

OREGON AGENCY EXPECTATIONS

Progress Report: Covering Apr. 1 – June 30, 2026

September 30, 2026



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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 report 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:

Performance reviews for agency directors are on track: All agency director 360 reviews scheduled to occur through June 30, 2026, have been completed.

Performance feedback increased: 62 of the 63 executive branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarter's check-ins. Overall check-in compliance remained the same at 95%.

Agency hiring practices have improved, with recruitment timelines decreasing by seven days. Agencies are now filling positions within an average of 49 days, down from 56 days in the prior quarter. **Vacancy rates are slightly lower,** decreasing from 9.8% to 9.7%.

Performance completing required training is mostly positive:

New Employee Orientation:	98% (increase from 97%)
Customer Service:	99% (decrease from 100%)
Uplift Your Benefits:	95% (decrease from 96%)
Foundational Training for Managers:	86% (decrease from 89%)
Performance Feedback Training:	83% (increase from 65%)

Agencies implementing audit recommendations by due date decreased. 88% of audit recommendations due have been implemented. This is down from 96%.

Agencies report on strategic plans: 99% of agencies submitted annual progress reports on their strategic plans; 94% of agencies report having a strategic plan in place.

Agencies actively managing IT Strategic Plans and Report Annually increases: 84% completed a new or revised Agency IT Strategic Plans on time; 80% submitted annual reports on time.

Agencies reporting diversity, equity (DEI) and inclusion plan progress in alignment with agency strategic plans: 100% of agencies submitted an annual progress report.

Expectations Reporting Schedule

Expectation	9/30/26	12/31/26	3/31/27	6/30/27
Performance reviews for agency directors	✓	✓	✓	✓
Performance feedback for employees	✓	✓	✓	✓
Agency hiring practices	✓	✓	✓	✓
Workforce development	✓	✓	✓	✓
Audit response	✓		✓	
Employee engagement			✓	
Strategic plans	✓			
IT Strategic plans	✓			
Diversity, equity and inclusion plans	✓			
Emergency preparedness		✓		
Succession plans			✓	

Performance Reviews for Agency Directors

The performance review process that guides agency director evaluations began in January 2024. The Chief Human Resources Office (CHRO) established a schedule of three to five reviews per month to distribute director evaluations evenly across the biennium. Directors must be in their roles for at least one year before receiving their first review, and CHRO updates the schedule regularly to account for leadership changes.

Reporting agencies follow a standardized process based on agency size, including engagement with board or commission leadership when appropriate. Agencies with 75 or more employees use a statewide Gallup contract for director evaluations, while smaller agencies use a standardized alternative process.

The following reporting agencies completed their scheduled director reviews this quarter.

2026

- Accountancy, Board of
- Chiropractic Examiners, State Board of
- Geology and Mineral Industries, Oregon
- Library of Oregon, State
- Massage Therapists, Oregon State Board of
- Medical Board, Oregon
- Mental Health Regulatory Agency
- Veterinary Medical Examining Board, Oregon
- Water Resources Department, Oregon
- Watershed Enhancement Board, Oregon

Two of the seven agencies scheduled for review in the third quarter of 2026 have already submitted their reports and are included above. 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 July 31, 2026.

Overall PAF check-in compliance was 95%, with a total of 31,097 check-ins completed out of the 32,732 check-ins required. Sixty-two of the 63 executive branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarter's check-ins. This is an increase from the prior quarter when 58 of 62 agencies met the requirement. Details can be found in Appendix B.

DAS CHRO contacts agencies who fell below 90% compliance to offer technical assistance and training.

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 49 days on average in Q2 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 meets the 50-day goal.

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	49	4	28%
2023	Q2	65	49	15	50%
2023	Q3	66	55	23	62%
2023	Q4	60	52	17	56%
2024	Q1	61	46	16	48%
2024	Q2	59	46	17	60%
2024	Q3	56	44	23	69%
2024	Q4	53	49	27	54%
2025	Q1	60	44	24	55%
2025	Q2	52	48	36	75%
2025	Q3	54	47	31	66%
2025	Q4	52	46	30	65%
2026	Q1	56	39	25	64%
2026	Q2	49	43	27	63%

Vacancy Rates

The vacancy rate for Q2 2026 was 9.7%.

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%
2026	Q2	43,977	4,275	2,321	9.7%	5.3%

Developing New Employees and Managers

Details can be found in Appendix D.

New Employee Orientation

Agencies achieved 98% compliance.

This training is required for all new hires to 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.

During the reporting period from April 1, 2026, through June 30, 2026, 601 employees completed the training on time, and 12 employees have not completed the training and are over 60 days.

Customer Service Training

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, 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.

During the reporting period from April 1, 2026, through June 30, 2026, 597 employees completed the training on time, and 2 new employees have not completed the training and are over 60 days.

Uplift Your Benefits

Agencies achieved 95% compliance.

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

During the reporting period from April 1, 2026, through June 30, 2026, 582 employees completed the workshop on time, 13 employees completed the workshop late, and 17 employees have not completed the workshop within the 30-day window.

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 86% 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.

During this reporting period from April 1, 2026, through June 30, 2026, 189 new managers completed the training, and 30 new managers have not completed the training with the four-month requirement.

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 83% 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.

During this reporting period from April 1, 2026, through June 30, 2026, 49 new managers completed the training within 30-day requirement, one new manager completed the training late, and nine new managers have not yet completed the training.

