DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

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Oregon Agency Expectations: Three-Year Progress Report

Prepared September 2026 by
the Department of Administrative Services

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Executive Summary

Oregon's state government has undergone significant improvement since Governor Tina Kotek established expectations for state agencies in June 2023. What was once a landscape of inconsistent goals and uneven practices is becoming a coordinated enterprise with clearer priorities, stronger accountability, and a renewed focus on serving the public. Baseline data from 2023 showed that agencies lacked shared standards for planning, hiring, technology modernization, leadership feedback, emergency readiness, and diversity, equity, inclusion, and belonging.

Today, those gaps have narrowed. Agencies responded by aligning their work with the Governor's statewide priorities. This included reviewing and drafting new strategic plans informed by users, addressing unresolved audits, diving into employee engagement, introducing new customer service initiatives, and strengthening how the state operates.

This progress is now measurable. Standardized data collection and clear performance expectations have given agencies shared structures for planning and accountability. As a result, Oregon's government is becoming more accountable, more coordinated, and more responsive.

Understanding the Governor's Agency Expectations

In 2023, Governor Kotek established 11 statewide agency expectations to create consistency across state government and clarify the standards all agencies are responsible for meeting. These expectations define how agencies manage performance, improve service, support employees, modernize systems, plan for the future, and ensure accountability. The list below provides an overview of the expectations that guide the work described throughout this report.

11 Expectations

1. Performance reviews for agency directors
2. Performance feedback for employees
3. Measuring employee satisfaction
4. Strategic planning and performance measurement
5. Information technology management and modernization
6. Workforce succession planning
7. Advancing diversity, equity, and inclusion
8. Agency emergency preparedness
9. Hiring practices and recruitment accountability
10. Audit accountability
11. Developing new employees and managers

Report Scope and Coverage

The *Oregon Agency Expectations: Three-Year Progress Report* documents detail government progress and demonstrates the real impacts of Governor Kotek's agency expectations from 2023 to today. While the report does not cover every expectation in depth, it provides a clear picture of the momentum underway. Data in this report are derived from the agencies themselves. Each quarter, agencies are evaluated on their progress in meeting the Governor's 11 expectations, and the Department of Administrative Services (DAS) publishes the Quarterly Progress Reports online. Progress is notable and lays a strong foundation for further improvements as agencies continue implementing statewide expectations and building a high-performing government for all.

Aligning Statewide Priorities Through Strategic Planning

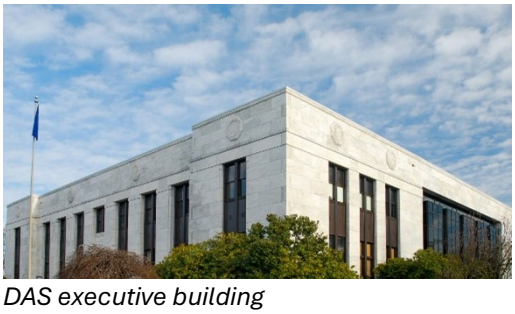
Prior to 2023, fewer than half of state agencies required to maintain a strategic plan had completed one within the previous three years. Even among the 32 agencies that reported having a plan, the methods used to develop goals and objectives, engage partners, and make decisions were inconsistent and often unclear to the public.

To establish consistency, transparency, and a shared statewide direction, Governor Kotek directed agencies to develop strategic plans with meaningful engagement from agency leadership, employees, community partners, Tribes, underrepresented communities, and boards and commissions. This created a more unified approach to how agencies define goals, measure progress, and align their work with statewide priorities.

Putting Plans into Action

Statewide strategic planning has strengthened alignment across all agencies with, improved clarity on how and why agencies set goals, and increased accountability around progress. Agencies are now more focused on closing key gaps, advancing high-priority projects, and using standardized performance measures to track outcomes. This approach has also expanded opportunities for collaboration and community input, offering the public greater visibility into traditionally siloed processes such as goal setting, operational planning, and budgeting.

By 2026, all but one of the required agencies had completed strategic plans aligned with the Governor's agency's expectations. These plans now include shared components such as decision-making processes, budget prioritization, workforce planning, and customer service strategies, reflecting input from employees, oversight boards, community partners, and underrepresented communities.



DAS executive building

The Department of Administrative Services, responsible for implementing statewide policy and financial decisions, demonstrates the impact of this coordinated approach. In its 2024–27 strategic plan, DAS identified four agencywide priorities based on Governor Kotek's agency expectations: customer service; diversity, equity, inclusion, and belonging; employee success and wellbeing; and operational excellence and innovation. In 2026, DAS advanced these priorities by developing eight action items to sharpen focus and strengthen accountability.

Using this strategic foundation, DAS took on one of the state's most urgent modernization needs, Oregon's procurement system. Through the Procurement Transformation Project launched in 2025, DAS is bringing consistency, transparency, and customer-focused service to procurement across state government. A key outcome is the Oregon Small Business Enterprise Preference Program, established by House Bill 2337 in 2025, introduced at the request of Governor Kotek. This program requires agencies under DAS procurement authority to apply a preference for certified Oregon small businesses, expanding opportunity, keeping public dollars local, and strengthening Oregon's economy. The shift responds directly to the state's 2023 Disparity Study, which identified gaps in contracting access for minority-, woman-, and service-disabled veteran-owned businesses.

DAS is also reducing long-term costs by making better use of state office space, a key strategic action. Through clearer policies, stronger data analysis, and close coordination with agencies, DAS has accelerated statewide consolidation and space optimization. Key moves, such as co-locating agencies in state-owned buildings and reducing reliance on private leases, have helped shrink Oregon's office footprint by roughly 782,000 square feet since 2021, an 8% reduction. These changes generated about $12.9 million in annual savings. DAS continues its effort to reduce the state's footprint and publishes updates every quarter.

Further demonstrating the value of strategic planning, is the Department of Revenue (DOR). Identifying customer service as a priority, DOR modernized its business registration system, which had been delaying new and existing businesses for up to 30 days. After redesigning the workflow, processing times dropped to two days, customer calls decreased by 40%, and approved applications increased by 10%. These improvements make it easier for Oregon businesses to open, expand, and operate, which strengthens the state's business climate and demonstrates how strategic planning drives tangible results.

Strategic planning can also help solve critical workforce challenges. During development of its 2024–27 strategic plan, the Department of Consumer and Business Services (DCBS) identified a significant gap: employees aspiring to leadership roles lacked clear, structured support. In response, the agency committed, within the plan itself, to creating a mentorship program to expand leadership pathways and strengthen engagement. Launched in July 2026, the program uses an online platform to connect nearly 100 volunteer mentors and mentees across divisions, creating equitable opportunities for cross-functional learning and leadership development. Early feedback has been strong, and insights from the first year will guide refinements and inform DCBS' 2027-30 strategic plan, in which employee experience and leadership development are expected to remain core priorities.

Improving Customer Service Across State Government

Oregonians increasingly expect fast, reliable services, yet in 2023, many high-volume transactions still required in-person visits, paperwork, or lengthy processing. Agencies responded by modernizing outdated tools, simplifying processes, and removing steps that created delays for customers and unnecessary strain on frontline staff. These changes reflect the Governor's expectations to improve customer service, increase efficiency, and make everyday life better for Oregonians.

DMV self-service express kiosk

Oregon's Driver and Motor Vehicle Services Division (DMV) has been focusing on reducing customer wait times and holding down administrative costs by increasing self-service options. In addition to dozens of online transaction options, the DMV added self-service Express Kiosks to grocery stores across the state, providing another self-serve option. The DMV kiosks let customers renew vehicle registrations any time, including evenings and weekends, reducing barriers for many Oregonians. Using the kiosks, vehicle registration can be completed in less than five minutes, compared to a 23-minute average wait in congested field offices.

With nearly 30,000 renewals processed since the kiosks were launched, this project shows how digital tools can strengthen customer service by improving equity, access, and convenience.

Building on this commitment to customer service, ODOT modernized the Over Dimension Permit System (ORION) for heavy trucks, replacing a 30-year-old mainframe system. Permit processing times dropped from days to minutes, carriers gained 24-hour access, auto-issuance of permits increased from zero to 45%, and call volumes also decreased by 45%. ODOT also eliminated 100,000 pages of paper annually, saving roughly $90,000 each year, while reducing the environmental impact. These improvements enhance freight mobility, support statewide economic activity, and strengthen highway safety. By shifting staff from administrative processing to safety oversight, ORION improves system reliability and delivers substantial taxpayer savings.

The Oregon Department of Energy (ODOE) demonstrates its commitment to customer service through the Community Navigator Program. Created to help communities, especially rural, Tribal, and historically underserved communities, access to state and federal energy funding, technical assistance, planning support, and other energy-related opportunities, the program connects local needs directly with agency resources. Between 2023 and 2025, the Community Navigator Program participated in meetings or events in all 36 Oregon counties, met with all Nine Federally Recognized Tribes of Oregon, and supported approximately 25% of the applications submitted during the fourth round of the Community Renewable Energy Grant Program. This work reflects ODOE's broader effort to expand access, strengthen relationships, and ensure communities across Oregon can engage effectively with state energy programs.

Getting a real voice on the other end of the line is increasingly rare, which makes the customer service improvements by the Oregon State Board of Nursing (OSBN) even more remarkable. From 2020 to 2023, the COVID-19 pandemic-related staffing shortages meant OSBN could not take phone calls, leaving customers without a direct way to contact staff. In January 2024, OSBN launched a new contact center, marking a significant change in its approach to accessibility. In its first year, staff answered 13,484 calls, and after extending operating hours in 2025, call volume rose to 15,639. Improving relationships between the agency and its customers was one of three customer service initiatives put into practice following the implementation of the agency's expectations.

OSBN also rebuilt its nurse license processing system. In 2023, it recorded turnaround times of three months. A year later, processing times fell to seven to 10 days, and by 2025, licenses were being issued within just one to three days. These improvements show OSBN's commitment to meeting the Governor's expectations by streamlining processes and delivering timely, reliable customer experiences, helping maintain a stable nursing workforce that supports Oregon's standards for patient care.

The Employment Relations Board (ERB) created a fully searchable database of more than 50 years of case law, nearly 5,000 orders, making legal information more accessible and user-friendly for the public. Their 2026 customer satisfaction survey shows the impact, despite handling the largest caseload in a decade, the agency scored 95% or higher in every performance category, including accuracy, helpfulness, expertise, and access to information.

For the first time ever, the Oregon Parks and Recreation Department (OPRD) digitized their day use and annual parking permits. A digital option allows day-use visitors to scan a QR code in the park they're visiting and pay on the spot without waiting in line for a machine or having to buy a pass before they leave home. The program also lets customers assign two license plates to the permit, so frequent visitors don't have to remember to physically move their permit between cars. As of August 2026, 75% of customers who bought an annual parking permit selected the digital option.

