

# OREGON EMPLOYMENT DEPARTMENT 2025 – 2029 STRATEGIC PLAN



*Striving to create thriving communities  
and economic resilience across Oregon*

June 1, 2024



**SUPPORT BUSINESS | PROMOTE EMPLOYMENT**

# OREGON EMPLOYMENT DEPARTMENT OVERVIEW

The Oregon Employment Department (OED) is made up of roughly 1,800 employees who oversee programs that support businesses and promote employment. OED strives to create thriving communities and economic resilience across Oregon by empowering a skilled and supported workforce that meets the needs of current and emerging businesses.

## OED's divisions and teams include:

**Unemployment Insurance** provides temporary financial aid to eligible individuals who have lost their jobs through no fault of their own and are actively seeking new employment.

**Paid Leave Oregon** provides paid time off from work to care for a family member with a serious illness, to bond with a new child, to care for one's own serious health condition, and to support survivors of sexual assault, domestic violence, harassment, or stalking, or bias crimes.



**Workforce Operations** has authority over and responsibility for Title III (Wagner-Peyser Act) of the Workforce Innovation and Opportunity Act. As a key stakeholder in WorkSource Oregon, Workforce Operations serves Oregon businesses by recruiting and referring the best-qualified applicants to jobs. It also provides resources to diverse job seekers in support of their employment needs.

**Contributions and Recovery** processes payroll reports to ensure that employer and employee contributions are allocated to fund the Unemployment Insurance and Paid Leave Oregon trust funds. The division also audits payroll reports, investigates employee wages, and supports fund-recovery from employers and claimants.

**Workforce and Economic Research** develops and distributes quality labor market information to promote informed decision making to both employers and job seekers, as well as local governments and the state legislature. Information is shared through reports, presentations, and newsletters; data and content are shared regularly on [www.qualityinfo.org](http://www.qualityinfo.org) and through media outlets across Oregon.

**Modernization** is a multi-year initiative aimed at transforming the way OED serves customers by improving business processes and replacing or creating new systems to support the agency.

**Shared Service Divisions** support agency operations and include the following teams: Administrative Business Services, Human Resources, Information Technology Services, and the Director's Office, which includes the Equity and Inclusion Office, Communications, Legislative Affairs, Internal Audit, and Office of Strategy, Innovation, and Performance.

# VISION

An Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.

# MISSION

**Support Business. Promote Employment.**

We administer programs that support financial stability for Oregon's workers and collaborate to provide resources, including quality data and information, to connect the needs of employers and job seekers.

# OPERATING PRINCIPLES

- ↪ We are conscientious stewards of public resources.
- ↪ We are accountable for our actions.
- ↪ We are inclusive and transparent in our decision-making.
- ↪ We partner to address community needs.
- ↪ We promote a positive and safe learning environment.
- ↪ We work hard and support employee wellbeing.

# VALUES

**Integrity.** We lead with honesty, service, and personal responsibility, always seeking opportunities for continued learning.

**Respect.** We value our staff, customers, and partners. We promote an inclusive environment, assume good intent, and treat others with courtesy and compassion.

**Community.** We foster a sense of belonging, and strive for accessibility, and engagement to create positive impacts where we live and work.



# EQUITY STATEMENT

*We foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a survivor of domestic violence, harassment, sexual assault, or stalking. This applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. Our goal is to be an employer of choice for individuals of all backgrounds and to promote an inclusive workplace culture that encourages diversity and allows employees to excel.*



# THE PLANNING PROCESS

At the core of OED’s strategic planning framework lies a commitment to results-based accountability and continuous improvement principles. This framework starts with identifying performance measures that describe “how well we are doing” and if “customers are better off.” To meet Governor Kotek’s expectations for state agencies, to effectively manage public resources, and to support existing customer-focused priorities, OED leadership chose to build on the foundation of the department’s last-adopted strategic plan – keeping most of OED’s core vision, mission, values, and operating principles the same.

The planning process included identifying agency priorities based on conversations and insights the agency received from customers, partners, and staff<sup>1</sup>. The feedback the agency collected and reviewed addressed these four central questions:

- ↪ How can OED better serve customers, both internal and external?
- ↪ What are the agency’s strengths and weaknesses?
- ↪ What environmental factors impact the agency’s work?
- ↪ What are the challenges and opportunities facing OED?

