



Affirmative Action Diversity and Inclusion Plan

2023-2025

Submitted to the
Office of Cultural Change

by the

**OREGON
DEPARTMENT OF
ENERGY**

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**OREGON
DEPARTMENT OF
ENERGY**

Affirmative Action Plan 2023 - 2025

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DESCRIPTION OF THE AGENCY

Agency Overview

The Oregon Legislature created the Oregon Department of Energy in 1975 to serve Oregonians statewide (ORS 469 and ORS 470).

At the Oregon Department of Energy, we're dedicated to a safe, equitable, clean, and sustainable future – one where our state stays on the leading edge of energy efficiency and renewable energy.

This means reliable, accessible energy for every Oregonian. It means safe, secure energy systems with diverse resources that can withstand change, including resilience in the face of emergencies. And it means a commitment to new energy generation that meets our state's needs – both now and well into the future.

ODOE is focused on helping Oregon remain an energy leader and reach our state's energy and climate goals.

We're also fully committed to ensuring our activities align with the state of Oregon's five long-term focus areas:

- Providing service to every Oregonian in the state
- Sustaining excellence in state government
- Supporting responsible environmental stewardship
- Ensuring safer, healthier communities
- Maintaining a thriving Oregon economy



Agency Mission and Objectives

The Oregon Department of Energy helps Oregonians make informed decisions and maintain a resilient and affordable energy system. We advance solutions to shape an equitable clean energy transition, protect the environment and public health, and responsibly balance energy needs and impacts for current and future generations.

Our Values

- We listen and aspire to be inclusive and equitable in our work.
- We are ethical and conduct our work with integrity.
- We are accountable and fiscally responsible in our work and the decisions of our agency.
- We are innovative and focus on problem-solving to address the challenges and opportunities in Oregon's energy sector.
- We conduct our agency practices and processes in a transparent and fair way.

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Our Position

On behalf of Oregonians across the state, the Oregon Department of Energy achieves its mission by providing:

- **A Central Repository of Energy Data, Information, and Analysis:** We research, collect, and analyze data and information to inform state energy planning, regulation, program administration, and policy development.
- **A Venue for Problem-Solving Oregon's Energy Challenges:** We convene constructive conversations about Oregon's energy challenges and opportunities that consider a diverse range of perspectives, foster collaboration and innovative solutions, and facilitate the sharing of best practices with consumers and partners.
- **Energy Education and Technical Assistance:** We provide technical assistance, educational resources, and advice to support policy makers, local governments, industry, energy partners, and the public in solving energy challenges and meeting Oregon's energy, economic, and climate goals.
- **Regulation and Oversight:** We manage the responsible siting of energy facilities in the state, regulate the transport and disposal of radioactive materials, and represent Oregon's interests at the Hanford Nuclear Site.
- **Energy Programs and Activities:** We manage and administer statutorily authorized energy programs to save energy, support the state's decarbonization efforts, make communities more resilient, and position Oregon to lead by example.

