

Oregon Real Estate Agency



Affirmative Action Diversity, Equity & Inclusion

2021-2023





Oregon

Kate Brown, Governor

Real Estate Agency
530 Center St. NE, Suite 100
Salem, Oregon 97301-2505
Phone: (503) 378-4170
www.oregon.gov/rea

January 28, 2022

Frank Garcia, Director-Diversity & Inclusion
Office of Governor Kate Brown
frank.garcia@oregon.gov

RE: 2021-2023 Affirmative Action/Diversity, Equity & Inclusion Plan

The Oregon Real Estate Agency (OREA) is pleased to submit our 2021-2023 Affirmative Action/Diversity, Equity & Inclusion Plan.

OREA's mission is to provide quality protection for Oregon consumers of real estate, escrow, and land development services, balanced with a professional environment conducive to a healthy market atmosphere. As a part of this mission, we are building an inclusive and diverse Agency, reflective of the Oregonians we serve.

OREA is committed to diversity and continuing our efforts of creating and maintaining a workforce that parallels the diverse population of Oregon. In doing so, it is imperative that OREA provides a work environment that is positive, respectful, safe, and free from harassment and discrimination of any kind. In addition, we are committed to integrating diversity and inclusion into how we conduct business in order to better serve the diverse citizens of Oregon.

Enclosed please find the updated Oregon Real Estate Agency Affirmative Action/Diversity, Equity and Inclusion Plan for the 2021-2023 Biennium for your review and consideration.

If you have any questions or need additional information, please contact Leandra Borstelman, Affirmative Action Officer at 971-719-3316.

Steve Strode
Real Estate Commissioner

c: Leandra Borstelman, Affirmative Action Officer
Anna Higley, Deputy Commissioner
Rebecca Avila, Client Agency HR Manager

**OREGON REAL ESTATE AGENCY (OREA)
AFFIRMATIVE ACTION
DIVERSITY, EQUITY & INCLUSION
PLAN
2021-2023 BIENNIUM**

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I. Description of the Oregon Real Estate Agency (OREA)

Mission Statement

The mission of the OREA is to provide quality protection for Oregon consumers of real estate, escrow, and land development services, balanced with a professional environment conducive to a healthy market atmosphere.

Who we are

The OREA is a stand-alone Executive Branch Agency of the State of Oregon charged with administering professional real estate licensing and regulating Oregon real estate license law ([ORS Chapter 696](#)). The Commissioner, who is appointed by the Governor and an employee of the state, directs the Agency. The Commissioner oversees the administration of the Agency and is responsible for assessing sanctions for license law violations.

The Agency has a nine-member advisory board, which has authority to waive some application requirements for real estate license and continuing education provider applicants, as well as advise the Governor, Commissioner and Agency on law, rule and policy.

We value

- Equity
- Respect
- Transparency
- Adaptability & Innovation
- Stewardship & Customer Service
- Accountability

Our primary strategic goals

- Ensure Equity in Application of Law & Rule
- Increase Accessibility and Reduce Barriers in Licensing and information to Consumers
- Improve Operational Efficiency

Strategies to achieve these goals

- Develop a regulatory framework, which ensures consistent application of sanctions, factoring in mitigating and aggravating circumstances while minimizing opportunities for bias.
- Increase access to services through:
 - Employing Spanish speaking staff.
 - Producing education content in Spanish.
 - Developing license examination in languages other than English.
 - Providing licensing applications in languages other than English.
- Upgrade systems to:
 - Increase security.
 - Improve user experience.
 - Streamline processes.

