

1 **NEW ARTICLE – WORK ENVIRONMENTS**

2 **In keeping with the spirit and intent of ORS 240.850 (Policy on Work**  
3 **Environments), agencies will develop and implement a high performance work**  
4 **model which will recognize the frontline employees' experience and value in the**  
5 **everyday decision-making associated with their job duties, as well as the**  
6 **significance of the employees' participation in the short range and long range**  
7 **planning of programs.**

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9 **The Agency will seek employee participation in processes and practices that**  
10 **create more efficient operations and cost savings, as well as those that**  
11 **contribute to the improvement and prompt delivery of quality services.**

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13 **A high performance model will include, but not be limited to, the following**  
14 **elements:**

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16 **(a) acknowledgment of the employee as a fundamental stakeholder in the**  
17 **operations and goals of the Agency;**

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19 **(b) team management principles for daily and long-term operations;**

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21 **(c) involvement in tactical and strategic planning;**

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23 **(d) self-direction in the pursuit of work duties;**

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25 **(e) flexibility in work schedules, practices and alignment of duties to achieve**  
26 **greater efficiency;**

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28 **(f) training on an individual and group basis that will foster a high performance**  
29 **culture; and**

1 (g) opportunity for advancement and/or increased responsibility.

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3 The Agency will track the development and accomplishments of high  
4 performance goals and initiatives, and issue a written report once a year to SEIU  
5 on the status of its high performance work model.

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