

Progress Report

# OREGON AGENCY EXPECTATIONS

March 31, 2024

Covering Oct. 1, 2023 -  
Dec. 31, 2023

**Office of Strategic Initiatives and Enterprise  
Accountability**

[oregon.gov/das/pages/strategic-initiatives-  
and-enterprise-accountability.aspx](https://oregon.gov/das/pages/strategic-initiatives-and-enterprise-accountability.aspx)

**DAS**  
DEPARTMENT OF  
ADMINISTRATIVE  
SERVICES

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## Introduction

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

This is the fourth report the Department of Administrative Services (DAS) has produced on this topic. The first three reports, dated June 1, 2023, Sept. 30 2023, and Dec. 31, 2023, are available on the DAS [Strategic Initiatives and Enterprise Accountability website](#).

This report focuses on seven 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, Oregon state agencies have made the following progress:

**Tracking in Place for Audits Enterprise-Wide** – We are tracking 203 internal audit recommendations, 30% of which have been closed, and 86 Secretary of State recommendations, 47% of which have been closed.



**Measuring Employee Satisfaction** – This expectation asked agencies with more than 75 employees to conduct an employee engagement survey. This resulted in 33 agencies<sup>1</sup> administering the Gallup Q12 Employee Engagement Assessment from August through December 2023. The enterprise response rate was 60% and the mean engagement score was 3.76 out of 5, with 5 being the most engaged. This baseline number will allow us to compare changes over time with future annual assessments.

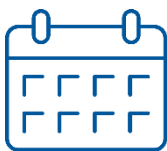
**Steady Rate of Employee Performance Feedback** – In December we reported that the enterprise was at 93% compliance with employee performance feedback. Last quarter, this stayed steady at 93%, and 46 out of 70 agencies achieved 90% or higher.





**Successful Agency Information Technology Strategic Planning** – As of January 31, 100% of the requisite reporting agencies, boards and commissions have submitted information technology strategic plans for approval by the State Chief Information Officer, and all but one have been approved.

**Succession Plans Submitted** – All but four of the required 75 agencies submitted a succession plan for review and feedback, a 95% rate of submission.



**Decreased Days to Fill Vacancies** – The average time it took to fill vacant positions has decreased from an average of 75 days to 68 days last quarter.

**Steady Vacancy Rate** – In the last quarter, the state vacancy rate for positions that were vacant for more than 6 months increased very slightly from 5.07% to 5.2%, while the rate for all vacancies decreased from 13.5% to 13.0%.



**Increased Participation in Required Trainings** – In the second quarter of required training, Customer Service Training achieved 98.6% compliance (an increase from December's reported 95.3%), Foundational Training for Managers achieved 79.2% compliance (steady compared to December's 79.6% compliance) and 92% of agencies are meeting the goal of 100% participation in the Uplift Your Benefits training for new employees within 30 days of hire, (increased from December's 75%).

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
<b>June 30, 2024</b>	<ul style="list-style-type: none"> <li>• Director 360 Reviews</li> <li>• Performance Feedback for Employees</li> <li>• Time to Fill and Vacancies</li> <li>• Customer Service Training</li> <li>• Foundational Training</li> <li>• Uplift Your Benefits</li> </ul>
<b>Sept. 30, 2024</b>	<ul style="list-style-type: none"> <li>• Audit Accountability</li> <li>• Performance Feedback for Employees (one year of data)</li> <li>• Diversity, Equity and Inclusion Plans</li> <li>• Strategic Plans</li> <li>• Time to Fill and Vacancies (one year of data)</li> <li>• Customer Service Training (one year of data)</li> <li>• Foundational Training (one year of data)</li> <li>• Uplift Your Benefits (one year of data)</li> </ul>
<b>Dec. 31, 2024</b>	<ul style="list-style-type: none"> <li>• Continuity of Operations Plans Updates</li> <li>• Performance Feedback for Employees</li> <li>• Customer Service Training</li> <li>• Foundational Training</li> <li>• Time to Fill and Vacancies</li> <li>• Uplift Your Benefits</li> <li>• Annual Succession Plan</li> </ul>

# Overview of the Measures Covered in this Report

## 1. Audit Accountability

State agencies report to DAS on audit recommendation status twice a year. The reports are due by May 31 and November 30 of each year.

*Goals/objectives:* These reports will track recommendations resulting from Secretary of State audits and agency internal audits completed starting Jan. 1, 2023 going forward.

## 2. Measuring Employee Satisfaction

All agencies greater than 75 FTE will use the Gallup Q12 survey to facilitate an anonymous annual employee satisfaction survey.

*Goals/objectives:* State agencies engage with employees to capture employee satisfaction at an agency and enterprise level. Results will help identify any areas for improvement and what is working well in the retention and satisfaction of state employees.

## 3. Performance Feedback for Employees

Each agency will maintain compliance rates of 90% or higher 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](#).

## 4. 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 plan 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 CIO.

## 5. Succession Plans

All agencies will develop and submit an annual succession plan.

*Goals/objectives:* Agencies will create, implement and sustain viable succession plans to maintain a skilled workforce that continues to provide critical services to Oregonians.

## 6. 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.

## 7. 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.

## Status of Initiatives as of Mar. 31, 2024

### Audit Accountability

Agencies are required to report the status of recommendations for all audits performed by the Secretary of State and agency internal auditors, completed on or after Jan. 1, 2023. This reporting period includes audits concluded by Oct. 31, 2023. For this submission, 58 agencies completed reports with 34 of those agencies having no audit data meeting the reporting requirements.

### Internal Audit Recommendations

For this reporting period, 38 internal audits were completed across 19 agencies resulting in 203 recommendations. A total of 60 recommendations have been closed; 55 recommendations were implemented and 5 closed due to the agency disagreeing with the recommendations.

### Secretary of State Audit Recommendations

Secretary of State made a total of 86 recommendations to 16 agencies, in 23 audits. Of the 86 recommendations, 42 have been closed; 3 were no longer relevant, and there were none where the agency disagreed.

Of the 86 Secretary of State recommendations, 47% of those have been closed, compared to 30% of internal audit recommendations. Due to the limited availability of data, the reason for this variance is unclear, but this will continue to be reviewed in future submissions.

Please note that some audits, such as the Statewide Single Audit, will cross over multiple agencies so duplicate audit report titles are listed in the appendix.

### Past Due Recommendations

Two agencies had recommendations that were past their target implementation date. These agencies were able to provide explanations which can be found in appendix A.



## Measuring Employee Satisfaction

### Measuring Employee Satisfaction | Gallup Q12 Survey

Between August and December of 2023, 33 state agencies conducted the Gallup Q12 Employee Engagement survey, giving Oregon state government the ability to look across the enterprise to identify themes and areas where we can provide resources and assistance to agencies to improve employee satisfaction, performance and productivity. This measure was required for all agencies over 75 FTE and all required agencies complied.

- Overall response rate was 60%, with 23,301 employees participating.
- Overall engagement mean was 3.76, with the highest engagement possible being 5.
- Oregon Department of Energy conducted a separate Q12 in May & June of 2023, with 35 permanent employee respondents and an overall engagement mean of 4.05.

Oregon's response rate of 60% was lower than the 73% response rate of similar sized State and Local Governments organizations in Gallup's database (147 organizations).

Oregon's engagement mean of 3.76 was higher than the 3.70 engagement mean of similar sized State and Local Governments in Gallup's database (147 organizations).

As agencies share results with their employees and develop plans to increase engagement, DAS will provide updates to the Governor and agency leaders.

## Performance Feedback for Employees

### Performance Feedback for Employees | Quarterly Check-Ins

Oregon state government has moved from a yearly performance management process to 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 Oct. 1 – Dec. 31, 2023, where managers observe and monitor performance. In January 2024, managers meet with each employee to provide feedback on the employee's goals and expectations and then document the check-in no later than January 31, 2024.

