

# Affirmative Action Plan

2025 - 2027

Creating a place where everyone has a chance to achieve their dreams, no matter where they come from or what they look like.



Oregon Department of  
**Early Learning  
and Care**

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# Letter from the Director

I am excited to share the progress and next steps from the Department of Early Learning and Care's (DELIC) first Affirmative Action Plan. DELIC has been a new agency since July 1, 2023, and the 2023-2025 Affirmative Action Plan provided an intentional foundation, rooted in equity, that we could build upon. Our new 2025-2027 Affirmative Action Plan and 2024 progress report outlines our progress in implementing our three agency goals for affirmative action: (1) developing accessible and inclusive communications, (2) engaging and empowering community, and (3) building a more diverse workforce at DELIC.



In our first year as an agency, we have also released our first strategic plan – [Growing Oregon Together](#) – as well as our [Diversity, Equity, and Inclusion Action Plan](#). The creation of these plans has allowed us to reevaluate our original goals and expand on them to further align with our broader agency work. DELIC remains committed to operationalizing equity both internally at DELIC, and in our external work with early educators, advocates, and community partners.

The 2025-2027 Affirmative Action Plan highlights our revised goals and strategies as we enter our second year as an agency. If you have any questions, please contact us as we work to foster coordinated, culturally appropriate and family-centered services that recognize and respect the needs of all children, families and early learning and care professionals. Our vision is that children, families, early care and education professionals and communities are supported and empowered to thrive.

Regards,

A handwritten signature in black ink, appearing to read 'Alyssa Chatterjee'. The signature is fluid and cursive.

Alyssa Chatterjee  
Early Learning System Director  
Department of Early Learning and Care

# Introduction

## Agency Overview

### Mission

The Department of Early Learning and Care fosters coordinated, culturally appropriate, and family-centered services that recognize and respect the needs of all children, families and early learning and care professionals.

### Vision

All children, families, early care and education professionals, and communities are supported and empowered to thrive.

### Values

- Equity
- Respect
- Trust
- Relationships
- Safety
- Continuous Improvement
- Integrity

## Key Contact Information

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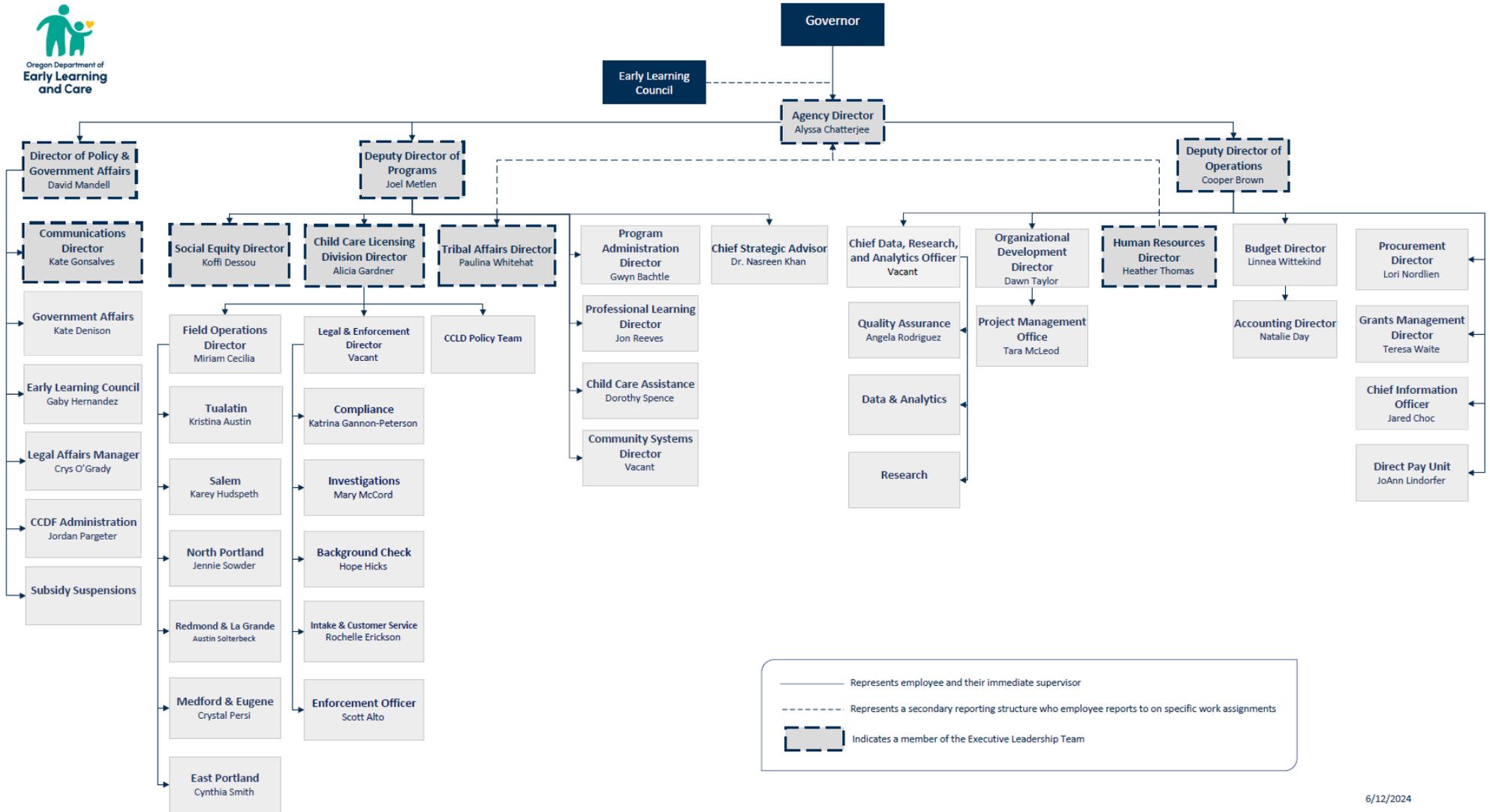
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### Heather Thomas, Human Resources Director

