



**MEMORANDUM**

TO: Water Resources Commission

FROM: Thomas M. Byler, Director  
Kim Ogren, Manager, Water Resources Development Program *KO*  
Shavon Haynes, Watermaster, District 13  
Sarah Manning, Payroll Specialist *Sm*

SUBJECT: Agenda Item M, December 8, 2017  
Water Resources Commission Meeting

**Strategic Planning**

**I. Introduction**

During this informational agenda item, staff will provide an update on the Department's ongoing strategic planning efforts.

**II. Background**

The Secretary of State's 2016 performance audit recommended that the Department develop a long-term plan to prioritize its responsibilities and set clear measureable goals for water sustainability. The Commission and Department discussed this issue at the January 2017 Commission meeting and agreed to embark on a strategic planning.

During Phase 1 of the planning effort, the Department focused in on the purpose of doing strategic planning, identified what products will be produced, and outlined the planning process. As reported to the Commission in August, the Department concluded Phase 1 and identified three reasons for doing strategic planning:

1. To prioritize our work;
2. To continue to improve as a positive and productive workplace; and
3. To improve our internal and external communications.

The Department also shared a tentative timeline for completing Phase 2, which includes developing the strategic plan and presenting it for adoption by the Commission in the fall of 2018.

### III. Consultant Services

The Department entered into a one-year contract with Ron Sarazin of Olympic Performance, Inc. for assistance with strategic planning. Mr. Sarazin has extensive experience with strategic planning. He recently worked with the Oregon Department of Agriculture to develop their strategic plan and also helped us develop the Department's strategic planning process in Phase 1.

### IV. Core Values and Core Competencies

One component of strategic planning is to outline the Department's core values and core competencies. Core values are the principles that guide how the Department operates and completes its work. They shape staff's interactions with external customers and internally with others in the Department. A core competency is knowledge or expertise in a given area, discipline, or service where an organization provides value to its customers. More simply, it is what the agency does and the skills or functions that make us unique. For example, a medical doctor's core competencies are to diagnose ailments and prescribe treatments.

To gather staff input on core values and competencies and to start a dialogue between staff on those topics, the Department hosted eight work sessions with managers and staff (Table 1). Every staff person either participated in a work session or was presented the opportunity to do a make up exercise. Managers and staff were led through two exercises that each had three components: an individual reflection and writing, small group discussion, and large group discussion.

**Table 1. List of Core Values and Core Competencies Work Sessions**

<b>Date</b>	<b>Location</b>	<b>Participants</b>
October 3	Pendleton	North Central Region staff
October 4	Baker City	East Region staff
October 30	Salem	Managers and Administrators
November 1	Roseburg	Southwest Region staff
November 7	Bend	South Central Region staff
November 8	Salem	Salem staff
November 17 (morning)	Salem	Salem and Northwest Region staff
November 17 (afternoon)	Salem	Salem staff

The worksheet used in the core values exercise is included as Attachment 1. Attachment 2 summarizes the results of feedback from staff and the staff work sessions. To refine the list of core agency values, the Department's staff strategic planning committee, made up of staff representatives from each division of the agency, will consider the input from staff and develop a proposed list of values. The committee will then present the list to the Department's Agency Coordination Team (ACT) for its consideration.

The instructions for the core competencies exercises are included as Attachment 3. Those results are still being compiled.

After completing these exercises, the work session participants then talked about barriers to good communication and possible ways to improve communication. These conversations are the start of a longer dialogue on improving communication across the agency.

## **V. Work Prioritization**

The Department is in the process of preparing for the work prioritization track of strategic planning. This includes taking an inventory of day-to-day actions and workloads, as well as identifying staff capacity for implementation of Oregon's Integrated Water Resources Strategy (IWRS) and other strategic development work over the course of the next five years. This aspect of strategic planning will include engagement of the Commission, stakeholders, and partner agencies in 2018. The Commission may want to consider a special Commission meeting in late April or May to devote more time and attention to the work prioritization, than what may be possible during a regular meeting.

