

**Washington State
Department of Personnel**

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Eugene Matt, Director

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Budget by Source and Program 2003-05 Biennium

Program 010 Department of Personnel Technical Services

Total Budget \$18,055,000

Sources of Funding

Department of Personnel Services Account
(Fund 415) 16,432,000

Charging client agencies a fee for personnel services generates fund 415 revenue. Agencies provide Personnel with salary and wage information for all classified positions that are subject to the civil service laws. Based on this information, Personnel is statutorily allowed to charge a fee of up to 1.5% of these estimates; in fiscal year 2004, Personnel charged .43%. The fund 415 appropriations for the Personnel Appeals Board, Productivity Board, and Public Employment Relations Commission are also funded through this account. The personnel services rate charged to other agencies is a function of two variables: (1) Department of Personnel, Personnel Appeals Board, Productivity Board, and Public Employment Relations Commission combined appropriation from fund 415, and (2) total classified salaries of all merit system agencies.

Higher Education Personnel Services Account
(Fund 455) 1,623,000

Higher Education Personnel Services revenue (fund 455) is generated by charging higher education institutions a fee for personnel services. Institutions are charged a pro-rated fee based on Personnel's fund 455 appropriation and each institution's percentage of the higher education classified salary base. Personnel charges are not to exceed .5% of the total higher education classified salary base.

Program 500 Human Resource Information Services

Total Budget \$ 24,716,000*

Sources of Funding

Data Processing Revolving Account (Fund 419) \$ 24,716,000*

Personnel's non-appropriated Human Resources Information System Division operates from Fund 419. Revenue is generated two ways, depending on the type of service provided. One method includes the flat rate per warrant and employee record charged to agencies for its payroll, personnel, and training information tracking. The other is an individually negotiated charge based primarily on time, materials, and overhead costs. This is method is used for agency specific work requested.

*Includes \$10,592,000 towards the purchase of the new Human Resources Management System. This revenue was billed to general government agencies in proportion to their use of the current personnel/payroll system. (The remainder of the \$48,000,000 total cost of the new system is being funded through a certificate of participation.)

Budget by Division

Director's Office	3,321,244
Administration	
Civil Service Reform	
Governor's Affirmative Action Policy Committee	
Personnel Office	
Communications & Planning	
Rules Office	
Board Expenses	
Administrative Services Division	4,643,648
Administration	
Combined Fund Drive	
Employee Advisory Program	
Duplicating	
Financial Services	
Organizational and Employee Development Services	1,481,448
Central Services & Administration	
Management Development	
Organizational Development	
Employee Development	
Technical Development	
E-Learning	
Special Projects	
Washington Works	
Career Development	
Personnel Services Division	7,185,353
Administration	
Compensation	
Higher Education	
Referrals & Scheduling	
Classification & Pay	
Executive Search Services	
Client and Employee Relations Services	1,158,608
Administration	
Return to Work	
Workforce Diversity	
Human Resource Information Systems	24,716,000
Agency Total	42,506,301

Biosketches – Management Team and Director’s Direct Staff

Gene Matt, Director

Gene oversees the development and implementation of human resources policies and practices impacting state agencies and higher education institutions, as well as Civil Service Reform and the Human Resources Management System. Previously, he served on the State Personnel Resources Board; owned a management-consulting firm that served transit, local government, higher education, and non-profits in the areas of human resources and labor relations; and held human resource management positions at University of Washington, Yakima Valley Community College, and Municipality of Metropolitan Seattle.

Sharon Whitehead, Deputy Director

Sharon is responsible for statewide development and implementation of Civil Service Reform and the Human Resources Management System, along with her deputy responsibilities in operations management and legislative affairs. Her 25 years in state government include Assistant Director for Client Relations and Legislative Affairs at Department of Personnel, Assistant Director and Human Resource Manager at Department of Fisheries, and Human Resource Manager at Eastern State Hospital and Lakeland Village, in the Department of Social & Health Services.

Christina Valadez, Assistant Director, Organizational and Employee Development Services

Along with being assistant director, Christina is project manager for Civil Service Reform where she has spearheaded customers’ involvement throughout the process. Experience includes 25+ years in state government human resources with 18+ in management. 2000 Governor's Distinguished Manager. 2005 Governor's Sustaining Leader. BA, Social Science. MA, Sociocultural Anthropology.

