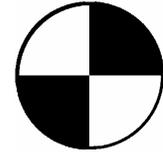




Transportation Operations DIRECTIVE



	NUMBER PER-11-01	SUPERSEDES
	EFFECTIVE DATE 01/01/03	
	REFERENCE	
SUBJECT Highway Division Position Management	APPROVED SIGNATURE	

PURPOSE:

To accomplish the Agency’s mission through the efficient use of permanently funded full-time equivalent staff in the Planning, Project Delivery, and Maintenance/Operations Business Lines.

GUIDELINES:

Appointing Authorities, in accordance with DAS Administrative Rules and Business Line guidance will manage legislatively adopted position authority in the Highway Division. Through their management they will ensure that the outcomes achieve the Highway Business Plan for delivery of products and services.

DEFINITIONS:

Biennial FTE Resource Allocation – the total number of full-time equivalent (FTE) positions assigned to an appointing authority to carry out the Highway Division priorities.

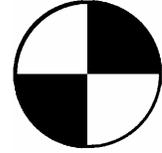
Biennial Budget Process – Defined steps to develop a two-year budget that results in an Agency Request Budget (ARB), submitted to the Governor which represents the policies and Business Plan outcomes of the agency. The Governor’s recommendation (Governor’s Recommended Budget (GRB)) is then submitted to the Legislature for their approval. This becomes the Legislatively Adopted Budget (LAB).

Business Line – A combination of functional areas within the Highway and Transportation Development Divisions, which produce a specific set of products and services. The current organizational business lines are as follows: Planning, Project Delivery, and Maintenance & Operations.

Business Line Team – A statewide group of key managers and leaders within a business line responsible for continuous process improvement efforts, alignment of available resources to current and future program needs, and use of the Issues Management Process within their respective business lines. The current organizational business line teams are as follows: the Planning Leadership Team, the Project Delivery Leadership Team, and the Maintenance Leadership Team.



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Business Plan – The Business Plan outlines the future for the Highway Division and Transportation Development Division. It provides further detail as to how the divisions will fulfill the department mission and goals contained in the ODOT Strategic Direction. The Business Plan consists of three components: financial and budget projections, change initiatives, and critical investments.

Change Initiatives are intended to cover major initiatives that will help move the Divisions toward the goals described in the Strategic Direction. They should have broad impact on the agency's mission.

Critical Investments Was previously defined by the Business Plan Process Description Document as "Service Levels." A critical investment is a major area of business conducted by the Divisions. Critical investments identify what will be the most significant accomplishments for the Divisions.

Maintenance Study – a classification review by human resources of a classification series or a group of similar classifications to ensure that classification concepts and titles are appropriate for the occupational groups studied, and positions are appropriately allocated to classifications. Maintenance reviews also ensure comparability and consistency within and among classifications.

Position Marking – the process of identifying, by percentage, types of work performed by a specific position. This information is loaded into the Position Inventory Control System (PICS).

Reallocation Process – specific steps taken to assess the allocation of current resources (FTE) in relation to the future work program to determine the most efficient use of available resources (FTE) within or between the business line.

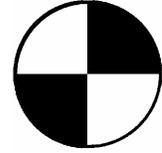
Request for Resources – a formal document issued by a business line to a giving appointing authority as part of a resource reallocation strategy; based on the IMT approved resource model or methodology; identifies specific classification needs, permanent financing target, and timeline for fulfillment of request.

Resource Utilization Plan – a formal document requested by a business line from the gaining appointing authority, based on the IMT approved resource model or methodology; identifies specific classification needs and optimum timeline for use of additional resources.

Resource Model or Methodology – a specific set of assumptions and business rules approved by IMT, which guide the business lines in the determination of resource (FTE) needs required to deliver their respective programs and services.



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Mandated Indirect List – a specific list of indirect products and services required by statute or administrative rule and approved by IMT, which guide the business lines and appointing authorities in position management decision-making.

Administrative Critical Services List – a specific list of critical administrative services approved by IMT, which are required to support Highway Division operations.

ROLES:

Position Management occurs at four levels:

Role of the Division **Issues Management Team (IMT)**:

1. Establishes and manages Division Position Management policy, strategy and procedures.
2. Identifies the resources necessary to accomplish the Business Plan, including change initiatives, critical investments, and service levels. Coordinates among business lines to ensure resources are made available through reallocation of existing resources, if necessary, or allocation of new positions. Approve business line recommendations that support Policy Option Packages in support of delivery needs.
3. Approves the definitions and assumptions used to implement position allocation and reallocation within the Highway Division, to include:
 - Business Line resource models and methodologies for respective Business Lines
 - Mandated Indirect List from Regions, Technical Services, and Specialty offices;
 - Administrative Critical Services List.

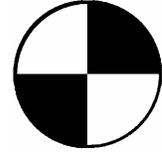
Role of the **Business Line Teams** (Planning, Project Delivery, and Maintenance):

1. Develop position management policy for the business line, assess FTE needs statewide and determine optimal allocation to deliver the program.
2. Identify, review and forward recommendations to IMT regarding classification issues.
3. In conjunction with affected appointing authorities, ensures implementation of FTE reallocation plan.

Role of **Appointing Authorities** in the **Regions, Technical Services, and Specialty Offices**:



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1. Implement Business Plan and business line policy/guidance.
2. Maintain current information on all assigned FTE positions (i.e. specific position numbers and classifications dedicated to each business line), including position marking. See Attachment D (Highway Division Work Types).
3. Manage assigned FTE within policies and procedures.
4. Involve affected Business Line Teams when abolishment, reclassification, or creation of positions occurs across Business Lines.

Role of **Highway Finance Office**:

1. Provide support to the IMT and business line teams for the purposes of position management, including logging, processing, and reporting documentation.
2. Provide audit function to IMT and business lines regarding position management actions, monitor the execution of position authority, and provide a report on adherence to policy to IMT every six months, sorted by Region / Technical Services, and Business Lines.