



OREGON AGENCY EXPECTATIONS

Progress Report

Covering Jan. 1, 2025 – March 31, 2025



June 11, 2025

Office of Strategic Initiatives and Enterprise Accountability

DAS
DEPARTMENT OF
ADMINISTRATIVE
SERVICES

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Introduction

In January 2023, Oregon Governor Tina Kotek outlined 11 expectations for state agency operations. This report updates on progress made in meeting expectations since the last quarterly report. This—the ninth quarterly progress report—updates four of the 11 measures.¹ It details the actions agencies have taken to meet expectations and reports performance data.

Agencies made the following progress:



Performance reviews for agency directors are on track: 97% of agency director 360s scheduled to occur since June 2024 have been completed (31 of 32 reviews).



Performance feedback increases: 83% of agencies completed at least 90% of required employee check-ins (up 1% from last quarter), and 95% of all check-ins were completed.



Recruitment timelines and vacant positions remain steady: Agencies are filling positions within 60 days on average and 10% of positions are vacant. The time to fill positions was also reconfigured this quarter to better align with the portions of the recruitment timeline where agencies have direct control.



Performance completing required trainings is mixed:

- Customer Service: 99% (remains the **same**)
- Foundational for Managers: 61% (**decrease** from 66%)
- Performance Feedback Training: 71% (significant **decrease** from 95%)
- New employee orientations: 79% (remains the **same**)
- Uplift Your Benefits: 95% (remains the **same**)

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

Measures Covered in this Report

Performance Reviews for Agency Directors

All directors reporting to the Governor will have a 360-performance evaluation every two years.

Objective: Directors receive feedback based on [statewide values and competencies](#).

Employee Feedback

All agencies complete 90% or more required performance feedback check-ins each quarter.

Objective: Employees receive regular feedback from managers, who are equipped to assess performance and support the 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.

Objective: Agencies are competitive for top candidates. (Hiring longer than 50 days risks losing top candidates, and agencies can often control delays.)

Workforce Development

All agencies have an orientation that 100% of new employees attend within 60 days.

Objective: Employees are welcomed, informed and prepared to start work.

All new employees complete Customer Service training within 60 days of hire.

Objective: New employees align with and provide excellent service to customers.

All new managers complete the Foundational Training Program.

Objective: New managers are prepared to effectively manage.

All new state employees complete Uplift Your Benefits within 14 days of hire.

Objective: Employees understand offerings, resources and value of benefits package.

All new managers complete employee feedback training within 30 days of hire.

Objective: 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.

Performance Reviews for Agency Directors

The performance review process underlying the expectation for agency director reviews began in January 2024. The Chief Human Resources Office (CHRO) developed a performance review schedule (see schedule A) that sets three-to-five review completions each month to distribute agency evaluations across each biennium. CHRO regularly updates the schedule to reflect leadership transitions. Reporting agencies must complete a sequence of four steps as part of the process:

1. Administer a 360-performance evaluation for directors every two years.
 - Agency must notify DAS CHRO once this evaluation has concluded.
 - New and interim directors are exempt from review for their first 12 months.
2. Debrief relevant boards or commissions on the 360-performance feedback.
3. Submit the 360-performance evaluation feedback to DAS CHRO after debriefing boards.
4. Have director meet with the DAS director and Governor's Office to discuss feedback.

Agencies with 100 or more employees use a statewide contract with Gallup to administer director evaluations, while smaller agencies may use a standardized, alternate process that was implemented fall 2024.

97% of agency director 360s scheduled June 2024 through March 2025 have been completed (31 of 32 reviews). Reporting on this expectation measures completion of the first step in the overall director review process, comparing an agency's assigned completion date to when an agency notifies DAS that they completed administration of their director review.

The following reporting agencies completed scheduled director reviews this period:

2024

- Board of Accountancy
- Board of Massage Therapists
- Board of Medical Imaging
- Board of Naturopathic Medicine
- Dept. of Aviation
- Dept. of Land Conservation and Development
- Dept. of Geology and Mineral Industries
- Dept. of Human Services
- Dept. of Revenue
- Dept. of Transportation
- Higher Ed. Coordinating Commission
- Occupational Therapy Licensing Board
- Ore. Mortuary and Cemetery Board
- Ore. State Board of Nursing
- Ore. Veterinary Medical Examining Board
- Ore. Youth Authority

2025

- Dept. of Early Learning and Care
- Dept. of Environmental Quality
- Dept. of Public Safety Stds. and Training
- Ore. Board of Physical Therapy
- Ore. Commission for the Blind
- Ore. Health Authority
- Ore. Housing and Community Services
- Ore. Liquor and Cannabis Commission
- Ore. Parks and Recreation
- Ore. State Fire Marshall

One agency, the Employee Relations Board, was scheduled for a review in fall 2024 but has not yet finished the evaluation process. The agency has identified a process to ensure completion by the third quarter of 2025. Meetings between the DAS Director and Governor's Office staff with directors are scheduled to be completed summer 2025.

Future reports will include quarterly status updates on this expectation. For the upcoming quarter, 13 directors are scheduled for review. Several agencies have already completed and submitted their 360-performance results for the upcoming quarter. Additionally, three of the second quarter 2025 scheduled agencies are experiencing leadership changes. These are the Oregon Department of Forestry, Public Utility Commission of Oregon and the Department of Consumer and Business Services. These director reviews will be scheduled for review in 2026.

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: 95%

This reporting period is for Jan. 1, 2025, through March 31, 2025, where managers observe and monitor performance. In Jan., managers meet with each employee to provide feedback on the employee's goals and expectations and document the check-in by no later than April 30, 2025.

- Overall performance accountability and feedback (PAF) check-in compliance was 95.3%, with a total of 30,503 check-ins completed out of the 32,174 check-ins required.
- 54 of 65 (83%) Executive Branch agencies that had required check-ins met or exceeded the 90% completion rate for this quarter's check-ins.
- An additional two agencies (3%) had a check-in completion rate between 80% and 90%.

