

OREGON AGENCY EXPECTATIONS

Progress Report: Covering Oct. 1 – Dec. 31, 2025

Mar. 31, 2026



Department of Administrative Services

155 Cottage Street NE

Salem, OR 97301

503-378-3104

oregon.gov/das

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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 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 December 30, 2025, have been completed.

Performance feedback declined: 81% of reporting agencies completed at least 90% of employee check-ins, down from 92% the previous quarter.

Employee engagement improves: 3% more state employees responded to the annual survey than in 2024 and 10% more than 2023. The employee engagement score has increased +0.05 year over year (3.86 out of 5), and +0.10 since 2023.

Succession plans more comprehensive and detailed: 97% of agencies submitted succession plans.

Recruitment timelines have decreased by two days, while vacancy rates remain steady. Agencies are now filling positions within an average of 52 days, down from 54 days in the prior quarter. Ten percent of positions are vacant.

Agencies actively implementing audit recommendations: 98% of recommendations due have been implemented.

Performance completing required training is mixed:

New Employee Orientation:	95% (remains the same)
Customer Service:	99% (remains the same)
Uplift Your Benefits:	96% (increase from 95%)
Foundational Training for Managers:	89% (increase from 62%)
Performance Feedback Training:	65% (decrease from 67%)

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

Expectations Reporting Schedule

Expectation	3/31/26	6/30/26	9/30/26	12/31/26
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 that includes 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 are complete (58 of 58 reviews). This report concludes the first two-year cycle for this accountability measure.

Four agency directors are scheduled for review in the first quarter of 2026.

Lists of planned and completed performance reviews 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 January 31, 2026.

Overall PAF check-in compliance was 95.6%, with a total of 31,291 check-ins completed out of the 32,720 check-ins required. Fifty-two of the 64 (81.5%) 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](#).

While the overall compliance rate increased slightly from 94% to 95.6%, the number of agencies meeting the requirement decreased. In the quarter ending December 31, 2025, five agencies did not meet the requirement. This quarter, that number increased to 12.

In future months, DAS CHRO will meet with the agencies who did not comply prior to the reporting month to review best practices of pulling and reviewing their PAF Check-in data prior to the end of the quarter.

Employee Engagement

Increase in employee engagement scores

Between March 2025 and January 2026, 71 state agencies conducted the Gallup Q12 Employee Engagement survey. This gives Oregon state government the ability to look across the enterprise to identify themes and areas where to provide resources and assistance to agencies to improve employee satisfaction, performance and productivity. All agencies, boards and commissions were invited to participate in 2025.

- Overall response rate was 70%, with 30,456 employees participating, which is a 2% increase from 2024 (10% from 2023).
- Overall engagement mean was 3.86, with the highest engagement possible being five. This represents a 0.05 increase overall from 2024.
- The ratio of engaged to not engaged workers improved to 3:1.

Succession Planning

State agencies are required to develop and submit an annual succession plan, with the most recent plans due December 31, 2025. The DAS Chief Human Resources Office, through the Workforce Development Unit, continues to support these efforts by offering tools, guidance and direct consultation. Throughout 2025, Workforce Development held office hours and met individually with agencies to assist in shaping their plans for the annual submission.

From 2023 to 2025, agencies evaluated their workforce to identify positions determined to be critical or highly critical, roles essential for organizational continuity with minimal backup. Agencies were asked to outline development strategies aimed at reducing the criticality of these positions over time. Beginning in 2024, agencies reported on their progress, providing updates on development goals established in prior plans.

In 2025, agencies identified 82 newly critical and highly critical positions, carried forward 300 positions from previous years, resolved 80 roles and downgraded 22 from highly critical to critical. Across the enterprise, 63 agencies submitted succession plans on time, ten submitted late and one did not submit a plan. Details can be found in [Appendix D](#).

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 52 days on average in Q4 2025

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 maintain an average time to fill that is just above 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 E](#).

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%

Vacancy Rates

The vacancy rate for Q4 2025 was 10%

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

In her September 16, 2025, memo to state agency directors, Governor Kotek directed agencies to slow operational spending from the General Fund and Lottery Fund. This includes measures such as extending the time positions remain vacant following employee turnover. As a result, agency vacancy rates may be impacted by this directive.

Details can be found in [Appendix E](#).

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%

Audit Response

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

Implementation rate for recommendations due during the reporting period: 98%

Agencies reported on 127 audit reports covering 787 total recommendations.

Recommendations	Recommendation Status
415	Recommendations not yet due
40	Recommendations closed
332	Recommendations implemented this quarter
7	Recommendations overdue
787	Total recommendations

The total overdue recommendations decreased from 11 to seven this quarter. Agency internal auditors noted their agencies were making progress and overdue recommendations were often partially implemented or waiting on validation from external auditors. Details can be found in [Appendix F](#).

Developing New Employees and Managers

New Employee Orientation

Agencies achieved 94.61% compliance.

