State Library
of Oregon

Affirmative Action Plan

2019 – 2021

Oregon
Kate Brown, Governor

State Library
of Oregon
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Salem, OR 97301
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www.oregon.gov/library

July 15, 2019

Steve Lee, Affirmative Action Manager
Diversity, Equity and Inclusion
Office of the Governor
900 Court Street NE, Suite 254
Salem, OR 97301

Dear Steve Lee,
I am pleased to submit the State Library of Oregon's Affirmative Action plan for the 2019 to 2021 biennium. The State Library is committed to fulfilling the actions outlined in the Governor's Executive Order 17-11.

The State Library provides leadership and resources to continue growing vibrant library services for Oregonians with print disabilities, the Legislature and state government, and all Oregonians through local libraries. The State Library serves diverse clientele through a wide range of programs and services. The State Library embraces the principles of equity, diversity, and inclusion and integrates these principles into the work of the agency. State Library programs and services have a significant positive impact on communities and individuals throughout the state.

The State Library is committed to building and developing a diverse and culturally competent workforce and fostering an inclusive work environment. It's critical that State Library employees are able to communicate effectively, demonstrating cultural sensitivity and compassion, with diverse library users and stakeholders. In addition, the ability to communicate and collaborate effectively within the agency is important to developing and sustaining a climate of inclusion, innovation, and effectiveness. I look forward to building upon previous affirmative action efforts in this new biennium.

Sincerely,
Jennifer Patterson
Jennifer Patterson
State Librarian

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I. Description of Agency

A. Mission and Objectives:

Mission: to provide leadership and resources to continue growing vibrant library services for Oregonians with print disabilities, the Legislature and state government, and all Oregonians through local libraries.

Vision: all Oregonians have the information essential to be engaged citizens, to strengthen our communities and to build a prosperous state.

Strategic Imperatives: The State Library's strategic Imperatives for 2017 – 2019 are as follows:

- Focus on customer needs: This imperative will be met using the feedback and data gathered from our customers to make improvements in all divisions.
- Build awareness of the State Library: This imperative will build upon the rebranding of the State Library, which includes an update of the agency website.
- Cultivate staff strengths: This imperative will build upon the performance management system and ensure that all staff have a development plan including goals that will result in full engagement by staff.

The State Library was established as the Oregon Library Commission in 1905 and today provides information services to more than 37,000 state government employees; circulates library materials in digital and Braille format to approximately 5,200 Oregonians who are print-disabled; and provides grants, consultation, training, and support to libraries throughout the state.

Since its founding, the State Library has been governed by an independent board. The present board consists of nine members who are appointed by the Governor to serve four-year terms.

The State Library currently has 39.04 full-time equivalent staff (41 positions) and operates with a biennial budget of $16.4 million.

There are four divisions within the State Library:

- Government Information & Library Services provides reference assistance to state government and the Legislature. Specialized collections include federal and state government publications and a comprehensive collection of materials about Oregon. The State Library also provides permanent public access to Oregon state government documents.
- Oregon Talking Book and Braille Library is the Oregon Regional Library for the Library of Congress National Library Service for the Blind and Physically Handicapped. Oregonians who are unable to read standard print because of visual or physical disability are eligible for this free library service. Books and magazines are available in audio format and Braille.
- Library Support & Development Services provides planning and assistance for statewide library development by providing equal access to information resources for K-12 students through the Oregon School Library Information System and to Oregon residents through the Statewide Database Licensing Program, collecting and reporting library statistics, administering state and federal library grant programs, and providing consultation and training resources.
- The Operations Division provides administration, fiscal management, information

technology support, and volunteer program management services for the agency.

