



LABOR AND INDUSTRIES BUILDING

DCBS STRATEGIC PLAN

2024 - 2027



Department of
Consumer and
Business Services

T MESSAGE FROM THE DIRECTOR



I am pleased to share the Oregon Department of Consumer and Business Services' 2024–2027 Strategic Plan. It is a dynamic and living plan that sets a path for the outcomes we will achieve over the next three years.

The plan focuses on seven priority areas: customer service; diversity, equity, and inclusion (DEI); education, outreach, and advocacy; operational excellence; people and culture; regulation; and technology. While DEI is a key priority area, it is also a core value at DCBS. We have operationalized DEI in every strategy through meaningful goal setting, data collection, ambitious-but-attainable initiatives, and a commitment to continuous improvement and innovation.

This strategic plan was developed and informed by thoughtful insights from

our employees, leaders, customers, partners, and interested parties. We will continue to rely on those insights, along with data collection, to ensure we are seeing progress and meeting goals and objectives.

For more than 30 years, DCBS has worked to protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the people of Oregon and beyond. This strategic plan renews our commitment to looking inward and outward to fulfill this mission and realize our vision.

I look forward to taking the next steps with you on the path ahead. ●

Andrew Stolfi
Director

ACKNOWLEDGMENTS

The DCBS Strategic Plan was developed through the input and insights of many people and organizations who engage with the agency as employees, leaders, partners, customers, or interested parties. We could not have

Our Strategic Plan Steering Committee:

- Garilee Brown
- Aaron Corvin
- Alana Cox
- TK Keen
- Kara Null
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- Kim Ritts
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completed this without the generous contributions of their voices and perspectives. We gratefully acknowledge all who participated, but in particular, thank you to:

Our DCBS Executive Team

Our Strategic Plan Coordination and Design Team:

- Tejal Patel-Burch, Strategic Planning Coordinator
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Thank you to all the people and organizations across the state who participated in interviews, focus groups, and surveys as part of this process. Your input was incredibly valuable and appreciated.

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1 OUR STORY

What is the Department of Consumer and Business Services?

The Department of Consumer and Business Services (DCBS) is Oregon's largest consumer protection and business regulatory agency. We have a number of different responsibilities including:

- Safe and healthy workplaces
- Safe and fair banking, investments, and insurance
- Safe building practices
- Support for injured workers
- Increasing insurance coverage for all Oregonians

Mission: To equitably protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the businesses we regulate.

Vision: Communities we serve are safe, well-informed, and thriving. Our skilled team is committed to providing equitable access to our regulatory, educational, and advocacy services.

Values:

- We value diversity, equity, and inclusion.
- We are stewards of public and environmental resources.
- Our work to educate, regulate, and advocate is founded in:
 - ▶ Transparency
 - ▶ Technical expertise
 - ▶ Responsiveness
 - ▶ Accessibility
 - ▶ Innovation

- ▶ Dependability
- ▶ Collaboration

We support workers, consumers, and businesses with our more than 900 employees, including consumer advocates, inspectors, analysts, technicians, and experts in a variety of fields. We are funded by those we regulate and generate more than \$100 million annually for the state's General Fund to support other state services.

DCBS consists of the following divisions:

- The **Building Codes Division** partners with seven advisory boards to collaboratively adopt and administer the state building code to set state standards, issue trade licenses to workers and building code inspectors, and support economic development in Oregon, while ensuring equal consumer protection throughout the state.
- The **Division of Financial Regulation** protects consumers and regulates insurance and financial products and services both from a consumer protection standpoint



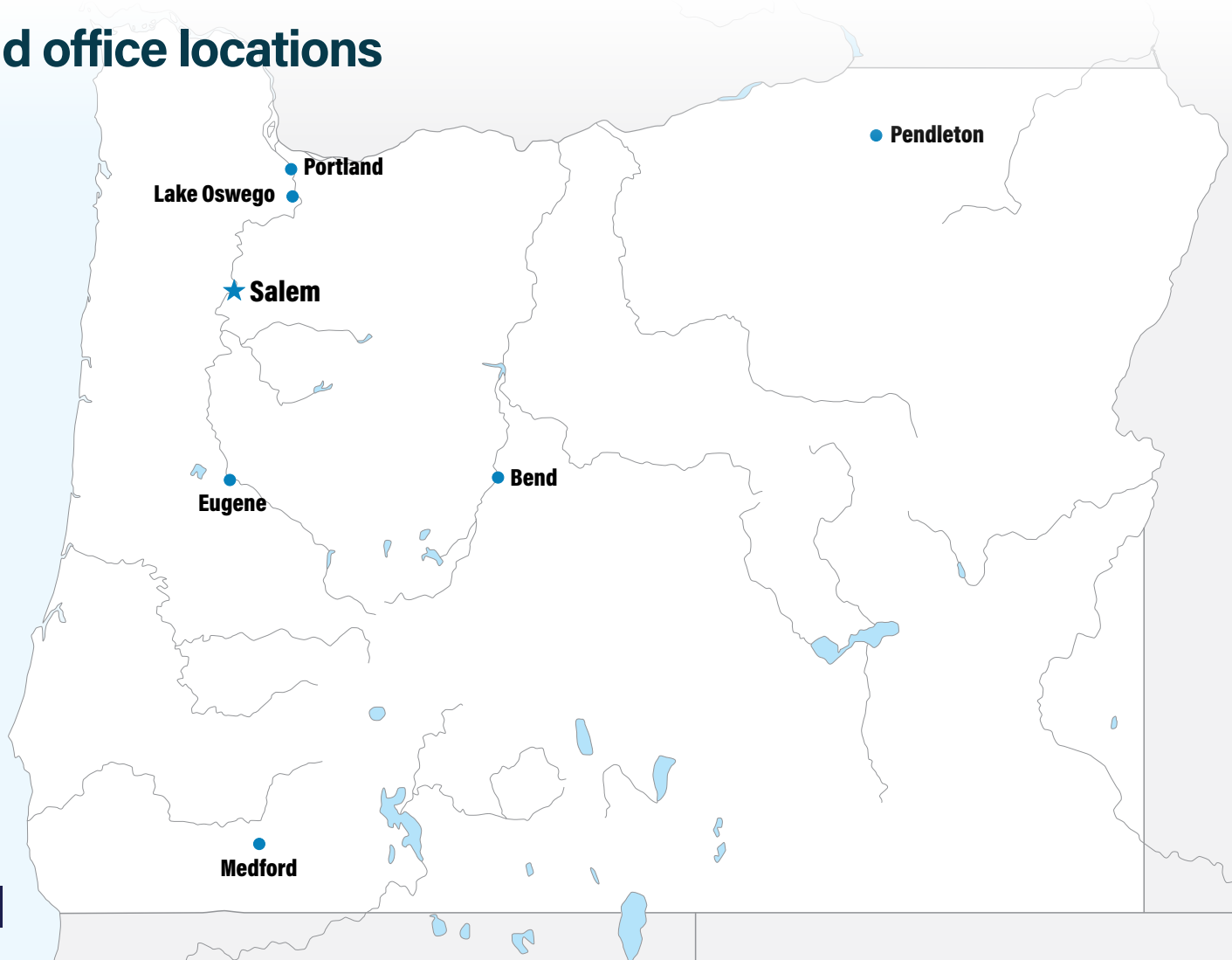
and one of safety and soundness of those financial institutions, including banks, credit unions, insurance companies, nondepository programs, and securities.

