SP90 – Business Plans and Procedures Summary and Recommendations

Overview

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This session focused on business policies, procedures, and plans. Specific discussion topics included new policy workflow Q&A, current processes and resources, and obstacle and challenge identification.

Findings

The ODEM 90 Day Assessment revealed three (3) total findings relative to Business Plans and Procedures:

1) ODEM does not have existing or updated plans and procedures reflective of its new position as a standalone state agency.

2) ODEM managers develop their own internal guidance for data and task management.

3) ODEM does not have standardized processes for developing and coordinating work internal and external to the agency.

Goals

Based on the guided discussions and exercises, five (5) overarching goals were identified:

1) Have a central repository for record management.

2) Creation of an Intranet to support communication and access to information.

3) Utilize Tools/Resources already available to the agency to their full potential.

4) Develop policies and procedures appropriate for a stand-alone agency.

5) Reduce reliance on institutional knowledge and single points of performance.

Objectives

Four (4) objectives in support of the overarching goals were identified:

1) Establish a workgroup to oversee action plans resulting from this listening session, ensuring their effective implementation and alignment with organizational goals

2) Develop a list of required policies from across the organization

a) Create an inventory of the internal policies that other state agencies of similar size, ESFs or external partners maintain to perform a gap analysis of ODEM policies.

b) Leverage existing policies and procedures developed by other agencies as a template or starting point to develop internal policies.

c) Identify the policies OEM is required to develop based on DAS, OAR, ORS, Federal, or other regulatory requirements.

3) Develop process to update policies

a) Identify best practices to use as a framework for developing our policies and procedures (i.e. EMAP standards, ISO 90001)

b) Create an overview or tracker of what the overall policy inventory should be and assign levels of risk or priority to guide the focus of corrective actions.

c) Create a process for tracking changes in external policies, criteria, or statutory authority that impact ODEM and how we will evaluate and respond to changes or expectations.

4) Communicate/Train staff on policies

a) Standardize how skills, roles and responsibilities are captured in agency plans, policies, and procedures to reduce individual/siloed efforts and support succession planning, COOP and cross-functional training.

b) Create a communication plan for internal and external collaboration in the policy development, review, and adoption process.

c) Leverage use of 'Help Desk' to route requests for assistance or information on each tool to an assigned point of contact or super user.

d) Create an inventory of existing tools/systems, their capabilities, and use case or prioritization for each that is shared with all staff for use in Daily activities, planning, or problem solving.

Recommended Action Plans

1) Create a Policies and Procedures Workgroup to:

a. Establish a baseline of agency needs and requirements by evaluating applicable rules and regulations, best practices, speaking to other agencies of similar size or function, and outreach to emergency management agencies at other states.

b. Conduct a self-assessment of existing plans and policies.

c. Compare the baseline to the results of the self-assessment to identify gaps.

d. Prioritize each gap based on the criteria of importance/risk, urgency, feasibility, and impact.

e. Communicate with relevant stakeholders about the self-assessment objectives, process, and preliminary findings, and invite their feedback and input.

f. Evaluate potential systems for communication and collaboration.

2) Have section managers identify a Policy Lead from each section to:

 g. Act as the representative for their section with the Policy Workgroup.

 h. Coordinate the development of action plans to address gaps, monitor progress, and report outcomes.

 i. Track changes in external policies, criteria, or statutory authority that impact their sections policies and evaluate what response is needed.

3) Action Plans for reducing individual/siloed efforts and support COOP and cross-functional training will be deferred to the ongoing Succession Planning efforts.

4) Action plans for Internal and External Communications will be deferred to the decisions made specifically for that Line of Effort.

5) Action plans for tools and systems will be deferred to the Data and Systems Management Line of Effort.

Measurable Outcomes

1) A listing of plans, policies, and procedures that the agency should have by the end of FY 2024-25.

2) Percentage of policies completed and published by the end of biennium.