Progress Report

OREGON AGENCY EXPECTATIONS

December 31, 2023

Covering July 1, 2023 - September 30, 2023

Office of Strategic Initiatives and Enterprise Accountability

oregon.gov/das/pages/strategic-initiatives-and-enterprise-accountability.aspx

DAS
DEPARTMENT OF
ADMINISTRATIVE
S E R V I C E S

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Introduction

In January 2023, Governor Kotek sent a letter to state agencies outlining 11specific expectations related to operations of Oregon state government. The purpose of this report is to update Governor Kotek on progress made in meeting five of these expectations.

This is the third report the Department of Administrative Services (DAS) has produced on this topic. The first two reports, dated June 1 and Sept. 30 are available on the DAS Strategic Initiatives and Enterprise Accountability website.

This report focuses on five of the 11 measures. We focus on these measures to provide detail about the structure that has been put in place to support agencies, what agencies have done to meet the expectations, and some preliminary data on outcomes.

Since September, the enterprise of Oregon state government has made the following progress:

- **Increased Rate of Employee Performance Feedback** – In September we reported that the enterprise was at 92% compliance with employee performance feedback. Last quarter, this rose to 93%, and 52 out of 64 agencies achieved 90% or higher.

- **Increased Rate of Agency Information Technology Strategic Planning** – As of Nov. 2, around 45% of the requisite reporting agencies, boards and commissions have either submitted information technology strategic plans for approval by the State Chief Information Officer or have shared draft plans for review.

- **Continuity of Operations Plans** – 93% of agencies submitted Continuity of Operations Plans to the Oregon Department of Emergency Management by the Sept. 30 deadline. This is an improvement since June, when just 55% of requisite reporting agencies reported having an existing Continuity of Operations Plan.

- **Decreased Vacancy Rate** – In the last quarter, the state vacancy rate dropped from 14.7% to 13.5%.

- **Strong Initial Participation in Required Trainings** –In the first quarter of required training, Customer Service Training achieved 95.3% compliance. Foundational Training for Managers achieved 79.6% compliance and just under three-quarters of agencies are meeting the goal of 100% participation in the Uplift Your Benefits training for new employees within 30 days of hire.

Since September, one measure has not met expectations for improvement:

• **Increased Days to Fill Vacancies** –The average time it took to fill vacant positions has increased from an average of 74 days to 75 days last quarter.

Future reports will outline progress on additional measures as they reach deliverable deadlines. In September 2024, we anticipate that we will have enough data on the measures adopted so far, to report on trends.

Report Date	Content
March 31, 2024	• Audit Accountability • Performance Feedback for Employees • Employee Satisfaction Surveys • Information Technology Strategic Plans • Succession Plans • New Employee Orientation • Customer Service Training • Foundational Training • Time to Fill and Vacancies • Uplift Your Benefits
June 30, 2024	• Director 360 Reviews • Performance Feedback for Employees • Customer Service Training • Foundational Training • Time to Fill and Vacancies • Uplift Your Benefits
Sept. 30, 2024	• Audit Accountability • Performance Feedback for Employees (one year of data) • Diversity, Equity and Inclusion Plans • Strategic Plans • Time to Fill (one year of data) • Vacancies (one year of data) • Foundational Training (one year of data) • Uplift Your Benefits (one year of data)
Dec. 31, 2024	• Continuity of Operations Plans Updates • Performance Feedback for Employees • Customer Service Training (one year of data) • Foundational Training • Time to Fill and Vacancies • Uplift Your Benefits

Overview of the Measures Covered in this Report

1.   Performance Feedback for Employees
2.   Managing Information Technology Progress
3.   Agency Emergency Preparedness (Continuity of Operations Plans)
4.   Agency Hiring Practices
5.   Developing New Employees and Managers

1. Performance Feedback for Employees

Each agency will maintain compliance with 90% or higher rates of completion of quarterly performance feedback meetings between managers and employees.

Goals/objectives: Executive Branch employees receive consistent and regular feedback from managers. Managers are empowered with the right tools and training to produce outcomes, provide support, assess performance and provide feedback to the staff they manage, according to the [statewide values and competencies](#).

2. Managing Information Technology Progress

Agencies of 50 FTE or larger are to develop and maintain a business-driven and enterprise aligned information technology (IT) strategic plans supporting the organization's strategic priorities.

Goals/objectives: Agency IT, program and executive leadership partner in the development of IT strategic plans that operationalize the agency's vision, values, strategic priorities and modernization roadmap—aligning with *Cloud Forward*, the *Modernization Playbook, Oregon's Data Strategy and the EIS Strategic Framework* by Dec. 31, 2023, for review and approval by the State Chief Information Officer.

3. Agency Emergency Preparedness (Continuity of Operations Plans)

Every state agency, board and commission will have in place and update annually a Continuity of Operations Plan (COOP).

Goals/objectives: State agencies, boards and commissions have in place comprehensive continuity plans that enable essential functions and provide critical services across a broad spectrum of emergencies when normal operations are disrupted.

4. Agency Hiring Practices

Each agency will maintain an average of 50 days or less time-to-fill for their open competitive recruitments.* They will also actively manage their vacancies, reporting quarterly the reason for each budgeted vacancy they have in their department.

Goals/objectives: State agencies need to compete with the private sector for top candidates and get their positions filled expediently. Recruitments that go beyond 50 days risk losing top candidates. Such delays are often within the control of the recruiter and hiring manager.

* After the Legislature grants positions or after they become vacant.

5. Developing New Employees and Managers

All agencies will develop a **new employee orientation** program and be able to demonstrate that 100% of their employees participate in it within 60 days of hire.

Goals/objectives: Executive Branch employees will be welcomed, informed of state government values and agency procedures and prepared to start work.

All new state employees will participate in DAS' **customer service training** within 60 days of hire.

Goals/objectives: New employees align with and provide excellent service to customers.

All agencies will ensure that new managers in state government complete the **foundational training program**.

Goals/objectives: New managers are prepared to effectively manage.

All employees new to state government will participate in **benefits education** (Uplift Your Benefits), within 14 days of hire so that it informs employee benefit choices.

Goals/objectives: Employees gain an awareness of their benefits and resources to aid their decisions. Employees understand and feel more confident in choosing benefits that are tailored to their needs and priorities. Employees understand the value of their benefits package.

Project Structure

Steering Committee:

The Office of Strategic Initiatives and Enterprise Accountability has convened a Steering Committee to review materials and give feedback on processes as they are developed and implemented.

Strategic Initiatives and Enterprise Accountability Website:

The Office of Strategic Initiatives and Enterprise Accountability houses guidance, agency templates and reports on performance on a public-facing website.

Enterprise Performance Leads:

The Office of Strategic Initiatives and Enterprise Accountability convenes the following staff on a bi-weekly schedule to collaborate and coordinate as we develop supports and roll out the framework for each expectation.

- Director 360 Reviews, Performance Feedback for Employees, Measuring Employee Satisfaction, Succession Planning for the Workforce, Agency Hiring Practices, Developing New Employees and Managers: Jessica Knieling, Chief Human Resources Office (DAS) (jessica.knieling@das.oregon.gov)

- Strategic Planning: Rosa Klein, Strategic Initiatives (DAS) (rosa.klein@das.oregon.gov)

- Managing IT Progress: Scott Emry, Enterprise Information Services (scott.emry@das.oregon.gov)

- Diversity, Equity and Inclusion: Melinda Gross, Office of Cultural Change (DAS) (melinda.gross@das.oregon.gov)

- Agency Emergency Preparedness: Traci Naile, Oregon Department of Emergency Management (traci.naile@oem.oregon.gov)

- Audit Accountability: Chief Audit Executive (DAS)

- Communications: Andrea Chiapella, Communications Director (DAS) (andrea.chiapella@das.oregon.gov)

- Website: Summer Warner, Strategic Initiatives (DAS) (summer.warner@das.oregon.gov)

Status of Initiatives as of Dec. 31, 2023

STATUS UPDATE: Performance Feedback for Employees

Performance Feedback for Employees | Quarterly Check-Ins

Oregon state government uses the Performance Accountability and Feedback (PAF) model requiring managers to conduct quarterly check-ins with their employees. The expectation is that each agency will achieve a 90% or higher quarterly check-in completion rate.