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Key Contacts

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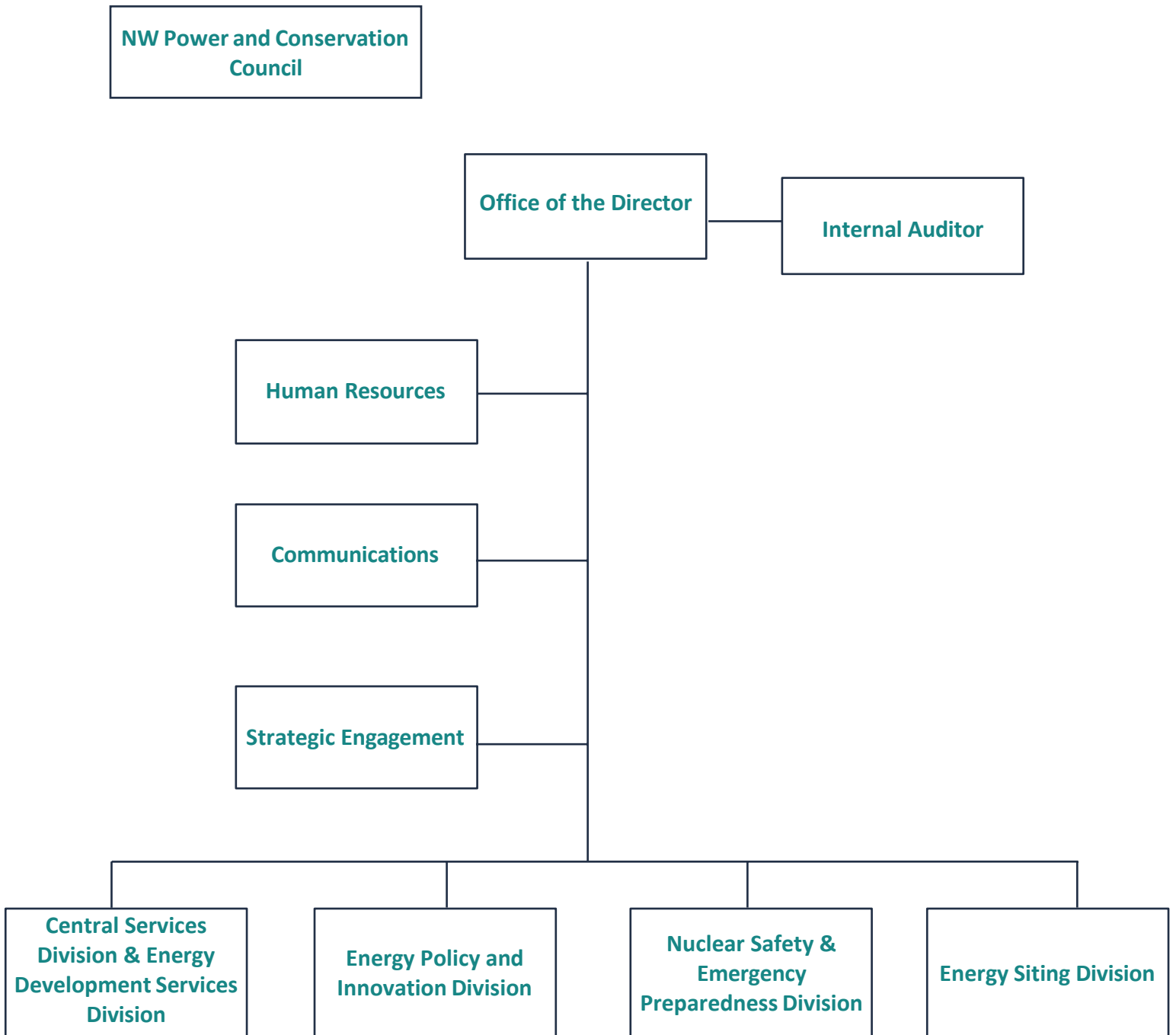
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Organizational Chart



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AFFIRMATIVE ACTION PLAN

Agency Affirmative Action Policy Statement

The Oregon Department of Energy is committed to establishing and maintaining a diverse workforce that reflects the diversity of Oregon. The agency is also committed to an Affirmative Action Plan that offers equal employment opportunities to all people regardless of race, color, ancestry, gender, marital status, national origin, age, political or religious affiliation, sexual orientation, mental or physical disability, Veteran status, and any other protected class for which discrimination is prohibited by state or federal law (which captures whistle blower protections, injured workers, and workers on FMLA/OFLA).

ODOE's priority is to create and maintain a respectful environment for all applicants and employees that is free from harassment and intimidation, is culturally sensitive, and is inclusive and welcoming of diverse groups of people and individuals.

Agency Diversity & Inclusion Statement

The Oregon Department of Energy is committed to creating and sustaining an organizational culture that respects and values diversity. This creates a climate of inclusion where mutual respect and understanding enables collaboration and problem solving for staff at all levels, and where individuals are valued for their unique contributions.

ODOE can best meet its mission by recruiting and retaining diverse and talented employees in an environment of respect that is supportive of their workplace success. The agency thereby enriches and strengthens our workplace by promoting an inclusive environment of respect.

ODOE will promote and implement diversity and inclusion practices in all areas of the work environment to create and maintain a work environment characterized by respect for and appreciation of the collective differences and similarities of individuals.

Training, Education, and Development Plan

The Oregon Department of Energy recognizes that training and development plays an important role in the effectiveness of the agency and the experiences of all staff. Investing in staff development and enhancing staff knowledge, skills, and abilities is one of the agency's highest priorities.

ODOE's Training Committee, in conjunction with the Associate Director of Human Resources, provides leadership and guidance in identifying needs and prioritizing agency-wide course offerings. Staff members identify course offerings and recommend courses to Training Committee members. The Training Committee members discuss and evaluate the value to the agency of proposed courses to decide which courses to pursue. All staff are invited and encouraged to attend and participate in agency-wide trainings as part of their development. During the 2021-2023 biennium to date, the Training Committee has sponsored 18 agency-wide voluntary training opportunities, courses included "Conducting a climate vulnerability assessment of Oregon's energy sector" in August 2021; "Psychological Safety: Building Resilience" in July 2022 and utilizing our interagency partners such as DCBS – Intersectionality: Oregon Indian Territory which was offered virtually. Divisions offer employees technical training designed to enhance and promote a skilled workforce.

