



Construction Contractors Board

Affirmative Action Plan
July 1, 2025 – June 30, 2027

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**CONSTRUCTION CONTRACTORS BOARD
AFFIRMATIVE ACTION PLAN
2025 - 2027 BIENNIUM**

Letter from the Administrator

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Oregon

Tina Kotek, Governor

Construction Contractors Board

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August 6, 2024

Juliet Valdez
Chief Cultural Change Office
Department of Administrative Services
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Dear Juliet:

Attached to this letter you will find the 2025-2027 Affirmative Action Plan for the Oregon Construction Contractors Board (CCB). As the Administrator for over five years, I am pleased with the limited but meaningful progress the agency has made. I look forward to working with the leadership team at CCB and with yourself to continue to look for ways to expand our efforts towards a more diverse and inclusive workplace.

The CCB is a relatively small agency (only 59 permanent FTE) that has historically maintained a very low rate of turnover. Even with the retention rate and low turnover at the CCB, we have had successful efforts on expanding the diversity within the workplace. As of June 30, 2024, we have four different generations of employees creating a stronger pipeline of talent that can assist with the retention of knowledge; which leads to better continuity and stability. Our succession planning efforts are focused on how to further the growth and development of the multiple generations through a lens of equity. Thus, ensuring we are recognizing and valuing the differences between us in a respectful and professional manner.

Nonetheless, we have made some meaningful strides in building our network of resources to reflect the full diversity of the state of Oregon that have and will continue to support building the diversity at the staff and the board level.

This plan will highlight our focus on building a more diverse network of contacts, partners and resources to that when the limited opportunities arise, we can ensure that we may pull from a more diverse network.

Our goals for the 2025-2027 biennia are as follows:

- Intra-agency communication and resources: Build knowledge and awareness and enhance staff engagement by building a supportive, positive, and respectful workplace while celebrating employee differences whether they be cultural, generational, or through lived experiences.
- Inclusive external communication and resources to reduce language and other barriers to accessing agency resources: to enable as many Oregonians as possible to benefit from agency services.
- Workforce demographics and training: Continue to develop a network of resources and relationships in order to support broadest possible reach on agency recruitment efforts for both staff and board positions.

Enhancing diversity and building equity is not a one-time project but an ongoing effort. This agency has such a strong commitment to the average Oregonian that we serve every single day, without respect to their social, cultural, racial or other status. We believe the values and principles described in these pages form an appropriate framework for building on past success and continuing that work on an ongoing, everyday basis.

Sincerely,

Chris Huntington
Administrator
Construction Contractors Board

Agency Description

Agency Overview

In 2024, the Construction Contractors Board (CCB) will celebrate **53 years** protecting the citizens of Oregon and promoting a positive business climate for construction contractors. The organization was first established by the legislature in 1971 as the Builders Board. At its inception the board addressed only residential construction issues. Commercial contractors were later brought within the board's regulatory purview. Other changes over the past half century, in particular the creation of the board's dispute resolution program, have contributed to the organization's broad consumer protection mission and its success at leveling the playing field for contractor businesses.

Oregon law requires anyone who works for compensation in any construction activity involving improvements to real property to be licensed with the Construction Contractors Board. As of early 2024, this includes nearly 45,000 construction businesses. The CCB licenses all sizes of construction business from large multi-state firms to sole proprietors. The CCB also licenses every type of construction business from the excavator that prepare the soil for the foundation all the way up to the business that installs the roof and literally everything in between.

The CCB is responsible for preventing and resolving construction contracting problems. This is achieved by:

- Equitable application of statewide contractor license requirements;
- Consistent statewide enforcement of license standards;
- Resolution of contractor and homeowner disputes;
- Extensive consumer outreach and contractor education about the board's mission and services.

The following programs contribute to achieving the agency's mission:

Consumer Education and Outreach

The Consumer Education and Outreach section provides helpful information on how to select a licensed contractor, how to avoid common mistakes and how to respond should a dispute arise. The goal is to educate consumers to act knowledgeably and confidently when engaging with contractors. Knowledgeable consumers reward qualified and ethical contractors, reinforcing the market for contractors who focus on the consumer. The agency provides consumer outreach and education by maintaining an interactive website with consumer information and history on all 45,000 contractors. The group also develops printed materials, instructional videos, issues news releases and, in most years, attends statewide construction trade shows.

Contractor Education

All contractors are required to complete continuing education, though the requirements differ slightly based on the particular endorsement. Topics for continuing education may include courses on construction law changes, industry practices, safety requirements and other material relevant to their

particular line of work. All residential contractors are required to take at least one CCB provided course delivered by the contractor education section. Completion of contractor education is required for license renewal every two years. We now offer more courses and are being delivered remotely via webinar.

Contractor Licensing

Licensing ensures a measure of contractor financial accountability and redress for consumers of construction services. This allows consumers to know the history of individuals involved in construction businesses. It also assists the agency in holding business owners accountable for their company's business activity. The licensing section ensures compliance with all of the requirements to obtain a license including, complete information on the entity seeking the license, registration with the Secretary of State (if required by law), proof of a surety bond and proof of liability and property damage insurance. Applicants must also complete pre-license training and examination. The Licensing Section responds to more than 500 phone calls per day and processes approximately 14,000 documents per quarter.

Dispute Resolution Section

The dispute resolution section assists in mediating disputes between homeowners and contractors. When successful, mediation provides a timely and low-cost method of resolving construction disputes without costly legal proceedings. It is available to people alleging that contractors have breached a contract or performed improper work. This service employs several alternative dispute resolution techniques to resolve disputes and keep disputes out of the court system. Mediation allows a large portion of disputes to be resolved through voluntary mediation. In the event that a complainant does proceed to court and wins a judgment, the agency can also order payment from the bond if the contractor is unwilling or unable to pay the debt. Failure to pay a construction debt will also lead to sanction.

