



# OREGON

DEPARTMENT OF AGRICULTURE

## STRATEGY

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## AGENDA

**Strategic Plan 2018-2023**

**Project Scope**

**Objectives and Key Results Framework**

**Moving Forward**



# STRATEGIC PLAN 2018-2023



## WHY STRATEGIC PLANNING?

### Question

What can ODA do to ensure it is best prepared to handle changing external circumstances outside of it's control?

### Answer

2018-2023 Strategic Plan.



## OREGON DEPARTMENT OF AGRICULTURE STRATEGIC PLAN SUMMARY | 2018-2023

### MISSION

Ensure healthy natural resources, environment, and economy for Oregonians now and in the future through inspection and certification, regulation, and promotion of agriculture and food.

### VISION

The Oregon Department of Agriculture remains able to serve the changing needs of Oregon's diverse agricultural and food sectors to maintain and enhance a healthy natural resource base and strong economy in rural and urban communities across the state.



### OBJECTIVE 1: ROLE MODEL ORGANIZATION

- Be adaptive
- Achieve operational objectives and goals
- Provide quality work products and services



### OBJECTIVE 2: CULTURE OF COMPLIANCE & SUPPORT

- Provide education and outreach with a regulatory backstop
- Use progressive compliance strategies



### OBJECTIVE 3: CULTURE OF COLLABORATION

- Engage interested parties
- Respect all view points
- Develop and grow partnerships



### OBJECTIVE 4: FOSTER EMPLOYEE EXCELLENCE

- Integrate mission and values into daily work
- Support an encouraging work atmosphere
- Provide professional growth opportunities



### OBJECTIVE 5: EXCELLENCE IN CUSTOMER SERVICE

- Embrace, support, and promote the diversity of Oregon agriculture
- Address customers' needs



### OBJECTIVE 6: CONNECT & PROMOTE OREGON AGRICULTURE

- Raise awareness of opportunities within Oregon agriculture
- Connect Oregonians to Oregon agriculture



### OBJECTIVE 7: INCLUSIVE COMMUNICATION

- Be clear and concise
- Use effective tools
- Be responsive to customers, consumers, and public

### CORE VALUES

Honesty, integrity, and fairness

Diversity, equity, and inclusion

Respect for people and property

Practical collaborative approaches to problem solving

Science-based approaches: technical and professional competence

Transparency

Quality customer service



## ODA STRATEGY

- 1. Role Model Organization**
- 2. Culture of Compliance & Support**
- 3. Culture of Collaboration**
- 4. Foster Employee Excellence**
- 5. Excellence in Customer Service**
- 6. Connect & Promote Oregon Agriculture**
- 7. Inclusive Communication**



## COMPONENTS OF STRATEGY

Mission: Why we exist



Vision: Word picture of the future



Strategy: Broad priorities (we have 7)





# PROJECT SCOPE

Making the written word an ODA reality





## SCOPE OF WORK

*The Hatfield Fellow will help the ODA director team develop and implement metrics to quantify agency efforts and the impacts of these efforts to achieve the strategic plan objectives.*

For our plan to be a living document, metrics are not enough.



## COMPONENTS OF STRATEGY





# OBJECTIVES AND KEY RESULTS

How ODA is managing strategy



## OBJECTIVES AND KEY RESULTS: DEFINITION

The best practice of setting and communicating agency, team and employee objectives and measuring their progress based on achieved results.



## IN BRIEF

### **Annual Priorities Selected**

Through top-down, bottom-up analysis

### **Program Areas create:**

Objectives that support annual priorities

Key results that indicate if objectives have been successfully met

**Progress towards objectives is tracked openly and continuously**

**Lessons learned and documented**



## IN PRACTICE

### **Annual Priorities Selected**

Survey released to entire agency

208 responses

Results: Foster Employee Excellence and Excellent Customer Service for FY18-19



## IN PRACTICE

### Program Areas create Objectives and Key Results

#### Foster Employee Excellence

Objective: Foster a climate of collaboration, within and between FSAH programs and employees

- 100% of FSAH employees identify two (2) potential collaborative experiences.
- 70% of FSAH employees complete one (1) collaborative experience.

#### Excellent Customer Service

Objective: Establish a quantitative baseline for evaluating customer service

- 100 Customer Service Survey (CSS) responses for each FSAH program.
- 20 key constituents engaged directly for in-depth feedback by each FSAH program.



## IN PRACTICE

**Progress towards objectives is tracked openly and continuously**

**Lessons learned and documented**





## EMPLOYEE TOUCHPOINTS SINCE SEP 11TH

Activity	# of people involved
Survey of entire agency	208
Executive team analyzed data	14
Feedback sought on priorities to determine final 2	88
Priorities established	
Meetings booked to determine metrics	13
OKR Teams formed in each program area	12
OKR Teams undergo training	
OKR Teams start drafting process	
Agency Metric Groups Formed	22
OKR Leadership Review	??
Total	357+



# MOVING FORWARD



## WHAT'S NEXT

### **Program Area Implementation**

Process improvement

Generating buy-in

### **Agency Level Metrics**

What should be measured over time?

How to connect to OKR system?



# OREGON

DEPARTMENT OF AGRICULTURE

THANK YOU



## BENEFITS TO ODA

- **Makes explicit what tasks** folks are working on, why the tasks were selected, and whether they **support high-level strategy**
- A shorter cadence (compared to 5-year plans) **fosters agility and change-readiness**
- **Focused agency attention** to what matters most
- Transparency, that promotes **cross-program alignment and learning**