- **Oregon OSHA** advances and improves workplace safety and health for all workers in Oregon through multiple programs, including enforcement, consultation, technical, and public education and training.
- The **Workers' Compensation Division** administers, monitors, and enforces Oregon's workers' compensation laws. The state's workers' compensation system provides employees with medical and disability benefits for work-related injuries and illnesses, provides them with return-to-work services, and helps protect employers from liability lawsuits.
- **Ombuds Office for Oregon Workers** serves as an independent advocate for workers by helping them understand their rights, benefits, protections, and responsibilities within the workers' compensation system and workplace safety and health laws and rules.
- **Small Business Ombudsman** is an independent office that problem solves employer workers' compensation

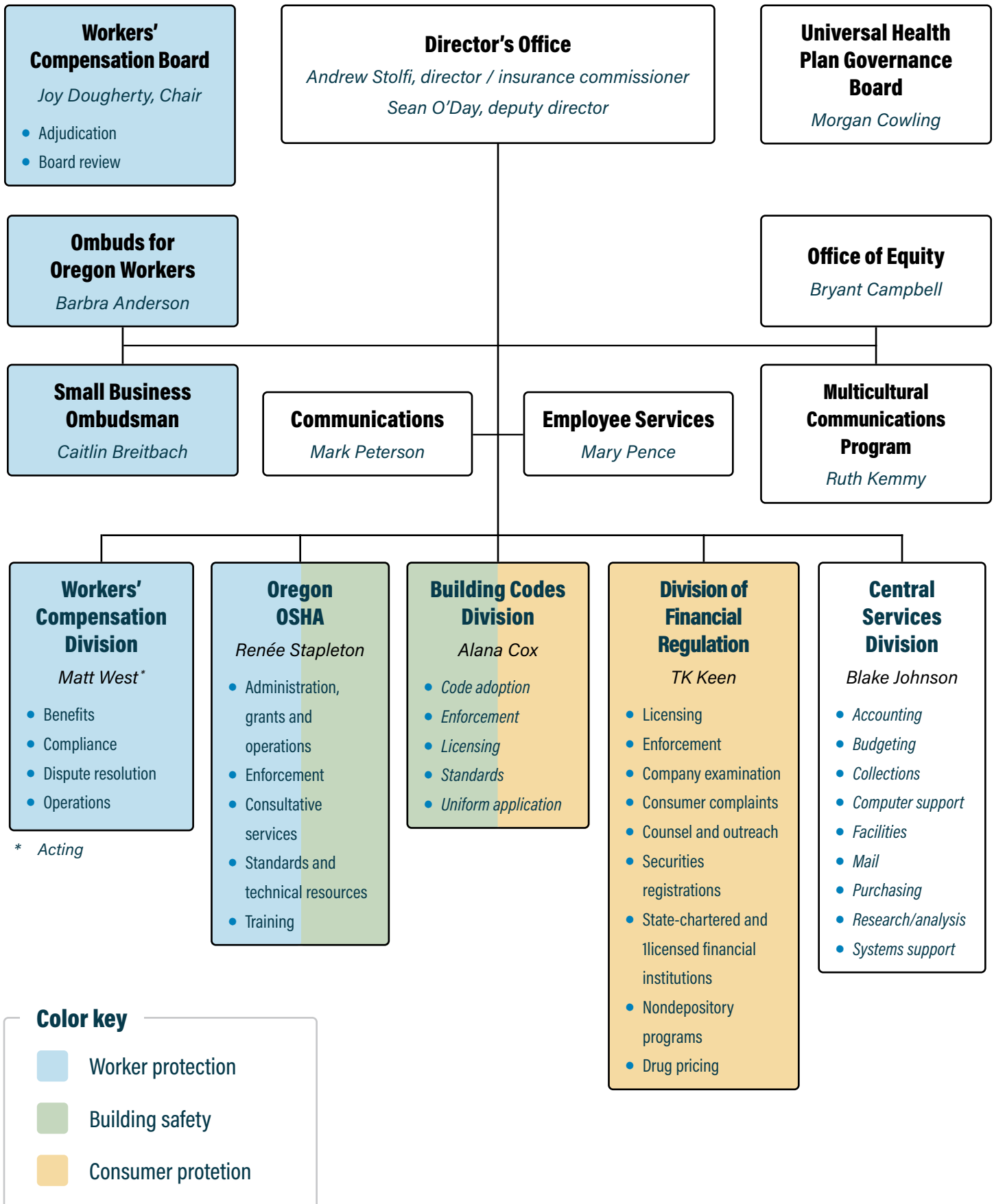
issues related to premium calculation, audit disputes, coverage questions, claims, and policy provisions, and is active in outreach and education for businesses.

- **Workers' Compensation Board** is an independent and impartial forum for resolving disputes arising out of workers' compensation law and the Oregon Occupational Safety Act. Administrative law judges conduct hearings and mediations, and board members conduct appellate review of the judges' orders.
- **Universal Health Plan Governance Board** is charged with developing a comprehensive plan to finance and administer a universal health plan. The board consists of nine members, each serving a four-year term and who are appointed by the Oregon governor and confirmed by the Oregon Senate.
- **Shared Services** consists of the Director's Office and Central Services Division, which supports the divisions, offices, and boards by providing strategic leadership, technology, financial management, human resources, and communications. ●

Field office locations



Organization chart



2 OUR STRATEGIC PLANNING PROCESS

Strategic planning is an important part of shaping our agency and further defining who we are, what we do, and why we do it. The overarching purpose of our process was to strengthen our services and interactions with the people we serve and with whom we partner. It enabled the agency to establish goals, prioritize strategic initiatives, and keep us accountable by measuring our progress.

Our process began by engaging our internal and external partners and interested parties, such as employees, community partners, tribes, underrepresented communities, businesses we regulate, and applicable boards and commissions responsible for the oversight of our agency. We also established a Strategic Planning Steering Committee consisting of employees and managers across our agency to make decisions as we moved forward.

