



# Oregon

Governor Kate Brown

## Department of Administrative Services

Office of the Chief Human Resources Officer

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June 22, 2017

Senator James Manning Jr., Co-Chair  
Representative Greg Smith, Co-Chair  
Joint Committee on Ways and Means Sub Committee  
General Government  
900 Capitol Street, NE  
Salem, OR 97301

Dear Co-Chairs Manning and Smith,

Thank you for the opportunity to present information regarding workforce management activities in the Executive Branch to the committee on June 15, 2017. During our presentation, committee members asked several questions that required further analysis and explanation. Please find those questions and responses below.

**1) *What are some of the current activities within the Chief Human Resources Office related to workforce management, development, morale, and accountability?***

As we discussed briefly, there are a number of new and ongoing strategies to address workforce development. These include:

- Developing mentoring programs: An implementation team has been established. We expect to distribute a toolkit to agencies by January 2018, and implement a mentorship pilot program shortly thereafter;
- Succession Planning: There is a significant need for formal Succession Planning processes. Succession Planning toolkits are being developed in collaboration with agencies. Automated tools will be available for use by all managers in the new Workday system (HRIS) if approved, and managers will be able to query for skills and possible development and training opportunities. Training will be linked to the competencies and values developed by the Enterprise Leadership Team (ELT), and interagency training teams have been convening to share resources;
- Eliminating bias in hiring: A training module is in development and will be available to agencies by December 2017;
- Implementing Pay Equity legislation (HB 2005):
  - CHRO's initial implementation training was provided to human resource recruiters on June 2, 2017, and human resource managers on June 7, 2017. The salary history field will be removed from the State of Oregon application system by July 1, 2017; A Pay Equity website is now live and available to the public. CHRO will routinely update the website to include information about best practices, trainings, and other data. Here is the link:  
<http://www.oregon.gov/das/HR/Pages/equity.aspx>.

**2) How does the Chief Human Resource Office hold agencies accountable for employee selection and hiring? Is there an audit function?**

- The Executive Branch does not have a formal process for auditing agency recruitments.
- CHRO recruits and hires agency directors, executive directors, and DAS employees. Agencies recruit and hire their own employees.
- CHRO provides recruitment training to agencies, and assists directly when requested.
- Complaints or concerns regarding recruitments can be forwarded through the processes outlined below in number 4.
- Audit functionality will be enhanced in the new Workday system (HRIS) if approved by the Legislature.

**3) How is the Chief Human Resources Office addressing the concerns regarding difficult-to-fill positions? Specifically, information technology professionals, accountants, and project managers?**

- Filling IT professional positions is an ongoing challenge. To address the challenge, a workgroup was formed consisting of IT managers, recruiters, and classification experts. The workgroup recommended development of new minimum qualifications for these positions; these new MQs will be implemented July 1, 2017. CHRO expects these new MQs to broaden the candidate pool and result in more successful recruitments.
- A similar workgroup was formed to address accountant recruitment challenges. This workgroup will recommend new accountant MQs and other adjustments to attract accountants into state employment. An accounting internship program began this month in partnership with Oregon colleges and universities.
- CHRO understands compensation is a major factor in agencies' difficulty recruiting qualified Project Managers. Classification and compensation staff is currently completing a market analysis of these positions and will meet with the most-affected agencies to develop agency-specific strategies.

**4) What steps are in place for employees that have workplace complaints? How are they handled by the CHRO?**

There are a number of avenues for employees to formally submit workplace concerns, both within their agency and to outside entities. Depending on the type and nature of the complaint, options include:

- Discussing concerns directly with their manager, agency HR Director, or agency Director;
- Discussing concerns directly with the Chief Human Resources Office;
- Represented staff may file grievances under the relevant collective bargaining agreements;
- Reporting to a state or federal regulatory agency such as the Oregon Bureau of Labor and Industries or the U.S. Department of Labor;
- Reporting to a law enforcement agency;
- Seeking advice or representation from an attorney licensed to practice law in the state of Oregon;
- Employees can also file complaints with the Secretary of State's hotline and the Oregon Government Ethics Commission;

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- In some cases employees may seek remedy through the Employment Relations Board. Complaints are routinely investigated by agencies, the Department of Justice, and the Chief Human Resources Office.

Please let me know if additional follow up is desired or additional questions arise. I would welcome the opportunity to speak with you and discuss workforce activities as you find appropriate. Thank you.

Sincerely,

Madilyn Zike  
Chief Human Resources Officer