Accountability Through Audit Oversight

Agencies have long reported on external audit recommendations through the budget process. However, prior to Governor Kotek's directive on agency expectations, Oregon did not have a unified statewide approach to track or report internal and external audit recommendations. As a result, agencies lacked a consistent way to communicate risk or demonstrate progress, making it difficult to see where improvements were needed or where meaningful resolutions occurred. The new expectation created a structure that allowed agencies to track, report, and resolve recommendations in ways that had not been feasible before.

Oregon now has a coordinated audit reporting process. Required agencies now report twice per year, giving the Governor's Office and the public visibility into audit findings and whether recommendations are being implemented. In the March 2026 Oregon Expectations Report, agencies reported 127 audit reports containing information on 787 recommendations.

The Oregon Health Authority (OHA) saw some of the most significant improvements. OHA receives significant audit attention from the Secretary of State Audits Division and its own internal audit function. Yet, as of the March 2026 report, OHA had only one overdue recommendation.

In 2023, the agency conducted an internal audit of the Independent and Qualified Agency (IQA) contract. Auditors found OHA was not properly managing the contract and made 31 recommendations for improvement. As of the March 2026 report, 29 of 31 recommendations had been implemented, and the agency was on track to complete the remaining two recommendations on time. The IQA contract is a key part of the Medicaid Home and Community-Based Services Program (HCBS), which supports adults with chronic mental illness by providing services and supports designed to help individuals live as independently as possible in community settings instead of in nursing homes, hospitals, or other institutions. The implemented recommendations included improving controls to prevent duplicate payments, creating a process to monitor billing and ensure correct payment rates, and making sure providers know when they need to submit an invoice instead of a Medicaid claim.

Building on progress seen across other agencies, the Department of Environmental Quality (DEQ) has made significant gains through its strengthened internal audit practices. These efforts have reduced errors, lowered risks, and boosted integrity and trust in several key programs, such as clean fuels and stormwater. Outcomes include tightening rules for cash handling, purchasing, and clean fuels credit management.

Similarly, the Oregon Department of Emergency Management (OEM) reported significant progress in grants management, policy and procedure, monitoring, documentation, and reporting. As of their last report in March 2026, there were no overdue recommendations. The Oregon Department of Fish and Wildlife (ODFW) implemented improvements to their public records request processes, improving responsiveness and tracking, and the Oregon Liquor Control Commission (OLCC) completed an annual audit of their Distilled Spirits Program. OLCC implemented all but one of the cybersecurity recommendations from the recent audit, and contract monitoring and performance measure recommendations from additional audits.

A consistently followed audit system ensures that when problems are identified, whether in financial controls, operational gaps, or system vulnerabilities, agencies have a clear path to address them. Implementing these fixes often require years of sustained effort, coordination, and investment, especially when agencies must rebuild processes or update outdated systems. This long-term commitment, supported by a statewide system that reinforces accountability, strengthens trust in programs and leads to better outcomes for Oregonians.

Mobilizing the State's Technology Infrastructure

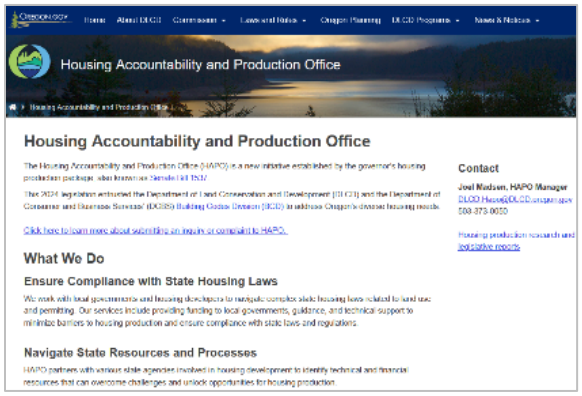
In 2023, agencies were not required to maintain information technology (IT) strategic plans, resulting in outdated systems, unclear upgrade timelines, and limited alignment with broader organizational goals. As part of the Governor's expectations for agencies, those with 50 or more full-time employees were required to develop and maintain an information technology strategic plan that supported their organizational objectives. These plans were also expected to describe how each agency aligned with Enterprise Information Services (EIS) Strategic Framework and how modernization initiatives would reinforce the agency's mission and priorities.

By 2026, every required agency collaborated with EIS to develop IT strategic plans that fully integrate with their broader strategic direction. Smaller agencies, though not mandated, also worked with EIS to identify modernization needs and align their systems with statewide technology priorities. This collaborative planning has led to the retirement of legacy systems, strengthened cybersecurity, and the delivery of more accessible and reliable digital services. To date, collectively, these improvements reduce operational risk, improve system stability, and enhance public access to state services.

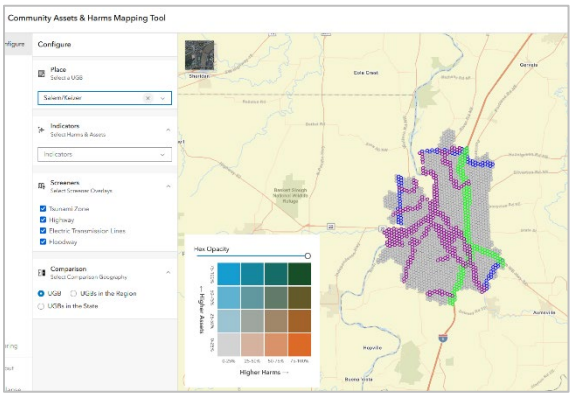
The Department of Revenue offers a clear example of this progress. Marked by late federal tax guidance, high customer demand, and the processing requirements of Oregon's kicker, the agency's IT strategic plan enabled teams to rapidly update systems and maintain smooth filing season operations. Their commitment to modernization also helped the agency to advance internal system improvements. When the property tax system modernization experienced obstacles, Revenue developed a replacement system in-house, the Electronic Valuation Information System (ELVIS). ELVIS eliminated paper-based processes, increased automation, and provided real-time access for taxpayers and local governments. Building the system internally reduced costs and prevented the creation of yet another standalone platform.

The Department of Land Conservation and Development (DLCD) also demonstrated the connection between IT modernization and statewide priorities. The agency's IT and Data Management and Production Services teams deliver tools that directly support Governor Kotek's housing production goals. These include the housing outcomes tracker, the

Housing and Accountability Production Office (HAPO) resource hub and the Community Assets and Harms Mapping Tool used by local planners. With a statewide housing production target of 36,000 units per year, these digital tools help track progress, support local planning, and ensure that data is accessible and actionable.



HAPO resource hub



Community Assets and Harms Mapping Tool

The Oregon Department of Forestry (ODF) has similarly benefited from the requirement for a dedicated IT strategic plan. By separating technology planning from broader natural resource-based planning processes, ODF has been able to focus leadership discussions on critical IT needs, modernization timelines, and system improvements. This clarity has strengthened the agency's ability to manage and deliver technology projects essential to its mission.

The Oregon State Fire Marshal (OSFM) advanced major modernization efforts after aligning its IT planning with EIS and agency priorities. OSFM completed its required IT strategic plan and used it to guide improvements to fireworks permitting, grants management systems, public outreach tools, and other core business processes. The agency also increased system redundancy and strengthened operational sustainability. In addition, OSFM made important advances in data governance and analytics. These modern capabilities support both operational efficiency and public safety.

The Oregon Employment Department (OED) is finalizing an IT enhancement that will allow third-party administrators to submit multiple amended payroll reports simultaneously. When launched, the agency expects this improvement to reduce reporting errors, minimize staff workload, and streamline processes for employers interacting with the agency.

Together, these efforts illustrate a statewide shift. Agencies are now operating with strategic, modernized, and integrated technology systems that better support public service, improve operational resilience, and align with a shared vision for a more responsive government.

Accelerating Hiring and Strengthening Workforce Stability

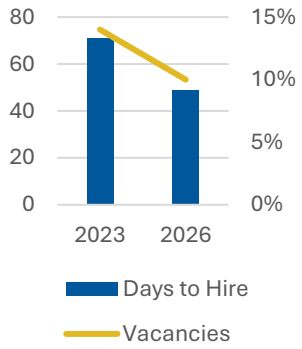
Oregon is making meaningful progress in modernizing its hiring practices, helping agencies bring in talent more quickly, reducing service disruptions, and building a stronger, more stable workforce. Faster hiring also strengthens Oregon's ability to compete for qualified applicants.

In 2023, agencies took an average of 71 days to fill positions, and the statewide vacancy rate exceeded 14%. That same year, Governor Kotek directed agencies to monitor hiring timelines and maintain an average time-to-fill under 50 days. The metric starts when a recruitment opens and ends when a job offer is made, serving both as a stretch goal and an early warning indicator when agencies need support. By the second quarter of 2026, agencies met the Governor's goal for the first time, reducing the average hiring timeline to 49 days.

DAS tracks vacancy rates and reports them quarterly to the Governor's Office. Vacancy rates also improved significantly, dropping to 10%. These results demonstrate that Oregon's hiring reforms are working and that agencies are moving faster than ever to bring top talent into public service.

Several agencies show particularly notable improvements. In 2023, DOR reported an average hiring time of 90 days. Today, DOR fills positions in about 30 days, a remarkable improvement. The Oregon Department of Forestry reduced time to fill by nearly 20 days over two years. Smaller agencies, such as the Oregon Board of Accountancy (BOA), benefited from stronger partnerships with DAS Human Resources, gaining access to streamlined recruitment processes they could not achieve alone.

Nationally, the public safety sector experienced significant turnover during the pandemic years, making recruitment and retention particularly challenging. Despite these trends, the Oregon Department of Corrections (ODOC) made consistent forward progress in recruitment and retention. Its current recruitable vacancy rate is approximately 6%, and ODOC fills positions in approximately 48 days on average. Together, these results demonstrate sustained progress in accountability, workforce management, and overall operational performance.



2026 Progress

49 days
Average time to hire
(improving from 71 days in 2023)

10%
Average vacancy rate
(improving from 14% in 2023)

Enhancing Leadership Accountability and Employee Engagement

Oregon has made significant progress in improving employee engagement, strengthening leadership accountability, and providing timely and necessary feedback across state government.

Director 360 Reviews

In a survey of agency directors, in 2023, 29 of 77 directors reported receiving a performance review. By 2026, all directors on the job for a year or more completed evaluations known as Director 360s.

Director 360s are based on statewide values and leadership competencies, establish consistent leadership standards, and reinforce oversight of the performance of agencies. An agency Director 360 evaluation is conducted every two years and gathers anonymous feedback from key groups such as direct reports, peers, board members, and other interested parties. Director 360 results are aggregated and shared with DAS and the Governor's Office to support leadership development and consistent performance standards.