This training is assigned by agencies 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, 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 October 1, 2025, through December 31, 2025. Of the 849 new employees hired during this period:

Number of employees	Status
721	Completed: within 60 days
87	Incomplete: within 60 days
40	Incomplete: more than 60 days
4	Completed: more than 60 days

Customer Service Training

Agencies achieved 99.7% 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 October 1, 2025, through December 31, 2025. Of the 728 new employees hired during this period:

Number of employees	Status
692	Completed: within 60 days
34	Incomplete: within 60 days
2	Incomplete: more than 60 days

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 October 1, 2025 through December 31, 2025. Of the 673 new employees hired during this period:

Number of employees	Status
611	Completed: within 30 days
40	Incomplete: within 30 days
12	Incomplete: more than 30 days
10	Completed: more than 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 89.3% 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.

Over the last year the enterprise saw a significant gain in completion percentage. In the first quarter of 2025 the compliance percentage was 61% and by the fourth quarter the compliance percentage increased to 89.3%.

This reporting period is from January 1, 2025, through December 31, 2025. Of the 367 new managers hired during this period:

Number of managers	Status
234	Completed: within 4 months
105	Incomplete: within 4 months
28	Incomplete: more than 4 months

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 65% compliance.

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 October 1, 2025, through December 31, 2025. Of the 113 new managers hired during this period:

Number of managers	Status
62	Completed: within 30 days
17	Incomplete: within 30 days
19	Incomplete: more than 30 days
15	Completed: more than 30 days

Conclusion

This quarter's report shows steady progress across agencies in meeting the Governor's expectations for operational excellence. The decrease in the number of agencies meeting the Performance Feedback measure merits attention and support from the Chief Human Resources Office. More comprehensive and detailed workforce data in agency succession plans will help the Chief Human Resources Office to develop strategies to ensure a stable state workforce for Oregon. The high implementation rate for audit recommendations demonstrates agencies' attention to quality, and the improving timelines for position recruitment reflect work at all levels to streamline hiring processes.

Appendix A: Director Performance Reviews

Planned

January 2026

State Board of Chiropractic Examiners

February 2026

Mental Health Regulatory Agency
Oregon Watershed Enhancement Board

March 2026

Oregon Water Resources Department

April 2026

Criminal Justice Commission
Oregon Medical Board

May 2026

Oregon Public Defense Commission
State Library of Oregon

June 2026

Board of Accountancy
Board of Parole
Oregon Department of Geology and
Mineral Industries
Oregon Veterinary Medical Examining
Board

July 2026

Employment Relations Board
Oregon Board of Naturopathic Medicine
Oregon State Board of Massage
Therapists

August 2026

Oregon Department of Aviation
Oregon State Board of Nursing

September 2026

Department of Administrative Services
Oregon Employment Department
Oregon Occupational Therapy Licensing
Board

October 2026

Oregon Department of Revenue
Oregon Public Utility Commission
Oregon Youth Authority
Teacher Standards and Practices
Commission

November 2026

Department of Land Conservation and
Development
Oregon Board of Medical Imaging
Oregon Board of Pharmacy
Oregon Department of State Lands

December 2026

Higher Education Coordinating
Commission
Oregon State Marine Board

January 2027

Oregon Board of Physical Therapy
Oregon Health Authority
Oregon Liquor and Cannabis
Commission

February 2027

Commission for the Blind
Department of Early Learning and Care
Oregon Parks and Recreation
Department
Oregon State Fire Marshal

March 2027

Department of Environmental Quality
Oregon Housing and Community
Services

April 2027

Board of Licensed Social Workers
Business Oregon
Department of Public Safety Standards
and Training
Oregon Department of Agriculture
Oregon Department of Energy

May 2027

Department of Consumer and Business
Services
Oregon Department of Human Services
Psychiatric Security Review Board

June 2027

Construction Contractors Board

July 2027

Public Employee Retirement System

August 2027

Board of Examiners of Speech-Language
Pathology & Audiology
Oregon Board of Tax Practitioners
Oregon Department of Education

September 2027

Office of the Long-Term Care
Ombudsman
Oregon Department of Emergency
Management
Oregon Department of Veterans' Affairs
Oregon Lottery

October 2027

Oregon Board of Optometry
Oregon Mortuary and Cemetery Board
Oregon Racing Commission
Oregon State Police

November 2027

Oregon Department of Corrections
Oregon Government Ethics Commission
Oregon Real Estate Agency

December 2027

Oregon Department of Fish and Wildlife
Oregon Land Use Board of Appeals
Oregon Military Department

Completed

2025

Board of Examiners of Speech-Language Pathology & Audiology
Board of Licensed Social Workers
Business Oregon
Commission for the Blind
Construction Contractors Board
Criminal Justice Commission
Department of Early Learning and Care
Department of Environmental Quality
Department of Public Safety Standards and Training
Employment Relations Board
Mental Health Regulatory Agency
Office of the Long-Term Care Ombudsman
Oregon Medical Board
Oregon Public Defense Commission
Oregon Water Resources Department
Oregon Watershed Enhancement Board
State Board of Chiropractic Examiners
Oregon Land Use Appeals Board
Oregon Board of Optometry
Oregon Board of Physical Therapy
Oregon Board of Tax Practitioners
Oregon Department of Agriculture
Oregon Department of Corrections
Oregon Department of Education
Oregon Department of Emergency Management
Oregon Department of Energy
Oregon Department of Fish and Wildlife
Oregon Department of Veterans' Affairs
Oregon Government Ethics Commission
Oregon Health Authority
Oregon Housing and Community Services
Oregon Liquor and Cannabis Commission
Oregon Lottery
Oregon Military Department

