

Strategic Plan

Oregon Government Ethics Commission

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Mission and Vision

Mission:

Impartially and effectively administer and enforce Oregon's Government Ethics Laws for the benefit of Oregon's citizens. The Oregon Government Ethics Commission (OGEC) will emphasize education in achieving its mission.

Vision:

OGEC envisions an agency that is able to support the training needs of the State of Oregon with regards to Oregon Government Ethics Law, Public Meetings Law, and Lobby Law, while ensuring effective compliance is in place.

Values:

- Focusing on education and training.
- Striving to make ethical choices the standard for all public officials.
- Championing government transparency.
- Building racial equity into the foundation of OGEC.
- Investing in sustainable operations for a better climate future.
- Serving Oregon Constituents.

OGEC has three primary ideals:

- Serve Oregonians by educating public officials on the laws within OGEC's jurisdiction.
- Ensure OGEC resources are available, and used efficiently, effectively, and transparently.
- Strive for excellence and be accountable to the public we serve.

Ideals:

- Serve Oregonians by educating public officials on the laws within OGEC's jurisdiction.
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- Strive for excellence and be accountable to the public we serve.

Additionally, OGEC staff recognizes the importance of diversity and inclusion, expertise, personal responsibility, collaboration, effectiveness, accountability, and effective communication in accomplishing our mission.

Equity Statement:

We are working towards a commitment to diversity, equity, and inclusion. The State of Oregon is committed to establishing strong leadership to eradicate racial and other forms of disparities in all aspects of state government.

We look to center equity in rulemaking, training, investigation process, and resource availability. We are beginning to strengthen public involvement through community engagement, access to information, and decision-making opportunities.

We are working towards improving equitable access to our services and resources. We are taking steps to foster an inclusive workplace culture, such as creating an actionable Diversity, Equity, and Inclusion (DEI) Plan.

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Who We Are:

OGEC administers Oregon Government Ethics Law, Lobby Law, and Public Meetings Law.

The Commission is made up of nine Commissioners. Eight Commissioners are appointed by the Governor upon recommendation of the Legislature, two each by the Democratic and Republican leaders of the Oregon House and Senate. The Governor selects one Commissioner directly. All Commissioners must be confirmed by the Senate. No more than three of the Commissioners may be from the same political party.

OGEC staff consist of the executive director, who is appointed by the Commission, and 14 full-time employees (FTE). Prior to the 2023 Legislative session, OGEC's total staff was 9; however, with the passage of 2023 OGEC's budget and House Bill 2805, OGEC grew by 6 FTE.

Our Goals and Plans:

OGEC's Strategic plan has three fundamental plans that are used to support, advance, and grow its mission for the next three years and beyond:

- Diversity, Equity, & Inclusion (DEI) Plan
- Succession Plan
- Affirmative Action Plan

Key Strategic Goals

OGEC has identified three key strategic goals that support OGEC's ideals with objectives and subgoals to work toward. As mentioned above, these goals directly tie into OGEC's Diversity, Equity, and Inclusion Plan, Succession Plan, and Affirmative Action Plan. OGEC utilized contributions from staff, Commissioners, and solicited feedback from the "Ethics Matters" newsletter to define the goals.

1. Increase by 15% the number of Oregon public officials trained by OGEC staff on the laws within OGEC's jurisdiction by the end of fiscal year 2027 through accessible and inclusive training, to support OGEC's educational ideal.

Objectives:

1. Deliver at least 300 live or online trainings annually, ensuring all materials meet current accessibility standards as outlined in the DEI Plan.
2. Update 100% of online training and educational materials for accessibility and inclusivity by the end of FY2026.
3. Provide all staff with a minimum of two professional development opportunities per year focused on compliance education and accessibility best practices.

2. Improve access to and use of OGEC's resources by 20% by June 2026 through strategic technology enhancements and annual access assessments, to support OGEC's accessible resources ideal.

Objectives:

1. Complete annual reviews of training materials for accessibility compliance, with updates made within 120 days of each review, depending on the level of complexity, exceptions to be made for circumstances that require more in-depth

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- changes or rework. Due to limited staffing, short turnaround times may not be realistic.
- 2. Conduct and publish an annual access audit identifying areas of underutilization, with action plans created within six months of the report.
- 3. Upgrade and publicize the Electronic Filing System and Case Management System by 2025-27 biennium, with biannual stakeholder surveys conducted to track satisfaction and identify improvement areas, beginning in July 2025.

3. Achieve full implementation of updated Succession, Affirmative Action, and DEI Plans by December 2026, with measurable progress reviewed semiannually, to support OGEC's accountability ideal.

Objectives:

- 1. Conduct biannual progress reviews and update implementation steps for the Succession Plan, with documented milestones tracked by the Agency Programs Administrator.
- 2. Finalize and implement the updated Affirmative Action Plan by September 2025, ensuring at least 90% of staff receive related training within 6 months.
- 3. Launch and maintain an agency-wide DEI, Affirmative Action, Succession, and Strategic Plan implementation webpage by March 2026 to monitor progress and report publicly twice a year.

Key Smart Goal Strategies

1. Increase by 15% the number of Oregon public officials trained by OGEC staff on the laws within OGEC's jurisdiction by the end of FY2027 through accessible and inclusive training.