To develop a successful strategic plan, we believed it was important to get a sense of the agency's value in the state and beyond while measuring our ability to carry out our mission. We also believed it was imperative to be as inclusive as possible to have a deeper understanding of the people we serve and with whom we partner, as well as the heart of our organization – the people who work for DCBS.

Environmental scan

What we learned

DCBS used three inputs to gather feedback – a strategic planning retreat, an internal and external survey, and internal and external interviews.

Strategic planning retreat

The DCBS Executive Team and the Strategic Planning Steering Committee met to kick off the planning process and begin work on establishing a new mission, vision, and value statements for DCBS, as well as discuss a framework for the plan. During this meeting, the group set out a strategic planning process, identified external partners and criteria to solicit agency feedback, and performed an analysis of strengths, weaknesses, opportunities, and threats/risks (SWOT) to help inform our direction moving forward.

Participants were asked to provide a list of DCBS' top strengths, weaknesses, opportunities, and threats/risks from their perspective. They were also asked to consider internal and external factors, including political, economic, social, technological, environmental, and legal forces affecting DCBS. The results included the following:

- **Strengths:** Strong, engaged staff; commitment to diversity, equity, and inclusion; access to services; customer-service focused; and dedicated, experienced staff.
- **Weaknesses:** Increasing expectations without additional resources; increasing demands on a shared information technology (IT) resource; legacy IT systems; and attracting, recruiting, and retaining mid-career staff members.
- **Opportunities:** Leveraging existing strengths to meet the challenges identified by the Oregon Legislature and the Governor's Office; realizing the full capabilities of our workforce through training, succession planning,

and professional career development; strengthening our reputation as a desirable place to work; telling our story and the value we provide those we serve; and being a thought leader in the state.

- **Threats:** Post-pandemic expectations; transition to hybrid work and service delivery environment; uncertain economy; IT security and system protection; and competitive employment market.

DCBS customer survey

As a second step, we conducted a customer survey. We sought to include all who are or could be affected by the work we do by soliciting feedback from as many internal and external sources as possible.

We used multiple methods to reach our customers, including posting survey access links on our agency and division internal and external websites. Also, we increased our communication with internal and external partners to encourage survey participation. In addition, we emailed the survey to 141,000 recipients who had signed up to receive

agency- and division-level updates through GovDelivery, our email-based notification system. We asked questions about the following:

- Our new proposed mission, vision, and values statements
- Accessibility to our services
- Customer satisfaction
- Frequency of communication
- Our openness and transparency
- Satisfaction of opportunities to collaborate and provide input, with a comment box for more feedback

The survey results showed a high degree of satisfaction with our services and communications. A total of 1,012 people responded to the survey. Among the questions asked:

- **How satisfied are you with the service you receive from DCBS?** This question received 801 responses. Of the respondents, almost two-thirds (63 percent) were very satisfied or satisfied with our service, and 16 percent were dissatisfied or very dissatisfied.



- **How satisfied are you with the frequency and quality of communication from DCBS?** This question received 817 responses. Two-thirds of respondents (66 percent) were very satisfied or satisfied with the frequency and quality of communication from DCBS, while 15 percent were dissatisfied or very dissatisfied.
- **How satisfied are you with DCBS' openness and transparency?** This question received 810 responses. Of the respondents, 62 percent were very satisfied or satisfied with DCBS' openness and transparency, and 18 percent were dissatisfied or very dissatisfied.
- **How satisfied are you with the opportunities to collaborate with and provide input to DCBS?** This question received 766 responses. Of the respondents, 57 percent were very satisfied or satisfied with the opportunities to collaborate and provide input to DCBS, while 19 percent were dissatisfied or very dissatisfied.

Feedback sessions

Over a three-month period, we conducted internal and external interviews to further explore and identify the agency's strengths, weaknesses, opportunities, and threats. Both internal and external participants were asked:

1. How should DCBS measure its success?
2. What do you see as DCBS' key strengths?
3. What do you see as DCBS' key weaknesses?
4. Based on your sense of DCBS' key strengths and weaknesses, where do you see opportunities for DCBS to build on its strengths while addressing its weaknesses?
5. Is there any issue concerning DCBS that we have not asked about that you would like to discuss?
6. Additional feedback/comments?

Internal input

Sessions revealed top strengths: employees/leadership, partnerships with stakeholders and community groups for outreach, passion for the work we do at DCBS, and customer service.

Participants identified the following areas for improvement: employee development and succession planning, information

technology modernization, communication, and resources. Participants recommended increasing employee engagement, employee and manager training, and communication in our new hybrid environment as opportunities to build on strengths while addressing weaknesses.

Other themes of note from internal sessions included cultivating leadership; continuing a respectful and caring work culture; adaptability of employees and leadership; and continuing diversity, equity, and inclusion efforts.

External input

For our external meetings, we asked our division administrators, DEI manager, and Multicultural Communications Program manager to provide a list of external partners. The list included community partners, tribal representatives, underrepresented communities, and applicable boards and commissions responsible for oversight of our agency. Then, the DCBS strategic planning coordinator conducted 41 sessions with external partners.

Sessions revealed top strengths: employees or leadership, positive experiences with DCBS or divisions, and responsiveness or communication. Commenters focused on our employees' professionalism, experience, and collaboration.

Areas for improvement included agency branding, communication, and outreach or engagement with external parties. Commenters focused on the challenge of maintaining an appropriate balance between protecting consumers and supporting business, as well as the need for better communication with decision-makers on how the agency meets the needs of businesses and consumers.

