

# OREGON AGENCY EXPECTATIONS

Progress Report: Covering Jan. 1 – Mar. 31, 2026

**June 30, 2026**



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# Table of Contents

Introduction .....	3
Expectations Reporting Schedule .....	4
Performance Reviews for Agency Directors .....	5
Performance Feedback for Employees.....	6
Agency Hiring Practices .....	7
Developing New Employees and Managers .....	9
Conclusion .....	11
Appendix A: Director Performance Review Schedule .....	12
Appendix B: Performance Feedback for Employees .....	14
Appendix C: Agency Hiring Practices.....	16
Appendix D: Developing New Employees and Managers .....	21

# Introduction

In January 2023, Oregon Governor Tina Kotek outlined 11 expectations for state agency operations. This report updates progress made in meeting expectations. This report updates seven of the 11 measures. 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:** All agency director 360 reviews scheduled to occur through March 31, 2026, have been completed.

**Performance feedback increased:** 87% of reporting agencies completed at least 90% of employee check-ins, up from 81% the previous quarter.

**Recruitment timelines have increased by four days, while vacancy rates are slightly lower.** Agencies are now filling positions within an average of 56 days, up from 52 days in the prior quarter. 9.8 percent of positions are vacant.

**Performance completing required training is mostly positive:**

New Employee Orientation:	<b>97% (increase from 95%)</b>
Customer Service:	<b>100% (increase from 99%)</b>
Uplift Your Benefits:	<b>96% (remained the same)</b>
Foundational Training for Managers:	<b>84% (decrease from 89%)</b>
Performance Feedback Training:	<b>73% (increase from 65%)</b>

## Expectations Reporting Schedule

Expectation	6/30/26	9/30/26	12/31/26	3/31/27
Performance reviews for agency directors	✓	✓	✓	✓
Performance feedback for employees	✓	✓	✓	✓
Employee engagement				✓
Strategic plans		✓		
IT Strategic plans		✓		
Succession plans				✓
Diversity, equity and inclusion plans		✓		
Emergency preparedness			✓	
Time to fill positions	✓	✓	✓	✓
Vacancy rates	✓	✓	✓	✓
Audit response		✓		✓
Workforce development	✓	✓	✓	✓

# 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 of three-to-five reviews monthly to distribute agency evaluations across each biennium. An agency director needs to be in the role at least one year prior to the first performance review. 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.

All 360 performance reviews for agency directors scheduled to occur between January 2024 and December 2025 were completed. This report begins the second two-year cycle for this accountability measure. The following reporting agencies completed scheduled director reviews this quarter.

## 2026

- Mental Health Regulatory Agency
- Chiropractic Examiners, State Board of
- Medical Board, Oregon
- Water Resources Department, Oregon
- Watershed Enhancement Board, Oregon

Five agency directors are scheduled for review in the second quarter of 2026. One agency has already submitted results. The full schedule of reviews for 2026 and 2027 can be found in Appendix A.

## Performance Feedback for Employees

The executive branch Performance Accountability and Feedback (PAF) model requires managers to conduct quarterly check-ins with their employees. Each agency is expected to achieve a 90% or higher quarterly check-in completion rate. Managers must have met with each employee to provide feedback on the employee's goals and expectations and documented the check-in no later than April 30, 2026.

**Overall PAF check-in compliance was 96%**, with a total of 31,663 check-ins completed out of the 32,962 check-ins required. Fifty-eight of the 64 (90%) executive branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarter's check-ins. Details can be found in [Appendix B](#).

The overall compliance rate increased slightly from 95.6% to 96.1%.

In future months, DAS CHRO will meet with the agencies who did not comply prior to the reporting month.

# 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 a position. 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 56 days on average in Q1 2026

Proactive measures such as forecasting recruitment timelines, sourcing and outreach to job seekers, as well as expediting interviews, reference checks and job offers have helped deliver an average time to fill that is nearing the 50-day goal. The slight increase this quarter is widely attributed to exceptionally large applicant pools which require extra processing time.

### Quarterly Time to Fill Data

The table below shows the average time to fill per quarter, the number of agencies with recruitments during the quarter, as well as the number and percentage of agencies that met the 50-day goal that quarter. Details can be found in Appendix C.

