



# PROGRESS REPORT ON OREGON AGENCY EXPECTATIONS

**June 1, 2023**

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## Executive Summary

This first report from the Oregon Department of Administrative Services (DAS) to Governor Tina Kotek details the status of 11 agency expectations outlined by the Governor in a letter dated Jan. 11, 2023.

The data included in this report shows the baseline status of the Oregon Executive Branch of state government prior to initiating most measures. We surveyed agency directors and found that many of the measures will require agencies to engage in work that they either haven't done in the past or haven't adopted systems to support.

The Executive Branch is on track to meet the 11 expectations by the deadlines required in Governor Kotek's Jan. 2023 letter, and once these measures are systematized across the enterprise of state government, we will be poised to adopt systemic approaches to additional policy goals as directed by the Governor.

Moving forward, we will report quarterly in June, September, December and March. You can expect the next report at the end of September 2023. Because each expectation has a unique timeline for deliverables, future reports will include updates on the previous quarter's deliverables.

The baselines included here show enormous potential for quality improvement through meeting these accountability measures, and as the Office of Strategic Initiatives and Enterprise Accountability stands up operations, we expect that the enterprise will build on this foundation to improve measures of quality service to Oregonians.

Once agencies are in compliance with expectations, for the first time ever, you will be able to:

1. Evaluate employee engagement across the entire Executive Branch;
2. Hold agencies accountable to faster hiring practices through evaluation, monitoring and support;
3. Measure leadership performance by consistently evaluating agency directors and surveying key community members;
4. Drive shared outcomes, strategies and performance delivery by monitoring the development and implementation of strategic plans in every agency;
5. Build momentum around diversity, equity and inclusion by weaving DEI through all of our planning and providing roadmaps through agency DEI work and strategic plans;
6. Support employees through regular performance check-ins, new employee orientations, foundational training for managers and benefits training for all employees;
7. Build statewide resiliency through succession planning and continuity of operations across the enterprise; and
8. Hold agencies accountable to continuous improvement by requiring implementation and learning around audit findings.

Any of the initiatives supporting the Governor's expectations will move the state toward improved performance. Taken as a collective, they have the opportunity to build a shared momentum toward accountability and measurement unprecedented within Oregon state government.

## Introduction

On Jan. 11, 2023, Governor Kotek issued a letter to agency directors with a call to improve customer service for Oregonians (see appendices). As a framework for enterprise-wide systems improvements and a start to breaking down silos, Governor Kotek outlined a set of 11 new expectations for agencies and tasked the Department of Administrative Services with reporting back to her on a quarterly basis, beginning on June 1, 2023. This report is intended to fulfill that obligation.

### **Purpose of the report**

With this report, the Office of Strategic Initiatives and Enterprise Accountability intends to communicate a baseline of where the state enterprise is in meeting the Governor's expectations as of May 2023. Setting this baseline will allow us to measure progress as we report in future quarters.

### **Methodology used to assess the status of the initiatives**

To gauge the current state of the subjects of these initiatives we administered a survey to all agency directors in which they self-identified their agency's performance of nine of the 11 functions (see attached survey results in appendix). Additionally, for measures where data exists in the state human resources software, Workday, we pulled the most recent data available.

## Overview of the 11 Agency Expectations

1. Performance Reviews for Agency Directors
2. Performance Feedback for Employees
3. Measuring Employee Satisfaction
4. Supporting Strategic Planning and Measuring Agency Performance
5. Managing Information Technology Process
6. Succession Planning for the Workforce
7. State Government Commitment to Diversity, Equity and Inclusion
8. Agency Emergency Preparedness
9. Agency Hiring Practices
10. Audit Accountability
11. Developing New Employees and Managers

### 1. Performance Reviews for Agency Directors

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

*Goals/objectives:* Directors will receive feedback on performance based on the [statewide values and competencies](#). The Chief Human Resources Office (CHRO) will serve as a resource to provide, proctor or secure areas of concern identified by the Office of Strategic Initiatives and Enterprise Accountability (e.g., executive coaching, team building, strategic planning, etc.).

### 2. Performance Feedback for Employees

Each agency will maintain compliance with 90% or higher rates of completion of quarterly performance feedback meetings between managers and employees.

*Goals/objectives:* Executive Branch state 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. Measuring Employee Satisfaction

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

*Goals/objectives:* State agencies engage with employees to capture employee satisfaction at an agency and enterprise level. Results will help identify any areas for

improvement as well as what is working well in the retention and satisfaction of state employees.

#### **4. 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.

#### **5. Managing Information Technology Progress**

Agencies of 50 or more FTE are to develop and maintain a business-driven and enterprise aligned information technology (IT) strategic plan supporting the organization's strategic priorities.

*Goals/objectives:* Agency IT, program and executive leadership partner in the development of IT strategic plans that operationalize the agency's vision, values, strategic priorities and modernization roadmap – aligning with *Cloud Forward*, the *Modernization Playbook*, *Oregon's Data Strategy*, and the *EIS Strategic Framework* by Dec. 31, 2023, for review and approval by the State CIO.

#### **6. Succession Planning for the Workforce**

All agencies will develop and submit an annual succession plan.

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

#### **7. 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.

#### **8. Agency Emergency Preparedness**

Every state agency, board and commission will have in place and update annually a Continuity of Operations Plan (COOP).

*Goals/objectives:* State agencies, boards and commissions have in place comprehensive continuity plans that enable essential functions and provide critical services across a broad spectrum of emergencies when normal operations are disrupted.

## 9. Agency Hiring Practices

Each agency will maintain an average of 50 days or less time-to-fill for their open competitive recruitments. They will also actively manage their vacancies, reporting quarterly the reason for each budgeted vacancy they have in their department.

*Goals/objectives:* State agencies need to compete with the private sector for top candidates and get our positions filled expediently. Recruitments that go beyond 50 days risk losing these top candidates. Such delays are often within the control of the recruiter and hiring manager. Agencies will actively manage their vacancies in order to fill positions as expediently as possible after positions have been granted by the Legislature or after they have become vacant.

## 10. Audit Accountability

The Governor's audit accountability expectation requires state agencies to report to DAS on audit recommendation status twice a year. The reports are due by May 31 and November 30 of each year.

*Goals/objectives:* These reports will be on Secretary of State audits and agency internal audits completed starting Jan. 1, 2023 going forward. It is recommended that if the agency has an internal audit function, they work with their agency on gathering this information.

## 11. Developing New Employees and Managers

All agencies will develop a **new employee orientation** program and be able to demonstrate that 100% of their employees participate in it within 60 days of hire.

*Goals/objectives:* Executive Branch employees will be welcomed, informed of state government values and agency procedures, and prepared to start work for Oregon state government.

All new state employees will participate in DAS' **customer service training** within 60 days of hire.

*Goals/objectives:* New employees align with and provide excellent service to customers. All agencies will ensure that new managers in state government complete the **foundational training program**.



*Goals/objectives:* New managers are prepared to effectively manage.

All new state employees will participate in *Uplift Your Benefits*, **benefits education**, within 14 days of hire so that it informs employee benefit choices.

*Goals/objectives:* Employees gain an awareness of their benefits and resources to aid their decisions. Employees understand and feel more confident in choosing benefits that are tailored to their needs and priorities. Employees understand the value of their benefits package.

## Project Structure

### **Steering Committee:**

The Office of Strategic Initiatives and Enterprise Accountability has convened a Steering Committee (refer to charter in appendix) to review materials and give feedback on processes as they are developed and implemented. The group meets every other week and has met seven times since March of 2023.

### **Strategic Initiatives and Enterprise Accountability Website:**

The Office of Strategic Initiatives and Enterprise Accountability houses guidance to agency templates and reports on performance on a public-facing website.

<https://www.oregon.gov/das/Pages/Strategic-initiatives-and-enterprise-accountability.aspx>

### **Enterprise Performance Leads:**

The Office of Strategic Initiatives and Enterprise Accountability convenes the following staff on a bi-weekly schedule to collaborate and coordinate as we develop supports and roll out the framework for each expectation.

