

# State of Oregon Staff & Career Development Survey Results

Presented jointly by committee members representing  
SEIU Labor and State Management

August 2018

# WHY ARE WE HERE TODAY?

In accordance with the SEIU Letter of Agreement, the Committee is responsible for presenting the survey results, best practices and recommendations to the DAS Director, Human Resources Advisory Council, Agency Heads, Human Resources Directors and SEIU Executive Director.

# OVERVIEW

- **Objective:** During the 2015-2019 SEIU contract negotiations, a Letter of Agreement was entered into for establishing and recommending “best practices” regarding workforce and career development systems.
- **Commitment:** Outcome should reflect the State’s commitment to equity, quality public services, and building the skills and abilities of the state workforce.
- **Structure:** This Committee comprised of both Labor and Management Service employees with two Co-Chairs responsible for creating the meeting agenda and managing the committee meetings.
- **Outcome:** The Committee was charged with reviewing “best practices” around career advancement, workforce development opportunities, hiring and promotion practices, and employee engagement and establishing statewide metrics and benchmarks for agencies to better prepare the future workforce.

# COMMITTEE MEMBERS

## SEIU

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DAS Business Services, Performance Management Team

DAS Business Services, Performance Management Team

# Survey Overview

## Survey Totals:

- Survey went to 22,606 State-Represented and Management Service employees.
- Questions were established by Joint Labor and Management Committee with the assistance of the DAS Business Services, Performance Management Team.

## Responses:

- 4,868 (25%) of State-Represented employees.
- 1,002 (31%) of Management Service employees.

## Determination:

- Sample was adequate for providing quantifiable data for analysis.
- Best practice recommendations were derived from survey data.



# Benefits of Adopting the “Best Practice” Recommendations

1. Creation of a stronger workforce.
2. Greater productivity from more engaged employees.
3. Better communication and Labor-Management relations.
4. A fair and equitable environment lowers risk.
5. Increase employee retention.
6. Oregon State government perceived as “Employer of Choice”.

The development of a strong workforce is simply good for business, benefitting our customers, stakeholders, partners, legislators and everyone we serve!

# Survey Focused on Six Sections

**SECTION ONE – Hiring and Promoting Process**

**SECTION TWO – Initial Hiring Process**

**SECTION THREE – Career Path**

**SECTION FOUR – Promoting**

**SECTION FIVE – Interview Panel**

**SECTION SIX – Employee Retention**

## Key Findings:

# SECTION ONE – Hiring and Promoting Process

## Best Practice Recommendations:

- **Post all jobs to the State’s Jobs website and utilize other external sites for outreach.**
  - 46% responded learned about their job opportunity through the State’s Jobs website.
- **Provide interview questions (not technical tests) to all candidates in advance (e.g., 20 minutes).**
  - 57% responded received first round questions prior to the interview.
- **Provide resources to prepare for interviews, and the opportunity for feedback.**
  - 58% responded (60% R/ 48% MS) did not know if their agency provides assistance with interview preparation.

## Key Findings:

# SECTION TWO – Initial Hiring Process

### Best Practice Recommendations:

- **Provide effective New Employee Orientation (NEO) and initial training.**
  - 72% responded had an NEO meeting.
- **Issue hiring materials including the most current position description within one week of hire.**
  - 35% responded were not provided all the necessary position information within the first week.
  - 22% responded had not received any initial training.
- **Ensure each candidate receives a positive hiring experience.**

## Key Findings:

# SECTION THREE – Career Path

### Best Practice Recommendations:

- **Provide employees with an Annual Performance Evaluation including a Career Path discussion.**
  - 44% responded had not received an Annual Performance Evaluation in the past 12 months.
- **Provide opportunities for employees to discuss performance and development needs with their manager on an ongoing basis, at least quarterly.**
  - 60% responded did not have a Career Development Plan for their goals.
- **Provide awareness and access to relevant Career Path information.**
  - 32% responded (30% R/43% MS) thought they could advance within their current agency.

Key Findings:

## **SECTION FOUR – Promoting**

### **Best Practice Recommendations:**

- **Post all Promotional positions.**
  - 46% responded are seeking a Promotion, of those 43% believe it is unlikely to occur.
- **Create hiring processes that are fair and equitable.**
  - 32% responded thought the Promotional process was not fair or equitable.
- **Provide awareness to employees that they can ask for interview feedback.**
  - 31% responded were not provided interview feedback when requested.

## Key Findings:

# SECTION FIVE – Interview Panel

### Best Practice Recommendations:

- **Have all hiring processes and/or Interview Panel “owners” complete a “pre-interview process training” prior to facilitating an Interview Panel.**
  - 72% responded had participated on Interview Panels.
- **Have all interview panelists complete eLearning pertaining to roles of serving on an Interview Panel prior to serving on an Interview Panel.**
  - 36% responded had received no panelist training.
- **Inform interview panelists of the selection criteria in the hiring process.**
  - 78% responded (75% R/89% MS) were aware of the criteria being used.
  - 63% responded (58% R/81% MS) felt a sound choice was made based on knowledge, skills and abilities.
  - 55% responded (49% R/74% MS) believe the best choice for hire occurred.

## Key Findings:

# SECTION SIX – Employee Retention

## Best Practice Recommendations:

- **Develop and conduct employee engagement surveys at least annually.**
  - 48% responded look forward to their job.
  - 72% responded enjoy their work.
  - 82% responded enjoy working with their coworkers.
- **Ensure managers provide meaningful recognition to their assigned employees at least monthly.**
  - 47% responded feel valued by their agency.
  - 49% responded feel valued by management.

Continued....

## Key Findings:

# SECTION SIX – Employee Retention

## Best Practice Recommendations:

- **Provide employees with Succession Planning resources and tools.**
  - Top reasons employees chose to remain in State Service:
    - Benefits (82%)
    - Job Security (80%)
    - Job Location (65%)
    - Great Coworkers or Clients (51%)
    - Flexibility (49%)
    - Meaningful Work (49%)
    - Pride in the Mission (48%)
  - Top reasons employees would leave State Service:
    - Compensation (42%)
    - Retirement (37%)
    - Limited Career Opportunities (35%)
    - Work Environment (33%)



# How do we get there?

- Continue implementing the “best practices” within the agencies.
- Develop additional “best practices” from the Report.
- Utilize Workday functionality.
- Use Statewide Succession Planning resources & tools.



# Conclusion

On behalf of the entire Staff and Career Development Committee, we are hopeful that this brief overview of the survey findings will encourage you to do your part in supporting a strong workforce using the “best practices” and benchmarks we have provided in our full report.

We are convinced that as we move forward, we can truly remain stronger by working together to develop the workforce of today to accomplish the great work of serving the people of Oregon for years to come.

# State of Oregon Staff & Career Development Committee

This presentation is brought to you by the  
Joint SEIU Labor and State Management  
Committee

# Thank you!