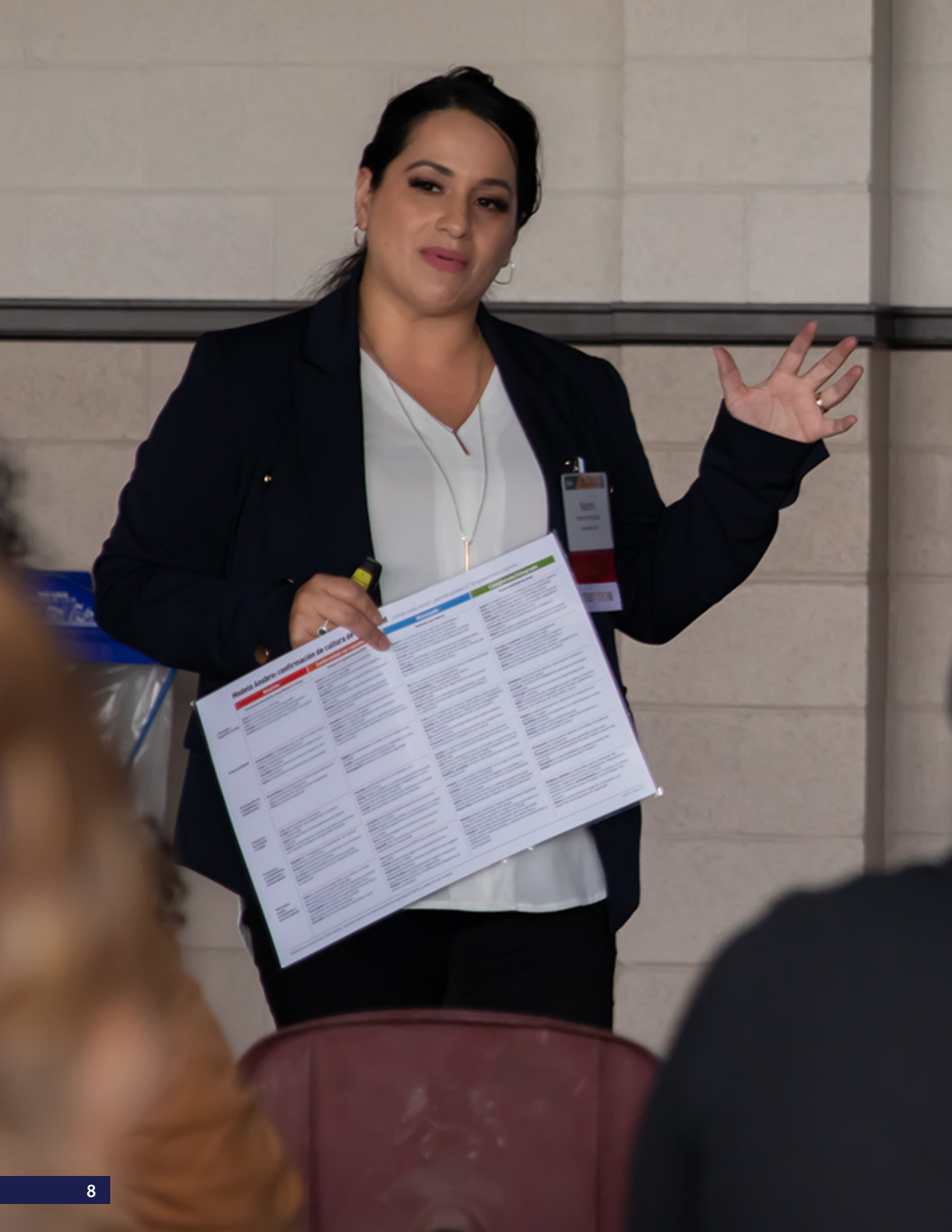
External parties recommended increasing engagement, external outreach and training, and communication as opportunities to build on strengths while addressing weaknesses. Other themes from the sessions included taking a closer look at leadership diversity, modernization, employee hiring and retention plans, and strategic plan follow-up with external partners. ●

3 DCBS STRATEGIES

Using the insightful and thoughtful feedback obtained in the environmental scan/SWOT analysis, DCBS developed unified goals, objectives, and strategic initiatives that maximize strengths, overcome weaknesses, build on opportunities, and minimize threats/risks.

We have categorized our strategies into seven focus areas: customer service; diversity, equity, and inclusion (DEI); education outreach and advocacy; operational excellence; people and culture; regulation; and technology. We believe focusing on these priority areas will allow DCBS to chart a path to the future with cohesiveness, enthusiasm, and renewed sense of purpose. ●





3.1 CUSTOMER SERVICE

DCBS believes that customer service is at the heart of all we do. Whether we are protecting and serving the people of Oregon or looking inward to support each other, we strive for exceptional service for all. The following goals and objectives are designed to help DCBS meet and exceed the needs and expectations of all our customers.

Goals and objectives



1.1 Promote a culture of excellence in customer service.

- 1.1.1 Maintain a reputation for delivering high-value customer service.
- 1.1.2 Understand expectations and have knowledge and resources needed to provide excellent customer service.
- 1.1.3 Support the mission and value exceptional customer service.



1.2 Effectively help customers meet their needs.

- 1.2.1 Listen with respect and empathy.
- 1.2.2 Resolve customer issues or refer to appropriate resource.
- 1.2.3 Actively evolve programs and services to meet customers' needs.



1.3 Respond to customers timely and accurately.

- 1.3.1 Provide accurate, culturally competent, prompt, empathetic, respectful, and complete responses.



1.4 Communicate effectively with our customers.

- 1.4.1 Reach our customers where they are.
- 1.4.2 Customize our communications to meet the divergent needs of all customers.



1.5 Provide quality, accessible resources to our customers.

- 1.5.1 Customize available resources to be accessible for all communities.
- 1.5.2 Provide an accessible, understandable, and responsive website and applications.
- 1.5.3 Have sufficient ability to provide tailored services.

3.2 DIVERSITY, EQUITY, AND INCLUSION (DEI)

Equity is a core value throughout DCBS. We are passionate about building and sustaining a diverse and inclusive working and engaging environment for all employees, stakeholders, and community partners. We strongly believe every employee on our team enhances our diversity by exposing us to a broad range of ways to understand and engage with the community, identify challenges, and discover, design, and deliver solutions. The goals and objectives listed below, in alignment with our DCBS DEI Action Plan, are designed to bolster and enhance DCBS' DEI program.

Goals and objectives



2.1 Diversify DCBS' workforce.

- 2.1.1 Recruit, onboard, develop, promote, and support a diverse workforce representative of the communities where we live.
- 2.1.2 Strengthen engagement with communities that are underserved and underrepresented.
- 2.1.3 Create and support a strong, lasting, and meaningful positive connection among staff.
- 2.1.4 Be recognized as a respected employer.



2.2 Foster an environment in which employees feel like they belong.

- 2.2.1 Maintain an inclusive, supportive, and diverse workplace culture and environment.
- 2.2.2 Support employees of all backgrounds for career development and advancement.



2.3 Empower diverse communities to further engage with DCBS.

- 2.3.1 Incorporate multiple diverse voices in decisions to foster trust and partnerships.
- 2.3.2 Ensure community partners have a variety of options for providing input.
- 2.3.3 Engage with underserved, underrepresented, and vulnerable communities on a regular basis in appropriate ways to build relationships and to educate each other about potential partnership opportunities.



2.4 Use an equity lens in all decision-making.

- 2.4.1 Seek input and recommendations from the DEI Council and agency leadership.
- 2.4.2 Make decisions that reflect the perspectives of all communities.