- Director 360 Reviews, Performance Feedback for Employees, Measuring Employee Satisfaction, Succession Planning for the Workforce, Developing New Employees and Managers: Kim Dettwyler, DAS CHRO ([kimberley.dettwyler@das.oregon.gov](mailto:kimberley.dettwyler@das.oregon.gov))
- Strategic Planning: Rosa Klein, DAS Strategic Initiatives ([rosa.klein@das.oregon.gov](mailto:rosa.klein@das.oregon.gov))
- Managing IT Processes: Scott Emry, Enterprise Information Services ([scott.emry@das.oregon.gov](mailto:scott.emry@das.oregon.gov))
- Diversity, Equity and Inclusion: Rosa Klein, Strategic Initiatives ([rosa.klein@das.oregon.gov](mailto:rosa.klein@das.oregon.gov))
- Agency Emergency Preparedness: Brad Cunningham ([brad.cunningham@das.oregon.gov](mailto:brad.cunningham@das.oregon.gov))

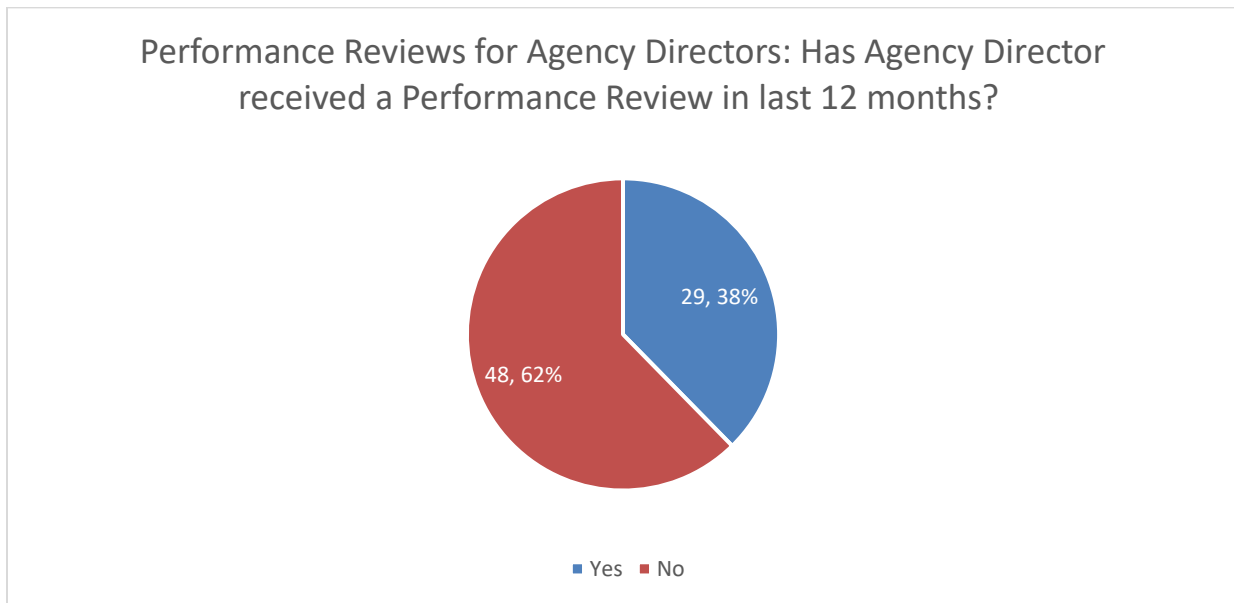
- Agency Hiring Practices: Brian Light, DAS Statewide Recruitment ([brian.c.light@das.oregon.gov](mailto:brian.c.light@das.oregon.gov))
- Audit Accountability: Lisa Upshaw, Chief Audit Executive, DAS ([lisa.upshaw@das.oregon.gov](mailto:lisa.upshaw@das.oregon.gov))
- Communications: Andrea Chiapella, DAS Communications Director ([andrea.chiapella@das.oregon.gov](mailto:andrea.chiapella@das.oregon.gov))
- Website: Summer Warner, DAS Strategic Initiatives ([summer.warner@das.oregon.gov](mailto:summer.warner@das.oregon.gov))

**Status of Initiatives as of June 1, 2023**

**Performance Reviews for Agency Directors:**

Baseline data:

29 out of 77 directors reported having undergone a performance review in the last 12 months.



**Implementation status as of June 1, 2023:**

Process notification including 360 questions and procurement buyer’s guide sent to agency directors by email listserv and posted to Strategic Initiatives website.

**Performance Feedback for Employees:**

Baseline data:

<b>Data for Employees who Required Check-ins by Agency</b>			
	<b>For Quarter Due April 30, 2023</b>		
Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check-Ins Complete
Board of Chiropractic Examiners	4	0	100%
Board of Medical Imaging	3	0	100%
Department of Administrative Services	738	0	100%
Department of Energy	63	0	100%
Department of Geology and Mineral Industries	19	0	100%
Department of Revenue	761	0	100%
Employment Relations Board	8	0	100%
Land Use Board of Appeals	4	0	100%
Mental Health Regulatory Agency	10	0	100%
Oregon Board of Dentistry	8	0	100%
Oregon Business Development Department	70	0	100%
Oregon Criminal Justice Commission	16	0	100%
Oregon Government Ethics Commission	6	0	100%
Oregon Medical Board	30	0	100%
Oregon State Library	31	0	100%
Oregon State Marine Board	36	0	100%
Psychiatric Security Review Board	7	0	100%
Public Utility Commission	98	0	100%
Real Estate Agency	24	0	100%
State Board of Parole and Post-Prison Supervision	3	0	100%
State Mortuary and Cemetery Board	5	0	100%
State of Oregon Military Department	210	0	100%
Tax Practitioners Board	1	0	100%
Water Resources Department	175	0	100%
Watershed Enhancement Board	35	0	100%
Department of Fish and Wildlife	725	2	100%

Public Employees Retirement System	336	1	100%
Department of Consumer & Business Services	652	5	99%
Oregon Youth Authority	644	6	99%
Employment Department	1,240	15	99%
Parks and Recreation Department	336	5	99%
Commission for the Blind	52	1	98%
Department of Transportation	3,263	73	98%
Oregon State Department of Police	823	24	97%
Oregon Department of Emergency Management	53	2	96%
Long Term Care Ombudsman	26	1	96%
Teacher Standards and Practices Commission	25	1	96%
Oregon Board of Pharmacy	20	1	95%
Oregon Liquor & Cannabis Commission	222	12	95%
Department of Education	619	37	94%
Department of Veterans Affairs	63	4	94%
Higher Education Coordinating Commission	84	7	92%
Department of Human Services	7,582	677	92%
Department of Agriculture	236	25	90%
Department of Justice	978	105	90%
Department of Environmental Quality	510	59	90%
Department of Public Safety Standards and Training	81	10	89%

<b>Data for Employees who Required Check-ins by Agency</b>			
	<b>For Quarter Due April 30, 2023</b>		
Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check-Ins Complete
Oregon Housing and Community Services	202	27	88%

Land Conservation and Development Department	47	7	87%
Department of State Lands	74	13	85%
Board of Nursing	10	2	83%
Bureau of Labor and Industries	60	14	81%
Forestry Department	449	105	81%
State Board of Accountancy	3	1	75%
Oregon Health Authority	2,326	1,312	64%
Department of Corrections	1,323	1,282	51%
Construction Contractors Board	19	28	40%
Oregon Advocacy Commissions Office	1	4	20%
Oregon Department of Aviation	2	10	17%
Board of Naturopathic Medicine	0	1	0%
Oregon Board of Optometry	0	1	0%
State Board of Licensed Social Workers	0	5	0%
State Board of Massage Therapists	0	6	0%
Health Related Licensing Boards	0	0	
Occupational Therapy Licensing Board	0	0	
Office of the Governor	0	0	
State Board of Examiners for Speech-Language Pathology and Audiology	0	0	
Veterinary Medical Examining Board	0	0	
<b>Total</b>	<b>25,451</b>	<b>3,891</b>	<b>87%</b>

**Implementation status as of June 1, 2023:**

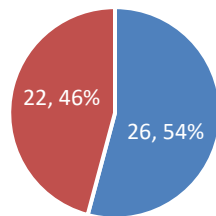
Implementation started in 2019 and is now fully operational. Continued quarterly reporting will be sent to agency directors and posted on the Strategic Initiatives and Enterprise Accountability website.

## Measuring Employee Satisfaction:

Baseline data:

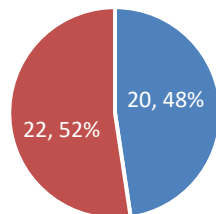
22 out of 48 directors reported that their agency measures employee satisfaction through a survey, and 20 out of 42 report that they have conducted a survey in the last 12 months.

