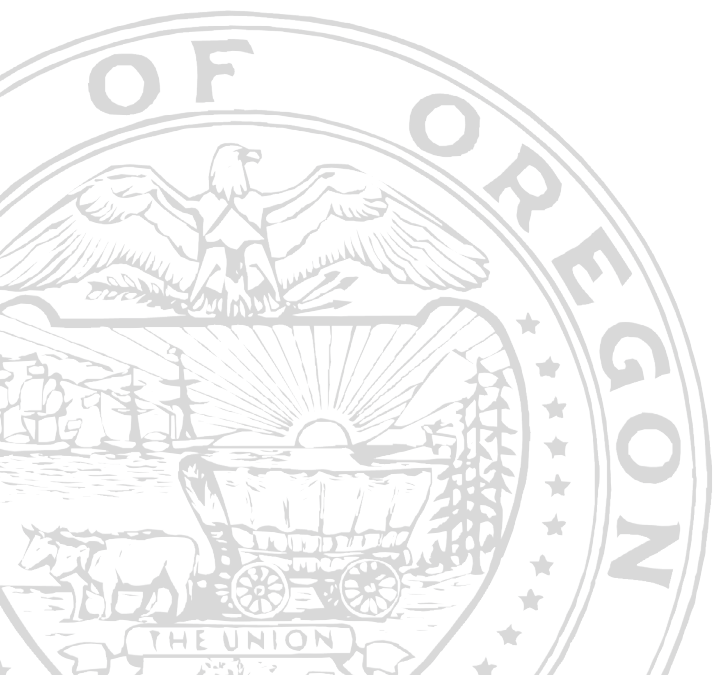


AFFIRMATIVE ACTION PLAN 2023-2025



SUPPORT BUSINESS | PROMOTE EMPLOYMENT

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DIRECTOR'S LETTER



Oregon

Tina Kotek, Governor

Employment Department

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I am honored to share the Oregon Employment Department's Affirmative Action Plan for the 2023-2025 biennium. We have many successes to celebrate from the 2021-2023 biennium and much work still ahead of us. Our goals and strategies are both ambitious and necessary for us to become an inclusive and anti-racist organization, where every employee feels respected and their identity does not determine their outcome.

Our agency values of respect, integrity, and community, as well as the State of Oregon Diversity, Equity and Inclusion Action Plan, charge us to be determined and creative in pushing this work forward, even as it requires examining and changing our structures, policies, budget processes, and other systems. As a result, our agency's affirmative action and equity and inclusion work are rapidly increasing in depth and breadth, and we are making bold and intentional investments to support this critical body of work. I look forward to sharing our future accomplishments as we move this work forward.

I would also like to thank the hundreds of agency employees whose feedback has contributed to this plan. I am proud to work in community with all of you. Thank you for all that you do for our state and your dedication to advancing equity, inclusion, and affirmative action. I know that together, we are making incredible progress in advancing our vision of an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.

Sincerely,

David Gerstenfeld

VISION AND MISSION

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

The mission of the Oregon Employment Department is to *support business and promote employment*. We deliver our services in more than 40 locations in Oregon and we accomplish our mission by:

- Supporting Oregonians and communities during times of underemployment by providing unemployment benefits and stabilizing economic forces.
- Serving businesses by recruiting and referring the best-qualified applicants to jobs and providing resources to a cross-section of job seekers in support of their employment needs.
- Developing and distributing a quality workforce and economic information to promote informed decisions.
- Providing paid family and medical leave insurance benefits that are accessible to all and help Oregon employers and workers maintain quality of life, economic stability, and peace of mind.

PROGRAMS

We carry out our mission through our Paid Leave Oregon, Unemployment Insurance, Workforce and Economic Research, and Workforce Operations programs. Our agency programs are guided and supported by Administrative Business Services, Communications, Director's Office, Equity and Inclusion, Human Resources, IT Services, and Modernization.

Paid Leave Oregon

We provide eligible individuals with paid time off from work to care for and bond with a child during the first year of the child's birth or arrival through adoption or foster care. This essential program also allows individuals to care for a family member who has a serious health condition; to recover from an individual's serious health condition; and to take leave because of domestic violence, stalking, sexual assault, or harassment (safe leave).

Unemployment Insurance

We administer unemployment insurance benefits that provide temporary, partial wage replacement for workers who are unemployed through no fault of their own. This income helps the displaced worker and helps stabilize the economy in local communities that are experiencing high unemployment during economic downturns.

We also help businesses fill vacancies during economic downturns through our state and federal partners. Our partnership with the U.S. Department of Labor allows us to administer unemployment insurance benefit programs, federal extensions, and other specialized benefit programs. Our state partners allow us to help businesses preserve their trained workforce and allow displaced workers to enter back into the workforce through these benefit programs.

Workforce and Economic Research

We collect, estimate, analyze, publish, and distribute employment-related economic information to a variety of customers to help them make decisions. Oregon's tribal governments are among the agency's list of primary customers, as well as private businesses, people who are unemployed or otherwise seeking jobs, state and local workforce boards, elected officials and other policymakers, education and training entities, students, government agencies, and news media. Information from the agency helps customers understand current and future workforce trends and economic conditions. We regularly post economic and workforce information on [QualityInfo.org](https://www.qualityinfo.org).

Workforce Operations

We help Oregon grow a robust economy by customizing local workforce services that help the community and solving challenges of the workforce with recruitment, hiring, retention, promotion, and training. We also assist businesses in securing federal tax credits and offset training costs for hiring specific populations such as people receiving public assistance, people with disabilities, veterans, and those who have been unemployed longer than six months.

Through a collaborative, customer-centric service delivery model, we work with partner agencies and organizations to assess and improve the job-readiness of candidates, including teaching them job-search skills and coaching them on job-search strategies, options, and expectations. Our primary partners include regional and local training providers (Workforce Innovation and Opportunity Act Title I), Workforce and Talent Development Board, Local Workforce Development Boards, Office of Workforce Investments (an interagency partnership between the Higher Education Coordinating Commission and the Oregon Employment Department), Department of Human Services' Self-Sufficiency and Vocational Rehabilitation programs, Commission for the Blind, Oregon's 17 independent community colleges, and local economic development organizations.

VALUES, OPERATING PRINCIPLES, AND STRATEGIC GOALS

The Oregon Employment Department's values and ways of conducting business are crucial to the success of our programs and the entire workforce system. The Oregon Employment Department commits to the following values in our work with customers, partners, tribal governments, and other interested parties:

Integrity

We are trusted to keep our word, always acting with honesty and courage.

Respect

We value diverse perspectives, assume good intent, and act with compassion.

Community

We foster a sense of belonging for our employees, partners, and customers, creating positive impacts where we live and work.

Our work is guided by the following operating principles:

- We are conscientious stewards of public resources.
- We are accountable for our actions and we admit when we are wrong.
- We are inclusive and transparent in our decision-making.
- We seek out and form effective alliances to address community needs.
- We promote a positive, safe, and learning environment.
- We work hard, and we're not afraid to laugh.

Our strategic goals are to:

- Continually advance our partnerships and systems to provide innovative services to Oregon’s diverse people and businesses.
- Engage with communities across the state to maximize awareness and use of public workforce resources.
- Foster an inclusive and fair work environment where employees feel valued and supported in reaching their full potential.
- Invite and retain talented, diverse people to help us exceed our customers’ expectations.

KEY AFFIRMATIVE ACTION CONTACTS:

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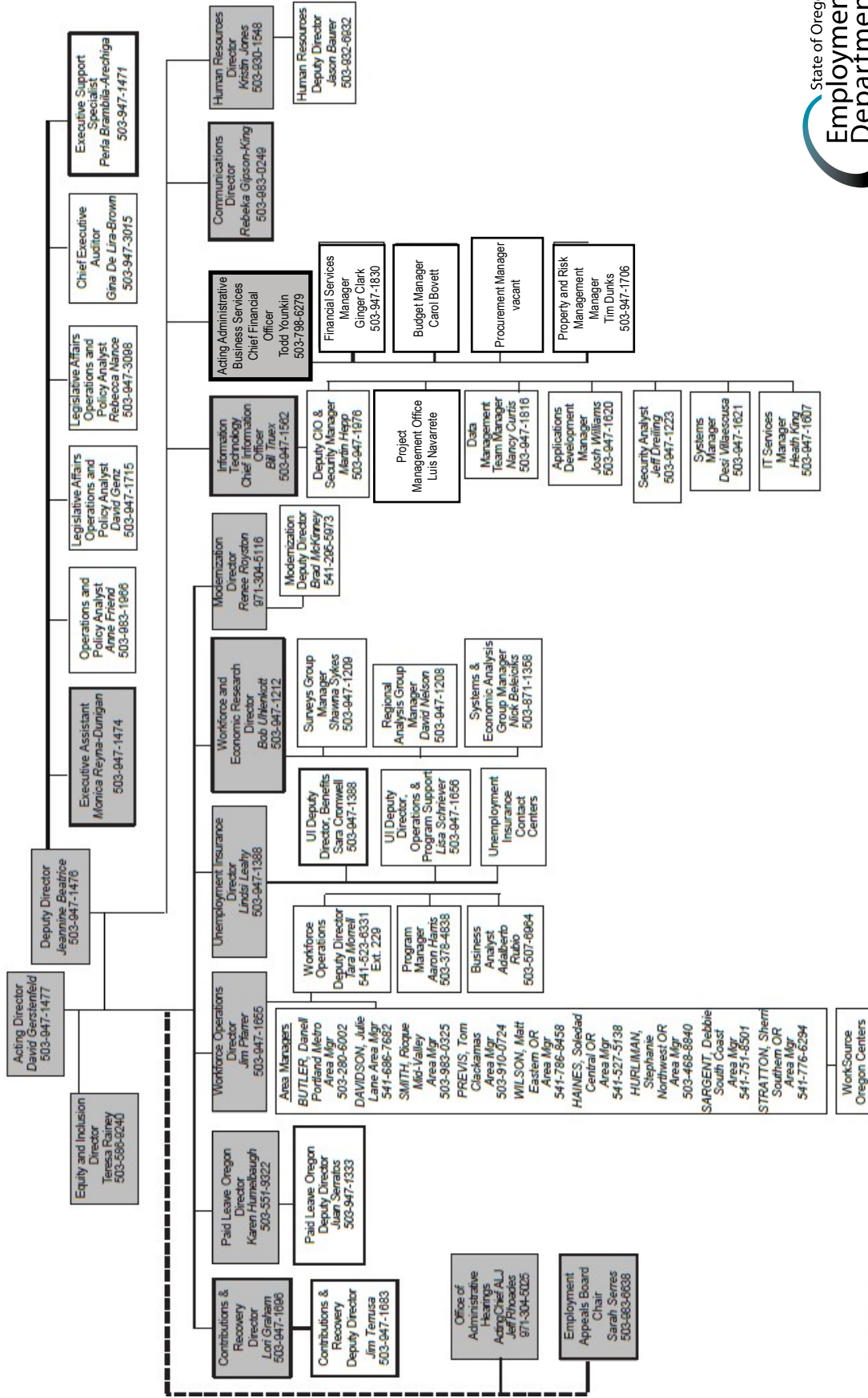
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Oregon Employment Department Management Organization Chart

November 1, 2022



Executive Team Members are shaded grey.



Oregon Employment Department Organization Chart

ED PUB 11

AFFIRMATIVE ACTION POLICY STATEMENT

We are committed to achieving a workforce that represents the diversity of Oregon's communities and providing our employees and customers with fair and equal employment opportunities. We strive to offer equal employment opportunities to all applicants and employees by making non-discriminatory employment-related decisions. All of our employment practices comply with the state's Affirmative Action Guidelines and state and federal laws for all protected classes.

Protected classes under federal or state law include race; color; national origin; sex (includes pregnancy-related conditions); religion; age (18 and older); physical or mental disability; marital status; family relationship; sexual orientation; gender identity; whistleblower; expunged juvenile record; injured worker; a person who uses leave covered by the federal Family and Medical Leave Act, Oregon Family Leave Act, or Paid Leave Oregon; a person who uses military leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint, or testifies about violations or possible violations; and any other protected class as defined by federal or state law.

We will implement an affirmative action plan and make it widely known that equal employment opportunities are available based on individual merit.

We will survey and analyze our workforce on an annual basis to determine what steps, if any, are needed to promote this equal employment policy effectively and to redress prior discrimination, if any, by programs against protected groups. We believe this annual survey will ensure nondiscrimination in all of our employment actions and create a supportive environment for qualified workers of all backgrounds.

The objectives of this policy are to:

- Include and recognize the uniqueness of qualified people of all abilities and all protected groups in the agency and all workplaces throughout Oregon.
- Create an environment that fosters open communication about differences and empowers each individual to do their best work in serving Oregonians and Oregon businesses.
- Aim to hire, promote, and retain qualified members of protected groups in all job categories at rates that mirror the larger workforce hiring rates.
- Identify and remedy employment practices that treat employees differently or have negative impacts on members of protected groups.
- Engage outreach efforts to recruit and improve job retention for qualified members of protected groups, ensuring the non-discriminatory promotion of jobs.
- Monitor progress in recruitment, hiring, promotion, transfer, and retention of qualified members of protected groups in all job categories.
- Ensure that our employees are not discriminating against one another, customers, partners, or other interested parties.
- Facilitate cultural intelligence of our employees to provide a supportive environment for qualified workers of all backgrounds and to improve services to the diverse communities we serve.

You can find our affirmative action policy on our website, intranet, and in high-traffic areas at every agency worksite.

AGENCY DIVERSITY AND INCLUSION 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 victim of domestic violence, harassment, sexual assault, or stalking. This policy 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 agency's diversity and inclusion statement is posted on the agency's public website and in every posted recruitment. The statement also is included in the all-staff emails sent by the agency's Equity and Inclusion Council and is the first paragraph of the council's charter, which is posted on the agency intranet.

TRAINING, EDUCATION, AND DEVELOPMENT PLAN

The Oregon Employment Department provides a robust selection of required and optional training, education, and development activities focused on equity, diversity, and inclusion for our employees and interns. The agency does not host volunteers but provides access to agency trainings for contractors and vendors as needed. See the Required Diversity Presentations, Training, or Activities and Optional Diversity Presentations, Training, or Activities sections for more details.

PROGRAMS

Internship Program

Although the agency does not have a formal internship program, individual managers may recruit interns from veterans' programs, community colleges, tribes, and vocational rehabilitation. Interns may subsequently compete for and obtain permanent, fulltime positions at the agency.

Mentorship Programs

As the agency does not have a formal mentorship program, establishing such a program is a goal for the 2021-2023 Affirmative Action Plan. More details are in the July 1, 2021 – June 30, 2023 Accomplishments and Progress section.

Community Outreach Programs

Our divisions conduct extensive community outreach to ensure our services are known and available to all Oregonians. Below is information from each customer-facing division on their recent outreach work.

Workforce Operations

Our Workforce Operations Division engages with job seekers across the state at over 35 WorkSource centers to connect them with potential employers, including our own hiring managers recruiting for agency positions. Our centers accept walk-ins and also provide an online scheduling tool for both in-person and virtual appointments. Our website at worksourceoregon.org has been professionally translated into 11 languages, following the agency's Language Access Procedure and Equity Framework. Our website is accessible in Spanish, Russian, Simplified Chinese, Traditional Chinese, Amharic, Vietnamese, Somali, Farsi, Korean, Arabic, and Lao. Our centers employ a high number of bilingual employees and are trained in working with customers with disabilities to ensure equitable access to our services.

In **Multnomah and Washington counties**, WorkSource supports a multitude of business, adult, youth, and community investments. We target services to low-income, underserved, Black, Indigenous, and other communities of color. This is in alignment with the local workforce development boards' strategies and initiatives. We collaborate with WorkSource partners who receive Future Ready funding; partner with TriMet to enroll community members in the Low Income Fare Program; reach out to the Allied Partner Network with over 20 community-based organizations, and play an active role in the Economic Opportunity Program that serves the most vulnerable populations in the Portland area. We provide weekly outreach to inmates at Inverness Multnomah County Jail where we provide re-entry employment workshops.

In **Clackamas County**, we are focused on increasing and maintaining community outreach efforts to all job seekers in the county. Through community collaborations, we have developed engagement strategies and goals that ensure continuity in services and overall economic growth in Clackamas County. We are focused on finding proactive and valuable employment pathways that we can customize to meet individual needs. We are committed to improving equitable outcomes, closing employment skill gaps, prioritizing underserved communities, increasing accessibility, and facilitating future connectivity opportunities for our transitional services.

We are reaching out to our populations through mail, phone, and various social media platforms to promote services and resources such as statewide employment grants, partner programs, agency programs, and hiring incentives with a focus on those populations who are historically underrepresented. By using the filters in the iMatchSkills job match system, we can target job openings specific to the eligibility and availability of the job seeker. Currently, the primary requests and needs from job seekers continue to center around transportation, training, and employment resources with the majority of these needs being resolved through the SNAP (Supplemental Nutrition Assistance Program) Training and Employment Program (STEP).

