

Progress Report

# OREGON AGENCY EXPECTATIONS

June 30, 2024

Covering Jan. 1, 2024 -  
March 31, 2024

**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 for operations in Oregon state government. The purpose of this report is to update Governor Kotek on progress made in meeting expectations in the first quarter of 2024.

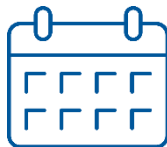
This is the fifth quarterly report the Department of Administrative Services (DAS) has produced on this topic. The first four reports are available on the DAS [Strategic Initiatives and Enterprise Accountability website](#).

This report focuses on four 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.

In the current reporting period (January-March 2024), Oregon state agencies have made the following progress:

**Performance Reviews for Agency Directors** – Five agencies, boards or commissions have completed an initial agency director performance review.

**Increased Rate of Employee Performance Feedback** – In the last report, the enterprise was at 93% compliance with employee performance feedback. In this period, agencies have increased compliance to 95%, and 52 out of 64 agencies achieved 90% or higher.



**Steady Time to Fill Vacancies** – The average time it took to fill vacant positions remained steady at 68 days.

**Slightly Increased Vacancy Rate** – The rate of positions that were vacant for more than six months remained steady at 5.2%, while the rate for all vacancies increased slightly from 13.0% to 13.2%.



**Increased Participation in Required Trainings** –

- Customer Service Fundamentals training achieved 99.6% compliance (an increase from 98.6%).
- Foundational Training for Managers achieved 83.8% compliance (an increase from 79.2%).

- Uplift Your Benefits training: 95% of agencies are meeting the goal of 100% participation of new employees within 30 days of hire (up from March’s 92%).
- New Employee Orientation achieved 89.7% compliance.

Future reports will outline progress on additional measures as they reach deliverable deadlines. In September 2024, we anticipate enough performance data to report on trends.

Expectations Reporting Schedule	9/30/2024	12/31/2024	3/31/2025	6/30/2025
Audit accountability	✓		✓	
Continuity of Operations Plans updates		✓		
Diversity, equity and inclusion plans	✓			
Managing information technology process			✓	
Measuring employee satisfaction			✓	
Performance feedback for employees	✓	✓	✓	✓
Performance reviews for agency directors				✓
Strategic plans	✓			
Succession planning for the workforce			✓	
Time to fill and vacancies	✓	✓	✓	✓
Trainings to develop new employees and managers	✓	✓	✓	✓

## Overview of Measures Covered in this Report

### 1. Performance Reviews for Agency Directors

Every director who reports to the Governor or a board or commission will receive a 360-performance evaluation every two years.

*Goals/objectives:* Directors will receive feedback on performance based on the [statewide values and competencies](#). The Chief Human Resources Office (CHRO) will assist by providing or proctoring resources for areas of concern identified by the review (e.g., executive coaching, team building, strategic planning, etc.).

### 2. Performance Feedback for Employees

Each agency will maintain a compliance rate of 90% or higher for 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](#).

### 3. Agency Hiring Practices

Each agency will maintain an average of 50 days or less time to fill 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.

### 4. Developing New Employees and Managers

All agencies will develop a **new employee orientation** program and be able to demonstrate that 100% of their employees attend 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 Fundamentals** 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 the training can inform employees' 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 June 30, 2024

### Performance Reviews for Agency Directors

The Performance Review expectation for agency directors began January 2024. Directors are given at least one year in their role before a performance review occurs. Multiple directors were originally scheduled for review prior to serving in their position a full year, so the schedule was revised and may need further adjustment going forward (refer to Appendix A for the current schedule). The number of performance reviews is expected to increase each month through 2025.

Large agencies will use a statewide contract with Gallup to conduct their performance reviews. DAS was the first large agency to use Gallup (in May 2024). Boards and commissions have the option of using an alternative process to conduct the review. To date, the following boards and commissions have completed their director's performance review:

- Chiropractic Examiners Board
- Criminal Justice Commission
- Board of Dentistry
- Oregon Medical Board
- Oregon State Library

### Performance Feedback for Employees

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 report documents manager feedback provided to employees via check-ins in April 2024 for employee performance observed January-March 2024.

- 95% of required check-ins occurred (28,450 check-ins out of 30,093 required).
- 81% of agencies required to complete check-ins met the expected 90% completion rate (52 of 64 agencies), and 3% (two agencies) completed 80%-90%.