Based on these agency insights, OED’s leadership team identified three strategic goals:

		
<b>Goal 1:</b> Continually advance our partnerships and systems to improve customer service and accessibility	<b>Goal 2:</b> Implement a framework for organizational improvement to increase efficiency and effectiveness	<b>Goal 3:</b> Foster an inclusive and fair work environment where employees feel valued and supported

<sup>1</sup>OED gathered feedback and insights from multiple sources to inform agency strategic goals and initiatives. The agency considered information collected through the Unemployment Equitable Access Grant, Paid Leave Key Performance Indicators Workgroups, surveys of program customers, consultant reports, and OED staff surveys and conversations. An agency PESTLE and SWOT analysis is an addendum to this plan.



# AGENCY SUCCESS MEASURES

OED is committed to integrating metrics and feedback in its ongoing work. Performance measures focus the agency’s attention and resources, promote accountability and transparency, and foster a culture of continuous improvement. After strategic goals were established, OED’s leadership team identified four agency success measures to support alignment with plan goals. The next section describes the agency-level success measures and the key objectives and initiatives that will further progress on OED’s three strategic goals. Please refer to the Appendix for OED initiative descriptions.

## OED’s Four Agency Metrics Support Measurable Goals



# Goal 1: Continually Advance Our Partnerships and Systems to Improve Customer Service and Accessibility

## Success Measure #1: Customer Service Quality

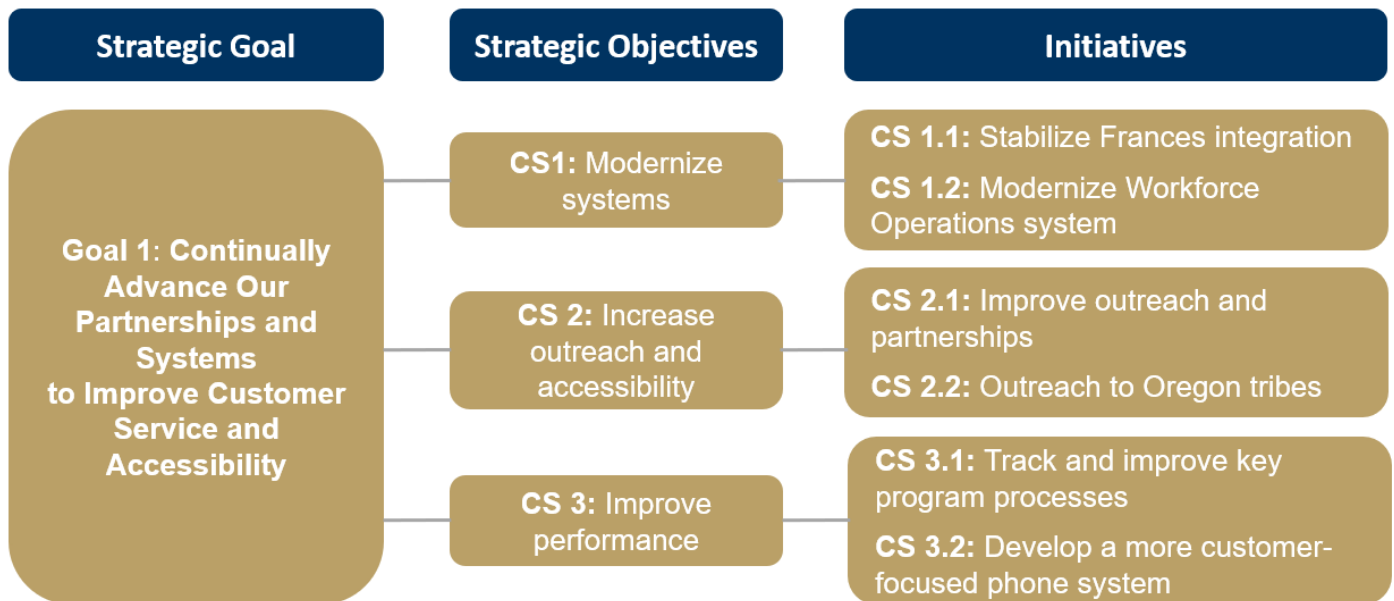
Customers expect more from their government as they experience more frictionless interactions in their everyday consumer experiences with businesses. Frustrating experiences with government services are often time-consuming for the customer, erodes their trust in government, and decreases employee engagement. Additionally, vulnerable populations and historically marginalized communities are disproportionately impacted by process bottlenecks or friction points as they have fewer resources or alternatives to mitigate impacts. Reorienting service delivery around the customer experience rather than agency operations or policies can help resolve these issues.

**Data Definition:** This measure gauges the overall quality of customer service provided by the agency and includes customer satisfaction, first-contact resolution rates, and service quality compliance rates.

