



**STATE OF NEVADA**  
**DEPARTMENT OF ADMINISTRATION**  
*Division of Human Resource Management*  
209 E. Musser Street, Suite 101 | Carson City, Nevada 89701  
Phone: (775) 684-0150 | <http://hr.nv.gov> | Fax: (775) 684-0122

**MEMORANDUM**  
**HR#36-17**

July 28, 2017

**TO:** DHRM Listserv Recipients

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

**SUBJECT:** PROPOSED CLASSIFICATION CHANGES – ORGANIZATIONAL  
CHANGE MANAGER, PROJECT MANAGEMENT OFFICE

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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 Cassie Moir at [cmoir@admin.nv.gov](mailto:cmoir@admin.nv.gov) no later than August 29, 2017.

If no written objections are received in this office by August 29, 2017, 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 #2-18  
Posting Expires: August 29, 2017

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	EE0-4
	<i>New</i>			7.208	<i>Organizational Change Manager, PMO</i>	<i>44</i>	<i>A</i>

## ***Basis for Recommendation***

In consultation with Subject Matter Experts from the Department of Administration and Division of Human Resource Management it has been determined that a new series should be developed as a result of the creation of the Project Management Office (PMO), which will be tasked with the Organizational Change Management for Enterprise Resource Planning for the State of Nevada.

Enterprise Resource Planning (ERP) is the integrated management of core business processes, often in real-time and mediated by software and technology. ERP is usually referred to as a category of business-management software, typically a suite of integrated applications, that an organization can use to collect, store, manage and interpret data from these many business activities. The Project Management Office is tasked to develop and implement an ERP that will integrate business functions to include Budget, Financial Administration, Grants, Human Resource Management, Purchasing and Technical Resources.

The Organizational Change Manager, PMO, will direct, coordinate and manage organizational change related to the implementation of ERP for the State of Nevada; instill organizational change management principles and practices within projects and structured work efforts to achieve desired business related outcomes; and lead, direct, coordinate and provide visibility for the State's change management efforts.

In reviewing the job duties, it was determined that this class aligns with the Fiscal Management & Staff Services Occupational Group, Business Management Subgroup. The recommended grade was compared to other business management series to include Administrative Services Officer and Management Analyst, as well as, the Director, PMO and Administrator, PMO; and it was determined that the complexity of the assignment, the consequence of error, the high degree of judgment necessary and the overall importance of the duties and responsibilities necessitated a grade 44.

Throughout the process, management within the Department of Administration, the Division of Human Resource Management and Analysts within the Recruitment Unit participated by offering recommendations and reviewing changes as the process progressed and they support the recommendation.

***Note: Changes, additions and/or deletions on the class specification are noted 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, Room 101; in Las Vegas, go to 555 East Washington Avenue, Room 1400. For more information call (775) 684-0130.

**Objections to the proposed change(s) must be received in writing by August 29, 2017.** Objections should be addressed to Cassie Moir, Deputy Division Administrator, Compensation, Classification and Recruitment Section of the Division of Human Resource Management, 209 East Musser Street, Room 101, Carson City, Nevada 89701-4204.

**POSTING DATE: July 28, 2017**



**STATE OF NEVADA**  
**Department of Administration**  
**Division of Human Resource Management**

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**CLASS SPECIFICATION**

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

Under administrative direction of the Director, Project Management Office (PMO), the Organizational Change Manager, PMO directs, coordinates and manages organizational change related to the implementation of Enterprise Resource Planning (ERP) for the State of Nevada; 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 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; 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 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 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.

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## 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: X/X/XXUC