Employee Quarterly Performance Check-ins

Employees now receive quarterly performance check-ins with their supervisors. Governor Kotek made this a priority for agencies and set a quarterly performance target of 90% completion or higher. As of June 2026, statewide compliance now exceeds 95%, a 10% increase from 2023. These check-ins support development, clarify expectations, and improve communication between employees and supervisors

The Oregon Department of Human Services (ODHS) programs, such as Aging and People with Disabilities, Self-Sufficiency Programs, and Child Welfare Program, maintained quarterly check-in completion rates between 94% and 98%, helping stabilize staff in critical health and housing-related programs.

Quarterly performance check-ins, combined with Director 360s, have led to clearer expectations and stronger support for all state employees, better alignment between agency goals and daily work, and improvements in employee development and retention.

Employee Engagement

Prior to 2023, measuring employee engagement was not required, standard, or reliable. Only 22 agencies reported using employee satisfaction surveys and just 20 had conducted one within the prior year. Agencies have now completed three annual Gallup employee engagement surveys in 2023, 2024 and 2025. The 2026 survey will be completed by the end of 2026.

Between March 2025 and January 2026, all agencies subject to the Governor's expectations participated in the Gallup engagement survey. The statewide engagement conditions have improved steadily since 2023. The number of engaged employees increased by 6% to a total of 42%, well outpacing the national average of 31%. Survey participation by employees increased by 10% between 2023 and 2026. Finally, the statewide "engagement mean" rose from 3.76 out of 5 in 2023, to 3.86 in 2026. While 0.1 may seem insignificant, according to Gallup, a 0.1 jump typically means a substantial portion of employees changed how they felt about core workplace elements, like clarity of expectations, recognition, or opportunities to grow.

In large organizations, raising an aggregate score by 0.1 can represent hundreds of individual mindset shifts, which is extremely meaningful. Higher engagement leads to better performance, stronger customer service, and lower turnover. Even small gains can create noticeable improvements in productivity and workplace morale.

Individual agency improvements demonstrate the impact. DCBS increased its survey response rate from 50% to 79% and raised its overall engagement score from 3.99 to 4.17, a dramatic increase. DCBS also improved its employee feedback percentage-rank from the bottom 30% to the top 30% over a three-year period. ODHS reduced turnover from approximately 11% to 8%, including declines among employees of color and first-year staff. Gallup finds agencies with higher employee engagement have lower turnover rates.

Across state government, these combined efforts are building a more consistent, accountable, and supportive performance culture. Clear expectations, regular feedback, and validated engagement measurement help employees stay aligned, feel valued, and grow. As engagement rises and performance standards strengthen, agencies become more effective and resilient. Ultimately, employees are better equipped to serve Oregonians, due to having a stable, responsive, and engaged workforce.

Developing New Employees and Managers

Before Governor Kotek's agency expectations were implemented in 2023, onboarding practices across state government were inconsistent. A bright spot in the baseline data was that 65 of 77 agency directors reported their agencies already required orientation for new employees. However, a notable deficiency was that fewer than two-thirds required any training for new managers, revealing a significant gap in preparing new supervisors for their roles.

To address these inconsistencies, the DAS Chief Human Resources Office issued implementation guidance on June 1, 2023, notified human resources directors, and began assigning required training through Workday. This included new employee orientation, customer service training, foundational manager training, performance feedback training, and benefits education. The benefits instruction is especially notable, as it was developed through the state government's labor-management partnership with SEIU 503 and AFSCME Council 75, demonstrating alignment and collaboration with labor teams on behalf of employees.

By June 2026, participation rates increased substantially.

Topics	June 2026 Rates	Rates at First Measurement
New employees completed orientation within 60 days	98%	73%
New employees completed customer service training	99%	95%
New managers completed foundational manager training	86%	80%
New employees completed the Uplift Your Benefits workshop	95%	93%
New managers completed performance feedback training	83%	89%

Agencies have expanded on these requirements in ways that reflect their unique operational needs. ODOT launched Leading ODOT on Purpose, or LOOP as it's known, a development and communication program that combines bi-monthly manager meetings with smaller labs for skill practice, peer support, and real-time problem solving. DEQ created a leadership-facing Power BI dashboard to track expectation compliance. Data shows the agency recorded a 14% increase, between 2023 and 2026, in Uplift Your Benefits workshop attendance and reached full compliance in new employee orientation.

DOR now achieves full orientation participation, offers monthly cross-functional learning sessions, and provides enhanced manager development modules focused on communication, trust, psychological safety, and equity.

DCBS introduced a nine-month CORE leadership program that is strengthening emotional intelligence and communication. OHA launched an agency-wide Mentorship Program aligned with diversity, equity, and inclusion, and affirmative action expectations. In 2026, OHA's Mentorship Program cohort launched with 164 participants, and 99% of the respondents to the midpoints survey rated the program as either good or fantastic. ODHS developed leadership competency guides and career-pathway sessions to help employees understand advancement opportunities.

Together, these efforts reflect a statewide shift toward consistent, meaningful onboarding and early leadership development, ensuring employees and managers begin their roles with the preparation needed to deliver strong service to Oregonians.

Consistent and meaningful onboarding programs

Cross-functional learning sessions

Leadership and mentorship programs

Practice labs

Data tracking

Preparing Oregon's Workforce for the Future Through Succession Planning

Governor Kotek required all agencies to have an agency succession plan in place. In 2023, only 15 agencies met this expectation, and many lacked long-term workforce strategies, retirement-risk data, or continuity plans. By 2026, every required agency now maintains a current succession plan, strengthening statewide readiness for workforce transitions and continuity of critical services.

Agencies developed these plans by working with DAS Workforce Development to integrate workforce data, analyze retirement trends, and identify emerging gaps in specialized, scientific, regulatory, and IT roles. With some agencies facing retirement eligibility as high as 28% within five years, this forward-looking approach ensures that highly critical positions remain supported and operational impacts are minimized.

Agency examples illustrate how this requirement has matured into a strategic and tailored practice. DLCD has embedded succession planning into its culture, completing intentional plans for 16 employees over three years and building redundancy within a workforce of about 100.

The Oregon State Fire Marshal (OSFM) now completes annual succession plans, improving organizational resilience, reducing disruption from retirements or vacancies, and successfully recruiting for historically hard-to-fill positions.

The Psychiatric Security Review Board (PSRB) adopted a policy that documents duties, shared processes, and position-specific responsibilities, supporting cross-training, sharing institutional knowledge, and ensuring continuity of operations.

And, Business Oregon used its succession plan to proactively prepare for the retirement of a key senior business systems analyst, allowing for position overlap, direct knowledge transfer, and uninterrupted progress on a high-impact project.

Together, these efforts demonstrate how agencies are fulfilling the governor's expectations and building a more resilient, future-ready workforce. By aligning workforce data with targeted development strategies, agencies are reducing operational risk, strengthening continuity, and ensuring Oregon can sustain services during times of transition for the people who rely on them.

“By aligning workforce data with targeted development strategies, agencies are reducing operation risk, strengthening continuity, and ensuring Oregon can sustain services during times of transition for the people who rely on them.”

Advancing Diversity, Equity, Inclusion, and Belonging

In 2023, only 40 agencies had diversity, equity, and inclusion (DEI) plans. During the first DEI and Affirmative Action planning cycle, fewer than half of all agencies, boards, and commissions submitted plans. Today, all 70 agencies now have active DEI and Affirmative Action plans with an on-time submission rate of nearly 100%.

Agencies are removing barriers, improving access to services, strengthening inclusion, and increasing representation, so state operations better reflect diversity, equity, inclusion, and belonging.

Several agencies offer strong examples of this progress. BOA expanded equitable pathways into the accounting profession. Through agency-led legislation, the board created a new route to certified public account (CPA) licensure that allows candidates to substitute an additional year of supervised experience for a fifth year of college without changing professional standards. The change responds to research showing that the additional education requirement reduced the overall CPA pipeline by 13% and had nearly twice that impact on its racial diversity. The Board also established a $1 million need-based accounting scholarship program, awarding 84 students with scholarships of $3,000 or $5,000 in its first round in March 2026.

OSP patrol car

Oregon State Police (OSP) has strengthened how equity and inclusion are incorporated into workforce development, recruitment, and retention. All sworn law enforcement personnel have completed at least three hours of DEI training, and OSP is expanding access to ongoing training for professional staff. Its DEI and Inclusion Team has helped shape hiring practices, including diverse interview panels, interview preparation and coaching, mock interviews, and mentorship. These efforts supported a historic recruiting class of 59 people, 58 of whom remained through the pre-academy program. As part of onboarding, all sworn and non-sworn employees also read a letter of commitment from the OSP Superintendent affirming the agency's commitment to equity and inclusion.

The Construction Contractors Board (CCB) expanded access for Spanish-speaking contractors and consumers. The agency now delivers multiple licensing and continuing education courses in Spanish, helping raise the Spanish exam pass rate from historic levels of about 30% to 56% as of June 2026.

The Oregon Water Resources Department (OWRD) has advanced equity through its grant programs, providing more than $2.3 million since 2024 to low and moderate income domestic well users with water supply issues. The department also broadened public outreach for the Integrated Water Resources Strategy, engaging more than 2,000 people across nine languages and reaching communities traditionally left out of water-related discussions.

ODHS continues to strengthen workforce representation. From 2023 to 2025, the percentage of employees identifying as people of color increased from 31% to 34%, surpassing Oregon's population benchmark. New hire diversity rose to 43%, and promotions for employees identifying as people of color increased as well, from 36% to 38%.

Digital accessibility ensures that websites and online tools work for everyone, including people with disabilities and people who use assistive technology. It's essential because many Oregonians rely on digital services to access health information and benefits. While state agencies reviewed and remediated their websites and digital files, Oregon Health Authority stands out because of the volume of information the agency manages online. Between June 2025 and March 2026, the agency's certified testers and native screen readers manually reviewed 25 public-facing websites and hundreds of pages across flagship applications, including the ONE System, State Based Marketplace, and PEBB and OEBB member portals. As of June 2026, OHA held a 99% web accessibility score, surpassing the state's goal of 90%. OHA also took accessibility beyond minimum requirements by improving how its digital tools are designed, tested, and updated, so more people can use them with ease.

OPRD has strengthened how equity informs budget and program decisions. Using findings from the 2025-2029 Statewide Comprehensive Outdoor Recreation Plan, the agency identified communities that remain underrepresented in outdoor recreation and examined how rising user fees and limited entry-level employment opportunities could deepen existing barriers. OPRD used this analysis to inform proposed investments in recreation access, heritage services, and asset modernization.

OPRD campsite

Annual progress reports, agency check-ins, and continued collaboration with agency leaders, the Governor's Office, and Office of Cultural Change (OCC) will help ensure agencies continue to advance statewide diversity, equity, inclusion, and belonging priorities.

Strengthening Government Resilience Through Emergency Preparedness

Emergency preparedness across Oregon's state government has advanced significantly in recent years. In 2023, 42 out of 88 executive branch agencies were credited with having Continuity of Operations Plans (COOPs). That number hardly tells the whole story. Many of the 42 submitted plans lacked sufficient detail.

