

The department's goals are:

- People are safe and living as independently as possible.
- People are able to support themselves and their families through stable living wage employment.
- Children and youth are safe, well and connected to their families, communities and cultural identities.
- Choices made by seniors and people with disabilities about their own lives are honored.
- Partners, clients and stakeholders are actively engaged in a variety of collaborative and meaningful ways.
- Culturally specific and responsive services are provided by highly qualified and diverse staff.
- The department is committed to equal access, service excellence and equity for all Oregonians.

Because many clients have multiple needs, the department is integrating services, seeking to bring a broad range of supports within easy reach of each client or family. This approach, recognized as pioneering in the nation, requires close collaboration among staff within the department and with local governments, service providers and other partners.

DHS values integrity, stewardship, responsibility, respect, professionalism, innovation and service equity.

Child Welfare Program is located within the state's Department of Human Services. The Child Welfare Program defines and develops child safety, child well-being and permanency programs for the administration of child welfare services in Oregon; proposes legislation; sets standards of practice and expectations by development of administrative rules and policy for child welfare, including the department's response to child abuse reports, family treatment, and permanency for children. Child Welfare manages a continuum of out-of-home care services including foster care, residential treatment, adoption and post adoption, guardianship; as well as a continuum of in-home supports and services including in-home safety and reunification services, and strengthening preserving and reunifying family services. The Program also provides consultation and technical assistance for public and private child welfare services agencies. The state's Child Welfare Program shares the responsibility for development and communication of the vision and values of the Department's commitment to children and families in Oregon.

The mission of Child Welfare is to improve family capacity to provide safe and permanent living environments for children with the goal of safe and equitable reduction in the number of children who experience foster care:

- Protect children and promote children's safety in their homes.
- Help children who are unable to live safely in their homes live in settings that provide safety, stability and continuity with their families and begin the healing process.
- Secure safe, nurturing and legally permanent families for children who cannot be raised by their families.
- Expand program partnerships and increase the cultural competency of DHS staff and partners to better serve Oregon's diverse communities.

b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement. The primary purpose of this position is to:

The Child Welfare Director provides executive leadership and management for the state's Child Welfare system, which conducted over 32,682 investigations into child abuse and neglect in 2015 and is responsible for more than 7500 foster children each day. It operates a \$962 million biennial budget and 156 local offices with 2,600 employees throughout the state.

The Child Welfare Director identifies program, systemic, and community barriers to effective delivery of services in the state and uses highly adaptive skills to develop and implement solutions to achieve safety, permanency, and well-being services for Oregon’s children and families in collaboration with community organizations.

The Child Welfare Director leads the day-to-day operations of programs, as well as identifies risks and other areas for improvement within the system, and provides the necessary leadership to implement change within the system. These changes include the development and implementation of a performance-based approach across the programs, building upon existing efforts and identifying further areas for performance monitoring and accountability throughout the system.

The Child Welfare Director identifies and manages system priorities, including the development of the strategic plan and any requests for funding from the Oregon Legislature. The Child Welfare Director understands the importance of the mission to protect children, and sets high expectations of field and central staff and management to fulfill the mission of safety.

This position represents the Department of Human Services (DHS) and Child Welfare at the state legislature, with federal and Tribal partners, at interdepartmental and interagency settings and with the private sector. The Child Welfare Director builds the Child Welfare team for the state at the policy and field level. In addition, this position maintains strong linkages with all parts of DHS.

The Child Welfare Director reports directly to the Agency DHS Director.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function.

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit “Enter”.

% of Time	N/R/NC	E/NE	DUTIES
55%	R	E	<p>Policy and Program Design, Monitoring and Implementation and Continuous Improvement for the System:</p> <p>Develops and sustains overall system vision, leadership and strategic direction to the Child Welfare system within the Department of Human Services.</p> <p>Directs planning, implementation, coordination and evaluation of Child Welfare statewide programs and policies to promote a system of innovation, best practices, effective program administration and service delivery.</p> <p>Establishes, implements and monitors an executable strategy for setting and achieving safety/quality reform goals and policies. Strategies include clear metrics to determine progress and guide necessary adjustments.</p> <p>Brings about system reform by ensuring appropriate oversight and accountability processes are in place and monitored to ensure quality child welfare service delivery results.</p> <p>Effectively implements system improvements and administers diverse programs to meet system and agency objectives.</p> <p>Makes and is accountable for major program management decisions affecting statewide agency operations, other state</p>