Performance Feedback for Employees: If your agency is larger than 75 employees, do you measure Employee Satisfaction through a survey?



■ Yes ■ No

If your agency is larger than 75 employees AND you measure employee satisfaction, have you administered the survey within the last 12 months?



■ Yes ■ No

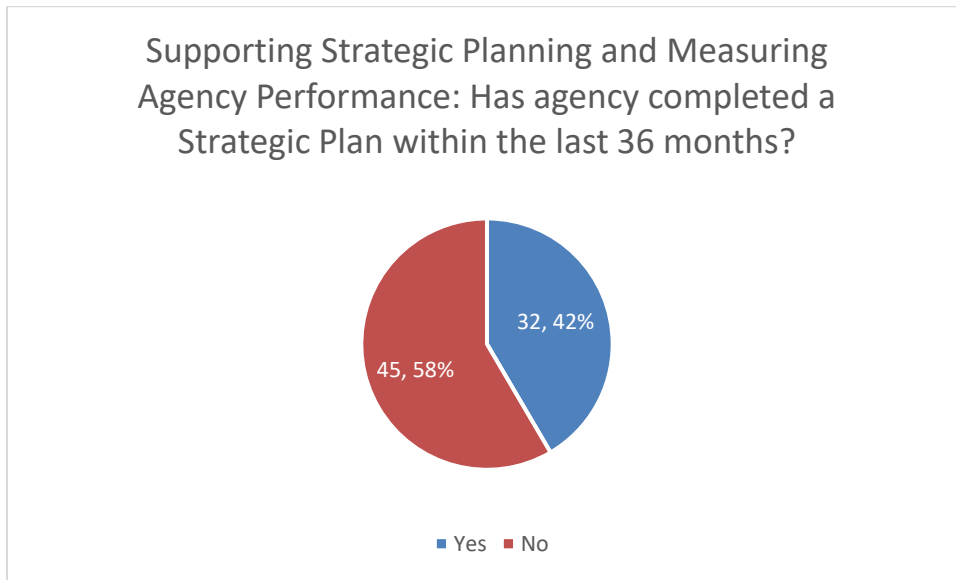
## Implementation status as of June 1, 2023:

Process notification and procurement buyer's guide sent to agency directors by email listserv and posted to Strategic Initiatives and Enterprise Accountability website.

## Strategic Planning:

Baseline data:

32 out of 77 agency directors reported that their agency had completed a strategic plan within the last 36 months.



## Implementation status as of June 1, 2023:

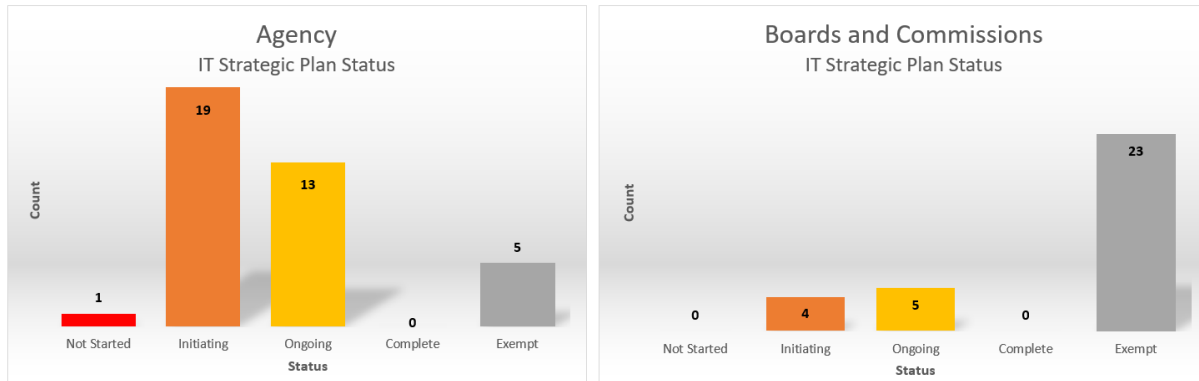
Process notification and procurement buyer's guide sent to agency directors by email listserv and posted to Strategic Initiatives and Enterprise Accountability website. Agencies with an existing strategic plan completed in the last 24 months will submit a summary of key elements of their plan through a template on the Strategic Initiatives and Enterprise Accountability website.

## Managing Information Technology Progress:

Baseline data:



### Agency IT Strategic Plan Tracking Dashboard as of May 1, 2023



### Implementation status as of June 1, 2023:

Assistant state CIOs are providing ongoing consultation and planning assistance, have convened industry-led trainings on IT strategic planning, developed [templates](#) and guidance and provided agencies with a variety of diagnostic tools to support the development of agency IT strategic plans.

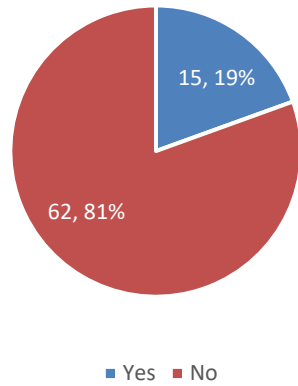
### Succession Planning for the Workforce:

Baseline data:

15 out of 77 agency directors reported that they had a succession plan in place.



Succession Planning for the Workforce: Does your agency have a succession plan in place?



**Implementation status as of June 1, 2023:**

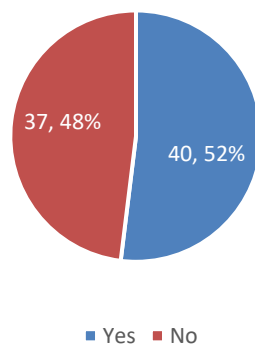
Online tools and resources continue to be available to agencies on the [succession planning website](#) and through the Strategic Initiatives and Enterprise Accountability website.

**State Government Commitment to Diversity, Equity and Inclusion:**

Baseline data:

40 out of 77 agency directors reported that their agency had a DEI plan in place.

State Government Commitment to Diversity, Equity and Inclusion: Does your agency have a DEI plan completed in the last 24 months?



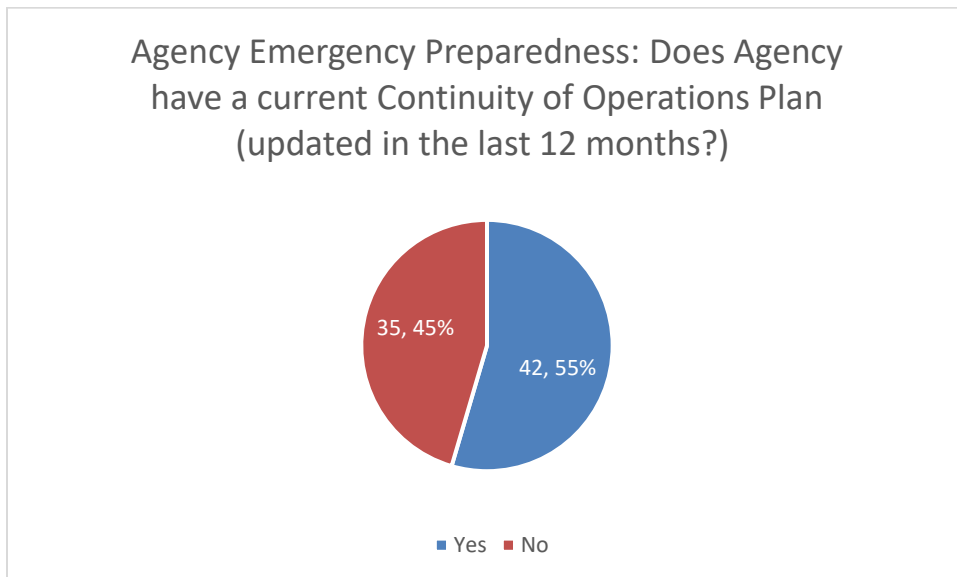
**Implementation status as of June 1, 2023:**

Guidance and resources are available on the Strategic Initiatives and Enterprise Accountability website. Governor’s Office and Office of Strategic Initiatives and Enterprise Accountability have jointly presented to statewide DEI practitioners and all agency directors, as well as consulting one-on-one with agencies.

**Agency Emergency Preparedness:**

Baseline data:

42 out of 77 agency directors reported that their agency had a current Continuity of Operations Plan.