This reporting period is for July 1, through Sept. 30, where managers observe and monitor performance. In October managers meet with each employee to provide feedback on the employee's goals and expectations and then document the check-in by no later than Oct. 31.

- Overall PAF check-in compliance was 93%, with a total of 24,904 check-ins completed out of the 26,856 check-ins required.

- 52 of the 64 (81%) Executive Branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarters check-ins.

- An additional three agencies (5%) had a check-in completion rate between 80% and 90%.

Of the 64 agencies required to complete check-ins for the quarter, only nine agencies did not reach at least 80% compliance. These agencies were Department of Environmental Quality, Oregon Criminal Justice Commission, Department of Corrections, Board of Nursing, State Board of Parole and Post-Prison Supervision, State Board of Massage Therapists, Board of Naturopathic Medicine, Oregon Board of Optometry and State Board of Examiners for Speech-Language Pathology and Audiology.

Of these nine agencies, five did not reach at least 80% compliance for the previous quarter ending July 31. These five agencies were: Department of Corrections, State Board of Parole and Post-Prison Supervision, Board of Naturopathic Medicine, Oregon Board of Optometry and State Board of Massage Therapists.

Data for Employees who Required Check-Ins by Agency

For Quarter Due Oct. 31, 2023

Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check-Ins Complete
Board of Chiropractic Examiners	5	0	100%
Board of Medical Imaging	3	0	100%
Commission for the Blind	24	0	100%
Department of Energy	70	0	100%
Department of Fish and Wildlife	661	0	100%
Department of Geology and Mineral Industries	31	0	100%
Department of Public Safety Standards and Training	68	0	100%
Department of Revenue	715	0	100%
Department of Veterans Affairs	56	0	100%
Employment Relations Board	8	0	100%
Land Conservation and Development Department	45	0	100%
Land Use Board of Appeals	2	0	100%
Mental Health Regulatory Agency	8	0	100%
Oregon Advocacy Commissions Office	2	0	100%
Oregon Board of Dentistry	5	0	100%
Oregon Board of Pharmacy	16	0	100%
Oregon Business Development Department	95	0	100%
Oregon Department of Aviation	5	0	100%
Oregon Government Ethics Commission	7	0	100%
Oregon State Library	35	0	100%
Oregon State Marine Board	37	0	100%
Psychiatric Security Review Board	7	0	100%
Real Estate Agency	18	0	100%
State Board of Accountancy	4	0	100%
State Mortuary And Cemetery Board	6	0	100%
State of Oregon Military Department	216	0	100%
Tax Practitioners Board	1	0	100%
Teacher Standards and Practices Commission	10	0	100%
Veterinary Medical Examining Board	1	0	100%
Water Resources Department	182	0	100%

Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check-Ins Complete
Watershed Enhancement Board	32	0	100%
Department of Consumer & Business Services	692	1	100%
Department of Administrative Services	611	2	100%
Department of Agriculture	230	1	100%
Oregon Youth Authority	618	5	99%
Oregon State Department of Police	666	8	99%
Public Employees Retirement System	314	4	99%
Bureau of Labor and Industries	74	1	99%
Parks and Recreation Department	310	6	98%
Construction Contractors Board	50	1	98%
Oregon Liquor & Cannabis Commission	216	5	98%
Department of Transportation	3,254	88	97%
Oregon Medical Board	31	1	97%
Forestry Department	434	19	96%
Department of Justice	888	44	95%
Oregon Department of Education	415	25	94%
Public Utility Commission	83	5	94%
Oregon Health Authority	3,005	193	94%
Long Term Care Ombudsman	28	2	93%
Department of Human Services	7,346	549	93%
Oregon Housing and Community Services	173	14	93%
Employment Department	926	82	92%
Higher Education Coordinating Commission	101	12	89%
Department of State Lands	72	11	87%
Oregon Department of Emergency Management	56	9	86%
Department of Environmental Quality	297	95	76%
Oregon Criminal Justice Commission	14	6	70%
Department of Corrections	1,603	738	68%
Board of Nursing	19	18	51%
State Board of Parole and Post-Prison Supervision	2	2	50%
State Board of Massage Therapists	1	2	33%
Board of Naturopathic Medicine	0	1	0%

Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check-Ins Complete
Oregon Board of Optometry	0	1	0%
State Board of Examiners for Speech-Language Pathology and Audiology	0	1	0%
Total	**24,904**	**1,952**	**93%**

Employee Check-Ins Overall

For Quarter Due Oct. 31, 2023	Number of Employees
Complete	24,904
Incomplete	1,952
% Employee Check-Ins Complete	93%
Total	**26,856**

STATUS UPDATE: Managing Information Technology Progress

Implementation status as of Nov. 2, 2023[1]:
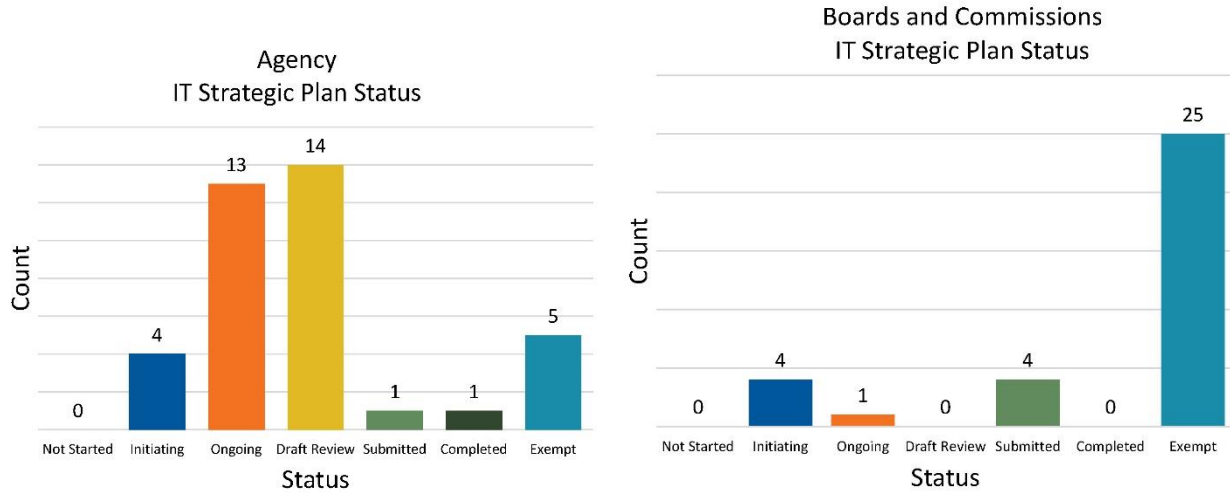
Engagement levels have demonstrated a notable upswing since the prior report. At present, around 45% of the requisite reporting agencies, boards and commissions have either submitted information technology strategic plans for approval by the State Chief Information Officer or have shared draft plans for review. This surge in engagement is reflected in the active involvement of executive teams, contributing to ongoing refinements. Nevertheless, the persisting challenge lies in achieving clarity concerning long-term information technology strategic investments that extend beyond a single biennium in certain instances.