We also continue to intensify our collaborations with our current Workforce and Community Partner Networks to promote and connect target communities with equitable employment opportunities, services, and resources through a warm handoff referral process and encourage integrated one-on-one service interactions for current and future individualized service delivery success.

Examples of target populations and community outreach partners and programs in Clackamas County:

- Veteran services: employment resources, support services, education and training opportunities, and screening for Disabled Veterans'
 - Outreach Program eligible case-management
 - Partners and programs: SNAP Training and Employment Program; Regional Business Services; Clackamas Community College; Veterans Village; Oxford House; Children, Family, & Community Connections – Clackamas County
- Re-entry services: employment resources, support services, and education and training opportunities for those formerly incarcerated or in long-term recovery
 - Partners and programs: Children and Family Community Connections of Clackamas County, Oxford House, Bridges to Change, SNAP Training and Employment Program, Clean Slate Expungement Clinic, Regional Business Services, Clackamas Community College
- Rapid response: supporting affected workers and businesses during reported layoffs
 - Partners and programs: Trade Act, Unemployment Insurance Program, Clackamas Community College, Regional Business Services, SNAP Training and Employment Program
- Adult and dislocated worker programs: bolster support and communicate training grant funding of unemployed dislocated workers
 - Partners and programs: SNAP Training and Employment Program, Trade Act, Regional Business Services, Migrant Seasonal Farmworker outreach, Clackamas Community College

- Youth and young adults: workforce training and work experience opportunities
 - Partners and programs: C-Tech, Job Corp., Clackamas Scholars, Oregon Bureau of Labor and Industries Apprenticeships, Oregon Tradeswomen, Regional Business Services
- Tribal employment assistance
 - Confederated Tribes of Grand Ronde, Portland office

In **Josephine and Jackson counties**, our goal is to reach diverse populations in our community outreach efforts, and we use a variety of platforms to communicate with our target populations of veterans, Latino/a/x populations including youth and older workers, SNAP and Temporary Assistance for Needy Families (TANF recipients, people living in rural areas, and people who have low incomes.

We distribute information through social media, including sharing posts with community groups to expand our reach. We also have multiple email distribution lists to send information to community partners and job seekers. We also advertise our outreach events through the Grants Pass and Medford Chambers, and we post special news to their websites.

Our Workforce Development Board has additional social media platforms, including Facebook, Instagram, and YouTube. We share news, events, and information as well as success stories and employer testimonials. They also have a webpage targeted to job seekers that focuses on underserved sectors, outreach events, success stories, and career planning tools and an employer webpage with a corresponding LinkedIn group, Rogue Business Connections.

We also have access to the state bulk email distribution system, GovDelivery, with a database of approximately 1,100 job seekers we use to send out information on special events and special training opportunities. We also publish a monthly calendar in English and Spanish to display in our office and share with partners and community-based organizations.

In terms of specific outreach tactics, our Migrant Seasonal Farmworker representatives distribute information about our services to businesses with a high proportion of Hispanic and Latino/a/x visitors including churches, laundromats, stores, and private businesses. We hold a monthly Latino/a/x workgroup that includes all of our bilingual staff, community partners, and workforce board to identify partnership opportunities and outreach strategies. We are working with Unete to facilitate focus groups with different Latino/a/x populations to get their feedback on needs, access challenges, and interests.

We also participate in events for individuals in recovery, including the Josephine County Recovery Fair. We work with justice involved organizations such as Recovery Café, Golden Rule, etc. and are scheduled to host an employment workshop at Josephine County targeting justice-involved Oregonians. Our staff are preparing to spend at least half a day with local probation and parole services to assist individuals transitioning back to our communities. Our Disabled Veterans' Outreach Program staff also participate in Veteran service events such as Stand-downs and provide services at Veterans Affairs centers. Other community events we participate in include the Careers in Gear Annual Event, Multi-Cultural Fair, and Juneteenth celebrations.

We also work closely with our highschoools, Unete, and Rogue Community College to reach the young adults, graduating seniors, and educators to share our resources and information. We have school superintendents on our workforce board and coordinate with them regularly on career pathways and getting students registered for our services.

In **Klamath County**, our outreach teams including those from our Disabled Veterans' Outreach Program and our Migrant Seasonal Farmworker outreach workers, are reaching out to Klamath Community College, the county jail, Oregon Tech, and the Klamath Tribes. In **Deschutes County**, we have established open office hours in our Prineville office one day a week to reach more rural Oregonians and plan to do more outreach in Bend, Redmond, LaPine, and Madras. We also place flyers in the local Oregon Department of Human Services (ODHS) offices and participate in their staff meetings to increase our reach. Our bilingual employees attended an event with the Mexican consulate to share information about our services.

In **Wasco County**, we have been unable to engage in meaningful community outreach due to limited agency staffing for the past several months. Once fully staffed, we plan to participate in a community outreach effort for the South Wasco Connect. We will be targeting job seekers, students, and learners exploring next steps. We will be part of a panel discussion to present our available resources such as financial assistance and training. We will also have a booth for open-ended discussions, networking, and exploring opportunities. Our Migrant Seasonal Farmworker representative will be joining us to connect with migrant workers.

We are also reaching out to our partners Columbia Gorge Community College and Oregon Commission for the Blind. Our goal is to connect locally and regionally by going to communities where it may be difficult for students and residents to access economic and learning opportunities. We plan to survey rural community members and use their feedback to improve our services.

In **Marion, Polk, Yamhill, and Linn counties**, we have ongoing outreach based on specific programs' staff support. We are focusing on outreach to job seekers that otherwise have a barrier in connecting with our services, either by attending in-person or through a virtual appointment. For example, our Migrant Seasonal Farmworker representatives connect with migrant and seasonal farmworkers in places these workers work, live, and gather. Our representatives are required to be bilingual in Spanish, the language identified as most spoken in Oregon's farm and agriculture community. Our representatives provide materials in both English and Spanish and connect with language interpretation services when necessary. They work with an extensive partner network to connect workers to services including, but not limited to, food boxes, housing, legal aid, and medical assistance.

Our Disabled Veterans' Outreach Program representatives also provide outreach to veterans through networking and events such as Veterans Stand Downs. We have started our outreach efforts in Yamhill and Linn counties with agencies housing individuals and families who are experiencing houselessness. This is a coordinated effort with local community action agencies. Our team members are providing an overview of our services and encouraging attendees to come to the center. We are exploring partnering with local libraries to join the public in their community spaces. We are also planning a recurring orientation to our services with correctional facilities in Marion County and juvenile detention centers in Linn County.

Unemployment Insurance Program

The Oregon Employment Department is establishing an Equitable Access to Unemployment Insurance Unit to build relationships with Oregon's historically underserved communities, better understand access barriers faced by these communities, and promote equitable access to Unemployment Insurance Program services. This will build on our equity projects throughout the past biennium, such as professionally translating the division's website at unemployment.oregon.gov into the following 15 languages: Spanish, Simplified Chinese, Russian, Vietnamese, Romanian, Hmong, Khmer, Mien, Korean, Arabic, Farsi, Chuukese, Marshallese, Lao, and Somali. We are also contracting with multiple community-based organizations to conduct outreach in high-barrier communities.

The new Equitable Access to Unemployment Insurance Unit will focus on Native American, Black, African, African American, Latino/a/x, Hispanic, Asian, Pacific Islander, immigrant, refugee, asylum-seeker, linguistically diverse, economically disadvantaged, people with disabilities, LGBTQIA2S+, and farm and agriculture communities. The team will use the Governor's 2021 State of Oregon Diversity, Equity and Inclusion Action Plan, available unemployment insurance demographic data on potentially underserved populations, and recommendations from the agency's Equity and Inclusion Council and Equity and Inclusion Office to determine the focus of initial customer outreach efforts.

The unit will conduct outreach over an 18-month period in underserved communities throughout Oregon's nine workforce regions. They will partner with other state agencies working in underserved communities to leverage established relationships for outreach opportunities to increase underserved communities' knowledge of the unemployment system. The unit will also provide one-on-one guidance to help underserved communities navigate the unemployment insurance system. The unit will work with partner agencies to promote the use of the one-on-one guidance at outreach events. They will consider additional

barriers such as internet access when creating outreach tools to address the needs of people with disabilities or those who face a language barrier. The unit will tailor new outreach strategies to engage these communities and will use outside marketing consultants to help determine the best social media campaigns, marketing, and other avenues to reach underserved communities. Outreach events will be conducted in person and virtually.

The Equitable Access to Unemployment Insurance Unit will also compile qualitative and quantitative data in order to better identify, understand, and resolve access barriers. The findings will help the group focus on reducing systemic inequity. Our economists will conduct a historical analysis of unemployment insurance participation rates in underserved communities, identify program participation rates, and measure the effects of future outreach efforts. The agency will use the initial data analysis to establish a foundation for periodic analysis of participation rates in underserved communities. The new unit will work with the agency's Workforce and Economic Research Division to identify new methods for gathering demographic data to understand and resolve barriers to the unemployment insurance system to increase participation within underserved populations.

The data analysis will also help determine if the agency has correctly identified underserved communities and if those communities would benefit from future outreach efforts. The effort will also inform future policy decisions and ensure our programs are compliant with the law. Through this project, we will create reliable metrics to identify reciprocity rates in underserved communities, measure the impact of internal processes on underserved communities, and create methods to engage underserved communities to increase participation in the Unemployment Insurance program.

Paid Leave Oregon

In 2022, Paid Leave Oregon crafted a mission and vision in collaboration with staff and partners, including Oregon businesses and workers. Our mission is to provide people who work, own businesses, or run organizations in Oregon easy access to paid leave benefits so they have the support, resources, and peace of mind when it matters most. The vision of Paid Leave Oregon is a future Oregon where individuals, employers, and families - of every kind - have the time and support they need to care for themselves and their loved ones during life's most important moments.

Paid Leave Oregon is committed to putting equity at the forefront of the program. In alignment with the mission and vision, Paid Leave Oregon commits to providing support, time, and easy access to paid leave benefits regardless of race, ethnicity, gender, disability, language, or technology proficiency. Paid Leave Oregon is a statewide program, with a direct impact on a wide range of communities throughout the state. Paid Leave Oregon impacts every employee in Oregon and all Oregon employers, which means the program impacts people in rural and urban areas, as well as all racial and ethnic demographics, which also intersects disability, employment, and income.

Paid Leave Oregon is committed to transparency and accountability. Our program goal is to have resources available in written form in a minimum of five languages, and most materials are available in 12 languages. Paid Leave Oregon benefits all employers and employees but focuses on traditionally marginalized communities, including those facing generational poverty and those who have not been able to access paid time off previously. For example, national data show that paid leave benefits improve family well-being, which includes improved child health, improved mental health, and financial stability. It also shows that that Hispanic workers and non-Hispanic Black workers are less likely to have access to paid family and medical leave than are non-Hispanic White workers.

Paid Leave Oregon strives to ensure that as we build this program, we provide universal and equitable access. We made proposed budget shifts for the 2023-25 agency request budget based on input we heard during our community engagement sessions:

- Increased bilingual and bicultural staff as well as diversifying the geographic representation of staff. This includes dedicating full-time employees for language access, translation, transcreation, and customer service in the native language of our customers as well as understanding a variety of cultures, which reduces budget reliance on vendors.

- Lowering costs associated with outreach by using virtual meetings to connect with people in a safe and trusted place and at times that work for their schedules. We use trusted community partners and alternate formats to allow us to stretch our resources and lower costs.
- Increasing the budget to match our engagement efforts. This includes developing small, non-competitive agreements with community-based organizations to connect with historically underrepresented groups. Agreements will include food, childcare, interpreters, and staff time considerations.
- These costs will be added to the annual budget.

Paid Leave Oregon also responds to the needs of customers who request alternate formats such as materials in larger print or materials in languages outside of the standard 12 provided. The program delivers information through media outlets and multiple formats in order to reach a wide range of communities, with a trauma-informed, person-centered approach. This approach is significant for individuals who have experienced any level of trauma due to marginalization, violence, post-traumatic stress, and other structural factors. The program is also working with a vendor to help ensure messaging is delivered in plain language on the website, posters, and any other formats used for this purpose. A new website with content in 12 transcreated languages has a planned launch for winter 2022-2023.

Our hope is the processes we are currently enacting will help mitigate some of these structural barriers, and the measures we are creating will help measure success and identify barriers. The Paid Leave Oregon outreach and engagement team, currently a team of seven, began presentations for employers and employees in Oregon in June of 2022 with *weekly Community Conversations about Paid Leave Oregon* in English and Spanish, with American Sign Language (ASL) interpretation. These events, currently held three times a week and in conjunction with a monthly bulletin led by our Communications team, have elicited presentation requests from a wide variety of constituents. We have currently connected with over 2,500 participants. We make sure to schedule events on evenings and weekends to reduce barriers to Oregonians who work daytime hours.

The outreach and engagement team is geographically diverse, with staff in the Mid-Willamette Valley, Tri-County, Central Oregon (Redmond), Eastern Oregon (Hermiston and Ontario), and Southern Oregon (Klamath Falls). Half of the staff are bilingual in English and Spanish.

Our team utilizes a variety of strategies and tactics to outreach to the community, including offering presentations, town halls, recorded videos, meetings, and other virtual or in-person formats in multiple languages. We also have vendor tables at outreach fairs, cultural celebrations, back-to-school events, awareness month events, and conferences.

In addition to reaching out to businesses, labor unions, and other constituents, our outreach and engagement efforts are focused on investing in relationships with particular attention to disability, income, race, ethnicity, culture, gender, gender identity, employment status, education level, geographic location, access to technology, and justice system involvement. Our engagement strategy involves warm handoffs with trusted partners, followed by virtual or in-person meetings, presentations, town-halls, and community gatherings.

Audiences include all of the following plus others.

- Employers
- Employees
- Independent contractors
- Self-employed individuals
- Tribal governments
- Local and state government

- Unions
- Nonprofits
- Professional associations
- Chambers of commerce
- Black, indigenous, and people of color
- Immigrants and refugees
- Women
- LGBTQIA2S+
- Culturally specific and culturally responsive service providers
- Farm and agricultural workers
- Sex workers and people in the adult entertainment industry
- People experiencing or at risk of homelessness
- Sexual assault, domestic violence, harassment, and stalking prevention and intervention service providers
- Child abuse prevention and intervention service providers
- Elder abuse prevention and intervention service providers
- People with disabilities, including disability organizations and advocacy groups
- People experiencing mental health concerns or addiction
- K-12 and higher education
- Healthcare (community health workers, promotoras, sexual assault nurse examiners, clinics, applications assistants)
- Oregon Forest Resources Institute
- Oregon Farm Bureau
- Oregon Forest & Industries Council
- Senior and Disability Services (by county or region)
- Small Business Development Center Network
- Oregon Economic Development Association
- Oregon Business Council
- Faith-based groups or religious minority groups
- Veterans
- Rural Communities
- Media
- Legislature

Modernization

Modernization has been primarily focused on employers who use the Oregon Employment Department systems to file their combined payroll reports. Our team sought input from a cross-section of employers representing small and women-owned businesses, tribal governments, large employers, third-party administrators, our partner agencies, and various advisory groups to inform Frances Online, our new technology system serving the public for the Unemployment Insurance and Paid Leave Oregon programs.

The second phase of our team's project is focused on building the paid leave and unemployment insurance benefits systems. Our teams are working with partner agencies and community organizations who are historically underserved and underrepresented to gather their input and recommendations. As a team, Modernization is committed to actively promoting, supporting, and expanding equity conversations and action individually in our daily engagements, within our team, and in our work across the agency.

In our team's engagement with interested parties, Modernization has worked to invite feedback from groups representing a variety of perspectives to support Frances Online considering and removing historically harmful practices and barriers to traditionally underrepresented people accessing our programs. As an example, we are working toward making Frances Online, particularly the most important sections, available in the most commonly used languages in Oregon, focusing first on English and Spanish.

Modernization is committed to creating and promoting technology that supports increasingly accessible processes and programs by considering things like:

- Color contrast
- Compatibility with screen readers (such as JAWS)
- Tab order for keyboard-reliant users
- Appropriate screen magnification
- Meaningful text tagging and image tagging
- Other assistive technologies
- Readability and plain language

Our team worked with independent consultants who conducted both a usability and accessibility study in May 2022 for the employer-oriented components of Frances Online. The usability study participants were asked to think aloud while performing a series of tasks and were observed as they used the interface to assess usability. As a result of this study, we were able to make adjustments to things like style, format, size of button, descriptions, etc.

The accessibility study compared the site against the Web Content Accessibility Guidelines 2.0 standards as detailed by the Web Accessibility in Mind checklist. We have completed many of the recommended adjustments and will complete final items through quarterly updates. We will also repeat this study with the benefits-oriented components of Frances Online. In our planning meetings and definition sessions, we are committed to promoting processes and system configurations that improve language access and consider technology availability. For example, we are also ensuring that we maintain processes that support paper submissions for customers who prefer or need to do their business with the agency this way.

