



# CHIEF HUMAN RESOURCES OFFICE

## SPHERES OF INFLUENCE FOR OPERATIONS & POLICY ANALYSTS

*AN ORGANIZATIONAL VIEW OF IMPACT TO ENTERPRISE*



# State of Oregon Chief Human Resources Office Applying the Operations & Policy Analyst

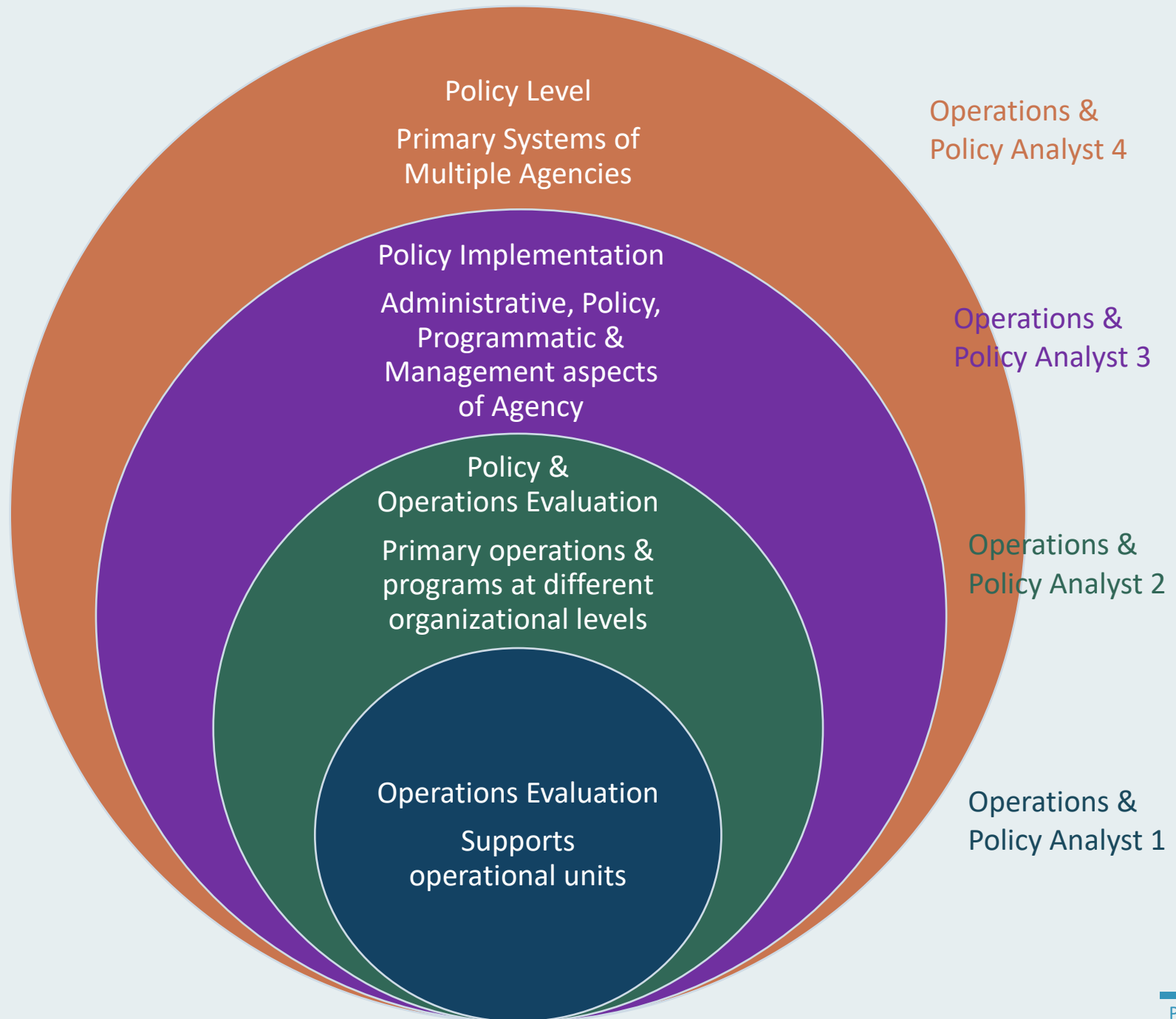
## Overview

- Framework
- The Spheres
- OPA Spheres in Practice – A Story

## Framework

- *Scope* –
  - Primary systems – health care system, transportation system, housing system
  - Agency-wide operations – policies, major operations; scope and size matter
  - Primary operations & programs – system and operational improvements
  - Operations evaluation – supports program units
- *Authority and effect* –
  - Latitude to act and types of decisions along with impact of those decisions
- *Accountabilities* –
  - Positions carry responsibilities for the agency and are defined in duty statements
- *Organizational structure* –
  - Where positions reside in organizational structures demonstrate the influence and scope of the work they perform

# Organizational Spheres of Influence





# State of Oregon Chief Human Resources Office Applying the Operations & Policy Analyst Spheres of Influence – A story

## Purpose

The purpose of this document is to provide a story scenario that demonstrates how to apply the Operations and Policy Analyst levels. Although this story is fictional, it describes the circumstances and situations in which the OPA series is used.

## The Fictitious Story

In this fabricated story, the Oregon Legislature recently approved major funding for a new high-speed train system that connects the Willamette Valley to eastern Oregon. This includes the new high-speed train routes, conducting feasibility studies, identifying impacted agencies and stakeholders, and other processes for the work. The Governor has a keen interest in this project as it will help link rural cities to necessary services, and further build economic infrastructure.