- Overall PAF check-in compliance was 93%, with a total of 24,904 check-ins completed out of the 26,856 check-ins required.
- Of the Executive Branch agencies required to complete check-ins, 46 of the 70 (65%) met or exceeded 90% completion for this quarters check-ins.
- An additional eight agencies (12%) had a check-in completion rate between 80% and 89%.

Of the 70 agencies required to complete check-ins for the quarter, only eight agencies did not reach at least 80% compliance. These agencies were Land Use Board of Appeals, Department of State Lands, Oregon Board of Dentistry, State Board of Massage Therapists, State Board of Parole and Post-Prison Supervision, Board of Naturopathic Medicine, Oregon Board of Optometry, and State Board of Examiners for Speech-Language Pathology and Audiology. DAS – Chief Human Resources Office and the Strategic Initiatives and Enterprise Accountability office reached out to the eight agencies in February to clarify any questions about the process and offered assistance if needed.

## Managing Information Technology Progress

### Implementation status as of Jan. 31, 2024:

The requisite reporting agencies, boards and commissions have successfully completed the finalization of their IT strategic plans, securing approval from the State Chief Information Officer (CIO), with the exception of one agency. It is noteworthy to acknowledge the efforts dedicated to addressing outdated systems, enhancing accessibility, equity, usability, fortifying security measures, and advancing data transparency in planned technology investments within the agencies. Moreover, there is a deliberate emphasis placed on addressing critical interrelated issues such as housing, homelessness, mental health and education for the benefit of Oregonians.

It is important to recognize that a revision of the IT-specific strategic plans will be necessary following the update of each agency's business strategic plans, which are due in mid-2024.

### Next Steps:

In collaboration with Assistant State Chief Information Officers collab Agencies will publish of completed IT Strategic Plans to the [Oregon Transparency](#) website and or [Oregon Open Data Portal](#) to make the information readily accessible.

## Succession Planning

### Process

In early 2023, the Workforce Development division within the Chief Human Resource Office at DAS developed an online guide to assist agencies with their succession planning. This site included development information and tools in the areas of a planning guide, recruiting, onboarding, and agency and budget planning. A template was also developed to help agencies get started.

In October 2023, Workforce Development began meeting with agencies to offer assistance and guidance if requested. An updated template was developed to support agencies and ensure each report met the required criteria.

Throughout the third quarter of 2023, Workforce Development tracked receipt of succession plans, completed an assessment of each plan based on the four criteria, and held face to face virtual meetings with agencies to offer feedback and discuss the written reviews. Agencies that submitted prior to Dec. 31, 2023, were invited to resubmit their plans up to the deadline, to make any adjustments they deemed necessary.

As we reviewed each plan, we identified trends in missing or inaccurately represented criteria. We found the evaluation section and the competency development section to be the top areas where we can provide clarity. We have begun updating our tools and templates to aid agencies as they begin their 2024 Succession Plans. Agencies that have submitted a plan, regardless of missing criteria, have met the first expectation. Moving forward, DAS Workforce Development will continue to assist agencies as they fine tune their plans and adjust/evaluate annually.

#### SUCCESSION PLAN CRITERIA

**STEP 1 ASSESS:** Assess and communicate the agency's or team's mission and vision for the current and future workforce.

**STEP 2 IDENTIFY:** Identify critical and highly critical positions and competencies.

**STEP 3 DEVELOP:** Create employee plans for competency development.

**STEP 4 EVALUATE:** Adjust competencies, employee goals and recruitment strategies, if necessary.

## DAS Next Steps

### Identify Trends

The Workforce Development Office is working to identify trends within the submitted plans to better identify the areas that DAS CHRO can assist agencies as they work to reduce their critical and highly critical positions.

### Tools and Resources (provide support)

Based off trends found in the plans, DAS CHRO will build tools and resources that align with the agency's needs to build competencies and eliminate pinch point positions.

### Moving Forward

DAS is developing strategies and timelines moving forward for the next iteration of the Succession Plan process. This will include communication plans, timelines, and expectations as we move into 2025.

## Agency Hiring Practices

### Time to Fill Positions

It is the Governor’s expectation that the average time to fill positions does not exceed 50 calendar days. To measure this, we use the Workday report called, “Time to Fill - Job Posting Start Date to Offer/Job Filled Date” and analyze progress over time. Time to fill is calculated from the date a job announcement posts to the date when the selected candidate accepts the job offer. The report includes agencies within the Executive Branch. It does not include atypical requisitions such as executive recruitments (agency heads), evergreens (positions that are in continuous recruitment), recruitments with legally required assessments prior to job offer, or requisitions opened briefly for position management and internal reorganization transactions.

The statewide average time to fill is trending downward with a Q4 average of 68 days. Efforts to streamline the recruitment process are aiding in reducing this number. Proactive measures such as forecasting recruitment timelines, conducting sourcing and outreach to job seekers, expediting interviews, reference checks and job offers, continue to accelerate the process. The statewide average time to fill over the last four quarters is displayed on the table to the right.

Quarter (2023)	Statewide Avg. Time to Fill
Q1: January – March (Baseline)	79 days
Q2: April – June	74 days
Q3: July – September	75 days
Q4: October – December	68 days

### Time to Fill Quarterly Comparisons

The data here shows how many agencies achieved a 50-day (or less) average time to fill. The data is shown by count of agencies that had jobs posted each quarter, by percent of agencies included in a particular quarter and by percent of total agencies that have been reported in all quarters.

Quarter (2023)	# of agencies included	# of agencies that met 50-day goal	% of agencies that met 50-day goal	% of all agencies that met 50-day goal
Q1	49	4	8%	7%
Q2	49	15	31%	25%
Q3	55	23	42%	39%
Q4	52	17	33%	29%

## Vacancy Rates

In accordance with the Governor’s expectations, agencies are required to monitor and report vacancy rates on a quarterly basis. DAS tracks “Budgeted Vacancies” through Workday to analyze total vacancies. Additionally, to align with statutory legislative vacancy reporting([ORS 291.263](#)), vacancies open for six months or longer are also reported. Prior to tracking the vacancy rates for the purposes of this report, Oregon state government had a baseline total vacancy rate of 18.4%.

Efforts to streamline and accelerate the recruitment process across the enterprise is decreasing the time to fill to align with the Governor’s expectation which in turn decreases the vacancy rate.

Quarter (2023)	Total positions	Total vacancies*	Vacancies >6 month	Total vacancy rate	>6mo vacancy rate
Q2	42,310	6,217	2,837	14.7%	6.7%
Q3	43,096	5,865	2,185	13.5%	5.1%
Q4	43,891	5,732**	2,283	13.0%	5.2%

\*Total vacancies number is calculated by finding each agency’s average number of vacancies across each month in the quarter and then finding the sum of those averages.

\*\*Q4 Total vacancies count includes October and November only; December data was not available due to an unforeseen circumstance.

The total vacancy rates include limited duration but exclude seasonal vacancies. The >6 month rates include both limited duration and seasonal positions and align with the legislatively mandated reporting to Oregon’s Legislative Fiscal Office.

## Developing New Employees and Managers

### Customer Service Training

The online self-pace customer service course is automatically assigned to 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. The expectation is that 100% of all new employees complete the training within 60 days of being hired.

This reporting period is for Oct. 1 – Dec. 31, 2023. Of the 1,055 new hires hired during this period:

- 1,003 employees completed the training within 60 days of being hired.
- 36 employees haven't completed the training but are still within the 60 days.
- 16 employees completed the training after 60 days of being hired.

