

State Agency Operations



Meeting expectations to better serve all people of Oregon

Use dropdown menu to see data for a specific agency

All agencies

46,348.8 Full-time equivalent employees

49,227 Positions

49,194 Unique individuals

Profile data as of 10/10/2024

1,172 Physical locations

\$465.2bn 2023-25 budget (LAB)

8% change in 2023-25 budget (LAB) vs. 2021-23

Defining our focus	Strategic Planning		97%	of agencies have a strategic plan in place and updated within the prior 36 months	▲ 56%	as of Sep 30, 2024
Shaping how we work	Audit Response		77%	of audit recommendations that are due have been closed	▼ -23%	as of Sep 30, 2024
	Preparedness		94%	of agencies have Continuity of Operations Plans (COOPs) updated in the prior 12 months	▲ 39%	as of Dec 31, 2023
	DEI Planning		98%	of agencies have a Diversity, Equity and Inclusion (DEI) plan updated in the prior 24 months	▲ 46%	as of Sep 30, 2024
	Technology Planning		100%	of agencies (not exempt with more than 50 employees) have an approved or submitted IT strategic plan	▲ 100%	as of Mar 31, 2024
Caring for who we are	Succession Planning		95%	of agencies have succession plans in place	▲ 75%	as of Mar 31, 2024
	Leadership		38%	of agency directors had a performance review in the prior 24 months	0%	as of Jun 1, 2023
	Employee Feedback		95%	of required quarterly performance reviews were completed	▲ 8%	as of Sep 30, 2024
	Filled Positions		88%	of budgeted positions are filled (not vacant or in recruitment)	▲ 6%	as of Sep 30, 2024
	Employee Engagement		60%	of employees (at agencies with more than 75) responded to an employee satisfaction survey	0%	as of Mar 31, 2024
	Workforce Development		94%	of required employees completed trainings within timeframes as specified by the Governor's expectations	▲ 22%	as of Sep 30, 2024

Click the left side menu buttons to display detail on each expectation



Agency filter - data viewable for selected agency

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- Expectation filters**
- Planning
- Audit Response
- Preparedness
- DEI Planning
- Technology Planning
- Succession Planning
- Leadership
- Employee Feedback
- Filled Positions
- Employee Engagement
- Workforce Development

Performance across all indicators and change over time

Indicator	Value	Description	Change	As of
Audit Response	77%	of audit recommendations that are due have been closed	-23%	as of Sep 30, 2024
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Additional context (dynamic - controlled by expectation filters)

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Data available in alternative formats by request. Last updated 10/15/24 by the Oregon Department of Administrative Services, Office of Strategic Initiatives and Enterprise Accountability.



Dashboard Features Content

Do not cite data depicted in screenshots in this document. Only consult online dashboard itself for accurate data, as data elsewhere may not be current.

Displays general performance on each expectation since tracking began. Includes (from left to right):

- Overall rate
- Description of that rate
- Percentage point change since tracking began
- Date of the most recent report that contained new data

Displays additional context, once an expectation is selected via left-side button. Includes:

- Text of the expectation
- Why related practices are important
- Further data on performance
- Where to access further information

Performance across all indicators and change over time



Click the left side menu buttons to display detail on each expectation



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Additional context (dynamic-controlled by expectation filters)

1,172 Phys...

10/2024 (LAB)

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Dashboard Features Filters

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Clickable buttons list each expectation. When a button is selected, additional context on that expectation will be displayed on the right side of the page.

To clear the filter, click on the pressed button again to deselect it

Dropdown menu with a list of agencies. Select an agency to filter and display data for only a selected agency. Also provides basic agency data for reference.

To clear the filter, select "All agencies".