Oregon Parks and Recreation Department
Oregon Racing Commission
Oregon Real Estate Agency
Oregon State Fire Marshal
Oregon State Police
Psychiatric Security Review Board
Public Employee Retirement System

2024

Board of Accountancy
Board of Parole
Criminal Justice Commission
Department of Administrative Services
Department of Land Conservation and Development
Higher Education Coordinating Commission
Oregon Board of Dentistry
Oregon Board of Medical Imaging
Oregon Board of Naturopathic Medicine
Oregon Department of Aviation
Oregon Department of Geology and Mineral Industries
Oregon Department of Human Services
Oregon Department of Revenue
Oregon Department of Transportation
Oregon Medical Board
Oregon Mortuary and Cemetery Board
Oregon Occupational Therapy Licensing Board
Oregon State Board of Massage Therapists
Oregon State Board of Nursing
Oregon State Marine Board
Oregon Veterinary Medical Examining Board
Oregon Youth Authority
State Board of Chiropractic Examiners
State Library of Oregon

Appendix B: Performance Feedback for Employees

Agency	Total Required Check-ins	Check-ins Completed	Percentage Completed
Board of Accountancy	2	2	100%
Board of Parole	5	5	100%
Business Oregon	148	148	100%
Construction Contractors Board	47	47	100%
Criminal Justice Commission	21	21	100%
Department of Public Safety Standards and Training	113	113	100%
Employment Relations Board	8	8	100%
Mental Health Regulatory Agency	13	13	100%
Office of the Long-Term Care Ombudsman	38	38	100%
Oregon Board of Medical Imaging	3	3	100%
Oregon Board of Pharmacy	21	21	100%
Oregon Department of Agriculture	278	278	100%
Oregon Department of Aviation	13	13	100%
Oregon Department of Energy	86	86	100%
Oregon Department of Fish and Wildlife	735	735	100%
Oregon Department of Geology and Mineral Industries	37	37	100%
Oregon Department of Revenue	845	845	100%
Oregon Government Ethics Commission	12	12	100%
Oregon Lottery	426	426	100%
Oregon Land Use Board of Appeals	4	4	100%
Oregon Military Department	302	302	100%
Oregon Mortuary and Cemetery Board	5	5	100%
Oregon Racing Commission	3	3	100%
Oregon Real Estate Agency	25	25	100%
Oregon State Marine Board	31	31	100%
Oregon Veterinary Medical Examining Board	2	2	100%
Psychiatric Security Review Board	11	11	100%
State Library of Oregon	38	38	100%
Department of Administrative Services	584	582	99.7%
Department of Consumer and Business Services	740	737	99.6%
Department of Early Learning and Care	263	262	99.6%
Oregon Water Resources Department	198	197	99.5%
Oregon Department of Corrections	4,342	4,314	99.4%
Oregon State Police	809	802	99.1%
Oregon Public Defense Commission	143	141	98.6%

Agency	Total Required Check-ins	Check-ins Completed	Percentage Completed
Public Employee Retirement System	347	341	98.3%
Commission for the Blind	48	47	97.9%
Oregon Parks and Recreation Department	317	307	96.8%
Oregon State Fire Marshal	123	119	96.7%
Oregon Department of Human Services	9429	9,054	96.0%
Oregon Employment Department	1451	1,393	96.0%
Oregon Department of Veterans' Affairs	67	64	95.5%
Oregon Watershed Enhancement Board	38	36	94.7%
Oregon Medical Board	37	35	94.6%
Oregon Department of Transportation	3436	3,234	94.1%
Oregon Liquor and Cannabis Commission	237	222	93.7%
Oregon Department of State Lands	92	86	93.5%
Higher Education Coordinating Commission	120	112	93.3%
Oregon Public Utility Commission	116	108	93.1%
Oregon Department of Forestry	606	563	92.9%
Oregon Department of Education	421	387	91.9%
Oregon Health Authority	3591	3,277	91.3%
Oregon Department of Emergency Management	97	87	89.7%
Oregon Youth Authority	638	552	86.5%
Board of Licensed Social Workers	7	6	85.7%
Oregon Housing and Community Services	355	304	85.6%
Department of Land Conservation and Development	88	74	84.1%
Department of Environmental Quality	636	528	83.0%
Oregon State Board of Nursing	47	37	78.7%
Teacher Standards and Practices Commission	14	11	78.6%
Oregon State Board of Massage Therapists	5	0	0.0%
Board of Examiners of Speech-Language Pathology & Audiology	1	0	0.0%
Oregon Board of Naturopathic Medicine	1	0	0.0%
State Board of Chiropractic Examiners	4	0	0.0%

