

# CHRO News

*Chief Human Resources Office Quarterly Newsletter*

## Military Leave Policy - Update

Policy writing can be an intimidating undertaking. The effect of what you put down on paper can make a difference to one or thousands of hard working individuals. We dig through the historical documents, research the laws, review feedback, bounce ideas off each other and try very hard to ensure equitable treatment within the constraints of the CHRO's authority.

One of the most important things a policy writer can receive is feedback. Sometimes we only hear the virtual equivalent of crickets, other times the virtual equivalent of migrating geese working as team to make sure they are headed in the right direction. Both send a powerful message; we are either heading in the right direction or not. Both are equally important to us.

When the [Military Leave](#) policy was sent out for review, we received multiple comments from state employees to whom this policy directly impacts. Their training is shifting from a consecutive block of time to smaller blocks spread out throughout the months. This is in response to service members' obligations to the jobs they normally report to day in and day out.

After receiving this feedback, it made sense to make a change to ensure the treatment of employees was more equitable. The change was made in the first section related to the military leave pay service members receive when they report for their annual active duty for training or active duty in lieu of training. In the prior policy employees could only receive pay for the workdays (normally 11 days) that fell in a consecutive 15-day period. Now employees will receive pay for all workdays that fall within a period not to exceed 15 days' pay in a federal training year (October 1 to September 30).

We also added in language to clarify the pay is not for service members attending weekend drill obligations. Hopefully that addition will alleviate the confusion sometimes associated with this policy. Other small changes were made, more housekeeping than substantive (format, update to CHRO, etc.).

We are always looking for ways to streamline the policies, make them user/reader friendly and applicable to the ever-changing workforce. Thanks to all of you who help us do our best to make that happen.



### Inside this issue

Military Leave Policy .....	1
Pay Equity Audit.....	2
Oregon Management Project .....	3
Class Study Update .....	3
Legislative Update.....	3
Cover Oregon (IGA).....	4
Bargaining Timelines.....	4
Employment First.....	5
ePayroll.....	6
Word Search .....	6

### Special points of interest

- Pay Equity Audit
- The Oregon Management Project
- Bargaining Timelines



## Pay Equity Audit - Phase I

In July of 2014, the Governor asked the Chief Human Resources Office to conduct a statewide study of the current compensation in the Executive Branch. The purpose of the study is to identify any pay gaps that exist between females and males to determine if salary or salary plus benefits is consistently different for comparable work. Based on the results of the study, CHRO was asked to develop recommendations to address, training and other resources to effectively close or eliminate any gaps.

CHRO contracted with Portland State University, Center for Public Service to conduct the statewide pay equity study. The study will identify possible pay gaps that exist at the agency level and statewide in the Executive

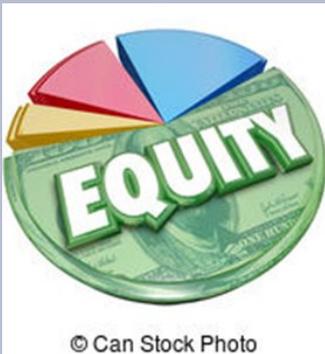
Branch. The scope includes developing a statistical regression model that provides an understanding of the pay structure and explains differences in pay among comparable employees. PSU will provide factors for consideration in the study to explain pay differences such as job title, time in job or grade, full-time or part-time status, location, service time, experience within the state, performance ratings, etc. The analysis breakdown should include overall pay, women vs. men; by classification; by agency; represented staff, union vs. union; management service; executive service; EEOC (race/ethnicity) – unrepresented populations; and generational differences. *(continued below...)*

*“Oregon can help lead the way as an employer committed to pay equity as another strategy for helping eliminate bias and discrimination.” Governor Kate Brown*

### What pay equity?

Degree to which the actual pay of an employee matches what he or she thinks they deserve. High pay equity means high employee satisfaction with his or her job, low pay equity increases the potential for absenteeism, grievances, strikes, and turnover. Also called pay satisfaction.

Reference: <http://www.businessdictionary.com/>



After completing the analysis, PSU will make recommendations regarding best practices for hiring, promotion, and they will deliver a framework and recommended procedures for evaluating gender pay equity that can be easily used and audited throughout the organization.

In order to ensure the contractor is meeting all the needs of the study, we gathered an Executive Branch project team. The team is comprised of eight subject matter experts that offer guidance, feedback and review results. The project team is meeting with PSU on a monthly basis.

Following is the **timeline** for the project:

After findings are complete, the Project Team members will schedule meetings with agencies to discuss results of reports based on agency totals and work together on any recommendations on how our processes could be enhanced.

The plan is to start a Phase II of the study in the 2015-17 biennium.