Field Investigator Section

The Field Investigator Section provides a deterrent to unlicensed construction activity by performing random and assigned unannounced inspections of construction jobsites throughout the state. Investigators determine the CCB license status of all contractors working at a jobsite and assess compliance with other important CCB regulations. The agency will perform approximately 15,000 jobsite inspections in a given year.

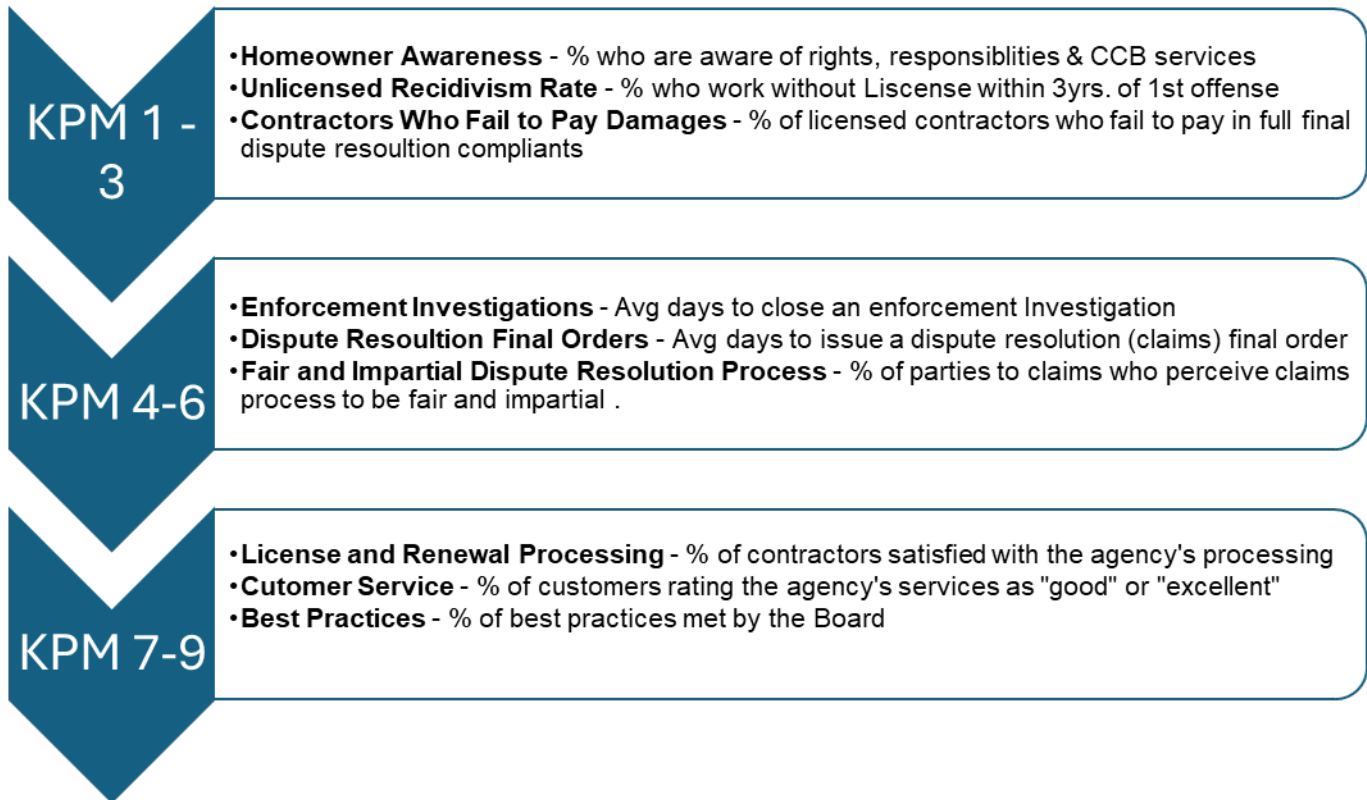
Compliance Section

The Compliance Section provides effective deterrent to illegal activity in the construction industry through application of appropriate sanctions and/or threat of sanction. The section enforces laws relating to contractor licensing and business practices by the imposition of formal administrative warnings, civil penalties, probation, and license suspension and revocation. The Compliance program works with field investigators to provide an effective deterrent to unlawful activity in the construction industry. It processes complaints, issues civil penalties, suspends and revokes contractor licenses, and issues formal written administrative warnings.

Mission and Objectives

The Construction Contractors Board protects the public's interest relating to improvements to real property. The board regulates construction contractors and promotes a competitive business environment through education, contractor licensing, dispute resolution, and law enforcement.

Key Performance Measures (KPM)



