

**DAS**

DEPARTMENT OF  
ADMINISTRATIVE  
SERVICES

2024-2027

**Workforce Development  
Operational Plan**

Date December 4, 2024

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# Executive Summary

The Department of Administrative Services (DAS) serves a vital role in the delivery of services to the people of Oregon. This is primarily accomplished through Oregon's many agencies, boards and commissions. This plan builds upon and aligns with the [DAS Strategic Plan](#) in support of the Workforce Development team as well as supporting the Oregon state government agencies we serve.

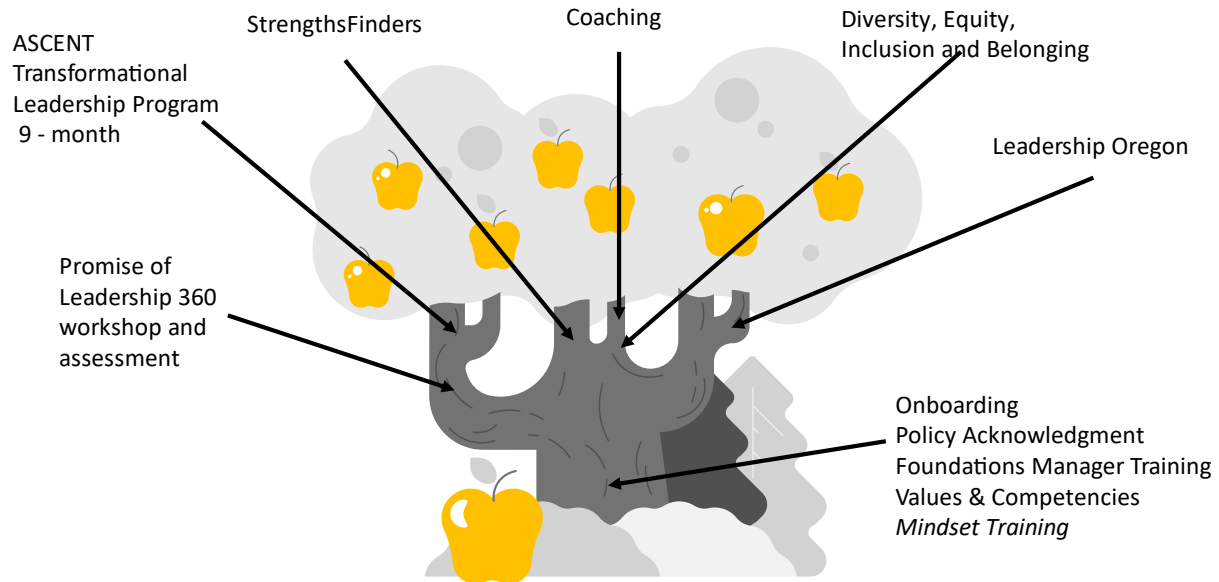
This plan is intended to be a guide to focus and measure progress of the Workforce Development team (WFD) work within the Chief Human Resource Office (CHRO) of DAS. This plan aligns and supports the [Governor's Agency Expectations](#) and the DAS Strategic Plan – **Appendix A**. The implementation action plan in support of this operational plan is being developed and will include resourcing, schedule and budget to support to aid in the completion of the key activities. Progress will be reported as part of the DAS quarterly reporting process.

## Workforce Development Team

Krista Campbell, Workforce Development Administrator  
Alyssa Scarlata, ASCENT Program Coordinator  
Cassandra Mance, ASCENT Program Lead  
Jana Pierce, Workforce Development Coordinator  
Jennifer Lassen, Workforce Development Consultant  
Katie Curtis, Workforce Planning Strategist  
Lisa Hylton, Performance Management Strategist  
Lucy Gardner, Leadership Oregon Program Manager  
Olivia Cox, Workforce Development Learning Support  
Paul Egbert, ASCENT Program Manager  
Tony Rosendahl, ASCENT Program Development Strategist

## Current Workforce Development Programs and Offerings

To support the DAS mission and state agencies, WFD partners with agencies to meet their workforce development needs and is currently comprised of the programs listed in the illustration below.