Of the agencies with check-ins required to be completed for the quarter, seven agencies (14%) did not reach at least 80% compliance. These agencies were:

- Board of Licensed Social Workers
- Board of Naturopathic Medicine
- Department of Environmental Quality
- Higher Education Coordinating Commission
- Oregon Advocacy Commissions Office
- Oregon Racing Commission
- Veterinary Medical Examining Board

Of these seven agencies, one did not reach at least 80% compliance for the previous quarter ending January 31, 2025. This agency was:

- Board of Licensed Social Workers

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

Agency Hiring Practices

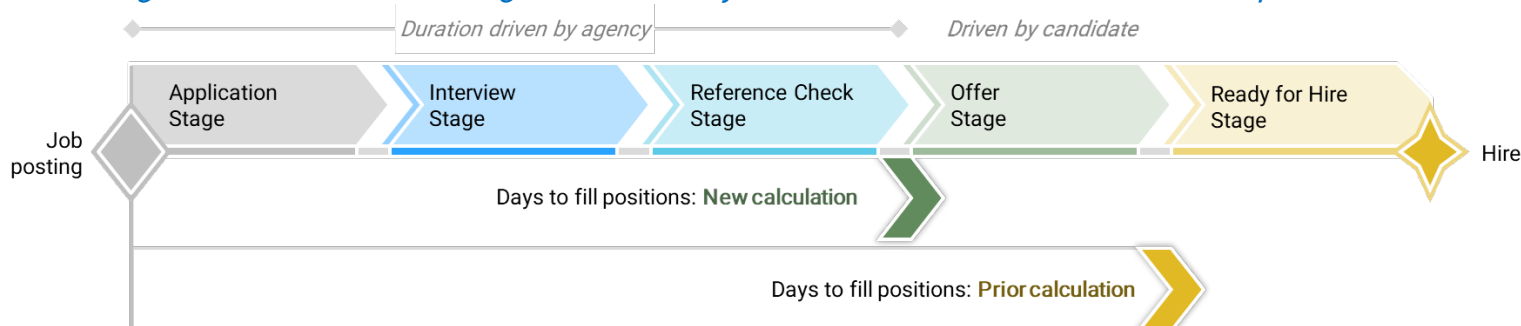
Time to Fill Positions

Agencies are expected to fill positions in 50 or fewer days on average. DAS analyzes Workday recruiting data that calculates the time to fill. Time to fill includes Executive Branch agencies and does not include atypical requisitions. For further details, refer to the [Time to Fill FAQs](#).

Positions were filled in 60 days on average in Q1 2025.

Proactive measures such as forecasting recruitment timelines, sourcing and outreach to job seekers, and expediting interviews, reference checks, and job offers have facilitated an overall trend of faster recruiting times since Q1 of 2023. Effective April 25, 2025, the recruiting reports in Workday that calculate time to fill have been reconfigured. Time to fill is now calculated starting the date a job is posted until the date the candidate is moved to the “offer stage.” This differs from the previous configuration in that the dates were calculated throughout the offer stage up until the candidate was moved to the “ready for hire stage.” This reconfiguration was implemented to better align with the Governor’s expectation which states, “Time to fill means from the day the recruitment is open to the day a job offer is made to the candidate.”

Figure 1 –Recruitment stages recorded by new time to fill calculation versus prior



The table below shows the average time to fill, the number of agencies that recruited, and the number and percentage of agencies that met the 50-day goal each quarter. It also shows the prior calculation for comparison, though future reports will only use the new calculation.

Year	Quarter	Days to Fill		# agencies hiring	# agencies ≤ 50 days	% agencies ≤ 50 days
		Prior calculation	New calculation			
2023	Q1	79 days	70 days	47	4	28%
	Q2	74 days	65 days	46	15	50%
	Q3	75 days	66 days	52	23	62%
	Q4	68 days	60 days	48	17	56%
2024	Q1	68 days	61 days	44	16	48%
	Q2	67 days	59 days	42	17	60%
	Q3	63 days	56 days	45	23	69%
	Q4	61 days	53 days	45	27	64%
2025	Q1	-	60 days	44	24	55%

Vacancy Rates

The vacancy rate for Q1 2025 saw a decrease to 10.1%.

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	43,403	5,369	2,560	12.4%	5.9%
	Q4	43,378	5,409	2,729	12.5%	6.3%
2025	Q1	43,350	4,396	2,436	10.1%	5.6%

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 Dept., Inside Ore. Enterprises, Ore. Travel Information Council, Secretary of State, Treasury, or a Semi-Independent agency to the Executive Branch, as well as to employees who transfer in from another Executive Branch agency. The expectation is that 100% of all new employees complete the training within 60 days of being hired.

Of the 1,064 new employees hired Jan. 1, 2025, through March 31, 2025:

- 747 new employees completed the training within 60 days of being hired.
- 181 new employees have not completed the training and are over 60 days of being hired.
- 121 new employees have not completed the training but are still within 60 days.
- 15 new employees completed the training after 60 days of being hired.

Customer Service Training

Reporting agencies achieved 99% compliance.

The online self-pace customer service course is automatically assigned to all new hires to Oregon state government or employees who transfer from the Legislature, Oregon Judicial Department, Oregon Corrections Enterprises, Travel Information Council, Secretary of State, Oregon State Treasury, or a semi-independent agency to the Executive Branch. The expectation is that 100% of all new employees complete the training within 60 days of being hired.

Of the 878 applicable new employees hired Jan. 1, 2025, through March 31, 2025:

- 866 employees completed the training within 60 days of being hired.
- Two employees haven't completed the training but are still within the 60 days.
- Nine new employees have not completed the training and are over 60 days of being hired.
- One employee completed the training after 60 days of being hired.

Foundational Training Program

Reporting agencies achieved 61% compliance.

A training program on the foundations of being a manager 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 in a cohort within five business days of being hired and complete the program within four months. As noted in the June 30, 2024 progress report, we have found that quarterly reporting does not adequately reflect actual completion rates due to the four-month timeframe that managers have to complete the training. To prevent a sizeable percentage of employees from showing “in progress” due to still being within four months of hire, we summarize data for this training on a rolling, annual basis.

Of the 435 new managers hired April 1, 2024, through March 31, 2025:

- 197 new managers completed the training within four months of being hired.
- 45 new managers completed the training over four months after being hired.
- 110 new managers have not completed the training but are still within four months.
- 83 new managers have not completed the training and are over four months of being hired.

Performance Accountability and Feedback Training

Reporting agencies achieved 71% compliance.