Ten agencies completed fewer than 80% of required check-ins:

- Board of Parole & Post-Prison Supervision\*
- Board of Massage Therapists\*
- Board of Naturopathic Medicine\*
- Ore. Housing & Community Services
- Teacher Stds. & Practices Commission
- Oregon Dept. of Aviation
- Employment Relations Board
- Dept. of Environmental Quality
- State Board of Accountancy
- Construction Contractors Bd.

*\*Also completed fewer than 80% of required check-ins for quarter ending 12/31/23*

## Agency Hiring Practices

It is the Governor’s expectation that the average time to fill positions does not exceed 50 days. To measure this, we use a report from Workday software 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, excluding atypical requisitions such as executive recruitments (agency directors), evergreen positions, recruitments with legally required assessments prior to job offer, or requisitions opened briefly for position management and internal re-organizations.

### Time to Fill

The statewide average time to fill in the first quarter of 2024 remains at 68 days. Efforts to streamline the recruitment process have aided in reducing the number of days from the baseline of 79. Proactive measures such as forecasting recruitment timelines, conducting sourcing and outreach to job seekers, and expediting interviews, reference checks, and job offers continue to accelerate the process. The table here presents the statewide average time to fill over the last five quarters. It also shows the count of agencies that had jobs posted each quarter, how many agencies achieved a 50-day (or less) average time to fill, and the percent of agencies with job postings that met the 50-day goal.

Year	Qtr.	Statewide Avg. Time to Fill	# Agencies with posted jobs	# Agencies that met 50-day goal	% Agencies that met 50-day goal
2023	Q1	79 days	49	4	8%
	Q2	74 days	49	15	31%
	Q3	75 days	55	23	42%
	Q4	68 days	52	17	33%
2024	Q1	68 days	46	16	35%

### Vacancy Rates

In accordance with the Governor’s expectations, agencies are required to monitor and report their vacancy rates on a quarterly basis. DAS tracks “budgeted vacancies” through Workday to analyze total vacancies. Additionally, to align with vacancy reporting that is presented to the Legislature, vacancies open for six months or longer are also shown. Prior to tracking the vacancy rates for this report, state government had a baseline vacancy rate of 18.4%. Efforts to streamline and accelerate the recruitment process is

Year	Qtr.	Total Positions	Total Vacancies	Vacancies >6mo	% Total Vacant	% Vacant >6mo
2023	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%
2024	Q1	44,429	5,853	2,325	13.2%	5.2%

decreasing the time to fill which in turn decreases the vacancy rate. The first quarter of 2024 saw a slight increase in total positions as well as vacancies.



# Developing New Employees and Managers

## Customer Service Training

An online self-paced course, Customer Service Fundamentals is automatically assigned to all new Executive Branch hires and employees who transfer to the Executive Branch from the Legislature, Judicial Department, Inside Oregon Enterprises, Oregon Travel Information Council, Secretary of State, Treasury or any semi-independent agency. The expectation is that 100% of all new employees complete the training within 60 days of being hired.

- 1,034 new employees were hired during this period (January-March 2024).
- 1,004 employees completed the training within 60 days of being hired.
- 26 employees haven't completed the training but are still within the 60 days.
- 4 employees completed the training after 60 days of being hired.

**The enterprise achieved 99.6% compliance.**

## Foundational Training Program

The Foundational Training Program is automatically assigned to all new Executive Branch managers and Executive Branch employees who are promoted into a permanent or limited duration supervisory management position. The expectation is that 100% of all new managers (newly hired or promoted) will enroll in a cohort within five business days of being hired.

- 105 new managers were hired in this period (January-March 2024).
- 88 new managers were enrolled in a cohort within five days of being hired.
- 0 new managers were not enrolled in a cohort within five days of being hired.

**The enterprise achieved 83.8% compliance.**

Notes: An adjustment to this expectation went into effective April 1, 2024, which will be reflected in the next quarterly report: New managers must complete the Foundational Training Program within four months of their position start date. The requirement that all new managers enroll in a cohort within five days of their start date will remain.

## Performance Accountability and Feedback (PAF) Training

The PAF trainings are automatically assigned to all new Executive Branch managers and 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 position start date.

- 149 new managers were hired in this period (January-March 2024).
- 98 new managers completed the training within 30 days of being hired.

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

**The enterprise achieved 95% compliance.**

### New Employee Orientation (NEO)

NEO training is automatically assigned to all new hires of the Executive Branch and employees who transfer to the Executive Branch from the Legislature, Judicial Department, Inside Oregon Enterprises, Oregon Travel Information Council, Secretary of State, Treasury, or any semi-independent agency. The expectation is that 100% of all new employees complete the training within 60 days of being hired.