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Heather.Thomas@delc.oregon.gov

# Agency Organizational Chart



# Roles for Implementation of Affirmative Action Plan

## Roles, Responsibilities, and Accountability Mechanisms

### Executive Leadership Team

1. Promote and set the tone for the rest of the agency.
2. Support affirmative action objectives.
3. Review progress on affirmative action objectives and hold managers accountable for results.
4. Ensure managers and supervisors complete assigned trainings.
5. Enforce agency policies on respectful workplace behaviors.
6. Ensure Performance, Accountability, and Feedback (PAF) check-ins are leveraged to determine each manager's effectiveness in creating an equitable and inclusive environment.

### Management Team

1. Review and follow Affirmative Action plan strategies.
2. Consider affirmative action goals in hire, transfer, promotion, and selection decisions.
3. Hold employees accountable to demonstrate respectful workplace behaviors.
4. Leverage PAF to solicit feedback from employees on inclusivity in the workplace.

### All Staff

1. Review information presented in Affirmative Action plan.
2. Demonstrate respectful workplace behaviors to foster a culture of equity and inclusion.
3. Complete trainings on workplace behaviors.

# 2023-2025 Affirmative Action Plan

## Progress

### Progress Towards Goals and Strategies

DELC became its own agency on July 1, 2023, and has made progress on each of the three goals that were set in its 2023-2025 Affirmative Action plan.

#### **Goal 1: Ensure that all communities have access to employment opportunities and other DELC related information by making DELC's communication accessible and inclusive.**

DELC HR created resume and interviewing resources for candidates that are available on the agency's external jobs page. The agency continued to recommend the use of VidCruiter to allow candidates from a wider range of backgrounds and geographic areas to participate in the interview process.

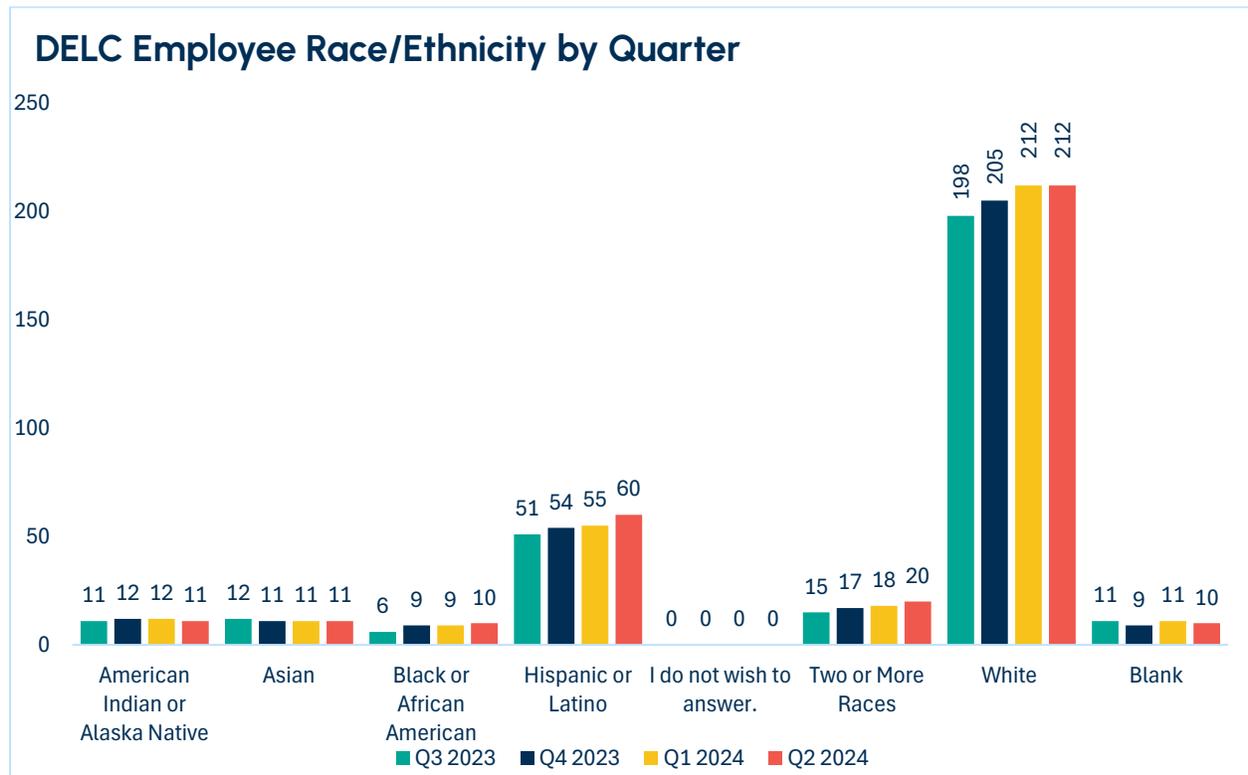
#### **Goal 2: Build meaningful relationships and trust with communities to attract a more diverse applicant pool.**