Appendix C: Employee Engagement

Agency	Participation %	Gallop Mean Score
Board of Accountancy	86%	3.43
Board of Licensed Social Workers	78%	4.06
Board of Parole	47%	3.78
Business Oregon	96%	4.21
Commission for the Blind	70%	4.37
Construction Contractors Board	69%	3.97
Criminal Justice Commission	74%	4.34
Department of Administrative Services	77%	4.17
Department of Administrative Services – Enterprise Information Services	80%	3.85
Department of Consumer and Business Services	79%	4.17
Department of Early Learning and Care	85%	4.21
Department of Environmental Quality	76%	4.02
Department of Land Conservation and Development	91%	4.25
Department of Public Safety Standards and Training	86%	3.95
Employment Relations Board	77%	4.22
Higher Education Coordinating Commission	95%	4.04
Mental Health Regulatory Agency	88%	4.25
Office of the Long-Term Care Ombudsman	75%	4.14
Oregon Board of Dentistry	71%	4.65
Oregon Board of Medical Imaging	100%	4.81
Oregon Board of Pharmacy	45%	4.01
Oregon Board of Physical Therapy	100%	5.00
Oregon Department of Agriculture	63%	3.94
Oregon Department of Aviation	100%	4.24
Oregon Department of Corrections	63%	3.37
Oregon Department of Education	82%	4.04
Oregon Department of Emergency Management	94%	4.19
Oregon Department of Energy	87%	4.07
Oregon Department of Fish and Wildlife	60%	3.94
Oregon Department of Forestry	74%	3.78
Oregon Department of Human Services	70%	3.82
Oregon Department of Revenue	77%	4.18
Oregon Department of State Lands	86%	3.91
Oregon Department of Transportation	71%	3.73
Oregon Department of Veterans' Affairs	85%	3.96
Oregon Employment Department	84%	3.97

Agency	Participation %	Gallop Mean Score
Oregon Government Ethics Commission	100%	3.30
Oregon Health Authority	55%	3.90
Oregon Housing and Community Services	85%	4.13
Oregon Land Use Board of Appeals	86%	4.61
Oregon Liquor and Cannabis Commission	74%	3.88
Oregon Lottery	91%	4.32
Oregon Medical Board	88%	4.28
Oregon Military Department	73%	3.94
Oregon Mortuary And Cemetery Board	*	*
Oregon Parks and Recreation Department	74%	3.92
Oregon Public Defense Commission	74%	4.19
Oregon Public Employee Retirement System	80%	4.17
Oregon Public Utility Commission	89%	4.29
Oregon Racing Commission	64%	4.79
Oregon Real Estate Agency	83%	4.57
Oregon State Board of Massage Therapists	*	*
Oregon State Board of Nursing	70%	3.93
Oregon State Fire Marshal	80%	4.12
Oregon State Marine Board	83%	4.44
Oregon State Police	60%	3.70
Oregon Veterinary Medical Examining Board	100%	4.42
Oregon Water Resources Department	88%	4.05
Oregon Watershed Enhancement Board	95%	4.32
Oregon Youth Authority	61%	3.55
Small Agencies, Boards and Commissions (combined)	74%	4.16
State Board of Chiropractic Examiners	100%	4.81
State Library of Oregon	73%	4.14
Teacher Standards and Practices Commission	66%	2.94

*Agency received insufficient responses for individual agency results. Results are included in the Small Agencies, Boards and Commissions (combined) results.

Appendix D: Succession Plans

Plans Received by Agency

Agency	Timeliness	Completeness
Board of Licensed Social Workers	On time	Complete
Board of Parole	On time	Complete
Business Oregon	On time	Complete
Commission for the Blind	On time	Complete
Construction Contractors Board	On time	Complete
Criminal Justice Commission	On time	Complete
Department of Administrative Services	On time	Complete
Department of Consumer and Business Services	On time	Complete
Department of Early Learning and Care	On time	Complete
Department of Environmental Quality	On time	Complete
Department of Land Conservation and Development	On time	Complete
Department of Public Safety Standards and Training	On time	Complete
Higher Education Coordinating Commission	On time	Complete
Mental Health Regulatory Agency	On time	Complete
Office of the Long-Term Care Ombudsman	On time	Complete
Oregon Board of Optometry	On time	Complete
Oregon Board of Pharmacy	On time	Complete
Oregon Board of Medical Imaging	On time	Complete
Oregon Board of Naturopathic Medicine	On time	Complete
Oregon Board of Physical Therapy	On time	Complete
Oregon Department of Agriculture	On time	Complete
Oregon Department of Education	On time	Complete
Oregon Department of Emergency Management	On time	Complete
Oregon Department of Energy	On time	Complete
Oregon Department of Forestry	On time	Complete
Oregon Department of Fish and Wildlife	On time	Complete
Oregon Department of Geology and Mineral Industries	On time	Complete
Oregon Department of Human Services	On time	Complete
Oregon Department of Revenue	On time	Complete
Oregon Department of Transportation	On time	Complete
Oregon Department of Veterans' Affairs	On time	Complete
Oregon Employment Department	On time	Complete
Oregon Government Ethics Commission	On time	Complete
Oregon Health Authority	On time	Complete
Oregon Land Use Board of Appeals	On time	Complete