			<p>agencies and large numbers of clients and agency resources. Reviews, evaluates and responds to impact of proposed federal and state laws on program operations.</p> <p>Establishes reporting relationships and administrative controls over operations.</p> <p>Identifies and strengthens areas needing improvement and pioneers initiatives to improve child welfare in Oregon.</p> <p>Critically assess the functioning of the Child Welfare system, including service delivery, using data to drive recommendations reinforcing good decision-making through policy, best practices, supervision and data-driven analysis.</p> <p>Advises the Agency Director and Deputy Director on the status and progress of Child Welfare programs and recommends methods for effective and efficient utilization of resources.</p> <p>Oversees the development of the Child Welfare budget in cooperation with the Chief Financial Officer and Agency Director and Deputy Director. Authorizes the redistribution of available resources to meet changing system and program needs. Reviews and makes management decisions regarding budget and staff allocation for Child Welfare.</p> <p>Manages resources, including human, financial and technology resources that support operation of the business and programs. Provides adequate budget and budget oversight by setting program priorities, determining allocation of funds, supporting budget requests to the Legislature, and ensuring the management of issues related to funds appropriated by the Legislature. Negotiates budget authority with Federal Agencies for Child Welfare programs.</p>
20%	R	E	<p>Service Delivery Partnership and Collaboration</p> <p>Active and cooperative partner with national, state, and community stakeholders including, but not limited to: federal, state, local entities, tribes; child and family advocacy organizations, faith-based organizations, health care and other service providers, children, youth and families.</p> <p>May represent DHS on various boards, task forces, and committees. Represents Child Welfare in working with elected officials, including the Office of the Governor and members of the Oregon Legislature.</p> <p>Provides vision, guidance and direction for identifying and enhancing the linkages between the Child Welfare Programs, Community Organizations, and DHS leadership, to meet the complex and multi-program needs of clients. This includes the coordination with others on the DHS leadership team who are also responsible for direct service delivery to DHS clients (such as those working in Self Sufficiency,</p>

			<p>Intellectual/Developmental Disabled and Aging and People with Disability Programs).</p> <p>Serves as externally focused enterprise leader, engaging advocates, providers and broad coalitions at the state and local levels to create alignment around DHS-wide and Child Welfare program goals, priorities, strategies and results, championing program vision and direction at every opportunity. Utilizes the diversity within these groups to incorporate diverse perspectives into business and service delivery decisions.</p>
15%	R	E	<p>Legislative engagement:</p> <p>In partnership with the DHS Director, plays lead role communicating policy and program goals, priorities, strategies and results to the state Legislature and the federal Congressional delegation.</p> <p>Develops and maintains broad scope collaborative relationships with legislators, legislative aides, legislative committee coordinators, legislative counsel, legislative fiscal office, Department of Administrative Services, governor's policy staff, and lobbyists to support and promote Child Welfare program goals, priorities and strategies for implementation. Serves as lobbyist for DHS Child Welfare. Responsible for all interim session legislative work, including task forces/work groups, budget development and implementation, and response to legislative and constituent inquiries.</p> <p>Develops and directs all DHS Child Welfare sponsored legislation with the state Legislature. This includes authority to identify legislation relevant to the program, development of approaches to support or not support specific legislation. Has the authority to write and draft legislation and responsibility to facilitate appropriate review by Legislative Counsel and DHS Child Welfare legal counsel.</p> <p>Ensures effective systems and processes are in place to track, maintain, prioritize, assign and manage state legislation that impacts DHS Child Welfare and coordinates with other DHS programs, key community stakeholders and the governor's office.</p> <p>This position collaborates with other DHS programs to facilitate all legislation that is of interest to DHS Child Welfare. Serves as representative for all legislative calls regarding DHS Child Welfare policy and practice and represents DHS whenever appropriate.</p> <p>Manages, coordinates, communicates and may facilitate training of the new laws to DHS staff and community partners</p>

