



PROGRESS REPORT OREGON AGENCY EXPECTATIONS

Sept. 30, 2023

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A. Expectations Letter from Governor Kotek (dated Jan. 11, 2023)	

Introduction

In January 2023, Governor Kotek sent a letter to state agencies outlining 11 specific expectations related to operations of Oregon state government. The purpose of this report is to update Governor Kotek on progress made in meeting five of these expectations.

This is the second report the Department of Administrative Services (DAS) has produced on this topic. The first report, dated June 30, 2023, is available on the [DAS Strategic Initiatives and Enterprise Accountability website](#) and provides baseline measures of where agencies were prior to producing deliverables in response to the Governor's expectations.

This report focuses on five of the measures that have reached preliminary deadlines. We focus on these measures to provide detail about the structure that has been put in place to support agencies, what agencies have done to meet the expectations, and some preliminary data on outcomes.

The enterprise of Oregon state government has made remarkable progress since June:

- **Increased Rate of Employee Performance Feedback** – In June, the enterprise was at 87% compliance with employee performance feedback. Last quarter, this rose to 92%, and 50 out of 63 agencies achieved 90% or higher.
- **Increased Rate of Agency IT Strategic Planning** – This quarter, roughly 70% of the required reporting agencies, boards and commissions are in active development of IT strategic planning activities, which is a 26% improvement over the last reporting period.
- **All Agencies Assigned to a DEI Cohort** – Starting in September, under the leadership of the Office of Cultural Change, every agency will join a cohort of peer agencies to provide a structure of support to develop and implement Diversity, Equity and Inclusion plans.
- **Decreased Days to Fill Vacancies** – The average time it took to fill vacant positions has dropped from 71 days to an average of 65 days in just one quarter.
- **Decreased Vacancy Rate** – In the same time period, the state vacancy rate dropped from 18.4% to 14.7%.
- **Strong Initial Participation in Required Trainings** – Finally, the brand-new Uplift Your Benefits training for new employees averages 74% participation across the enterprise, and the newly required foundational training for managers has an enrollment of 66% of the 97 new managers into a cohort within five days of assignment.

Future reports will outline progress on additional measures as they reach deliverable deadlines. In September 2024, we anticipate that we will have enough data on the measures adopted so far, to report on trends.

Report Date	Content
Dec. 31, 2023	<ul style="list-style-type: none"> • Continuity of Operations Plans • Performance Feedback for Employees • Time to Fill • Vacancies
March 31, 2024	<ul style="list-style-type: none"> • Audit Accountability • Employee Satisfaction Surveys • IT Strategic Plans • Succession Plans • New Employee Orientation • Customer Service Training • Performance Feedback for Employees • Time to Fill and Vacancies
June 30, 2024	<ul style="list-style-type: none"> • Director 360 Reviews • Performance Feedback for Employees • Time to Fill and Vacancies
Sept. 30, 2024	<ul style="list-style-type: none"> • Performance Feedback for Employees (one year of data) • DEI Plans • Time to Fill (one year of data) • Vacancies (one year of data) • Foundational Training (one year of data) • Uplift Your Benefits (one year of data).

Overview of the Measures Covered in this Report

Overview of the strategic initiatives covered in this report:

1. Performance Feedback for Employees
2. Managing Information Technology Progress
3. State Government Commitment to Diversity, Equity and Inclusion
4. Agency Hiring Practices
5. Developing New Employees and Managers

1. Performance Feedback for Employees

Each agency will maintain compliance with 90% or higher rates of completion of quarterly performance feedback meetings between managers and employees.

Goals/objectives: Executive Branch employees receive consistent and regular feedback from managers. Managers are empowered with the right tools and training to produce outcomes, provide support, assess performance and provide feedback to the staff they manage, according to the [statewide values and competencies](#).

2. Managing Information Technology Progress

Agencies of 50 FTE or larger are to develop and maintain business-driven and enterprise-aligned information technology (IT) strategic plans supporting the organization's strategic priorities.

Goals/objectives: Agency IT, program and executive leadership partner in the development of IT strategic plans that operationalize the agency's vision, values, strategic priorities and modernization roadmap—aligning with *Cloud Forward*, the *Modernization Playbook*, *Oregon's Data Strategy*, and the *EIS Strategic Framework* by Dec. 31, 2023, for review and approval by the State CIO.

3. State Government Commitment to Diversity, Equity and Inclusion

Oregon state government is committed to advancing diversity, equity and inclusion, with a vision for racial equity that:

- Dismantles institutional and structural racism in state agencies, and by doing so, resounding impacts occur in the communities of our great state.
- Builds a more equitable Oregon where everyone has the opportunity to thrive and everyone's voice is heard.
- Ensures an inclusive and welcoming Oregon for all persons, by celebrating our collective diversity of race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status.

Goals/objectives: Agencies, boards and commissions are required to have a Diversity, Equity and Inclusion plan (DEI plan), which serves as a tool to implement DEI strategies. DEI plans or plans for a plan were required to be submitted by June 1, 2023, and be updated every two years. The Affirmative Action plan, which is an element of the DEI plan, must be updated annually.

4. Agency Hiring Practices

Each agency will maintain an average of 50 days or less time-to-fill for their open competitive recruitments.* They will also actively manage their vacancies, reporting quarterly the reason for each budgeted vacancy they have in their department.

Goals/objectives: State agencies need to compete with the private sector for top candidates and get their positions filled expediently. Recruitments that go beyond 50 days risk losing these top candidates. Such delays are often within the control of the recruiter and hiring manager.

* After the Legislature grants positions or after they become vacant.

5. Developing New Employees and Managers

All agencies will develop a **new employee orientation** program and be able to demonstrate that 100% of their employees participate in it within 60 days of hire.

Goals/objectives: Executive Branch employees will be welcomed, informed of state government values and agency procedures, and prepared to start work.

All new state employees will participate in DAS' **customer service training** within 60 days of hire.

Goals/objectives: New employees align with and provide excellent service to customers. All agencies will ensure that new managers in state government complete the **foundational training program**.

Goals/objectives: New managers are prepared to effectively manage.

All employees new to state government will participate in **benefits education** (Uplift Your Benefits), within 14 days of hire so that it informs employee benefit choices.

Goals/objectives: Employees gain an awareness of their benefits and resources to aid their decisions. Employees understand and feel more confident in choosing benefits that are tailored to their needs and priorities. Employees understand the value of their benefits package.

Project Structure

Steering Committee:

The Office of Strategic Initiatives and Enterprise Accountability has convened a [Steering Committee](#) to review materials and give feedback on processes as they are developed and implemented.

Strategic Initiatives and Enterprise Accountability Website:

The Office of Strategic Initiatives and Enterprise Accountability houses guidance, agency templates and reports on performance on a public-facing [website](#).

Enterprise Performance Leads:

The Office of Strategic Initiatives and Enterprise Accountability convenes the following staff on a bi-weekly schedule to collaborate and coordinate as we develop supports and roll out the framework for each expectation.

