

In July 2005, the Oregon Employment Department (OED) Director and Executive Team adopted a framework and set of guiding principles to govern the department's strategic planning efforts for the 2007 - 2009 biennium. Those principles include a focus on being:

**Customer centric:** Striving to provide the best service to our customers within the resources entrusted to the department.

**Employee oriented:** Providing the tools and support to staff needed to deliver these services to our customers.

**Business based:** Operating as the most efficient and effective organization possible. Initiatives must be well defined, sustainable and ensure the public's trust.

**Collaborative and inclusive:** Broadly distributing the draft plan, and seeking input from employees, partners and stakeholders.

The strategic plan of the Oregon Employment Department (OED) identifies three significant objectives for the organization over the next two years and develops strategies and milestones to address them. These three objectives include:

**1. Service Delivery**

**2. Workforce Strategy Integration** and the objective that I'd like to focus on is:

**3. Skilled Workforce Development.** OED is its people. The quality of services is dependent on the knowledge and skills of our

staff. With the increasingly complex and changing workplace, the demands on OED staff to be at the leading edge of service delivery and provide for innovative solutions are growing.

To meet this objective, the Employment Department has developed a human resource strategy.

This strategy includes a number of integrated activities. One aspect is to develop an informed understanding of the core competencies of the current workforce and build specialized training programs to fit the needs of the organization and individuals.

This will ensure that OED employees are able to quickly respond to changes in the workplace and develop appropriate solutions. A second aspect of the strategy is to strengthen the organization's abilities to hire the most qualified and best trained applicants. A third aspect is planning for succession to ensure that the expert knowledge of OED programs are passed along to the next generation of OED employees.

I'll share three initiatives from OED's strategic plan that address our workforce strategies:

### ***1. Agency Human Resource Management***

#### **Overview**

Develop a set of agency-wide optimal practices and tools that support attracting, hiring, developing, retaining and managing the performance of a workforce that is competent, motivated and

diverse; Ensure that HR practices are consistently applied and widely understood by all parties.

## Initiative Details

Factors that motivate development and refinement of a workforce management system include:

- ✓ increased retirements due to an aging workforce, high especially for managers
- ✓ competition for talent
- ✓ resource constraints
- ✓ changing population demographics
- ✓ and a patchwork of workforce management related practices.

By developing practices and tools we will refine, align and synchronize existing practices and develop new practices.

The key to success is maintaining awareness of the available resources and the current environment. Benefits to OED include a workforce that is competent, motivated and diverse, an improvement in retention and knowledge capture, a sustained capacity to achieve mission, achievement of desired performance, reduction of risks to agency resources and performance, and defensible decision-making about use of resources, including workforce.

## Deliverables

Streamline recruitment processes - Decreased cost of recruitment. Exciting - ImatchSkills - OED
Maintain a diverse workforce - To achieve established parity standards in each EEO Category
Provide career development information and tools online for OED staff - Create website to provide career ladder information and resources for OED staff
Provide tools, training and support for performance management techniques in all business units - Increase percentage of timely performance reviews completed
Develop an agency succession plan and strategy - Increase number of internal candidates who are best qualified for promotional appointments
Update HR policies, procedures and practices to reflect OED principles and values, as well as DAS policy - Improved customer satisfaction reflected in survey results.

## *2. Development & Retention of the Workforce*

### Overview

Develop a set of agency-wide practices and tools that support attracting, developing, retaining and managing the performance of a workforce that is competent, motivated and diverse.

## Initiative Details

The majority of these systems and tools are in place, however the practice may be inconsistent, the tool may be ineffective, and/or management and staff are not aware of the tools.

The enhancement and improvement of these practices and tools will help the agency create an environment where employees can do their best work.

The improvement of these tools will support our goal of attracting, developing, retaining and managing the performance of a workforce that is competent, motivated and diverse. Thus, helping us become an employer of choice.

