



OREGON AGENCY EXPECTATIONS

Progress Report

Sept. 29, 2025

Covering April 1 – June 30, 2025

[Office of Strategic Initiatives and Enterprise Accountability](#)

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Introduction

In January 2023, Oregon Governor Tina Kotek outlined 11 expectations for state agency operations. This report updates progress made in meeting expectations. This report¹ updates eight of the 11 measures. It details the actions agencies have taken to meet expectations and reports performance data.

Agencies made the following progress:



Agencies are actively implementing audit recommendations in place: 96% of recommendations due have been implemented.



Nearly all agencies have current strategic plans developed internally and referred to often. Agencies are actively implementing strategic actions, estimating themselves on average to be around 60% of the way to achieving agency goals set forth in their plans.



Agencies reporting diversity, equity (DEI) and inclusion plan progress in alignment with agency strategic plans: 67 of 71 agencies reported their progress in DEI initiatives.



Agencies delivering information technology (IT) strategic plans declines: 63 of 71 agencies completed their required new or revised agency IT strategic plans on time.



Performance reviews for agency directors are on track: 27 of 29 agency director 360s reviews scheduled to occur from July 1, 2024 through June 30, 2025 have been completed.



Performance feedback remains steady: 54 of the 66 agencies that had required employee check-ins completed at least 90%.



Recruitment timelines have decreased by eight days, while vacancy rates remain steady. Agencies are now filling positions within an average of 52 days, with 10% of positions still vacant. Seventy-five percent of agencies have met this quarter's expectation.



Performance completing required training is mixed:

- Customer Service: **99%** (remains the same)
- Foundational Training for Managers: **53%** (decrease from 61%)
- Performance Feedback Training: **60%** (decrease from 71%)

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

- New Employee Orientations: **90% (increase from 79%)**
- Uplift Your Benefits: **96% (increase from 95%)**

Measures Covered in this Report

Audit Accountability

State agencies report to DAS on audit recommendation status twice a year.

Objectives: Agencies track recommendations made since Jan. 1, 2023, resulting from Secretary of State audits and agency internal audits.

Supporting Strategic Planning and Measuring Agency Performance

Agencies will develop and follow a strategic plan using goals outlined by the Governor's Office.

Objective: State agencies develop plans with agency leadership and in partnership with direct service employees, community partners, tribes, underrepresented communities and applicable boards and commissions responsible for oversight of the organization.

State Government Commitment to Diversity, Equity and Inclusion

All agencies will develop and submit a diversity, equity and inclusion plan updated every two years.

Objectives: Agencies will create a DEI plan to serve as an overarching DEI strategy tool, and an affirmative action plan, to achieve affirmative action goals.

Managing Information Technology Progress

State agencies report to EIS on IT strategic plan progress annually. The reports are due by June 1 of each year.

Objective: Agencies are to develop and maintain a business-driven and enterprise-aligned IT strategic plan supporting the organization's strategic priorities.

Performance Reviews for Agency Directors

All agency directors will have a 360-performance evaluation every two years.

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

Performance Feedback for Employees

Each agency completes 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

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

Agency Hiring Practices

Each agency maintains an average of 50 or fewer days to complete competitive recruitments and actively manage vacancies³, reporting quarterly the reason for each.

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

Developing New Employees and Managers

- All agencies have a new employee 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.

Expectations Reporting Schedule

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

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

Audit Accountability

Implementation rate for recommendations due during the reporting period: 96%⁴

Agencies reported on 104 audit reports covering 618 total recommendations.

- Total recommendations = 618
- Recommendations not yet due = 300
- Recommendations closed⁵ = 14
- Recommendations due by end of period = 304
 - Recommendations implemented by end of period = 293
 - Recommendations not implemented and overdue = 11

The total overdue recommendations decreased from 22 to 11. No agency reported more than two overdue recommendations.

In general, agency internal auditors noted their agencies were making progress and overdue recommendations were often partially implemented or waiting on validation from external auditors.

The high implementation rate is a positive sign. However, implementation status can change over time as internal and external auditors perform follow-up work to verify if management has fully implemented the recommendation or otherwise resolved the underlying audit findings. Additionally, expected implementation dates can change when agency priorities or resources shift.

⁴ Details in [Appendix A](#).

⁵ Recommendations closed due to management disagreeing with the recommendation, accepting the risk or determining the recommendation is no longer relevant to business practice

Supporting Strategic Planning and Measuring Agency Performance

Agencies with a current strategic plan in place: 94%⁶

Agencies were asked to report their strategic plan progress through an online survey. 64 out of 71 agencies have a current strategic plan in place. Four agencies do not have a plan, and three agencies did not respond to the survey.

Over half of strategic plans were initiated within the past year, with the average plan covering the period from 2023 to 2027. Nearly two-thirds of these plans will expire within the next two years. Most agencies developed their strategic plans internally, 80% of respondents consult their plans at least monthly, and 60% discuss them with their teams frequently.

Seventy-three percent outline between three-and-five top-level priorities. Eight agencies have already implemented actions on nearly all their strategic plan priorities.

On average, respondents rated their agencies as being 61% of the way toward achieving their strategic plan goals. However, 23% of priorities are still awaiting active implementation, while action is widespread on nearly a third of agency priorities, and 15% of priorities have been fully implemented.

To track progress, agencies most frequently rely on internal meetings, though 62% do not report publicly on their strategic plan progress. Additionally, 10% of agencies are actively developing their next strategic plan. Few agencies have yet to define how they will develop their next strategic plan, with three agencies having plans that expire this year but are still determining their next steps.

⁶ Details in [Appendix B](#).

State Government Commitment to Diversity, Equity and Inclusion

Agencies with a diversity, equity and inclusion plan in place: 96%⁷

Survey Results

The timing of DEI plan updates has changed to align with the strategic planning process. As a result, all agencies will submit a new DEI Plan June 2027. Agencies are still required to report progress on their DEI Plans annually starting this year.