Audit Accountability

State agencies report to DAS twice a year on the status of Secretary of State and internal audit recommendations, with submissions due by May 31 and November 30.

The implementation rate for recommendations due during the reporting period is 88%. Details can be found in Appendix E.

Agencies reported on 111 audit reports covering 767 total recommendations.

Recommendation Status	Number
Not yet due	318
Closed ¹	58
Implemented this quarter	346
Overdue	42
Total	767

The total overdue recommendations increased from seven to 42. Agency internal auditors noted their agencies were making progress toward implementation. Overdue recommendations were often partially implemented or waiting on validation from external auditors. The implementation rate decreased during this reporting period but remains relatively high. 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.

¹ Recommendations closed due to management disagreeing with the recommendation, accepting the risk or determining the recommendation are no longer relevant to business practice.

Strategic Plans

Agencies reporting on their strategic plans on time: 99%

Agencies provided a status report on the status of their strategic plans and planning efforts. Sixty-five out of 69 responding agencies reported currently have an active strategic plan in place. Four agencies noted their plans have expired, and one agency did not submit a report. Thirty-seven of the existing plans will expire in 2026 or 2027. Details can be found in Appendix F.

Agencies are at varying stages of preparing their next strategic plans: 15 are determining their approach, 14 are actively developing a new plan, 13 are following a regular planning cycle but have not started new plan development, 11 have not yet begun discussions or outlined a timeline, and 10 have selected an approach and timeline but have not started work.

IT Strategic Plans

Agencies reporting on their IT strategic plan on time: 89%

State agencies report to EIS on their IT strategic plan progress annually. The reports are due by June 1 of each year. Agencies are to develop and maintain a business-driven and enterprise-aligned information technology (IT) strategic plan supporting the organization's strategic priorities.

The EIS Assistant State Chief Information Officer (ASCIO) team reviews all IT Strategic Plans and Annual Progress Reports using evaluation criteria grounded in industry best practices and recognized frameworks outlined in table below.

Category	Criteria
Executive Summary	Includes brief overview of progress made.
Strategic Objectives	Outlines strategic objectives and includes an update on progress made toward each.
Metrics and Targets	Provides detail of how outcomes are measured and includes both current performance metrics and any trends observed.
Initiatives	Provides details of the initiatives or projects undertaken to support the strategic objectives. Includes updates on the status of each initiative, any challenges encountered, and mitigation strategy.
Resource Allocation	Describes resources allocated to support the plan (e.g. budget, personnel, technology, etc.).
Risks and Mitigation Strategies	Identifies risks that may impact success of strategic objectives and outlines mitigation strategies to address them.
Next Steps	Includes next steps for further progress toward the strategic objectives, including any adjustments to the plan based on current performance and conditions.
Conclusion	Summarizes overall progress of the plan and highlights significant achievements and/or areas for improvement.

In addition to this review, EIS engages directly with agencies to share tailored feedback and provide guidance. These collaborative sessions are designed to support continuous improvement in future updates.

Diversity, Equity and Inclusion Plans

Agencies reporting on their Diversity, Equity, and Inclusion (DEI) Plans on time: 100%

Overview

Oregon state agencies continue to demonstrate a strong commitment to diversity, equity, and inclusion. Since June 2024, every agency required by the Governor's Expectation has maintained a Diversity, Equity, and Inclusion (DEI) Plan, reflecting sustained engagement and accountability across state government.

Over the past two years, the work has continued to mature. What began as the development of agency-specific DEI Plans has evolved into a broader effort to integrate diversity, equity, inclusion, and belonging into how agencies plan, make decisions, develop budgets, support employees, and serve Oregonians as demonstrated through aligning DEI with Affirmative Action, strategic planning, and budget requirements. This year's progress reports reflect that shift.

Progress Reporting

Annual progress reporting has become an important tool to understand how agencies are implementing their plans and where additional support may be helpful. Agencies were asked to complete a survey about their DEI plans by June 1, 2026. All 70 required agencies submitted their reports on time. Of the 66 agencies responding to this question, 57 (86%) reported making no significant structural changes to their DEI Plans during the past year, choosing instead to focus on implementing existing strategies.

Following survey submission, the OCC meets annually with each agency to review progress, discuss challenges and successes, share promising practices, and provide technical assistance tailored to each agency's needs.

Agencies also continue to strengthen how they monitor implementation. Internal leadership meetings were the most common monitoring approach, used by 56 agencies, followed by informal written reporting (35), community engagement (29), data analysis (21), structured internal reporting (15), using/developing dashboards (17) and public reporting (13). Together, these approaches reflect that DEI implementation is becoming part of how agencies routinely evaluate progress and manage their work.

Planning is also extending beyond the current reporting cycle. Twenty-four agencies reported that development of their next DEI Action Plan is already underway or that a planning approach and timeline have been established, while many others indicated they follow an established planning cycle for future updates.

Conclusion

Agencies continued making progress toward Governor Kotek's expectations, with director performance reviews on schedule and all required reviews completed. Employee performance feedback remained strong, with 62 of 63 agencies meeting or exceeding the 90% quarterly check-in requirement and overall compliance holding steady at 95%.

Training completion rates were high for new employee programs, including Customer Service, New Employee Orientation, and Uplift Your Benefits. Foundational Training completion decreased slightly while Performance Accountability and Feedback Training showed significant improvement.

