



Human Resources Quarterly Report

- Executive Order 24-04
- Labor Relations Update
- Updated Policies
- New Hires and Separations

Executive Order 24-04 – Increasing Hiring Opportunities in Washington State government

1. Hiring Standardization
2. Improving Access to State Employment
3. Improving Washington State Government's Equity Competency
4. Recruitment and Hiring Requirement
5. Pay Equity
6. Reporting Requirements



(1) Hiring Standardization

March 2025, state agencies will use the Online Recruiting System (NEOGOV) to help with the appropriate assessment, categorization and movement of candidates through the recruitment process stages. The OLRS will help provide:

- Reliable data for strategic workforce planning and recruitment initiative.
- Enterprise-wide recruitment process that are efficient, effective and accountable.

The Six steps to help to see where diverse individuals are falling out of the recruitment process is crucial for identifying areas for improvement, removing barriers to employment and improving workforce planning strategies across state agencies.

1. Applied – Application Received
2. Eligible List – Moved to Eligible List
3. Referred – Moved to Referred
4. Interview – Moved to Interview
5. Offered – Moved to Offered
6. Hired – Moved to Hired

Which leads to Best Practices.



(2) Improving Access to State Employment

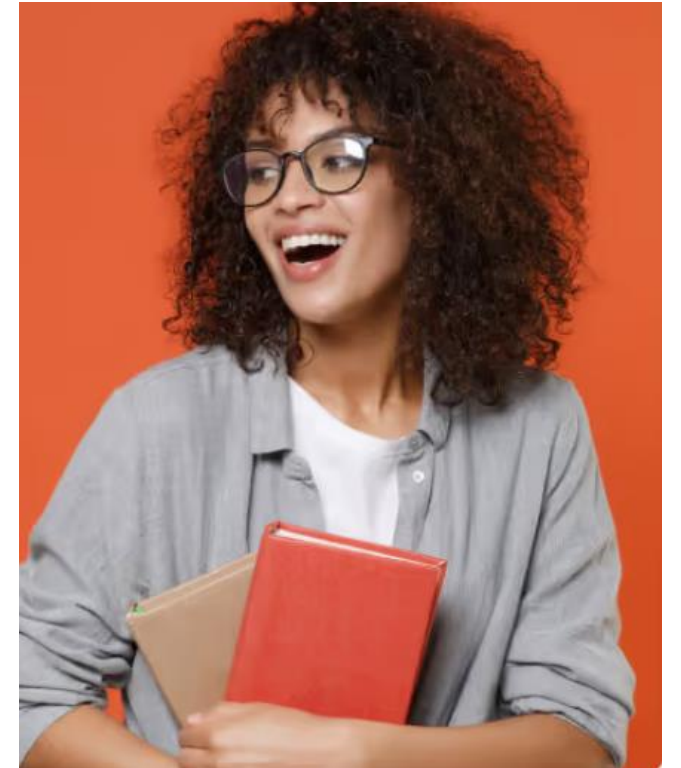
Recruiting and retaining employees is a top priority for Washington state agencies. Hiring and retaining talented employees is essential for an agency's well-being and for maintaining productivity, engagement, and public trust.

Competency-based hiring focuses on the "whole applicant," with a comprehensive review of an applicant's full set of relevant skills, knowledge, and abilities. Skills-based hiring is essential for building a diverse and inclusive workforce—one where all current and future employees feel respected, valued, and empowered to serve the people of Washington.



Improving Access to State Employment Continued..

- Agencies will move towards a competency-based hiring process to help reduce bias in candidate selection.
- July 2025, remove certifications, specific years of required experience (allowed for progressive class series) and other biased qualifications (i.e., required English proficiency, driver's licenses, lifting 50 lbs.).
- December 2025, replace degree and year requirements (unless required by law or as an industry or profession standard), with skills, abilities and knowledge competencies necessary for performing the work.
- Applicants must demonstrate how they meet the skills, abilities or knowledge for the role which may include degree, or work, personal or lived experience.



Alternative Routes to Gain Skills

Alternate paths where qualifying experience is gained:

- **Experience**

- Certifications & Specialized Training
- Relevant Work Experience
- Military Experience
- Volunteer Experience
- Self-employment
- Apprenticeships
- On the job learning

Examples

PHR/ Comptia/ PMP/ Self-study

Similar or same positions (no degree)

Active Duty / Reserve / MOS 10,000

Peace Corp/ Charities / Other Nonprofits

Consulting/ Contracting/ Freelance/ Founder

Skilled trades/ Financial Services / Information Technology / Health Care

In-training/ Retraining / Professional Development

(3) Improving Washington State Government's Equity Competency

- Every state employee must have an awareness of two principles:
 - People (individually and as communities) face different obstacles to access state services.
 - How we choose to treat people has the power to make it easier or harder for them to be successful.
- July 2025, job announcements for employees in executive branch agencies must contain at least one required equity-minded qualification.
- To foster a workforce where all people are served equally and equitably, all state employees must continue their equity competency training. By December 2025, EQUITY, Results WA, DES and OFM SHR, will deploy a statewide equity competency assessment based upon the current Enterprise DEI Competencies, that every Washington state agency must take.