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Expectation filters

- Audit Response
- Preparedness
- DEI Planning
- Technology Planning
- Succession Planning
- Leadership
- Employee Feedback
- Filled Positions
- Employee Engagement
- Workforce Development

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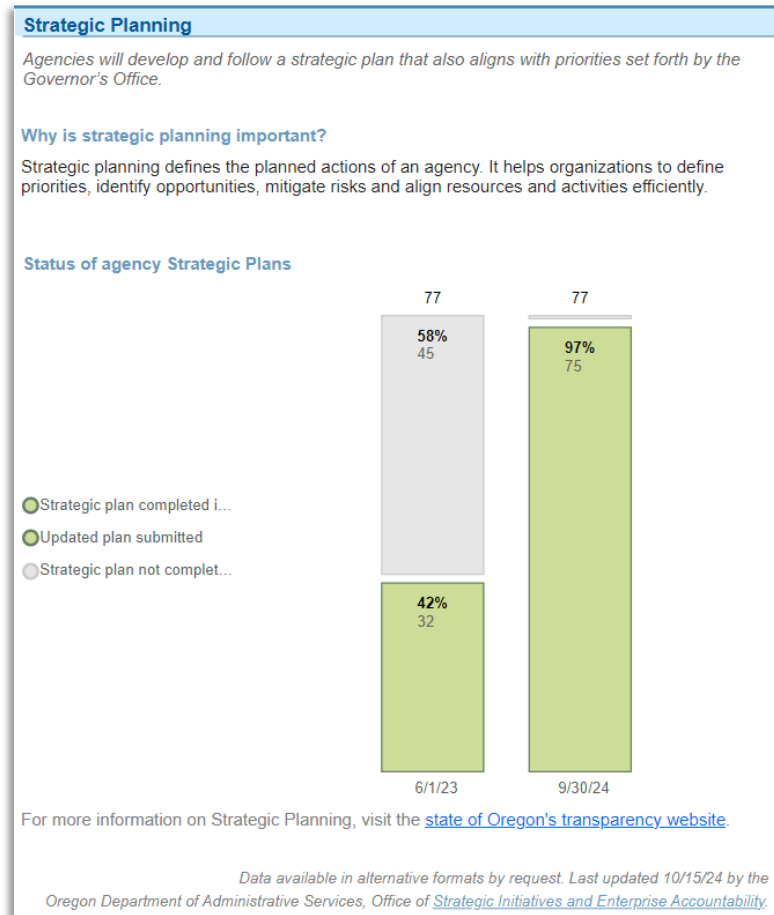
Click the left side menu buttons to display detail on each expectation

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Interpreting Additional Context Strategic Planning

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Text of the expectation

Why related practices are important

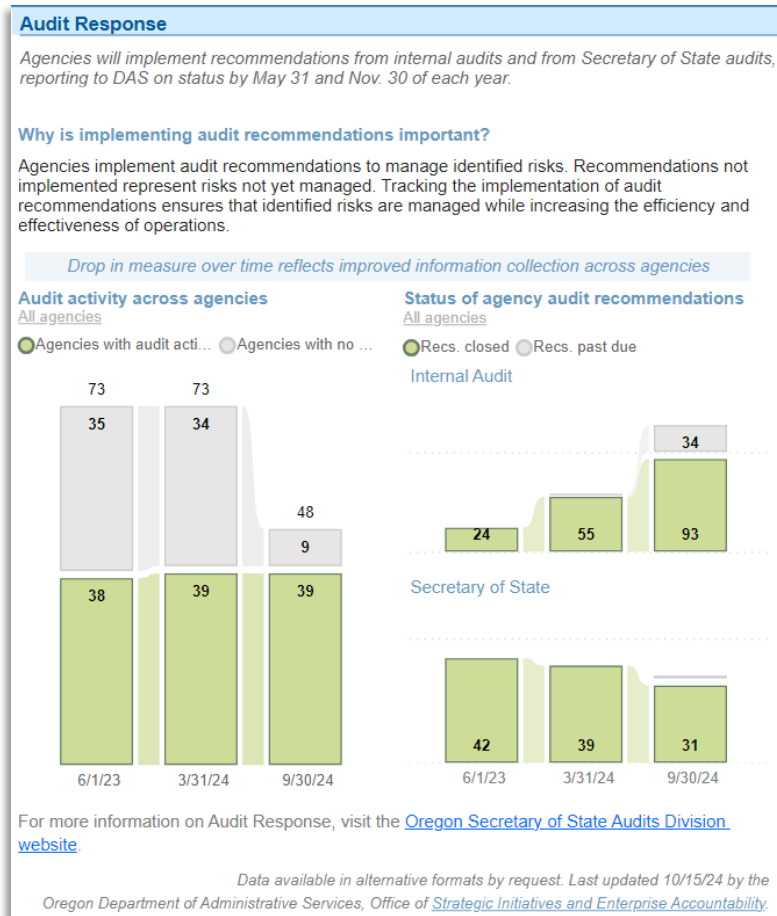
- When “All agencies” is selected on the agency filter (default option):
[Displayed in screenshot to the left]
 - Shows the proportion of agencies with a recently updated strategic plan and those without one for both quarters in which the expectation was measured.
- When a specific agency is selected on the agency filter:
 - Values will be 100% or 0%. If a value is 100%, that just means the agency falls into the category specified by the legend for that value.