Scott Turner, Assistant Director, Administrative Services

Scott supervises the Employee Assistance Program, Combined Fund Drive, and State Employee Survey, in addition to financial and other administrative functions. He has a Masters Degree in Public Administration from Brigham Young University, is a certified mediator and critical incident stress de-briefer, and speaks Spanish. Previously, he worked in private health care in Oregon.

Mark Andrews, Assistant Director, Client and Employee Relations Services

Mark has three decades of human resources experience, including Labor Relations Manager for Department of Social and Health Services, and Human Resources Manager for Departments of Revenue and Natural Resources. He was a 2003 Governor's Distinguished Manager Award Winner, and has senior professional certification from Society for Human Resource Management and a BS in Political Science.

Tom Miller, Assistant Director, Human Resources Information Services Division, and Chief Information Officer

Along with information technology operations, Tom is responsible for delivering the Human Resources Management System that supports personnel reform. Previously, he was Product Marketing and Information Technology Director at Terabeam, and held executive positions at 3M, including Chief Information Officer of 3M Asia Pacific, where he implemented strategies and programs in the US, Asia, Europe and Latin America.

Dorothy Gerard, Special Projects Director

Dorothy has transitioned from Assistant Director, Personnel Services, due to her retirement in 2005, and is working on the Human Resources Management System and Civil Service Reform. Previously, she was Human Resource Services Manager for the Higher Education Personnel Board. She has a Bachelor's Degree and a Governor's Sustaining Distinguished Manager Award.

Ginny Dale, Assistant Director, Personnel Services Division

Since joining state government in 1991, Ginny has advanced through the Human Resources Consultant series with departments of Transportation, Revenue, and Personnel. She previously served as Personnel's Human Resources Manager, holds Senior Professional in Human Resources certification (Society for Human Resource Management), and has extensive experience in Recruitment.

Julia Graham, Strategic Planning & Special Projects Manager

On Personnel's management team for 20+ years, Julia manages agency strategic planning, performance measurement, and special projects. She has held a variety of professional and management roles, including classification, recruitment, assessment, management development, productivity/quality, performance management, program development, budget and administration, legislative liaison, and communications. BS and MS, Psychology.

Kathleen White, Public Relations Director

In response to the agency's changes due to Civil Service Reform, Kathleen is responsible for image development, customer relations and marketing. Previously, she was Senior Communications Manager, Weyerhaeuser; Communications Director, Department of Information Services; Director of Marketing/Public Relations, Tacoma's Metropolitan Park District; and owner of a consulting business. BA, Communications.

Katie Gerard, Human Resource Manager

During her 10-year career with state government, Katie has worked for agencies including the State Parks & Recreation Commission and Department of Community, Trade and Economic Development. In 2000 she joined Personnel where her services have included Diversity Recruitment Specialist, Civil Service Reform development, and Human Resources Project Management System development.

Becky Scott, Executive Assistant

Becky has been the Director's Executive Assistant since July 2002, and an employee of the Department of Personnel for 16 years. In addition to the Director's Office responsibilities, Becky is a resource and staff support person for the agency executive team. Becky began her state career 29 years ago with the Secretary of State's office.

Authorizing Environment and Environmental Scan

Major Statutory Authorities

Legislative authority for the Department of Personnel is established by the state civil service law, RCW 41.06. In addition, RCW 41.07 authorizes Personnel to operate the state's automated personnel/payroll information system.

The Personnel Services Act of 2002 resulted in civil service reforms that the Department of Personnel is in the process of developing and implementing in concert with the Office of Financial Management and the Department of General Administration. As a result of this act, the department is recreating its business and services.

Major Partner and Customer Groups and their Expectations

Department of Personnel stakeholders include:

- State Legislature
- Governor
- State Agencies
- Higher Education Institutions
- Job Applicants
- General Public

Partners

To successfully implement the Personnel Services Reform Act of 2002, the Department of Personnel is closely partnered with the OFM Office of Labor Relations and the Department of General Administration.

The Office of Labor Relations is responsible for negotiating master agreements with unions representing collective bargaining units. General Administration is responsible for competitive contracting rules and assistance. Personnel is responsible for developing and implementing civil service reform, as well as the Human Resources Management System, which will provide the technological backbone to support the Act. This multi-agency partnership and its combination of activities are referred to as "Washington Works".