The survey results revealed that 64 out of 71 agencies have a current DEI plan in place. Three agencies do not have a plan and four agencies did not respond to the survey. Over half of these plans were initiated within the past year. Nearly a third of DEI plans will expire this calendar year, and 87% will expire within the next two years. Most DEI plans were developed by a DEI officer or an agency director.

Agencies are continuing to make progress toward their goals, with most accomplishing at least one goal. Agencies report implementation of 167 of the 329 top-level priorities across all agency DEIB plans (51%) is already widespread or complete.

Twenty-eight percent of respondents report consulting their DEI plans at least weekly, while a quarter consult them infrequently. Seventy percent of respondents say DEI plans come up in discussion at least monthly.

DEI plans vary widely in the number of priorities, though 60% of plans contain three to five priorities. On average, respondents rated their agencies as 61% of the way toward achieving their DEI plan goals. Over half of the priorities are reported as having actions complete or widely implemented throughout the agency.

Most agencies monitor progress through internal meetings and communication, with fewer than half using data analysis to track DEI plan progress. Additionally, 69% of agencies do not report publicly on their DEI plan progress.

Looking ahead, 13 agencies are actively working on the next iteration of their DEI plans. 21 agencies follow a regular planning cycle for their DEI plans, while four agencies have plans that expire this year and are still determining their next steps.

⁷ Details in [Appendix C](#).

Agency Check-Ins and DEI Cohorts

The Office of Cultural Change (OCC) is meeting with every agency to check in on progress, explore barriers to implementation, uplift milestones and wins, as well as offer support. Agencies recognize barriers and places where they are behind in meeting their goals, oftentimes due to a lack of resources.

In addition, OCC continues to meet quarterly with agencies in DEI cohorts to provide support, capacity building and consulting around both DEI plans and general equity-related initiatives. Cohort attendance is strong. DEI practitioners continue to show up consistently alongside other agency representatives. A new public safety cohort was formed based on 2024 feedback.

Managing Information Technology Progress

IT strategic plans due before close of reporting period: 89%⁸


Most agencies have successfully updated their IT strategic plans to ensure alignment with their corresponding business strategic plans. Significantly, agencies previously exempt from reporting requirements due to having 50 or fewer full-time employees are now incorporated into the IT strategic planning performance measurement framework.

Of 71 agencies required to report, 63 submitted plans or updates.

EIS Review Process

The EIS Assistant State Chief Information Officer (ASCIO) team has reviewed all IT strategic plans and annual progress reports using evaluation criteria grounded in industry best practices and recognized frameworks. In addition to this review, the team engages directly with agencies to share tailored feedback and provide guidance. These collaborative sessions are designed to support continuous improvement in future strategic plan updates and annual progress reports, which are due each June.

Review Criteria: Agency Annual IT Progress Report



	✓	✗	
Executive Summary	<input type="checkbox"/>	<input type="checkbox"/>	Does the report provide a brief overview of the progress made against the strategic plan?
Strategic Objectives	<input type="checkbox"/>	<input type="checkbox"/>	Does the report outline each strategic objective from the plan and an update on progress made toward each?
Metrics and Targets	<input type="checkbox"/>	<input type="checkbox"/>	Does the report on the outcomes established to measure progress toward each objective? Includes both current performance metrics and any trends observed?
Initiatives	<input type="checkbox"/>	<input type="checkbox"/>	Does the report details of the initiatives or projects undertaken to support the strategic objectives? Including updates on the status of each initiative, any challenges encountered, and how they are being addressed?
Resource Allocation	<input type="checkbox"/>	<input type="checkbox"/>	Does the report description of resources such as budget, personnel, and technology allocated to support the strategic plan?
Risks and Mitigation Strategies	<input type="checkbox"/>	<input type="checkbox"/>	Does the report identify any risks that may impact the achievement of the strategic objectives and outline of the strategies in place to mitigate them?
Next Steps	<input type="checkbox"/>	<input type="checkbox"/>	Does the report provide insight into the next steps to be taken to further progress toward the strategic objectives, including any adjustments to the plan based on current performance and conditions?
Conclusion	<input type="checkbox"/>	<input type="checkbox"/>	Does the report summarize the overall progress against the strategic plan and highlights of any significant achievements or areas for improvement?

⁸ Details in [Appendix D](#).

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 schedule⁹ of three-to-five reviews monthly to distribute agency evaluations across each biennium. CHRO regularly updates the schedule to reflect leadership transitions.

Reporting agencies follow an established process based on agency size and include engagement with board or commission leadership when appropriate. Agencies with 75 or more employees use a statewide contract with Gallup to administer director evaluations, while smaller agencies may use a standardized, alternate process implemented in fall 2024.

Percentage of 360 performance reviews for agency directors scheduled that occurred (July 1, 2024 - June 30, 2025): 93%

The following reporting agencies completed scheduled director reviews:

2024 (July - December)	2025 (January - June)
Department of Land Conservation and Development	Business Oregon
Higher Education Coordinating Commission	Construction Contractors Board
Occupational Therapy Licensing Board	Department of Agriculture
Office of the Long Term Care Ombudsman	Department of Early Learning and Care
Oregon Board of Medical Imaging	Department of Environmental Quality
Oregon Department of Aviation	Department of Public Safety Standards and Training
Oregon Department of Human Services	Oregon Commission for the Blind
Oregon Department of Transportation	Oregon Health Authority
Oregon State Board of Nursing	Oregon Liquor and Cannabis Commission
Oregon State Marine Board	Oregon Parks and Recreation Department
	Oregon State Fire Marshal
	Psychiatric Security Review Board

The Employment Relations Board was scheduled for a review in fall 2024 but has not yet finished the evaluation process. The agency will complete the review by the third quarter of 2025. An additional nine directors are scheduled for review in the third quarter of 2025. The Oregon Department of Forestry and the Department of Consumer and Business Services were scheduled for the second quarter of 2025, and because of leadership changes, are rescheduled for 2026.

