

# OREGON AGENCY EXPECTATIONS

## Progress Report

Covering July 1, 2024 – Sept. 30, 2024

Dec. 31, 2024

Office of Strategic Initiatives and Enterprise Accountability  
[oregon.gov/das/pages/accountability.aspx](https://oregon.gov/das/pages/accountability.aspx)



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# Introduction

In January 2023, Oregon Governor Kotek outlined 11 expectations for state government agency operations. This report aims to update on progress made in meeting expectations July – September 2024. This—the seventh quarterly progress report—updates five of the 11 measures.<sup>1</sup> It details the actions agencies have taken to meet expectations and report performance data. Agencies made the following progress:



**Agency Emergency Preparedness Plans** Score High: **78%** of agencies submitted complete Continuity of Operations Plans on time.



**Affirmative Action Reporting** on Track: **99%** of agencies reported their efforts.



**Performance Feedback** Stays Steady: **83%** of agencies completed at least 90% of required employee check-ins. Statewide, 95% of all check-ins were completed.



**Recruitment** Continues to Improve Significantly Since Early 2023

- **Hiring takes two fewer weeks** on average since reporting began.
- Agencies have **14% fewer vacant positions** even as total positions grew 8%.

	2023	2024		
	Baseline	Q3	Chg.	%
Days to fill	79	<b>63</b>	-16	-20%
Total positions	42,310	45,573	3,263	+8%
# Vacant	6,217	5,369	-848	-14%
% Vacant	14.7%	<b>11.8%</b>	-2.9%	
% Vacant >6mo	6.7%	<b>5.6%</b>	-1.1%	



Mixed Progress on Completing **Required Trainings**

- Customer Service: **99%** (increase from 98%)
- Foundational for Managers: **73%** (decrease from 84%)
- Performance Accountability & Feedback: **95%** (increase from 86%)
- New Employee Orientations: **76%** (increase from 67%)
- Uplift Your Benefits: **91%** (decrease from 93%)

<sup>1</sup> The first five reports are available on the [DAS Strategic Initiatives and Enterprise Accountability website](#).

# Measures Covered in this Report

## Agency Emergency Preparedness

All agencies annually update a Continuity of Operations Plan (COOP). *Objectives: Agencies have plans to preserve essential functions across emergencies.*

## Diversity Equity and Inclusion

All agencies report Affirmative Action progress every even numbered year. *Objectives: Agencies reaffirm Oregon's commitment to prioritize equity work.*

## Performance Feedback for Employees

All agencies complete 90% or more manager/employee performance feedback check-ins required each quarter. *Objectives: Employees receive regular feedback from managers, who are equipped to assess performance and support staff they manage.<sup>2</sup>*

## Agency Hiring Practices

Agencies maintain an average of 50 or fewer days to complete open competitive recruitments<sup>3</sup> and actively manage vacancies, reporting quarterly the reason for each. *Objectives: Agencies are competitive with other employers for top candidates. (Hiring longer than 50 days risks losing top candidates, and agencies can often control delays.)*

## Developing New Employees and Managers

All agencies have an orientation that 100% of new employees attend within 60 days. *Objectives: Employees are welcomed, informed and prepared to start work.*

All new employees complete Customer Service training within 60 days of hire. *Objectives: New employees align with and provide excellent service to customers.*

All new managers complete the Foundational Training Program. *Objectives: New managers are prepared to effectively manage.*

All new state employees complete Uplift Your Benefits within 14 days of hire. *Objectives: Employees understand offerings, resources and value of benefits package.*

All new managers complete employee feedback training within 30 days of hire. *Objectives: Employees and managers find performance process effective and valuable.*

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<sup>2</sup> According to the [statewide values and competencies](#).

<sup>3</sup> After the Legislature grants positions or after they become vacant.

## Agency Emergency Preparedness

Executive Branch agencies were required to submit an annual update to their continuity of operations plans (COOP) by Sept. 30, 2024, covering at least 80% of core elements outlined by the Oregon Department of Emergency Management (OEM).

**Percent of agencies meeting the expectation: 78%.**

Of 77 required agencies:

- Percentage submitted by the deadline: 82%
- Percentage submitted after the deadline: 9%
- Rate of COOP completeness:
  - COOP contains at least 80% of OEM elements: 78% (60 agencies)
  - COOP contains all (100%) of OEM elements: 19% (15 agencies)

While agencies have made progress, specific areas need focused attention to strengthen preparedness. Agency plans most frequently lacked the following key elements:

- Risk assessment/business impact analysis (63% were missing this element)
- Devolution organization (62% were missing this element)
- Trainings and exercises conducted (37% were missing this element)
- Essential function recovery time (35% were missing this element)

Agencies identified common challenges, such as limited staff capacity for COOP-related activities, reliance on limited communication methods, and lack of leadership support for COOP initiatives. Since October 2023, OEM developed and facilitated 15 COOP-related trainings and Q&A sessions as resources for state agencies and local jurisdictions. Organizations made the following additional requests of DAS and OEM:

- Develop a community of practice.
- Offer COOP training designed for leadership.
- Offer more COOP training at all experience levels.
- Provide more individualized training.
- Assist agencies in planning COOP trainings (OEM).
- Create guidance document(s) to be inserted into the COOP plans of the agencies that rely on DAS for various functions (DAS).

Based on these requests for thoughtful, well planned, and intentional training, OEM will work in 2025 to develop and deliver appropriate training, foster a community of practice, and develop hybrid alternate facility models to address COOP gaps. OEM will prioritize leadership training and adaptable communication strategies to support agencies in overcoming current challenges and achieving greater continuity readiness.

## Diversity, Equity, Inclusion and Belonging

In 2022, Executive Order 22-11 was issued, reaffirming Oregon's commitment to prioritize Affirmative Action through equity work. All Executive Branch agencies are required to report their Affirmative Action progress every even-numbered year.

**Percent of agencies meeting the expectation: 99%.**

The Affirmative Action Plan (AAP) is an implementation document that supports an agency's DEI Action Plan. While a DEI Action Plan outlines how an agency aims to create a workplace or educational environment where individuals from diverse backgrounds are valued, included, and have equal opportunities for success, an AAP outlines the agency's workforce demographic data and the actions it will take to attract, recruit and retain underrepresented people.

As of 11/1/2024:

- Number of agencies submitting a plan<sup>4</sup> by Aug. 30, 2024: 67
- Number of agencies submitting after Aug. 30: 16
- Agencies in progress<sup>5</sup>: 3
- Agencies that did not submit: 1

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<sup>4</sup> An Affirmative Action Plan or a combined AA/DEI Plan.

<sup>5</sup> Did not submit a plan but are communicating with the AA Manager and working toward submission

## Performance Feedback for Employees

Oregon state government has moved from a yearly performance management process to the Performance Accountability and Feedback (PAF) model, which requires managers to conduct quarterly check-ins with their employees. Executive Branch agencies are expected to maintain a 90% or higher quarterly check-in completion rate.

