



Enterprise Leadership Team Project Charter

Title	The Oregon Management Project
Sponsors	Katy Coba, ODA Director, Enterprise Leadership Team Madilyn Zike, Chief Human Resource Office, DAS
Project Manager & Leads	Project Manager: Jeannine Beatrice, Office of the COO, DAS
Problem Statement	<p>In 2010, Oregon developed an ambitious 10-year plan with goals at improving the economic, social and environmental health of the state. The plan calls for higher expectations for performance from a leaner management core. This transformation requires dynamic leadership at all levels. The State of Oregon needs agency directors that exercise transformational leadership, with the vision and skills not only to provide the services Oregonians demand, but also the ability to make fundamental structural changes to improve efficiency and obtain better results. In turn, each state agency director requires a robust leadership team to carry out the challenges ahead.</p> <p>The state's current workforce philosophy and system must be updated to support the leadership and skills necessary to navigate a competitive environment with scarce resources to meet the future challenges Oregon will face. With a management classification and compensation system that has not been reviewed in over 25 years, and a significant number of seasoned employees near retirement eligibility, the state must focus on effective human resource solutions to keep pace and support best-practices in human resource strategies.</p> <p>The state faces significant hurdles to retaining, training, and recruiting public leadership professionals. Some of the hurdles identified include:</p> <ul style="list-style-type: none">• Our recruitment system is rigid and based on process instead of strategic outreach, targeting, and collection of talent.• Our compensation system is based on longevity, instead of a performance evaluation methodology that is consistent across the enterprise.• The compensation system is inflexible resulting in some supervisors being compensated the same as or less than staff they supervise.• Our position classifications and possibly compensation methodology are not properly aligned with market.• Our inflexible classification system results in positions being placed into a classification based upon compensation needs, instead of job content.• The state lacks an enterprise-wide formalized means of succession planning.• As a single employer, the state has not identified the values and characteristics it seeks in its leaders in order to incent and train properly.• The political and media climate has fostered an increasing negative perception of state government contributing to difficulties in retaining and recruiting talented leaders.



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Additionally, the state's current human resource philosophies on operating as a single employer or maintaining a system of managing performance, including an appeal process for non-executive service managers is not resolved.

Project Purpose

The purpose of this effort is to redesign/reconfigure our workforce systems (compensation, classification, performance management) to support the right people in the right job at the right time.

Scope

Redesigning and reconfiguring the workforce systems to perform better, even if initially solely focused on management service employees, will eventually benefit all employees of all agencies, boards and commissions. However, The Oregon Management Project must initially focus on management positions. Towards that end, the scope of this project includes:

Systems, procedures and policies:

- Classification System
- Compensation (structure, system, strategy)
- Systems for Managing Performance
- Workforce Development, Training, and Leadership Development
- Recruitment
- Retention

The scope of this project does not include:

- Information Technology Systems such as HRIS and NeoGov
 - Collective bargaining activities
 - Any business processes that involve payroll, PERS, retirement or insurance (dental, health, life) benefits
 - Reducing workforce size/numbers/positions
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Project Approach & Duration

The project approach involves identifying the necessary teams to support the project and implement the work.

Specified subject matter teams focus on key topic areas including:

- Classification and Compensation;
- Retention and Recruitment; and
- Systems for Managing Performance

On-going teams focus on supporting the project and supporting redesign/reconfiguration including:

- Communications and political strategy;
 - Technology to support the project;
 - Finance; and
 - Employee Engagement and Labor Strategy
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Expected Outcomes include:

Expected Outcomes

- A flexible recruitment system that deploys strategic outreach, and targeting and collection of talent.
- A compensation system based on a performance evaluation methodology that is consistent across the enterprise.
- Flexible compensation system in which supervisors are compensated for what they are accountable for, which includes the quality of the work from those they supervise.
- A timely, fair, and reasonable system for managing performance
- Positions that are aligned with market.
- A classification system which allocates positions based upon job content, not compensation needs.
- An enterprise-wide approach to succession planning.
- A workforce development strategy informed by the values and characteristics the state desires in its managers.
- Effective communications strategy with media and legislative bodies, with the goal of increasing a positive perception of working in state government.

Customer Impact

Customers include state employees, managers and their supervisors as recipients of the changes implemented to state HR systems, policies and processes. Specific teams are assigned to communicate with customers throughout the project.

Key Stakeholders

Key stakeholders are all employees in state service, Labor, legislators, and the Governor's Office.

Engagement Planning

The Steering Team will be assigned to engage with state legislators and the Governor's Office to involve and inform them. The project includes a team of individuals focused on supporting engagement plans for Labor and state employees.

Funding & Resources

As a project sponsored by the Enterprise Leadership Team, this project will be resourced through outreach with the enterprise of state agencies. Funding will also be needed to implement policy changes as a result of the project.

Major Project Risks

The political and media climate have fostered an increasingly negative perception of state government. It is also undeniable that the political climate for creating employment incentives for the workforce is a challenge.

Lessons learned from previous projects indicate the need to engage state employees as contributors to the project outcomes. Inadequate engagement with state employees throughout the process may result in lack of buy-in of the project deliverables and outcomes.



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The project anticipates a significant amount of change management work required as we move towards a more strategic focus.

Schedule Risk: The timeline and work is highly dependent on a multitude of policy decisions that impact the direction and pace of the project. Delays due to lack of data-driven information (point in time costing of policy decisions), timing in relation to legislative and budgeting activities or external environments (political climate) pose a risk to the project. The longer the delay increases the likelihood of the project not completing (point in time data, legislative agendas, and political changes in office). Thorough project planning will contribute to the mitigation of this risk.

Resource Risk: The project requires significant resources in terms of personnel devoted to the various project teams. Inadequate staffing will impact the schedule and expected outcomes.

Risks of not doing the project

The risk of not doing this project includes:

- Continued difficulty with recruitment and retention of highly qualified talent.
- The political climate to implement changes to the structure will not become easier.
- The dynamic leadership qualities needed to continue the fundamental reforms directed by the Governor and the Legislature will continue to trail what is necessary for success and improved service delivery to Oregonians.

Sponsor Approval Signature

	Katy Coba ODA Director, Enterprise Leadership Team	Date _____
	Michael Jordan State COO, DAS	Date _____

Approved Project Change Requests:

<i>Change #</i>	<i>Date</i>	<i>Person</i>	<i>Change Description</i>
####-###	Mm/dd/yy	<requestor>	<Leave this table blank for future project change requests>
1.01	04/23/15	Jeannine Beatrice	Change DAS sponsor to Madilyn Zike



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