⁹ Details in [Appendix E](#).

Performance Feedback for Employees

Oregon state government requires managers to conduct quarterly check-ins with their employees. Each agency is expected to maintain a 90% or higher quarterly check-in completion rate.

Statewide percentage of required check-ins occurring on time: 95%¹⁰

Managers must meet with each employee to provide feedback on the employee's goals and expectations and document the check-in no later than July 31, 2025.

- 54 of the 66 executive branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarter's check-ins.
- An additional four agencies had a check-in completion rate between 80% and 90%.

Of the 66 agencies required to complete check-ins for the quarter, the following agencies did not reach at least 80% compliance:

- Oregon Public Utility Commission
- Oregon Public Defense Commission
- Oregon Racing Commission
- Oregon State Board of Nursing
- Board of Examiners for Speech-Language Pathology & Audiology
- Department of Environmental Quality
- Higher Education Coordinating Commission
- Board of Licensed Social Workers

In future months, DAS CHRO will meet with the agencies below 80% compliance to support them in meeting the Governor's expectations.

¹⁰ Details in [Appendix F](#).

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 52 days on average in Q2 2025¹¹.

Proactive measures such as forecasting recruitment timelines, sourcing and outreach to job seekers, as well as expediting interviews, reference checks and job offers have continued to decrease the average time to fill.

Quarterly Time to Fill Data:

The table below 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 that met the 50-day goal that quarter.

Year	Quarter	Days to Fill	# agencies hiring	# agencies 50 or fewer days	% agencies 50 or fewer days
2023	Q1	70 days	49	4	28%
	Q2	65 days	49	15	50%
	Q3	66 days	55	23	62%
	Q4	60 days	52	17	56%
2024	Q1	61 days	46	16	48%
	Q2	59 days	46	17	60%
	Q3	56 days	44	23	69%
	Q4	53 days	49	27	54%
2025	Q1	60 days	44	24	55%
	Q2	52 days	48	36	75%

¹¹ Details in [Appendix G](#).

Vacancy Rates

The vacancy rate for Q2 2025 was 9.9%¹².

Agencies are required to report vacancy rates on a quarterly basis. DAS reviews vacancy reports through Workday. To align with reporting presented to the Legislature, vacancies open for six months or longer are also shown.

Year	Quarter	Total positions	Total vacant positions	Positions vacant longer than 6 months	Positions vacant	Positions Vacant longer than 6 months
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%
2025	Q4	46,070	5,409	2,729	11.7%	5.9%
	Q1	43,866	4,396	2,436	10.0%	5.6%
	Q2	43,412	4,277	2,455	9.9%	5.7%

¹² Details in [Appendix G](#).

Developing New Employees and Managers

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, Judicial Department, Inside Oregon Enterprises, Oregon Travel Information Council, Secretary of State, Treasury or a semi-independent agency to the Executive Branch. All new employees must complete the training within 60 days of being hired.

This reporting period is from April 1, 2025 through June 30, 2025. Of the 755 new hires hired during this period:

- 707 employees completed the training within 60 days of being hired.
- 44 employees haven't completed the training but are still within 60 days.
- Three 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 53% 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. All new managers must enroll into a cohort within five business days of being hired. New managers must complete the Foundational Training Program within four months of their position start date.

This reporting period is from July 1, 2024 through June 30, 2025. Of the 403 new managers hired during this period:

- 133 new managers completed the training within four months of being hired.
- 52 new managers completed the training over four months of being hired.
- 66 new managers have not completed the training and are over four months.
- 152 new managers have not completed the training but are still within four months.

DAS will be reaching out to the agencies with managers who have not completed this training to ensure timely completion.

Performance Accountability and Feedback Training

Reporting agencies achieved 60% compliance¹³.

These trainings are automatically assigned to all new managers in the executive branch or current executive branch employees who are promoted into a permanent or limited duration supervisory management position. All new managers must complete the three online self-paced training modules within 30 days of being hired or position start date.

This reporting period is from April 1, 2025, through June 30, 2025. Of the 112 new managers hired during this period:

- 56 new managers completed the training within 30 days of being hired.
- 25 new managers completed the training after 30 days of being hired.
- 12 new managers haven't completed the training and are over 30 days of being hired.
- 19 new managers haven't completed the training but are still within 30 days.

New Employee Orientation

Reporting agencies achieved 90% compliance.

This training is assigned by agencies 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. All new employees must complete the training within 60 days of being hired.

This reporting period is from April 1, 2025 through June 30, 2025. Of the 923 new employees hired during this period:

- 645 new employees completed the training within 60 days of being hired.
- 65 new employees have not completed the training and are over 60 days of being hired.
- Five new employees completed the training after 60 days of being hired. 208 new employees have not completed the training but are still within 60 days.

¹³ Details in [Appendix F](#).

Uplift Your Benefits

Reporting agencies achieved 96% compliance.

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

This reporting period is from April 1, 2025 through June 30, 2025. Of the 751 new employees hired during this period:

- 656 employees completed the workshop within 30 days of assignment.
- 13 employees completed the workshop after the 30-day window.
- 15 employees have not completed the workshop and are past the 30-day window.
- 67 employees have not completed the workshop but are still within the 30-day window.

This reflects a strong overall compliance rate, with most new hires completing the training on time. The increase in employees still within the 30-day window suggests a recent wave of onboarding, and we expect many of these completions to be recorded in the coming weeks.

To ensure continued improvement, we will monitor agencies where employees are more likely to complete the training after the 30-day window. Our partnership coordinator will connect with these agencies to identify barriers and offer tailored support, with the goal of helping new employees access and complete their training within the recommended timeframe.

Conclusion

Agencies have made significant progress in several areas. They are diligently implementing audit recommendations and actively working towards strategic goals. DEI initiatives are well-reported and aligned with strategic plans. IT strategic management is strong, with most plans completed on time.

