9	5.6	27	17	5	11	1	1	33	29
E	24.7	9.0	7.4	2.8	2.4	1.4	13.4	5.3	42	17	12	5	2	1	56	23
HQ	10.6	11.3	2.9	2.0	0.1	1.9	1.6	2.3	3	4	19	12	1	12	23	28
<b>Sub-total</b>									210	154	85	65	15	20	310	239
<b>WSF</b>	11.7	9.2	0.0	0.0	1.9	0.0	10.1	7.8	153	120	0	0	3	0	156	120

\* TOTAL RATE FORMULA - Total number of OSHA recordable injuries, region-wide, X 200,000 ÷ total number of man hours, region-wide.

OSHA Recordable Accidents Department-wide																
	OSHA Recordable Rates								Number of OSHA Recordable Accidents							
	Maint		Eng		Admin		**TOTAL		Maint		Eng		Admin		**TOTAL	
	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007	FY 2006	FY 2007
Statewide	16.2	10.4	3.7	2.7	1.1	1.5	6.2	4.6	210	154	85	65	15	20	310	239
<b>WSF</b>	11.7	9.2	0.0	0.0	1.9	0.0	10.1	7.8	153	120	0	0	3	0	156	120
<b>Agency-wide</b>	14.0	9.9	3.6	2.6	1.1	1.3	7.1	5.3	363	274	85	65	18	20	466	359

\*\*TOTAL RATE FORMULA - Total number of OSHA recordable injuries, Department-wide, X 200,000 ÷ total number of man hours, Department-wide.



Data Sources: Compliance Suite Database; WSF Data; TRAINS

# WSDOT OSHA Recordable Incidents by Type: FY06 and FY07

## Injuries by Type: FY06 and FY07

Nature of Injury	Total FY2006	FY 2007 30% Target Reduction
Amputation		
Asphyxiation, Strangulation	1	1
Bite/Sting		
Burn/Chemical	3	2
Burn/Heat/Scalding	4	3
Concussion	6	4
Contusion/Crush/Bruise	26	18
Dislocation	12	8
Exposure/Inhalation		
Foreign Body		
Fracture	13	9
Hearing Loss/STS	165	116
Heat Prostration/Stroke		
Hernia/Rupture	2	1
Inflammation	10	7
Laceration/Puncture	29	20
Loss of Consciousness		
Occupational Illness	8	6
Other NEC*	12	8
Poisoning	1	1
Sprain/Strain	169	118
Unknown	5	4
<b>Total</b>	<b>466</b>	<b>326</b>

WSDOT regularly reports on worker safety in its quarterly publication, the *Gray Notebook*. Below is an excerpt from the June 2007 edition, available at:

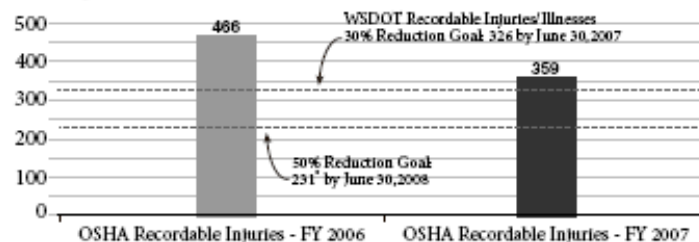
<http://www.wsdot.wa.gov/Accountability/GrayNotebook/SubjectIndex.htm#workersafety>

### 107 Less Workers injured in FY 2007

In 2006, WSDOT held an agency wide 'safety stand down' and rolled out "Safety Is My Job" to all employees. The purpose was to highlight new safety expectations, better safety planning, and heighten safety accountability at WSDOT. The Executive Order established a goal to reduce the number of OSHA-recordable injuries and illnesses by 30%, from 466 to 326 during Fiscal Year 2007. WSDOT did not achieve this goal, but there were 107 fewer workers injured in 2007, and WSDOT reduced the number of recordable injuries by 23% to 359 during FY 2007.

### Safety Is My Job:

**Goal to Reduce All OSHA-Recordable Injuries and Illnesses by 30% by the End of FY 2007**



\* 231 represents half of each region's injury total rounded down and added together.