DELC advertised on multiple job sites such as Partners in Diversity and the Hispanic Metropolitan Chamber of Commerce to attract a more diverse applicant pool. The Human Resources team and Social Equity Office also worked together to develop and share a listserv of current job opportunities that is sent out weekly. The listserv currently has over 1,000 members. DELC recruitment staff have also attended multiple career fairs throughout the biennium. In addition, one equity related question is required to be included in all interviews and the agency provides interview questions in advance to give candidates time to review the questions.

#### **Goal 3: Retain a diverse workforce by developing tools and strategies to create a welcoming, supportive, and inclusive workplace for all.**

During DELC's standup, the agency implemented a number of trainings, tools, and strategies to promote a welcoming, supportive, and inclusive workplace for all. The agency developed a two-part interview panel training that all employees must complete before sitting on an interview panel. The second part of the training specifically focuses on biases and how to interrupt them during the interview and selection process. Through July 1, 2024, 146 employees have completed both parts of the training. The agency also rolled out Bias Awareness and Management training in February 2024 as a required training for all managers. Based on the deep reflection and confidentiality required of

this training, it began as a voluntary training for non-management staff. Through July 1, 2024, 136 staff – or 40% – have attended the training and the Executive Leadership Team plans to review participation by the end of the year to determine required participation going forward. Human Resources and the Social Equity Offices are also in the process of developing an Equity 101 – Introduction to Social Equity training that will be rolled out as a required training for all DELC staff and will be incorporated as an additional module in our new employee orientation program. We believe these efforts have been successful as we have increased the diversity of our workforce in multiple different categories, which are represented below.



Data as of June 30, 2024.

## Plan Alignment (with DEI Action Plan and Strategic Plan)

DELC has completed its first [DEI Action Plan](#) and [Strategic Plan](#). The Affirmative Action Plan builds on both of those plans. Specifically, Strategy 9 of DELC's DEI Action Plan is to "Build a More Diverse and Inclusive Workplace Free from Discrimination." The plan outlines specific actions, listed below that will be achieved, in part, through implementation of the Affirmative Action Plan.

- Train managers in diversity, equity, and inclusion.
- Develop practical tools on diversity, equity, and inclusion for staff use.
- Implement the DELC Affirmative Action Plan.
- Develop strategies to create a welcoming, supportive, and inclusive workplace for everyone.
- Develop and provide equity training to DELC staff.

## Leadership Evaluation

During the 23-25 biennium, as a new agency, leadership focused on providing training to managers to ensure they have the foundational knowledge and understand the agency's expectation that they foster a culture where all employees feel valued, seen, and feel a sense of safety and belonging.

Managers were required to complete Equity Foundations training that DELC contracted with an external partner to provide. This training covered topics including how each person's experiences may vary based on social identities and the intersection of these identities, and that social identities bring with the socially constructed meanings that reflect biases targeted to marginalized groups, resulting in differential experiences of privilege and injustice. Additionally, the training covered Diversity and Inclusion, including inclusion, exclusion, belonging, and just effects of assimilation. The training focused on equity, recognizing historical legacies and current realities of discrimination and oppression that marginalize people's experience.

Managers were given Successful Supervision training that covered supervisor roles and competencies, emotional intelligence, communication, and management vs. leadership. During this training managers were asked to self-reflect on their strengths and weaknesses and identify an action they could commit to for advancing their leadership and creating a more inclusive workplace. In the 25-27 biennium, a question will be incorporated into quarterly Performance, Accountability, and Feedback check-ins for

managers to see what progress they are making on their commitments, and to offer any support, if needed.

Managers were provided Quarterly Performance, Accountability, and Feedback training. This training went over the quarterly check-in process and provided guidance on best practices for planning, setting, and discussing performance expectations and goals for employees.