**Percent of agencies meeting the expectation: 83%.**

This report covers check-ins documented by managers in October 2024 for employee performance as observed between July 1 and Sept. 30, 2024.

- Check-ins completed: 95% (30,958 out of 32,569 required check-ins).
- Agencies completing 90% or more check-ins: 83% (53 of 64 agencies with required check-ins).
- Agencies completing between 80% and 90% of check-ins: 5% (3 of 64 agencies).
- Agencies completing fewer than 80% of check-ins: 13% (8 of 64 agencies):
  - Board of Nursing<sup>6</sup>
  - Department of Veteran's Affairs<sup>6</sup>
  - Land Conservation and Development Department
  - Oregon Government Ethics Commission<sup>6</sup>
  - State Board of Licensed Social Workers
  - State Board of Massage Therapists<sup>6</sup>
  - State Mortuary and Cemetery Board
  - Tax Practitioners Board

The DAS Chief Human Resources Office has begun to engage with agencies that fall below 80% compliance to assist with PAF procedures, and it will continue to monitor and engage with these agencies each quarter.

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<sup>6</sup> Also completed fewer than 80% of check-ins in previous quarter

# Agency Hiring Practices

## Time to Fill Positions

Agencies are expected to fill positions in 50 or fewer days on average. DAS analyzes Workday recruiting data, calculating time to fill from the date a job announcement is posted to the date when a candidate completes acceptance of a job offer. Time to fill includes Executive Branch agencies and does not include atypical requisitions.<sup>7</sup>

### Positions were filled in 63 days on average in Q3 2024.

Proactive measures such as forecasting recruitment timelines, sourcing and outreach to job seekers, and expediting interviews, reference checks and job offers continue to accelerate the process. The Average Time to Fill table shows

Year	Quarter	Statewide avg. time to fill	# of agencies hiring	# of agencies ≤ 50-days	% of agencies ≤ 50-days
2023	Q1: Jan-Mar	79 days	49	4	8%
	Q2: Apr-Jun	74 days	49	15	31%
	Q3: July-Sept	75 days	55	23	42%
	Q4: Oct- Dec	68 days	52	17	33%
2024	Q1: Jan-Mar	68 days	46	16	35%
	Q2: Apr-June	67 days	46	17	37%
	<b>Q3: July-Sept</b>	<b>63 days</b>	<b>44</b>	<b>23</b>	<b>52%</b>

statewide average time to fill over the last six quarters, as well as how many agencies filled positions in 50 or fewer days on average.

## Vacancy Rates

### The vacancy rate for Q3 2024 decreased to 11.8%.

Agencies are required to report vacancy rates on a quarterly basis. DAS reviews vacancy reports through Workday to analyze total vacancies. To align with reporting presented to the

Year	Quarter	Total positions	# vacant	% vacant	# vacant >6mo	% vacant >6mo
2023	Q2: Apr-Jun	42,310	6,217	14.7%	2,837	6.7%
	Q3: July-Sept	43,096	5,865	13.5%	2,056	5.1%
	Q4: Oct- Dec	43,891	5,732	13.0%	2,238	5.2%
2024	Q1: Jan-Mar	44,429	5,853	13.2%	2,325	5.2%
	Q2: Apr-June	44,653	5,773	12.9%	2,634	6.2%
	<b>Q3: July-Sept</b>	<b>45,573</b>	<b>5,369</b>	<b>11.8%</b>	<b>2,560</b>	<b>5.6%</b>

Legislature, vacancies open for six months or longer are also shown.<sup>8</sup> Efforts to reduce time to fill positions also reduces vacancy rates. The 11.8% Q3 2024 vacancy rate is a significant decrease from 18.4% at the start of 2023.

<sup>7</sup> For further details, see the [Time to Fill FAQs](#).

<sup>8</sup> In previous reports, the data for vacancies open longer than six months inadvertently included Legislature and Judicial. The “Vacant >6 mo” data in the vacancy table now reflects only Executive Branch data.



# Developing New Employees and Managers

## New Employee Orientation

**The enterprise achieved 76% compliance.**

New Employee Orientation (NEO) is automatically assigned to all new hires of the Executive Branch and to employees who transfer from another agency, including semi-independent agencies, regardless of branch. The expectation is that 100% of all new employees complete the training within 60 days of hire.

Of the 1,346 new employees hired July 1 through Sept. 30, 2024:

- Employees completing the training within 60 days of hire: 711.
- Employees not completing the training within 60 days of hire: 192.
- Employees still within 60 days of hire: 415.

## Customer Service Training

**The enterprise achieved 99% compliance.**

The online self-paced customer service course is automatically assigned to all new hires of the Executive Branch and to employees who transfer from another agency, including semi-independent agencies, regardless of branch. The expectation is that 100% of all new employees complete the training within 60 days of hire.

Of the 1,157 new employees hired July 1 through Sept. 30, 2024:

- Employees completing the training within 60 days of hire: 1,099.
- Employees not completing the training within 60 days of hire: 14.
- Employees still within 60 days of hire: 44.

## Foundational Training Program

**The enterprise achieved 73% compliance.**

The Foundational Training Program is automatically assigned to all managers new or newly promoted to a supervisory position. The expectation is that 100% of new managers complete the program within four months of their position start date.

Of the 256 new managers hired April 1 through Sept. 30, 2024:<sup>9</sup>

- Managers completing the training within four months of hire: 100.
- Managers not completing the training within four months of hire: 37.
- Managers still within four months of hire: 119.

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<sup>9</sup> Effective this report, the data measurement period is widened to six months to more completely capture new manager training completions within four months of hire. As noted in the June 30, 2024 Progress Report, an adjustment to this expectation went into effect April 1, 2024 such that new managers must complete the Foundational Training Program within four months of their position start date.

## **Uplift Your Benefits**

**The enterprise achieved 91% compliance.**

All employees new to state service are assigned an Uplift Your Benefits workshop.

Of 1,150 new employees who were hired July 1 through Sept. 30, 2024:

- Employees completing the workshop within 30 days of hire: 985.
- Employees not completing the workshop within 30 days of hire: 93.
- Employees still within 30 days of hire: 72.

Uplift has planned additional strategies to support new employee attendance:

- Engage with agencies that are below 80% to see what systems or onboarding practices can be put in place to support higher participation.
- Conduct periodic overviews for new HR professionals to understand what Uplift Your Benefits is and how they can help new employees attend. These overviews will be scheduled monthly beginning in early December.
- Consult with agency leadership to troubleshoot challenges getting new employees enrolled in a workshop.
- Troubleshoot technical issues that may be a barrier to enrolling.
- Review and monitor outcomes to reach out to agencies where needed.

Some of these practices will be new and some have been successful in the past. It is important for HR professionals to understand that employees can only make changes to their benefits choices within the first 30 days of hire or when they experience a qualifying status change. While most agencies are doing an excellent job at getting employees to attend within this timeframe, we are confident that Uplift's focused support will result in an increase in the following quarters.

