

2024-27 Strategic Plan Quarterly Report (April - June 2025)

OREGON DEPARTMENT
OF ADMINISTRATIVE SERVICES
June 2025





CUSTOMER SERVICE

AVAILABILITY

Enhance customer-focused resources that support resolution of customer needs.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|--------------------------------------|-----------|
| % of customers responding "Very satisfied" or "Satisfied" within the DAS Customer Service survey across: <ul style="list-style-type: none">question 1 (timeliness);question 2 (accuracy);question 4 (knowledge and expertise); andquestion 6 (overall quality). | 86% (Q2 April – June 2025) | 0% |

ACCESSIBILITY

Improve accessible communication methods.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|--------------------------------------|-----------|
| % of customers responding, "Very satisfied" or "Satisfied" within the DAS Customer Service survey across: <ul style="list-style-type: none">question 3 (helpfulness); andquestion 5 (information availability). | 84% (Q2 April – June 2025) | 0% |

RESPONSIVENESS

Ensure that all initial customer inquiries receive a personal response or acknowledgment within one business day.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|--------------------------------------|------------|
| % of customers responding "Always" or "Usually" within the DAS Customer Service survey to the statement: <ul style="list-style-type: none">"I receive a personal acknowledgement of my communication with DAS within 1 business day." | 88% (Q2 April – June 2025) | +1% |

Customer Service Measures (% Satisfied or Very Satisfied) by Division

| Division | Program | Availability | Accessibility | Responsiveness |
|------------|------------------------------------|-------------------------------|---------------|-------------------------|
| CFO | Office of the State Controller | 81% | 81% | 86% |
| CFO | Budget Team | <i>No survey this quarter</i> | | |
| CHRO | Class & Compensation services | 68% | 69% | 65% |
| CHRO | HR Client Agency services | 92% | 85% | 91% |
| DAS IT | IT services | 100% | 100% | <i>Not yet measured</i> |
| EAM | Fleet services | 97% | 91% | 94% |
| EAM | O&M services | 76% | 72% | 74% |
| EAM | Surplus services | 98% | 94% | 92% |
| EGS | SFS Accounting & Budget | <i>No survey this quarter</i> | | |
| EGS | SFS Payroll | <i>No survey this quarter</i> | | |
| EGS | Publishing & Distribution services | 87% | 87% | 92% |
| EGS | Procurement services | <i>No survey this quarter</i> | | |
| SIEA | Public Records | <i>No survey this quarter</i> | | |
| DAS | Overall | 86% | 84% | 88% |

TRANSPARENCY

Develop program level service agreements that communicate deliverables and timelines.

Provide consistent and transparent communication about status of program deliverables.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|--|--------------------|
| % of DAS direct service clients that: <ol style="list-style-type: none"> have an adopted and current service-level agreement; <u>and</u> have agreements that include deliverables and timelines. | <ul style="list-style-type: none"> DAS divisions have inventoried their services and processes to identify where service-level agreements are used and what case management systems are in place. Work is ongoing to identify how to best measure and track improvements in transparency with customers based on this information gathered from divisions. | In progress |
| % of DAS direct services that: <ol style="list-style-type: none"> use some form of case tracker viewable by customers; <u>and</u> that updates case statuses in trackers at least once per week. | | |

**A&M recommendation



DIVERSITY, EQUITY, INCLUSION AND BELONGING

EQUITY

Develop and socialize a tool to incorporate DEIB in all processes.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|---|--|
| % to completion - equity lens socialization roadmap | <ul style="list-style-type: none">• Developed both a written and visual equity lens tool for the Office of Procurement Equity. This tool is currently under review by a cross-functional focus group to inform future enterprise-wide application.• The following developed materials and plans will be implemented upon leadership, feedback and approval:<ul style="list-style-type: none">○ Created a DEIB Readiness Assessment Tool to support supervisory capacity and self-reflection. After the tool launches results will be shared with supervisors to highlight collective strengths and readiness for DEIB engagement.○ Authored a strategic DEIB and culture change goal for integration into Performance Accountability Feedback (PAF) sessions, along with a PAF Check-In Guide to support consistent tracking of culture change, stretch and growth objectives, and employee-centered goals.○ Developed a three-year layered DEIB learning framework, aligned with the Infinite Learning Journey model, to guide DAS staff through progressive DEIB learning cycles focused on awareness, application, and accountability.• Designed the DEIB 101 orientation training curriculum, which is being incorporated into Workday in collaboration with the CHRO team. This foundational training will support both new employee onboarding and existing staff learning, helping to establish a shared DEIB vocabulary across DAS. | On track / potential risk based on capacity |

