

WORKPLACE PLANNING & STRATEGIES



HOW OREGON WORKS

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A SPECIAL SERIES ON OREGON'S WORKFORCE



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FROM OUR SPONSORS



For more than 110 years, Stoel Rives has worked side by side with our clients in Oregon's most important industries to meet the demands of an evolving business climate, including the challenges inherent in an ever-changing workforce. We learn our clients' businesses, understand their markets, add value to their efforts, and partner in their successes. Our team-based approach reflects our commitment to helping our clients meet today's challenges with an array of legal services — from formation and financing through protecting intellectual property assets, managing workforces, resolving disputes, marketing products, and facilitating strategic transactions that grow revenue and expand markets. We are honored to continue our support of the How Oregon Works series.

DAVID FILIPPI & PENNY SERRURIER

PORTLAND OFFICE CO-MANAGING PARTNERS
STOEL RIVES LLP



We are delighted to continue our partnership with the Portland Business Journal on the "How Oregon Works" series. The timing of its launch — at the start of a new year and the beginning of Oregon's legislative session — couldn't be better. Together, we'll assess planning and strategy as it relates to workforce needs, training and education, diversity and equity, skills gaps, and trends in the marketplace.

Community colleges play a significant role in these discussions. For example, the diversity of our students and our expertise with Career Technical Education (CTE) enables us to produce needed talent to meet industry skills gaps and diversify the workforce — if we have the funding necessary.

Oregon's 17 community colleges have submitted a state-funding proposal that if backed, will double the number of skilled graduates from CTE programs statewide. It also provides critical support services for nearly 18,000 more students, annually, who are the first in their families to attend college or are from underrepresented communities.

A recent economic impact study showed that for every dollar invested in a PCC education, society gained \$12.50 in added state revenue and social savings. That's a powerful ROI worthy of support so that Oregon's future remains bright.

MARK MITSUI

PRESIDENT
PORTLAND COMMUNITY COLLEGE



PSU has earned a reputation for educating career-ready graduates.

At Portland State we give students real-world experience working and volunteering with hundreds of community partners, from Intel to Nike. Students naturally become engaged in the region that has invested so much in them: More than 100,000 PSU alumni live and work in the Portland Metro area.

Our students can choose from one of our 14 pre-health tracks, our pioneering entrepreneurship programs, our culturally responsive College of Education, or our innovative Maseeh College of Engineering and Computer Science. They study in state-of-the-art facilities, benefit from expert advisers, and build leadership skills through student organizations.

I am particularly proud of our strong alliance with Oregon Health & Science University, including the joint OHSU-PSU School of Public Health. OHSU accepts more students from PSU than from any other university.

Through PSU CO-OP, which launched last fall, PSU will further show how a cooperative, experiential education model can serve the needs of students and regional employers and address affordability.

We are pleased to sponsor How Oregon Works and proud to educate a workforce that thinks critically, communicates clearly and adapts to new people, challenges and goals.

PROF. RAHMAT SHOURESHI

PRESIDENT
PORTLAND STATE UNIVERSITY



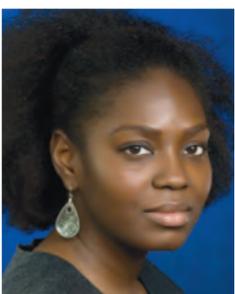
As a member of the Portland Metro Workforce Development Board and Chair of the Government Affairs Task Force, I understand the need to support programs, strategies and investments that close the skills gap and prepare Oregonians for livable wage jobs and career advancement. It's imperative that our State and region have the resources necessary to train our current and future workforce. To achieve this critical mission, the Board established the following legislative priorities:

1. Increase funding for accredited institutions and training programs that prepare Oregonians for livable wage jobs. Only two of the region's 10 most prevalent occupations (Registered Nurses and General/Operations Managers) pay wages sufficient to allow a single parent with two children to support their family without requiring public assistance.
2. Support funding for year-round internships and work-based learning for youth. With nearly 30,000 youth in our region neither in school nor working, it is essential that we reconnect these young people to post-secondary education and/or career track employment.
3. Restore consistent and equitable funding for workforce and education in our region. The highest concentration of poverty in Oregon is in the Portland Metro Area, yet we receive a disproportionately lower share of resources than other areas of the state.

Our region and Oregon's future depends on skilling up all people for living wage jobs and careers — today and tomorrow. Together, we can make this happen.

JANE LEO

DIRECTOR REALTOR® ADVOCACY
PORTLAND METROPOLITAN ASSOCIATION OF REALTORS®



Diversity, equity, and inclusion (DEI) are values that many people are discussing. But what do those values mean in the workplace?

Today's workplace is plagued by DEI conflicts that leaders avoid addressing. There are generational conflicts between baby boomers and Generation Zers. There are conflicts between working parents and employees with no children. There's the introvert who's oftentimes at odds with the extravert. And there are the intersections of all these identities and more.

There is so much more than "business" happening inside businesses and organizations, and we executives rarely take the time to explore what our workforces' lived experiences are inside the workplace beyond risk mitigation efforts.

As workplace culture continues to evolve the question becomes, whose responsibility is it to change: the workforce or the workplace?

My response is "both!"

In a nutshell, we have work to do to enhance our work environments. At the City of Portland, we are making gains at addressing the challenges and opportunities that exist within our workforce.