- Director 360 Reviews, Performance Feedback for Employees, Measuring Employee Satisfaction, Succession Planning for the Workforce, Developing New Employees and Managers: Chief Human Resources Office (DAS)
- Strategic Planning: Rosa Klein, Strategic Initiatives (DAS) (rosa.klein@das.oregon.gov)
- Managing IT Progress: Scott Emry, Enterprise Information Services (scott.emry@das.oregon.gov)
- Diversity, Equity and Inclusion: Melinda Gross, Office of Cultural Change (DAS) (melinda.gross@das.oregon.gov)
- Agency Emergency Preparedness: Brad Cunningham, Shared Financial Services (DAS) (brad.cunningham@das.oregon.gov)
- Agency Hiring Practices: Brian Light, Statewide Recruitment (DAS) (brian.c.light@das.oregon.gov)
- Audit Accountability: Lisa Upshaw, Chief Audit Executive (DAS) (lisa.upshaw@das.oregon.gov)
- Communications: Andrea Chiapella, Communications Director (DAS) (andrea.chiapella@das.oregon.gov)
- Website: Summer Warner, Strategic Initiatives (DAS) (summer.warner@das.oregon.gov)

Status of Initiatives as of Sept 30, 2023

STATUS UPDATE: Performance Feedback for Employees

The most current Performance Accountability Feedback (PAF) report was issued Aug. 2, 2023, reflecting employee goals and expectations from April through June with check-ins conducted throughout the month of July. The final report indicated that the enterprise was at 92% and 50 out of 63 agencies achieved 90% or higher.

The enterprise continues to increase compliance: the previous quarter (January through March with check-ins conducted in April) achieved 87% compliance.

DAS CHRO has resources on the Workforce Development webpage for agencies to use and makes Workforce Development staff available for questions. All new managers are required to take training on conducting PAF check ins.

Data for Required Employee Check-ins by Agency			
Agency	For Quarter Due July 31, 2023		
	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check- Ins Complete
Board of Chiropractic Examiners	4	0	100%
Board of Medical Imaging	3	0	100%
Board of Nursing	14	0	100%
Bureau of Labor and Industries	67	0	100%
Department of Energy	65	0	100%
Department of Geology and Mineral Industries	19	0	100%
Department of Public Safety Standards and Training	76	0	100%
Department of Revenue	668	0	100%
Employment Relations Board	8	0	100%
Land Conservation and Development Department	45	0	100%
Long Term Care Ombudsman	29	0	100%
Mental Health Regulatory Agency	10	0	100%
Oregon Advocacy Commissions Office	3	0	100%

Oregon Board of Dentistry	6	0	100%
Oregon Board of Pharmacy	20	0	100%
Oregon Department of Emergency Management	58	0	100%
Oregon Government Ethics Commission	8	0	100%
Oregon Medical Board	36	0	100%
Oregon State Department of Police	637	0	100%
Oregon State Library	35	0	100%
Oregon State Marine Board	36	0	100%
Parks and Recreation Department	334	0	100%
Psychiatric Security Review Board	8	0	100%
Real Estate Agency	22	0	100%
State Board of Accountancy	2	0	100%
State Board of Examiners for Speech-Language Pathology and Audiology	1	0	100%
State Mortuary and Cemetery Board	5	0	100%
State of Oregon Military Department	179	0	100%
Tax Practitioners Board	1	0	100%
Water Resources Department	181	0	100%
Watershed Enhancement Board	32	0	100%
Department of Fish and Wildlife	662	1	100%
Department of Consumer & Business Services	653	2	100%
Public Employees Retirement System	289	1	100%
Oregon Youth Authority	588	7	99%
Department of Administrative Services	634	9	99%
Employment Department	993	23	98%
Department of Transportation	3,033	76	98%
Department of Agriculture	215	6	97%
Oregon Department of Education	447	13	97%
Public Utility Commission	94	3	97%
Department of Veterans Affairs	60	2	97%
Commission for the Blind	52	2	96%
Construction Contractors Board	46	2	96%

Data for Required Employee Check-ins by Agency			
	For Quarter Due July 31, 2023		
Agency	Employee Check-Ins Complete	Employee Check-Ins Incomplete	% Employee Check- Ins Complete
Department of Human Services	7,415	461	94%
Oregon Criminal Justice Commission	16	1	94%
Oregon Business Development Department	73	5	94%
Oregon Health Authority	3,114	225	93%
Forestry Department	408	36	92%
Oregon Housing and Community Services	193	20	91%
Oregon Liquor & Cannabis Commission	216	29	88%
Higher Education Coordinating Commission	76	13	85%
Department of Justice	834	144	85%
Department of Environmental Quality	338	60	85%
Teacher Standards and Practices Commission	11	2	85%
Department of State Lands	75	16	82%
Department of Corrections	1,168	939	55%
Oregon Department of Aviation	3	4	43%
State Board of Parole and Post-Prison Supervision	2	3	40%
Land Use Board of Appeals	1	3	25%
Board of Naturopathic Medicine	0	1	0%
Oregon Board of Optometry	0	1	0%
State Board of Massage Therapists	0	5	0%
Department of Early Learning and Care	0	0	
Department of the State Fire Marshal	0	0	
Health Related Licensing Boards	0	0	
Occupational Therapy Licensing Board	0	0	
Office of the Governor	0	0	
Office of the Public Records Advocate	0	0	
State Board of Licensed Social Workers	0	0	
Veterinary Medical Examining Board	0	0	
Total	24,321	2,115	92%

STATUS UPDATE: Managing Information Technology Progress

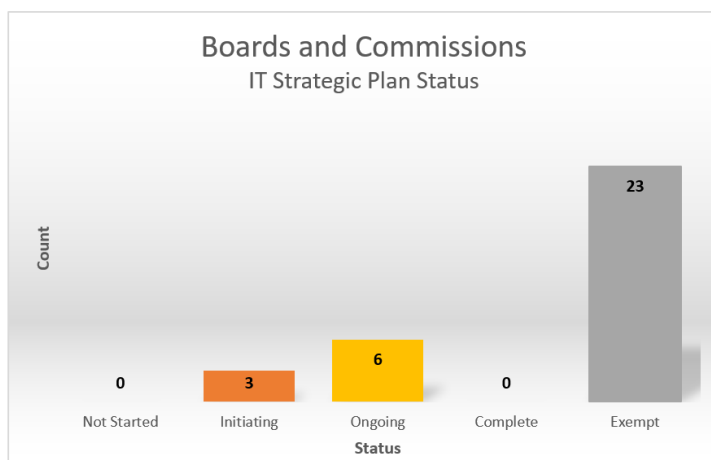
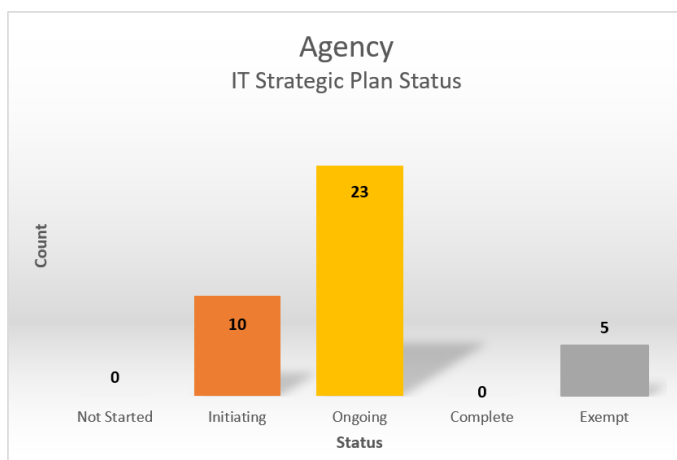
Implementation status as of Aug. 1, 2023:

Steady progress is being made on IT strategic planning. Roughly 70% of the required reporting agencies, boards and commissions are in active development of IT strategic planning activities, which is a 26% improvement over the last reporting period. Early drafts of IT strategic plans demonstrate clear alignment with agency goals and objectives; however, additional effort is required to re-frame measurable outcomes and metrics in terms that are relevant for the business.



