

To Governor Atiyeh
With Highest Regards
Leah Hadjilov

MISSION

AND

GOALS

Department of Human Resources

1986

DEPARTMENT OF HUMAN RESOURCES

MISSION STATEMENT

To help Oregonians maintain or achieve an acceptable quality of life, self-esteem and independence by:

- Reducing risks to individual health, safety and well-being;
- Protecting individuals incapable of caring for themselves;
- Providing support and services to enable individuals to overcome circumstances that are beyond their capacity or responsibility.

DEPARTMENT GOALS

Each program shall recognize, protect and enhance the value of individual self-esteem.

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Each program shall apply preventive measures which have an effect on minimizing the incidence and severity of the problem.

** **

Each program shall provide services at the earliest stage to enable individuals to be as independent as possible.

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Each program shall have an outcome-based evaluation process which demonstrates that the purposes of the program are met in the most effective manner.

** **

Each service shall be provided by the private sector unless it either can be provided in a more cost-effective manner by the public sector or no alternative is available.

** **

The Department shall recognize and encourage family, volunteer and community contributions as primary resources in meeting human needs.

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The Department shall treat the public in a helpful and responsible manner.

** **

The Department shall value its employes, foster excellence in performance and provide opportunities for advancement.

** **

The Department shall have a short- and long-term planning process that anticipates social, demographic and technological changes so that the most critical needs are met within available resources.

** **

The Department shall research and develop innovative approaches to preventive measures and service delivery to ensure the highest effectiveness and quality.

** **

The Department shall provide information to the public to increase their understanding of human services issues and advocate a course of action.

** **

The Department shall create a Reserve Fund to sustain the quality and long-term stability of human resources programs during periods of economic stress.

DEPARTMENT OF HUMAN RESOURCES

DIRECTOR'S OFFICE

The mission of the Director's Office is to manage the Department of Human Resources to improve the delivery of human resource programs.

GOALS

The Director's Office shall analyze and evaluate the plans and performance of the divisions to improve the efficiency and effectiveness of human resource programs.

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The Director's Office shall provide a department-wide financial management system and maintain program priorities within available funds.

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The Director's Office shall provide a planning process which assures public participation to develop priorities for the allocation of resources.

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The Director's Office shall promote the recruitment, employment and retention of the most capable people throughout the Department.

*** ***

The Director's Office shall increase the degree to which services of different programs support a common goal for individual clients.

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The Director's Office shall provide a means for pooling resources to collectively perform functions that could not be justified or achieved economically by each division.

*** ***

The Director's Office shall ensure the Department is achieving its goals.

OFFICE OF ALCOHOL AND DRUG ABUSE PROGRAMS
Department of Human Resources

MISSION STATEMENT

To actively assist Oregonians in preventing or overcoming the harmful effects of alcohol and other drug use, abuse, and dependence and to actively assist state agencies in increasing the return on taxpayers investment in their services to beneficiaries experiencing the harmful effects of alcohol and drug abuse and dependence.

GOALS

Provide others the capability to identify client factors associated with alcohol and drug abuse problems and refer for evaluation and possible treatment.

** **

Develop an effective system that prevents the harmful effects of alcohol and drug use and abuse.

** **

Develop an effective system that provides early intervention in harmful alcohol and drug use.

** **

Maintain an effective treatment system that is accountable and uses a variety of methods in addressing the needs of clients.

** **

Implement state policy in the alcohol and drug abuse area by assisting the Governor's Council through technical and financial support.

** **

Maintain an effective, dynamic, ongoing evaluation system that measures program performance and provides a basis for management decisions and related actions.

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Ensure there is an effective planning process that identifies needs and resources and attempts to provide a means to address the difference.

** **

Provide information to entities in the legislative process in an attempt to ensure that legislation is consistent with our mission.

** **

Maintain a system that prepares personnel to enter the alcohol and drug abuse prevention and treatment field and increase the competency of individuals in the system.

** **

Encourage research and development that complements the existing programs and improves service systems.

** **

Provide information to develop and ensure an enlightened public about alcohol and drug abuse issues.

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Provide a productive working atmosphere by encouraging personal initiative and risk-taking, mutual respect, clear communication, and commitment to the mission of the alcohol and drug abuse program office.

OFFICE OF STATE COMMUNITY SERVICES
Department of Human Resources

MISSION STATEMENT

State Community Services shall provide leadership in the development and maintenance of community-based anti-poverty agencies in Oregon.