Performance management is on track, with most scheduled 360 reviews completed and steady employee check-ins. Recruitment timelines have improved, though vacancy rates remain steady.

Training completion rates vary, with high performance in some areas but room for improvement in others. Overall, agencies are making significant strides, reflecting a commitment to strategic goals and continuous improvement.

Appendix A: Audit Accountability

Statewide Status of All Audit Recommendations

	Implemented		Past Due		Total
All reporting agencies ¹⁴	293	96%	11	4%	304

Internal Audits

	Implemented		Past Due		Total
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Met Expectation

Office of the Long-Term Care Ombudsman	15	100%	0	0%	15
Oregon Department of Corrections	5	100%	0	0%	5
Oregon Department of Emergency Management	5	100%	0	0%	5
Oregon Department of Energy	1	100%	0	0%	1
Oregon Department of Fish and Wildlife	3	100%	0	0%	3
Oregon Department of Human Services	21	100%	0	0%	21
Oregon Department of Transportation	13	100%	0	0%	13
Oregon Health Authority	35	100%	0	0%	35
Oregon Liquor and Cannabis Commission	9	100%	0	0%	9
Oregon Lottery	3	100%	0	0%	3
Oregon Military Department	28	100%	0	0%	28
Oregon Youth Authority	8	100%	0	0%	8

Did not meet expectation

Oregon Department of Revenue	17	94%	1	6%	18
Oregon Department of Forestry	9	90%	1	10%	10
Department of Consumer and Business Services	11	85%	2	15%	13
Oregon Department of Education	2	50%	2	50%	4
Oregon Public Defense Commission	0	0%	2	100%	2

All reporting agencies	213	96%	8	4%	221
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Secretary of State Audits

	Implemented		Past Due		Total
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Met Expectation

Department of Administrative Services	3	100%	0	0%	3
Department of Early Learning and Care	4	100%	0	0%	4
Higher Education Coordinating Commission	2	100%	0	0%	2
Oregon Department of Education	6	100%	0	0%	6
Oregon Department of Human Services	18	100%	0	0%	18
Oregon Department of Transportation	7	100%	0	0%	7
Oregon Health Authority	30	100%	0	0%	30
Oregon Housing and Community Services	6	100%	0	0%	6

¹⁴ Reporting agencies not listed either did not have audit activity or recommendations due.

Oregon Medical Board	1	100%	0	0%	1
Oregon State Police	1	100%	0	0%	1
Did not meet expectation					
Oregon Liquor and Cannabis Commission	1	50%	1	50%	2
Oregon Department of Emergency Management	1	33%	2	67%	3
All reporting agencies	80	96%	3	5%	83

Appendix B: Agency Strategic Plans

Statewide Status of Strategic Plans	#	%
Met expectation (Strategic plan currently in place; update submitted on time)	60	84.5%
Did not meet expectation	11	15.5%
Plan not currently in place or update submitted late	8	11.3%
No update submitted	3	4.2%
All reporting agencies	71	100%

No update submitted

Board of Licensed Social Workers

Oregon Public Defense Commission

Teacher Standards and Practices Commission

Plan not currently in place

Oregon Advocacy Commissions Office

Oregon Board of Optometry

Oregon Department of Aviation

Oregon Water Resources Department

Update submitted late

Office of the Public Records Advocate

Oregon Advocacy Commissions Office

Oregon Board of Tax Practitioners

Oregon Department of Fish and Wildlife

Oregon Veterinary Medical Examining Board

Appendix C: Agency Diversity, Equity and Inclusion Plans

Statewide Status of Diversity, Equity and Inclusion Plans	#	%
Met expectation (DEI plan currently in place; update submitted on time)	61	86%
Did not meet expectation	10	14%
Plan not currently in place or update submitted late	7	10%
No update submitted	3	4%
All reporting agencies	71	100%

No update submitted

Board of Licensed Social Workers

Oregon Public Defense Commission

Teacher Standards and Practices Commission

Plan not currently in place

Oregon Advocacy Commissions Office

Oregon Board of Optometry

Oregon Water Resources Department

Update submitted late

Office of the Public Records Advocate

Oregon Advocacy Commissions Office

Oregon Board of Tax Practitioners

Oregon Department of Fish and Wildlife

Oregon Veterinary Medical Examining Board

Appendix D: Agency Information Technology Plans

Status of Technology Planning	Revised IT Strategic Plan		Annual IT Progress Report		Combined	
	#	%	#	%	#	%
Met expectation (Revision and report on time)	63	89%	37	92.5%	100	90%
Did not meet expectation	8	11%	3	7.5%	11	10%
Submitted late	2	3%	3	7.5%	5	
Not submitted	6	8%	0	0%	6	
Exempt (1st year plan required)	0		31		31	
Non-exempt actions - all reporting	71	100%	40	100%	111	100%

Annual IT Progress Report Not Submitted

Oregon Employment Department

Oregon Parks and Recreation Department

Oregon Public Utility Commission

Revised IT Strategic Plan Not Submitted

Office of the Public Records Advocate

Oregon Advocacy Commissions Office

Oregon Board of Optometry

Oregon Department of Aviation

Oregon Employment Department

Oregon Housing and Community Services

Revised IT Strategic Plan Late

Criminal Justice Commission

Board of Examiners for Speech-Language Pathology & Audiology

Appendix E: Director Performance Review Schedule

	2025 (Odd-numbered years)	2026 (Even-numbered years)
January	Oregon Board of Physical Therapy Oregon Health Authority Oregon Liquor and Cannabis Commission	State Board of Chiropractic Examiners
February	Department of Early Learning and Care Commission for the Blind Oregon Parks and Recreation Department Oregon State Fire Marshal	Mental Health Regulatory Agency Oregon Water Resources Department Oregon Watershed Enhancement Board
March	Department of Environmental Quality Oregon Housing and Community Services	Oregon Board of Dentistry Oregon Medical Board
April	Board of Licensed Social Workers Business Oregon Oregon Department of Agriculture Department of Public Safety Standards and Training Oregon Department of Energy	Criminal Justice Commission State Library of Oregon
May	Psychiatric Security Review Board	Oregon Public Defense Commission
June	Construction Contractors Board Oregon Department of Geology and Mineral Industries	Board of Accountancy Board of Parole Oregon Veterinary Medical Examining Board
July	Oregon Department of Education Public Employee Retirement System	Employment Relations Board Oregon State Board of Massage Therapists Oregon Board of Naturopathic Medicine
August	Board of Examiners of Speech-Language Pathology & Audiology Oregon Board of Tax Practitioners	Oregon Department of Aviation Oregon State Board of Nursing