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Employees

ODOE has created a training, education, and development plan for employees that:

- Informs managers and employees of their rights and responsibilities under the Affirmative Action Plan and other agency policies that seek to eliminate discrimination and/or harassment based on a person's age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or other reasons prohibited by state and/or federal laws.
- Promotes an understanding of the value of diversity and a workplace free from harassment and discrimination by encouraging active participation in creating and maintaining a professional work environment. Employees are required to review agency and statewide policies on these subjects upon initial hire and regularly throughout their employment.
- Participates as a sponsoring agency of the annual Statewide Diversity, Equity, and Inclusion Conference, provides communication to employees on course offerings, and supports attendance by interested employees.
- Encourages and supports employee training, education, and coaching to enhance proficiency and professional development for those interested in pursuing advancement. Additionally, upon receiving an employee's separation notice, Human Resources collaborates with supervisors in back-filling positions to create a thoughtful agency and position onboarding outline, providing the new incumbent a smooth transition and comprehensive training plan.
- Offers employees career enhancement opportunities such as work-out-of-class assignments and leadwork opportunities.
- Expects our supervisors to complete quarterly employee performance evaluations that establishes expectations, measures progress, provides feedback, and evaluates effectiveness.
- Established a formal review process that provides performance feedback and guidance for newly hired or promoted employees to ensure their success during trial service.
- Uses Workday Learning to provide an understanding of, and expresses the agency's commitment to, statewide policies and practices. Required trainings for new employees/interns include Preventing Discrimination and Harassment; Domestic Violence, Harassment, Sexual Assault, and Stalking; Weapons and Violence Free Workplace; Public Records, Ethics and Conflicts of Interest; and Overview of State Government.

Volunteers

ODOE has hosted eight volunteer intern opportunities to date this biennium. These opportunities offer hybrid remote/in-office positions that provide value through promoting the work of state government, filling temporary needs, and developing potential future employees. Volunteer interns are given an agency welcome and onboarding their first day, during which they meet with Human Resources to review both agency and statewide policies that are applicable to volunteers and are introduced to the agency's Affirmative Action Plan. Additionally, they meet with the Information Systems Section on their first day to receive a technology overview. Volunteer interns are also introduced to ODOE's intranet and the digital location of agency and statewide policies and the agency's Affirmative Action Plan.

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Programs

Internship Program

The Oregon Department of Energy launched a formal internship program in 2017 with resounding success. The Oregon Department of Energy offers a variety of meaningful hybrid internship opportunities that engage and connect students. Utilizing Handshake and participating in virtual job fairs, the agency is able to build bridges and network with over 2,000 colleges, universities, and community colleges. Through this partnership, we had four interns during the Summer of 2022.

Our internship program serves a valuable purpose of highlighting how a career in public service, specifically at ODOE, is an attractive path to consider for those entering the workforce. A secondary goal of the program is the continued partnerships with colleges and universities to maintain this additional recruitment channel and grow the number of young people interested in careers in the energy field.

Interns with ODOE gain valuable on-the-job government and policy experience along with an opportunity to begin building their professional network within the State of Oregon and with external partners. Additionally, interns get the opportunity to present their work to appropriate agency partners at the end of their internship. Interns are also able to utilize the entirety their internship experience with ODOE during future job searches, providing them an advantage over applicants without hands-on job experience.

Divisions collaborate with Human Resources to identify and document suitable projects for each internship opportunity. Human Resources provides recruitment and outreach strategies designed to diversify candidate sourcing.

Minimum and special qualifications are developed based on knowledge, skills, and abilities typically associated with high performing college students who may have limited traditional work experience. Candidates complete the State of Oregon electronic employment application and participate in an interview process using MS Teams, just as we utilize for our other recruitments, providing the intern candidates with actual interview experience.

Mentorship Program

Supervisors and professional staff mentor agency interns and new employees to contribute to their professional development and promote a collegial work environment. Mentors provide information and serve as a resource providing information about the organization and culture of the agency and the State of Oregon as an employer.

ODOE has a formal mentorship program for agency volunteer interns. Mentors share pertinent internal information to enable success, include the intern in professional development, training, and networking opportunities, and provide informal weekly feedback.

Community Outreach Program

The agency uses a suite of outreach and engagement methods to help meet communities where they are at, which ranges from setting up energy educational tables at events to one-on-one discussions with representatives of community-based organizations. ODOE seeks to develop trusted relationships, increase transparency about the agency's work, and highlight key areas of energy education and programs that might be able to support communities with their energy, climate, and sustainability goals.

