

OFFICE OF THE STATE HR DIRECTOR

OPERATING PLAN FOR THE 11-13 BIENNIUM

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December 2011

Enterprise HR Goals

Statewide HR Leadership & Direction

- HR Governance Structure
- Statewide HR Strategic Plan & Philosophy
- HR Community Development
- Data-driven, Collaborative Decisions
- Statewide Recruitment, Retention, & Diversity Strategies

Sound HR Foundation

- Classification & Compensation Structures
- Civil Service Rules
- Director's Reviews & PRB Appeals

HR Performance & Accountability

- Workforce Management Data & Reporting
- HR Metrics & Performance Indicators
- Statewide HR Accountability & Auditing

Enterprise Tools, Services, & Information

- Personnel/Payroll IT Systems
- Employee Assistance Program
- Small Agency HR Shared Service Center
- Training & Development Services
- Recruitment Assistance
- Statewide Layoff Lists & Support
- State Jobs Site & Central Job Seeker Support

DES

Statewide Outcomes

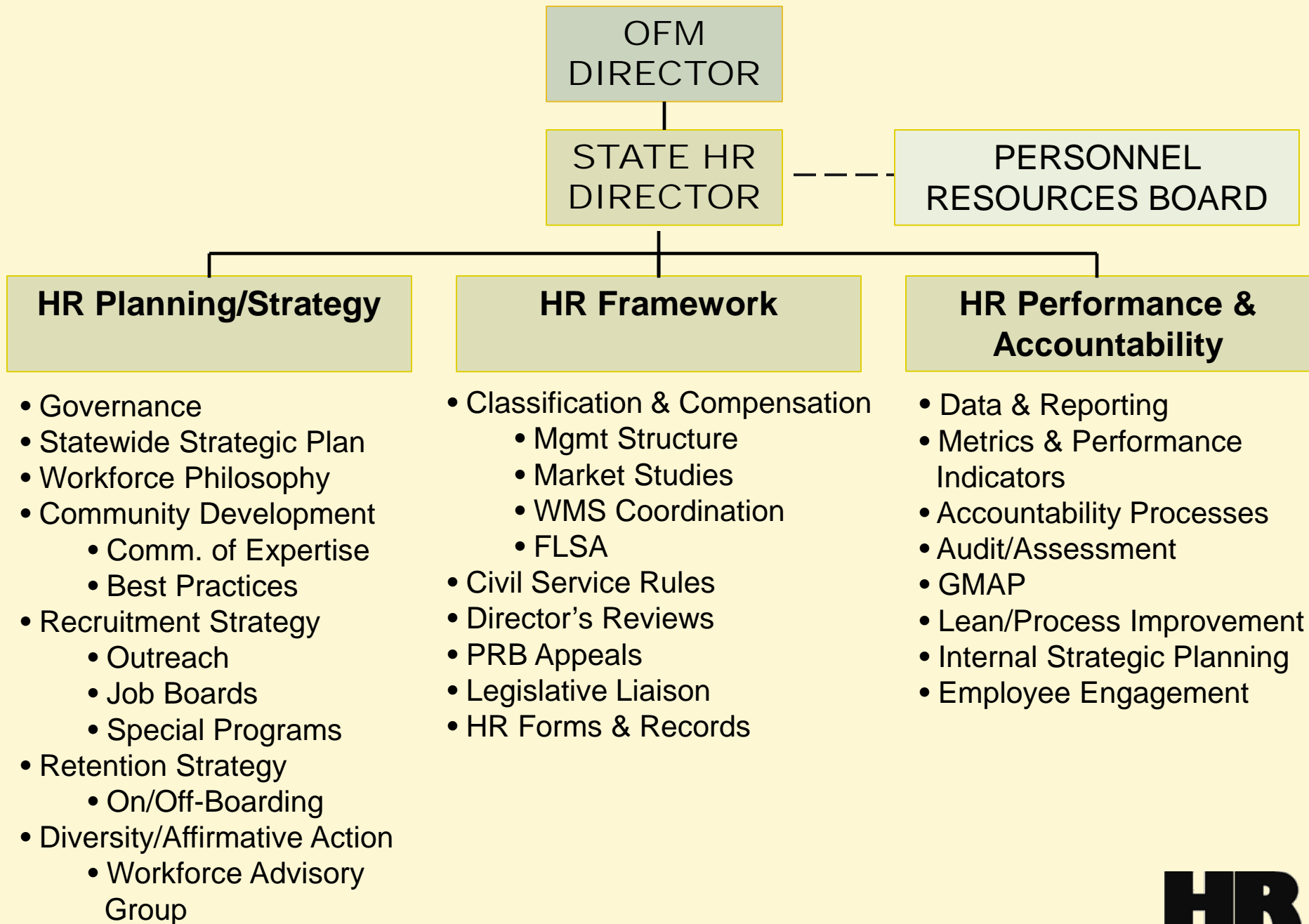
SO THAT...