B. State Librarian: Jennifer Patterson

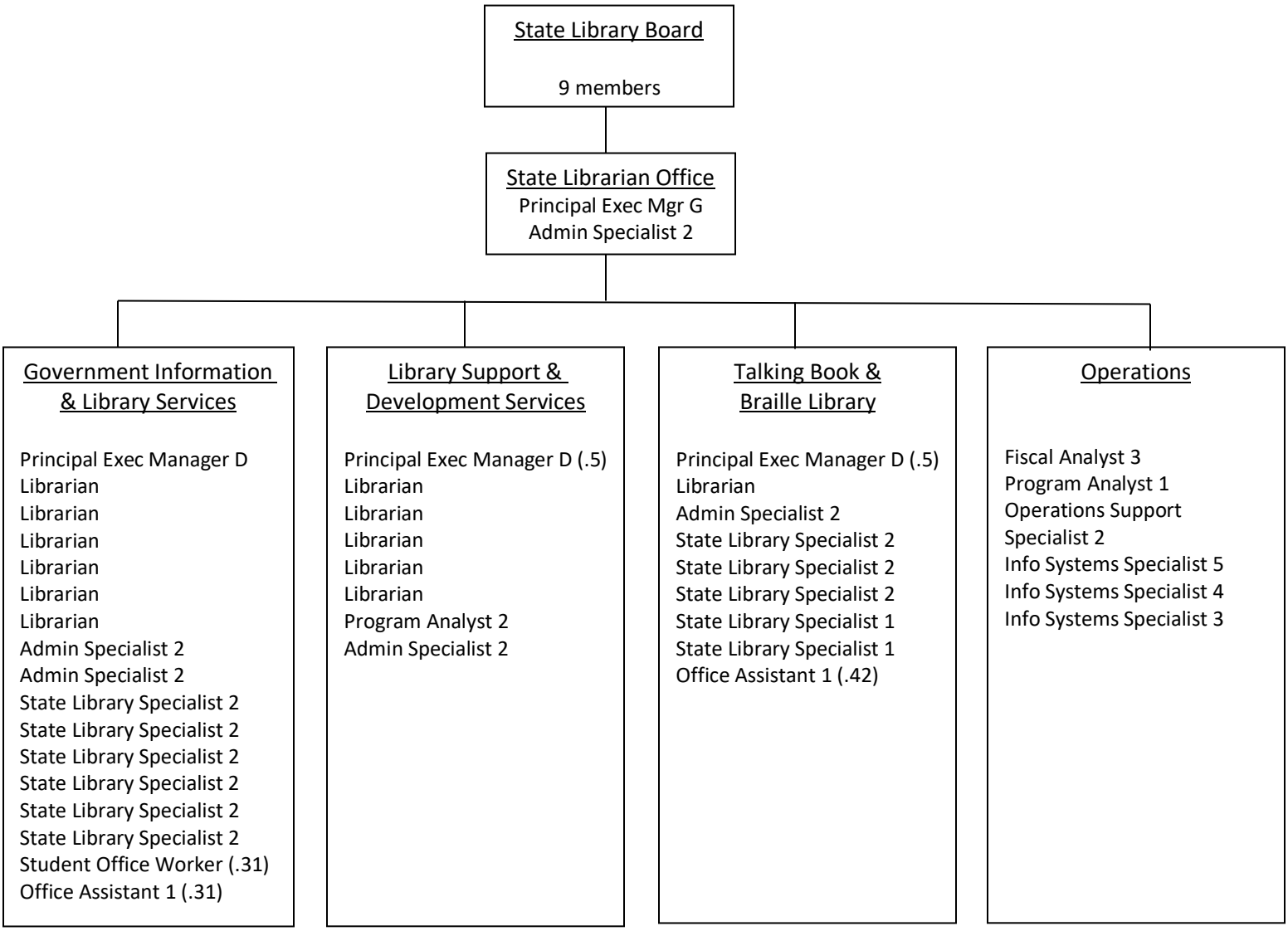
C. State Library Policy Advisor: Berri Leslie

D. Affirmative Action Representative: Vicki Jorgensen

E. We have no other additional FTEs with "diversity," "inclusion," etc., in their title

F. Organizational chart

Full-time Equivalent: 39.04 FTE



II. Affirmative Action Plan

A. Agency Affirmative Action Policy Statement

The State Library is committed to achieving equal employment opportunity and affirmative action objectives that will promote recruitment, employment, and advancement of a diverse workplace. In administering its programs, the State Library will not discriminate against any person who seeks employment or is a current or potential user of State Library services based on race, color, religion, sex, sexual orientation, national origin, marital status, age, disability, or any other protected class as defined by federal and state law.

