

[] = Tier 5 Measure (NYI) = not yet implemented

*Where feasible, all data should be disaggregated by race, gender, and position type comparison.
Data should also be available for drilldown by department.

Vision: A highly engaged, diverse, and culturally responsive workforce is critical to serving all people of King County well. We are improving our workplace culture and workforce so we can better engage with and serve the growing mosaic of our communities, using our shared values on equity and social justice and continuous improvement.

	WORKPLACE CULTURE	HEALTH, WELL-BEING, AND SAFETY	LEARNING AND GROWTH	RACIALLY DIVERSE AND CULTURALLY RESPONSIVE AT ALL LEVELS	BUSINESS OPERATIONS AND SYSTEMS	TOTAL COMPENSATION
Deployment Leaders	Arun Sambataro Brooke Bascom	Karleen Sakumoto	Kara Hannigan	Paula Harris-White	Mary Beth Short	Megan Pedersen
Goals	Every employee is engaged, experiences trust and respect, is treated with dignity, and is confident to perform at their best.	Improved health, well-being and safety of all employees.	We establish a shared commitment and resources to grow every employee's talent.	We attract, develop and retain a more racially diverse and culturally responsive workforce at all levels: leadership, management and staff.	Workplace processes and systems support and improve the employee experience from recruitment through retirement.	Our total compensation (wages, benefits, leaves and retirement contributions) is competitive, sustainable and equitable.
Objectives and Measures	<p>O1 All employees are engaged and respected</p> <p>MO1a Overall engagement index</p> <p>MO1b Percentage of all employees who say employees in their work unit treat each other with respect per engagement survey</p> <p>MO1c Percentage of all employees who say they are treated with respect in their workplace per engagement survey</p> <p>[MO1d-T5 Percentage of expected engagement action plans created]</p> <p>O2 All employees, at all levels, are accountable for accomplishing goals and objectives</p> <p>MO2a Percentage of all employees who say they have authority to do their job effectively per engagement survey</p> <p>MO2b Percentage of all employees who say they use goals and measures developed by their work unit to help guide their performance and work priorities per engagement survey</p> <p>MO2c Percentage of employees who say department leadership does what it says it will do per engagement survey (more)</p>	<p>O1 Create an sustain a culture of health and well-being that actively supports the diverse goals of all employees</p> <p>MO1a Increase overall percent employees who say they are satisfied with King County's programs to help them manage their health and improve equity in satisfaction levels by job type, race, and division.</p> <p>MO1b Achieve high and equitable levels of participation in redesigned health and well-being program offerings for 2018 – 2022 (measure development agenda)</p> <p>[MO1c-T5 Reduced absenteeism due to illness and injury, measured by average number of sick leave hours taken per employee]</p> <p>O2 Provide a safe work environment to all employees</p> <p>MO2-T5 Number of days off for workplace injuries per 100 employees.</p> <p>O3 Afford all employees have access to quality, affordable health care coverage</p>	<p>O1 All employees have equitable opportunities to develop and thrive</p> <p>MO1a Percentage of all employees who say they have sufficient opportunities to attend trainings to improve their skills and knowledge per engagement survey</p> <p>MO1b Percentage of employees who say they have equal access to employee development opportunities per engagement survey</p> <p>MO1c Percentage of all employees per department who have accessed a learning/growth opportunity</p> <p>MO1d Percentage of all employees having a development plan per department (NYI)</p> <p>[MO1e-T5 Percentage of all employees at the lowest 20% of the pay range with development plans (target: 5% annual increase) (NYI)] (more)</p>	<p>O1 Racial diversity of applicants and hires reflects projected county racial/ethnic demographics</p> <p>MO1a Number of departments and agencies with "employment pipelines" from economically disadvantaged communities by 2022</p> <p>MO1b Percentage of hires from "employment pipelines" from economically disadvantaged communities</p> <p>MO1c Percentage of racially diverse applicants at all phases of the hiring process</p> <p>MO1d Racial composition of all employees per department</p> <p>O2 Key strategic positions are identified and vacancies are planned for so that opportunities exist for historically under-represented groups</p> <p>MO2 Number and percentage of "strategic successional positions" (as identified in succession plans) that are filled by historically under-represented groups</p> <p>O3 Racial diversity of senior staff, supervisors and management positions reflects projected county racial/ethnic demographics</p> <p>[MO3-T5 Percentage of new hires at top 20% of pay range by race /ethnicity]</p>	<p>O1 Use data to make strategic decisions for the hire to retire stream</p> <p>MO1a Project implementation – Green Future Measures – measure use of data requests/quality of data/number of decisions relied upon</p> <p>MO1b Identify and analyze problem and potential actions for project determination and measurement – next step – gather team for discussion, research, reporting and recommendations (green)</p> <p>O2 Ensure accurate delivery of worker compensation pay</p> <p>MO2a Develop plan that identifies solutions and create project implementation plan that will allow for the below measure</p> <p>MO2b Percentage and target reduction of manual entry of on the job injury processes (future measure) (more)</p>	<p>O1 Employees choose King County, in part, because of the total compensation package</p> <p>MO1a Percentage of all employees who say that if another organization offered them a similar job, with the same pay and benefits, they would stay at King County per engagement survey</p> <p>MO1b Total labor costs (target: not to exceed inflation cost, as measured by Consumer Price Index, plus population growth - actual measure is derived by: the total of salary and wages accounts for all county staff, including all labor costs, overtime, benefits, retirement, etc.)</p> <p>MO1c Number of unions participating in Master Labor Agreement process</p>