Recruitment timelines have improved, with agencies meeting the 50-day time-to-fill goal. Vacancy rates remain stable at 9.7%. Audit implementation rates declined from prior periods but remain relatively high at 88%. Agencies demonstrated strong commitment to strategic planning, IT strategic planning and DEI plans.

Appendix A: Director Performance Review Schedule

Month	2026 (Even-numbered years)	2027 (Odd-numbered years)
January	Chiropractic Examiners, State Board of	Health Authority, Oregon Liquor and Cannabis Commission, Oregon Physical Therapy, Oregon Board of
February	Mental Health Regulatory Agency Water Resources Department, Oregon Watershed Enhancement Board, Oregon	Blind, Commission for the Early Learning and Care, Department of Parks and Recreation Department, Oregon State Fire Marshal, Oregon
March		Environmental Quality, Department of Housing and Community Services, Oregon
April	Criminal Justice Commission Medical Board, Oregon	Agriculture, Oregon Department of Business Oregon Energy, Oregon Department of Public Safety Standards and Training, Department of Social Workers, Board of Licensed
May	Library of Oregon, State Public Defense Commission, Oregon	Consumer and Business Services, Department of Human Services, Oregon Department of Psychiatric Security Review Board
June	Accountancy, Board of Geology and Mineral Industries, Oregon Department of Parole, Oregon Board of Veterinary Medical Examining Board, Oregon	Construction Contractors Board

Month	2026 (Even-numbered years)	2027 (Odd-numbered years)
July	Employment Relations Board Massage Therapists, Oregon State Board of Naturopathic Medicine, Oregon Board of	Public Employees Retirement System
August	Aviation, Oregon Department of Nursing, Oregon State Board of	Education, Oregon Department of Speech-Language Pathology & Audiology, Oregon Board of Examiners for Tax Practitioners, Oregon Board of
September	Administrative Services, Department of Employment Department, Oregon Occupational Therapy Licensing Board, Oregon	Emergency Management, Oregon Department of Long-Term Care Ombudsman, Office of the Lottery, Oregon Veterans' Affairs, Oregon Department of
October	Public Utility Commission, Oregon Revenue, Oregon Department of Teacher Standards and Practices Commission Youth Authority, Oregon	Mortuary and Cemetery Board, Oregon Optometry, Oregon Board of Racing Commission, Oregon State Police, Oregon
November	Land Conservation and Development, Department of Medical Imaging, Oregon Board of Pharmacy, Oregon Board of State Lands, Oregon Department of	Corrections, Oregon Department of Government Ethics Commission, Oregon Real Estate Agency, Oregon
December	Higher Education Coordinating Commission Marine Board, Oregon State	Fish and Wildlife, Oregon Department of Land Use Board of Appeals, Oregon Military Department, Oregon

Appendix B: Performance Feedback for Employees

Agency	Total Required Check-ins	Completed Check-ins	Percentage Completed
Accountancy, Board of	5	5	100%
Administrative Services, Department of	586	586	100%
Agriculture, Oregon Department of	283	283	100%
Aviation, Oregon Department of	13	13	100%
Blind, Commission for the	46	46	100%
Business Oregon	131	125	95%
Chiropractic Examiners, State Board of	4	4	100%
Construction Contractors Board	47	47	100%
Consumer and Business Services, Department of	736	717	97%
Corrections, Oregon Department of	4,371	4,275	98%
Criminal Justice Commission	29	29	100%
Early Learning and Care, Department of	266	265	100%
Education, Oregon Department of	477	460	96%
Emergency Management, Oregon	117	117	100%
Employment Department, Oregon	1,537	1,513	98%
Employment Relations Board	8	8	100%
Energy, Oregon Department of	72	72	100%
Environmental Quality, Department of	619	593	96%
Fish and Wildlife, Oregon Department of	746	740	99%
Forestry, Oregon Department of	586	537	92%
Geology and Mineral Industries, Oregon	39	39	100%
Government Ethics Commission, Oregon	12	12	100%
Health Authority, Oregon	3,694	3,262	88%
Higher Education Coordinating Commission	84	75	89%
Housing and Community Services, Oregon	394	375	95%
Human Services, Oregon Department of	9,515	8,945	94%
Land Conservation and Development, Department of	56	56	100%
Land Use Board of Appeals, Oregon	4	4	100%
Library of Oregon, State	40	39	98%
Liquor and Cannabis Commission, Oregon	190	181	95%
Long-Term Care Ombudsman, Office of	37	37	100%
Lottery, Oregon	420	419	100%
Marine Board, Oregon State	33	33	100%
Massage Therapists, Oregon State Board of	5	3	60%

Agency	Total Required Check-ins	Completed Check-ins	Percentage Completed
Medical Board, Oregon	35	28	80%
Medical Imaging, Oregon Board of	3	3	100%
Mental Health Regulatory Agency	15	15	100%
Military Department, Oregon	290	290	100%
Mortuary and Cemetery Board, Oregon	6	6	100%
Nursing, Oregon State Board of	58	56	97%
Parks and Recreation Department, Oregon	330	325	98%
Parole, Oregon Board of	6	5	83%
Pharmacy, Oregon Board of	21	21	100%
Psychiatric Security Review Board	11	11	100%
Public Employees Retirement System	312	312	100%
Public Defense Commission, Oregon	156	156	100%
Public Safety Standards and Training, Department of	131	131	100%
Public Utility Commission, Oregon	109	108	99%
Racing Commission, Oregon	3	3	100%
Real Estate Agency, Oregon	25	25	100%
Revenue, Oregon Department of	932	932	100%
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	1	1	100%
State Fire Marshal, Oregon	110	99	90%
State Lands, Oregon Department of	118	118	100%
State Police, Oregon	788	775	98%
Tax Practitioners, Oregon Board of	1	1	100%
Teacher Standards and Practices Commission	14	14	100%
Transportation, Oregon Department of	3,180	2,917	92%
Veterans' Affairs, Oregon Department of	66	65	98%
Veterinary Medical Examining Board, Oregon	3	3	100%
Water Resources Department, Oregon	172	159	92%
Watershed Enhancement Board, Oregon	26	21	81%
Youth Authority, Oregon	607	581	96%

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 Q2 2026.