B. Policy

a. Agency AA Policy/DI Statement/State and Federal Employment Law Documents

i. These documents are accessible to all employees and partners.

ii. These documents are located in the new employee handbook given to every employee when hired. They are also found on the agency website under publications and on the agency intranet (SharePoint) under policies/guidelines and plans.

iii. These documents can be accessed online through the agency website (public), the agency intranet site, or as paper copies in the new employee handbook.

b. Complaint Options

i. If an individual believes they were denied employment with the State Library based on any of the aforementioned discriminatory factors, they may request a review of the decision by contacting the State Library's Affirmative Action Representative at 503-378-2105

ii. If the concern is not resolved to the satisfaction of the individual, they may contact the Governor's Affirmative Action Manager at 503-378-8271 or the Oregon Bureau of Labor and Industries (BOLI) in Salem at 503-378-3292 or in Portland at 971-673-0761.

Procedural complaint resources for reporting discrimination and harassment include:

- Discrimination and Harassment Free Workplace Policy: https://www.oregon.gov/das/Policies/50-010-01.pdf
- Discrimination complaints may also be made directly to the Governor's Director of Diversity, Equity and Inclusion: 503-378-6833.
- ADA and Reasonable Accommodation in Employment Policy: http://www.oregon.gov/das/Policies/50-020-10.pdf
- ADA Resource List: http://www.oregon.gov/das/HR/Pages/ADA.aspx

Other options for filing complaints include:

- Equal Employment Opportunity Commissions (EEOC) - 800-669-4000
- American with Disabilities Act (ADA) – 800-514-0301
- DAS/SEIU Collective Bargaining Agreement: https://www.oregon.gov/das/HR/Pages/LRU.aspx
  - ARTICLE 21—Grievance and Arbitration Procedure
  - ARTICLE 22—No Discrimination

Nothing in this procedure precludes any person from filing a formal grievance according to the collective bargaining agreement, BOLI, EEOC, U.S. Department of Justice, or any other law enforcement agency.

C. Employment

a. How does your agency work to implement equity in:

i. Hiring: The State Library adheres to the State Library Affirmative Action and Equal Employment Opportunity Policy (rev. 2019, see Appendix VIII) and the state's Affirmative Action and Equal Opportunity Rule (105-040-0001)

ii. Retention: The State Library has a strong retention history with its employees. This year five employees will be/or have celebrated their 10th anniversary. One employee celebrated their 20th anniversary, and one employee will be celebrating their 15th anniversary. In 2019, three employees with be celebrating their 20th anniversary.

iii. Promotion: Managers encourage professional development opportunities through iLearn, webinars, and conferences.

iv. Succession Planning: We are a small agency and do not currently have a succession plan. We are in the process of developing one.

b. Are the above methods successful?

The State Library has a higher than average success rate with employee retention. We would like to see greater diversity in our employee population.

D. Training, Education, and Development Plan (TEDP)

a. Training overview

i. Our staff has attended a variety of trainings to improve awareness, internal and external communication skills, and conflict resolution. Eleven staff members attended the Diversity, Equity and Inclusion (DEI) Conference on September 12-13 in 2018, which is about 25% of our staff population. Ten staff members are scheduled to attend the conference this year, with additional staff participating in a panel discussion and staffing an information table.

Some of our staff members shared feedback from their experience at the DEI Conference. A staff member that attended Identity and Understanding Micro-aggressions spoke about how helpful it was to hear the topic of micro-aggression from a person of color. They felt the content was fantastic and came away with a better understanding of the topic. They also attended The Spiritual Journey & Indians of the Columbia River Plateau which looked at the real impact of generation to generation grief. Another staff member spoke of the impression of the keynote speaker and how it inspired them to be braver in their own life.

A staff member that attended the Leadership Track/Self Awareness came away from the lecture appreciating that diversity includes where you're raised, thought processes, and other factors that all play into the diversity of the workplace. Every year the DEI conference contributes to our awareness and understanding of equity, diversity, and inclusion.

ii. The State Library had an all staff retreat on March 16, 2018, with Lisa Hylton on skill building and customer service. The staff then had a follow up conference in June called Productive Conflict. A survey was sent out afterwards to measure the success of the conference.

iii. Our fund development volunteer coordinator attended the OLA Support Staff Division Conference where they discussed better awareness around special needs in customer service and other areas of diversity.

b. Employees

The State Library supports training and development priorities that relate directly to the agency mission and goals. The agency follows the Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01).

