



A

Ability: Aptitude, competence or capacity to perform an activity or task.

Agency Champion: Person responsible for collaborating with agency leadership and the HR Facilitator to identify the title(s), job(s) or function(s) on which the agency will focus succession and workforce planning efforts.

Anecdotal Feedback: Tool to measure the impact of the workforce planning activity. Examples of this type of feedback include agency satisfaction levels and employee morale.

Applicant Pool: The sum total of all individuals who applied for a position that the agency uses to select candidates.

Attrition: A term used to describe voluntary and involuntary terminations, deaths and employee retirements that result in a reduction to the employer's physical workforce.

B

Bandwidth: The capacity to maintain or improve current levels of operation.

Bargaining Unit: A group of employees with a clear and identifiable community of interests who are represented by a recognized, single labor union.

Bench: Current employees who possess or have the potential to possess the competencies to fill highly critical and critical positions.

Bench Strength: Sufficient number (or lack thereof) of employees possessing or with the potential to possess competencies on the bench to fill critical and highly critical positions, when necessary.

Best Practices: Defined in a variety of ways, but typically refers to the practices of an organization that enables them to achieve superior organizational performance results.

Branding: The process of identifying and differentiating an organization's products, processes or services from another organization by giving it a name, phrase or other mark.

Buddy System: A form of employee orientation whereby a newly hired employee is assigned to another employee (typically within the same department) who shows the new employee the ropes, introduces him or her to coworkers, gives personal assistance and answers questions on an as-needed basis.



C

Career Counseling: Guiding individuals through the career planning and career decision-making process by helping them to make informed decisions regarding educational and occupational choices, as well as providing resources needed to further develop job search and placement skills.

Career Development: The process by which individuals establish their current and future career objectives and assess their existing skills, knowledge or experience levels and implement an appropriate course of action to attain their desired career objectives.

Career Ladder: The progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.

Career Mobility: The propensity to make several career changes during an individual's lifetime instead of committing to a long-term career within a specific occupational field.

Career Path: The progression of jobs in an organization's specific occupational fields ranked from lowest to highest in the hierarchal structure.

Career Planning: The process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills required to achieve short- or long-term career objectives.

Career Plateau: Occurs when an employee has reached the highest position level the employee can possibly obtain within an organization and has no future prospect of being promoted due to a lack of skills, corporate restructuring or other factors.

Change Management: The systematic approach and application of knowledge, tools and resources to deal with change. Change management means defining and adopting strategies, structures, procedures and technologies to deal with changes in external conditions or the business environment.

Change Management Plan: Includes the identification of training and development solutions and communications activities necessary to support the successful implementation of the plan changes.

Class or Classification: A group of positions sufficiently alike in duties, authority and responsibilities that the same qualifications may reasonably be required for, and the same schedule of pay can be equitably applied to, all positions in the group.

Classification Specification: An official description of the characteristics, duties, responsibilities and qualification requirements of a class.

Coaching: A training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help the employee develop skills, improve performance and enhance the quality of their career.

Competency: A behavior, knowledge, skill, or ability required to perform a specific task or function, both technical and non-technical.

Contingencies: Dependencies such as funding, staffing, changes in law or new regulations that need to be present in order for the planned activity to take place.

Core Competencies: The skills, knowledge and abilities that employees must possess in order to successfully perform job functions that are essential to business operations.

Core Values: Oregon state government's fundamental beliefs, which form all agencies' foundations to help employees perform their work and guide their behavior in a manner that benefits both the internal and external face of the agency.

Critical Position: A position that: (a) when vacant causes an impact to the mission; (b) requires some specialized knowledge or skills; (c) is challenging to recruit; (d) has moderately competitive compensation; (e) requires an in-demand skill set; (f) has promotional opportunities; and (g) has the potential to be vacant within the next one to five years.

Cross Training: The process of developing a multi-skilled workforce by providing employees with training and development opportunities to ensure they have the skills necessary to perform various job functions within an organization.

D

Desired Attributes: Job-related knowledge, skills and abilities an applicant or employee has in addition to the minimum qualifications.

Development Programs: Training or educational programs designed to stimulate an individual's professional growth by increasing his or her skills, knowledge or abilities.