Year	Quarter	Days to Fill	Number of agencies hiring	Number of agencies hiring in 50 or fewer days	Percentage of agencies hiring in 50 or fewer days
2023	Q1	70 days	49	4	28%
2023	Q2	65 days	49	15	50%
2023	Q3	66 days	55	23	62%
2023	Q4	60 days	52	17	56%
2024	Q1	61 days	46	16	48%
2024	Q2	59 days	46	17	60%
2024	Q3	56 days	44	23	69%
2024	Q4	53 days	49	27	54%
2025	Q1	60 days	44	24	55%
2025	Q2	52 days	48	36	75%
2025	Q3	54 days	47	31	66%
2025	Q4	52 days	46	30	65%
2026	Q1	56 days	39	25	64%

## Vacancy Rates

The vacancy rate for Q1 2026 was 9.8%

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

Details can be found in Appendix C.

Year	Quarter	Total positions	Total vacant positions	Positions vacant for more than six months	Percent vacant	Percent vacant for more than six months
2023	Q2	42,310	6,217	2,837	14.7%	6.7%
2023	Q3	43,096	5,865	2,056	13.5%	5.1%
2023	Q4	43,891	5,732	2,238	13.0%	5.2%
2024	Q1	44,429	5,853	2,325	13.2%	5.2%
2024	Q2	44,653	5,773	2,634	12.9%	6.2%
2024	Q3	45,573	5,369	2,560	11.8%	5.6%
2024	Q4	46,070	5,409	2,729	11.7%	5.9%
2025	Q1	43,866	4,396	2,436	10.0%	5.6%
2025	Q2	43,412	4,277	2,455	9.9%	5.7%
2025	Q3	43,158	4,458	2,039	10.3%	4.7%
2025	Q4	43,399	4,379	2,060	10.0%	4.8%
2026	Q1	43,943	4,301	2,341	9.8%	5.3%

# Developing New Employees and Managers

## New Employee Orientation

**Agencies achieved 97% compliance.**

This training is required for all new hires to Oregon state government, as well as employees who transfer from the Legislature, Judicial Department, Secretary of State, Treasury, or a semi-independent agency into the Executive Branch, and for employees who move from one Executive Branch agency to another. All new employees must complete the training within 60 days of being hired.

This reporting period is from January 1, 2026, through March 31, 2026. During the reporting period 705 employees completed the training on time, four employees completed the training late, and 16 employees did not complete the training within 60 days.

## Customer Service Training

**Agencies achieved 100% 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, 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 January 1, 2026, through March 31, 2026. During the reporting period all 612 employees required to take the training completed it on time.

## Uplift Your Benefits

**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 January 1, 2026 through March 31, 2026. During the reporting period 630 employees completed the training on time, 15 employees completed the training late, and 10 employees did not yet complete the training within 30 days.

Overall, compliance remains strong and stable. Uplift Oregon continues to collaborate with partner agencies to ensure timely completion and support new employees during onboarding.

## **Foundational Training Program**

### **Agencies achieved 84% compliance.**

This training program is expected to be completed by all new managers to the executive branch or current executive branch employees who are promoted into a permanent or limited duration supervisory management position and are new to supervising in state government. New managers must complete the Foundational Training Program within four months of their position start date.

Effective October 1, 2025, work out of class or rotational positions are no longer in scope for this measure. The data in this report removed managers in work out of class or rotational positions that were not already enrolled in the Foundational Training Program. This will ensure that agencies receive credit for enrolling managers who were in work out of class or rotational positions, while removing the requirement for those who were not enrolled.

This reporting period is from April 1, 2025, through March 31, 2026. During the reporting period 176 managers completed the training on time and 33 managers did not complete the training within four months.

Effective March 31, 2026, training reminders were updated to include the new manager's upline manager to assist agencies with timely enrollment and completion of this expectation.

DAS has been working with agencies through quarterly office hours and in one-on-one meetings to review data and assist agencies with timely enrollment and completion of this expectation.

## **Performance Accountability and Feedback Training**

### **Agencies achieved 73% compliance.**

These training courses 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.

Effective March 31, 2026, training reminders were updated to include the new manager's upline manager to assist agencies with timely enrollment and completion of this expectation.