When employees are hired they are required to read the agency's current Affirmative Action and Equal Employment Opportunity Policy, ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10), Discrimination and Harassment Free Workplace Policy (Statewide Policy 50.010.01), and Maintaining a Professional Workplace Policy (Statewide Policy 50.010.03). These policies are also posted on our intranet for staff access.

In addition, the following information is posted on hard copy on our staff bulletin board:

- ADA and Reasonable Accommodation in Employment
- Employment Action Related to Communications of Employer about Religious or Political Matters
- Your Rights Under USERRA
- Equal Employment Opportunity is the Law
- Oregon Family Leave Act (OFLA) and federal Family and Medical Leave Act (FMLA).

Every State Library staff member meets with their program manager regularly. Our performance management system involves frequent check-ins regarding goals and training needs. Employees and managers work together to identify training needs, especially during the annual performance review, when new training goals are identified. Each employee is encouraged to complete a minimum of 20 hours of training per year, and record this in iLearn Oregon. Progress toward this goal is also discussed during the performance review.

The State Library Professional Development Workgroup consists of representatives from each division in our agency and a manager. This group is currently updating our Employee Training and Development Plan and improving our orientation materials for new employees.

The State Library recognizes the desirability of promoting career advancement and enrichment for employees. We give first consideration to qualified employees within the agency who apply for vacancies, as defined in the DAS/SEIU Collective Bargaining Agreement.

c. Volunteers

When a new volunteer begins at the State Library, the volunteer coordinator reviews applicable policies and plans with them, including our current Affirmative Action Plan, our agency's Affirmative Action and Equal Opportunity policy, Discrimination and Harassment Free Workplace Policy (Statewide Policy 50.010.01), and Maintaining a Professional Workplace Policy (Statewide Policy 50.010.03). The Affirmative Action Plan is also shared with volunteers who receive training directly related to their duties, generally from the staff member(s) they will work with most closely.

d. Contractors/Vendors

We do not offer training to our contractors or vendors, as we do not frequently use such

service providers. However, when we do work with a vendor or contractor, we make it clear they need to follow state and federal laws when working with our agency. Additionally, our contracts include the following nondiscrimination clause related to subcontracts: "To the best of the undersigned's knowledge, Contractor has not discriminated against minority, women, or emerging business enterprises certified under ORS 200.055 in obtaining any subcontracts."

E. Leadership Development/Training Program

a. We encourage staff to seek training as part of their personal professional development including iLearn, webinars, and conferences. The managers and some key staff attended procurement training, including principles and ethics of procurement. All of the managers recently attended the WorkDay information forum sessions on the Employee Lifecycle and Talent & Performance. All managers have completed the required Maintaining a Harassment Free and Professional Workplace and Preventing Sexual Harassment Training.

F. Programs

a. Internship Program

The State Library provides internships for students who are enrolled in library school or a relevant college program when our agency identifies a specific need for a project or task to help us carry out our mission and goals. This also provides useful work experience and opportunities to grow the library workforce. There are two categories of interns:

Unpaid: The intern is considered a volunteer for the State Library and receives no pay for the work performed. The State Library will work to fulfill the library school curriculum requirements for the student to receive course credits.

Paid: the intern is paid for the work performed and is hired as a state temporary employee.

b. Mentorship Program

The State Library does not have a mentorship program within our agency. However, volunteers for Answerland, our virtual reference program, are each connected with a mentor at a participating library in Oregon.

c. Diversity Awareness Program

i. Agencywide Diversity Council

The State Library does not currently have an agencywide diversity council. The cultural competency committee disbanded a few years ago. However, we are engaged in how best to move forward on addressing some of the State Library's programs with respect to diversity and Inclusion, and have a related goal for 2019-2021.

ii. Employee Resource Groups (ERGs)/Affinity Groups, Diversity Presentations, Training and/or Activities

Approximately 25% of the State Library's staff attend the Diversity and Inclusion conference each year. In addition, some staff attended the Equity & Inclusion lunch and learn session during Women's History month.

