

OREGON AGENCY EXPECTATIONS

Progress Report

Covering Oct. 1, 2024 – Dec. 31, 2024

March 31, 2025

Office of Strategic Initiatives and Enterprise Accountability
oregon.gov/das/pages/accountability.aspx



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Introduction

In January 2023, Oregon Governor Tina Kotek outlined 11 expectations for state agency operations. This report aims to update on progress made in meeting expectations October – December 2024. This—the eighth quarterly progress report—updates seven of the 11 measures.¹ It details the actions agencies have taken to meet expectations and report performance data. Agencies made the following progress:



Agencies actively implementing audit recommendations: 207 (90%) of recommendations due have been implemented.



Employee engagement improves: 8% more state employees responded to an annual survey (68%), and mean employee engagement increased .05 (to 3.81 out of 5).



Performance feedback stays steady: 82% of agencies completed at least 90% of required employee check-ins. Statewide, 95% of all check-ins were completed.



Succession plans more comprehensive and detailed: Greater focus was observed in development concepts and position identification. Agencies submittal rate increased by 29% with 70 of 71 agencies submitting succession plans.



Hiring time continues to decrease: Down to 61 from 63 days in September.
Agency vacancy rate remains steady at 12%.



Mixed progress on completing **required trainings**

- Customer Service: **99%** (remains the same)
- Foundational for Managers: **66%** (decrease from 73%)
- Performance Accountability & Feedback: **95%** (remains the same)
- New Employee Orientations: **79%** (increase from 76%)
- Uplift Your Benefits: **95%** (increase from 91%)

¹ The first seven reports are available on the [DAS Strategic Initiatives and Enterprise Accountability website](#).

Updated Agency Scope

Since last quarter, the Governor approved an update to the scope of agencies required to meet agency expectations to enhance consistency, clarity, and accountability of the collective effort. Effective January 2025, 71 agencies are required to meet and report on the expectations, which are hereby referred to as “reporting agencies.”

The specific reporting agencies are those that:

- Are in the Executive Branch of Oregon state government;
- Report to the Governor as their corresponding elected official; and
- By statute either:
 - Are not semi-independent; or
 - Are led by directors that serve at the pleasure of the Governor

The 71 reporting agencies are listed in Appendix A. DAS will work diligently to close any data gaps for the listed agencies to ensure transparency and accountability for all required. Agencies not listed are encouraged to continue to improve practices covered by the Governor’s expectations and remain welcome to participate in statewide supporting efforts. However, data for non-reporting agencies will no longer be requested or included in quarterly expectation reporting.

Measures Covered in this Report

Audit Response

State agencies report to DAS on audit recommendation status twice a year. The reports are due by May 31 and November 30 each year. *Objectives: Agencies track recommendations made since Jan. 1, 2023, resulting from Secretary of State audits and agency internal audits.*

Employee Engagement

All agencies with greater than 4 FTE will use the Gallup Q12 survey to facilitate an anonymous annual employee satisfaction survey. *Objectives: Employee engagement is measured at an agency and enterprise level. Results will help identify improvements and what works well.*

Employee Feedback

All agencies complete 90% or more manager and employee performance feedback check-ins required each quarter. *Objectives: Employees receive regular feedback from managers, who are equipped to assess performance and support staff they manage.²*

Recruitment

Agencies maintain an average of 50 or fewer days to complete open competitive recruitments³ and actively manage vacancies, reporting quarterly the reason for each. *Objectives: Agencies are competitive for top candidates. (Hiring longer than 50 days risks losing top candidates, and agencies can often control delays.)*

Succession Planning

All agencies will develop and submit an annual succession plan. *Objectives: Agencies will maintain viable succession plans that ensure a skilled workforce for critical services.*

Workforce Development

All agencies have an orientation that 100% of new employees attend within 60 days. *Objectives: Employees are welcomed, informed and prepared to start work.*

All new employees complete Customer Service training within 60 days of hire. *Objectives: New employees align with and provide excellent service to customers.*

All new managers complete the Foundational Training Program. *Objectives: New managers are prepared to effectively manage.*

All new state employees complete Uplift Your Benefits within 14 days of hire. *Objectives: Employees understand offerings, resources and value of benefits package.*

All new managers complete employee feedback training within 30 days of hire. *Objectives: Employees and managers find performance process effective and valuable.*

² According to the [statewide values and competencies](#).

³ After the Legislature grants positions or after they become vacant.

Audit Accountability

Implementation for recommendations due before close of reporting period: 90%

Agencies submitted information on 99 total audit engagements in this period covering 467 total recommendations. The implementation rate for recommendations due before the close of the reporting period is 90%.

- Recommendations implemented = 207
- Recommendations not implemented and overdue = 22
- Recommendations that have not yet met expected implementation date = 230
- Recommendations not being implemented due to management disagreeing with the recommendation, accepting the risk or determining the recommendation is no longer relevant to current business practice = 8

Overdue Recommendations

Nine agencies reported audit recommendations that were overdue and not yet implemented for a statewide total of 22. Some agencies made significant progress in implementing overdue recommendations, such as the Oregon Health Authority, which reduced overdue recommendations from 19 to two.

The total overdue recommendations decreased from 38 in the previous reporting period. No agency reported more than four overdue recommendations.

In general, agency internal auditors noted their agencies were making progress and overdue recommendations were often partially implemented or management considered the recommendation implemented but will wait on final determination of status by the Secretary of State's Audits Division during routine follow-up on prior year findings in the statewide single audit. Agencies most often attributed delays in implementation to turnover in staff within the audited program or agency executive leadership.

Measuring Employee Satisfaction

Increase in employee engagement score: .05 (3.81 out of 5)

Between March 2024 and January 2025, 65 state agencies conducted the Gallup Q12 Employee Engagement survey. This gives Oregon state government the ability to look across the enterprise to identify themes and areas where to provide resources and assistance to agencies to improve employee satisfaction, performance and productivity. This overall engagement data includes seven additional agencies and 30 additional small boards and commissions versus 2023. All agencies, boards and commissions were invited to participate in 2024.

- Overall response rate was 68%, with 29,279 employees participating, which is an 8% increase from 2023.
- Overall engagement mean was 3.81, with the highest engagement possible being five. This represents a .05 increase overall from 2023.
- The ratio of engaged to not engaged workers improved to 2.6:1, which is a +0.05 increase over 2023.

Oregon's response rate of 68% was lower than the 75% response rate of similar sized state and local government organizations in Gallup's database (147 organizations).

Oregon's engagement mean of 3.81 was higher than the 3.72 engagement mean of similar sized state and local governments in Gallup's database (147 organizations).

As agencies compare their results from 2023 to 2024, share results with their employees and continue to develop plans to increase engagement, DAS will provide updates to the Governor and agency leaders.

Performance Feedback for Employees

Oregon state government requires managers to conduct quarterly check-ins with their employees. Executive Branch agencies are expected to maintain a 90% or higher quarterly check-in completion rate.

Percent of agencies meeting the expectation: 81%.

This reporting period is for Oct 1 through Dec. 31, 2024, where managers observe and monitor performance. In January, managers meet with each employee to provide feedback on the employee's goals and expectations and document the check-in by no later than January 31, 2025.

- Overall PAF check-in compliance was 96%, with a total of 29,917 check-ins completed out of the 31,336 check-ins required.
- 51 of 62 (82%) reporting agencies with required check-ins met or exceeded the 90% completion rate for this quarter's check-ins.
- An additional 2 agencies (3%) had a check-in completion rate between 80% and 90%.