Through a carefully crafted process, the Department works closely and on a regular basis with agency human resource managers and designated "change agents" to ensure that the Human Resource Management System and Civil Service Reform projects will be implemented as smoothly as possible.

Customers

Before embarking on the design and development of the state's new personnel system, the Department of Personnel conducted extensive research to determine the needs and preferences of state managers, human resource professionals, and employees. Surveys and focus groups were conducted in mid-2002. A detailed report of the findings is available at hr.dop.wa.gov/hrreform/research.htm.

Key findings of what the majority indicated they want and need in the new human resource infrastructure include:

- Personnel policies and practices that build and reinforce a high performing workplace. This includes factoring in performance in key decisions such as selection, promotion, compensation, and employee retention.
- System flexibility and options that allow customers' unique and changing needs to be quickly and easily addressed. Customers want policies and practices that enable open-minded, innovative solutions to a myriad of organizational and human resource management challenges.
- Streamlined, understandable human resource policies and procedures. Customers want a system and service delivery that involves minimal red tape, that is easily accessible, and offers timely results.
- More decentralization.
- Appropriate tracking and monitoring to ensure accountability and fairness.

These key points were included in the design criteria that the Department applied in developing the basic structure and rules for the state's new personnel system. Agency managers and human resources professionals were included on development and review teams to ensure that their needs and preferences were being addressed. Nearly one hundred informational presentations were made to employees statewide to obtain feedback. In addition, throughout fiscal year 2004, drafts of the new rules and job classification structure were placed on Personnel's website for customer review and input.

With regard to the Human Resources Management System project, assessment of customer needs started with the feasibility study conducted in 2002. This study included interviews with executive representatives across agencies and assessment of agency business requirements. This needs assessment shaped the criteria for selecting a software package and system vendors. At present, customer involvement and feedback checkpoints are an integral part of the Human Resources Management System implementation and change management process. This includes monthly meetings with agency representatives and surveys of customer agencies on specific issues relating to the new system.

Overall, customers also indicate that they expect strong leadership and excellent customer service from the Department. They want prompt, easy access to services and information; dependable, accurate answers; responsive, creative solutions; and helpful guidance in all human resources areas.

In response to the demand for effective, one-stop guidance and consultation, the Department has recently adopted a new service delivery model. When fully implemented, this model will ensure that customers receive fully coordinated, prompt solutions to human resources challenges without having to shop around for the right answer and other administrative inconveniences.

Key to this model is the creation of a new central coordination and response division composed of staff who have the necessary breadth of human resources knowledge and customer relations skills. No additional funding was received to build this new approach to service delivery. Thus far, the Department has held other positions vacant and temporarily curtailed certain services in order to support this effort together with all other system reform. This is a significant strain on current resources.

Environmental Scan

The efficiency and effectiveness with which government services are delivered to the public depends, in large part, on the competence and motivation of the government workforce providing those services. State government's human resources -- its employees -- are probably its most important asset in accomplishing the state's goals and objectives.

The public's increasing demands for government accountability for results and intelligent use of resources necessitates the creation of a performance-based culture in state government. That is, a government workforce that is selected, developed, compensated, and retained on the basis of its contribution to successfully achieving agency missions.

The ability to build and sustain a high performing workforce depends in large part on the state's human resource infrastructure -- its personnel systems, policies, practices, and support services. This infrastructure must be inherently flexible to enable agencies to quickly equip and manage their workforce to address changing business needs.

State government's present workforce is highly diverse and is composed of three generations of workers having very different needs, perceptions, and preferences for their work life. With the present unstable economy, employees near to or eligible for retirement are hesitating to do so. These employees tend to be in senior or higher level jobs. At the same time, promising younger employees and job candidates want rapid learning and career growth opportunities. These opportunities may be stunted due to limited availability of higher-level jobs and salary limitations.

As such, the state's human resources infrastructure is also challenged to foster management practices and workplace environments that help attract and retain competent, productive employees who are committed to fulfilling the state's accountability obligations to the public.

Strategic Plan Highlights

Mission

The Department of personnel provides human resource leadership and solutions to enable state government to deliver public service excellence.