Agency	Timeliness	Completeness
Oregon Liquor and Cannabis Commission	On time	Complete
Oregon Lottery	On time	Complete
Oregon Medical Board	On time	Complete
Oregon Military Department	On time	Complete
Oregon Occupational Therapy Licensing Board	On time	Complete
Oregon Public Defense Commission	On time	Complete
Oregon Public Utility Commission	On time	Complete
Oregon Racing Commission	On time	Complete
Oregon Real Estate Agency	On time	Complete
Oregon State Board of Nursing	On time	Complete
Oregon State Fire Marshal	On time	Complete
Oregon State Marine Board	On time	Complete
Oregon State Police	On time	Complete
Oregon Water Resources Department	On time	Complete
Oregon Veterinary Medical Examining Board	On time	Complete
Oregon Youth Authority	On time	Complete
Psychiatric Security Review Board	On time	Complete
Public Employee Retirement System	On time	Complete
State Library of Oregon	On time	Complete
Board of Accountancy	On time	Incomplete
Oregon Department of Corrections	On time	Incomplete
Oregon Parks and Recreation Department	On time	Incomplete
State Board of Chiropractic Examiners	On time	Incomplete
Teacher Standards and Practices Commission	On time	Incomplete
Employment Relations Board	Late	Complete
Oregon Board of Dentistry	Late	Complete
Oregon Department of State Lands	Late	Complete
Oregon Housing and Community Services	Late	Complete
Oregon State Board of Massage Therapists	Late	Complete
Oregon Watershed Enhancement Board	Late	Complete
Board of Examiners of Speech-Language Pathology & Audiology	Late	Incomplete
Oregon Board of Tax Practitioners	Late	Incomplete
Oregon Department of Aviation	Late	Incomplete
Oregon Mortuary and Cemetery Board	Late	Incomplete
Oregon Advocacy Commissions Office	No plan submitted	No plan submitted

Appendix E: 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 Q4 2025.

Agency	Average Days to Fill
Commission for the Blind	12
Oregon Department of Veterans' Affairs	13
Mental Health Regulatory Agency	17
Construction Contractors Board	28
Oregon Lottery	32
Oregon Department of Geology and Mineral Industries	33
Oregon State Police	33
Oregon Department of Agriculture	36
Oregon Department of Forestry	36
Business Oregon	37
Oregon Department of Energy	37
Oregon Department of Revenue	37
Oregon Employment Department	37
Department of Administrative Services	38
Oregon Housing and Community Services	40
Oregon Military Department	40
Department of Public Safety Standards and Training	41
Higher Education Coordinating Commission	41
Public Employee Retirement System	41
State Library of Oregon	41
Oregon Public Defense Commission	42
Department of Land Conservation and Development	43
Department of Early Learning and Care	45
Oregon State Fire Marshal	46
Department of Consumer and Business Services	47
Oregon Board of Tax Practitioners	47
Oregon Department of Emergency Management	47
Oregon Department of Transportation	47
Oregon Department of Corrections	48
Oregon Parks and Recreation Department	49
Oregon Medical Board	51
Oregon Public Utility Commission	52
Oregon Department of Fish and Wildlife	54
Oregon Watershed Enhancement Board	54

Agency	Average Days to Fill
Department of Environmental Quality	55
Office of the Long Term-Care Ombudsman	57
Oregon Liquor and Cannabis Commission	57
Oregon Department of Human Services	58
Oregon Youth Authority	59
Oregon Water Resources Department	61
Oregon Health Authority	65
Oregon Mortuary and Cemetery Board	66
Oregon Department of Education	72
Oregon State Board of Nursing	95
Oregon Department of State Lands	111
Oregon Department of Aviation	113

Vacancy Rates

This table displays the vacancy data for each agency within the Executive Branch in Q4 2025.

Agency	Total positions	Vacant	Vacant long term	Vacant %	Vacant long-term ² %
Board of Accountancy	7	1	0	14.3%	0.0%
Board of Examiners of Speech-Language Pathology & Audiology	3	0	0	0.0%	0.0%
Board of Licensed Social Workers	8	1	0	12.5%	0.0%
Board of Parole	28	0	0	0.0%	0.0%
Business Oregon	192	15	6	7.8%	3.1%
Commission for the Blind	66	4	2	6.1%	3.0%
Construction Contractors Board	59	5	1	8.5%	1.7%
Criminal Justice Commission	33	4	3	12.1%	9.1%
Department of Administrative Services	979	79	27	8.1%	2.8%
Department of Consumer and Business Services	997	53	13	5.3%	1.3%
Department of Early Learning and Care	352	19	5	5.4%	1.4%
Department of Environmental Quality	891	76	37	8.5%	4.2%
Oregon Department of Geology and Mineral Industries	40	2	0	5%	0.0%
Department of Land Conservation and Development	107	10	4	9.3%	3.7%
Department of Public Safety Standards and Training	156	9	3	5.8%	1.9%
Employment Relations Board	13	0	0	0.0%	0.0%
Higher Education Coordinating Commission	180	23	17	12.8%	9.4%
Mental Health Regulatory Agency	16	3	0	18.8%	0.0%
Office of the Long-Term Care Ombudsman	41	0	0	0.0%	0.0%
Oregon Advocacy Commissions Office	4	2	0	50.0%	0.0%
Oregon Board of Dentistry	7	1	0	14.3%	0.0%
Oregon Board of Medical Imaging	4	0	0	0.0%	0.0%
Oregon Board of Naturopathic Medicine	4	0	0	0.0%	0.0%

² Vacant longer than six months.