A training program on how to conduct performance feedback sessions with employee 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 will complete the three online self-paced PAF modules within 30 days of being hired or position start date. DAS will be reaching out to the agencies that have managers that have not completed this training to ensure timely completion of these training courses.

Of the 110 new managers hired Jan. 1, 2025, through March 31, 2025:

- 77 new managers completed the training within 30 days of being hired.
- Two new managers haven’t completed the training but are still within 30 days.
- Five new managers completed the training after 30 days of being hired.
- 26 new managers haven’t completed the training and are over 30 days of being hired.

Uplift Your Benefits

Reporting agencies achieved 95% compliance.

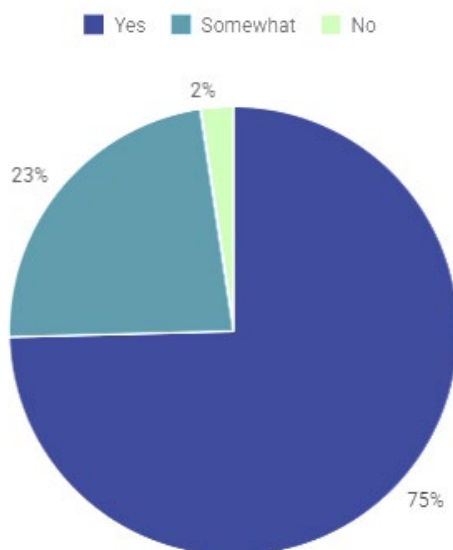
All employees who are new to state service are notified via Workday to attend an Uplift Your Benefits workshop.

Of the 836 new employees at reporting agencies hired Jan. 1, 2025, through March 31, 2025:

- 771 employees (92%) completed the workshop within 30 days.
- 20 employees (2%) completed the workshop after the 30-day window.
- Three new employees have not completed but are still within the 30-day window.
- 42 employees (5%) have not completed the workshop after the 30-day window.

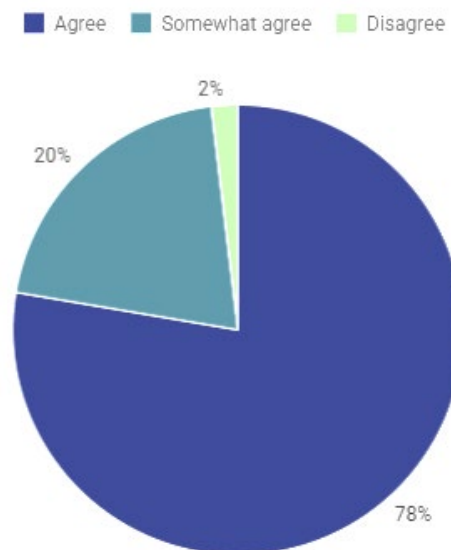
After every Uplift Your Benefits session, we conduct a survey to see how employees understand their benefits before and after the training. The two figures below show how clear individuals feel about next steps in selecting benefits after training and how they feel their questions have been initially answered and where to get their future questions answered.

Figure 2. Did you leave this portion of the workshop with a clear next step in selecting your benefits?



75% of respondents responded yes that they know the next step in selecting benefits. 25% responded that they are somewhat or not clear on next steps.

Figure 3. I felt my benefit questions were answered or I know where to get answers to my questions.



78% of respondents felt that given the information they received in the workshop, their questions were answered or they know where to get answers.

2025 quarter one participant feedback:

- "Excellent presentation. I am so glad to have attended this workshop, OHA for life" 02/27/2025
- "It was great. Thank you for a great workshop" 02/06/2025
- "Thank you for offering this training! It was definitely helpful & informative!" 03/28/2025

Conclusion

Agencies continue collective work to improve internal practices, and the data this quarter on director reviews, employee feedback, and recruitment continues to demonstrate agency progress in meeting the Governor's expectations for operations. While some required trainings stayed the same or showed an increase in compliance, agencies need to focus on ensuring that new managers enroll in and complete mandatory trainings in a timely manner. Agency performance can always be viewed in the online expectations performance dashboard. Future quarterly reports will share progress according to the below schedule as agencies reach deliverable deadlines.

Expectations Reporting Schedule	9/30/25	12/31/26	3/31/26	6/30/26
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: Director Performance Review Schedule

	2025 (Odd-numbered years)	2026 (Even-numbered years)
January	<ul style="list-style-type: none"> Dept. of Geology and Mineral Industries Ore. Board for S-L. Path. and Audiology Ore. Board of Physical Therapy Ore. Health Authority Ore. Liquor and Cannabis Commission 	<ul style="list-style-type: none"> Ore. Board of Chiropractic Examiners
February	<ul style="list-style-type: none"> Dept. of Early Learning and Care Dept. of Public Safety Stds. and Training Ore. Commission for the Blind Ore. Parks and Recreation Dept. Ore. State Fire Marshal 	<ul style="list-style-type: none"> Mental Health Regulatory Agency Ore. Water Resources Dept. Ore. Watershed Enhancement Board
March	<ul style="list-style-type: none"> Dept. of Environmental Quality Ore. Bd. of L.P. Counselors and Thers. Ore. Housing and Community Services 	<ul style="list-style-type: none"> Ore. Board of Dentistry Ore. Medical Board
April	<ul style="list-style-type: none"> Board of Licensed Social Workers Business Oregon Dept. of Agriculture Ore. Dept. of Energy Public Utility Commission 	<ul style="list-style-type: none"> Criminal Justice Commission State Library of Oregon
May	<ul style="list-style-type: none"> Office of the Long-Term Care Omb. Ore. Board of Tax Practitioners Psychiatric Security Review Board 	<ul style="list-style-type: none"> Dept. of Administrative Services
June	<ul style="list-style-type: none"> Construction Contractors Board Dept. of Consumer and Bus. Services Mental Health Regulatory Agency Ore. Board of Psychologist Examiners Public Employees Retirement System 	<ul style="list-style-type: none"> Board of Accountancy Board of Parole and Post-Prison Sup. Ore. Veterinary Medical Exam. Board Ore. Youth Authority
July	<ul style="list-style-type: none"> Ore. Dept. of Education Ore. Employment Dept. 	<ul style="list-style-type: none"> Employment Relations Board Ore. Board of Massage Therapists Ore. Board of Naturopathic Medicine
August	<ul style="list-style-type: none"> Ore. Mortuary and Cemetery Board 	<ul style="list-style-type: none"> Ore. Dept. of Aviation Ore. Dept. of Human Services Ore. State Board of Nursing
September	<ul style="list-style-type: none"> Ore. Dept. of Emergency Management Ore. Dept. of Veterans' Affairs Ore. State Lottery 	<ul style="list-style-type: none"> Occupational Therapy Lic. Board Ore. Dept. of Transportation
October	<ul style="list-style-type: none"> Dept. of State Lands Ore. Board of Optometry Ore. Racing Commission Ore. State Police 	<ul style="list-style-type: none"> Dept. of Revenue
November	<ul style="list-style-type: none"> Dept. of Corrections Ore. Board of Pharmacy Ore. Government Ethics Commission Real Estate Agency 	<ul style="list-style-type: none"> Dept. of Land Conservation and Dev. Ore. Board of Medical Imaging
December	<ul style="list-style-type: none"> Land Use Board of Appeals Ore. Dept. of Fish and Wildlife Ore. Military Dept. 	<ul style="list-style-type: none"> Higher Ed. Coordinating Commission Ore. State Marine Board