O3 All managers have skills and leadership competencies to support productive and engaged employees

MO3a Role/Relationship of Manager/Supervisor Index: 1) My supervisor is accessible to me when I need them; 2) My supervisor is open to new ideas to improve the way we work; 3) My supervisor supports me in achieving my professional development goals; and 4) My supervisor takes action to create a racially just workplace (target: 3% increase per ESJ Strategic Plan)

MO3b Percentage of all employees who say they have the support to apply ESJ to their work per engagement survey (target: 3% increase per ESJ Strategic Plan)

MO3c All employees feel valued for their contributions in the workplace **(NYI)**

O4 All managers and employees together are able to effectively resolve workplace conflict

MO4a Percentage of all employees who say their supervisor deals with problems among coworkers effectively per engagement survey

MO4b Number of discrimination complaints

MO4c Percentage of disciplinary practices by race, gender, and position type

MO4d Number of employees who have gone through various non-discrimination trainings

O5 Proactive labor-management partnerships support engagement and productivity

MO5a Number of labor-management partnerships

MO5b-T5 Number of grievances

MO5c-T5 Number of complaints

O6 All employees are empowered to collaborate creatively and innovatively in how their work is accomplished

MO6 Percentage of all employees who report they have shared decision-making opportunities per engagement survey **(NYI)**

MO3a County-financed health care payments are linked to quality and value (target: by 2021, 80% of payments)

MO3b Percent of all benefits-eligible employees and their dependents that have access to at least one plan that meets federal standards for affordability

O4 Achieve the Triple Aim of better care, improved health, and reduced costs

MO4a Improved health outcomes (TBD indicators are under development in such areas as behavioral health, chronic health conditions, preventative services/screenings, musculoskeletal)

MO4b Improved experience of care for members of King County's health plans (measure development agenda)

MO4c Reduced per capita health care costs

O2 All employees are able to advance in their career

MO2a Number and percentage of special duty and internal promotional hires per department

MO2b Percentage of all employees who say they understand how they can advance in their career at King County per engagement survey

MO2c Percentage of all employees who have accessed a learning/growth opportunity

MO2d Percentage of all employees who say they have equal access to staff advancement opportunities per engagement survey

MO2e Where career paths exist (*i.e.*, where functional job classifications have been developed), number and percentage of all employees who have demonstrated career progression

O3 All managers regularly receive feedback from and provide feedback to all their employees to guide performance and work priorities

MO3a Percentage of all employees who say their supervisor gives them regular, constructive feedback on their performance per engagement survey

MO3b Percentage of managers receiving 360°-like feedback **(NYI)**

O3 Ensure accurate delivery of hire to retire services in PeopleSoft Human Capital Management System modules

MO3a Percentage of corrections to adjusted service dates with a target of 80% by end of year

MO3b Percentage of manual checks at less than 1% with a sustainable reduction of .5%

MO3c Percent documentation of processes in FBOD/HRD/BRC => Future measurement – percentage of adherence

MO3d Continued Implementation of BRC Training Plan

O4 Improve experiences in hiring process

MO4a Applicant Tracking System Project Implementation – Red; Reduced hiring time (future measurement)

MO4b Increased positive feedback on weekly NEO survey

O5 Improve processes in the PS HCM module

MO5 100% percentage of classifications entered by Sept. 2017

O6 Standardize pay cycles

MO6a Project implementation - July 2017 implementation for paramedics now delayed to January 2018 – in union negotiations and a strategy/legal meeting with Susie and Caroline (red)

MO6b January 2019 implementation – KCPOG – in negotiations walking through detailed paycheck modeling in June (green)

(more)

MO6c Sheriff's Office
O7 Standardize pay and benefit practices
MO7 Proposal with Total Compensation bargaining – Eliminate donated leave and roll personal holidays into vacation accruals – monitoring bargaining