- 1,021 new employees were hired in this period (January-March 2024).
- 914 new employees completed the training within 60 days of being hired.
- 105 new employees haven't completed the training but are still within the 60 days.
- 2 new employees completed the training after 60 days of being hired.

**The enterprise achieved 89.7% compliance.**

### Uplift Your Benefits

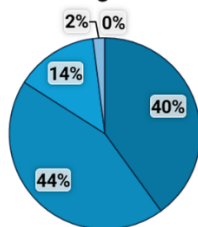
All employees who are new to state service are notified via Workday to attend an Uplift Your Benefits workshop.

- 1,017 new employees were hired in this period (January-March 2024).
- 964 employees (95%) completed the workshop within 30 days.
- 31 employees (3%) haven't completed the workshop but are still within 30 days.
- 22 employees (2%) completed the workshop after the 30-day window.

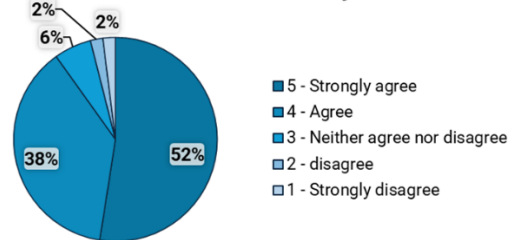
**This is a 3% increase over the last quarter.**

Uplift Oregon also tracks qualitative data to assure attendees find the content relevant and actionable to make the best use of their benefits. There were 810 responses in this period – an 85% response rate. Participants ranked the workshop 4.5 out of 5 stars for usefulness. Additionally, 84% of respondents felt their benefits questions were answered or they knew where to find the information. And 91% felt the workshop was time well spent. These outcomes demonstrate the purpose of the workshop was met: new employees understand their benefits and their value, and how to access them.

**I felt my benefits questions were answered / I now know where to get more information**



**Time was used effectively**



## Conclusion

In the last year of tracking these measures, we've seen significant progress by agencies, with all measures improving from initial measurement, and continuing to improve or hold steady. In September we will have a full year of data and will be able to share trends for all measures. Agencies have been dedicated and creative in their approaches to improvement, participating in regular Strategic Initiatives and Enterprise Accountability open office hours with lively discussion, questions and peer learning.

An example of this innovation and collaboration is found in efforts to decrease vacancy rates and time to fill positions; agencies and the Chief Human Resource Office have partnered to:

- Pilot a 30-day time to fill recruitment process
- Establish an applicant pool solution for entry level positions, affording recruiters more time to focus on hard to fill positions
- Equip HR teams to perform advanced screening of applicants to provide Hiring Managers with short-lists of candidates, speeding up the recruitment stages that Hiring Managers are responsible for
- Broaden employer branding, digital presence, and outreach
- Research technology solutions, such as AI, to accelerate application screening

## Appendices

### Appendix A: Agency Director Review Schedule

		Even years   2024	Odd Years   2025
Q1	January	Chiropractic Examiners Bd.	Bd. of Accountancy Bd. for Speech-Lang. Path. & Audiology Oregon Health Authority Oregon Liquor & Cannabis Commission
	February	No agencies or boards scheduled	Commission for the Blind State Fire Marshall
	March	Bd. of Dentistry Oregon Medical Bd.	Dept. of Environmental Quality Forest Resources Institute Housing & Community Services Professional Counselors & Therapists
Q2	April	Oregon State Library Criminal Justice Commission	Business Development Department Dept. of Energy Social Workers Bd. Dept. of Agriculture Public Utility Commission
	May	Dept. of Administrative Services Bd. of Medical Imaging	Water Resources Bd. of Tax Practitioners Dept. of Forestry Long Term Care Ombudsman Psychiatric Security Review Bd. Watershed Enhancement Bd.
	June	Patient Safety Commission Bd. of Massage Therapists Veterinary Medical Examining Bd. Bd. of Parole & Post-Prison Supervision Oregon Youth Authority	Bd. of Psychology Construction Contractors Bd. Dept. of Geology & Mineral Industries Dept. of Consumer & Business Services Mental Health Regulatory Agency Public Employee Retirement System
Q3	July	Bd. of Naturopathic Medicine Employee Relations Bd.	Bd. of Geologist Examiners Landscape Architect Bd. Dept. of Education Oregon Ethics Commission Employment Department
	August	Oregon State Bd. of Nursing Dept. of Human Services Dept. of Aviation	Dept. of Land Conservation & Dev. Landscape Contractors Bd. Mortuary & Cemetery Bd. Dept. of Fish & Wildlife
	September	Dept. of Transportation Occupational Therapy Licensing Bd. Oregon Patient Safety Commission	Land Use Bd. Appeals Oregon State Lottery Dept. of Emergency Management