## **Performance Accountability and Feedback Training**

**The enterprise achieved 95% compliance.**

Performance Accountability and Feedback (PAF) training contains three online modules and is automatically assigned to all managers new or newly promoted to a supervisory position. The expectation is 100% of new managers complete within 30 days of hire.

Of the 102 new managers hired July 1, through Sept. 30, 2024:

- Managers completing the training within 30 days of hire: 88.
- Managers not completing the training within 30 days of hire: 5.
- Managers still within 30 days of hire: 9.

## **Conclusion**

This quarter's report shows steady progress across the expectations updated each quarter. Agencies continue to complete a high percentage of employee performance check-ins and are making progress in streamlining hiring practices. While completing

some required training demonstrates progress, there is still work to be done around New Employee Orientation and the Foundational Training Program for managers.

A highlight this quarter is the completion of agency continuity of operations plans. Many agencies have made progress, and this report outlines a plan to address specific areas needing attention to strengthen statewide emergency preparedness.

Future reports are scheduled to share progress as agencies reach deliverable deadlines.

Expectations Reporting Schedule	3/31/25	6/30/25	9/30/25	12/31/25
Performance feedback for employees	✓	✓	✓	✓
Time to fill and vacancies	✓	✓	✓	✓
Trainings to develop new employees and managers	✓	✓	✓	✓
Managing information technology process	✓			
Measuring employee satisfaction	✓			
Succession planning for the workforce	✓			
Audit accountability	✓		✓	
Performance reviews for agency directors		✓		
Diversity, equity and inclusion plans			✓	
Strategic plans			✓	
Continuity of Operations Plans updates				✓

## Appendix A: Agency Emergency Preparedness

Agency	Complete COOP on time	COOP submitted late	COOP % of OEM criteria
<b>All agencies</b>	<b>59</b>	<b>6</b>	<b>88%</b>
Appraiser Certification & Licensure Board	✓		92%
Board of Accountancy			75%
Board of Licensed Social Workers			47%
Board of Parole & Post-Prison Supervision	<i>No plan submitted</i>		
Business Oregon	✓		97%
Construction Contractors Board	✓		92%
Criminal Justice Commission	✓		97%
Dept. of Administrative Services	✓		97%
Dept. of Agriculture	✓		97%
Dept. of Consumer & Business Services	✓		100%
Dept. of Corrections	✓		97%
Dept. of Early Learning & Care	✓		92%
Dept. of Environmental Quality	✓		100%
Dept. of Geology & Mineral Industries	✓		100%
Dept. of Land Conservation & Development	✓		92%
Dept. of Public Safety Standards & Training	✓		97%
Dept. of Revenue	✓		100%
Dept. of State Lands	<i>No plan submitted</i>		
Employment Relations Board		✓	74%
Health Related Licensing Boards	<i>No plan submitted</i>		
Higher Education Coordinating Commission	✓		92%
Land Use Board of Appeals	✓		80%
Landscape Contractors Board	✓		92%
Mental Health Regulatory Agency	✓		90%
Occupational Therapy Licensing Board	✓		85%
Office of the Long-Term Care Ombudsman	✓		87%
Office of the Public Records Advocate			12%
Ore. Advocacy Commissions Office		✓	63%
Ore. Board of Chiropractic Examiners		✓	66%
Ore. Board of Dentistry	✓		92%
Ore. Bd. of Speech-Language Pathology & Audiology	✓		80%
Ore. Board of Massage Therapists	✓		82%
Ore. Board of Medical Imaging			71%
Ore. Board of Naturopathic Medicine	✓		90%
Ore. Board of Optometry		✓	90%
Ore. Board of Pharmacy	✓		80%
Ore. Board of Physical Therapy	✓		97%
Ore. Board of Tax Practitioners	✓		95%
Ore. Commission for the Blind	✓		95%

Agency	Complete COOP on time	COOP submitted late	COOP % of OEM criteria
Ore. Dept. of Aviation	<i>No plan submitted</i>		
Ore. Dept. of Education			76%
Ore. Dept. of Emergency Management			68%
Ore. Dept. of Energy	✓		100%
Ore. Dept. of Fish & Wildlife	✓		97%
Ore. Dept. of Forestry	✓		100%
Ore. Dept. of Human Services	✓		100%
Ore. Dept. of Transportation	✓		100%
Ore. Dept. of Veterans' Affairs	✓		92%
Ore. Employment Department	✓		92%
Ore. Government Ethics Commission	✓		100%
Ore. Health Authority	✓		82%
Ore. Housing & Community Services	✓		95%
Ore. Liquor & Cannabis Commission	✓		92%
Ore. Medical Board	✓		97%
Ore. Military Department	<i>No plan submitted</i>		
Ore. Mortuary & Cemetery Board		✓	61%
Ore. Parks & Recreation Department	✓		90%
Ore. Patient Safety Commission	✓		95%
Ore. Racing Commission	✓		80%
Ore. State Board of Architect Examiners	✓		80%
Ore. State Bd. of Engineering & Land Surveying		✓	71%
Ore. State Board of Geologist Examiners	✓		95%
Ore. State Board of Nursing	✓		95%
Ore. State Fire Marshal	✓		100%
Ore. State Landscape Architect Board	✓		95%
Ore. State Marine Board	✓		95%
Ore. State Police	✓		100%
Ore. Veterinary Medical Examining Board	✓		90%
Ore. Water Resources Department	✓		100%
Ore. Watershed Enhancement Board	✓		90%
Ore. Youth Authority	✓		85%
Psychiatric Security Review Board	<i>No plan submitted</i>		
Public Employees Retirement System	✓		92%
Public Utility Commission	✓		85%
Real Estate Agency	✓		97%
State Library of Oregon	✓		90%
Teacher Standards & Practices Commission	✓		90%