Oregon Real Estate Commissioner

Steve Strode
530 Center St. NE, Suite 100
Salem, OR 97301
971-301-0822

Governor's Policy Advisor

Leah Horner
900 Court Street NE
Salem, OR 97301

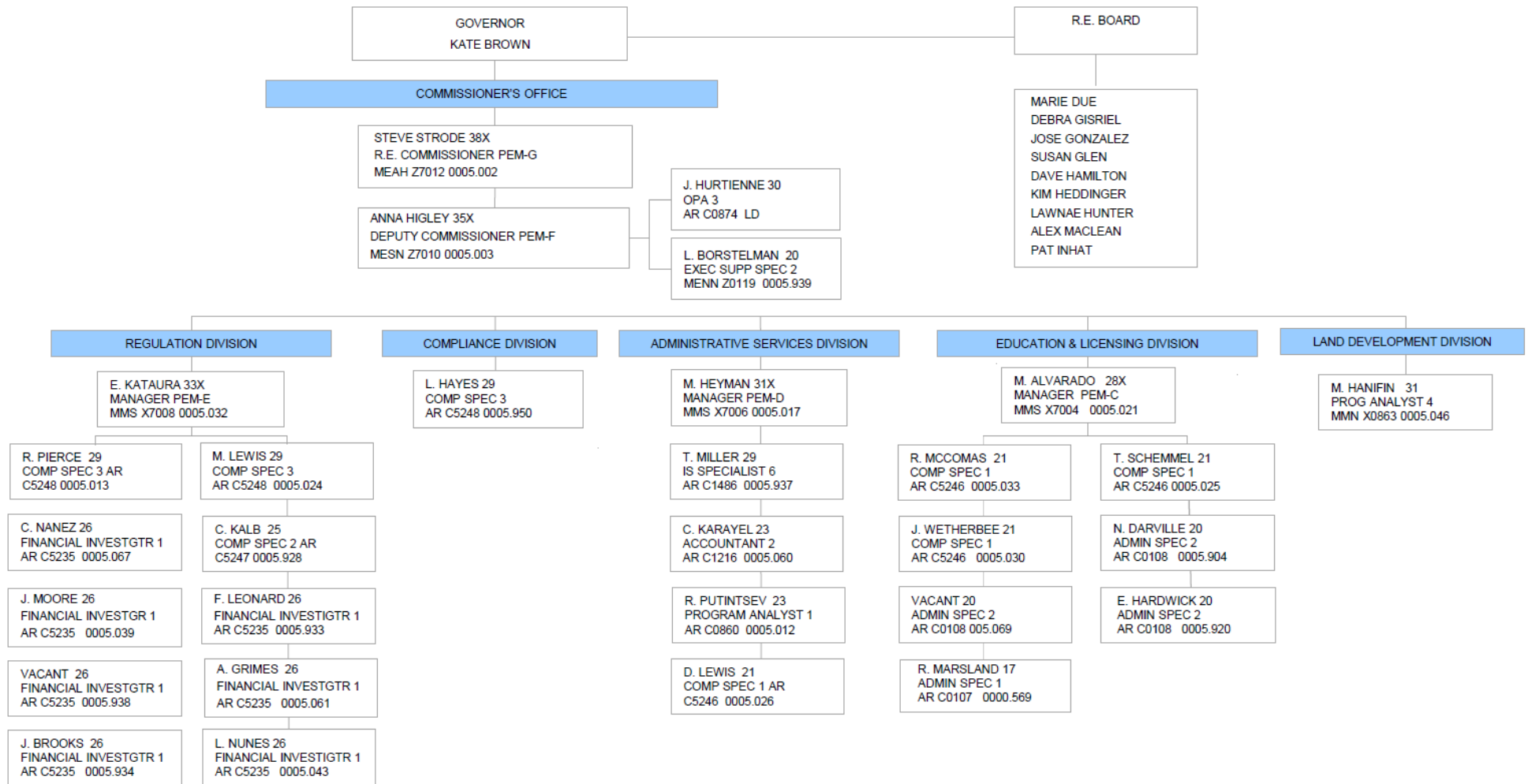
Affirmative Action Representative/Tribal Liaison/Diversity & Inclusion Officer

Leandra Borstelman
530 Center St. NE, Suite 100
Salem, OR 97301
971-719-3316

Organizational Chart

OREA is an agency of twenty-nine (29 FTE) staff, primarily composed of professional and managerial personnel specializing in real estate regulation, compliance, licensing and education. Twenty-four (24) of the twenty-nine (29) positions are at salary range 21 or above. Five (5) positions are classified as administrative specialist/support at salary ranges 17-20.

