



## **SHA Human Resources Dashboard & 2025 Employee Survey Results**

Deputy Executive Director Javana Polenska introduced Human Resources (HR) Director Evelyn Correa. Ms. Correa stated that it has been a few years since she last presented to the board the state of people at SHA. She added that she plans to talk about SHA's workforce, who they are, what they do, some of the factors that have impacted staff over the years, then link that to general HR strategies as well as key performance indicators. Following that, she will share about the employee survey conducted by an external party as well as HR's focus priorities for 2026.

There are roughly 880 people working for SHA, and nearly 60% are people of color and 57% are male. Ms. Correa stated that SHA has a multi-generational workforce with an average age of 46, and 12% of staff are SHA residents/participants. Approximately 60% of staff are represented by a union. The average tenure of a staff person is 7.8 years, and 52% of staff live outside the city of Seattle. Anyone who commutes more than 20-30 minutes to work faces a degree of uncertainty and lack of control regarding their commute; this adds a bit of dimension to the 52% of employees who live outside of Seattle.

Ms. Correa stated that there are a considerable number of employees who belong to the "sandwich generation," which refers to those who start families later and now also have aging parents, so they are handling childcare or sending their children to college while also seeking out elder care. Lastly, by 2029, 15% of SHA's workforce will be eligible for retirement.

Commissioner Ryan asked about the number of employees who might be part-time or project employees out of the 880 total number of employees mentioned earlier in the presentation. Ms. Correa replied that there are some folks who are on project work and whose employment end date may be at the end of 2026.

Ms. Correa stated that HR's mission is to "foster an environment that serves as a nurturing ground for growth, empowerment, and engagement with a focus on employee well-being and support." Toward that end, HR began thinking about five years ago about how to better support the employee experience. Specifically, HR considers financial, career, social, community, and emotional/physical well-being. She spoke on how the surge in homelessness has led to increased stress and trauma on staff as they are facing situations that are much more intense than previously.

The time it takes to hire staff is also something HR is focusing on. Currently, the agency takes an average of 45 days to hire a new employee; HR is determining ways to shorten that time span. Retention of new employees is also a concern. The agency currently retains 65% of people at the 1-year employment mark. In response to a question from Commissioner Purcell, Deputy HR Director Valerie McKenna stated that SHA compares its turnover rate to King County Housing Authority and SHA is on par with them. Commissioner Purcell asked for more information about the turnover rate at the 1-year mark; Colin Grant (HR Manager, Recruitment & Data Analytics) clarified that this 65%

retention rate is purely for new employees. Ms. Correa added that HR meets with managers of first-year employees who leave to try and determine the cause and see if there are larger trends. Mr. Grant added that the agency also does exit surveys to collect information from people who leave the agency. A good number of people who leave state to HR that they have found better opportunities elsewhere. Commissioner Purcell replied that determining what makes these other opportunities “better” would be good information to have. Commissioner Ryan asked if a 1/3 loss in new employees is something seen across the industry. Mr. Grant replied that normal turnover as a whole includes voluntary, involuntary, and “other” reasons such as death and retirement. He added that with this in mind, turnover as a whole is higher everywhere, and this trend is driven largely by younger employees and SHA being located in a high-opportunity area; these employees will often try out a new role and are comfortable deciding after a certain amount of time that it just isn’t a good fit for them.

Ms. Correa continued the presentation, sharing information on leave options for employees. Washington state has a wide variety of leave options for employees. Drivers of medical leave include the expanded qualifying use of leave in this state, the introduction of state paid leaves in addition to federal leave, a greater awareness and acceptance of mental wellness amongst tumultuous world events, an increase in leave usage for disability related accommodations, and an average increase of 6 additional days taken during leaves. Commissioner Purcell asked what is the impact of additional leave taken by building managers, for example. Ms. Correa replied that there are relief staff for specific positions so that the agency can accommodate leaves, vacations, etc. Ms. McKenna added that HR began sharing last year with Finance & Administration as well as the Housing Operations Directors a leave report so they can understand the current landscape of leave. Staff on intermittent leave are more difficult to plan for, but with staff on continuous leave HR makes every effort to have other staff or new staff cover their leave.

Commissioner Purcell asked for an example of ongoing, intermittent leave. Ms. McKenna replied that if someone has an ongoing condition that is mostly stable, that person may still have flare-ups of their condition once or twice a year that require a one- or two-week leave from work. FMLA (the Family and Medical Leave Act) guarantees employees the right to take this leave. Ms. Correa added that someone who has monthly cancer treatments may find that they are sick for the few days following that; this is another example of intermittent leave.

Ms. Correa presented to the board the reasons for conducting an employee survey this year. She stated that core survey items were classified into six buckets. Places where SHA is doing well based on the survey results are its benefits package, having “clued-in” employees, and having staff who would highly recommend working at SHA. Conversely, places where SHA could do better are on execution (the idea that SHA does things “efficiently and well”), stress management, and interdepartmental coordination. Commissioner Clark asked if the data is at a level where one could see if the stress management score is heavier among certain employee groups. Ms. Correa stated that it is possible and would have to be obtained from the company who was

hired to conduct the survey. She added that with a 72% response rate, this is fairly useful data.

