

Strategic Planning

Tom Byler, Director

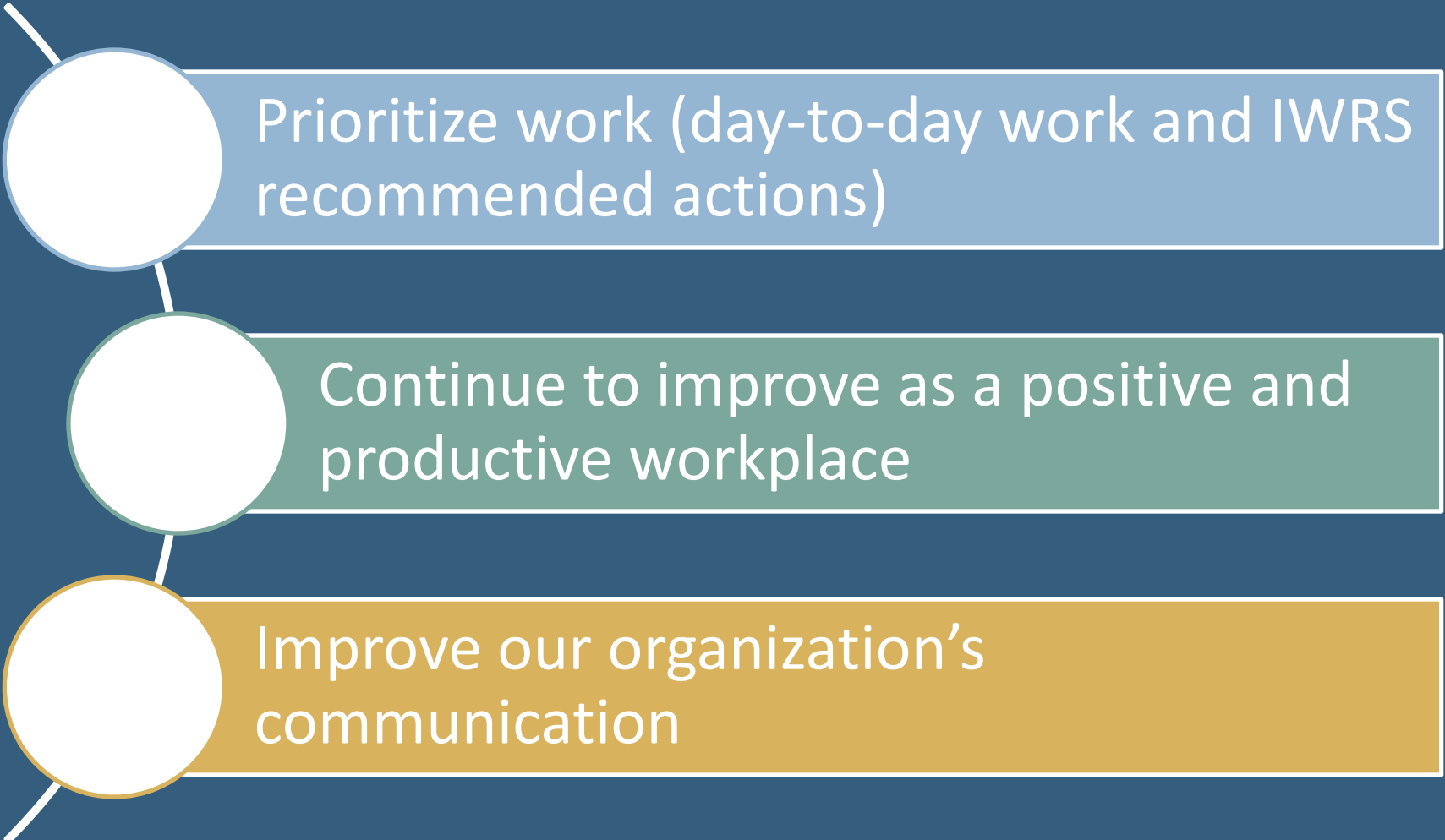
Kim Ogren, Manager, Water Resources Development Program

Shavon Haynes, District 13 Watermaster

Sarah Manning, Payroll Specialist

Oregon Water Resources Department

Reminder: Why are we doing strategic planning?