- Promote a shared vision & enterprise perspective in aligning resources & practices with business needs
- Ensure accountability for HR practices
- Realize economies of scale
- Increase agencies' self-sufficiency in managing the state workforce
- Inform decision-making with reliable data
- Reduce risk to the state
- Ensure transparent, credible, & proactive HR management decisions & practices

SO THAT...

- The state can hire, develop, & retain a skilled, engaged, productive, & diverse workforce
- State citizens receive quality, cost-effective government services





OFFICE OF THE STATE HR DIRECTOR

OUR MISSION

To provide leadership, guidance, and a sound HR foundation to maximize state government's ability to serve the people of Washington.

OUR VISION

Leaders and partners in HR management.

OUR VALUES

Credible
Respectful
Innovative
Balanced
Engaged

OUR CUSTOMERS

HR Professionals
Managers
Employees

OUR GOALS

Statewide HR Leadership & Direction

The state has the human resource leadership and direction to be a strategic and competitive employer.

Sound HR Foundation

The state has a sound human resource foundation that supports changing business needs.

Statewide HR Performance & Accountability

The state has human resource data and metrics to make decisions, measure performance, and be accountable for results.

High-Performing Office

We are a high-performing organization.

Goal 1

Statewide HR Leadership & Direction

The state has the human resource leadership and direction to be a strategic and competitive employer.

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SITUATION

The state is undergoing substantial reform, and we must both ensure a smooth transition to the new structure and capitalize on opportunities to improve HR management statewide.

KEY ACTIONS

HR Governance:

- Modify the governance structure to reflect government reform.
- Establish a process to identify annual HR priorities.
- Develop a two-way communication protocol for enterprise HR decisions and priorities.
- Establish partnerships with other central service entities to implement HR priorities and decisions.

Statewide HR Strategic Planning:

- Develop a statewide HR Strategic Plan and Workforce Philosophy to guide decision-making.
- Facilitate development of statewide business requirements for prioritized HR technology tools.

Goal 1 cont'd

Statewide HR Leadership & Direction

The state has the human resource leadership and direction to be a strategic and competitive employer.

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KEY ACTIONS

HR Development:

- Create communities of expertise around HR functions.
- Develop an HR resource center on personnel administration, beginning with the Washington Management Service.

Diversity:

- Develop a statewide diversity agenda.
- Establish new affirmative action reporting requirements.

Recruitment & Retention:

- Examine the state's recruitment and retention needs.
- Pilot a statewide exit survey to identify issues.

Goal 2

Sound HR Foundation

The state has a sound human resource foundation that supports changing business needs.

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SITUATION

To keep pace with reform and ensure consistent application across the state, we must clarify, streamline, and enhance the state's HR foundation.

KEY ACTIONS

Agency Consolidations:

- Revise rules and the classification plan to support the implementation of DES, CTS, and changes at OFM.

Classification & Compensation Structures:

- Ensure all agencies implement the changes to the Washington Management Service administrative processes.
- Evaluate, update, and align the agency director salary structure.
- Modify the salary survey process and align the methodology with industry standards.

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KEY ACTIONS

Classification & Compensation Structures cont'd:

- Apply process improvement methodology to the classification review system.
- Develop tools to help agencies perform classification work.

Goal 2 cont'd

Sound HR
Foundation

**The state has a sound
human resource
foundation that supports
changing business needs.**

Goal 3

Statewide HR Performance & Accountability

The state has human resource data and metrics to make decisions, measure performance, and be accountable for results.

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SITUATION

We help assess risk to the state, and improve its ability to make data-driven decisions. To do this, we must ensure timely, reliable data, and provide agencies with clear guidance and tools to help them comply with personnel policy.

KEY ACTIONS

Data-driven Decisions:

- Promote agency analysis and use of HR data.

Accountability:

- Create self-assessment tools for agencies to certify that they are in accordance with personnel policy.
- Analyze personnel data to identify areas of risk, and recommend changes to agencies' practices to reduce risk.

Goal 4

High-performing office

We are a high-performing organization.

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SITUATION

As we join the Office of Financial Management and our role in state government changes, we face new challenges and opportunities.

KEY ACTIONS

Clear Direction:

- Communicate changes and their impacts to staff.
- Gather systematic customer feedback to inform our business.
- Ensure staff understand and connect with the direction, performance metrics, and results of both the State HR Director's Office and the Office of Financial Management.

Tools, Resources, & Support Services:

- Implement an internal issue tracking tool.
- Develop service level agreements with DES staff for support services (communications, financial services, technology, and service center).

Goal 4 cont'd

High-performing
office

**We are a high-performing
organization.**

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KEY ACTIONS

Skilled, Engaged, Collaborative Staff:

- Implement targeted development and knowledge transfer plans.
- Train all staff in Lean concepts.
- Ensure a collaborative, cross-functional approach to our work.