



# State of Oregon Enterprise Leadership Team Charter

---

## Program Background

In 2011, there was not a forum in which State Executive branch leadership could work together under singular, common goals and outcomes to provide shared leadership for the management of State government. Each Department was **primarily** focused on its own delivery of service to citizens. While this program-centric responsibility and service delivery emphasis must continue, Governor Kitzhaber recognized that it must also be balanced by the creation and formalization of a shared, cohesive leadership responsibility with a common long-term vision. Governor Kitzhaber created the position of Chief Operating Officer to coordinate and oversee the execution of this model.

***The Chief Operating Officer (COO) in turn established the Enterprise Leadership Team (ELT) to provide shared, strategic leadership in service to the Governor, through development of policy and operational management for the State of Oregon's executive branch.***

---

## Group Purpose

***The ELT will transform state government to deliver high value programs and services to Oregonians in a fiscally sustainable way.***

The Team will provide enterprise leadership by:

- Setting the overall vision and strategies to achieve long-term outcomes;
  - Determining appropriate initiatives and requisite resources;
  - Setting general parameters for implementation as well as thresholds and benchmarks for performance;
  - Reviewing organizational performance results and identifying corrective action;
  - Balancing any tension between a specific Department charge and the Enterprise objectives; and;
  - Ensuring effective communications with all stakeholders.
- 

## Charter Authority & Anticipated Duration

The Governor has constitutional authority to define the management of the Executive branch, and has established the role of Chief Operating Officer. Members of the Enterprise Leadership Team, appointed by the COO, to provide governance and management of state government as an enterprise, using a shared leadership model.

The ELT is expected to be an ongoing body within the current model of operational governance. The COO, in partnership with ELT, will evaluate the ELT charter regularly within the first year, as well as at least annually on a go-forward basis.

---

## Group Sponsor

Michael Jordan, COO

The Assistant to the COO is responsible for maintaining the official charter documents, and for scheduling a review on an annual basis, or more frequently as needed.

---



# State of Oregon Enterprise Leadership Team Charter

---

## **Responsibilities & Expectations**

### ***Shared Responsibilities:***

As we develop a shared leadership enterprise management model, we will all work to make state government better. To that end, as a team we will:

- Commit to delivering the best public service possible.
- Share the drive to becoming more efficient.
- Work together to turn policy priorities into operational priorities across government.
- Communicate clearly how what we propose furthers the goal.
- Trust each other and the shared leadership process.
- Acknowledge that there will be conflicts when balancing Department and Enterprise needs, and commit to follow the group's conflict resolution process (process needs to be identified).
- Maintain confidentiality when appropriate.

### ***Individual Roles and Responsibilities:***

In addition to my regular assignments in accomplishing the mission and objectives of a single Department, as an individual member of ELT, I will:

- Contribute to the development and management of all Department programs within the context of larger outcome areas, and consistent with overall statewide desired outcomes and measures.
- Acknowledge that there will be conflicts when balancing Department and Enterprise needs, and commit to follow the group's conflict resolution process (process needs to be identified).
- Provide leadership and planning expertise, as well as outreach to employees and community members within my Departmental scope of programs, with stakeholders in the broader outcome area clusters, as well as by representing the Executive Leadership Team as a whole.
- Work to create allegiance to my peer ELT members, to the Enterprise, and to the end goals. This means if I see an issue of concern, I will freely share it with the group.
- Deliver on my commitments, and hold my peers accountable for delivering on their commitments.
- Communicate and collaborate effectively with leadership from other agencies, boards and commissions as well as policy advisor staff in the development of outcomes and policy.



# State of Oregon Enterprise Leadership Team Charter

---

## ***Decision-Making Approach:***

The team will identify from the outset what our decision-making authority is on each role and issue--before we start specific work--identifying at least who is making the ultimate decision and the overall timing of the decision-making process.

