

# Ongoing Workforce Crises and Disruption Demand Strategic Workforce Planning

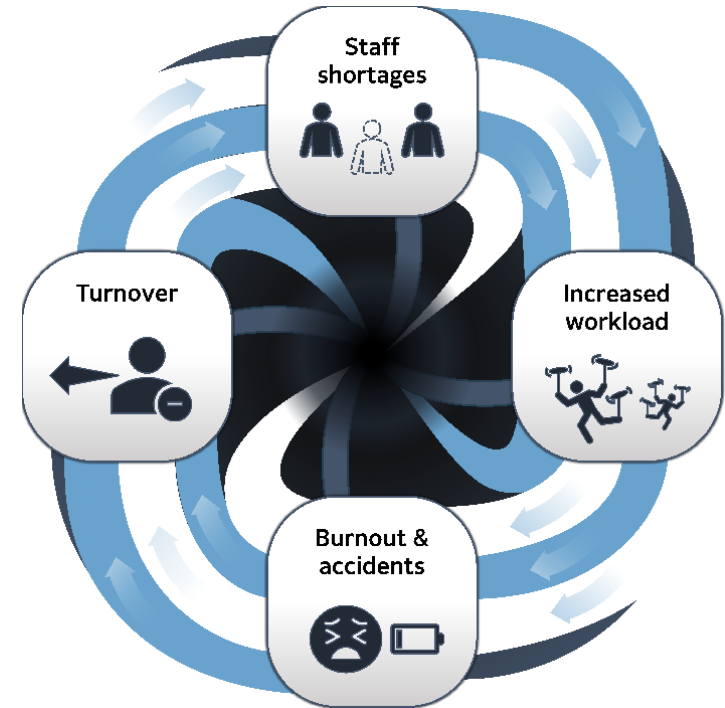
**Michael Kaplan**, Deputy Secretary of State

**Steve Bergmann**, Audits Director

**Ian Green**, Audit Manager

# Audit Background

- Over 45,000 employees
- Impact of COVID-19, remote work, and new technologies
- Staffing shortages, burnout, and turnover continue to persist



# Agency Workforce Needs are Pervasive

## 2012 DOC

**Secretary of State Audit Report**  
Kate Brown, Secretary of State  
Katie Brown, Secretary of State

**Department of Corrections: Managing Security Personnel Costs**

**Summary**

The mission of the Oregon Department of Corrections (DOC) is to promote public safety by holding offenders accountable for their actions and reduce the risk of future violence. Cost-effective security personnel are a critical component of the department's mission. The Department had approximately 1,400 security personnel as of October 1, 2011.

The objective of our audit was to determine if the department could reduce the number of security personnel while maintaining public safety. We reviewed the department's security personnel contracts, including the 2009-2011 contract, and the 2011-2013 contract. We also reviewed the department's security personnel contracts, including the 2009-2011 contract, and the 2011-2013 contract.

**Continuously shifting priorities**

The department's security personnel contracts are subject to change. The department's security personnel contracts are subject to change. The department's security personnel contracts are subject to change.

Report 2012-01

## 2014 ODHS

**Secretary of State Audit Report**  
Kate Brown, Secretary of State  
Kate Brown, Secretary of State

**Temporary Assistance for Needy Families: High Expectations, Strong Partnerships, and Better Data Could Help More Parents Find Work**

**Summary**

Oregon's Temporary Assistance for Needy Families (TANF) program assists eligible low-income parents in finding employment. The program is a critical component of the state's workforce development system.

Our audit found that the program's data collection and reporting systems are outdated and inefficient. This makes it difficult for the program to track its performance and identify areas for improvement.

Report 2014-01

## 2014 ODOT

**Secretary of State Audit Report**  
Kate Brown, Secretary of State  
Kate Brown, Secretary of State

**Oregon Department of Transportation: Better Workforce Planning Needed to Maintain Staff Expertise for Quality Construction**

**Summary**

The Oregon Department of Transportation (ODOT) has a substantial investment in infrastructure projects. Maintaining a high-quality workforce is essential for the success of these projects.

Our audit found that ODOT's workforce planning process is outdated and does not take into account the needs of the state's infrastructure projects. This could result in a loss of expertise and quality of construction.