### Compensation

© Can Stock Photo

Meeting Date (Actual or Estimated)	Key Agenda Topics
February 2, 2015	Initial project team meeting with contractor, project work starts
February 23, 2015	Finalize project plan
March 18, 2015	Discuss initial findings, answer questions, identify areas for further analysis
April 16, 2015	Review findings, discuss key learnings from review and areas of particular
May 5, 2015	Review first draft, gain input on changes for final report
May 19, 2015	Review, discuss and modify revised draft of report, provide final edits
June 1, 2015	Final report due
June (1st, 2 weeks)	Presentation of pay equity report to key leaders

## Management Class & Comp Study: A work stream of the Oregon Management Project

In the January edition of CHRO News, we provided an overview of the classification and compensation portion of the Oregon Management Project (TOMP), CHRO Class and Comp staff, along with agency subject matter experts have drafted over 400 new state job classifications in 23 different occupational groups. As of this date, state agencies have completed over 1700 preliminary allocations to the new classifications.

Managers whose positions are amongst the first occupational groups are starting to receive “preliminary allocation notices” from their agencies. Other managers will receive these notices between now and August 2015.

What is a preliminary allocation notice? This document will advise how the agency has evaluated their position relative to the new classification structure. The agencies have chosen an appropriate occupational group, job family and level within a classification series (for example: “Manager of Budget & Fiscal Policy & Analysis 3”). The preliminary notice will also advise whether the position should be in the management or unclassified executive service. The notice will also

confirm the position’s status under the Fair Labor Standards Act (exempt or non-exempt from overtime provisions). If for any reason the classification your position is preliminarily allocated does not seem to be correct, contact your manager or your agency’s human resources office, as appropriate.

The preliminary allocation notice will not include information about the pay range associated with the new classifications. Those decisions will not be made until after the CHRO has completed a thorough market analysis. This information will be included in a final allocation notice to each manager. We expect final allocation notices to be delivered this fall.

For more information about the project, including the next steps and projected implementation timeframe, please see the [Enterprise Leadership Team](#) web page.

To see detailed information about the new classifications developed for managers, see the [CHRO Classification and Compensation](#) web page.

## Classified Service Class Study Update

Agency class study teams continue to collaborating with CHRO Classification Compensation Consultants to manage five separate projects to review or revise the current classification specifications for Geologist 1-3 (ODOT-AEE), Physical Electronic Security Technician 1-3 (multiple agencies and bargaining units), Juvenile Parole and Probation Officers and Assistants (OYA-AFSCME), Parks Office Coordinators (OPRD-SEIU), and they-Child Support Case Manager series (Department of Justice-SEIU).

The current classification series, Physical Electronic Security Technician 1-3, is being revised. The first level (C4037) will be a “stand-alone” classification and has been revised to be compliant with current Oregon Building Code language for qualifications and work allowed within code. The current Physical Electronic Security Technician 2 (C4038) and 3 levels (C4039) will be titled “Senior Electronic Security Technician 1 and 2” and will have new classification numbers.

Three new classifications are also in development, the Certified Medication Aide for the Department of Corrections and the State Acute Care Units (AFSCME and SEIU), a four-level Investment Analyst series for the State Treasurer (SEIU) and

the Emergency Vehicle Technician (OSP-OSPOA).

The Geologist 1-3, Juvenile Parole and Probation Officers and Assistants, Child Support Case Manager Series, Emergency Vehicle Technician, and Investment Analyst series are currently open for review and comment by agency employees and the appropriate bargaining units.

Once comments are received from employees and bargaining units, each class study team will review the comments and adopt the suggestions, as appropriate. When each study team completes the reviews and revisions of the classification specification, the “Final Draft” of the classification specification is adopted and ready to be presented to the Central Evaluation Team for a Hay Evaluation. The CET’s work is the first step in making decisions about any necessary salary range adjustments.

You can access more detailed information about each of the classification studies at [2014-2016 Classification Studies](#). Please visit the [Classification and Compensation](#) website for a full listing of classification specifications under review through 2016.

### Legislative Update

CHRO Policy Team is currently monitoring all statewide HR related bills in the 2015 legislative session. They have read all 2,751 bills created this session and 181 of those bills are continuing to be monitored for potential HR impact. These bills are split up between the Policy Team members - Bridget Otto, Susan DeJoode, Susan Hoeye, and Twyla Lawson. Each of the bills are assigned a priority from 1 to 5 (1 being the highest priority, 5 being the lowest).