# Appendix B: Commitment to Diversity, Equity & Inclusion

Affirmative Action Plans	Plan On Time	Plan Late	Plan In Progress	Plan Not Submitted
<b>86 total agencies</b>	<b>67</b>	<b>16</b>	<b>3</b>	<b>1</b>
Appraiser Certification & Licensure Board	✓			
Bd. for Speech-Language Pathology & Audiology	✓			
Board of Licensed Social Workers	✓			
Board of Parole & Post-Prison Supervision		✓		
Board of Pharmacy	✓			
Bureau of Labor & Industries		✓		
Business Ore.	✓			
Columbia River Gorge Commission	✓			
Construction Contractors Board	✓			
Dept. of Administrative Services	✓			
Dept. of Consumer & Business Services	✓			
Dept. of Corrections	✓			
Dept. of Early Learning & Care	✓			
Dept. of Environmental Quality	✓			
Dept. of Geology & Mineral Industries	✓			
Dept. of Justice	✓			
Dept. of Land Conservation & Development	✓			
Dept. of Public Safety Standards & Training	✓			
Dept. of Revenue	✓			
Employment Relations Board	✓			
Higher Education Coordinating Commission		✓		
Land Use Board of Appeals	✓			
Landscape Contractors Board		✓		
Mental Health Regulatory Agency	✓			
Occupational Therapy Licensing Board	✓			
Office of Administrative Hearings	✓			
Ore. Advocacy Commissions Office	✓			
Ore. Board of Chiropractic Examiners	✓			
Ore. Board of Dentistry	✓			
Ore. Board of Medical Imaging	✓			
Ore. Board of Naturopathic Medicine	✓			
Ore. Board of Optometry	✓			
Ore. Board of Physical Therapy	✓			
Ore. Board of Tax Practitioners	✓			
Ore. Commission for the Blind	✓			
Ore. Criminal Justice Commission	✓			
Ore. Dept. of Agriculture	✓			
Ore. Dept. of Aviation	✓			
Ore. Dept. of Education	✓			
Ore. Dept. of Emergency Management		✓		
Ore. Dept. of Energy	✓			
Ore. Dept. of Fish & Wildlife	✓			

Affirmative Action Plans				
	Plan On Time	Plan Late	Plan In Progress	Plan Not Submitted
Ore. Dept. of Forestry	✓			
Ore. Dept. of Human Services		✓		
Ore. Dept. of State Lands	✓			
Ore. Dept. of Transportation	✓			
Ore. Dept. of Veterans Affairs	✓			
Ore. Employment Department	✓			
Ore. Film & Video Office	✓			
Ore. Government Ethics Commission	✓			
Ore. Health Authority	✓			
Ore. Housing & Community Services		✓		
Ore. Liquor and Cannabis Commission		✓		
Ore. Long Term Care Ombudsman	✓			
Ore. Medical Board	✓			
Ore. Military Department	✓			
Ore. Mortuary & Cemetery Board		✓		
Ore. Parks & Recreation Department			✓	
Ore. Patient Safety Commission	✓			
Ore. Public Defense Commission		✓		
Ore. Racing Commission	✓			
Ore. Real Estate Agency	✓			
Ore. State Board of Architect Examiners	✓			
Ore. State Bd. for Engineering & Land Surveying	✓			
Ore. State Board of Geologist Examiners		✓		
Ore. State Board of Nursing	✓			
Ore. State Fire Marshall		✓		
Ore. State Landscape Architect Board	✓			
Ore. State Lottery		✓		
Ore. State Marine Board	✓			
Ore. State Police	✓			
Ore. Veterinary Medical Examining Board		✓		
Ore. Water Resources Department	✓			
Ore. Watershed Enhancement Board	✓			
Ore. Youth Authority	✓			
Psychiatric Security Review Board	✓			
Public Employees Retirement System	✓			
Public Records Advocate			✓	
Public Utility Commission	✓			
State Board of Accountancy		✓		
State Board of Massage Therapists	✓			
State Library of Oregon	✓			
Teacher Standards & Practices Commission	✓			
Travel Information Council	✓			
Travel Oregon				✓
Ore. State Treasury		✓		
Youth Development Ore.			✓	

## Appendix C: Performance Feedback for Employees

Agency	Check-Ins Complete		Check-Ins Incomplete		Total Required Check-Ins
	#	%	#	%	
<b>All agencies</b>	<b>30,958</b>	<b>95%</b>	<b>1,611</b>	<b>5%</b>	<b>32,569</b>
Board of Accountancy	2	100%	0	0%	2
Board of Licensed Social Workers	5	71%	2	29%	7
Board of Parole & Post-Prison Supervision	18	100%	0	0%	18
Bureau of Labor & Industries	66	90%	7	10%	73
Business Oregon	109	99%	1	1%	110
Construction Contractors Board	48	96%	2	4%	50
Criminal Justice Commission	18	100%	0	0%	18
Dept. of Administrative Services	702	97%	22	3%	724
Dept. of Agriculture	235	91%	22	9%	257
Dept. of Consumer & Business Services	693	98%	14	2%	707
Dept. of Corrections	4,053	96%	175	4%	4,228
Dept. of Early Learning & Care	264	100%	0	0%	264
Dept. of Environmental Quality	510	87%	78	13%	588
Dept. of Geology & Mineral Industries	40	100%	0	0%	40
Dept. of Justice	1,105	99%	12	1%	1,117
Dept. of Land Conservation & Development	47	77%	14	23%	61
Dept. of Public Safety Standards & Training	107	100%	0	0%	107
Dept. of Revenue	723	100%	0	0%	723
Dept. of State Lands	78	99%	1	1%	79
Employment Relations Board	8	100%	0	0%	8
Health Related Licensing Boards	0	n/a	0	n/a	0
Higher Education Coordinating Commission	114	84%	21	16%	135
Land Use Board of Appeals	0	n/a	0	n/a	0
Mental Health Regulatory Agency	0	n/a	0	n/a	0
Occupational Therapy Licensing Board	0	n/a	0	n/a	0
Office of the Long-Term Care Ombudsman	8	80%	2	20%	10
Office of the Public Records Advocate	1	100%	0	0%	1
Ore. Advocacy Commissions Office	0	n/a	0	n/a	0
Ore. Board of Chiropractic Examiners	5	100%	0	0%	5
Ore. Board of Dentistry	6	100%	0	0%	6
Ore. Bd. of Speech-Language Pathology & Audiology	0	n/a	0	n/a	0
Ore. Board of Massage Therapists	3	60%	2	40%	5
Ore. Board of Medical Imaging	3	100%	0	0%	3
Ore. Board of Naturopathic Medicine	1	100%	0	0%	1
Ore. Board of Optometry	0	n/a	0	n/a	0
Ore. Board of Pharmacy	13	100%	0	0%	13
Ore. Board of Tax Practitioners	0	0%	1	100%	1
Ore. Commission for the Blind	53	98%	1	2%	54
Ore. Dept. of Aviation	13	100%	0	0%	13
Ore. Dept. of Education	399	95%	23	5%	422



