

# One Department, One Vision, One Mission, One Core Set of Values

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Washington State  
Department of Social  
& Health Services

**VISION** *Safe, healthy individuals, families, and communities.*

**MISSION** *The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.*

## **VALUES**

*Excellence in Service  
Respect  
Collaboration and Partnership  
Diversity  
Accountability*

**ORIENTATIONS** *Early childhood development. Person- and family-centered, strengths-based.*

**OUR IMPACT** *Together we will decrease poverty, improve safety and health status, and increase educational and employment success to support people and communities in reaching their potential.*

## Human Resources Division Business Plan

Glen Christopherson, Senior Director

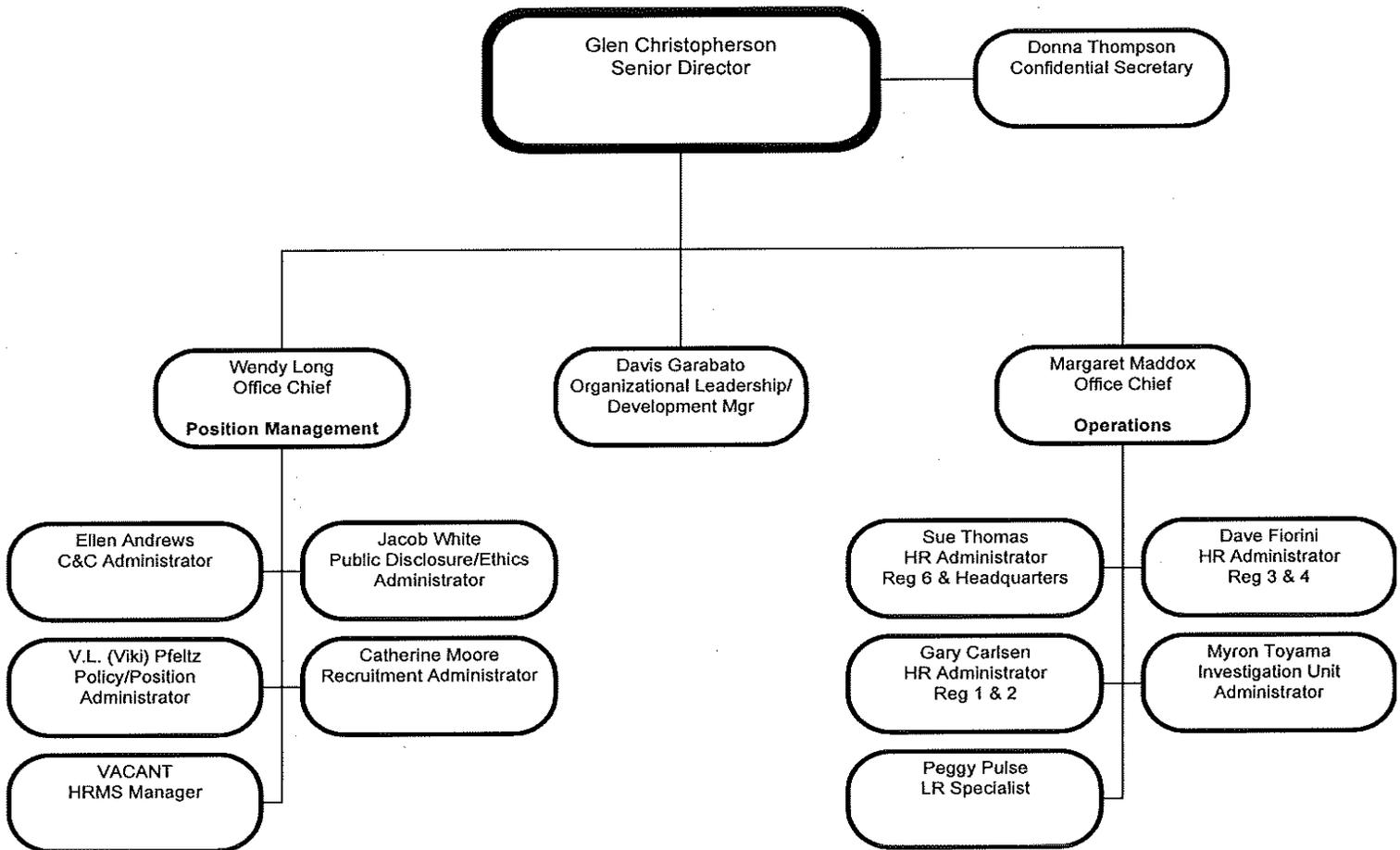
September 2010

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## Administration Organizational Chart

### Department of Social and Health Services Human Resources Division Director's Office



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## Introduction

The Human Resources Division (HRD) provides a broad spectrum of expert consultative and technical HR services in collaboration with local and executive agency leadership. Services are provided at the headquarters and regional levels, and also in the state's institutions.