Vision

Create the best public workforce in the nation, delivering exceptional value to all citizens.

Goals, Objectives and Strategies

The Department of Personnel's high-level goals and objectives for the 2005-06 biennium (and beyond to 2011) focus on implementation of a completely new human resource infrastructure for Washington State government. The structure and supporting services are designed to help agencies build and manage a high performing workforce and successfully achieve their missions.

Goal 1: A performance-based culture in state government committed to delivering the best possible services to citizens.

- 1.1 Increase the percentage of agencies that have instituted fundamental human resources elements of a performance-based culture.
 - Ensure that performance-based elements are inherent in key human resources human resources system components
 - Create and deploy performance-based culture awareness strategy (including self-assessment process) that can be used at the agency level
 - Initiate executive support and statewide understanding and expectation for a performance based culture
 - Provide comprehensive support for Performance Management Confirmation
- 1.2 Improve alignment of workforce performance with employing agency mission, goals, and objectives
 - Implement statewide employee performance management system, including:
 - New Performance & Development Plan (aligned performance expectations and assessment)
 - Support implementation of 'positive discipline' or streamlined disciplinary process
 - Provide recognition models and consultation
- 1.3 Improve workforce competency, productivity, and stability
 - Provide guidance and assistance on fundamentals of performance-based culture and implementing employee performance management systems
 - Provide extensive core and job competency library and consultation
 - Offer comprehensive training and development services based on detailed needs assessment

Goal 2: The best source for timely, successful customer solutions.

- 2.1 Improve the customer experience through seamless, one-stop shopping
 - Institute new Department of Personnel central response service delivery model
 - Implement automated task tracking system

- Develop Department of Personnel employee cross-functional service knowledge
 - Educate customers on service access options
 - Establish follow-up quality assurance and evaluation process
- 2.2 Increase proactive, strategic partnering with customers to ensure responsive, tailored results
- Institute regular strategic partnership sessions with each customer agency
 - Implement systematic approach to soliciting customer input on needs and expectations – create customer profile database
- 2.3 Ensure timely and accurate customer service
- Implement updated customer services standards within the Department
 - Educate all staff on new service delivery model and information sources

Goal 3: Best value for the dollar.

- 3.1 Deliver high quality services at competitive rates
- Conduct service value and competitiveness research (cost out services and identify benchmarks)
 - Determine value and return-on-investment from customer perspective on key services
- 3.2 Improve cost and operational efficiency
- Allocate resources to maximize value
 - Leverage economies of scale
 - Reduce transactional activities
 - Optimize technology for service delivery

Goal 4: An efficient, cost-effective, and progressive human resource infrastructure.

- 4.1 Streamline human resource systems, requirements, and processes – ensure operational flexibility to quickly adapt to changing business needs.
- Implementation of new civil service reform rules, structures, tools
 - Implementation of new Human Resources Management System
 - Guidance and consultation to help customers adapt to modern human resources practices and environment
 - Optimize technology in human resources processes
- 4.2 Improve understandability and ease-of-use of rules and processes
- Conduct use-ability testing on all products
 - Provide user-friendly guidance documents for all key processes and tools
 - Provide implementation training for all key processes and tools
- 4.3 Pursue innovations that build and sustain state-of-the-art HR systems and operations
- Expect and encourage creativity; institute forum for exploration
 - Institute best practices information collection and sharing
 - Install systematic mechanism for data-based evaluation and continuous improvement

Goal 5: One DOP providing coordinated, integrated products and services.

- 5.1 Improve degree to which all Department of Personnel products and services are cross-functionally related and complementary

- Inventory review all services and products against cross-functional evaluation standards
- Design new services or major improvements using cross-functional teams
- Implement cross-functional training of all Department staff

Goal 6: Prompt, effective communications, and access to information, data, and business intelligence.

6.1 Increase customer awareness and understanding of new responsibilities, operational issues, and Department products and services arising from implementation of the state's new human resource environment.

- Implement comprehensive, consolidated communication and marketing plan
- Deployment of civil service reform and Human Resources Management System change management, training, guidance information, and consultation

6.2 Ensure ready access to accurate data and to information that promotes sound, progressive human resource decisions and practices.