Agency	Check-Ins Complete		Check-Ins Incomplete		Total Required Check-Ins
	#	%	#	%	
Ore. Dept. of Emergency Management	81	96%	3	4%	84
Ore. Dept. of Energy	72	100%	0	0%	72
Ore. Dept. of Fish & Wildlife	619	100%	3	0%	622
Ore. Dept. of Forestry	442	94%	30	6%	472
Ore. Dept. of Human Services	8,380	94%	524	6%	8,904
Ore. Dept. of Transportation	3,661	97%	104	3%	3,765
Ore. Dept. of Veterans' Affairs	45	76%	14	24%	59
Ore. Employment Department	1,352	92%	120	8%	1,472
Ore. Government Ethics Commission	11	73%	4	27%	15
Ore. Health Authority	3,236	92%	297	8%	3,533
Ore. Housing & Community Services	158	93%	11	7%	169
Ore. Liquor & Cannabis Commission	288	99%	4	1%	292
Ore. Medical Board	33	94%	2	6%	35
Ore. Military Department	346	100%	0	0%	346
Ore. Mortuary & Cemetery Board	0	0%	5	100%	5
Ore. Parks & Recreation Department	336	99%	4	1%	340
Ore. State Board of Nursing	7	41%	10	59%	17
Ore. State Fire Marshal	112	98%	2	2%	114
Ore. State Lottery	433	100%	1	0%	434
Ore. State Marine Board	38	100%	0	0%	38
Ore. State Police	736	98%	16	2%	752
Ore. Veterinary Medical Examining Board	3	100%	0	0%	3
Ore. Water Resources Department	135	96%	6	4%	141
Ore. Watershed Enhancement Board	35	100%	0	0%	35
Ore. Youth Authority	474	92%	43	8%	517
Psychiatric Security Review Board	11	100%	0	0%	11
Public Employees Retirement System	329	100%	1	0%	330
Public Utility Commission	68	92%	6	8%	74
Real Estate Agency	15	100%	0	0%	15
State Library of Oregon	31	100%	0	0%	31
Teacher Standards & Practices Commission	21	95%	1	5%	22

# Appendix D: Agency Hiring Practices

## Time to Fill Vacant Positions

Agency	Days to fill
<b>All agencies</b>	<b>63</b>
Board of Accountancy	
Board of Licensed Social Workers	
Board of Parole & Post-Prison Supervision	41
Bureau of Labor & Industries	
Business Oregon	44
Construction Contractors Board	
Criminal Justice Commission	
Dept. of Administrative Services	45
Dept. of Agriculture	51
Dept. of Consumer & Business Services	50
Dept. of Corrections	54
Dept. of Early Learning & Care	62
Dept. of Environmental Quality	56
Dept. of Geology & Mineral Industries	52
Dept. of Justice	
Dept. of Land Conservation & Development	60
Dept. of Public Safety Standards & Training	66
Dept. of Revenue	44
Dept. of State Lands	48
District Attorneys & their Deputies	
Higher Education Coordinating Commission	77
Mental Health Regulatory Agency	
Office of the Long-Term Care Ombudsman	75
Ore. Board of Dentistry	38
Ore. Board of Pharmacy	20
Ore. Commission for the Blind	56
Ore. Dept. of Aviation	44
Ore. Dept. of Education	49
Ore. Dept. of Emergency Management	49
Ore. Dept. of Energy	34
Ore. Dept. of Fish & Wildlife	55

Agency	Days to fill
Ore. Dept. of Forestry	45
Ore. Dept. of Human Services	74
Ore. Dept. of Transportation	49
Ore. Dept. of Veterans' Affairs	61
Ore. Employment Department	67
Ore. Government Ethics Commission	
Ore. Health Authority	84
Ore. Housing & Community Services	57
Ore. Liquor & Cannabis Commission	77
Ore. Medical Board	
Ore. Military Department	39
Ore. Parks & Recreation Department	54
Ore. Racing Commission	
Ore. State Board of Nursing	58
Ore. State Fire Marshal	44
Ore. State Lottery	39
Ore. State Marine Board	
Ore. State Police	55
Ore. State Treasury	
Ore. Veterinary Medical Examining Board	
Ore. Water Resources Department	65
Ore. Watershed Enhancement Board	
Ore. Youth Authority	50
Psychiatric Security Review Board	
Public Employees Retirement System	49
Public Utility Commission	
Real Estate Agency	38
Secretary of State	
State Library of Oregon	48
Teacher Standards & Practices Commission	46
Travel Information Council	41

# Vacancy Rates

Agency	Filled Positions	Total Vacancies	Vacancies >6mo	Total
All agencies	40,204 88%	5,369 12%	2,560 6%	45,573
Board of Accountancy	8 80%	2 20%	0 0%	10
Board of Licensed Social Workers	14 100%	0 0%	0 0%	14
Board of Parole and Post-Prison Supervision	30 94%	2 6%	1 3%	32
Bureau of Labor and Industries	126 78%	36 22%	17 10%	162
Business Oregon	160 79%	42 21%	5 2%	202
Construction Contractors Board	62 91%	6 9%	2 3%	68
Criminal Justice Commission	26 84%	5 16%	4 13%	31
Department of Administrative Services	892 90%	96 10%	42 4%	988
Department of Agriculture	395 85%	70 15%	55 12%	465
Department of Consumer and Business Services	954 94%	66 6%	20 2%	1,020
Department of Corrections	4,293 89%	533 11%	298 6%	4,826
Department of Early Learning and Care	321 89%	38 11%	18 5%	359
Department of Environmental Quality	765 89%	93 11%	44 5%	858
Department of Geology and Mineral Industries	34 94%	2 6%	2 6%	36
Department of Justice	1,396 91%	139 9%	52 3%	1,535
Department of Land Conservation and Development	88 93%	7 7%	0 0%	95
Department of Public Safety Standards and Training	153 89%	18 11%	5 3%	171
Department of Revenue	994 93%	79 7%	30 3%	1,073
Department of State Lands	107 97%	3 3%	1 1%	110
District Attorneys and their Deputies	36 100%	0 0%	0 0%	36
Higher Education Coordinating Commission	171 89%	21 11%	12 6%	192
Mental Health Regulatory Agency	23 96%	1 4%	1 4%	24
Office of the Long-Term Care Ombudsman	46 98%	1 2%	0 0%	47
Oregon Board of Dentistry	16 100%	0 0%	0 0%	16
Oregon Board of Pharmacy	30 94%	2 6%	0 0%	32
Oregon Commission for the Blind	65 94%	4 6%	1 1%	69
Oregon Department of Aviation	15 100%	0 0%	0 0%	15
Oregon Department of Education	519 89%	67 11%	29 5%	586
Oregon Department of Emergency Management	103 83%	21 17%	11 9%	124
Oregon Department of Energy	100 93%	8 7%	2 2%	108
Oregon Department of Fish and Wildlife	899 88%	128 12%	61 6%	1,027
Oregon Department of Forestry	724 82%	154 18%	64 7%	878
Oregon Department of Human Services	10,127 90%	1,165 10%	439 4%	11,292
Oregon Department of Transportation	4,274 89%	507 11%	272 6%	4,781
Oregon Department of Veterans' Affairs	99 94%	6 6%	3 3%	105
Oregon Employment Department	1,665 85%	305 15%	210 11%	1,970
Oregon Government Ethics Commission	19 100%	0 0%	0 0%	19
Oregon Health Authority	5,033 83%	1,035 17%	561 9%	6,068
Oregon Housing and Community Services	368 82%	80 18%	39 9%	448
Oregon Liquor and Cannabis Commission	347 88%	48 12%	23 6%	395
Oregon Medical Board	54 92%	5 8%	2 3%	59
Oregon Military Department	407 86%	67 14%	53 11%	474
Oregon Parks and Recreation Department	447 92%	37 8%	14 3%	484