One model of decision-making that the team uses as a reference is the following scale:

- a. **Collaborative** – Whenever possible, the ELT and COO work together and jointly agree on best approach. Implementation is identified and shared by all parties.
- b. **Consultative** – In this instance, the COO is the final decision-maker on best approach, but the ELT discusses and informs the decision; the COO will communicate the final decision back to ELT in a timely manner and before implementation. The team will then discuss and develop specific implementation and communication of result.
- c. **Directive (Authoritative)** – Occasionally, the Governor or other body—or the COO—may need to make a decision without prior consultation with the ELT due to time pressure or other factors. In such instances, the COO will determine or convey the decision, and will share that decision with ELT as soon as practical. The ELT then helps with implementation.

---

## **Membership**

### ***Members:***

The Enterprise Leadership Team is comprised of members representing all the outcome areas within the Executive Branch. Currently, the ELT includes the directors of the largest state agencies, the COO Policy team members. The COO may also invite representatives of the other constitutionally elected state-wide officials to participate.

### ***Qualification and Appointment Criteria:***

Members are appointed by the COO. Qualification for appointment is based on position held (eg. Department Director), ability to fulfill group and individual roles and responsibilities, as well as ability to represent other departments, agencies, boards or commissions in an identified service or outcome area.

***Duration of Term:*** Ongoing.

***Leadership:*** The COO acts as chair. COO may appoint sub-committee leads with specific responsibilities based on oversight for a given project, work product, or outcome.

### ***Key Staff Support:***

Assistant to the COO--Scheduling, Meeting Coordination, Document Management.  
COO Policy Staff---Facilitation, Policy Support, Organizational Design and Project Management.



# State of Oregon Enterprise Leadership Team Charter

---

## Convening Information

### **Governance Rules:**

The ELT will meet at a frequency sufficient to accomplish work at hand, and will establish a regular meeting time and duration. Meeting agendas and materials are distributed typically one week in advance, with a draft agenda and work plan maintained on a minimum of a rolling 90 day window.

Meetings are not subject to public notice requirements.

Subcommittees will be convened that work on other schedules.

---

## Operational Structure Alignment (Governance)

*This helps evaluate the relationship and linkages of this group to others, so when things change, you can evaluate if this group needs to be adjusted as well.*

**THIS WILL BE ADDED later in 2012.**

---

## Amendments to Charter

Version #	Short Description	Date Amended
0.4	Final Review Draft	1/27/12
1.0	Final Draft	2/27/12
1.1	Final	3/20/12

---

## Definitions

*This section defines words that are necessary to fully understand the charter*

**Our Working Definition of Shared Leadership:** If individual leadership is looking within one's own sphere of direct oversight (individual agencies) and making sure it accomplishes the desired outcomes set forth, then **shared leadership** is about looking out and across the total landscape, and actively contributing to the success of the whole.

---

## Signature of Sponsor



Group Sponsor, Michael Jordan, COO

*NOTE: Please see attached page for signatures of ELT group members.*

---

## Appendix A

*Current Work Plan (will be added after APRIL 2012)*



State of Oregon  
Enterprise Leadership Team Charter | **Signature Page**

As members of the Enterprise Leadership Team, we sign as an indication of our commitment to work together.

Pat Allen, Dept. of Consumer & Business Services

Doug McKean (Delegate), Bureau of Labor and Industries

for Darren Bond (Delegate), Oregon State Treasury

Barry Pack (Delegate), Secretary of State

Jim Bucholz, Dept. of Revenue

Fariborz Pakseresht, Oregon Youth Authority

Katy Coba, Dept. of Agriculture

Dick Pedersen, Dept. of Environmental Quality

Ed Dennis, Dept. of Education

Colette Peters, Dept. of Corrections

Doug Desker, Dept. of Forestry

Camille Preus, Dept. of Community Colleges and Workforce Dev.

Roy Elicker, Dept. of Fish and Wildlife

Louise Solliday, Dept. of State Lands

Superintendent Rich Evans, Dept. of State Police

Margaret Van Vliet, Oregon Housing and Community Services

Matt Garrett, Dept. of Transportation

Laurie Warner, Employment Department

Dr. Bruce Goldberg, Oregon Health Authority

Mary Williams (Delegate), Dept. of Justice

Erin Kelley-Stiel, Dept. of Human Services

Tim Wood, Parks and Recreation Dept.

Tim McCabe, Business Development Department