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Our outreach and engagement efforts focus on the nine federally recognized tribes, community-based organizations, local government elected officials, and rural communities, as well as efforts to provide financial support if participation is a barrier for committees, such as the external review committee for the Community Renewable Energy Grant program.

Since July 1, 2021, ODOE has been involved in key annual energy outreach events such as statewide Earth Day events and other sustainability-focused events, as well as providing presentations and tailored workshops with communities and partners on their energy specific interests, such as the “Build Shift” and “Energy Justice Leadership Initiative”.

Both the “Build Shift” and “Environment Justice Leadership Initiative” were organized by representatives of community-based, non-profit organizations and focused on groups that represent Black, Indigenous, and People of Color. For example, over 150 “frontline community leaders” participated in the Energy Justice Leadership Institute to learn about and help shape Oregon’s long-term energy policies. Examples of representatives and groups that participated are Coalition of Communities of Color, Verde, Oregon Just Transition Alliance, as well as many others. EJLI involved an 8-month, bilingual virtual learning and action program, engaging more than 150 BIPOC, poor and working class, rural Spanish, and English-speaking community members from regions across Oregon. Participants were also part of geographically based groups that dove into Oregon’s current energy system, principles of energy justice and advocacy and organizing skills, while helping to inform the development of the policy ideas for clean energy opportunities. Build Shift focused more on the Portland-metro area and involved participants with lived experience and expertise to develop a community-driven policy around buildings and energy in the City of Portland.

These outreach events create spaces for participants to learn together, share experiences, and shape energy policy to ensure that it truly serves communities that are most affected by our energy system. ODOE was pleased to be able to participate.

Diversity Awareness Program

Employee Resource Groups

The Oregon Department of Energy is committed to cultivating an inclusive culture where different perspectives are valued, and new ideas can flourish. Our employee affinity groups foster a diverse and inclusive environment where every voice is heard and valued.

- ODOE employees are dedicated to environmental stewardship and the Sustainability Committee enhances the agency’s commitment to the environment by recommending sustainability practices and supporting a variety of educational opportunities for employees.
- The Oregon Department of Energy’s Wellness Committee has developed a Wellness Plan that is designed to enrich the physical, mental, emotional, social, and occupational well-being of all employees, volunteers, and board and commission members. Throughout the biennium the Wellness Committee evaluates, prioritizes, and recommends education and activities that raise awareness and encourage healthy lifestyles.
- The Oregon Department of Energy’s Training Committee is comprised of employees from throughout the agency. The committee engages with staff in a variety of ways throughout the biennium to identify topics of interest at an agency-wide level. The training committee conducts surveys to receive feedback on topics of interest, and Training Committee members discuss and

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solicit input at section meetings. Utilizing the identified topics of interest, the Training Committee researches and recommends career development, diversity, and informational learning sessions for the agency.

Diversity, Equity, and Inclusion Presentations, Training, and/or Activities

The agency regularly offers interested employees' equal access to culturally diverse events, training, and career development opportunities with a goal to increase their knowledge and skills and enhance their appreciation for diversity, equity, and inclusion.

- ODOE was a proud sponsor of the annual Statewide Diversity, Equity, and Inclusion Conference in cooperation with other state agencies, boards, and commissions. All agency employees are encouraged and provided the opportunity to attend. ODOE's Communications Team provided graphic design and communications support during the development of the 2021 Conference, including updating the conference website, designing a new logo, and drafting materials.
- During the past two years, the agency has provided training opportunities on topics such as Gender Through a Racial Equity Lens, Bystander Intervention, and Intersectionality: Our Next Steps Together. The agency has supported this as a personal journey, and we have asked employees to self-record their attendance in Workday Learning. Additionally, the agency will continue to build and cultivate strong and strategic partnerships with organizations representing diverse constituencies and engage with various partners.
- As part of our work with Oregon's nine federally recognized tribes, the agency's tribal liaison will attend the Natural Resource Working Group and Cultural Resource Cluster meetings, furthering the agency's Government-to-Government efforts. Staff members across the agency also present to tribal-affiliated groups on various projects of concern or importance, particularly in the areas of energy facility siting and emergency preparedness.
- The agency will sponsor and attend several sustainability- and energy-focused events, targeting the public (urban and rural) and K-12 schools. Because energy resources and consumption have long-term, global impacts for future generations, it is imperative that Oregonians have opportunities to get involved at an early age. ODOE's role in providing energy education includes efforts to raise awareness on how children can learn more about energy and make changes at home. Outreach efforts will include participation in educational community events that promote awareness of conservation, renewable resource generation, sustainability, and nuclear waste cleanup activities.
- ODOE continues to improve communication efforts, as we expand more into a hybrid- work mindset, our ability to reach different communities across the state has greatly increased. Agency-held meetings have a virtual meeting link component, which allows for volume and closed caption accessibility. The agency will continue to utilize social media outlets such as Twitter, Facebook, Instagram, LinkedIn, an energy-focused Podcast, and via a regularly updated energy blog and monthly newsletters to share information and provide regular communication. Additionally, the agency has started to expand communication materials into several languages. The agency's online meeting host, WebEx, provides for live translation of several languages. ODOE's written materials are being offered in additional languages when possible and as appropriate, focusing on the most-spoken languages in Oregon homes: Spanish, Russian,