## Success Measure #2: Timely Service Delivery

Providing timely support is essential to customer service, and OED is committed to being responsive and efficient. Agency leaders will track meaningful metrics, assess customer feedback, and engage in collaborative problem solving to regularly assess performance and make improvements.

**Data Definition:** Timely service delivery includes the following types of measures: on-time performance rate, customer satisfaction related to service timeliness and responsiveness, and timeliness to complete services or respond to customers.



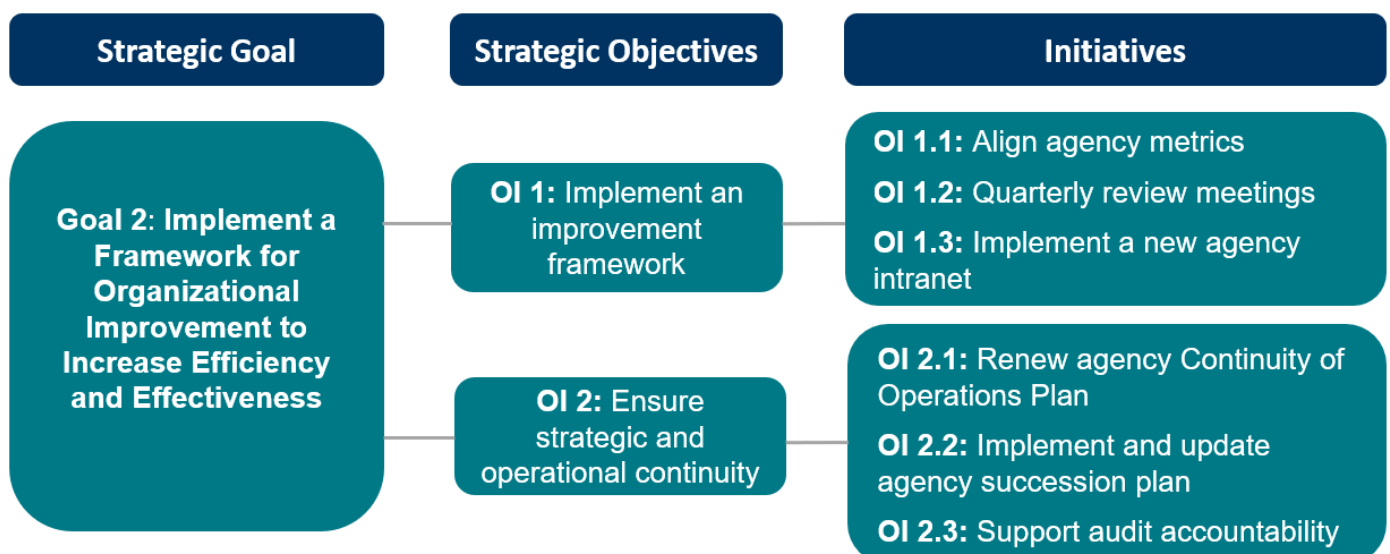
## Goal 2: Implement a Framework for Organizational Improvement to Increase Efficiency and Effectiveness

### Success Measure #3: Operational Alignment

OED's organizational improvement framework addresses two main components of agency operations. The first is routine work and core processes that have the greatest opportunity for improving customer service and increasing efficiency. The second component involves supporting breakthrough initiatives that aim to develop new skills and make significant improvements to existing work processes. The framework leverages data and metrics to support alignment, accountability, and continuous improvement. OED will implement regular reviews and feedback loops to evaluate progress and adjust strategies. The agency also strives to empower staff, engage in proactive planning and reflection, and support meaningful change.

**Data Definition:** Progress is measured using the following criteria:

Level	Description
0 – Not started	No understanding or use of results-based accountability and continuous improvement framework or concepts. Division measures not submitted for review.
1 – Limited progress	Draft of division performance measures completed and reviewed. Data-development needs have been identified.
2 – Moderate progress	Divisional strategic performance measures are finalized. Historical baseline data is available for pre-existing metrics. Initial improvement ideas have been identified.
3 – Substantial progress	Data is available, enabling tracking of metric performance over time. At least one improvement project is underway. Customer feedback maturity $\geq 1$ .
4 – Excellent progress	One or more improvement projects have been completed. Data shows improvement in at least one division success measure.
5 – Outstanding progress	Multiple improvement projects have been completed. Data shows improvement on at least three division measures. Customer feedback maturity $\geq 2$ .