	2025 (Odd-numbered years)	2026 (Even-numbered years)
September	Office of the Long-Term Care Ombudsman Office of the Public Records Advocate Oregon Department of Emergency Management Oregon Department of Veterans' Affairs Oregon Lottery	Department of Administrative Services Oregon Occupational Therapy Licensing Board Oregon Department of Transportation Oregon Employment Department
October	Oregon Board of Optometry Oregon Mortuary and Cemetery Board Oregon Racing Commission Oregon State Police	Oregon Department of Revenue Oregon Public Utility Commission
November	Oregon Department of Corrections Oregon Government Ethics Commission Oregon Real Estate Agency	Department of Land Conservation and Development Oregon Department of State Lands Oregon Board of Medical Imaging Oregon Board of Pharmacy
December	Oregon Land Use Board of Appeals Oregon Department of Fish and Wildlife Oregon Military Department	Higher Education Coordinating Commission Oregon State Marine Board

Appendix F: Performance Feedback for Employees¹⁵

Performance Feedback for Employees Expectation: 90%+ completed	Check-Ins Complete %	Check-Ins Complete #	Total Required Check-Ins
Met expectation			
Board of Accountancy	100%	5	5
Business Oregon	100%	148	148
Construction Contractors Board	100%	53	53
Criminal Justice Commission	100%	14	14
Department of Administrative Services	100%	649	652
Department of Early Learning and Care	100%	256	257
Department of Public Safety Standards and Training	100%	81	81
Employment Relations Board	100%	7	7
Office of the Long-Term Care Ombudsman	100%	32	32
Office of the Public Records Advocate	100%	1	1
Oregon Board of Dentistry	100%	5	5
Oregon Board of Medical Imaging	100%	3	3
Oregon Board of Naturopathic Medicine	100%	1	1
Oregon Board of Pharmacy	100%	17	17
Oregon Board of Tax Practitioners	100%	1	1
Oregon Department of Aviation	100%	13	13
Oregon Department of Energy	100%	73	73
Oregon Department of Fish and Wildlife	100%	718	718
Oregon Department of Geology and Mineral Industries	100%	39	39
Oregon Department of Revenue	100%	854	854
Oregon Lottery	100%	430	432
Oregon Medical Board	100%	35	35
Oregon Military Department	100%	286	286
Oregon Mortuary and Cemetery Board	100%	5	5
Oregon Real Estate Agency	100%	26	26
Oregon State Board of Massage Therapists	100%	2	2
Oregon State Marine Board	100%	34	34
Oregon State Police	100%	977	977
Oregon Veterinary Medical Examining Board	100%	2	2
Oregon Watershed Enhancement Board	100%	35	35
Psychiatric Security Review Board	100%	8	8
State Board of Chiropractic Examiners	100%	3	3

¹⁵ Reporting agencies not listed did not have check ins required this period.

Performance Feedback for Employees Expectation: 90%+ completed	Check-Ins Complete %	Check-Ins Complete #	Total Required Check-Ins
State Library of Oregon	100%	37	37
Teacher Standards and Practices Commission	100%	19	19
Department of Land Conservation and Development	99%	83	84
Oregon Department of Agriculture	99%	256	258
Oregon Youth Authority	99%	604	609
Oregon Department of Corrections	98%	4,188	4,288
Oregon Department of Education	98%	488	500
Oregon Liquor and Cannabis Commission	98%	214	218
Oregon State Fire Marshal	98%	127	129
Public Employee Retirement System	98%	348	355
Department of Consumer and Business Services	97%	644	664
Oregon Employment Department	97%	1,381	1,430
Oregon Department of Veterans' Affairs	96%	64	67
Oregon Department of Human Services	95%	8,753	9,178
Oregon Department of Forestry	93%	461	495
Oregon Department of Transportation	93%	3,375	3,616
Oregon Government Ethics Commission	93%	13	14
Oregon Health Authority	93%	3,405	3,678
Oregon Housing and Community Services	93%	288	309
Oregon Parks and Recreation Department	93%	327	351
Commission for the Blind	92%	35	38
Oregon Department of Emergency Management	91%	73	80
Did not meet expectation			
Mental Health Regulatory Agency	89%	8	9
Oregon Water Resources Department	88%	159	181
Board of Parole	87%	20	23
Oregon Department of State Lands	85%	69	81
Department of Environmental Quality	80%	504	633
Oregon Public Utility Commission	79%	86	109
Higher Education Coordinating Commission	74%	102	138
Oregon Public Defense Commission	52%	71	136
Oregon State Board of Nursing	43%	20	47
Board of Licensed Social Workers	0%	0	5
Board of Examiners for Speech-Language Pathology & Audiology	0%	0	1
Oregon Racing Commission	0%	0	2
All reporting agencies	95%	31,035	32,601

Appendix G: 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 Q2 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](#).