## Current State

The Workforce Development team is comprised of a diverse group of individual experts in the areas of training design and delivery, and leadership development. July 2023, the ASCENT program which was a successful stand-alone program supported by several sponsoring agencies, was brought back to the Department of Administrative Services to solidify the program's funding structure. January 2024, the existing CHRO individual contributors and the ASCENT program came together to form the new Workforce Development team. This combination of knowledge and expertise centralizes and coordinates resources and efforts with a unified approach to meeting existing and future enterprise needs.

## Strategic Planning Process

DAS WFD team worked collaboratively with leadership to establish its vision in alignment of the DAS plan. The WFD team held work sessions to develop operating principles and key operational objectives employing the "SMART" (Specific, Measurable, Achievable, Relevant and Time-Bound) method to create key goals, actions and measurements. Additionally, a SWOC (Strengths, Weaknesses, Opportunities and Constraints) was conducted with the team to better understand areas of strength and improvement. These results are summarized in **Appendix B**.

# DAS Mission, Vision and Values

## DAS Mission

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*“Lead state agencies through collaboration in service of Oregonians”*

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## DAS Vision

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*“To earn the highest level of trust and confidence by delivering quality services, effective policy and enterprise leadership”*

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## DAS Values

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**Accountability:** *We take responsibility for our actions, decisions and outcomes*

**Inclusion:** *We commit to creating a culture of belonging where we can bring our full, authentic selves, and work together toward equitable outcomes*

**Excellence:** *We do our absolute best in every situation*

**Integrity:** *We stay true to our word and always act ethically*

**Respect:** *We treat all individuals with dignity and honor their diversity through our actions and behaviors*

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# Workforce Development's Vision and Operating Principles

## Vision

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*"A trusted partner in the collaboration and development of a diverse public service workforce to attract, retain, and meet the needs of the current and future workforce"*

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## Operating Principles

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**Collaboration:** We work inclusively to develop and establish a shared vision to respond to enterprise-wide challenges and deliver innovative solutions.

**Growth:** We actively promote and engage in the development, learning and empowerment of a workforce that is increasingly self-aware, adaptable, authentic and performs more effectively.

**Fun, Trust, Whimsy:** We willingly extend flexibility to others, not take things personally, and trust in our ability to bring ease, reliability, strength and joy to the work we do every day. We share our genuine love and excitement of the work we do and include everyone in the playfulness and invite trust in each interaction.

**Communication:** We effectively share ideas, resources and information in person or through written materials. We are open to understand and accept other perspectives.

**Encouragement:** We provide support, confidence, and hope to others. Consistently assuming positive intent, seeing others as individuals. And choosing kindness and respect to guide our behaviors.

**Cohesiveness:** We seek unity as a team. Thinking and acting from a whole system perspective, acknowledging that we are interdependent, connected, closely aligned and attuned to a shared purpose and vision.

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# DAS Key Strategic Objectives and Priorities

DAS partnered closely with its constituents, partners and interested parties to develop the following key strategic objectives and priorities. The WFD operational plan is aligned with these, and our work is designed to support these as a team as we serve the agencies.

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1. **Customer Service:** *Availability, Accessibility, Responsiveness, Transparency*
  2. **Diversity, Equity, Inclusion & Belonging:** *Operationalizing DEIB, Professional Growth & development, Growing and Inclusive Culture, Data & Analysis*
  3. **Employee Success & Wellbeing:** *Engagement, Support, Development, Recognition*
  4. **Operational Excellence & Innovation:** *Maximize Resources, Accountability, Maximize the effective use of technology solutions*
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## WFD Key Operational Objectives

