

Succession Plan

Oregon State Board of Nursing

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TABLE OF CONTENTS

Assessment Mission, Vision, Values.....	1
Identification Critical Positions.....	2
Development Competency Development Plans.....	5
Evaluation Competencies, Employee Goals, Recruitment Strategies.....	6
Action Plan.....	7

Succession Plan Template

Assessment | Mission and Vision

Mission: The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

Vision: A safe and healthy Oregon promoted through a healthy and diverse nursing workforce.

Values

- Integrity: We inspire trust and excellence through professionalism and accountability.
- Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
- Stewardship: We serve the public through responsive and effective use of financial, physical and people resources.
- Simplicity: We reduce barriers through clear communication and streamlined processes.
- Innovation: We empower change through teamwork and transparency.

Future Workforce

Upcoming agency changes, future work, and potential challenges (i.e., operational changes, funding changes, recruitment/retention challenges).

The average age of OSBN employees is 49, and we currently have 12 employees (about 20% of our workforce) who will be eligible to retire in the next five years. Over 2025, OSBN has seen 8 employees leave OSBN, including 5 retirements, 1 left for another agency, and 2 resignations. We have filled all 8 positions and, within our Investigations Department, have added and filled 2 new Healthcare (Nurse) Investigator positions, added and filled a full-time, limited-duration Investigator 3 position, and are set to fill a newly established full-time Administration Specialist (Level 1) in early 2026. Increasing both the number of investigators and support staff provides human resources critical to our mission of protecting the public.

As a business regulatory agency, OSBN often recruits with the same knowledge, experience, and attributes as its regulating entities. Although the agency has excellent benefits and allows remote work, applicants are usually drawn to private employers with more robust recruiting and incentive programs, have invested in new technologies and industry innovations, provide greater access to training programs/career progression, offer higher compensation at the entry- and senior-level positions, and increase compensation at more excellent rates. The agency expects that trend to continue.

To retain current employees, OSBN works on department-specific training programs and career development. For recruitment, we updated how and where we post positions. We expanded our community outreach to different nurse communities, including those closer to retirement and underrepresented groups, to build a larger, more diverse applicant pool. In our continuing effort to retain and grow our existing talent, both the Investigations and Licensing Departments have increased and diversified the use of Lead Workers to assist with internal training needs, policy and procedure review, and special projects.

Succession Plan Template

While compensation is always a critical factor, another reason an employee will look outside their current agency is due to limited opportunities for career advancement. This also holds with external recruitment. To attract and retain employees, OSBN has recognized the need to develop career progression opportunities for both existing and new employees. Over the last year, we have increased our community engagement with underserved and underrepresented groups, which has provided us with a broader pipeline of applicants and has developed a robust employee engagement program.

Identification | Critical/Highly Critical Positions

OSBN's succession planning focuses on building our bench in positions that are highly critical or critical (based on the adjacent table) and likely to become vacant in the next one to five years.

Critical

1. Information System Specialist (ISS) 8

a. Competencies of Position:

Programming, Data collection and analysis, Information security, change management, training and development, project management, engineering, programming, research, attention to detail, critical thinking, customer focus, future-oriented, innovation, planning and organization, problem-solving, self-management, teamwork.

- b. Why identified as Critical: This was identified as highly critical in 2023 as a vacancy in this position would significantly impact OSBN. The person currently employed in this role is eligible for retirement within the year, and currently, OSBN employs just one person in this position. In 2025, we completed an extensive review of the duties of the IT team, as a result, the importance of the ISS 8 role has been re-evaluated and redefined as critical rather than highly critical. While the ISS 8 position demands specialized knowledge and skills, efforts have been made to minimize significant impacts due to a loss in this position. The role has evolved to include more vendor-managed applications and databases, with the focus shifting from database building to database quality control alongside data reporting and design. Despite the decrease in criticality, the role remains essential due to its complexity and the agency's need for real-time data collection and reporting.