2021-23 REAL ESTATE AGENCY
ORGANIZATION CHART (01.12.2022)



II. Affirmative Action/Diversity, Equity & Inclusion Plan
Agency Affirmative Action Policy Statement



Oregon

Kate Brown, Governor

DATE: January 28, 2022
TO: All Employees
FROM: Steve Strode, Real Estate Commissioner

Real Estate Agency
Equitable Center
530 Center St. NE, Suite 100
Salem, Oregon 97301-2505
Phone: (503) 378-4170
www.oregon.gov/rea

The Oregon Real Estate Agency (OREA) is committed to diversity, equity and inclusion and strives to embody this priority in all facets of our business and services to better serve the diverse citizens of Oregon.

The Agency values a diverse, inclusive environment and organizational culture. The Agency makes every effort to ensure that all employees and customers, regardless of sex, age, race, national origin, color, ethnicity, religion, sexual orientation, veterans, people with disabilities, or any other protected class prohibited by law or policy of the state or federal government, have fair and equal treatment. OREA will continue its efforts to recruit applicants that are reflective of the diversity of Oregon. We maintain a work environment that is positive, respectful, safe, and free from harassment and discrimination, of any kind.

Management is responsible for ensuring that the work environment is harassment and discrimination free. All applicants and staff are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.

OREA will make every reasonable good faith effort to provide reasonable accommodation in employment and to our clients, applicants for services and members of the general public who have disabilities, as defined by statute.

OREA strives to make all employees feel welcome and is committed to its Affirmative Action and Diversity, Equity and Inclusion goals for creating and maintaining a diverse workforce.

We ask that you strive to create and maintain a positive work environment for yourself and your co-workers. If you have any questions about the information contained in this document, please discuss it with your manager or Rebecca Avila, OREA's Client HR Manager at Department of Administrative Services.

Steve Strode, Oregon Real Estate Agency Commissioner

01.28.22
Date

Affirmative Action Resources

All have the right to file grievances or complaints of discrimination instead, or concurrently, with the Governor's Office of Diversity & Inclusion, the Bureau of Labor and Industries, the Equal Employment Opportunity Commission or in accordance with the collective bargaining agreement.

Governor's Office of Diversity & Inclusion/Affirmative Action

255 Capitol Street NE, Suite 126
Salem, Oregon 97301
Phone Number: 503-378-6833

Oregon Bureau of Labor and Industries -Civil Right Division Portland

State Office Building
800 NE Oregon Street, MS# 32, Suite 1070
Portland, OR 97232
Phone Number:
English: 971-673-0764
Spanish: 971-673-2818
Fax: 971-673-0765
E-mail: crdemail@boli.state.or.us

Eugene

1400 Executive Parkway, Suite 200
Eugene, OR 97401
Phone Number: 541-686-7623

Salem

3865 Wolverine Street N, Bldg. E, Suite 1
Salem, OR 97305-1268
Phone Number: 503-378-3292

The Oregon Bureau of Labor and Industries - Civil Rights Division is the Oregon state equivalent of the federal EEOC. As a designated Fair Employment Practices Agency (FEPA), the Oregon Bureau of Labor and Industries -Civil Rights Division may coordinate operations with the EEOC under a work-share agreement. Furthermore, the Oregon Bureau of Labor and Industries-Civil Rights Division investigates state claims that are not covered by federal law or exceed the basic protections of federal law. Individuals filing a charge of discrimination with the EEOC should also file a copy of the charge with the Oregon Bureau of Labor and Industries- Civil Rights Division.

U.S. Equal Employment Opportunity Commission

Seattle Field Office EEOC Office Federal Office Building
909 First Avenue, Suite 400
Seattle, WA 98104-1061
Phone Number: 1-800-669-4000

The EEOC does not maintain an office in Oregon. The Seattle Field Office is open Monday- Friday from 8:00 a.m. - 4:30 p.m.

Agency Diversity, Equity & Inclusion Statement

The Oregon Real Estate Agency strives to develop and maintain a diverse and inclusive organizational culture, that is representative of the population we serve, all Oregonians. Our office ensures that all we engage with are treated fairly and equally, regardless of gender, age, race, national origin, color, ethnicity, religion, people with disabilities, sexual orientation, veterans, etc.

