

Progress Report

# OREGON AGENCY EXPECTATIONS

Sept. 30, 2024

Covering April 1, 2024 -  
June 30, 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 second quarter of 2024.

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

This report focuses on six 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 (April-June 2024), Oregon state agencies have made the following progress:

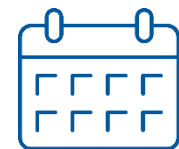
**Audit Accountability** – Agencies submitted information on 67 internal and external audits, from which 117 recommendations (36%) were implemented, 155 recommendations (48%) were not implemented but not yet due, and 38 (19%) were not yet implemented and overdue.

**Diversity Equity and Inclusion Plans** – All agencies (83) met the expectation to submit a DEI plan and meet with the Office of Cultural Change for feedback.



**Increased Number of Strategic Plans** – 75 of 77 agencies submitted a strategic plan to DAS, an immense improvement from June 2023 when just 32 agencies reported having strategic plans.

**Slightly Decreased Rate of Employee Performance Feedback** – In the last report, the enterprise was at 95% compliance with employee performance feedback. In this period, agencies have decreased compliance to 94%, and 51 out of 64 agencies achieved 90% or higher.



**Decreased Time to Fill Vacancies** – The average time it took to fill vacant positions decreased slightly to 67 days.

**Mixed Vacancy Rate Changes** – The rate of positions that were vacant for more than six months increased to 6.2% from the previous quarter’s 5.2%, while the rate for all vacancies decreased from 13.2 to 12.9%.



**Mixed Progress on Participation in Required Trainings** –

- Customer Service Fundamentals training achieved 98.2% compliance (a decrease from 99.6%).
- Foundational Training for Managers increased from 83.8% to 84.41% compliance.
- Uplift Your Benefits training: 92.4% of agencies are meeting the goal of 100% participation of new employees within 30 days of hire (down from June’s 95%).



Future reports will share progress as anticipated below, as agencies reach deliverable deadlines.

Expectations Reporting Schedule	12/31/24	3/31/25	6/30/25	9/30/25
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. Audit Accountability

State agencies report to DAS on audit recommendation status twice a year. The reports are due by May 31 and Nov. 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. State Government Commitment to Diversity Equity and Inclusion

All agencies will develop and submit a biennial Diversity, Equity and Inclusion plan.

*Goals/objectives: Agencies will create a DEI plan to serve as an overarching DEI strategy tool, and an Affirmative Action Plan, to achieve affirmative action goals.*

### 3. Strategic Planning

Agencies will develop and follow a strategic plan using goals outlined by the Governor's Office.

*Goals/objectives: State agencies develop plans with agency leadership and in partnership with direct service employees, community partners, tribes, underrepresented communities and applicable boards and commissions responsible for oversight of the organization.*

### 4. 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.*

## Audit Accountability

Agencies submitted information on 67 internal and external audits, which included 320 total recommendations.<sup>1</sup> 117 recommendations were implemented (36%), 55 are not implemented but not yet due (48%), and 38 are not yet implemented and overdue (19%).

### Agencies Are Making Progress Implementing Audit Recommendations

Several agencies reported implementation of all recommendations of an audit in this period, including Department of Administrative Services, Department of Consumer and Business Services, Department of Corrections, Department of Justice, Department of Revenue, and the Higher Education Coordinating Commission. Relatively rate are overdue recommendations, and half in this period were associated with a single internal audit of contract administration at OHA. The OHA/DHS chief audit executive noted the timeline for implementation of audit recommendations was especially aggressive, and the agency is actively implementing the recommendations. ODEM and OLCC each reported six past-due recommendations split among several engagements. No other agency had more than two overdue recommendations.

### Audit Work Covers a Variety of High-Risk Areas

Agency internal audits from this period fell into several high-risk categories, including:

- Information technology audits on application management, IT and data governance, data quality, service desk management and IT incident response
- Agency-wide and program efforts related to diversity, equity and inclusion
- Safety and security audits, such as incident and hazard response
- General management audits on protection of state assets, bond management, grants accounting and public records
- Staff engagement, training and workforce development
- Industry-specific performance audits, such as Controlled Hunt Draw (ODFW), calculation of tax and fee revenue (DOR, ODOT), and divorce calculations (PERS).

### Some Agencies Need Additional Resources to Conduct Audit Work

Several agencies required to maintain an audit function do not currently have staffing resources to do so, including ODA, OWEB, OWRD, PUC, and DSL. The DAS statewide internal audit coordinator is working with these agencies to identify strategies for conducting audit work.

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<sup>1</sup> Due to delay publishing the SOS Statewide Single Audit, DAS advised agencies not to report on associated recommendations in this period. Recommendations from the single audit will appear in the next reporting period ending in the fall of 2024.

# State Government Commitment to Diversity Equity and Inclusion

The Office of Cultural Change (OCC) is a supportive partner to agencies throughout the development, submission and implementation of their diversity, equity and inclusion plans (DEI plan). This includes building capacity, providing resources and sustaining meaningful relationships across the enterprise. The OCC's hope and expectation in this accountability is to deepen DEI commitments and ongoing investments in DEI across the enterprise.

While agencies were expected to complete a full DEI plan by June 1, 2024 (if they did not submit a full plan by June 1, 2023), the OCC set two additional expectations to deepen engagement in this new requirement. The expectations are that every agency, represented by their agency head and DEI lead (where applicable):

- 1) Meet with the OCC to discuss DEI plan development and implementation and receive feedback on their plans and guidance from the OCC.
- 2) Actively participate in one of five collaborative cohorts focused on DEI plan development and implementation, managed and facilitated by the OCC quarterly.

Of the 83 agencies required to submit a DEI plan, all 83 met with the OCC for a minimum of one hour; 33 of these agencies met with the OCC more than once as part of the DEI plan process. In total, the OCC spent over 250 hours meeting with agencies to share feedback and provide support in plan development. With the support of members of the OCC's DEIB Cabinet, over 250 hours were also spent reviewing agency DEI plans.