This reporting period is from January 1, 2026, through March 31, 2026. During the reporting period 52 managers completed the training on time, 13 managers completed the training late, and six managers did not complete the training within 30 days.

## Conclusion

Agencies continued making progress toward Governor Kotek’s expectations, with director performance reviews on schedule and all required reviews completed. Employee performance feedback improved, with 89% of agencies meeting the 90% quarterly check-in standard and overall compliance rising to 96%. Training outcomes were strong in most areas, with high completion rates for new employee programs but lower results for manager-focused training, particularly Foundational Training and Performance Accountability and Feedback Training. Overall, agencies show steady advancement, though targeted support is needed for recruitment efficiency and manager development.

# Appendix A: Director Performance Review Schedule

Month	2026 (Even-numbered years)	2027 (Odd-numbered years)
January	<ul style="list-style-type: none"> <li>Chiropractic Examiners, State Board of</li> </ul>	<ul style="list-style-type: none"> <li>Health Authority, Oregon</li> <li>Liquor and Cannabis Commission, Oregon</li> <li>Physical Therapy, Oregon Board of</li> </ul>
February	<ul style="list-style-type: none"> <li>Mental Health Regulatory Agency</li> <li>Water Resources Department, Oregon</li> <li>Watershed Enhancement Board, Oregon</li> </ul>	<ul style="list-style-type: none"> <li>Blind, Commission for the</li> <li>Early Learning and Care, Department of</li> <li>Fire Marshal, Oregon State</li> <li>Parks and Recreation Department, Oregon</li> </ul>
March		<ul style="list-style-type: none"> <li>Environmental Quality, Department of</li> <li>Housing and Community Services, Oregon</li> </ul>
April	<ul style="list-style-type: none"> <li>Criminal Justice Commission</li> <li>Medical Board, Oregon</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture, Oregon Department of</li> <li>Business Oregon</li> <li>Energy, Oregon Department of</li> <li>Public Safety Standards and Training, Department of</li> <li>Social Workers, Board of Licensed</li> </ul>
May	<ul style="list-style-type: none"> <li>Library of Oregon, State</li> <li>Public Defense Commission, Oregon</li> </ul>	<ul style="list-style-type: none"> <li>Consumer and Business Services, Department of</li> <li>Human Services, Oregon Department of</li> <li>Psychiatric Security Review Board</li> </ul>
June	<ul style="list-style-type: none"> <li>Accountancy, Board of</li> <li>Geology and Mineral Industries, Oregon Department of</li> <li>Parole, Oregon Board of</li> <li>Veterinary Medical Examining Board, Oregon</li> </ul>	<ul style="list-style-type: none"> <li>Construction Contractors Board</li> </ul>

<b>Month</b>	<b>2026 (Even-numbered years)</b>	<b>2027 (Odd-numbered years)</b>
July	<ul style="list-style-type: none"> <li>• Employment Relations Board</li> <li>• Massage Therapists, Oregon State Board of</li> <li>• Naturopathic Medicine, Oregon Board of</li> </ul>	<ul style="list-style-type: none"> <li>• Public Employees Retirement System</li> </ul>
August	<ul style="list-style-type: none"> <li>• Aviation, Oregon Department of</li> <li>• Nursing, Oregon State Board of</li> </ul>	<ul style="list-style-type: none"> <li>• Education, Oregon Department of</li> <li>• Speech-Language Pathology &amp; Audiology, Oregon Board of Examiners for</li> <li>• Tax Practitioners, Oregon Board of</li> </ul>
September	<ul style="list-style-type: none"> <li>• Administrative Services, Department of</li> <li>• Employment Department, Oregon</li> <li>• Occupational Therapy Licensing Board, Oregon</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Management, Oregon Department of</li> <li>• Long-Term Care Ombudsman, Office of the</li> <li>• Lottery, Oregon</li> <li>• Veterans' Affairs, Oregon Department of</li> </ul>
October	<ul style="list-style-type: none"> <li>• Public Utility Commission, Oregon</li> <li>• Revenue, Oregon Department of</li> <li>• Teacher Standards and Practices Commission</li> <li>• Youth Authority, Oregon</li> </ul>	<ul style="list-style-type: none"> <li>• Mortuary and Cemetery Board, Oregon</li> <li>• Optometry, Oregon Board of</li> <li>• Racing Commission, Oregon</li> <li>• State Police, Oregon</li> </ul>
November	<ul style="list-style-type: none"> <li>• Land Conservation and Development, Department of</li> <li>• Medical Imaging, Oregon Board of</li> <li>• Pharmacy, Oregon Board of</li> <li>• State Lands, Oregon Department of</li> </ul>	<ul style="list-style-type: none"> <li>• Corrections, Oregon Department of</li> <li>• Government Ethics Commission, Oregon</li> <li>• Real Estate Agency, Oregon</li> </ul>
December	<ul style="list-style-type: none"> <li>• Higher Education Coordinating Commission</li> <li>• Marine Board, Oregon State</li> </ul>	<ul style="list-style-type: none"> <li>• Fish and Wildlife, Oregon Department of</li> <li>• Land Use Board of Appeals, Oregon</li> <li>• Military Department, Oregon</li> </ul>