**The enterprise achieved 98.6% compliance.**

### 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 Oct. 1 – Dec. 31, 2023. Of the 149 new managers hired during this period:

- 118 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 79.2% compliance.**

### 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 Oct. 1 – Dec. 31, 2023. Of the 149 new managers hired during this period:

- 122 new managers completed the training within 30 days of being hired.
- 12 new managers haven't completed the training but are still within the 30 days.
- 15 new managers completed the training after 30 days of being hired.

**The enterprise achieved 89% compliance.**



## Uplift Your Benefits

Agencies continue to improve new employee participation in the Uplift Your Benefits workshop, collectively averaging 92% participation within 30 days of hire. Agencies are aligning their new employee onboarding plans to include timely participation of new employees in the benefits workshop. Workday assigns the workshop to all new employees as mandatory which is instrumental in having the success rate so far.

In September, Uplift began notifying the managers of new employees that had not taken the workshop within 21 days, to remind the manager that their employee had not yet completed the requirement. Data is inconclusive as to whether this step is helping close the gap for participation, and we will continue to monitor.

In the last quarter of 2023 there were 49 agencies, boards and commissions that hired at least one new employee, resulting in a 92% completion rate as reflected in the chart. There are 55 new employees who are still within the 30-day window, still eligible to complete the workshop.

Recent surveys from Uplift participants show 42% of new employees report that they have never had access to the range of benefits offered by Oregon state government. A key outcome of Uplift Your Benefits is that employees are more confident in choosing their benefits and understand the range of choices they have. Uplift workshop satisfaction surveys are consistently at 4.5 out of 5 stars for participant satisfaction.

A seasoned employee shared this feedback about the workshop: "I took this workshop to see what it was all about, I've worked for the agency for 22 years and do most of the hiring at our office, along with our own brief NEO presentation. This is a great introduction for new employees and answers a lot of the questions new hires have. Thank you for doing this!"

## Technical Changes to the measures

Managing Information Technology Progress **The following changes have been made to adapt this measure to the needs of the enterprise:**

1. We will ask agencies to sequence updates to the IT Strategic Plan to coincide with their Agency Strategic Plan, so the next progress report will be due June 1, 2025
2. Working alongside Assistant State CIOs in organizations employing fewer than 50 FTE will integrate IT strategies into their agency strategic plan, starting June 1, 2025.
3. Agencies will publish an Annual Progress Report on their IT Strategic Plan to the [Oregon Transparency](#) website by June 1, 2025.

### IT Strategic Plan Annual Progress Report Outline:

1. **Executive Summary:** A brief overview of the progress made against the strategic plan.
2. **Strategic Objectives:** Outline each strategic objective from the plan and an update on progress made toward each.
3. **Metrics and Targets:** Report on the outcomes established to measure progress toward each objective. Includes both current performance metrics and any trends observed.
4. **Initiatives:** Details of the initiatives or projects undertaken to support the strategic objectives. Including updates on the status of each initiative, any challenges encountered, and how they are being addressed.
5. **Resource Allocation:** Description of resources such as budget, personnel, and technology allocated to support the strategic plan.
6. **Risks and Mitigation Strategies:** Identification of any risks that may impact the achievement of the strategic objectives and outline of the strategies in place to mitigate them.
7. **Next Steps:** Provide insight into the next steps to be taken to further progress toward the strategic objectives, including any adjustments to the plan based on current performance and conditions.
8. **Conclusion:** Summarization of the overall progress against the strategic plan and highlights of any significant achievements or areas for improvement.

## Conclusion

Governor Kotek issued these 11 expectations to agencies a little over one year ago and we're pleased to see improvement from the baseline in all measures. As we continue to make progress and improvements, we look forward to working with the Governor's office to deepen our understanding of the key drivers of improving customer service to Oregonians and building on what we have put in place so far.

These key expectations have been instrumental in defining our focus for the past year and have helped us make improvements in ways that make operations run smoothly. This benefits the people of Oregon in a number of ways, but predominantly in the way we provide services and support.

## Appendices

### Appendix A: Audit Accountability

#### Internal Audit Recommendations

Agency / Board / Commission	Audit Report Title	Report Date	Recommendations	Implemented
Dept. of Administrative	DAS Application Management Audit	05/22/23	5	2
Dept. of Corrections	AIC Community Work Crews	03/01/23	9	3
Dept. of Fish and Wildlife	Controlled Hunt Draw	03/22/23	1	0
Dept. of Fish and Wildlife	Land Management	06/12/23	2	0
Dept. of Human Services	ODHS Remote Work Equity (22-004)	09/28/23	8	0
Dept. of Human Services	ODHS Contract Delegation Audit (23-006)	10/23/23	3	0
Dept. of Justice	Oregon Department of Justice Legal Fund Sample Transaction Audit	03/23/23	3	3
Dept. of Revenue	Corporate Tax Section Settlements Audit	03/01/23	11	6
Dept. of Revenue	Business Division Governance Audit	03/20/23	10	5
Dept. of Revenue	Business Continuity Audit	04/01/23	13	4
Dept. of Revenue	Training Data Audit	06/08/23	10	8
Dept. of Revenue	FAST Contract review	08/16/23	4	0
Dept. of Transportation	Report 23-01 Weight-Mile Tax Audits Have Strong Collection Rate but Steps Can Be Taken to Improve the Program	02/28/23	6	0
Dept. of Transportation	Report 23-02 Project Development Improvement Initiative Implemented Successfully, Areas Remain for Additional Enhancement	04/07/23	2	1
Employment Dept.	2022 Public Records Requests Audit: Employment Department Complies with the Oregon Public Records Statutes	09/19/23	2	0
Forestry Dept.	ODF Spots Card Audit	04/21/23	13	6
Long Term Care Ombudsman	Oregon Long-Term Care Ombudsman and Residential Facilities Ombudsman Program Performance Audit	09/15/23	17	1

Agency / Board / Commission	Audit Report Title	Report Date	Recommendations	Implemented
Dept. of Education	Information Technology Governance Audit: Internal Audit #01-23	04/11/23	4	0
Dept. of Emergency Management	Grants Accounting Audit	08/01/23	5	0
Health Authority	Independent Qualified Agent (IQA) Contract Audit (23-005)	10/19/23	31	1
Housing and Community	Homeowner Assistance Fund (HAF)	05/30/23	3	2
Liquor & Cannabis Commission	Performance measures: Set goals and measure progress to clarify	01/19/23	3	0
Liquor & Cannabis Commission	Privilege tax audits: Use a risk-based approach to improve tax compliance	06/08/23	7	1
State Lottery	2023-02 External Safety Incident Response and Management	06/08/23	2	0
State Lottery	2023-09 Change of Director Review	06/08/23	1	0
State Lottery	2023-01 Modern Work Environment Risk Assessment	06/15/23	1	0
State Treasury	Project Management (PMO) Audit Report	01/12/23	1	0
State Treasury	Procurement and Contract Administration	02/17/23	1	0
State Treasury	Portfolio Risk and Research Audit Report	03/10/23	1	0
State Treasury	Investment Management Contracts Audit	03/30/23	1	0
Parks and Recreation Dept.	GO Bond Governance Audit	04/11/23	2	2
Public Employees Retirement System	Legislation Implementation	01/03/23	2	1
Public Employees Retirement System	Divorce Calculations	02/09/23	2	1
Public Employees Retirement System	IT Service Management	04/17/23	9	4
Public Employees Retirement System	Contributions and Employer Service Center Processes	07/11/23	5	3
Public Employees Retirement System	Benefit Calculations - FY 23	09/22/23	1	1
Public Employees Retirement System	Employer Data FY 23	10/03/23	0	0
Public Employees Retirement System	Training and Education	10/17/23	2	0
		<b>Total</b>	<b>203</b>	<b>55</b>