Modernization will invite feedback from various populations and perspectives in surveys and focus groups. Our team will work with the Unemployment Insurance Division and Paid Leave Oregon to facilitate and support their community outreach, including town halls or community conversations, and with community organizations broadly representing communities in Oregon. Our team will promote and support system design and processes resulting from those different voices.

Over the past two years, much of our outreach has been hosted virtually, supporting social distancing and providing opportunities for broad participation in community conversations, focus groups, and demonstrations. Recently, we were able to participate in in-person workshops in 11 communities around the state, providing us an opportunity to speak with and learn from people who represent rural and smaller communities.

Diversity Awareness Programs

During the past biennium, the agency has continued dedicating resources to maintaining an Equity and Inclusion Council of 12-15 agency employees. The purpose of the council is to promote and support equity and inclusion by providing a wide range of policy recommendations to agency leaders and learning opportunities for all staff. The council envisions our workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. The agency's acting director sponsors the council and attends its monthly meetings; the council's work is also authorized and supported by the agency's executive team. The council's membership agreement provides for each member to dedicate up to eight work hours each month to carrying out their council duties. The council's charter and membership agreement can be found in Appendix C.

Regular communication to all employees on the importance of an inclusive workforce and practical tips for addressing inequitable treatment in the workplace is a critical component of the Equity and Inclusion Council's work. The council contributes content to the agency's Weekly Digest (an all-staff e-newsletter) as well as releasing its own regular e-newsletter. Through these communications, the council has covered a wide array of diversity topics over the past biennium. You can find samples of the council's communications in Appendix C.

Employee Resource Groups and Affinity Groups

The agency does not currently sponsor employee resource or affinity groups, but plans to establish such a program for the 2021-2023 Affirmative Action Plan. More details are in both the **July 1, 2021 – June 30, 2023 Accomplishments and Progress** and the **Affirmative Action Plan Goals** sections.

Required Training, Education, and Development Activities

Disability Awareness, Accessibility, Communication, and Customer Service

- Five online modules
- Takes approximately 45-60 minutes to complete
- At the end of the modules, participants are able to:
 - Demonstrate increased disability awareness
 - Understand the difference between equity vs. equality
 - Develop strategies to communicate with and provide services to customers with a wide range of disabilities

Language Assistance

- One online module
- Takes approximately 20 minutes to complete
- At the end of the module, participants are able to:
 - Understand the agency's obligation to provide meaningful access to agency services to all of our customers with limited English
 - Use the agency's video and phone interpretation services and translation services

ADA Reasonable Accommodation and Policy

- One online module and policy acknowledgment
- Takes approximately 2 hours to complete

- At the end of the module, participants are able to:
 - Understand the requirements, responsibilities, and resources we have as employees and managers in providing reasonable accommodations

Gender Identity and Expression Procedure

- One online module and policy acknowledgment
- Takes approximately 10 minutes to complete
- At the end of the module, participants are able to:
 - Understand the requirements, responsibilities, and resources we have as employees and managers in providing an inclusive and respectful environment for agency customers, employees, contractors, subcontractors, vendors, and interns of all gender identities

Equity and Inclusion Overview

- A live, 45-minute presentation for new employees
- At the end of this presentation, participants are able to:
 - Understand the agency's high-level equity and affirmative action goals
 - Explain the concepts of diversity, equity, and inclusion
 - Use the resources provided to learn more about reasonable accommodations, language access, affirmative action, the agency's equity framework, required and optional trainings, and agency policies and procedure related to equity and inclusion

Culture Matters Part 1: Managing Unconscious Bias

- A highly interactive, half-day training designed to help individuals enhance their cultural awareness and understand the effect of unconscious bias on workplace performance
- Includes practical strategies for improving performance when working across cultures
- Participants draw upon research-based findings to improve their self-awareness and to develop the first steps to relating and working with cultural intelligence
- At the end of this training, participants are able to:
 - Demonstrate increased awareness of their own cultural identities
 - Understand the source of unconscious bias and its role on how they interact and work with others
 - Develop strategies to combat bias and to use differences to improve intercultural performance

Culture Matters Part 2: Bystander Intervention Skill Building

- A highly interactive, 7-hour training to provide tools and practice time for employees to address biased comments, microaggressions, or even harassment in the moment.
- At this end of this training, participants are able to:
 - Demonstrate skills to speak out in response to those, "Did they really just say that?!" moments
 - Explain strategies for receiving feedback on their own biases
 - Explain restorative approaches to improving their workplace interactions.

Due to limited capacity, the agency has been unable to engage in follow up activities to support the information learned in these trainings. With the creation of the agency's Equity and Inclusion Office, equity analysts and coordinators will engage in ongoing activities to measure impact and support the information learned. Potential activities include drop-in office hours with hypothetical scenarios to workshop, online quizzes, quarterly conversations on how the lessons are being applied, and surveys.

Conflict Transformation & Racial Equity Capacity-Building Series from Subduction Consulting (required for some agency divisions and optional for others)

- A highly interactive, 18-hour training series, designed to help participants unpack and deepen their understanding of the physiological, psychological, interpersonal and institutional dynamics of conflict & structural racism.
- At the end of this training, participants have experience in:
 - Exploring the ways in which each of their lives, and the world in which they live, have been shaped by the patterns of colonization and anti-Black racism.
 - Understanding how they respond to conflict and what strategies might lead to more productive outcomes.
 - Considering what is within each of their individual power to shift and change within systems outside their don't control, and how they can collectively create more just, human-centered relationships, programs, and systems at the agency.

Equity Circles

The agency's Equity and Inclusion Council developed the 'equity circle' education and activity in early 2021. Equity circles are dedicated space and intentional time for each level of agency team to share, discuss, and reflect on diversity, equity, and inclusion topics. By participating in equity circles, employees can cultivate a supportive mindset for equitable and inclusive practices and develop useful skills to be a change agent. The council workgroup developed all project materials, including the vision, goals, framework, group agreements, resource list, manager instructions, and participant survey.

The project structure is that the team manager and a rotating volunteer employee select two equity circle resources to share with the team in advance of a group discussion. Team members are allotted time to view/read at least one of the council resources in advance of the team discussion. The team manager reviews the group agreements with all employees at the beginning of the team discussion. Depending on team size, the resources are then discussed in either small breakout groups or as one group. If the team uses small breakout groups, they end with a full team discussion using a list of recommended discussion questions. The manager and rotating volunteer facilitate the full team discussion. After the discussion, the manager sends the team the participant survey and additional resources.

Given their critical role in advancing equity and inclusion within the agency, team managers take the lead in coordinating equity circles for at least 60 minutes a quarter for each team. Equity circles can either be completed in one long session or spread out over multiple sessions. They are either added to regular team meeting agendas or are created as separate team meetings. Options are provided to allow flexibility for each team to adapt the equity circles to their needs.

In March 2021, the agency's executive team started piloting the project, which allowed the Equity and Inclusion Council's workgroup the opportunity to make improvements before rolling the project down to the next level of managers to practice, and after that the project continued to roll down through management levels until it reached frontline staff. This allowed each level of management to practice the activity in management-only groups before bringing it to their teams. The executive team set a goal of all employees participating in at least one equity circle by the end of April 2022. Due to ongoing high workload from the surge in unemployment claims filed at the start of the COVID-19 pandemic, the agency achieved this goal in July 2022.

The Equity and Inclusion Director and council's workgroup members continuously monitor the participant survey to check for any concerns or requested follow up from either employees or managers. As of fall 2022, over 900 employees have completed the participant survey, and over 90% of respondents agree or strongly agree that the discussions were conducted in a respectful and inclusive way. This trend is reflected across multiple demographic groups. Based on employee and manager feedback through both the survey and direct outreach, the council made small adjustments to the project in March and September 2022. In addition, the council schedules opportunities for managers to practice conducting equity circles and ask questions about the process.

Optional training, education, and development activities

The Oregon Employment Department sponsors and contracts for a large selection of optional training and development activities for employees to participate in that are focused on equity and inclusion. Many of these are coordinated by the council. Below is a sample of offerings from July 2021 through June 2022:

- State of Oregon Diversity, Equity, and Inclusion Conference 2021
- International Association of Workforce Professionals Diversity Equity, and Inclusion Conference 2022
- Factuality: A 90-minute crash course on structural inequality in America
- Veterans' Day 2021 panel
- Symbolism of Native American Ceremonies
- Hispanic Heritage Month 2021
- Destigmatizing Recovery from Addiction
- Navigating Amidst Overwhelming Times
- Second Chance Month 2022
- An Introduction to Trauma Informed Care
- Black History Month 2022
- LGBTQIA2S+ Business Owners panels
- Juneteenth 2022: The History, Culture, and Celebration Behind the Holiday
- Trans Cultural Competence
- Modern Reality of the Indigenous People of Oregon

Leadership development and training programs

Equal Employment Opportunity (EEO) data of trainees

The Oregon Employment was unable to obtain EEO data of trainees from Workday reports; however, many of the leadership development and trainings programs described below were required for either all manager or all new managers.

Results of development and training program

To keep up with workload during the COVID-19 pandemic, we hired well over 2,000 new employees, including nearly 100 new managers. To help these new managers better understand our organization and culture, the agency created BASE Camp, a new manager training.

The BASE Camp Program is a multi-faceted foundational program. It is focused to build accountability, skills, and engagement by taking managers on an experiential path examining processes, tools, and skills that will help in their role as a manager. At the end of this multi-week program, new managers were able to explain different roles and functions at each management level, use the agency mission, values, and operating principle in decisions, lead their team through different development stages, describe the performance management process, provide effective reinforcing and redirecting feedback to employees, and describe their role in forwarding diversity, equity, and inclusion efforts.

New managers also participated in the ASCENT Program's Promise of Leadership course, including a 360-degree feedback assessment. Built around the concept of leadership feedback resulting in increased awareness and respectful leadership, this six-hour program helps leaders focus on and develop their creative leadership competencies. These skills have been shown to improve the participants' leadership abilities, bring out the best in others, and significantly increase the performance of the overall business. The workshop also helps leaders identify and mitigate tendencies that hinder

effectiveness, such as emphasizing caution over action, self-protection over productive engagement, and confrontation over collaboration. This program also includes executive coaching based on the 360-degree feedback assessment.

Over 85% of managers participated in another new program, Gearing Up: The Fundamentals of Human Resources. Through a series of case studies, scenarios, and interactive discussion, this one-day course provided managers a comprehensive look at each area within human resources, including when they are empowered to make decisions and when to reach out to a human resources professional. Topics included recruitment, classification, compensation, pay equity, onboarding, policies and procedures, the collective bargaining agreement, performance management, and leave. The agency is not currently offering this program due to limited capacity. In addition, all managers attended a 90-minute training presented by the Oregon Bureau of Labor and Industries on their role in preventing and reporting harassment and discrimination.

During this past year, managers also participated in manager co-ops. Manager co-ops are dedicated time for managers to share and apply ideas, best practices, perspectives, and learning with fellow managers while networking across the agency. Each co-op has 4-7 managers from across divisions and from all levels of management and meets monthly to discuss various topics. During 2022, topics have included providing effective feedback, having difficult conversations, mindsets, having development conversations that count, discussing expectations of managers, navigating change, change fatigue, and better understanding the collective bargaining agreement.

The agency also hosts all-manager meetings, usually twice a year for 1-2 days each, for management development and peer-to-peer learning. In fall 2022, the agency also began hosting shorter monthly meetings to keep managers informed of updates, provide time for questions and discussion, and allocate time for the Manager Co-ops project. This change has allowed for more robust and interactive communication with managers regarding critical updates and more efficient scheduling for the Manager Co-ops, and manager feedback has been positive.

The agency has referred multiple employees to the Leadership Oregon program as well as the ASCENT Transformational Leadership Program. In partnership with the Oregon Parks and Recreation Department, the agency has also provided Leadership Lab to over 25 employees. This training for non-supervisory employees provides two weeks of classroom time over a four-month period and additional group and individual assignments outside of the classroom. The program provides opportunities for participants to explore values, communication styles, leadership models, cultural competency, collaboration, influencing, and more. Leadership Lab is an active partnership between the two agencies; employees from both agencies complete an application that includes several essay questions designed to demonstrate their readiness and expectations of the program. Each employee's manager also answers questions about their commitment to support their employee through the program. A selection committee made up of Leadership Lab alumni as well as the program facilitators individually review and score the applications using a rubric, then meet to compare scores and agree on the final participant list. Leadership Lab is held once a year and lasts for four months (three days per month).

In January 2022, the agency provided an opportunity for over 200 employees to attend the virtual Workforce360 conference presented by the International Association of Workforce Professionals. This two-day event featured speakers on topics related to diversity, equity, and inclusion including sessions on microaggressions, pay equity, cultural intelligence, addressing biased comments, creating empathy and compassion, and creating an engaged and inclusive culture.

On an ongoing basis, the agency encourages employees to take advantage of statewide learning opportunities including Emerging Manager, Emerging Manager Mentoring Program, Foundational Training Program, New to Public Management, Oregon Project Management Certification Program, and the State Certified HR Professional program.

Executive Order 22-11 Updates

In accordance with Executive Order 22-11, the agency's Human Resources team has updated supervisory management positions descriptions to include the following:

- Additions to Section 3: Duties
 - Management/Leadership/Planning Functions:
 - Effectively carries out the agency's affirmative action, diversity, equity, and inclusion goals and responsibilities to achieve affirmative action objectives
 - Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and performance evaluations
 - Maintains a professional attitude and inclusive work environment free of harassment and other forms of discrimination.
- Additions to Section 5: Guidelines:
 - Section 5a:
 - Employment Department Affirmative Action Plan
 - Section 5b:
 - As a source to inform and guide policy, performance, project and operational work.
 - As a source to ensure alignment of operations with federal and state guidance and law.

The agency's required Equity and Inclusion Recruitment Questions for supervisory positions are in Appendix C, and hiring managers are strongly encouraged to include Equity and Inclusion Councilmembers on their hiring panels, particularly for supervisory positions.

Statewide Diversity, Equity, and Inclusion Action Plan

The Oregon Employment Department is committed to following the guidance in the Statewide Diversity, Equity, and Inclusion Action Plan to embed anti-racism in all that we do and either eliminate or mitigate any negative, disproportionate outcomes experienced by communities of color. The agency's Director of Equity and Inclusion was also a contributor to the statewide plan and invited the state's Chief Cultural Change Officer to give an overview of the plan in February 2022. This presentation was open to all employees and recorded for any employees who could not attend. The plan is a guiding document for the agency's Equity and Inclusion Council, Executive Team, and multiple projects across the agency and helped inform the creation of the agency's equity framework (see Appendix C).

Our equity framework is a guiding document for each program to develop and outline the core elements for engaging with and providing services to communities. It helps the department better support and equitably serve Oregon's historically and currently marginalized communities and underserved populations and deepen our understanding of the communities we serve. Every division is responsible for using this framework and developing agency, division, or program-specific strategies and concrete actions to address racial and economic disparities and ensure equitable access to our programs. See the Community Outreach Programs section for more information on how principles from both the plan and framework have informed the agency's work.

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

Table 1 shows the total contract budget and number of contracts with businesses certified by the Certification Office for Business Inclusion and Diversity (COBID), which promotes opportunities for disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses owned by service-disabled veterans and emerging small businesses. The agency continues to follow state procurement policy and provide contracting opportunities for COBID-certified businesses.

Table 1: Contracts to Minority Businesses, July 1, 2021 – September 22, 2022	
Agency total contract budget (dollars)	\$31,057,669.48
Total number of contracts	246
Total contract dollars spent on COBID contracts	\$2,752,075.00 (8.9% of total contract budget)
Total number of contracts with COBID firms	12 (4.9% of total contracts)

ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

Agency Director

The agency's acting director is the executive sponsor of the agency Equity and Inclusion Council and has played a key role in expanding equity and inclusion work throughout the agency. For example, he attended Paid Leave Oregon's community engagement budget sessions to directly explain the how the agency and division were incorporating equity considerations into the program and request community input and recommendations. He also requested that the council create the agency's first equity framework, which is detailed in the **Statewide Diversity, Equity, and Inclusion Action Plan** section. Most recently, he championed the Agency Request Budget Policy Option Package 112 for Organizational Support and Resiliency to support expanding the agency's equity and inclusion staff from one to six fulltime employees and forming them under an Equity and Inclusion Office. As part of this proposed expansion, he established a Director of Equity and Inclusion to lead the new office.

The acting director regularly shares the value of equity and inclusion during Executive Team meetings, meetings with interested parties, and in communications to all employees (see Appendix C for samples). The acting director continues to be a strong, visible presence in the agency's equity and inclusion work and is responsible for ensuring accountability for the agency's affirmative action goals.

Managers

Managers are essential in implementing equity across all agency processes and have specific affirmative action responsibilities under Executive Order 22-11. Many of the agency's managers have been strong supporters of equity and inclusion initiatives. They lead their teams in engaging in equity circles, attending relevant training courses, and providing feedback and ideas to the council.