## Appendix B: Performance Feedback for Employees

Agency	Total Required Check-ins	Check-ins Completed	Percentage Completed
Accountancy, Board of	5	5	100%
Administrative Services, Department of	661	661	100%
Agriculture, Oregon Department of	282	281	99.6%
Aviation, Oregon Department of	13	13	100%
Business Oregon	138	126	91.3%
Blind, Commission for the	47	46	97.9%
Chiropractic Examiners, State Board of	4	4	100%
Construction Contractors Board	45	44	97.8%
Criminal Justice Commission	27	27	100%
Consumer and Business Services, Department of	706	699	99%
Corrections, Oregon Department of	4,349	4,261	98%
Early Learning and Care, Department of	292	288	98.6%
Education, Oregon Department of	442	439	99.3%
Emergency Management, Oregon Department of	120	119	99.2%
Employment Department, Oregon	1,514	1,478	97.6%
Employment Relations Board	8	8	100%
Energy, Oregon Department of	83	83	100%
Environmental Quality, Department of	605	537	88.8%
Fire Marshal, Oregon State	122	121	99.2%
Fish and Wildlife, Oregon Department of	764	764	100%
Forestry, Oregon Department of	606	537	88.6%
Geology and Mineral Industries, Oregon Department of	41	41	100%
Government Ethics Commission, Oregon	11	11	100%
Health Authority, Oregon	3,611	3,345	92.6%
Higher Education Coordinating Commission	90	87	96.7%
Housing and Community Services, Oregon	367	343	93.5%
Human Services, Oregon Department of	9,569	9,161	95.7%
Land Conservation and Development, Department of	69	69	100%
Land Use Board of Appeals, Oregon	4	4	100%
Library of Oregon, State	40	40	100%
Liquor and Cannabis Commission, Oregon	253	249	98.4%

<b>Agency</b>	<b>Total Required Check-ins</b>	<b>Check-ins Completed</b>	<b>Percentage Completed</b>
Long-Term Care Ombudsman, Office of the	39	39	100%
Lottery, Oregon	421	421	100%
Marine Board, Oregon State	32	32	100%
Massage Therapists, Oregon State Board of	5	0	0.0%
Medical Board, Oregon	37	35	94.6%
Medical Imaging, Oregon Board of	3	3	100%
Mental Health Regulatory Agency	13	13	100%
Military Department, Oregon	296	290	98%
Mortuary and Cemetery Board, Oregon	6	6	100%
Naturopathic Medicine, Oregon Board of	1	1	100%
Nursing, Oregon State Board of	40	20	66.7%
Parks and Recreation Department, Oregon	301	285	94.7%
Parole, Oregon Board of	5	5	100%
Pharmacy, Oregon Board of	20	20	100%
Psychiatric Security Review Board	11	11	100%
Public Defense Commission, Oregon	152	151	99.3%
Public Employees Retirement System	317	310	97.8%
Public Safety Standards and Training, Department of	132	132	100%
Public Utility Commission, Oregon	111	101	91%
Racing Commission, Oregon	3	2	66.7%
Real Estate Agency, Oregon	27	27	100%
Revenue, Oregon Department of	906	906	100%
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	1	0	0.0%
State Lands, Oregon Department of	116	93	80.2%
State Police, Oregon	829	829	100%
Tax Practitioners, Oregon Board of	1	1	100%
Teacher Standards and Practices Commission	14	13	92.9%
Transportation, Oregon Department of	3,293	3,110	94.4%
Veterans' Affairs, Oregon Department of	58	55	94.8%
Veterinary Medical Examining Board, Oregon	3	3	100%
Water Resources Department, Oregon	171	160	93.6%
Watershed Enhancement Board, Oregon	39	39	100%
Youth Authority, Oregon	651	634	97.4%

