2013-2015 Business Plan

Human Resources Division Business Plan

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August 2012 (Revised March 2013)

Washington State
Department of Social
& Health Services

Vision

Safe, healthy individuals, families, and communities

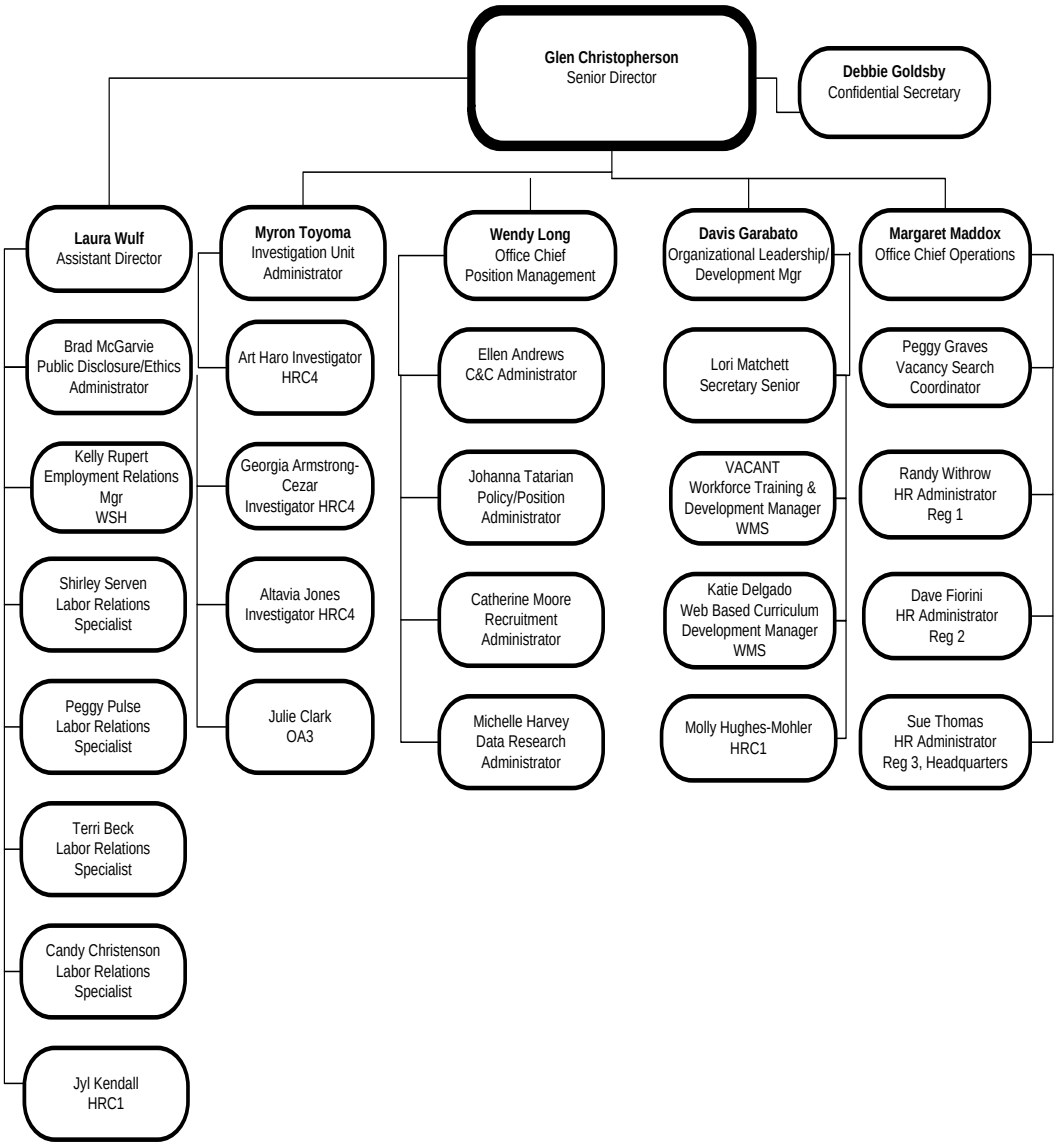
Mission

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

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



Introduction

The Human Resources Division (HRD) provides a broad spectrum of expert consultative and technical human resources 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 four primary service areas: Position Management, Operations, Organizational Leadership and Training, and Labor Relations. Services within these areas include: talent management, recruitment, classification and compensation, layoff, policy and procedure development, agency required training and staff development, Washington State Patrol referrals, civil rights investigations, reasonable accommodation, professional consulting services, employee wellness, and any activity or event concerning department employees.

The Labor Relations Specialists serve as Secretary Designee at Agency Head level grievances and manage 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 based on a protected factor, including but not limited to race, creed, age, sex, disability, marital status, veteran status, sexual orientation, etc.

With the implementation of Talent Management we moved into a culture that seeks to recruit, hire and develop a diverse, high-performing workforce that are engaged and committed to bringing our framework to life through their inspiration and dedication to the client and citizens of the state of Washington.

HRD's efforts and strategic directions provide critical HR services to the department'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.

DSHS Goal 1
Improve the health status of vulnerable populations.