Affirmative Action Essential Roles

Construction Contractors Board Administrator

Chris Huntington, Administrator
503-934-2184

Governor's Policy Advisor

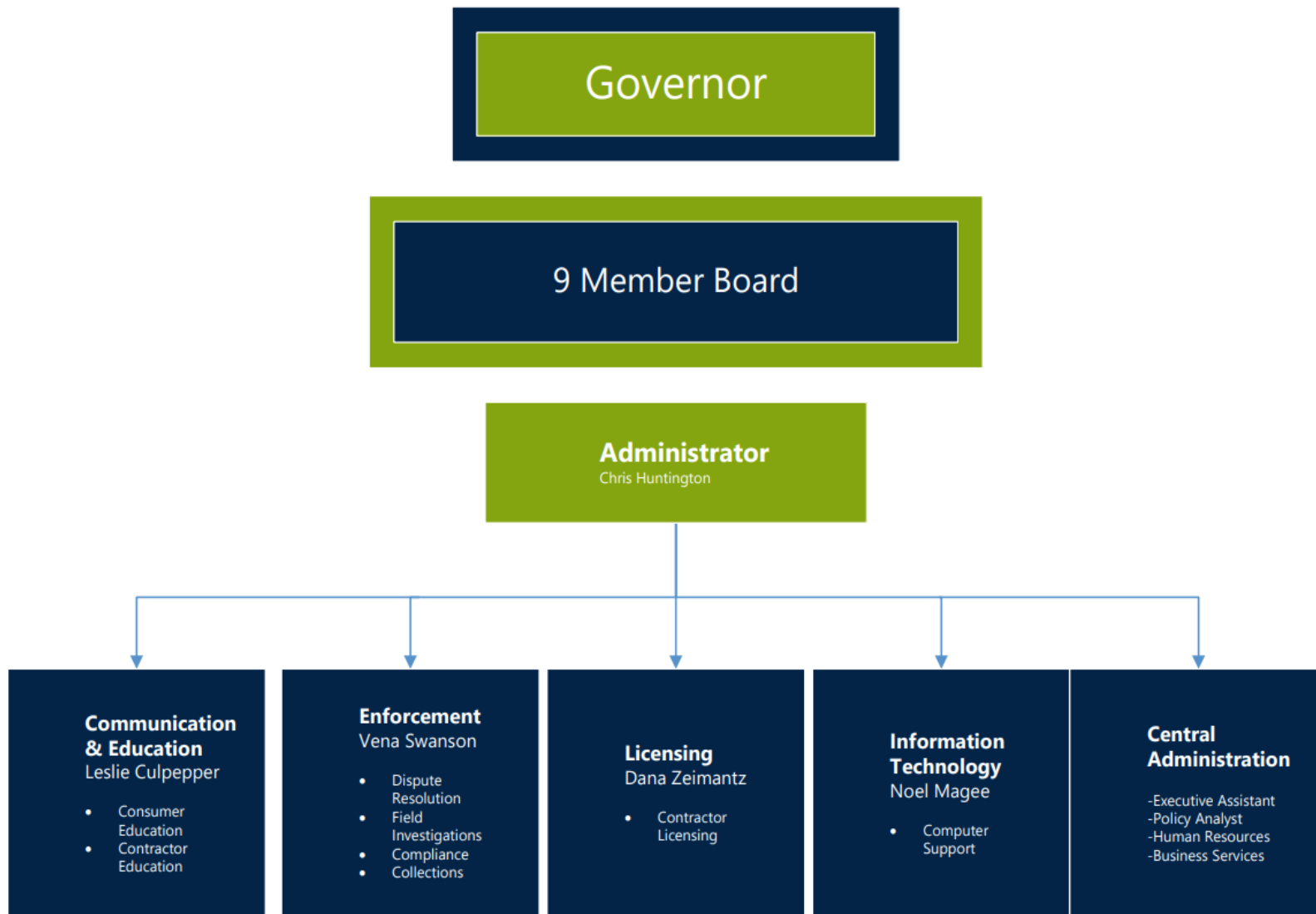
Kelly Brooks
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Affirmative Action Representative

Heather Parker, Human Resources Business Partner (HRBP)
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Roles for Implementation of Affirmative Action Plan

Responsibilities and Accountabilities

Responsibility for achieving the Affirmative Action objectives is shared by all managers and employees at CCB. The following individuals will provide the leadership for CCB to have a workforce rich in diversity, free of discrimination, and a welcoming, inclusive environment.

Administrator

The Administrator plays a leadership role in dedicating the agency to a policy of equal employment opportunity and conveying a sense of commitment both within and outside of the organization. The Administrator has overall responsibility for implementing and monitoring the Affirmative Action Plan and for ensuring compliance with all applicable federal and state laws, rules, and regulations.

- Foster and promote the importance of a diverse and respectful workplace to all employees and managers.
- Ensure managers and supervisors understand their role and responsibility to promote affirmative action activities and a welcoming environment. Include in performance reviews how effective the managers and supervisors have been in achieving CCB affirmative action objectives, and their contribution to promoting a welcoming and respectful work environment.
- Direct managers that conduct performance reviews for subordinate managers include ratings on the manager's support and effectiveness of CCB's Affirmative Action Plan objectives and their contribution to promoting a welcoming and respectful work environment.
- Encourage the participation of subordinate managers and employees in events supporting multicultural education and celebration.
- Meet with the affirmative action coordinator to review progress and approve strategies for meeting objectives.

Managers and Supervisors

- Foster and promote to subordinate managers and employees the importance of a diverse, discrimination and harassment free workplace. Assure managers and employees understand their responsibilities in achieving a welcoming work environment free from discrimination and harassment.
- Conduct performance reviews for subordinate managers, include ratings on the manager's support and effectiveness in working toward the CCB Affirmative Action Plan objectives, and their contribution to promoting a welcoming and respectful work environment.

- Inform employees of the goals and objectives for the CCB Affirmative Action Plan.
- Display the CCB Affirmative Action Policy Statement and CCB Diversity and Inclusion Statement in prominent areas and on the website.
- Attend, and encourage staff to attend, diversity related activities and training. Share information received with managers and staff who were unable to attend.
- Follow the procedures outlined in DAS 50.010.01, Discrimination and Harassment Free workplace, and follow reporting requirements outlined in the policy.

Affirmative Action Officer and/or Designee

- Foster and promote to managers/supervisors and employees the importance of a diverse, respectful, welcoming, and discrimination and harassment free workplace.
- Present quarterly workforce representation report to CCB management.
- Ensure recruitments include outreach to minority and women specific websites, community agencies and organizations to attract and encourage people of color, people with disabilities, veterans, and women to apply for CCB positions.
- Coordinate with agency HRBP to conduct training for managers in interviewing skills, include having diverse interview panels, developing job related interview questions, and applying veteran's preference.
- Coordinate with agency HRBP to provide career development assistance to CCB employees, include mock interviews, application material reviews and career exploration as requested.
- Attend and encourage managers and staff to attend, diversity related activities and training. Share information received with managers and staff who were unable to attend.
- Attend and support statewide meetings with the Office of Cultural Change and other agency representatives.

2023 – 2025 Biennia Accomplishments and Progress

Accomplishments and Progress

During the 2023-2025 biennium, the agency has had some notable successes. While these achievements when compared to enterprise-wide initiatives may be smaller in scope, we feel that the strategies/goals of years past have been significant to the accomplishment of meeting both the mission and key performance measures adopted. The agency believes that expanding and continuing to work towards past goals has allowed the agency to show continued growth. By expanding our efforts with our resources, we developed a broader network. We have and will continue to see successes through our external outreach efforts and internal culture through career development, and DEI efforts.

