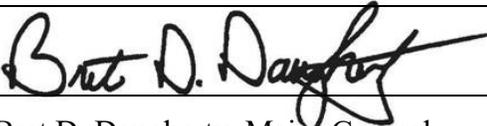




Department Procedure No. HR-244-04b

Title:	Washington Management Service (WMS) – Inclusion and Evaluation Procedure
Authorizing Source	RCW 41.06.022 and 41.06.500 Title 357-58 WAC WMD HR Policy 244-04
Information Contact:	Human Resources Director Building # 33 (253) 512-7941
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Approved By:	 Bret D. Daugherty, Major General The Adjutant General Washington Military Department Director

Purpose

This procedure outlines the framework for the inclusion, evaluation and re-evaluation of Department Washington Management Service (WMS) positions. This procedure shall be used in conjunction with Department WMS Policy/Procedure and applicable Washington Administrative Codes (WAC) to ensure the appropriate utilization and oversight of WMS positions.

Applicability

This policy applies to all WMS state employees within the Washington Military Department. It does not apply to Washington General Service (WGS), guardsmen on state active duty or to federal personnel to include Active Guard Reserves (AGRs), traditional guardsmen in a federal military status, or military technicians.

Definitions

- **Job Value Assessment Charts (JVACs)** - The tools (Individual Contributor or Traditional Manager) used to evaluate WMS positions, assign evaluation points, and place positions in the appropriate management band.

- **Management band** - A series of management levels included in WMS. Placement in a band reflects the nature of management, decision-making environment and policy impact, and scope of management accountability and control assigned to the position.
- **OFM/SHRO** – Office of Financial Management/State Human Resources Office
- **Point value** - The points resulting from an evaluation of a position using the appropriate JVAC.
- **Position description** - The form used to document job duties and responsibilities for WMS positions.
- **Washington Management Service (WMS)** - The system of personnel administration that applies to classified managerial employees or positions under the jurisdiction of Revised Code of Washington (RCW) [41.06.022](#) and [41.06.500](#) and those chapters of [Title 357-58 WAC](#) adopted by the Office of Financial Management – Human Resources Office. (OFM-HR)
- **WMS Coordinator** – A human resources professional who administers the WMS process within the agency and serves as the single point of contact between the agency and OFM-HR for all WMS issues. The WMS Coordinator convenes and chairs the WMS Inclusion and Evaluation Committee and is responsible for ensuring that the agency’s WMS reports and procedures and updates or changes are submitted to OFM-HR.
- **WMS Inclusion and Evaluation Committee** – A committee of staff members assigned and formally trained to determine inclusion of positions into WMS and evaluate those positions using the JVAC tools.

WMS Inclusion and Evaluation Committee

The Department shall maintain and utilize a trained WMS Evaluation Committee to administer the inclusion, evaluation and re-evaluation of positions within WMS. Members will be assigned and formally trained in the WMS Policy and Procedures.

At the Washington Military Department, the committee shall consist of the WMS Coordinator-Human Resources Consultant, at least one member of the Executive Management Team, a Management Team Member from the Emergency Management Division and an external management representative who is a human resource professional from another agency.

WMS Coordinator Appointment Guidelines

The Adjutant General (TAG) /Department Director or designee shall appoint a human resource professional as the single point of contact for the Office of Financial Management – Human Resources (OFM-HR) regarding WMS issues.

WMS Inclusion and Evaluation Committee Member Selection Guidelines

The Executive Management Team shall select the members of the WMS Evaluation Committee. To help ensure the integrity of WMS program administration, the following competencies will be considered when selecting committee members.

- Understanding of the agency – an individual who understands the business of the agency and how positions support that mission.
- Integrity – demonstrated ability for fair and equitable decisions and treatment of others.
- Decision maker – willingness and ability to make informed decisions and stand by them.
- Analytical skills – ability to weigh all sides, evaluate the facts and determine the best fit for positions.
- Objective – willingness and ability to remain unbiased and concentrate on the work at hand (WMS inclusion, review and evaluation determinations).
- Critical thinker – ability to strategically think about the consequences correct and incorrect inclusion and evaluation decisions.
- Willing to voice an opinion – willingness and ability to articulate an opinion, even when it is in the minority.
- Willing to ask questions – willingness and ability to ask the tough questions and engage in productive discussion.
- Commitment – ability and willingness to attend WMS Evaluation Committee meetings and doing the work involved in the process.