The following nine reporting agencies did not reach at least 80% compliance:

- | | |
|--|--|
| • Department of Veterans Affairs | • Oregon Government Ethics Commission |
| • Higher Education Coordinating Commission | • Psychiatric Security Review Board |
| • Long Term Care Ombudsman | • State Board of Licensed Social Workers |
| • Office of the Public Records Advocate | • State Board of Massage Therapists |
| | • Tax Practitioners Board |

Of these 10 agencies, the following five did not reach at least 80% compliance for the previous quarter ending Sept. 30, 2024:

- | | |
|--|-------------------------------------|
| • Department of Veterans Affairs | • State Board of Massage Therapists |
| • Oregon Government Ethics Commission | • Tax Practitioners Board |
| • State Board of Licensed Social Workers | |

For the agencies that fall below 80% compliance, we have begun engaging to assist with PAF procedures and we will continue to monitor and engage with the agencies that fall below 80% each quarter.

Succession Planning

In early 2024, the Workforce Development division within the Chief Human Resource Office at DAS developed an updated template to assist agencies with their succession planning. Workforce Development also held open office hours and met with agencies 1:1 as requested to assist in building their updates for the annual submission.

Throughout the third and fourth quarter of 2024, Workforce Development tracked receipt of succession plans, completed an assessment of each plan based on the five criteria, and held face-to-face virtual meetings with agencies to offer feedback and discuss the written reviews.

Comparing 2023 to 2024, plans received were much more comprehensive and detailed. Greater focus was observed in development concepts and position identification. The additional review criteria gave agencies the opportunity to showcase gains they had made based on development concepts. Many agencies took the opportunity to revise aspects of their previous years plan to better align with the goals and needs of the agency. Agencies also had a better rate of return with 68 agencies meeting all criteria compared to 50 agencies in 2023.

SUCCESSION PLAN CRITERIA

STEP 1 – ASSESS

Assess and communicate the agencies or team’s mission and vision for the current and future workforce

STEP 2 – REVIEW

Provide an update of gains/losses made over the year based on actions from development concepts

STEP 3 - IDENTIFY

Identify critical and highly critical positions and competencies

STEP 4 – DEVELOP

Create employee plans for competency development

STEP 5 EVALUATE

Adjust competencies, employee goals, and recruitment strategies, if necessary

Agency Hiring Practices

Time to Fill Positions

Positions were filled in 61 days on average in Q4 2024.

Agencies are expected to fill positions in 50 or fewer days on average. DAS analyzes Workday recruiting data, calculating time to fill from the date a job announcement is posted to the date when a candidate completes acceptance of a job offer. ⁴ Proactive measures such as forecasting recruitment timelines, sourcing and outreach to job seekers, and expediting interviews, reference checks and job offers continue to accelerate the process. The table to the right shows the

average time to fill per quarter, the number of agencies which recruited during that quarter, as well as the number and percentage of agencies which met the 50-day goal that quarter.

Year	Quarter	Statewide avg. time to fill	# of agencies hiring	# of agencies ≤ 50 days	% of agencies ≤ 50 days
2023	Q1: Jan – Mar	79 days	49	4	8%
	Q2: Apr – Jun	74 days	49	15	31%
	Q3: July – Sept	75 days	55	23	42%
	Q4: Oct – Dec	68 days	52	17	33%
2024	Q1: Jan – Mar	68 days	46	16	35%
	Q2: Apr – June	67 days	46	17	37%
	Q3: July – Sept	63 days	44	23	52%
	Q4: Oct – Dec	61 days	49	27	55%

Vacancy Rates

The vacancy rate for Q4 2024 was steady at 11.7%.

Agencies are required to report vacancy rates on a quarterly basis. DAS reviews vacancy reports through

Workday to analyze total vacancies. To align with reporting presented to the Legislature, vacancies open for six months or longer are also shown.

Year	Quarter	Total positions	Total vacancies	Vacancies >6mo	% positions vacant	% positions vacant >6mo
2023	Q2	42,310	6,217	2,837	14.7%	6.7%
	Q3	43,096	5,865	2,056	13.5%	5.1%
	Q4	43,891	5,732	2,238	13.0%	5.2%
2024	Q1	44,429	5,853	2,325	13.2%	5.2%
	Q2	44,653	5,773	2,634	12.9%	6.2%
	Q3	45,573	5,369	2,560	11.8%	5.6%
	Q4 ⁵	38,442	5,179	2,633	11.9%	6.0%

⁴ Time to fill includes Executive Branch agencies (not just “reporting agencies”) and does not include atypical requisitions. For further details, see the [Time to Fill FAQs](#).

⁵ Beginning Q4 2024, data includes only the 71 agencies required to comply with the Governor’s expectations, while prior data includes others. See the “Updated Agency Scope” section of this report for further information.

Developing New Employees and Managers

New Employee Orientation

Reporting agencies achieved 79% compliance.

This training is automatically assigned to all new hires to Oregon state government or employees who transfer from the Legislature, Judicial Department, Inside Oregon Enterprises, Oregon Travel Information Council, Secretary of State, Treasury or a Semi-Independent agency to the Executive Branch, and employees who transfer to another Executive Branch agency. The expectation is that 100% of all new employees complete the training within 60 days of being hired. Of the 693 new employees at reporting agencies hired Oct. 1, 2024 through Dec. 31, 2024, 549 completed orientation within 60 days of being hired.

Customer Service Training

Reporting agencies achieved 99% compliance.

The online self-paced customer service course is automatically assigned to all new hires to Oregon state government or employees who transfer from the Legislature, Judicial Department, Inside Oregon Enterprises, Oregon Travel Information Council, Secretary of State, Treasury or a Semi-Independent agency to the Executive Branch. The expectation is that 100% of all new employee's complete the training within 60 days of being hired. Of the 866 new hires hired at reporting agencies Oct. 1, 2024 through Dec. 31, 2024, 875 completed customer service training within 60 days of being hired.

Foundational Training Program

Reporting agencies achieved 66% compliance.

This training program is automatically assigned to all new managers to the executive branch or current executive branch employees who are promoted into a permanent or limited duration supervisory management position. The expectation is that 100% of all new managers enroll into a cohort within five business days of being hired. Of the 245 new managers at reporting agencies hired April 1, 2024 through Dec. 31, 2024, 161 completed the foundational training within four months of being hired.

As noted in the June 30, 2024 Progress Report, an adjustment to this expectation went into effect April 1, 2024. New managers must complete the Foundational Training Program within four months of their position start date. For this measure, we have found that quarterly reporting does not adequately report actual completion rates due to the four-month time frame that managers have to complete the training. When reporting three-month completion rates, a high percentage of managers would be showing "In progress", which does not address the accountability measure of on-time completion of the training. Alternatively, sharing annual completion data shows completions over time provides clarity on actual completion by managers within the allotted four-month window.

Uplift Your Benefits

Reporting agencies achieved 95% compliance.

All employees who are new to state service are notified via Workday to attend an Uplift Your Benefits (UYB) workshop. Of the 857 new employees at reporting agencies hired October - December 2024, 853 completed the workshop within 30 days. Four weeks after attending the UYB workshop, participants are emailed a follow up survey to collect data on participant experience with enrolling in and selecting their benefits package. This data is important as it provides feedback after a participant has enrolled and informs Uplift where there may be gaps or questions that may not have been observed immediately after the workshop. Over time, patterns and trends within the data will be examined to help improve, refine, and assess the workshop's effectiveness.

Fig 1: Overall, how would you rate the quality of your benefits with the state of Oregon?

Average of overall rating = 4.50

60% of respondents rate the quality of their benefits as excellent and 33% rate the quality of their benefits as good. Prior to attending the workshop, many participants are unaware of the additional compensation their benefits provide.