Diversity: The inclusion, integration, awareness and appreciation of various cultures within a workforce and the opportunity for the maximum utilization of individual members' talents, skills and perspectives with a view towards increasing the organization's productivity.

Diversity Officer: Participant on the succession/workforce planning team responsible for providing pertinent information from the agency Affirmative Action and Diversity Plan.

Double Filling: The practice of placing two employees in the same job simultaneously so the departing employee can impart knowledge on the new employee.

Duty: A work activity, function or mission recognized by management as being a principal responsibility of a position.



E

eLearning: The delivery of formal and informal training and educational materials, processes and programs via the use of electronic media.

Employee Engagement: The term employee engagement refers to employees using **discretionary** effort (effort available to be used when and how you decide) at work. Employee engagement relates to the level of an employee's commitment and connection to the agency. Employee engagement has emerged as a critical driver of an agency's success. High levels of engagement promote retention of a skilled workforce and improve organizational performance and value.

Employee Interest Assessment: A tool that allows employees to note their interest level for development in specific areas. This should be reviewed annually and updated accordingly.

Employee Profile: A tool to help both supervisors and employees showcase the employee's skills, interests, education and expertise. This should be reviewed annually and updated accordingly.

Employer of Choice: A term used to describe an employer whose practices, policies, benefits and overall work conditions have enabled it to successfully attract and retain talent because employees choose to work there.

Engagement: The extent to which an employee is passionate about their work, committed to their organization, and puts discretionary effort into their work.

Entrance Survey: A survey provided to new employees as part of the onboarding process to understand factors important in an employee's decision to apply.

Essential Functions: The primary job functions or tasks that an individual must be able to perform with or without a reasonable accommodation.

Executive Development: Training and educational programs designed to increase performance and further the development of leadership skills for executive and senior-level managerial employees.

Exit Interview/Survey: An interview or survey conducted at the time of an employee's resignation, used to identify the underlying factors behind an employee's decision to leave.

Expectations: The characteristics and behavior the employer outlines that employees should exhibit to be successful with continued employment.

Explicit knowledge: Structured knowledge that is stored or organized in a deliberate, thoughtful, logical and accessible way in electronic or paper format



F

Fireside Chats: An opportunity to have an informal discussion with employees on career development, opportunities and current aspirations.

Flexible Work Schedule: A work schedule that varies either the number of hours worked or the starting and stopping times on a daily basis, but not necessarily each day.

Flextime: A program that permits employees to establish variable arrival and departure times within guidelines established by agency management.

Function Manager: Participant on the succession/workforce planning team responsible for developing and managing the agency's action plan for implementation.

G

Gap Analysis: The listing of specific competencies and analyzing the needs versus the current workforce's competencies available to fill those needs and addressing the gap through training, development and recruitment.

Gaps: Specific areas in your workforce where your bench strength needs development.

Group Mentoring: A career development method whereby a mentor works with 4-6 mentees at one time, meeting once or twice a month to discuss various topics.

H

Highly Critical Position: A position that: (a) if vacant would cause a significant impact to the mission; (b) requires specialized knowledge or skills; (c) is very challenging to recruit; (d) has no competitive compensation package/compression issues; (e) requires an in-demand skill set; (f) has promotional opportunities; (g) is anticipated to be vacant within a year; and (h) is one deep or has no bench strength

HRIS: The human resources information system (Workday).

Human Resources (HR) Facilitator, Agency: A participant on the succession/workforce planning team responsible for the workforce planning process and who works to ensure the most effective and efficient approach for completing the Agency Workforce Plan. The facilitator also serves as a workforce planning subject matter expert (SME)



I

Independent Development Plan: A tool used by a supervisor and employee to map the development of competencies specific to the employee's career path and growth. The plan should be updated annually.

Informational Interviews: Informal discussions with potential employees to discuss specific job tasks, qualifications, agency expectations and/or career opportunities outside of the recruitment process.

Institutional (tacit) Knowledge: Information an employee carries in their head that isn't always easy to instantly recall or quantify, but if available may help resolve a current work issue.

Internship: A temporary position with an emphasis on on-the-job training rather than merely employment; it can be paid or unpaid. Typically a partnership between an organization and an educational institution, whereby students are hired by an employer for a specified period of time into a professional or technical position that correlates with their area of study in order to provide them with hands on experience and prepare them for the workforce.