## **VI. Conclusion**

The Department intends to finalize a strategic plan in the fall of 2018. Initial focus has been on gathering input from staff on core values and core competencies. After the adoption of the 2017 Update to the IWRS, the effort will shift to also focus on the work prioritization component of strategic planning. Attachment 4 provides an updated timeline of the Department's strategic planning process.

### Attachments:

1. Core values worksheet
2. Core values survey results
3. Core competencies exercise instructions
4. Updated draft strategic planning timeline

Tom Byler  
503-986-0910

Kim Ogren  
503-986-0873

**Instructions: Review the list of potential Department values below. Circle the four core values that you believe the Department should adopt and embody as an organization.**

Accountability	Equitable	Perseverance	Service to others
Accessible	Evidence-based	Positivity	Solution-oriented
Celebrate successes	Excellence	Practical	Straightforward
Commitment	Gratitude	Pragmatic	Stewardship
Consistency	Greatness	Precise/Precision	Systematic
Continuous improvement	Guidance	Prepared	Teamwork
Cooperation	Hard work	Proactive	Timely
Coordination	Health	Problem-solving	Transparency
Cordial	Heart	Productive	Trust
Courage	Helpful	Professionalism	Understanding
Courtesy	Honest	Progress	Unflappable
Creativity	Humility	Prosperity	Unity
Credibility	Impact	Prudence	Useful
Curiosity	Impartial	Quality	Value
Customer focus	Improvement	Realistic	Value creation
Customer service	Innovation/Innovative	Reliability	Vision
Dedicated	Integrity	Responsibility	Welcoming
Dependable	Leadership	Respect	Work/Life balance
Diversity	Open	Safety	Other: _____
Effective	Optimism	Science-based	Other: _____
Efficient	Partnership	Scientific	Other: _____

**Instructions: Rank the values you circled in order of importance to you (#1 is most important and #4 is the least). Then write a one sentence definition for or statement describing that value and an example of how that value is demonstrated or applied in your work with the Department.**

*Example Value: Integrity      Example Definition: Be honest and transparent regardless of the situation.  
 Example of value in action: Being upfront and honest when a project is or is not a good fit for Department funding and providing the same level of service regardless of who is inquiring about funding.*

Value #1: \_\_\_\_\_ Definition: \_\_\_\_\_  
 Example of value in action: \_\_\_\_\_  
 \_\_\_\_\_

Value #2: \_\_\_\_\_ Definition: \_\_\_\_\_  
 Example of value in action: \_\_\_\_\_  
 \_\_\_\_\_

Value #3: \_\_\_\_\_ Definition: \_\_\_\_\_  
 Example of value in action: \_\_\_\_\_  
 \_\_\_\_\_

Value #4: \_\_\_\_\_ Definition: \_\_\_\_\_  
 Example of value in action: \_\_\_\_\_  
 \_\_\_\_\_

**Your Division:** \_\_\_\_\_ **Years with OWRD:**  0-3 yrs  4-9 yrs  10-14 yrs  15+ yrs

### Preliminary Results for Staff Strategic Planning Survey on Core Values

In October and November 2017, 151 staff, managers, and administrators met in a series of strategic planning work sessions. In the work sessions, participants completed a core values exercise that involved a survey of their views on what should be the Department's top four core values as an organization. The survey asked participants to 1) identify their top four most important values, 2) rank those values one to four, 3) define the value, and 4) provide an example of the value in action. After completing the survey, participants discussed their views in small groups and came up with a group list of values. Then there was a larger group discussion of the various groups' lists. The following are preliminary results from the core values survey. A few staff still need to complete the survey and additional analysis is also needed. The Staff Strategic Planning Committee will take the survey results and develop a recommended set of Department core values and their corresponding definitions. This list will be presented to the Department executive team for its consideration.