Similarly, many agency managers have supported their employees in applying to serve on the Equity and Inclusion Council and allowed them up to eight hours each month to complete Council workload, per the council's membership agreement (see Appendix C. The council also has members from the management team, and managers are frequent attendees of optional training and seminars hosted by the council, as well as other relevant events and trainings.

Affirmative Action Representative

Our Director of Equity and Inclusion serves as the agency's Affirmative Action Representative. The Equity and Inclusion Director chairs the council and develops and implements programs designed to meet the agency's goal of a diverse and inclusive workforce. This position reports to the Director's Office and, as a member of the Executive Team, provides vision, direction, counsel, and leadership to all employees in areas of equity, diversity, and inclusion in their daily work and in the programs and activities of the agency.

Additional responsibilities include developing the agency's long-range plans, goals, objectives, and milestones; evaluating program effectiveness; increasing the diversity of the agency's workforce; reducing barriers to employment faced by protected classes and underrepresented groups; engaging the organization in dialogue that promotes understanding, respect, and inclusion in the work environment; and collecting data, conducting analyses, and providing reports on the agency's progress related to service equity, inclusion, affirmative action, and diversity.

As of July 2022, a recently-established Equity and Inclusion Policy Analyst position reports to the Director of Equity and Inclusion. The agency has also requested to use existing funds to establish four more Equity and Inclusion Specialists through the 23-25 Agency Request Budget in order to right-size the resources dedicated to promoting equity, inclusion, and affirmative action throughout our large state agency.

JULY 1, 2021 – JUNE 30, 2023

Progress Made or Lost Since Last Biennium: Demographics Analysis

Our goal is to create a workplace where all employees thrive, succeed, and look forward to coming to work each day. As one of the primary state agencies focused on serving job seekers and businesses, we also recognize our potential to serve as a model employer for implementing equity and inclusion initiatives, including in hiring, retention, promotion, and succession planning. Accordingly, our Equity and Inclusion Director regularly collects, analyzes, and reports demographic data for the agency's applicants and workforce to determine if there are underrepresented groups in specific areas.

Workforce data is obtained from Workday. Applicants and employees may choose to self-report their demographic information or not. As some employees choose not to self-report in some or all categories, this means there may be undercounted demographics information. Federal law also requires the agency to use observer information or employment records to provide gender, race, and ethnicity data for any employees who choose not to provide this information for themselves, which could lead to some errors in the agency's overall data.

We have also provided Oregon labor force statistics for comparison. These encompass the state's employed and unemployed population and are from the U.S. Census Bureau's 2016-2020 American Community Survey, the most recent data available. Table 2 (see Appendix E shows the percentage of the agency's overall workforce and managers as of June 30, 2022, by disability, gender, race or ethnicity, and veteran status. Table 2 also shows percentages of applicants, hires, promotions, and separations from July 1, 2021, through June 30, 2022, by these same demographics. Any percentages under 1% were approximated in order to preserve employee confidentiality.

As a final data source, our Equity and Inclusion Council released an all-staff survey in fall 2022 that included extensive demographic questions on race, ethnicity, gender, sexual orientation, disability status, and veteran status. All questions were optional. Over 300 employees (approximately 20% of our workforce completed the survey, and approximately 90% of respondents provided their demographic information.

Current Workforce, Applicants, and Hires

An analysis of our workforce as of June 30, 2022, shows that the agency's demographic makeup continues to be comparable to the state's overall labor force in terms of race, ethnicity, and veteran status. However, the trends look quite different in terms of gender and disability status. Men continue to make up approximately 36% of the agency's workforce despite making up almost 53% of Oregon's labor force. While nonbinary people are represented (although in small numbers in the agency, the American Community Survey does not have data available on nonbinary people in Oregon's labor force for comparison purposes. Exact data on nonbinary employees from both Workday and the fall 2022 all-staff survey are not shared in this report in order to maintain employee confidentiality. However, the fall 2022 all-staff survey showed that 20% of respondents, or 2.5% of the agency's total workforce, identified as being part of the LGBTQIA2S+ community.

According to Workday, the agency's representation of employees with disabilities dropped from 5% in June 2020 to just 3.5% in June 2022. This compares to the almost 8% of people in the Oregon labor force who have one or more disabilities. However, the fall 2022 all-staff survey indicated that at least 8% of the agency's total workforce has one or more disabilities, and this percentage would only increase with a higher response rate.

Veterans continue to be strongly represented in the agency's workforce and in Workday data.

A look at applicant data reveals that in terms of race and gender, people apply to the agency at similar rates to their overall representation in the agency. However, applicant data regarding disability cannot similarly assist in understanding agency trends, as asking about the disability status of applicants is prohibited by state law.

A look at hiring data reveals that both race and gender are significantly underreported by new hires, making it difficult to compare data in this area. Only 1.3% of new hires report having a disability, which could be due to concern over sharing this information with their employer.

Supervisors

The racial and gender makeup of the agency's supervisors shows that while most managers of color overall have fairly proportionate representation compared to each racial and ethnic categories' share of the labor force, the share of Hispanic supervisors has dropped to less than 10%, as compared to being 15% of the agency's overall workforce and 13% of the Oregon labor force. The share of Asian supervisors is also underrepresented at 2.6%, as compared to being 5% of both the agency's overall workforce and the Oregon labor force. White supervisors at 75% now slightly exceed the Oregon labor force (73%) and significantly exceed their share of the agency's personnel (68%). This is a change since June 2020, when the share of White supervisors was much closer to their share of the agency's workforce. American Indian and Alaska Natives are also well-represented in management roles at 4%, as compared to approximately 1% of the agency's workforce and Oregon labor force.

Women continue to be slightly underrepresented in supervisory roles compared to their share of the agency's workforce, making up 57% of supervisors despite making up 64% of agency personnel. People with disabilities are significantly underrepresented in the supervisory category, at only 2.6%. Veterans continue to be strongly represented in management positions, where they are represented at 13% as compared to their 5% representation in Oregon's labor force.

Analysis of those in the principal executive/manager job series reveals that people of color continue to be underrepresented in higher-level supervisory management classifications compared to their White peers (see Appendix E, Table 3). Although people of color make up approximately 30% of the agency's workforce, they only make up 21% of the agency's higher-level supervisory management positions. This level of underrepresentation has remained the same since the agency's 2021-2023 Affirmative Action Plan. However, the representation of women in higher-level supervisory management positions has moved much closer to their overall level of representation in the agency, going up from 44% to 59%.

Internal Promotions and Separations

A look at internal promotions and separations data in Table 2 reveals that race is significantly underreported in both areas, making it difficult to compare data in these areas. However, available data may indicate that Black employees are underrepresented in overall promotions and overrepresented in separations. Both trends have been reported in previous Affirmative Action Plans. People with disabilities also appear to be underrepresented in promotions as compared to their share of Oregon's labor force and the agency's workforce. Men, women, nonbinary employees, and veterans appear to be proportionately represented across both categories in terms of their representation in the agency.

In looking at internal promotions of supervisors only, all employees in this group of approximately 20 individuals reported their race. Although the sample size for this group is too small to draw strong conclusions, the data show that Asian and Black employees each made up almost 5% of this group and are represented at equal or higher percentages than their representation in our workforce and the Oregon labor force. Hispanic employees were underrepresented at almost 10%, and White employees were overrepresented at over 80%. Veterans were proportionately represented, and people with disabilities were underrepresented in comparison to the Oregon labor market. Women were represented in proportion with their overall representation in our workforce.

Accomplishments for June 1, 2021 – July 30, 2023

Goal 1: Increase proportion of employees with disabilities from 5% to 8% to achieve proportionate representation.

Data outcome: Although Workday data shows a decline in representation of people with disabilities from 5% to 3.5%, our internal survey from September 2022 shows that at least 8% of employees identify as having one or more disabilities.

Strategies:

- a. The Equity and Inclusion Council and Human Resources will collaborate with agency leadership to set target goals to hire from Qualified Rehabilitation Facilities' (now known as Oregon Forward) temporary staff upon the contract end date.
 - Outcome: In progress. The Human Resources team sets quarterly check-ins with managers and temporary employees to discuss employee development.
- b. Develop and share "day in the life" videos or other promotional materials of agency positions, including information on inclusion of people with disabilities, to increase recruitment of people with disabilities.
 - Outcome: Pending. The Communications Office, Equity and Inclusion Office, and Equity and Inclusion Council will collaborate on this goal. In the interim, the Equity and Inclusion Council has provided robust content for the agency's WorkSource Oregon LinkedIn site regarding the importance of equity and inclusion at the agency, including on disability-related topics, and presented to numerous job seekers at their virtual open house.
- c. Continue including the Reasonable Accommodations link in all job postings and responding promptly to all applicants who request accommodations.
 - Outcome: Ongoing. The agency's Recruitment Analysts ensure that this link is included in all job postings. The ADA Coordinator and HR team have created a Smartsheet to track all accommodations requests.

- d. Continue promoting workplace inclusion of employees with disabilities and valuing the strengths of employees with disabilities through at least 5 agency-wide emails, at least two trainings or events, and other channels.
- Outcome: In progress. The Equity and Inclusion Council newsletter has sent three of the five planned emails via its newsletter; article titles are Destigmatizing Recovery from Addiction, National Disability Employment Awareness Month 2021, and Upcoming Events and Supporting Mental Health 2021. The council completed both planned trainings and an additional training: Autism Acceptance, Destigmatizing Recovery from Addiction, and Navigating Trauma Amidst Overwhelming Times. The disability awareness training continues to be included in the new employee curriculum. The equity circles project also includes several resources focused on disability inclusion.

Goal 2: Increase proportion of employees of color in management positions higher than a Principal Executive/ Manager (PEM) B to achieve proportionate representation.

Data outcome: This data point remained the same, with 21% of managers higher than a PEM B being managers of color. By comparison, OED's overall workforce is approximately 30% people of color.

Strategies:

- a. Directly request input from managers of color in PEM B positions to identify any barriers to advancement and provide requested supports such as mentorship, training, job shadowing, etc.
- Outcome: In progress. The council will use its upcoming Empowerment Groups project to form a group to support managers of color. Through this venue, participating managers of color can directly share their individual needs, and the group's executive sponsor and council members will connect them to resources. See Goal 3 under the Affirmative Action Plan Goals section for more information.
- b. Ensure that the applicants for positions higher than a PEM B are a representative share of people of color in the appropriate labor market.
- Outcome: Ongoing. Before a management position higher than a PEM B (or Supervisor 1 under the new classification system) is posted, the hiring manager meets with the Recruitment Analysts to develop an outreach strategy specific to the position and appropriate labor market. The Recruitment Analysts check the demographic breakdown of the applicant pool halfway through the application timeline to check for proportionate representation. If the representation of people of color does not meet or exceed the appropriate labor market representation of approximately 30%, next steps include extending the recruitment period, increasing advertising, or increasing targeted sourcing.

Goal 3: Increase proportion of women in management positions higher than a PEM B to achieve proportionate representation.

Data outcome: We achieved nearly proportionate representation of women in management positions higher than a PEM B, increasing from 44% to 59% of managers in these roles being women. By comparison, the agency's overall workforce is 64% female.

Strategies:

- a. Ensure that the applicants for positions higher than a PEM B are a representative share of the appropriate labor market.
- i. Outcome: Ongoing. Before a management position higher than a PEM B (or Supervisor 1 under the new classification system) is posted, the hiring manager meets with the Recruitment Analysts to develop an outreach strategy specific to the position and appropriate labor market. The Recruitment Analysts check the demographic breakdown of the applicant pool halfway through the application timeline to check for proportionate representation. If the representation of women does not meet or exceed the appropriate labor market representation of approximately 50%, next steps include extending the recruitment period, increasing advertising, or increasing targeted sourcing.

Goal 4: Increase proportion of male applicants to achieve more proportionate representation.

Data outcome: This data point remained approximately the same, with 32% of applicants being male. In comparison, Oregon's labor force is 53% male.

Strategies:

- a. Increase recruitment of Veterans (according to the [US Department of Veterans Affairs](#), over 90% of Oregon's Veterans are male).
 - Outcome: Ongoing. The agency cross posts its job announcements into Oregon's iMatchSkills platform so that WorkSource centers can more easily match qualified candidates, including Veterans, to agency job postings. The agency's WorkSource employees, including Disabled Veterans Outreach Program representatives, share information about the agency's open positions at outreach events and through their networks, including on the agency's corporate LinkedIn account. The council hosted a panel on Veterans' experiences in November 2021.
- b. Grow the agency's presence as a second chance employer and increase recruitment of people with records (according to the [Oregon Department of Corrections](#), over 85% of people in all types of supervision, including probation, prison, post-prison, and local control, are male).
 - Outcome: Ongoing. The agency cross posts its job announcements into Oregon's iMatchSkills platform so that WorkSource centers can more easily match qualified candidates, including people who are or have been justice-involved, to agency job postings. The agency's Workforce Operations division is expanding its work in Oregon's prisons to assist people leaving incarceration with their upcoming job searches and represents the agency on the Governor's Reentry Council. The council hosted a second chance panel in April 2022 to raise awareness of this topic.

Goal 5: Increase proportion of Black supervisor promotions from 0% to at least 2.7% to achieve more proportionate representation.

Data outcome: The agency achieved proportionate representation of Black supervisor promotions, at a rate of almost 5%.

Strategies:

- a. Directly request input from Black supervisors to identify any barriers to promotion and provide requested supports such as mentorship, training, budget training, job shadowing, etc.
 - Outcome: In progress. The council will use its upcoming Empowerment Groups project to form a group to support managers of color. Through this venue, participating Black managers can share their individual needs, and the group's executive sponsor and council members will connect them to resources. See Goal 3 under the **Affirmative Action Plan Goals** section for more information.
- b. Host an external speaker who provides tangible strategies for Black supervisors to advance in organizations and to increase understanding of specific experiences and barriers that Black supervisors face in the workplace.
 - Outcome: Completed. The Equity and Inclusion Council's training, *Race in this Place: The Plight of Black Professionals in the Workplace*, addressed this topic. The council also provided a Black History Month 2022 video presentation and Veteran's Day 2021 panel event that addressed this topic.

Goal 6: Increase opportunities for Black female employees in response to their disproportionate concentration in lower-paying positions.

Strategies:

- a. Directly request input from Black female employees to identify any barriers to development and advancement and provide requested supports such as mentorship, skills training, job shadowing, etc.
 - Outcome: In progress. The Equity and Inclusion Council will use its upcoming Empowerment Groups project to form a group to support Black employees. Through this venue, participating Black female employees can directly share their individual needs, and the group's executive sponsor and council members will connect them to resources. The Equity and Inclusion Director has also responded to several requests for support from Black female employees and has connected them to mentorship and development opportunities.
- b. Host an external speaker to increase understanding of specific experiences and barriers that Black women face in the workplace, as well as the strengths and value that Black women bring to the workplace.
 - Outcome: Completed. The Equity and Inclusion Council's training called "Race in this Place: The Plight of Black Professionals in the Workplace" addressed this topic. Additional events that addressed this topic included a Black History Month 2022 presentation and a Veteran's Day 2021 panel.

Goal 7: Maintain current successful strategies to promote diversity and inclusion in the hiring stage.

Strategies:

- a. Continue using required equity and inclusion hiring questions in all interviews and essay questions sent by email.
 - Outcome: Ongoing. Recruitment Analysts provide the required equity and inclusion questions to all hiring managers. The Equity and Inclusion Office is also updating the required questions based on applicant and hiring manager feedback and current best practices.
- b. Continue using SHL assessment and SkillSurvey reference check tool to mitigate the potential for human bias to influence hiring.
 - Outcome: Updated and in progress. Based on employee and Equity and Inclusion Council's feedback that the SHL assessment could have negative impacts based on language and disability, the agency has discontinued this assessment. Instead, Equity and Inclusion Council members participated in a large number of interview panels, particularly for high-level management positions, in order to assist in mitigating bias. Recruitment Analysts also provide information about common biases for hiring managers to share with panelists. The Equity and Inclusion Office is currently developing additional tools to mitigate the potential for human bias to influence hiring. The agency continues to successfully use the SkillSurvey reference tool.
- c. Provide SHL assessments for high-volume positions in most common languages other than English.
 - Outcome: Completed and later updated. The agency made the most common SHL assessments available in Spanish and then later discontinued use of the SHL assessment.
- d. Implement internship plan developed by the agency's Hatfield Fellow in 2019-2020.
 - Outcome: Pending. Due to the extremely high agency-wide workload caused by the COVID-19 pandemic, the agency has been unable to implement internship opportunities. As the pandemic also significantly changed the landscape of the work environment and workforce, the agency will reevaluate the internship plan and explore restarting it in the 23-25 biennium.

Goal 8: Create new initiatives to expand awareness of agency mission, vision, values, job postings, and application process in underrepresented communities.