Where to access further information



Interpreting Additional Context Audit Response

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Text of the expectation

Why related practices are important

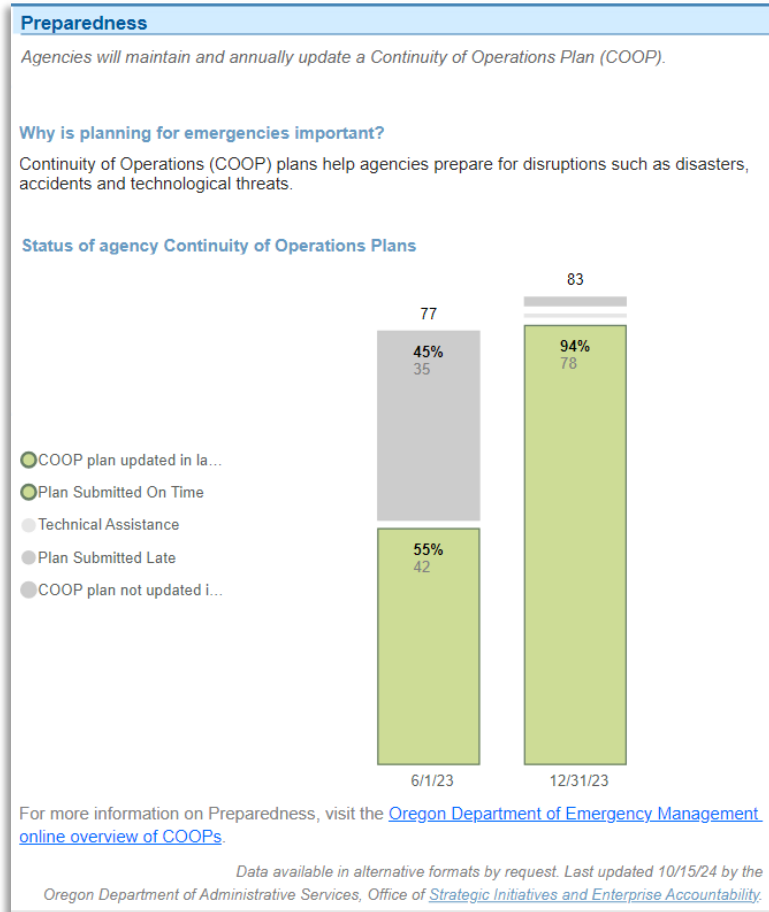
- When “All agencies” is selected on the agency filter (default option):
[Displayed in screenshot to the left]
 - Left chart: shows # of agencies with audits in each period
 - Right chart: shows # of recommendations across all audits statewide in each period, separating internal audits vs. Secretary of State Audits Division recommendations and categorizing by if overdue vs. addressed/not yet due.
- When a specific agency is selected on the agency filter:
 - Left chart: remains the same as when “All agencies”
 - Right chart: shows only recommendations for the selected agency or notes if there was no audit activity