Agency	Filled Positions	Total Vacancies	Vacancies >6mo	Total
Oregon Racing Commission	20 95%	1 5%	1 5%	21
Oregon State Board of Nursing	61 92%	5 8%	1 2%	66
Oregon State Fire Marshal	153 96%	7 4%	3 2%	160
Oregon State Lottery	429 89%	51 11%	0 0%	480
Oregon State Marine Board	47 98%	1 2%	0 0%	48
Oregon State Police	1,228 88%	173 12%	70 5%	1,401
Oregon State Treasury	209 89%	25 11%	9 4%	234
Oregon Veterinary Medical Examining Board	12 100%	0 0%	0 0%	12
Oregon Water Resources Department	229 89%	29 11%	14 5%	258
Oregon Watershed Enhancement Board	41 100%	0 0%	0 0%	41
Oregon Youth Authority	860 86%	141 14%	45 4%	1,001
Psychiatric Security Review Board	20 95%	1 5%	1 5%	21
Public Employees Retirement System	360 92%	31 8%	8 2%	391
Public Utility Commission	137 88%	19 12%	7 4%	156
Real Estate Agency	39 91%	4 9%	1 2%	43
Secretary of State	236 91%	23 9%	5 2%	259
State Library of Oregon	47 98%	1 2%	0 0%	48

## Appendix E: Developing New Employees & Managers

New Employee Orientation (NEO) Agency	Completed in 60 days		Completed after 60 days		Incomplete		Total new employees
	#	%	#	%	#	%	
<b>All agencies</b>	<b>711</b>	<b>76%</b>	<b>28</b>	<b>3%</b>	<b>192</b>	<b>21%</b>	<b>931</b>
Board of Licensed Social Workers	1	100%	0	0%	0	0%	1
Bureau of Labor & Industries	0	0%	0	0%	8	100%	8
Business Oregon	4	100%	0	0%	0	0%	4
Construction Contractors Board	0	0%	0	0%	1	100%	1
Dept. of Administrative Services	9	56%	0	0%	7	44%	16
Dept. of Agriculture	6	100%	0	0%	0	0%	6
Dept. of Consumer & Business Services	9	75%	0	0%	3	25%	12
Dept. of Corrections	82	87%	0	0%	12	13%	94
Dept. of Early Learning & Care	14	100%	0	0%	0	0%	14
Dept. of Environmental Quality	24	96%	0	0%	1	4%	25
Dept. of Geology & Mineral Industries	1	100%	0	0%	0	0%	1
Dept. of Justice	38	95%	0	0%	2	5%	40
Dept. of Public Safety Standards & Training	0	0%	0	0%	4	100%	4
Dept. of Revenue	14	100%	0	0%	0	0%	14
Dept. of State Lands	4	100%	0	0%	0	0%	4
Higher Education Coordinating Commission	4	100%	0	0%	0	0%	4
Office of the Long-Term Care Ombudsman	3	60%	1	20%	1	20%	5
Ore. Advocacy Commissions Office	1	100%	0	0%	0	0%	1
Ore. Board of Pharmacy	3	100%	0	0%	0	0%	3
Ore. Commission for the Blind	2	67%	0	0%	1	33%	3
Ore. Dept. of Aviation	1	100%	0	0%	0	0%	1
Ore. Dept. of Education	19	95%	1	5%	0	0%	20
Ore. Dept. of Emergency Management	0	0%	0	0%	8	100%	8
Ore. Dept. of Energy	6	86%	0	0%	1	14%	7
Ore. Dept. of Fish & Wildlife	22	96%	1	4%	0	0%	23
Ore. Dept. of Forestry	12	92%	1	8%	0	0%	13
Ore. Dept. of Human Services	129	64%	19	9%	54	27%	202
Ore. Dept. of Transportation	59	88%	0	0%	8	12%	67
Ore. Dept. of Veterans' Affairs	10	77%	0	0%	3	23%	13
Ore. Employment Department	72	99%	0	0%	1	1%	73
Ore. Health Authority	59	50%	0	0%	59	50%	118
Ore. Housing & Community Services	25	83%	0	0%	5	17%	30
Ore. Liquor & Cannabis Commission	6	86%	1	14%	0	0%	7
Ore. Military Department	12	86%	0	0%	2	14%	14
Ore. Parks & Recreation Department	7	100%	0	0%	0	0%	7
Ore. Public Defense Commission	0	0%	0	0%	5	100%	5
Ore. State Fire Marshal	7	70%	3	30%	0	0%	10
Ore. State Lottery	8	100%	0	0%	0	0%	8

New Employee Orientation (NEO)							
Agency	Completed in 60 days		Completed after 60 days		Incomplete		Total new employees
	#	%	#	%	#	%	
Ore. State Police	18	95%	0	0%	1	5%	19
Ore. Water Resources Department	8	100%	0	0%	0	0%	8
Ore. Watershed Enhancement Board	1	100%	0	0%	0	0%	1
Ore. Youth Authority	3	43%	0	0%	4	57%	7
Public Employees Retirement System	3	100%	0	0%	0	0%	3
Public Utility Commission	1	50%	1	50%	0	0%	2
Real Estate Agency	1	100%	0	0%	0	0%	1
State Library of Oregon	3	100%	0	0%	0	0%	3
Teacher Standards & Practices Commission	0	0%	0	0%	1	100%	1

Customer Service Training							
Agency	Completed in 60 days		Completed after 60 days		Incomplete		Total new employees
	#	%	#	%	#	%	
<b>All agencies</b>	<b>1,099</b>	<b>99%</b>	<b>2</b>	<b>0%</b>	<b>12</b>	<b>1%</b>	<b>1,113</b>
Board of Nursing	1	100%	0	0%	0	0%	1
Bureau of Labor and Industries	8	100%	0	0%	0	0%	8
Commission for the Blind	4	100%	0	0%	0	0%	4
Construction Contractors Board	1	100%	0	0%	0	0%	1
Dept. of Administrative Services	12	100%	0	0%	0	0%	12
Dept. of Agriculture	13	100%	0	0%	0	0%	13
Dept. of Consumer & Business Services	15	100%	0	0%	0	0%	15
Dept. of Corrections	80	99%	0	0%	1	1%	81
Dept. of Early Learning and Care	11	100%	0	0%	0	0%	11
Dept. of Energy	7	100%	0	0%	0	0%	7
Dept. of Environmental Quality	19	100%	0	0%	0	0%	19
Dept. of Fish and Wildlife	19	100%	0	0%	0	0%	19
Dept. of Geology and Mineral Industries	1	100%	0	0%	0	0%	1
Dept. of Human Services	316	99%	0	0%	2	1%	318
Dept. of Justice	42	100%	0	0%	0	0%	42
Dept. of Public Safety Standards and Training	6	100%	0	0%	0	0%	6
Dept. of Revenue	15	100%	0	0%	0	0%	15
Dept. of State Lands	2	100%	0	0%	0	0%	2
Dept. of the State Fire Marshal	8	100%	0	0%	0	0%	8
Dept. of Transportation	70	99%	0	0%	1	1%	71
Dept. of Veterans Affairs	8	100%	0	0%	0	0%	8
District Attorneys and their Deputies	0	0%	0	0%	1	100%	1
Employment Department	74	100%	0	0%	0	0%	74
Forestry Department	9	100%	0	0%	0	0%	9
Higher Education Coordinating Commission	5	100%	0	0%	0	0%	5
Land Conservation and Development Department	1	100%	0	0%	0	0%	1
Long Term Care Ombudsman	1	33%	1	33%	1	33%	3
Mental Health Regulatory Agency	1	100%	0	0%	0	0%	1