**Ultimately, 83 agencies submitted completed DEI plans by the June 1, 2024 deadline.** This includes agencies who embedded DEI into their strategic plans.

Also, in the first two quarters of 2024, 84 agencies that were required to submit a DEI plan participated in the first two quarterly DEI cohort meetings. We are currently underway with third quarter cohort meetings.

Throughout the DEI plan process, several themes emerged:

- A desire for a streamlining of required plans, including alignment around due dates. This also includes an acknowledgement and a "right-sized" approach for smaller agencies, boards and commissions who have limited resources and staffing to thoughtfully approach developing all of the plan requirements.
- Agencies are on a wide spectrum of DEI awareness, skill and implementation.
- Many barriers to advancing DEI exist (e.g. – staffing, budget, etc.), and there is collective feedback that agencies need more DEI resources to do the work more deeply and effectively.
- Agencies seek guidance and clarity about what accountability to DEI looks like in day-to-day operations.



- Many DEI plans require DEI leaders to lead and implement most (if not all) of the work of DEI plans. Unclear expectations about how leadership and staff might see their responsibility and accountability to DEI.
- Some DEI Leaders do not have meaningful access to leadership, creating barriers to socializing and implementing the work.
- Some agency directors approach DEI as a core responsibility, while others do not have an understanding or approach to leading for DEI.
- DEI plans often focus on technical approaches, not addressing internal culture-building practices that lead to more inclusive workplaces and retention of staff.
- DEI plans often focus on training and awareness-building without a process to implement or build accountability to what is learned.
- “Community engagement” means many different things to agencies, ranging from feedback, to developing deep relationships with the community so that they are actively involved with decision-making.
- No clear processes exist for when staff experience racism from the public and people they serve.
- There is a clear need for repair and restorative work to be embedded within State culture and systems, especially as there are unclear pathways beyond reporting to Human Resources or investigations for when employees experience harm (e.g. – conflict, racism, microaggressions, etc.).

The OCC is currently meeting with cohorts for feedback on the DEI plan process and cohorts to adapt and refine ongoing implementation supports and accountability measures. The OCC plans on continuing the cohorts to provide that ongoing support, guidance and capacity building, and using the feedback to ensure that the time spent in cohorts is meaningful for agencies. So far, the feedback is positive, and agencies have expressed appreciation for the opportunity to engage with other agencies, learn from one another and share resources to advance in their DEI journey.

Lastly, the OCC is actively engaging with the Governor’s Office to develop a north star vision for DEI that can both align and deepen the DEI work happening across the enterprise.

# Strategic Planning

In a baseline survey of agencies reported in June 2023, 32 out of 77 agency directors reported that their agency had completed a strategic plan within the last 36 months.

Currently, **75 out of 77 agencies have submitted a strategic plan for DAS review** (all but the Oregon Board of Optometry and the Oregon Department of Aviation).

## DAS Review Process

The DAS Strategic Initiatives and Enterprise Accountability team is currently reviewing all plans against criteria that are based on guidance published by the U.S. Government Accountability Office. The team is also preparing feedback for each plan and will then meet with agencies to share the feedback and offer support to meet the criteria in the next strategic plan update, due in June 2025.

## Review Criteria: Agency Strategic Plans



- ✓ ✗
- Mission**   Does the plan articulate a clear mission statement that reflects the agency's mandate?
  - Objectives**   Does the plan articulate high-level priorities that align to the organization's mission?
  - Goals**   Does the plan articulate concrete goals that align to stated priorities?  
  Are goals Specific Measurable Achievable Relevant Timebound?
  - Considerations**   Does the plan indicate analysis of external factors that could impact achievement of mission?  
  Does the plan reflect the agency's DEIB plan?  
  Does the plan incorporate the agency's IT Strategic Plan?
  - Monitoring**   Does the plan describe a process for performance monitoring and accountability?  
  Does the plan describe an approach for regular reporting to ensure transparency?
  - Development process**   Did agency engage their community in the development of priority areas?  
  Did agency consult with Governor's Policy advisors to shape priorities?

Criteria adapted from guidance for oversight of agency strategic plans published by the U.S. Government Accountability Office

## 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.

The data reported this period is for check-ins due by July 31, 2024, which provided feedback on employee performance as observed by managers in the second quarter (April 1, 2024 - June 30, 2024). Managers met with each employee to provide feedback on the employee's goals and expectations and then documented the check-in by the due date.

- **Overall PAF check-in compliance was 95%**, with a total of 28,645 check-ins completed out of the 30,278 check-ins required.
- 52 of the 64 (81%) Executive Branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarters check-ins.
- 5 of 64 (8%) had a check-in completion rate between 80% and 90%.
- 7 of 64 (11%) did not reach at least 80% compliance:
  - Board of Nursing
  - Long Term Care Ombudsman
  - Higher Education Coordinating Commission
  - Department of Veterans Affairs
  - State Board of Parole and Post-Prison Supervision\*
  - State Board of Massage Therapists\*
  - Teacher Standards and Practices Commission\*

*\*Also completed fewer than 80% of required check-ins for quarter ending 3/31/24.*

# Agency Hiring Practices

## Time to Fill Positions

It is the Governor’s expectation that the average time to fill positions does not exceed 50 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, linked evergreens, 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 in Q2 of 2024 decreased slightly to 67 days.** Efforts to streamline the recruitment process are aiding in this endeavor. 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 data here shows the statewide average time to fill over the last six quarters and how many agencies achieved a 50-day (or less) average. The data displays the count and percent of agencies that recruited in each quarter and met the 50-day goal.

Year	Quarter	Statewide Avg. Time to Fill	# of Agencies Included	# of agencies < 50-day goal	% of agencies < 50-day goal
2023	Q1: Jan	79 days	49	4	8%
	Q2: Apr	74 days	49	15	31%
	Q3: July	75 days	55	23	42%
	Q4: Oct	68 days	52	17	33%
2024	Q1: Jan	68 days	46	16	35%
	Q2: Apr	67 days	46	17	37%

## Vacancy Rates

**The vacancy rate for Q2 of 2024 dropped slightly from the previous quarter to 12.9%.** 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 that have been open for six months or longer are also shown. Prior to tracking the vacancy rates for the purposes of this report, Oregon state government had a baseline vacancy rate of 18.4%. Efforts to streamline and accelerate the recruitment process is decreasing the time to fill which in turn decreases the vacancy rate.