The Oregon Department of Emergency Management's role, per Oregon Revised Statute 401, is to provide support and resources for development of, training for, and exercising plans, as well as providing feedback on existing plans for continuous improvement. However, OEM did not have staff positions dedicated to statewide continuity. To accomplish this work, OEM temporarily realigned two Emergency Coordination Center positions to establish and support a statewide continuity program.

Establishing an Enterprise Baseline (2024–25)

The program's initial focus in 2023 was on training, technical assistance, and comprehensive COOP reviews. Agencies were assessed by quantitative compliance: whether required components existed in any form. This approach encouraged full participation and produced measurable progress.

In 2024, 82% of required agencies submitted COOPs by the September 30 deadline; and 78% achieved completeness scores of 80% or higher.

In 2025, approximately 96% of required agencies submitted plans by the due date, a 14% improvement over the year prior, and all submitted plans achieved completeness scores of 80% or higher, a 22% increase.

Increasing Rigor Through Qualitative Improvement (2025–26)

As statewide participation strengthened, OEM has begun shifting toward qualitative reviews that emphasize clarity, completeness, and operational usefulness. With more

rigorous standards, scores will naturally adjust, reflecting improved expectations rather than decreased performance.

This shift is already producing meaningful improvements across agencies. Examples include but are not limited to:

- The Oregon Department of Agriculture (ODA) and the Oregon Department of Environmental Quality (DEQ) continue to show strong engagement in continuity planning and consistent refinement of both plan structure and content and served as the base for the state agency sample plan that OEM created as a "best practice" resource.
- The ODHS expanded its Mission Essential Functions from 33 to more than 100, providing clearer visibility into the services that must continue during a crisis.
- The Department of Education (ODE) improved plan completeness from 76% to 90% between 2024 and 2025, and its continuity planner has become a reliable contributor to continuity educational resources.
- The Board of Licensed Social Workers (BLSW) and Psychiatric Security Review Board (PSRB) each increased their plan completeness by 43% and 51%, respectively, after requesting technical assistance from OEM and incorporating missing required elements.

OEM has supported statewide advancement through extensive training, exercises, tools, and technical assistance. These shared activities have strengthened guidance, expanded the continuity community of practice, and increased consistency across statewide continuity capabilities.

The statewide continuity program has transformed Oregon's approach to continuity planning. Agencies are producing more complete and more operationally useful plans, strengthening governance structures, and clarifying essential functions. Training, exercising, and technical assistance have elevated expectations and increased capability across agencies, boards, and commissions.

Oregon's state government is becoming better positioned to sustain essential services during disruptions, and further improvement will require continued attention to the most persistent challenges, limited capacity, uneven continuity knowledge, and staff turnover across agencies.

Conclusion

Since 2023, Oregon's state government has made meaningful progress toward consistent accountability, modernized systems, stronger workforce support, and more reliable public service. The statewide expectations set by Governor Kotek created a clear direction and unified standards, and agencies across the enterprise have responded by building the structures needed for long-term improvement.

The examples in this report show how these changes are taking hold: services are faster and easier to access, technology systems are more user friendly, hiring is quicker, emergency preparedness is stronger, and equity is increasingly embedded in everyday operations. These improvements are not abstract; they are already shaping the experiences of Oregonians who rely on dependable state services.

This report captures a government in motion. Agencies are closing gaps identified in the 2023 baseline report, adopting consistent systems, and demonstrating what aligned expectations can achieve. Though, the work is not finished. Continued focus, steady implementation, and commitment to growth will be essential as agencies refine these systems, meet upcoming milestones, and take on new priorities. Oregon is building a more modern, resilient, and responsive government, one prepared not only to serve Oregonians today, but for Oregonians tomorrow.

Appendices

These appendices provide a high-level summary of the underlying data used to develop the *Oregon Agency Expectations: Three-Year Progress Report*. For readers seeking more detail on metrics, sources, and analysis behind the report's findings, the quarterly reports are available on the Oregon Agency Expectations website.

1. Performance Reviews for Agency Directors

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Accountancy, Board of	No	Yes
Administrative Services, Department of	No	Yes
Advocacy Commissions Office, Oregon	Yes	—
Agriculture, Department of	No	Yes
Aviation, Oregon Department of	No	Yes
Blind, Oregon Commission for the	Yes	Yes
Business Oregon	No	Yes
Chiropractic Examiners, State Board of	Yes	Yes
Construction Contractors Board	Yes	Yes
Consumer and Business Services, Department of	Yes	—
Corrections, Department of	No	Yes
Criminal Justice Commission	No	Yes
Dentistry, Oregon Board of	Yes	Yes
Early Learning and Care, Department of	No	Yes
Education, Oregon Department of	No	Yes
Emergency Management, Oregon Department of	No	Yes
Employment Department, Oregon	Yes	—
Employment Relations Board	No	Yes
Energy, Oregon Department of	No	Yes
Environmental Quality, Department of	No	Yes
Fish and Wildlife, Oregon Department of	Yes	Yes
Forestry, Oregon Department of	Yes	—
Geology and Mineral Industries, Department of	Yes	Yes
Government Ethics Commission, Oregon	Yes	Yes
Health Authority, Oregon	No	Yes
Higher Education Coordinating Commission	No	Yes
Housing and Community Services, Oregon	No	Yes
Human Services, Oregon Department of	No	Yes
Land Conservation and Development, Department of	No	Yes
Land Use Board of Appeals	No	Yes

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Library of Oregon, State	No	Yes
Liquor and Cannabis Commission, Oregon	No	Yes
Long Term Care Ombudsman, Office of the	No	Yes
Lottery, Oregon State	No	Yes
Marine Board, Oregon State	Yes	Yes
Massage Therapists, Oregon Board of	—	Yes
Medical Board, Oregon	Yes	Yes
Medical Imaging, Oregon Board of	No	Yes
Mental Health Regulatory Agency	No	Yes
Military Department, Oregon	No	Yes
Mortuary and Cemetery Board, Oregon	Yes	Yes
Naturopathic Medicine, Oregon Board of	Yes	Yes
Nursing, Oregon State Board of	No	Yes
Occupational Therapy Licensing Board	Yes	Yes
Optometry, Oregon Board of	Yes	Yes
Parks and Recreation Department, Oregon	Yes	Yes
Parole, Board of	Yes	Yes
Pharmacy, Oregon Board of	Yes	—
Physical Therapy, Oregon Board of	Yes	Yes
Psychiatric Security Review Board	Yes	Yes
Public Defense Commission, Oregon	—	Yes
Public Employees Retirement System	Yes	Yes
Public Safety Standards and Training, Department of	No	Yes
Public Utility Commission	No	—
Racing Commission, Oregon	No	Yes
Real Estate Agency	No	Yes
Revenue, Department of	No	Yes
Social Workers, Board of Licensed	No	Yes
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	No	Yes
State Fire Marshal, Oregon	No	Yes
State Lands, Oregon Department of	No	—
State Police, Oregon	No	Yes
Tax Practitioners, Oregon Board of	No	Yes
Teacher Standards and Practices Commission	—	—
Transportation, Oregon Department of	No	Yes
Veterans' Affairs, Oregon Department of	No	Yes
Veterinary Medical Examining Board, Oregon	—	Yes
Water Resources Department, Oregon	No	Yes
Watershed Enhancement Board, Oregon	No	Yes
Youth Authority, Oregon	No	Yes

2. Performance Feedback for Employees

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Accountancy, Board of	75%	100%
Administrative Services, Department of	100%	100%
Advocacy Commissions Office, Oregon	20%	—
Agriculture, Department of	90%	100%
Aviation, Oregon Department of	17%	100%
Blind, Oregon Commission for the	98%	100%
Business Oregon	100%	95%
Chiropractic Examiners, State Board of	100%	100%
Construction Contractors Board	40%	100%
Consumer and Business Services, Department of	99%	97%
Corrections, Department of	51%	98%
Criminal Justice Commission	100%	100%
Dentistry, Oregon Board of	100%	—
Early Learning and Care, Department of	—	100%
Education, Oregon Department of	94%	96%
Emergency Management, Oregon Department of	96%	100%
Employment Department, Oregon	99%	98%
Employment Relations Board	100%	100%
Energy, Oregon Department of	100%	100%
Environmental Quality, Department of	90%	96%
Fish and Wildlife, Oregon Department of	100%	99%
Forestry, Oregon Department of	81%	92%
Geology and Mineral Industries, Department of	100%	100%
Government Ethics Commission, Oregon	100%	100%
Health Authority, Oregon	64%	88%
Higher Education Coordinating Commission	92%	89%
Housing and Community Services, Oregon	88%	95%
Human Services, Oregon Department of	92%	94%
Land Conservation and Development, Department of	87%	100%
Land Use Board of Appeals	100%	100%
Library of Oregon, State	100%	98%
Liquor and Cannabis Commission, Oregon	95%	95%
Long Term Care Ombudsman, Office of the	96%	100%
Lottery, Oregon State	—	100%
Marine Board, Oregon State	100%	100%
Massage Therapists, Oregon Board of	0%	60%
Medical Board, Oregon	100%	80%
Medical Imaging, Oregon Board of	100%	100%

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Mental Health Regulatory Agency	100%	100%
Military Department, Oregon	100%	100%
Mortuary and Cemetery Board, Oregon	100%	100%
Naturopathic Medicine, Oregon Board of	0%	—
Nursing, Oregon State Board of	83%	97%
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	0%	—
Parks and Recreation Department, Oregon	99%	98%
Parole, Board of	100%	83%
Pharmacy, Oregon Board of	95%	100%
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	100%	100%
Public Defense Commission, Oregon	—	100%
Public Employees Retirement System	100%	100%
Public Safety Standards and Training, Department of	89%	100%
Public Utility Commission	100%	99%
Racing Commission, Oregon	—	100%
Real Estate Agency	100%	100%
Revenue, Department of	100%	100%
Social Workers, Board of Licensed	0%	—
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	100%
State Fire Marshal, Oregon	—	90%
State Lands, Oregon Department of	85%	100%
State Police, Oregon	97%	98%
Tax Practitioners, Oregon Board of	100%	100%
Teacher Standards and Practices Commission	96%	100%
Transportation, Oregon Department of	98%	92%
Veterans' Affairs, Oregon Department of	94%	98%
Veterinary Medical Examining Board, Oregon	—	100%
Water Resources Department, Oregon	100%	92%
Watershed Enhancement Board, Oregon	100%	81%
Youth Authority, Oregon	99%	96%