Managing WMS Positions to Agency Per Capita Goals established by the Office of Financial Management.

Per Capita Goal

The Washington Military Department is restricted to 5.9 % Cap on WMS positions to total number of full time permanent employees. This percent does not include project positions utilized for less than 12 months in the Emergency Management Division when actively managing state and or federally declared emergencies.

Inclusion and Evaluation Guidelines

WMS Inclusions Criteria

For positions to be included in WMS, their assigned duties and responsibilities must meet at least one element of the five-part definition stated in WAC [357-58-035](#).

- A. Formulates statewide policy or directs the work of an agency or an agency subdivision.
- B. Administers one or more statewide policies or programs of the agency or agency subdivision
- C. Manages, administers, and controls an agency or agency subdivision, including physical, financial, or personnel resources.
- D. Has substantial responsibility in personnel administration, legislative relations, public information or the preparation and administration of budgets.

- E. Functions above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment.

The WMS Inclusion and Job Value Assessment Evaluator’s Handbook shall be utilized, in conjunction with the WAC, to assist in making inclusion determinations.

Process to Include a Position in WMS:

<u>Action By</u>	<u>Action</u>
Supervisor	The position’s supervisor completes a WMS position description form and identifies competencies needed according to program and business needs. If the position is filled, the supervisor will collaborate with the incumbent to complete the WMS position description form, ensuring assigned duties and responsibilities as well as competencies are accurately reflected. The supervisor completes a WMS Inclusion Form for the position, attaches the updated and completed position description along with an organizational chart for the Division and forwards the documents to the appointing authority or designee. If the appointing authority or designee authorizes the request he or she will forward it to the WMS Coordinator in the agency’s human resources office. (The designee at the Washington Military Department is the Assistant Adjutant General – Assistant Agency Director.)
WMS Coordinator	The WMS Coordinator reviews the information for completeness and convenes a meeting of the WMS Inclusion and Evaluation Committee. The WMS Coordinator completes the WMS Evaluation summary form and notifies the appointing authority and incumbent (if applicable) of the committee’s decisions regarding inclusion and band placement. Provides the appointing authority recommendations on salary compensation based on WAC 357-58 and Agency HR Policy 244-04.
WMS Inclusion and Evaluation Committee	Using WMS Inclusion guidelines, the agency’s WMS Evaluation Committee reviews the position for inclusion. If it meets the position criteria for inclusion, it uses the appropriate JVAC tool and WMS evaluator’s handbook to evaluate the position for management band placement. The committee will use internal and external bench mark positions to help determine the appropriate band placement. Reviews WMS Evaluations for Performance Growth and Development Salary increases on an annual basis when tasked by the Appointing Authority.

Appointing Authority or Incumbent	If the appointing authority or incumbent (if applicable) disagree with the decision, he or she may request a review consistent with the procedures outline in the agency's WMS guidelines covering a "reconsideration of agency action."
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Process to Review and/or Re-evaluate an Existing WMS Position

Supervisor	<p>When duties of an existing WMS position change, the supervisor of the position completes a WMS position description and identifies competencies according to the program and business needs. If filled, the supervisor collaborates with the incumbent to complete the WMS position description ensuring that the assigned duties and responsibilities, as well as competencies are accurate.</p> <p>The Supervisor completes a WMS review request form for the position, attaches the updated completed position description along with a Division Organizational chart, and forwards it to the appointing authority or designee. If the appointing authority authorizes the request, he or she forwards it to the WMS Coordinator in the agency's human resource office.</p>
WMS Coordinator	The WMS Coordinator reviews the information for completeness and determines that the changes to the position's duties warrant continued inclusion and or reevaluation. If the position has not changed significantly since it's last review, the WMS coordinator documents the reason, files the position description as an update, and notifies the appointing authority and the incumbent (if appropriate).

