

Classification and Compensation Needs Assessment

The issue(s) described below must link directly to one or more of the criteria and you must explain how the issue(s) you are trying to resolve meet the criteria. For more information and resources go to the [HR Professional Tools](#) webpage. Contact your assigned [State HR Classification & Compensation Team](#) for assistance.

Submit completed form to the State Human Resources Enterprise Classification, Compensation & HR Analytics Team at classandcomp@ofm.wa.gov by **September 15, 2019**.

Agency/HE Institution Department of X	Agency/HE HR Contact Name John Doe Phone 111-222-3333 Email John.Doe@DOX.wa.gov
Agency/HE Subject Matter Expert (Must be Non-Rep) Name Jane Smith Phone 444-555-6666 Email Jane.Smith@DOX.wa.gov	Agency/HE Budget Contact Name Edward Jones Phone 777-888-9999 Email Ed.Jones@DOX.wa.gov
Select Criteria	
Select choice(s) below. Class Plan Maintenance <input type="checkbox"/> Compression <input type="checkbox"/> Higher Level Duties <input type="checkbox"/> Inversion <input type="checkbox"/> Inequities <input type="checkbox"/> Recruitment <input checked="" type="checkbox"/> Retention <input type="checkbox"/> For descriptions and examples go to Classification and Compensation Proposal Process 2021-23 .	
Class Title(s) – Complete a separate assessment for each Class Series	
Class Title(s) and Class Code(s) Widget Maker Senior (001F) Positions represented by a Master Agreement? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If yes , list Master Agreement(s): Widget Makers Local 23	
Describe the Issue(s)	
What is the issue(s) you are trying to resolve or business need(s) you are trying to meet? Be specific and descriptive. What services are provided and how they are being adversely affected? Department of X is funded for 20 Widget Maker Senior positions, of which, five are currently vacant. Recruitment of candidates for the Widget Maker Senior job class at the current salary range is extremely difficult and has not generated success in most Department of X locations.	
What Efforts Have Been Made to Address the Issue(s)?	
Explain what you have tried and the results achieved (e.g. revised agency/HE work processes, organizational structures, or enhanced recruitment efforts). We have marketed our Widget Maker Senior openings through at least 26 different recruitment sources both state and nationwide, to fill vacancies. We have documented the results of recruitment efforts in each location and that information is attached. Even with our extensive recruitment outreach, the average time to fill positions varies by location from 174 days to 300 days. When Department of X is successful in filling positions, it is only by offering moving expenses and bringing in new hires at the highest step, which often includes the 15% above the range rate. Ten of the fourteen hires required this option to be successful. Summary data for FY 2016-2018 shows the following:	

Total Recruitments (FY16-18)	19	100%
Total Candidates	81	100%
Total Not Selected	26	32%
Withdrew/Declined offer	32	40%
Other	9	11%
Hired	14	17%
Total average days to fill	173	

The reasons for not hiring ranged from offer declined due to salary, withdrawing to accept other offers, and interviewed but not selected. Candidates have fallen into two primary categories: very early career and late career.

The Department of X has done extensive recruitment in order to fill our Widget Maker Senior positions. The agency has hired a recruitment team to specifically focus on these specialize recruitments. The team has broadened the candidate search mechanisms, offered relocation packages. The agency currently has Group C assignment pay in our most remote factories. The ability to attract viable candidates has been weak with approximately 4 viable candidates applying per recruitment. The majority of applicants have not fully met the necessary competencies needed to be successful in this environment, often forcing factories to hire candidate who cannot meet the expectations of the department.

What are the Proposed Changes?

Describe the proposed classification(s) and salary changes. Provide specific examples.

The Department of X is proposing a 4-range (approximately 10%) base salary increase for the Widget Maker Senior class due to ongoing difficulties in recruiting staff who are required to work in a factory environment typically located in remote communities.

How Does the Proposal Resolve the Issue(s)?

Describe the service improvements you expect to see if this proposal is implemented.

Improve Core Business Practices: Aligning Widget Maker Senior salaries more competitively with the market will improve Department of X's ability to hire competent staff, while saving money currently directed to funding contract providers and/or contracting out the process of widget making to private companies.

Focus on the Workforce: Employing qualified staff would strengthen the core of the widget delivery system; increasing the base salary range will reduce the time to fill this difficult to fill position and enable the Department of X to meet state and federal requirements pertaining to widget making.

What are the Impacts on Services?

Identify potential consequences if the issue(s) is not resolved. (e.g. impact on agency/HE priorities, service delivery, risk, or liability).

The Department of X is mandated by federal and state regulations to provide specialized widgets to both public and private sector employers. In order to comply with federal laws, Department of X has had to hire 2.8 FTEs equivalent contract Widget Maker Seniors to provide necessary services. The cost to Department of X for contract Widget Maker Seniors was \$809,304 for FY2018. The agency has estimated that if they were able to hire permanent Widget Maker Seniors, the costs would amount to \$409,577 for wages and benefits for 3 FTEs. When Department of X compares the amounts they spent in FY2018, it would be a substantial savings. This figure does not include the reimbursement for mileage, meals and lodging that Department of X additionally compensates their contract staff to encourage them to work at their remote factories.

Because the agency is mandated by federal and state regulations to provide specialized widgets to both state and private sector entities, it is critical that the agency be able to fill these highly specialized, senior level positions. Failure to do so would but the agency in violation of both federal and state laws could result in class action litigation and potential federal oversight that has the potential to add millions of dollars of costs to our system.

Agency/HE Director or Designated Approving Authority Signature

Date
9/4/2019

Name/Title
Signature

Additional Resources:

[Inequities Tool](#)

[Recruitment Data Tool](#)

[Recruitment Summary Template](#)

[Higher-Level Duties Tool](#)

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