



# State of Oregon Position Description

**Company:** Department of Early Learning and Care  
**Organization:** Programs Division - DELC  
**Service Type:** Management Service - non supervisory

## SECTION 1. POSITION INFORMATION

<b>Job Profile Title:</b>	Operations & Policy Analyst 4	<b>Job Profile ID:</b>	0873
<b>Business Title:</b>	Strategic Policy & Projects Coordinator	<b>Position ID:</b>	000000158038
<b>Employee Name:</b>		<b>Company ID:</b>	58800
<b>Representation:</b>	MMN	<b>Budget Auth No:</b>	1413367
<b>Location:</b>	Salem   DELC   Summer Street		
<b>Supervisor:</b>	Joel Metlen (Business Operations Administrator 2)		
<b>Position:</b>			
<b>Time Type:</b>	Full Time		
<b>FLSA:</b>	Exempt		
<b>Exempt Reason:</b>			
<b>Overtime Eligible:</b>	No		
<b>Employee Type:</b>	Permanent		

## SECTION 2. JOB DESCRIPTION SUMMARY

Describe the program in which this position exists. Include program purpose, who is 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.

a. 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:

The primary purpose of this position is to provide expertise to the Deputy Director and the Director's Office on policy development and implementation, advancing strategic initiatives and direction for the agency, managing high-profile projects and portfolios, and advancing change management within the agency. A person working in this position will use specialized knowledge to lead the examination, compiles analysis, development and implementation of agency policy, strategy and best practice in support of the agency's executive leadership team. This position liaisons across the agency, other state agencies, private and public human service organizations, advocacy groups, elected officials, consumers, and other groups to build collaborative partnerships to advance agency initiatives.

This position is responsible for understanding, supporting, and instituting the key elements for large-scale portfolio and project management and change management and providing timely, effective and strategic communications for these activities. This requires approaching this work in alignment with the agency's mission and culture by facilitating safe environments, collaborative relationships, and ensuring an equitable and trauma-informed approach.

## **SECTION 3. JOB DESCRIPTION**

**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.**

### **45% N E Policy Examination, Analysis, Advice, and Implementation**

- Examine emerging policy issues, service innovations, and trends related to early learning and care and designated areas of expertise, with an emphasis on policy issues that cross or effect other state agencies and/or broad partner groups.
- In collaboration with agency partners, conduct complex analyses of gaps in early care and education systems, policies, programs, and practices in order to strategize the advancement of Oregon's early learning system.
- Coordinate the review and analysis of existing agency policy, administrative rules and regulations and evaluate for alignment with agency initiatives and strategic direction.
- Prepare and present information and updates on policies, strategies, and initiatives to agency leadership and partner groups
- Advise agency leadership and recommend policy strategies, options, and legislative positions for agency leadership to present to elected officials, and leaders across the human services system.
- Integrate budgetary, funding, and operational information in policy development, examination, analysis, implementation, and strategy.
- Convene, plan, and facilitate cross-program, local, statewide, and/or national workgroups to facilitate the development and implementation of complex policy initiatives. Recommend operating policy and procedures to bring system enhancements into effect.
- Use data to identify trends, design initiatives and strategies, and evaluate the effectiveness of programs and services, and conduct analysis of alignment with overall agency policy and direction.
- Examine, analyze, and recommend strategies with internal and external partners to develop new or revised policy to address emerging and ongoing issues. Prepare presentations and communications on recommended strategies for implementation of policies and legislation. Leverage this work to advise and inform agency and program area leadership.
- Support, participate in, facilitate, and/or lead agency response to emergent crises and complex, controversial and politically sensitive issues. Engage with program leadership, agency communications, legislative relations, project management, executive leadership teams and others to develop, plan, implement, and sustain ongoing agency response to urgent issues and emerging crises.

### **35% N E Strategic Project/Initiative Management**

- In close coordination with the Project Management Office (PMO), manage all aspects of high-profile portfolios, projects, and initiatives as identified by the Early Learning System Director and executive leadership from initiation to closing to advance agency goals and priorities, including management of scope, resources, timeline, quality, communications, risk, issues, procurement, partner engagement, controlling, and monitoring.
- In coordination with the Organizational Development (OD) team, lead change management efforts to ensure successful implementation of key initiatives and projects.
- Identify and convene thought leaders on various topics that advance strategic initiatives.

