



## **Office of Hawaiian Affairs**

### **Improve Conditions of Native Hawaiians**

*“Thinking about the new Strategic Plan and how it is helping us focus on systemic change for Native Hawaiians, I’m really pleased with the results so far. The OHA staff has embraced the MFR concept and MFR will give us the information to know if what we do makes a difference. We expect that as a consequence, the Native Hawaiian community will have a much greater appreciation for what we are striving to do.”*

**—Clyde W. Namu’o, CEO, Office of Hawaiian Affairs**


### **Results written by OHA**

OHA fully reorganized into 4 Lines of Business and 15 Programs to reflect the three roles identified in the Strategic Plan: Advocacy, Research and Resource Management. The Lines of Business are Advocacy, Research, Community Relations and Resource Management. OHA has implemented MFR throughout all of its management systems. The focus now on systemic change that benefits all Native Hawaiians. In 2011, OHA launched major Advocacy Initiatives to effect systemic designed to improve the conditions of Native Hawaiians.

### **Project Description**

**Written by Weidner, Inc.**

In 2008 the OHA Board of Trustees (BOT) made the decision to move forward on a new Strategic Plan and implement the Plan using Managing for Results.



Throughout the project Weidner worked very closely with OHA staff to ensure that all processes, language and approaches were consistent with Native Hawaiian culture.

In November, 2008, a Design Team was appointed by CEO, Clyde Namu'o, which included 8 senior staff members and 2 Board of Trustee members. In December, Weidner facilitated the Design Team through decisions for the Strategic Planning process and timelines.

More than any other agency or jurisdiction, OHA designed a process which included a great deal of consultation with members of their community: Native Hawaiians living on the islands and on the mainland. Weidner managed a process that gathered input from over 3,000 community members had input into the Strategic Plan. Input was gathered through a statistically valid survey, focus groups including Native Hawaiian language focus groups, individual interviews with BOT members, community organizations and students, on-line surveys, hardcopy surveys through OHA's newspaper, *Ka Wai Ola*.

The result was that in April, 2009, the BOT approved 6 Priorities to be included in the Strategic Plan: Governance, Land, Culture, Education, Health and Income. It was a significant step for the BOT and Administration to change from comprehensive planning to strategic planning. The motivation was to be accountable for results and sharpening the focus of OHA's resources and energy on the most urgent issues facing the community.

Through the summer of 2009, OHA staff and Weidner identified 10 measurable Strategic Results that aligned to the 6 Strategic Priorities and which represented the specific 'conditions' which OHA would improve for the Native Hawaiian people.

Additionally, during the summer, Weidner facilitated a process by which OHA CEO, Clyde Namu'o, identified the Roles OHA would use to implement the Strategic Plan: Advocacy for systemic change, Research and Resource Management.

The BOT approved the 10 Strategic Results and the 3 Roles as part of the OHA Strategic Plan in September of 2009. In the same Action Item, the BOT also provide the authority to the CEO and Administration to implement the Strategic Plan. Please take a close look at the OHA Strategic Plan at: [http://www.oha.org/stratplan/files/OHA\\_2010\\_StraPlan.pdf](http://www.oha.org/stratplan/files/OHA_2010_StraPlan.pdf)



Through the fall of 2009, Weidner assisted the CEO, COO and CFO to develop a new organizational structure to implement the Strategic Plan. OHA moved from a topic based program structure with 2 deputies to a functionally organized structure with 4 Lines of Business and 15 Programs.

In 2010, OHA developed MFR into a way of doing business. Performance measures were loaded into MFR Live, Individual Performance Plans were developed for each employee using MFR People. Partnering for Results, OHA's performance based contracting initiative was initiated.

In 2011, OHA initiated Advocacy Initiatives to effect systemic change focused on improving the conditions of Native Hawaiians. OHA uses MFR tools and methods to manage and track the impact of the Advocacy Initiatives as well as the performance of all of its programs.