Year	Quarter	Total Positions	Total Vacancies	Vacancies <6mo	Total Vacancy Rate	>6mo Vacancy Rate
2023	Q2: Apr –	42,310	6,217	2,837	14.7%	6.7%
	Q3: July –	43,096	5,865	2,185	13.5%	5.1%
	Q4: Oct –	43,891	5,732	2,283	13.0%	5.2%
2024	Q1: Jan –	44,429	5,853	2,325	13.2%	5.2%
	Q2: Apr –	44,653	5,773	2,748	12.9%	6.2%

# Developing New Employees and Managers

## Customer Service Training

The online self-paced 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 employee's complete the training within 60 days of being hired.

This reporting period is for April 1, 2024, through June 30, 2024. Of the 1,109 new hires hired during this period:

- 1,089 employees completed the training within 60 days of being hired.
- 17 employees have not completed the training and are over 60 days of being hired.
- 1 employee has not completed the training but is still within the 60 days.
- 2 employees completed the training after 60 days of being hired.

**The enterprise achieved 98.19% compliance.**

## Foundational Training Program

*As noted in the June 30, 2024 Progress Report – Oregon Agency Expectations, an adjustment to this expectation went into effect April 1, 2024. New managers must complete the Foundational Training Program within four months of their position start date.*

This reporting period is for April 1, 2024, through June 30, 2024. Of the 154 new managers hired during this period:

- 21 new managers completed the training within four months of being hired.
- 109 new managers have not completed the training but are still within four months of being hired.
- 24 new managers have not completed the training within four months of being hired.

**The enterprise achieved 84.41% 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 April 1, 2024, through June 30, 2024. Of the 153 new managers hired during this period:

- 132 new managers completed the training within 30 days of being hired.

- Seven new managers have not completed the training and are over 30 days of being hired.
- Zero new managers haven't completed the training but are still within the 30 days.
- 14 new managers completed the training after 30 days of being hired.

**The enterprise achieved 86.2% compliance.**

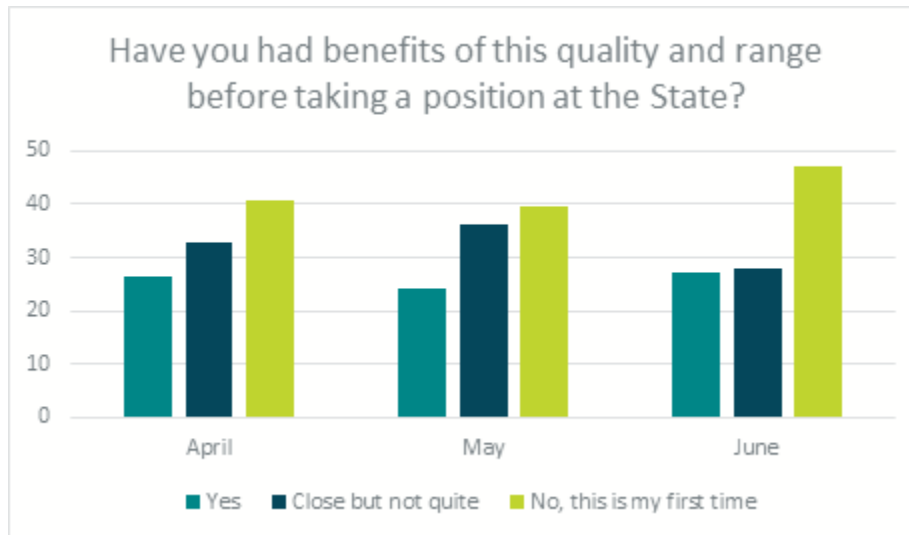
## Uplift Your Benefits

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

- 1,083 new employees were hired in this period (April – June 2024).
- **1001 employees (92.4%) completed the workshop within 30 days.**
- 37 employees (3.4%) completed the workshop after the 30-day window.
- 45 employees (4.15%) have not completed the workshop after the 30-day window.

The Uplift Your Benefits (UYB) workshop is engaging and interactive, we use zoom polls during the workshop to engage participants and collect data to help inform our programming. The following graph illustrates that 39-47% of UYB participants in Q2 have never had benefits of this quality and range before. (see figure 1).

**Figure 1. zoom poll question**



The UYB post workshop survey allows Uplift to collect qualitative data on the workshop to inform future offerings through a needs assessment and to capture the overall experience of participants. The average response rate for Q2 was 82.1%

“Great presentation! Had lots of good information to go over, plenty of time for questions and a plethora of resources available for self-help. Many of the questions that were coming up were proactively answered”.

*UYB participant - May 17, 2024*

“Great presentation! Really excited to check out all of my new benefits!”

*UYB participant – June 21, 2024*



## Conclusion

This quarter's report is the first where we have enough data to show trends for most of these expectations. Particular highlights are the work of agencies to create diversity equity and inclusion plans and strategic plans. At baseline, in June 2023 we reported that fewer than half of agencies had a current strategic plan. Now, every agency but two has submitted a strategic plan for review by their policy advisor and DAS. For DEI plans, at the baseline in 2023, only 40 agencies had completed a DEI plan in the last 24 months, and now all required agencies, and some volunteer agencies that wanted to participate have submitted a DEI plan and joined cohorts of their peers for implementation.

While not all measures show improvement this quarter, in fact a couple measures are moving in the wrong direction, we now have the ability to track over time and home in on areas of work or agencies that may need extra attention to meet the Governor's expectations.