GOALS

State Community Services will encourage improvement to existing services for low income households by:

- 1) Assisting community-based organizations in strengthening existing programs and developing innovative programs for low income households that will encourage self-sufficiency;*
- 2) Identification, generation and coordination of additional resources to assist their statewide subgrantee network in meeting the needs of low income/at risk households;*
- 3) Monitoring and evaluating program/fiscal procedures of that network and providing training that will strengthen new and existing programs.*

*** ***

State Community Services will utilize its existing statewide subgrantee network in identifying and addressing the needs of low income persons by:

- 1) Coordinating with existing resources to assist determined eligible households;*
- 2) Identifying crisis situations encountered by those households and developing new resources to meet those crisis needs if existing resources are inadequate;*
- 3) Assisting low income households' home energy needs when the costs are excessive to household income, and when the loss of such would pose a threat to life, health and/or safety;*
- 4) Providing low income households access to weatherization programs that will limit heat loss, lower energy consumption, reduce risks to life, health and safety, and provide a long-term solution to rising energy costs;*
- 5) Providing emergency nutritional and shelter assistance to low-income/at risk Oregonians through operation of emergency food assistance programs for in-home and congregate mealsite use, emergency shelter assistance and auxiliary services;*
- 6) Providing training that will strengthen subgrantees' ability to provide services to low income households.*

ADULT AND FAMILY SERVICES DIVISION
Department of Human Resources

MISSION STATEMENT

To help families be economically self-sufficient so they can protect the children from deprivation of necessary food, shelter and health care.

DIVISION GOALS

Conduct business in a courteous, fair and timely manner.

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Reduce future financial dependency upon public assistance.

*** ***

Plan, prioritize and advocate to meet the most critical needs within available resources.

*** ***

Enforce child support obligations.

*** ***

Provide help in obtaining employment.

*** ***

Provide basic financial support to families until they can be self-sufficient.

CHILDREN'S SERVICES DIVISION
Department of Human Resources

MISSION STATEMENT

To help Oregon's children and families with children who need care and protection and to provide leadership in prevention and treatment issues related to child welfare and juvenile delinquency.

DIVISION GOALS

Prevent individual and societal abuse, neglect, and exploitation of children.

*** ***

Assure a safe and nurturing environment for those children who have been abused, neglected or exploited.

*** ***

Have a complement of services that assure children and parents are kept together or are reunited when appropriate and as soon as possible.

*** ***

Provide a continuum and continuity of services to children in need of care, supervision, and treatment, using the least restrictive environment as close to home, community, and culture as possible.

*** ***

Assure all clients are treated with respect and dignity.

*** ***

Maintain professional standards for the care and treatment of children.

*** ***

Assure an environment which supports a professional attitude, high skill level, good morale, creativity, and a sense of commitment within Children's Services Division.

*** ***

Coordinate with other public and private providers for services to children at the state and local levels.

*** ***

Assure the most cost-effective provision of all services.

*** ***

Gain public understanding of children's needs so there is support for appropriate services.

*** ***

Have a planning process that assists in setting priorities and gives organizational direction, so that critical needs are met within anticipated resources.

CORRECTIONS DIVISION
Department of Human Resources

MISSION STATEMENT

To enforce legal sanctions and provide services which are designed to:

- Contribute to the public's safety;
- Punish the offender by incarceration or other restrictions of freedom; and
- Help those offenders who want to make positive change.

DIVISION GOALS

Establish and maintain a balanced continuum of community supervision and institutional services to ensure an effective range of responses to the needs of the criminal justice system.

** **

Ensure that all services are delivered in a safe, just, and humane manner.

** **

Afford all offenders opportunities to develop their positive potential.

** **

Operate programs and facilities in an effective, efficient, and innovative manner, including the use of private sector delivery systems.

** **

Facilitate planning, evaluation, and research through cooperative interaction with other criminal justice agencies and development and maintenance of offender/management information systems.

** **

Foster support and understanding of the Division's mission and programs with others in the criminal justice system, the public-at-large, the Legislature, and other elected or appointed government officials who have an interest in or responsibility for evaluating the Division's performance.

** **

Inform, prepare, and enable Division staff to support and promote the Division mission and pursue the Division's goals, both on the job and in their communities.

** **

Enhance the public's image and understanding of the contribution of Division personnel.

** **

Engage in specific activities designed to encourage increased financial investment and human service intervention with young people identified early as potential delinquent/criminal offenders, as well as those families who are known to foster such behavior.

EMPLOYMENT DIVISION
Department of Human Resources

MISSION STATEMENT

To assist unemployed Oregonians obtain work, provide qualified applicants to employers seeking workers, provide income maintenance to workers unemployed through no fault of their own and supply labor market information to private and public entities for economic planning.

DIVISION GOALS

Provide more cost effective service delivery through process and program simplification and automation.

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Provide services to shorten the duration of unemployment through a decentralized test-selected job match system.

*** ***

Effect a quality control system to measure outcome of services and provide for corrective actions.

*** ***

Maintain a delivery system that is simple, open and understandable to all parties and, where appropriate, provides due process.

*** ***

Strengthen the experience-rated employer tax system to provide equity in tax rates and an adequate trust fund.

*** ***

Coordinate with other statewide employment and training programs to enhance economic development and job opportunities.

*** ***

Provide a management structure that includes participation by all employees and ensures strong leadership in accomplishing the agency missions.

*** ***

Develop and install a career development program which will address the career goals and objectives of all employees.

*** ***

Provide creative training through continued use of video equipment and innovative approaches such as the "Claims Game."

