



STATE OF OREGON  
POSITION DESCRIPTION

Position Revised Date:  
12/18/24

Agency: Department of Early Learning and Care

Facility: Child Care Licensing Division

☐ New

☒ Revised

This position is:

☒ Classified

☐ Unclassified

☐ Executive Service

☐ Mgmt Svc – Supervisory

☐ Mgmt Svc – Managerial

☐ Mgmt Svc - Confidential

SECTION 1. POSITION INFORMATION

a. Classification Title: Operations & Policy Analyst 3

b. Classification No: C0872

c. Effective Date: 7/1/2025

d. Position No: 2535042

e. Working Title: Child Care Initiatives Analyst

f. Agency No: 58800

g. Section Title: Child Care Licensing Division

h. Budget Auth No:

i. Employee Name: Vacant

j. Repr. Code: OAS

k. Work Location (City – County): Salem - Marion

l. Supervisor Name: Alicia Gardiner

m. Position: ☒ Permanent ☐ Seasonal ☐ Limited Duration ☐ Academic Year  
☒ Full-Time ☐ Part-Time ☐ Intermittent ☐ Job Share

n. FLSA: ☐ Exempt  
☒ Non-Exempt

If Exempt: ☐ Executive  
☐ Professional  
☐ Administrative

o. Eligible for Overtime: ☒ Yes  
☐ No

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who's affected, size, and scope. Include relationship to agency mission.

The Department of Early Learning and Care (DELC) is a new Oregon state agency that supports the development and well-being of all Oregon children and ensures families in every corner of the state have access to high-quality early learning and care. DELC also supports child care professionals by providing technical assistance, professional development opportunities, business services, licensing, grants and other resources. DELC was created by the Oregon Legislature in 2021 to unify and strengthen Oregon's early learning system. On July 1, 2023, DELC was established, bringing together the Oregon Early Learning Division (from the Department of Education) and the Employment Related Day Care (ERDC) program (from the Department of Human Services).

The mission of the Oregon Department of Early Learning and Care (DELC) is to foster coordinated, culturally appropriate and family-centered services that recognize and respect the needs of all children, families and early learning and care professionals. Our vision is that children, families, early care and education professionals and communities are supported and empowered to thrive.

**b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement. The primary purpose of this position is to:**

Provide policy and operations analysis and recommendations to the DELC for specific cases, for potential change to controlling law and guidelines, and to improve opportunities for providers. Informed by our mission and values, facilitate provider compliance with CCLD requirements for inspection and monitoring, health and safety, training and professional development of the child care workforce. Further policy and operational decisions that impact the success of DELC in delivering on the mission and in support of our values. Project management, including agency wide efforts. Deal with subjective value judgments, and weigh uncertainties about variables that affect program performance, while recognizing and balancing multiple goals and objectives that sometimes compete or even seemingly conflict. Communicate research, analysis, and recommendations in writing and verbally. Work with a team to wrestle with difficult issues and reach resolution.

### SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function.

% of Time	N/R/NC	E/NE	DUTIES
<b>Note:</b> If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit “Enter”.			
30%	N	E	<u><b>Rulemaking</b></u> <ul style="list-style-type: none"> <li>Lead the development, revision, and finalization of administrative rules as part of the comprehensive Facility Ruleset Alignment Project, ensuring consistency across all licensed facility types regulated by CCLD.</li> <li>Oversee the rulemaking process specific to facility alignment, ensuring compliance with state and federal requirements while aligning with CCLD’s strategic policy and operational goals.</li> <li>Coordinate cross-ruleset analysis to identify duplicative, conflicting, or outdated facility regulations and propose streamlined, equitable updates.</li> <li>Facilitate meaningful engagement with internal teams and external affected parties—including providers from all licensed facility types, families, culturally specific organizations, and advocates—to gather feedback and ensure transparency throughout the alignment process.</li> <li>Ensure revised facility rules reflect statutory intent, regulatory feasibility, national best practices, and promote clarity for both field staff and providers.</li> <li>Draft and publish rulemaking notices, public summaries, and explanatory documents that support internal and external understanding of proposed changes.</li> <li>Serve as a subject matter expert on facility rule content, providing training, interpretation, and technical assistance to staff and community partners on updated regulatory requirements.</li> <li>Monitor implementation of aligned facility rules and recommend adjustments based on feedback from providers, field staff, and licensing operations.</li> <li>Promote cross-unit collaboration—especially with Field Operations, Compliance, Background Checks, and Legal—to support coordinated rule development and implementation.</li> </ul>
25%	R	E	<u><b>Policy Analysis</b></u> <ul style="list-style-type: none"> <li>Conduct detailed policy analysis across multiple facility rulesets</li> </ul>