DSHS Goal 2
Improve economic stability, employment 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
Increase public trust through strong management practices that ensure quality and leverage all resources.

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 leveraging of all resources.*

Based on the state's logic model for workforce management, the 2012 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 department's commitment to eliminate barriers and improve employment and growth opportunities for everyone.

HRD is dedicated to providing human resources services essential to the success of DSHS. HRD partners with our customers to attract, recruit, hire, 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 Values:

- 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, helpful 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 Performance Development Plan (PDP) training for supervisors and managers.
    - Continue to survey administrations to ensure timely completion of PDPs.
    - Provide HR tools and resources to supervisors/managers.
    - Utilize Talent Management tools, practices and processes.
    - Use Talent Management to align all aspects of human resources and management to attract, recruit, hire, develop, and retain committed and high-performing employees.

- **Hire Workforce**
    - Recruit and hire top candidates for current and future vacancies using competency-based advertising and interviewing efforts.

- Continue to focus on recruiting efforts using the on-line recruitment system (NEOGOV) careers.wa.gov to increase our effectiveness in hiring and retaining employees.
- Effective use of NEOGOV 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.
- Assess the strengths, weaknesses, opportunities for improvement, and challenges related to developing a diverse workforce consistent with the agency wide 2013-15 Strategic Plan.
- Continue to work with managers/supervisors to ensure meaningful performance evaluations are completed as required in the DSHS PERFORM, a system for Performance Development & Evaluation Plans for the employees in Washington General Service and Washington Management Service.
- Continue to work with managers/supervisors to ensure Position Description Forms (PDFs) accurately reflect the assigned duties.
- Continue to work with management to address unsatisfactory job performance and inappropriate conduct by employees.
- Advise and assist recruiters and hiring managers in developing strong assessment tools using other Talent Management tools, processes and resources.
- Develop in-training plans to assist management in providing growth opportunities for high-performing employees.

- **Deploy Workforce**
  - Increase percentage of employees with current performance expectations using DSHS PERFORM.
  - 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 identify training opportunities, developmental job assignments, cross-training opportunities, and other activities that will enhance employee skills and abilities.
  - Utilize Talent Management tools and resources to attract, recruit, hire, develop, engage and retain committed and high-performing employees.
  - Continue to offer DSHS PERFORM training for managers and supervisors as well as other leadership development opportunities.
  - Continue to ensure proper position allocation.
  - Facilitate the layoff process.
  - Conduct fair, thorough and timely employment investigations.
  - Provide effective reasonable accommodations in a timely manner.

- **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 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.
- Advise and consult supervisors/managers on matters related to Labor Relations, e.g. grievances, demands to bargain addressing working conditions of our workforce and labor negotiations impacting working conditions.
- Encourage supervisors to regularly meet with staff to assess workload, supervisory support, and hear what staff has 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.
  - Continue to encourage supervisors to take immediate action to address unsatisfactory job performance or inappropriate conduct.
  - 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 practices to attract and hire highly skilled workers.
  - Attract, recruit, hire, develop, and retain top performing employees.
  - Plan for future organizational needs.

Goals, Objectives, Strategies, Performance Measures

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

Strategic Objective

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

Strategies/Actions

- Implement department's "Increasing Integrated Employment Outcomes" initiative for individuals with disabilities and DSHS clients.
- Launch department's Cultural Competence Policy, Guidelines, and Key Principles.
- Embed Integrated Employment Outcomes and Diversity and Cultural Competency within the Talent Management Framework.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Division of Vocational Rehabilitation

- Developmental Disabilities Administration
- Office of Deaf and Hard of Hearing
- Office of Diversity and Inclusion
- Office of Indian Policy
- Juvenile Justice and Rehabilitation Administration
- Planning, Performance and Accountability
- Governor's Committee on Disabilities (Issues & Employment) GAAPCom
- Department of Enterprise Services
- Office of the State Human Resources Director
- Department of the Blind
- Attorney General Office
- Executive Ethics Board
- Washington State Patrol
- Washington State Human Rights Commission
- Equal Employment Opportunity Commission
- Office of Civil Rights
- Office of Financial Management

Key Performance Indicators

- Improved results by utilizing strategies and objectives as outlined in the DSHS "Increasing Integrated Employment Outcomes" initiative.
- Percentage of employees having access to and utilization of key Talent Management resources and processes.

Actual increases/outcomes as compared to Affirmative Action 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

- Attract, recruit, hire, develop and retain an informed, inspired, diverse and engaged workforce.

Strategies/Actions

- Manage employee talent
- Implemented Talent Management whose processes are designed to 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 attract, recruit, hire, develop, engage and retain committed and high-performing employees.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Department of Enterprise Services

- Office of State Human Resources Director
- Other state agencies

Key Performance Indicators

- Effectively manages performance through meaningful measures and ongoing review.
- Implementation of Talent Management and associated tools and resources.
- Implementation of an electronic Performance and Development Plan and Evaluation to achieve a higher completion rate.
- 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".

Talent Management will provide managers and supervisors the tools and resources to retain high-performing staff and at the same time, immediately and effectively address unsatisfactory job performance and inappropriate conduct.