



2024-27 STRATEGIC PLAN QUARTERLY REPORT

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Introduction

The Department of Administrative Services (DAS) adopted its 2024-2027 Strategic Plan in 2024. Between July and December 2025, the agency paused quarterly progress reports during a leadership transition.

Now, the quarterly report has been redesigned to bring sharper focus to agency-wide actions, aligned with the strategic plan. This first quarterly report for 2026 shares the actions and milestones that will guide the agency through 2027. Going forward DAS will share updates on its progress and performance quarterly to provide visibility into the agency's work.

Strategic Objective 1: Customer Service

Priorities: Availability | Accessibility | Responsiveness | Transparency

Agency-Wide Action 1

Improve customer service by increasing transparency and access to standard, accurate, aligned, high-quality customer service performance data.

Lead	Strategic Initiatives Division
Milestones	<p>Develop a consistent reporting schedule across all programs.</p> <p>Align customer service survey data with survey data collection methods used in the DAS Key Performance Measures and agency expectations.</p> <p>Share customer service data through a centralized dashboard for internal and external customers alike.</p> <p>Develop and maintain accurate program documentation to improve clarity, reduce duplication and support continuous improvement.</p>
Success Metrics	<p>Continuous improvement in customer service survey results.</p> <p>A standardized reporting process is implemented and used consistently across teams.</p> <p>A customer-facing dashboard is launched and regularly updated with key metrics.</p> <p>Agency partners report improved access to and understanding of DAS performance data.</p>

Agency-Wide Action 2

Drive public value through a fair, efficient, transparent, accessible and accountable procurement system.

Lead	State Procurement Services
Milestones	<p>Ensure equity is embedded through the system and that every decision is made with agency partners, the business community and Oregonians in mind.</p> <p>Interpret statute and set standards using Oregon Administrative Rules, guided by accurate analysis and inclusive committees with diverse membership.</p> <p>Develop a practical, step-by-step procurement manual, templates and guidelines that are clear and easy to use.</p> <p>Develop a compliance strategy to track contract management.</p> <p>Improve our customer service by reporting contract status for customers and businesses and establishing service level standards.</p> <p>Update our price agreements so they are clear, easy to find, transparent and save money for the state of Oregon and its local partners.</p> <p>Prepare our workforce through well-rounded and updated training and certification.</p> <p>Deliver both short-term and long-term e-procurement solutions that are reliable, user-friendly, efficient and scalable.</p>
Success Metrics	<p>Consistent, standardized reporting for customers and businesses.</p> <p>Rules, policies, procedures, templates, forms, procurement manual, and website are up to date, accurate and user-friendly.</p> <p>Progress toward the state's goal for agencies to contract with businesses certified by the Certification Office for Business Inclusion and Diversity.</p> <p>Customer feedback indicates improved satisfaction with procurement communication and responsiveness.</p>

Agency-Wide Action 3

Improve the transparency, predictability and accuracy of employee pay by implementing payroll changes aligned with modern best practices.

Lead	Workday Oregon
Milestones	<p>Evaluate current payroll systems, contracts, union agreements, business processes, statewide policies and agency readiness. Identify legal, financial and operational implications of pay practice changes.</p> <p>Define the future-state biweekly pay model, including timelines, policy updates, stakeholder roles and system/process changes needed for implementation.</p> <p>Create and carry out a comprehensive project plan that shows each phase of work, key deadlines, communication plans, training needs and how decisions will be made. The plan will support successful launch by July 2027, manage the transition, fix issues after go-live and support customer needs before and after the change.</p> <p>Ensure employees receive communications, training, outreach and customer service that prepares them for the change to a biweekly pay model.</p>
Success Metrics	<p>A clear and complete project plan is created to deliver technical, operational and organizational changes on schedule and within budget.</p> <p>Technical, legal and operational requirements are implemented in compliance with collective bargaining agreements and state and federal laws, with readiness activities to prepare employees, ensure adequate staffing and support a positive customer experience.</p> <p>A validated and stakeholder-endorsed model for biweekly pay is finalized, including policy and system change requirements.</p>

Strategic Objective 2: Diversity, Equity, Inclusion and Belonging

Priorities: Operationalizing DEIB | Professional Growth and Development | Growing an Inclusive Culture | Data and Analysis

Agency-Wide Action 4

Strengthen the DAS Diversity, Equity, Inclusion and Belonging (DEIB) Council by clarifying its purpose, bringing in a diverse group of new members and establishing a structure that supports consistent and meaningful work.