Agencies smaller than 50 FTE are currently exempt from the requirement to produce an information technology strategic plan, however many small agencies have opted to do so- as denoted by an asterisk next to the agency name.

Managing Information Technology Progress

Agency IT Strategic Plan Tracking Dashboard Annual: Dec. 31, 2023 (as of Nov. 2, 2023)

Agency	IT Strategic Plan Status
Oregon Business Development Department	Submitted
Oregon Racing Commission*	Submitted
Oregon Travel Information Council*	Submitted

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[1] Most measures in this report are for the quarter July 1 through Sept. 30. The information technology strategic plan measure is current as of Nov. 2.

Agency	IT Strategic Plan Status
State Board of Parole and Post-Prison Supervision*	Submitted
Construction Contractors Board	Submitted
Department of Corrections	Draft Review
Department of Energy	Draft Review
Department of Environmental Quality	Draft Review
Department of Public Safety Standards and Training	Draft Review
Department of State Lands	Draft Review
Department of Transportation	Draft Review
Department of Veterans Affairs	Draft Review
Employment Department	Draft Review
Land Conservation and Development Department	Draft Review
Oregon State Department of Police	Draft Review
Oregon Youth Authority	Draft Review
State of Oregon Military Department	Draft Review
Oregon Housing and Community Services	Draft Review
Department of Revenue	Draft Review
Department of Administrative Services	Ongoing
Department of Consumer & Business Services	Ongoing
Department of Fish and Wildlife	Ongoing
Department of Human Services	Ongoing
Department of Justice	Ongoing
Forestry Department	Ongoing
Oregon Health Authority	Ongoing
Oregon State Fire Marshall	Ongoing
Parks and Recreation Department	Ongoing
Public Employees Retirement System	Ongoing
Public Utility Commission	Ongoing
Water Resources Department	Ongoing
Department of Agriculture	Ongoing
Oregon Department of Education	Ongoing
Higher Education Coordinating Commission	Initiating
Board of Nursing	Initiating
Bureau of Labor and Industries	Initiating
Commission for the Blind	Initiating
Oregon Department of Emergency Management	Initiating
Oregon Liquor & Cannabis Commission	Initiating
Oregon Tourism Commission (Travel Oregon)*	Initiating

Status Definitions

Not Started - not yet initiated within organization

Initiating - organization has been briefed and is at the beginning stage of developing an information technology strategic plan

Ongoing - actively under development using an Enterprise Information Services provided template

Draft Review - working draft shared with Assistant State CIO for feedback

Submitted - reviewed by the executives within the organization and submitted to the State Chief Information Officer

Complete - formally approved by the State Chief Information Officer

* - Organizations with less than 50 FTE are not required to prepare an information technology strategic plan

STATUS UPDATE: Agency Emergency Preparedness (Continuity of Operations Plans)

NEW SOFTWARE

The Oregon Department of Emergency Management (in partnership with the Oregon Department of Administrative Services) contracted with Veoci (Vee-oh-see). The Veoci software supports the full life cycle of emergency management, from planning and preparedness to actual response and recovery and will provide the necessary tools and resources for all eligible state and non-state agencies to develop fully compliant continuity plans and processes, increasing the readiness and resiliency for Oregonians and the whole community.

TRAININGS

Oregon Department of Emergency Management facilitated trainings for state agencies and local emergency managers:

- **June 13** (COOP Kick Off for User Acceptance Testing, Virtual)
- **August 1** (State Agency COOP Training, Virtual)
- **August 4** (State Agency COOP Training, Virtual)
- **August 8** (Cities/Counties COOP Training, Virtual)
- **September 11 - 15** (Five Days of On-Site Training, two days for State Agencies, two days for Cities/Counties, one day of Admin/Workshop, Salem, OR).
- Continuity of Operations Plan (COOP) Development Workshop Series - June 1, July 6, Aug. 3 and Aug. 24.

PLAN SUBMISSION

Agencies were required to submit their Continuity of Operations Plans to the Oregon Department of Emergency Management by Sept. 30; 78 agencies met this deadline and three agencies submitted a plan by Nov. 28. One agency is currently receiving technical assistance from Oregon Department of Emergency Management. Two agencies have not yet submitted any response.

Agency / Board / Commission	Plan Submitted before 9/30/2023	Plan Submitted after 9/30/2023	Technical Assistance
Appraiser Certification and Licensure Board	X		
Board of Chiropractic Examiners	X		
Board of Medical Imaging	X		
Board of Naturopathic Medicine	X		
Board of Nursing	X		
Bureau of Labor and Industries	X		
Commission for the Blind	X		
Construction Contractors Board	X		
Department of Administrative Services	X		
Department of Agriculture	X		
Department of Consumer & Business Services	X		
Department of Corrections	X		
Department of Early Learning & Care	X		
Department of Energy	X		
Department of Environmental Quality	X		
Department of Fish and Wildlife	X		
Department of Geology and Mineral Industries	X		
Department of Human Services	X		
Department of Justice	X		
Department of Public Safety Standards and Training	X		
Department of Revenue	X		
Department of State Lands	X		
Department of the State Fire Marshal	X		
Department of Transportation	X		
Department of Veterans Affairs	X		
Employment Department	X		
Employment Relations Board	X		
Enterprise Information Services* (DAS)	X		
Forestry Department	X		
Higher Education Coordinating Commission	X		
Land Conservation and Development Department	X		

Agency / Board / Commission	Plan Submitted before 9/30/2023	Plan Submitted after 9/30/2023	Technical Assistance
Land Use Board of Appeals	X		
Landscape Contractors Board	X		
Long Term Care Ombudsman	X		
Mental Health Regulatory Agency	X		
Occupational Therapy Licensing Board	X		
Office of Administrative Hearings			X
Office of the Public Records Advocate		X	
Oregon Advocacy Commissions Office			X
Oregon Board of Dentistry		X	
Oregon Board of Optometry	X		
Oregon Board of Pharmacy	X		
Oregon Board of Physical Therapy	X		
Oregon Business Development Department	X		
Oregon Criminal Justice Commission	X		
Oregon Department of Aviation	X		
Oregon Department of Education	X		
Oregon Department of Emergency Management	X		
Oregon Film and Video Office		X	
Oregon Government Ethics Commission	X		
Oregon Health Authority	X		
Oregon Housing and Community Services	X		
Oregon Liquor & Cannabis Commission	X		
Oregon Medical Board	X		
Oregon Patient Safety Commission	X		
Racing Commission	X		
Oregon State Board of Architect Examiners	X		
Board of Examiners for Engineering and Land Surveying	X		
Oregon State Board of Geologist Examiners	X		
Oregon State Department of Police	X		
Oregon State Landscape Architect Board	X		
Oregon State Library	X		
Oregon State Lottery	X		

Agency / Board / Commission	Plan Submitted before 9/30/2023	Plan Submitted after 9/30/2023	Technical Assistance
Oregon State Marine Board	X		
Oregon Youth Authority	X		
Parks and Recreation Department	X		
Psychiatric Security Review Board	X		
Public Employees Retirement System	X		
Public Utility Commission	X		
Real Estate Agency	X		
State Board of Accountancy	X		
State Board of Examiners for Speech-Language Pathology and Audiology	X		
State Board of Licensed Social Workers			X
State Board of Massage Therapists	X		
State Board of Parole and Post-Prison Supervision	X		
State Mortuary and Cemetery Board	X		
State of Oregon Military Department	X		
Tax Practitioners Board	X		
Teacher Standards and Practices Commission	X		
Travel Oregon (Travel Information Council)	X		
Veterinary Medical Examining Board	X		
Water Resources Department	X		
Watershed Enhancement Board	X		
Youth Development Oregon	X		
	93%	3%	4%

STATUS UPDATE: Agency Hiring Practices

Time-to-Fill Positions

Summary:

It is the Governor's expectation that the average time-to-fill positions does not exceed more than 50 days. To track and measure this expectation, our method includes calculating time-to-fill from our Workday system and tracking agency progress over

time. Specifically, time-to-fill is defined and calculated from the date a position posts within Workday, to the date when a final candidate accepts the offer for that position.