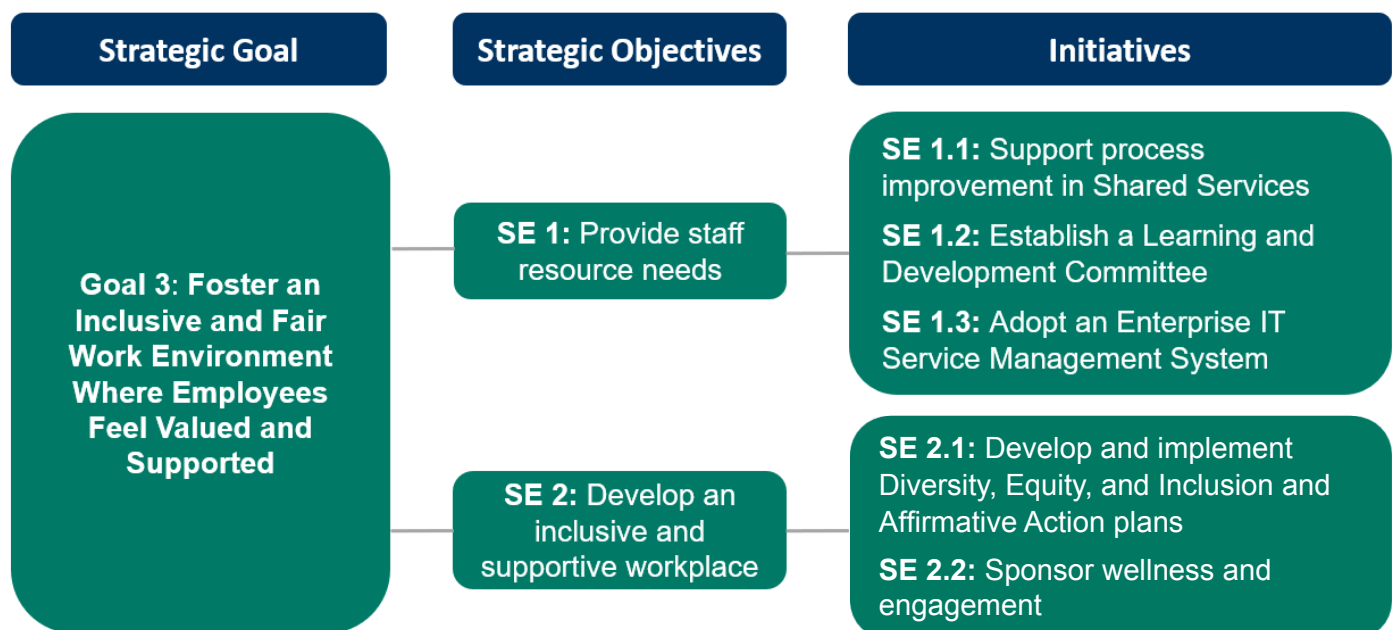
## Goal 3: Foster an Inclusive and Fair Work Environment Where Employees Feel Valued and Supported

### Success Measure #4: Staff Engagement

OED recognizes the importance of creating a supportive workplace where staff feel valued and encouraged. A positive and inclusive workplace fosters greater employee satisfaction, improves teamwork, and promotes diversity of thought, which can lead to more creative problem-solving and better decision-making. From a customer-service perspective, engagement boosts staff retention and motivation and improves internal communication which enhances service delivery. From a recruitment standpoint, a positive work environment strengthens OED's reputation, both internally and externally, and attracts top talent to the agency.

**Data Definition:** OED will use Gallup's Employee Engagement Survey for this measure. The survey consists of 12 questions that measures employee engagement:

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.





# IMPLEMENTATION AND MONITORING

OED’s four agency success measures reflect how the agency will support its overarching mission and priorities. Over the next few months, OED division leaders will work with their teams to finalize their measures, address data gaps, and develop operational plans that identify how their divisions will support the plan. OED will establish project teams to support accountability and clarity in how the agency will collaborate to improve on success measures. The agency will capture baseline data and devise methods to create composite scores and identify timelines for implementation. Initiatives will be staggered across the plan timeframe to ensure successful and responsible allocation of time and resources. Plan implementation will not begin until 2025, when OED’s current strategic plan ends.

Agency leaders oversee progress on the plan through regular quarterly review meetings. These meetings provide a venue to collaborate on problems and prioritize projects. They also help the agency promote transparency, discuss performance measures openly, celebrate achievements, and set the stage for improvement. OED will provide quarterly updates to staff and regularly solicit input from staff and customers. The agency will publish annual reports on its website to share progress with interested parties. OED may adjust strategies, data definitions, and team-level measures to keep improving on OED’s mission to serve Oregonians.