**A&M recommendation

GROWTH AND DEVELOPMENT

Create opportunities for learning and resources for practicing DEIB.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|---|----------|
| # of DEIB growth offerings (trainings, events, networks) available to DAS employees | <ul style="list-style-type: none"> Launched a DEIB Educational Awareness Campaign to elevate understanding of foundational DEIB concepts and promote cultural humility across the agency. Further developed and refined the layered DEIB learning model, aligning it with the DAS Strategic Plan to ensure DEIB is embedded across the employee experience. Collaborated with leadership to align the learning framework with DAS-wide training efforts, ensuring consistency and reinforcement of DEIB practices across the organization. Positioned the DEIB 101 curriculum as a key part of this strategy to create a consistent foundation for learning and growth. | On track |

INCLUSIVE CULTURE

Increase communications and transparency to enhance engagement and trust.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|--|--|
| % to completion - DEIB council establishment and initiatives | <ul style="list-style-type: none"> Supported the restructuring and strengthening of the DEIB Council, helping to define meaningful deliverables and clarify evolving purpose and value. Developed a new inclusive recruitment process for DEIB Council membership, with a focus on accessibility, transparency, and equitable participation. | In progress/awaiting leadership approval |
| DAS employee retention rate | <ul style="list-style-type: none"> Established a DEIB presence on DASH to expand staff access to tools, updates, and resources that promote visibility and engagement. Created both a post-recruitment questionnaire and an exit or separation DEIB questionnaire to assess employee experience, elevate staff voice, and identify patterns that inform future planning. Created both a post-recruitment questionnaire and an exit or separation DEIB questionnaire to assess employee experience, elevate staff voice, and identify patterns that inform future planning. Updated the DAS Affirmative Action Plan in collaboration with CHRO. The updates include more specific outcome measurements to improve employee recruitment and retention. Updates are awaiting leadership approval. | |

**A&M recommendation

DATA AND ANALYSIS

Develop and regularly update a DEIB dashboard to track progress and accountability.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|---|-----------------------------|
| % to completion - DEIB dashboard project plan | <ul style="list-style-type: none">Although the DEIB dashboard remains on hold due to current capacity limitations, foundational work has been initiated through tools like the DEIB Readiness Assessment and the Infinite Learning Journey framework.Plans are in place to integrate these tools into a comprehensive dashboard when capacity allows, with development anticipated in late 2025. | On hold/ delayed |



EMPLOYEE SUCCESS AND WELL-BEING

ENGAGEMENT

Identify and promote meaningful engagement and connection among employees.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|---|--------------|
| DAS Gallup Q12 overall employee engagement score | 4.04 out of 5 (As of March 2025. Numbers will be updated annually) | +0.07 |

SUPPORT

Identify and implement practices so employees have the tools and resources for optimal work and workload balance.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|---|------------------|
| DAS average of Gallup Q12 questions 1 - 2: <ul style="list-style-type: none">Do you know what is expected of you at work?Do you have the materials and equipment to do your work right? | 4.28 out of 5 (As of March 2025. Numbers will be updated annually) | No change |

DEVELOPMENT

Promote development opportunities that align with employee goals and agency needs.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|---|---------------------|
| # of internal promotions and # job rotations (in and out) | Internal promotions = 16 Job rotations = 13 Total = 29 | -8 |
| DAS average of Gallup Q12 questions 6 and 12: <ul style="list-style-type: none">Do you have someone at work who encourages development.This last year, did you have opportunities at work to learn and grow. | 4.06 out of 5 (As of March 2025. Numbers will be updated annually) | First time reported |

RECOGNITION

Enhance celebration of employee achievements and recognize employee needs during life events.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|---|--------------|
| Average of Gallup Q12 questions 4 - 5: <ul style="list-style-type: none">In the last seven days, have you received recognition or praise for doing good work? | 4.07 out of 5 (As of March 2025. Numbers will be updated annually) | +0.14 |

**A&M recommendation

- Does your supervisor, or someone at work, seem to care about you as a person?