Customer Service Training		Completed in 60 days		Completed after 60 days		Incomplete		Total new employees
Agency	#	%	#	%	#	%		
Ore. Board of Dentistry	1	100%	0	0%	0	0%	1	
Ore. Board of Optometry	0	0%	0	0%	1	100%	1	
Ore. Board of Pharmacy	1	100%	0	0%	0	0%	1	
Ore. Business Development Department	8	100%	0	0%	0	0%	8	
Ore. Dept. of Aviation	1	100%	0	0%	0	0%	1	
Ore. Dept. of Education	22	100%	0	0%	0	0%	22	
Ore. Dept. of Emergency Management	6	100%	0	0%	0	0%	6	
Ore. Health Authority	180	99%	0	0%	1	1%	181	
Ore. Housing and Community Services	22	100%	0	0%	0	0%	22	
Ore. Liquor & Cannabis Commission	6	100%	0	0%	0	0%	6	
Ore. Medical Board	1	100%	0	0%	0	0%	1	
Ore. State Board of Geologist Examiners	1	100%	0	0%	0	0%	1	
Ore. State Dept. of Police	19	100%	0	0%	0	0%	19	
Ore. State Library	3	100%	0	0%	0	0%	3	
Ore. State Lottery	8	89%	1	11%	0	0%	9	
Ore. Youth Authority	33	92%	0	0%	3	8%	36	
Parks and Recreation Department	7	100%	0	0%	0	0%	7	
Public Employees Retirement System	4	100%	0	0%	0	0%	4	
Public Utility Commission	2	100%	0	0%	0	0%	2	
State Board of Licensed Social Workers	1	100%	0	0%	0	0%	1	
State Board of Parole and Post-Prison Supervision	0	0%	0	0%	1	100%	1	
State of Ore. Military Department	13	100%	0	0%	0	0%	13	
Teacher Standards and Practices Commission	3	100%	0	0%	0	0%	3	
Water Resources Department	7	100%	0	0%	0	0%	7	

Foundational Training		Enrolled in 5 days		Not enrolled in 5 days		Complete in 4 mos.		Not complete in 4 mos.		Total new managers
Agency	#	%	#	%	Total	#	%	#	%	
<b>All agencies</b>	<b>86</b>	<b>85%</b>	<b>15</b>	<b>15%</b>	<b>101</b>	<b>100</b>	<b>73%</b>	<b>37</b>	<b>27%</b>	<b>137</b>
Bureau of Labor & Industries	1	100%	0	0%	1	1	100%	0	0%	1
Business Oregon						2	67%	1	33%	3
Dept. of Administrative Services	1	100%	0	0%	1	3	50%	3	50%	6
Dept. of Agriculture	1	100%	0	0%	1	2	100%	0	0%	2
Dept. of Consumer & Business Services	1	50%	1	50%	2	4	100%	0	0%	4
Dept. of Corrections	8	80%	2	20%	10	7	88%	1	13%	8
Dept. of Early Learning & Care						1	100%	0	0%	1
Dept. of Environmental Quality	0	0%	2	100%	2	1	100%	0	0%	1
Dept. of Justice	1	50%	1	50%	2	1	33%	2	67%	3
Dept. of Land Conservation & Development						2	100%	0	0%	2
Dept. of Revenue						4	100%	0	0%	4
Office of the Long-Term Care Ombudsman	1	100%	0	0%	1					
Ore. Board of Optometry	0	0%	1	100%	1					

Foundational Training						Complete in 4 mos.		Not complete in 4 mos.		Total new managers
Agency	Enrolled in 5 days		Not enrolled in 5 days		Total	#	%	#	%	
Ore. Board of Pharmacy	1	100%	0	0%	1					
Ore. Dept. of Education	5	100%	0	0%	5	1	100%	0	0%	1
Ore. Dept. of Emergency Management	1	100%	0	0%	1	1	100%	0	0%	1
Ore. Dept. of Energy	1	100%	0	0%	1	1	100%	0	0%	1
Ore. Dept. of Fish & Wildlife	2	100%	0	0%	2	4	80%	1	20%	5
Ore. Dept. of Forestry	3	100%	0	0%	3	1	20%	4	80%	5
Ore. Dept. of Human Services	17	89%	2	11%	19	10	48%	11	52%	21
Ore. Dept. of Transportation	4	100%	0	0%	4	4	80%	1	20%	5
Ore. Dept. of Veterans' Affairs	1	50%	1	50%	2					
Ore. Employment Department	2	100%	0	0%	2	11	100%	0	0%	11
Ore. Health Authority	21	100%	0	0%	21	20	80%	5	20%	25
Ore. Housing & Community Services	7	88%	1	13%	8	1	25%	3	75%	4
Ore. Liquor & Cannabis Commission	1	100%	0	0%	1					
Ore. Military Department						1	100%	0	0%	1
Ore. Parks & Recreation Department	0	0%	1	100%	1	1	25%	3	75%	4
Ore. State Board of Nursing						2	100%	0	0%	2
Ore. State Lottery						2	100%	0	0%	2
Ore. State Police	1	50%	1	50%	2	3	100%	0	0%	3
Ore. Water Resources Department	1	100%	0	0%	1	1	100%	0	0%	1
Ore. Youth Authority	1	50%	1	50%	2	6	100%	0	0%	6
Public Employees Retirement System	0	0%	1	100%	1	2	100%	0	0%	2
Public Utility Commission	1	100%	0	0%	1	0	0%	1	100%	1
Real Estate Agency	1	100%	0	0%	1					
State Library of Oregon						0	0%	1	100%	1
Teacher Stds & Practices Commission	1	100%	0	0%	1					