**Table 1. Participant breakdown by division**

Division	Number of Participants
Field Services	64
Technical Services	37
Water Rights	29
Administrative Services	11
Director's Office	9
None listed	2
Total	151

**Table 2. Participant breakdown by time with Department\***

Years with Department	Number of Participants
0-3 years	44
4-9 years	34
10-14 years	19
15+ years	53
None listed	1
Total	151

\*Time employed by county also included

**Table 3. Values listed by 20 or more participants as one of their top four values for the Department**

Value	Number of People Who Ranked Value				Total
	Ranked as #1	Ranked as #2	Ranked as #3	Ranked as #4	
Customer service	25	8	6	3	42
Integrity	11	15	8	1	35
Transparency	6	5	9	13	33
Science-based	4	10	12	5	31
Consistency	7	6	8	5	26
Efficient	2	8	7	4	21
Stewardship	8	5	4	4	21
Proactive	0	9	10	1	20
Solution-oriented	4	3	5	8	20
Teamwork	1	4	8	7	20

## Core Competencies Exercise Instructions

### Introduction

A core competency is knowledge or expertise in a given area, discipline, or service where an organization provides value to its customers. Or more simply, it is what we do and the skills or functions that make us unique. For example a core competency may be something like “provide timely and readily accessible water resource data” or “protect existing water rights.”

### Instructions – Brainwriting

1. On your own, read the Department vision and mission below. Reflect on the vision and mission and write on an index card one competency Department needs to do to accomplish its mission and achieve its vision. Think of what our agency needs to do as a whole, not just your Division/Program. Place that card in a pile in the middle of the table.
2. Repeat three more times (for a total of four cards). Only write one competency per index card.

**Department Vision:** Assure sufficient and sustainable water supplies are available to meet current and future needs.

**Department Mission:** Serve the public by practicing and promoting responsible water management through two key goals:

- to directly address Oregon's water supply needs, and
- to restore and protect streamflows and watersheds in order to ensure the long-term sustainability of Oregon's ecosystems, economy, and quality of life.

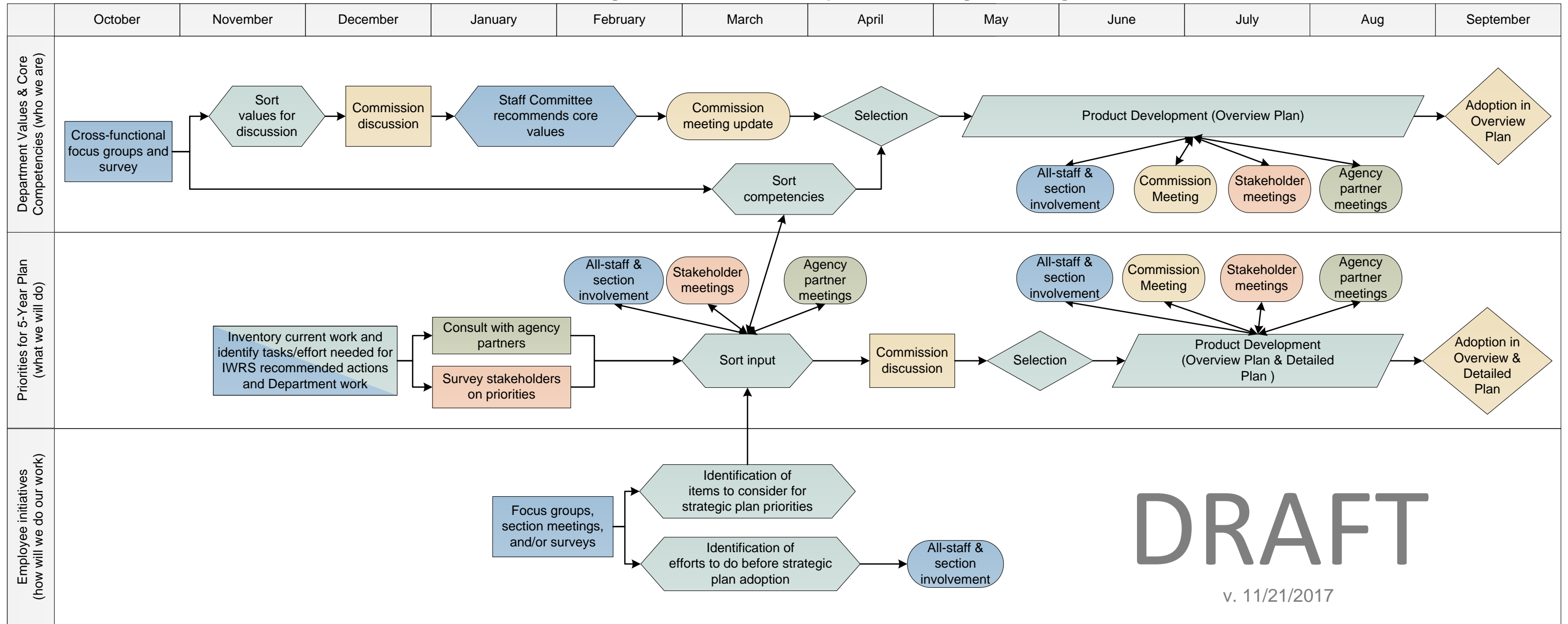
### **Instructions – Small Group Discussion**