Prioritize work (day-to-day work and IWRS recommended actions)

Continue to improve as a positive and productive workplace

Improve our organization's communication

Recap of work to be done

Core values

Principles that guide the Department's work

Core competencies

What sets the Department apart from others dealing with water resource issues

Prioritized list

Work to be done over next 5 years (day-to-day work & IWRS Recommended Actions)

Employee initiatives

What needs to be done to enable employees to accomplish work identified

Three “tracks”



Core values and core competencies

Work prioritization
(high-level 5-year plan)

Employee initiatives

Strategic Planning Consultant

Ron Sarazin



Olympic Performance, Inc.

Staff Strategic Planning Committee: Purpose

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Facilitate communication between Department management and staff during strategic planning

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Provide coworkers updates as the process unfolds and represent staff views

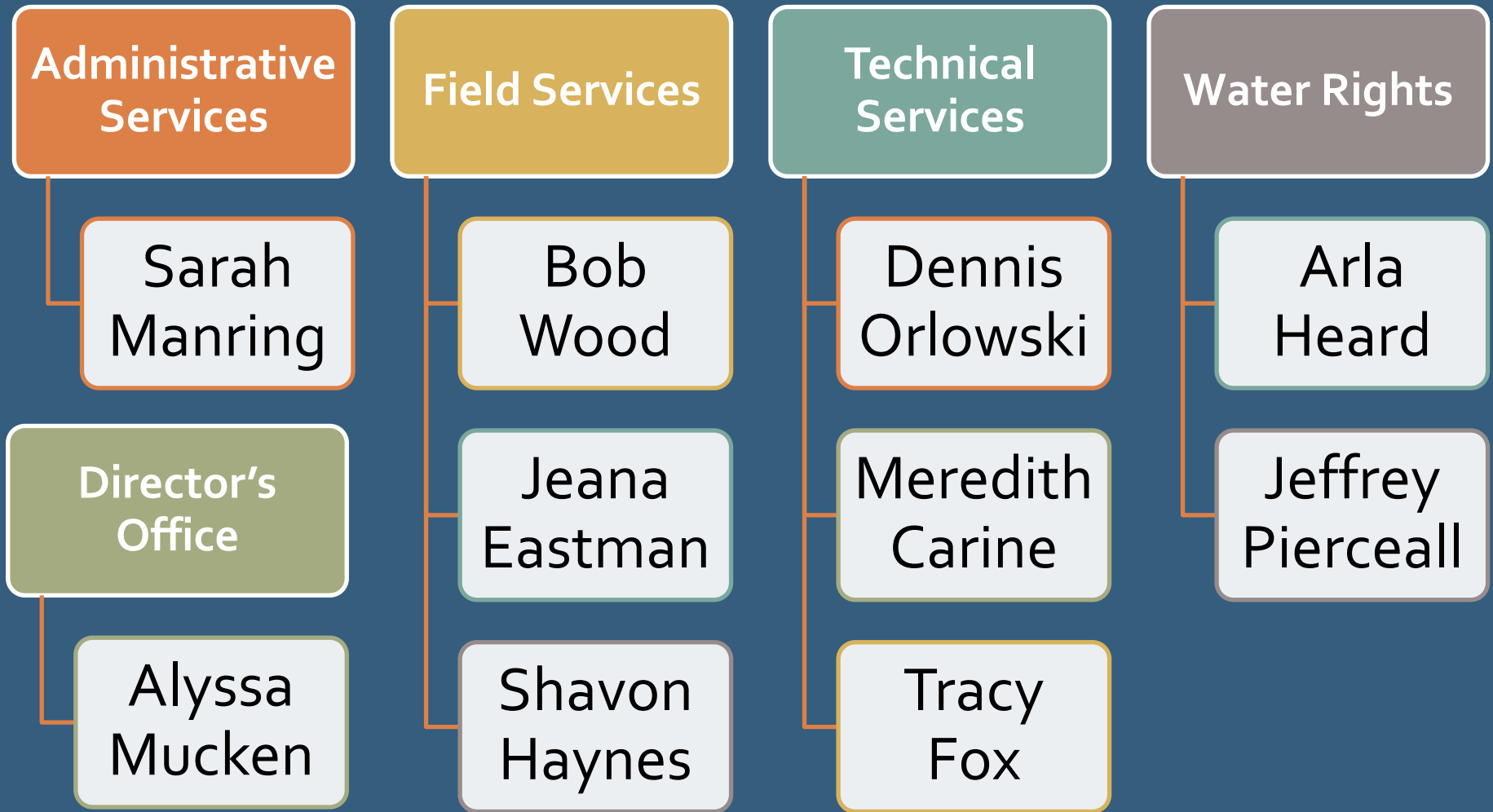
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Serve as a standing committee that the Director, project coordinator, and/or contractor can consult