An important change occurred since the last reporting of this measure. **After Nov. 1, 2023, the Workday report for time-to-fill data was revised.** This change serves to more accurately reflect the time it takes to run recruitments, in addition to now excluding direct appointments and recruitments that happen to fill on the same day they were posted. This change resulted in recollecting data for quarters one and two (Q1 and Q2) to ensure that all three quarters used the updated report for consistent and accurate comparisons.

Currently, we are in the third quarter of tracking this data. The table below provides a snapshot of the Executive Branch's progress so far in meeting this expectation, overall showing a downward trend with some fluctuation occurring in quarter three (Q3).

Quarter	Time	Direction	Quarter	Time	Direction	Quarter	Time	Direction
Jan. – Mar. 2023	79 days	**Baseline**	Apr. – June 2023	74 days	⬇	July – Sept. 2023	75 days	⬆

Although there appears to be an increase to the average time-to-fill, many agencies did in fact experience a decrease in their time-to-fill this quarter. Between Q2 - Q3, a total of 20 agencies decreased their time-to-fill, reporting an average decrease of 26 days. The reason as to why the overall average did not move so drastically, and even increased, was due to 25 agencies increasing their time to fill, but only by an average of eight days.

This shows us that agencies are continuing to decrease their time to fill at a faster rate than agencies who experienced an increase. In the future as we collect more data, comparing agencies to their own past historical performance may allow us to further identify hot spots and struggling agencies, as sometimes an enterprise-wide average does not yield descriptive results.

Reflection:

In addition to the 20 agencies decreasing their time-to-fill, we can also compare each agency to the 50-day benchmark to see if more agencies met the Governor's expectation. Between Q2-Q3, eight additional agencies, for a total of 24, achieved an average time-to-fill of less than 50 days. To compare, only 15 agencies met this requirement during Q2, demonstrating a 11% increase in achieving this goal. Although the enterprise average time-to-fill appeared to increase, more agencies are continuing to meet the expectation of efficiently recruiting and hiring for vacant positions. This highlights the need for future reporting to both focus on the average time-to-fill, as well as tracking individual agencies historical performance to appropriately gauge changes occurring in their time-to-fill.

Time-to-Fill:

Quarter	Agencies Included in Quarter	Agencies < 50 Day Time-to-Fill	Proportion by Quarter	% Total Agencies	% Comparable Agencies
Q1	49	4	8%	7%	7%
Q2	49	15	31%	25%	29%
Q3	55	23	42%	39%	36%

2023 Q2 – Q3: Time to Fill Comparison (Updated)

Department	Quarter 2	Quarter 3	Difference
Board of Examiners for Engineering and Land Surveying	75	No jobs posted this quarter	
Board of Nursing	113	82	-32
Commission for the Blind	61	63	2
Construction Contractors Board	38	54	16
Department of Administrative Services	53	53	0
Department of Agriculture	67	46	-21
Department of Consumer & Business Services	47	53	5
Department of Corrections	56	56	0
Department of Early Learning and Care	No jobs posted this quarter	28	
Department of Energy	27	31	4
Department of Environmental Quality	61	72	12
Department of Fish and Wildlife	85	88	3
Department of Geology and Mineral Industries	89	21	-68
Department of Human Services	88	84	-4
Department of Public Safety Standards and Training	59	44	-15
Department of Revenue	51	40	-10
Department of State Lands	70	47	-22
Department of the State Fire Marshal	No jobs posted this quarter	42	

Department	Quarter 2	Quarter 3	Difference
Department of Transportation	72	75	3
Department of Veterans Affairs	41	44	3
Employment Department	60	65	5
Forestry Department	53	50	-3
Higher Education Coordinating Commission	55	60	5
Land Conservation and Development Department	64	47	-16
Long Term Care Ombudsman	50	80	30
Mental Health Regulatory Agency	37	39	3
Oregon Board of Dentistry	No jobs posted this quarter	46	
Oregon Business Development Department	50	59	9
Oregon Criminal Justice Commission	104	57	-47
Oregon Department of Aviation	158	28	-130
Oregon Department of Education	63	61	-1
Oregon Department of Emergency Management	89	99	10
Oregon Forest Resources Institute	No jobs posted this quarter	83	
Oregon Government Ethics Commission	No jobs posted this quarter	46	
Oregon Health Authority	101	112	10
Oregon Housing and Community Services	61	55	-6
Oregon Liquor & Cannabis Commission	89	82	-7
Oregon Medical Board	45	48	3
Oregon State Department of Police	88	91	3
Oregon State Library	87	31	-56
Oregon State Marine Board	No jobs posted this quarter	35	
Oregon Youth Authority	74	73	-2
Parks and Recreation Department	57	58	1
Psychiatric Security Review Board	34	57	23

| Department	Quarter 2	Quarter 3	Difference
Public Employees Retirement System	44	57	13
Public Utility Commission	105	82	-24
Racing Commission	20	No jobs posted this quarter	
Real Estate Agency	43	49	6
State Board of Accountancy	43	51	8
State Board of Massage Therapists	No jobs posted this quarter	15	
State Board of Parole and Post-Prison Supervision	No jobs posted this quarter	34	
State Landscape Contractors Board	No jobs posted this quarter	No jobs posted this quarter	
State Mortuary And Cemetery Board	96	No jobs posted this quarter	
State of Oregon Military Department	45	53	8
Teacher Standards and Practices Commission	61	41	-20
Veterinary Medical Examining Board	No jobs posted this quarter	71	
Water Resources Department	92	102	11

Vacancy Rates

In accordance with the Governor's expectations, agencies are required to monitor and report their vacancy rates on a quarterly basis. The baseline, established in the June 1 report, identified and set an enterprise-wide vacancy rate of 18.4%. Therefore, our data collection for Q2 and Q3 were aimed at providing a holistic understanding of vacancy trends and the specific reasons for continuing vacancies among agencies. To this end, DAS has been tracking "Budgeted Vacancies" using data through Workday, in addition to surveying agencies to understand the "why" behind persistent vacancies. During this period, we saw a promising decline in overall vacancy rates, with a notable decrease from 4,369 to 3,715 open budgeted vacancies, marking a 16% reduction (see Figure 1 below). Our largest agency, the Department of Human Services, despite having the most positions and unique challenges filling these positions, also mirrored this positive trend with a 10% reduction in their vacancies (see Figure 2 below). These trends suggest a continued decrease in vacancy rates as we progress into Q4 of 2023.

Reflection:

Unfortunately, our reporting method came with challenges, specifically when it came to surveying agencies for the "Vacancy Reason." The process led to confusion among agencies, stemming from an overlap with the Legislative Fiscal Office, which also requires agencies to report on vacancies older than six months. Our request for more detailed information on all vacancies resulted in redundancy and overall inefficiency for agencies. In recognizing this, it is critical that we refine our data collection method to foster a more streamlined approach. In the future, we plan to adjust by asking agencies to report only on long term vacancies which allows for more efficient data collection, in addition to alleviating the administrative load for the overall reporting process.

