



The Oregon Management Project

Presented by the Department of Administrative Services

Ways and Means Subcommittee on General Government

February 25, 2020

TOMP Overview

- Two interrelated parts:
 - **Management Classification Review**
 - Developing new occupationally specific job classifications for state managers
 - **Increasing Training and Accountability**
 - Providing training and tools for managers to support performance management and accountability

Why TOMP?

- Outdated classification system for management
- Unrecognizable classifications in the modern job market
 - Principal Executive Management (PEM) series was created more than 25 years ago
- Need for increased transparency and accountability
- Lack of tools and training for managers that support performance management

TOMP History

- Originally started in 2013
- Project paused in 2015
- Since 2015:
 - New statewide management values and competencies developed
 - Incorporated values and competencies into training and recruitment methods
 - Focus shifted to manager accountability

OREGON STATE GOVERNMENT
ENTERPRISE VALUES AND COMPETENCIES

ACCOUNTABILITY · EQUITY · EXCELLENCE · INTEGRITY

COMMUNICATION

The ability to effectively articulate and exchange information with internal and external stakeholders

INNOVATION

The ability to ensure a process that allows ideas to be evaluated, adopted and implemented when appropriate

**INTENTIONAL
ENGAGEMENT**

The ability to consider and appreciate multiple perspectives, backgrounds, and values, integrating them throughout the organization, creating opportunities to effectively achieve organizational goals

**MENTORING AND
DEVELOPING
PEOPLE**

The ability to actively engage employees at all levels of the organization, recognize their potential and support their future career growth

STEWARDSHIP

The ability to responsibly manage resources and actively promote a culture in which those resources are effectively utilized

FOUNDATIONAL COMPETENCY: BUSINESS ACUMEN

The ability to manage human, financial, procurement, assets and information resources effectively to meet the mission of the agency and state.

Current Efforts

- **Management Classification Review**

- Developing new, occupationally specific job classifications for managers
 - Eliminating the 10 level Principal Executive Management (PEM) series
- Reallocating ~3,000 state managers (PEMs) into the new classifications
- Assigning compensation ranges for the new classifications

P E M D

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graph LR; A[PEMD] --> B[Manager 1, Human Resources]; A --> C[Manager 1, Natural Resource Protection and Sustainability]; A --> D[Manager 1, Child Welfare];
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Manager 1, Human Resources