1. Gather all the cards from the people in your group into one pile.
2. Select someone to read each card aloud. As a group, work together to sort the cards by topic, placing the cards in stacks with similar cards. Try to limit the number of stacks to no more than six. Label each stack of cards with the topic or general category (e.g., “data collection and analysis” or “protecting water rights”).
3. Once the stacks are created, select the one or two most important competencies from each stack. Write the stack label on those selected cards. Keep the stacks in-tact, as they will be collected later. On the flip chart paper, write down the one to two most important competencies you selected from each stack.

### **Instructions – Large Group Report Out and Exercise Wrap Up**

1. Select someone from your group to present the list of core competencies you selected as a group and wrote up on your flip chart.
2. Participate in the facilitated large group conversation.
3. After we finish up the exercise, use a binder clip, paper clip, or rubber band to keep the cards in each stack together. Put the stacks into the plastic bag provided. Give the bag to the facilitator.

### DRAFT 2017-2018 Oregon Water Resources Department Strategic Planning Timeline



DRAFT

v. 11/21/2017

**BACKGROUND ON OWRD STRATEGIC PLANNING**

The Department is doing strategic planning in order to:

1. Prioritize our work – As highlighted in the 2016 Secretary of State’s Audit, the Department has too much to do given current resources and responsibilities. The strategic plan will communicate what the Department intends to accomplish in the next 5 years as well as highlight what the Department does not have the time or resources to do within that timeframe. This will include ongoing Department work (e.g., regulation of the distribution of water) and recommended actions from the Oregon Integrated Water Resources Strategy.
2. Continue to improve as a positive and productive workplace – The Department hopes to identify what the agency is doing well, opportunities for improvement, and what defines the agency’s culture. Our goal is to continue to improve efficiency and service delivery, while fostering a positive work environment.
3. Improve our communication – Through strategic planning, the Department hopes to identify practical ways to promote efficient and effective communication, both internally and externally.

**FLOWCHART KEY**

This flowchart is intended to provide a general, high-level guide to how the Department will do strategic planning. Specific dates and activities may change. The flowchart uses colors to indicate who will be involved in different steps of the planning process. The flowchart shapes indicate the general form of engagement and how the identified group will be involved in strategic planning in that step of the process. This key identifies the color code for the group engaged as well as explains what form of engagement are designated by different shapes.

- Commission
- OWRD Executive Team
- Stakeholders
- OWRD Managers & Staff
- Agency partners

- Information gathering

Rectangles indicate efforts to gather input for consideration in the strategic plan. This could be done through meetings, focus groups, surveys, etc.
- Sorting

Hexagons indicate the efforts taken to sort through the information gathered and organize it for consideration in the planning process.
- Decision

Diamonds indicate the actual selection and decision of what will be included in the strategic planning documents.
- Status updates & opportunity to provide feedback

Ovals indicate additional opportunities for review or feedback on work completed to date. The specific form of involvement will vary.
- Product Development

Slanted parallelograms indicate development of the strategic planning documents, including drafting and revising.