



# Oregon

John A. Kitzhaber, MD, Governor

## Department of Administrative Services

Chief Operating Office  
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February 11, 2013

Senator Steiner Hayward, Co-Chair  
Representative Smith, Co-Chair  
Ways & Means General Government Subcommittee  
900 Court Street NE  
Salem, OR 97301

Dear Senator Steiner Hayward, Representative Smith, and the Ways & Means General Government Subcommittee;

Below, please find follow-up information as requested during the February 11, 2013 subcommittee meeting.

***Question from Co-Chair Smith: Please share information about the reforms at Oregon Housing and Community Services.***

Attached you will find a four page document that Margaret Van Vliet, the Director of Oregon Housing and Community Services, has developed to describe the situation at their agency, the need for reform, and the plan for how to proceed. The Office of the Chief Operating Officer at DAS is playing an oversight and support role to the agency as they plan for their transition.

*(Attachment: OHCS\_Transition\_Plan.pdf)*

***Question from Co-Chair Steiner Hayward: Will the proposal for the State Library be changing in the 2014 session?***

The Office of the Chief Operating Officer is helping the Oregon State Library plan its transition to reorganize and focus on core services by combining some overlapping programs with the Secretary of State Archives Division and by stopping the provision of some work. Currently, we are facilitating the planning sessions which should lead to a draft outline for presentation to the Ways & Means Subcommittee on General Government in mid-March. A proposed implementation plan and timeline will be discussed with the committee at a future time.

***Question from Co-Chair Steiner Hayward & Senator Johnson: Who is on the Enterprise Leadership Team and how were they selected? Also mention sub-committees.***

Attached you will find a charter for the Enterprise Leadership Team, which includes a list of member agencies. In all cases, the director of the agency is the member, with the exception of the four statewide elected officials – who send their deputies to participate. The charter document was signed in March 2012. We have also attached the 2013 ELT roster with a current list of

member names. As I mentioned in the committee, I have selected the current roster in consultation with the Governor's Office.

The only formal chartered sub-committee of the ELT is the Improving Government Steering Team. I have attached their charter as well.

We sometimes use ad-hoc groups to advise on issues. Our Chief Human Resource Officer currently has a sub-set of directors who gives us feedback on union and management proposals and provides input on how bargaining changes will impact their agency. Members are: Doug Decker, Department of Forestry; Patrick Allen, Department of Consumer & Business Services; Matt Garrett, Department of Transportation; Rich Evans, State Police; Erinn Kelley-Siel, Department of Human Services; and Fariborz Pakseresht, Oregon Youth Authority.

*(Attachments: ELT\_Charter.pdf, ELT\_Roster\_2013.pdf, IGST\_Charter.pdf)*

***Question from Co-Chair Steiner Hayward: Who can speak to the need for an integrated data system?***

There are efforts ranging from major technology projects already well underway at DHS/OHA to discussions of the need for a longitudinal data base in the education reform process to the need for a predictive risk and best practice system in the juvenile justice system.

I am currently convening discussions in all three of these areas to test the idea of leveraging efforts to see if integration is advantageous and possible. DHS/OHA are well out in front due to the federal funding available and the hard deadlines associated with the Health Exchange project. DHS is leveraging the Oracle platform being used by the exchange to build a common database for tracking their clients more effectively for their other services. It seems as though there may be a further opportunity for leverage with the technology tools necessary for success in education reform, particularly early childhood.

The challenges in integrating these efforts are great and we don't want to miss deadlines in any one of the areas by expanding the scope to include others. However, I also want to avoid building three separate systems when one would provide more utility at a lower initial cost and long term savings in the cost of maintenance.

I think we are at a stage where we are changing our business model for delivery of service and it would be timely to envision what technology tools would best help us deliver in a new way.

***Question from Representative Nathanson and Co-Chair Steiner Hayward: What role does DAS have as convener of cross-jurisdictional issues?***

Currently, the Office of the Chief Operating Officer plays the convener for resolving cross-agency issues inside of state government from an operations or management perspective. You heard us use the example of rate setting for risk management in today's committee. In that case, we convened agency heads and budget people to discuss proposed models, and took the group's recommendation for the appropriate method to set risk management rates.


