

OYA *In the Loop*

March 27, 2009

Central Office Reorganization - Part 2

Yesterday I shared with you part of the reorganization I am putting into motion for Central Office.

These times also give us an opportunity to look at Central Office differently. Every agency has its version of Central Office, and I understand that if you don't work in or with Central Office very much, it can be a mysterious entity. I hope that you've noticed in *The Bulletin* that we are gradually reintroducing, unit by unit, Central Office people and functions to you. We intend to maintain that feature even though the newsletter is now quarterly.

The fact is, Central Office takes care of a lot of requirements so that those of you in the field and facilities can do your work. I am fond of saying that Central Office serves the people who serve the youth.

For instance, there are things you don't have to think about because Central Office staff take care of so much. You are perhaps most familiar with Payroll and Human Resources because those folks solve problems for you personally.

However, if you look a little deeper, you'll find some of the value-added work. Without our Budget staff, we would receive no money. Without our Contracts Unit, we wouldn't be able to place kids in community residential programs or rent a copier. Without Information Systems, you wouldn't be reading this online or have the JJIS tool. Without Accounting, the bills wouldn't be paid.

Additionally, Central Office staff complete work required by state and federal laws or by sound management principles. For example, if we contract for a service, we ought to make sure the service is delivered according to state, federal and OYA standards. When the Legislature, through SB 267, required us to provide evidence-based treatment, we had to create programs, implement them, train staff, measure success, and report outcomes. All of these necessary tasks are accomplished by our Central Office.

At the risk of sounding defensive, I share these insights because I want you to know that the staff in Central Office do real work, often on their own time. I received several emails that expressed some venom toward Central Office, which says to me we need to do a better job of breaking down silos. I encourage each of you to have an appreciation of the work done in other places, and I will do my best to share with you accomplishments across the agency of which we can all be proud.

Now that that's off my chest, I need to let you know that I have been scrutinizing Central Office and looking for ways it can be organized for greater logic and efficiency. I am also mindful of perception. As we are scaling back facilities and field staff that Central Office supports, I think it is important for Central Office to do its part as well in these hard times. The fact of the matter is, with a shrinking organization, the infrastructure needs to be right-sized. This will affect managers and represented staff alike.

This is a work in progress, but here's what I've decided so far.

As I told you in the last In the Loop, Phil Cox will be assuming responsibility for OYA's community services, which will comprise parole and probation, the Community Resources Unit and foster care. It makes sense to me that the units that provide direct services to community youth reside in the same unit.

Other Program Office functions will be divided up. Dr. Mary McBride will retain her responsibilities for clinical and treatment services and quality assurance, heading up a unit that will report directly to Fariborz and me.

Responsibility for the Training Academy and Federal Programs will move to the Business Services Division under the leadership of Jean Straight. There is a natural connection between Human Resources and staff training, and with this new structure I see their work becoming even more complementary. Federal Programs is a natural to go to Business Services because of its focus on revenue enhancement.

Rules and Policies will move to the Director's Office.

This reorganization, together with the elimination of several Central Office positions, will save about \$2.4 million.

I anticipate that this is not the end of restructuring Central Office, but I think it is safe to assume that the structure I've outlined for you represents the lion's share of the organizational changes.

We are zeroing in on the 30-percent reduction plan we are required to submit to the Legislative Fiscal Office (LFO). Cabinet members met yesterday and today to assign priorities to the reductions (i.e., decided in which order to recommend cutbacks be taken), which was a difficult exercise. I will be able to share the details with you in the next In the Loop.

I sincerely appreciate the input you shared with me via my In the Loop email address (oyaintheloop@oya.state.or.us), and we have been trying to get responses back to you just as quickly as possible. Your thoughtful contributions regarding our challenges are most welcome and appreciated.

Bobby