- Design and institute new measurement, tracking, and reporting process to facilitate evaluation and continual improvement of new human resources systems and operations
- Implement new Human Resources Management System business warehouse
- Collect, analyze, and disseminate benchmarking and best practice information
- Redesign processes to systematically collect customer need and satisfaction data

Goal 7: Excellence, innovation, and entrepreneurship among all Department staff.

7.1 Fully implement a performance-based culture within the Department - Improve alignment of staff performance and contribution with mission, goals, and objectives

- Ensure that both organizational and individual performance management systems are in place at all levels of the agency
- Obtain Performance Management Confirmation
- Complete staff allocation and deployment in line with redesigned and new Department operations, services, and delivery model
- Identify core and position-specific competencies for each employee
- 100% proper implementation of Performance & Development Plan, and associated support and accountability for achieving expectations
- Implement robust and timely recognition strategies
- Implement positive discipline approach

7.2 Maximize staff knowledge and capability to succeed

- Conduct comprehensive training needs assessment and gap analysis in relation to new competency expectations
- Implement development strategies focused on new competencies and cross-functional knowledge

7.3 Improve innovation capacity

- Institute internal cross-functional forum for idea sharing
- Incorporate expectation and encouragement for innovation and creativity into Performance & Development Plan and recognition activities
- Provide and/or teach access to new approach and best practice information
- Ensure that evaluative data is available for sound decisions and process improvement

Strengths, Weaknesses, Opportunities, Threats

Strengths

The Personal Services Reform Act is changing the nature of personnel management in Washington State government, and the Department of Personnel has taken the lead in meeting that challenge. It is developing programs and services to assist its state government and higher education customers in navigating the new management system, as well as the Human Resources Management System that will support it. And the Department has also been training and developing its own staff so they can successfully assist customers through the changes.

One of the most significant opportunities under the new system is developing a performance-based management culture in state government. This creates accountability for both management and employees, with more options for mobility and rewards. With the flexible new system, the Department and its staff have an opportunity to help agencies use the flexibility to make choices that help them improve service to customers and meet their business goals.

Since its creation over 40 years ago, the Department has successfully managed the state's civil service system, guided its customers through the system and its changing rules, and worked hard to develop processes that meet the intent of the rules and the needs of the customers. The Department's success is continuing through Civil Service Reform and the changes that it brings.

Department of Personnel has staff who are adept in all areas of personnel management, including classification and compensation; recruitment, selection and assessment; workforce diversity and reasonable accommodation; discipline; organizational development; and training at all levels, from senior leaders to technicians, from new supervisors to front-line staff. The Department is committed to offering staff the training and support they need to succeed in this new business environment, and staff have indicated their commitment to learn and go forward with us.

Weaknesses

All state agencies would agree that their biggest complaint about the Department was conducting business under the antiquated rules. Likewise, administering the antiquated rules that made doing business difficult was the greatest struggle for the Department. The Personal Services Act of 2002 has changed all that.

When fully implemented, the new system will be less transaction-oriented and rule-bound. Traditional absolute requirements will be replaced with flexible options. The new Human Resources Management System will streamline and reduce processing activity through modern technological applications. In other words, we have been given the unprecedented opportunity to overcome our weaknesses.

Opportunities

Legislative passage of the 2002 Personnel System Reform Act has provided the unprecedented opportunity to implement model personnel practices to promote high performance government that gets results at the best value for the citizens of Washington State. One of the major opportunities to seize now is implementing a modern, progressive, performance-based management culture in state government.

Performance-based management aligns each individual's work goals with the organization's mission, vision, values and goals, and evaluates performance accordingly. All employees – from managers to front-line -- know what is expected of them. Through an established process, they learn how they are doing, what's working well, what needs improvement, and receive the resources to enable improvement. The result is an ongoing process of creating and sustaining a workplace environment where both an organization and its staff succeed in fulfilling business objectives.

Overall, the reform effort is huge and historic. No other governmental entity has attempted to achieve such comprehensive, concurrent reform within such a limited timeframe. All components of the reform effort become effective July 2005. The new system will be a dramatic change for all of state government. Implementation will likely create anxiety and disruption in the beginning. Leading and assisting agencies through the transition will be the major focus of Personnel's efforts during the 2005-07 biennium. Sustaining the change and continuous improvement will proceed throughout the 2005-2011 period.

