# Governor Kotek Expectations for Agencies

Brian Boling

March 21, 2024
Environmental Quality Commission Meeting - Eugene DEQ Offices

# Summary of Governor Expectations

| Expectation | Initial expectation status | Due/future reporting |
|---|---|---|
| Strategic Planning and Measuring Agency Performance | Development underway | June 1, 2024/Annual reporting |
| State Government Commitment to Diversity, Equity, and Inclusion (DEI Plan) | Development underway | June 1, 2024/Annual reporting |
| Succession Planning for the Workforce | Completed | Annual reporting |
| Managing Information Technology Progress | Completed | Annual reporting |
| Agency Emergency Preparedness (COOP) | Completed | Annual reporting |
| Performance Reviews for Agency Directors | DAS/Gallup is leading | March 2025/Odd year |
| Measuring Employee Satisfaction | Completed | Survey annually |
| Performance Feedback for Employees | Continually reporting | Quarterly |
| Agency Hiring Practices | Continually reporting | Quarterly |
| Audit Accountability | Continually reporting | May and November each year |
| Developing New Employees and Managers | Continually reporting | Quarterly |

# Strategic Planning and Measuring Agency Performance

- Currently underway within the agency, led by Strategic Planning Committee

- Due to be completed by June 1, 2024

- Update from the committee tomorrow at 10:50 a.m.

# State Government Commitment to Diversity, Equity, and Inclusion (DEI Plan)

- The DEI plan team is working on the development of DEI plan for the agency
  - Due to DAS June 1, 2024
- Held listening sessions and engaging with other internal groups
- Development of goals and actions to advance DEI
- Plan to align with the statewide DEI plan
- Multi-agency cohort
  - Feedback from multiple perspectives
  - "Living" document
  - Engaging on an ongoing basis
  - Reduce enterprise silos
- Connection with the agency's affirmative action plan

# State Government Commitment to Diversity, Equity, and Inclusion (DEI Plan)

- Key Strategy and Focus Areas:
  - **Community Engagement**
  - **Communications**
  - **Data**
  - **Decision Making and Budgets**
  - Contracting and Procurement
  - **Diversifying workforce and Internal Culture**
  - Service Delivery

# Succession Planning for the Workforce

- Plan developed with the following limitation in scope
  - Critical positions that, if vacant for 90 days, would impact day-to-day work across the agency
  - Vacancy would place 80 percent of coverage responsibilities on one staff member

- Plans have four elements

| 1 | **ASSESSMENT** Assessment of the agency's or team's mission and vision for the current and future workforce |
| 2 | **IDENTIFICATION** Identification of critical and highly critical positions and competencies of the position |
| 3 | **DEVELOP** Create employee development plans for competency development of critical and highly critical positions |
| 4 | **EVALUATION** Evaluation of future planning to adjust competencies, employee goals, and recruitment strategies, if necessary |

# Succession Planning for the Workforce cont.

- Identified five highly critical positions:
  - Central Services Division Administrator
  - Accounting Manager
  - Policy and External Affairs Manager
  - Accounting Fiscal Coordinator
  - Enterprise Systems Administrator
- Identified two critical positions:
  - Fiscal Analyst
  - Lead Procurement Contract Specialist
- Submitted and approved by DAS before the deadline
- Progress on the plan will be reported to DAS annually
- The next update to the plan will include work from:
  - Agency's strategic plan
  - DEI plan
  - Recruitment and retention project work

# Managing Information Technology Progress

Purpose: To document DEQ's IT goals, show alignment with the agency's business strategy, and document the plan to achieve them. This includes:

- IT Vision
- IT Mission
- IT Strategic Goals
- Success Metrics
- Current IT Landscape/Roadmap

# Managing Information Technology Progress cont.

- **IT vision:** Set the standard for excellence among state agencies.

- **Mission:** To deliver a secure and reliable foundation of user-friendly IT services, provide robust and fiscally responsible governance, and develop innovative IT solutions that create lasting value for the agency, its staff, and all of Oregon's inhabitants.

