

OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES **STRATEGIC PLAN** 2024-2027



DAS
DEPARTMENT OF
ADMINISTRATIVE
SERVICES



MESSAGE FROM THE DIRECTOR

I'm pleased to introduce the Oregon Department of Administrative Services (DAS) 2024-2027 strategic plan.

In the summer of 2023, DAS launched a year-long effort to create this plan laying out the agency's strategic direction for the next three years. The work was sponsored by the DAS Executive Team with the heavy lifting led by a Strategic Planning Steering Team (page 2 lists the names of the folks who helped get us here).

The Steering Team started its work by evaluating our existing mission, vision, values and key goals. They also laid the groundwork for engaging with our employees and state agency partners to incorporate their feedback into all aspects of the plan.

Forming our strategic objectives, priorities and goals while embedding Diversity, Equity, Inclusion and Belonging (DEIB), took many meetings (in-person and remote), multiple surveys and hours of conversation. We held focus groups for our employees and for agency partners, and they sent us back to the 'drawing board' a few times. Their invaluable feedback helped us identify the strategic direction outlined in this plan, which will guide DAS' efforts effective immediately.

Overarching the plan is an updated mission that is worth highlighting. Though DAS is required to lead state agencies in policy direction, it is imperative that we partner with agencies while providing guidance, and stand alongside agencies in support of their operational and administrative work. This acknowledgement is embodied in the new mission:

*Lead state agencies through collaboration
in service of Oregonians.*

While celebrating the release of this strategic plan, I'm looking forward to the next phase of planning in which we take our high-level goals and create actions at the program level that will improve not only DAS, but state government as well.

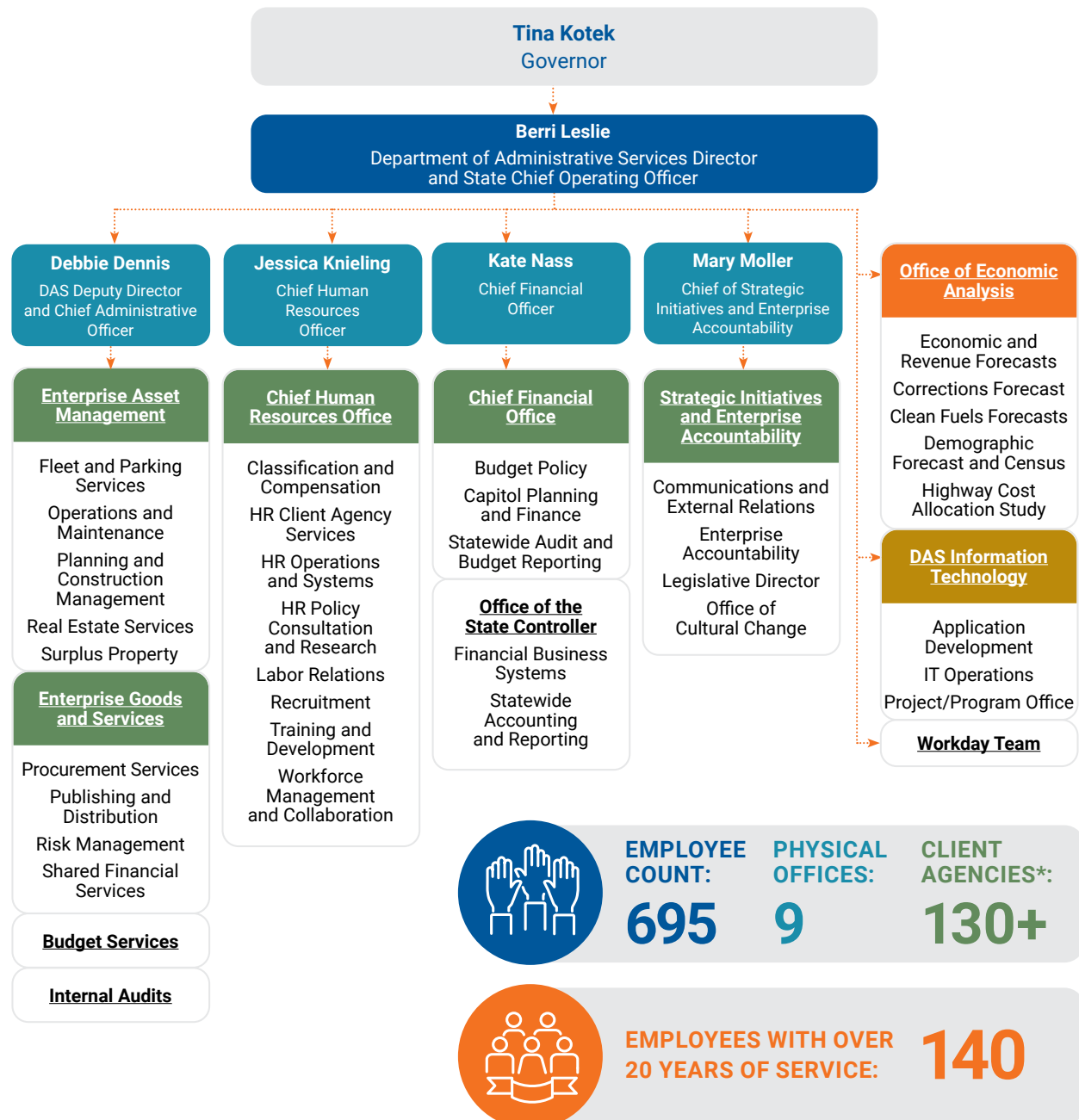
We remain committed to serving the people of Oregon, to creating a culture of belonging, to providing outstanding customer service and to reporting our progress toward achieving DAS' refreshed strategic objectives.