Average days to fill

Expectation: 50 or fewer days

Met expectation

Commission for the Blind	8
Oregon Real Estate Agency	9
Psychiatric Security Review Board	13
Oregon Board of Dentistry	20
Oregon Lottery	20
Oregon Department of Energy	26
Department of Public Safety Standards and Training	29
Board of Parole	30
Oregon Military Department	32
Oregon Public Defense Commission	32
Oregon State Fire Marshal	32
Oregon Department of Revenue	34
Oregon Watershed Enhancement Board	34
Higher Education Coordinating Commission	36
Office of the Long-Term Care Ombudsman	36
Business Oregon	39
Department of State Lands	39
Oregon State Marine Board	39
Oregon Department of Veterans' Affairs	41
Construction Contractors Board	42
Oregon Department of Agriculture	42
Oregon Employment Department	42
Department of Administrative Services	43
Oregon Department of Corrections	43
Oregon State Police	43
Department of Early Learning and Care	45
Oregon Department of Fish and Wildlife	45
Department of Consumer and Business Services	47
Oregon Department of Emergency Management	47
Oregon Department of Forestry	47
Oregon Public Utility Commission	47

Average days to fill

Expectation: 50 or fewer days

Oregon Medical Board	48
Oregon Housing and Community Services	49
Public Employee Retirement System	49
State Library of Oregon	49
Oregon Parks and Recreation Department	50

Did not meet expectation

Oregon Department of Education	54
Oregon Department of Transportation	54
Oregon Water Resources Department	54
Oregon Youth Authority	54
Oregon Department of Human Services	56
State Board of Chiropractic Examiners	60
Department of Land Conservation and Development	62
Department of Environmental Quality	62
Oregon Health Authority	68
Oregon Mortuary and Cemetery Board	69
Oregon State Board of Nursing	78
Oregon Liquor and Cannabis Commission	96

All reporting agencies¹⁶ 52

¹⁶ Reporting agencies not listed did not report recruitments during the measurement period.

Vacancy Rates

This table displays the vacancy data for each agency within the Executive Branch in Q2 2025.

Vacancy Rates	Total Positions	Vacant	Vacant Long Term ¹⁷	Vacant %	Vacant Long Term %
Board of Accountancy	8	1	1	12.5%	12.5%
Board of Licensed Social Workers	8	1	0	12.5%	0.0%
Board of Parole	32	0	0	0.0%	0.0%
Business Oregon	196	13	14	6.6%	7.1%
Construction Contractors Board	60	4	3	6.7%	5.0%
Criminal Justice Commission	31	5	5	16.1%	16.1%
Department of Administrative Services	985	88	45	8.9%	4.6%
Oregon Department of Agriculture	415	73	57	17.6%	13.7%
Department of Consumer and	989	48	14	4.9%	1.4%
Oregon Department of Corrections	4,855	464	256	9.6%	5.3%
Department of Early Learning and	353	20	13	5.7%	3.7%
Department of Environmental Quality	863	76	49	8.8%	5.7%
Oregon Department of Geology and Mineral Industries	36	1	2	2.8%	5.6%
Department of Land Conservation and Development	103	9	3	8.7%	2.9%
Department of Public Safety Standards and Training	161	10	6	6.2%	3.7%
Oregon Department of Revenue	1,075	60	32	5.6%	3.0%
Oregon Department of State Lands	107	1	0	0.9%	0.0%
Employment Relations Board	14	0	0	0.0%	0.0%
Higher Education Coordinating Commission	183	22	14	12.0%	7.7%
Oregon Land Use Board of Appeals	7	0	0	0.0%	0.0%
Mental Health Regulatory Agency	15	0	0	0.0%	0.0%
Oregon Occupational Therapy Licensing Board	2	0	0	0.0%	0.0%
Office of the Long-Term Care Ombudsman	37	1	0	2.7%	0.0%
Office of the Public Records Advocate	2	0	0	0.0%	0.0%
Oregon Advocacy Commissions	4	1	0	25.0%	0.0%
State Board of Chiropractic Examiners	6	1	0	16.7%	0.0%
Oregon Board of Dentistry	9	1	0	11.1%	0.0%

¹⁷

Vacant longer than six months.

Vacancy Rates	Total Positions	Vacant	Vacant Long Term ¹⁷	Vacant %	Vacant Long Term %
State Board of Examiners for Speech-Language Pathology & Audiology	4	0	0	0.0%	0.0%
Oregon State Board of Massage Therapists	6	0	0	0.0%	0.0%
Oregon Board of Medical Imaging	3	0	0	0.0%	0.0%
Oregon Board of Naturopathic Medicine	4	0	0	0.0%	0.0%
Oregon Board of Optometry	2	0	0	0.0%	0.0%
Oregon Board of Pharmacy	24	3	0	12.5%	0.0%
Oregon Board of Physical Therapy	0	0	0		
Oregon Board of Tax Practitioners	2	0	0	0.0%	0.0%
Commission for the Blind	67	5	1	7.5%	1.5%
Oregon Department of Aviation	15	1	0	6.7%	0.0%
Oregon Department of Education	581	56	57	9.6%	9.8%
Oregon Department of Emergency Management	118	17	15	14.4%	12.7%
Oregon Department of Energy	101	4	6	4.0%	5.9%
Oregon Department of Fish and Wildlife	1,043	114	63	10.9%	6.0%
Oregon Department of Forestry	847	128	87	15.1%	10.3%
Oregon Department of Human Services	11,354	728	300	6.4%	2.6%
Oregon Department of Transportation	4,759	569	381	12.0%	8.0%
Oregon Department of Veterans' Affairs	101	7	0	6.9%	0.0%
Oregon Employment Department	1,994	318	184	15.9%	9.2%
Oregon Government Ethics Commission	15	0	0	0.0%	0.0%
Oregon Health Authority	5,730	795	549	13.9%	9.6%
Oregon Housing and Community Services	447	48	34	10.7%	7.6%
Oregon Liquor and Cannabis Commission	381	41	26	10.8%	6.8%
Oregon Medical Board	42	5	2	11.9%	4.8%
Oregon Military Department	480	101	59	21.0%	12.3%
Oregon Mortuary and Cemetery Board	7	0	0	0.0%	0.0%
Oregon Parks and Recreation	461	32	17	6.9%	3.7%
Oregon Public Defense Commission	177	10	5	5.6%	2.8%
Oregon Racing Commission	13	2	1	15.4%	7.7%
Oregon State Board of Nursing	62	7	2	11.3%	3.2%