## Secretary of State Audit Recommendations

Agency / Board / Commission	Audit Report Title	Report Date	Recommendations	Implemented
Dept. of Administrative Services	Statewide Single Audit for Fiscal Year 2022	07/01/23	1	1
Dept. of Consumer & Business Services	Statewide Single Audit for Fiscal Year 2022	07/01/23	3	3
Dept. of Corrections	Statewide Single Audit for Fiscal Year 2022	07/01/23	1	1
Dept. of Human Services	Statewide Single Audit for Fiscal Year 2022	07/28/23	14	4
Dept. of Justice	Annual Audit of Oregon's Financial Statements 2022 (SWA'22) 2022-006	02/27/23	1	0
Dept. of Revenue	ACFR FY2022	02/01/23	1	1
Dept. of Transportation	730-2023-01-01 Selected Financial Accounts For the Year Ended June 30, 2022	01/04/23	1	1
Dept. of Transportation	730-2023-05-02 Statewide Single Audit of Selected Federal Programs Year Ended June 30, 2022	05/02/23	2	1
Dept. of Veterans Affairs	SoS - FY 2022 Audit of the Veterans' Loan Program's Financial Statements	02/09/23	1	1
Higher Education Coordinating Commission	Statewide Single Audit for Fiscal Year 2022	07/27/23	3	3
Oregon Business Development Dept.	The Oregon Broadband Office Must Continue to Take Aggressive Steps to Close the Digital Divide and Fully Meet its Statutory Duties	01/20/23	10	4
Oregon Dept. of Education	Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2022, Financial	06/06/23	3	2
Oregon Dept. of Emergency Management	Statewide Single Audit for Fiscal Year 2022	07/01/23	1	0
Oregon Health Authority	Ballot Measure 110 Real Time Performance Audit (22-007)	01/17/23	3	1
Oregon Health Authority	Statewide Single Audit for Fiscal Year 2022	07/28/23	14	7
Oregon Health Authority	Medicaid Pharmacy Benefit Managers (22-008)	08/21/23	2	0

Agency / Board / Commission	Audit Report Title	Report Date	Recommendations	Implemented
Oregon Housing and Community Services	2022 Coronavirus State and Local Fiscal Recovery Funds	05/18/23	1	0
Oregon Housing and Community Services	2022 ESG	06/05/23	7	4
Oregon Housing and Community Services	2022 ERA	06/05/23	6	1
Oregon Housing and Community Services	2022 LIHEAP	06/05/23	3	1
Oregon Liquor & Cannabis Commission	Oregon Needs to Modernize Cannabis Laws to Help Grow the State's Economy and to Ensure Equitable Opportunities and Benefits for all Communities	04/28/23	3	0
Oregon Liquor & Cannabis Commission	Statewide Single Audit for Fiscal Year 2022	07/27/23	1	0
Racing Commission	Uncertainty and Risk Remain After Gambling Industry Has Evolved Faster than State Law	08/01/23	4	3
		<b>Total</b>	<b>86</b>	<b>39</b>

### Past Due Recommendations

Agency / Board / Commission	Audit Report Title	Audit Source	Report Date	Past Due In Progress	Past Due Not Yet Started
Dept. of Revenue	Corporate Tax Section Settlements Audit	Internal Audit	03/01/23	4*	0
Oregon Liquor & Cannabis Commission	Performance measures: Set goals and measure progress to clarify expectations	Internal Audit	01/19/23	0	3**
Oregon Liquor & Cannabis Commission	Statewide Single Audit for Fiscal Year 2022	Secretary of State	07/27/23	1***	0
			<b>Total</b>	<b>5</b>	<b>3</b>

\*The original target for completion gave the program inadequate time to complete the work required to close the recommendation. Department of Revenue has since adjusted the due date on these recommendations to 9/24/2024 and will continue to monitor them for timely completion against the adjusted date.

\*\*Turnover among the executive team members led to the agency being unable to implement these recommendations within the planned timeframe. The recommendations are being addressed as part of the agency strategic planning process and will be completed by June 2024.

\*\*\*The original implementation plans were impacted by turnover at the Accounting Manager level in March 2023. Further analysis is needed to determine if the recommendation is still relevant.

### Agencies Reporting No Audit Recommendations

Agency / Board / Commission	
Board of Examiners for Engineering and Land Surveying	Oregon Dept. of Aviation
Board of Medical Imaging	Oregon Medical Board
Board of Naturopathic Medicine	Oregon State Library
Commission for the Blind	Oregon State Marine Board
Dept. of Agriculture	Oregon Youth Authority
Dept. of Early Learning and Care	Public Utility Commission
Dept. of Energy	Real Estate Agency
Dept. of Environmental Quality	State Board of Accountancy
Dept. of Public Safety Standards and Training	State Board of Examiners for Speech-Language Pathology and Audiology
Dept. of State Lands	State Board of Licensed Social Workers
Dept. of the State Fire Marshal	State Board of Parole and Post-Prison Supervision
Land Conservation and Development Dept.	State of Oregon Military Dept.
Mental Health Regulatory Agency	Tax Practitioners Board
Oregon Advocacy Commissions Office	Teacher Standards and Practices Commission
Oregon Board of Dentistry	Veterinary Medical Examining Board
Oregon Board of Pharmacy	Water Resources Dept.
Oregon Board of Physical Therapy	Watershed Enhancement Board



## Appendix B: Measuring Employee Satisfaction

Agency	Participation Rate	Q12 Mean
Oregon Department of Corrections	52%	3.3
Oregon Department of Emergency Management	79%	3.52
Oregon Youth Authority	49%	3.58
Oregon Liquor & Cannabis Commission	72%	3.59
Forestry Department	56%	3.75
Dept. of Human Services	60%	3.75
Dept. of Public Safety Standards and Training	85%	3.76
Oregon State Dept. of Police	61%	3.76
Bureau of Labor and Industries	70%	3.77
Dept. of Agriculture	61%	3.78
Dept. of Transportation	70%	3.78
State of Oregon Military Dept.	79%	3.79
Dept. of Veterans Affairs	65%	3.79
Oregon Health Authority	41%	3.79
Employment Dept.	70%	3.8
Water Resources Dept.	66%	3.83
Dept. of Fish and Wildlife	78%	3.84
Parks and Recreation Dept.	61%	3.89
Dept. of Environmental Quality	58%	3.9
Oregon Department of Administrative Services – EIS	63%	3.9
Oregon Dept. of Education	68%	3.91
Dept. of the State Fire Marshal	71%	3.91
Dept. of State Lands	81%	3.92
Oregon Housing and Community Services	60%	3.92
Oregon Department of Administrative Services	71%	3.97
Dept. of Revenue	72%	3.98
Higher Education Coordinating Commission	78%	3.99
Public Utility Commission	86%	4
Oregon Business Development Dept.	80%	4.02
Public Employees Retirement System	84%	4.02
Dept. of Consumer & Business Services	70%	4.09
Watershed Enhancement Board	97%	4.19
Dept. of Geology and Mineral Industries	95%	4.41

