Chapter 1: Overview

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About this Handbook

The Washington Management Service Handbook offers detailed guidelines and support information to facilitate state agencies' efforts to successfully implement the Washington Management Service (WMS).

The WMS is designed to ensure decentralized, streamlined personnel administration for management positions. Within the general parameters of the WMS rules (WAC 356-56), each agency has the flexibility to adopt and carry out its own policies regarding compensation, recruitment, selection, training, etc.

The WMS Handbook is intended to help agency human resource professionals and hiring authorities develop a human resource management system that is consistent with the WMS rules and that is equitable, productive, and supportive of agency needs.

Your suggestions for improving the handbook are welcome. General questions or comments concerning the WMS Handbook should be directed to Donna Bogumill at (360) 664-6221 or Julia Graham at (360) 664-6342.

Questions or comments concerning specific subjects within the handbook should be directed as follows:

Compensation	Dorothy Gerard	664-6343
Recruitment and selection	Dorothy Gerard	664-6343
Management development	John Robertson	664-1949
Related rules	Sharon Whitehead	664-6348

This publication will be made available in alternate format upon request. To request an alternate format, please contact Donna Bogumill at (360) 664-6221.

Overview of the Washington Management Service

The Washington Management Service (WMS) is a personnel system established separately for civil service managers in state government. It was created by the 1993 Legislature at the request of Governor Mike Lowry as part of a major civil service reform bill. The WMS is codified in statute as RCW 41.06.500.

Key Components of the WMS

- Mandatory; applies to all civil service state employees (except higher education) who meet the definition of manager. (See Chapter 3 for more information on inclusion in the WMS.)
- Simplified classification and compensation system that facilitates mobility and provides flexibility in setting salaries.
- Recruitment and hiring procedures that allow for consideration of all qualified candidates and facilitate workforce diversity.
- Strengthened management development and training.
- Performance appraisal system that emphasizes accountability for program results and managerial skills.
- WMS managers may only be reduced, suspended, demoted, or dismissed for cause.
- The WMS will be administered in a decentralized and regional manner.

Development and Implementation of the WMS

The administrative rules for the WMS are found in Chapter 356-56 WAC. They were adopted by the director of the Department of Personnel, effective January 18, 1994. The rules were drafted during the last six months of 1993 by four task forces composed of more than 40 state agency program managers, personnel professionals, and union representatives. Department of Personnel staff coordinated the development effort.

Proposals for the design of the WMS were shared with more than 1,500 state government managers at locations throughout the state, as well as with private sector managers. Comments and suggestions from all these entities strongly influenced the design of this new personnel system.

During the first half of 1994, the Washington Management Service was implemented on a phase-in basis in four agencies: the Department of Revenue, the Department of Transportation, the Office of Minority and Women's Business Enterprises, and the Department of Personnel. Rules and guidelines were adjusted and improved based on the experiences of these pilot agencies, before the WMS was fully implemented in July 1994.

Benefits of the WMS

The Washington Management Service is meant to be operated in a flexible, streamlined, and decentralized manner. Benefits of this new personnel system for agencies, WMS managers, and the citizens of Washington State include:

Advantages for state agencies:

- Recognition of performance differences through compensation and mobility.
- Organizational structure and job assignments based on business needs rather than classification system.
- Reduced time, cost, and administrative detail relating to personnel transactions.
- Improved performance planning and communication.
- Enhanced diversity among managerial staff.
- Improved managerial skills through customized selection and quality training.

Advantages for WMS managers:

- Identity with profession of management in state service.
- Quality management training tailored to manager's specific development needs.
- Greater flexibility and opportunity for mobility.
- Improved performance planning and communication.
- Meaningful recognition of performance as a manager.
- Reduced administrative time for personnel transactions impacting the manager.

Advantages for Washington State citizens:

- Improved efficiency and effectiveness in the management of Washington State government operations and resources.
- Cost-savings through streamlined administrative procedures.
- Through better management, improved delivery of government services to the state's citizens.