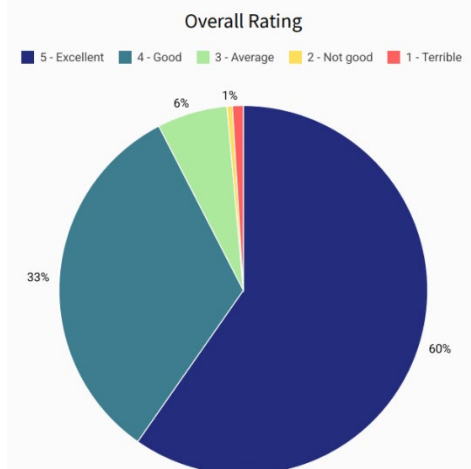
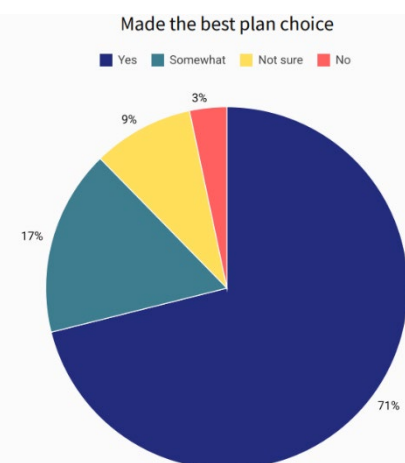


Fig 2: Based on the information you received from Uplift Your Benefits, do you feel like you chose the best healthcare plan available for you and/or your family?

71% of respondents felt that given the information they received in the workshop, they were able to make the best choice for themselves and or family. Understanding benefit information can be challenging. When people feel like they have the information they need including where to get help, they can then make the best decisions for themselves and their families.



2024 participant feedback:

- Thank you for all you've done to ensure we can each make an informed decision – 08-23-2024
- Great benefits. Easy system. Clear information – 04-15-2024

Performance Accountability and Feedback Training

The enterprise achieved 95% compliance.

These trainings are automatically assigned to all new managers to the Executive Branch or current Executive Branch employees who are promoted into a permanent or limited duration supervisory management position. The expectation is that 100% of all new managers will complete the three online self-paced PAF modules within 30 days of being hired or position start date. Of the 75 new managers at reporting agencies hired Oct. 1, 2024 through Dec. 31, 2024, 71 completed the training within 30 days of being hired.

Conclusion

This quarter's report continues to show steady progress across expectations updated each quarter. Agencies are actively implementing their current audit recommendations and making significant progress implementing overdue recommendations. Agency succession plans, submitted this quarter are more comprehensive and detailed, including concentration in critical position identification and employee development concepts.

While many required trainings stayed the same or showed an increase in compliance, focus is needed to ensure that agency managers are enrolled and complete their mandatory training. This training is critical for success in their management role and as a leader in state government.

A highlight this quarter is the increase in employee engagement progress. Specifically, the ratio of engaged to not engaged workers improved by a .05 increase over 2023. This is good news, as it is the employees who are engaged in both their work and workplace who will contribute to the success of Oregon state government.

Future reports are scheduled to share progress as agencies reach deliverable deadlines.

Expectations Reporting Schedule	6/30/25	9/30/25	12/31/26	3/31/26
Employee feedback	✓	✓	✓	✓
Recruitment	✓	✓	✓	✓
Workforce development	✓	✓	✓	✓
Director 360 reviews	✓			
Audit response		✓		✓
Diversity, equity and inclusion plans		✓		
Strategic planning		✓		
Emergency preparedness			✓	
Employee engagement				✓
Succession planning				✓
Technology planning				✓

Appendix A: Reporting Agencies

71 Oregon state agencies are required to meet the Governor's expectations and report performance. These agencies include those that are:

- a) in the Executive Branch;
- b) under Governor authority; and
- c) either led by directors that serve at the pleasure of the Governor or not semi-independent agencies in state statute.

100	ODHS	Oregon Department of Human Services
104	OPRA	Office of the Public Records Advocate
107	DAS	Department of Administrative Services
108	MHRA	Mental Health Regulatory Agency
109	ODAV	Oregon Department of Aviation
114	OLTCO	Office of the Long-Term Care Ombudsman
115	ERB	Employment Relations Board
119	OBTP	Oregon Board of Tax Practitioners
120	BOA	Board of Accountancy
123	BIZ	Business Oregon
124	BLSW	Board of Licensed Social Workers
131	OACO	Oregon Advocacy Commissions Office
141	DSL	Department of State Lands
150	DOR	Department of Revenue
177	OSL	Oregon State Lottery
199	OGEC	Oregon Government Ethics Commission
213	CJC	Criminal Justice Commission
248	OMD	Oregon Military Department
250	OSMB	Oregon State Marine Board
255	BOPPPS	Board of Parole and Post-Prison Supervision
257	OSP	Oregon State Police
258	OEM	Oregon Department of Emergency Management
259	DPSST	Dept. of Public Safety Standards & Training
260	OSFM	Oregon State Fire Marshal
274	ODVA	Oregon Department of Veterans' Affairs
291	DOC	Department of Corrections
330	ODOE	Oregon Department of Energy
340	DEQ	Department of Environmental Quality
399	PSRB	Psychiatric Security Review Board
404	OPDS	Oregon Public Defense Services
415	OYA	Oregon Youth Authority
440	DCBS	Dept. of Consumer & Business Services
443	OHA	Oregon Health Authority
459	PERS	Public Employees Retirement System
471	OED	Oregon Employment Department
525	HECC	Higher Education Coordinating Commission
543	SLO	State Library of Oregon

581	ODE	Oregon Department of Education
584	TSPC	Teacher Standards and Practices Commission
585	OCB	Oregon Commission for the Blind
588	DELC	Department of Early Learning and Care
603	ODA	Department of Agriculture
629	ODF	Oregon Department of Forestry
632	DOGAMI	Dept. of Geology and Mineral Industries
634	OPRD	Oregon Parks and Recreation Department
635	ODFW	Oregon Department of Fish and Wildlife
660	DLCD	Dept. of Land Conservation and Development
662	LUBA	Land Use Board of Appeals
690	OWRD	Oregon Water Resources Department
691	OWEB	Oregon Watershed Enhancement Board
730	ODOT	Oregon Department of Transportation
811	OBCE	Oregon Board of Chiropractic Examiners
833	HRLB	Health Related Licensing Boards:
	BSPA	Ore. Bd. for Speech-Lang. Path. & Audiology
	OBMI	Oregon Board of Medical Imaging
	OBNM	Oregon Board of Naturopathic Medicine
	OMCB	Oregon Mortuary and Cemetery Board
	OTLB	Occupational Therapy Licensing Board
	OVMEB	Oregon Veterinary Medical Examining Board
834	OBD	Oregon Board of Dentistry
845	OLCC	Oregon Liquor and Cannabis Commission
847	OMB	Oregon Medical Board
851	OSBN	Oregon State Board of Nursing
855	BOP	Oregon Board of Pharmacy
860	PUC	Public Utility Commission
862	ORC	Oregon Racing Commission
914	OHCS	Oregon Housing and Community Services
915	CCB	Construction Contractors Board
919	REA	Real Estate Agency
963	OBO	Oregon Board of Optometry
968	OBMT	Oregon Board of Massage Therapists
969	OBPT	Oregon Board of Physical Therapy

Appendix B: Audit Accountability

Internal Audit Recommendations

	Not due	Due	Implemented	% of due implemented
Business Oregon	15	0	0	
Department of Consumer and Business Services	13	6	3	50%
Department of Corrections	6	3	2	67%
Department of Environmental Quality	2	7	4	57%
Department of Revenue	14	16	16	100%
Oregon Department of Education	3	4	4	100%
Oregon Department of Emergency Management	1	4	1	25%
Oregon Department of Energy	0	1	1	100%
Oregon Department of Fish and Wildlife	10	2	1	50%
Oregon Department of Forestry	0	9	7	78%
Oregon Department of Human Services	42	9	9	100%
Oregon Department of Transportation	18	10	10	100%
Oregon Employment Department	0	1	1	100%
Oregon Health Authority	5	33	31	94%
Oregon Liquor and Cannabis Commission	9	13	13	100%
Oregon Military Department	12	16	13	81%
Oregon State Lottery	10	0	0	
Oregon Youth Authority	8	2	2	100%
Public Employees Retirement System	14	18	18	100%
All reporting agencies	182	154	136	88%

