

## **July 28-29, 2015 OWEB Board Meeting Executive Director Update #F-6: OWEB Reorganization**

In March of 2015 the OWEB Leadership Team began a reorganization process with extensive staff input. The reorganization continues work the agency has already undertaken in this area – continuous improvement, employee engagement, and updates to position descriptions. It is important that each function within the agency is strategically aligned within our organizational structure.

Staff worked with a facilitator to provide organizational options to the leadership team. Their input was largely incorporated into the final design (Attachment A). At the same time, the leadership team worked with Human Resources staff to evaluate all represented positions to determine if their positions were appropriately classified based on current workload. As a result of that analysis, five positions were reclassified.

The new organizational structure was provided to and approved by the Legislature along with amendments requested in relation to the permanent finance plan associated with position reclassifications. Staff will have a chance to provide feedback within the first year of the new structure to ensure it meets the agency's business needs, and adjustments will be made as necessary.

### **Staff Contact**

If you have questions or need additional information, contact Meta Loftsgaarden at [meta.loftsgaarden@state.or.us](mailto:meta.loftsgaarden@state.or.us) or 503-986-0180.

Attachment

- A. OWEB 2015 Reorganization

## Intro and Background: Direction from Leadership Team

- ▶ **The Business Case: Efficient and Effective Administration**
- ▶ **Process for Staff Input:**
  - ▶ Self Selection for Participation on Team
  - ▶ Strong Communication among all staff
  - ▶ Independent Facilitator - QUICK TURNAROUND!
  - ▶ One or multiple structures/approaches
  - ▶ Present to Executive Team
  - ▶ Executive Team develops final structure

# Intro and Background: Side Boards

## ▶ Underlying Requirements:

- ▶ Structure improves efficiency and effectiveness
- ▶ Recognizes cross-section teams
- ▶ Strong communications