February 11, 2013

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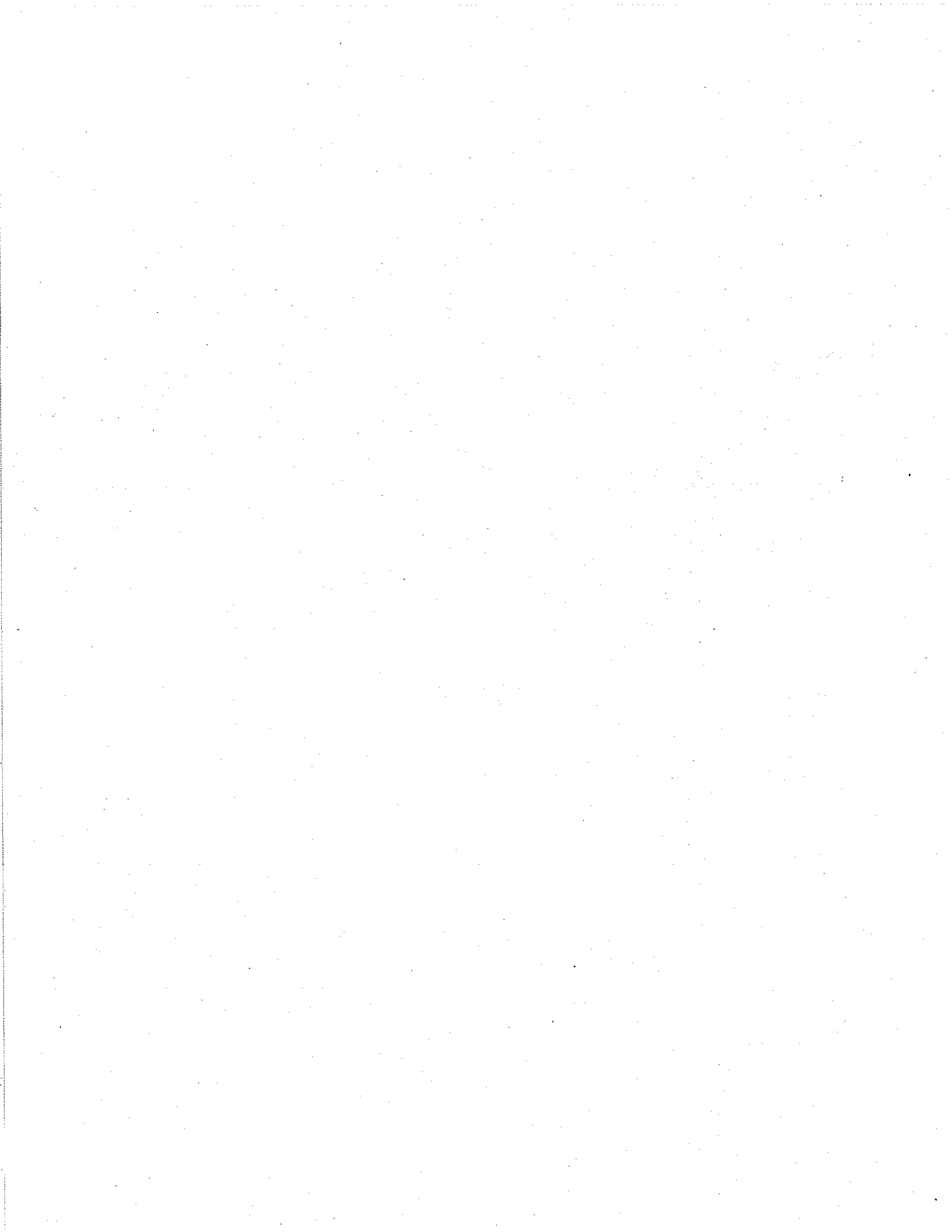
Occasionally, at the call of the Governor's Office or at the request of the Legislature, the Office of the Chief Operating Officer acts as the convener for vertical cross-jurisdictional issues as they relate particularly to local governments. You may know that in conjunction with the Governor's Office, we have been working with many of the Oregon counties who are disproportionately impacted by the reduction of federal forest timber payments. I convene a group of county administrators to talk about issues facing those counties. I've asked my Chief Financial Officer to convene their finance people to have a more in-depth conversation about specific implications.