Secretary of State Audit Recommendations

	Not due	Due	Implemented	% of due implemented
Business Oregon	2	0	0	
Department of Administrative Services	6	1	1	100%
Department of Early Learning and Care	4	0	0	
Department of Environmental Quality	7	0	0	
Higher Education Coordinating Commission	0	2	0	0%
Oregon Commission for the Blind	0	2	2	100%
Oregon Department of Education	0	6	6	100%
Oregon Department of Emergency Management	1	3	2	67%
Oregon Department of Fish and Wildlife	0	1	1	100%
Oregon Department of Human Services	11	13	13	100%
Oregon Department of Transportation	0	5	5	100%
Oregon Employment Department	2	1	1	100%
Oregon Health Authority	15	27	27	100%
Oregon Housing and Community Services	0	6	6	100%
Oregon Liquor and Cannabis Commission	0	6	5	83%
Oregon Medical Board	4	0	0	
Public Employees Retirement System	0	2	2	100%
All reporting agencies	52	75	71	95%

No Audit Recommendations Reported

Board of Accountancy
Board of Licensed Social Workers
Board of Parole and Post-Prison Supervision
Construction Contractors Board
Criminal Justice Commission
Department of Agriculture
Department of Geology and Mineral Industries
Department of Land Conservation and Development
Department of Public Safety Standards and Training
Department of State Lands
Employment Relations Board
Land Use Board of Appeals
Mental Health Regulatory Agency
Occupational Therapy Licensing Board
Office of the Long-Term Care Ombudsman
Office of the Public Records Advocate
Oregon Advocacy Commissions Office
Oregon Board of Chiropractic Examiners
Oregon Board of Dentistry
Ore. Board for Speech-Language Pathology & Audiology
Oregon Board of Massage Therapists
Oregon Board of Medical Imaging

Oregon Board of Naturopathic Medicine
Oregon Board of Optometry
Oregon Board of Pharmacy
Oregon Board of Physical Therapy
Oregon Board of Tax Practitioners
Oregon Department of Aviation
Oregon Department of Veterans' Affairs
Oregon Government Ethics Commission
Oregon Mortuary and Cemetery Board
Oregon Parks and Recreation Department
Oregon Public Defense Services
Oregon Racing Commission
Oregon State Board of Nursing
Oregon State Fire Marshal
Oregon State Marine Board
Oregon State Police
Oregon Veterinary Medical Examining Board
Oregon Water Resources Department
Oregon Watershed Enhancement Board
Psychiatric Security Review Board
Public Utility Commission
Real Estate Agency
State Library of Oregon
Teacher Standards and Practices Commission

Appendix C: Employee Engagement

** exempt due to small size of agency*

Employee Engagement	Participation Rate	Gallup Q12 Mean
Board of Accountancy	100%	3.60
Board of Licensed Social Workers [†]	†	†
Board of Parole and Post-Prison Supervision	79%	4.10
Business Oregon	91%	4.07
Construction Contractors Board	79%	3.80
Criminal Justice Commission	96%	4.10
Department of Administrative Services	74%	4.04
Department of Agriculture	57%	3.80
Department of Consumer and Business Services	79%	4.11
Department of Corrections	63%	3.32
Department of Early Learning and Care	78%	4.08
Department of Environmental Quality	76%	3.99
Department of Geology and Mineral Industries	93%	4.37
Department of Land Conservation and Development	65%	4.17
Department of Public Safety Standards and Training	88%	4.04
Department of Revenue	74%	4.05
Department of State Lands	79%	3.99
Employment Relations Board	77%	4.10
Higher Education Coordinating Commission	81%	4.02
Land Use Board of Appeals	86%	4.60
Mental Health Regulatory Agency	76%	4.00
Occupational Therapy Licensing Board [*]	*	*
Office of the Long-Term Care Ombudsman	55%	4.10
Office of the Public Records Advocate [*]	*	*
Oregon Advocacy Commissions Office	100%	4.20
Oregon Board of Chiropractic Examiners [†]	†	†
Oregon Board of Dentistry	75%	4.40
Oregon Board of Massage Therapists [†]	†	†
Oregon Board of Naturopathic Medicine [*]	*	*
Oregon Board of Optometry [*]	*	*
Oregon Board of Pharmacy	83%	3.80
Oregon Board of Physical Therapy	100%	4.90
Oregon Board of Tax Practitioners [*]	*	*
Oregon Commission for the Blind	82%	4.10
Oregon Department of Aviation	56%	4.40
Oregon Department of Education	81%	3.93
Oregon Department of Emergency Management	86%	3.90
Oregon Department of Energy	77%	3.90
Oregon Department of Fish and Wildlife	61%	3.89

^{*} Agency is exempt from this expectation due to small size of the agency

[†] Agency received insufficient responses for individual agency results but was included in aggregated reporting

Employee Engagement	Participation Rate	Gallup Q12 Mean
Oregon Department of Forestry	63%	3.75
Oregon Department of Human Services	66%	3.75
Oregon Department of Transportation	73%	3.84
Oregon Department of Veterans' Affairs	86%	3.83
Oregon Employment Department	83%	3.90
Oregon Government Ethics Commission	100%	3.80
Oregon Health Authority	53%	3.83
Oregon Housing and Community Services	77%	3.93
Oregon Liquor and Cannabis Commission	72%	3.71
Oregon Medical Board	83%	4.00
Oregon Military Department	80%	3.97
Oregon Parks and Recreation Department	71%	3.89
Oregon Public Defense Services	84%	3.90
Oregon Racing Commission	58%	4.40
Oregon State Board of Nursing	78%	3.50
Oregon State Fire Marshal	79%	3.93
Oregon State Lottery	95%	4.18
Oregon State Marine Board	84%	4.20
Oregon State Police	60%	3.73
Oregon Water Resources Department	82%	4.00
Oregon Watershed Enhancement Board	95%	4.31
Oregon Youth Authority	63%	3.61
Psychiatric Security Review Board	No data	4.56
Public Employees Retirement System	83%	4.07
Public Utility Commission	89%	4.17
Real Estate Agency	79%	4.30
State Library of Oregon	86%	4.10
Teacher Standards and Practices Commission	71%	3.20
All participating reporting and non-reporting agencies	68%	3.81