Where to access further information



Interpreting Additional Context Preparedness

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Text of the expectation

Why related practices are important

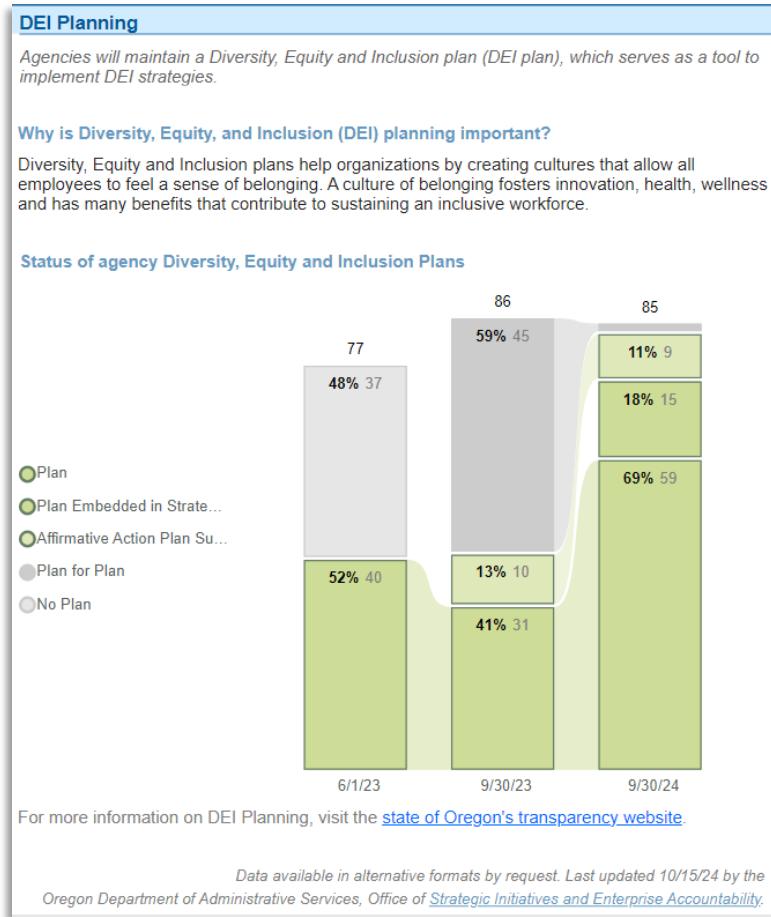
- When “All agencies” is selected on the agency filter (default option): [Displayed in screenshot to the left]
 - Shows the proportion of agencies with a recently updated COOP plan and those without one for both quarters in which the expectation was measured.
- When a specific agency is selected on the agency filter:
 - Values will be 100% or 0%. If a value is 100%, that just means the agency falls into the category specified by the legend for that value.