WSDOT focused its accident data analyses on sprains and strains, as well as musculoskeletal disorders (MSDs) – illnesses that are commonly associated with ergonomic hazards. This allows WSDOT to design mitigation plans that target specific causes of injuries.

# 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

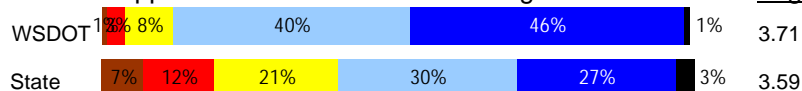
**WSDOT Overall average score for Learning & Development Ratings: 3.63**  
**Statewide overall average score for Learning & Development Ratings: 3.66**

**Percent employees with current individual development plans = 80%**

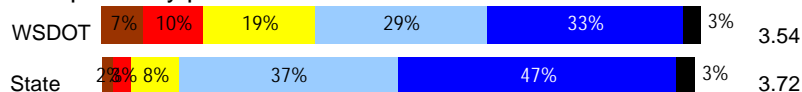
\*Based on 4554 of 5698 reported employee count  
 Applies to employees in permanent positions, both WMS & GS  
 – excluding Exempt

### 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

### Analysis:

- During this fiscal year, 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).
- 1st half FY 2007 = 59%,
- 2nd half FY 2007= 80%;

Although still in transition, we've achieved a 21% increase in completion due to the implementation of the new PMP.

### Action Steps:

- Complete implementation of the PMP is expected by 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 individual training matrices for all jobs. Supervisors obtain recommended training plans for their employees based on the employee's job. The training plans include the mandatory courses. This data is tracked and is reported in the WSDOT Gray Notebook (GNB).

Dev. Plan Data as of June 2007  
 Survey Data as of April 2006  
 Source: EE Survey, DOT HQ Evals Due & Recvd db and Regional HRCs

# 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)

## Current Performance Evaluations

**Percent employees with current performance evaluations = 80%\***

\*Based on 4554 of 5698 reported employee count.  
Applies to employees in permanent positions, both WMS & GS

Represents Permanent (Non Exempt) Staff	FY07 Agency Total
As of July 1st	5698
Received	4554
Completion Rate	80%

•Reporting Period: July 2006 – June 2007

### Analysis:

•During this fiscal year, 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).

•1st half FY 2007 = 59%,  
•2nd half FY 2007= 80%;  
Although still in transition, we've achieved a 21% increase in completion due to the implementation of the new PMP.

### Action Steps:

•WSDOT is on target for complete implementation of the PMP by October 31, 2007.

•As a result, at the conclusion of the transition period the percentage complete 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

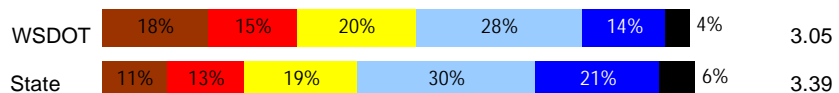
**WSDOT overall average score for "Performance & Accountability" ratings: 3.62**

**Statewide overall average score for "Performance & Accountability" ratings: 3.74**

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



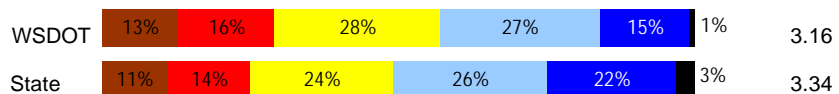
Q10. My performance evaluation provides me with meaningful information about my performance.



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)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Time period = 07/2006 through 06/2007

Dismissals	14
Demotions	5
Suspensions	3
Reduction in Pay*	33
<b>Total Disciplinary Actions*</b>	<b>55</b>

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

### Issues Leading to Disciplinary Action

- Safety
- Poor Performance
- Internet/Ethics
- Dug & Alcohol Policy Violations
- Attendance/Leave
- Sexual Harassment
- Violence in the Workplace Policy Violations

## Analysis:

- The Department has placed a new emphasis on safety and holding employees accountable for their unsafe actions. Disciplines based on safety issues continue to surge based on this action.
- Internet and e-mail abuse continues to be one of the Department's top disciplinary issues.
- Managers have begun to use performance improvement plans to track performance issues and the number of performance-based disciplines continue to rise.