Report 2014-02

## 2016 ODF

**Secretary of State Audit Report**  
Janet P. Adams, Secretary of State  
Janet P. Adams, Secretary of State

**Oregon Department of Forestry: Actions Needed to Address Staff on Workforce and Programs in Wildfires**

**Executive Summary**

This comprehensive review examines how the Oregon Department of Forestry (ODF) has addressed the challenges of wildfire management. The review focuses on workforce and program issues.

Our audit found that ODF's workforce and program management is outdated and does not take into account the needs of the state's wildfire management efforts. This could result in a loss of expertise and quality of wildfire management.

Report 2016-01

## 2018 WRD

**Secretary of State Audit Report**  
Janet P. Adams, Secretary of State  
Janet P. Adams, Secretary of State

**Oregon Water Resources Department: Enhancing Sustainability Efforts and Agency Planning Needed to Better Address Oregon's Water Supply Needs**

**Executive Summary**

Oregon is facing growing pressure and uncertainty related to its water supply. The Oregon Water Resources Department (WRD) plays a critical role in managing the state's water resources.

Our audit found that WRD's sustainability efforts and agency planning are outdated and do not take into account the needs of the state's water supply needs. This could result in a loss of expertise and quality of water supply management.

Report 2018-01

## 2018 DEQ

**State of Oregon**

**Department of Environmental Quality Should Improve the Air Quality Permitting Process to Reduce Its Backlog and Better Safeguard Oregon's Air**

**Secretary of State**  
Denise Richardson  
Denise Richardson, Director  
Kip Memmitt

Report 2018-02

## 2018 OEM

**State of Oregon**

**The State Must Do More to Prepare Oregon for a Catastrophic Disaster**

January 2018

**Secretary of State**  
Denise Richardson  
Denise Richardson, Director  
Kip Memmitt

Report 2018-03

## 2018 ODHS

**State of Oregon**

**Department of Human Services**

**Child Welfare System**

**Foster Care in Oregon: Chronic management failures and high caseloads jeopardize the safety of some of the state's most vulnerable children**

**Secretary of State**  
Denise Richardson  
Denise Richardson, Director  
Kip Memmitt

Report 2018-04

## 2018 PERS

**Secretary of State**

**Oregon Audits Division**

**Public Employees Retirement System**

**Severe Deficiencies in Disaster Recovery Program and Insufficient Information Technology Planning Pose Substantial Risks to Beneficiaries and the State**

October 2018  
Report 2018-05

**Secretary of State**  
Denise Richardson  
Denise Richardson, Director  
Kip Memmitt

## 2019 OHA

**Secretary of State**

**Oregon Audits Division**

**Department of Human Services**

**Integrated Eligibility Project Has Generally Followed Industry Standards to Help Ensure Data is Converted Completely and Accurately**

