

Date: March 14, 2024

To: Environmental Quality Commission

From: Leah Feldon, Director

Subject: Agenda item G, Informational item: Governor Kotek expectations for agencies March 21-22, 2024, EQC meeting

Why this is important In January 2023, Governor Kotek outlined a set of expectations for all state agencies to work toward. DEQ will update the commission on DEQ's progress toward meeting these expectations.

Background On Jan.11, 2023, Governor Kotek sent a letter to all agencies in the executive branch outlining a list of Oregon Agency Expectations. Consisting of eleven general expectations, the overarching goal of these expectations is to improve customer service for Oregonians and provide a foundation for agencies to be making progress toward enterprise-wide improvement goals. The Governor's Office and the Department of Administrative Service (DAS) have worked over the last year to support agencies with securing contracts, establishing reporting tools and quarterly progress reports.

Oregon Agency Expectations **Supporting Strategic Planning and Measuring Agency Performance**

Expectation: Agencies must develop a strategic plan aligned with the expectations outlined by the Governor's Office. The plans should be designed with agency leadership and in partnership with employees, community partners, tribes, underrepresented communities, and the Environmental Quality Commission. DEQ's Strategic Plan is due June 1, 2024.

Status: DEQ's strategic planning steering committee, composed of ten staff and managers, is developing a plan to guide agency priorities and operations for the coming years. Part of this work includes revising and updating DEQ's mission statement, values, and vision. The planning process is based on antiracist principles and practices, and efforts include centering the voices of historically marginalized DEQ employees through a series of engagement sessions.

State Government Commitment to Diversity, Equity, and Inclusion

Expectation: Agencies must develop a Diversity, Equity, and Inclusion (DEI) plan by June 1, 2024, and update it every two years after that. This 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. DAS will report annual compliance to the Governor's Office.

Status: In December 2023, a team was formed to draft the DEI plan. The team reviewed existing information from the Equity Based Organizational Assessment, conducted by DEI consultant Engage to Change, and held listening sessions with the strategic planning and recruitment and retention teams. They have started engaging with internal groups at DEQ to gather insight and input on the collective goals and actions needed to advance DEI at DEQ. The agency DEI plan will align with the statewide DEI plan.

Succession Planning for the Workforce

Expectation: Agencies must have a succession plan in place by Dec. 31, 2023. The plan must be submitted to the DAS Strategic Initiatives and Accountability Division for approval. DAS will report annual compliance to the Governor's Office.

Status: This succession planning aims to recognize critical positions that, if vacant for 90 days, would impact day-to-day work across the agency and would place 80 percent of coverage responsibilities on an individual staff member. DEQ identified five highly critical and two critical positions in the first version of the succession plan. The agency submitted the succession plan to DAS on Dec. 8, 2023, and received approval on Dec. 28, 2023. DAS stated in their approval, "The plan submitted provided insight into the agency and their workforce, and each section was very comprehensive and well laid out. As well, in each section of the plan, DEQ tied goals and strategies in with workforce planning, strategic development, and DEI."

DEQ will update the succession plan annually and evaluate position competencies, goals, and recruitment strategies. The 2024 strategic plan, DEI plan and recruitment and retention project recommendations will guide future succession plan development.

Managing Information Technology Progress

Expectation: Agencies must develop an information technology (IT) strategic plan by Dec. 31, 2023. The plan should be designed with agency leadership and include how the agency aligns with the Enterprise Information Services' Strategic Framework and how modernization efforts will support the organization's goals. The State Chief Information Office (CIO) will review and approve the plan. DAS will report annual compliance to the Governor's Office.

Status: The purpose of DEQ's information technology strategic plan is to document IT goals, illustrate how they are in alignment with the agency's business strategy and document the plan to achieve them. The plan prioritizes IT investment decisions and ensures IT initiatives align with the agency's overall mission and objectives. It includes DEQ's IT vision, mission, guiding principles, strategic goals, success metrics, strategic drivers, and a description of the current IT landscape. DEQ and DAS recognize a main limitation with the IT strategic plan is its development occurred without having the forthcoming agency strategic plan as a guide. The agency submitted the IT strategic plan to DAS on Dec. 19, 2023, and received approval on Dec. 28, 2023.

Agency Emergency Preparedness

Expectations: Agencies must have a continuity of operations plan and update it annually. Initial plans must be submitted to the Oregon Department of Emergency

Management (ODEM) by Sept. 30, 2023. ODEM will report annual compliance to DAS and the Governor's Office.

Status: DEQ's Continuity of Operations Plan (COOP) was submitted to ODEM before the deadline of Sept. 30, 2023. The agency is currently entering a phase of the business process analysis which ensures DEQ specific details are entered into the continuity plan as a living document in VEOCI (the state's COOP database). All aspects of continuity are being analyzed through the continuity program, and annual COOP exercises identify valuable lessons learned.

Performance Reviews for Agency Directors

Expectation: DAS's chief human resource office will complete a 360-performance evaluation of agency directors every two years. For agency directors reporting to a commission, DAS will provide a 360-performance template to use as a model.