## Appendix C: Performance Feedback for Employees

### Data for Employees who Required Check-Ins by Agency

For Quarter Due Dec. 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%
Board of Nursing	8	0	100%
Commission for the Blind	28	0	100%
Construction Contractors Board	51	0	100%
Dept. of Energy	55	0	100%
Dept. of Fish and Wildlife	703	0	100%
Dept. of Geology and Mineral Industries	34	0	100%
Dept. of Public Safety Standards and Training	35	0	100%
Dept. of Revenue	738	0	100%
Dept. of Veterans Affairs	62	0	100%
Employment Relations Board	8	0	100%
Land Conservation and Development Dept.	56	0	100%
Long Term Care Ombudsman	32	0	100%
Mental Health Regulatory Agency	9	0	100%
Oregon Board of Pharmacy	15	0	100%
Oregon Criminal Justice Commission	22	0	100%
Oregon Dept. of Aviation	9	0	100%
Oregon Liquor & Cannabis Commission	223	0	100%
Oregon State Marine Board	35	0	100%
Psychiatric Security Review Board	2	0	100%
Real Estate Agency	18	0	100%
State Board of Accountancy	6	0	100%
State Mortuary And Cemetery Board	6	0	100%
State of Oregon Military Dept.	205	0	100%
Tax Practitioners Board	1	0	100%
Teacher Standards and Practices Commission	5	0	100%
Veterinary Medical Examining Board	2	0	100%
Water Resources Dept.	186	0	100%
Watershed Enhancement Board	27	0	100%
Parks and Recreation Dept.	315	1	100%
Dept. of Administrative Services	582	2	100%
Oregon State Dept. of Police	693	6	99%
Public Employees Retirement System	330	3	99%
Public Utility Commission	88	1	99%
Dept. of Transportation	3,405	50	99%

Dept. of Consumer & Business Services	701	14	98%
Dept. of Agriculture	224	6	97%
Oregon State Library	33	1	97%
Dept. of Justice	737	28	96%
Oregon Youth Authority	592	26	96%
Dept. of Human Services	7,683	418	95%
Employment Dept.	1,080	62	95%
Oregon Health Authority	3,195	289	92%
Oregon Business Development Dept.	109	12	90%
Oregon Dept. of Education	357	40	90%
Bureau of Labor and Industries	66	8	89%
Oregon Medical Board	31	4	89%
Oregon Housing and Community Services	184	24	88%
Higher Education Coordinating Commission	93	13	88%
Oregon Dept. of Emergency Management	56	8	88%
Dept. of Corrections	1,456	213	87%
Dept. of Environmental Quality	316	55	85%
Forestry Dept.	425	92	82%
Land Use Board of Appeals	2	1	67%
Dept. of State Lands	37	20	65%
Oregon Board of Dentistry	3	2	60%
State Board of Massage Therapists	1	3	25%
State Board of Parole and Post-Prison Supervision	1	3	25%
Board of Naturopathic Medicine	0	1	0%
Oregon Board of Optometry	0	1	0%
State Board of Examiners for Speech-Language	0	1	0%
Dept. of Early Learning and Care	0	0	
Dept. of the State Fire Marshal	0	0	
Health Related Licensing Boards	0	0	
Occupational Therapy Licensing Board	0	0	
Office of the Public Records Advocate	0	0	
Oregon Advocacy Commissions Office	0	0	
Oregon Government Ethics Commission	0	0	
State Board of Licensed Social Workers	0	0	
<b>Total</b>	<b>24,904</b>	<b>1,952</b>	<b>93%</b>

## Employee Check-Ins Overall

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

# Appendix D: Managing Information Technology Progress

## Agency IT Strategic Plan Tracking Dashboard

Annual: December 31, 2023 (as of Jan. 31, 2024)

Agency	IT Strategic Plan Status
Board of Nursing	Complete
Bureau of Labor and Industries	Complete
Commission for the Blind	Complete
Construction Contractors Board	Complete
Dept. of Administrative Services	Complete
Dept. of Agriculture	Complete
Dept. of Consumer & Business Services	Complete
Dept. of Corrections	Complete
Dept. of Energy	Complete
Dept. of Environmental Quality	Complete
Dept. of Fish and Wildlife	Complete
Dept. of Human Services	Complete
Dept. of Justice	Complete
Dept. of Public Safety Standards and Training	Complete
Dept. of Revenue	Complete
Dept. of State Lands	Complete
Dept. of Transportation	Complete
Dept. of Veterans Affairs	Complete
Employment Dept.	Complete
Forestry Dept.	Complete
Higher Education Coordinating Commission	Complete
Land Conservation and Development Dept.	Complete
Oregon Business Development Dept.	Complete
Oregon Dept. of Education	Complete
Oregon Dept. of Emergency Management	Complete
Oregon Health Authority	Complete
Oregon Housing and Community Services	Complete
Oregon Liquor & Cannabis Commission	Complete
Oregon Lottery	Complete
Oregon Racing Commission*	Complete
Oregon State Dept. of Police	Complete

Agency	IT Strategic Plan Status
Oregon State Fire Marshall	Complete
Oregon State Marine Board*	Complete
Oregon Tourism Commission aka Travel Oregon*	Complete
Oregon Travel Information Council*	Complete
Oregon Watershed Enhancement Board*	Complete
Oregon Youth Authority	Complete
Parks and Recreation Dept.	Complete
Public Utility Commission	Complete
State Board of Parole and Post-Prison Supervision*	Complete
State of Oregon Military Dept.	Complete
Water Resources Dept.	Complete
Public Employees Retirement System	Submitted

\* - Organizations with less than 50 FTE are not required to prepare an IT Strategic Plan.

## Appendix E: Succession Plans

### Plans Received by Agency

Agency	Initial Date Received	Criteria Met	Status
Board of Chiropractic Examiners	2/20/24	Assessment Identification Development Evaluation	✓ Complete
Board of Medical Imaging	12/27/23	Assessment Identification Development	* Missing Criteria
Commission for the Blind	12/1/23 12/21/23 (rev)	Assessment Identification Development Evaluation	✓ Complete
Department of Energy	12/28/23	Assessment Identification Development Evaluation	✓ Complete
Department of Fish and Wildlife	12/8/23	Assessment Identification Development Evaluation	✓ Complete
Department of Geology and Mineral Industries	12/22/23	Assessment Identification Development	* Missing Criteria
Department of Public Safety Standards and Training	12/26/23	Assessment Identification Development	* Missing Criteria
Department of Revenue	9/26/23	Assessment Identification Development Evaluation	✓ Complete
Department of Veterans Affairs	12/28/23	Identification Evaluation	* Missing Criteria
Employment Relations Board	12/8/23	Assessment Identification Development Evaluation	✓ Complete
Land Conservation and Development Department	12/1/23 12/29/23 (rev)	Assessment Identification Development Evaluation	✓ Complete

Progress Report | **OREGON AGENCY EXPECTATIONS**

Agency	Initial Date Received	Criteria Met	Status
Land Use Board of Appeals	12/28/23	Assessment Identification Development Evaluation	✓ Complete
Mental Health Regulatory Agency	10/16/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Advocacy Commissions Office	12/29/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Board of Dentistry	11/30/23 12/29/23 (rev)	Assessment Identification Development Evaluation	✓ Complete
Oregon Board of Pharmacy	12/22/23	Assessment Identification Development	* Missing Criteria
Oregon Business Development Department	12/5/23 12/29/23 (rev)	Assessment Identification Development Evaluation	✓ Complete
Oregon Department of Aviation	In Progress		⊘ No Plan Submitted
Oregon Government Ethics Commission	12/21/23	Assessment Identification Development Evaluation	✓ Complete
Oregon State Library	12/26/23	Assessment Identification Development Evaluation	✓ Complete
Oregon State Marine Board	11/30/23	Assessment Identification Development Evaluation	✓ Complete
Psychiatric Security Review Board	1/2/24	Assessment Identification Development Evaluation	✓ Complete
Real Estate Agency	12/29/23	Identification Development	* Missing Criteria