		Even years   2024	Odd Years   2025
<b>Q4</b>			Dept. of Public Safety Stds. & Training
	<b>October</b>	Dept. of Education - Youth Development Parks & Recreation Dept. Dept. of Revenue	Bd. of Optometry Dept. of State Lands Racing Commission Oregon State Police
	<b>November</b>	Bd. of Exam. for Eng. & Land Surveying State Bd. of Pharmacy Veterans Affairs	Dept. of Corrections Real Estate Agency Dept. of Early Learning & Care
	<b>December</b>	Chief Information Office Higher Education Coordinating Commission State Marine Bd.	Physical Therapists Licensing Bd. Water Resources Department Oregon Military Department Oregon Advocacy Commission

## Appendix B: Performance Feedback for Employees

Completion of Required Employee Check-ins		For Quarter Due April 30th, 2024		
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%	
Dept. of Early Learning and Care	224	0	100%	
Dept. of Energy	58	0	100%	
Dept. of Fish and Wildlife	671	0	100%	
Dept. of Geology and Mineral Industries	35	0	100%	
Dept. of Public Safety Standards and Training	93	0	100%	
Dept. of Revenue	722	0	100%	
Land Use Board of Appeals	4	0	100%	
Mental Health Regulatory Agency	7	0	100%	
Office of the Public Records Advocate	1	0	100%	
Oregon Board of Dentistry	2	0	100%	
Oregon Board of Optometry	1	0	100%	
Oregon Board of Pharmacy	15	0	100%	
Oregon Business Development Department	97	0	100%	
Oregon State Library	22	0	100%	
Oregon State Marine Board	34	0	100%	
Psychiatric Security Review Board	4	0	100%	
Real Estate Agency	25	0	100%	
State Mortuary And Cemetery Board	6	0	100%	
State of Oregon Military Department	207	0	100%	
Tax Practitioners Board	1	0	100%	
Veterinary Medical Examining Board	3	0	100%	
Water Resources Department	184	0	100%	
Watershed Enhancement Board	27	0	100%	
Dept. of Consumer & Business Services	708	2	100%	
Parks and Recreation Department	346	4	99%	
Dept. of the State Fire Marshal	84	1	99%	
Oregon State Dept. of Police	814	10	99%	
Dept. of Administrative Services	613	9	99%	
Dept. of Veterans Affairs	62	1	98%	
Dept. of Transportation	3,382	103	97%	
Long Term Care Ombudsman	31	1	97%	
Oregon Liquor & Cannabis Commission	208	7	97%	
Oregon Dept. of Emergency Management	59	2	97%	
Dept. of Agriculture	211	8	96%	
Employment Department	1,185	45	96%	

Completion of Required Employee Check-ins		For Quarter Due April 30th, 2024	
Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check-Ins Complete
Public Employees Retirement System	320	14	96%
Dept. of Justice	728	34	96%
Dept. of State Lands	62	3	95%
Dept. of Corrections	3,976	194	95%
Oregon Criminal Justice Commission	20	1	95%
Commission for the Blind	39	2	95%
Forestry Department	496	30	94%
Land Conservation and Development Department	47	3	94%
Oregon Medical Board	30	2	94%
Oregon Youth Authority	498	35	93%
Dept. of Human Services	7,619	539	93%
Higher Education Coordinating Commission	110	9	92%
Oregon Dept. of Education	419	35	92%
Oregon Health Authority	3,270	291	92%
Bureau of Labor and Industries	77	10	89%
Public Utility Commission	66	10	87%
Employment Relations Board	6	2	75%
Dept. of Environmental Quality	343	119	74%
State Board of Accountancy	2	1	67%
State Board of Parole and Post-Prison Supervision	15	8	65%
Construction Contractors Board	32	19	63%
State Board of Massage Therapists	3	2	60%
Oregon Housing and Community Services	104	76	58%
Oregon Dept. of Aviation	6	5	55%
Board of Naturopathic Medicine	0	1	0%
Teacher Standards and Practices Commission	0	5	0%
Health Related Licensing Boards	0	0	
Occupational Therapy Licensing Board	0	0	
Oregon Advocacy Commissions Office	0	0	
Oregon Government Ethics Commission	0	0	
St. Bd. of Exam. for Speech-Lang. Pathology & Audiology	0	0	
State Board of Licensed Social Workers	0	0	
<b>Total</b>	<b>28,450</b>	<b>1,643</b>	<b>95%</b>

## Appendix C: Agency Hiring Practices

### Q2 2023 - Q1 2024: Time to Fill

The below data shows the average time to fill for each agency by quarter. Green notes time to fill that meets or exceeds the Governor’s expectation of 50 or fewer days and “-” notes quarters in which no jobs were posted.

