



The Council of State Governments  
Sharing capitol ideas.

## 2011 Innovations Awards Application

**DEADLINE: MARCH 28, 2011**

ID # (assigned by CSG): 2011- \_\_\_\_\_

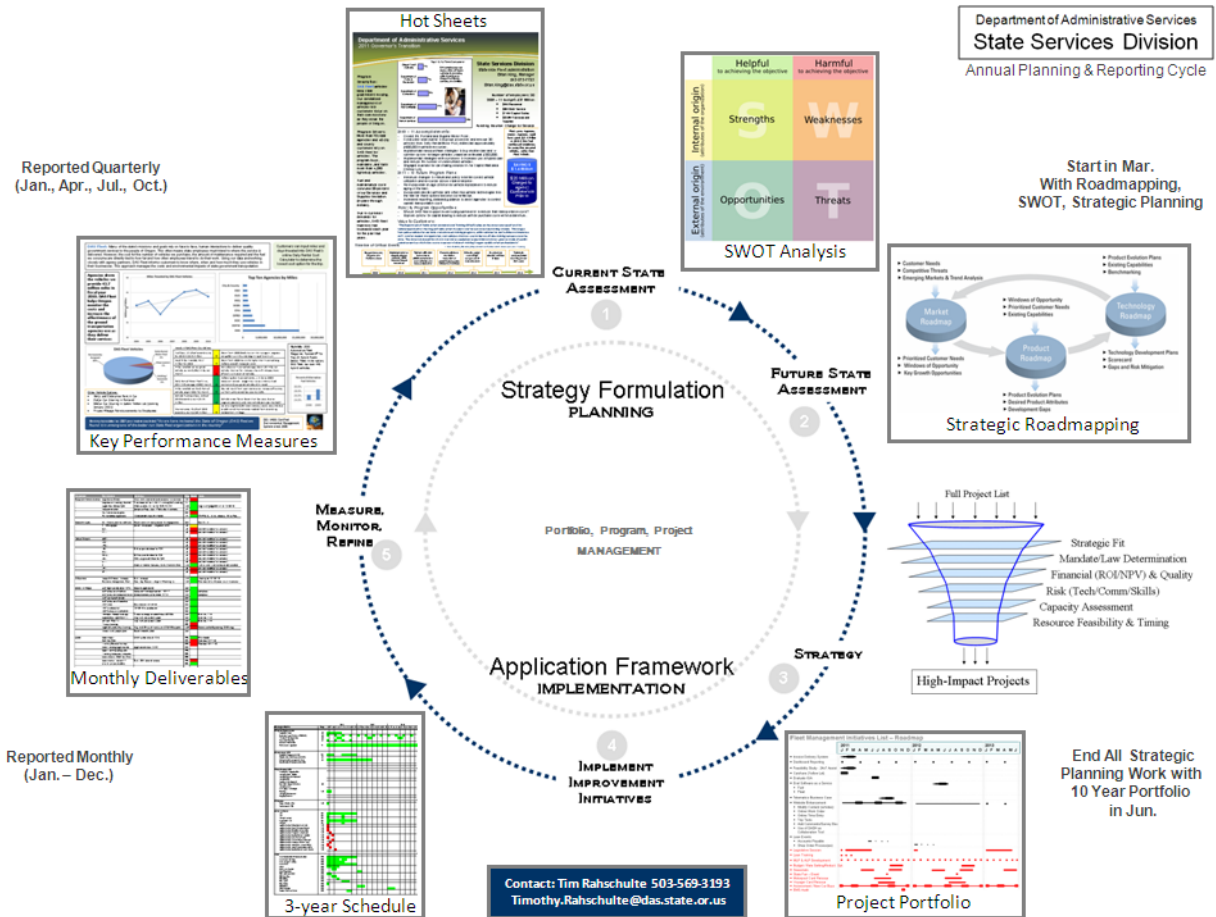
**Please provide the following information, adding space as necessary:**