Agency IT Strategic Plan Tracking Dashboard

as of August 1, 2023



STATUS UPDATE: State Government Commitment to Diversity, Equity and Inclusion

STRUCTURE FOR DEI PLANS PROCESS:

Support for submissions: March-June 2023 the Strategic Initiatives and Enterprise Accountability Division communicated expectations at a meeting with DEI leaders and offered one-on-one support for agencies, boards and commissions that request help in developing their plans.

Next steps: To ensure that DEI plans are being developed and implemented after the initial submission, the Office of Cultural Change is partnering with the Governor's Office to provide regular support, engagement and peer accountability through a cohort model.

The purposes of the cohort model are to:

- Explore meaningful approaches and updates to DEI plans through feedback from multiple perspectives across state government.
- Invest in the DEI plan as a "living" document so it doesn't just "gather dust on a shelf."
- Engage with peers around accountability, resources, and thought partnership as agencies, boards, and commissions develop, implement and track progress.
- Streamline the environmental scan process so that community groups can share feedback in a more thoughtful, efficient way to honor their time and perspectives.
- Engage with DEI in an ongoing way and not just during the plan development and reporting stages.
- Reduce silos around engaging in and advancing DEI across agencies, boards and commissions.

The DEI plan cohorts will launch with a high-level orientation covering the cohort process and ample time to answer questions. After the orientation, the Office of Cultural Change, the Governor's Office, DEI Cabinet (DEI leaders from various agencies), and some advisors to the Governor will review the plans and provide individual feedback.

Feedback will explore the sustainability and feasibility of the plan to remove barriers to implementation, as well as explore:

- What outcome(s) you are hoping to create with this plan?
- How are actions and resources SMART (Specific, Measurable, Achievable, Relevant, and Time-bound)?
- How did you engage multiple impacted communities when creating the plan?
- What disaggregated data and landscape assessments did you explore or conduct to inform your plan?
- (for external facing agencies) What are your targets in terms of service to the communities you serve?
- How will this plan increase equity?
- How does this plan center race?
- How does this plan impact your budget, investment decisions and resources? How are you prioritizing resources for this impact?
- How will you track progress and analyze impact?
- How do you plan on communicating your progress on the plan?
- What have you learned from this process?

After agencies receive feedback on their plans, they will engage with a peer cohort of agencies, boards, and commissions for plan development (if the original submission was a plan for a plan), implementation, relationship-building and accountability. Peer cohorts will engage regularly around DEI plan progress, as well as resources, supports and feedback for implementation.

Because this is a new process, communication with agencies, boards and commissions is intentional to share and prepare them to participate in the cohorts. Some examples of communications include: sharing DEI plan expectations and next steps with DEI leaders across the state; giving process and cohort updates at agency director meetings and follow-up email; communicating with individual agencies, boards and commissions around their cohort; offering individual support as requested by agencies; weekly meetings with the Governor's Office to collaborate around building the cohort structure; regular meetings, Microsoft Teams channel, and listserv updates to DEI leaders about process; meetings with Governor's advisors to orient them to the process and share DEI plans, etc.

Five cohorts have been initially identified and are launching in fall (Note: [DEI Action Plan](#) feedback will start to be provided in November 2023.). Cohort categories have integrated agency, board and commission requests. Each cohort has a different focus:

1. External-facing agencies whose work aligns with the Governor's priority areas
2. Small agencies, boards and commissions
3. Natural resource and environmental agencies
4. Health professional and regulatory boards
5. Agencies (general)

STATUS OF DEI PLANS:

DEI Plans Submitted:

- 31 agencies, boards and commissions submitted a DEI plan.
- 43 agencies, boards and commissions submitted a plan for a DEI plan.
- 10 agencies, boards and commissions submitted an Affirmative Action plan as their DEI plan.
- 1 agency division (Enterprise Information Services) submitted a plan for a plan in addition to their agency plans. They are also participating in a cohort along with their agency participant (Department of Administrative Services).
- 1 constitutional office will participate in a cohort (Secretary of State).
- Individual support from the Office of Cultural Change and the Governor's Office for agencies, boards and commissions is ongoing as requested.

Agency / Board / Commission	Plan	Plan for Plan	Affirmative Action Plan Submitted as DEI Plan
Appraiser Certification and Licensure Board		X	
Board of Examiners for Speech-Language Pathology and Audiology		X	
Board of Licensed Social Workers		X	
Board of Parole and Post-Prison Supervision			X
Bureau of Labor and Industries	X		
Business Oregon		X	
Columbia River Gorge Commission	X		
Construction Contractors Board		X	
Department of Administrative Services		X	
Department of Consumer & Business Services	X		
Department of Corrections		X	
Department of Early Learning & Care	X		
Department of Environmental Quality		X	
Department of Geology and Mineral Industries		X	
Department of Public Safety Standards and Training	X		
Department of Land Conservation and Development	X		
Department of Revenue	X		
Department of State Lands		X	
Employment Relations Board		X	
Enterprise Information Services* (DAS)	X		
Higher Education Coordinating Commission	X		
Land Use Board of Appeals		X	
Landscape Contractors Board			X
Mental Health Regulatory Agency	X		
Occupational Therapy Licensing Board		X	
Office of Administrative Hearings		X	

Office of the Long Term Care Ombudsman		X	
Oregon Advocacy Commissions Office		X	
Oregon Board of Chiropractic Examiners		X	
Oregon Board of Dentistry	X		
Oregon Board of Medical Imaging	X		
Oregon Board of Naturopathic Medicine		X	
Oregon Board of Optometry			X
Oregon Board of Pharmacy			X
Oregon Board of Physical Therapy	X		
Oregon Board of Tax Practitioners		X	
Oregon Commission for the Blind			X
Oregon Criminal Justice Commission			X
Oregon Department of Agriculture		X	
Oregon Department of Aviation		X	
Oregon Department of Education	X		
Oregon Department of Emergency Management		X	
Oregon Department of Energy	X		
Oregon Department of Fish and Wildlife	X		
Oregon Department of Forestry	X		
Oregon Department of Human Services	X		
Oregon Department of Transportation	X		
Oregon Department of Veterans Affairs		X	
Oregon Employment Department	X		
Oregon Film and Video Office		X	
Oregon Government Ethics Commission		X	
Oregon Health Authority	X		
Oregon Housing and Community Services		X	
Oregon Liquor & Cannabis Commission		X	
Oregon Medical Board	X		
Oregon Military Department	X		
Oregon Mortuary and Cemetery Board		X	