## Appendix A: Diversity Equity and Inclusion Plans

Status	Total
DEI plan submitted within last 24 months	59
DEI plan embedded in updated strategic plan	15
Affirmative action plan submitted as DEI plan	9
No plan submitted	0
Total agencies, boards, commissions, departments, offices	83

Agency	DEI Plan Status	Next Due
Appraiser Certification & Licensure Board	DEI plan submitted within last 24 months	2026
Ore. Board of Examiners for Speech-Language	DEI plan embedded in updated strategic plan	2027
Board of Licensed Social Workers	DEI plan embedded in updated strategic plan	2027
Board of Parole & Post-Prison Supervision	DEI plan submitted within last 24 months	2026
Ore. Board of Pharmacy	DEI plan submitted within last 24 months	2026
Bureau of Labor & Industries	DEI plan submitted within last 24 months	2025
Business Ore.	DEI plan submitted within last 24 months	2026
Columbia River Gorge Commission	DEI plan submitted within last 24 months	2025
Construction Contractors Board	DEI plan submitted within last 24 months	2026
Dept. of Administrative Services	DEI plan embedded in updated strategic plan	2027
Dept. of Consumer & Business Services	DEI plan submitted within last 24 months	2025
Dept. of Corrections	DEI plan submitted within last 24 months	2026
Dept. of Early Learning & Care	DEI plan submitted within last 24 months	2025
Dept. of Environmental Quality	DEI plan submitted within last 24 months	2026
Dept. of Geology & Mineral Industries	DEI plan embedded in updated strategic plan	2027
Dept. of Land Conservation & Development	DEI plan submitted within last 24 months	2026
Dept. of Public Safety Standards & Training	DEI plan submitted within last 24 months	2025
Dept. of Revenue	DEI plan submitted within last 24 months	2025
Employment Relations Board	DEI plan embedded in updated strategic plan	2027
Enterprise Information Services	DEI plan submitted within last 24 months	2025
Higher Education Coordinating Commission	DEI plan submitted within last 24 months	2025
Land Use Board of Appeals	DEI plan submitted within last 24 months	2026
Landscape Contractors Board	Affirmative action plan submitted as DEI plan	2025
Mental Health Regulatory Agency	DEI plan submitted within last 24 months	2025
Occupational Therapy Licensing Board	DEI plan submitted within last 24 months	2026
Office of Administrative Hearings	DEI plan embedded in updated strategic plan	2027
Ore. Advocacy Commissions Office	DEI plan submitted within last 24 months	2026
Ore. Board of Chiropractic Examiners	DEI plan embedded in updated strategic plan	2027
Ore. Board of Dentistry	DEI plan submitted within last 24 months	2025
Ore. Board of Medical Imaging	DEI plan submitted within last 24 months	2025
Ore. Board of Naturopathic Medicine	DEI plan submitted within last 24 months	2026
Ore. Board of Optometry	Affirmative action plan submitted as DEI plan	2025

Agency	DEI Plan Status	Next Due
Ore. Board of Physical Therapy	DEI plan submitted within last 24 months	2025
Ore. Board of Tax Practitioners	Affirmative action plan submitted as DEI plan	2025
Ore. Commission for the Blind	Affirmative action plan submitted as DEI plan	2025
Criminal Justice Commission	DEI plan submitted within last 24 months	2025
Dept. of Agriculture	DEI plan embedded in updated strategic plan	2027
Ore. Dept. of Aviation	DEI plan submitted within last 24 months	2026
Ore. Dept. of Education	DEI plan submitted within last 24 months	2026
Ore. Dept. of Emergency Management	Affirmative action plan submitted as DEI plan	2025
Ore. Dept. of Energy	DEI plan submitted within last 24 months	2025
Ore. Dept. of Fish & Wildlife	DEI plan submitted within last 24 months	2026
Ore. Dept. of Forestry	DEI plan submitted within last 24 months	2025
Ore. Dept. of Human Services	DEI plan submitted within last 24 months	2025
Dept. of State Lands	DEI plan submitted within last 24 months	2026
Ore. Dept. of Transportation	DEI plan submitted within last 24 months	2025
Ore. Dept. of Veterans' Affairs	DEI plan embedded in updated strategic plan	2026
Ore. Employment Dept.	DEI plan submitted within last 24 months	2025
Ore. Film & Video Office	DEI plan submitted within last 24 months	2026
Ore. Government Ethics Commission	DEI plan submitted within last 24 months	2026
Ore. Health Authority	DEI plan submitted within last 24 months	2025
Ore. Housing & Community Services	DEI plan submitted within last 24 months	2026
Ore. Liquor & Cannabis Commission	DEI plan embedded in updated strategic plan	2027
Office of the Long Term Care Ombudsman	DEI plan submitted within last 24 months	2026
Ore. Medical Board	DEI plan submitted within last 24 months	2026
Ore. Military Dept.	DEI plan submitted within last 24 months	2025
Ore. Mortuary & Cemetery Board	DEI plan embedded in updated strategic plan	2027
Ore. Parks & Recreation Dept.	DEI plan submitted within last 24 months	2026
Ore. Patient Safety Commission	DEI plan embedded in updated strategic plan	2027
Ore. Racing Commission	DEI plan submitted within last 24 months	2026
Real Estate Agency	DEI plan submitted within last 24 months	2025
Ore. State Board of Architect Examiners	Affirmative action plan submitted as DEI plan	2025
Ore. State Board of Examiners for Engineering &	DEI plan submitted within last 24 months	2025
Ore. Board of Geologist Examiners	Affirmative action plan submitted as DEI plan	2025
Ore. State Board of Nursing	DEI plan submitted within last 24 months	2026
Ore. State Fire Marshal	DEI plan submitted within last 24 months	2026
Ore. State Landscape Architect Board	Affirmative action plan submitted as DEI plan	2025
Ore. State Lottery	DEI plan submitted within last 24 months	2026
Ore. State Marine Board	DEI plan submitted within last 24 months	2025
Ore. State Police	DEI plan submitted within last 24 months	2025
Ore. Veterinary Medical Examining Board	DEI plan submitted within last 24 months	2026
Ore. Water Resources Dept.	DEI plan submitted within last 24 months	2026
Ore. Watershed Enhancement Board	DEI plan submitted within last 24 months	2025
Ore. Youth Authority	DEI plan submitted within last 24 months	2025

