



# State of Oregon Chief Human Resources Office Consultant Advisor Allocation Guide

## Job Family Definition:

Consultant Advisors are members of the Business and Financial Operations job family and work in state departments that have mandated authority to carry-out major state missions across a broad spectrum of residents and interests to the State. There are two broad classifications included in this occupational category, the Consultant Advisor 1 and 2. The classification series describes professional experts whose authoritative analytical, planning, and evaluative work drive direct, and influence statewide public policy.

### Statewide Policy Advisors

Describes professional experts whose authoritative analytical, planning, and evaluative work drive, direct, and influence statewide public policy.

Positions provide department leadership, the Governor, or Governor's staff with objectively based direction and recommendations on the major components of state government and state public policy. Positions require a high degree of balanced assessment of internal and external interest, including financial, legal, and legislative impacts on matters that have significant statewide impact.

Employees apply management analysis, theory, and principles to the unique requirements of the overall management and operations of state government and, in some cases, though rarely, to major department programs if they have statewide impact and statutory authority. The issues addressed include the development of new concepts, procedures, and creative approaches to problems of the State.

The scope of policy authority has an impact on all levels of state government. The external policy reach and authority has binding impact on Oregon populations.

## Significant Task Areas:

Positions work on strategic policy initiatives, both within and outside a state department, that have major impact and influence over all levels of state government or Oregon citizens. They develop supportive relationships with major stakeholder groups as they work to advocate for the adoption of new public policies, the result of which may contribute to the direction of state government.

### Enterprise-wide Scope of Influence

Work to set policy positions on state and federal laws, legislative initiatives, or public policies that have significant impact across the enterprise, statewide, external stakeholders, and the general public.

Positions conceive and adapt solutions to major statewide issues and provide direction to policy and regulatory working teams on comprehensive analyses and studies on matters of the State and frequently require interaction with the Oregon Department of Justice for consideration of legal ramifications.

Results of the work performed have significant impact on one or more major objectives of state government and can include impacts to major income resources, expenditures, or control of resources and assets.

### **Relationship with others:**

Supervision is not the primary objective, instead, these positions provide direction to teams on the State's most complex and comprehensive policy studies. These positions are directly accountable to department directors and the Governor's office.

In addition to providing recommendations on major components of state government and public policy to department leadership, the Governor, or Governor's staff, these positions serve as a chief liaison with legislative members, lobbyists, and other political groups in efforts to advance state policy or regulation initiatives.

### **Differences from other similar kinds of work:**

Consultant Advisors are not Operations and Policy Analysts. The Consultant Advisor is distinguished from the Operations and Policy Analyst 4 by the focus on enterprise or statewide policy that has far-reaching impacts. These positions work to set the State's public policies.

The Operations and Policy Analyst 4 is a policy advisor to agency senior management, has cross-jurisdictional impact, and work on the primary systems of multiple state agencies. The OPA4 work involves conducting comprehensive studies on policy issues. The Operations and Policy Analyst 4 may participate in study teams directed by a Consultant Advisor.

### **Types of departments with this classification type:**

The Consultant Advisor is used by departments that have broad and major mandated authority to carry-out major missions of the State. Its focus is on the public policy and the direction of state government.

As an example, a department whose mandated authority is to administer non-discrimination laws in the workplace and housing across all businesses in the State of Oregon may have need of one Consultant Advisor position. The broad scope of work has impact across all businesses and provides protection of workers and individuals needing housing from bias and discrimination based on disabilities, gender and gender identity, age, and race. The work performed is all encompassing of the department's work and not on the specific programs administered.

Another example of broad and major mandated authority might be a department that is statutorily tasked to lower and contain healthcare costs, improve quality and access to health care services, and improve the lifelong health of Oregonians. The department has multiple scope impacts ranging from specific sectors of individuals for certain types of services to division(s) that have a statewide impact. As a whole, the department has an impact on every Oregonian who uses the health care system. Such an organization may have a need for more than one Consultant Advisor due to the sheer size and expansive scope of work.

Due to the nature and scope of work conducted in the Governor's office and at the Department of Administrative Services, multiple Consultant Advisors would be appropriate.

Positions in the Governor's office support the direction of major policies of the State and support the Governor's mission. These may be the advisors on education, health, and economy.

Department of Administrative Services carries out the Governor's and Legislature's initiatives and develops state policy in support of such initiatives. DAS divisions provide governmental and policy direction to all state departments in the executive branch related to business operations, in addition to serving as advisors on long-term strategic policies and statewide initiatives. One Consultant Advisor may set the policies on how the State utilizes information technology across the enterprise, another may provide the policy solutions on large financial issues, as well as the direction on the state budget.

### **Types of departments without this classification type:**

State departments with a narrow scope of authority that do not have far-reaching ramifications to all state departments or very large sectors of Oregon citizens would not meet the threshold for necessitating a Consultant Advisor. As an example, a department who provides regulatory oversight over one industry typically already have policy staff supporting the department's work and the scope of their work is commensurate with the Operations and Policy Analyst classification series.

Another example might be a state department whose statutory authority is over public use of parks and recreational areas. While the work is seen statewide, the work is confined to the department's work and does not have influence over broader statewide public policies.