Oregon Parks and Recreation Department		X	
Oregon Patient Safety Commission	X		
Oregon Racing Commission		X	
Oregon Real Estate Agency			X
Oregon State Board of Architect Examiners	X		
Oregon State Board of Examiners for Engineering and Land Surveying			X
Oregon State Board of Geologist Examiners			X
Oregon State Board of Nursing		X	
Oregon State Fire Marshal		X	
Oregon State Landscape Architect Board			X
Oregon State Library		X	
Oregon State Lottery		X	
Oregon State Marine Board	X		
Oregon State Police	X		
Oregon Veterinary Medical Examining Board		X	
Oregon Water Resources Department		X	
Oregon Watershed Enhancement Board	X		
Oregon Youth Authority	X		
Psychiatric Security Review Board		X	
Public Employees Retirement System		X	
Public Records Advocate		X	
Public Utility Commission	X		
State Board of Accountancy		X	
State Board of Massage Therapists		X	
Teacher Standards and Practices Commission		X	
Travel Oregon		X	
Youth Development Oregon	X		

**Division within another agency that voluntarily submitted their own DEI plan.*

Challenges and Obstacles:

- Some agencies, boards and commissions are undergoing transitions that impact the submitted plan or the process for developing a DEI plan. Examples include leadership transitions and DEI leader transitions and vacancies.

- Some small agencies, boards and commissions note that limited staff and resources have created a barrier to developing a DEI plan, especially alongside an Affirmative Action plan. The Office of Cultural Change has learned from some small agencies, boards and commissions that because of this limitation, they were advised they could submit a combined AA/DEI plan. As a result, 10 have done so. The Office of Cultural Change needs clarification on this option so that the cohort process and feedback can be planned in a meaningful way that integrates this option.
- Some agencies, boards and commissions have multiple DEI plans across their divisions. It is unclear how best to uplift and support this division-level work, while supporting the organization as a whole. Divisions that have submitted separate DEI plans are being offered cohort participation and support.
- Many agencies, boards and commissions are intentionally focusing on DEI for the first time. As a result, many lack the foundation, resources, and knowledge to apply toward building a DEI plan in a comprehensive way. As a result, many have reached out for individual support.
- The process around accountability is unclear if an agency, board or commission either doesn't submit a DEI plan or doesn't follow through on strategies and actions outlined in their plan.
- There is an incomplete and unclear list of boards and commissions to confirm DEI plan submissions.

Next Steps and Opportunities:

The cohort process will create a pathway for agencies, boards and commissions to commit to implementing the actions in their DEI plans because a peer accountability and support system is in place to track progress and engage them in this work over time. In addition, the cohort process will help uplift resources, thought partnership, and collaboration between agencies, boards and commissions so that they are advancing DEI beyond a siloed approach. The hope is that this approach will lead to a collective impact of shifting values, culture, and practices around DEI across all agencies.

As cohorts convene in fall 2023, the Office of Cultural Change will offer supports that align around cohort needs (e.g. – foundational DEI learning, learning about state resources to expand DEI in operations like procurement and hiring, etc.).

STATUS UPDATE: Agency Hiring Practices

Time-to-Fill Positions

It is the Governor's expectation that the average time-to-fill positions does not exceed

more than 50 days. We start calculating the time-to-fill from the date the position posts in Workday and stop the clock when the final candidate accepts the offer.

The June 1, 2023, report provided a baseline for how the Executive Branch was performing, which was an average of 71 days to fill a position. Since that report we continued working with agencies, providing training and tools such as the Rapid Response Recruitment Tool, which helps recruiters and hiring managers better plan out their recruitment process from beginning to end.

RAPID RESPONSE RECRUITMENT TOOL

Classification / Working Title				Updated 2/17/2023																
Date Requisition Submitted:	February 17, 2023			Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15		
Enter Number of Calendar Days Recruitment is Posted:	10			Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15		
Event or Date	Start Date	Working Days	End Date	2/17 to 2/23	2/24 to 3/2	3/3 to 3/9	3/10 to 3/16	3/17 to 3/23	3/24 to 3/30	3/31 to 4/6	4/7 to 4/13	4/14 to 4/20	4/21 to 4/27	4/28 to 5/4	5/5 to 5/11	5/12 to 5/18	5/19 to 5/25	5/26 to 6/1		
Create / Discuss Recruitment Strategy	2/18/23	0	2/18/23	-																
Approve Draft Announcement	2/19/23	0	2/19/23	-																
Announcement Open Date	2/20/23			-																
Select Interview Panelists; Schedule Interview Dates / Block Calendars	2/20/23	0	2/20/23	-																
Develop All Interview Questions.	2/21/23	0	2/21/23	-																
Announcement Close Date	3/2/23				-															
Screening for MQs/SME Results	3/3/23	0	3/3/23			-														
Send candidates invite to Interview Email	3/4/23	0	3/4/23			-														
Conduct Interviews	3/5/23	7	3/12/23				-													
Review, Rank, and Select 2nd Round Candidates	3/13/23	0	3/13/23				-													
Conduct Reference Checks; Create Reference Summary; HR Check;	3/14/23	0	3/14/23				-													
Render Final Decision							-													
Offer Job to Selected Candidate(s)	3/15/23	0	3/15/23				-													
Candidate Accepts Offer	3/16/23	0	3/16/23				-													
Candidate Start Date	3/17/23	14	3/31/23							-										
1. Enter Date Requisition Submitted																				
2. Enter Number of Calendar Days Announcement is Open																				
3. Enter Number Working Days to Complete (take weekends into consideration)																				

We have also introduced Candidate Pools in Workday which allow recruiters to conduct searches of all prior candidates who have applied for jobs with the state using keywords based on the skills and qualifications they are looking for. This allows recruiters to focus on candidates who might be excellent for open positions, increasing their chances of a successful recruitment.

Through these efforts and the recruiters focusing on recruitment timelines, the enterprise average for time-to-fill in one quarter was able to drop from 71 days to an average of 65 days.