Agency	DEI Plan Status	Next Due
Psychiatric Security Review Board	DEI plan embedded in updated strategic plan	2027
Public Employees Retirement System	DEI plan submitted within last 24 months	2026
Office of the Public Records Advocate	DEI plan submitted within last 24 months	2026
Public Utility Commission	DEI plan submitted within last 24 months	2025
Board of Accountancy	Affirmative action plan submitted as DEI plan	2025
Ore. Board of Massage Therapists	DEI plan submitted within last 24 months	2025
State Library of Ore.	DEI plan embedded in updated strategic plan	2026
Teacher Standards & Practices Commission	DEI plan submitted within last 24 months	2026
Youth Development Ore.	DEI plan embedded in updated strategic plan	2025

## Appendix B: Performance Feedback for Employees

Agency	Required Employee Check-ins		
	Complete	Incomplete	% Complete
Board of Chiropractic Examiners	5	0	100%
Board of Medical Imaging	3	0	100%
Board of Naturopathic Medicine	1	0	100%
Commission for the Blind	34	0	100%
Construction Contractors Board	52	0	100%
Department of Fish and Wildlife	599	0	100%
Department of Geology and Mineral Industries	37	0	100%
Department of Revenue	643	0	100%
Employment Relations Board	8	0	100%
Land Use Board of Appeals	4	0	100%
Office of the Public Records Advocate	1	0	100%
Oregon Advocacy Commissions Office	5	0	100%
Oregon Board of Dentistry	4	0	100%
Oregon Board of Pharmacy	17	0	100%
Oregon Business Development Department	81	0	100%
Oregon State Library	16	0	100%
Oregon State Marine Board	36	0	100%
Psychiatric Security Review Board	11	0	100%
Public Employees Retirement System	314	0	100%
Real Estate Agency	24	0	100%
State Board of Accountancy	5	0	100%
State Mortuary And Cemetery Board	6	0	100%
State of Oregon Military Department	258	0	100%
Tax Practitioners Board	1	0	100%
Veterinary Medical Examining Board	3	0	100%
Watershed Enhancement Board	30	0	100%
Parks and Recreation Department	328	1	100%
Department of Early Learning and Care	270	1	100%
Department of Consumer & Business Services	720	6	99%
Bureau of Labor and Industries	68	1	99%
Department of State Lands	58	1	98%
Department of Administrative Services	592	10	98%
Department of Justice	876	17	98%
Department of Agriculture	238	5	98%
Department of Transportation	3,486	79	98%

For Quarter Ending July 1, 2024		Required Employee Check-ins		
Agency	Complete	Incomplete	% Complete	
Department of Corrections	4,088	137	97%	
Oregon State Department of Police	732	20	97%	
Oregon Medical Board	30	1	97%	
Department of Public Safety Standards and Training	88	3	97%	
Employment Department	1,287	48	96%	
Oregon Department of Emergency Management	55	3	95%	
Oregon Criminal Justice Commission	17	1	94%	
Water Resources Department	133	8	94%	
Department of the State Fire Marshal	74	5	94%	
Oregon Health Authority	3,063	208	94%	
Oregon Department of Aviation	12	1	92%	
Department of Human Services	7,693	652	92%	
Department of Energy	65	6	92%	
Oregon Youth Authority	484	47	91%	
Oregon Liquor & Cannabis Commission	223	23	91%	
Department of Environmental Quality	511	53	91%	
Public Utility Commission	77	8	91%	
Land Conservation and Development Department	47	6	89%	
Oregon Department of Education	409	54	88%	
State Board of Licensed Social Workers	7	1	88%	
Forestry Department	392	80	83%	
Oregon Housing and Community Services	154	33	82%	
Board of Nursing	12	4	75%	
Long Term Care Ombudsman	23	8	74%	
Higher Education Coordinating Commission	100	36	74%	
Department of Veterans Affairs	27	41	40%	
State Board of Parole and Post-Prison Supervision	8	13	38%	
State Board of Massage Therapists	0	5	0%	
Teacher Standards and Practices Commission	0	7	0%	
Health Related Licensing Boards	0	0		
Mental Health Regulatory Agency	0	0		
Occupational Therapy Licensing Board	0	0		
Oregon Board of Optometry	0	0		
Oregon Government Ethics Commission	0	0		
State Board of Examiners for Speech-Language Pathology and Audiology	0	0		
<b>Total</b>	<b>28,645</b>	<b>1,633</b>	<b>95%</b>	

## Appendix C: Agency Hiring Practices

### Time to Fill

The below data shows the average time to fill for each department, agency, or board by quarter. Cells colored green indicate meeting the 50-day goal.

Q2 2023 - Q2 2024: Time to Fill	2023			2024	
Agency	Q2	Q3	Q4	Q1	Q2
Bd. of Examiners for Engin. & Land Surveying	75	-	-	-	-
Board of Nursing	113	82	69	61	41
Commission for the Blind	61	63	51	47	35
Construction Contractors Board	38	54	52	69	48
Dept. of Administrative Services	53	53	56	46	42
Dept. of Agriculture	67	46	75	91	60
Dept. of Consumer & Business Services	47	53	48	52	53
Dept. of Corrections	56	56	49	47	54
Dept. of Early Learning and Care*	-	28	73	79	59
Dept. of Energy	27	31	26	39	32
Dept. of Environmental Quality	61	72	66	65	66
Dept. of Fish and Wildlife	85	88	68	76	68
Dept. of Geology and Mineral Industries	89	21	67	-	-
Dept. of Human Services	88	84	85	80	87
Dept. of Public Safety Standards and Training	59	44	61	54	45
Dept. of Revenue	51	40	47	42	40
Dept. of State Lands	70	47	52	74	49
Dept. of the State Fire Marshal	-	42	71	67	47
Dept. of Transportation	72	75	70	69	57
Dept. of Veterans Affairs	41	44	50	46	61
Employment Dept.	60	65	62	58	58
Forestry Dept.	53	50	54	47	50
Higher Education Coordinating Commission	55	60	56	51	58
Land Conservation and Development Dept.	64	47	41	75	59
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	-	41
Oregon Board of Pharmacy	-	-	63	-	-
Oregon Business Development Dept.	50	59	60	54	52
Oregon Criminal Justice Commission	104	57	-	-	-
Oregon Dept. of Aviation	158	28	-	19	-
Oregon Dept. of Education	63	61	64	68	54
Oregon Dept. of Emergency Management	89	99	83	61	41
Oregon Forest Resources Institute	-	83	109	-	-