**Manager 1, Natural Resource
Protection and Sustainability**

Manager 1, Child Welfare

Current Efforts

- **Increasing Training and Accountability**

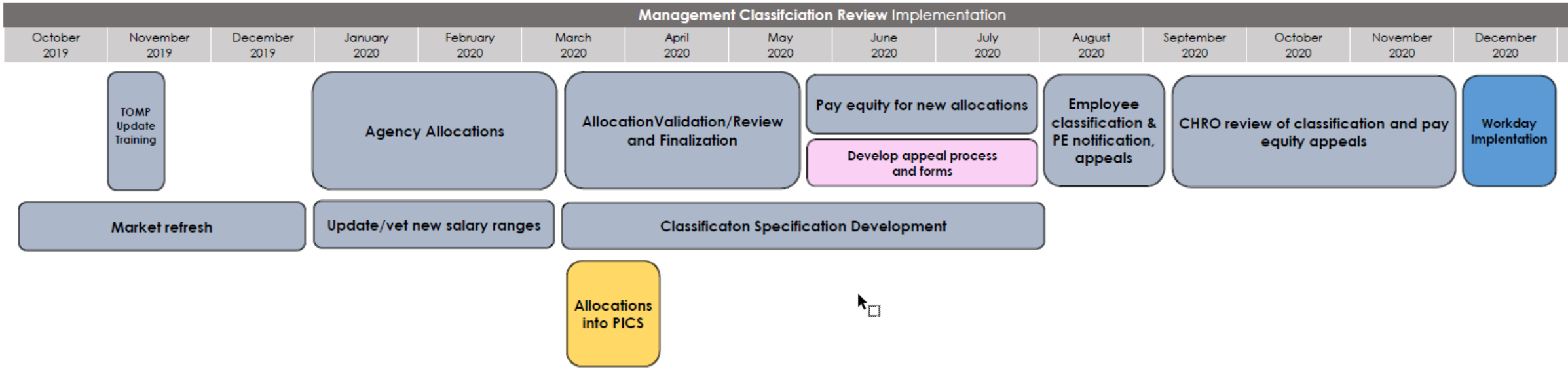
Training

- Mandatory training for ~1,000 managers (who supervise other managers)
 - Online: Overview of a standardized performance accountability and feedback model.
 - Classroom: Facilitated activities to practice skills learned in online sessions.

Accountability

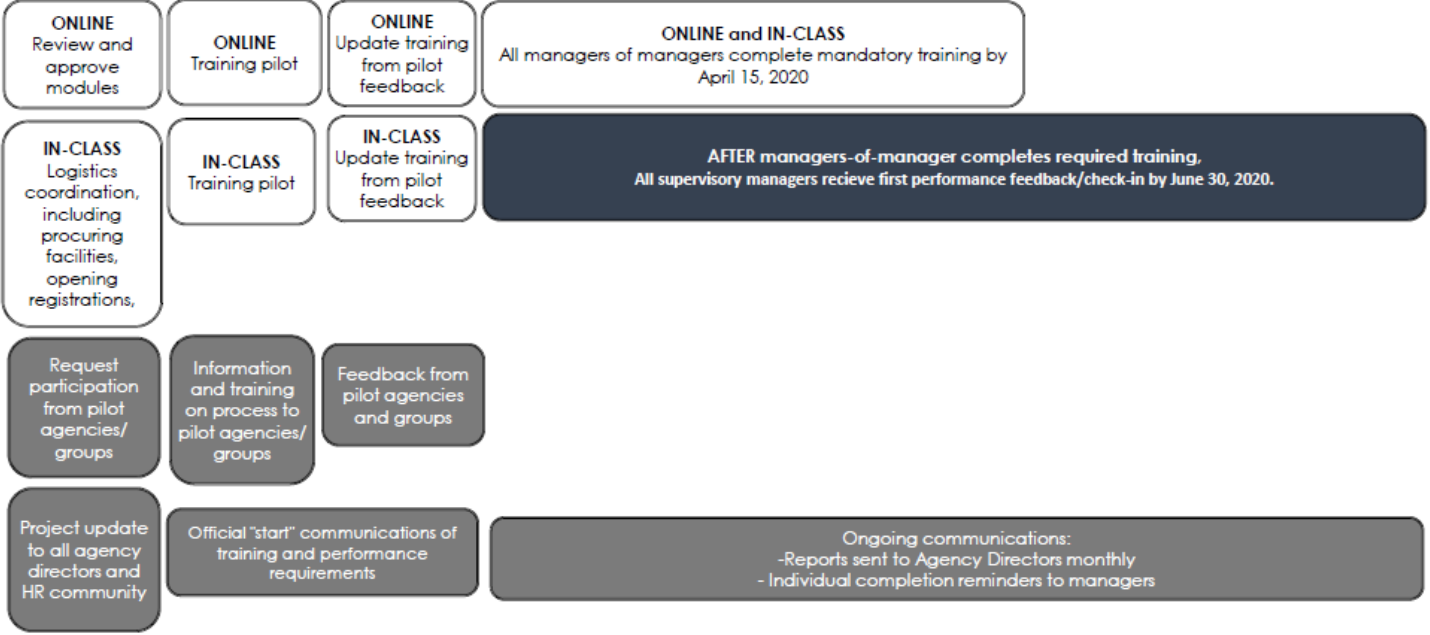
- Quarterly feedback/check-in meetings with subordinate managers

Management Classification Review Implementation



Increasing Training and Accountability Implementation

Increasing Training and Accountability Implementation



Increasing Training and Accountability Communications

Questions?