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May pick up and implement ideas from strategic planning

Staff Strategic Planning Committee: Members



CORE VALUES & COMPETENCIES

Core Values & Competencies

Core values

- The principles that guide how the Department operates and completes its work.
- The standards that shape our interactions with external customers and internally with others in the Department.

Core competencies

- Knowledge or expertise in a given area, discipline, or service where an organization provides value to its customers.
- What the Department does and the skills or functions that make us unique.

Department Work Sessions

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

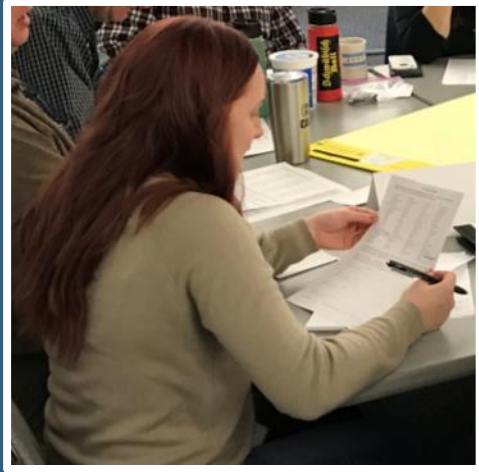
Exercise Participants

Division	Number of Participants
Field Services	64
Technical Services	37
Water Rights	28
Administrative Services	11
Director's Office	9
None listed	2
Total	151

Exercise Participants

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

Two Interactive Exercises



INDIVIDUAL WRITING



SMALL GROUP DISCUSSION



LARGE GROUP REPORT OUT AND DISCUSSION

Core Values Exercise

- Individual participants asked to:
 - Identify four values they think the Department should adopt
 - Rank values #1 through #4
 - Define value and provide example of value in action
- Small groups developed own list based on individual input
- Large group discussion



Values Listed by 20 People or More

Value	Number of People Who Ranked Value				
	Ranked as #1	Ranked as #2	Ranked as #3	Ranked as #4	Total
Customer service	25	8	6	3	42
Integrity	11	15	8	1	35
Transparency	6	5	9	13	33
Science-based	4	11	12	5	32
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

Results by Theme

Value Theme	FSD	TSD	WR	ASD	DO	Total
Consistency (credibility, dependable, equitable, quality, reliability, systematic)	51.6%	35.1%	42.9%	27.3%	33.3%	43.0%
Ethics (accountability, honesty, integrity, respect, transparency, trustworthy)	59.4%	64.9%	96.4%	100%	66.7%	71.1%
Partner/Team (coordination, partnership, teamwork, unity)	31.3%	21.6%	25.0%	9.1%	66.7%	28.2%
Results-oriented (effective, efficient, impact, productive, timely)	35.9%	35.1%	21.4%	36.4%	11.1%	31.5%
Science/Evidence-Based (evidence-based, science-based, scientific)	25.0%	45.9%	10.7%	0%	44.4%	26.8%
Service (customer focus, customer service, public service, service to others)	5.3%	35.1%	35.7%	9.1%	44.4%	38.3%
Solution-oriented (innovative, problem-solving, solution-oriented)	39.1%	24.3%	28.6%	54.5%	44.4%	34.9%

Results by Division

Value	# of FSD Participants (% of Division)
Customer service	21 (32.8%)
Science-based	13 (20.3%)
Consistency	13 (20.3%)
Efficient	12 (18.85%)
Teamwork	10 (15.6%)

Value	# of TSD Participants (% of Division)
Science-based	11 (29.7%)
Transparency	11 (29.7%)
Stewardship	11 (29.7%)
Customer service	9 (24.3%)
Integrity	7 (18.9%)

Value	# of WRSD Participants (% of Division)
Transparency	10 (35.7%)
Integrity	10 (35.7%)
Customer service	8 (28.6%)
Consistency	6 (21.4%)
Teamwork	5 (17.9%)
Leadership	5 (17.9%)