A handwritten signature in blue ink that reads "Berri Leslie".

Berri Leslie
DAS Director and Chief Operating Officer

THE AGENCY

DAS is the central administrative agency of Oregon state government, and works to effectively implement the policy and financial decisions made by the Governor and the Oregon Legislature. The agency is responsible to set and monitor high standards of accountability to ensure state government uses tax dollars effectively. DAS supports state agencies by providing a strong and stable management infrastructure. As part of this effort, DAS works with private enterprise, citizens and other government entities to develop an efficient service delivery system.



* Purchasers of direct services from DAS, such as IT support, payroll, HR, finance, etc.

THE TEAM

Thank you to these project team members!

The DAS Executive Team and the Strategic Planning Steering Team were integral in creating the DAS strategic plan.

Pamela Armer

FBS Support Specialist**

Stormy Boyles

COO Executive Assistant*

Dustin Ball

Former CFO Budget Reporting Administrator**

Cindy Burger

EIS Assistant State CIO**

Krista Campbell

CHRO Workforce Development Administrator**

Andrea Chiapella

DAS Communications Director*

Jen Coney

CHRO Classification and Compensation Administrator**

Brad Cunningham

EGS Operations and Finance Administrator**

Kurtis Danko

DAS Chief Information Officer*, **

Debbie Dennis

DAS Deputy Director**

Melinda Gross

DAS Director of Cultural Change**

Jeni Hall

EAM Executive Support Specialist and
SEIU Local President**

Rob Hamilton

CFO State Controller*, **

Raelynn Henson

DAS Communications Coordinator**

Shelly Hoffman

EGS Risk Management Manager*

Lisa Hylton

CHRO Performance Management Strategist**

Rosa Klein

SIEA Project Manager**

Darwin Kumpula

Deputy State Chief Procurement Officer**

Berri Leslie

State COO and DAS Director*

Meliah Masiba

DAS Legislative Director**

Jeremy Miller

EAM Deputy Administrator and Capitol Planner**

Mary Moller

Strategic Initiatives and Enterprise Accountability
Director*, **

Kate Nass

DAS Chief Financial Officer*

Stephen Nelson

State Chief Procurement Officer*

Zak Ostertag

SIEA Project Analyst and Data Governance Steward**

Robert Otero

Budget Director*

Denver Peterson

DAS IT Operations and Engineering Manager**

Shannon Ryan

EAM Administrator*

Torrey Sims

Diversity, Equity, Inclusion and Belonging Manager**

Summer Warner

SIEA Project Manager**

Christopher Wilson

CPO Disparity Study Manager**

DAS engaged with many individuals internally and throughout the enterprise to complete this strategic plan. We could not have done this important work without our employees and external partners – who contributed their feedback, thoughts, and ideas through various surveys and focus groups. Thank you!