Q2 2023 - Q1 2024: Time to Fill	2023			2024
	Q2	Q3	Q4	Q1
<b>Agency</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>
Bd. of Examiners for Engin. & Land	75	-	-	-
Board of Nursing	113	82	69	61
Commission for the Blind	61	63	51	47
Construction Contractors Board	38	54	52	69
Dept. of Administrative Services	53	53	56	46
Dept. of Agriculture	67	46	75	91
Dept. of Consumer & Business	47	53	48	52
Dept. of Corrections	56	56	49	47
Dept. of Early Learning and Care*	-	28	73	79
Dept. of Energy	27	31	26	39
Dept. of Environmental Quality	61	72	66	65
Dept. of Fish and Wildlife	85	88	68	76
Dept. of Geology and Mineral	89	21	67	-
Dept. of Human Services	88	84	85	80
Dept. of Public Safety Standards and	59	44	61	54
Dept. of Revenue	51	40	47	42
Dept. of State Lands	70	47	52	74
Dept. of the State Fire Marshal	-	42	71	67
Dept. of Transportation	72	75	70	69
Dept. of Veterans Affairs	41	44	50	46
Employment Dept.	60	65	62	58
Forestry Dept.	53	50	54	47
Higher Education Coordinating	55	60	56	51
Land Conservation and Development	64	47	41	75
Land Use Board of Appeals	-	-	38	-
Long Term Care Ombudsman	50	80	-	-
Mental Health Regulatory Agency	37	39	29	36
Oregon Advocacy Commissions Office	-	-	49	-
Oregon Board of Dentistry	-	46	49	-
Oregon Board of Pharmacy	-	-	63	-
Oregon Business Development Dept.	50	59	60	54
Oregon Criminal Justice Commission	104	57	-	-
Oregon Dept. of Aviation	158	28	-	19

Q2 2023 - Q1 2024: Time to Fill	2023			2024
	Q2	Q3	Q4	Q1
<b>Agency</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>
Oregon Dept. of Education	63	61	64	68
Oregon Dept. of Emergency	89	99	83	61
Oregon Forest Resources Institute	-	83	109	-
Oregon Government Ethics	-	46	55	-
Oregon Health Authority	101	112	82	91
Oregon Housing and Community	61	55	49	68
Oregon Liquor & Cannabis	89	82	62	83
Oregon Medical Board	45	48	59	35
Oregon State Dept. of Police	88	91	87	77
Oregon State Library	87	31	59	19
Oregon State Marine Board	-	35	55	58
Oregon Youth Authority	74	73	56	59
Parks and Recreation Dept.	57	58	63	62
Psychiatric Security Review Board	34	57	38	-
Public Employees Retirement System	44	57	44	54
Public Utility Commission	105	82	61	69
Racing Commission	20	-	-	35
Real Estate Agency	43	49	-	31
State Board of Accountancy	43	51	-	-
State Board of Licensed Social	-	-	35	-
State Board of Massage Therapists	-	15	18	-
State Bd. of Parole and Post- Prison	-	34	-	-
State Landscape Contractors Board	-	-	-	-
State of Oregon Military Dept.	45	53	40	44
Teacher Standards and Practices	61	41	-	-
Veterinary Medical Examining Board	-	71	-	-
Water Resources Dept.	92	102	59	58
Watershed Enhancement Board	-	-	31	60
Oregon Lottery	-	66	55	44

\*DELIC informed DAS that a background check process is conducted for all positions prior to job offer, adding approx.. three weeks to the time to fill