Vacancy Rates	Total Positions	Vacant	Vacant Long Term ¹⁷	Vacant %	Vacant Long Term %
Oregon State Fire Marshal	163	10	4	6.1%	2.5%
Oregon Lottery	480	61	0	12.7%	0.0%
Oregon State Marine Board	40	1	0	2.5%	0.0%
Oregon State Police	1,383	133	69	9.6%	5.0%
Oregon Veterinary Medical Examining Board	5	0	0	0.0%	0.0%
Oregon Water Resources Department	251	23	12	9.2%	4.8%
Oregon Watershed Enhancement Board	34	1	0	2.9%	0.0%
Oregon Youth Authority	999	128	54	12.8%	5.4%
Psychiatric Security Review Board	12	1	0	8.3%	0.0%
Public Employee Retirement System	400	13	5	3.3%	1.3%
Oregon Public Utility Commission	147	10	5	6.8%	3.4%
Oregon Real Estate Agency	33	2	1	6.1%	3.0%
State Library of Oregon	41	2	0	4.9%	0.0%
Teacher Standards and Practices Commission	28	1	2	3.6%	7.1%
All reporting agencies	43,412	4,277	2,455	9.9%	5.7%

Appendix H: Developing New Employees and Managers

Customer Service Training Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Met expectation			
Business Oregon	2	2	100%
Construction Contractors Board	1	1	100%
Department of Administrative Services	15	15	100%
Department of Early Learning and Care	3	3	100%
Department of Environmental Quality	12	12	100%
Department of Public Safety Standards and	4	4	100%
Employment Relations Board	1	1	100%
Higher Education Coordinating Commission	2	2	100%
Oregon Department of Agriculture	6	6	100%
Oregon Department of Corrections	103	103	100%
Oregon Department of Education	4	4	100%
Oregon Department of Emergency Management	2	2	100%
Oregon Department of Energy	5	5	100%
Oregon Department of Fish and Wildlife	11	11	100%
Oregon Department of Forestry	14	14	100%
Oregon Department of Human Services	260	260	100%
Oregon Department of Revenue	16	16	100%
Oregon Department of State Lands	6	6	100%
Oregon Department of Veterans' Affairs	5	5	100%
Oregon Employment Department	5	5	100%
Oregon Housing and Community Services	11	11	100%
Oregon Liquor and Cannabis Commission	3	3	100%
Oregon Lottery	1	1	100%
Oregon Medical Board	1	1	100%
Oregon Military Department	11	11	100%
Oregon Parks and Recreation Department	7	7	100%
Oregon Public Defense Commission	9	9	100%
Oregon Public Utility Commission	2	2	100%
Oregon Racing Commission	2	2	100%
Oregon State Fire Marshal	4	4	100%
Oregon State Police	7	7	100%
Oregon Water Resources Department	7	7	100%
Oregon Youth Authority	15	15	100%
Public Employee Retirement System	6	6	100%
State Board of Chiropractic Examiners	1	1	100%

Customer Service Training Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Oregon Department of Transportation	45	46	98%
Oregon Health Authority	87	89	98%
Department of Consumer and Business Services	11	12	92%
All reporting agencies	707	711	99%

Foundational Training Expectation: 90%+ completed	Enrollment			Completion		
	Within 5 days	Required	On time	Within 4 months	Required	On time
Met expectation						
Business Oregon	2	2	100%	2	2	100%
Department of Land Conservation and Development	0	0	N/A	1	1	100%
Oregon Department of Agriculture	1	1	100%	2	2	100%
Oregon Department of Energy	1	1	100%	2	2	100%
Oregon Department of Revenue	3	3	100%	3	3	100%
Oregon Department of Emergency Management	1	1	100%	1	1	100%
Oregon Lottery	0	0	N/A	2	2	100%
Oregon Real Estate Agency	0	0	N/A	1	1	100%
Oregon State Fire Marshal	1	1	100%	1	1	100%
Oregon Water Resources Department	1	2	50%	1	1	100%
Department of Consumer and Business Services	5	5	100%	10	11	91%
Oregon Board of Pharmacy	1	1	100%	0	0	N/A
Did not meet expectation						
Oregon Department of Fish and Wildlife	2	3	67%	5	6	83%
Department of Early Learning and Care	0	0	N/A	3	4	75%
Oregon Department of Forestry	2	5	40%	6	8	75%
Department of Administrative Services	2	2	100%	4	6	67%
Oregon Department of Education	2	3	67%	4	6	67%
Oregon Youth Authority	0	2	0%	2	3	67%
Oregon Department of Transportation	6	11	55%	8	13	62%
Oregon Department of Human Services	16	20	80%	34	59	58%
Department of Public Safety Standards and Training	0	0	N/A	1	2	50%
Office of the Long-Term Care Ombudsman	0	0	N/A	1	2	50%
Oregon Employment Department	3	3	100%	3	6	50%
Oregon Public Utility Commission	0	1	0%	1	2	50%
Oregon Health Authority	15	21	71%	17	39	44%
Oregon State Police	3	3	100%	3	7	43%
Oregon Department of Corrections	3	5	60%	9	22	41%
Department of Environmental Quality	1	2	50%	2	6	33%
Oregon Liquor and Cannabis Commission	0	0	N/A	1	5	20%

Foundational Training Expectation: 90%+ completed	Enrollment			Completion		
	Within 5 days	Required	On time	Within 4 months	Required	On time
Oregon Housing and Community Services	1	1	100%	3	17	18%
Did not meet expectation						
Oregon Board of Optometry	0	0	N/A	0	1	0%
Oregon Department of State Lands	0	0	N/A	0	1	0%
Oregon Department of Veterans' Affairs	2	2	100%	0	2	0%
Oregon Parks and Recreation Department	1	1	100%	0	3	0%
Oregon Public Defense Commission	1	3	33%	0	1	0%
Public Employee Retirement System	0	0	N/A	0	2	0%
Teacher Standards and Practices Commission	0	0	N/A	0	1	0%
Oregon Military Department	1	2	50%	0	0	N/A
All reporting agencies ¹⁸	77	107	72%	133	251	53%

¹⁸ Reporting agencies not listed did not have Foundational Training required for this period.