## Five Steps in OED’s Strategic Planning Process



# APPENDIX

## KEY OBJECTIVES AND INITIATIVES

This section includes more detailed descriptions of OED's strategic plan initiatives. Initiatives that align with the agency's Diversity, Equity, and Inclusion Plan are marked with an asterisk (\*) and those aligned with OED's Information Technology Strategic Plan are marked with a plus sign (+).

### *Goal 1: Continually Advance Our Partnerships and Systems to Improve Customer Service and Accessibility*

#### Customer Service Initiatives

##### CS 1 Objective: Modernize Systems

**CS 1.1 Initiative:** Stabilize Frances integration+

**Description:** Continue to support groups engaged in stabilizing the integration of Frances and developing a common understanding of data needs and uses across OED programs. The agency will advance a systematic approach to ongoing support, maintenance, and evolution of technology to continuously improve on service.

**Executive Sponsor:** Modernization Director and Chief Information Officer

**CS 1.2 Initiative:** Modernize Workforce Operations system+

**Description:** OED is modernizing its Labor Exchange and Case Management system for specific agency-administered programs. The agency will implement a robust, scalable, and user-centric platform that improves business processes and provides access to real-time data and analytics to measure outcomes and achieve program goals. The project aims to facilitate a smooth transition for customers, program staff, and partners, maximizing the system's adoption and utilization.

**Executive Sponsor:** Modernization Director and Workforce Operations Director

##### CS 2 Objective: Increase Outreach and Accessibility

**CS 2.1 Initiative:** Improve outreach and partnerships\*

**Description:** Continue to tailor outreach strategies and develop partnerships to foster inclusion, accessibility, customer-centric policies, and innovations in strategic communications. Think holistically and innovatively to coordinate resources and develop partnerships to further the Governor's goals, which include increasing housing production, improving early education outcomes, and increasing access to behavioral health services.

**Executive Sponsor:** Director of Equity and Inclusion and Communications Director

**CS 2.2 Initiative:** Outreach to Oregon tribes\*

**Description:** Strengthen consultation with Oregon tribes and ensure members have access to employment opportunities and support services. Respect sovereignty, foster collaboration, and create pathways for meaningful employment and economic empowerment within Oregon's tribal communities.

**Executive Sponsor:** Director of Equity and Inclusion

### **CS 3 Objective: Improve Performance**

**CS 3.1 Initiative:** Track and improve key program processes

**Description:** This represents a set of projects to improve key agency processes. The agency will collect data and metrics that will increase understanding of the customer journey, track progress, and enhance cross-divisional collaboration. OED will implement process improvements, develop workgroups to address complex issues, and create feedback loops to support the plan-do-study-act cycle of continuous improvement at the agency.

**Executive Sponsors:** Agency Director and Director of Workforce and Economic Research

**Division-Specific Sponsors:** Directors of Unemployment Insurance, Paid Leave, Contributions and Recovery, and Workforce Operations

**CS 3.2 Initiative:** Develop a more customer-focused phone system+

**Description:** This initiative focuses on reviewing our agency's current phone systems to improve call handling, workflows, data, cross-divisional routing systems, and the overall customer experience. System data and customer feedback will be collected and analyzed to identify gaps and issue areas. OED will track metrics, implement solutions, and collaborate to increase the overall customer experience.

**Executive Sponsor:** Agency Director and Director of Workforce and Economic Research

**Division-Specific Sponsors:** Directors of Unemployment Insurance, Paid Leave, Contributions and Recovery, and Workforce Operations

## ***Goal 2: Implement a Framework for Organizational Improvement to Increase Efficiency and Effectiveness***

### **Organizational Improvement Initiatives**

#### **OI 1 Objective: Implement an Improvement Framework**

**OI 1.1 Initiative:** Align agency metrics

**Description:** OED seeks to align metrics and reporting across the agency, starting with divisions, then sections, units, and eventually all other team levels. This effort enhances clarity both vertically and horizontally across the agency, ensuring staff understand how they contribute to OED's mission. Team-level metrics enhance transparency and support staff ownership of measures. In conjunction with training, support, staff feedback, and implementing a culture of continuous improvement and learning, OED aims to empower employees at every level to improve performance in their teams.

**Executive Sponsor:** Agency Deputy Director

**OI 1.2 Initiative:** Quarterly review meetings

**Description:** Agency leaders will assess progress, discuss challenges, and identify opportunities for collaboration in quarterly review meetings that center around OED's progress on agency success measures. By implementing regular check-ins and dedicating time to support systems thinking, OED will improve data-driven decision making, collaboration, and ultimately increase customer service and staff engagement.