- **DEQ's IT strategic goals are:**
  - Delivery of services in line with business requirements
  - Successfully manage information technology risk
  - In compliance with external laws and regulations
  - Ensure the security of information, processing infrastructure, and applications
  - Ensure that information technology investments deliver the expected value

# Managing Information Technology Progress cont.

## Some Current IT Roadmap Projects

| Start Date | End Date | Roadmap Item | Primary Goal | Type |
|---|---|---|---|---|
| May 2019 | December 2024 | Your DEQ Online | Modernization | New Software |
| January 2022 | October 2023 | OregonBuys | Centralized Management | Analysis and Implementation |
| April 2022 | March 2024 | Workday Payroll Migration/Q-Cat App Development | Software Development | New Software |
| September 2022 | March 2025 | M365 Intune Migration/Phone Migration | Standardized Systems | Cloud Migration |
| February 2024 | December 2024 | Security Assessment Gap Remediation | Security and Privacy | Security Hardening |

# Managing Information Technology Progress cont.

## Your DEQ Online Status

| CURRENTLY LIVE | 2024 PLANNED LAUNCH |
|---|---|
| **Air**<br>- Asbestos Program<br>- Gasoline Transporter Permits<br>- Greenhouse Gas Reporting for Electricity and Natural Gas Suppliers<br>- Greenhouse Gas Reporting for Permitted Sources<br>- Climate Protection Program<br>**Land**<br>- Hazardous Waste<br>**Water**<br>- Industrial and Construction Stormwater<br>- Underground Injection Control<br>- 401 Certification<br>- Onsite Sewage Disposal Service<br>- Wastewater Operator Certificate<br>**Agency-wide Service**<br>- Complaints | **Air**<br>- Air Contaminant Discharge Permits (ACDP)<br>- Title V Permit Program<br>- Emissions Inventory Reporting<br>**Land**<br>- Environmental Cleanup, LUST, HOT and HOT Licensing<br>- Solid Waste Permits<br>- Underground Storage Tanks (UST) and UST Licensing<br>**Water**<br>- WPCF Onsite<br>- NPDES and WPCF General Permit<br>- NPDES and WPCF Individual Permits<br>**Agency-wide Service**<br>- Cost Recovery |

# Agency Emergency Preparedness (COOP)

- In the 21-23 biennium, DEQ received an additional FTE dedicated to the continuity of operations and agency emergency preparedness.

- DEQ has been working on a few areas of preparedness:
  - Incident command system training
  - Ongoing updating of the Continuity of Operations Plan (COOP)
  - Preparing for a FEMA-assisted continuity exercise in September 2024

- DEQ submitted its COOP on time and met the Sept. 30, 2023 deadline.

# Performance Reviews for Agency Directors

- All agency directors will have a 360-performance review.
- Gallup will provide service for gathering feedback.
- Feedback will be gathered from the following:
  - Board and Commission members
  - All Direct Reports and/or Executive Team Members
  - Parties of Interest (party benefits in some way from the relationship)
  - Peers
  - Agency Labor Leaders
- DEQ's Director review will be in March 2025.

# Measuring Employee Satisfaction

Annual Gallup Survey poll results (December 2023)

Engagement Index at DEQ Employee Engagement 2023

- % Actively Disengaged
- % Not Engaged
- % Engaged

Engagement Ratio

4.4:1

9 · 40 · 51
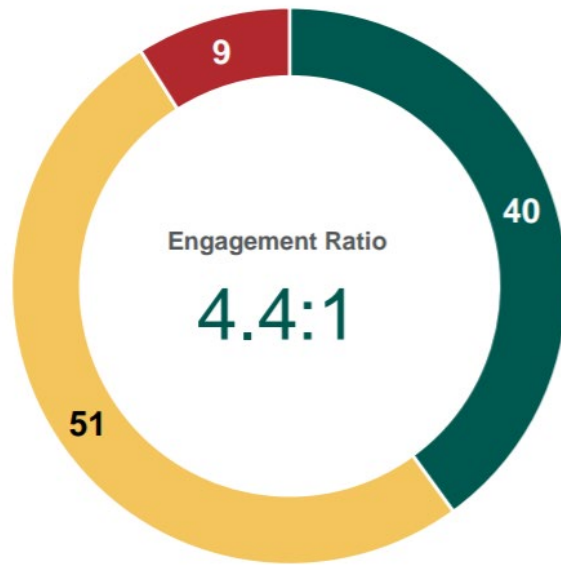
**Meaningful Comparisons**

- % Actively Disengaged
- % Not Engaged
- % Engaged

| | % Actively Disengaged | % Not Engaged | % Engaged | Engagement Ratio |
|---|---|---|---|---|
| DEQ Employee Engagement 2023 | 9 | 51 | 40 | 4.4:1 |
| Overall Q12 Database – Workgroup Level | 10 | 40 | 50 | 5:1 |
| Government - Local (City/County/State) | 17 | 48 | 35 | 2.1:1 |
| Government - Local (City/County/State)- 1st Administration | 17 | 49 | 34 | 2:1 |