Agency	Initial Date Received	Criteria Met	Status
		Evaluation	
State Board of Accountancy	2/21/24	Assessment Identification Development Evaluation	✓ Complete
State Mortuary and Cemetery Board	2/24/2024	Assessment Identification Development	* Missing Criteria
State of Oregon Military Department	12/21/23	Assessment Identification Development Evaluation	✓ Complete
Tax Practitioners Board	12/19/23	Assessment Identification	* Missing Criteria
Teacher Standards and Practices Commission	2/28/2024	Assessment Identification Development Evaluation	✓ Complete
Veterinary Medical Examining Board	12/28/23	Identification	* Missing Criteria
Water Resources Department	12/29/23	Assessment Identification Development Evaluation	✓ Complete
Watershed Enhancement Board	10/20/23	Assessment Identification Development Evaluation	✓ Complete
Department of Consumer & Business Services	12/22/23	Assessment Identification Development Evaluation	✓ Complete
Department of Administrative Services	12/28/23	Assessment Identification Development Evaluation	✓ Complete
Department of Agriculture	12/31/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Youth Authority	11/30/23	Assessment Identification Development	✓ Complete



Agency	Initial Date Received	Criteria Met	Status
		Evaluation	
Oregon State Department of Police	12/19/23	Assessment Evaluation	* Missing Criteria
Public Employees Retirement System	6/28/23	Evaluation	* Missing Criteria
Bureau of Labor and Industries	Not required		
Parks and Recreation Department	12/21/23	Assessment Identification Development Evaluation	✓ Complete
Construction Contractors Board	In Progress		⊘ No Plan Submitted
Oregon Liquor & Cannabis Commission	3/11/2024	Assessment Identification Development Evaluation	✓ Complete
Department of Transportation	12/19/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Medical Board	12/22/23	Identification Development	* Missing Criteria
Forestry Department	12/28/23	Assessment Identification Development Evaluation	✓ Complete
Department of Justice	Not required		
Oregon Department of Education	11/20/23	Assessment Identification Development Evaluation	✓ Complete
Public Utility Commission	11/29/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Health Authority	12/31/23	Assessment Identification Development Evaluation	✓ Complete
Long Term Care Ombudsman	12/29/23	Assessment Identification Development Evaluation	✓ Complete

Agency	Initial Date Received	Criteria Met	Status
Department of Human Services	12/1/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Housing and Community Services	10/2/23	Assessment	* Missing Criteria
Employment Department	12/21/23	Assessment Identification Development Evaluation	✓ Complete
Higher Education Coordinating Commission	12/29/23	Assessment Identification Development Evaluation	✓ Complete
Department of State Lands	1/1/24	Assessment Identification Development Evaluation	✓ Complete
Oregon Department of Emergency Management	12/28/23	Assessment Identification Evaluation	* Missing Criteria
Department of Environmental Quality	12/8/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Criminal Justice Commission	12/29/23	Assessment Identification Evaluation	* Missing Criteria
Department of Corrections	12/26/23	Assessment Identification Evaluation	* Missing Criteria
Board of Nursing	12/29/23	Assessment Identification Development Evaluation	✓ Complete
State Board of Parole and Post-Prison Supervision	2/19/24	Identification	* Missing Criteria
State Board of Massage Therapists	2/16/24	Assessment Identification Development Evaluation	✓ Complete
Board of Naturopathic Medicine	2/20/24	Assessment	* Missing Criteria

Agency	Initial Date Received	Criteria Met	Status
		Identification	
Oregon Board of Optometry	3/5/2024	Assessment Identification Development Evaluation	✓ Complete
State Board of Examiners for Speech-Language Pathology and Audiology	12/28/23	Identification Development	* Missing Criteria
Board of Examiners for Engineering and Land Surveying	11/23/23	Identification	* Missing Criteria
Oregon Board of Physical Therapy	11/30/23	Assessment Identification Development Evaluation	✓ Complete
Department of the State Fire Marshal	12/1/23	Assessment Identification Development Evaluation	✓ Complete
Office of the Public Records Advocate	12/15/23	Assessment Identification Development Evaluation	✓ Complete
Oregon Patient Safety Commission	12/22/23	Assessment Identification Development Evaluation	✓ Complete
Racing Commission	12/27/23	Assessment Identification Development Evaluation	✓ Complete
Occupational Therapy Licensing Board	12/28/23	Assessment Identification Development	* Missing Criteria
Travel Oregon (Travel Information Council)	12/29/23	Assessment Identification Development Evaluation	✓ Complete
Oregon State Board of Architect Examiners	11/20/23 12/29/23 (rev)	Assessment Identification Development Evaluation	✓ Complete
Landscape Contractors Board	11/21/23	Assessment Identification	✓ Complete

Agency	Initial Date Received	Criteria Met	Status
		Development Evaluation	
Department of Early Learning and Care	12/12/23	Assessment Identification Development Evaluation	✓ Complete
Oregon State Landscape Architect Board	12/27/23	Identification Evaluation	✖ Missing Criteria
Oregon State Board of Geologist Examiners	12/27/23	Identification Evaluation	✖ Missing Criteria
Oregon State Lottery	11/21/23	Assessment Identification Evaluation	✖ Missing Criteria
State Board of Licensed Social Workers	In Progress		⊘ No Plan Submitted
Appraiser Certification and Licensure Board	In Progress		⊘ No Plan Submitted

## Appendix F: Agency Hiring Practices

### 2023 Q2 – Q4: Time to Fill

The below data shows the average time to fill for each department, agency, or board by quarter.

Agency	Q2	Q3	Q4
Board of Examiners for Engineering and Land Surveying	75	No jobs posted	No jobs posted
Board of Nursing	113	82	69
Commission for the Blind	61	63	51
Construction Contractors Board	38	54	52
Dept. of Administrative Services	53	53	56
Dept. of Agriculture	67	46	75
Dept. of Consumer & Business Services	47	53	48
Dept. of Corrections	56	56	49
Dept. of Early Learning and Care	No jobs posted	28	73
Dept. of Energy	27	31	26
Dept. of Environmental Quality	61	72	66
Dept. of Fish and Wildlife	85	88	68
Dept. of Geology and Mineral Industries	89	21	67
Dept. of Human Services	88	84	85
Dept. of Public Safety Standards and Training	59	44	61
Dept. of Revenue	51	40	47
Dept. of State Lands	70	47	52
Dept. of the State Fire Marshal	No jobs posted	42	71
Dept. of Transportation	72	75	70
Dept. of Veterans Affairs	41	44	50
Employment Dept.	60	65	62

Agency	Q2	Q3	Q4
Forestry Dept.	53	50	54
Higher Education Coordinating Commission	55	60	56
Land Conservation and Development Dept.	64	47	41
Land Use Board of Appeals	No jobs posted	No jobs posted	38
Long Term Care Ombudsman	50	80	No jobs posted
Mental Health Regulatory Agency	37	39	29
Oregon Advocacy Commissions Office	No jobs posted	No jobs posted	49
Oregon Board of Dentistry	No jobs posted	46	49
Oregon Board of Pharmacy	No jobs posted	No jobs posted	63
Oregon Business Development Dept.	50	59	60
Oregon Criminal Justice Commission	104	57	No jobs posted
Oregon Dept. of Aviation	158	28	No jobs posted
Oregon Dept. of Education	63	61	64
Oregon Dept. of Emergency Management	89	99	83
Oregon Forest Resources Institute	No jobs posted	83	109
Oregon Government Ethics Commission	No jobs posted	46	55
Oregon Health Authority	101	112	82
Oregon Housing and Community Services	61	55	49
Oregon Liquor & Cannabis Commission	89	82	62
Oregon Medical Board	45	48	59
Oregon State Dept. of Police	88	91	87
Oregon State Library	87	31	59
Oregon State Marine Board	No jobs posted	35	55
Oregon Youth Authority	74	73	56
Parks and Recreation Dept.	57	58	63