Supervisors are responsible for completing and updating the WMS position description form (PDF). Supervisors should collaborate with current incumbents (if applicable) to ensure accurate and sufficient detail. The PDF should clearly document the following:

- Position Objective/required accomplishments and expected outcomes
- The position's support of Department/Unit mission and/or objectives
- Assigned duties, tasks and responsibilities
- Essential functions
- Accountability/span of control, including examples and consequences
- Financial impact/responsibilities
- Supervisory responsibilities
- Decision making and policy authority, impact and consequences
- Required/desired skills, knowledge and abilities (competencies tied to program and business needs)

Inclusion, Evaluation and Re-evaluation Process

1. Review requests are required for establishing new WMS positions, re-evaluating existing positions with significant changes to duties/responsibilities and routine updates of WMS PDFs. The Supervisors complete and submit the following forms to the TAG/Department Director or designee for review.

- WMS Review Request form,
- Current updated WMS PDF, and
- Current updated organization chart.

Supervisors will summarize significant changes to the position's assigned work activities, accountability, fiscal responsibilities, supervision and/or policy impact when PDFs are updated.

Evaluations and Performance Growth and Development requests are reviewed by the committee on an annual basis when tasked by the Appointing Authority.

2. TAG/Department Director or designee review. Requests are reviewed, approval/denial determinations are documented and information is forwarded to the Department's WMS Coordinator.
 - Disapproved requests. The WMS Coordinator notifies supervisors and incumbents (if applicable) of the TAG/Department Director or designee's decision and files the documents in the corresponding position files.
 - Approved Requests. The WMS Coordinator reviews approved requests for completeness, coordinates with supervisors to obtain missing/clarifying information.
3. Position Evaluations. The WMS Coordinator shall coordinate a meeting of the WMS Inclusion and Evaluation Committee for the appropriate position evaluation review for all approved requests.

Routine PDF updates for existing positions are evaluated by the WMS Coordinator in a timely review to determine if changes in duties and responsibilities are significant or of a higher level requiring an evaluation by the WMS Inclusion and Evaluation Committee.

- Updates with significant changes shall be forwarded for review/determination by the WMS Inclusion and Evaluation Committee.
- Updates with no significant changes, or changes that do not amount to higher level duties with a more significant accountability or impact to the position do not require additional review by the WMS Inclusion and Evaluation Committee and are processed by the WMS Coordinator as follows:
 - The review/determination is documented on the Position Evaluating Summary form;
 - The updated forms are retained in the position file; and

- The TAG/Department Director, designee, supervisor and the incumbent (if applicable) are notified of the determination.

WMS Inclusion and Evaluation Committee shall be convened to review and evaluate positions when:

- The Agency is establishing new WMS positions.
- The Agency is Including an existing WGS position in WMS.
- The Agency has determined a need to reevaluate an existing position when there are significant changes to the previously documented duties/responsibilities of an existing position of higher level duties have been added.
- The WMS Coordinator's review determines that there are significant changes documented in a routine PDF update.

4. WMS Inclusion and Evaluation Committee reviews and determinations.

- The WMS inclusion guidelines, JVAC tools, Evaluator's Handbook, and Position Evaluation Summary form should be utilized to ensure accurate and consistent evaluations/re-evaluations of WMS positions.
- Determinations on inclusion criteria are clearly documented on the Position Evaluation Summary form.
- Positions that do not meet the inclusion criteria require no additional review.
- Positions that meet inclusion criteria are evaluated using the appropriate JVAC tool and WMS evaluator's handbook to determine management band placement. The Committee may also consider other relevant salary determination and organizational alignment issues for appropriate band placement.

5. Upon completion of the Committee review, the WMS Coordinator shall ensure:

- WMS Evaluation Summary forms and documentation of the Committee's determination are completed and filed with the corresponding PDFs.
- The TAG/Department Director or designee, supervisors and incumbents (if applicable) are notified of the committee's decisions regarding inclusion and band placement.
- The HR Consultant makes the necessary entry into the Human Resources Management System.

6. If the TAG/Department Director, designee or incumbent (if applicable) disagree with the decision, they may request a review consistent with the "Reviews" section of the Department's WMS Operating Procedure.

Reporting WMS Activities

The WMS Coordinator shall complete a WMS Activities Report form and submit it to OFM-SHRO annually, according to their schedule.

The WMS Coordinator will ensure that other reporting requirements are completed as required by OFM-SHRO.