

SP90 Operational Effectiveness Summary and Recommendations

Overview

Listening session was conducted on February 12^h from 1pm – 2pm in Room 200 and virtually through MS Teams. Meeting was facilitated by Erin McMahon. All comments and feedback can be viewed in the [Operational Effectiveness folder](#) 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

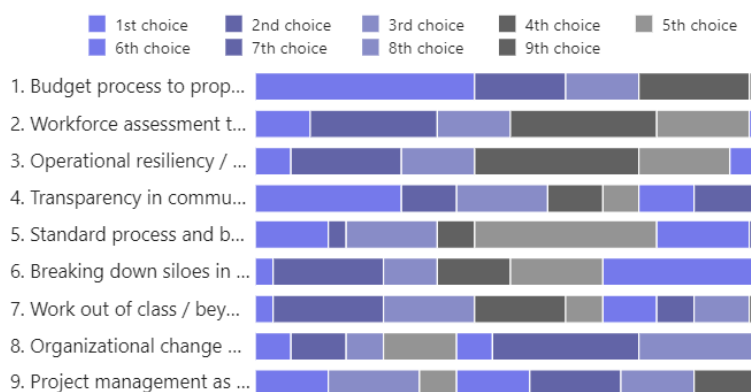
The ODEM 90 Day Assessment revealed nine total lines of effort relative to operational effectiveness:

1. Workforce assessment to evaluate daily operational needs
2. Budget process to properly finance operations
3. Work out of class / beyond skillset or knowledge base
4. Operational resiliency / succession planning
5. Standard process and business rules for MS Teams and SharePoint (Internal Controls)
6. Breaking down siloes in sections and systems
7. Transparency in communications, actions and goals
8. Organizational change management as a discipline
9. Project management as a discipline

Polls

Three polls were conducted during the listening session:

Please rank the findings in the order most important to you:



More Details

Name	1st	2nd	3rd	4th
Anonymous	Budget process to properly	Workforce assessment to	Work out of class / beyond	Opera resilier

37 responses

Export



LIVE Poll: Names not recorded ; Results shared

Do you have clarity in your position during a grey sky day?

- Yes
- No

[Submit Vote](#)

Edited



43 responses



LIVE Poll: Names not recorded ; Results shared

I have had experience working directly with locals:

- Yes
- No

[Submit Vote](#)

Edited



44 responses

Goals

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

1. Create and retain a right-sized and right-skilled workforce scalable to respond to blue sky and grey sky days effectively and efficiently.
2. Develop and document operational standards for certification, training and foundational skills by role and responsibility.
3. Optimize organizational structure to define and support each phase of emergency management: preparedness, response, mitigation and recovery
4. Clear prioritization of agency goals and objectives communicated transparently throughout all levels of the agency

Objectives

Three objectives in support of the overarching goals were identified.

1. Instill succession and promotion within organizational structure
 - Provide natural pathways for career progression in policy option package development (e.g. PA1, PA2, PA3, PA4, Lead, Manager)
 - Identify core capabilities and foundational knowledge by classification and role
 - Create cross-training and mentorship opportunities
 - Develop formal standards for position description development, review and maintenance
 - Focus development of individuals to meet future business needs
2. Redesign internal training and exercise
 - Create customized curriculum based on role, not individual
 - Regularly exercise grey sky scenarios for key personnel
3. Migrate institutional and historic knowledge to documented processes
 - **Blue sky vs grey sky org charts** - identify what positions are needed to support the EOC and which staff will support those positions when an incident occurs.
 - Training and mentoring provided for ECC positions for both the primary and alternate employees
 - Procedural guides to ensure continuity
 - Dependencies / intersectionality of work
4. Develop a dashboard that is updated to reflect organizational priorities, **goals** and objectives

Recommended Action Plans

Implement agency succession plan corrective actions

1. Create communications and organizational change management plan for existing corrective actions
2. **Assign** action owners
3. Create governance structure for monitoring and reporting

Create interdisciplinary workgroup for training, budget and human resource

1. Develop budget training and templates to create foundational understanding and gather resource needs at all levels
2. Conduct workforce analysis to create resource pools

3. Identify high performers relative to position description management and create agency best practices
4. Make recommendations for restructuring of ECC training and exercise
5. Conduct inventory of manual tracking spreadsheets and evaluate tools to replace with automated or semi-automated solutions
6. Create resources for personal and professional development opportunities

Measurable Outcomes

Action Plan #1 – Agency Succession Plan Corrective Actions

Objective: Ensure a competent and qualified workforce by creating core competencies and curriculum by position and a system for tracking, monitoring and reporting competencies.

Targeted Completion Date: December 2025

Intermediate Milestones: Highly Critical positions completed by December 2024

Contingencies (if any): Sufficient general funds allocated to system acquisition by legislature.

Metric Target: 100% completion of core competencies and curriculum for all Highly Critical/Critical personnel by December 2025

Metric Definition: Percentage of Highly Critical/Critical positions with completed core competencies and curriculum.

Objective: Ensure continuity of operations through fully developed and documented procedural guides for all Highly Critical/Critical positions.

Targeted Completion Date: December 2025

Intermediate Milestones:

Contingencies (if any):

Metric Target: 100% by December 2025

Metric Definition: Percentage of fully developed and documented procedural guides for all Highly Critical/Critical positions.

Action Plan #2 – Develop a dashboard that is updated to reflect organizational goals and objectives

Targeted Completion Date: December 2024

Intermediate Milestones: Development of system Dashboard by September 2024

Contingencies (if any): none personnel with experience already in place to develop with existing tools.

Metric Target: 100% completion of accessible dashboard development by December 2024

Metric Definition: Percentage of populated goals objectives

Action Plan #3 Interdisciplinary Workgroup

Measurable outcomes to be developed by workgroup and submitted to ELT for approval.