**Executive Sponsor:** Agency Director

**OI 1.3 Initiative:** Implement a new agency intranet+

**Description:** This project will support internal communication and knowledge sharing. OED will implement a user-friendly platform with customizable features, intuitive navigation, and robust search capabilities to enhance employee access to information.

**Executive Sponsor:** Communications Director

## **OI 2 Objective: Ensure Strategic and Operational Continuity**

**OI 2.1 Initiative:** Renew agency Continuity of Operations Plan

**Description:** OED will update protocols for maintaining essential functions during emergencies to enhance resilience and fulfill the agency's commitment to customers in times of need. The agency will work together to identify any new risks and potential vulnerabilities and develop strategies to mitigate them.

**Executive Sponsor:** Chief Financial Officer

**OI 2.2 Initiative:** Implement and update agency succession plan

**Description:** OED will provide targeted training, mentorship, and career development opportunities to support more seamless transitions into agency leadership roles. The agency will annually update the plan and report on progress to ensure the sustained delivery of essential services to customers.

**Executive Sponsor:** Human Resources Director

**OI 2.3 Initiative:** Support audit accountability

**Description:** OED will ensure that federal, Secretary of State, cybersecurity, and internal audit findings are resolved within the identified target date. The agency will develop corrective action plans and implement remedial measures to enhance internal controls, document processes, and support compliance monitoring to strengthen accountability and meet OED's regulatory requirements.

**Executive Sponsor:** Agency Deputy Director

## ***Goal 3: Foster an Inclusive and Fair Work Environment where Employees Feel Valued and Supported***

### **Initiatives to Ensure Staff Feel Valued and Supported**

## **SE 1 Objective: Provide Staff Resource Needs**

**SE 1.1 Initiative:** Support process improvement in Shared Services

**Description:** This is a set of projects that focuses on enhancing performance and streamlining processes across OED's shared service divisions. The agency will identify areas where improvements are needed and implement solutions. OED will improve internal processes to ensure staff have what they need to be successful.

**Executive Sponsor:** Agency Deputy Director

**Division-Specific Executive Sponsor:** Chief Financial Officer, Chief Information Officer, Human Resources Director

**SE 1.2 Initiative:** Establish a Learning and Development Committee\*

**Description:** OED is committed to investing in employee success and ensuring staff have the knowledge and skills to excel in their roles. The agency will develop a committee of OED trainers to identify learning needs and help develop an agency talent map. The committee will recommend training programs and development opportunities\* that support equitable and accessible staff growth and ensures the agency has the right skills to support its strategic goals. \* *This may include establishing communities of practice, ensuring meaningful employee check-ins, increasing staff cross-training, and supporting succession plan implementation.*

**Executive Sponsor:** Human Resources Director

**SE 1.3 Initiative:** Adopt an Enterprise IT Service Management System+

**Description:** OED will select and implement an internal ticketing system to centralize service requests, automate workflows, and enable faster response times. The system will provide greater transparency, accountability, and data to support more efficient internal operations that ensure staff have the resources they need to do their work.

**Executive Sponsor:** Chief Information Officer

## **SE 2 Objective: Develop an Inclusive and Supportive Workplace**

**SE 2.1 Initiative:** Develop and implement Diversity, Equity and Inclusion, and Affirmative Action plans\*

**Description:** OED will assess data and practices, identify areas for improvement, and establish goals to foster a more inclusive and equitable workplace. This may include implementing staff training, changing recruitment strategies to support more outreach and marketing, and recommending hiring and promotion policies that support fair representation and advancement opportunities for all staff.