Status: DAS contracted with Gallup to provide 360-performance evaluations to all agency directors. The process will include providing surveys to direct reports and/or Executive Team members, parties of interest, peers, Board and Commission members, and Agency Labor leaders. Survey results will be provided to the commission upon its completion. DEQ's director is scheduled to begin this evaluation process in March 2025.

Measuring Employee Satisfaction

Expectation: Agencies will complete an anonymous annual employee engagement survey utilizing a DAS contracted vendor and questions supplied by DAS. Agencies will complete the first survey by Dec. 31, 2023, and submit engagement scores to DAS by Feb. 1, 2024. DAS will report an annual roll-up report card on enterprise-wide employee engagement.

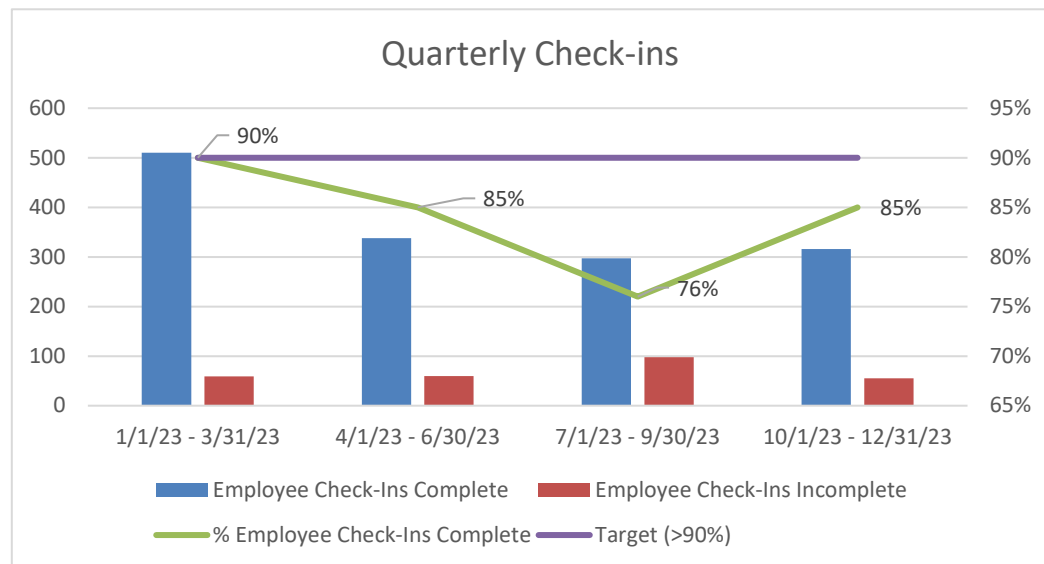
Status: DAS has contracted with Gallup to provide an annual employee engagement survey. The 2023 employee engagement survey was conducted for DEQ between Dec. 11-29, 2023, with a 58 percent response rate. Gallup's national government industry results indicate 35 percent of the workforce is engaged, 48 percent are not engaged, and 17 percent are actively disengaged. In comparison, DEQ survey results indicate 40 percent of employees are engaged, 51 percent are not engaged, and 9 percent are actively disengaged. This serves as a baseline for DEQ to measure engagement scores in the future and provides critical data to help inform efforts to increase engagement across the agency.

In the survey, Gallup asked employees a series of questions on areas proven to affect engagement. DEQ received high percentiles of agreement with the questions such as, "My manager, or someone at work, seems to care about me as a person" and, "In the last six months, someone at work has talked to me about my progress." Results indicated low percentiles of agreement with the questions, "I know what is expected of me at work" and, "At work, I have the opportunity to do what I do best every day." The agency submitted survey results to DAS on Jan. 12, 2024. The 2024 employee engagement survey will be conducted again in the Fall.

Performance Feedback for Employees

Expectation: All employees receive a quarterly performance feedback meeting (quarterly check-in) with their manager. The agency will maintain a completion rate of 90 percent or higher each quarter. Managers must document all check-ins in Workday. DAS will report quarterly compliance to the Governor’s Office.