3. Measuring Employee Satisfaction

Agency	Period Ending 5/1/2023	Period Ending 3/31/2026
Accountancy, Board of	—	Yes
Administrative Services, Department of	No	Yes
Advocacy Commissions Office, Oregon	No	—
Agriculture, Department of	Yes	Yes
Aviation, Oregon Department of	—	Yes
Blind, Oregon Commission for the	Yes	Yes
Business Oregon	Yes	Yes
Chiropractic Examiners, State Board of	—	Yes
Construction Contractors Board	—	Yes
Consumer and Business Services, Department of	No	Yes
Corrections, Department of	Yes	Yes
Criminal Justice Commission	—	Yes
Dentistry, Oregon Board of	No	Yes
Early Learning and Care, Department of	Yes	Yes
Education, Oregon Department of	No	Yes
Emergency Management, Oregon Department of	No	Yes
Employment Department, Oregon	No	Yes
Employment Relations Board	—	Yes
Energy, Oregon Department of	No	Yes
Environmental Quality, Department of	No	Yes
Fish and Wildlife, Oregon Department of	Yes	Yes
Forestry, Oregon Department of	No	Yes
Geology and Mineral Industries, Department of	No	—
Government Ethics Commission, Oregon	—	Yes
Health Authority, Oregon	No	Yes
Higher Education Coordinating Commission	Yes	Yes
Housing and Community Services, Oregon	Yes	Yes
Human Services, Oregon Department of	No	Yes
Land Conservation and Development, Department of	—	Yes
Land Use Board of Appeals	No	Yes
Library of Oregon, State	Yes	Yes
Liquor and Cannabis Commission, Oregon	No	Yes
Long Term Care Ombudsman, Office of the	—	Yes
Lottery, Oregon State	Yes	Yes
Marine Board, Oregon State	—	Yes
Massage Therapists, Oregon Board of	—	Yes
Medical Board, Oregon	No	Yes
Medical Imaging, Oregon Board of	Yes	Yes

Agency	Period Ending 5/1/2023	Period Ending 3/31/2026
Mental Health Regulatory Agency	No	Yes
Military Department, Oregon	Yes	Yes
Mortuary and Cemetery Board, Oregon	—	Yes
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	—	Yes
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	No	Yes
Parole, Board of	—	Yes
Pharmacy, Oregon Board of	No	Yes
Physical Therapy, Oregon Board of	—	Yes
Psychiatric Security Review Board	—	—
Public Defense Commission, Oregon	—	Yes
Public Employees Retirement System	Yes	Yes
Public Safety Standards and Training, Department of	Yes	Yes
Public Utility Commission	No	Yes
Racing Commission, Oregon	—	Yes
Real Estate Agency	—	Yes
Revenue, Department of	Yes	Yes
Social Workers, Board of Licensed	—	Yes
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	No	Yes
State Lands, Oregon Department of	Yes	Yes
State Police, Oregon	No	Yes
Tax Practitioners, Oregon Board of	No	—
Teacher Standards and Practices Commission	—	Yes
Transportation, Oregon Department of	Yes	Yes
Veterans' Affairs, Oregon Department of	No	Yes
Veterinary Medical Examining Board, Oregon	—	Yes
Water Resources Department, Oregon	No	Yes
Watershed Enhancement Board, Oregon	No	Yes
Youth Authority, Oregon	Yes	Yes

4. Strategic Planning and Performance Measurement

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Accountancy, Board of	No	Yes
Administrative Services, Department of	No	Yes
Advocacy Commissions Office, Oregon	No	Yes
Agriculture, Department of	No	Yes
Aviation, Oregon Department of	Yes	Yes
Blind, Oregon Commission for the	Yes	Yes
Business Oregon	No	Yes
Chiropractic Examiners, State Board of	No	Yes
Construction Contractors Board	Yes	Yes
Consumer and Business Services, Department of	No	Yes
Corrections, Department of	Yes	Yes
Criminal Justice Commission	No	Yes
Dentistry, Oregon Board of	Yes	Yes
Early Learning and Care, Department of	No	Yes
Education, Oregon Department of	Yes	Yes
Emergency Management, Oregon Department of	No	Yes
Employment Department, Oregon	No	Yes
Employment Relations Board	No	Yes
Energy, Oregon Department of	Yes	Yes
Environmental Quality, Department of	No	Yes
Fish and Wildlife, Oregon Department of	No	Yes
Forestry, Oregon Department of	No	Yes
Geology and Mineral Industries, Department of	No	Yes
Government Ethics Commission, Oregon	No	Yes
Health Authority, Oregon	No	Yes
Higher Education Coordinating Commission	Yes	Yes
Housing and Community Services, Oregon	No	Yes
Human Services, Oregon Department of	No	Yes
Land Conservation and Development, Department of	No	Yes
Land Use Board of Appeals	No	Yes
Library of Oregon, State	Yes	Yes
Liquor and Cannabis Commission, Oregon	No	Yes
Long Term Care Ombudsman, Office of the	No	Yes
Lottery, Oregon State	No	Yes
Marine Board, Oregon State	Yes	Yes
Massage Therapists, Oregon Board of	—	Yes
Medical Board, Oregon	Yes	Yes

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Medical Imaging, Oregon Board of	Yes	Yes
Mental Health Regulatory Agency	Yes	Yes
Military Department, Oregon	Yes	Yes
Mortuary and Cemetery Board, Oregon	No	Yes
Naturopathic Medicine, Oregon Board of	No	Yes
Nursing, Oregon State Board of	No	Yes
Occupational Therapy Licensing Board	Yes	Yes
Optometry, Oregon Board of	No	Yes
Parks and Recreation Department, Oregon	No	Yes
Parole, Board of	Yes	No
Pharmacy, Oregon Board of	Yes	Yes
Physical Therapy, Oregon Board of	Yes	Yes
Psychiatric Security Review Board	No	Yes
Public Defense Commission, Oregon	—	Yes
Public Employees Retirement System	Yes	Yes
Public Safety Standards and Training, Department of	No	Yes
Public Utility Commission	Yes	Yes
Racing Commission, Oregon	No	Yes
Real Estate Agency	Yes	Yes
Revenue, Department of	Yes	Yes
Social Workers, Board of Licensed	No	Yes
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	Yes	Yes
State Fire Marshal, Oregon	No	Yes
State Lands, Oregon Department of	Yes	Yes
State Police, Oregon	Yes	Yes
Tax Practitioners, Oregon Board of	No	Yes
Teacher Standards and Practices Commission	—	Yes
Transportation, Oregon Department of	Yes	Yes
Veterans' Affairs, Oregon Department of	Yes	Yes
Veterinary Medical Examining Board, Oregon	—	Yes
Water Resources Department, Oregon	No	Yes
Watershed Enhancement Board, Oregon	No	Yes
Youth Authority, Oregon	Yes	Yes

5. Information Technology Management and Modernization

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Accountancy, Board of	—	No
Administrative Services, Department of	Yes	Yes
Advocacy Commissions Office, Oregon	—	Yes
Agriculture, Department of	Yes	Yes
Aviation, Oregon Department of	—	Yes
Blind, Oregon Commission for the	Yes	Yes
Business Oregon	Yes	Yes
Chiropractic Examiners, State Board of	—	Yes
Construction Contractors Board	Yes	Yes
Consumer and Business Services, Department of	Yes	Yes
Corrections, Department of	Yes	Yes
Criminal Justice Commission	—	Not Required
Dentistry, Oregon Board of	—	Yes
Early Learning and Care, Department of	No	Yes
Education, Oregon Department of	Yes	Yes
Emergency Management, Oregon Department of	Yes	Yes
Employment Department, Oregon	Yes	Yes
Employment Relations Board	—	Yes
Energy, Oregon Department of	Yes	Yes
Environmental Quality, Department of	Yes	Yes
Fish and Wildlife, Oregon Department of	Yes	Yes
Forestry, Oregon Department of	Yes	Yes
Geology and Mineral Industries, Department of	—	Yes
Government Ethics Commission, Oregon	—	Yes
Health Authority, Oregon	Yes	Yes
Higher Education Coordinating Commission	Yes	Yes
Housing and Community Services, Oregon	Yes	Yes
Human Services, Oregon Department of	Yes	Yes
Land Conservation and Development, Department of	Yes	Yes
Land Use Board of Appeals	—	Yes
Library of Oregon, State	—	Yes
Liquor and Cannabis Commission, Oregon	Yes	Yes
Long Term Care Ombudsman, Office of the	—	Yes
Lottery, Oregon State	Yes	Yes
Marine Board, Oregon State	Yes	Yes
Massage Therapists, Oregon Board of	—	No

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Medical Board, Oregon	—	Yes
Medical Imaging, Oregon Board of	—	Yes
Mental Health Regulatory Agency	—	Yes
Military Department, Oregon	Yes	Yes
Mortuary and Cemetery Board, Oregon	—	No
Naturopathic Medicine, Oregon Board of	—	Yes
Nursing, Oregon State Board of	Yes	Yes
Occupational Therapy Licensing Board	—	Yes
Optometry, Oregon Board of	—	No
Parks and Recreation Department, Oregon	Yes	Yes
Parole, Board of	Yes	Yes
Pharmacy, Oregon Board of	—	No
Physical Therapy, Oregon Board of	—	Yes
Psychiatric Security Review Board	—	Yes
Public Defense Commission, Oregon	—	Yes
Public Employees Retirement System	Yes	Yes
Public Safety Standards and Training, Department of	Yes	Yes
Public Utility Commission	Yes	Yes
Racing Commission, Oregon	Yes	Yes
Real Estate Agency	No	Yes
Revenue, Department of	Yes	Yes
Social Workers, Board of Licensed	—	No
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	No
State Fire Marshal, Oregon	Yes	Yes
State Lands, Oregon Department of	Yes	Yes
State Police, Oregon	Yes	Yes
Tax Practitioners, Oregon Board of	—	Yes
Teacher Standards and Practices Commission	—	Yes
Transportation, Oregon Department of	Yes	Yes
Veterans' Affairs, Oregon Department of	Yes	Yes
Veterinary Medical Examining Board, Oregon	—	No
Water Resources Department, Oregon	Yes	Yes
Watershed Enhancement Board, Oregon	Yes	Yes
Youth Authority, Oregon	Yes	Yes