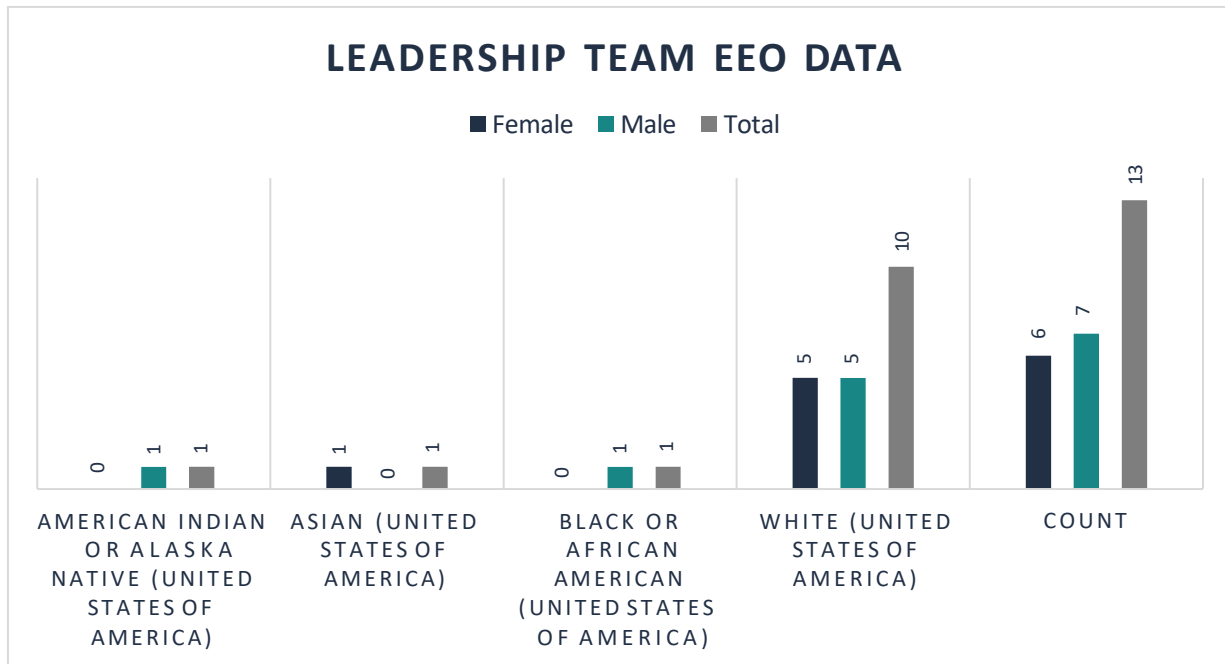
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Vietnamese, and Mandarin (simplified Chinese).

- ODOE will increase participation in public outreach events to expand its statewide presence and involve staff across the agency. The agency will seek out events that draw a diverse audience and is committed to participation in events in smaller communities.

Leadership Development/Training Program

Equal Employment Opportunity Data of Leadership Team



Results of Development/Training Program

This biennium the agency provided a variety of development opportunities to the Leadership Team to aid in the successful forward movement of the agency’s strategic plan. Some of the opportunities included DAS – CHRO – Foundational Training; Relating to Results training, which provided practical skills, tools, and frameworks to help leaders improve relationships and results by more confidently handling difficult conversations and through gaining other interpersonal and communication skills; Strength’s Finder; and How to Drive Engagement with goal setting, praising, redirecting, and accountability conversations.

These opportunities have provided agency supervisors with an intentional and meaningful learning experience, equipping them with the content knowledge, leadership behaviors, and support to effectively lead our diverse staff and create a culture of belonging and inclusion- both at the central worksite and in a virtual work environment that supports the agency’s hybrid-workers.

