



2023 - 24 BIENNIAL REVIEW

DEPARTMENT OF ADMINISTRATIVE SERVICES

Lead State agencies through collaboration in service of Oregonians.

ABOUT DAS

DAS is proud of the work, progress and accomplishments over the past two years – partnering with state agencies and the Governor’s Office to effectively implement policy and financial decisions, while also setting and monitoring high standards of accountability throughout the enterprise.

DAS ACCOMPLISHMENTS

- Enterprise Asset Management (EAM) introduced a [Space Design and Utilization policy](#) to provide agencies direction on rightsizing office footprints, yielding **448,570 square feet in physical space reductions** and **\$6.58 million in annual savings**.
- DAS Classification and Compensation administered a statewide equal pay analysis a year early, that resulted in **pay increases for 28% of female-identifying employees** and **for 30% of employees identify as people of color**, making progress toward narrowing persistent wage gaps.
- Chief Human Resources Office (CHRO) Investigations implemented a new system to manage and track investigations and more than tripled cases completed. In 2024, this small team **closed 168 cases** and monitored or consulted on over 100 cases done by agencies.
- CHRO Workforce Development is on track to meet all recommendations in the Secretary of State (SOS) [Workforce Planning audit](#), **completing their strategic plan** as the first big milestone.
- The Chief Operating Office (COO) **set a new expectation for customer service** in DAS-specific policies, including a 24-hour acknowledgement of customer contact.
- DAS Shared Financial Services Payroll provided payroll services to DAS and 60 other state agencies, serving approximately 10,000 employees. Since 2023, 10 new client agencies were added **supporting an additional 2,800 total employees. This increased efficiencies and a statewide savings of** approximately \$864,000 in personal services.
- Publishing and Distribution (P&D) managed **a strategic 34% decrease** in shuttle stops (from 2,047 to 1,360), while still meeting customer service needs. DAS experienced over \$175,000 in savings due to fewer trucks requiring less fuel, and position savings through attrition. Monthly shuttle charges decreased by approximately \$58,000, saving approximately \$600,000 in 2024.
- The Chief Financial Office (CFO) developed the **Governor’s Recommended Budget** and the **Annual Comprehensive Financial Report** on schedule.
- DAS Information Technology (IT) implemented a new practice for inventory management of IT hardware so that equipment is put into service much faster when IT assets (specifically laptops and mobile devices) need to be deployed to staff. DAS IT estimates this process will **better utilize over \$200,000 worth of IT equipment**.
- DAS Communications [implemented a new public records system](#) called GovQA that improves records access, case tracking, customer service and efficiency.
- DAS Fleet reviewed agency vehicle usage, resulting in **71 returned vehicles** and **\$2.19 million in avoided costs**.
- **Fully staffed the Office of Cultural Change** in Nov. 2023 and spent dedicated efforts in relationship building and providing general diversity, equity and inclusion customer service to 85 Executive Branch agencies.
- **Customer survey scores increased by over 40%**

| % rating as "good" or "excellent" | 2022 | 2024 | Chg. 22-24 |
|-----------------------------------|------|------|------------|
| Overall | 49% | 96% | +47% |
| Accuracy | 54% | 97% | +43% |
| Availability of Information | 47% | 93% | +46% |
| Expertise | 53% | 96% | +43% |
| Helpfulness | 53% | 97% | +44% |
| Timeliness | 49% | 96% | +47% |

Governor's Expectations

On Jan. 11, 2023, Governor Kotek sent a letter to Executive Branch agencies with a series of expectations for state agency leaders and tasked the Department of Administrative Services with creating the infrastructure and oversight for agencies to meet these performance measures. These expectations serve as guideposts for work with Oregonians, providing new data that helps break down silos and make system improvements to help serve individuals and families in all corners of the state. [Review the Governor's letter and expectations.](#)

AGENCY EXPECTATION HIGHLIGHTS

- Seventy-seven agency strategic plans were submitted and reviewed.
- Continuity of operations plans were submitted at 81% of agencies, up 27% from two years ago.
- All agencies submitted their DEI and Affirmative Action plan.
- All agencies submitted information technology strategic plans for approval.
- Succession plans are in place at 95% of agencies.
- Hiring takes 13 fewer days.
- Agencies have 14% fewer vacant positions even as total positions grew by 8%.
- Employee engagement scores increased by .06.
- Over 90% of required employee feedback check-ins were completed.
- Over 30 agency directors received a 360 review.
- Developed systems to track, report, and analyze implementation of audit recommendations.
- Released seven quarterly reports sharing agency progress.
- Launched a [Governor's Expectations Dashboard](#) to interactively report data each quarter.