2.5 Communicate with diverse communities in meaningful, usable, clear, accessible, and transparent ways.

- 2.5.1 Deliver information and communicate decisions via appropriate, usable, and broadly accessible formats to reach all communities.
- 2.5.2 Provide more access for employees to learn about underserved, underrepresented, and vulnerable communities in Oregon.



2.6 Increase understanding and awareness of diversity, equity, and inclusion issues in the workplace.

- 2.6.1 Hold leadership accountable for removing barriers to participation in DEI events and activities.
- 2.6.2 Generate greater awareness and understanding in everyone's daily work activities through ongoing, relevant, and fresh DEI trainings, tools, and resources.





3.3

EDUCATION, ENGAGEMENT, AND ADVOCACY

Being a regulatory agency, DCBS understands that regulation is effective only when it is paired with knowledge and understanding. DCBS strives to lead with a focus on education, engagement, and advocacy to protect workers and consumers and businesses comply with rules and laws.

Goals and objectives



3.1 Strengthen trust in our education, engagement, and advocacy services.

- 3.1.1 Collaborate and make dynamic changes as needed to better serve people.
- 3.1.2 Build and maintain regular connections with partners and interested parties.
- 3.1.3 Dedicate time to the communities we serve, with an emphasis on underserved, underrepresented, and vulnerable communities.
- 3.1.4 Listen to understand rather than to respond.
- 3.1.5 Ask our customers what they need.
- 3.1.6 Empower customers to independently use tools and resources.
- 3.1.7 Dedicate resources to ensure communications are accessible.
- 3.1.8 Encourage partners and interested parties to participate in community engagement and education planning and implementation.



3.2 Coordinate education, community engagement, and advocacy efforts across the agency.

- 3.2.1 Help people access services accurately and efficiently.
- 3.2.2 Identify and remove barriers preventing employees from collaborating on education, community engagement, and advocacy efforts.
- 3.2.3 Supply needed resources to employees to educate the public about our services.
- 3.2.4 Regularly obtain feedback from employees who provide education, community engagement, and advocacy services.
- 3.2.5 Support employee attendance, engagement, and presentations at committees and partner/industry conferences.

3.4 OPERATIONAL EXCELLENCE

DCBS is a learning organization that is always striving towards efficiency and continuous improvement. Our internal processes and organizational structure are key to supporting and fulfilling our mission. The goals and objectives below are designed to maximize the effectiveness of those processes while encouraging problem-solving, improving service delivery, and advancing teamwork within DCBS and across the state enterprise.

Goals and objectives



4.1 Ensure employee expectations are consistent and clearly communicated across the agency.

- 4.1.1 Provide consistent and clear agency expectations and ensure employees have needed resources.
- 4.1.2 Ensure our operations are consistent, high-quality, and responsive to the diversity of our customers and employees.



4.3 Promote a supportive learning environment in which employees gain and share knowledge and expertise.

- 4.3.1 Provide employees the opportunity to develop personal goals and prepare for their next career opportunity at DCBS.
- 4.3.2 Sustain a structured process in which succession planning promotes opportunities to engage in knowledge sharing.



4.2 Provide employees with the tools and resources to be successful.

- 4.2.1 Support programs with centralized resources.
- 4.2.2 Provide flexibility so programs can tailor solutions to meet their specific needs when appropriate.
- 4.2.3 Adjust and revise our operational practices to meet needs.



4.4 Empower an internal culture of trust, open communication, compassion, and continuous improvement.

- 4.4.1 See challenges as opportunities for growth.
- 4.4.2 Empower employees to innovate.
- 4.4.3 Create a culture of trust.



4.5 Embrace effective intra-agency collaboration and communication.

- 4.5.1 Collaborate among divisions to achieve an understanding of how the agency works as a whole.
- 4.5.2 Collaborate to solve complex problems.
- 4.5.3 Cooperate to achieve the agency's common goals.



4.6 Align divisions strategically and operationally.

- 4.6.1 Coordinate and reconcile division and agency goals.
- 4.6.2 Empower employees to recognize their role within division and agency strategic plans.



4.7 Foster a solution-oriented workplace culture.

- 4.7.1 Support programs with centralized resources.
- 4.7.2 Provide flexibility so programs can tailor solutions to meet their specific needs when appropriate.
- 4.7.3 Adjust and revise our operational practices to meet needs.



3.5 PEOPLE AND CULTURE

The people of DCBS are its greatest asset. We know that our employees are at the center of every success. Without their hard work, expertise, and commitment, we would not be able to carry out our mission. The goals and objectives below are designed to help the agency strengthen culture and engagement, while ensuring employees have the resources and encouragement needed to develop and advance.

Goals and objectives



5.1 Foster a culture that prioritizes the well-being of employees.

- 5.1.1 Promote a healthy work-life balance.
- 5.1.2 Recognize and honor differences in work styles and work functions.
- 5.1.3 Develop and retain a workforce that understands the value and relevancy of their position to DCBS' mission, vision, and values.



5.2 Foster unity, connection, and belonging throughout the agency.

- 5.2.1 Understand how the work of each division betters the lives of those we serve.
- 5.2.2 Facilitate broader use of technology to improve inclusion, connection, and participation.
- 5.2.3 Empower employees who serve underserved, underrepresented, and vulnerable communities to collaborate and share ideas and resources.



5.3 Strengthen inclusive and equitable opportunities to recruit, retain, and promote employees and managers.

- 5.3.1 Innovate recruitment and retention strategies to become more appealing and welcoming to people from traditionally underserved, underrepresented, and vulnerable communities.
- 5.3.2 Create options for upward mobility and support employees of all backgrounds for career development and advancement.
- 5.3.3 Identify and problem-solve, if needed, the reasons people leave the agency.
- 5.3.4 Embrace a culture that allows employees to expand their knowledge and develop their expertise.



5.4 Inspire leaders to model the department's DEI principles.

- 5.4.1 Leaders live and model DEI principles to maintain a strong sense of community and inclusiveness across the agency.



5.5 Promote thoughtful leadership across all positions.

- 5.5.1** Acknowledge and thoughtfully consider input from all positions and perspectives throughout the agency.
- 5.5.2** Develop leaders' communication, accountability, and stewardship skills.



5.6 Uphold and strengthen DCBS' positive reputation

- 5.6.1** Collaborate with all partners and interested parties, especially those with different perspectives.
- 5.6.2** Continuously improve services and communication to meet or exceed our customers' needs.
- 5.6.3** Respond candidly and transparently to feedback.

3.6 REGULATION

DCBS, as the state's largest consumer protection and business regulatory agency, strives for a balanced approach that protects Oregon consumers and workers while considering the effect our regulations have on the economy, businesses, and people we regulate. We strive to promote and maintain a competitive and thriving marketplace and safe work environment.

