

Succession Plan

Oregon Advocacy Commissions Office
December 2023

(503) 462-4344

Terrence.saunders@oac.oregon.gov

<https://www.oregon.gov/OAC/Pages/index.aspx>

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Succession Plan

Assessment | Mission and Vision

Mission

The Oregon Advocacy Commissions (OACs), leaders of underrepresented communities in Oregon, share their expertise and knowledge to inform equity in state policy. The OACs research issues, educate the public, and provide advice to state policy and decision makers, including the Governor, legislators, and state agency leadership. The OACs are continually looking for ways to improve the lives and livelihoods of all Oregonians and encourage diverse leadership in state government.

About

The Oregon Advocacy Commissions Office's (OACO) chief responsibility is supporting the statutory charges of the 4 Commissions:

- [Oregon Commission on Asian and Pacific Islander Affairs](#) (OCAPIA);
- [Oregon Commission on Black Affairs](#) (OCBA);
- [Oregon Commission on Hispanic Affairs](#) (OCHA);
- And the [Oregon Commission for Women](#) (OCFW).

The Oregon Advocacy Commissions Office (OACO) was established to support the statutory work of four OACs:

- Oregon Commission on Asian & Pacific Islander Affairs (OCAPIA)
- Oregon Commission on Black Affairs (OCBA)
- Oregon Commission on Hispanic Affairs (OCHA)
- Oregon Commission for Women (OCFW)

Each Commission is comprised of nine Governor-appointed, Senate confirmed Commissioners and two legislators appointed by the Senate President and Speaker of the House.

Historically, this has included providing support for OACs (Oregon Advocacy Commissions) working within their 7 Strategic Priority areas (education, jobs & the economy, justice, safety & policing, housing & stable families, healthcare, civic engagement, and environmental justice) to identify problems and long-standing challenges to communities of color and women regarding Intersectionality, Rural Issues, plugging in to the Policy Arc, identifying Best Practice, and researching policy remedies.

Providing this support includes working collaboratively with OACs, the Governor's Office, legislators, and State partners; maintaining a liaison with and growing partnerships with constituent community groups and research partners in state government and Oregon universities; growing constituent representation in leadership positions in state government; recommending action to policy makers and the Governor on key issues facing their constituents, legislative tracking; developing and submitting testimony; and, representing OACs with policy makers and partners, as needed, to inform ongoing policy work and advance OACs' initiatives.



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The Oregon Advocacy Commissions Office was established by statute in 2005 to serve what had previously been 4 separately staffed Commissions focused on growing equity, leadership and success among Black, Asian/Pacific Islander and Hispanic Oregonians, and Women. This was done in order to more efficiently serve the Commissions during tight economic times and grow collaboration between the Commissions on their statutory missions improving the economic, social, legal, and political equity of their constituent populations. OACO was initiated in 2005 and staffed at the beginning of 2008 with an Administrator and Executive Assistant. In 2010, OACO moved its offices from Salem to Portland to allow ease of access to grow its reach the majority of Oregon population in several key areas: Growing future leaders with internships and leadership development for students of color and women; building expertise and resources affecting poverty, health, education, and justice; and partnering in policy research and projects focused on priority areas. In 2015, a permanent .5 position of a Policy Research Analyst was added to OACO staff, and in 2021 this position became full-time. A permanent full-time Public Affairs Specialist was also added.

During the 2022 Legislative Short Session, Oregon passed HB 4052, a two-pronged measure to tackle health inequities across the state. In conjunction with the Oregon Health Authority (OHA), which has begun a pilot program to administer grants in support of racial equity, HB 4052 allocated \$404,927 to OACO for the creation of an affinity group task force composed of leaders of communities of color, this task force conducts health policy research and provides OHA with recommendations for grant resource allocations. To this end, the agency onboarded three additional, limited-duration positions in 2022. Upon the passage of HB2925 in 2023, these three positions were extended to June 30, 2026. These positions include a health equity lead (OPA3), and two project facilitators (PAS1). This extension increased OACO's staffing to seven full-time positions.

The four Oregon Advocacy Commissions (OACs) that OACO supports consists of nine members of Oregon's communities who are appointed by the Governor and confirmed by the Senate, along with one State Representative and one State Senator appointed by the Speaker of the House and the President of the Senate, respectively. This composition results in a total of 11 voting Commissioners.