2023-2025 Strategies and Goals Progress

CCB had three strategic goals that were both actionable and achievable during the 2023-2025 biennium. The agency made plenty of progress in the right direction by making the goals set an integral part of CCBs operational and organizational day-to-day focus. Below are the goals and the progress made towards each of them:

1. Continue to Expand Outreach to Diverse Organizations: Expand outreach to additional industry associations and community organizations to develop a network of resources and strong connections with CCB. The focus was on organizations that broaden CCB's exposure to specific needs that serve unique or underserved populations.
 - a. *Build an Inclusive Network*: The agency has built a diverse network of contacts and resources. These contacts included industry groups, sister agencies and community groups that helped support the agency's efforts at expending diversity. This resulted in a successful recruitment for one of our vacant Board Member positions. Some examples include:
 - i. LatinoBuilt - <https://latinobuilt.org/> - we partner with LatinoBuilt for many things, have held live classes for their members and one of our board members is from LatinoBuilt.
 - ii. NOWIA UNETE <https://uneteoregon.org/> - for this group, we held a class on hiring contractors (in English and in Spanish) for people who are still struggling to recovering from 2020 wildfires.
 - iii. Fix It Fairs - <https://www.portland.gov/bps/fix-it-fairs> - these are free community events to connect people in underprivileged communities with experts who can help them fix things and connect to resources.

- iv. North Marion Business Service Alliance - <https://nmc-works.com/> -This is a community group that we participate in their trade fairs that help people who are starting their small business. Many pre-license candidates attend these fairs. By attending these trade fairs, we are helping to spread awareness of the requirements to become a licensed contractor in the State of Oregon.
- b. *Progress:* By maximizing the network, we have been building we were able to successfully hire four new Board Members. One of which does a direct result of the networking with the LatinoBuild Organization. Moreover, CCB hired nine new employees to the agency 11% of those hired identified as being Hispanic or Latino. Bring in an even more diverse workforce helps support the agency's goal to build a culture where all differences are valued from all perspectives.

2. Regular Communications with Staff on Diversity Topics:

- a. *Demonstrate and build a culture of Diversity and Inclusion:* In partnership with our Diversity, Equity, Inclusion, and Belong Strategic Plan (DEIB), one of the action plans is to incorporate topics in support of DEIB awareness into our quarterly wellness newsletter, and the weekly HR email with topics to promote celebrating employee differences. During the last year, we have taken the occasion to add opportunities within unit or all staff meetings to discuss various topics such as how mental health intersects with DEIB in the workplace by raising awareness on how the use of language can affect people differently based on individuals lived experiences. To further develop and build this culture for the agency we have included awareness campaigns on a smaller scale are, Indian Citizens Act of 1924, the history of Juneteenth in Oregon, and use of inclusive language by recognizing unconscious/implicit biases. In addition to regular communications, one of the goals was to establish regular leadership training for managers. With the hire of our Sr. Human Resources Business Partner, we have developed a monthly HR and management meeting that has incorporated topics as mentioned above to add value to the quarterly manager check-ins. However, we will be expanding on these goals specifically for the leadership team in the 2025-2027 biennium through external resources that provide training on Allyship, Anti-Racism, and Inclusive Leadership.
- b. *Progress:* Through all of the different platforms of communication with Staff and Leadership alike, we have promoted equity and shown that with supportive and positive work environment it fosters a respectful workplace for all employees; despite their differences. Whether those differences are cultural differences, generational differences or differences in life experience.

3. Diversity Tools and Resources for All Staff: The goal with these developed resources is to promote individual growth opportunities for staff, but also to empower staff to more capably serve historically underserved populations within the agency's customer base. The action item was to provide career development assistance, including supporting staff in seeking opportunities for employment, training and other support for building strong and engaged employees.
 - a. *Provide Career and Professional Development:* The agency will continue to work towards expanding these opportunities to help both leadership and staff with achieving goals for progression in their careers. As we started laying out the groundwork for our succession planning, it was evident early on that we had some highly critical positions within the agency that needed some knowledge transfer for those skills sets. In order to alleviate these pain points we have offered two staff members opportunities to expand their knowledge of CCBs workflow. One of those position is specific to a core function for collecting on enforced civil penalties, historically there has only been one employee with the skills, knowledge and understanding of the process. Therefore, we have offered a developmental job rotation to another staff member to be mentored and learn more about the collections' function. This will help with succession planning and create an avenue for future career movement within the agency.
 - b. *Progress:* In early 2024, the Human Resources Analyst position was filled. The impact for the agency was felt immediately. The skills, knowledge and abilities with this hire exceeded the expectations and has provided strong leadership and support in helping CCB to achieve the goals and objectives for the 2023-2025 biennium. This position will continue to serve as the Affirmative Action Coordinator as well as support the agencies efforts to empower staff to make informed decisions with respect to their individual levels of comfort and desires for career and professional development.
4. Improve Pass Rate on Spanish Language CCB Exam: Continue effort to improve the pass rate on the CCB license exam for Spanish language applicants through coordination with industry and educational partners and revision of the pre-license education program to reflect the successes of the Clackamas SBDC pilot program that was initiated by CCB.
 - a. *Progress:* Improved the first time pass rate for 53.33% of all candidates who sat for CCB license exam for applicants who identified as being Hispanic.
 - b. *Continued Efforts for 2025-2027:* CCB's Communication and Education Team has rolled out several new Contractor Application workshop/webinars in 2024 and they are planning to remove additional barriers for our Spanish speaking Contractors by committing that these workshop/webinars will be offered in both

English and Spanish. These webinars are a value added to individuals that may be less aware of the complicated regulatory and licensing protocols and are intended as a support for underserved/underrepresented individuals and populations to further aid in their success to obtaining a CCB License through voluntary compliance.

