

**Topic: Workforce Development Initiatives in DCBS**

*(Updated 8/11/06)*

**1. Succession Planning Process**

- Phased in over 2003-2006.
- 23 participants (managers and staff).
- Three Tracks: Executive Track; General Management Track; Budget Track.
- The process allows participants to gain experience, training, and contacts they would otherwise not have had an opportunity to attain.
- Participants nominated and selected by the DCBS Executive Team.
- The participants are responsible for the success of the process.
- Lessons learned --
  1. Keep it small; 2-3 participants in each track at most.
  2. The checklist works great as a guide, but...
  3. Each participant needs to have a personalized plan - one size does NOT fit all!
  4. Set clear expectations for everyone right at the start (participants, sponsors, administrators).
  5. A process coordinator is essential to keep the process running.
  6. Must have top management participation.
  7. Bring track participants into the "heat of the battle" during budget and legislative sessions. That experience is invaluable!

**2. Customer Service-Focused Interview and Selection Process**

- Developed and implemented by a cross-divisional work team in 2003.
- Developed a Managers' Guidebook; a how-to tool to help formulate good interview questions; conduct successful reference checks; etc.
- Includes:
  - A guide to technical competency assessment.
  - How to formulate good interview questions.
  - How to satisfactorily conduct background checks.
  - A process for conducting a successful interview.

**3. Employee Performance Recognition**

- Implemented in 2004.
- An executive work team conducted an employee survey, analyzed policies and recognition programs throughout the state, and redeveloped a recognition process for employees.
- 2004 Survey Results (397 employees)
  - What motivates employees most (top 3):
    - Personal achievement (94%)
    - Job responsibility (93%)
    - Value of public service (84%)
  - What recognition do employees want most (top 3):
    - Recognition from their direct supervisor (87%)
    - Recognition from their division administrator (66%)
    - Letter of commendation (65%)
  - What recognition do employees want LEAST (bottom 3):
    - Extra time off (1%)
    - Financial reward (3%)
    - Certificate and ceremony (18%)

#### **4. Recruitment Outreach Advisory Council**

- Established in 2003.
- Purpose: To develop and implement recruitment strategies that attract a well-equipped workforce representative of Oregon's cultural demographics; to increase our diversity.
- To effectively market DCBS as an employer of choice for minority populations.
- Developed and implemented a strategic action plan to increase diversity outreach.

#### **5. Employee Development Seminar (day)**

- To help assist employees become better prepared for career advancement in DCBS (and state government).
- First seminar held in October 2004; follow-on seminar days planned bi-annually.
- To provide training and networking opportunities for DCBS employees.
- More than 250 employees attended; well received; highly rated by employees.
- Seminar session included: interviewing tips; PD-100 completion; advice from a panel of DCBS senior managers who "rose through the ranks", from entry-level to as high as executive positions.
- Information booths from: PSU; Chemeketa Community College; DAS Statewide Training; Oregon State Library; etc.