6. Workforce Succession Planning

Agency	Period Ending 5/1/2023	Period Ending 3/31/2026
Accountancy, Board of	No	Incomplete
Administrative Services, Department of	No	Yes
Advocacy Commissions Office, Oregon	No	No
Agriculture, Department of	No	Yes
Aviation, Oregon Department of	No	Incomplete
Blind, Oregon Commission for the	No	Yes
Business Oregon	No	Yes
Chiropractic Examiners, State Board of	No	Incomplete
Construction Contractors Board	No	Yes
Consumer and Business Services, Department of	Yes	Yes
Corrections, Department of	No	Incomplete
Criminal Justice Commission	No	Yes
Dentistry, Oregon Board of	No	Yes
Early Learning and Care, Department of	No	Yes
Education, Oregon Department of	No	Yes
Emergency Management, Oregon Department of	No	Yes
Employment Department, Oregon	Yes	Yes
Employment Relations Board	No	Yes
Energy, Oregon Department of	No	Yes
Environmental Quality, Department of	No	Yes
Fish and Wildlife, Oregon Department of	No	Yes
Forestry, Oregon Department of	No	Yes
Geology and Mineral Industries, Department of	Yes	Yes
Government Ethics Commission, Oregon	No	Yes
Health Authority, Oregon	No	Yes
Higher Education Coordinating Commission	No	Yes
Housing and Community Services, Oregon	No	Yes
Human Services, Oregon Department of	No	Yes
Land Conservation and Development, Department of	No	Yes
Land Use Board of Appeals	No	Yes
Library of Oregon, State	No	Yes
Liquor and Cannabis Commission, Oregon	No	Yes
Long Term Care Ombudsman, Office of the	No	Yes
Lottery, Oregon State	No	Yes
Marine Board, Oregon State	Yes	Yes
Massage Therapists, Oregon Board of	—	Yes
Medical Board, Oregon	No	Yes
Medical Imaging, Oregon Board of	Yes	Yes

Agency	Period Ending 5/1/2023	Period Ending 3/31/2026
Mental Health Regulatory Agency	No	Yes
Military Department, Oregon	No	Yes
Mortuary and Cemetery Board, Oregon	No	Incomplete
Naturopathic Medicine, Oregon Board of	No	Yes
Nursing, Oregon State Board of	No	Yes
Occupational Therapy Licensing Board	No	Yes
Optometry, Oregon Board of	No	Yes
Parks and Recreation Department, Oregon	No	Incomplete
Parole, Board of	Yes	Yes
Pharmacy, Oregon Board of	No	Yes
Physical Therapy, Oregon Board of	Yes	Yes
Psychiatric Security Review Board	No	Yes
Public Defense Commission, Oregon	—	Yes
Public Employees Retirement System	Yes	Yes
Public Safety Standards and Training, Department of	No	Yes
Public Utility Commission	Yes	Yes
Racing Commission, Oregon	No	Yes
Real Estate Agency	No	Yes
Revenue, Department of	No	Yes
Social Workers, Board of Licensed	No	Yes
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	No	Incomplete
State Fire Marshal, Oregon	No	Yes
State Lands, Oregon Department of	No	Yes
State Police, Oregon	No	Yes
Tax Practitioners, Oregon Board of	No	Incomplete
Teacher Standards and Practices Commission	—	Incomplete
Transportation, Oregon Department of	No	Yes
Veterans' Affairs, Oregon Department of	No	Yes
Veterinary Medical Examining Board, Oregon	—	Yes
Water Resources Department, Oregon	No	Yes
Watershed Enhancement Board, Oregon	No	Yes
Youth Authority, Oregon	No	Yes

7. Advancing Diversity, Equity, and Inclusion

Agency	Period Ending 6/1/2023	Period Ending 6/30/2026
Accountancy, Board of	Yes	Yes
Administrative Services, Department of	No	Yes
Advocacy Commissions Office, Oregon	No	Yes
Agriculture, Department of	Yes	Yes
Aviation, Oregon Department of	No	Yes
Blind, Oregon Commission for the	Yes	Yes
Business Oregon	No	Yes
Chiropractic Examiners, State Board of	Yes	Yes
Construction Contractors Board	No	Yes
Consumer and Business Services, Department of	Yes	Yes
Corrections, Department of	No	Yes
Criminal Justice Commission	Yes	Yes
Dentistry, Oregon Board of	Yes	Yes
Early Learning and Care, Department of	No	Yes
Education, Oregon Department of	Yes	Yes
Emergency Management, Oregon Department of	No	Yes
Employment Department, Oregon	Yes	Yes
Employment Relations Board	No	Yes
Energy, Oregon Department of	No	Yes
Environmental Quality, Department of	No	Yes
Fish and Wildlife, Oregon Department of	No	Yes
Forestry, Oregon Department of	No	Yes
Geology and Mineral Industries, Department of	Yes	Yes
Government Ethics Commission, Oregon	No	Yes
Health Authority, Oregon	Yes	Yes
Higher Education Coordinating Commission	Yes	Yes
Housing and Community Services, Oregon	No	Yes
Human Services, Oregon Department of	Yes	Yes
Land Conservation and Development, Department of	Yes	Yes
Land Use Board of Appeals	No	Yes
Library of Oregon, State	No	Yes
Liquor and Cannabis Commission, Oregon	No	Yes
Long Term Care Ombudsman, Office of the	Yes	Yes
Lottery, Oregon State	No	Yes
Marine Board, Oregon State	Yes	Yes
Massage Therapists, Oregon Board of	—	Yes
Medical Board, Oregon	No	Yes
Medical Imaging, Oregon Board of	Yes	Yes

Agency	Period Ending 6/1/2023	Period Ending 6/30/2026
Mental Health Regulatory Agency	No	Yes
Military Department, Oregon	Yes	Yes
Mortuary and Cemetery Board, Oregon	No	Yes
Naturopathic Medicine, Oregon Board of	Yes	Yes
Nursing, Oregon State Board of	Yes	Yes
Occupational Therapy Licensing Board	Yes	Yes
Optometry, Oregon Board of	Yes	Yes
Parks and Recreation Department, Oregon	No	Yes
Parole, Board of	Yes	Yes
Pharmacy, Oregon Board of	Yes	Yes
Physical Therapy, Oregon Board of	Yes	Yes
Psychiatric Security Review Board	No	Yes
Public Defense Commission, Oregon	—	Yes
Public Employees Retirement System	No	Yes
Public Safety Standards and Training, Department of	No	Yes
Public Utility Commission	No	Yes
Racing Commission, Oregon	Yes	Yes
Real Estate Agency	Yes	Yes
Revenue, Department of	Yes	Yes
Social Workers, Board of Licensed	No	Yes
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	No	Yes
State Fire Marshal, Oregon	No	Yes
State Lands, Oregon Department of	No	Yes
State Police, Oregon	Yes	Yes
Tax Practitioners, Oregon Board of	Yes	Yes
Teacher Standards and Practices Commission	—	Yes
Transportation, Oregon Department of	Yes	Yes
Veterans' Affairs, Oregon Department of	No	Yes
Veterinary Medical Examining Board, Oregon	—	Yes
Water Resources Department, Oregon	No	Yes
Watershed Enhancement Board, Oregon	No	Yes
Youth Authority, Oregon	Yes	Yes

8. Agency Emergency Preparedness

Agency	Period Ending 5/1/2023	Period Ending 12/31/2025
Accountancy, Board of	No	Yes
Administrative Services, Department of	No	Yes
Advocacy Commissions Office, Oregon	No	Yes
Agriculture, Department of	Yes	Yes
Aviation, Oregon Department of	Yes	Yes
Blind, Oregon Commission for the	Yes	Yes
Business Oregon	Yes	Yes
Chiropractic Examiners, State Board of	Yes	Yes
Construction Contractors Board	No	Yes
Consumer and Business Services, Department of	Yes	Yes
Corrections, Department of	Yes	Yes
Criminal Justice Commission	Yes	Yes
Dentistry, Oregon Board of	Yes	Yes
Early Learning and Care, Department of	No	Yes
Education, Oregon Department of	Yes	Yes
Emergency Management, Oregon Department of	No	Yes
Employment Department, Oregon	Yes	Yes
Employment Relations Board	No	Yes
Energy, Oregon Department of	No	Yes
Environmental Quality, Department of	No	Yes
Fish and Wildlife, Oregon Department of	No	Yes
Forestry, Oregon Department of	Yes	Yes
Geology and Mineral Industries, Department of	Yes	Yes
Government Ethics Commission, Oregon	No	Yes
Health Authority, Oregon	No	Yes
Higher Education Coordinating Commission	Yes	Yes
Housing and Community Services, Oregon	Yes	Yes
Human Services, Oregon Department of	Yes	Yes
Land Conservation and Development, Department of	No	Yes
Land Use Board of Appeals	No	Yes
Library of Oregon, State	No	Yes
Liquor and Cannabis Commission, Oregon	No	Yes
Long Term Care Ombudsman, Office of the	Yes	Yes
Lottery, Oregon State	Yes	Yes
Marine Board, Oregon State	Yes	Yes
Massage Therapists, Oregon Board of	—	Yes
Medical Board, Oregon	Yes	Yes

Agency	Period Ending 5/1/2023	Period Ending 12/31/2025
Medical Imaging, Oregon Board of	Yes	Yes
Mental Health Regulatory Agency	No	Yes
Military Department, Oregon	No	Yes
Mortuary and Cemetery Board, Oregon	No	Yes
Naturopathic Medicine, Oregon Board of	Yes	Yes
Nursing, Oregon State Board of	No	Yes
Occupational Therapy Licensing Board	No	Yes
Optometry, Oregon Board of	Yes	Yes
Parks and Recreation Department, Oregon	Yes	Yes
Parole, Board of	Yes	Yes
Pharmacy, Oregon Board of	No	Yes
Physical Therapy, Oregon Board of	Yes	Yes
Psychiatric Security Review Board	Yes	Yes
Public Defense Commission, Oregon	—	—
Public Employees Retirement System	Yes	Yes
Public Safety Standards and Training, Department of	Yes	Yes
Public Utility Commission	Yes	Yes
Racing Commission, Oregon	No	Yes
Real Estate Agency	No	Yes
Revenue, Department of	No	Yes
Social Workers, Board of Licensed	No	Yes
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	No	Yes
State Fire Marshal, Oregon	Yes	Yes
State Lands, Oregon Department of	No	Yes
State Police, Oregon	Yes	Yes
Tax Practitioners, Oregon Board of	Yes	Yes
Teacher Standards and Practices Commission	—	Yes
Transportation, Oregon Department of	No	Yes
Veterans' Affairs, Oregon Department of	Yes	Yes
Veterinary Medical Examining Board, Oregon	—	Yes
Water Resources Department, Oregon	No	Yes
Watershed Enhancement Board, Oregon	Yes	Yes
Youth Authority, Oregon	Yes	Yes

9. Hiring Practices and Recruitment Accountability

Days to Fill Vacant Positions

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Accountancy, Board of	—	—
Administrative Services, Department of	52	38
Advocacy Commissions Office, Oregon	—	—
Agriculture, Department of	66	46
Aviation, Oregon Department of	—	—
Blind, Oregon Commission for the	61	—
Business Oregon	54	38
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	42	54
Consumer and Business Services, Department of	56	39
Corrections, Department of	50	41
Criminal Justice Commission	120	46
Dentistry, Oregon Board of	—	—
Early Learning and Care, Department of	—	42
Education, Oregon Department of	81	52
Emergency Management, Oregon Department of	73	48
Employment Department, Oregon	68	52
Employment Relations Board	—	—
Energy, Oregon Department of	57	38
Environmental Quality, Department of	63	75
Fish and Wildlife, Oregon Department of	86	54
Forestry, Oregon Department of	61	42
Geology and Mineral Industries, Department of	90	—
Government Ethics Commission, Oregon	64	—
Health Authority, Oregon	89	56
Higher Education Coordinating Commission	84	47
Housing and Community Services, Oregon	60	57
Human Services, Oregon Department of	72	57
Land Conservation and Development, Department of	56	41
Land Use Board of Appeals	—	—
Library of Oregon, State	62	30
Liquor and Cannabis Commission, Oregon	81	26
Long Term Care Ombudsman, Office of the	57	—
Lottery, Oregon State	—	61
Marine Board, Oregon State	52	36