Agency	Total positions	Vacant	Vacant long term	Vacant %	Vacant long-term² %
Oregon Board of Optometry	0	0	0	-	-
Oregon Board of Pharmacy	23	3	3	13.0%	13.0%
Oregon Board of Physical Therapy	0	0	0	-	-
Oregon Board of Tax Practitioners	2	0	0	0.0%	0.0%
Oregon Department of Agriculture	396	64	48	16.2%	12.1%
Oregon Department of Aviation	15	0	0	0.0%	0.0%
Oregon Department of Corrections	4808	450	207	9.4%	4.3%
Oregon Department of Education	602	92	43	15.3%	7.1%
Oregon Department of Emergency Management	122	12	7	9.8%	5.7%
Oregon Department of Energy	97	5	5	5.2%	5.2%
Oregon Department of Fish and Wildlife	1012	105	62	10.4%	6.1%
Oregon Department of Forestry	847	117	89	13.8%	10.5%
Oregon Department of Human Services	11,366	746	198	6.6%	1.7%
Oregon Department of Revenue	1063	57	17	5.4%	1.6%
Oregon Department of State Lands	119	12	0	10.1%	0.0%
Oregon Department of Transportation	4,659	656	380	14.1%	8.2%
Oregon Department of Veterans' Affairs	99	9	3	9.1%	3.0%
Oregon Employment Department	1,907	259	172	13.6%	9.0%
Oregon Government Ethics Commission	15	2	0	13.3%	0.0%
Oregon Health Authority	5,942	872	438	14.7%	7.4%
Oregon Housing and Community Services	456	44	29	9.6%	6.4%
Oregon Land Use Board of Appeals	7	0	0	0.0%	0.0%
Oregon Liquor and Cannabis Commission	399	60	24	15%	6.0%
Oregon Lottery	480	42	0	8.8%	0.0%
Oregon Medical Board	43	2	2	4.7%	4.7%
Oregon Military Department	489	108	71	22.1%	14.5%
Oregon Mortuary and Cemetery Board	7	0	0	0%	0.0%
Oregon Occupational Therapy Licensing Board	2	0	0	0.0%	0.0%

Agency	Total positions	Vacant	Vacant long term	Vacant %	Vacant long-term² %
Oregon Parks and Recreation Department	452	37	17	8.2%	3.8%
Oregon Public Defense Commission	171	12	4	7.0%	2.3%
Oregon Public Utility Commission	140	13	8	9.3%	5.7%
Oregon Racing Commission	13	4	2	30.8%	15.4%
Oregon Real Estate Agency	32	3	2	9.4%	6.3%
Oregon State Board of Massage Therapists	0	0	0	-	-
Oregon State Board of Nursing	57	2	1	3.5%	1.8%
Oregon State Fire Marshal	158	9	1	5.7%	0.6%
Oregon State Marine Board	40	2	1	5.0%	2.5%
Oregon State Police	1395	125	39	9.0%	2.8%
Oregon Veterinary Medical Examining Board	5	0	0	0.0%	0.0%
Oregon Water Resources Department	247	15	8	6.1%	3.2%
Oregon Watershed Enhancement Board	32	0	0	0.0%	0.0%
Oregon Youth Authority	1007	111	56	11.0%	5.6%
Psychiatric Security Review Board	13	0	0	0.0%	0.0%
Public Employee Retirement System	393	16	5	4.1%	1.3%
State Board of Chiropractic Examiners	6	0	0	0.0%	0.0%
State Library of Oregon	41	0	0	0.0%	0.0%
Teacher Standards and Practices Commission	31	6	0	19.4%	0.0%

Appendix F: Audit Accountability

Status of Audit Recommendations

Agency	Implemented	Past Due	Total
Business Oregon	5	0	5
Commission for the Blind	1	0	1
Department of Administrative Services	4	0	4
Department of Consumer and Business Services	20	0	20
Department of Early Learning and Care	4	0	4
Department of Environmental Quality	0	0	0
Oregon Department of Corrections	2	0	2
Oregon Department of Education	13	0	13
Oregon Department of Emergency Management	4	0	4
Oregon Department of Energy	1	0	1
Oregon Department of Fish and Wildlife	1	0	1
Oregon Department of Forestry	1	0	1
Oregon Department of Human Services	61	0	61
Oregon Department of Revenue	13	0	13
Oregon Department of Transportation	24	0	24
Oregon Employment Department	0	0	0
Oregon Housing and Community Services	2	0	2
Oregon Lottery	6	0	6
Oregon Medical Board	3	0	3
Oregon Military Department	11	0	11
Oregon Public Defense Commission	0	0	0
Oregon Wine Board	2	0	2
Oregon Youth Authority	13	0	13
Public Employee Retirement System	30	0	30
Oregon Health Authority	84	1	85
Oregon Liquor and Cannabis Commission	12	3	15
Oregon Department of State Police	3	2	5
Oregon Parks and Recreation Department	5	1	6

