

**FOUNDATIONS**



**MISSION**

The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

**VISION**

**VALUES**

Integrity and Professionalism  
Dignity and Respect  
Safety and Wellness  
Fact Based Decision Making  
Positive Change  
Honoring Our History  
Stewardship

**Oregon Department of Corrections  
Correctional Outcomes through  
Research and Engagement (CORE)  
The Fundamentals Map**

February 21, 2014

**KEY GOALS**

- Safe and Secure Workplace
- Healthy, Engaged and Valued Employees
- Offenders Become Productive Crime-free Citizens
- Innovative, Efficient and Sustainable Business Practices
- Proactive Collaborative Partner

**CORE PROCESSES**

**PROCESS OWNER  
SUB PROCESSES**

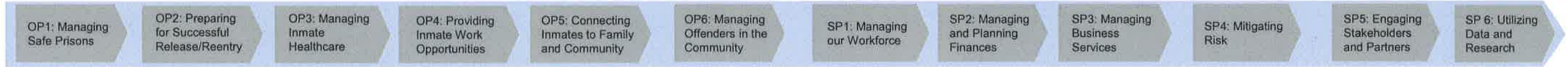
**PROCESS MEASURES**

**OUTCOME MEASURES**

**MEASURE OWNER  
KEY PERFORMANCE MEASURES**

**OPERATING PROCESSES**

**SUPPORTING PROCESSES**



Process	Process Owner	Sub Processes	Process Measures
<b>OP1: Managing Safe Prisons</b>	M. Gower	<ol style="list-style-type: none"> <li>Maintaining secure custody/control</li> <li>Maintaining safety of staff, inmates and others</li> <li>Providing basic needs for inmates</li> <li>Transporting inmates</li> <li>Utilizing staff resources</li> <li>Implementing PREA policy and awareness</li> <li>Managing emergency preparedness</li> <li>Role modeling, redirecting and reinforcing pro-social behavior</li> <li>Providing adequate training for staff, inmates and others</li> <li>Ensuring adherence to directives for staff, inmates and others</li> </ol>	OP1.a Group disturbances OP 1.b Inmate Grievances OP 1.c Inmate misconduct OP 1.d PREA incidents nonconsensual sexual acts (Inmate-on inmate) OP 1.e PREA incidents Sexual contact (inmate-on inmate) OP 1.f PREA incidents Sexual misconduct (Staff) OP 1.g PREA incidents Sexual harassment (Staff) OP 1.h PREA standards OP 1.i Inmate Assaults
<b>OP2: Preparing for Successful Release/Reentry</b>	K. Brockamp	<ol style="list-style-type: none"> <li>Assessing inmate risks and needs</li> <li>Computing sentences</li> <li>Developing, managing and adjusting case plans based on assessments</li> <li>Providing treatment and vocational programs</li> <li>Providing educational and vocational programs</li> <li>Providing spiritual programs and services</li> <li>Providing pro-social programs and opportunities</li> <li>Planning and preparing for release</li> <li>Managing re-entry and transition</li> <li>Releasing from custody</li> </ol>	OP 2.a Education OP 2.b A&D treatment OP 2.c Cognitive treatment OP 2.d Cognitive/A&D treatment OP 2.e Housing OP 2.f PO reach-In's OP 2.g Birth certificates & social security cards OP 2. h Work history OP 2. i Home for good reentry program
<b>OP3: Managing Inmate Healthcare</b>	M. Gower	<ol style="list-style-type: none"> <li>Assessing patients and planning healthcare</li> <li>Delivering and managing mental healthcare</li> <li>Delivering and managing medical care</li> <li>Delivering and managing dental healthcare</li> <li>Managing and coordinating offsite care</li> <li>Maintaining licensure, training, and clinical performance</li> <li>Managing the purchase/distribution of medication and supplies</li> </ol>	OP 3.a Offsite medical healthcare OP 3.b Continuous Quality Improvement OP 3.c BHS Case Management OP 3.d Clinical Competence OP 3.e Pharmacy
<b>OP4: Providing Inmate Work Opportunities</b>	K. Jeske	<ol style="list-style-type: none"> <li>Evaluating inmates upon entry for job readiness</li> <li>Providing work experiences</li> <li>Providing job readiness skills, resources and supportive services</li> <li>Connecting inmates to available community work resources</li> <li>Working collaboratively with Community Corrections staff for reentry service</li> <li>Developing partnerships with community and business leaders.</li> </ol>	OP 4.a Providing DOC work experiences OP 4.b Providing OCE work experiences OP 4.c Providing DOC/OCE work experiences OP 4.d Evaluating inmates upon entry for job readiness OP 4.e Providing community work experiences OP 4.f Providing job readiness skills, resources and supportive services
<b>OP5: Connecting Inmates to Family and Community</b>	K. Brockamp	<ol style="list-style-type: none"> <li>Recruiting and managing volunteers</li> <li>Providing opportunities for visitation</li> <li>Providing and managing systems for inmate communication</li> <li>Providing opportunities for mentoring contacts</li> <li>Engaging family and community in programs and re-entry</li> <li>Expanding enhanced family and community visits</li> <li>Expanding access to outside vocational and educational partners</li> <li>Connecting and promoting healthy families</li> <li>Providing information to families to help navigate through an inmate's incarceration</li> </ol>	OP 5.a All Inmate visits OP 5.b Friends and family visits OP 5.c Volunteer OP 5.d Parenting programs OP 5.e Family functions OP 5.f Telmate phone contacts OP 5.g Inmates using Telmate