Agency	Q2	Q3	Q4
Psychiatric Security Review Board	34	57	38
Public Employees Retirement System	44	57	44
Public Utility Commission	105	82	61
Racing Commission	20	No job posted	No jobs posted
Real Estate Agency	43	49	No jobs posted
State Board of Accountancy	43	51	No jobs posted
State Board of Licensed Social Workers	No jobs posted	No jobs posted	35
State Board of Massage Therapists	No jobs posted	15	18
State Board of Parole and Post-Prison Supervision	No jobs posted	34	No jobs posted
State Landscape Contractors Board	No jobs posted	No jobs posted	No jobs posted
State of Oregon Military Dept.	45	53	40
Teacher Standards and Practices Commission	61	41	No jobs posted
Veterinary Medical Examining Board	No jobs posted	71	No jobs posted
Water Resources Dept.	92	102	59
Watershed Enhancement Board	No jobs posted	No jobs posted	31
Oregon Lottery	No jobs posted	66	55

### 2023 Q4: Vacancy Rate

#### Executive Branch Vacancy Data

Agency	Total Positions	Q4 Total Vacancies	Q4 >6mo Vacancies	Q4 Total Vacancies %	Q4 >6mo Vacancies %
Board of Nursing	58	5	1	8.6%	1.7%
Bureau of Labor and Industries	157	16	7	10.2%	4.5%
Commission for the Blind	66	8	1	12.1%	1.5%
Construction Contractors Board	59	8	3	13.6%	5.1%
Department of Administrative Services	988	109	34	11.0%	3.4%

Agency	Total Positions	Q4 Total Vacancies	Q4 >6mo Vacancies	Q4 Total Vacancies %	Q4 >6mo Vacancies %
Department of Agriculture	521	60	37	11.5%	7.1%
Department of Consumer & Business Services	973	45	10	4.6%	1.0%
Department of Corrections	4,813	549	342	11.4%	7.1%
Department of Early Learning and Care	354	38	14	10.7%	4.0%
Department of Energy	123	6	3	4.9%	2.4%
Department of Environmental Quality	866	132	38	15.2%	4.4%
Department of Fish and Wildlife	1,365	141	56	10.3%	4.1%
Department of Geology and Mineral Industries	41	4	0	9.8%	0.0%
Department of Human Services	11,034	1464	414	13.3%	3.8%
Department of Justice	1,534	129	39	8.4%	2.5%
Department of Public Safety Standards and Training	186	19	8	10.2%	4.3%
Department of Revenue	1,149	92	27	8.0%	2.3%
Department of State Lands	113	8	3	7.1%	2.7%
Department of the State Fire Marshal	157	16	5	10.2%	3.2%
Department of Transportation	4,913	449	204	9.1%	4.2%
Department of Veterans Affairs	101	22	12	21.8%	11.9%
District Attorneys and their Deputies	36	2	0	5.6%	0.0%
Employment Department	2,009	405	235	20.2%	11.7%
Forestry Department	1,393	111	47	8.0%	3.4%
Higher Education Coordinating Commission	195	16	11	8.2%	5.6%
Land Conservation and Development Department	78	6	0	7.7%	0.0%
Long Term Care Ombudsman	36	1	0	2.8%	0.0%
Mental Health Regulatory Agency	15	1	0	6.7%	0.0%
Oregon Board of Dentistry	8	1	0	12.5%	0.0%
Oregon Board of Pharmacy	23	1	0	4.3%	0.0%



Agency	Total Positions	Q4 Total Vacancies	Q4 >6mo Vacancies	Q4 Total Vacancies %	Q4 >6mo Vacancies %
Oregon Business Development Department	188	28	4	14.9%	2.1%
Oregon Criminal Justice Commission	30	2	1	6.7%	3.3%
Oregon Department of Aviation	16	1	0	6.3%	0.0%
Oregon Department of Education	656	59	27	9.0%	4.1%
Oregon Department of Emergency Management	141	27	3	19.1%	2.1%
Oregon Government Ethics Commission	15	2	0	13.3%	0.0%
Oregon Health Authority	5,661	988	356	17.5%	6.3%
Oregon Housing and Community Services	470	124	24	26.4%	5.1%
Oregon Liquor & Cannabis Commission	384	46	14	12.0%	3.6%
Oregon Medical Board	42	6	3	14.3%	7.1%
Oregon State Department of Police	1,372	161	58	11.7%	4.2%
Oregon State Library	41	1	0	2.4%	0.0%
Oregon State Marine Board	45	1	0	2.2%	0.0%
Oregon State Treasury	222	35	10	15.8%	4.5%
Oregon Youth Authority	990	146	71	14.7%	7.2%
Parks and Recreation Department	871	34	14	3.9%	1.6%
Psychiatric Security Review Board	13	2	0	15.4%	0.0%
Public Employees Retirement System	439	36	13	8.2%	3.0%
Public Utility Commission	142	22	7	15.5%	4.9%
Racing Commission	15	1	1	6.7%	6.7%
Real Estate Agency	34	2	1	5.9%	2.9%
Secretary of State	243	17	5	7.0%	2.1%
State Board of Accountancy	7	3	0	42.9%	0.0%
State Board of Licensed Social Workers	8	1	0	12.5%	0.0%
State Board of Parole and Post-Prison Supervision	30	4	3	13.3%	10.0%

Agency	Total Positions	Q4 Total Vacancies	Q4 >6mo Vacancies	Q4 Total Vacancies %	Q4 >6mo Vacancies %
State of Oregon Military Department	494	92	48	18.6%	9.7%
Teacher Standards and Practices Commission	30	3	0	10.0%	0.0%
Veterinary Medical Examining Board	1	0	0	0	0.0%
Water Resources Department	258	22	13	8.5%	5.0%
Watershed Enhancement Board	44	1	0	2.3%	0.0%
Oregon Lottery	480	14	--	2.9%	--

## Appendix G: Developing New Employees and Managers

### Customer Service Training

Oct. 1, 2023, through Dec. 31, 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
Board of Nursing	0	1	0	0	1
Bureau of Labor and Industries	0	4	0	1	5
Commission for the Blind	0	2	0	0	2
Dept. of Administrative Services	0	20	0	0	20
Dept. of Agriculture	0	10	0	0	10
Dept. of Consumer & Business Services	0	18	0	0	18
Dept. of Corrections	2	83	0	5	90
Dept. of Early Learning and Care	0	9	0	0	9
Dept. of Energy	0	6	0	0	6
Dept. of Environmental Quality	0	22	0	0	22
Dept. of Fish and Wildlife	0	9	0	0	9
Dept. of Geology and Mineral Industries	0	2	0	0	2
Dept. of Human Services	0	311	0	5	316
Dept. of Justice	1	40	0	0	41
Dept. of Public Safety Standards and Training	0	13	0	3	16
Dept. of Revenue	0	18	0	5	23
Dept. of State Lands	0	1	0	0	1
Dept. of the State Fire Marshal	0	3	0	0	3
Dept. of Transportation	3	67	0	2	72
Employment Dept.	0	49	0	1	50
Forestry Dept.	0	10	0	1	11

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
Higher Education Coordinating Commission	0	3	0	0	3
Land Conservation and Development Dept.	0	2	0	0	2
Land Use Board of Appeals	0	1	0	0	1
Mental Health Regulatory Agency	0	2	0	0	2
Oregon Advocacy Commissions Office	0	2	0	0	2
Oregon Board of Pharmacy	0	2	0	0	2
Oregon Business Development Dept.	0	4	0	0	4
Oregon Criminal Justice Commission	0	1	0	0	1
Oregon Dept. of Education	1	25	0	0	26
Oregon Dept. of Emergency Management	0	6	0	0	6
Oregon Government Ethics Commission	0	4	0	0	4
Oregon Health Authority	2	124	0	0	126
Oregon Housing and Community Services	0	17	0	0	17
Oregon Liquor & Cannabis Commission	0	8	0	1	9
Oregon State Dept. of Police	6	37	0	7	50
Oregon State Library	0	1	0	0	1
Oregon Youth Authority	1	24	0	4	29
Parks and Recreation Dept.	0	6	0	0	6
Psychiatric Security Review Board	0	2	0	0	2
Public Employees Retirement System	0	7	0	0	7
Public Utility Commission	0	2	0	0	2