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Executive Order 22-11 Updates

Statewide Diversity, Equity, and Inclusion Action Plan

- Provide leadership regarding the importance and implementation of the agency's Affirmative Action Plan.
- Attend meetings held by the Office of Cultural Change to include Affirmative Action Representative meetings, DEI Network Collaboration meetings, and other DEI meetings/events.
- Post the agency's Affirmative Action Plan and Policy Statement electronically, on both ODOE's intranet site for agency employees to access, and on ODOE's external website for the public to view.
- Regularly communicate to all employees about the role of the Affirmative Action Representative and the agency's commitment to our Affirmative Action Plan and goals.
- Provide employees with a resource to discuss concerns of discrimination in the areas of hiring, retention, promotion, and career development.
- Use professional development and performance assessments to improve the implementation of the agency's Affirmative Action Plan.
- Include the evaluation of supervisory personnel's effectiveness in supporting diversity, equity, and inclusion.

Status of Contracts to Minority Businesses (ORS 659A.015)

Number of Contracts with Minority or Women-owned Businesses

This period, the agency awarded contracts to three COBID-certified companies who were all women-owned, for a total of \$161,683.04. This was 10.65% of the total amount of \$1,518,016, and a definite increase from the previous year in which we did not have the opportunity to award any COBID-certified companies.

The bulk of the agency's contracts are intergovernmental agreements and work order contracts associated with siting facilities which do not go through a competitive process for the awards. ODOE is utilizing OregonBuys, going active with Wave 1 as of August 1, and we are ready to enact the Governor's Executive Order 22-15 when we receive the instructions from DAS.

The agency will continue to take steps to improve outreach to COBID-certified companies to ensure equitable access to all agency programs by:

- Having the agency's Designated Procurement Officer (DPO) continue to work with the State's Business Equity and Inclusion Committee and learn how to continually support the COBID-certified companies plan and resources for the State.
- Continue to have ODOE's procurement staff attend the Governor's marketplace, DAS's reverse vendor trade shows, Partners in Public Procurement, and other events that bring government procurement and the public together.
- Ensuring the agency's procurement staff contacts firms that are known to be COBID-certified or are potentially qualified for certification to notify of opportunities.

Implementation responsibility for the Affirmative Action Plan for contracts falls to the agency's

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Designated Procurement Officer. The DPO will ensure that agency procurement staff are including COBID-certified companies when obtaining bids for purchases and notifying them of open solicitation opportunities. The contracts officer will reach out to companies who appear likely to qualify for COBID-certification and recommend they register. The DPO will continue activity with the Business Equity and Inclusion Committee and be responsible for required reporting of COBID-certified companies.

ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

The implementation of our Affirmative Action Plan requires multiple levels of leadership to produce tangible, meaningful outcomes. That leadership begins with the agency director and the support of the supervisors within the agency, which all have a strong commitment to achieving the mission and goals of the agency's Affirmative Action Plan.

This is accomplished through encouraging and requiring staff training and participation in multicultural events, supporting recruitment strategies that result in a diverse applicant pool, and encouraging meaningful communications with staff about the issues addressed in the Affirmative Action Plan.

Responsibilities and Accountability

Agency Director

- Fosters an environment free from discrimination and harassment and supports workplace diversity.
- Promotes and shows by example the importance of a diverse and respectful workplace.
- Ensures division administrators understand their role and responsibility to foster and promote affirmative action activities, support a diverse workforce, and create a welcoming and respectful environment. An important responsibility is to communicate these same principles to their subordinate supervisors.
- Encourages supervisors to support on-boarding as an important component of an employee's understanding of the agency's commitment to a discrimination and harassment free workplace that supports workplace diversity.
- Participates in and encourages the participation of subordinate supervisors in events supporting multicultural education.
- Meets regularly with the Associate Director of Human Resources to evaluate the Affirmative Action Plan's progress.

Agency Supervisors

- Reviews, understands, and follows the Affirmative Action Plan goals and responsibilities and understands their own responsibilities for helping to attain the goals. Ensures all employees complete onboarding and new hire training.
- Fosters and promotes the importance of a diverse, respectful, and discrimination and harassment-

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free workplace. Evaluates subordinate supervisors on how well they foster a diverse workforce and respectful work environment, whether at the central worksite or in a virtual setting that supports the agency's hybrid-workers.

- Supports Human Resources in diversity recruitment strategies and engages with HR in discussions surrounding equitable interview questions and application processes. Promotes ODOE as an employer of choice and refers potential candidates and recruitment sources to Human Resources.
- Helps to identify problem areas relating to diversity and inclusion, formulates possible solutions, and engages the Affirmative Action Representative in facilitating outcomes.
- If aware of any form of harassment or disrespectful behavior, follows guidelines for reporting disrespectful and/or harassing behavior in a timely manner.
- Participates in and encourages the participation of subordinate supervisors in events supporting multicultural education opportunities.
- Meets with the Associate Director of Human Resources to discuss individual employee training needs, as well as opportunities for employees to work on special work projects and cross-functional job needs.