* Executive Team – Subject matter experts, implementers, and final approvers of the plan; chief implementers.

** Steering Team – Advisors and recommenders for planning efforts.

THE JOURNEY

Engagement Timeline		June 2023	June 28, 2023: DAS Strategic Planning Kick-off
Environmental Scan	Developed and distributed plan for soliciting internal and external partner input	July	
		August	
		September	Sept. 13, 2023: DAS All-Staff
	Gathered feedback data from internal and external partners	October	
		November	
		December	December 2023: Employee Engagement survey
Compile and Review Data	Compiled feedback for review to compare and identify common themes	January	Jan. 24, 2024: Mid-point check-in with Exec and Steering
		February	
Strategic Priorities and Objectives	Reviewed top themes to inform strategic direction	March	March 2024: Three goal development work sessions
		April	
Draft and Adopt	Drafted, reviewed and finalized strategic plan	May	
		June 2024	June 1, 2024: Adoption and distribution

Environmental Scan Engagement

The first phase of the DAS strategic planning process was to scan the current state of the agency through a SWOT* analysis, employee surveys, and focus groups with external business partners.



EMPLOYEE SURVEY

361 of 695 employees completed the survey, a 55% response rate.



EXTERNAL FOCUS GROUPS

15 focus groups
94 enterprise attendees
45 entities represented**

Employee Engagement

The third phase included developing and drafting strategic objectives, priorities, and high-level goals for the next three years, then validating the drafts with those doing the work – DAS employees.



MANAGEMENT MEETING

60+
DAS Supervisors



EMPLOYEE FOCUS GROUPS

8 focus groups
70 employees

* Strength, Weakness, Opportunity, Threat (SWOT).

** Agencies and representatives from all three branches of state government.

MISSION, VISION, VALUES

After drafting a proposed new mission, vision and values (MVV), the Strategic Planning Steering Team shared its draft with DAS employees through a September 2023 survey. As hoped, employees helped the draft MVV become even better and more relevant to them. We then turned the draft MVV over to business partners and customers for their validation. Between October and December 2023, we talked with hundreds of participants in 15 different focus groups.

Just like the employee feedback, the customer sessions were invaluable, and we learned an important distinction: customers asked that the DAS strategic plan emphasize that we *collaborate* with them. After much thought and discussion, we finalized the following mission, vision and values:



Mission

Lead state agencies through collaboration in service of Oregonians.



Vision

To earn the highest level of trust and confidence by delivering quality services, effective policy and enterprise leadership.






Values

Being a DAS employee means modeling these core values and seeing them in action throughout the agency. Every day we strive to learn from our experiences and improve, with the goal of delivering exceptional customer service.

- **Accountability** – We take responsibility for our actions, decisions and outcomes.
- **Inclusion** – We commit to creating a culture of belonging where we can bring our full, authentic selves and work together toward equitable outcomes.
- **Excellence** – We do our absolute best in every situation.
- **Integrity** – We stay true to our word and always act ethically.
- **Respect** – We treat all individuals with dignity and honor their diversity through our actions and behaviors.



THE DATA: WHAT WE LEARNED FROM CUSTOMERS AND EMPLOYEES

 Strength	 Weakness	 Opportunity	 Threat
<ul style="list-style-type: none"> • Employees dedicated to public service with vast knowledge of state government. • Strong leadership support to move state government forward. • Ability to serve as an enterprise partner, providing resources and expertise during crisis, leading state government through change. 	<ul style="list-style-type: none"> • Workforce turnover and limited resources available to innovate. • Focus on enterprise policy and initiatives diminishes internal agency focus. • Pace of work and occasional crisis response deflects other agency priorities. • Aging technology and IT systems embedded in business areas outside IT. 	<ul style="list-style-type: none"> • Best practices gained from the pandemic and learning from crisis. • Remote work provided benefits in recruitment and reduced enterprise footprint. • Prioritizing business standardization, customer service, DEIB and enterprise accountability. 	<ul style="list-style-type: none"> • Economic downturns and other unexpected disasters requiring crisis recovery. • Limited resources and operational authority to implement policy. • Operating in a siloed and decentralized environment. • Public distrust and fractured perception of state government.