Lead	Office of Cultural Change
Milestones	<p>Clarify the council's purpose, structure, support and expectations to ensure shared understanding among DAS leadership and council members, and to guide recruitment, onboarding and engagement.</p> <p>Recruit and onboard at least 15 members through a documented, inclusive selection process that seeks broad representation across DAS roles, identities and perspectives.</p> <p>Establish a consistent and functional operating model by setting expectations for participation and defining how the council will collaborate and communicate.</p>
Success Metrics	<p>Council seats are filled by a documented, repeatable and inclusive process.</p> <p>A regular meeting cadence is established, and the work of the council is communicated regularly to DAS employees to foster transparency, learning and engagement.</p> <p>DAS leadership has approved the goals and priorities recommended by the council, and the council is actively making progress on them.</p>

Agency-Wide Action 5

Develop and socialize an equitable decision-making framework to support the integration of DEIB principles into agency practices, decisions and operations, beginning with foundational learning to build shared understanding.

Lead	Office of Cultural Change
Milestones	<p>Deliver foundational learning opportunities to build a shared understanding of equity, systemic bias and the purpose of using an equitable decision-making framework.</p> <p>Design and pilot an equitable decision-making framework that helps DAS teams apply DEIB principles to policies, programs and operational decisions.</p> <p>Engage employees and leaders in testing, refining and applying the equitable decision-making framework through a pilot project using real-world use cases, feedback sessions and collaborative learning.</p>
Success Metrics	<p>At least one foundational DEIB learning opportunity is offered agency-wide prior to the pilot project rollout.</p> <p>An equitable decision-making framework is developed, tested through a pilot project and refined based on user feedback.</p> <p>A pilot is completed with documented feedback from participants, and results are shared agency-wide to support learning and future application.</p>

Strategic Objective 3: Employee Success and Well-Being

Priorities: Engagement | Support | Development | Recognition

Agency-Wide Action 6

Support employee success, growth, and well-being using development resources that enhance workforce capability through implementation of a clear, accessible training plan that promotes tools and strategies to manage workload and outlines required annual trainings.

Lead	Chief Human Resources Office
Milestones	<p>Assess employee needs related to workload management, time management and productivity.</p> <p>Develop and maintain a training resource on DASH to direct employees to existing training platforms such as O'Reilly (via the State Library of Oregon), Workday Learning, Microsoft 365 Hub and EIS AI training.</p> <p>Create and maintain an annual training calendar that clearly identifies mandatory trainings, responsible roles and due dates.</p> <p>Develop a communications plan that uses multiple channels to promote training opportunities and deadlines and gather employee feedback to improve clarity and accessibility.</p>
Success Metrics	<p>Increased employee awareness and participation in both required and optional trainings, as measured by completion rates and feedback surveys.</p> <p>An annual training calendar is created and updated regularly.</p> <p>Employee engagement surveys reflect continued high engagement in 1) support for development and 2) tools and resources employees need for success.</p>

Strategic Objective 4: Operational Excellence and Innovation

Maximize Resources | Accountability | Improvement

Agency-Wide Action 7

Prioritize IT security by aligning systems, operations, processes and policies with current security and regulatory standards.

Lead	Information Technology
Milestones	<p>Collaborate with DAS leadership to assess IT risks, identify opportunities and define key actions to enhance IT security and operations.</p> <hr/> <p>Update policies and procedures.</p> <hr/> <p>Increase IT security culture and awareness with training and presentations to key audiences.</p> <hr/>
Success Metrics	<p>IT policies and procedures are updated, maintained and implemented.</p> <hr/> <p>Agency-wide IT security measures continuously improve.</p> <hr/>

Agency-Wide Action 8

Drive more efficient use of office space across the state through further implementation of the Space Design and Utilization policy.

Lead	Enterprise Asset Management
Milestones	<p>Continue messaging and engagement with agencies to ensure understanding and application of the space policy.</p> <hr/> <p>Collect and analyze agency-submitted data on space utilization and reductions.</p> <hr/> <p>Identify and evaluate opportunities for consolidation and optimization across state-owned and leased portfolios.</p> <hr/>
Success Metrics	<p>Decrease in market leased office space over base year 2021.</p> <hr/> <p>Optimize utilization of state-owned buildings.</p> <hr/> <p>Co-location of agencies or sited within close proximity for operational efficiencies and more convenient access to services for Oregonians.</p> <hr/>

Next Steps

The actions outlined in this report reflect the agency's commitment to improving customer service, advancing diversity and inclusion, supporting employee success and driving operational excellence.

As DAS moves into the next quarter, the agency's efforts will continue to focus on implementing these prioritized actions and tracking progress toward milestones. The agency looks forward to sharing progress and outcomes in the next quarterly report.