Ms. Correa continued, offering the 2026 priorities of the HR department. These are advancing safety and emergency management, creating a training enterprise road map, implementing the HRIS (HR Information System), and improving performance management. Commissioner Clark commented that she believes SHA is more thoughtful about these things than perhaps other agencies and appreciates it. Commissioner Purcell hopes to hear what the agency comes up with to remediate some of the things that could use improvements. Commissioner Ryan echoed Commissioner Purcell's comment, as did Commissioner Clark.

### **Dayforce & Dynamics ERP (Enterprise Resource Planning) Project Updates**

Ms. Polenska introduced this topic, stating that this is an immense project and includes two major phases, the first of which is the Dayforce project affecting HR processes and the second of which will affect Finance processes. She introduced Policy Director Anne Keeney and Continuous Improvement Manager Ray Singh, and added that so far, the project is on time and on budget.

Ms. Keeney echoed Ms. Polenska, offering that the ERP comprises two systems: the HR part which is called the Dayforce system, and the finance system which is Microsoft Dynamics. The reason for these changes is that a couple systems are sunseting and will no longer be supported, staff experience will be improved, and SHA's systems currently "do not talk to each other" very well. Every SHA employee will be impacted by the ERP project such as with benefits enrollment, timesheets and payroll, performance evaluations, and new employee onboarding and recruitment. On the finance side, MS Dynamics will impact how SHA manages budgets, inventory, and solid waste billing, as well as financial reports, invoice processing, and how the agency procures goods.

The ERP project is a five-year commitment that began in 2025 and is expected to go through the end of 2029. Mr. Singh described how the current project timeline is progressing, stating that payroll, timesheets, employee data, and employee benefits will go-live in the new Dayforce system sometime before January 2027. He described how decisions are made regarding the ERP project and presented a decision hierarchy chart. Regarding the project's budget, it has a total of \$12 million allocated to it and approximately \$1.5M of that has been spent.

Mr. Singh described that currently, staff are seeing how the Dayforce system works and determining any changes that are required. The task ahead is determining how to train all employees on the new processes. Commissioner Purcell noted that with the number of project staff, wouldn't the number of people trained by the end of the year decrease to 800 versus the 880 shown in the presentation slides? Aren't also computer systems undergoing a big update, and is that money separate from the ERP project budget? Chief Financial Officer Jared Cummings replied that the money is the same; it is not separate. In 2023, the board adopted a resolution to approve the \$10M opportunity initiative that largely funds this ERP project and allows the agency to replace legacy

systems involved in HR and Finance functions. This is not a hardware update. In reply to the commissioner's earlier question, Ms. Keeney stated that the 880 number quoted from the presentation, which includes the project employees, was just a starting point for beginning their training work. After additional back-and-forth between Mr. Cumber and Commissioner Purcell, Commissioner Clark asked for an explanation of why it sounds like there are going to be more full-time employees (FTEs) than what the board approved of in the SHA budget for 2026. Mr. Cumber replied that there are not more FTEs than approved, and that he will follow up after this meeting with more written information that explains the perceived discrepancy. Mr. Grant added in the virtual meeting chat that SHA currently has 793 regular staff, 26 temporary, and 38 project.

Commissioner Ryan asked if the new systems could help HR better engage with employees, especially younger ones. Mr. Grant replied that the new systems present a multitude of opportunities over the HR systems SHA has been using, one of which is over 30 years old. Additionally, new systems can utilize push notifications to prod employees to fill out surveys that may be expiring. Regarding benefits, staff will be able to log in and see what benefits they selected; currently, staff would need to speak with someone in HR to verify that information. Commissioner Ryan thanked Mr. Grant for his responses. Ms. Polenska added her appreciation to the IT department for their support of these new systems' implementation.

Commissioner Ryan asked whether artificial intelligence (AI) may or may not influence the implementation of the new systems. Sr. IT Project Manager Sweta Sinha replied that these systems do not have a large AI component, but her staff are keeping an eye on how it might be utilized. Mr. Grant added that he is excited about the opportunities that AI might bring within the Dayforce platform, as many new HRIS allow someone to upload their agency's policies and procedures so the system can automatically answer employee questions about what kind of leave they might be able to take based on their specific circumstances. Additionally, there is potential for staff who speak limited English to be able to access HR processes in their preferred language. The agency needs to keep in mind, of course, that there are security concerns with AI usage.

### **Meeting Close**

The next Board meeting will occur on Monday, April 20. Hearing no further comments, Commissioner Clark called for adjournment of the briefing. Commissioner Purcell motioned, Commissioner Ryan seconded. The March 9, 2026, Regular Board Briefing was adjourned at 5:51 p.m.

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Secretary-Treasurer