Performance Accountability & Feedback Training				Completed in 30 days		Completed after 30 days		Incomplete		Total new managers
Agency	#	%	Total	#	%	#	%			
<b>All agencies</b>	<b>88</b>	<b>95%</b>		<b>2</b>	<b>2%</b>	<b>3</b>	<b>3%</b>	<b>93</b>		
Bureau of Labor & Industries	1	100%		0	0%	0	0%	1		
Dept. of Administrative Services	1	100%		0	0%	0	0%	1		
Dept. of Agriculture	1	100%		0	0%	0	0%	1		
Dept. of Consumer & Business Services	1	50%		0	0%	1	50%	2		
Dept. of Corrections	9	100%		0	0%	0	0%	9		
Dept. of Environmental Quality	1	50%		1	50%	0	0%	2		
Dept. of Justice	1	100%		0	0%	0	0%	1		
Office of the Long-Term Care Ombudsman	1	100%		0	0%	0	0%	1		
Ore. Advocacy Commissions Office	1	100%		0	0%	0	0%	1		
Ore. Board of Optometry	1	100%		0	0%	0	0%	1		
Ore. Board of Pharmacy	1	100%		0	0%	0	0%	1		
Ore. Dept. of Education	5	100%		0	0%	0	0%	5		



Performance Accountability & Feedback Training		Completed in 30 days		Completed after 30 days		Incomplete		Total new managers
Agency	#	%	#	%	#	%		
Ore. Dept. of Emergency Management	1	100%	0	0%	0	0%	1	
Ore. Dept. of Energy	1	100%	0	0%	0	0%	1	
Ore. Dept. of Fish & Wildlife	2	100%	0	0%	0	0%	2	
Ore. Dept. of Forestry	3	100%	0	0%	0	0%	3	
Ore. Dept. of Human Services	15	88%	0	0%	2	12%	17	
Ore. Dept. of Transportation	3	100%	0	0%	0	0%	3	
Ore. Dept. of Veterans' Affairs	1	100%	0	0%	0	0%	1	
Ore. Employment Department	2	100%	0	0%	0	0%	2	
Ore. Health Authority	19	95%	1	5%	0	0%	20	
Ore. Housing & Community Services	8	100%	0	0%	0	0%	8	
Ore. Liquor & Cannabis Commission	1	100%	0	0%	0	0%	1	
Ore. Parks & Recreation Department	1	100%	0	0%	0	0%	1	
Ore. State Police	1	100%	0	0%	0	0%	1	
Ore. Water Resources Department	1	100%	0	0%	0	0%	1	
Ore. Youth Authority	1	100%	0	0%	0	0%	1	
Public Employees Retirement System	1	100%	0	0%	0	0%	1	
Public Utility Commission	1	100%	0	0%	0	0%	1	
Real Estate Agency	1	100%	0	0%	0	0%	1	
Teacher Standards & Practices Commission	1	100%	0	0%	0	0%	1	

Uplift Your Benefits		Completed in 30 days		Completed after 30 days		Incomplete		Total new employees
Agency	#	%	#	%	#	%		
<b>All agencies</b>	<b>985</b>	<b>91%</b>	<b>31</b>	<b>3%</b>	<b>62</b>	<b>6%</b>	<b>1,078</b>	
Board of Licensed Social Workers	1	100%	0	0%	0	0%	1	
Bureau of Labor & Industries	8	100%	0	0%	0	0%	8	
Business Oregon	8	100%	0	0%	0	0%	8	
Construction Contractors Board	1	100%	0	0%	0	0%	1	
Dept. of Administrative Services	11	92%	0	0%	1	8%	12	
Dept. of Agriculture	10	71%	0	0%	4	29%	14	
Dept. of Consumer & Business Services	15	100%	0	0%	0	0%	15	
Dept. of Corrections	64	82%	4	5%	10	13%	78	
Dept. of Early Learning & Care	10	91%	1	9%	0	0%	11	
Dept. of Environmental Quality	20	100%	0	0%	0	0%	20	
Dept. of Geology & Mineral Industries	1	100%	0	0%	0	0%	1	
Dept. of Justice	37	93%	1	3%	2	5%	40	
Dept. of Land Conservation & Development	1	100%	0	0%	0	0%	1	
Dept. of Public Safety Standards & Training	3	100%	0	0%	0	0%	3	
Dept. of Revenue	15	100%	0	0%	0	0%	15	
Dept. of State Lands	2	100%	0	0%	0	0%	2	
District Attorneys & their Deputies	0	0%	0	0%	2	100%	2	
Higher Education Coordinating Commission	4	100%	0	0%	0	0%	4	

<b>Uplift Your Benefits</b>		Completed in 30 days		Completed after 30 days		Incomplete		Total new employees
Agency	#	%	#	%	#	%		
Mental Health Regulatory Agency	1	100%	0	0%	0	0%	1	
Office of the Long Term Care Ombudsman	3	75%	0	0%	1	25%	4	
Ore. Board of Dentistry	1	100%	0	0%	0	0%	1	
Ore. Board of Optometry	0	0%	0	0%	1	100%	1	
Ore. Board of Pharmacy	1	100%	0	0%	0	0%	1	
Ore. Commission for the Blind	4	100%	0	0%	0	0%	4	
Ore. Dept. of Aviation	1	100%	0	0%	0	0%	1	
Ore. Dept. of Education	16	84%	0	0%	3	16%	19	
Ore. Dept. of Emergency Management	5	83%	1	17%	0	0%	6	
Ore. Dept. of Energy	7	100%	0	0%	0	0%	7	
Ore. Dept. of Fish & Wildlife	20	100%	0	0%	0	0%	20	
Ore. Dept. of Forestry	6	67%	0	0%	3	33%	9	
Ore. Dept. of Human Services	287	91%	12	4%	16	5%	315	
Ore. Dept. of Transportation	59	87%	4	6%	5	7%	68	
Ore. Dept. of Veterans' Affairs	9	100%	0	0%	0	0%	9	
Ore. Employment Department	69	99%	1	1%	0	0%	70	
Ore. Health Authority	163	96%	2	1%	4	2%	169	
Ore. Housing & Community Services	21	95%	0	0%	1	5%	22	
Ore. Liquor & Cannabis Commission	5	100%	0	0%	0	0%	5	
Ore. Medical Board	1	100%	0	0%	0	0%	1	
Ore. Military Department	9	90%	0	0%	1	10%	10	
Ore. Parks & Recreation Department	7	100%	0	0%	0	0%	7	
Ore. State Board of Geologist Examiners	1	100%	0	0%	0	0%	1	
Ore. State Board of Nursing	1	100%	0	0%	0	0%	1	
Ore. State Fire Marshal	8	100%	0	0%	0	0%	8	
Ore. State Lottery	7	100%	0	0%	0	0%	7	
Ore. State Police	19	100%	0	0%	0	0%	19	
Ore. Water Resources Department	7	100%	0	0%	0	0%	7	
Ore. Watershed Enhancement Board	1	100%	0	0%	0	0%	1	
Ore. Youth Authority	24	67%	5	14%	7	19%	36	
Public Employees Retirement System	4	100%	0	0%	0	0%	4	
Public Utility Commission	2	100%	0	0%	0	0%	2	
State Library of Oregon	3	100%	0	0%	0	0%	3	
Teacher Standards & Practices Commission	2	67%	0	0%	1	33%	3	