Figure 1: Executive branch vacancies over time
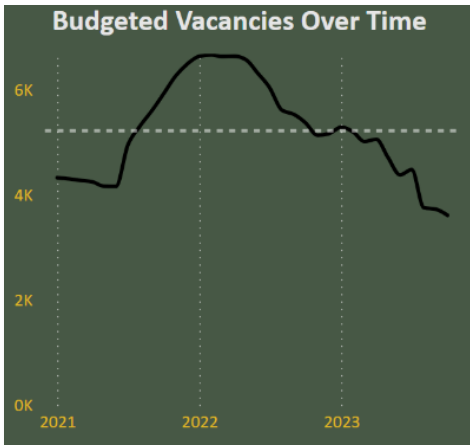
Figure 2: ODHS mirrored the positive trend in reduced vacancy rates as the rest of the Executive branch
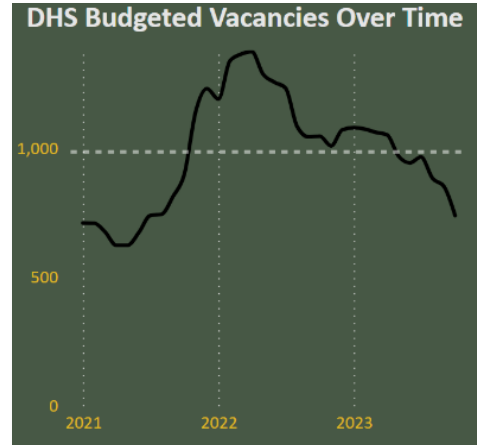
Department	# of Vacancies	% of Vacancies
Board of Chiropractic Examiners	0	0.0%
Board of Medical Imaging	0	0.0%
Board of Naturopathic Medicine	0	0.0%
Board of Nursing	5	9.3%
Bureau of Labor and Industries	17	12.9%
Commission for the Blind	7	10.6%
Commission on Indian Services	0	0.0%
Commission on Judicial Fitness and Disability	0	0.0%
Construction Contractors Board	7	12.1%
Department of Administrative Services	67	7.3%
Department of Agriculture	127	25.9%
Department of Consumer & Business Services	45	4.8%
Department of Corrections	489	10.5%

Department	# of Vacancies	% of Vacancies
Department of Early Learning and Care	35	11.0%
Department of Energy	6	7.4%
Department of Environmental Quality	137	15.9%
Department of Fish and Wildlife	346	25.8%
Department of Geology and Mineral Industries	4	11.8%
Department of Human Services	1,316	12.6%
Department of Justice	135	9.4%
Department of Public Safety Standards and Training	16	10.0%
Department of Revenue	124	11.5%
Department of State Lands	10	9.8%
Department of Transportation	522	10.9%
Department of Veterans Affairs	22	22.2%
Employment Department	422	21.3%
Employment Relations Board	0	0.0%
Forestry Department	236	21.8%
Higher Education Coordinating Commission	12	7.7%
Land Conservation and Development Department	7	10.6%
Land Use Board of Appeals	0	0.0%
Long Term Care Ombudsman	1	2.8%
Mental Health Regulatory Agency	2	15.4%
Occupational Therapy Licensing Board	0	0.0%
Oregon Advocacy Commissions Office	0	0.0%
Oregon Board of Dentistry	1	14.3%
Oregon Board of Pharmacy	1	4.5%
Oregon Business Development Department	7	5.0%
Oregon Criminal Justice Commission	2	7.7%
Oregon Department of Aviation	2	12.5%
Oregon Department of Education	68	11.6%
Oregon Department of Emergency Management	9	10.0%
Oregon Government Ethics Commission	5	35.7%
Oregon Health Authority	822	15.4%
Oregon Housing and Community Services	127	27.8%
Oregon Liquor & Cannabis Commission	46	12.0%
Oregon Lottery	16	3.3%

Department	# of Vacancies	% of Vacancies
Oregon Medical Board	6	15.0%
Oregon State Department of Police	158	11.5%
Oregon State Library	1	2.6%
Oregon State Marine Board	0	0.0%
Oregon Youth Authority	145	14.5%
Parks and Recreation Department	122	17.7%
Psychiatric Security Review Board	1	8.3%
Public Employees Retirement System	35	8.3%
Public Utility Commission	20	14.9%
Racing Commission	1	8.3%
Real Estate Agency	1	3.4%
State Board of Accountancy	3	42.9%
State Board of Examiners for Speech-Language Pathology and Audiology	0	0.0%
State Board of Licensed Social Workers	1	16.7%
State Board of Parole and Post-Prison Supervision	4	16.0%
State Mortuary And Cemetery Board	0	0.0%
State of Oregon Military Department	113	23.1%
Tax Practitioners Board	0	0.0%
Teacher Standards and Practices Commission	2	7.4%
Veterinary Medical Examining Board	1	25.0%
Water Resources Department	23	10.1%
Watershed Enhancement Board	0	0.0%
Total	**5,865**	**13.5%**

(measure includes seasonal positions)

We will continue to monitor these measures and work with recruiters and managers to make good progress on reducing the time it takes to fill positions and ensure we're making the best use of the positions allocated to us by the Legislature.

STATUS UPDATE: Developing New Employees and Managers

Customer Service Training

The online self-pace customer service course was implemented statewide on June 1. Starting July 1, all new hires to Oregon state government or employees who transfer from the Legislature, Judicial Department, Inside Oregon Enterprises, Oregon Travel Information Council, Secretary of State, Treasury or a semi-independent agency to the Executive Branch are automatically assigned the training in Workday. The expectation is that 100% of all new employees complete the training within 60 days of being hired.

This reporting period is for July 1 through Sept. 30. Of the 978 new hires hired during this period:

• 932 employees completed the training within 60 days of being hired.

• 42 employees haven't completed the training but are still within the 60 days.

• Four employees completed the training after 60 days of being hired.

The enterprise achieved 95.3% compliance for the first quarter of this expectation being implemented.

Customer Service Training

July 1, 2023, through Sept. 30, 2023

Agency	Completed - Over 60 Days from Assignment: # of Workers	Completed - Within 60 Days of Assignment: # of Workers	Incomplete - Over 60 Days from Assignment: # of Workers	Incomplete - Still Within 60 Days of Assignment: # of Workers	Total # of New Workers
Department of Human Services	3	341	0	19	363
Oregon Health Authority	1	105	0	7	113
Department of Transportation	0	86	0	2	88
Department of Corrections	0	51	0	4	55
Employment Department	0	37	0	1	38
Department of Justice	0	34	0	0	34
Oregon Department of Education	0	27	0	1	28

Agency	Completed - Over 60 Days from Assignment: # of Workers	Completed - Within 60 Days of Assignment: # of Workers	Incomplete - Over 60 Days from Assignment: # of Workers	Incomplete - Still Within 60 Days of Assignment: # of Workers	Total # of New Workers
Department of Environmental Quality	0	20	0	1	21
Department of Public Safety Standards and Training	0	20	0	1	21
Department of Revenue	0	19	0	1	20
Department of Administrative Services	0	19	0	0	19
Oregon State Department of Police	0	15	0	0	15
Forestry Department	0	14	0	0	14
Department of Consumer & Business Services	0	13	0	0	13
Oregon Youth Authority	0	11	0	2	13
Department of Fish and Wildlife	0	12	0	0	12
Oregon Housing and Community Services	0	12	0	0	12
Department of Agriculture	0	10	0	0	10
State of Oregon Military Department	0	10	0	0	10
Department of the State Fire Marshal	0	9	0	0	9
Parks and Recreation Department	0	9	0	0	9
Department of Early Learning and Care	0	5	0	0	5
Department of Energy	0	5	0	0	5
Higher Education Coordinating Commission	0	5	0	0	5