## 2024 Q1: Agency Vacancy Rates

2024 Q1: Agency Vacancy Rates					
Agency	Total Positions	Total Vacancies	Vacancies >6mo	% Total Vacancies	% >6mo Vacancies
Board of Nursing	58	3	2	5%	3%
Bureau of Labor and Industries	150	49	8	33%	5%
Commission for the Blind	66	6	1	9%	2%
Construction Contractors Board	59	3	2	5%	3%
Dept. of Administrative Services	987	83	37	8%	4%
Dept. of Agriculture	402	81	48	20%	12%
Dept. of Consumer & Business Services	976	74	15	8%	2%
Dept. of Corrections	4,756	565	307	12%	6%
Dept. of Early Learning and Care	318	34	11	11%	3%
Dept. of Energy	100	14	3	14%	3%
Dept. of Environmental Quality	855	115	43	13%	5%
Dept. of Fish and Wildlife	1,185	143	52	12%	4%
Dept. of Geology and Mineral Industries	41	4	0	10%	0%
Dept. of Human Services	10,958	1,299	245	12%	2%
Dept. of Justice	1,523	148	54	10%	4%
Dept. of Public Safety Standards and Training	183	14	5	8%	3%
Dept. of Revenue	1,078	99	21	9%	2%
Dept. of State Lands	111	9	3	8%	3%
Dept. of the State Fire Marshal	155	16	4	10%	3%
Dept. of Transportation	4,786	502	212	10%	4%
Dept. of Veterans Affairs	97	17	12	18%	12%
District Attorneys and their Deputies	36	0	0	0%	0%
Employment Department	1,990	366	189	18%	9%
Forestry Department	1,083	150	51	14%	5%
Higher Education Coordinating Commission	183	16	13	9%	7%
Land Conservation and Development Dept.	76	6	1	8%	1%
Long Term Care Ombudsman	38	5	0	13%	0%
Mental Health Regulatory Agency	15	2	0	13%	0%
Oregon Board of Dentistry	8	2	0	26%	0%
Oregon Board of Pharmacy	24	2	0	8%	0%
Oregon Business Development Department	180	23	7	13%	4%
Oregon Criminal Justice Commission	29	4	1	14%	3%
Oregon Dept. of Aviation	15	0	0	0%	0%
Oregon Dept. of Education	573	61	33	11%	6%
Oregon Dept. of Emergency Management	127	34	19	27%	15%
Oregon Government Ethics Commission	14	2	0	15%	0%
Oregon Health Authority	5,597	1,128	665	20%	12%
Oregon Housing and Community Services	460	104	39	23%	8%
Oregon Liquor & Cannabis Commission	379	44	12	12%	3%

2024 Q1: Agency Vacancy Rates					
Agency	Total Positions	Total Vacancies	Vacancies >6mo	% Total Vacancies	% >6mo Vacancies
Oregon Medical Board	42	4	2	10%	5%
Oregon State Dept. of Police	1,370	163	69	12%	5%
Oregon State Library	40	4	0	10%	0%
Oregon State Marine Board	43	0	0	0%	0%
Oregon State Treasury	126	27	10	21%	8%
Oregon Youth Authority	957	118	37	12%	4%
Parks and Recreation Department	630	37	14	6%	2%
Psychiatric Security Review Board	13	1	0	8%	0%
Public Employees Retirement System	420	31	10	7%	2%
Public Utility Commission	139	20	3	14%	2%
Racing Commission	10	1	1	10%	10%
Real Estate Agency	31	4	1	13%	3%
Secretary of State	242	14	3	5%	1%
State Board of Accountancy	7	1	0	14%	0%
State Board of Licensed Social Workers	8	0	0	0%	0%
St. Bd. of Parole and Post-Prison Supervision	27	3	1	11%	4%
State of Oregon Military Department	455	76	46	17%	10%
Teacher Standards and Practices Comm.	30	2	0	7%	0%
Veterinary Medical Examining Board	5	0	0	0%	0%
Water Resources Department	244	34	12	14%	5%
Watershed Enhancement Board	40	2	0	5%	0%
Oregon Lottery	480	49	--	10%	--

## Appendix D: Developing New Employees and Managers

### Customer Service Training

Customer Service Training: January 1, 2024 - March 31, 2024 Quarter					
Agency	Completed - Over 60 Days from Assign.	Completed - Within 60 Days of Assign.	Incomplete - Over 60 Days from Assign.	Incomplete - Within 60 Days of Assign.	Total # New Workers
	# Workers	# Workers	# Workers	# Workers	
Board of Nursing	0	3	0	0	3
Bureau of Labor and Industries	0	5	0	0	5
Commission for the Blind	0	5	0	0	5
Dept. of Administrative Services	0	25	0	0	25
Dept. of Agriculture	0	7	0	0	7
Dept. of Consumer & Business Services	0	18	0	0	18
Dept. of Corrections	1	78	0	2	81
Dept. of Early Learning and Care	0	9	0	0	9
Dept. of Energy	0	11	0	0	11
Dept. of Environmental Quality	1	13	0	0	14
Dept. of Fish and Wildlife	0	13	0	0	13
Dept. of Geology and Mineral Industries	0	3	0	0	3
Dept. of Human Services	2	270	0	9	281
Dept. of Justice	0	38	0	1	39
Dept. of Public Safety Standards and Training	0	19	0	2	21
Dept. of Revenue	0	13	0	0	13
Dept. of State Lands	0	4	0	0	4
Dept. of the State Fire Marshal	0	3	0	0	3
Dept. of Transportation	0	78	0	1	79
Dept. of Veterans Affairs	0	1	0	0	1
District Attorneys and their Deputies	0	0	0	1	1
Employment Department	0	52	0	1	53
Forestry Department	0	8	0	0	8
Higher Education Coordinating Commission	0	6	0	0	6
Land Conservation and Development	0	6	0	0	6
Mental Health Regulatory Agency	0	2	0	0	2
Oregon Business Development Department	0	8	0	0	8
Oregon Criminal Justice Commission	0	1	0	0	1
Oregon Dept. of Aviation	0	1	0	0	1
Oregon Dept. of Education	0	22	0	0	22
Oregon Dept. of Emergency Management	0	4	0	1	5
Oregon Government Ethics Commission	0	1	0	0	1
Oregon Health Authority	0	171	0	5	176