Managers were required to complete Bias Awareness and Management training that was provided by the Social Equity and Human Resources offices. Through this training, participants explored the concept of bias at the personal, institutionalized, and systemic levels. They took a deep dive into the different sources of bias and how it shapes people's perceptions, behaviors, and decisions. They learned to recognize and understand at a deep level the origins of their biases from lived experiences through socialization and reflect on their influence on them. They practiced how to acknowledge their biases and take control of them in their communications, interactions, and decisions to minimize or eliminate the negative effects of their biases on other people.

Ensuring that managers have this foundational knowledge before measuring their effectiveness is critical to our success. In the 25-27 biennium we will incorporate question(s) into each quarterly check-in to evaluate manager's commitment and engagement in equity and inclusion in the workplace and their success in advancing Affirmative Action.

# 2025-2027 Affirmative Action Plan

## Goals and Strategies

### Goals and Strategies

**Goal One:** Create development programs and training opportunities to increase equity acumen.

Strategy	How it's measured	Who's responsible
(1.1) DELC will continue to offer Bias Awareness and Management training. The training will be required for all managers and leadership will review the participation trends for non-management and determine if it becomes required for non-management staff as well.	Number of managers and employees who attend the training.  Employee satisfaction with the training.	Human Resources Social Equity Office
(1.2) DELC will develop and offer a required Equity 101 training for all current staff and incorporate into new employee orientation for all incoming staff.	Completion of training by all DELC staff.  Incorporating a new module into the DELC New Employee Orientation for all incoming staff.	Human Resources Social Equity Office
(1.3) DELC will develop and offer additional learning opportunities to build knowledge and awareness related to Diversity, Equity, and Inclusion.	Number of additional learning opportunities offered.  Employee satisfaction with the additional learning opportunities.	Human Resources Social Equity Office
(1.4) DELC will develop a language access policy, which will help to increase diversity and inclusion in the workforce.	Adoption of language access policy.  Increase in the diversity of DELC workforce.	Human Resources Social Equity Office

## Goal Two: Attract and retain a more diverse workforce.

<b>Strategy</b>	<b>How it's measured</b>	<b>Who's responsible</b>
(2.1) Assess recruitment processes for how candidates from under-represented communities move through the pipeline.	Percentage of people of color, and people with a disability at each stage of recruitment (i.e. apply, interview, hire) and compare it to the demographics of populations served.	Human Resources
(2.2) DELC will standardize required criteria given to interview panelists.	Whether or not a plan was provided to panel members outlining what the hiring manager is looking for in each of the interview questions to guide in scoring the answers.	Executive Leadership Team Human Resources
(2.3) DELC will develop collaboration with more diverse communities.	Number of career fairs or other outreach events attended.	Human Resources
(2.4) Assess turnover of employees from marginalized communities by implementing exit survey process.	Number of employees of color and/or number of employees with a disability leaving DELC annually. Review of reasons for leaving.	Human Resources
(2.5) Assess exit surveys and implement recommendations to retain employees from marginalized communities.	Whether or not recommendations are implemented as a result of feedback from exit surveys.	Executive Leadership Team Human Resources

## Goal Three: Create a more inclusive workplace.

Strategy	How it's measured	Who's responsible
(3.1) Incorporate question(s) into quarterly check-ins to evaluate managers' and employees' success in their commitment and engagement in equity and inclusion in the workplace.	Whether or not questions are developed and distributed for use during quarterly check-ins.	Executive Leadership Team Human Resources Social Equity Office
(3.2) Stand up Diversity Action Team.	Whether or not a Diversity Action Team was created.	Executive Leadership Team Human Resources Social Equity Office
(3.3) Create Employee Resource Groups.	Whether or not one or more Employee Resource Groups are created.	Human Resources Social Equity Office

# Complaint Process

DELIC takes all complaints of discrimination, workplace harassment, sexual harassment, unethical, unfair or unprofessional conduct seriously. A "DELIC Complaint Form" is available on the agency's intranet for employees to fill out. Completed forms may be submitted to the employee's supervisor, another manager, Human Resources or DAS CHRO.