Agency	Completed - Over 60 Days from Assignment: # of Workers	Completed - Within 60 Days of Assignment: # of Workers	Incomplete - Over 60 Days from Assignment: # of Workers	Incomplete - Still Within 60 Days of Assignment: # of Workers	Total # of New Workers
Oregon Business Development Department	0	4	0	0	4
Oregon Department of Emergency Management	0	3	0	1	4
Oregon Liquor & Cannabis Commission	0	4	0	0	4
Water Resources Department	0	4	0	0	4
Commission for the Blind	0	3	0	0	3
Board of Nursing	0	2	0	0	2
Construction Contractors Board	0	2	0	0	2
Land Conservation and Development Department	0	2	0	0	2
Oregon State Library	0	2	0	0	2
Teacher Standards and Practices Commission	0	2	0	0	2
Bureau of Labor and Industries	0	0	0	1	1
Department of Geology and Mineral Industries	0	1	0	0	1
Department of Veterans Affairs	0	1	0	0	1
Land Use Board of Appeals	0	1	0	0	1
Long Term Care Ombudsman	0	1	0	0	1
Oregon Board of Dentistry	0	0	0	1	1
Oregon Criminal Justice Commission	0	1	0	0	1
Oregon Medical Board	0	1	0	0	1

Agency	Completed - Over 60 Days from Assignment: # of Workers	Completed - Within 60 Days of Assignment: # of Workers	Incomplete - Over 60 Days from Assignment: # of Workers	Incomplete - Still Within 60 Days of Assignment: # of Workers	Total # of New Workers
Psychiatric Security Review Board	0	1	0	0	1
Public Employees Retirement System	0	1	0	0	1
Public Utility Commission	0	1	0	0	1
Real Estate Agency	0	1	0	0	1
State Board of Accountancy	0	1	0	0	1
State Board of Parole and Post-Prison Supervision	0	1	0	0	1
Total	**4**	**932**	**0**	**42**	**978**

Foundational Training Program

This training program is automatically assigned to all new managers to the Executive Branch or current Executive Branch employees who are promoted into a permanent or limited duration supervisory management position. The expectation is that 100% of all new managers enroll into a cohort within five business days of being hired.

This reporting period is for July 1 through Sept. 30. Of the 152 new managers hired during this period:

- 121 new managers were enrolled in a cohort within five days of being hired.
- 31 new managers were not enrolled in a cohort within five days of being hired.

The enterprise achieved 79.6% compliance for the first quarter of this expectation being implemented.

Foundational Training

July 1, 2023, through Sept. 30, 2023

Agency	Enrolled – Within 5 Days of Assignment # of Workers	Enrolled – Over 5 Days of Assignment # of Workers	Not Enrolled – Over 5 Days of Assignment # of Workers	Not Enrolled – Within 5 Days of Assignment # of Workers	Total # of New Managers
Department of Human Services	30	0	7	0	37
Oregon Health Authority	12	0	0	0	12

Agency	Enrolled – Within 5 Days of Assignment # of Workers	Enrolled – Over 5 Days of Assignment # of Workers	Not Enrolled – Over 5 Days of Assignment # of Workers	Not Enrolled – Within 5 Days of Assignment # of Workers	Total # of New Managers
Employment Department	7	0	1	0	8
Forestry Department	7	0	5	0	12
Department of Fish and Wildlife	6	0	0	0	6
Department of Transportation	6	0	0	0	6
Oregon Department of Education	5	0	0	0	5
Oregon Youth Authority	5	0	2	0	7
Department of Corrections	4	0	4	0	8
Department of Revenue	4	0	0	0	4
Oregon Housing and Community Services	4	0	1	0	5
Oregon Liquor & Cannabis Commission	4	0	0	0	4
Department of Administrative Services	3	0	1	0	4
Department of Early Learning and Care	3	0	1	0	4
Department of Environmental Quality	3	0	2	0	5
Department of Public Safety Standards and Training	3	0	1	0	4
Public Employees Retirement System	3	0	0	0	3
Department of Justice	2	0	0	0	2
Parks and Recreation Department	2	0	0	0	2
State of Oregon Military Department	2	0	1	0	3
Board of Nursing	1	0	0	0	1

Agency	Enrolled – Within 5 Days of Assignment # of Workers	Enrolled – Over 5 Days of Assignment # of Workers	Not Enrolled – Over 5 Days of Assignment # of Workers	Not Enrolled – Within 5 Days of Assignment # of Workers	Total # of New Managers
Bureau of Labor and Industries	1	0	0	0	1
Department of Consumer & Business Services	1	0	0	0	1
Oregon Business Development Department	1	0	0	0	1
Oregon State Department of Police	1	0	0	0	1
Real Estate Agency	1	0	0	0	1
Department of Agriculture	0	0	1	0	1
Oregon Department of Emergency Management	0	0	1	0	1
State Board of Licensed Social Workers	0	0	1	0	1
Total	**121**	**0**	**31**	**0**	**152**

Performance Accountability & Feedback (PAF) Training

These trainings are automatically assigned to all new managers to the Executive Branch or current Executive Branch employees who are promoted into a permanent or limited duration supervisory management position. The expectation is that 100% of all new managers will complete the three online self-paced PAF modules within 30 days of being hired or position start date.

This reporting period is for July 1 through Sept. 30. Of the 152 new managers hired during this period:

• 131 new managers completed the training within 30 days of being hired.

• 10 new managers haven't completed the training but are still within the 30 days.

• 11 new managers completed the training after 30 days of being hired.

The enterprise achieved 86.2% compliance.

Performance Accountability & Feedback Training

July 1, 2023, through Sept. 30, 2023

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Over 30 Days from Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of New Workers
Department of Human Services	3	31	0	3	37
Forestry Department	2	10	0	0	12
Oregon Health Authority	2	9	0	1	12
Department of Environmental Quality	1	4	0	0	5
Oregon Department of Education	1	4	0	0	5
Oregon Youth Authority	1	5	0	1	7
Real Estate Agency	1	0	0	0	1
Board of Nursing	0	1	0	0	1
Bureau of Labor and Industries	0	1	0	0	1
Department of Administrative Services	0	4	0	0	4
Department of Agriculture	0	1	0	0	1
Department of Consumer & Business Services	0	1	0	0	1
Department of Corrections	0	7	0	1	8
Department of Early Learning and Care	0	4	0	0	4
Department of Fish and Wildlife	0	5	0	1	6
Department of Justice	0	2	0	0	2
Department of Public Safety Standards and Training	0	4	0	0	4
Department of Revenue	0	4	0	0	4
Department of Transportation	0	6	0	0	6
Employment Department	0	7	0	1	8
Oregon Business Development Department	0	1	0	0	1
Oregon Department of Emergency Management	0	1	0	0	1

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Over 30 Days from Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of New Workers
Oregon Housing and Community Services	0	5	0	0	5
Oregon Liquor & Cannabis Commission	0	4	0	0	4
Oregon State Department of Police	0	1	0	0	1
Parks and Recreation Department	0	2	0	0	2
Public Employees Retirement System	0	3	0	0	3
State Board of Licensed Social Workers	0	0	0	1	1
State of Oregon Military Department	0	3	0	0	3
Total	**11**	**131**	**0**	**10**	**152**

Uplift Your Benefits

Uplift Your Benefits (UYB) is a two-hour workshop for new employees to learn about the options in their benefits package so they can make informed decisions. The workshop is a live presentation reviewing nine areas of benefits in which participants can ask questions, get referrals for additional information and feel welcomed to their new job with Oregon state government. Represented staff with SEIU and AFSCME transition to a 30-minute union orientation at the end of the benefits workshop. Governor Kotek mandated that all new employees attend the workshop within 14 days of hire, or before they sign up for benefits.

