



STATE OF NEVADA
DEPARTMENT OF ADMINISTRATION
Division of Human Resource Management
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MEMORANDUM
HR#39-18

August 7, 2018

TO: DHRM Listserv Recipients

FROM: Peter Long, Administrator *Peter Long*
Division of Human Resource Management

SUBJECT: PROPOSED CLASSIFICATION CHANGES – DIRECTOR, OFFICE OF PROJECT MANAGEMENT; AND ORGANIZATIONAL CHANGE MANAGER, OFFICE OF PROJECT MANAGEMENT

Attached are proposed classification changes for your information pursuant to NRS 284.160, subsections 3 through 5. If you have any comments or objections regarding these changes, please send your written notification to Beverly Ghan at bghan@admin.nv.gov no later than September 5, 2018.

If no written objections are received in this office by September 5, 2018, action will be taken to effect the changes and a report will be made to the Personnel Commission.

Attachments

NOTICE OF PROPOSED CLASSIFICATION CHANGES

Number: Posting #6-19
Posting Expires: September 5, 2018

Per NRS 284.160, the Administrator may make a change in classification without the prior approval of the Commission. The following change(s) are proposed:

CURRENT				PROPOSED			
CODE	TITLE	GRADE	EEO-4	CODE	TITLE	GRADE	EEO-4
7.209	Director, Office of Project Management	48	A	7.209	<i>Director, Office of Project Management</i>	48	A

CURRENT				PROPOSED			
CODE	TITLE	GRADE	EEO-4	CODE	TITLE	GRADE	EEO-4
7.208	Organizational Change Manager, OPM	44	A	7.208	<i>Organizational Change Manager, OPM</i>	44	A

Basis for Recommendation

Due to two Individual Classification Studies (NPD-19) and at the request of the Department of Motor Vehicles (DMV), it is recommended that revisions be made to the class specifications for Director, Office of Project Management (OPM) (7.209) and Organizational Change Manager, OPM (7.208).

In partnership with Subject Matter Experts from DMV and analysts within the Division of Human Resource Management (DHRM), it was determined that while the two class specifications were originally created as temporary class specifications for the Office of Project Management in order to provide leadership and guidance to Enterprise Resource Planning for the State of Nevada, to include the SMART 21 Project (positions were to be moved to the Unclassified Service during the 80th Legislative Session); the DMV's STAR Modernization Project, while not an Enterprise system, has direct comparisons to the SMART 21 Project regarding the nature and complexity of the work performed, the knowledge, skills and abilities required, and the consequence of error.

Due to the urgency of hiring staff to fill the positions for the STAR Modernization Project at DMV, it was determined that a position would be classified at the Director, Office of Project Management and a position would be classified at the Organizational Change Manager, OPM; however, they too would be moved to the Unclassified Service during the 80th Legislative Session.

Therefore, the series concepts were modified to include DMV and their STAR Modernization Project. No changes to the Minimum Qualifications were required.

Also, a comment was added to the bottom of each of the class specifications to identify that the class specification would be abolished as current positions transitioned to the Unclassified Service. This comment further clarified that no additional positions would be allocated to these two classifications.

Throughout the review, management staff within DMV and analysts within DHRM participated by offering recommendations and reviewing changes as the process progressed and they support the recommended changes.

Note: Changes to the class specifications are noted as follows: additions in blue and deletions in red.

The formal recommendations and specifications are on file with the Division Administrator, Human Resource Management. To view a copy in Carson City, go to 209 East Musser Street, Suite 101; in Las Vegas, go to 555 East Washington Avenue, Suite 1400. For more information call (775) 684-0130.

Objections to the proposed change(s) must be received in writing by September 5, 2018. Objections should be addressed to Beverly Ghan, Deputy Division Administrator, Compensation, Classification and Recruitment Section of the Division of Human Resource Management, 209 East Musser Street, Suite 101, Carson City, Nevada 89701-4204.

POSTING DATE: August 7, 2018



STATE OF NEVADA
Department of Administration
Division of Human Resource Management

CLASS SPECIFICATION

<u>TITLE</u>	<u>GRADE</u>	<u>EEO-4</u>	<u>CODE</u>
DIRECTOR, OFFICE OF PROJECT MANAGEMENT***	48	A	7.209

Under general administrative direction of the Executive Committee *or the Director of the Department of Motor Vehicles (DMV)*, the Director of the Office Project Management (OPM) provides leadership and guidance in directing and managing Enterprise Resource Planning (ERP) for the State of Nevada *or the STAR Modernization Project for the DMV*; ~~[responsible for the State's overall Information Technology (IT) governance function;]~~ coordinates with key stakeholders and OPM staff in the development of methods and best practices to provision Information Technology into the State of Nevada's *or DMV's* business functions in order to improve overall Project Portfolio Management (PPM) maturity across the State of Nevada's ERP System *or DMV's STAR Modernization Project*; responsible for supporting and enabling the organization's projects, programs and structured work efforts to ensure the work of the OPM embraces the strategy of the organization and meets the goals set by the Executive Committee *or Director of DMV*.