Appendix B: Performance Feedback for Employees

Performance Feedback for Employees	% Check- Ins Complete	# Check- Ins Complete	Total Required Check-Ins
Board of Accountancy	100%	5	5
Board of Licensed Social Workers	0%	-	8
Board of Parole and Post-Prison Supervision	95%	20	21
Business Oregon	98%	155	158
Construction Contractors Board	100%	51	51
Criminal Justice Commission	100%	18	18
Dept. of Administrative Services	99%	688	697
Dept. of Agriculture	99%	222	224
Dept. of Consumer and Business Services	98%	648	663
Dept. of Corrections	96%	4,087	4,279
Dept. of Early Learning and Care	99%	198	199
Dept. of Environmental Quality	69%	421	611
Dept. of Geology and Mineral Industries	100%	38	38
Dept. of Land Conservation and Development	100%	74	74
Dept. of Public Safety Standards and Training	100%	82	82
Dept. of Revenue	100%	817	817
Dept. of State Lands	98%	88	90
Employment Relations Board	100%	8	8
Higher Education Coordinating Commission	67%	91	135
Land Use Board of Appeals	-	-	-
Mental Health Regulatory Agency	100%	8	8
Occupational Therapy Licensing Board	-	-	-
Office of the Long Term Care Ombudsman	100%	32	32
Office of the Public Records Advocate	100%	1	1
Ore. Advocacy Commissions Office	0%	-	4
Ore. Board of Chiropractic Examiners	100%	4	4
Ore. Board of Dentistry	100%	6	6
Ore. Bd. for Speech-Language Pathology and Audiology	-	-	-
Ore. Board of Massage Therapists	100%	1	1
Ore. Board of Medical Imaging	100%	3	3
Ore. Board of Naturopathic Medicine	0%	-	1
Ore. Board of Optometry	-	-	-
Ore. Board of Pharmacy	100%	18	18
Ore. Board of Physical Therapy	-	-	-
Ore. Board of Tax Practitioners	100%	1	1
Ore. Commission for the Blind	92%	47	51
Ore. Dept. of Aviation	100%	13	13
Ore. Dept. of Education	92%	450	487

	% Check- Ins Complete	# Check- Ins Complete	Total Required Check-Ins
Performance Feedback for Employees			
Ore. Dept. of Emergency Management	97%	90	93
Ore. Dept. of Energy	100%	65	65
Ore. Dept. of Fish and Wildlife	100%	752	752
Ore. Dept. of Forestry	93%	514	552
Ore. Dept. of Human Services	95%	8,272	8,737
Ore. Dept. of Transportation	96%	3,376	3,525
Ore. Dept. of Veterans' Affairs	97%	60	62
Ore. Employment Dept.	98%	1,421	1,449
Ore. Government Ethics Commission	86%	12	14
Ore. Health Authority	90%	3,475	3,845
Ore. Housing and Community Services	99%	266	269
Ore. Liquor and Cannabis Commission	96%	242	253
Ore. Medical Board	97%	33	34
Ore. Military Dept.	100%	325	325
Ore. Mortuary and Cemetery Board	100%	5	5
Ore. Parks and Recreation Dept.	96%	374	391
Ore. Public Defense Commission	-	-	-
Ore. Racing Commission	0%	-	3
Ore. State Board of Nursing	90%	44	49
Ore. State Fire Marshal	95%	107	113
Ore. State Lottery	100%	428	430
Ore. State Marine Board	100%	35	35
Ore. State Police	99%	1,003	1,016
Ore. Veterinary Medical Examining Board	0%	-	3
Ore. Water Resources Dept.	97%	168	174
Ore. Watershed Enhancement Board	100%	37	37
Ore. Youth Authority	96%	563	586
Psychiatric Security Review Board	88%	7	8
Public Employees Retirement System	100%	354	354
Public Utility Commission	95%	88	93
Real Estate Agency	100%	27	27
State Library of Oregon	100%	40	40
Teacher Standards and Practices Commission	93%	25	27
All reporting agencies	95%	30,503	32,174

Appendix C: Agency Hiring Practices

Time to Fill Vacant Positions

This table displays the time to fill for each agency within the Executive Branch that hired in Q1 2025, using the new report configuration data. A detailed report that compares historical time to fill data with data under the new report configuration is available on the DAS website.*

Agency	Avg. Days to Fill	Agency	Avg. Days to Fill
Business Oregon	47	Ore. Dept. of Transportation	57
Construction Contractors Board	24	Ore. Dept. of Veterans' Affairs	50
Dept. of Administrative Services	43	Ore. Employment Dept.	46
Dept. of Agriculture	30	Ore. Health Authority	86
Dept. of Corrections	46	Ore. Housing and Community	53
Dept. of Early Learning and Care	43	Ore. Liquor and Cannabis	95
Dept. of Environmental Quality	65	Ore. Military Dept.	32
Dept. of Revenue	40	Ore. Parks and Recreation Dept.	46
Dept. of State Lands	52	Ore. Public Defense Services	42
Dept. of Consumer and Business	62	Ore. Racing Commission	67
Dept. of Land Conservation and	46	Ore. State Fire Marshal	38
Dept. of Public Safety Standards	46	Ore. State Lottery	49
Higher Education Coordinating	48	Ore. State Marine Board	53
Office of the Long-Term Care	51	Ore. State Police	73
Ore. Bd. for Speech-Lang. Path.	77	Ore. Water Resources Dept.	58
Ore. Board of Optometry	40	Ore. Youth Authority	55
Ore. Commission for the Blind	8	Psychiatric Security Review Board	30
Ore. Dept. of Education	54	Public Employees Retirement	42
Ore. Dept. of Emergency	29	Public Utility Commission	57
Ore. Dept. of Energy	32	Real Estate Agency	53
Ore. Dept. of Fish and Wildlife	58	Teacher Standards and Practices	28
Ore. Dept. of Forestry	52	All reporting agencies	60
Ore. Dept. of Human Services	63		

* Reporting agencies not listed did not report recruitments during the measurement period.