## Deliverables

Assess effectiveness of orientation and training of new employees and make recommendations for improvement.
Develop core competencies for all levels of staff and share recommendations with HR, management team, training units and all staff.
Assess effectiveness of performance appraisal/performance management system and make recommendations for improvement.
Assess exit interview process. Develop on-line tool to gather information from those who retire, transfer to other agencies, do not complete trial service and others. Use information gathered to improve processes and practices of offices and programs and identify trends in hiring, orienting, training and managing employees.

HR and Training to evaluate the options and resources needed to develop an agency succession plan.
Enhance evaluation and feedback of agency training.

### ***3. Leadership Skills & Capacity***

#### **Overview**

Developing leadership capacity across the organization is critical to the success of the agency meeting its program goals and overall accomplishment of the mission. Leadership modules will be designed and delivered to reflect Employment Department values and leadership principles. Leadership growth is critical as we see long-term managers and employees getting closer to retirement.

#### **Initiative Details**

Leadership skills are more critical than ever as we enter a time when 5 generations will be in the workplace at the same time. Managers will need a different and unique skill set to successfully manage and lead 5 generations while meeting performance goals and serving Oregonians.

120 + staff have completed our "Launching Your Leadership" program that is aligned with the agency's mission, values and leadership principles.

This program creates an environment for participants to understand, learn and practice the skills necessary to lead at any level of the organization. The program is 8 days of class instruction and a  $\frac{1}{2}$  day graduation ceremony. These training days

are spread out over a four month period. Additional work outside of the classroom will be required.

"Launching Your Leadership" program requirements include:

- ✓ Completion of one year service with OED with successful completion of trial service, have no disciplinary action within the past 12 months and a completed Individual Development Plan (IDP).
- ✓ Management selects staff to apply. Managers/supervisors recommend staff that are technically proficient at their job and need help developing their self awareness in the areas of communication and how their behavior impacts those around them. In other words, it is the diamond in the rough - the individual in whom the manager sees potential, even though they may not have realized it themselves Applications are reviewed by OED's Training and Development team.

The goals of the program is the help participants:

- ✓ Understand OED's organizational culture, mission, values and leadership philosophy
- ✓ Effectively manage one's self
- ✓ Make the critical shift in mindset and actions from managing self to leading others
- ✓ Behavioralize professional development goals and opportunities.

Adopting a new style of leadership will help us to become an employer of choice and will position us to be more competitive in recruiting and retaining a highly qualified workforce.

## Deliverables

Define leadership competencies for all levels of the organization.

Research leadership and leadership programs to identify best practices

Design programs to deliver to all levels of employees (new staff, existing staff, supervisors and managers, exec team members)

Research external programs to fill in the gaps

Design follow-up programs and continuing education opportunities for Launching Your Leadership graduates.

Deliver caring leadership training to all OED staff. OED has embraced the leadership philosophy of "Love and Profit" by James Autry. This philosophy teaches why the workplace must be a community that is supportive of each worker in it. It also shows how caring leaders use the four basic principles to lead effectively:

- ✓ Honesty
- ✓ Trust
- ✓ Special Treatment
- ✓ Courage

I'd like to share two great quotes from James Autry:

"Management is, in fact, a sacred trust in which the well-being of other people is put in your care during most of their working hours. It is a trust placed upon you first by those who put you in their job, but more important than that, it is a trust placed upon you by those whom you are to manage".

Another great quote is:

"Leaders must grab every opportunity to demonstrate that joy and celebration are part of the work experience, but must also care enough to be tough".

OED shares James Autry's "Caring Leadership" training with managers/supervisors in a variety of trainings, including Launching your Leadership and HR Essentials.

The State Library has copies of Autry's Caring Leadership video and training materials if you are interested in learning more about this program, or you may contact Cheri Tebeau-Harrell, Human Resources Manager at the Oregon Employment Department for information on this training program or any information regarding OED's workforce development efforts. Cheri can be reached in Salem at (503) 947-1319.