Where to access further information



Interpreting Additional Context Diversity, Equity and Inclusion Planning

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Text of the expectation

Why related practices are important

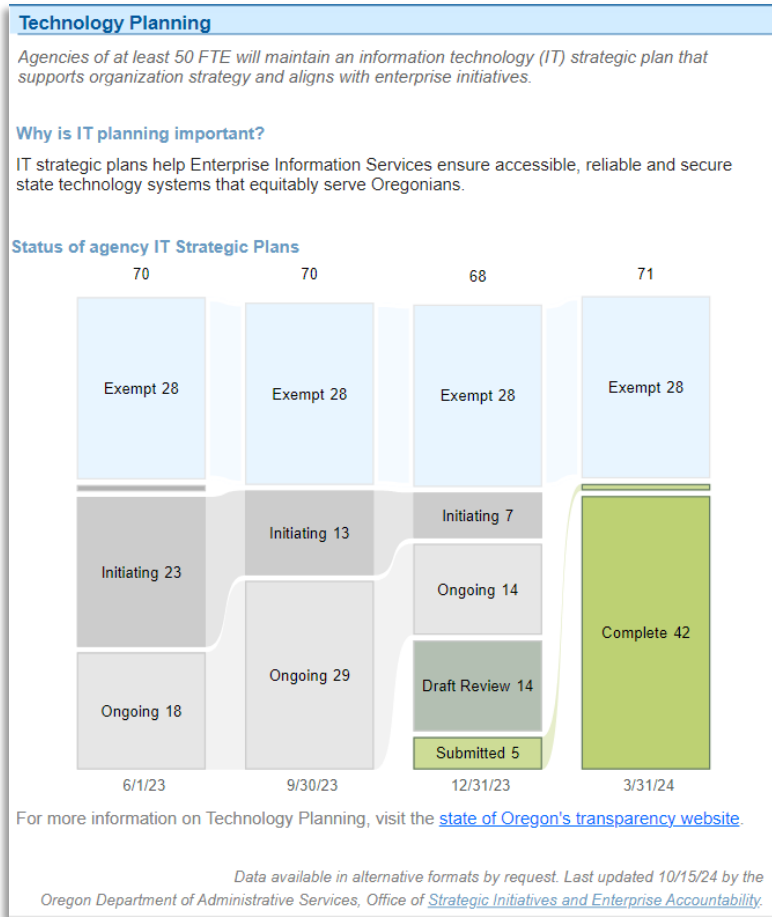
- When "All agencies" is selected on the agency filter (default option): [Displayed in screenshot to the left]
 - Shows the proportion of agencies with a recently updated DEI plan (in green) and those without one (in grey) for quarters in which the expectation was measured. Specific categories detail how an expectation is met or not.
- When a specific agency is selected on the agency filter:
 - Values will be 100% or 0%. If a value is 100%, that just means the agency falls into the category specified by the legend for that value.

Where to access further information



Interpreting Additional Context Technology Planning

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Text of the expectation

Why related practices are important

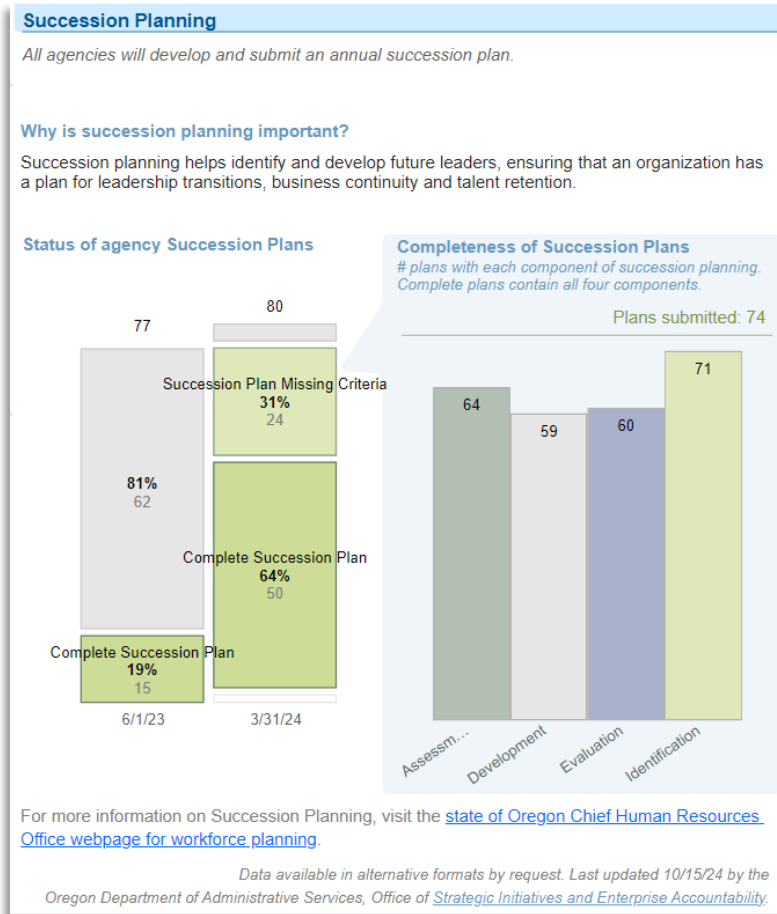
- When “All agencies” is selected on the agency filter (default option): [Displayed in screenshot to the left]
 - Shows the proportion of agencies with a recently updated IT strategic plan and those without one for quarters in which the expectation was measured. Specific categories detail specific planning status.
- When a specific agency is selected on the agency filter:
 - Values will be 100% or 0%. If a value is 100%, that just means the agency falls into the category specified by the legend for that value.