- Engage and ensure alignment between internal and external partners, including other agencies and departments, community-based and culturally specific organizations, and subject matter experts.
- Track, monitor, and report on project and initiative progress and resource needs to agency leadership
- Identify and address risks and issues related to projects and initiatives.
- Help develop and champion the project management and change management capabilities of the agency and its programs.

#### **10% N E Partnership and Communications**

- Attend and represent the agency on various work groups, taskforces, and committees, including local, statewide, or national committees that develop policies, legislative proposals, procedures and strategic plans.
- As necessary, coordinate, plan, schedule and lead agency, local, and statewide policy groups.
- Facilitate collaboration in developing policy initiatives by building consensus across internal and external groups. Include, emphasize and elevate voices of consumers and underserved/marginalized groups.
- Attend meetings on behalf of the Deputy Director of Programs, representing agency position and perspective on important policy issues, preparing reports and facilitating bidirectional information sharing with agency leadership.
- Attend conferences and events on behalf of DELC to foster partnerships, collaborative relationships and mutual support for groups throughout the human services sector.
- Plan, direct and develop strategic communications to inform staff, partner agencies and all other partners regarding agency initiatives and policy priorities.
- Collaborate with program division communications staff to craft effective, proactive strategies and messages to ensure the department provides timely and appropriate information about agency initiatives and policy priorities to target audiences.
- Lead and develop project updates related to policy priorities and agency initiatives including training materials, status reports, and general information provided to internal agency staff, organizational leadership and external partners including the legislature and Governor's Office Policy Advisors
- Review, edit and revise reports and other printed materials to ensure style and content align with the agency's approved style manuals, and to enhance the effectiveness of the agency's message.
- Work closely with DELC Government Affairs to support the development and alignment of the DELC legislative agenda and priorities. This includes examining the effect of proposed legislation, writing and editing legislative testimony, monitoring and reviewing federal legislation in matters of state or agency concern, designing strategies to maximize federal funding to state programs, and recommending action to agency leadership on state and federal Legislative matters.
- Provide review and analysis of pending legislation and support the coordination of legislative testimony, bill tracking, communication of priorities and letters of support at the Deputy Director of Program's direction
- Support and emphasize the inclusion of community voice in all DELC partnership, engagement and collaboration efforts. Use an equity and inclusion lens to elevate the perspectives of marginalized, underserved and disproportionately impacted groups

#### **10% N E Other Duties**

- Other duties as assigned

#### **AT ALL TIMES - Commitment to Equity**

**Equity Lens:** Designs and/or asks sets of questions to identify and eliminate disparate results-outputs, outcomes, impacts- of policies, programs, and practices for underserved/under-represented community members\*

**Equitable Workplace:** Demonstrates cultural consciousness, commitment, and behavior, to improving an inclusive workplace climate for everyone.

**Equitable Results:** 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.

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 \* Underserved/Under-represented community members: e.g., people of color; people with disabilities; LGBTQ+, etc.; and new immigrant populations.

## 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.**

Subject to operational requirements and, supervisory approval, the incumbent of this position may perform some job duties from a remote work location. This position must have the ability to function in a high-energy and complex work environment with frequent interruptions and multiple priorities. The flexibility to meet tight and changing deadlines is required, as is the ability to work well with a variety of internal and external customers including federal, state and local government agencies; community advocacy and partner groups; DELC managers and staff; elected officials; Governor's Office and Legislative staff; agency partners; agency contractors; and the general public. This person also is occasionally required to work long hours including evenings and weekends. The person in this position may have access to sensitive information; the incumbent must be knowledgeable and use tact and professionalism in handling this information during facilitated conversations.