Agency	Average Time to Fill
Administrative Services, Department of	38
Agriculture, Oregon Department of	46
Business Oregon	38
Construction Contractors Board	54
Consumer and Business Services, Department of	39
Corrections, Oregon Department of	41
Criminal Justice Commission	46
Early Learning and Care, Department of	42
Education, Oregon Department of	52
Emergency Management, Oregon	48
Employment Department, Oregon	52
Energy, Oregon Department of	38
Environmental Quality, Department of	75
Fish and Wildlife, Oregon Department of	54
Forestry, Oregon Department of	42
Health Authority, Oregon	56
Higher Education Coordinating Commission	47
Housing and Community Services, Oregon	57
Human Services, Oregon Department of	57
Land Conservation and Development, Department of	41
Library of Oregon, State	30
Liquor and Cannabis Commission, Oregon	26
Lottery, Oregon	61
Marine Board, Oregon State	36
Medical Board, Oregon	44
Mental Health Regulatory Agency	76
Military Department, Oregon	37
Nursing, Oregon State Board of	39
Parks and Recreation Department, Oregon	37
Public Defense Commission, Oregon	26
Public Employees Retirement System	54
Public Safety Standards and Training, Department of	42
Public Utility Commission, Oregon	41
Revenue, Oregon Department of	30

Agency	Average Time to Fill
Social Workers, Board of Licensed	97
State Fire Marshal, Oregon	28
State Lands, Oregon Department of	41
State Police, Oregon	60
Transportation, Oregon Department of	55
Veterans' Affairs, Oregon Department of	81
Water Resources Department, Oregon	40
Watershed Enhancement Board, Oregon	28
Youth Authority, Oregon	70
All Agencies Average	49

Vacancy Rates

This table displays the vacancy data for each agency within the Executive Branch in Q2 2026.

Agency	Total Positions	Vacant Positions	Long Term Vacant Positions	Vacancy Rate	Long Term Vacancy Rate
Accountancy, Board of	7	1	-	14.30%	0.00%
Administrative Services, Department of	985	70	39	7.10%	4.00%
Advocacy Commissions Office, Oregon	4	2	1	50.00%	25.00%
Agriculture, Oregon Department of	404	64	50	15.80%	12.40%
Aviation, Oregon Department of	15	1	-	6.70%	0.00%
Blind, Commission for the	66	5	3	7.60%	4.50%
Business Oregon	201	11	3	5.50%	1.50%
Chiropractic Examiners, State Board of	5	-	-	0.00%	0.00%
Construction Contractors Board	59	4	3	6.80%	5.10%
Consumer and Business Services, Department of	1,001	64	21	6.40%	2.10%
Corrections, Oregon Department of	4,810	366	172	7.60%	3.60%
Criminal Justice Commission	33	4	3	12.10%	9.10%
Dentistry, Oregon Board of	7	1	-	14.30%	0.00%
Early Learning and Care, Department of	373	17	5	4.60%	1.30%
Education, Oregon Department of	602	59	40	9.80%	6.60%
Emergency Management, Oregon	121	6	2	5.00%	1.70%
Employment Department, Oregon	1,907	263	212	13.80%	11.10%
Energy, Oregon Department of	101	11	9	10.90%	8.90%
Environmental Quality, Department of	885	78	52	8.80%	5.90%
Fish and Wildlife, Oregon Department of	1,013	102	59	10.10%	5.80%
Forestry, Oregon Department of	849	115	84	13.50%	9.90%
Government Ethics Commission, Oregon	15	1	-	6.70%	0.00%
Health Authority, Oregon	5,987	722	447	12.10%	7.50%
Higher Education Coordinating Commission	184	26	10	14.10%	5.40%
Housing and Community Services, Oregon	454	37	29	8.10%	6.40%
Human Services, Oregon Department of	11,757	827	260	7.00%	2.20%
Land Conservation and Development, Department of	106	10	4	9.40%	3.80%