Appendix D: Performance Feedback for Employees

Performance Feedback for Employees

	Check-Ins Complete		Check-Ins Incomplete		Total Required Check-Ins
	#	%	#	%	
Board of Accountancy	2	100%	-	0%	2
Board of Licensed Social Workers	-	0%	8	100%	8
Board of Parole and Post-Prison Supervision	20	95%	1	5%	21
Business Oregon	129	98%	3	2%	132
Construction Contractors Board	48	100%	-	0%	48
Criminal Justice Commission	2	100%	-	0%	2
Department of Administrative Services	745	97%	20	3%	765
Department of Agriculture	223	100%	-	0%	223
Department of Consumer and Business Services	618	98%	11	2%	629
Department of Corrections	4,105	97%	137	3%	4,242
Department of Early Learning and Care	204	100%	-	0%	204
Department of Environmental Quality	487	91%	47	9%	534
Department of Geology and Mineral Industries	38	100%	-	0%	38
Department of Land Conservation and Development	69	99%	1	1%	70
Department of Public Safety Standards and Training	70	100%	-	0%	70
Department of Revenue	721	100%	-	0%	721
Department of State Lands	72	91%	7	9%	79
Employment Relations Board	8	100%	-	0%	8
Higher Education Coordinating Commission	99	77%	30	23%	129
Land Use Board of Appeals ‡	‡		‡		-
Office of the Long-Term Care Ombudsman	12	52%	11	48%	23
Office of the Public Records Advocate	-	0%	1	100%	1
Oregon Advocacy Commissions Office ‡	‡		‡		-
Oregon Board of Chiropractic Examiners	4	100%	-	0%	4
Oregon Board of Dentistry	6	86%	1	14%	7
Oregon Board of Massage Therapists	-	0%	1	100%	1
Oregon Board of Medical Imaging	3	100%	-	0%	3
Oregon Board of Naturopathic Medicine	1	100%	-	0%	1
Oregon Board of Pharmacy	15	100%	-	0%	15
Oregon Board of Tax Practitioners	-	0%	1	100%	1
Oregon Commission for the Blind	53	98%	1	2%	54
Oregon Department of Aviation	14	100%	-	0%	14
Oregon Department of Education	367	93%	29	7%	396
Oregon Department of Emergency Management	80	95%	4	5%	84
Oregon Department of Energy	85	100%	-	0%	85
Oregon Department of Fish and Wildlife	694	100%	1	0%	695
Oregon Department of Forestry	475	94%	29	6%	504
Oregon Department of Human Services	8,351	94%	515	6%	8,866

‡ Agency did not have required check-ins during reporting period.

Performance Feedback for Employees

	Check-Ins Complete		Check-Ins Incomplete		Total Required Check-Ins
	#	%	#	%	
Oregon Department of Transportation	3,399	96%	155	4%	3,554
Oregon Department of Veterans' Affairs	39	65%	21	35%	60
Oregon Employment Department	1,446	98%	37	2%	1,483
Oregon Government Ethics Commission	-	0%	13	100%	13
Oregon Health Authority	3,414	94%	225	6%	3,639
Oregon Housing and Community Services	218	92%	18	8%	236
Oregon Liquor and Cannabis Commission	253	94%	17	6%	270
Oregon Medical Board	32	97%	1	3%	33
Oregon Military Department	331	100%	-	0%	331
Oregon Mortuary and Cemetery Board	6	100%	-	0%	6
Oregon Parks and Recreation Department	376	100%	-	0%	376
Oregon Public Defense Services §	§		§		§
Oregon Racing Commission ‡	‡		‡		-
Oregon State Board of Nursing	37	97%	1	3%	38
Oregon State Fire Marshal	113	100%	-	0%	113
Oregon State Lottery	423	100%	1	0%	424
Oregon State Marine Board	36	100%	-	0%	36
Oregon State Police	742	99%	10	1%	752
Oregon Veterinary Medical Examining Board	3	100%	-	0%	3
Oregon Water Resources Department	146	86%	24	14%	170
Oregon Watershed Enhancement Board	37	100%	-	0%	37
Oregon Youth Authority	557	96%	26	4%	583
Psychiatric Security Review Board	7	70%	3	30%	10
Public Employees Retirement System	338	99%	2	1%	340
Public Utility Commission	68	94%	4	6%	72
Real Estate Agency	19	100%	-	0%	19
State Library of Oregon	37	97%	1	3%	38
Teacher Standards and Practices Commission	20	95%	1	5%	21
All reporting agencies	31,336	95%	1,419	5%	31,336

§ Oregon Public Defense Services is new to the Executive Branch. No data is reported due to transition period.

Appendix E: Succession Planning

Succession Planning

	Status	Assessment	Review	Identification	Development	Evaluation
Board of Accountancy	Complete	✓	✓	✓	✓	✓
Board of Licensed Social Workers	No plan submitted	X	X	X	X	X
Board of Parole and Post-Prison Supervision	Complete	✓	✓	✓	✓	✓
Business Oregon	Complete	✓	✓	✓	✓	✓
Construction Contractors Board	Complete	✓	✓	✓	✓	✓
Criminal Justice Commission	Complete	✓	✓	✓	✓	✓
Department of Administrative Services	Complete	✓	✓	✓	✓	✓
Department of Agriculture	Complete	✓	✓	✓	✓	✓
Department of Consumer and Business Services	Complete	✓	✓	✓	✓	✓
Department of Corrections	Complete	✓	✓	✓	✓	✓
Department of Early Learning and Care	Complete	✓	✓	✓	✓	✓
Department of Environmental Quality	Complete	✓	✓	✓	✓	✓
Department of Geology and Mineral Industries	Complete	✓	✓	✓	✓	✓
Department of Land Conservation and Development	Complete	✓	✓	✓	✓	✓
Department of Public Safety Standards and Training	Complete	✓	✓	✓	✓	✓
Department of Revenue	Complete	✓	✓	✓	✓	✓
Department of State Lands	Complete	✓	✓	✓	✓	✓
Employment Relations Board	Complete	✓	✓	✓	✓	✓
Higher Education Coordinating Commission	Complete	✓	✓	✓	✓	✓
Land Use Board of Appeals	Complete	✓	✓	✓	✓	✓
Mental Health Regulatory Agency	Complete	✓	✓	✓	✓	✓
Occupational Therapy Licensing Board	Complete	✓	✓	✓	✓	✓
Office of the Long-Term Care Ombudsman	Complete	✓	✓	✓	✓	✓
Office of the Public Records Advocate	Complete	✓	✓	✓	✓	✓
Oregon Advocacy Commissions Office	Complete	✓	✓	✓	✓	✓
Oregon Board of Chiropractic Examiners	Complete	✓	✓	✓	✓	✓
Oregon Board of Dentistry	Complete	✓	✓	✓	✓	✓
Ore. Board for Speech-Language Pathology & Audiology	Complete	✓	✓	✓	✓	✓
Oregon Board of Massage Therapists	Complete	✓	✓	✓	✓	✓
Oregon Board of Medical Imaging	Complete	✓	✓	✓	✓	✓
Oregon Board of Naturopathic Medicine	Complete	✓	✓	✓	✓	✓
Oregon Board of Optometry	Missing criteria	✓	X	✓	✓	✓
Oregon Board of Pharmacy	Complete	✓	✓	✓	✓	✓
Oregon Board of Physical Therapy	Complete	✓	✓	✓	✓	✓
Oregon Board of Tax Practitioners	Complete	✓	✓	✓	✓	✓
Oregon Commission for the Blind	Complete	✓	✓	✓	✓	✓
Oregon Department of Aviation	Complete	✓	✓	✓	✓	✓