Themes:

- Agencies want DAS to be a partner versus a director.
- Agencies want to collaborate with DAS during times of enterprise changes.
- Agencies want to easily reach DAS people and find tools and resources more easily.
- Agencies want more communication, especially the status of deliverables.
- The enterprise wants a culture shift to consider DEIB explicitly in every action.
- Employees want safe spaces to adapt to and embrace DEIB, in other words, an inclusive workplace.
- Employees want to feel seen and recognized within the agency.
- Employees want tools and resources to help with workload imbalance.
- Employees want development opportunities and support for their career paths.

THE PLAN

Strategic Objective 1: Customer Service

PRIORITY	Strategic Objective 1: Customer Service			
	Availability	Accessibility	Responsiveness	Transparency
HIGH-LEVEL GOALS	Enhance customer-focused resources that support resolution of customer needs.	Improve accessible communication methods.	Ensure that all initial customer inquiries receive a personal response or acknowledgment within one business day.	Develop program level service agreements that communicate deliverables and timelines. Provide consistent and transparent communication about status of program deliverables.

Strategic Objective 2: Diversity, Equity, Inclusion and Belonging*

PRIORITY	Strategic Objective 2: Diversity, Equity, Inclusion and Belonging*			
	Operationalizing DEIB	Professional Growth and Development	Growing an Inclusive Culture	Data and Analysis
HIGH-LEVEL GOALS	Develop and socialize a tool to incorporate DEIB in all processes.	Create opportunities for learning and resources for practicing DEIB.	Increase communications and transparency to enhance engagement and trust.	Develop and regularly update a DEIB dashboard to track progress and accountability.

* Refer to definitions in the Key Terms section on page 9.



Strategic Objective 3: Employee Success and Well-Being

Engagement	Support	Development	Recognition	PRIORITY
Identify and promote meaningful engagement and connection among employees.	Identify and implement appropriate practices, tools and resources for employees for optimal work and workload balance.	Promote development opportunities that align with employee goals and agency needs.	Enhance celebration of employee achievements and recognize employee needs during life events.	HIGH-LEVEL GOALS

Strategic Objective 4: Operational Excellence and Innovation

Maximize Resources	Accountability	Improvement	PRIORITY
Engage with employees and agencies to map and streamline processes that advance efficiency and enterprise solutions.	Increase the transparency, clarity, and communication of accountability measures; apply metrics in DAS operations to sustain progress and achieve strategic goals.	Maximize the effective use of technology solutions.	HIGH-LEVEL GOALS

Monitoring and Evaluating

Our strategic planning lifecycle is a three-year plan guiding the work of the agency through 2027. The tasks and actions needed to ensure achievement of our high-level goals will be identified at the DAS division level and assigned metrics by the end of 2024.

Starting in 2025, DAS will compile division-level data into one status report and publish the findings each March, June, September and December. Additionally, the strategic plan will be reviewed every year in December.

	2024	2025	2026	2027
January				
February				
March		Quarterly Reporting		
April				
May				
June	2024 – 2027 plan published	Quarterly Reporting		
July	Define agency actions to support high-level goals; assign metrics			
August				
September		Quarterly Reporting		
October	Define division actions to support high-level goals; assign metrics			
November				
December		Quarterly Reporting and Annual Plan Review		

COMPANION PLANS

Two DAS programs have existing strategic plans that we are incorporating into the DAS strategic plan:



Information Technology

(an internal plan, separate from the Enterprise Information Services IT Strategic Framework)

<https://www.oregon.gov/das/docs/das-it-strategic-plan.pdf>



Sustainability

<https://www.oregon.gov/das/facilities/documents/das-sustainability-plan.pdf>

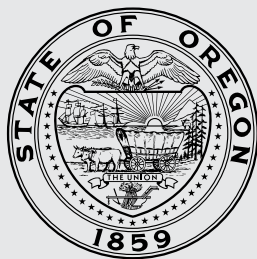
Key Terms

Diversity means honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness and adaptability.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power and opportunity to those communities.

Inclusion is a state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

Racial Equity means closing the gaps so that race can no longer predict any person's success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive equally. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.



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