Time to Fill - Posting/Recruiting Start Date to
Offer/Job Filled Date

02:26 PM
07/13/2023
Page 1 of 2

Supervisory Organization: Executive Branch
Include Subordinate Organizations: Yes
Offer/Filled Date Start: 04/01/2023
Offer/Filled Date End: 06/30/2023

Company	Time to Fill (based on Job Posting and Offer Dates)
Board of Examiners for Engineering and Land Surveying	75
Board of Nursing	71
Commission for the Blind	61
Construction Contractors Board	52
Department of Administrative Services	51
Department of Agriculture	47
Department of Consumer & Business Services	48
Department of Corrections	53
Department of Energy	27
Department of Environmental Quality	61
Department of Fish and Wildlife	84
Department of Geology and Mineral Industries	89
Department of Human Services	67
Department of Public Safety Standards and Training	63
Department of Revenue	51
Department of State Lands	64
Department of Transportation	70
Department of Veterans Affairs	41
Employment Department	47
Forestry Department	51
Higher Education Coordinating Commission	55
Land Conservation and Development Department	64
Long Term Care Ombudsman	50
Mental Health Regulatory Agency	37
Office of the Governor	81
Oregon Board of Pharmacy	6
Oregon Business Development Department	45
Oregon Criminal Justice Commission	104
Oregon Department of Aviation	158
Oregon Department of Education	63
Oregon Department of Emergency Management	89
Oregon Health Authority	83
Oregon Housing and Community Services	57
Oregon Liquor & Cannabis Commission	84
Oregon Medical Board	45
Oregon State Department of Police	83
Oregon State Library	87
Oregon Youth Authority	74
Parks and Recreation Department	59
Psychiatric Security Review Board	34
Public Employees Retirement System	44
Public Utility Commission	105
Racing Commission	20
Real Estate Agency	43
State Board of Accountancy	43
State Mortuary And Cemetery Board	96
State of Oregon Military Department	45
Teacher Standards and Practices Commission	61
Water Resources Department	51
Watershed Enhancement Board	26

Agency Vacancies

As part of the Governor’s expectations, agencies are expected to monitor their vacancies rates and report on these rates quarterly. The baseline vacancy rate was set in the June 1, 2023, report and was 18.4% for the enterprise. For this quarter, we not only asked for the number of vacancies, but began tracking the reasons for the vacancies so we could begin understanding the “why” behind the numbers.

Remarkably, in just one quarter, the vacancy rate has dropped to 14.7%

Agency	Vacant		Total
	Number of Vacancies	% of Vacancies	Total Positions
Board of Chiropractic Examiners	0	0.0%	6
Board of Medical Imaging	0	0.0%	4
Board of Naturopathic Medicine	0	0.0%	3
Board of Nursing	6	11.1%	54
Bureau of Labor and Industries	21	15.2%	138
Commission for the Blind	5	7.6%	66
Commission on Indian Services	0	0.0%	1
Construction Contractors Board	8	13.8%	58
Department of Administrative Services	120	12.3%	972
Department of Agriculture	136	27.6%	492
Department of Consumer & Business Services	58	6.1%	950
Department of Corrections	601	12.6%	4,786
Department of Energy	6	7.0%	86
Department of Environmental Quality	117	14.2%	825
Department of Fish and Wildlife	364	26.9%	1,353
Department of Geology and Mineral Industries	1	2.9%	35
Department of Human Services	1,406	13.5%	10,444
Department of Public Safety Standards and Training	17	10.6%	161
Department of Revenue	139	12.8%	1,085
Department of State Lands	6	5.8%	103
Department of Transportation	622	12.7%	4,880
Department of Veterans Affairs	20	20.6%	97
Employment Department	402	22.8%	1,766
Employment Relations Board	0	0.0%	13
Forestry Department	242	17.4%	1,389

Oregon Health Authority	879	16.5%	5,330
Oregon Housing and Community Services	98	24.5%	400
Oregon Liquor & Cannabis Commission	40	10.8%	372
Oregon Medical Board	5	12.5%	40
Oregon State Department of Police	210	14.0%	1,502
Oregon State Library	4	9.8%	41
Oregon State Marine Board	1	2.5%	40
Oregon Youth Authority	138	13.8%	1,002
Parks and Recreation Department	120	14.1%	852
Psychiatric Security Review Board	1	8.3%	12
Public Employees Retirement System	41	9.8%	420
Public Utility Commission	18	13.0%	138
Racing Commission	1	7.1%	14
Real Estate Agency	2	6.9%	29
State Board of Accountancy	4	50.0%	8
State Board of Examiners for Speech-Language Pathology and Audiology	0	0.0%	3
State Board of Licensed Social Workers	1	16.7%	6
State Board of Parole and Post-Prison Supervision	3	12.0%	25
State Mortuary And Cemetery Board	0	0.0%	7
State of Oregon Military Department	125	25.7%	487
Tax Practitioners Board	0	0.0%	2
Teacher Standards and Practices Commission	5	16.7%	30
Veterinary Medical Examining Board	1	25.0%	4
Water Resources Department	34	14.6%	233
Watershed Enhancement Board	2	5.4%	37
Total	6,217	14.7%	42,310

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Thank you to agencies for providing feedback on the vacancy reporting. Your input is very valuable and greatly appreciated. The past two quarter's data included vacant seasonal positions. Going forward, seasonal positions will not be counted as part of the vacancy rate. This vacancy data will differ from that data provided as part of the SABRS report because this data is currently counting all vacancies whereas data for the SABRS report only counts vacancies that are six months old or older.

Below are the reasons for the reported vacancies, which we will continue to track over time. “In the process of recruiting” was the main reason, with “holding open for budget savings,” “holding open for reorganization,” “no longer vacant” being popular secondary reasons. The reason an agency might answer “no longer vacant” is that the position may have been filled between the time the vacancy report was filled and the time they were asked to fill out the survey.

We will continue to monitor both measures and work with recruiters and managers to continue making progress on reducing the time it takes to fill positions and ensure we’re making the best use of positions allocated to us by the Legislature.

Quarter 2, 2023: Vacancy Reason Summary	
Reason	Proportion
In the process of recruiting	44%
Holding open for budget savings	15%
Holding open for reorganization	10%
No longer vacant	10%
Holding for abolish/establish (being used for permanent financing)	9%
Just became vacant, planning to recruit	8%
In the process of reclassification	5%
Total	100%

STATUS UPDATE: Developing New Employees and Managers

Foundational Training for Managers

DAS CHRO and agencies are working hard to implement support for this expectation.

Agencies are ensuring their new managers are enrolling in the Foundational training cohorts. Of the 97 new managers hired from June 1 through Aug. 7, 66% have enrolled in a cohort within five days of assignment.

CHRO/Workforce Development provides the training at the statewide level as well as communicates with new managers and posts information about the training online.

As a result of the success agencies are having in enrolling their managers in trainings, DAS has had to increase the number of cohorts for the classes.

Uplift Your Benefits

Uplift Your Benefits (UYB) is a two-hour workshop for new employees to learn about the options in their benefits package so they can make informed decisions. The workshop is a live presentation reviewing nine areas of benefits in which participants can ask questions, get referrals for additional information, and feel welcomed to their new job with state government. Represented staff with SEIU and AFSCME transition to a 30-minute union orientation at the end of the benefits workshop. Gov. Kotek mandated that all new employees attend the workshop within 14 days of hire, or before they sign up for benefits.

How do new employees know about the workshop requirement?

There are multiple notifications for employees to know about the benefits workshop requirement:

1. Workday campaign notification: all new employees assigned an employee ID#, except for seasonal and temporary employees, have Uplift Your Benefits on their learning profile.
2. Uplift Oregon sends a weekly email to all new employees with a friendly invitation to sign up for the workshop through Workday at their earliest opportunity.
 - a. For employees that do not sign up within 14 days, Uplift Oregon sends a reminder about why it is important to choose benefits with full information.
 - b. For employees who sign up but don't complete the workshop, Uplift Oregon emails a reminder of the importance of the training and provides enrollment resources.
3. Many agencies have incorporated the UYB workshop as a step in the on-boarding process and it is on a checklist for completion.
4. For SEIU represented employees, the CBA requires notification about the workshop in their letter of hire.