(4) Recruitment and Hiring Training Requirement

March 2025, every person, prior to participating, in any part of the recruitment and hiring of new employee shall complete an anti-bias hiring training.

- Training is valid for 12 months
- After the first year, an anti-bias refresher must be completed to remain eligible to participate in the recruitment and hiring process.

Recognizing and Mitigating Bias in Hiring

- 35 minutes e-learning course. On demand.
- The course equips you with strategies to mitigate bias in the hiring process and gain the ability to identify common biases that often influence hiring decisions and help understand how to create a more diverse and inclusive work environment.

Reducing Bias and Noise with a Competency-Based Approach

- 2.5 hour virtual course.
- The course builds on foundational knowledge of workplace diversity and bias from the initial Hiring Process course and address the challenges of unconscious bias and hiring noise that can impact decision making throughout the recruitment process.

(5) Pay Equity

There is guidance to assist agency leaders and HR professionals in determining the appropriate salary to offer/hire job candidates and ensure pay equity across their teams. It can also be used when assessing pay equity across the organization including pay for similar positions in different business units.

Criteria:

- Totality of experience; evaluating both quantity (how much for how long) and quality (depth, complexity, etc.).
- Value of higher education (degrees, certifications, etc.); evaluating the requirement (by law or job classification) and relevance.
- Level of competency/expertise they will bring; prioritizing experience and higher education directly related to the primary/essential functions.

Leaders and HR professionals should also consider:

- Current labor market.
- Internal Alignment: comparing against the salary of existing employees in the same or similar positions to prevent inequities or salary compression/inversion issues.
- Budget Constraints: ensuring salary decisions align with the agency's budget constraints but avoid disproportionately underpaying based on external pressures.



(6) Reporting Requirements - LCB's Plans for Competency-Based Hiring

Actions:

- Identify competencies/skills for each position. Ensuring consistency across the board for like positions
- Develop competency-based interview questions that coincide with position description required competencies.
- Train hiring teams on Competency-based Selections
- Align Reference Checks & Background Screening

Additional Resources /Support we Need to Implement:

- Management buy-in
- Best practices for developing and scoring competency-based interview questions





Why It Matters

By focusing on skills, the LCB can hire the best talent while giving more people access to meaningful careers. By helping candidates tear through the "paper ceiling" (a degree barrier for otherwise qualified job candidates), we are improving equity throughout the hiring and recruitment processes.

Why It Matters:

- It opens opportunities for people with non-traditional career paths who have gained skills through alternate paths—like military service, apprenticeships, certifications, or self-learning.

The Benefits:

- Expands the talent pool.
- Promotes diversity and inclusion.
- Helps employers find the right fit based on actual capabilities.



Labor Relations Update 2025-2027 Tentative WPEA Agreement

| Job Title | Current Range | Range Increase | New Range | Number of Impacted Staff |
|-------------------------------|----------------------|-----------------------|------------------|---------------------------------|
| Administrative Assistant 2 | 37 | 4 | 40 | 1 |
| Administrative Assistant 3 | 40 | 4 | 44 | 9 |
| Administrative Assistant 4 | 46 | 4 | 50 | 3 |
| Customer Service Specialist 2 | 37 | 4 | 42 | 4 |
| Customer Service Specialist 3 | 39 | 4 | 43 | 7 |
| Fiscal Analyst 1 | 40 | 5 | 45 | 2 |
| Fiscal Analyst 2 | 44 | 5 | 49 | 5 |
| Fiscal Analyst 3 | 40 | 5 | 55 | 4 |
| Fiscal Analyst 4 | 54 | 3 | 57 | 2 |
| Fiscal Analyst 5 | 59 | 2 | 61 | 4 |
| Legal Assistant 2 | 41 | 2 | 43 | 1 |
| Licensing Specialist | 42 | 4 | 46 | 14 |
| Licensing Specialist Senior | 45 | 4 | 49 | 16 |
| Office Assistant 3 | 34 | 4 | 38 | 3 |



Labor Relations Update 2025-2027 Tentative Coalition Agreement

- **Pay Range Increases**
 - LEO1 change to LCB Recruit, range 57 (2-range increase)
 - LEO2 and LEO 3 consolidate job classes to LCB Officer range 63 (5-range increase for current LEO2s, 2-range increase for current LEO3s)
 - LEO4 change to LCB Lieutenant, range 68 (3-range increase)
- **Recruitment & Retention Incentive Payments**
 - New enforcement officers - \$2000 sign-on bonus
 - After successful completion of 12-month probation or at the 6-month trial service period at the Officer level, whichever is appropriate, \$2000 recruitment/retention incentive
 - After completion of an additional two (2) years of continuous employment in a permanent appointment as an Enforcement Officer - \$3500 final payment recruitment/retention incentive
- **One-Time Retention Incentive**
 - \$4000 for current LCB Enforcement Officers and Lieutenants once the Officer or Lieutenant reach 24-months of continuous service or for current LCB Enforcement Officers and Lieutenants that have already reached 24 months of continuous service and are still employed as an Enforcement Officer or Lieutenant on 7/1/2025 will receive the bonus on their 7/25/25 paycheck.