Succession Planning

	Status	Assessment	Review	Identificatio	Developmen	Evaluation
Oregon Department of Education	Complete	✓	✓	✓	✓	✓
Oregon Department of Emergency Management	Complete	✓	✓	✓	✓	✓
Oregon Department of Energy	Complete	✓	✓	✓	✓	✓
Oregon Department of Fish and Wildlife	Complete	✓	✓	✓	✓	✓
Oregon Department of Forestry	Complete	✓	✓	✓	✓	✓
Oregon Department of Human Services	Complete	✓	✓	✓	✓	✓
Oregon Department of Transportation	Complete	✓	✓	✓	✓	✓
Oregon Department of Veterans' Affairs	Complete	✓	✓	✓	✓	✓
Oregon Employment Department	Complete	✓	✓	✓	✓	✓
Oregon Government Ethics Commission	Complete	✓	✓	✓	✓	✓
Oregon Health Authority	Complete	✓	✓	✓	✓	✓
Oregon Housing and Community Services	Complete	✓	✓	✓	✓	✓
Oregon Liquor and Cannabis Commission	Complete	✓	✓	✓	✓	✓
Oregon Medical Board	Complete	✓	✓	✓	✓	✓
Oregon Military Department	Complete	✓	✓	✓	✓	✓
Oregon Mortuary and Cemetery Board	Complete	✓	✓	✓	✓	✓
Oregon Parks and Recreation Department	Complete	✓	✓	✓	✓	✓
Oregon Public Defense Services §*	N/A §*	§*				
Oregon Racing Commission	Complete	✓	✓	✓	✓	✓
Oregon State Board of Nursing	Complete	✓	✓	✓	✓	✓
Oregon State Fire Marshal	Complete	✓	✓	✓	✓	✓
Oregon State Lottery	Complete	✓	✓	✓	✓	✓
Oregon State Marine Board	Complete	✓	✓	✓	✓	✓
Oregon State Police	Missing criteria	✓	✓	✓	X	✓
Oregon Veterinary Medical Examining Board	Complete	✓	✓	✓	✓	✓
Oregon Water Resources Department	Complete	✓	✓	✓	✓	✓
Oregon Watershed Enhancement Board	Complete	✓	✓	✓	✓	✓
Oregon Youth Authority	Complete	✓	✓	✓	✓	✓
Psychiatric Security Review Board	Complete	✓	✓	✓	✓	✓
Public Employees Retirement System	Complete	✓	✓	✓	✓	✓
Public Utility Commission	Complete	✓	✓	✓	✓	✓
Real Estate Agency	Complete	✓	✓	✓	✓	✓
State Library of Oregon	Complete	✓	✓	✓	✓	✓
Teacher Standards and Practices Commission	Complete	✓	✓	✓	✓	✓
All reporting agencies	71	69	68	69	68	69

§* Oregon Public Defense Services is new to the Executive Branch. No data is reported due to transition period.

Appendix F: Agency Hiring Practices

Hiring – Time to Fill

	Avg. # days to fill vacant positions
Board of Accountancy	43
Board of Licensed Social Workers	*
Board of Parole and Post-Prison Supervision	†††
Business Oregon	52
Construction Contractors Board	40
Criminal Justice Commission	47
Department of Administrative Services	48
Department of Agriculture	38
Department of Consumer and Business Services	49
Department of Corrections	51
Department of Early Learning and Care	41
Department of Environmental Quality	65
Department of Geology and Mineral Industries	33
Department of Land Conservation and Development	100
Department of Public Safety Standards and Training	33
Department of Revenue	40
Department of State Lands	45
Employment Relations Board	*
Higher Education Coordinating Commission	55
Land Use Board of Appeals	*
Mental Health Regulatory Agency	*
Occupational Therapy Licensing Board	*
Office of the Long-Term Care Ombudsman	61
Office of the Public Records Advocate	*
Oregon Advocacy Commissions Office	*
Oregon Board of Chiropractic Examiners	*
Oregon Board of Dentistry	*
Ore. Board for Speech-Language Pathology & Audiology	*
Oregon Board of Massage Therapists	*
Oregon Board of Medical Imaging	*
Oregon Board of Naturopathic Medicine	*
Oregon Board of Optometry	*
Oregon Board of Pharmacy	59
Oregon Board of Tax Practitioners	*
Oregon Commission for the Blind	33
Oregon Department of Aviation	†
Oregon Department of Education	56
Oregon Department of Emergency Management	34

* Agency did not have hiring during reporting period.

† Agency did not have hiring during reporting period.

Avg. # days to fill vacant positions

Oregon Department of Energy	25
Oregon Department of Fish and Wildlife	50
Oregon Department of Forestry	59
Oregon Department of Human Services	70
Oregon Department of Transportation	52
Oregon Department of Veterans' Affairs	63
Oregon Employment Department	64
Oregon Government Ethics Commission	*
Oregon Health Authority	73
Oregon Housing and Community Services	49
Oregon Liquor and Cannabis Commission	63
Oregon Medical Board	46
Oregon Military Department	38
Oregon Mortuary and Cemetery Board	*
Oregon Parks and Recreation Department	50
Oregon Public Defense Services	*
Oregon Racing Commission	*
Oregon State Board of Nursing	101
Oregon State Fire Marshal	46
Oregon State Lottery	42
Oregon State Marine Board	*
Oregon State Police	48
Oregon Veterinary Medical Examining Board	*
Oregon Water Resources Department	72
Oregon Watershed Enhancement Board	171
Oregon Youth Authority	51
Psychiatric Security Review Board	*
Public Employees Retirement System	48
Public Utility Commission	36
Real Estate Agency	*
State Library of Oregon	41
Teacher Standards and Practices Commission	109

Hiring – Vacancies	Positions filled	Positions vacant	Positions vacant 6+ months	Total positions
Board of Accountancy	8 89%	1 11%	1 11%	9
Board of Licensed Social Workers	12 100%	0 0%	0 0%	12
Board of Parole and Post-Prison Supervision	26 84%	5 16%	1 3%	31
Business Oregon	173 86%	28 14%	11 5%	201
Construction Contractors Board	60 90%	7 10%	2 3%	67

Hiring – Vacancies	Positions filled		Positions vacant		Positions vacant 6+ months		Total positions
Criminal Justice Commission	27	87%	4	13%	3	10%	31
Department of Administrative Services	898	92%	80	8%	53	5%	978
Department of Agriculture	356	77%	107	23%	58	13%	463
Department of Consumer and Business Services	951	93%	67	7%	18	2%	1,018
Department of Corrections	4,270	88%	563	12%	309	6%	4,833
Department of Early Learning and Care	328	92%	28	8%	17	5%	356
Department of Environmental Quality	777	90%	84	10%	51	6%	861
Department of Geology and Mineral Industries	34	94%	2	6%	2	6%	36
Department of Land Conservation and Development	89	82%	20	18%	3	3%	109
Department of Public Safety Standards and Training	153	89%	19	11%	6	3%	172
Department of Revenue	988	92%	88	8%	45	4%	1,076
Department of State Lands	104	93%	8	7%	2	2%	112
Employment Relations Board	13	100%	0	0%	0	0%	13
Higher Education Coordinating Commission	168	87%	25	13%	13	7%	193
Land Use Board of Appeals	7	88%	1	13%	0	0%	8
Mental Health Regulatory Agency	19	83%	4	17%	0	0%	23
Occupational Therapy Licensing Board	5	100%	0	0%	0	0%	5
Office of the Long-Term Care Ombudsman	41	93%	3	7%	0	0%	44
Office of the Public Records Advocate	2	100%	0	0%	0	0%	2
Oregon Advocacy Commissions Office	23	66%	12	34%	0	0%	35
Oregon Board of Chiropractic Examiners	13	100%	0	0%	0	0%	13
Oregon Board of Dentistry	15	94%	1	6%	0	0%	16
Ore. Board for Speech-Lang. Pathology & Audiology	11	92%	1	8%	0	0%	12
Oregon Board of Massage Therapists	9	82%	2	18%	0	0%	11
Oregon Board of Medical Imaging	11	92%	1	8%	0	0%	12
Oregon Board of Naturopathic Medicine	10	83%	2	17%	0	0%	12
Oregon Board of Optometry	7	100%	0	0%	0	0%	7
Oregon Board of Pharmacy	32	100%	0	0%	0	0%	32
Oregon Board of Tax Practitioners	7	100%	0	0%	0	0%	7