Q2 2023 - Q2 2024: Time to Fill		2023			2024	
Agency		Q2	Q3	Q4	Q1	Q2
Oregon Government Ethics Commission		-	46	55	-	66
Oregon Health Authority		101	112	82	91	86
Oregon Housing and Community Services		61	55	49	68	62
Oregon Liquor & Cannabis Commission		89	82	62	83	66
Oregon Medical Board		45	48	59	35	66
Oregon State Dept. of Police		88	91	87	77	74
Oregon State Library		87	31	59	19	68
Oregon State Marine Board		-	35	55	58	-
Oregon Youth Authority		74	73	56	59	61
Parks and Recreation Dept.		57	58	63	62	59
Psychiatric Security Review Board		34	57	38	-	38
Public Employees Retirement System		44	57	44	54	51
Public Utility Commission		105	82	61	69	59
Racing Commission		20	-	-	35	40
Real Estate Agency		43	49	-	31	35
State Board of Accountancy		43	51	-	-	-
State Board of Licensed Social Workers		-	-	35	-	-
State Board of Massage Therapists		-	15	18	-	-
State Bd. of Parole and Post- Prison Supervision		-	34	-	-	-
State Landscape Contractors Board		-	-	-	-	29
State of Oregon Military Dept.		45	53	40	44	39
Teacher Standards and Practices Commission		61	41	-	-	48
Veterinary Medical Examining Board		-	71	-	-	-
Water Resources Dept.		92	102	59	58	58
Watershed Enhancement Board		-	-	31	60	105
Oregon Lottery		-	66	55	44	45

**A note about Evergreens:** Evergreen job postings are a body of recruitment that is not captured in the Time to Fill report but are commonly used as a recruiting strategy for ongoing vacancies, hard to fill positions, and multiple openings. For example, DHS used 134 Evergreens during Q2 to fill 291 positions. DHS’s internal time to fill data, which includes Evergreens, indicates an average of 53 days. Future reports will describe enterprise-wide use of Evergreens more thoroughly.



## Vacancy Rates

2024 Q2: Agency Vacancy Rates					
Agency	Total Position	Total Vacancies	Vacancies >6	% Total Vacancies	% >6mo Vacancies
Board of Nursing	58	4	2	6.9%	3.5%
Bureau of Labor and Industries	150	40	12	26.6%	8.0%
Commission for the Blind	66	5	1	7.6%	1.5%
Construction Contractors Board	59	3	2	5.1%	3.4%
Department of Administrative Services	987	89	34	9.0%	3.4%
Department of Agriculture	402	77	55	19.1%	13.7%
Department of Consumer & Business	976	70	21	7.2%	2.2%
Department of Corrections	4,756	544	309	11.4%	6.5%
Department of Early Learning and Care	349	37	14	10.6%	4.0%
Department of Energy	96	9	2	9.4%	2.1%
Department of Environmental Quality	855	94	45	11.0%	5.3%
Department of Fish and Wildlife	1,185	131	49	11.1%	4.1%
Department of Geology and Mineral	41	3	2	7.4%	4.9%
Department of Human Services	10,960	1,191	518	10.9%	4.7%
Department of Justice	1,523	162	58	10.6%	3.8%
Dept. of Public Safety Standards & Training	183	14	6	7.7%	3.3%
Department of Revenue	1,078	78	23	7.2%	2.1%
Department of State Lands	111	8	2	7.2%	1.8%
Department of the State Fire Marshal	154	13	5	8.4%	3.2%
Department of Transportation	4,786	506	242	10.6%	5.1%
Department of Veterans Affairs	97	18	8	18.6%	8.2%
District Attorneys and their Deputies	36	-	0	0.0%	0.0%
Employment Department	1,990	323	201	16.2%	10.1%
Forestry Department	1,082	145	55	13.4%	5.1%
Higher Education Coordinating Commission	183	21	11	11.5%	6.0%
Land Conservation and Development	75	4	0	5.3%	0.0%
Long Term Care Ombudsman	38	6	0	15.8%	0.0%
Mental Health Regulatory Agency	15	2	0	13.3%	0.0%
Oregon Board of Dentistry	8	1	0	13.1%	0.0%
Oregon Board of Pharmacy	24	3	0	12.7%	0.0%
Oregon Business Development Department	180	25	6	13.9%	3.3%
Oregon Criminal Justice Commission	29	4	1	13.7%	3.4%
Oregon Department of Aviation	15	1	0	6.7%	0.0%
Oregon Department of Education	573	63	33	11.0%	5.8%
Oregon Department of Emergency	124	21	9	16.9%	7.2%
Oregon Government Ethics Commission	14	-	0	0.0%	0.0%
Oregon Health Authority	5,597	1,062	629	19.0%	11.2%
Oregon Housing and Community Services	460	89	38	19.3%	8.3%
Oregon Liquor & Cannabis Commission	379	42	20	11.1%	5.3%
Oregon Lottery	480	43	-	9.0%	-