- a. Training Outreach Campaign.
 - i. Develop a targeted outreach plan by agency and region to promote OGEC's trainings to public officials.
 - ii. Partner with other state agencies and associations to cross-promote training opportunities.
- b. Content Development & Accessibility.
 - i. Create accessible and inclusive training standards for training materials.
 - ii. Conduct an annual accessibility audit of all training content.
 - iii. Work with accessibility and DEI consultants to update training formats and ensure compliance with WCAG 2.1 standards.
- c. Professional Development Program.
 - i. Create a staff development calendar featuring learning sessions, accessibility certification courses, and workshops, utilizing resources such as the Office of Cultural Change and external organizations.
 - ii. Integrate DEI training into the annual development goals of all staff.
- d. Training Evaluation Loop.
 - i. Collect and analyze post-training survey data quarterly to refine curriculum and measure impact.
 - ii. Incorporate direct feedback from marginalized communities to ensure inclusivity.

2. Improve access to and use of OGEC's resources by 20% by June 2026 through strategic technology enhancements and annual access assessments.

- a. Accessibility Roll-out.
 - i. Create accessible and inclusive documents standards for OGEC materials.
 - ii. Train all staff in creating accessible documents and how to utilize available resources by end of FY2027.
 - iii. Convert existing documents to accessible formats by end of FY2027.
- b. Resource Utilization Mapping.
 - i. Research and identify tracking tools, such as Google analytics or other alternatives that are free or low cost that are approved by DAS EIS and Cyber Security Services (CSS), to utilize and maximize.
 - ii. Identify gaps in access by analyzing usage patterns across regions, demographics, and platforms.
 - iii. Build an internal resource equity dashboard to visualize and track trends.
- c. Technology Modernization Plan.
 - i. Implement the use of DocuSign's digital signatures and accessible document conversion by end of 2025.
 - ii. Upgrade the Electronic Filing System and Case Management System by collaborating with IT and accessibility specialists.
 - iii. Implement user testing with community and agency partners prior to full rollout.
- d. Public Engagement & Communication.
 - i. Create and launch an awareness campaign about OGEC tools and services using social media and GovDelivery.
- e. Performance Tracking & Improvement.
 - i. Develop and implement an annual IT resource satisfaction survey with 30% response rate targets from key user groups.
 - ii. Use survey data to develop iterative update plans every six months.

3. Achieve full implementation of updated Succession, Affirmative Action, and DEI Plans by December 2026, with measurable progress reviewed semi-annually.

- a. Integrated Workforce Planning.
 - i. Align Succession Plan updates with annual performance reviews and agency strategic needs.
 - ii. Identify critical roles and competencies, then create development pathways.
- b. Plan Ownership and Accountability.
 - i. Assign plan stewards for DEI, Succession, and Affirmative Action to oversee implementation and reporting.
 - ii. Develop a semiannual reporting framework using KPMs tied to each plan's goals.
- c. Agency-Wide Engagement.
 - i. Implement monthly DEI discussions during staff meetings to create a culture of belonging.
 - ii. Use collaborative design processes to ensure plans reflect feedback from all staff levels.

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d. Transparency and Reporting.

- i. Highlight stories of implementation success and lessons learned in the “Ethics Matters” newsletter.
- ii. Create a dedicated webpage for OGEC’s DEI, Succession, Affirmative Action, and Strategic Plans showing progress toward plan milestones, updated every six months, once implemented.

IT Strategic Plan

Overview:

In alignment with Goal #2 and Strategy #2, OGEC is advancing the modernization of its two core systems: Electronic Filing System and Case Management System. The initiative aims to consolidate these systems into a single, integrated, end-to-end cloud-based platform designed to enhance customer experience and streamline operational efficiency. Implementation of the modernized system is planned for the 2025–2027 biennium, contingent upon legislative approval of the requested funding in the 2025 legislative session. Additionally, OGEC is implementing DocuSign to increase its electronic accessibility, with a goal of full implementation of documents related to the investigation process by the end of 2025.

Monitor & Evaluation

Monitor:

OGEC will work to build processes into the Compliance, Training, and Administration teams’ workflows to establish the capability to monitor the progress of OGEC’s goals and sub-goals. As processes are established, the Strategic plan will be updated accordingly to reflect those processes, such as:

Training Team:

- Review post-training surveys for feedback.
- Review and get feedback from subject matter experts on training accessibility standards and measures used for training audit.
- Track accessibility changes that are needed for trainings and resources and use to identify ways to create better trainings and resources.
- Review trainings for accessibility throughout the year.

Compliance & Investigation Team:

- Review the current administrative process of opening and closing a case for ways to improve.
- Collaborate on improving accessibility of investigative templates.

Administration Team:

- Build semi-annual survey to send to external partners that utilize the Electronic Filing System.
- Build semi-annual survey to send to external partners that utilize the Case Management System.

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- Review the current administrative process of preparation of each Commission meeting for ways to improve.

Each year, OGEC is required by the Oregon Legislature to review the Annual Key Performance Measures, which include the review of statutory deadlines and the annual customer satisfaction survey. OGEC has been implementing changes to the customer satisfaction survey to make it a year-round process to give more accurate results throughout the year to allow for more immediate feedback. These Key Performance Measures also give OGEC an opportunity to review customer satisfaction and performance of the agency as a whole.

Evaluation:

The OGEC Leadership Team shall review and evaluate progress and notate on each goal every six months and update the overall Strategic plan every two years. Every six months, OGEC leadership will post updates through the newsletter "Ethics Matters" to keep the public and interested parties informed.