



TINA KOTEK
GOVERNOR

June 23, 2025

Andrew Stolfi
Oregon Employment Department
875 Union Street NE
Salem, OR 97311

Dear Director Stolfi,

Thank you for your years of service to Oregon in prior roles and for now agreeing to continue that service as the Director of the Oregon Employment Department (OED). The Department will no doubt benefit from your collaborative leadership style, commitment to providing excellent customer service, and track record of working with businesses and consumers to better serve Oregon that you have demonstrated in the past.

I expect excellent customer service at an agency that Oregonians seek out when they are experiencing difficult times or life transitions. I also expect OED to serve Oregon businesses that are working to recruit qualified applicants to jobs and be a helpful resource to diverse job seekers exploring employment opportunities. We need a strong Employment Department that can use innovative approaches to drive customer service improvements, adapt to evolving labor market dynamics, and be strategic in the deployment of its workforce programs and research and data tools.

As you take on the leadership of OED, I am asking you to do the following:

- Within the first 90 days, conduct an organizational review to assess what is currently working well at the agency and what could be improved upon. The organizational review should capture perspectives of OED employees and customers, including workers and employers. It is important that this review also consider other partners such as workforce boards, other state employment departments, and agencies within the state enterprise with whom the agency regularly interacts (e.g., DOR, HECC, ODHS, and BOLI).
- Within 60 days of completing the internal organizational review, provide me with a plan for the future of Frances Online now that the system has moved from the modernization phase to IT and internal operations. This plan should include a timeline for stabilization, a governance structure and decision-making process for prioritizing issues and updates, and a plan to build proficiency within OED's IT and Business Operations teams.

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- Within 60 days of completing the internal organizational review, provide me with a detailed plan for improving customer service for Paid Leave Oregon and Unemployment Insurance. This plan should assess the agency's current goals for call wait times, payment timeliness, and claims processing. The plan should include recommendations for the use of AI and other innovative approaches to improve customer service for these programs.
- Within the first 90 days, conduct an assessment of WorkSource Oregon operations and policy and any existing recommendations for how to improve these programs and services, including an assessment of workforce development boards and interactions/collaboration with other state agencies. Within 60 days of completing this assessment, provide recommendations for how to improve these programs and services.
- Within 60 days of completing the above reviews and assessments, provide me with any other recommendations that could improve the efficiency of how Oregon delivers on its workforce development and support missions, such as through the consolidation of functions or services.
- Continue meeting the expectations I set for all agency directors that you are already familiar with and continue communicating clearly with Oregonians about OED's services.

I encourage you to take a fresh look at the agency upon your arrival. Oregon should be a leader in workforce and public sector technology innovation, and I see OED as a key agency in that work. You have my support, and the Governor's Office is here to be a partner in moving the agency forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina Kotek". The signature is fluid and cursive, with the first name "Tina" being more prominent than the last name "Kotek".

Governor Tina Kotek