J

Job Aid: Step-by-step instructions that guide an employee through a process or procedure.

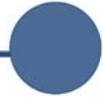
Job Family: A specific field of work or study existing within a broader occupational group.

Job Rotation: Performance by an employee of a different work assignment, by mutual agreement, on a non-permanent basis, for an agreed-to period of time.

Job Series: A vertical grouping of related titles so they form a career ladder.

Job Shadow: A less experienced employee is matched with a more seasoned employee to learn what is involved in the job **OR** a temporary, unpaid work experience opportunity where students learn about a particular job (typically in a field of interest) by walking through the work day as a shadow to an employee.

Job Sharing: Enables two (or more) employees to share the responsibilities assigned to and equaling one specific full-time position.



K

Knowledge, Skills and Abilities (KSAs): The attributes required to perform a job; generally demonstrated through qualifying experience, education or training.

Knowledge Management (KM): The process of creating, acquiring, sharing and managing knowledge to augment individual and organizational performance; acquisition and sharing of information and experiences; it's the application of that knowledge to fulfill the organization's mission; focuses on organizing information and data, combined with the potential of people's skills, competencies and ideas that help organizations adapt to change and achieve desired strategies and objectives.

Knowledge Map: A list of who you contact and for what business reasons

Knowledge Transfer: The practice of capturing a position's specialized knowledge the outgoing incumbent gleaned during the employee's tenure. This includes not only day-to-day specialized skills, but technology (i.e. shared drives, email folders) and documents (i.e. desk manuals procedures or relied upon documents) to assist the successor.

L

Leadwork: Work completed on a recurring, daily basis, when an employee is assigned the following duties: (a) prioritize and assign tasks to efficiently complete work; (b) provide direction to workers concerning work procedures and performance standards; (c) review the completeness, accuracy, quality and quantity of work; and (d) provide informal feedback of employee performance to the supervisor.

Lessons Learned: Identifying intended goals, actual outcomes, reasons for results and what needs to be adjusted in the future.

Line of Progression: A series of related jobs in a promotional sequence generally starting with less difficult, lower-paying jobs and progressing to more difficult, higher-paying jobs. Often, the lower jobs provide required training for movement to the higher-level jobs.

M

Mentoring: A career development method whereby less experienced employees are matched with more experienced colleagues either through formal or informal programs. The mentor can share some institutional knowledge and social norms while also providing career guidance and acting as a sounding board.

Mentoring Agreement: A document that establishes how and when the mentee and mentor will meet.



Minimum Qualifications (MQs): The minimum experience training, knowledge and skills necessary for admission to a test or for successful entry and performance in a classification or position.

N

Non-technical Competency: Practical skills or licenses necessary to fulfill the required job duties.

O

Occupational Group: A broad field of work or study consisting of multiple related job families.

Onboarding: A strategic process of bringing a new employee into the organization and providing information, training, mentoring and coaching throughout the transition. The process begins at the acceptance of a signed job offer letter and extends at least throughout the first several months of employment.

On-the-Job-Training (OJT): Training that takes place within the work place and involves a hands-on approach utilizing demonstration and actual performance of job tasks to be accomplished.

One Deep: Stand-alone critical position in an agency (i.e., Chief Information Officer).

P

Parity: Equality. The ultimate goal of Affirmative Action programming by achieving the same level of representation internally as that achieved in the external workforce.

Part-time employees: Staff who are scheduled to work at less than full-time based on a 40-hour workweek.

Performance Management: An ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between a supervisor and employee. It is a philosophy that values and encourages employee development through a style of management that provides frequent feedback and fosters teamwork

Position Description: A form established by CHRO describing the duties, authorities and responsibilities for each position assigned by management and identifies the essential functions of the job.

Position Management: The logical and efficient arrangement of positions or jobs to safely, economically and efficiently accomplish the agency's mission. Supervisors should work with agency leadership, including Human Resources and Budget, to ensure the position



management plan complies with and supports the agency's mission, vision, laws, policies, rules and financial structure.

Pre-Selection: Selecting candidates for future positions without considering other qualified individuals.