Affirmative Action Representative

The Affirmative Action Representative serves as the diversity liaison on behalf of ODOE and the Office of Cultural Change. This person fulfills the duties of this role, which includes:

- Provides guidance to all agency supervisors ensuring they understand their responsibility for promoting a respectful, diverse, and inclusive workforce environment – whether at the central workplace or in a virtual setting that supports the agency's hybrid-workers – and attaining the goals in the agency's Affirmative Action Plan.
- Investigates and addresses issues, concerns, or complaints of harassment or discrimination (as appropriate).
- Provides initial insight for developing diverse recruitment outreach plans, that promotes a talent acquisition pipeline that is efficient and brings in the best possible candidates. ODOE has intentionally and innovatively created a recruitment outreach process that promotes equity and inclusion, serving Oregonians who have faced generations of inequitable systems and historic barriers to opportunities. Recruitment at ODOE does not only prioritize Oregon's growing racially and ethnically diverse population, as it also includes Oregon's students, LGBTQ2SIA+ community, and other marginalized individuals. We see this effort as a critical investment in our future as a state.
- Built into practice, the agency incorporates inclusive language into job postings, encouraging people from all backgrounds to apply for our positions. ODOE cites studies that have shown women, trans, non-binary, Black, Indigenous, and other People of Color are less likely to apply for positions unless they believe they meet all the desired attributes. Our agency is interested in finding the best candidate for the position, and we empower Oregonians to apply. Every job posting expresses our commitment and effectively mirrors our values as an agency and states, "Leaning into our equity priorities means we continually examine what we do, the impact we have,

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and our progress toward weaving social equity into who we are.”

- Ensures the agency’s Affirmative Action Plan is posted and maintained on both ODOE’s intranet site for agency employees to access, and on ODOE’s external website for the public to view.
- Assists supervisors in devising solutions to employee issues to ensure a full understanding of affirmative action and EEO policies and procedures.
- Conducts pay-equity evaluations.
- Reviews all agency policies and practices for unintended biases.

Diversity, Equity, and Inclusion Program Coordinator

- Promotes a culture of respect, inclusiveness, and appreciation of diverse perspectives, backgrounds, and values. Establishes and maintains culturally effective working relationships with individuals from a wide range of identities and backgrounds.
- Provides recommendations for equity and empowerment frameworks for policy, program, and recruitment decision-making to meet the Affirmative Action Plan goals to the Associate Director of Human Resources.
- Seeks out and encourages staff to participate in diversity-related activities and trainings for agency employees to remain informed on issues surrounding equity, diversity, inclusion, implicit bias, institutional racism, and other systemic oppressions, including access to public goods or services.
- Analyzes data from human resource information system and online recruitment system to assess the agency’s efforts and provide recommendations on how to better utilize recruitment outreach efforts to the Associate Director of Human Resources.
- Discuss the ODOE Affirmative Action Plan and Diversity and Inclusion Statement during new employee/volunteer on-boarding. Ensure employees/interns understand their rights and responsibilities under the department’s affirmative action policy, and other statewide policies to eliminate harassment based on race, sex, age, religion, sexual orientation, or disability.

JULY 1, 2021 – JUNE 20, 2023

The Oregon Department of Energy continues to work to create a diverse and inclusive organization and a harassment and discrimination free work environment. The agency is proud to report the following successes during the 2021-2023 biennium:

Accomplishments

- Supported and conducted training aimed at reducing unintentional bias, supporting a harassment and discrimination-free work environment and hosted speakers to discuss topics to increase awareness and acceptance of diverse viewpoints of others.
- Ensured that employee development and diversity and inclusion trainings were made available to all employees, including employee engagement and intercultural effectiveness.
- Administered the on-boarding process to include information and discussion on policies that

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related to diversity and professional workplace behavior.

- Participated in the statewide Diversity, Equity, and Inclusion Conference.
- Actively participated in the diversity and inclusion meetings held by the Office of Cultural Change.
- Ensured that the agency Affirmative Action Plan and Diversity and Inclusion Statement are made available on the intranet and internet.
- Reviewed all interview materials and identified desired responses that were relevant to the position, reducing possible unconscious bias during the interview process.
- Coordinated outreach and recruitment strategies and actively sought out ways to recruit from a diverse group of potential applicants.
- Increased the percentage of agency job applicants who identify as BIPOC, as part of the agency's inclusive and equitable practices and processes.
- Interviewed all new hires for information on successful recruiting methods and to receive feedback on on-boarding.
- Developed and offered meaningful internship opportunities.
- Conducted exit interviews to analyze reasons for turnover. The analysis of these exit surveys illustrates that that we are building a foundation of stability and success, not only within the walls of the agency, but as a larger part of the greater Oregon enterprise. In 2021, the agency experienced 10% employee turnover. 1% resigned, 3% retired, and 6% was due to promotions within the agency and state service. Thus, it can be determined that a primary reason for turnover is one of career enhancement and professional growth, based on a healthy foundation of empowering the state's collective employees.
- The agency consistently promotes an environment of respect and professionalism by maintaining a harassment and discrimination free work environment.