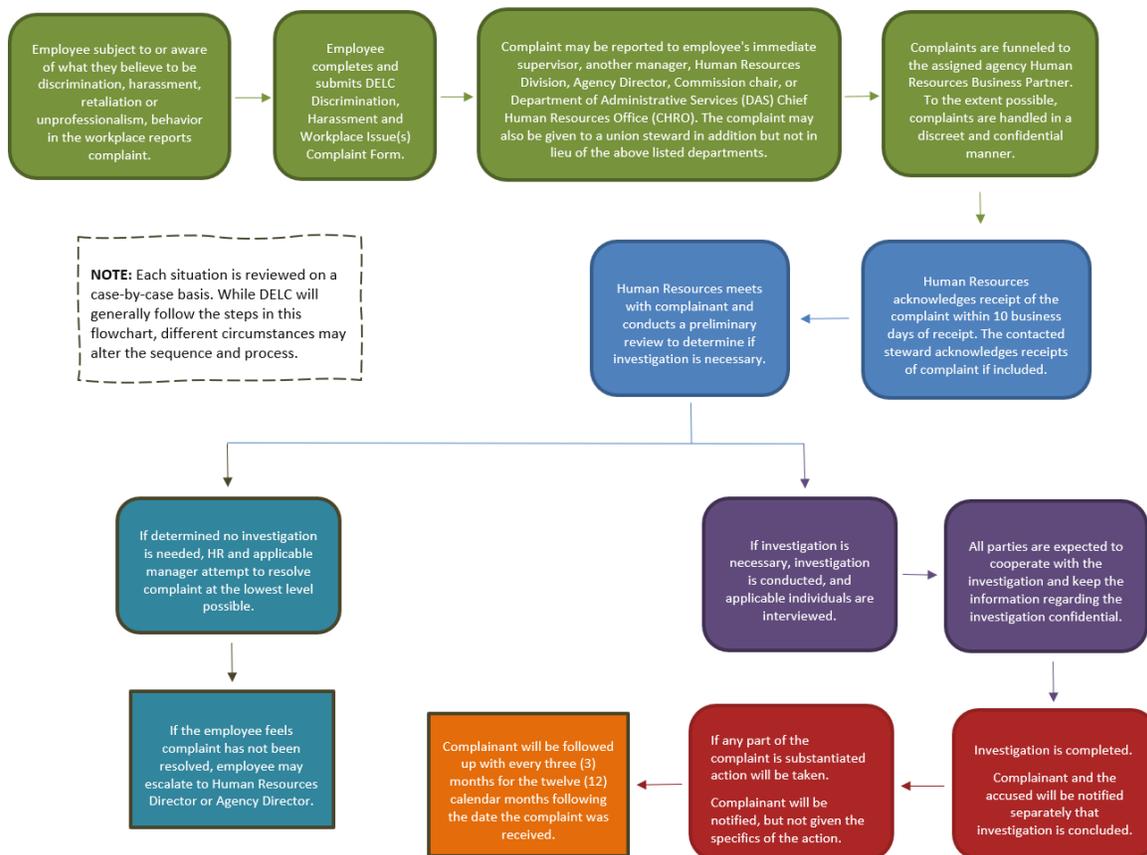
If submitting the completed form to the HR Team, forms should be returned to:

Human Resources  
Heather Thomas  
700 Summer St NE #350  
Salem, OR 97301

Completed forms can also be submitted via fax to (503) 378-5947 or via email to [Heather.Thomas@delc.oregon.gov](mailto:Heather.Thomas@delc.oregon.gov).

If submitted the completed form to DAS CHRO, forms should be emailed to:

[CHRO.HR@das.oregon.gov](mailto:CHRO.HR@das.oregon.gov).



# Succession Plan

DELC's succession plan is strategically crafted to identify critical positions, pinpoint essential job skills, preserve institutional knowledge and practices. Its overarching goal is to facilitate a seamless transfer of these elements to the next generation of employees, ensuring the continuous fulfillment of the agency's core responsibilities. Through selection and development of key talent, this plan serves as a safeguard, ensuring the uninterrupted functioning of critical roles and mitigation of potential risks. DELC's succession plan is reviewed and updated every two years, or as required by the Department of Administrative Services.

The agency's Succession Plan is anchored in three core principles:

- **Focus on Workforce Challenges:** The initial emphasis of this succession plan is on overcoming the lack of internal employees ready to fill agency executive leadership and other critical positions.
- **Leadership Development Program:** This program is designed to attract and develop leaders within DELC.
- **Adaptability for Future Positions:** Future iterations of the succession plan will address other critical positions and evolving agency workforce needs.

DELC's Succession Plan identified the following positions as Highly Critical Positions:

- Agency Director
- Deputy Director of Operations
- Deputy Director of Programs
- Child Care Licensing Division Director

DELC's Succession Plan identified the following positions as Critical Positions:

- Chief Information Officer
- Procurement Director
- Background Check and Customer Service Unit Manager

# Contracting

On July 1, 2023, the Early Learning Division transitioned to the Department of Early Learning and Care (DELIC). DELIC was created as an independent state agency by the Oregon Legislature in 2021, bringing together the Early Learning Division from the Oregon Department of Education and the Employment Related Daycare program from the Oregon Department of Human Services. As a result of this milestone, reporting of Certification Office for Business Inclusion and Diversity (COBID) contracts and procurements is limited to as of July 1, 2023. Data prior to that date does not reflect DELIC because it was included in the Oregon Department of Education Affirmative Action Plan.