As our work impacts all Oregonians, and we work across many Agencies within state government, the Oregon legislature, professional and industry organizations, licensee stakeholders and the public, systemic barriers may impose obstacles to developing our goals. The Agency is responsible for identifying and implementing effective solutions that will overcome these impediments and improve the performance and service delivery of our Agency, meeting the needs of all.

We use the concepts of Diversity & Inclusion, e.g., problem-solving, innovation, organizational development, to create a workplace that is stronger, better functioning, and more dynamic – and can deliver the best possible service to our employees and customers.

Training, Education, and Development Plan (TEDP)

Employees

New OREA employees meet with the Human Resources Analyst for the Agency and review statewide and Agency policies, including the following:

- [ADA and Reasonable Accommodation in Employment \(Applies to all employees\)](#)
- [Discrimination and Harassment Free \(Applies to all employees\)](#)
- [Violence-Free Workplace \(Applies to all employees except where in conflict with CBA, includes temporary employees and volunteers\)](#)

The Affirmative Action/Diversity, Equity & Inclusion Plan is posted on the Agency website. This plan is to be reviewed by staff, at the direction of their manager, or at onboarding.

Volunteers

The Agency does not have the need nor offer opportunities for volunteers.

Contractors/Vendors

The Agency will provide vendors with a link to this plan by the Designated Procurement Officer at contract signing. Contractors are expected to comply with all state and federal civil rights laws and in the spirit of this plan.

Programs

Internship

Prior to the COVID-19 pandemic, the Agency maintained a long-established student worker program. One to four high-school and college students were employed in temporary roles, performing entry level administrative support on limited projects. This included data entry, scanning documents, and other directive clerical work. This program sought to offer young people access and exposure to a professional setting in state government, as well as establish opportunities for mentoring and referrals for future endeavors. Historically, these opportunities were offered to young people known to existing employees, through family or community relationships.

The Agency intends to reintroduce this program in the summer of 2023. The Agency will be

advertising future opportunities to students in the community more broadly, focusing our recruitment efforts on providing opportunities to youth that may not otherwise have experience or an opportunity operating in a professional office environment. The Agency intends to partner with the Boys & Girls Club of Salem, Marion and Polk Counties, as well as area high schools and Chemeketa Community College to promote this program.

Mentorship Program(s)

Through the statewide performance and accountability framework, managers are in ongoing discussions with staff regarding future goals and professional development. Managers review current performance and offer considered advice to employees regarding opportunities for improvement within their existing roles as well as paths to advancement, both internally and externally. Managers explore an expanse of training programs that align with Agency business needs and employees' goals. Managers also leverage their own knowledge and relationships outside of the Agency to support the developmental objectives of staff. Agency Human Resources provides regular presentations on Workday, demonstrating how staff may explore career opportunities and training. Human Resources also make themselves available to staff for individualized discussion on advancement statewide.

All OREA employees are engaged in coaching opportunities related to their current and prospective roles as well as soft skill development in engaging with peers and the licensed community.

Community Outreach Program(s)

Commissioner Strobe participates at both the Oregon Realtors Diversity Committee and Business Issues Key Committee. The Agency also takes frequent opportunities to collaborate with other industry partners through speaking engagements, policy discussions, workgroups, and by providing research, in an effort to support community outreach programs related to real estate and the promotion of an equitable professional service delivery.

The Agency's Affirmative Action/Diversity, Equity & Inclusion Representative regularly attends the Oregon Diversity & Inclusion/Affirmative Action/ Equal Employment Opportunity (DI/AA/EEO) meetings, actively participating and seeking opportunities for the Agency to contribute to Oregon's greater efforts.

Diversity Awareness Program(s)

- 17 of 29 OREA FTE attended the 2021 State of Oregon Diversity and Inclusion Conference as it was held virtually.
- Two employees attended the 2021 Annual Tribal-State Government Summit.
- 30% of OREA staff, and all management staff, have taken the Creating a Transgender Inclusive Workplace training through Workday.
- February 16, 2022: All Staff Training - *The Ghosts of our Past: A History of Housing Displacement, Discrimination, and Segregation in Oregon*

The Commissioner's office meets on a monthly basis to identify opportunities to promote diversity awareness within the Agency. Presentations for staff on diversity awareness will be added continually.

