



*Why do we exist?*  
**MISSION**  
 To help Oregonians in their own communities achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity.

*What do we aspire to be known for?*  
**VISION**  
 A model human services agency built on human potential, where individuals, families & communities thrive

*What guides our actions?*  
**VALUES**  
 Integrity, Stewardship, Responsibility, Respect, Professionalism, Innovation, Service Equity

**SOCIAL GOALS**  
*What do we want to achieve?*

**OREGONIANS ARE SAFE**  
 Children  
 People with Disabilities  
 Aging

**OREGONIANS ARE SECURE**  
 Food  
 Housing  
 Family Stability  
 Health Access

**OREGONIANS ARE PROSPERING**  
 Relevant Education  
 Living Wage  
 Independent Living  
 Supportive Communities

**SUPPORTING GOALS**  
*What do we want to achieve?*

**WE HAVE AN AMAZING TEAM**  
 Highly Qualified  
 Effective  
 Valued

**WE ARE TRULY INCLUSIVE**  
 Diversity  
 Equity  
 Inclusion

**WE HAVE GREAT PARTNERSHIPS**  
 Shared Outcomes  
 High Performing  
 Integrated Solutions

**WE ARE WELL RUN**  
 Fully Qualified  
 High Performing  
 Treated with Respect

**OPERATING CORE PROCESSES**  
*What is the routine work we have to be good at?*

**OP1**  
 Providing Protection and Intervention

- Providing protective services to keep children and adults safe
- Providing resources and supports to victims of domestic violence
- Providing in-home services to prevent out-of-home care

**OP2**  
 Providing Public Assistance

- Providing access to food benefits
- Supporting economic stability for very low-income families
- Providing meals to older adults
- Providing child care assistance
- Supporting housing stability

**OP3**  
 Ensuring Permanency, Stability and Well-Being

- Facilitating permanent homes for children through adoption or reunification
- Providing access to health and medical benefits
- Facilitating connections to appropriate resources
- Preserving families

**OP4**  
 Facilitating Job Training and Career Assistance

- Providing employment services to people with disabilities
- Providing employment readiness services
- Facilitating job placements
- Providing connections to careers
- Facilitating skill building and career planning

**OP5**  
 Ensuring Support for Independence in Daily Living

- Providing assistance to people with developmental disabilities, enabling them to live safely and independently
- Providing in-home services to prevent out-of-home care
- Helping older adults and people with disabilities with activities of daily living
- Promoting health services for older adults
- Providing services & resources to youth transitioning to adulthood

**SUPPORTING CORE PROCESSES**  
*What is the routine work we have to be good at?*

**SP1**  
 Leading and Managing Organizational Performance  
 Liesl Wendt

- Setting vision, priorities & strategies
- Understanding current state, risks & gaps
- Establishing measures & setting targets
- Communicating priorities & performance
- Leveraging internal & external relationships
- Managing to targets
- Developing needed capability & capacity
- Driving continuous improvement & innovation
- Conducting quarterly target reviews
- Taking corrective action
- Recognizing performance

**SUPPORTING PROCESS MEASURES**  
*What measures will tell us we are doing our routine work efficiently and effectively?*

Measures in green  
 Measures improved

**SP2**  
 Developing Equity-Informed Policies, Rules & Practices

- Identifying need for policy and procedure changes
- Creating policy and procedure
- Employing culturally responsive practices
- Communicating policy and procedures
- Training and support for compliance
- Ensuring application and proficiency of policy and procedures
- Analyzing, monitoring and responding to impact of changes

Policy-practice alignment  
 Stakeholder engagement

**SP3**  
 Engaging with Community, Business & Tribal Partners

- Building partnerships with businesses, communities & tribes
- Communicating with partners
- Partnering for local and statewide service delivery
- Integrating for community-based solutions & shared outcomes
- Participating in community, business & tribal outreach
- Ensuring equitable contracting practices

Community connections  
 Partner diversity

**SP4**  
 Managing Business Operations

- Managing:
- Budget and finance
  - Legislative process
  - Contracting and procurement
  - Data, reporting & analysis
  - Information & technology
  - Records management
  - Litigation process
  - Information security and privacy
  - Continuity of operations
  - Audits
  - Facilities
  - Caseload forecast
  - Publications

SLA performance

**SP5**  
 Developing, Supporting & Retaining the DHS Workforce  
 Randy Blackburn

- Staff planning & position management
- Recruiting, sourcing & selecting a diverse workforce
- Onboarding & setting expectations
- Developing professionally
- Creating a supportive culture
- Ensuring a safe & healthy environment
- Managing performance
- Providing on-going support
- Offboarding & knowledge transfer

Time to fill vacancies  
 Hiring from protected classes  
 Promoting from protected classes

**Ensuring diversity, equity and inclusion for the individuals, families and communities that we serve.**

**OPERATING PROCESS MEASURES**  
*What measures will tell us we are doing our routine work efficiently and effectively?*

CW Time to initial contact  
 APD Timely abuse investigations  
 OTIS

SSP Same day/next day benefits  
 SSP Timely SNAP recertifications  
 APD Timely SNAP redeterminations

CW Face to face contact  
 CW Initial placement with relatives  
 APD Timely medical redeterminations

VR Timeliness to eligibility  
 VR Timeliness to plan  
 VR Students receiving pre-ETS

DD Support workers have the right information & skills to meet family needs  
 DD Individual support plans

**OPERATING OUTCOME MEASURES**  
*What measures will tell us we are achieving our goals?*

**O1.**  
 People are Safe & Secure  
 Recurrence of Child Maltreatment  
 Licensed Provider Performance  
 Elder Abuse

**O2**  
 People are Economically Secure  
 Employment Retention  
 Living Wage Households  
 Competitive Integrated Employment

**O3**  
 People Have Access to Health Care & Receive Effective Services  
 Food Stability  
 Holistic Health

**O4**  
 People Have Stability Through Community Connections & Social Supports  
 Housing Stability  
 Placement Stability

**O5**  
 People Live with Dignity, Autonomy & Choice  
 Children Served in-home  
 Independent Living

**O6**  
 People People Have the Opportunity to Develop to Their Fullest Potential  
 High School Graduation Rate  
 Goal Attainment

**SUPPORTING OUTCOME MEASURES**  
*What measures will tell us we are achieving our goals?*

**O7**  
 Excellent Customer Service  
 Customer Satisfaction  
 Partner Satisfaction

**O8**  
 Service Equity  
 Equitable Access  
 Client Outcomes by Demographic

**O9**  
 Operationally & Fiscally Responsible  
 Performance to Budget  
 Open Audit Items  
 Compliance to Standards

**O10**  
 Employee Engagement  
 Employee Engagement  
 Employee Turnover

**O11**  
 Workforce Diversity  
 Workforce Reflective of Community

Process & outcome measures will by reported by demographics whenever possible

Process & outcome measures will by reported by demographics whenever possible