Policy and Procedure Updates

Policy 110 – Ethical Conduct and Outside Employment:

- Added acknowledgement on employee participation in external organizations that align with agency's mission, goals or interests.
- New form created for participation request. Approved or denied by appointing authority and reviewed by human resources.

Policy 205 – Recognizing Employee

- Added retirement letters and added notice on the Washington State Productivity Board.

Policy 290 – Washington Management Service Permanent Layoffs

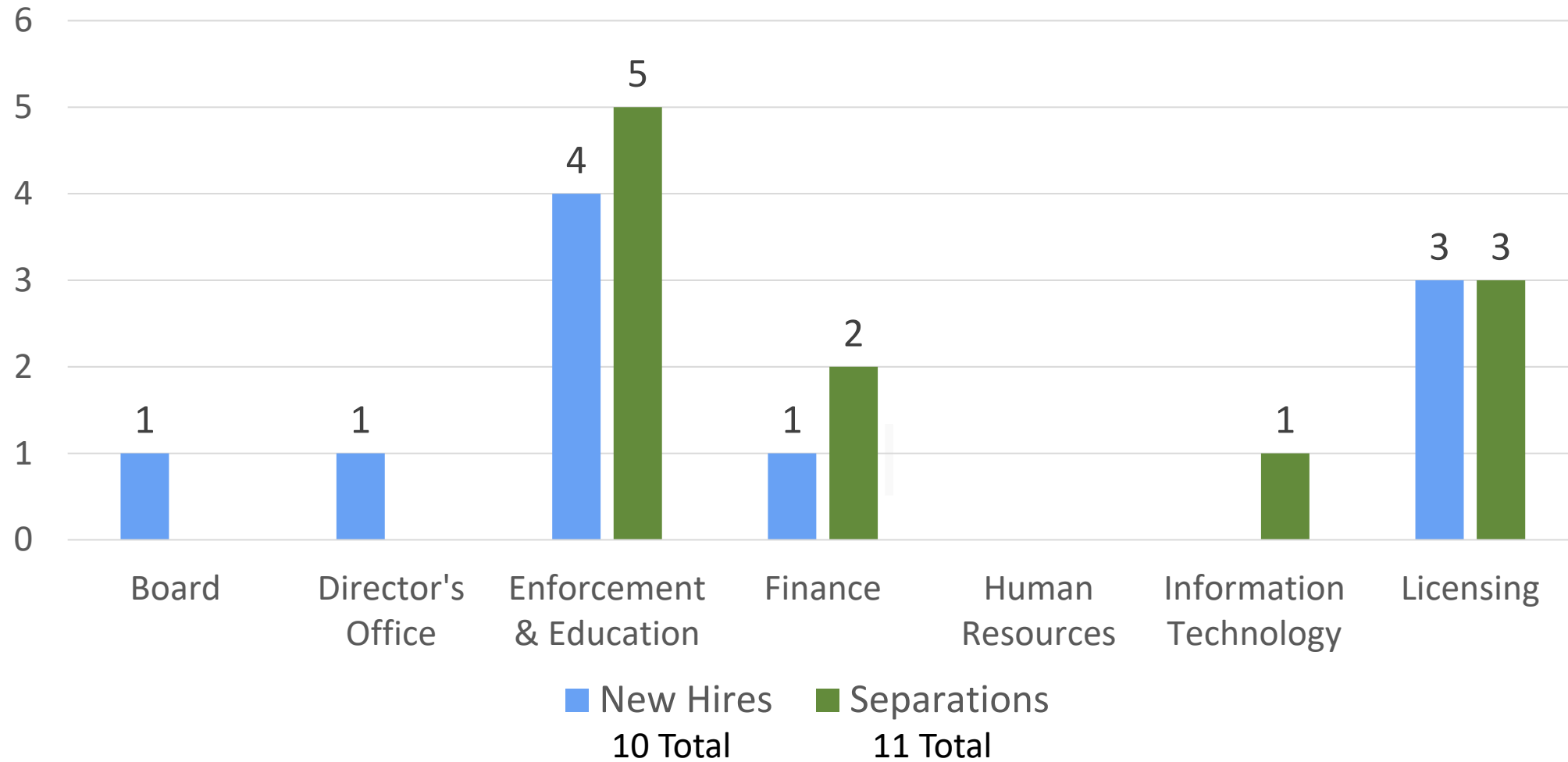
- Minor clean-up to the language in the policy.
- Changed the Procedure to the policy to include additional definitions to layoffs and removed the hand delivery notice.

Policy 325 – Wellness

- Minor clean-up to the language in the policy.



New Hires and Separation First Quarter



Questions