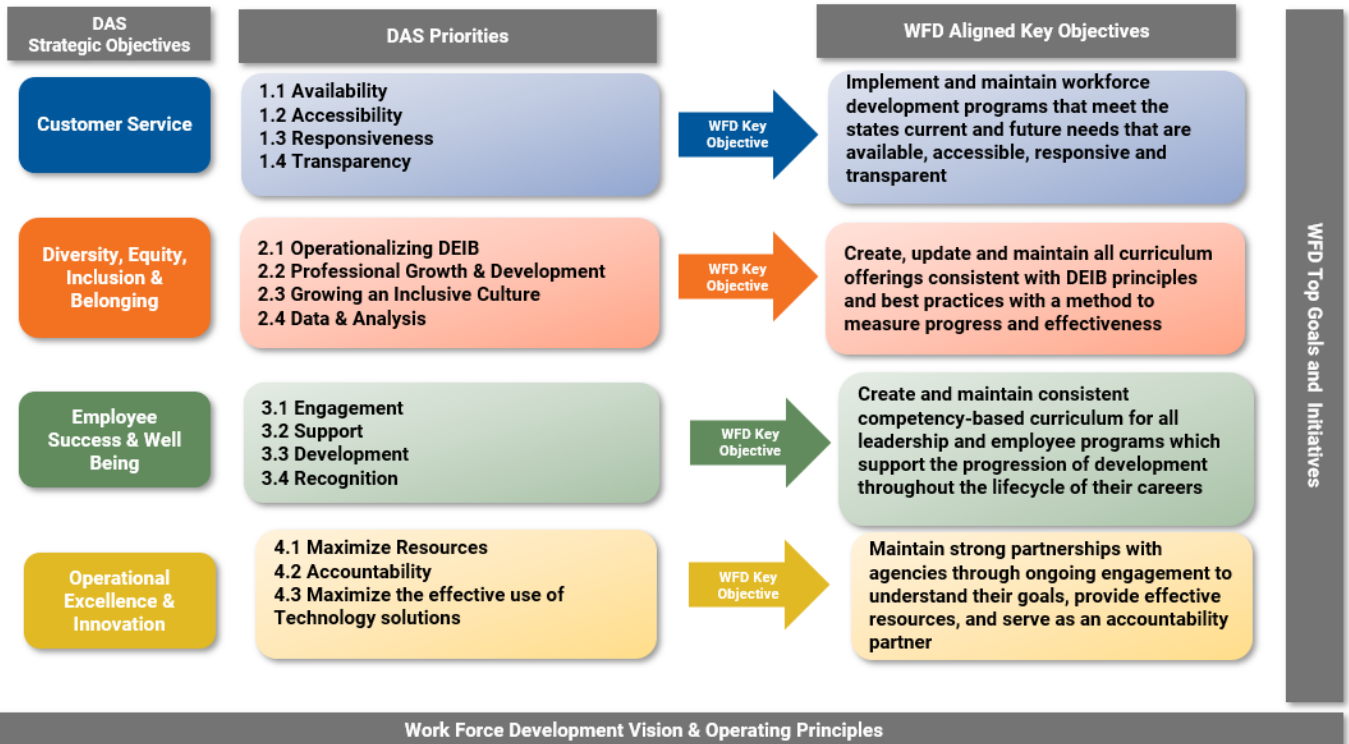
The key objectives drive the high-level goals, which lead to the following top goals and activities. Some work is already in progress and a detailed tactical plan is being developed to achieve these goals.

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1. **Customer Service:** *Implement and maintain workforce development programs that meet the state's current and future needs that are available, accessible, responsive and transparent.*
  2. **Diversity, Equity, Inclusion & Belonging:** *Create, update and maintain all curriculum offerings consistent with DEIB principles and best practices with a method to measure progress and effectiveness.*
  3. **Employee Success & Well Being:** *Create and maintain consistent competency-based curriculum for all leadership and employee programs which support the progression of development throughout the lifecycle of their careers.*
  4. **Operational Excellence & Innovation:** *Maintain strong partnerships with agencies through ongoing engagement to understand their goals, provide effective resources, and serve as an accountability partner.*
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# Alignment to DAS Strategic Plan

The following graphic shows the WFD’s vision, operating principles, key objectives and goals and how they align with DAS’ strategic objectives and priorities. These ultimately drive our work for this planning period, which will be measured to track performance. More detail on each objective follows.

## DAS WFD Operational Strategy Alignment





# Strategic Objective 1: Customer Service

Consistent Enterprise engagement to understand goals, provide effective resources, and serve as an accountability partner.