## Action Steps:

- The Department will expand the use of performance improvement plans and training to address performance issues early and attempt to correct performance problems. Continued performance issues will be addressed with disciplinary action.
- The Department has developed a new standardized Employee Orientation tool that reinforces the expectation of safety, use of state resources, and several other policies that will hopefully educate employee from the beginning of employment.
- 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.
- The Department will continue to reinforce the importance of safety with training while continuing to change the culture of the organization towards a safety first mentality.

# 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

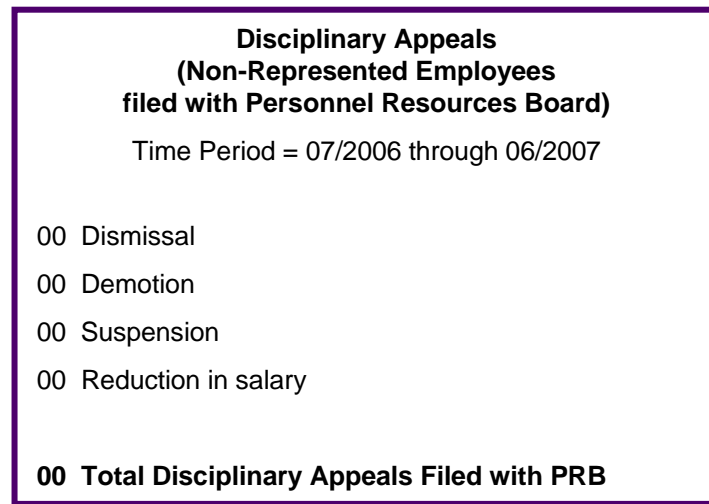
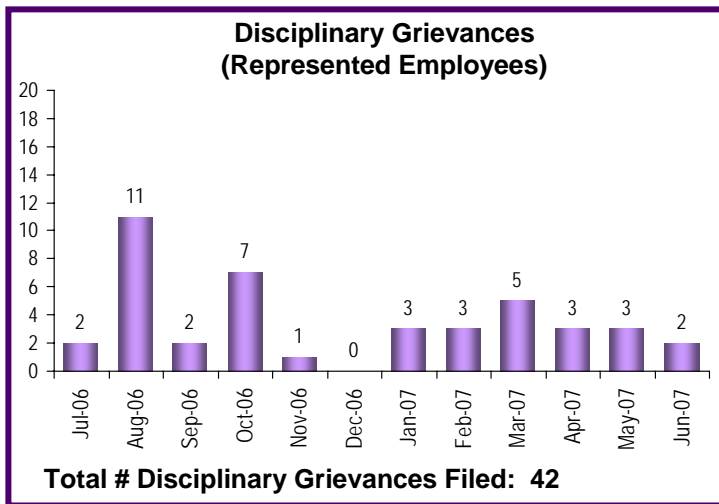
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

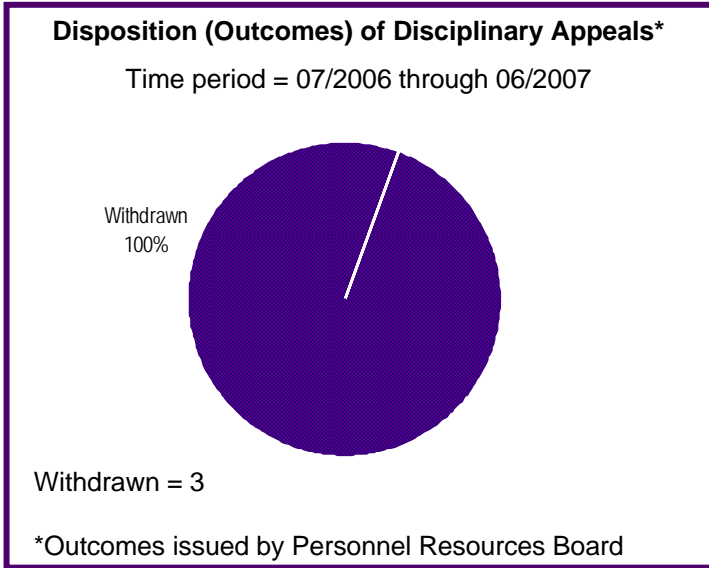
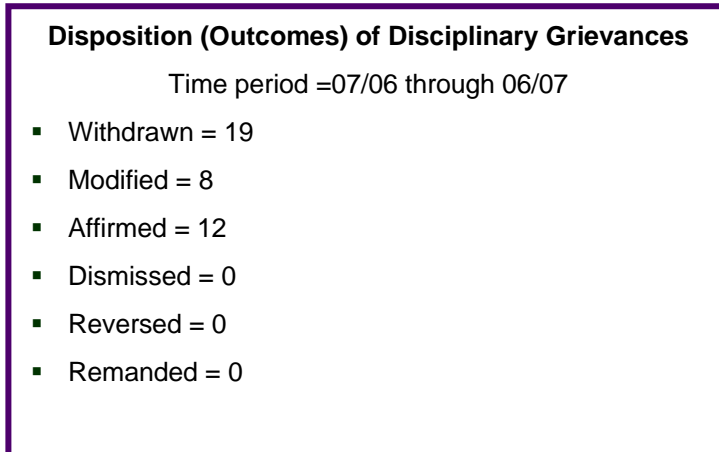
**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