G. Community Engagement (may include, but not limited to, career fairs, community events/festivals, trade-specific events)

State Library employees are encouraged to attend tribal days at the Oregon State Capitol and a large number attend each year. We host a table at the Diversity and Inclusion Conference each year to provide information about related resources available through the State Library. The Volunteer Coordinator attended the Oregon Reference Summit in May of 2019 to recruit

for volunteers for the Answerland online reference service administered by the State Library.

H. Executive Order 17-11 Updates

a. Respectful Leadership Training (Diversity, Equity, and Inclusion), and Sexual Harassment

The State Library has 100% participation in all mandatory trainings.

b. Statewide Exit Interview Survey

The State Library gathers exit interview data using a standard survey: https://www.surveymonkey.com/r/StatewideExitInterview

c. Performance Evaluations of all Management Personnel

Each manager participates in performance management including a self-appraisal and goal development.

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

a. Business Oregon's Certification Office of Business Inclusion and Diversity (COBID) manages the certification and processing of firms formally under Oregon Minority, Women, Emerging Small Businesses (OMWESB) and now includes Service Disabled Veteran business owners under COBID.

Agencies will report on the following:

i. Agency total contract budget (dollars): $46,851.10

ii. Total number of contracts: 11

iii. Total number of contracts with COBID firms: 0

iv. Total contract dollars spent on COBID contracts: $0

b. If the agency has zero contracts awarded to COBID, provide detailed forecasted strategy to remedy, if possible.

We are a small agency and rarely contract work. When we do, initially we must review contractors included in the price agreement with the Department of Administrative Services. We will be updating our "Buy Decision" Best Practice Checklist from MWESB to COBID. All intermediate procurements will be posted for solicitation in ORPIN, and we will check the COBID directory of certified firms to identify and invite COBID firms to intermediate ($10,000 - $150,000) and small (<$10,000) procurements conducted by the State Library.

III. Roles for Implementation of Affirmative Action Plan

A. Specific, active engagement, and/or innovative activity of:

a. Director/Administrator – As agency director, the State Librarian directs work related to equity, diversity, inclusion, and affirmative action. The State Librarian leads the effort to achieve the goals and objectives identified within our Affirmative Action Plan and monitors our progress. The State Librarian ensures we comply with applicable federal and state laws, rules, regulations, and executive orders. The State Librarian ensures performance reviews include evaluation of managers' efforts related to equity, diversity, inclusion, and affirmative action.

b. Managers – The State Library managers ensure new staff are familiar with policies and plans relating to affirmative action. Whenever possible, they encourage staff to attend

trainings, apply for openings, and develop leadership and communication skills. They strive to maintain an environment free of discrimination and harassment by enforcing policies, meeting with staff when issues arise, and encouraging training on these issues. When hiring for a position, managers distribute announcements widely to reach diverse populations.

c. Affirmative Action Representative – the Affirmative Action Representative attends Diversity and Affirmative Action meetings and shares with the agency any updates or opportunities. Under the direction of the management team, they draft the State Library's Affirmative Action report.

IV. July 1, 2017 – June 30, 2019

A. Accomplishments in goal attainment/progress from current biennium's Affirmative Acton Plan

The 2017-19 Affirmative Action goals have not resulted in a more diverse workforce at the State Library. We broadly advertise key library vacancies to local and national library organizations, other state library agencies, and to colleges and universities with library science programs. We promote and provide training opportunities for State Library staff to develop cultural awareness. We have continued to provide local libraries with funding to pursue library programs and activities that reach wide and diverse audiences as well as provide specific services for communities of color and people with disabilities.

B. Progress made or lost since previous biennium, if applicable.

No significant gains or losses have been made in the previous biennium.

V. July 1, 2019 – June 30, 2021

A. Goals for agency Affirmative Action Plan

1. To establish and strengthen relations with the nine federally recognized Oregon tribes specifically in the areas of libraries and education.
2. To build employee understanding and incorporation of equity, diversity, and inclusion skills and practices into the work of the State Library.
3. To improve opportunities for women, minorities, and emerging small business to contract with the State Library.

B. Strategies and timeline for achieving agency goals.

Goal 1

1. Within the first year, conduct a needs assessment with the nine federally recognized tribes.
2. Within the first year, review and create a plan based on the needs assessment.
3. During the second year, act on the results of the needs assessment plan.