**Implementation status as of June 1, 2023:**

Enterprise leads are in process of planning with Office of Emergency Management staff, collaborating with agencies on COOP best practices and necessary documentation needed for eventual data entry into the new COOP software. The new COOP software has been procured and is being configured, with agency training anticipated in Aug./Sept. 2023.

**Agency Hiring Practices:**

Baseline data: Hiring Time

Time to Fill - Posting/Recruiting Start Date to Offer/Job Filled Date

Offer/Filled Date Start: 01/01/2023

Offer/Filled Date End: 03/31/2023

Company	Time to Fill (based on Job Posting and Offer Dates)
Board of Nursing	67
Commission for the Blind	61
Construction Contractors Board	42
Department of Administrative Services	52
Department of Agriculture	66
Department of Consumer & Business Services	56
Department of Corrections	50
Department of Energy	57
Department of Environmental Quality	63
Department of Fish and Wildlife	86
Department of Geology and Mineral Industries	90
Department of Human Services	72
Department of Public Safety Standards and Training	156
Department of Revenue	51
Department of State Lands	61
Department of Transportation	78
Department of Veterans Affairs	52
Employment Department	68
Forestry Department	61
Higher Education Coordinating Commission	84
Land Conservation and Development Department	56
Long Term Care Ombudsman	57
Mental Health Regulatory Agency	42
Office of the Governor	65
Oregon Business Development Department	54
Oregon Criminal Justice Commission	120
Oregon Department of Education	81
Oregon Department of Emergency Management	73
Oregon Forest Resources Institute	136
Oregon Government Ethics Commission	64
Oregon Health Authority	89
Oregon Housing and Community Services	60
Oregon Liquor & Cannabis Commission	81
Oregon Medical Board	70
Oregon State Department of Police	85
Oregon State Library	62
Oregon State Marine Board	52
Oregon Youth Authority	84
Parks and Recreation Department	57
Psychiatric Security Review Board	55
Public Employees Retirement System	65
Public Utility Commission	48
Racing Commission	103
Real Estate Agency	60

State Board of Parole and Post-Prison Supervision	52
State Landscape Contractors Board	41
State of Oregon Military Department	59
Teacher Standards and Practices Commission	60
Water Resources Department	61
Total	71


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**Implementation status as of June 1, 2023:**

Quarterly performance reports will be shared with agencies. The CHRO has started sharing education and resources on streamlining the recruitment process with agency recruiters through email and monthly statewide recruiter meetings. The CHRO continues to implement recommendations put forth by the Enterprise Recruitment Workgroup and is developing a new recruiters toolbox to be available on the recruitment website.

Baseline data: Vacancy Rates as of 5/15/23

## Enterprise Vacancy Rates



- Current vacancy rate of 18.4%
  
- Reasons for vacancies
  - Turnover; recently became vacant, but pending recruitment
  - Positions are open but currently under recruitment
  - Being held open for cost savings
  - Being held open for reclassification purposes

**Implementation status as of June 1, 2023:**

Agencies will receive from the CHRO a quarterly report listing their current vacant budgeted positions. They will then provide from a list of reasons, the reason for each vacancy, which can be tracked quarter to quarter.

### **Audit Accountability:**

Baseline data: Timely response to Audit Recommendations

During fiscal year 2017-19 there were 32 agencies that had audit work conducted (out of 81 agencies surveyed). The audit work was completed by either the Secretary of State Audits Division, the agency internal audit function, or a combination of both. Many agencies cited that recommendations were closed, while others indicated they still have open recommendations at various stages of implementation.

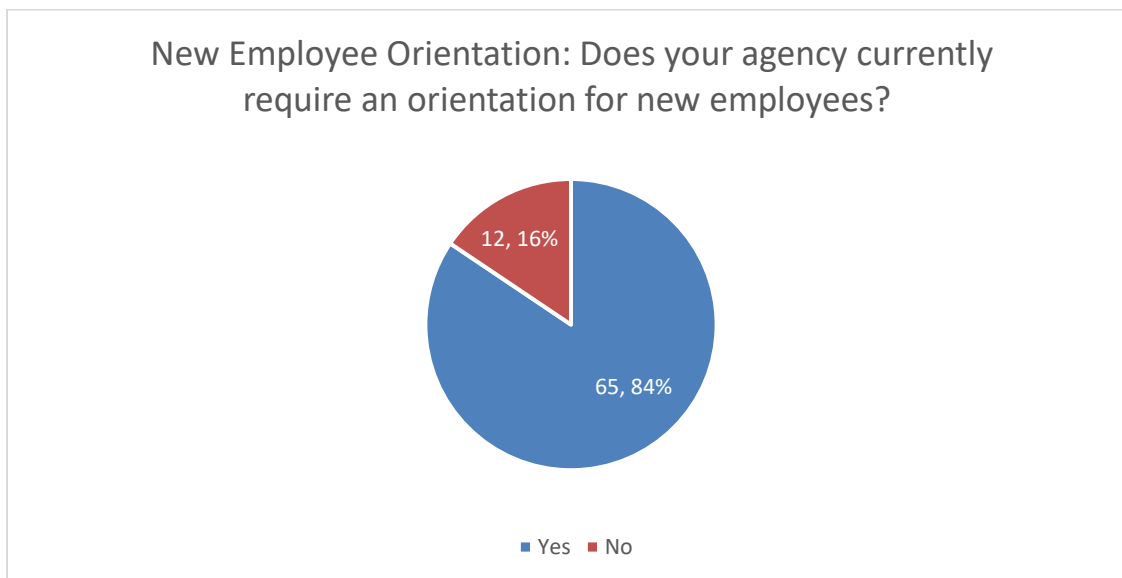
### **Implementation status as of June 1, 2023:**

Information required will include open/closed status and implementation status.

### **Developing New Employees and Managers:**

Baseline data: new employee orientation

65 out of 77 agency directors reported that their agency required an orientation for new employees.



### **Implementation status as of June 1, 2023:**

Process notification sent to agency HR directors via email and posted to the Strategic Initiatives website.

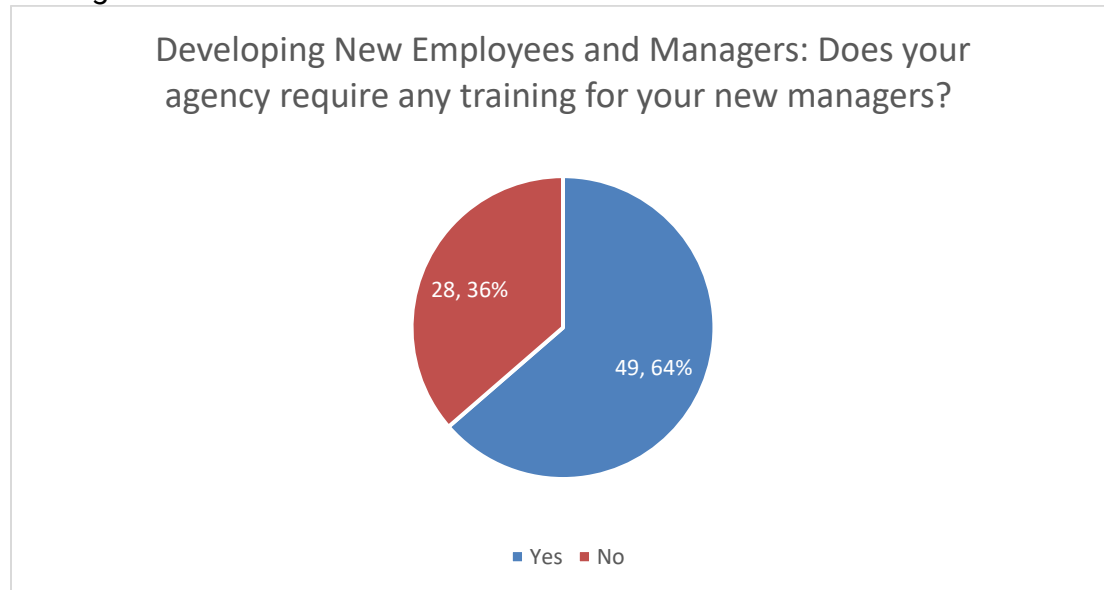
### **Customer Service Training:**

### **Implementation status as of June 1, 2023:**

Process notification sent to agency human resources directors via email and posted to the Strategic Initiative’s website. The CHRO will assign the training to all new hires via Workday starting June 1, 2023.