State: \_\_\_\_OREGON\_\_\_\_\_

Assign Program Category (applicant): \_HUMAN RESOURCES: WORKFORCE DEVELOPMENT

1. Program Name –
  - a. STATE SERVICES DIVISION : STRATEGIC PLANNING OPERATIONAL LEARNING MODEL
2. Administering Agency –
  - a. DEPARTMENT OF ADMINISTRATIVE SERVICES
3. Contact Person (Name and Title) –
  - a. JAN DEAN, DIVISION ADMINISTRATOR or TIM RAHSCHULTE, PROGRAM MANAGER
4. Address –
  - a. 1225 FERRY STREET SE SALEM, OREGON 97301
5. Telephone Number –
  - a. 503-569-3193
6. FAX Number
  - a. 503- 373-1626
7. E-mail Address –
  - a. CONTACT TIM RAHSCHULTE AT TIMOTHY.RAHSCHULTE@STATE.OR.US
8. Web site Address –
  - a. <http://oregon.gov/DAS/SSD/index.shtml>
9. Please provide a two-sentence description of the program.
  - A. ALTHOUGH FOCUSED ON STRATEGIC PLANNING AND EXECUTION, THIS IS AN ORGANIZATIONAL LEARNING PROGRAM. THROUGH CONTINUOUS PROCESS IMPROVEMENT, DAS SSD HAS DEVELOPED AND EXECUTED A COLLABORATIVE PROCESS TO TREND THE REALITIES AND PRESSURES TO CHANGE, MANAGE THE MYRIAD OF OPPORTUNITIES TO CHANGE, AND PLAN AND IMPLEMENT CHANGE; AND IN SO DOING, DEVELOPED ITS WORKFORCE FROM BEING TRANSACTIONALLY FOCUSED ON INDIVIDUAL WORK ELEMENTS TO MORE SYSTEMS FOCUSED ON PROGRAM-WIDE VALUE STREAMS AND BUSINESS LINES.

(THE ILLUSTRATION BELOW IS A GRAPHICAL REPRESENTATION OF THE PLANNING/IMPLEMENTING/LEARNING MODEL IN PLACE TODAY.)



10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 28, 2011 to be considered.

a. THE PLANNING COMMENCED IN 2008 AND THE CYCLE (ABOVE) WAS IN OPERAITONAL IN 2010.

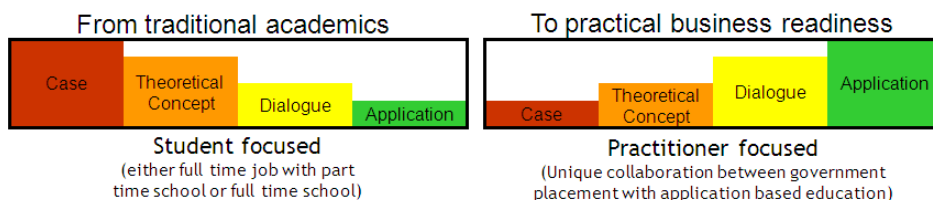
11. Why was the program created? What problem[s] or issue[s] was it designed to address?

a. THIS STRATEGIC PLANNING PROGRAM WAS CREATED TO PROVIDE STATE MANAGERS THE TOOLS NECESSARY TO REVIEW THEIR OPERATIONAL EFFECTIVENESS, AS WELL AS TO ENGAGE THEIR EMPLOYEES AND STAKEHOLDERS TO CREATE AND TRACK CRITICAL PERFORMANCE MEASURES AND METRICS AND (IMPORTANTLY) TO SHARE THEIR STORY OF VALUE AND RELEVANCE.

THE DEMANDS ON STATE GOVERNMENT BUSINESS ARE FORCING DRASTIC CHANGES THAT GO BEYOND DOING MORE WITH LESS . . . GOVERNMENT PROFESSIONALS HAVE BEEN DOING THAT FOR YEARS. TODAY'S PRESSURES ARE MULTIFACTED IMPACTING BUDGETS, PERSONNEL, PROCESSES, SERVICES, PRODUCTS, AND OTHER AREAS THUS CREATING CONSTANT CHANGE AND THE NEED FOR GOVERNMENT PROFESSIONALS TO EXPLAIN, RATIONALIZE, AND 'PROVE' THEIR EFFECTIVENESS AS IF SURVIVAL DEPENDS ON IT – BECAUSE IT DOES. ANY BUSINESS LINE SHORT ON EXCELLENCE AND NOT ENGAGED IN CONTINUOUS IMPROVEMENT IS DESTINED FOR PRIVATIZATION. GOVERNMENT MUST RE-EVALUATE THE SERVICES IT PROVIDES AS WE BALANCE THE INCREASEING EXPECTATIONS OF CITIZENS WITH REVENUE THAT IS NOT RISING REAPIDLY ENOUGH TO KEEP PACE WITH THE DEMAND. IT IS THIS PRESSURE TO

BETTER PLAN AND LEAD GOVERNMENT WORK THAT CAUSED THE NEED TO CREATE THIS MODEL AND PRACTICE.