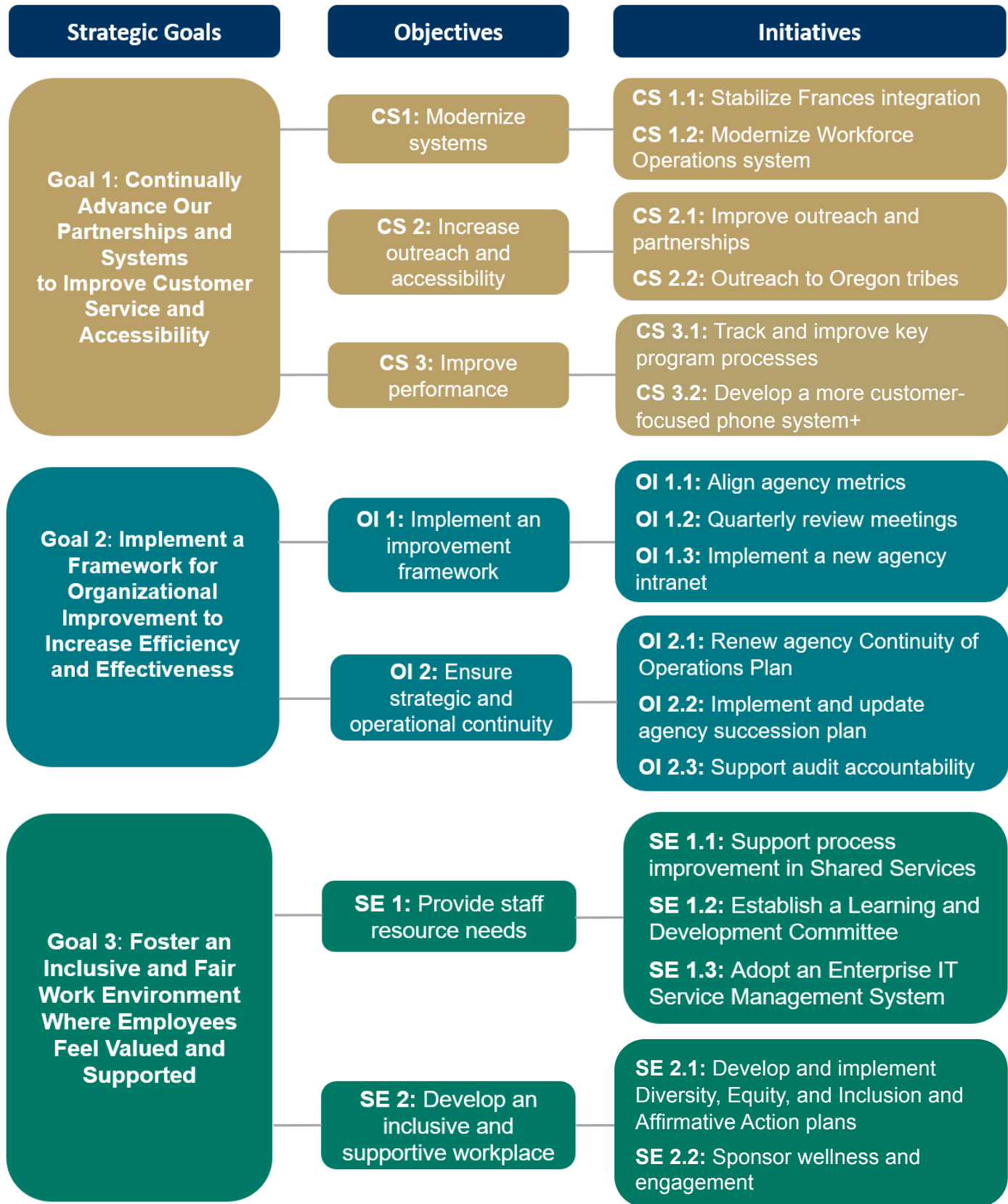
**Executive Sponsor:** Director of Equity and Inclusion

**SE 2.2 Initiative:** Sponsor wellness and engagement

**Description:** OED's Wellness Committee will continue to implement a range of initiatives to cultivate a positive and supportive culture committed to employee wellness and health. The agency will also develop initiatives aimed to foster a more inclusive, supportive, and collaborative workplace. This includes implementing feedback channels, development opportunities, and staff recognition practices. By enhancing employee well-being and participation, OED aims to improve job satisfaction, retention, and overall agency performance.

**Executive Sponsor:** Human Resources Director

# OREGON EMPLOYMENT DEPARTMENT 2025-2029 STRATEGIC GOALS, OBJECTIVES, AND INITIATIVES



# OREGON EMPLOYMENT DEPARTMENT

## AGENCY PESTLE ANALYSIS

A PESTLE analysis is a strategic tool used to understand the external factors affecting an organization. PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental factors. For this analysis, OED collected staff input to guide decisions and identify risks beyond its control. Key factors are identified below:

### Political Factors

- ↪ Government policies and regulations affecting agency programs and divisions
- ↪ Upcoming elections that can impact the stability of the program policies and priorities
- ↪ Governor's office and legislative influence on OED program policies and funds
- ↪ Negative media exposure related to issues with timeliness of service in key programs

### Economic Factors

- ↪ Economic conditions affecting unemployment rates and the financial health of the Unemployment Insurance and Paid Leave funds
- ↪ Inflation and its effects on benefit amounts and program sustainability
- ↪ Inadequate federal funding for key programs

### Social Factors

- ↪ Demographic trends affecting the number of claims in Unemployment Insurance and Paid Leave Oregon, or influence workforce development programs
- ↪ Public perception and awareness of OED workforce and business programs
- ↪ Media, customer habits, and cultural shifts