Agency	Total Positions	Vacant Positions	Long Term Vacant Positions	Vacancy Rate	Long Term Vacancy Rate
Liquor and Cannabis Commission, Oregon	399	68	46	17.00%	11.50%
Long-Term Care Ombudsman, Office of	41	2	-	4.90%	0.00%
Lottery, Oregon	480	65	-	13.50%	0.00%
Marine Board, Oregon State	41	1	-	2.40%	0.00%
Medical Board, Oregon	43	2	2	4.70%	4.70%
Military Department, Oregon	489	108	90	22.10%	18.40%
Nursing, Oregon State Board of	57	4	2	7.00%	3.50%
Parks and Recreation Department, Oregon	454	39	13	8.60%	2.90%
Parole, Oregon Board of	28	1	-	3.60%	0.00%
Pharmacy, Oregon Board of	22	3	3	13.60%	13.60%
Public Defense Commission, Oregon	194	18	3	9.30%	1.50%
Public Employees Retirement System	418	16	6	3.80%	1.40%
Public Safety Standards and Training, Department of	156	7	2	4.50%	1.30%
Public Utility Commission, Oregon	152	22	14	14.50%	9.20%
Racing Commission, Oregon	13	4	4	30.80%	30.80%
Real Estate Agency, Oregon	32	3	3	9.40%	9.40%
Revenue, Oregon Department of	1,072	55	16	5.10%	1.50%
Social Workers, Board of Licensed	8	1	-	12.50%	0.00%
State Fire Marshal, Oregon	161	8	1	5.00%	0.60%
State Lands, Oregon Department of	118	7	4	5.90%	3.40%
State Police, Oregon	1,395	123	68	8.80%	4.90%
Teacher Standards and Practices Commission	36	10	5	27.80%	13.90%
Transportation, Oregon Department of	4,667	686	460	14.70%	9.90%
Veterans' Affairs, Oregon Department of	102	12	5	11.80%	4.90%
Water Resources Department, Oregon	246	23	10	9.30%	4.10%
Watershed Enhancement Board, Oregon	35	2	-	5.70%	0.00%
Youth Authority, Oregon	1,007	118	56	11.70%	5.60%
All Agencies	43,977	4,275	2,321	9.70%	5.30%

Appendix D: Developing New Employees and Managers

New Employee Orientation

Agency	Complete Within 60 Days	Total Required	Completed on Time
Administrative Services, Department of	37	37	100%
Agriculture, Oregon Department of	5	5	100%
Business Oregon	12	12	100%
Construction Contractors Board	2	2	100%
Consumer and Business Services, Department of	10	10	100%
Corrections, Oregon Department of	41	41	100%
Early Learning and Care, Department of	7	7	100%
Education, Oregon Department of	17	17	100%
Emergency Management, Oregon	4	4	100%
Employment Department, Oregon	9	9	100%
Energy, Oregon Department of	6	6	100%
Environmental Quality, Department of	12	12	100%
Fish and Wildlife, Oregon Department of	15	15	100%
Forestry, Oregon Department of	10	10	100%
Health Authority, Oregon	82	85	96%
Higher Education Coordinating Commission	9	10	90%
Housing and Community Services, Oregon	4	4	100%
Human Services, Oregon Department of	164	167	98%
Library of Oregon, State	1	1	100%
Liquor and Cannabis Commission, Oregon	2	2	100%
Medical Board, Oregon	4	4	100%
Mental Health Regulatory Agency	1	1	100%
Military Department, Oregon	4	4	100%
Parks and Recreation Department, Oregon	4	4	100%
Parole, Oregon Board of	1	1	100%
Public Defense Commission, Oregon	6	6	100%
Public Employees Retirement System	7	7	100%
Public Safety Standards and Training, Department of	4	4	100%
Public Utility Commission, Oregon	5	5	100%
Revenue, Oregon Department of	16	16	100%
Social Workers, Board of Licensed	1	2	50%

Agency	Complete Within 60 Days	Total Required	Completed on Time
State Fire Marshal, Oregon	8	8	100%
State Lands, Oregon Department of	3	3	100%
State Police, Oregon	31	31	100%
Transportation, Oregon Department of	40	42	95%
Veterans' Affairs, Oregon Department of	2	2	100%
Water Resources Department, Oregon	2	2	100%
Watershed Enhancement Board, Oregon	0	1	0%
Youth Authority, Oregon	13	14	93%

Customer Service Training

Agency	Completed Within 60 Days	Total Required	Completed on Time
Administrative Services, Department of	22	22	100%
Agriculture, Oregon Department of	6	6	100%
Business Oregon	6	6	100%
Construction Contractors Board	2	2	100%
Consumer and Business Services, Department of	9	9	100%
Corrections, Oregon Department of	106	106	100%
Criminal Justice Commission	1	1	100%
Early Learning and Care, Department of	5	5	100%
Education, Oregon Department of	12	12	100%
Emergency Management, Oregon	3	3	100%
Employment Department, Oregon	8	8	100%
Energy, Oregon Department of	2	2	100%
Environmental Quality, Department of	11	11	100%
State Fire Marshal, Oregon	3	3	100%
Fish and Wildlife, Oregon Department of	8	8	100%
Forestry, Oregon Department of	7	7	100%
Health Authority, Oregon	78	79	99%
Higher Education Coordinating Commission	7	7	100%
Housing and Community Services, Oregon	3	3	100%
Human Services, Oregon Department of	172	172	100%
Land Conservation and Development, Department of	1	1	100%
Library of Oregon, State	1	1	100%
Liquor and Cannabis Commission, Oregon	2	2	100%
Marine Board, Oregon State	1	1	100%
Medical Board, Oregon	4	4	100%
Military Department, Oregon	2	2	100%
Parks and Recreation Department, Oregon	2	2	100%
Parole, Oregon Board of	1	1	100%
Public Employees Retirement System	2	2	100%
Public Safety Standards and Training, Department of	3	3	100%
Public Utility Commission, Oregon	4	4	100%
Revenue, Oregon Department of	13	13	100%
State Lands, Oregon Department of	2	2	100%
State Police, Oregon	26	26	100%

Agency	Completed Within 60 Days	Total Required	Completed on Time
Transportation, Oregon Department of	40	40	100%
Water Resources Department, Oregon	2	2	100%
Youth Authority, Oregon	18	19	95%