Another opportunity that the Department has taken on is the development and launching of a new, modern Human Resources Management System that will support the results of the Personnel Services Reform Act. Replacing the 20+ year-old computer system with the modern system will enable agencies to eliminate the paperwork recordkeeping that still prevails, eliminate "shadow systems", and have access to management information that will help them track their performance and meet their business goals.

The Department of Personnel recognizes that state government is at a turning point. It faces an extraordinary opportunity for a new future that focuses on building a high performance culture where everyone succeeds in delivering value to the citizens of Washington State. We are committed to providing the resources that enable all state agencies and their employees to succeed in this new business environment.

Threats

The Department has not identified any major threats in the foreseeable future.

Emergent or Hot Issues

1. Implementation of Civil Service Reform

Civil Service Reform is the focus of this document because it is the focus of the Department of Personnel. It is the first major overhaul of the civil service system in 44 years, and has sweeping effects on both the state and the higher education personnel systems. It affects all aspects of human resources management, including classification and compensation, recruitment and selection, performance management, layoff, disciplinary actions, appeals, training, and more. It also provides the unprecedented opportunity to transition state government into a performance-based culture that delivers on its service goals to the people and businesses of Washington State.

The new personnel rules will fully apply to all employees who are not members of a collective bargaining unit. For bargainable subjects, the rules have been superceded by contracts negotiated by the Office of Financial Management's Labor Relations Office. It is important to note that the Department will be required to administer more than one personnel system as a result of contract negotiations. This would have a major impact on our workload and staff capacity.

- **Key players/stakeholders**

- Governor
- Department of Personnel alone, and in collaboration with the Office of Financial Management and the Department of General Administration as "Washington Works"
- State government and higher education leadership and management
- General government and higher education personnel system employees
- Labor unions

- **Status/timeline**

- In process and on schedule
- Anticipate completion by June 30, 2008

- **Links for background**

- <http://hr.dop.wa.gov/hrreform> (Department of Personnel Civil Service Reform)
- <http://washingtonworks.wa.gov/> (Washington Works)

- **Staff contacts**

- Sharon Whitehead, Deputy Director - <mailto:SharonW@DOP.wa.gov> - (360) 664-6348
- Christina Valadez, Director, Civil Service Reform Project – <mailto:ChristinaV@DOP.wa.gov> - (360) 664-6340

2. Completion and activation of the new Human Resources Management System

The Legislature authorized modernization of the state's antiquated personnel/payroll computer system with a modern Human Resource Management System that is essential

to the implementation of the 2002 Personnel Services Reform Act. The timeline is integrated with the reforms that the new system supports.

It will enable multiple variables for human resources practices that support collective bargaining and civil service reform. It significantly enhances e-recruitment, data collection, and reporting that support workforce management decisions. Some self-service options are available for managers and employees.

- **Key players/stakeholders**

- Department of Personnel alone, and in collaboration with the Office of Financial Management and the Department of General Administration as “Washington Works”
- State government leadership and agency management
- Information Services Board
- Department of Information Services
- Agency information technology departments
- Agency human resource employees
- End users / state agency and higher education employees

- **Status/timeline** - Agencies will convert in two groups with three releases: Release 1 – payroll; release 2 – features that go further to support collective bargaining and civil service reform; and release 3 – special features. Release 1 will be completed by July 1, 2005, release 2 by August, 2005, and release 3 by October, 2005.

- **Links for background**

- <http://hrms.dop.wa.gov/> Human Resource Management System Implementation Project
- <http://washingtonworks.wa.gov/> Washington Works

- **Staff contacts**

- Sharon Whitehead, Deputy Director - <mailto:SharonW@DOP.wa.gov> - (360) 664-6348
- Tom Miller, Assistant Director, Human Resource Information Division - <mailto:TomM@DOP.wa.gov> - (360) 664- 6360

3. Modifying the Department of Personnel business plan to allow for administering the results of collective bargaining

The Department of Personnel is in the process of assessing the impact of the bargaining agreements on our business plan. It is expected to affect our customers and the services we provide them, as well as our internal operations.

This is the first time in the history of state government that the vast majority of employees will be covered by full-scale collective bargaining agreements. Various general government and higher education organizations will be operating under multiple agreements. It is imperative that all the systems be in place to support this diversity within our employee base, and to offer equal support to non-represented employees.