SERILDA SUMMERS-McGEE

CHIEF HUMAN RESOURCES OFFICER
CITY OF PORTLAND, BUREAU OF HUMAN RESOURCES





JIM FEDIO

DIRECTOR OF PROFESSIONAL DEVELOPMENT, FUEL MEDICAL, VANCOUVER, WASH.

What are the benefits of a skills assessment? The assessment will help you recognize potential gaps in your training and identify areas to make improvements in the training or on-boarding process. It will also help determine areas the employee may need specific skill reinforcement through

coaching or mentoring and provide you with the opportunity to redirect behavior before it becomes a bad habit. Finally, it can help uncover costly mistakes that may not otherwise reveal themselves

So where do you start? Make sure you have a clearly defined position description and well defined performance objectives. This should be reviewed with the employee as a means to establish and communicate performance expectations. Employees will want to know what is expected of them and how their performance will be measured. The easiest and simplest way to assess strengths and weaknesses is to ask the employee how confident they feel in meeting expectations and if they have the tools and resources necessary to do so. You can also ask them to self-identify their knowledge gaps.

Do learning management systems work? A learning management system is a great way to allow the employee to gain knowledge at their own pace, track progress and can provide immediate feedback on their comprehension. It takes some time to set up the LMS and to find a person who is good at designing eLearning to manage it.

How can employers use data to determine needed areas of workforce training? Establishing and monitoring relevant key performance indicators is a very effective way to provide objective feedback on how performance may be improving, declining or exceeding expectations. It is also a great way to incent better performance by establishing benchmarks and setting goals. The challenge is to make sure you incent the right behavior.



KORY KIMBALL

GENERAL MANAGER, SLALOM CONSULTING, PORTLAND

What are the first signs that a company may need a better workforce training program? First, when your company increasingly relies on new talent acquisition, rather than growing its existing talent, it's a clear sign that there's a growing skills gap. Second, an increasing turnover of desirable employees or decreasing customer

satisfaction can also highlight the need for a program that not only trains but develops and inspires your employees.

How do you ascertain strengths and weaknesses of a given group of workers? Assessing "strengths and weaknesses" needs to be considered relative to what's required to support your company's business strategy. There are many tools available to do such assessments (such as external benchmarks, human capital management frameworks, and customer or peer interviews). Those tools will reveal common development themes, and can uncover misalignments between what your business needs and what existing employees offer.

How do you plan for the skills workers will need 10 years from now? There's always something we can't plan for, and that's taught me a valuable lesson. In this talent planning journey, it is most important for leaders to assemble a cross-functional team of experts and leaders who continue to ask the right questions and understand your strategic vision to help you define the key skills needed. While data and AI offer amazing opportunities to streamline talent planning and acquisition, it is more important to build the environment that encourages growth, inspires your workforce to learn and lean in, and supports innovation.

SPONSORED CONTENT:

Ten Things Oregon Employers Should Do Regarding Pay Equity

Oregon's new Equal Pay Act and "Pay Equity Analyses" are all the rage in Oregon right now. The majority of the Act's new requirements went into effect January 1, 2019. Below are things your company should do to make sure you are in compliance with the law.

1. If you haven't already removed past compensation questions from your job applications, do so now. The Act makes it unlawful to ask job applicants (or their prior employers) about their current or past compensation until after a conditional job offer that includes the amount of compensation is made.

2. Train your hiring managers not to ask applicants about current or past compensation. The Act requires employers to pay people based on the job they are (or will be) performing, not what they were paid by a previous employer.

3. Rethink salary negotiations – in Oregon, those might be a thing of the past (!). The Act requires employers to pay employees who are doing comparable work the same, unless there is "bona fide factor" to explain the difference such as a seniority system, a merit system, training or experience, or another factor expressly listed in the law.

4. Be careful with sign-on bonuses. All types



Karen O'Connor, Stoel Rives LLP



Caroline Livett, Stoel Rives LLP

of compensation, including bonuses and benefits, are considered in determining whether there is a pay disparity.

5. Take a look at your job descriptions and what jobs are "comparable." The Act distinguishes among employees depending on whether they are doing work of "comparable character," which means work that requires "substantially similar knowledge, skill, effort, responsibility and working conditions."

6. Make sure you are offering the same benefits to employees who do work of comparable character. Again, all types of compensation, including benefits, are taken into account when determining

whether there is an unlawful pay disparity.

7. Don't reduce anyone's compensation to comply with the law. The Act specifically prohibits employers from reducing an employee's

compensation to comply with the law. If you are going to make any changes, you need to increase compensation.

8. Post the new BOLI notice. Like most Oregon laws, the Equal Pay Act requires employers to post a notice advising employees of their rights under the law in an area where all employees can easily see it. BOLI's Equal Pay notice and 2019 Composite Posters are both available on the BOLI website at www.oregon.gov/boli.

9. Consider hiring a third party to conduct a "pay equity analysis." A lot of third-party vendors are selling "pay equity analysis" services. Whether hiring a third party to review your pay practices makes sense depends on the size of your company, your pay practices, and how many different types of employees you have.

10. Read an expanded version of this article on the Stoel Rives World of Employment blog. Subscribe to the blog at www.stoelrivesworldofemployment.com to receive legal updates affecting your workforce.

We have been working with Oregon employers since the law's inception in 2017, and can provide you with practical compliance strategies and discuss best practices.

LAWYERS WHO KNOW OREGON CLIENTS WHO KNOW SUCCESS

Stoel Rives' multi-disciplinary legal team offers our clients deep industry knowledge, innovative strategies, and a strong commitment to helping them thrive in today's complex legal and business environment.



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