# Performance Feedback for Employees



Quarterly Check-Ins
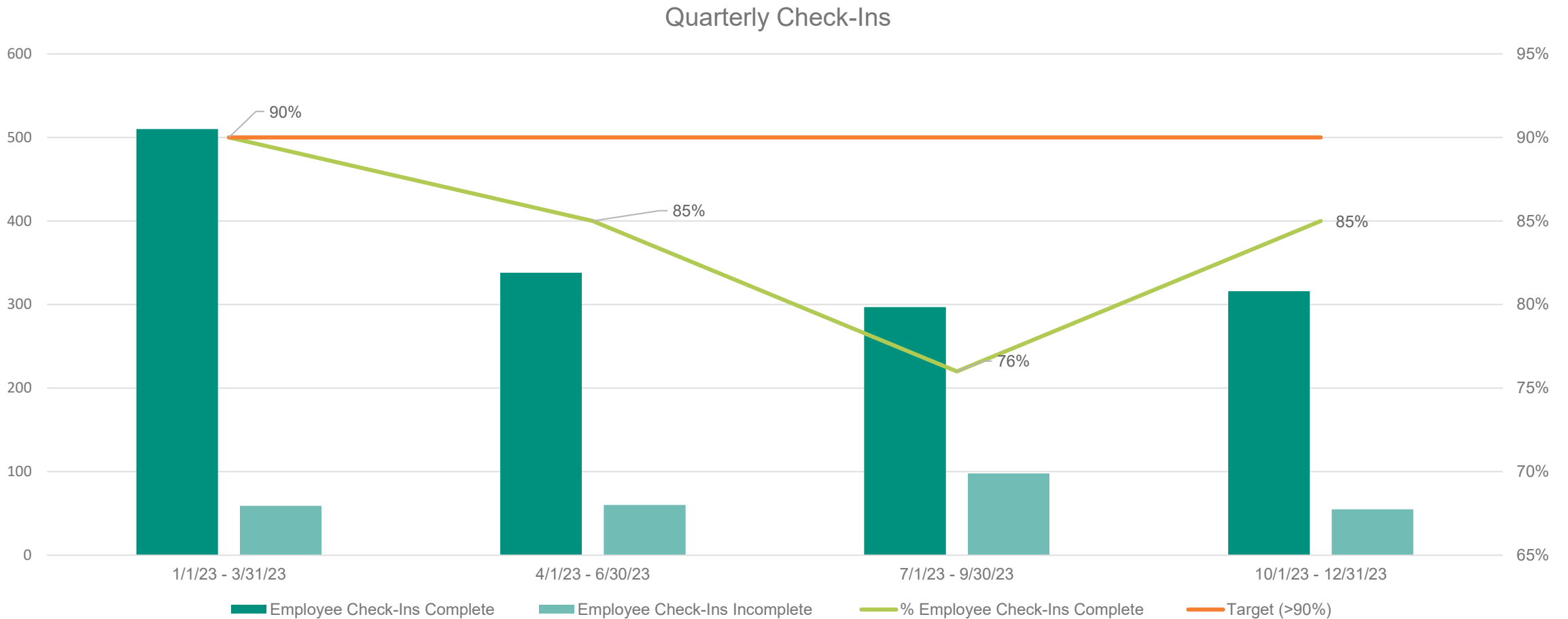
# Agency Hiring Practices

- Goal for average time to fill not to exceed 50 days

- This is a stretch goal and an early warning indicator

- Vacancy rate also monitored

Time to fill in days



Legend:
- ■ Time to Fill (based on Job Posting and Offer Dates) Goal <50 days
- ■ Time to Fill - Enterprise (based on Job Posting and Offer Dates)
- — Target (<50 days)