* Refer to report at <https://www.oregon.gov/das/strategy/Documents/Quarterly-Time-to-Fill.pdf>.

Vacancy Rates

This table displays the vacancy data for each agency within the Executive Branch in Q1 2025.

Vacancy Rates	Total Positions	Vacant	Vacant >6mo	% Vacant	% Vacant Long Term
Board of Accountancy	7	1	1	14.3%	14.3%
Board of Licensed Social Workers	8	-	-	0.0%	0.0%
Board of Parole and Post-Prison Supervision	32	5	-	15.6%	0.0%
Business Oregon	195	26	-	13.3%	0.0%
Construction Contractors Board	60	5	3	8.3%	5.0%
Criminal Justice Commission	31	3	3	9.7%	9.7%
Dept. of Administrative Services	978	85	51	8.7%	5.2%
Dept. of Agriculture	419	70	57	16.7%	13.6%
Dept. of Corrections	4,852	494	274	10.2%	5.6%
Dept. of Early Learning and Care	352	27	16	7.7%	4.5%
Dept. of Environmental Quality	861	81	52	9.4%	6.0%
Dept. of Revenue	1,078	63	27	5.8%	2.5%
Dept. of State Lands	109	3	2	2.8%	1.8%
Dept. of Consumer and Business Services	992	47	18	4.7%	1.8%
Dept. of Geology and Mineral Industries	36	1	2	2.8%	5.6%
Dept. of Land Conservation and Development	104	7	3	6.7%	2.9%
Dept. of Public Safety Standards and Training	161	13	4	8.1%	2.5%
Employment Relations Board	14	-	-	0.0%	0.0%
Higher Education Coordinating Commission	183	18	14	9.8%	7.7%
Land Use Board of Appeals	6	1	-	16.7%	0.0%
Mental Health Regulatory Agency	15	-	-	0.0%	0.0%
Occupational Therapy Licensing Board	2	-	-	0.0%	0.0%
Office of the Long-Term Care Ombudsman	37	2	1	5.4%	2.7%
Office of the Public Records Advocate	2	-	-	0.0%	0.0%
Ore. Bd. for Speech-Lang. Path. and Audiology	4	-	-	0.0%	0.0%
Ore. Advocacy Commissions Office	4	-	-	0.0%	0.0%
Ore. Board of Chiropractic Examiners	6	1	-	16.7%	0.0%
Ore. Board of Dentistry	9	1	-	11.1%	0.0%
Ore. Board of Massage Therapists	6	1	-	16.7%	0.0%
Ore. Board of Medical Imaging	3	1	-	33.3%	0.0%
Ore. Board of Naturopathic Medicine	4	2	-	50.0%	0.0%
Ore. Board of Optometry	2	-	-	0.0%	0.0%
Ore. Board of Pharmacy	24	-	-	0.0%	0.0%
Ore. Board of Physical Therapy	0	-	-	0.0%	0.0%
Ore. Board of Tax Practitioners	2	-	-	0.0%	0.0%
Ore. Commission for the Blind	66	5	1	7.6%	1.5%
Ore. Dept. of Aviation	15	-	-	0.0%	0.0%

Vacancy Rates	Total Positions	Vacant	Vacant >6mo	% Vacant	% Vacant Long Term
Ore. Dept. of Education	579	34	34	5.9%	5.9%
Ore. Dept. of Emergency Management	118	19	13	16.1%	11.0%
Ore. Dept. of Energy	100	5	5	5.0%	5.0%
Ore. Dept. of Fish and Wildlife	1,022	105	68	10.3%	6.7%
Ore. Dept. of Forestry	851	123	83	14.5%	9.8%
Ore. Dept. of Human Services	11,333	824	300	7.3%	2.6%
Ore. Dept. of Transportation	4,762	539	348	11.3%	7.3%
Ore. Dept. of Veterans' Affairs	98	10	1	10.2%	1.0%
Ore. Employment Dept.	1,991	300	176	15.1%	8.8%
Ore. Government Ethics Commission	15	-	-	0.0%	0.0%
Ore. Health Authority	5,735	826	555	14.4%	9.7%
Ore. Housing and Community Services	440	63	41	14.3%	9.3%
Ore. Liquor and Cannabis Commission	383	44	24	11.5%	6.3%
Ore. Medical Board	42	4	1	9.5%	2.4%
Ore. Military Dept.	481	103	63	21.4%	13.1%
Ore. Mortuary and Cemetery Board	7	1	-	14.3%	0.0%
Ore. Parks and Recreation Dept.	457	36	17	7.9%	3.7%
Ore. Public Defense Services	177	12	7	6.8%	4.0%
Ore. Racing Commission	14	4	1	28.6%	7.1%
Ore. State Board of Nursing	61	4	2	6.6%	3.3%
Ore. State Fire Marshal	162	12	3	7.4%	1.9%
Ore. State Lottery	480	53	-	11.0%	0.0%
Ore. State Marine Board	40	2	-	5.0%	0.0%
Ore. State Police	1,384	121	73	8.7%	5.3%
Ore. Veterinary Medical Examining Board	5	-	-	0.0%	0.0%
Ore. Water Resources Dept.	252	27	11	10.7%	4.4%
Ore. Watershed Enhancement Board	33	2	-	6.1%	0.0%
Ore. Youth Authority	997	123	62	12.3%	6.2%
Psychiatric Security Review Board	13	1	-	7.7%	0.0%
Public Employees Retirement System	390	21	11	5.4%	2.8%
Public Utility Commission	146	11	4	7.5%	2.7%
Real Estate Agency	34	3	2	8.8%	5.9%
State Library of Oregon	41	1	-	2.4%	0.0%
Teacher Standards and Practices Commission	28	-	2	0.0%	7.1%
All reporting agencies	43,350	4,396	2,436	10.1%	5.6%