NOT A CRITICAL POSITION	• Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
CRITICAL POSITION	• Vacancy would cause an impact • Some specialized knowledge or skills required • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITION	• Vacancy would cause a significant impact • Specialized knowledge or skills required • Very challenging recruitment • No competitive compensation package/compression issues • Skill set in high demand • Promotional opportunities • Anticipate vacancy within the next year

2. Operations & Policy Analyst 4 – Nurse Practice Act Analyst

- a. Competencies of Position: Compliance, Data Collection and analysis, Research, Medical Knowledge, Training and development, Eligibility determination, Education, Legal knowledge, problem-solving, project management, strategic thinking, interpersonal skills, future-oriented, critical thinking, communication, change management, emotional intelligence, attention to detail.

Succession Plan Template

- b. Why identified as Critical: A vacancy in any of our four positions would significantly impact OSBN. This position requires specialized knowledge and challenges recruitment due to competition with private sector opportunities. The skill set is in high demand, and there are few to no promotional opportunities within OSBN. In September we filled one of the positions due to a retirement and we anticipate a second retirement in the summer of 2026. Furthermore, how the state posts positions for specialized roles can sometimes impact recruitment and consider the candidate not to qualify.

3. Health Care Investigator / Advisor – Nurse Investigator

- a. Competencies of Position: Data collection and analysis, Information security, legal knowledge, medical knowledge, research, professionalism, self-management, time management, objectivity, interpersonal skills, communication, critical thinking, decision-making, empathy, emotional intelligence, and attention to detail.
- b. Why identified as Critical: OSBN saw two nurse investigators leave in 2024. We have filled the positions, but we saw what it looks like when we have fewer nurse investigators to take cases and how a backlog can occur during recruitment. Also, due to failed recruitment, before my arrival as ED, a decision was made to backfill the investigator 3 position into the nurse investigator position. _All positions that were underfilled/backfilled have since been corrected and are now filled as budgeted. This has further contributed to a backlog in our investigations department because the nurse investigators hold specialized knowledge critical to upholding OSBN's mission of protecting the public. Within our investigations department, the nurse investigator serves as a nursing expert, providing insights that other investigators lack. Recruitment for these roles can be challenging because taking on an investigator role is a pay cut for a nurse, which impacts recruitment.

Development | For Critical and Highly Critical Positions

Critical

1. Information System Specialist 8

- a. Plan for competency development:
Crosstrain the ISS7 for some of the ISS8 duties. OSBN also recruited an IT manager from DAS to join us on a rotation to support strategic planning and project management to audit OSBN IT needs and where we may be able to review the duties of the IT team duties to reduce the criticality of the position by promoting cross-functional team collaboration and training.
- b. Overcoming recruitment/retention challenges:
The incumbent employee is currently eligible for retirement and private employer compensation for similar positions exceeds what OSBN offers. OSBN will focus our recruitment / development efforts on our existing employee base.

Succession Plan Template

OSBN HR will be monitoring the progress of the CHRO Comp and Class Team's introduction of the new Data Analyst and Business Data Analyst job series into the statewide job classification system. This new job series could provide OSBN with an opportunity to tailor the role to the changing needs of our agency while potentially diversifying our applicant pool by recruiting for a more modernized IT business partner role.

c. Overcoming skill development challenges

Supporting ISS8 with access to webinar trainings in changing landscape of IT security.

2. Operations & Policy Analyst 4 – Nurse Practice Act Analyst

a. Plan for competency development:

Create a pathway for internal employees to develop the necessary competencies to become a Nurse Practice Act Operations and Policy Analyst. OSBN leadership is also discussing the requirements of these positions and considering diversifying to allow for a couple of non-nurse analysts.

b. Overcoming recruitment/retention challenges:

To increase recruitment opportunities, OSBN is discussing the possibility of a non-nurse analyst and working to expand where we recruit for nursing positions. We have been successfully focusing on those nurses who are interested in policy development and can take a potential pay cut.

c. Overcoming skill development challenges:

OSBN leadership will work to provide training opportunities for our Nurse Practice Act Analysts, including Bill Tracker Training, DOJ Rules Writing Training, and additional instruction opportunities in the legislative process. Additionally, OSBN leadership is developing templates for best practices within legislative analysis, writing rules, and working with external partners.