## 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 2026.

Agency	Average Days to Fill
Administrative Services, Department of	46
Agriculture, Oregon Department of	47
Business Oregon	50
Consumer and Business Services, Department of	41
Corrections, Oregon Department of	48
Early Learning and Care, Department of	47
Education, Oregon Department of	65
Emergency Management, Oregon Department of	42
Employment Department, Oregon	49
Employment Relations Board	92
Environmental Quality, Department of	64
Fire Marshal, Oregon State	33
Fish and Wildlife, Oregon Department of	56
Forestry, Oregon Department of	40
Geology and Mineral Industries, Oregon Department of	49
Health Authority, Oregon	84
Housing and Community Services, Oregon	56
Human Services, Oregon Department of	62
Higher Education Coordinating Commission	61
Land Conservation and Development, Department of	41
Liquor and Cannabis Commission, Oregon	23
Lottery, Oregon	45
Marine Board, Oregon State	38
Mental Health Regulatory Agency	16
Military Department, Oregon	30
Parks and Recreation Department, Oregon	49
Public Defense Commission, Oregon	21
Public Employees Retirement System	53
Public Safety Standards and Training, Department of	42
Public Utility Commission, Oregon	47
Pharmacy, Oregon Board of	43
Revenue, Oregon Department of	37
Social Workers, Board of Licensed	97
State Lands, Oregon Department of	63
State Police, Oregon	47

<b>Agency</b>	<b>Average Days to Fill</b>
Transportation, Oregon Department of	54
Veterans' Affairs, Oregon Department of	78
Water Resources Department, Oregon	49
Youth Authority, Oregon	82

## Vacancy Rates

This table displays the vacancy data for each agency within the Executive Branch in Q1 2026.

Agency	Total positions	Vacant	Vacant long term	Vacant %	Vacant long-term <sup>1</sup> %
Accountancy, Board of	7	1	-	14.3%	0.0%
Administrative Services, Department of	980	74	37	7.6%	3.8%
Advocacy Commissions Office, Oregon	4	2	1	50.0%	25.0%
Agriculture, Oregon Department of	403	65	50	16.1%	12.4%
Aviation, Oregon Department of	15	1	-	6.7%	0.0%
Blind, Commission for the	66	4	2	6.1%	3.0%
Business Oregon	202	9	3	4.5%	1.5%
Chiropractic Examiners, State Board of	5	-	-	0.0%	0.0%
Construction Contractors Board	59	5	2	8.5%	3.4%
Consumer and Business Services, Department of	996	57	21	5.7%	2.1%
Corrections, Oregon Department of	4,809	389	196	8.1%	4.1%
Criminal Justice Commission	33	5	4	15.2%	12.1%
Dentistry, Oregon Board of	7	1	-	14.3%	0.0%
Early Learning and Care, Department of	372	16	8	4.3%	2.2%
Education, Oregon Department of	600	67	44	11.2%	7.3%
Emergency Management, Oregon Department of	121	6	2	5.0%	1.7%
Employment Department, Oregon	1,906	260	192	13.6%	10.1%
Employment Relations Board	13	-	-	0.0%	0.0%
Energy, Oregon Department of	101	11	8	10.9%	7.9%
Environmental Quality, Department of	891	85	53	9.5%	5.9%
Fire Marshal, Oregon State	161	9	1	5.6%	0.6%
Fish and Wildlife, Oregon Department of	1,013	106	62	10.5%	6.1%
Forestry, Oregon Department of	850	106	84	12.5%	9.9%
Geology and Mineral Industries, Oregon Department of	41	-	-	0.0%	0.0%
Government Ethics Commission, Oregon	15	-	-	0.0%	0.0%
Health Authority, Oregon	5,976	719	471	12.0%	7.9%
Housing and Community Services, Oregon	454	38	28	8.4%	6.2%
Higher Education Coordinating Commission	186	31	13	16.7%	7.0%
Human Services, Oregon Department of	11,761	863	302	7.3%	2.6%

<sup>1</sup> Vacant longer than six months.