2023-2025 Leadership Evaluation

The Administrator has overall responsibility for implementing and monitoring the Affirmative Action Plan and plays a key role in ensuring equal employment opportunities both within and outside the organization.

Evaluation: To ensure compliance with all applicable federal and state laws, rules, and regulations.

- A. Within the organization, the Administrator has worked with the Sr. Human Resources Business Partner to ensure that all interview panels are made up of a diverse group of individuals that represent different roles from the agency that will work with the position under recruitment. In addition, all individuals on the interview panel now go through training on effective and inclusive interviewing, candidate preference in employment, and mitigating bias in the interview process. CCB was able to measure those results through targeted job postings which resulted in more diverse candidates applying and being successfully selected based on more than just the minimum qualifications of the position under consideration.
- B. While the CCB's official Board is considered internal to the organization, recruitment efforts for Board members are not. The recruitment process for Board members is ran by the Executive Appointments Office. With intention to further and strengthen are partnership with the community CCB's Administrator was able to successfully partner with the LatinoBuilt Organization to expand our ability to hold live classes for their members. Through these outreach efforts we were able to encourage further growth by actively recruiting CCB's the first self-identified Hispanic board member. Success was measure by seeing a more diverse demographic for all sitting board members.

CCB Workforce Demographics

The CCB has 59 legislatively approved positions for the 2023-2025 biennia. As of June 30, 2024, 55 positions were filled. During the 2023-25 fiscal years the CCB identified four generations co-exist within the agency and have not experienced difficulties in recruitment, retention or promotion. CCB processed twenty (20) recruitments, one was filled with an internal promotions and two were external promotional opportunities. CCB encourages underrepresented staff members to apply for CCB recruitments they qualify for. Because CCB is a very small agency, with very little recruitment each year, it is

difficult to significantly influence the overall representation of Women, People of Color and People with Disabilities within the agency.

CCB does attempt to attract women, people of color, and people with disabilities by providing the recruitment announcements to the Chief Human Resources Office's, Talent Acquisition Unit (TAU). Staff of the TAU sends the announcements to targeted groups throughout the State, ensuring that the positions are advertised as widely as possible.

The Construction Contractors Board recognizes the important role a comprehensive retention strategy has in retaining People of Color, people with disabilities, women and other protected classes. During the 2025-2027 biennia, the CCB will continue implementing a thorough retention strategy by implementing the action plans set forth in our Succession Plan to ensure the agency is retaining the workforce along with the developing tools for transferring knowledge, and skills to meet the CCB's mission.

The following chart describes the overall representation of Women, People of Color, and People with Disabilities at the Construction Contractors Board as of June 30, 2024.

**CCB Workforce Representation
as of June 30, 2024**

Group	Actual Number for Group	Percent of Group
People of Color	9/59	15.3%
Women	33/59	55.9%
People with Disabilities	1/59	1.7%

**CCB Workforce Representation
Four-Year Comparison**

Year	People of Color		Women		People with Disabilities	
	# in Group	%	# in Group	%	# in Group	%
June 30, 2023 (61 total CCB employees)	10	16.4%	32	52.5%	2	3.3%
June 30, 2022 (60 total CCB employees)	9	14.7%	30	50%	2	3.3%
June 30, 2020 (55 total CCB employees)	7	12.72%	24	43.63%	1	1.81%
June 30, 2018 (55 total CCB employees)	5	9.09%	26	47.27%	2	3.6%

This four-year comparison shows the CCB has remained steady in the workforce representation of persons of color and persons with disabilities. However, it also includes a slight increase in representation of women over the same period of time.

The agency is confident that the strategies, action plans, monitoring and evaluation of goals related to the DEIB and AA plans will allow the agency to create right-sized procedures for best practices with hiring. Keeping in mind that the agency should see a steady increase to the numbers for the data points over the course of the biennium.

2025-2027 Biennia Affirmative Action Plan

The CCB is committed to protecting all Oregon consumers while promoting a positive business climate for construction. All Oregonians are provided equal access to CCB programs, and the agency does not discriminate on the basis of race, color, ancestry, national origin, age, marital status, gender, sexual orientation, veteran's status, political or religious affiliation, or physical or mental disability. CCB recognizes that a diverse workforce and diverse representation on the membership of the Governor appointed board is crucial to serve all Oregonians.

Agency Affirmative Action Policy Statement

CCB enforces a zero-tolerance policy against any form of discrimination or harassment and has adopted the CCB Affirmative Action Plan as one method of helping to eliminate discrimination on the basis of race, color, religion, sex, national origin, physical or mental disability, age, marital status, sexual orientation, gender identify trans-gender status, veterans' status, or political belief.

CCB works to achieve and maintain diversity. CCB efforts include:

- Holding all managers and employees accountable for creating and promoting an environment that is welcoming and free from hostility or unwelcome behavior.
- Enforcing a zero-tolerance policy against any form of discrimination or harassment.
- Maintaining a copy of the CCB Affirmative Action Plan on its website, posted in public areas in the office and break rooms, and include the link to the website in each new employee packet.
- Evaluating managers and supervisors on their effectiveness in promoting diversity and a welcoming environment for CCB.

In addition to the internally focused efforts noted above the agency is committed to recruiting from a wide pool for both permanent staff positions and board member positions. The board is also committed to broadening our network of industry and community partners. Agency efforts in this regard include:

- Continue to partnership with other agencies that have robust recruitment, diversity, and inclusion programs.
- Continue to utilize industry and community partnerships developed through agency outreach. Broaden the CCB's network of partners in order to provide more opportunities for diverse communities.
- Recruit from this expanded network that includes organizations such as Asian Pacific American Network, Blacks in Government, Easter Seals, Global Diversity

and Inclusion Network, Hispanic Services Roundtable, Latino Business Alliance, NAACP, and many others.