# Appendices

## Appendix A – Agency, State and Federal Policies

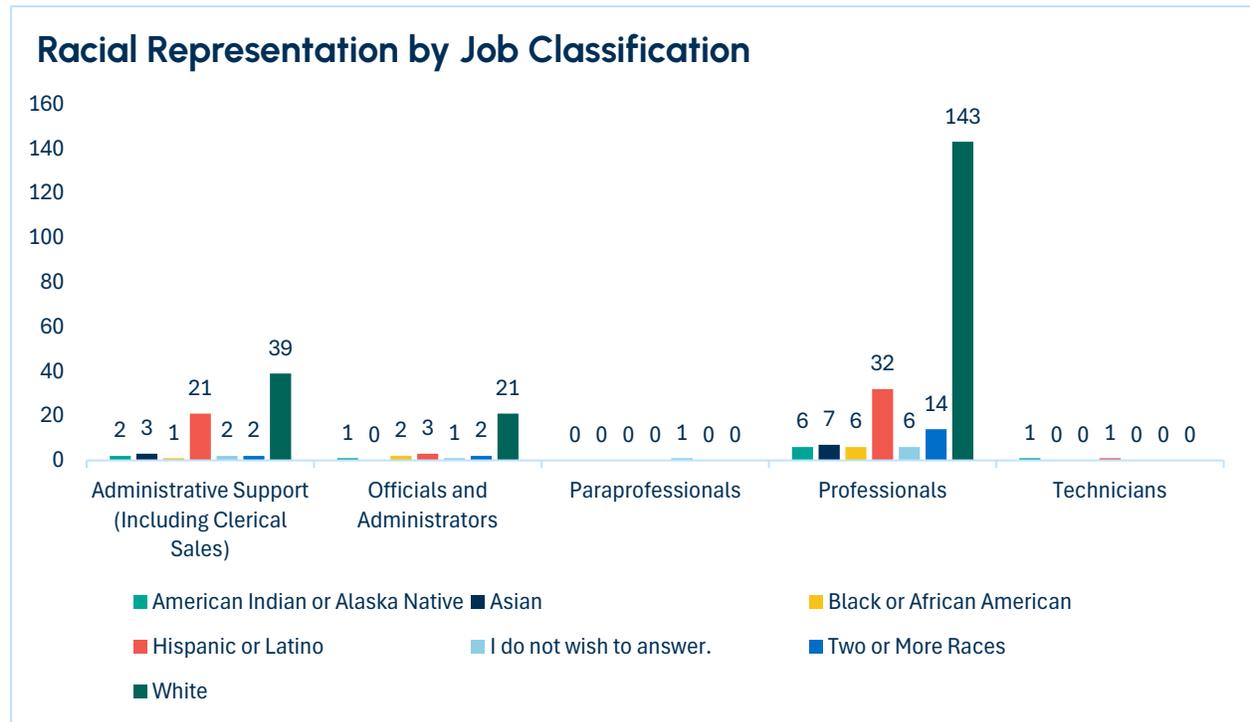
### State Policies and Documents

1. ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)
2. Discrimination and Harassment Free Workplace (Statewide Policy 50.010.01)
3. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)
4. Veterans Preference in Employment (105-040-0015)
5. Equal Opportunity and Affirmation Action Rule (105-040-0001)
6. Statewide DEI Action Plan (2021)
7. Executive Order 22-11 Related to Affirmative Action and DEI
8. DELC Strategic Plan: Growing Oregon Together (2024-2029)
9. DELC DEI Action Plan (2023-2026)