Customer Service Training: January 1, 2024 - March 31, 2024 Quarter					
Agency	Completed - Over 60 Days from Assign.	Completed - Within 60 Days of Assign.	Incomplete - Over 60 Days from Assign.	Incomplete - Within 60 Days of Assign.	Total # New Workers
	# Workers	# Workers	# Workers	# Workers	
Oregon Housing and Community Services	0	10	0	0	10
Oregon Liquor & Cannabis Commission	0	2	0	0	2
Oregon State Dept. of Police	0	13	0	1	14
Oregon Youth Authority	0	31	0	1	32
Parks and Recreation Department	0	9	0	0	9
Public Employees Retirement System	0	9	0	0	9
Public Utility Commission	0	3	0	0	3
Real Estate Agency	0	1	0	0	1
State Board of Parole and Post-Prison	0	2	0	0	2
State of Oregon Military Department	0	19	0	0	19
Water Resources Department	0	2	0	0	2
Watershed Enhancement Board	0	1	0	0	1
<b>Total</b>	<b>4</b>	<b>1,000</b>	<b>0</b>	<b>25</b>	<b>1,029</b>

## Foundational Training

Foundational Training: January 1, 2024 - March 31, 2024 Quarter					
Agency	Enrolled – Within 5 Days of Assign.	Enrolled – Over 5 Days of Assign.	Not Enrolled – Over 5 Days of Assign.	Not Enrolled – Within 5 Days of Assign.	Total # New Workers
	# Workers	# Workers	# Workers	# Workers	
Commission for the Blind	1	0	0	0	1
Dept. of Administrative Services	2	0	0	0	2
Dept. of Agriculture	1	0	0	0	1
Dept. of Consumer & Business Services	4	0	0	0	4
Dept. of Corrections	8	0	1	0	9
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	0	0	2
Dept. of Human Services	14	0	2	0	16
Dept. of Justice	6	0	0	0	6
Dept. of Public Safety Standards and Training	3	0	1	0	4
Dept. of Revenue	2	0	0	0	2
Dept. of the State Fire Marshal	1	0	0	0	1
Dept. of Transportation	5	0	0	0	5
Employment Department	4	0	0	0	4
Forestry Department	1	0	4	0	5
Oregon Dept. of Emergency Management	2	0	0	0	2
Oregon Government Ethics Commission	1	0	0	0	1
Oregon Health Authority	8	0	4	0	12
Oregon Housing and Community Services	2	0	1	0	3
Oregon Liquor & Cannabis Commission	1	0	0	0	1
Oregon State Dept. of Police	5	0	1	0	6
Oregon Youth Authority	6	0	0	0	6
Parks and Recreation Department	1	0	0	0	1
Public Utility Commission	1	0	0	0	1
State Bd. of Parole & Post-Prison Supervision	1	0	0	0	1
State of Oregon Military Department	2	0	1	0	3
Water Resources Department	1	0	0	0	1
<b>Total</b>	<b>88</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>103</b>