Progress Made or Lost Since Previous Biennium

The agency made progress in diversity, equity, and inclusion over the last biennium. COVID-19 provided unseen opportunities, challenges, and barriers both for current employees and future employees, and the agency's Human Resources section guided the agency through these unprecedented times in such a seamless manner that the agency's race demographics show a 39 percent overall increase in diversity.

ODOE has always been committed to enhancing our work environment and developing policies that offer employees flexible work schedules that included hybrid-remote work opportunities. Over the last biennium, the agency has been able to expand on the flexibility of work schedules to encompass DAS's Working Remotely Policy language; this has helped increase employee morale and productivity, as well as provide an additional incentive to potential new staff members.

The agency has made progress on updating and improving staff development plans, however with COVID-19, supervisors have had to quickly pivot and learn new ways to manage, develop, and engage staff. Especially during this unprecedented time, the agency wanted to ensure staff felt supported where they were, and supervisors continue to regularly engage with their staff. Staff development plans will continue to be a goal for the 2023-2025 biennium.

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JULY 1, 2023 – JUNE 30, 2025

Goals and Strategies for Agency Affirmative Action Plan

ODOE remains committed to providing a work environment, whether at the central worksite or in a virtual setting in support of our hybrid-workers, of inclusion where mutual respect and understanding enable collaboration and problem solving for staff at all levels, and where all individuals are valued for their unique contributions.

We understand that there will be constant change and further need to modernize the work environment following COVID-19, and to attract and retain staff. The agency needs to continually evaluate and when available, offer additional flexibilities to staff to create a more inclusive culture.

Our strategies and goals for the 2023-2025 biennium relate to creating a workplace culture of inclusivity and improving the recruitment processes.

Strategy 1: To be a leader for diversity, equity and inclusion in the workplace by increasing awareness and support to ODOE Staff

Goals:

- Encourage staff participation in educational offerings provided by the Office of Cultural Change and any other diversity, equity, and inclusion development and training opportunities offered.
- Continue to provide opportunities for the development of job-related skills as a way to prepare staff for advancement.
- Ensure alignment between the work performed by employees and the agency's Affirmative Action Plan objectives when completing quarterly performance expectations.

Strategy 2: Increase recruitment outreach to a diverse applicant pool and reduce bias in recruitment process.

Goals:

- Identify additional sources of diverse, qualified talent for our positions and engage in creating partnerships with professional organizations and institutions that support the needs of women, people of color, and other underrepresented groups.
- Review all position descriptions as they become vacant, or when revised, for inclusive and gender-neutral language.
- Review all job announcements prior to posting available positions for applicability of desired attributes to eliminate unintentional bias.

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APPENDIX A – STATE POLICY DOCUMENTATION

ADA and Reasonable Accommodation Policy (*Statewide policy 50.020.10*)

Discrimination and Harassment Free Workplace (*Statewide policy 50.010.01*)

Employee Development and Implementation of Oregon Benchmarks for Workforce Development (*Statewide policy 50.045.01*)

References:

Duties of Administrator (*ORS 240.145*)

Rules Applicable to Management Services (*ORS 240.250*)

Recruitment and Selection (*Statewide policy 40.010.02*)

Veterans Preference in Public Employment (*ORS 408.230*)

Equal Opportunity and Affirmative Action Rule (*105.040.0001*)

Executive Order 22-11 (*updated and under review*)

APPENDIX B – FEDERAL DOCUMENTATION

Age Discrimination in Employment Act of 1967 (ADEA)

Disability Discrimination Title I of the Americans with Disability Act of 1990 Genetic Information

Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

Equal Pay and Compensation Discrimination Equal Pay Act of 1963

Title VII of the Civil Rights Act of 1964

National Origin Discrimination

Discrimination

Race/Color Discrimination

Religious Discrimination

Sex-Based Discrimination

Sexual Harassment

Retaliation Title VII of Civil Agency Affirmative Action Policy

APPENDIX C – AGENCY DOCUMENTATION IN SUPPORT OF ITS AFFIRMATIVE ACTION PLAN

Americans with Disabilities Act and Reasonable Accommodation in Employment Policy Discrimination and Harassment Free Workplace Policy

Employee Training and Education Policy

Veteran's Preference in Employment Policy

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FOR MORE INFORMATION

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