Uplift Your Benefits

Agency	Completed Within 60 Days	Total Required	Completed on Time
Administrative Services, Department of	21	21	100%
Agriculture, Oregon Department of	5	5	100%
Business Oregon	7	8	88%
Construction Contractors Board	2	2	100%
Consumer and Business Services, Department of	9	9	100%
Corrections, Oregon Department of	105	109	96%
Criminal Justice Commission	0	1	0%
Early Learning and Care, Department of	5	5	100%
Education, Oregon Department of	13	13	100%
Emergency Management, Oregon	3	4	75%
Employment Department, Oregon	8	8	100%
Energy, Oregon Department of	2	2	100%
Environmental Quality, Department of	12	12	100%
Fish and Wildlife, Oregon Department of	10	10	100%
Forestry, Oregon Department of	7	7	100%
Health Authority, Oregon	82	86	95%
Higher Education Coordinating Commission	7	7	100%
Housing and Community Services, Oregon	4	4	100%
Human Services, Oregon Department of	163	178	92%
Land Conservation and Development, Department of	2	2	100%
Library of Oregon, State	1	1	100%
Liquor and Cannabis Commission, Oregon	2	2	100%
Marine Board, Oregon State	1	1	100%
Medical Board, Oregon	4	4	100%
Military Department, Oregon	1	1	100%
Parks and Recreation Department, Oregon	2	2	100%
Parole, Oregon Board of	1	1	100%
Public Employees Retirement System	2	2	100%
Public Safety Standards and Training, Department of	4	4	100%
Public Utility Commission, Oregon	4	4	100%
Revenue, Oregon Department of	13	13	100%
State Fire Marshal, Oregon	2	2	100%
State Lands, Oregon Department of	3	3	100%
State Police, Oregon	12	12	100%

Agency	Completed Within 60 Days	Total Required	Completed on Time
Transportation, Oregon Department of	36	38	95%
Water Resources Department, Oregon	2	2	100%
Youth Authority, Oregon	23	25	92%

Foundational Training

Agency	Completed Within 60 Days	Total Required	Percent Completed
Administrative Services, Department of	9	10	90%
Agriculture, Oregon Department of	2	2	100%
Blind, Commission for the	1	1	100%
Business Oregon	3	3	100%
Construction Contractors Board	1	1	100%
Consumer and Business Services, Department of	4	4	100%
Corrections, Oregon Department of	15	21	74%
Early Learning and Care, Department of	4	4	100%
Education, Oregon Department of	11	11	100%
Emergency Management, Oregon	1	1	100%
Employment Department, Oregon	3	3	100%
Environmental Quality, Department of	6	7	86%
Fish and Wildlife, Oregon Department of	11	11	100%
Forestry, Oregon Department of	6	8	75%
Health Authority, Oregon	26	33	79%
Higher Education Coordinating Commission	3	3	100%
Housing and Community Services, Oregon	4	4	100%
Human Services, Oregon Department of	38	44	86%
Liquor and Cannabis Commission, Oregon	4	5	80%
Military Department, Oregon	4	4	100%
Nursing, Oregon State Board of	1	1	100%
Parks and Recreation Department, Oregon	3	3	100%
Public Defense Commission, Oregon	1	1	100%
Public Employees Retirement System	1	1	100%
Public Safety Standards and Training, Department of	3	3	100%
Public Utility Commission, Oregon	2	2	100%
Revenue, Oregon Department of	4	4	100%
State Fire Marshal, Oregon	1	2	50%
State Police, Oregon	4	4	100%
Transportation, Oregon Department of	8	9	89%
Water Resources Department, Oregon	1	1	100%
Youth Authority, Oregon	4	7	57%

Performance Accountability and Feedback Training

Agency	Completed Within 60 Days	Total Required	Percent Completed
Administrative Services, Department of	3	5	60%
Agriculture, Oregon Department of	1	1	100%
Business Oregon	3	3	100%
Consumer and Business Services, Department of	1	1	100%
Corrections, Oregon Department of	4	5	80%
Education, Oregon Department of	0	1	0%
Employment Department, Oregon	3	3	100%
Environmental Quality, Department of	1	1	100%
Fish and Wildlife, Oregon Department of	3	3	100%
Forestry, Oregon Department of	1	1	100%
Health Authority, Oregon	4	5	80%
Higher Education Coordinating Commission	1	1	100%
Housing and Community Services, Oregon	3	3	100%
Human Services, Oregon Department of	10	12	83%
Land Conservation and Development, Department of	1	1	100%
Liquor and Cannabis Commission, Oregon	1	1	100%
Public Employees Retirement System	1	1	100%
Revenue, Oregon Department of	1	1	100%
State Police, Oregon	2	2	100%
Transportation, Oregon Department of	4	7	57%
Youth Authority, Oregon	1	1	100%