The Human Resources Division has two primary service areas: Position Management and Operations. Services within these areas include: recruitment, classification and compensation, layoff, policy and procedure development, agency required training, Washington State Patrol referrals, reasonable accommodation, professional consulting services, employee wellness, and any activity or event concerning department employees.

The Labor Relations Specialists serve as Secretary Designee at Step 2 Grievances and manages the labor activities for the department, providing advice and training to executive and management staff and serving on the Negotiation Teams during collective bargaining.

The Civil Rights Investigators serve as the department's representatives to investigate complaints of discrimination, harassment and retaliation because of a protected factor, including but not limited to race, creed, age, sex, disability, marital status, veteran status, sexual orientation, etc.

Additionally, we are moving the department to a Talent Management culture that aligns all aspects of human resources and management to recruit, develop, and retain committed and high-performing employees. Because employees are the key to our success, we need an informed, inspired, diverse and engaged workforce to bring our framework to life. We want DSHS to be a great and rewarding place to work.

HRD's efforts and strategic directions provide critical HR services to the agency's organizations in support of the DSHS Goals and Orientations.

The Business Plan for HRD focuses on the division's strategies and activities that support the DSHS vision for safe, healthy individuals, and communities.

The business plan further outlines how HRD primarily supports **DSHS Goal 2: Improve economic stability and self-sufficiency** and **DSHS Goal 6: Increase public trust through strong management practices that ensure quality and leverage all resources**.

**DSHS Goal 1: *Improve the health status of Washington residents.***

**DSHS Goal 2: *Improve economic stability and self-sufficiency.***

**DSHS Goal 3: *Improve individual and public safety.***

**DSHS Goal 4: *Improve individuals' readiness and ability to succeed in school.***

**DSHS Goal 5: *Improve individuals' capacity to gain and retain meaningful employment.***

**DSHS Goal 6: *Increase public trust through strong management practices that ensure quality and leverage all resources.***

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Based on the state's logic model for workforce management, the 2010 Human Resource Management Report and the Workforce Development Plan as outlined in the DSHS 2009-2013 Strategic Plan are both aligned with and supports the DSHS mission. Both affirm the agency's commitment to eliminate barriers and improve employment and growth opportunities for everyone, including individuals with disabilities, diverse backgrounds, and in protected groups.

The Human Resources Division is dedicated to providing human resource services essential to the success of DSHS. HRD partners with our customers to attract, recruit, develop and retain a positive, respectful, productive and richly diverse workforce, who can effectively provide the services and supports needed to children, elders, people with disabilities, and families.

## Our Work:

- Model excellence, honesty, integrity and high standards in the quality of service provided.
- Provide personalized, trustworthy and courteous assistance with patience and compassion.
- Actively respect, celebrate, and promote diversity and cultural competence in our workforce.
- Accept personal responsibility for our actions and the work we do.
- Model professional behavior and interact with each other in a respectful and caring way.
- Work as a Team to develop partnerships through open, honest and respectful communication with co-workers and customers.
- Create a safe, healthy and secure work environment.
- Promote personal and professional growth as well as job satisfaction for all staff.
- Foster an environment in which employee's creativity, productivity and risk taking are recognized, valued and encouraged.
- Inspire and encourage a high level of employee morale through support, recognition, effective communication and meaningful feedback.

## HRD Key Initiatives

- **Plan & Align Workforce**
  - Increase percentage of supervisors with current performance expectations for workforce management
  - Increase percentage of employees with current position/competency descriptions.
  - Continue to offer PDP training for managers and supervisors.
  - Continue to survey administrations to ensure timely completion of PDPs.
  - Provide HR tools and resources to supervisors/managers.
  - Utilize effective Talent Management practices and processes.
  - Within Talent Management, align all aspects of human resources and management to recruit, develop, and retain committed and high-performing employees.
- **Hire Workforce**
  - Recruit and hire key talent for current and future vacancies through competency-based advertising and interviewing efforts.
  - Continue to focus on recruiting efforts using the new online recruitment system (NEOGOV) careers.wa.gov to increase our effectiveness in hiring and retaining employees.