Leadership Development/Training Program(s)

All new managers and staff in lead work positions attend the statewide Emerging Managers training program hosted by the Department of Administrative Services. This program is designed to develop management skills necessary in state government leadership as well as provides an opportunity for managers to develop a peer network outside of the Agency. The Agency also supports managers seeking a certificate in public management from Willamette University and promotes participation in a cohort of Leadership Oregon.

Executive Order 16-09 Updates

Respectful Leadership Training (Diversity, Equity & Inclusion)

All management employees are required to take the Transgender Inclusive Workplace series and attend the Annual Governor's Diversity Conference. These educational events are promoted to staff but are not mandatory.

The Agency attends the Tribal Nations Summit annually to stay informed on key issues, initiatives and goals of Oregon Tribes and continually considers those priorities as the Agency reviews new rules, policies and regulations.

The Affirmative Action/Diversity, Equity & Inclusion Representative attends all State of Oregon and Governor sponsored Diversity & Inclusion/Affirmative Action representative meetings, trainings, and workshops, sharing materials and recommendations with Agency management.

The Agency will continue to review opportunities for respectful leadership training directly to management at the monthly DEI/AA meeting.

Exit Interview Survey

OREA encourages employees leaving the Agency to participate in the Employee Exit Interview through Workday to elicit employee feedback on the work environment and issues that could hinder diversity recruiting and retention efforts. Employees receive a link to the survey through Workday to complete the survey prior to their last day.

Human Resources shares the survey results with managers when appropriate, or if the results and/or trends require immediate action.

Performance Evaluations of all Management Personnel

All managers receive quarterly check-ins and annual reviews. In accordance with ORS 659A.012, effectiveness in achieving Affirmative Action objectives is a required component in the evaluation of performance by managers and supervisors and that specific examples of a manager's or supervisor's Affirmative Action and diversity successes and achievements should be clearly described. This is something the Agency is incorporating into management performance evaluations as an internal performance measure. As management position descriptions are updated, language relating to Affirmative Action, diversity, equity and inclusion will be incorporated.

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

The Agency has a limited budget for new contract awards in the 2021-2023 biennium. However, when a need arises for new contracts for services and supplies, the OREA Designated Procurement Officer will resource with businesses identified by the Certification Office for Business Inclusion and Diversity (COBID) as a Minority and/or Women Business Enterprise.

Status of Contracts to Minority Businesses	
Agency total contract budget (dollars)	\$194,003.30
Agency total new contracts in current biennium (dollars)	\$1,008.30
Total number of contracts	5
Total number of contracts with COBID firms	1
Total contract dollars spent on COBID contracts	\$1,008.30
Contract Counts by COBID Qualification	1
- Minority/Women Business Enterprise	1
- Emerging Small Business	0
- Service Disabled Veteran	0
- Disadvantaged Business Enterprise	0

III. Roles for Implementation of Plans

Responsibilities and Accountability

The organization currently consists of one executive, four management, one supervisor and 23 professional and administrative staff positions.

Directors/Administrators

The Agency Commissioner sets the Agency's policies concerning equal employment opportunity processes, Affirmative Action and Diversity, Equity and Inclusion. The Commissioner's office has overall responsibility for compliance with policy and achievement of these goals to which the Agency is committed. The Commissioner acts as the Agency head and sole Agency executive, the Deputy Commissioner provide leadership to Agency managers, evaluates the performance of managers to ensure their work performance reviews include Affirmative Action efforts and accomplishments, and initiate action, directly or through an authorized designee, on reported activities contrary to the Agency's policy.

Managers and Supervisors

Agency Managers and Supervisors are accountable to the Agency Deputy Commissioner for carrying out the Affirmative Action and Diversity, Equity and Inclusion goals. They are responsible for the following:

- Know the Agency's EEO policies and procedures and the Affirmative Action/Diversity, Equity and Inclusion plan goals.
- Maintain a work environment that is free from harassment, hostility, and discrimination.
- Make a good faith effort to achieve established goals for their respective workunit.
- Encourage upward mobility of employees by making opportunities available for career development and training whenever feasible.
- Initiate contact with Human Resources prior to any action taken to investigate discrimination or sexual harassment complaints.
- Ensure employees are practicing principles of respect and cultural tolerance.
- Maintain a welcoming environment for employees.