Data:
| Period | Time to Fill | Enterprise |
|---|---|---|
| 1/1/23 - 3/31/23 | 63 | 79 |
| 4/1/23 - 6/30/23 | 61 | 74 |
| 7/1/23 - 9/30/23 | 72 | 75 |
| 10/1/23-12/31/23 | 66 | 68 |
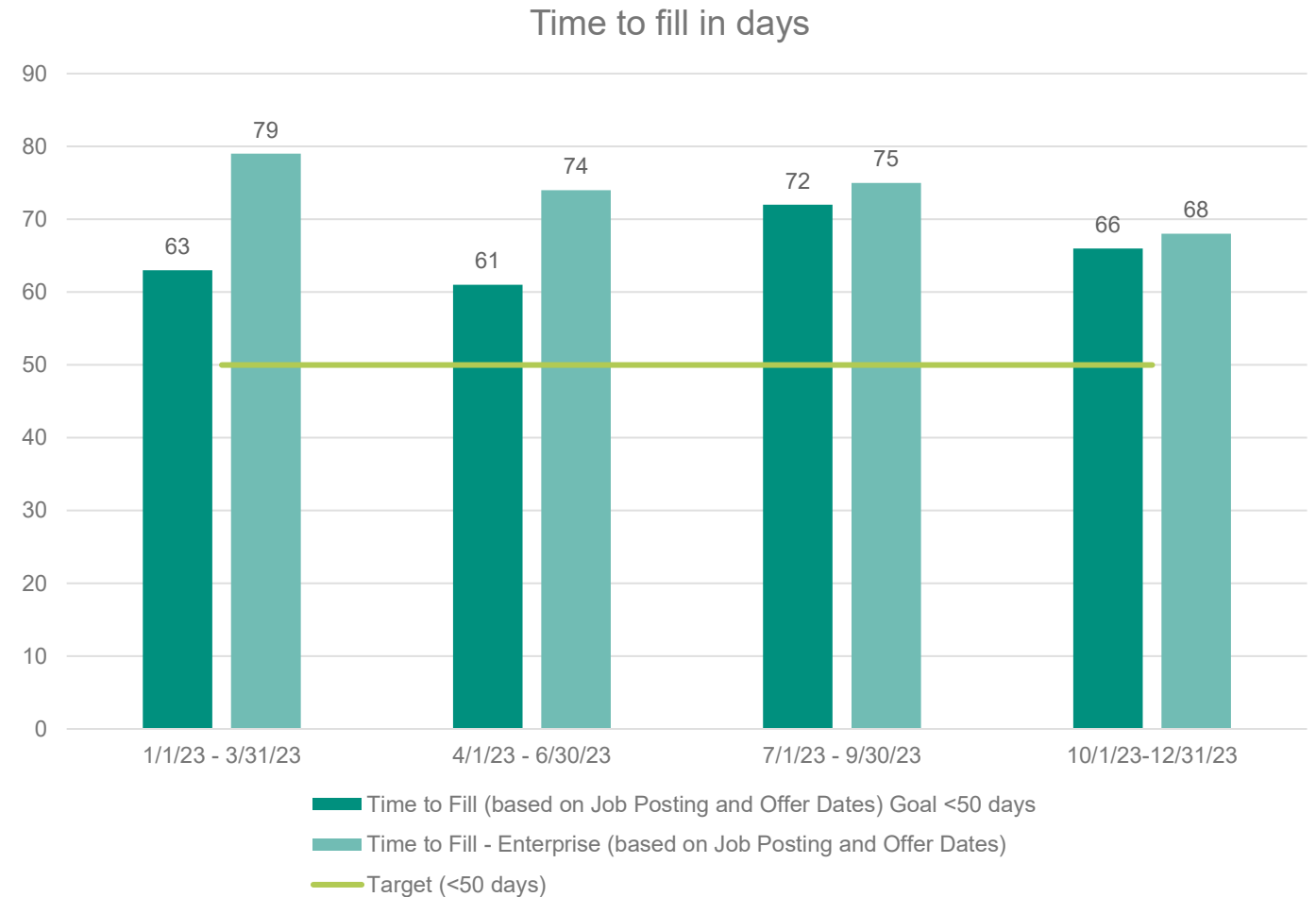
# Audit Accountability

- Agencies are to report two times a year to DAS:
  - May 31
  - November 20
- Report on recommendations from internal and Secretary of State audits.
- Tracking recommendations progress to closure.
- The reporting period was for final audit reports completed after Jan.1, 2023.
- DEQ had no reports with recommendations during the first reporting period.