Strategies:

- a. Create and provide public workshops to explain the agency’s application process and assist potential applicants.
 - Outcome: Pending. The Communications Office, Equity and Inclusion Office, and Equity and Inclusion Council will collaborate on this goal. In the interim, the Equity and Inclusion Council has provided robust content for the agency’s WorkSource Oregon LinkedIn site regarding the importance of equity and inclusion at the agency and presented to numerous job seekers at their virtual open house.
- b. Share and expand on the “day in the life” and “how to apply” videos developed by Communications, Workforce Operations, and the Equity and Inclusion Council through social media channels and targeted notices to advocacy groups for underrepresented communities.
 - Outcome: Pending. Due to both the extremely high agency-wide workload caused by the COVID-19 pandemic and both the Communications and Equity and Inclusion offices being understaffed, the agency has not been able to start work on this goal. The Communications Office is now fully staffed. Once the Equity and Inclusion Office is fully staffed, both offices will collaborate on this goal.
- c. Develop an interview procedure to ensure diverse interview panel participants, standard time for all applicants to review interview questions, and including a bias interrupter during interview panel debriefs whenever possible.
 - Outcome: In progress. The Equity and Inclusion Office is currently compiling the necessary resources and testing processes in order to develop this procedure.

Goal 9: Assess opportunities to remove barriers to employment with the agency, particularly with management positions.

Strategies:

- a. Continue expanding telework opportunities, particularly in terms of providing high-level opportunities across the state.
- b. Outcome: Ongoing. The agency adopted the Oregon Department of Administrative Services [Working Remotely Policy](#) to expand these opportunities and continues to offer remote work for a variety of positions.

Goal 10: Standardize and increase development opportunities for all employees.

Strategies:

- a. Develop and implement a training and development policy to ensure training opportunities are provided equitably to all agency employees, with a minimum number of allotted training (excluding required training) and development hours each year. Within that required number of training hours, a specific minimum number of hours will be allocated toward diversity, equity, and inclusion training. The policy will also include tools for making training inclusive of different learning styles and include an accommodations process. A goal of the policy will be developing employees for additional state opportunities and promotions.
 - Outcome: In progress. Due to the extremely high agency-wide workload caused by the COVID-19 pandemic, the agency has not been able to start work on the training and development policy. The agency’s Organization and Talent Development team and Equity and Inclusion Council will collaborate on this policy. However, the equity circles project does provide all employees with required time (a minimum of 60 minutes per quarter) allocated towards diversity, equity, and inclusion discussions. Over 950 employees have completed a participant survey on the project, with over 90% indicating that the discussions were conducted in a respectful and inclusive way. In addition, over 75% indicated that they learned something new through the project and over 80% that they felt hopeful that their coworkers had a better understanding of the topic. The Equity and Inclusion Council also checks the survey for any disparate impacts based on employee demographics and has found no disparate impacts to date.

- b. Put into place a coaching program that builds on the strengths of each individual in the agency.
 - Outcome: Ongoing. See the **Leadership Development/Training Program** section for more details on leadership development.
- c. Develop the agency's management team so that they are better equipped to build a learning organization that engages and retains a diverse workforce.
 - Outcome: Ongoing. See the **Leadership Development/Training Program** section for more details on leadership development. The equity circles project also provides all managers with dedicated space and time to facilitate and champion equity- related learning and discussions within their teams.
- d. Develop an agency-wide standard practice or policy for assigning lead work, underfilled positions, transfers, and job rotations to ensure all employees have the opportunity to compete for these roles and are encouraged to express interest. Ensure these opportunities have a standard end date and are not automatically extended, and continue to be offered as a competitive process.
 - Outcome: Pending. Due to the extremely high agency-wide workload caused by the COVID-19 pandemic, the agency has not been able to start work on this goal. Human Resources and the Executive Team will collaborate on this goal.

Goal 11: Promote an inclusive work environment to support employee engagement and retention.

Strategies:

- a. Continue providing the required Culture Matters: Managing Unconscious Bias and Disability Awareness trainings.
 - Outcome: Ongoing. The agency continues to offer both trainings. Once fully staffed, the Equity and Inclusion Office will be able to expand offerings of the Culture Matters: Managing Unconscious Bias training. As the Disability Awareness training is recorded, it continues to be available to employees at all times.
- b. Continue providing the Bystander Intervention training.
 - Outcome: Ongoing. The agency continues to offer this training and has trained over 460 employees to date, with over 90% of participants giving the training a favorable rating. Once fully staffed, the Equity and Inclusion Office will be able to expand offerings of the Bystander Intervention training to include ongoing drop-in sessions to practice intervention skills.
- c. Provide Lunch and Learns, training and seminars, as well as sharing outside opportunities, on topics of interest to employees, including trauma and trauma-informed practices, anti-racism, bystander intervention, micro-aggressions, racial equity, mental health, disability awareness (for both visible and hidden disabilities), Veterans, restorative justice, history of race in Oregon, gender and gender identity.
 - Outcome: Ongoing. The Equity and Inclusion Council has offered over a dozen of these sessions and continues to offer them throughout the year. Attendance for each live event ranges from 50-100 employees, and the majority of trainings are later provided as recorded trainings through Workday Learning.
- d. Promptly and fairly investigate complaints of harassment and discrimination and identify appropriate resolutions.
 - Outcome: Ongoing. Human Resources is primarily responsible for investigating complaints, sharing findings with the Equity and Inclusion Director, and partnering with managers on resolutions. As appropriate, the agency requests assistance from external investigators. Human Resources will also assess options for mediation and other restorative justice practices to assist in complaints resolution.
- e. Conduct employee surveys to identify trends, barriers, and successes, including for populations not currently tracked in Workday such as LGBTQ, English Language Learners, etc.
 - Outcome: Ongoing. The council regularly surveys equity circle and bystander intervention training participants on these topics. The council also sends all-staff surveys on a less frequent basis and contributes questions to other all-staff surveys to assist in identifying how agency programs impact equity and inclusion goals. The council conducted the most recent all-staff survey in fall 2022.

- f. Invite employees to form affinity groups for support and development. Examples could include a group focused on Veterans and a group focused on Hispanic employees to assist with addressing promotional disparities. Additional examples could include bilingual employee groups and language learners to practice and develop bilingual skills related to agency work.
 - Outcome: In progress. The Equity and Inclusion Council is currently developing a policy and procedure for these groups, currently named Empowerment Groups, and has surveyed all employees to determine initial interest in different topics. The first four groups will be announced by Jan. 15, 2023. See the Affirmative Action Plan Goals section for more information.

JULY 1, 2023 – JUNE 30, 2025

Affirmative Action Plan Goals

The Oregon Employment Department has built on its successes over the past few years, notably in hosting a wide variety of required and optional learning events focused on equity and inclusion topics. As a result, many employees are actively engaging in discussions on equity and inclusion, offering feedback and suggestions, and identifying opportunities for using what they learn to improve the agency's customer service and agency culture.

Employees are also eager for additional learning and technical assistance. As previously mentioned, the agency request budget for 2023-2025 proposes expanding the fulltime equity and inclusion staff in order to better support this growing body of work. The agency will continue using several broad strategies to support its overall goal of fostering fairness, equity, and inclusion, while also pursuing strategies to target disability inclusion and more proportionate representation of higher-level supervisory managers of color.

Goal 1: OED will continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity.

Goal 2: OED will achieve at least proportionate (8%) representation of people with disabilities at all levels of the agency (as documented through Workday reporting), raise awareness of disability inclusion, reduce stigma related to disability, promote universal accessibility practices, and support reasonable accommodation requests.

Goal 3: OED will achieve at least proportionate representation (30%) of managers of color in higher-level supervisory management roles, defined as higher than either a PEM B or Supervisor 1.

Strategies and Timelines for Achieving OED Goals

Goal 1: OED will continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity.

Strategies:

- a. OED will fully staff the agency's Equity and Inclusion Office with five full time employees by January 31, 2023, as proposed in its Agency Request Budget for 2023-2025. This strategy may need to be adjusted depending on the final budget that is passed by the Oregon State Legislature and signed by the governor in 2023.
- b. OED will complete training all current employees and regularly train new employees in the Culture Matters Part 1: Managing Unconscious Bias and Culture Matters Part 2: Bystander Intervention Skill Building offerings.

- c. OED will conduct quarterly drop-in sessions open to all staff to practice bystander intervention techniques.
- d. OED will assist managers in facilitating equity circles (or future projects related to discussions of equity and inclusion) upon request/as needed and offer practice sessions.
- e. OED will create and facilitate Empowerment Groups. The first four groups will be announced by February 15, 2023. See Goals 2 and 3 for more information.
- f. OED will continue providing a wide range of learning opportunities open to all employees on topics such as trauma and trauma-informed practices, anti-racism, micro-aggressions, racial equity, mental health, Veterans, restorative justice, history of race in Oregon, gender, and gender identity. In response to interest expressed by employees in the fall 2022 survey, topics will also include older and younger workers; parents, guardians, and caregivers in the workplace; neurodivergence; and autism. OED will host at least 15 events throughout the biennium.
- g. Per the 2021-2023 Affirmative Action Plan, OED will allocate a minimum number of hours for employees and managers to attend diversity, equity, and inclusion training, events, and empowerment groups. OED will allocate a required minimum number of hours for all managers to participate in training on topics such as unconscious biases, anti-racism, restorative justice, and facilitation skills.
- h. OED will develop an agency wide equity framework as a tool for proactively preventing or reducing unintended disparate impacts of policies and projects that affect OED's workforce. The Equity and Inclusion Office will work with each division to develop implementation guidance specific to their division.
- i. OED will improve the use of inclusive language (plain language, gender-inclusive, transparent) in the agency's job postings and ensure the agency's goal for equity and inclusion is clear and direct.
- j. OED will request employee input regarding building a culture of equity and inclusion to determine what strategies are working well and what strategies need to be changed or developed.
- k. OED will embed accountability for promoting equity and inclusion into all supervisory managers' performance accountability and feedback (PAF) plans. This will include templates and examples of what is expected of managers.
- l. OED will develop and execute a strategic communications plan to promote the agency's equity work throughout the agency, including videos, newsletters, and other tactics to actively engage existing employees and communicate the agency's equity work to potential applicants. This plan will be informed by employee input.
- m. OED will review and update applicant screening and interview processes to focus scoring on the skills and qualities candidates bring, including how they are informed by both lived and professional experience.
- n. OED will develop or obtain anti-bias training for all hiring managers and interview panelists.

Goal 2: OED will achieve at least proportionate (8%) representation of people with disabilities at all levels of the agency and as documented through Workday reporting, raise awareness of disability inclusion, reduce stigma related to disability, promote universal accessibility practices, and support reasonable accommodation requests.

Strategies:

- a. OED will incorporate messaging about disability in its Equity and Inclusion strategic internal communications plan to inform employees of the definition of disability and how Workday's demographic information is and is not used, with the goal of more employees providing their disability information in Workday and enabling better tracking of any trends related to disability. This plan will also include developing internal resources regarding disability and employment for all employees and managers.
- b. OED will provide at least six all-staff learning opportunities and six all-staff communications related to disability inclusion per biennium. The learning opportunities will include virtual or recorded options that staff can consume at various times and locations.

- c. OED will create one or more Empowerment Groups focused on disabilities. At least one of these groups will be announced by January 15, 2023. All Empowerment Groups focused on disabilities will have active executive-level sponsorship and participation. The groups will provide connection to mentors and a safe space to raise concerns, questions, and ideas related to disability inclusion.
- d. OED will solicit regular input and feedback from all staff regarding disability inclusion, which may include all-staff surveys and targeted focus groups.
- e. OED will collaborate with community members and partners to strategize ways to increase employment for people with visible and invisible or hidden disabilities.
- f. OED will provide ongoing trainings, lunch and learns, and events that help broaden our knowledge base while decreasing stigma around disability in the workplace.
- g. OED will create a National Disability Employment Awareness Month campaign, which may include guest speakers or public-facing materials.
- h. OED will increase the equity circle resource list to include additional resources on employees with disabilities and employees of color with disabilities.
- i. OED will review and update all public facing messages, such as job postings and employee resource pages, regarding disabilities, including accommodations information, right to access services, and employment opportunities. One focus of the updates will be to ensure the use of positive, affirming language around accommodations requests. All employees and managers will know how to request accommodations and understand the process.
- j. OED will engage with employees with disabilities to connect them to opportunities to participate on interview panels and mock interviews in order to gain experience and build skills related to the hiring process.
- k. OED will consult with a specialist on disability inclusion to review the reasonable accommodations process and request recommendations.
- l. OED will work to improve accessibility in communications and communications tools for both staff and the public.

Goal 3: OED will achieve at least proportionate representation (30%) of managers of color in higher-level supervisory management roles, defined as higher than either a PEM B or Supervisor 1.

Strategies:

- a. OED will provide at least four all-staff learning opportunities and four all-staff communications related to people of color in management. The learning opportunities will include a virtual or recorded option that staff can consume at various times and locations.
- b. OED will create one or more Empowerment Groups focused on managers of color. At least one of these groups will be announced by January 15, 2023. All Empowerment Groups focused on managers of color will have active executive-level sponsorship and participation. The groups will provide connection to mentors and a safe space to raise concerns, questions, and ideas related to people of color in higher-level management.
- c. OED will solicit regular input and feedback from managers of color, which may include all-staff surveys and targeted focus groups.
- d. OED will increase recruitment strategies, with a focus on direct engagement with Oregon's communities of color (including within other state agencies) to build trust and engage potential applicants.
- e. OED will engage with employees and communities of color to connect them to opportunities to participate on interview panels or mock interviews in order to gain experience and build skills related to the hiring process.
- f. OED will actively promote trainings to employees of color that will prepare them for higher-level supervisory management roles, such as on budget and program management.

- g. OED will continue checking all higher-level supervisory management applicant pools halfway through the application period to ensure at least proportionate (30%) representation of applicants of color. If there is not proportionate representation, OED will use strategies such as extending the application period, advertising the position with professionals of color, etc.

APPENDIX A - STATE POLICY DOCUMENTATION

- A. [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- B. [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- C. [Statewide Employee Training](#) (Statewide policy 10.040.01)
 - a. References:
 - i. [Duties of Administrator](#) (ORS 240.145)
 - ii. [Rules Applicable to Management Services](#) (ORS 240.250)
- D. [Recruitment and Selection](#) (Statewide policy 40.010.02)
- E. [Veterans Preference in Public Employment](#) (ORS 408.230)
- F. [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)

APPENDIX B – FEDERAL DOCUMENTATION

- A. [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- B. [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- C. [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- D. [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- E. [Title VII of the Civil Rights Act of 1964](#)
 - i. National Origin Discrimination
 - ii. Discrimination
 - iii. Race/Color Discrimination
 - iv. Religious Discrimination
 - v. Sex-Based Discrimination
 - vi. Sexual Harassment
- F. [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)

APPENDIX C – AGENCY DOCUMENTATION

Policy Links

The following links lead to agency policies and guidance. Employees, partners, and members of the public may access this information through the posted Affirmative Action Plan, which is available at <https://www.oregon.gov/employ/Agency/Pages/Equity-and-Inclusion.aspx>. Employees may also access the Affirmative Action Plan on the agency's intranet (EDweb) under Human Resources, and a printout is physically posted at all worksites.

- [Veteran resources and Veteran Preference information](#)
- [Reasonable Accommodation](#)
- [Gender Identity and Expression Procedure](#)
- [Interview Scoring Criteria used during recruitment](#)
- [Equity and inclusion questions used during recruitment](#)

Equity and Inclusion Council Charter

Overview

Purpose

The Oregon Employment Department fosters 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 victim of domestic violence, harassment, sexual assault, or stalking. This applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

The purpose of the Equity and Inclusion Council (“the Council”) is to promote and support equity and inclusion by providing a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. The Council envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute.

Scope and Charter

- The scope of the Council is broad and includes, but is not limited to, projects, training, consulting, and other activities that support or encourage equity and inclusion.
- The Council's work is authorized and supported by the Employment Department's Executive Team.
- The Charter will be reviewed and updated yearly.

Goals

- To lead, develop, and support the Employment Department's strategies that promote equity and inclusion.
- To continually educate ourselves and all employees on topics related to equity and inclusion.
- To broadly communicate the strategies, goals, and activities of the Council.

Operating Principles

Meetings

- The Council will generally meet once per month, with each meeting lasting no longer than two hours. Meetings can be called more frequently in the interest of meeting project deadlines or for other urgent business.
- Council minutes will be posted on the Council's intranet page.
- Meeting locations and any special accommodations necessary to facilitate productive meetings will be determined upon formation of the Council and reviewed upon request by any employee.

Agendas

- Agendas will be prepared by the Chair, with input from Council members, in advance of each Council meeting.
- Agendas should be specific and able to be completed within the meeting time.

Action Plan

- An annual action plan (and corresponding budget) will be reviewed and approved by the Executive Team in the beginning of each fiscal year.
- This action plan will assist the Department in the delivery of its mission, goals, and values and will consist of activities, recommendations, and tasks approved by the Council for Executive Team review and approval.
- The action plan will draw its content from issues raised by the Council, executive management, employees, or identified through affirmative action policies or other policies.