2024 Q2: Agency Vacancy Rates					
Agency	Total Position	Total Vacancies	Vacancies >6	% Total Vacancies	% >6mo Vacancies
Oregon Medical Board	42	5	2	11.9%	4.8%
Oregon State Department of Police	1,370	142	64	10.4%	4.7%
Oregon State Library	40	2	0	5.0%	0.0%
Oregon State Marine Board	43	-	0	0.0%	0.0%
Oregon State Treasury	125	19	11	15.2%	8.8%
Oregon Youth Authority	960	143	42	14.9%	4.4%
Parks and Recreation Department	630	35	13	5.6%	2.1%
Psychiatric Security Review Board	13	1	1	7.7%	7.7%
Public Employees Retirement System	420	29	8	6.9%	1.9%
Public Utility Commission	139	18	7	13.0%	5.1%
Racing Commission	10	2	1	19.2%	9.6%
Real Estate Agency	33	4	3	12.1%	9.1%
Secretary of State	253	24	4	9.5%	1.6%
State Board of Accountancy	7	1	0	14.3%	0.0%
State Board of Licensed Social Workers	8	-	0	0.0%	0.0%
State Board of Parole and Post-Prison	27	2	1	7.4%	3.7%
State of Oregon Military Department	455	71	49	15.6%	10.8%
Teacher Standards and Practices	30	5	0	16.7%	0.0%
Veterinary Medical Examining Board	5	-	0	0.0%	0.0%
Water Resources Department	243	33	14	13.6%	5.8%
Watershed Enhancement Board	41	-	0	0.0%	0.0%
<b>Total</b>	<b>45,135</b>	<b>5,494</b>	<b>2,634</b>	<b>12.2%</b>	<b>5.8%</b>

## Appendix D: Developing New Employees and Managers

Customer Service Training: April 1, 2024 - June 30, 2024 Quarter 2					
Agency	Completed - Over 60 Days	Completed - Within 60 Days	Incomplete - Over 60 Days.	Incomplete - Within 60 Days	Total # New Workers
Board of Nursing	0	2	0	0	2
Bureau of Labor and Industries	0	8	0	0	8
Commission for the Blind	0	4	0	0	4
Department of Administrative Services	0	14	1	0	15
Department of Agriculture	0	12	0	0	12
Department of Consumer & Business Services	0	22	0	0	22
Department of Corrections	0	106	2	0	108
Department of Early Learning and Care	0	4	0	0	4
Department of Energy	0	5	0	0	5
Department of Environmental Quality	0	30	0	0	30
Department of Fish and Wildlife	0	18	2	0	20
Department of Geology and Mineral Industries	0	1	0	0	1
Department of Human Services	0	240	5	0	245
Department of Justice	0	44	0	0	44
Department of Public Safety Standards and Training	0	8	0	0	8
Department of Revenue	0	24	1	0	25
Department of State Lands	0	4	0	0	4
Department of the State Fire Marshal	0	5	0	0	5
Department of Transportation	0	94	0	0	94
Department of Veterans Affairs	0	4	0	0	4
District Attorneys and their Deputies	0	1	0	0	1
Employment Department	0	88	0	0	88
Forestry Department	0	13	0	0	13
Higher Education Coordinating Commission	0	4	0	0	4
Land Conservation and Development Department	0	6	0	0	6
Mental Health Regulatory Agency	0	1	0	0	1
Oregon Board of Pharmacy	0	4	0	0	4
Oregon Business Development Department	0	7	0	0	7
Oregon Department of Education	0	6	0	0	6
Oregon Department of Emergency Management	0	7	1	1	9
Oregon Government Ethics Commission	0	2	0	0	2
Oregon Health Authority	1	153	1	0	155
Oregon Housing and Community Services	0	20	1	0	21
Oregon Liquor & Cannabis Commission	0	5	0	0	5

**Customer Service Training: April 1, 2024 - June 30, 2024 Quarter 2**

<b>Agency</b>	<b>Complete d - Over 60 Days</b>	<b>Complete d - Within 60 Days</b>	<b>Incomple te - Over 60 Days.</b>	<b>Incomple te - Within 60 Days</b>	<b>Total # New Workers</b>
Oregon Medical Board	0	3	0	0	3
Oregon Patient Safety Commission	0	1	0	0	1
Oregon State Department of Police	1	33	0	0	34
Oregon State Library	0	1	0	0	1
Oregon Youth Authority	0	28	2	0	30
Parks and Recreation Department	0	12	0	0	12
Psychiatric Security Review Board	0	1	0	0	1
Public Employees Retirement System	0	14	0	0	14
Public Utility Commission	0	6	0	0	6
Racing Commission	0	0	1	0	1
Real Estate Agency	0	1	0	0	1
State of Oregon Military Department	0	13	0	0	13
Teacher Standards and Practices Commission	0	2	0	0	2
Water Resources Department	0	6	0	0	6
Watershed Enhancement Board	0	2	0	0	2
<b>Total</b>	<b>2</b>	<b>1,089</b>	<b>17</b>	<b>1</b>	<b>1,109</b>

Foundational Training: April 1, 2024 - June 30, 2024 Quarter 2					
Agency	Enrolled - Within 5 Days of Assignment	Enrolled - Over 5 Days of Assignment	Not Enrolled - Over 5 of Assignment	Not Enrolled - Within 5 Days of Assignment	Total # of New Managers
Board of Nursing	2	0	0	0	2
Bureau of Labor and Industries	2	0	0	0	2
Department of Administrative Services	3	0	3	0	6
Department of Agriculture	2	0	0	0	2
Department of Consumer & Business Services	3	0	0	0	3
Department of Corrections	5	0	3	0	8
Department of Early Learning and Care	1	0	0	0	1
Department of Energy	1	0	0	0	1
Department of Environmental Quality	1	0	0	0	1
Department of Fish and Wildlife	6	0	0	0	6
Department of Human Services	21	0	5	0	26
Department of Justice	3	0	0	0	3
Department of Revenue	4	0	0	0	4
Department of the State Fire Marshal	1	0	0	0	1
Department of Transportation	6	0	1	0	7
Employment Department	12	0	2	0	14
Forestry Department	3	0	2	0	5
Land Conservation and Development Dept	2	0	0	0	2
Oregon Business Development Department	3	0	0	0	3
Oregon Department of Education	1	0	0	0	1
Oregon Department of Emergency Management	2	0	0	0	2
Oregon Health Authority	25	0	3	0	28
Oregon Housing and Community Services	2	0	3	0	5
Oregon State Department of Police	3	0	0	0	3
Oregon State Library	1	0	0	0	1
Oregon Youth Authority	6	0	0	0	6
Parks and Recreation Department	4	0	0	0	4
Public Employees Retirement System	2	0	1	0	3
Public Utility Commission	0	0	1	0	1
State of Oregon Military Department	1	0	0	0	1
Water Resources Department	1	0	0	0	1
Watershed Enhancement Board	0	0	1	0	1
<b>Total</b>	<b>129</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>154</b>