Where to access further information



Interpreting Additional Context Succession Planning

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Text of the expectation

Why related practices are important

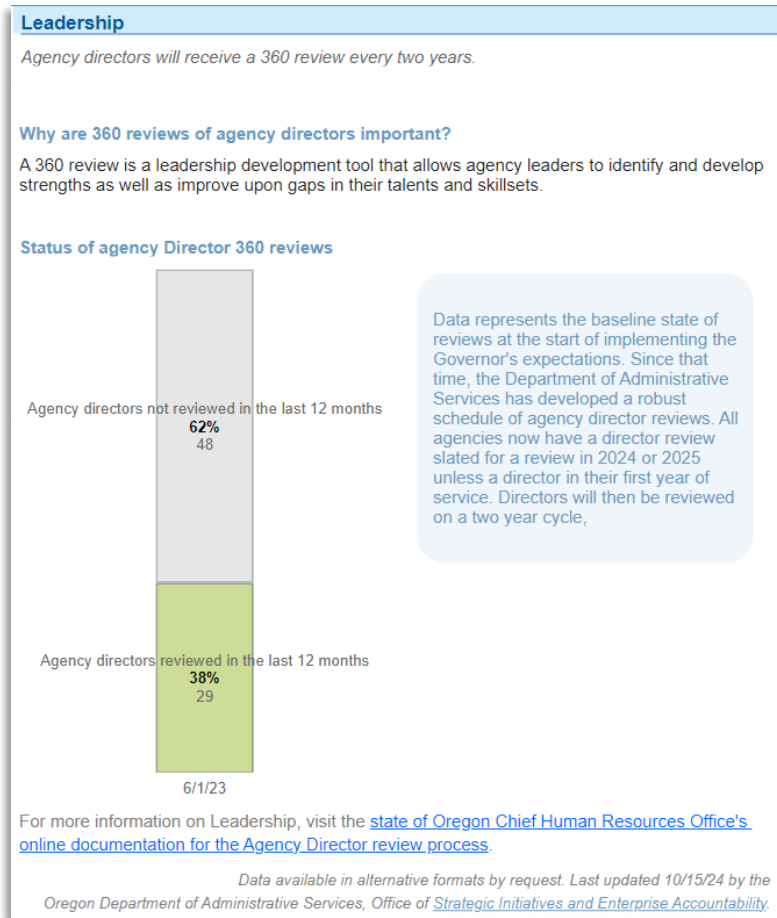
- When “All agencies” is selected on the agency filter (default option): [Displayed in screenshot to the left]
 - Left chart: shows # of agencies with succession plans in place, and if plan have any important components missing
 - Right chart: shows 4 important succession plan components and the # of agency plans (for 3/31/24) that have each.
- When a specific agency is selected on the agency filter:
 - Left chart: Shows 100% or 0% based on agency plan category.
 - Right chart: Values will be 1 or blank based on if agency’s plan includes the component. If values all blank, agency either did not submit a plan or submitted one lacking components.