Just under three-quarters of agencies are meeting the goal of 100% participation of new employees within 30 days of hire for the Uplift Your Benefits overview. Workday reports for Q1 of July – September show:

- 32 out of a total of 49 agencies reached 100% of new employees
- 11 agencies had 80% to 99% of new employees attend
- Five agencies were between 50% and 79%
- One agency had a single hire who did not take the workshop

Uplift Oregon is implementing supplemental outreach to notify managers if a new employee does not attend the workshop within 14 days to boost participation within the 30-day window. Data is pending on whether this is having the intended effect.

In the next few months, as the implementation of the New Employee Orientation and on-boarding expectation is implemented (1/1/24), we anticipate the registration process for Uplift Your Benefits will be referenced, which should assist in closing the remaining participation gaps. We will continue to monitor and anticipate challenges for employees who are in non-office settings with limited access to computer time to make sure their participation does not lag behind.

Uplift Your Benefits is provided through a labor-management partnership and is one of the first of its kind in the country to serve the full breadth of state employees with a common program. This workshop is one program provided through Uplift Oregon in the areas of benefits, wellness, equity and career mobility.

Uplift Your Benefits Training

July 1, 2023, through Sept. 30, 2023

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of Workers
Board of Nursing	0	2	0	2
Bureau of Labor and Industries	0	0	1	1
Commission for the Blind	0	3	0	3
Construction Contractors Board	0	2	0	2
Department of Administrative Services	1	18	0	19
Department of Agriculture	1	7	2	10
Department of Consumer & Business Services	0	13	0	13
Department of Corrections	2	42	11	55
Department of Early Learning and Care	0	5	0	5
Department of Energy	0	5	0	5
Department of Environmental Quality	0	21	0	21
Department of Fish and Wildlife	0	12	0	12

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of Workers
Department of Geology and Mineral Industries	0	1	0	1
Department of Human Services	12	337	14	363
Department of Justice	1	33	0	34
Department of Public Safety Standards and Training	1	17	3	21
Department of Revenue	0	20	0	20
Department of the State Fire Marshal	0	9	0	9
Department of Transportation	4	83	1	88
Department of Veterans Affairs	0	1	0	1
Employment Department	2	36	0	38
Forestry Department	0	13	1	14
Higher Education Coordinating Commission	1	4	0	5
Land Conservation and Development Department	0	2	0	2
Land Use Board of Appeals	0	1	0	1
Long Term Care Ombudsman	0	1	0	1
Oregon Board of Dentistry	0	1	0	1
Oregon Business Development Department	0	4	0	4
Oregon Criminal Justice Commission	0	1	0	1
Oregon Department of Education	1	26	1	28

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of Workers
Oregon Department of Emergency Management	1	3	0	4
Oregon Health Authority	0	110	3	113
Oregon Housing and Community Services	0	12	0	12
Oregon Liquor & Cannabis Commission	0	3	1	4
Oregon Medical Board	0	1	0	1
Oregon State Department of Police	4	11	0	15
Oregon State Library	0	2	0	2
Oregon Youth Authority	1	11	1	13
Parks and Recreation Department	0	9	0	9
Psychiatric Security Review Board	0	1	0	1
Public Employees Retirement System	0	1	0	1
Public Utility Commission	0	1	0	1
Real Estate Agency	0	1	0	1
State Board of Accountancy	0	1	0	1
State Board of Parole and Post-Prison Supervision	0	1	0	1
State of Oregon Military Department	0	10	0	10
Teacher Standards and Practices Commission	0	2	0	2
Water Resources Department	0	4	0	4
Totals	**32**	**907**	**39**	**978**

Technical Changes to the measures

Since our first quarterly report, in June 2023, there have been several adjustments to the ways in which these 11 expectations are measured.

- State Government Commitment to Diversity, Equity and Inclusion (DEI)
    - We will be synchronizing submission of Affirmative Action plans with DEI plans, due on June 1, on a two year schedule, starting in 2025. Agencies will work in collaboration with the Office of Cultural Change for updates annually.
    - Many agencies will be combining their DEI and Strategic Plans, for a single submission date of June 1st, 2024.
    - For agencies that combine DEI and strategic plans, submission dates will be every three years. Agencies will work in collaboration with the Office of Cultural Change for annual updates specific to the DEI components of the strategic plan.
- Foundational Training will be measured as completion in four months, in lieu of enrollment within five days.
- Changes have been made in the measurement of vacancy reporting, as reflected in the "Status Update" for this measure above.
- We added an option for small agencies to conduct their own Director 360 Review process instead of contracting with a vendor.
- Audit Accountability - the Jan. 11, 2023 letter requires quarterly reporting on audit findings. Reporting moved to twice per year, and language changed from "findings" to "recommendations."

Conclusion

The ongoing implementation of these quality improvement measures at state agencies enhances the efficiency, transparency and effectiveness of the State of Oregon's agency operations. The enterprise's commitment to continuous improvement promises to improve customer service for Oregonians

"We have seen amazing progress in this third report on these agency expectations," said Berri Leslie, DAS Director and State Chief Operating Officer. "These measures of accountability are helping agencies, boards and commissions really take a fresh look at their operations and identifying areas for improvement. This will not only meet Governor Kotek's expectations, but also bring organizational excellence to the enterprise."

Appendix

Expectations Letter from Governor Kotek (dated Jan. 11, 2023)

January 11, 2023

Dear Agency Leaders:

I want to begin by saying thank you. Thank you for serving Oregon and the people who call our state home. Thank you for your professionalism and commitment to public service. And thank you for your partnership with my transition team as we hustled to get ready for Day One.

I am eager to get to work, and I view each of you as partners in my mission to deliver results and make everyday life better for Oregonians.

A core part of my vision for the next four years is to improve customer service for Oregonians – whether they are coming to us for a service, or we are coming to them in the wake of a disaster. That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver for Oregonians.

So today, I am delivering a new set of expectations to you, the leaders of our state agencies. These expectations will serve as guideposts for our work together, providing us with new data that will help us break down silos and make enterprise-wide systems improvements.

To support this effort, my office will be organized with a new focus on public administration. I am hiring a talented group of experienced leaders who I expect to be partners with you in solving problems and delivering on my priorities, which as you know are housing and homelessness, behavioral health and addiction care, and education.

Finally, as Oregon's Governor, I understand that I have 42,000 employees counting on me for compassion and leadership. The pandemic was hard on workers and managers across the board – private or public, it has been tough. We all had to pivot on short notice, support each other through workforce shortages, and do our jobs while our families were facing the same uncertainty as the rest of the world. These workforce challenges are not going away, and I hope to partner with all of you as we continue to strive to make the State of Oregon a great place to live and work.

It is my pledge to all Oregonians, and to you, that I will work every day to be a partner with you in solving problems, big and small. We will not be perfect, but we will improve every year, so Oregonians can proudly say their state government was there for them.

254 STATE CAPITOL, SALEM OR 97301-4047 (503) 378-3111 FAX (503) 378-8970 WWW.GOVERNOR.OREGON.GOV

January 11, 2023

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I am directing the Department of Administrative Services (DAS) to provide my office with updates on our progress in meeting these new expectations quarterly beginning June 1, 2023. Please engage with DAS Director Berri Leslie throughout this process. She will help measure and manage these goals and I have asked her to be a partner with you to ensure you have what you need to be successful.

As a first step, please email Director Leslie by February 1st to confirm that you are ready and willing to work with us toward these enterprise goals.

Thank you for your commitment to Oregon, and I look forward to a great partnership.