The plethora of opportunities for us to convene in issues is endless – Representative Nathanson pointed out another topic – Child Support Payments – which also crosses branches of government as well as vertically. Right now, we try to prioritize our limited resources to do this work to the highest priority area.

Sincerely,



Michael Jordan, COO  
DAS Director



# OHCS Transition Planning Framework

January 22, 2013

Pursuant to Governor Kitzhaber's Balanced Budget (GBB) for 2013-15, OHCS is launching a planning effort to develop a new service delivery system for its housing finance and community services programs. This plan will be presented to the Governor and legislative assembly no later than February 2014. Upon acceptance of the plan, second year biennial funding for programs and administration can be approved, and implementation of proposed changes can begin. It is expected that programs will be transitioned by the beginning of the 2015-17 biennium, if not sooner.

This document provides a framework for the planning effort about to begin, including the following elements as they are currently known and/or assumed.

1. Core operating assumptions
2. Guiding and aspirational policy principles
3. Elements of a governance model of the future
4. Business process approach and tentative timeline
5. Community engagement and ongoing communication

## 1. Core Operating Assumptions

The effort to develop a new service delivery model for Oregon Housing and Community Services (OHCS) programs and activities is part of a larger ten-year state government transformation agenda articulated in the GBB. As such, there are certain assumptions that will be imbedded in the process and deliverables that will help guide advisors and planners, including the OHCS Director, as the work is undertaken.

- a. New resources will not be available for programs, and existing flexible resources for operations will be materially diminished given structural changes in the single-family finance market and historically low interest rates.
- b. New models of service delivery will be more efficiently administered and add more value to intended recipients than the existing model. Costs and administrative burdens will not simply be transferred to non-profits or local government.
- c. The resulting plan will incorporate new models of decision-making and governance to strengthen policy linkages across state government (see additional information, below).
- d. The resulting plan will advance improvements in state government administration pursuant to the 10-Year Plan and GBB.
- e. OHCS is one of the first, but will not be the last, state agency to plan for consolidation, so the planning process and methods will be designed to be replicable and able to serve as a model for future consolidation efforts of state government.

- f. Employees and key stakeholders will be engaged and consulted throughout the process to the greatest feasible extent to ensure broad perspectives and expertise inform the ultimate recommendations (see additional information regarding engagement, below).
- g. Decisions about what new models are proposed to the Governor and Legislature in the final Plan will be made by the State's Chief Operating Officer, in consultation with the OHCS Director.
- h. Any transition of employees will be carried out in accordance with both the spirit and letter of Public Employee Collective Bargaining Act rules.
- i. New service delivery models may mean some long-standing programs will no longer be offered, and existing programs that continue may see changes in order to leverage other funds, obtain greater outcomes and/or meet a broader policy objective.
- j. New service delivery models may mean the State assesses risk and its fiduciary role differently, and reevaluates its requirements for documentation, process and compliance monitoring, even while it maintains obligations connected to receipt of federal funds.
- k. New service delivery models may mean Oregon seeks waivers from federal agencies to try new approaches.

## 2. Guiding and Aspirational Policy Principles

With the prospect of major systems change, a clear articulation of a vision, or guiding principles, can help focus planners and others engaged in the process on the dimensions of change to be undertaken. While it is premature to propose a vision per se, the following principles paint a picture of the role the underlying programs play in the broader arena of state government. They are drawn from a variety of work done in the past year by OHCS, including planning work by the State Housing Council.