Appendix E: Audit Accountability

Agency	Implemented	Overdue	Total
Administrative Services, Department of	3	4	7
Business Oregon	5	0	5
Consumer and Business Services, Department of	3	0	3
Corrections, Oregon Department of	2	6	8
Early Learning and Care, Department of	2	0	2
Employment Department, Oregon	2	0	2
Environmental Quality, Department of	39	0	39
Education, Oregon Department of	3	0	3
Emergency Management, Oregon	3	0	3
Energy, Oregon Department of	3	0	3
Fish and Wildlife, Oregon Department of	4	2	6
Forestry, Oregon Department of	2	1	3
Health Authority, Oregon	75	2	77
Higher Education Coordinating Commission	2	0	2
Human Services, Oregon Department of	75	0	75
Liquor and Cannabis Commission, Oregon	28	4	32
Lottery, Oregon	6	0	6
Medical Board, Oregon	3	0	3
Parks and Recreation Department, Oregon	1	10	11
Public Defense Commission, Oregon	5	0	5
Public Employees Retirement System	12	5	17
Revenue, Oregon Department of	23	0	23
State Police, Oregon	7	6	13
Transportation, Oregon Department of	27	0	27
Watershed Enhancement Board, Oregon	1	0	1
Youth Authority, Oregon	10	2	12
Total	346	42	388

Appendix F: Supporting Strategic Planning and Measuring Agency Performance

Agency	Annual Report Status
Accountancy, Board of	Submitted
Administrative Services, Department of	Submitted
Advocacy Commissions Office, Oregon	Submitted
Agriculture, Oregon Department of	Submitted
Aviation, Oregon Department of	Submitted
Blind, Commission for the	Submitted
Business Oregon	Submitted
Chiropractic Examiners, State Board of	Submitted
Construction Contractors Board	Submitted
Consumer and Business Services, Department of	Submitted
Corrections, Oregon Department of	Submitted
Criminal Justice Commission	Submitted
Dentistry, Oregon Board of	Submitted
Early Learning and Care, Department of	Submitted
Education, Oregon Department of	Submitted
Emergency Management, Oregon	Submitted
Employment Department, Oregon	Submitted
Employment Relations Board	Submitted
Energy, Oregon Department of	Submitted
Environmental Quality, Department of	Submitted
Fish and Wildlife, Oregon Department of	Submitted
Forestry, Oregon Department of	Submitted
Geology and Mineral Industries, Oregon	Submitted
Government Ethics Commission, Oregon	Submitted
Health Authority, Oregon	Submitted
Higher Education Coordinating Commission	Submitted
Housing and Community Services, Oregon	Submitted
Human Services, Oregon Department of	Submitted
Land Conservation and Development, Department of	Submitted
Land Use Board of Appeals, Oregon	Submitted
Library of Oregon, State	Submitted
Liquor and Cannabis Commission, Oregon	Submitted
Long-Term Care Ombudsman, Office of	Submitted
Lottery, Oregon	Submitted
Marine Board, Oregon State	Submitted
Massage Therapists, Oregon State Board of	Submitted
Medical Board, Oregon	Submitted

Agency	Annual Report Status
Medical Imaging, Oregon Board of	Submitted
Mental Health Regulatory Agency	Submitted
Military Department, Oregon	Submitted
Mortuary and Cemetery Board, Oregon	Submitted
Naturopathic Medicine, Oregon Board of	Submitted
Nursing, Oregon State Board of	Submitted
Occupational Therapy Licensing Board, Oregon	Submitted
Optometry, Oregon Board of	Submitted
Parks and Recreation Department, Oregon	Submitted
Parole, Oregon Board of	Not Submitted
Pharmacy, Oregon Board of	Submitted
Physical Therapy, Oregon Board of	Submitted
Psychiatric Security Review Board	Submitted
Public Defense Commission, Oregon	Submitted
Public Employees Retirement System	Submitted
Public Safety Standards and Training, Department of	Submitted
Public Utility Commission, Oregon	Submitted
Racing Commission, Oregon	Submitted
Real Estate Agency, Oregon	Submitted
Revenue, Oregon Department of	Submitted
Social Workers, Board of Licensed	Submitted
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	Submitted
State Fire Marshal, Oregon	Submitted
State Lands, Oregon Department of	Submitted
State Police, Oregon	Submitted
Tax Practitioners, Oregon Board of	Submitted
Teacher Standards & Practices Commission	Submitted
Transportation, Oregon Department of	Submitted
Veterans' Affairs, Oregon Department of	Submitted
Veterinary Medical Examining Board, Oregon	Submitted
Water Resources Department, Oregon	Submitted
Watershed Enhancement Board, Oregon	Submitted
Youth Authority, Oregon	Submitted

Appendix G: Managing IT Processes

Agency	Annual Report Status
Accountancy, Board of	Not Submitted
Administrative Services, Department of	Submitted
Advocacy Commissions Office, Oregon	Submitted
Agriculture, Oregon Department of	Submitted
Aviation, Oregon Department of	Submitted
Blind, Commission for the	Submitted
Business Oregon	Submitted
Chiropractic Examiners, State Board of	Submitted
Construction Contractors Board	Submitted
Consumer and Business Services, Department of	Submitted
Corrections, Oregon Department of	Submitted
Criminal Justice Commission	Not Required
Dentistry, Oregon Board of	Not Required
Early Learning and Care, Department of	Submitted
Education, Oregon Department of	Submitted
Emergency Management, Oregon	Submitted
Employment Department, Oregon	Submitted
Employment Relations Board	Submitted
Energy, Oregon Department of	Submitted
Environmental Quality, Department of	Submitted
Fish and Wildlife, Oregon Department of	Submitted
Forestry, Oregon Department of	Submitted
Geology and Mineral Industries, Oregon	Submitted
Government Ethics Commission, Oregon	Submitted
Health Authority, Oregon	Submitted
Higher Education Coordinating Commission	Submitted
Housing and Community Services, Oregon	Submitted
Human Services, Oregon Department of	Submitted
Land Conservation and Development, Department of	Submitted
Land Use Board of Appeals, Oregon	Submitted
Library of Oregon, State	Submitted
Liquor and Cannabis Commission, Oregon	Submitted
Long-Term Care Ombudsman, Office of	Submitted
Lottery, Oregon	Submitted
Marine Board, Oregon State	Submitted
Massage Therapists, Oregon State Board of	Not Submitted
Medical Board, Oregon	Submitted
Medical Imaging, Oregon Board of	Submitted