Here are some legislative *hot topics* in HR:

- Criminal Records
- e-Verify
- Flexible Work Schedules
- Minimum Wage
- OFLA Changes
- Pay Equity
- Paid Sick Leave (Temps)
- Span of Control
- Veterans

If you have any questions pertaining to legislative bills or a need for policy advice, policy exceptions, or questions, please email our team mailbox at [CHRO.Policy@Oregon.gov](mailto:CHRO.Policy@Oregon.gov). A Policy Team member monitors the email box very closely every day, we use it to help us make sure you are being responded to promptly.

## Interagency Agreement Between Oregon Health Insurance Exchange (Cover Oregon) and DAS

With the impending abolishment of Cover Oregon (a public corporation) and the transfer of those duties to the Department of Consumer and Business Services, we have received questions from employees of Cover Oregon as well as state agencies asking if those employees have any rights to state agency vacancies.

Although the recent legislation states employees of Cover Oregon are not public employees for the purposes of ORS [236.605](#) to [236.640](#); based on an agreement between Cover Oregon and DAS, currently employed Cover Oregon employees have the following rights:

- 1) Ability to apply for Statewide transfer and promotion lists
- 2) Time worked at Cover Oregon counts as state service for Recognized Service Date purposes
- 3) Transfer of leave
- 4) Time counts for purposes of FMLA/OFLA

Cover Oregon does not have separate vacation, sick leave or personal business leave. Instead they have PTO that is paid upon termination. However, up to 80 hours of PTO may be transferred as vacation leave upon hire. Some current Cover Oregon employees were hired with prior state service and may have some sick leave on record that could be transferred. Agencies should contact [Jay Wayland](#) to verify current employment and if there is any paid leave to be transferred.

*Continued page 5...*



## Bargaining Timelines Made Easy

Negotiations for successor collective bargaining agreements between the state and organized labor are under way and the Labor Relations Unit negotiators are in full-on sprint mode.

### Background

Our collective bargaining agreements expire on June 30 of each odd-numbered year, so the LRU negotiates successor contracts to continue most provisions, but update some economic provisions, such as wages, insurance and often other non-economic provisions. The negotiations are authorized and subject to statutory provisions known collectively as PECBA—Public Employees Collective Bargaining Act. ([ORS 243.650](#) through [ORS 243.762](#))

### Bargaining Starts

Under PECBA bargaining starts when representatives of management and organized labor meet and exchange proposals, but it can also begin by mutual agreement between the parties. The parties then meet and sign an agreement to initiate negotiations, which typically occurs between December and March.

### 150 Days of Good Faith Bargaining

The PECBA statutes define a period of 150 calendar days of good faith negotiations as a reasonable period for bargaining. The parties may reach agreement on all issues raised at bargaining prior to the expiration of 150 days and thus complete bargaining, or may mutually agree to extend the period. It is very rare, but failure to meet and bargain in good faith for at least the 150 days can trigger a complaint with the Employment Relations Board, this could potentially result in the parties being required to extend bargaining by the demonstrated period in which good faith bargaining did not occur. In at least the last 22 years, that complaint has not been raised by either the state or organized labor.

### Mediation

After the 150 days has passed, either party may request the assistance of a mediator from the Employment Relations Board. Mediation starts on the day of the first mediation session, and must continue for at least 15 calendar days, unless the Mediator declares impasse earlier. It is not uncommon for mediation to continue longer than 15 days to assist the parties in making progress in resolving the pending issues. It can be difficult to schedule the services of a mediator, because only three mediators serve all public employers within Oregon. In most years the state goes to mediation, and mediation lasts longer than 15 days and can extend into June.

### May 15 Revenue Forecast

One of the key milestones in state bargaining is the May 15 revenue forecast. The legislature relies heavily on this forecast to reach budgetary funding conclusions. The parties to state collective bargaining also take careful note of this event. In the current environment, the triggering of the “Kicker” for personal income taxes could significantly affect the revenue forecast and; therefore, legislative funding decisions. The forecast tends to bring closure to many of the funding decisions that may be waiting for confirmation of revenue levels. It also brings finality to the amount of funds available to the negotiators.

### Mediation Does not Result in Settlement

If 15 days of mediation does not result in a settlement, then either party, management or organized labor, may declare impasse. If impasse is declared the parties have seven days to submit final offers and cost summaries to the mediator. These are then published through newspapers of general circulation or are otherwise made public.

*Continued page 5...*

## Bargaining Timelines Made Easy continued...

### Cooling Off Period

Upon publication of the final offers, negotiations enters a 30 day period known informally as the “cooling off” period. The mediator frequently continues to call meetings during this period in an effort to reach resolution and in most cases results in a tentative agreement.

### End Game

At the end of the cooling off period, if settlement has not been reached, the employer has the right to unilaterally implement its final offer. Organized labor also has the right to strike, provided they submit a ten day notice to the employer to do so and their contract has expired. However, strikes against the state are rare. The last one occurred in October 1999, and was resolved within a week.