Goal of the WMS: High Quality, Professional Managers

A key goal of the Washington Management Service is to ensure more efficient, flexible personnel administration for civil service management positions and employees. That system, however, is actually the means to support the more important and ultimate purpose of the WMS: ***the selection, development, and retention of high quality, professional managers in Washington State service.***

The efficiency and effectiveness with which services are provided to the citizens of this state depends, to a very high degree, on the state employees who support and deliver those services. Ensuring that those employees are skilled, motivated, and operating in a productive environment is **the** primary responsibility of most managers. Expecting and ensuring that managers consistently engage in behavior that supports quality performance of employees is vital to carrying out the mission of state government.

In today's diverse business environment, the ideal manager is one who operates as a coach: a facilitator, motivator, and communicator. The successful manager is one who has vision, a system-wide perspective, and a clear focus on both internal and external customers. The Washington Management Service seeks to ensure that all those who are selected and retained in management positions have the critical knowledge, skills, and abilities to help them be professional, successful managers.

For the most part, those critical management skills apply not only to managers who have a number of direct reports, but also to those managers in strategic policy and individual contribution roles.

The critical knowledge, skills, and abilities (KSAs) for management effectiveness that link all aspects of the Washington Management Service fall into the following categories: communication, decision-making, interpersonal skills, leadership, planning, human resource management, program/project management, and external environment interaction. The critical management KSAs are listed on the following page.

It is the goal of the Washington Management Service to support state agencies in their efforts to hire, develop, and compensate managers who effectively demonstrate these vital knowledge, skills, and abilities.

Knowledge, Skills, and Abilities Critical for Management Success
(Critical KSAs)

COMMUNICATION
- Adapts communications to diverse audiences
- Delivers quality oral presentations
- Demonstrates verbal / non-verbal consistency
- Shares appropriate information internally and externally
- Manages meetings effectively
- Possesses effective listening skills
- Writes and speaks clearly and concisely

DECISION MAKING
- Takes calculated risks
- Uses a logical, rational approach
- Makes timely / responsive decisions
- Takes responsibility for decisions
- Modifies decisions based on new information when appropriate
- Involves appropriate others in the decision-making process

LEADERSHIP
- Coaches and mentors; inspires and motivates
- Delegates responsibility with associated authority
- Demonstrates self-confidence
- Leads by example; serves as appropriate role model
- Promotes a cooperative work environment
- Sets clear, reasonable expectations and follows through
- Remains visible and approachable and interacts with others on a regular basis
- Demonstrates high ethical standards
- Gains support and buy-in through participation of others

PLANNING
- Maintains a clear focus on internal and external customer needs
- Plans and budgets for future resource requirements
- Anticipates problems and develops contingency plans
- Effectively sets priorities
- Establishes challenging, attainable goals and objectives
- Identifies short- and long-range organizational needs
- Looks to the future with a broad perspective

INTERPERSONAL SKILLS
- Relates well with others
- Demonstrates trust, sensitivity, and mutual respect
- Provides timely and honest feedback in a constructive and non-threatening way
- Maintains confidentiality
- Accepts constructive criticism
- Demonstrates consistency and fairness
- Negotiates effectively

HUMAN RESOURCE MANAGEMENT
- Recruits, selects, and retains capable, productive employees
- Achieves affirmative action objectives
- Promotes employee safety and wellness
- Demonstrates knowledge of personnel policies, labor agreements, and Merit System Rules
- Promotes workforce diversity
- Recognizes and rewards good performance
- Assesses and provides for employee development and training
- Encourages and assists employees to achieve full potential
- Evaluates employees timely and thoroughly
- Takes timely, appropriate corrective / disciplinary action

PROGRAM/PROJECT MANAGEMENT
- Monitors and verifies on-going cost
- Ensures quality and quantity standards are met
- Responds effectively to unforeseen problems
- Understands customer needs and ensures customer satisfaction
- Achieves results
- Uses resources efficiently and manages effectively within budget limits

EXTERNAL ENVIRONMENT INTERACTION
- Works effectively within the political environment
- Exhibits knowledge and shows cooperation regarding intra- and inter-agency programs / activities / responsibilities
- Displays sensitivity to public attitudes and concerns
- Understands and cultivates stakeholder relationships
- Demonstrates team play