Goal 2

1. Within the first year, create staff equity, diversity, and inclusion competencies.
2. During the second year, provide staff with learning opportunities on the established equity, diversity, and inclusion competencies.
3. Within each grant cycle, take advantage of opportunities to provide Library Services and

Technology Act grants to libraries to fund projects with an equity, diversity, and inclusion focus.

Goal 3

1. All intermediate procurements ($10,000 - $150,000) conducted by State Library are posted for solicitation in ORPIN.

2. Check COBID directory of certified firms or call COBID compliance specialist for the purpose of identifying and inviting COBID firms to intermediate ($10,000 - $150,000) and small (<$10,000) procurements conducted by the State Library.

VI. Appendix A – State Policy Documentation

https://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf

A. ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)

B. Discrimination and Harassment Free Workplace (Statewide Policy No.50.010.01)

VII. Appendix B – Federal Documentation

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

VIII. Appendix C – Agency documentation in support of its Affirmative Action Plan

State Library of Oregon Policy	
Affirmative Action and Equal Employment Opportunity	
Approved by: Jennifer Patterson, State Librarian	Date: 7/22/19

Policy Statement: The State Library of Oregon is committed to achieving equal employment opportunity and affirmative action objectives that will promote recruitment, employment, and advancement of a diverse workplace. In administering its programs, the State Library of Oregon will not discriminate against any person who seeks employment or is a current or potential user of State Library services based on race, color, religion, sex, sexual orientation, national origin, marital status, age, disability, or any other protected class as defined by federal and state law.

Authority: ORS 243.305, ORS 659A, OAR 105-040-0001
Executive Orders: 05-01 and 08-18

Applicability: All employees, volunteers, and State Library Board

Definitions:

Affirmative Action (AA): a method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, color, religion, sex, sexual orientation, national origin, marital status, age, disability, or any other protected class as defined by federal and state law.

Affirmative Action Plan (AAP): a strategic plan that describes the steps an agency will take to provide equal opportunity within its workforce.

Equal Employment Opportunity (EEO): the opportunity to obtain employment without discrimination based on race, color, religion, sex, sexual orientation, national origin, marital status, age, disability, or any other protected class as defined by federal and state law.

Equal Employment Opportunity Commission (EEOC): the federal agency responsible for promoting and enforcing federal equal employment laws that make it illegal to discriminate against a job applicant or employee.

Policy:

The State Library Board and State Library management support equal employment

opportunity laws, rules, and regulations; affirmative action concepts; and the right of all persons to work and advance on the basis of merit, ability, and potential. The performance of the State Librarian and managers will be evaluated, in part, on their efforts and accomplishments in promoting the respectful workplace, affirmative action, and equal employment opportunity goals and objectives of the agency. The State Librarian and managers are accountable for promoting a respectful workplace, which honors diversity and promotes understanding and success for all employees.

The State Library remains committed to maintaining an inclusive and positive work environment through ongoing and equitable employee training and development opportunities.

As an equal opportunity employer, the State Library strives to eliminate the effects of past and present discrimination, intended or unintended, which are evident by analysis of present employment patterns and practices.

The State Library will actively seek to attract qualified applicants from diverse backgrounds to improve the hiring opportunities of underrepresented populations and to develop a diverse workforce. The candidate selected for the position will be the individual who meets the minimum qualifications of the position and whose knowledge, skills, and abilities best meet the needs of the agency at the time the selection decision is made.

The State Library will continue its adherence to established nondiscrimination and affirmative action guidelines in screening and selecting contractors and volunteers and in appointing advisory committee members.

The State Library will not discriminate or tolerate discrimination against any individual because they are a member of, apply to be a member of, perform, have performed, or have an obligation to perform service in a uniformed service.

If an individual believes they were denied employment with the State Library based on any of the aforementioned discriminatory factors, they may request a review of the decision by contacting the State Library's Affirmative Action Representative at 503-378-2105.

If the concern is not resolved to the satisfaction of the individual, they may contact the Governor's Affirmative Action Manager at 503-378-8271 or the Oregon Bureau of Labor and Industries (BOLI) in Salem at 503-378-3292 or in Portland at 971-673-0761.

The State Library shall maintain a current copy of the Affirmative Action and Equal Employment Opportunity policy and Affirmative Action Plan on its website at www.oregon.gov/library.