Sub-Committees

- As issues are brought before the Council, sub-committees may be formed to assist with the additional workload.
- Subcommittees may consist primarily of Council members; however, participation may be solicited from experts inside and outside of the Employment Department as warranted. Any participation outside the agency is on a volunteer basis or paid for by the home agency.

Decision-Making

- When possible, all decisions will be made by consensus of Committee members in attendance.
- When consensus is not possible, the decision-making process will be achieved by a two thirds (2/3) majority vote of voting members in attendance. A quorum of one half (1/2) of the entire Committee (both voting and nonvoting) must be present for a vote to occur.
- Decisions that impact agency budget, staffing, policy, or organizational change will be made in the form of recommendations to the Executive Team. The Council will keep open lines of communication to the Executive Team to ensure activities are closely aligned with the goals and objectives of the Department.

Information Location

Equity and inclusion information will be stored primarily on the Council's intranet page.

Membership

- Membership will consist of up to twelve rotating members and five standing members:
 - Employment Department Director (Executive Sponsor)
 - Equity and Inclusion Officer (Chair)
 - Universal Access Coordinator

- Human Resources Director or Designee
- Administrative Support
- Membership of the Committee will represent a variety of business areas, roles and responsibilities, and geographic locations across the organization.
- Membership of the Committee will reflect the demographic and other diversity of Employment Department employees.
- Rotating members will serve a 24-month term on the Council.
- The Chair and Executive Sponsor may ask members to serve an additional 3-6 months to assist with continuity and knowledge transfer on an as-needed basis.
- Members who have already served a term may apply for additional terms. Such requests will be considered in the light of the members' expertise and commitment, and with consideration to the benefit of providing the opportunity to serve on this Council to other employees.
- Employees who are interested in participating will seek and obtain their manager's approval, complete an application, and submit the application for review and approval by the current Council. The Council will review and recommend applicants to the Executive Team for final approval.

Functional Roles

- Executive Sponsor
 - Is a member of the Executive Team
 - Provides guidance to the Council
 - Coordinates communications with the Executive Team
 - Is a nonvoting member
- Administrative Support
 - Records meeting minutes
 - Schedules monthly meeting dates/times
 - Arranges a meeting room for the monthly meetings
 - Sends meeting reminders to Council members
 - Sends approved meeting minutes to Council members
 - Posts minutes on the Equity and Inclusion Council intranet page within two weeks of each meeting
- Chair
 - Creates the agenda for the Council
 - Sends out reminders of projects to be completed
 - Reviews and maintains the Equity and Inclusion Council webpage
 - Facilitates meetings
 - Tracks action items from meetings and follow up with any unanswered questions
 - Supports and encourages activity among Council members
 - Presents ideas to the Executive Team
- Vice Chair
 - Takes on duties delegated from Chair
 - Facilitates meetings in absence of Chair
 - Tracks membership dates of Council members
 - Presents ideas to the Executive Team with Council Chair
 - The Vice Chair application process will occur every 12 months
 - The Vice Chair will apply to and be selected by the Executive Sponsor and Chair

- Rotating Member
 - Actively participates in all meetings
 - Gives prior notice to the Chair and Vice Chair when they are unable to attend
- The Chair and/or Human Resources Manager may reach out to any members who have missed three or more meetings in a 12-month period to discuss options for continued membership

Equity and Inclusion Council Membership Participation Agreement

The purpose of the Equity and Inclusion Council (“the Council”) is to promote and support equity and inclusion by providing a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. The Council envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Membership on the Council is optional and governed by the charter. Membership does come with the following responsibilities:

1. Actively engage and participate in discussions and decisions at the regular monthly meeting. Respond to Council emails in a timely fashion.
2. Devote up to (8) working hours per month (outside of travel time) to attend the Council meetings, work on projects, and/or attend community events.
 - a. Members are expected to review agendas, minutes, draft policies, and other documents outside of the regular monthly meetings and work with their managers to appropriately schedule this time.
 - b. While most meetings can be attended virtually when travel time is prohibitive or councilmembers are otherwise unable to attend in person every month, attendance in person may be required on an occasional basis.
 - c. Attendance at community events may be requested for education, outreach, or recruitment purposes. This is considered work time and requires manager approval.
 - d. Expenses related to travel or event attendance will generally be assumed by each councilmember’s division. Requests for funding assistance from Human Resources or the Director’s Office may be directed to the Equity and Inclusion Officer.
3. Model the agency’s values and operating principles.
4. Serve as a champion and advocate for equity and inclusion in the agency.

Please note, pursuant to the Charter, membership may not last longer than a 24 month term, although outgoing or former members may apply for additional terms. However, if the terms of participation are not met for any reason, membership may be discontinued at any time. Councilmembers must also remain in good standing in their regular work duties as a condition of serving on the council. Managers should address concerns regarding a councilmembers’ standing in their regular work duties to the appropriate Human Resources Business Partner.

By signing below, I affirm that I have read and understand the expectations of Council membership.

Member Name (Printed)

Member’s Supervisor (Printed)

Member’s Signature & Date

Member’s Supervisor’s Signature & Date

Equity Framework

Program/Project name: _____

OED staff responsible for completing framework: _____

Framework start date: _____

Brief program/project description: _____

Goals of this program/project: _____

How will this impact the agency? _____

Introduction:

The Oregon Employment Department's vision, "An Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community" calls on us to build programs that are equitable and accessible to our diverse populations.

The OED Equity Framework should be used at the start and throughout development of a new program or project, when a significant change is introduced, and periodically for existing programs. Programs and projects may include any customer-oriented agency work products, such as informational websites, applications, forms, local programs, jobseeker screening tools, resources, outreach materials, assessments, etc. All questions in this framework are designed to assist with compliance with Department of Labor (DOL requirements and promoting OED values.

This equity framework will be used as a guiding document for each program to develop and outline the core elements for engaging with and providing services to communities. It will help our agency to better support and equitably serve our historically and currently marginalized communities and underserved populations and deepen our understanding of the communities we serve. Every OED division is responsible for using this framework and developing agency, division, or program-specific strategies and concrete actions to address racial and economic disparities and ensure equitable access to our programs. Whenever you have questions or concerns about using this framework, please reach out to our Universal Access Coordinator or our Equity & Inclusion Officer.

This framework consists of four primary areas of work:

 Universal Access	<p>We design our programs with a goal of ensuring equitable access and opportunities for all. Some factors we consider are:</p> <ul style="list-style-type: none"> • Language • Disability • Race and ethnicity • Culture • Income • Access to or comfort level with technology • Gender identity • Ability to travel • Involvement with the justice system 	Tribal Consultation	<p>We consult with representatives of Oregon's tribes as programs or policies that might impact the tribes are developed.</p> <p>We take tribal governments' recommendations and feedback as and when it is possible.</p>	Cultural Values & Unconscious Bias	<p>We recognize that cultural values and unconscious biases can impact our work and take conscious steps to avoid negative impacts for our customers.</p> <p>We ensure that we are continuously learning and looking for unconscious bias when working internally or with customers.</p>	Trauma-Informed Services	<p>We use best practices in trauma-informed services by engaging all customers as if they have experienced trauma.</p> <p>OED employees are also impacted by trauma and we will develop trauma-informed practices when working with our staff.</p>
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Universal Access

Language Access

- The guidance below helps to ensure that the agency provides meaningful access for Limited English Proficient customers to all of the agency's programs, services, and benefits and that we are following the Language Access Procedure.
- Information on how to contact the department must be made available to customers who do not understand the information received in the English language or would prefer further language assistance.

Complete the chart(s) below to show how you will incorporate language access for vital documents¹, depending on whether your project or program is statewide or local to a specific area. Option 1 is the default/primary option for language access, but if it is not possible to use, then Option 2 should be considered next, with Option 3 as the last choice.

Vital Documents for Statewide Programs	Option 1	Option 2	Option 3	List the option selected in each row. If Option 1 is not selected, explain why you selected Option 2 or 3.
<p>Outreach materials (applications, instructions, program overviews)</p>	<p>Translate all materials into Spanish, Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi</p>	<p>N/A</p>	<p>N/A</p>	

Websites	Translate all materials into Spanish, Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	N/A	N/A	
Customer notices	Send according to customer's requested language	Translate notice into Spanish, Vietnamese, Russian, and	Translate notice into Spanish; send Babel notice with	

¹ The languages may change as populations change. Be sure to use the newest list. A document will be considered vital if it contains information that is critical for obtaining services and/or benefits or is required by law. Vital documents include, but are not limited to, applications; consent and complaint forms; notices of rights and disciplinary action; notices advising LEP individuals of the availability of free language assistance; and written tests that do not assess English language competency, but rather competency for job skills and other skills for which English competency is not required; and letters or notices that require a response from the beneficiary or customer (Federal Register/Vol. 65, No. 159/Notices 50123).

		Traditional Chinese; send Babel ² notice with specific contact info in Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	specific contact info in Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	
Email listservs	Send according to customer's requested language	Translate entire email into Spanish or have separate Spanish listserv; have short, standardized template for Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi listservs directing customers to the website homepage to read update	Translate entire email into Spanish or have separate Spanish listserv; include Babel notice with specific contact info in Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	
Text alerts (if added to OED's communications)	Translate entire text into Spanish, Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi – can be a standardized template directing customers to the specific update on the website	N/A	N/A	

Social media posts	Post separately in Spanish, Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean,	If critical content (program change, application link, etc.): Post separately in Spanish,	N/A	
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² A Babel notice is a short notice included in a document or electronic medium (e.g., Web site, “app,” email) in multiple languages informing the reader that the communication contains vital information, and explaining how to access language services to have the contents of the communication provided in other languages.

	Arabic, Somali, Lao, Amharic, and Farsi – can be a standardized template directing customers to the specific update on the website OR exact copy of the English post	Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi – can be standardized template directing customers to the specific update on the website		
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Vital documents for Local/Regional Programs	First, verify if program is specific to only one area. If possible to consolidate local programs under a statewide umbrella, then use this approach to increase access and efficiency and reduce translation costs.			List the option selected in each row. If Option 1 is not selected, explain why you selected Option 2 or 3.
	Option 1	Option 2	Option 3	
Outreach materials (applications, instructions, program overviews)	Consult with Universal Access Coordinator to determine language priorities for the area and translate all materials into those languages	Translate all materials into Spanish; include Babel notice with specific contact info in Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	N/A	
Websites	Consult with Universal Access Coordinator to determine language priorities for the area and translate all materials into those languages	Translate all materials into Spanish; include Babel notice with specific contact info in Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	N/A	

Customer notices	Send according to customer's requested language	Consult with Universal Access Coordinator to determine language priorities for the area and translate notices into those languages; include Babel notice for remaining languages	Translate notice into Spanish; send Babel notice with specific contact info in Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	
Email listservs	Send according to customer's requested language	Consult with Universal Access Coordinator to determine language priorities for the area and provide listservs in those languages; include Babel notice for remaining languages	Translate entire email into Spanish or have separate Spanish listserv; include Babel notice with specific contact info in Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi	
Social media posts	Post separately in Spanish, Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi - can be standardized template directing customers to the specific update on the website OR exact copy of the English post	If critical content (program change, application link, etc.): Post separately in Spanish, Vietnamese, Russian, Traditional Chinese, Simplified Chinese, Korean, Arabic, Somali, Lao, Amharic, and Farsi - can be standardized template directing customers to the specific update on the website		

Equity Check In for Language Access: Describe your timeline for providing the above vital documents in languages other than English, as compared to providing in English:

Additional Universal Access Components

Check each applicable box below and add comments as indicated. Please refer to the Reasonable Accommodations for Customers Procedure as needed.

	Online (specify if website and/or social media)	Mobile	By Phone	Paper/ Mail Fax	In Person
How will information about this program be presented to the public?					
How will we make applications available to potential applicants?					
How will applicants apply to the program?					
If any of the above options (online, mobile, etc.) are not selected in every row, we will create a barrier to access. Please provide further information and explain how you will overcome any barriers, and contact the Universal Access Coordinator with any questions:					
Will customers need to be physically present for any portion of the program?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
If yes, we will create a barrier to access. Please provide further information and explain how you will overcome this barrier, and contact the Universal Access Coordinator with any questions:			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Online Access: If any part of your program is available online, please complete the following table					
If you are contracting for an online services vendor, will the vendor's work products meet the accessibility criteria outlined in Section 508 Standards ?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Does the online platform support all the languages listed in OED's LanguageAccess Procedure, including special characters for the languages? If no, explain in the Languages section.			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Will LEP customers be able to request and receive language assistance through the online platform?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Will customers with disabilities be able to request and receive reasonable accommodations through the online platform? This includes learning, developmental, mental health, Deaf, hard of hearing, blind, low vision, or other physical or mental disabilities.			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Will printing and/or ink signatures of any documents be required from the online service? If yes, how will customers without a printer use this program?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Will there be testing to check that online systems meet the guidelines of the ICT Accessibility 508 Standards and 255 Guidelines ?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Will the online platform be mobile-friendly (easily used by cellphone)?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Will the same services available online be available on mobile devices?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> To be determined		
Equity Check In for Online Access: Please explain any "No" answers and the plan to overcome barriers:					

Phone Access: If any part of your program is available by phone, please complete the following table

What hours will the telephone services be available?

Is this different than other telephone services (for example, non-standard hours or part-time)?

How will customers unable to call during regular business hours of 8 am -5 pm access this process?

How will customer costs (time, cell minutes, etc.) be minimized?

How will customers with disabilities request and receive reasonable accommodations by telephone? Types of disabilities could include learning, developmental, mental health, Deaf, hard of hearing, blind, low vision, or other physical or mental disabilities.

How will LEP customers request and receive language assistance by telephone?

Paper/Mail/Fax Access:

If any part of your program is available by paper, US mail, or fax, please complete the following table

How/where will customers obtain the application materials? Please describe how costs to the customer, including travel and time, will be minimized or eliminated.

Will paper applications be made available at multiple community locations? If yes, provide examples.

How/where will customers submit the application materials? Please describe how costs to the customer, including travel and time, will be minimized or eliminated

How will customers with disabilities request and receive reasonable accommodations through the paper application process? Types of disabilities could include learning, developmental, mental health, Deaf, hard of hearing, blind, low vision, or other physical or mental disabilities.

How will LEP customers request and receive language assistance through the paper application process?

Will there be a significant delay in processing paper forms compared to online? If yes, how will the delay be reduced or mitigated so there is no disparate impact on customers who apply through paper forms?

Will documents meet the guidelines of the ICT Accessibility 508 Standards and 255 Guidelines regarding colors and accessibility?

Describe the community outreach plan to ensure that LEP customers and other currently and historically marginalized groups are aware of the program. Please refer to the Language Access Procedure for examples and consult with the Universal Access Coordinator, Equity and Inclusion Officer, and Communications Director as needed.

Gender Identity and Expression

How will the program be inclusive of trans and non-binary customers? Please refer to the Gender Identity and Expression Procedure for additional information.

Users can indicate pronouns	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Explanation:
Use of inclusive gender markers (M, F, X, and other)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Explanation:
Users can identify preferred or chosen names	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Explanation:
Other:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Explanation:

How will you ensure employees are using the Gender Identity and Expression Procedure when working with customers (such as having pronouns listed in email/ID badges/video meetings, etc.)

Involved in the Justice System

Will customers who currently are or have previously been involved in the justice system or are currently incarcerated be treated differently in this program?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, please explain, in detail, the efforts to reduce any negative impact:	
Will this program do anything to encourage participation and engagement from customers who currently are or have previously been involved in the justice system or are currently incarcerated?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, explain why not. If yes, please explain in detail the efforts the program will make:	
Please provide more information and any options for reducing barriers in the program for customers who currently are or have been involved in the justice system.	

Tribal Consultation

It is the policy of the Oregon Employment Department to recognize and respect the culture, history, and traditions of Oregon's American Indians, and to cooperate and communicate with Oregon's tribal governments and members. We seek input from and consultation with representatives of Oregon's tribes as programs or policies that might impact the tribes are developed. **Consultation should occur as early in the planning process as possible.**

Describe your tribal consultation plan.
What in this plan will be used to incorporate feedback and guidance given to the program from tribal governments?
If you need assistance, OED resources include <ul style="list-style-type: none">• Tribal Liaison, Rebecca Nance• Tribal Government to Government Relations Policy

Trauma-Informed Services Reminder

If the program is customer-facing, consider the best practice in trauma-informed services to engage all customers on the presumption that they have experienced trauma. Remember, too, that employees can experience trauma in customer contact. Ensure that resources are available to employees. Examples of resources include [this training on engaging customers with trauma histories](#) and [this training on toxic stress](#).

Best practices for customers are to...

- Be validated
- Be heard
- Feel safe
- Build trust
- Be empowered to change their situation
- Be an active collaborator in the process
- Feel a sense of control

Best practices for employees are to...