Baseline data: **Foundational training program** for managers

49 out of 77 agency directors reported that their agency required an orientation for new managers.



**Implementation status as of June 1, 2023:**

Process notification sent to agency human resources directors via email and posted to the Strategic Initiatives website. The CHRO will assign the training to all new managers via Workday starting June 1, 2023.

**Benefits Education**

Implementation status as of June 1, 2023:

The CHRO will assign the training to all new hires via Workday starting June 1, 2023. It is recommended that the workshop is included in the employee letter of hire, onboarding checklist for completion before the employee chooses a benefits package. Participation reports can be obtained through agency Workday Learning Partner or by reaching out to Uplift Oregon for assistance: [uplift.oregon@risepartnership.com](mailto:uplift.oregon@risepartnership.com)

This workshop is a product of state government’s labor-management partnership with SEIU 503 and AFSCME Council 75.

## Conclusion

As Oregon state government, the nation and the world emerge from the Covid-19 pandemic, state government must focus on solidifying and improving its core operations. Governor Kotek's 11 expectations are a baseline for operational performance across state government. Although some agencies have already been performing one or more of these functions, never has Oregon state government attempted to set a standard for operational effectiveness and hold that standard across the Executive Branch. As the pandemic highlighted through our successes and challenges, strong agency operations are the best and fastest way to deliver higher quality service to Oregonians and their families. Without strong core functions, agencies struggle to adapt to the changing nature of the services Oregonians rely on in this dynamic environment.

Once agencies are in compliance with expectations, for the first time ever, you will be able to:

1. Evaluate employee engagement across the entire Executive Branch;
2. Hold agencies accountable to faster hiring practices through evaluation, monitoring and support;
3. Measure leadership performance by consistently evaluating agency directors and surveying key community members;
4. Drive shared outcomes, strategies and performance delivery by monitoring the development and implementation of strategic plans in every agency;
5. Build momentum around diversity, equity and inclusion by weaving DEI through all of our planning and providing roadmaps through agency DEI work and strategic plans;
6. Support employees through regular performance check-ins, new employee orientations, foundational training for managers and benefits training for all employees;
7. Build statewide resiliency through succession planning and continuity of operations across the enterprise; and
8. Hold agencies accountable to continuous improvement by requiring implementation and learning around audit findings.

Any of these initiatives will move the state toward improved performance. Taken as a collection, these 11 benchmarks have the opportunity to build a shared momentum toward accountability and measurement unprecedented within Oregon state government.

## Appendices:

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January 11, 2023

Dear Agency Leaders:

I want to begin by saying thank you. Thank you for serving Oregon and the people who call our state home. Thank you for your professionalism and commitment to public service. And thank you for your partnership with my transition team as we hustled to get ready for Day One.

I am eager to get to work, and I view each of you as partners in my mission to deliver results and make everyday life better for Oregonians.

A core part of my vision for the next four years is to improve customer service for Oregonians – whether they are coming to us for a service, or we are coming to them in the wake of a disaster. That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver for Oregonians.

So today, I am delivering a new set of expectations to you, the leaders of our state agencies. These expectations will serve as guideposts for our work together, providing us with new data that will help us break down silos and make enterprise-wide systems improvements.

To support this effort, my office will be organized with a new focus on public administration. I am hiring a talented group of experienced leaders who I expect to be partners with you in solving problems and delivering on my priorities, which as you know are housing and homelessness, behavioral health and addiction care, and education.

Finally, as Oregon's Governor, I understand that I have 42,000 employees counting on me for compassion and leadership. The pandemic was hard on workers and managers across the board – private or public, it has been tough. We all had to pivot on short notice, support each other through workforce shortages, and do our jobs while our families were facing the same uncertainty as the rest of the world. These workforce challenges are not going away, and I hope to partner with all of you as we continue to strive to make the State of Oregon a great place to live and work.

It is my pledge to all Oregonians, and to you, that I will work every day to be a partner with you in solving problems, big and small. We will not be perfect, but we will improve every year, so Oregonians can proudly say their state government was there for them.

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January 11, 2023

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I am directing the Department of Administrative Services (DAS) to provide my office with updates on our progress in meeting these new expectations quarterly beginning June 1, 2023. Please engage with DAS Director Berri Leslie throughout this process. She will help measure and manage these goals and I have asked her to be a partner with you to ensure you have what you need to be successful.

As a first step, please email Director Leslie by February 1st to confirm that you are ready and willing to work with us toward these enterprise goals.

Thank you for your commitment to Oregon, and I look forward to a great partnership.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina Kotek". The signature is fluid and cursive, with the first name "Tina" being more prominent than the last name "Kotek".

Governor Tina Kotek

# Oregon Agency Expectations

## **Performance Reviews for Agency Directors:**

The DAS Chief Human Resources office will complete a 360-performance evaluation, for every director who reports to the Governor, every two years. Agencies without a review in the prior 12 months will be prioritized. Agency directors who report to a board or commission should have a review completed every two years by their governing body. DAS will provide a price agreement with available vendors to facilitate this process. DAS will also provide a 360-performance template for boards and commissions to use as a model by June 1, 2023. DAS will have the price agreement and template in place by June 1, 2023. DAS will provide quarterly compliance reporting to the Governor's office.

## **Performance Feedback for Employees:**

Each agency will maintain compliance with the quarterly performance feedback meeting requirement for all employees at a quarterly performance rate of 90% completion or higher. Quarterly check ins must be documented in Workday. Agencies will comply by June 1, 2023. DAS will provide quarterly compliance reports to the Governor's office.

## **Measuring Employee Satisfaction:**

Agencies of a size to be determined by vendor recommendation will complete an anonymous annual employee satisfaction survey. All agencies will use the same DAS approved vendor and a list of approved questions from DAS. Agencies shall create an action plan to follow up on substantial findings and use the annual process to measure improvement. DAS will identify the vendor and questions by June 1, 2023. Agencies will complete the first satisfaction survey by December 31, 2023 and submit their scores to DAS by February 1, 2024. DAS will use the information to provide a roll-up report card of enterprise-wide employee satisfaction on an annual basis.

## **Supporting Strategic Planning and Measuring Agency Performance:**

Agencies are required to develop and follow a strategic plan using goals outlined by the Governor's office. Plans should be developed 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. Plans should include a section that aligns with the agency's information technology strategy to include how modernization efforts will support the goals of the organization.

DAS will provide a list of approved vendors on price agreement to facilitate this process. DAS will also provide a template for vendors and agencies to use to support consistency and measurement across agencies. Agencies will post strategic plans with dashboards outlining progress on their public facing web sites. DAS will prepare price agreements and templates by June 1, 2023. Agencies with strategic plans completed within the last 36 months can update their plans into the new template format aligning with Governor Kotek's goals with a target completion date of December 31, 2023. Agencies with strategic plans older than 36 months

should begin a new planning process, using the standardized template format, with a goal of completing their plans by June 1, 2024. DAS will provide an annual progress report to the Governor's office.

**Managing Information Technology Progress:**

Agency CIO/IT leaders shall collaborate with Enterprise Information Services program leaders, Agency Leadership, and their policy area Assistant State CIO as it pertains to operationalizing the vision, values, and strategy of the State CIO.

Agencies of 50 FTE or larger are required to develop an information technology strategic plan. Plans should be developed with agency leadership and include how the agency aligns with the Enterprise Information Services' Strategic Framework and how modernization efforts will support the goals of the organization. EIS will provide IT Strategic Planning assistance through policy area Assistant State CIOs and their vendor partners as well as a template by June 1, 2023. IT strategic plans should be completed and submitted to EIS by December 31, 2023. The State CIO will review and approve all plans. DAS will provide an annual compliance report to the Governor's office.

**Succession Planning for the Workforce:**

Agencies are required to have an agency succession plan in place. DAS provides a succession planning toolkit to facilitate this process which can be found online at: <https://www.oregon.gov/das/HR/Pages/success-plan.aspx>. Agencies without a current plan must complete a plan by December 31, 2023. Plans should be submitted to the DAS Strategic Initiatives & Accountability Division. DAS will provide an annual compliance report to the Governor's office.

**State Government Commitment to Diversity, Equity and Inclusion:**

Agencies are required to have a Diversity, Equity, and Inclusion Plan (DEI Plan), updated every two years. Agencies without a current DEI Plan must complete an initial plan by June 1, 2023. Agencies are encouraged to adopt the strategies, goals, and implementation processes from the statewide [Diversity, Equity, and Inclusion Action Plan](#) to fit their mission. This can be used as a toolkit to guide the development and implementation of your agency's DEI Plan.