### Technological Factors

- ↪ Technological advancements that may impact how the agency serves customers
- ↪ Increased need for robust cybersecurity measures to protect sensitive employment and payroll data and information

### Legal Factors

- ↪ Compliance with labor laws and regulations governing unemployment benefits
- ↪ Legal challenges affecting program operations and public confidence in the agency – possibly impacting program utilization and compliance with payroll contributions
- ↪ Immigration policy changes that may impact the number of workers and potentially alter the demand for workforce operations and support services, or unemployment rates

## Environmental Factors

- ↪ Natural disasters affecting unemployment rates and Paid Leave claim rates.
- ↪ Possible disruption to employment and payroll systems
- ↪ Potential for emergency workforce programs

# AGENCY STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

OED gathered feedback from some of its staff and diverse partners to improve how it meets its customer (both internal and external) needs. These insights shaped the agency's goals, objectives, and project planning. Here are the key results of the analysis:

## Strengths

- ↪ Investment in modernized agency systems
- ↪ Access to government resources and funding for program support
- ↪ Knowledgeable and dedicated staff committed to the agency's mission
- ↪ Commitment and integration of DEI values into the agency
- ↪ Strong agency leadership
- ↪ Continuous improvement culture that allows for learning, adaptation, and growth

## Weaknesses

- ↪ Large backlog of work in some OED programs
- ↪ Limited funds for staffing needs across the agency
- ↪ Restrictions due to government regulations and budget constraints
- ↪ Challenges with implementing new systems and training staff
- ↪ Tendency to react rather than plan for unexpected risks
- ↪ Staff burnout and managerial challenges in creating a positive work environment in some divisions and teams
- ↪ Long-term stress on the agency over the past 4 years contributes to burn out
- ↪ Persistent resistance to change and linear thinking for some areas of the agency
- ↪ Negative media coverage and public opinion can be disheartening
- ↪ Silos between divisions hinder collaboration, understanding between programs, and working together to solve problems



## Opportunities

- ↪ Consistent agency-wide systems training support
- ↪ Collaboration to prioritize system enhancements to meet agency needs
- ↪ Understand and document data needs and uses across the agency
- ↪ Ensure staff have adequate training and set expectations for customer service levels and quality across the agency
- ↪ Leverage media coverage for distributing labor market information
- ↪ Efficiencies in our modernized IT system
- ↪ Dedicated staff committed to the agency's mission and their team goals
- ↪ New resource to support projects that improve agency performance
- ↪ Integration of advanced technologies for streamlined claim processing
- ↪ Leveraging feedback from customers, partners, and staff to enhance services

## Threats

- ↪ Staff not using Frances system as intended, affecting data needs across the agency
- ↪ Staff burnout (could include some front-line staff and managers, but other staff as well)
- ↪ Some managers who may need more training and experience in coaching staff
- ↪ Ensuring we have the right skills to meet our strategic goals
- ↪ Not enough staff to support new and emerging issues
- ↪ Existing IT skillsets or knowledge that are not aligned with new system needs
- ↪ Weak or insufficient transition planning for new system implementation
- ↪ No time to plan for the logical long-term consequences of the decisions made today
- ↪ Potential unforeseen problems with the integrated Frances system
- ↪ Economic downturn increasing demand for unemployment benefits
- ↪ Changing political landscape affecting funding and policy decisions
- ↪ Cybersecurity threats risking the security of sensitive information, data, and benefit funds
- ↪ Lack of adequate time to properly stabilize new technology systems, programs, and organizational units

**Need help?**

The Oregon Employment Department (OED) is an equal opportunity agency. OED provides free help so you can use our services. Some examples are sign language and spoken-language interpreters, written materials in other languages, large print, audio, and other formats. To get help, please call 503-947-1444. TTY users call 711. You can also send an email to [communications@employ.oregon.gov](mailto:communications@employ.oregon.gov).

**¿Necesita ayuda?**

El Departamento de Empleo de Oregon (OED) es una agencia de igualdad de oportunidades. El OED proporciona ayuda gratuita para que usted pueda utilizar nuestros servicios. Algunos ejemplos son intérpretes de lengua de señas e idiomas hablados, materiales escritos en otros idiomas, letra grande, audio y otros formatos. Para obtener ayuda, por favor llame al 503-947-1444. Usuarios de TTY pueden llamar al 711. También puede enviar un correo electrónico a [communications@employ.oregon.gov](mailto:communications@employ.oregon.gov).

**Employment.oregon.gov**  
EDPUB231 (0225)