Appendix D: Developing New Employees and Managers

Orientation	Completed within 60 days	Total required	% completed on time
Board of Accountancy		*	
Board of Licensed Social Workers		*	
Board of Parole and Post-Prison Supervision	0	2	0%
Business Oregon	5	5	100%
Construction Contractors Board	1	2	50%
Criminal Justice Commission		*	
Dept. of Administrative Services	14	18	78%
Dept. of Agriculture	4	5	80%
Dept. of Consumer and Business Services	12	17	71%
Dept. of Corrections	95	128	74%
Dept. of Early Learning and Care	8	8	100%
Dept. of Environmental Quality	17	17	100%
Dept. of Geology and Mineral Industries		*	
Dept. of Land Conservation and Development	5	8	63%
Dept. of Public Safety Standards and Training	14	16	88%
Dept. of Revenue	15	15	100%
Dept. of State Lands	6	6	100%
Employment Relations Board		*	
Higher Education Coordinating Commission	9	9	100%
Land Use Board of Appeals		*	
Mental Health Regulatory Agency	0	1	0%
Occupational Therapy Licensing Board		*	
Office of the Long-Term Care Ombudsman	1	2	50%
Office of the Public Records Advocate		*	
Ore. Advocacy Commissions Office		*	
Ore. Board of Chiropractic Examiners		*	
Ore. Board of Dentistry		*	
Ore. Bd. for Speech-Language Pathology and Audiology	1	1	100%
Ore. Board of Massage Therapists		*	
Ore. Board of Medical Imaging		*	
Ore. Board of Naturopathic Medicine		*	
Ore. Board of Optometry		*	
Ore. Board of Pharmacy	1	1	100%
Ore. Board of Physical Therapy		*	
Ore. Board of Tax Practitioners		*	

* Agency did not have required employees during the reporting period

Orientation	Completed within 60 days	Total required	% completed on time
Ore. Commission for the Blind		*	
Ore. Dept. of Aviation		*	
Ore. Dept. of Education	16	17	94%
Ore. Dept. of Emergency Management	1	4	25%
Ore. Dept. of Energy	5	5	100%
Ore. Dept. of Fish and Wildlife	19	19	100%
Ore. Dept. of Forestry	15	15	100%
Ore. Dept. of Human Services	180	201	90%
Ore. Dept. of Transportation	58	70	83%
Ore. Dept. of Veterans' Affairs	1	2	50%
Ore. Employment Dept.	24	24	100%
Ore. Government Ethics Commission		*	
Ore. Health Authority	73	158	46%
Ore. Housing and Community Services	21	23	91%
Ore. Liquor and Cannabis Commission	4	4	100%
Ore. Medical Board		*	
Ore. Military Dept.	8	9	89%
Ore. Mortuary and Cemetery Board		*	
Ore. Parks and Recreation Dept.	5	5	100%
Ore. Public Defense Commission	0	9	0%
Ore. Racing Commission		*	
Ore. State Board of Nursing		*	
Ore. State Fire Marshal	5	5	100%
Ore. State Lottery	6	6	100%
Ore. State Marine Board		*	
Ore. State Police	51	51	100%
Ore. Veterinary Medical Examining Board		*	
Ore. Water Resources Dept.	4	4	100%
Ore. Watershed Enhancement Board	1	1	100%
Ore. Youth Authority	28	35	80%
Psychiatric Security Review Board	0	1	0%
Public Employees Retirement System	7	7	100%
Public Utility Commission	6	6	100%
Real Estate Agency	1	1	100%
State Library of Oregon		*	
Teacher Standards and Practices Commission		*	
All reporting agencies	747	943	79%

* Agency did not have required employees during the reporting period

Customer Service Training	Completed within 60 days	Total required	% completed on time
Board of Accountancy		*	
Board of Licensed Social Workers		*	
Board of Parole and Post-Prison Supervision	1	1	100%
Business Oregon	5	5	100%
Construction Contractors Board		*	
Criminal Justice Commission		*	
Dept. of Administrative Services	10	10	100%
Dept. of Agriculture	3	3	100%
Dept. of Consumer and Business Services	19	19	100%
Dept. of Corrections	92	92	100%
Dept. of Early Learning and Care	5	5	100%
Dept. of Environmental Quality	18	18	100%
Dept. of Geology and Mineral Industries		*	
Dept. of Land Conservation and Development	8	8	100%
Dept. of Public Safety Standards and Training	11	11	100%
Dept. of Revenue	9	9	100%
Dept. of State Lands	5	5	100%
Employment Relations Board		*	
Higher Education Coordinating Commission	8	8	100%
Land Use Board of Appeals	1	1	100%
Mental Health Regulatory Agency		*	
Occupational Therapy Licensing Board		*	
Office of the Long-Term Care Ombudsman	2	2	100%
Office of the Public Records Advocate		*	
Ore. Advocacy Commissions Office		*	
Ore. Board of Chiropractic Examiners		*	
Ore. Board of Dentistry		*	
Ore. Bd. for Speech-Language Pathology and Audiology	1	1	100%
Ore. Board of Massage Therapists		1	0%
Ore. Board of Medical Imaging		*	
Ore. Board of Naturopathic Medicine		*	
Ore. Board of Optometry	1	1	100%
Ore. Board of Pharmacy	1	1	100%
Ore. Board of Physical Therapy		*	
Ore. Board of Tax Practitioners		*	
Ore. Commission for the Blind	1	1	100%