Performance Accountability & Feedback Training: April 1, 2024 - June 30, 2024 Quarter 2					
Agency	Completed - Over 30 Days	Completed - Within 30 Days	Incomplete - Over 30 Days	Incomplete - Within 30 Days	Total # New Workers
Board of Nursing	0	2	0	0	2
Bureau of Labor and Industries	0	2	0	0	2
Department of Administrative Services	0	6	0	0	6
Department of Agriculture	0	2	0	0	2
Department of Consumer & Business Services	0	3	0	0	3
Department of Corrections	2	5	1	0	8
Department of Early Learning and Care	0	1	0	0	1
Department of Energy	0	1	0	0	1
Department of Environmental Quality	0	1	0	0	1
Department of Fish and Wildlife	0	6	0	0	6
Department of Human Services	3	22	1	0	26
Department of Justice	0	3	0	0	3
Department of Revenue	0	3	1	0	4
Department of the State Fire Marshal	1	0	0	0	1
Department of Transportation	0	5	2	0	7
Employment Department	0	12	1	0	13
Forestry Department	0	4	1	0	5
Land Conservation and Development Dept	0	2	0	0	2
Oregon Business Development Department	0	3	0	0	3
Oregon Department of Education	0	1	0	0	1
Oregon Dept of Emergency Management	0	2	0	0	2
Oregon Health Authority	1	27	0	0	28
Oregon Housing and Community Services	2	3	0	0	5
Oregon State Department of Police	0	3	0	0	3
Oregon State Library	0	1	0	0	1
Oregon Youth Authority	0	6	0	0	6
Parks and Recreation Department	3	1	0	0	4
Public Employees Retirement System	0	3	0	0	3
Public Utility Commission	0	1	0	0	1
State of Oregon Military Department	1	0	0	0	1
Water Resources Department	1	0	0	0	1
Watershed Enhancement Board	0	1	0	0	1
<b>Total</b>	<b>14</b>	<b>132</b>	<b>7</b>	<b>0</b>	<b>153</b>

Uplift Your Benefits Training: April 1, 2024 - June 30, 2024 Quarter 2					
Agency	Completed - Over 30 Days	Completed - Within 30 Days	Incomplete - Over 30 Days.	Incomplete - Within 30 Days	Total # New Workers
Board of Nursing	0	2	0	0	2
Bureau of Labor and Industries	0	8	0	0	8
Commission for the Blind	0	4	0	0	4
Department of Administrative Services	2	12	1	0	15
Department of Agriculture	0	12	0	0	12
Department of Consumer & Business Services	0	22	0	0	22
Department of Corrections	12	85	11	0	108
Department of Early Learning and Care	0	4	0	0	4
Department of Energy	0	5	0	0	5
Department of Environmental Quality	0	30	0	0	30
Department of Fish and Wildlife	0	19	1	0	20
Department of Geology and Mineral Industries	0	1	0	0	1
Department of Human Services	10	228	7	0	245
Department of Justice	0	44	0	0	44
Department of Public Safety Standards and Training	0	3	0	0	3
Department of Revenue	0	25	0	0	25
Department of State Lands	0	4	0	0	4
Department of the State Fire Marshal	0	5	0	0	5
Department of Transportation	5	89	0	0	94
Department of Veterans Affairs	0	4	0	0	4
District Attorneys and their Deputies	0	1	0	0	1
Employment Department	2	85	1	0	88
Forestry Department	0	13	0	0	13
Higher Education Coordinating Commission	0	4	0	0	4
Land Conservation and Development Department	0	6	0	0	6
Mental Health Regulatory Agency	0	1	0	0	1
Oregon Board of Pharmacy	0	4	0	0	4
Oregon Business Development Department	0	7	0	0	7
Oregon Department of Education	0	6	0	0	6
Oregon Department of Emergency Management	0	8	1	0	9
Oregon Government Ethics Commission	0	2	0	0	2
Oregon Health Authority	1	135	19	0	155
Oregon Housing and Community Services	0	19	2	0	21
Oregon Liquor & Cannabis Commission	0	5	0	0	5
Oregon Medical Board	0	3	0	0	3
Oregon Patient Safety Commission	0	1	0	0	1
Oregon State Department of Police	1	10	0	0	11

**Uplift Your Benefits Training: April 1, 2024 - June 30, 2024 Quarter 2**

<b>Agency</b>	<b>Completed - Over 30 Days</b>	<b>Completed - Within 30 Days</b>	<b>Incomplete - Over 30 Days.</b>	<b>Incomplete - Within 30 Days</b>	<b>Total # New Workers</b>
Oregon State Library	0	1	0	0	1
Oregon Youth Authority	2	27	1	0	30
Parks and Recreation Department	0	12	0	0	12
Psychiatric Security Review Board	0	1	0	0	1
Public Employees Retirement System	0	14	0	0	14
Public Utility Commission	0	6	0	0	6
Racing Commission	1	0	0	0	1
Real Estate Agency	0	1	0	0	1
State of Oregon Military Department	1	12	0	0	13
Teacher Standards and Practices Commission	0	2	0	0	2
Water Resources Department	0	6	0	0	6
Watershed Enhancement Board	0	2	0	0	2
<b>Total</b>	<b>37</b>	<b>1000</b>	<b>44</b>	<b>0</b>	<b>1,081</b>