<b>Agency</b>	<b>Total positions</b>	<b>Vacant</b>	<b>Vacant long term</b>	<b>Vacant %</b>	<b>Vacant long-term<sup>1</sup> %</b>
Land Conservation and Development, Department of	106	14	4	13.2%	3.8%
Land Use Board of Appeals, Oregon	7	-	-	0.0%	0.0%
Liquor and Cannabis Commission, Oregon	399	64	32	16.0%	8.0%
Long-Term Care Ombudsman, Office of the	41	-	-	0.0%	0.0%
Lottery, Oregon	480	49	-	10.2%	0.0%
Marine Board, Oregon State	41	-	-	0.0%	0.0%
Massage Therapists, Oregon State Board of	-	-	-	0.0%	0.0%
Medical Board, Oregon	43	4	2	9.3%	4.7%
Medical Imaging, Oregon Board of	4	-	-	0.0%	0.0%
Mental Health Regulatory Agency	16	1	1	6.3%	6.3%
Military Department, Oregon	490	105	82	21.4%	16.7%
Mortuary and Cemetery Board, Oregon	7	-	-	0.0%	0.0%
Naturopathic Medicine, Oregon Board of	4	-	-	0.0%	0.0%
Nursing, Oregon State Board of	57	3	1	5.3%	1.8%
Occupational Therapy Licensing Board, Oregon	2	-	-	0.0%	0.0%
Optometry, Oregon Board of	-	-	-	0.0%	0.0%
Parks and Recreation Department, Oregon	454	33	14	7.3%	3.1%
Parole, Oregon Board of	28	1	-	3.6%	0.0%
Pharmacy, Oregon Board of	23	4	3	17.4%	13.0%
Physical Therapy, Oregon Board of	-	-	-	0.0%	0.0%
Psychiatric Security Review Board	13	-	-	0.0%	0.0%
Public Employees Retirement System	417	18	6	4.3%	1.4%
Public Defense Commission, Oregon	194	21	5	10.8%	2.6%
Public Safety Standards and Training, Department of	155	11	4	7.1%	2.6%
Public Utility Commission, Oregon	154	24	4	15.6%	2.6%
Racing Commission, Oregon	13	4	3	30.8%	23.1%
Real Estate Agency, Oregon	32	3	3	9.4%	9.4%
Revenue, Oregon Department of	1,059	51	22	4.8%	2.1%
Social Workers, Board of Licensed	8	1	-	12.5%	0.0%
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	3	-	-	0.0%	0.0%
State Lands, Oregon Department of	118	9	6	7.6%	5.1%
State Police, Oregon	1,395	136	60	9.7%	4.3%
Tax Practitioners, Oregon Board of	2	-	-	0.0%	0.0%

<b>Agency</b>	<b>Total positions</b>	<b>Vacant</b>	<b>Vacant long term</b>	<b>Vacant %</b>	<b>Vacant long-term<sup>1</sup> %</b>
Teacher Standards and Practices Commission	36	9	3	25.0%	8.3%
Transportation, Oregon Department of	4,667	668	431	14.3%	9.2%
Veterans' Affairs, Oregon Department of	101	12	7	11.9%	6.9%
Veterinary Medical Examining Board, Oregon	5	-	-	0.0%	0.0%
Water Resources Department, Oregon	246	18	10	7.3%	4.1%
Watershed Enhancement Board, Oregon	32	-	-	0.0%	0.0%
Youth Authority, Oregon	1,003	108	54	10.8%	5.4%
Library of Oregon, State	41	-	-	0.0%	0.0%