Where to access further information



Interpreting Additional Context Leadership

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Text of the expectation

Why related practices are important

- When “All agencies” is selected on the agency filter (default option):
[Displayed in screenshot to the left]
 - Shows the proportion of agencies with directors reviewed in the prior 12 months vs. those not reviewed, as a baseline at the start of collective work on the expectations
 - Ongoing measurement is in progress/not yet reported
- When a specific agency is selected on the agency filter:
 - Values will be 100% or 0%. If a value is 100%, that just means the agency falls into the category for that value.

Where to access further information



Interpreting Additional Context Employee Feedback

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Text of the expectation

Why related practices are important

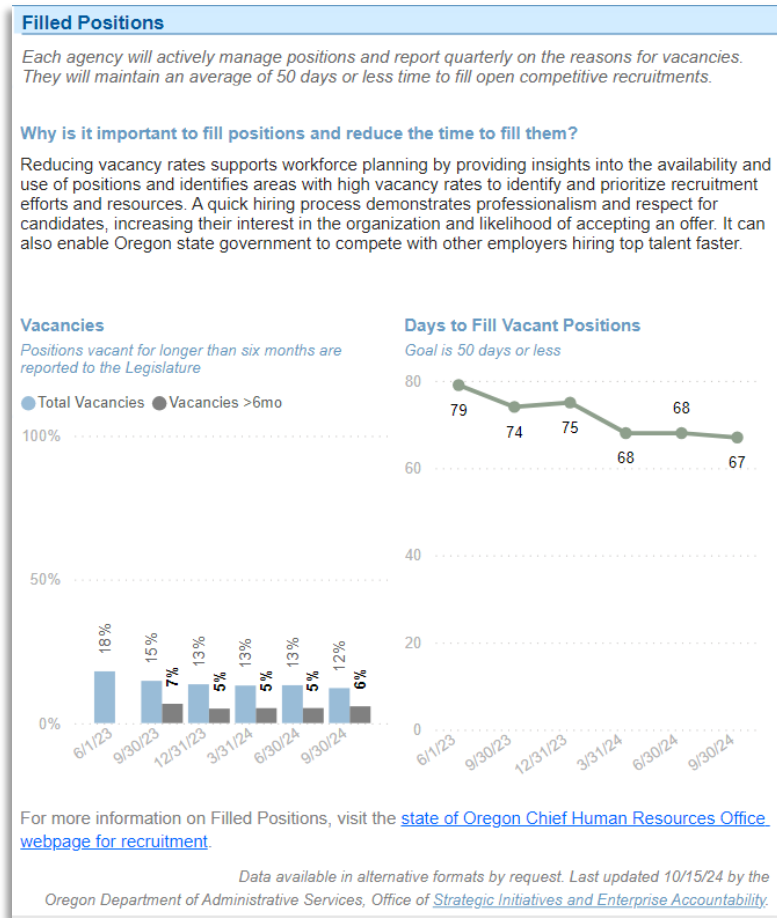
- Shows data only for the agency or agency group selected on the agency filter
- Shows the proportion of required quarterly check-ins between employees and their managers that occurred, in the quarter prior to each reporting period.
 - Employees and managers new in their current roles have a grace period before check-ins are required, meaning there are fewer required check-ins than there are total employees

Where to access further information



Interpreting Additional Context Filling Positions

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Text of the expectation

Why related practices are important

- Shows data only for selection on the agency filter
- Left chart (“Vacancies”):
 - shows 2 vacancy rate for each reporting period:
 - % of all positions that are vacant
 - % of all positions that are vacant more than 6 months
- Right chart (“Days to Fill Vacant Positions”):
 - shows the average # of days to complete recruitments, from close of applications to when an offer is accepted
- On both charts, blank data indicates either no vacancies or no recruitments in reporting period

Where to access further information



Interpreting Additional Context Employee Engagement

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Employee Engagement

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

Why is measuring employee engagement important?