Goals and objectives



6.1 Foster a regulatory mission focused on compliance and education.

- 6.1.1 Prioritize resources to focus on compliance.
- 6.1.2 Demonstrate to our regulated entities the value of compliance.
- 6.1.3 Consistently align compliance and education with our regulatory philosophy.
- 6.1.4 Provide accessible and equitable education and information.



6.2 Promote a predictable regulatory environment.

- 6.2.1 Make deliberate and informed changes to regulations.
- 6.2.2 Ensure our regulatory mission is clearly articulated and easily understood by employees and regulated entities.
- 6.2.3 Provide compliance and regulatory guidance in a responsive and timely manner.



6.3 Maintain a regulatory environment that fosters innovation.

- 6.3.1 Ensure DCBS' regulatory framework is not a barrier to innovation.
- 6.3.2 Provide guidance on how emerging issues will be regulated.
- 6.3.3 Enhance program areas' ability to use data to make regulatory decisions.
- 6.3.4 Provide programs with up-to-date technology tools.



6.4 Meet the needs of underserved, underrepresented, and vulnerable communities in our regulatory framework.

- 6.4.1 Focus engagement and education to empower underserved, underrepresented, and vulnerable communities.
- 6.4.2 Concentrate compliance resources on serving underserved, underrepresented, and vulnerable communities.
- 6.4.3 Focus regulations on protecting underserved, underrepresented, and vulnerable communities.



6.5 Empower partners and interested parties to have a voice in our regulatory framework.

- 6.5.1 Be transparent and inclusive in developing, implementing, and enforcing regulation.
- 6.5.2 Work actively to ensure underserved, underrepresented, and vulnerable communities are included and involved in our regulatory process.



6.6 Enhance our reputation as subject matter experts and national thought leaders.

- 6.6.1 Be viewed as experts in our fields.
- 6.6.2 Cultivate our regulatory framework to be a national example.



3.7 TECHNOLOGY

Data and technology help DCBS achieve its vision for service delivery and meet our mission. The goals and objectives listed below, in alignment with our IT Strategic Plan, are designed to help the agency support the organization, prioritize modernization and innovation, and ensure the security of applications and data in our custody. They are also designed to serve as a guide to help the agency and IT prioritize, plan, implement, and manage current and future technology investments and resources.

Goals and objectives



7.1 Embrace integrated and modern technology to support innovative service delivery.

- 7.1.1 Develop a well-trained workforce that expertly and effectively employs current technology.
- 7.1.2 Ensure employees have access to the technology needed to effectively do their job.
- 7.1.3 Supply the necessary resources to support all of the technology tools used by employees.



7.2 Continuously modernize technology platforms and business processes.

- 7.2.1 Develop and support a modernization strategic plan to review and update business and technology processes.



7.3 Continue to support a hybrid workforce.

- 7.3.1 Sustain a work environment in which employees can collaborate, coordinate, and deliver exceptional customer service in a hybrid work environment.
- 7.3.2 Address and support the technology needs of employees in a hybrid work environment.



7.4 Adopt technology and data governance models that efficiently prioritize resources, promote innovation, and are responsive to business and customer needs.

- 7.4.1 Promote transparency and equity in technology projects and provide a clear path for implementation.
- 7.4.2 Ensure that technology-related policies are flexible in order to adopt new and innovative technologies.



7.5 Maximize use of technology to ensure DCBS' programs and services are accessible.

- 7.5.1 Leverage technology to improve engagement with customers.
- 7.5.2 Assess technological barriers and bridge technological divide to access our services.



7.6 Maximize the use of data to better inform decisions and meet business needs.

- 7.6.1 Use business intelligence software that meets the diverse needs of our customers and the agency.

4 INITIATIVES AND METRICS

DCBS' strategic plan is developed with a three-year cycle in mind (July 2024 through June 2027), but the agency will apply a rolling approach to the strategic plan. This means we will continue to evaluate our goals, objectives, and initiatives and measure progress while simultaneously taking account of emerging opportunities and priorities. DCBS will continue to emphasize and prioritize the use of data in our monitoring, decision-making and goal setting.

The organizational culture and employee engagement director in collaboration with the Research Team will report quarterly progress to the director, deputy director, and DCBS Executive Team, as well as employees of the agency. The Executive Team will review and update strategic planning goals on an annual basis with a planned refresh and renewal of the whole plan in the year 2028.

Life cycle



Monitoring initiative progress

DCBS will track progress using specific indicators and measurements for each initiative. Metrics for each initiative are listed below.

Some initiatives cross multiple goals and objectives. You'll find those initiatives grouped together on Pages 27 and 28.

1 Customer service

- 1a** Establish "DCBS Ambassadors" who provide training and support with a focus on customer service within their division.
 - Measure success based on established list of ambassadors within each division, as well as development of tools and resources for participants. (Q2 2025)
- 1b** Research and analyze current customer service survey practices, report to executive leadership on findings, and provide recommendations to improve customer service feedback mechanisms and make better use of customer service survey data.
 - Measure success based on completion of report and recommendations. (Q4 2025)
- 1c** Enhance DCBS websites to link customer needs with DCBS resources.
 - Measure success based on surveys of customers regarding satisfaction with available resources. (Q2 2026)

2 DEI Initiatives

- 2a** Reorganize and establish within the Director's Office an Office of Equity to advance DCBS' workforce diversity and community engagement goals.
 - Measure success based on establishment of office. (Q3 2024)

- 2b** Revise DEI Action Plan to align with the agency Strategic Plan and governor's expectations to ensure workforce diversity, community engagement, communication (internal and external), and customer service goals are expressed in clear and specific terms. Develop a written communications plan to support the DEI Strategic Plan.
 - Measure success based on completion of revised DEI Action Plan and accompanying communications plan. (Q2 2025)
- 2c** Adopt a policy requiring the development of recruitment plans for all vacancies that ensures an inclusive recruiting process, encourages diverse interview panels that include community partners, ensures interview questions reflect an equitable framework, assesses applicant DEI competencies, and ensures employment opportunities reach diverse communities.
 - Measure success based on development and adoption of policy. (Q2 2025)
- 2d** Provide employees opportunities and resources to develop their career through employee engagement and other activities.
 - Measure success based on creation of resources and semiannual evaluation and reporting of development opportunities within DCBS. (Q4 2025)
- 2e** Continue to collaborate with underserved and underrepresented communities to fill positions; use the services of an external recruiter to help in hard-to-fill recruitments and leadership positions when needed.
 - Measure success based on improvement in number of days-to-fill positions as well as data indicating equity and diversity in workforce. (Q2 2025)

2f Develop DEI/Cultural Competency training series for managers.