3. Health Care Investigator / Advisor – Nurse Investigator

a. Plan for competency development

There is currently no pathway for internal employees to develop the necessary competencies to become a nurse investigator. OSBN leadership is, however, discussing possible ways to partner with other organizations.

b. Overcoming recruitment/retention challenges:

To increase recruitment opportunities, OSBN is working to expand where we recruit for these positions – currently exploring advertising to nurses towards the end of their careers or those who may want or need to move away from direct care. We will focus on those nurses who are interested in continuing to serve the public and are able to take a potential pay cut.

c. Overcoming skill development challenges:

Succession Plan Template

This one is challenging as you need to be a nurse to take on this role.

Agency-wide plans for competency development

OSBN is working to provide additional training in agency-specific technologies, including the licensing and investigation software, ORBS, and training in using Teams channels. We are also working on department-specific training that will allow for competency development within department groups. These training courses include customer service development, legislative, rules development, and investigation best practices.

OSBN is working on process improvements through lead work opportunities, internal job rotations, and, if available, temporary work out of class assignments, to develop and cross-train employees within departments. Department managers, supervisors and, when appropriate, committees comprised of both agency leadership and staff are coming together to build desk manuals as well as reviewing and building departmental policies, procedures, and workflows.

OSBN will work with HR to provide training on career advancement. In late summer 2025 OSBN's HR Manager completed training to become a Workday Learning Partner. The HR Manager now can build new, review existing and assign a variety of Workday Learning classes, and online trainings to individual employees, departments and staff agency wide. This specialized role also offers the HR Manager increased access to statewide training resources (within Workday) and connections with experienced Workday Learning Partners from DAS and other state agencies.

Evaluation | Competencies, Goals, and Recruitment Strategies

What are the agency's plans to evaluate and revisit this plan to ensure the agency is on track in the following areas:

Critical Positions

OSBN evaluated what was marked as critical and tasked staff to create desk manuals as well as cross training where appropriate. We will be reevaluating the critical positions and planning annually at manager retreat.

Competency Adjustment

Position descriptions will be reviewed annually at PAF check-ins to adjust competencies as needed.

Employee Goals

OSBN will have managers check in with their employees during the PAF meetings to make sure career and skill development conversations are taking place with all employees.

Recruitment Strategies

OSBN's HR Manager will meet quarterly with the VidCruiter client support team to discuss applicant engagement with the platform. Based on OSBN's current recruitment and retention

Succession Plan Template

needs and VidCruiter's current capabilities these discussions may include tools and features that can be utilized to improve communications with candidates via the VidCruiter platform. Current topics of discussion focused on creating a more user-friendly experience for both the candidate and the client (OSBN HR and hiring team) include:

- Integration with Workday
- Improved interface with Microsoft 365 (Outlook)

OSBN HR will continue attending monthly Statewide Recruiter meetings to stay current on all state and federal requirements and up to date on current hiring trends.

OSBN's HR Manager believes in maintaining a warm and friendly, and consistent connection with applicants. This includes creating customized communications (via the Workday Candidate Portal) to candidates about:

- Recruiting timeline updates
- Explaining unanticipated timeline delays
- Explaining the application screening and interview scheduling process (particularly with large applicant pool)

Although these messages are sent via the Workday, the HR Manager receives candidate responses/questions directly via email. The responses/questions received is the tool the HR Manager uses to evaluate what's working and what isn't in any recruitment because more times than not, each candidate communication solicits feedback from at least one applicant about the recruitment process, regardless of what stage they fall in the process. From the Workday application process to the VidCruiter experience, to the panel interview, the feedback is noted, evaluated and, if appropriate/of potential value to future recruitments, shared.

