

Pay and Classification

Situation:

The method of paying employees is basically sound, but the services it is furnishing to the various state agencies are generally too little and too late.

Problems:

Service is slow; pay in some classifications is non-competitive; examinations are unwieldy and possibly not valid; there are too many classifications; classifications between agencies are not always equitable; the plan is not being kept up-to-date; flexibility to meet special situations is

lacking; jobs that should be classified are exempted from the plan in some agencies; and coordination and cooperation between the central department and the various agencies is lacking.

Objective:

To promptly furnish the various state agencies qualified applicants, and competitive and equitable rates of pay for all classified jobs in the state

Recommendations:

Institute a renovation of the State Classification Plan as soon as practical to meet the objective and solve the problems listed above. This can best be accomplished by putting a qualified person on the state payroll who will give positive and dynamic leadership and direction to this program. This person must have the authority to make the far-reaching decisions necessary to achieve the above objective.

The use of an outside consultant should be considered. This could possibly hasten the needed changes and remove much of the stigma (of hatchet man) from the new Administrator.

Promotions and Transfers

Situations:

Because of the absence of a state policy or procedure covering promotions and transfers between state agencies, the state is not utilizing its employee talents to the best advantage of the state, its agencies, or its employees. This is particularly true above the semi skilled level.

Problems:

Agency or departmental promotion lists essentially restrict the filling of jobs by promotion or transfer of employees within the agency itself. The agency head or personnel officer normally selects one of his own employees, or recruits outside of state service. Better talent that may exist in other agencies is rarely brought to light for consideration. Therefore, the agencies may not get the best talent available.

Likewise, talented employees tend to be stymied or blocked. Their opportunities appear to be limited to their own agency. This frustration tends to encourage ambitious employees to leave state service. The termination rate is high, a major

contributor to an excessively high turnover in the state.

Employees who wish to explore promotional or transfer opportunities in other agencies have no source for finding out what opportunities exist, unless they take the initiative and search themselves, agency by agency. This is frustrating and time consuming.

While employees may be motivated toward self-development, they only see opportunities within their own agency. The desire to better oneself is not encouraged to the extent that it should and could be.

Objective:

To fill all state jobs with the best qualified people available by increasing the opportunities for employees already in state service; to build

morale of capable, ambitious employees and to provide greater incentive to employees for self-development.

Recommendations:

(1) Establish and communicate a policy and procedure requiring all possibilities for promotion and transfer across agency lines above semi-skilled level be explored before recruiting outside.

(2) Establish procedures in the Personnel Division that will permit:

(a) Agency heads or personnel officers to quickly identify employees in state service who have specific qualifications and job preferences (skills inventory).

(b) State employees to find out conveniently what job openings are available at a given time and the required qualifications (job opening register).

(c) Agency heads or personnel officers to conveniently study the qualifications and job preferences of state employees being considered for job openings (employee profiles).



PERSONNEL TASK FORCE

Those attending the first meeting of the Personnel Task Force included, from left, Milo Harris Department of Finance; J. T. Brattain, Task Force chairman, executive secretary of the Pacific Northwest Personnel Management Association; Fred DeChant, personnel direc-

tor of Georgia-Pacific Corp.; William Zimmerman, Pacific Coast Association of Pulp and Paper Manufacturers Association; and Thomas C. Enright, OSEA executive secretary, substituting for OSEA staff member Everett Stiles, who could not attend. The other member not present is Harold Gowing, ESCO Corp.