

# 2019 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination  
*Innovative State Human Resource Management Program*

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

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## PROGRAM INFORMATION

Program Title: Succession Planning                      State: OR

Contact Person: Summer Warner

Contact's Title: Workforce Planning Strategist

Agency: Department of Administrative Services

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### ALL SUBMISSIONS MUST:

Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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## NOMINATOR INFORMATION

Nominator: Madilyn Zike      Title: State Chief Human Resources Officer

State: OR                      Agency: Department of Administrative Services

Telephone: 503-378-3020      Fax: Click or tap here to enter text.

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## DETAILS

1. Please provide a brief description of this program.

In 2017, the Oregon Secretary of State's office (SOS) completed an audit of the Oregon state government agencies' succession planning progress. In September 2017, SOS issued recommendations to the Department of Administrative Services (DAS) identifying the gaps, needs and tasks necessary to ensure agencies have access to the necessary succession planning tools, resources and templates.

By November 2017, CHRO had a succession planning team in place to draft tools and resources to help facilitate and partner with agencies' succession planning efforts. By March 2018, the team published a comprehensive website that includes the framework, tools, model plan, best practices and resources for implementing succession planning. The team also began statewide outreach to state agency and human resource directors. To date the team has facilitated over 25 agency specific presentations and presented at multiple public management conferences.

Learn more about Oregon's comprehensive structure and tools at the following website:  
<https://www.oregon.gov/das/HR/Pages/success-plan.aspx>

2. How long has this program been operational (month and year)?

The program has been operational for over one year, implementing March 2018.

3. Why was this program created? (What problem[s] or issues does it address?)

Over 500 different classifications – many designated as “critical” – encompass our workforce and provide continuity for the state's most crucial services. In order to maintain a skilled workforce and continue to provide these critical services, the state recognizes agencies must be responsible for creating, implementing and sustaining a viable succession plan. DAS's

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partnership with SOS audit team provided a springboard for those conversations and efforts to start.

Learn more about the SOS audit recommendations here:

<https://sos.oregon.gov/audits/Documents/2017-21.pdf>

#### 4. Why is this program a new and creative method?

With nearly 40,000 employees, many of whom are union represented by over 30 collective bargaining agreements (CBAs), it was crucial to align with hiring and development practices in those CBAs as well as state HR policies. By focusing development on workforce gaps, we are encouraging a stronger workforce from the ground up, helping hiring managers streamline recruitments and creating skilled employees to fill vacancies during the pendency of the recruitment. This is the opposite of many other succession planning models which focus on “C-Suite” positions and develop those preselected individuals for those positions. We are fostering an environment that allows supervisors to take a moment to view their team’s work as a whole as well as the individual contributors to ensure past accomplishments lead to future success.

DAS is uniquely positioned as the hub of state government, allowing us to provide consistent succession planning guidance, while also allowing agencies the flexibility to manage within their unique environments.

#### 5. What was the program’s startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

DAS is an assessment-model agency, so as part of executive branch agency budgets the statewide costs were absorbed by agency assessments. Staffing costs were absorbed into the CHRO’s current FTE. The succession planning team of two FTE are skilled in statewide program implementation, project management, training, facilitating, website creation and maintenance, so no additional costs were expended except for printing costs of any training materials needed for presentation. This printing cost is very minimal.

#### 6. What are the program’s operational costs?

In addition to the above, on-going expenses are limited to printing costs only.

#### 7. How is this program funded?

Program is funded through state agency assessments and current CHRO staffing budget.

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8. Did this program originate in your state?

9. Are you aware of similar programs in other states?

If yes, how does this program differ?

We conducted research and reached out to other states who offered input and tools to develop the Oregon program. Our program differs in the fact that it is customized to our workforce needs as recommended in the Oregon Secretary of States Audit to provide specific tools, framework and integration into our HRIS system, Workday.

10. How do you measure the success of this program?

Improved engagement and awareness

- Project team presented to over 25 state agency executive teams.
- Project team invited to be keynote speakers at two public management conferences.
- Project team invited to teach two public management classes at Willamette University.

Audit recommendations

- Received final audit approval from SOS
- Completed all recommended tasks ahead of schedule

Received national program recognition for innovation

- Featured in "Governing" magazine for program innovation
- Recognition of a public program from the National Association of Chief Administrators ([https://nasca.org/Portals/21/Documents/Job%20One-  
Reimagine%20Today%E2%80%99s%20State%20Government%20Workforce-  
Digital.pdf?ver=2019-03-24-193913-527](https://nasca.org/Portals/21/Documents/Job%20One-Reimagine%20Today%E2%80%99s%20State%20Government%20Workforce-Digital.pdf?ver=2019-03-24-193913-527))

Tracking agency progress

- Implemented a survey schedule to monitor agency progress developing their own succession plans.
- Communication plan in place to follow up with agencies.

11. How has the program grown and/or changed since its inception?

The website continues to develop as more tools come available either from agency subject matter experts or updates in best practices. The succession planning team continues to present and educate agencies and stakeholders on the importance of succession planning.

To date, four agencies have completed a succession plan and scheduled annual evaluations. Over 40 agencies are, at least, in the planning phase of succession planning. The next tracking survey will deploy in June and we hope to see both of those numbers increase.

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### WHERE WE'VE BEEN...

Prior to the Oregon Secretary of State's Audit findings, the Department of Administrative Services, Chief Human Resources Office (CHRO) saw the need to work on succession planning. Reports from the state personnel database indicated approximately one-third of the state's workforce would be eligible to retire in five years. Understanding eligibility is an indicator and not a guarantee, it was nevertheless a possibility. Several times research was conducted along with best practices outlined, and multiple times efforts were underway, only for the employees tasked with the project to move on and the project was pended.

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### WHERE WE'RE GOING...

In July 2018, the CHRO sent a survey to all agency directors to receive a baseline on succession planning efforts. The survey will continue to be sent out each year in order to continue monitoring the state's efforts and provide information for the succession planning team for future outreach to agencies.

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