			<p>to identify inconsistencies, gaps, or duplications and develop recommendations for alignment that support regulatory clarity, equity, and health and safety outcomes.</p> <ul style="list-style-type: none"> <li>• Lead the development of new policies and procedures that operationalize aligned rules and promote equitable, consistent enforcement across all provider types.</li> <li>• Convene cross-functional policy workgroups to support the alignment process, including internal staff, legal counsel, and external partners with diverse expertise.</li> <li>• Provide expert advice to CCLD leadership on policy decisions related to facility rule alignment, including tradeoffs, risks, and long-term system impacts.</li> <li>• Write and revise internal policy and guidance documents to support implementation of aligned facility rules.</li> <li>• Conduct environmental scans and analyze national trends in child care facility regulation to inform policy direction.</li> <li>• Ensure alignment of new policies with existing statutory requirements and CCLD strategic objectives.</li> </ul>
20%	N	E	<p><b><u>Legislative Coordination</u></b></p> <ul style="list-style-type: none"> <li>• Review and analyze legislation that impacts any facility types regulated by CCLD, assessing implications for the Facility Ruleset Alignment Project.</li> <li>• Recommend legislative changes or clarifications needed to support or reflect aligned rulesets.</li> <li>• Translate legislative requirements into actionable regulatory language and policy changes.</li> <li>• Collaborate with CCLD leadership to develop legislative proposals that advance a modernized and equitable regulatory framework across child care settings.</li> <li>• Prepare summaries, talking points, and fiscal or operational impact statements for proposed facility-related legislation.</li> </ul>
20%	N	E	<p><b><u>Project Management</u></b></p> <ul style="list-style-type: none"> <li>• Direct and coordinate all aspects of the Facility Ruleset Alignment Project, including project scoping, work planning, internal and external communication, and milestone tracking.</li> <li>• Identify key decision points, interdependencies, and risks associated with aligning rules across facility types, developing solutions to maintain project momentum and integrity.</li> <li>• Develop and manage an external and internal engagement plan to ensure inclusive participation from providers, advocates, community partners, and field staff.</li> <li>• Maintain detailed records and documentation to support rule development, internal reviews, and public transparency.</li> <li>• Evaluate the effectiveness of alignment efforts post-implementation and recommend ongoing improvements to ensure clarity and efficiency in the regulatory structure.</li> </ul>
5%	N	E	<b>Other duties as assigned.</b>
At all times	N	E	<p><b>AT ALL TIMES - Commitment to Equity</b></p> <p><b>Equity Lens:</b> Designs and/or asks sets of questions to identify and eliminate disparate results-outputs, outcomes, impacts- of policies, programs, and</p>

			<p>practices for underserved/under-represented community members*</p> <p><b>Equitable Workplace:</b> Demonstrates cultural consciousness, commitment, and behavior, to improving an inclusive workplace climate for everyone.</p> <p><b>Equitable Results:</b> Produces results, i.e., outputs, outcomes, or impacts from programs and decisions toward closing disparities for under-represented community members* and improving results for everyone.</p> <p>-----</p> <p>* <i>Underserved/Under-represented community members: e.g., people of color; people with disabilities; LGBTQ+, etc.; and new immigrant populations.</i></p>
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## SECTION 4. WORKING CONDITIONS

**Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.**

Standard office environment, with occasional travel including overnight. Work often involves short timelines, firm deadlines, the need to deal with multiple and conflicting priorities. Protection of sensitive or confidential information. Need for open communication and good working relationships among internal staff and external impacted individuals, who can have different or competing objectives including within each group. Work independently and as a member of teams. Work groups or public presentations can involve providers or parents who are passionate, upset, or angry.