The Commissions are obligated to convene six times a year for a public meeting and annually for a joint meeting that includes all four Commissions. Each commission shares four common objectives for their constituents: to assist government and society in establishing economic, social, legal, and political equity for their respective communities and by extension for all Oregonians.



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Identification | Critical/Highly Critical Positions

OACO has seven positions and due to the limited number, all are critical to the operations of the agency and any vacancy would cause a significant impact. All seven positions require some specialized knowledge or skills.

Due to cross-training, current staff can temporarily fill a vacant position. However, this is only a short-term solution due to significant workloads. Some non-critical tasks could be suspended until a new employee is on board. In the event there is a vacancy in the Executive Director role, two chair from OCFW and OCAPIA can assist with critical functions such as approving bills for payment. This is an extremely limited role and is a temporary solution in the event of a vacancy.

Three of the positions are limited duration to lead HB 4052's work and their positions will end on June 30, 2026, upon completion of a final report to the Oregon Legislature.



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Highly Critical

1. Executive Director/Agency Head

- a. Permanent/FT
- b. Competencies of position
- c. Vacancy would cause a significant impact on the agency, specialized knowledge or skills require, low competitive compensation package, skillset in high demand. This position ensures the four commissions are receiving administrative support and approval of spending agency monies.

NOT A CRITICAL POSITION	<ul style="list-style-type: none"> Vacancy would cause limited impact Limited specialized knowledge or skills required Strong recruitment potential Competitive compensation package Limited direct promotional opportunities
CRITICAL POSITION	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. Executive Support Specialist

- a. Permanent/FT
- b. This position completed all administrative duties on behalf of OACO such as managing meeting logistics, prepared agendas, coordinates with the governor's office and commissioners, creates and develops key performance measures with direction from the executive director. Works with the administrator to review legislative issues of interest to the commissions and prepares weekly reports to the four commissions during legislative session.
- c. Skill set in demand, vacancy would cause a significant impact, specialized knowledge and skillset required, low competitive compensation package compared to work performed. Anticipate vacancy within the next 1 to 5 years.

3. Public Affairs Specialist 2 (Community Engagement Liaison)

- a. Permanent/FT
- b. The primary purpose of this position is to develop, in collaboration with the Advocacy Commissions and the Governor's Office, community-informed policy and partnerships to engage and center diverse community stakeholders and leaders across the state, to be an essential part of the data-informed public policy decision-making process. This position also coordinates public events with commissioners and is the liaison between OACO and each commission.
- c. This position is listed as critical as a vacancy would cause a significant impact in the work we do with our commissioners, specialized knowledge and skills are required. This position has significant existing relationships with commissioners and has established a level of trust in working with our four commissions.



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Critical

4. Operations & Policy Analyst 3 (Policy Research Advocacy)

- a. Permanent/FT
- b. The purpose of this position is to support the public policy research and advocacy needed by the Commissions at the direction of the Administrator.
- c. This position is identified as critical because a vacancy would cause an impact, a specialized skillset and knowledge is required, and skillset is in demand.

5. Operations & Policy Analyst 3 (Health Equity Team Lead)

- a. Limited Duration/FT
- b. The primary purpose of this limited duration position is to execute the mandates of HB 4052 (2022). The Operations and Policy Analyst 3 (OPA3) is the Health Equity Team Lead who is tasked with program management; policy research, analysis, and reporting; community engagement; and legislative coordination as it relates to the social determinants of health.
- c. This position is listed as critical as there will be a significant impact if this position is vacant.

6. Public Affairs Specialist 1(2)

- a. Limited Duration/FT
- b. OACO's Health Equity Team is responsible for analyzing the qualitative data collected from the affinity group task forces and other relevant community meetings and drafting a report of policy recommendations related to social determinants of health (education, health care, housing, etc.) for the Oregon State Legislature and other state agencies.
- c. This position is listed as critical as there is a legislatively required report as part of HB 4052 with final recommendations that are due in November 2024. These positions will be coordinating with OHA in building out recommendations from the affinity group task force. A vacancy in this role will cause an impact and specialized skills and knowledge are required.