**Success Measure(s)** – these measures will be created as we work through the tactical plan process.

## High Level Goals

### **GOAL**

#### **1.1) Implement consistent approach for development and delivery of all offerings**

##### **Key Activities**

1.1.1) Develop a framework based on best practices and include ongoing cycles of review (2024-25)

1.1.2) Roll out framework, review and revamp (2025-27)

### **GOAL**

#### **1.2) Continually partner with agency leadership and other experts to understand and identify current and future workforce development needs**

##### **Key Activities**

1.2.1) Conduct listening session with all agencies to identify gaps begin drafting proposal for future offerings (2024/2025)

1.2.2) Present future training proposal to CHRO (2025-27)

### **GOAL**

#### **1.3) Create and deliver quality services to support the needs of the Enterprise**

##### **Key Activities**

1.3.1) Develop a current services catalog and make available to agencies (2024-25)

1.3.2) Refresh and update catalog to ensure enterprise needs are met (2025-27)

1.3.3) Measure and report on quality of services and needs being met (2025-27)

### **GOAL**

#### **1.4) Create processes to adhere to the DAS customer service goals**

##### **Key Activities**

1.4.1) Draft Service Level Agreements for all current programs to include DAS goals (2024-25)

1.4.2) Report on Service Level Agreement adherence (2025-27)

# Strategic Objective 2: Diversity, Equity, Inclusion and Belonging (DEIB)

Operationalize DEIB by creating, updating and maintaining all curriculum offerings consistent with DEIB principles and best practices including a method to measure progress and effectiveness.

**Success Measure(s)** – these measures will be created as we work through the tactical plan process.

## High Level Goals

### **GOAL**

**2.1) Expand WFD Team understanding of DEIB and develop a framework for consistent alignment in our curriculum and offerings.**

#### **Key Activities**

**2.1.1)** Access and identify gaps in existing training to meet current and future needs by 12/31/24 (2024-25)

**2.1.2)** Develop framework to include DEIB be used by 12/31/24 (2024-25)

**2.1.3)** Stay current on DEIB best practices through continuing education for WFD staff (2025-27)

### **GOAL**

**2.2) Plan and implement updates and enhancements to current and future offerings and curriculum aligned with our DEIB framework**

#### **Key Activities**

**2.2.1)** Create the Updating Project plan (Work breakdown structure, resources and schedule) by 1/30/25 (2024-25)

**2.2.2)** Complete implementation of updating project by December 2025 (2024-25)

**2.2.3)** Establish ongoing cycles of review and updates of offerings (2025-27)

# Strategic Objective 3: Employee Success & Well Being

Support the progression of development throughout the lifecycle of state employee's careers.

**Success Measure(s)** – these measures will be created as we work through the tactical plan process.

## High Level Goals

### **GOAL**

**3.1) WFD Team - Create a WFD culture that supports learning, sharing and creative thinking (2024-25)**

#### **Key Activities**

**3.1.1)** Determine areas of growth and learning for WFD Team (2024-25)

**3.1.2)** Identify opportunities to expand team knowledge and expertise in all areas of WFD (2024-25)

**3.1.3)** Continue to foster learning and looking for creative opportunities (2025-27)

### **GOAL**

**3.2) Enterprise Workforce - Develop and enhance offerings for all stages of employee development**

#### **Key Activities**

**3.2.1)** Based on listen sessions identify gaps in current offerings and develop plans to address and develop priority list by June 2025 (2025-27)

**3.2.2)** Develop and rollout training based on priorities (2025-27)

**3.2.3)** Establish ongoing cycle of review and update (2025-27)

### **GOAL**

**3.3) Leadership Workforce - Develop and enhance leadership programs for all stages of leadership development, building off each other and using common language across programs**

#### **Key Activities**

**3.3.1)** Based on listen sessions review and revise management offerings to meet current and future needs (2024-25)

**3.3.2)** Develop and rollout trainings (2025-27)

**3.3.3)** Establish ongoing cycle of review and update (2025-27)

## Strategic Objective 4: Operational Excellence and Innovation

Implement and maintain workforce development programs that meet the state's current and future needs which are always available, accessible, responsive and transparent.

**Success Measure(s)** – these measures will be created as we work through the tactical plan process.

### High Level Goals

#### **GOAL**

**4.1) Identify and operationalize plans to address recommendations in the current Secretary of State audit**

#### **Key Activities**

**4.1.1)** Develop a current statewide DAS strategic workforce plan (target 12/31/24) (2024-2025)

**4.1.2)** Create a required workforce plan, process, and training and resources for rollout to agencies (2025-27)

**4.1.2.1)** Implement a recurring integrated process to ensure ongoing cycles of workforce planning both statewide and within agencies (target 12/31/2025) (2024-2025)

**4.1.2.2)** Implement an oversight process to monitor agency workforce strategic planning process (target 12/31/2024) (2024-2025)

**4.1.2.3)** Implement a process to capture and incorporate workforce competency data in strategic workforce planning process (target 12/31/2025)