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
State Board of Licensed Social Workers	0	1	0	0	1
State Board of Massage Therapists	0		0	1	1
State of Oregon Military Dept.	0	16	0	0	16
Veterinary Medical Examining Board	0	1	0	0	1
Water Resources Dept.	0	6	0	0	6
Board of Nursing	0	1	0	0	1
Bureau of Labor and Industries	0	4	0	1	5
<b>Total</b>	<b>16</b>	<b>1003</b>	<b>0</b>	<b>36</b>	<b>1055</b>

## Foundational Training

Oct. 1, 2023, through Dec. 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
Board of Nursing	1	0	0	0	1
Dept. of Administrative Services	5	0	1	0	6
Dept. of Agriculture	1	0	0	0	1
Dept. of Consumer & Business Services	3	0	1	0	4
Dept. of Corrections	9	0	2	0	11
Dept. of Early Learning and Care	1	0	0	0	1
Dept. of Environmental Quality	2	0	0	0	2
Dept. of Fish and Wildlife	2	0	1	0	3
Dept. of Human Services	30	0	13	0	43
Dept. of Justice	5	0	0	0	5
Dept. of Revenue	2	0	0	0	2
Dept. of State Lands	1	0	0	0	1
Dept. of the State Fire Marshal	1	0	0	0	1
Dept. of Transportation	8	0	0	0	8
Dept. of Veterans Affairs	1	0	0	0	1
Employment Dept.	7	0	1	0	8
Forestry Dept.	3	0	2	0	5
Higher Education Coordinating Commission	1	0	0	0	1
Oregon Board of Pharmacy	1	0	0	0	1
Oregon Dept. of Education	5	0	0	0	5

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
Oregon Dept. of Emergency Management	1	0	0	0	1
Oregon Health Authority	10	0	4	0	14
Oregon Housing and Community Services	2	0	2	0	4
Oregon Liquor & Cannabis Commission	3	0	0	0	3
Oregon State Dept. of Police	0	0	1	0	1
Oregon Youth Authority	6	0	1	0	7
Parks and Recreation Dept.	1	0	0	0	1
Psychiatric Security Review Board	1	0	0	0	1
<b>Total</b>	<b>118</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>149</b>

**Performance Accountability & Feedback Training****Oct. 1, 2023, through Dec. 31, 2023**

<b>Agency</b>	<b>Completed - Over 30 Days from Assignment # of Workers</b>	<b>Completed - Within 30 Days of Assignment # of Workers</b>	<b>Incomplete - Over 30 Days from Assignment # of Workers</b>	<b>Incomplete - Still Within 30 Days of Assignment # of Workers</b>	<b>Total # of New Workers</b>
Board of Nursing	1	0	0	0	1
Dept. of Administrative Services	0	6	0	0	6
Dept. of Agriculture	0	1	0	0	1
Dept. of Consumer & Business Services	0	4	0	0	4
Dept. of Corrections	1	9	0	1	11
Dept. of Early Learning and Care	0	1	0	0	1
Dept. of Environmental Quality	0	2	0	0	2
Dept. of Fish and Wildlife	0	3	0	0	3
Dept. of Human Services	9	26	0	8	43
Dept. of Justice	1	4	0	0	5
Dept. of Revenue	0	2	0	0	2
Dept. of State Lands	0	1	0	0	1
Dept. of the State Fire Marshal	0	1	0	0	1
Dept. of Transportation	0	8	0	0	8
Dept. of Veterans Affairs	0	1	0	0	1
Employment Dept.	0	7	0	1	8
Forestry Dept.	0	5	0	0	5
Higher Education Coordinating Commission	0	1	0	0	1
Oregon Board of Pharmacy	0	1	0	0	1
Oregon Dept. of Education	0	5	0	0	5
Oregon Dept. of Emergency Management	0	1	0	0	1
Oregon Health Authority	2	11	0	1	14
Oregon Housing and Community Services	0	4	0	0	4
Oregon Liquor & Cannabis Commission	0	3	0	0	3



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 State Dept. of Police	0	1	0	0	1
Oregon Youth Authority	1	6	0	0	7
Parks and Recreation Dept.	0	1	0	0	1
Psychiatric Security Review Board	0	1	0	0	1
<b>Total</b>	<b>15</b>	<b>122</b>	<b>0</b>	<b>12</b>	<b>149</b>

## Uplift Your Benefits Training

Oct. 1, 2023, through Dec. 31, 2023

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Over 30 Days of Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of Workers
Board of Nursing	0	1	0	0	1
Bureau of Labor and Industries	0	4	0	0	4
Commission for the Blind	0	2	0	0	2
Dept. of Administrative Services	1	18	0	1	20
Dept. of Agriculture	1	9	0	0	10
Dept. of Consumer & Business Services	0	18	0	0	18
Dept. of Corrections	15	61	0	10	86
Dept. of Early Learning and Care	0	9	0	0	9
Dept. of Energy	0	6	0	0	6
Dept. of Environmental Quality	0	22	0	0	22
Dept. of Fish and Wildlife	1	8	0	0	9
Dept. of Geology and Mineral Industries	0	2	0	0	2
Dept. of Human Services	13	298	0	5	316
Dept. of Justice	1	40	0	0	41
Dept. of Public Safety Standards and Training	0	3	0	0	3
Dept. of Revenue	1	17	0	0	18
Dept. of State Lands	0	1	0	0	1
Dept. of the State Fire Marshal	0	3	0	0	3
Dept. of Transportation	5	60	0	5	70
Employment Dept.	0	48	0	1	49
Forestry Dept.	1	9	0	0	10
Higher Education Coordinating Commission	0	3	0	0	3
Land Conservation and Development Dept.	0	2	0	0	2
Land Use Board of Appeals	0	1	0	0	1
Mental Health Regulatory Agency	0	2	0	0	2
Oregon Advocacy Commissions Office	0	2	0	0	2
Oregon Board of Pharmacy	0	2	0	0	2
Oregon Business Development Dept.	0	4	0	0	4

Agency	Completed - Over 30 Days from Assignment # of Workers	Completed - Within 30 Days of Assignment # of Workers	Incomplete - Over 30 Days of Assignment # of Workers	Incomplete - Still Within 30 Days of Assignment # of Workers	Total # of Workers
Oregon Criminal Justice Commission	0	1	0	0	1
Oregon Dept. of Education	0	21	0	4	25
Oregon Dept. of Emergency Management	0	6	0	0	6
Oregon Government Ethics Commission	0	4	0	0	4
Oregon Health Authority	0	125	0	1	126
Oregon Housing and Community Services	0	18	0	0	18
Oregon Liquor & Cannabis Commission	0	7	0	1	8
Oregon State Dept. of Police	1	22	0	0	23
Oregon State Library	0	1	0	0	1
Oregon Youth Authority	0	25	0	4	29
Parks and Recreation Dept.	0	5	0	1	6
Psychiatric Security Review Board	0	2	0	0	2
Public Employees Retirement System	0	7	0	0	7
Public Utility Commission	0	2	0	0	2
State Board of Licensed Social Workers	0	1	0	0	1
State Board of Massage Therapists	0	0	0	1	1
State of Oregon Military Dept.	0	16	0	0	16
Veterinary Medical Examining Board	0	1	0	0	1
Water Resources Dept.	0	6	0	0	6
<b>Totals</b>	<b>40</b>	<b>925</b>	<b>0</b>	<b>35</b>	<b>1000</b>

<sup>i</sup> One Agency, the Oregon Department of Energy, conducted the Gallup Q12 in May-June of 2023, but their results were not included in the enterprise-wide roll-up results because they used a different process to administer the survey.