Results by Division

Value	# of ASD Participants (% of Division)
Integrity	5 (45.5%)
Transparency	3 (27.3%)
Proactive	3 (27.3%)
Solution-oriented	3 (27.3%)
Efficient	3 (27.3%)

Value	# of DO Participants (% of Division)
Integrity	5 (55.6%)
Science-based	4 (44.4%)
Partnership	4 (44.4%)
Customer service	3 (33.3%)
Proactive	2 (22.2%)

Results by Time with Department

Participants with 0-3 years

Value	# of people (%)
Science-based	11 (25%)
Integrity	10 (22.7%)
Customer service	9 (20.5%)
Solution-oriented	9 (20.5%)
Stewardship	9 (20.5%)

Participants with 4-9 years

Value	# of people (%)
Integrity	9 (26.5%)
Transparency	9 (26.5%)
Customer service	8 (23.5%)
Efficient	7 (20.6%)
Consistency	7 (20.6%)

Participants with 10-14 years

Value	# of people (%)
Customer service	7 (36.8%)
Transparency	6 (31.6%)
Integrity	4 (21.1%)
Science-based	4 (21.1%)
Teamwork	4 (21.1%)

Participants with 15+ years

Value	# of people (%)
Customer service	18 (34.0%)
Transparency	12 (22.6%)
Integrity	12 (22.6%)
Science-based	12 (22.6%)
Consistency	10 (18.9%)

Core Values Next Steps



Northwest Region & Salem

Staff Committee develop recommended core values list with definitions

Managers work with Staff Committee to finalize values list and definitions

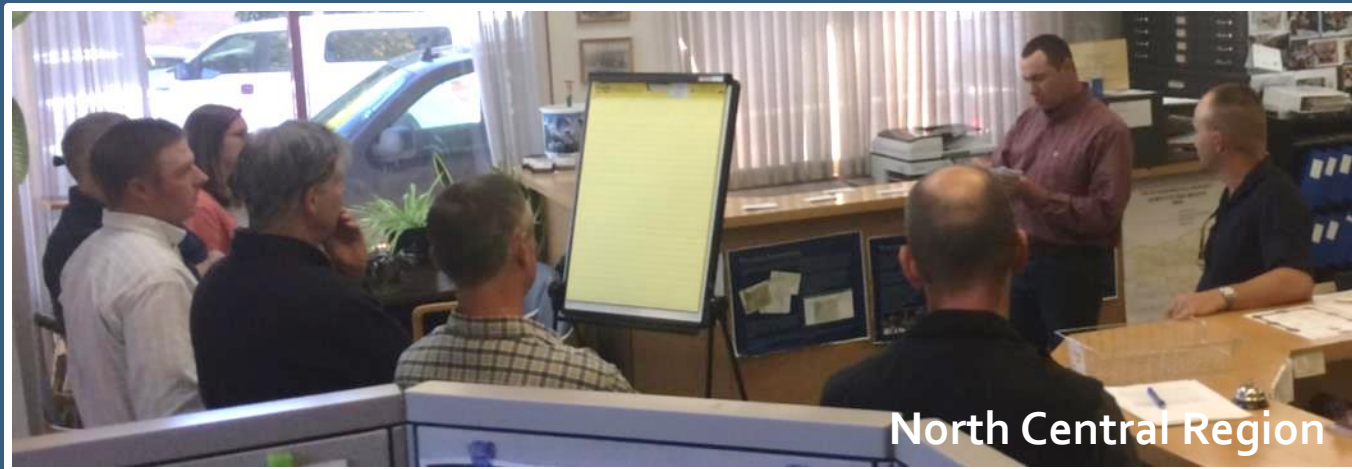
Department adopts core values



Southwest Region

Core Competencies Exercise

- Participants asked to identify 4-5 Department core competencies
- Small groups categorize individual participants' cards and come up with group list



Core Competencies Next Steps

- Temporary pause while we shift focus to the work prioritization
- Bring back into conversation at a later date