October 2019  
Report 2019-01

**Secretary of State**  
Denise Richardson  
Denise Richardson, Director  
Kip Memmitt

## 2021 DPSST

**Department of Public Safety Standards and Training**

**Additional Resources Needed to Strengthen Police Training and Accountability**

December 2021  
Report 2021-01

**Oregon SFS**  
**Oregon Audits Division**

## 2022 OSP

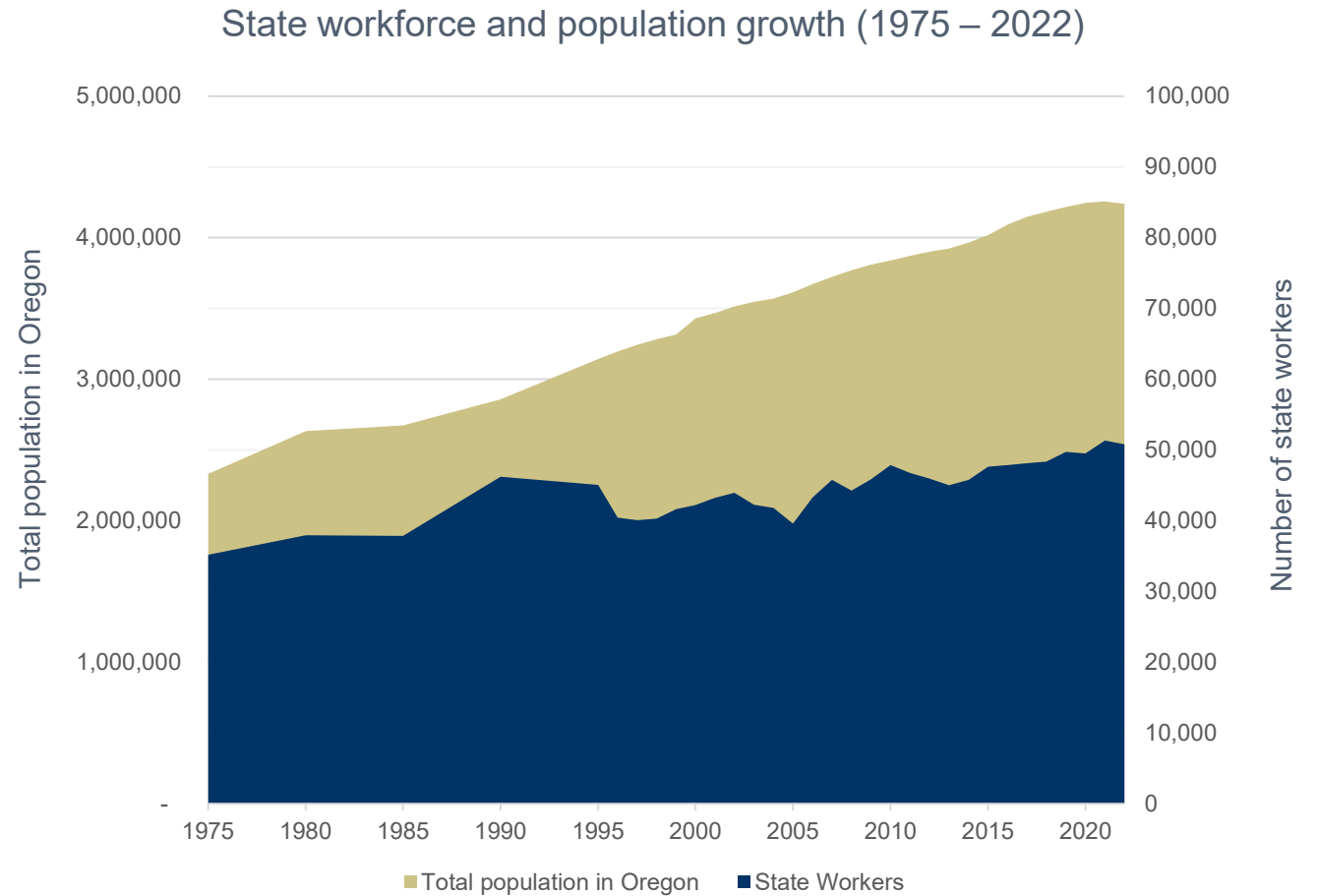
**Oregon State Police**

**Additional Data Analytics Could Better Determine Trooper Staffing Levels and Resource Needs**

January 2022  
Report 2022-01

**Oregon SFS**  
**Oregon Audits Division**

# State Workforce Growth



# Audit Findings & Recommendations

## What we found

Oregon does not have a statewide strategic workforce planning process.

## What we recommend

Develop a current statewide strategic workforce plan.

# Audit Findings & Recommendations

## What we found

Workday does not include meaningful employee competency data.

## What we recommend

Implement a process to capture workforce competency data in the workforce planning process.

# Audit Findings & Recommendations

## **What we found**

Budget, strategy, equity, and workforce processes are not integrated.

## **What we recommend**

Implement an integrated process to ensure ongoing cycles of workforce planning both statewide and within agencies.

# Audit Findings & Recommendations

## What we found

Oregon's statutory framework for personnel administration does not clearly articulate agency vs. statewide roles and responsibilities.

## What we recommend

The Legislature should evaluate and update ORS 184, ORS 240, and ORS 291 to clarify the role of DAS and state agencies in personnel management, position management, and in all forms of strategic, budget, workforce, and equity planning.



# Questions?

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