# Appendix D: Developing New Employees and Managers

## New Employee Orientation

Agency	Completed within 60 days	Total required	Completed on time
Administrative Services, Department of	25	27	93%
Agriculture, Oregon Department of	11	11	100%
Business Oregon	7	7	100%
Consumer and Business Services, Department of	8	8	100%
Corrections, Oregon Department of	81	86	94%
Early Learning and Care, Department of	15	15	100%
Education, Oregon Department of	14	14	100%
Emergency Management, Oregon Department of	7	7	100%
Employment Department, Oregon	36	36	100%
Employment Relations Board	1	1	100%
Environmental Quality, Department of	5	5	100%
Energy, Oregon Department of	1	1	100%
Fire Marshal, Oregon State	4	4	100%
Fish and Wildlife, Oregon Department of	13	13	100%
Forestry, Oregon Department of	11	12	92%
Geology and Mineral Industries, Oregon Department of	3	3	100%
Government Ethics Commission, Oregon	2	2	100%
Health Authority, Oregon	110	113	97%
Higher Education Coordinating Commission	2	2	100%
Housing and Community Services, Oregon	13	13	100%
Human Services, Oregon Department of	208	208	99%
Liquor and Cannabis Commission, Oregon	2	2	100%
Mental Health Regulatory Agency	0	1	0%
Military Department, Oregon	8	8	100%
Parks and Recreation Department, Oregon	8	8	100%
Pharmacy, Oregon Board of	1	1	100%
Public Defense Commission, Oregon	4	4	100%
Public Employees Retirement System	5	5	100%
Public Safety Standards and Training, Department of	6	6	100%
Public Utility Commission, Oregon	2	2	100%
Racing Commission, Oregon	0	1	0%

<b>Agency</b>	<b>Completed within 60 days</b>	<b>Total required</b>	<b>Completed on time</b>
Revenue, Oregon Department of	8	8	100%
State Lands, Oregon Department of	9	9	100%
State Police, Oregon	7	7	100%
Teacher Standards and Practices Commission	2	2	100%
Transportation, Oregon Department of	45	52	87%
Water Resources Department, Oregon	3	3	100%
Youth Authority, Oregon	13	15	87%

## Customer Service Training

Agency	Completed within 60 days	Total required	Completed on time
Advocacy Commissions Office, Oregon	1	1	100%
Agriculture, Oregon Department of	8	8	100%
Business Oregon	5	5	100%
Administrative Services, Department of	12	12	100%
Consumer and Business Services, Department of	7	7	100%
Early Learning and Care, Department of	5	5	100%
Employment Department, Oregon	30	30	100%
Employment Relations Board	1	1	100%
Environmental Quality, Department of	5	5	100%
Health Authority, Oregon	106	106	100%
Higher Education Coordinating Commission	1	1	100%
Housing and Community Services, Oregon	10	10	100%
Public Safety Standards and Training, Department of	1	1	100%
Pharmacy, Oregon Board of	1	1	100%
Corrections, Oregon Department of	83	83	100%
Education, Oregon Department of	12	12	100%
Emergency Management, Oregon Department of	4	4	100%
Fire Marshal, Oregon State	2	2	100%
Fish and Wildlife, Oregon Department of	12	12	100%
Forestry, Oregon Department of	5	5	100%
Geology and Mineral Industries, Oregon Department of	2	2	100%
Government Ethics Commission, Oregon	2	2	100%
Human Services, Oregon Department of	194	194	100%
Liquor and Cannabis Commission, Oregon	1	1	100%
Marine Board, Oregon State	1	1	100%
Military Department, Oregon	7	7	100%
Parks and Recreation Department, Oregon	5	5	100%

<b>Agency</b>	<b>Completed within 60 days</b>	<b>Total required</b>	<b>Completed on time</b>
Public Employees Retirement System	4	4	100%
Public Utility Commission, Oregon	2	2	100%
Racing Commission, Oregon	1	1	100%
Revenue, Oregon Department of	4	4	100%
State Lands, Oregon Department of	8	8	100%
Transportation, Oregon Department of	36	36	100%
State Police, Oregon	8	8	100%
Water Resources Department, Oregon	2	2	100%
Youth Authority, Oregon	21	21	100%