- a. Housing that is affordable, healthy and well-located is foundational to achievement of Oregon's long-term goals as articulated in the 10YP.
- b. Safety-net services such as shelter, emergency food assistance, and eviction prevention are vital and must be preserved even while state government strives to ameliorate the root causes of poverty and have fewer Oregonians in need of such services.
- c. Affordable housing and poverty-alleviation policy will gain prominence by being considered within the larger framework of health, prosperity, education, and community vitality, and not solely the jurisdiction or concern of a distinct, "silo'ed" agency.
- d. Greater numbers of low-income individuals and families can be more effectively served if additional resources flow to local communities, and state government's role is concentrated on setting broad policy, establishing desired outcomes and metrics, and providing efficient functional service support, such as consistent grant and loan administration.

### 3. Governance Objectives for New Model

One key part of the 10YP and transformation of state government is recognizing that some aspects of decision-making, policy setting, and governance have contributed over time to a lack of clarity about direction and role. The transition of OHCS provides an opportunity to establish new governance models. As this part of the analysis and design take shape, a few long-term objectives will be considered.

- a. The State has valid and compelling policy interests in the provision of affordable housing and anti-poverty services and will strive to clearly articulate those and set up accountability systems, even while supporting local communities to undertake their own priority-setting work.
- b. The current seven statutorily-named advisory bodies for OHCS will be replaced with a new body charged with setting integrated policy outcomes and advising on opportunities for alignment. This could be a high-level Prosperity Cabinet, or a sub-set of such a cabinet.
- c. Local governments, non-profits and housing developers which currently deliver OHCS programs to Oregonians will be supported and encouraged to engage with emerging Coordinated Care Organizations (CCO's) and Regional Solutions Teams (RST's) to ensure local and regional consideration of housing and anti-poverty strategies are aligned in communities.

### 4. Business Process Approach and Preliminary Timelines

OHCS will employ strong project management principles in developing the Plan over the course of the next several months. Leadership will also ensure that existing daily program management and administration work continues uninterrupted, and will support employees to continue being responsive to business partners and the public even while a major change effort is being undertaken.

The department is assembling baseline information on each of its programs, including statutory and/or regulatory background, current delivery systems, direct and indirect cost factors as currently administered, and any performance measures available. Oregon's Secretary of State is currently conducting a performance audit designed to examine duplication and fragmentation of housing and service-related function across state government. The results of this audit will be considered as part of the analysis that may inform the eventual plan. Baseline information will be formatted to be accessible to multiple interested audiences who will be asked to comment on possible new models throughout the process.

While the final deadline for submission of a plan for new delivery models is February 2014, OHCS will target delivery of a project update to the September 2013 legislative days, followed by completion of a (nearly) final plan by November 15, 2013, to allow review, discussion, and modification within the December legislative days.

## 5. Community Engagement and Ongoing Communication

Transparency will be a core value of the planning process. A comprehensive community engagement and outreach plan will be developed and implemented to inform the ultimate plan. This work will begin with OHCS hosting a series of listening sessions with small, diverse groups that represent a broad range of stakeholders, including partners, personnel from other state agencies, and OHCS employees. This engagement will aim to tap the deep expertise held by a great number of individuals and organizations and have such intelligence inform service delivery design and approaches. Existing forums, such as State Housing Council, Community Action Partnership of Oregon, Advisory Committee on Energy, and others, will be used to the greatest extent possible as forums to share emerging ideas, and facilitate reactions and new ideas.

Because of the diversity of programs and large number of stakeholders and expert practitioners across all OHCS program areas, a small steering committee will be formed to synthesize gathered input, review baseline materials, and provide more refined advice to the OHCS director in formulating the plan. The composition of the steering committee will be diverse and include individuals who are well respected in their field with an ability to set aside the potentially narrow interests of their organization and consider new ways to achieve broad outcomes, even if it means they will experience some loss in the transition. It is expected that legislative members will be included in the process at multiple levels.