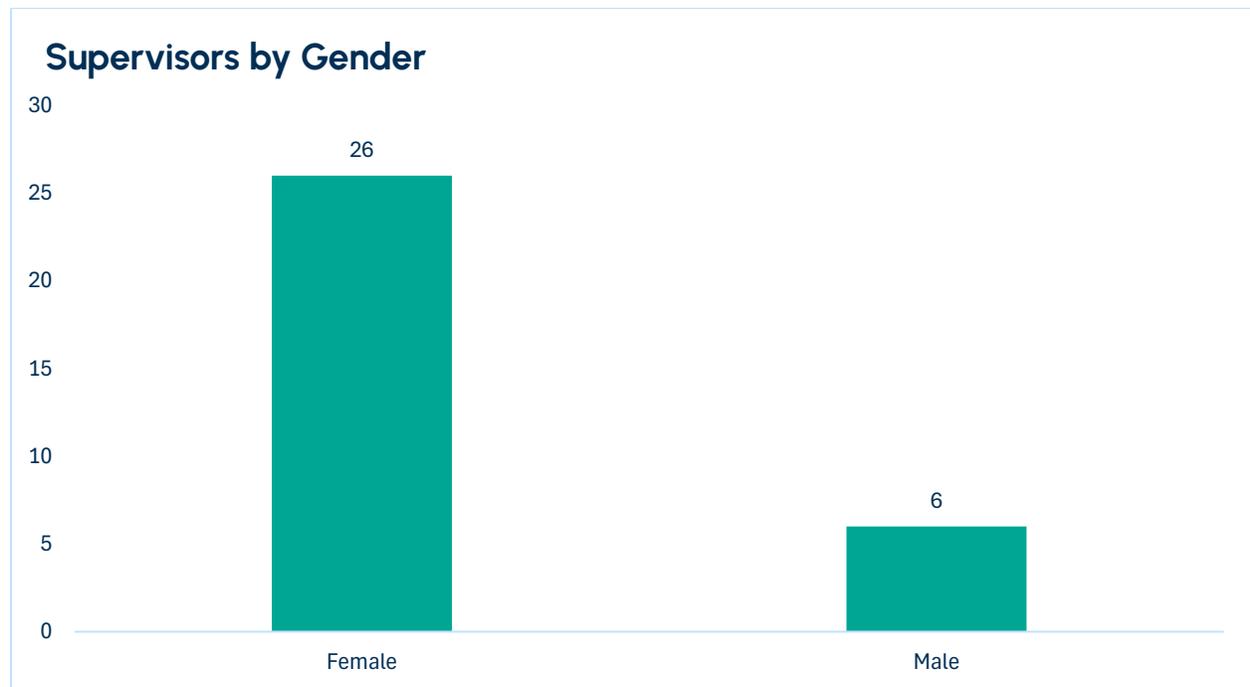
### Federal Policies and Documents

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

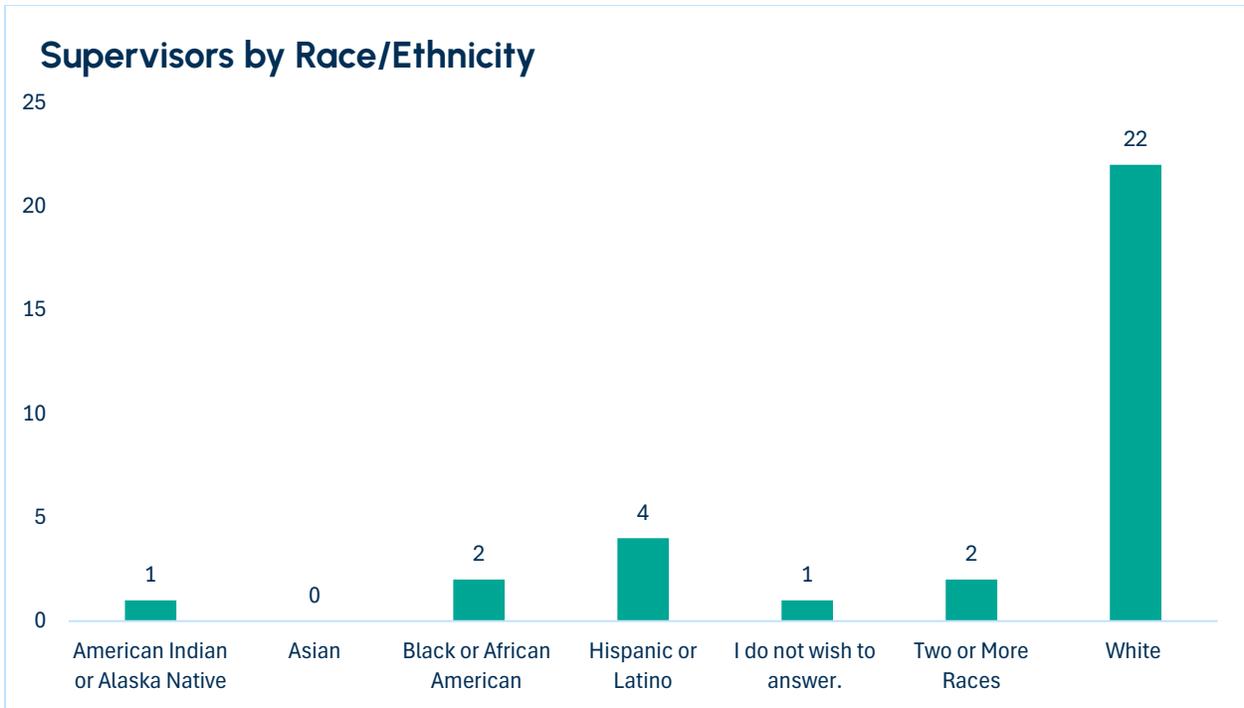
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