## Uplift Your Benefits

<b>Agency</b>	<b>Completed within 30 days</b>	<b>Total required</b>	<b>Completed on time</b>
Administrative Services, Department of	11	11	100%
Agriculture, Oregon Department of	8	8	100%
Business Oregon	5	5	100%
Consumer and Business Services, Department of	8	8	100%
Corrections, Oregon Department of	74	81	91%
Early Learning and Care, Department of	5	5	100%
Education, Oregon Department of	12	12	100%
Emergency Management, Oregon Department of	6	6	100%
Employment Department, Oregon	30	30	100%
Environmental Quality, Department of	7	7	100%
Fire Marshal, Oregon State	2	2	100%
Fish and Wildlife, Oregon Department of	13	13	100%
Forestry, Oregon Department of	4	4	100%
Health Authority, Oregon	112	117	96%
Higher Education Coordinating Commission	1	1	100%
Housing and Community Services, Oregon	10	10	100%
Human Services, Oregon Department of	203	207	98%
Liquor and Cannabis Commission, Oregon	1	1	100%
Marine Board, Oregon State	2	2	100%
Military Department, Oregon	8	8	100%
Parks and Recreation Department, Oregon	6	6	100%
Public Employees Retirement System	5	5	100%
Public Utility Commission, Oregon	2	2	100%
Revenue, Oregon Department of	5	5	100%
State Lands, Oregon Department of	9	9	100%
State Police, Oregon	8	8	100%
Transportation, Oregon Department of	30	38	79%
Water Resources Department, Oregon	2	2	100%
Youth Authority, Oregon	24	25	96%

## Foundational Training

Agency	Completed within 4 months	Total required	Completed on time
Administrative Services, Department of	6	7	86%
Agriculture, Oregon Department of	2	2	100%
Blind, Commission for the	0	1	0%
Business Oregon	1	2	50%
Consumer and Business Services, Department of	8	8	100%
Corrections, Oregon Department of	10	13	77%
Early Learning and Care, Department of	2	2	100%
Education, Oregon Department of	9	9	100%
Emergency Management, Oregon Department of	2	2	100%
Employment Department, Oregon	5	5	100%
Energy, Oregon Department of	1	1	100%
Environmental Quality, Department of	5	5	100%
Fish and Wildlife, Oregon Department of	6	7	86%
Forestry, Oregon Department of	9	11	82%
Health Authority, Oregon	28	37	76%
Higher Education Coordinating Commission	1	1	100%
Housing and Community Services, Oregon	5	5	100%
Human Services, Oregon Department of	33	40	83%
Fire Marshal, Oregon State	2	2	100%
Liquor and Cannabis Commission, Oregon	3	3	100%
Lottery, Oregon	3	4	75%
Military Department, Oregon	2	2	100%
Nursing, Oregon State Board of	1	1	100%
Parks and Recreation Department, Oregon	1	3	33%
Public Safety Standards and Training, Department of	3	3	100%
Pharmacy, Oregon Board of	1	1	100%
Public Defense Commission, Oregon	1	1	100%
Revenue, Oregon Department of	4	4	100%
State Police, Oregon	6	6	100%
Teacher Standards and Practices Commission	1	1	100%
Transportation, Oregon Department of	10	11	91%

<b>Agency</b>	<b>Completed within 4 months</b>	<b>Total required</b>	<b>Completed on time</b>
Veterans' Affairs, Oregon Department of	2	2	100%
Water Resources Department, Oregon	1	1	100%
Youth Authority, Oregon	2	6	33%

## Performance Accountability and Feedback Training

<b>Agency</b>	<b>Completed within 30 days</b>	<b>Total required</b>	<b>Completed on time</b>
Administrative Services, Department of	4	6	67%
Agriculture, Oregon Department of	2	2	100%
Business Oregon	3	3	100%
Construction Contractors Board	1	1	100%
Consumer and Business Services, Department of	1	1	100%
Corrections, Oregon Department of	4	9	44%
Early Learning and Care, Department of	1	1	100%
Environmental Quality, Department of	1	2	50%
Education, Oregon Department of	5	5	100%
Fire Marshal, Oregon State	2	2	100%
Fish and Wildlife, Oregon Department of	3	3	100%
Health Authority, Oregon	4	7	57%
Housing and Community Services, Oregon	1	1	100%
Human Services, Oregon Department of	9	12	75%
Military Department, Oregon	2	2	100%
Liquor and Cannabis Commission, Oregon	2	2	100%
Parks and Recreation Department, Oregon	0	1	0%
Public Employees Retirement System	5	5	100%
Public Utility Commission, Oregon	1	2	50%
Revenue, Oregon Department of	1	1	100%
Transportation, Oregon Department of	3	5	60%
Water Resources Department, Oregon	1	1	100%
Youth Authority, Oregon	1	1	100%