<b>OP6: Managing Offenders in the Community</b>	J. Stromberg	<ol style="list-style-type: none"> <li>Assessing risk, need, and responsivity</li> <li>Referring to appropriate programs and resources</li> <li>Maintaining contact in the community</li> <li>Monitoring compliance with imposed conditions</li> <li>Sanctioning non-compliance</li> <li>Managing the Interstate Compact for Adult Offender Supervision</li> </ol>	OP 6.a Employment statewide OP 6.b Employment, Linn and Douglas OP 6.c Treatment participation statewide OP 6.d Treatment participation, Linn and Douglas OP 6.e Restitution collection statewide OP 6.f Restitution collection, Linn and Douglas OP 6.g Community service completion, statewide OP 6.h Community service completion, Linn and Douglas
<b>SP1: Managing our Workforce</b>	C. Popoff/ G. Sims	<ol style="list-style-type: none"> <li>Furthering a diverse workforce</li> <li>Encouraging a culture of inclusion</li> <li>Recruiting and hiring motivated staff</li> <li>Providing training opportunities for professional development</li> <li>Negotiating and managing collective bargaining agreements</li> <li>Evaluating and responding to employee needs</li> <li>Supporting staff wellness</li> <li>Advancing employee succession and promotion</li> </ol>	SP 1.a Workers compensation SP 1.b Wellness activities SP 1.c Hiring SP 1.d Annual Training SP 1.e Labor relations SP 1.f Diverse applicant pool: Women SP 1.g Diverse applicant pool: Minorities SP 1.h Diverse hiring: Women SP 1.i Diverse hiring: Minorities SP 1. j Length of tenure: Women SP 1. k Length of tenure: Minorities
<b>SP2: Managing and Planning Finances</b>	N. Allen	<ol style="list-style-type: none"> <li>Planning for inmate capacity</li> <li>Planning for capital projects</li> <li>Acquiring funding</li> <li>Managing spending</li> <li>Providing financial information</li> <li>Budgetary data reconciliation</li> <li>Financial management training</li> </ol>	SP 2.a Forecast accuracy SP 2.b Projections SP 2.c LFO fiscal impact statements
<b>SP3: Managing Business Services</b>	T. Dohrman	<ol style="list-style-type: none"> <li>Providing IT and communication services</li> <li>Maintaining facilities/managing real property</li> <li>Maintaining security and other building systems</li> <li>Managing warehouse operations and logistics</li> <li>Providing inmate goods</li> <li>Purchasing goods and services</li> <li>Accounting for financial transactions</li> <li>Accounting for inmate financial transactions</li> <li>Managing environmental impact and sustainability</li> <li>Paying and managing benefits for employees</li> </ol>	SP 3.a BTU usage SP 3.b IT service response time SP 3.c Work order efficiency SP 3.d Recycling SP 3.e Canteen Sales SP 3.f Canteen Net Income SP 3.g Purchasing SP 3.h Electronic Inmate deposits SP 3.i Number of payroll defects SP 3.j Amount of payroll defects SP 3.k Inmate goods (Food) SP 3.l Inmate goods (Supplies) SP 3.m Inmate goods (Apparel) SP 3.n Transportation expense
<b>SP4: Mitigating Risk</b>	L. Williamson	<ol style="list-style-type: none"> <li>Investigating complaints</li> <li>Managing security threats</li> <li>Managing occupational health and safety</li> <li>Protecting due process rights</li> <li>Developing and sharing intelligence</li> <li>Developing rules, policies and procedures</li> <li>Preventing and responding to sexual assaults/ harassment</li> <li>Managing litigation &amp; reducing liability</li> <li>Conducting audits and addressing deficiencies</li> <li>Preparing for emergencies &amp; disasters</li> <li>Maintaining data integrity</li> <li>Professionalism</li> </ol>	SP 4.a Tort claims compared to actual lawsuits (Inmate) SP 4.b Tort claims (Inmate) SP 4.c Lawsuit costs (Inmate) SP 4.d PREA response time SP 4.e PREA audits SP 4.f Security audits SP 4.g Internal audits SP 4.h Audit deficiencies
<b>SP5: Engaging Stakeholders and Partners</b>	L. Craig	<ol style="list-style-type: none"> <li>Communicating with employees</li> <li>Managing media relations</li> <li>Working with elected officials</li> <li>Communicating with and informing stakeholders</li> <li>Responding to public records requests</li> <li>Participating in councils and committees</li> <li>Partnering with local communities</li> <li>Coordinating events and recognitions</li> </ol>	SP 5.a News coverage SP 5.b Legislative requests SP 5.c DOC general information inquires SP 5.d DOC internet SP 5.e Employee communication SP 5.f Public records requests
<b>SP6: Utilizing Data and Research</b>	P. Bellatty	<ol style="list-style-type: none"> <li>Providing data to inform decision making</li> <li>Developing and refining risk assessments</li> <li>Administering and developing the data warehouse</li> <li>Conducting research studies and present findings/ recommendations</li> <li>Evaluating program effectiveness</li> <li>Managing projects</li> <li>Participate in the implementation of research findings/ recommendations</li> <li>Evaluating external research proposals</li> </ol>	SP 6.a Data warehouse days SP 6.b Data warehouse hits SP 6.c Warehouse users SP 6.d Research studies