Agency	Period Ending 5/1/2023	Period Ending 6/30/2026
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	70	44
Medical Imaging, Oregon Board of	—	—
Mental Health Regulatory Agency	42	76
Military Department, Oregon	59	37
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	67	39
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	57	37
Parole, Board of	52	—
Pharmacy, Oregon Board of	—	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	55	—
Public Defense Commission, Oregon	—	26
Public Employees Retirement System	65	54
Public Safety Standards and Training, Department of	156	42
Public Utility Commission	48	41
Racing Commission, Oregon	103	—
Real Estate Agency	60	—
Revenue, Department of	51	30
Social Workers, Board of Licensed	—	97
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	—	28
State Lands, Oregon Department of	61	41
State Police, Oregon	85	60
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	60	—
Transportation, Oregon Department of	78	55
Veterans' Affairs, Oregon Department of	52	81
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	61	40
Watershed Enhancement Board, Oregon	—	28
Youth Authority, Oregon	84	70

Vacancy Rates

Agency	Period Ending 6/30/2023	Period Ending 6/30/2026
Accountancy, Board of	50.0%	14.30%
Administrative Services, Department of	12.3%	7.10%
Advocacy Commissions Office, Oregon	—	50%
Agriculture, Department of	27.6%	15.80%
Aviation, Oregon Department of	—	6.70%
Blind, Oregon Commission for the	7.6%	7.60%
Business Oregon	—	5.50%
Chiropractic Examiners, State Board of	0.0%	—
Construction Contractors Board	13.8%	6.80%
Consumer and Business Services, Department of	6.1%	6.40%
Corrections, Department of	12.6%	7.60%
Criminal Justice Commission	—	12.10%
Dentistry, Oregon Board of	—	14.30%
Early Learning and Care, Department of	—	4.60%
Education, Oregon Department of	—	9.80%
Emergency Management, Oregon Department of	—	5.00%
Employment Department, Oregon	22.8%	13.80%
Employment Relations Board	0.0%	—
Energy, Oregon Department of	7.0%	10.90%
Environmental Quality, Department of	14.2%	8.80%
Fish and Wildlife, Oregon Department of	26.9%	10.10%
Forestry, Oregon Department of	17.4%	13.50%
Geology and Mineral Industries, Department of	2.9%	—
Government Ethics Commission, Oregon	—	6.70%
Health Authority, Oregon	16.5%	12.10%
Higher Education Coordinating Commission	—	14.10%
Housing and Community Services, Oregon	24.5%	8.10%
Human Services, Oregon Department of	13.5%	7.00%
Land Conservation and Development, Department of	—	9.40%
Land Use Board of Appeals	—	—
Library of Oregon, State	9.8%	—
Liquor and Cannabis Commission, Oregon	10.8%	17.00%
Long Term Care Ombudsman, Office of the	—	4.90%
Lottery, Oregon State	—	13.50%
Marine Board, Oregon State	2.5%	2.40%
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	12.5%	4.70%
Medical Imaging, Oregon Board of	0.0%	—
Mental Health Regulatory Agency	—	—

Agency	Period Ending 6/30/2023	Period Ending 6/30/2026
Military Department, Oregon	25.7%	22.10%
Mortuary and Cemetery Board, Oregon	0.0%	—
Naturopathic Medicine, Oregon Board of	0.0%	—
Nursing, Oregon State Board of	11.1%	7.00%
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	14.1%	8.60%
Parole, Board of	12.0%	3.60%
Pharmacy, Oregon Board of	—	13.60%
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	8.3%	—
Public Defense Commission, Oregon	—	9.30%
Public Employees Retirement System	9.8%	3.80%
Public Safety Standards and Training, Department of	10.6%	4.50%
Public Utility Commission	13.0%	14.50%
Racing Commission, Oregon	7.1%	30.80%
Real Estate Agency	6.9%	9.40%
Revenue, Department of	12.8%	5.10%
Social Workers, Board of Licensed	16.7%	12.50%
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	0.0%	—
State Fire Marshal, Oregon	—	5.00%
State Lands, Oregon Department of	5.8%	5.90%
State Police, Oregon	14.0%	8.80%
Tax Practitioners, Oregon Board of	0.0%	—
Teacher Standards and Practices Commission	16.7%	27.80%
Transportation, Oregon Department of	12.7%	14.70%
Veterans' Affairs, Oregon Department of	20.6%	11.80%
Veterinary Medical Examining Board, Oregon	25.0%	—
Water Resources Department, Oregon	14.6%	9.30%
Watershed Enhancement Board, Oregon	5.4%	5.70%
Youth Authority, Oregon	13.8%	11.70%

10. Audit Accountability

Agency	Period Ending 6/1/2024	Period Ending 6/30/2026
Accountancy, Board of	—	—
Administrative Services, Department of	100%	43%
Advocacy Commissions Office, Oregon	—	—
Agriculture, Department of	—	—
Aviation, Oregon Department of	—	—
Blind, Oregon Commission for the	—	—
Business Oregon	—	100%
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	—	—
Consumer and Business Services, Department of	100%	100%
Corrections, Department of	22%	25%
Criminal Justice Commission	—	—
Dentistry, Oregon Board of	—	—
Early Learning and Care, Department of	—	100%
Education, Oregon Department of	100%	—
Emergency Management, Oregon Department of	0%	—
Employment Department, Oregon	100%	100%
Employment Relations Board	—	—
Energy, Oregon Department of	—	—
Environmental Quality, Department of	100%	100%
Fish and Wildlife, Oregon Department of	100%	67%
Forestry, Oregon Department of	—	67%
Geology and Mineral Industries, Department of	—	—
Government Ethics Commission, Oregon	—	—
Health Authority, Oregon	68%	97%
Higher Education Coordinating Commission	—	100%
Housing and Community Services, Oregon	100%	—
Human Services, Oregon Department of	94%	100%
Land Conservation and Development, Department of	—	—
Land Use Board of Appeals	—	—
Library of Oregon, State	—	—
Liquor and Cannabis Commission, Oregon	71%	88%
Long Term Care Ombudsman, Office of the	—	—
Lottery, Oregon State	100%	100%
Marine Board, Oregon State	—	—
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	100%	100%
Medical Imaging, Oregon Board of	—	—

Agency	Period Ending 6/1/2024	Period Ending 6/30/2026
Mental Health Regulatory Agency	—	—
Military Department, Oregon	—	—
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	—	—
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	—	9%
Parole, Board of	—	—
Pharmacy, Oregon Board of	—	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	—	—
Public Defense Commission, Oregon	100%	100%
Public Employees Retirement System	50%	71%
Public Safety Standards and Training, Department of	—	—
Public Utility Commission	—	—
Racing Commission, Oregon	100%	—
Real Estate Agency	—	—
Revenue, Department of	100%	100%
Social Workers, Board of Licensed	—	—
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	—	—
State Lands, Oregon Department of	—	—
State Police, Oregon	—	54%
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	—	—
Transportation, Oregon Department of	83%	100%
Veterans' Affairs, Oregon Department of	—	—
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	—	—
Watershed Enhancement Board, Oregon	—	100%
Youth Authority, Oregon	—	83%

11. Developing New Employees and Managers

New Employee Orientation Training

Agency	Period Ending 9/30/2024	Period Ending 6/30/2026
Accountancy, Board of	—	—
Administrative Services, Department of	56%	100%
Advocacy Commissions Office, Oregon	100%	—
Agriculture, Department of	100%	100%
Aviation, Oregon Department of	100%	—
Blind, Oregon Commission for the	67%	—
Business Oregon	100%	100%
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	0%	100%
Consumer and Business Services, Department of	75%	100%
Corrections, Department of	87%	100%
Criminal Justice Commission	—	—
Dentistry, Oregon Board of	—	—
Early Learning and Care, Department of	100%	100%
Education, Oregon Department of	95%	100%
Emergency Management, Oregon Department of	0%	100%
Employment Department, Oregon	99%	100%
Employment Relations Board	—	—
Energy, Oregon Department of	86%	100%
Environmental Quality, Department of	96%	100%
Fish and Wildlife, Oregon Department of	96%	100%
Forestry, Oregon Department of	92%	100%
Geology and Mineral Industries, Department of	100%	—
Government Ethics Commission, Oregon	—	—
Health Authority, Oregon	50%	96%
Higher Education Coordinating Commission	100%	90%
Housing and Community Services, Oregon	83%	100%
Human Services, Oregon Department of	64%	98%
Land Conservation and Development, Department of	—	—
Land Use Board of Appeals	—	—
Library of Oregon, State	100%	100%
Liquor and Cannabis Commission, Oregon	86%	100%
Long Term Care Ombudsman, Office of the	60%	—
Lottery, Oregon State	100%	—
Marine Board, Oregon State	—	—
Massage Therapists, Oregon Board of	—	—

Agency	Period Ending 3/30/2023	Period Ending 6/30/2026
Medical Board, Oregon	—	100%
Medical Imaging, Oregon Board of	—	—
Mental Health Regulatory Agency	—	100%
Military Department, Oregon	86%	100%
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	—	—
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	100%	100%
Parole, Board of	—	100%
Pharmacy, Oregon Board of	100%	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	—	—
Public Defense Commission, Oregon	0%	100%
Public Employees Retirement System	100%	100%
Public Safety Standards and Training, Department of	0%	100%
Public Utility Commission	50%	100%
Racing Commission, Oregon	—	—
Real Estate Agency	100%	—
Revenue, Department of	100%	100%
Social Workers, Board of Licensed	100%	50%
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	70%	100%
State Lands, Oregon Department of	100%	100%
State Police, Oregon	95%	100%
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	0%	—
Transportation, Oregon Department of	88%	95%
Veterans' Affairs, Oregon Department of	77%	100%
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	100%	100%
Watershed Enhancement Board, Oregon	100%	0%
Youth Authority, Oregon	43%	93%