Additional Infrastructure that Supports Participation:

- Once registered for a workshop, participants receive an email reminder two days before the workshop, 30 minutes before the workshop, and a survey follow-up to ask about their experience in the workshop.
- CHRO provides a periodic overview for human resources professionals so they understand what Uplift Your Benefits is and how they can support new employee attendance within the first 14 days.
- Workday offers job aids and sample materials for managers to use in promoting, tracking and reporting workshop participation for new employees.
- HR professionals are available to consult with agencies to troubleshoot the challenges of getting new employees to participate.
- A monthly newsletter is sent to agency leadership to provide updates and additional program offerings.

- Uplift Oregon customer service works with participants to troubleshoot technology issues, enrolling in a workshop and more.

What is remarkable about the implementation of UYB so far is that it is working as well as it is! State agencies are varied in their structure, and to have consistent participation averaging 74% for new employees is a solid foundation upon which to build.

Agencies with new hires that participated in Uplift Your Benefits in June, 2023								
Agency	Completed within 1-14 days		Completed within 15-30 days		Incomplete or completed after 30+ days		Total	
	# of Workers	% of Total Workers	# of Workers	% of Total Workers	# of Workers	% of Total Workers	# of Workers	% of Total Workers
Board Of Nursing	0	0%	0	0%	1	100%	1	100%
Bureau Of Labor And Industries	1	33%	1	33%	1	33%	3	100%
Department Of Administrative Services	4	80%	0	0%	1	20%	5	100%
Department Of Agriculture	0	0%	0	0%	1	100%	1	100%
Department Of Consumer & Business Services	4	80%	0	0%	1	20%	5	100%
Department Of Corrections	10	18%	11	20%	34	62%	55	100%
Department Of Energy	2	67%	1	33%	0	0%	3	100%
Department Of Environmental Quality	6	86%	0	0%	1	14%	7	100%
Department Of Fish And Wildlife	2	50%	0	0%	2	50%	4	100%
Department Of Geology And Mineral Industries	1	100%	0	0%	0	0%	1	100%
Department Of Human Services	88	54%	40	24%	36	22%	164	100%
Department Of Justice	5	45%	5	45%	1	9%	11	100%
Department Of Public Safety Standards And Training	0	0%	2	50%	2	50%	4	100%
Department Of Revenue	4	100%	0	0%	0	0%	4	100%
Department Of State Lands	0	0%	1	100%	0	0%	1	100%
Department Of Transportation	18	60%	7	23%	5	17%	30	100%
Department Of Veterans Affairs	1	100%	0	0%	0	0%	1	100%
Employment Department	22	73%	5	17%	3	10%	30	100%
Forestry Department	2	29%	3	43%	2	29%	7	100%
Higher Education Coordinating Commission	2	67%	1	33%	0	0%	3	100%
Office Of The Governor	1	25%	2	50%	1	25%	4	100%
Oregon Board Of Pharmacy	0	0%	0	0%	1	100%	1	100%
Oregon Business Development Department	2	100%	0	0%	0	0%	2	100%
Oregon Criminal Justice Commission	0	0%	0	0%	1	100%	1	100%
Oregon Department Of Education	2	100%	0	0%	0	0%	2	100%
Oregon Department Of Emergency Management	2	100%	0	0%	0	0%	2	100%
Oregon Health Authority	30	75%	7	18%	3	8%	40	100%
Oregon Housing And Community Services	7	70%	2	20%	1	10%	10	100%
Oregon Liquor & Cannabis Commission	4	100%	0	0%	0	0%	4	100%
Oregon Medical Board	2	100%	0	0%	0	0%	2	100%
Oregon State Department Of Police	4	19%	1	5%	16	76%	21	100%
Oregon State Library	1	100%	0	0%	0	0%	1	100%
Oregon State Treasury	1	100%	0	0%	0	0%	1	100%
Oregon Youth Authority	2	13%	10	63%	4	25%	16	100%
Parks And Recreation Department	1	100%	0	0%	0	0%	1	100%
Public Employees Retirement System	1	0%	1	100%	0	0%	1	100%
Public Utility Commission	1	100%	0	0%	0	0%	1	100%
State Board Of Licensed Social Workers	0	0%	0	0%	1	100%	1	100%
State Of Oregon Military Department	9	75%	1	8%	2	17%	12	100%
Water Resources Department	2	50%	1	25%	1	25%	4	100%
Total	243	52%	102	22%	122	26%	467	100%

Coming Soon:

To assure 100% of new employees participate in Uplift Your Benefits in a timely way, Uplift will do the following:

- Test additional communication methods (phone calls, text, manager emails, social media) for employees that aren't enrolled in 30 days.
- Based on test results, implement additional outreach by 10/1/23.
- Deepen the partnership with agencies that aren't reaching 75% to strategize possible solutions.
 - Department of Corrections and Oregon Youth Authority are working closely with the Uplift team to identify additional measures to assure participation. Solutions we are pursuing include helping hiring managers understand the importance of the timeliness of the training, why the training is mandatory, and supporting internal agency compliance measures through regular reports and communication. We are also working with Corrections on cobranding communications from the agency, AFSCME and Uplift Oregon to raise visibility for Uplift's other programs (such as wellness workshops), which we hope will encourage participation in the benefits workshop.

Improving this Measure:

While the measurement of 100% seems obvious at first glance, there are factors to consider for the measure. Here are a few considerations and possible improvements:

- Timing of reports: new staff can start any day of the month and that means the 14-day window moves with the hire date. A calendar cut-off means that employees that start on the 20th of the month are less likely to complete UYB within 14 days with our current calendar structure.
- Temporary, Seasonal and Limited Duration positions that move into permanent positions do not show up in Workday as "new employees" and are not required to attend UYB. This is a relatively small number of employees but can throw off the 100% goal.

Other Things to Know:

Uplift Your Benefits is an example of labor-management partnership that Uplift Oregon will continue to build upon to offer more workshops and educational opportunities for state workers to make the most of their public service, and foster a work culture that is inspiring, friendly and supportive.

Each UYB workshop collects participant feedback through an anonymous survey that is analyzed and used to inform future program development, as well as to adjust the workshop itself. Through this feedback we can assess the effectiveness of the workshop in achieving the outcomes we set forth to achieve: *Strengthen employees' knowledge of benefits available to them, strengthen their confidence in choosing their benefits, and share available tools to help in selecting benefits and identifying their next steps.*

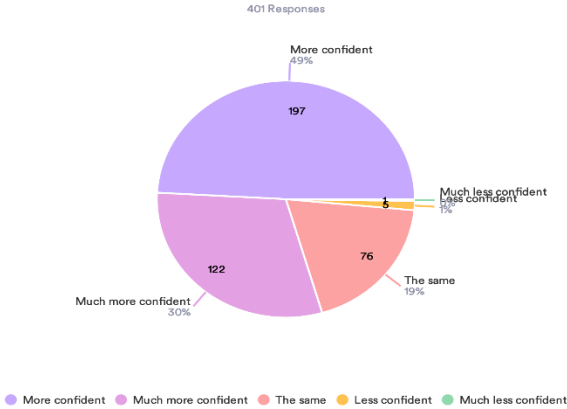
Lastly, because employees can only make changes to their benefits plan within the first 30 days of their hire, it is most useful for the workshop to happen in this timeframe. It is not optimal to enforce participation after 30 days, as it is then information that staff can't use until Open Enrollment, and some plan details may change for Open Enrollment.