Staff Committee Member Reflections



**UP NEXT: WORK PRIORITIZATION &
EMPLOYEE INITIATIVES**

Work Prioritization

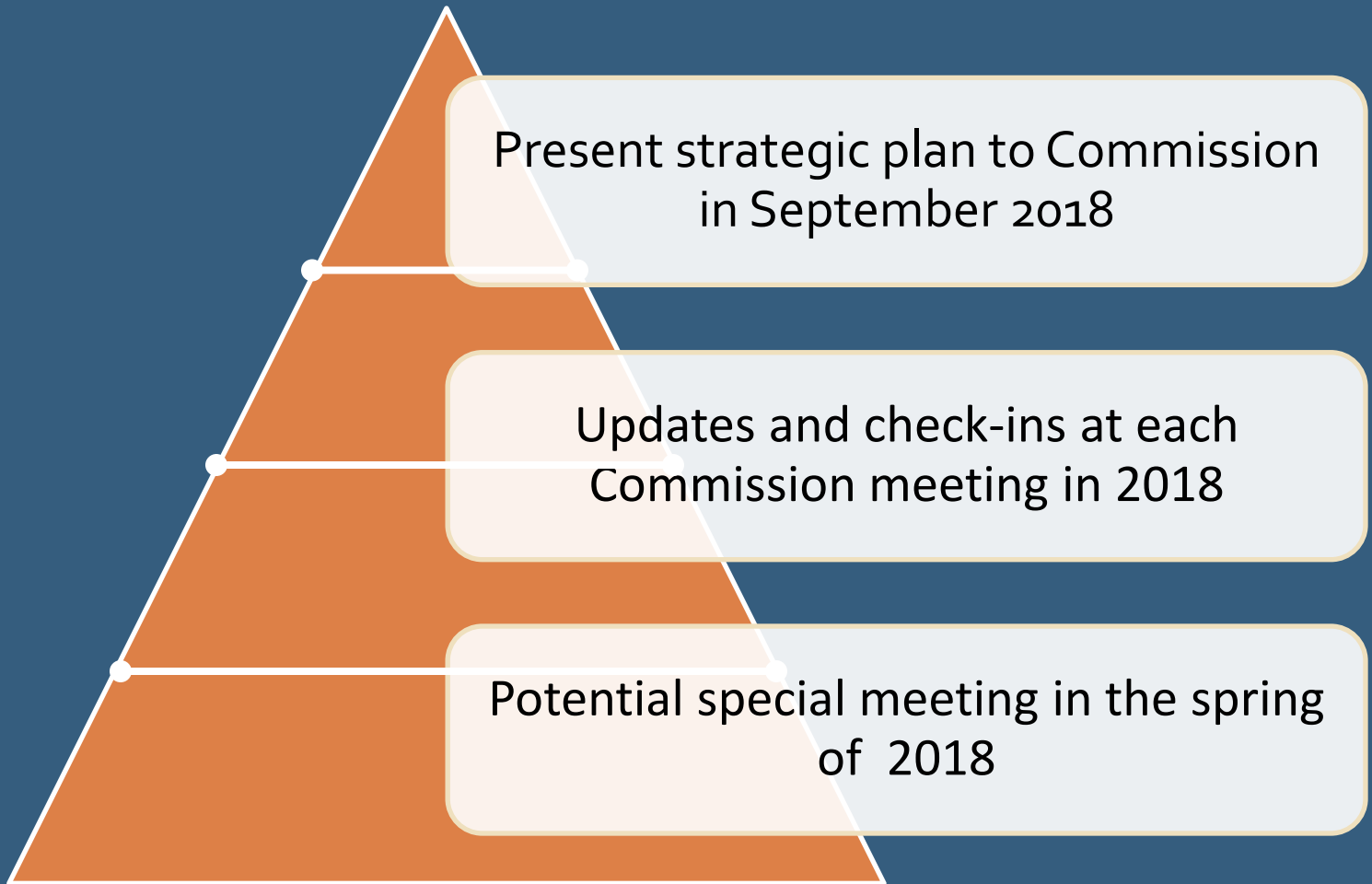
Current work inventory

- Primary work
- Development work
- Potential improvements (ties into employee initiatives)

Integrated Water Resources Strategy

- Identify actions and tasks that OWRD is solely responsible for or a partner in addressing
- Gather input on Commission, partner agency and stakeholder priorities

Engagement in 2018: Commission



Engagement in 2018: Partner Agencies and Stakeholders



Survey

(tentatively scheduled
for January 2018)



Meetings

(tentatively scheduled
for March/April 2018)



Thank you. Questions?