New Employee Orientation Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Met expectation			
Business Oregon	4	4	100%
Department of Consumer and Business Services	8	9	89%
Department of Early Learning and Care	6	6	100%
Department of Public Safety Standards and	4	4	100%
Higher Education Coordinating Commission	1	1	100%
Oregon Department of Agriculture	5	5	100%
Oregon Department of Education	7	7	100%
Oregon Department of Energy	6	6	100%
Oregon Department of Fish and Wildlife	15	15	100%
Oregon Department of Revenue	21	21	100%
Oregon Department of State Lands	6	6	100%
Oregon Department of Veterans' Affairs	6	6	100%
Oregon Employment Department	4	4	100%
Oregon Liquor and Cannabis Commission	6	6	100%
Oregon Lottery	1	1	100%
Oregon Military Department	15	15	100%
Oregon Parks and Recreation Department	9	9	100%
Oregon Public Defense Commission	7	7	100%
Oregon Public Utility Commission	1	1	100%
Oregon State Fire Marshal	4	4	100%
Oregon State Marine Board	2	2	100%
Oregon Water Resources Department	12	12	100%
Public Employee Retirement System	8	8	100%
State Board of Chiropractic Examiners	1	1	100%
Oregon Department of Human Services	220	222	99%
Oregon Department of Forestry	22	23	96%
Department of Environmental Quality	16	17	94%
Department of Administrative Services	26	28	93%
Oregon Department of Transportation	40	43	93%
Oregon Housing and Community Services	14	15	93%

New Employee Orientation Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Did not meet expectation			
Oregon State Police	8	9	89%
Oregon Department of Corrections	84	108	78%
Oregon Health Authority	55	78	71%
Oregon Youth Authority	1	8	13%
Oregon Medical Board	0	1	0%
Oregon Racing Commission	0	2	0%
Oregon State Board of Nursing	0	1	0%
All reporting agencies	645	715	90%

Uplift Your Benefits Training Expectation: 90%+ completed	Completed within 30 days	Total required	Completed on time
Met expectation			
Business Oregon	2	2	100%
Construction Contractors Board	1	1	100%
Department of Administrative Services	15	15	100%
Department of Consumer and Business	12	12	100%
Department of Early Learning and Care	3	3	100%
Department of Environmental Quality	13	13	100%
Department of Public Safety Standards and	2	2	100%
Employment Relations Board	1	1	100%
Higher Education Coordinating Commission	2	2	100%
Oregon Department of Education	4	4	100%
Oregon Department of Emergency Management	2	2	100%
Oregon Department of Energy	5	5	100%
Oregon Department of Fish and Wildlife	12	12	100%
Oregon Department of Revenue	17	17	100%
Oregon Department of State Lands	6	6	100%
Oregon Department of Veterans' Affairs	5	5	100%
Oregon Employment Department	5	5	100%
Oregon Housing and Community Services	11	11	100%
Oregon Liquor and Cannabis Commission	3	3	100%
Oregon Lottery	1	1	100%
Oregon Medical Board	1	1	100%
Oregon Military Department	11	11	100%
Oregon Public Utility Commission	2	2	100%
Oregon Racing Commission	2	2	100%
Oregon State Fire Marshal	4	4	100%
Oregon Youth Authority	13	13	100%
Public Employee Retirement System	6	6	100%
State Board of Chiropractic Examiners	1	1	100%
Oregon Department of Human Services	251	253	99%
Oregon Health Authority	80	83	96%
Oregon Department of Transportation	41	43	95%
Did not meet expectation			
Oregon Public Defense Commission	7	8	88%
Oregon Department of Corrections	89	102	87%
Oregon Parks and Recreation Department	5	6	83%
Oregon Water Resources Department	5	6	83%
Oregon Department of Forestry	9	11	82%

Uplift Your Benefits Training Expectation: 90%+ completed	Completed within 30 days	Total required	Completed on time
Oregon State Police	4	5	80%
Oregon Department of Agriculture	3	5	60%
All reporting agencies	656	684	96%

Performance Accountability and Feedback Training Expectation: 90%+ completed	Completed within 30 days	Total required	Completed on time
Met expectation			
Business Oregon	1	1	100%
Department of Agriculture	1	1	100%
Department of Environmental Quality	1	1	100%
Department of Revenue	3	3	100%
Oregon Department of Education	2	2	100%
Oregon Department of Fish and Wildlife	3	3	100%
Oregon Housing and Community Services	1	1	100%
Oregon Military Department	2	2	100%
Oregon Parks and Recreation Department	1	1	100%
Oregon State Fire Marshal	1	1	100%
Oregon State Police	3	3	100%
Oregon Water Resources Department	2	2	100%
Did not meet expectation			
Department of Administrative Services	1	2	50%
Department of Consumer and Business	3	5	60%
Department of Corrections	2	4	50%
Oregon Board of Pharmacy	0	1	0%
Oregon Department of Energy	0	1	0%
Oregon Department of Forestry	2	4	50%
Oregon Department of Human Services	13	18	72%
Oregon Department of Transportation	4	10	40%
Oregon Department of Veterans' Affairs	1	2	50%
Oregon Employment Department	2	3	67%
Oregon Health Authority	6	17	35%
Oregon Public Defense Commission	1	3	33%
Oregon Youth Authority	0	2	0%
All reporting agencies	56	93	60%