Appendix G: Developing New Employees and Managers

New Employee Orientation

Agency	Completed within 60 days	Total required	Completed on time
Business Oregon	5	5	100%
Commission for the Blind	1	1	100%
Department of Consumer and Business Services	13	13	100%
Department of Early Learning and Care	12	12	100%
Department of Environmental Quality	8	8	100%
Oregon Department of Geology and Mineral Industries	1	1	100%
Department of Land Conservation and Development	2	2	100%
Department of Public Safety Standards and Training	4	4	100%
Higher Education Coordinating Commission	3	3	100%
Office of the Long-Term Care Ombudsman	1	1	100%
Oregon Board of Tax Practitioners	1	1	100%
Oregon Department of Agriculture	6	6	100%
Oregon Department of Aviation	1	1	100%
Oregon Department of Education	6	6	100%
Oregon Department of Emergency Management	8	8	100%
Oregon Department of Energy	2	2	100%
Oregon Department of Fish and Wildlife	10	10	100%
Oregon Department of Forestry	13	13	100%
Oregon Department of Revenue	17	17	100%
Oregon Department of State Lands	7	7	100%
Oregon Employment Department	20	20	100%
Oregon Housing and Community Services	10	10	100%
Oregon Liquor and Cannabis Commission	2	2	100%
Oregon Lottery	2	2	100%

Agency	Completed within 60 days	Total required	Completed on time
Oregon Medical Board	2	2	0%
Oregon Military Department	10	10	100%
Oregon Parks and Recreation Department	9	9	100%
Oregon Public Defense Commission	4	4	100%
Oregon Public Utility Commission	2	2	100%
Oregon State Fire Marshal	3	3	100%
Oregon State Marine Board	1	1	100%
Oregon State Police	62	62	100%
Oregon Veterinary Medical Examining Board	1	1	100%
Oregon Water Resources Department	1	1	100%
Oregon Watershed Enhancement Board	1	1	100%
Public Employee Retirement System	5	5	100%
State Library of Oregon	1	1	100%
Oregon Department of Human Services	207	209	99%
Oregon Department of Transportation	21	22	95%
Department of Administrative Services	25	26	92%
Oregon Department of Corrections	85	92	92%
Oregon Health Authority	115	129	89%
Oregon Youth Authority	11	15	73%
Board of Parole and Post-Prison Supervision	0	9	0%
Criminal Justice Commission	0	4	0%

Customer Service Training

Agency	Completed within 60 days	Total required	Completed on time
Board of Parole	5	5	100%
Business Oregon	4	4	100%
Commission for the Blind	1	1	100%
Criminal Justice Commission	3	3	100%
Department of Administrative Services	17	17	100%
Department of Early Learning and Care	7	7	100%
Department of Environmental Quality	6	6	100%
Department of Land Conservation and Development	2	2	100%
Department of Public Safety Standards and Training	1	1	100%
Higher Education Coordinating Commission	2	2	100%
Oregon Board of Tax Practitioners	1	1	100%
Oregon Department of Agriculture	5	5	100%
Oregon Department of Aviation	1	1	100%
Oregon Department of Corrections	99	99	100%
Oregon Department of Education	5	5	100%
Oregon Department of Emergency Management	5	5	100%
Oregon Department of Energy	2	2	100%
Oregon Department of Fish and Wildlife	7	7	100%
Oregon Department of Forestry	8	8	100%
Oregon Department of Revenue	13	13	100%
Oregon Department of State Lands	5	5	100%
Oregon Department of Transportation	23	23	100%
Oregon Department of Veterans' Affairs	1	1	100%
Oregon Employment Department	19	19	100%
Oregon Health Authority	104	104	100%
Oregon Housing and Community Services	7	7	100%
Oregon Liquor and Cannabis Commission	4	4	100%
Oregon Lottery	4	4	100%
Oregon Medical Board	3	3	100%
Oregon Military Department	9	9	100%

Agency	Completed within 60 days	Total required	Completed on time
Oregon Parks and Recreation Department	7	7	100%
Oregon Public Utility Commission	2	2	100%
Oregon State Board of Nursing	1	1	100%
Oregon State Fire Marshal	2	2	100%
Oregon State Police	58	58	100%
Oregon Water Resources Department	1	1	100%
Oregon Watershed Enhancement Board	1	1	100%
Oregon Youth Authority	21	21	100%
Public Employee Retirement System	3	3	100%
State Library of Oregon	1	1	100%
Oregon Department of Human Services	207	208	99%
Department of Consumer and Business Services	14	15	93%