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.



Data as of 06/2007  
Source: WSDOT Grievance Tracking and PRB

# ULTIMATE OUTCOMES

## 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 ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

### 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.

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)

# ULTIMATE OUTCOMES

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

Successful, productive employees are retained

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Performance Measures

Employee survey ratings on "commitment" questions

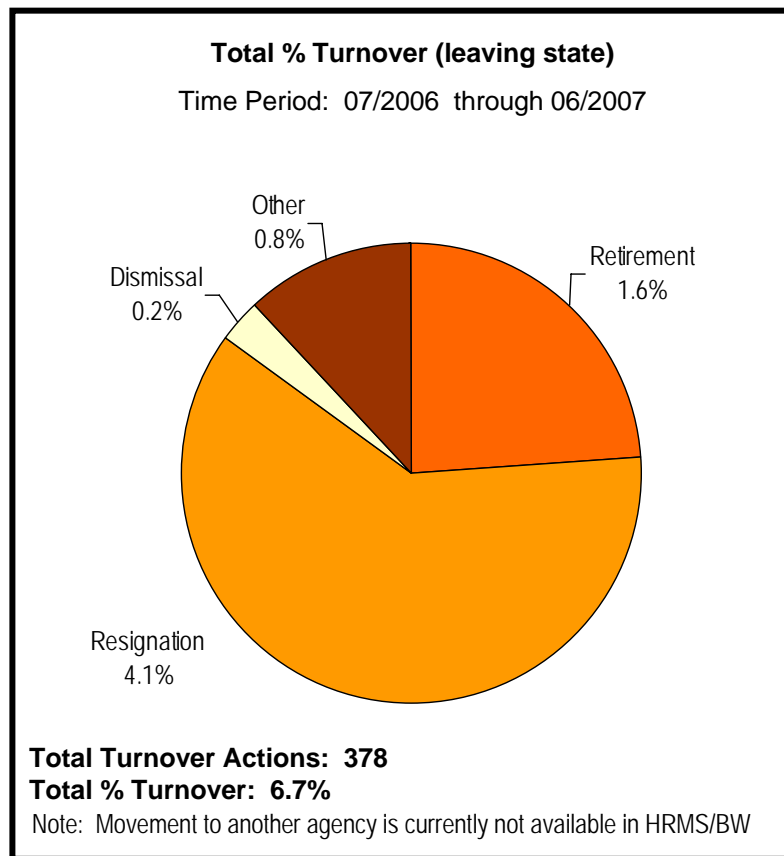
**Turnover rates and types**

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates



### Analysis:

- WSDOT is currently at 6.7% turnover, well below industry average.
- Entry level Transportation Engineer 1's demonstrated a higher than average turnover rate for a 12 month period (16.42%) due to a variety of external factors.