An agency's DEI Plan serves as an overarching DEI strategy tool. In addition to the DEI Plan, agencies are required to have an Affirmative Action Plan, updated annually. Both the DEI and affirmative action plans should be submitted to the DAS Affirmative Action Manager. Agencies without a current plan must complete an initial plan by June 1, 2023. The Affirmative Action Plan serves as an element of the DEI Plan and supplements the implementation to achieve both DEI and Affirmative Action goals.

DAS will provide an annual compliance report to the Governor's office.

**Additional Information:**

- Executive Order 22-11 as it relates to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion. Direct link to executive order:

[https://www.oregon.gov/gov/eo/eo\\_22-11.pdf](https://www.oregon.gov/gov/eo/eo_22-11.pdf).

- Resource: <https://youtu.be/hDXQdcQ0InU> (51 Minutes).
- Affirmative Action Plan Workshop: <https://youtu.be/AcX7vmL6pPc> (48 Minutes).

### **Agency Emergency Preparedness:**

Agencies are required to have in place and update annually their continuity of operations plan (COOP). DAS Policy [107-001-010](#) outlines COOP requirements for agencies. Additionally, the Oregon Department of Emergency Management has a Continuity of Operations Plan Toolkit available on their website. The toolkit includes a link to [FEMA's Continuity of Guidance Circular](#), which provides additional guidance on what a COOP should include. Agencies without a current plan must complete an initial plan by September 30, 2023. Plans should be submitted to the Department of Emergency Management who will report compliance annually to the Department of Administrative Services and the Governor's office.

Note: ODEM and DAS are in the process of implementing a new COOP software package. This software will provide a step-by-step guide for developing a COOP. Deadline for full implementation is June 30, 2023; agencies will be kept apprised of progress.

### **Agency Hiring Practices:**

Agencies will monitor hiring practices to ensure that the average time to fill positions does not exceed more than 50 days. Time to fill means from the day the recruitment is open to the day a job offer is made to the candidate. Executive recruitments can be excluded from this calculation given the more expansive nature of those recruitments. DAS will provide the Governor's office with a quarterly progress report to identify agency hot spots. This is intended to be both a stretch goal for agencies and an early warning indicator of a potentially struggling agency.

DAS will monitor enterprise vacancy rates and report on those rates quarterly to the Governor's office.

### **Audit Accountability:**

Agencies will work collaboratively with the Secretary of State (SOS) and ensure that all SOS and internal audit findings are resolved within the target date the agency specified in their management response to the audit recommendations, or if there is no management response, findings are to be resolved 12 months from the date the audit report is issued. Agencies will demonstrate their quarterly progress on key findings if implementation or resolutions takes longer than 12 months or they miss their targeted specified date. Unresolved audit findings should be reported to the DAS Strategic Initiatives & Enterprise Accountability Division. DAS will provide a process and template by June 1, 2023. DAS will provide an annual update to the Governor's office.

### **Developing New Employees and Managers:**

All agencies will develop new employee orientation programs and be able to demonstrate that 100% of their employees participate in their onboarding programs within 60 days of hire. Agencies will comply by December 31, 2023.

All new state employees will participate in DAS' customer service training within 60 days of hire. DAS will develop and implement this training by June 1, 2023. Agencies will be responsible for ensuring employee participation and DAS will provide quarterly reports to the Governor's office about compliance. Agencies are expected to achieve compliance by December 31, 2023.

All agencies will ensure that every new employee participates in Uplift Oregon's benefits workshop within 30 days of hire, so that the education supports employees to make fully informed decisions when choosing their benefits. Agency onboarding systems will incorporate time for each employee to access a virtual, two-hour training ideally within 14 days of hire, or before an employee completes their benefits enrollment documents. Agencies will comply by June 1, 2023. DAS will provide quarterly performance reports.

All agencies will ensure that managers new to managing in state government complete the introductory manager training program within three months of starting their new management position. Agencies will comply by June 1, 2023. DAS will provide quarterly reports to the Governor's office about compliance.

Accountability Measure	Tools/Resources	Agency Actions Due	Agency Expectation Frequency
Director 360 Reviews	DAS will provide price agreement/template due by June 1, 2023.	TBD	Every 2 years
Performance Feedback for Employees	<p data-bbox="632 423 1037 493"><a href="#">PAF Audit Report.pdf (oregon.gov)</a></p> <p data-bbox="632 532 1037 711">DAS – CHRO - Job Aide – Performance Accountability &amp; Feedback Model – <a href="https://www.oregon.gov/das/HR/Documents/paf_wd2.pdf">https://www.oregon.gov/das/HR/Documents/paf_wd2.pdf</a></p> <p data-bbox="632 750 1037 964">DAS - CHRO - Creating a Check-in using Workday – <a href="https://wd5.myworkday.com/oregon/email-universal/inst/17816\$119/rel-task/2998\$29489.html">https://wd5.myworkday.com/oregon/email-universal/inst/17816\$119/rel-task/2998\$29489.html</a></p> <p data-bbox="632 1003 1037 1218">DAS - CHRO - Creating Goals in Workday – <a href="https://wd5.myworkday.com/oregon/email-universal/inst/17816\$120/rel-task/2998\$29489.html">https://wd5.myworkday.com/oregon/email-universal/inst/17816\$120/rel-task/2998\$29489.html</a></p>	Maintain 90% compliance by June 1, 2023.	Quarterly
Measuring Employee Satisfaction	DAS will identify vendor and standard questions by June 1, 2023.	Complete first survey by December 31, 2023, and submit scores to DAS by February 1, 2024.	Annually

Strategic Planning	DAS will develop vendor price agreements and templates by June 1, 2023.	Complete plan by December 31, 2023 (for agencies with existing strategic plans within 36 months), June 1, 2024 (agencies with older or no strategic plans).	Every 3 years
Managing IT Processes	EIS will provide assistance through vendors and Assistant State CIOs and templates. Agencies can access resources here: <a href="https://www.oregon.gov/das/OSCIO/Documents/EIS-Agency-IT-Strategic-Plan-Template-and-Guide.pdf">https://www.oregon.gov/das/OSCIO/Documents/EIS-Agency-IT-Strategic-Plan-Template-and-Guide.pdf</a>	Complete plan (agencies with 50 or more FTE) by December 31, 2023 .	Annually – or as defined within the agency’s IT Governance Policy
Succession Planning for the Workforce	DAS has developed a succession planning toolkit available at: <a href="https://www.oregon.gov/das/HR/Pages/success-plan.aspx">https://www.oregon.gov/das/HR/Pages/success-plan.aspx</a>	Complete plan by December 31, 2023.	Ongoing
Accountability Measure	Tools/Resources	Agency Actions Due	Agency Expectation Frequency
Diversity, Equity and Inclusion Plans (including affirmative action plan)	Oregon DEI Action Plan: <a href="#">DEI Action Plan 2021.pdf (oregon.gov)</a>  Guidance for agencies: <a href="#">Affirmative Action workshop (oregon.gov)</a>	Initial DEI plan (including affirmative action plan) complete by June 1, 2023.	Every 2 years (affirmative action plans updated annually)



Agency Emergency Preparedness	Oregon Emergency Management has developed a Continuity of Operations Plan Toolkit available at: <a href="https://www.oregon.gov/oem/emresources/Pages/Toolkits-for-Emergency-Managers.aspx">https://www.oregon.gov/oem/emresources/Pages/Toolkits-for-Emergency-Managers.aspx</a>	Initial plan complete by September 30, 2023.	Update annually
Agency Hiring Practices	Link coming soon on Strategic Initiatives site	Meet target of 50 days to fill positions by June 1, 2023	DAS CHRO will pull reports quarterly & send to agencies
Audit Accountability	DAS will provide process and template for reporting audit findings' status by June 1, 2023.	TBD	Quarterly
New Employee Orientation	Link coming soon on Strategic Initiatives site	Agencies must be able to demonstrate all employees are participating within 60 days of hire by December 31, 2023.	Ongoing
Introductory Manager Training	DAS has developed foundational management training available in Workday Learning.  <a href="https://wd5.myworkday.com/oregon/email-universal/inst/17815\$615/rel-task/2997\$10951.html">https://wd5.myworkday.com/oregon/email-universal/inst/17815\$615/rel-task/2997\$10951.html</a>	Agencies must ensure managers new to managing in state government complete training within 3 months and comply by June 1, 2023.	Ongoing
Customer Service Training	DAS must develop and implement training for all new state employees by June 1, 2023	Achieve compliance by December 31, 2023	Ongoing

Uplift Oregon benefits workshop	Uplift Oregon has provided training available in Workday Learning. <a href="#">Resources for Agencies - Uplift Oregon</a>	Agencies must incorporate into onboarding and ensure all new employees complete the workshop within 30 days of hire by June 1, 2023	Ongoing
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## Oregon Agency Performance Expectations Steering Committee

**DAS Executive Sponsor:** Mary Moller, Department of Administrative Services Chief of Strategic Initiatives and Enterprise Accountability

**Background:** A core part of Governor Kotek’s vision for the next four years is to improve customer service for Oregonians – whether they are coming to us for a service, or we are coming to them in the wake of a disaster. That means being more efficient, more effective, and creating systems that will empower agencies and our many public servants who deliver for Oregonians.