Affirmative Action/DEI Representative

Currently, the Commissioner's Executive Assistant is assigned the duties of Affirmative Action/Diversity, Equity & Inclusion Representative and Tribal Liaison for the Agency and is accountable to the Agency Commissioner for carrying out this plan. The representative is responsible for the following:

- Disseminate information through training and management consultation.
- Review personnel practices to identify barriers to equal employment and upward mobility opportunities and recommend to management any changes in programs and procedures designed to eliminate discriminatory practices.
- Advise the Commissioner of the preparation of equal employment opportunity programs, procedures, regulations, reports, and the Agency plans.
- Monitor progress toward goals.
- Assure that Agency recruitments are carried out in compliance with AA and EEO goals and provide assistance to managers with efforts to meet Affirmative Action recruitment goals and outreach efforts.
- Monitor recruitment processes and evaluate employment policies and practices to ensure there is equal opportunity for protected class individuals.

- Develop or contract training for staff on cultural competency.
- Communicate internal complaint procedure regarding discrimination to all employees and proceeds promptly with fair and unbiased investigations.
- Conduct periodic reviews to ensure that all facilities are accessible to disabled employees and customers.
- Maintain a welcoming environment for employees by modeling and promoting an environment of respect and sensitivity to individuals.
- Attend the Governor's Office of Diversity & Inclusion/Affirmative Action related trainings and workshops.

IV. July 1, 2019-June 30, 2021 - PROGRESS

Workforce Representation by Job Classification

Oregon Real Estate Agency employees are categorized into three Equal Employment Opportunity tiers— Officials & Managers, Professionals, and Administrative Support. The Agency exceeds state goals for women in all categories. The Agency currently employs five people of color and one person with a disability at this time. OREA typically has moderate turnover though due to Agency size, there are limited hiring opportunities. The Agency's diversity metrics compare favorably to the statewide representation goals and is above parity with women and near parity with people of color.

- 67% of lead workers are women
- 67% of officials & managers are women
- 58% of all employees are women
- 21% of employees are people of color
- 17% of officials & managers are LGBTQ+
- 7% of employees are veterans
- 3% of employees have disclosed that they have a disability

Progress Made or Lost Since Previous Biennium

The comparative data through June 30, 2021, demonstrates regular and sustained improvement from the previous biennium. The Agency has increased the representation of people of color among all staff, and we employ a high number of women in all categories.

While successful in establishing greater parity within the overall workforce, the Agency prioritizes a further need to promote diversity in management,

V. July 1, 2021 – June 30, 2023 GOALS

Goals for Affirmative Action & Diversity, Equity & Inclusion

The Agency will continue to develop and maintain a work environment at OREA that is attractive to a diverse pool of applicants and supports employee retention, by being accepting and respectful of employees' differences, including different cultures, generations, beliefs and life experiences.

To that effort, the Agency has expanded the recruitment process with the goal of encouraging greater diversity in the candidate pool, specifically in leadership positions and at all professional level recruitments, in order to build the management pipeline for internal candidates.

The Agency has developed a stakeholder roster of Oregon industry and professional organizations that have a diversity, equity and inclusion mission. Leadership level recruitments will be advertised to those DEI-partner organizations to fill vacant lead and management positions, moving forward.

The Agency has also updated all recruitments to specifically encourage women and people of color to apply for positions, even when they do not meet each of the desired attributes of the role. As it is statistically shown that women and minorities are less likely to apply for a position that has some reach attributes, the Agency finds it important to actively solicit those individuals, in an attempt to overcome this barrier.

Outside of workforce development, and in an effort to broaden the Agency's relationships with all representative Oregon communities, in our regulatory work, the Agency is making distinctive efforts to develop relationships with the DEI-centered professional stakeholder network. The Commissioner's office is coordinating with those organizations to develop opportunities for speaking engagements and to offer licensee continuing education. The Agency will be approaching these DEI professional partners for participation on workgroups and policy initiative discussions. We will also actively encourage members to attend our board meetings and apply to fill vacant board position vacancies as they become available.