### Action Steps:

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

# 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

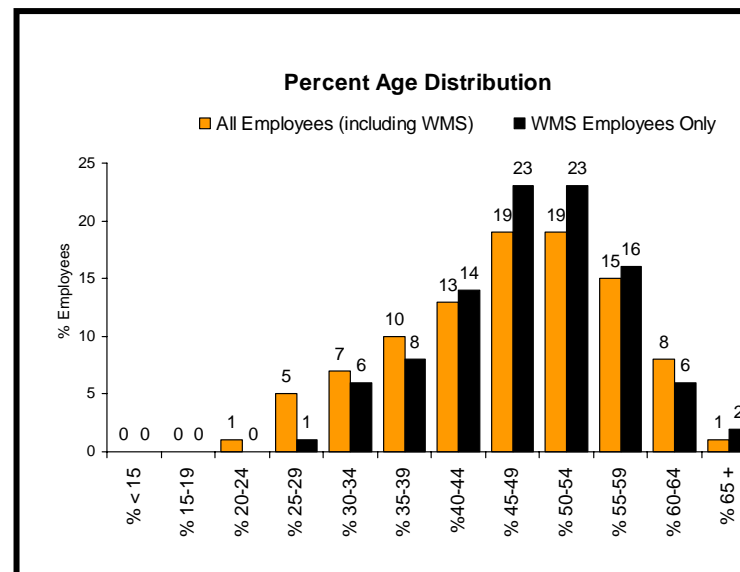
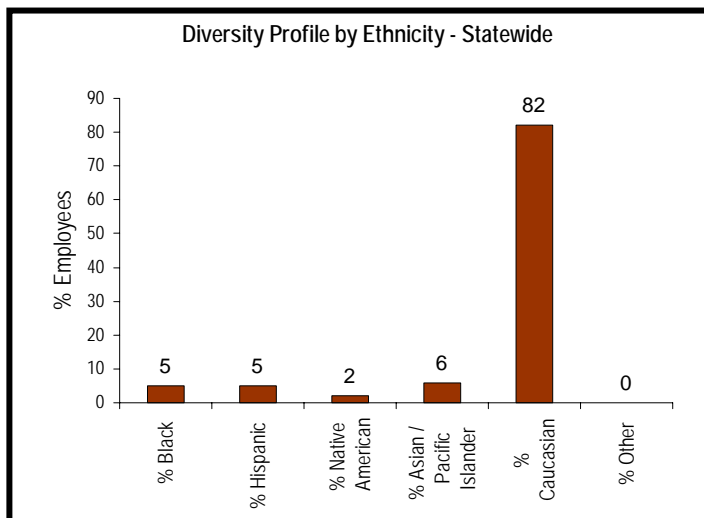
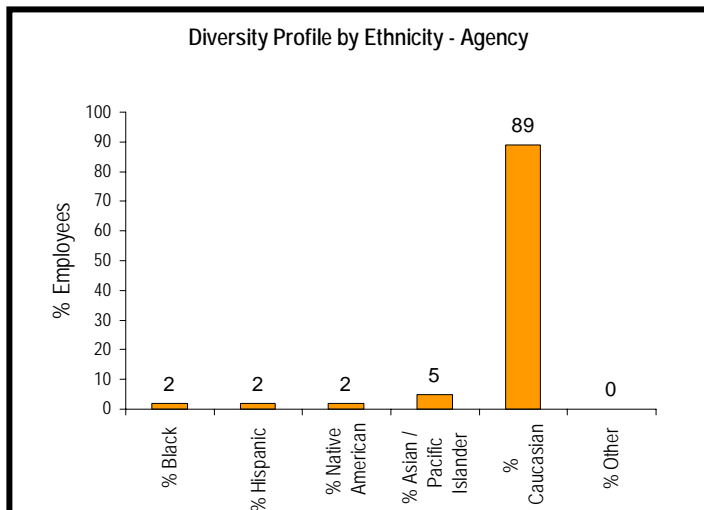
Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)

## Workforce Diversity Profile

	Agency	State
Female	26%	53%
Disabled	04%	5%
Vietnam Vet	07%	7%
Disabled Vet	01%	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 with WSDOT's Office of Equal Opportunity and HQ Recruitment & Retention section to increase the recruitment of more diverse candidates.
- WSDOT OHR will be adding a "Diversity Self Identify" sheet within new employee paperwork that will better capture diversity information once candidates are hired.