Facilitate, coordinate and lead the strategic planning process between senior leadership and business partners ~~[in order]~~ to develop, define and implement the overall OPM Charter in the form of the OPM mission, vision, goals, operating model and approval; facilitate a consensus, between OPM stakeholders and organizational leadership, around the mission and vision of the OPM organization to foster a project-management oriented culture and mindset.

Coordinate and lead the identification and development of OPM roles, team configurations and recruitment appropriate to deliver OPM goals and objectives.

Coordinate and lead the identification, ~~[and]~~ implementation *and/or update* of project management processes, methods, tools, guidelines, standards, policies and procedures; establish a stable framework that supports all project teams and stakeholders in order to improve and ensure project delivery success; evaluate the effectiveness of established frameworks in meeting goals, performance measures and requirements; coordinate efforts in developing corrective actions; evaluate and approve the development and redesign of frameworks as required.

Develop, define, manage and direct end-to-end OPM work efforts; identify and leverage best practices and techniques; identify, quantify and track the realization of expected benefits; regularly review and evaluate opportunities to improve best practices ~~[in order]~~ to achieve higher maturity in PPM; leads the establishment of a project management community of practice to facilitate collaboration and best-practice sharing among project managers and key stakeholders.

Make presentations before legislative committees, executive committees and/or other entities to justify and explain needs, priorities and outcomes; participate in public hearings, meetings and conferences to explain processes, resolve concerns and problems, and present the State's *or DMV's* position regarding OPM projects.

Establish and maintain positive working relationships with senior leadership and key stakeholders; function as a trusted advisor.

Develop, implement and submit analytical, narrative and statistical reports regarding OPM projects as required; develop, review and oversee OPM budgets as required.

Supervise, coach and mentor ~~[OPM] staff; [and project managers;]~~ delegate authority and responsibility to appropriate personnel; provide for training and staff development opportunities.

***** *This class specification will be abolished as the current positions transition to the Unclassified Service. No additional positions will be allocated to this series.***

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

EDUCATION AND EXPERIENCE: Bachelor’s degree from an accredited college or university in business administration, public administration, or closely related field and six years of professional experience in the development, implementation, evaluation and management of program(s) and activities which must include two years of experience equivalent to a Division Administrator in Nevada State service or three years of experience equivalent to a Deputy Division Administrator in Nevada State service; **OR** one year of experience as the Administrator, Office of Project Management in Nevada State service; **OR** an equivalent combination of education and experience as described above.

ENTRY LEVEL KNOWLEDGE, SKILLS AND ABILITIES (required and time of application):

Working knowledge of: organizational structure and administrative/business practices common to State government; organizational analysis and design; principles and practices of effective management and administration; coordination of multiple work units within a large and complex government organization; principles and techniques used in planning, organizing, developing, administering and evaluating a comprehensive program(s); research methods and techniques; supervisory principles and practices. **General knowledge of:** principles and practices of Enterprise Resource Planning (ERP); principles and practices of strategic planning; development and implementation of best practices; fiscal management. **Ability to:** understand the political and/or organizational climate and effectively and efficiently navigate obstacles; communicate effectively, both verbally and in writing, with all levels of management and staff to ensure proper implementation of directives, goals, policies and procedures; coordinate and facilitate the activities of a wide variety of personnel of varying backgrounds, experience and education levels; analyze core business processes and develop proposals for solutions; develop and present information to management, legislators, Governor’s office, key stakeholders and other interested parties regarding activities of work unit; write clear, concise and comprehensive analytical, narrative and statistical reports regarding program and/or project activities; mediate between conflicting groups and develop mutually beneficial solutions; establish and maintain positive and effective working relationships with others. **Skill in:** speaking before groups and committees to present detailed information and respond to questions; organizational analysis sufficient to analyze business processes and offer ERP solutions; mediating between individuals with opposing points of view; writing extensive and detailed proposals and reports.

FULL PERFORMANCE KNOWLEDGE, SKILLS AND ABILITIES (typically acquired on the job):

Detailed knowledge of: State government functions, organization and business practices. **Working knowledge of:** principles and practices of Enterprise Resource Planning (ERP); principles and practices of project management; State legislative and budgetary processes. **Ability to:** negotiate solutions to problems where competing interests and conflicting opinions exist.

This class specification is used for classification, recruitment and examination purposes. It is not to be considered a substitute for work performance standards for positions assigned to this class.

7.209

ESTABLISHED: 8/29/17UC
REVISED: 9/5/18UC



STATE OF NEVADA
Department of Administration
Division of Human Resource Management

CLASS SPECIFICATION

<u>TITLE</u>	<u>GRADE</u>	<u>EEO-4</u>	<u>CODE</u>
ORGANIZATIONAL CHANGE MANAGER, OPM ***	44	A	7.208

Under administrative direction of the Director, Office of Project Management (OPM), the Organizational Change Manager, OPM directs, coordinates and manages organizational change related to the implementation of Enterprise Resource Planning (ERP) for the State of Nevada *or the STAR Modernization Project for the Department of Motor Vehicles (DMV)*; responsible for instilling organizational change management principles and practices within projects and structured work efforts to achieve desired business related outcomes; lead, direct, coordinate and provide visibility for the State’s *or DMV’s* change management efforts.