Survey Results:

- **How confident are you that you will be able to apply what you learned in this workshop in selecting and managing your benefits?**

Uplift Your Benefits 2023

How confident are you that you will be able to apply what you learned in this workshop in selecting or managing your benefits?

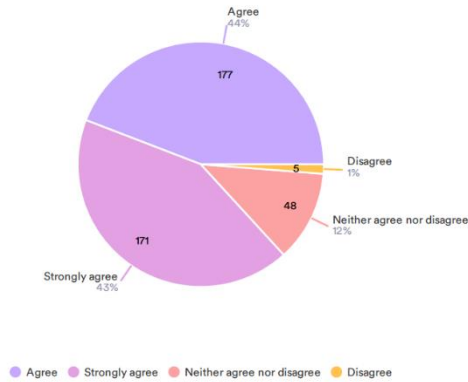


49% reported More confident
30% reported Much more confident

- Do you feel the workshop demonstrated inclusion (language & images) for all state workers?

Uplift Your Benefits 2023

Do you feel the workshop demonstrated inclusion (language & images) for all state workers?
401 Responses

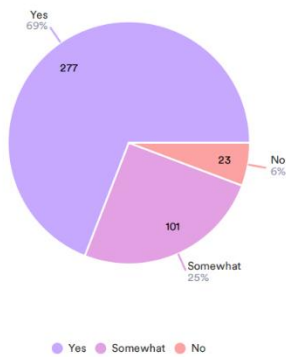


43% Strongly agree
44% Agree

- Did you leave this portion of the workshop with a clear next step in selecting your benefits?

Uplift Your Benefits 2023

Did you leave this portion of the workshop with a clear next step in selecting your benefits?
401 Responses



69% Yes
25% Somewhat

Participant Feedback and Comments:

June 29, 2023

- Good program. Worthwhile for sure.

June 14, 2023

- Appreciated the informative breakdown of benefits. I did have questions that got answered. Thank you.

June 9, 2023

- The presenters were very thorough and made sure to address every question that was brought up, either with a complete answer or by referring the attendees to the proper resources that would help answer their questions. Thank you!

Uplift Your Benefits June 2023 Stats

	NUMBER SERVED	STAR RATING OUT OF 5 STARS	SURVEY RESPONSE RATE	NUMBER OF WORKSHOPS
	451	4.43	88.91%	17

Six Week Follow-Up Survey:

In addition to the post workshop survey, six weeks later participants are emailed a follow-up survey. The purpose of the follow up is to gain additional information about how state workers feel about their benefits, the utilization of tools and resources presented in the workshop, as well as information on what additional workshops would benefit them. Most responses indicate that employees would like additional information solely focused on retirement and more than half of the responses indicate that employees are satisfied with the health plan they chose.

Conclusion

In this report we shared progress on five of the measures included in the Governor's expectations for state agencies. As you can see, Oregon state agencies have shown remarkable capacity to focus on outcomes and make improvements across multiple areas of operation. As an enterprise, agencies delivered:

- 92% compliance with employee performance feedback (up from 87%)
- Approximately 70% of the required reporting agencies, boards, and commissions are in active development of IT strategic planning activities
- All agencies are starting DEI learning and work cohorts beginning in September
- 65 days average time to fill vacant positions (from 71 days)
- 14.7% vacancy rate (down from 18.4%)
- 74% participation for new employees in Uplift Your Benefits training, and 66% of new managers enrolled in a foundational training cohort within five days of assignment

Our next report, in December of 2023 will report progress on Continuity of Operations Plans, Performance Feedback for Employees, Time to Fill and Vacancies. In September 2024, we anticipate that we will have enough data on all the measures adopted so far, that we will be able to report on trends.

Appendix:

Expectations Letter from Governor Kotek (dated Jan. 11, 2023)



January 11, 2023

Dear Agency Leaders:

I want to begin by saying thank you. Thank you for serving Oregon and the people who call our state home. Thank you for your professionalism and commitment to public service. And thank you for your partnership with my transition team as we hustled to get ready for Day One.

I am eager to get to work, and I view each of you as partners in my mission to deliver results and make everyday life better for Oregonians.

A core part of my vision for the next four years is to improve customer service for Oregonians – whether they are coming to us for a service, or we are coming to them in the wake of a disaster. That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver for Oregonians.

So today, I am delivering a new set of expectations to you, the leaders of our state agencies. These expectations will serve as guideposts for our work together, providing us with new data that will help us break down silos and make enterprise-wide systems improvements.

To support this effort, my office will be organized with a new focus on public administration. I am hiring a talented group of experienced leaders who I expect to be partners with you in solving problems and delivering on my priorities, which as you know are housing and homelessness, behavioral health and addiction care, and education.

Finally, as Oregon's Governor, I understand that I have 42,000 employees counting on me for compassion and leadership. The pandemic was hard on workers and managers across the board – private or public, it has been tough. We all had to pivot on short notice, support each other through workforce shortages, and do our jobs while our families were facing the same uncertainty as the rest of the world. These workforce challenges are not going away, and I hope to partner with all of you as we continue to strive to make the State of Oregon a great place to live and work.

It is my pledge to all Oregonians, and to you, that I will work every day to be a partner with you in solving problems, big and small. We will not be perfect, but we will improve every year, so Oregonians can proudly say their state government was there for them.

January 11, 2023

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I am directing the Department of Administrative Services (DAS) to provide my office with updates on our progress in meeting these new expectations quarterly beginning June 1, 2023. Please engage with DAS Director Berri Leslie throughout this process. She will help measure and manage these goals and I have asked her to be a partner with you to ensure you have what you need to be successful.

As a first step, please email Director Leslie by February 1st to confirm that you are ready and willing to work with us toward these enterprise goals.

Thank you for your commitment to Oregon, and I look forward to a great partnership.

Sincerely,

A handwritten signature in black ink that reads "Tina Kotek". The signature is written in a cursive, flowing style.

Governor Tina Kotek

Oregon Agency Expectations

Performance Reviews for Agency Directors:

The DAS Chief Human Resources office will complete a 360-performance evaluation, for every director who reports to the Governor, every two years. Agencies without a review in the prior 12 months will be prioritized. Agency directors who report to a board or commission should have a review completed every two years by their governing body. DAS will provide a price agreement with available vendors to facilitate this process. DAS will also provide a 360-performance template for boards and commissions to use as a model by June 1, 2023. DAS will have the price agreement and template in place by June 1, 2023. DAS will provide quarterly compliance reporting to the Governor's office.

Performance Feedback for Employees:

Each agency will maintain compliance with the quarterly performance feedback meeting requirement for all employees at a quarterly performance rate of 90% completion or higher. Quarterly check ins must be documented in Workday. Agencies will comply by June 1, 2023. DAS will provide quarterly compliance reports to the Governor's office.