Sincerely,

Governor Tina Kotek

Oregon Agency Expectations

Performance Reviews for Agency Directors

The DAS Chief Human Resources office will complete a 360-performance evaluation, for every director who reports to the Governor, every two years. Agencies without a review in the prior 12 months will be prioritized. Agency directors who report to a board or commission should have a review completed every two years by their governing body. DAS will provide a price agreement with available vendors to facilitate this process. DAS will also provide a 360-performance template for boards and commissions to use as a model by June 1, 2023. DAS will have the price agreement and template in place by June 1, 2023. DAS will provide quarterly compliance reporting to the Governor's office.

Performance Feedback for Employees

Each agency will maintain compliance with the quarterly performance feedback meeting requirement for all employees at a quarterly performance rate of 90% completion or higher.

Quarterly check ins must be documented in Workday. Agencies will comply by June 1, 2023. DAS will provide quarterly compliance reports to the Governor's office.

Measuring Employee Satisfaction

Agencies of a size to be determined by vendor recommendation will complete an anonymous annual employee satisfaction survey. All agencies will use the same DAS approved vendor and a list of approved questions from DAS. Agencies shall create an action plan to follow up on substantial findings and use the annual process to measure improvement. DAS will identify the vendor and questions by June 1, 2023. Agencies will complete the first satisfaction survey by December 31, 2023 and submit their scores to DAS by February 1, 2024. DAS will use the information to provide a roll-up report card of enterprise-wide employee satisfaction on an annual basis.

Supporting Strategic Planning and Measuring Agency Performance

Agencies are required to develop and follow a strategic plan using goals outlined by the Governor's office. Plans should be developed with agency leadership and in partnership with direct service employees, community partners, tribes, underrepresented communities, and applicable boards and commissions responsible for oversight of the organization. Plans should include a section that aligns with the agency's information technology strategy to include how modernization efforts will support the goals of the organization.

DAS will provide a list of approved vendors on price agreement to facilitate this process. DAS will also provide a template for vendors and agencies to use to support consistency and measurement across agencies. Agencies will post strategic plans with dashboards outlining progress on their public facing web sites. DAS will prepare price agreements and templates by June 1, 2023. Agencies with strategic plans completed within the last 36 months can update their plans into the new template format aligning with Governor Kotek's goals with a target completion date of December 31, 2023. Agencies with strategic plans older than 36 months should begin a new planning process, using the standardized template format, with a goal of completing their plans by June 1, 2024. DAS will provide an annual progress report to the Governor's office.

Managing Information Technology Progress

Agency CIO/IT leaders shall collaborate with Enterprise Information Services program leaders, Agency Leadership, and their policy area Assistant State CIO as it pertains to operationalizing the vision, values, and strategy of the State CIO.

Agencies of 50 FTE or larger are required to develop an information technology strategic plan.

Plans should be developed with agency leadership and include how the agency aligns with the Enterprise Information Services' Strategic Framework and how modernization efforts will support the goals of the organization. EIS will provide IT Strategic Planning assistance through policy area Assistant State CIOs and their vendor partners as well as a template by June 1, 2023. IT strategic plans should be completed and submitted to EIS by December 31,2023. The State CIO will review and approve all plans. DAS will provide an annual compliance report to the Governor's office.

Succession Planning for the Workforce

Agencies are required to have an agency succession plan in place. DAS provides a succession planning toolkit to facilitate this process which can be found online at: https://www.oregon.gov/das/HR/Pages/success-plan.aspx. Agencies without a current plan must complete a plan by December 31, 2023. Plans should be submitted to the DAS Strategic Initiatives & Accountability Division. DAS will provide an annual compliance report to the Governor's office.

State Government Commitment to Diversity, Equity and Inclusion

Agencies are required to have a Diversity, Equity, and Inclusion Plan (DEI Plan), updated every two years. Agencies without a current DEI Plan must complete an initial plan by June 1, 2023. Agencies are encouraged to adopt the strategies, goals, and implementation processes from the statewide *Diversity, Equity, and Inclusion Action Plan* to fit their mission. This can be used as a toolkit to guide the development and implementation of your agency's DEI Plan.

An agency's DEI Plan serves as an overarching DEI strategy tool. In addition to the DEI Plan, agencies are required to have an Affirmative Action Plan, updated annually. Both the DEI and affirmative action plans should be submitted to the DAS Affirmative Action Manager. Agencies without a current plan must complete an initial plan by June 1, 2023. The Affirmative Action Plan serves as an element of the DEI Plan and supplements the implementation to achieve both DEI and Affirmative Action goals.

DAS will provide an annual compliance report to the Governor's office.

Additional Information

- Executive Order 22-11 as it relates to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion. Direct link to executive order: https://www.oregon.gov/gov/eo/eo_22-11.pdf.
- Resource: https://youtu.be/hDXQdcQ0InU (51 Minutes).
- Affirmative Action Plan Workshop: https://youtu.be/AcX7vmL6pPc (48 Minutes).

Agency Emergency Preparedness

Agencies are required to have in place and update annually their continuity of operations plan (COOP). DAS Policy 107-001-010 outlines COOP requirements for agencies. Additionally, the Oregon Department of Emergency Management has a Continuity of Operations Plan Toolkit available on their website. The toolkit includes a link to FEMA's Continuity of Guidance Circular, which provides additional guidance on what a COOP should include. Agencies without a current plan must complete an initial plan by September 30, 2023. Plans should be submitted to the Department of Emergency Management who will report compliance annually to the Department of Administrative Services and the Governor's office.

Note: ODEM and DAS are in the process of implementing a new COOP software package. This software will provide a step-by-step guide for developing a COOP. Deadline for full implementation is June 30, 2023; agencies will be kept apprised of progress.

Agency Hiring Practices

Agencies will monitor hiring practices to ensure that the average time to fill positions does not exceed more than 50 days. Time to fill means from the day the recruitment is open to the day a job offer is made to the candidate. Executive recruitments can be excluded from this calculation given the more expansive nature of those recruitments. DAS will provide the Governor's office with a quarterly progress report to identify agency hot spots. This is intended to be both a stretch goal for agencies and an early warning indicator of a potentially struggling agency.

DAS will monitor enterprise vacancy rates and report on those rates quarterly to the Governor's office.

Audit Accountability

Agencies will work collaboratively with the Secretary of State (SOS) and ensure that all SOS and internal audit findings are resolved within the target date the agency specified in their management response to the audit recommendations, or if there is no management response, findings are to be resolved 12 months from the date the audit report is issued. Agencies will demonstrate their quarterly progress on key findings if implementation or resolutions takes longer than 12 months or they miss their targeted specified date. Unresolved audit findings should be reported to the DAS Strategic Initiatives & Enterprise Accountability Division. DAS will provide a process and template by June 1, 2023. DAS will provide an annual update to the Governor's office.

Developing New Employees and Managers

All agencies will develop new employee orientation programs and be able to demonstrate that 100% of their employees participate in their onboarding programs within 60 days of hire. Agencies will comply by December 31, 2023.

All new state employees will participate in DAS' customer service training within 60 days of hire. DAS will develop and implement this training by June 1. 2023. Agencies will be responsible for ensuring employee participation and DAS will provide quarterly reports to the Governor's office about compliance. Agencies are expected to achieve compliance by December 31, 2023.

All agencies will ensure that every new employee participates In Uplift Oregon's benefits workshop within 30 days of hire, so that the education supports employees to make fully informed decisions when choosing their benefits. Agency onboarding systems will incorporate time for each employee to access a virtual, two-hour training ideally within 14 days of hire, or before an employee completes their benefits enrollment documents. Agencies will comply by June 1, 2023. DAS will provide quarterly performance reports.

All agencies will ensure that managers new to managing in state government complete the introductory manager training program within three months of starting their new management position. Agencies will comply by June 1, 2023. DAS will provide quarterly reports to the Governor's office about compliance.