## ▶ Must Have's:

- ▶ RPRs in one location
- ▶ Fiscal functions remain with fiscal manager

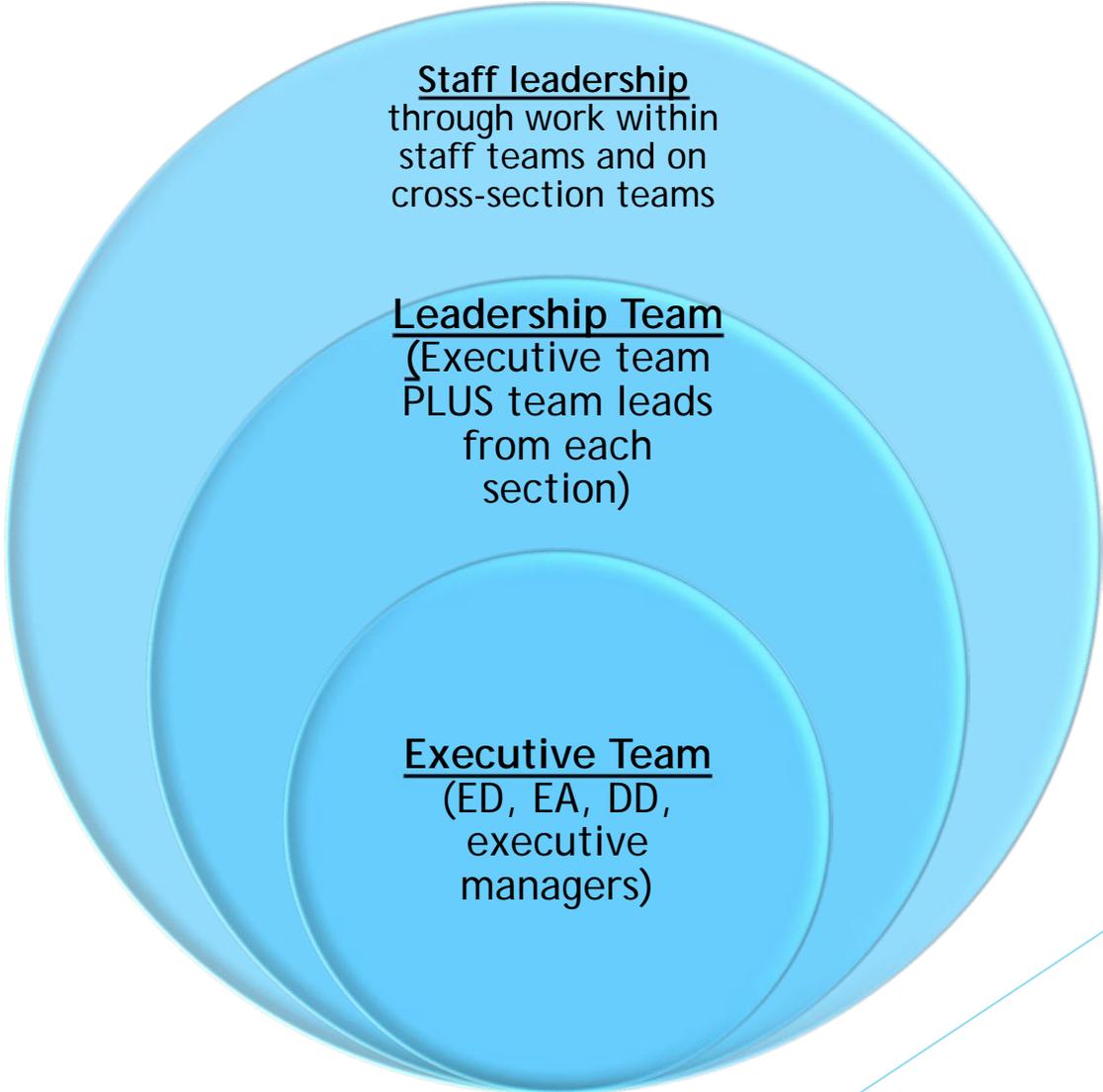
## ▶ Choices

- ▶ Functions can be under ED
- ▶ How functions are organized
- ▶ How Cross-Section Team are used

## ▶ Avoid

- ▶ Changing individuals' functions (impacts to PD)
- ▶ Determining Lead Workers (role of Executive Team)
- ▶ Picking your manager

# Center of New Structure:



Staff leadership  
through work within  
staff teams and on  
cross-section teams

Leadership Team  
(Executive team  
PLUS team leads  
from each  
section)

Executive Team  
(ED, EA, DD,  
executive  
managers)

