



**MEMORANDUM**

TO: Water Resources Commission

FROM: Thomas M. Byler, Director  
Kim Ogren, Manager, Water Resources Development Program

SUBJECT: Agenda Item I, June 15, 2018  
Water Resources Commission Meeting

**Strategic Planning**

**I. Introduction**

During this agenda item, the Department will provide a recap of the May special Commission meeting and next steps for the Department's strategic planning. This is an informational report.

**II. Background**

As described in greater detail in previous staff reports, the Department 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.

To accomplish the three objectives identified, the Department identified three "tracks" to pursue in order to build a strategic plan:

1. Work prioritization – Identify the priority areas or focus areas for strategic development over the next five years. This work is separate from the day-to-day work of the Department which will continue.
2. Core values and core competencies – Identify the core principles that drive our work and the knowledge or expertise in a given area, discipline, or service (or more simply, it is what we do and the skills or functions that make us unique).
3. Employee initiatives – Determine what efforts or actions to take to better enable employees to accomplish their work. This can include efforts like training, tools, technology, and improvements to communication.

A status of each of these three tracks is provided below. Attachment 1 lays out an outline of the strategic plan. The Department's tentative timeline for adoption of the strategic plan by the Commission is the fall of 2018.

### **III. Strategic Priorities**

In May 2018, the Commission and Department met to discuss potential areas of strategic development the Department could prioritize tackling. The Department shared a summary of the input from stakeholders and managers on potential focus areas to prioritize in the next five years. The purpose of the meeting was to develop Commissioners' understanding of the breadth of issues and to hear feedback from Commissioners on those potential focus areas. Department staff are working on developing a summary of the discussion, which will be distributed at a later date.

The Department is working to develop a set of draft strategic priorities, considering the input from the Commission along with the input from stakeholders and managers. In the coming months, the Department will seek feedback and additional input from stakeholders, staff, and other agency partners as it refines this set of strategic priorities.

### **IV. Core Values and Competencies**

As reported in May, the Department selected its core values and is working to incorporate them into our work. The Department also shared a high-level, draft summary of our core competencies or functions at the May meeting. The Department appreciates the feedback from the Commission and will continue to refine those items in the strategic plan.

### **V. Employee Initiatives**

The third "track" of strategic planning is employee initiatives. This track focuses on identifying what employees, both managers and staff, need to do their work. This includes tools, training, and technology. To identify potential employee initiatives, the Department is working with Ron Sarazin of Olympic Performance, Inc. to host an employee survey and discussion groups with staff (Attachment 2). Specifically, the Department is looking for staff input on suggestions for staff and manager development as well as recommendations on how to improve communication.

### **VI. Conclusion**

The Department continues to move forward with strategic planning and intends to finish all three tracks and present a strategic plan to the Commission in November 2018.

Attachments:

1. Draft strategic plan outline
2. Employee initiatives flyer

Tom Byler  
503-986-0910

Kim Ogren  
503-986-0873



# Oregon Water Resources Department 2019-2023 Strategic Plan Outline

---

## INTRODUCTION

### Purpose

*Include an explanation of why the Department went through strategic planning and what it hopes to accomplish with this plan.*

### How This Plan Was Developed

*Insert explanation of how this plan was developed*

## LETTER(S) FROM THE DIRECTOR/CHAIR/COMMISSION

*Potentially include a letter from the Director, Chair, and/or Commission.*

## WHO WE ARE

### Department History

*Include a few paragraphs on the Department's history and a little bit about the Department today.*

### Vision

*Include existing vision. Potentially add paragraph explaining the vision.*

### Mission

*Highlight Department's mission. Add a paragraph explaining the co-equal goals and the challenge (and necessity) of meeting both for the health of Oregon's economy, environment, and people.*

### Core Values

*List out the new Department core values and their definitions.*

## WHAT WE DO

### Core Functions

*List the Department's four core functions.*

### Core Competencies

*List the Department's core competencies that allow us to accomplish our core functions.*

## WHAT WE WANT TO ACHIEVE

*This section will highlight around five strategic priorities. Include an explanation of what it will mean for the Department to focus on these strategic priorities while accomplishing our core functions.*

**Strategic Priority 1:** \_\_\_\_\_

*Include a paragraph description of why this is a priority and highlight actions the Department will take over the next five years.*

**Strategic Priority 2:** \_\_\_\_\_

*Include a paragraph description of why this is a priority and highlight actions the Department will take over the next five years.*

**Strategic Priority 3:** \_\_\_\_\_

*Include a paragraph description of why this is a priority and highlight actions the Department will take over the next five years.*