Development | For Critical and Highly Critical Positions

Highly Critical

1. Executive Director

- a. In the event that there is a vacancy in the Executive Director position, the Oregon Advocacy Commissions can appoint an interim director to fill in this role.
- b. What are potential recruitment/retention challenges for this position and how do you plan to overcome them? This position will have challenges in recruitment for



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this position as it takes a specialized skillset and knowledge to support our four OACs and maintain the daily functions of being a state agency with limited staffing. Potential strategies that can be implemented depending on funding and transition planning for the current ED, are to backfill this position once notice is given and complete a statewide recruitment and potentially have overlap while the current ED transitions out of their role. This will assist in ensuring there is not a disruption in daily activities of OACO. A competitive compensation package will be needed to be successful in future recruitments for this position.

- c. What are the skill development challenges in relation to the existing and future workforce (i.e., current employees need to develop new skills, specialized skills/degree/license are required, etc.) and how do you plan to overcome them? Currently, employees would need to develop new skills and have more exposure to executive director duties and be more familiar with our state government process. For instance, across state government there needs to be an understanding of requirements from DAS and the governor's office, budgeting process, interfacing with the Oregon Legislature and interpersonal skills. There needs to be ongoing training and support around equity, coalition building and intersectionality of the four commissions OACO supports. Fundraising and grant writing are important components of the executive director position and having a network of potential donors. Formal training for succession planning and ability to create structures and agency policy as well as personnel management and conflict resolution.

2. Executive Support Specialist

- a. Development plan for competency development (how are you going to build the bench strength for this position). Currently the backup for this position is the executive director or in the event that there is a significant staffing shortage we can possibly coordinate with other small agency, boards or commissions for potential job rotation opportunities.
- b. Gaps: what are potential recruitment/retention challenges for this position? This position is significantly under classified and compensated and in order for someone to be in this role it takes a highly specialized skillset as they are to draft reports, manage our financial outlook for the biennium, fulfill all of our typical administrative duties as an agency.
- c. What are the skill development challenges in relation to the existing and future workforce (i.e., current employees need to develop new skills, specialized skills/degree/license are required, etc.) and how do you plan to overcome them? Skill development challenges may exist in the future for equity training, as well as performing all of the duties assigned to our executive support specialist which tends to have a highly specialized skillset but lacks compensation for the duties



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performed. OACO executive director will work with DAS HR to reclassify position to a better suited classification type.

Agency-wide plans for competency development

Because OAC is a small agency and all positions are considered highly critical or critical, the development plans to build bench strengths throughout the agency are the same for each position. Given the nature and unusual structure of our agency succession planning for some of the highly critical and critical positions is a challenge. Despite this challenge, OACO will continue to build core competencies in all staff for critical agency duties to fulfill our agency mission. Likewise, although we have a limited budget, the agency encourages ongoing training of existing employees to improve performance in their current positions, as well as develop new skills in higher-level positions, even though there is typically not many opportunities for promotion within the agency. OACO will implement the following for agency wide competency development:

1. Cross training – OACO will develop a plan to ensure employees are versed in each other's duties to provide fill-in coverage in the event of an unplanned vacancy. OACO also utilizes a staffing coverage method with other small agencies, boards and commissions if a staff member is out of the office for a prolonged period of time. OACO will coordinate with another agency for executive support needs in the event there is a vacancy.
2. Training Development – OACO will develop and refine their skills professionally by receiving training on a regular basis to meet our agencies needs.
3. Desk Manuals – OACO will work towards creating desk manuals that will assist potential new members to our agency in the event that there is a vacancy. This will assist with new staff onboarding as well as consistency in the agency in the event of turnover.
4. Job rotations – OACO director will create an interagency agreement with other small boards and commissions for job rotations in the event that there is a critical need for staff coverage (staff out of the office for an extended period of time or vacancy). The Executive Director will work with other agency directors and DAS HR to set up an agreement.

Evaluation | Competencies, Goals, and Recruitment Strategies



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OACO will review this succession plan annually as an agency to determine if development plans are working and where adjustments need to be made. The executive director will evaluate and adjust core competencies annually with staff. Employee goals will be evaluated quarterly to discuss employee interest and cross training opportunities.