## SECTION 5. GUIDELINES

**a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.**

Federal statutes (Child Care and Development Block Grant Act [CCDBG] 42 USC 9858 as amended) and regulations (45 CFR 98 & 99); Oregon Revised Statutes (ORS Chapter 329A and Oregon Administrative Procedures Act); Oregon Administrative Rules for the Office of Child Care (OAR Chapter 414). Oregon's CCDF plan implementing the CCDBG. Multiple manuals and desk procedures.

**b. How are these guidelines used?**

Set standards for licensing and regulation of child care facilities and providers (including health and safety, training), entry/denial/ removal from the Central Background Registry, provider training and professional development, quality standards and methods for improvement for providers and facilities.

## SECTION 6. WORK CONTACTS

**With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?**

Who Contacted	How	Purpose	How Often?
<b>Note:</b> If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".			
Child Care Providers, members of the public, DELC partners	Meetings, phone, E-mail	Engagement	Monthly

Legislators	Meetings, E-mail	Bill Analysis	Biannually
Early Learning Council	Meetings	Inform them of CCLD policy and rule making	Monthly
Federal OCC	Meetings, E-mail	TA	Monthly

## SECTION 7. POSITION RELATED DECISION MAKING

### Describe the typical decisions of this position. Explain the direct effect of these decisions.

This position is responsible for leading comprehensive oversight of CCLD's policy analysis, rulemaking, legislative coordination, and project management activities to ensure alignment with state and federal regulations and support child care safety and quality.

Decisions are made on research details (what, how); what recommendations to give to staff regarding child care licensing and enforcement, whether to admit/deny/remove people or facilities from the CBR; what topics to expend resource analyzing. Decisions made in this position affect the safety and well-being of children in child care, and the quality and accessibility of care. Decisions also impact the CCLD compliance with federal and state laws.

## SECTION 8. REVIEW OF WORK

### Who reviews the work of the position?

Classification Title	Position Number	How	How Often	Purpose of Review
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**Note:** If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

CCLD Director	0003793	In Person, Virtual Meetings, phone, email	As Needed	Determine accuracy and timelines of work, quality of judgment, performance

## SECTION 9. OVERSIGHT FUNCTIONS

THIS SECTION IS FOR SUPERVISORY POSITIONS ONLY

a. How many employees are directly supervised by this position? \_\_\_\_\_

How many employees are supervised through a subordinate supervisor? \_\_\_\_\_

b. Which of the following activities does this position do?

- |  |   |
|--|---|
| <input type="checkbox"/> Plan work               | <input type="checkbox"/> Coordinates schedules                    |
| <input type="checkbox"/> Assigns work            | <input type="checkbox"/> Hires and discharges                     |
| <input type="checkbox"/> Approves work           | <input type="checkbox"/> Recommends hiring                        |
| <input type="checkbox"/> Responds to grievances  | <input type="checkbox"/> Gives input for performance evaluations  |
| <input type="checkbox"/> Disciplines and rewards | <input type="checkbox"/> Prepares & signs performance evaluations |

## SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

**ADDITIONAL REQUIREMENTS:** List any knowledge and skills needed at time of hire that are not already required in the classification specification:

The individual must exercise independent judgment and decision making in the absence of clearly defined policy, guidelines or regulation. The individual must be able to communicate clearly and effectively both verbally and overin writing, and manage a high level of competing demands. This position requires strategic thinking, planning, and execution, as well as the ability to work cooperatively with those that have competing interests.

As a condition of employment, the individual in this position will be subject to both Child Protective Services and Criminal History checks, including FBI fingerprinting, and will be required to be enrolled in the Central Background Registry. Adverse background data may be grounds for immediate disqualification.

All positions within DELC require employees to serve as a “mandatory reporter” of child abuse.

A valid driver’s license and a satisfactory driving record, or the ability to provide a satisfactory alternate mode of transportation is required.

**BUDGET AUTHORITY:** If this position has authority to commit agency operating money, indicate the following:

Operating Area	Biennial Amount (\$00000.00)	Fund Type
<i>Note: If additional rows of the below table are needed, place curser at end of a row (outside table) and hit “Enter”.</i>		

## SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number.

## SECTION 12. SIGNATURES

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Appointing Authority Signature

\_\_\_\_\_  
Date