- Measure success based on creation and delivery of training series. (Q2 2027)

2g Revise all management and staff position descriptions within DCBS to include a statement within the duties that these positions are responsible for supporting the agency and division's DEI initiatives/values.

- Measure success based on review and editing of all position descriptions. (Q2 2025)

2h Perform a DEI audit of the agency's succession plan and revise to embed elements of DEI into the plan.

- Measure success based on revised succession plan submitted to Department of Administrative Services to meet agency expectations. (Q4 2026)

3 Education, engagement, and advocacy initiatives

3a Determine partnerships with organizations that help DCBS reach underserved and underrepresented people.

- Measure success based on increase in number of partnerships listed in agency community engagement plan and in engagement activities. (Q2 2025)

3b Consider new ways to engage with communities across the state.

- Measure success based on increase in number of partnerships listed in agency community engagement plan and in engagement activities. (Q2 2025)

3c Create an agencywide catalog of topics and available speakers.

- Measure success based on creation and distribution of catalog. (Q4 2024)

3d Train outreach and engagement staff to learn about other division programs and services so they can cross promote at outreach and engagement events.

- Measure success based on development and delivery of training. (Q4 2026)

3e Maintain agencywide informational reference materials that all divisions can take to outreach events. Assess access to our resources provided in other languages or alternate formats and determine improvements.

- Measure success based on update and distribution of reference materials, as well as revision tracking to ensure information remains relevant and up to date. (Q4 2025)

3f Conduct an annual survey focused on education, advocacy, and communication services that assesses what is and is not working for customers.

- Measure success based on development and distribution of survey, as well as analysis and recommendations for improvement based on survey data. (Q3 2025)

4 Operational excellence initiatives

4a Develop statement of desired culture and statement of regulatory philosophy.

- Measure success based on the completion and delivery of statements. (Q4 2024)

4b Create a deputy administrators committee to review, discuss, analyze, make recommendations, and share best practices with respect to operational challenges.

- Measure success according to the formation and utilization of committee. (Q4 2024)

4c Develop a rotational schedule for process improvement review of internal operations.

- Measure success according to development and fulfillment of schedule. (Q4 2025)

4d Establish drop-in space and improve large meeting room spaces for hybrid meetings so that technology and equipment is consistent, easier to navigate, set up for various audience sizes and speakers, and accessible to outside partners and interested parties.

- Measure success according to creation of space and consistent use by employees. (Q1 2027)

4e Create and implement agencywide peer networking groups by position or duty for sharing ideas, solving problems, collaboration, and developing career goals.

- Measure success based on formation of peer networking groups. (Q3 2026)

5 People and culture initiatives

5a Re-establish HealthWorks committee to coordinate wellness activities and training to promote total worker health.

- Measure success based on formation of committee and production of events and training. (Q1 2025)

5b Revive and refresh employee recognition program and establish a workgroup to identify ways to actively promote and support employee recognition in ways employees want to be recognized, plan employee recognition events, update agency recognition policy, and develop peer-to-peer recognition strategies and marketing.

- Measure success based on formation of workgroup, development of recommendations, and implementation of recognition strategies. (Q1 2025)

5c Actively distribute division internal newsletters to whole agency.

- Measure success according to consistent distribution of newsletters to agency. (Q3 2024)

5d Invite division administrators to share updates from their division at other division all-staff meetings.

- Measure success based on tracking of administrator presentations at other division all-staff meetings. (Q1 2025)

5e Use Connections newsletter to spotlight programs and their work.

- Measure success based on tracking of article publication in agency newsletter. (Q1 2025)

5f Create an all-division calendar of events so that employees have knowledge of upcoming activities and meetings, and so the agency can avoid competing events.

- Measure success based on creation and online publication of calendar. (Q2 2025)

5g Develop position or individual specific career path plans.

- Measure success based on completion of career path plan. (Q3 2026)

5h Create an apprenticeship program in collaboration with the Department of Administrative Services and unions to help employees promote to higher classifications.

- Measure success based on development and implementation of program. (Q2 2027)

5i Establish a standardized exit interview policy and procedure for employees leaving the agency.

- Measure success based on creation and implementation of policy. (Q2 2027)

5j Develop strategies and identify ways to increase agency participation in DEI events.

- Measure success based on tracking attendance at agency DEI events. (Q1 2026)

- 5k** Promote mentorship for employees interested in leadership positions.
- Measure success according to increase in number of mentorships; track internal promotions into leadership positions. (Q2 2025)

- 5l** Produce and publish an agency annual report of accomplishments.
- Measure success based on the publication and distribution of report. (Q4 2024)

- 5m** Enable, facilitate, encourage, and empower employee resource groups (ERGs).
- Measure success based on the employee-led development of ERGs in DCBS. (Q3 2025)

6 Regulation initiatives

- 6a** Divisions conduct an analysis of compliance functions to identify where regulatory resources are currently focused and, where necessary, identify what data would be needed to conduct such an analysis. (First step and connected to initiatives below).
- Measure success based on identification of data sources and fulfillment of analysis. (Q2 2025)

- 6b** Divisions compare current resource allocations against noncompliance trends to identify gaps. Develop strategies to fill the gaps. (Second step and connected to initiatives above and below).
- Measure success based on completion of gap analysis and development of strategies to fill gaps. (Q2 2026)

- 6c** Reassess and reprioritize regulatory resources, if needed. (Third step and connected to initiatives above).
- Measure success according to completion of assessment and prioritization. (Q2 2027)

- 6d** Ensure staff members are adequately trained on how to communicate the value of compliance.
- Measure success based on surveys of employees' perception of their ability to understand and communicate the compliance value. (Q4 2025)

- 6e** Divisions develop and implement comprehensive, regulated-industry outreach plan that includes specific actions to publicly share compliance activities.
- Measure success based on completion of outreach plan. (Q2 2027)

- 6f** Create an agencywide multidisciplinary workgroup of compliance specialists and education, engagement, and advocacy representatives from each division to align compliance and education with our regulatory philosophy.
- Measure success based on creation and implementation of work group. (Q2 2026)

- 6g** Create an agencywide multidisciplinary work group made up of compliance specialists and education, engagement, and advocacy representatives from each division to identify ways to provide accessible and equitable education information as informed by the analysis done by goal 1a, including an emphasis on underserved communities.
- Measure success based on creation and implementation of work group. (Q2 2026)

- 6h** Adopt a policy that requires the formation of a rules advisory committee for all rule changes.
- Measure success based on development and adoption of policy. (Q1 2027)

- 6i** Develop and publish a forecast of anticipated/proposed rulemaking/legislation on an appropriate periodic basis (e.g., quarterly/biannually).
- Measure success based on consistent publication of forecasted rulemaking. (Q2 2026)