- Be transparent about what the employees can and cannot do
- Be compassionate
- Respect the customer's story
- Validate the customers' experiences
- Set limits/boundaries on how much of the customer's story is theirs to hear
- Understand that customers' behaviors are tools they use to navigate the world and not as maladaptive behavior
- Avoid power struggles
- Focus on what the customer needs and how to move them through the process
- Avoid making choices for the customer if at all possible

As you continue through this equity plan, consider how your program allows for using these trauma-informed strategies. And, consider how this program allows for supporting employees through a trauma-informed lens.

Describe any challenges presented to employees using trauma-informed strategies and the plan for overcoming the challenges. For example, have the relevant staff been trained on trauma-informed practices? How will they incorporate trauma-informed practices into this program or project's daily work?

Cultural Values and Unconscious Bias Reminder

All customer-facing agency divisions involve OED employees exercising their judgment to assess customers' credibility, reasonability, suitability for employment, or other aspects that would affect what services or benefits an agency customer receives. Therefore, please complete this section on cultural values from the required Managing Unconscious Bias training. For additional information, refer to the cultural values and unconscious bias handout.

Describe how you will continuously train and hold staff accountable for the impact of cultural values and unconscious bias through training, practice scenarios, data analysis of program outcomes, or other methods.

Where are there gaps in knowledge and skill now that need to be addressed?

After completing the first draft of this document, please contact the [Universal Access Coordinator](#) or [Equity and Inclusion Director](#) to schedule an initial review and meeting. Thank you!

Samples of All-Staff Communications

From: GERSTENFELD David K * OED
To: GERSTENFELD David K * OED
Subject: Director's Office update - 2021 November 10
Date: Wednesday, November 10, 2021 11:49:49 AM

Sent to OED_DL_ALL_STAFF

Dear Employment Department colleagues,

You can see a [video](#) from Mike Smith, our CFO. He talks about how we recently responded to an emergency at our Medford Office, and he provides information about the payroll and time tracking replacement project.

As we near Veterans' Day, I want to express my gratitude to the many Employment Department employees who have served this country in the military. While all of us at OED work to serve the people of Oregon, our veteran colleagues have committed themselves to serving our entire country, often going far from home and putting themselves in danger for our benefit. I want to recognize and thank our veterans for their hard work, sacrifices, risks, and accomplishments. I'm extremely proud to work with so many dedicated veterans and appreciated the opportunity to hear from some of our many veterans during the panel hosted yesterday by our Equity and Inclusion Council. If you missed it, I strongly encourage you to watch the recording to learn more about how our agency can support and welcome veterans, both as our employees and our customers. I'm also proud that an important part of our agency's work is supporting veterans throughout Oregon.

I also want to thank so many of our colleagues for their clear dedication to racial equity and justice here at the Employment Department. It is essential for people to call out discrimination when they see it, so we can promote a positive, safe, and learning environment where employees feel valued and supported. For some people, it might be uncomfortable to have these discussions and confront these issues at work. However, it is our responsibility to do this hard work if we are to become a truly anti-racist organization. A little discomfort pales in comparison to how difficult it is for people who deal with the pervasive impacts of historic racism and ongoing bias and discrimination every day.

Our core vision is to create "An Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community." We cannot meet our agency's vision without confronting the painful impact of discrimination and the different positions different communities, and individuals, are in. This means looking at how our laws, policies, procedures, technology, and so many other things work, and it also means looking at how we all treat the public and each other. This is an obligation of the Employment Department as an organization, and also of each of us individually. That is why it is so important that we keep having these discussions – to identify and heal systemic inequities. These can be difficult topics, and that is part of why it is so important we have these discussions in ways that are consistent with our agency values – in ways that honor each person's experience, and that treat everyone with dignity and respect.

I am proud of work we have done so far to address these important issues, including implementing our Affirmative Action Plan, supporting the great work of our Equity and Inclusion Council, and our bystander intervention training. I attended this training myself recently, and was impressed by the way it gives each of us some concrete tools we can use to act when we see something that does not seem right. There is much more to be done, and while daunting work, it is also among the most impactful things we can do to help Oregonians. Thank you all for being committed to doing the right thing.

-David

David Gerstenfeld | Acting Director | Oregon Employment Department
503-947-1477 | david.k.gerstenfeld@employ.oregon.gov Pronouns: he, him

For scheduling, please contact my assistant, Katherine Bartlett | Desk: 503-947-1474 | Cell: 503- 508-4073 |
katherine.l.bartlett@employ.oregon.gov

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

From: GERSTENFELD David K * OED
To: GERSTENFELD David K * OED
Subject: Director's Office update - 2021 August 26
Date: Thursday, August 26, 2021 5:15:19 PM

Sent to OED_DL_ALL_STAFF

Dear Employment Department colleagues,

Let me apologize for a long update email (many of you know my emails tend to be long, and there is a lot going on that I want to make sure we are all informed about

There have been several recent events regarding health and safety - in general and for us as employees of the executive branch of state government. With the conclusion of the Food and Drug Administration's (FDA) thorough and scientific review of the Pfizer vaccine, and its formal approval of that vaccine, we learned that the deadline for state employees to be fully vaccinated is October 18. As always, we will share as much information and answer as many questions as possible. However, it's important to note that a lot of the details haven't been worked out yet, and we'll have to wait to get answers on some of our key questions. I encourage you to read the DAS FAQs about the vaccine mandate for executive branch employees. DAS is updating this document as more information becomes available.

Just yesterday, we all got some more information when DAS released information (attached about how employees can go into WorkDay to complete the required steps to verify your vaccination (I just did it this morning - it is pretty quick and simple. The second of the three required steps is where people can request an exemption if their medical condition or sincerely held religious beliefs preclude them from being able to be vaccinated. This is a new process being rolled out to a large number of people (this should sound familiar to us here at OED! so please be patient if there are some bumps along the way with this new process.

This step of requiring vaccines was taken because of the incredibly fast spread of the Delta variant of COVID-19. That same issue led Governor Brown to recently announce statewide outdoor mask requirements. Effective this Friday, masks will be required in most public outdoor settings, including large outdoor events, where physical distancing is not possible, and regardless of vaccination status. I know it can be frustrating, as it feels like we're going backwards just as we were starting to relax our safety protocols. However, with an average of 2,077 new COVID-19 cases per day last week, and hospitals across the state running out of capacity and staff, we must be diligent in protecting our families, coworkers, customers, and ourselves from the spread of the virus.

I also wanted to share that Gerhard Taeubel, PFMLI Division Acting Director, after a lot of reflection, has decided to pursue other interests. I cannot express enough my gratitude to Gerhard for all he's done for PFMLI. I was excited to hire him as the PFMLI Division Deputy Director in early 2020, and by June, he agreed to step into the role of PFMLI Division Acting Director, during a time of intense stress on all of OED.

Under Gerhard's leadership, PFMLI was able to achieve significant progress even during the turbulence of the pandemic, including working with many partners to have PFMLI technology components incorporated into Modernization. This partnership means the technology to support PFMLI contributions is now actively being developed, and importantly it is being done as part of the same contributions system as for UI contributions, furthering our agency's goal of making our programs and systems customer focused. Gerhard also helped PFMLI in many other ways, including making key programmatic decisions (such as that PFMLI benefits will be administered by OED, and not an external third party, guiding the legislative adjustment of the program's implementation dates, making considerable headway with policies and rules, building a foundation for communications and outreach, and, most of all, building a great team to put all of the pieces together to implement such an important program.

Gerhard will be a tough act to follow, so we hope to launch an open-competitive recruitment to permanently fill the PFMLI Director position as soon as possible. Gerhard plans to stay through the end of October, and our goal is to fill the position before he leaves. With Gerhard here through October, and Ashley Carson Cottingham continuing in her role as the PFMLI Acting Deputy Division Director, I know we will keep making great progress with building this important program.

Even with the surge of the Delta variant making it harder to predict what the public will need the most from us, I am excited about our ongoing focus on helping them. We are committed to our operating principals, including being a learning organization – always looking at how we can fulfill our mission better. As part of that, we are working with some consultants who are helping us look at how we are operating, and opportunities for us to develop our best roadmap for the future. A lot of what we are doing now was put together quickly, out of necessity during a severe crisis. We want to make sure to keep and expand on the things we have learned that work well, but also now spend some time seeing how to best operate in a longer term, more sustainable way. This is exciting, and some of you may

see these consultants doing some job shadowing to get a good understanding of what the work looks like as we are directly helping the public.

And, speaking of looking at how we can best fulfill our mission, I am glad to invite you to attend the annual Oregon Statewide Diversity, Equity, and Inclusion (DEI Conference) (the conference schedule is attached). Whether you are just starting to learn more about DEI or are eager for more advanced sessions, there's a wealth of content for you at this year's conference. Just as you all have inspired me with your incredible dedication to the people of Oregon throughout our pandemic response, I hope that this conference inspires you to find ways to promote diversity, equity, and inclusion from wherever you sit within the agency. Our values of respect, integrity, and community call us into this work, and I see employees at OED answering that call every day. We each have the power to bring positive change, whether through bringing an open mind and awareness of our cultural values to interview panels, assisting in culturally-informed community engagement, providing feedback on our policies and procedures from an equity lens, taking accountability when we unintentionally cause harm, or by simply by checking in with each other to see if there's a colleague who needs our support. While our workload remains high, my expectation is that all employees and managers interested in attending this year's conference will be able to attend at least one session live and schedule time to view the recorded sessions once they are released through Workday (however, please note that not all sessions may be recorded. If you are interested in attending one or more live sessions, please work with your manager to schedule your attendance. I would also like to thank Olivia Huynh (who you can contact if you have any questions about how to register in Workday) and Winona Butler, who have represented OED on the conference planning committee for the past year and coordinated our sponsorship of this event. Thank you both!

I'd also like to share that our Executive Team has recently adopted an Equity Framework for OED. Developed by our Equity and Inclusion Council (EIC) with the support of the IT Project Management Office and beta testers in Unemployment Insurance and Workforce Operations, this is a guiding document for new programs and projects. It covers topics such as universal access, tribal consultation, and trauma-informed services. In adopting this framework for our agency, the Executive Team's goal is for us to better support and equitably serve our historically and currently marginalized communities and deepen our understanding of the communities we serve. Our EIC has been working on introducing it to each division, and all divisions are responsible for beginning to incorporate this framework into their new projects and programs. Our entire Executive Team is committed to ensuring equitable programs and projects, and we look forward to hearing how this tool has supported and guided your work as well as your suggestions for future updates of the framework. While no program or project may ever be perfect, each step we take using this framework can bring us closer to reaching our vision of an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community. Thank you all for being part of this work, and whenever you have questions or concerns about using this framework, please reach out to your manager, our Universal Access Coordinator, or our Equity & Inclusion Officer.

And, finally, I wanted to close with reiterating my always growing appreciation for all that you do. With the uncertainty of the COVID virus, there are more questions lately about our services and how the pandemic is impacting our ability to help the public. I am proud to share how committed you all are, and the many ways we are helping people, and remain ready to shift if circumstances require.

-David

David Gerstenfeld | Acting Director | Oregon Employment Department
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For scheduling, please contact my assistant, Katherine Bartlett | Desk: 503-947-1474 | Cell: 503- 508-4073 |
katherine.l.bartlett@employ.oregon.gov

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



February 3, 2022

Habari!

("hello" or "hi" in Swahili)

By Oni Marchbanks, Equity and Inclusion Councilmember

Fun fact: The total number of languages natively spoken in Africa is variously estimated (depending on the delineation of language vs dialect) at between 1,250 and 2,100, and by some accounts at over 3,000. Nigeria alone has over 500 languages, one of the greatest concentrations of linguistic diversity in the world!

Welcome to the first week of Black History Month! Black History Month occurs every February. It pays tribute to and celebrates the achievements of Black Americans and acknowledges the central role of African Americans in United States history. This month-long observance in the US and Canada is a chance to celebrate Black achievement and provide a fresh reminder to take stock of where systemic racism persists and give visibility to the people and organizations creating change.

With the help of colleagues from across OED, we will be producing a special Black History Month presentation for OED. As a member of the Equity & Inclusion Council, it is also an incredible privilege to me to help provide the opportunity to each of you to learn & unlearn about the Black lived experience. Our objective for this presentation is to bring clarity, inclusion, and insight to the forefront of our workplace interactions. We appreciate each of you who will take the time to join us on this journey. The presentation is filled with poetry, music, perspectives from many of OED's Black managers & colleagues. I hope you enjoy the diversity of the presentation as much as we did putting it together, and we look forward to sharing it with you. Tuonane tena & asante ("see you soon" and "thank you" in Swahili)!

While we finalize our presentation, here are some other Black History Month events and materials to help honor the month:

- [Migration to Eastern Oregon, an early 1900s Perspective](#)
(through Workday Learning)
February 10, 3-4 pm via Zoom
Join OED and the Oregon Judicial Department to learn about Maxville, a Wallowa County community that was home to many new Oregonians that migrated for jobs in the thriving timber industry from 1923 into the 1930s. The town of Maxville operated as a company town for a Missouri lumber company and hosted an interesting mix of Greek immigrants and Black workers from the south and east.
- [All Power to the People: Remembering the Legacy of the Black Panther Party](#)
Multiple in-person events in Portland from February 11-13
Gather to hear reflections on the legacy of the Black Panther Party in Portland, including personal recollections from founding member Mr. Kent Ford.

- [Building Peaceful Communities: Standing on My Sisters' Shoulders](#)
February 16, 6-8 pm via Zoom
Watch and discuss a civil rights documentary centered on three Black women from Mississippi and their experiences in the 1960s civil rights movement.
- [State of Oregon Diversity, Equity, and Inclusion Action Plan](#) (through Workday Learning and rescheduled from January)
February 17, 9 – 10: 30 am via Zoom
Oregon's Chief Cultural Change Officer Serena Stoudamire-Wesley will focus on why this Action Plan is important to our mission, culturally responsive leadership, and how to implement organizational change followed by a Q & A session to answer *your* questions about the plan! This event was rescheduled from an earlier date in January and will be recorded.
- [73 years after winning first 'Top Gun' competition, Black pilots are honored](#)
Read about the accomplishments of this all-Black fighter and bomber group, which was one of the most decorated squadrons in the segregated military during World War II.
- [Find more virtual events around the globe!](#)

Happy Lunar New Year!



We wish everyone celebrating the Lunar New Year and Year of the Tiger a wonderful celebration with family and time of renewal! To help build awareness of this annual holiday, we'd like to share this article from [Travel Oregon](#):

Lunar New Year, traditionally known as the Spring Festival in many East Asian and South Asian cultures, marks a period of renewal. The holiday brings together friends and family to feast, reflect and usher in prosperity, happiness and good health.

Based on the traditional lunisolar calendar, Lunar New Year does not adhere to a fixed date like the January 1 of the Gregorian calendar. Typically occurring anywhere between January 19 and February 23, Lunar New Year in 2022 falls on February 1. In accordance with the Chinese zodiac, each year is associated with one of the five Chinese elements and one of 12 astrological animals. This is the Year of the **Tiger**.

Cultures that celebrate Lunar New Year include Chinese, Korean, Mongolian, Tibetan and Vietnamese — many of which have long and rich histories in Oregon, including small towns like Baker City and John Day. Enticed by gold-mining opportunities, Cantonese-Chinese immigrants settled in the Oregon Territory before it was granted statehood. As the state flourished, Chinese and Japanese communities grew and contributed to the agricultural and fishery industries.

Today many of the cultural traditions remain the same. The three-day Korean **Seollal** celebration encompasses the day before, the day of and the

day after. Families observe rituals of filial piety and eat tteokguk, a soup with sliced rice cakes. During the Vietnamese Tết Nguyên Đán, families display New Year trees, which are decorated with good-luck charms and origami, and enjoy bánh tét — sticky rice filled with mung beans and/or meat and wrapped in banana leaves.

the Kitchen God, a highly revered deity who reports to heaven on families' deeds.

This year celebrations across the state may look a little different than years past, but communities are finding inventive ways to get festive. Find events [here](#).

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The Oregon Employment Department fosters 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 victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training.

A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.



Regards,

Teresa Rainey
Equity and Inclusion Officer
Pronouns: she, her - Why do [pronouns matter?](#)
Oregon Employment Department
Cell: (503) 586-9240

04/09/2021

Equity Framework


Page 31 of 12



Equity and Inclusion Council

April 6, 2022

Second Chance Month 2022



The Equity and Inclusion Council is excited to announce an upcoming [event](#) in celebration of Second Chance Month 2022. Please join us for a live presentation and panel discussion about the issues the justice-involved community is currently facing. The event will be centered around supporting and uplifting justice-involved individuals on their journey towards re-entry into society. Please make sure you have manager approval to attend, and we will record the presentation for future viewing.