OHCS recognizes that large numbers of individuals and organizations have a stake in the ultimate design, and that new communication tools will need to be incorporated to share status updates broadly, and garner real-time feedback about emerging ideas. It is also recognized that many stakeholders' and participants' best ideas may not be incorporated as suggested. The agency will work diligently to create feedback loops that can assure those with vested interests have a clear view of how their recommendations have been fully evaluated.



# OHCS Service Delivery Redesign Vision

*January 22, 2013*

From	To
An administrative and programmatic business model that is fiscally unsustainable.	A service delivery model that matches costs to available resources.
Programs that operate independently, and often without consideration of other public investments.	Programs that leverage, and are strategically aligned with other state and local programs.
Complex and costly regulatory paperwork and compliance functions which may not effectively mitigate risks to the State or otherwise protect past public investments.	Reduced paperwork requirements and a streamlined compliance and monitoring system that helps manage the true risk exposure.
Outcome goals and metrics that are unfocused at both the program and policy levels, complicated by more than 20 unique data reporting systems that impair our ability to track progress internally and externally.	Clear outcome goals that drive program structuring, investment strategies and policy priorities, and are supported by integrated reporting tools that provide transparency and accountability.
Multiple (7) statutorily-named advisory bodies and ad-hoc work groups that advocate for policies and programs in an uncoordinated fashion, typically examining program funding streams individually, with the unintended consequence of inhibiting the establishment of a well-articulated housing policy agenda for the State.	A well-articulated housing agenda for the State, driven by the ten-year policy outcomes [presented in Governor Kitzhaber's 2013-15 Budget], and overseen by a new high-level commission or cabinet that is charged with addressing conditions and causes of poverty and pursuing prosperity opportunity for all Oregonians
Program funding decisions and priorities that are State-focused - especially multi-family housing development.	Funding systems that balance high-level state policy goals with local and regional priorities, needs, assets, and investments, while building on the strengths of Regional Solutions Teams and emerging Coordinated Care Organizations.
Policies and processes that emphasize marketing of loan products to generate fees and other unrestricted revenues, as opposed to responding to an identified need in the community [or private market availability of] for such loan products.	A system of analyzing community housing needs and private market finance opportunities to determine the most effective use of limited resources.
A concentration of human, service, and capital resources in Salem.	Increased resources available to, and concentrated in local communities.

## Enterprise Leadership Team | 2013

Team member (alpha by last name)	Agency
Mary Abrams	Dept. of State Lands
Patrick Allen	Dept. of Consumer & Business Services
Jim Bucholz	Dept. of Revenue
Katy Coba	Dept. of Agriculture
Doug Decker	Dept. of Forestry
Roy Elicker	Dept. of Fish and Wildlife
Superintendent Rich Evans	Dept. of State Police
Matt Garrett	Dept. of Transportation
Dr. Bruce Goldberg	Oregon Health Authority
Christie Hammond	Bureau of Labor and Industries
Scott Harra	State Treasury
Michael Jordan	COO   Dept. of Administrative Services
Erinn Kelley-Siel	Dept. of Human Services
Tim McCabe	Business Development Department
Fariborz Pakseresht	Oregon Youth Authority
Dick Pedersen	Dept. of Environmental Quality
Colette Peters	Dept. of Corrections
Camille Preus	Dept. of Community Colleges and Workforce Dev.
Rob Saxton	Dept. of Education
Brian Shipley	Secretary of State
Margaret Van Vliet	Oregon Housing and Community Services
Laurie Warner	Employment Department
Mary Williams	Dept. of Justice
Tim Wood	Parks and Recreation Dept.

### Staff

Sarah Jo Chaplen	Deputy Director   DAS
Sarah Miller	Deputy COO   DAS
George Naughton	CFO   DAS
Barry Pack	Senior Policy Advisor (COO)   DAS
Julie Pearson	CIO   DAS
Clyde Saiki	CHRO   DAS
Summer Warner	COO Exec Assist.   DAS



# State of Oregon Enterprise Leadership Team Charter

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## 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.***

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## 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.
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## 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.

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## 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.