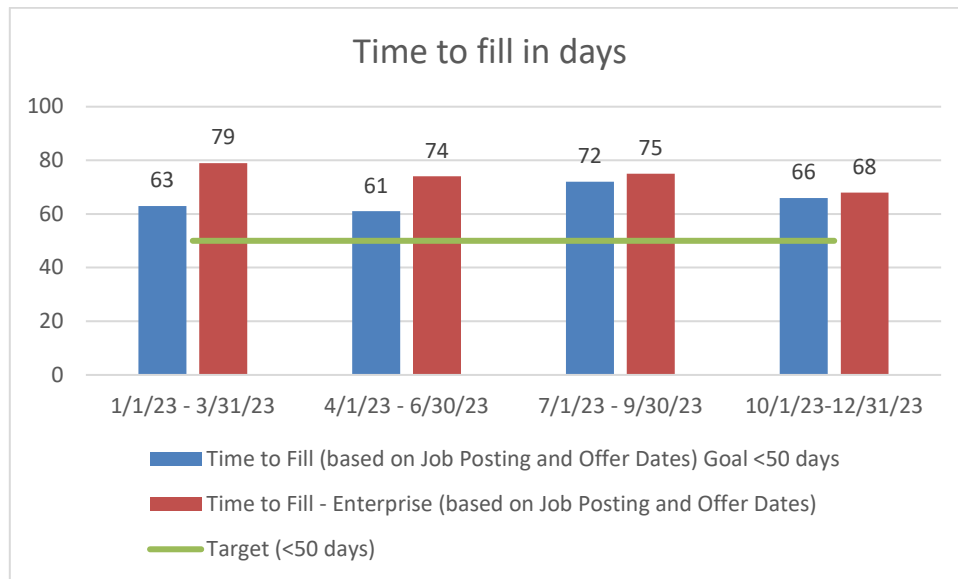
Status: As the chart illustrates, the agency saw a decline in completing quarterly check-ins for quarters two and three, with an uptick in the last quarter of the year. As noted in the chart, the number of employees due to have a check-in has dropped. This is due to a grace period given to new employees and managers. DEQ is working with DAS to better understand the underlying data reporting from Workday around the grace period.



Agency Hiring Practices

Expectation: Agencies will monitor the time to fill positions from the day the recruitment is opened to when a job offer is made to a candidate. The goal for the average time to fill positions across the agency is not to exceed 50 days. This is intended to be both a stretch goal and an early warning indicator. DAS will monitor agencies’ vacancy rates and quarterly compliance with the hiring goals and report to the Governor’s Office each quarter.

Status: DEQ continues to work to improve the time it takes to fill a position. As the chart below indicates, DEQ is slightly quicker or on par with the average of the entire enterprise. While it is important to continue to work to improve the time it takes to hire, the agency also wants to ensure the hiring process results in the best candidate for the job. This means, when appropriate, conducting multiple rounds of interviews and providing ample time for candidates to schedule interviews. The agency vacancy rate continues to be between 14-16 percent over the last year. This is on par with the enterprise-wide average vacancy rate.



Audit Accountability

Expectation: Agencies will work to ensure all Secretary of State (SOS) and internal audit findings are resolved within the target date the agency specified in their audit recommendation response. Agencies will report to DAS on the status of audit recommendations on May 31 and Nov. 30 each year. DAS will report annual compliance to the Governor's Office.

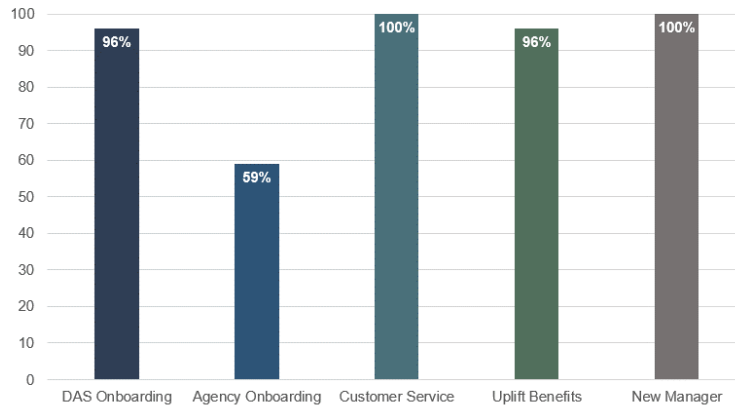
Status: The report on Nov. 30, 2023, covered any SOS or internal audits completed between Jan. 1, 2023, and Oct. 31, 2023. DEQ had only the SOS statewide fiscal audit conducted during this period, which had no findings.

Developing New Employees and Managers

Expectation: By Dec. 31, 2023, agencies will have 100 percent of their new employees in an onboarding program within 60 days after hire. All new employees will also participate in DAS' customer service training within 60 days of being hired. All new employees will complete Uplift Oregon's benefit workshop within 30 days of being hired. All new managers will complete introductory manager training within three months of being hired. DAS will provide quarterly compliance reports to the Governor's Office.

Status: In the fourth quarter of 2023, 96 percent of new employees completed the DAS statewide onboarding program within 60 days of hire, and 59 percent of new employees completed the agency onboarding program within 60 days of hire. All new employees completed the DAS customer service training within 60 days of hire, and all new managers enrolled in the foundational training program within five days of hire. The performance, accountability and feedback training were completed by all new managers within 30 days of hire. The Uplift Oregon benefits workshop was completed by 96 percent of new employees within 30 days of hire.

Q4 New Employee Onboarding Training Completion



EQC involvement

DEQ will bring additional information about the Governor’s expectations to future EQC meetings. A more in-depth review of the agency’s strategic plan is provided as a stand-alone agenda item.

Supporting materials

- A. Governor Kotek’s letter to all agency leaders dated Jan. 11, 2023
- B. Oregon Agency Expectations Progress Report, Dec. 31, 2023
- C. [Strategic Initiatives and Enterprise Accountability website](#)

*Reported prepared by Brian Boling,
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