## Performance Accountability & Feedback Training

Performance Accountability & Feedback Training: January 1, 2024 - March 31, 2024 Quarter					
Agency	Completed - Over 30 Days from Assign.	Completed - Within 30 Days of Assign.	Incomplete - Over 30 Days from Assign.	Incomplete - Within 30 Days of Assign.	Total # New Workers
	# Workers	# Workers	# Workers	# Workers	
Commission for the Blind	0	1	0	0	1
Dept. of Administrative Services	1	1	0	0	2
Dept. of Agriculture	0	1	0	0	1
Dept. of Consumer & Business Services	0	4	0	0	4
Dept. of Corrections	0	9	0	0	9
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	2	0	0	2
Dept. of Human Services	0	16	0	0	16
Dept. of Justice	0	6	0	0	6
Dept. of Public Safety Standards and Training	1	3	0	0	4
Dept. of Revenue	0	2	0	0	2
Dept. of the State Fire Marshal	0	1	0	0	1
Dept. of Transportation	0	5	0	0	5
Employment Department	0	4	0	0	4
Forestry Department	0	5	0	0	5
Oregon Dept. of Emergency Management	0	2	0	0	2
Oregon Government Ethics Commission	0	1	0	0	1
Oregon Health Authority	1	11	0	0	12
Oregon Housing and Community Services	0	3	0	0	3
Oregon Liquor & Cannabis Commission	0	1	0	0	1
Oregon State Dept. of Police	1	5	0	0	6
Oregon Youth Authority	1	5	0	0	6
Parks and Recreation Department	0	1	0	0	1
Public Utility Commission	0	1	0	0	1
State Board of Parole and Post-Prison	0	1	0	0	1
State of Oregon Military Department	0	3	0	0	3
Water Resources Department	0	1	0	0	1
<b>Total</b>	<b>5</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>103</b>

## Uplift Your Benefits Training

Uplift Your Benefits Training: January 1, 2024 - March 31, 2024 Quarter					
Agency	Completed - Over 30 Days from Assign.	Completed - Within 30 Days of Assign.	Incomplete - Over 30 Days from Assign.	Incomplete - Within 30 Days of Assign.	Total # New Workers
	# Workers	# Workers	# Workers	# Workers	
Board of Nursing	0	3	0	0	3
Bureau of Labor and Industries	0	5	0	0	5
Commission for the Blind	0	5	0	0	5
Dept. of Administrative Services	1	23	0	1	25
Dept. of Agriculture	0	7	0	0	7
Dept. of Consumer & Business Services	1	17	0	0	18
Dept. of Corrections	7	71	0	3	81
Dept. of Early Learning and Care	0	9	0	0	9
Dept. of Energy	0	11	0	0	11
Dept. of Environmental Quality	0	14	0	0	14
Dept. of Fish and Wildlife	0	13	0	0	13
Dept. of Geology and Mineral Industries	0	3	0	0	3
Dept. of Human Services	7	266	0	8	281
Dept. of Justice	0	38	0	1	39
Dept. of Public Safety Standards and Training	0	4	0	1	5
Dept. of Revenue	0	13	0	0	13
Dept. of State Lands	0	4	0	0	4
Dept. of the State Fire Marshal	0	3	0	0	3
Dept. of Transportation	1	75	0	3	79
Dept. of Veterans Affairs	0	1	0	0	1
District Attorneys and their Deputies	0	1	0	0	1
Employment Department	1	51	0	0	52
Forestry Department	0	8	0	0	8
Higher Education Coordinating Commission	0	6	0	0	6
Land Conservation & Development Dept.	0	6	0	0	6
Mental Health Regulatory Agency	0	2	0	0	2
Oregon Business Development Department	0	8	0	0	8
Oregon Criminal Justice Commission	0	1	0	0	1
Oregon Dept. of Aviation	0	1	0	0	1
Oregon Dept. of Education	0	22	0	0	22
Oregon Dept. of Emergency Management	1	4	0	0	5
Oregon Government Ethics Commission	0	1	0	0	1
Oregon Health Authority	2	165	0	9	176
Oregon Housing and Community Services	0	10	0	0	10
Oregon Liquor & Cannabis Commission	0	2	0	0	2

Uplift Your Benefits Training: January 1, 2024 - March 31, 2024 Quarter					
Agency	Completed - Over 30 Days from Assign.	Completed - Within 30 Days of Assign.	Incomplete - Over 30 Days from Assign.	Incomplete - Within 30 Days of Assign.	Total # New Workers
	# Workers	# Workers	# Workers	# Workers	
Oregon State Dept. of Police	0	13	0	1	14
Oregon Youth Authority	0	31	0	1	32
Parks and Recreation Department	0	9	0	0	9
Public Employees Retirement System	0	9	0	0	9
Public Utility Commission	0	3	0	0	3
Real Estate Agency	0	1	0	0	1
State Bd. of Parole & Post-Prison Supervision	1	1	0	0	2
State of Oregon Military Department	0	17	0	2	19
Water Resources Department	0	2	0	0	2
Watershed Enhancement Board	0	1	0	0	1
<b>Total</b>	<b>22</b>	<b>960</b>	<b>0</b>	<b>30</b>	<b>1,012</b>