Uplift Your Benefits

Agency	Completed within 30 days	Total required	Completed on time
Board of Parole	5	5	100%
Business Oregon	4	4	100%
Commission for the Blind	1	1	100%
Criminal Justice Commission	3	3	100%
Department of Consumer and Business Services	14	14	100%
Department of Early Learning and Care	7	7	100%
Department of Environmental Quality	6	6	100%
Higher Education Coordinating Commission	3	3	100%
Oregon Board of Tax Practitioners	1	1	100%
Oregon Department of Agriculture	5	5	100%
Oregon Department of Aviation	1	1	100%
Oregon Department of Education	5	5	100%
Oregon Department of Emergency Management	5	5	100%
Oregon Department of Energy	2	2	100%
Oregon Department of Fish and Wildlife	6	6	100%
Oregon Department of Forestry	9	9	100%
Oregon Department of Revenue	13	13	100%
Oregon Department of State Lands	5	5	100%
Oregon Department of Veterans' Affairs	1	1	100%
Oregon Employment Department	18	18	100%
Oregon Housing and Community Services	7	7	100%
Oregon Liquor and Cannabis Commission	3	3	100%
Oregon Lottery	2	2	100%
Oregon Medical Board	3	3	100%
Oregon Military Department	9	9	100%
Oregon Parks and Recreation Department	6	7	86%
Oregon Public Utility Commission	2	2	100%
Oregon State Board of Nursing	1	1	100%
Oregon State Fire Marshal	2	2	100%
Oregon State Police	7	7	100%
Oregon Water Resources Department	1	1	100%

Agency	Completed within 30 days	Total required	Completed on time
Oregon Watershed Enhancement Board	1	1	100%
Public Employee Retirement System	3	3	100%
State Library of Oregon	1	1	100%
Oregon Department of Human Services	198	201	98%
Oregon Health Authority	107	110	97%
Department of Administrative Services	16	17	94%
Oregon Department of Corrections	90	96	94%
Oregon Youth Authority	20	23	87%
Oregon Department of Transportation	17	20	85%
Department of Land Conservation and Development	1	2	50%

Foundational Training

Agency	Completed within 4 months	Total required	Completed on time
Business Oregon	2	2	100%
Department of Public Safety Standards and Training	5	5	100%
Higher Education Coordinating Commission	1	1	100%
Oregon Board of Pharmacy	1	1	100%
Oregon Department of Agriculture	3	3	100%
Oregon Department of Emergency Management	2	2	100%
Oregon Department of Energy	1	1	100%
Oregon Department of Fish and Wildlife	9	9	100%
Oregon Department of Revenue	7	7	100%
Oregon Department of State Lands	2	2	100%
Oregon Employment Department	6	6	100%
Oregon Lottery	2	2	100%
Oregon Public Defense Commission	1	1	100%
Oregon State Board of Nursing	1	1	100%
Oregon State Fire Marshal	3	3	100%
Oregon State Police	7	7	100%
Public Employee Retirement System	1	1	100%
Teacher Standards and Practices Commission	1	1	100%
Department of Consumer and Business Services	10	11	90%
Oregon Department of Education	6	7	86%
Department of Early Learning and Care	4	5	80%
Oregon Department of Human Services	60	74	81%
Oregon Liquor and Cannabis Commission	4	5	80%
Department of Administrative Services	10	13	77%
Oregon Housing and Community Services	6	8	75%
Oregon Department of Corrections	15	21	71%
Oregon Department of Veterans' Affairs	2	3	67%
Oregon Department of Transportation	13	20	65%
Oregon Department of Forestry	12	19	63%
Oregon Health Authority	28	49	57%

Agency	Completed within 4 months	Total required	Completed on time
Oregon Parks and Recreation Department	2	4	50%
Oregon Water Resources Department	1	1	100%
Department of Environmental Quality	4	10	40%
Oregon Military Department	1	4	25%
Oregon Youth Authority	1	7	14%
Board of Accountancy	0	1	0%

Performance Accountability and Feedback Training

Agency	Completed within 30 days	Total required	Completed on time
Business Oregon	1	1	100%
Higher Education Coordinating Commission	1	1	100%
Oregon Department of Fish and Wildlife	6	6	100%
Oregon Housing and Community Services	1	1	100%
Oregon Liquor and Cannabis Commission	1	1	100%
Oregon Military Department	2	2	100%
Oregon State Board of Nursing	1	1	100%
Oregon State Police	5	5	100%
Oregon Department of Human Services	13	17	76%
Department of Consumer and Business Services	2	3	67%
Oregon Department of Education	2	3	67%
Oregon Department of Forestry	4	6	67%
Oregon Department of Transportation	2	3	67%
Oregon Employment Department	2	3	67%
Oregon Health Authority	10	15	67%
Department of Early Learning and Care	1	2	50%
Oregon Department of Corrections	2	4	50%
Oregon Department of Revenue	1	2	50%
Department of Environmental Quality	3	8	37%
Department of Administrative Services	1	4	25%
Oregon Youth Authority	1	5	20%
Commission for the Blind	0	1	0%
Oregon Parks and Recreation Department	0	2	0%