Action Plan |

This section will help the agency outline the actions needed to align the agency's strategic and succession plans. List the specific activities the agency will use, steps for completion and timeline to ensure agency's performance. Agencies should include metrics where appropriate.

ACTIVITY #1:

Objective: Improve diversity in recruitment process

Targeted Completion Date: ongoing

Intermediate Milestones: DEIA Plan published January 2024. Staff and Board received DEIA training in April 2024, DEI committee formed in August 2024 to support work to implement DEIA in hiring and onboarding practices. This work is ongoing and will monitor.

Contingencies (if any): Potential staffing/funding changes

Metric Target: OSBN hiring panel is guided by our Affirmative action plan to prevent unconscious bias in hiring.

Succession Plan Template

Metric Definition: OSBN can measure and track diversity, equity, and inclusion in recruitment process within our Affirmative action plan.

Intermediate Milestones: HR Manager attends monthly statewide recruiter's meetings to keep current on state-wide recruitment processes and best practices to minimize or eliminate barriers in the job application process.

Metric Target: Monitor the number of applications submitted that include all requested documents and information without a follow-up request and response time from applicant. Monitor engagement of selected applicants with virtual interview platform.

Metric Definition: OSBN will utilize tools available in the current HRIS (Workday) to monitor the application submission and communication process. Monitor engagement of selected applicants with virtual interview platform.

ACTIVITY #2:

Objective: Continue to encourage managers to include a career development component in the employees' quarterly Performance Accountability and Feedback (PAF) to promote professional growth opportunities and identify potential internal candidates for critical positions.

Targeted Completion Date: Ongoing

Intermediate Milestones: HR created Performance Accountability and Feedback (PAF) guidelines for managers in 2024. OSBN will add a career development discussion and identify potential OSBN internal candidates for critical positions to promote professional growth opportunities. Managers Identify internal candidates for positions by June 2025.

Contingencies (if any): Potential unexpected staffing changes, and no internal candidate interest for identified positions.

Metric Target: Baseline = 3 positions identified as critical, Target = 3 positions with at least 1 identified potential internal candidate.

Metric Definition: Identified positions will have an internal named candidate in the Workday succession plan.

ACTIVITY #3:

Objective: Expand recruitment efforts as OSBN critical positions are specialized, making it challenging to identify internal candidates.

Targeted Completion Date: April 2024

Intermediate Milestones: HR updated job postings which saw double the candidates applying than in past years. The Executive Director and deputy Director identified one state agency and one private sector nursing organization to partner with for recruitment for highly critical positions.

Succession Plan Template

Contingencies (if any):

Metric Target: Baseline = 3 positions identified as critical, Target = 3 positions with at least 1 identified potential candidate.

Metric Definition: Executive Director and Deputy Director will have agreement with identified partners.

Conclusion

OSBN is actively working to mitigate the inherent loss of institutional knowledge that comes with many anticipated retirements by developing its existing workforce. This includes using the Performance Accountability and Feedback (PAF) quarterly check-in program to discuss employee career goals. By equitably developing our workforce, OSBN is confident that our present and future recruitment needs will be adequately addressed. Additionally, we are encouraging our divisions to take steps to ensure that critical positions have cross-trained employees who can perform the work. In contrast, recruitment for the position is underway. This allows the work to continue and provides career development opportunities for the workforce. For cross-training to be effective, it must be offered to all employees interested in career progression. Through a DEI lens, we must ensure that all employees have equal opportunities to improve their skills.

Each year, we will evaluate the criticalness of each position and the succession plan. This approach will keep the focus on impending retirements. The average age of OSBN employees is 49, and 12 employees (about 20% of our workforce) will be eligible to retire in the next five years. As an agency, we will focus on building an external candidate pipeline and developing our current workforce to succeed in hard-to-fill positions. We will also continue to focus on DEIA and ensure we recruit and retain a diverse workforce.