# Developing New Employees and Managers

- Training for New Employees
  - New Employee Orientation program
    - DAS
    - DEQ
  - Customer service training
  - Uplift Your Benefits
- Training for New Managers
  - Foundational training
  - Performance and accountability and feedback training
    - Quarterly reviews

# Developing New Employees and Managers



Q4 New Employee Onboarding Training Completion
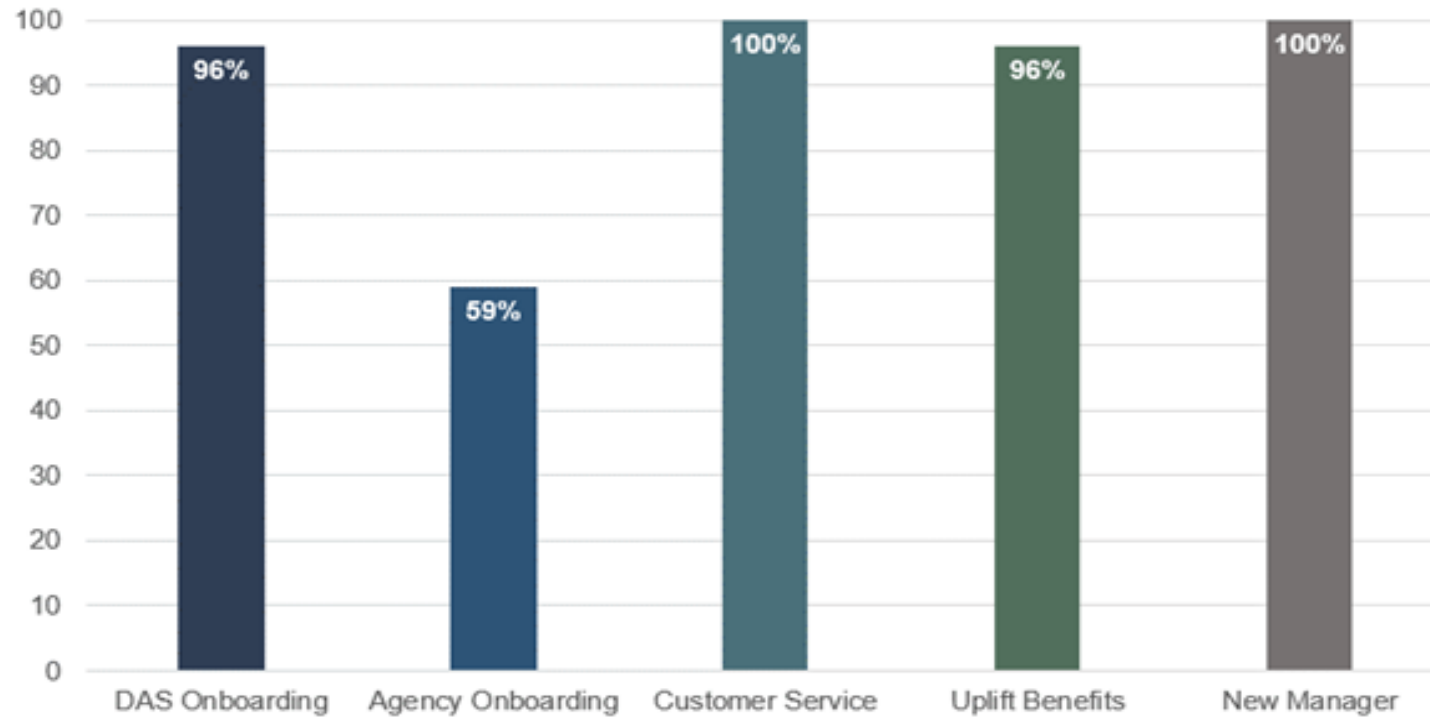
# Questions?

Thank you

# Title VI and alternative formats

DEQ does not discriminate on the basis of race, color, national origin, disability, age or sex in administration of its programs or activities.

Visit DEQ's Civil Rights and Environmental Justice page.

Español | 한국어 | 繁體中文 | Русский | Tiếng Việt | العربية
Contact: 800-452-4011 | TTY: 711 | deqinfo@deq.state.or.us