**Strategic Priority 4:** \_\_\_\_\_

*Include a paragraph description of why this is a priority and highlight actions the Department will take over the next five years.*

**Strategic Priority 5:** \_\_\_\_\_

*Include a paragraph description of why this is a priority and highlight actions the Department will take over the next five years.*

## HOW WE WILL IMPLEMENT THIS PLAN

*Include an explanation of next steps in implementing the plan, highlighting how the Department will use work plans and other tools to make progress on the strategic priorities identified above.*



# Strategic Planning: Employee Initiatives

## What are employee initiatives?

Employee initiatives are actions or efforts that will better enable employees (staff and managers) to accomplish their work. The goal of an employee initiative is to empower and enable employees to excel in their work and be well-supported by the Department. Types of common employee initiatives include:

- **Training** – What skills, knowledge and/or certifications in need of expansion or update? What new training do you need to succeed in your work?
- **Tools and/or Technology** – In some cases new or different technologies or other tools enable us to do more, do it more quickly, or do it better. What tools would help you do your job better? What technology might help you be more efficient? How would tools or technology help?
- **Other** – Is there something else that would better enable you to accomplish your work? For instance, there something needed to remove a barrier you currently experience when working at the Department?

While we are seeking your ideas on a broad set of potential employee initiatives, recall the strategic plan will address the following items at a minimum:

- **Communication** – How can we better communicate internally? What practices or tools will help us improve our communication?
- **Staff development** – What do staff need to succeed? What training, tools, technology, changes in process, or other investments in staff development are needed to support staff and enable our success at work?
- **Manager development** – What do managers need to succeed? What training, tools, technology, changes in process, or other investments in manager development and support is needed to support managers and enable their success and their staff's success at work?

## Why do employee initiatives matter?

There are many aspects of our work that we cannot control. However, we can work to be better prepared to respond to new challenges that come our way. Employee initiatives will help the Department invest in and empower staff and managers.

### Employee Initiative Already Underway: On-Boarding

At the staff strategic planning discussions in the fall of 2017, Director Byler asked what staff needed or would find helpful to do their work. One suggestion raised by several staff was the need for on-boarding, a process for new employees to acquire the necessary knowledge, behaviors, and skills to become effective members of the OWRD team.

There was no need to hold off on this until after strategic planning, and so a small group, led by Vickie McDermott, developed an agency plan for on-boarding new staff. While the roll-out and development of the resulting on-boarding initiative will take some time, it will grow to include regularly offered orientation, a training plan for every Department position, an employee handbook, mentoring for new staff, and a guide for managers. More details will be shared in the coming months.



# Strategic Planning: Employee Initiatives

## How can you be involved?

There are two ways you can choose to participate in identifying potential employee initiatives: a survey and/or discussion session. Participation is optional, but encouraged. Managers will work with their staff to find ways to enable participation, if the staff person wants to participate. Staff can participate in one or both opportunities. Managers are invited to participate in the survey only.

### Take the employee initiatives survey

Watch your email for a link from our strategic planning consultant, Ron Sarazin. He will host a confidential survey and present summarized results to the Department.

### Join a discussion session (non-management staff only)

Non-management staff are invited to a group discussion session hosted both in-person and online. Space is limited. Please **RSVP by June 22** via [https://www.surveymonkey.com/r/OWRD\\_2018\\_employee\\_initiatives](https://www.surveymonkey.com/r/OWRD_2018_employee_initiatives). If needed, we will schedule additional sessions. Choose from one of the following options:

- Wednesday, June 27, 1pm-3pm, Rogue Conference Room and Skype
- Tuesday, July 3, 9am-11am, Rogue Conference Room and Skype
- Wednesday, July 11, 1pm-3pm, Rogue Conference Room and Skype
- Friday, July 13, 10am-noon, Rogue Conference Room and Skype

To join the discussion virtually, please log into Skype and you will be invited into a group call. If you need help installing Skype or need a web cam, please contact Brian Noga ([Brian.J.Noga@oregon.gov](mailto:Brian.J.Noga@oregon.gov)) or Patsy Hayzlett ([Patsy.L.Hayzlett@oregon.gov](mailto:Patsy.L.Hayzlett@oregon.gov)).

## What happens next?

Ideas and feedback provided in the survey and focus groups will be summarized and shared with staff. Ideas and suggestions offered in the work inventory exercise last fall and in other venues will also be included. The Agency Management Group (AMG) will review all of the ideas in order to identify those that we can pursue in the near and long-term.

## Questions?

If you have questions or comments about how or why the Department is doing this as a part of our strategic planning, please contact Kim Ogren at 503-625-6754 or [Kim.L.Ogren@oregon.gov](mailto:Kim.L.Ogren@oregon.gov).