* Agency did not have required employees during the reporting period

Customer Service Training	Completed within 60 days	Total required	% completed on time
Ore. Dept. of Aviation		*	
Ore. Dept. of Education	15	15	100%
Ore. Dept. of Emergency Management	2	2	100%
Ore. Dept. of Energy	3	3	100%
Ore. Dept. of Fish and Wildlife	17	17	100%
Ore. Dept. of Forestry	7	7	100%
Ore. Dept. of Human Services	209	209	100%
Ore. Dept. of Transportation	59	60	98%
Ore. Dept. of Veterans' Affairs	1	1	100%
Ore. Employment Dept.	14	14	100%
Ore. Government Ethics Commission		*	
Ore. Health Authority	174	177	98%
Ore. Housing and Community Services	17	17	100%
Ore. Liquor and Cannabis Commission	4	4	100%
Ore. Medical Board	1	1	100%
Ore. Military Dept.	9	9	100%
Ore. Mortuary and Cemetery Board		*	
Ore. Parks and Recreation Dept.	3	3	100%
Ore. Public Defense Commission	7	8	88%
Ore. Racing Commission		*	
Ore. State Board of Nursing		*	
Ore. State Fire Marshal	2	2	100%
Ore. State Lottery	6	6	100%
Ore. State Marine Board	1	1	100%
Ore. State Police	56	58	97%
Ore. Veterinary Medical Examining Board		*	
Ore. Water Resources Dept.	2	2	100%
Ore. Watershed Enhancement Board	1	1	100%
Ore. Youth Authority	33	35	94%
Psychiatric Security Review Board	2	2	100%
Public Employees Retirement System	6	6	100%
Public Utility Commission	7	7	100%
Real Estate Agency	2	2	100%
State Library of Oregon		*	
Teacher Standards and Practices Commission	1	1	100%
All reporting agencies	862	872	99%

* Agency did not have required employees during the reporting period

Foundational Training	Enrollment			Completion		
	Enrolled within 5 days	Total required	% enrolled on time	Completed within 4 mos.	Total required	% completed on time
Board of Accountancy		*			*	
Board of Licensed Social Workers		*			*	
Board of Parole and Post-Prison Sup.		*			*	
Business Oregon		*		4	4	100%
Construction Contractors Board		*			*	
Criminal Justice Commission		*			*	
Dept. of Administrative Services	1	2	50%	5	9	56%
Dept. of Agriculture		*		4	4	100%
Dept. of Consumer and Bus. Services	2	2	100%	8	10	80%
Dept. of Corrections	5	8	63%	12	21	57%
Dept. of Early Learning and Care	2	2	100%	2	2	100%
Dept. of Environmental Quality	2	2	100%	2	6	33%
Dept. of Geology and Min. Industries		*			*	
Dept. of Land Conservation and Dev.		*		3	3	100%
Dept. of Public Safety Stds. and Train.	1	1	100%	1	1	100%
Dept. of Revenue		*		5	6	83%
Dept. of State Lands	1	1	100%	0	*	
Employment Relations Board		*			*	
Higher Ed. Coordinating Commission		*			*	
Land Use Board of Appeals		*			*	
Mental Health Regulatory Agency		*			*	
Occ. Therapy Licensing Board		*			*	
Office of the Long-Term Care Omb.		*		1	2	50%
Office of the Pub. Records Advocate		*			*	
Ore. Advocacy Commissions Office		*		0	1	0%
Ore. Board of Chiropractic Examiners		*			*	
Ore. Board of Dentistry		*			*	
Ore. Bd. for S.-L. Path. and Audiology		*			*	
Ore. Board of Massage Therapists		*			*	
Ore. Board of Medical Imaging		*			*	
Ore. Board of Naturopathic Medicine		*			*	
Ore. Board of Optometry		*		0	1	0%
Ore. Board of Pharmacy		*		0	1	0%
Ore. Board of Physical Therapy		*			*	
Ore. Board of Tax Practitioners		*			*	
Ore. Commission for the Blind		*			*	

* Agency did not have required employees during the reporting period

Foundational Training	Enrollment			Completion		
	Enrolled within 5 days	Total required	% enrolled on time	Completed within 4 mos.	Total required	% completed on time
Ore. Dept. of Aviation		*			*	
Ore. Dept. of Education		*		5	7	71%
Ore. Dept. of Emergency Mgmt.		*		1	2	50%
Ore. Dept. of Energy		*		2	3	67%
Ore. Dept. of Fish and Wildlife	2	2	100%	7	8	88%
Ore. Dept. of Forestry	3	3	100%	4	10	40%
Ore. Dept. of Human Services	15	15	100%	38	64	59%
Ore. Dept. of Transportation	3	4	75%	10	15	67%
Ore. Dept. of Veterans' Affairs		*		0	2	0%
Ore. Employment Dept.	-	1	0%	14	17	82%
Ore. Government Ethics Commission		*			*	
Ore. Health Authority	6	9	67%	40	59	68%
Ore. Housing and Community Servs.	2	2	100%	3	20	15%
Ore. Liquor and Cannabis Comm.	2	2	100%	1	3	33%
Ore. Medical Board		*			*	
Ore. Military Dept.		*		1	1	100%
Ore. Mortuary and Cemetery Board		*			*	
Ore. Parks and Recreation Dept.	1	1	100%	2	6	33%
Ore. Public Defense Commission		*			*	
Ore. Racing Commission		*			*	
Ore. State Board of Nursing		*		2	2	100%
Ore. State Fire Marshal	1	1	100%	0	1	0%
Ore. State Lottery		*		2	2	100%
Ore. State Marine Board		*			*	
Ore. State Police		*		4	9	44%
Ore. Veterinary Medical Exam. Board		*			*	
Ore. Water Resources Dept.		*		2	2	100%
Ore. Watershed Enhancement Board		*		0	1	0%
Ore. Youth Authority		*		7	9	78%
Psychiatric Security Review Board		*			*	
Public Employees Retire. System	1	1	100%	2	4	50%
Public Utility Commission		*		1	3	33%
Real Estate Agency		*		1	1	100%
State Library of Oregon		*		1	1	100%
Teacher Stds. and Practices Comm.		*		0	1	0%
All reporting agencies	50	59	85%	197	324	61%