Implementation of this plan is the responsibility of the CCB Administrator and the Affirmative Action Representative. For questions about the CCB Affirmative Action Policy Statement, contact the CCB Affirmative Action Representative, Oregon Construction Contractors Board, 201 High Street SE, Suite 600, Salem, OR 97301 or P.O. Box 14140, Salem, OR 97309-5052, or heather.parker@ccb.oregon.gov, or 971-718-1329.

2025 – 2027 Goals and Strategies

In aligning our Affirmative Action Plan efforts, The CCB is committed to fostering and preserving a culture of diversity and equity. Our employees are the agency's most valuable asset. The agency's culture, reputation and achievements are the result of the individual differences, life experiences, knowledge, inventiveness, self-expression, and capabilities that employees invest in our mission.

The CCB's diversity and equity efforts are reflected in our recruitment practices and policies, our compensation and benefits programs, our professional development and training efforts, our social and recreational programs and the ongoing development of a work environment built on the premise of diversity and equity. These efforts promote and reinforce:

- Respectful communication and cooperation between all employees
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity

Our DEIB strategic goals and action plans both indicate that CCB's organizational structure and staff development approach must evolve and adapt to align with long-term strategic efforts around organizational change and the modernization of systems which are older labor-intensive processes. The goal is to Identify and implement organizational and staffing structure changes that will align with ongoing modernization efforts in support of improved efficiency and service delivery. All while continuing to identify and expand opportunities for community and external partner engagement that honor the diverse populations we serve.

The agency's commitment to these efforts means that we will be building on past Affirmative Action efforts with the opportunity to approach change through a lens of equity for all accountable programs. To ensure the success with these objectives the CCB Leadership Team will be following DEIB strategic plans and treating them as our guiding principles while we continue to move forward with the growth of our staff and the agency's mission.

AAP & DEIB Action Plans

- **Intra-Agency Communication and Resources:** Build knowledge and awareness and enhance staff engagement by building a supportive, positive, and respectful workplace while celebrating employee differences whether they be cultural, generational, or through lived experiences.
 - Expand quarterly Wellness Newsletter to include DEIB articles.
 - Human Resource’s Weekly Tips will support DEIB awareness topics.
- **Inclusive External Communication and Resources: Reduce language and other barriers to accessing agency information and resources** to enable as many Oregonians as possible to benefit from agency services.
 - Website incorporates accessibility principles and can be translated into multiple languages.
 - Deliver aids and resources to support applying for CCB license in multiple languages.
 - Webinars – offered in English and Spanish which include closed captioning options.
 - Proposed Licensing System Modernization will include accessibility principles in requirements.
- **Workforce Demographics & Training:** Continue to develop a network of resources and relationships in order to support broadest possible reach on agency recruitment efforts for both staff and board positions. Support career development opportunities for employees through training and awareness programs that foster a strong sense of engagement and community.
 - Partner with agencies and community groups that can support CCB’s efforts at expanding diversity.
 - Provide cross-training and career development opportunities for staff.
 - Expand reach of job postings to attract diverse candidates.
 - Compose interview panels of diversity of staff and conduct training on inclusive interview practices.

AAP & DEIB Strategic Plan Evaluation and Monitoring

Leverage engagement surveys to gauge internal and external customer satisfaction and seek in-depth feedback for CCB’s Leadership Team to monitor and make recommendations on improvements to our DEIB initiatives and ensure that agency efforts to improve access are being effective.

- **External Customer Survey:** CCB regularly sends out a survey to our customers seeking feedback to help identify process improvements. Next steps would be to use the metrics to evaluate the agencies culture and reputation regarding our mission and objectives.

- **Employee Engagement Survey:** Collect responses from staff about DEIB efforts within the agency, then implement immediate changes to support a respectful and inclusive workplace.
- **Assess Evaluation Metrics:** Assess the effectiveness of our evaluation and performance metrics for whether they provide meaningful feedback on equity in program delivery.
- **Annual Review on AAP & DEIB strategic priorities:** identify new opportunities and lessons learned by focusing on hidden biases and bottlenecks in previous years goals to keep CCB leadership and staff accountable.

The CCB will continue to pursue available opportunities to enhance diversity and equity through recruiting and hiring and will increase the likelihood of success by continuing to build and expand our network of contacts and resources to be more inclusive. The CCB is of the firm belief that in order to increase the representation, we must first expand the network of contacts and resources that we pull from.

We will continue to use as our benchmark the workforce representation statistics achieved in June 2024.

Dissemination of the Affirmative Action Policy and Plan

The impact of the Affirmative Action Plan can be fully realized only to the extent that those who must apply it and those who benefit from it know its provisions. With this in mind, the following describes methods used to disseminate the information both internally and externally.

The administrator will delegate the responsibility for dissemination of the agency's Affirmative Action Plan. Such communication is both internal and external, and will include, but is not limited to:

Internal Dissemination

A statement from the administrator to all employees and volunteers communicating:

- The existence of the plan so employees and volunteers can avail themselves of its benefit
- Quarterly workforce representation reports to managers and supervisors so they are aware of the diversity of the CCB workforce
- Include the Affirmative Action Policy Statement and Diversity and Inclusion Statement as part of each new employee/volunteer orientation
- Send the agency's Affirmative Action Plan via email and post on the employee's bulletin board

External Dissemination

- All recruitment announcements, applications for employment, and newspaper ads will contain the phrase, “An Equal Opportunity Employer”
- The Construction Contractors Board Affirmative Action Plan is posted on the agency’s website and made available to the public upon request

Notify all bidders, contractors, subcontractors, and suppliers of the agency’s Affirmative Action Policy. Notices shall include a statement that the agency will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials that discriminates against members of any protected class.

Complaint/Reporting Process

In accordance with ORS Chapter 659A, CCB’s Administrator has designated a primary and alternative individual in the CCB who are responsible for receiving reports of prohibited conduct outlined in ORS 659A.030, including sexual assault, as defined in Chapter 343, 209 Laws, and discrimination prohibited by ORS 659A.082 and 659A.112 including complaints of discrimination, workplace harassment, sexual harassment, sexual assault, or related employment or settlement agreements.