*** ***

Install a state of the art automated financial management system.

HEALTH DIVISION
Department of Human Resources

MISSION STATEMENT

To protect, preserve, and promote the health of the citizens of Oregon.

DIVISION GOALS

Provide leadership for health promotion in the State of Oregon.

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Ensure that policies affecting health reflect prevention and public health principles.

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Provide health status information for use in decision-making.

*** ***

Ensure that available resources are focused on statewide public health priorities.

*** ***

Provide strategies that will reduce the incidence of injury and disease to those at greatest risk.

*** ***

Protect the health of Oregonians while avoiding inappropriate restriction of individual freedom by using voluntary compliance, rather than formal legal action, whenever possible.

*** ***

Recognize employe value and provide opportunities for organizational involvement and career enhancement.

*** ***

Provide those services needed to meet program priorities which cannot or will not be provided in the private sector.

*** ***

Work as a partner with local government in planning, developing and providing public health services.

*** ***

Provide services directly to individuals in the absence of local public health agencies, or when the service identified is so technically complex or unique that it can best be delivered by a statewide program.

MENTAL HEALTH DIVISION
Department of Human Resources

MISSION STATEMENT

To prevent or reduce the negative and disabling effects of mental illness and developmental disabilities.

DIVISION GOALS

Assure that the rights of the mentally ill and the developmentally disabled are protected.

*** ***

Assist counties and other providers in the delivery of services for the mentally ill and developmentally disabled.

*** ***

Assure the provision of services close to home, as early as possible, and in the most normal setting to assure adequate level of independence and to avoid disruption in the person's life.

*** ***

Assure effective care, treatment and training in secure facilities or closely supervised programs for mentally ill or developmentally disabled persons who exhibit dangerous behavior.

*** ***

Assure continuity of services through comprehensive and integrated community and institutional programs.

*** ***

Assure the implementation of programs that have had a demonstrated effect on preventing mental illness and developmental disabilities.

*** ***

Assure an outcome-based evaluation process to determine the efficiency and effectiveness of services to the mentally ill and developmentally disabled.

*** ***

Have a planning process that analyzes technical, social, economic and demographic factors to determine program direction and in selecting critical priorities as resources become available.

*** ***

Assure that services are provided in the most cost effective manner through performance contracts.

*** ***

Promote public acceptance and understanding of mental illness and developmental disabilities.

*** ***

Assure highest performance standards are met by Division employes in an environment that encourages growth and development.

SENIOR SERVICES DIVISION
Department of Human Resources

MISSION STATEMENT

To serve older Oregonians and certain handicapped individuals through programs that encourage independence, dignity, and quality of life.

DIVISION GOALS

Ensure that services are provided in the most independent living situation consistent with individual needs.

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Ensure services provided to individuals meet quality standards and are appropriate to and consistent with their needs.

*** ***

Ensure that older and disabled Oregonians are protected from abuse, neglect, and exploitation.

*** ***

Encourage services that assist individuals to maintain and enhance their physical, social, financial, and psychological well being.

*** ***

Provide leadership and advocate for the development of public and private policies and resources to meet the needs of older Oregonians.

*** ***

Ensure that priorities are established and individual services are targeted to address those persons most in need.

*** ***

Ensure that individuals and organizations affected by or interested in Division programs have an opportunity to initiate, advocate, and participate in the decision-making process: in identifying needs and priorities, establishing policy, planning, program development and monitoring, implementation of programs at the state and local level.

*** ***

Shall have a short- and long-term plan that anticipates future needs of the population served.

*** ***

Encourage, support and develop innovative methods of service delivery.

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Ensure that funds available to SSD are spent in the most cost effective and appropriate manner.

VOCATIONAL REHABILITATION DIVISION
Department of Human Resources

MISSION STATEMENT

To help Oregonians with disabilities maintain or achieve an acceptable quality of life, self-esteem, independence, and employment.

DIVISION GOALS

Thoroughly and accurately identify Oregonians with disabilities.

*** ***

Determine the kinds and levels of services they require.

*** ***

Implement an agency structure that will provide for the most effective delivery of those services.

*** ***

Develop and implement innovative and improved modes of service delivery.

*** ***

Provide quality services in the most timely manner possible, including intervening at the earliest possible stages of an individual's rehabilitation program.

*** ***

Deliver services in a manner that recognizes, protects, and enhances the individual client's sense of dignity and self-esteem.

*** ***

Effectively manage agency programs through systematic short- and long-range planning and incorporation of technological and business advances.

*** ***

Engage in systematic, outcome-based evaluation procedures for all agency programs.

*** ***

Inform the public regarding the needs of citizens with disabilities, available services, and the prevention and consequences of disabling conditions.

*** ***

Seek adequate funding for agency programs.

*** ***

Introduce and support legislation that improves the quality of life for citizens with disabilities, or that may protect people from potentially disabling situations.

*** ***

Engage in cooperative relationships with public and private groups to advocate for citizens with disabilities.

*** ***

Support the private sector in providing quality services to citizens with disabilities.