



People Forward: Human Capital Trends and Innovations Oregon

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

Observations

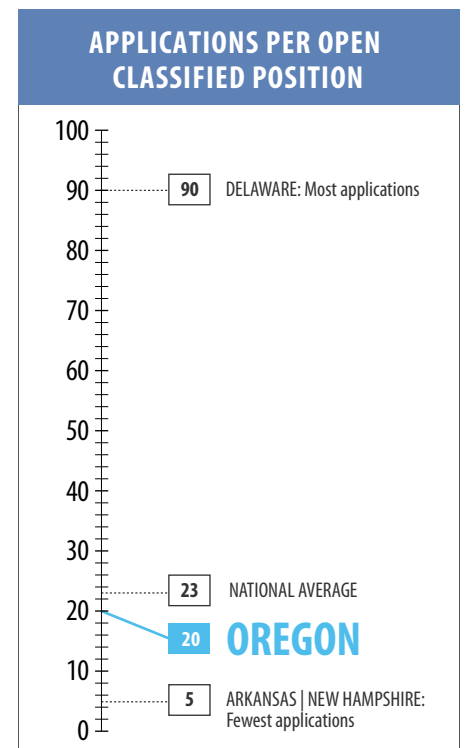
- The state does not actively engage in central workforce planning, although a Workforce Development Team has produced a supportive business case, and the state plans to provide a workforce planning guide to agency leaders. In 2006, only a handful of agencies produced workforce plans.
- The strategic plan for the Human Resource Services Division (HRSD) includes action steps that are tied to the strategic direction of the state, but the plan has no apparent link to the budgeting process.
- Oregon was unable to provide substantial data regarding the state workforce, with the exception of diversity information; however, a personal information data warehouse recently was implemented as part of their HR information technology system.

Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
NA	20	Voluntary	8.1%
		Involuntary	4.9%

Observations

- Oregon's hiring Web site provides basic job search features and good informational content about state employment, but it lacks the capacity to allow job seekers to submit online applications.
- The state offers a monthly workshop ("State Employment Application Tips") that provides prospective applicants with helpful information about applying for jobs, taking exams and interviewing.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	10.9%
Voluntary	5.9%
Involuntary	0.4%
Retired	4.5%
Layoff	0.1%

Total classified compensation (2007 dollars)	\$60,000
Fringe benefits as a percentage of salary, classified employees	20.8%
Percentage of health insurance premiums paid by employees	0.0%
Grievances per 1,000 classified employees	12

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	NA
Per manager	NA

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	3
Hours in senior leadership program	200
Percentage of employees with a career plan	NA

Observations

- Training efforts are decentralized in Oregon, and HRSD was unable to provide substantial statewide data. The state plans to implement a new learning management system that will allow for easier collection of training data and content delivery.
- Training programs offered centrally include management/supervisory, professional development, computer skills, risk management and project management.
- The state's competency-based senior leadership development program, Leadership Oregon, consists of monthly two-day sessions for one year, and the program encourages networking across agencies.

Criterion 5 Managing a state's workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
NA	Performance problems	45 days
	Behavior problems	45 days

Observations

- The state does not currently track performance appraisal data centrally.
- The combination of a very low rate of involuntary turnover among classified employees and a lengthy disciplinary procedure indicates that the state may have some difficulty terminating employees for cause.

The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.