

SP90 Internal and External Communications Summary and Recommendations

Overview

Listening session was conducted on February 6th from 3:30p – 4:30pm in Room 200 and virtually through MS Teams. Meeting was co-facilitated by Matt Garrett and Chris Crabb. All comments and feedback can be viewed in the [comment summary document](#) and the [MS Teams Whiteboard](#). The slides, recordings, and other useful information can be found in the [SP/90 Day Listening Sessions](#) tab of the [Strategic Planning channel in the OEM – All Staff Team](#).

Findings

The ODEM 90 Day Assessment revealed seven total lines of effort relative to internal and external communications:

1. ODEM does not have protocols to cross-level information across the whole staff.
2. ODEM's alignment with different federal funds has created a siloed organization that does not engage in shared and effective internal communications.
3. ODEM does not have an established cadence of coordination on Homeland Security matters.
4. ODEM's current emergency operations plan does not embody the Governor's vision of delivering excellent customer service.
5. ODEM does not have an established process to coordinate the development of policies and guidance external to ODEM and lacks the staff to oversee and track the administrative rules (OAR) process.
6. The regional coordinator program is not organized with a clear mission and authority to successfully support their role as regional emergency response coordinators.
7. The ODEM tribal liaison position does not have a clear mission and authority to successfully support the nine federally recognized tribes across Oregon.

Of these seven, four were determined to be in scope for the session and prioritized by participants as follows:

1. ODEM does not have protocols to cross-level information across the whole staff.
2. ODEM's current emergency operations plan does not embody the Governor's vision of delivering excellent customer service.
3. ODEM does not have an established process to coordinate the development of policies and guidance external to ODEM (grants).
4. ODEM's alignment with different federal funds has created a siloed organization that does not engage in shared and effective internal communications and operations.



Polls

Names not recorded ; Results shared



Rank the findings in the order in which you feel they are most important or valuable for this group to focus on:

ODEM does not have protocols to cross level information across the...

ODEM's alignment with different federal funds has created a siloed ...

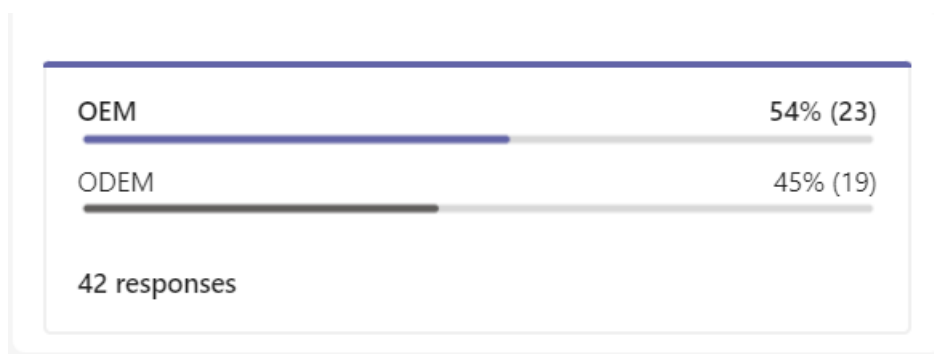
ODEM does not have an established process to coordinate the deve...

ODEM's current emergency operations plan does not embody the G...

41 responses

Done

In addition to the 90 Day Assessment lines of effort, the agency branding was also measured:



Goals

Based on the guided discussions and exercises, four overarching goals were identified:

1. Identify systems, protocols and processes to cross-level information across the whole staff.
2. Embody the Governor's vision of delivering excellent customer service in EOP and other agency plans.
3. Identify systems, protocols and processes to coordinate the development of policies and guidance external to ODEM (e.g. grants) with those who are impacted or interested.
4. Identify organizational siloes preventing shared and effective internal communications and operations.

Objectives

Thirteen objectives in support of the overarching goals were identified.

1. Standardize how information is shared and develop resources to:

- Understand which communication tool to use for which audience
 - Implement clear methods for prioritization (e.g. color coding, tags, etc)
 - Effectively onboard and socialize new team members
2. Create collaboration spaces (internally and externally) which will:
 - Organize information by community of practice instead of by section or individual
 - Evaluate current tools and potential solutions for meaningful external partner engagement on documents
 - Assign and track reviews and approvals of work
 3. Develop formal internal communication strategy:
 - More frequent all staff meetings
 - Searchable knowledge base for questions and answers
 - On demand updates (briefings, intranet)
 - Top Down - Unified messaging from ELT, to all managers, to all staff of goals, objectives and priorities
 4. Identity management
 - Rebrand the agency to portray an image of collaboration and customer service
 - Pivot to "one team, one voice"
 - OEM vs ODEM

Recommended Action Plans

Create a communication systems workgroup

1. Partner with the Data and Systems Management team to conduct a landscape analysis of all current communication applications and platforms
2. Develop recommendations for single source of truth application by:
 - a. Audience
 - b. Communication Type
 - c. Urgency
3. Develop business rules and accompanying guidance and training
4. Create implementation and accountability plan

Create an outreach and engagement workgroup

1. Continue with the Meeting Restructure and Optimization body of work within the Director's Office to:
 - a. Create a meeting management policy (agency-wide)
 - b. Conduct internal outreach to determine current staff preferences for all staff/leadership engagement
 - c. Identify and implement IDEA strategies
2. Evaluate potential IT solutions for external collaboration (e.g. plans) and establish process for prioritization, communication, cross-collaboration and combination of external outreach efforts to limit external partner fatigue.

Identity Management Leadership Declaration

1. Create formal letter of declaration regarding branding by Director
2. Develop communication and organizational change management plan to support

Defer remaining findings to appropriate Lines of Effort

1. ODEM's current emergency operations plan does not embody the Governor's vision of delivering excellent customer service. – Service Delivery Model
2. ODEM does not have an established process to coordinate the development of policies and guidance external to ODEM (grants). – Business Plans and Processes
3. ODEM's alignment with different federal funds has created a siloed organization that does not engage in shared and effective internal communications and operations. - Finance and Personnel Management

Measurable Outcomes

To be developed within each workgroup and approved by ELT.