AGENCY EXPECTATIONS BY THE NUMBERS

| Expectation | Measure | ENTERPRISE | | | DAS | | |
|------------------------|---|------------|--------|--------|----------|--------|--------|
| | | Baseline | Latest | Change | Baseline | Latest | Change |
| Strategic Planning | Strategic plan completed in last 36 months | 41% | 97% | 56% ↑ | * | ✓ | ↑ |
| Emergency Preparedness | COOP plan updated in last 12 mos. | 54% | 81% | 27% ↑ | * | ✓ | ↑ |
| DEI Planning | Plan submitted | 52% | 98% | 46% ↑ | * | ✓ | ↑ |
| Technology Planning | Complete or submitted | 0% | 100% | 100% ↑ | * | ✓ | ↑ |
| Succession Planning | Complete Succession Plan | 20% | 95% | 75% ↑ | * | ✓ | ↑ |
| Filled Positions | Days to fill vacant positions | 66 | 53 | -13 ↓ | 53 | 45 | -8 ↓ |
| | Filled Positions | 85% | 88% | 3% ↑ | 88% | 90% | 3% ↑ |
| | Total Vacancies | 15% | 12% | -3% ↓ | 12% | 10% | -3% ↓ |
| | Vacancies >6mo | 5% | 6% | 1% ↑ | 3% | 4% | 1% ↑ |
| Employee Engagement | Gallup Q12 Mean | 3.86 | 3.92 | 0.06 ↑ | 3.97 | 4.04 | 0.07 ↑ |
| Employee Feedback | Employee Check-Ins Complete | 87% | 95% | 8% ↑ | 100% | 97% | -3% ↓ |
| Leadership | Agency directors reviewed in the last 12 months | 38% | | | * | ✓ | ↑ |
| Workforce Trainings | Met expectation and timeframe | 73% | 94% | 21% ↑ | 80% | 88% | 8% ↑ |
| Orientation | Agencies with a required new employee orientation | 84% | | | ✓ | ✓ | |
| | Completed - Within 60 Days of Assignment | 72% | 76% | 4% ↑ | 32% | 56% | 24% ↑ |
| Customer Service | Completed - Within 60 Days of Assignment | 100% | 99% | -1% ↓ | 100% | 100% | 0% ⇔ |
| Manager Review | Completed - Within 30 Days of Assignment | 92% | 95% | 2% ↑ | 100% | 100% | 0% ⇔ |
| Benefits Orientation | Completed - Within 30 Days of Assignment | 73% | 91% | 18% ↑ | 80% | 92% | 12% ↑ |
| New Manager | Completed within 4 months | 48% | 74% | 26% ↑ | 0% | 50% | 50% ↑ |
| | Enrolled - Within 5 Days of Assignment | 80% | 86% | 5% ↑ | 75% | 100% | 25% ↑ |

ENTERPRISE-WIDE ENGAGEMENT

- Statewide, internal audit staffing levels and **agency compliance with state audit requirements reached all-time highs.**
- The State Procurement Office in collaboration with the Governor's Office **held Governor's Marketplace events in Salem and Portland**, bringing information about public contracting opportunities and business resources to Oregonians. The events brought in around 1200 attendees who visited a combined total of 137 booths with 25 sponsors.
- Engaged with Agency Deputy Directors to review, update or approve **new statewide policies** including: [Energy and Resource Conservation](#), [Sustainable Procurement](#), [Space Design and Utilization](#), and [Enterprise Customer Service Standards](#).
- The Office of Cultural Change (OCC) **formed and convened first-ever DEI Cohorts**; 85 agencies organized into five different cohorts. These cohorts met quarterly in 2024 to support development and implementation of DEI Action Plans.
- OCC also **planned and convened five Affirmative Action virtual and drop-in sessions** to provide networking and technical assistance opportunities.

ENTERPRISE-WIDE ACCOMPLISHMENTS

Implemented technology for efficiency

- The Board of Chiropractic Examiners, Board of Physical Therapy and the Construction Contractors Board all launched online licensing service options - eliminating agency backlogs, reducing wait times and freeing up staff capacity.

Removed barriers for better customer service

- The Board of Physical Therapy and Mortuary & Cemetery Board modified their licensing rules to remove barriers of entry and help diversify their industry's workforce.
- By removing unnecessary barriers and providing alternative paths to licensure, two boards experienced growth in licensees. The Board of Tax Practitioners saw an increase of over 370 licenses. While the Board of Examiners for Engineering & Land Surveying a 30% increase in newly licensed customers.

Reduced timelines for increased business

- The Board of Licensed Social Workers reduced application processing from 112 to 30 days.
- Board of Nursing is now processing complete applications within 48 hours or less, resulting in an 131% increase of licenses in the last two years.
- Department of Consumer Business Services have tackled licensing and technology challenges leading to improved efficiency:
 - Reduced processing time for licenses by 50%, down to 10 to 15 days in the *Division of Financial Regulation*
 - By conducting continuing education by video, *Building Codes*, cut down on travel, made training more accessible, and make training available to non-license holders who still need to learn about new codes.
 - *Workers Compensation* launched a new upload application allowing interested parties to submit certain documents electronically, saving money, and reducing unnecessary staff time.

<https://www.oregon.gov/das/Pages/index.aspx>

LEADING AGENCY COLLABORATION

38 Budget Cabinet Meetings

31 All-Agency Director meetings

11 Communications Council meetings

10 Administrative Business Service Director meetings

10 Designated Procurement Officer (DPO) meetings

9 Small Agency Board and Commission meetings (virtual and in-person)

7 Governor's Cabinet meetings

6 DEI Leader meetings (virtual and in-person)

4 New Director forums

PLUS...

- Coordinated a Legislative Outreach Day for Agency Boards and Commission Directors and staff
- Held a holiday networking event for Agency Directors and Deputies raising over \$1200 for the Charitable Fund Drive