Hiring – Vacancies	Positions filled		Positions vacant		Positions vacant 6+ months		Total positions
Oregon Commission for the Blind	62	91%	6	9%	1	1%	68
Oregon Department of Aviation	15	100%	0	0%	0	0%	15
Oregon Department of Education	503	86%	84	14%	33	6%	587
Oregon Department of Emergency Management	92	77%	27	23%	15	13%	119
Oregon Department of Energy	100	92%	9	8%	3	3%	109
Oregon Department of Fish and Wildlife	905	88%	125	12%	66	6%	1,030
Oregon Department of Forestry	719	83%	143	17%	74	9%	862
Oregon Department of Human Services	10,254	91%	1,072	9%	409	4%	11,326
Oregon Department of Transportation	4,218	89%	541	11%	333	7%	4,759
Oregon Department of Veterans' Affairs	91	90%	10	10%	3	3%	101
Oregon Employment Department	1,705	85%	290	15%	198	10%	1,995
Oregon Government Ethics Commission	18	100%	0	0%	0	0%	18
Oregon Health Authority	5,064	83%	1,022	17%	607	10%	6,086
Oregon Housing and Community Services	371	82%	79	18%	38	8%	450
Oregon Liquor and Cannabis Commission	339	86%	56	14%	25	6%	395
Oregon Medical Board	53	90%	6	10%	2	3%	59
Oregon Military Department	400	84%	75	16%	51	11%	475
Oregon Mortuary and Cemetery Board	14	74%	5	26%	0	0%	19
Oregon Parks and Recreation Department	427	89%	51	11%	14	3%	478
Oregon Public Defense Services	170	96%	7	4%	7	4%	177
Oregon Racing Commission	15	79%	4	21%	1	5%	19
Oregon State Board of Nursing	60	90%	7	10%	2	3%	67
Oregon State Fire Marshal	149	93%	12	7%	3	2%	161
Oregon State Marine Board	40	95%	2	5%	0	0%	42
Oregon State Police	1,232	88%	168	12%	74	5%	1,400
Oregon Veterinary Medical Examining Board	12	100%	0	0%	0	0%	12
Oregon Water Resources Department	234	91%	23	9%	9	4%	257
Oregon Watershed Enhancement Board	38	95%	2	5%	0	0%	40
Oregon Youth Authority	860	86%	138	14%	49	5%	998

Hiring – Vacancies	Positions filled		Positions vacant		Positions vacant 6+ months		Total positions
Psychiatric Security Review Board	19	90%	2	10%	1	5%	21
Public Employees Retirement System	369	95%	21	5%	12	3%	390
Public Utility Commission	135	87%	20	13%	5	3%	155
Real Estate Agency	38	88%	5	12%	1	2%	43
State Library of Oregon	48	100%	0	0%	0	0%	48
Teacher Standards and Practices Commission	26	87%	4	13%	2	7%	30
All reporting agencies	38,442	88%	5,179	12%	2,633	6%	43,621

Appendix G: Developing New Employees & Managers

Orientation	Completed within 60 days	Completed or beyond period	% completed on time
Board of Accountancy	0	2	0%
Business Oregon	16	16	100%
Construction Contractors Board	0	0	*
Criminal Justice Commission	0	0	*
Department of Administrative Services	8	15	53%
Department of Agriculture	6	6	100%
Department of Consumer and Business Services	11	14	79%
Department of Corrections	65	84	77%
Department of Early Learning and Care	11	11	100%
Department of Environmental Quality	20	20	100%
Department of Land Conservation and Development	0	4	0%
Department of Public Safety Standards and Training	0	1	0%
Department of Revenue	5	5	100%
Department of State Lands	3	4	75%
Higher Education Coordinating Commission	2	2	100%
Office of the Long-Term Care Ombudsman	1	1	100%
Oregon Board of Optometry	0	0	*
Oregon Board of Pharmacy	2	2	100%
Oregon Commission for the Blind	2	2	100%
Oregon Department of Education	18	19	95%
Oregon Department of Emergency Management	0	1	0%
Oregon Department of Energy	6	6	100%
Oregon Department of Fish and Wildlife	14	14	100%
Oregon Department of Forestry	20	20	100%
Oregon Department of Human Services	135	160	84%
Oregon Department of Transportation	29	33	88%

* N/A - Agency did not have new employees during reporting period.

Orientation	Completed within 60 days	Completed or beyond period	% completed on time
Oregon Department of Veterans' Affairs	3	3	100%
Oregon Employment Department	30	31	97%
Oregon Government Ethics Commission	0	0	*
Oregon Health Authority	50	106	47%
Oregon Housing and Community Services	16	18	89%
Oregon Liquor and Cannabis Commission	3	4	75%
Oregon Medical Board	0	1	0%
Oregon Military Department	0	3	0%
Oregon Parks and Recreation Department	5	5	100%
Oregon Public Defense Services	0	3	0%
Oregon State Board of Nursing	0	1	0%
Oregon State Fire Marshal	0	3	0%
Oregon State Lottery	10	10	100%
Oregon State Police	17	19	89%
Oregon Water Resources Department	5	5	100%
Oregon Watershed Enhancement Board	0	0	*
Oregon Youth Authority	24	26	92%
Public Employees Retirement System	10	10	100%
Public Utility Commission	0	0	*
Real Estate Agency	2	2	100%
State Library of Oregon	0	0	*
Teacher Standards and Practices Commission	0	1	0%
All reporting agencies	549	693	79%

* N/A - Agency did not have new employees during reporting period.

Customer Service Training	Completed within 60 days	Completed or beyond period	% completed on time
Board of Accountancy	2	2	100%
Business Oregon	8	8	100%
Construction Contractors Board	1	1	100%
Criminal Justice Commission	1	1	100%
Department of Administrative Services	10	11	91%
Department of Agriculture	5	6	83%
Department of Consumer and Business Services	14	14	100%
Department of Corrections	77	79	97%
Department of Early Learning and Care	11	11	100%
Department of Environmental Quality	17	18	94%
Department of Land Conservation and Development	4	4	100%
Department of Public Safety Standards and Training	14	14	100%
Department of Revenue	10	10	100%
Department of State Lands	1	1	100%
Higher Education Coordinating Commission	1	1	100%
Office of the Long-Term Care Ombudsman	0	0	*
Oregon Board of Optometry	0	0	*
Oregon Board of Pharmacy	2	2	100%
Oregon Commission for the Blind	1	1	100%
Oregon Department of Education	14	14	100%
Oregon Department of Emergency Management	1	1	100%
Oregon Department of Energy	4	4	100%
Oregon Department of Fish and Wildlife	9	9	100%
Oregon Department of Forestry	17	17	100%
Oregon Department of Human Services	254	254	100%
Oregon Department of Transportation	40	40	100%
Oregon Department of Veterans' Affairs	1	1	100%

* N/A - Agency did not have new employees during reporting period.

Customer Service Training	Completed within 60 days	Completed or beyond period	% completed on time
Oregon Employment Department	28	29	97%
Oregon Government Ethics Commission	1	1	100%
Oregon Health Authority	195	195	100%
Oregon Housing and Community Services	15	16	94%
Oregon Liquor and Cannabis Commission	7	9	78%
Oregon Medical Board	2	2	100%
Oregon Military Department	6	6	100%
Oregon Parks and Recreation Department	2	2	100%
Oregon Public Defense Services	0	0	*
Oregon State Board of Nursing	2	2	100%
Oregon State Fire Marshal	2	2	100%
Oregon State Lottery	10	10	100%
Oregon State Police	22	22	100%
Oregon Water Resources Department	4	4	100%
Oregon Watershed Enhancement Board	0	0	*
Oregon Youth Authority	37	37	100%
Public Employees Retirement System	6	6	100%
Public Utility Commission	4	4	100%
Real Estate Agency	2	2	100%
State Library of Oregon	1	1	100%
Teacher Standards and Practices Commission	1	1	100%
All reporting agencies	866	875	99%

* N/A - Agency did not have new employees during reporting period.