Anyone who is subject to or aware of what they believe to be discrimination, workplace harassment, workplace intimidation, sexual harassment, sexual assault, or related employment or settlement agreements containing prohibited provisions should report that behavior to the designated individual or alternate.

Those individuals making a report of what they believe to be discrimination, workplace harassment, workplace intimidation, sexual harassment or sexual assault may also report that behavior to their immediate supervisor, another manager, or the agency, board, or commission human resources section, executive director, chair, or DAS CHRO.

A report of discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault is considered a complaint. Any supervisor or manager, or the agency, board, or commission human resources section, executive director, or chair receiving a complaint should promptly notify the agency’s designated individual or alternate.

Upon receipt of a report of prohibited discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault, the designated individual or alternate shall provide a copy of this policy to the employee. The designated individual and alternate shall maintain appropriate records of all complaints.

(a) A complaint may be made orally or in writing.

(b) An oral or written complaint should contain the following:

- (A) The name of the complainant and the name of the person that was subjected to the discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault if they are not the same person.

- (B) the names of all parties involved, including witnesses.
- (C) A specific and detailed description of the conduct or action the employee believes constitutes discrimination, workplace harassment, sexual harassment, workplace intimidation or sexual assault;
- (D) The date or time period in which the alleged conduct occurred.
- (E) A description of the desired remedy.

(c) A report should be made to the designated individual within five (5) years of the occurrence; however, failure to report within five years does not remove the agency's responsibility for coordinating and investigating.

Other Reporting Options

(1) Nothing in this policy prevents any person from filing a formal grievance in accordance with a CBA; a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC); or if applicable, the U.S. Department of Labor (USDOL) Civil Rights Center. However, some CBAs require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.

(2) A complaint filed with BOLI alleging an unlawful employment practice as described in ORS 659A.030, 659A.082 to 659A.865, 659A.112 or section 2 of SB726 (2019) must be filed no later than five years after the occurrence of the alleged unlawful employment practice.

(3) Nothing in this policy prevents any person from seeking remedy under any other available law, whether civil or criminal.

(4) An employee or claimant must provide advance notice of claim against the employer as required by ORS 30.275.

Filing a report with the U.S. Department of Labor (USDOL) Civil Rights Center. An employee whose agency receives federal financial assistance from the U.S. Department of Labor under the Workforce Innovation and Opportunity Act, Mine Safety and Health Administration, Occupational Safety and Health Administration, or Veterans' Employment and Training Service, may file a complaint with the State of Oregon Equal Opportunity Officer or directly through the USDOL Civil Rights Center. The complaint must be written, signed and filed within 180 days of when the alleged discrimination or harassment occurred.

Responsibility for the complaint/reporting process is assigned to the primary and/or alternate designated individual. the CCB Administrator is designated as the alternative while the primary is our Human Resources Business Partner. For questions about the complaint/reporting process, contact the CCB Human Resources Business Partner, Heather Parker; Oregon Construction Contractors Board, 201 High Street SE, Suite 600, Salem, OR 97301 or P.O. Box 14140, Salem, OR 97309-5052, or heather.parker@ccb.oregon.gov, or 971-718-1329.

Succession Plan

Given the size and scope of work being performed at the CCB we feel that we have created a succession plan that is meaningful, actionable, measurable, and done with intention to address the key strategies and focus areas the CCB Leadership Team has identify. Our plan is designed to be a working plan with room for growth and improvements as we start to integrate the succession plan initiates into our agency's strategic and DEIB plans.

Additionally, we will be incorporating some of these principles to our affirmative action planning to check that we are reviewing the developmental goals through a lens of equity, to ensure that we are being consistent with our overarching mission and objectives for the 2025-2027 biennia.

Succession Plan in Action

Gap Analysis – Highly Critical & Critical Positions - Targeted Completion Date: December 2024

The CCB will be performing a gap analysis for positions identified in our succession plan as either highly critical or critical based on the duties/responsibilities performed by the employee(s). The gap analysis is critical for the long-term success of our organization. The gap analysis will help us to identify areas of vulnerability and will provide the foundation for development plans. Additionally, it can help CCB Leadership with seamless transitions of key roles within the organization.

The overarching objective will be to compare the skills and knowledge required for each key position with the skills and knowledge possessed by potential successors. Identify any gaps that exist and determine what additional training, development, or experience is needed for each candidate to be ready to step into the role.

Upon conclusion of the gap analysis, we have three targeted action plans:

The action items will outline the specific needs, resources, and potential timelines needed for each key role/position to acquire the necessary skills and knowledge transfer to allow successful internal transfers or external to the agency hires.

Action 1 - Development Planning Tools (DPT) – to help employees develop or enhance their knowledge, skills and abilities, agencies need to provide resources and opportunities.

Action 2 – Knowledge Transfer Plan (KTP) – create KTP that incorporates information for identifying, capturing, and disseminating knowledge in key roles throughout the agency.

Action 3 - Training, Education, Development Plan (TEDP) - The CCB recognizes that its employees are its greatest resource and is committed to the principle that training and development of employees is crucial to work performance and is tied to our mission of quality

services to Oregonians. All CCB training supports respect and inclusion of a multicultural, multigenerational, and multi-able workforce.

Action 4 - Future Workforce Development - The CCB has already started the work to provide cross-training and advancement opportunities for staff and others interested in careers with the agency. The goal is to support career development opportunities for employees through training and awareness programs that foster a strong sense of engagement and community.

In 2024, all CCB staff will be required to take training on Organizational Change Management. There are nine (9) different topics which, we'll cover over the next several months. This is in preparation for a 25-27 Agency Requested Budget IT Project to replace our current Licensing System.

Through monitoring of these action item goals, we can evaluate that we have created strategies that will work by establishing baseline metrics and goals to measure success upon completion of the gap analysis work. Lastly, we will review our KTP and DPTs on a regular basis to identify new gaps and refine the strategy accordingly.