* Agency did not have required employees during the reporting period

Uplift Your Benefits Training

	Completed within 30 days	Total required	% completed on time
Board of Accountancy		*	
Board of Licensed Social Workers		*	
Board of Parole and Post-Prison Supervision	1	1	100%
Business Oregon	5	5	100%
Construction Contractors Board		*	
Criminal Justice Commission		*	
Dept. of Administrative Services	10	10	100%
Dept. of Agriculture	3	3	100%
Dept. of Consumer and Business Services	19	19	100%
Dept. of Corrections	82	93	88%
Dept. of Early Learning and Care	5	5	100%
Dept. of Environmental Quality	18	18	100%
Dept. of Geology and Mineral Industries		*	
Dept. of Land Conservation and Development	8	8	100%
Dept. of Public Safety Standards and Training	7	8	88%
Dept. of Revenue	9	9	100%
Dept. of State Lands	4	5	80%
Employment Relations Board		*	
Higher Education Coordinating Commission	8	8	100%
Land Use Board of Appeals	0	1	0%
Mental Health Regulatory Agency		*	
Occupational Therapy Licensing Board		*	
Office of the Long-Term Care Ombudsman	2	2	100%
Office of the Public Records Advocate		*	
Ore. Advocacy Commissions Office		*	
Ore. Board of Chiropractic Examiners		*	
Ore. Board of Dentistry		*	
Ore. Bd. for Speech-Language Pathology and Audiology	1	1	100%
Ore. Board of Massage Therapists	0	1	0%
Ore. Board of Medical Imaging		*	
Ore. Board of Naturopathic Medicine		*	
Ore. Board of Optometry	1	1	100%
Ore. Board of Pharmacy	1	1	100%
Ore. Board of Physical Therapy		*	
Ore. Board of Tax Practitioners		*	

* Agency did not have required employees during the reporting period

Uplift Your Benefits Training

	Completed within 30 days	Total required	% completed on time
Ore. Commission for the Blind	1	1	100%
Ore. Dept. of Aviation		*	
Ore. Dept. of Education	15	15	100%
Ore. Dept. of Emergency Management	2	2	100%
Ore. Dept. of Energy	3	3	100%
Ore. Dept. of Fish and Wildlife	16	17	94%
Ore. Dept. of Forestry	7	7	100%
Ore. Dept. of Human Services	204	210	97%
Ore. Dept. of Transportation	53	60	88%
Ore. Dept. of Veterans' Affairs	1	1	100%
Ore. Employment Dept.	13	14	93%
Ore. Government Ethics Commission		*	
Ore. Health Authority	148	176	84%
Ore. Housing and Community Services	17	17	100%
Ore. Liquor and Cannabis Commission	4	4	100%
Ore. Medical Board	1	1	100%
Ore. Military Dept.	8	9	89%
Ore. Mortuary and Cemetery Board		*	
Ore. Parks and Recreation Dept.	3	3	100%
Ore. Public Defense Commission	8	8	100%
Ore. Racing Commission		*	
Ore. State Board of Nursing		*	
Ore. State Fire Marshal	2	2	100%
Ore. State Lottery	5	5	100%
Ore. State Marine Board	1	1	100%
Ore. State Police	19	20	95%
Ore. Veterinary Medical Examining Board		*	
Ore. Water Resources Dept.	2	2	100%
Ore. Watershed Enhancement Board	1	1	100%
Ore. Youth Authority	31	33	94%
Psychiatric Security Review Board	2	2	100%
Public Employees Retirement System	6	6	100%
Public Utility Commission	7	7	100%
Real Estate Agency	2	2	100%
State Library of Oregon		*	
Teacher Standards and Practices Commission	1	1	100%
All reporting agencies	767	829	93%

* Agency did not have required employees during the reporting period

Performance Accountability and Feedback Training

	Completed within 30 days	Total required	% completed on time
Board of Accountancy		*	
Board of Licensed Social Workers		*	
Board of Parole and Post-Prison Supervision		*	
Business Oregon		*	
Construction Contractors Board		*	
Criminal Justice Commission		*	
Dept. of Administrative Services	3	4	75%
Dept. of Agriculture		*	
Dept. of Consumer and Business Services	2	2	100%
Dept. of Corrections	5	12	42%
Dept. of Early Learning and Care	3	4	75%
Dept. of Environmental Quality	1	5	20%
Dept. of Geology and Mineral Industries		*	
Dept. of Land Conservation and Development		*	
Dept. of Public Safety Standards and Training	1	1	100%
Dept. of Revenue		*	
Dept. of State Lands	2	2	100%
Employment Relations Board		*	
Higher Education Coordinating Commission		*	
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		*	
Ore. Advocacy Commissions Office		*	
Ore. Board of Chiropractic Examiners		*	
Ore. Board of Dentistry		*	
Ore. Bd. for Speech-Language Pathology and Audiology		*	
Ore. Board of Massage Therapists		*	
Ore. Board of Medical Imaging		*	
Ore. Board of Naturopathic Medicine		*	
Ore. Board of Optometry		*	
Ore. Board of Pharmacy		*	
Ore. Board of Physical Therapy		*	
Ore. Board of Tax Practitioners		*	
Ore. Commission for the Blind		*	
Ore. Dept. of Aviation		*	

* Agency did not have required employees during the reporting period

Performance Accountability and Feedback Training

	Completed within 30 days	Total required	% completed on time
Ore. Dept. of Education	2	2	100%
Ore. Dept. of Emergency Management		*	
Ore. Dept. of Energy		*	
Ore. Dept. of Fish and Wildlife	2	4	50%
Ore. Dept. of Forestry	4	6	67%
Ore. Dept. of Human Services	29	31	94%
Ore. Dept. of Transportation	5	8	63%
Ore. Dept. of Veterans' Affairs	0	1	0%
Ore. Employment Dept.	1	2	50%
Ore. Government Ethics Commission		*	
Ore. Health Authority	7	14	50%
Ore. Housing and Community Services	2	2	100%
Ore. Liquor and Cannabis Commission	2	2	100%
Ore. Medical Board		*	
Ore. Military Dept.		*	
Ore. Mortuary and Cemetery Board		*	
Ore. Parks and Recreation Dept.	1	1	100%
Ore. Public Defense Commission		*	
Ore. Racing Commission		*	
Ore. State Board of Nursing		*	
Ore. State Fire Marshal	1	1	100%
Ore. State Lottery		*	
Ore. State Marine Board		*	
Ore. State Police	3	3	100%
Ore. Veterinary Medical Examining Board		*	
Ore. Water Resources Dept.		*	
Ore. Watershed Enhancement Board		*	
Ore. Youth Authority		*	
Psychiatric Security Review Board		*	
Public Employees Retirement System	1	1	100%
Public Utility Commission		*	
Real Estate Agency		*	
State Library of Oregon		*	
Teacher Standards and Practices Commission		*	
All reporting agencies	77	108	71%

* Agency did not have required employees during the reporting period