

2024-27 Strategic Plan Quarterly Report (Baseline measurements)

OREGON DEPARTMENT
OF ADMINISTRATIVE SERVICES
September 2024





CUSTOMER SERVICE

AVAILABILITY

Enhance customer-focused resources that support resolution of customer needs.

MEASURE

% of customers responding "Very satisfied" or "Satisfied" within the DAS Customer Service survey across:

- question 1 (timeliness);
- question 2 (accuracy);
- question 4 (knowledge and expertise); and
- question 6 (overall quality).

BASELINE

92%*
(Q2 April - June, 2024)

ACCESSIBILITY

Improve accessible communication methods.

MEASURE

% of customers responding, "Very satisfied" or "Satisfied" within the DAS Customer Service survey across:

- question 3 (helpfulness); and
- question 5 (information availability).

BASELINE

89%*
(Q2 April - June, 2024)

RESPONSIVENESS

Ensure that all initial customer inquiries receive a personal response or acknowledgment within one business day.

MEASURE

% of customers responding "Always" or "Usually" within the DAS Customer Service survey to the statement:

- "I receive a personal acknowledgement of my communication with DAS within 1 business day."

BASELINE

forthcoming

This question will be added to customer service surveys beginning in Q3 2024.

TRANSPARENCY

Develop program level service agreements that communicate deliverables and timelines.

MEASURE

% of current DAS direct service clients that:

1. have an adopted and current service-level agreement; and
2. have agreements that include deliverables and timelines.

BASELINE

forthcoming

DAS is identifying division points of contact to gather and report this quarterly data. Initial data will be compiled and available starting in the Q1 2025 progress report.

Provide consistent and transparent communication about status of program deliverables.

MEASURE

% of DAS direct services that:

1. use some form of case tracker viewable by customers; and
2. that updates case statuses in trackers at least once per week.

BASELINE

forthcoming

DAS is identifying division points of contact to gather and report this quarterly data. Initial data will be compiled and available starting in the Q1 2025 progress report.

*See appendix for division breakdown

**A&M recommendation



DIVERSITY, EQUITY, INCLUSION AND BELONGING

EQUITY

Develop and socialize a tool to incorporate DEIB in all processes.

MEASURE	BASELINE	forthcoming
% to completion - equity socialization roadmap	% to completion will represent the following steps:	<ol style="list-style-type: none"> 1. Develop a roadmap for socialization of equity across divisions. 2. Implement the roadmap steps identified in #1 “develop a roadmap” 3. Report regularly on progress in socializing all divisions (cadence TBD).

GROWTH AND DEVELOPMENT

Create opportunities for learning and resources for practicing DEIB.

MEASURE	BASELINE	forthcoming
# of DEIB growth offerings (trainings, events, networks) available to DAS employees	# of offerings will represent the following steps:	<ol style="list-style-type: none"> 1. Develop division-specific training plan alongside division leadership. 2. Five divisions will participate in cohort learning: <ul style="list-style-type: none"> • Chief Administrative Office; • Chief Financial Office; • DAS IT and EIS; • Strategic Initiatives and Enterprise Accountability; and • Chief Human Resources Office. 3. Progress will be measured by the # of training sessions offered. Tracking will be through attendance, evaluations, and cohort progress reports (cadence TBD).

INCLUSIVE CULTURE

Increase communications and transparency to enhance engagement and trust.

MEASURE	BASELINE	forthcoming
% to completion - DEIB council establishment and initiatives	% to completion will represent the following steps:	<ol style="list-style-type: none"> 1. Create project plan for council initiatives alongside the DEI Council to embed inclusive culture. 2. Implementation of project plan. NOTE: This step can be broken down by each of the steps identified in #1 “develop a project plan.” 3. Report on roadmap progress, including retention data. Cadence (TBD).
DAS employee retention rate	Track DAS employee retention that can be disaggregated by the categories listed in the DAS Affirmative Action Plan.	

DATA AND ANALYSIS

Develop and regularly update a DEIB dashboard to track progress and accountability.

MEASURE	BASELINE	forthcoming
% to completion - DEIB dashboard project plan	% to completion will represent the following steps:	<ol style="list-style-type: none"> 1. Create project plan for DEIB dashboard 2. Implement project plan, defining measurements to track 2. Launch and regularly update dashboard.

*See appendix for division breakdown

**A&M recommendation



EMPLOYEE SUCCESS AND WELL-BEING

ENGAGEMENT

Identify and promote meaningful engagement and connection among employees.

MEASURE

DAS Gallup Q12 overall employee engagement score

BASELINE

3.97* out of 5
(State agency avg. = 3.85)

SUPPORT

Identify and implement practices so employees have the tools and resources for optimal work and workload balance.

MEASURE

DAS average of Gallup Q12 questions 1 - 2:

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?

BASELINE

4.29 out of 5

DEVELOPMENT

Promote development opportunities that align with employee goals and agency needs.

MEASURE

of internal promotions and # job rotations (in and out)

BASELINE

26
(Q2 April - June, 2024)

of employees participating in expanded New Employee Orientation and other professional development opportunities for DAS employees**

Forthcoming

1. New employee orientation program has been revamped and rolled out to new employees starting February 2024 to better educate on agency and state government.
2. Professional development opportunities to be identified and tracked by next quarter report.

RECOGNITION

Enhance celebration of employee achievements and recognize employee needs during life events.

MEASURE

Average of Gallup Q12 questions 4 - 5:

- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?