			(such as judges, lawyers, district attorneys, county commissioners, law enforcement, providers, etc). <u>During legislative session, these duties can expand to represent approximately 50% of all time.</u>
5%	R	E	<p>Support and Supervision of Child Welfare Leadership Team and Staff:</p> <p>Successfully leads Child Welfare leadership team by collaborating, directing, motivating and inspiring.</p> <p>Responsible for all aspects of staff development, including the program's use of performance data, consultation, training, and performance appraisals.</p> <p>Performs managerial functions for Child Welfare senior management, including hiring, assigning work, completing performance evaluations, recommending personnel and disciplinary actions. Promotes, monitors, and ensures that respect is demonstrated for cultural diversity.</p> <p>Demonstrates the performance feedback model, providing support for employee development plans, providing regular performance feedback and engaging in employee development updates.</p> <p>Creates and maintains a work environment that is respectful and accepting of diversity, provides opportunities for staff to participate in diversity training and multi-cultural events.</p> <p>Sets clear guidelines for expected behaviors and clear methods for reporting inappropriate behaviors.</p> <p>Supports DHS Leadership Model of accountability, empowerment and communication. Recognizes Leadership from every chair, demonstrates recognition of the value of individual cultural differences, creates a work environment where talents and abilities are valued.</p> <p>Supports strategies to recruit, retain and promote a diverse staff that represents the population being served in Oregon.</p>
5%	R	E	Other duties as assigned.

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Extended work hours especially during legislative session. On-call for legislative/administrative emergencies after hours, weekends, and holidays (during session). On call for field staff in Child Welfare program when program and policy areas must guide the service. Must be accessible by phone at all times. Travel to various counties statewide and national travel for conferences, grants, etc.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures:

Oregon Revised Statutes
 Oregon Administrative Rules
 United States Code
 Code of Federal Regulations
 Budget Circulars and Federal Administrative guidance
 SSP Program Procedures and Policy
 Federal Laws and regulations related to Child Welfare, Self-Sufficiency and Food Stamps
 DHS Policies
 DAS Policies
 Lobbyist protocols
 State Government and State capitol protocols

b. How are these guidelines used?

Above listed guidelines are used as parameters and reference to assure compliance with applicable laws, rules, policies, procedures and regulations.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

Who Contacted	How	Purpose	How Often?
Other DHS staff	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	Daily
Stakeholders and Partners	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As needed
Tribal Leadership	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As needed
Legislators	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Governor's staff	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Governor	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
DAS	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Staff in other State Agencies	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed

Public	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
National Organizations	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Public Advocates	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Local Service Providers	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Local Government Heads	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Media	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
Federal Agency Heads	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
US Legislators	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed
National Advocacy Groups	Person, Phone, Email, Written	Policy, Liaison, Information, Administration	As Needed

SECTION 7. POSITION-RELATED DECISION MAKING

Describe the typical decisions of this position. Explain the direct effect of these decisions:

Policy decisions have long term impact on State resources and the health and wellbeing of citizens of the State of Oregon. The person in this position has the ability to commit and significantly impact fiscal and service resources for the State. Policy decisions could impact national trends in health and human services.

This position identifies broad and significant agency and statewide issues and approaches. Impact of decisions can be long term and result in new or revised laws and can influence policy and impact social issues statewide and even nationwide.

The legislative issues on behalf of DHS Child Welfare are frequently time sensitive and must be dealt with a sense of urgency. These decisions will impact programs and operations statewide.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

Classification Title	Position Number	How	How Often	Purpose of Review
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Agency Director	1900700	Conversations, reports, executive summaries, through various communication mediums.	As needed	Communication, Information, Alignment

SECTION 9. OVERSIGHT FUNCTIONS

a. How many employees are directly supervised by this position? _____

How many employees are supervised through a subordinate supervisor? 2600

b. Which of the following activities does this position do?

- | | |
|---|--|
| <input checked="" type="checkbox"/> Plan work | <input checked="" type="checkbox"/> Coordinates schedules |
| <input checked="" type="checkbox"/> Assigns work | <input checked="" type="checkbox"/> Hires and discharges |
| <input checked="" type="checkbox"/> Approves work | <input checked="" type="checkbox"/> Recommends hiring |
| <input checked="" type="checkbox"/> Responds to grievances | <input checked="" type="checkbox"/> Gives input for performance evaluations |
| <input checked="" type="checkbox"/> Disciplines and rewards | <input checked="" type="checkbox"/> Prepares and signs performance evaluations |

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification.

All positions in DHS require a Criminal Background Check and an Abuse/Neglect Check. Fingerprints may be required.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

Operating Area	Biennial Amount (\$00,000.00)	Fund Type
Personal services, services and supplies, capital outlay.	\$962 million	A variety of funding sources such as state general fund, federal funds, grants, and dedicated funds.

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number.

SECTION 12. SIGNATURES

Employee Signature

Date

Supervisor Signature

Date

Appointing Authority Signature

Date