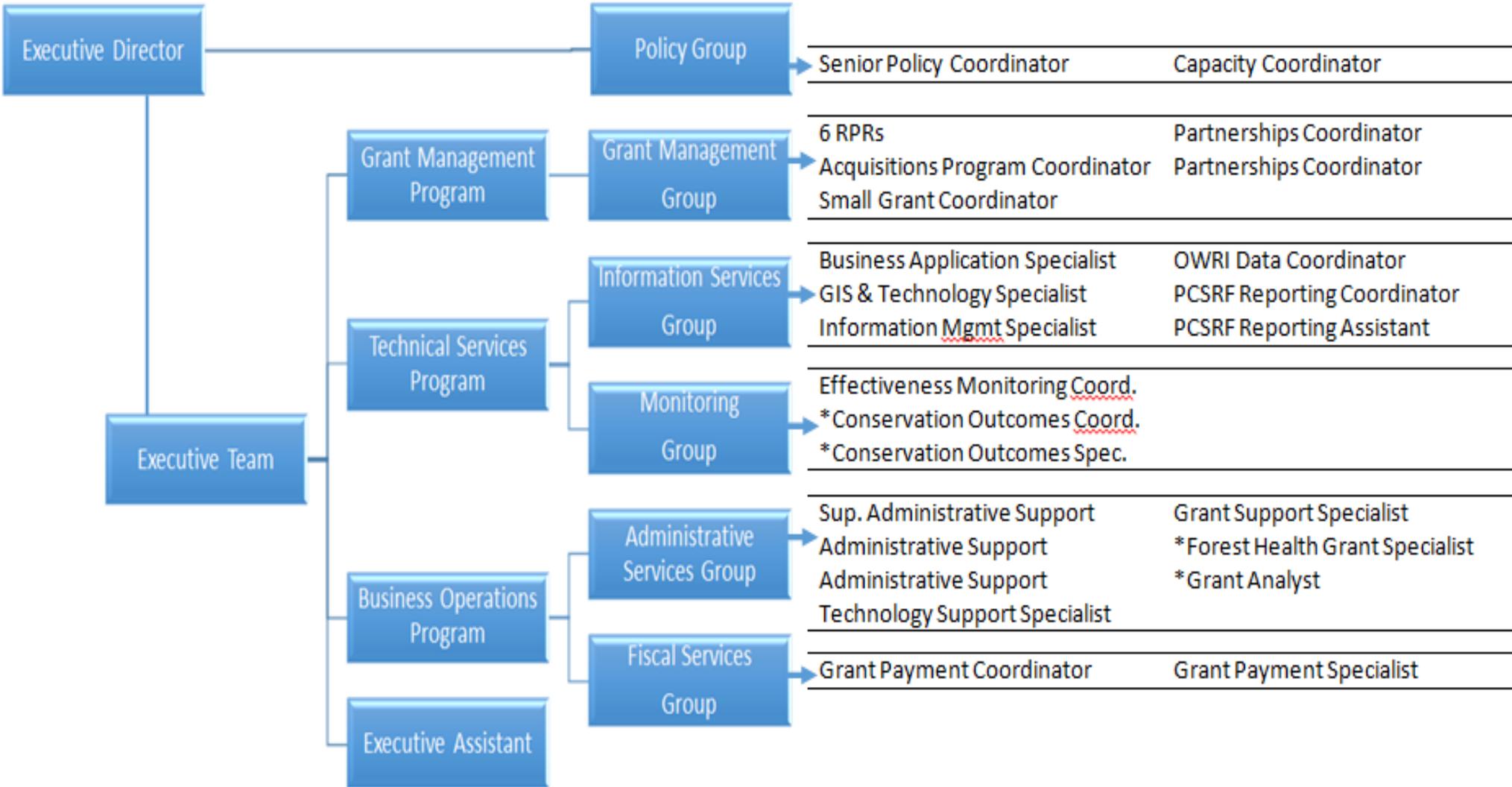
# What we heard from staff: Areas to Address

- ▶ Improved Customer Service, Staff Management, Grant Program Management
- ▶ Integrated Team Approach
- ▶ Integrated Information Management Systems
- ▶ Process for 'on-boarding' new programs
- ▶ Adaptability