Customer Service Training

Agency	Period Ending 9/30/2023	Period Ending 6/30/2026
Accountancy, Board of	100%	—
Administrative Services, Department of	100%	100%
Advocacy Commissions Office, Oregon	—	—
Agriculture, Department of	100%	100%
Aviation, Oregon Department of	—	—
Blind, Oregon Commission for the	100%	—
Business Oregon	100%	100%
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	100%	100%
Consumer and Business Services, Department of	100%	100%
Corrections, Department of	93%	100%
Criminal Justice Commission	100%	100%
Dentistry, Oregon Board of	0%	—
Early Learning and Care, Department of	100%	100%
Education, Oregon Department of	96%	100%
Emergency Management, Oregon Department of	75%	100%
Employment Department, Oregon	97%	100%
Employment Relations Board	—	—
Energy, Oregon Department of	100%	100%
Environmental Quality, Department of	95%	100%
Fish and Wildlife, Oregon Department of	100%	100%
Forestry, Oregon Department of	100%	100%
Geology and Mineral Industries, Department of	100%	—
Government Ethics Commission, Oregon	—	—
Health Authority, Oregon	93%	99%
Higher Education Coordinating Commission	100%	100%
Housing and Community Services, Oregon	100%	100%
Human Services, Oregon Department of	94%	100%
Land Conservation and Development, Department of	100%	100%
Land Use Board of Appeals	100%	—
Library of Oregon, State	100%	100%
Liquor and Cannabis Commission, Oregon	100%	100%
Long Term Care Ombudsman, Office of the	100%	—
Lottery, Oregon State	—	—
Marine Board, Oregon State	—	100%
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	100%	100%
Medical Imaging, Oregon Board of	—	—

Agency	Period Ending 9/30/2023	Period Ending 6/30/2026
Mental Health Regulatory Agency	—	—
Military Department, Oregon	100%	100%
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	100%	—
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	100%	100%
Parole, Board of	100%	100%
Pharmacy, Oregon Board of	—	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	100%	—
Public Defense Commission, Oregon	—	—
Public Employees Retirement System	100%	100%
Public Safety Standards and Training, Department of	95%	100%
Public Utility Commission	100%	100%
Racing Commission, Oregon	—	—
Real Estate Agency	100%	—
Revenue, Department of	95%	100%
Social Workers, Board of Licensed	—	—
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	100%	—
State Lands, Oregon Department of	—	100%
State Police, Oregon	100%	100%
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	100%	—
Transportation, Oregon Department of	98%	100%
Veterans' Affairs, Oregon Department of	100%	—
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	100%	100%
Watershed Enhancement Board, Oregon	—	—
Youth Authority, Oregon	85%	95%

Foundational Manager Training

Agency	Period Ending 9/30/2024	Period Ending 6/30/2026
Accountancy, Board of	—	—
Administrative Services, Department of	50%	90%
Advocacy Commissions Office, Oregon	—	—
Agriculture, Department of	100%	100%
Aviation, Oregon Department of	—	—
Blind, Oregon Commission for the	—	100%
Business Oregon	67%	100%
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	—	100%
Consumer and Business Services, Department of	100%	100%
Corrections, Department of	88%	74%
Criminal Justice Commission	—	—
Dentistry, Oregon Board of	—	—
Early Learning and Care, Department of	100%	100%
Education, Oregon Department of	100%	100%
Emergency Management, Oregon Department of	100%	100%
Employment Department, Oregon	100%	100%
Employment Relations Board	—	—
Energy, Oregon Department of	100%	—
Environmental Quality, Department of	100%	86%
Fish and Wildlife, Oregon Department of	80%	100%
Forestry, Oregon Department of	20%	75%
Geology and Mineral Industries, Department of	—	—
Government Ethics Commission, Oregon	—	—
Health Authority, Oregon	80%	79%
Higher Education Coordinating Commission	—	100%
Housing and Community Services, Oregon	25%	100%
Human Services, Oregon Department of	48%	86%
Land Conservation and Development, Department of	100%	—
Land Use Board of Appeals	—	—
Library of Oregon, State	—	—
Liquor and Cannabis Commission, Oregon	—	80%
Long Term Care Ombudsman, Office of the	—	—
Lottery, Oregon State	—	—
Marine Board, Oregon State	—	—
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	—	—
Medical Imaging, Oregon Board of	—	—

Agency	Period Ending 6/30/2024	Period Ending 6/30/2026
Mental Health Regulatory Agency	—	—
Military Department, Oregon	100%	100%
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	100%	100%
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	25%	100%
Parole, Board of	—	—
Pharmacy, Oregon Board of	—	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	—	—
Public Defense Commission, Oregon	—	100%
Public Employees Retirement System	100%	100%
Public Safety Standards and Training, Department of	—	100%
Public Utility Commission	0%	100%
Racing Commission, Oregon	—	—
Real Estate Agency	—	—
Revenue, Department of	100%	100%
Social Workers, Board of Licensed	—	—
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	—	50%
State Lands, Oregon Department of	—	—
State Police, Oregon	100%	100%
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	—	—
Transportation, Oregon Department of	80%	89%
Veterans' Affairs, Oregon Department of	—	—
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	100%	100%
Watershed Enhancement Board, Oregon	—	—
Youth Authority, Oregon	100%	57%

Performance Feedback Training

Agency	Period Ending 9/30/2023	Period Ending 6/30/2026
Accountancy, Board of	—	—
Administrative Services, Department of	100%	60%
Advocacy Commissions Office, Oregon	—	—
Agriculture, Department of	100%	100%
Aviation, Oregon Department of	—	—
Blind, Oregon Commission for the	—	—
Business Oregon	100%	100%
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	—	—
Consumer and Business Services, Department of	100%	100%
Corrections, Department of	88%	80%
Criminal Justice Commission	—	—
Dentistry, Oregon Board of	—	—
Early Learning and Care, Department of	100%	—
Education, Oregon Department of	80%	0%
Emergency Management, Oregon Department of	100%	—
Employment Department, Oregon	88%	100%
Employment Relations Board	—	—
Energy, Oregon Department of	—	—
Environmental Quality, Department of	80%	100%
Fish and Wildlife, Oregon Department of	83%	100%
Forestry, Oregon Department of	83%	100%
Geology and Mineral Industries, Department of	—	—
Government Ethics Commission, Oregon	—	—
Health Authority, Oregon	75%	80%
Higher Education Coordinating Commission	—	100%
Housing and Community Services, Oregon	100%	100%
Human Services, Oregon Department of	84%	83%
Land Conservation and Development, Department of	—	100%
Land Use Board of Appeals	—	—
Library of Oregon, State	—	—
Liquor and Cannabis Commission, Oregon	100%	100%
Long Term Care Ombudsman, Office of the	—	—
Lottery, Oregon State	—	—
Marine Board, Oregon State	—	—
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	—	—
Medical Imaging, Oregon Board of	—	—

Agency	Period Ending 9/30/2023	Period Ending 6/30/2026
Mental Health Regulatory Agency	—	—
Military Department, Oregon	100%	—
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	100%	—
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	100%	—
Parole, Board of	—	—
Pharmacy, Oregon Board of	—	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	—	—
Public Defense Commission, Oregon	—	—
Public Employees Retirement System	100%	100%
Public Safety Standards and Training, Department of	100%	—
Public Utility Commission	—	—
Racing Commission, Oregon	—	—
Real Estate Agency	0%	—
Revenue, Department of	100%	100%
Social Workers, Board of Licensed	100%	—
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	—	—
State Lands, Oregon Department of	—	—
State Police, Oregon	100%	100%
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	—	—
Transportation, Oregon Department of	100%	57%
Veterans' Affairs, Oregon Department of	—	—
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	—	—
Watershed Enhancement Board, Oregon	—	—
Youth Authority, Oregon	71%	100%

Uplift Your Benefits Workshop Training

Agency	Period Ending 6/30/2023	Period Ending 6/30/2026
Accountancy, Board of	—	—
Administrative Services, Department of	80%	100%
Advocacy Commissions Office, Oregon	—	—
Agriculture, Department of	0%	100%
Aviation, Oregon Department of	—	—
Blind, Oregon Commission for the	—	—
Business Oregon	100%	88%
Chiropractic Examiners, State Board of	—	—
Construction Contractors Board	—	100%
Consumer and Business Services, Department of	80%	100%
Corrections, Department of	38%	96%
Criminal Justice Commission	0%	0%
Dentistry, Oregon Board of	—	—
Early Learning and Care, Department of	—	100%
Education, Oregon Department of	100%	100%
Emergency Management, Oregon Department of	100%	75%
Employment Department, Oregon	90%	100%
Employment Relations Board	—	—
Energy, Oregon Department of	100%	100%
Environmental Quality, Department of	86%	100%
Fish and Wildlife, Oregon Department of	50%	100%
Forestry, Oregon Department of	71%	100%
Geology and Mineral Industries, Department of	100%	—
Government Ethics Commission, Oregon	—	—
Health Authority, Oregon	93%	95%
Higher Education Coordinating Commission	100%	100%
Housing and Community Services, Oregon	90%	100%
Human Services, Oregon Department of	78%	92%
Land Conservation and Development, Department of	—	100%
Land Use Board of Appeals	—	—
Library of Oregon, State	100%	100%
Liquor and Cannabis Commission, Oregon	100%	100%
Long Term Care Ombudsman, Office of the	—	—
Lottery, Oregon State	—	—
Marine Board, Oregon State	—	100%
Massage Therapists, Oregon Board of	—	—
Medical Board, Oregon	100%	100%
Medical Imaging, Oregon Board of	—	—

Agency	Period Ending 6/30/2023	Period Ending 6/30/2026
Mental Health Regulatory Agency	—	—
Military Department, Oregon	83%	100%
Mortuary and Cemetery Board, Oregon	—	—
Naturopathic Medicine, Oregon Board of	—	—
Nursing, Oregon State Board of	0%	—
Occupational Therapy Licensing Board	—	—
Optometry, Oregon Board of	—	—
Parks and Recreation Department, Oregon	100%	100%
Parole, Board of	—	100%
Pharmacy, Oregon Board of	0%	—
Physical Therapy, Oregon Board of	—	—
Psychiatric Security Review Board	—	—
Public Defense Commission, Oregon	—	—
Public Employees Retirement System	100%	100%
Public Safety Standards and Training, Department of	50%	100%
Public Utility Commission	100%	100%
Racing Commission, Oregon	—	—
Real Estate Agency	—	—
Revenue, Department of	100%	100%
Social Workers, Board of Licensed	0%	—
Speech-Language Pathology & Audiology, Oregon Board of Examiners for	—	—
State Fire Marshal, Oregon	—	100%
State Lands, Oregon Department of	100%	100%
State Police, Oregon	24%	100%
Tax Practitioners, Oregon Board of	—	—
Teacher Standards and Practices Commission	—	—
Transportation, Oregon Department of	83%	95%
Veterans' Affairs, Oregon Department of	100%	—
Veterinary Medical Examining Board, Oregon	—	—
Water Resources Department, Oregon	75%	100%
Watershed Enhancement Board, Oregon	—	—
Youth Authority, Oregon	76%	92%