	WORKPLACE CULTURE	HEALTH, WELL-BEING, AND SAFETY	LEARNING AND GROWTH	RACIALLY DIVERSE AND CULTURALLY RESPONSIVE AT ALL LEVELS	BUSINESS OPERATIONS AND SYSTEMS	TOTAL COMPENSATION
	Arun Sambataro Brooke Bascom	Karleen Sakumoto	Kara Hannigan	Paula Harris-White	Mary Beth Short	Megan Pedersen
Actions	<p>A01 Develop and implement action plans at Cabinet, dept., div., and work group levels (informed by survey; visual mgmt. at all levels; employees engaged in development of strategies)</p> <p>A02 Continue strategies to engage and build trust among all employees, informed by engagement survey</p> <p>A03 Have common competencies for all employees that reflect county values</p> <p>A04 Conduct department-specific gap assessment (ESJ Organizational Maturity Model) and plan to become a fully equitable and racially just organization</p> <p>A05 Develop systems to visually manage and track progress on workplace and workforce goals and objectives</p> <p>A06 Revise Personnel Guidelines</p> <p>A07 Review disciplinary policies and practices for consistency with ESJ-shared values</p> <p>A08 Create integrated and restorative conflict management system which uses data to prevent, manage and resolve conflict</p> <p>(more)</p>	<p>A01 Modernize and refresh employee health and well-being programs and policies, with a focus on increasing access, choice, and relevance</p> <p>A02 Engage leadership, managers, labor partners, and employees as champions to help build and sustain a culture of health and well-being.</p> <p>A03 Partner with Transit and DAJD to design and implement department-tailored health and well-being strategies</p> <p>A04 Develop and include a new measure in the departmental Annual Safety Report, and work with department and division leaders to reduce the rate of days lost from injury.</p> <p>A05 Educate employees about their health choices to ensure they have the confidence and tools to select a plan that is best for them and their families.</p> <p>A07 Offer and implement an additional health plan choice, accountable health networks, effective 1-1-2018.</p> <p>A08 Develop and sustain an effective contract partnership with Kaiser Permanente that increasingly links payments to quality and</p>	<p>A01 Create functional career paths that better support growth and development and result in more consistent work</p> <p>A02 Create trainee job classifications</p> <p>A03 Increase number of employee development plans, with a focus on employees earning in the bottom 20% of the salary range</p> <p>A04 Managers, supervisors and HR community members demonstrate success in supporting employees' development and growth</p> <p>A05 Continue Opportunities at Work labor- management partnership</p> <p>A06 Expand apprenticeship programs in trades</p> <p>A07 Continue an Administrative Professionals Development and Recognition program</p> <p>A08 Develop emerging leaders, such as the Bridge Fellowship program</p> <p>A09 Advertise internally all special duty and term-limited opportunities</p> <p>A10 Expand Mentorship program</p> <p>A11 Increase access to online learning</p> <p>A12 Create development plan templates</p> <p>(more)</p>	<p>A01 Implement and require completion of bias and culturally responsive hiring training, Implicit Association Test, and coaching for all recruiters, hiring authorities and managers, hiring panels, and SMEs</p> <p>A02 Require diverse interview panels</p> <p>A03 Ensure all recruitment policies and hiring practices are designed to "screen-in" candidates, focus on core competencies</p> <p>A04 Launch more robust recruitment from historically underrepresented communities</p> <p>A05 Study feasibility of centralized recruitment program</p> <p>A06 Implement equitable, culturally responsive workforce development planning, including school-to-work pipeline</p> <p>A07 Launch a centralized Employee-Youth Mentorship and Employment Program for youth with greatest barriers to employment</p> <p>A08 HRD conducts semi-annual audit of use of best practices to increase racial diversity in all new hires and promotions in higher salary ranges</p>	<p>A01 Implement data solutions including: 1) Oracle Business Intelligence; and 2) Determine if other analytic options are duplicative or if value is needed to enhance BI data and presentation</p> <p>A02 Identify opportunities for worker compensation system solutions to eliminate manual entry (not a part of PS)</p> <p>A03 Educate users of modules on importance of the use of the system and data integrity through training, audits, and improvements to system and processes (Priority 1)</p> <p>A04 Implement changes to hiring processes: A) Implement new applicant tracking system that needs to integrate with PeopleSoft; and B) Improve New Employee Orientation hiring experience (Priority 2)</p> <p>A05 Enter classifications into PeopleSoft (Priority 3)</p> <p>A06 Transition all employees to bi-weekly pay</p> <p>A07 Work with OLR/HRD on reducing non-standard processes or practices</p>	<p>A01 Negotiate a 2017-18 total compensation agreement that covers wages, premiums, incentives, other monetary payments, and all forms of leaves and benefits</p> <p>A02 Work with labor partners to develop and bargain a master labor agreement</p> <p>A03 Support the King County Council in updating labor/compensation policies</p> <p>A04 Develop policies and practices that support work-life balance, such as paid parental leave</p> <p>A05 Negotiate payroll change via collective bargaining agreement</p>

A09 Build an integrated and restorative conflict management system which allows employees to choose from multiple problem-solving approaches and includes data tracking

A10 Develop an employee engagement question asking employees if they feel valued for their contributions in the workplace

value..

A13 Expand Leadership Essentials program to train all managers and supervisors, including HR managers

A14 Expand the use of 360-type assessments to evaluate all people leaders