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# State of Oregon Enterprise Leadership Team Charter

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## **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

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## ***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.

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## **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



# State of Oregon

## Improving Government Steering Team Charter

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### Program Background

In February 2012, the Enterprise Leadership Team (ELT) created a steering team that serves as a sub-team to the full ELT body, for the primary purposes of fulfilling the role of advising several Enterprise-wide Strategic Initiatives.

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### Group Purpose.

The Improving Government Steering Team will monitor the performance of statewide operations and play a leadership role in improving its overall efficiency and effectiveness based on the outcomes and strategies established in the 10 year plan.

The team will provide leadership in statewide operations by:

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

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### Charter Authority & Anticipated Duration

The ELT has the authority to create the steering team and set the charter.

The Improving Government Steering Team is expected to be an ongoing body, and its charter will be reviewed by the ELT no less than annually.

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### Group Sponsor

Michael Jordan, COO, on behalf of the Enterprise Leadership Team

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.

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### Responsibilities & Expectations

#### Shared Responsibilities:

As a sub-team of the ELT, the Steering Team is committed to following the same shared responsibilities. To that end, the team 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 proposals further the goals.
- Trust each other and the shared leadership process.
- Acknowledge there will be conflicts when balancing Department and Enterprise needs, and commit to follow the group's conflict resolution process (to be identified).
- Maintain confidentiality of materials and discussions when appropriate.





# State of Oregon

## Improving Government Steering Team Charter

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### Individual Roles and Responsibilities:

As individuals, each person brings broad administrative services understanding and experience. In addition, each member will:

- Act as a representative of all outcomes areas, as well as any specific groups they've been specifically assigned to represent-- not only their own Department.
- Have the individual capacity to participate on the team, including attending meetings, reviewing materials, and communicating with others where and when needed.
- Acknowledge that there will be conflicts when balancing Department and Enterprise needs, and commit to follow the group's conflict resolution process (to be identified).
- Work to create allegiance to peer team members, to the Enterprise, and to the end goals. This means if an issue of concern is noticed, I will freely share it with the group.
- Deliver on commitments, and hold 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.
- Within their agency, promote statewide improvement initiatives and act as a catalyst for positive culture change.

### Decision-Making Approach:

The steering team will have specific decision-making authority in the following areas:

- Setting steering team agendas and scheduling presentations from various sources.
- Requesting additional detail or work for the steering team's review before making recommendation.
- Make recommendations to ELT, including project proposals, resourcing, etc. to bring to ELT for review, potential approval.
- Directing and monitoring approved activities within the scope established by the ELT. If scope is exceeded, the steering team must elevate the matter to ELT for direction on actions to be taken.

### Discussion Items:

- Discussion items are expected to originate via the prescribed budget process (TBD), or;
- Discussion items (proposals, information, etc) related to enterprise operations may be generated from other sources, and will be previewed by the steering team prior to elevation to full ELT. These proposals may come from:
  - Program Funding Teams or outcome cluster recommendations
  - COO Policy Team
  - Functional area groups—DAS Customer Boards, CIO Council, etc.
  - Governor's Office
  - Individual Agencies



# State of Oregon Improving Government Steering Team Charter

## Membership

### **Members:**

Members for this steering team will be selected by the COO with input from the ELT, and will be chosen from members of the ELT team (four members), from the pool of Deputies or Administrative Business Services Directors (four members), as well as members from outside of State government (1-3 members). The COO will also be a member of the group.

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

Members are appointed by the COO. Qualification for appointment is based on position held (eg. ELT Member, etc), 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:** To be determined.