BASELINE

3.93 out of 5

*See appendix for division breakdown

**A&M recommendation



OPERATIONAL EXCELLENCE AND INNOVATION

EFFICIENCY

Engage with employees and agencies to map and streamline processes that advance efficiency and enterprise solutions.

MEASURE	BASELINE
Phase 1: Y/N processes inventoried and prioritized	forthcoming Phase 1 of this measure is to inventory and prioritize DAS public facing processes within divisions.
Phase 2: % of DAS customer-facing processes with a published and current process map	Once Phase 1 is complete with processes identified, % of processes mapped will serve as an ongoing project measure.

ACCOUNTABILITY

Increase the transparency, clarity, and communication of accountability measures; apply metrics in DAS operations to sustain progress and achieve strategic goals.

MEASURE	BASELINE
% to completion - interactive DAS operational scorecard (dashboard showing expectations, progress on strategic plan, case load volumes, etc)	Governor's Expectations dashboard to be published 10/15/24. Other dashboards in initial planning stages and will be rolled out as available. Status will be reported in each upcoming quarterly report.
Report on performance measures that support DAS' and Division's strategic plans to ensure DAS' priorities are universally understood and addressed**	DAS division action plans are due 9/31/24. Future quarterly reports will summarize progress in division actions.

IMPROVEMENT

Maximize the effective use of technology solutions.

MEASURE	BASELINE
IT strategic plan top-level measures: % of client agencies that have signed IGA and annual executive meetings	Currently ON TRACK . Client agencies onboarded to DAS IT will have signed IGAs as part of the onboarding process. 100% compliance.
Track and maintain Service Desk Incident Ticket Queue at manageable levels that maintain goal customer satisfaction levels.	Currently ON TRACK . Keep Incident ticket queue kept current with the goal of < 100 in the queue. Keep Service Desk ticket request queue <250. Given our size and complexity, these achieving these targets helps contribute to customer satisfaction levels.

*See appendix for division breakdown

**A&M recommendation



*APPENDIX | DIVISION BREAKDOWN

(Where applicable)

AVAILABILITY

Enhance customer-focused resources that support resolution of customer needs.

MEASURE

% of customers responding "Very satisfied" or "Satisfied" within the DAS Customer Service survey across:

- question 1 (timeliness); question 2 (accuracy); question 4 (knowledge and expertise); question 6 (overall quality).

92%*
(Q2 April - June, 2024)

Division	Program	%	# of responses
CFO	Budget Unit services	94%	110 out of 112 responses
CFO	SARS services	93%	141 out of 149 responses
CFO	SFMS services	83%	39 out of 40 responses
CHRO	Class & Compensation services	89%	61 out of 63 responses
CHRO	HR Client Agency services	92%	45 out of 47 responses
DAS IT	IT services	98%	226 out of 227 responses
EAM	Fleet services	98%	166 out of 168 responses
EAM	O&M services	87%	109 out of 113 responses
EAM	Surplus services	92%	43 out of 46 responses
EGS	Procurement services	70%	19 out of 23 responses
EGS	Publishing & Distribution services	98%	155 out of 156 responses
EGS	SFS services	78%	69 out of 76 responses
EGS	SFS - Accounting & Budget services	88%	125 out of 132 responses
EGS	SFS - Payroll services	82%	63 out of 69 responses

ACCESSIBILITY

Improve accessible communication methods.

MEASURE

% of customers responding, "Very satisfied" or "Satisfied" within the DAS Customer Service survey across:

- question 3 (helpfulness); and question 5 (information availability).

89%*
(Q2 April - June, 2024)

Division	Program	%	# of responses
CFO	Budget Unit services	92%	108 out of 112 responses
CFO	SARS services	88%	137 out of 149 responses
CFO	SFMS services	73%	34 out of 40 responses
CHRO	Class & Compensation services	77%	56 out of 63 responses
CHRO	HR Client Agency services	84%	43 out of 47 responses
DAS IT	IT services	97%	225 out of 227 responses
EAM	Fleet services	98%	165 out of 168 responses
EAM	O&M services	85%	105 out of 113 responses
EAM	Surplus services	91%	43 out of 46 responses
EGS	Procurement services	65%	16 out of 23 responses
EGS	Publishing & Distribution services	96%	152 out of 156 responses
EGS	SFS services	68%	60 out of 76 responses
EGS	SFS - Accounting & Budget services	88%	119 out of 132 responses
EGS	SFS - Payroll services	83%	63 out of 69 responses

*See appendix for division breakdown

**A&M recommendation

ENGAGEMENT

Identify and promote meaningful engagement and connection among employees.

MEASURE

DAS Gallup Q12 overall employee engagement score

BASELINE

3.97* out of 5
(Oregon State agency avg. = 3.85)

Division	Respondents	Average
CAO (EGS and EAM)	321	3.94
CHRO	45	4.06
SIEA	13	4.59
CFO	33	4.11

SUPPORT

Identify and implement practices so employees have the tools and resources for optimal work and workload balance.

MEASURE

DAS average of Gallup Q12 questions 1 - 2:

BASELINE

4.29* out of 5

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?

Division	Respondents	Average
CAO (EGS and EAM)	321	4.31
CHRO	45	4.26
SIEA	13	4.66
CFO	33	4.40

RECOGNITION

Enhance celebration of employee achievements and recognize employee needs during life events.

MEASURE

Average of Gallup Q12 questions 4 - 5:

BASELINE

3.93* out of 5

- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?

Division	Respondents	Average
CAO (EGS and EAM)	321	3.85
CHRO	45	4.24
SIEA	13	4.89
CFO	33	4.26

*See appendix for division breakdown

**A&M recommendation