Agency	Annual Report Status
Mental Health Regulatory Agency	Submitted
Military Department, Oregon	Submitted
Mortuary and Cemetery Board, Oregon	Not Submitted
Naturopathic Medicine, Oregon Board of	Submitted
Nursing, Oregon State Board of	Submitted
Occupational Therapy Licensing Board	Submitted
Optometry, Oregon Board of	Not Submitted
Public Defense Commission, Oregon	Submitted
Parks and Recreation Department, Oregon	Submitted
Parole, Oregon Board of	Submitted
Pharmacy, Oregon Board of	Not Submitted
Physical Therapy, Oregon Board of	Submitted
Psychiatric Security Review Board	Submitted
Public Employees Retirement System	Submitted
Public Safety Standards and Training, Department of	Submitted
Public Utility Commission, Oregon	Submitted
Racing Commission, Oregon	Submitted
Real Estate Agency, Oregon	Submitted
Revenue, Oregon Department of	Submitted
Social Workers, Board of Licensed	Not Submitted
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	Not Submitted
State Fire Marshal, Oregon	Submitted
State Lands, Oregon Department of	Submitted
State Police, Oregon	Submitted
Tax Practitioners, Oregon Board of	Submitted
Teacher Standards and Practices Commission	Submitted
Transportation, Oregon Department of	Submitted
Veterans' Affairs, Oregon Department of	Submitted
Veterinary Medical Examining Board, Oregon	Not Submitted
Water Resources Department, Oregon	Submitted
Watershed Enhancement Board, Oregon	Submitted
Youth Authority, Oregon	Submitted

Appendix H: State Government Commitment to Diversity, Equity and Inclusion

Agency	Annual Report Status
Accountancy, Board of	Submitted
Administrative Services, Department of	Submitted
Advocacy Commissions Office, Oregon	Submitted
Agriculture, Oregon Department of	Submitted
Aviation, Oregon Department of	Submitted
Blind, Commission for the	Submitted
Business Oregon	Submitted
Chiropractic Examiners, State Board of	Submitted
Construction Contractors Board	Submitted
Consumer and Business Services, Department of	Submitted
Corrections, Oregon Department of	Submitted
Criminal Justice Commission	Submitted
Dentistry, Oregon Board of	Submitted
Early Learning and Care, Department of	Submitted
Education, Oregon Department of	Submitted
Emergency Management, Oregon Department of	Submitted
Employment Department, Oregon	Submitted
Employment Relations Board	Submitted
Energy, Oregon Department of	Submitted
Environmental Quality, Department of	Submitted
Fish and Wildlife, Oregon Department of	Submitted
Forestry, Oregon Department of	Submitted
Geology and Mineral Industries, Oregon Department of	Submitted
Government Ethics Commission, Oregon	Submitted
Health Authority, Oregon	Submitted
Higher Education Coordinating Commission	Submitted
Housing and Community Services, Oregon	Submitted
Human Services, Oregon Department of	Submitted
Land Conservation and Development, Department of	Submitted
Land Use Board of Appeals, Oregon	Submitted
Library of Oregon, State	Submitted
Liquor and Cannabis Commission, Oregon	Submitted
Long-Term Care Ombudsman, Office of the	Submitted
Lottery, Oregon	Submitted
Marine Board, Oregon State	Submitted
Massage Therapists, Oregon State Board of	Submitted

Agency	Annual Report Status
Medical Imaging, Oregon Board of	Submitted
Mental Health Regulatory Agency	Submitted
Military Department, Oregon	Submitted
Mortuary and Cemetery Board, Oregon	Submitted
Naturopathic Medicine, Oregon Board of	Submitted
Nursing, Oregon State Board of	Submitted
Occupational Therapy Licensing Board, Oregon	Submitted
Optometry, Oregon Board of	Submitted
Parks and Recreation Department, Oregon	Submitted
Parole, Board of	Submitted
Pharmacy, Oregon Board of	Submitted
Physical Therapy, Oregon Board of	Submitted
Psychiatric Security Review Board	Submitted
Public Defense Commission, Oregon	Submitted
Public Employees Retirement System	Submitted
Public Safety Standards and Training, Department of	Submitted
Public Utility Commission, Oregon	Submitted
Racing Commission, Oregon	Submitted
Real Estate Agency, Oregon	Submitted
Revenue, Oregon Department of	Submitted
Social Workers, Board of Licensed	Submitted
Speech-Language Pathology & Audiology, Board Examiners of	Submitted
State Fire Marshal, Oregon	Submitted
State Lands, Oregon Department of	Submitted
State Police, Oregon	Submitted
Tax Practitioners, Oregon Board of	Submitted
Teacher Standards and Practices Commission	Submitted
Transportation, Oregon Department of	Submitted
Veterans' Affairs, Oregon Department of	Submitted
Veterinary Medical Examining Board, Oregon	Submitted
Water Resources Department, Oregon	Submitted
Watershed Enhancement Board, Oregon	Submitted
Youth Authority, Oregon	Submitted