Procurement Equity – CCB Disparity Study Data

The state of Oregon manages socio-economic programs for business inclusion and diversity that promote opportunities for disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses owned by service-disabled veterans and emerging small businesses.

In 2022, the Department of Administrative Services (DAS) commissioned BBC Research & Consulting (BBC) to conduct a disparity study to assess whether businesses owned by persons of color (POCs), women, and service-disabled veterans (SDVs) face any barriers as part of the state's contract and procurement processes. Information from the study will help inform the state's efforts to encourage the participation of POC, woman, and SDV-owned businesses in its work.

In November 2023, BBC submitted a final report to the state. The report presents results from the utilization, availability, and disparity analyses separately for relevant business groups. The report also provides recommendations related to policies and programs the state could consider implementing to encourage the participation of POC-, woman-, and SDV-owned businesses in its work. The full report can be found [here](#).

Below is a representation of the total contracts CCB has awarded. The figures show that CCB has not awarded contracts with minority or women-owned business. As discussed previously the agency size does create known limitations on how we conduct agency business. However, all of the request for proposal includes the required language regarding equity opportunities to all potential contractors who seek to do business with the State of Oregon and the agencies represented. This is an area of opportunity that the CCB can and will look at as we look at new or renewals of contracts awarded.

CONSTRUCTION CONTRACTORS BOARD

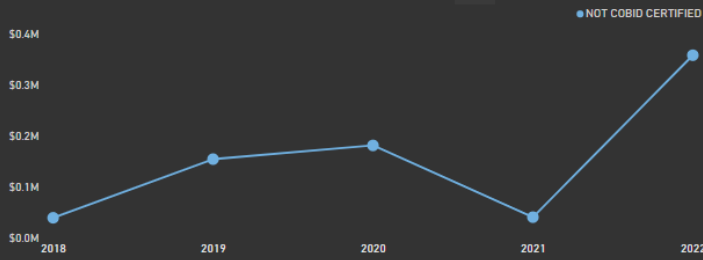
\$766K
TOTAL CONTRACT DOLLARS

26
TOTAL CONTRACTS

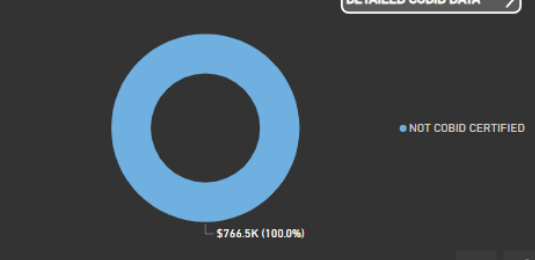
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COBID CONTRACT DOLLARS

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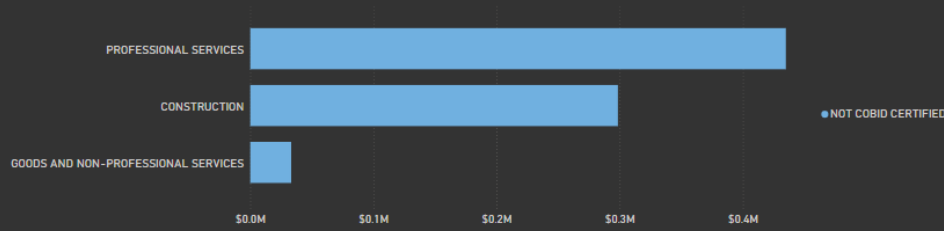
ANNUAL CONTRACT DOLLARS



TOTAL CONTRACT DOLLARS



CONTRACT DOLLARS BY INDUSTRY



SELECT A STATE AGENCY:

- BUSINESS OREGON
- CHIEF EDUCATION OFFICE
- CHIROPRACTIC EXAMINERS, STATE BOARD OF
- CONSTRUCTION CONTRACTORS BOARD
- CONSUMER & BUSINESS SERVICES, DEPARTMENT OF
- CORRECTIONS, DEPARTMENT OF

DATA OVERVIEW

Purpose of the Data: This dashboard contains visualizations of data from the [2023 State of Oregon Disparity Study](#). The goals of the study were to understand the types and volume of work the state procured during the study period and assess the participation of service-disabled veteran-owned, woman-owned, and person of color-owned businesses in the state's contracting and procurement.

Data sources and collection: Data sources, collection, processing, and analysis information can be found in Chapter 3 of the [2023 State of Oregon Disparity Study Report](#). Data included contracts and procurements awarded during the study period, between July 1, 2017 and June 30, 2022.

Appendix – Policies and Resources

State Policies and Resources:

[Affirmative Action Policy](#) (ORS 182.100)
[Policy of affirmative action and fair and equal employment opportunities and advancement](#) (ORS 243.305)
[Unlawful Discrimination in Employment, Public Accommodations and Real Property Transactions: Administrative and Civil Enforcement](#) (ORS 659A.012, 659A.015)
[Statewide Diversity, Equity, and Inclusion Action Plan](#)
[Executive Order 22-11](#)
[ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
[Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
[Duties of Administrator](#) (ORS 240.145)
[Rules Applicable to Management Services](#) (ORS 240.250)
[Recruitment and Selection](#) (Statewide policy 40.010.02)
[Veterans Preference in Public Employment](#) (ORS 408.230)
[Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)

Federal Policies and Resources:

[2023 EEO-4 Data Collection Instruction Booklet](#) (eeocdata.org)
[Age Discrimination in Employment Act of 1967](#) (ADEA)
[Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
[Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008](#) (GINA)
[Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
[Title VII of the Civil Rights Act of 1964](#)
National Origin Discrimination
Discrimination o Race/Color Discrimination
Religious Discrimination o Sex-Based Discrimination
Sexual Harassment
[Retaliation Title VII of Civil Agency Affirmative Action Policy](#)
[Executive Order 11246](#) (OFCCP regulations)

Agency Policies and Resources:

[Ethics & Conflict of Interest \(ADM-01\)](#)
[Code of Conduct \(ADM-02\)](#)



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