Utilize organizational change methodology, principles and practices [~~in order~~] to create an environment for a successful transition to change; develop, implement and promote an organizational-wide buy-in strategy [~~in order~~] to promote forthcoming changes; assess and investigate areas of impact and how proposed changes will influence stakeholders; assess the overall significance of impending changes and the organization’s degree of readiness for the change.

Develop and implement change plans that meet the architecture/technology needs of the State *or DMV*; incorporate business priorities, strategies, goals, emerging technologies, industry trends and economic viability; examine issues and create change plans with a long-term perspective; generate ideas and critically evaluate future scenarios; apply external and internal factors to strategy development; consider long-term strategic impact in setting direction; ensure short-term goals support long term strategy.

Develop and implement a communication plan detailing the organizational change to ensure employees/stakeholders are fully informed and aware of impending changes; promote the mission, vision, goals and operating model with a benefit framework that associates the adoption to change to successful project delivery and implementation; foster a positive acceptance of change.

Identify potential problems, areas of concern, points of resistance and events that may impact employees/stakeholders; develop and implement alternate strategies to mitigate issues that may arise; review ongoing changes [~~in order~~] to identify change fatigue; conduct a gap analysis and promptly address doubts and uncertainty surrounding the change.

Develop, implement and provide ongoing coaching and mentoring regarding change management practices to senior management, project managers, [~~and~~] lead organizers *and/or agency staff* to increase effectiveness in driving successful and sustainable change; make presentations before legislative committees, executive committees and/or other entities to justify and explain needs, priorities and outcomes; participate in public hearings, meetings and conferences to explain processes, resolve concerns and problems.

Develop, implement and provide training and orientation programs to accommodate the needs of different State agencies, employees and *or* stakeholders; solicit feedback to assess the success of change management activities to ensure alignment with strategic goals and objectives; develop and submit analytical, narrative and statistical reports regarding organizational change management activities and outcomes.

Perform related duties as assigned.

***** *This class specification will be abolished as the current positions transition to the Unclassified Service. No additional positions will be allocated to this series.***

MINIMUM QUALIFICATIONS**INFORMATIONAL NOTE:**

- * Position may require certification in either Project Management and/or Organizational Change Management, which will be identified at the time of recruitment.

EDUCATION AND EXPERIENCE: Bachelor's degree from an accredited college or university in business administration, public administration, or closely related field and four years of professional experience in the development, implementation, evaluation and management of program(s) and activities which must include one year of experience in the development and implementation of organizational change management and/or project management; **OR** one year of experience equivalent to an Administrative Services Officer III or two years of experience equivalent to a Management Analyst IV in Nevada State service, either of which must include one year of experience in the development and implementation of organizational change management and/or project management; **OR** an equivalent combination of education and experience as described above.

ENTRY LEVEL KNOWLEDGE, SKILLS AND ABILITIES (required and time of application):

Working knowledge of: organizational change management methodology, principles and practices; research methods and techniques; project management methodologies and project life cycles. **General knowledge of:** principles and techniques used in planning, organizing, developing, administering and evaluating a comprehensive program(s); principles and practices of Enterprise Resource Planning (ERP); principles and practices of strategic planning; development and implementation of best practices. **Ability to:** communicate effectively, both verbally and in writing, with all levels of management and staff to ensure successful implementation of directives, goals, policies and procedures; function as a change agent for implementing change management practices and driving change in support of State goals and strategy; mobilize others to support and enable change efforts; understand resistance to change and develop effective strategic solutions; develop and present information to management, legislators, Governor's office, key stakeholders and other interested parties regarding activities of work unit; write clear, concise and comprehensive analytical, narrative and statistical reports regarding program and/or project activities; identify problems and develop mutually beneficial solutions; communicate ideas and/or positions in a persuasive manner that builds support, agreement or commitment for change; establish and maintain positive and effective working relationships with others. **Skill in:** speaking before groups and committees to present detailed information and respond to questions; setting and managing stakeholder expectations; mediating between individuals with opposing points of view.

FULL PERFORMANCE KNOWLEDGE, SKILLS AND ABILITIES (typically acquired on the job):

Detailed knowledge of: State government functions, organization and business practices. **Working knowledge of:** principles and practices of Enterprise Resource Planning (ERP); principles and practices of project management. **Ability to:** negotiate solutions to problems where competing interests and conflicting opinions exist.

This class specification is used for classification, recruitment and examination purposes. It is not to be considered a substitute for work performance standards for positions assigned to this class.

7.208

ESTABLISHED: 8/29/17UC

REVISED: 9/5/18UC