

Department of Licensing
 HR Management Report – Summary

Interim Report for April 2008

End Notes	Performance Measure	State	Agency	Priority Level	Agency Comments
PLAN & ALIGN WORKFORCE					
a	% supervisors with current performance expectations <i>for workforce management</i> Based on of a total of [XX] supervisors	TBD	100%	L	
b	Management profile:			L	
	▪ Percent workforce that is coded as “Manager”	9.0%	8.2%		
	▪ Percent workforce that is WMS	7.6%	6.9%		
	▪ WMS control point	7.6%	7.8%		
	▪ Percent WMS that is coded as:				
	○ Manager	75%	78%		
	○ Consultant	16%	14%		
	○ Policy	7%	4%		
	○ Not assigned	2%	3%		
a	% employees with current position/competency descriptions Based on 1263 of a total of 1270 employees	TBD	99%	M	
HIRE WORKFORCE					
c	Average days to hire for job vacancies Based on 139 number of hires	TBD	69.5	H	Starting date is the date our Human Resources Office receives paperwork to initiate recruitment. End date used is the official start date of the new employee.
c	Candidate quality ratings:			H	
	○ Percent candidates interviewed who had the competencies needed to perform the job Based on 295 of a total of 445 candidates interviewed	TBD	66%		
	○ Percent hiring managers indicating “yes” they were able to hire the best candidate for the job Based on 45 of a total of 59 hiring managers who answered the question	TBD	76%		
c	Hiring balance (% types of appointments):			L	
	○ Promotions	37%	28%		
	○ New hires	39%	45%		
	○ Transfers	14%	26%		
	○ Exempt	8%	1%		
	○ Other	2%	1%		
c	Number of separations during post-hire review period	366	10	L	
DEPLOY WORKFORCE					
a	Percent employees with current performance expectations Based on 1245 of a total of 1245 employees	TBD	100%	H	
d	Employee survey “productive workforce” ratings	3.83	4.05	H	
c	Overtime usage:			L	
	○ Avg overtime hours (per capita, per month)	3.5 hrs	.69 hrs		
	○ Avg percent employees receiving overtime (per month)	18.3%	12.5%		

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	o Overtime Cost (6 month total)	\$37.7 M	\$153,679		
c	Sick leave usage:			L	
	o Avg sick leave use (per capita, per month)	6.0 hrs	6.2 hrs		
	o Avg sick leave for just those who used it (per month)	11.5 hrs	11.1 hrs		
c	Number of non-disciplinary grievances filed	285	3	L	
c	Number of non-disciplinary appeals filed & Director's Reviews filed	7 & 61	0	L	
a	Projected annual number of accepted claims per 100 FTE	6.98	4.53	M	
	DEVELOP WORKFORCE				
a	Percent employees with current individual training plans Based on 1245 of a total of 1245 employees	TBD	100%	H	
d	Employee survey "training & development" ratings	3.71	4.25	H	
	REINFORCE PERFORMANCE				
a	Percent employees with current performance evaluations Based on 1245 of a total of 1245 employees	TBD	100%	H	
d	Employee survey "performance & accountability" ratings	3.78	3.97	H	
c	Number of formal disciplinary actions taken	78	6	L	
c	Number of disciplinary grievances filed	105	2	L	
c	Number of disciplinary appeals filed	6	0	L	
	ULTIMATE OUTCOMES				
d	Employee survey "Employee Commitment" ratings	3.67	3.83	H	
c	Turnover percentages (leaving state service)	4.5%	3%	L	
d	Employee survey rating on "Support for a diverse workforce"	3.83	4.30	M	
b	Diversity Profile			M	
	o Female	53%	59.64%		
	o Disabled	5%	4.77%		
	o Vietnam Vet	6%	6.98%		
	o Disabled Vet	2%	2.49%		
	o People of color	18%	22.92%		
	o Persons over 40	75%	81%		