- **Key players/stakeholders**

- Governor’s Office

- Department of Personnel alone, and in collaboration with Office of Financial Management and the Department of General Administration as “Washington Works”
 - State government and higher education leadership and management
 - Labor Relations Office
- **Status/timeline** – The agreements will take effect on July 1, 2005, and consequently all affected systems must be in place to accommodate them at that time.
 - **Links for background**
 - <http://washingtonworks.wa.gov/collective/default.htm> - Washington Works, Collective Bargaining
 - **Staff contacts**
 - Sharon Whitehead, Deputy Director - <mailto:SharonW@DOP.wa.gov> - (360) 664-6348
- 4. Redefining the role, priorities, and services of the Department of Personnel as a result of civil service reform, and redeploying and training staff to provide the new or changed internal and external services that will be required.**

The passage of the 2002 Personnel Services Reform Act made it necessary for the Department to immediately begin making changes so that it could support implementation of the act, which makes sweeping, substantive, and needed changes to the way that civil service has operated for 44 years. Since the Department of Personnel interprets and manages civil service policies and procedures, and offers a wide range of services that support the policies and procedures, it too must undergo sweeping and substantive changes.

It is important to recognize that every employee in the Department of Personnel is affected by the changes, that some will find their jobs to be significantly different, and that others will be required to change jobs. Many will require training to be successful in the new culture.

Change management is the order of the times in the Department of Personnel. The Department’s staffing and competency needs are presently being thoroughly assessed. Much more emphasis will be placed on being open-minded, creative, and flexible. Well-honed problem-solving and consultation skills will be critical, as will excellent customer service skills. Routine processing and yes/no decision-making will become practices of the past.

- **Key players/stakeholders**
 - Governor’s Office
 - Department of Personnel alone, and in collaboration with the Office of Financial Management and the Department of General Administration as “Washington Works”
 - State government and higher education leadership and management
 - Labor Relations Office
- **Status/timeline** – The Department of Personnel has an internal organization in place to manage this transition. Change management processes are underway throughout the department. It must have the greater part of its transition in place when the new personnel rules take effect on July 1, 2005.

- **Links for background** – This issue is internal to the Department of Personnel and to the customers it supports. Consequently, there is no related information on Personnel’s public website.
- **Staff contacts**
 - Sharon Whitehead, Deputy Director - <mailto:SharonW@DOP.wa.gov> - (360) 664-6348

5. Preparing all levels of state government management to successfully carry out civil service reform and build a performance-based culture.

The Governor’s Office mandated the implementation of performance-based management to parallel the implementation of civil service reform. While the Act is changing nearly all aspects of human resources management throughout the state government and higher education personnel systems, the law itself is not sufficient to change the culture. People must also learn how to implement the intent of the law.

For this reason, the Governor directed the Department of Personnel to create and implement a comprehensive Leadership Development program in support of the Priorities of Government, and to prepare state managers to successfully carry out civil service reform and build a performance-based culture. Program design includes identification of the core leadership competencies needed for management effectiveness in state government, and building a modern assessment process to measure and improve leadership skills.

- **Key players/stakeholders**
 - Governor’s Office
 - Department of Personnel alone, and in collaboration with the Office of Financial Management and the Department of General Administration as “Washington Works”
 - State government and higher education leadership and management
 - Agency human resource staff
- **Status/timeline** – The project manager position has been filled and the program design is underway. By November 1, 2004, a standard program will be available, and Personnel will also offer programs customized to an agency’s specific needs.
- **Links for background** - Once the Leadership Development Program has been launched, a link to program information will be positioned on the home page of the Department of Personnel’s web site. <http://hr.dop.wa.gov/home.html> It will also be accessible from the Training home page. <http://hr.dop.wa.gov/training/Default.htm>.
- **Staff contacts**
 - Christina Valadez, Director, Civil Service Reform Project – <mailto:ChristinaV@DOP.wa.gov> - (360) 664-6340
 - Sharon Whitehead, Deputy Director - <mailto:SharonW@DOP.wa.gov> - (360) 664-6348

Legislative Proposals

The Department of Personnel has no request legislation for 2005. We have one technical correction to the existing budget and our biennial budget request.