# What we heard from staff: Rationale

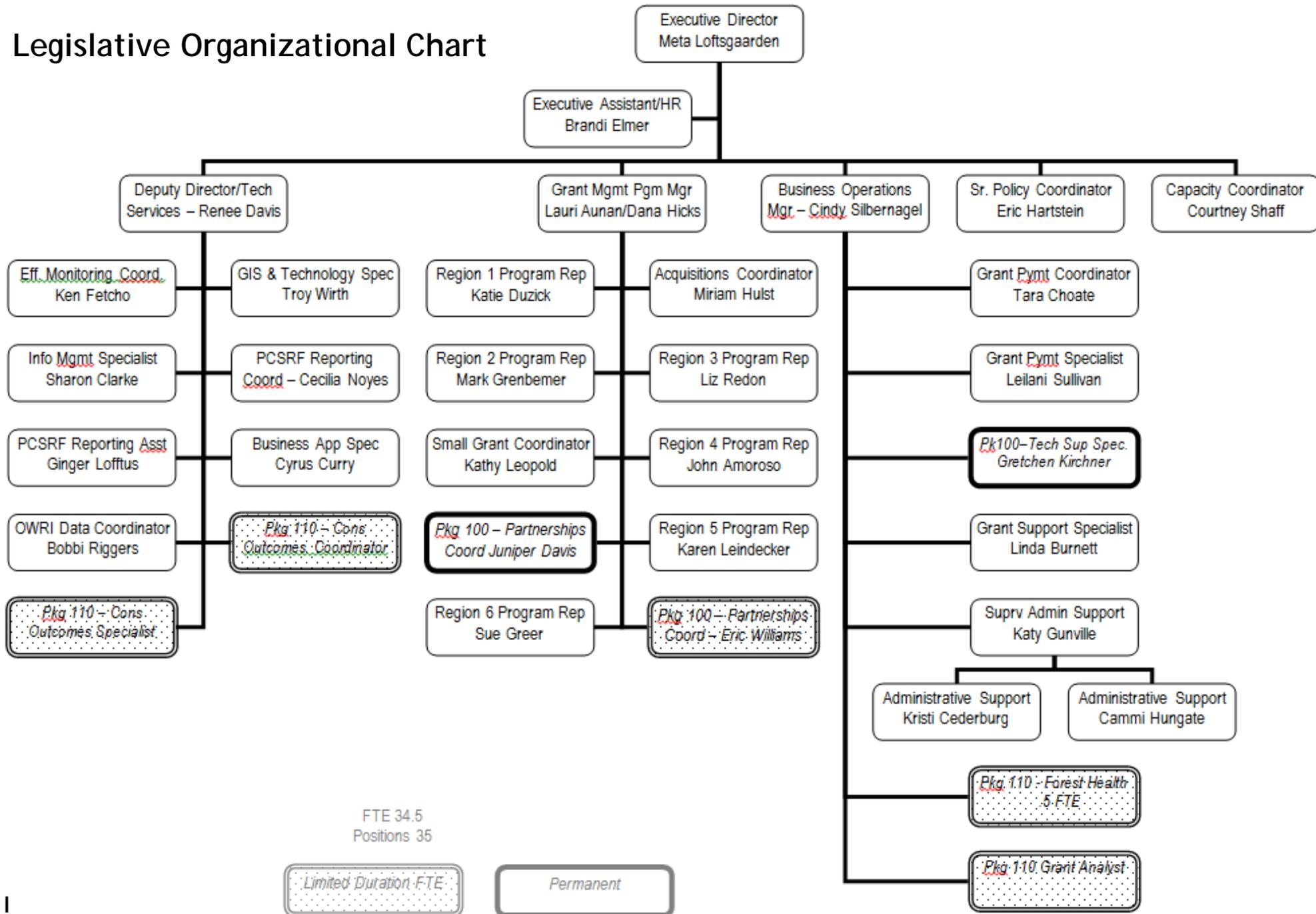
- ▶ Structure as Provided
- ▶ Adheres to Strategic Plan
- ▶ Meets Identified Values (functions, improved customer service and workflow)
- ▶ Cross-Sectional (Program) Teams Bring:
  - ▶ Agency-wide perspective
  - ▶ Improved communication
  - ▶ Improved customer service

# Structure with Positions Included



\*Requested Positions through GRB

# Legislative Organizational Chart



FTE 34.5  
Positions 35

Limited Duration FTE

Permanent

# Cross-Program Teams

- ▶ Policy Team
- ▶ Budget Team
- ▶ Acquisitions Team
- ▶ Grant Services Team
- ▶ Reporting Outcomes Team
- ▶ Online Tools Team\*
- ▶ Continuous Improvement Team\*
- ▶ Employee Engagement Team\*

*\*These are hybrid teams - a standing team whose members will change based on the specific topic to be addressed*