Measuring Employee Satisfaction:

Agencies of a size to be determined by vendor recommendation will complete an anonymous annual employee satisfaction survey. All agencies will use the same DAS approved vendor and a list of approved questions from DAS. Agencies shall create an action plan to follow up on substantial findings and use the annual process to measure improvement. DAS will identify the vendor and questions by June 1, 2023. Agencies will complete the first satisfaction survey by December 31, 2023 and submit their scores to DAS by February 1, 2024. DAS will use the information to provide a roll-up report card of enterprise-wide employee satisfaction on an annual basis.

Supporting Strategic Planning and Measuring Agency Performance:

Agencies are required to develop and follow a strategic plan using goals outlined by the Governor's office. Plans should be developed with agency leadership and in partnership with direct service employees, community partners, tribes, underrepresented communities, and applicable boards and commissions responsible for oversight of the organization. Plans should include a section that aligns with the agency's information technology strategy to include how modernization efforts will support the goals of the organization.

DAS will provide a list of approved vendors on price agreement to facilitate this process. DAS will also provide a template for vendors and agencies to use to support consistency and measurement across agencies. Agencies will post strategic plans with dashboards outlining progress on their public facing web sites. DAS will prepare price agreements and templates by June 1, 2023. Agencies with strategic plans completed within the last 36 months can update their plans into the new template format aligning with Governor Kotek's goals with a target completion date of December 31, 2023. Agencies with strategic plans older than 36 months

should begin a new planning process, using the standardized template format, with a goal of completing their plans by June 1, 2024. DAS will provide an annual progress report to the Governor's office.

Managing Information Technology Progress:

Agency CIO/IT leaders shall collaborate with Enterprise Information Services program leaders, Agency Leadership, and their policy area Assistant State CIO as it pertains to operationalizing the vision, values, and strategy of the State CIO.

Agencies of 50 FTE or larger are required to develop an information technology strategic plan. Plans should be developed with agency leadership and include how the agency aligns with the Enterprise Information Services' Strategic Framework and how modernization efforts will support the goals of the organization. EIS will provide IT Strategic Planning assistance through policy area Assistant State CIOs and their vendor partners as well as a template by June 1, 2023. IT strategic plans should be completed and submitted to EIS by December 31, 2023. The State CIO will review and approve all plans. DAS will provide an annual compliance report to the Governor's office.

Succession Planning for the Workforce:

Agencies are required to have an agency succession plan in place. DAS provides a succession planning toolkit to facilitate this process which can be found online at:

<https://www.oregon.gov/das/HR/Pages/success-plan.aspx>. Agencies without a current plan must complete a plan by December 31, 2023. Plans should be submitted to the DAS Strategic Initiatives & Accountability Division. DAS will provide an annual compliance report to the Governor's office.

State Government Commitment to Diversity, Equity and Inclusion:

Agencies are required to have a Diversity, Equity, and Inclusion Plan (DEI Plan), updated every two years. Agencies without a current DEI Plan must complete an initial plan by June 1, 2023. Agencies are encouraged to adopt the strategies, goals, and implementation processes from the statewide Diversity, Equity, and Inclusion Action Plan to fit their mission. This can be used as a toolkit to guide the development and implementation of your agency's DEI Plan.

An agency's DEI Plan serves as an overarching DEI strategy tool. In addition to the DEI Plan, agencies are required to have an Affirmative Action Plan, updated annually. Both the DEI and affirmative action plans should be submitted to the DAS Affirmative Action Manager. Agencies without a current plan must complete an initial plan by June 1, 2023. The Affirmative Action Plan serves as an element of the DEI Plan and supplements the implementation to achieve both DEI and Affirmative Action goals.

DAS will provide an annual compliance report to the Governor's office.

Additional Information:

- Executive Order 22-11 as it relates to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion. Direct link to executive order:

https://www.oregon.gov/gov/eo/eo_22-11.pdf.

- Resource: <https://youtu.be/hDXQdcQ0InU> (51 Minutes).
- Affirmative Action Plan Workshop: <https://youtu.be/AcX7vmL6pPc> (48 Minutes).

Agency Emergency Preparedness:

Agencies are required to have in place and update annually their continuity of operations plan (COOP). DAS Policy [107-001-010](#) outlines COOP requirements for agencies. Additionally, the Oregon Department of Emergency Management has a Continuity of Operations Plan Toolkit available on their website. The toolkit includes a link to [FEMA's Continuity of Guidance Circular](#), which provides additional guidance on what a COOP should include. Agencies without a current plan must complete an initial plan by September 30, 2023. Plans should be submitted to the Department of Emergency Management who will report compliance annually to the Department of Administrative Services and the Governor's office.

Note: ODEM and DAS are in the process of implementing a new COOP software package. This software will provide a step-by-step guide for developing a COOP. Deadline for full implementation is June 30, 2023; agencies will be kept apprised of progress.

Agency Hiring Practices:

Agencies will monitor hiring practices to ensure that the average time to fill positions does not exceed more than 50 days. Time to fill means from the day the recruitment is open to the day a job offer is made to the candidate. Executive recruitments can be excluded from this calculation given the more expansive nature of those recruitments. DAS will provide the Governor's office with a quarterly progress report to identify agency hot spots. This is intended to be both a stretch goal for agencies and an early warning indicator of a potentially struggling agency.

DAS will monitor enterprise vacancy rates and report on those rates quarterly to the Governor's office.

Audit Accountability:

Agencies will work collaboratively with the Secretary of State (SOS) and ensure that all SOS and internal audit findings are resolved within the target date the agency specified in their management response to the audit recommendations, or if there is no management response, findings are to be resolved 12 months from the date the audit report is issued. Agencies will demonstrate their quarterly progress on key findings if implementation or resolutions takes longer than 12 months or they miss their targeted specified date. Unresolved audit findings should be reported to the DAS Strategic Initiatives & Enterprise Accountability Division. DAS will provide a process and template by June 1, 2023. DAS will provide an annual update to the Governor's office.

Developing New Employees and Managers:

All agencies will develop new employee orientation programs and be able to demonstrate that 100% of their employees participate in their onboarding programs within 60 days of hire. Agencies will comply by December 31, 2023.

All new state employees will participate in DAS' customer service training within 60 days of hire. DAS will develop and implement this training by June 1, 2023. Agencies will be responsible for ensuring employee participation and DAS will provide quarterly reports to the Governor's office about compliance. Agencies are expected to achieve compliance by December 31, 2023.

All agencies will ensure that every new employee participates in Uplift Oregon's benefits workshop within 30 days of hire, so that the education supports employees to make fully informed decisions when choosing their benefits. Agency onboarding systems will incorporate time for each employee to access a virtual, two-hour training ideally within 14 days of hire, or before an employee completes their benefits enrollment documents. Agencies will comply by June 1, 2023. DAS will provide quarterly performance reports.

All agencies will ensure that managers new to managing in state government complete the introductory manager training program within three months of starting their new management position. Agencies will comply by June 1, 2023. DAS will provide quarterly reports to the Governor's office about compliance.