### Summary

Given the statutory time lines for bargaining, it is reasonable to expect contract settlements to occur in mid to late July, at the latest. The state has an experienced and capable team of professional negotiators in LRU, and organized labor has capable and pragmatic negotiators representing their bargaining units, so we are looking forward to constructive talks over the next several months and win-win settlements that advance our mutual interests.

## The State as a Model Employer: Employment First Initiative

The Department of Human Services (DHS) approached CHRO to assist them with the State of Oregon becoming a model employer through the Employment First Initiative. The [Employment First Initiative](#) is a program that employs Oregonians with intellectual and developmental disabilities (I/DD).

DHS’ intent is to increase employment of qualified individuals with disabilities in the State of Oregon. Their objectives include:

- Make employment more accessible for Oregonians with disabilities;
- Make searching and applying for state jobs easier and faster; and
- Retain a workforce as diverse and versatile as the work and the people it serves.

The [Employment First Initiative](#) is an already established program that can assist the state with employing people with I/DD for long-term permanent positions. The purpose would be to create or “carve-out” work from already existing positions to meet the person’s disability (e.g., filing, shredding, mowing, etc.). Employment First assists with placements through Vocational Rehab (VR) for the first 6-months and for long-term care through DHS’ [Oregon Development Disability Services](#) (ODDS).

Currently CHRO is assisting DHS with meeting their objectives by removing barriers. Look for more information in the future regarding the program and how you assist the state with being a Model Employer.

### Interagency Agreement Cover Oregon continued...

Cover Oregon employees are not in the state Personnel Data Base. Agencies need to contact [Jay Wayland](#) to confirm current employment status as well as paid leave availability. The agreement applies only to current Cover Oregon employees.

If you have any questions regarding Cover Oregon employee rights, see statewide HR policy [50.080.01](#),

[Senate Bill 1](#) or the [Movement Into the Executive Branch spreadsheet](#) on the CHRO website.



*Promoting community for  
people with intellectual  
and developmental disa-  
bilities*

## ePayroll Separated Employees

Did you know only **active** state employees can access their paystubs on ePayroll? There may be times when a former employee needs proof of past income but they are **not** able to access them via ePayroll after they separate. To help address this, agencies should notify employees who are planning to separate, in advance of their separation, to print off their online paystubs before their last day of employment. If they do not do this, the alternative is to contact their former agency's payroll office to request copies of their paystubs.

## Word Search Words

Recognition  
Gather Feedback  
Baseline Reviews  
Analysis  
Awards  
Gift Cards  
Incentives  
Program Structure  
Benchmarking  
Best Practices  
Assessment  
Management Responsibility  
Target Audience  
Budgeting  
Goals  
Measure  
Ongoing Communication  
Revise  
Training  
Events  
Celebrations  
Design  
Implementation  
Identify Obstacles

## Rewards & Recognition Word Search

R S C J D Q E S Y X N O M A N K W B X M T O G Y  
C E U O I D E N T I F Y O B S T A C L E S A T O  
X S C W X Y P T E R T I Q T G X A M H B J I Z J  
B O R O H I E R Y R Q X M Q S S Z F Y I L M H H  
E C N U G L F N O Q H F I D O N U X L I B N W V  
S N X G E N N E H G F A R U O Z H X B D E M B O  
T H B T O G I W W H R A R I L R M I N K N Q W I  
P T J K I I Y T W E W A T B S S S Y C M C C R A  
R S S S J N N S I A Z A M W M N D A A E H Z S B  
A S E Q V H U G Z O T Y E S O S B J V A M B H T  
C D X S A E W C C N N I V P T D T F Y S A P G A  
T M U G G S R R E O V R S P E R T C O U R M O R  
I Z R K I V S M L E M E J E P B U G S R K W A G  
C F S B H F E E R N R M F V H P N C M E I F L E  
E Z G P M L T E S T E R U C V I E T T Y N F S T  
S Q D Z P E N C N S E V E N T E L S F U G V N A  
S R W M P I F E A H M S E E I X C C Y V R X D U  
J J I H L S M O T R I E G N J C D Q X G B E X D  
Y D B E R E T A U V D D N F T R A X T H L N E I  
K Z S D G H G J E Z U S E T O S B T B M T U N E  
V A N A Q O Z R D B K D D W V K Q M I U L B B N  
B D N U C M C V Z E C E L E B R A T I O N S A C  
A A H T R A I N I N G A N A L Y S I S B N P R E  
M D K B A F G K I N C E N T I V E S L H K E E P

**Thank you** for reading this edition of CHRO News.  
Look for the next edition in August 2015. If you have  
questions or suggestions for future articles please email  
us.