

# 2024-27 Strategic Plan Quarterly Report (January - March 2025)

OREGON DEPARTMENT  
OF ADMINISTRATIVE SERVICES  
**March 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:	<b>90%*</b> (Q4 Oct – Dec 2024)	<b>-4%</b>
<ul style="list-style-type: none"><li>question 1 (timeliness);</li><li>question 2 (accuracy);</li><li>question 4 (knowledge and expertise); and</li><li>question 6 (overall quality).</li></ul>	<b>86%*</b> (Q1 Jan – March 2025)	

## ACCESSIBILITY

Improve accessible communication methods.

MEASURE	MOST RECENT QUARTER	STATUS
% of customers responding, "Very satisfied" or "Satisfied" within the DAS Customer Service survey across:	<b>85%</b> (Q4 Oct – Dec 2024)	<b>-1%</b>
<ul style="list-style-type: none"><li>question 3 (helpfulness); and</li><li>question 5 (information availability).</li></ul>	<b>84%</b> (Q1 Jan – March 2025)	

## 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:	<b>88%</b> (Q4 Oct – Dec 2024)	<b>-1%</b>
<ul style="list-style-type: none"><li>"I receive a personal acknowledgement of my communication with DAS within 1 business day."</li></ul>	<b>87%</b> (Q1 Jan – March 2025)	

\*\*A&M recommendation

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

Division	Program	Availability	Accessibility	Responsiveness
CFO	Office of the State Controller	80%	80%	83%
CFO	Budget Team	88%	88%	93%
CHRO	Class & Compensation services	82%	76%	79%
CHRO	HR Client Agency services	88%	82%	87%
DAS IT	IT services	94%	93%	<i>Not yet measured</i>
EAM	Fleet services	96%	94%	96%
EAM	O&M services	76%	72%	74%
EAM	Surplus services	98%	95%	95%
EGS	SFS Accounting & Budget	89%	91%	94%
EGS	SFS Payroll	71%	76%	71%
EGS	Publishing & Distribution services	93%	89%	93%
EGS	Procurement services	<i>No survey this quarter</i>		
SIEA	Public Records	70%	70%	79%
<b>DAS</b>	<b>Overall</b>	<b>86%</b>	<b>84%</b>	<b>87%</b>

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

\*\*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"><li>• 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.</li><li>• The following developed materials and plans will be implemented upon leadership, feedback and approval:<ul style="list-style-type: none"><li>○ 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.</li><li>○ 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.</li><li>○ 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.</li></ul></li><li>• 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.</li></ul>	<b>On track</b> / 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"> <li>Launched a DEIB Educational Awareness Campaign to elevate understanding of foundational DEIB concepts and promote cultural humility across the agency.</li> <li>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.</li> <li>Collaborated with leadership to align the learning framework with DAS-wide training efforts, ensuring consistency and reinforcement of DEIB practices across the organization.</li> <li>Positioned the DEIB 101 curriculum as a key part of this strategy to create a consistent foundation for learning and growth.</li> </ul>	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"> <li>Supported the restructuring and strengthening of the DEIB Council, helping to define meaningful deliverables and clarify its evolving purpose and value.</li> </ul>	In progress/delayed
DAS employee retention rate	<ul style="list-style-type: none"> <li>Developed a new inclusive recruitment process for DEIB Council membership, with a focus on accessibility, transparency, and equitable participation.</li> <li>Established a DEIB presence on DASH to expand staff access to tools, updates, and resources that promote visibility and engagement.</li> <li>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.</li> </ul>	

## 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"><li>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.</li><li>Plans are in place to integrate these tools into a comprehensive dashboard when capacity allows, with development anticipated in late 2025.</li></ul>	<b>On hold/ delayed</b>



# 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	<b>4.04</b> out of 5	<b>+0.07</b>

## 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"><li>• Do you know what is expected of you at work?</li><li>• Do you have the materials and equipment to do your work right?</li></ul>	<b>4.28</b> out of 5	<b>No change</b>

## 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 = 10 Job rotations = 29 Total = 37 (Q1 January - March 2025)	<b>+10</b>
DAS average of Gallup Q12 questions 6 and 12: <ul style="list-style-type: none"><li>• Do you have someone at work who encourages development.</li><li>• This last year, did you have opportunities at work to learn and grow.</li></ul>	<b>4.06</b> out of 5	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"><li>• In the last seven days, have you received recognition or praise for doing good work?</li><li>• Does your supervisor, or someone at work, seem to care about you as a person?</li></ul>	<b>4.07</b> out of 5	<b>+0.14</b>

\*\*A&M recommendation

*Employee Well-Being Measures by Division*

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
<b>DAS Overall</b>	<b>4.04</b>	<b>4.28</b>	<b>4.06</b>	<b>4.07</b>

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.	<b>On track</b>
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>	<b>On track</b>

## 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.	<b>In progress</b>
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 to be launched January 2025. March report will summarize progress in division actions. <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>	<b>Delayed by one quarter</b>

\*\*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. 30% 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: 53 (Goal <100) Service Queue: 154 (Goal <250)  Time to resolve: 2.27 days	<b>+.39 days</b>

\*\*A&M recommendation