**Leadership:** The COO functions as chair. The chair 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.

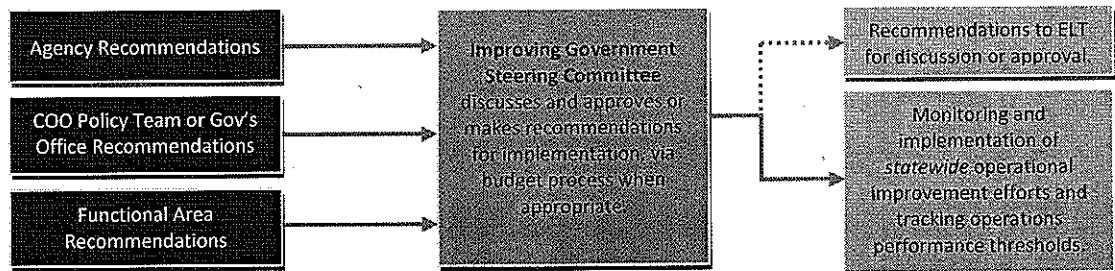
## Convening Information

### **Preliminary Meeting Logistics:**

- Biweekly meetings for 1 hour – coordinated with ELT schedule (possibly adjacent to ELT meetings, or alternating ELT meeting timeslot if group sub-divides work).
- Internal members will begin meeting in early March.
- External members will be added thereafter.
- Meetings will be staffed to provide logistical, organizational support and linkage into all related project or program activity.
- Meetings *are not* subject to public notice requirements.
- Subcommittees may be convened that work on other schedules.

## Operational Structure Alignment (Governance)

*This diagram below helps evaluate the relationship and linkages of this group to other entities. As conditions changed, the purpose and scope of work of the Steering Team will shift as well.*





# State of Oregon Improving Government Steering Team Charter

## Amendments to Charter

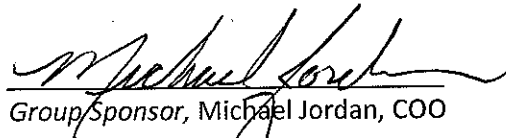
Version #	Short Description	Date Amended
1.1	Review Draft	1/27/12
1.2	Final Draft	3/29/12
1.3	Final Approved by ELT	4/24/12

## 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 Steering Team members.*

## Appendix A

*Current Portfolio of Work (as of March 2012)*



# State of Oregon Improving Government Steering Team Charter

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As members of the Improving Government Steering team, we sign as an indication of our commitment to work together.

Barry Pack, Secretary of State

Tami Dohrman, Department of Corrections

Margaret Van Vleet, Oregon Housing and Community Services

Debbie Colbert, Department of Fish and Wildlife

Patrick Allen, Dept. of Consumer & Business Service

Jim Scherzinger, Department of Human Services

Doug Decker, Department of Forestry

Kris Kautz, Department of Revenue



## State of Oregon Improving Government Steering Team Charter | Appendix A

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### Current Portfolio of Work – March 2012

The portfolio of work for this team will evolve over time as outcomes are reached and budget cycles change. When this happens, the charter will be updated accordingly. In the short term (as of March 2012), the following items have been identified as specific portfolio elements:

1. Review Enterprise cost-saving and efficiency efforts for 2011-13 biennium:
    - Monitor progress on proposed projects tied to budget reductions accounted for in the Feb 2012 rebalancing, as identified by ELT.
    - Review and recommend to ELT any additional efforts with return in the current biennium.
    - Act as project steering team for any efforts ELT decides to green light and resource.
  2. As the Program Funding team, build the budget package for Improving Government outcome area for the FY13-15 Budget:
    - Apply criteria to prioritize initiatives for implementation.
    - Scope and schedule implementation efforts.
    - Make recommendations to ELT for approval.
    - Coordinate distribution and monitoring of implementation efforts into individual Department budget proposals.

NOTE: The specific role in future budget cycles will be determined at the end of the FY13-15 process and the charter will be updated accordingly.
  3. On an on-going basis, monitor and maintain performance of statewide operation improvement efforts:
    - Track return on investment for approved efforts.
    - Act as project steering team for enterprise efforts launched by ELT.
    - Monitor performance within operational thresholds for enterprise dashboards identified by ELT—take action when thresholds are exceeded.
    - Brief ELT on status of projects, dashboard.
    - Evaluate new improvement proposals and highlight opportunities for expanding successful pilots or implementations from across the enterprise.
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