The Governor set a series of expectations for the leaders of our state agencies and has tasked Department of Administrative Services to create the infrastructure and oversight for agencies to meet these performance measures. These expectations will serve as guideposts for our work together, providing us with new data that will help us break down silos and make enterprise-wide systems improvements.

**Charge:** Advise the Department of Administrative Services Office of Strategic Initiatives and Enterprise

Accountability on process and products for developing, measuring and managing 2023 Agency Performance deliverables to Governor Kotek (January 11 letter attached). This group will share best practices and products from agencies that have exemplary completed materials, and offer peer feedback.

**Term:** February 2023-December 2023, to be adjusted or renewed as needed

### Members:

Leah Horner, Oregon Department of Transportation  
Sean O’Day, Oregon Department of Consumer and Business Services  
Kenechi Onyeagusi, Business Oregon  
Michael Williams, Oregon Department of Energy  
Satish Upadhyay, Oregon Department of Revenue  
Liesl Wendt, Oregon Department of Human Services  
Debbie Dennis, Oregon Department of Administrative Services  
Scott Emry, Enterprise Information Services  
Serena Stoudamire, Early Learning Division  
Lisa Howard, Oregon State Board of Architect Examiners

### Meetings:

- On Teams
- February-June: Every other week meetings
- First Meeting is: Friday March 10, 2023

Questions? Please call or text Rosa Klein, Strategic Initiatives Project Manager at 503-881-8129

### Survey message to agency directors from 4/17/23

Please find a link below to a 19 question survey we have created as a way to gauge the baseline of agencies in meeting the Governor's expectations laid out in her January letter.

From your answers we hope to make a foundational assessment of where the enterprise is in meeting these goals so that we can report out to the Governor, and create tools and supports to assist agencies in meeting these 11 expectations.

#### Some details:

- The survey is online, in Microsoft Forms
- When you click the link it will take you to the survey site and show you the 19 questions, which must be filled out in one sitting.
- Most questions have yes/no answers
- All questions are required except for 2 (related to Employee Satisfaction Surveys) which only apply to agencies with greater than 75 employees.
- If you are interrupted and need to come back that's ok, as long as you haven't hit "submit" you can start over again from the beginning.
- Once you hit "submit" at the end, you won't be able to change your answers.
- We ask that only one person per agency (the Agency Director or their delegate) fill out the survey.
- Please complete this survey no later than close of business on April 24th.

The survey link and the questions you will be asked are below, please don't hesitate to call or e-mail me with any questions!

Rosa

rosa.klein@das.oregon.gov, [503-881-8129](tel:503-881-8129)

#### SURVEY LINK:

[https://forms.office.com/Pages/ResponsePage.aspx?id=Mmk\\_qnz6tEegzqWYytFhz-6TrEORg35AoDgx5Trx0mVUNUZFRThaQzZJWtJPRUtZWVUxU0dMRUQ5WS4u](https://forms.office.com/Pages/ResponsePage.aspx?id=Mmk_qnz6tEegzqWYytFhz-6TrEORg35AoDgx5Trx0mVUNUZFRThaQzZJWtJPRUtZWVUxU0dMRUQ5WS4u)

## SURVEY QUESTIONS:

1. Agency Name
2. Name of person filling out this form
3. Phone number and email address where we can reach you
4. Yes/No: Performance Reviews for Agency Directors: Has Agency Director received a Performance Review in last 12 months?
5. Yes/No: Performance Feedback for Employees: If your agency is larger than 75 employees, do you measure Employee Satisfaction through a survey?
6. Yes/No: If your agency is larger than 75 employees AND you measure employee satisfaction, have you administered the survey within the last 12 months?
7. Yes/No: Supporting Strategic Planning and Measuring Agency Performance: Has agency completed a Strategic Plan within the last 36 months?
8. Yes/No: Succession Planning for the Workforce: Does your agency have a succession plan in place?
9. Yes/No: State Government Commitment to Diversity, Equity and Inclusion: Does your agency have a DEI plan completed in the last 24 months?
10. Yes/No: Agency Emergency Preparedness: Does Agency have a current Continuity of Operations Plan (updated in the last 12 months?)
11. (Type Number) Audits: How many Secretary of State Audit Recommendations since the 2019-2021 biennium has your agency closed?
12. (Type Number) Audits: How many Secretary of State Audit Recommendations since the 2019-2021 biennium has your agency not implemented?
13. (Type Number) Audits: How many Secretary of State Audit Recommendations since the 2019-2021 biennium has your agency partially implemented?
14. (Type Number) Audits: How many internal audit recommendations since the 2019-2021 biennium has your agency closed?
15. (Type Number) Audits: How many internal audit recommendations since the 2019-2021 biennium has your agency not implemented?
16. (Type Number) Audits: How many internal audit recommendations since the 2019-2021 biennium has your agency partially implemented?
17. Yes/No: New Employee Orientation: Does your agency currently require an orientation for new employees?
18. Yes/No: Developing New Employees and Managers: Does your agency require any training for your new managers?
19. Free Write: Please share here any information about previous questions that you would like us to know.

Agency Name	Performance Reviews for Agency Directors: Has Agency Director received a Performance Review in last 12 months?	Performance Feedback for Employees: If your agency is larger than 75 employees, do you measure Employee Satisfaction through a survey?	If your agency is larger than 75 employees AND you measure employee satisfaction, have you administered the survey within the last 12 months?	Supporting Strategic Planning and Measuring Agency Performance: Has agency completed a Strategic Plan within the last 36 months?	Succession Planning for the Workforce: Does your agency have a succession plan in place?
Oregon State Marine Board	Yes			Yes	Yes
Commission for the Blind	Yes	Yes	Yes	Yes	No
Oregon Racing Commission	No			No	No
Oregon Department of Geology and Mineral Industries	Yes	No	No	No	Yes
Oregon Board of Dentistry	Yes	No	No	Yes	No
Oregon Government Ethics Commission	Yes			No	No
Oregon Board of Physical Therapy	Yes			Yes	Yes
Occupational Therapy Licensing Board	Yes			Yes	No
Oregon Board of Medical Imaging (OBMI)	No	Yes	Yes	Yes	Yes
Oregon Board of Chiropractic Examiners (OBCE)	Yes			No	No
Department of Fish and Wildlife	Yes	Yes	Yes	No	No

Oregon State Board of Architect Examiners (OSBAE)	Yes			Yes	Yes
Public Records Advocate	No			No	Yes
Oregon Department of Emergency Management	No	No	No	No	No
State Library of Oregon	No	Yes	Yes	Yes	No
Oregon State Board of Geologist Examiners & Oregon State Landscape Architect Board	Yes			No	Yes
Columbia River Gorge Commission	Yes			Yes	No
Public Utility Commission	No	Yes	No	Yes	Yes
Oregon Department of Agriculture	No	Yes	Yes	No	No
Oregon Liquor and Cannabis Commission	No	No	No	No	No
Oregon State Board of Examiners for Engineering and Land Surveying	Yes			No	No
State Landscape Contractors Board	No			No	Yes
Oregon Board of Optometry	Yes			No	No
Board of Licensed Social Workers	No			No	No