12. Describe the specific activities and operations of the program in chronological order.
  - a. IN 2008 A NEW DIRECTOR WAS HIRED TO HELP BRING ABOUT CHANGE.
  - b. IN 2008 THAT DIRECTOR STARTED TO INITIATE A NEW WAY OF WORK THAT WAS MORE COLLABORATIVE AND PARTICIPATIVE IN IDENTIFYING PROBLEMS AND PROVIDING SOLUTIONS.
  - c. IN 2008 THE LEADERSHIP TEAM STARTED MEETING EVERY THURSDAY AFTERNOON TO DISCUSS PROGRAMS, PROBLEMS, AND POSSIBILITIES. WE TOOK ON A MODEL FIRST OUTLINED BY PETER DRUCKER BY ASKING WHAT IS OUR MISSION. WHO IS OUR CUSTOMER? WHAT DOES THE CUSTOMER VALUE? WHAT ARE OUR RESULTS? WHAT IS OUR PLAN?
  - d. IN 2009 THE LEADERSHIP TEAM RECRUITED A BUSINESS ANALYST TO HELP MAP AND LEAD STRATEGY WORK FOR THE DIVISION
  - e. IN 2010 THE POSITION WAS FILLED AND THE STRATEGY MAP (ILLUSTRATED ABOVE) CYCLE WAS COMPLETED AND IS NOW AN ONGOING PRACTICE WITH ANNUAL PLANNING, QUARTERLY HOT SHEET REPORTING, AND MONTHLY PORTFOLIO PROJECT INITIATIVE REPORTING.
13. Why is the program a new and creative approach or method?
  - a. THE “NEW” APPROACH IS IN THE DELIVERY OF STRATEGIC PLANNING, PROJECT INITIATIVE FORECASTING, AND REPORTING PROGRESS/SUCCESS. OFTEN WE HAVE USED WORKSHOPS OR SOME OTHER/TRADITIONAL FORM OF TRAINING (ON-SITE OR OFF-SITE). WHEREAS OTHER TRAINING IS RATHER ABSTRACT AND THEORETICAL, WE CHANGED THE LEARNING MODEL FROM BEING STUDENT FOCUSED TO PRACTITIONER FOCUSED, FROM THEORY LEARNING TO PRACTICE LEARNING. THE FOLLOWING MODEL ILLUSTRATES THIS CHANGE.



WE FOCUSED ON OUR TIME TOGETHER TO CONDUCT OUR WORK; NOT ON THEORETICAL CASES, BUT RATHER ON OUR BUSINESS. WE FOCUSED ON BOTH PLANNING AND IMPLEMENTING AND DID SO LEVERAGING DIALOGUE, CONSTRUCTIVE PEER PRESSURE, AND BUSINESS RESULTS AS FOUNDATIONAL ELEMENTS TO UNDERSTAND WHAT WE DO, WHY, AND HOW WE PROVE OUR VALUE – OR IMPROVE OUR PRACTICE.

14. What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)
  - a. NONE OTHER THAN TIME; AND WHEN IT COMES TO TIME, WE LEVERAGED OUR EXISTING (WEEKLY) TEAM MEETINGS TO PROVIDE THE NEEDED TIME FOR OUR WORK.
15. What are the program’s annual operational costs?
  - a. THERE ARE NO OPERATIONAL COSTS.
16. How is the program funded?
  - a. NO FUNDING NEEDED.
17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.
  - a. NO LEGISLATION WAS REQUIRED.
18. What equipment, technology and software are used to operate and administer this program?