Goal 1: Foster Diversity and Inclusion in Stakeholder Engagement, Reduce Barriers to Entry

Number	Strategy	Owner	Status	Implementation Target
1.1	<p>Model and demonstrate inclusion</p> <ul style="list-style-type: none"> a. Establish stakeholder workgroups made up of a diverse group of stakeholders b. Join Realtor Diversity Committee 	Commissioner's Office	CC	September 2021
1.2	Update license applications to collect demographic licensee data to share with industry partners.	Management Team	IP	February 2022
1.3	<p>Implement services in languages other than English</p> <ul style="list-style-type: none"> a. Dedicate 1-2 positions as Bilingual with pay differential b. Deploy a Spanish language real estate exam 	<p>Management Team</p> <p>Lic. & Ed. Manager</p>	<p>CO</p> <p>IP</p>	<p>July 2021</p> <p>June 2023</p>
1.4	Establish a regulatory framework which applies an equity lens	Regs. Manager	IP	July 2022

Goal 2: Increase Representation of Diverse Employees

2.1	<p>Increase diversity in recruitment pipeline</p> <ul style="list-style-type: none"> a. Conduct targeted advertising for recruitments b. Update job posting language to encourage a diverse applicant pool 	Management Team	CO	November 2021
2.2	Develop a leadership profile that reflects the State of Oregon workforce.	Commissioner's Office	IP	Ongoing
2.3	Enhance efforts to retain diverse employees	Management Team	CO	Ongoing

Key: IP=In Progress

CO=Complete & Ongoing

CC=Completed & Closed

N=Not Completed

Goal 3: Improve the Culture of Inclusion

3.1	Engage with employees diversity and inclusion matters and progress toward goals a. Articles in Employee Newsletter b. Provide EOs to REA staff c. Share DEI Agency Network info d. Schedule AA speakers/trainings at REA All Staff meetings e. Encourage staff participation in DEI centered training	Admin.Srvcs. Manager AA/DEI Rep. AA/DEI Rep. AA/DEI Rep. Management Team	IP CO CO CO CO	January 2022 Ongoing Ongoing February 2022-scheduled (goal is 2xs annually) September - Annually
3.2	Measure the current culture of inclusion by surveying staff on 2022 DEI related activities	HR Rep. & AA/DEI Rep.	N	January 2023
3.3	Executive leadership to monitor and act on diversity and inclusion efforts.	Commissioner’s Office, HR & AA/DEI Representative	CO	July 2021 – Ongoing Monthly
3.4	Update Agency management position descriptions to include responsibilities related to Affirmative Action and Diversity, Equity & Inclusion and include as part of performance evaluations of management staff.	Commissioner’s Office	N	March 2022

Key: IP=In Progress CO=Complete & Ongoing CC=Completed & Closed N=Not Completed

The Agency will update position descriptions for management staff to include language related to Affirmative Action, diversity, equity and inclusion. The Agency will also incorporate Affirmative Action responsibilities into performance evaluations of management staff.

Strategies for Achieving Goals

The Agency will continue reviewing these goals on a monthly basis to measure success and prioritize resources to meet these targets. The management team is committed to realizing a more diverse and inclusive workplace while delivering equitable services, free of bias and discrimination. We will engage with our staff and stakeholders for feedback on these goals, working as partners to achieve this vision.

VI. Appendix A – State Policy Documentation - The following link leads to a pdf of all state documents: http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf

- ADA and Reasonable Accommodation Policy (*Statewide Policy 50.020.10*)
- Discrimination and Harassment Free Workplace - (*Statewide Policy No. 50.010.01*)
- Employee Development and Implementation of Oregon Benchmarks for Workforce Development (*Statewide Policy 50.045.01*)
- Veterans Preference in Employment (*105-040-0015*)
- Equal Opportunity and Affirmative Action Rule (*105-040-0001*)
- Veterans Preference in Employment (*105-040-0015*)
- Equal Opportunity and Affirmative Action Rule (*105-040-0001*)
- [Executive Order 16-09](#)

VII. Appendix B – Federal Documentation – The following links lead to a pdf with all of federal documents:

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- National Origin Discrimination Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- Religious Discrimination Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964