## SECTION 5. GUIDELINES

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

Federal and state laws, Oregon Administrative Rules; Oregon Accounting Manual; Collective Bargaining Agreements; All Statewide policies and procedures (State Procurement, Human Resources, Risk and Safety, Fleet, Facilities, PEBB and EAP, etc.) protocols and procedures; Child Care Development Fund (CCDF); Preschool Promise Standards and Guidelines; Head Start Act

**How are these guidelines used?**

These guidelines are used to inform project design and implementation; to guide staff development; design and coordinate legislation and other policy; to inform policy advice

## 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	How	Purpose	How Often?
Agency Contractors	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Agency partners	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Child care Providers	In Person, by mail, email or telephone	Direction on work, feedback	As Needed
Child Care Resource and Referral Directors	In Person, by mail, email or telephone	Direction on work, feedback, consultation	Regularly
Community advocacy and partner groups	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
DELC Managers and Staff	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Deputy Director of Programs and broader program unit	In Person, by mail, email or telephone	Coordinate and advising work	Regularly
DHS Self Sufficiency Unit	In Person, by mail, email or telephone	Alignment of program and policy	As Needed
Early Learning System Director	In Person, by mail, email or telephone	Coordinate and advising work	As Needed
Elected Officials	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Federal, state, and local government agencies	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Govenor's Office	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Grants and Operations Unit	In Person, by mail, email or telephone	Design scopes of work; management of contracts	As Needed
Hub Directors	In Person, by mail, email or telephone	Direction on work, feedback, consultation	Regularly
Legislative Staff	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed
Preschool Providers	In Person, by mail, email or telephone	Direction on work, feedback	As Needed
The general public	In Person, by mail, email or telephone	Communication, consultation, feedback	As Needed

## SECTION 7. POSITION RELATED DECISION MAKING

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

This individual exercises critical judgment in high-pressure situations that affects the reputation, credibility, effectiveness and image of the agency and its leadership; the public's ability to obtain information related to agency programs and receive needed services; the agency's ability to seek, gather and evaluate public input for decision-making purposes; the ability of staff, providers and partners to quickly gain access to information needed to perform their jobs; and the appropriate expenditure of public funds. The position develops and enforces communication programs and policies, advises division leadership and executive leadership on program and policy implementation, and develops key messages on emerging, confidential and other important issues. This position's activities are time-sensitive, complex, controversial and politically sensitive. The decisions encompassed in the work of this position are highly visible and of significant interest to the state Legislature, multiple community groups and the Governor's office.

Decisions made in this position has significant impact on community partners, and providers. Miscommunication could cause unrest among staff or clients, which could deteriorate necessary relationships used in the provision of services.

## SECTION 8. REVIEW OF WORK

Job Profile	Position ID	How	How Often	Purpose of Review
Deputy Director of Programs	1715013	In Person, by mail, email or telephone	Regularly	Review completed projects and reports. Shared with programs and employees affected by the project or reports. Performance appraisal

## SECTION 9. OVERSIGHT

What are the oversight activities for this position?

## SECTION 10. ADDITIONAL POSITION RELATED INFORMATION

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

- Ability to analyze complex, cross-agency policy issues; see interdependencies across programs, legislation, funding, and operations; and recommend long-range strategies that strengthen the early learning system.
- Expertise and experience building strong, trusting relationships with diverse partners (state agencies, culturally specific organizations, providers, legislators, advocacy groups). Skilled at convening and facilitating groups to reach shared goals.
- Demonstrated ability to lead large, high-profile initiatives with confidence — managing scope, risk, timelines, and partner engagement — while driving change management strategies that help the agency successfully implement new policies and processes.
- Skilled at translating complex policy, data, and strategy into clear, compelling messages and communication for executive leadership, legislators, community partners, and the public — including in politically sensitive or high-pressure situations.
- Consistently able to apply an equity and trauma-informed lens to policy development, project implementation, partnerships, and communication. Actively elevates underserved and disproportionately impacted communities in shaping policy and strategy.
- The person in this position must use relevant information and individual judgment to determine whether events, policies and processes comply with laws, regulations and standards. The ability to synthesize voluminous information, opinions, and materials; make sense of complex information; and determine the impact of potential outcomes is crucial.
- Incumbent works without direct supervision on a day-to-day basis. Incumbent represents the agency and effectively create and sustain positive relationships with varied governmental, private, and public partners
- Experience with budgetary and operational policy development, analysis, and implementation.
- Experience in using data to identify trends to design and evaluate initiatives and strategies for effectiveness or change.

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.

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

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

## SECTION 11. BUDGET AUTHORITY

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

Operating Area

Biennial Amount

Fund Type

## SECTION 12. ORGANIZATIONAL CHART

See Organizational Chart (attach copy or view within Workday).

## SECTION 13. SIGNATURES

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Manager

\_\_\_\_\_  
Date

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

\_\_\_\_\_  
Date