Foundational Training	Enrolled within 5 days	% Completed enrolled on time	% Completed within 4 mos.	% completed on time
Board of Accountancy	0	*	0	*
Business Oregon	1	100%	3	100%
Construction Contractors Board	0	*	0	*
Criminal Justice Commission	0	*	0	*
Department of Administrative Services	2	100%	4	57%
Department of Agriculture	1	100%	3	100%
Department of Consumer and Business Services	6	100%	5	83%
Department of Corrections	3	75%	11	58%
Department of Early Learning and Care	1	100%	1	100%
Department of Environmental Quality	2	100%	1	33%
Department of Land Conservation and Development	1	100%	2	100%
Department of Public Safety Standards and Training	1	100%	1	100%
Department of Revenue	2	100%	4	100%
Department of State Lands	0	*	0	*
Higher Education Coordinating Commission	0	*	0	*
Office of the Long-Term Care Ombudsman	1	100%	1	100%
Oregon Board of Optometry	0	*	0	0%
Oregon Board of Pharmacy	0	*	0	0%
Oregon Commission for the Blind	0	*	0	*
Oregon Department of Education	1	100%	3	50%
Oregon Department of Emergency Management	0	*	1	50%
Oregon Department of Energy	1	100%	2	100%
Oregon Department of Fish and Wildlife	0	*	6	75%
Oregon Department of Forestry	2	100%	4	50%
Oregon Department of Human Services	17	81%	29	67%
Oregon Department of Transportation	2	100%	8	73%
Oregon Department of Veterans' Affairs	0	*	0	0%

* N/A - Agency did not have new managers during reporting period.

Foundational Training	Enrolled within 5 days	% Completed enrolled on time	within 4 mos.	% completed on time
Oregon Employment Department	2	67%	13	93%
Oregon Government Ethics Commission	0	*	0	*
Oregon Health Authority	8	73%	33	69%
Oregon Housing and Community Services	5	71%	2	15%
Oregon Liquor and Cannabis Commission	1	50%	1	100%
Oregon Medical Board	0	*	0	*
Oregon Military Department	0	*	1	100%
Oregon Parks and Recreation Department	1	100%	2	40%
Oregon Public Defense Services	0	*	0	*
Oregon State Board of Nursing	1	100%	2	100%
Oregon State Fire Marshal	0	*	0	0%
Oregon State Lottery	0	*	0	0%
Oregon State Police	2	50%	4	80%
Oregon Water Resources Department	0	*	2	100%
Oregon Watershed Enhancement Board	0	*	0	0%
Oregon Youth Authority	1	100%	7	88%
Public Employees Retirement System	0	*	2	50%
Public Utility Commission	0	0%	1	50%
Real Estate Agency	0	*	1	100%
State Library of Oregon	0	*	1	100%
Teacher Standards and Practices Commission	0	*	0	0%
All reporting agencies	65	81%	161	66%

Uplift Your Benefits Training	Completed within 30 days	Completed or beyond period	% completed on time
Board of Accountancy	2	2	100%
Business Oregon	8	8	100%
Construction Contractors Board	1	1	100%
Criminal Justice Commission	1	1	100%
Department of Administrative Services	11	11	100%
Department of Agriculture	3	6	50%
Department of Consumer and Business Services	14	14	100%
Department of Corrections	69	79	87%
Department of Early Learning and Care	11	11	100%
Department of Environmental Quality	18	18	100%
Department of Land Conservation and Development	4	4	100%
Department of Public Safety Standards and Training	1	1	100%
Department of Revenue	10	10	100%
Department of State Lands	1	1	100%
Higher Education Coordinating Commission	1	1	100%
Office of the Long-Term Care Ombudsman	0	0	*
Oregon Board of Optometry	0	0	*
Oregon Board of Pharmacy	2	2	100%
Oregon Commission for the Blind	1	1	100%
Oregon Department of Education	13	14	93%
Oregon Department of Emergency Management	1	1	100%
Oregon Department of Energy	4	4	100%
Oregon Department of Fish and Wildlife	9	9	100%
Oregon Department of Forestry	15	15	100%
Oregon Department of Human Services	242	249	97%
Oregon Department of Transportation	39	41	95%
Oregon Department of Veterans' Affairs	1	1	100%

* N/A - Agency did not have new employees during reporting period.

Uplift Your Benefits Training	Completed within 30 days	Completed or beyond period	% completed on time
Oregon Employment Department	28	28	100%
Oregon Government Ethics Commission	1	1	100%
Oregon Health Authority	189	201	94%
Oregon Housing and Community Services	14	15	93%
Oregon Liquor and Cannabis Commission	7	9	78%
Oregon Medical Board	2	2	100%
Oregon Military Department	6	6	100%
Oregon Parks and Recreation Department	2	2	100%
Oregon Public Defense Services	0	0	*
Oregon State Board of Nursing	2	2	100%
Oregon State Fire Marshal	2	2	100%
Oregon State Lottery	7	7	100%
Oregon State Police	20	22	91%
Oregon Water Resources Department	4	4	100%
Oregon Watershed Enhancement Board	0	0	*
Oregon Youth Authority	34	37	92%
Public Employees Retirement System	6	6	100%
Public Utility Commission	4	4	100%
Real Estate Agency	2	2	100%
State Library of Oregon	1	1	100%
Teacher Standards and Practices Commission	1	1	100%
All reporting agencies	814	857	95%

Performance Accountability & Feedback Training	Completed within 30 days	Completed or beyond period	% completed on time
Board of Accountancy	0	0	*
Business Oregon	1	1	100%
Construction Contractors Board	0	0	*
Criminal Justice Commission	0	0	*
Department of Administrative Services	2	2	100%
Department of Agriculture	1	1	100%
Department of Consumer and Business Services	6	6	100%
Department of Corrections	3	3	100%
Department of Early Learning and Care	1	1	100%
Department of Environmental Quality	2	2	100%
Department of Land Conservation and Development	1	1	100%
Department of Public Safety Standards and Training	0	0	*
Department of Revenue	1	2	50%
Department of State Lands	0	0	*
Higher Education Coordinating Commission	0	0	*
Office of the Long-Term Care Ombudsman	1	1	100%
Oregon Board of Optometry	0	0	*
Oregon Board of Pharmacy	0	0	*
Oregon Commission for the Blind	0	0	*
Oregon Department of Education	1	1	100%
Oregon Department of Emergency Management	0	0	*
Oregon Department of Energy	1	1	100%
Oregon Department of Fish and Wildlife	0	0	*
Oregon Department of Forestry	1	1	100%
Oregon Department of Human Services	17	19	89%
Oregon Department of Transportation	2	2	100%
Oregon Department of Veterans' Affairs	0	0	*

* N/A - Agency did not have new managers during reporting period.

Performance Accountability & Feedback Training	Completed within 30 days	Completed or beyond period	% completed on time
Oregon Employment Department	2	3	67%
Oregon Government Ethics Commission	0	0	*
Oregon Health Authority	11	11	100%
Oregon Housing and Community Services	7	7	100%
Oregon Liquor and Cannabis Commission	2	2	100%
Oregon Medical Board	0	0	*
Oregon Military Department	0	0	*
Oregon Parks and Recreation Department	1	1	100%
Oregon Public Defense Services	0	0	*
Oregon State Board of Nursing	1	1	100%
Oregon State Fire Marshal	0	0	*
Oregon State Lottery	0	0	*
Oregon State Police	4	4	100%
Oregon Water Resources Department	0	0	*
Oregon Watershed Enhancement Board	0	0	*
Oregon Youth Authority	1	1	100%
Public Employees Retirement System	0	0	
Public Utility Commission	1	1	100%
Real Estate Agency	0	0	*
State Library of Oregon	0	0	*
Teacher Standards and Practices Commission	0	0	*
All reporting agencies	71	75	95%

* N/A - Agency did not have new managers during reporting period.