Employee Well-Being Measures by Division
(As of March 2025. Numbers will be updated annually)

| Division | Engagement | Support | Development | Recognition |
|--------------------|-------------|-------------|-------------|-------------|
| CAO (EGS and EAM) | 4.01 | 4.30 | 4.07 | 4.03 |
| CFO | 3.86 | 4.12 | 3.76 | 3.87 |
| CHRO | 4.15 | 4.29 | 4.08 | 4.13 |
| DAS IT | 4.33 | 4.42 | 4.51 | 4.40 |
| SIEA | 4.66 | 4.57 | 4.80 | 4.77 |
| Workday | 3.90 | 4.09 | 3.77 | 3.89 |
| DAS Overall | 4.04 | 4.28 | 4.06 | 4.07 |

Note: Division summaries attempt to align DAS divisions with the data disaggregation made available by Gallup. Future reports will aim to better align measurement units and include analysis of progress over time across teams.



OPERATIONAL EXCELLENCE AND INNOVATION

EFFICIENCY

Engage with employees and agencies to map and streamline processes that advance efficiency and enterprise solutions.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|--|-----------------|
| Phase 1: Y/N processes inventoried and prioritized | Yes – processes inventoried. | Complete |
| Phase 2: % of DAS customer-facing processes with a published and current process map | 30% (22 of 77 processes inventoried) have some sort of existing process map <i>*CFO and OEA were given an extension to submit data as they had limited capacity and resources. Their information will be included in the next report.</i> | Delayed |

ACCOUNTABILITY

Increase the transparency, clarity, and communication of accountability measures; apply metrics in DAS operations to sustain progress and achieve strategic goals.

| MEASURE | MOST RECENT QUARTER | STATUS |
|--|---|-----------------|
| % to completion - interactive DAS operational scorecard (dashboard showing expectations, progress on strategic plan, case load volumes, etc) | DAS continues to scope needs and specifications for an operational scorecard. In the past quarter, the agency produced an interactive dashboard covering the Governor's Expectations— features and lessons learned from this deployment will inform the agency's forthcoming scorecard. | Delayed |
| Report on performance measures that support DAS' and Division's strategic plans to ensure DAS' priorities are universally understood and addressed** | Division action plans were submitted 9/31/24. Tracking and reporting mechanism launched and agency SPOCs entered quarterly reporting on action items on 4/2/25 and 7/2/25. | On track |

**A&M recommendation

IMPROVEMENT

Maximize the effective use of technology solutions.

| MEASURE | MOST RECENT QUARTER | STATUS |
|---|--|---|
| IT strategic plan top-level measures: % of client agencies that have signed IGA and annual executive meetings | 100% of onboarded agencies have signed IGAs. 90% of onboarded agencies have had executive discussions – with the target to be 100% compliant by 6/30/2025. | On track/ No change |
| Track and maintain Service Desk Incident Ticket Queue at manageable levels that maintain goal customer satisfaction levels. | Incident Queue: 52 (Goal <100) Service Queue: 288 (Goal <250) Time to resolve: 2.86 days | Incident Queue: -1 (achieving goal) Service Queue: +134 (not achieving goal) Time to resolve: +.59 days |

DAS Strategic Plan Review

This June 2025 report marks one year since the DAS Strategic Plan was published. With a new incoming DAS Director, Betsy Imholt, and a year of tracking progress on our plan, it's time to assess what is working well and what we can improve. We will be pausing our September 2025 update and using the time to prioritize our actions and hone in on the most critical actions to move us toward our goals. Starting in January, future quarterly reports will look a little different with a focus on the most critical actions in our plan.

**A&M recommendation