- 6j** Publish a centralized calendar of DCBS regularly scheduled industry/consumer/trade group specific meetings.
 - Measure success based on publication of calendar. (Q4 2025)
- 6k** Divisions develop a training plan for compliance personnel to help them carry out their regulatory duties.
 - Measure success based on development and implementation of training plan. (Q2 2026)
- 6l** Revise and publish regulatory philosophy.
 - Measure success based on publication of regulatory philosophy. (Q1 2025)
- 6m** Divisions will establish and report response time standards.
 - Measure success based on publication of response time standards. (Q2 2025)
- 6n** Divisions appoint an innovation liaison, who serves as a centralized point of contact for regulated entities and workers/consumers to seek help with novel or innovative concepts.
 - Measure success based on appointment of innovation liaisons. (Q2 2026)
- 6o** Develop and implement training program that is focused on the objectives of Goal 4.
 - Measure success based on development and implementation of training program. (Q3 2026)
- 6p** Identify opportunities where data can be accessed and used to drive or monitor program compliance and establish user tools to enable regulatory decisions.
 - Measure success by completion of assessment of available data and creation of user tools. (Q4 2026)

- 6q** Divisions develop and publish a policy that encourages and supports employee involvement in statewide and national professional associations and trade organizations.
 - Measure success based on development and adoption of policy. (Q4 2025)
- 6r** Divisions develop guidance on how to communicate how emerging issues will be regulated.
 - Measure success based on development and publication of guidance. (Q4 2025)

7 Technology Initiatives

- 7a** Develop and publish an IT strategic plan that advances goals and objectives of the agency strategic plan.
 - Measure success according to publication of plan with annual updates. (Q4 2024)
- 7b** Review existing IT committees and governance structure to clarify purpose, structure, decision-making authority, membership, effectiveness, efficiencies, and reporting relationship to other agency committees.
 - Measure success based on completed assessment of IT committees and governance structure. (Q1 2026)
- 7c** Conduct an assessment to determine current technologies used in regulated industries (to include forms of artificial intelligence) and identify gaps in agency IT services to better enable employees in the performance of their regulatory responsibilities.
 - Measure success based on completed assessment and gap analysis. (Q2 2027)
- 7d** Establish and implement IT responsiveness (service objectives) and communication guidelines (include expectations for divtechs and other ancillary IT support).
 - Measure success based on development of service objectives, communication, expectations for IT responsiveness. (Q2 2026)

- 7e** Publish modernization road map.
 - Measure success based on the development and publication of modernization road map. (Q2 2027)
- 7f** Create and fill the position of IT trainer to create and deliver training.
 - Measure success based on recruitment and hiring of IT trainer. (Q3 2024)
- 7g** Set agencywide guidelines with recommendations for life-cycling and purchasing to ensure consistency and compatibility of equipment when possible.
 - Measure success according to the development and implementation of guidelines. (Q1 2026)
- 7h** Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.
 - Measure according to the completion of the three phases needed to move DCBS off Citrix for remote access to the statewide remote access (Zero Trust) solution. (included in IT Strategic Plan). (Q4 2027)
- 7i** Transition to role-based access based on positions with annual review.
 - Measure success based on completed transition. (Q1 2027)
- 7j** Conduct an accessibility review to ensure technology by which DCBS provides services is accessible to all customers, including those with disabilities, experience, language, or technological barriers.
 - Measure success according to completion of assessment and review. (Q1 2027)

- 7k** Leverage the work of the DCBS Data Governance group to identify and understand the divisions' and department's data, and how it could be used to address business needs; conduct an environmental scan and gap analysis to data understanding within agency.
 - Measure success based on completion of assessment and review of current data, environmental scan, gap analysis, and development of data strategy. (Q3 2026)

8 Initiatives that cross multiple focus areas:

- 8a** Revive and refresh employee recognition program to include awards that recognize individuals/teams who demonstrate exceptional customer service, advancement of DEI, excellence in operational excellence, and innovative regulatory techniques.
 - Measure success based on development and implementation of awards program. (Q1 2025)
- 8b** Develop agencywide quarterly performance accountability and feedback (PAF) policy/guidance.
 - Measure success based on development and adoption of guidance. (Q4 2024)
- 8c** Enhance existing communications and engagement advisory committee to continue to identify best practices and develop engagement practices.
 - Measure success based on surveys of customers regarding satisfaction with available resources. (Q4 2025)
- 8d** Develop DCBS customer service standards using input from each division. Publish a customer service handbook that empowers employees, defines professional expectations, and sets customer service expectations.
 - Measure success based on development and distribution of handbook. (Q4 2025)

8e Create a toolkit of resources for divisions to use when developing strategies for assessing communication reach and obtaining customer feedback.

- Measure success based on creation and distribution of toolkit. (Q2 2027)

8f Create and launch a revised customer service refresher training program.

- Measure success based on development and implementation of program. (Q3 2026)

8g Restructure DCBS intranet to create a better user experience.

- Measure success based on the redesign and publication of updated intranet. (Q2 2027)

8h Create a virtual suggestion box for staff to provide input with the option of being anonymous.

- Measure success based on the creation and adoption of virtual suggestion box. (Q4 2024)

8i Create manager resource guide on DCBS intranet.

- Measure success based on the development and publication of manager resource center. (Q4 2024)

8j Develop, market, and launch manager training program.

- Measure success based on the development and delivery of manager training program. (Q4 2026)

8k Conduct a span of control/workload assessment on a rotational basis at the workgroup level to determine whether we are doing the right work in the most efficient/effective manner with the correct number of staff to perform the duties and the correct number of managers.

- Measure success based on completion of assessment. (Q4 2026)

8l Create an internal resource center of services provided by Employee Services related to career development and other programming to assist with professional development.

- Measure success based on the creation of online resource center. (Q2 2026)

8m Establish a customer feedback portal.

- Measure success based on development, marketing, and implementation of tool. (Q4 2024)

8n Schedule regular listening sessions with partners and interested parties and provide status updates on issues discussed.

- Measure success based on the development, marketing, and regular delivery of sessions. (Q3 2025) ●

5 CLOSING

Guided by this strategic plan, DCBS will be highly regarded as Oregon's premier consumer and worker protection agency. In pointing the way for DCBS to achieve the goals identified above, this plan represents the convergence of our aspirations and the imperative to innovate, empower, and achieve. To be adaptable to emerging needs and opportunities, this plan is based on a rolling three-year horizon for the agency, to be refreshed in our ongoing strategic planning. At the heart of our work stands our ongoing commitment to equitable consumer and worker protection where all the communities we serve are safe, well-informed, and thriving. ●

For questions or comments
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