**4.1.6)** Monitor and support agencies in workforce planning (2025-27)

**4.1.7)** Create a SOS audit assessment schedule (2025-27)

**4.1.8)** Document current DAS CHRO workforce planning processes and identify steps to integrate that process with statewide budget and equity processes (target 12/31/2025) (2024-2025)

**GOAL**

**4.2) Operationalize data driven making and using data to improve our ROI**

**Key Activities**

**4.2.1)** Gather available data and determine informative data needs (2024-25)

**4.2.2)** Determine gaps in data for program assessment, improvement and reporting (2025-27)

# Appendix A: DAS Strategic Plan

[Oregon\\_Agency\\_Expectations\\_Governor\\_Letter.pdf](#)

[DAS-strategic-plan.pdf \(oregon.gov\)](#)

## Appendix B: Strengths, Weaknesses, Opportunities and Challenges Analysis (SWOC)

WFD team conducted a SWOC. This exercise was facilitated during a team work session intended to better understand the current state and where there were opportunities for improvement from the teams' perspective. The following are the results of this exercise. There is still work to be done to gather input from external agencies to help improve their perspective of our programs. This will be done as we engage with them on a regular basis and the SWOC will be updated as new input is received. A revised SWOC will be produced annually to gage progress.

### Current Strengths and Weaknesses

Identified on April 15 and June 10 , 2024

STRENGTHS (What we do well)	Weaknesses (what can we improve, what do others see as our weakness)
Adaptability	Time
Enterprise Support, appreciation and desire for more	Energy
Burning Platform – Everybody believes we need to do more and will pay for it	Capacity
Extensive Offerings to share with enterprise	Conflicting Priorities
360s available	New Team
Leadership Development	Being in HR Unit
Creative and Innovation	“They need it”
Established Programs	Website
Network Relationships	Obsolete Training
Communication (focus groups)	Lacking identity as a team
Huge amount of talent already on the team	Too many 1 - deep silos
Passion Purpose	Cost
Coaching	Agency needs assessment
Expertise Knowledge & Expertise of team members	-do agencies know what we offer
Deep Foundational program specific knowledge and expertise	- Access, where do they find what they need
Lots of talent	- Who is included in planning? (partnership)
	Loss of Enterprise Knowledge
	New Staff/Turnover/ Retirements
	Reliance on specific tools
	Consistency in definitions, terminology (no -Frankensteining)

# Current Opportunities and Challenges

Identified on April 15 and June 10, 2024

## OPPORTUNITIES (Changes or things we can leverage)

New collaboration  
Support struggling agencies  
Energy and engagement  
Support struggling agencies  
Succession paths  
Engage more with k -12 Higher Education and people external to the state (supporting pipeline of employee development and work once hired)  
Cross-functional program development  
Connections/partnership with agencies  
Learn from other agency training programs  
Co-hesion  
Innovating something magical for WFD and our customers/client experience  
Communication Training  
Broaden workforce development focus with eye toward DEIB Goals  
Inclusive Behaviors  
Support and Direction  
Increased Capacity  
Use more data and measurements to evaluate success  
Learning from each other  
Ability to integrate DEIB into existing programs  
Ability to expand programs to non -managers  
Artificial Intelligence

## CHALLENGES/CONSTRAINTS

(external factors that can affect opportunities, obstacles, competition, politics, perception)

How do we connect our actual work to the SOS audit?  
Meeting high demand/needs  
Pulled in many directions  
Training programs are often cut  
Perception of DAS (Elitist, snotty, forced)  
Agencies own programs and way to do things, willingness to partner with DAS

## Appendix C: Summary of Secretary of State Audit Recommendations

### [Secretary of State Audit](#)

#1-Develop a current statewide strategic workforce plan (target 12/31/24)

#2 – Implement a process to capture and incorporate workforce competency data in strategic workforce planning process (target 12/31/2025)

#3 – Implement a recurring integrated process to ensure ongoing cycles of workforce planning both statewide and within agencies (target 12/31/2025)

#4 – Implement an oversight process to monitor agency workforce strategic planning process (target 12/31/2024)

#5 – Document current DAS Chief Human Resource Office (CHRO) workforce planning processes and identify steps to integrate that process with statewide budget and equity processes (target 12/31/2024)