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- Effective use of NEOGOV because it will be easy for job seekers and recruiters; improve accessibility for persons with disabilities, cost less to maintain, and provide one point of entry for job seekers.
  - The agency-wide 2009-2013 Strategic Plan will assess the strengths, weaknesses, opportunities for improvement, and challenges related to developing a diverse workforce.
  - Continue to work with managers/supervisors in ensuring that performance is effectively appraised during the probationary and or review period.
  - Continue to work with managers/supervisors to ensure that Position Description Forms (PDFs) are current.
  - Continue to work with management to address poor job performance and employee misconduct.
  - Advise and assist recruiters and hiring managers in developing strong assessment tools and using other Talent Management processes and resources.
  - Develop in-training plans for the human resource function to assist management in providing growth opportunities for high-performing employees.
- **Deploy Workforce**
    - Increase percentage of employees with current performance expectations.
    - Reduce non-disciplinary grievances/appeals filed.
    - Continue to monitor overtime at all levels.
    - Continue to monitor leave usage and assess patterns to plan for shortages or overtime needs.
    - Continue to partner with managers and supervisors to provide professional learning, organizational consulting and employee development opportunities.
    - Utilize tools and resources available within Talent Management with a focus on our ability to recruit, develop, engage and retain committed and high-performing employees.
    - Continue to offer PDP training for managers and supervisors as well as other leadership development opportunities.
    - Continue to ensure proper position allocation.
    - Facilitate the layoff process.
    - Conduct thorough and timely employment investigations.
    - Provide reasonable accommodations timely and effectively.
  - **Develop Workforce**
    - Employees, supervisors/managers will have access to Talent Management resources and processes to be successful.
    - Provide training, tools and resources within Talent Management, e.g. Workforce Planning, Recruiting, Onboarding, Competencies, Performance Management, Employee Development, Leadership Development, Succession Management, Retention, and Career Management.
    - Continue to consult with managers/supervisors to develop and identify strategies to address employee issues, completion of performance evaluations, Talent Management

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toolkits, training needs, etc., to ensure they receive the support and guidance needed to manage the workforce.

- Require supervisors/managers to identify and provide cross-training opportunities, developmental job assignments, rotational assignments, and mentoring opportunities.
  - Continue employee recognition activities throughout the department.
  - Require supervisors to meet quarterly with staff to assess workload, supervisory support, and hear what staff have to say about their work life.
- **Reinforce Performance**
    - Continue to remind administrations of the necessity to submit monthly PDP data.
    - Continue to consult with and provide advice to supervisors on how to develop and motivate employees and to encourage immediate action to address unsatisfactory job performance or employee misconduct.
    - Continue to provide training in disciplinary areas and encourage supervisors/managers to utilize performance management tools and resources within Talent Management.
    - Fully utilize Talent Management processes to attract and hire highly skilled workers.
    - Recruit, develop, and retain top performing employees.
    - Plan for future organizational needs.

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## Goals, Objectives, Strategies, Performance Measures

### **DSHS Goal 2: Improve economic stability and self-sufficiency.**

#### **Strategic Objective**

- Increase the number of persons with disabilities employed by the Department.

#### **Strategies/Actions**

- Develop DSHS Model Employer initiative for persons with disabilities.
- Launch Model Employer pilot program with DVR focus
- Embed Diversity, Cultural Competency and Inclusion within the Talent Management Framework.

#### **Interdependencies: Who are our key business partners?**

- DSHS Administrations
- Division of Vocational Rehabilitation
- Division of Developmental Disabilities
- Office of Deaf and Hard of Hearing
- Diversity Affairs Office
- Governor's Committee on Disabilities (Issues & Employment) GAAPCom
- Department of Personnel
- Department of the Blind

#### **Key Performance Indicators**

- Improved results by utilizing strategies and objectives as outlined in the DSHS "Model Employer" initiative.
- Percentage of employees having access to and utilization of key Talent Management resources and processes.
- Actual increases/outcomes as compared to AA Planned goals. Percentage of hires tracked and reported

### **DSHS Goal 6: Increase public trust through strong management practices that ensure quality and leverage all resources.**

#### **Strategic Objectives**

- Recruit, develop and retain an informed, inspired, diverse and engaged workforce.

#### **Strategies/Actions**

- Manage employee talent

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- Move from a compliance-based HR organization to a Talent Management (TM) framework. TM processes are designed, developed, or enhanced with the focus on employee and leadership development; competencies; and performance, succession, and career management.
- Within the TM framework, align all aspects of HR and management with a focus on our ability to recruit, develop, engage and retain committed and high-performing employees.

## **Interdependencies: Who are our key business partners?**

- DSHS Administrations
- Department of Personnel and other state agencies
- Other state agencies

## **Key Performance Indicators**

- Effectively manages performance through meaningful measures and ongoing review.
- Implementation of Talent Management and associated tools, including enhancements to the performance development plan, provides supervisors with additional resources for understanding and managing the performance evaluation process.
- Talent Management will encourage the reduction of exit interviews by conducting “stay interviews”. To boost retention efforts, managers are encouraged to reduce the emphasis on exit interviews and place more emphasis on “stay interviews”.
- As Talent Management is established we could expect to see turnover, at least in terms of staff we believe do a good job, decline. While turnover of staff who has issues, would increase.