Event details:
Thursday April 14, 2022
9:00 – 10:30 am
Via Zoom
[Register here](#)

Confirmed speakers:
Barbara Schultz, Constructing Hope
Aaron Harris, Oregon Employment Department
Amy Bertrand, Oregon Department of Corrections
Nicole Stapp, Future Ready Oregon
Enrica Gardner, Oregon Employment Department

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



Equity and Inclusion Council

July 21, 2021

Greetings from your Equity and Inclusion Council! We hope you're having a wonderful summer and taking time for self care and rest as we all continue experiencing high workloads. You can also [watch our recorded session](#) on managing workplace stress for some helpful strategies.

Please also take some time to review both our required training and optional event recordings listed below and work with your manager to schedule your training time. And, [let us know](#) if you have any topics that you'd like to see covered in future trainings!

Culture Matters Part 2: Bystander Intervention Skillbuilding (required*)

**Our Executive Team's goal is for all employees to complete this training from our [Affirmative Action Plan](#) by 6/30/23. As it's a longer training and only provided live, please try to schedule your session as soon as possible! [Sessions](#) are currently scheduled from August-December 2021, with more to come in 2022.*

Have you ever been in a workplace conversation when someone said something biased that made you uncomfortable, but you weren't sure how to respond? Sometimes it can be challenging to address biased comments, [microaggressions](#), or even harassment in the moment. This course will help you focus on growth and action in order to model our agency values of respect, integrity, and community.

Please note that this training takes place over two, half day Zoom sessions, and computer audio will be used. You must be in attendance for the entire training in order to receive credit for attending, and make sure that you've already taken Part 1! [Register here](#).

Juneteenth 2021: A Walk of Liberation (optional but highly encouraged)

We were honored to host a two-week celebration of Juneteenth this year from cultural [artists](#) (yes, you read that right) Bobby [Foucher](#) and Liz [Branch-Foucher](#). You can access all of their materials at your own pace to learn more about the history and current significance of Juneteenth. [Register here](#).

LGBTQ+ Pride 2021 (optional but highly encouraged)

Need an energy boost? To celebrate Pride this year, we recorded an educational and uplifting discussion with legendary Portland drag queen Poison Waters that touched on the themes of being queer and a person of color in Oregon. Don't miss this great session! [Register here](#).

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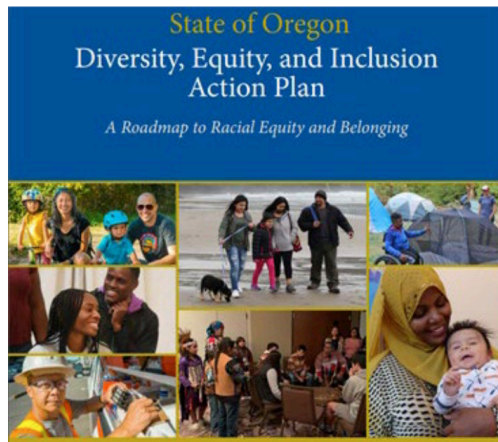




Equity and Inclusion Council

December 22, 2021

Upcoming Events!



1. Interested in joining our Equity and Inclusion Council (EIC)? We'll be recruiting soon! Watch for an application announcement in January from [David Gerstenfeld](#), and **join our virtual open house on January 6, 11:00 am – 12:00 pm** to hear our 2021 accomplishments, learn what's coming up in 2022, and ask your questions! [Please register through Zoom](#), and this event will be recorded.
2. **Join us on January 12, 9:00 – 10:30 am**, to learn about the [State of Oregon Diversity, Equity, and Inclusion Action Plan](#) from Serena [Stoudamire-Wesley](#),

Oregon's Chief Cultural Change Officer! At this 90-minute event, Chief [Stoudamire-Wesley](#) will focus on why this Action Plan is important to our mission, culturally responsive leadership, and how to implement organizational change followed by a Q & A session to answer *your* questions about the plan! [Please register through Workday](#), and this event will be recorded.

EIC events should be attended on paid training time. Please work with your manager to schedule your attendance.

Supporting Mental Health

A note from Teresa Rainey, OED's Equity and Inclusion Officer



Hello OED colleagues,

This time of year can be a wonderful time for enjoying family, hot cocoa, and many different [religious and cultural celebrations](#). It can also be a difficult time for any of us who are mourning the passing of a loved one, struggling to maintain resiliency during the pandemic, or feeling overwhelmed by work or family stressors. I know that you all are doing incredible work here day after day to serve our customers' needs. I also want to recognize that just as our fellow Oregonians deserve our best efforts, so do each of you deserve the best for yourselves in care and compassion, in an environment free of stigma or stereotypes related to mental health. In that spirit, I'd like to highlight two resources that are available to you 24/7 for coping with grief, stress, or other mental health concerns:

1. [Lines for Life](#), which is available at 800-273-8255 if you or a loved one are experiencing a mental health crisis. You can also find their dedicated service lines for racial equity, service members and veterans, seniors, youth, and more [here](#).
 - a. For help connecting our customers in crisis to Lines for Life, please refer to [our agency procedure](#) (you will need to log in to [EDweb](#) in order to access it).
2. [Cascade Centers](#), our Employee Assistance Program (EAP), which provides free and confidential crisis counseling at 800-433-2320. Access to routine care typically takes place within 5-7 business days, and within 24-48 hours for crisis services.

If you've been wondering when is the right time to connect with mental health resources, I encourage you to take the time for yourself now to make that connection. I'd also like to share an equity-centered practice from Cascade Centers that I've found helpful when I've needed their services: they can help you select a counselor who you feel most comfortable working with, based on any of the following factors:

Continues on next page.

- Clinical specialty; including expertise working with the LGBTQ population, serving people with learning disabilities, experience with geriatrics, military veterans, etc.
- Geographic location, including neighborhoods with diversity in SES
- Accessibility of office location for those with mobility issues
- Language spoken
- Ethnicity
- Gender

The two attachments from Cascade have more information about their services, and I hope that you find them helpful. Before closing, I would like to share this message on grief from our Equity and Inclusion Councilmember Winona Butler, which we hope may bring comfort to those in mourning:

This is in honor of my colleagues' children, parents, and loved ones who have passed.

colonization, our people believed the human spirit carried out to another world with no ending. As a people, we should be able to feel the same feeling of celebration from birth that we feel at death. When the Creator calls us home, we should still have that same feeling as when that person was born. Sorrow is not what the Creator asked of the human being. We did not lose them; we must allow them to go into the Spirit World with honor. The Creator asks, "Why would you cry when I bring my children home?"

The attached publication on cultural responsiveness touches on how we, as a people, deal with grief during COVID-19. Please know that the EIC cares about you, our valued colleague, and know you are not alone during this time.

Thank you all, and take care.

—

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Equity and Inclusion Recruitment Questions

Direct questions:

1. In relation to diversity, equity, and inclusion, how do your work, school, volunteer, and/or life experiences prepare you for this position?
2. What if you witnessed someone discriminated against or mistreated in the workplace? Besides reaching out to Human Resources, what would you do?
3. In what ways do you see public benefit programs failing to support people who have been historically underserved? How would you work to address this issue, either individually or as part of a public benefit program?

Scenario questions:

1. You've offered an analysis of a racial inequity that is occurring in your program to a colleague. They respond by saying, "Why do we have to bring race into it? Aren't we past this now?" How might you respond to your colleague?
2. You overhear a coworker tell a customer/claimant, "Your name is too hard to pronounce, can I just call you Jay?" How might you respond in this situation?
3. You overhear your coworker remark to a customer/claimant, "Your English is so good! I can hardly even tell you're not from here." How might you respond in this situation?

Leadership questions: *ONLY for candidates seeking a leadership position*

1. Our agency is committed to addressing racial and economic disparities in Oregon. How might you go about supporting this essential work in this role?
2. A member of your staff who is Black and openly gay reports to you they have been targeted by a coworker with jokes about their sexuality and rude comments about their cultural cuisine. How do you respond?
3. You have just received a report with data indicating there is racial disparity within your program that affects Black, Indigenous, and Latinx customers. What steps will you take to begin to mitigate the disparity?
4. Through our Affirmative Action Plan, the Oregon Employment Department is working to increase the proportion of employees with disabilities and increase the proportion of women and employees of color in higher-level supervisory management positions. Describe how you will work to advance these initiatives.

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.

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.

APPENDIX D – ADDITIONAL FEDERAL DOCUMENTATION

A. [Executive Order 11246](#) (OFCCP regulations)

APPENDIX E – REPORT TABLES

Oregon Employment Department (OED) and Statewide Labor Force Comparison							
Category	OED Workforce	Current Managers	Applicants	Hires	Promotions	Separations	Oregon Labor Force
American Indian/Alaska Native	1.4	3.9	<1%	Approx 2%	<1%	1.7%	1.0%
Asian	5.0%	2.6%	4.2%	3.8%	3.9%	5.1%	4.8%
Black/African American	2.6%	2.6%	4.0%	3.5%	<1%	3.6%	1.9%
Hispanic	15.1%	9.7%	13.8%	15.5%	13.7%	11.5%	13.0%
Native Hawaiian/Pacific Islander	<1%	Approx 1%	<1%	<1%	<1%	<1%	0.5%
Two or More Races	4.4%	2.6%	7.2%	7.5%	5.3%	5.2%	5.5%
White	67.9%	74.9%	61.3%	49.1%	66.8%	64.3%	73.3%
Race Not Disclosed	Approx 3%	2.6%	8.1%	17.8%	8.4%	Approx 9%	N/A
Female	Approx 64%	Approx 57%	Approx 61%	Approx 58%	Approx 58%	Approx 63%	47.3%
Male	Approx 36%	Approx 42%	Approx 32%	Approx 28%	Approx 36%	Approx 32%	52.7%
Non-Binary or Unknown	<1%	<1%	<1%	<1%	<1%	<1%	Not Available
Gender Not Disclosed	N/A	N/A	Approx 6%	Approx 13%	Approx 5.5%	Approx 5%	N/A
With a Disability	3.5%	2.6%	Not Available	1.3%	2.2%	3.0%	7.6%
Veteran Status	6.8%	12.9%	3.5%	4.5%	4.4%	5.3%	4.8%

Source: Oregon Employment Department, Workday and U.S. Census Bureau 2016-2020 5-Year ACS Estimates

Oregon Employment Department (OED) Higher-Level Supervisory Manager* Comparison		
	As of 6/30/22	As of 6/30/20
Total Managers	154	117
Total Higher-Level Supervisory Managers	90	72
Total Higher-Level Supervisory Managers Who are Women	53	32
Percentage of Highert-Level Supervisory Manages Who are Women	59%	44%
Total Higher-Level Supervisory Managers Who are People of Color	19	15
Percentage of Higher-Level Supervisory Managers Who are People of Color	21%	21%

Source: Oregon Employment Department, Workday

**Higher-level supervisory manager” is defined as either of the following: Principal Executive/Manager C and higher, or Supervisor 2 and higher

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Нужна помощь?

Управление занятости штата Орегон (OED) является агентством по обеспечению равных возможностей. Управление занятости штата Орегон (OED) оказывает бесплатную помощь, чтобы вы могли воспользоваться нашими услугами. В качестве примера можно привести услуги сурдо- и устных переводчиков, предоставление письменных материалов на других языках, материалов с использованием крупного шрифта, а также материалов в аудио- и других форматах. Если вам требуется помощь, позвоните по телефону 503-947-1444. Пользователи телетайпа могут позвонить по номеру 711. Вы также можете направить нам электронное сообщение по эл. почте: communications@employ.oregon.gov.

Cần trợ giúp?

Cơ quan Việc làm của Tiểu bang Orego (Oregon Employment Department, OED) là một cơ quan cung cấp cơ hội công bằng. OED cung cấp trợ giúp miễn phí để quý vị có thể sử dụng các dịch vụ của chúng tôi. Trong đó bao gồm thông dịch viên ngôn ngữ ký hiệu và ngôn ngữ nói, các tài liệu bằng văn bản với các ngôn ngữ khác, bản in khổ lớn, âm thanh và các định dạng khác. Để được trợ giúp, vui lòng gọi 503-947-1444. Người dùng TTY xin gọi 711. Quý vị cũng có thể gửi email tới communications@employ.oregon.gov.

需要帮助?

“Oregon州就业部 (OED)” 是一个提供均等机会的机构。OED提供免费帮助，便于您使用我们的服务。服务内容示例包括手语和口语翻译、其他语种的书面材料、大字体、音频以及其他格式文档。如需帮助，请致电503-947-1444。TTY用户请拨打711。您也可以发送电子邮件至 communications@employ.oregon.gov。

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도움이 필요하시나요?

오레곤 주 고용부(OED)는 기회균등 기관입니다. OED는 서비스를 이용할 수 있도록 무료로 도움을 제공합니다. 일부 예시로는 수화, 통역 서비스, 다른 언어 번역 서비스, 큰 활자, 오디오 및 기타 형식의 자료 제공 서비스 등이 있습니다. 도움이 필요하시다면, 503-947-1444로 연락 주시기 바라며, TTY 사용자는 711로 연락하십시오. 또한 communications@employ.oregon.gov로 이메일을 보낼 수 있습니다.

ຕ້ອງການຊ່ວຍເຫຼືອບໍ່?

ກົມຈັດງານແຫ່ງລັດອໍຣິກອນ (OED) ຄືໜ່ວຍງານໃຫ້ໂອກາດຢ່າງເທົ່າທຽມກັນ. OED ຈັດໃຫ້ມີການຊ່ວຍເຫຼືອທີ່ບໍ່ເສຍຄ່າ ເພື່ອວ່າທ່ານຈະສາມາດໃຊ້ບໍລິການຂອງພວກເຮົາ. ບາງຕົວຢ່າງແມ່ນລ່າມແປພາສາມື ແລະ ພາສາເວົ້າ, ເນື້ອຫາລາຍລັກອັກສອນແບບພາສາອື່ນໆ, ແບບພິມໃຫຍ່, ສຽງ ແລະ ຮູບແບບອື່ນໆ. ເພື່ອຮັບການຊ່ວຍເຫຼືອ, ກະລຸນາໂທຫາ 503-947-1444. ຜູ້ໃຊ້ TTY ໂທ 711. ທ່ານຍັງສາມາດສົ່ງອີເມວໄປຫາ communications@employ.oregon.gov.

እርዳታ ይፈልጋሉ?

የአራጎን የቅጥር መምሪያ (The Oregon Employment Department, OED) የእኩል እድል ኤጀንሲ ነው። አገልግሎቶቻችንን መጠቀም እንዲችሉ OED ነፃ እገዛን ይሰጣል። አንዳንድ ምሳሌዎች የምልክት ቋንቋ እና የንግግር ቋንቋ አስተርጓሚዎች፣ በሌሎች ቋንቋዎች የተጻፉ ጽሑፎች፣ ትልቅ ህትመት፣ አዲስ እና ሌሎች ቅርጸቶች ናቸው። እገዛ ለማግኘት፣ እባክዎ በ 503-947-1444 ይደውሉ። የTTY ተጠቃሚዎች 711 ይደውሉ። ወይ communications@employ.oregon.gov ኢሜይል መላክም ይችላሉ።

هل تحتاج إلى المساعدة؟

إدارة توظيف ولاية أوريغون (The Oregon Employment Department (OED)) وكالة متكافئة الفرص. تقدم OED مساعدة مجانية بحيث يمكنك استخدام خدماتنا. تشمل بعض الأمثلة مترجمين فوريين للغة الإشارة واللغات المنطوقة ومواد مكتوبة بلغات أخرى ومطبوعات كبيرة الخط وملفات صوتية وصيغ أخرى. للحصول على مساعدة، يرجى الاتصال على الرقم 503-947-1444. يتصل مستخدمو الهاتف النصي على الرقم 711. يمكنك أيضاً إرسال رسالة بريد إلكتروني إلى communications@employ.oregon.gov.

داريد؟ كمك به نياز

اداره اشتغال اورگان (OED) يك مؤسسه ارائه فرصت برابر است. OED كمك رايگان ارائه مي دهد تا بتوانيد از خدمات استفاده كنيد. زبان اشاره و مترجمان شفاهي، مفاد كتبي به ساير زبان ها، چاپ درشت، صوتي و ساير قالب ها مثال هاي از اين كمك ها هستند. براي دريافت كمك لطفأ با شماره 503-947-1444 تماس بگيريد. كاربران TTY با شماره 711 تماس بگيرند. مي توانيد به ادرس communications@employ.oregon.gov ايميل بزنيد.

Ma u baahan tahay caawimaad?

Waaxda Shaqaalaynta ee Oregon (The Oregon Employment Department, OED) waa wakaalad leh fursad loo siman yahay. OED waxay ku siineysaa caawimo bilaash ah si aad u isticmaasho adeegyadeena. Tusaalooyinka qaarkood waa luqadda dhegoolaha iyo tarjumaannada luuqada lagu hadlo, agab ku qoran afaf kale, far waaweyn, maqal iyo qaabab kale. Si aad u hesho caawimo, fadlan wac 503-947-1444. Isticmaalayaasha TTY waca 711. Waxaad sidoo kale iimaayl u diri kartaa communications@employ.oregon.gov.



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