Oregon Employment Department	Yes	Yes	No	No	Yes
Oregon Board of Naturopathic Medicine	Yes			No	No
Oregon Public Employees Retirement System (PERS)	Yes	Yes	Yes	Yes	Yes
Mental Health Regulatory Agency	No	No	No	Yes	No
Appraiser Certification & Licensure Board	Yes	No		Yes	Yes
Oregon Military Department	No	Yes	Yes	Yes	No
BOLI	No	Yes	Yes	No	No
Travel Information Council	Yes	Yes	Yes	Yes	No
Oregon Youth Authority	No	Yes	Yes	Yes	No
Oregon Department of Forestry	Yes	No		No	No
Land Use Board of Appeals	No	No	No	No	No
Oregon Watershed Enhancement Board	No	No	No	No	No
Board of Examiners for Speech-Language Pathology & Audiology (BSPA)	No			Yes	No
Oregon Department of Revenue	No	Yes	Yes	Yes	No



Oregon Patient Safety Commission	No			No	No
Oregon Medical Board	Yes	No	No	Yes	No
Department of State Fire Marshal	No	No	No	No	No
Department of Land Conservation and Development	No			No	No
Oregon Criminal Justice Commission	No			No	No
Lottery	No	Yes	Yes	No	No
Business Oregon	No	Yes	Yes	No	No
Department of Consumer and Business Services	Yes	Yes	No	No	Yes
Oregon Department of Administrative Services	No	No	No	No	No
Oregon State Police	No	No	No	Yes	No
Oregon Water Resources Department	No	No		No	No
Oregon Department of Education	No	Yes	No	Yes	No
Higher Education Coordinating Commission	No	Yes	Yes	Yes	No
Board of Accountancy	No			No	No
Oregon Department of Transportation	No	Yes	Yes	Yes	No
CCB	Yes			Yes	No

Oregon Mortuary & Cemetery Board (OMCB)	Yes			No	No
Oregon Real Estate Agency	No			Yes	No
Board of Pharmacy	Yes	No	No	Yes	No
Oregon Department of Energy	No	Yes	No	Yes	No
Oregon Department of Human Services	No	No	No	No	No
Employment Relations Board	No			No	No
Department of Environmental Quality	No	No	No	No	No
Office of the Long Term Care Ombudsman	No			No	No
Oregon State Board of Nursing	No			No	No
Oregon Parks and Recreation Department (OPRD)	Yes	No		No	No
Oregon Housing and Community Services	No	Yes	Yes	No	No
Department of Early Learning and Care	No	Yes	Yes	No	No
Oregon Department of Veterans' Affairs	No	Yes	No	Yes	No
Oregon Health Authority	No	No		No	No
Psychiatric Security Review Board	Yes			No	No

Oregon Department of Corrections	No	Yes	Yes	Yes	No
Oregon Advocacy Commissions Office	Yes	No	No	No	No
Oregon Department of Aviation	No			Yes	No
Oregon Board of Tax Practitioners	No	No	No	No	No
DPSST	No	Yes	Yes	No	No
Oregon Board of Parole	Yes			Yes	Yes
Health Licensing Office	No	No		No	Yes
Department of State Lands	No	Yes	Yes	Yes	No

Agency Name	State Government Commitment to Diversity, Equity and Inclusion: Does your agency have a DEI plan completed in the last 24 months?	Agency Emergency Preparedness: Does Agency have a current Continuity of Operations Plan (updated in the last 12 months?)	New Employee Orientation: Does your agency currently require an orientation for new employees?	Developing New Employees and Managers: Does your agency require any training for your new managers?
Oregon State Marine Board	Yes	Yes	Yes	Yes
Commission for the Blind	Yes	Yes	Yes	Yes

Oregon Racing Commission	Yes	No	Yes	Yes
Oregon Department of Geology and Mineral Industries	Yes	Yes	Yes	Yes
Oregon Board of Dentistry	Yes	Yes	Yes	Yes
Oregon Government Ethics Commission	No	No	No	Yes
Oregon Board of Physical Therapy	Yes	Yes	Yes	Yes
Occupational Therapy Licensing Board	Yes	No	Yes	Yes
Oregon Board of Medical Imaging (OBMI)	Yes	Yes	No	Yes
Oregon Board of Chiropractic Examiners (OBCE)	Yes	Yes	Yes	No
Department of Fish and Wildlife	No	No	Yes	Yes
Oregon State Board of Architect Examiners (OSBAE)	Yes	Yes	Yes	No
Public Records Advocate	Yes	No	No	No
Oregon Department of Emergency Management	No	No	Yes	Yes
State Library of Oregon	No	No	Yes	Yes

Oregon State Board of Geologist Examiners & Oregon State Landscape Architect Board	Yes	Yes	No	No
Columbia River Gorge Commission	Yes	No	Yes	Yes
Public Utility Commission	No	Yes	Yes	Yes
Oregon Department of Agriculture	Yes	Yes	Yes	Yes
Oregon Liquor and Cannabis Commission	No	No	Yes	No
Oregon State Board of Examiners for Engineering and Land Surveying	Yes	No	Yes	Yes
State Landscape Contractors Board	Yes	No	Yes	No
Oregon Board of Optometry	Yes	Yes	No	No
Board of Licensed Social Workers	No	No	Yes	Yes
Oregon Employment Department	Yes	Yes	Yes	Yes
Oregon Board of Naturopathic Medicine	Yes	Yes	Yes	No
Oregon Public Employees Retirement System (PERS)	No	Yes	Yes	No
Mental Health Regulatory Agency	No	No	Yes	Yes

Appraiser Certification & Licensure Board	Yes	Yes	Yes	Yes
Oregon Military Department	Yes	No	Yes	No
BOLI	No	Yes	No	Yes
Travel Information Council	Yes	Yes	Yes	No
Oregon Youth Authority	Yes	Yes	Yes	No
Oregon Department of Forestry	No	Yes	No	Yes
Land Use Board of Appeals	No	No	No	No
Oregon Watershed Enhancement Board	No	Yes	Yes	Yes
Board of Examiners for Speech-Language Pathology & Audiology (BSPA)	No	No	Yes	Yes
Oregon Department of Revenue	Yes	No	Yes	No
Oregon Patient Safety Commission	No	No	Yes	Yes
Oregon Medical Board	No	Yes	Yes	Yes
Department of State Fire Marshal	No	Yes	Yes	Yes
Department of Land Conservation and Development	Yes	No	Yes	Yes
Oregon Criminal Justice Commission	Yes	Yes	Yes	Yes
Lottery	No	Yes	Yes	No

Business Oregon	No	Yes	Yes	Yes
Department of Consumer and Business Services	Yes	Yes	Yes	No
Oregon Department of Administrative Services	No	No	Yes	No
Oregon State Police	Yes	Yes	Yes	No
Oregon Water Resources Department	No	No	No	Yes
Oregon Department of Education	Yes	Yes	Yes	No
Higher Education Coordinating Commission	Yes	Yes	Yes	No
Board of Accountancy	Yes	No	Yes	Yes
Oregon Department of Transportation	Yes	No	Yes	Yes
CCB	No	No	Yes	Yes
Oregon Mortuary & Cemetery Board (OMCB)	No	No	Yes	No
Oregon Real Estate Agency	Yes	No	Yes	Yes
Board of Pharmacy	Yes	No	Yes	Yes
Oregon Department of Energy	No	No	Yes	Yes
Oregon Department of Human Services	Yes	Yes	No	No
Employment Relations Board	No	No	Yes	Yes

Department of Environmental Quality	No	No	Yes	Yes
Office of the Long Term Care Ombudsman	Yes	Yes	Yes	Yes
Oregon State Board of Nursing	Yes	No	Yes	Yes
Oregon Parks and Recreation Department (OPRD)	No	Yes	Yes	No
Oregon Housing and Community Services	No	Yes	Yes	Yes
Department of Early Learning and Care	No	No	Yes	No
Oregon Department of Veterans' Affairs	No	Yes	Yes	Yes
Oregon Health Authority	Yes	No	Yes	No
Psychiatric Security Review Board	No	Yes	Yes	Yes
Oregon Department of Corrections	No	Yes	Yes	Yes
Oregon Advocacy Commissions Office	No	No	Yes	No
Oregon Department of Aviation	No	Yes	Yes	Yes
Oregon Board of Tax Practitioners	Yes	Yes	No	No
DPSST	No	Yes	No	No
Oregon Board of Parole	Yes	Yes	Yes	Yes
Health Licensing Office	No	Yes	Yes	Yes



Department of State				
Lands	No	No	Yes	Yes