Engaged employees tend to perform with higher productivity and report greater well-being, which can shape the quality of customer service. Increased engagement results in reduced turnover; according to Gallup, low engagement teams have turnover rates that are 18% to 43% higher than highly engaged teams.

All agencies

Statewide employee engagement (by agency)

For more information on Employee Engagement, visit the [Gallup online overview of its Q12 employee survey](#).

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Text of the expectation

Why related practices are important

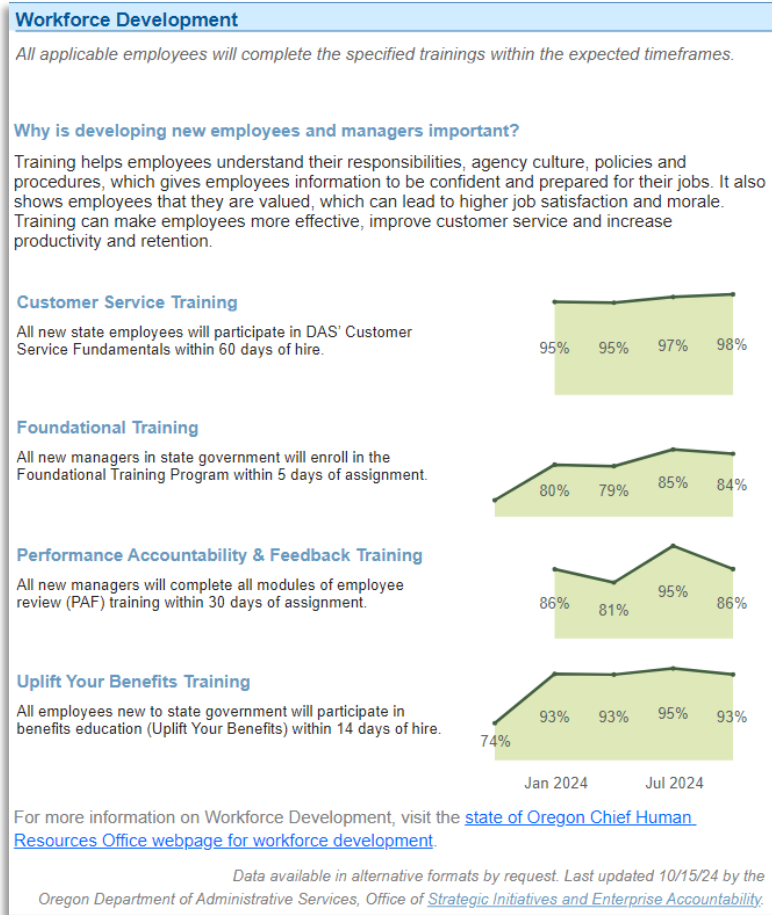
- Left chart (Shown as “All agencies” to the left):
 - Shows only data for selection in the agency filter
 - Shows response rate (% of invited employees that completed the 2023 Gallup survey) and engagement score (out of 5; higher = more engaged)
 - No data indicates agency not part of Gallup survey in 2023
- Right chart (Statewide employee engagement):
 - Chart always shows “All agencies” – unchanged by filter
 - Each marker is a state agency, comparing survey response rate and engagement score
 - Trend line shows agencies with higher survey response rates tend to also have more engaged employees

Where to access further information



Interpreting Additional Context Workforce Development

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Text of the expectation

Why related practices are important

- Shows data only for the agency or agency group selected on the agency filter
- Shows detail on workforce trainings for which specific expectations were established. For each training, shows:
 - Name of training
 - Text of the specific expectation
 - Proportion of applicable workers who completed the training for each reporting period. Applicable workers are those required to complete the training. No data means no applicable employees.

Where to access further information