The High-Speed Infrastructure agency (HSI) assigns the project to the Fast-Moving Train Division. This division is one of the largest divisions that supports the agency in multiple capacities, including managing and carrying out the directives of very large and fast projects.

## Operations & Policy Analyst 4

The division has an Operations & Policy Analyst 4 (OPA4) that supports and advances the administrator's initiatives of agency-wide policies and operations, and it provides policy and administrative advice to the agency director, executive team, and the agency's stakeholders related to administrative, operational, and legislative issues. This position helps develop effective public policy for management to implement at the state and local levels. The position is afforded the authority to act on behalf of the administrator to identify and determine where the new high-speed train will be located.

### OPA4

Serve as policy advisor to top level executives (agency director, deputy, division administrator) or does large-scale organizational improvement work

### Primary System Impact

Consideration given to state and federal public policies, such as the Endangered Species Act, Governor's direction on diversity, equity, and inclusion, and protection of natural resources

The position determines the scope of major issues that will have significant administrative, technical, political, economic, and fiscal components. New public policies and legislation need to be created and established and this position will determine what those are, presenting those to agency executives, the Legislature, and/or the Governor for consideration. These policies will impact 10 other state agencies, as well as counties, cities, Tribes, Bureau of Land Management, US Forest Service, National Parks, Chambers of Commerce, and private landowners. The project and relationships

are tricky: the proposed high-speed train will cross private, tribal, state, and federal lands and through expansive forests; bridges need to be built over waterways in which endangered salmon species migrate and that the tribes rely upon for subsistence; mountain ranges need to be navigated; and an idea of services that should be made available, are just some of the considerations this position must account for.

#### Multi-Agency Impact

Forest Management, Energy, Fish & Game, Agriculture, Economic Department, Parks, Environmental Quality, Real Estate, Lands, and Police; counties, cities, Tribes, BLM, US Forest Service, National Parks, Chambers of Commerce, and private land owners

Substantial memorandums of understanding and agreements will need to be developed and negotiated.

This position has the authority to commit the agency in these negotiations. The position must also consider the costs to build such a high-speed train system at a time when state citizens are being ever watchful of how their taxpayer monies are being spent, and whether long-term high-speed train maintenance can be supported in the region. Because the work of this position is extremely detailed, high-level, and comprehensive, the recommendations are typically approved by executives, legislature, and the Governor. Once plans are approved, this position directs the continuance of the work using comprehensive project management to ensure all work is completed timely, accurately, and in compliance with new or existing state, federal, and local laws.

### Operations & Policy Analyst 3

The HSI also has an Operations & Policy Analyst 3 (OPA3) position needed to create the comprehensive work plan, conduct analyses on policies of the department and other agencies, and build collaborative business partners. This work ensures the project gets completed and all parties are involved and/or consulted. The position reports to and supports the work

#### OPA3

Serve as a policy advisor on agency operations, develops long-range plans, goals, objectives, and milestones.

#### Subject Concepts

Work is complicated by subjective concepts or unavailable data. Concepts at this level are new, data must be created.

of the OPA4. The position is coordinating the project elements and ensuring all divisions and program areas are involved with the project, such as engineering, train maintenance, finance section, economists, permitting, and accounting. Public meetings are facilitated by this position to help garner interest and support for the eastern high-speed train project. Work also involves developing and recommending new administrative policies that take into consideration the protection of cultural and natural resources in the area.

### Operations & Policy Analyst 2

There is also an Operations & Policy Analyst 2 (OPA2) position that will develop a comprehensive and complex data gathering mechanism, recommend operating policies that support train system expansion, and work to help the agency/division adjust to a larger train system. One of the first elements of data collection will be about sections of the

#### OPA2

Evaluate organizational systems for effectiveness, and plans or designs improvements in operations. Employees support agency operations by researching and giving objective information to management on which to base policy and operational decisions. They bring into effect change through the project management.

proposed train system, what is in the area, who owns what, compiles information on the policies of those parties, what the topographical and geographical elements are, and what attractions might be in the area. Because of the complexity of the work, the position must work with the IT section in the creation of the database and reporting mechanisms.

### **Operations & Policy Analyst 1**

The HSI, Fast Moving Train Division, Maintenance Unit has an Operations & Policy Analyst 1 (OPA1) position that will analyze the section to determine what it will take to expand the maintenance services to include maintenance of the eastern high-speed train system.

Another OPA1 position supports the OPA4 in tracking legislative activities. These legislative activities were initiated through the identification of needed changes in laws that allow for the rural high-speed train expansion project components to occur. This position is coordinating the implementation of specific rules into the various impacted sections and programs that need to support the eastern high-speed train system.

#### **OPA1**

*Supports operational units by evaluating operations or administrative systems, planning improvements and implementing changes in policy, procedures or rules. Employees develop operational procedures that supplement existing administrative regulations or guidelines. They identify problems, analyze information and recommend more efficient or effective administrative procedures.*

### **Administrative Specialist 2**

The High-Speed Infrastructure agency, Policy Section, has an Administrative Specialist 2 that is responsible for conducting the research of state and federal laws that must be considered in the train expansion project. They are using their comprehensive knowledge of the project to gather relevant information and analyzing the laws to determine which sections of the laws impact portions of the work being performed. The position provides information and recommendations on the elements of laws that should be considered to the OPA4 and OPA3 for deliberation.

#### **AS2**

*Assists a program coordinator, program manager, or other administrative superior in the ongoing direction of an agency program or operation or performs administrative research, analysis, and/or evaluation in support of an agency program or operation. The work performed requires a comprehensive knowledge of the program or operational area to which assigned.*