Professional Development: Attainment or advancement of specific skills required for a certain job or profession

Promotion: The movement of an employee, except temporary employees, from a position in one classification to a position in another classification having a higher salary range number.

R

Readiness Checklist: A document prepared for each change outlining activities necessary to ensure the preparedness and alignment of people, processes, policies and any other identified business impacts.

Recruitment: A process to solicit a pool of qualified applicants to fill a vacancy.

Resource Sharing: The utilization of agency resources, such as training, technology, knowledge, etc., either within the organization or with other agencies for purposes such as consistency, cost savings or employee development.

Resources: Information about the succession and workforce planning process, as well as information regarding strategies that can be used to address critical recruitment, retention and skill development gaps.

Retention, Employee: Organizational policies and practices designed to meet the diverse needs of employees and create an environment that encourages employees to remain employed.

Retirement Eligibility: The statutorily required minimum age or amount of time an employee must be employed in a PERS eligible employer in order to retire with no reduction in PERS benefits. This is determined by tier, classification (General Service or Police and Fire), recognized service date/years of service and age.

S

Skill: Ability to perform a mental or motor activity that contributes to the effective performance of a job task.

Skill Gap: A team's or agency's deficiency in a particular skill.

Skills Inventory: A list of skills or competencies possessed by an individual.

Soft Skills: Interpersonal skills such as communication, listening and empathy.

Span of Control: An agency's ratio of supervisory to non-supervisory staff.

Specialization: A principle stating that, as an organization grows, work within the organization needs to be divided in order to keep jobs from becoming so specialized or complex that they require a greater range of skills that essentially cannot be performed by one individual.

Stakeholder: Someone with a vested interest in the successful completion or outcome of a project.

Stay Interview/Survey: A structured discussion/survey with retention in mind. The intent is to reach out to employees between four to six years (or the timeframe an agency sees a pattern of employee loss) at the agency to ensure the employees receive motivation to continue their career with the agency and what the agency can do to re-engage and uncover reasons why they remain with the agency.

Story Telling: A very effective way to transfer knowledge that includes discussing experiences and important information with others.

Strategic Planning: The process of identifying an organization's long-term goals and objectives and then determining the best approach for achieving those goals and objectives.

Succession Planning: The strategy of assessing and forecasting workforce needs by identifying critical and highly critical positions and developing competencies to meet those needs. It connects important positions at-risk of vacancy with capable position candidates through recruitment plans and employee development.

T

Targeted Completion Date: Date an objective is expected to be accomplished. This date should be periodically reviewed if circumstances require the date to be moved earlier or later.

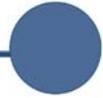
Talent Pools: Groups of qualified or potentially qualified individuals identified as capable to fill vacancies during pending recruitments. See also "Bench"

Teachable Moment: An unplanned opportunity that arises when a coach has an opportunity to share insights with an employee.

Technical Competencies: Fundamental professional and leadership skills.

Training and Development: A process dealing primarily with transferring or obtaining knowledge, attitudes and skills needed to carry out a specific activity or task.

Transition Plan: The process an agency has in place for information to be captured during the time an employee in a critical or highly critical position is exiting and a new employee is onboarding.



U

Unstructured Knowledge: Information that exists but requires searching to locate it in scattered locations and formats such as email, MS Word documents, PowerPoint presentations, etc.

V

Value-added Work: Work that increases the value of a service or product to the employer's customers.

Virtual Mentoring: A form of mentoring whereby the mentor and mentee communicate from a distance, utilizing either e-mail or other forms of electronic conferencing.

W

Workforce Analysis: Considers such information as job functions, skills, experience, retirement eligibility, diversity, turnover rates, education, and trend data.

Workforce Assessment: A high level review of the current state of the workforce completed by the agency's executive leadership team.

Workforce Parity: The percentage of protected class members in the total labor force, regardless of occupational specialty.

Workforce Planning: A set of procedures an agency can implement, both operational and strategic, to maintain the most efficient employee/management team possible.

Workforce Planning Team: The key roles involved in the successful implementation of workforce planning include the Agency Champion, Human Resources Facilitator, Agency Diversity Officer and Function Manager.

Working Title: The title used to describe an employee's primary job responsibility.