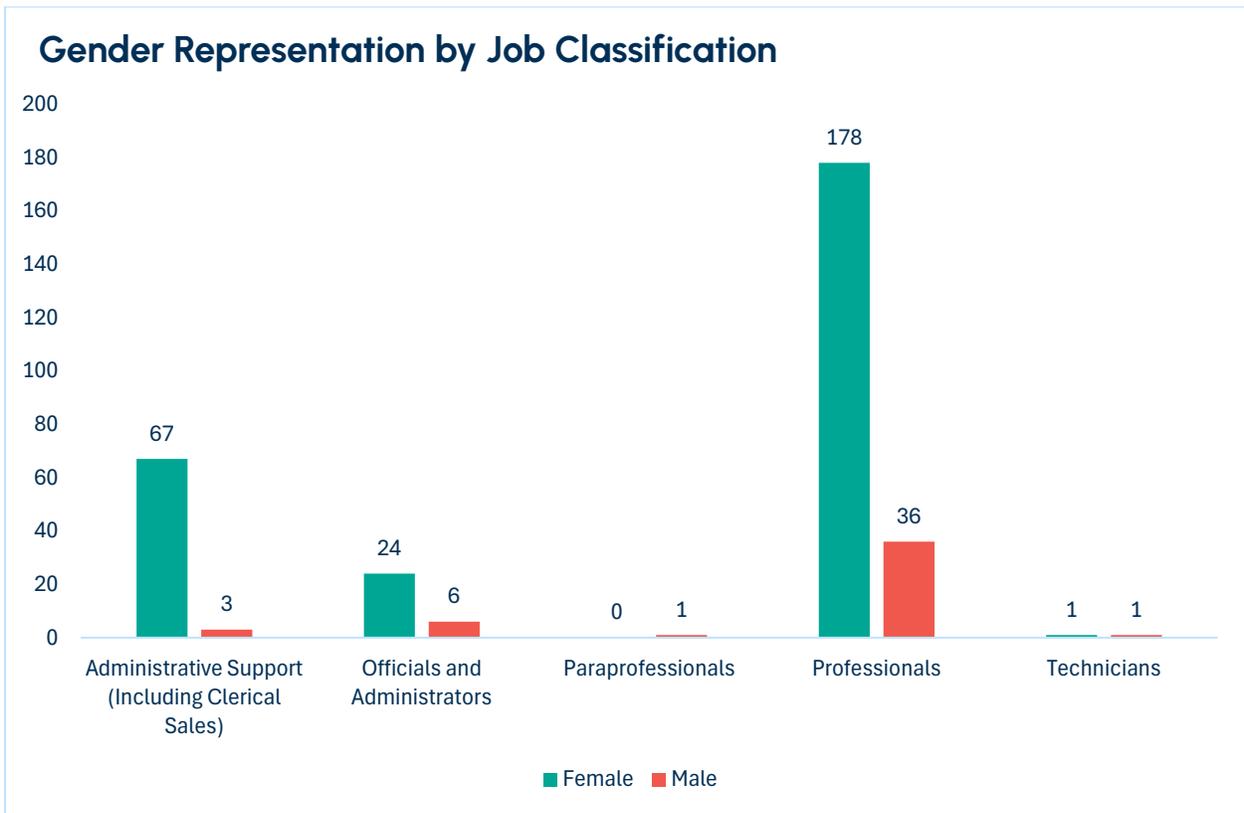
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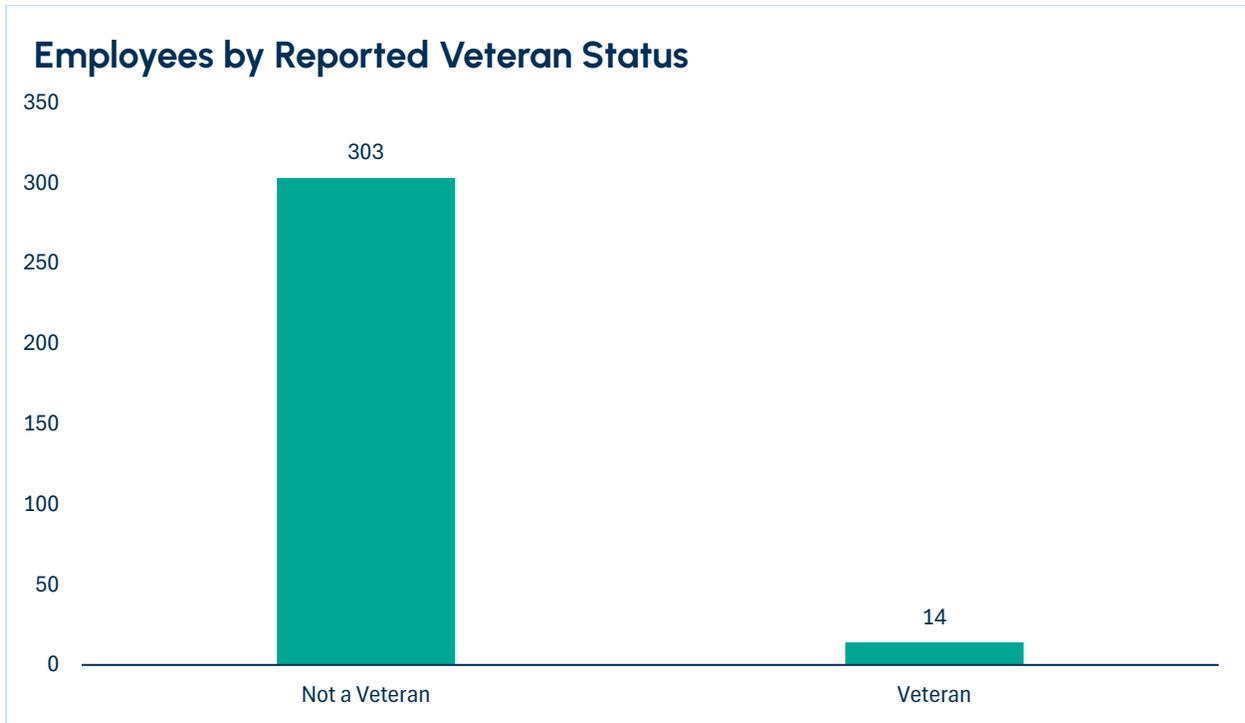
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