- a. NONE NEEDED (ALTHOUGH WE ARE STARTING TO USE MICROSOFT SHAREPOINT AS A DATA REPOSITORY WHICH WAS PART OF AN EXISTING IT ROADMAP INITIATIVE OUTSIDE OF THIS MODEL).
19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.
- a. THE IDEA OF STRATEGIC PLANNING TO STRATEGIC IMPLEMENTING IS NOT NEW, BUT THE PROCESS WE USED IS NEW FOR OUR DIVISION AND OUR STATE. SINCE ROLLING OUR PROCESS OUT, LEADERS FROM DAS SSD HAVE BEEN ASKED TO PRESENT THE PROCESS AND PLAN TO OTHER AGENCIES IN THE STATE. WE WILLING DO SO IN AN EFFORT TO BETTER PREPARE OUR (COLLECTIVE) STATEWIDE STAFF TO BETTER PLAN AND IMPLEMENT INITIATIVES TO BRING ABOUT POSITIVE CHANGE IN STATE GOVERNMENT.
20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?
- a. WE ARE NOT AWARE OF THIS PROCESS IN OTHER STATES.
21. Has the program been fully implemented? If NO, what actions remain to be taken?
- a. THIS YEAR WE HAVE COMPLETED THE CYCLE ON THE PROCESS AND WE ARE NOW IN OPERATIONAL MODE OF THE CYCLE – WITH ANNUAL PLANNING EFFORTS, QUARTERLY ‘HOT SHEET’ REPORTING, AND MONTHLY PORTFOLIO DELIVERABLES REPORTING. THIS IS PROVING VALUABLE IN TERMS OF BETTER CLARITY OF OUR CUSTOMERS, COMPETITION, AND THE VALUE OF EACH INITIATIVE IN OUR PROJECT PORTFOLIO.
22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.
- a. THE PROGRAM IS HIGHLY EFFECTIVE IN THAT IT HAS TRANSFORMED OUR MANAGERS AND STAFF TO BE (MUCH) MORE OBJECTIVE AND DATA-DRIVEN IN THEIR DECISION MAKING AND PROGRAM PLANNING. IT HAS ALSO ALLOWED OUR MANAGERS TO UNDERSTAND THE NEEDS OF CUSTOMERS BETTER AND THEREFORE PROVIDE MORE IMPORTANT SERVICES AND STOP PROVIDING NON-VALUE ADDED SERVICES.

WITHIN 6 MONTHS OF THE ‘LEARNING’ EFFORTS, OUR MANAGERS WENT FROM HAVING VIRTUALLY NO BUSINESS MEASURES TO BE IN MEETINGS SHARING PROGRAM KNOWLEDGE WITH OBJECTIVE FACTS ABOUT CUSTOMERS, SUPPLIERS, VENDORS, PERSONNEL, AND PROGRAM PROCESS SPECIFICS. THIS DEVELOPMENT HAS SERVED AS A ‘BEST PRACTICE’ WITHIN DAS AND OREGON STATE GOVERNMENT SO MUCH THAT ALL OF DAS AND OTHER AGENCIES ARE NOW MIMICKING THIS APPROACH TO STRATEGIC PLANNING AND PROJECT IMPLEMENTATION (AND GENERALLY HUMAN RESOURCE DEVELOPMENT) AND AS SUCH IMPLIES EFFECTIVENESS.

23. How has the program grown and/or changed since its inception?
- a. AS PER THE RESPONSE TO #22, OTHER DIVISOINS IN OUR DEPARTMENT AND OTHER AGENCIES ARE NOW MIMICKING THIS APPROACH.
24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?
- a. THE ONLY PERCEIVED LIMITATIONS MAY BE IN PERSONNEL RESISTENCE TO GATHERING, ANALYZING, AND REPORTING DATA ON THEIR PROGRAMS. WE PLANNED FOR THIS OCCURRENCE AND MITIGATED AGAINST IT BY FOCUSING ON SMALL ROLL OUTS (TYPICALLY WE HAD REPORTS DUE EVERY THREE WEEKS (AT THE LONGEST IN TERMS OF DURATION – SOME TURN AROUND TIMES WERE LESS). THESE SMALL RELEASES KEPT ENOUGH PRESSURE OR TENSION ON PERSONNEL TO FOCUS ON DEADLINES AND DATA. ADDITIONALLY, HAVING REPORT-OUTS AND DIALOGUE CREATED CONSTRUCTIVE PEER PRESSURE WHICH (RE)ENFORCED THE NEED TO BE PREPARED AND THOROUGH WITH THEIR UNDERSTANDING OF THEIR PROGRAMS AND DATA.

CSG reserves the right to use or publish in other CSG products the information provided in this application. If your agency objects to this policy, please advise us in a separate attachment.



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## 2011 Innovations Awards Application Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

### *Infrastructure and Economic Development*

- Business/Commerce
- Economic Development
- Transportation

### *Government Operations and Technology*

- Administration
- Elections
- Information Systems
- Public Information
- Revenue
- Telecommunications

### *Health & Human Services*

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

### *Human Resources/Education*

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

### *Natural Resources*

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

### *Public Safety/Corrections*

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

**Save in .doc or rtf. Return completed application electronically to [innovations@csg.org](mailto:innovations@csg.org) or mail to:**

CSG Innovations Awards 2011  
The Council of State Governments  
2760 Research Park Drive, P.O. Box 11910  
Lexington, KY 40578-1910

### **Contact:**

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**This application is also available at [www.csg.org](http://www.csg.org).**